

Acknowledgement of Country

Murray River Council acknowledges Aboriginal people as the traditional custodians of the land on which our offices and services are located.

We pay our respects to Elders past, present and future. We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this land and commit to building a brighter future together.



Message from our Mayor

I am delighted to introduce our Arts and Culture Strategy—a roadmap that supports a vibrant and connected arts and culture sector across the region. It draws inspiration from our rich history, the natural wonders that surround us, and the immense talents of our creative community.

Through extensive consultation, we have engaged with hundreds of individuals who shared their thoughts, perspectives and experiences to help shape a collective vision for the future.

Alongside our community we've looked at how we can build upon the existing strengths of our arts and cultural programs and boost the profile of creative industries across the area.

Importantly, it provides clear direction on the Council's role in supporting specific elements such as cultural planning and infrastructure, heritage preservation, public arts, festivals and events.

Partnerships will lie at the heart of our approach. By working together across Council and with our diverse community and creative partners, we aim to provide an environment where arts and culture can be supported, flourish and continue to evolve. As we unfold this strategy over the next decade, it is designed to be dynamic and responsive, ensuring it aligns with the evolving needs and opportunities that arise.

Thank you to everyone that contributed to this important document. We look forward to working with you to deliver our shared goals for the local arts and culture space.

Cr Frank Crawley

MAYOR



EXECUTIVE SUMMARY

More than 200 people and organisations contributed to the development of the Murray River Council Arts & Culture Strategy 2024 - 2034. The aim of this Plan is to ensure a thriving creative industry, connect our community, preserve our heritage and grow our economy.

This Plan sets out a strategic roadmap that builds upon our rich history, natural beauty, and the talents of our existing and emerging creative sector. It also supports delivery of the Murray River Council Community Strategic Plan 2022 - 2032.

Partnerships and collaboration are at the heart of achieving a thriving creative industry and community. Only by working across Council and with our diverse community and creative partners will we be able to achieve the aspirations set out in this Plan.

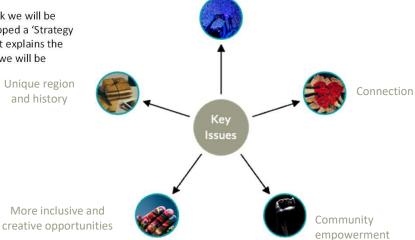
The Plan is underpinned by **four strategic pillars** that we will focus on in the coming ten years.

- 1 Growth & Sustainability
- 2 Industry
- 3 Community Empowerment
- 4 Heritage & Environment

The process to develop this plan has been focussed on insights coming from the creative sector and the wider community. Our belief, purpose, strategic pillars, outcomes and actions have been informed through extensive research and consultation with the community.

In summary, the development process included pop ups, interviews and focus groups across the LGA and a community survey. We spoke with more than 200 community members, industry experts and Council staff. From the background research and engagement undertaken across the community, **five key issues and opportunities** emerged that have informed our strategic pillars and actions.

To help communicate and promote the work we will be doing and how we will do it, we have developed a 'Strategy on a Page'. The remainder of this document explains the detail, how we got there, and what actions we will be taking in the years ahead.



Boosting cultural

tourism

WHAT WE DID

The Arts & Culture Strategy builds on Council's existing strategies, plans and policies and is informed by research, evidence, and most importantly through consultation with the community and organisations that partner with Murray River Council..

This involved six key phases.



1.	2.	3.	4.	5.	6.
Desktop Analysis	Stakeholder Engagement	Analysis	Strategy on a Page (Framework)	Stress testing with community	Action Planning
This phase established alignment	We interviewed and held focused	We used the research and	Building on these insights we	The Strategy on a Page was shared.	With our Framework confirmed.

This phase established alignment to existing strategic commitments. We also looked at current and forecast population trends.

We interviewed and held focused discussions and community pop ups throughout the community to ensure that the current and future opportunities were identified.

We used the research and consultation data to develop a comprehensive Insights Report that outlined the key learnings, opportunities and challenges for arts and culture in Murray River Council.

framework that details our:

belief and key purpose, to
establish why we exist

developed a Strategy on a Page – a

- key outcome areas and priorities, and
- enablers and values that underpin the framework.

and we invited community
members, through a survey, to
review, interrogate and respond to
the proposed framework. This
process was designed to ensure
the framework was balanced and
reflected expectations and needs.

