

**Town of Montague**

**Capital Improvement Plan**

**FY27-FY32**

**Adopted April 1, 2026**

**Montague Capital Improvements Committee**  
**Greg Garrison, Chair**

**Prepared by Chris Nolan-Zeller**  
**Assistant Town Administrator**

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New 10-wheel dump truck plows Turners Falls Road – February 2026

(Photo Credit: Montague DPW)

*Truck funded by an appropriation at Annual Town Meeting in May 2024.*

# Introduction

The Montague Capital Improvement Plan (CIP) provides a blueprint for planning Montague's capital expenditures and informing the Annual Capital Budget. This plan is meant to be a tool for both municipal officials and the general public so that all are aware of future needs and projects. Ultimately, the plan encourages careful project planning and design to avoid costly mistakes and to help Montague reach desired community objectives within its fiscal capacity.

A well-planned, maintained, and executed capital plan is a wise investment that will enable the Town to:

- make full use of municipal assets,
- lower maintenance and replacement costs,
- decrease risk of injury or liability from using deteriorating capital assets,
- enhance efficiencies in vehicles and equipment,
- decrease the risk of unsustainable future expenditures caused by deferred maintenance and deterioration of facilities and infrastructure,
- enhance Montague's credit rating and control of its tax rate, and
- increase the attractiveness of Montague as a place to work, live, visit, and do business.

The CIP is updated annually to address:

- Progress made toward funding the planned projects,
- Updating the six-year projections, and
- Keeping current with changing information and priorities relating to the Town's needs.

Adequate funding of capital needs presents many small towns with significant challenges, and Montague is no exception. With appropriate planning and careful use of resources, the Town of Montague can address many of its most pressing needs in an affordable and sustainable manner.

This plan was developed in close collaboration with the Selectboard, Finance Committee, Town Accountant, Treasurer, the Town Administrator's office, and municipal department leaders.

## **Capital Planning Policy**

In June 2022, the Capital Improvements Committee, Finance Committee, and Selectboard adopted a Capital Planning Policy (Policy A-2). This was done in concert with the adoption of Financial Management policies by the Finance Committee and Selectboard. The purpose of the policy is to guide the annual capital planning process by which the Town identifies the need for the acquisition of new capital assets, the repair or replacement of existing assets, and the proposed financing of each. The policy defines the following objectives:

- To maintain Montague’s physical assets by providing funding in the annual operating budget to protect its capital investments and minimize future maintenance and replacement costs.
- To pursue a program of preventive maintenance as a cost-effective approach to protecting its capital investments and maximizing the useful life of its capital assets- including the procurement of outside services where Town staff capacity or expertise appears insufficient to perform such preventive maintenance.
- To endeavor to provide and preserve the infrastructure and equipment needed for achieving the highest levels of public services and quality of life possible by annually updating a six-year Capital Improvement Plan to ensure adequate investment in the Town’s capital assets.

**Definition of Capital Asset (Per A-2 Policy)**

Any municipally-owned facility, road, bridge, sidewalk, utility infrastructure, property, park, installed feature, vehicle, or equipment valued at or above \$25,000.

**Definition of Capital Improvement Project (Per A-2 Policy)**

A major, non-recurring expenditure that generally meets the following criteria:

- Project cost is \$25,000 or greater;
- Proposed project or asset to be acquired has a useful life of 5 years or more including:
  - New public buildings, or additions to existing buildings, including land acquisition costs and equipment needed to furnish the new building or addition for the first time;
  - Alterations, renovations, or improvements to existing buildings;
  - Land acquisition and/or improvements, unrelated to public buildings, but necessary for conservation, recreation, or off-street parking;
  - Major equipment acquisition, replacement, or refurbishment, including but not limited to vehicles, furnishings, and information technology systems’ hardware and software or other items that combined in purpose together make it a Capital Project;
  - New construction or major improvements to physical infrastructure, including streets, sidewalks, stormwater drains, and the sanitary sewer system. Infrastructure improvements must extend the useful life of the infrastructure by at least ten (10) years; or
  - Feasibility studies, engineering design services, or consultant services which support and are a part of a future Capital Project.

## **Capital Improvements Committee**

The Capital Improvements Committee (CIC) was established in 1978 under the Montague General Bylaws. The CIC consists of five voting members appointed by the Town Moderator. The Committee receives professional staff support from the Selectboard's office. The CIC is charged to:

- conduct an annual review of the capital improvements program of the Town as well as proposals for the construction of municipal buildings and acquisition of property,
- to make recommendations to the Town Meeting regarding the above,
- to prepare an annual report.

As of July 1, 2025, the members of the Montague Capital Improvements Committee are:

- Greg Garrison, Chair
- Chris Menegoni, Vice-Chair
- Ariel Elan
- Jason Burbank
- Lynn Reynolds

The CIP is a living plan, and as such, projects are subject to change based on new service delivery needs, special financing opportunities, emergency needs, compliance with unfunded mandates, and changing economic conditions. Every effort is made to make the six-year plan as accurate, thorough, and predictable as possible.

## Completed Capital Projects (FY26)

An annual inventory of recently closed-out capital projects is a way to monitor implementation of the Capital Plan. It can help identify potential funding sources for re-allocations, potential workflow issues, and improve budget planning.

## MONTAGUE CAPITAL PLAN FY2027-FY2031

### Projects Completed in FY26

| Expenditure                    |                                         | Total appropriated  | Source              | Grant funding       | Source                    |
|--------------------------------|-----------------------------------------|---------------------|---------------------|---------------------|---------------------------|
| <b>Facilities</b>              |                                         |                     |                     |                     |                           |
| Town Hall                      | Parking Lot Rehabilitation              | \$ 296,000          | ATM 5/4/24          |                     |                           |
| Carnegie Library               | Main Branch Library Design Study        | \$ 150,000          | ATM 5/4/24          | \$ 100,000          | MBLC Library Construction |
| Hillcrest School               | Façade Repair                           | \$ 55,000           | ATM 5/22/21         |                     |                           |
| Hillcrest School               | Parking lot, driveway, sidewalk repairs | \$ 175,500          | ATM 5/4/24          |                     |                           |
| Sheffield School               | Façade Repair                           | \$ 45,000           | ATM 5/22/21         |                     |                           |
| <b>Vehicles and Equip.</b>     |                                         |                     |                     |                     |                           |
| DPW Vehicle                    | Replace 10-wheel dump truck             | \$ 365,000          | ATM 5/4/24          |                     |                           |
| DPW Vehicle                    | Replace pickup                          | \$ 65,000           | ATM 5/7/25          |                     |                           |
| CWF Vehicle                    | Used mini-excavator                     | \$ 60,000           | ATM 5/7/25          |                     |                           |
| <b>Clean Water Facility</b>    |                                         |                     |                     |                     |                           |
| CWF Plant                      | Generator Replacement                   | \$ 230,000          | ATM 5/7/22          | \$ 100,000          | State legislative earmark |
| CWF Plant                      | Conference room / break room renovation | \$ 48,500           | STM 2/12/25         |                     |                           |
| CWF Plant                      | Aeration blowers and diffusers          | \$ 145,735          | ATM 6/13/20         | \$ 325,000          | DEP GAPII and GAPIII      |
| CWF Plant                      | Sludge composting facility study        |                     |                     | \$ 150,000          | MA Rural Development      |
| <b>Infrastructure</b>          |                                         |                     |                     |                     |                           |
| Roadways                       | Meadow Rd guardrail work                | \$ 200,000          | ATM 5/7/25          |                     |                           |
| Roadways                       | Pave 1st St Alley                       | \$ 30,000           | ATM 5/7/25          |                     |                           |
| <b>Parks and Public Spaces</b> |                                         |                     |                     |                     |                           |
|                                | Avenue A Streetscape Phase IV           |                     |                     | \$ 1,254,578        | Federal earmark, ARPA     |
|                                | 3rd and 4th St parking lots             |                     |                     | \$ 125,953          | CDBG                      |
|                                |                                         | <b>\$ 1,865,735</b> | <b>Total Grants</b> | <b>\$ 2,055,531</b> |                           |

## Active Capital Projects (FY26)

An annual inventory of active and funded capital projects is an additional way to monitor implementation of the Capital Plan. It can also help identify potential funding sources for re-allocations, potential workflow issues, and improve budget planning.

**MONTAGUE CAPITAL PLAN FY2027-FY2031**

**FY2026 Current (Funded) Projects**

| Expenditure                    |                                        | Status          | Total appropriated | Source       | Grant funding | Source                   |
|--------------------------------|----------------------------------------|-----------------|--------------------|--------------|---------------|--------------------------|
| <b>Facilities</b>              |                                        |                 |                    |              |               |                          |
| Town Hall                      | Annex Solar                            | IN PROGRESS     |                    |              | \$ 192,930    | ARPA                     |
| Millers Falls Library          | Storefront Renovation                  | NOT YET STARTED | \$ 39,000          | ATM 5/7/25   |               |                          |
| <b>Vehicles and Equip.</b>     |                                        |                 |                    |              |               |                          |
| DPW Vehicle                    | Replace camera van                     | IN PROGRESS     | \$ 70,000          | ATM 5/7/25   |               |                          |
| DPW Vehicle                    | Replace 6-wheel dump truck             | IN PROGRESS     | \$ 325,000         | ATM 5/7/25   |               |                          |
| DPW Vehicle                    | Replace 10-wheel dump truck            | IN PROGRESS     | \$ 365,000         | ATM 5/7/25   |               |                          |
| <b>Clean Water Facility</b>    |                                        |                 |                    |              |               |                          |
| CWF Plant                      | Screw Pump Replacement                 | IN PROGRESS     | \$ 1,271,023       | STM 3/2/23   | \$ 1,228,977  | USDA RD, ARPA            |
| CWF Plant                      | Thickened sludge pump replacements     | NOT YET STARTED | \$ 104,000         | ATM 5/7/25   |               |                          |
| Pump Stations                  | Replace 2 generators                   | IN PROGRESS     | \$ 67,800          | ATM 5/7/25   |               |                          |
| Pump Stations                  | Montague Ctr Pump Station Replacement  | IN PROGRESS     | \$ 283,800         | ATM 5/4/24   |               |                          |
| <b>Infrastructure</b>          |                                        |                 |                    |              |               |                          |
| Collection System              | Collections Rehab Phase 2              | IN PROGRESS     | \$ 3,000,000       | ATM 5/7/25   |               |                          |
| Roadways                       | Oakman St slope design                 | IN PROGRESS     | \$ 60,000          | ATM 5/7/25   |               |                          |
| Roadways                       | South St culvert repairs               | IN PROGRESS     | \$ 50,000          | STM 10/22/25 |               |                          |
| <b>Parks and Public Spaces</b> |                                        |                 |                    |              |               |                          |
|                                | Unity Park Playground Improvements     | NOT YET STARTED | \$ 125,000         | ATM 5/7/25   |               |                          |
|                                | Strathmore Mill Demo & Cleanup         | DESIGN          |                    |              | \$ 10,053,100 | EPA grant, State earmark |
|                                | Montague Center Pedestrian Safety      | DESIGN          | \$ 91,200          | ATM 5/7/25   | \$ 499,683    | MassDOT Complete Streets |
|                                | Millers Falls Rd Bus Stop Improvements | BIDS RECEIVED   | \$ 60,000          | ATM 5/7/25   |               |                          |
| <b>Airport</b>                 |                                        |                 |                    |              |               |                          |
|                                | Pioneer Ramp Project                   | IN PROGRESS     | \$ 152,000         | STM 3/15/24  | \$ 2,894,000  | FAA/ MassDOT Aviation    |

**Total Town Expense \$ 6,063,823 Total Grants \$ 14,868,690**

## FY27-FY32 Capital Project Schedule

The Capital Project Schedule is a working document that aims to identify as many known capital projects as possible. Projects on this schedule have been identified in a reference study or by a departmental leader. Projects are listed in these categories: Facilities, Vehicles and Equipment, Clean Water Facility, Infrastructure, Parks and Public Spaces, and Airport. While this schedule cannot possibly anticipate all future capital needs, it can allow the Town to forecast, prioritize and schedule planned capital expenditures over a six-year horizon.

The budget figures included in this schedule are estimates to help identify the scale of the project. The budgeted value of a given project should be refined and justified as the project approaches the first year of the Capital Plan. If a project is expected to be supported with grant funds, only the municipal cost-share of the project is factored into the capital budget. Where possible, potential funding sources have been identified.

