

Town of Montague

Capital Improvement Plan

FY26- FY31

Adopted _____, 2025

Montague Capital Improvements Committee

Greg Garrison, Chair

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Assistant Town Administrator

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Avenue A Streetscape Improvement Project Phase IV – Spring 2025

(Photo Credit: Paul Franz, Greenfield Recorder)

Funded with support from US Dept. of Housing and Urban Development (HUD) Community Project Funding and from the American Rescue Plan Act of 2021

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
- Ariel Elan
- Jason Burbank
- Chris Menegoni
- 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.

Active Capital Projects (FY26)

An annual inventory of active and funded capital projects is a 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
Facilities						
Town Hall	Annex Solar	IN PROGRESS			\$ 192,930	ARPA
Town Hall	Parking lot rehabilitation	IN PROGRESS	\$ 296,000	ATM 5/4/24		
Montague Center Library	New Windows	COMPLETE			\$ 148,619	ARPA
Millers Falls Library	Storefront Renovation	NOT YET STARTED	\$ 39,000	ATM 5/7/25		
Carnegie Library	Basement Renovation	COMPLETE	\$ 130,000	ATM 5/7/22	\$ 32,088	ARPA
Carnegie Library	Main Branch Library Design Study	IN PROGRESS	\$ 150,000	ATM 5/4/24	\$ 100,000	MBLC Library Construction
Hillcrest School	Façade Repair	IN PROGRESS	\$ 55,000	ATM 5/22/21		
Hillcrest School	Parking lot, driveway, sidewalk repairs	IN PROGRESS	\$ 175,500	ATM 5/4/24		
Sheffield School	Façade Repair	IN PROGRESS	\$ 45,000	ATM 5/22/21		
Senior Center	Windows, insulation, electrical upgrades	COMPLETE			\$ 50,000	State legislative earmark
Vehicles and Equip.						
Police Vehicle	Replace Cruiser	IN PROGRESS	\$ 60,000	ATM 5/4/24	\$ 33,000	USDA Comm Facilities Fund
DPW Vehicle	new Skid Steer	COMPLETE	\$ 90,000	STM 3/14/24		
DPW Vehicle	Replace 10-ton trailer	COMPLETE	\$ 40,400	ATM 5/4/24		
DPW Vehicle	Replace 10-wheel dump truck	IN PROGRESS	\$ 365,000	ATM 5/4/24		
DPW Vehicle	Replace camera van	NOT YET STARTED	\$ 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		
DPW Vehicle	Replace pickup	NOT YET STARTED	\$ 65,000	ATM 5/7/25		
CWF Vehicle	used mini-excavator	NOT YET STARTED	\$ 60,000	ATM 5/7/25		
Town Vehicle	Inspections Electric Vehicle	COMPLETE	\$ 52,500	STM 3/2/23	\$ 10,000	Green Communities
Clean Water Facility						
CWF Plant	Generator Replacement	IN PROGRESS	\$ 230,000	ATM 5/7/22	\$ 100,000	State legislative earmark
CWF Plant	Screw Pump Replacement	IN PROGRESS	\$ 1,271,023	STM 3/2/23	\$ 1,228,977	USDA RD, ARPA
CWF Plant	Aeration Blowers and Diffusers	IN PROGRESS	\$ 115,000		\$ 75,375	DEP Gap III grant, Utility
CWF Plant	Septage receiving station upgrade	COMPLETE			\$ 264,000	ARPA
CWF Plant	Sludge Composting Facility Study	STUDY UNDERWAY			\$ 150,000	MA Small Town Development
CWF Plant	Thickened sludge pump replacements	NOT YET STARTED	\$ 104,000	ATM 5/7/25		
Pump Stations	Replace 2 generators	NOT YET STARTED	\$ 67,800	ATM 5/7/25		
Pump Stations	Montague Ctr Pump Station Replacement	IN PROGRESS	\$ 283,800	ATM 5/4/24		
Pump Stations	Industrial Blvd Pump Station Replacement	COMPLETE			\$ 169,000	MA Small Town Development
Infrastructure						
Collection System	Long Term Control Plan	COMPLETE			\$ 49,000	ARPA
Collection System	Collections Rehab Phase 1	COMPLETE			\$ 500,000	MA Small Town Development
Collection System	Collections Rehab Phase 2	NOT YET STARTED	\$ 3,000,000	ATM 5/7/25		
Bridges	South Ferry Road Culvert	IN PROGRESS	\$ 228,000	STM 3/15/24	\$ 83,000	Chapter 90
Bridges	11th Street Bridge Rehab	COMPLETE	\$ 100,000	ATM 5/6/23	\$ 53,329	ARPA
Bridges	Swamp Road Bridge Rehab Assessment	DESIGN COMPLETE			\$ 60,000	MassDOT Small Bridge Grant
Roadways	Montague City Road Flooding Relief	COMPLETE	\$ 134,000	STM 3/3/22	\$ 230,000	FEMA Pre-Disaster Mitigation
Roadways	Oakman St slope design	NOT YET STARTED	\$ 60,000	ATM 5/7/25		
Roadways	Meadow Rd guardrail work	NOT YET STARTED	\$ 200,000	ATM 5/7/25		
Roadways	Pave 1st Street Alley	IN PROGRESS	\$ 30,000	ATM 5/4/24		
Parks and Public Spaces						
	Skatepark Lighting	COMPLETE			\$ 95,998	ARPA
	Unity Park Playground Improvements	NOT YET STARTED	\$ 125,000	ATM 5/7/25		
	Shea Theater Mural	COMPLETE			\$ 25,000	ARPA
	Montague Center Playground	COMPLETE	\$ 210,000	STM 3/15/24	\$ 290,000	PARC Grant
	Hillcrest Playground	COMPLETE			\$ 450,000	CDBG
	Avenue A Streetscape Phase IV	IN PROGRESS			\$ 1,254,578	Federal Earmark, ARPA
	Strathmore Mill Demo & Cleanup	DESIGN			\$ 10,053,100	EPA grant, State earmark
	3rd and 4th St Parking Lots	IN PROGRESS			\$ 125,953	CDBG
	Montague Center Pedestrian Safety	NOT YET STARTED	\$ 91,200	ATM 5/7/25	\$ 499,683	MassDOT Complete Streets
	Millers Falls Rd Bus Stop Improvements	NOT YET STARTED	\$ 60,000	ATM 5/7/25		
Airport						
	Pioneer Ramp Project	IN PROGRESS	\$ 152,000	STM 3/15/24	\$ 2,894,000	FAA/ MassDOT Aviation