With our Framework confirmed, we set about converting our strategic priorities into a practical action plan. This Action Plan will serve as our roadmap over the next four years, guiding our decisions, investment and efforts to support arts and culture throughout our communities.

Final Arts & Culture Strategy

HOW WE ENGAGED AND WHO CONTRIBUTED

We engaged with 179 community members and partners through community pop-ups, focus groups, interviews and a survey.

138

People engaged through 6 pop-ups across the Council area.

- Mathoura Visitor Centre
- Moama Market Place
- Barham Murray St
- Wakool Pub
- Moulamein Library
- Tooleybuc Sporting Club

41

People engaged through small group interviews, 1:1 interviews, focus groups and a survey.

- Focus groups with councilors and teachers
- 1:1 interviews with targeted stakeholders from South West Arts, Regional Arts NSW, TAFE NSW, The Bridge Art Project, The Wakool Progress Association, The Water Tower Project, River Country Art Trail, Tooleybuc Sporting Club, Barham High School, as well as 1:1 interviews with the museum advisor, and a local First Nations artist.
- Small group interviews with key stakeholders from the tourism industry (Destination Riverina Murray and Murray Regional Tourism), the Heritage Committee in Moulamein, and the Golden Rivers Theatre Group in Barham
- A survey to stress test our strategy on a page with the community
- An online feedback session to stress test our strategy on a page with the community



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PART A - BACKGROUND

A1. ABOUT US

OUR HISTORY

Murray River Council was formed in 2016, after the amalgamation of the former Murray Shire and Wakool Shire Councils. The local government area of Murray River covers an area of 11,865km2, is home to more than 12,000 residents and is located in the southern Riverina, 800km south of Sydney and 205km north of Melbourne.

The main population centres include Barham, Mathoura, Moama, Moulamein, Murray Downs, Tooleybuc, and Wakool. Other settlements include Bunnaloo, Goodnight, Koraleigh, and Womboota.

Murray River Council has a wealth of physical features including majestic sweeping plains; magnificent stands of Redgum forests and is almost totally surrounded by the mighty Murray River and its tributaries. Our communities have a healthy arts and creative industries sector. We are home to a diverse artist population and contain an array of arts organisations and creative sector businesses. We also have significant history and heritage and a diverse community that is eager to participate in and engage with the arts.

In the Murray River area, you can find several active art communities, such as the Bridge Art Project Committee, and projects such as the River Country Art Trail, across the Council area, along with various galleries showcasing local talent and creativity. Presently, the Murray River Council funds projects, hosts cultural events and provides information about upcoming arts and cultural events.

Murray River Council recognises that arts and culture plays a crucial role in uniting diverse communities, promoting tourism and strengthening our social fabric. That's why we committed to develop this Arts and Culture Strategy in Council's Community Strategic Plan 2022-2032.



A2. COUNCIL'S ROLE IN SUPPORTING ARTS AND CULTURE

Alongside our partners, Murray River Council plays a range of roles in supporting our sector

Cultural Planning

Council develops cultural plans, strategies and policies that set out the vision for the sector. These plans guide decision-making, resource allocation and the integration of cultural and creative initiatives into broader community goals.

Cultural Infrastructure

Council invests in and maintains cultural infrastructure, including galleries, museums, community centres, outdoor public spaces for events and activities to be held, and public art installations.

Funding and Grants

Council allocates funds and provides grants to artists, cultural organisations, and community groups to support cultural initiatives, events, and projects. Council also invests its own funds and also sources grant funding to deliver arts and cultural events and activities.

Cultural Promotion

We have a role to promote local artists and cultural events through marketing and public relations efforts. We may also organise and sponsor cultural festivals, exhibitions, and performances to engage the community.

Advocacy

We advocate on behalf of our community to other levels of government for increased funding, resources, and support for their creative sector. We use our local knowledge to highlight specific challenges and needs.

