SUDBURY SELECT BOARD
TUESDAY, NOVEMBER 10, 2026
6:00 PM
VIRTUAL

Joint Meeting with Liberty Ledge Sewataro Advisory Committee
Joint Meeting with Finance Committee

AGENDA

Zoom info or Meeting location

Click the link to join the Select Board meeting via Zoom: https://us02web.zoom.us/j/360217080
For audio only, call the number below and enter the meeting ID on your telephone keypad.
Dial-in number: 978-639-3366 or 470-250-9358

Call to Order

Opening Remarks by Chair

A. Executive Session

1. Vote to close Open Session and enter Executive Session: pursuant to G.L. c. 30A, §21(a)(7) to review and approve executive session meeting minutes "[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements" (Purpose 7):
   - September 15, 2026
   - September 29, 2026
   - Sudbury 250 Committee - September 9, 2026

   Votes May Be Taken

2. Pursuant to General Laws chapter 30A, §21(a)(6) to consider the purchase, exchange, lease or value of real estate if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body (Purpose 6)
   Votes May Be Taken

B. Consent Calendar

1. Confirm the Town Manager's appointment of Paula Moyer to the Commission on Disability with a term through May 31, 2029
   Votes May Be Taken

2. Vote to approve a one-hour extension of the licensed closing hour and serving of alcoholic beverages for licensees who make application in advance to the Town Manager's Office: Lavender, 519A Boston Post Road on Wednesday, November 25, 2026 (Thanksgiving eve) and Thursday, December 31, 2026 (New Year's Eve), on the condition that the kitchen remains open and food is served
   Votes May Be Taken

3. Declaration of Easement and Protective Covenant for 115 Brimstone Lane (Parcel ID: L04-0008)
   Votes May Be Taken

These agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law. Some items may be taken out of order or not be taken up at all. The Chair will strive to honor timed items as best as possible. The Chair reserves the right to accept public comment on any item and may establish time limits.

4. Fall 2026 Select Board Newsletter Articles Approval
   Votes May Be Taken

5. Accept donation from the Friends of the Goodnow Library to install a bookcase unit in the Sudbury Senior Center lounge
   Votes May Be Taken

C. Miscellaneous

1. 7:00PM - Joint meeting with and final update from Liberty Ledge / Sewataro Advisory Committee
   Votes May Be Taken

2. 7:30PM - Joint meeting with Finance Committee
   - Financial Condition of the Town
   - 2027 Select Board Goals
   - Revised Financial Management Policies Manual

3. Review and discuss Financial Management Policies: Review "Clean Version" prior to transmitting to Finance Committee for review
   Votes May Be Taken

4. Charter review discussion
   Votes May Be Taken

5. Review and discuss potential amendments to c. 68, Town Meeting Bylaw
   Votes May Be Taken

6. Vote to dissolve the Sudbury 250 Committee
   Votes May Be Taken

7. Town Forum Discussion
   Votes May Be Taken

8. Approve Meeting Minutes:
   - September 15, 2026
   - September 29, 2026
   - Sudbury 250 Committee - October 29, 2025
   - Sudbury 250 Committee - September 22, 2026

   Votes May Be Taken

9. Upcoming Items

Public Comments

Reports from Town Manager

Reports from Select Board

These agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law. Some items may be taken out of order or not be taken up at all. The Chair will strive to honor timed items as best as possible. The Chair reserves the right to accept public comment on any item and may establish time limits.

A.1

SELECT BOARD
Tuesday, November 10, 2026

EXECUTIVE SESSION

A.1: Vote to close Open Session and enter Executive Session: pursuant to G.L. c. 30A, §21(a)(7) to review and approve executive session meeting minutes "[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements" (Purpose 7): September 15, 2026 September 29, 2026 Sudbury 250 Committee - September 9, 2026

Formal Title: Vote to close Open Session and enter Executive Session: pursuant to G.L. c. 30A, §21(a)(7) to review and approve executive session meeting minutes "[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements" (Purpose 7):

- September 15, 2026
- September 29, 2026
- Sudbury 250 Committee - September 9, 2026

Votes May Be Taken:

A.2

SELECT BOARD
Tuesday, November 10, 2026

EXECUTIVE SESSION

A.2: Pursuant to General Laws chapter 30A, §21(a)(6) to consider the purchase, exchange, lease or value of real estate if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body (Purpose 6)

Requested by: Adam Burney

Formal Title: Pursuant to General Laws chapter 30A, §21(a)(6) to consider the purchase, exchange, lease or value of real estate if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body (Purpose 6)

Votes May Be Taken:

SELECT BOARD
Tuesday, November 10, 2026

CONSENT CALENDAR

B.1: Confirm the Town Manager's appointment of Paula Moyer to the Commission on Disability with a term through May 31, 2029

Requested by: Andrew J Sheehan, Town Manager

Formal Title: Confirm the Town Manager's appointment of Paula Moyer to the Commission on Disability with a term through May 31, 2029

Votes May Be Taken:

Recommendations/Suggested Motion/Vote: VOTE: Move to confirm the Town Manager's appointment of Paula Moyer to the Commission on Disability with a term through May 31, 2029

Financial impact expected: None

Attachment(s):
FW_ Commission on Disability_ Recommendation for Appointment_Redacted.pdf

From:	Sheehan, Andy
To:	Cataloni, Maria
Subject:	FW: Commission on Disability: Recommendation for Appointment
Date:	Tuesday, November 3, 2026 8:49:22 AM

From: Karyn Vostok [redacted]
Sent: Friday, October 9, 2026 7:05 PM
To: Sheehan, Andy <SheehanA@sudbury.ma.us>
Cc: Commission on Disability <disability@sudbury.ma.us>
Subject: Commission on Disability: Recommendation for Appointment

Hi Andy,

I am pleased to let you know that the Commission on Disability met on Wednesday and unanimously voted to recommend Paula Moyer for appointment to the Commission.

I understand that you also interview prospective members as part of the appointment process, so I wanted to share Paula's contact information with you:

Paula Moyer
Phone: [redacted]
Email: [redacted]

Thank you for your consideration, and please let me know if you need anything further from the Commission.

Warmly,
Karyn

SELECT BOARD
Tuesday, November 10, 2026

CONSENT CALENDAR

B.2: Vote to approve a one-hour extension of the licensed closing hour and serving of alcoholic beverages for licensees who make application in advance to the Town Manager's Office: Lavender, 519A Boston Post Road on Wednesday, November 25, 2026 (Thanksgiving eve) and Thursday, December 31, 2026 (New Year's Eve), on the condition that the kitchen remains open and food is served

Formal Title: Vote to approve a one-hour extension of the licensed closing hour and serving of alcoholic beverages for licensees who make application in advance to the Town Manager's Office: Lavender, 519A Boston Post Road on Wednesday, November 25, 2026 (Thanksgiving eve) and Thursday, December 31, 2026 (New Year's Eve), on the condition that the kitchen remains open and food is served

Votes May Be Taken:

Attachment(s):
Lavender Serving Hours Extension 2026_Redacted.pdf
Extension of Hours - Lavender - Departmental Approvals.pdf

Town of Sudbury

Office of Select Board
www.sudbury.ma.us

Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776-1843
978-639-3381
Fax: 978-443-0756
Email: sbadmin@sudbury.ma.us

APPLICATION FOR SERVING HOURS EXTENSION 2025

Please complete this application form and return to the Select Board's Office by **Tuesday, November 3, 2026**. You will be notified of request approval via email.

TO THE LICENSING AUTHORITY
SUDBURY, MASSACHUSETTS

Restaurant Name: LAVENDER

Restaurant Address: 519 BOSTON POST RD

Name of applicant: TIM FONG

Phone: [redacted] Email: [redacted]

Serving Hours Extension(s) Requested

Please check all that apply.

☑ Night Before Thanksgiving: Wednesday, November 25, 2026

☑ New Year's Eve: Thursday, December 31, 2026

I hereby request a Serving Hours Extension(s) for the date(s) indicated above and attest that the kitchen will remain open and food will be served until the extended closing hour.

10/6/26
Date

Applicant Signature

Please submit completed application to:
SBadmin@sudbury.ma.us
Select Board's Office, 278 Old Sudbury Rd, Sudbury, MA 01776
Fax: (978) 443-0756

Liquor License Application
Departmental Approval

Organization: Lavender

Application: Serving Hours Extension

Department	Staff	Date	Comments
Building Department	Andrew Lewis	11/2/2026	The Building Department recommends approval of this application.
Fire Department	Assistant Chief Gordon	11/2/2026	The Fire Department recommends approval of this application.
Health Department	Vivian Zeng	11/2/2026	The Health Department recommends approval of this application.
Police Department	Chief Nix	11/2/2026	The Police Department recommends approval of this application.

SELECT BOARD
Tuesday, November 10, 2026

CONSENT CALENDAR

B.3: Declaration of Easement and Protective Covenant for 115 Brimstone Lane (Parcel ID: L04-0008)

Requested by: Adam Burney

Formal Title: Declaration of Easement and Protective Covenant for 115 Brimstone Lane (Parcel ID: L04-0008)

Votes May Be Taken:

Recommendations/Suggested Motion/Vote: Vote to accept the Declaration of Restrictive Covenants and Grant of Easement regarding the Stormwater Management System for the property at 115 Brimstone Lane subject to the Stormwater Management Permit issued for the property.

Background Information:

The Planning Board issued a decision to grant a Stormwater Management Permit for the property at 115 Brimstone Lane Condition II.F. indicates:

"Prior to completion of the project, a restrictive covenant requiring construction of the stormwater system in accordance with the Plan, and maintenance of the stormwater management system in accordance with the Operation and Maintenance Plan shall be recorded on the Premises. This covenant shall allow for the placement of municipal liens on the Premises if the owner fails to fully construct the system or fails to maintain the system and the Town needs to do so. The Town will provide template to the Applicant, who shall submit the covenant for review and approval of the Board or its representative prior to recording at the Middlesex South District Registry of Deeds."

As such, through the stormwater covenant, the Owner identified agreed to provide such perpetual maintenance of the stormwater management system by imposing restrictive and protective covenants on the respective property. In the event the Owner fails to do so, an easement over the property is created to allow the Town, through its Department of Public Works, to perform such maintenance and charge and assess the Owner for the cost. The grant of easement provides the explicit right of the Town to enter upon private property to

conduct inspections and to perform any required work.

Approximate agenda time requested: 5 minutes

Representative(s) expected to attend meeting: None, however, Director of Planning and Community Development Adam Burney can be available.

Attachment(s):
Lot 2 (115) Brimstone Lane - Easement and Covenant 261024.pdf

DECLARATION OF RESTRICTIVE COVENANTS AND GRANT OF EASEMENT REGARDING STORMWATER MANAGEMENT SYSTEM

This Declaration of Restrictive Covenants and Grant of Easement (this "Restriction") is made as of _____, 2026 by Carrie Gomes Maciel, Rogerio Efigenio De Oliveira and Elizabeth Carreiro (the "Owner") of 115 Brimstone Ln, Sudbury, MA 01776 (the "Property"), as more specifically described in that certain deed dated December 31, 2024 recorded with Middlesex South District Registry of Deeds at Book 83639, Page 91, in favor of the Town of Sudbury (the "Town"), a Massachusetts municipal corporation, by and through its Select Board, having an address of 278 Old Sudbury Road, Sudbury, MA 01776.

Whereas, the Owner applied to the Sudbury Planning Board for approval of a Stormwater Management Permit, for the Property (the "Project") and the Planning Board, on June 26, 2024, issued a "Decision Stormwater Management Permit" (the "Permit", which permit is recorded with said Deeds at Book 83126, Page 321) upon the Property shown as 115 Brimstone Ln on a plan entitled "AS-BUILT SITE PLAN OF 115 BRIMSTONE LN IN SUDBURY, MA", prepared by Connorstone Engineering Inc., dated April 7, 2026, with a final revision date of June 30, 2026 with a date stamp of July 15th, 2026 and recorded with the Middlesex South District Registry of Deeds as Plan No. 83126 of 321, to which plan reference is made for a more particular description of said the Property.

Whereas, the stormwater management system required to drain stormwater relating to the Project is to be located on the Property; and

Whereas, the Sudbury Planning Board's decision to grant the Owner the Permit is contingent upon the Owner being responsible for the perpetual maintenance of the stormwater management system located on the Property, including, without limitation, infiltration system, drainage basins, catch basins, drainage pipes, outlets, spillways, structures and facilities and/or appurtenances related thereto (as the same may be altered from time to time, the "Stormwater System"); and

Whereas, the Owner agrees to provide such perpetual maintenance of the Stormwater System by imposing restrictive and protective covenants on the Property and by granting an easement over the Property and to allow the Town if the Owner fails to do so, to perform such maintenance and charge and assess the Owner for the cost thereof,

Now therefore, the Owner hereby declares the following covenants and grants to the Town the following easement:

1. The Owner, and/or its successors and assigns, shall be responsible, at its sole cost and expense, for constructing, installing, maintaining, operating, repairing, and replacing, the Stormwater System located on the Property for the purpose of allowing for the proper and efficient flow of stormwater as described in the Best Management Practices and the Operation and Maintenance Plan and the Stormwater Operations and Maintenance Manual entitled "Stormwater Operation and Maintenance Plan " prepared by Connorstone Engineering Inc., on file with the Town, as the same may be amended or renewed from time to time with the prior written consent of the Town such consent not to be unreasonably withheld, delayed or conditioned.

2. The Owner hereby grants to the Town the non-exclusive, perpetual right and easement to enter the Property and any and all portions thereof for the purpose of inspecting the Stormwater System to determine compliance with the terms hereof, and to take any and all actions necessary or convenient to abate or remedy any violation hereof upon the terms and conditions set forth herein. Notwithstanding the above, the Town shall have no obligation to take any such actions.

3. In the event of a failure by the Owner to comply with the requirements of this Restriction resulting in the failure of the Stormwater System to function properly, the Town shall have the right to deliver to the then Owner of the Property a written notice (pursuant to the notice provision below) to remedy said violation specifying the work that is required in order to enable the Stormwater System to function properly and providing for a thirty (30) day time period in which to complete such work. If the remedy is of such a nature that the same cannot be reasonably completed within said thirty (30) day period, then the Town shall impose such other, additional timeframe upon the Owner as is reasonable under the circumstances. In the event the remedy is not completed in a manner reasonably satisfactory to the Town within said thirty (30) day period (or such other additional timeframe imposed by the Town), or the Owner shall fail to commence such remedy within the applicable period, or thereafter fail to prosecute the completion of same with diligence and continuity, then the Town may, but shall have no obligation to, enter upon the Property and remedy the failure described in its notice as set forth in Paragraph 4 below.

4. In connection with any such entry, the Town shall use reasonable efforts (a) to give prior notice to the Owner of same, except in the case of emergency, and (b) not to unreasonably interfere with the current use of the Property, or with access to the Property, except to the extent as may be reasonably required in order to prosecute such remedy. The Town shall promptly restore or replace any portion of the areas outside the Stormwater System disturbed in the exercise of its rights hereunder to the condition it was in prior to undertaking such work, to the extent reasonably possible.

Prior to exercising any right to enter the Property under this Restriction, or, in the case of emergency, as soon as is practicable, the Town agrees to carry and keep in

effect, at the Town's sole cost and expense, comprehensive general liability insurance covering the Property in commercially reasonable amount in light of the nature of the work to be undertaken which may be included under the Town's so-called blanket or master insurance policy covering other property or insureds in addition to those required hereunder. The Town shall also cause any party performing work on the Town's behalf on the Property and/or the Stormwater System in accordance with the terms of this Restriction to obtain and keep such insurance prior to entering upon the Property. Any insurance provided for above shall name the Owner as an additional insured. The Town's liability shall be limited pursuant to M.G.L. c. 258 and any all-other applicable provisions of law.

5. The rights hereby granted to the Town include the right to enforce the obligations of the Owner set forth herein by appropriate legal proceedings and to obtain injunctive and other equitable relief against any violation, including, without limitation, relief requiring repair, maintenance or replacement of the Stormwater System (it being agreed that the Town has no adequate remedy at law), and shall be in addition to, and not in limitation of, any other rights and remedies available to the Town. The Town shall have the option to enforce said obligations, but does not have the obligation to do so. The actual expenses incurred by the Town in abating or remedying any violation hereof and in enforcing the duties of the Owner hereunder shall be paid by the Owner within thirty (30) days after delivery of written notice to the Owner by the Town accompanied by reasonable evidence of such expenses, and, if not paid within the time allowed, the Town may recover its costs by means of a municipal lien and/or betterment assessments on the Property in accordance with M.G.L. c. 80 and/or other applicable law. Any election by the Town as to the manner and timing of its right to enforce these covenants or otherwise exercise its rights hereunder shall not be deemed or construed to be a waiver of such rights.

6. Within twenty (20) days after written request therefor, the Town shall execute and deliver to the then Owner an estoppel certificate stating that to the best of the Town's knowledge as of the date of the certificate whether any default has occurred under this Restriction by the Owner, and if there are known defaults, specifying the nature thereof. Notwithstanding anything contained herein to the contrary, the issuance of an estoppel certificate shall in no event subject the Town to any liability whatsoever, notwithstanding the negligent or otherwise inadvertent failure of the Town to disclose correct and/or relevant information included in any such estoppel certificate, but the Town shall be estopped from claiming or enforcing hereunder any then-existing default not set forth in such certificate, the same, if any, being waived upon the issuance of any such certificate.

7. No amendment, release or rescission of this Restriction shall be effective without the written approval of the Town.

8. This restriction and grant of easement shall run with the Property and be binding upon the owners of the Property and their respective successors and assigns for the benefit of the Town.

9. The covenants and obligations contained herein are for the benefit of and enforceable by the Town in perpetuity. The Owner acknowledges that said covenants, as they are held by the Town, constitute perpetual restrictions held by a governmental body, as those terms are defined in G.L. c. 184, §26, and are thus not subject to G.L. c. 184, §§27-30, and, in any event, shall be enforceable for a term of at least 99 years.

10. The Owner, its successors and assigns, solely during the period of its and their respective ownership of the Property, shall defend, indemnify and hold the Town harmless from any and all claims, damages, losses, costs and liabilities, including, without limitation, reasonable attorneys' fees, relating to the Stormwater System and/or the Owner's actions taken or the Owner's failure to take action as may be required under this Restriction, excluding in any event from the foregoing indemnity, any matter arising from the negligence or willful misconduct of the Town.

11. The Owner agrees to record this Restriction with the Middlesex South District Registry of Deeds within twenty (20) business days after the date hereof, but the failure to do so shall not affect the validity hereof. The Owner further agrees to provide the Town with a copy of the recorded Restriction within seven (7) business days after its recording.

12. All notices required or permitted hereunder shall be in writing and addressed to the parties as set forth above or at such other addresses as the parties may designate from time to time by notice given in accordance with the terms hereof. Notices may be given by hand delivery, or by recognized overnight delivery service, including the U.S. Postal Service, and shall be deemed given upon receipt in hand, or one (1) business day after deposit with such overnight delivery service, as applicable.

13. The Owner agrees to obtain from any mortgagee having a mortgage on the Property as of the date hereof a subordination to this Restriction, stating that such mortgages shall be subject to this Restriction. Such subordinations shall be obtained and recorded promptly.

14. The recitals stated in the preamble of this Restriction are incorporated herein in their entirety.

[End of text. Signatures on next page.]

Executed under seal as of this 21 day of October, 2026.

PROPERTY OWNER:

Carrie Macial owner (type)

Carrie Macial (SIGN)

Elizabeth Carreiro owner (type)

Elizabeth Carreiro (SIGN)

Rogerio De Oliveira owner (type)

(SIGN)

COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss.

On this 21 day of October, 2026, before me, the undersigned notary public, *(name, title)* Stormwater as aforesaid, personally appeared and proved to me through satisfactory evidence of identification, which was MA Driver, to be the person whose name is signed on the preceding document and acknowledged to me that he signed it voluntarily on behalf of Jobuaa for its stated purpose.

Notary Public
My Commission Expires:
March 26, 2031

ACCEPTANCE OF EASEMENT

On this ____ day of _____, 2026, the Town of Sudbury, acting by and through its Select Board pursuant to the provisions of G.L. c. 83, §§1 and 3, and any other enabling authority, hereby accepts the foregoing Grant of Easement for drainage purposes.

TOWN OF SUDBURY,
By Its Select Board

Janie W. Dretler

Signature: _____

Radha R. Gargeya

Signature: _____

Daniel E. Carty

Signature: _____

Lisa V. Kouchakdjian

Signature: _____

Charles G. Russo

Signature: _____

COMMONWEALTH OF MASSACHUSETTS

MIDDLESEX, ss

On this ___ day of _____ , 2026, before me, the undersigned notary public, _____, the above-named member of the Select Board for the Town of Sudbury, personally appeared and proved to me through satisfactory evidence of identification, which was _____, to be the person whose name is signed on the preceding document and acknowledged to me that s/he signed it voluntarily for its stated purpose as a member of the Select Board of the Town of Sudbury.

Notary Public
My Commission Expires:

SELECT BOARD
Tuesday, November 10, 2026

CONSENT CALENDAR

B.4: Fall 2026 Select Board Newsletter Articles Approval

Formal Title: Fall 2026 Select Board Newsletter Articles Approval

Votes May Be Taken:

Attachment(s):
Municipal Update Newsletter Fall 2026.pdf

MUNICIPAL UPDATE

AGRICULTURE | BUDGETING | DPW | VOCATIONAL ED



TAKING GOOD CARE

How Sudbury DPW protects our public infrastructure.

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Budget Working Group

By Janie Dretler

Sudbury Select Board
shown left to right: *Janie Dretler* (Chair), *Radha Gargeya (Vice-Chair), Dan Carty, Lisa Kouchakdjian, and Charlie Russo.*







SELECT BOARD OFFICE HOURS



Charlie Russo



Dan Carty

Wednesday, JAN 13
12PM
via Zoom

UPCOMING SELECT BOARD MEETINGS

Meetings are held virtually and broadcast on SudburyTV.
Please see meeting agendas for details.

Tue, November 24, 2026 (7:00 pm)
Tue, December 1, 2026 (7:00 pm)
Tue, December 8, 2026 (7:00 pm)
Tue, January 12, 2027 (7:00 pm)

https://sudbury.ma.us/selectboard/meetings/
agendas - supporting materials - minutes

Sudbury Public Works

Paving a safe & reliable road ahead

By Radha Gargeya
Vice-Chair, Sudbury Select Board



Tina Rivard, Director of Sudbury's Department of Public Works (DPW), describes the department's mission as one of "public service by taking good care of the public infrastructure."DPW serves all of us through their care of our public properties, fields, parks, buildings, bridges, dams, walkways, and anything else that is publicly owned.

I thank Tina Rivard for her time in describing DPW's work and their plans, projects, and activities. All this work is done and monitored by the excellent staff at DPW.

DPW, through their work:

- supports other departments
- assists in obtaining proper permits
- works with the Health Department, inspects subdivisions and projects
- helps with town elections
- aids town-sanctioned activities and events such as the Memorial Day Ceremonies, Fourth of July Parade, and the recent Sudbury 250 Day
- maintains roadway safety
- clears the snow via meticulously planned operations
- offers a salt and sand bucket program for Seniors

If you live in a recent subdivision or development, you can stay assured because DPW helped the Planning Board through inspections and comments that aided the contractor or developer in meeting the necessary rules and regulations.

DPW offers its expertise on pavements and roadways for new subdivisions. An example is the Bonnie Brook Subdivision, which was approved a few years ago, now commencing construction.

DPW organizes its work through these departments:

Engineering Department
This department provides engineering services to various Boards and Committees, Town Departments (Police, Fire, DPW, Planning, Conservation, Sudbury Water District. and the Public Schools). This department is also the depository of over 4,000 plans of properties within the Town.

Highway Department
This department is responsible for the maintenance of all public streets and roads. Maintenance of these areas include pavement management, leveling, grading and marking roads, snow plowing and sanding, street sweeping, pothole repair, sign and vandalism repair, shrub and tree care, as well as drainage maintenance, and support of civic activities.

Parks and Grounds Department
This department is responsible for the maintenance of the town athletic fields, town buildings, open space, and conservation land. Maintenance of these facilities include mowing, aerating, fertilizing, irrigation and system maintenance, weed and insect control; litter clean-up, leaf removal, leveling, grading and marking fields, fence and vandalism repairs; shrub and tree care, support of town offices and civic activities.



Drainage and Transfer Station

This department handles all the drainage issues for the town. It also operates a secure, safe and environmentally friendly Transfer Facility for the residents of Sudbury to properly dispose of and/or recycle common household items and limited hazardous waste.

Trees and Cemeteries

This department takes care of trees on public properties. It offers a document, 'Who is responsible for this tree?,' a good guide for town residents. This department is responsible for the operation and maintenance of seven Town cemeteries. Sudbury residents and previous Sudbury residents may purchase cemetery lots.

The following is a list of recent activities of the DPW.

- DPW has undertaken a major effort in inspecting all the trees on Sudbury Public Schools and removing those that could be a hazard.
- DPW did re-pavement and under the pavement work in preparation for the state awarded Hudson to Maynard road improvement work. This ensures the longevity of the work done by the state. Not all the towns do the prep work thereby leading to roads that fall into quicker disrepair.
- DPW conducted paving work to maintain the existing access roads at the following cemeteries: Mount Pleasant Cemetery, Newtown Cemetery, Old Town Cemetery.



- Planning Board has recently adopted a walkway policy. Through this, Sudbury residents can request a new walkway. DPW and Planning Board then assess the project, estimate the costs, seek necessary easements. When it gets to the implementation stage, DPW does the engineering work of grading and elevation.
- Sherman's Bridge Project. Sherman's Bridge is a key link between Sudbury and Wayland. After several public hearings and review of public input, the project will commence on 11/9/2026. After 12 weeks of work, the project is expected to be done by 2/1/2027.
- Old Sudbury Road Culvert Project. This project will be done in two phases, the first phase, near the United Methodist Church, was completed in October 2026. The second phase, near Water Row, will start in Spring.



- A middle school student, as part of her Civics project, proposed a safe pedestrian crossing for Goodnow Library on Concord Rd. The project received a state grant. Town residents are grateful to the student, who is now a sophomore at Lincoln Sudbury High School.
- A state grant was obtained for a Concord Rd culvert replacement project.
- DPW is working on Feeley Field construction project and Davis Field design work (funded by the Community Preservation Committee).
- Sudbury acquired ownership of the Bruce Freeman Rail Trail. DPW recently cleared overgrown vegetation by the rail trail.
- The Cricket Pond on Heritage Park needs to be drained and dredged. This work will go to bid in Fall 2027.
- DPW is working with the Sudbury Water District on Raymond Road culvert replacement to ensure the integrity and safety of the water infrastructure during this project.

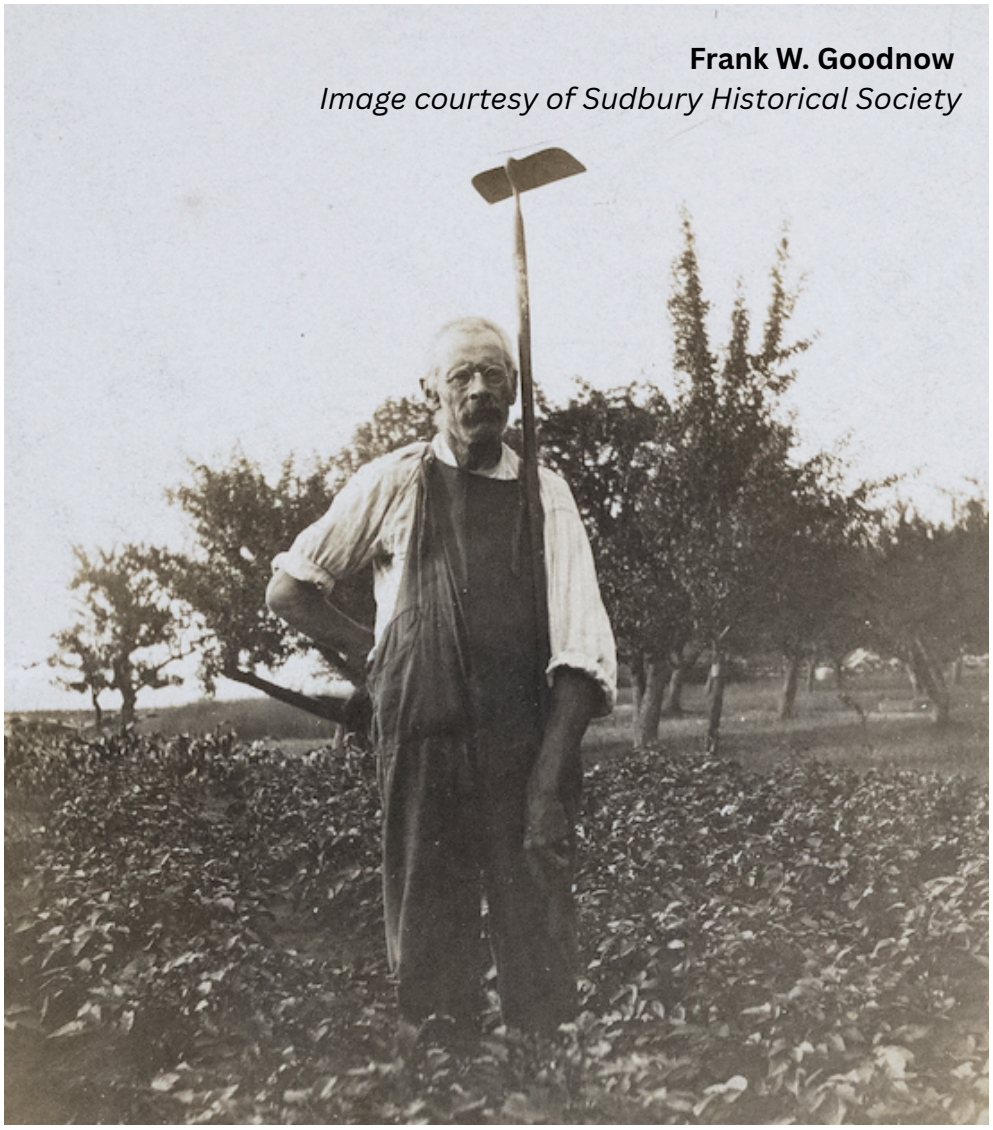
DPW has also obtained the following grants.

- A $10,000 risk management grant from the Massachusetts Interlocal Insurance Association (MIIA), the town's property and casualty insurance provider, to support the purchase of critical safety equipment and protective gear for the Department of Public Works.
- A $956,695 in MassDOT grant funding through the FY26 Complete Streets and Community Culvert Programs.

Through their hard work, careful planning, great stewardship of public money, and obtaining various grants, DPW continues serve its mission to take good care of our public infrastructure.

Back to their Roots: *The Agricultural Commission is Reborn*

By Dan Carty
Sudbury Select Board



Frank W. Goodnow
Image courtesy of Sudbury Historical Society

Originally formed in 2005 by a vote at Annual Town Meeting, the Sudbury Agricultural Commission met fairly regularly before going dormant in 2019. Recently, local interest in the Commission re-emerged, and the Select Board appointed five members to revive its vital work.

The committee officially met as a group for the first time on September 24, 2026, and got right to work. After electing Victor Sulkowski as Chair and Laura Abrams as Vice Chair, they discussed the need to define their mission and constituency, with a primary focus on supporting both established and small-scale farmers in town.

To spread the word about their re-formation, the group planned to launch outreach through the town's 61A assessment list, a special municipal tax classification for agricultural and horticultural land, by looking at properties in an Agricultural Preservation Restriction (APR), and by directly contacting existing local Farm Bureau members. They also discussed the recently released draft Open Space and Recreation Plan , which contains multiple active references to local agriculture and the Commission itself.

Setting the Agenda & State-Wide Collaboration

The second meeting of the Agricultural Commission, held on October 22, focused on establishing the

Commission's role and identifying ways to support local farming in Sudbury. Victor reported on efforts to compile a comprehensive registry of local agricultural properties using data from the town assessor, health department, and other municipal sources. The Commission discussed potential outreach to local schools, including potential participation in the Massachusetts Farm to School program.

Demonstrating a strong commitment to their civic roles, the commissioners integrated professional development directly into their second meeting. Pete Westover, representing the Massachusetts Department of Agricultural Resources (MDAR) AgCom Technical Assistance Team, visited the meeting to share operational examples from other successful commissions across the state. He highlighted MGL Chapter 40, Section 8L, which legally empowers municipal agricultural commissions to purchase and manage land, as well as establish farmland protection funds. The group discussed the possibility of leveraging Community Preservation Act (CPA) funds for agricultural preservation and emphasized the importance of coordinating closely with the Conservation Commission and other town boards. The conversation concluded with a discussion on potential future collaborations with the Sudbury Valley Trustees and other regional conservation organizations.

Defining Modern Farming in Sudbury

In speaking with Mr. Sulkowski, we discussed what agriculture truly means in Sudbury today and how it has evolved over time. The conversation touched not just on major local commercial operations, but also on residents raising bees or keeping backyard chickens. "I think the definition of farming has changed," said Victor. "A handful of people with chicken coops may produce as many eggs as a small farm. I think there is an opportunity for the Commission to benefit farms large and small by liaising with local departments, boards, and committees as well as organizations like the Massachusetts Farm Bureau and the Middlesex County Farm Bureau." He pointed to the Massachusetts Farmland Action Plan as a critical blueprint to help municipal groups protect vulnerable agricultural land.

Meet the Commission

The five appointed Commission members bring diverse professional expertise and agricultural experience to the town:

- Laura Abrams (Vice Chair): President at J.P. Bartlett Co., a fourth-generation, family-owned and operated wholesale greenhouse.
- Kelly Culver: Owner-Operator at WG Stables, a local horse-riding school and boarding stable.
- Allison Goldfarb: Owner-Operator at North Light Coaching, an equine-facilitated activities and therapies practice.
- Joshua Joslyn: Owner-Operator at The Cheese Shop in Concord, a specialized cheese shop offering artisan deli products and curated wines.
- Victor Sulkowski (Chair): Owner-Operator at The Water's Edge, a small family farm, stable, and contracting service.

Get Involved

The Commission plans to meet monthly, and all meetings are fully open to the public. Residents and local farmers are encouraged to get involved:

- Official Website: Watch for updates on the Sudbury Agricultural Commission Page.
- State Resources: Learn more via the Massachusetts Department of Agricultural Resources and review the state's goals in the Massachusetts Farmland Action Plan.

The Agricultural Commission can be reached via email at agricultural@lists.sudbury.ma.us.



Membership In a Vocational Education School

Making Our Students' Dreams Come True

By Lisa Kouchakdjian
Sudbury Select Board



Each year the Sudbury Select Board approves goals for the coming year. Over the last number of years, the Select Board has been focused on many different objectives from capital planning to expanded use of our Fairbank Community Center. One notable goal that has a profound impact upon our community is the Select Board's goal exploring membership in a vocational education school. The Select Board has been working on this high-level goal for the last number of years.

Many people who move to Sudbury come here for the excellence of our schools. Supporting education is, and always has been, a core value for our community. Since voting in 2016 to leave Minuteman Regional Vocational Technical High School (Minuteman), however, Sudbury has had a significant gap in our ability to meet the needs of students seeking vocational education. Since leaving Minuteman, the number of students accessing vocational education decreased significantly. Because demand and desire for vocational education was so high, as well as the requirement that vocational educational schools accept students from member districts first, there were no spots for our students. Over the years, families have expressed their disappointment that Sudbury could not offer its students vocational education. This failure has been a major gap in services that Sudbury offers our taxpayers.

Over the last couple of years, however, Minuteman has accepted Sudbury students because they had space. Notwithstanding this fact, there is no guarantee from one year to the next that our students will be accepted. Vocational education schools must first accept students from their member districts. Only if space exists will Sudbury students be able to receive a spot. Membership is the best way to assure our Sudbury students will be able to access vocational education.

