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## TRUMP in Scotland

*“I have never seen such an unspoilt and dramatic sea side landscape and the location makes it perfect for our development.”*

--Donald Trump

Sarah Malone put the phone down on her mahogany desk at the Gordon Highlanders Museum in Aberdeen, Scotland. As a director at the museum, she was accustomed to fielding questions about Scotland’s past. Inquiries about the great highland battles, clans, castle relics, and family crests were common; she could answer most questions with ease. Malone was familiar with the Stuarts and the McDonalds; she knew about Scotland’s feuds and religious discord. But the request today was different; she was surprised to be contacted by a New York headhunter asking her to fly to New York City to discuss an opportunity with Trump International Golf Links Scotland.<sup>1</sup>

Malone was familiar with the trouble Donald Trump was having with the government, environmental groups, and local citizens as he sought approval for his project; this was well publicized. As she considered this new opportunity, she knew there must be another side to the debate. The position would require her to articulate the benefits the golf course could bring to her community. Scotland’s heritage was important to Malone. As a native of Aberdeenshire whose parents were involved in the local government,<sup>2</sup> she had deep ties to the community and sought to increase awareness of local history. During her six years as a director at the museum, she had overseen an expansion that helped boost the museum’s visitors to more than 30,000.<sup>3</sup> Her experience at the museum had been fulfilling. She enjoyed the intellectual journey along with her role promoting and maintaining Scotland’s dynamic heritage.

Malone had a lot to think about. First, she thought about what she might do if offered a position with the Trump Organization. Would this move be good for her career? More important, would Trump’s proposed investment be good for Scotland? She looked around at relics of the Gordon Highlanders with a bit of irony – known for their bravery in war – she thought about what she might bring on her trip to New York.

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## Scotland, U.K.

Scotland, England, and Wales are part of Great Britain, which is itself part of the United Kingdom of Great Britain and Northern Ireland. (See **Exhibit 1a.**) Scotland occupies about one-third of the island of Great Britain and is divided into three topographic areas: the Highlands, the Midland Valley, and the Southern Uplands. (See **Exhibit 1b.**) Some of Scotland's important cities include: Glasgow, Scotland's largest city, was once one of the world's leading industrial cities; Edinburgh, the capital and second largest city, remains one of Europe's largest financial centers; and Aberdeen, Scotland's third largest city, has been called the "Off-shore Oil Capital of Europe."<sup>4</sup>

*FDI Magazine* placed Scotland at the top of their ranking of European regions of the future based on the following criteria: economic potential, business friendliness, quality of life, human resources, costs, infrastructure, and foreign direct investment (FDI).<sup>5</sup> In 2008, Scotland received FDI of about £41 billion, approximately equivalent to London's FDI inflow for the year.<sup>6</sup> International investors are attracted to Scotland's "reputation for high-quality produce, innovation and technology."<sup>7</sup> Key industry sectors for FDI in Scotland include: life sciences, optoelectronics, semiconductors, financial services, digital media, aerospace, energy, and tourism.<sup>8</sup>

In 2008, approximately 15 million tourists took overnight trips to Scotland, spending over £4 billion.<sup>9</sup> Scottish tourism contributes 11 percent to the Scottish service sector economy compared to 9 percent for the UK as a whole.<sup>10</sup> Close to 8 percent of Scotland's workers are in tourism-related employment, which accounts for approximately 5 percent of the country's total economy. (See **Exhibit 2.**) Unemployment in Scotland is currently 7 percent compared to 7.9 percent in the United Kingdom. (See **Exhibit 3.**)

### *Home of Golf*

With over 550 golf courses, Scotland's government has promoted the country as the "home of golf."<sup>11</sup> Scotland is also home to the R&A, formerly known as "The Royal and Ancient Golf Club of St. Andrews." Founded in 1754, the R&A is one of the oldest and most prestigious golf clubs in the world.<sup>12</sup> The R&A collates results each week from amateur events all over the world to produce the World Amateur Golf Ranking and organizes the Open Championship (often referred to as the British Open) each year. Recently, the R&A has teamed up with other major golf associations worldwide to push for golf to be an Olympic event, possibly in 2016.<sup>13</sup>

The first Open Championship was held in 1960, at the Prestwick Golf Club on Scotland's Ayrshire Coast with eight professional golfers from Scottish golf clubs.<sup>14</sup> Open Championship golf is played on a rotation of links courses, and it is the nature of links golf that makes the tournament unique among the major championships.<sup>15</sup> Links courses often have sandy soil and uneven surfaces that lead to unpredictable bounces, high sea grasses, thick rough, few trees, and much wind and rain.<sup>16</sup> Of the 138 Open Championship tournaments, 91 have been held in Scotland.<sup>17</sup> Today, Scotland is home to five of the nine British courses that share the privilege of hosting the Open Championship: St. Andrews, Muirfield, Royal Troon, Carnoustie, and Turnberry.