Community Engagement

We facilitate community engagement by involving residents in cultural planning, decision-making processes, and cultural development initiatives. We commit to reflecting the diversity and interests of our creative and wider community.

Public Art

We acquire, commission and maintain public art projects, sculptures, murals, and installations that enhance the aesthetic appeal of our public spaces and contribute to the cultural identity of the community.

Cultural Education

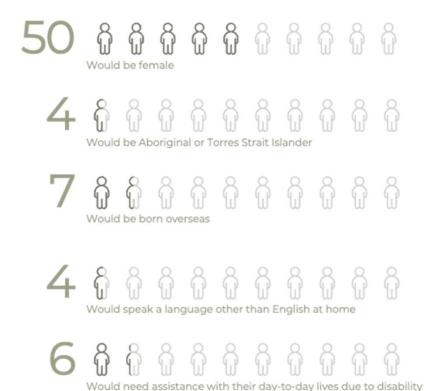
Support cultural education programs in schools, libraries, and community centres. These programs provide opportunities for residents, including youth, to develop their artistic skills and cultural awareness.

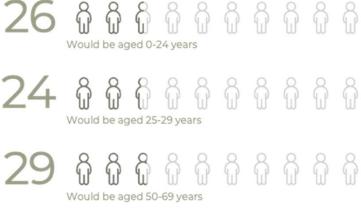
Heritage Preservation

Council does important work to preserve and protect cultural heritage sites, historical buildings, and landmarks to ensure they are accessible for future generations.

A3. WHO WE ARE

IN 2021, IF MURRAY RIVER LGA WAS MADE UP OF 100 PEOPLE, THEN....



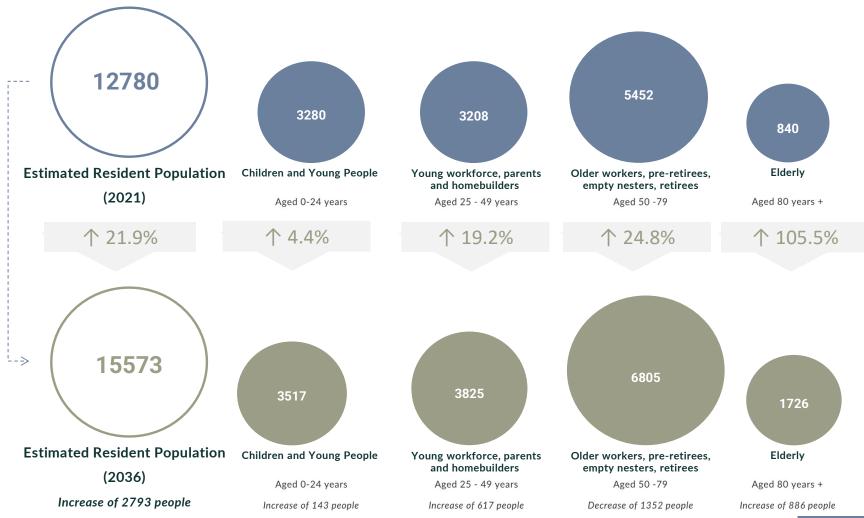


Would be aged 70 years or older



A4. KEY DEMOGRAPHICS AND STATISTICS

Murray River LGA's population is expected to grow modestly in the coming years – by 2,793 people (21.9%) between 2021 and 2036. Most of that growth will come from people aged 70 years and above.



A5. EMERGING ISSUES AND OPPORTUNITIES

BOOSTING CULTURAL TOURISM

Cultural tourism is widely recognised as a driving force for both economic and social growth. Our community has told us that they want to see more events and attractions, such as more live music and a more functional soundshell precinct.

We are fortunate to have different townships, each with their unique characteristics and appeal. Destination branding, promoting and connecting different towns through arts initiatives is seen as a way to stimulate cultural tourism and achieve economic growth across the LGA. With sustainability in mind, proper planning is also imperative to ensure that the infrastructure can not only accommodate the additional footfall but also provide a seamless and pleasant experience for visitors and residents alike.

In 2023, The Bridge Art Project received funding to commence design and build a new gallery on Meninya Street in Moama – a huge project for Moama and the Murray River region. The gallery will house a permanent collection and will exhibit visiting shows from across a broad spectrum of the arts, providing either a free or a paid experience. The gallery building will include a large community art space, as well as a café and gallery shop.