**DRAFT MONTAGUE CAPITAL PLAN FY2027-FY2031**  
**Project Schedule (as of 4/1/26)**

**Facilities**

| Building                   | Expenditure                                           | Appropriated<br>FY2026 | Budgeted<br>FY2027 | Projected<br>FY2028 | Projected<br>FY2029 | Projected<br>FY2030 | Projected<br>FY2031 | Projected<br>FY2032 | Grand Total          | Potential Funding<br>Source | Potential Grant Source        | Potential Grant<br>Funding | Project Reference                            |
|----------------------------|-------------------------------------------------------|------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------------|-------------------------------|----------------------------|----------------------------------------------|
| Town Hall                  | 2nd floor tile replacement                            |                        |                    |                     |                     |                     | \$ 30,000           |                     | \$ 30,000            | TBD                         |                               |                            |                                              |
| Town Hall                  | Cooling system replacement                            |                        |                    | \$ 500,000          |                     |                     |                     |                     | \$ 500,000           | TBD                         |                               |                            |                                              |
| Town Hall                  | Annex buildout- meeting room and storage              |                        |                    |                     |                     |                     |                     | \$ 880,000          | \$ 880,000           | Debt                        |                               |                            | Architect Estimate                           |
| Public Works Facility      | Roof solar                                            |                        |                    |                     |                     | \$ 715,000          |                     |                     | \$ 715,000           | TBD                         | ITC Cash Payment              | \$ 232,000                 | Vendor Quote                                 |
| Transfer Station           | Security Gate                                         |                        | \$ 30,000          |                     |                     |                     |                     |                     | \$ 30,000            | TBD                         |                               |                            |                                              |
| Montague Center Library    | 2nd Floor accessibility and HVAC                      |                        |                    |                     |                     |                     |                     | \$ 1,350,000        | \$ 1,350,000         | TBD                         | Historic Pres. Fund (50%)     | \$ -                       | PCA AUDIT                                    |
| Millers Falls Library      | Storefront windows replacement                        | \$ 39,000              |                    |                     |                     |                     |                     |                     | \$ 39,000            | Free Cash                   |                               |                            | PCA AUDIT                                    |
| Council on Aging           | Kitchen floor                                         |                        |                    |                     |                     | \$ 50,000           |                     |                     | \$ 50,000            | TBD                         |                               |                            |                                              |
| Council on Aging           | Replace heating system                                |                        |                    | \$ 50,000           |                     |                     |                     |                     | \$ 50,000            | TBD                         |                               |                            |                                              |
| Council on Aging           | Basement accessibility - feasibility/design*          |                        |                    |                     |                     |                     | \$ -                |                     | \$ -                 | TBD                         |                               |                            | *Cost and scope subject to feasibility study |
| Council on Aging           | Accessibility upgrades (elevator, basement access)*   |                        |                    |                     |                     |                     |                     | \$ -                | \$ -                 | TBD                         |                               |                            |                                              |
| Shea Theater               | Facility and Theatrical System Upgrades               |                        | \$ 100,000         |                     |                     |                     |                     |                     | \$ 100,000           | TBD                         | MCC Cultural Facilities (50%) | \$ 150,000                 |                                              |
| Colle                      | Replace rooftop HVAC systems                          |                        |                    | \$ 100,000          |                     |                     |                     |                     | \$ 100,000           | Colle Reserve               |                               |                            |                                              |
| Colle                      | Repair rear exterior stairs                           |                        |                    | \$ 25,000           |                     |                     |                     |                     | \$ 25,000            | Colle Reserve               |                               |                            |                                              |
| Colle                      | Remortar failing joint and repaint windows            |                        |                    |                     | \$ 25,000           |                     |                     |                     | \$ 25,000            | Colle Reserve               |                               |                            |                                              |
| Colle                      | Tile replacement and mechanical system upgrades       |                        | \$ 25,000          |                     |                     |                     |                     |                     | \$ 25,000            | Colle Reserve               |                               |                            |                                              |
| Police Station             | HVAC Controls Rehabilitation                          |                        | \$ 37,100          |                     |                     |                     |                     |                     | \$ 37,100            | TBD                         |                               |                            |                                              |
| Police Station             | Replace 2009 Roof                                     |                        |                    |                     |                     | \$ 300,000          |                     |                     | \$ 300,000           | TBD                         |                               |                            |                                              |
| Police Station             | Update radio system                                   |                        |                    | \$ 125,000          |                     |                     |                     |                     | \$ 125,000           | TBD                         |                               |                            |                                              |
| Police Station             | Update building security system                       |                        |                    | \$ 125,000          |                     |                     |                     |                     | \$ 125,000           | TBD                         |                               |                            |                                              |
| Unity Park Fieldhouse      | Furnace Replacement                                   |                        |                    | \$ 100,000          |                     |                     |                     |                     | \$ 100,000           | TBD                         |                               |                            |                                              |
| Unity Park Fieldhouse      | Convert Garage to Programming Space                   |                        |                    | \$ 50,000           |                     |                     |                     |                     | \$ 50,000            | TBD                         |                               |                            |                                              |
| Sheffield School           | Repave parking lot and basketball court               |                        |                    | \$ 170,000          |                     |                     |                     |                     | \$ 170,000           | TBD                         |                               |                            | PCA AUDIT                                    |
| Sheffield School           | Replace VCT Flooring                                  |                        |                    |                     | \$ 153,000          |                     |                     |                     | \$ 153,000           | TBD                         |                               |                            | PCA AUDIT                                    |
| Sheffield School           | Modernize elevator                                    |                        |                    |                     |                     | \$ 110,000          |                     |                     | \$ 110,000           | TBD                         |                               |                            | PCA AUDIT                                    |
| Sheffield School           | Replace underground storage tank                      |                        |                    |                     |                     |                     | \$ 1,000,000        |                     | \$ 1,000,000         | TBD                         |                               |                            |                                              |
| Sheffield Auditorium       | Replace gym/auditorium roof                           |                        |                    |                     |                     | \$ 575,500          |                     |                     | \$ 575,500           | TBD                         | MA School Building Authority  |                            | PCA AUDIT                                    |
| Sheffield Auditorium       | Spot repointing and exterior repairs (gym/auditorium) |                        |                    | \$ 75,000           |                     |                     |                     |                     | \$ 75,000            | TBD                         |                               |                            | PCA AUDIT                                    |
| Sheffield Admin            | Repave parking lot and driveway                       |                        |                    | \$ 200,000          |                     |                     |                     |                     | \$ 200,000           | TBD                         |                               |                            | PCA AUDIT                                    |
| Sheffield Admin            | Replace windows and frames                            |                        |                    |                     |                     | \$ 500,000          |                     |                     | \$ 500,000           | TBD                         |                               |                            | PCA AUDIT                                    |
| Sheffield Admin            | ADA restrooms                                         |                        |                    |                     |                     | \$ 90,000           |                     |                     | \$ 90,000            | TBD                         |                               |                            | PCA AUDIT                                    |
| Sheffield Admin            | Replace underground storage tank                      |                        |                    |                     |                     |                     | \$ 1,000,000        |                     | \$ 1,000,000         | TBD                         |                               |                            |                                              |
| Hillcrest School           | Replace roof                                          |                        |                    |                     |                     | \$ 1,300,000        |                     |                     | \$ 1,300,000         | TBD                         | MA School Building Authority  |                            | PCA AUDIT                                    |
| Hillcrest School           | Parking lots, driveway, sidewalk repairs              |                        |                    | \$ 150,000          |                     |                     |                     |                     | \$ 150,000           | TOWN CAP STAB               |                               |                            | PCA AUDIT                                    |
| Hillcrest School           | Replace unit ventilators                              |                        |                    |                     |                     | \$ 250,000          |                     |                     | \$ 250,000           | TBD                         |                               |                            | PCA AUDIT                                    |
| Hillcrest School           | Replace Boiler                                        |                        |                    |                     |                     | \$ 350,000          |                     |                     | \$ 350,000           | TBD                         | MA School Building Authority  |                            | PCA AUDIT                                    |
| Hillcrest School           | Replace underground storage tank                      |                        |                    |                     |                     |                     | \$ 1,000,000        |                     | \$ 1,000,000         | TBD                         |                               |                            | PCA AUDIT                                    |
| Hillcrest School           | New elementary school feasibility study (MSBA)        |                        | \$ 200,000         |                     |                     |                     |                     |                     | \$ 200,000           | TBD                         | MA School Building Authority  |                            |                                              |
| <b>Facilities Subtotal</b> |                                                       | <b>\$ 39,000</b>       | <b>\$ 392,100</b>  | <b>\$ 1,670,000</b> | <b>\$ 178,000</b>   | <b>\$ 4,240,500</b> | <b>\$ 3,030,000</b> | <b>\$ 2,230,000</b> | <b>\$ 11,779,600</b> |                             |                               | <b>\$ 382,000</b>          |                                              |

**DRAFT MONTAGUE CAPITAL PLAN FY2027-FY2031**

**Project Schedule**

**Vehicles and Equipment**

| Department  | Expenditure                                         | Appropriated<br>FY2026 | Budgeted<br>FY2027 | Projected<br>FY2028                                  | Projected<br>FY2029 | Projected<br>FY2030 | Projected<br>FY2031 | Projected<br>FY2032 | Grand Total | Potential Funding<br>Source | Potential Grant Source | Potential Grant<br>Funding | Project Reference            |
|-------------|-----------------------------------------------------|------------------------|--------------------|------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|-------------|-----------------------------|------------------------|----------------------------|------------------------------|
| DPW Vehicle | Equipment and major repairs (Discretionary)         | \$ 36,470              | \$ 30,785          | \$ 100,000                                           | \$ 100,000          | \$ 100,000          | \$ 100,000          | \$ 100,000          | \$ 567,255  | Taxation                    |                        |                            |                              |
| DPW Vehicle | Replace 1971 Sicard Snowblower                      |                        |                    |                                                      |                     |                     | \$ 25,000           |                     | \$ 25,000   | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Large used excavator                                |                        | \$ 150,000         |                                                      |                     |                     |                     |                     | \$ 150,000  | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 1981 John Deere A-670 Road Grader           |                        |                    |                                                      |                     |                     | \$ 350,000          |                     | \$ 350,000  | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 1990 Sullivan Compressor                    |                        |                    |                                                      |                     | \$ 40,000           |                     |                     | \$ 40,000   | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2001 Ford E450 Camera Truck                 | \$ 70,000              |                    |                                                      |                     |                     |                     |                     | \$ 70,000   | Free Cash                   |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2002 International 4900 Dump Truck          | \$ 325,000             |                    |                                                      |                     |                     |                     |                     | \$ 325,000  | TOWN CAP STAB               |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2003 International 7400 10 Wheel Dump Truck | \$ 365,000             |                    |                                                      |                     |                     |                     |                     | \$ 365,000  | Free Cash                   |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2007 Ford F-150 Pickup                      | \$ 65,000              |                    |                                                      |                     |                     |                     |                     | \$ 65,000   | Free Cash                   | Green Communities      | \$ 10,000                  | DPW Capital Replacement List |
| DPW Vehicle | Replace 2008 International 7400 Dump                |                        |                    |                                                      | \$ 350,000          |                     |                     |                     | \$ 350,000  | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2008 Komatsu W-156 Backhoe                  |                        |                    |                                                      |                     | \$ 210,000          |                     |                     | \$ 210,000  | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2009 WA-250-6 Wheel Loader                  |                        |                    |                                                      | \$ 350,000          |                     |                     |                     | \$ 350,000  | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2010 UD/EIGIN Eagle Street Sweeper          |                        |                    | \$ 300,000                                           |                     |                     |                     |                     | \$ 300,000  | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2010 Ford Focus                             |                        |                    | \$ 50,000                                            |                     |                     |                     |                     | \$ 50,000   | TBD                         | Green Communities      | \$ 10,000                  | DPW Capital Replacement List |
| DPW Vehicle | Replace 2010 International 7300 Dump Truck          |                        |                    |                                                      |                     | \$ 275,000          |                     |                     | \$ 275,000  | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2010 International 7400 Dump Truck          |                        |                    |                                                      |                     | \$ 275,000          |                     |                     | \$ 275,000  | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2011 Komatsu WA-250-6 Loader                |                        |                    |                                                      |                     |                     | \$ 350,000          |                     | \$ 350,000  | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2013 Morbark Chipper                        |                        |                    |                                                      | \$ 90,000           |                     |                     |                     | \$ 90,000   | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2013 F-350 4WD Pickup                       | \$ 80,000              |                    |                                                      |                     |                     |                     |                     | \$ 80,000   | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2013 International 7400 Dump Truck          |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2013 Wacker Neuson RD 12 -A Roller          |                        | \$ 35,000          |                                                      |                     |                     |                     |                     | \$ 35,000   | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2014 F-450 Pickup Bucket Truck              |                        |                    |                                                      |                     | \$ 150,000          |                     |                     | \$ 150,000  | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2014 2032R Tractor                          |                        | \$ 65,000          |                                                      |                     |                     |                     |                     | \$ 65,000   | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2014 Ford F-450 2-Ton Dump Truck            |                        |                    |                                                      | \$ 90,000           |                     |                     |                     | \$ 90,000   | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2015 John Deere Sully Mower                 |                        |                    |                                                      |                     | \$ 10,000           |                     |                     | \$ 10,000   | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2015 Komatsu WA-270-7 Loader                |                        |                    |                                                      |                     | \$ 325,000          |                     |                     | \$ 325,000  | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2015 F-250 Pickup                           |                        |                    | \$ 85,000                                            |                     |                     |                     |                     | \$ 85,000   | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2015 F-350 4WD Pickup                       |                        |                    |                                                      | \$ 90,000           |                     |                     |                     | \$ 90,000   | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2015 Leeboy 8515C Paver                     |                        |                    |                                                      |                     |                     | \$ 300,000          |                     | \$ 300,000  | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2016 Ford F-350 4WD Pickup                  |                        |                    |                                                      |                     | \$ 90,000           |                     |                     | \$ 90,000   | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2016 Ford F-350 4WD Pickup                  |                        |                    |                                                      | \$ 90,000           |                     |                     |                     | \$ 90,000   | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2016 International 7400 Dump Truck          |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2016 Vermeer Stump Grinder                  |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2017 F-350 4WD Pickup                       |                        |                    |                                                      | \$ 85,000           |                     |                     |                     | \$ 85,000   | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2017 F-550 Dump Truck                       |                        |                    |                                                      | \$ 100,000          |                     |                     |                     | \$ 100,000  | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2018 Continental Enclosed Trailer           |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2019 Ford F-550 Dump Truck                  |                        |                    |                                                      |                     | \$ 120,000          |                     |                     | \$ 120,000  | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2019 Freightliner Street Sweeper            |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2019 Kubota Mini Excavator KX057=4          |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2019 Toyota Forklift                        |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2019 CAM utility trailer                    |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2019 John Deere 5100E Flail                 |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2019 John Deere 5100E Flail                 |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2020 Ford F-350                             |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2020 Kioti DK4710SE Tractor                 |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2021 Sewer Camera                           |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2022 Kenworth T480 Vactor Truck             |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2022 Ford F-550                             |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2022 SCAG Mower                             |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2022 Kubota MX5400 Tractor                  |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |
| DPW Vehicle | Replace 2023 Ford F-350 4WD PU                      |                        |                    | The replacement is projected to be beyond year 2032. |                     |                     |                     |                     | \$ -        | TBD                         |                        |                            | DPW Capital Replacement List |

