



Capitol Complex Advisory Council

September 22, 2026



Capitol Complex Master Plan (reprised)

ARCHITECTURE & ENGINEERING DIVISION

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CAPITOL COMPLEX MASTER PLAN UPDATE

Introduction

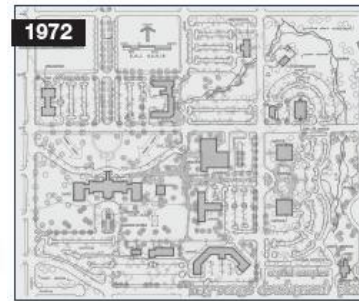
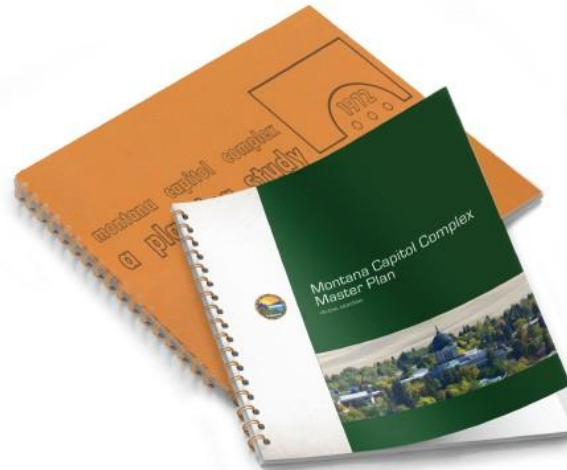
Master Plan Update

The Montana Capitol Complex Master Plan builds upon decades of planning efforts while responding to the evolving needs of state government, employees, and the public. Previous planning initiatives in 1972 and 2010 established a foundation for campus growth, infrastructure investment, and preservation of the Capitol's historic core. State statute requires that the Capitol Complex Master Plan be reviewed and updated every ten years, and this update fulfills that requirement while addressing continued population growth, changing workplace standards, and increasing demands on public facilities that have created new pressures on the campus requiring a coordinated, forward-looking response.

This update provides a comprehensive framework to guide development over the next 10 to 20 years, as envisioned by statute for long-range planning of state facilities. It evaluates existing buildings, land use, circulation, parking, and open space to ensure that future investments are made strategically and sustainably. The plan aligns near-term capital priorities with a long-term vision, allowing the State to respond to immediate facility needs while protecting flexibility for future generations.

The 2024 Master Plan also reflects a shift in how government campuses function. Hybrid work, technology-driven services, enhanced security, and greater public engagement require more adaptable and resilient facilities. At the same time, the Capitol Complex must continue to honor its role as Montana's most important civic place—balancing modernization with stewardship of historic resources and the natural landscape, consistent with statutory expectations for responsible management of state assets.

Through an inclusive planning process and a clear implementation strategy, this update provides the State of Montana with a roadmap to guide responsible investment, improve operational efficiency, and strengthen the Capitol Campus as a vibrant, accessible, and enduring public institution—in compliance with statutory requirements and in service of Montanans for decades to come.



Capitol Complex Master Plan

The 1972 plan was the first long-range vision for the Capitol Campus. It responded to decades of uncoordinated growth and a growing number of scattered, leased state offices by establishing the Capitol Campus as the permanent center of state government and a framework for orderly expansion. The year 2022 marked 50 years since this master plan's publication whose period of significance extended to 1982 following the completion of the last building included in this plan.

Recommendation Highlights

1. Consolidate state agencies on the Capitol Campus
2. Reduce reliance on leased facilities
3. Acquire land for long-term growth
4. Improve parking, circulation, and utilities
5. Protect the historic Capitol and its setting

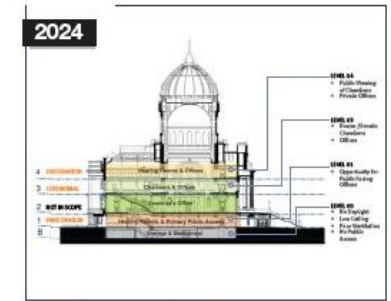


Capitol Complex Master Plan

The 2010 plan updated the 1972 vision to address rapid growth in state employees, increasing leased space, and the need for modern facilities. It introduced 10- and 20-year development plans, design guidelines, and a structured approach to campus growth.

Recommendation Highlights

1. Add new office space through phased 10 and 20-year plans
2. Provide structured parking and reduce surface lots
3. Improve pedestrian circulation across campus
4. Establish unified architectural and landscape standards
5. Replace outdated or inefficient buildings



Legislative Long Range Plan

The 2024 plan builds on earlier master plans to address today's needs for flexibility, sustainability, security, and public access. It creates a framework for growth that protects historic resources while allowing the campus to adapt to changing work patterns and future demands.

Recommendation Highlights

1. In consultation with the Legislative Audit Committee and Legislative Finance Committee, to develop a long-range legislative branch capital development plan integrated with the Capitol Master Plan, with departmental support provided to the Legislative Council.



