



City of RICHMOND

MINUTES

INAUGURAL COUNCIL MEETING

MONDAY, DECEMBER 6TH, 1999

Time: 7:00 p. m.

Place: Council Chambers,
Richmond City Hall

Present: Mayor-Elect Greg Halsey-Brandt
Councillor-Elect Linda Barnes
Councillor-Elect Malcolm Brodie
Councillor-Elect Derek Dang
Councillor-Elect Lyn Greenhill
Councillor-Elect Ken Johnston
Councillor-Elect Kiichi Kumagai
Councillor-Elect Bill McNulty
Councillor-Elect Harold Steves

City Clerk – J. Richard McKenna

Call to Order: The City Clerk assumed the Chair, called the meeting to order, and introduced the Honourable Judge Rick Miller of the Provincial Court of British Columbia.

Judge Miller then administered the Oath of Office and the Oath of Allegiance on Mayor-Elect Halsey-Brandt.

Mayor Halsey-Brandt assumed the Chair.

Judge Miller then administered the Oath of Office and the Oath of Allegiance on the Councillors-Elect.

Mayor Halsey-Brandt then expressed his appreciation, on behalf of Council, to Judge Miller for his attendance at this evening's proceedings.



City of RICHMOND

MINUTES

INAUGURAL COUNCIL MEETING

MONDAY, DECEMBER 6TH, 1999

<u>RES. NO.</u>	<u>ITEM</u>	
	1.	2.
	<u>INAUGURAL ADDRESS BY MAYOR HALSEY-BRANDT</u>	
	Mayor Halsey-Brandt gave his Inaugural Address, a copy of which is attached as Schedule A and forms part of these minutes.	
	2.	
	<u>APPOINTMENTS TO THE BOARD OF THE GREATER VANCOUVER REGIONAL DISTRICT</u>	
IN99/1-1	It was MOVED and SECONDED <i>That Councillor Kiichi Kumagai be appointed as the first Director to the Board of the Greater Vancouver Regional District, pursuant to the provisions of Section 784(1) of the Municipal Act.</i>	CARRIED
IN99/1-2	It was MOVED and SECONDED <i>That Councillor McNulty be appointed as the second Director to the Board of the Greater Vancouver Regional District, pursuant to the provisions of Section 784(1) of the Municipal Act.</i>	CARRIED
		OPPOSED: Mayor Halsey-Brandt Cllr. Barnes Steves
IN99/1-3	It was MOVED and SECONDED <i>That Councillor Ken Johnston be appointed as the alternate to the first Director to the Board of the Greater Vancouver Regional District, pursuant to the provisions of Section 786 of the Municipal Act.</i>	CARRIED
IN99/1-4	It was MOVED and SECONDED <i>That Councillor Lyn Greenhill be appointed as the alternate to the second Director to the Board of the Greater Vancouver Regional District, pursuant to the provisions of Section 786 of the Municipal Act.</i>	CARRIED



MINUTES

INAUGURAL COUNCIL MEETING

MONDAY, DECEMBER 6TH, 1999

<u>RES. NO.</u>	<u>ITEM</u>	3.
	3. <u>APPOINTMENT OF COUNCIL MEMBERS TO EXTERNAL REGIONAL ORGANIZATIONS</u>	
IN99/1-5	It was MOVED and SECONDED <i>That Councillor Greenhill be appointed as the Council representative to the Greater Vancouver Regional District Labour Relations Bureau, and that Councillor Kumagai be appointed as the alternate, effective until the Regular Council Meeting on December 11th, 2000.</i>	
		CARRIED
IN99/1-6	It was MOVED and SECONDED <i>That Councillor Dang be appointed as the Council representative to the BC Aviation Council, and that Councillor Brodie be appointed as the alternate, effective until the Regular Council Meeting on December 11th, 2000.</i>	
		CARRIED
IN99/1-7	It was MOVED and SECONDED <i>That Councillor Dang be appointed as the City's designated representative for the Board of Directors of Emergency Communications for Southwest British Columbia (E-Comm), effective until the Regular Council Meeting on December 11th, 2000.</i>	
		CARRIED
IN99/1-8	It was MOVED and SECONDED <i>That Mayor Halsey-Brandt be appointed as the Council representative to the Lower Mainland Treaty Advisory Committee, and that Councillor Steves be appointed as the alternate, effective until the Regular Council Meeting on December 11th, 2000.</i>	
		CARRIED



MINUTES

INAUGURAL COUNCIL MEETING

MONDAY, DECEMBER 6TH, 1999

RES. NO. ITEM

4.

