



OUR PLANS FOR GROWTH, 2017-2022



MACC is a community-owned charity who own and manage the Machrihanish Airbase, a former RAF station now known as MACC Business Park. We lease land, buildings and provide services to provide economic benefit and re-invest profits into projects that benefit the local community and the economy of Kintyre.





Welcome to Our Plans for Growth. This document outlines MACC's plans for the next few years.

I'm delighted to say that MACC has grown from strength to strength since it was set up. MACC has delivered, or outperformed, all of its initial expectations. The financial performance has allowed MACC to increase the impact of the airbase on the local economy and make donations to many not-for-profit organisations in the South Kintyre region, including support for the elderly and disabled, those requiring kidney dialysis, rural village halls, the community cinema and local youth clubs. The total MACC has donated to date stands at £29,180.

We at MACC are delighted at the progress. But we're not complacent, and we understand that there remain significant challenges ahead of us. We need to improve the infrastructure of the Business Park and develop its facilities so that we can retain and develop existing tenants and attract new ones.

These are challenges that we look forward to. We also look forward to continuing to make the Machrihanish airbase benefit the communities of South Kintyre.

Tom Millar, MACC Group Chairman 2017



Our priorities, summarised

1. Economic sustainability
2. Retain the charitable status of the organisation
3. Attract inward investment to the area
4. Complement local businesses
5. Retain the site for future generations





Our vision is that, by 2030, MACC Business Park is a hub of enterprise in Argyll & Bute and a leading light in community-led development in the UK.

Businesses on the park are diverse, supporting many hundreds of jobs across South Kintyre and beyond. After 30 years of depopulation, the population is rising again and the community is looking forward to a more sustainable and prosperous future.

We will achieve this vision in four main areas of activity:



Intelligent stewardship

MACC will manage and develop the property under its care so that it is useful to tenants, flexible in adapting to future needs, and properly maintained.



Increasing occupancy of our Business Park

MACC will market its services to find more tenants for its buildings and offer support to local businesses where this is appropriate to deliver growth.



Attracting investment to Kintyre

MACC will help to attract additional inward investment to Kintyre – ie business activity that is completely new – offering services, space and expertise as it can.



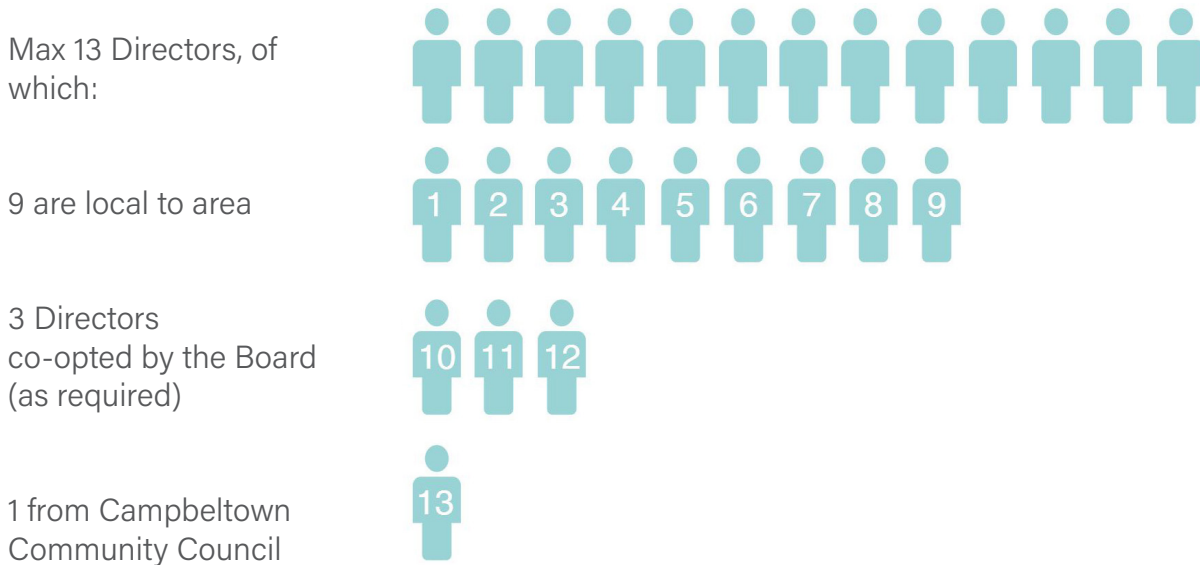
Giving back to the local community

MACC will continue to support local jobs, businesses and industries to improve the region's economic activities. MACC will also create a new fund to provide financial grants, taken from its surplus, for local good causes.