|                     |                                                      |           |           |           |           |           |           |           |  |           |                   |                   |           |  |                              |
|---------------------|------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--|-----------|-------------------|-------------------|-----------|--|------------------------------|
| DPW Vehicle         | Replace 2023 Buffalo Turbine Blower                  |           |           |           |           |           |           |           |  | \$ -      | TBD               |                   |           |  | DPW Capital Replacement List |
| DPW Vehicle         | Replace 2023 Freightliner 1085D Dump Truck           |           |           |           |           |           |           |           |  | \$ -      | TBD               |                   |           |  | DPW Capital Replacement List |
| DPW Vehicle         | Replace 2023 DYNA PAC CC1200V1 Roller                |           |           |           |           |           |           |           |  | \$ -      | TBD               |                   |           |  | DPW Capital Replacement List |
| DPW Vehicle         | Replace 2024 Skid Steer                              |           |           |           |           |           |           |           |  | \$ -      | TBD               |                   |           |  | DPW Capital Replacement List |
| DPW Vehicle         | Replace 2024 20-ton trailer                          |           |           |           |           |           |           |           |  | \$ -      | TBD               |                   |           |  | DPW Capital Replacement List |
| DPW Vehicle         | Replace 2024 LeeBoy 300 Tack Trailer                 |           |           |           |           |           |           |           |  | \$ -      | TBD               |                   |           |  | DPW Capital Replacement List |
| DPW Vehicle         | Replace 2025 Western Star 10 Wheel Dump Truck        |           |           |           |           |           |           |           |  | \$ -      | TBD               |                   |           |  | DPW Capital Replacement List |
| CWF Vehicle         | Replace Ford Skid Steer L785 and Loader with Backhoe |           |           | \$ 90,000 |           |           |           |           |  | \$ 90,000 | CWF Ret. Earnings |                   |           |  |                              |
| CWF Vehicle         | Replace 2018 Ford Truck                              |           |           |           | \$ 90,000 |           |           |           |  | \$ 90,000 | CWF Ret. Earnings |                   |           |  |                              |
| CWF Vehicle         | Replace 2022 RTV                                     |           |           |           |           |           |           | \$ 20,000 |  | \$ 20,000 | CWF Ret. Earnings |                   |           |  |                              |
| CWF Vehicle         | Used mini-excavator                                  | \$ 60,000 |           |           |           |           |           |           |  | \$ 60,000 | CWF Ret. Earnings |                   |           |  |                              |
| CWF Vehicle         | Mid-sized work truck                                 |           | \$ 85,000 |           |           |           |           |           |  | \$ 85,000 | CWF Ret. Earnings |                   |           |  |                              |
| CWF Vehicle         | Admin vehicle EV/hybrid                              |           |           | \$ 70,000 |           |           |           |           |  | \$ 70,000 | CWF Ret. Earnings | Green Communities | \$ 10,000 |  |                              |
| Airport Vehicle     | Up-fit and repair F-450 Truck                        |           | \$ 26,000 |           |           |           |           |           |  | \$ 26,000 | Free Cash         |                   |           |  |                              |
| Airport Vehicle     | One Ton Pickup with plow                             |           |           |           | \$ 14,000 |           |           |           |  | \$ 14,000 | Airport Revenue   | ASMP Program      | \$ 56,000 |  | local share 20%              |
| Airport Vehicle     | Replace 2019 F-350 Pickup                            |           |           |           |           | \$ 13,000 |           |           |  | \$ 13,000 | Airport Revenue   | ASMP Program      | \$ 52,000 |  | local share 20%              |
| Inspections Vehicle | Replace 2024 Hyundai Electric Car                    |           |           |           |           |           |           |           |  | \$ -      | TBD               |                   |           |  |                              |
| Police Vehicle      | Replace 2017 Police Cruiser (K9)                     |           | \$ 79,083 |           |           |           |           |           |  | \$ 79,083 | Taxation          |                   |           |  |                              |
| Police Vehicle      | Replace 2017 Police Cruiser (#5)                     |           | \$ 81,869 |           |           |           |           |           |  | \$ 81,869 | TBD               |                   |           |  |                              |
| Police Vehicle      | Replace 2016 Police Cruiser (#1)                     |           |           | \$ 90,000 |           |           |           |           |  | \$ 90,000 | TBD               |                   |           |  |                              |
| Police Vehicle      | Replace 2017 Police Cruiser (#3)                     |           |           | \$ 90,000 |           |           |           |           |  | \$ 90,000 | TBD               |                   |           |  |                              |
| Police Vehicle      | Replace 2014 Police Cruiser (#7)                     |           |           |           | \$ 90,000 |           |           |           |  | \$ 90,000 | TBD               |                   |           |  |                              |
| Police Vehicle      | Replace 2017 Police Cruiser (#4)                     |           |           |           | \$ 90,000 |           |           |           |  | \$ 90,000 | TBD               |                   |           |  |                              |
| Police Vehicle      | Replace 2020 Police Cruiser (#8)                     |           |           |           |           | \$ 90,000 |           |           |  | \$ 90,000 | TBD               |                   |           |  |                              |
| Police Vehicle      | Replace 2020 Police Cruiser (#6)                     |           |           |           |           |           | \$ 90,000 |           |  | \$ 90,000 | TBD               |                   |           |  |                              |
| Police Vehicle      | Replace 2022 Police Cruiser (#2)                     |           |           |           |           |           |           | \$ 90,000 |  | \$ 90,000 | TBD               |                   |           |  |                              |
| Police Vehicle      | Replace 2017 Detective Vehicle (D2)                  |           |           |           |           |           |           |           |  | \$ -      | TBD               |                   |           |  |                              |
| Police Vehicle      | Replace 2019 Lieutenant Vehicle (L1)                 |           |           |           |           |           |           |           |  | \$ -      | TBD               |                   |           |  |                              |
| Police Vehicle      | Replace 2022 Chief Vehicle (C1)                      |           |           |           |           |           |           |           |  | \$ -      | TBD               |                   |           |  |                              |
| Police Vehicle      | Replace 2023 Detective Vehicle (D1)                  |           |           |           |           |           |           |           |  | \$ -      | TBD               |                   |           |  |                              |
| Police Vehicle      | Replace 2023 Police Cruiser (#10)                    |           |           |           |           |           |           |           |  | \$ -      | TBD               |                   |           |  |                              |
| Police Vehicle      | Replace 2025 Detective Vehicle (D3)                  |           |           |           |           |           |           |           |  | \$ -      | TBD               |                   |           |  |                              |

**Vehicles and Equipment Subtotal** \$ 921,470 \$ 632,737 \$ 875,000 \$ 1,629,000 \$ 1,698,000 \$ 915,000 \$ 510,000 \$ 7,181,207

\$ 138,000

Expected useful life = 12 years for pickup, 20 for a dump truck

## DRAFT MONTAGUE CAPITAL PLAN FY2027-FY2031

### Project Schedule

#### Clean Water Facility

| Department                           | Expenditure                                                    | Appropriated      | Budgeted            | Projected         | Projected           | Projected         | Projected         | Projected           | Grand Total         | Potential Funding Source | Potential Grant Source    | Potential Grant Funding | Project Reference                 |
|--------------------------------------|----------------------------------------------------------------|-------------------|---------------------|-------------------|---------------------|-------------------|-------------------|---------------------|---------------------|--------------------------|---------------------------|-------------------------|-----------------------------------|
|                                      |                                                                | FY2026            | FY2027              | FY2028            | FY2029              | FY2030            | FY2031            | FY2032              |                     |                          |                           |                         |                                   |
| CWF Plant                            | Secondary clarifiers mechanical upgrade                        |                   | \$ 966,000          |                   |                     |                   |                   |                     | \$ 966,000          | DEBT                     |                           |                         |                                   |
| CWF Plant                            | Composting Facility                                            |                   |                     |                   |                     |                   |                   | \$ 1,000,000        | \$ 1,000,000        | GRANT/ DEBT              | Rural Small Town Dev Fund | \$ 150,000              |                                   |
| CWF Plant                            | Thickened sludge pump replacement (3)                          | \$ 104,000        |                     |                   |                     |                   |                   |                     | \$ 104,000          | CWF Ret. Earnings        |                           |                         |                                   |
| CWF Plant                            | Grit system repairs (normal wear and tear replacement 8 years) |                   |                     |                   |                     | \$ 40,000         |                   |                     | \$ 40,000           | CWF Ret. Earnings        |                           |                         |                                   |
| CWF Plant                            | UV Disinfection/chlorine replacement                           |                   |                     | \$ 500,000        |                     |                   |                   |                     | \$ 500,000          | CWF Ret. Earnings        |                           |                         |                                   |
| CWF Plant                            | Facilities Planning Study for plant upgrades                   |                   | \$ 125,000          |                   |                     |                   |                   |                     | \$ 125,000          | GRANT                    | MassDEP SRF (rolling)     |                         |                                   |
| CWF Plant                            | Primary Treatment Upgrades                                     |                   |                     |                   |                     |                   |                   | \$ -                | \$ -                | DEBT/GRANT               | USDA RD Loan/Grant        |                         |                                   |
| CWF Plant                            | Update O&M Plan                                                |                   |                     | \$ 75,000         |                     |                   |                   |                     | \$ 75,000           | CWF Ret. Earnings        |                           |                         | Required per DEP                  |
| CWF Plant                            | Paving and fence replacement                                   |                   |                     |                   |                     |                   |                   | \$ 750,000          | \$ 750,000          | DEBT                     |                           |                         |                                   |
| Pump Stations                        | Pump station upgrade: J St, G St, Lake Pleasant, Denton St     |                   |                     |                   | \$ 1,400,000        |                   |                   |                     | \$ 1,400,000        | DEBT                     |                           |                         | 2 stations at a time              |
| Pump Stations                        | Lake Pleasant grinder pump conversion                          |                   |                     |                   |                     | \$ 600,000        |                   |                     | \$ 600,000          | CWF Ret. Earnings        |                           |                         |                                   |
| Pump Stations                        | Industrial Blvd Pump Station Forced Main Reconstruction        |                   |                     | \$ 150,000        |                     |                   |                   |                     | \$ 150,000          | CWF Ret. Earnings        |                           |                         |                                   |
| Pump Stations                        | Pump station generators replacement 2 per year                 | \$ 67,800         |                     | \$ 60,000         |                     |                   |                   |                     | \$ 127,800          | CWF Ret. Earnings        |                           |                         | LP 1st, Gst and Jst, new portable |
| <b>Clean Water Facility Subtotal</b> |                                                                | <b>\$ 171,800</b> | <b>\$ 1,091,000</b> | <b>\$ 785,000</b> | <b>\$ 1,400,000</b> | <b>\$ 640,000</b> | <b>\$ 750,000</b> | <b>\$ 1,000,000</b> | <b>\$ 5,837,800</b> |                          |                           | <b>\$ 150,000</b>       |                                   |

**Infrastructure**

| Department                     | Expenditure (Town Share Only)                | Appropriated        | Budgeted         | Projected         | Projected           | Projected           | Projected         | Projected   | Grand Total         | Potential Funding Source | Potential Grant Source       | Potential Grant Funding | Project Reference                 |
|--------------------------------|----------------------------------------------|---------------------|------------------|-------------------|---------------------|---------------------|-------------------|-------------|---------------------|--------------------------|------------------------------|-------------------------|-----------------------------------|
|                                |                                              | FY2026              | FY2027           | FY2028            | FY2029              | FY2030              | FY2031            | FY2032      |                     |                          |                              |                         |                                   |
| Sewer Collection system        | CSO LTCP- plant influent line reconstruction |                     |                  |                   |                     | \$ 1,500,000        |                   |             | \$ 1,500,000        | TBD                      |                              |                         |                                   |
| Sewer Collection system        | CSO LTCP- Phase 2 Sewer Collections Rehab    | \$ 3,000,000        |                  |                   |                     |                     |                   |             | \$ 3,000,000        | Debt 60Town-40CWF        | USDA RD Loan/Grant           |                         | TF/MF collections System Study    |
| Sewer Collection system        | Reline off-road Sewer lines                  |                     |                  |                   | \$ 2,280,000        |                     |                   |             | \$ 2,280,000        | Long Term Debt           |                              |                         | Vendor Quote/ Long Term Control F |
| Bridges                        | 11th street bridge repainting                |                     |                  |                   |                     |                     | \$ 100,000        |             | \$ 100,000          | Town Capital Stabl.      |                              |                         | Engineering Report                |
| Bridges                        | Swamp Road bridge rehab match                |                     | \$ -             |                   |                     |                     |                   |             | \$ -                | TBD                      | MassDOT Small Bridge Program | \$ 852,105              | Engineering Report                |
| Bridges                        | Papermill Road bridge design                 |                     |                  |                   | \$ 120,000          |                     |                   |             | \$ 120,000          | TBD                      |                              |                         | Vendor Quote                      |
| Bridges                        | Replace Culvert(s) - Cranberry Pond Brook    |                     |                  |                   |                     | \$ 350,000          |                   |             | \$ 350,000          | TBD                      | DER Culvert Replacement      | \$ 400,000              |                                   |
| Roadways                       | Replace Avenue A traffic signals (2)         |                     |                  | \$ 600,000        |                     |                     |                   |             | \$ 600,000          | TBD                      |                              |                         |                                   |
| Roadways                       | Sidewalk replacement and repair              | \$ -                | \$ 15,000        | \$ 15,000         | \$ 15,000           | \$ 15,000           |                   |             | \$ 60,000           | TBD                      |                              |                         |                                   |
| Roadways                       | Pavement management program                  | \$ -                | \$ -             | \$ -              | \$ -                | \$ -                |                   |             | \$ -                | GRANT                    | Chapter 90                   | \$ 480,000              | Roughly 1.5 miles per year        |
| Roadways                       | Downtown Parking Lots (3rd and 4th)          | \$ -                |                  |                   |                     |                     |                   |             | \$ -                | GRANT                    | CDBG                         | \$ 120,000              |                                   |
| Roadways                       | Oakman St slope stabilization                | \$ 60,000           |                  |                   |                     |                     |                   |             | \$ 60,000           | Free Cash                |                              |                         |                                   |
| Roadways                       | Meadow Rd guardrail work                     | \$ 200,000          |                  |                   |                     |                     |                   |             | \$ 200,000          | Free Cash                |                              |                         |                                   |
| Roadways                       | Alley and non-Ch90 road paving               | \$ 30,000           | \$ 30,000        | \$ 30,000         | \$ 30,000           | \$ 30,000           | \$ 30,000         |             | \$ 180,000          | Free Cash                |                              |                         |                                   |
| Roadways                       | South St culvert repairs                     | \$ 50,000           |                  |                   |                     |                     |                   |             | \$ 50,000           | Free Cash                |                              |                         |                                   |
| <b>Infrastructure Subtotal</b> |                                              | <b>\$ 3,340,000</b> | <b>\$ 45,000</b> | <b>\$ 645,000</b> | <b>\$ 2,445,000</b> | <b>\$ 1,895,000</b> | <b>\$ 130,000</b> | <b>\$ -</b> | <b>\$ 8,500,000</b> |                          |                              | <b>\$ 1,852,105</b>     |                                   |