For the last number of years, the Select Board has been in contact with the four closest vocational education schools to Sudbury: Assabet Valley Regional Technical High school, Keefe Regional Technical School, Nashoba Technical High School, and Minuteman. The only district that has expressed interest in discussing potential membership with Sudbury is Minuteman. The Select Board, in collaboration with the Town Manager and staff, have open communication with the Superintendent of Minuteman. The Superintendent has advised Sudbury there are two other towns in touch with Minuteman about membership. The Select Board has not solely focused on membership with Minuteman. To date, no other vocational education school has expressed interest in partnering with Sudbury.

The path to membership in any vocational education school is not easy. Not only would Town Meeting of the town seeking membership need to vote to approve becoming a member of a vocational education school, but the town seeking membership would also have to go to each member community of the vocational education school for approval of their membership. If one member town votes no, then the town cannot become a member. For this reason, the journey to potential membership will be a long one.

To the extent our community goes down the path of membership in a vocational education school someday, we must do so in a unified way. Given the opportunity, I am hopeful that our community will come together, move forward, and support this important goal of the Select Board. With all of the divisions that have existed in our community of late, this goal poses a wonderful opportunity for our community to unite around an important cause, the future of our students seeking vocational education and their families. Every young person in this community should be able to follow their dreams for their future. Right now, we cannot guarantee our students seeking vocational education will be able to follow their dreams. We must make this right and help these students make their dreams come true!

Planning Ahead

Sudbury's Budget Working Group Addresses Long-Term Financial Challenges

By Janie Dretler
Chair, Sudbury Select Board



Sudbury is taking a proactive, collaborative approach to its long-term financial planning through the Town Manager's Budget Working Group. Convened by Town Manager Andy Sheehan, the group is examining the Town's financial outlook and the assumptions that will inform development of the FY2028 budget, which begins July 1, 2027.

The Working Group brings together representatives from Town administration, Sudbury Public Schools (SPS), Lincoln-Sudbury Regional High School (LSRHS), the Finance Committee, and the Select Board. Its purpose is to develop a shared understanding of the Town's financial outlook, identify areas of uncertainty, and support informed budget planning before the FY2028 budget is finalized.

"*I convened the Budget Working Group in order to get stakeholders in the same room early in the process. A lot of decisions and considerations go into the development of the annual operating budget. Utilizing this type of process allows everyone to see the decision points and gives us important feedback as we develop the guidance for the cost centers and eventually the recommended budget*." – Town of Sudbury Town Manager Andy Sheehan

A Statewide Challenge with Local Implications

Like many Massachusetts communities, Sudbury faces ongoing financial pressures as the cost of maintaining existing services continues to grow faster than many of the Town's recurring revenue sources. Pension assessments, employee health insurance, wages, and other operating costs put pressure on municipal and school budgets, while state aid and other revenue sources remain subject to uncertainty.

These challenges extend beyond Sudbury. In October 2025, the Massachusetts Municipal Association (MMA), working with the Center for State Policy Analysis at Tufts University, published A Perfect Storm: Cities and Towns Face Historic Fiscal Pressures. The report found that inflation-adjusted spending on municipal operations in Massachusetts grew by an average of 0.6% annually from 2010 to 2022, compared with 1.0% nationally. It also found that the inflation-adjusted purchasing power of Unrestricted General Government Aid (UGGA) was approximately 25% lower in 2024 than in 2002.

In December 2025, the MMA published a companion report, Navigating the Storm: Charting a Course Toward Fiscal Stability, recommending increased state aid, greater flexibility under Proposition 2½, and expanded local revenue options.

These reports provide important context for understanding the pressures facing local governments. While statewide trends do not tell the whole story of Sudbury's finances, they reinforce the importance of careful planning, realistic assumptions, and attention to the Town's recurring revenues and long-term financial commitments.

Reviewing the FY2028 Outlook

The Budget Working Group met on June 18, August 31, September 23, and October 7 to review financial projections, revenue and expenditure assumptions, retirement assessments, reserves, and the use of one-time resources.

At its October 7 meeting, the group reviewed a significant change in the projected FY2028 budget gap. The initial projection in June was approximately $3 million; by October 7, the projected gap had narrowed to roughly $289,000.

The improvement was driven primarily by a lower-than-expected Middlesex Retirement System assessment, updated employee benefit and insurance estimates, as well as refinements to projected revenues and other expenditures. These developments improve the near-term outlook, but they do not eliminate the underlying challenge of managing recurring costs within available recurring revenues.

Assistant Town Manager/Finance Director Victor Garofalo also reported that the Massachusetts Department of Revenue's Division of Local Services had certified Sudbury's FY2027 Free Cash at $9,985,147 on September 26, 2026.

Free cash results from prior-year financial activity, including excess revenues, unspent appropriations, and other adjustments. It provides the Town with financial flexibility, but it is a one-time resource rather than a recurring source of revenue. Its availability does not, by itself, resolve a structural gap between ongoing revenues and expenditures.

As part of the proposed FY2028 budget, the Town plans to recommend appropriating $500,000 in free cash for Other Post-Employment Benefits (OPEB) at the 2027 Annual Town Meeting. This would follow a similar approach at the 2026 Annual Town Meeting, when $325,000 in free cash was appropriated for OPEB. These appropriations help address the Town's long-term obligations for post-employment benefits.

The proposed FY2028 OPEB appropriation is distinct from the improvement in the projected budget gap. The gap narrowed primarily because of changes in the financial projections, particularly the lower-than-expected retirement assessment, not because the proposed OPEB appropriation created recurring revenue or eliminated ongoing budget pressures.

Town officials also cautioned the favorable adjustment to the FY2028 retirement assessment should not be assumed to continue in future years. The assessment is currently projected to increase by approximately 6.5% in FY2029, underscoring the importance of looking beyond the immediate budget cycle.

"*While the FY2028 financial outlook has improved, we need to remain focused on balancing recurring revenues with ongoing expenses. One-time revenues provide important financial flexibility, but they are not a long-term solution to our budget challenges. The collaboration among the Town and schools is critical to responsible financial planning*." – Town of Sudbury Assistant Town Manager/ Finance Director Victor Garofalo

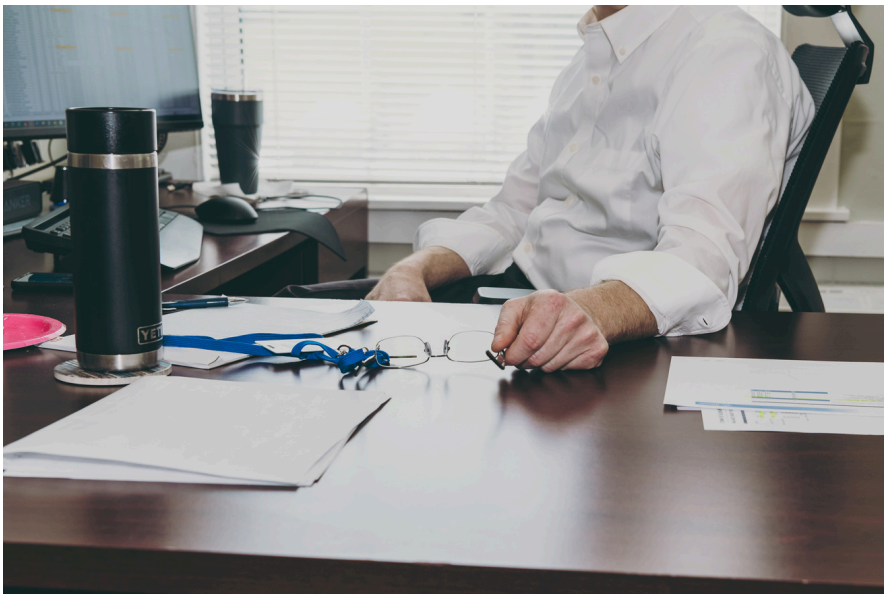
Planning Beyond One Budget Cycle

The Working Group's discussions are intended to inform the Town Manager's budget development, not to predetermine specific cuts, revenue measures, or other outcomes. Several important variables remain unresolved, including new growth, school transportation bids, special education costs, health insurance rates, and upcoming labor contracts.

The Town Manager has not yet established budget guidance for individual cost centers. As additional information becomes available, the projections will be refined, and the group will continue to evaluate the assumptions underlying the Town's financial outlook.

Members have discussed an approach to FY2028 that seeks to avoid relying on a Proposition 2½ override. That goal must be considered alongside the Town's ongoing financial obligations and the uncertainty surrounding future costs and revenues. The current projection is encouraging, but it is not a substitute for long-term planning.

Future Budget Working Group meetings can be found at this link: is scheduled for November 12, 2026, following the Town's November 10 presentation to the Select Board on its financial condition.



Working Group Members

The Budget Working Group includes representatives from across Town government and the school districts:

- **Town Administration**: Andy Sheehan, Town Manager; Victor Garofalo, Assistant Town Manager/Finance Director
- **Lincoln-Sudbury Regional High School**: Andrew Stephens, Superintendent/Principal; Susan Gilson, Director of Finance; Maura Carty and Jack Ryan, School Committee members
- **Sudbury Public Schools**: Annette Doyle, Interim Superintendent; Buck Creel, Acting Director of Business and Human Resources; Betsy Sues, School Committee Vice Chair; Karyn Vostok-Jones, School Committee member
- **Finance Committee**: Michael Ferrari and Ryan Lynch, Co-Chairs
- **Select Board**: Janie Dretler, Chair; Radha Gargeya, Vice-Chair

Stay Informed

Residents can view the Budget Working Group's prior discussions through meeting recordings on SudburyTV:
June 18, 2026: Link to meeting recording
August 31, 2026: Link to meeting recording
September 23, 2026: Link to meeting recording
October 7, 2026: Link to meeting recording

In December, the Select Board will also hold its annual Town Forum on Municipal Finance, providing another opportunity for residents to learn about the Town's financial condition and ask questions. Additional details will be shared as the date approaches. Town meetings, including Budget Working Group meetings, can be found on the Town Calendar.

The Budget Working Group is an opportunity to examine the Town's financial outlook early, bring key stakeholders together, and make decisions based on a common set of assumptions. Although the FY2028 projection has improved, responsible planning requires continued attention to recurring revenues, rising costs, and long-term obligations.

Once again, the **Sudbury Fire Department** is proud to serve as a collection site for Toys for Tots. The Toys for Tots program, organized by the United States Marine Corps Reserve, provides holiday gifts to children whose families may not be able to afford them.



TOYS FOR TOTS

New, **unwrapped gifts** may be donated at:
Sudbury Fire Headquarters – 77 Hudson Rd
Sudbury Fire Station 2 – 550 Boston Post Rd

SCAN ME!!

SUDBURY PARENT ADVISORY COUNCIL

FRIENDSGIVING!!

Come as you are, bring what you can, and find your place at our table!

November 15th



3:00 to 5:00

Congregation Beth El
105 Hudson Rd, Sudbury

RSVP HERE!!

Congregation Beth El
SUDBURY, MA

Sudbury PRIDE 01776

Town of Sudbury

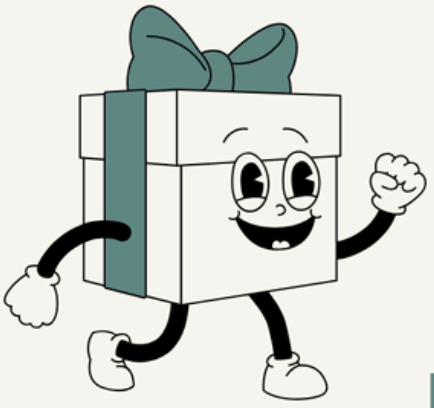
HOLIDAY VILLAGE

SAT, DECEMBER 5

11AM - 2PM

FAIRBANK
40 Fairbank Rd, Sudbury

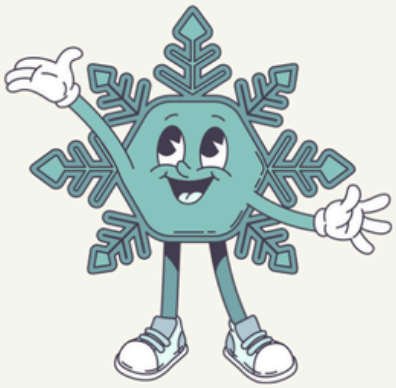
Gift Market





Food & Drinks

Winter Fun

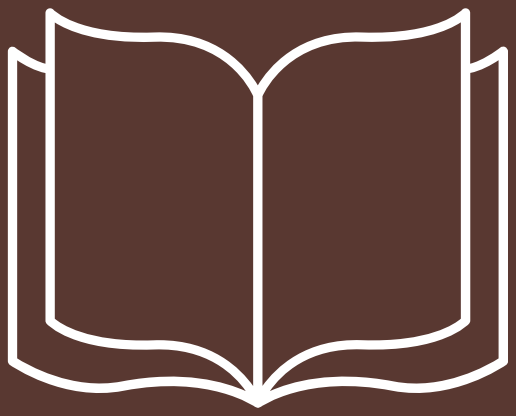


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SELECT BOARD
Tuesday, November 10, 2026

CONSENT CALENDAR

B.5: Accept donation from the Friends of the Goodnow Library to install a bookcase unit in the Sudbury Senior Center lounge

Formal Title: Accept donation from the Friends of the Goodnow Library to install a bookcase unit in the Sudbury Senior Center lounge

Votes May Be Taken:

Attachment(s):
Friends of the Goodnow Library, Inc. Donation.pdf
FAIRBANK SR CTR PLANS.pdf
Friends_COA_donation_shelves_2026-11-10.docx

From: Alice Levine
To: Select Board
Subject: Friends of the Goodnow Library, Inc. Donation
Date: Thursday, November 5, 2026 9:05:32 AM
Attachments: FAIRBANK SR CTR PLANS.pdf

To the Select Board:

The Friends of the Goodnow Library, Inc. would like to donate to the Sudbury Senior Center Lounge area, a bookcase unit to be installed along the wall adjacent to the Fireplace.

The bookcase unit will be 144" long and 84" high with a center unit of 72" which will house cabinets and bookshelves above the cabinets. The design will coordinate with the fireplace area. The bookcases will be constructed off site and installed in the lounge area once built. Please see the accompanying design draft for the project.

The delivered value of the donation is up to $20,000.

Both Sandra Durran, Combined Facilities Director and Nickole Boardman, Senior Center Director, have been actively involved in the design and selection of this bookcase project. The project meets both ADA compliance as well as Nickole's vision for storage and shelving for a book exchange already started in the lounge.

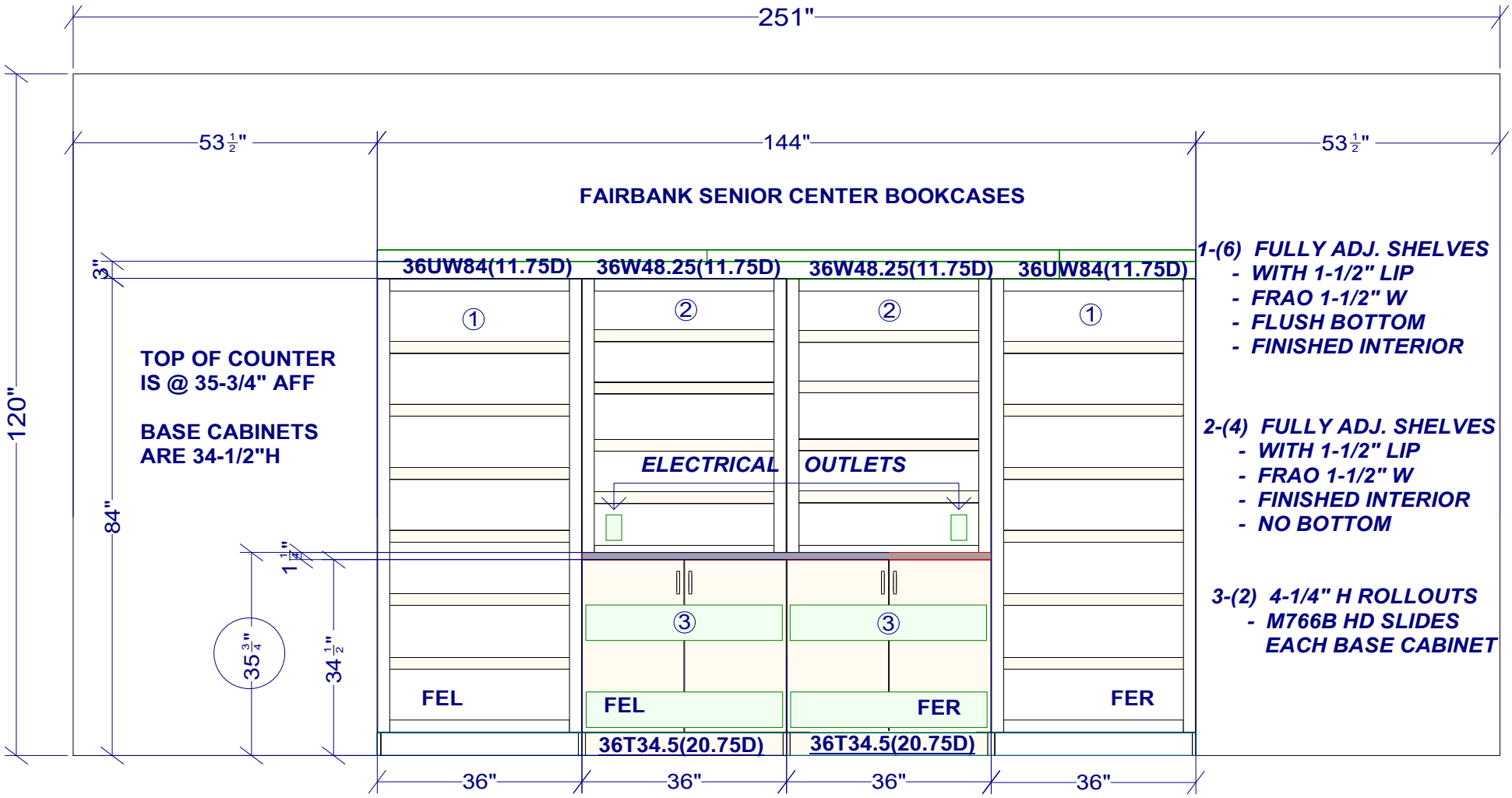
The idea of the bookcase project came from the Friend's desire to honor a very generous unrestricted gift from a longtime member of the Friends who was an active participant at the Sudbury Senior Center. She was a lifelong reader and learner, enjoyed the library, and attended many programs at the Senior Center.

Upon your acceptance of this donation offer, the Friends will place an order for the construction, delivery and installation directly to the Senior Center.

Kindly let us know if you will accept this donation offer at your earliest convenience. Delivery is estimated at about 10 weeks from the date of order.

Sincerely,
Alice Levine, President
Friends of the Goodnow Library, Inc.

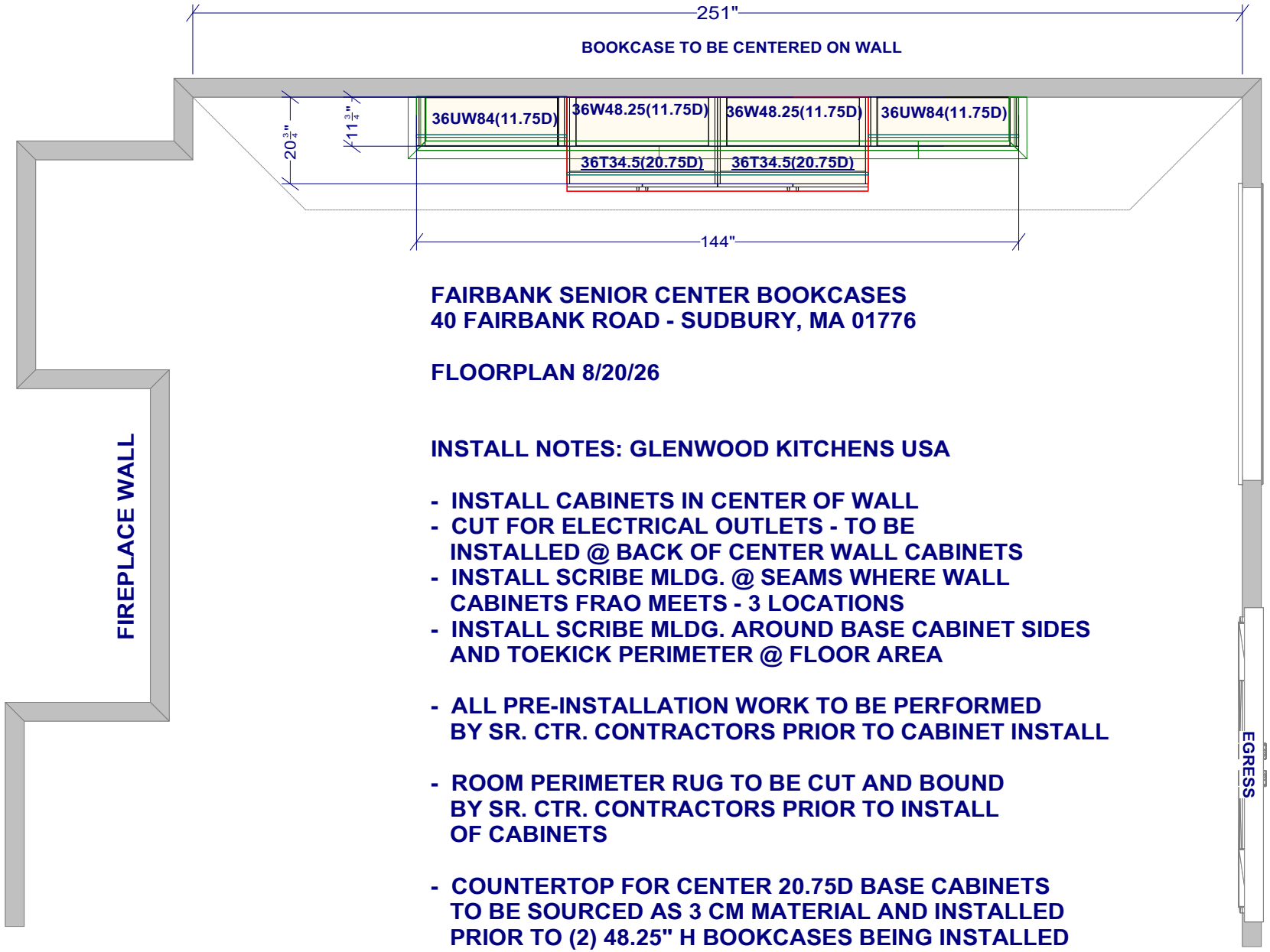
Sent from Outlook



INSTALL IN CENTER OF WALL

All dimensions _size designations given are subject to verification on job site and adjustment to fit job conditions.	2020	This is an original design and must not be released or copied unless applicable fee has been paid or job order placed.	Designed: 5/11/2026 Printed: 9/15/2026

COMM CTR BOOKCASES.kit	Bookcases	Drawing #: 1	No Sca



FAIRBANK SENIOR CENTER BOOKCASES
40 FAIRBANK ROAD - SUDBURY, MA 01776

FLOORPLAN 8/20/26

INSTALL NOTES: GLENWOOD KITCHENS USA

- **INSTALL CABINETS IN CENTER OF WALL**
- **CUT FOR ELECTRICAL OUTLETS - TO BE INSTALLED @ BACK OF CENTER WALL CABINETS**
- **INSTALL SCRIBE MLDG. @ SEAMS WHERE WALL CABINETS FRAO MEETS - 3 LOCATIONS**
- **INSTALL SCRIBE MLDG. AROUND BASE CABINET SIDES AND TOEKICK PERIMETER @ FLOOR AREA**

- **ALL PRE-INSTALLATION WORK TO BE PERFORMED BY SR. CTR. CONTRACTORS PRIOR TO CABINET INSTALL**

- **ROOM PERIMETER RUG TO BE CUT AND BOUND BY SR. CTR. CONTRACTORS PRIOR TO INSTALL OF CABINETS**

- **COUNTERTOP FOR CENTER 20.75D BASE CABINETS TO BE SOURCED AS 3 CM MATERIAL AND INSTALLED PRIOR TO (2) 48.25" H BOOKCASES BEING INSTALLED**

All dimensions _size designations given are subject to verification on job site and adjustment to fit job conditions.	2020	This is an original design and must not be released or copied unless applicable fee has been paid or job order placed.	Designed: 5/11/2026 Printed: 9/15/2026

TOWN OF SUDBURY
Office of the Town Manager
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Sudbury, MA 01776-1843
Tel: 978-639-3381
Fax: 978-443-0756
Email: townmanager@sudbury.ma.us

Andrew J. Sheehan
Town Manager

MEMORANDUM

TO: Select Board
FROM: Andrew J. Sheehan, Town Manager
DATE: 11/10/26
SUBJ.: Friends of Goodnow Library Donation

On tonight's agenda, there is a request to accept a gift from the Friends of the Goodnow Library for a bookcase to be installed at the Senior Center.

I have spoken with Combined Facilities Director Sandra Duran and Senior Center Director Nickole Boardman. Both have been in contact with the Friends as this gift was contemplated. Both recommend acceptance of the bookcase.

SELECT BOARD
Tuesday, November 10, 2026

MISCELLANEOUS

C.1: 7:00PM - Joint meeting with and final update from Liberty Ledge / Sewataro Advisory Committee

Formal Title: 7:00PM - Joint meeting with and final update from Liberty Ledge / Sewataro Advisory Committee

Votes May Be Taken:

Representative(s) expected to attend meeting: Dave Henkels

Attachment(s):
Extract of LLS Final Report.pdf



FINAL REPORT

LIBERTY LEDGE SEWATARO ADVISORY COMMITTEE:

REPORT ON FINDINGS AND RECOMMENDATIONS





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1 EXECUTIVE SUMMARY

The Liberty Ledge/Sewataro Advisory Committee (LLSAC) recommends a phased approach to the future of Liberty Ledge: continue summer camp operations, increase the property's benefit to Sudbury residents, expand public access and community programming, protect natural resources, and develop the information needed for informed long-term decisions.

Established by the Select Board in 2026, the Committee was charged with "exploring possible uses of the Liberty Ledge property and offering an advisory report on recommended uses to the Select Board" (Mission Statement). The LLSAC first met on May 7. Its review included historical and operational records, two site visits, consultation with Town staff and committees, public meetings, two public input sessions, and a community survey that received 708 responses. The Committee considered this input alongside the property's physical conditions, contractual obligations, financial considerations, accessibility needs, and environmental resources.

The Committee found recurring support for continued camp operations, preservation of the property's natural character, and broader opportunities for residents to enjoy the site. Camp Sewataro provides outdoor experiences for children, youth employment, support for working families, and revenue to the Town. Community feedback also identified opportunities to improve affordability and resident enrollment, increase year-round programming, and clarify when and how the public may use the property. Although survey respondents expressed strong opposition to housing development, the Committee distinguishes broader development proposals from the potential reuse of the existing residence at 213 Haynes Road.

Immediate priorities—within one year. The Committee recommends exercising the final five-year extension available under the existing camp management agreement. The Town should use negotiations, within applicable contractual and procurement requirements, to seek greater benefits for Sudbury residents through priority enrollment, a reevaluation of fees and scholarships, and clearer communication about registration and financial assistance. Revised enrollment and fee information should be available before registration opens for the 2028 camp season. The Town should also designate a staff member, department, or other municipal entity with sufficient authority to coordinate public use, oversee the agreement, and advance maintenance, evaluations, and planning.

Medium-term priorities—2027–2032. During the extension period, the Town should expand recreational, educational, cultural, and community uses when camp activities are not occurring. Clear entrance signs, wayfinding, accessible information, and improved physical access—including an accessible route to the fishing pond—should make the property easier to identify and use. Comprehensive evaluations should document buildings, infrastructure, natural resources, accessibility, circulation, parking, and the land reasonably necessary for camp operations. Significant disturbance of undeveloped areas should generally be avoided while this work proceeds, preserving future options without permanently precluding municipal uses. The Committee also recommends exploring conversion of 213 Haynes Road into an affordable single-family residence while preserving property access and camp operations.

Long-term priorities—2033 and beyond. The Town should retain permanent municipal oversight and prioritize a camp operator in the next procurement process. The scope of a future agreement should reflect property evaluations, documented operational needs, public uses, and the Town's broader planning goals. A longer-term agreement, potentially 20 years or more, should be considered where it delivers corresponding public benefits, such as capital investment, improved accessibility, expanded public programming, or increased financial returns. Such an agreement should include measurable performance expectations, annual reporting, periodic assessments, and predictable increases in benefits to the Town.

These recommendations provide a framework for strengthening Liberty Ledge's role as a public asset while maintaining valued camp operations. Implementation should combine active municipal coordination, environmental stewardship, and continued public engagement, with future commitments guided by demonstrated community benefit and a fuller understanding of the property.

2 LIBERTY LEDGE/SEWATARO ADVISORY COMMITTEE (LLSAC)

The Liberty Ledge/Sewataro Advisory Committee (LLSAC) was established by the Sudbury Select Board through a mission statement approved on February 24, 2026. The Committee's charge is to explore possible uses of the Town-owned Liberty Ledge/Sewataro property and prepare an advisory report recommending uses for the Select Board's consideration.

The Committee's membership brings together municipal leadership, specialized expertise, and community representation. Its composition includes seven voting members: one Select Board member; one member with expertise or professional experience in each of five areas—recreation, accessibility/disability, planning/zoning, housing, and finance—and one at-large member. Town staff serve in a nonvoting capacity. The mission statement provides for the Committee to select a Chair and Vice Chair upon its establishment.

The Committee's work has built on the information assembled in the Liberty Ledge/Sewataro Compilation Report, dated February 24, 2026. Its charge called for members to review that report at the outset and raise questions concerning its contents before proceeding with their evaluation of possible uses. The process included two site visits, one of which was during summer camp operations, and two meetings devoted exclusively to gathering public input. Together, these activities provided a foundation for considering the property's existing conditions, potential uses, and community priorities.

The mission statement established a final report deadline of October 31, 2026, with meetings held at least every two to three weeks. It identified Thursdays at 7:00 p.m. as the preferred meeting schedule to support public and member participation. Meetings were to be conducted in a hybrid or remote format, with remote participation available to members and the public throughout each meeting, and recorded by Sudbury TV. Meeting notices, agendas, and minutes were subject to Massachusetts Open Meeting Law requirements.

The Committee provided the Select Board with an initial status update after its formation and first meeting as required, followed by updates at least every two months and a presentation of its final report. Its role is advisory: the report provides recommendations for the Select Board's review and consideration. Under the mission statement, all proposed options must receive at least two readings by the Select Board before the Board recommends further steps.

<u>Liberty Ledge Sewataro Advisory Committee Timeline:</u>

- Committee mission adopted by the Select Board on February 24, 2026.
- Following the Annual Town Meeting, the Committee held its first meeting on May 7, 2026.
- First Site Visit, May 19, 2026.
- First Public Input Session held on June 24, 2026.
- Community Survey Opened on July 27, 2026
- Second Site Visit, August 14, 2026.
- Community Survey Closed September 7, 2026.
- Second Public Input Session held on October 8, 2026.

Report due to Select Board by October 31, 2026.

3 HISTORY AND CONTEXT

The property known as Liberty Ledge is located in north Sudbury off of Haynes Road. It is bordered on the west and north by Greystone Lane on the south by Julian's Way, and on the east by Haynes Road. This property began operation as Camp Sewataro, a privately operated summer day camp, in 1960 with Zoning Board of Appeals approval to host fifteen children. In the following decades the number of campers and facilities located on the property expanded to the current configuration and the attendance of 700 campers with 300 staff.

With the increasing influx of residents to Sudbury through the 1980s into the 1990s many owners of large properties explored the division of those properties and the Taylor family (who owned Liberty Ledge at the time) were no exception. In 1987 a Definitive Subdivision Plan was filed with the Planning Board to create approximately 80 residential lots, which led to the construction of Julian's Way, Greystone Lane, Cobblestone Place and the construction of 34 single-family homes. A portion of land continued to house family members and to host Camp Sewataro and remains the Liberty Ledge property to this day.

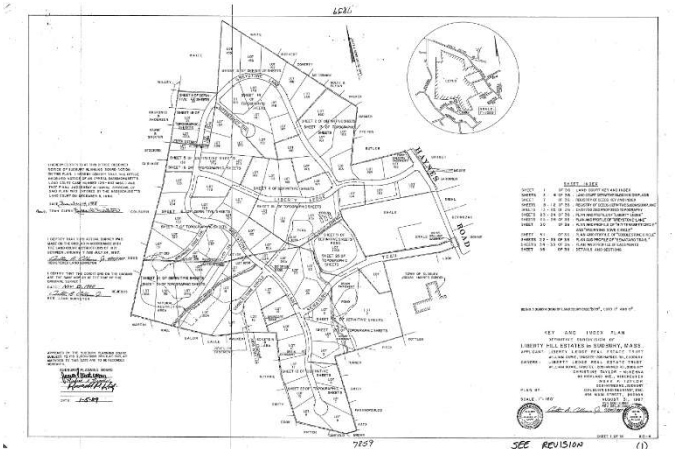


Figure 1: 1989 Subdivision Plan of Liberty Ledge

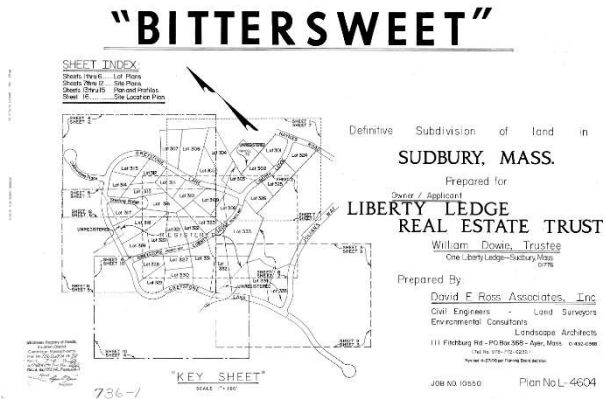


Figure 2: 1998 "Bittersweet" Subdivision Plan of Liberty Ledge

In February of 1998 a new application for a Definitive Subdivision of the area known as Camp Sewataro was filed with the Planning Board. The submitted Plan proposed to divide the land, now known as Liberty Ledge, consisting of fifty and fifty-five hundredths (50.55) acres into thirty-five (35) lots and to construct approximately two thousand four hundred lineal feet (2,400') of road. This proposal reduced the number of lots on the included within the boundary of the camp land from 39 to 35, reduced proposed impervious area by twenty percent (20%), proposed a water main to be installed through the site to Greystone Lane (even though the entire length of Liberty Ledge was not proposed to be constructed), and proposed that the street would remain private in perpetuity. In April of 1998 the Planning Board approved this proposed plan, including a series of waivers for the construction of the road, per the Planning Board standards for Private Ways and in compliance with the Town's new Stormwater Management Standards. Though the subdivision plan was approved, none of the proposed construction occurred.

Mark Taylor, one the owners of Liberty Ledge/Camp Sewataro, applied to the Community Preservation Committee (CPC) in 2017, seeking to have the Town purchase a Conservation Restriction (CR) on the property while still permitting the operation of the summer camp. The matter was referred to the Land Acquisition Review Committee (LARC) for review. LARC noted that operation of a summer camp defined

the land as recreation land disqualifying it for a CR, as it was no longer in a natural state. Some LARC members expressed support for Town leaders to work with the owners on identifying a creative partnership that would permit the ongoing operation of a summer camp at the property, noting that further investigation would be necessary.

Mr. Taylor approached the Select Board on October 9, 2018 to discuss the future of Camp Sewataro and the property, notifying the Board that his family intended to run the summer camp through 2019 and possibly 2020, after which operations would cease. The Taylor family was assessing its options for the future use of the property, which included residential development, the location of a private school or college, and potentially a purchase by the Town. Mr. Taylor informed the Select Board that he had an appraisal that determined the value of the property was in the neighborhood of $11 million. Town Manager Melissa Murphy Rodrigues told the Board that she had filed a CPC application relative to the purchase in order to preserve that as a potential funding source and Chairman Robert Haarde put an article placeholder on the Annual Town Meeting.