4. **NAMING OF STANDING COMMITTEES AND THEIR COMPOSITION -
BY THE MAYOR (in accordance with the Municipal Act)**

Mayor Halsey-Brandt announced the following Committees and membership:

COMMUNITY SERVICES COMMITTEE

(Recreation & Cultural Services/Parks Design & Construction/Fire/Police/
Emergency Services)

Cllr. Harold Steves (*Chair*)
Cllr. Derek Dang (*Vice-Chair*)
Cllr. Malcolm Brodie
Cllr. Ken Johnston
Cllr. Linda Barnes

GENERAL PURPOSES COMMITTEE

(Finance/Economic Development/Human Resources/City Clerk/Information
Technology/New City Hall Construction)

Mayor Greg Halsey-Brandt (*Chair*)
All members of Council

PLANNING COMMITTEE

(Development Applications/Neighbourhood Plans/Permits & Licences/
Social Services/Housing)

Cllr. Malcolm Brodie (*Chair*)
Cllr. Bill McNulty (*Vice Chair*)
Cllr. Linda Barnes
Cllr. Lyn Greenhill
Cllr. Harold Steves

PUBLIC WORKS AND TRANSPORTATION

(Public Works/Transportation)

Cllr. Lyn Greenhill (*Chair*)
Ken Johnston (*Vice Chair*)
Mayor Greg Halsey-Brandt
Cllr. Dang
Cllr. Kiichi Kumagai



MINUTES

INAUGURAL COUNCIL MEETING

MONDAY, DECEMBER 6TH, 1999

<u>RES. NO.</u>	<u>ITEM</u>	<u>5.</u>
IN99/1-9	<p>5. <u>APPOINTMENT OF MEMBERS OF COUNCIL (AND THEIR ALTERNATES) AS THE REPRESENTATIVE TO CITY ADVISORY COMMITTEES AND ORGANIZATIONS</u></p> <p>It was MOVED and SECONDED <i>That the following appointments of Council representatives (and where applicable, their alternates) be made, effective until the regular Council Meeting on December 11th, 2000:</i></p> <ul style="list-style-type: none">(a) <i>Advisory Committee on the Environment – Councillor Brodie;</i>(b) <i>Advisory Committee on Intercultural Relations – Councillor McNulty, Councillor Steves (alternate);</i>(c) <i>Aquatic Services Board – Councillor McNulty;</i>(d) <i>Britannia Shipyard Building Committee – Councillor McNulty;</i>(e) <i>Cambie Coordinating Committee – Councillor Greenhill;</i>(f) <i>Child Care Development Board – Councillor Steves;</i>(g) <i>Citizens' Advisory Committee on Policing – Mayor Halsey-Brandt;</i>(h) <i>Community Arts Council – Councillor Barnes;</i>(i) <i>Corporate Sponsorship Program Committee – Councillors McNulty, Johnston and Steves;</i>(j) <i>Council/School Board Liaison Committee – Councillors Steves and Greenhill;</i>(k) <i>Heritage Commission – Councillor Greenhill;</i>(l) <i>Richmond Area Transit Plan Public Advisory Committee – Councillor Greenhill;</i>(m) <i>Richmond Chamber of Commerce – Councillor Dang;</i>(n) <i>Richmond Committee on Disability – Councillor Barnes;</i>	



MINUTES

INAUGURAL COUNCIL MEETING

MONDAY, DECEMBER 6TH, 1999

RES. NO. ITEM

6.

- (o) *Richmond Community Services Advisory Council – Councillor Greenhill;*
- (p) *Richmond Farmers' Institute – Councillor Johnston;*
- (q) *Richmond Gateway Theatre Board – Councillor Brodie, Councillor Steves (alternate);*
- (r) *Richmond Public Library Board – Councillor Dang, Councillor Greenhill (alternate);*
- (s) *Richmond Sister City Committee – Councillor Greenhill;*
- (t) *Richmond Sports Council – Councillor McNulty;*
- (u) *Seniors' Advisory Council – Councillor Dang;*
- (v) *Steveston Harbour Authority Board – Councillor McNulty, Councillor Kumagai (alternate);*
- (w) *Tourism Richmond Association – Councillor Johnston; and*
- (x) *Youth Advisory Council – Councillor McNulty, Councillor Steves (alternate).*

