Euroa Community Action Group

Action Plan

2018 - 2021
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1.0 Introduction

Euroa and District has long been recognised as a progressive town in north east Victoria with a close association to farming, rural living and the Hume Highway (now Hume Freeway). The development of a district community plan for Euroa allows the community to identify those issues that are going to ensure that Euroa remains an outstanding community and by working together as a community, bring about improvements through an open public process.

The community action plan in Euroa encourages participation from all groups and residents and is a plan that has been developed by the community through consultative processes. The plan is built upon contributions from this consultation and reflects what the community believes are important to achieve an improved future.

1.1 History of Euroa

Indigenous Population

In Euroa we acknowledge and pay respect to the Taungurung people as the traditional and ongoing custodians. The Taungurung people occupy much of central Victoria and their people lived a hunter/gatherer existence, living on the banks of the Seven Creeks and roaming freely along creeks and ranges. The various clan groups migrated on seasonal basis through their territory dependent upon the seasonal variations of weather and the availability of food.

Selection

The first white men in the district were explorers Hume and Hovell in 1824. Overlanders drove their stock through an area to the north of the present town site in 1837 or 1838 while following the track cut by explorer Thomas Mitchell in 1837. Squatters began taking up runs in the district in 1838. One of the first was Seven Creeks, established by John Templeton in 1838.

Forlong(e) Family

John, Eliza and Andrew Forlong – William Forlonge. William was the only one in the family that had an ‘e’ on the end of his name.

Eliza Forlong chose the fine wool Saxon merinos in Saxony in late 1820s that William brought to Tasmania in 1829. John, Eliza and son Andrew brought another flock over to Tasmania in 1831. Around 1840 the Forlong(e) family moved to the mainland. Andrew going to Werribee and William to Whittlesea area. William took up Seven Creeks Station in 1851. Eliza lived her remaining years here with William and is buried in a lone grave at the foot of the Garden Range.

As a result of scab disease affecting sheep, Euroa became primarily cattle country and undertook dairying and cultivation.

Earliest Residents

Euroa was surveyed in 1849 and planned as a roadside squatting centre in 1850-51 on the road from Melbourne to Wodonga. Drovers camped at the spot due to the presence of a permanent water supply.

By 1852 the town site consisted of Euroa homestead in Kirkland Street and two huts occupied by a boot maker and a married couple who worked on Euroa station. However, the town grew more rapidly than expected due to the road traffic generated by the gold rushes. A store and butchers shop was the first commercial buildings. A hotel opened in 1853 and a post office in 1854. The first school was established in a small bark hut in 1854.

At this time the residences were all of slab or bark construction clotted with clay and roofed with Stringybark.
Farming

In 1856 wheat farming began on small blocks and Euroa became a regular coach stop on the Melbourne to Beechworth run. Timber and honey were exploited commercially in the town’s early days. The first substantial church was built in 1867.

In 1861 the passing of a law which unlocked lands and made them more available for settlement marked the beginning and rise of the progress of Euroa.

Horticulture was also well supported in the district with many wineries and orchards in the district.

The New Town

In 1873 the National Bank was established in Euroa in Kirkland Street and it was this time that the first hotel was built in the new town, called the Railway Hotel (it was Charles Lane DeBoos’ North Eastern) as a result of the opening of the railway to Euroa in 1872. Previously the town had been located along the Sydney Road. It was during this period that the Kelly Gang held up the bank on December 10th, 1878, then at corner of Binney/Railway Streets.

In succeeding years, the town steadily grew with new businesses being established with the key business being the butter factory (1891). However, with increased interest in the export trade in lamb and wool, many local farmers turned to raising sheep resulting in reduced supplies for the butter factory.

In 1870 the biggest flood in history affected the township with Seven Creeks being two miles wide in the town and businesses having almost 2 metres of water in their buildings.

An important development in 1889 was the formation of a Water Trust and a weir with electricity being supplied to the township in 1910.

Formation of the Shire

The Euroa Shire was formed in 1879 and was absorbed into the new Strathbogie Shire in 1994.

Industrial

There were a number of major industrial businesses in the Euroa community with the brickworks, the Aerated Water and Cordial factory, three large sawmills, wattle bark crushing mills, coach building, cabinet making, butter factory, rabbit canning business, Euroa Flour Mills and cattle sales.

