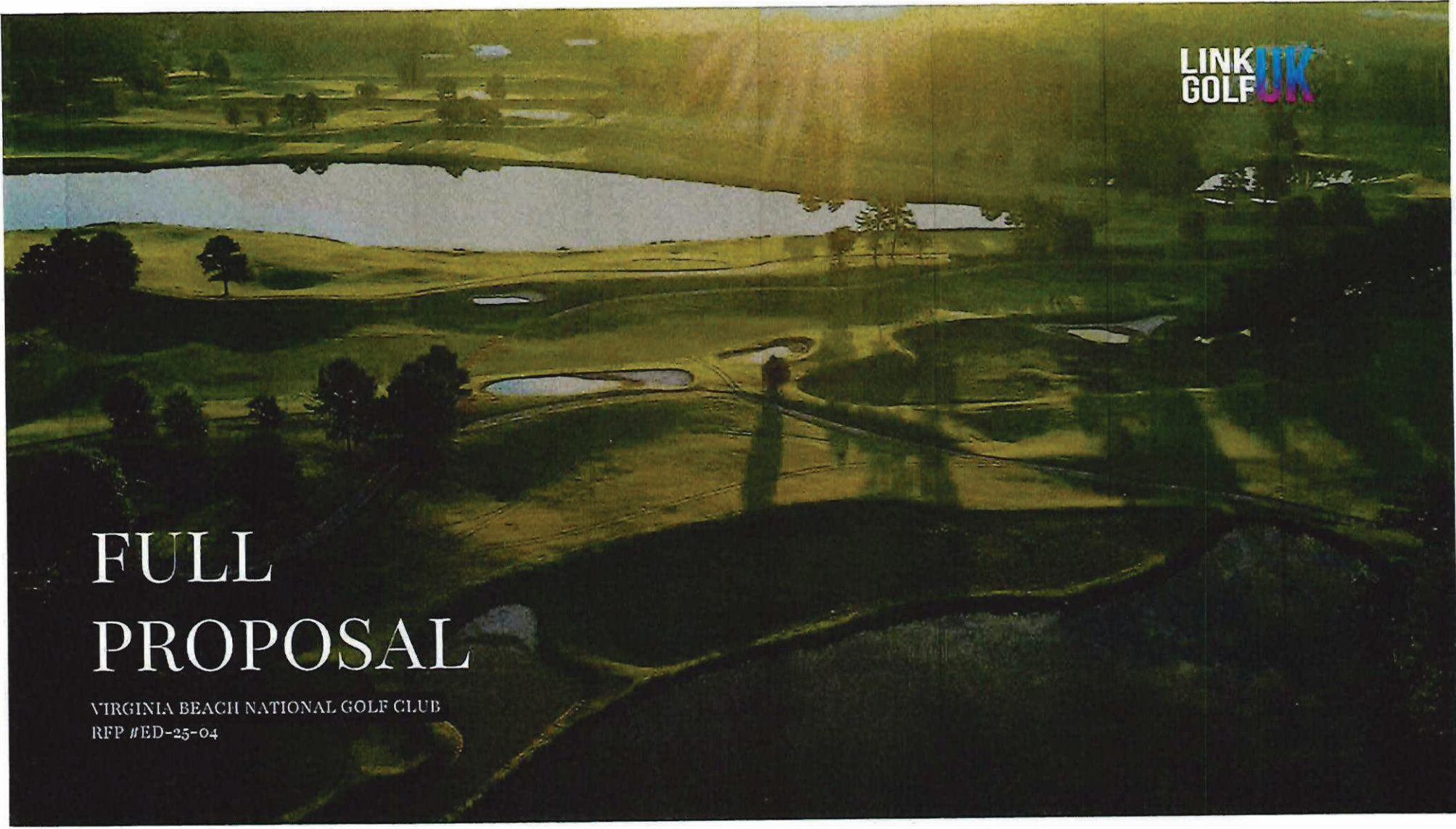




LINK
GOLF UK

FULL PROPOSAL

VIRGINIA BEACH NATIONAL GOLF CLUB
RFP #ED-25-04

Executive Overview



Link Golf is submitting this proposal to lease, invest in, and operate Virginia Beach National Golf Club.

Our vision is simple and ambitious:

“To transform Virginia Beach National into one of the finest, most inclusive, and most commercially successful publicly accessible championship golf venues in the United States.”

Executive Overview



We are not a general operator.

We are specialists in public golf transformation – and every course we manage has improved significantly under our stewardship.

About Link Golf

Link Golf is a specialist golf operator with a proven record of turning public courses into high-performing, high-quality, community-focused venues.