HOW WE ARE RUN

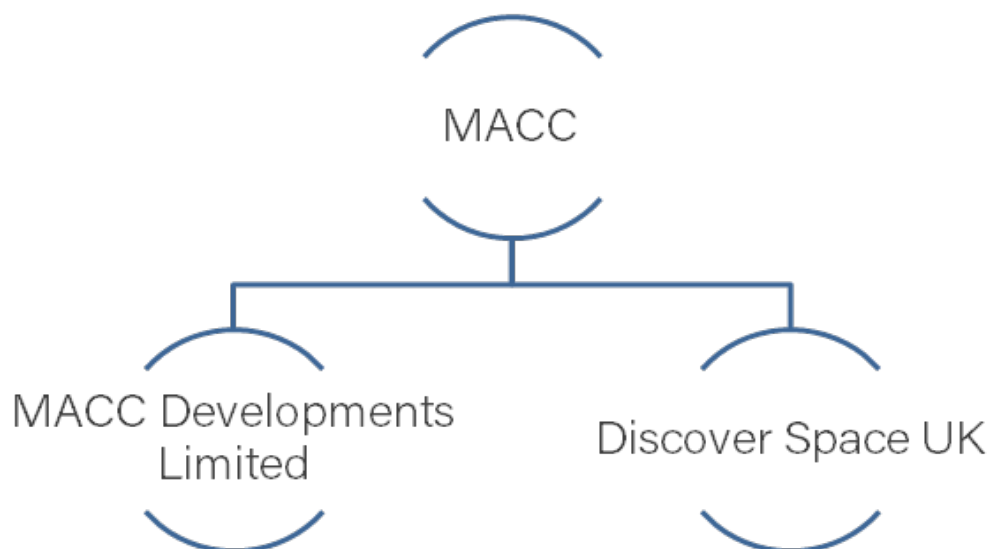
MACC has a Board formed of volunteers, who can serve two consecutive terms. They then have to stand down for at least one further year before they can be considered for re-election.

Our constitution lays down rules for representation. The Board must have:



MACC currently has two subsidiary companies. These are separate, but wholly-owned, companies that look after specific business aspects, taking on the risk and any necessary debt while passing profits to the MACC charity:

- MACC Developments Limited operates the MACC Business Park. Its board has four members, one of whom also has a seat on the charity board.
- Discover Space UK is the arm set up to operate MACC's spaceport-related work. Its board has two members, both of whom are also members of the charity board.



OUR STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

We have conducted a review of the strengths, weaknesses, opportunities and threats (SWOT) of MACC. The SWOT includes the infrastructure of the business park, and what kind of businesses will thrive in South Kintyre.

The SWOT has fed into our plans for the next few years, helping to identify where we need to invest money to attract employers.

Strengths

1. Strong, long-term income streams in place
2. Rare and unique combination of assets offering benefits that cannot be found elsewhere
3. Designated Scottish National Renewables Infrastructure Plan site and major UK renewable energy company established on-site
4. Onshore aquaculture industry on-site
5. Connected – via road, sheltered deep water harbour facility and air links
6. Good quality office, workshop and accommodation buildings available
7. Secure site with round the clock access, 365 days per year
8. 1,000 acres of opportunity - pro-development planning framework backed by site Master plan
9. Sustainable business model established
10. Strong backing of MACC from the local community

Weaknesses

1. Affordable high-speed broadband infrastructure currently poor
2. Limited local enterprise pool to attract new tenants
3. Current dependence on keystone tenants for major income streams
4. Reliance on volunteer Board members
5. State Aid limitations on project development and implementation
6. Some buildings in poor state of repair and site lacking 'kerb appeal'
7. Lack of capital for large scale investment
8. Grid constraints prevent electricity export until network upgrade
9. Current utilities infrastructure still in need of investment
10. Geographic location regarded as remote

SWOT (Cont.)

Opportunities

1. On-site renewable energy generation potential
2. Onshore aquaculture expansion
3. Offshore renewables manufacturing expansion
4. Considerable capacity for further inward investment
5. R&D hub potential
6. Spaceport development proposals
7. Significant redevelopment potential for existing buildings
8. Expansion potential for the airport
9. Film/TV/Photo-shoot/Media event potential for site
10. High speed broadband improvements