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CAPITOL COMPLEX MASTER PLAN UPDATE

- Capitol Complex Master Plan Act, §2-17, Part 8 MCA
 - Establishes this Council and its responsibilities
 - Governs development of policies, approvals, placements, custodial care of the Complex
 - §2-17-805 MCA, mandates the establishment and updating of the Master Plan
- What is the Master Plan intended to accomplish?
 - Set the basis for orderly development of the Capitol Complex giving consideration to:
 - It's sited as the Montana State Capitol Campus Historic District
 - The facilities and space needs of the government
 - Recommend the locations and design of buildings to be constructed
 - Determine necessary parking improvements and traffic management
 - Set landscaping and other features



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- Since the completion of the Capitol Bldg in 1902, there have been only two Master Plans
 - 1972, completed in-house by the Architecture & Engineering Division
 - 2010, completed in conjunction with early concepts of a new Montana Heritage Center
- Update on the current Master Plan Update process:
 - Appropriated in HB 5, 66th session (2019)
 - Update was intended to proceed w/ SB 338 (site selection of Heritage Center)
 - Then COVID-19 happened and the lockdown
 - Post-lockdown, and the Remote/Office Workspace Study (ROWS) commenced
 - The Update re-started in conjunction with the results of ROWS
 - Then, HB 856, 68th session postponed further work on the update
 - Long-Range Legislative Branch was required to be integrated
 - Legislature approved its Long-Range plan in April 2025



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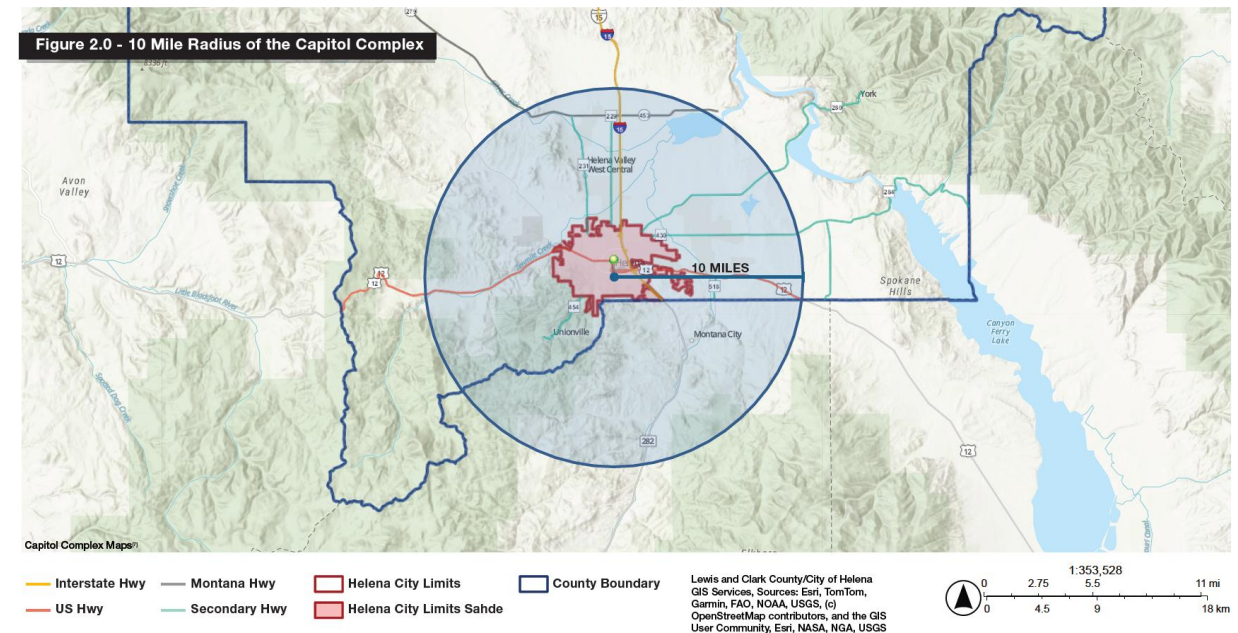
CAPITOL COMPLEX MASTER PLAN UPDATE

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Capitol Complex Area

The Capitol Complex is legally defined as a 10-mile radius from the Capitol



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CAPITOL COMPLEX MASTER PLAN UPDATE

Parking Inventory

Existing Parking Lots

Lot	Capacity
A Capitol North Loop	100
B Capitol South Loop	25
C Capitol North Loop	25
D Capitol South Loop	40
E Capitol North Loop	17
F Capitol South Loop	40
G Capitol North Loop	7
H Capitol South Loop	16
I Capitol North Loop	10
J Capitol South Loop	7
K Capitol North Loop	10
L Capitol South Loop	30
M Capitol North Loop	30
N Capitol South Loop	30
O Capitol North Loop	30
P Capitol South Loop	30
Q Capitol North Loop	30
R Capitol South Loop	30
S Capitol North Loop	30
T Capitol South Loop	30
U Capitol North Loop	30
V Capitol South Loop	30
W Capitol North Loop	30
X Capitol South Loop	30
Y Capitol North Loop	30
Z Capitol South Loop	30



Figure 2.10 - Parking Lot Locations

Existing On-Street Parking

On-street parking around the Capitol Complex includes angled and parallel stalls serving employees, visitors, and short-term access to government buildings. While it provides valuable flexibility, on-street parking is more susceptible to turnover and turnover is more difficult to manage. On-street parking is more susceptible to turnover and turnover is more difficult to manage. On-street parking is more susceptible to turnover and turnover is more difficult to manage.