About Link Golf



We combine:

- High-level operational expertise.
- Advanced agronomy and drainage knowledge.
- Modern technology and TrackMan range systems.
- Strong financial management.
- Structured junior and community programmes.

We do not just maintain golf courses:

We invest, modernise, and grow them.

Our Core Strengths



1. Operational Excellence

- Clear operating standards and SOPs across golf operations, F&B, retail, and maintenance.
- Staff training frameworks that raise service levels and professionalism.
- Performance measurement using KPIs in revenue, rounds, satisfaction, conditions, and safety.

2. Technology and Data

- Implementation of digital tee sheets with dynamic pricing.
- CRM systems tracking golfer behaviour, visit frequency, and value.
- TrackMan range systems that enhance practice, entertainment, and coaching.
- Data-led decision-making for pricing, marketing, and scheduling.

3. Agronomy and Engineering

- Engineering-led drainage and irrigation strategies.
- USGA-informed agronomy programmes.
- Investment in machinery and course infrastructure.
- A structured approach to improving greens, fairways, and bunkers.

4. Community and Participation

- Junior academies with structured coaching pathways.
- School golf programmes and outreach days.
- Women's, family, and new golfer initiatives.
- Events and partnerships that connect golf with the wider community.

5. Financial Delivery

- Strong, predictable returns to public landowners.
- Zero-risk financial structures where Link Golf holds all operational and capital risk.
- Transparent reporting and long-term commitment.

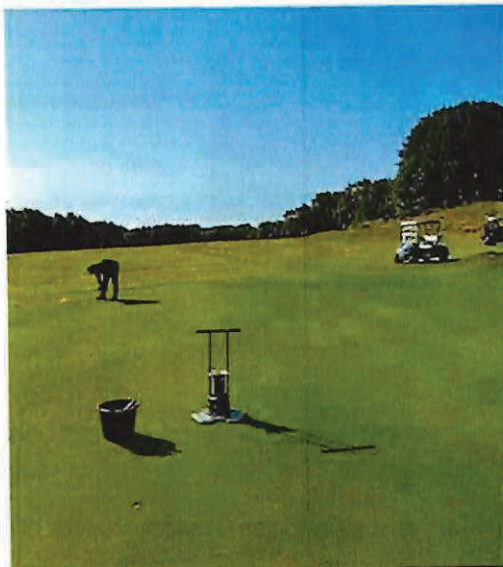
Our Track Record

We have delivered improvements at every one of our sites. Our portfolio demonstrates the breadth of our experience and our ability to transform public golf consistently.



Marland Golf Course – 18 Holes (Rochdale)

- Public 18-hole facility serving a large local population.
- Under Link Golf, the course has seen stronger playing conditions, better fairway and green quality, more consistent maintenance, and improved customer reviews.
- Community use and repeat play have materially increased.



Heaton Park Golf Course – 27 Holes (Manchester)

- One of the busiest municipal golf venues in the UK.
- We stabilised and then improved course conditions, optimised capacity, and modernised operational practices.
- Pace of play, customer service, and tee time management have been significantly improved.



Tapton Park Golf Course – 27 Holes + TrackMan Range (Chesterfield)

- Link Golf introduced a full TrackMan driving range and academy system.
- Course conditioning has been elevated and practice facilities now appeal to both serious players and new golfers.
- Revenue, participation, and junior engagement have all grown meaningfully.



Derby Golf Course – 18 Holes (Derby)

- A public 18-hole venue where we have overhauled maintenance scheduling, drainage priorities, and customer communications.
- The course now operates with stronger agronomy standards and a much clearer community positioning.



Middlesbrough Municipal Golf Centre – 18 Holes +
TrackMan Range + Restaurant

- A complete transformation story:
- 18-hole course with improved surfaces and course presentation.
- Full TrackMan range installation that has opened the venue to more practice, coaching, and entertainment use.
- Restaurant improvements that support golfers and non-golf customers.
- The site has been repositioned as a major North East public golf destination.



Stanley Park Golf Course – 18 Holes (Dr.
Alister MacKenzie Design)

- An historic course where Link Golf is delivering a multi-year programme of drainage improvement, design-sensitive restoration, and sustainable maintenance.
- The aim is to protect and enhance a classic MacKenzie layout, while making it more playable and reliable year-round.



London AirLinks Golf Course – Brand-New 18-Hole Links-
Style Course + 25-Bay Range

- A new, ambitious public links-style project in London.
- Link Golf has been heavily involved in operating frameworks, customer experience, and range operations.
- The venue demonstrates our ability to deliver modern, high-concept golf projects at scale.

