

## 5. ECONOMIC DEVELOPMENT

In any community, economic activity falls into one of two categories. First and foremost there is the “base economy”: any activity that brings new dollars into the community. Money flows into the community because goods, services, and raw materials produced locally are sold outside of the community. The best and simplest example is manufacturing, but other examples include logging, mining, agriculture, regional medical services, higher education (college or university) and visitation/tourism. Anything that produces a product, or adds value to a product, that is then sold outside of the community, contributes to the local base economy. Some services such as transportation (trucking, rail, and air), corporate offices, professional/technical consulting, and information technology also contribute to the base economy.

The “non-basic” or local economy, is how goods and services are distributed, purchased, and (usually) consumed within the community. Examples are retail (groceries, clothing/accessories, hardware, appliances, home improvement, eating and drinking establishments, etc.), services (personal services, professional services such as attorneys, finance, insurance, and real estate), and entertainment. Non-basic economic activity provides for the daily needs of the local population and help to make the community more livable and enjoyable. In communities with significant rates of visitation, these otherwise non-basic activities actually contribute to the base economy when they provide goods and services to visitors.

### 1. Top Employers

The top private employers in the County include AWARE Inc., Community Hospital of Anaconda, Fairmont Hot Springs, and Community Counseling & Correctional Facilities. Anaconda-Deer Lodge County and Anaconda School Districts are also major employers. Because ADLC is somewhat of a visitation destination, all of the employers listed contribute to the base economy to some extent. However, recruiting and retaining businesses and industries that bring additional dollars into the community will continue to be a priority.

*Table 5-1: Top Employers in Anaconda-Deer Lodge County*

Private Employer - Business Name	Size Class
AFFCO	5
Albertson's	5
AWARE	6
Community Counseling & Correctional Facility	6
Community Hospital & Nursing Home	7
Dee Motor Company	4
Fairmont Hot Springs Resort (B-SB Co.)	6
Haufbrau	4
Jordan Contracting	5
McDonalds	4
Old Works Golf Club	4
Pioneer Technical Services	4
Stokes Fresh Food Market	4
Thriftway Super Stops	4
Town Pump	4

Copper Environmental	4
NorthWestern Energy Company	4
Head Start	4
Donivan's Family Dining	4
<b>Public Employers</b>	
Anaconda-Deer Lodge County	6
Anaconda School Dist. #10	6
Montana State Hospital (both campuses)	8
Anaconda Job Corps	5

Source: Montana Department of Labor and Industry <http://lmi.mt.gov/Local-Area-Profiles>, and direct contact with employers.

Note: Class 3 = 10 to 19 employees. Class 4 = 20 to 49 employees. Class 5 = 50 to 99 employees. Class 6 = 100 to 249 employees. Class 7 = 250 to 499 employees. Class 8 = greater than 500 employees.

It should also be noted that Anaconda-Deer Lodge County exports labor to other counties. Survey information from the Anaconda Local Development Corporation (ALDC) indicates that approximately 2,000 workers who reside in ADLC commute to jobs in other counties, and about 1,425 employees commute to ADLC from residences elsewhere. This leaves a net export from ADLC of 575 workers.

The reasons for this phenomenon are not exactly known, but anecdotally the cost of living is generally low in Anaconda, while well-paying jobs are somewhat lacking in proportion to the population. It is known that ADLC residents commute to Helena, Butte, and other communities for work, and there are three major employers just across county lines within easy commuting distance from Anaconda:

- Montana State Prison in Deer Lodge
- Fairmont Hot Springs Resort
- REC Advanced Silicon Materials in Rocker

## 2. Employment Trends

As the community looks to strengthen its base economy, it is helpful to look at recent trends and shift in employment. Data indicate there was a slight decline in overall employment for private business establishments from 2011 to 2015. This is primarily due to a decrease in the "Accommodations & Food Service" industry sector. (Note: There is an indication that this decrease could be a 'snapshot in time' phenomenon due to one or more local restaurants closing for extensive remodeling, and may not necessarily be a trend.) The construction sector also experienced some job loss. Despite the losses in these sectors, there was enough growth in the Professional/Technical Services, Retail Trade, and Health Care Services to offset them for the most part.

Table 5-2: Employment by Major Industry Sectors – Anaconda - Deer Lodge County

Industry	2011	2015	# Change	% Change
Construction	153	122	-31	-20%
Manufacturing	20 – 99	99	--	--
Retail Trade	267	320	53	20%
Information	20 – 99	26	--	--
Finance & Insurance	69	65	-4	-6%
Real Estate	0 – 19	24	--	--
Professional & Technical Services	79	123	44	56%
Health Care Services	1,309	1,352	43	3%
Arts, Entertainment & Recreation	219	221	2	1%
Accommodations & Food Services	433	259	-174	-40%
Other Services	20 – 99	54	--	--
Agriculture (hired workers)	< 20	< 20	--	--
<b>Total Employment</b>	<b>2,811</b>	<b>2,758</b>	<b>-53</b>	<b>-2%</b>

Source: U.S. Census County Business Patterns

Notes: 1. Industry categories are based on the North American Industry Classification System (NAICS)

2. Total Employment does not include government or self-employed

### 3. Agricultural Economy

While the number of farms decreased in the County from 2007 to 2012, the median size increased. Still, the median farm size in the County is small compared to the statewide median of 300 acres. Nevertheless, there was a significant increase in average sales between 2007 and 2012. The percent of operators reporting farming as their primary occupation decreased from 47% in 2007 to just 32% in 2012.