**DRAFT MONTAGUE CAPITAL PLAN FY2027-FY2031**

**Project Schedule**

**Parks and Public Spaces**

|                                         | Expenditure (Town Share Only)                            | Appropriated      | Budgeted    | Projected        | Projected         | Projected         | Projected         | Projected         | Grand Total         | Potential Funding Source | Potential Grant Source       | Potential Grant Funding | Project Reference                  |
|-----------------------------------------|----------------------------------------------------------|-------------------|-------------|------------------|-------------------|-------------------|-------------------|-------------------|---------------------|--------------------------|------------------------------|-------------------------|------------------------------------|
|                                         |                                                          | FY2026            | FY2027      | FY2028           | FY2029            | FY2030            | FY2031            | FY2032            |                     |                          |                              |                         |                                    |
| Parks and Recreation                    | Unity Park Playground Surface Repair / Tube Slide        | \$ 125,000        |             |                  |                   |                   |                   |                   | \$ 125,000          | Free Cash                |                              |                         | Vendor Quote                       |
| Parks and Recreation                    | Montague Center Park - Blacksmith Shop Renovation        |                   |             | \$ 75,000        |                   |                   |                   |                   | \$ 75,000           | TBD                      |                              |                         | Architects Order of Magnitude      |
| Parks and Recreation                    | Park Development in Montague City                        |                   |             |                  | \$ 100,000        |                   |                   | \$ 500,000        | \$ 600,000          | GRANT                    | PARC                         | \$ 100,000              |                                    |
| Parks and Recreation                    | Rutters Park improvements Phase II                       |                   |             |                  | \$ 140,000        |                   |                   |                   | \$ 140,000          | GRANT                    | CDBG                         | \$ 140,000              | Architect Opinion of Probable Cost |
| Parks and Recreation                    | Replace large play structure and PIP surfacing           |                   |             |                  | \$ 75,000         |                   |                   |                   | \$ 75,000           | TBD                      |                              |                         |                                    |
| Parks and Recreation                    | Highland Park Improvements                               |                   |             |                  |                   | \$ 100,000        |                   |                   | \$ 100,000          | TBD                      |                              |                         |                                    |
| Parks and Recreation                    | Park Development at former Strathmore site               |                   |             |                  |                   |                   | \$ 100,000        |                   | \$ 100,000          | GRANT                    | PARC                         | \$ 100,000              |                                    |
| Streetscape                             | Avenue A Streetscape Improvements                        | \$ -              | \$ -        |                  |                   |                   |                   |                   | \$ -                | GRANT                    | Federal earmark, CDBG        | \$ 1,907,125            | Architects Estimate                |
| Streetscape                             | Montague Center Complete Streets Design                  | \$ 91,200         |             |                  |                   |                   |                   |                   | \$ 91,200           | Free Cash                |                              |                         |                                    |
| FRTA Bus Stops                          | Bus Stop Improvements (Millers Falls Rd/Industrial Blvd) | \$ 60,000         |             |                  |                   |                   |                   |                   | \$ 60,000           | Cannabis Impact          | Shared Streets, FRTA capital | \$ 343,376              |                                    |
| <b>Parks and Public Spaces Subtotal</b> |                                                          | <b>\$ 276,200</b> | <b>\$ -</b> | <b>\$ 75,000</b> | <b>\$ 315,000</b> | <b>\$ 100,000</b> | <b>\$ 100,000</b> | <b>\$ 500,000</b> | <b>\$ 1,366,200</b> |                          |                              | <b>\$ 2,590,501</b>     |                                    |

**Airport**

(Excluding vehicles and equipment)

|                         | Expenditure (Airport Share Only)                      | Appropriated | Budgeted   | Projected  | Projected  | Projected  | Projected    | Projected | Grand Total  | Potential Funding | Potential Grant Source       | Potential Grant | Project Reference              |
|-------------------------|-------------------------------------------------------|--------------|------------|------------|------------|------------|--------------|-----------|--------------|-------------------|------------------------------|-----------------|--------------------------------|
|                         |                                                       | FY2026       | FY2027     | FY2028     | FY2029     | FY2030     | FY2031       | FY2032    |              | Source            | Funding                      |                 |                                |
| Airport                 | Multi-Use Path and Pioneer Restroom Renovation        |              | \$ 142,500 |            |            |            |              |           | \$ 142,500   | Cannabis Impact   | FAA Airport Terminal Program | \$ 2,850,000    |                                |
| Airport                 | Runway 16-34 Extension                                |              |            | \$ 180,000 |            |            |              |           | \$ 180,000   | Airport Revenue   | FAA/ MassDOT Aviation        | \$ 3,467,500    | Local Share 5%- \$7,500        |
| Airport                 | Pioneer Aviation / Maint. Hangar Roof Repairs         |              |            |            | \$ 100,000 |            |              |           | \$ 100,000   | Airport Revenue   | FAA/ MassDOT Aviation        |                 | May qualify for grant          |
| Airport                 | Runway 16 approach lighting                           |              |            |            |            | \$ 60,000  |              |           | \$ 60,000    | Airport Revenue   | FAA/ MassDOT Aviation        | \$ 57,000       | May qualify for grant          |
| Airport                 | Maintenance hangar Solar                              |              |            |            |            | \$ 100,000 |              |           | \$ 100,000   | Airport Revenue   | FAA/ MassDOT Aviation        |                 | Does not qualify for FAA grant |
| Airport                 | Equipment storage building                            |              |            |            |            |            | \$ 1,000,000 |           | \$ 1,000,000 | Airport Revenue   | FAA/ MassDOT Aviation        |                 | May qualify for grant          |
| Airport                 | Replace runway lighting regulator (life limited part) |              |            |            |            |            | \$ 30,000    |           | \$ 30,000    | Airport Revenue   | FAA/ MassDOT Aviation        |                 | May qualify for grant          |
| Airport                 | Reconstruct west apron/taxilanes                      |              |            |            |            |            |              |           | \$ -         | Airport Revenue   | FAA/ MassDOT Aviation        | \$ 427,500      | May qualify for grant          |
| Airport                 | 321 Millers Falls Road (rental) roof replacement      |              |            |            |            | \$ 40,000  |              |           | \$ 40,000    | Airport Revenue   |                              |                 | Does not qualify for FAA grant |
| <b>Airport Subtotal</b> |                                                       | \$ -         | \$ 142,500 | \$ 180,000 | \$ 100,000 | \$ 200,000 | \$ 1,030,000 | \$ -      | \$ 1,652,500 |                   |                              | \$ 6,802,000    |                                |

|                                         | Appropriated | Budgeted     | Projected    | Projected    | Projected    | Projected    | Projected    | Projected | Grand Total   |
|-----------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-----------|---------------|
|                                         | FY2026       | FY2027       | FY2028       | FY2029       | FY2030       | FY2031       | FY2032       |           |               |
| <b>Facilities Subtotal</b>              | \$ 39,000    | \$ 392,100   | \$ 1,670,000 | \$ 178,000   | \$ 4,240,500 | \$ 3,030,000 | \$ 2,230,000 |           | \$ 11,779,600 |
| <b>Vehicles and Equipment Subtotal</b>  | \$ 921,470   | \$ 632,737   | \$ 875,000   | \$ 1,629,000 | \$ 1,698,000 | \$ 915,000   | \$ 510,000   |           | \$ 7,181,207  |
| <b>Clean Water Facility Subtotal</b>    | \$ 171,800   | \$ 1,091,000 | \$ 785,000   | \$ 1,400,000 | \$ 640,000   | \$ 750,000   | \$ 1,000,000 |           | \$ 5,837,800  |
| <b>Infrastructure Subtotal</b>          | \$ 3,340,000 | \$ 45,000    | \$ 645,000   | \$ 2,445,000 | \$ 1,895,000 | \$ 130,000   | \$ -         |           | \$ 8,500,000  |
| <b>Parks and Public Spaces Subtotal</b> | \$ 276,200   | \$ -         | \$ 75,000    | \$ 315,000   | \$ 100,000   | \$ 100,000   | \$ 500,000   |           | \$ 1,366,200  |
| <b>Airport Subtotal</b>                 | \$ -         | \$ 142,500   | \$ 180,000   | \$ 100,000   | \$ 200,000   | \$ 1,030,000 | \$ -         |           | \$ 1,652,500  |
| <b>TOTALS</b>                           | \$ 4,748,470 | \$ 2,303,337 | \$ 4,230,000 | \$ 6,067,000 | \$ 8,773,500 | \$ 5,955,000 | \$ 4,240,000 |           | \$ 36,317,307 |

## Major Building Projects

There are several major capital projects that are in the planning and feasibility study stage. These studies can have a substantial impact on future capital needs and expenditures, so they should be monitored as part of the capital planning process. The Capital Improvements Committee should consider recommendations for the initiation of such studies, which are often supported by grant funds.

### **PUBLIC BUILDING PROJECTS**

**Study:** New Main Library Branch Study (with support from the MA Board of Library Commissioners)

**Status:** Study complete; MBLC construction grant awarded; Project contingent on local funding share.

**Department:** Montague Public Libraries

**Study Purpose:** To rehabilitate or construct a new main branch library in downtown Turners Falls. A feasibility study was a required step in order to obtain funding support from the Massachusetts Public Library Construction Program (MPLCP).

**Rationale:** Carnegie Library in Turners Falls is inadequate to meet the space and programming needs of the community. The space lacks proper ADA accessibility, has insufficient parking, and the site is constrained for expansion opportunities. The study explored feasibility of expansion of the Carnegie, but also considered a site at 38 Avenue A for the construction of a new library. Ultimately, 38 Avenue A was selected as a significantly more cost-effective option.

**Funding:** Through the construction phase, the project would receive significant support from the MBLC. The project is currently budgeted at \$23,704,053. The MBLC voted on March 4, 2026, to award \$11,286,440 to the project, with the remaining \$12,417,613 to be raised locally over a 30-year bonding term. These costs include substantial allotments for contingencies.

**Timeline:** The design study concluded in December 2025, and the construction grant award was announced by MBLC in March 2026. In order to proceed, the project will require a local appropriation for the Town's share of estimated construction costs, with a debt exclusion vote scheduled for June 2026.

## **Study:** Franklin County Technical School Reconstruction

**Status:** MA School Building Authority (MSBA) funded feasibility study in FY24; Schematic Design phase ongoing.

**Department:** Franklin County Technical School (FCTS)

**Study Purpose:** To evaluate the construction of a new vocational and technical high school. A feasibility study is a required step of a MSBA project. MSBA guidelines require the study to document educational programs, generate an initial space summary, document existing conditions, establish design parameters, develop and evaluate alternatives, and recommend the most cost effective and educationally appropriate preferred solution to the MSBA Board of Directors for their consideration.

**Rationale:** FCTS is now over 50 years old. In those 50 years, OSHA standards and space requirements for vocational and technical education have changed. The facility is too small for the enrollment interest. The utility systems infrastructure is reaching the end of its useful life, and renovated/upgraded replacement infrastructure will be extremely costly. The district's member towns will be better served investing their money in a new structure that meets the 21st century safety and educational demands placed on vocational technical education.

**Funding:** The feasibility study was funded through the FCTS stabilization fund. Montague did not contribute capital funds for the feasibility study. If the construction project is funded by MSBA, it is anticipated that the State would fund 70% to 75% of the costs for a new building project. Montague's share of the proposed \$246 million project is projected to be approximately \$33 million, paid in annual assessments over a 30-year term.

**Timeline:** Based on the feasibility study results, we can expect to know in 2026 whether MSBA will fund the new school project. A district-wide vote for the required local share from each member community will be held in September 2026. Funding would be approved by a majority-vote of all ballots cast district-wide, regardless of the election results of each individual municipality.

## **Study:** New Elementary School Study

**Status:** MA School Building Authority (MSBA) accepted Sheffield Elementary School into its eligibility period in December 2025.

**Department:** Gill-Montague Regional School District

**Study Purpose:** To study the feasibility of establishing a consolidated elementary school by closing Hillcrest School and constructing an addition to Sheffield School. A feasibility study is a required step for the MSBA to consider funding a project. The study must document

educational programs, generate an initial space summary, document existing conditions, establish design parameters, develop and evaluate alternatives, and recommend the most cost effective and educationally appropriate preferred solution to the MSBA Board of Directors for their consideration per MSBA guidelines.

**Rationale:** Hillcrest School and Sheffield School together have significant capital needs of nearly \$7M over the next 6 years. Hillcrest School is more than 65 years old and the newest sections of Sheffield are more than 40 years old. The current school configuration does not meet programming needs for the current and projected elementary school population.

**Funding:** The project would be supported by the MSBA, which would be expected to reimburse the town in the range of 70-80% of project costs.

**Timeline:** The School District submitted a Letter of Intent to initiate participation in the MSBA program in Spring 2025, and was notified of its acceptance in December. The 270-day Eligibility Period begins on May 1, 2026. During this period, the town will need to appropriate a local match in study funds for FY27, likely at a Fall 2026 Special Town Meeting. This study would be reimbursable.

### **Study:** Clean Water Facility Upgrades Study

**Status:** Initial planning stages

**Department:** Clean Water Facility

**Study Purpose:** To rehabilitate the Montague Clean Water Facility. A facility planning study is necessary in order to proceed with engineering and eventual construction.

**Rationale:** The Clean Water Facility is aging and requires significant upgrades in order to meet the Town's wastewater needs. The Operations Building dates back to the 1960s, and struggles with insufficient heating, ventilation, and cooling, strong odor concerns, and significant corrosion of equipment. The Administration Building dates back to the 1980s, and lacks a women's shower area, in addition to requiring expanded workshop and garage bay space.

**Funding:** The Town intends to seek funding from grant programs offered by MassDEP and USDA Rural Development to support this study, along with grant and loan program funding to help cover eventual construction costs.

**Timeline:** The Clean Water Facility is interested in seeking a 2026-2027 facility planning study, followed by engineering and permitting. Timing for construction is not yet known, but likely to be approximately 4-5 years in the future.

## REDEVELOPMENT + ECONOMIC DEVELOPMENT PROJECTS

### **Study:** Strathmore Mill Demolition and Cleanup

**Status:** Ongoing

**Department:** Selectboard

**Study Purpose:** Remove hazardous structures and materials from vacant mill complex acquired by Town through tax title at 20 Canal Road in the Canal District of Turners Falls.

