

Introduction

Founded by Simon Fraser in 1806 on the shores of Stuart Lake, Fort St. James is the gateway to a chain of rivers and lakes that traverse 400 kilometres of central British Columbia. The population of the Fort St. James area, including the municipality itself, rural areas and First Nations, is approximately 5,000 people. There is an established forest industry, a burgeoning mining sector and a growing tourism industry. The downtown core, near the District of Fort St. James office, hosts restaurants, retail shops, banks and a government service office. The library is located near the downtown core.

Fort St. James and area have played a significant role in history. Visual reminders of this history are evident throughout the town. Among the more prominent are:

- Fort St. James National Historic Site
- Ancient burial site of Carrier Chief Kwah
- Our Lady of Good Hope Catholic Church
- Monument to legendary bush pilot Russ Baker

Some of the first nations communities served by Fort St. James include:

- Nak'azdli
- Yekooche
- Binche
- Tl'azt'en (Tache)
- Takla Lake

The town's important cultural, educational and community institutions include:

- Fort St. James Public Library
- Community Arts Council
- Music Makers (an amateur theatre company)
- Volunteer Fort St. James (a volunteer coordination service)
- College of New Caledonia

The Fort St. James Public Library Annual Report to the Libraries Branch will focus on the following three areas:

1. Development of our strategic plan for 2016 – 2021
2. Enhanced service through improvements in our facilities
3. Increased numbers of library users and increased use of library materials and services.

It will be seen that each of these developments reflects positive outcomes which came about in no small measure because of attention to common goals shared by the Libraries Branch, Fort St. James Public Library and the community they serve.

Public Comment 1¹:

Ronald Sam Sr. Nakazdli First Nation 70 years old Interviewed Tuesday February 28, 2017

I have been coming to the library for four years. I come in everyday to read the newspaper and National Geographic. I don't read many books now because I find it hard to read for that long but I sometimes read westerns. I think the local photos and history books are important. I still read those like I do the papers. Movies from the 1950s and 60s are my favorite DVDs. Westerns mostly. John Wayne is one of my favorites. I bring my granddaughter as often as I can. Now she's in grade one so I need to work around that time-wise. The library is a good place to relax and read. I tell other people about the library because there are lots of things there. DVDs and books are available for anyone. I tell people they should use it. There's lots of First Nations reading too. Everyone should get a library card. I say that to people. I don't know if they come in or not but I hope they do cause it's free and worthwhile.

FOCUS ITEM 1: Strategic Plan 2016 - 2021

In 2016 Fort St. James Public Library completed a strategic Plan for the years 2016 – 2021. Much work went into this process and the community owes a debt of gratitude to the board members and staff who gave many hours toward the project. Alison Leach, the board's co-chair, is due a special thanks for preparing the many drafts produced by the process. A key feature of the strategic planning process was aligning the plan with the priorities of the Ministry of Education, especially as it is reflected in the working of the Libraries Branch and any communications Fort St. James Public Library received from them. Completion of the plan is indicative of our most vital partnership; that with the Ministry of Education. Libraries Branch. This point will be highlighted in the report in keeping with the importance we attach to this fact.

In *Libraries branch 2016 Provincial Library Grants Report Instructions* the priorities given for 2016 are listed:

1. ***A focus on equitable access to library services for all British Columbians, including efforts to extend library programs and services, to under-represented populations.***
2. ***Continued supports for education transformation, as outlined in the BC Education Plan. Libraries, as key partners in providing supports to students and parents outside of the classroom, should continue organizing and collaborating on community-based, personalized learning opportunities for all learners which allows them to realize their full potential in reaching personal learning goals.***
3. ***Support for BC's Skills for Jobs Blueprint and #BCTECH Strategy by improving outcomes for job seekers in BC. Specifically, libraries should focus on tools, programs and essential literacy supports that help your community explore new skills for high demand employment opportunities, for long-term job security in today's growing economy.***

¹ Public comments have been inserted at random points in the report and are not intended to illustrate points made in the main text of this report. The comments were drawn from a selection of library users. Opinions of users were considered important for inclusion.

