

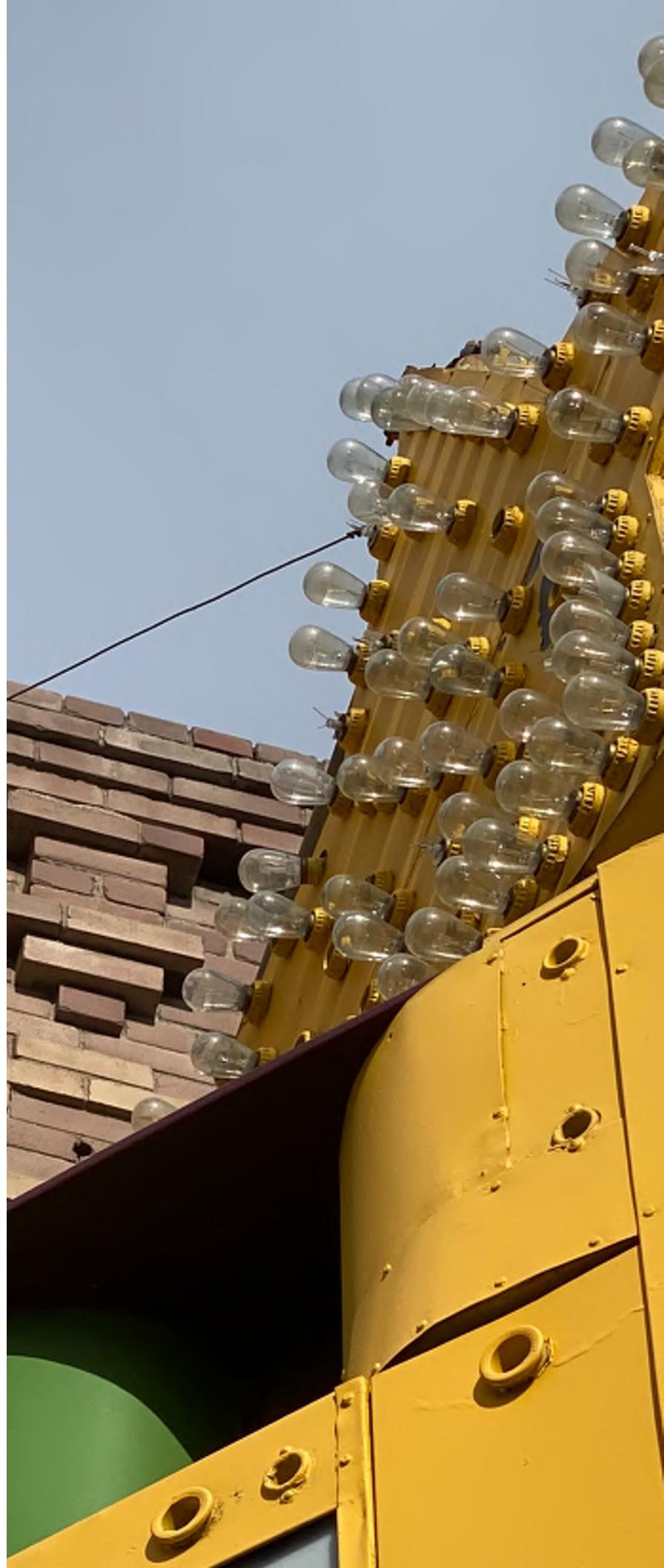
STARTHEATRE & MAIN ST. GREEN

WHITEHALL, MONTANA

Preliminary Architectural Report
90% Draft | November 2022

Prepared for Gold Junction Presents
By DKAL & Preserve Montana

Grant Funding From MT Main Street



Thank you.

Thank you to Gold Junction Presents and the Star Theatre (represented by Colton Anderson, Liz Pullman, Ruth Lott, and Bill Pullman) for your rigorous and visionary work towards preserving the character of rural Montana and fostering a meaningful sense of place through the arts.

Special thanks also to the Town of Whitehall for their enthusiastic support for this project. And thank you to Jefferson Local Development Corporation for your assistance throughout this project.

We are also grateful for the expertise and creativity of the team of DCI Engineers and Western States Engineering that helped make this report possible and the project feasible.

Likewise, we thank our community partners that assisted with cost estimating, constructability reviews, and spreading the word: **t.b.d**



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Colton Anderson, Facility Manager
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PAR Grant Sponsor

The Town of Whitehall

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Ruth Lott, Vice President
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In partnership with

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Reading the Report

The contents of this report align with the contents outlined in CDBG Appendix D and USDA RD 1942-a Guide 6. Each sheet references these line items and contains a description of what is required in the section. For reference, the section number is included in the top corner of every page. As the ultimate user and funding sources are not fully defined at the time of this report, this information will provide reference for information that may need to be added to meet requirements of other funding sources, such as a CDBG Economic Development grant, etc. Please note that the content meets the requirements for USDA PAR contents and references to those sections can be provided if the Owner is seeking USDA funding. The intent is to qualify this project for the widest array of possible funding sources in order to provide the most opportunities for realizing the project.



Executive Summary

summary text



GOLD JUNCTION PRESENTS

Mission

Present the arts in all of its forms to educate, to challenge, and to culturally broaden the experiences available to the people of Whitehall and other rural communities.

Purpose

Gold Junction Presents is a 501c3 organization exclusively for charitable and educational purposes. The specific purpose of this corporation is:

to support presentation of cultural film and media series and events,

live performances, music, and visual arts events for the community of Whitehall, Montana and southwest Montana,

to develop good-weather programming for the area outdoor parks,

to preserve and enhance Whitehall's historic Star Theater.



GJP GOOD IN THE COMMUNITY

Gold Junction Presents - Board of Directors



Bill Pullman | President, Founding Member

Bill along with his wife Tamara and three children have had a ranch and home outside Whitehall, Montana for 28 years. He co-founded Concerned Citizens of Montana which, over four years, brought citizens together to influence the development of a merchant powerline through the backbone of the Lewis and Clark trail. He has been on the board of Cornerstone Theater in Los Angeles, California and Alfred University in New York.

Additionally, Bill and his wife co-founded Hollywood Orchard, a volunteer non-profit organization dedicated to harvesting, using, and donating local fruit in Los Angeles, CA making him subject of the award-winning documentary, *The Fruit Hunters*, and is featured in publications such as *Food and Wine* and *Bon Appetite* for such accolades.

In a partnership with Preserve Montana, Bill and Tamara headed up a two-year community, "Barn-raising-up", endeavor to preserve an historic 1911 three-bay barn in the Cardwell Montana area. He also co-founded Main Street Green in Whitehall, MT which looks to bring an outdoor center to the town's cultural and community events.



Elizabeth Pullman | Secretary, Founding Member

As a military dependent, Elizabeth has traveled all over the country and took residence in Montana in 1999. After twenty years of working with non-profits and meeting planning associations, she purchased the Whitehall Ledger newspaper in January 2021, bringing her back to her true passion of covering local events, writing, marketing, and being an integral part of the community.

HIGHLIGHTS

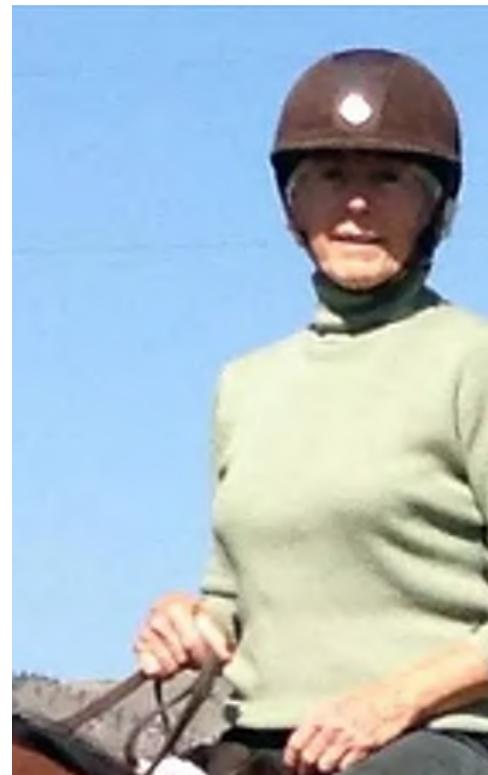
- Chair, Whitehall Sustainability Committee
- Current Vice-President of the Whitehall Chamber of Commerce
- Conducted non-profit work through A Meeting By Design, based in Bozeman, MT
- Implemented podcasts for the American College for Advancement in Medicine
- Participated in meeting planning for AAPMD and AOSH annual meetings
- Implemented podcast/vodcasts of leading Scholars-in-Training (SIT) Radiation Research Society
- Project managed a major commercial construction company in Bozeman, MT
- Purchased Whitehall Ledger in 2021

Ruth Lott | Vice-President, Founding Member

Ruth has been active at the Board level in non-profit development for the past 50 years. She has played integral role at the People's Light & Theatre Company, The Montgomery School, The Crossroads School, and Chester Country Futures, organizing each of their Inaugural Benefit nights—many of which continue today. While co-chairing the campaign for The Crossroads School, Ruth played a vital role in raising \$1.5 million.

Since coming to Montana in 2005, Ruth has served on the Board of the Butte Center for the Performing Arts (BCPA), The Butte Symphony, The Orphan Girl Children's Theatre (OGCT) and The Jefferson Valley Community Foundation. She organized the Inaugural Mining for the Mother Lode (BCPA), the Inaugural UN-Gala (OGCT) and was instrumental in reorganizing and increasing the profitability of Whitehall's annual fundraiser, Black Tie/Blue Jeans.

add new board members?



Colton Anderson | Treasurer, Founding Member

Colton believes that a business should give back to the community. The first year he ran the Star Theatre, he hosted a summer event along with friend and local celebrity, Bill Pullman, who starred in 'Independence Day: Resurgence' that summer. The event involved a Q&A and a silent auction to raise money for our local library and swimming pool. Because of the event's success, they were able to donate approximately \$300 for each entity.

In January of 2018, the theatre hosted its biggest fundraiser to date with the premiere night of the film, 'The Ballad of Lefty Brown' (filmed in southwestern Montana staring Bill Pullman). There were many residents in the film and some of our local business catered food during production. The theatre held a premiere night to rival some of the greatest. A full night of entertainment that started with the screening of the film followed by a night of live music, a Cigar Bar, hors d'oeuvres, and a Q&A with Bill and the director of the film, Jared Moshe, raised roughly twelve thousand dollars for the Jefferson Valley Museum in Whitehall, MT.

Colton's most recent project has been creating the Main Street Green—the new park in town—which was built on the site of a 2009 fire that took half of the block. It took nearly ten years for the lot to be utilized. The Main Street Green is the primary location for Gold Junction Presents events.



RESERVED FOR PROCESS AND
RESULTS SUMMARY
PRETTY PICTURES OF DESIGN

RESERVED FOR PROCESS AND
RESULTS SUMMARY

PRETTY PICTURES OF DESIGN

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Section 1

Problem Definition

1A Problem Definition

Describe and document the need for the project and the problems to be solved

The Need for The Star Theatre & Gold Junction Presents

400 words from GJP
explaining the need for GJP in the community



Frontier Days Talent Show photo courtesy of Gold Junction Presents



MT Shakespeare in The Parks photo courtesy of Gold Junction Presents

Section 1A Synopsis

There are no major barriers to redeveloping the Star Theatre into a safe and healthy facility for the benefit of the community. And the building, especially when considered with the neighboring Main Street Green has significant potential to allow the organization to grow and adapt to meet their vision and the community's needs.

Typical for a building of its age, deferred maintenance and accessibility must be addressed. However, the technical building issues are affordably addressed, and making the building fully accessible can be reasonably accomplished. No prohibitive Code issues limit GJP's options for redeveloping the building, although certain scenarios trigger some structural improvements and/or additional exiting. Abating hazardous materials is feasible. Phasing improvements does not hinder possibilities or preclude addressing all safety issues.

There are unused and underutilized spaces in the building that can be easily finished and put into use for GJP. The spaces behind the stage will support performances, and the upper level can be readily put into service to generate revenue until the appropriate time for GJP to take it over for programming. Similarly, the Main Level tenant spaces are currently occupied with reliable retail tenants and require no immediate work. They can remain in service until GPJ chooses to incorporate them for programming and/or partners.

Beyond the building itself, there are opportunities for GJP to expand its physical footprint needs, incorporate nearby lots and buildings, improve public spaces, or expand into the community. This wide variety of options allows the flexibility required by this newly formed organization that is finding both its identity and place in the community. The potential and opportunities are limitless.

CDBG HEALTH AND SAFETY**i.A.1**

Describe concerns and deficiencies, compliance issues, and relevant regulations such as the International Building Code, (and other codes as listed in "Special Requirements Concerning Code and Standards Enforcement"), asbestos, lead-based paint, handicapped accessibility, zoning ordinances, and other federal, state, local, or tribal requirements concerning the existing facility(ies).

The Star Theatre is in a usable and occupiable condition. However, a number of health and safety issues must be addressed for the building to reasonably viable for its intended long-term public use. A detailed conditions assessment, itemized list of required and suggested work, Structural/Mechanical/Electrical assessments, a Targeted Brownfield Assessment, and a full code study are provided as appendices in this report. These provide the basis for the recommendations and alternate selection process synopsized below. Few regulations effect the proposed improvements beyond local zoning ordinances, EPA regulations for hazardous materials, and the International Existing Building Code (IEBC).

Health and safety considerations represent the bulk of the required improvements and consist of:

- Making the building accessible,
- Providing safe entry and egress from the building,
- Upgrading the structure to meet the needs of the proposed uses, and
- Providing a healthy indoor environment.

While the improvements to the building will likely be phased over a number of years, we recommend specific health and safety improvements be prioritized. Likewise, for the purposes of defining scopes of work and phasing, in this report the deficiencies and required improvements are associated with their respective portion of the building in the designs and recommendations.

Providing an accessible and healthy environment is a critical outcome in the rehabilitation of the theater, and fundamental as GJP provide dignified and inclusive events and programs for the community of Whitehall.

Relevant Appendices:

- Conditions Assessment Synopsis
- Detailed Conditions Assessment
- Code Analysis
- Targeted Brownfield Assessment
- Structural Assessment
- Mechanical/Electrical Assessment



Front entries not accessible (tripping hazard)



Non-compliant ramp and guards at Theater



Overstressed framing and 6" insulation in attic

Accessibility & Egress

Many accessibility deficiencies are currently present in the Star Theatre. These range from minor elements like door hardware to more significant safety issues like egress. While accessibility upgrades are only triggered by the IEBC based on the amount of work performed, it is reasonable and recommended that this work be prioritized for inclusion in early construction phases. Improvements include:

- No accessible route in or out of building or theater space
- No accessible parking or ramps from parking
- No accessible entries/exits from Main Level
- No accessible exits from theater space
- No accessible egress from Upper Level
- No accessible restrooms in building
- Minor items throughout (clearances, hardware, fixtures, etc.)



Non-compliant egress at Theater

Building Envelope & Structural

DCI Engineers conducted a comprehensive analysis of the existing structural system, and assessed the structural improvements required by a variety of proposed uses. In general, the Star is sound and of typical construction/condition for a building of its age. However, there are structural deficiencies throughout the building that must be addressed to provide a safe environment for the public, extend the building's usable life, and comply with the IEBC. Structural deficiencies include:

- Severe masonry deterioration at base of all exterior walls
- Deterioration of masonry parapets
- Significant cracks in brick/stucco exterior walls
- Overstressed wood framing at all floor and roof systems, including areas of modification and fire damage



Rising damp damage at brick/stucco

Indoor Environment

Western MT Engineering and DKAL observed a variety of indoor environmental health and safety issues throughout the building. In addition, building occupants have reported frequent discomfort during periods of harsher weather, particularly summer heat. These conditions pose a certain level of danger to building occupants and should be prioritized as urgent work.

- Inadequate heating, cooling, and ventilation
- Effectively uninsulated building
- Weather/moisture penetration at openings, and leaks
- No attic ventilation
- Attic open to exterior and interior environments
- Hazardous materials (ACM and LBP)



Water damage in Theater

FACILITY OPERATION & MAINTENANCE (O&M)

Describe O&M concerns regarding the existing facility(ies) with an emphasis on those with the greatest financial and operational impact. If the high cost of maintaining the existing facility(ies) is related to a proposal to modify or replace the existing facility, describe and document these concerns and potential cost savings.

CDBG

i.A.2

USDA

B

A variety of O/M issues are required to be addressed to make the aging structure safe and viable for long-term community use. The brick masonry and wood-frame building is safe for occupation and the issues observed are typical for a building of its vintage. However, work is required to address deferred maintenance, remedy specific building pathologies, and prevent further deterioration. The work, both immediate and long-term, will effect organizational finances and what can be offered to the public. O/M improvements required for the Star Theatre fall into the categories of: building envelope, interior finishes, accessibility, and mechanical/electrical/plumbing (MEP) work.

A comprehensive analysis of the issues with the exterior brick, roof, and openings is included in the conditions assessment portion of this report. In short, significant masonry repairs are required. Additional improvements to exterior openings and the roof are tied to masonry restoration. The mechanical and electrical systems are aged and insufficient for the uses of the building. And the building is effectively uninsulated.

Improving the building envelope is a wise and strategic investment in a variety of ways. Foremost, improving the brick structure and roof will prevent deterioration, water infiltration, and the myriad issues stemming therefrom. It will also maximize the value of the investment into the required MEP upgrades. Supplementing this with new insulation and repaired openings serves to reduce the mechanical and electrical loads on the building, which in turn reduces the size of the systems required and the energy required for highly efficient performance. Building envelope improvements are required/recommended for O/M reasons, as well as health and safety, structural, and longevity reasons. This leverages the investment by addressing multiple issues with the same building improvement(s).

Investing in the building at the appropriate time represents a fraction of what will be required if the building is allowed to "turn the corner" where damage begins to increase rapidly. The building is near this turning point of deterioration that will make improvements infeasible, particularly for a small community organization. Swift action is important to avoid endangerment of the building and its value in Whitehall.



Negative drainage, voids, and masonry damage



Parapet deterioration and waterproofing issues



Envelope damage and deterioration

Likewise, promptly addressing building improvements yields the best value for both initial capital investment and ongoing costs. The cost of construction steadily rises, so an earlier investment will accomplish a larger scope of work for the same price. In terms of ongoing O/M costs, additional work due to further deterioration is avoided, scope of necessary maintenance is reduced, and the benefits of an efficient envelope are realized sooner. There is also cost efficiency in one large mobilization (or a few discrete phases) versus unending piecemeal work. The same factors suggest that it is also wise to prioritize accessibility and some finish improvements.

Improvements to specific areas of interior finishes will provide a healthier indoor environment and make the space more appealing for programs. Many of these areas will require further repair or replacement as a result of envelope, energy performance, or structural work here ref tore making much of the recommended finish work an appropriate O/M related investment.

The programmatic impact of these improvements is of significant financial value as well. That is, inadequate heating, cooling, ventilation, and lighting systems cause occupant discomfort and can limit the use of the building. A primary example of this is the extreme heat in the theater in the summertime, which currently causes great concern for the summer afternoon kids program. Improvements to the MEP systems and building envelope will allow for more comfortable occupation of the existing spaces, and therefore open opportunities for expanding existing programs and accommodating more programs and events. These improvements will also increase the value and appeal of the tenant spaces, along with making the upper floor inhabitable/leasable. This offers opportunities to provide more programming, partnering, steady revenue generation, or combinations thereof.

Maintenance, repairs, and selective replacement are required throughout the building in order to make it safe for its intended uses. Again, it will be prudent to conduct the work before conditions deteriorate past the point of being too costly to pursue. Active, full use of the building is advantageous to the building, the community, and GJP's budget. Addressing the recommended scope of work in a comprehensive manner as soon as is reasonable will bring the building back into a normal maintenance and investment cycle similar to that of a new building. This means lower utility and maintenance costs, as well as the ability to effectively plan and budget for future work. These improvements enable the building to host more events and more community programs, while creating more viable space for programming and revenue generation.



Interior stucco damage at interior



Uninsulated exterior walls



Non-accessible restroom

CDBG**i.A.3****USDA****A**

GROWTH Describe the facility's capacity to meet projected growth needs from the completion of construction through the anticipated useful life of the building. Discuss any potential for future expansion, if applicable, or any consideration given to designing for phased construction or incremental expansion of the facility in the future. Provide both the number of current users served by the facility(ies) and the projected number of users to be served by the proposed project upon completion.

GJP's organizational growth is interconnected with the redevelopment of critical downtown properties and their vital role in the community. As GJP's offerings grow, they will contribute more and more to making Whitehall a desirable place to live and stay because of the activities, events, and access to the arts they provide. These things serve to maintain and support Whitehall's "sense of place" in a period of accelerating growth and development. Steadily providing events that bring people together in the heart of downtown creates an anchor for the community. GJP's commitment to engaging citizens and students in staging these events builds community pride and ownership in the sense of place. Likewise, redeveloping the Star Theatre and developing Main Street Green will serve as an achievable and catalytic example of community-focused redevelopment. All of this contributes to a unique sense of place and appealing "Whitehall" identity that will enhance the appeal of the community for citizens and visitors alike.

In the context of this PAR, we are focused on the Star Theatre building and how it can meet current and future needs in a manner that fosters growth and provides flexibility for GJP to grow and adapt

to the needs of the community. This begins with maximizing opportunities presented by what they already have in order to offer more to the community, generate more revenue, and involve more people.

The Star Theatre has significant capacity to accommodate growth within the building itself. Refurbishing and upgrading the theater's auditorium allows for growth of event programming, community programming, and cultivating a wider audience. Upgrading tenant spaces and putting the Upper Level into use will accommodate program growth and/or revenue generation. Utilization of Main Street Green holds significant potential to expand the offerings of both the Star Theatre and Gold Junction Presents. And the ability to partner with the Town of Whitehall and community organizations also has potential to offer programming and events in downtown Whitehall and throughout the community. However, the building does not currently meet the needs of GJP or the Star programs due to lack of storage, accessibility, and performance support spaces. These issues are exacerbated when considering the need to accommodate additional community event programming on the adjacent Main Street Green and throughout the community.



MT Shakespeare In The Parks photo courtesy of Gold Junction Presents



The growth of GJP and the Star revolves around facilitating arts-focused community events. These include kids' programs, live theater, live music, fundraiser events, community festivals, and of course movies. One of the best opportunities for growth is to maximize their great theater space. Upgrading the building envelope, mechanical systems and finishes will allow the building to host more people and programs in a healthier and uplifting fashion. The next step for growth would be to accommodate professional theater and music acts in the existing space. This involves purchase of a demountable stage with lights and audio systems, along with the associated building improvements. Accommodating performances also means providing storage for the stage, storage for sets and costumes, technical equipment areas, back-stage areas, and performer support spaces (restroom, green room, dressing room). Some of these needs can be addressed by finishing and using the underutilized spaces at the wings and behind the movie screen. Putting these existing spaces will have immediate positive impact to GJP's capacity. However, the configuration and size of the spaces will limit growth, as the spaces don't currently meet the basic programmatic. Storage space is particularly lacking. Performances and events held at Main Street Green will also require significant storage and support spaces that add to the building program and/or increase the square footage demands.

The tenant spaces and unused upper level are wonderful opportunities for growth that are "in-hand" and reasonably achievable. Indeed, no work is required immediately on the tenant spaces. So, they can continue to generate revenue as the organization grows, evolves, and grows capacity to integrate those spaces into their programs. In a phased approach, when it's appropriate to expand or improve, those spaces can be upgraded in terms of insulation, mechanical systems, lighting, and accessibility.

Similarly, the upper level can be utilized for either programs or revenue generation. The specific use will affect the scope of work on the building, revenue potential, and/or program expansion. The use of the upper level does not necessarily need to be permanent in a manner similar to the tenant spaces it can evolve in response to the organization's needs.

Phasing of building improvements is a necessary approach due to the capacity limitations of a new organization, current conditions in the construction world, and to allow the spaces to remain flexible to how GJP adapts to meet the needs of the community. Flexibility in how the phases are defined is also important to allow improvements to accommodate the needs of GJP and funding availability at a particular time. Phasing is defined in detail later in this report and is prioritized to first secure the building envelope, then improve accessibility, safety, and health in each part of the building. The ability to generate revenue and expand programming is integrated into each phase of building improvements. In addition, phasing is essential to avoid down-time and disruption of operations for the businesses and performances hosted at the Star.

Need to work on this section w/ GJP:

Number of people now vs after improvements

Improved environment means more community events, more and better performances, community programs

Improved amenities (lights, storage, stage, etc) mean the same

Each stage of growth for GJP and improvement to the Star increases their ability to meet their mission of bringing the community together through the arts and fosters Whitehall's sense of place.

I.B Problem Definition

Identify the planning area and existing or potential location of the facility.

CDBG
i.B
USDA
A/B/D/G

Section 1B Synopsis

Physical Conditions & Environmental Resources

The project's site and the building itself are viable for redevelopment. No obstacles have been identified in terms of zoning, permitting, hazardous materials, floodplains, wetlands, nor any other regulatory or environmental factors. The historic building, its adjacency to Main Street Green, and its presence in downtown Whitehall poise it to be successful and sustainable in becoming a core institution in the community.

Growth | Demographic & Economic Data

Census and State of MT data reveal that while Jefferson County appears to be thriving, conditions in Whitehall do not reflect that. The poverty level is twice that of the County, and the median income is half. It also reveals that only two of the top 15 employers in the County are in Whitehall, and there are very few jobs in the arts/culture/entertainment sector. However, this means there is significant potential for growth of an untapped local resource, and that every dollar, visitor, and job brought into town will have a meaningful impact.

Data show that the population over 65 is growing and under 18 is shrinking, typical of rural Montana. Combined with the economic and placemaking data, the Star and Gold Junction are poised to make a meaningful contribution making Whitehall a more financially, aesthetically, and culturally viable place for young people and families. This means Gold Junction is addressing a primary need in rural communities, as identified by Board member Liz Pullman: "Culture and things to do are the missing link in getting people to stay in Whitehall."

Growth | History

GJP's mission and the redevelopment of the Star Theatre align perfectly with Montana Main Street's preservation-based approach to revitalize downtown historic and commercial districts which aims to help communities "utilize their local assets – historic architecture, cultural and natural resources and heritage, local enterprise, and community pride." The data show each dollar invested is a better value because it creates local jobs, increases property values and tax rolls, and increases civic pride and activity. And each dollar turns over in the community more than investing in new construction. Preservation is a sound investment in the building, the community, and the local economy. And it aligns with GJP's goals to celebrate and foster Whitehall's sense of place.



Growth | Arts, Culture, & Placekeeping

Creative placemaking/placekeeping is vital in rural communities. It has been proven as a viable driver of economic revival, creating an appealing place to live/stay, and steward of community values. By honoring the community's values and needs in helping them determine their physical and cultural environment is as inspiring and motivating as it is good for the economy. Agri/Cultural intersectionality is of fundamental importance to revitalizing a community while maintaining its character, and to creating a sustainable future with a diversified economy with jobs and appealing activities. The Star and GJP have the opportunity and capacity to be the driving force behind creating this powerful force for good in Whitehall, MT.