Figure 2.11 - On-Street Parking Counts

2023 & 2025 Legislative Session Parking Capacity Comparison

Parking surveys from the 2023 and 2025 legislative sessions show that while total parking supply on the Capitol Campus remained similar, effective space capacity tightened notably by 2025. In March 2023, most core lots serving the Capitol and adjacent agencies such as Capitol North Loop, Capitol South Loop, West Sullivan, and Sullivan South, and key visitor/employee areas, signaling a shift toward higher utilization and reduced buffer capacity during the session.



Figure 2.13 - 2023 Parking Capacity



Figure 2.14 - 2025 Parking Capacity

Bicycle & Pedestrian Circulation

Business Pedestrian Circulation

Bicycle and pedestrian circulation within the Capitol Campus supports daily internal movement and campus connectivity. Pedestrian volumes are consistently highest at intersections July within the campus, particularly along the Avenue, Roberts Street, and Sanders Street, showing that most walking trips occur between buildings and key destinations. Summer months see the greatest overall activity, while winter months are a very small share of total traffic but increase during inclement weather, signaling potential for future multimodal improvements.



Figure 2.15 - Business Circulation Paths

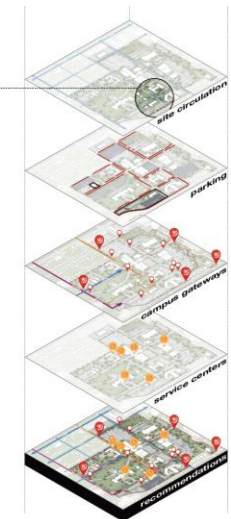
Recommendation Synthesis

Deficient Intersections
The roadways within the Capitol Campus all have two travel lanes and sidewalks on both sides of the roadway. The roadways represent a range of functional classifications. Traffic volumes and area use generally increase during the legislative session. Outside of legislative session, the traffic volumes are more influenced by day-to-day activity related to the State government buildings. The traffic engineering study and campus stakeholders indicated deficient intersections throughout campus. It is recommended that the deficient intersections identified be addressed with various solutions appropriate to address deficiencies. Specifically, the intersection at Lockley and Roberts should be addressed to suit the needs of vehicular and pedestrian traffic traveling from the Heritage Center, Capitol Building and surrounding parking to Montana Ave as the closest arterial roadway.

Campus Infrastructure and Facilities
Parking within the Capitol Campus was evaluated to determine existing capacity and usage patterns as part of this updated Master Plan effort. All parking within the Campus is provided via surface lots or on-street parking spaces; there are no structured parking facilities. Following the study of structured parking locations across campus, it is recommended that a parking structure located in lieu of the current surface parking lot south of the West Sullivan and Old Board of Health buildings, be designed and constructed. Additionally, the State should consider funding building renovations at 111 N Sanders, Copeland and Scott Hart to position the facilities for implementation as some of the final strategic capital investments.

Wayfinding Study
A general inventory of the existing signage and building addresses was documented in Section 2 of this document. The findings indicate an inconsistent approach across campus and support a recommendation to seek out a qualified firm to produce a Campus Wayfinding study. In order to reinforce the campus edges along the residential and commercial boundaries, a wayfinding study should be developed to establish strategic gateway landmarks and a supporting system of signage.

Customer Service Centers and Accessibility
The Capitol Campus functions as the business center for State government serving a variety of needs for the citizens of Montana. Aligned with the overall framework of a system of wayfinding, opportunities for easily accessible customer service centers should be prioritized. It is recommended that the Campus ADA Compliance plan be updated through the lens of the existing transportation network and building across campus that are designed to provide services to the citizens of Montana.