4. ***Work across the library sector in the development of new shared-services and on collaboration with other partners to find efficiencies and build on current infrastructure and opportunities. For example, the development of shared service models and resources which extend or improve seamless access, involving public, academic and/or school libraries.***

We translated the Libraries Branch priorities into terms consistent with the language of public library service and the needs of our community. We summarized these priorities as:

- **Accessibility**
- **Education**
- **Partnerships**
- **Supporting Community Growth**

These priorities became the basis for establishing the library's goals. Further on in this report are 4 tables that summarize these 4 priorities break-down into 4 discreet goals for Fort St. James Public Library for the years 2016 – 2021. Please note that each table indicates how that particular goal supports accessibility, education, partnerships and community growth. It is important to know that a key component in developing the strategic plan was using the goals and strategies of the Ministry of Education and the Libraries Branch as guidance for discovering our own priorities and goals. The final language of our plan reflects the language of public library service but was guided as much as possible by the ministry's goals as reflected in ministry documents. In other words, the language of the documents received from the Ministry of Education and the Libraries Branch contributed to our planning process.

The Libraries Branch vision for library services is contained in a document entitled *Inspiring Libraries Connecting Communities: a vision for public library service in British Columbia*. The document provides four strategies employed for the achievement of their vision. Those four strategies are:

Strategy#1: fostering connected communities: advancing access to information and resources

Strategy#2: building capacity: enabling inspiration and innovation

Strategy#3: working together: creating lasting and sustainable partnerships

Strategy#4: sustaining our success: enhancing governance and demonstrating impact

The strategic plan of Fort St. James Public Library has 4 goals that align perfectly with both the priorities of the Libraries Branch and strategies of the Ministry of Education. In summary our 4 primary goals for 2016 – 2021 are:

1. Community Connections with Fort St. James and area – To provide library services to a wider range of users by means of satellite library services (e.g. reading rooms, mobile service delivery, etc.)
2. Professional Development – To provide training for staff, board members and volunteers to enhance library service to the community
3. Technology Engagement – To play a key role in our local Digital Community by providing ready access to online and digital service both on-site and at a distance
4. Environment – To assist the public through development of adequate user spaces within library facilities.

The wording of the Fort St. James Public Library Strategic plan reflects the intent and process utilized in its preparation:

The Fort St James Public Library Board of Trustees developed a five-year strategic plan to guide and promote the continuing growth of the Library. The plan has goals, expected outcomes and evaluation measurements.

In preparation for the new strategic plan, the board reviewed the goals set in the last strategic plan and looked at the success and areas that may have required more evaluations. They then looked at what the provincial government had on the table for expected outcomes, under the new ministry for libraries and set out new goals for the next five years with these in mind.

The Board feels that these goals are forward thinking with the knowledge that libraries can no longer just be holding space for books and quiet reading areas. These are still important but we must build new partnerships to ensure the longevity of the public library system. Libraries have always been more than just books, they have been the creative centers for great thinkers, the repository of knowledge, retrievers of information and a safe haven for all.

Public Comment 2:

Gail Hills Fort St. James Works with autistic children Interview Tuesday February 28, 2017

I have two autistic clients, both boys. I use the library myself but the boys really like it here too. They ask to come. The library is an excellent place for the boys because they can socialize and the environment does not cause them alarm. It's great. The children's area is great. The furniture and materials are what I need and what the boys like. The space is bright and warm and that's important since one of my clients has vision issues. Both of them love to come to read and play here. They meet other kids which is so important. A very positive social environment. I also spend a lot of time at David Hoy School and people there speak very positively about the kid's space at the library. The boys also like the chairs and cushions. Books, computers, movies, all of that makes it work. The books and other materials are up-to-date, clean and there's variety. The whole place works for the community. I spend enough time here to see that it is a good place for people. I've seen families come in that haven't used the library before. When we talk they say how much they like it. They come for DVDs, that's clear, but end up getting books and things, finding a place here where they are welcome. Lots of people use the computers. The place is very busy. People are everywhere here. The Summer Reading Club was very good last summer. He loved it [she indicated the boy with her]. I love that you had all the CBC Canada Reads books available. That was so nice! That's the reading I like.