Conclusions

Whitehall, Montana is a charming western town that has retained its grit and character. But community investment is needed in a variety of ways in order to survive and thrive. Redeveloping the Star Theatre is a multifaceted investment in the community that will have positive impacts on the local economy, the physical environment, maintaining Whitehall's character, and its appeal as a place to live.

Redeveloping the building is reasonable and achievable, with no major roadblocks identified. The building has the potential to allow the programs to grow and flexibly adapt to the needs of the community. The organization and facility are poised to maximize economic growth potential, while still meeting their mission and remaining true to the community.

The data shows clearly that the long-term cultural and economic effects of this project will have a disproportionate positive impact with every child they involve, every visitor they bring to town, every job they create, and everyone they inspire.

The Star Theatre and Gold Junction Presents have the potential to be the keystone for both growth and authentic placekeeping in Whitehall. And indeed that is their mission: "to present the arts in all of its forms to educate, to challenge, and to culturally broaden the experiences available to the people of Whitehall and other rural communities."

The Star Theatre, Gold Junction Presents, and all they bring are needed.

CDBG

LOCATION

i.B.1

Indicate legal and natural boundaries, major obstacles, environmental constraints, etc. using maps, photographs, and sketches of the planning area or alternative sites, as applicable.

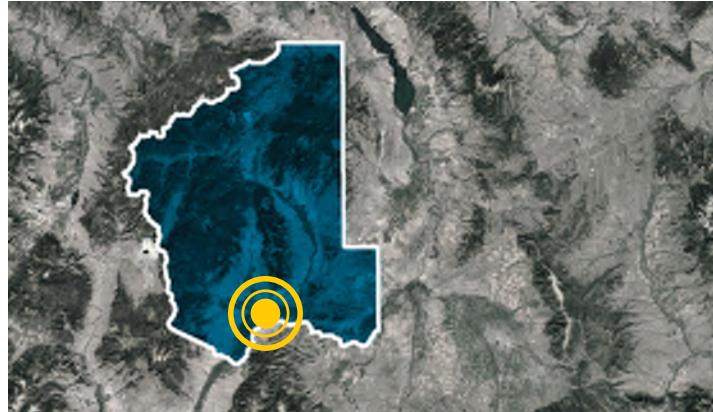
USDA

EXISTING FACILITIES

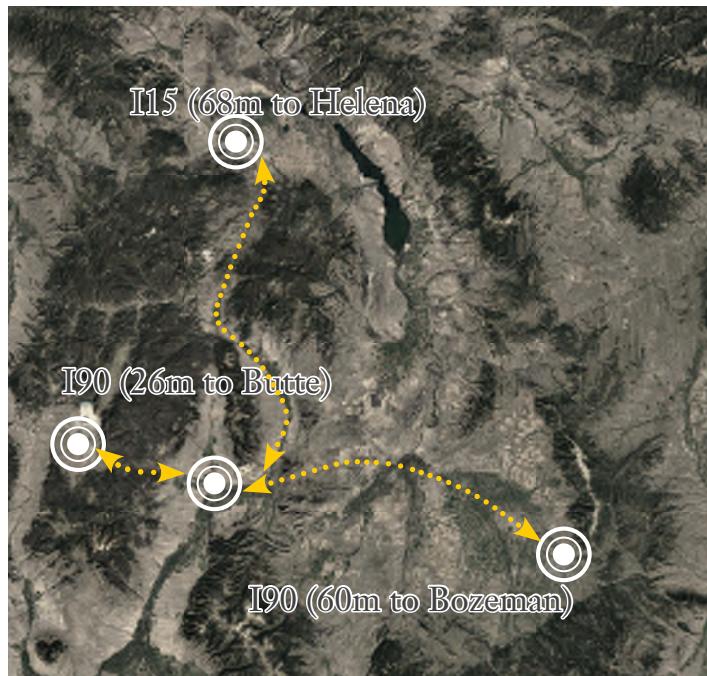
A Describe - condition, adequacy, suitability for continued use and other pertinent information



Jefferson County in Montana



Whitehall in Jefferson County



Project Region



Project Location in Whitehall, MT



Downtown Whitehall

Surroundings & Context

A simple Google Image search of "Whitehall MT" gives a superficial, but telling glimpse at the community. It shows an active rural town with ag and mining industries, appealing history, and access to outdoor recreation. The Star Theatre features prominently in a high percentage of the images, indicating its importance.



All images on this sheet are Google Image screen grabs for reference purposes only

Property Information : Star Theatre

Building Address

25 West Legion Avenue
Whitehall, MT 59759

Legal Description

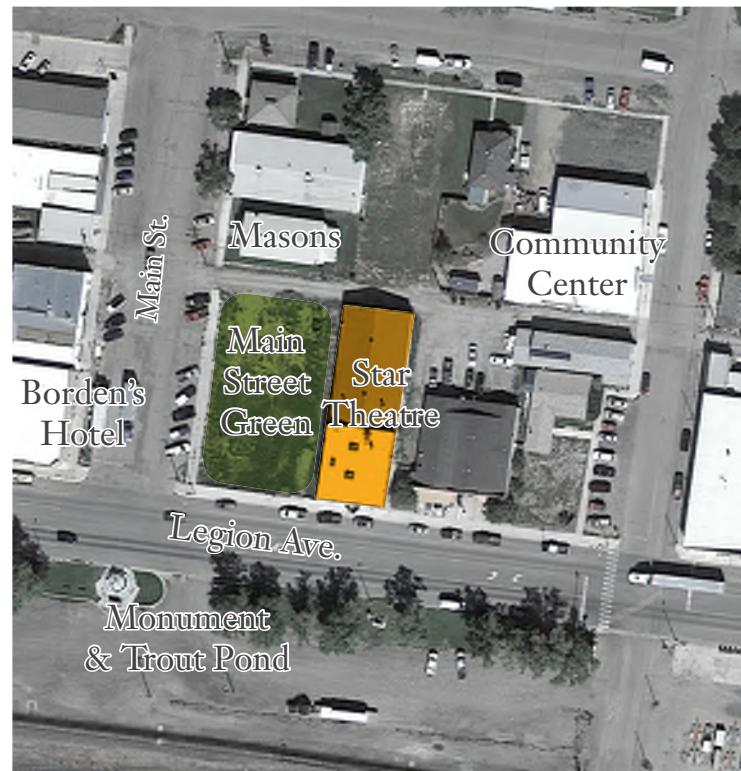
WHITEHALL ORIGINAL TOWNSITE, S04, T01 N, R04 W, BLOCK 1, Lot 4, ACRES 0.172

Geocode

51-0998-04-1-17-05-0000

Site Area

Site Area = 7,500 Sqft (0.172 Acres)
Building Footprint = 7,500 Sqft
Building Area = 11,000 Sqft
 7,500 Sqft Main Level
 550 Sqft Mezzanine
 2,950 Sqft Upper Level



Building Permit

Commercial Building Permits will be required for most work proposed for the Star Theatre. Work is permitted through the State of Montana Department of Labor and Industry - Business Standards Division. It is reasonably assumed that the initial phases of the project will occur under the 2021 International Codes, with State of Montana amendments. Likewise, it is assumed that most work on the building will require licensed professionals to design and stamp the design work. This includes a licensed Architect supported by Structural, Mechanical, and Electrical Engineers as required.

No permits or engineering are anticipated to be required for the proposed work on Main Street Green. However, some landscape structures could be appropriate to involve a Structural Engineer, as could any electrical work.

Development Permit

No development permit is required by the Town of Whitehall for any work to the Star Theatre or Main Street Green. Building additions could potentially trigger a development permit review. And development of a theater on an alternate site would require a development permit. A brief Town Ordinance review is included below, it assumes that any alternate site being considered is new development on a nearby downtown lot.

Zone:	Commercial District	Screening:	Required where abutting residential
Use:	Residential and commercial allowed	Drainage:	Cannot effect adjacent properties
Lot:	50'x150' minimum	Signs:	Size is limited to 200sf
Setbacks:	8' on all sides		
Parking:	Enough offstreet parking to "meet the anticipated parking needs of employees and customers"		

ENVIRONMENTAL RESOURCES PRESENT

Environmental Resources Present - Provide information on the location and significance of important land resources (farmland, range land, forestland, wetlands, and 100 year floodplains, including stream crossings), historic sites, endangered species or critical habitats, etc., using maps, photographs, studies and narrative, as applicable.

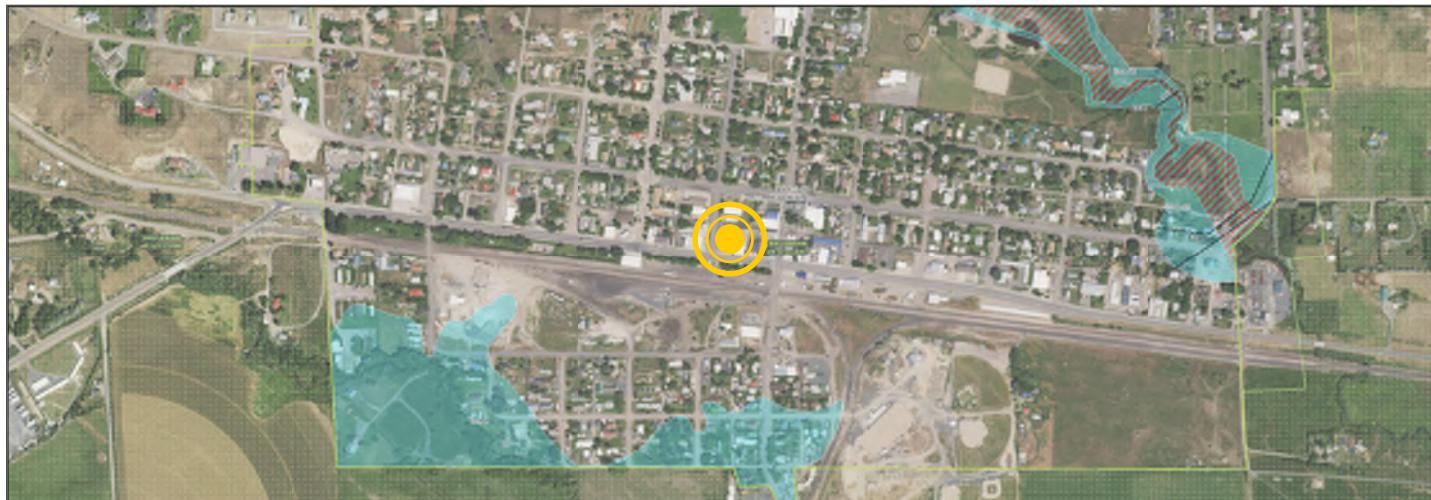
CDBG

i.B
Econ. Dev.

USDA
D/G

No significant environmental resources are negatively affected by redevelopment of the Star Theatre and Main Street Green. As a downtown lot the project has no effect on farmland, range land, forests, or streams. Per FEMA and USFWS maps, the site is not in a designated flood plain or wetland. Per USDA Natural Resources Conservation Services information, it does not appear that the proposed work will alter important habitat for the threatened and endangered species of this region. In terms of historic sites, the building itself is eligible for the National Register of Historic Places and is adjacent to the historic Borden's Hotel and the "trout fountain." As the proposed work is a historic preservation effort and contributes to historic downtown Whitehall, it is reasonably assumed it will positively impact the historic character of the building and community.

Additional measures have been taken in this due diligence process to ensure regulatory compliance and to avoid harm to environmental resources. Please see later sections of this report and the appendices to find letters of support from appropriate State and Federal agencies, an EPA Targeted Brownfields Assessment for hazardous materials, and a Uniform Environmental Checklist.



FEMA Floodplain Map: Project site is in Flood Zone "X" (minimal hazard)



USFWS Wetlands Map: Project site is not in a designated wetland

CDBG**i.B.2****USDA****A**

GROWTH AREAS & PROJECTED POPULATION TRENDS

Identify specific areas of projected, concentrated population growth and relate these to the forecasted growth in the clientele to be served by the proposed project. Provide population projections for the project's planning and service area (and for the persons and/or groups the facility will serve) as well as for the projected design period (i.e., the anticipated useful life of the proposed facility)...

Demographics Findings

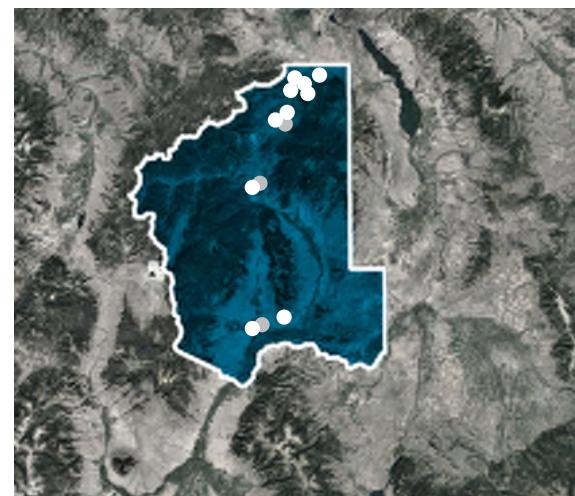
Population in Jefferson County and Whitehall have been growing at a moderate rate for the past decade and current projections indicate a relatively stable population. It is likely that the population will rise at a significantly greater rate due to the pandemic-related influx of people and the higher rate of growth in nearby population centers (Gallatin= 24%, Lewis and Clark= 10%)¹. It appears as if the median age is getting higher on pace with Statewide population trends that make Montana the "grayest State west of the Mississippi."⁵ Data suggests little diversity. And it is worth noting that a full 10% of Jefferson County's population are veterans.

Jefferson County has the highest median income in Montana, as well as one of the lowest percentages of population below the poverty level. However, it is important to understand that the demographics of Jefferson County are swayed heavily by the Helena-based population center at the north end of the County. The sparse information available for Whitehall indicates a median income of approximately \$42,000, which is 40% lower than the County. Similarly, the low-and-moderate-income population, and the percentage of citizens in poverty are both nearly double in Whitehall. When comparing the Whitehall information to the State averages it is evident that the conditions in the community are indeed worse than the typical conditions throughout rural Montana. The lower median income and higher poverty rate demonstrates the significant need for services, education, and jobs in the community.

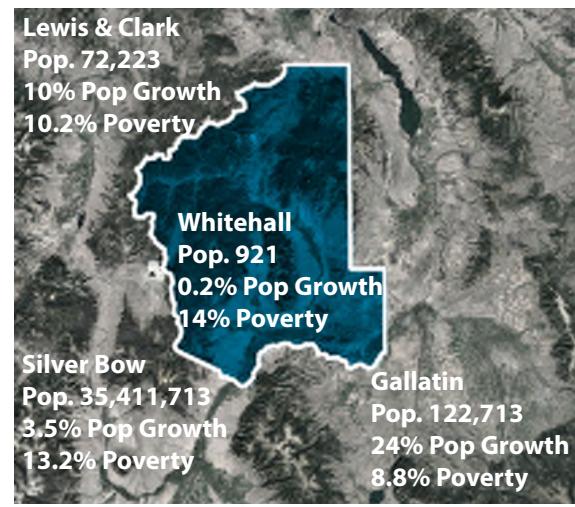
Employment demographics for Jefferson County reveal the unique circumstances of the area, and also potential opportunities. Of roughly 12,000 people in the County there are some 6,000 people in the labor force, and 309 employers offering 2,300 non-agricultural jobs. Slightly more than half of the workforce appears to commute to jobs in nearby Counties. The largest portion of jobs are in construction (306), followed by education/social assistance (298), and accommodation/food service (272). It is noteworthy that arts, entertainment, and recreation account for only 28 jobs combined. Likewise, it is noteworthy that only two of the County's largest employers are based in Whitehall. And it is unusual that two of the top 15 employers are restaurants in Montana City. Agriculture and forestry account for over 500 jobs.



Whitehall & Surrounding Communities



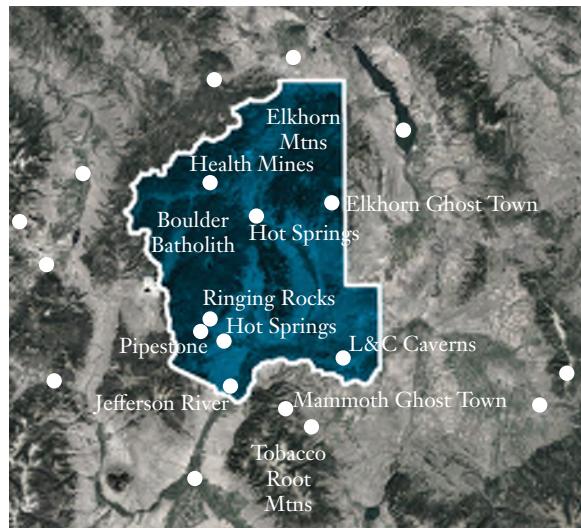
15 Largest Employers



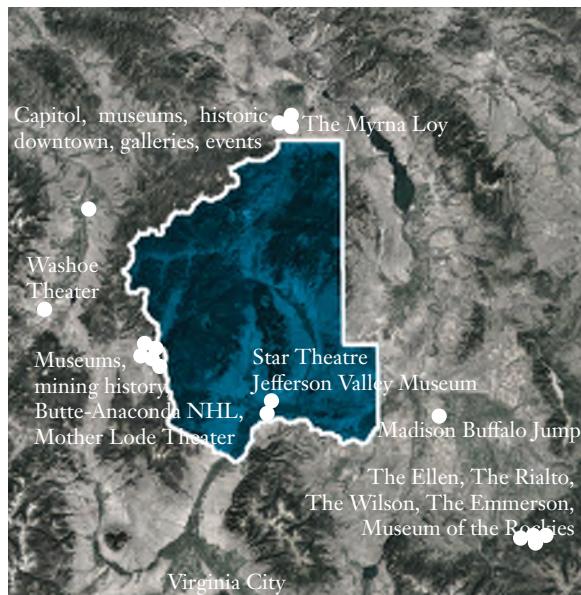
Demographics of neighboring Counties

GROWTH AREAS & PROJECTED POPULATION TRENDS			USDA A/G	CDBG i.B.2
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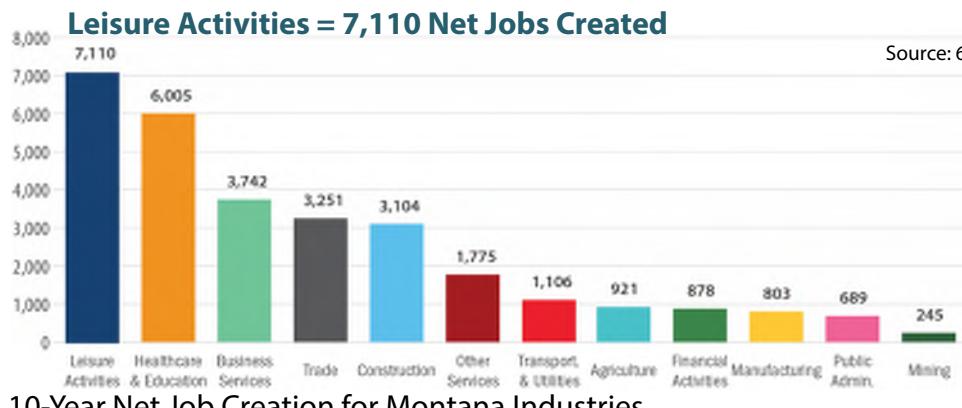
Population ¹			Jefferson County Jobs ^{3,4}	
Montana Pop.	1,104,271	+11.6% (2010-2020) +1.8% (Annual)	Wage Growth	2.5% - 5.1%
Jefferson County Pop.	12,470	+9.3% (2010-2020) +3.2% (Annual)	Total Payroll Jobs	2,373 +/-
Whitehall Pop.	921	+4.5% (2010-2020)	Select Non-Ag Jobs	
J.C. Projected Growth	+0.2% (2030)		Construction	306
MT Pop. Density	6.9/SqMile	+1.5%	Specialty Trades	167
J.C. Pop. Density	6.8/SqMile	"frontier" county	Retail	160
MT % of Pop. Under 18yrs	21.4%	-1.8%	Professional/Business	142
J.C. % of Pop. Under 18yrs	20.4%		Arts/Entertainment/Rec.	51
MT % of Pop. Over 65yrs	19.3%	+0.5%	Accommodation/Food	32
J.C. % of Pop. Over 65yrs	22.2%		Ag/Forestry/Fishing	530 +/-
MT Diversity	88.9% white		"A high percentage of Jefferson County's residents are self-employed and the rate is increasing faster than most other counties in Montana." ⁴	
J.C. Diversity	94.8% white		"Many residents commute into the surrounding communities for work." ⁴	
MT Female Population	49.7%		Jefferson Co. Top Private Employers ²	
J.C. Female Population	49.0%		Whitehall	
J.C. Households	4,484		Grizzly Steel	20-49
Whitehall Households	425		Golden Sunlight Mine	20-49
J.C. Veterans	1,203	10% of total pop.	Partially in Whitehall	
Income & Poverty ^{1,2}			Harlows School Bus Service	20-49
MT Median Household Income	\$54,970	+17%	Liberty Place	20-49
(64.8% of households earn less than \$75,000)			Remainder of County	
J.C. Median Household Income	\$69,646	+13%	Ash Grove Cement	50-99
(53.5% of households earn less than \$75,000)			Elkhorn Health & Rehab.	50-99
Whitehall Median Household Income	\$42,132		Boyd Andrew Com. Services	20-49
J.C. Low & Moderate Income	34.2%		Discovery Kidzone Montessori	20-49
Whitehall LMI	65.4%	-15.3%	Eagle Ambulance Service	20-49
MT Below Poverty Level	13.1%	-1.2%	Jackson Creek Bar and Grill	20-49
J.C. Below Poverty Level	7.8%		Marks Lumber	20-49
Whitehall Below Poverty Level	14%		Montana City Grill and Saloon	20-49
J.C. Labor Force	6,048	48.5% available	1. All demographic data and graphics from publicly available Census data (ceic.mt.gov)	
J.C. Employed	5,886		2. All labor force data from publicly available Local Area Unemployment Statistics (lmi.mt.gov)	
J.C. Unemployment Rate	2.7%		3. Wage comparisons data and graphics from BBER	
			4. Anecdotal information from JLDC (jldcmt.com)	
			5. Helena Independent Record 9/9/19	



Outdoor/Recreation



Arts & Culture



MT Economic Growth Through Tourism & Culture

In spite of volatility and inflation the long-term economic data reveals trends likely to continue in Jefferson County. The economy will remain driven by agriculture, and by Helena-focused construction services. And the two most potentially volatile industries remain construction and mining. The sector with highest projected and potential growth is tourism.

Out of state tourism contributed \$3.14 billion to Montana's economy in 2020, in spite of the Covid-19 pandemic.¹ And in-state tourism contributed around another \$3 billion per year.² Non-residents tourism contributed \$319 million in the Southwest Montana tourism region (which includes Whitehall) alone.³ While arts/culture/entertainment spending are not tracked in the same manner as fuel, hotels, etc., their impact is evident in the surveys that accompany the tourism spending data. The surveys reveal that four of the top six reasons to visit Montana focus on access to nature, and the other two are "history" and "culture."⁴ Cultural sightseeing, historic places, museums, events/festivals, and history were identified among top activities.⁴

Local development and tourism overlap as leisure and outdoor activities create a wide variety of positive impacts. "Recreation counties" in rural areas have lost 1/20th of the population of comparable non-recreation counties.⁵ Rural outdoor recreation serves to "drive varied economic benefits, including short-term support for tourism-related businesses and longer-term support by recruiting new residents who may be business owners, entrepreneurs, or workers, supporting growth in earnings per job across a community."⁵ The recreation and culture sector ("leisure activities") has also accounted for the most jobs created in Montana the past 10 years.⁶

1. University of Montana "2020 Nonresident Visitation, Expenditures & Economic Impact Estimates" Kara Grau

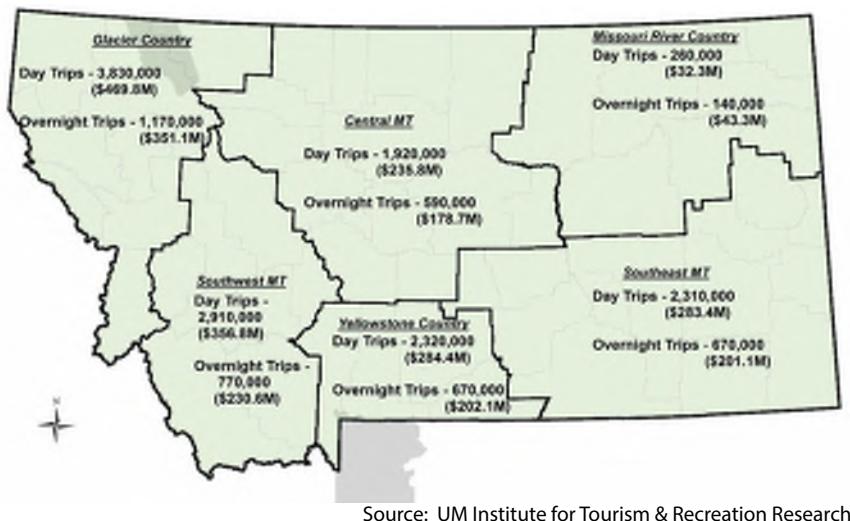
2. University of Montana "Resident Travel in Montana" 2018 Kara Grau, Norma P Nickerson, Jeremy L. Sage, Megan Schultz

3. University of Montana "2020 Economic Contribution of Nonresident Travel Spending in Montana Travel Regions" Kara Grau

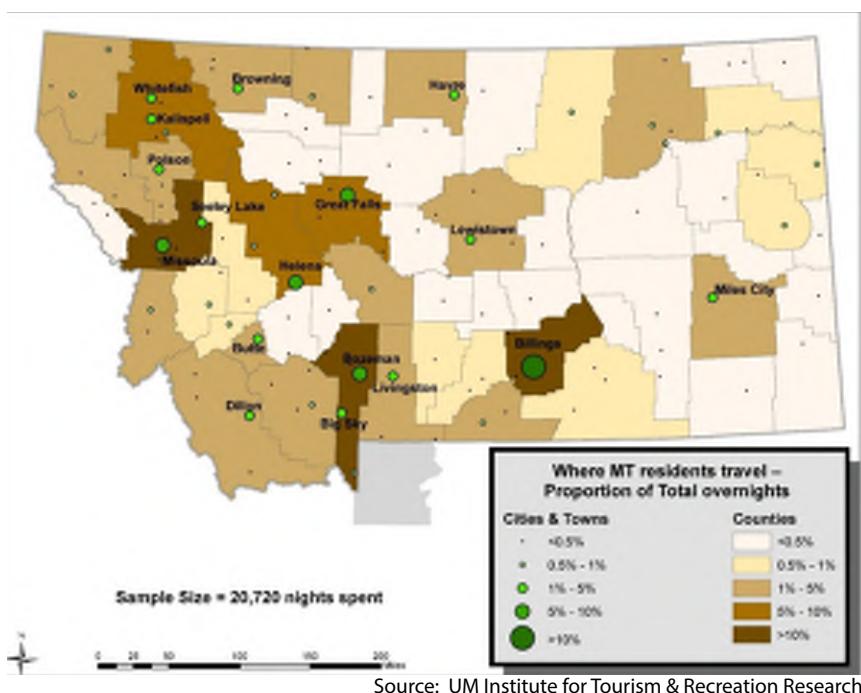
4. University of Montana "Repeat Visitors - Assessing Motivations for Return Visits and the Influence of Previous Visits to Montana" 2020 Norma P. Nickerson, Carter Birmingham, Kara Grau

5. Headwaters Economics "Recreation Counties Attracting New Residents and Higher Incomes" 2019 Headwaters Economics

6. Montana Department of Labor and Industry "What is Montana's Top Industry?" 2019 Christopher Bradley (Graph from report sourced to: "US Census Bureau Quarterly Workforce Indicators (2008-2018)")



Number of resident trips and spending to travel regions, 2017



Where MT travelers sleep

The Montana Office of Tourism has identified unique regions of the State, known as 'Tourism Countries' and provides information to businesses and travelers based on their analysis of opportunities and prioritization of specific activities. This is made most clear in their 'Visit Southwest Montana' guidebook, where the following regional activities were identified for their appeal to in-State and out-of-State travelers:

Scenic Driving
Mining Ghost Towns
State Parks
Dude Ranching
Off-Road Vehicle Adventure

Hot Springs
Rock Hounding
Fishing
Wildlife/Birding
Quilting

Biking & Hiking
Native American Sites & Events
Winter Activities
Breweries & Distilleries
Golf

Community Planning

Long-term community and economic planning efforts for the Whitehall area have outlined a series of goals and steps for their implementation. GJP and the Star Theatre are clearly fundamental pillars to fulfilling the planned visions of the community. And they represent a unique blend of civic improvements, economic development, recreation development, education, the arts, and historic preservation that benefits the community in both broad and deep ways. GJP/Star programs and redevelopment of the Star Theatre are a shining example of the core planning tenet of the area: "...residents' hard work, innovation, and willingness to take risks are what keep rural communities intact and healthy." This, of course, is neatly in-line with GJP's visioning session for this report and their mission.