Rather than conduct an independent appraisal, the Select Board chose to use the seller's "Sewataro Appraisal Report #10520" from LandVest dated February 20, 2019. The appraisal indicated a land value of $10,370,000 and stated that the "property's market value as a going concern is consistently less than 50% of its value as a 31-lot Definitive Subdivision." The report was the subject of Select Board Executive Sessions on March 12 and 26, 2019 resulting in authorization for the Town Manager to present an offer to purchase the property from Mr. Taylor et. al., which was accepted through a letter of intent on April 18, 2019. In the letter the clause "Vision for Property" stated: "Recognizing that the Town's vision for the Land is still evolving, it is the current intent of the Town to use the Land for open space, recreation, preservation, and other municipal purposes."

The preceding work led to the presentation of Article 25 at the Annual Town Meeting on May 7, 2019. The article would authorize the acquisition, raise and appropriate the necessary funds and approve a Proposition 2 ½ debt exclusion. Article 25 passed by greater than the necessary 2/3^{rds} majority. To finalize the process and secure the funding a town wide vote on a ballot question was required.



Figure 3: Aerial View of the Liberty Ledge Property.

An Open House and Property Walk was held on May 25, 2019 and a Public Forum was held on May 28, 2019 to provide voters with the opportunity to see the site, gather information on the property, and hear from staff and elected officials about the proposed purchase. A Special Election was held on June 4, 2019 and the single ballot question authorizing the purchase of the property "for general municipal purposes" passed. Thirty-seven percent of the Town's registered voters turned out with fifty-four percent (54%) in favor and forty-six percent (46%) opposed.

On August 20, 2019 the Town signed the purchase and sale agreement and a license agreement to use the Camp Sewataro name to operate a day camp through the summer of 2020. The property was formally put on record with the Town of Sudbury as the listed owner on October 28, 2019 with the final purchase price for the property being $11,065,000.

In order to keep the summer day camp operating, the Town issued a Request for Proposal (RFP) on July 10, 2019 to find a vendor to manage the property and to operate the camp. The deadline for proposals was July 31, 2019 and the Town awarded a contract to Camp Sewataro, LLC on August 20, 2019. The final agreement was executed on September 10, 2019. The term of the agreement was 3-years with the option for two 5-year extensions.

During the first three years and the subsequent 5-year extension, the operator and the Town negotiated adjustments to the original terms of the contract to respond to various wishes of the public and to adjust financial aspects of the agreement. The first five (5) year extension expires in September 2027.

4 EXISTING CONDITIONS

In its existing condition the Liberty Ledge property is generally open to Town residents and others for a majority of the year. It also provides an outdoor community space for local organizations to hold functions, classes, and/or public events, and for twelve (12) weeks each summer hosts a private summer camp during day time hours.

The property at Liberty Ledge is comprised of 44 acres of land containing the following structures and facilities (more information on the buildings is available from the item number 18 Town-Owned Inventory on page 6 of the Compilation Report in Appendix D):

- five (5) buildings that are/were single family homes
    - 213 Haynes Road: (Previously) Seasonal and Year-Round Housing for Camp Staff
    - 1 Liberty Ledge: Year-Round Camp Office
    - 2 Liberty Ledge: Summer Office and Infirmary as well as Year-Round Storage
    - 3 Liberty Ledge: Year-Round Housing for Property Manger
    - 4 Liberty Ledge: Seasonal Activity Space and previously used for Off-Season Storage for the Sudbury Food Pantry (use has ceased with the Food Pantry obtaining a new facility)
- 6 Liberty Ledge: A small barn with an apartment for grounds staff
- a maintenance garage
- a series of storage sheds throughout the property
- three visitor parking areas
- a 3-acre horse pasture which is available for overflow parking during events
- three (3) partially open-sided pavilions of varying sizes, with electricity
- a craft building with toilet facilities and a deck
- five (5) small pavilions for storm shelter
- four (4) shallow, instructional swimming pools
- two (2) composting toilet facilities
- one (1) accessible portable bathroom near Liberty Lodge (the largest of the pavilions)
- a man-made swimming ponds
- a man-made fishing ponds
- one (1) tennis court and two (2) basketball courts
- an archery range, a small driving range (with a net), disc golf course, and gaga pit
- an outdoor ropes course, a climbing wall, and a zip line
- two (2) playground areas, two (2) playing fields, and a garden area.

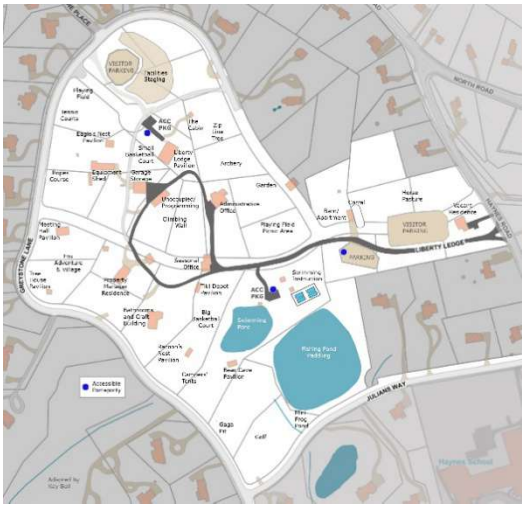


Figure 4: Map of Existing Features as of 2026

The property is serviced by a private road, Liberty Ledge, that intersects with Haynes Road Liberty Ledge Road loops through the center of the property providing access to several structures and facilities within the site. There is a public access entrance at the north of the property from Greystone Lane where a gravel road leads to a parking area and amenities, with a gated exit to Greystone Lane for limited use during camper pick-up/drop off.

The property rises in elevation from Haynes Road to Greystone Lane as well as from Julian's Way to Liberty Ledge and continuing toward Greystone Lane. The grade change is not uniform and creates gentle rolling areas and areas of steep slope. There is a 100-foot change of elevation from the lowest point to the highest point. The swimming and fishing ponds are located at some of the lowest elevations on the property. The ponds and Julian's Way receive most of the stormwater flow from Liberty Ledge as well as Greystone Lane. The Liberty Ledge property does not have a formal drainage system for the roadway or structures and relies on overland flow. There is a series of culverts, impervious swales, and overland flows to direct stormwater to the lower elevations. This flow is the headwaters of Pantry Brook.

Just to the west of the property exists a natural groundwater spring. This feeds the swimming pond and the fishing pond. The fishing pond also is fed by groundwater. When water leaves the site, it creates the headwaters of Pantry Brook. Water entering through the spring ultimately flows through the ponds and into Pantry Brook, making water quality management at Liberty Ledge important not only for recreation but also for downstream ecosystems.

The swimming pond is filled with water from the spring. There is an overflow that can discharge to the fishing pond and the fishing pond water can be pumped up into the swimming pond. There is also a plug at the bottom of the swimming pond that is used to drain the water directly to Pantry Brook. The fishing pond is spring fed from under the pond and also can receive water piped from the natural spring. Water can be pumped to the swimming pond and circulated back to the fishing pond.

Both ponds discharge into the headwaters of Pantry Brook, which flows through numerous protected conservation lands, agricultural properties, and eventually connects to the Sudbury River and to a much larger regional wildlife corridor extending into Wayland. Together these connected open spaces protect more than 500 acres of contiguous habitat in Sudbury.

From the review of aerial photography, it appears that slightly more than fifty percent (50%) of the property is covered by tree canopy with a significant majority of the remaining property being open grass areas, dotted with buildings, and punctuated by the aforementioned ponds and swimming pools.

The property has two (2) small staff parking areas that are adjacent to the Camp Office and near the Fox Playground. There is no large parking area at the property. There is a medium sized compacted dirt area near the intersection with Haynes Road, which is used as the primary visitor parking area for the property. A short distance from that there is another, smaller compacted dirt parking area across from the barn. There is a small rough gravel parking area at the Greystone Lane entrance that is used for visitor and camp staff parking. Two accessible parking locations have been installed since the town took ownership: one near Liberty Lodge and the other near the swimming pond. The Liberty Lodge parking area has two van accessible spaces. The swimming pond parking area has three spaces, two of which are van accessible. A portable, accessible toilet is at each location and accessible routes have been provided to the amenities.



Figure 5: The Fishing Pond on the Liberty Ledge Property.

The Liberty Ledge property is open to the public year-round with no physical restrictions preventing entry to the site, though during camp season access to camp-use areas is restricted and the gates on Greystone Lane are closed. There are no signs at either entrance that identify the site as public property.

The site presents challenges for those with mobility impairments and is not fully ADA accessible. In 2021 the Town performed a town wide ADA Self-Evaluation and developed a Transition Plan to identify barriers to access for people with disabilities. The Liberty Ledge property was included in the self-evaluation and sixty-three (63) actions were identified that would improve accessibility at buildings and program spaces. The report noted that facilities and program spaces were evaluated, but accessible routes between them were not. The report recommends specialized evaluation of the routes between property elements. The addition of accessible parking spaces, toilet facilities, and an access ramp to Liberty Lodge are projects that have been completed to address the accessibility improvements identified in the self-evaluation. Currently, there is no specific funding plan to perform further accessible construction or evaluation work.

From the beginning of June through the end of August each year the Liberty Ledge property is the home of Camp Sewataro (Sewataro). Sewataro LLC is a privately-owned corporation that, in 2019, was the selected proposer in the Town of Sudbury's Request for Proposal (RFP) process to identify an operator for the summer camp and the Liberty Ledge property. The result of the RFP process was the signing of a Management Agreement (Agreement) that identified the roles and responsibilities of the Town and the Operator (see Appendix E). The term of the Agreement was for three (3) years with two (2) possible five (5) year extensions. In 2022 the Town and Sewataro collectively agreed to execute the first of these extensions and the second extension is up for discussion as early as January 2027.

Annually camp operates with children present for eight (8) weeks while camp staff training and camp set-up and break-down happen before and after camp sessions. Summer resident access hours apply from the beginning of June through August. The Agreement specifies that during camp season public access is limited to the area of the property closest to Haynes Road, including the Fishing Pond, and the tennis courts and small basketball court near the Greystone Lane entrance, during public access hours. Public Access hours are Monday through Friday from 6pm to dusk and on weekends from 9am to dusk. The remainder of the year there are no restrictions on access to the property other than the public is not permitted to access the structures on-site without prior arrangement.



Figure 6: View of the Camp Ground and Tents used during the Camp Season.

Sewataro provided camp opportunities to one thousand four hundred seventy (1470) children in 2026, with four hundred ninety (490) being Sudbury residents. Each camp session is two (2) weeks long and is permitted to host up to seven hundred (700) campers. Six hundred and forty-nine (649) of these campers pay full tuition and fifty-one (51) are provided full or partial scholarships by Sewataro. The number of campers permitted per session is outlined in a Special Permit issued by the Zoning Board of Appeals (ZBA) for the use of the property as a camp facility. This Special Permit is finite and requires periodic review and renewal, the most recent issuance being in September 2022 with a renewal required after 5 years. This renewal aligns with the expiration of the current extension of the Management Agreement and any future approval by the ZBA would be best served by inclusion of a finalized extension to the Management Agreement prior to ZBA application.

Through the Agreement, Sewataro is responsible for regular maintenance of the property. It employs a full-time property manager who resides on the property year-round, providing regular maintenance to the structures/camp facilities, property clean up, and snow plowing on-site throughout the winter. Sewataro currently holds the insurance policy on the property covering the operation of the summer camp as well as the regular use of the property by the public, with the Town as a listed beneficiary.

The camp operates for twenty-five percent (25%) of the year. During the non-camp season, the Town Departments and the public can arrange for use of the property for events and activities. Sewataro hosts a spring and fall event annually as well. The users of the property over the past seven years have included Lincoln Sudbury Adult Community Education, HOPE Sudbury, Sudbury Community Food Pantry, Sudbury Scouts, Sudbury Public Schools, Boston Children's Hospital Bloodmobile, local photographers (senior, family, and pre-school photos), local businesses, and the Town of Sudbury Park and Rec (Intro to Fishing Program). The events hosted by these varied groups have been either open to the public or invite only. No use fees have been required.

Several acres of the property currently are not used for camp operations nor for public programming.

- A single-family home located at 213 Haynes Road on a 0.983-acre lot is unoccupied. Liberty Ledge Road traverses a portion of that subdivision lot.

- There is an unused 1.06-acre lot adjacent to the horse pasture which is an open field.
- There are at least three (3) 0.92 acre wooded lots with limited use on the north area of the property adjacent to Greystone Lane.
    - One is partially used for staging of maintenance materials and pond sediment drainage.
    - The other two are unused with the exception of a gravel road along the edge of one of the lots used for picking up extended day campers.

5 PUBLIC PROCESS

The Liberty Ledge Sewataro Advisory Committee conducted a public-engagement process to learn how Sudbury residents currently view the Liberty Ledge property and what uses and priorities they believe should guide its future. The process was designed to offer multiple ways to participate:

1. Eighteen public meetings – eight writing sessions and ten meetings with generous time allotted for public comment
2. Two facilitated group activities - one public input session with structured activities to elicit opinions for future uses and one public input session structured to gather feedback related to the draft recommendations
3. Emailed comments. The committee received a total of 190 comments by email.
4. A community survey available online and on paper and open from July 27 through September 7.

The Committee invited residents to consider the property's existing assets and limitations before developing ideas for its long-term future. Input gathered during the first public input session, along with comments received by email and during public meetings, as well as presentations from Town departments and other committees at those public meetings, informed the development of a community-wide survey. All of the above community input was then used by the Committee as it developed its draft recommendations to the Select Board.

5.1 PUBLIC INPUT SESSION 1

On June 24, 2026, the Liberty Ledge Sewataro Advisory Committee held its first public input session at the Fairbank Community Center. 37 community members participated in person and 25 participated virtually.

The session began with a brief presentation describing the Liberty Ledge property and its existing structures, facilities, natural features, and recreational resources. Following the presentation, participants completed four facilitated activates intended to establish a shared understanding of the property, generate ideas for its future, organize those ideas into common themes, and identify participants' priorities.



Figure 7: Participants discuss the Liberty Ledge Property in their small group.

5.1.1 Activity 1: Understanding the Property Today

Before considering potential future uses, participants were asked to ground their discussion in the property's present-day conditions, resources, benefits and limitations by answering the following questions in small groups. These questions were designed to encourage conversation among participants and establish a shared understanding of the property as it currently exists.

1. What are the property's greatest assets today?

2. What obstacles exist that limit use of the property today?
3. What kind of opportunities does the property provide to Sudbury today?
4. What should the committee be careful not to overlook?

5.1.2 Activity 2: Envisioning the Property's Future



Figure 8: LLSAC members visit small groups to hear their ideas and perspectives.

The second activity asked participants to brainstorm potential future uses of the property by responding to the following question:

- In 20 years, how do you see the Liberty Ledge property being used?

Participants were encouraged to think broadly and creatively about the property's long-term future. The 20-year timeframe was intended to prevent the initial brainstorming process from becoming overly constrained by immediate questions of cost, timing, or feasibility. Ideas generated through this activity were not treated as formal proposals or recommendations, but as possibilities for further consideration.

5.1.3 Activity 3: Organizing Community Ideas

During the third activity, participants shared the ideas generated through their small-group discussion and organized them according to common themes. These themes included:

1. Recreation and Camp
2. Conservation and Natural Resources
3. Education and Learning
4. Housing
5. Community Programming
6. Arts, Culture, and Heritage
7. Accessibility & Inclusion
8. Facilities & Infrastructure
9. Economic Development
10. Other / New Ideas

5.1.4 Activity 4: Identifying Initial Priorities

The final activity asked participants to review the ideas generated during the session and identify their four highest priorities. Each participant received four differently designated stickers representing a first-, second-, third-, and fourth-choice vote.

This ranked-choice activity provided the Committee with an initial indication of which ideas held the greatest interest among those attending the session. The results were used as one source of community input and helped inform the development of the subsequent community survey.

The results of the public input session are included as Appendix A.

5.2 COMMUNITY SURVEY

Following the June 24 public input session, the Committee developed a community survey to provide a broader segment of the Sudbury community with an opportunity to share its priorities, ideas, and concerns regarding the future of the Liberty Ledge property.

The survey content was based on ideas and themes identified during the first public input session, as well as comments received by email and during public meetings of the Committee. It included both open-ended and structured questions, allowing respondents to introduce ideas in their own words while also providing responses that could be compared across participants.

The survey was available from July 27th through September 7th and received 708 responses.

5.2.1 Section 1: Long-Term Vision and Principal Concerns

The first section asked respondents to answer two open-ended questions:

- Looking ahead 10-20 years, what would you most like to see at the Liberty Ledge property that would benefit the Sudbury Community?
- As the Committee develops recommendations for the future of the property, what is the single most important priority or concern you would like the Committee to keep in mind?

These questions allowed respondents to describe their vision for the property without being limited to a predetermined list of possible uses.

5.2.2 Section 2: Prioritization of Potential Uses

The second section presented respondents with eight potential uses for the Liberty Ledge property. These uses were synthesized from ideas received during the June 24 public input session, comments and presentations made at public meetings, and correspondence submitted to the Committee.

Respondents were asked to select the four uses they considered most important. The survey also provided space for respondents to identify an additional use that did not appear on the list and to explain or expand upon their selections.

This section was intended to measure the relative level of interest in the principal ideas presented to the Committee while ensuring that respondents were not limited exclusively to previously identified options.

5.2.3 Section 3: Relationship Among Potential Uses

The third section organized the eight potential uses into four broader categories and presented respondents with 18 paired statements. These statements explored whether different uses should occur together on the property or whether one use should be pursued at the expense of another.

The statements were intentionally framed as either “X with Y” or “X without Y.” This structure was designed to assess community preferences regarding the compatibility of different uses and the potential tradeoffs involved in accommodating multiple activities on the property.

The summer camp, housing, and additional programming were each included in 10 of the 18 statements. Open space was included in six statements. Open space appeared less frequently because it could be incorporated into multiple land-use scenarios and did not necessarily function as a standalone use computing with the other categories.

This section was not intended to ask respondents to choose a single exclusive future for the property. Instead, it helped the Committee examine how residents viewed the possible coexistence, separation, or prioritization of different uses.

The results of the community survey are included as Appendix B.

5.3 Additional Public, Town Administration, and Town Committee Input

In addition to the public input session and community survey, the committee received input through public comments offered during its posted meetings and through written correspondence submitted by community members.

Committee members also considered information provided by the Select Board, Town Departments, and community organizations.

From the Liberty Ledge / Sewataro Select Board Subcommittee the committee received a "Compilation Report" that provided links to sixty-two documents related to the Property's history and progression. The Compilation Report also provided sixty-nine links to relevant Town reports, state regulations and resources, and various summer camps and other recreational assets around the state.

The following town staff, committee representatives, and camp staff attended the public meetings to present information and answer members' questions.

1. Camp Sewataro Community Engagement Director, Kristen Drummey
2. Director of Planning and Community Development, Adam Burney
3. Assistant Town Manager and Finance Director, Victor Garofalo
4. Combined Facilities Director, Sandra Duran
5. Sudbury Housing Authority Chair, Tania Vivitsky
6. Director of Health and Community Services, Vivian Zeng
7. Sudbury Housing Trust Chair, Carmine Gentile
8. Conservation Coordinator, Lori Capone
9. Commission on Disability Chair, Karyn Jones and Vice-Chair Liesje Quinto

Twice Camp Sewataro staff provided a guided site tour to committee members and answered questions about facilities and programming.

Lee Smith of KP Law provided a set of legal opinions answering several questions asked by members.

Four town committees submitted written statements or materials they had voted with their positions on future uses of the Property: Park and Recreation Commission, Commission on Disability, Sudbury Housing Trust, and Council on Aging.

Information received through these channels was reviewed alongside the public input session and survey results. No single engagement method or source was treated as determinative. The Committee considered recurring themes, competing viewpoints, areas of broad agreement, and concerns requiring additional study.

5.4 USE OF PUBLIC AND OTHER INPUT

The public process was advisory and was intended to inform the Committee's deliberations. The Committee considered public input together with information concerning the property's physical conditions, existing operations, contractual obligations, financial considerations, legal requirements, accessibility, other municipal use considerations and environmental resources.

Public input helped the Committee:

1. Identify the features of the property that residents value;
2. Identify what concerns residents have about current use and conditions;
3. Understand concerns about future potential uses;
4. Recognize ideas with significant community interest;
5. Evaluate which uses residents view as compatible;
6. Identify areas where public opinion aligns and where it is divided; and
7. Determine which issues may require additional study before future decisions are made.

6 LIBERTY LEDGE SEWATARO ADVISORY COMMITTEE FINDINGS

The Liberty Ledge/Sewataro Advisory Committee's review of community feedback identifies a consistent interest in preserving Liberty Ledge as a recreational and natural resource while increasing its benefit to Sudbury residents. The first public input session and the community survey emphasized continued summer camp operations, protection of the property's natural character, and expanded opportunities for public recreation and community programming. Although participants expressed differing views about future uses and management, these recurring themes provide a foundation for the Committee's recommendations.

Continued camp operations are a valued use of the property. Camp Sewataro operations received the highest weighted priority score at the first public input session. Survey responses likewise demonstrated strong support for maintaining a summer camp at Liberty Ledge. Respondents described the camp's value in providing outdoor experiences for children, summer employment for young people, support for working families, and revenue to the Town. At the same time, feedback identified opportunities to increase the direct benefit to Sudbury residents through more affordable participation, financial assistance, and resident enrollment opportunities. The Committee finds that continued camp operations should be an important component of the property's future, accompanied by attention to how those operations serve the community.

Residents want broader opportunities to enjoy the property. Community feedback supports expanded public use alongside camp operations, particularly outside camp hours and during the remainder of the year. Participants suggested farmers' markets, outdoor concerts and movie nights, seasonal celebrations, school and nature education programs, after-school activities, and programming for adults and older residents. Walking, fishing, swimming, winter recreation, and informal gatherings were also recurring interests. The Committee finds that Liberty Ledge offers opportunities to serve a wider range of residents through both organized programming and everyday public access. Realizing those opportunities will require coordination among the Town, the camp operator, schools, and community organizations.

Preservation of the property's natural character is a central community priority. Participants repeatedly emphasized the value of Liberty Ledge's trees, ponds, trails, wildlife habitat, and open-space character. Feedback reflected concern that development or substantial land disturbance could permanently diminish qualities that make the property distinctive. Survey responses showed strong opposition to housing development, although some respondents supported housing, including affordable or senior housing, or the reuse of existing residences. The Committee finds that future planning should carefully distinguish between improvements to existing facilities and proposals that would substantially alter the landscape. Decisions about additional uses should be informed by the property's environmental characteristics and the potential effects on existing recreational and camp activities.

Public access depends on clear information, visibility, and accessibility. Feedback identified uncertainty about when residents may enter the property, which facilities they may use, and how to learn about available activities. Participants requested clearer entrance and directional signage, marked trails, better communication, and accessibility improvements. These concerns indicate that expanding public benefit requires attention to both physical access and public understanding. The Committee finds that residents should be able to readily identify Liberty Ledge as a Town-owned resource and obtain clear, accessible information about its use.

Long-term decisions require additional information and sustained municipal coordination. The range of suggested uses demonstrates the property's potential, but community interest alone does not establish

the feasibility of a particular proposal. The Committee finds that future decisions should be supported by a comprehensive understanding of buildings, infrastructure, natural resources, accessibility, circulation, and the areas needed for camp operations. Clear municipal responsibility will also be necessary to coordinate public use, oversee agreements, address maintenance and capital needs, and advance long-term planning. Financial considerations should account for both revenue and the costs of maintaining the property and supporting additional uses.

The public input process reflects the perspectives of participating residents and should be considered alongside the Town's broader needs and responsibilities. Taken together, the findings support a phased approach: maintain valued camp operations, improve public access and community benefit, protect the property's natural resources, and develop the information needed for informed long-term decisions. The recommendations that follow translate these findings into immediate, medium-term, and long-term actions.

7 LIBERTY LEDGE SEWATARO ADVISORY COMMITTEE RECOMMENDATIONS ON FUTURE USE OF THE PROPERTY

7.1 IMMEDIATE-TERM RECOMMENDATIONS (WITHIN 1 YEAR)

1. Continue Camp Operations Through the Final Five-Year Extension

The LLSAC recommends that the Town exercise the final five-year extension available under the existing agreement for the operation of Camp Sewataro. It is further recommended that this extension period be used by the Town to better understand the Liberty Ledge property, improve public use of the site, evaluate the Town's long-term needs, and prepare for the next procurement process.

As part of negotiations for the upcoming five-year extension, the LLSAC recommends that the Town seek modifications to the agreement, within the four corners of the RFP, subsequent management amendments, and applicable procurement requirements, that further all of the LLSAC's recommendations.

2. Increase the Benefit of Camp Operations to Sudbury Residents

The LLSAC recommends that the Town seek to increase the direct benefit of Camp Sewataro to Sudbury residents as part of the five-year extension with the camp operator.

Following is a list of benefits we are recommending the Town negotiate for:

- Priority enrollment opportunities for Sudbury residents that increases enrollment of Sudbury families;
- A reevaluation of the existing fee and scholarship structure, including consideration of a sliding fee scale or other mechanisms to make camp participation more affordable to more Sudbury families; and
- Early, clear communication to families about enrollment, fees, and financial assistance through additional channels of communication beyond the Town website.

The specific mechanisms used to accomplish these objectives are recommended to be determined through negotiations between the Town and the camp operator. Any revised enrollment and fee information is recommended to be settled and shared before registration opens for the 2028 camp season, so families can make informed decisions when space first becomes available.

3. Establish A Clear Municipal Entity Responsible for the Liberty Ledge Property

The LLSAC recommends that the Town designate a Town staff member, department, or other municipal entity with responsibility as the primary point of contact for coordinating and representing the Town's interests in the Liberty Ledge property.

It is recommended that this municipal responsibility include the public and municipal use of the property; working with the camp operator and Town departments and relevant town committees; monitoring implementation of the management agreement; managing any future Town conducted evaluations and long-term planning efforts; coordinating with the managing partner on property maintenance and capital needs; and ensuring that identified projects and improvements, supported by public funds, are completed within established timelines.

The individual or entity responsible for the property need not directly perform each of these functions, but it is recommended that they have the means/authority to ensure that the necessary work moves forward.

7.2 MEDIUM TERM RECOMMENDATIONS (WITHIN 5 YEARS 2027-2032)

4. Expand Public Access, Recreation, and Community Programming

The LLSAC recommends that the Town take a more active role in maximizing the use of Liberty Ledge by Sudbury residents when camp activities are not occurring.

The Town should work with the camp operator, Park and Recreation Department, schools, Council on Aging, Commission on Disability, community organizations, and other potential users to expand year-round recreational, educational, cultural, and community programming and use of equipment at the property including, but not limited to:

- Farmers' Markets, picnics, and food festivals
- Outdoor movie nights and community concerts
- Public swimming, fishing, and boating
- Organized drop in hikes, cross country skiing
- Archery, ropes course/ziplining
- School based Nature Education
- Holiday Events (e.g., Fall Festival and Winter Lights Festival)

Additionally, it is recommended that the Town better advertise opportunities for residents and community organizations to utilize the property, including special events as well as drop-in regular use such as active and passive recreation. The potential for a fee structure and policy for the rental of the property is recommended to also be explored as part of future planning.

5. Improve Accessibility, Wayfinding, and Public Understanding of the Property

The LLSAC recommends that the Town improve residents' ability to access and navigate the Liberty Ledge property. An urgent need identified by the LLSAC is an accessible route to the fishing pond.

The LLSAC recommends:

- Signage identifying public entrances (similar to other town properties). This is a critical item and it is recommended to be undertaken as soon as possible.
- Signage and wayfinding identifying trails, facilities (open/not open to the public), parking areas, and areas available for public use.

Additionally, LLSAC recommends that clear and complete information regarding when and how the property may be accessed year-round, including during the summer outside of camp hours, be posted at both property entrances and be available on the Town's website and other public repositories.

We recommend that all signage, access, and use information be posted in accessible formats.

6. Evaluate the Property's Existing Conditions

During the next five years, the LLSAC recommends that the Town seek a comprehensive understanding of the physical characteristics, infrastructure, opportunities, and limitations of the Liberty Ledge property.

The recommended purpose of these evaluations is not to predetermine a single future use, but to provide the Town with the information necessary to make informed long-term decisions about the property as priorities emerge including possible ecological improvements and camp expansions. We recommend that these evaluations consider:

- Buildings, structures and facilities above and below ground;
- Topography, soils/ledge, wetlands, vegetation, and other natural resources;
- Water, septic, drainage, stormwater, and other infrastructure;
- Accessible routes to facilities and amenities, referencing and completing the existing ADA self-evaluation;
- Existing trails, circulation, parking, and connections to nearby walkways and trails;
- Parking and traffic patterns during camp, public events, and other uses including possible uses of Haynes School's parking lot;
- Areas currently used for camp operations;
- Areas that are currently undeveloped or minimally disturbed;
- Areas where ecological improvements can be made on the property; and
- The suitability of different portions of the property for future municipal uses.

7. Define the Area Necessary for Camp Operations and Protect the Property's Natural Resources While Long-Term Planning is Underway

During the five-year extension, the LLSAC recommends that the Town work collaboratively with the camp operator to identify and document the portions of Liberty Ledge that are reasonably necessary for camp operations.

Establishing a clearer understanding of the camp operational area will allow the Town to distinguish between land needed to support the camp and other portions of the property that may be available for public access, municipal programming, or other future uses; or suitable for environmental improvement.

Until the Town has completed its property evaluations and determined the appropriate long-term use of currently undeveloped portions of the site, significant expansion of camp activities or other new land disturbance into those areas should be avoided. Similarly, no alterations to the property currently used by the camp should be undertaken without coordination with the Town.

The LLSAC recommends that the Town preserve the natural character and environmental resources of Liberty Ledge while it evaluates the property's long-term potential.

Undeveloped and minimally disturbed areas are recommended to generally remain undisturbed until the Town has sufficient information to determine their appropriate future use. This recommendation is not intended to permanently designate those areas for conservation or preclude future municipal uses. Rather, it is intended to preserve the Town's future options while the necessary evaluations and planning are completed.

8. Convert 213 Haynes Road to an Affordable Single-Family Residence

The LLSAC recommends that the Town explore converting the existing home at 213 Haynes Road into an affordable single-family residence. It is further recommended that any new property boundaries considered do not infringe upon the access road into the Liberty Ledge property or other land used for camp operations.

The specific mechanism for accomplishing this recommendation is recommended to be determined by the Select Board in consultation with the appropriate housing agencies and Town staff.

7.3 LONG-TERM RECOMMENDATIONS (2033 AND BEYOND)

9. Maintain Permanent Municipal Responsibility for Liberty Ledge

The LLSAC recommends that the Town maintain an active and ongoing role in the oversight and coordination of the Liberty Ledge property and assets.

It is also recommended that future agreements clearly distinguish the responsibilities of the Town from those of any private operator and ensure that decisions concerning environmental stewardship, public access, long-term planning, capital investment, and the overall use of the Town-owned property remain subject to municipal responsibility and approval.

10. The Next RFP for the Property Should Solicit a Camp Operator

The LLSAC finds camp a good use of the property that provides a public benefit. The LLSAC recommends that the town prioritize a camp operator as part of the next RFP structure. If the Town undertakes further procurement for the management of the property at the end of the current Management Agreement, it is recommended that it use the information gathered during the preceding five years (outlined in Recommendation 6 & 7) to determine what portion of Liberty Ledge be included in the Management Agreement with a private entity and what portions, if any, will be retained for other municipal purposes.

The LLSAC recommends that the scope of the future agreement reflects the demonstrated needs of camp operations, the results of the Town's property evaluations, community priorities, and the Town's long-term goals for the site in the context of the Town's comprehensive planning efforts, including currently unforeseen municipal needs.

11. Preserve Flexibility for Multiple Uses of the Property

The LLSAC recommends that future planning for Liberty Ledge recognize that the property is large enough to potentially accommodate multiple compatible uses.

We recommend that continued operation of a summer camp not preclude the Town from considering municipal uses on portions of the property that are not necessary for camp operations or on camp property outside of camp season and non-camp hours during camp season.

The LLSAC also recommends that future decisions be informed by the property evaluations, community input, operational experience, and the needs of the Town at the time those decisions are made.

12. Consider a Long-Term Management Agreement

When the existing agreement expires and a new procurement process is required for the future use of the property, we recommend that the Town consider offering a longer-term agreement, potentially 20 years or longer, to the selected proposer. The LLSAC recommends that the Request for Proposal clearly outline the roles and responsibilities of the selected operator and include identifiable benefits for the Town and Sudbury residents.

A longer-term agreement would be appropriate where the additional term enables:

1. Substantial investment in the property,
2. Construction or improvement of facilities that also benefit the community,

3. Increased revenue or other financial benefits to the Town,
4. Expanded public programming,
5. Improved accessibility,
6. Increased opportunities for Sudbury residents,
7. Other significant public benefits.

The LLSAC recommends that the length and terms of any future agreement reflect the value being provided to the Town. A longer term should not be offered solely for the benefit or certainty of the private operator; it should provide a corresponding long-term benefit to the Town and its residents.

It is recommended that a longer-term agreement consider

1. An annual report by the operator to include quantitative data on key performance measurements.
2. Periodic assessment of financial and other benefits to the Town at defined intervals. Such assessments by the Town should analyze the quantitative data on key performance measurements.
3. Predictable escalation of financial and other benefits to the Town.

13. Preserve Natural Characteristics

The LLSAC recommends that long-term development and use of Liberty Ledge seek to protect the headwaters of Pantry Brook, and enhance and restore the property's natural features, open-space, native vegetation, trails, ponds, and other ecological resources while allowing appropriate improvements that support the property's municipal and recreational uses.

The LLSAC recommends that new construction or significant alterations be evaluated in the context of the Town's broader goals for the property. Oversight of all development shall include such inspection and permitting processes typically applied to municipal projects in Sudbury.

This principle should not prohibit appropriate future improvements but should ensure that development occurs deliberately and with consideration for the natural environment that makes Liberty Ledge a unique Town asset. The execution of this preservation should be included as a facet of all future management agreements.

APPENDIX A
PUBLIC INFORMATION SESSION MATERIALS

Liberty Ledge/Sewataro Advisory Committee – Public Input Session

Thank you for attending the Liberty Ledge/Sewataro Advisory Committee's first public input session.

This meeting is being conducted in a hybrid format to encourage participation from as many community members as possible. As an online participant, we invite you to actively engage in the session by completing the activities included in this worksheet as they are introduced throughout the evening.

Your feedback is an important part of this process. Opportunities will be provided for both in-person and online participants to share their ideas, observations, and priorities with the larger group. Responses submitted through this worksheet will be reviewed and incorporated into the Committee's discussion and future work.

There are no right or wrong answers—our goal is to hear a wide range of perspectives, ideas, and aspirations for this important community resource. We appreciate your time, thoughtful participation, and commitment to helping shape the future of Liberty Ledge and Sewataro.

At the conclusion of the event, participants are encouraged to share their completed responses with the Liberty Ledge/Sewataro Advisory Committee by emailing them to llsac@sudbury.ma.us.

Activity 1: Property Assessment

Take a moment to brainstorm answers to the following questions. Once you are done, share your written responses in the Q&A.

- Strengths: What are the property's greatest assets today?

- Challenges: What obstacles exist that limit use of the property today?

- Opportunities: What kind of opportunities does the property provide to Sudbury today?

- Concerns: What should the Liberty Ledge/Sewataro Advisory Committee be careful not to overlook?