*Yesterday the “Kuwait of the West” - Tomorrow the “Saudi Arabia of Renewables”*

While the government promoted Scotland as the “home of golf,” the oil industry once promoted the country as the “Kuwait of the West.” The North Sea industry, with current output of 2.5 million barrels of oil equivalent per day, is an important component of the economy. (See **Exhibit 2b.**) In 2007, Brent crude oil prices peaked, but in 2009, at about \$80 a barrel, prices were only a little more than half of the peak price. (See **Exhibit 5.**) The country seeks to diversify from oil and has high hopes for alternative energy. Lena Wilson, chief executive officer of Scottish Development International notes “Scotland could be the Saudi Arabia of renewables.”<sup>18</sup>

*Aberdeenshire*

Aberdeenshire is a predominantly rural area in the northeast of Scotland. According to the 2008 census, approximately 5 percent of Scotland’s 5 million residents live in Aberdeenshire. The gross domestic product (GDP) for Aberdeenshire and surrounding area is estimated to contribute 11 percent to Scotland’s total GDP.<sup>19</sup> In 2007, average gross weekly earnings were £522.70, which was £8.00 higher than the Scottish average. Unemployment was 0.8 percent which is lower than the average rates for Scotland (2.4 percent) and the UK (2.3 percent). (See **Exhibit 3.**)

This part of Scotland traditionally has been economically dependent on agriculture, fishing, forestry, and related processing industries. However, within the past 35 years, the region has experienced rapid population growth due to the emergence of the oil and gas industry and the development of the service sector, which have broadened Aberdeenshire’s economic base.<sup>20</sup> Aberdeen, the “self-styled oil capital of Europe,” is beginning to focus on renewable energy and tourism.<sup>21</sup> The region’s tourist industry is growing, with a major natural asset, the coast, and additional visitor attractions “based on the region’s heritage.”<sup>22</sup>

Scotland has a strong national heritage. In the Highlands, most of the population is of Celtic descent, and some people still speak Gaelic, an ancient Celtic language.<sup>23</sup> Clans are decedents of a common ancestor. The kilt, the traditional garment of a Scottish clan, is a short pleated skirt suitable for climbing the rough hills.<sup>24</sup> Each clan has its own colorful pattern, called a tartan. Tourists are drawn to the Highlands to see kilt-clad athletes compete in traditional sports as bagpipers play their unique music. Golf also attracts many tourists, as do the ruins of Scotland’s many castles and abbeys.

## **Trump International Golf Links - Scotland**

Trump wants to create the “greatest golf course in the world,” designed to host major championship games, such as the Ryder Cup, at the Menie Estate in Aberdeenshire.<sup>25</sup> The Menie Estate is close to the North Sea near Balmedie. The estate dates back to the eighteenth century and belonged to the Forbes family. The Menie House was built on the site of an ancient castle and the cellar is rumored to be haunted by Green Lady Ghost. The Menie House will be part of the Donald Trump Estate Golf Course, subject to planning permission.<sup>26</sup>

The plans include two championship golf courses, a 450 room five-star hotel, 950 holiday homes, 36 golf villas, a golf academy, and 500 private homes. The total project is expected to cost £1 billion.<sup>27,28</sup> A table summarizing the construction costs is included in the appendix (See **Exhibit 6a.**)

### *Experience*

Trump has been building golf courses for more than a decade. In 1998, his company broke ground for the Ocean Trails Golf Club in California.<sup>29</sup> He has additional courses in Florida, New Jersey, New York, Washington D.C., Puerto Rico, and Saint Vincent and the Grenadines. The course in West Palm Beach, Florida was rated as the top golf course in Florida in 2005 by *Florida Golf Magazine*.<sup>30</sup> The course in Bedminster, New Jersey opened in 2004 and is rated among the Top 100 Golf Courses in the World.<sup>31</sup> In 2007, the Bedminster, New Jersey course won an environmental award.<sup>32</sup> The Metropolitan Golf Association Foundation that created the award reviewed six categories: water quality and quantity, education, outreach, integrated pest management, wildlife, and other awards received.<sup>33</sup> An article about the award notes a 45-acre grassland bird habitat, erosion control and a stream stabilization management plan. The article goes on to state that “The impacts of golf construction and operations on this land have resulted in a significant environmental net gain from the previous land use.”<sup>34</sup>

Environmentalists have not always approved of Trump’s golf plans. In 2004, Trump failed to open a golf course near Bedford, New York, “because its pesticides and fertilizers would have run off into Byram Lake, which provides drinking water for three towns.”<sup>35,36</sup> In addition, environmentalists in Scotland have been arguing against the proposed Trump International golf course to protect sand dunes, birds, and air.