The regional economic development authority, Headwaters RC&D, developed the "Southwestern Montana Comprehensive Economic Development Strategy 2017-2022" document, which identifies seven key goals for economic development of the region. Only four of the seven goals apply to small organizations. However, GJP and the Star were successful in meeting all four of the applicable goals:

Ensure communities area appealing healthy places to live and work

Strengthen and support the development of vibrant downtowns and Main Streets

Nurture entrepreneurs and small businesses

Enhance and expand workforce development and educational opportunities for residents

The Strategy goes onto identify historic preservation as a key component to vibrant downtowns and maintaining a sense of place and community. Likewise, it emphasizes collaboration in many different ways to attract residents and visitors while broadening what they can all experience in Whitehall. The Strategy places particular emphasis on the importance of "emerging clusters." These are concentrated areas with interconnections to a wide variety of industries and community essentials.

Clusters build momentum, enthusiasm, increased productivity, and creativity amongst their participants and act as a catalyst throughout the community. GJP and the Star represent a microcosm of this broad economic strategy, and this cluster is made stronger/larger when considering the range of activities and partners in the immediate area: Main Street Green, Borden's Hotel, the Whitehall Community Center, and the Senior Center, along with all of the annual community events.

"...residents' hard work, innovation, and willingness to take risks are what keep rural communities intact and healthy."

Source: Headwaters RC&D "Southwestern MT CEDS 2017-2022"

The Whitehall Master Plan (under development at the time of this report) aligns with the Development Strategy, as well as the mission/vision of GJP and the Star. It calls out the Star and Main Street Green by name as essential community resources and downtown anchor/catalyst properties. And similarly mentions GJP's events as core to the identity and feel of the community. Ultimately, its main objective is to increase Whitehall's appeal, prosperity, and livability. They suggest this is accomplished through making the community feel clean and safe, emphasizing the arts and history, maintaining a family-friendly town, and marketing beyond Whitehall. GJP/Star programs and the redevelopment of the theater are currently achieving all of those goals for the community, and will continue to build upon that success as they grow and evolve.



Source: vsouthwestmt.com (photo credit: John Lambing)

This multifaceted community development that appeals to residents and visitors is in line with the Montana Tourism Country vision for development in their Southwest Montana region. This confirms that Whitehall and the Star have assets that are documented to be attractive to visitors and meaningful contributors to the local and regional economy.

Establishing the Star as a destination venue and showcase for movies in Montana fits neatly into the strategic efforts of the Montana Film Commission as well.

The work to redevelop the Star Theatre and the associated events/programming will serve to reinvigorate downtown Whitehall, create educational opportunities, build community ties and traditions, increase activity and safety, and create an economically sustainable and vibrant downtown.. This modest project has the power to meet broader community goals by making Whitehall the dynamic, diverse, active, and appealing place described in all of the long-term planning efforts.

“The Star Theatre is a cultural and historical center for the Town, with its unique programs that enrich the community”

Source: Draft 2022 Whitehall Master Plan (Stahly Engineers)

Economic & Community Growth Through Historic Preservation

Historically, preservation of important buildings and sites has always been practiced on an intuitive level by individuals and governments for both practical and cultural reasons. In the U.S., the historic preservation movement was formalized by the Historic Preservation Act of 1966 as a response to the rapid loss of many important buildings and districts due to the destructive pressures of urban flight to suburbs, interstate highways dividing communities, Urban Renewal, the rise of the automobile, and other societal perceptions. This act of legislation set up a technical framework for preservation and incentives for investment in historic downtowns and buildings.

A variety of different factors are putting pressures on historic buildings in downtowns across Montana: building stock that is 100+ years old, deferred maintenance (or neglect), aging public infrastructure, lack of access to technical expertise, rapid development, lack of investment, and widespread misperceptions on the challenges and expense of addressing older buildings. These factors often mean that preservation is not considered as an option for buildings and downtowns, when it should be the primary option. It should be a primary option not only for connecting us to our past, but for its ability to positively affect local economies through construction dollars, job creation, creating active and attractive commerce zones, developing the heritage tourism industry, and currently unforeseen economic opportunities. While Montana does not specifically track statistics on this topic yet, evidence from around the country and region is showing that our economic sustainability requires preservation, and investing in our downtowns is very efficient.

The common wisdom and much national data suggest that, in general, it can be anticipated that \$1 spent on construction will turn over in a community at least four times. Regardless of number of times turned over, communities can expect a significantly higher return per dollar invested. Economic Development Consultant, Donovan Rypkema, further explains:

“...new construction will be half materials and half labor. Rehabilitation, on the other hand, will be sixty to seventy percent labor with the balance being materials. This labor intensity affects a local economy on two levels. First, we buy an HVAC system from Michigan and lumber from Oregon, but we buy the services of the plumber, the electrician, and the carpenter from across the street. Further, once we buy and hang the sheet rock, the sheet rock doesn’t spend any more money. But the plumber gets a hair cut on the way home, buys groceries, and joins the YMCA - each recirculating that paycheck within the community.”

This means that for every dollar spent on a rehabilitation construction project has 7%-10% more money going directly back into the community, plus the increased amount turning over within the community. Preservation Colorado's 15-year study of economic impacts suggests that preservation projects compare favorably to new construction in terms of both direct and indirect economic impact as well.

Revitalization is a powerful tool for job creation. Jobs are directly created through the construction projects and the businesses that inhabit the buildings. Indirectly, increased spending in the community fosters higher wages and more jobs. Rypkema's national data suggests that 35.4 jobs are created for every \$1million invested in a rehabilitation project, as compared to 30.6 jobs for new construction. Preservation Colorado's data shows job creation nearly equal between rehab/new at around 14 jobs created for every \$1million invested. They also compare this across industries showing that for every \$1million spent in the oil and gas industry results in only 9 jobs. National data from the "Main Street" program also indicates meaningful economic impacts:

“Main Street started as a program for downtowns of small towns. In the last 25 years some 2000 communities in all 50 states have had Main Street programs. Over that time the total amount of public and private reinvestment in those Main Street communities has been \$41 Billion. There have been 78,000 net new businesses created generating nearly 350,000 net new jobs. There have been 187,000 building renovations. Every dollar invested in a local Main Street program leveraged nearly \$26 of other investment. The average cost per job generated - \$2,500 - less than a tenth of what many state economic development programs brag about.”

Every \$1 million spent on historic preservation in Colorado leads to \$1.03 million in additional spending, 14 new jobs, and \$636,700 in increased household income across the state.

Source: Preservation Colorado, "The Benefits of Historic Preservation", 2017

Fostering small businesses is also an efficient investment in job creation and a local economy. Historic districts and other older but not historic building stock in downtown areas are particularly good for supporting and incubating these businesses. Jane Jacobs put it simply in *The Death and Life of Great American Cities*, "As for really new ideas of any kind – no matter how ultimately profitable or otherwise successful some of them might prove to be – there is no leeway for such chancy trial, error and experimentation in the high-overhead economy of new construction. Old ideas can sometimes use new buildings. New ideas must use old buildings." This idea is backed up by the fact that in 2016, 89% of all jobs in the US are from businesses with fewer than 20 people, not large companies. These businesses represent major contribution to job creation, local economies, and are tied inextricably to older buildings.

The efficiency of this investment is multiplied further when considering increases in activity and tourism in a downtown district, the efficiency of using existing infrastructure, and civic efficiency of those working/living downtown having easier access to public amenities like transit, city and social services, etc. Real economic benefits can come from revitalizing blighted or underused buildings or blocks as they stabilize or improve property values, tax roles, civic pride, and positive activity. The same investment continues to become more efficient financially, and more impactful on the community, which multiplies the value of every dollar further.



MT Department of Commerce Photo

Revitalization fosters entire industries, such as the fast-growing heritage tourism industry. As tourism establishes itself as a leading part of Montana's economy many communities are competing to stand out and take advantage of the opportunity. The primary reason for 35% of all nonresident travel is for vacation/recreation. And of the top 32 attractions, 28 are historical sites, which means heritage tourism represents a significant portion of the over \$3.4 billion tourists spent in Montana in 2017 (source: ITRR). Cultivating heritage tourism fosters unique local businesses like Havre Beneath the Streets or the Tour Train in Helena, along with visionary projects like Headframe Spirits in Butte. Vibrant historic downtowns full of activity and character are the key resource for most communities to capitalize on this opportunity and merit prioritized investment.

Downtown districts provide a meaningful economic development opportunity that is both of its place and big in its thinking. Investing in properties to redevelop these districts is a highly efficient use of funding with benefits that reach far beyond the long list of direct and indirect economic benefits.

Growth Through Arts and Culture

Small towns come together around community and arts events. The arts have also long been a core component of successful downtown redevelopment efforts. And it has become evident that arts and events can be the driving force for growth, stability, and creative placemaking (or placekeeping) in rural communities. These factors work together to make an authentic and appealing and viable place to live. In 2018 the National Endowments for the Arts (NEA) and the Michigan State University Extension conducted a study of the arts impact on rural economies and reached the following conclusions:

Rural counties that host performing arts organizations offer larger access to scenic and recreational activities. As individuals partake in the beauty of a concert or show, they'll more than likely want to enjoy the natural and historical beauty surrounding them. In this way, visitors and locals alike will spend more time taking advantage of community activities whether that is museums, historical sites, parks or trails.

Arts organizations promote civic leadership. These organizations thrive on partnership and collaboration with other community members, businesses and organizations, in turn creating a spirit of volunteerism and community involvement. Citizens take it upon themselves to see an organization's success, creating a deeper sense of place.

More jobs are created and retained ... employment opportunities translates to more persons choosing to make a place their home.

Rural arts organizations attract non-local audiences at higher rates than urban arts organizations.^{1,2}

The arts economic impact are vividly apparent in relationships like: White Sulphur Springs and the Red Ants Pants Music Festival, Hobson/Utica and the Montana Bale Trail, as well as Lincoln and Sculpture in the Wild. Last year, Sculpture in the Wild in Lincoln (pop. 1,000 +/-) saw over 30,000 visitors who spent an average of \$92 in the community, totaling around \$2.75million.³ And similar to Red Ants, the revenue generated by GJP will go towards providing programs in the community. These three examples are also examples of communities coming together and collectively working on something fun, interesting, and unique to where they live. They are examples of how introducing outside artists and ideas can benefit the spirit of a rural community along with its economy. The arts, access to nature, and historic resources work together and multiply their respective positive effects.



"It is often said that the arts are food for the soul. In this case, the arts also put food on the table..."

The nonprofit arts sector in Missoula:

\$54million per year industry

\$39million in household income annually

\$4.4million in revenue

Over 1,900 full-time jobs (comparable to UM, Community Medical Center, and St. Patrick Hospital)

Wormfarm Institute Farm/Art DTour

This event "features large-scale art installations, roadside poetry, interpretive signage and "Pasture Performances" across Wisconsin's rural Sauk County. The Wormfarm Institute connects farming, ecology and the arts to enhance both the cultural and economic possibilities of rural communities. It cultivates the creative fertility of rural Wisconsin's artists, farmers and entrepreneurs..."⁵



Of course, Whitehall faces similar questions faced by many rural Montana communities:

- How can we catalyze growth?
- How can we take advantage of the resources we already have?
- How can we take advantage of other regional assets?
- How can we get people to pull off the freeway?
- And how can we get people to move here and/or stay here?

The answer is arts and culture. They give people reasons to stay through creating good jobs, spurring more business to open, improving and guiding city planning, broadening educational offerings, bringing people together, and providing fun activities. Beyond that, the shared experiences in public spaces offered by the arts and events have become increasingly important due to isolation brought on by the Covid-19 pandemic.

The small town of Faulkton, South Dakota has shown the impact of arts in their community. They credit a sophisticated mural project with improving the local economy, inspiring the community, and making it more appealing: "(the mural) encourages youth to make Faulkton a positive place, to take on projects like this to help put us on the map, to get noticed by people from around the state. The hope is that they grow up, move away, and then come back to raise their families."⁴

You need arts in rural America so that the next generation wants to come there and live... If you do not build vibrant, inclusive, diverse places for young people, they're not going to raise their families there. They're simply not. And those communities will wither away.⁶



Rural counties that are home to performing arts organizations experienced population growth three times higher than rural counties that lack performing arts institutions.

Rural counties that house performing arts organizations provide residents with higher incomes (up to \$6,000 higher) than are reported in rural counties that lack performing arts organizations.

Two out of three rural businesses report that arts and entertainment are important for attracting and retaining workers.

Businesses that value the arts are more likely to report an expanding market for their products and services.⁵

1. Michigan State University Extension "Five Ways the Arts Impact Rural Economies" 2018 Andy Hayes
2. National Endowment for the Arts Office of Research and Analysis "Rural Arts, Design, and Innovation in America" 2017 Bonnie Nichols, Operations Research Analyst
3. University of Montana Institute for Tourism and Recreation Research "Blackfoot Pathways: Sculpture in the Wild" 2018 Carter Bermingham, Megan Schultz
4. City of Faulkton, South Dakota "The Impact of Art on a Small Town Economy" 2018 www.faultonsd.com
5. National Governor's Association "Rural Prosperity Through the Arts and Creative Sector - A Rural Action Guide for Governors and States" 2019 Sally Rood, NGA Center for Best Practices
6. Osceola Sentinel-Tribune "Is art the key to saving small towns?" 2021 Tacy Cummings (quoting Charles Fluharty, President and CEO of the Rural Policy Institute, University of Iowa College of Public Health)

v

A Necessity, Not Just a Nicety¹

Creative Placekeeping

The early stages of this project included a visioning session with GJP's Board. The most important takaways focused on the need for GJP and the Star to become the hub for the community working together to foster and maintain their sense of place:

Events/facility/programs need to be authentically "Whitehall,"
Remain a bit gritty and avoid becoming a copy of another town,
The town needs an identity or brand,
A need for leadership,
A need for pride of ownership in the town,
A need for broader and deeper community collaboration,
"Hard work" is a community value to be embraced and honored,
Inclusion of all in the community is needed, and
GJP desires to amplify what it means to say '*hello*' to a neighbor

Their vision dovetails neatly with the NEA's technical building blocks for creative placemaking:

Economic Change: Economic improvements of individuals, institutions or the community, including local business growth, job creation and labor force participation, professional development and training, prevention of displacement, in-migration and tourism.

Physical Change: Physical improvements that occur to the built and natural environment, including beautification and enhancement of the physical environment, new construction and redevelopment (including the arts, culture and public space).

Social Change: Improvements to social relationships; civic engagement; community empowerment; and amplifying community identity, including collective efficacy, social capital, social cohesion and community attachment.

Systems Change: Improvements to community capacity to sustain the integration of the arts, culture and design into strategies for advancing local economic, physical and social outcomes, including partnerships with other sectors, civic and institutional.¹



Faulkton, SD (pop. 1,000):

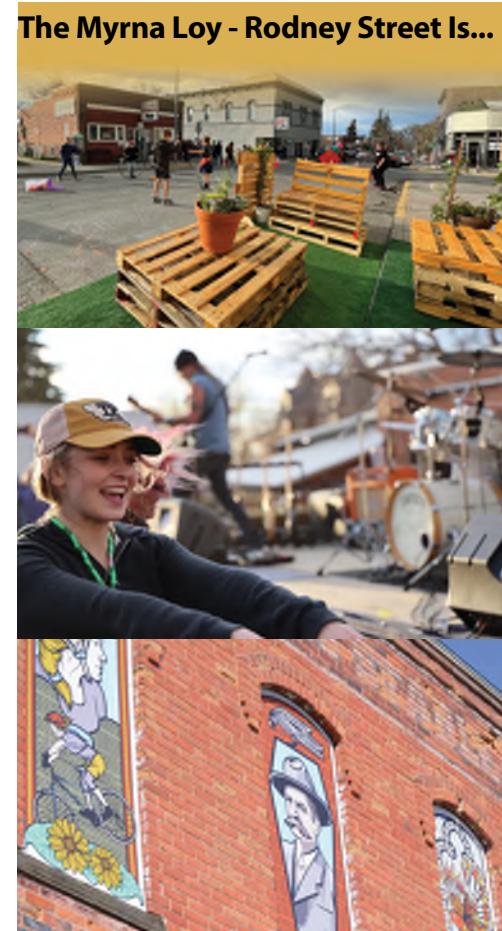
An internationally recognized artist was commissioned to paint a mural on the grain elevator. The process was turned into a community event and live-streamed, along with a documentary and coffee-table book. Local business owners and the museum estimate that the number of visitors has tripled. And residents point to the mural as a source of pride, inspiration, and joy.

The mural is seen as a long-term investment in the community. An investment that has made the community thrive, rather than dwindle or simply survive. They are thriving because "...individuals continually donate time and money to make things like this happen. It sparks hope and vision as far as what can happen in small communities."²

Although there is widespread agreement on the value of the arts, the key to succeeding as a community asset is remaining authentic and true to the community. This sentiment goes hand-in-glove with the rural ethic of making the most of what one has, and the aversion to changes from outside forces. And indeed places like Whitehall already have grit, character, and beauty to be proud of. So, placemaking efforts must include meaningful community involvement along with a spirit of “placekeeping.” And this is more of a long-term process than a specific action. It means a commitment to helping citizens define their environment in a hopeful manner.

This process is beautifully exemplified by the Myrna Loy’s “Rodney Street Is...” project. They began with surveying their neighbors what they treasured and what they wanted to improve in the neighborhood. This has led to transforming the unused 100-yr old Livery Building by replacing the boarded-up openings with vibrant paintings by local artists. Along with the installation of artistic benches, planters, and public art to improve walkability and livability. These simple and subtle interventions have improved the neighborhood because they stemmed from meeting needs expressed by neighbors in a manner that highlights the colorful neighborhood’s character, rather than changing it.

Interestingly, this process displays that meeting an arts mission, honoring a community’s needs and character, and good business are not mutually exclusive. The National Governor’s Association Rural Prosperity Through the Arts and Creative Sector document states “arts-based economic development builds on a community’s authentic traditions and homegrown assets rather than imported solutions that may not be a good fit. This approach reduces startup costs and increases the likelihood of sustainable success.”



1. National Governor's Association "Rural Prosperity Through the Arts and Creative Sector - A Rural Action Guide for Governors and States" 2019 Sally Rood, NGA Center for Best Practices
2. City of Faulkton, South Dakota "The Impact of Art on a Small Town Economy" 2018 www.faultonstd.com
3. DailyYonder "How Four Rural Towns are Building Vibrant Communities Through the Tools of Creative Placemaking" 2021 Kim Kobersmith dailyyonder.com

“Creative Placekeeping is a thoughtful and intentional reimagining of shared spaces in the natural and built environment. Led by artists and culture bearers, it’s aimed at adapting to changing conditions and opportunities in a way that unpacks and honors the shared memories imbued into those environments.”

As this PAR focuses on an existing building and the report is constructed to address multiple PAR formats, some information requested appears to be redundant. Because this information is included out of sequence, this sheet clarifies that the required information is provided and directs reviewers to its location.

ii.B Regulatory Compliance

Code: A comprehensive International Existing Building Code (IEBC) analysis is included in this report as [Appendix XX](#). Code ramifications to Alternates are synopsized and included as relevant with the Alternates. Code limitations are also addressed in [Section i.B.1 \(page X\)](#). In short, the IEBC does not prohibit GJP from any of their possible alternates. The selected scope of work could trigger mandatory accessibility upgrades, but nothing beyond what they plan in a phased approach. How the Upper Level is used affects the required scope of work and could trigger structural improvements. These ramifications are addressed in the Alternate selection, cost estimates, and in the Structural Assessment. Work requiring permits will be permitted and inspected through the State of Montana Building and Commercial Measurements Bureau.

Zoning: A zoning permit is not required by the Town of Whitehall. Should an addition be required in the selected Alternate, a zoning permit would be required. The building is permitted in its zone, no special processes or variances are required, and no major issues have been identified. [See Section i.B.1 \(page X\)](#).

Hazardous Materials: A Targeted Brownfields Assessment was granted as part of this report. Both a Phase I and Phase II report were conducted. The full reports are included as [Appendix XX](#), and abatement/mitigation is included in the cost estimates. Hazardous materials are not a deciding factor in Alternate selection.

Accessibility: Accessibility is of fundamental importance. It is evaluated in the conditions assessment. Associated improvements are included as required in all alternates, and they are reflected in the cost estimates. [See Appendix XX and Section i.C.2 \(page X\)](#).

Other Requirements: No other obstacles to redevelopment were identified in the due diligence process. And no harm to the environment, wildlife, etc. is associated with redevelopment. [See Sections i.B1 \(and i.B Econ. Dev.\)](#).

ii.C Land Acquisition Issues

No land acquisition issues are expected. At the time of this report GJP is finalizing negotiations to purchase the Star Theatre building. Along with setting up the appropriate legal and accounting framework. Land acquisition issues related to purchasing other buildings or raw land are considered in the report, but not examined in-depth as those options do not meet GJP's mission. The costs of purchasing the building are accounted for in the O/M cost projections.

ii.D Environmental Considerations

Environmental considerations were not identified as obstacles to redevelopment nor as deciding factors in Alternates.

ii.D.1 A Uniform Environmental Checklist is included in this report as [Appendix XX](#). No problems are identified.

ii.D.2 No adverse affects to environmental resources have been identified. This has been confirmed with relevant regulatory and mapping information. [See Section i.B1 \(and i.B Econ. Dev.\)](#). No mitigation of adversely affected environmental resources is required. In terms of construction, mitigation/abatement of lead-based paint and asbestos is required, intended, and included in the cost estimates of all Alternates. [See Appendix XX \(Phase I and Phase II reports\)](#).

ii.D.3 Correspondence per the Uniform Environmental Checklist is provided in [Appendix XX](#). (MT Department of Environmental Quality, MT Department of Fish Wildlife and Parks, MT Department of Natural Resources and Conservation, US Fish and Wildlife Service, US Army Corps of Engineers, and the MT State Historic Preservation Office).

Section 1C Synopsis

This section examines the history of the building and assesses the existing conditions. Chere Jiusto, (Executive Director of Preserve Montana, conducted extensive historic research and prepared a "Montana Historic Property Record" report. This document was submitted to the State Historic Preservation Office and received a "Determination of Eligibility" which means the building is eligible for the National Register of Historic Places. In addition, this determination formally acknowledges that the Chapter 12 of the International Existing Building applies. The historic research is synopsized in Section i.C.1, and full documentation is included as [Appendix XX](#).

The building was assessed by a team of professionals including:

Architect - Dustin Kalanick, AIA, NCARB, LEED AP BD+C, MT/CO/NE - DKAL

Structural Engineer - Risa Bavenga, PE - DCI Engineers

Mechanical Engineer - Julie Aldegarie, PE - Western Montana Engineering

Electrical Engineer - Julie Aldegarie, PE - Western Montana Engineering

Preservation Experts - Chere Jiusto (Executive Director) and Mary Webb (Restoration Carpenter) - Preserve Montana

Theater Consultant - Matt McCarren - Rabbit Hole Scenographic Designs

The building has exhaustively examined and documented by this specialized design team. The findings are synopsized in Section i.C.2, with further information Sections i.A.1, i.A.2, and i.A.3. And of course, professional guidance shaped the Alternates, the proposed design, and the cost estimates. The full conditions assessment and engineering reports are included as [Appendices XX, XX, and XX](#).

Conclusions From Conditions Assessment

The Star Theatre is a valuable historic resource to the community of Whitehall. In addition to a beautiful facade and distinction as perhaps Montana's oldest movie theater in continuous use, it is a defining feature of downtown Whitehall. Appropriate preservation will serve to keep the building in service, contribute to the appeal of the town, and spur economic development. Eligibility for the National Register is advantageous to meeting GJP's mission as well as how the IEBC is interpreted.

The building is sound and viable for redevelopment, but it does need work to remain so. All pathologies are able to be readily addressed with common construction techniques. The most significant issue to overcome is 'rising damp' causing masonry deterioration at the base of the exterior walls. Accessibility issues and code-related improvements can be reasonably accomplished in a wholesale building renovation or in a phased approach. Likewise, the few areas requiring sensitive preservation can be phased. Proper preservation does not limit GJP's options for building use(s), nor create any technical or cost issues affecting the feasibility of redevelopment.

This is a building worthy of investing in because of its condition and history. And investing in this project is an investment in the community.

The Star Theatre was built around 1901, destroyed by fire and rebuilt in 1913. A major fire in downtown Whitehall in 2009 also damaged and threatened the building. But it survived in sound condition with much of its historic character intact. The brick facades and building form remain unchanged from the original, with only minor aesthetic modifications. The theater lobby and theater configurations remain intact, with some modern finishes added.

The building has been thoroughly examined and researched by the experts from Preserve Montana (PMT). Their report indicates that the building maintains its historic integrity and is historically significant. Excerpts from their report are featured here, and the full report is included as [Appendix XX](#).