Total Town Expense \$ 8,845,223 Total Grants \$ 19,217,630

FY27-31 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 7/16/25)

Facilities

Building	Expenditure	Appropriated	Projected	Projected	Projected	Projected	Projected	Grand Total	Potential Funding Source	Potential Grant Source	Potential Grant Funding	Project Reference
		FY2026	FY2027	FY2028	FY2029	FY2030	FY2031					
Town Hall	2nd floor tile replacement			\$ 30,000				\$ 30,000	TBD			
Town Hall	HVAC 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
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	TBD			PCA AUDIT
Carnegie Library	Replace asphalt roof		\$ 50,000					\$ 50,000	TBD			PCA AUDIT
Council on Aging	Kitchen floor					\$ 50,000		\$ 50,000	TBD			
Council on Aging	Replace heating system			\$ 50,000				\$ 50,000	TBD			
Shea Theater	Main stage accessibility improvements		\$ 150,000					\$ 150,000	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	Replace HVAC Unit				\$ 50,000			\$ 50,000	TBD			
Police Station	Replace 2009 Roof					\$ 300,000		\$ 300,000	TBD			
Police Station	Update radio system		\$ -					\$ -				
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				
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		
Facilities Subtotal		\$ 39,000	\$ 850,000	\$ 925,000	\$ 1,578,000	\$ 4,340,500	\$ 3,880,000	\$ 11,612,500			\$ 382,000	

DRAFT MONTAGUE CAPITAL PLAN FY2027-FY2031
Project Schedule

Vehicles and Equipment

Department	Expenditure	Appropriated	Projected	Projected	Projected	Projected	Projected	Grand Total	Potential Funding Source	Potential Grant Source	Potential Grant Funding	Project Reference
		FY2026	FY2027	FY2028	FY2029	FY2030	FY2031					
DPW Vehicle	Equipment and major repairs (Discretionary)	\$ 36,470	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 536,470	Taxation			
DPW Vehicle	Replace 1971 Sicard Snowblower						\$ 25,000	\$ 25,000	TBD			DPW Capital Replacement List
DPW Vehicle	New large excavator			\$ 200,000				\$ 200,000				
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	TBD			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	TBD	USDA Community Facilities	\$ 45,000	DPW Capital Replacement List
DPW Vehicle	Replace 2007 Ford F-150 Pickup	\$ 65,000						\$ 65,000	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2008 International 7400 Dump		\$ 350,000					\$ 350,000	TBD	USDA Community Facilities	\$ 45,000	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							\$ -	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							\$ -	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							\$ -	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2016 Vermeer Stump Grinder							\$ -	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							\$ -	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							\$ -	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2019 Kubota Mini Excavator KX057=4							\$ -	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2019 Toyota Forklift							\$ -	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2019 CAM utility trailer							\$ -	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2019 John Deere 5100E Flail							\$ -	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2019 John Deere 5100E Flail							\$ -	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2020 Ford F-350							\$ -	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2020 Kioti DK4710SE Tractor							\$ -	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2021 Sewer Camera							\$ -	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2022 Kenworth T480 Vactor Truck							\$ -	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2022 Ford F-550							\$ -	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2022 SCAG Mower							\$ -	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2022 Kubota MX5400 Tractor							\$ -	TBD			DPW Capital Replacement List
DPW Vehicle	Replace 2023 Ford F-350 4WD PU							\$ -	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 Hyundai Electric Car							\$ -	TBD			DPW Capital Replacement List
CWF Vehicle	Replace Ford Skid Steer L785			\$ 80,000				\$ 80,000	CWF Ret. Earnings			
CWF Vehicle	Replace 2016 Ford Truck				\$ 90,000			\$ 90,000	CWF Ret. Earnings			
CWF Vehicle	Replace 2022 RTV					\$ 85,000		\$ 85,000	CWF Ret. Earnings			
CWF Vehicle	Used mini-excavator	\$ 60,000						\$ 60,000	CWF Ret. Earnings			
CWF Vehicle	Mid-sized work truck		\$ 80,000					\$ 80,000				
CWF Vehicle	Admin vehicle EV/hybrid			\$ 60,000				\$ 60,000	CWF Ret. Earnings	Green Communities	\$ 10,000	

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%
Police Vehicle	Replace Police Cruiser		\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000	\$ 340,000	Taxation	Green Communities	\$ 10,000	
Vehicles and Equipment Subtotal		\$ 921,470	\$ 913,000	\$ 993,000	\$ 982,000	\$ 1,761,000	\$ 893,000	\$ 6,463,470			\$ 228,000	
Replacement Schedule= 12 years for pickup, 20 for a dump truck												

