This work explores the underlying causes leading to the failure of the village of Ullapool to fulfill expectations for economic development in a lagging region of the Scottish Highlands. By looking at the development of social overhead capital, in particular roads, and productive activities, such as fishing, through a lens of modern development theory, causes of failure and possible alternative paths to development are identified. In the end, however, it is argued that it was the lack of effective land communications that doomed Ullapool to failure.