PMT describes the theater's arc through history:

“...109 years later, the Star Theatre has survived, while other major buildings were lost. As a result, the theater today stands out as one of the most important historic buildings remaining in the heart of Whitehall, and one of Montana’s oldest, longest-running theaters. In recent years, successful fundraising efforts have led to improvements such as new digital projection equipment, upgraded seating, and a new screen. These improvements have benefitted consumer experiences and boosted business.”

STAR THEATRE HISTORICAL CHRONOLOGY

1901 Harold Huber's building w cigar store on SE corner of lots first shows on Sanborns

1907 Huber's building w confectionery and bowling alley added at rear depicted on Sanborns

1913 Fire destroys the property and numerous buildings on the block

1914 The newly built Huber Hall reopens – a brick commercial building with a movie house at the rear

1925 Yellowstone Theatre advertised for sale – remains Yellowstone Theatre into early 1930s

1952 Melvin Slater running the Jefferson Theatre

1960 Jefferson Theatre, Farmers Home Admin also in the building

1959 Theater purchased by Harold and Eunice Hansen

1994 Star Theater closed following Harold's death, and building sold to Mike and Wanda Freeman; contents auctioned off. Plans to make mini-mall upstairs with theater space as a youth center

1998 Kerry and Karen Sacry purchase and reopen the Star Theatre

2009 Fire in March destroys 5 buildings and damages 9 others, including the Star Theatre

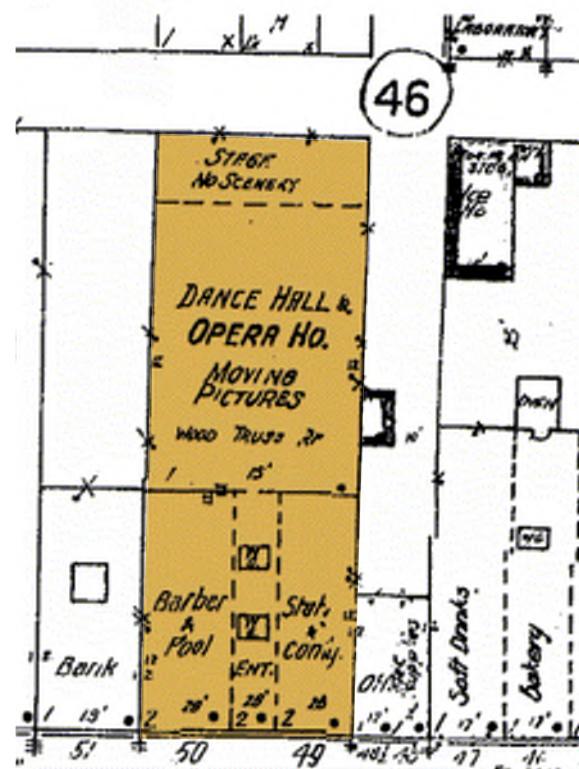
2013 New Digital Projection Equipment installed with support of community.

2022 Star Theatre remains in operation

Statement of Significance (from PMT report)

The Star Theatre, as it has been known for the past 60 years, was known for a few early years as Huber Hall, named for its owner and early Whitehall businessman, Harry H. Huber. This brick building with its two storefronts and 300-seat auditorium is significant on the statewide level under Criterion C, as a well-preserved early 20th century small town movie house, considered to be Montana's oldest movie theater still in use. With the exception of a short period of 4 years when it was closed in the 1990s, it has been in continuous use for the past 109 years. Its design is simple and it is one of the very few with that long-term association that continues to function.

The theater is also significant under Criterion A for its associations with early town settlement history. Built by Harry H. Huber, the building was the most substantial to be built in 1913, following a major fire that year that destroyed a significant part of the downtown commercial district. Its solid architecture anchored the downtown as it was rebuilt and the building has functioned as an center of entertainment for over a century since. Further, it has provided a large space for community meetings and events throughout its history, hosting benefits for organizations and flood victims, meeting space for civic groups, and youth activities. All of which reinforce the fabric of community in this rural town.

**Sanborn Map - June 1914**

Showing theater in historic configuration, which remains today. Note buildings on either side are now missing



Downtown Whitehall (photo labeled as 1910, research indicates construction in 1913)



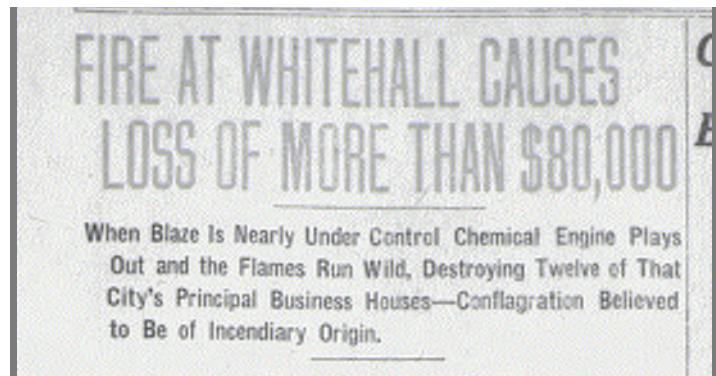
Detail of photo above, Star Theatre shown in detail

Building History (from PMT report)

(Behind the original building) in 1907, extending to the rear along the east half of the lots, was a long, rectangular space labeled a bowling alley. From newspaper ads in the day, the building served as a multi-purpose space, where bowling season was popular in fall, and at other times housed a pool hall, and J.M. Covert's harness and shoe shop. The 1914 map depicts the property in its current configuration, with an Opera House, and confectionary and shop at the front.

The Sanborn Fire Insurance Maps for the town of Whitehall enable us to trace the evolution of this building, showing first one, and then two, small buildings standing apart on the front of this property. Between 1897, a single story shop labeled as a cigar store was built on the southeast corner of the property. By 1907, a long rectangular addition had been made at the rear that housed a bowling alley, with a confectionery and stationery store by then occupying the store at front. The other side of the lot included a saloon and ice house. A suspected arson fire in 1913 damaged this property along with 21 others in the worst fire of the era in Whitehall; 12 buildings were lost and a total of \$80,000 in damages was reported throughout the downtown. Among 22 businesses that suffered losses, the newspaper listed: H.H. Huber, confectionery store and moving picture show, \$1,500.

The building was repaired by the following year and in rebuilding it was widened to encompass the two storefronts facing onto Legion Ave, while the movie house portion of the building was widened to take up the full width and length of the property to the alley, and held a stage at the rear (north).



Butte Miner (newspaper), Sept. 30 1913



Whitehall 1914 (second building from left)



History (selections from PMT report)

The community of Whitehall has recovered from two devastating downtown fires almost a century apart, in 1913 and 2009. The 1913 fire broke out in the early hours of September 29 in Whitehall's Clinton & Co, a two story brick building on Railroad Ave. The fire was suspected to be arson-caused as it was the third fire in a year and a half. Firefighters worked to get the blaze under control, but when the solution in the chemical fire engine ran dry, the fire rekindled.

...
In all, 12 buildings were lost and others damaged. While the fire progressed some proprietors, including Huber, managed to move the contents out of their businesses ahead of the fire and saved them. Huber was later remembered, as they moved the stock and furnishings out and across the street, to have laughed and said "he lost more candy to the kids than to the fire." Total losses were estimated at \$80,000, a \$2.3Million dollar value today. Huber & Lepp lost a building they owned jointly valued at \$3,000, and Louis F. Lepp lost a modest \$500 building. One of the losses was the building on this property, Huber's Confectionery and Moving picture show, valued at \$1,500.

Huber and others in the community set about rebuilding immediately that fall, and in December of the year, the newspaper reported on "four large buildings of the very best materials" under completion in Whitehall.

H.H. Huber's was the largest, "one part of which he will occupy with his business, the other half will be used by George Barnes for a barber shop. In the same place will be an opera house with ample seating capacity.

Originally called Huber Hall or the Huber Theater, the building was a substantial building occupying the full city lot. With storefronts facing what is now Legion Ave, and offices and Whitehall's first library upstairs, the building was the heartbeat of the downtown district. With the advent of motion pictures, the hall became a theater. As the primary cultural venue in town, the theater hosted community gatherings from banquets and dances to community plays and town meetings. Across the years it bolstered local business and served generations of Whitehall residents.



Conditions Analysis Exists Throughout Report

Deficient or problematic conditions are described throughout Section 1 of this PAR. In particular, accessibility/egress, building envelope/structure, indoor environment, and O/M concerns are covered in Section i.A.1 and i.A.2. And thorough assessments from the Architect, Structural Engineer, Mechanical Engineer, and Electrical Engineer are included as [Appendices X, X, X, and X](#). Hazardous materials are addressed in Section i.A.1 and [Appendix XX](#). These pages are intended as a brief synopsis. The full extent of the analysis has been integrated into all recommendations, proposed scopes of work, cost estimates, and code analysis.

General Description of Conditions

The design team has examined the building throughout. Code and accessibility deficiencies were observed. As were structural issues related to masonry deterioration at the base of the exterior walls, and overstressed wood framing. Isolated issues, such as damage from a small fire in the basement were similarly documented. Many of the building's ailments and/or deficiencies stem from a combination of issues typical of a building of this age, and from several missed cycles of deferred maintenance. All issues observed are readily addressed. However, certain work is prioritized due to deterioration, potential for new or accelerating deterioration, and/or its effect on other associated scopes of work. Prioritized work and work which ripples through other scopes heavily define the proposed phasing and alternates. Likewise, levels of alteration per the IEBC guides which building/accessibility/egress improvements are required and appropriate with each phase.

While the Star is in generally good condition and appropriate to redevelop, it needs some care and repair. Some of it urgently. Foremost among these issues are mitigating masonry damage from rising damp and providing accessible entry/egress from the theater. The next tier of prioritized work was revealed to be things like an accessible route into the building, mechanical/ventilation systems, and the building's thermal envelope. There is significantly more work required for a fully accessible, compliant, and rehabilitated building, but that work is a combination of the Owner's preferences, planned phasing, and Code-related work triggered at each phase.



Brick/stucco/accessibility issues at theater exit



Insulation/venting/framing issues in attic



Tenant space

Deficiency Synopsis by Space

Building Envelope

- Masonry at front is good, deteriorated base and parapets at all other sides (unprotected parapet, rising damp)
- Negative drainage at east, north and west sides
- Stucco over brick has failed throughout
- Main Entries/Exits are not accessible
- Windows and storefront in good to fair condition. Remaining doors all in poor condition

Attic and Roof

- Attic is unconditioned, open to outside, open to interior
- Attic trusses require structural improvements
- Low-slope roof at 2-story area is a membrane (likely TPO) that is relatively new and in good condition. Significant issues were observed at the parapet, skylights, and seams that appear to be holding standing water and/or causing leaks.
- The metal roofing on the steep roof over the theater is relatively new and in good condition. Flashing and waterproofing details around the roof perimeter are improper and are likely to leak.
- Many unused penetrations exist throughout both roofs. These are the sources of active and potential water leaks.

Crawlspace

- Wood framing improvements per Structural Engineer

Theater-Related Spaces

- Restrooms not accessible
- Front-of-house support spaces need basic repairs/finishes
- Theater ramps noncompliant and exiting not accessible (therefore inadequate exiting)
- Finish deterioration throughout
- Theater rake described as too shallow for sight lines
- Water damage in Theater from fires in adjacent buildings
- Backstage spaces effectively unfinished
- Uninsulated space (thermal extremes described)
- Inadequate ventilation throughout

Tenant Spaces

- Both spaces not accessible
- No work required until Owner chooses to renovate
- Inadequate ventilation

Upper Levels

- Not accessible (only required to be w/ certain uses)
- Primarily finish work required
- Bathroom in poor condition, requires full renovation
- Historic water damage observed at skylights



Concessions stand and Mens' Room



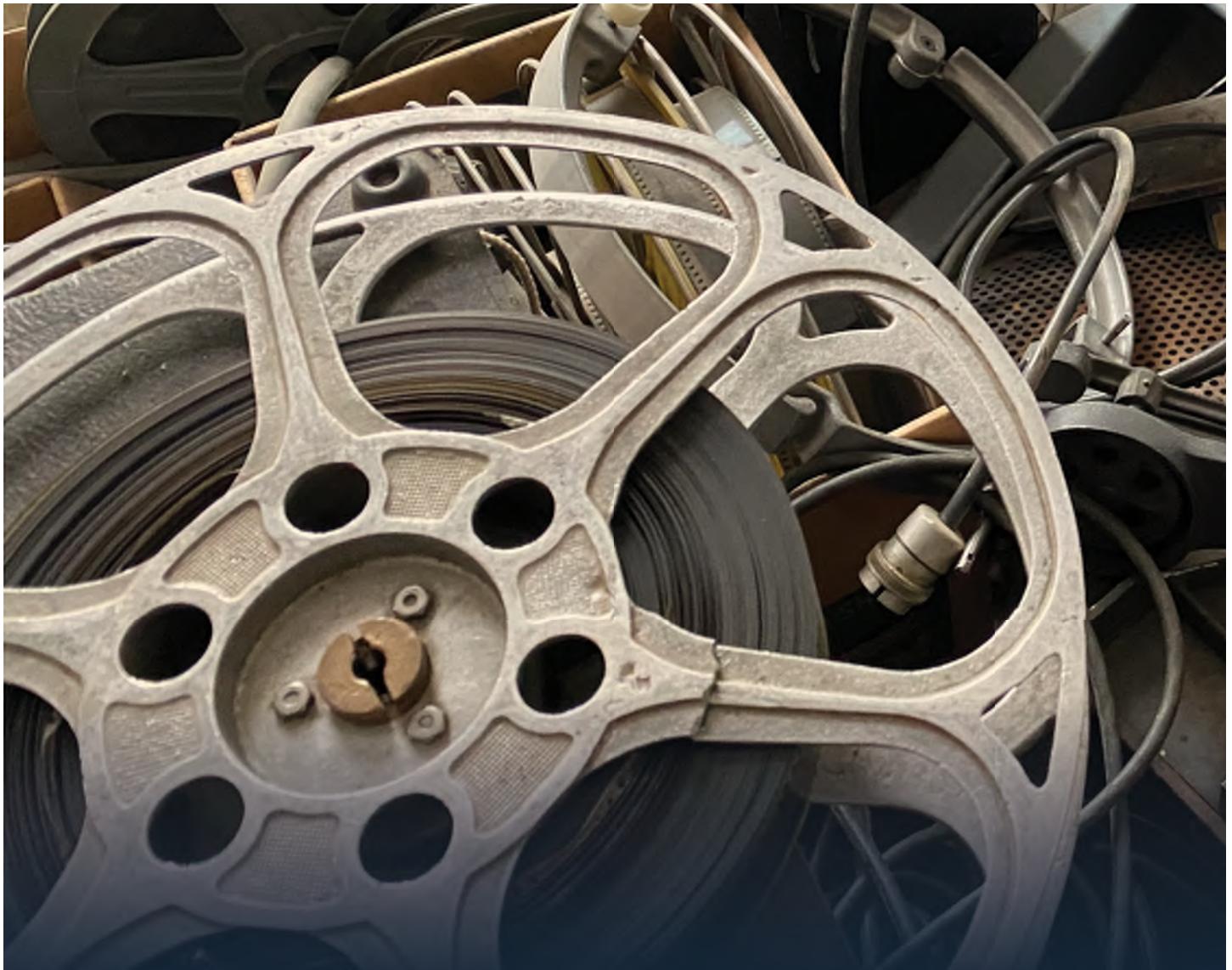
Entering the Theater



Upper Level (mix of good finishes and damage)

final synopsis of consultant reports:
mech/elect
struct
theater
preservation

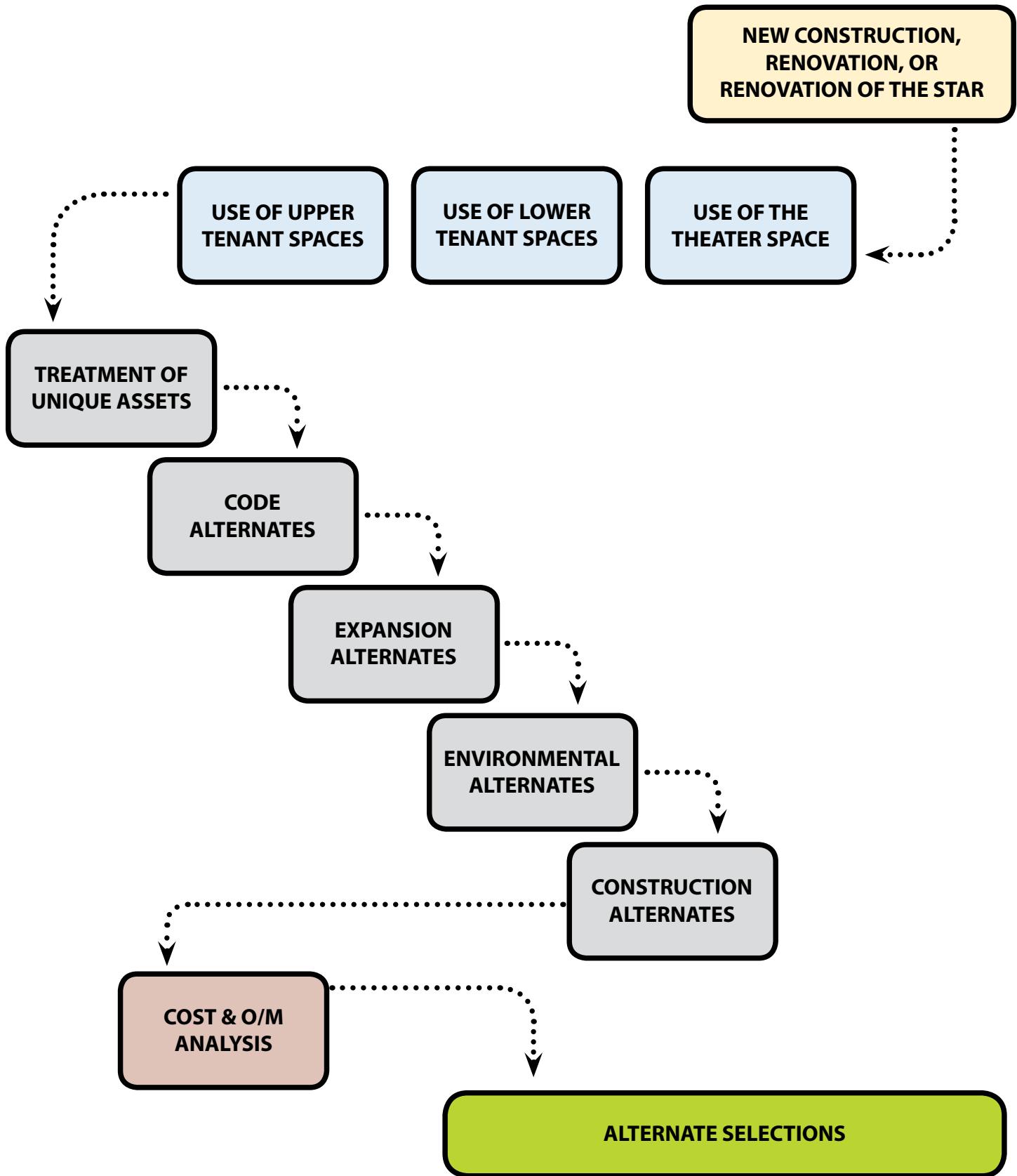
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Section 2

Alternative Analysis

Gold Junction Presents Alternative Evaluation Process



Gold Junction Presents Priorities/Strategy For Alternative Identification & Evaluation

Due to the nature of redeveloping this unique building “Alternative Analysis” and “Alternative Selection” followed a more organic and building/organization specific process. That is, the GJP Board was not simply presented with floor plan options A, B, and C to select from. A series of smaller decisions (alternates) were discussed, then the next set of decisions built from that place, and so on.

Each decision was weighed heavily and informed by a complex series of factors: cost, technical feasibility, timeline, relevance to the mission and vision, positive impact to the mission and vision, urgency to the building, urgency to the organization, revenue generation potential, timeline to revenue generation potential, community benefits, facilitation of existing programs/events, etc. Through this process a clear vision emerged for prioritized decision-making, redeveloping the building, and moving the organization forward.

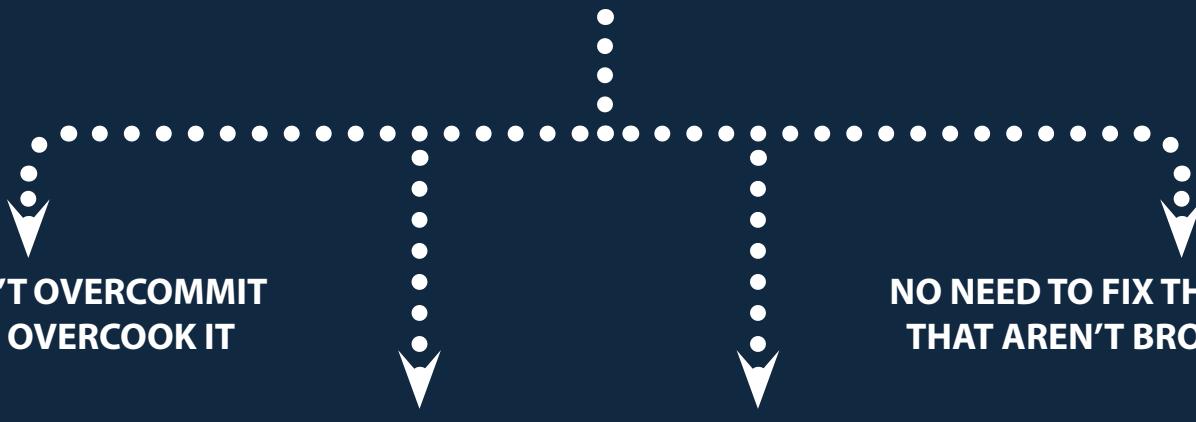
Flexibility and adaptability were resonant themes from the GJP Board throughout the visioning sessions and alternate discussions. These priorities address their desire to grow with the community and meet its needs. Likewise, it allows the newly formed nonprofit

to grow into itself without being restrained. And it recognizes the realities that a major overhaul of the building in one phase (and the associated capital campaign) is unlikely, and that a commitment to full redevelopment in one shot pins the organization and programs into an inflexible position.

GJP and the Star have a series of unique assets for the organization and redevelopment of the building. That is, there are occupied tenant spaces on Legion Avenue that can continue to contribute to the community by keeping downtown storefronts occupied, while generating monthly revenue while long-term plans come together for GJP. Likewise, the Upper Level can readily be made leasable in a similar manner. This not only contributes to organization stability, but it allows them to be flexible in how and when they develop those spaces. It also allows them to be selective about who occupies those spaces, how it affects the community, and how it furthers their mission.

Additional unique assets of the building’s presence downtown, capacity for public art, and integration with Main Street Green are considered in similar terms to the technical building design considerations.

PRIORITIZE FLEXIBILITY & ADAPTABILITY



a1-New Building

(Not Viable)

New construction does not meet GJP's mission of restoring the Star Theatre, but the alternate was examined to appropriately vet all possible options. Very little developable real estate is available in the Whitehall area, and the viable lots are not located near the heart of the community. Based solely on location of available lots, raw land development does not allow GJP to fully meet their mission and anchor the community. In addition, upfront land and development costs appear insurmountable to the newly formed organization, and do not lend themselves to phased development. The most recent comparable facility would be the Lyric Cinema Café in Fort Collins, CO, which was built with very modest construction and finishes in 2018 for \$2.7million (an amount likely doubled if built in 2022). Similarly problematic is the notion of demolishing the Star and building new on the same site.

Demolition and hazardous material remediation would add to the already infeasible costs, diminish the historic character of downtown, and technical development issues (such as off-street parking) would limit the amount of building/programs able to be placed on the site. Demolishing the building and selling the lot would be financially unwise as the cost of demolition exceeds the price of the lot.



Lyric Cinema Cafe (\$2.7million in 2018)



Available lots on outskirts of Whitehall

a2-Redevelop the Star Theatre

(Viable)

The Star building offers the opportunity to phase construction (exterior, theater, lobby, tenant spaces, etc.) to accommodate organizational growth and capacity, while allowing main and upper level tenant spaces to continually generate revenue. This flexibility also allows GJP to develop those spaces to better meet their mission or the needs of the community at the appropriate time. Being an existing building with a theater use affords for less intensive scopes of construction per the building Codes. It appears the best fit for their mission, organizational capacity, and vision for the future.



The Star Theatre

EXISTING BUILDING(S) VS. NEW CONSTRUCTION ALTERNATES

IF PROPOSING REHABILITATION OR ALTERATION OF EXISTING BUILDINGS - Describe existing buildings within the community that could be modified or rehabilitated to accommodate the proposed facility or need.

USDA

C/D

CDBG

ii.A.1/2

& ii.C

a3-Redevelop Alternate Building (Not Viable)

Redeveloping an alternate building in Whitehall is not a viable option for Gold Junction Presents. It's neither practical nor aligned with their mission, which includes preserving and enhancing the historic Star Theatre as one of its core tenets. Nonetheless, alternate solutions were earnestly examined. The closest comparable building for sale is a block away in downtown Whitehall. It is of similar condition and vintage. However, its 3,000sf footprint cannot accommodate GJP's programmatic needs. Its configuration and current use suggest that major building upgrades would be required by the Code as a "change of use," if redesign was even technically possible. An overall upgrade and change of use precludes a phased approach and ongoing revenue generation during redevelopment. Extensive upgrades and reconfiguration combine to create a poor investment, which is made worse by when adding a \$800,000 purchase price. Redeveloping an alternate existing building in downtown Whitehall does not appear to be technically or financially feasible.