The four tables provided below give a detailed summary of our plan for 2016 – 2021.

TABLE 1: COMMUNITY CONNECTIONS

Community Connections						
Satellite Libraries	Plan	Action	Who	Outcome	Measurement	
	Establish satellite library systems within the service area of Fort St. James Public Library	Create satellite systems in the following locations;	1) Laurie Z	1)Engage the community of Tachie	-Donation of books to establish satellite libraries were logical	
		1)Tachie	2) Alison	2)Establish relationship with HP	-Establish partnerships with various groups	
		2)Friends of the Historic Park	3) Alison/Louise	3)Increase schools access to FSJ Library	-Identify common goals with groups	
		3)Schools	4) Alison L	4)Establish off site physical library at PM building	-5 class visits from 2 schools each year	
4)Arts Council		5) Library Staff	5)Increase satellite libraries	-Measure 5 years progression increase in the community in non-traditional areas		
5) Mobile Library						
Accessibility	Increases physical access points for service area members					
Education	Through increasing access points t resources this will support individual self-improvement					
Partnerships	Builds partnerships with private, educational, community groups and government groups					
Supporting Community Growth (job access)	Supports individuals personal growth in specific areas of interest leading to increased skill sets					

Public Comment 3:

*Bear Rossetti Fort St. James - Nakazdli First Nation 17 years old/ high school student
Interviewed Tuesday February 28, 2017*

I've been using the library for 6 years. I use the computers all the time. Sometimes when the library is closed I sit outside to get wireless. DVDs, graphic novels and art books – I like that I can get those here. The high-end animation is my favorite, Japanese stuff, Miyazaki, stuff like that. I do animation myself, and video editing. I and my friends and family watch anime and play games here. I think uncles use the computers for email and forms. I see them sometimes. My family started to use the library when they saw what I was bringing home, what I was talking about. My brother Kodiak comes with me, my sister Jersey too. It's a cool place to hang out and see people. We meet-up here all the time. I like that you brought in graphic novels by native artists, good graphic novels. I told my friends at school about them. I more or less live at the library – you know that! [Laughs] It would be great if we could borrow video equipment to make videos. I'd like to see that. I'd use that for sure.

TABLE 2: PROFESSIONAL DEVELOPMENT

Professional Development						
Training		Plan	Action	Who	Outcome	Measurement
		To offer professional development for staff, board members, volunteers and interested members of the public.	1) Staff introduced to ABLE Idaho Commission for libraries, online certification and CEC – Continuing Education Certification Program through LAA 2) In house training sessions 3) Team building activities 4) Board Education	Board & Head Librarian	-Staff will receive library specific training -Public and other library staff can receive training -Activities where staff & volunteers can exchange information in a relaxed atmosphere	-One to three courses offered to the public, participation at each course a minimum of 4 people over 5 years -All staff and board track their continuing education in the CEC program -Annual staff feedback survey -1 team building activity for staff every year & 1 joint board and staff team building every 2 years
	Accessibility	Courses available to the service area of FSJ Library and beyond at minimum cost to participants				
	Education	Certificates available through ABLE and CEC for individuals to add to the resume portfolio				
	Partnerships	Using already established online library specific courses, ensuring surrounding school districts and library associations are informed of when courses are being offered				
	Supporting Community Growth (job access)	Increase skill sets to library staff, board and volunteers; increase skill sets to community members				

Public Comment 4:

*John Petersen Fort St. James (resident since 1970) Retired teacher, aged 75
Interviewed Tuesday February 28, 2016*

The library’s job is to communicate with the community, to provide reading and information to the people here in town. I think print books will be around longer than many people think. eBooks are going to be there too but print is far from dead. My wife and I use the library regularly and still use printed books. When I was a teacher I sent my students here. Books on nautical knots and fishing knots were some of the items my students came here to use because I made it part of their instruction. I still use them books as knots are a hobby for me in my retirement. People still ask me about knots, and splicing. That stuff doesn’t grow old. My son and grandson use the library when they visit us during the year. Last summer my grandson attended Summer Reading Club and really liked it.