DRAFT MONTAGUE CAPITAL PLAN FY2027-FY2031

Project Schedule

Clean Water Facility

Department	Expenditure	Appropriated	Projected	Projected	Projected	Projected	Projected	Grand Total	Potential Funding Source	Potential Grant Source	Potential Grant Funding	Project Reference
		FY2026	FY2027	FY2028	FY2029	FY2030	FY2031					
CWF Plant	Secondary clarifiers mechanical upgrade		\$ 600,000					\$ 600,000	Debt			
CWF Plant	Aeration tanks concrete rehab			\$ 50,000				\$ 50,000	CWF Ret. Earnings			
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 removal and channel relocation project						\$ 1,200,000	\$ 1,200,000	CWF Ret. Earnings			fine screening, grinder, double scre
CWF Plant	Grit system repairs (normal wear and tear replacement 8 years)					\$ 40,000		\$ 40,000				
CWF Plant	Hydroelectric Turbine							\$ -	GRANT	GAP IV		
CWF Plant	UV Disinfection/chlorine replacement			\$ 500,000				\$ 500,000				
CWF Plant	Robust odor control unit		\$ 60,000					\$ 60,000				
CWF Plant	Facilities Planning Study for plant upgrades		\$ 100,000					\$ 100,000	GRANT	MassDEP SRF (rolling)		
Pump Stations	Pump station upgrade: J St, G St, Lake Pleasant, Denton St			\$ 700,000	\$ 700,000			\$ 1,400,000	CWF Ret. Earnings			2 stations at a time
Pump Stations	Lake Pleasant grinder pump conversion					\$ 480,000		\$ 480,000	CWF Ret. Earnings			
Pump Stations	Pump Stations Forced Main Reconstruction			\$ 3,000,000				\$ 3,000,000	DEBT			
Pump Stations	Pump station generators replacement 2 per year	\$ 67,800						\$ 67,800	CWF Ret. Earnings			LP 1st, Gst and Jst, new portable
Clean Water Facility Subtotal		\$ 171,800	\$ 760,000	\$ 4,250,000	\$ 1,700,000	\$ 520,000	\$ 1,200,000	\$ 8,601,800			\$ 150,000	

Infrastructure

Department	Expenditure (Town Share Only)	Appropriated	Projected	Projected	Projected	Projected	Projected	Grand Total	Potential Funding Source	Potential Grant Source	Potential Grant Funding	Project Reference
		FY2026	FY2027	FY2028	FY2029	FY2030	FY2031					
Sewer Collection system	CSO LTCP- plant influent line reconstruction					\$ 1,500,000		\$ 1,500,000				
Sewer Collection system	CSO LTCP- Phase 2 Sewer Collections Rehab	\$ 3,000,000						\$ 3,000,000	GRANT/Debt	Rural Small Town Dev Fund, CDS		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		\$ 100,000					\$ 100,000	TBD	MassDOT Small Bridge Program	\$ 400,000	Similar Project
Bridges	Papermill Road bridge design				\$ 120,000			\$ 120,000	TBD			Vendor Quote
Bridges	Replace Culvert					\$ 350,000		\$ 350,000				
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				
Roadways	Meadow Rd guardrail work	\$ 200,000						\$ 200,000				
Roadways	Alley and non-Ch90 road paving	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000	TBD			
Infrastructure Subtotal		\$ 3,290,000	\$ 745,000	\$ 45,000	\$ 2,445,000	\$ 1,895,000	\$ 130,000	\$ 8,550,000			\$ 1,000,000	

DRAFT MONTAGUE CAPITAL PLAN FY2027-FY2031

Project Schedule

Parks and Public Spaces

	Expenditure (Town Share Only)	Appropriated	Projected	Projected	Projected	Projected	Projected	Grand Total	Potential Funding Source	Potential Grant Source	Potential Grant Funding	Project Reference
		FY2026	FY2027	FY2028	FY2029	FY2030	FY2031					

Parks and Recreation	Unity Park Playground Surface Repair / Tube Slide	\$ 125,000						\$ 125,000	TBD			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 at former Strathmore site			\$ -				\$ -				
Parks and Recreation	Rutters Park improvements Phase II				\$ 140,000			\$ 140,000	GRANT	CDBG	\$ 140,000	Architect Opinion of Probable Cost
Parks and Recreation	Highland Park Improvements					\$ 100,000		\$ 100,000	TBD			
Streetscape	Avenue A Streetscape Improvements	\$ -						\$ -	GRANT	CDS, CDBG	\$ 1,421,000	Architects Estimate
Streetscape	Montague Center Complete Streets Design	\$ 91,200						\$ 91,200				
FRTA Bus Stops	Bus Stop Improvements (Millers Falls Rd/Industrial Blvd)	\$ 60,000						\$ 60,000				
Parks and Public Spaces Subtotal		\$ 276,200	\$ 75,000	\$ -	\$ 140,000	\$ 100,000	\$ -	\$ 591,200			\$ 1,561,000	

Airport

(Excluding vehicles and equipment)

	Expenditure (Airport Share Only)	Appropriated	Projected	Projected	Projected	Projected	Projected	Grand Total	Potential Funding Source	Potential Grant Source	Potential Grant Funding	Project Reference
		FY2026	FY2027	FY2028	FY2029	FY2030	FY2031					
Airport	Pioneer Aviation backup generator		\$ 25,000					\$ 25,000	Airport Revenue	FAA/ MassDOT Aviation		May qualify for grant
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							\$ -	Airport Revenue	FAA/ MassDOT Aviation		May qualify for grant
Airport	Replace runway lighting regulator (life limited part)							\$ -	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
Airport Subtotal		\$ -	\$ 65,000	\$ 180,000	\$ 100,000	\$ 160,000	\$ -	\$ 505,000			\$ 3,952,000	

