



MONTANA DEPARTMENT OF COMMERCE

2025 Biennium Goals and Objectives



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MONTANA DEPARTMENT OF COMMERCE

VISION *(DEPARTMENT OF COMMERCE)*

The vision of the Department of Commerce is to be the recognized leader in realizing Montana's full potential by efficiently growing sustainable economies and vibrant communities.

MISSION *(DEPARTMENT OF COMMERCE)*

The Department of Commerce effectively and efficiently delivers 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 Department is mandated in [2-15-18, MCA](#).

VALUES *(DEPARTMENT OF COMMERCE)*

Excellence

- Provide superior, respectful service with timely communications, creative solutions, and responsible stewardship of resources.

Integrity

- Build and maintain trust by doing what we say and saying what we do with honesty, transparency, consistency, and accountability.

Engagement

- Cultivate genuine and collaborative relationships to achieve common goals.

Innovation

- Lead effective change, improvement, and learning to create resilient, empowered, and forward-thinking teams to deliver great results.

Love for Montana

- Embody our ethos for adventure, independence, and authenticity as we serve as the state's most enthusiastic ambassadors.

GOALS AND OBJECTIVES *(DEPARTMENT OF COMMERCE)*

- Work to improve the state's economy through business creation, expansion, retention, and diversification of the state's economic base.

- Provide direct technical assistance and training for Montana’s entrepreneurs, businesses, and their employees in partnership with communities, counties, and local and regional development groups.
- Enhance the growth of the Montana economy through the promotion of tourism development, promoting and protecting historic sites, and the marketing of Montana as a travel and filmmaking destination.
- Promote access to new markets, both foreign and domestic, for Montana goods and services.
- Provide financing for homeownership and rental assistance opportunities for Montana families.
- Develop and improve public infrastructure and housing opportunities for the state’s citizens by providing grants and technical assistance to Montana communities and counties.
- Prudently manage the investments of state and local government funds.
- Provide fair and equal treatment of our fellow employees and our customers.

MAJOR OPERATIONAL DIVISIONS *(DEPARTMENT OF COMMERCE)*

The Department is composed of five major operational divisions, and five administratively attached entities as follows:

Business MT Division

- Big Sky Economic Development Trust Fund (BSTF)
- Certified Regional Development Corporations (CRDC)
- Export Montana
- Office of Indian Country Economic Development (OICED)
- MicroBusiness Finance Program (MBFP)
- SBIR/STTR Matching Funds Program
- Primary Sector Workforce Training Grant (WTG)
- Montana Distressed Wood Products Industry Revolving Loan Program (WPIRS)
- Small Business Development Center (SBDC)

Brand MT Division

- Office of Tourism
- Marketing
- Film Office
- Communications
- Budget and Operations

Community MT Division

- Community Development Block Grant Program (CDBG)
- Community Technical Assistance Program (CTAP)
- Montana Main Street Program
- Montana Historic Preservation Grant Program (MHPG)
- Montana Coal Endowment Program (MCEP)
- Montana Coal Board
- Hard Rock Mining Impact Board

Montana Housing Division

- Board of Housing
- Rental Assistance Bureau
- Community Housing

Director's Office

- Offices of Accounting and Budget, Legal Affairs, Human Resources, Information Technology, and Business Attraction

ADMINISTRATIVELY ATTACHED ENTITIES *(DEPARTMENT OF COMMERCE)*

- Montana Facility Finance Authority
- Board of Investments
- Board of Horse Racing
- Montana Heritage Commission
- Montana Council on Developmental Disabilities

Website: COMMERCE.MT.GOV

COMMERCE DIRECTOR'S OFFICE

VISION *(DIRECTOR'S OFFICE)*

The vision of the Director's Office is to support Montana and its citizens to attain our state's highest and best economic potential for the benefit of all.

MISSION *(DIRECTOR'S OFFICE)*

The mission of the Director's Office is to lead the Department's vision of driving economic and community development in the State through effective and efficient customer service to the Department's programs and professionals.

Additionally, the Director's Office:

- Provides executive leadership to support the Department
- Provides effective and efficient support to Department of Commerce staff and programs. Services are provided by the Offices of Accounting and Budget, Legal Affairs, Human Resources, Information Technology, and Business Attraction
- Builds relationships with private business, local governments, administratively attached boards, public, private, non-profit interest groups, the Legislature, Indian Tribes, individuals, other governmental agencies, the U.S. Census Bureau, the Governor's Office, and key stakeholders
- Provides the critical central services to the agency and administratively attached boards and commissions, as every division, bureau, and program in the agency uses the services in the Director's Office in some capacity

The Director's Office responsibilities are mandated primarily in [Title 2, Chapter 15](#) and [Title 90, Chapter 1, MCA](#).

GOALS *(DIRECTOR'S OFFICE)*

The Director's Office is committed to achieving the following goals and objectives for the Department:

- Provide effective leadership to the State of Montana and its citizens in the areas of economic development and community development through measurable objectives
- Ensure access to sufficient financial resources to successfully carry out its functions
- Advance its objectives through technical solutions
- Provide administrative compliance and functions pursuant to Montana law and administrative rules
- Deliver timely and actionable research for economic and community development
- Provide accounting services ensuring financial compliance and program support
- Provide human resource services ensuring adequate staffing and compliance to federal, state laws and policies

OBJECTIVES *(DIRECTOR'S OFFICE)*

Director's Office

- Provide timely and actionable leadership
- Empower staff to successful carry out program objectives

Accounting and Budgeting

- Fewer budget change documents (BDCs)
- Minimize audit findings
- Assess and improve effectiveness of program support

Business Attraction

- Build partnerships for long-term collaboration and shared economic success
- Provide confidential, streamlined business development consulting to support corporate expansion and relocation projects

Research & Information Services

- Research that contributes to \$100 million invested in Montana
- Implement technological processes to provide timely and accurate information and share information

Information Technology

- Implement a consistent and comprehensive grant management system
- Continue process improvement and digital transformation
- Advance data warehouse and data sharing

Human Resources

- Attract and retain top talent
- Improve feedback culture and employment engagement
- Provide developmental opportunities at all levels

Legal

- Streamline administrative rules
- Enhance legal compliance
- Minimize liability

Website: COMMERCE.MT.GOV

BUSINESS MT

MISSION *(BUSINESS MT)*

The mission of the Business MT Division is to facilitate a business environment that strengthens the economy, supports business growth and shared community prosperity, aids in job creation and retention, supports existing companies, and strengthens communities.