Activity 2: Visioning

In the space below, write down responses to the following question: *In 20 years, how do you see the Liberty Ledge property being used?*

Example Responses:

- Dog Park built.
- Camp is expanded to allow more campers.
- Affordable Housing developed

Once you are done, share your written responses in the Q&A.

During the reporting period, record on your worksheet the ideas you hear reported by the in-person groups and the other online participants. These additional ideas will be used in the following activity.

Your Ideas:	Ideas from Others:

Activity 3: Affinity Mapping

In the space below, group the ideas from the previous activity under the themes provided. If you do not see a theme you would like to use, don't be afraid to add it!

Examples:

- "An expanded Camp Sewataro" would be placed under Recreation/Camp.
- "Develop Affordable Housing" would be placed under Housing.
- "Hold outdoor class sessions" would be placed under Education.

Recreation & Camp	Conservation & Natural Resources
Education & Learning	Housing
Community Programming	Arts, Culture, & Heritage
Accessibility & Inclusion	Facilities & Infrastructure
Economic Development	Other / New Ideas

Recreation & Camp	Conservation & Natural Resources
Education & Learning	Housing
Community Programming	Arts, Culture, & Heritage
Accessibility & Inclusion	Facilities & Infrastructure
Economic Development	Other / New Ideas

Activity 4: Idea Prioritization

Select the top four ideas that you would like to see prioritized and list them in the spaces below:

My favorite idea:

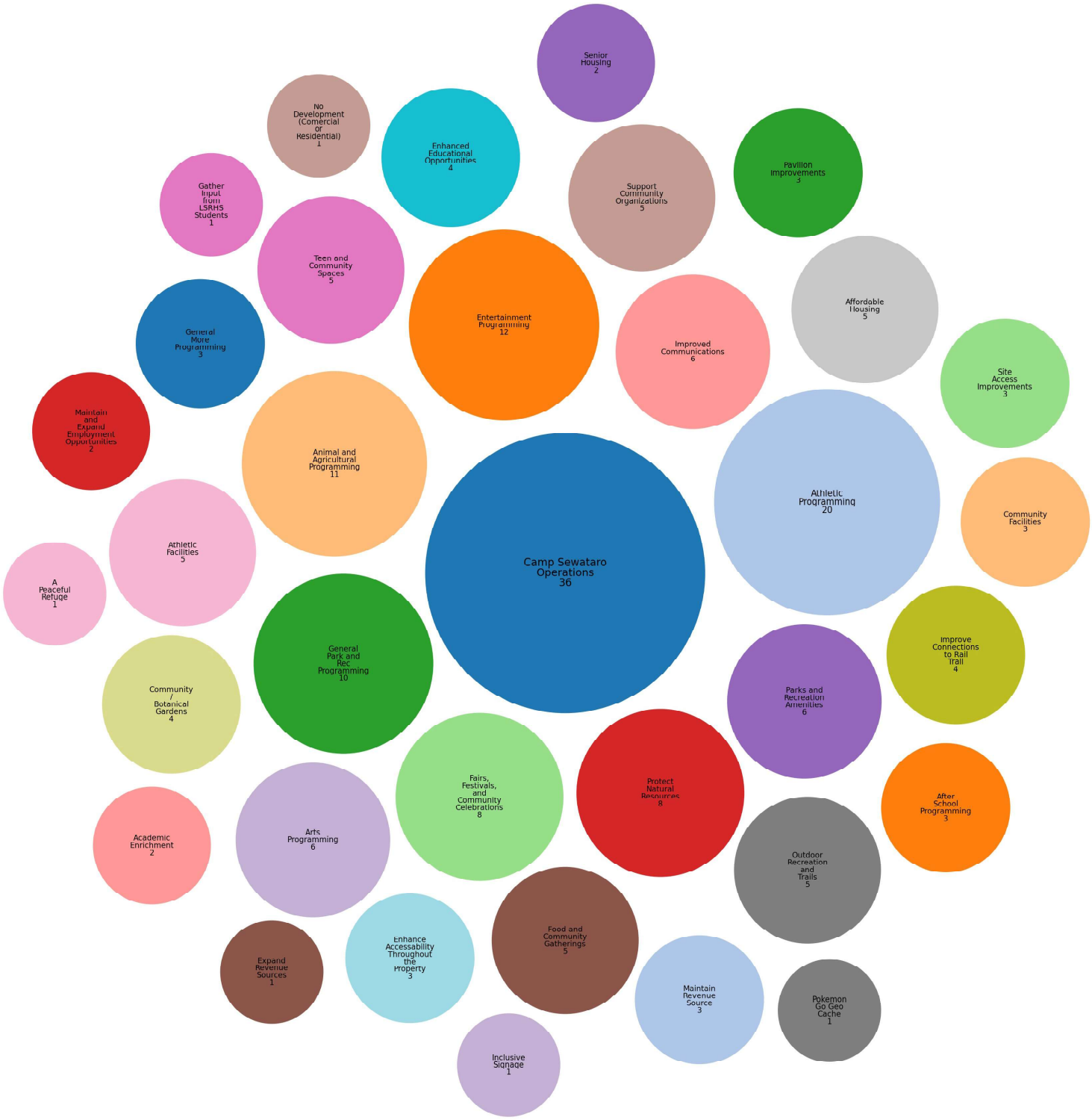
My second favorite idea:

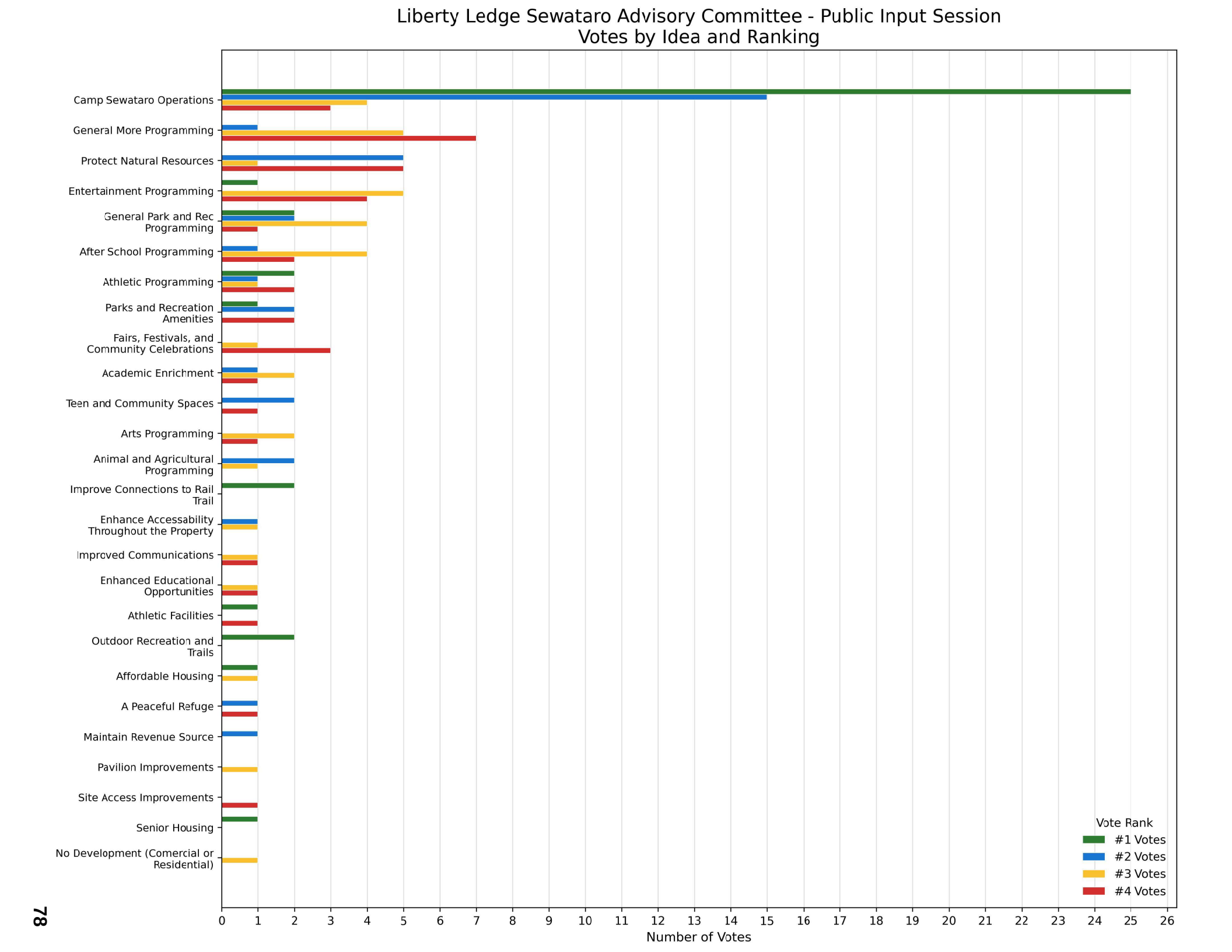
My third favorite idea:

My fourth favorite idea:

Thank you for participating in this public input session. Your feedback will help inform the Advisory Committee's recommendations regarding the future of Liberty Ledge and Sewataro. Please remember to submit your completed worksheet to the Liberty Ledge/Sewataro Advisory Committee by emailing it to llsac@sudbury.ma.us. Responses received after the session will be included in the Committee's review and consideration process.

Liberty Ledge Sewataro Advisory Committee - Public Input Session Ideas Shared




Liberty Ledge Sewataro Advisory Committee - Public Input Session
Votes by Idea and Ranking
Camp Sewataro Operations
General More Programming
Protect Natural Resources
Entertainment Programming
General Park and Rec Programming
After School Programming
Athletic Programming
Parks and Recreation Amenities
Fairs, Festivals, and Community Celebrations
Academic Enrichment
Teen and Community Spaces
Arts Programming
Animal and Agricultural Programming
Improve Connections to Rail Trail
Enhance Accessability Throughout the Property
Improved Communications
Enhanced Educational Opportunities
Athletic Facilities
Outdoor Recreation and Trails
Affordable Housing
A Peaceful Refuge
Maintain Revenue Source
Pavilion Improvements
Site Access Improvements
Senior Housing
No Development (Comercial or Residential)
0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26
Number of Votes
Vote Rank
#1 Votes
#2 Votes
#3 Votes
#4 Votes

Rank	Idea	Number of Times Shared	Category	Details	#1 Votes	#2 Votes	#3 Votes	#4 Votes	Weighted Score	Total
1	Camp Sewataro Operations	36	Recreation and Camp	Existing Structure, Long Term Lease, Expanded Camp Operations (Weekend, Overnight, Winter)	25	15	4	3	156	47
2	General Park and Rec Programming	10	Recreation and Camp	Concurrent, Year-Round, Multi-Generational	2	2	4	1	23	9
3	Protect Natural Resources	8	Conservation and Natural Resources	Carbon Neutral, Maximize Green Space, Encourage Biodiversity, Health of Ponds, Balance Expansion and Preservation		5	1	5	22	11
4	General More Programming	3	Community Programming	Adult Programming, Community Events		1	5	7	20	13
5	Entertainment Programming	12	Community Programming	Plays, Movie nights, Music Performances, Fireworks	1		5	4	18	10
6	Athletic Programming	20	Recreation and Camp	Public Swimming and Swimming Lessons, Yoga, Tai Chi, Outdoor Hockey League, Winter Sports, Pickleball, Archery, 5K Races, Ice Skating	2	1	1	2	15	6
7	After School Programming	3	Education and Learning	After School Care and Programming, Sudbury Extended Day Programming		1	4	2	13	7
8	Parks and Recreation Amenities	6	Facilities and Infrastructure	Natural Playground with Musical Feature, Splash Pad, Park, Dog Park, Beach Chairs, Community Tree House	1	2		2	12	5
9	Improve Connections to Rail Trail	4	Accessibility and Inclusion		2				8	2
9	Academic Enrichment	2	Education and Learning	School Field Trips, Team Building		1	2	1	8	4
9	Outdoor Recreation and Trails	5	Facilities and Infrastructure	Zip Lining and Tree Top Adventures, Cross Country, Frisbee Golf, Walking Trails	2				8	2
9	Animal and Agricultural Programming	11	Recreation and Camp	Equine Therapy, Horseback Riding, Fishing Competition, Dog Shows, Horse Shows		2	1		8	3
10	Teen and Community Spaces	5	Facilities and Infrastructure	Teen Center, Teen Community Hangout, Teenage Center, Designated Screen Free Space		2		1	7	3
11	Affordable Housing	5	Housing	Convert Existing Properties, Preference for Town Employees, Use of Periphery of Property, Eco-Friendly Modular Houses	1		1		6	2
12	Enhance Accessibility Throughout the Property	3	Accessibility and Inclusion	Pathways, Programming Areas, Changing Facilities		1	1		5	2
12	Fairs, Festivals, and Community Celebrations	8	Community Programming	Annual Fall Fest, Small Business Fairs, Farmers Markets, October Fest			1	3	5	4
12	Athletic Facilities	5	Facilities and Infrastructure	Practice facilities for Town Sports, More Sports Fields, Roller and Ice Rink	1			1	5	2
12	Arts Programming	6	Recreation and Camp	Paint Night, Art Camp, Art Studio and Classes			2	1	5	3
13	Senior Housing	2	Housing	Market Rate, Affordable	1				4	1
13	A Peaceful Refuge	1	Misc.			1		1	4	2
14	Improved Communications	6	Advertising	School Newspapers, Town Newspapers, Misc.			1	1	3	2
14	Maintain Revenue Source	3	Economic Development	Keep Profitable, Long Term Money Generating Asset, Debt Paid Off		1			3	1
14	Enhanced Educational Opportunities	4	Education and Learning	Farm Education, Dark Sky Astronomy, Conservation, Town History Exhibit			1	1	3	2
15	Pavilion Improvements	3	Facilities and Infrastructure	Adapt Existing Pavilion to be Year Round, Solar Panels			1		2	1
15	No Development (Commercial or Residential)	1	Housing				1		2	1
16	Site Access Improvements	3	Facilities and Infrastructure	Re-Route the Entry, Additional Directional Signage, Improved Parking Signs				1	1	1
17	Inclusive Signage	1	Accessibility and Inclusion	Braille Signage					0	0
17	Support Community Organizations	5	Community Programming	4H Club, Girl Scouts, Brownies, Scout Homebase, Space for Year-Round Group Meetings, Club Activity Ground					0	0
17	Community / Botanical Gardens	4	Conservation and Natural Resources	Gardens and Compost					0	0
17	Expand Revenue Sources	1	Economic Development	Corporate Retreats					0	0
17	Maintain and Expand Employment Opportunities	2	Economic Development	Continue Employment Opportunities, Employment Year Round					0	0
17	Community Facilities	3	Facilities and Infrastructure	Community Maker Space, Indoor Facility for Year Round Programs, Food Service					0	0
17	Gather Input from LSRHS Students	1	Misc.						0	0
17	Pokémon Go Geo Cache	1	Misc.						0	0
17	Food and Community Gatherings	5	Community Programming	Food Trucks, Community Picnics, Social Gatherings					0	0
	Total Ideas	198		**Total Votes Cast**	**38**	**35**	**36**	**37**		

Idea	Category	#1 Votes	#2 Votes	#3 Votes	#4 Votes
Link to Rail Trail	Accessibility and Inclusion				
Inclusion and Braille Signage	Accessibility and Inclusion				
Portable Wheelchair Access	Accessibility and Inclusion				
ADA Access to More Programming Areas	Accessibility and Inclusion		1	1	
More Accessible Rest and Changing Areas	Accessibility and Inclusion				
Connection to the Rail Trail	Accessibility and Inclusion				
Integration with BFRT	Accessibility and Inclusion	2			
Town Newspaper Listing Upcoming Events	Advertising				
Advertising for Sewataro Events Around Town	Advertising				1
Sewataro Events Listed in School Newsletters	Advertising			1	
Sewataro Events in School Newsletters	Advertising				
Improved Communications	Advertising				
More Advertising	Advertising				
Live Music / Plays	Community Programming				
Food Truck Fridays	Community Programming				
Outdoor Movie Nights	Community Programming				
Outdoor Concert Series	Community Programming	1		1	
Community Picnics	Community Programming				
Annual Fall Fest	Community Programming				
Small Business Fairs	Community Programming				
Adult Programming	Community Programming			1	
Farmer's Market	Community Programming			1	3
Expanded Community Programming	Community Programming		1	2	7
Horse Shows and Dog Shows	Community Programming			1	
October Fest	Community Programming				
Regular Rotation of Food Trucks	Community Programming				
More Community Events	Community Programming			2	
Town Days	Community Programming				
Painting Night	Community Programming				
Movie Night	Community Programming				
Equine Therapy (4)	Community Programming		1		
Horseback Riding	Community Programming				
Remain As Is with More Activities Year Round	Community Programming				
Fishing Competition (3)	Community Programming		1		
Archery Lessons	Community Programming				
Movie Nights	Community Programming				
Social Gathering Events	Community Programming				
Music and Live Performances	Community Programming				
4H Club, Girl Scouts, Brownies	Community Programming				
In Person Gatherings No Screens	Community Programming				
Concert Series (3)	Community Programming			4	4
Drive-In Movie	Community Programming				
Equine Therapy	Community Programming				
Community Garden	Conservation and Natural Resources				
Sudbury Community / Botanical Gardens	Conservation and Natural Resources				

Idea	Category	#1 Votes	#2 Votes	#3 Votes	#4 Votes
Native Plan Area / Botanical Garden	Conservation and Natural Resources				
Carbon Neutral Space	Conservation and Natural Resources				
Maximize Green Space / Keep As Green Space	Conservation and Natural Resources		2		
Open Space	Conservation and Natural Resources				
Area to Encourage Biodiversity	Conservation and Natural Resources			1	
Keep Green Space / Keep As Is	Conservation and Natural Resources		1		4
Compost Site	Conservation and Natural Resources				
Preserved Nature	Conservation and Natural Resources		2		1
Increased Health and Viability of Ponds	Conservation and Natural Resources				
Keep Balance Between Improvements/Expansion and P	Conservation and Natural Resources				
Employment Year Round	Economic Development				
Corporate Retreats	Economic Development				
Long Term Money Generating Asset	Economic Development				
Debt Paid Off	Economic Development				
Continue Employments	Economic Development				
Keep Profitable	Economic Development		1		
After School Care	Education and Learning				
Farm Education	Education and Learning				
Extension of Sudbury Extended Day	Education and Learning				
Town History Exhibit	Education and Learning				
School Field Trips	Education and Learning			1	
After School Care and Programming	Education and Learning		1	4	2
Dark Sky Area (Telescoping and Education)	Education and Learning				
Academic Enrichment, SED, Conservation	Education and Learning			1	1
Team Building for Schools and Community	Education and Learning		1		
Year Round After School Care	Education and Learning				
Teen Center	Facilities and Infrastructure		2		
Scout Homebase	Facilities and Infrastructure				
Designated Screen Free Community Space	Facilities and Infrastructure				
Space for Group Meetings (Scouts and Sports)	Facilities and Infrastructure				
Community Maker Space	Facilities and Infrastructure				
Lease a Building to a Business to provide Food	Facilities and Infrastructure				
Adapt Existing Pavilion to be Year Round	Facilities and Infrastructure				
Practice facilities for Town Sports	Facilities and Infrastructure				
Recreation Area	Facilities and Infrastructure				
Teen Community Hangout	Facilities and Infrastructure				1
Zip Lining and Tree Top Adventures	Facilities and Infrastructure	2			
Regularly Used Public Facilities	Facilities and Infrastructure				
More Sports Fields	Facilities and Infrastructure				
Combo roller and Ice Rink	Facilities and Infrastructure				
Cross Country Trails	Facilities and Infrastructure				
Splash Pad (2)	Facilities and Infrastructure				
Frisbee Golf Course	Facilities and Infrastructure				
Natural Playground with Musical Feature	Facilities and Infrastructure				
Connect to Rail Trail	Facilities and Infrastructure				

Idea	Category	#1 Votes	#2 Votes	#3 Votes	#4 Votes
Dog Park	Facilities and Infrastructure		1		2
Walking Trails	Facilities and Infrastructure				
Solar Panels on Pavilions	Facilities and Infrastructure			1	
Additional Sports Facilities	Facilities and Infrastructure	1			
Re-Route the Entry	Facilities and Infrastructure				1
Indoor Facility for Year Round Programs	Facilities and Infrastructure				
Off Lease Dog Park	Facilities and Infrastructure				
No Dog Park	Facilities and Infrastructure				
Town Park	Facilities and Infrastructure	1	1		
Teenager Center	Facilities and Infrastructure				
Club Activity Ground	Facilities and Infrastructure				
Make Pavilions Usable Year Round	Facilities and Infrastructure				
Additional Directional Signage	Facilities and Infrastructure				
Improved Parking Signs	Facilities and Infrastructure				
Beach Chairs	Facilities and Infrastructure				
Community Tree House	Facilities and Infrastructure				
Four Season Facility for Use of Community Orgs	Facilities and Infrastructure				
Ice Skating Rink	Facilities and Infrastructure				1
Affordable Senior Housing	Housing				
Age Restricted Market Rate Housing for Seniors	Housing	1			
Eco-Friendly Smaller Modular Houses	Housing				
Use of Single Family Houses for Affordable Housing with Preference Given to Town Employees	Housing			1	
A few houses on the periphery of the property including an affordable unit	Housing	1			
Suitable Building Used for Affordable Housing	Housing				
Not Redeveloped for Housing or Commercial	Housing			1	
No Additional SHA But Better Utilization of Unoccupied	Housing				
Gather Input from LSRHS Students	Misc.				
A Peaceful Refuge	Misc.		1		1
Kid Teen Friendly	Misc.				
Pokémon Go Geo Cache	Misc.				
Multi-Generational Outdoor Connections	Misc.				
Long Term Camp Lease	Recreation and Camp		1	1	1
Weekend Camps	Recreation and Camp				
Walk for Camp Sewataro	Recreation and Camp		1		
Art Camps	Recreation and Camp				
Winter Camps	Recreation and Camp				
More Park and Rec Programming	Recreation and Camp		2	3	1
Ability for Town Activities to Run Concurrently with Can	Recreation and Camp				
Year Round Park and Rec Programming	Recreation and Camp				
Extended/Overnight Camp	Recreation and Camp				
Fireworks	Recreation and Camp				
Expanded Sports through Park and Rec	Recreation and Camp				

Idea	Category	#1 Votes	#2 Votes	#3 Votes	#4 Votes
Parks and Rec Programming (3)	Recreation and Camp			1	
Pickleball	Recreation and Camp				
Winter Sports	Recreation and Camp				
Space Shared by Camp Operations and Residents	Recreation and Camp				
Ice Skating (2)	Recreation and Camp				
Outdoor Hokey League	Recreation and Camp				
More Involvement with Park and Rec	Recreation and Camp				
Town and Recreational Activities for Residents	Recreation and Camp	2			
Camp (24)	Recreation and Camp	22	4	1	
Public Swimming and Swimming Lessons (8)	Recreation and Camp	2			2
Long Term / 100 Year Lease (4)	Recreation and Camp	3	9	2	
5K Races	Recreation and Camp				
Yoga and Tai Chi (3)	Recreation and Camp			1	
Art Studios / Classes (4)	Recreation and Camp			2	1
Houseback Riding / Stables Expanded	Recreation and Camp				
More Rec Events	Recreation and Camp				
Camp (2)	Recreation and Camp				2
Same as Today	Recreation and Camp		1		

APPENDIX B
SURVEY RESULTS

LLSAC Community Survey

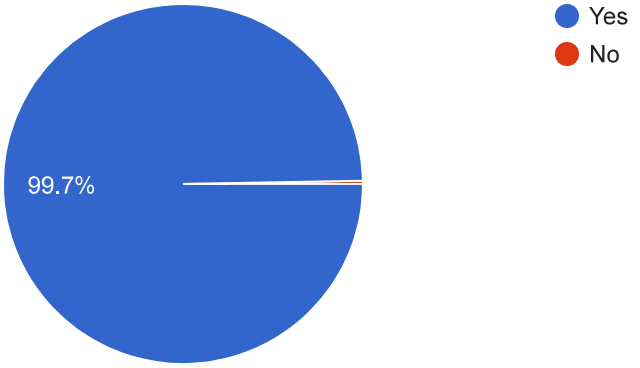
708 responses

Publish analytics

This survey has been designed to collect the perspective of Sudbury residents and should only be completed by those people living in Sudbury. Do you live in Sudbury?

Copy chart

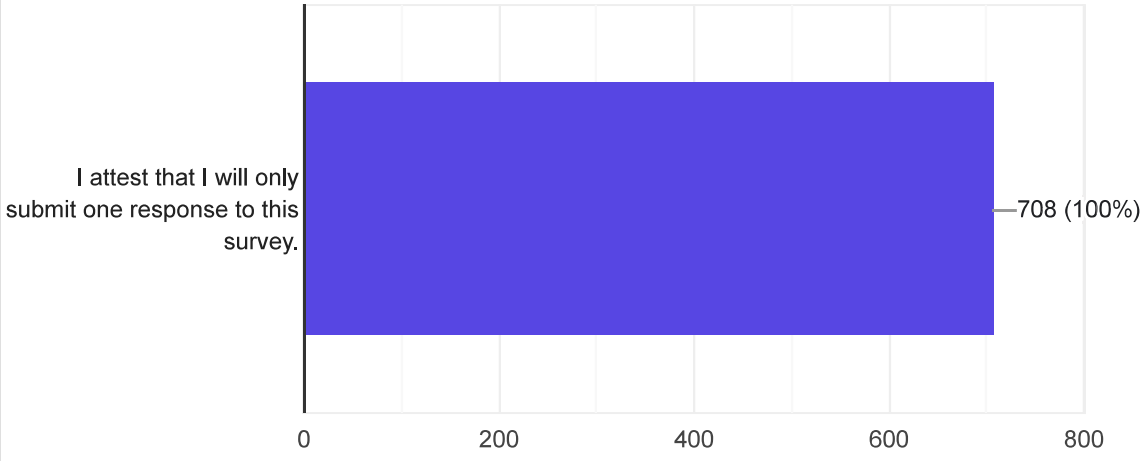
708 responses



Please check the box below to confirm that you will submit only one response to this survey.

Copy chart

708 responses



Long Answer Questions

Looking ahead 10-20 years, what would you most like to see at the Liberty Ledge property that would benefit the Sudbury Community?

676 responses

Camp Sewataro

Camp Sewataro

Camp sewataro

Open space

Sewataro

A summer camp

Summer camp

Summer camp

Affordable senior housing

Camp sewataro

Continuation of Sewataro day camp with potential mixed use options outside of camp hours.

Looking ahead 10-20 years, I would love to see Liberty Ledge remain primarily a place for outdoor recreation, community use, and programs for children and families, with Camp Sewataro continuing to be a major part of that. Sudbury is incredibly fortunate to have such a large, established outdoor space where kids can unplug, explore, swim, play, and spend time in nature. I would also love to see opportunities for the broader community to enjoy the property when camp is not in session. As Sudbury continues to grow and change, preserving spaces like this will only become more valuable. Once open recreational land is developed or divided up, we can't get it back.

Camp and all community space

The same as it is now. Don’t change this property.

No housing.

If a community wants to preserve Sewataro, the open space, natural habitat, and a peaceful environment for residents, it helps to take a structured approach that combines legal protections, environmental stewardship, and long-term planning. A well-designed public open

space can provide recreational, educational, environmental, cultural, and economic benefits to a town year-round. Here are examples of seasonal and year-round activities that can increase community engagement while preserving Sewataro's natural character.
Recreation and Wellness

Walking and hiking trails
Nature observation and bird watching
Fitness stations and exercise circuits
Yoga, tai chi, and meditation classes
Picnic areas and family gatherings
Community gardens
Dog walking areas
Photography and art programs
Outdoor reading and quiet reflection spaces
Cross-generational activities for seniors and youth
Education and Environmental Stewardship

Nature education programs
School field trips
Conservation workshops
Native plant and pollinator gardens
Wildlife habitat monitoring
Citizen science projects
Historical and cultural interpretation programs
Sustainability demonstrations
Community Events

Farmers markets
Craft fairs and artisan markets
Community volunteer days
Charity walks and fundraisers
Cultural celebrations
Outdoor concerts and performances
Food truck gatherings
Town festivals
Spring Activities

Wildflower walks
Bird migration observation events
Community garden planting days
Arbor Day celebrations
Youth nature camps
Environmental cleanup events
Native tree planting programs
Earth Day activities
Summer Activities

Summer concert series
Family movie nights

Youth camps
Outdoor fitness classes
Farmers markets
Community picnics
Nature scavenger hunts
Fishing clinics (where appropriate)
Outdoor art workshops
Historical tours
Fall Activities

Harvest festivals
Fall foliage walks
Cross-country running events
Pumpkin and harvest celebrations
Educational forestry programs
Photography contests
Outdoor craft fairs
Community volunteer conservation days
Winter Activities

Snowshoeing
Cross-country skiing
Winter nature walks
Holiday light displays
Winter bird watching
Ice skating (if suitable conditions exist)
Winter festivals
Outdoor fitness challenges
Educational winter ecology programs
Economic and Community Benefits

A year-round Sewataro can:

Improve residents' physical and mental health.
Provide low-cost recreation for families.
Support local businesses through events and tourism.
Preserve wildlife habitat and natural resources.
Reduce development pressure on open space.
Create opportunities for environmental education.
Strengthen community identity and civic pride.
Serve as a gathering place for residents of all ages.
For Sudbury, considering the permanent preservation of Sewataro as a campground and open-space property, these activities demonstrate that the land can provide substantial public value without residential or commercial development, while preserving its natural, peaceful character for current and future Sudbury residents.

We hope these suggestions will help fulfill the town's repeated votes to preserve this space.

I dont want to see it at all.

A continued singer camp with no loss of accessibility, activities, or property.

Sewataro maintaining the contract for as long as possible, with all current acreage of the property remaining under the Sewataro contract. Sudbury residents should be able to use the property during non-camp hours. No development or sale of any of the acreage should be given for additional housing of any kind.

My family would love to see the camp site continue to provide fun and a love a nature for Sudbury residents.

In 10-20 years I would like to see the Town making better use of the Sewataro property in a way that benefits the town, a greater number of residents, and is not a large economic burden to town budgets. I would like to see the property put to it's best and highest use -- something that retains some spirit of the camp and park, but also considers other uses. Right now, the property mainly serves a summer camp population that comes from outside of Sudbury and Sudbury residents who can afford the high price tag of attendance; it also serves as a large, mainly private park for the immediate neighborhood. I would like to see the property mapped out for various uses -- some that still include recreation -- but also others that reflect the needs of the town. I don't believe that Sudbury should be putting so much time and money into upkeep and maintenance of a property that doesn't benefit more people who live here. I also strongly think that the Town needs to change the name of the site -- there is too much emotion tied to the name Sewataro and it should be rebranded under a new name.

An outdoor community pool. I find this the most significant lack in our community. The other private clubs take years to gain membership and are prohibitively expensive.

Keeping the sewataro land and camp running as it is, and using the land more for other community events, such as an Oktoberfest, fishing derby, fall fest, movie nights, ice skating, etc

Continue Camp Sewataro, including scholarships for Sudbury residents and employment for residents. Do NOT add housing if any kind. Maintain the existing tree canopy. Enhance opportunities outside the summer camp session, especially a farmers market. Build in uses of the pavilion by scouts and other non profit organizations.

I would like to preserve the status quo maintained so the integrity of the property is preserved

More access and events using the liberty ledger property

Pavilions for rental for baby showers, anniversary parties. Summer Camp. Pool access on weekends for town. Upkeep of walking trails. There is no need to cut this property up for housing when there's other spots in town (Broad Acres, Fairbank circle) that are more centrally located.

Number one I would like the camp to be maintained as it presently is and possibly expanded. I would like some of the other available land to be used for other community recreational activities. Under no circumstance, what I support housing of any type on this land. That is not why we voted to procure this land at town meeting.

Taxable property

No benefit

Continued camp the same way

keep it as a camp but also allow weekend and year round access - trails, snow shoeing, hiking, walking, swimming

Developed into single family home

Open space and not housing

Absolutely nothing. No clear cutting of ancient trees which has been allowed in the past no tax increases.
Preservation is the utmost importance.

Maintain access to public space for Sudbury residents

Park and recreation area

Camp

for it to remain a summer camp with it available in off season for fishing and walking

I would like the public to have greater access to the Liberty Ledge property. This summer, the swimming lake was only open for a handful of days for public swim, which is very unfortunate. If the swimming area was open for more weekends, my family and I would have made much use of it and would have greatly enjoyed this public space.

Recreational activities for Sudbury residents. Preserving the land that is precious. No housing of any kind should be developed there.

Keep the summer camp and open recreation

Continued operation of Camp Sewataro and expanded uses of the property for recreation and outdoor experiences

Keep its current functions and make it better and adaptive to the residents' needs. Do not make structural changes without understanding the consequences financially,

demographically, and culturally.

I would like it to remain as an the current space that allows such programs as the Sewataro summer camp to run but also provides people of Sudbury a place to go.

Sudbury has no public property quite like Sewataro. I want to see the town embrace an opportunity to preserve its uniqueness, preserve more open space and enhance its use in a way that future residents will come to value the way current residents have able to enjoy it and more. We need a place that supports community, and activities that support residents. We, the town, already owns the property . Now we have a chance to realize its full potential. Sewataro offers us a rare opportunity.

Keep Camp Sewataro operating at the property

active recreation

Continue as a camp. The town has proven with other parks that it cannot upkeep to the level sewatoro does.

The future of Sewataro should be anchored by three essential principles: (i) Camp Sewataro as the cornerstone of Liberty Ledge, (ii) a long-term commitment that provides stability and continuity, and (iii) a broad range of community opportunities that can grow from that foundation. The foundation is Camp Sewataro itself — the proven, responsible core use of Liberty Ledge and the element around which the property's future should be organized. Built upon that foundation is a second essential building block: a long-term commitment to the current operating structure, providing the stability, continuity, and confidence needed for thoughtful planning and investment. Once those two elements are secured, the broader possibilities begin to open up. Expanded Parks & Recreation programming, community events, environmental education, accessibility improvements, cultural activities, and other compatible uses can grow naturally from that stable base. These opportunities are not the foundation of the plan; they are the benefits made possible by getting the foundation right.
The future is guided by a simple proposition: preserve the proven core, secure it for the long term, and allow a wider range of community benefits to flourish around it. Done well, Liberty Ledge can remain protected while becoming an even richer resource for Sudbury residents today and for generations to come.
Sudbury's need for affordable and senior housing is legitimate, but that need does not require the town to sacrifice Sewataro. Other locations, including already developed or more centrally located municipal properties, should be thoroughly evaluated for housing. The Fairbank area, for example, may offer advantages because of its proximity to the Senior Center, athletic facilities, transportation services, and other public resources, without requiring the loss of a unique wooded and recreational property.
Affordable housing and open-space preservation are both important public objectives. Sound municipal planning requires the town to pursue both, rather than treating one as justification for abandoning the other.

Beach and pools open to the public. Using outdoor space for more community events (e.g., local concerts, plays). Having fun is more expensive (link to good article), and it's crucial to make land like this remain open and available to all.
The Fun Shortage Is Real, and It's Making America Miserable - Ben Silverman

Generally leave it as is.

Keep it undeveloped.

Mentains accessible public space for residence to enjoy

I would like to see it kept as a non developed land, no development of houses, but I would also like Sudbury residents to have access to the facilities in some fashion. However, if it is kept as a camp with an private entity running it - Sudbury needs to at least break even or come out ahead including maintenance cost, upkeep and upgrades. Sudbury does not maintain its infrastructure properly. Sudbury park and rec does not have the capacity or budget to run Liberty Ledge. Unless Sudbury Park and Rec is properly funded, they should not be responsible

The camp has been an asset for the last 10-20 years to the Sudbury community. It should continue as a camp

A piece of land that can be used as a local camp during the summers and possibly available for an extended day/after school option for kids following the school day.