CARRIED

6. APPOINTMENT OF MEMBERS OF COUNCIL AS LIAISON REPRESENTATIVES TO COMMUNITY ASSOCIATIONS

IN99/1-10

It was MOVED and SECONDED

That the following appointments of Council representatives (and where applicable, their alternates) be made, effective until the regular Council Meeting on December 11th, 2000:

- (a) *Arenas Community Association – Councillor Johnston;*
- (b) *Britannia Heritage Shipyard Society – Councillor Brodie;*
- (c) *City Centre Association – Mayor Halsey-Brandt;*



MINUTES

INAUGURAL COUNCIL MEETING

MONDAY, DECEMBER 6TH, 1999

RES. NO. ITEM

7.

- (d) *East Richmond Community Association – Councillor Greenhill;*
 - (e) *Hamilton Community Association – Councillor Kumagai;*
 - (f) *London Heritage Farm Society – Councillor Steves;*
 - (g) *Minoru Place Seniors Society – Mayor Halsey-Brandt;*
 - (h) *Museum Board – Councillor Brodie;*
 - (i) *Richmond Art Gallery Association – Councillor Barnes;*
 - (j) *Richmond Fitness Association – Councillor Dang;*
 - (k) *Richmond Nature Park Society – Councillor Greenhill;*
 - (l) *Sea Island Community Association – Councillor Dang;*
 - (m) *South Arm Community Association – Councillor Dang;*
 - (n) *Steveston Community Society – Councillor McNuity;*
 - (o) *Steveston Historical Society – Councillor Steves;*
 - (p) *Thompson Community Association – Councillor Johnston;*
and
 - (r) *West Richmond Community Association – Councillor Brodie.*
- CARRIED**

7. APPOINTMENT OF COURT OF REVISION FOR LOCAL IMPROVEMENT AREAS (in accordance with the Municipal Act)

IN99/1-11

It was MOVED and SECONDED

That the members of the Public Works & Transportation Committee – Councillors Greenhill, Johnston, Mayor Halsey-Brandt, Councillors Dang and Kumagai, be appointed as the Local Court of Revision for local improvement area purposes for the 2000 year, in accordance with the Municipal Act.

CARRIED



City of RICHMOND

MINUTES

INAUGURAL COUNCIL MEETING

MONDAY, DECEMBER 6TH, 1999

- | <u>RES. NO.</u> | <u>ITEM</u> | |
|-----------------|---|--------------------------------|
| | 8. | 8. |
| | <u>APPOINTMENT OF ACTING MAYORS FOR JANUARY TO NOVEMBER, 2000</u> (including December 1 st to 11 th , 2000) | |
| IN99/1-12 | It was MOVED and SECONDED
<i>That the following Councillors be appointed as Acting Mayor for 2000, for the months specified:</i> | |
| | <i>December, 1999</i> | - <i>Councillor Greenhill</i> |
| | <i>January</i> | - <i>Councillor Steves</i> |
| | <i>February</i> | - <i>Councillor Steves</i> |
| | <i>March</i> | - <i>Councillor Kumagai</i> |
| | <i>April</i> | - <i>Councillor Brodie</i> |
| | <i>May</i> | - <i>Councillor Dang</i> |
| | <i>June</i> | - <i>Councillor Barnes</i> |
| | <i>July</i> | - <i>Councillor McNulty</i> |
| | <i>August</i> | - <i>Councillor McNulty</i> |
| | <i>September</i> | - <i>Councillor Johnston</i> |
| | <i>October</i> | - <i>Councillor Johnston</i> |
| | <i>November and December 1st to 11th only</i> | - <i>Councillor Greenhill.</i> |
| | | CARRIED |
| | 9. | |
| | <u>BANKING AUTHORIZATION RESOLUTION</u> | |
| IN99/1-13 | It was MOVED and SECONDED | |
| | (1) <i>That the standard banking resolution (R98/6-27) adopted by Council on March 23rd, 1998, be rescinded.</i> | |
| | (2) <i>That Mr. Jim Bruce (General Manager, Finance & Corporate Services – City Treasurer/Collector), or in his absence, either Mrs. Caroline Beaton (Manager – Payroll & Administration), or Ms. Tena Vanden Berg, Manager of Budgets & Accounting Services, are hereby authorized on behalf of the City of Richmond (“the City”):</i> | |
| | (a) <i>to negotiate with, deposit with, or transfer to the City’s account at The Royal Bank of Canada, all or any cheques and other orders for the payment of money, and to endorse the same or any of them on behalf of the City, either in writing or by rubber stamp;</i> | |



City of RICHMOND

MINUTES

INAUGURAL COUNCIL MEETING

MONDAY, DECEMBER 6TH, 1999

RES. NO. ITEM

9.