## **The Environmentalist’s View**

### *The Sand Dunes*

A system of shifting sand dunes has developed over more than 5,000 years and is home to herbaceous vegetation and crowberry.<sup>37</sup> There are 2,220 hectares of mobile dunes in Britain and 1,134 in Scotland.<sup>38</sup> There are over 4,000 Sites of Special Scientific Interest (SSSI) in England, covering close to 7 percent of the country's land area.<sup>39</sup> A total of 40.44 hectares of mobile dunes, some of which have been identified as SSSI, are affected by the Trump development.<sup>40</sup>

Dr. Jim Hansom, an expert on coastal research, who testified on behalf of Scottish Natural Heritage (SNH) at the public inquiry into the plans for north of Aberdeen, stated that the proposed development “will effectively destroy the ‘jewel in the crown’ of Britain's shifting sand dune systems ... the main championship course at Menie would involve ‘biblical amounts’ of sand being moved at a protected site of ‘national’ environmental importance.”<sup>41</sup> In 2008, the Royal Society for the Protection of Birds (RSPB) Scotland and the Scottish Wildlife Trust (SWT) submitted an alternate plan for the golf course that they believed would protect the sand dunes, but Trump rejected the plan.<sup>42,43</sup> (See **Exhibit 4.**) The Trump Organization did agree to take account of the environmental impact on sand dunes.<sup>44</sup>

### *Carbon Emissions*

A group that calls itself “Plane Stupid” protested the expansion of the Aberdeen airport, by breaking through the security fences and setting up a miniature golf course. Plane Stupid blames Trump’s proposed golf resort for encouraging increased air traffic and increased carbon emissions.<sup>45</sup> In 2009, Trump won the Scottish Stupid Awards 2009 for trashing the planet and “steamrolling Scottish democracy in order to open the door to developments that encourage flying.”<sup>46</sup>

## **The Government’s Dilemma**

Beyond environmental concerns were those of local citizens such as Michael Forbes who has lived near the area for 41 years<sup>47</sup> and members of the Scottish National Heritage organization who wanted to ensure Scotland’s heritage was protected. In addition the Royal Society for the Protection of Birds was concerned that Trump’s development could harm coastal wildlife. But not everyone was opposed to the idea of the new development. Trump’s plans would have both benefits and costs to Scotland. The primary benefit was economic development.

### *Economic Development*

The development could bring £64 million per year to the local economy and create 1,400 jobs.<sup>48</sup> Scotland’s longest-serving First Minister member of the Scottish parliament, Jack McConnell, welcomed the proposal.<sup>49</sup> Ian Dunlop, area director for Visit Scotland, the national tourism organization agreed: “This is an unbelievable tourism opportunity for the region and, with Royal Deeside and castle and whisky trails on the doorstep, the overall visitor package will be tremendous.”<sup>50</sup> A table summarizing the forecasted sales revenue for the project is included in the appendix. (See **Exhibit 5b.**)

### *Unemployment*

The oil industry has created wealth in Aberdeen. According to a recent *New York Times* article, BMW, Mercedes-Benz, Jaguar, Aston Martin and Porsche sports cars can be seen throughout the city. But with Brent crude oil far below its peak, the harbor is quieter. “Dockworkers say some ship owners are so pessimistic about getting charters soon that they will not even pay to dock at the harbor. A dozen vessels are moored a few kilometers off Aberdeen’s sandy coast.”<sup>51</sup>

### *Heritage*

Established in 1992 through the Natural Heritage (Scotland) Act 1991, SNH was formed “to look after the natural heritage, help people to enjoy and value it, and encourage people to use it sustainably.”<sup>52</sup> The organization’s work is mainly determined by a range of statutory duties and ministers’ priorities.<sup>53</sup> The Trump Organization has had discussions with SNH. “We are approaching it in a co-operative manner, it has huge potential for the area and we recognise that, but we must protect the heritage” stated Ron MacDonald, head of policy and advice and the SNH Grampian area manager.<sup>54</sup>

### *Current use of Land*

Land use is an important topic in real estate, guided by laws and regulation. The effect on the landscape and existing land uses and long-term development of the area must be established based on the relationship of local objectives and regional goals. Currently most of the land under consideration for the golf course is considered “wild land.” The land lies between a country park and a national nature reserve.<sup>55</sup> The Trump organization notes that the proposed project “consists of ‘sustainable’ elements, such as reducing the cost for maintenance and repair in the future, achieving energy efficiency, considering waste management.”<sup>56</sup> In addition, the Trump team noted that the environment would be “enhanced by the course.”<sup>57</sup>

### *Strong Opposition*

While most of the land is considered “wild land,” as of February 2010, some of the plots of land still needed for the development currently have homes.<sup>58</sup> Michael Forbes, a fisherman and farmer, owns 23 acres on the Scottish coast for which Trump has offered \$790K.<sup>59</sup> Forbes said no. His family has lived, farmed, and fished the property for generations.<sup>60</sup> Forbes noted, “[Trump] seems to think everything is for sale.”<sup>61</sup> Forbes said that he turned down the money because he is “not very money-orientated” and “quite happy.”<sup>62</sup> A British businessman offered to pay more than \$1.5 million for the land just to stand in Trump's way.<sup>63</sup> Tony Bowman, a wealthy Cambridge businessman and fervent environmentalist, offered to double any offer from Trump.<sup>64</sup> Shortly after Trump was granted planning permission to move forward with the project in November 2009, Michael Forbes' 85-year-old mother, Molly Forbes, filed a complaint with a court in Edinburgh, saying “I never expected in my life to face eviction from my home, let alone for a golf course.”<sup>65</sup>

