

**Town of Montague**

**Capital Improvement Plan (draft)**

**FY27- FY32**

Adopted \_\_\_\_\_, 2026

**Montague Capital Improvements Committee**

**Greg Garrison, Chair**

**Prepared by Chris Nolan-Zeller**

**Assistant Town Administrator**

# Table of Contents

Introduction .....	3
Completed Capital Projects (FY25) .....	6
Active Capital Projects (FY26) .....	8
FY27-32 Capital Project Schedule .....	10
Major Building Projects.....	16
Major Transportation Projects.....	22
Municipal Facilities.....	23
Reference Reports for Capital Needs.....	24
Financing the CIP.....	25
Long Term Debt.....	28
Capital Planning Cycle .....	31
Appendix A: CIC FY26 Capital Report to Town Meeting .....	32



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,
- decreasing risk of piling up unsustainable future expenditures due to deferred maintenance and decay 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. The effort could not come to fruition without deep engagement from these stakeholders.

## **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 preventative 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 (FY25)

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**

## FY27-32 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 3/19/26)**

**Facilities**

Building	Expenditure	Appropriated FY2026	Budgeted FY2027	Projected FY2028	Projected FY2029	Projected FY2030	Projected FY2031	Projected FY2032	Grand Total	Potential Funding Source	Potential Grant Source	Potential Grant 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	Replace tile		\$ 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 FY2026	Projected FY2027	Projected FY2028	Projected FY2029	Projected FY2030	Projected FY2031	Projected FY2032	Grand Total	Potential Funding Source	Potential Grant Source	Potential Grant 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	The replacement is projected to be beyond year 2032.						\$ -	TBD				DPW Capital Replacement List
DPW Vehicle	Replace 2023 Freightliner 1085D Dump Truck	The replacement is projected to be beyond year 2032.						\$ -	TBD				DPW Capital Replacement List
DPW Vehicle	Replace 2023 DYNA PAC CC1200V1 Roller	The replacement is projected to be beyond year 2032.						\$ -	TBD				DPW Capital Replacement List
DPW Vehicle	Replace 2024 Skid Steer	The replacement is projected to be beyond year 2032.						\$ -	TBD				DPW Capital Replacement List
DPW Vehicle	Replace 2024 20-ton trailer	The replacement is projected to be beyond year 2032.						\$ -	TBD				DPW Capital Replacement List
DPW Vehicle	Replace 2024 LeeBoy 300 Tack Trailer	The replacement is projected to be beyond year 2032.						\$ -	TBD				DPW Capital Replacement List
DPW Vehicle	Replace 2025 Western Star 10 Wheel Dump Truck	The replacement is projected to be beyond year 2032.						\$ -	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	The replacement is projected to be beyond year 2032.						\$ -	TBD				
Police Vehicle	Replace Police Cruiser		\$ 161,000	\$ 180,000	\$ 180,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 791,000	Taxation	Green Communities	\$ 10,000	
<b>Vehicles and Equipment Subtotal</b>		<b>\$ 921,470</b>	<b>\$ 632,785</b>	<b>\$ 875,000</b>	<b>\$ 1,629,000</b>	<b>\$ 1,698,000</b>	<b>\$ 915,000</b>	<b>\$ 510,000</b>	<b>\$ 7,181,255</b>			<b>\$ 148,000</b>	

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 FY2026	Projected FY2027	Projected FY2028	Projected FY2029	Projected FY2030	Projected FY2031	Projected FY2032	Grand Total	Potential Funding Source	Potential Grant Source	Potential Grant Funding	Project Reference
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	Projected	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	Projected	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	Projected	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					
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	Projected	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	\$ 632,785	\$ 875,000	\$ 1,629,000	\$ 1,698,000	\$ 915,000	\$ 510,000		\$ 7,181,255
<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	\$ 2,303,385	\$ 4,230,000	\$ 6,067,000	\$ 8,773,500	\$ 5,955,000	\$ 4,240,000		\$ 36,317,355