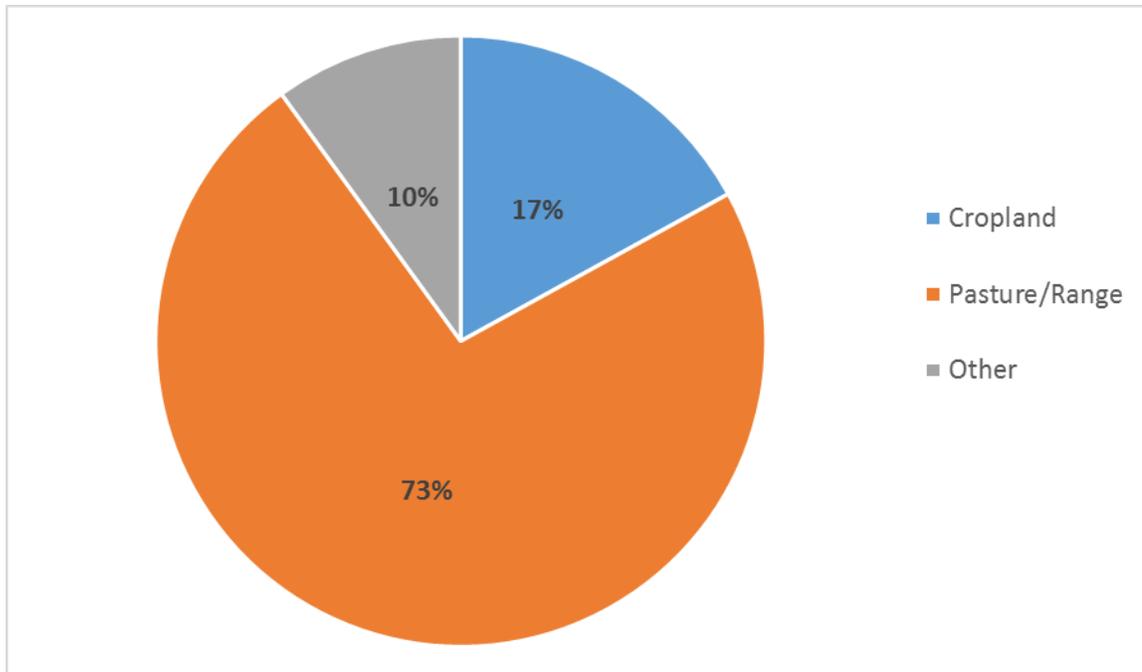
Table 5-3: Agricultural Statistics for Anaconda – Deer Lodge County

	2007	2012	% Change
Farms (number)	123	93	-24%
Hired Workers (does not include operators or unpaid family workers)	49	N/A	N/A
Land in Farms (acres)	79,335	66,577	-16%
Median Size (Acres)	160	192	20%
Average Sales per Farm	\$32,727	\$59,611	82%
% of Operators Primary Occupation = Farming	47%	32%	--

Source: U.S. Census of Agriculture, 2007 & 2012 <https://www.agcensus.usda.gov/index.php>

About 73% of the farmland in the County is pasture/rangeland. The majority of rangeland is for grazing cattle with some land for sheep and horses. Almost all cropland in the County is used for growing hay.