Available 6,000sf downtown building (\$800k)



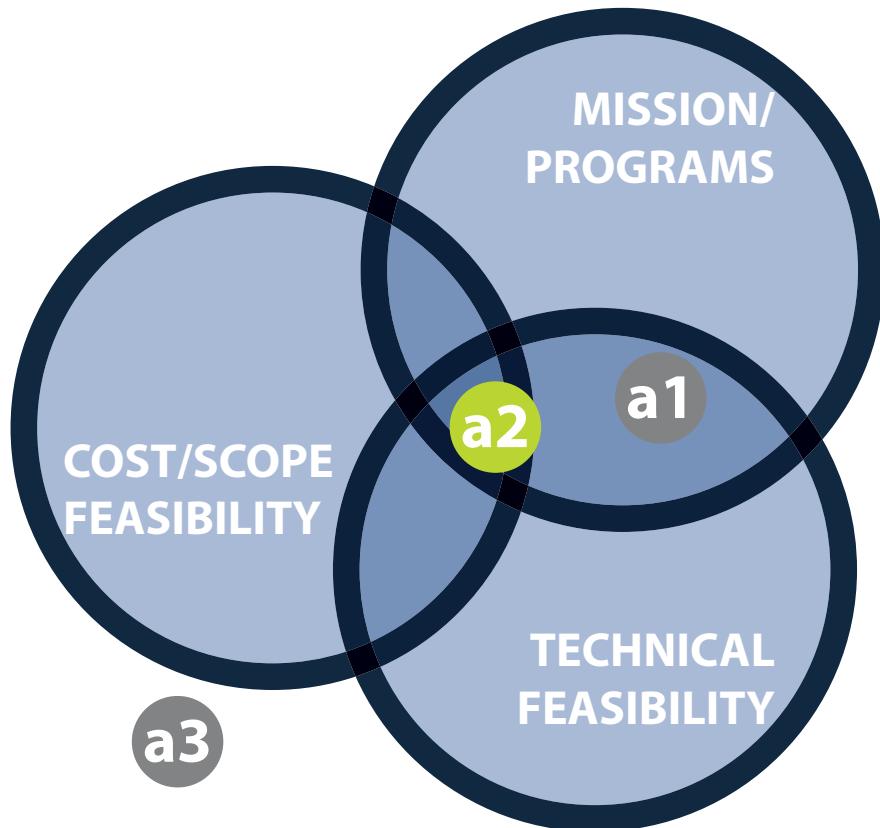
Available unfinished building, Cardwell (\$130k)

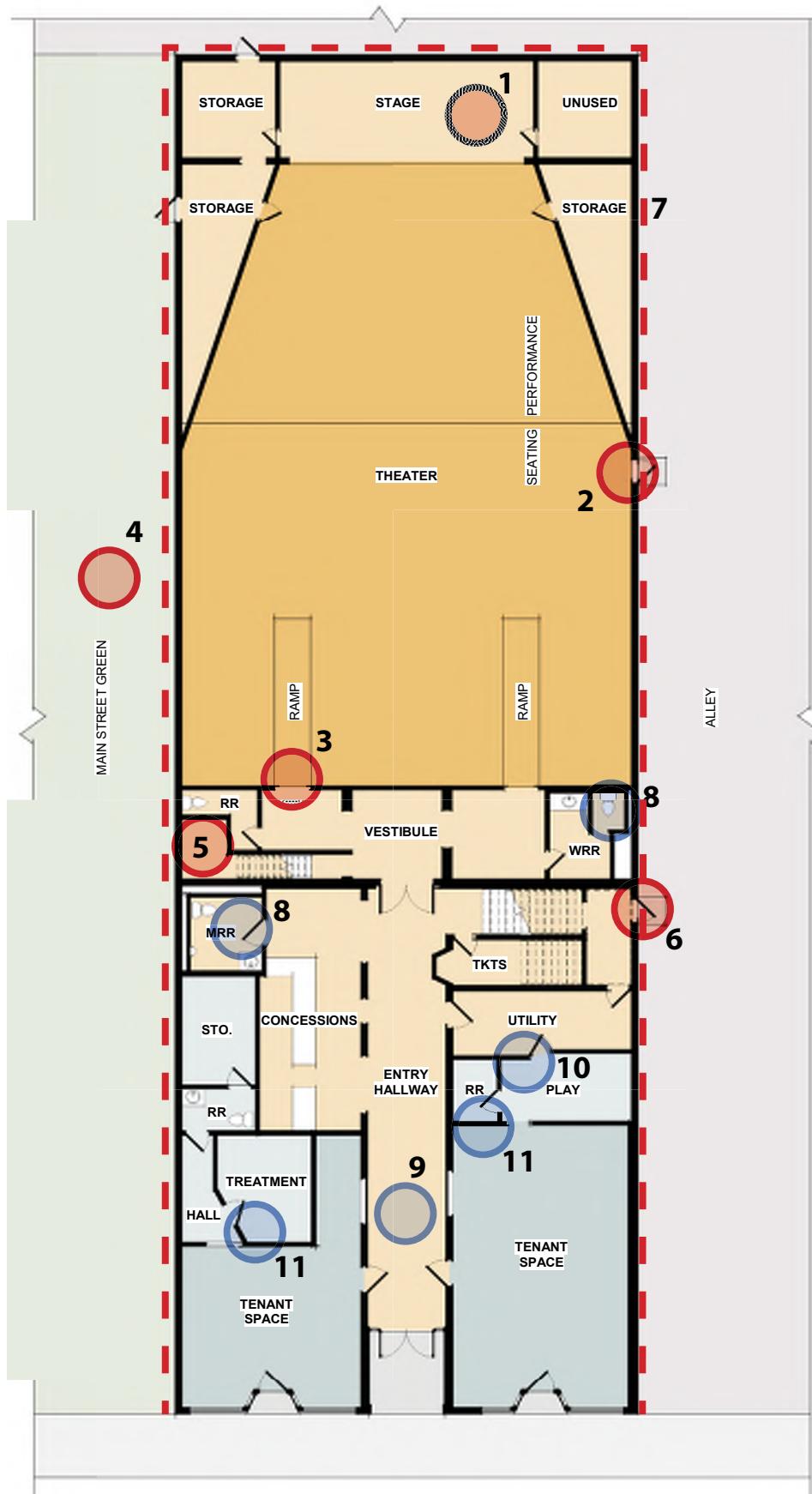
Existing Building(s) vs.

New Construction Alternates

Rehabilitating the Star Theatre is the only development solution that meets the mission of Gold Junction Presents. It is also clearly: the most cost-effective method of construction, the most technically feasible, provides the most favorable conditions within the Code, and is the most appropriate to organizational capacity (i.e. phasing and revenue generation).

Phased construction on the Star allows GJP to provide programming and generate revenue while improving the building. Likewise phased construction and carefully defined scopes of work will allow GJP to invest more of their community and financial capital into their programs rather facilities.





● Primary Issue

● Secondary Issue

1 - Backstage Spaces

Small and under-utilized spaces. Only opportunity for theater support/amenities.

2 - Theater Exits

Exits need improvement for safe, compliant, accessible egress

3 - Theater Accessibility

Theater lacks accessible seating and exits.

4 - No Connection to M.S.G.

Connection to MSG required for GJP community events

5 - Underutilized Spaces

Every space needs to be usable

6 - Deteriorated Exit

Location of negative drainage, failed door, and failed masonry

7 - Masonry Deterioration

W/N/E elevations have grading issues causing masonry problems

8 - Non-Compliant Restrooms

Fixture counts and accessibility require improvement.

9 - Historic Hallway

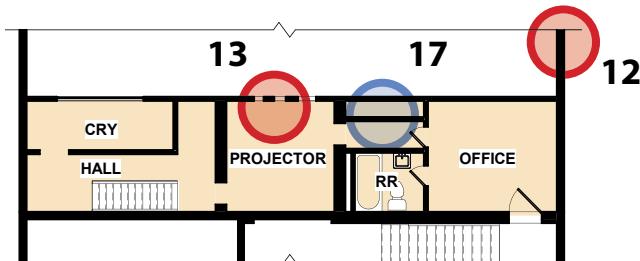
Historic configuration altered, resources available to restore

10 - Space Separations

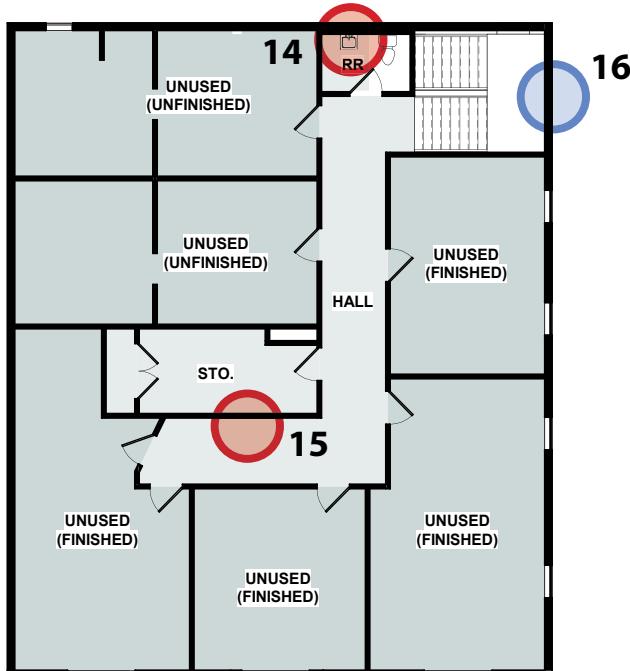
Spaces open to each other physically and atmospherically

11 - Tenant Space Accessibility

Non-accessible conditions exist throughout tenant spaces



Mezzanine Level - Existing Floor Plan



Upper Level - Existing Floor Plan

12 - Building Insulation

Entire building is uninsulated. Significant impact on expenses and user comfort.

13 - Attic Open to Conditioned Spaces

Exits need improvement for safe accessible egress

14 - Deteriorated Bathroom

Full "gut" and renovation required (mold, age)

15 - Roof Leak Damage Throughout

Historic damage and active leaks require repair

16 - Limited Egress Capability

Ability to egress limits possible uses of floor

17 - Projector Room & Unfinished Spaces

Noncompliant egress and underutilized space

b1- Do Nothing

Not viable as the building will rapidly deteriorate and become unusable.

b1- Situational Fixes

Piecemeal improvements as opportunities or issues arise is not a viable solution. Significant issues will persist and new ones will arise in an unsustainable manner. Overall deterioration will not be stemmed and the overall financial investment will be greater to lesser effect.

b3- Strategic Phases

Strategic phases preferred to address prioritized work, maximize building usage and revenue, and better support events.

b4- Full Renovation

Determined as not feasible due to overall initial capital expense and limitations it would put on flexibility and growth of the organization.



Issues with the Theater Space

Hosting multiple types of performances presents unique design challenges. In basic design terms, their needs conflict as movie theaters, concert venues, and theater stages all have different spatial, seating, and acoustic needs. Movie theaters are long narrow boxes with steep rakes and straight rows of chairs, auditoriums are broad with low rakes and arcs of seating, classical music venues are tall boxes with floor seating and balconies above, and so on.

In spite of these challenges the Star has successfully and continually been used by the Whitehall community for a wide variety of events. And there is no better test of a design than 100 years of use. However, improvements to the theater space are required due to deferred maintenance, code and accessibility rules, and modern needs for each of the multiple uses. Using an existing space for many further complicates the design. And improvements to solve one issue may negatively affect the ability to address another.

Life-safety and accessibility are the primary concerns in the theater space. Egress is inadequate, and the room is not accessible. Any renovation to this room must address both issues fully. Occupant comfort is also important. Community members have expressed the need for: replacement of the seating, which is past its serviceable life; mitigation of the extreme temperatures that can occur; and for sightlines that allow guests to see over those in front of them.

While the movie screen, projector, and sound system are new and very good, the room does not adequately support the professional theater and music envisioned by GJP. These improvements would include a moveable stage and a professional lighting system. The existing ceiling is too low to accommodate an appropriate lighting setup. A specialized production designer has been hired by GJP, and the system is accounted for in this report, the proposed design, and the cost estimates. Hosting both community and professional performances requires additional storage and support spaces.

The solution to any specific issue must also address how it affects resolution of the other important issues.

c1- Replace In-Kind

Ignoring code deficiencies is not allowed. And failure to facilitate the performances identified in GJP's mission and vision is not a viable solution.

c2- Maintain Character

GJP prioritizes improvements to address code issues and host professional performances. They also prioritize maintaining the historic character and community attachment to the space. A balanced approach that improves safety, inclusiveness, facilitates performances, and maintains the character of the space is preferred.

c3- Major Redesign

Changing the feel of the space, even in the name of other improvements is not in line with GJP's mission. Likewise, it is inconsistent with the pattern of modest improvements and remaining distinctly "Whitehall" reflected throughout the alternate selection process.

d1- Blank Slate

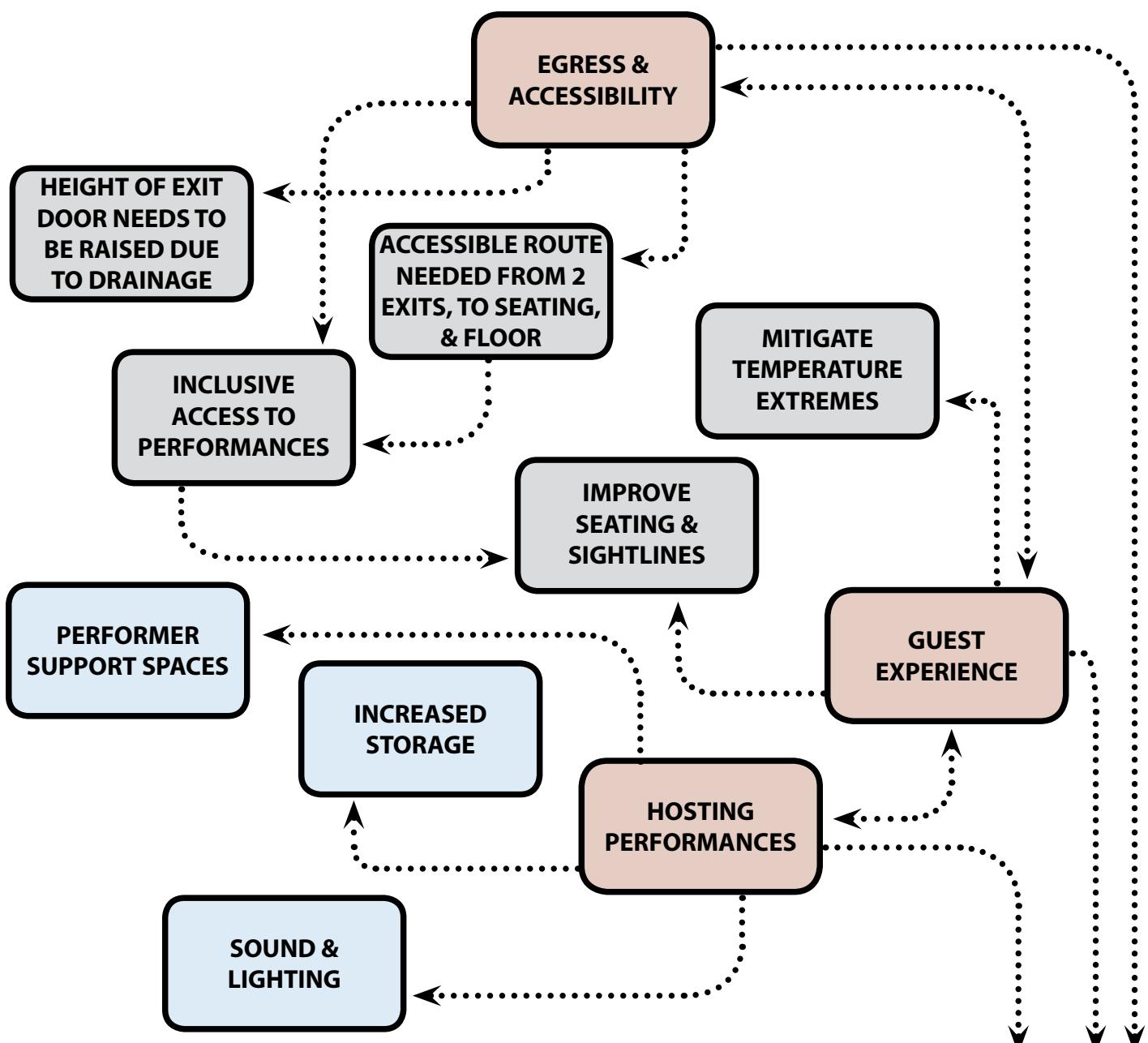
The most flexible and typical multi-purpose room would be a flat floor with changeable furnishings. However, lessening the Star's identity as a movie theater and GJP's ability to host professional performances diminishes their ability to positively impact the community.

d2- Maximize Existing

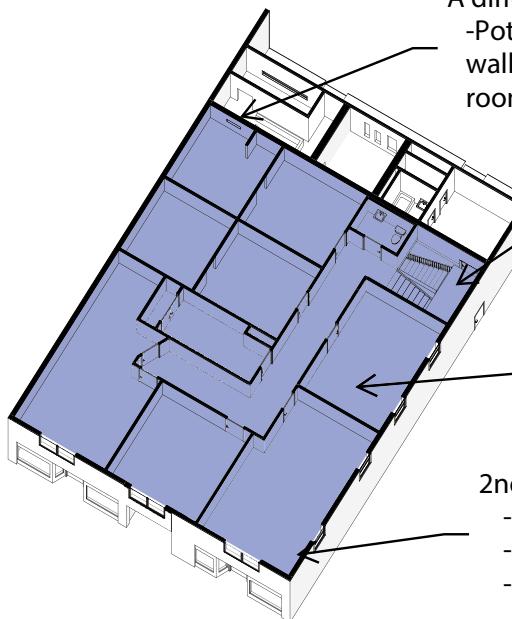
From a foundation of current successful events, GJP intends to maximize the variety and quality of performances. And to maximize the potential of the existing space without dramatic changes.

d3- Decrease Variety

Focusing investment on one type of event would result in the greatest performance improvement, but would not best serve GJP or the community.



- NEW SEATING THROUGHOUT
- SLOPE SEATING RAKE TO BE AS STEEP AS ROOM ALLOWS
- PROVIDE LATERAL FLAT AISLE ALIGNED W/ RAISED ACCESSIBLE EXIT DOOR
- WEST AISLE/RAMP (OPPOSITE OF THE DIRECT EXIT) TO BE ACCESSIBLE ENTRANCE FROM LOBBY
- NEW LIGHTING SYSTEM FOR THEATER PERFORMANCES
- RENOVATE BACK-STAGE AREA TO ACCOMMODATE SUPPORT, STORAGE, & UTILITY SPACES
- IMPROVED INSULATION & MECHANICAL SYSTEM
- SLOPE SEATING RAKE TO BE AS STEEP AS ROOM ALLOWS
- MAINTAIN MOVIE SCREEN/PROJECTOR/SOUND SYSTEM
- ACOUSTIC MEASURES TO ADDRESS NEWLY CREATED CONDITIONS



A different method of accessing the roof would be required
-Potential alternate solution of access corridor along north wall to allow access to roof. And potentially a mechanical room or an exit onto Main Street Green (undesireable).

Private access via interior or exterior stairs are similar to Business use. Security concerns heightened, and private access contingent upon exterior work.

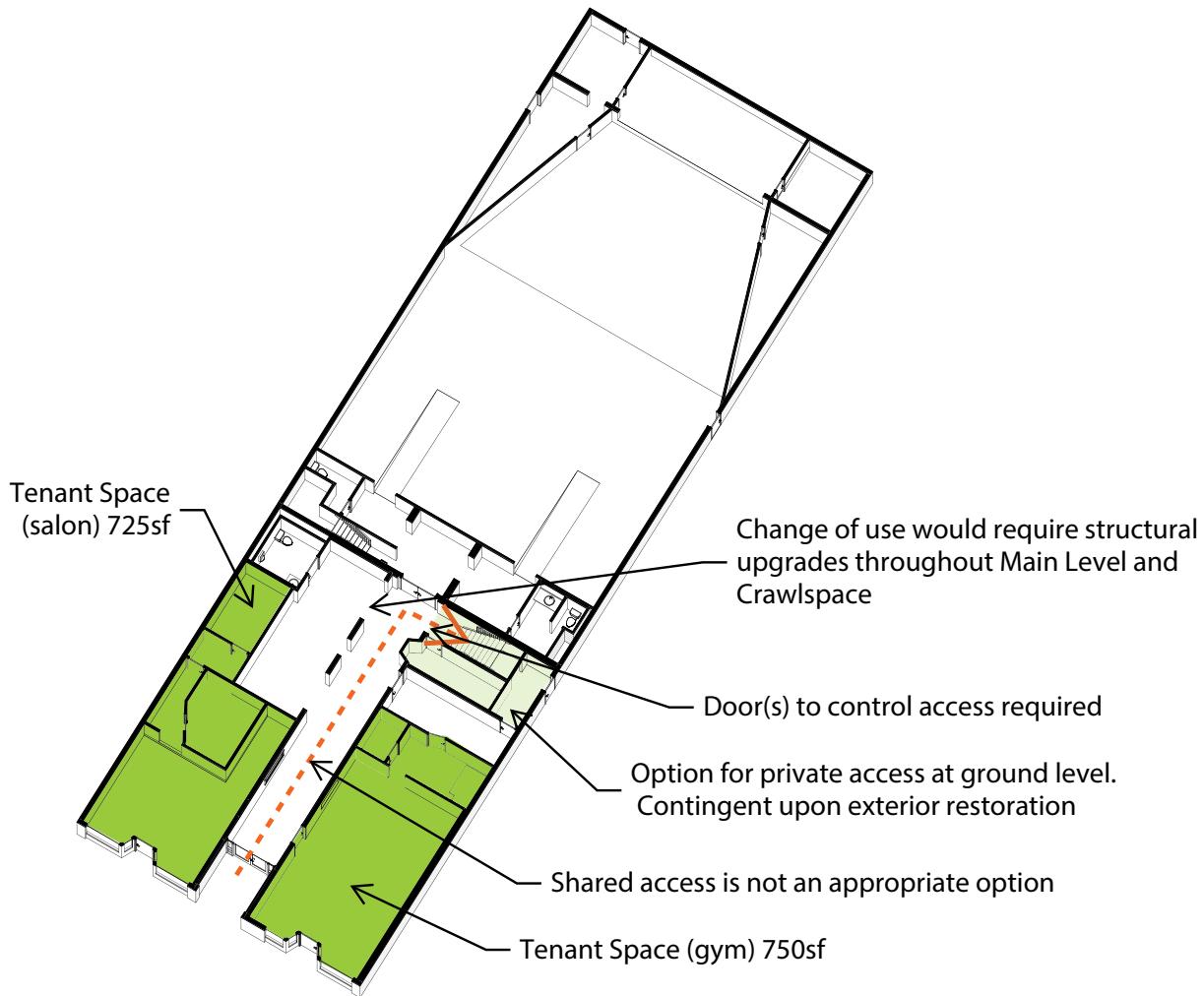
Residential Unit(s) 3,500sf +/-

- No appreciable difference in rental income w/ 1 unit vs 2
- Development costs higher w/ 2 units (double plumbing, furnace, etc.)

2nd Exit required (this corner is optimal location) if 2 units or VRBO

- Major layout consideration, likely problematic
- Cost/access/security consideration
- Potential negative effect to rental rate

UPPER LEVEL PLAN - RESIDENTIAL USE



Tenant Space (salon) 725sf

Change of use would require structural upgrades throughout Main Level and Crawlspace

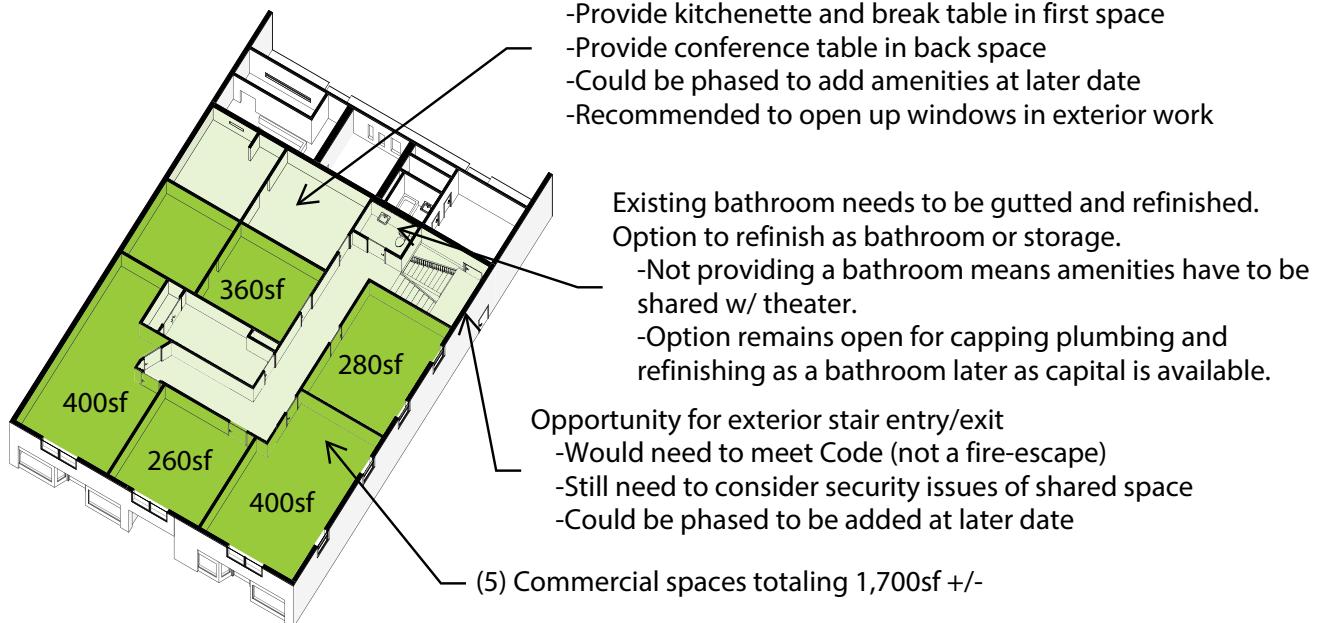
Door(s) to control access required

Option for private access at ground level. Contingent upon exterior restoration

Shared access is not an appropriate option

Tenant Space (gym) 750sf

MAIN LEVEL PLAN - RESIDENTIAL USE



UPPER LEVEL PLAN - BUSINESS USE



MAIN LEVEL PLAN - BUSINESS USE

Main Level Tenant Space

Usage Alternates

GJP and The Star have the unique opportunity/asset of having operating commercial tenant spaces. And while the “blue-sky thinking” of the visioning session identified many compelling ideas for how their programs could fill the spaces, the Board landed on a grounded approach appropriate for Whitehall and their capacity. In short, redeveloping or refinishing these spaces is not a priority. The spaces are occupied with happy tenants, are generating revenue and are not in immediate need of work. Ultimately, the Board would like to cultivate partners to occupy the spaces in order to grow their impact without needing to increase organizational capacity. The option to occupy the spaces will always remain open.



e1- Phase/Defer Tenant Space Work (Preferred)

Board discussion revolved around flexibility to meet the evolving needs of both the community and organization. Phasing development of the Main Level Tenant Spaces allows for tenant businesses to keep operating while they build their programs and capacity. It was particularly appealing and appropriate that Code and conditions do not require these spaces to be overhauled immediately, which

means the initial capital investment can be in the building envelope, historic preservation, and programming. This strategy also maintains GJP's ability to incorporate those spaces for their programming, bring in partners, or lease the spaces. It is financially advantageous in multiple ways early in redevelopment, but does not close any options

e2- Renovate Tenant Spaces

(Not Preferred)

Renovating the Main Level Tenant Spaces (rather than phasing) would be a voluntary decision. Although there are many good options for GJP to put those spaces to use, they are all contingent upon future expansion, partners, etc. that are not currently in place. Likewise, the expenses associated with renovation are voluntary. Taking on this scope of work did not appear to be prudent, or even necessarily on-mission.

Renovating for specific tenants has the potential to close off some future development options. Worse yet would be speculatively renovating, which would entail financial risk not appropriate for the organization. There were very few positives identified about disrupting the stability of the current situation without organizational or community need to redefine the spaces.