Business MT's programs aim to support businesses through trainings and counseling, technical assistance, access to grants and loans, and to foster new markets and business opportunities domestically and internationally. Through dynamic partnerships and innovative collaborations with companies, universities, tribes, not-for-profit organizations, and government leaders, and the use of proactive incentives and communication, we are building an economic environment that supports business growth and shared community prosperity for Montana.

The Division is funded by House Bill 2 and statutory appropriations. The programs work collaboratively with several state and local partnerships to promote economic development:

- Business Assistance (Business Loans and Grants)
- Export and International Trade
- Indian Country Economic Development
- Small Business Development Centers
- Regional Economic Development
- Montana Manufacturing Centers

GOALS *(BUSINESS MT)*

- Grow and expand the economy and long-term stable economic growth by supporting the expansion and retention of Montana businesses
- Cultivate the development of entrepreneurship, new businesses, and job opportunities across targeted industry sectors
- Guide Montana businesses in exports of goods and services to the world and encourage foreign investment in Montana
- Encourage communities to be prepared for business growth through infrastructure development and site readiness
- Invest in development of innovation through public and private partnerships
- Foster entrepreneurial growth and stability to all Tribal nations in the State
- Strengthen and maintain relationships in key domestic and international markets
- Foster a regional approach to economic development by facilitating efficient delivery of programs and supporting regional capacity building

- Digitize and streamline application and guidelines to programs, creating efficiencies and better customer service for our customers and partners
- Continue to assess ways to reduce barriers to development in both state and federal programs

OBJECTIVES *(BUSINESS MT)*

- Assist business to create and retain good paying jobs
- Retain and/or expand existing businesses
- Aid businesses in obtaining financing with available loan and grant programs
- Grow capacity and local economies in Montana, tribal, and reservation-based communities
- Assist businesses to assess, access, and develop regional, national, and international markets
- Collaborate with stakeholders for workforce development

PROGRAM OBJECTIVES *(BUSINESS MT)*

Export

- Provide \$600,000 in funding for Montana export activities
- Assist 300 Montana exporters
- Conduct 10 international market development activities for Montana exporters

Indian Country

- Expand training, counseling, and assistance support to Native American businesses
- Provide funding through Native American Business Advisor grants, Indian Equity Fund, and
- Native American Collateral Support
- Assist State Tribal Economic Development Commission (STEDC) in advancing economic prosperity and employment on Indian reservations

Tribal Tourism

- Invest in content creation, such as advertising of Native American talent, businesses, job opportunities, and events
- Expand Indian Country Summer Events advertising campaign and Tribal Tourism Grant Programs
- Negotiate with STEDC to increase Tribal representation and foster a deeper relationship focused on regionality
- Educate the visiting public on how to respectfully visit and recreate in Montana's tribal regions

Small Business Development Center

- Provide counseling to 1,200 entrepreneurs and small business owners
- Help support 2,700 jobs across Montana
- Assist small businesses in accessing \$24 million in capital to start, grow, and expand

Big Sky Economic Development Trust Fund

- Provide excellent customer service
- Effectively manage resources to provide services and assistance to Montana businesses
- Help foster job creation and economic development in Montana

Montana Distressed Wood Products Revolving Loan Fund Program

- Help sustain and grow Montana's wood products industry

Montana MicroBusiness Finance Program

- Encourage and assist in the creation, development, and financing of Montana's microbusinesses

Certified Regional Development Corporations

- Facilitate the efficient delivery of economic development programs by supporting regional capacity

Montana Manufacturing Extension Center

- 55 manufacturers surveyed
- 22 new manufacturers surveyed
- 375 new and retained jobs
- \$26.25 million in retained sales
- \$11.25 million in increased sales
- \$11.25 million in new investments
- \$5.25 million in cost savings

Website: [BUSINESS.MT.GOV](https://business.mt.gov)



BRAND MT

MISSION *(BRAND MT)*

The mission of the Brand MT Division is to preserve and promote the genuine character of Montana while partnering to achieve a sustainable economic future for all.

The Brand MT Division markets Montana's spectacular unspoiled nature, vibrant and charming small towns, breathtaking experiences, relaxing hospitality, and competitive business climate to promote the state as a place to visit and do business. The marketing, communications, film and tourism programs are all part of a versatile and cohesive Brand 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.

The Brand MT Division's responsibilities are mandated primarily in [Title 2, Chapter 15](#), [Title 15, Chapter 31, Part 10](#), [Title 15, Chapter 35, Section 108](#); [Title 15, Chapter 65, Sections 121-122](#), [Title 17, Chapter 6, Part 4](#); [Title 39, Chapter 11](#); [Title 90, Chapter 1](#), MCA.