Figure 5-1: Agricultural Land by Use- Anaconda-Deer Lodge County

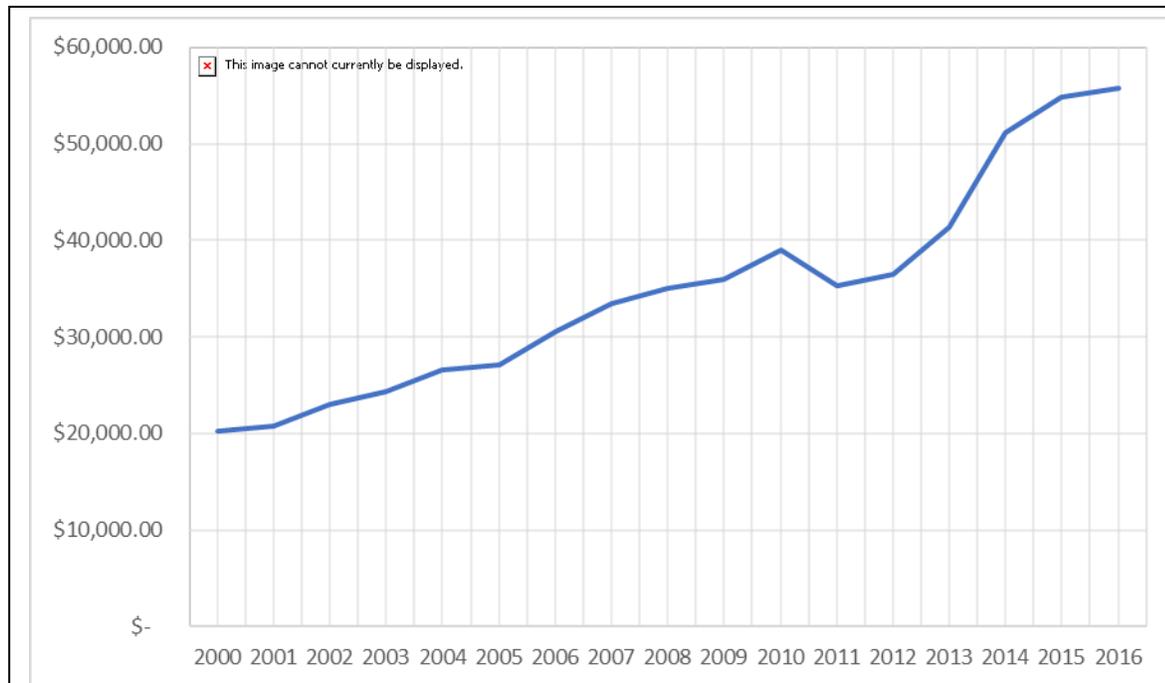


Source: U.S. Census of Agriculture, 2012, Table 8 [www.agcensus.usda.gov/index.php](http://www.agcensus.usda.gov/index.php)

#### 4. Tourism Economy

As indicated in Figure 5-2, County lodging tax revenues have been rising since 2000. Factors that contribute to this trend include higher occupancy rates, increases in lodging rack rates, and an increase in the inventory of lodging rooms. An increase in inventory may include short-term rentals through companies such as Airbnb and VRBO. Other significant factors in the local visitation economy is outdoor recreation, especially on the County's expansive public lands, the regional popularity of the Old Works Golf Course, and special events designed to attract visitors in non-peak seasons of the year.

Figure 5-2: Lodging Facility Use Tax Revenue Collections – Anaconda-Deer Lodge County



Source: Montana Department of Commerce Montana Promotion Division  
<http://marketmt.com/Resources/LodgingFacilityUseTax>

ADLC is located in the Southwest Tourism region. Each region in Montana has a nonprofit tourism marketing organization that receives funds from state lodging tax collections to conduct regional marketing activities. Compared to other counties in the Southwest region, ADLC County is in the lower third in terms of lodging tax collections. (Revenue collected is 4% of lodging price.)

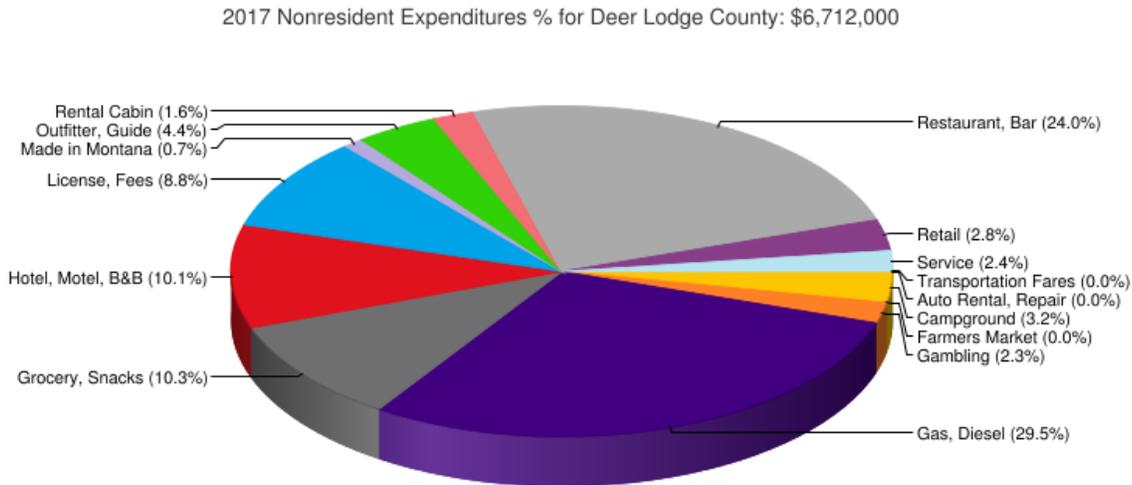
Table 5-4: Lodging Tax Collections – Southwest, 2016

County	Tax, Collections	County	Tax Collection
Beaverhead	\$278,691	Lewis & Clark	\$1,206,581
Broadwater	\$27,011	Madison	\$222,518
Anaconda – Deer Lodge	\$55,704	Powell	\$56,783
Granite	\$153,965	Silver Bow	\$1,037,960
Jefferson	\$54,511		

Source: Montana Department of Commerce - Montana Promotion Division

According to data collected by the University of Montana -Institute of Tourism and Recreation Research (ITTR), tourism dollars that were spent in the County in 2017 amounted to \$6,712,000. Spending on motor fuels represented the largest expenditure by more than double any other category. Restaurants/bars and groceries/snacks were the next largest categories to capture visitor dollars.