- (b) *to receive from the said Bank, a statement of the account of the City together with all relative vouchers and all unpaid bills lodged for collection by the City and all items returned unpaid and charged to the account of the City, and to sign and deliver to the said Bank, the Bank's form of verification, settlement of balance and release;*
 - (c) *to obtain delivery from the said Bank of all or any stocks, bonds and other securities held by the said Bank in safekeeping or otherwise, for the account of the City;*
 - (d) *together with Mayor Halsey-Brandt, to make use of a mechanical or other device for the purpose of affixing a facsimile of their signatures to such cheques, instead of signing such cheques manually.*
- (3) *That all City cheques be signed on its behalf by Mayor Halsey-Brandt, or in his absence, by the Acting Mayor as determined by Council resolution at the first regular meeting in December each year, and counter-signed by Mr. Jim Bruce (General Manager, Finance & Corporate Services – City Treasurer/Collector), or in his absence, either Mrs. Caroline Beaton (Manager – Payroll & Administration), or Ms. Tena Vanden Berg, Manager of Budgets & Accounting Services.*
- (4) *The Royal Bank of Canada is hereby authorized to honour, pay and charge to the account of the City, all City cheques bearing a facsimile or facsimiles of the signature or signatures of the above-noted persons, each of which cheques will be binding on the City to the same extent as though they had been manually signed by such person or persons; and*
- (5) *That this resolution:*
- (a) *remain in force and effect until written notice to the contrary has been given in writing to, and acknowledged in writing by, the Manager of the No. 3 Road Branch of the Royal Bank in Richmond;*



City of RICHMOND

MINUTES

INAUGURAL COUNCIL MEETING

MONDAY, DECEMBER 6TH, 1999

RES. NO. ITEM 10.

- (b) *be certified and sealed by the City Clerk and provided to each branch or agency of the Royal Bank of Canada at which a City account is kept, together with specimens of facsimiles of the signatures having authority to sign cheques on behalf of the City.*

CARRIED

10. STAFF APPOINTMENTS

IN99/1-14

It was MOVED and SECONDED

- (1) *That Mr. George Duncan, Chief Administrative Officer, be appointed as the staff representative and that Mr. Jim Bruce, General Manager, Finance & Corporate Services, be appointed as the alternate, to the Greater Vancouver Regional District Labour Relations Bureau Administrative Committee until the Regular Council Meeting on December 11th, 2000.*
- (2) *That Mr. Jim Bruce, General Manager, Finance & Corporate Services, be appointed as the City's voting delegate to the Municipal Insurance Association until the Regular Council Meeting on December 11th, 2000.*

CARRIED

ADJOURNMENT


IN99/1-15

It was MOVED and SECONDED

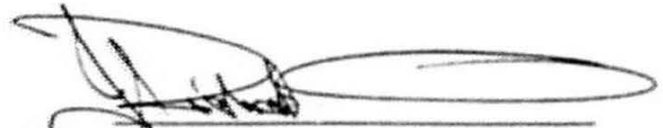
That the meeting adjourn (7:36 p.m.).

CARRIED

Certified a true and correct copy of the Minutes of the Regular Meeting of the Council of the City of Richmond held on Monday, December 6th, 1999.



Mayor (Greg Halsey-Brandt)



City Clerk (J. Richard McKenna)

Inaugural Address

Mayor Greg Halszy-Brandt

December 6, 1999

Ladies and gentlemen - Council colleagues:

May I express my pleasure once again at having the honour of serving as your Mayor. To the seven council veterans, I would like to congratulate you on your re-election, and thank you for your contributions in carrying out our mutual responsibilities over the past three years. To Councillor Linda Barnes, may I extend our congratulations on your election. We look forward to working together with you in the next three years in the interest of our community. I am sure you will have much to contribute as we face the years ahead.