## **Trump's Cards**

Trump, born June 14, 1946, started his business career in real estate with his father in New York.<sup>66</sup> By age 35 he was considered a top real estate mogul. Nicknamed “The Donald,” Trump is a well-known personality and twice has been nominated for Emmy Awards for his hit NBC show, *The Apprentice*. Over 40 million people watched the final episode of the first season.<sup>67</sup> He has built towers, casinos, financial centers, and golf courses. In 2006, this U.S. billionaire announced plans to build a new world class golfing center in Aberdeenshire, Scotland.<sup>68</sup>

### *Scottish Roots*

The proposed golf center will include two championship courses, a hotel, and holiday home complex. Trump, wrote on his website, “I have been actively looking for links land in Europe for the past few years ... Of course my preference was Scotland over any other country because I am half Scottish - my mother, Mary MacLeod, is from Stornoway.”<sup>69</sup> On June 10, 2008 Trump visited his mother's childhood home, a pilgrimage that lasted no more than two minutes according to the *Guardian*.<sup>70</sup> Perhaps his stay was shortened due to the interruption of protestors with signs that read “We Don't Want You *Hair*” and “Don't *Comb* Over Here.”<sup>71</sup>

### *Irish Friends*

Scotland was not Trump's only option. In 2007, after Aberdeen government officials rejected the project, Trump threatened to walk away, perhaps to go over to Northern Ireland (County Antrim) where government ministers said they would welcome his big-bucks development.<sup>72</sup> As Trump was meeting in New York with the Rev. Ian Paisley, head of the government of Northern Ireland, the Scottish government took control of Trump's application.<sup>73</sup> Scottish leader Alex Salmond, who represents the area of the proposed development, issued a statement saying Trump's plan "raises issues of importance" that require consideration at his level.<sup>74</sup>

### *Magnus Linklater is backing Donald Trump*

The famous journalist and writer is "backing his big ideas, his big ego, his big private jet, and his big hairstyle." Linklater wants Trump "to win the argument for his £1 billion golf course, along with the 1,000 houses he is planning, and the five-star hotel, to be called, [he has] no doubt, Castle Trump."<sup>75</sup> Linklater says, "I like the size, the scale, the sheer unadorned vulgarity of it all."<sup>76</sup> According to Linklater, opposition falls into two categories: innate suspicion of wealth and deep-dyed hostility to anything that threatens the environment. In his article, Linklater quotes Trump: "I like thinking big... If you're going to be thinking anything, you might as well think big," and concluded, "Love him or loathe him, you cannot fault him on consistency."<sup>77</sup>

## **Sarah Malone**

Malone has more than 10 years of experience in the cultural sector.<sup>78</sup> A graduate of Anglia Ruskin University and Glasgow School of Art, she attended secondary school in Peterhead, approximately 20 miles north of the land on which the Trump development will be built.<sup>79</sup> At 32, she was selected as the new "Face of Aberdeen and Aberdeenshire" in an *Evening Express* competition in 2007. The paper noted her contribution to the museum and the local community. She is single, loves cooking and tennis, but admits to not knowing much about golf.<sup>80,81</sup>

## **What's the Score?**

As Malone flew home, she considered the invitation to be the executive vice-president of Trump International Golf Links Scotland.<sup>82</sup> She thought about whether the new position would be good for her career, but more important, whether the project would be good for Scotland. She realized that any foreign direct investment project would have benefits and costs for both the home and host countries. Her next task would be to lay out the benefits and costs of this project for Scotland. In addition, she thought about how she would present the arguments on behalf of the Trump Organization and whether there was a win-win solution in this situation.

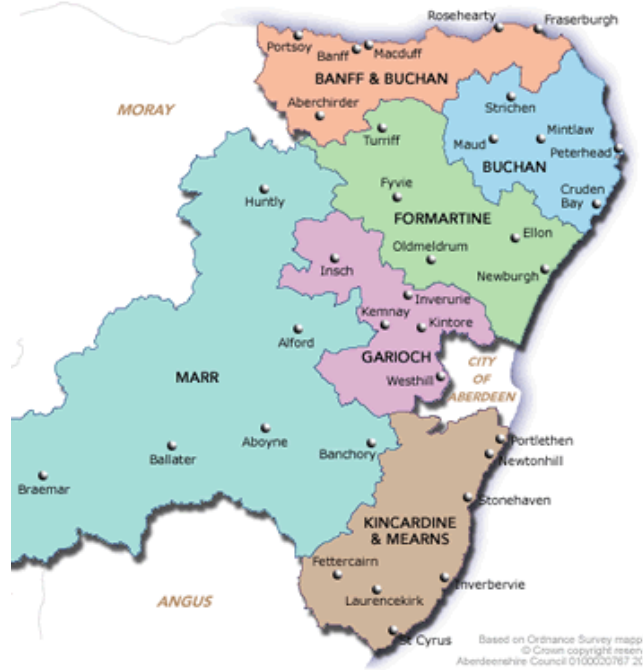
1. Should Malone accept this position? What issues should she consider when making her decision?
2. What are the relevant benefits and costs of this investment for Scotland and for the local community? Do the benefits outweigh the costs? Is there a win-win solution?