Threats

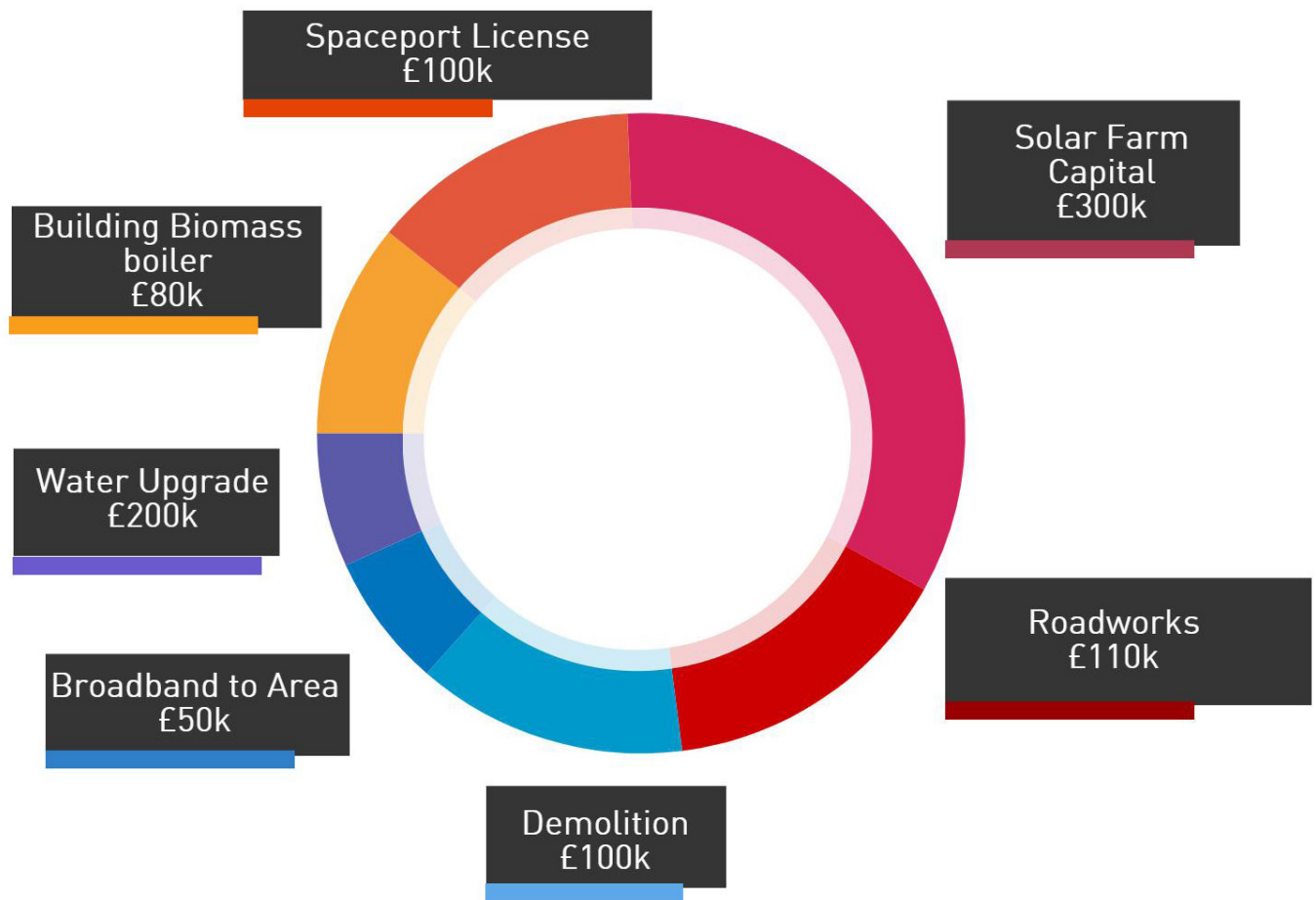
1. Infrastructure becomes non-viable to operate
2. Employable people migrate from area leaving limited enterprise to rent property
3. Aquaculture fails to develop in the area
4. Offshore renewables manufacturing expansion fails to develop
5. Removal of lifeline air services
6. Unable to attract external funding for large capital projects
7. Political uncertainty in Scotland and UK putting potential investors off
8. Failure to secure other keystone tenants
9. Uncertainty created by the spaceport project
10. Danger of not retaining sufficient reserves to mitigate major setbacks



PROJECTS

Reinvestment in the Business Park

We are planning to invest to improve our facilities, boosting our attractiveness to new businesses.



Charitable giving

The MACC Charitable giving fund takes applications from late June to mid-August every year from all not-for-profit organisations that meet certain criteria as set out by the board of directors.

The applications will be scored and announced prior to our AGM.

WORKING FOR KINTYRE

Throughout our work, our main guiding principal is always to manage the assets of Machrihanish Airbase for the benefit of the local community. We believe that the best way we can do this is through supporting economic development.



10,000ft long runway: Scotland's l - o - n - g - e - s - t

7 office properties

10 employees directly employed by MACC

32 buildings **available to hire**

Storage for **6.25million** litres of fuel

24hr security

10 industrial facilities

“The site is excellent, and **MACC have been very helpful** in helping me set up my business. I run a cafe, shop and takeaway, so **I need flexibility**, and the Business Park has given me that. It’s good to know, as a small business owner, that **there are people who’ll help you, support you, and give you a good chance to grow.**”

Hugh Gilbert, Co-Owner, Tin Roof Diner



29 employers on site

£29,180 given to the community in grants

3 accommodation blocks

11kV high voltage ring main supply

35 buildings **leased to local businesses**

200+ jobs located on the site



Machrihanish Airbase Community Company is a company limited by guarantee with charitable status. It is owned and controlled by local people within the postcode sector of PA28 6, Kintyre.

Company No
SC348209

Charity No
SCO42435

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