TABLE 3: TECHNOLOGY ENGAGEMENT

Technology Engagement						
Digital Community	Plan	Action	Who	Outcome	Measurement	
	To continue to introduce technological equipment and resources to the FSJP library	1) Keep software as current and relevant as possible 2) Improve digital equipment for staff use 3) Purchase technology for public use 4) Increase digital access 5) Web site maintained	Head Librarian	1) Technology is relevant, current and updated. 2) Increased use of the library for its digital resources 3) Increase staff's technology literacy	- Manual count of WiFi use within the library - Track stats and when new resources are purchased to document the direct or indirect results of these purchase	
	Accessibility	Create an environment that allows all members of the communities that Fort St. James Public Library supports access to the digital world in a safe and social environment				
	Education	Allows individuals to self-train and self-teach through digital access; knowledge and skill bases offers support from other individuals not just those directly located within the physical community				
	Partnerships	Creating partnerships with the Historic Park and other individuals in the creation of digital archival resources of local history; Community Futures resourcing non tradition use of community spaces				
Supporting Community Growth (job access)	Availability of current electronic access supports individual's ability to access employment opportunities; improving community electronic resources helps invigorate the job market industry by connecting to other no traditional work opportunities.					

Public Comment 5:

*Neil A'Huille and Nadine Isaac Fort St. James Nakazdli First Nation Local couple with 5 children
Interviewed Tuesday February 28, 2017*

Bear is our son. We have 5 children. Bear has always been a regular at the library. We know we'll find him there most days. We started coming out again when he told us about DVDs and other new things at the library. We're so busy and this place helps us as a family. My husband and I come 2 or 3 times a week, usually with the kids. I am taking the Health Care Assistant course at College of New Caledonia. The library supplies most of the books and stuff I use for my course. That is important to me. The whole family comes out. We borrow DVDs for entertainment and books for reading. There's a nice atmosphere here, very relaxing and fun. The staff help us and we talk to them about anything. There are 7 well used library cards in our house! We're finding what we need. It would be great if the building was bigger and we'd like to see something like a play area outside for summer days. The whole community needs the library. We're big fans! [Laughs]

TABLE 4: ENVIRONMENT

Environment						
Structure		Plan	Action	Who	Outcome	Measurement
			To enhance and maximize the use of the library spaces	1) Redesign the library layout to create distinct areas for different users' needs and create an inviting atmosphere 2) Accessibility signage 3) User Surveys to see how space is being used and potential improvements	Building committee Board members	a) Create Teen area b) Improve children's area by creating a better interactive space c) Improve study areas and reading areas (quite spaces) d) Increased use of activity areas
	Accessibility	Distinction user space creates an inviting atmosphere for a variety of uses, reaching out to the needs of the community				
	Education	Enhanced space will more individuals to access resources to self-improvement whether in their personal life of career path				
	Partnerships	Community groups using the creative spaces in the library; Inviting business to use community spaces as opportunities to support the health of the community				
	Supporting Community Growth (job access)	The ability search for career paths and job opportunities in a quite area; accessing free assistance resumes, job searching etc. promotes individuals to develop a better sense of self-worth.				

FOCUS ITEM 2: Service Enhancement through Facility Planning

Initiatives started in 2014 and 2015 directed at improving library facilities for families in the community came to fruition in 2016. The completion of our new kid's area took place in 2016 with the installation of a new suite of furniture. The project reflects the involvement of a range of people and highlights the importance of planning. Involved in the success of this initiative were:

- Community members who took the time to write to the board asking that the library provide more up-to-date and inviting facilities for families with young children.
- Engagement with the local Early Childhood Development Committee
- The building committee looking at and selections which were submitted to the board.
- The board passing a motion for the necessary purchases.
- Families utilizing the new play area and helping us uncover optimal layout.