SECTION 4 - Recommendations

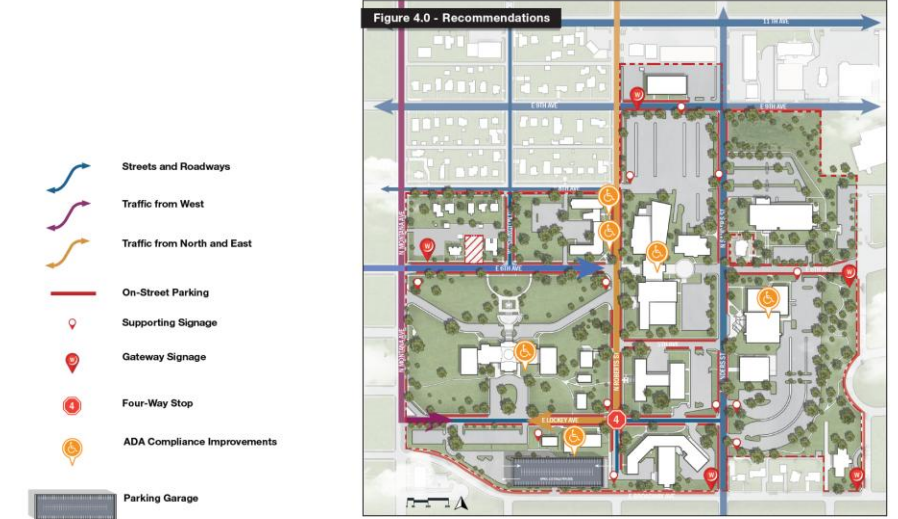
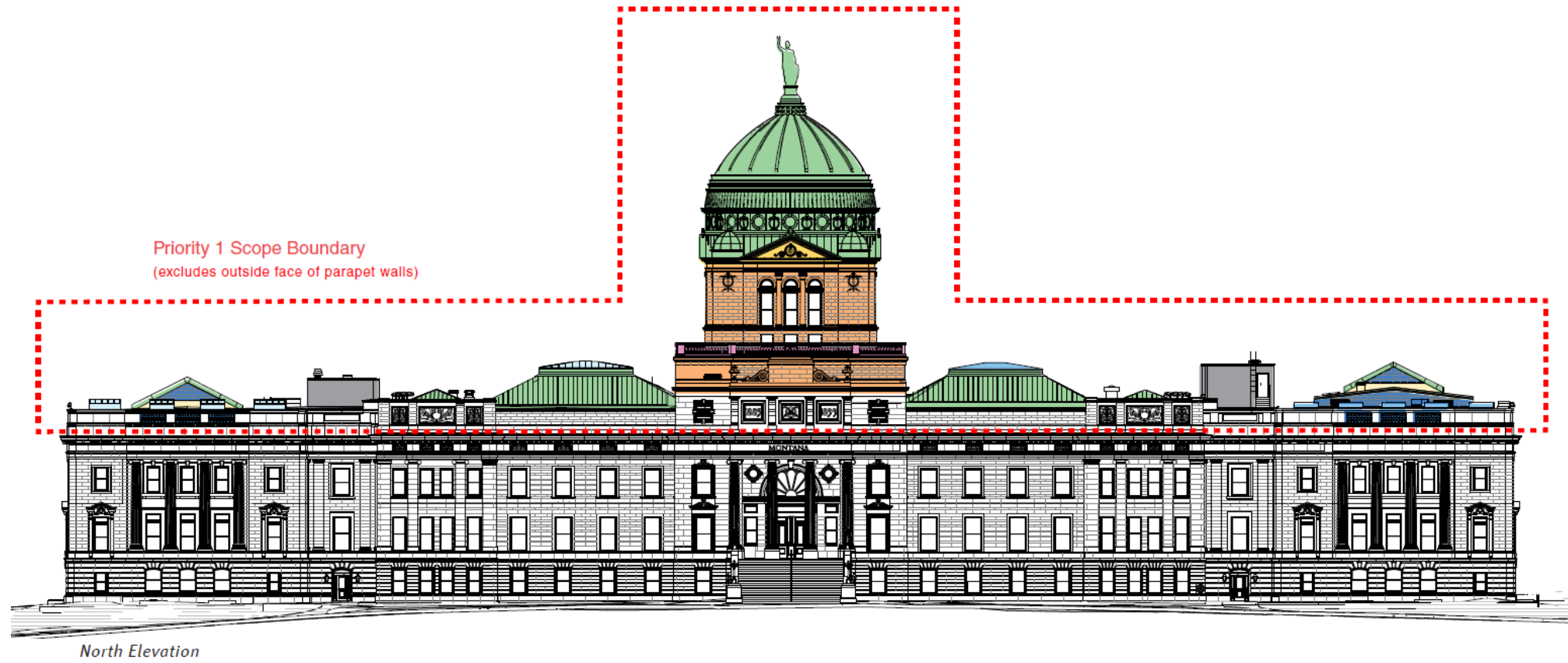


Figure 4.0 - Recommendations





Capitol Building, Priority One Repairs

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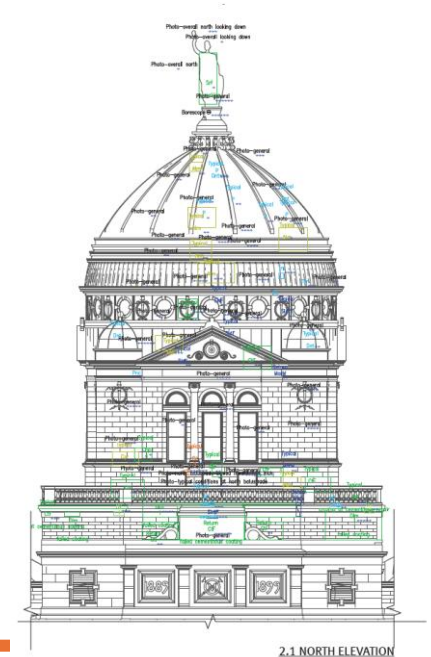
Capitol Building, Comprehensive Assessment