**Rationale:** The Canal District presents tremendous opportunities as well as liabilities. Montague has received over \$10 million in combined state and federal funding to clean up the former Strathmore Mill, removing nine vacant buildings wedged between the Connecticut River and FirstLight’s power canal which pose a liability to the Town and an ecological hazard.

**Funding:** Design and construction are being paid with three distinct funding sources: 1) A \$5 million state earmark; 2) A \$4.92 million Brownfields Cleanup grant from the US EPA; and 3) A \$132,700 Site Readiness grant from MassDevelopment.

**Timeline:** Engineering is ongoing with assistance from Tighe & Bond. Design and permitting are expected to continue through the winter of 2025-2026, with demolition slated to begin in late 2026 – early 2027.

### **Study:** Farren Property and Montague City Redevelopment Study

**Status:** Ongoing

**Department:** Planning & Conservation

**Study Purpose:** Redevelopment strategy for 10 acres of former hospital property and nearby neighborhood.

**Rationale:** The former Farren site is located in the heart of the village of Montague City. The property has excellent access, direct access to an FRTA bus route, and high redevelopment potential. Recommended reuse involves housing, community open space, and/or bike path relocation. The neighborhood across the street, including historic properties on Rod Shop Road and Masonic Ave, is also being studied for redevelopment potential.

**Funding:** Both the Farren and Rod Shop Road studies are 100% grant-funded, with support from the MA Executive Office of Housing & Livable Communities, as well as MassHousing Partnership.

**Timeline:** Re-zoning of the former Farren site was approved by Town Meeting in October 2025 in line with the study's recommendations. Next steps include subdivision of the site and solicitation of private development proposals. Study of the Rod Shop Road neighborhood is ongoing with re-zoning planned for introduction at a Special Town Meeting in Fall 2026.

## **OTHER PROJECTS**

### **Study:** Hill Neighborhood Green Infrastructure Master Plan

**Status:** Ongoing

**Department:** Selectboard

**Study Purpose:** To consider options for improving the resilience of infrastructure in the Hill neighborhood of Turners Falls, which currently experiences erosion and occasional washouts.

**Rationale:** In recent years, the Town has experienced a series of concerning infrastructure failures caused by slope failure in the Hill neighborhood, including a major washout that closed Millers Falls Road in 2020. The study will help the Town identify and prioritize cost-effective solutions for handling stormwater runoff in the face of increasingly severe and unpredictable weather as a result of climate change.

**Funding:** The study received full funding (\$458,750) from the MA Municipal Vulnerability Preparedness (MVP) Action Grant program. Activities covered by this funding include drainage system mapping, hydrologic modeling, geotechnical borings, site specific investigations at four priority slope erosion areas, community engagement, a neighborhood green infrastructure assessment, and a final Green Infrastructure Master Plan with conceptual design graphics. The Town intends to apply for additional grant funding in future years to support implementation of solutions identified in this plan.

**Timeline:** Study is currently in progress, but timeline for any potential construction is dependent on availability of funding.

### **Study:** Hazard Mitigation Plan Update

**Status:** Ongoing

**Department:** Planning & Conservation

**Study Purpose:** To update the Town's Hazard Mitigation Plan, most recently revised in 2020.

**Rationale:** In order to remain eligible for mitigation funding offered by the Federal Emergency Management Agency (FEMA), the Town is required to have a current Hazard Mitigation Plan. This plan focuses on pre-disaster planning to emphasize proactive actions to reduce or prevent property damage and loss of life from natural hazards such as flooding, storms, high winds, hurricanes, wildfires, or earthquakes.

**Funding:** The plan update is being funded by the Massachusetts Emergency Management Agency (MEMA), and assistance is being provided by Jamie Caplan Consulting, LLC.

**Timeline:** The plan update is ongoing with input from several local stakeholders and members of the public. The final plan is anticipated to be submitted to MEMA and FEMA for review and approval in June 2026.

### **Study:** Six Town Regionalization Planning

**Status:** Study and draft regional agreement complete; process contingent on finalized regional agreement approval by voters across all six towns.

**Department:** Six Town Regionalization Planning Board (STRPB)

**Study Purpose:** To study a potential merging of the Gill-Montague and Pioneer Valley regional districts to explore a new, six-town regional school district.

**Rationale:** Faced with the challenges of a declining school-aged population, the Massachusetts towns of Bernardston, Gill, Leyden, Montague, Northfield, and Warwick sought to create a sustainable educational future for their students with robust offerings.

**Funding:** The STRPB's activities have been funded by grants from The Abrahams Group, the Massachusetts Association of Regional Schools (MARS), and the Massachusetts Department of Elementary and Secondary Education (DESE).

**Timeline:** The STRPB was formed in 2019 to begin studying potential regionalization opportunities between the two districts. In January 2024, the STRPB voted to recommend creating a draft regional agreement for unifying the districts into one PreK-12 district. As of Fall 2025, the draft regional agreement is near finalization with DESE. Forums were held in all six towns to provide information about the proposed six town regional agreement. A vote is expected, but not yet scheduled, across all six towns in 2026.

# Major Transportation Projects

Many large scale transportation projects such as bridges and state roads are funded by the Massachusetts Department of Transportation using state and federal funds. Funding decisions are influenced locally by the [Franklin County Transportation Planning Organization](#). Montague’s Town Administrator is currently a voting member on that Board.

The [Transportation Improvement Program \(TIP\)](#) is a prioritized, multi-year program for the implementation of transportation improvement projects in the Franklin County region. Any project intended to receive federal transportation funds must, by federal regulation, be listed in an improvement program that includes broad public participation. The TIP is drafted each year and includes detailed project evaluations that take into account need, community support, additional benefits, project readiness, and funding availability. The TIP is an expression of intent to implement the listed projects. A final commitment of funds for each of the projects has not been issued.

The slate of programmed projects on the TIP, and potential future projects for Montague, shall be reviewed once a year by the Capital Improvements Committee to ensure that Montague is in a position to advocate for needed transportation improvements and to correlate with future capital projects.

Montague has nearly \$70 million worth of bridge projects across 5 sites slated to commence between 2026 and 2031 on the FY26 DRAFT TIP.

| PROGRAMMED MASSDOT TRANSPORTATION PROJECTS |                          |                    |           |               |          |                    |
|--------------------------------------------|--------------------------|--------------------|-----------|---------------|----------|--------------------|
| Bridge                                     | Project                  | MassDOT Project ID | Bridge ID | Budget        | TIP Year | Status             |
| North Leverett Road over Sawmill River     | Bridge Replacement       | 612164             | M28034    | \$ 7,482,816  | 2027     | 25% Design         |
| Route 63 and N. Leverett Rd                | Intersection Improvement | 610656             |           | \$ 5,749,559  | 2028     | Preliminary Design |
| Turners Falls Rd over CT River (White Br), | Bridge Replacement       | 612799             | G12002    | \$ 56,000,000 | 2029     | Preliminary Design |
| 5th St over Power Canal                    | Bridge Replacement       | 612799             | M28015    |               | 2029     | Preliminary Design |
| 6th St over Power Canal                    | Bridge Replacement       | 612799             | M2816A    |               | 2029     | Preliminary Design |
|                                            |                          |                    | total     | \$ 69,232,375 |          |                    |

The following have been identified as future projects eligible for MassDOT funding in the town:

| FUTURE MASSDOT TRANSPORTATION PROJECT REQUESTS |                    |           |           |                                                       |
|------------------------------------------------|--------------------|-----------|-----------|-------------------------------------------------------|
| Bridge                                         | Project            | Bridge ID | Ownership | Status                                                |
| Swamp Road over Goddard Brook                  | Bridge Rehab       | M28036    | Town      | Design complete, construction pending grant funds     |
| Center Street over Sawmill River               | Bridge Replacement | M28025    | Town      | Bridge structurally deficient - closed to all traffic |
| Papermill Road Bridge over Millers River       | Bridge Replacement | E10005    | Town      | Bridge shared with Erving                             |
| Mormon Hollow Rd over Lyons Brook              | Bridge Replacement | M28041    | Town      | Bridge shared with Wendell                            |

# Municipal Facilities

Montague owns a portfolio of more than 18 buildings of various ages. Seven buildings are listed as contributing structures to one of three National Register Historic Districts in Montague. The two newest facilities in Montague are the Public Works Facility (2019) and the Public Safety Complex (2009). The Town has recently conducted preliminary building assessments (not feasibility studies) for the school and library properties. Additional roof assessments were conducted in 2022. These assessments inform the six-year capital plan. Additional properties should be assessed every year and the assessments should be updated every five years.

| Facility                | Address              | Historic Register | PCA 360 Audit | Roof Assessed | Roof last Replaced | HVAC/Boiler Replaced  |
|-------------------------|----------------------|-------------------|---------------|---------------|--------------------|-----------------------|
| Town Hall               | 1 Avenue A           | Yes               |               | 2022          | 2022               | 2023                  |
| Public Works Facility   | 128 Turners Falls Rd |                   |               | 2020          | 2020               | 2020                  |
| Recycling Center        | Sandy Lane           |                   |               | N/A           |                    |                       |
| Montague Center Library | 17 Center Street     | Yes               | 1/15/2021     | 2022          | Repaired 2024      | Splits installed 2021 |
| Millers Falls Library   | 23 Bridge St         | Yes               | 1/15/2021     | 2022          | 2008               | 1974 (splits in 2022) |
| Carnegie Library        | 201 Avenue A         | Yes               | 1/15/2021     | 2022          | 2017               | 2005 (splits in 2024) |
| Council on Aging        | 62 Fifth St          | Yes               |               |               | 2017               | Splits installed      |
| Unity Park Fieldhouse   | 56 First St          |                   |               |               | 2020               |                       |
| Shea Theater            | 71 Avenue A          | Yes               |               |               | 2019               | 2017                  |
| Colle                   | 85 Avenue A          | Yes               |               |               | 2023               |                       |
| Police Station          | 180 Turnpike Rd      |                   |               | 2022          | 2009               | 2009                  |
| Sheffield School        | 35 Crocker Ave       |                   | 11/5/2020     |               | 2010               | 1999                  |
| Sheffield Auditorium    | 35 Crocker Ave       |                   | 11/5/2020     |               | 2010               | 1999                  |
| Sheffield Admin         | 35 Crocker Ave       |                   | 11/5/2020     |               | 2010               | 1999                  |
| Hillcrest School        | 30 Griswold St       |                   | 11/5/2020     |               | 2000               |                       |
| CWF Admin               | 34 Greenfield Rd     |                   |               | 2022          |                    |                       |
| CWF Operations          | 34 Greenfield Rd     |                   |               |               |                    | 2024                  |
| Airport Buildings       | Aviation Way         |                   |               | 2022          |                    |                       |

Properties to prioritize for assessment in FY27: Council on Aging, Shea Theater, Town Hall, Colle Building, Unity Park Fieldhouse, Airport Buildings

# Reference Reports for Capital Needs

| Category              | Plan Reference Title         | Last Updated |
|-----------------------|------------------------------|--------------|
| Collections System    | Long Term Control Plan       | 2023         |
| Roads                 | Pavement Management Study    | 2023         |
| Roads                 | Culvert Inventory            | 2021         |
| Roads                 | Sidewalk Inventory           | 2019         |
| Bridges               | MassDOT inspection Reports   | ongoing      |
| Community Development | Comprehensive Plan           | 2024         |
| Facilities            | Libraries Strategic Plan     | 2022         |
| Parks and Open Space  | Parks Strategic Plan         | annual       |
| Airport               | Airport Improvement Plan     | annual       |
| Clean Water Facility  | CWF Capital Plan             | annual       |
| Vehicles              | DPW Capital Replacement List | annual       |
| Vehicles              | Police Vehicle List          | annual       |

## Financing the CIP

In accordance with Montague's Financial Management Policies, the Finance Committee and Selectboard play a primary role determining the funding sources for capital needs. Regardless, it is important for the CIP and the public to have a full understanding of the potential funding sources available to finance capital projects.

The Capital Improvement Plan identifies the following sources to fund planned capital improvement projects:

**General Fund Cash:** The Capital Plan does not typically include equipment and other small capital items that are funded directly from the General Fund operating budget. The general exception is that Police Cruisers are typically funded through general fund cash.

**Free Cash:** Represents the surplus of the general fund operating budget at the close of a fiscal year--resulting from revenues realized in excess of estimates, and expenditures below appropriations, plus unused Free Cash resulting from the prior fiscal year. Free Cash can be used from time to time to fund capital projects directly.

**Town Capital Stabilization:** The Town of Montague maintains a Town Capital Stabilization Account that is used to fund capital purchases directly on a pay-as-you go basis or underwrite debt service for capital projects. It is funded at 0.2% of the prior year's General operating Revenue net of revenues targeted for specific purposes plus revenue from cannabis retail sales tax and 51.5% of annual Kearsarge solar lease payment through FY43.

**Revolving Funds:** The Town maintains several revolving funds for services such as park and recreation programs, tree funds, aviation fuel, and hazardous materials. At times, capital expenses directly related to the activity covered by the revolving fund may be appropriated by Town Meeting vote.

**Community Preservation Act (CPA) Funding:** The Town of Montague does not currently participate in the Community Preservation Act. The CPA is a potential source of funding for capital improvements involving historical preservation of buildings and landscapes, housing production, park and recreational improvements, and open space preservation.

**Reprogrammed Funds:** When there are funds remaining from completed capital projects, such funds may be identified and used for other projects.

**Enterprise Funds:** The Town of Montague maintains two enterprise funds: Clean Water Facility and Turners Falls Municipal Airport. Each enterprise fund maintains a capital stabilization fund

which may be used for capital programs. These are funded by enterprise retained earnings and may not be used for general fund expenditures. The Airport does not currently have its own capital stabilization fund.

**Sale of Land:** From time to time, the Town acquires property through tax title foreclosure. The Town sells such properties at auction. From time to time, the Town disposes of surplus real estate, which is sold through the bid process. The proceeds from either transaction may be used for capital purposes.

**Other:** These are funds that do not arise from the Town's usual tax process. Such funds may include grants, state and federal funding, trust funds, private donations, gifts, and other sources.