Figure 5-3: Expenditures by Visitors to Anaconda-Deer Lodge County - 2017



\*Data Source: Institute for Tourism and Recreation Research

Source: Institute of Tourism and Recreation Research, University of Montana

<http://itr.uvm.edu/interactive-data/default.php>

### 5. Business Start-Ups

One indicator of business activity in the County is the number of business licenses issued by Anaconda-Deer Lodge County annually. The last three full years, 2014 through 2016, have been a more solid indicator of business activity than previous years in which the County was not always judicious about requiring and issuing business licenses. Also, the annual number of licenses shown in the table below are only licenses issued to an Anaconda-Deer Lodge County address. Several companies from outside of the area have obtained licenses to do business in the County over the years. It is also interesting to note that many licenses (especially in the past three years) were issued to residential addresses, meaning that these are home based businesses. This tends to indicate that many county residents are ‘creating their own jobs’.

Table 5-5: **New Business Licenses Issued by ADLC** (With County address only)

2011	2
2012	15
2013	9
2014	22
2015	22
2016	40

## 6. Retail Leakage

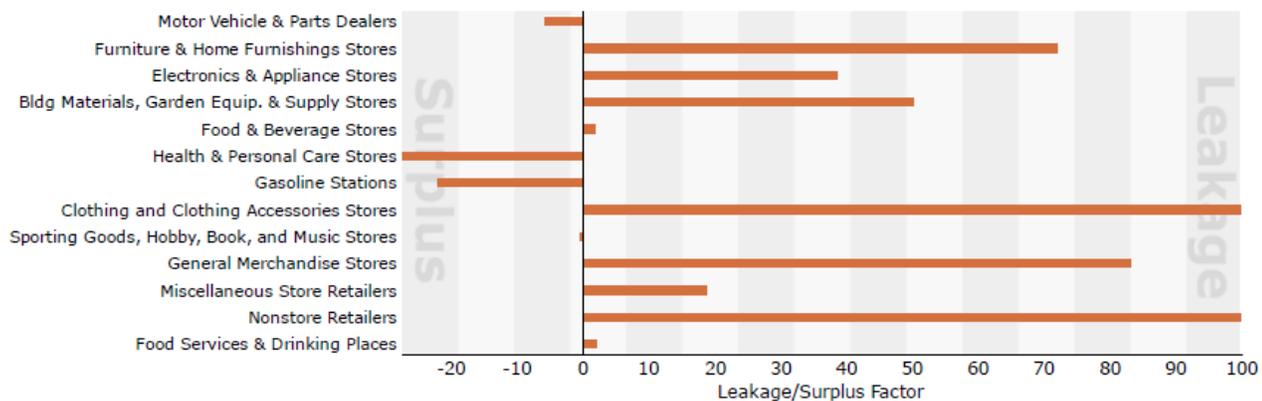
Generally, retail leakage is defined as the difference in the retail potential of a community (based upon disposable income and other factors) and the actual sales of goods and services captured within that community. A surplus (sales higher than potential) means that customers are being drawn into the community from outside of the trade area. Leakage occurs when actual sales lag behind potential sales, meaning that customers are leaving the community to shop in another trade area, probably for a greater variety of retail goods and possibly for better prices.

Any community in Anaconda's size range located within reasonable driving distance of cities like Butte, Helena, and Missoula, is likely to experience retail leakage in some or even most commercial categories. However, it is in the community's best interests to recognize where and why leakage is occurring, and adopt strategies to capture more sales locally. Anecdotally, Anaconda is doing better at capturing some retail sales and more sales from eating and drinking establishments. A small surplus is observed for vehicles and parts, which speaks very well for any small community. Still, there is significant leakage in clothing and accessories sales and furniture and home furnishings.

Non-store retail, which includes Internet and other mail order shopping, is almost by definition 100% leakage unless non-store retailers are actually located within the county. For example, Powell County has but one direct sales operation that makes most of their sales out of the area. Therefore, Powell County is on the surplus side of the leakage ledger with a score of - 80.2. Beaverhead County has two direct sales operations and is also on the surplus side at - 44.5. Hill and Toole counties, like ADLC, have no direct sales operations, and also have 100% non-store retail leakage. As expected, the more populous counties such as Lewis & Clark, Missoula, and Gallatin, are all on the surplus side with dollars coming in via non-store retail exceeding dollars leaving the area.

Strategies to reduce leakage include targeted retail recruitment based upon a GAP analysis, and "buy local" community-wide promotions that educate consumers to the advantages of purchasing goods and services from local merchants whenever possible.