GJP finds it most beneficial to allow the tenant spaces to operate as they are now. No improvements are desired for early phase work. However, it is important to leave options open for the future as these spaces are a great financial and organizational asset/opportunity. The choice on when to refinish the spaces, who to

finish it for, and how it fits in with their programs will be determined at the appropriate time. However, in the Board discussions three viable options were examined. All were acceptable, but there was a clear preference.

f1-Gold Junction Programs (Not Preferred)

While GJP envisions vigorous growth, it was deemed appropriate to grow the programs/events/personnel they currently provide and grow from there. Thus, expanding programming to require occupying more of the building would likely entail creating new services, then finding ways to fund and staff

them. In short, the design decision to occupy more space could create more work and demand on the organization, and contribute to a potentially unsustainable situation. GJP will still have the spaces as an asset if the programs should grow to need the space(s).

f2-Sympathetic/Partner Tenant (Preferred)

The short-term preference for the Main Level Tenant spaces is to keep them in use as market-rate retail spaces, the long-term vision is to court strategic businesses and/or nonprofits to inhabit the spaces. The desire is to be able to have mutually beneficial relationships with partners in the building that can bolster the efforts of the Star and GJP. This could be

as simple as an ice cream or wine bar that would expand concession offering and support events, to gallery and studio space, and so on. The right fit will come from a partner that fills a community need and can expand GJP's presence without necessarily expanding the organization. Improvements will wait until that time and be conducted in partnership.

f3-Market-Based Use (Not Preferred)

Leasing the retail spaces at market rate to local businesses is a legitimate and acceptable use of the spaces. And it is the baseline for the organization moving forward. It provides a benefit to the local economy, keeps downtown active, and keeping it filled is important to the community. And there is demand for the space. It is a tremendous asset for a

new nonprofit to have and provides much needed reliable income during a period of growth and development. The long-term vision would be to retain this asset and cultivate relationships with partners who could occupy the space at market rate while contributing to GJP's presence, programs, and mission.

Understanding how a potential use interacts with the Existing Building Code needs to be carefully considered when bringing in a partner and/or finishing a space. The general approach to redevelopment is to do a series of "Level 2 Alterations" in discrete phases, and avoid "change of use" scenarios. Scopes of work involving the entire

building or changing its use will likely trigger significant building/systems upgrades that may prove infeasible or detract from programming. Please see the "regulatory compliance" section in this chapter to understand the general parameters, implications, and recommendations for partner space use classifications.

Upper Level Tenant Spaces

Usage Alternates

Unlike many other groups of alternates this grouping was heavily defined by the effect of the Code on the scope of construction, and how those costs correlated with financial returns and capacity. A “change in use” scenarios in the Code caused ripple effects of structural improvements, sprinklers, and fire-rated construction. In spatial terms, changing the use means significant reconfiguration and renovation costs that far outpace returns. Due to volatile conditions in the construction industry conventional estimates based on a design didn’t feel “solid” enough, so we took an unusual route for financial analysis. This was to first look at revenues, then backtrack to find the biggest amount one could invest to come out ahead on that revenue, then identified a cost per square foot price range. Unrealistically low square footage costs eliminated many options.

The Group B “business” use for the Upper Level requires the least amount of construction to put the spaces into service, as it is 90% finished as office-type spaces. This is also the path of least resistance in the Code as it does not trigger a Level 3 or Change of Use series of upgrades, which would effectively make any renovations financially infeasible. Business use allows GJP to lease the Upper Level spaces with the same vision and priorities expressed for the Main Level Tenant Spaces, and allows for expansion of their programs within the parameters of the Group B use. Likewise, it allows for phased work.



g1- Business Use (Preferred)

The Upper Level is most readily put to use for business purposes, specifically offices. This does not require a “change of use” for the building, or trigger whole-building improvements. Some improvements are required to make it habitable and marketable: finish electrical work, repair water damage to ceiling, gut and refinish the bathroom, and add some shared amenities for tenants. While egress and entry are compliant with the Code, the Upper Level will be accessed through the Star Lobby unless that space is reconfigured. Likewise, the bathrooms will need to be available to tenants. This results in security concerns to be addressed by the Star. Anecdotal evidence from the Board, JLDC, and market availability suggest that there is high demand for office space in Whitehall. A wide variety of GJP activities/programs are appropriately considered as “Group B” uses, keeping future potential and adaptability high.

g2-Apartment Use for Upper Level: Residential Use Not Viable

Unfortunately, transforming the Upper Level of the Star Theatre into apartments (or an apartment) does not appear financially viable. Even using the incredibly streamlined investment approach of the Business Use option achieving financial viability with a residential use is unlikely, if not impossible.

Even if GJP could capitalize the entire project without taking a loan, the project would have to be executed for \$25/sf to \$60/sf total cost (construction, design, engineering, permits, etc.).

It is highly unlikely to even accomplish the interior walls and finishes for that amount, let alone the large scope of Code-required life-safety and structural improvements. Likewise, it is highly unlikely that GJP would have \$90,000 in free capital to invest in this type of improvement. In addition, if a conventional loan were required, even \$90,000 at 7% interest would represent nearly 1/4 of potential monthly income. Financial incentives required to bring projections in-line to cash flow do not appear to be available.

\$90,000 to \$200,000 Max. Investment

Likely inadequate funding available to capitalize a change in use

\$25/sf - \$60/sf Max. Construction Cost

Likely unachievable in current construction climate

g3-Short-Term Rental Use for Upper Level: VRBO-Type Use Not Viable

Similar to the conventional residential use, a short term rental (VRBO or AirBNB type units) are not viable due to the cost of construction required to transform the space into a new use, and building-level life-safety improvements.

Based on similar lodgings in the area, there are reliably 50 lodging-nights predictable in the 4-month summer tourist season. Occupancy level drops off significantly in the remaining 8 months. So, assuming 100 nights booked at \$150/night (comparable local VRBO's range from \$125-\$175), only \$15,000 in revenue is generated (not counting Main Level tenant spaces). It is a modest increase over the \$10k to \$13k from business rental, or \$12k to \$14k for residential income. The increase in income is not substantial

enough to justify the expense of transforming the building. It appears as if the unit(s) would have to be booked more nights per year than can reasonably be expected in order to make this work. The accounting for this use would not be complete without accounting for the significant amount of time and/or expense dedicated to advertising, cleaning, laundry, sundries, troubleshooting, and accommodation required. A full accounting simply makes the projections less feasible.

While this type of use could be profitable in 2-5 years depending on construction costs and amount of bookings, it is unrealistic and inappropriate to expect that type of investment and deferred return from a newly formed nonprofit.

Atypical Asset: Building Facade Facing Main Street Green

The west of elevation of the Star Theatre is a unique asset for GJP. It has a large presence on Main Street Green and the main intersection in downtown Whitehall. It is a unique opportunity to promote their organization, meet their mission by providing public art, and beautifying downtown. The Board discussed this as an important

opportunity, but not a decision necessary for the PAR. Rather, it is appropriately developed as its own project tied to community needs and appropriate funding sources. The opportunities described here show the potential of this resource and document the Board discussions.



Murals

The Star Theatre is home to two distinct murals: the postcard-style "Explore Whitehall" mural and one of many Whitehall "Lewis and Clark" murals. When discussing public art and the building elevation, the GJP Board felt that restoring the murals as-is would not fit GJP or the Star as they are not specific to what they offer the community. A custom mural was discussed but was suggested that mural art on this building was a commitment to being static and that some sort of more responsive or dynamic art is desired. As these are distinct art pieces that represent Whitehall well, GJP has the opportunity to "gift" these murals to other buildings/organizations who could recreate them in appropriate locations. They intend to remove the standalone Lewis and Clark Mural and provide another form of public art on the west building face.

The "Whitehall" mural area is covered with a cementitious stucco that cannot be removed without damaging the building. This will entail repairing then painting the stucco finish. This sizeable portion of the wall will effectively be a blank canvas for place specific art. Painting the exposed bricks is strongly discouraged.



Over the "T" in Whitehall



Discrete art at the Archie Bray Foundation

Two-Story Surface

The front two-story surface is a distinct opportunity from the stucco portion of the building. Its size lends itself to different media and scale of artwork. Likewise it provides an opportunity for a large outdoor projection surface which could help meet GJP's goal to host outdoor movies, and potentially double as a projected art surface.



Movies and art projected onto bricks

Strategic Openings

All openings cut into the west side of the Star should be carefully considered. An opening can provide a connection with Main Street Green and support a variety of events. These openings could similarly conflict with or limit opportunities for building-associated art.



Site-specific dynamic art on mounted screens

Storefronts on Legion Street

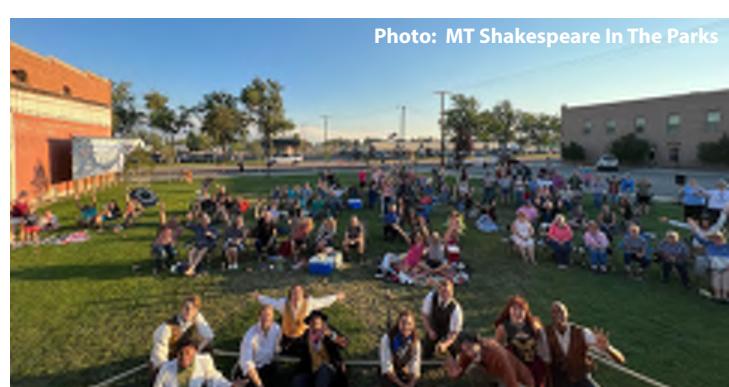
As part of the future determination for partner-tenants on the Main Level, it is essential to consider the value of the storefronts onto Legion Street. This is valuable as a specific and desirable type of tenant space. However, it is more valuable for its impact on the community. Active and attractive storefronts will help the appeal of the community. Per GJP's visioning session and all the regional plans, the town appearing beautiful, safe, and active ("a place with things to do") is imperative to attracting and retaining families. These two storefronts could have a meaningful impact on establishing this perception of Whitehall, and it should be prioritized in selecting partner-tenants.



Coffee and movies in downtown Livingston, MT

Main Street Green

MSG is an important and integral resource for GJP and The Star. It provides opportunities for outdoor events, connections with the community, public art, and potential for development of GJP programs. MSG is worthy of careful consideration, research, and design independent from this PAR.



Live theater at Main Street Green

Effects on the Star

Construction scope on the proposed work for the Star Theatre will not be effected by the GJP's treatment of these opportunities. Although some work to The Star or MSG will likely be associated with certain installations.



Local and/or agricultural inspiration



Interactive art and environmental experience



Low-tech materials that reflect or respond to environmental conditions



Natural and land-based interactions with buildings



Discrete opportunities for regularly changing installations, guest artists, etc.

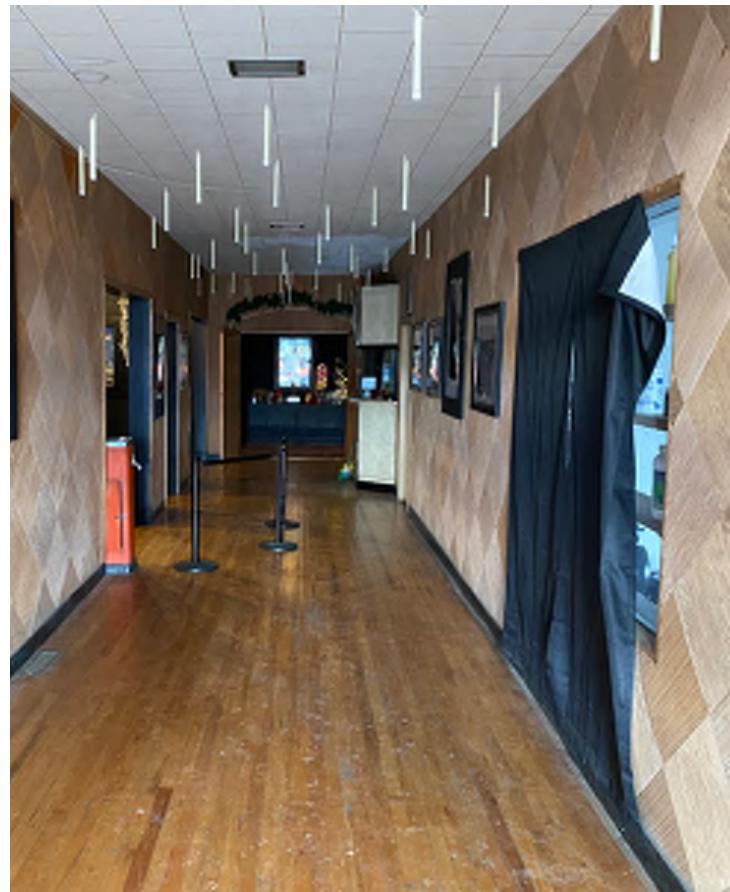


Permanent armature w/ dynamic movement (potential adapt to events/conditions, and display art)

Activate the space

The lobby is the best opportunity to restore the history and feel of the Star, the most transformative scope of improvements, and a unique opportunity for organizational programming. Enough historic fabric is intact to restore or match in-kind for proper restoration of the space. Reclaiming the various openings and restores the trimmed alcoves (right side of historic picture). These alcoves create the opportunity for more than 'coming attraction' posters. Static, dynamic, digital, or interactive displays could inhabit these spaces and allow GJP and the Star to share their work with the public and add another dimension as an attraction.

These displays could focus on specific topics (westerns, art, local history, GJP events, etc.), or digital displays could offer the ability to change displays. The width of the hallway could also accommodate a modest amount of interpretive displays and remain functional as the lobby. The design and content should be determined by GJP's artistic vision and an interpretive display designer in Phase 3.





Hallway as interpretive display



Hallway as display w/ print/digital/physical



Interactive digital display



Physical display



Interactive physical display

Describe issues that need to be addressed concerning compliance (for either a new building or a rehabilitated building) with appropriate regulations such as the International Building Code and other relevant codes, zoning issues, asbestos, lead-based paint, permits, handicapped accessibility (American Disabilities Act and HUD 504 regulations), designated 100-year floodplains, and other applicable federal, state, local or tribal requirements.

Accessibility

Accessibility is one of the most needed improvements to this building. There are deficiencies throughout the building and significant parts of the building that are not accessible at all. GJP intends to make the building fully accessible. As redevelopment of the Star is intended to be phased, accessibility will be addressed per the IEBC as it applies to the specific scope of construction.

There are no conditions that prohibit full accessibility of the Star. Deficiencies and the means to mitigate them are noted throughout various sections of this report, including alternate analysis. Accessibility improvements are prioritized by GJP and are reflected in the preliminary design and cost estimates in this report. This work consists primarily of work to improve entry/egress, access to the theater, and restrooms.

Zoning Ordinance

Local Zoning Ordinance poses no prohibitions to rehabilitating the Star. No development permit is required for renovation work. Any addition would require a development permit and to meet the Ordinance. The primary relevant provision would be the 8' setback rule in the event that GJP chooses to add to the east side of the building. The property line is 10' from the building, so any addition would require a variance. See sections CDBG-i.B.1 and USDA-D/G (page 28) for detailed information.

Regulations & Prohibitions

Redevelopment of this property does not negatively affect environmental resources (floodplain, wetlands, endangered species, etc.). Nor do additional regulations (tribal, federal, etc.) prohibit the work proposed. See sections CDBG-i.B and USDA-D/G (page 29) for detailed information.

Hazardous Materials

Hazardous materials do not prohibit any work. The design and cost estimates reflect work required by the Phase I and II reports.

Code Analysis & Alternates

A comprehensive code analysis is provided as an attachment to this report. Code compliance is integral to the alternate selection process, determination of construction scope, design, and cost estimates. Likewise, compliance is integral to the approach and scoping of construction phases.

2021 International Existing Building Code (IEBC), International Building Code (IBC) by reference, and International Energy Conservation Code (IECC) by reference are applicable to this project. Interpreting the proposed renovations through the IEBC as a series of Level 2 Alterations to a historic building with no change of use determines the interpretation and applicability of the codes. No prohibitions to redevelopment arise from code compliance, regardless of use scenarios.

However, potential building uses played a meaningful role in alternate identification, analysis, and selection. Particularly the use of the tenant spaces. That is, scenarios involving a "change of use" trigger significant scopes of work (fire-rated construction, sprinklers, etc.). These scopes of work made those alternates financially infeasible and posed technical challenges that would damage the historic integrity of the building.

All new construction is required to meet the IBC and IECC. And all mechanical, plumbing, and electrical work is required to meet their respective codes. This is particularly relevant to the theater space, which requires new insulation for the walls and roof. Along with mechanical heating, cooling, and ventilation equipment.

The alternates selected reflect an interpretation of the IEBC as a series of Level 2 Alterations to a historic building with no change of use. This determines the interpretation and applicability of the codes to the proposed design.

LAND ACQUISITION ISSUES

Identify sites to be purchased or leased and any easements needed, if applicable. Specify whether these properties are currently owned, to be purchased or leased, and whether options have been obtained, contingent upon receipt of funding.

USDA

CDBG

D/E

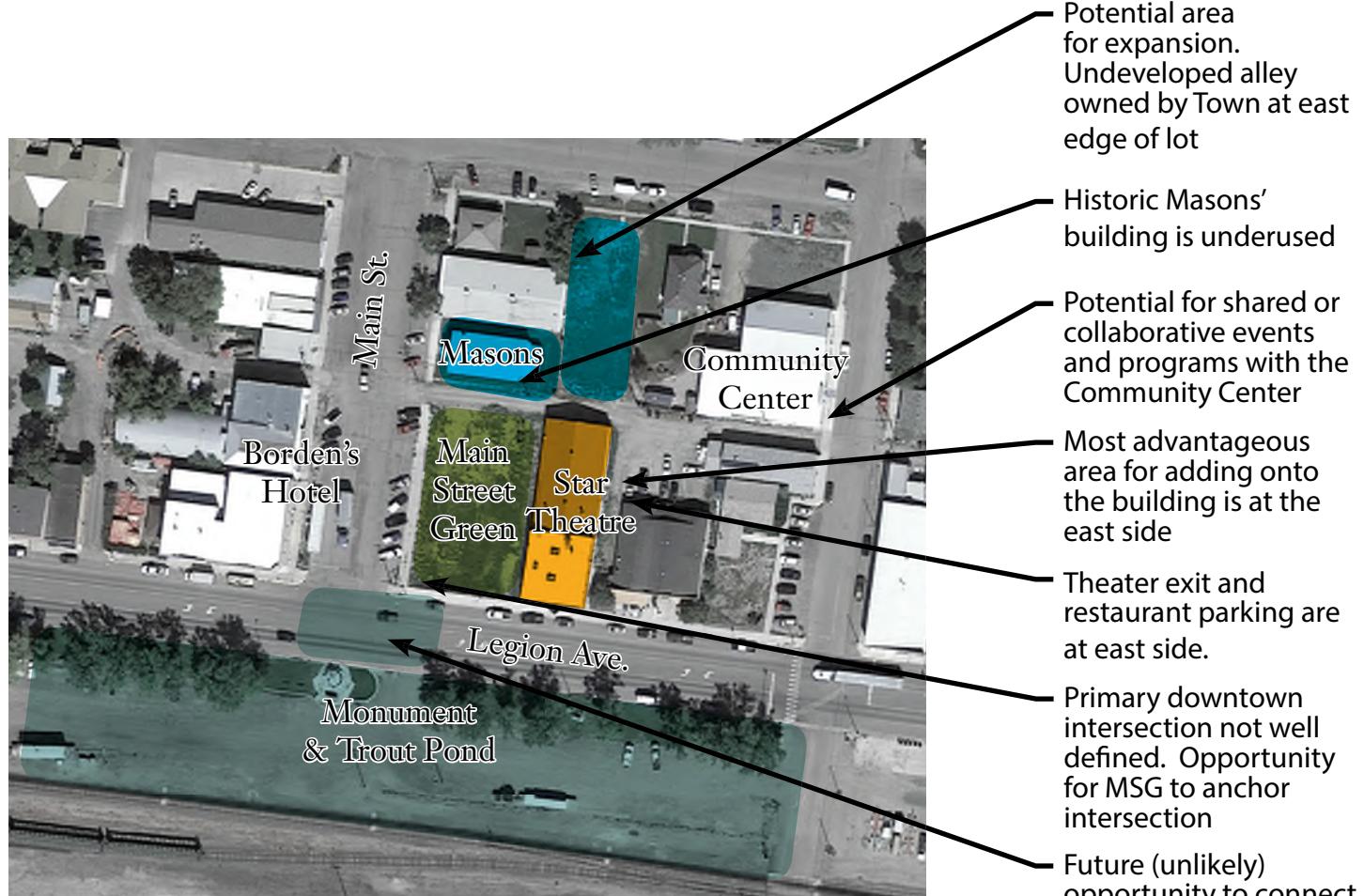
ii.C

Synopsis

Acquisition issues are relevant to this project and the GJP organization. GJP's purchase of the building is committed to by the building owner, but the purchase has not been finalized at the time of this report. GJP is in the process of forming a property ownership LLC under the advice of an attorney and accountant to protect the non-profit organization. Ownership of the building has been deemed essential prior to pursuing construction grant funding.

As part of this redevelopment, the Town of Whitehall has vacated the alley to the east of the Star and given half (10') to each landowner.

And while not immediate, acquisition issues are relevant if GJP wishes to expand their programs beyond the Star and Main Street Green. There are a wide variety of opportunities available near or adjacent to these properties. As the organization, budget, and programs evolve potential opportunities exist at the vacant lot and Mason's building to the north, and the underutilized railroad property to the south. Potential partnerships with the community center and senior center exist to the east on the same block. All of these would require proper due diligence prior to purchase as a variety of issues could be present (contamination, railroad, State highway regulations, hazardous materials, amenability of Town of Whitehall, etc.).



POTENTIAL ENVIRONMENTAL IMPACTS

[synopsis](#)

The Uniform Environmental Checklist for this project is included as an appendix to this report.

MITIGATION

[synopsis](#)

The Uniform Environmental Checklist for this project is included as an appendix to this report.

CORRESPONDENCE

No adverse effects were identified by relevant agencies. Correspondence is included as an appendix to this report.

EXHIBITS/MAPS

As no adverse effects off of the site have been identified, no maps are included. Potential hazards on-site are limited to materials identified in the Phase I and Phase II reports included as attachments.

SYNOPSIS OF PHASE I & PHASE II REPORTS

[synopsis](#)

[asbestos, lead-based paint, mold, vapor](#)

HAZARDOUS MATERIALS ALTERNATES**h1- Disregard**

GJP intends to address all hazardous materials present in a safe and legal manner. This is not a viable or preferred solution, and perhaps not legal.

h2- Hybrid Mitigation

As the work proposed is phased and an EPA grant for full cleanup is not likely appropriate. GJP intends to address hazardous materials as they are affected by phases of construction. Priority is placed on public areas, especially those hosting children. Hazardous materials will be mitigated or encapsulated per the requirements of the EPA reports, funding sources, and all applicable regulations.

h3- Full Mitigation

Cleaning up the entire building in a single mobilization is unlikely due to the necessity of phased construction. However, should the scenario and requirements arise GJP reserves the option for a whole-building mitigation associated with a whole-building rehabilitation.

CONSTRUCTION PROBLEMS

Discuss potential concerns such as geological constraints, limited access, underground storage tanks, high water table, asbestos, lead-based paint, contaminated soil, noise, odors, or other conditions that may affect cost of construction or long-term operation of the proposed (new or rehabilitated) facility.

USDA CDBG

H ii.E

ENVIRONMENTAL & CONTEXTUAL ISSUES

Environmental concerns regarding hazardous materials are addressed in the previous section and throughout this report. Contamination does not prohibit or hinder redevelopment of this building. No adverse effect on the environment or adjacent properties has been identified, nor are any limitations on renovations present. Similarly, no noise, odor, light, vibration, or similar nuisances will negatively affect adjacent properties.

DETAILING ISSUES

The significant construction issues identified in this project are not prohibitive but must be addressed for the building to maintain a functional use. Foremost is curtailing water infiltration at the roof and as rising damp in the masonry walls. Preventing active water infiltration will stop current deterioration, prevent future damage, and allow repairs, finishes, mechanical systems, etc. to be responsible financial investments. A creative and unique solution is required. Additional detailing issues are likely to arise from the proposed modifications to the building but are not technically or financially prohibitive. Issues like: insulation details in the theater space, new openings in existing walls, etc. will be readily resolved by licensed professionals.

MECHANICAL

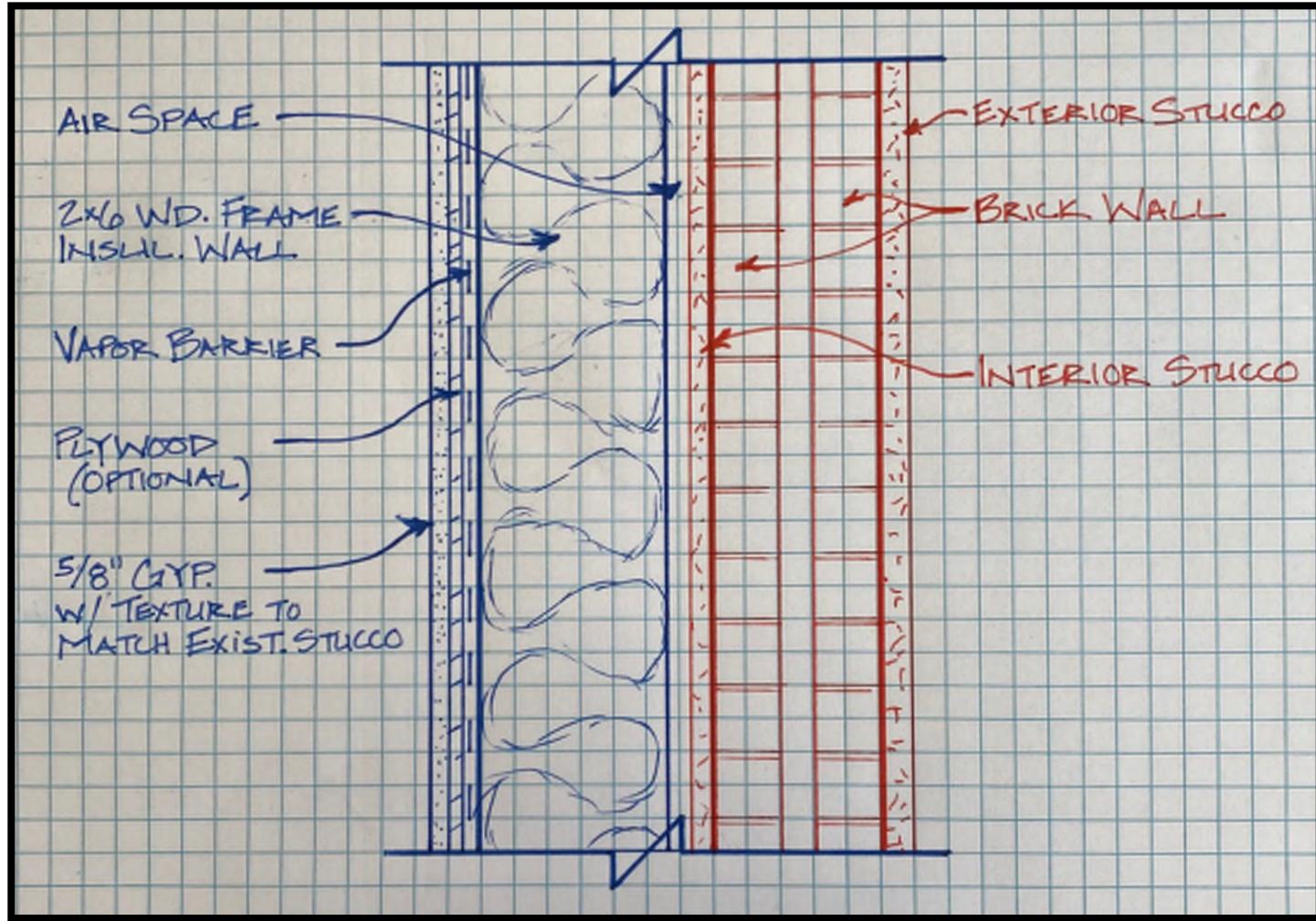
Mechanical solutions are challenging in phased construction. And during the course of this report an emergency installation of equipment in the theater space was required. The Engineer coordinated with the contractor to devise a temporary solution to mitigate the issue that is seamlessly compatible with the design for a fully rehabilitated room.