The division is comprised of five bureaus funded by House Bill 2 and statutory appropriations:

- Office of Tourism
- Marketing
- Film Office
- Communications
- Budget and Operations

Brand MT funds its travel and tourism marketing programs through a statewide selective sales tax assessed on the rate charged for lodging at Montana’s hotels, motels, B&Bs, guest ranches, campgrounds, and other lodging facilities. This tax, currently at 8%, breaks down into two categories: 4% Lodging Facility Sales Tax, a majority of which goes into the State’s General Fund, and a 4% tax, the Montana Lodging Facility Use Tax, or “bed tax,” which finances several tourism-related programs, including the Montana Office of Tourism.

Currently, 60.3% of the 4% bed tax collected is used for the Montana Department of Commerce’s Brand MT programs.

OFFICE OF TOURISM *(BRAND MT)*

The Office of Tourism team at the Montana Department of Commerce works directly with tourism industry partners and small businesses to promote Montana’s spectacular, unspoiled nature, and charming towns by coordinating opportunities throughout the state. These efforts help grow Montana’s economy by improving the visitor experience, growing visitor spending, and increasing industry capacity through workshops, training, public relations, and grants.

The Office of Tourism provides strategic tourism direction for destination marketing, development, and management for the State of Montana. Initiatives for detailing a tourism strategy and updating the tourism strategic plan are underway.

Programs *(Office of Tourism)*

The following programs support the bureau’s mission:

- Destination Development
- Outreach and Signature Events
- Tourism Partner Services
- Made in Montana and Agritourism

Destination Development *(Office of Tourism)*

The Destination Development program awards funds to identified collaborative projects that strengthen Montana’s economy and enhance and develop sustainable tourism initiatives through infrastructure and niche product promotion across Montana.

Outreach and Signature Events *(Office of Tourism)*

The outreach program organizes workshops and other training opportunities for tourism and economic development constituents to learn more about the Montana Brand, business and marketing practices, and available resources. Two signature events are offered: The Governor’s Conference on Tourism and Recreation is the premiere annual event where the state’s tourism and recreation industry gathers for education, networking, and strategic planning; and the Made in Montana Trade Show offers members of the Made in Montana program the opportunity to exhibit their products to wholesale buyers and the public.

Tourism Partner Services *(Office of Tourism)*

Industry Services and Outreach supports Montana’s nonprofit tourism Regions and Convention Visitor Bureaus (CVB) by overseeing the distribution of lodging facility use tax revenue, participating in the marketing plan development process, and ensuring compliance with lodging facility use tax regulations.

Made in Montana and Agritourism *(Office of Tourism)*

Made in Montana (MIM) is a multi-faceted marketing program that provides a unique branding effort for Montana made or grown value added products. MIM offers an online directory of program members to facilitate searching and selecting products directly from members. The annual tradeshow is a business development opportunity for members to offer products to wholesale buyers and members of the public. Collaboration with Department of Agriculture encourages development of Grown in Montana products and producers and the joint Taste our Place agritourism branding strategy connects producers and establishments to encourage “farm to table” experiences.

Tourism Grants *(Office of Tourism)*

The Tourism Grant Program awards funds to projects that strengthen Montana’s economy that develop and enhance tourism and recreation products with the potential to increase non-resident visitation. The Tourism Event Grant Program was created to elevate local events to become destination events through additional marketing and upgrading the visitor experience. This attracts additional non-resident or out-of-area visitors to the event or extends their stay, enhancing attendance and increasing visitor generated revenues. A high-level of award concentration is given to rural communities, under-served regions of Montana, and to tribal communities for both grant programs.

Goals and Objectives *(Office of Tourism)*

- Connect tourism industry stakeholders to marketing campaign initiatives with a focus on dispersing non-resident and resident visitors away from heavily-visited areas to rural and Eastern Montana locations and incorporating the business traveler segment.

- Manage the Department of Commerce’s lodging facility use tax finance and accounting controls, including 22.5% that contributes to the region and CVB marketing plans
- Facilitate Tourism Advisory Council (TAC) meetings for approval of region and CVB marketing plans and other TAC responsibilities pursuant to statute
- Increase value-added production supporting the Made in Montana program and development of the agritourism industry across the state
- Convene tourism industry stakeholders at the annual Governor’s Conference on Tourism and Recreation
- Incentivize investment into tourism infrastructure and marketing across Montana through the tourism grant and destination development programs based on available funding
- Provide training and education opportunities to rural and underserved regions in Montana to enhance the visitor experience and grow the tourism economy

Performance Indicators *(Office of Tourism)*

Increase the total number of active Made in Montana members (Made in MT, Grown in MT, and Native American Made in MT) by 5% annually.

YEAR	MADE IN MONTANA MEMBERS
Actual FY 2022	2,635
Projected FY 2023	2,767
Projected FY 2024	2,905
Projected FY 2025	3,050

Expand the awareness and accessibility of the Annual Tourism Grant to rural communities, underserved regions of Montana, and tribal communities by increasing the number of applications from these geographies by 3% each year.

YEAR	PERCENTAGE
Actual FY 2022	51%
Projected FY 2023	53%
Projected FY 2024	54%
Projected FY 2025	56%

MARKETING BUREAU: PROMOTING TOURISM FOR MONTANA *(BRAND MT)*

The marketing program is part of a versatile and cohesive Brand MT team that works to sustain and grow Montana’s economy. The program develops and uses advertising and promotional campaigns to showcase Montana and create awareness about the state as a place to visit and do business. Through data-driven marketing strategies, the team promotes the authentic character of Montana, reaching and impacting target audiences efficiently with measurable success. We are leaders in our field, always striving to offer best in class marketing and customer services.