I would love to have Camp Sewataro there above all else. Perhaps it can be used for other family activities in the non-summer months, but keeping the Camp is a must.

An open space recreation area and operating Sewataro day camp as voted by town residents several years ago. Definitely not housing.

A peaceful area for people of all ages to enjoy. It is a well maintained area (tick protection & landscape) for the residents of Sudbury to enjoy all year around.

Camp Sewataro!

I would like to see Camp Sewataro still operating on the land. I like the all-season structure they proposed that would increase camp capacity. I also like it as another indoor recreational space for community use in the winter. I would like to see expanded uses for the community on this land and do not want to see it cleared for housing.

I'd like to see it largely unchanged. It is a beautiful property with exceptional opportunity for community enjoyment. Sudbury is lucky to have this property as is.

Keeping it as a day camp.

Outdoor recreation, family activities, community service

Conservation

Open space, preserve it as it is

Camp sewetaro

Preserving the natural space and accessibility for the community to enjoy it.

I would like it to still be a summer camp for children through the entirety of summer. And I would like to still be able to go on weekends to walk, swim, fish and all the other wonderful community options to gather are.

I believe that we need to preserve the property, keep the camp running as it not only supports Sudbury families but those in surrounding and greater Boston towns, and provide outdoor opportunities for the town. The last thing we need is more housing on those parcels.

Thoughtful, affordable housing for seniors and families designed to enhance property. Open access to lands for everybody in town.

Camp Sewataro or similar summer camp for residents

Open recreation space and space for Sewataro camp.

I grew up in this area and went to camp at Sewataro. Both of my kids go to camp Sewataro. I would like to see the camp maintained as it currently is without changes to the land so that future generations have the same opportunity.

NO AFFORDABLE HOUSING, leave the space and the trees ALONE!!!!! How many times can we vote the SAME WAY until the town will listen?!?

I would most like liberty ledge to remain the wonderful summer camp that sewataro offers. I believe there is much more that can be offered in the off season and improvements that could be made to the current site as well, but I mostly want the camp and the beautiful community land to remain.

I would like to see Camp Sewataro continue to run on the whole property. The camp offers a wonderful experience (and summer child care) for Sudbury residents (and neighboring towns), provides jobs to residents, and income to the town. I would also like the ability to walk the property and rent the pavillions during the camp off-season to continue. Programming during the camp off-season (like a farmers' market, Halloween event, etc.) would be great as well.

Maybe a little putting green and the driving range improved. Kayak and paddle board rentals. Food trucks and ice cream trucks on the weekends with some music. Pickleball access for the

tennis court. Lights for nighttime basketball

A beautiful and untouched recreation area for residents. We need to protect undeveloped land so children and families can spend time outside.

Sewarato Summer Camp - so many families benefit from having it in town!

Open space for public use

Housing for elderly that is accessible to all ADA compliant

Athletic fields and recreational facilities

Continue with the camp and provide open space with no high density housing developments. We do not need to provide any more housing under 40 B, and so we should not be taking this on as a town.

Open community space, peaceful wooded areas, summer camps for our community.

It should be an open public space similar to the manner in which it is used today - these are increasingly fewer and it is important to protect them because once developed you can never go back

A natural refuge preserving the beautiful trees, landscape and ponds that insure so much tranquility.

A public area preserving the open land and natural beauty where residents from all over can enjoy the space. A place that's unencumbered by politics that represents the voters and towns residents desire to keep and preserve the land as it is. Keep Sewataro as a place that works to improve the communities bond through activities that give children and families a place to create deep bonds to each other and through nature.
This is not a place to increase housing and further burden the natural resources already pressed, but a place where nature and people coexist and reconnect to each other.

No development

Nature trails and as much re-forestation as possible.

Expansion of year-round recreational facilities for residents

Camp and town activities

Public swimming location.

Sewataro or a similar kind of camp

To be used by the community as green space and outdoor recreation for all. If a day camp for kids can continue to be econmically feasible that would be wonderful too.

A thriving Camp Sewataro attended by many Sudbury campers, still tranquil and enabling children to disconnect from electronics, make friends, grow. A property where people have picnics and other outdoor activities, maybe even weddings.

I would like to see it remain an open, community space that has Sewataro summer camp every summer. The summer camp is a huge benefit to our community families and employs many young adults in the summer in addition to a wonderful, unplugged, local camp experience. I would also like to see the property remain undeveloped and open to Sudbury residents for fishing, swimming, outdoor, and community group use.

communal space used for gathering, could be any form, camp, park, etc.

Walking trails

549 more responses are hidden

For all written responses, please see page 39.

As the Committee develops recommendations for the future of the property, what is the single most important priority or concern you would like the Committee to keep in mind?

676 responses

No development

Children

Open space

No housing development

No housing

Preservation of open land that allows community members (in Sudbury and surrounding areas) to experience and enjoy the outdoors.

The most important priority to me is preserving the property as an outdoor recreational resource, including protecting Camp Sewataro's ability to continue operating successfully. There will always be competing needs for town land, but open space and established recreational facilities are incredibly difficult to replace once they are developed or divided up. I hope the Committee considers not just what Sudbury needs today, but what we will wish we had protected for our children and community 20 years from now.

That the camp and open space be preserved

Keeping Camp Sewataro as it is

The fun of Children and families and the many decades long legacy of the summer camp. Don't take away this summer camp.

Keeping a large parcel of undeveloped space undeveloped

The voters have spoken many times - we want the property to stay as is.

Keep Sewataro

A successful preservation strategy with a focus on:
- Permanent protection of the land.
- Protection of natural resources and wildlife habitat.
- Maintenance of open space and scenic character.
- Adopt a master plan emphasizing preservation over development.
- Active community stewardship and oversight.

Together, these measures help ensure that campground property remains a peaceful natural refuge that future generations can enjoy while protecting the environmental and recreational benefits valued by current Sudbury residents.

Not to develop nobscot or sewitaro.

Keeping the camp open.

Breaking up ay of this Liberty ledge property and using part of it for low income housing is a detriment to the town. It adds more traffic that everyone already complains about, adds more children into the school system, and takes away from the beautiful nature that Sudbury residents currently have access to year round.

Sudbury already has low income housing that is in desperate need of a remodel and updating. That should be addressed first, before taking away this gem of a property that hundreds of kids enjoy every summer and residents enjoy all year round.

We moved to Sudbury to be more in the woods, have more land and less of a city feel. If we had wanted a community that was more metropolitan, we would have chosen one with public transportation. If we are increasing the population, what are we doing for car congestion? Pollution? Schools are already overloaded and SED is on a waitlist in some areas - will we need to consider adding another elementary school? middle school? Increasing staff at schools, police, fire? In attempting to “save” the town money, what other costs will we accumulate?
In the five years that I’ve lived here we have seen numerous instances where we failed to plan for costs that should be able to be projected: maintenance of the town owned housing, a fire truck… if the decision is to move forward with housing on liberty ledge, how will this time be different?
If our intention is to mitigate costs, please have the foresight to ensure we will not simply be playing whack a mole. At least we understand the camp costs….

There will always be opposition changing this property -- but change is inevitable and Sudbury either plans thoughtfully for change or change will eventually be thrust upon the site in a way, similar to the Melone property. Thoughtful planning now, that looks at multiple uses for the site -- or even how multiple uses might exist on the site -- is to everyone's benefit and I applaud this committee for looking at that.

Community connection, access to outdoor public pool (chlorinated) not a pond

Not developing on the land

Respect the will of the voters. Stop wasting precious resources, including town employees’ time. Stop pandering to Len Simon; it’s repulsive.

Loss of the integrity of the property and its iconic status

More Community access

Preservation of a beautiful space.

Do not sell any part of the land or make it available for housing of any type.

Money

The reservation and camp land at Sewataro

avoid more building on the property

Keeping property taxes lower

Open space and not housing

Preservation of natural resources

Long term plan to maintain the parc as is, in its integrity, with support of the camp via long term lease

Community space

Open space no new housing there

not to develop it; it is one of Sudbury's best natural assets and should remain as is.

I would like the Committee to keep public usage in mind. I believe the swimming area should be open many more weekends throughout the summer for the community to use. Many other neighboring towns have public swimming areas for their communities - Concord, Wayland, Acton - and I firmly believe that Sudbury should extend the same offering given they have such an incredible piece of land that the public could enjoy. I also believe the area could be used beyond just swimming; for example, movie nights on a projector could be setup with an ice cream truck.

Preserving recreational space and not building houses of any kind on Sewataro, something the residents already voted on.

Keeping it as an recreation area and camp for the town

Keeping the property largely undeveloped to preserve the beauty and the unique outdoor experiences it can provide our residents.

Please plan with long term vision that benefits the current and future generations of Sudbury residents. Please do not plan for developments that would lead to population surge/reduction,

irreversible damage to the environment and financial instability.

We purchased that property as a town to maintain that space away from developers and more housing. We should leave it as a nature space and work on what can be done to best serve Sudbury residents outside of camp time but maintain the life of the camp as well.

Avoid development at all costs and preserve and create accessible usable open space for all residents to enjoy and have the benefit of a creative environment..

Keep Camp Sewataro operating at the property. We are so lucky to have a unique space for our children in town and to use as a community.

recreation

Camp sewataro is a vital asset for families in Sudbury. Housing development or a fully public park should not be a priority.

Preserve the proven core of the land - the Camp - , secure it for the long term, and allow a wider range of community benefits to flourish around it. Done well, Liberty Ledge can remain protected while becoming an even richer resource for Sudbury residents today and for generations to come. This is not a location suitable for residential development of any kind and should not be considered as an option for this goal.

Keep this community space. If things sold for development, it would break my heart and go against why we love Sudbury.

Keep it undeveloped

Good education system that attract likewise families

No housing development - make sure we can maintain it - we should at least break even and it should not cost us money

The Camp should continue without change. It is an asset to the community

Keeping the land in concert with the surrounding area and the spirit of Sudbury.

Keeping the camp at all costs. Yes all costs.

Maintaining the beautiful property and encouraging residents to enjoy this irreplaceable natural resource.

I am concerned about using the property for anything else than recreation. I strongly suggest we keep the camp operating and invest in this property (infrastructure, forest management, landscaping)

Preserving the property for summer camp operation and community space in nature

Sudbury families need Camp Sewataro for summer childcare. Full-day options are limited and existing options fill to capacity leaving many families scrambling for alternatives. We need Camp Sewataro in Sudbury, and anything we can do to support increased enrollment at the Camp is what we need to do.

We do not need more housing in such a densely populated area. The open space and trails that Liberty Ledge provides should be retained. It is unique to Sudbury.

Access to a safe environment for kids during the summer.

Preserve the history and utility to existing residents

Conservation

Camp Sewataro

There is limited open space remaining in Sudbury, please preserve this area

The kids summer camp

I believe the property should be "in keeping" with the neighborhood feel. Perhaps something similar to Sudbury Swim and Tennis to compliment the needs of our residents rather than additional homes that might add stress the town.

DO NOT BUILD HOUSING ON THIS PROPERTY. The most important thing about this land is that is be used as a summer camp and communal place.

Keeping the camp open and preserving the lands.

town land should be for everyone

No development of housing of any kind

Open recreation space and space for Sewataro camp.

My priority is to see the camp and property maintained as it is today and not developed for any other uses. My biggest concern would be that the land would be developed for real estate purposes.

NO AFFORDABLE HOUSING!

Do not get rid of this gorgeous recreational space and convert to housing or office or other

buildings that would ruin this precious area.

Keep Camp Sewataro AS IS!

Keep the property and do not develop housing on it!

Please do not develop this land! Sudbury desperately needs to maintain this unique and beautiful land.

Sudbury is a family town. That's why people move here and why people stay. We want to raise our families in a safe, peaceful, enriching place.

Availability to entire community

Unnecessary cost to taxpayers

Do not build housing on this property or sell off sections to commercial/housing developers.

Families need this camp and it’s an attractive part of our town for homebuyers

Please don’t develop this space

Protection from development. That would help us meet the most pressing crisis of our time, climate change.

Preserve the land and the open spaces, keep the camp and increase social activities that create the Sudbury community.

Nature and conservation

Do not build housing on any part of the property.

We’re predominantly a community of young families that need green space and childcare through the summer

Sudbury need an outdoor town owned space

Having it remain operating as is

Greenspace and NOT any housing developments

Enable the iconic Camp Sewataro to thrive and serve Sudbury for future generations with a long term arrangement (lease).

My biggest priority is that this property is not developed into housing and the summer camp continues or expands.

do not sell for development as housing (of any kind)

Keeping camp sewataro. Second is keeping open space

No development

Keeping the beautiful space for the kids of Sudbury and other towns.

Camp Sewataro is a big part of our community

Keep Camp Sewataro as it is, as the people of Sudbury have voted for please!

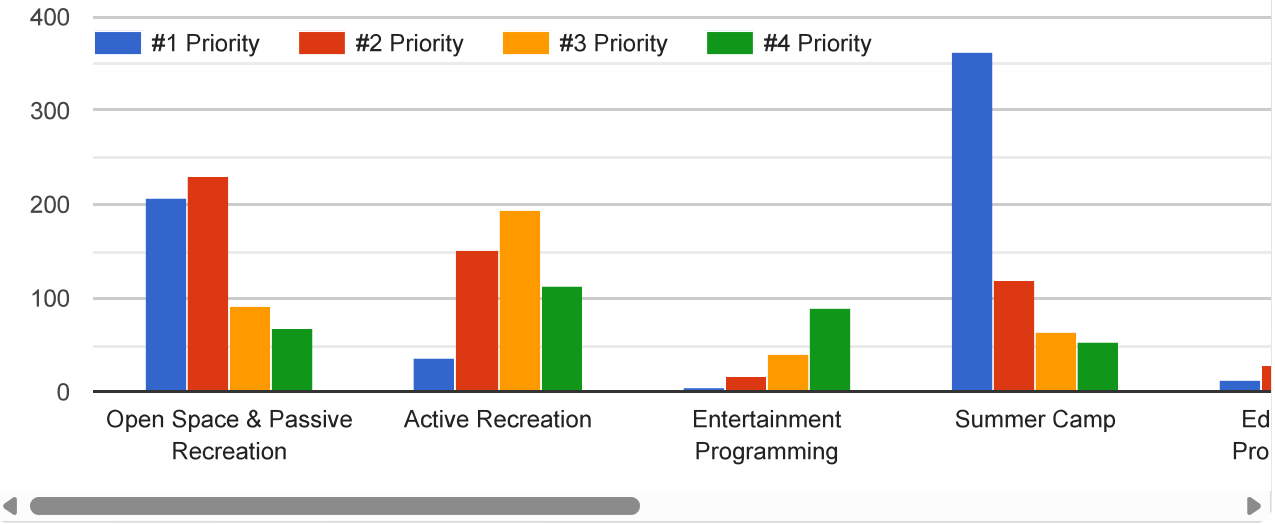
Do not alter what little natural space we have left

569 more responses are hidden For all written responses please see page 39.

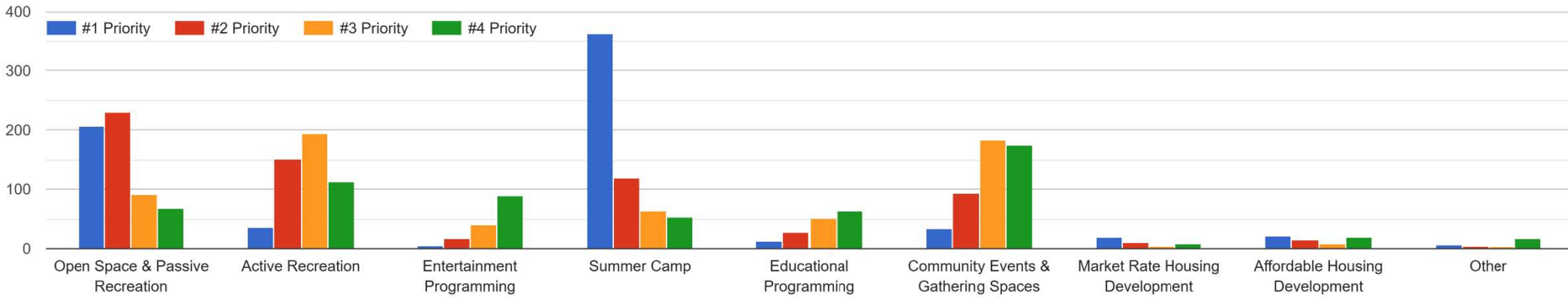
Use Prioritization

Which of these should be priority uses of the property? (Choose up to 4 priorities)

Copy chart



Which of these should be priority uses of the property? (Choose up to 4 priorities)



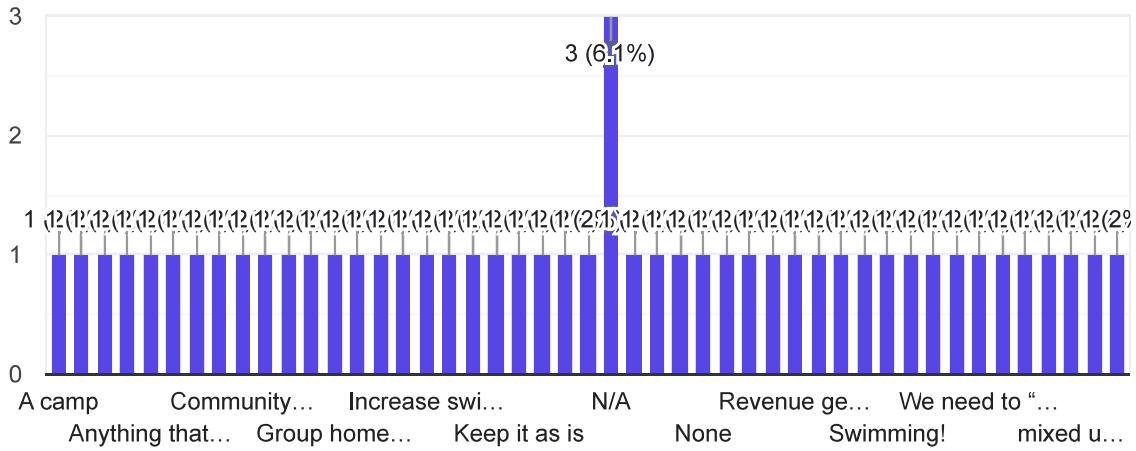
Open Space and Passive Recreatic	Total Votes	Weighted Scores		
1st Priority	206	824		
2nd Priority	233	699		
3rd Priority	92	184		
4th Priority	68	68		
			Total Weighted Score	1775
Acrive Recreation	**Total Votes**	**Weighted Scores**		
1st Priority	36	144		
2nd Priority	152	456		
3rd Priority	196	392		
4th Priority	114	114		
			Total Weighted Score	1106
Entertainment Programming	**Total Votes**	**Weighted Scores**		
1st Priority	5	20		
2nd Priority	17	51		
3rd Priority	40	80		
4th Priority	89	89		
			Total Weighted Score	240
Summer Camp	**Total Votes**	**Weighted Scores**		
1st Priority	364	1456		
2nd Priority	119	357		
3rd Priority	63	126		
4th Priority	53	53		
			Total Weighted Score	1992
Educational Programming	**Total Votes**	**Weighted Scores**		
1st Priority	13	52		
2nd Priority	27	81		
3rd Priority	53	106		
4th Priority	65	65		
			Total Weighted Score	304
Community Events	**Total Votes**	**Weighted Scores**		
1st Priority	34	136		
2nd Priority	94	282		
3rd Priority	184	368		
4th Priority	176	176		
			Total Weighted Score	962
Market Rate Housing	**Total Votes**	**Weighted Scores**		
1st Priority	19	76		
2nd Priority	11	33		
3rd Priority	4	8		
4th Priority	9	9		
			Total Weighted Score	126
Affordable Housing	**Total Votes**	**Weighted Scores**		
1st Priority	22	88		
2nd Priority	15	45		
3rd Priority	9	18		
4th Priority	20	20		
			Total Weighted Score	171
Other	**Total Votes**	**Weighted Scores**		
1st Priority	7	28		

2nd Priority	4	12		
3rd Priority	3	6		
4th Priority	17	17		
			Total Weighted Score	63

If you answered "Other" above, please share your other option below.

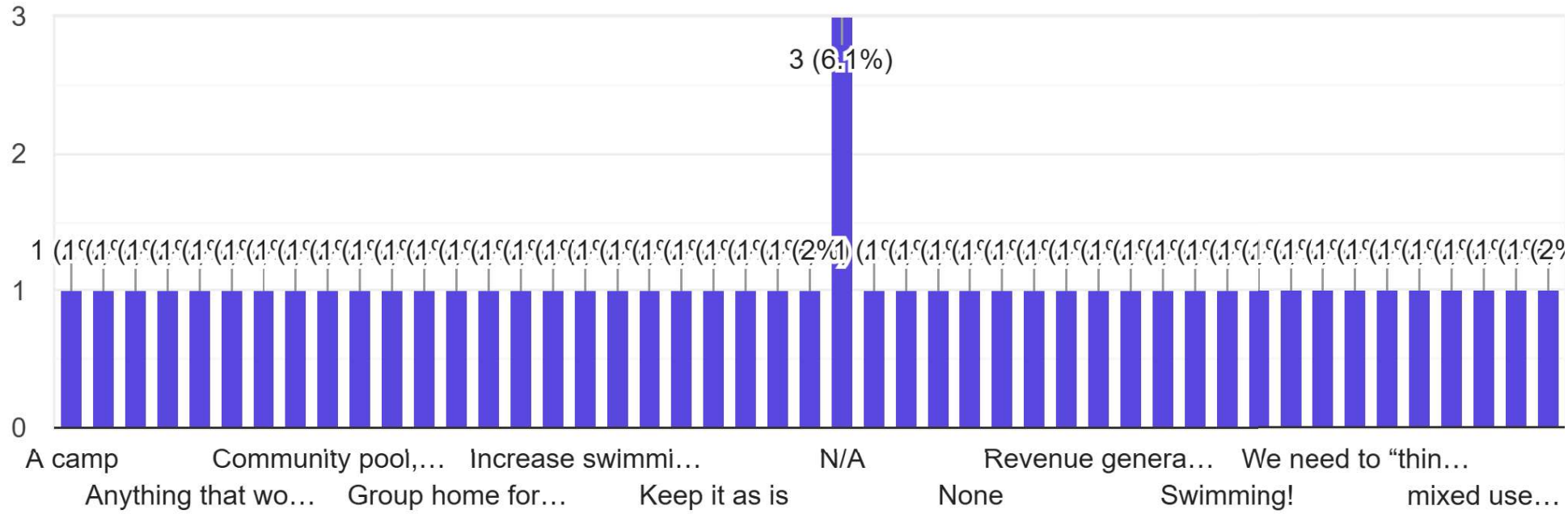
Copy chart

49 responses



If you answered "Other" above, please share your other option below.

49 responses



All the responses from the above chart.			
A camp (4)	Affordable senior housing (3)	Any summer camp should be affordable and open to all. It should not be privately operated.	Community recreation space
Anything that would reduce the current tax burden on the residents of Sudbury.	There is no one priority. Everything I listed above should be looked at.	Arts center	No development (4)
Community pool, community 9-hole golf course – owned and operated by the Town	Keep the space as is (3)	Cricket field / squash courts/ outdoor – indoor gym facilities	Disc golf or a dedicated long walking jogging trail paired with built in fitness and exercise stations.
Home for folks with disabilities	Investigate the housing trust	Pickleball courts	More open space
N/A (5)	No cost or low-cost spaces resources for volunteer service organizations to utilize	Preserve Sudbury	Revenue generation through year-round programming
Some imaginative use of the space that can only be done there	Something not kids or sports related. The arboretum in Acton is lovely and appeals to all	Swimming (3)	Taxable property
Farmer's market, fall festival, beer garden, yoga, forest baths, ropes course	After school care or programming (2)	Mixed use housing	Youth sports/conservation/ nature education

If you have a specific idea, please use the space below to elaborate on your choices.

214 responses

Keep Sewataro

None

Sudbury has met its requirement for 40b housing. Please do not develop the Liberty Ledge property for housing.

Again, no housing.

As someone with a phd in research who has designed a lot of surveys and spends all day looking at data, the wording of the questions on this form are embarrassing. The combinations are confusing and don't provide a way for people to share their actual preferences. Instead, things are grouped together in ways that don't make sense. You can't actually get the data you're looking for with these questions and I would highly recommend involving someone who knows how to write survey questions next time you want any data, because this data is useless and shouldn't be used to make any decisions, is my biggest take away.

As previously voted on and approved by a majority of Sudbury residents, the Sewataro property is a unique community asset, and its highest and best public use is as a permanent recreational and open-space resource for Sudbury residents. Voters expressed the intent that the property remain substantially as it exists today and that future town officials give the highest priority to preserving its natural beauty, recreational opportunities, and community character.

Fuck off out of sudbury

Partnership with conservation dept/SVT to bring back native plants/pollinators and protect our forests

I think a portion of this site should be used for a pocket neighborhood - similar to what is found in Concord at the communities at Millrun and Riverwalk. These commuitys have small cottage-style homes (1,300 to 1,700 square feet) with shared community open spaces, and primarily serve older residents. This type of development is sorely needed in Sudbury and could be designed to encompass market and affordable rate units -- without being a dense apartment-style construction that we see at Meadow Walk and Cold Brook Crossing. It would still leave plent of room, if thoughtfully planned for, for the camp to continue to run and for open recreation space for residents.

Oktoberfest, bring back outdoor movie nights

Farmers market

Preserve the integrity of the site, summer camp included but open to use by sudbury residents

Sell the land

Leave it alone please

Disappointed with towns choices are natural resources. Guess what our water is disgusting. Let's make that a priority and not develop land adjacent to the source.

Opening the pond for additional swimming capabilities in the summer would create a great opportunity for the community to come together in the park in the summer.

It's the only property in town that has swimming space … recreation space and a wonderful summer camp for our kids to attend and work at .. kids travel from the boston and surrounding area to experience such a beautiful safe place and have fun for the summer … don't take that away from our community and state.

The idea of a housing development here makes me sick to my stomachs. This should remain a community space as public land needs to be preserved. Rather pay more in tax.

Keep Sewataro Camp as is and see if the organization can expand during the school year to provide extended day / after school programs.

Continue current use as summer camp and natural space for recreational use and gathering

Add an all-weather structure proposed by the camp that will allow for increased camp capacity as well as an indoor recreation space for residents in the winter.

Leave it as it is

Work with the camp- the opportunities for community use here are endless! STOPPP with the affordable housing idea!!!

my ideas are simple additions during off season (such as farmers markets etc) - summer should remain as is.

Concerts, paid community activities, festivals (vendors charged for space), food trucks, funds raisers, coordinated Sudbury sports events.

Let it revert back to nature.

Change official usage of property from "General Municipal Purposes" to "Recreation" (inclusive of Camp operation)

I believe the space should remain accessible and available to the community. I am firmly against development

Keep
Sewataro

I do not think more housing or any development is a good idea.

It's not broken - leave it the way it is!

18 hole Disc Golf course or a dedicated long walking jogging trail paired with built-in fitness and exercise stations

At one time all of liberty ledge included the camp under private camp ownership. Many large lots were sold to private housing. The town purchased the large remaining property. I believe the proposal for perhaps three-six lots with duplex or other small housing is a good idea. Th

The property should remain what it always has been, an outdoor space for all to enjoy in some form. We do not need more housing to be developed there. Which was the whole point of the town buying it in the first place. To now say it's on the table to develop it is completely ridiculous.

We need to recoup our investment and not increase taxes. Senior low income housing is less of a burden than families. Large lots market rate housing would cover the cost of families and some. The next set if question are too general on housing would support market rate house and some senior low income as priorities.

I do not support more low income housing in the town at this time. I believe we've met our requirement, haven't we?

X-country ski park in the winter

My specific idea is to maintain a summer camp on the property.

The survey questions in the following sections are not well designed. The conflation of conflicting topics will not yield useful data for understanding residents' preferences and priorities. Terms such as "additional programming" were not defined, making it unclear what the question was asking respondants to agree or disagree with. I do not feel confident that this survey vehicle accurately captures my input on this topic. Please consider redesigning and reoffering the survey with a more clear and accurate format.

The property is a beautiful gem. Sour grapes from folks who did not get their way on several votes and their spokespeople should not go against the wishes and votes of the town!!!!

No housing development. Period.

Summer camp with year round activities

My specific idea is that we accept the results of previous votes in much the same way that we accept the results of the select board elections etc.

Create a recreational vision for the northern area of the property that includes a year round building to allow for sports, recreation and community events. Absolutely NO housing of any kind!!!

Allow the current camp operator to have a long term lease to allow them to invest further in the camp and the commt

A group home would not take up a major amount of space or interfere with camp functioning

This property and the camp - camp sewataro are a unique asset to the Town of Sudbury. Both should be preserved.

N/A

Let this place be part of nature

The town of Sudbury should make sure that the summer camp management remain the best ambassador of our town

Summer camp

I think allowing access to the grounds specifically the pool and swimming even during camp for some period of time would allow the resources to be used equally during the summer or if there are multiple pools developed then some can be reserved for camp while others utilized for the public.

Keep the liberty lodge the way it is leave the camp alone add in more outdoor activity and creations the way nature intended no need to change anything!

swimming, boating, community and camp recreation

Camp Sewataro

My idea would be to have members on this committee that are more in favor of preserving open space and can provide a less slanted survey from which to gather info -

I think the camp is working very well with the town to let different groups use the spaces available! Let's quit talking about g about housing there

I want to see more entertainment events there.

Cross-country skiing trails and ice skating on the pond

There are already homes on the property. To not use them to house Sudbury residents is wasteful and frankly immoral.

I want the camp and town to work in partnership, with the camp to have a long-term lease and the town to think creatively about how the intact tract of land can be used to promote community recreation. The camp would continue to operate in-full. And when the camp in not in session (which is the majority of the year and all weekends), there would be opportunities for passive recreation and programming. Open to the camp to continue improving infrastructure as a part of the lease. Maybe the camp would be interested in partnering to offer more programming or maybe this would be the town or local organization purview. I love the idea of adding a year-round structure to offer classes and programs (yoga, art, etc). I also love the idea of afterschool programming to make full use of the property in fall, winter and spring (see Beaver Brook Association in Hollis, NH for ideas) - would fill a need in the community and offer additional revenue. Weekend swimming lessons in the summer, senior center fishing outings, continue swimming. The possibilities are endless if the land remains intact and for recreation and camp. Having a gorgeous town park is special and unique and preserving in its entirety is non-negotiable to me. The camp is a wonderful steward and an asset to the community. We can have beautiful open space, a long-running camp, and endless opportunities for community recreation. But we must protect the entire tract of land - it is irreplaceable.

This survey is poorly designedand - it is terrible. It is rigged. Trick quesions.

Link to the BFRT

Create a “town fair” on the property to bring the community together. Other communities have this type of activity, and sudbury should as well.

Better signage to let prople know it is public property. Defined, well marked walking trails.

I don't mind the summer camp but don't think it is fair that only they can use this property. It feels closed to residents right now.

No housing development

A camp

Park and Rec can create new programming to use the space. Affordable senior housing would be great also. Any spaces used by community groups needs to rented just as they are at Goodnow or at Fairbank.

I'm making the assumption that if we did not check off a box for a priority, that means it would be listed as number five or six or not at all. For example, I do not want to see affordable housing added to that property. Therefore, I did not check anything off for that choice

Issue an RFP for businesses to offer proposals on how they would utilize the land over the course of the full year, with a goal of monetizing it and generating revenue for the town while adding 10 months of new programs to the community. This expands access for fee-paying users, doesn't limit passive recreation outside of business hours, and generates significant revenue that benefits all tax payers who are all footing the bill for the acquisition even if they don't use the asset.

The town should host gatherings there with music and so on.

Is there an opportunity to give a discount to Sudbury families since we already pay for the bond in our taxes? Could be offset by a nominal increase in non-Sudbury family tuition since the camp has more of those.

I'd love to see a playground for kids of all ages, something accessible and long range can be used whether school is in session or not.

Outdoor pool is a top priority

Market value senior center development by a company like Toll Brothers, to the Hudson development

Build indoor space for camp to use during storms and for town to use in winter

Keep the camp as is and leave the land alone

I put summer camp first because I value the camp that is already there and we don't have anything like it anywhere else. The fact that this can also be used as recreational and community space for Sudbury is also important to me.

Cross country ski track with rentals

Leave it as a camp!!!!!

Connect to the Rail Trail

Addition of picnic pavilions for residents

Please, please- leave the camp and space as is.

Encourage picnics, fishing, tennis, basketball, retain camp (9 weeks per year) to generate funds for the Town of Sudbury to help fund my other priorities.

Keep as camp sewataro

Would like it to remain as it is in the summer- Sewataro Camp

Leave the property as is. That's what the town voted for.

Community pool

Leave it alone. Voters have spoken. The questions on the next page are highly biased towards housing and ask the same question multiple times.

Sudbury residents need to have better access to this great facility

Would have been more useful if you defined "additional programming' in the survey

These options are not mutually exclusive - should be possible to leverage LL to advance most/all of these priorities

In addition to the summer camp, as the top priority, sudbury currently only has one playground (which continues to shrink in size) and so more public play areas would be great.

Permanent gym structure for camp and town use

Leave the property and programming as it is now.

NO HOUSING - our community has spoken time and again telling you we want open space and additional community/rec programming at this property.

Connect to the rail trail, add a playground and more picnic tables and trash cans.

No housing. We already voted on that. Why is it coming up again??

You could combine educational and entertainment into community events and gathering spaces as there is potential to add a range of programming without developing that would encourage the community to utilize the space

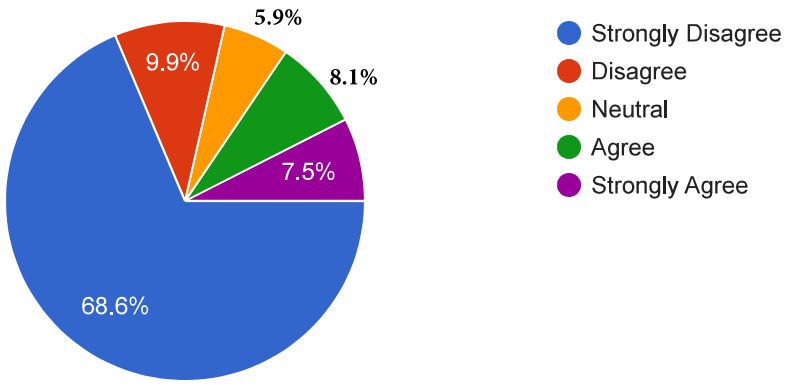
112 more responses are hidden **For all written responses please see page 39.**

Multiple Use Options

Hosting community/educational/recreational programming should be the primary use of the property while allowing for housing development.

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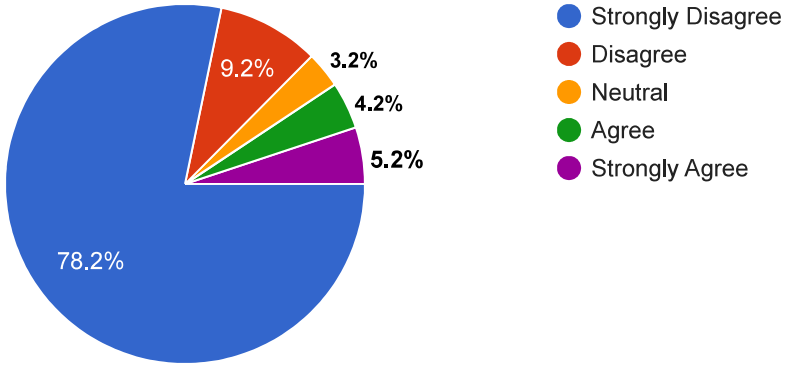
708 responses



Future use should prioritize open space and housing development.