CONNECTION

Murray River townships are dispersed across a large geographical area, which can fragment our communities. Arts and culture can be an effective vehicle to connect people and communities in both a social and geographical sense. Arts and cultural events offer a reason for the community to come together and share their experiences. With increasing prevalence of natural disasters finding ways to bring the community together has proven vital to our wellbeing and resilience.

COMMUNITY EMPOWERMENT

Community empowerment and engagement of 'generation next' have emerged as a critical focus points. Our ageing volunteers have told us that much of the heavy lifting in community committees falls on their shoulders. We have an opportunity to work with these dedicated volunteers to make it easier and more desirable for younger generations to be actively involved in building their communities. We want to promote the active involvement of a diverse range of members and perspectives. This includes engaging young people and emerging artists in planning and decision making now, to ensure a smooth transition in leadership roles in the future.

In general, removing red-tape and administrative burdens would empower volunteers to be more involved.

MORE INCLUSIVE AND CREATIVE OPPORTUNITIES

Historically, sports and agriculture have dominated and been celebrated in our community. The community has called for us to celebrate and provide spaces for people with wider interests, including diverse creative expression.

The community also demands that arts and cultural activities and spaces are inclusive of all people in our community with regard to interests, cultural backgrounds, ages and abilities.

We know that the creative economy is growing. Between between 2016 and 2021 the total creative employment in Australia grew 50% faster than the rest of the workforce. Stimulating and supporting creative career pathways can be both a social and economic advantage for the community.

UNIQUE REGION AND HISTORY

Murray River is endowed with natural beauty and a rich cultural history – including that of traditional owners, our agricultural past and veteran stories. Celebrating these elements brings a sense of pride in the region's identity and ensures that the stories of the past continue to inspire and educate future generations.

The region has undergone recent shifts with people migrating from major cities, risking gentrification. The community has told us they want to balance the benefits of progress and development with the preservation of the regions' traditions and cultural values.

There's a passionate call to amplify the art and voices of the First Nations people in the region. Recognising their deep connection to the land and its history, there's a strong appetite to create more platforms and avenues where First Nations people's art, stories, and traditions can be showcased prominently.

LEVERAGING EXISTING INITIATIVES

A key opportunity lies in strategically aligning our local Arts and Culture Strategy with relevant national and state initiatives, such as the National Cultural Policy and the recently released NSW Government "Creative Communities" policy. This alignment allows us to build synergies and position our region to capitalise on the funding, infrastructure investments, and support mechanisms outlined in other national or state policies. Proactively aligning with these frameworks amplifies our local efforts and ensures we are synchronised with the broader direction for arts and culture on state and national level.