Goals and Objectives *(Marketing Bureau)*

- Create sustainable demand for Montana as a premiere global travel destination through engaging and provocative communications that inspire, delight, and guide our audience.
- Drive awareness of Montana as a travel destination and convert travel interest to action, focusing on the optimal audience that will increase revenue for the state, while ensuring the health and vitality of our natural and cultural treasures into the future.
- Assist other divisions of the Department in developing and executing marketing campaigns that help to grow Montana’s economy, attract new businesses, and create jobs that will help keep Montana’s kids in state.

Performance Indicators *(Marketing Bureau)*

Maintain consistent Return on Investment ROI (ROI) per \$1 spent YOY for each fiscal year. This figure is focused on investments made in tourism-specific marketing. The bureau does assist with smaller marketing projects that will have varying ROI metrics based on factors such as the longevity, audience size and budget of the project.

YEAR	RETURN ON INVESTMENT
Actual FY 2021	\$65
Projected FY 2022	\$65
Projected FY 2023	\$66
Projected FY 2024	\$66
Projected FY 2025	\$66

FILM OFFICE BUREAU: FILM PRODUCTION FOR MONTANA *(BRAND MT)*

Mission *(Film Office Bureau)*

The mission of the Montana Film Office is to market Montana as a business destination for film production companies and to ensure the state is film friendly. Its purpose is to build and support partnerships with filmmakers by promoting the creation and expansion of Montana film industry jobs and serving as advocates to the Montana film industry.

The Film Office Bureau is responsible for promoting visitation and film production to the state of Montana.

The Montana Film Office Bureau utilizes advertising, social media, public relations, events and festivals, grants, and technical assistance strategies to attract productions around the world (feature films, commercials, documentaries, television programs, still shoots, and other media projects) into the state for economic development. A successful production leads to ancillary promotion of Montana as a tourism destination for the populations across the globe that view our state's landscapes, towns, and character in the finished pieces.

A single production can infuse a small community with hundreds of thousands to millions of dollars in a short amount of time through the hiring of crew, talent, and trades, who then fill hotel rooms for the duration of production and enjoy recreation in the area as well.

Goals and Objectives *(Film Office Bureau)*

- Promote the state as a location and business destination for feature films, commercials, documentaries, television programs and multimedia projects by providing information, grants, and support services to the motion picture industry.
- Grow the media manufacturing sector, including in-state company expansion of small businesses, new companies and/or company relocation to Montana, and an increase in production-related jobs, and job training program availability.
- Position the MEDIA Act as an effective tool offered by the State of Montana to producers who seek to utilize income tax credit programs in their productions.
- Continue support of Montana film festivals and appearances at major film festivals, reinforcing support for filmmakers and promoting Montana as a place to create high-quality, independent films and media projects.

Performance Indicators *(Film Office Bureau)*

Maintain interest in Big Sky Film Grant, incrementally provide grant awards in category divisions as funding becomes available.

Support filmmakers in business development, startup plans and finance commitments with industry lenders and production companies for current and future projects

YEAR	FILM INDUSTRY SUPPORT
Actual FY 2022	12% (\$13,001,842 requested \$1,500,000 awarded)
Projected FY 2023	Goal 17% (\$TBD requested \$1.5 mil awarded)
Projected FY 2024	Goal 23% (\$TBD requested \$1.5 mil awarded)
Projected FY 2025	Goal 23% (\$TBD requested \$1.5 mil awarded)

Maintain level of name-brand, lifestyle-driven commercial ad productions

YEAR	FILM INDUSTRY SUPPORT
Actual FY 2022	27 commercials @ \$25,000–200,000/production
Projected FY 2023	20-30 commercials @ \$25,000–200,000/production
Projected FY 2024	20-30 commercials @ \$25,000–200,000/production
Projected FY 2025	20-30 commercials @ \$25,000–200,000/production

Promote the MEDIA Act tax incentive program to the industry

YEAR	APPLICATIONS SUBMITTED FOR CERTIFICATION
Actual FY 2022	21 Applications
Projected FY 2023	15 Applications
Projected FY 2024	15 Applications
Projected FY 2025	15 Applications

COMMUNICATIONS BUREAU *(BRAND MT)*

The Communications Bureau provides overall communication support to the Department of Commerce staff, programs, bureaus, divisions and administratively attached boards. The office keeps abreast of department related issues and acts in a public relations and informational capacity to ensure the public is informed of the important services provided by the Department. The office acts as the liaison with the Governor's Office on communication issues.

Goals and Objectives *(Communications Bureau)*

The Communications Bureau is committed to achieving the following goals and objectives:

- Provide quality management, communication, and leadership support to the department's programs and customers while ensuring the legislature, public, and Department leadership that the agency is in compliance with applicable laws, rules, policies, and internal controls.
- Promote teamwork by encouraging, assisting, and respecting others.

BUDGET AND OPERATIONS BUREAU *(BRAND MT)*

The Budget and Operations Bureau manages the division's House Bill 2 and statutorily appropriated budgets, oversees customer relationship management, fulfills orders of division publications, and provides internal administrative support.

Operations supports the mission by providing front desk services to all programs, direct customer service, financial oversight, and fulfillment of the inquiries received via marketing efforts with publications, emails, and customer interaction via a contact center. The front desk team also processes direct requests for commercial publication orders. The fulfillment process utilizes a contact center and provides mailroom services to distribute publications expeditiously.

Goals and Objectives *(Budget and Operations Bureau)*

- To provide the highest degree of support to agency services.
- To respond to visitor inquiries through superior customer and contact center management.

Website: BRAND.MT.GOV

COMMUNITY MT

MISSION *(COMMUNITY MT)*

The Community MT Division plans for high quality growth and invests in transformational community development to facilitate vibrant and sustainable communities across Montana. The division helps communities implement projects related to community planning, public infrastructure and facilities, downtown revitalization, and historic preservation.

