



MONTANA

DEPARTMENT OF COMMERCE

Annual Plan FY2027

FY 2027

Mission: Effectively and efficiently deliver programs and resources through technical assistance, funding/investments, training/consulting, promotion, research, reporting, and outreach to provide affordable housing, create sustainable business and economic growth to enhance community vitality to benefit the citizens of Montana.

The Montana Department of Commerce works with statewide and local partners, private industry and small businesses to enhance and sustain economic prosperity in Montana. Commerce works to improve the state's economy through business creation, expansion, retention and diversification of the state's economic base; provides direct technical assistance, grants and loans for Montana's entrepreneurs, businesses and their employees; strengthens the economy through the promotion of tourism development, promoting and protecting historic sites, and marketing Montana as a travel and filmmaking destination; promotes access to new markets, both foreign and domestic, for Montana goods and services; provides financing for homeownership and rental assistance opportunities for Montana families; and develops and improves public infrastructure and housing for Montana citizens by providing grants and technical assistance to Montana communities and counties.

Business MT Division – Program 51

Business MT's goal is to be the lead business development division for the State of Montana by supporting business growth and the prosperity of Montana communities. Our mission is to retain, expand and attract businesses that provide an economic impact for Montana communities through public/private partnerships, leveraged funding and support of economic opportunities for Montana businesses and entrepreneurs. The Business MT Division administers programs that provide technical assistance (finance, marketing, export, planning) and financial assistance (grants and loans) to Montana's businesses with specific emphasis on projects that have business development, growth of revenue and job creation opportunities.

Destination MT Division – Program 52

The marketing, communications, film and tourism programs are all part of a versatile and cohesive Destination MT team that works to sustain and grow Montana’s economy. The programs develop and use communications, advertising, development and promotional campaigns to showcase Montana and create awareness about the state as a place to visit and do business. Through data-driven strategies and grant programs, the team aims to preserve and promote the genuine character of Montana and partners to achieve a sustainable economic future for all.

Community MT Division – Program 60

The Community MT Division helps Montana communities offer safe, efficient and quality public facilities, including streets, water and sewer services, schools, excellent health care facilities and social services, a vibrant economy and job opportunities. The Community MT Division has resources, including financial and technical assistance, to help your community attain its goals.

Montana Facility Finance Authority – Program 71

The Montana Facility Finance Authority enhances Montana communities through access to cost-effective capital financing and development services. MFFA is a self-supported enterprise fund.

Housing MT Division – Program 74

The Housing MT Division strengthens our vibrant communities by supporting access to safe, affordable and sustainable homes for Montanans whose housing needs are not met by the market. Our professional and courteous staff work to create a variety of housing opportunities for Montanans by partnering with local organizations across the state and leveraging federal housing funds available to Montana. Housing staff can assist with buying a home, down payment assistance, mortgage servicing, reverse annuity mortgages, rental housing assistance and multifamily rental development.

Board Of Horse Racing – Program 75

The Montana Board of Horse Racing ensures the integrity of the state's horse racing industry, both live and simulcast, through customer-oriented regulation and monitoring of compliance with MBOHR laws and rules.

Montana Heritage Commission – Program 80

The Montana Heritage Preservation and Development Commission preserves and promotes Montana's Territorial Capitol history and resources through quality visitor experiences and preservation of state-owned buildings and artifacts.

Director's Office, Centralized Services – Program 81

The Commerce Director's Office provides centralized finance, budget, communications, marketing, legal, research, IT and HR services and resources for the Department Divisions and attached boards.





Strategic Outcome

#1



CONTINUE TO CREATE MORE HIGH-PAYING JOBS

Enhance Entrepreneurial Success: Deliver targeted technical support and professional training programs to entrepreneurs, established Montana small businesses, and strategic local partners, fostering sustainable growth and operational excellence.

Facilitate Economic Investment: Allocate financial resources to high-impact economic development initiatives, enabling businesses to scale operations, innovate, and contribute to Montana's economic vitality.

Drive Business Recruitment and Expansion: Implement proactive strategies to attract new businesses to Montana and support the expansion of existing enterprises, strengthening the state's competitive position and diversifying its economic base.