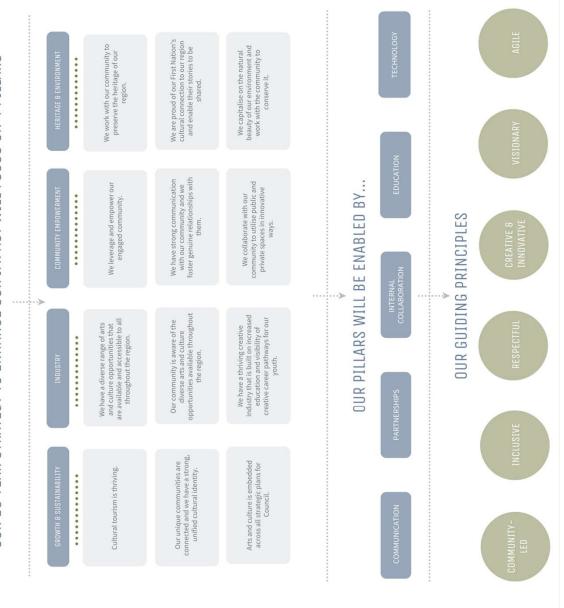


PART B - OUR STRATEGY ON A PAGE

MURRAY RIVER COUNCIL ARTS & CULTURE STRATEGY

Strategy on a Page - 2024-2034

OUR 10 YEAR STRATEGY TO ENHANCE OUR IMPACT WILL FOCUS ON 4 PILLARS



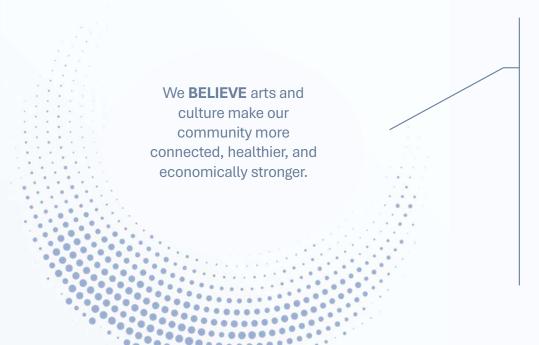


PART C - OUR DETAILED STRATEGY AND ACTION PLAN

Our belief statement articulates the vision of the world we want to live in. It shares what we believe should be true of the world and is the highest statement of our strategic direction.

Our purpose outlines the role Murray River Council plays in realising this belief and clearly details the direction for the arts and culture strategy for the next ten years.

C1. OUR BELIEF AND PURPOSE



OUR PURPOSE is to realise
this belief in our community
through a holistic approach
that involves all Council
departments.
We do this through enabling
strategic partnerships and
community initiatives to
bring people together,
improve our local economy,
and create a thriving
community.

C2. OUR STRATEGIC OBJECTIVE

Our Belief is our shared vision for the future, and our Purpose represents the part we play in making this vision a reality. Realising our part in this vision will take sustained effort over time and so we have set out this goal for the next part of our journey, from 2024 to 2034.

"By 2034, our community will have a vibrant arts and culture scene, where diverse and inclusive experiences are realised through Council and the community working closely together to create a thriving and prosperous cultural landscape."

We will work with our communities and partners to listen, co-design and deliver services that meets their needs and requirements. We want to empower our communities.

Our primary objective is to establish Murray River Council as a premier destination for arts and culture where our community feels welcomed, respected and engaged with each other and Murray River Council

We also recognise that in order to achieve this transformation, we will focus on four priority areas. These priorities are the pillars of our strategy:

Our Strategic Pillars

- Growth & Sustainability
- 2 Industry
- **3** Community & Empowerment
- Heritage & Environment

C3. STRATEGIC PILLAR 1: GROWTH & SUSTAINABILITY

This pillar aims to drive economic growth through the promotion of cultural tourism and local events, leveraging the unique identity of the Murray River LGA and its towns. The focus is on strategic investment across the Council area that aligns with the local identity and capacity, ensuring sustainable economic benefits.

Outcome 1.1: Cultural tourism is thriving

What will we do: 1.1.1 Continue to support and deliver arts and cultural events. 1.1.2 Continue to develop arts and cultural tourism products. 1.1.3 Continue to support and facilitate private arts and cultural tourism product development. 1.1.4 Council departments continue to work together and with event organisers to ensure safe and compliant events. 1.1.5 Development Services continue to support Economic Development with any planning and building specific requirements, relating to arts and cultural tourism products and events.

- 1.1.6 Engineering continue to work with Economic Development to ensure safe and compliant traffic management processes are in place for arts and cultural events.
- 1.1.7 Continue to promote arts and cultural events and tourism products to potential and existing visitors to increase visitation and length of stay.
- 1.1.8 Continue to partner with Murray River Tourism and Destination Riverina Murray to promote our cultural tourism products.

Outcome 1.2: Our unique communities are connected, and we have a strong, unified cultural identity

What will we do:

- 1.2.1 Continue to build on Council's connected destination branding (Visit River Country).
- **1.2.2** Deliver the River Country Art Trail project.
- **1.2.3** Facilitate connections and collaboration between arts and culture groups within our community.

Outcome 1.3: Arts and culture is embedded across all strategic plans for Council.

- 1.3.1 Align arts and culture initiatives within Council's Disability Inclusion Action Plan (DIAP).
- **1.3.2** Align arts and culture initiatives within Council's Economic Development Strategy.
- **1.3.3** Align arts and culture initiatives within Council's Health and Wellbeing Strategy.
- **1.3.4** Align arts and culture initiatives within Council's Heritage Strategy.