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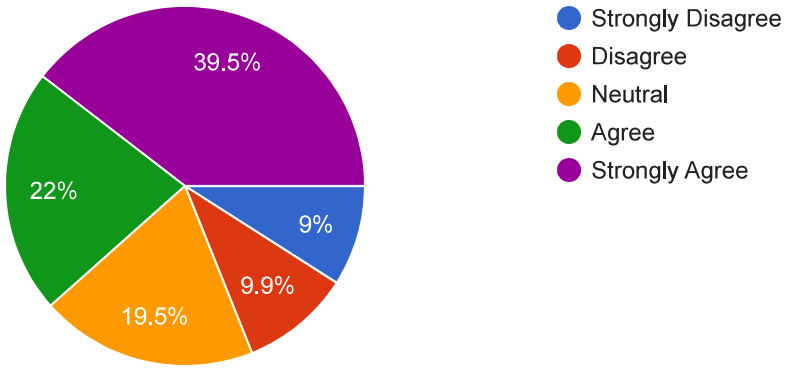
708 responses



Summer camp should be the primary use of the property rather than offering additional programming.

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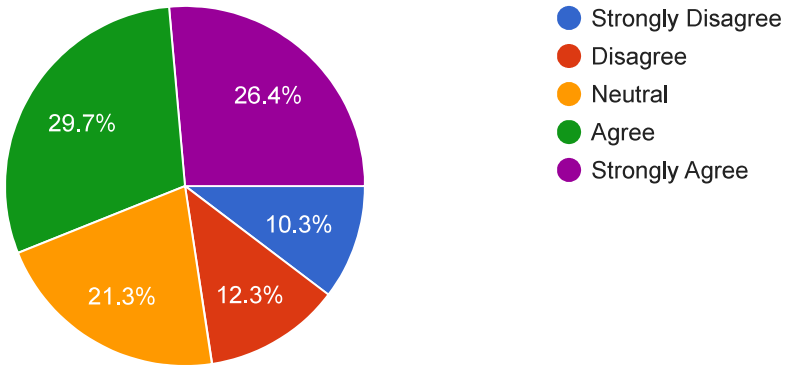
708 responses



Hosting community/educational/recreational programming should be the primary use of the property while allowing for camp operations.

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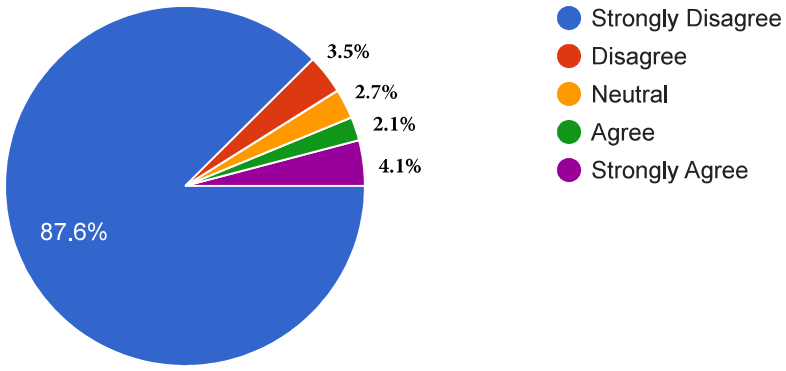
708 responses



The property should be developed as housing rather than summer camp.

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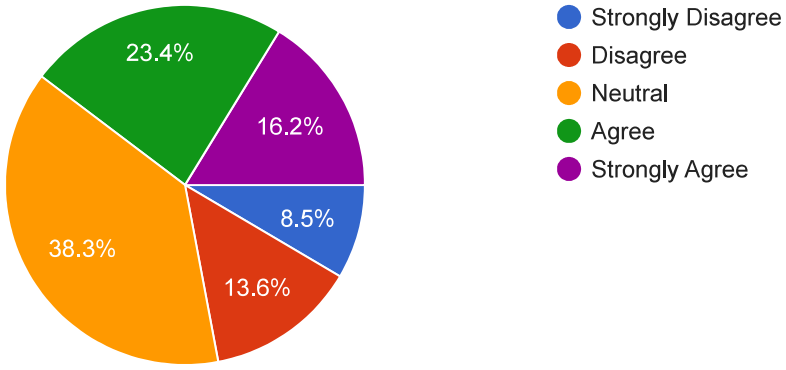
708 responses



Future use should prioritize open space rather than additional programming.

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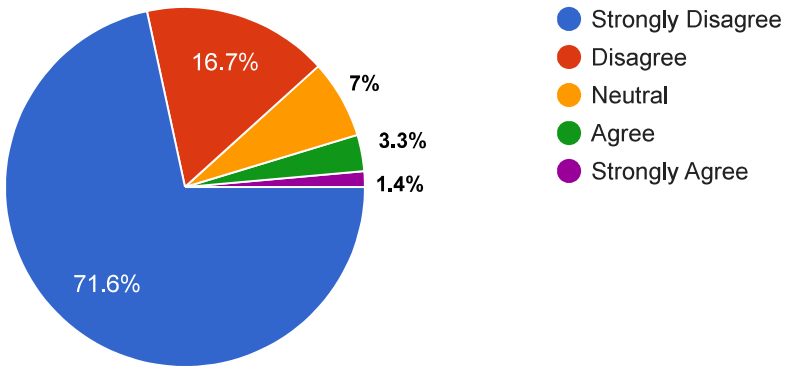
708 responses



Summer camp should be the primary use of the property while allowing housing development.

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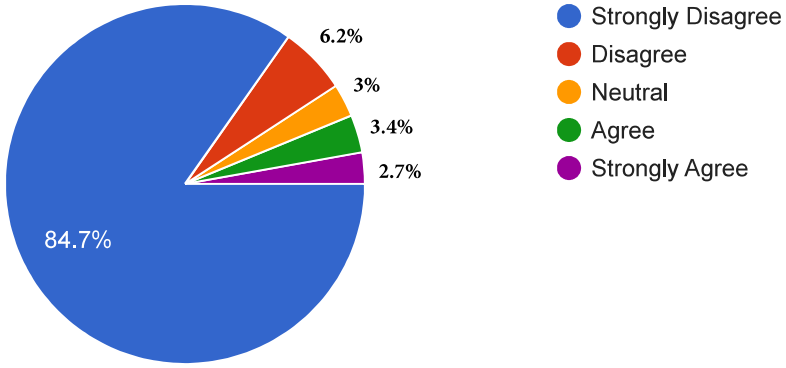
708 responses



The property should be developed as housing and be used to host additional programming.

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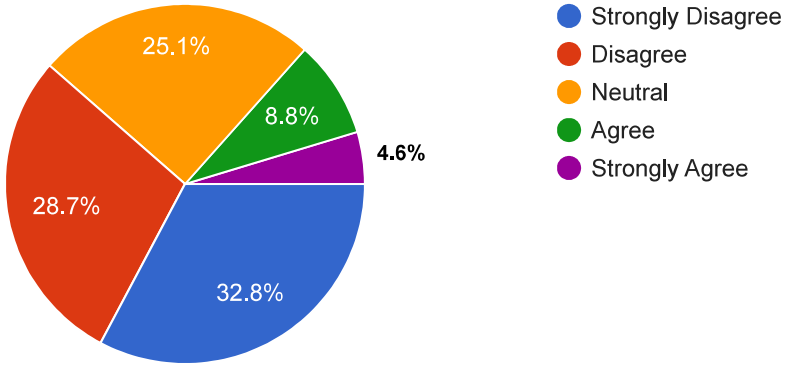
708 responses



Future use should prioritize open space rather than summer camp.

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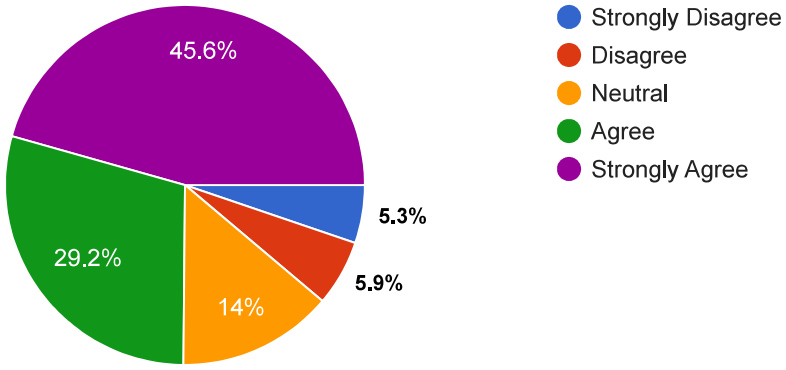
708 responses



Future use should prioritize open space and summer camp.

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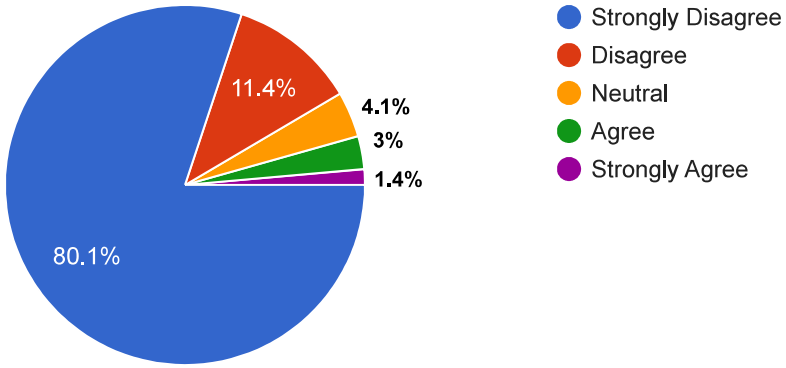
708 responses



The property should be developed as housing and be used to host summer camp.

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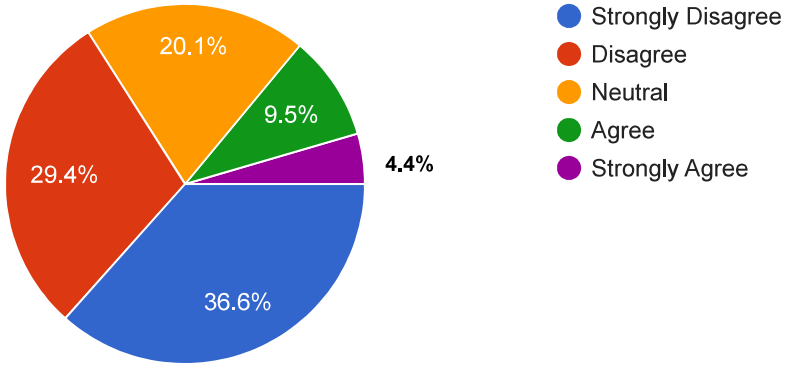
708 responses



Hosting community/educational/recreational programming should be the primary use of the property rather than summer camp.

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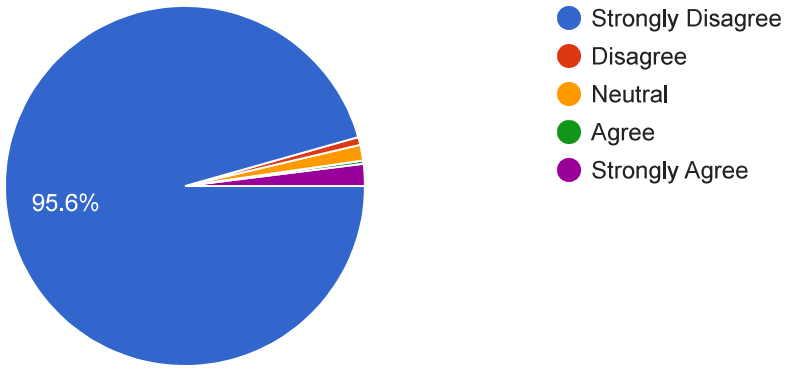
708 responses



This question has been designed to ensure that respondents are reading all statements and responding thoughtfully. Please reply "Strongly Disagree" to this question to illustrate your understanding.

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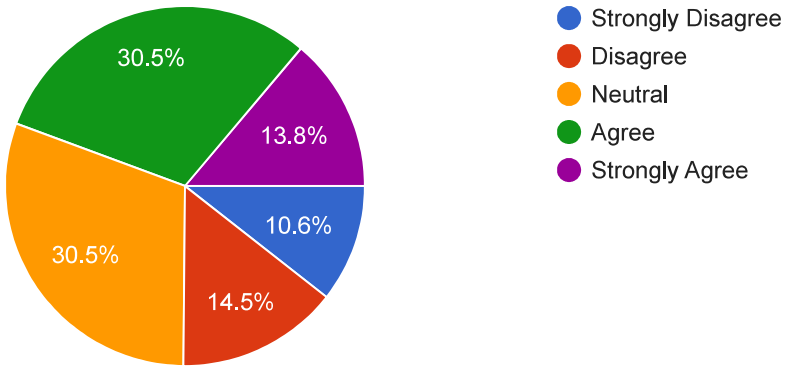
708 responses



Future use should prioritize open space and additional programming.

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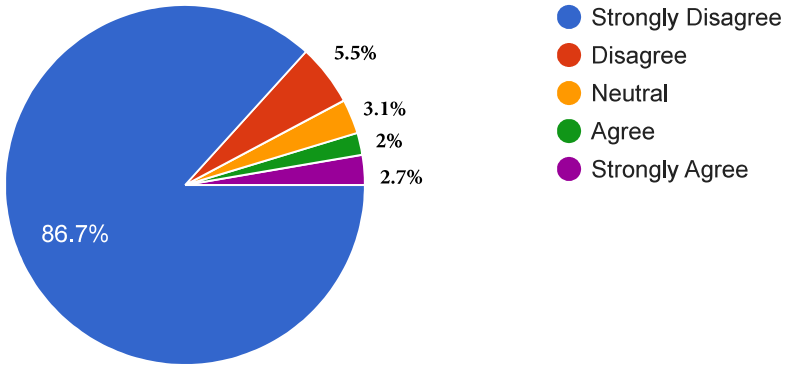
708 responses



The property should be developed as housing rather than providing space for additional programming.

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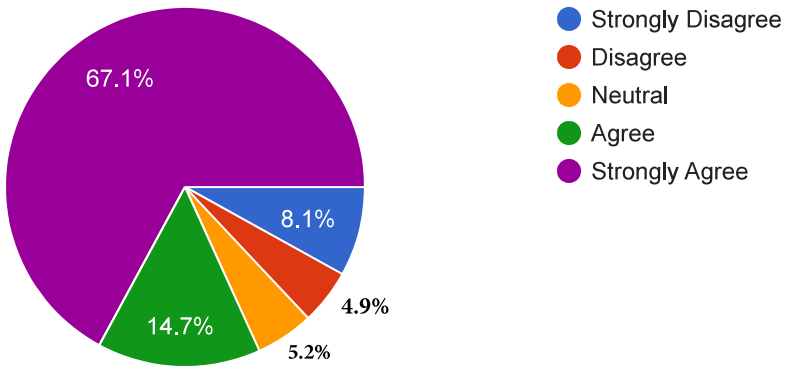
708 responses



Summer camp should be the primary use of the property rather than housing development.

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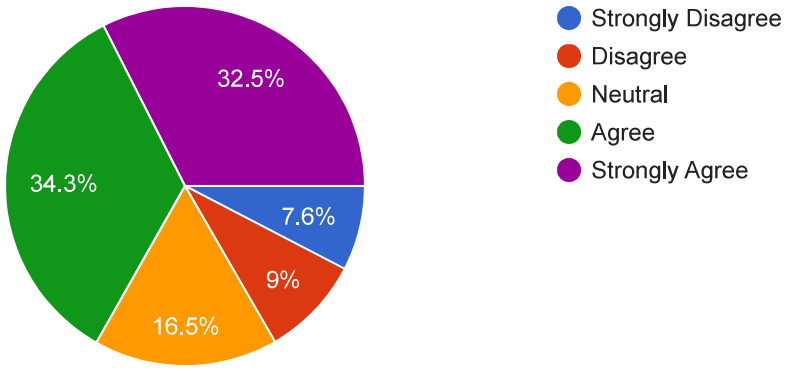
708 responses



Hosting community/educational/recreational programming should be the primary use of the property rather than housing development.

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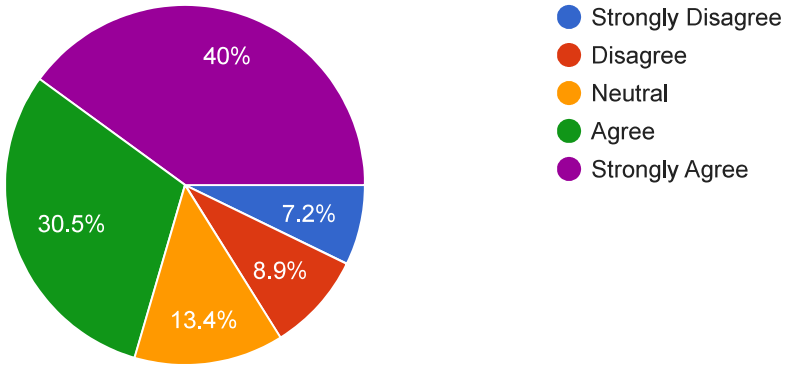
708 responses



Summer camp should be the primary use of the property while allowing for additional programming.

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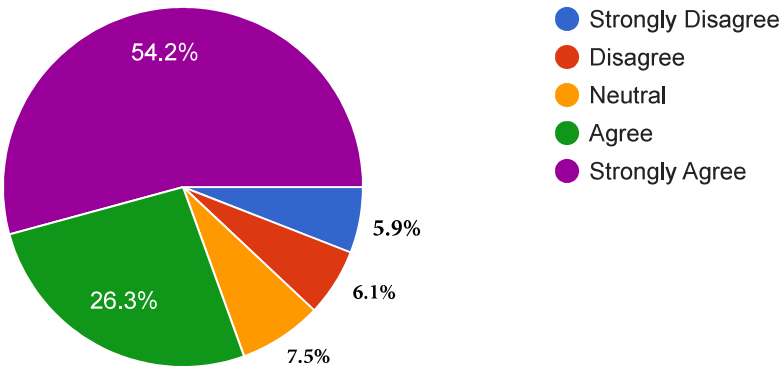
708 responses



Future use should prioritize open space rather than housing development.

Copy chart

708 responses



Timestamp	Looking ahead 10-20 years, what would you most like to see at the Liberty Ledge property that would benefit the Sudbury Community?	As the Committee develops recommendations for the future of the property, what is the single most important priority or concern you would like the Committee to keep in mind?	If you answered "Other" above, please share your other option below.	If you have a specific idea, please use the space below to elaborate on your choices.
2026/07/28 9:02:11 AM AST	The camp should remain but be contained within a smaller footprint to allow more summer public use. The camp should reduce tuition for Sudbury residents as we are already paying for the property. Sudbury residents should have early enrollment and enrollment open to other towns only after Sudbury residents have the opportunity to enroll. The 213 Haynes Rd house should be used for affordable housing either by sale or rent with a deed restriction that it will remain as a single family house. No other affordable at this site unless existing houses within the site are used as single family affordable houses for rent.	No expansion of the camp. Confine camp footprint to the area necessary for existing camp activities. Do not enter into a long term lease. This is one of the few properties in town where future uses are not restricted. We donâ€™t know what we might need in future.		Better signage to let prople know it is public property. Defined, well marked walking trails.
2026/07/28 9:28:55 AM AST	Year-round revenue generation for the town. There's a $4M business that operates 2 months of the year. That leaves 10 months of revenue-generating opportunity. Passive use of the property will remain largely uninterrupted no matter how much revenue-generating activity is added to the property during business hours. I think the town needs to set revenue targets and operate the property in accordance with public-private-partnership best practices.	I think the committee needs to remember that community desires should be evaluated in the context of feasibility and Town finances. We're generating about $100,000 more in revenue from the current arrangement than the tax bill on the property when it was privately owned. That's a meager revenue increase, and it comes from risk-averse posture. The town was worried about replacing $200,000 in lost tax revenue, even as we were set up to pay debt payments north of $700,000 annually. We're stepping over dollars to pick up dimes.	Revenue generation through year-round programming	Issue an RFP for businesses to offer proposals on how they would utilize the land over the course of the full year, with a goal of monetizing it and generating revenue for the town while adding 10 months of new programs to the community. This expands access for fee-paying users, doesn't limit passive recreation outside of business hours, and generates significant revenue that benefits all tax payers who are all footing the bill for the acquisition even if they don't use the asset.
2026/07/28 9:35:09 AM AST	That is meet the needs of a wide demographic, from summer camp for children to hosting community events for all ages. Having the lake as a place for residents to swim, like Concord has with White Pond, would be wonderful.	Keep is sustainable so it remains a community asset for generations.		
2026/07/28 9:45:09 AM AST	Remain as the Sewataro camp	Remain as the Sewataro camp		
2026/07/28 9:45:25 AM AST	I'd love for Sewataro to continue operating with a long term lease. I'd also love the open space to be preserved. I DO NOT want any sort of new housing on the property.	Preserve the space. Sewataro is such a unique property in town and provides so much more than our other properties (e.g. Broadacres).		
2026/07/28 9:46:58 AM AST	Iâ€™d like to see the camp continue to run with expanded access, as well as more access for the town as a whole.	I absolutely positively do not want to see any new housing development there. Thereâ€™s plenty of other space in town where housing can be developed if there is a need.		
2026/07/28 9:50:26 AM AST	I would most like to see it used as a public outdoor recreational space for walking, picnicking, non motorized water activities like swimming and paddle boarding. Summer camp is also great, as well as a venue for concerts and other community activities. Potentially also restoring native habitat and having pollinator gardens.	It should be kept as open space for public use, and not developed or sold to developers.		
2026/07/28 9:51:04 AM AST	A combination of things. Certainly some of it can and should be used for housing, mixed housing and affordable housing. It can also be used for conservation and recreation for the benefit of the entire town. If the camp is worthwhile, then that can be looked at, but I would oppose dedicating 44 acres to the camp. That is unfair to all of the residents in the town of Sudbury, who do not use the camp.	The single, most important priority for the committee is the benefit for the entire town, not just some segment of the town. For the committee to think that there is one thing that is most important is a huge mistake on the part of the committee. Rather the committee must be looking at the entire town, including all of its residents.	As I answered above, there is no one priority. Rather everything I listed above should be looked at.	
2026/07/28 9:54:38 AM AST	I would like to see the camp continue in operation, as is, with an equitable long-term contract.	The camp has a legacy that includes generations of campers, serves the community where nearly 25% of campers are from Sudbury, as well as preserves precious open and wild space in a community where more and more areas are being developed.		
2026/07/28 9:56:28 AM AST	Continuing the camp, while increasing access and decreasing cost for Sudbury residents. Adding additional recreation opportunities for residents throughout the year. Maintaining the green space without building housing is critical.	Maintaining the property as it is without building housing or other significant structures.		
2026/07/28 9:56:32 AM AST	The camp has been an asset for the last 10-20 years to the Sudbury community. It should continue as a camp	The Camp should continue without change. It is an asset to the community		
2026/07/28 9:57:18 AM AST	The Camp and expanded offerings for recreation for Sudbury residents.	Continue the camp as they are an excellent partner that maintains the property BEAUTIFULLY for town residents to use outside hours the camps are in use- which is the vast majority of the year. The offerings of the camp ensure child care for community members and there are MANY low income scholarship opportunities to allow equity in use of the camp and camp experience for Sudbury residents.		
2026/07/28 9:57:44 AM AST	Recreational use of the property	All taxpayers in town are paying for this land - it should benefit the whole community		
2026/07/28 10:00:41 AM AST		Continued access to the pristine property as it is. For enjoying the outdoors, providing a space for residents to gather, learn, and appreciate our bucolic setting.		
2026/07/28 10:02:01 AM AST	Continuation exactly as it stands now. No new development of any kind.	This is pristine, open space that benefits the community. It is an excellent example of the reason families move to Sudbury. Please keep it that way.		
2026/07/28 10:02:20 AM AST	The property should be maintained as it is and run as a summer camp. It is a great resource for the community and a lot of community groups use the property.	Do not split up the property or build houses.		

2026/07/28 10:02:34 AM AST	I would like to see the camp continue to operate as it does today. The camp has been an amazing asset to the community by providing childcare options for working families in Sudbury. I would love to also see more community events at the camp and more integration with park and rec.	Continue camp operations. Renew the contract with the camp operator.		
2026/07/28 10:03:40 AM AST	Camp	Open space no new housing there		
2026/07/28 10:05:37 AM AST	Enclosed community arts building. Community pool that all can use all summer.	Keeping open land open!		
2026/07/28 10:09:12 AM AST	Camp and all community space	That the camp and open space be preserved		
2026/07/28 10:12:02 AM AST	Summer Camp with residents able to walk the area after hours.	Maintain the property as is.		
2026/07/28 10:12:55 AM AST	A top tier summer camp benefitting Sudbury families and children from the surrounding area	Maintain the camp & preserve open space		
2026/07/28 10:13:55 AM AST	No future real estate development. No selling off parcels or the whole property. Passive open space. Make it accessible to town residents when not used by camp, etc.	Find ways to make ownership by the town financially feasible without further development. The camp is a good example.		
2026/07/28 10:14:37 AM AST	Open space and incorporation into Park & Rec/community programming; camp facilities either through contracted vendor as is now or through town. NO HOUSING.	NO HOUSING. Our community voted to buy and retain this beautiful property as outdoor/rec space. The work being done towards pushing housing on us directly contravenes both the many votes and community feedback gathered.		NO HOUSING - our community has spoken time and again telling you we want open space and additional community/rec programming at this property.
2026/07/28 10:16:09 AM AST	Camp and open space for residents of Sudbury to enjoy	Preservation of the camp and open space land		
2026/07/28 10:17:41 AM AST	camp and recreational opportunities	Maintaining the open space as well as the property, keeping a summer camp that allows separate children to have outdoor experiences, and increasing recreational opportunities for all residents. I do not believe the town has the capacity to maintain the property without a private operator. The town needs to focus on maintaining sidewalks and the rail trails. They are becoming too distracted by Sewataro.		Enhance Park and recreation programming throughout the year
2026/07/28 10:19:13 AM AST	Camp sewataro	Keeping sewataro		
2026/07/28 10:20:16 AM AST	I would like to see the town keep the space and use it strategically to provide programming and recreation for residents. I am neutral on whether long term that would be a summer camp at the exclusion of other activities. Iâ€™m not sure what that looks like. Right now, camp Sewataro has been an excellent steward of the property and the town park and rec department is very unimpressive. Handing the property to park & rec seems like a terribly money pit of an idea. Long term (10-20 years) and with planning and funding perhaps thatâ€™s where it should live. Ideally, the town would be able to provide a summer camp on the property (neutral on if that is Sewataro specifically) in addition to a large shared community space.	This is an absurd property/location in town to consider for high density housing if any kind. I donâ€™t live anywhere near it but if it doesnâ€™t stay open space then at absolute worst it should be single family homes.		Connect to the rail trail, add a playground and more picnic tables and trash cans.
2026/07/28 10:20:37 AM AST	Continuing a traditional childrenâ€™s summer camp as well as access to the community for fishing and outside activities.	I would say there are many other locations for affordable housing (not Sewataro!) to be built and this property is such a gem in our community and for the children of our town!		Childrenâ€™s summer camp and recreation for town
2026/07/28 10:21:05 AM AST	Summer camp seasonally, keep it the way it is. No building of housing.	No house building of any kind. Keep it as a seasonal summer camp and use by residents other times.		Itâ€™s not broken - leave it the way it is!
2026/07/28 10:21:19 AM AST	I would like to see the camp continue during the summer and the property accessible to residents much as it is now at all other times of year.	Keeping the property undeveloped and using it as a camp during the summer. The town has already expressed this preference clearly. I do not want to see the land developed for any kind of housing.		
2026/07/28 10:23:42 AM AST				
2026/07/28 10:23:48 AM AST	Open spaces with access to nature. A summer camp for children to experience nature and learn the importance of its conservation would be ideal.	Keeping maximized open space for nature.		
2026/07/28 10:23:57 AM AST	Run as a camp...keep it as us	Keep it as is - no housing development		
2026/07/28 10:25:41 AM AST	Preserving the natural space and accessibility for the community to enjoy it.	I believe the property should be "in keeping" with the neighborhood feel. Perhaps something similar to Sudbury Swim and Tennis to compliment the needs of our residents rather than additional homes that might add stress the town.		
2026/07/28 10:28:24 AM AST	Leave it as a camp!!!!	Leave it as a camp!!!! The people of Sudbury have spoken!	Leave it as a camp!!!!!!!!	Leave it as a camp!!!!!
2026/07/28 10:30:59 AM AST	Keeping it as a day camp.	Access to a safe environment for kids during the summer.		
2026/07/28 10:32:13 AM AST	Kept as open space for the community to use. It should never be used for housing.	Open space is precious, once developed it will never be the same. I voted for my tax dollars to be used to preserve this as open space.		
2026/07/28 10:33:24 AM AST	A nice park would be good for the community.	We have reached our affordable housing quota. We donâ€™t need any more		Let us enjoy our town
2026/07/28 10:34:12 AM AST	This property needs to remain a public property. Once this becomes public housing we lose one more public space. There are plenty of other spaces that can be used instead of this.	I donâ€™t mind unused lands to build but repurposing land means we forever lose it. This camp will forever be gone.		Mixed used property allowing for different public use depending on time and season.

2026/07/28 10:37:24 AM AST	new house development	cost to maintain that will lead to increase taxes		
2026/07/28 10:38:10 AM AST	Camp Sewataro	Keeping Camp Sewataro as it is		Sudbury has met its requirement for 40b housing. Please do not develop the Liberty Ledge property for housing.
2026/07/28 10:43:05 AM AST	Preserve the outdoor space and camp	Preserve the outdoor space and camp without building housing		
2026/07/28 10:46:54 AM AST	Open space/recreational use	Keep as open space, recreational use		
2026/07/28 10:49:33 AM AST	I would like to see the liberty ledge property continue to be multi-purpose outdoor space available to the community as well as the Sewataro Day Camp.	That the space currently provides benefits to all members of the Sudbury community and that there are better sites for housing developments.		
2026/07/28 10:50:24 AM AST	Camp Sewataro continuing in operation under a long-term lease, as working parents need child care and summer camp. However adding a multi-purpose, year-round indoor "Barn style" building in the northern perimeter by Greystone Lane for sports, recreation, community events, private rentals, availability for after school care (if SED needs the space), would provide additional valuable benefits for Sudbury residents. Leave the rest of the property "as is" so residents can continue to enjoy the open space for walking, fishing, tennis etc, outside of Camp hours. However, weave in additional programming such as Farmers Markets, Fall Festival, yoga in the park, forest baths (as shared during 6/24 public input) - these activities tie into the current natural landscape and are easy to organize at no / low costs. Leave the horse paddock and fields by Haynes Road as open space, as that is flat land that the Camp and recreational programming can use. Do NOT attempt to build any type of housing - Sudbury has a long history of preserving open space, and will come out to protect the property. In addition our town budget is stretched to the maximum, and is not able to afford the costs of additional students and school redistricting.	Our Town voted to purchase the land in 2019 to AVOID housing development. The majority do not want affordable, senior or market rate housing built on the Sewataro property! If we did want housing, we would have allowed Mark Taylor to sell to developers in 2019. Extend the operations agreement with Scott Brody on a long term basis, so he is incentivized to continue to invest in the property.	We have heard the desire for Farmers Market, Fall festival, beer garden, yoga, forest baths, ropes course.	Create a recreational vision for the northern area of the property that includes a year round building to allow for sports, recreation and community events. Absolutely NO housing of any kind!!!
2026/07/28 10:53:10 AM AST	Camp Sewataro and increased programming through Parks & Rec.	No housing development, long-term preservation of the camp through a viable contract that turns the camp from a paying-for-itself entity to a net profit center for the town, and increased programming through Parks & Rec.		
2026/07/28 10:55:05 AM AST	The camp and the vast amount were f green space it provides	Children need green space		
2026/07/28 10:59:12 AM AST	No housing.	The voters have spoken many times - we want the property to stay as is.		Again, no housing.
2026/07/28 11:03:03 AM AST	Current camp as is	Maintaining the camp as is untouched. This camp is a jewel for the town and a treasure for our kids.		Perhaps more offseason activity and community events
2026/07/28 11:03:36 AM AST	Camp Sewataro	Keeping the land as is		Keep as is
2026/07/28 11:04:57 AM AST	Continuing partnership with the camp and expanding opportunities for residents to use the space.	This is irreplaceable green space and offers the potential for recreational opportunities for all residents		The renderings of a new gathering building like the camp operator has at another location show something that would greatly add to the functionality year round
2026/07/28 11:11:35 AM AST	Continuation of Camp Sewataro and open space for recreation.	Respect the will of the voters who have consistently voted to keep the camp and maintain open space.		
2026/07/28 11:12:13 AM AST	Community pavilion with options for residents to use the pool. Perhaps offering swimming lessons for children	Keeping this as a beautiful open space for all to enjoy		
2026/07/28 11:12:29 AM AST	I would like it see it be used for a park and open space that provides more access to town residents / tax payers. Some of the property should also be considered for housing. The current use as a private camp disproportionately benefits a small number of Sudbury resident's children who can attend the camp and residents whose property is in the neighborhood of the camp. The property should be used more in the theme of "General Municipal Services" per Article 25 which authorized its purchase.	The committee, select board, and town manager need to keep in mind and reinforce to all town residents that Article 25: Camp Sewataro Acquisition as voted at the Sudbury Annual Town Meeting on May 7, 2019 was for the property to be used for "GENERAL MUNICIPAL SERVICES". The article was NOT for purchasing the property for continued operation of Sewataro or any other camp. It is mis-information for anyone to claim that the town voted to continue to use the property for a camp under Article 25.		
2026/07/28 11:16:24 AM AST	Open space and not housing	Open space and not housing	More open space	Leave it alone please
2026/07/28 11:16:47 AM AST	I would like it to be much the same as it is today. A beautiful public property that allows for fun events, a summer camp that earns the town money and is a great way for families not from Sudbury to experience our beautiful town, ability to walk, fish, and enjoy the property around the down times.	The town residents have voted on this several times and a clear view has won. I would like that to be respected and represented in the committees recommendation.		We should absolutely NOT use this property as affordable housing.
2026/07/28 11:21:48 AM AST	Recreational use for town residents (expanded) and long term lease for summer camp.	Preserve the entire parcel for recreational and camp use by town residents.		Enter a long term lease for the camp portion of the property allowing for added camp activities and expand recreational activities for town residents. The town voted NOT to develop housing on any part of this parcel; please honor that vote.
2026/07/28 11:28:34 AM AST	Develop it into a Sudbury Community outdoor facility.	I don't want to see that it develops into housing, regardless of what type of plan.		