Expand Access to Capital: Offer low-cost financing solutions for community development projects through efficient bond issuance, empowering local organizations to advance infrastructure and public benefit initiatives.

Promote Montana's Business Ecosystem: Collaborate with established Montana companies to amplify the state's brand in national and international advertising campaigns, positioning Montana as a premier destination for travel and a leading hub for outdoor gear manufacturing.

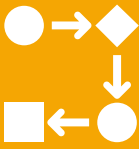
Key Measures

- Number of jobs supported. (Business MT)
- Number of businesses or clients assisted. (Business MT, MFFA)
- Leveraged funds. (Business MT, Community MT, MFFA)
- Number of outdoor gear, firearms and ammunition manufacturers supported and/or expanded. (Business MT, Destination MT)
- Number of ribbon cuttings and/or groundbreakings supported. (Business MT)

Strategic Outcome #2 	IMPROVE CUSTOMER SERVICE, ACCOUNTABILITY AND EFFICIENCY	
	Montanans Sharing Montana's Story: Engage Montanans to authentically share the state's story, ensuring transparent and responsive outreach. Proactive Stakeholder Engagement: Proactively connect with stakeholders, prioritizing high-needs communities and clear communication. Revenue Growth with Accountability: Drive revenue growth for MHC businesses through efficient operations and accountable reporting. Timely Information Delivery: Keep Commerce program materials and websites current for immediate stakeholder access. Accessible Training Solutions: Provide recorded online trainings for fast, flexible stakeholder learning. Staff Development with Measurable Outcomes: Support staff development through the Aspiring Leaders program with measurable progress.	
	Key Measures	• Resident sentiment towards consumer brand marketing. (Destination MT) • Increase in applications for Commerce programs. (Business MT, Destination MT, Community MT, MFFA, Housing MT) • Increases in revenue for MHC operations and concessionaires. (MHC) • Number of online trainings provided. (Business MT, Destination MT, Community MT, Housing MT) • Staff in Aspiring Leaders who receive promotional or growth opportunities. (Director's Office)

Strategic Outcome #3 	BRING THE STATE OF MONTANA'S TECHNOLOGY INTO THE 21ST CENTURY	
	Software Modernization: Replace aged Montana Board of Housing software. Workflow Enhancement: Improve digitized workflows for rental assistance programs. Portal Utilization: Increase utilization of grants and loans portal. Brand Adoption: Encourage, direct, and support the adoption of Montana's consumer brand for the enterprise.	
	Key Measures	Complete needs assessment for rental assistance workflows. (Housing MT)
		- Provide assistance to agencies wanting to deploy consumer brand. (Destination MT) - Number of programs using Commerce grants and loans portal. (Director's Office) - Contracting with new vendor(s) and implementation of MBOH software solution(s). (Housing MT)

Strategic Outcome #4 	PROGRAMS ASSIST ALL AREAS OF THE STATE	
	Stakeholder Outreach: Expand outreach and communication to a wider range of stakeholders, ensuring all voices are heard and needs are addressed promptly. Community Support: Identify, engage, and deliver personalized technical assistance to underserved communities and those with special populations or limited capacity, prioritizing responsiveness and support.	
	Key Measures	- Increased attendance at Commerce-led training and/or informational meetings. (Business MT, Destination MT, Community MT, Housing MT) - Increased applications from underserved communities or populations. (Business MT, Destination MT, Community MT, Housing MT)

Strategic Outcome #5 	REDUCE REGULATIONS IN STATE GOVERNMENT	
	Process Simplification: Streamline application procedures and minimize documentation requirements for applicants. Rule Review: Evaluate and update Administrative Rules to make them easier for stakeholders to understand and follow. Policy Advocacy: Promote changes in policy that reduce regulatory burdens and enhance the stakeholder experience.	
	Key Measures	Satisfaction of program participants post-application. (Destination MT, Business MT, Community MT, MFFA, Housing MT)
		- Number of ARMs updated. (Director's Office) - Number of policy items successful in 2027 session. (Director's Office)