Serving the community in an elected capacity is an enormous responsibility, yet also richly rewarding. Outgoing Councillor Corisande Percival-Smith gave 22 years of dedicated service on behalf of the residents of Richmond. Her hard work, enthusiasm and commitment will always be remembered and greatly appreciated.

Tonight, I wish to reflect on how we have arrived at this epic moment in our history, because this Council will lead Richmond not only out of a century, but into a new millennium. And we will launch that millennium with a New Year's eve celebration at Minoru Park, so that all the citizens of Richmond have an opportunity to welcome the millennium together.

In reality, January 1 of the year 2000 will be no different than any other day -- it will probably be raining -- but just as each new year heralds the promise of fresh beginnings, then surely a new millennium will provide us with unique challenges and opportunities. 2000 and beyond is an exciting, exhilarating prospect, heightened by our upcoming move into our new City Hall.

Construction of the new City Hall project is nearing completion, and with the prospect of a May, 2000 move-in date, there is a decided buzz among the staff. Our new City Hall was designed for form to follow function. The "Front of House" model provides ease of accessibility to the various services offered by the City, by providing residents, contractors and others with more efficient, effective and timely service in one location, supported by our award-winning use of the latest technology.

As well, the new City Hall is specifically designed and destined to become the true heart of our community, with meeting rooms and public areas. It will make a strong civic statement as a landmark building anchoring the downtown core, and will be a legacy for future residents of Richmond.

Rapid Bus is a cost effective solution that will carry 30,000 people daily by the year 2006. Construction on No. 3 Road will begin in January, 2000. Every effort will be made to minimize the inconvenience to business along the route.

- Approximately 300 high-paying jobs will be created as part of an Operating and Maintenance Centre at Steveston and Shell for the fleet of buses proposed for Richmond.
- In support of our business community, we are already well underway with the *Richmond Business Task Force*, which is currently scouting out the "best practices" available for us to both attract new enterprises to Richmond, and retain the wealth of thriving business and industrial enterprises already here.
- We have recently completed an industrial Land Use Study, and are already implementing some of the excellent recommendations by the Task Force. The Industrial Development Strategy is being developed for the long-term management of industrial lands, in support of a healthy business base through attracting and maintaining business in Richmond. The growth management strategy will also continue to concentrate growth in the City Centre, and retain the single-family character neighbourhoods.
- Protecting the Agriculture Land Reserve through growth management continues with specific strategies which will establish distinct boundaries between urban and rural lands to protect the ALR from urban encroachment. In addition, we are presently carrying out an Agricultural Strategy study, with a goal of supporting farming and agricultural activities.
- Tourism-related activities will be supported. The City and Tourism Richmond have always enjoyed a very supportive relationship, especially in the past few years while we sought to bring the 2% Hotel Tax to our community. We certainly look forward to strengthening this relationship throughout the coming years, as Tourism Richmond employs this funding to develop a Trade & Exhibition Centre, and create more tourism marketing programs.

This funding greatly enhances Tourism Richmond's ability to market our city, which helps keep our tourism-based industries economically vibrant. As the home of Vancouver International Airport, we are an important gateway for visitors to the lower mainland and the rest of the province.

Both of these initiatives will have significant economic impact for our community. With the current level of services and infrastructure in place in Richmond, we need the ability to inform visitors of all that Richmond has to offer.

Having said all that, we will not be the community we want to be, so long as some of our people feel cut off from their neighbourhood by fear of crime. Community safety is necessary for an economically viable city, which leads to increased income from tourism, as well as business investment.

Early in the new year, I will propose the establishment of a *Task Force on Drugs and Crime*. I will be asking for a comprehensive, coordinated, and community-based plan for the City of Richmond that will make our City a world leader in crime and drug prevention. A Task Force comprised of our partners, including the School Board, Vancouver/Richmond Health Board, RCMP and Social Service Agencies, can identify the extent of the problem, and recommend solutions.

Safety from crime is the most important factor for Richmond residents in determining their own quality of life. Studies have shown that the number one community safety concern expressed is violence and fear of violence. Property crime, such as home break-ins and auto theft, is also of great concern to our residents, and often connected to drug-related offences. We must initiate drug treatment and education programs to reduce the dependency on drugs and the consequent crime problems.

While Richmond is one of the safest cities in Canada, the challenge is to build on our strengths as a City, in order to make it a safer place for everyone.