Components of the project include:

- Play space furniture
- New shelving
- A large toy cupboard on wheels with a supply of toys
- Addition of many new books and DVDs
- Consistent story-time sessions on Thursdays and during Summer Reading Club

The single most significant outcome has been increased use of the library by families and children. As is pointed out in the next section of this report library use has increased significantly. Some of the increase in use is directly attributable to the improvements coming out of these initiatives.

Other projects under consideration for the future are:

- Teen area
- Adult reading and viewing lounge
- Study space and enhanced services for digital devices
- Community surveys and similar community measures

The collection development initiative in the Adult Fiction section and the Adult DVD section has continued from previous years and draws an ever increasing number and range of users to the library. More than one initiative has contributed to increased library use.

Our facilities planning, along with our Strategic Plan, reflects our response to the community we serve with resources provided by the Libraries Branch, but it is also a component in our accountability to the Ministry. This aspect of things is easy to overlook in the daily hustle and bustle of the various parties contributing to the process and its outcomes. The very process of accountability is a mutually enhancing activity as it provides the ministry with vital information and aids the library in directing its focus. It also helps provide efficiencies in how funding is applied. The process is not always linear but it is necessary, and easily overlooked. Accountability is a small price to pay for continuance of vital library services. It is a part of our thank you to the Ministry.

Public Comment 6:

Darren and Carly Gladue Fort St. James Local couple Interviewed Tuesday March 1, 2016

We both feel the library is the jewel of the community. I know that sounds funny but it's true. The place is a treasure. We've both lived here on and off since we were kids. We're married to each other now and the library is one of the places we use for family visitation with our son Kenny who is autistic. We visit here about 3 times a week, sometimes with our son and sometimes it's just us. Staff are so good. Flora and Jenny have been so good to us. We use the computers and WiFi often because we don't have those out where we live. We borrow books and DVDs too. Darren really likes to read to Kenny here at the library. They sit together and read picture-books - it is an important part of his routine. Our son just loves it at the library. He prefers it over any other place in town. His comfort level is high because the activity levels are right where he needs them and the space works really well. I think I said that but the space is well put together, great for kids. There are other kids for him to interact with but it's a controlled environment. That's important. We ourselves also read newspapers and magazines sometimes when we visit. We'd like to come in more often so longer hours would be nice. And more staff to help out at busy times because the place is very busy some days.

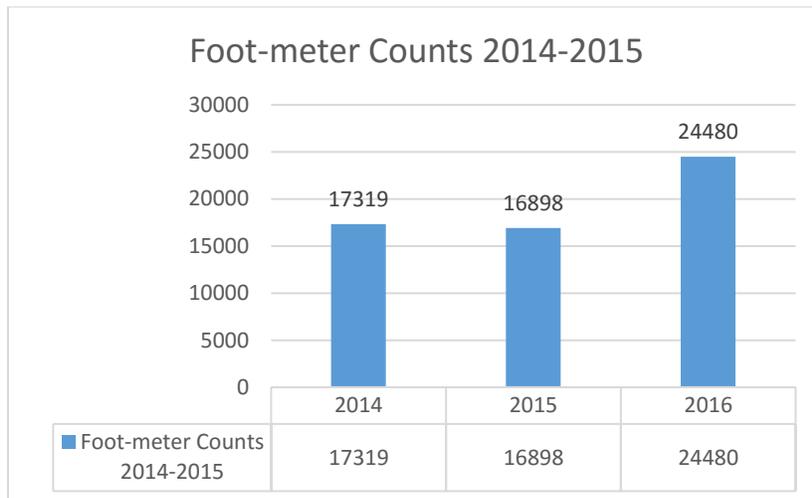
FOCUS ITEM 3: Increased Use of library

2016 saw a significant increase in library traffic and in the use of library materials and programs. An increase in use was expected as we had been directing our attention to that end for some years but the degree of increase caught us off guard and stretched all resources to the breaking limit. Our success was welcome but has created enormous challenges on all fronts. Some of the challenges we face are:

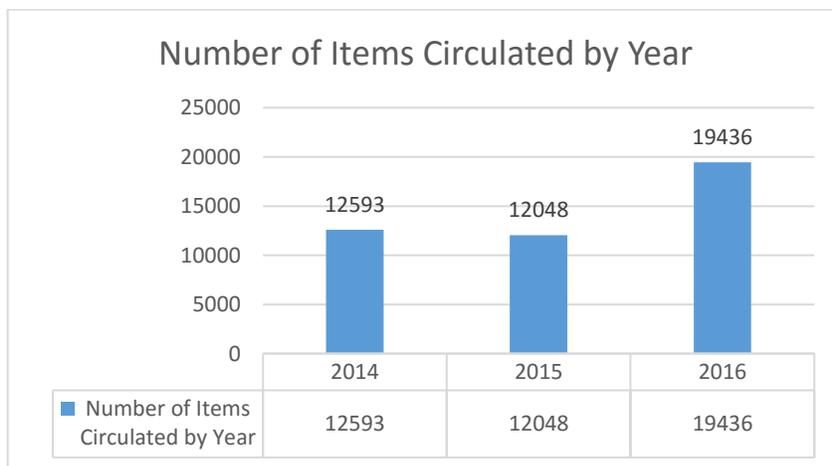
- Funding levels do not meet growing demand
- Staffing levels are insufficient given the volume of work
- Facilities and equipment are in need of expansion and updating
- Service needs to be extended into more areas of the community

Two graphs provide data to help measure the growth of use and demand:

GRAPH 1: Foot Traffic 2014 – 2016



GRAPH 2: Circulation Stats 2014 - 2016



Some factors producing increased demand:

- Major collection development initiatives, especially in the adult fiction and adult DVD collections
- Expansion of facilities, services and collections for families and children
- Growing awareness of library service among members of first nations communities
- Community need for WiFi and other internet services
- Third space needs developing in the community
- Use of library facilities by community groups and schools

Some of the organizations whose collaboration with the library contributed significantly to our growing success include:

- Early Childhood Development Committee (ECDC) who helped develop improvements to the children's area
- Local school library staff and counselors who helped run a summer time meal outreach. (Thank you Alison Leach and Chis Vogelsang!)
- The Fort St. James District who support daily operations through facilities and provide core funding for staffing, operations, etc.
- Ministry of Education and Libraries Branch who supply core funding for materials and services
- Regional District of Bulkley-Nechako for supportive funding
- Northern Health Clinic for aiding in collection development and community awareness
- North Central Library Federation (NCLF) who provide a range of collaborative services
- Various special needs workers, social services personnel and literacy workers who bring their clients by and introduce them to the library
- Staff and students of College of New Caledonia, as well as the Key drop-in centre, for their various collaborations
- UBC School of Library and Information Science's Coop Student program for providing grants for summer students as well as great student workers
- Tache Education Centre (TI'azt'en First Nation) for helping establish our mutual fledgling initiative to provide service to first nations in the area. (Thank you Laurie Bizerol!)

Public Comment 7:

*Brad McNeil (53) and Irene Cameron (60 – Yekooche First Nation)
Friday March 10, 2017*

Fort St. James Interviewed

We both got our first library cards about 4 months ago. We finished our new user period and now have full borrowing privileges. We borrow DVDs all the time. Every two days, or thereabouts, we come in to get a new bunch of movies. We like the selection but would like to see more new movies if you can get them. We like seeing all the young people using the computers here. The staff are friendly. Our family meets us here when they come in from Yekooche. The kid's area is a good thing; the kids love it. We all borrow movies and it's nice we can meet-up here. It's good too that there's public washrooms and faxing. We like the library because it's helpful and so are the staff.