C3. STRATEGIC PILLAR 2: INDUSTRY

This pillar is dedicated to creating and promoting a wide range of cultural and creative opportunities accessible to everyone, regardless of age, ability or cultural background. It aims to balance the region's sports-centric culture by showcasing and supporting alternative cultural activities and creative career paths, leveraging the talent and experience of local creatives.

Outcome 2.1: We have a diverse range of arts and culture opportunities that are available and accessible to all throughout the region

What will we do:

- **2.1.1** Continue to invite local artists to participate in any relevant arts and culture opportunities (e.g. Moama Lights).
- **2.1.2** Continue to work with South West Arts to create a range of arts and culture opportunities for residents.
- **2.1.3** Complete audit of relevant Council infrastructure to assess accessibility (as noted in Council's DIAP).
- **2.1.4** Explore opportunities to leverage existing National and State level policies like the NSW Creative Communities Policy for funding, infrastructure investments, and support mechanisms.

Outcome 2.2: Our community is aware of the diverse arts and culture opportunities available throughout the region.

What will we do:

- **2.2.1** Develop a Community Directory.
- 2.2.2 Continue to find innovative ways to promote arts and culture opportunities.

Outcome 2.3: We have a thriving creative industry that is built on increased education and visibility of creative career pathways, particularly for our youth.

- **2.3.1** Continue to engage youth in arts and culture programs.
- 2.3.2 Showcase potential careers to young people through cultural events e.g. work experience, artwork, musical performances, youth activities.
- **2.3.3** Encourage inclusion of creative professionals in careers expos.
- 2.3.4 Engage with South West Arts to deliver programs that showcase creative industries (e.g. podcast workshops during Youth Week).
- 2.3.5 Work with Campaspe Cohuna Local Learning and Employment Network (CCLLEN) and careers councilors to ensure creative industries are considered in relevant careers planning activities and programs.

C3. STRATEGIC PILLAR 3: COMMUNITY EMPOWERMENT

This pillar focuses on enhancing engagement and communication between the council and the community and fostering strategic partnerships for resource optimisation. Our aim is to empower communities, enabling them to take initiative and effectively collaborate with the council.

Outcome 3.1: We leverage and empower our engaged community.

What will we do:

- **3.1.1** Continue to support and educate our community groups on how to obtain funding, to deliver arts and culture activities.
- 3.1.2 Deliver Council's Museum Advisor Program.
- **3.1.3** Promote Council's Local Heritage program.
- **3.1.4** Support the community through Council's event approval process, project delivery and promotion.
- 3.1.5 Support our community groups to develop and deliver their arts and cultural priority projects and activities.
- **3.1.6** Continue membership of South West Arts.

Outcome 3.2: We have strong communication with our community, and we foster genuine relationships with them.

What will we do:

- **3.2.1** Continue to meet with and support our community groups and their needs.
- 3.2.2 Increase use of community engagement project plans.
- **3.2.3** Engage our community to provide open feedback on arts and culture projects.

Outcome 3.3: We collaborate with our community to utilise public and private spaces in innovative ways.

- **3.3.1** Continue to maintain and promote community facilities for public use and ensure spaces are accessible.
- **3.3.2** Continue to seek funding opportunities to enhance community facilities.
- 3.3.3 Encourage private businesses to utilise their buildings to showcase local art and hold creative and cultural events.

C3. STRATEGIC PILLAR 4: HERITAGE & ENVIRONMENT

This pillar is dedicated to preserve and capitalise on the rich history and natural beauty of our region. The aim is to preserve heritage, integrate arts and culture through the natural environment, and celebrate and share the stories of First Nations.

Outcome 4.1: We work with our community to preserve the heritage of our region.

What will we do:

- **4.1.1** Continue to deliver Council's Heritage Advisor Service.
- **4.1.2** Continue to deliver Council's Museum Advisor Program.
- **4.1.3** Continue to work with our community on heritage tourism product development.
- **4.1.4** Continue to provide support to heritage groups.
- 4.1.5 Align Councils Heritage Strategy with the Arts & Culture Strategy.
- 4.1.6 Explore opportunities to leverage Riverina Murray Destination Plan for the development of new cultural, heritage and aboriginal products and experiences

Outcome 4.2: We are proud of our First Nations' cultural connection to our region and enable their stories to be shared.