GOALS AND OBJECTIVES *(COMMUNITY MT)*

In the 2025 Biennium, the division will focus on the following goals and objectives:

Increase economic outcomes and community benefits resulting from public investments through our programs

- Increase the number of new or retained jobs
- Increase property values
- Increase the average dollars leveraged by local and private partners for every \$1 of public investment
- Increase the number of projects that protect, maintain, or restore public infrastructure and facilities critical to public health and safety
- Increase the number of projects that protect, maintain, or restore community facilities and buildings critical to Montana’s heritage and quality of life

Make it easier for customers to apply for and administer grant projects

- Reduce the number of questions in grant applications
- Reduce the number of pages in grant application guidelines and grant administration manuals
- Use technology to streamline and improve the customer experience
- Increase trainings and technical assistance for applicants and grantees

Help communities implement plans for changing populations and economic conditions in a way that is economically sustainable and increases the supply of affordable, attainable housing

- Increase outreach and technical assistance to communities in greatest need of affordable, attainable housing or economic opportunities that lack capacity
- Modernize local plans and regulations in 14 targeted communities annually

Help communities maintain the affordable and financially sustainable public infrastructure and facilities necessary for public health, safety, and economic development

- Increase outreach and technical assistance to communities struggling to maintain affordable infrastructure needed for public health, safety, and economic development
- Increase the percentage of applications for grant funding that have received technical assistance
- Increase the cost-effectiveness of infrastructure projects funded by division programs

PROGRAMS (*COMMUNITY MT*)

Community MT's programs include:

Montana Coal Endowment Program (MCEP)

- MCEP is a state-funded grant program to help local governments fund infrastructure projects including water, wastewater, stormwater, or solid waste systems and bridges. The program was authorized by Montana voters through the passage of Legislative Referendum 110 in 1992. The statutory purpose and priorities are in [Sections 90-6-701, et seq., MCA](#).

Community Development Block Grant Program (CDBG)

- CDBG is a federally funded grant program to help local governments of fewer than 50,000 in population with their greatest community development needs. The program was established by the federal Housing and Community Development Act of 1974. The Department of Commerce administers Montana's CDBG program and is authorized to adopt implementing administrative rules ([Section 90-1-103\(1\)\(e\), MCA](#)).

Montana Historic Preservation Grant Program (MHPG)

- MHPG is a state-funded grant program to preserve historic sites, historical societies, or history museums. The program was created in 2019 as a result of Senate Bill 338. The Department of Commerce is statutorily authorized to administer and adopt rules to implement the program ([Sections 22-3-1305, et seq., MCA](#)).

Montana Main Street Program (MMS)

- MMS is a state-funded program that provides technical assistance and grants to revitalize downtowns. The Department of Commerce is statutorily authorized to administer and adopt rules to implement the program ([Section 90-1-151, MCA](#)).

Community Technical Assistance Program (CTAP)

- CTAP is a state-funded program that provides technical assistance to local governments and serves as a clearinghouse of data and information to solve critical community development issues ([Section 90-1-103, MCA](#)).

Community MT also provides administrative support to the Montana Coal Board ([Sections 90-6-201, et seq., MCA](#)) and Montana Hard Rock Mining Impact Board ([Sections 90-6-301, et seq., MCA](#)).

Website: COMDEV.MT.GOV



MONTANA HOUSING

VISION *(MONTANA HOUSING)*

Where all Montanans can afford a safe home.

MISSION *(MONTANA HOUSING)*

Montana Housing works with community partners across the state; together we ensure Montana families have access to safe and affordable homes.

The Department of Commerce's Housing Division, conducting business and known as Montana Housing, strengthens vibrant communities by supporting access to safe, affordable, and sustainable homes for Montanans whose housing needs are not met by the market.

GOALS AND OBJECTIVES *(MONTANA HOUSING)*

Goal 1: Maximize supply of new and rehabilitated affordable rental homes through efficient use of federal and state resources

- **Objectives**

- Deploy new Multifamily Loan Program using currently available Bond Indenture and Project-Based Section 8 Reserves
- Factor the leveraged ratio of other resources in competitive grant and application review and ranking processes
- Incentivize financing methods to increase the efficiency of the Housing Credit program, such as twinned 4% / 9% project designs

- **Metrics**

- Number of units awarded 4% and 9% Housing Credits
- Number of CDBG, HOME and HTF assisted units and total project units
- Leverage ratio of other sources in CDBG, Housing Credit, HOME and HTF investments

Goal 2: Provide increased opportunities for low- and moderate-income Montanans to obtain and retain affordable homeownership

- **Objectives**

- Collaborate with financial partners and advisors to maximize bond proceeds and lock-in competitive interest rates for first-time homebuyer programs
- Assess options under federal regulations to increase IRS and HOME purchase price limits
- Pursue conventional financing opportunities in partnership with participating lenders

- **Metrics**

- Number of total home primary and secondary loans funded
- Percent of homebuyers utilizing down payment assistance
- Number of communities participating in CBDG housing stabilization program
- Average servicing cost per loan

Goal 3: Maximize use of federal rental assistance programs to serve extremely low- and very low-income Montanans

- **Objectives**

- Increase training and coordination with field agency partners
- Pursue maximum flexibility for HUD Fair Market Rents / Voucher Payment Standards within parameters of federal regulations
- Release Request for Proposals (RFP) for project-basing Housing Choice Vouchers and other to-be-identified RFPs for improved service delivery for HCV participants and landlords
- Expand rental assistance special programs as federal opportunities arise, in partnership with the Department of Public Health and Human Services, MT Continuum of Care and other partners

- **Metrics**

- Number of open and leased Housing Choice Vouchers
- Deploy baseline and on-going surveys to Housing Choice Voucher participants and landlords
- Utilization and growth of special program vouchers

BACKGROUND *(MONTANA HOUSING)*

Montana Housing, in collaboration with community, local and Tribal government partners, offers financial and technical resources to facilitate new construction, acquisition, and rehabilitation of affordable single and multifamily homes, and supports opportunities for first-time homebuyers, including homeownership counseling, down payment assistance and affordable 30-year fixed rate mortgages to qualified Montanans ready to purchase a home. Montana Housing also administers rental assistance to low-income Montanans, including working families, seniors, and persons with disabilities.