Sport

Games of cricket and football were first played at the Friendly Societies Ground in the 1870s. Euroa has always possessed a racing club and was famous for its athletics meeting where the first prize one year was $60 pounds. Cycling was also a prominent sport in the Euroa community.

(Source: Victorian State Library, C.L. DeBoos)
1.2 Past Achievements

The Euroa and District Community Plan has identified a whole range of issues which are currently being developed and worked on by a range of different groups and agencies within the community. By having the initiatives identified in previous community plans, it has allowed local groups and government agencies to focus on key initiatives and all work together in achieving those aims. These include:

- The development of a master plan for walking, cycling and scooter paths
- Improvements to medical services
- Improving the drought proofing of public sports grounds and open recreation spaces
- Improving and enhancing the entrances to Euroa and at the main street (Binney Street/Clifton Street)
- Master plan created for further improvements to the Euroa Swimming Pool and continuing support for Friends of Euroa Pool
- Work completed at the former service station sites to allow for redevelopment
- The railings and footpaths on or near Burton’s Bridge have been improved
- The Community Garden, which commenced operations on the land behind the Euroa Little Theatre site in 2011, is now being managed by Euroa Community Education Centre (ECEC).
- The railway overpass on Anderson Street has been upgraded by Vic Roads, following actions by ECAG
- The establishment of a Euroa website: www.euroa.org.au. Now up and running and is now being maintained & managed by BEE (Business Enterprise Euroa)
- Support of a ‘farmer’s market’ – established by Rotary Euroa
- Access to tourist information – at ‘The Hub’ - established by the Shire, ECEC and Euroa Health
- Support the ‘Honouring our Heroes’ committee – ‘Avenue of Honour’ + 3 VC statues
- Fund Christmas decorations (ongoing)
- Development of the tourist/toilet improvements/replacement & improve services to make Euroa a ‘RV Friendly Town’ – a work in progress……
- Signage for the Apex walking track – located at the Seven Creeks Park
- Funded cooktops for the BBQ area at the Seven Creeks Park
- Painting and rendering of the Band Hall
- Bollards around the Seven Creeks Park
- Historical columns in Binney Street
- Support the Euroa Swim Squad to buy necessary equipment
- In conjunction with BEE, erected cigarette bins in Binney Street
- Support of the Friendlies Oval Redevelopment
- Support of the Community Garden
- Tourist board at the Seven Creeks Park
- Fund the planting of new trees in Binney Street
2.0 Vision

When asked about the wonderful attributes of Euroa, the community identified a range of different aspects:

- Euroa has a welcoming village atmosphere that provides for travellers
- Euroa is the home of the Sevens Creeks
- Euroa is a wonderful place to stop, relax and enjoy the beautiful trees, parks and historical sites within the town
- Euroa is located at the base of the Strathbogie Ranges
- Environmental and economic sustainability is very important to the local residents to ensure that the town remains a wonderful place to live

The town’s attributes include community buildings, facilities and services and will remain accessible to all. Community members are encouraged to participate and shape the future of their town.

Consequently, Euroa’s vision can easily encompass those aspects by being defined as:

*To promote Euroa as a liveable town that engenders community pride and, in the process, to encourage population and business growth while maintaining the town’s character*

The goals for the community plan focus around the following key issues:

a) To provide a healthy community
b) To engage the community to ensure that future growth and development meets with community expectations
c) To engage the young people in all aspects of community life
d) To ensure a vibrant business climate
e) To build on the natural and manmade attributes of Euroa
f) To recognise the heritage of the district
g) To encourage environmentally sustainable practices throughout the community and incorporate them, as far as possible, in all projects

3.0 Community Consultation

Community Breakfast – March 24th 2018

The action group provided the opportunity for consultation at our community breakfast. The breakfast was advertised in the Euroa Gazette, on the groups Facebook page and a flyer sent to households in Euroa. The event was attended by approx. 40 people with the results of the consultation session found in:

- Appendix I – Community Strengths – What is going well
- Appendix II – Project ideas.

The Euroa Community Action Group Facebook page

The group developed a Facebook page solely for the activity of the action group and to gain feedback from the community. The group uses this page to create more awareness about the group.