Trump in Scotland

Exhibit 1a United Kingdom / Scotland



Exhibit 1b Scotland / Aberdeenshire



Source: Maps of Britain Web site, <http://www.maps-of-britain.co.uk/map-of-scotland.htm>, accessed October 3, 2009.

Source: Aberdeenshire Council website, [http://www.aberdeenshire.gov.uk/images/maps/community\\_04.gif](http://www.aberdeenshire.gov.uk/images/maps/community_04.gif), accessed September 28, 2009.

**Exhibit 2a** Tourism-related Employment & Gross Value Added (GVA)

	Scotland				Aberdeen City		Aberdeenshire		Total	
	Employment	% Total	GVA (£m)	% Total	Employment	GVA (£m)	Employment	GVA (£m)	GVA	Employment
1999	166,900	7.3%	*	*	9,300	155.4	5,000	67.3	66,161	2,296,250
2000	181,100	7.7%	*	*	9,700	174.0	5,700	70.8	68,312	2,339,000
2001	182,000	7.7%	2,765	3.9%	10,800	167.9	6,500	75.5	71,271	2,348,750
2002	187,400	7.9%	2,947	3.9%	10,800	189.2	6,000	89.0	75,172	2,362,250
2003	187,900	7.8%	3,069	3.8%	11,200	203.8	6,800	100.3	79,853	2,405,750
2004	194,500	8.0%	3,480	4.1%	12,300	250.6	7,800	122.9	84,335	2,445,750
2005	199,700	8.1%	3,673	4.2%	10,900	259.6	6,400	110.3	88,085	2,457,750
2006	206,700	8.3%	4,023	4.3%	10,800	286.8	7,000	138.6	93,361	2,489,250
2007	208,800	8.2%	4,051	4.1%	11,200	284.3	7,200	117.7	98,520	2,544,500
2008E	218,000	8.6%	4,120	4.1%	11,032	287.7	7,092	119.9	99,998	2,538,000
2009E	214,730	8.5%	3,996	4.1%	10,867	279.7	6,986	116.9	97,498	2,520,400
2010E	211,509	8.5%	4,008	4.1%	10,932	279.9	7,028	118.0	98,083	2,482,594

Sources and Notes: Data is listed separately for Aberdeen, Scotland's third largest city, and Aberdeenshire, a rural area in the northeast of Scotland. Gross value added (GVA) is defined to represent the contribution of the tourism sector to the economy. Data for Tourism employment and GVA have been compiled from "Tourism-related sector by Local Authority," Scottish Government Web site, "Topics-Statistics-Scottish Annual Business Statistics-Tourism-related sector" <http://www.scotland.gov.uk/Topics/Statistics/16170/Tourism-related>, accessed November 2009. Data for GVA percent change in Scotland has been compiled from "Aberdeen City & Shire – Economic Review 2009," Oxford Economics, March 2009, <http://www.scottish-enterprise.com/publications/aberdeen-city-shire-economic-review-2009.pdf>. The source for total employment for Scotland is "Statistics Publication Notice: Public Sector Employment in Scotland: Statistics for 2nd Quarter 2009," Scottish Government Web site, "Publications-2009-September-PSE Q2 2009- XLS 21" <http://www.scotland.gov.uk/Publications/2009/09/15140059/21>, accessed November 2009. The source for total GVA for Scotland is "Regional GVA December 2008," Office for National Statistics Web site, [http://www.statistics.gov.uk/downloads/theme\\_economy/NUTS1-2-3.pdf](http://www.statistics.gov.uk/downloads/theme_economy/NUTS1-2-3.pdf), accessed November 2009.

**Exhibit 2b** Oil-related Employment & Gross Value Added (GVA)

	Scotland				Total	
	Employment	% Total	GVA (£m)	% Total	GVA	Employment
1999	21,700	0.9%	6,960	10.5%	66,161	2,296,250
2000	19,000	0.8%	9,583	14.0%	68,312	2,339,000
2001	19,300	0.8%	9,590	13.5%	71,271	2,348,750
2002	19,100	0.8%	*	*	75,172	2,362,250
2003	18,500	0.8%	10,648	13.3%	79,853	2,405,750
2004	18,900	0.8%	11,161	13.2%	84,335	2,445,750
2005	22,700	0.9%	16,313	18.5%	88,085	2,457,750
2006	21,900	0.9%	15,683	16.8%	93,361	2,489,250
2007	22,000	0.9%	15,304	15.5%	98,520	2,544,500