2026/07/28 11:33:04 AM AST	Leave it as a revenue-generating summer camp with public (town resident) access as applicable when the camp is not in operation. As a park, fishing, general recreation etc.	This land must not be turned into any kind of high-density housing. No duplexes, no condos, no townhouses. We have already satisfied our 40B requirements and until Cold Brook and all other dense housing developments in town are fully occupied with waiting lists should we be looking to build more dense housing anywhere in town. Do not let Liberty Ledge fall prey to greedy predatory developers. Liberty Ledge must be left as a usable open space, preferably keeping the well regarded and revenu generating camp in operation.		No Housing
2026/07/28 11:37:20 AM AST	Continue running Sewataro as a CAMP under Scott Brody and expand the camp's recreational facilities for both camp and town use. There is so little support for working parents and families in this town. We should not be discussing, once again, how to save this amazing camp, which has been run by an excellent camp operator who has met all of our requirements and more to date. The camp is a critical resource for working families in the summer, and a truly magical place that helps kids thrive. It's a place where kids make new friends, try new things, spend their days outside off technology, expand their comfort zone... For a town that cares so deeply about education, we should consider this camp and all that it offers an extension of our educational offerings. For future planning, an indoor recreational court/facility would be amazing to develop at the camp, particularly considering the limited access to indoor facilities at Fairbanks. We should also continue to grow the offseason camp programming through the camp. Keep the camp property intact so we can realize all of its potential as a wonderful camp and gorgeous recreational resource for Sudbury.	Keep Sewataro as a camp -- most important priority by far.	Camp should be the priority.	Camp should be the priority. Preserve the land for camp first, then town recreational uses, programming and events.
2026/07/28 11:37:30 AM AST	Keep it as a camp, allowing residential access when possible. Add lifeguards for the pools on summer weekends.	Cease and desist the disenfranchisement of voters who already made clear preferences for this property. This property pays for itself. The camp improves the site at no cost. The camp provides CRITICAL, high-quality childcare in the summer, serving primarily SUDBURY residents, helping to address the childcare shortage, even supplying scholarships. Stop hassling the camp operators. They are paying for the purchase, doing a lot of good for the town's management costs, residents, and maintaining the property. Every other option raises costs for taxpayers.		Leave it alone. Voters have spoken. The questions on the next page are highly biased towards housing and ask the same question multiple times.
2026/07/28 11:37:31 AM AST	Continue Camp Sewataro, including scholarships for Sudbury residents and employment for residents. Do NOT add housing if any kind. Maintain the existing tree canopy. Enhance opportunities outside the summer camp session, especially a farmers market. Build in uses of the pavilion by scouts and other non profit organizations.	Respect the will of the voters. Stop wasting precious resources, including town employeesâ€™ time. Stop pandering to Len Simon; itâ€™s repulsive.		Farmers market
2026/07/28 11:37:38 AM AST	Open space/nature and a thriving camp	The majority of town residents have consistently voted and spoken against ANY housing developments on this property.		
2026/07/28 11:41:50 AM AST	It is vital that Sewataro remain. The camp has been an invaluable resource for our family. The property has also hosted my children for scouting events, music recitals, and recreational activities. The property should remain in use as it currently stands.	The single most important priority is preserving this beautiful property for the kids and families of Sudbury.		
2026/07/28 11:43:04 AM AST	Camp Sewataro	The Camp should continue to run without large changes.		
2026/07/28 11:48:35 AM AST	A lot of greenery. As population grows, green spaces will become rarer so we must make an effort to protect them while we can.	One can turn a forest into housing, but one cannot turn housing into a forest. We need to keep in mind the permanence of some of the choices in front of us.		
2026/07/28 11:50:00 AM AST	A blend of open space and tax revenue from new residences or businesses to help offset the cost of the original purchase.	Sewataro was purchased by the town so that Sudbury could determine, pragmatically, what happens with the land. Its been a great experiment but time has shown that the land has limited use for most residents and the for profit camp run on the land is not disproportionately benefitting Sudbury children as a town camp should. If the town wants to keep operating a camp there it seems ALL taxpayers should benefit by selling off at least a portion of the lots to increase the taxes collected from the land.		Keep some of the open space and sell off some portion of the buildable lots. This is what a pragmatic, financially responsible town would do.
2026/07/28 11:54:34 AM AST	A well operated camp and preserved open space	Not developing any kind of housing at Sewataro/Liberty Ledge		
2026/07/28 11:58:59 AM AST	Green space	Rural character and green space		

2026/07/28 12:07:18 PM AST	I would like to see Camp Sewtaro in full bloom--having blossomed from the bud it is today in a cohesive, stable partnership with the Town of Sudbury. Residents will have come to realize the gem of a town property before them. They will take advantage of opportunities at Liberty Ledge/Sewtaro as never before. Young and old alike will have integrated into their daily lives experiences of joy, laughter, community, solitude, harmony with nature and peace of mind. Life experiences at Liberty Ledge/Sewetaro will be uplifting--time and again they will rejuvenate body, mind and soul.	I respectfully urge the committee to keep Sewataro/Liberty Ledge as a childrenâ€™s day camp, and to extend the lease well into the future so the operator can pursue long range plans that will make this beautiful place even more special and responsive to the Sudbury community than it already is. The Committee, the Select Board and the Town Manager cannot solve every problem the Town faces through this one mission. But we can choose to preserve a space that gives our children joy, confidence, and a connection to the natural world. We can choose to protect something future generations will thank us for. And we can choose to show â€" through our actions, not just our words â€" that we cherish our childrenâ€™s future.	Other means that I explicitly do not want to see ANY form of housing development.	Camp Sewetaro is a PERFECT FIT for Liberty Ledge. It is a literal walk in the park as a lasting solution for the property. It's already here, thriving and fully compatible with the ecosystem. In many ways, Camp Sewetaro is paying dividends to the town. Next, allow the camp operator to engage more fully with the town to realize a king-term vison for the camp. It will be up to residents to find ways to take advantage of what is right before their eyes. This will take work on their part, but not necessarily much or even any financial investment. The payoff will be enormous. By contrast, housing development on this particular site come with many inherent obstacles and risks. It will destroy a fragile ecosystem, endanger downstream wetlands, and deprive our children and residents alike of a rejuvenating space for their bodies, mind and soul. Taking the development path will be like trying to canoe upstream without a paddle. You're going to get nowhere fast.
2026/07/28 12:09:45 PM AST	Full community use of the land and it's amenities ie pool & buildings. I would love to see marked trails added.	Preserve the property for generations of Sudbury families for recreational use only.		
2026/07/28 12:15:01 PM AST	Number one I would like the camp to be maintained as it presently is and possibly expanded. I would like some of the other available land to be used for other community recreational activities. Under no circumstance, what I support housing of any type on this land. That is not why we voted to procure this land at town meeting.	Do not sell any part of the land or make it available for housing of any type.		
2026/07/28 12:20:35 PM AST	Open space, multiuse spaces (gardens, walking trails, etc), recreation, Summer Camp	Land is the most valuable asset the town has, the more we develop to single use spaces the more we lose. Open space and undedicated space for the community to utilize for the benefit of many holds it value.		
2026/07/28 12:21:36 PM AST	Iâ€™d like to see it remain a recreation space and camp .Liberty Ledge is a property that makes income for the town. Summer camp rents the space.	It should remain what it is now. Recreation space.		
2026/07/28 12:27:20 PM AST	Open space to be enjoyed by all and a thriving children's camp.	Protecting the Open, natural space as it is.		
2026/07/28 12:31:09 PM AST	I believe the space should remain a green space. As a parent in Sudbury, I strongly believe the camp should maintain use of the land during the summer and that the town should partner with the expand to expand the offerings available to the community through events, rental opportunities, etc.	Do not develop the land- keep the camp!		
2026/07/28 12:38:37 PM AST	Keep Camp Sewataro - its a disservice to our children removing this important life experience of summer camp	Keep Camp Sewataro - its a disservice to our children removing this important life experience of summer camp		Keep Camp Sewataro - its a disservice to our children removing this important life experience of summer camp
2026/07/28 12:39:08 PM AST	I would love to see it be open space for our residents to enjoy nature and being outdoors. We are quickly losing precious spaces like this. In this day and age, we spend too much time indoors, especially with technology/phones/etc. With spaces like this, it gives our residents an opportunity to enjoy time away from technology.	To not develop this property and keep the space available for residents to enjoy.		
2026/07/28 12:40:25 PM AST	Keep the property as it is a camp	Not developing low income housing in the area		
2026/07/28 12:52:28 PM AST	Open space, revenue producing	Honoring the will of the town and its voters on what they have said they want		
2026/07/28 12:55:17 PM AST	Sewataro camp, fishing ponds and walking trails for public	Do not take down trees or put up any new buildings		
2026/07/28 12:56:14 PM AST	NO AFFORDABLE HOUSING, leave the space and the trees ALONE!!!!! How many times can we vote the SAME WAY until the town will listen?!?	NO AFFORDABLE HOUSING!	Why canâ€™t we rate affordable housing NOT a priority?!	Work with the camp- the opportunities for community use here are endless! STOPPP with the affordable housing idea!!!
2026/07/28 1:03:07 PM AST	Mixed housing	Cost of camp to Sudbury and lack of affordable housing		
2026/07/28 1:04:26 PM AST	Community summer camps and community pool/site access.	Should be an accessible outdoor space that all Sudbury residents can use. Similar model to White Pond in Concord MA. Preserving an open space in nature with amenities that the townspeople can use.		
2026/07/28 1:08:37 PM AST	Public use spaces	This land was acquired for the public good. It's use should reflect that goal.		
2026/07/28 1:26:35 PM AST	Open space, camp, or private homes (no dense multi family buildings and no low income housing)	No dense housing communities		
2026/07/28 1:31:23 PM AST	I would love to see Camp Sewataro continue to thrive as a special place for young children to grow and develop. After hours and on weekends Iâ€™d love to see expanded use of the land for the town. A farmers market, camps during school vacation weeks, and public access to the pools on weekends would be ideal.	My priority is keeping the camp and ensuring families in Sudbury have access to the camp and the beautiful grounds		

2026/07/28 1:32:59 PM AST	Having access to a space like Sewataro is so unique and will never come our way again. The space is beautiful and so well maintained. All it really needs is a little PR outreach to help our community members remember how they can best utilize it. The families I see best using it are: -Parents with young children doing nature scavenger hunts. (We could work with Sudbury Family Action to post monthly nature scavenger hunts for preschool/elementary aged kids to do with their families) -Women playing tennis or pickleball since they figured out that the courts are far less busy than Featherland. The courts are currently not even listed on the Sudbury Rec page. Adding a time sign up on the Rec page would help remind people that they are there and available. - I can image many middle school parents would love to tell their kids to get out of the house as go play Frolf for an afternoon with their friends. I'm not sure people know we have this. Possibilities for the future: - I think some of our best opportunities would come from an alignment with our Rec Department. We have an amazing,	We're all are only temporary stewards of this town. Choosing to replace Sewataro's courts, fields, fishing pond, walking trails, and wildlife habitat with multi-unit housing would be the legacy our generation will leave. Once this open space is gone, it can never be rebuilt.	1.) A Student Services Expo - a fall event at sewataro where students can host a table to meet other families who may be interested in their babysitting, pet sitting, car detailing, landscaping services. We could have a bounce house to attract younger families. Older families are desperate to get their kids local jobs. Younger families are less connected to older kids and reluctant to hire people they havenâ€™t met. Happy to help with this! 2.) Preschool scavenger hunt - on going. Post a new nature scavenger hunt directed toward preschoolers on Friends of Sewataro Facebook/sudbury family network monthly. Maybe having signage. Parents with young kids are always looking for ways to keep kids active and outside. They used to have little fairy houses around the property (maybe still do) that my kids loved to find at Sewataro. 3.) Frolf - get a frolf setup. May be popular with middle school/high school
2026/07/28 1:33:35 PM AST	I would like something that represents the diversity and offerings to the town. I envision the houses on the property being used by people who work for the town. Perhaps who qualify for affordable housing, i.e. teachers, public safety, officials, administrators, staff. I also think the camp has provided much enjoyment for generations. I see no reason to change that. What I do expect is that the townâ€™s revenue share continue to keep up with costs as time goes by. I do not want to see this property politicized should it continue, I would be an advocate for selling the property outright and using the money for schools.	Fairness in the revenue, share, continued upkeep of the property by whomever is leasing the land. As it stands currently, the camp operator should be in charge of any and all upgrades and updates to any infrastructure without cost to the town. This was always an investment, with the intention of allowing the camp operator to continue running the camp as a taxpayer, we are interested in ensuring that this particular property has the contract is negotiated, continue to provide the town with the promised funds coming from the camp.	
2026/07/28 1:37:09 PM AST	Either keep it as a park/camp or open up for commercial development and multifamily housing. We have very few businesses in North Sudbury. It would benefit the community to have grocery stores, bars, restaurants, shops, etc. that we can walk to.	Access for pedestrians from Mossman Rd. Currently very difficult to access safely from Bowker neighborhood because 117 is dangerous and lack of sidewalks on Willis/Mossman. Need a walking path linking Greenwood Club to Sewataro.	I would support market rate housing only if it came with commercial zoning as well. Another neighborhood with 7000 sqft mcmansions where everyone has to drive to get anywhere is extremely unappealing.
2026/07/28 1:37:20 PM AST			
2026/07/28 1:39:45 PM AST	More access and events using the liberty ledger property	More Community access	
2026/07/28 1:42:27 PM AST	Open Space, recreation, camp/pool during summer. Not another development pelase	keep it as a beautiful open space	NOT ANOTHER HOUSING DEVELOPMENT!!!
2026/07/28 1:47:01 PM AST	Expanded summer camp, with greater access to the Sudbury community for public events and space (e.g. sports and activities, swimming access, family events). NO PUBLIC HOUSING.	Preventing large, public housing from taking over this beautiful natural space. A space which has served and should continue to serve the families and children of Sudbury and surrounding communities.	Zero housing development.
2026/07/28 1:49:53 PM AST	no housing - keep the property as open space for activities and camp	the most important concern is that we have voted to keep the land from being developed already and it seems most citizens still want that. the housing trust should look at other property.	
2026/07/28 1:52:07 PM AST	I would like it to remain open land, undeveloped. Use for a camp or general use by residents for recreation would be ideal.	This land should NOT be developed as housing.	
2026/07/28 1:56:52 PM AST	Summer camp, year round outdoor activities - like snowshoeing in the winter	To keep the area as natural as possible - woodsy and trails, environmentally friendly and lovely	swimming, boating, community and camp recreation
2026/07/28 1:59:42 PM AST	I would like to see this remain a community space where people can continue to enjoy the lake, sports fields, and surrounding natural areas. I also hope Camp Sewataro can continue operating and serving the community. In addition, I would like the Liberty Ledge property to remain a venue for concerts and other community events.	Liberty ledge is a unique property in Sudbury, it is a treasure to have. our kids and grandkids should continue to enjoy what we are enjoying and we should put every effort to preserve this property as it is.	
2026/07/28 2:10:24 PM AST	The current camp as is, preserved for future generations of families. I canâ€™t even tell you how positive of an impact this place has had on our childrenâ€™s development. The setting, the people and operator all contribute to this.	Sewataro is one of a handful of things that draw people to Sudbury. My single most important priority is keeping the camp as is, in all of its glory.	Is there an opportunity to give a discount to Sudbury families since we already pay for the bond in our taxes? Could be offset by a nominal increase in non-Sudbury family tuition since the camp has more of those.
2026/07/28 2:16:01 PM AST	A long term lease with the current Camp operator and expanded recreational opportunities for town residents.	Do NOT develop any portion of the property. Do not build housing, housing units, or sell to a housing developer.	
2026/07/28 2:17:35 PM AST	Honestly, the camp that is currently there has been such a great place for the community and the kids in the area. They have done such a wonderful job with activities and outdoors for summertime, keeping kids off of screens and a safe nurturing place!	I want them to do what is best for the community rather than what a few outsize voices have skewed the board towards.	
2026/07/28 2:28:24 PM AST	An open space recreation area and operating Sewataro day camp as voted by town residents several years ago. Definitely not housing.	Maintaining the beautiful property and encouraging residents to enjoy this irreplaceable natural resource.	
2026/07/28 2:35:59 PM AST	A mix use of recreation and income producing enterprises. I believe the town paid too much for the property and we need to recoup a lot of what we spent on that property.	Recouping our losses from the purchase of the Liberty ledge property.	

2026/07/28 2:47:16 PM AST	Keeping the land open for recreation would be best. Having the camp is great, and if it can stay and operate that is a great town tradition. I attended camp there as a kid and worked as a counselor - I love the space and think it's an excellent town resource that already benefits the town community as a recreation space and financial support.	Maintaining the property as it is today for future generations.	I chose "other" because some of the other options weren't fully defined. My feeling is that we should keep the space as is.	I like keeping the space as it is with camp and land open to residents and could also see using the swimming areas like SS&T & Greenwood for Sudbury town residents and their guests only with an entrance fee and reservation. I would offer priority for people who don't already belong to SS&T & Greenwood.
2026/07/28 2:49:58 PM AST	Summer camp, Sewataro.	Itâ€™s important to keep the camp for our children and future generations of kids as well as the open green space for residents of all ages that can be accessed off season, weekends and evenings.		Farmers market, community events, summer movie screenings, concerts.
2026/07/28 2:55:20 PM AST	I would like the Liberty Ledge property continue to be utilized as it is currently, and as the residents of Sudbury have voted multiple times: as a home to Camp Sewataro and as an ongoing opportunity for residents to explore nature as is currently available.	Keep Camp Sewataro as it is, which the residents of Sudbury have voted to support multiple times.		I would like to continue seeing Liberty Ledge used in its current form, as Camp Sewataro.
2026/07/28 2:56:28 PM AST	Continuing as a camp	Maintaining this facility as it as - an excellent day camp		
2026/07/28 2:57:01 PM AST	Preservation of open space for continued use of camp or other similar activities.	The voices of the Sudbury town residents who have already voted to maintain Liberty Ledge and Camp Sewataro as an operating camp and open space for town residents to enjoy. To waste time on this process when people have already shared their opinions is unacceptable and fully against the wishes of voting residents.		
2026/07/28 2:57:45 PM AST	I would like this to be continued to use as a publicly accessible park and camp. This is a beloved camp for many Sudbury residents, as well as other children all over central MA.	We do not need more housing in Sudbury. It is a small town to begin with and is already feeling congested. Additionally, developing this land into anything other than a camp would take away extremely important and hard to find child care options for hundreds of working families.		
2026/07/28 2:57:45 PM AST	I would like to see it remain a camp. I would like on the weekends in the summer and throughout the year to have community events in an open space for families to use.	That it remain camp sewataro.		
2026/07/28 3:08:57 PM AST	Keep it in the current format (camp plus use by the community during non-camp hours).	That the property not be used for housing.		
2026/07/28 3:17:36 PM AST	Utilize the agreement with the camp to reduce the cost of town ownership of the property short term and long term either continue as a camp or convert it into a park, similar to NARA park in Acton.	Retaining open space and serving the recreation and cultural needs of the community.		
2026/07/28 3:21:51 PM AST	The property should be kept as is - a camp- with more publicized offerings for recreation for the town. It's truly unbelievable to me that time and time again the public's wishes as shown through the voting process are being discarded. Absolutely no housing on Liberty Ledge is acceptable in my opinion.	No housing. Affordable, senior, market rate. None. No housing.		The property is a beautiful gem. Sour grapes from folks who did not get their way on several votes and their spokespeople should not go against the wishes and votes of the town!!!!
2026/07/28 3:32:00 PM AST	My kids both enjoy the summer camp, and its location and availability of busing are very convenient for is. Keeping the summer camp going for another generation of kids would very much benefit kids and working parents in our community.	As stated above, the summer camp is a gem. It should be top of mind. Beyond that, we enjoyed resident swim during the past summer, and in the spirit of utilizing the unique facilities to their maximum benefit, I think developing a plan to fold the property into the town's other recreational facilities outside the summer months would be prudent. We paid a lot of money for the property and we should endeavor to utilize it as an outdoor recreation facility. I'll note that it isn't too far off the bike path. Perhaps a connection to the bike path (and not a half-way solution like bike lanes grafted onto the existing too-narrow roadway) would be a good enticement for folks to use the property as a recreation space.		
2026/07/28 3:36:53 PM AST	Open space, kids summer camp, resident swimming/tennis/recreation. Opportunity for town groups or clubs to use the area for meetings or events. Outdoor concerts or town picnics/events	do not build any type of housing or commercial buildings on this property!		
2026/07/28 3:37:06 PM AST	continue as a camp and recreational area	to keep it as a camp and not develop it for housing		perhaps a farmers market
2026/07/28 3:51:23 PM AST	Open park space. As it is currently.	Expansion in Sudbury and surrounding towns is ongoing and inevitable (especially with the Commonwealth housing shortage). Sacred places like Sewataro should be kept undeveloped for current and following generational outdoor enjoyment.		
2026/07/28 4:07:59 PM AST	Camp as the focus and then how we can utilize the space at other times for recreation - NO HOUSING!	Thinking to the future - the camp would like to expand on the property to put up an all season structure. How could the town take advantage of that. To do that, they need all the camp property. Looking only at today, you can say, they can put houses here or there, but that is limiting the growth the camp would like to see. It is not about sharing the property, but about expanding what we have for camp, recreation, gathering. Stick to one category, housing is not it. Also remember, the camp was not designed for handicap children, so holding it to those standards seems off.		Place for afterschool care - SED is waitlisted
2026/07/28 4:13:28 PM AST	Just Camp Sewataro, the same great Sudbury tradition that has been happening for many decades.	NO HOUSING! Just maintain the Camp Sewataro tradition! Kids should get priority over deadbeats and pan handlers, no housing!		Let the camp remain its what gives our kids a proud traditional American summer
2026/07/28 4:19:03 PM AST	Stay how it is now	Be transparent and show the progress with public communications		

2026/07/28 4:33:20 PM AST	A continued summer day camp experience for local children, income for the town, and lovely recreation and outdoor meeting facilities for town residents.	this property supports a diverse set of recreational interests for a very diverse age group - one of the most diverse properties the town owns - respect that.	
2026/07/28 4:36:34 PM AST	Camp and recreation	Listening to what voters have already said!	Preserve the camp and expand recreation and community events
2026/07/28 4:37:04 PM AST	A preserved property that offers nature to the Sudbury residents. Keep the fishing pond and possibly even add a community pool and splash pad.	Do not develop the property.	
2026/07/28 4:51:17 PM AST	Continue as a camp. The town has proven with other parks that it cannot upkeep to the level sewatoro does.	Camp sewataro is a vital asset for families in Sudbury. Housing development or a fully public park should not be a priority.	
2026/07/28 5:05:21 PM AST	Community events	Keep camp sewataro around	
2026/07/28 5:13:04 PM AST	The camp and open space is one of the jewels of Sudbury and attracts new generations of families, and will continue to position the town in good stead. I would like to see the camp become more established and have a long term future.	The camp and open space is a key feature of this town. If affordable housing is a must for the town, there are plenty other places and land that can accommodate this. The fact this topic keeps coming up suggests there are other intentions by those vocal against the camp.	Extend the lease so the camp cans become better established and continue to be a significant asset to the town
2026/07/28 5:18:13 PM AST	Keep the Sewataro camp and open the space on off camp days or seasons as open as they are. Would like to see the camp expand within the boundaries and put up all season structures that allow for year round use for the community and provide the ability for the camp to register more campers in the summer. More campers means more slots for Sudbury residents, more jobs for Sudbury teens, more revenue for the town. I would like to see this property allow dogs on to it as well during the community use hours.	Do not sell or develop this property for housing of any kind	Keep the Sewataro camp and open the space on off camp days or seasons as open as they are. Would like to see the camp expand within the boundaries and put up all season structures that allow for year round use for the community and provide the ability for the camp to register more campers in the summer. More campers means more slots for Sudbury residents, more jobs for Sudbury teens, more revenue for the town. Creating a space and or allowing dogs to walk the property would also be a wonderful addition
2026/07/28 5:35:57 PM AST	More support for Sewataro	Making sure the camp continues to run	Build indoor space for camp to use during storms and for town to use in winter
2026/07/28 5:36:10 PM AST	Camp Sewataro and open space for the community	The town has spoken and wants that land not developed.	
2026/07/28 5:36:49 PM AST			
2026/07/28 5:51:02 PM AST	Continued presence of the camp, available to children as campers and camp-staff. Opportunities for residents to use the space for recreation, without any additional residences built on the property.	There is a lack of camp space in Sudbury, for campers and teenage camp-staff. It would be a shame to lose the building property to any additional residences.	
2026/07/28 5:57:32 PM AST	I honestly don't care; I just hope we aren't still talking about it. I do not understand how the residents of this town have this much energy to devote to this topic. If you have this much time and energy, redirect it and figure out cold fusion. It makes me question how we got here and ponder the meaning of life. I think the property itself is beautiful, but I also think it was a mistake for the Town to pay full (development) market price. My feeling about the property have evolved but are generally concentrated around frustration and annoyance on how often it comes up. My initial reaction was: WTAF, we paid how much? Then curiosity as to how a private summer camp is operating on public land. I tried to ignore the cost by justifying it as an appreciating asset. Then back to: It is annoying how often I hear "Sewataro". --> Seriously, I am sick of hearing about Sewataro. --> "If you say the name of that camp I am going to punch you." --> OH MY GOD! SHUT UP! --> In the gym, in the grocery store, at the library, Sewataro, Sewataro Sewataro... --> Someone please figure it out already! Even though it's pretty far back and hidden with Liberty Hedge, you cannot escape Liberty Ledge!	Public access	I understand the passion regarding summer camp but I think the property should be easier and more comfortable to access. That is a difficult proposition if the camp continues to operate. I also don't want to see the property fall apart or be under utilized. Ideally, a privately owned, privately run summer camp sounds perfect... The Taylor's sold out, but wouldn't you?
2026/07/28 5:59:45 PM AST	Open space for the community to enjoy	Maintain open space with public access	These categories are not mutually exclusive - for example open space now allows for passive recreation and summer camp. This is a poorly worded question
2026/07/28 6:02:02 PM AST			
2026/07/28 6:05:52 PM AST	Pavilions for rental for baby showers, anniversary parties. Summer Camp. Pool access on weekends for town. Upkeep of walking trails. There is no need to cut this property up for housing when there's other spots in town (Broad Acres, Fairbank circle) that are more centrally located.	Preservation of a beautiful space.	
2026/07/28 6:15:19 PM AST	Camp sewataro. Meeting places for Sudbury residents.	Keeping the camp in Sudbury. Keeping open spaces for our residents.	I do not think more housing or any development is a good idea.
2026/07/28 6:27:43 PM AST	Keep the camp	Keep it as is - no new construction	
2026/07/28 6:52:16 PM AST	I would like to see the land as is with no housing and continued and expanded use of the land for recreation.	Do not build houses on it.	
2026/07/28 7:01:08 PM AST	Camp during summer. Recreation outside of camp hours/days.	This property is of unique value to the town of Sudbury. Housing developments can and will occur elsewhere.	No housing development
2026/07/28 7:03:43 PM AST	Camp during the summer and more use of amenities throughout the year	Maintain the beauty and outdoor elements of the property	
2026/07/28 7:04:34 PM AST	Summer camp (revenue, teen jobs) and town programming outside of summer camp conflicts.	No housing development	No housing development. Period.

2026/07/28 7:12:07 PM AST	Phasing out of camp. Preservation of property as open space/recreational activities such as swimming, hiking. In other words, a town park.	Sudbury unlike other surrounding towns has little to no recreational water access. Liberty Ledge should never be developed or used for any commercial enterprises.		
2026/07/28 7:17:00 PM AST	Continue to provide an opportunity for children to get involved in summer outdoor and classroom activities. Sudbury residents should get first dibs with scholarships available to those in need. The camp and the adjacent neighbors shall come to an agreement on the level of activities to meet sound and traffic regulations. Seems like the area should be available to Sudbury residents during the winter days to skiers, sledders, skaters, snowshoers, etc.	Summer camp should be provided by a private company with some access to residents during non-camp days.		X-country ski park in the winter
2026/07/28 7:38:52 PM AST	I hope that our town leadership will listen to the residents. LEAVE IT ALONE and enhance awareness of the ability for the residents to use it year-round. Use other properties in town for your special projects FIRST!	Leave it alone. Leave it as a camp that serves kids by getting them outside. This camp is how many people outside of Sudbury identify Sudbury and gives people reasons to come here. As long as the camp breaks even or makes money, leave it alone.		Listen to the residents on this matter and others! The fact that we are still being asked this is appalling. Do something with Broadacre Meadows, which is an unsafe eyesore.
2026/07/28 7:44:50 PM AST	Summer camp and town recreation	Preserving the summer camp as it is now.		
2026/07/28 7:46:48 PM AST	Keep as camp and for town recreational use. NO HOUSING.	We purchased this land with the promise that it would be used for its current use.		Leave alone
2026/07/28 8:01:20 PM AST	Camp Sewataro!	Preserving the property for summer camp operation and community space in nature		Continue current use as summer camp and natural space for recreational use and gathering
2026/07/28 8:12:11 PM AST	Keep as a camp with priority to Sudbury families.	Ensuring that it continues to provide summer activities for children of working Sudbury families.		
2026/07/28 8:28:37 PM AST	Sewataro Summer camp, expanded year round programming and access for residents and nearby community members.	Making sure that the land and property remain available for Sewataro, and resident/nonresident use.		
2026/07/28 8:32:12 PM AST	A camp open to Sudbury children combined with a park open to Sudbury residents	Preserve the land as open space, a camp and a park.		Cross-country skiing trails and ice skating on the pond
2026/07/28 8:35:21 PM AST	10-20 year lease to current camp operator. NO housing development in any form.	Remains Camp Sewataro with NO housing development		
2026/07/28 8:46:26 PM AST	Open community space, peaceful wooded areas, summer camps for our community.	Do not build housing on this property or sell off sections to commercial/housing developers.		
2026/07/28 8:56:09 PM AST	Year round activities or infrastructure for the whole community	Donâ€™t use it for housing		
2026/07/28 9:07:48 PM AST	Camp and public open space			
2026/07/28 9:16:56 PM AST	Camp Sewataro	Camp Sewataro		
2026/07/28 9:31:02 PM AST	I think camp Sewataro is an amazing benefit for families in Sudbury. I would like to see the camp continue on that property.	Continuing the amazing camp that currently resides there.		
2026/07/28 9:33:10 PM AST	Camp Sewataro	Camp Sewataro	Camp Sewataro	Camp Sewataro
2026/07/28 9:34:01 PM AST	Youth camps	Children		Keep Sewataro
2026/07/28 9:35:25 PM AST	I would love to have Camp Sewataro there above all else. Perhaps it can be used for other family activities in the non-summer months, but keeping the Camp is a must.	Keeping the camp at all costs. Yes all costs.		
2026/07/28 9:36:01 PM AST	Camp Sewataro and natural outdoor green space for the town with parks and rec programming	Keeping the camp		
2026/07/28 9:40:33 PM AST	Camp, public park	Preserving current footprint		
2026/07/28 9:41:11 PM AST	Open space	No affordable housing; no housing at all there, please.		
2026/07/28 9:43:41 PM AST		Keep it as a camp without encroaching on the property. This is an important town asset. We voted for it and donâ€™t want anyone to try and winnow down the property. For the children!		
2026/07/28 9:43:48 PM AST	The camp in the summer and more community events and outdoor opportunities during the rest of the year.	Keep it nature.		
2026/07/28 9:53:36 PM AST	Maintain camp operations with no housing built on sewataro property.	Please do not build housing on sewataro land		
2026/07/28 9:55:50 PM AST	Continued camp operations from current operator, no change to isolated nature feel and forest density. Opening of pools to the public maybe, kayaking rental lifeguards beach on weekends. Continued stocking of fishing pond and public access outside of camp hours	After having 3 kids through multiple day camps in the area, sewataro and the current operators are truly special, outstanding example of day camp from both kids and parents perspective, all due to high quality dedication by camp directors and operators. The property as it is today plays a major role- enabling a well rounded variety of activities, feeling like the wilderness, privacy, space for a critical mass of campers at a large range of ages. Lastly, thereâ€™s so many local teens employed by sewataro- I hope my kids have the opportunity to be taught leadership from the skilled and organized team at Sewataro. There is no reason Sudbury needs more housing and to destroy nature for it in a low transportation, low commercial area doesnâ€™t make sense.		Thereâ€™s a nice group of middle school boys from all over Sudbury, not just neighbors of sewataro, that meet up to fish there. Can you imagine a more positive experience for kids that age to be off screens, hanging out in person, enjoying nature. Iâ€™d like to preserve this opportunity for my children and the future
2026/07/28 10:23:34 PM AST	Iâ€™d like to see the property used much like itâ€™s today: a camp for kids (with preference for children in or around Sudbury) and a resource for Sudbury residents when the camp is closed.	That it not be developed.		
2026/07/28 10:24:16 PM AST	As the town has repeatedly indicated in multiple votes over the years, the land should be used for a summer camp. It seems to me that the small group in town that was opposed to the camp in the first place canâ€™t get over the fact that they lost the initial vote, and now they intend to re-litigate the issue until everyone else gets worn out by the unending discussion.	Honoring the will of the town as expressed repeatedly in previous votes.		My specific idea is that we accept the results of previous votes in much the same way that we accept the results of the select board elections etc.
2026/07/28 10:27:39 PM AST	A day camp and overnight camp.	It is an nature area to be valued and not repurposed for profit.		

2026/07/28 10:30:40 PM AST	Community rec space	not adding more housing, especially a large development	
2026/07/28 10:36:07 PM AST	I would like to see Sewataro continue to operate during the summer, and to have town access to the open space during the rest of the year.	Keep Sewataro, allow town access outside the camp period, and stop revisiting the question.	
2026/07/28 10:45:06 PM AST		Maintain the property as is with no additional cost to residents.	Do not develop the property and no future housing development.
2026/07/28 11:07:00 PM AST	Keep it as open space/land/DO NOT develop housing/DO NOT build on the land/use as camp and passive recreation.	Keep the land/protect it from development	This survey is poorly designedand - it is terrible. It is rigged. Trick quesions.
2026/07/28 11:19:38 PM AST	Community gathering space for any group to use	It is for the community	
2026/07/29 12:51:08 AM AST	Use of the property for shared community green space and events for Sudbury residents, particularly for outdoor education classes for children and adults, cross country ski track, disc golf course, outdoor concerts, etc	There are many new developments in the surrounding area that is increasing congestion, which becomes an issue in Sudbury a town with a sparse sidewalk system and few stop lights, and becomes a safety issue. In addition Haynes is already pushing class size and additional housing would likely cause redistricting. Keep as camp use but with additional community use	Cross country ski track with rentals
2026/07/29 2:17:39 AM AST	Public access	I would like to have a town beach like towns all around us. I'd like to be able to show up without booking weeks early, abd spend a day letting my kids swim. This would be a great way to meet neighbors and classmates in another setting and would be a wonderful amenity to add to our town. It would also be nice to have access to hike there.	I don't mind the summer camp but don't think it is fair that only they can use this property. It feels closed to residents right now.
2026/07/29 6:34:40 AM AST	No housing	No housing	No housing
2026/07/29 6:41:55 AM AST	I would love to see the property still in use as a summer camp, with preference given to Sudbury residents for limited slots, and as a recreation area with hikes/activities/open space/public events open throughout the year.	Keeping the area as naturally beautiful as it currently is, and maximizing its use for Sudbury families.	
2026/07/29 6:55:58 AM AST	Protected natural land that continues to offer recreational activities for residents	Maintaining undeveloped land to preserve the natural beauty of Sudbury	You could combine educational and entertainment into community events and gathering spaces as there is potential to add a range of programming without developing that would encourage the community to utilize the space
2026/07/29 6:57:41 AM AST			No housing. We already voted on that. Why is it coming up again??
2026/07/29 7:35:02 AM AST	I would like to see it used as it is currently. My children both had positive experiences at the camp, which is now an income generator for the town. It is a beautiful piece of property that is enjoyed by the town when the camp is not in session. We should preserve this open space.	Developing this property for high density housing is not right for Sudbury. It will negatively impact our schools, particularly Haynes, with an influx of children, increase traffic on our narrow town roads and on Rte. 117, and result in the loss of a beautiful open space in our town.	
2026/07/29 7:37:52 AM AST	Iâ€™d like to see Camp Sewataro still thriving as an enriching option for the kids of Sudbury and beyond.	Please preserve Camp Sewataro and donâ€™t spoil the land by letting developers take over.	
2026/07/29 7:39:24 AM AST	I would like this to be a Public Community Space Funded by our tax dollars, Families can meet up grill, early evening swim times to gather, access to community meeting rooms for organizing, learning.	Accessibility be for Public not just for those who can afford the Fees.	
2026/07/29 8:04:07 AM AST	I believe that we need to preserve the property, keep the camp running as it not only supports Sudbury families but those in surrounding and greater Boston towns, and provide outdoor opportunities for the town. The last thing we need is more housing on those parcels.	Keeping the camp open and preserving the lands.	
2026/07/29 8:43:57 AM AST	Open space, preserve it as it is	There is limited open space remaining in Sudbury, please preserve this area	Leave it as it is
2026/07/29 8:56:34 AM AST	A dynamic, multi-use space that prioritizes open green/natural spaces but also adds to the offerings available to all residents - not just those who can afford Camp Sewataro	Making the space accessible and inviting to the entire community	
2026/07/29 9:43:47 AM AST	Open space and recreation	Quality of life for current residents	Skating rink
2026/07/29 11:08:06 AM AST	Generally leave it as is.	Open space	
2026/07/29 11:10:13 AM AST	A well-maintained open space	Preserving the original nature	
2026/07/29 11:11:58 AM AST	Recreational activities for Sudbury residents. Preserving the land that is precious. No housing of any kind should be developed there.	Preserving recreational space and not building houses of any kind on Sewataro, something the residents already voted on.	
2026/07/29 12:27:10 PM AST	I would like to see the property used as Camp Sewataro	The community's children benefit from the property being used as camp sewataro	
2026/07/29 12:29:09 PM AST	Extension of recreation center activities that benefit from outdoor space, ie. School year fishing club, bird-watching, wilderness skills for kids.	Keeping it as green space	Wilderness classes run through rec center teaching knife skills, fire-starting and tending, shelter-building, plant identification etc
2026/07/29 12:34:55 PM AST	I would like to see the camp remain, with access to the public as is currently used.	Keep the camp and the open space.	
2026/07/29 12:36:21 PM AST	Retained as a camp and with enrollment and pricing benefits for taxpayers living in Sudbury. Outside of camp season and hours, that the property and amenities are available for the enjoyment of Sudbury residents.		
2026/07/29 12:37:06 PM AST	Continued use as camp which funds itself and is a long term investment in the town. Continued use as an open property for Sudbury resident use. Continued activities such as fishing days. Continued ownership by the town.	Maintaining community access and open nature oriented aspects of the property.	
2026/07/29 12:43:54 PM AST	As a resident. With a young family resources for my kids are my first priority. The current camp at this property is a great use of this property.	Resources for young families and protecting the land to support the towns priorities	
2026/07/29 12:47:42 PM AST	I would like to see Sewataro unchanged.	Open space.	

