

AN URGENT MESSAGE AND DECLARATION FROM THE CHIEF

The Vision: Laying the Groundwork for A Strong International Family Network

The Clan MacTavish is at another crucial turning point in its history. The first was in December 1997 when Chief Dugald MacTavish brought our name out of the darkness. For the next seven and a half years he fought hard to build the Clan, founded several organizations, such as the Dunardry Heritage Association (DHA), and established rudimentary policies. The second occurred when he died on June 19th, 2005. Since then, thanks to the work of several dedicated individuals, the necessary and fundamentally important work of developing and maintaining daily communication with clan members has continued.

If the Clan is to have a strong presence in the Scottish community now and in the generations to come, you and I must have the courage to review our current policies and practices. We must do so even if they are the very ones that have brought us a measure of success. Our policies and practices have changed very little over the past few years. Yet the business world is a much different place since the recent and spectacular failures of several huge organizations. The questionable practices of a few directors and officers caused inestimable damage to many. It is time for introspection. We must test whether our existing policies and practices are democratic, fiscally responsible and transparent. Then, we must choose the best possible business and accounting practices available that will not only stand the test of time, but be applicable to all of The Clan's societies and associations.

Over the past few months I have examined information from various corporate and charitable organizations, chartered public accountants and auditors, all with a view to implementing new, standardized policies and practices. By laying a strong and healthy foundation at this early stage of our re-development, we plan to avoid the pitfalls of other well-established Clans who have ignored such rigorous self-examination. Those Clans are paying the price for poor due diligence and are suffering dramatic losses in clan membership and incurring significant debt.

I cannot emphasize enough that these new policies and practices will be the very foundation of our success. With strong standards, the officers of The Clan's societies and associations will provide you, its members and life blood, transparent, effective leadership that inspires your confidence and is without reproach from outside interests.

With this end in mind, I trust you will agree that it is in the Clan's best interest that I only give authorization to The Clan's societies and associations that implement and maintain these policies and practices. New organizations, such as the one about to be developed in Australia, must have them in place prior to being authorized. Existing organizations, such as the DHA, must rapidly transition to the new standards without delay.

It may surprise you to know just how much work needs to be done within the DHA. If the Association continues on its current course, it will experience a very quick and certain death from outside parties, not by me. I do not exaggerate.

I would like to emphasize that the day-to-day running of organizations like the DHA would and should normally fall within the jurisdiction of the officers and directors. However, all matters that reflect upon our reputation, image, ability to grow and our direction, are absolutely my concern and require my prior approval. My desire has always been to work with the DHA directors and officers and assist them in bringing about internal change on these issues. However, recent actions by a small, but determined group of officers and directors indicate an open dialogue is no longer possible. There has been no meaningful communication for some time now and nor, I am told, is there ever likely to be. This group believes the DHA is independent of the Chief and that my role is one of a figurehead only. That is an incorrect belief.

I am a passionate protector not only of our Clan's history but of our future. After 200 years of dormancy, I cannot allow any person or group of people to divert our direction away from a transparent, fiscally responsible association that is run by a legitimately elected board of directors.

Effective February 1st, 2006, until certain conditions are implemented, I hereby withdraw my authorization of the Dunardry Heritage Association (DHA) to operate as an official organization of Clan MacTavish. Unless first approved in writing by me, the DHA and its directors and officers no longer have the right to the use of my coat-of-arms, crest and motto. All property and possessions of Clan MacTavish, whether originals or copies, may not be destroyed, disposed, altered, concealed, used, sold or displayed, unless first given written permission by me. No officer or director may continue to act as a representative of Clan MacTavish unless first approved in writing by me. If I request, all property and possessions must be immediately returned whole and undamaged to a location specified by me.

I do not do this lightly and taking such action troubles me deeply. This is not how I want the situation to end. The Association provides all members a vital way to share information about our heritage, customs and history. It is essential we get back on track. I am eager to reinstate the DHA. I only ask that the following be implemented, along with their deadlines for quick resolution:

- (1) A responsible and transparent fiscal policy and charter of accounts – February 28th, 2006
- (2) Transparent standardized policies and practices - April 21st, 2006
- (3) Democratic election of all directors and officers by the general membership – May 15th, 2006.

This is not a witch hunt or personal vendetta. The DHA must change to acceptable business practices and I am hopeful this will happen. However, if it fails to be reinstated and we are forced to set up an alternative authorized organization to replace the functions currently performed by the DHA, I wish to assure each clan member that in return for your support during this difficult transition period, your membership would be honored.

Mrs. MacTavish and I understand you may have concerns or questions about these issues and may want to clarify the situation. We have nothing to hide and will be more than happy to communicate with you. You may reach us at my web-site: www.dunardry.com. We have created a discussion forum that we invite you to participate in. We have also created a Question and Answer section with additional information. To access the forum and Q&A section, enter the password shown on the bottom left hand corner of this page. You may also contact us by mail: 1447 Pembroke Drive, Oakville, Ontario L6H 1V6 or by e-mail: Chief@dunardry.com.

In Loving Kinship,



Steven MacTavish of Dunardry
INTEGRITY

February 1, 2006