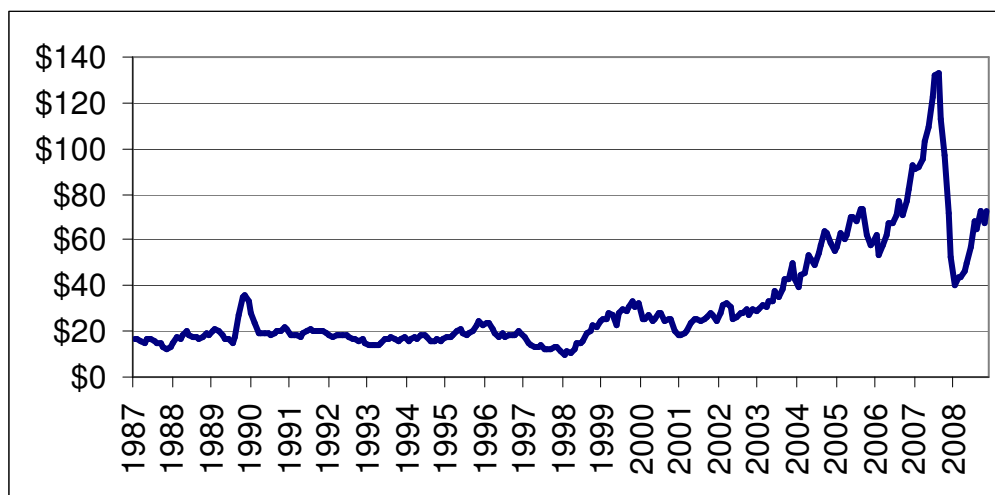
Sources and Notes: Gross value added (GVA) is defined to represent the amount that the oil sector contributed to the economy. Data for Oil employment and GVA have been compiled from "Scotland by Division," Scottish Government Web site, "Topics-Statistics-Scottish Annual Business Statistics-Scot Div" <http://www.scotland.gov.uk/Topics/Statistics/16170/Division>, accessed November 2009. The source for total employment for Scotland is "Statistics Publication Notice: Public Sector Employment in Scotland: Statistics for 2nd Quarter 2009," Scottish Government Web site, "Publications-2009-September-PSE Q2 2009- XLS 21" <http://www.scotland.gov.uk/Publications/2009/09/15140059/21>, accessed November 2009. The source for total GVA for Scotland is "Regional GVA December 2008," Office for National Statistics Web site, [http://www.statistics.gov.uk/downloads/theme\\_economy/NUTS1-2-3.pdf](http://www.statistics.gov.uk/downloads/theme_economy/NUTS1-2-3.pdf), accessed November 2009.

**Exhibit 3** Population, Wages, Unemployment, and GDP Statistics

	2006	2007	2008	2009
<b>Scotland</b>				
Population	5,116,900	5,144,200	5,168,500	5,189,000
Average Gross Weekly Wages	£499.70	£514.60	£534.40	£555.40
Unemployment	2.8%	2.4%	2.5%	7.6%
<b>Aberdeenshire</b>				
Population	236,260	239,160	241,460	238,262
GDP (£m)	£2,924	£3,159	£3,201	*
Average Gross Weekly Wages	£479.50	£523.70	£549.30	£587.90
Unemployment	1.0%	0.8%	0.8%	1.4%
<b>Aberdeen City</b>				
Population	202,415	200,711	199,059	197,388
GDP (£m)	£6,649	£7,179	£7,288	*
Average Gross Weekly Wages	£609.50	£584.20	£650.20	£664.00
Unemployment	1.6%	1.3%	1.3%	2.1%
<b>U.K.</b>				
Unemployment	2.6%	2.3%	6.4%	7.9%
Inflation (%)	3.2	4.3	4.0	-0.5