Comprehensive Condition Assessment
MONTANA STATE CAPITOL

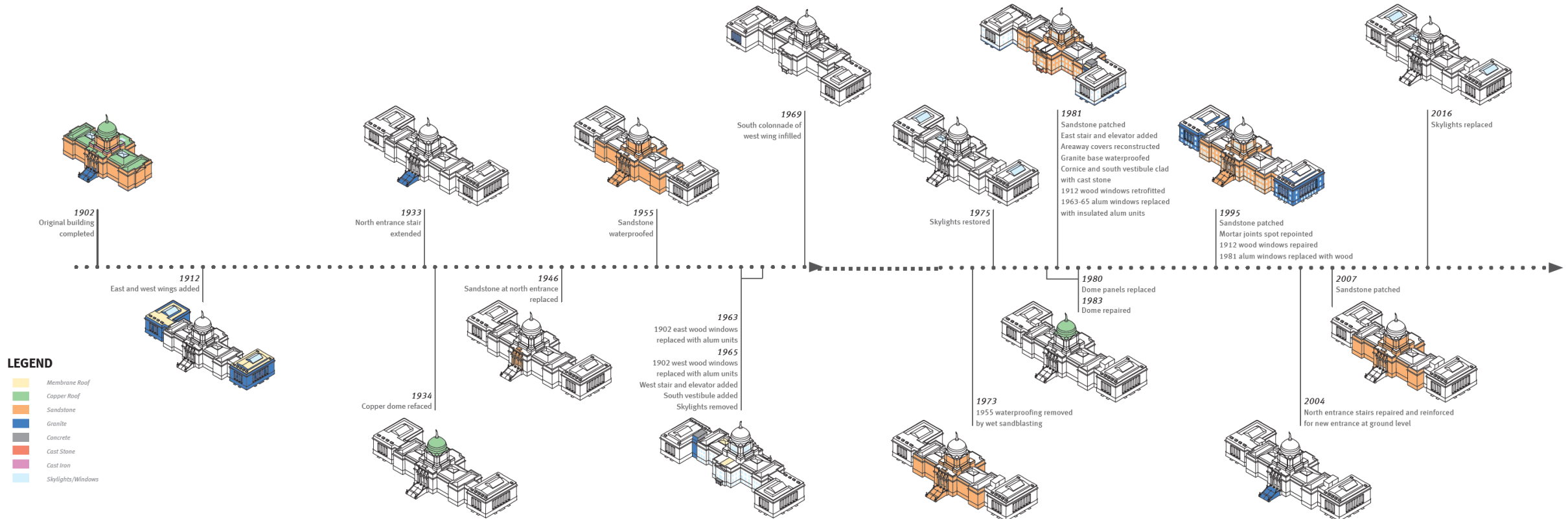
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Capitol Building, Exterior Chronology (Overview)



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Capitol Building, Priority One Repairs

- Funding: HB 5, 67th and 68th Appropriation; \$32M
- Construction
 - Contract, \$28.2M
 - Schedule – completion in Spring 2028



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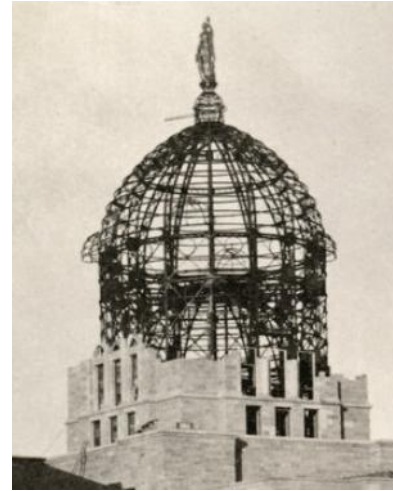
Capitol Building, Lady Liberty / Montana (history)

From Renaissance Historic Exteriors Report of 09/02/2026:

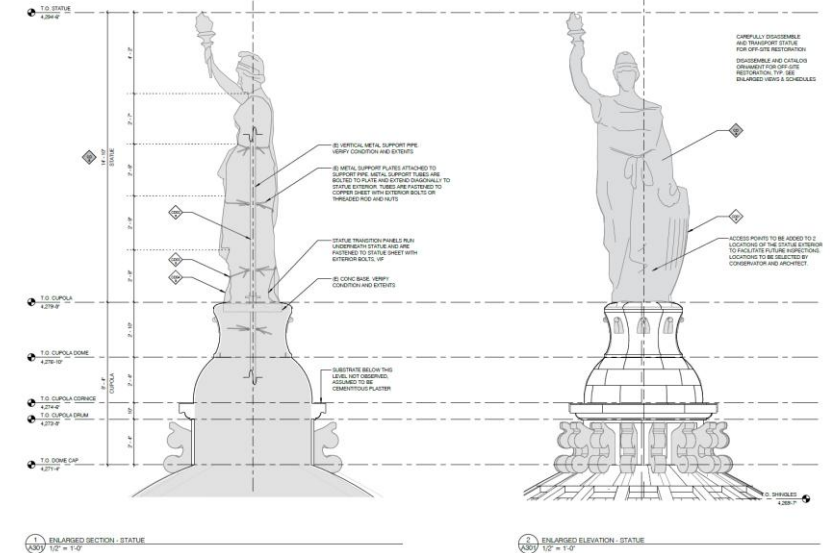
The central finding

The statue was originally built as an all-copper assembly. Almost every ferrous component now inside it was introduced later — principally in the 1930s repair campaign that followed the bending of the figure — and it is that introduced ferrous material, not the original fabric or the original design, that is tearing the statue apart.