**American Rescue Plan Act (ARPA):** This act provides funding for town needs that do not appear in the budget. The provisions of this act provided supplemental funds in FY21 through FY23 totaling more than \$2.4M. These funds must be fully spent by December 31, 2026, and have all been allocated to non-recurring expenditures within the scope of the Act. The Selectboard has the authority to spend these funds. Approximately \$1.36 million (55%) of the ARPA funds received by the Town were allocated to wastewater infrastructure, \$487,000 (20%) to general capital improvements, \$393,000 (16%) to economic/community recovery, and \$215,000 (10%) to project contingency.

**Bonds/Borrowing:** Bonds refer to expenditures that are financed through borrowing. A bond is a written promise to pay a specified sum of money, called the face value (par value) or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate.

There are different kinds of borrowing, each with its advantages and disadvantages.

- **General Fund Borrowing within the Levy:** Borrowing may be structured so that debt payments are made within the Proposition 2½ levy limit. Such debt payments have no impact on taxation, but have the disadvantage of diverting funds from other programs and services. Borrowing within the levy should be done only for short-term, low debt-service payment loans.
- **Debt Exclusion:** This is a vote by a municipality at an election to exclude debt-service payments for a particular capital project from the levy limit. The amount necessary to cover the annual debt-service payment is added to the levy limit for the life of the debt only.
- **Enterprise Fund Borrowing:** Debt payments may be authorized and paid through enterprise funds, and the debt service is reflected in the user fees associated with the particular enterprise fund. For example, a sewer project may be borrowed for and paid

through the sewer enterprise fund without impacting taxes or other non-sewer rate payers.

- **Capital Exclusion:** Not technically a borrowing, a capital exclusion is a voter-approved one-time payment for a capital project that is excluded from the levy limit. If used appropriately, capital exclusions may be used to avoid peaks and valleys in the tax rate.

## Long Term Debt

Long term debt is an important financing source for capital projects that cannot be accommodated within the annual operating budget. The Town Selectboard, Finance Committee, and CIC have adopted a debt management policy which identifies standards and practices. The Capital Plan and program is a means for identifying projects that are candidates for debt financing.

Of prime concern is the amount of annual debt service authorized by the Town. For the General Fund, optimal annual debt service is expected to range from 2% of net operating revenues at the low end to no more than 10% of net operating revenues at the high end.

Anything less than 2% may indicate that the Town is not keeping up with capital needs. Conversely, payment of more than 10% directs too many resources into debt payments. Exceeding either limit signals to prospective bonding and credit rating agencies that the community may not be managing its finances appropriately.

Most of the town's debt is in excluded (from the levy limit) long-term debt. The current debt ratio is 4.45%. This rate may not exceed 15%. The Town of Montague carries excluded debt for 5 projects. Currently, the most significant debt is associated with the DPW Facility, which was completed in 2020. The following debt projection is useful for identifying the Town's capacity for acquiring future debt and the timing of major construction projects.

### **FY26 General Fund Debt (non-excluded)**

FY 26 Prior Year General Operating Revenue: \$25,524,727

FY 26 General Fund Debt less excluded debt: \$37,476

**General Fund Debt Ratio: 0.15% (Under the recommended minimum)**

Debt Policy Minimum: 2% Target: 5% Max: 10%

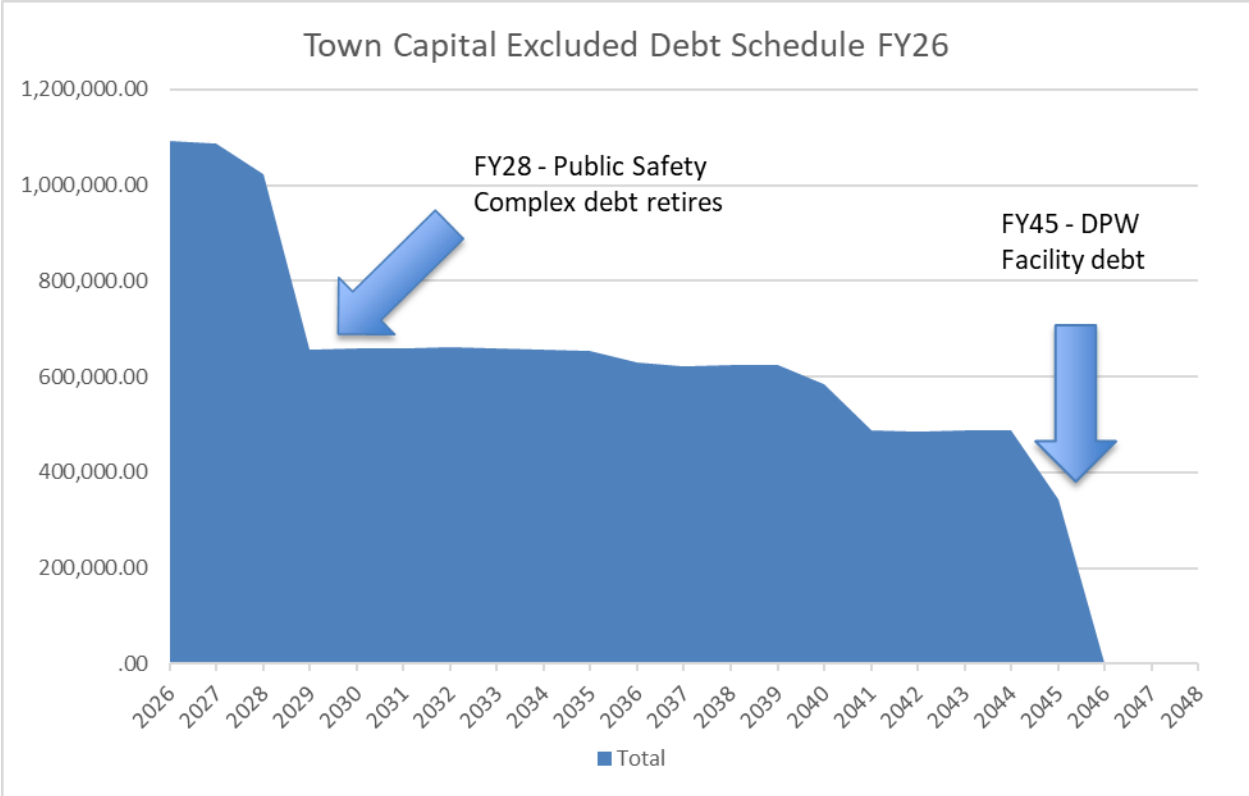
### **FY 26 Total General Fund Long Term Debt**

FY 26 Prior Year General Operating Revenue: \$25,524,727

FY 26 General Fund Debt: \$1,135,422

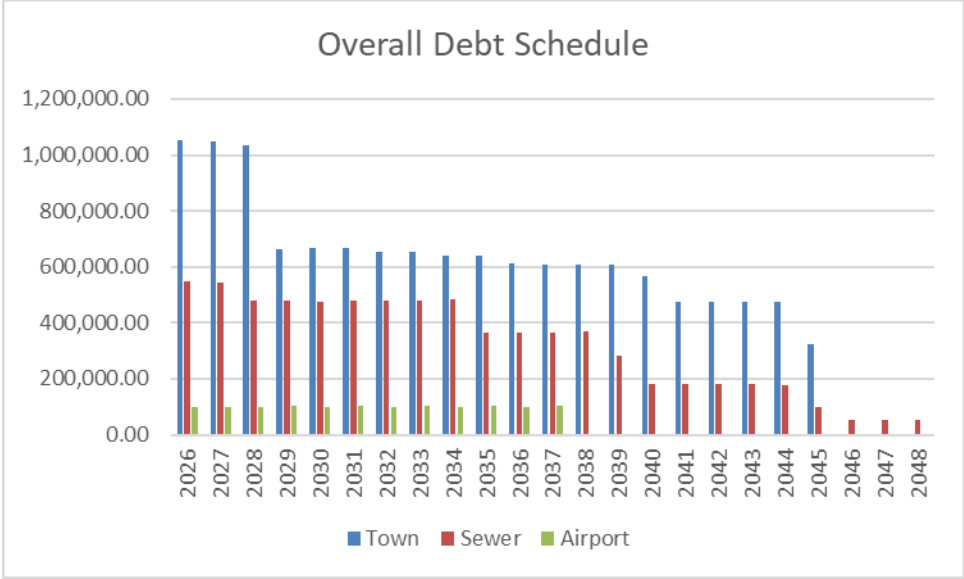
**Long Term Total Debt Ratio: 4.45% (On target; Less than the Maximum)**

Max: 15%



**Major Long Term Debt Projects in Montague (Town):**

| Project                 | Initiation | FY Debt Retirement | Total Principal and Interest Outstanding |
|-------------------------|------------|--------------------|------------------------------------------|
| Combined Sewer Overflow | 2005       | 2048               | \$ 1,356,991                             |
| Public Safety Complex   | 2009       | 2028               | \$ 815,776                               |
| Strathmore Abatement    | 2016       | 2035               | \$ 231,857                               |
| Sewer Siphon            | 2016       | 2039               | \$ 518,942                               |
| Public Works Facility   | 2018       | 2045               | \$ 10,148,922                            |
| <b>TOTAL</b>            |            |                    | <b>\$ 13,072,488</b>                     |



In Montague, the Clean Water Facility Enterprise and Airport Enterprise Funds carry debt in addition to the General Fund. In accordance with the Debt Management Policy, the Town endeavors to structure non-exempt, and enterprise fund debt in a manner that will minimize the impact on taxpayers and ratepayers.

The Clean Water Facility Enterprise fund is carrying about \$400,000 in debt payments over the next 10 years. But it is noteworthy that this projection does NOT include the Screw Pump debt that was authorized at \$2,500,000 in FY23. (This project is in the process of being financed).

The \$3,000,000 debt authorized in FY26 for Phase 2 of the Sewer Collections System Rehabilitation is also not yet reflected. This debt will be handled on a split basis between the General Fund (60%) and Clean Water Facility Enterprise (40%), reflecting the approximate proportions of work expected to take place on combined versus separated sections of sewer, respectively.

## Capital Planning Cycle

The Capital Planning Cycle is held in coordination with the Annual Budget Cycle adopted in Montague's Financial Management Policies

**October – December:** CIC meets with selected department leaders to review major capital project or equipment needs. This may be inclusive of site visit(s) to various facilities. Note that capital requests—or at minimum, notice of intent to submit a capital request—are to be submitted on or before December 31.

**Early January:** CIC meets in joint session with the Finance Committee and Selectboard to receive preliminary guidance relative to the resources expected to be available for capital projects in the upcoming fiscal year.

**January – February:** CIC meets with department leaders to discuss the specifics of their capital requests, review documentation framing the relative urgency of those requests, and any estimates received and submitted as part of the request. This activity may bleed into early March.

**March:** CIC meets to deliberate and finalize capital spending recommendations for the coming fiscal year to the Finance Committee, and meets in joint session with the Finance Committee and Selectboard to share the CIC report relative to those recommendations.

**May – June:** CIC meets to review the past year's process, consider possible improvements, and plan for the coming year.

**July - August:** The Assistant Town Administrator distributes 6-year capital plan to department heads for review and refinement. An updated version of the Town's capital plan is prepared for CIC review and approval.

**Late August – September:** CIC adopts the updated CIP by September 15 and the plan is then presented to FinCom and Selectboard. CIC considers any capital requests submitted for the Fall Special Town Meeting. These requests are generally expected to be carry-forward items from the previous fiscal year, but may in some instances be new, emergent priorities, which would require CIC attention.

# Appendix A: CIC FY27 Capital Report to Town Meeting



# Montague Capital Improvements Committee

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## May 2026 Annual Town Meeting Report

Approved by the CIC 4/1/2026

### I. Background

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The Capital Improvements Committee (CIC) received requests and began meeting with Montague department heads beginning in December 2025 to evaluate capital needs as outlined in their Special Article Requests. The Special Article Request forms that were adopted and implemented in 2017 continue to serve as the framework for presenting the capital needs of each department.

In this report of the CIC's FY2027 recommendations, we summarize the committee's findings based on several months of meetings, research, and deliberation. The grading system, shown in Section II, is consistent with that used in past years.

This year the CIC initially received twenty (20) capital article requests. Over the course of four months, the proposers were brought in for presentation and discussion of their requests. Through these discussions and review of additional information, some requests were reformulated, combined, disaggregated, withdrawn, or otherwise modified. This report presents the final slate of eighteen (18) capital requests and the CIC's recommendations following its investigation into said requests.

#### *Important note on CIC's process:*

--The unanimous votes you will see on these capital articles reflect the committee's thoroughness and persistence in investigating each article. This includes pursuing information on every possible alternative to each proposed expenditure, and demanding convincing evidence regarding the needs, legal requirements, timing, and impact to the Town's residents and employees of each proposed Article.

## **II. Approach to Evaluation of Requested Articles**

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### **Defined Criteria/Rationale Used in Assessing Special Article Requests**

**Public Safety:** Does the capital improvement rectify a safety concern or otherwise prevent a potential public safety issue?

**Cost Avoidance:** Will the capital improvement serve the Town financially?

**Service Interruption:** Does the capital improvement prevent an interruption in services?

**Other:** Any other reason identified as relevant by the CIC.

### **Grading System**

**Recommend:** Given appropriate budget space, the committee believes that the capital improvement should be funded. The CIC evaluation does not formally consider the question of financial capacity, which is left to the Finance Committee and Selectboard.

**Recommend with Reservations:** The committee would generally recommend the capital improvement but may find that elements of the project scope are unclear or incomplete, that it lacks a convincing professional cost estimate, or doesn't address or account for some long-term needs and concerns of the town.

**Does not Recommend:** The committee does not recommend moving forward with the capital improvement as presented. This may be due to the nature or timing of the project, the apparent need for the project, the unavailability of scope or cost information, or other reasons.

### III. Recommendations on Requested Articles

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#### 1. Summary Table of Fiscal Year 2027 Submissions and Recommendations

The table below offers a summary view of special article requests and CIC recommendations for FY27 capital project spending. Overall, spending associated with recommended articles, excluding the proposed library project, equals \$2,103,385. These recommendations are further explained in section II.

