

Hi Adine

I lost track of your AGM and Board Retreat timing. If it is still to come, here are a couple of ideas.

I am interested in helping CSR Canada happen. I think it could be a child of CBSR and later become its parent. I like working for an idea and for people who can make an idea happen. I propose that we create a group of thinkers and potential partners with an interest in creating and participating in CSR Canada. We can think about it as an informal board of custodians of the idea and of the interests served by the idea. In this case, the "board" is a brain trust, governance of a different kind, a team that figures out how to make it happen so it serves everyone's interests well. I would be excited about chairing the team, reporting through you to the CBSR Board, and determining how to make it happen so it doesn't create stress, conflicts or problems for CBSR, but makes CBSR become successful in the process.

CSR Canada becomes the child of CBSR and CBSR rears the idea to adulthood. The idea has already been born, complete with its positioning line, in the international press. Not a bad start. Just a question of who is going to raise it. I think we can collaborate well together. I admire how you do things and would enjoy working with you. I know we can create a good relationship. There would be no conflict for me.

Speaking of relationships. One of our last communications about CBSR, following my trip to Toronto, was about the approach CBSR might take in attracting and engaging new members. My idea, for CBSR and CSR, is to allow potential new members customize their relationship with us based on their interests and how they can and would like to contribute to our interests. My suggestion is to think about and make each membership a relationship. Our part of the relationship is to figure out what we can do for them. Their part of the relationship is to figure out what they can do for us, and for the interests we serve and are pursuing. They can determine the contribution they can and would like to make, with some assistance from us on what kind of relationships might work. We then build the relationship so we both benefit equally and fairly as it grows. We keep the barriers to membership low but the quality and potential for the relationship and our mutual benefits unlimited. Our job is simply to ensure that everything works in our common interests and in the common interests we serve.

I think our interest is to create richer and more rewarding relationships with all of our members, and to offer new members the opportunity to make as big a contribution as they can or visualize as possible when they join the team. We can articulate the kinds of things that could work well for us and for the interests we serve. They may have some better or bigger ideas. For example, I think that JWT would be a dynamite member/partner/relationship to have. I think it would be good to focus on these things in discussions with them rather than on *our* bread and rations issues and needs for membership fees and marquee/nameplate members. They might be inclined to contribute substantially more in their participation as members, in dollars, in kind, in support, in leverage.

Looking forward to hearing from you. At the moment, I contribute for nothing. Of course I am not paying membership fees. Can't afford them. That seems like a fair exchange and good terms. I have an interest in being a member or a "shareholder" of the enterprise. I define "shareholder" as anyone with an interest in making an enterprise successful. My guess is that most current and prospective new members have bought into the idea of CBSR and want it to be successful. Our job is to get them more engaged in their interests.

Call me. Hope this is helpful to your thinking. I remember now why I resigned from CBSR after we got it started. It was because I couldn't make the case for not charging membership fees based on the number of employees a new member might have. Number of employees is no reflection of their financial health and their ability to pay or of the benefits that might accrue to them through membership. I didn't understand the rationale or feel it was a good formula for success.

Roger