This corrects the accepted description of the statue. The published record describes it as “copper sheeting over iron framework.” It is not. The original armature is a 2 in. copper post, 153 in. long, running continuously from the base to the top of the head, with $\frac{3}{4}$ in. copper arms radiating out to the copper skin. The only ferrous structure original to the assembly belongs to the pedestal ring on which the statue pedestal is attached.



15'-6" from the base to tip of torch; ~ 2,200 lbs



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Capitol Building, Lady Liberty / Montana (before/during removal)



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Capitol Building, Lady Liberty / Montana (during analysis)



representative damage, cracking, and splits
(typical throughout)

severe damage and ferrous interior/exterior repairs
(1930's timeframe indeterminate)



DEPARTMENT OF ADMINISTRATION

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Capitol Building, Lady Liberty / Montana (options)

Options Goals:

1. Ensure/improve structural stability of the statue and dome attachment
2. Achieve longest-lasting and most weather-resistant as possible
3. Achieve highest quality craftsmanship possible
4. Match new copper dome/ornamentation appearance now and future patina

- Analyses Performed by: MHS; metalwork preservationist; historic architect; & historic exteriors
- Available Options Summary:
 - Repair (*Infeasible; Rejected as no goals are met*)
 - repair existing copper, replace non-original copper; keep/repair existing armature; life span unknown
 - Refurbish (*Possible, but leaves uncertainty on achieving goal #2; goal #4 infeasible*); ~\$371K
 - new armature; requires disassembly/removal of copper panels and new joints; reuses existing copper; new life span 60-80 yrs
 - Replace (*Best, all goals achieved*); ~\$790K
 - Use existing scans and molds to replicate; MHS receives original statute; new life span >100 yrs



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Capitol Building, Lady Liberty / Montana

- **Replacement Option Expounded:**

- *Achieves all Goals*
- *New stainless-steel armature required regardless of option chosen*
- *New armature-to-dome connection is a priority*
- *New copper (avoids patches, potentially brittle existing Cu)*
- *Avoids disparity between dome/ornamentation and reuse of existing Cu*
- *Cost is within the existing project budget*
- *>100 years of life span achieved*





The Executive Residence

2 CARSON ST - HELENA, MT

THE HISTORY...



EXECUTIVE RESIDENCE

Began operating as the governor's residence in 1959.

- Has been home to 10 governors.
- Is located two blocks from the Montana State Capitol building.
- Was designed by architect Chandler C. Cohagen of Billings, Montana.

Features:

- 12,000 Sq. Ft. Residence
- 1.2 acres / green space (includes half of Capitol Park)
- Two-level steel and brick house
- Lower level: 2 bedrooms, 1 full bath, two 1/2 baths
- Upper level: 4 bedrooms, 5 full baths, two 1/2 baths
- 350 sq ft kitchen, two ovens
- Ballroom
- Hosting/Dining Space
- Two Fireplaces
- Three-car Garage



PUBLIC OUTREACH

POSTCARD MAILING – December 2

- Mailed to Helena residents living within a 1/4 mile of the residence. ~ 100 Residences
- Includes a QR code link to a survey
- Notes dates and times of open houses

OPEN HOUSES

308 Visitors

- Thursday, December 11 from 4pm to 6pm
- Saturday, December 13 from 1pm to 3pm



HOMETOWN HELENA

- December 4 at 7am @ Helena College
- Discuss the residence and share survey and open house details

DEPARTMENT OF ADMINISTRATION
P.O. BOX 200101
HELENA, MT 59620-0101

You are invited to complete a
FUTURE USE SURVEY

As a Montana Capitol Complex neighbor, we invite you to complete a short survey on the future use of the Executive Residence.

SURVEY ACCESS:

- Scan the QR code
- Visit ccac.mt.gov



The survey closes
December 19, 2025, at 5 pm.

In addition, 2 open houses will be hosted in the Executive Residence.

DATES: 12/11/25 - 4pm to 6pm
12/13/25 - 1pm to 3pm

LOCATION: 2 N Carson Street
Helena, MT 59601

We look forward to hearing from you!