#### Summary of Final Motions/Recommendations

| Request                                                                | Amount        | Approved | Vote |
|------------------------------------------------------------------------|---------------|----------|------|
| Airport- Industrial Blvd Multi-Use Path and Passenger Terminal Upgrade | \$ 142,500    | Yes      | 4-0  |
| Airport- Up-fit and repair Heavy Duty Pickup Truck                     | \$ 26,000     | Yes      | 4-0  |
| Clean Water Facility- Secondary Clarifier Mechanism Replacement (x2)   | \$ 966,000    | Yes      | 4-0  |
| Clean Water Facility- Heavy Duty Truck with Plow and Lights            | \$ 85,000     | Yes      | 4-0  |
| Clean Water Facility- Wastewater Facility Planning Study               | \$ 125,000    | Yes      | 4-0  |
| Libraries- Construct New Main Branch Library at 38 Avenue A            | \$ 23,704,053 | Yes      | 4-0  |
| Public Works- Replace 2013 Wacker Neuson RD 12 -A Roller               | \$ 35,000     | Yes      | 4-0  |
| Public Works- Replace 2013 F-350 4WD Pickup                            | \$ 80,000     | Yes      | 4-0  |
| Public Works- Purchase Large Excavator                                 | \$ 150,000    | Yes      | 4-0  |
| Public Works- Replace 2014 2032R Tractor                               | \$ 65,000     | Yes      | 5-0  |
| Public Works- Transfer Station Automatic Security Gate                 | \$ 30,000     | Yes      | 5-0  |
| Public Works- Equipment and Major Repairs (Discretionary)              | \$ 30,785     | Yes      | 5-0  |
| Public Works- Alley and Other Rights of Way Paving                     | \$ 30,000     | Yes      | 5-0  |

|                                                                                 |            |     |     |
|---------------------------------------------------------------------------------|------------|-----|-----|
| Public Works- Sidewalk Replacement and Repair                                   | \$ 15,000  | Yes | 5-0 |
| Police- Replace Two Police Vehicles (K9 and Patrol)                             | \$ 161,000 | Yes | 5-0 |
| Police- Police Station HVAC Controls Rehabilitation                             | \$ 37,100  | Yes | 5-0 |
| Selectboard- Colle Building Interior Flooring & Mechanical Systems Improvements | \$ 25,000  | Yes | 5-0 |
| Shea Theater- Facility and Theatrical System Upgrades                           | \$ 100,000 | Yes | 5-0 |

## 2. FY27 Articles Recommended for Consideration by Annual Town Meeting

### **Airport- Industrial Blvd Multi-Use Path and Passenger Terminal Upgrade (\$142,500)**

This project would construct 4,800' of multi-use pathway along Industrial Blvd, starting at the intersection of Millers Falls Road and Industrial Blvd, and terminating at the Franklin County Technical School main entrance. In addition, this project will also fund the upgrades to the Pioneer Aviation restrooms and passenger waiting area to meet ADA regulation, with a special focus on family-oriented gathering space in the passenger terminal.

In December 2025, the airport applied for funding totaling \$2,850,000 from the FAA's Airport Terminal Program, a funding pool of no less than \$1 billion annually (2021-2026) that can be used specifically for terminal repairs, replacement, and surrounding services including ground transportation and last mile infrastructure installation. The intended plan is to install a pedestrian/bicycle pathway to transition them from using the roadway to a much safer pathway.

Inside of the Pioneer Aviation hangar the intended work would include removing 3 undersized restrooms and installing a single large ADA compliant unisex restroom and shower room. In addition, work would also include renovating an existing space to accommodate additional passenger/crew waiting space as well as a meeting room and family waiting area. Work would be expected to begin over the summer of 2026 with planning and engineering.

**Cost Avoidance:** This appropriation will create cost-savings by allowing the Town to pursue a long-discussed project while leveraging a substantial grant opportunity that substantially reduces the local investment required.

*Capital Improvements Committee grade: **Recommend***

### **Airport- Up-fit and repair Heavy Duty Pickup Truck (\$26,000)**

In 2023 the airport purchased a 1994 Ford F-450 pickup truck from a municipal auction website for use around the airport, including snow removal, spill response, and building maintenance. While over 30 years old, the vehicle is in remarkable condition with no rust and has less than 19,000 miles. The purchase was made out of the airport operating budget funds, and in 2025 the airport equipped the vehicle with a new 10' snowplow and running gear totaling \$10,850. Also in 2025 the airport had the vehicle repaired totaling \$7,845, which included full replacement of the brakes, oil seals, tires, and suspension system. Upon completion of this work the expected remaining life of the vehicle is 15+ years.

Currently the vehicle has a large utility box style body with a water pump and storage tank, and while somewhat useful, limits the overall function of the vehicle. We were aware of this when the vehicle was purchased and the intended plan was to upgrade the vehicle over the course of 2-4 years. Our intentions in FY27 would be to remove the existing body and install a 10' aluminum flatbed body OR a 8' standard vehicle bed body (depending on time of purchase cost). In addition, install 4 aluminum locking tool boxes with lighting and backup camera system. Estimated costs are as follows:

- Purchase bed- \$13,000
- Purchase boxes (4)- \$4,000
- Purchase Lighting- \$2,000
- Install items & paint- \$6,000
- Misc Costs- \$1,000

This project will allow the airport to continue to use already existing equipment in a more efficient manner without having to purchase a new vehicle with an overall cost exceeding \$70,000. While this request is to spend money on an existing asset, the condition and total investment to this point justifies the continued investment to keep the asset in operation for at least another 15 years.

While this can be deferred a year or more, we have seen the cost of upfitting in both labor and materials continue to increase year to year with no real indication that waiting may see a price decrease. In addition, as the airport daily duties and overall traffic have increased, we are seeing the demand increase on all equipment, so preparing a vehicle to meet our needs now will help us keep our safety and operation standards to the highest level.

**Cost Avoidance:** This purchase will allow the Airport to continue utilizing a versatile fleet vehicle at a lower cost than having it replaced.

*Capital Improvements Committee grade: **Recommend***

### **Clean Water Facility- Secondary Clarifier Mechanism Replacement (x2) (\$966,000)**

The CWF utilizes two (2) 176,000-gallon capacity Secondary Clarifiers as an essential part of the separation of solids from liquids in the wastewater treatment process. The mechanisms in the clarifier tanks have not been replaced since initial installation occurred in 1980 and are in dire

need of an upgrade. The original clarifier mechanisms were also designed with paper mill waste in mind, which is a thicker coarser material than the current waste experienced at the facility.

Over the last 45 years, there have been technological advancements in clarifier mechanisms, and the facility is looking to upgrade the current “draft tube” style mechanisms over to a more efficient “spiral blade” mechanism. Fortunately, this upgraded costs less than replacing in-kind with the “draft tube” style. The facility would also prefer to install the stainless-steel option, which will drastically increase the life of the mechanisms and reduce burdensome maintenance and treatment costs.

It is important to replace the mechanisms before they experience catastrophic failure. Many of the mechanism parts have been completely overhauled multiple times over the years and have exceeded their useful life. The current mechanisms also make it difficult for staff to manage the separation of solids from liquids adequately, which may have contributed to the facility’s struggle with solids “escaping” into other areas of treatment, which cause permit violations.

Along with the mechanism upgrade, the facility would also like to perform concrete tank rehab, coating the tank with a liner to aid in extending the life of the concrete that is in constant contact with corrosive wastewater.

Staff will be performing the general contractor work, much as we have for the last several projects, to save on the enormous costs of hiring out for a general contractor, which would likely push a project like this into the \$2+ million range.

Project Budget

|                                            |           |
|--------------------------------------------|-----------|
| Secondary Mechanisms x2.....               | \$760,000 |
| Concrete Modifications.....                | \$20,000  |
| Crane (Demo and Install ~10 days) .....    | \$20,000  |
| Electrical Contractor.....                 | \$50,000  |
| Concrete Tank Rehab/Lining Contractor..... | \$50,000  |
| Demo/Removal of Old Equipment.....         | \$20,000  |
| Contingency 5%.....                        | \$46,000  |
| Total.....                                 | \$966,000 |

The CWF staff will manage procurement, execution of the project, and construction oversight. No engineering services required, equipment only installation.

**Public Safety:** With the current clarifier mechanisms reaching the end of their useful life, upgrades are needed to keep the facility functioning, preventing unsanitary and costly backups and discharges of untreated sewage.

*Capital Improvements Committee grade: **Recommend***

### **Clean Water Facility- Heavy Duty Truck with Plow and Lights (\$85,000)**

The CWF currently has a small fleet of 2 (two) vehicles: a 2016 Ford Super Duty Utility Truck and a 2023 Ford E-Transit Cargo Van. This fleet size has not been updated since the early 1980s, even though the facility has seen an increase in staff and regulatory requirements. The facility would like to increase its fleet size, adding an additional Ford Super Duty Work Truck, which will primarily be used by the CWF Foreman.

The Utility Van is typically in use throughout the week for the off-site eight (8) pump stations and four (4) grinder pumps we are required to perform inspections on daily. Oftentimes, while the van is in use, the current Ford Truck is used by other staff during routine maintenance, parts runs, emergency repairs, and travel.

The CWF Foreman is responsible for overseeing the work done in the field by staff, and has been utilizing his own personal vehicle to inspect site to site, attend meetings, and for call-ins. It is especially unsanitary to have work clothes covered in wastewater coming into contact with staff member's personal vehicles. Staff personal vehicles are also not properly equipped in the event tools/PPE are needed in responding to sites.

The new work truck will also provide additional seating space for carpooling to trainings/meetings, as both the Van and the Truck only have a two (2) seat capacity.

As the CWF staff are responsible for ground maintenance of the facility and the remote pump stations, the Truck would also need to be equipped with a plow and appropriate hazard lighting.

**Service Interruption:** This purchase will prevent situations from arising where a vehicle is unavailable for CWF staff to respond to an emergency, or to perform basic facility needs and job duties.

*Capital Improvements Committee grade: **Recommend***

### **Clean Water Facility- Wastewater Facility Planning Study (\$125,000)**

The CWF is looking to begin the process of a major facility upgrade, with much of the focus surrounding upgrading the Preliminary and Primary Treatment half of the facility. This section of the facility is original from 1962, with minor improvements occurring in the 1980s.

Unfortunately, during the Combined Sewer Overflow (CSO) upgrade in the early 2000s, many of the upgrades planned for Preliminary/Primary Treatment were cut due to budget constraints.

This section of the facility currently houses various critical treatment processes and equipment such as: screening, grit removal, chemical addition, dewatering, staff workshop, pump and pipe galleys, solids holding tanks, settling tanks and associated mechanisms, scum/fats/oils/grease separators, etc.

To start the process, a Facilities Plan is required and involves a comprehensive evaluation to assess aging structures and systems, to facilitate the replacement of outdated equipment and to ensure reliable treatment for years to come.

The plan will provide recommendations for improvements to buildings, structures and architectural features, electrical, plumbing, and heating ventilation and conditioning (HVAC.)

The Preliminary/Primary Treatment section of the facility has been plagued with issues, from rotted out and falling cast iron piping that has injured multiple staff members, to an irreparable HVAC system that struggles to adequately provide fresh air and heat to the building. Equipment inside the building experiences severe corrosion issues and constantly struggles to keep up with the 24/7 treatment demands. Many pipes within the building and under the ground are original to 1962, with their visible conditions already quite concerning, and fear for their state underground where their conditions are presumed to be worse.

This Facility Plan is an important first step in upgrading the Preliminary/Primary Treatment half of the facility. As this process will take many years, it is important to start the process as soon as possible.

**Public Safety:** Outdated and deteriorating components of the wastewater treatment process pose a threat to CWF staff, the ecological health of the Connecticut River, and the community's overall wellbeing. This planning process will carefully examine the Town's most advantageous and cost-effective paths forward to pursue badly-needed improvements in the older section of the facility.

*Capital Improvements Committee grade: **Recommend***

### **Libraries- Construct New Main Branch Library at 38 Avenue A (\$23,704,053)**

This article requests funding for the planning, design, permitting, construction, furnishing, and equipping of a new main library facility at 38 Avenue A in Turners Falls. The total estimated project cost is \$23,704,053. The Town has been awarded an \$11.3 million grant through the Massachusetts Board of Library Commissioners (MBLC) Public Library Construction Program, which would offset approximately 47.6% of the total project cost.

The existing Carnegie Library, which currently serves as the Town's main library, has several documented deficiencies, including lack of ADA accessibility, limited space for collections and programming, inadequate parking, and aging, inefficient building systems. These issues were

identified through the Montague Public Libraries Strategic Plan (2023–2028) and subsequent public outreach efforts, which indicated strong community interest in improved library facilities.

Beginning in 2023, the Town initiated the MBLC grant process to evaluate options for addressing these deficiencies. Alternatives considered included renovation and expansion of the existing Carnegie Library and construction of a new facility. Through feasibility analysis, site evaluation, and community engagement conducted in 2024 and 2025, new construction at 38 Avenue A was selected as the preferred option due to its ability to better accommodate accessibility requirements, program space needs, and site constraints.

The proposed project consists of a two-story building of approximately 20,000 square feet. The design incorporates several cost containment measures, including elimination of a basement, reduced building height, and selection of cost-effective structural and mechanical systems. The project also includes energy-efficient features such as all-electric systems, high-performance windows, and solar readiness, and is expected to qualify for additional state incentives related to energy performance.

The Town's share of the project is proposed to be financed through a debt exclusion under Proposition 2½, which would result in a temporary increase in property taxes for the duration of the debt service. Acceptance of the MBLC grant is contingent upon local approval of the project.

The Montague Public Libraries system currently provides substantial community services, including over 24,000 annual visits, more than 114,000 items circulated, and hundreds of programs attended by nearly 9,400 people annually. The proposed project is intended to address existing facility limitations while maintaining and expanding service capacity.

**Cost Avoidance:** The MBLC grant represents a significant external funding opportunity that reduces the Town's share of project costs. Project design decisions, including selection of new construction over renovation, are also expected to reduce long-term maintenance and operational costs compared to continued use or expansion of the existing facility.

**Service Interruption:** The current facility's limitations constrain the library's ability to provide services and programming. Investment in a new facility is intended to ensure continued and expanded delivery of library services without disruption due to space, accessibility, or system limitations.

*Capital Improvements Committee grade: **Recommend***

### **Public Works- Replace 2013 Wacker Neuson RD 12 -A Roller (\$35,000)**

At 13 years old, the current roller has reached the end of its useful life. The roller is used by the department to compact materials including asphalt and aggregates. It is a vital piece of equipment for all projects involving asphalt replacement, including patch work and trench work.

**Service Interruption:** This purchase will replace an aging piece of equipment, helping the Town avoid unpredictable repair costs, service interruptions, and difficulty finding parts for outdated equipment.