Figure 5-4: Surplus/Leakage Factor by Industry Sector (Anaconda-Deer Lodge County)



Source: ESRI and Infogroup, Retail MarketPlace 2017

## 7. East Anaconda Reuse Guideline

The East Anaconda Reuse Guideline is a document prepared by a consulting team headed by Wikstrom Economic & Planning Consultants Inc. of Salt Lake City. It was formulated in the 2007-08 timeframe and was adopted by ADLC as a “neighborhood plan” in accordance with Sec. 76-1-601 (4) (a), MCA. Funding was from the U.S. Environmental Protection Agency. The purpose of the Reuse Guideline was to set forth general development concepts and specific strategies for economic development, redevelopment, and job creation in four specific areas of the County:

1. The Red Sands near Old Works Golf Course
2. East Yards, south of Hwy. 1
3. The Mill Creek area along both sides of Highway 569 (Wisdom Highway)
4. Opportunity Triangle

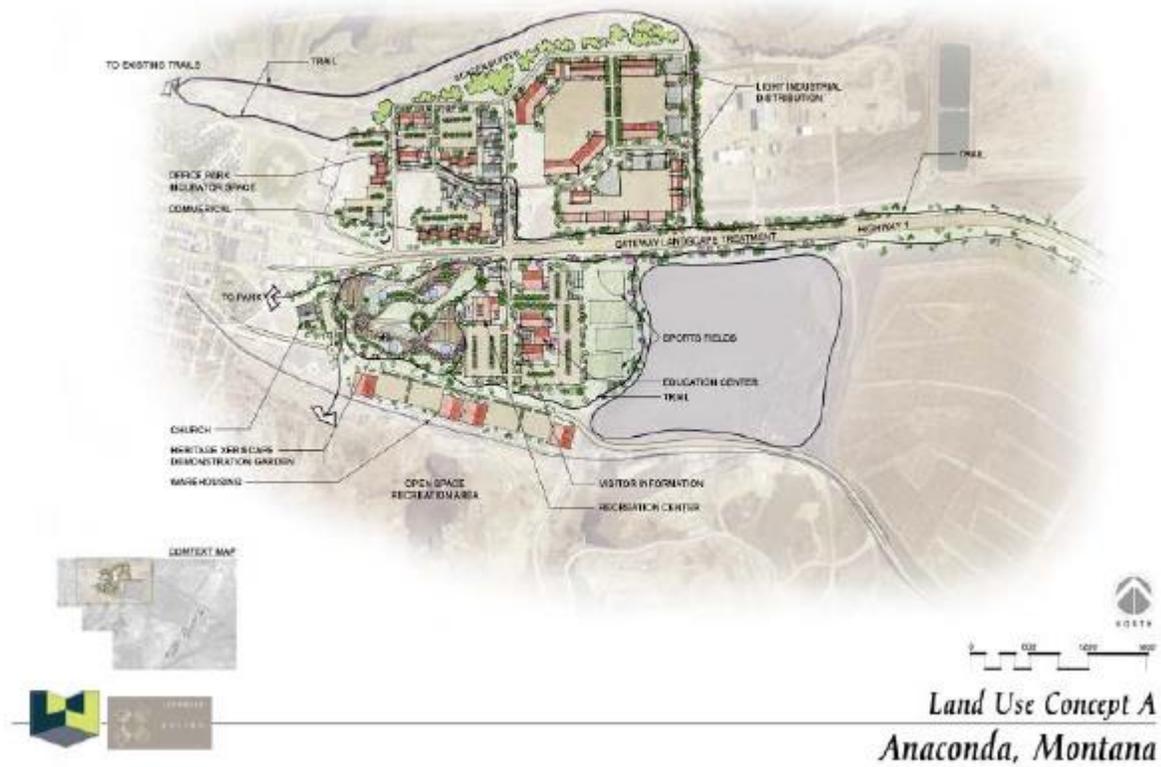
The Reuse Guideline focused on identifying ADLC’s strategic advantages within the Northwestern region’s major cities and transportation facilities for business location and the movement of materials and goods. This meant that the document analyzed both local and regional markets in order to assess what types of economic activities that the planning area could support. It looked past the cleanup of contaminated industrial properties---to a brighter and more prosperous future for the community. It recognized that economic development meant more than offering land and tax breaks---that it was about community capacity and quality of life, and that meant more and better recreational facilities, schools, housing, shopping, entertainment, and local services. But the Guideline was just about economic development. It was about “raising the bar” for development and investment in the community, improving Anaconda’s image, and providing investors the confidence that an investment in Anaconda would be protected and valued by the community.

In looking today at the four primary areas of the community addressed in the Reuse Guideline, it is obvious that these areas are not developing and redeveloping as envisioned. The Red Sands area concept was supposed to have taken some advantage of the Old Works Golf Course as a value amenity. It included an office park with business incubator, light industrial/distribution (illustrated more like a business park), and some commercial development along the Hwy. 1 frontage. Development that is emerging thus far includes a contractor’s yard, storage facility, and a recycling facility, all with little or no landscaping nor architectural distinction. As of this writing, a mixed use residential/retail center is under construction on four lots at the NW corner of Polk St. and Montana Ave. Following adoption of the Reuse Guideline by the County, the development district map was never

amended nor was a suitable development district established (until 2015) to implement the concept illustrated and described in the Guideline. Also, much of the property in the Red Sands has been remediated only to the industrial action level for arsenic of 1,000 parts per million. Therefore, any non-industrial uses such as lodging, office, or retail will probably require additional remediation.

At this point in time, any remaining vacant parcels in the northern area of the Red Sands near the golf course are unlikely to be attractive to anything but the type of development that has already taken place on the south portion. Actual exposure to the golf course is limited due to a lack of a road around the south side of the course and a drainage ditch. Even if this property could be further remediated to a higher use standard, the main access would be through the industrial area described above. There have been conversations and some preliminary assessments regarding a possible upscale RV park on (mainly) County-owned land just east of the course's 11<sup>th</sup> hole, but this concept has not materialized as of this update. Concept A for the Red Sands and East Yard areas is shown below.