The Euroa Community Action Group Email

An email has been set up for the community to give feedback, suggestions or concerns. The community was able to email the group their suggestions if they could not make the community breakfast.
These community engagement initiatives helped identify what is important to the community of Euroa, what the community sees as its strengths, and how people would like to see Euroa improve. The outcomes of all three activities then shaped the next section of the plan.

4.0 Priorities for 2018 - 2021
(Key themes and actions)

The themes listed below were used to collate ideas and priority actions for this Community Plan. These themes are based in some cases on the previous action plan, with slight adjustments to ensure that they continue to be current. Information then outlined under each theme includes a vision, the actions and priorities arising from community consultation.

**Euroa Community Plan Themes**

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4.1 **Key theme: Sport and Recreation**

**Vision:** Recreation, sport and leisure are key elements of the Euroa district, providing one of the main forms of entertainment for all ages. The Euroa Community Action Group will aim to support the sporting and recreational needs of every age group in Euroa and advocate for the development of sporting opportunities, assets and participation.

**Actions:**
- Advocate for the development of new and improved parks, playgrounds and active outdoor spaces
- Support improvements to the outdoor pool and advocate for the development of an indoor pool
- Support existing sporting facilities in Euroa and advocate for the development of new opportunities, including the redevelopment of the Friendlies, Memorial and Showgrounds precinct and the trail to the Arboretum for recreational purposes

4.2 **Key theme: Tourism**

**Vision:** To support an active tourism development program, to achieve product development, destinalional development and competitive advantage targets for the Euroa township.

**Actions:**
- Support council to assess and enhance signage of our town’s tourist attractions, including the Apex Track, Mt Wombat and Balmattum Hill
- Enhance the promotion of Euroa with maps, websites and more information about tourist attractions
- Support product development within Euroa, which could include, but is not limited to, supporting events, creating an iconic identity for Euroa and development of bike and hiking trails.
- Promote the historical attractions Euroa has to offer

4.3 **Key theme: Infrastructure**

**Vision:** to support the development of infrastructure and local services that improve the amenity, safety and liveability for residents, and which provides capacity to develop existing businesses and attracts new ones.
**Actions:**
- Support council to extend footpaths and enhance roadworks and pathways
- Advocate for the development of footbridges in Euroa, including the ‘Rockies’, football ground, Butter Factory bridge and Castle Creek bridge and support the upgrading and maintenance of existing bridges
- Advocate for enhanced park areas
- Advocate for the development of the Binney Street – Town Centre precinct
- Support enhanced train services
- Support council in planning, land and housing development. The aim here would be to support growth to ensure Euroa remains viable for all aspects of society (retirees, families, single adults, married couples etc.......)

**4.4 Key theme: The Arts**

**Vision:** to support an active arts development program in order to promote participation, learning and asset development together with potential marketing benefits.

**Actions:**
- Promote the development of a theme - to make Euroa unique
- Support a range of events in the community
- Enhance facilities to engage the Arts
- Seek and apply for funding in the area of Arts

**4.5 Key theme: Environment**

**Vision:** It is the responsibility of all to protect and manage the environment – the flora, fauna, ecological communities and heritage places i.e. all matters of national environmental significance

**Actions:**
- Enhancement of the Streetscape, including more shade trees etc
- Promote environmentally friendly ways to reduce waste and improve recycling
- Investigate and develop opportunities to use waste water and renewable energy
- Enhance our Seven’s creek environment and put strategies in place for ongoing care
- Enhance awareness and promotion of our natural environment, including areas such as Gooram Falls, Mt. Wombat, Balmattum Hill, Charman Falls, Arboretum and Seven’s Creek Apex Walking Track
- Targeted removal of bindyi infestation and support State Government Fruit Fly eradication

**4.6 Key theme: Health and Wellbeing**

**Vision:** A healthy community is vital to being a welcoming community?

Health and wellbeing is central to an individual's vital lifestyle and in turn the vitality of the community. The ECAG will support the development of improved health and wellbeing of the Euroa community

**Actions:**
- Promote and support all health services and improve and expand mental health services
• Advocate for more opportunities to access activities and facilities to improve health and wellbeing. This could include events (e.g. community park run), hydro or heated pools, exercise equipment along the Apex track and more opportunities for young people or people with a disability.
• Support organisations in Euroa that improve the Health and Wellbeing of the community.