*Capital Improvements Committee grade: **Recommend***

### **Public Works- Replace 2013 F-350 4WD Pickup (\$80,000)**

This vehicle will replace a 2013 F-350 4WD Pickup that is used for plowing and treating on a routine route during winter weather, as well as by building maintenance staff year-round. The bed of the truck was previously replaced, but it is preferred to replace the entire vehicle before a motor replacement becomes necessary.

**Service Interruption:** Purchase will replace an aging vehicle that has reached the end of its useful life. This replacement request follows the Town's Capital Improvement Plan general guidelines, which recommend a 12-year replacement cycle for light-duty trucks to help the Town avoid unpredictable repair costs, service interruptions, and difficulty finding parts for outdated vehicles.

*Capital Improvements Committee grade: **Recommend***

### **Public Works- Purchase Large Excavator (\$150,000)**

The purchase of a used large excavator, with an approximate operating weight of 30,000 lb., will improve the DPW's in-house project capabilities and promote savings on equipment rental costs. This purchase will allow more efficient and cost-effective execution of projects by DPW staff, including the 2024 culvert replacement on South Ferry Road, and the upcoming culvert repairs on South Street.

**Cost Avoidance:** A used excavator is expected to be much more cost-effective, as a new one would be at least double the cost at well over \$300,000. This purchase would also give the Town the distinct advantage of having a small excavator (CWF), medium excavator (Airport), and large excavator (DPW) in its fleet, with vehicles shared between departments as necessary to accomplish jobs with different equipment needs, thus reducing rental or contracting costs.

*Capital Improvements Committee grade: **Recommend***

### **Public Works- Replace 2014 2032R Tractor (\$65,000)**

This purchase would replace a 2014 2032R Tractor used by the DPW primarily for winter sidewalk plowing and maintaining the grounds of the Parks & Recreation department. Snowblower, bucket, and rotator attachments used with the current tractor will be transferrable to the replacement.

**Service Interruption:** The current tractor has reached the end of its useful life. This purchase will help the Town avoid unpredictable repair costs, service interruptions, and difficulty finding parts for outdated equipment.

*Capital Improvements Committee grade: **Recommend***

### **Public Works- Transfer Station Automatic Security Gate (\$30,000)**

This purchase is necessary to improve the safety and security at the transfer station. It will reduce illegal dumping and unauthorized access to the site. The gate at the transfer station is often left open during the day to allow access for trucks, equipment and vendors. Unfortunately, this also increases the risk and liability to the Town. Vendors are frequently collecting refuse and waste on their own schedules without securing the lock behind them. Some unauthorized visitors have been able to dispose of items without paying.

Work will consist of installing a new gate with secure access including new footings and electrical work.

- Aluminum cantilever slide gate (approximately 6 feet high by 32 feet wide)
- Galvanized steel counterbalance support posts (approximately 4-inch diameter, heavy-wall)
- Galvanized steel catch post (approximately 4-inch diameter, heavy-wall)
- Gate and support posts set in concrete footings (structural installation base)
- 1 Heavy-duty sliding gate operator (motorized unit that opens and closes the gate)
- 1 Wireless safety edge monitoring system (main control kit)
- 2 Wireless transmitters for safety edges (mounted on gate edges)
- 1 Wireless receiver (communicates with gate operator and transmitters)
- 1 Photoelectric safety sensor (infrared beam system to detect obstructions)
- 1 Underground vehicle detection loop wire with sealant (installed in pavement)
- 1 Loop detector (processes signals from the vehicle detection loop)
- 1 Programmable annual timer (controls gate operation schedule)
- 1 Stand-alone digital access keypad (for user code entry)
- 1 Gooseneck pedestal post (mounting stand for keypad)
- 1 Concrete equipment pad and cylindrical footing (foundation for gate operator and post)

**Cost Avoidance:** This purchase is expected to greatly reduce illegal dumping at the transfer station, which poses a financial burden to the Town. The Franklin County Solid Waste Management District (FCSWMD) has specifically recommended the Town improve security at the facility for this reason.

*Capital Improvements Committee grade: **Recommend***

### **DPW Vehicles and Equipment Fund (\$30,785)**

This fund provides accessible funding for the DPW superintendent to fund purchases of and/or major repairs to DPW vehicles and equipment that are needed unexpectedly between Town Meetings. Expenditures from this fund are governed by a longtime policy that was revised and adopted formally in 2022. This policy requires Selectboard approval for any expenditure exceeding \$25,000.

The policy also indicates that the fund should be replenished at Annual Town Meeting to an amount not to exceed \$100,000, based on the amount in the fund as of March 1. Due to reduced need for this fund as a result of better protection and longevity for vehicles and equipment in the new Public Works facility, the Selectboard voted to recommend that the fund be replenished to the reduced level of \$75,000.

Based on a balance of \$44,215 in this account as of March 1, this appropriation is expected to return the total DPW discretionary fund balance to approximately \$75,000 at the end of the current fiscal year.

The DPW vehicle/equipment inventory is current and in good condition. No large unexpected expenses are predicted, but they may still occur.

**Service Interruption:** Should a vehicle or large piece of equipment fail (without this appropriation) it is quite possible that said equipment could remain out of service, potentially hindering snow removal or disrupting time-sensitive construction projects while the Town identifies a method to appropriate funding to repair or replace.

*Capital Improvements Committee grade: Recommend*

### **Public Works- Alley and Other Rights of Way Paving (\$30,000)**

The condition of most of the Town's alleyways is poor to fair. Alleys have been traditionally under-maintained because they are not eligible for state Chapter 90 funds (traditionally the source for funding street and road paving repairs). The alleys are important for public safety and sanitation.

The DPW intends to conduct the paving "in-house" using DPW equipment and labor.

The Long-Range Capital Plan projects the same annual allocation for the next five fiscal years, going section-by-section through the Town's alleyways. These projections will be updated yearly, based on pavement conditions and project costs.

**Public Safety:** The alleys in the densely developed downtown are important for public safety and sanitation.

*Capital Improvements Committee grade: Recommend*

### **Public Works- Sidewalk Replacement and Repair (\$15,000)**

Funding is needed to support replacing and repairing sidewalks throughout the Town.

Masonic Ave's sidewalks were replaced in the past year, with more work planned in that same neighborhood for the upcoming construction season. Improvements are needed here in order to improve safety for pedestrians accessing the Canalside Rail Trail.

As with the Town's alleyways, the Capital Plan predicts a \$15,000 annual allotment for sidewalks, subject to annual review of needs and costs.

**Public Safety:** Unmaintained sidewalks pose a hazard to pedestrians, inhibit accessibility for individuals with mobility impairments, and create liability for the Town. Ensuring that sidewalks are repaired and repaved as needed before significant deterioration occurs is a priority of the DPW.

*Capital Improvements Committee grade: Recommend*

### **Police- Replace Two Police Vehicles (K9 and Patrol) (\$161,000)**

This request is driven by documented vehicle age, mileage, escalating maintenance costs, and operational reliability concerns.

#### 1.) K9 Cruiser Replacement

The current K9 cruiser is a 2017 Ford Explorer with 150,212 miles (as of 2/10/26). The department averages approximately 16,000–18,000 miles per year per cruiser. The three-year average annual repair cost for this vehicle is \$4,164.61.

Police vehicles operate under severe duty conditions, including extended idling, emergency response driving, and 24-hour deployment. The widely accepted service life for a 24-hour police cruiser is approximately 100,000 miles. This vehicle is now 50,000 miles beyond that benchmark and continues to experience increasing repair costs and downtime.

Because this is a K9 vehicle, reliability is even more critical. Breakdowns not only impact response capability but also create potential safety risks for both the handler and the K9.

#### 2.) Patrol Cruiser (#5) Replacement

Cruiser #5, also a 2017 Ford Explorer, had 147,563 miles when it became inoperable approximately five (5) months ago. The vehicle is beyond repair and has been removed from service.

The loss of this cruiser has already reduced fleet capacity. Operating with fewer frontline vehicles increases wear and mileage on the remaining cruisers and accelerates the need for additional replacements.

**Public Safety:** With Cruiser #5 being completely inoperable and the K9 vehicle experiencing increasingly frequent, expensive, and unpredictable repair costs, the capacity of the department to respond to calls is diminished. There are potentially dire consequences if a cruiser breaks down while in route to a call. Additionally, demand on remaining fleet vehicles become strained when one or more cruisers are taken off the road for maintenance or repairs.

*Capital Improvements Committee grade: **Recommend***

### **Police- Police Station HVAC Controls Rehabilitation (\$37,100)**

This project addresses system reliability, officer and prisoner safety, and operational continuity within a 24-hour police facility.

#### **1.) The Current System Is Outdated and No Longer Supported**

The building is currently operating on an Andover Controls Continuum platform that is no longer supported by the manufacturer and is two generations old.

Unsupported systems present several risks:

- Inability to obtain replacement parts
- Limited technical support
- Increased vulnerability to full system failure
- Potential compatibility and software issues

If the system fails, the police station could experience prolonged HVAC outages with no immediate repair solution.

#### **2.) Gas Detection Sensors Are Beyond Service Life**

The CO sensor in the Sally Port and CO<sub>2</sub> sensors associated with RTU 2 have exceeded their expected service life of 5–7 years

Aging gas detection sensors can become unreliable and may:

- Fail to detect elevated carbon monoxide levels from vehicles in the sally port
- Trigger false alarms
- Fail to respond appropriately to unsafe air conditions

Given that the sally port is used for prisoner transport and vehicle intake, functioning CO detection is a critical life-safety component for officers, prisoners, and staff.

#### **3.) Failing Controller Indicates Imminent System Breakdown**

The controller serving Auxiliary Heating Unity 4 is reporting sensor failures and stalled programs, indicating imminent failure.

A controller failure could result in:

- Loss of heating or cooling to portions of the building
- Improper ventilation
- Inability to properly regulate temperature in critical areas

The new controls are also expected to significantly resolve complaints about uneven temperatures that have been difficult to adjust over the past several years.

**Public Safety:** As a 24-hour public safety facility, the police station cannot tolerate prolonged HVAC outages. Sensor failures especially create a risk of dangerous environmental conditions going undetected.

*Capital Improvements Committee grade: **Recommend***

### **Selectboard- Colle Building Interior Flooring & Mechanical Systems Improvements**

The Colle Building is a municipally owned property leased by the Town to a local nonprofit organization (Center for Responsive Schools). The building serves a crucial economic development function in downtown. The Town is responsible for capital repairs and the following needs have been identified to maintain a safe, efficient, and professional work environment. The expense is funded entirely through the lease revenue.

- 1) Interior Flooring Replacement -The existing flooring in the common areas, including hallways and stairwells, has reached the end of its useful life. Wear and deterioration, including cracks, uneven surfaces, and outdated materials present both aesthetic and safety concerns. Replacing the flooring will enhance the overall appearance of the building, improve accessibility and safety for all occupants, and reduce ongoing maintenance costs.
- 2) Mechanical Systems Upgrades -The mechanical systems that serve the common areas, such as heating, ventilation, and air conditioning (HVAC), have become inefficient due to age and evolving building standards.

**Public Safety:** Worn-out floor tile in common areas of the building creates tripping hazards and liability for the Town.

**Cost Avoidance:** Mechanical systems upgrades are necessary to ensure proper climate control, energy efficiency, and occupant comfort. Modernizing these systems will also support sustainability goals and help reduce operational costs over time.

*Capital Improvements Committee grade: **Recommend***

### **Shea Theater- Facility and Theatrical System Upgrades (\$100,000)**

The Shea Theater Arts Center, Inc. (“STAC”) recently entered into a new 10 year lease for the historic Shea Theater. Over its first ten years of operation, STAC invested nearly \$1 million in capital improvements and operational upgrades that stabilized the facility and strengthened its role as a regional cultural anchor.

As STAC begins its second decade, it faces a critical need to address aging systems and infrastructure that are reaching the end of their useful lives. Many of these systems are central to the safety, accessibility, and artistic quality of performances. Timely investment is essential to maintaining the theater’s vibrancy, expanding its production capacity, and ensuring safe, inclusive access for artists and audiences.

STAC has brought nationally-known performers and productions to the Shea Theater in recent years with great success. These improvements will expand the number and variety of productions at that level able to appear at the Shea.

This grant request will support the following priority improvements:

- Replacement and upgrade of failing sound and lighting systems, originally installed in 2016 using a mix of new and used components, with a modern, fully integrated system that meets current performance standards and interfaces with fire and emergency systems.
- Partial replacement of the theater’s 100+-year-old hemp fly system, addressing safety concerns while expanding production capabilities and improving audience experience.
- Upgrades to the exterior façade and interior lobby, including refreshed paint, new carpet, and lighting improvements to create a more welcoming environment.
- Installation of an accessible lift to the stage, ensuring access for mobility-impaired performers and advancing STAC’s commitment to equity and inclusion.

Together, these improvements will modernize essential systems, enhance safety and accessibility, and position the Shea Theater to serve its community for the next decade and beyond.

**Cost Avoidance:** This investment will afford STAC the opportunity to implement permanent improvements to a facility that has been a crucial component of the community’s economic and cultural identity at a significantly lower cost due to the leveraging of grant funds from the Massachusetts Cultural Council.

*Capital Improvements Committee grade: **Recommend***

### **3. FY28 Preview**

The CIC discussed several projects in great detail that are not included in the FY27 slate of capital requests. These articles were not ready for the CIC to recommend to tonight’s Annual

Town Meeting, but the CIC expects to receive and review updated requests for upcoming Town Meetings.

- GMRSD New elementary school feasibility study (match for leveraging MSBA grant)
- GMRSD Sheffield Admin parking lot repaving
- GMRSD Hillcrest parking lot and sidewalk repairs
- GMRSD High School track and tennis court replacements
- Unity Park Fieldhouse furnace replacement
- Montague Center Blacksmith Shop renovation
- DPW Avenue A traffic signal replacements engineering
- Police radio system update
- Police station building security system update

#### **4. 6 Year Capital Plan**

The updated 6-Year Capital Plan is in the process of being developed. The CIC is currently taking inventory from all existing studies of capital assets (facilities, utilities, roads, vehicles, etc.) to develop a central, prioritized capital plan with a 6-year planning horizon.

Respectfully,

Gregory Garrison, Chair

Jason Burbank

Ariel Elan

Chris Menegoni

Lynn Reynolds