PRESERVATION ISSUES

Proper historic preservation does not prohibit any proposed uses of the building or limit what can be done with the building. Particular care is required in the renovation/restoration of the lobby space, the finishes of the theater space, and in exterior masonry work. The appropriate research and field verification has been conducted, and preservation specialists are involved in the creation of this report.



THEATER SPACE EXTERIOR WALLS - CONCEPT DETAIL

**i1- IN-KIND**

Repair/replace existing finishes in place has significant disadvantages:

- Potential hazardous material mitigation
- Theater remains uninsulated/unconditioned
- Potential damage to brick wall
- Deterioration of surfaces likely to continue after repairs

i2- FURRING WALL

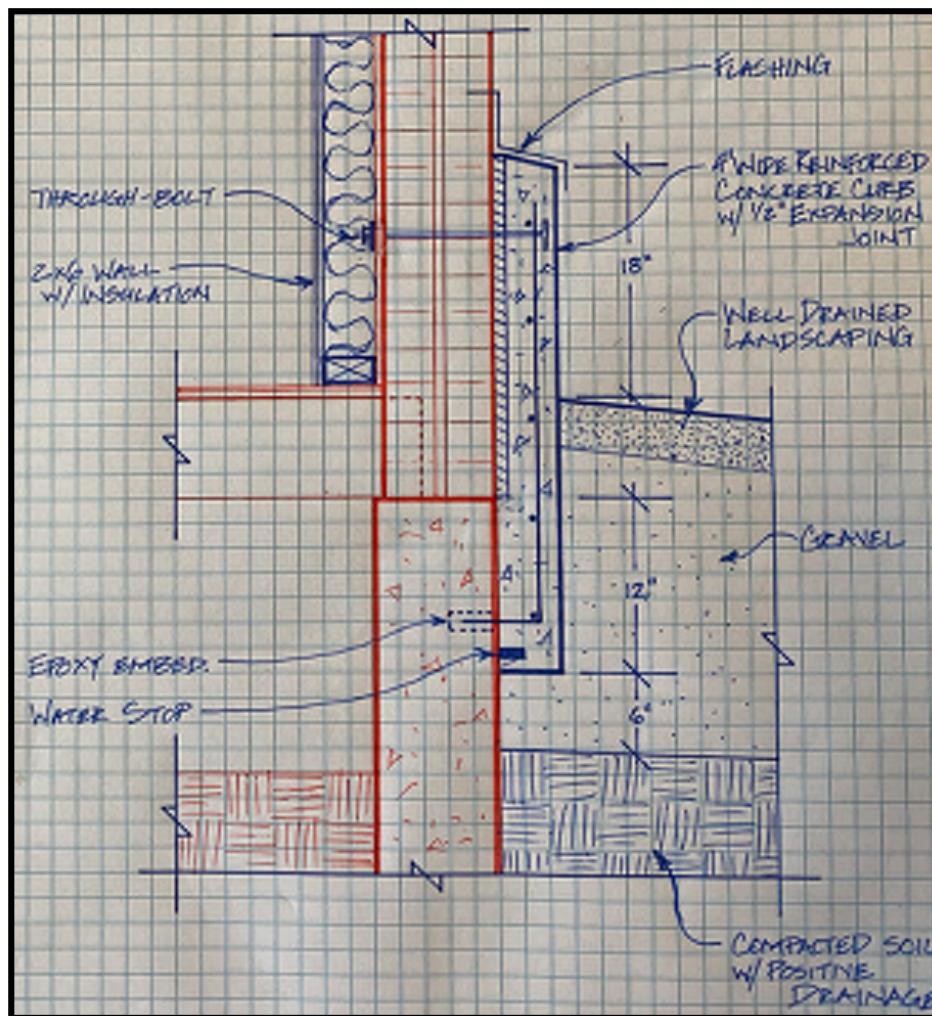
Recommended Strategy:

- Address foundation issues first
- Repair stucco areas, repair and repoint exposed brick areas
- Leave interior finishes in place (panels and stucco)
- Add a furring wall with appropriate insulation and vapor barrier
- New finishes can easily match historic plaster
- Option to add plywood for lateral strength upgrades



Original plaster and paint color observable in backstage areas

MASONRY WALL BASE - CONCEPT DETAIL



Drilling holes for damp-proof course injections



Injecting curing damp-proof product

k1- INJECTION

Retroactively attempting a "damp-proof course" with chemical product injections is a proven technique, but there are significant disadvantages in this building:

- Specialized products and work
- All damaged brick areas still require rebuilding/repointing
- Potentially non-compatible w/ existing (soft/saturated) pressed brick
- Full coverage of damp-proof course not guaranteed, contingent upon materials and installation
- Does not eliminate the condition of bricks in contact with snow, negative drainage, and grade above the foundation

k2- CURB

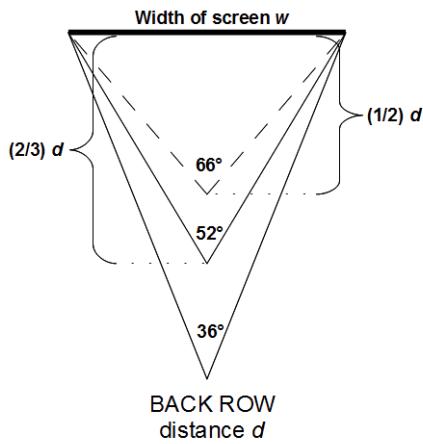
Provide concrete "curb" at full perimeter of building at base of wall of sufficient height to be above typical snow-depth, and deep enough for appropriate anchorage.

- Provide waterstop at base of curb to prevent water infiltration
- Provide flashing at top of curb to prevent water infiltration
- Advantages
 - Simple and affordable construction techniques = appropriate for Whitehall and local contractors
 - Fully eliminates condition where water is entering the walls
 - clean new surface for exterior materials and drainage
 - Makes use of existing advantageous conditions
 - Severely damaged brick at base of wall does not need sensitive repairs
 - Compatible w/ adjacent landscaping of MSG

THEATER DESIGN ISSUES

- rake
- plan angle
- acoustics

Horizontal viewing angles
at halfway and two-thirds points



**thx recommends 36deg angle for field of view
(36deg wide), typically measured from back
row**

vertical max 35deg from horizontal

**rake at 15deg (each row 12" to 15" higher), not
possible in this theater**

COST ANALYSIS

Due to the nature of this building, the organization, and alternate selections costs are considered in an atypical manner. The extremely volatile nature of construction costs due to Covid-19, the war in Ukraine, global commodities, factory fires, rapid inflation, etc. presented unique challenges to traditional cost estimating. However, initial and long term costs were considered as fundamental components to all of the alternates examined in this report.

The choice to renovate the Star Theatre was mission-driven, along with being the most financially viable. Attacking the project in strategic phases is based on a realistic assessment of the financial and technical capacity of this newly formed nonprofit. Building upon existing programming and maintaining the character of the building came from similar overlaps of mission, capacity, and frugality.

Construction scope related to change of use code provisions revealed significant costs associated with Assembly and Residential uses. Fire-rated construction, sprinklers, and other improvements presented high initial costs. These construction costs were not only infeasible in terms of capacity, but they eliminated a return on investment into the tenant spaces, increased O/M costs, eliminated grant-funding sources, and precluded phasing construction.

Use of the tenant spaces were selected based on: generating revenue with little or no improvements; maximize long-term revenue generation; minimize initial construction costs; facilitating a phased approach; and providing the most flexible set of options for GJP's programs and future. Using a phased approach allows for phased Level 2 Alterations in the IEBC is appropriate for organizational capacity and timeline. It also presents cost advantages by not unnecessarily triggering significant code-driven improvements.

Creative techniques were used to understand cost feasibility without wasting time fully developing designs and estimates for specific uses. For example, the use of the Upper Floor Tenant Spaces was selected through a financial analysis that worked backwards from easily understood returns to identify the maximum square foot cost that could be invested. When these numbers revealed square footage costs at about half of typical construction costs it was apparent that the uses were not viable.

While the financial analysis and alternate selections were atypical for a PAR they yielded valuable and solid information for GJP to determine their best course of action. And, appropriately, they made choices that fit with their capacity, timeline, and community to arrive at realistic and feasible solutions.

margin for GJP budget
projected budget
staffing, etc.

O/M COST ANALYSIS

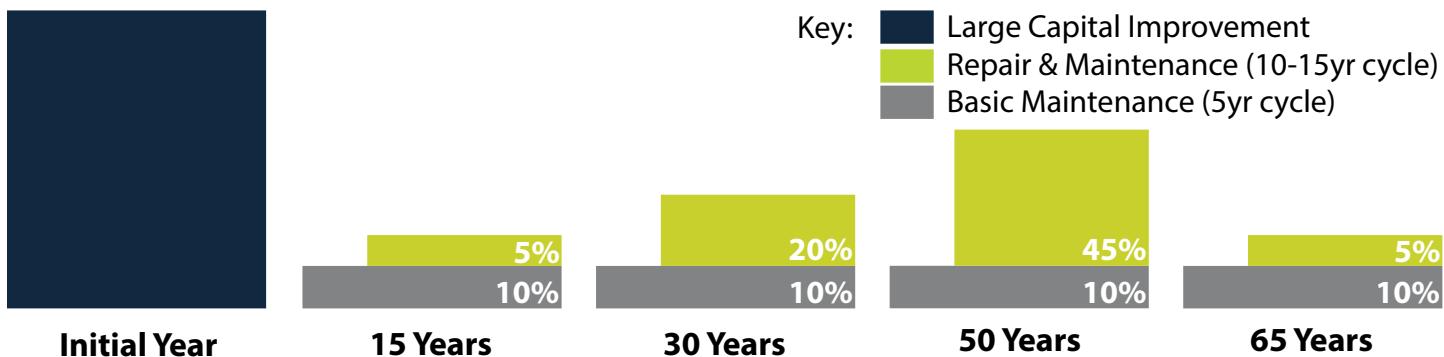
O/M costs are important and were considered throughout alternate selection. However, it did not arise as a driver for decision-making. All proposed scenarios required improving the building envelope and insulation values, along with new/improved mechanical and electrical systems. These improvements all serve to lower utility and upkeep costs. Addressing deferred maintenance to the greatest degree possible in each phase similarly reduces long-term maintenance costs.

Investing in the building and addressing deferred maintenance also provides a solid baseline for GJP

to appropriately plan for future capital investments. Upon reestablishing the building as sound investment cycles can be reasonably predicted and planned for as part of the organizational budget.

An example of this is the rudimentary pro-forma created to vet the choice of “business” uses for the tenant spaces. Using O/M data and potential revenues a rough maximum capital investment was identified. As this amount appeared achievable by GJP and within typical range of square-footage costs, it confirmed the viability of their choices. It also set realistic parameters and expectations.

Standard Maintenance & Capital Improvements Budgeting Parameters



Graphic based on industry standards and building investment presentation by RDH Engineering

Estimated Annual Utility Costs

Current Utility Cost Info \$1,300/month \$15,600/yr *

Projected Utility Costs \$1,625/month **Gas** \$19,500/yr **

-Currently there is no budget for cleaning, regular repairs, emergencies, or future capital investments.

-Basic maintenance and planning for future capital investment is included in the full cost estimate.

*Estimate based on utility bills provided by the Star Theatre

**Building will be more efficient, cost anticipates 25% inflationary cost increase for budgeting purposes

Generic O/M Costs

Utility Costs	\$2.14/sf/year x 11,000sf =	\$23,540/yr ***
Repairs and Maintenance Costs	\$2.15/sf/year x 11,000sf =	\$23,650/yr ***
Cleaning Costs	\$1.68/sf/year x 11,000sf =	\$18,480/yr ***
	Generic O/M Total	\$65,670/yr ***

-The publicly available information, while reliable, appears high for Whitehall, MT

***Source: Constellation Energy

Basic Pro-Forma to Identify Maximum Feasible Investment

STAR THEATRE - TENANT SPACE DEVELOPMENT FINANCIAL ANALYSIS

REVENUE GENERATION POTENTIAL

SOURCE	LOW RANGE	HIGH RANGE	NOTES
Bank Debt	\$ -	\$ -	No bank debt proposed in this scenario
Financial incentives (grants, tax credit, etc.)	\$ -	\$ -	No financial incentives presumed in this scenario
Tenant Space Revenue (Main Level)	\$ 800	\$ 1,100	Low range = current rents, high range = \$0.75/sf/month increased rent
Tenant Space Revenue (Upper Level)	\$ 1,275	\$ 1,700	\$1/sf/month per current rates in Whitehall and rural MT, 75% occupied
MONTHLY REVENUE TOTAL	\$ 2,075	\$ 2,800	
ANNUAL REVENUE TOTAL	\$ 24,900	\$ 33,600	

OPERATIONAL BUDGET

SOURCE	LOW RANGE	HIGH RANGE	NOTES
Commercial Space O/M Expenses	\$ 1,106	\$ 1,549	Standard = \$.33 to \$.61 per sf per month, Owner data of \$.26/sf/mo
Maintenance Reserve	\$ 200	\$ 400	Placeholder amounts, needs to be defined in GJP Business Plan
Cleaning and Management	\$ -	\$ -	Fees and/or Owner invested time not included in this estimate
Maintenance Work Time by Owner	\$ -	\$ -	Owner-performed maintenance work not included in this estimate
Capital Improvement Reserve	\$ -	\$ -	No building improvement savings included
MONTHLY OPERATIONAL EXPENSE TOTAL	\$ 1,306	\$ 1,949	
ANNUAL OPERATIONAL EXPENSE TOTAL	\$ 15,675	\$ 23,385	

TENANT SPACE EQUITY VALUE

NOTES

Scenario 1/2: Net Operating Income (NOI)	\$ 1,515	\$ 9,225	Low Revenue - High Ops Expense and Low Revenue - Low Ops Expense
Scenario 3/4: Net Operating Income	\$ 10,215	\$ 17,925	High Revenue - Low Ops Expense and High Revenue - Low Ops Expense
NOI Range	\$ 5,370	\$ 14,070	Scenario 1/2 Mean NOI VS. Scenario 3/4 Mean NOI
CAP Rate	5%	5%	7%-10% standard minimum ROI for commercial property development
PROJECT VALUE	\$ 107,400	\$ 281,400	Project Value = NOI/CAP rate = financial value of the asset

\$25,000/yr to \$33,000/yr

Approximate Range of Revenue Generation from All Tenant Spaces

\$16,000/yr to \$23,000/yr

Approximate Range of O/M Budget

\$107,000 to \$280,000

Approximate Range of Value of the Asset(s)

Up to \$150,000 Recommended Max. Capital Investment

\$50,000 to \$100,000 Conservative Capital Investment Range

Use is Feasible & Recommended

Findings from Tenant Space & Upper Level Analysis

Putting all of the available tenant spaces to use in the StarTheatre building is a financially feasible approach. It is readily achievable with modest investment of capital, is the best value, and gets out of the building in its current condition. In addition, it appears to be the lowest risk avenue for redevelopment as it involves the least amount capitalized, incentivized, etc. The risks GJP need to weigh are the likelihood of maintaining viable tenants and their threshold for maximum capital investment.

A second tier of decisions and risk/benefit analysis for GJP is how far secondary improvements are taken. These decisions must account for another layer of factors beyond leasable square footage. They should include security of shared spaces, wear on spaces like bathrooms, amount of time required to be on-premises. Tenant compatibility and needs, and associated building improvements should also be considered. Each decision has to be made with the tenants, theater operations, and nonprofit programming in mind.

Leasing the Upper Level for business use (Group B Occupancy) appears to be the only financially viable option for redevelopment in terms of cashflow and return on investment.

This path allows for income while the organization grows, conducts a capital campaign, and moves toward a refined vision. And it leaves all options open for how the tenant portions of the building are used in the future.

The ramifications for the building are also clear:

- This approach does not preclude large scale envelope improvements in the future. Although disruption to tenants should be considered.
- And this approach does not preclude accommodating a different use on either level in the future, or transitioning to a mission-driven use in the future;
- Any building improvements of significant scope or change of use should be carefully considered with the help of design professionals; and
- The end-vision for the use of the Upper Level should be determined prior to conducting significant structural improvements or major work on the level below.

Projecting financial feasibility in this manner comes with a variety of assumptions and conditions. But the conclusions are very clear:

- The margins are very thin and negative cashflow is possible, even with this approach and a very modest investment. Initial investment of capital, and the month-to-month O/M budget should be carefully planned and monitored;
- This approach counts on a significant amount of sweat-equity from the building Owners, both in terms of construction and ongoing O/M. Long-term business planning should account for compensation;
- The projections are made under the assumption that large scale building improvements are funded by the nonprofit and/or theater operations; and
- Courting businesses that could capitalize their own tenant improvements is imperative

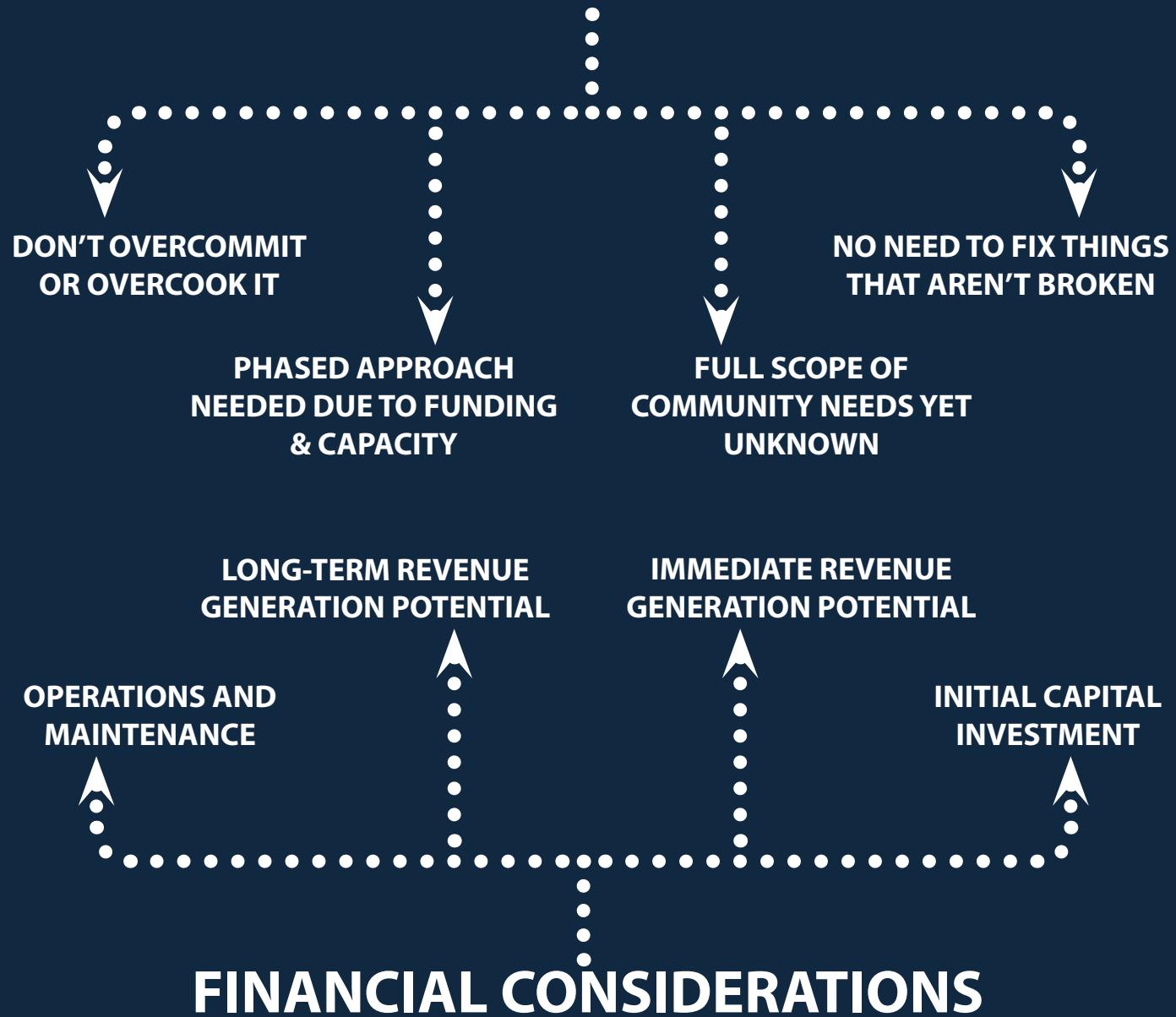
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Section 3

Alternative Selection

NEW BUILD OR REDEVELOPMENT: REDEVELOP THE STAR THEATRE**PROJECT APPROACH:** **PRIORITIZE FLEXIBILITY, STRATEGIC PHASING****THEATER SPACE:** **RESTORE FINISHES, IMPROVE FOR MODERN AUDIENCES****THEATER UPGRADES:** **MAINTAIN MULTIPLE USES (THEATER, MUSIC, MOVIES, EVENTS)****STREET TENANT SPACES:** **KEEP IN SERVICE, COURT STRATEGIC PARTNER-TENANTS****UPPER TENANT SPACES:** **PRIORITIZE USE, COURT STRATEGIC PARTNER-TENANTS****CODES:** **PRIORITIZE ACCESSIBILITY & ENERGY IMPROVEMENTS****CODES:** **LIMIT CONTROL SCOPE CREEP, AVOID PROBLEMATIC USES****HAZARDOUS MATERIALS:** **ABATE OR ENCAPSULATE AT EACH PHASE (NOT OVERALL)****DESIGN:** **MAINTAIN/RESTORE HISTORIC CHARACTER THROUGHOUT****DESIGN** **SIMPLIFY DETAILING, & MAXIMIZE VALUE OF INVESTMENTS****PHASING** **PHASES TO BUILD UPON EACH OTHER TO END-GOAL**

DECISION-MAKING & DESIGN STRATEGY**PRIORITIZE FLEXIBILITY & ADAPTABILITY****Synopsis**

The decision-making process for GJP was organic, as small decisions on technical items early on revealed priorities that provided the basis for making big decisions along the way. But the core values established in the visioning session at the beginning of the project remained throughout the process, and the decisions remained true to the mission. Ultimately, restoring the Star proved viable and

achievable. The phasing was able to dovetail building needs, organizational priorities, and the flexibility GJP needs. Treatments of building components similarly are intended to preserve the character of the building, maximize the value of capital investments, generate revenue, and provide a world-class venue.

We feel we've found the path.

SCOPE OF WORK STRATEGY

The scopes of work proposed arose from the combination of addressing building issues, programmatic needs, user needs, organizational capacity, construction costs, revenue generation, and practical separation of construction tasks. Likewise, the scopes are influenced by benchmarks in the IEBC and the selected approach to code interpretation.

The work is broken into as many scopes as was reasonable in order to potentially make small scopes more feasible to execute.

Scope B is the most expansive because many tasks are linked to each other, or ripple through other tasks. Renovating the theater triggers accessibility and egress work, opening the ceiling for theater lighting triggers a reroof, etc. And other tasks like insulating the theater space in association with providing a mechanical system are linked through practicality and frugality.

The scopes of work defined allow GJP to still pursue an “all-in” comprehensive renovation if capacity, funding, and organizational will are present.

SCOPE A - UPPER LEVEL USE/REVENUE

Scope A consists of the minimal amount of work required to put the Upper Level in to service as leasable business spaces. This means working to maximize the existing layout and work partially completed. Along with adding break room amenities to one space, and fully renovating the Bathroom. The anticipated cost of the proposed Scope A Upper Level renovations is approximately 1/2 of the desired maximum investment.

- Additional investment could be financially reasonable and could include scopes like: attic insulation and reroof, dedicated/secure exit from upper floor, security measures, etc.
- Additional work may be required due to discoveries in demolition: attic insulation and reroof, mold remediation, envelope insulation, etc.
- Potential fundraising challenges as scope is not directly related to programs. The scope is part of GJP’s mission and important to redeveloping the Star.

SCOPE B - EXTERIOR & THEATER SPACE

Scope B is the primary and most important scope of work. It consists of fully stabilizing the building, securing the envelope, conditioning the theater space, updating the entire theater space, and investing in the ability to host professional programming. Significant accessibility and life-safety improvements are associated with this work, along with program, comfort, and use-based improvements.

This phase consists of the most significant improvements in many important scopes:

- Building: structural, masonry, insulation, roof
- Systems: mechanical and electrical upgrades
- Safety: accessible routes, exiting
- Preservation: theater finishes
- Comfort: seating, thermal, sight lines
- Transformation: seating, lighting, opening ceiling

- Scope B may be readily combined with any of the other phases individually or in a larger scope.
- Certain line-items may be potentially shifted from Scope B to the next phase if appropriate.
- Viability of other scopes are conditional upon the completion of envelope, accessibility, and life-safety improvements included in Scope B.

SCOPE DEFINITION & PHASING PRIORITIES:

IMMEDIATE REVENUE

**FLUIDITY TO SHIFT TASKS
BETWEEN PHASES**

**FLEXIBILITY TO SEPARATE &
AGGREGATE PHASES**

MAINTAIN CODE STRATEGY

**MAINTAIN OPTION FOR FULL
RENOVATION**

**MAINTAIN FLEXIBILITY TO FOR
PROGRAMS & PARTNERS**



SCOPE C - LOBBY/CONCESSIONS/ACCESS

Scope C is essential to both fully modernizing the building restoring its historic integrity. Likewise, it is the phase that will make the facility seem complete and resolved. These improvements include restoration of the lobby/hall, upgrading the concessions area, fully accessible rest rooms, and potential resolution of upper level exiting and security issues. These improvements also provide opportunities for interpretive programming and minor improvements to the tenant spaces.

- Scope C work could readily be paired with previous phases or increased to include subsequent phases.
- Certain scopes of work must be considered along with the evolution of GJP and its programming. Things like the security issues associated w/ upstairs tenants may disappear if that space is used for programming.

GJP Discussion for Scope D:
-Is an addition wanted in the future?
-What all would it include?
Elevator?