**Appendix 1: What is going well**
(From the community consultation breakfast)

**Sport and Recreation**
- New netball court at memorial,
- Memorial oval meeting group,
- Youth females football tea
- Tennis club and tournament,
- Strong involvement in sport from the people of Euroa, our kids play a good variety of sports,
- Bowls – business house nights, social nights,
- Golf – beautiful course and successful club
- Anglers club,
- Cricketers – friendlies redevelopment and successful club,
- Variety of gym and fitness options (Fitshop, Vaztrain, Euroa Health, Pilates, Yoga, Third Age, U3A),
- Walking tracks,
- Pool – Olympic size,
- Croquet,
- Hockey,
- Support services for people with injuries,
- Rodeo,
- Arboretum – Bush kinder
- Park run
- Twilight market,
- Ride the Ranges
- Squash
- Badminton
- Show and Shine
- Euroa Show

**Health and Wellbeing**
- University of 3rd age club
- Playgrounds
- The Fit Shop Gym and the Hospital Gym
- Tennis Tournament and all sporting clubs – catering for all age groups.
- Caravan Park
- Library groups
- Church support
- Hands on Learning Program – combined EPS and ESC program
- Granite Hill
- L2P program
- Medical Centres
- Strong Volunteer group
- Evolve youth group
- Hawkers market – low cost and inclusive event
- The potential for Veterans accommodation at the old hospital
- Wellbeing services – Yoga, Pilates, Gyms, My Future Academy

**Tourism**
- Caravan Park – social media advertising and ground improvements
- Toilet Stops
- Natural Assets – Gooram Falls, Polly’s VC Memorial
- The Hub in Binney Street

**The Arts**
- The Cinema is going well and Brendan Patterson is talking to the travelling Melbourne Film Festival
- The Little Theatre is ticking along
- Occasional events
- The Markets (Hawkers/Farmers)
- Citizen Band
Carols by Candlelight
Wool Week
The Euroa Show
Speakers that have been at the Library on behalf of Friends of the Library

Environment

- Renewables- Bulk buy/ Tesla
- Natural Assets- Sevens, walking track, natural beauty
- Shire initiatives- New toilet block Sevens Park
- Waste Reduction & Recycling- Boomerang Bags
- Water Reuse
- Environmental Monitoring & Education
- Plantings- Bush Crew/ Friends of the sevens
- Aboriginal Connections- engagement with Taungurang clans

**Appendix 11: Consultation Results from Community Breakfast**

All contributions from The Euroa Community Action Group community breakfast

24th March, 2018

**INFRASTRUCTURE**

Footpaths Extensions

- Kennedy Street
- Mansfield Road
- Castle Creek Area
- Complete Kirkland Avenue from the Uniting Church to the Flour Mill
- Better quality footpaths to support people with mobility issues, especially more footpaths around granite hill,

Roadworks - Pathways

- Seal Creek Drive
- Seal Burns Avenue
- Repair Lewis Street (near Caltex)
- Resurface Apex Walking Track to increase ease of walking
- Extend the Apex Track to Castle Creek
- Accessible Walking track from township to arboretum
Develop cycling tracks in and around the town
Link all sporting facilities with walking tracks create and promote a sports precinct

Footbridges

- Renewal and establishment of new bridges
- A better pedestrian bridge at the Rockies to ensure it can be accessed by prams, bikes etc.
- Bridge at the Butter Factory to make that end of the Apex track safe and complete the track
- Footbridge at Castle Creek
- A bridge across from Memorial to Friendlies

Parks

- Install Exercise Equipment in a Circuit in the parklands.
- Install a fenced off-leash area for dogs
- Develop a public parkland area on the southern approach to the town.

Binney Street – Town Centre Precinct

- A “Main Street Program” to increase heritage and shopping elements of the street
- Water Refill Stations in Binney Street
- Electric Vehicle Charging Stations in all car parks and close to shopping area.
- Develop considerably more car parking areas close to the shopping precinct
- Develop better caravan parking areas close to shopping precinct.

Transport

- More Trains
- Better/Clearer Ticketing facilities
- Early Bus Services to Seymour
- Convenient Bus services to Shepparton
- Localised public transport to the surrounding district served by Euro (health, shopping, seniors etc.)