	Appropriated	Projected	Projected	Projected	Projected	Projected	Grand Total
	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	
Facilities Subtotal	\$ 39,000	\$ 850,000	\$ 925,000	\$ 1,578,000	\$ 4,340,500	\$ 3,880,000	\$ 11,612,500
Vehicles and Equipment Subtotal	\$ 921,470	\$ 913,000	\$ 993,000	\$ 982,000	\$ 1,761,000	\$ 893,000	\$ 6,463,470
Clean Water Facility Subtotal	\$ 171,800	\$ 760,000	\$ 4,250,000	\$ 1,700,000	\$ 520,000	\$ 1,200,000	\$ 8,601,800
Infrastructure Subtotal	\$ 3,290,000	\$ 745,000	\$ 45,000	\$ 2,445,000	\$ 1,895,000	\$ 130,000	\$ 8,550,000
Parks and Public Spaces Subtotal	\$ 276,200	\$ 75,000	\$ -	\$ 140,000	\$ 100,000	\$ -	\$ 591,200
Airport Subtotal	\$ -	\$ 65,000	\$ 180,000	\$ 100,000	\$ 160,000	\$ -	\$ 505,000
TOTALS	\$ 4,698,470	\$ 3,408,000	\$ 6,393,000	\$ 6,945,000	\$ 8,776,500	\$ 6,103,000	\$ 36,323,970

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

Status: Ongoing, with expected completion in December 2025

Department: Montague Public Libraries

Study Purpose: To rehabilitate or construct a new main branch library in downtown Turners Falls. A feasibility study is 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 will explore feasibility of expansion of the Carnegie, but also consider a site at 38 Avenue A for the construction of a new library. The Library Trustees have a strong preference for a downtown location for the library.

Funding: Through the construction phase, the project would be supported by the MBLC, which would be expected to reimburse the town for approximately 67% of eligible project costs.

Timeline: The design study will conclude in 2025, and a construction grant award amount will be determined by MBLC in early 2026. In order to proceed, the project will require a local appropriation for the Town's share of estimated construction costs in Spring 2026.

Study: Franklin County Technical School Reconstruction

Status: MSBA funded feasibility study in FY24.

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 Massachusetts School Building Authority (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.

Timeline: Based on the feasibility study results, we can expect to know in FY26 whether MSBA will fund the new school project.

Study: New Elementary School Study

Status: unsuccessful Mass School Building Authority (MSBA) application 2024. District re-applied to the 2025 round, but a decision has not yet been announced

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 Massachusetts School Building Authority (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. If successful, the town would need to appropriate approximately \$200,000 in study funds for FY27. 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.

Study: Town Hall Annex Re-use Study

Status: Completed December 2022

Department: Selectboard

Study Purpose: To adapt the Town Hall Annex for town hall needs

Rationale: The Department of Public Works vacated the Town Hall Annex in 2019. The Town needs space for expanded offices, storage needs, and for common meeting rooms to conduct town business.

Funding: The Study was funded with a \$45,000 REDO economic recovery grant. The Town has yet to identify grant funding sources to support construction.

Timeline: Study is complete. It would cost a least \$550,000 to construct a 70 -person occupancy meeting room, install ADA bathrooms, and meet the storage needs of the town hall. Cost could exceed \$1M for a full buildout.

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 cleanup 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 during the Summer 2026 construction season.

Study: Farren Property and Montague City Rezoning Study

Status: Ongoing

Department: Planning

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, commercial space, 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: Study is ongoing, with a proposed plan for re-zoning of the Farren site planned for the consideration of Town Meeting in October 2025, and for the Rod Shop Road neighborhood at a Town Meeting in 2026.

OTHER PROJECTS

Study: Biosolids Composting Facility Action Plan Study

Status: Study Complete

Department: Clean Water Facility

Study Purpose: To consider options for construction of a municipal sludge composting facility

Rationale: The Town intends to mitigate increasing solids disposal costs by composting 4 dry tons per week in a municipal composting facility. An initial 2022 study identified the Sandy Lane Transfer station as a highly feasible location for such a facility.

Funding: The study received full funding (\$150,000) from the MA Small Town and Rural Development Fund. The Town has yet to identify grant-funding sources to support construction.

Timeline: Study has been completed, but timeline for any potential construction is dependent on availability of funding.

Study: Town Building Decarbonization Roadmaps

Status: Ongoing

Department: Selectboard

Study Purpose: To consider options for decarbonization of Town facilities

Rationale: As a member of the Green Communities program, the Town supports efforts to reduce the carbon emissions of its daily operations, including with the systems used to heat and cool the buildings belonging to various Town departments. Town has contracted with the consultant Power Options, Inc. to determine realistic opportunities and timelines for shifting Town facilities away from reliance on fossil fuels.

Funding: The majority of the funding for these roadmaps has come from an Energy Efficiency & Conservation Block Grant received by the Town. However, additional technical assistance was requested in Summer 2025 from the MA Dept. of Energy Resources to add additional Town-owned buildings not included in the existing funding.

Timeline: Studies are ongoing and currently scheduled to be completed by December 2025.

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 more than \$75 million worth of bridge projects across 6 bridges slated to commence between 2024 and 2026 on the FY24 DRAFT TIP.

PROGRAMMED MASSDOT TRANSPORTATION PROJECTS						
Bridge	Project	MassDOT Project ID	Bridge ID	Budget	TIP Year	Status
South Street Bridge over Sawmill River	Bridge Replacement	609427	M28026	\$ 2,446,014	2024	Complete
North Leverett Road over Sawmill River	Bridge Replacement	612164	M28034	\$ 6,689,313	2027	25% Design
Turners Falls Rd over CT River (White Br),	Bridge Replacement	612799	G12002		2027	Preliminary Design
5th St over Power Canal	Bridge Replacement	612799	M28015		2027	Preliminary Design
6th St over Power Canal	Bridge Replacement	612799	M2816A	\$ 60,534,282	2027	Preliminary Design
Route 63 and N. Leverett Rd	Intersection Improvement	610656		\$ 3,395,280	2028	Preliminary Design
			total	\$ 73,064,889		

The following projects have been identified as future TIP eligible projects in the town:

FUTURE MASSDOT TRANSPORTATION PROJECT REQUESTS				
Bridge	Project	Bridge ID	Ownership	Status
Center Street over Sawmill River	Bridge Replacement		Town	Bridge structurally deficient - closed to all traffic
11th Street Bridge over Power Canal	Bridge Replacement		Town	Town completed interim repairs Spring 2025
General Pierce Bridge over CT River	Bridge Replacement		MassDOT	MassDOT stated intention to replace the bridge
Papermill Road Bridge over Millers River	Bridge Replacement		Town	Bridge shared with Erving
Mormon Hollow Rd over Lyons Brook	Bridge Replacement		Town	Bridge shared with Wendell
Swamp Road over Goddard Brook	Bridge Rehab		Town	Design complete by MassDOT Small Bridge Program
East Mineral Rd over Millers River	Bike/ped Bridge Rehab		Town	Bridge shared with Erving

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		
Old Town Hall	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	35 Greenfield Rd			2022		
CWF Operations	35 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 CIC 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 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 4.82%. 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 24 General Operating Revenue: \$24,831,999

FY 26 General Fund Debt less excluded debt: \$37,533

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

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

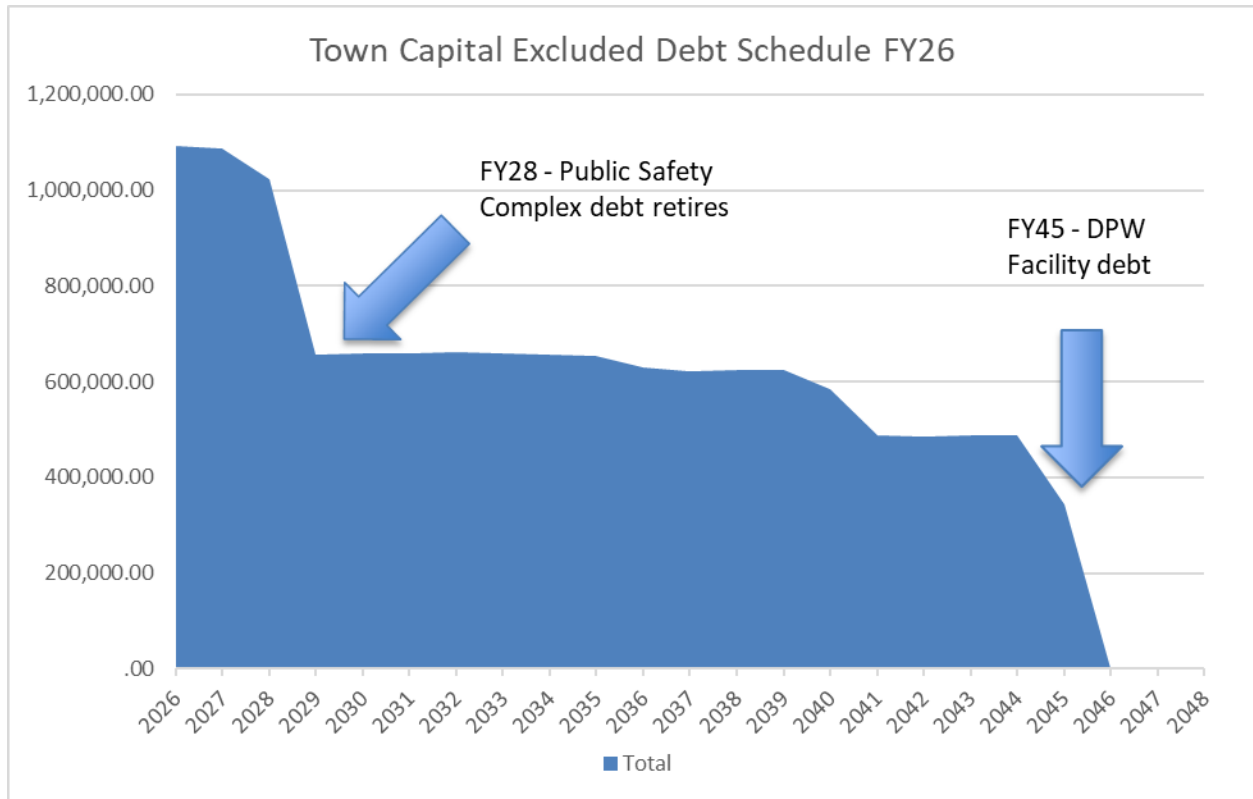
FY 26 Total General Fund Long Term Debt

FY 24 General Operating Revenue: \$24,831,999

FY 26 General Fund Debt: \$1,140,025

Long Term Total Debt Ratio: 4.59% (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	\$ 1,459,694
Great Falls Middle School	2006	2026	\$ 101,088
Public Safety Complex	2009	2028	\$ 1,218,976
Strathmore Abatement	2016	2035	\$ 257,367
Sewer Siphon	2016	2039	\$ 559,060
Public Works Facility	2018	2045	\$ 10,721,515
			\$ 14,317,700



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).

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



Montague Capital Improvements Committee

May 2025 Annual Town Meeting Report

Approved by the CIC 4/9/2025

I. Background

The Capital Improvements Committee (CIC) received requests and began meeting with Montague department heads and regional school district leaders beginning in December 2024 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 FY2026 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 seventeen (17) 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

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 availability of scope or cost information, or other reasons.

III. Recommendations on Requested Articles

1. Summary Table of Fiscal Year 2026 Submissions and Recommendations

The table below offers a summary view of special article requests and CIC recommendations for FY26 capital project spending. Overall, spending associated with recommended articles equals \$4,766,370. These recommendations are further explained in section II.