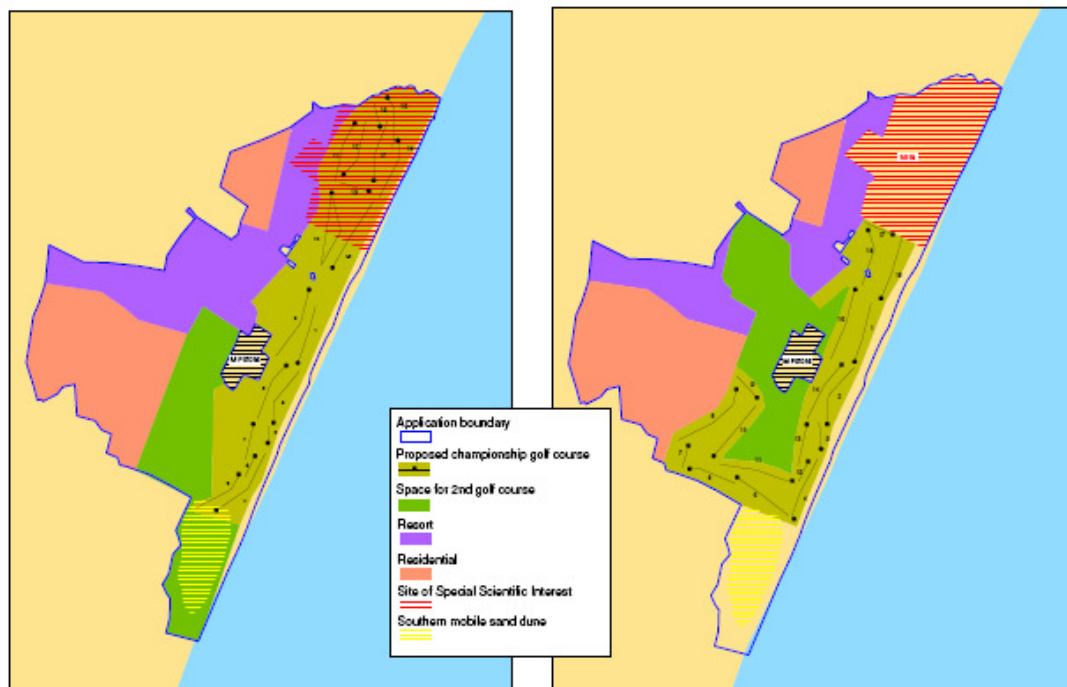
Source: Compiled from "Aberdeenshire Profile, 2009, 2007," Aberdeenshire Council Web site, "Council and Democracy–Statistics–By Location–Aberdeenshire Profile 2009" [http://www.aberdeenshire.gov.uk/statistics/area/aberdeenshire\\_profile2009.pdf](http://www.aberdeenshire.gov.uk/statistics/area/aberdeenshire_profile2009.pdf), accessed October 3, 2009. Population Figures are compiled from "2007 Population Estimates for the Scottish Local Authorities," General Registrar Office for Scotland Web site, [http://www.gro-scotland.gov.uk/files1/stats/population-estimates/07\\_mye-booklet-final-upd21082008.pdf](http://www.gro-scotland.gov.uk/files1/stats/population-estimates/07_mye-booklet-final-upd21082008.pdf), accessed October 3, 2009. UK Inflation figures obtained from "Price Indices - Monthly RPI Inflation Rate," Scottish Government website <http://www.scotland.gov.uk/Topics/Statistics/Browse/Labour-Market/DataD2>, accessed March 12, 2010. Average gross weekly earnings obtained from "National Statistics, Annual Survey of Hours and Earnings (ASHE)" Aberdeen City and Shire key statistics, <http://www.statistics.gov.uk>, accessed March 12, 2010

**Exhibit 4** Brent Crude Oil Prices December 1987- October 2009



Source: Compiled from "Monthly Europe Brent Spot Price FOB (Dollars per Barrel)," Energy Information Administration Web site, "Home-Petroleum-Navigator-Prices" <http://tonto.eia.doe.gov/dnav/pet/hist/LeafHandler.ashx?n=p&s=rbrte&f=m>, accessed November 2009.

**Exhibit 5** Left: Trump International Golf Links Scotland Proposed Development; Right: RSPB/SWT Possible Alternative.



Source: “Maps comparing the revised TIGL and RSPB/SWT Mike Wood proposals,” Royal Society for the Protection of Birds (RSPB) Web site, “Home–Our work–Conservation–Protecting wildlife sites–Protecting sites in Scotland–Menie Estate Golf Development” [http://www.rspb.org.uk/Images/comparisonmap\\_tcm9-189756.pdf](http://www.rspb.org.uk/Images/comparisonmap_tcm9-189756.pdf), accessed October 3, 2009.

**Exhibit 6a** Summary of Forecasted Construction Costs

Construction costs	Base Costs	Nominal	NPV
	£(m)	£(m)	£(m)
Golf Course	14.361	16.917	13.387
Clubhouse	10.958	12.619	10.427
Golf Maintenance Building	2.966	3.326	2.883
Golf Academy	2.549	3.012	2.373
Golf Driving Range	0.654	0.773	0.609
Golf Villas	15.484	18.764	14.096
Hotel/Spa/Conference Centre	249.816	316.871	216.466
Holiday Homes	258.677	332.815	217.223
Infrastructure	20.492	23.294	19.690
Initial Land & Inquiry Costs	7.750	7.967	7.967
Fixtures & Fittings and Equipment	115.281	151.112	95.057
<b>Total Resort</b>	<b>698.988</b>	<b>887.469</b>	<b>600.177</b>
Houses	117.500	157.320	93.295
Infrastructure	18.803	24.848	15.428
Fixtures & Fittings and Equipment	-	-	-
<b>Total Residential</b>	<b>136.304</b>	<b>182.168</b>	<b>108.724</b>
<b>TOTAL CONSTRUCTION COSTS</b>	<b>835.291</b>	<b>1,069.637</b>	<b>708.901</b>

Source: Johnston Carmichael Corporate Finance, “Trump International Golf Club Scotland Limited, Menie Estate Development, Financial Report and analysis,” Aberdeenshire council website, <http://www.aberdeenshire.gov.uk/planning/inquiry/D&W/T7.pdf>, accessed March 2010.