Montana Housing primarily administers federal programs with long-term income and rent or purchase price restrictions generally serving households at or below 80% of Area Median Income (AMI). Many of these programs have deeper income restrictions at 30% to 60% of AMI. The Division's programs help meet critical needs of lower income Montanans, but are not designed to support broader missing middle- or moderate-income workforce housing needs.

DIVISION UNITS *(MONTANA HOUSING)*

Montana Housing is composed of three units:

Board of Housing

Board of Housing, Montana's statewide Housing Finance Agency (HFA) created under the Montana [Housing Act of 1975](#), is [administratively attached](#) to the Department of Commerce. The Board is comprised of seven members appointed by the Governor and confirmed by the state Senate. The Board of Housing is funded by enterprise funds with revenues derived from an administrative charge applied to projects and mortgages financed; the Board does not receive any general fund and is completely self-supporting. The Board provides policy direction for the following programs:

- Low-Income Housing Tax Credits (LIHTC) [Governor EO 2-87](#) | [90-6-109, MCA](#) | [8.111.601 to 8.111.603, ARM](#)
- Private Activity Bonds (PAB) [17-5-13, MCA](#) | [90-6-125, MCA](#)
- Coal Trust Multifamily Homes program (CTMH)* [90-6-137, MCA](#) | [8.111.801 to 8.111.807, ARM](#)
- Housing Montana Fund (HMF) [90-6-133, MCA](#) | [90-6-134, MCA](#) | [8.111.501 to 8.111.515, ARM](#)
- Homeownership Loan & Mortgage Servicing programs [32-9-101 to 32-9-172, MCA](#) | [90-6-108, MCA](#) | [90-6-125, MCA](#) | [8.111.301 to 8.111.307, ARM](#)
- Montana Veterans' Home Loan program (VHLP)* [90-6-601 to 90-6-605, MCA](#) | [8.111.701 - 8.111.707, ARM](#)
- Mortgage Credit Certificate program (MCC)
- Reverse Annuity Mortgage program (RAM) [90-6-501 to 90-6-507, MCA](#) | [8.111.401 to 8.111.409, ARM](#)

*CTMH and VHLP funding is provided from the Montana Coal Tax Trust Fund. See HB16 (\$15M) passed in 2019 legislative session for CTMH, and SB326 (\$15M) passed in the 2011 session for VHLP. Subsequent bills in 2013, 2015 and 2019 collectively added \$35M for a total of \$50M allocated for the VHLP.

Rental Assistance Bureau

Rental Assistance Bureau, Montana's statewide Public Housing Authority (PHA), is charged with the administration of the following federally funded U.S. Department of Housing and Urban Development (HUD) programs. All Rental Assistance Bureau programs are funded by enterprise funds with revenues derived under HUD administrative fees and performance-based contracts:

- Housing Choice Vouchers (HCV) also known as Section 8 Vouchers
 - Veteran Affairs Supportive Housing (HUD-VASH)
 - Mainstream Vouchers
 - Emergency Housing Vouchers (EHV)

- Project-Based Section 8 Contract Administration (PBS8)
- Moderate Rehabilitation Contract Administration (Mod Rehab)
- Section 811 Project Rental Assistance (PRA)

Community Housing

Community Housing administers HUD Community Planning and Development (CPD) programs for the production and preservation of affordable homes. These programs provide grant funds to communities and non-profits to rehabilitate single- and multifamily homes, finance new construction and rehabilitation of single- and multifamily homes and provide down payment assistance and closing assistance to eligible homebuyers. Community Housing administers federal funds and state special revenue account programs appropriated via HB 2.

- Community Development Block Grant program (CDBG) [90-1-103, MCA](#) | [8.94.37, ARM](#)
- HOME Investment Partnerships program (HOME) [90-6-106, MCA](#)
- Housing Trust Fund program (HTF) [90-6-106, MCA](#)

Summary of Federal Authorities

- Low-Income Housing Tax Credits pursuant to 26 U.S. Code 42
- Mortgage Revenue Bonds pursuant to 26 U.S. Code 103A, 143 and 146
- Mortgage Credit Certificates established under Deficit Reduction Act of 1984 and Tax Reform Act of 1986
- Rental Assistance Bureau and Community Housing programs under purview of the U.S. Department of Housing and Urban Development (HUD):
 - Housing and Economic Recovery Act of 2008
 - Consolidated Appropriations Act of 2008
 - Cranston-Gonzalez National Affordable Housing Act, as amended
 - Housing and Community Development Act of 1974, as amended
 - United States Housing Act of 1937, as amended
 - 24 CFR Part 5, 91, 93, 245, 570, 792, 813, 882, 887, 891, 982 and 984

Website: HOUSING.MT.GOV

MONTANA FACILITY FINANCE AUTHORITY

The Montana Facility Finance Authority (MFFA) was created by the 1983 Legislature to assist healthcare and related facilities contain future healthcare costs by offering debt financing at low-cost, tax-exempt interest rates for capital construction and improvements. The Legislature extended eligible facilities to include community pre-release centers and for-profit manufacturing facilities. Cost savings are shared with consumers in the form of lower fees.

