

Objective/Mission:	Preserve and activate Montana’s historic treasures by driving economic vitality, expanding access and engagement, and ensuring the long-term sustainability of our heritage assets.		
Goal:	<ul style="list-style-type: none">• Increase economic impact and job creation in heritage communities.• Modernize operations and visitor experiences through technology.• Streamline regulatory processes to expand appropriate uses of MHC properties.• Deliver exceptional customer service and operational efficiency.		

Strategy	Initiative	Who	Measures
Continue to create more high-paying jobs.	Outsource select tourism operations (e.g., train, gold panning, gift shops, museums) to local businesses, enabling MHC staff to focus on preservation, curation, and compliance. Prioritize contracts that support living wages and local hiring. Expand programming and special events to drive year-round employment.	Program Executive	<ul style="list-style-type: none">• Number of local jobs created/supported through outsourced operations and new programming.• Number of new MHC staff positions reallocated from low paying seasonal positions.
Reduce regulations in state government.	Review and revise internal policies to allow for expanded, responsible recreational uses of MHC properties (e.g., camping, ATVs, snowmobiles, gold panning) while protecting historic resources. Streamline permitting and event approvals for partners and vendors.	Program Executive	<ul style="list-style-type: none">• Number of policies reviewed and updated to allow for new recreational uses.• Date of adoption of revised policies enabling expanded access (camping, ATVs, snowmobiles, gold panning, etc.).• Number of new recreational activities permitted on MHC properties annually.

<i>Improve customer service, accountability, and efficiency.</i>	Shift tourism operations to experienced professionals, allowing MHC staff to focus on compliance, preservation, and guest services. Implement regular customer feedback surveys. Develop clear performance metrics for all visitor-facing services.	Program Executive	<ul style="list-style-type: none">• Reduction in MHC staff hours devoted to direct tourism operations (reallocated to preservation, compliance, and guest services).• Visitor satisfaction scores (overall and by service area, e.g., tours, guest services, facilities).• Reduction in operational costs for MHC-run tourism activities
<i>Bring the State of Montana’s technology into the 21st century.</i>	Secure grants and partnerships to launch QR code-based audio tours and interactive digital content. Upgrade ticketing and information systems. Launch targeted marketing campaigns leveraging digital platforms to attract new audiences, especially from high-traffic areas like West Yellowstone.	Program Executive	<ul style="list-style-type: none">• Number of QR code audio tour stops installed at MHC sites.• Percentage of exhibits enhanced with interactive digital content• Implementation date of new ticketing/information system.• Number of online ticket sales.• Percentage of year over year ticket income increase.