What will we do:

- **4.2.1** Continue to acknowledge First Nations' culture at events.
- 4.2.2 Consider arts and culture in the Council Reconciliation Action
- **4.2.3** Support Yorta Yorta Nations Aboriginal Corporation with development in Barmah.

Outcome 4.3: We capitalise on the natural beauty of our environment and work with our community to conserve it.

- **4.3.1** Continue to maintain and promote Council interpretive walks.
- **4.3.2** Ensure appropriate consideration through adequate planning control measures where applicable.
- 4.3.3 Support local environmental groups on projects, as required.

C4. ENABLERS

The following enablers are critical for us to achieve our strategy

COMMUNICATION

Clear and effective communication is essential for the success of the Arts & Culture Strategy, addressing gaps with internal as well as external connections. Strengthening communication channels will enhance awareness, engagement, and support for arts and cultural initiatives across the Council area.

EDUCATION

Education serves as a cornerstone, enlightening both internal and external stakeholders about the important role arts and culture play in community development. By raising awareness and understanding, the strategy aims to stimulate widespread support and appreciation for arts and cultural initiatives.

PARTNERSHIPS

Building strategic partnerships with local organisations, businesses, and community groups is a key enabler. Collaborative efforts will amplify the impact of arts and cultural programs, creating a network of support that enriches the creative and cultural landscape of the Murray River region.

TECHNOLOGY

Embracing technology as an enabler enhances the accessibility and impact of arts and culture initiatives. Utilising digital platforms, innovative tools, and virtual experiences will not only broaden audience reach but also modernise the delivery and promotion of cultural events throughout the Murray River community.

INTERNAL COLLABORATION

Internal collaboration within the council is vital for the seamless integration of arts and culture into broader Council initiatives. Working cohesively with other departments ensures a unified approach, maximising resources and fostering a culture of creativity and innovation.

COUNCIL RESOURCES

Murray River Council recognises the critical need for strategic allocation of budget and staff time towards the Arts & Culture Strategy. We are dedicated to optimising these valuable resources with creativity and efficiency, ensuring our strategic goals are achievable and sustainable within our means.

C5. OUR GUIDING PRINCIPLES

The following principles underpin everything we do and will guide our activities, investment and decisions.

COMMUNITY-LED

Embracing a community-led approach ensures that the diverse voices and perspectives within the Murray River LGA are actively involved in shaping the Arts & Culture Strategy. By empowering the community to take the lead, we foster a sense of ownership and create cultural initiatives that resonate authentically with the people we serve.

CREATIVE & INNOVATIVE

Encouraging a culture of creativity and innovation drives the Arts & Culture Strategy forward. By embracing new ideas, technologies, and artistic expressions, we strive to generate innovative solutions and efficient and creative use of resources to maximise their impact.

INCLUSIVE

The strategy prioritises inclusivity, striving to make arts and culture accessible to all members of the community. By embracing diversity and promoting equal participation, we enrich the cultural fabric of Murray River LGA, ensuring that everyone feels represented and welcomed in the artistic experiences our region has to offer.

VISIONARY

A visionary outlook shapes the Arts & Culture Strategy, guiding us towards a future where the arts play a central role in community development and identity. By envisioning a dynamic and vibrant cultural landscape, we aim to inspire lasting positive change, fostering a legacy of creativity that transcends current boundaries and captivates future generations.

RESPECTFUL

A foundation of respect underpins our approach to arts and culture, acknowledging the rich heritage and traditions of communities in our council area. This enabler ensures that artistic endeavours honour local histories, indigenous cultures, and the broader community, fostering an environment where creativity flourishes with due regard for the values and identity of our residents.

AGILE

The strategy adopts an agile approach to navigate the ever-evolving landscape of arts and culture. By staying adaptable and responsive to changing needs, trends, and opportunities, we ensure that our initiatives remain relevant and effective, fostering a cultural ecosystem that can swiftly adjust to the dynamic demands of the community.