Summary of Final Motions/Recommendations

Request	Amount	Approved	Vote
Clean Water Facility- Purchase Used Mini-Excavator	\$ 60,000	Yes	4-0
Clean Water Facility- Portable Emergency Generator	\$ 30,000	Yes	4-0
Clean Water Facility- Lake Pleasant Station Generator	\$ 37,800	Yes	4-0
Clean Water Facility- Thickened Sludge Pump Replacement (x2)	\$ 104,000	Yes	4-0
Public Works/Selectboard- Phase 2 – Sewer Collection System Rehabilitation	\$ 3,000,000	Yes	4-0
Public Works- Replace 2003 International 7400 10 Wheel Dump Truck	\$ 365,000	Yes	4-0
Public Works- Replace 2002 International 4900 Dump Truck	\$ 325,000	Yes	4-0
Public Works- Replace 2001 Ford E450 Camera Van	\$ 70,000	Yes	4-0
Public Works- Replace 2007 Ford F-150 Pickup	\$ 65,000	Yes	5-0
Public Works- Oakman St Slope Stabilization	\$ 60,000	Yes	5-0
Public Works- Meadow Rd Guardrail Work	\$ 200,000	Yes	5-0
Public Works- Equipment and Major Repairs (Discretionary)	\$ 36,470	Yes	5-0
Public Works- Alley and Non-Ch90 Road Paving	\$ 30,000	Yes	5-0
Millers Falls Library Storefront Renovation	\$ 39,000	Yes	5-0

Unity Park Playground Improvements	\$ 125,000	Yes	5-0
FRTA Bus Stop Improvements (Industrial Blvd/Millers Falls Rd)	\$ 60,000	Yes	5-0
Montague Center Complete Streets Design	\$ 91,200	Yes	5-0
Keith Footbridge Abatement	\$ 67,900	Yes	5-0

2. FY26 Articles Recommended for Consideration by Annual Town Meeting

Clean Water Facility Purchase Used Mini-Excavator (\$60,000)

The CWF performs many on-site and off-site routine updates and special projects requiring the use of an excavator. The facility is also responsible for managing its own groundskeeping, excavation, and lifting work when necessary. The CWF has borrowed other municipal excavators and spent over \$25,000 on the rental of a small excavator to perform site work on multiple projects for calendar year 2024, and would rather invest in owning a used excavator to use whenever needed.

Cost avoidance: This equipment will create cost-savings by allowing the department to avoid rental costs, which would otherwise be needed frequently for staff to handle in-house projects.

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

CWF Portable Emergency Generator (\$30,000)

The current back-up portable generator is circa 1981 and is overdue for replacement. A recent inspection performed by the service technician, PowerGen Technologies LLC, has recommended replacement, as parts on the 1981 generators have become obsolete and cannot be replaced if the generators fail.

DEP/MGL also requires operable and serviceable generators at all wastewater pumping stations in order to prevent a backup and discharge of untreated sewage during power outages. The portable generator is a redundant back-up power supply to any out-of-service fixed generators located at any of the eight (8) pump stations.

Public Safety: A portable generator is needed in case of emergencies or inoperability of any of the fixed-location generators at the wastewater pumping stations. If a fixed-location generator fails, the portable unit is deployed to keep the system functioning, preventing unsanitary and costly backups and discharges of untreated sewage.

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

CWF Lake Pleasant Station Generator (\$37,800)

As part of the planned continuation of the nine (9) pump station generator replacements, including stationary generators at each of the eight (8) pump stations, and one (1) portable unit, this generator serves the Lake Pleasant Road pump station in Lake Pleasant and is circa 1981. The current generator at this station was originally a portable generator that was made semi-permanent due to a previously failed stationary generator.

An inspection performed by the service technician, PowerGen Technologies LLC, has recommended replacement, as parts on the 1981 generators have become obsolete and cannot be replaced if the generators fail.

DEP/MGL also requires operable and serviceable generators at all wastewater pumping stations in order to prevent a backup and discharge of untreated sewage during power outages.

Public Safety: A replacement generator is needed to keep the system functioning in case of power outages or interruptions, preventing unsanitary and costly backups and discharges of untreated sewage.

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

CWF Thickened Sludge Pumps Replacement x2 (\$104,000)

The CWF has historically utilized three (3) thickened sludge pumps to pump sludge from the gravity thickener and two (2) sludge holding tanks—to feed liquid sludge to the press for dewatering, and/or feed liquid sludge to a 9,000-gallon tanker for disposal.

Since the loss of the Turners Falls papermills, the facility no longer needs all three (3) pumps, needing only the use of two (2). (Redundancy is required as per Massachusetts law).

The old pumps are piston-style pumps circa 1981, with replacement drives from 2010. These are an outdated and extremely dangerous pump style, having exterior rotating parts which pose a serious safety risk of death or serious injury to staff. This concern was mentioned in a Dept of Labor Standards/OSHA inspection in February 2024.

The update will replace two (2) of the pumps with an appropriate pump style, replace some of the deteriorated piping on both the inlet and discharge sides of each pump with stainless steel, and will update controls. CWF staff will procure the equipment and perform the demolition and installation of the pumps in-house. The third pump will be completely removed from service and disposed of as per Town Policy/Mass. General Laws.

If the pumps are not replaced, they face imminent failure, which would prevent the facility from removing sludge/solids, which would in turn cause significant non-compliance with permitted solids removal requirements of the EPA/MA DEP.

Public Safety: The current piston-style system is outdated and no longer considered safe for CWF staff. In addition, the risk of inoperability of the facility if the pumps were to fail creates an environmental and health hazard to the Connecticut River, while also burdening the Town with liability for fines and penalties.

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

Phase 2 – Sewer Collection System Rehabilitation (\$3,000,000)

As part of the Town's combined sewer overflow (CSO) Long-Term Control Plan (LTCP) update, the Town contracted with the engineering firm Wright-Pierce to develop short and long-term implementation plans for improving the maintenance, operation, and condition of its wastewater collection system. The requested funding is needed to complete the work that has been designated as either Priority 1 or Priority 2 in need of completion. Completing this work within a 10-year period is a condition of the Town's National Pollutant Discharge Elimination System (NPDES) permit, meaning that implementing this rehabilitation is the Town's legal obligation.