Figure 5-5: Concept A, East Anaconda Reuse Guideline



One suggestion for the Red Sands area is the formation of a Targeted Economic Development District (TEDD), pursuant to Sec. 7-15-4279 and 4280, MCA. TEDDs are primarily for providing infrastructure for value-added economic development. One of the requirements for its formation is a “comprehensive development plan” that could conceivably take the place of (and supersede) the East Anaconda Reuse Plan, at least for the project area. The area to which the TEDD applies must also be found deficient in infrastructure, and a resolution of necessity to that effect must be adopted by the governing body. The Red Sands area is deficient in drainage facilities and possibly broadband redundancy.

The Mill Creek area could still be developed as envisioned in the Reuse Plan, but it is not necessarily being promoted according to the adopted concept. The County-owned property on the east side of Hwy. 569 remains intact and available for a variety of industrial uses, but the west side has been committed to a single slag processing facility. However, if development proceeds as envisioned, this facility could bring hundreds of jobs and millions of dollars in investment to the County.

The Opportunity Triangle area has been conceptually depicted in the Reuse Plan as an eco-industrial/ energy park. The vast portion of the vacant land in the Triangle is controlled by Atlantic Richfield, and this area represents the best opportunity for an integrated, purpose focused, industrial/business park concept. However, this area too has not been actively promoted in line with the Reuse Plan concept.

While the original development concepts contained in the Reuse Plan for the Opportunity Triangle and Mill Creek remain viable, the community should seriously explore alternative development forms for the Red Sands area.

## **8. Downtown Master Plan**

The Anaconda Downtown Master Plan was adopted by ADLC in March, 2016. According to the document, its purpose “is to articulate the long-term vision and set practical, achievable strategies for improving Downtown’s appearance and economic vitality. The Downtown Master Plan also builds on past and current revitalization efforts undertaken by Anaconda Deer-Lodge County (ADLC) and Anaconda Local Development Corporation (ALDC).”

In addition, the plan identifies a number of issues that the plan itself provides an “opportunity” to address, including:

- Increasing the tax base.
- Preserving the architectural integrity of Anaconda’s Commercial Area National Historic District.
- Improving Downtown’s urban design and physical environment.
- Supporting and growing the tourism economy.
- Promoting equitable, affordable housing.
- Assessing transportation and parking issues.
- Evaluating a framework for regulatory changes that promote appropriate land use, reuse of historic structures, and address community decay.
- Identifying funding strategies.
- Developing implementation strategies that prioritize projects and actions and outlines roles and responsibilities among key organizations and agencies.

The Downtown Plan contains an action plan that includes regulatory strategies such as creating a vacant buildings registry, stronger code enforcement, encourage restoration of second floor residential units, and adopting historic preservation guidelines. Also recommended are a transportation plan and parking analysis and plan. Business support recommendations include incentives to improve deteriorated properties, a local business market, and the recruitment of anchor tenants for the downtown area.

As of this writing (December, 2018), progress has already been made in implementing portions of the Downtown Plan. Work has begun on an area transportation plan, and a program was begun in 2017 to assist owners of dilapidated buildings to demolish those buildings to make way for more economically viable new development. Also, a vacant buildings registry was enacted by ordinance (No. 249) and became effective in late 2017.

## 9. Anaconda Local Development Corporation (ALDC)

Anaconda Local Development Corporation (ALDC) is a non-profit organization that promotes economic development in Anaconda and the region. ALDC is governed by an elected board and executive director, and provides small business assistance, assistance in securing financing, and technical assistance. ALDC also assists potential developers with site selection and owns several industrial and commercial properties around Anaconda that it markets for development. The agency coordinates with the county and other state and regional economic development organizations. ALDC also engages in business and event promotion as well as community improvement projects.

When contacted for specific review and comment on this Growth Policy update, ALDC staff identified a number of economic development and community issues, including:

- The critical link between community wellness and development. Generally, communities that are walkable and bikeable have demonstrably healthier populations across all age groups.
- Need programs to build housing and the support systems that encourage economic development. This speaks to the need for workforce housing as well support to new business and industries such as training, financial assistance, broadband capacity/redundancy, etc.
- Landlords should be held accountable for dilapidated or otherwise substandard residential rental units. If there were a community-wide rehabilitation program of some kind, more workforce housing would be made available accordingly. The newly-enacted vacant structure registry and registration requirements is expected ease this situation somewhat, and the County could also adopt and administer a housing code.
- Need for a Tourism Business Improvement District (TBID) or some similar mechanism to raise funds specifically earmarked for attracting and supporting visitation. Often, capital improvements that support tourism must compete with other community and county-wide capital needs. A TBID would create a funding stream specifically for tourism promotion and support.
- Need to make the community more attractive to young families. The *Population & Economy* section of this document points out that in 2010, the median age of the ADLC population was 46.0; significantly higher than the state-wide median of 39.8. In addition, the county has lost population (until very recently) and almost one-third of county households had someone over age 65. However, young families are drawn to employment opportunities that are at least partially comprised of “family wage jobs”; jobs that compensate sufficiently that a family of two adults and one to three children can reasonably be supported by one adult wage earner. That is not the case in the Anaconda area at this time.
- Need community education on the Development Permit System (DPS). The county is still experiencing a significant amount of development activity for which the property owner and/or contractor fails to obtain a development permit. This costs the County more staff time and money to enforce the DPS after the fact, and if is not enforced, the individual properties are not tested for contaminants. Consistent compliance with and enforcement of the DPS is essential to combat the stigma of Superfund that so often thwarts local economic development.
- Need a common understanding of community goals. This issue speaks to the need for more open and two-way communication within the community; communication among local government, quasi-governmental organizations, community institutions, and the general public.