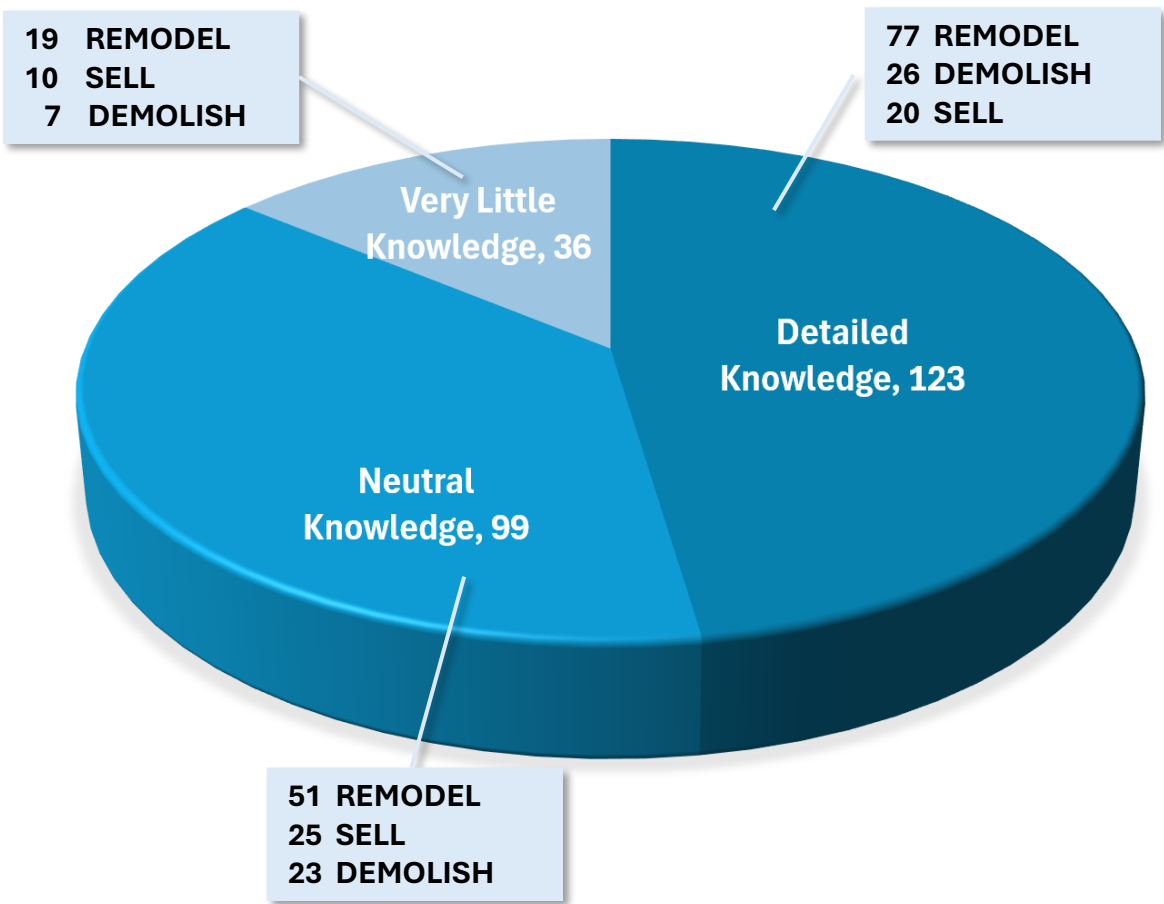
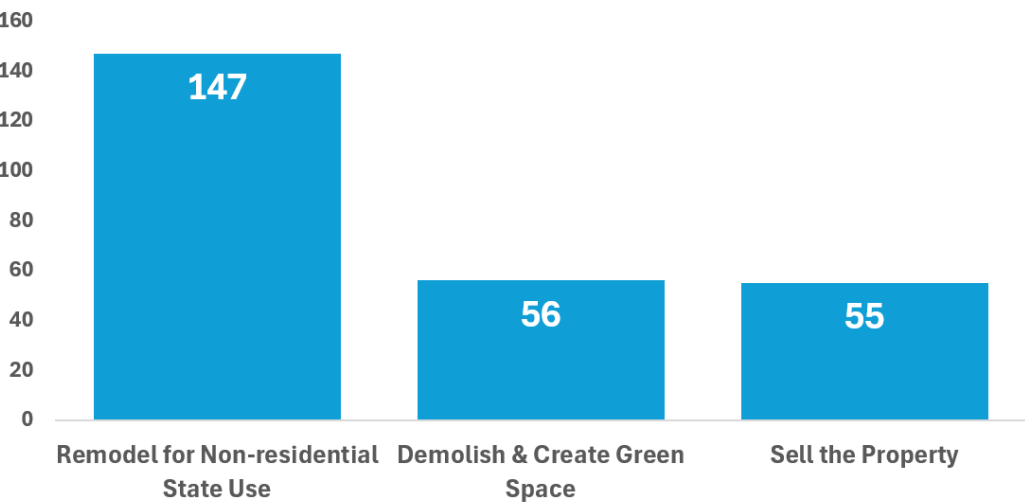
SURVEY OPEN: December 2 - 19

258 Responses

1. **What is your level of knowledge of the Executive Residence?** (1 to 10 option: 1 = None, 10 = Very)
2. **If you had to choose what the future use of the Executive Residence would be, would you be most in favor of?** (Select A, B, or C)
 - A. Demolishing the structure and converting the corner into green space,
 - B. Remodeling the structure to accommodate non-residential state use (example: remodeling for meeting space), or
 - C. Selling the property.
3. **Do you have anything else to add?** (Open text entry)

SURVEY SUMMARY – 258 Responses

- 1. What is your level of knowledge of the Executive Residence? (1 to 10 option: 1 = None, 10 = Very)
- 2. If you had to choose what the future use of the Executive Residence would be, would you be most in favor of? (Select A, B, or C)
 - A. Demolishing the structure and converting the corner into green space,
 - B. Remodeling the structure to accommodate non-residential state use (example: remodeling for meeting space), or
 - C. Selling the property.