This work includes the rehabilitation of 15 underground pipes (4,867 linear ft.) in Turners Falls, as well as 22 similar pipes (4,592 linear ft.) in Millers Falls, and the rehabilitation of 74 manholes in Millers Falls.

This Phase (2) is a continuation of the ongoing Phase 1, which is expected to be completed by Spring 2025, and includes the rehabilitation of 53 manholes. Phase 1 has been funded through a \$500,000 Rural / Small Town Development Grant from the state.

Service Interruption: The Town is obligated under its NPDES permit to implement the repairs identified in the LTCP. The work identified by the project engineer as being Priority 1 or 2 is essential to the continued functionality of the Town's wastewater collection system, of which much of the current infrastructure is 75-100 years old.

Currently, several areas of excessive inflow and infiltration of stormwater and other runoff into the sewer system lead to undue strain on operations by increasing the overall volume of water in the system. Especially during heavy rainfall events, this also increases the likelihood of CSO discharges, which are an environmental and health hazard, and can further expose the Town to liability for noncompliance with its NPDES permit.

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

DPW Replace 2003 International 7400 10-Wheel Dump Truck (\$365,000)

At 22 years old, the current truck has reached the end of its useful life. Replacement of this vehicle is needed for year-round highway maintenance including clearing winter roads and hauling construction materials to and from job sites.

Service Interruption: Purchase will replace an aging 2003 International 7400 with wing plow and spreader. The truck has undergone significant repairs including replacement of the dump body in 2017. This replacement request follows the Town's Capital Improvement Plan, which recommends a 20-year replacement cycle for large dump trucks to help the Town avoid

unpredictable repair costs, service interruptions, and difficulty finding parts for outdated vehicles.

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

DPW Replace 2002 International 4900 6-Wheel Dump Truck (\$325,000)

At 23 years old, the current truck has reached the end of its useful life. Replacement of this vehicle is needed for year-round highway maintenance including clearing winter roads and hauling construction materials to and from job sites.

Service Interruption: Purchase will replace an aging 2002 International 4900 with plow and spreader. This replacement request follows the Town's Capital Improvement Plan, which recommends a 20-year replacement cycle for large dump trucks to help the Town avoid unpredictable repair costs, service interruptions, and difficulty finding parts for outdated vehicles.

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

DPW Replace 2001 E450 Camera Van (\$70,000)

The DPW's camera van contains special closed-circuit television (CCTV) equipment, allowing staff to monitor the Town's sewer collection system for problems as well as for regular inspection reports. The current van dates back to 2001, and was originally an ambulance prior to its acquisition by the department. This purchase will replace the current van with a new vehicle.

Service Interruption: The 2001 van is beyond the Capital Improvement Plan's recommended 12-year replacement cycle for most vehicles to help the Town avoid unpredictable repair costs, service interruptions, and difficulty finding parts for outdated vehicles.

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

DPW Replace 2007 Ford F-150 pickup (\$65,000)

The DPW currently utilizes a 2007 Ford F-150 for use primarily by its custodian to travel between Town buildings while transporting cleaning supplies and equipment. The truck is also used at various times for the movement of furniture and goods between Town facilities. This purchase will replace the current truck with a new vehicle. Additionally, the department views this vehicle as an excellent opportunity for electrification, and intends to pursue grant funding to replace it with an electric vehicle.

Service Interruption: The 2007 truck is beyond the Capital Improvement Plan's recommended 12-year replacement cycle for most vehicles to help the Town avoid unpredictable repair costs, service interruptions, and difficulty finding parts for outdated vehicles.

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

DPW Vehicles and Equipment Fund (\$36,470)

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 the high volume of other DPW capital requests for FY26, the Selectboard voted to recommend the fund be replenished to the reduced level of \$75,000.

Based on a balance of \$38,530 in the DPW discretionary 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***

DPW Alley and Non-Chapter 90 Road Paving (\$30,000)

The condition of most of our 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.

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

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

Millers Falls Library Storefront Renovation (\$39,000)

Recent improvements to this Library branch have included new HVAC installation and replacement of both the windows and backdoor. A remaining obstacle to the building's energy efficiency is the glass storefront on the front of the building.

The storefront leaks cold air in the summer and hot air in the winter. The glass makes the immediate area around it quite hot from the spring through early fall, and also creates a “fishbowl” effect that is uncomfortable for some library staff and patrons. Additionally, the front door regularly lets in water during heavy rains, which has led to interior floor damage. The current door also does not meet accessibility requirements.

This project will replace the storefront with a regular building façade, incorporating large but standard-sized windows in keeping with the aesthetic of the neighborhood, and an ADA-compliant automatic front door. This project is estimated to cost \$39,000.

Cost Avoidance: This project will create cost savings in the form of reduced energy consumption for the building. It will also help prevent expensive repairs from the continued infiltration of water into the building via the entryway.

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

Unity Park Playground Improvements (\$125,000)

This project will replace the rubber, pour-in-place (PIP) ground surface and the tube slide in the Unity Park playground. The current PIP surface is beyond its useful life and has been cracking and pulling up in numerous areas due to high traffic. Approximately 2,500 sq. feet of PIP surfacing must be replaced. A new tube slide will replace the current one that was purchased and installed in 2000 and is also beyond its useful life.

Unity Park is not only the most popular public park in Montague, but is also one of the most popular play areas in Franklin County. The playground receives constant patronage, which speaks to the importance of committing to routine maintenance. The life of rubber pour-in-place surfacing is approximately 10 years, and the current PIP surface was installed 13 years ago during Phase 1 of the Unity Park Improvement Project.