## 10. Headwaters Resource Conservation and Development Area (RC&D)

Headwaters RC&D is an independent, nonprofit 501(c) (3) that was formed in 1973. The RC&D covers a seven-county sub-state region that includes Anaconda-Deer Lodge County, and received its designation as an Economic Development District (EDD) in March 1993. A Comprehensive Economic Development Strategy (CEDS) is a prerequisite for designating a district as an EDD and to qualify public works projects, economic adjustments and planning projects within the District for EDA assistance. The most recent CEDS was adopted in 2007 and contains strategies for economic development throughout the region.

## 11. Tax Increment Finance Districts

Anaconda Deer-Lodge County has a Tax Increment Finance District (TIF) in the downtown area for the purposes of redevelopment in accordance with the urban renewal plan for the area. Additionally, the County has established a Tax Increment Financing Industrial District (TIFID) to finance infrastructure improvements in the Mill Creek industrial area. The purpose of this district is to develop infrastructure to encourage the growth and retention of value added industries and good paying employment opportunities. Infrastructure deficiencies include, access roads, streets, parking facilities, rail spurs, electrical service, natural gas, telecommunications systems, water systems, storm sewers, fire hydrants, sewage pre-treatment facilities, sidewalks, curbs, gutters, lighting, publicly owned buildings, industrial machinery, and equipment.

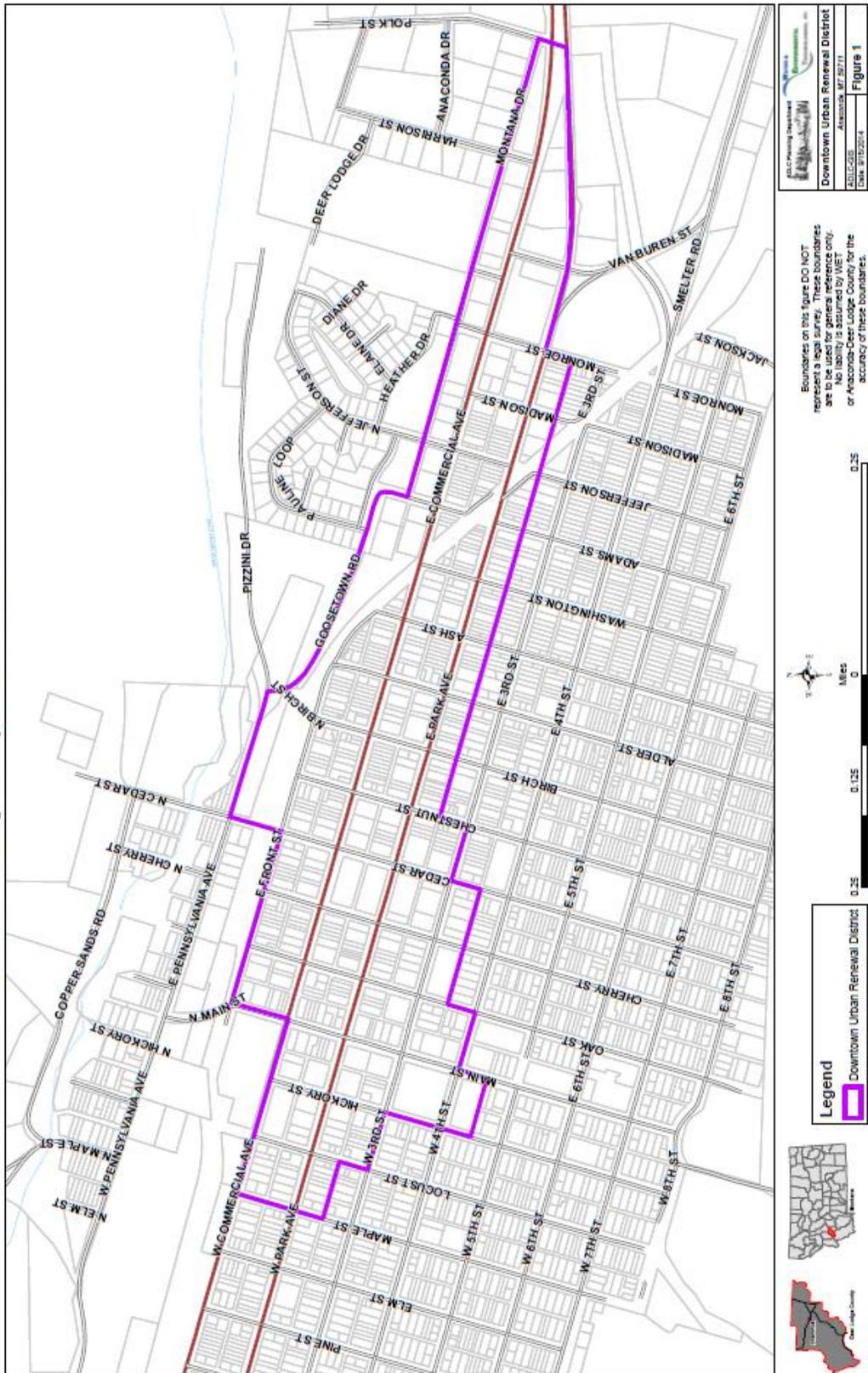
- Tax Increment Financing Industrial District No. 2 - Mill Creek Area
- Central Business Tax Increment District