Council and Planning

- Publish a “Plan of Works” addressing all works to be undertaken in the next year
- Develop a Euroa Economic Development Plan for both Council and the Euroa Community
- Update Council approval processes to encourage alternate and sustainable housing movements.
- Develop a sustainability plan to address infrastructure needs addressing climate change
- Promote the industrial park and make it easier for establish a business in Euroa
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- Undertake an Access Audit and ensure all paths and facilities are suited to all levels of ability.
- Attention to grant opportunities across the board

Land and Housing Development

- Ensure more residential land is released in and around Euroa
- Promote land to or partner with developers to ensure the land is marketed.
- Promote the development of more public housing stock and choices in Euroa
- Extend the sewerage system to the northern parts of the town
- Install one-way flaps on all pipes into the creek system ensuring no flood back-flow

Community Assets

- Develop the Showgrounds to be a significant community asset with year-round activity
- Undertake a signage audit in and around the town

ENVIRONMENT

Streetscape Enhancement

- More shade trees
- Better pruning, tree management including parking issues
- Underground power lines or bundling.
- Create a micro climate in Binney Street by reducing heat with more shade and planter boxes.
- Address dangerous overhanging limbs in some streets.
- Enhancement castle creek bridge and tidying of town entrance from Melbourne
- Support for redevelopment of friendlies

Waste & Recycling

- Elimination of plastic bags (Burtons moving in this direction).
- Education and training on waste reduction techniques, recycling and rubbish disposal.
- Organic waste to be directed to suitable bins at events. Education for vendors.
- Sporting Club incentive awards for environmentally friendly initiatives
- Fun runs to pick up rubbish. Tidy town and tidy street competitions.
- Lobbying for deposit scheme for cans.

Waste Water

- Investigate and develop opportunities to use waste water, taking example of Golf Club which uses waste water from Sewerage Plant. However, this poses challenges of water quality with increased nutrients uptake.
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Renewable Energy

- Can Euroa become a model? *More information and promotion of Council’s solar bulk buys.
- More Tesla Chargers.

Creek Improvements and Care

- Removal of excessive reeds (phragmites/cumbungi) and dead trees in creek and alongside creek.
- Belief that reeds and fallen timber are changing the course of the creek impacting badly on track
- Increased Native Vegetation and Trees in And Along Creek
- Belief that this Improves water quality, reduces erosion and lessens impact of flood
- Dead trees in creek provide refuge pools for fish and habitat for platypus.
- Education to increase understanding and appreciation of the creek and its native vegetation.

Raising Awareness and Promotion

- Optimise the impact and use of places such as Gooram Falls, Mt Wombat, Balmattum Hill, Charman Falls and Arboretum with better accessibility and signage.
- Pedestrian and Bike track to Arboretum.
- Support the work of the Tracks and Trails Sub C’ttee of Shire’s Sustainability Development C’ttee currently working on 11 walks in Shire, which include Gooram Falls, Mt Wombat, Balmattum Hill, Apex Working Track)

Weeds and Fruit fly Eradication

- Targeted removal of Bindi-eye infestation around town
- Engage State Government Fruit Fly eradication grants program for Euroa Township.

THE ARTS

Focus

- Develop an Arts to make Euroa one of a kind/unique
- Outdoor Art
- Themed exhibitions- there are a few but not many
- Different types of walks- e.g. art walks, nature walks

Events

- More music events/festivals
- The Triple J One-night stand- The need for major events
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- A concert at the Golf Course
- Short Film Festival- Wool Shed
- Moonlight Cinema/Botanic Gardens
- Talent Quest
- Buskers
- Flash Mobs
- **Events** for youth/ wide variety of people – not just sport, recreational opportunities like the twilight markets where everyone can go,

Facilities

- More use of the showgrounds
- Putting a gallery in the old railway sheds
- Helping The Little Theatre with a revamp
- Mobile Music Shell
- Usage of the Arboretum- development/having a festival?
- Maintaining the underpass art/Skate park/Outdoor art- can this be updated every 5 years or so?
- Better use of the empty shops- Art in windows
- Using our beautiful park more and have more youth focus

Promotion/Funding

- The use of promotion- making the Shire website easier to understand
- Finding if there is a funding for the arts from the Shire
- Encouraging the art entries at the Euroa Show- are there grants?
- Can we sponsor art events?