Our Track Record



Across all of these sites, one consistent fact stands out:

Every venue has improved under Link Golf management – in conditions, customer experience, and commercial performance.

Key Personnel



Andrew Terry – Chief Executive Officer

Joe Jackson – Finance Director

Kelvin Wilson – Operations Manager

Jared Ellison – Group Course Manager

Ross Snape – Minority Shareholder & Investor

Tina Holt – HR Consultant

Steve Lowndes – Health & Safety Officer

Sam Poole – Data Management



CITY OF
VIRGINIA
BEACH

Disclosure Statement

The disclosures contained in this form are necessary to inform public officials who may vote on the application as to whether they have a conflict of interest under Virginia law. Completion and submission of this form is required for all applications that pertain to City real estate matters or to the development and/or use of property in the City of Virginia Beach requiring action by the City Council, boards, commissions, or other bodies.

SECTION 1: APPLICANT DISCLOSURE

APPLICANT INFORMATION

Applicant Name: ANDREW TERRY
as listed on application

Is Applicant also the Owner of the subject property? Yes ☐ No ☒

If no, Property Owner must complete SECTION 2: PROPERTY OWNER DISCLOSURE (page 3).

Does Applicant have a Representative? Yes ☐ No ☒

If yes, name Representative: _____

Is Applicant a corporation, partnership, firm, business, trust or unincorporated business? Yes ☒ No ☐

If yes, list the names of all officers, directors, members, or trustees below AND businesses that have a parent-subsidiary¹ or affiliated business entity² relationship with the applicant. (Attach list if necessary.)

LINK GOLF UK LTD (will open new LLC to operate
VBNGC)

Does the subject property have a proposed or pending purchaser? Yes ☐ No ☒

If yes, name proposed or pending purchaser: _____

KNOWN INTEREST BY PUBLIC OFFICIAL OR EMPLOYEE

Does an official or employee of the City of Virginia Beach have an interest in the subject land or any proposed development contingent on the subject public action? Yes ☐ No ☒

If yes, name the official or employee, and describe the nature of their interest.

APPLICANT SERVICES DISCLOSURE

READ: The Applicant must certify whether the following services are being provided in connection to the subject application or any business operating or to be operated on the property. The name of the entity and/or individual providing such services must be identified. (Attach list if necessary.)

SERVICE	YES	NO	SERVICE PROVIDER (Name entity and/or individual)
Financing (mortgage, deeds of trust, cross-collateralization, etc.)	☐	☒	
Real Estate Broker/Agent/Realtor	☐	☒	

SECTION 1: APPLICANT DISCLOSURE continued

SERVICE	YES	NO	SERVICE PROVIDER (Name entity and/or individual)
Accounting/Tax Return Preparation	☐	☒	
Architect/Designer/Landscape	☐	☒	
Architect/Land Planner	☐	☒	
Construction Contractor	☐	☒	
Engineer/Surveyor/Agent	☐	☒	
Legal Services	☐	☒	

APPLICANT CERTIFICATION

READ: I certify that all information contained in this Form is complete, true, and accurate. I understand that, upon receipt of notification that the application has been scheduled for public hearing, I am responsible for updating the information provided herein three weeks prior to the meeting of Planning Commission, City Council, VBDA, CBPA, Wetlands Board or any public body or committee in connection with this application.

Applicant Name (Print) ANDREW TERRY Applicant Signature [Signature] Date 20.11.2025

¹ "Parent-subsidary relationship" means "a relationship that exists when one corporation directly or indirectly owns shares possessing more than 50 percent of the voting power of another corporation." See State and Local Government Conflict of Interests Act, VA. Code § 2.2-3101.

² "Affiliated business entity relationship" means "a relationship, other than parent-subsidary relationship, that exists when (i) one business entity has a controlling ownership interest in the other business entity, (ii) a controlling owner in one entity is also a controlling owner in the other entity, or (iii) there is shared management or control between the business entities. Factors that should be considered in determining the existence of an affiliated business entity relationship include that the same person or substantially the same person own or manage the two entities; there are common or commingled funds or assets; the business entities share the use of the same offices or employees or otherwise share activities, resources or personnel on a regular basis; or there is otherwise a close working relationship between the entities." See State and Local Government Conflict of Interests Act, Va. Code § 2.2-3101.

FOR CITY USE ONLY:

No changes as of (date): _____

Staff Name (Print) _____ Staff Signature _____ Date _____

Redaction Log

Redaction Reasons by Exemption

Reason	Description	Pages (Count)
		3(1) 13(1) 14(1) 15(1) 16(1) 17(1) 18(1) 19(1) 20(1) 21(1) 22(1) 23(1) 24(1) 25(1)