## 12. Main Street Program

The Montana Department of Commerce administers the Main Street Program to assist communities with efforts to revitalize their downtowns. Participating communities receive technical and financial assistance. Anaconda was selected to be a Main Street Community in 2006, and its project for 2017 is the development of an Active Transportation Plan to address downtown walkability, promote alternative transportation, allow interconnectivity of the historic commercial district, and to overcome the challenges of a bifurcated Main Street. *Source: Montana Main Street Program, Montana Dept. of Commerce.*

Map 5-1: Downtown Tax Increment Finance District

Anaconda-Deer Lodge County - Downtown Urban Renewal District



## PART 3: GOALS, POLICIES, AND ACTIONS

For Anaconda-Deer Lodge County, economic development continues to be all about growing and recruiting base industries, creating jobs, and strengthening the flow of dollars into the County. Over 30 years after the Anaconda Company's operations closed, much of the land still remains vacant or under-utilized. For ADLC to become "open for business", the entire community---citizens, elected and appointed officials, business leaders, financial institutions, and economic development organizations---must all work together to build on the community's strengths while improving on its weaknesses. As a general recommendation, the community should focus on three classic components of local economic stabilization and vitality:

1. Clean, community-compatible business and industry
2. An attractive and vibrant central business district
3. Visitation/tourism

### GOALS:

**Goal 1:** Build a stable diversity of basic businesses and industries in and around Anaconda.

**Goal 2:** Continue to create opportunities for local government, economic development organizations, and the local business community to work together on projects and programs to promote business and industry development, both within and outside of the County.

**Goal 3:** Continue to explore ways to expand visitation and tourism as a component of the base economy.

**Goal 4:** Focus on renewable alternative energy development as both a means to expand the base economy and to foster community sustainability.

**Goal 5:** Support job opportunities so that more young people can remain in the community after graduation from high school, college, or trade school, and to attract new residents and families to the community.

**Goal 6:** Continue to address the leakage of retail dollars to other communities.

**Goal 7:** Systematically focus on implementing the recommendations of the Downtown Master Plan.

### POLICIES:

1. Rebuilding a healthy, sustainable base economy shall continue to be a high priority for the ADLC government.
2. ADLC shall encourage high quality development in order to attract new industry and protect public and private investment.
3. Continue to support the development of community amenities such as parks, trails, recreational and cultural facilities, etc., in order to make Anaconda more attractive as a place to live and do business.
4. ADLC shall continue to support economic development through the financing and maintenance of vital infrastructure.

**ACTIONS:**

1. The County shall initiate a new “community dialogue” on the East Anaconda Reuse Guideline in order to define how it can be utilized more effectively in local economic development.
2. Appoint a task force to assess the feasibility and advantages of establishing a Targeted Economic Development District (TEDD) in the Red Sands area.
3. Continue to seek grants and other external funding sources to extend and improve the community’s infrastructure, including exploring expanded use of directed tax districts (TIFID).
4. Actively encourage the production of workforce housing through neighborhood planning, development partnerships, and direct solicitation of housing developers and financing experts.
5. Continue to refine the remediation/development permitting process in order to provide assurance to developers and business people that housing and economic development projects can proceed to completion quickly and smoothly.
6. Add an economic development function to the County organization in order to provide greater coordination and guidance to local economic development initiatives from the government side.
7. Formulate and adopt commercial and industrial design and architectural standards in order to assure a high quality of development and protect public and private investment.
8. Improve the visual quality and image of the Anaconda community through property maintenance standards and neighborhood cleanup campaigns.
9. Support and provide resources to local cooperatives in order to broaden the range of goods and services available in Anaconda.
10. Perform a GAP analysis and/or use already available data as a guide to strategies and actions aimed at curtailing retail leakage.
11. Partner with the existing Main Street program, Anaconda Local Development, Accelerate Anaconda, and the Chamber of Commerce to foster more business development downtown and keep downtown as the business, cultural, and entertainment center of the community.
12. Form a standing task force of business, government, and civic leaders to promote and focus attention on implementing the Downtown Master Plan through specific projects and programs.
13. Initiate and support demonstration projects that promote sustainability and green technologies.
14. Continue to support the Community Hospital of Anaconda’s growth into a regional medical center for SW Montana.

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