**SPORT AND RECREATION**

Parks & Playgrounds

- Exercise equipment around the Apex walking track – e.g. chin up bars, sit up bench etc.
- Outdoor Basketball Ring – ½ court or full court with lights, for social basketball and practise
- Adventure playground for older children, including an extended skate park - people stop where there is a great park
- Install shade sails at the skate park
- Refurbish the Toddler Park in Kirkland Avenue – park is old and needs upgrading

Pool and Water Facilities

- Indoor Pool – not at the expense of the outdoor: type - lane and hydrotherapy,
- **Shade** at the Euroa Pool down at the shallow end of the big pool
- Pool opening times extended – morning 6am-9am
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- Beach Volleyball court at the Euroa pool
- Improve the Pool area to create a hub and a precinct with a youth focus
- Install pool heating for winter
- Develop a Splash Park

Sporting Facilities

- Continue to support the Friendlies redevelopment,
- Ladies change room facilities for all codes and venues – Memorial Oval, Friendlies and the Showgrounds
- BMX track
- Redevelopment of the Showgrounds – lights,
- Develop another Football Oval with lights and training facilities (Possibly at the Showgrounds)
- Coordinate and promote the Memorial, Friendlies and Showgrounds as a sports and recreation precinct,
- Connect the Tennis Club to the sewerage system
- Install a trail to the Arboretum – creating a safe walk/bike way to the golf club and the Arboretum

HEALTH AND WELLBEING

Health Services

- Improved and expanded Mental Health Services – Reducing the stigma associated with mental health by having more open programs in community.
- More promotion and awareness of services available.
- More transport options for people to access services in nearby towns/cities.

Facilities

- A community park run to create a more engaging town. In addition, this brings a large amount of people to town on weekends (who follow the park run circuit.
- A more accessible town for people living with a disability with ramps etc.
- A heated pool/hydro pools
- Public exercise equipment along the APEX track especially disability exercise equipment.
- Playground for young people (climbing wall, BMX track, cycling track) discussion was around families that visit Euroa find it hard to entertain their kids while visiting.

Support for Organisations

- Further support for the Men’s Shed, and any Women’s community groups could do with further promotion and support.
- Promotion of good news stories.
More events for young people and middle-aged people in town that is genuinely fun and exciting. This may also create more local jobs.

More promotion of upcoming events so that all of community are aware of events in Euroa.

More opportunities for recreation activities for all age groups.

L2P volunteers

**TOURISM**

**Signage**

- Signage – Tourist Attractions
- Shopping Centre Signage – Not Town Centre
- Interactive Signage to be uniform and have continuity
- Signage for Market on Freeway
- Apex Track Signage
- Signage to Balmattum Hill

**Information**

- Maps for Tourists
- Website Updated tourism information
- Hub to have a list of what’s on on Sundays
- Destination Promotions
- Promote Mt Wombat – Flora Fauna Signage
- Be a tourist in Your Own Town – Then Help Tourists

**Product Development**

- Events in cooperation with other groups
- Historical photos and Information in shop Windows
- History of the Taungurung
- Create an Iconic Identity for Euroa
- Long Distance Hiking Trail
- Take advantage of “Local Treasures” Older People for past History
- Driving Tourism Trail
- Pop Up Shops for vacant Shops
- Bike Trail – Long Distance
For all Euroa facts and statistics please refer to the following link

Alterations to the Community Action Plan:
The community plan has been established at a community planning session and consequently this community session must be respected. Any alteration to the community plan requires a public meetings process which allows the community to have an opportunity to consider any changes at the time, and authorise any changes to priorities as a result of that community meeting.

It should be remembered that the community plan is a vibrant, flexible and dynamic document. It can change, but change should occur through due process. Otherwise, there is a risk that the community plan may be altered without consideration to any previous public input.

Emergency Circumstances:
It may be necessary from time to time for the community planning group to suspend actions on the community plan because of an emergency that has occurred within the district or region. The emergency must be of a significant community nature that requires broad community action as a priority above all other actions.

The community planning group may be involved in ensuring that there are quick responses to the needs of the emergency in the community which may bring dramatic consequences to the community as a whole. It is therefore necessary to ensure that there is a common sense approach to the occurrence of community planning and this may become an interim or new priority, depending on the circumstances. Consequently, the community planning group should make statements as soon as possible to the community, to indicate they are of the opinion that the actions of the community plan should be suspended and that the priority for the time being should be the emergency facing the local community.