The replacement of this surface is not only critical to the safety of our patrons but also meets ADA regulations for public play spaces. Attempts have been made to patch torn areas, but these efforts have yielded less-than-acceptable results.

The current blue tube slide is one of the most popular and beloved items in the playground area. Unfortunately, it is also quite old, and even pre-dates the tenure of the Parks & Recreation Director. It was installed in the year 2000. The accepted life of playground equipment is approximately 15 years. The Parks & Recreation Department has been spending more time, energy and resources attempting to maintain the slide than is practical or safe, and this item should be replaced to ensure the safety of all users.

Public Safety: If not replaced, the worn PIP surface constitutes a tripping hazard, and the dated tube slide will present a possible safety risk for patrons of the park.

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

FRTA Bus Stop Improvements (Industrial Blvd/Millers Falls Rd) (\$60,000)

The Franklin Regional Transit Authority (FRTA) was awarded a grant from MassDOT's Shared Streets and Spaces program in the amount of \$178,376 to fund improvements to the two bus stops on either side of Millers Falls Road at the intersection with Industrial Boulevard. Proposed improvements included four possible alternates, consisting of either Rectangular Rapid Flashing Beacons (RRFB) or HAWK Beacons for pedestrian crossing, and of either Simme-Seats or bus shelters for the comfort and convenience of transit users.

A deficit of \$57,287 exists between the grant award and the project engineer's opinion of probable cost for the least expensive of the four alternates, which includes RRFBs and Simme-Seats. As a result, the FRTA is now approaching the Town and other stakeholder organizations, such as the Franklin Regional Housing and Redevelopment Authority (FCRHRA), to request assistance with funding this shortfall.

If the FRTA is unable to secure sufficient additional funds to support the project, there is a risk that the grant funds would need to be surrendered and the project would not move forward. Under current economic circumstances, there is no guarantee a future grant opportunity will be available.

The project as designed would improve safety for all users at a bus stop location served by two bus routes (23, 32), at an intersection which serves the Industrial Park and becomes quite busy during peak hours.

Public Safety: The current configuration of this intersection lacks any pedestrian facilities, despite the fact that the bus stops on both sides of the street are utilized by passengers of two bus routes which experienced a combined ridership of over 28,000 during FY24. At present, these two bus stops on a 40-mph road do not even have a crosswalk painted on the pavement where passengers get onto and off the buses. Riders looking to access the Airport Industrial Park, Franklin County Technical School, or the Franklin County Regional Housing & Redevelopment Authority from the eastbound stop must cross Millers Falls Road, which is not safe to do under present conditions.

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

Montague Center Complete Streets Design (\$91,200)

The Town applied for and was awarded the sum of \$499,682.80 from MassDOT's Complete Streets program to support three improvements in Montague Center. These include safety improvements alongside North Street, Main Street, and the Town Common; bicycle accommodations on Main Street; and improvements at the FRTA bus stop on Main Street in Montague Center. While the grant is eligible to fund construction-phase services, including administration and oversight, other necessary expenses must come from other sources.

The Town has received quotes to provide the additional services that are necessary for the projects to move forward. Items that require funding include Final Design (\$74,400), Project Specifications (\$6,400), and Bid Documents and Bid Tabs (\$10,400), totaling \$91,200.

The substantial award from MassDOT for these three projects in Montague Center presents a rare opportunity to leverage outside resources for improving vehicular, pedestrian, and bicyclist safety in the village center. Allowing these projects to advance presents significant cost savings as compared to the Town relying on its own capital funds to cover nearly \$500,000 worth of construction costs on these essential improvements.

This area has been the subject of intensive concern and discussions for several years by neighborhood residents with the Planning Board and Selectboard, related to local traffic safety. Community input has identified traffic calming and bike/pedestrian safety improvements as top priorities.

Public Safety: The high speed of motorists travelling through the Montague Center village has been a topic of concern among local residents for several years. The primary motivation behind the Town's successful grant application was to implement traffic-calming measures that will improve the safety of the road for vulnerable road users such as pedestrians and bicyclists, reducing the risk of serious and fatal collisions.

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

Keith Footbridge Abatement (\$67,900)

As part of the proposed demolition project of the former Strathmore Mill site at 20 Canal Road, the Keith footbridge, spanning the Power Canal and connecting the complex to Canal Street, will need to be removed.

The footbridge is owned by FirstLight Hydro Generating Co., which has agreed to fund and procure construction services for its removal. However, the Town is responsible for mitigating hazardous materials on the Town-owned utility lines which are located on this bridge. The requested funds are necessary for the engineering and abatement to remove asbestos-containing materials from the Town's utility lines on the footbridge.

After the removal of hazardous materials, DPW staff will cut and cap the utility lines, after which the bridge will be ready for removal by FirstLight's contractors.

Public Safety: The demolition project for the former Strathmore Mill complex in the Canal District of Turners Falls is based on the threat posed to the community by the presence of these unsafe and decaying structures. The buildings on the site are in the initial stages of collapse, and must be addressed in a timely fashion to prevent immense harm to the health and safety of residents, as well as to the ecology of the Connecticut River, should an unplanned collapse occur. Abatement of hazardous materials on the Town-owned utility lines of the Keith footbridge is a necessary prerequisite to further work.

FY27 Preview

The CIC discussed several projects in great detail that are not included in the FY26 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 Sheffield Admin repointing/exterior work
- GMRSD Sheffield Admin window replacements
- GMRSD Sheffield Admin ADA restrooms
- GMRSD New Elementary School Feasibility Study (match for leveraging MSBA grant)
- CWF Secondary and primary clarifiers upgrade
- Off-road sewer lines relining
- Swamp Road bridge rehab match (for leveraging MassDOT Small Bridge grant)
- Avenue A traffic signal replacements (2)

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