## 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 FY26 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:** 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	One 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 less than 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 principle 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 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 4.59%. This rate may not exceed 15%. The Town of Montague carries excluded debt for 5 projects (plus one regional school district project). The most significant debt is associated with two major building projects: the Public Safety Complex and the DPW Facility. 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%

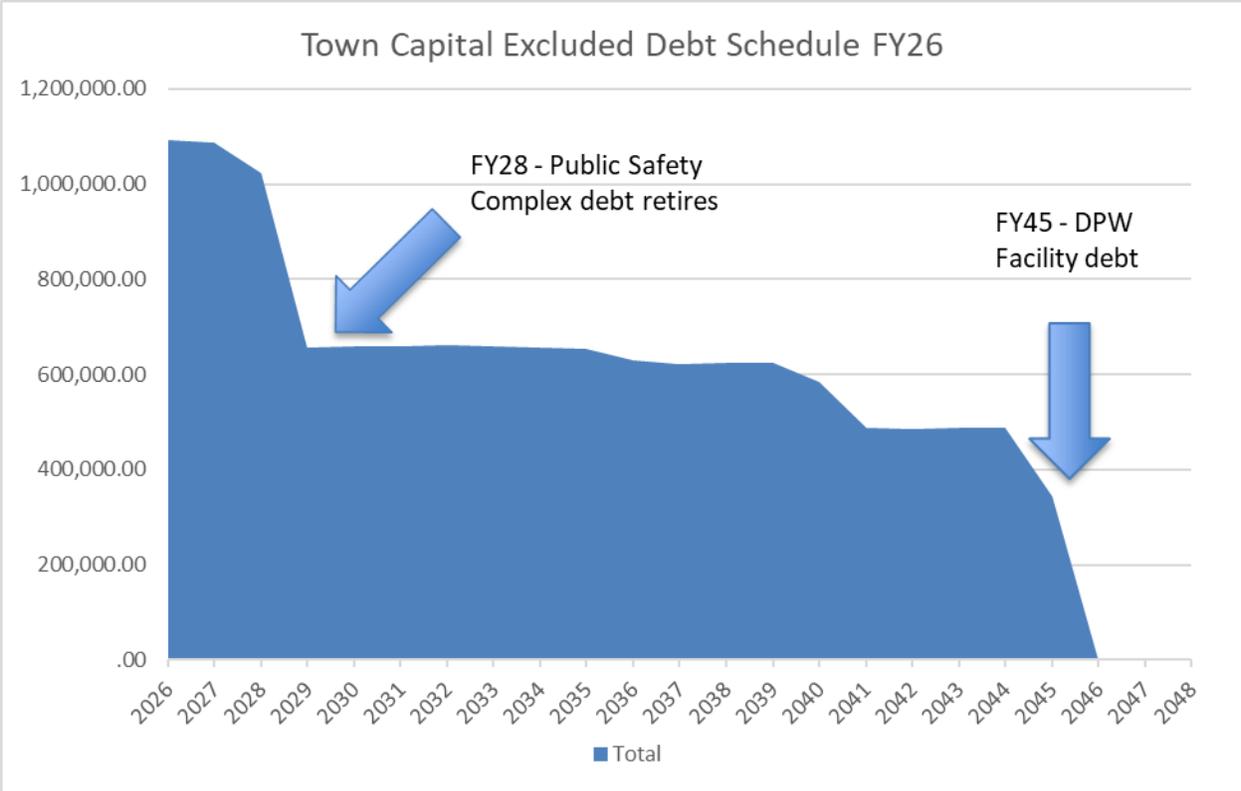
### **FY 25 Total General Fund Long Term Debt**

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 of 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 Board of Selectmen 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 holdover items from the previous fiscal year, but may in some instances be new, emergent priorities, which would require CIC attention.

# Appendix A: CIC FY26 Capital Report to Town Meeting