**Exhibit 6b** Summary of Forecasted Sales Revenue

<b>Sales Revenue Analysis</b>	<b>Nominal</b>
	<b>£(m)</b>
<b>Golf Course</b>	
Founders members joining fee	4.210
Corporate members joining fee	0.893
Homeowners members joining fee	3.747
<b>Total Golf Course</b>	<b>8.851</b>
Phase 1	13.689
Phase 2	14.522
	28.211
<b>Holiday Homes</b>	
Time share and fractional sales	711.798
Property Sales	
Associated sales and marketing costs	(71.180)
	640.618
<b>Residential</b>	
Sales	322.100
Associated sales and marketing costs	(28.682)
	293.419
<b>Total Sales Revenue</b>	<b>971.099</b>

Source: Johnston Carmichael Corporate Finance, "Trump International Golf Club Scotland Limited, Menie Estate Development, Financial Report and analysis," Aberdeenshire council website, <http://www.aberdeenshire.gov.uk/planning/inquiry/D&W/T7.pdf>, accessed March 2010.

**Exhibit 7** Timeline: Trump Proposal<sup>83</sup>

**MAR. 31, 2006:** Official announcement that Trump plans to build a golfing centre in Aberdeenshire.

**APRIL 3, 2006:** Plans for an offshore wind farm threaten to overthrow golf course plans; Trump is afraid that the wind farm would affect the view.

**APRIL 28, 2006:** Trump flies into Scotland to visit the site where he hopes to build his world class course.

**MAY 24, 2006:** Bird conservation group RSPB Scotland says the golf course plans, and a possible nearby wind farm, could badly harm coastal wildlife.

**NOV. 27, 2006:** Trump unveils plans to create “greatest golf course in the world” for a £1bn Scottish golf resort - way above earlier estimates for the resort (thought to be about £330m).

**MAR. 30, 2007:** The plans are submitted to Aberdeenshire Council and could create 6,000 jobs while the development is being built.

**MAY 30, 2007:** Scottish Natural Heritage warns the development could seriously damage nature conservation and sand dunes.

**AUG. 17, 2007:** Scottish Natural Heritage writes to Aberdeenshire Council revealing it plans to uphold an objection to a golf development proposed by Trump.

**SEPT. 7, 2007:** Leading architect Martin Hawtree is appointed to design the golf resort.

**SEPT. 11, 2007:** Aberdeenshire planning officials recommend that councilors approve the resort.

**SEPT. 24, 2007:** A new group set up in opposition to Trump's proposed golf resort is to meet.

**OCT. 12, 2007:** Opponents argue that the project is more about selling houses than golf.

**OCT. 19, 2007:** Environmental campaigners continue the fight to stop the golf resort, discussing their concerns with Scotland's new first minister, Alex Salmond.

**NOV. 20, 2007:** Aberdeen councilors give the go ahead for the development plan of the resort.

**NOV. 29, 2007:** Councilors make the unexpected decision to reject the £1bn resort after a tie in voting.

**NOV. 30, 2007:** One of the councilors who voted against the golf resort claims she was later assaulted at home. Meanwhile, an Aberdeenshire council leader calls for a special meeting in light of the “overwhelming public response and dismay expressed” at the rejection.

**DEC. 2, 2007:** Senior councilor Martin Ford, who turned down the plan, claims that the plan to create a £1bn golf resort in Scotland is “dead.”

**DEC. 3, 2007:** Trump's representatives also reveal they have 30 days to decide whether to move the project to Northern Ireland.

**DEC. 4, 2007:** The Scottish Government makes the unprecedented move to decide whether the golf resort goes ahead, despite the plans being rejected.

**DEC. 9, 2007:** First Minister Alex Salmond met Trump's representatives the day before ministers decided to have the final say on his golf resort plans. The Scottish government's chief planner, Jim McKinnon, held his own talks with Trump's team.

**DEC. 13, 2007:** In the most outspoken attack on the development, Scottish Liberal Democrat leader Nicol Stephen says the Scottish government's involvement with it “smells of sleaze.”

**DEC. 17, 2007:** Trump warns “malicious and inaccurate” political attacks are threatening his plans.

**DEC. 19, 2007:** First Minister Alex Salmond is called before a Scottish Parliament committee over Trump's £1bn Aberdeenshire golf resort plan.

**JAN. 23, 2008:** Salmond, in evidence to the committee inquiry, warns against making public servants feel as if they cannot do their jobs without fear of recrimination. Trump hails Salmond as an “amazing man.”

**FEB. 6, 2008:** The Trump Organization states sleaze allegations surrounding its plans are inappropriate.

**MAR. 10, 2008:** The Scottish government plans to launch a full public enquiry into the golf resort application in Aberdeenshire in June.

**MAR. 13, 2008:** The parliament inquiry into the saga says Salmond took a “cavalier” approach to his involvement with the application.

**JUNE 10, 2008:** The public inquiry gets under way in Aberdeen.

**OCT. 15, 2008:** The public local inquiry report is received by finance secretary John Swinney, who announces a decision will be made within 28 days.

**NOV. 3, 2008:** The Scottish government approves Trump's resort plans.

## Endnotes

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