CURRENT CONDITIONS



Built as a single-occupant residence, it is not compliant with building or fire code for commercial or institutional use.

The deferred maintenance items that must be addressed are extensive:

- Asbestos abatement
- Roof replacement
- Extensive exterior repairs are needed (*e.g., soffits, trim, etc., have rotted*)
- Complete demo and replacement of the mechanical / HVAC / plumbing systems (*including exterior sewer lines*) - current HVAC system can only cool half of the home at a time
- Complete demo and replacement of the electrical systems
- All bathrooms, kitchen area, etc. have damage and need upgrades
- No ADA access or ADA-compliant restroom on the lower level (*one ADA-compliant ½-bath on the upper level*)

Cost of letting it sit vacant ~\$100k+ / year

There are extensive interior finishes in need of upgrade/replacement:

- Carpet (20+ years old)
- Most bathroom fixtures (original equipment)
- Oven (one out of two non-functioning)
- Stove top (cracked cooking surface)
- Kitchen cabinets (original /outdated - painted numerous times)
- Refrigerator (not working properly)
- Dishwashers (end of life)
- Family room flooring (worn out)

Some updates made:

- State room carpet replaced with Larch floor during Schweitzer Administration (private funds)
- Boilers replaced during Schweitzer Administration (GSD project)
- Dining room floor tiled and ½ bath upgraded during Bullock Administration (private funds)

Property Renovation: Life Safety & Critical Infrastructure Updates Only

Estimated Costs

01-1 Final Cleaning	\$	20,000
02-1 Demolition	\$	220,000
03-1 Concrete	\$	62,000
04-1 Brick Repair & Repointing	\$	12,000
06-1 Rough Carpentry & Miscellaneous	\$	16,000
06-2 Finish Carpentry & Casework	\$	71,000
06-3 Wood Framing	\$	55,000
07-1 Thermal Insulation	\$	27,000
07-2 Roofing & Sheet Metal	\$	107,000
07-3 Exterior Siding Systems	\$	115,000
08-1 Doors & Hardware	\$	95,000
08-2 Windows	\$	79,000
09-1 Gypsum Board Assemblies	\$	134,000
09-2 Flooring & Tile	\$	173,000
09-3 Painting & Wall Coverings	\$	228,000
10-1 Specialties	\$	79,000
10-2 Signage	\$	19,000
11-1 Residential Appliances	\$	8,000
12-1 Countertops	\$	189,000
12-2 Window Treatments	\$	32,000
14-1 Elevator	\$	171,000
21-1 Fire Sprinkler	\$	126,000
22-1 Plumbing	\$	440,000
23-1 HVAC	\$	534,000
26-1 Electrical	\$	425,000
31-1 Sitework	\$	158,000
Subtotal:	\$	3,595,000
Contingency	\$	1,078,500
Grand Total:	\$	4,673,500

- Renovating the property for use by another State agency still requires that critical systems be brought up to code, such as the fire alarm, HVAC, electrical, and plumbing systems, as well as any abatement issues. These renovations don't consider space utilization, and solely make the structure authorized for occupancy by code. Furnishings are not included.
- The current configuration of the house is unique, with much of the space being private bedrooms with attached private bathrooms. Finding an agency that can reasonably occupy this space without major renovations to walls and plumbing systems is unlikely. Options to renovate large areas of the home to accommodate more business models create many unknowns without a clear scope, and estimated costs are indeterminate. Renovations beyond critical updates listed will certainly increase the cost of construction.



Property Restoration & Green Space Expansion

Estimated Costs

02-1 Demolition	\$	342,000
03-1 Concrete	\$	44,000
10-1 Signage	\$	11,000
26-1 Electrical	\$	59,000
31-1 Sitework	\$	247,000
32-1 Landscaping	\$	276,000
---- Hazardous Materials Testing	\$	20,000
---- Historic Property Mitigation Plan	\$	72,000
---- Bid Package Development	\$	50,000
Subtotal:	\$	1,121,000
Contingency	\$	151,700
Grand Total:	\$	1,272,700

- Demolishing the (former) Executive Residence and restoring the property for green space creates an extension of Capitol Park, anchoring the southeast corner of the Capitol campus as dedicated, maintained green space.
- Renovation and rebuilding costs are prohibitive and subject to the inflationary elements that has historically delayed major repairs in the home. Demolishing the property and reclaiming it as green space is the most cost-efficient method to address the property while adding community value. Final bid package with abatement, salvage, demo, and site restoration timeline is yet to be determined, pending CCAC determination on the property.
- The Department estimates that historical property mitigation documentation will cost approximately \$72,000 and could be completed in three months.





Questions?