The Facility Finance Authority is funded entirely by proprietary funds (enterprise accounting entities 06012 and 06015) with revenues collected from interest, fees, and charges from participating institutions. There are no direct appropriations provided in HB 2.

The Authority is primarily mandated in [Title 90, Chapter 7](#) and [Title 2, Chapter 15, MCA](#).

MISSION *(MFFA)*

Enhance Montana healthcare and community capabilities through access to cost-effective capital financing and development services.

GOALS *(MFFA)*

- **Implementation:** Implement identified opportunities to expand or enhance services including adding or modifying programs to better serve our constituents and fulfill our mission.
- **Service Efficiency and Effectiveness:** Continue making our services more cost-effective and beneficial for our broad constituency. Maximize value for clients.
- **Outreach:** Educate clients, policy makers, and the public about the benefits and importance of programs and services offered by the Authority. Support facility and community development by promoting good public policy, advocating for clients, and supporting planning and development efforts.

OBJECTIVES *(MFFA)*

Implementation

- Appraise the MFFA scope and consider opportunities to expand services.
- Focus efforts on programs with the highest chance of success.
- Implement Commercial Property-Assessed Capital Enhancement Program, CPACE.
- Market the CPACE Program and include case studies to communicate program benefits.
- Issue grants to smaller facilities and engage them to plan for future investments.
- Evaluate Montana labor preference mechanisms to ensure investment in communities that provides direct economic benefit to the community.

Service efficiency and effectiveness

- Continue Board exposure to underwriting, legal, and financial advisor expertise.
- Assess fee and interest structure to identify opportunities to allocate surplus revenues to maximize benefit to stakeholders and constituents.
- Develop a long-range capital investment plan and evaluate partner capital plans to maximize future resources.

Outreach

- Prepare data and coordinate with external analysis to present an economic impact study during the 2023 Legislative Session.
- Continue and expand the customer survey.
- Promote subject matter expert participation at Board meetings.

Website: MTFACILITYFINANCE.COM



MONTANA BOARD OF INVESTMENTS

Article VIII, Section 13 of the Montana Constitution created the Unified Investment Program, which includes all state agency funds. The Board of Investments (the “Board”), by law, invests the Unified Investment Program. Local governments may also invest with the Board. Today, the Board manages approximately \$24.9 billion for all state agencies, universities, school districts, and other local governments.

To facilitate management of the Unified Investment Program, a combination of investment pools and separate accounts are used to meet the financial goals and expectations of the entities which entrust these funds to the Board. Investments not managed in pools are included in All Other Funds-Direct Holdings.

Name of Pool	Eligible Participants
1. Consolidated Asset Pension Pool	Retirement systems funds only
2. Trust Funds Investment Pool	Various state trust funds
3. Short Term Investment Pool	Eligible local and state agencies
4. All Other Funds–Direct Holdings	Non-pool state agency investments

The Board issues a “consolidated” financial statement for the investment pools and All Other Funds -Direct Holdings providing a comprehensive view of total pool and All Other Funds-Direct Holdings’ assets.

In addition to the Board’s investment responsibilities, it is charged with creating solutions to financial issues facing new and expanding businesses in the state of Montana. To accomplish this goal, the Board administers several different loan programs that can be specifically tailored to meet an individual business’ or local government’s needs. The In-State Investment Program consists of commercial loans funded by the Coal Tax Trust, low interest loans for first time home buying Montana Veterans, and loans for the development and preservation of homes and apartments to assist eligible low- and moderate-income applicants.

The Board also issues bonds and lends the proceeds to Montana state agencies, universities, and local governments for various projects.

The Board is funded with both enterprise and internal service type proprietary funds, and no direct appropriations are provided in HB 2.

The Boards’ responsibilities are mandated primarily in Article VIII, Section 13 of the [Montana Constitution, Title 2, Chapter 15](#), and [Title 17, Chapters 5 and 6, MCA](#).

GOALS AND OBJECTIVES *(BOARD OF INVESTMENTS)*

Provide prudent investment management of state and local government funds; work with financial institutions, state agencies, and local governments to enhance and expand Montana’s economy and

assist new and expanding Montana businesses; and to lend low-interest funds to eligible governments for a variety of projects.

To meet these challenges, the Board is committed to employing proven, long-term investment strategies and finding creative solutions to financial issues facing government entities and new and expanding businesses in the state.

The Board is also committed to transparency. Its website has been and will continue to be a source of specific and quantifiable information addressing many areas, including:

- Board Meetings
- Annual Reports
- Policies
- Program Descriptions
- Performance Measures
- Portals to Access Programs

Website: INVESTMENTMT.COM



MONTANA BOARD OF HORSE RACING

The Montana Board of Horse Racing originated in 1965 through the legislative process. The stated purpose is to regulate and monitor horse racing in the state of Montana. Over the course of 57 years the role has modified and grown. The Board continues to regulate and monitor but it now also offers support and guidance.

GOALS AND OBJECTIVES *(BOARD OF HORSE RACING)*

- Update regulations as needed without allowing those regulations to restrict the industry growth.
 - Provide the highest level of integrity for the racing industry in Montana.
 - Work to assure that our race facilities provide both the human and equine athletes the safest environment possible.
- Support current race facilities both financially and with other resources in order to help them succeed.
 - When stability is achieved, opportunity is provided for Montana owners and breeders to grow their racing programs. This growth will then allow for growth of supporting industries.
 - Each race meet brings thousands of dollars to a local community. A seven-day race meet brings people to a community for at least a month, positively affecting local businesses by bringing additional income and increased staff.
- Work to open a third race meet in Montana.
 - Opening a third race meet will allow for more opportunities for owners and breeders.
 - Create new jobs in the community.
 - Create more jobs and opportunities in supporting industries.
- Develop a mentorship program for new people encouraging them to work within the racing industry.
 - Montana, as many of the smaller race jurisdictions, is in short supply of qualified individuals for the racing industry.
 - This program will provide needed training for individuals in various aspects of racing including but not limited to management, officiating and numerous other support staff.