SCOPE D - ADDITION

Scope D consists of an addition along the majority of the east side of the building. It is intended to house storage and support spaces for the theater and programming, along with a dedicated entry to the Upper Level businesses.

- Certain scopes of construction will be less efficient if this work is phased, but it is a viable tradeoff to have prioritized work executed.
- These improvements potentially improve the appeal of the Upper Level, and the potential programs offered.

FUTURE SCOPES OF WORK

Future phases are at the discretion of GJP, their programming, and funding. However, it is reasonable to assume that renovations to the tenant spaces on both floors will be necessary for building performance, marketability, programming, and/or partnerships. Upgrades to the spaces will truly "finish" the effort of revitalizing the Star.

Improvements to Main Street Green or expansion off-site are independent of this phasing scheme.

PROPOSED PHASES

The proposed phases are identified by the natural breaks in scopes of work, along with anticipated funding availability. Per GJP's vision, construction phasing allows maximum flexibility through ability to combine scopes/phases, isolation of discrete scopes of work, and additive alternates (add/alts). Further flexibility is added by isolation of specific scopes of work such as window/storefront restoration. These scopes do not affect other tasks and have the potential to be funded as small isolated projects.

Phase 1 consists of design, engineering, and bidding of Scopes A-D. While this project could be designed in a phased approach matching the construction scopes, there are many advantages to beginning with complete construction documents. In addition to providing a clear roadmap for GJP, it will allow for accurate pricing from a General Contractor to accurately guide/size their capital campaign. This is especially important for a newly founded organization navigating the recent volatility of construction prices. Likewise, it will allow for identification and bidding of add/alts throughout all phases.

Phase 2 is comprised of scopes A and B. Executing Scope A immediately has advantages. However, funding issues may exist for an isolated Scope A and there may be advantages from some funders (such as cleanup funds) for including Scopes A and B together as Phase 2. Scope A needs to include the reroof scope of work as an add/alt if it is a standalone phase. Scope B is the most important investment in the building for long-term use and viability. All other investments are ill-spent as deterioration will continue, liabilities will exist, and programs will suffer without this work.

Phase 3 includes required upgrades, recommended upgrades, and historic restoration. While necessary this work is not as urgent to building performance and user comfort/experience as Phase 2 work. This work could readily dovetail with Phases 2 and 4, but was isolated based on the estimated cost of Phase 2.

Phase 4 and future phases are identifiable but subject to changing needs and an evolving organization.

ADDITIVE ALTERNATES

Additive alternates (add/alts) at each phase are recommended to examine the opportunity to maximize each phase, as well as guaranteeing completion of a viable scope of work. Some add/alts are identified in this report, and others will be identified during design. The add/alts included in this report arose from a variety of factors such as the potential for discoveries during demolition, identifying isolated scopes of work, and known considerations of funders.

It is strongly recommended that Phase 2 – Scope A include all upgrades associated with re-roofing the two-story portion of the building. This add/alt would likely involve structural upgrades, insulation, elimination of existing penetrations, attic insulation and ventilation, potential mold mitigation, and associated work. The age of the building and observed roof condition and leaks indicate that problems not able to be observed without destructive demolition may be discovered when opening up the attic. In addition there is potential that this add/alt could be broken apart as a series of add/alts.

It is also recommended that the complete design drawings are used to GJP's advantage by including subsequent phases or scopes as add/alts. Full scopes and/or isolated scopes should be bid by contractors to the greatest extent possible in order to push the project as far as possible.

All add/alts should be considered in conjunction with professional recommendations, funding availability, funder requirements, and ramifications on future work.

ADDITIVE ALTERNATES

A full rehabilitation of the Star requires continued work to meet GJP's mission and address deferred maintenance. The future scopes identified are necessary, but lower priority to building renovation and GJP. This work is also subject to the needs of the community, tenant partners, and GJP, which will likely differ from today's needs. Both the building and finances would benefit for reaching this point at the soonest reasonable date.

PHASE 1 - DESIGN, ENGINEERING, BIDDING

SCOPES A, B, C & D DESIGN & ENGINEERING



SCOPES A, B & C DESIGN, ENGINEERING & BIDDING

Design/price entire project, final determination of phases
Value engineering based on feedback if required

Can be part of other phases

Can be standalone design and/or construction phase if desired, and if Scope 2 is under development

PHASE 2 - THEATER & ENVELOPE

SCOPE A UPPER LEVEL USE/REVENUE



Add/Alt: Reroof of 2-story portion

.....

SCOPE B BUILDING EXTERIOR & THEATER SPACE

Add/Alt: Scope A only, Scope C

.....

Reroof could be required upon investigation

Critical scope of work

Ideally included as part of Phase 2 if funding allows

PHASE 3 - STAR MAIN LEVEL COMPLETION

SCOPE C LOBBY, CONCESSIONS, ACCESSIBILITY

Add/Alt: Scope D if appropriate
Supplemental Scope for Interpretation

.....



Independent scope of work for design and construction of interpretive displays in Lobby area niches, if desired/required by GJP

PHASE 4 - ADDITION

SCOPE D ADDITION @ EAST SIDE

FUTURE PHASES

FUTURE B TENANT SPACE RENOVATIONS

FUTURE C UPPER LEVEL RENOVATIONS

COST ESTIMATING SYNOPSIS

The cost estimates included in this PAR are based on a combination of recent bid tabulations and RS Means construction data. Along with specific estimates from Structural, Mechanical, and Electrical Engineers, a theater lighting consultant, and the Phase II hazardous materials report. These totals assume all work will be performed by licensed General and Sub-Contractors.

Each phase consists of "construction costs" and "soft costs." Construction cost refers generally to all

built work and fees in the Owner's contract with the General Contractor. Soft costs include other known costs necessary for project completion such as building permits, some owner-provided/contractor-installed items, and designer's fees.

A 5% "design contingency" is included to account for the preliminary nature of the design. A 15% construction contingency is included as the standard for renovation projects. Generalized estimates accounting for inflation are shown for reference.

PHASE 1 - DESIGN, ENGINEERING, BIDDING

\$80,000

Approximate Probable Cost of Design & Engineering

PHASE 2 - THEATER & ENVELOPE

\$1,850,000

Approximate Probable Total Cost

PHASE 3 - STAR MAIN LEVEL COMPLETION

\$350,000

Approximate Probable Total Cost

PHASE 4 - ADDITION

\$xxx,000,000

Approximate Probable Total Cost

\$2,300,000

Rough Order of Magnitude Cost

PHASE 1 - DESIGN, ENGINEERING, BIDDING

SOFT COSTS

Scope A Design Fees	1	LS	\$ 5,000	\$ 7,000	\$ 6,000	Arch, Mech. Eng, and electrical vendor design/build
Scope B & C Design Fees	1	LS	\$ 65,000	\$ 75,000	\$ 70,000	Arch, Mech. Eng, and Elect. Eng.
Miscellaneous	1	LS	\$ 1,000	\$ 3,000	\$ 2,000	Printing, advertising, etc.
SOFT COST SUBTOTALS						
			\$ 71,000	\$ 85,000	\$ 78,000	
TOTALS						
			\$ 71,000	\$ 85,000	\$ 78,000	

PHASE 2 | SCOPE A - UPPER LEVEL USE/REVENUE

CONSTRUCTION COSTS

Recommended Construction Scope	Qty	Unit	Unit Price Estimate	Probable Cost Low Range	Probable Cost High Range	Probable Cost Median		Notes
General Conditions	10	%		\$ 4,090	\$ 4,908	\$ 4,499		
Building Exterior								
Roofing repairs	1	LS	\$ 600	\$ 600	\$ 720	\$ 660		
Building Interior								
Demolition @ Bathroom	1	LS	\$ 2,000	\$ 2,000	\$ 2,400	\$ 2,200		Allowance
Mold remediation	1	LS	\$ 800	\$ 800	\$ 960	\$ 880		Allowance
Framing & sheathing repairs	1	LS	\$ 500	\$ 500	\$ 600	\$ 550		Allowance
Flooring @ Bathroom	40	SF	\$ 30	\$ 1,200	\$ 1,440	\$ 1,320		
Drywall & Painting @ Bathroom	300	SF	\$ 3	\$ 900	\$ 1,080	\$ 990		
Drywall & Painting (throughout)	11,000	SF	\$ 1	\$ 11,000	\$ 13,200	\$ 12,100		
Skylight repair & infill	1	LS	\$ 3,200	\$ 3,200	\$ 3,840	\$ 3,520		
Casework	7	LF	\$ 500	\$ 3,500	\$ 4,200	\$ 3,850		
Countertop	14	SF	\$ 50	\$ 700	\$ 840	\$ 770		
Misc. repairs	1	LS	\$ 3,000	\$ 3,000	\$ 3,600	\$ 3,300		Allowance
Plumbing								
Plumbing	1	LS	\$ 6,000	\$ 6,000	\$ 7,200	\$ 6,600		Bathroom and kitchen
Electrical								
Fixtures & receptacles	1	LS	\$ 5,000	\$ 5,000	\$ 6,000	\$ 5,500		
Misc. wiring	1	LS	\$ 2,500	\$ 2,500	\$ 3,000	\$ 2,750		Allowance for kitchen, bathroom, completion of existing work
GC OH&P	15	%		\$ 6,135	\$ 7,362	\$ 6,749		15% Assumed
CONSTRUCTION COST SUBTOTALS				\$ 51,125	\$ 61,350	\$ 56,238		

SOFT COSTS

Appliances & window coverings	1	LS	\$ 4,500	\$ 4,500	\$ 5,400	\$ 4,950	Fridge, microwave, (9) windows
Design Fees	1	LS	\$ 5,000	\$ 5,000	\$ 7,000	\$ 6,000	Arch, Mech, Eng, and electrical vendor design/build
Permits & Fees	1	LS		\$ 650	\$ 800	\$ 725	Per State of MT fee schedule
5% Design contingency	5	%		\$ 2,556	\$ 3,068	\$ 2,812	Due to preliminary nature of PAR design development
15% Construction Contingency	15	%		\$ 7,669	\$ 9,203	\$ 8,436	15% of Construction Cost
SOFT COST SUBTOTALS			\$ 20,375	\$ 25,470	\$ 22,923		
TOTALS			\$ 71,500	\$ 86,820	\$ <u>79,160</u>		
ADJUSTED TOTALS			\$ 76,505	\$ 92,897	\$ <u>84,701</u>		Anticipating 1-yr to construction @ 7% inflation
Approximate Construction Cost per Square Foot					\$18/sf	\$56,000 / 3,000sf	
Approximate Total Cost per Square Foot					\$26/sf	\$80,000 / 3,000sf	

\$80,000 Scope A probable total cost

\$28/sf
Probable cost per sf

\$80,000 < \$150,000
Cost is less than max. investment

PHASE 2 - THEATER & ENVELOPE

SCOPE B - EXTERIOR & THEATER REHABILITATION

CONSTRUCTION COSTS							
Recommended Construction Scope	Qty	Unit	Unit Price Estimate	Probable Cost Low Range	Probable Cost High Range	Probable Cost Median	Notes
General Conditions	10	%		\$ 82,842	\$ 98,303	\$ 90,572	
Building Exterior							
Accessible walk to front doors	350	SF	\$ 20	\$ 7,000	\$ 8,400	\$ 7,700	Includes demo
Wall-base & grading	350	LF	\$ 55	\$ 19,250	\$ 23,100	\$ 21,175	Earthwork, concrete, waterstop, flashing
Window & door restoration	1	LS		\$ 46,257	\$ 55,508	\$ 50,883	Preservation carpentry estimate by PMT
New door @ MSG	1	LS		\$ 5,000	\$ 6,000	\$ 5,500	Includes grass-pave landing
East side doors	2	LS	\$ 3,000	\$ 6,000	\$ 7,200	\$ 6,600	Includes concrete landings
Stucco repair	3,400	SF	\$ 12	\$ 40,800	\$ 48,960	\$ 44,880	Includes demo & painting
Reroof @ 2-story area	3,000	SF	\$ 16	\$ 48,000	\$ 57,600	\$ 52,800	Includes parapet caps & flashing
Reroof @ Theater	4,000	SF	\$ 15	\$ 60,000	\$ 72,000	\$ 66,000	Includes flashing, gutters & downspouts
Misc. repairs	1	LS		\$ 3,000	\$ 5,000	\$ 4,000	Allowance
Building Interior							
Theater: seating rake & flooring	1,800	SF	\$ 40	\$ 72,000	\$ 86,400	\$ 79,200	
Theater: insulated side wall	76	LF	\$ 50	\$ 3,800	\$ 4,560	\$ 4,180	Includes trimwork
Theater: exposed ceiling finish	4,000	SF	\$ 3	\$ 12,000	\$ 14,400	\$ 13,200	Stain and clear sealant
Theater: acoustic treatment	1,200	SF	\$ 9	\$ 10,800	\$ 12,960	\$ 11,880	wild guess, awaiting number from vendor
Theater: fire-rated walls @ north	100	LF	\$ 75	\$ 7,500	\$ 9,000	\$ 8,250	
Theater: new cry-room walls	26	SF	\$ 44	\$ 1,144	\$ 1,373	\$ 1,258	
Theater: doors	10	EA	\$ 1,600	\$ 16,000	\$ 19,200	\$ 17,600	
Backstage: framed walls	100	LF	\$ 60	\$ 6,000	\$ 7,200	\$ 6,600	
Backstage: flooring	1,250	SF	\$ 8	\$ 10,000	\$ 12,000	\$ 11,000	
Backstage: ceiling	1,000	SF	\$ 2	\$ 2,000	\$ 2,400	\$ 2,200	Includes painting
Backstage: insulated side walls	135	LF	\$ 50	\$ 6,750	\$ 8,100	\$ 7,425	
Mezzanine: framing	4	SF	\$ 350	\$ 1,400	\$ 1,680	\$ 1,540	
Mezzanine: stairs	15	RI	\$ 130	\$ 1,950	\$ 2,340	\$ 2,145	
Misc. repairs	1	LS		\$ 2,000	\$ 4,000	\$ 3,000	Allowance
Hazardous materials remediation	1	LS		\$ 20,000	\$ 24,000	\$ 22,000	wild guess
Structural							
Masonry repointing & repair	1	LS		\$ 66,963	\$ 73,659	\$ 70,311	Estimate per DCI structural report
Framing upgrades	1	LS		\$ 91,806	\$ 100,987	\$ 96,396	Estimate per DCI structural report
Mechanical							
New HVAC system	5,000	SF	\$ 32	\$ 160,000	\$ 192,000	\$ 176,000	awaiting revised estimate
Plumbing							
Plumbing	1	LS		\$ 1,000	\$ 3,000	\$ 2,000	Limited to plumbing associated w/ mech. Systems
Electrical							
Electrical	5,000	SF	\$ 20	\$ 100,000	\$ 120,000	\$ 110,000	awaiting revised estimate
Theater lighting upgrades	1	LS		\$ 201,570	\$ 262,681	\$ 232,126	Tier 1 & 2 options from theater consultant
GC OH&P	15	%		\$ 124,263	\$ 147,454	\$ 135,859	15% Assumed
CONSTRUCTION COST SUBTOTALS \$ 1,237,095 \$ 1,491,465 \$ 1,364,280							
SOFT COSTS							
Theater Seating	150	EA	\$500-\$1200	\$ 75,000	\$ 180,000	\$ 127,500	
Permits & Fees	1	LS		\$ 6,400	\$ 7,200	\$ 6,800	Per State of MT fee schedule
5% Design contingency	5	%		\$ 61,855	\$ 74,573	\$ 68,214	Due to preliminary nature of PAR design development
15% Construction Contingency	15	%		\$ 185,564	\$ 223,720	\$ 204,642	15% of Construction Cost
SOFT COST SUBTOTALS \$ 328,819 \$ 485,493 \$ 407,156							
TOTALS \$ 1,565,914 \$ 1,976,958 \$ 1,771,436							
ADJUSTED TOTALS \$ 1,785,142 \$ 2,253,732 \$ 1,948,580 Anticipating 2-yr to construction @ 7% avg. annual inflation							

SCOPE B - ANALYSIS

Additional cost per square foot breakdowns are provided on this sheet for reference and a clear understanding of the estimate. Certain improvements skew the cost per square foot to appear fairly high, as the interior area being renovated is only about 1/3 of the building. However, approximately 25% of the Scope B budget is dedicated to exterior and structural improvements. These costs are essential to the building's survival but are not necessarily associated with the square foot area of the theater space.

Other costs such as specialized theater lighting and new theater seating are large line-items with a significant price range. These are very significant costs that are not part of conventional commercial construction and skew the cost per square foot numbers. Likewise, the broad range of products

available contributes to the large spread between the high and low cost ranges, which is further compounded with the percentage-based multipliers (General Conditions, OH&P, contingencies).

Isolating exterior and specialized theater components from the cost estimates provides square footage costs on par with conventional construction. Further comparisons are provided through isolating construction costs and total costs.

Although difficult to predict, including a cost adjusted for inflation is relevant to current volatile conditions. And as is evident in this scope of work, current high inflation could represent a meaningful impact (approximately \$200,000 or 15%) in the span of time from this report to the date of construction.

Approximate Exterior Construction Cost	\$267,000	\$38/sf
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Approximate Interior Construction Cost per Square Foot (w/ theater lighting)	\$274/sf	\$1,096,000 / 4,000sf
Approximate Interior Construction Cost per Square Foot (w/o theater lighting)	\$216/sf	\$864,000 / 4,000sf
Approximate Interior Construction Cost per Square Foot (w/o theater lighting and seating)	\$184/sf	\$736,500 / 4,000sf

Approximate Total Cost per Square Foot (w/ theater lighting)	\$442/sf	\$1,768,796 / 4,000sf
Approximate Total Cost per Square Foot (w/o theater lighting)	\$384/sf	\$1,536,670 / 4,000sf
Approximate Total Cost per Square Foot (w/o theater lighting and seating)	\$352/sf	\$1,409,170 / 4,000sf

\$1,770,000

Scope B probable total cost

PHASE 3 - STAR MAIN LEVEL COMPLETION

SCOPE C - LOBBY, CONCESSIONS, ACCESSIBILITY

CONSTRUCTION COSTS										
Recommended Construction Scope	Qty	Unit	Unit Price Estimate	Probable Cost Low Range	Probable Cost High Range	Probable Cost Median	Notes			
General Conditions	10	%		\$ 20,655	\$ 25,810	\$ 23,233				
Building Exterior										
Sidewalk to upper tenant entry	375	SF	\$ 10	\$ 3,750	\$ 4,500	\$ 4,125	6' wide			
Awning at upper tenant door	-	LS		\$ 2,500	\$ 4,000	\$ 3,250				
New fence	1	LS	\$ -	\$ 300	\$ 600	\$ 450	Includes demo of existing fence			
Marquee Restoration	1	LS		\$ 5,000	\$ 10,000	\$ 7,500	Allowance			
Misc. repairs	1	LS	\$ -	\$ 3,000	\$ 5,000	\$ 4,000	Allowance			
Building Interior										
Hallway: wall restoration	1,500	SF	\$ 25	\$ 37,500	\$ 45,000	\$ 41,250	Assumes no original material salvaged			
Hallway: ceiling restoration	1	LS		\$ 15,000	\$ 20,000	\$ 17,500	Assumes 50% replacement (couldn't observe full condition)			
Concessions Area	200	SF	\$ 150	\$ 30,000	\$ 36,000	\$ 33,000	Full reconfiguration/renovation, includes plumbing			
Accessible restrooms	1	LS		\$ 45,000	\$ 54,000	\$ 49,500	Includes plumbing			
Renovation of (Ex) restroom	50	SF	\$ 100	\$ 5,000	\$ 6,000	\$ 5,500				
Renovation of ticket booth to exit	50	SF	\$ 200	\$ 10,000	\$ 12,000	\$ 11,000				
Hazardous materials remediation	1	LS		\$ 2,000	\$ 4,000	\$ 3,000				
Mechanical										
New HVAC system	1,900	SF	\$ 15	\$ 28,500	\$ 34,200	\$ 31,350	awaiting revised estimate			
Electrical										
Electrical	1,900	LS	\$ 10	\$ 19,000	\$ 22,800	\$ 20,900	awaiting revised estimate			
GC OH&P	15	%		\$ 30,983	\$ 38,715	\$ 34,849	15% Assumed			
CONSTRUCTION COST SUBTOTALS \$ 258,188 \$ 322,625 \$ 290,406										
SOFT COSTS										
Permits & Fees	1	LS		\$ 2,000	\$ 2,500	\$ 2,250	Per State of MT fee schedule			
5% Design contingency	5	%		\$ 12,909	\$ 16,131	\$ 14,520	Due to preliminary nature of PAR design development			
15% Construction Contingency	15	%		\$ 38,728	\$ 48,394	\$ 43,561	15% of Construction Cost			
SOFT COST SUBTOTALS \$ 53,638 \$ 67,025 \$ 60,331										
TOTALS \$ 311,825 \$ 389,650 \$ 350,738										
ADJUSTED TOTALS \$ 405,373 \$ 553,303 \$ 479,338 Anticipating 6-yr to construction @ 5% avg. annual inflation										

\$350,000

Scope C probable total cost

PHASE 4 - ADDITION

SCOPE D - ADDITION

CONSTRUCTION COSTS									
Recommended Construction Scope	Qty	Unit	Unit Price Estimate	Probable Cost Low	Probable Cost High	Probable Cost			Notes

discussion required

\$XXX

Scope D probable total cost

It is important to look forward to known investment cycles and plan to address them as far in advance as possible. Basic O/M costs are identifiable from utility bills and industry standards, and consist of day to day repairs, cleaning, and maintenance. It is recommended that this budget be revised upon final engineering and be reviewed annually.

The capital investment budget is intended to address reasonably predictable significant upgrades, maintenance, and repairs. These would include

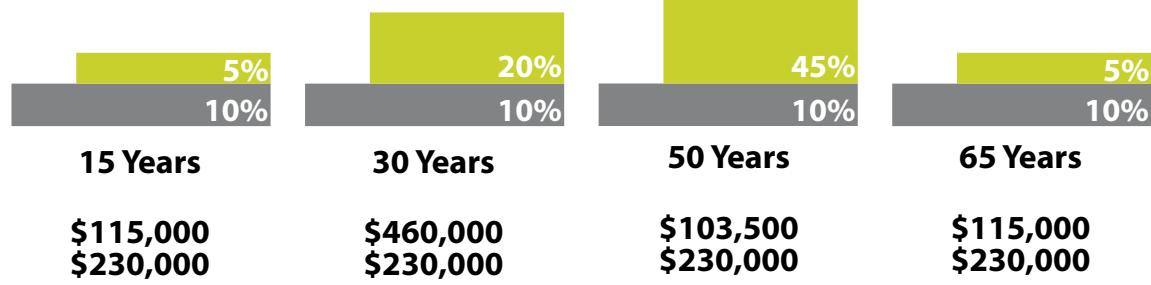
mechanical units, accessibility or finish upgrades, reroof, etc. Given the phase of this project a 10% reduction is calculated anticipating some overlap of scope in the two generalized calculations.

It is recommended that GJP establish a building-reserve fund for capital improvements. In light of the challenges of this for a small nonprofit in Whitehall, MT, understanding these costs and including them in long term planning is essential.

Estimated Maintenance & Capital Improvements Budget



Key:
 Large Capital Improvement
 Repair & Maintenance (10-15yr cycle)
 Basic Maintenance (5yr cycle)



Graphic based on industry standards and building investment presentation by RDH Engineering

15-year Capital Improvement Budget \$345,000/15-years \$23,000/yr

Estimated Annual O/M Costs

Approximately 11,000sf @ \$0.50/sf/month \$5,500/month \$66,000/yr

Estimate based on industry standards and utility bills provided by the Star Theatre
 Standard numbers reflect that all work is completed by a third party (property manager, maid service, repairmen, etc.)

Approximately 11,000sf @ \$0.35/sf/month \$3,850/month

\$46,000/yr (adjusted)
 Presumes significant amount of self-performed work

\$56,000/yr \$70,000/yr
 Estimated annual O/M Annual O/M + Capital Improvements Savings

\$56,000 + \$23,000 - 10%
 Anticipated O/M Capital Savings Overlap

t.b.d.

FUNDING OPPORTUNITIES

While a capital campaign and grant strategy are beyond the scope of this report, viable funding options are essential to the financial feasibility of the project and are tied to the construction scope and phasing. Similarly, direction on funding helps the organization design their capital campaign and get them from the PAR to construction.

The capital campaign to restore the Star Theatre will have to be intertwined with the startup fundraising required to establish the organization firmly and staff up. Consideration of which funders are most appropriate for specific asks is essential to increase chances of success, diversify funding streams, and leveraging funding matches. It is clear no one single grant source is available in Montana to cover a project of this size/nature.

It is recommended that GJP proceed immediately to procuring funding for full Architectural and Engineering drawings for bidding by contractors. This will allow progress to proceed continuously while the capital campaign is formed, and it will help inform the capital campaign total and the grant writing strategy.

GJP and the Star Theatre are uniquely positioned to access and leverage a wide variety of funding streams:

- Historic preservation**
- Arts and performance**
- Kids and education programs**
- Tourism and entertainment**
- Economic development**
- Rural placemaking**
- Support from the Whitehall community.**

Preliminary discussions between project partners (DKAL, PMT, JLDC) and select funders have revealed opportunities and established clear first steps. These potential funders and fundraising partners include:

- Headwaters RC&D
- USDA Rural Development
- MT Department of Environmental Quality
- MT Community Development Block Grant program
- MT State Historic Preservation Office
- Montana History Foundation

All agreed this is a project and organization are viable to be funded from a variety of sources. Discussion points were raised regarding:

- Ownership of the building is required
- Getting accurate estimates to appropriately size the capital campaign.
- Potential that Scope of Work A may not be attractive to funders as it is not directly program-related. It may be best to fund it along with Scope B.
- Encourage GJP to look at a wide variety of scope and phasing options.
 - Since Scope B is so big, is it best to go for a complete project vs. phases?
 - What is GJP's comfortability of going back to the community multiple times for construction funding?
 - What is the viability of going back to grant funders multiple times?
- Timeline considerations as some grants are up to two years from now, some are offered every-other year, and so on.
- Awareness of funder requirements, specifically procurement rules is important.

Partners will be required to keep some funding streams open. This may be grant writing and sponsorships like JLDC for this PAR, or Headwaters RC&D aiding in writing and administering any USDA grants. Likewise, partnerships with local partners served by GJP holds the potential for assistance and stronger funding appeals.

recommendations being finalized

General strategy follows phasing:

- 1. Partner w/ Headwaters RC&D to get USDA RD grant for full design documents. Likely not awarded until summer 2023. Work w/ JLDC to find alternate sources that could have better timelines.**
- 2. Eye winter of 2023 as earliest date for major grant-writing push. Hinges on early 2024 application for MT Commerce Preservation grants (offered every 2 years)**
- 3. Simultaneously pursue research into viability of preservation tax credits if considering an “all in” approach. Further due diligence to find if it is viable and if there is a viable buyer**

POTENTIAL SOURCES

POTENTIAL SOURCES

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Section 4

Conclusions & Recommendations

conclusion

conclusion



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