Public Comment 8:

*Joseph Matthew Yekooche First Nation Lives in village of Yekooche Interviewed Friday
March 10, 2017*

We're a family of four. I come in once a week or whenever I can. It's a long distance to come and there's not always a ride, especially in winter. When the whole family can come we do but it's not easy doing that so much anymore. Books and movies are what I take out. I am a councilor in the village and with fulltime hours I don't have as much time to read as I'd like. I like reading but movies are what I have time for most of the time right now. Time and distance are a challenge when you live where we do. Many people cannot come into town. The school library is open to the public for a few hours but there are books and educational materials available at your library that we don't have. Library service in Yekooche would be good, I think. A big issue in my mind is that too many people in Yekooche are using the internet all the time but not reading. It's a really big problem. All ages are addicted to internet. Literacy and job skills are our priority but we have to fight people's over use of the internet. We're not sure what to do but in our village it is an issue I'm looking at; it's a very frustrating hindrance to what we want in our village. We need more emphasis on literacy but there needs to more reading material. Like I said there are problems we face.

Public Comment 9:

*Kristen Cooper (32) Fort St. James Mother of two small children Interviewed Friday March 10,
2017*

We moved here 7 years ago and joined the library at that time. I have been bringing my children to the library since they were very young. Kid's books are our number one priority though I read lots of books myself. Gardening, wildlife, biology, crafts, novels and DVDs – these are things I borrow. The kids section, as it is now, is so great – more kid friendly. The children are excited to go to the library when I tell them we're going. More morning hours would be helpful for us. Some other mothers have said the same thing to me. Waiting until 11:30 can be a problem when little kids are part of your day. We'd come more often if there were earlier hours. More kids programming would also be helpful. Don't get me wrong the library is a great place but more hours would make it better. Some nice big chairs where you can read with a child would also be good. And some plants, even in-door trees. It's a beautiful building, a wonderful place to come. We'd like to come more often. Earlier hours would help.

CONCLUSION

Fort St. James Public Library has concluded an exceptionally busy year. A new board composed of a few veterans and a large number of first-timers completed a major facilities project, pulled together an exceptional strategic plan and worked with other parties towards solutions for pressing issues arising from a substantial increase in library use. Among their allies in this frenzy we would like to highlight the following:

- Ministry of Education. Libraries Branch.

- The Head Librarian and library staff
- Board members and community volunteers
- District of Fort St. James
- North Central Library Federation
- Regional District of Bulkley-Nechako
- Tachie education staff

That the improved awareness and use of library service in Fort St. James came about through multiyear planning needs to be noted. Positive outcomes do not happen by accident or all at once. Nor do they happen by actions of a single body. The positive social outcomes provided to the community of Fort St. James to its host communities are intimately related to collaboration with other people and organizations whose social outcomes intersect at so many points with each other along the continuum of community services. Outcomes in 2016 and previous years required collaboration with a range of allies, but none more important than the Libraries Branch. We feel that this report makes that evident.

It was difficult to decide which public comment should punctuate our 2016 report. The views of our users always has a certain poignancy for me as Head Librarian. The stories reflect the differences and similarities that exist in our community. Roy, who is an avid library user (and a man situated professionally and by personal disposition to know the community), was my choice.

Public Comment 10:

*Roy West Binche. Takla First Nation Village councilor. Interviewed
Friday March 10, 2017*

What do I think of the library? I'd give it a 10 out of 10. I use the computers here all the time and see what's going on. Friends in Takla know about how nice the library is and come to use the computers too. Computers, job searching, resumes – these are things people can do at the library and they do. That needs promotion. I read a lot, have since I was a kid. The Black Stallion was the first book I read. Of course I take out movies too. More first nations content would be excellent. I read newspapers, biographies, and use dictionaries and reference books. You know what I really love though? It's the kid's area and the movie nights. [They are] very positive. Here and in Binche we also need good coverage on job and career planning, alcohol and drug addiction, things like that. I was a reader as a child but I had substance issues later and it was the library that played such a big part in making my recovery work. Reading brought me to college and eventually to university. I studied healthcare. The library aided that outcome. That's why it's so important. Having hours on Saturday is good but I'd like to see even more Saturday hours. Cultural values are important but we all need to reflect on where they apply and why. I can tell you that first nations have a certain misperception of the library but when they take the time to come in they see that they're welcome, and that there are things they need and things that they'll like and use. The summer programs at the library are very positive in my opinion. When my grandson comes this summer I'd like to bring him along for that. I'll bring him into the library for sure. We should talk about these matters again when we have an opportunity.