Growth and prosperity of Montana's storied Horse Racing industry is the ultimate goal.

Website:

[COMMERCE.MT.GOV/BOARDS/MBOHR/BOARD-OF-HORSE-RACING/BOARD](https://commerce.mt.gov/boards/mbohr/board-of-horse-racing/board)

MONTANA HERITAGE COMMISSION

In 1997, the 55th Montana Legislature established the Montana Heritage Preservation and Development Commission (MHC) to acquire and manage historic properties for the State of Montana. This legislation approved the purchase of Virginia and Nevada City which comprised 248 buildings, 1.2 million Americana artifacts residing on 260 acres. These large historic town sites were the first properties managed by the MHC.

Since 1997, the Montana Board of Land Commissioners approved two additional acquisitions of historic Reeder's Alley and the Pioneer Cabin in Helena. Reeder's Alley was received through a private donation on November 19, 2001. The Pioneer Cabin at the front of Reeder's Alley was received from a private donation on June 19, 2006.

The Montana legislature authorizes MHC to care for heritage resources "in a manner that protects the properties and encourages economic independence" ([MCA 22-3-1001](#)). Our statutory purpose is to acquire and manage, on behalf of the state, properties that possess outstanding historical value, display exceptional qualities worth preserving, and are genuinely representative of the state's culture and history. MHC has worked hard to expand the economic and revenue generating uses for our state buildings. MHC is responsible for the management and economic use of these historic properties including building improvements, structural stabilization, site maintenance, artifact conservation, and protection of diverse historic features. MHC serves as a resource for the public and professionals interested in learning more about Montana history, historic building preservation, archaeology, conservation of artifacts, education, living history, and historic site management.

Virginia City was Montana's Territorial Capital from (1864-1875). The size, scope, and quality of the historic site help make Virginia City one of the first National Historic Landmark Districts in Montana (1961). Nevada City is an assemblage of approximately 60 historic buildings, some original to the site, and from across Montana and Yellowstone National Park. Nevada City operates as an outdoor museum and hosts dozens of public educational events, with unique hands-on experiences for visitors of all ages. Reeder's Alley and Pioneer Cabin are the oldest remaining miner's settlements in Helena. These historic sites are significant to Montana and national history as places of western settlement and the formation of Montana society. Virginia and Nevada City are considered to be one of the largest historic sites in the United States.

Based on the latest Economic Impact Analysis completed by Northern Rocky Mountain Economic Development district the economic footprint for Virginia and Nevada City was 74.4 million statewide and employed over 1226 people. In 2012-2022 Virginia and Nevada City were ranked as the number one state owned tourist destination according to the collected traffic counts. The average tourist count is over 500,000 tourists from Memorial Day to Labor Day each year. The Montana Heritage Commission also boasts the 2nd largest Americana artifact collection site (Next to the Smithsonian) and was featured in the New York Times. The Montana Heritage Commission has over 100 signed volunteers that help and assist with historic interpretation preservation and artifact collection management. The Montana Heritage Commission leases its buildings to over 42 different concessionaires as well as running several of its own business operations.

MISSION *(MHC)*

The Montana Heritage Commission preserves and promotes Montana's Territorial Capital's historic resources through preservation of state-owned buildings and artifacts and the promotion of quality visitor experiences.

GOALS AND OBJECTIVES *(MHC)*

- Continue being Montana's number one state owned tourist destination by increasing lodging facilities and marketing to weddings, socials gatherings, family reunion, school tours and music festivals.
- Implement approved preservation and maintenance projects based on available funding from revenue generated from tourism, earned revenue from concessionaires and funding from the Montana Legislature and Governor's Office.
- Promote at key locations that have demonstrated higher traffic referrals such as National Parks, visitor centers and expand our collection of tourism data through e-commerce, Google analytics, and results oriented marketing venues.
- Engage and educate state, local, and non-profit partners to increase a sustainable funding resource for the long-term stabilization of state-owned resources and continue to enhance the visitor experience under our stewardship.
- Improve and increase educational outreach programs, internships, and interpretation programs to enhance the visitor experience and understanding of our history.
- Seek all available funding support through grants, donations, and legislative appropriations to further our preservation of state-owned buildings and resources; and increase our economic footprint, job creation, and business development.
- Recruit and utilize volunteers/interns to give educational opportunities and to increase efficiency of operations with limited state funding.
- Improve ways in past perfect software to streamline inventory artifacts that can be more visible and transparent to the public.
- Continue to educate and implement best practices from other historic and tourism sites on financials, marketing, and enhancement of visitor experiences.

Website:

COMMERCE.MT.GOV/BOARDS/MHC/MONTANA-HERITAGE-COMMISSION

MONTANA COUNCIL ON DEVELOPMENTAL DISABILITIES

The Montana Council on Developmental Disabilities (MCDD) is a citizen-based advocacy group. Its members, appointed by the Governor, work to provide increased independence, integration and productivity for persons with developmental disabilities.

FUNDS *(MCDD)*

The Council administers federal funds in three major areas: 1) Assistance in the provision of comprehensive services to persons with developmental disabilities; 2) Assistance to the state in appropriate planning activities; and 3) Contracting with public and private agencies to establish model programs, demonstrate innovative habilitation techniques and to train professional and paraprofessional personnel in providing services to persons with developmental disabilities.

MCDD responsibilities are mandated primarily in [Title 53, Chapter 20, MCA](#).

Website: MTCDD.ORG

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