In the past three years, numerous achievements have contributed to overall improvements in City services. These range from the opening of Ironwood Library, to improvements in customer service and development of the Partners in Beautification program. Others initiatives include:

- The Utility Rates Task Force recommended that utility rates be based on housing types. In addition, some changes were made to the metered rates for business users that also reflect an equity adjustment for water use, sewage disposal and litter pickup services. Utility rates are being phased in over the next few years, to more accurately reflect usage of utility services.
- Lansdowne Road has been extended from No. 3 Road to Minoru Boulevard, providing a linkage that significantly improved the roadway network. Furthermore, the road was built to City Centre beautification standards including boulevard trees, decorative lighting and other landscape features.
- We have almost completed the new roads, sewers, and streetlights in the Ash, Heather and Bridge areas. In addition, planning for our new 38 acre park at Garden City and Granville will be completed, with work beginning over the next 3 years.

- We completed the new washrooms and caretaker suite at Garry Point Park , and at 5 other locations around the City.
- We opened a new McLean Park in the Hamilton area, and have almost finished acquiring the properties in Terra Nova for park purposes, as approved in a referenda 3 years ago.
- Sea Island Community Centre received a major in-house designed renovation/upgrade, making the facility more functional and also accessible by the physically disabled.
- Bicycle paths were designed and constructed along Lynas Lane, Garden City, Williams and Shell, allowing greater opportunity for recreational and commuter cycling.
- A 1999 Flood Management Plan was developed, which outlined the risk assessment, preparedness, response, resources and recovery plans associated with potential issues that could result in flooding. Staff were confident that their carefully designed program of regular upgrading and maintenance of our dykes left us in good shape to withstand the higher water flows due to unusually heavy snowfalls.
- In addition to the Rapid Bus project, a major review of the Richmond local transit service is being jointly conducted by the City and Translink. This review will identify improvements to transit service, which will be introduced over the next couple of years, to address immediate service problems which will be incorporated into Rapid Bus service in the Fall of 2000. Richmond services will then be fully integrated with the regional service to receive maximum efficiency and service levels.
- The Year 2000 Project Team initiated an independent review of all of the City's date-sensitive technology systems. The City's mission-critical systems are advancing according to schedule, and staff have every expectation the City's operations will not be adversely impacted by the Y2K issues.
- We must address the future of the heritage buildings at the BC Packers site in Steveston, to ensure that Cannery Row remains more than just a memory.

The challenge before us, before this Council, is to work together using our energy and creativity to see that this City, this Community, is ready for the new millennium.

In summary, our plans for the next three years will focus on taking advantage of our strengths to attract business investments by targeting our potential growth in the areas of tourism, technology and transportation. As we plan for the future we must maintain Richmond as a safe city, despite budget restraints. We are very fortunate in Richmond with our cultural diversity, which gives us strength in our economy.

It is a bold statement, to be the most appealing, livable, well-managed community in Canada, and it means taking bold steps. Our staff have reached across divisional lines, and established strategic teams which come up with innovative solutions for complex problems. We have won numerous awards for innovation in management and high-tech programs. We need only glance at the wall just outside these Council Chambers, to begin to appreciate the varied achievement categories for which we have been honoured.

Just as an example, we have received national recognition for our development of public kiosks. In 2000, our kiosks will be available in all library branches, enabling our residents to electronically access and conduct business with City Hall seven days a week, including evenings. The kiosks are a great example of our goal of improved customer service through technology. Our customers can also register for various city programs, and to pay for a host of city services from home, or offsite locations via a telephone or Internet services.

At this time, I would like to take a moment to thank the members of the press for their coverage of city issues, and a note of appreciation to Rogers Community 4 for their television coverage of Council meetings

My thanks also to our Members of the Legislative Assembly, Linda Reid, Doug Symons and Geoff Plant for their continued efforts on behalf of Richmond. Our appreciation is also extended to our Member of Parliament and Secretary of State for Asia-Pacific, Raymond Chan, and to Member of Parliament John Cummins, both of whom represent Richmond in Ottawa.

In closing, I would like to acknowledge our wonderfully loyal, dedicated, intelligent and hard-working staff. My thanks to all of them for their efforts over the past years.

We are on a threshold. The prospects before us are exciting and challenging indeed. I am confident that working together we will find the next three years rewarding and fulfilling.

Thank you.