2026/07/29 12:52:57 PM AST	Camp Sewataro still in operation, along with other uses for the property in the off months - additional space for after school programming would be great! It's walkable from Haynes which eliminates the transportation issue that continues to be a big challenge for after-school care.	Keep green space in Sudbury! But make it usable	after-school care/programming	
2026/07/29 12:57:23 PM AST	Would like to see the space operated as summer camp for kids to enjoy.	To keep the space as camp for kids to enjoy.		
2026/07/29 1:35:36 PM AST	Camp Sewataro operating during the summer months and the property open to the community when the camp is not in session	Preservation of the camp and open space		
2026/07/29 2:05:59 PM AST	Looking 10-20 years I believe a space designated for parks and recreation would most benefit the community. I can foresee weekends where the community can utilize swimming & fishing areas, or even rent out space for birthdays / events. I would love for there to be more community programs like fishing, tennis, swimming, yoga lessons available.	I would like for the space to remain open to all community members and to be utilized as an open green space for parks and recreation.		
2026/07/29 2:12:06 PM AST	A real town park like Lincoln has. A place for families to gather, hang out, hike, listen to live music, picnic - a destination.	Sudbury needs something to grow pride and community about our town. We are all separated by schools, sports, clubs--and we don't even have a central shopping area where people can park, stroll and congregate. How many times do we see questions in SBB about where to picnic and/or swim, or watch fireworks in or near town? A Sudbury-only town park would be a great solution.		A Sudbury residents only community park where residents can gather, hang out, picnic, walk, congregate.
2026/07/29 2:24:19 PM AST	SUMMER CAMP and/or OPEN SPACE with PASSIVE (and COMPATIBLE) ACTIVE RECREATION	DO NOT BREAK-UP/PARCEL THE PROPERTY FOR ANY TYPE OF HOUSING		
2026/07/29 2:43:20 PM AST	Recreation space whether that be a camp or other facilities.	I want this property to be something we as a town are proud of, not only based on its historic merits, but because the town had a forward thinking goal for property use. If itâ€™s for a camp, let the camp operate in a way that allows for ongoing investment in the property. If itâ€™s for other recreation, exercise its full potential and make it truly special. A place families seek to spend time.	This question is challenging to answer bc some of the options allow for o Lynne land use, while other options could allow for land use to achieve multiple options at the same time (i.e. camp and community gathering space).	
2026/07/29 2:53:10 PM AST	Continued operation of Camp Sewataro and expanded uses of the property for recreation and outdoor experiences	Keeping the property largely undeveloped to preserve the beauty and the unique outdoor experiences it can provide our residents.		
2026/07/29 2:59:04 PM AST	I would like to see Camp Sewataro still operating on the land. I like the all-season structure they proposed that would increase camp capacity. I also like it as another indoor recreational space for community use in the winter. I would like to see expanded uses for the community on this land and do not want to see it cleared for housing.	Sudbury families need Camp Sewataro for summer childcare. Full-day options are limited and existing options fill to capacity leaving many families scrambling for alternatives. We need Camp Sewataro in Sudbury, and anything we can do to support increased enrollment at the Camp is what we need to do.		Add an all-weather structure proposed by the camp that will allow for increased camp capacity as well as an indoor recreation space for residents in the winter.
2026/07/29 3:06:19 PM AST	The same. A camp for kids and a place to fish/swim/walk.	Keep its beauty and natural habitats.		
2026/07/29 3:19:15 PM AST	Open space and NOT affordable or senior housing	Nothing that would cost the town or taxpayers money. If the town wanted to sell a few parcels say two or three to a builder for significant money and only put a few nice houses on there which we can collect the tax revenue from that would be great but nothing that we should be supplementing or spending money including studies. This town needs to stop spending money.	Letâ€™s add in some real pickleball courts.	Iâ€™m making the assumption that if we did not check off a box for a priority, that means it would be listed as number five or six or not at all. For example, I do not want to see affordable housing added to that property. Therefore, I did not check anything off for that choice
2026/07/29 4:00:48 PM AST	Continued growth of the Sewataro camp program as well as additional recreational, sports and artistic use of the space for town members through both structured and unstructured activities	Using the land to support outdoor activities and community engagement		
2026/07/29 4:00:55 PM AST	I think the current situation is great. The property currently provides for many kids during the summer time and throughout the year. The property is well maintained and preserved.	The current joy it provides to community members of all ages.		
2026/07/29 4:28:15 PM AST	Camp Sewataro has benefited the Sudbury Community since 1960. Every town vote, survey, or input source since then has reaffirmed the desire to host a camp in Town and satisfaction with the status quo; to help families with childcare, to give children screen-free activities, to employ local residents. Please do not change it.	Do not provide unrealistic (expensive) options to a current situation that beneits everyone in some way. Be realistic and reasonable about the costs that would be imposed on residents of any alternative uses at the site.		Maintain the camp to help working families with childcare and jobs for residents.
2026/07/29 4:35:33 PM AST	A plan which does not include housing development of any form on the land while also generating income to pay off the costs associated with the land purchase.	A comprehensive fiscal analysis of the cost of the various options projected out for 20 years. For example would taxes increase if the land is sold and new homes are developed which contain school-age children, what is the projected income from rental to a camp which takes into account maintenance/improvements born by the town, etc.		
2026/07/29 4:59:33 PM AST	I would like to see it continue to be used as a summer camp	Continuing to see it operate as a summer camp		

2026/07/29 5:55:41 PM AST	If a community wants to preserve Sewataro, the open space, natural habitat, and a peaceful environment for residents, it helps to take a structured approach that combines legal protections, environmental stewardship, and long-term planning. A well-designed public open space can provide recreational, educational, environmental, cultural, and economic benefits to a town year-round. Here are examples of seasonal and year-round activities that can increase community engagement while preserving Sewataro's natural character. Recreation and Wellness Walking and hiking trails Nature observation and bird watching Fitness stations and exercise circuits Yoga, tai chi, and meditation classes Picnic areas and family gatherings Community gardens Dog walking areas Photography and art programs Outdoor reading and quiet reflection spaces Cross-generational activities for seniors and youth Education and Environmental Stewardship Nature education programs School field trips Conservation workshops	A successful preservation strategy with a focus on: - Permanent protection of the land. - Protection of natural resources and wildlife habitat. - Maintenance of open space and scenic character. - Adopt a master plan emphasizing preservation over development. - Active community stewardship and oversight. Together, these measures help ensure that campground property remains a peaceful natural refuge that future generations can enjoy while protecting the environmental and recreational benefits valued by current Sudbury residents.	As previously voted on and approved by a majority of Sudbury residents, the Sewataro property is a unique community asset, and its highest and best public use is as a permanent recreational and open-space resource for Sudbury residents. Voters expressed the intent that the property remain substantially as it exists today and that future town officials give the highest priority to preserving its natural beauty, recreational opportunities, and community character.
2026/07/29 5:57:02 PM AST	Continuing as a camp, continuing to provide space for sudbury residents to walk when camps are not in session. Id like to see the entire property preserved.	This is a beautiful camp and property- its most important to keep it as it currently is.	Please, please- leave the camp and space as is.
2026/07/29 6:19:11 PM AST	Sewarato Summer Camp - so many families benefit from having it in town!	Sudbury is a family town. That's why people move here and why people stay. We want to raise our families in a safe, peaceful, enriching place.	
2026/07/29 6:44:41 PM AST	Camp Sewataro or similar summer camp for residents	No development of housing of any kind	
2026/07/29 7:09:23 PM AST	Camp sewataro	We have such a lack of places for our children to use with such a saturation of children to lose this precious resource would be detrimental	
2026/07/29 7:22:57 PM AST	open space/recreational us	no residential units of any kind	
2026/07/29 7:48:05 PM AST	Camp Sewataro	Keep Camp Sewataro as it is, as the people of Sudbury have voted for please!	
2026/07/29 7:52:18 PM AST	The camp and itâ€™s open space.	Donâ€™t develop the land	
2026/07/29 7:56:27 PM AST	Camp Sewataro	Keeping the beautiful space for the kids of Sudbury and other towns.	
2026/07/29 7:59:31 PM AST	Open land that is accessible to the Town residents	To keep it an open space which is what the Town voted for	-
2026/07/29 8:11:01 PM AST	Further use of the property as a camp during the summer and a public park during the off-season	Keep as much land as possible for recreational or outdoor use either as a park or a camp	
2026/07/29 8:12:22 PM AST	Maintain recreational use through the property.	To maintain current recreational use.	
2026/07/29 8:37:12 PM AST	I would like to see the property sold, ideally, or turned into a park with full time access to families, ideally including a playground. I would not like to see the current rental agreement continue. I would be open to seeing the property used for Sudbury Summer, a more accessible, inclusive, and diverse summer camp.	Families with children ages 0-5 are chronically underserved in Sudbury.	We need another playground in town, with spaces accessible to toddlers!
2026/07/29 9:00:48 PM AST	A thriving Camp Sewataro attended by many Sudbury campers, still tranquil and enabling children to disconnect from electronics, make friends, grow. A property where people have picnics and other outdoor activities, maybe even weddings.	Enable the iconic Camp Sewataro to thrive and serve Sudbury for future generations with a long term arrangement (lease).	Change official usage of property from â€œGeneral Municipal Purposesâ€ to â€œRecreationâ€ (inclusive of Camp operation)
2026/07/29 9:34:15 PM AST	Outdoor green space, hiking or camp space for all to enjoy	No additional housing.	The property should remain what it always has been, an outdoor space for all to enjoy in some form. We do not need more housing to be developed there. Which was the whole point of the town buying it in the first place. To now say itâ€™s on the table to develop it is completely ridiculous.
2026/07/29 10:08:16 PM AST	A continued singer camp with no loss of accessibility, activities, or property.	Keeping the camp open.	
2026/07/29 10:08:53 PM AST	Maintain current open space	Maintain current open space and increase resident access	
2026/07/29 11:14:42 PM AST	I would like to be able to use it recreational for swimming, walking, archery range, horseback riding, outdoor concerts, fairs, recitals, summer camp.	Keep the property as is without stifling it with high density developments.	I want to see more entertainment events there.
2026/07/29 11:54:01 PM AST	Free and low-cost recreational activities for the public, especially for kids. It would be wonderful to have an outdoor community pool for a reasonable membership fee.	Environmental preservation and little to no additional development on the land	Community pool
2026/07/30 6:16:45 AM AST	A natural refuge preserving the beautiful trees, landscape and ponds that insure so much tranquility.	Protection from development. That would help us meet the most pressing crisis of our time, climate change.	
2026/07/30 6:44:43 AM AST	A summer camp	The number of families in our town is constantly increasing, as is the demand for child care. Camp Sewataro meets an essential need in our town.	
2026/07/30 8:34:30 AM AST	Continue with the camp and provide open space with no high density housing developments. We do not need to provide any more housing under 40 B, and so we should not be taking this on as a town.	Unnecessary cost to taxpayers	
2026/07/30 8:59:15 AM AST	Continued conservation of nature and the woods and lands	Conservation of the woods waterways	Keep the summer camp!

2026/07/30 8:59:16 AM AST	Conservation of the woods and green spaces that make the property so special for outdoor gatherings, wilderness walking and the camp. Having access to camp and a playground could be fun ways to expand the use.	Conservation of the woods, water and green spaces	
2026/07/30 9:07:28 AM AST	A festival!	Community building events	Porch fest
2026/07/30 9:56:34 AM AST			
2026/07/30 10:09:20 AM AST	Expanded camp and preserved open space	Do not develop the property for anything other than recreation	
2026/07/30 1:14:56 PM AST	Keep the summer camp and open recreation	Keeping it as an recreation area and camp for the town	Itâ€™s the only property in town that has swimming space â€¦ recreation space and a wonderful summer camp for our kids to attend and work at .. kids travel from the boston and surrounding area to experience such a beautiful safe place and have fun for the summer â€¦ donâ€™t take that away from our community and state.
2026/07/30 1:36:13 PM AST	I would not want to see this property being used to build more housing choices.	Please keep in mind to be fiscally responsible with tax payersâ€™ money. The taxes we pay are not free money to be used for projects that benefits a small percentage of the Sudbury community. The town currently has plenty of maintenance/replacement type projects that should prioritize over new ideas.	
2026/07/30 2:33:21 PM AST	Camp Sewataro in operation. The land to serve as an open space for community members to utilize.	Camp Sewataro is a wonderful resource to Sudbury parents (especially working parents) as summer childcare.	
2026/07/30 5:13:52 PM AST	Looking 10â€“20 years ahead, I would like to see Liberty Ledge become a community asset that serves the widest possible cross-section of Sudbury residents while remaining fiscally responsible, environmentally sustainable, and aligned with the Townâ€™s long-term planning goals. Any future use of the property should be informed by a comprehensive, data-driven planning process that considers existing Town plans, including the Master Plan, Housing Production Plan, Open Space and Recreation Plan, and other adopted planning documents. It should evaluate community needs, existing recreational assets, operating and capital costs, long-term maintenance obligations, environmental impacts, and realistic funding sources. Decisions of this magnitude should be based on objective analysis rather than assumptions or predetermined outcomes. Whatever is ultimately developed should be broadly accessible and inclusive. It should serve residents of all ages and abilities, be fully ADA accessible, and be affordable for all residents through its design and operating model, not by relying on scholarships or financial assistance to make participation possible. The property should complement, not unnecessarily duplicate, existing Town facilities while balancing recreation, housing needs, and environmental stewardship. To achieve these goals, I believe the Town should cast the	The Committeeâ€™s single most important priority should be ensuring that any recommendation maximizes long-term public benefit for the greatest number of Sudbury residents. That means evaluating all viable options through an objective, data-driven process that is consistent with the Townâ€™s adopted planning documents, including the Master Plan, Housing Production Plan, and Open Space and Recreation Plan. The recommendation should prioritize broad accessibility, affordability for all residents without relying on scholarships, full ADA accessibility, fiscal sustainability, and long-term value to taxpayers. I also encourage the Committee to recommend a competitive process that casts the widest net possible, through a true public-private partnership (P3) solicitation, to encourage innovative ideas and allow the Town to compare multiple approaches before making a final decision. The goal should be to identify the solution that best serves the entire community, both today and for generations to come.	There are already homes on the property. To not use them to house Sudbury residents is wasteful and frankly immoral.
2026/07/30 7:52:28 PM AST	Recreation center and shooting range	Keep it recreational	Shooting range
2026/07/30 8:11:34 PM AST	A peaceful area for people of all ages to enjoy. It is a well maintained area (tick protection & landscape) for the residents of Sudbury to enjoy all year around.	I am concerned about using the property for anything else than recreation. I strongly suggest we keep the camp operating and invest in this property (infrastructure, forest management, landscaping)	
2026/07/30 8:34:43 PM AST	No houses	No houses	
2026/07/30 8:43:22 PM AST	Sell it	The purchase of the camp was based on misleading information provided to the community	
2026/07/30 8:48:35 PM AST	Camp sewataro-- it is an amazing, unique gem that makes our town stand out from others.	I would like them to appreciate how special it is as it is. If it very becomes developed, it's character, beauty and most importantly-- its benefit to all residents is gone and cannot be reclaimed.	
2026/07/30 9:08:44 PM AST	An open space for the community use with different activities offered for different groups in the community (sports, concerts, farmers market, etc). The camp could be expanded to help cover the maintenance of the land. There should not be more housing added on that land!!	Adding more housing WILL impact the schools and the traffic in our already crowded area. The taxes in Sudbury are becoming more and more overwhelming and we would love that the people in charge of this town start managing in a more responsible way so we can afford staying in this town.	
2026/07/30 9:15:06 PM AST	Camp Sewtaro to remain there	To keep camp sewataro where it is	
2026/07/30 10:09:47 PM AST	Keeping the sewataro land and camp running as it is, and using the land more for other community events, such as an Oktoberfest, fishing derby, fall fest, movie nights, ice skating, etc	Not developing on the land	Oktoberfest, bring back outdoor movie nights
2026/07/30 10:19:17 PM AST	Maintaining fundamental character of Camp Sewataro while exploring additional opportunities for year-round recreation and other use of the property	There are missed opportunities to fully leverage the potential of LL property	These options are not mutually exclusive - should be possible to leverage LL to advance most/all of these priorities
2026/07/30 11:01:11 PM AST	I think the property is underutilized for town events and recreation, and I would love to see Parks & Rec, the Cultural Council, and other entities scheduling more variety there, ex. Movie nights, field days, fishing deby, etc.	Preservation of this parcel and looking elsewhere in town for development opportunity	See above

2026/07/31 6:08:33 AM AST	Continued respect of the natural space, care of the water and camp grounds, and continued access by the community to the space. Access to camp space for community residents at no cost.	Continued access to the natural space at no community cost. This cannot become a housing development.		
2026/07/31 7:09:43 AM AST				
2026/07/31 8:49:43 AM AST	Iâ€™d like to see it largely unchanged. It is a beautiful property with exceptional opportunity for community enjoyment. Sudbury is lucky to have this property as is.	We do not need more housing in such a densely populated area. The open space and trails that Liberty Ledge provides should be retained. It is unique to Sudbury.		
2026/07/31 11:52:10 AM AST	I see a mixed-use as the best option. It's a beautiful space and that should be maintained as much as possible. Some of the outer lots can be used for housing - affordable housing or senior housing. The ponds and the inner sanctuary should be maintained for recreation or other community uses. The terrain can be a benefit for cross country running but it's also an obstacle for accessibility for people with mobility limitations.	Given how much money was used to buy this land, it should benefit as many residents as possible. Right now, a very few residents get any benefit. The summer camp is loved by many and it would be good to keep it if possible but that shouldn't be the only option considered. My kids never went to the camp because it was too expensive for us. Can a smaller camp be considered?		Park and Rec can create new programming to use the space. Affordable senior housing would be great also. Any spaces used by community groups needs to rented just as they are at Goodnow or at Fairbank.
2026/07/31 1:13:25 PM AST	A balance between income to maintain, develop (for recreational use) and staff the property (and pay off acquisition cost) and maximal usage for the community. So, it should generate some income and after paying off acquisition cost, the revenue can be focused on further development to keep the property profitable enough to have excellent maintenance for maximizing future of the property. This may come from a combination of private events and resident, usage. Having a venue that may be used for catered celebrations would be a possible way to generate revenue in the off seasons, it may require additional infrastructure, but should provide significant additional revenue. Events like skating in the winter with bonfires and food available for sale (admission for non-residents).	Keeping natural open space.		
2026/07/31 8:05:41 PM AST	Remain undeveloped green space and camp or recreation facility	Environmental considerations should be the highest priority. I understand older residents are looking for more age restricted housing, but young families need nature areas and camp facilities.		
2026/07/31 8:53:23 PM AST	I believe preserving this beautiful property is of the upmost importance. In 10-20 years I donâ€™t want there to be housing development on the land - I hope it continues on as Camp Sewataro in the summer, and that we as residents can continue to enjoy the property year-round. Camp Sewataro has done so much good for the Town, theyâ€™ve contributed in ways big and small to the community, and the Town has benefited tremendously from the both the â€œrentâ€ and the generous profit sharing.	That the land is preserved, and that Camp Sewataro continues to run.		
2026/08/01 7:04:58 AM AST	I would like to see a park that is 100% open to Sudbury residents all the time. I am not interested in a private camp or one that operates like one, for only those that can afford one. I would like to see the property used in a similar way to Nara Park in Acton. I could also envision joint programming with organizations like the Audubon Society, or other conservation and education programs in the area.	This resource was paid for by all town residents. As such she should be operated fully for all residents.	I did not choose other, but I would like to comment on the summer camp selection above. The summer camp should be one that is affordable and open to everyone. It should not be the equivalent of a private Camp for only the wealthy on the backs of the town people that have paid for the property.	The Affordable housing idea is a good one, but it would have to be done in a very careful way.
2026/08/01 7:17:35 AM AST	Camp as it currently is	No further development of the property should occur		
2026/08/01 11:33:22 AM AST	Senior housing	Cost this was a big investment for a few	Something not kid or sports related. The arboritum in Acton is lovely and appeals to all	We need to recoup our investment and not increase taxes. Senior low income housing is less of a burden than families. Large lots market rate housing would cover the cost of families and some. The next set if question are too general on housing would support market rate house and some senior low income as priorities.
2026/08/01 11:39:33 AM AST	This property has been a well-managed treasure in the community for decades, and one that teh Town is now priveledged to own as public land. I would like to see it maintained as a summer camp, with out-of-camp access to residents for recreation, along with open space for wildife habitat protection and climate resilience.	Decisions to develop a large and relatively pristine property like this cannot be undone. The best decision in many cases is to continue a current use that is not causing any detriment to the community.		The survey questions in the following sections are not well designed. The conflation of conflicting topics will not yield useful data for understanding residents' preferences and priorities. Terms such as "additional programming" were not defined, making it unclear what the question was asking respondants to agree or disagree with. I do not feel confident that this survey vehicle accurately captures my input on this topic. Please consider redesigning and reoffering the survey with a more clear and accurate format.
2026/08/01 12:20:21 PM AST	Liberty ledge/Sewataro is, is a beloved destination for the Sudbury community. Places like these make Sudbury attractive to young families like ours. I would love for it to be preserved for recreational purposes.	We live on Bridal path in Sudbury. My concern - if there is a residential property built in that space, it will set a bad precedent & more such spaces could be re-purposed for housing. Several neighboring towns can use such developments & might benefit more from it like Maynard. The high taxes in Sudbury are to some extent justified by such destinations. My worry is that it will lose its charm & fewer young families that can afford high taxes would consider moving to Sudbury.		

2026/08/01 2:20:18 PM AST	I would like the Town to continue their agreement with the Camp operator. It is an amazing camp and they have done so much to maintain and improve the property. One of the things that appealed to me moving to Sudbury almost 20 years ago was its woodsy feel and commitment to conservation and I am adamantly opposed to any additional building on the Sewataro land.	The single most important priority is the will of the voters who have already made clear that they donâ€™t want to change the nature of Sewataro. The property is great as is- donâ€™t go looking for solutions to problems that donâ€™t exist.		The questions on the next page constitute the most convoluted survey Iâ€™ve ever filled out in my life. Please reconsider your approach, and involve more actual stakeholders in the process.
2026/08/01 2:22:57 PM AST	I would most like liberty ledge to remain the wonderful summer camp that sewataro offers. I believe there is much more that can be offered in the off season and improvements that could be made to the current site as well, but I mostly want the camp and the beautiful community land to remain.	Do not get rid of this gorgeous recreational space and convert to housing or office or other buildings that would ruin this precious area.		my ideas are simple additions during off season (such as farmers markets etc) - summer should remain as is.
2026/08/01 5:00:21 PM AST	Sewataro	Keep Sewataro		As someone with a phd in research who has designed a lot of surveys and spends all day looking at data, the wording of the questions on this form are embarrassing. The combinations are confusing and don't provide a way for people to share their actual preferences. Instead, things are grouped together in ways that don't make sense. You can't actually get the data you're looking for with these questions and I would highly recommend involving someone who knows how to write survey questions next time you want any data, because this data is useless and shouldn't be used to make any decisions, is my biggest take away.
2026/08/01 5:09:22 PM AST	Camp Sewataro should remain, no housing	Camp Sewataro should remain, no housing		
2026/08/02 7:05:40 AM AST	Contine to support kids by utilizing this unique property for summer camp and open space and swimming for Sudbury residents when camp is not in session. Utilize for other cultural events like summer concert series or other outdoor activities preserving the current open space for nature walks, fishing , outdoor activities, horseback riding, etc	Keeping the summer camp and preserving the current open space for public enjoyment		Preserve this unique property from development
2026/08/02 7:26:16 AM AST	Continue to support open space for both public use and kids through camp Sewataro. It serves as a the only alternative to having to put your name on a private exclusive waiting list for years like Greenwood in order for families to be able to swim in the summer outside.	The benefits the space brings to so many children and the community - it should continue as a summer camp and remain protected open space. It would be a complete travesty to build more condos when we just approved and built more down the street.		
2026/08/02 10:18:29 AM AST				
2026/08/02 10:54:05 AM AST	Camp sewataro	Preserving the beautiful location		
2026/08/02 1:20:25 PM AST	Park and recreation area	Community space		
2026/08/02 1:26:05 PM AST	Camp and town activities	Sudbury need an outdoor town owned space		
2026/08/02 1:41:01 PM AST	Keeping it the way it is WITH the current operator	Keep running it as a camp with the current operator		Donâ€™t put housing, NO housing
2026/08/02 3:21:44 PM AST	Beach and pools open to the public. Using outdoor space for more community events (e.g., local concerts, plays). Having fun is more expensive (link to good article), and it's crucial to make land like this remain open and available to all. The Fun Shortage Is Real, and Itâ€™s Making America Miserable - Ben Silverman	Keep this community space. If things sold for development, it would break my heart and go against why we love Sudbury.		The idea of a housing development here makes me sick to my stomachs. This should remain a community space as public land needs to be preserved. Rather pay more in tax.
2026/08/02 3:23:31 PM AST	Camp, open swimming to public more	I NEVER want this to be a housing development. This should remain a camp or community space.		
2026/08/02 4:33:10 PM AST	I would like to see the property remain as open space and for residents to be able to enjoy nature and the outdoors. I think that the camp should remain also.	To keep the property undeveloped.		
2026/08/02 4:36:04 PM AST	Maybe a little putting green and the driving range improved. Kayak and paddle board rentals. Food trucks and ice cream trucks on the weekends with some music. Pickleball access for the tennis court. Lights for nighttime basketball	Keep the property and do not develop housing on it!		
2026/08/02 4:39:15 PM AST	more events for kids and families	no housing development		
2026/08/02 5:05:09 PM AST	Open swimming and facilities that bring the community together. This would give access to families who are not part of paid pools/facilities	Our community would use more facilities if they were advertised more. The usage of swimming/etc should not be based on just previous usage. Efforts should be made to advertise to residents.		Allow space for community events and gatherings such as lawn movie nights/picnics, shop pop ups/stands. In addition, open swimming that is advertised
2026/08/02 5:08:26 PM AST	Camp for the kids as itâ€™s always been	Few generations of kids have wonderful memories of sewataro		
2026/08/02 5:16:48 PM AST	Summer camp	Thereâ€™s not enough space for more kids in Haynes. Classes are getting too big		
2026/08/02 5:52:04 PM AST	A camp	Keeping it a camp	A camp	A camp
2026/08/03 5:36:34 AM AST	leaving it as is. Not using it for any residential program such as affordable housing, community center, or any other type of construction.	Open spaces should remain open spaces accessible to town residents to enjoy.	Just leave it as is. Do NOT build anything on this property.	We do NOT need additional housing, We do need open space to enjoy.

2026/08/03 9:11:22 AM AST	In 10-20 years I would like to see the Town making better use of the Sewataro property in a way that benefits the town, a greater number of residents, and is not a large economic burden to town budgets. I would like to see the property put to it's best and highest use -- something that retains some spirit of the camp and park, but also considers other uses. Right now, the property mainly serves a summer camp population that comes from outside of Sudbury and Sudbury residents who can afford the high price tag of attendance; it also serves as a large, mainly private park for the immediate neighborhood. I would like to see the property mapped out for various uses -- some that still include recreation -- but also others that reflect the needs of the town. I don't believe that Sudbury should be putting so much time and money into upkeep and maintenance of a property that doesn't benefit more people who live here. I also strongly think that the Town needs to change the name of the site -- there is too much emotion tied to the name Sewataro and it should be rebranded under a new name.	There will always be opposition changing this property -- but change is inevitable and Sudbury either plans thoughtfully for change or change will eventually be thrust upon the site in a way, similar to the Melone property. Thoughtful planning now, that looks at multiple uses for the site -- or even how multiple uses might exist on the site -- is to everyone's benefit and I applaud this committee for looking at that.		I think a portion of this site should be used for a pocket neighborhood - similar to what is found in Concord at the communities at Millrun and Riverwalk. These commuitys have small cottage-style homes (1,300 to 1,700 square feet) with shared community open spaces, and primarily serve older residents. This type of development is sorely needed in Sudbury and could be designed to encompass market and affordable rate units -- without being a dense apartment-style construction that we see at Meadow Walk and Cold Brook Crossing. It would still leave plent of room, if thoughtfully planned for, for the camp to continue to run and for open recreation space for residents.
2026/08/03 10:52:12 AM AST	Keep the summer camp!	The joy the summer camp brings to families in the area		
2026/08/03 11:19:22 AM AST	The most important thing to me is that the space does not become housing and remains a community outdoor space. Some ideas to bolster use year round beyond camp: outdoor community fitness or yoga classes, bushcraft classes year round, commercial kitchen space for rent	not developing this land into housing		
2026/08/03 11:28:53 AM AST	Developed into single family home	Keeping property taxes lower		
2026/08/03 12:45:47 PM AST	I think this is very easy that the property should continue to operate as a summer camp as it does today. It provides our residents enormous value through the experience and care it provides our children, is enormously popular even for surrounding towns and it pays for itself. We voted to acquire the property with the understanding that it was generating a return. Iâ€™m actually greatly concerned we would so quickly turn around and seek alternatives to lose this resource.	Keep the camping is, stop trying to assess how you could change it to suit other agendas.		
2026/08/03 12:56:50 PM AST	Summer camp for kids	Keep the camp for the kids. If we want to develop other options outside of camp season, great.		
2026/08/03 1:41:10 PM AST	Reasonably priced homes - not low income but also my multi-million homes.	The financial impact on the town - holding vs selling the property	Senior housing	I do not support more low income housing in the town at this time. I believe weâ€™ve met our requirement, havenâ€™t we?
2026/08/03 1:49:38 PM AST	conservation land for public use	keep the property free from housing of any kind. the land should be used for parks and walking trails.		Walking trails and green spaces.
2026/08/03 5:09:23 PM AST	A continuation of the summer day camp which should bring in revenue. A continuation of public access for Sudbury residents whenever the camp is not in session. More publicity around usage.	To keep the area under the purview of Parks and Recreation and Conservation.		
2026/08/03 6:05:29 PM AST	I would most like to see a continuation of the use of the Liberty Ledge property as a summer camp for children from the town and neighboring community.	Maintaining a summer camp on the property for the children of the greater Sudbury community is the single most important priority for the future of the property.		My specific idea is to maintain a summer camp on the property.
2026/08/03 8:18:33 PM AST	I would like to see the camp still in operation and expanded use to the Sudbury community during the off camp season.	The town of Sudbury does not need more high density housing either at Sewataro or elsewhere.		
2026/08/03 9:26:46 PM AST	The same thing that is there right now. change nothing.	Change nothing. The community loves loves it here! The kids love the camp! Us sudbury residents are so lucky and happy to have this!!		
2026/08/03 9:26:50 PM AST	I would like to maintain it as a property for Sudbury residents BUT greatly increase access for Sudbury residents (ie not just for camp Sewataro)	Sudbury residents own this and should have full access to it - grounds, pools, etc.		Sudbury residents need to have better access to this great facility
2026/08/03 9:27:38 PM AST	Open space, conservation land, recreational area	Green space, conservation		
2026/08/03 9:29:41 PM AST	Continue to remain for use of camp grounds and not demolish it in any part or full.	Please do not convert Sudbury into a concrete jungle		
2026/08/03 9:31:55 PM AST	An open park. No housing. No development.	No development	No development	No development
2026/08/03 9:32:03 PM AST	A beautiful and untouched recreation area for residents. We need to protect undeveloped land so children and families can spend time outside.	Please do not develop this land! Sudbury desperately needs to maintain this unique and beautiful land.		
2026/08/03 9:34:43 PM AST	Sewataro	Keeping a large parcel of undeveloped space undeveloped		Keep Sewataro

2026/08/03 9:49:29 PM AST	Iâ€™ve been a resident since 2020 (just putting that here to color the thoughts and give â€˜time in residenceâ€™ perspective). First, as someone who actually uses our GIS map system I would like the space to get designated as either an â€˜open spaceâ€™ or under â€˜parks and recâ€™. The town needs to solidify a decision so we stop going back and forth and leave it as easily manipulable. Second (or next), I would like the space to be as open space/green space for public use, with the idea/option of permanent ongoing commercial development off the table (as in no houses/housing, as well as no permanent sale of land to a camp, charter school, or company). However, I would entertain land lease to a YMCA, JCC, or Boys and Girls club that runs year round. Third, I think the summer use by and exclusive camp with limited numbers and high cost is inappropriate. The people who have kids going there and can afford it of course want the camp. But people who donâ€™t have kids or canâ€™t afford it then canâ€™t use the space during the best time of the year! If the camp exists it MUST allow for other children to use the area during camp hours! Do away with these limitations. Fourth, the real best use/s of the space would be to bolster the fields, courts, playgrounds and nature walk areas. Having moved to Sudbury from Waltham itâ€™s a joke how much better the play spaces in Waltham are than our town. Their newest space is one of the best in the state (the former	We donâ€™t need more housing. We need better play spaces.	Copy the new rec spaces in Waltham OR lease it the badly needed YMCa or JcC (the closest ones are a 30min drive at least)
2026/08/03 9:50:43 PM AST	A camp and open space for residents to use	The town bought this land for the purpose of a camp and open space. The town should respect and do what was voted by the residents. It is Not right what the SB is trying to push their own agendas.	
2026/08/03 9:51:26 PM AST			
2026/08/03 9:55:31 PM AST	Preservation	Preservation	
2026/08/03 9:56:11 PM AST	The property should remain as is - a natural environment and operating as a camp during the summer and recreational use throughout the year.	No new housing on the property. This property is a natural resource unique in the town of Sudbury.	
2026/08/03 9:57:02 PM AST	Open green space	Protect open green space	Saving open green space from developments
2026/08/03 9:58:34 PM AST	I hope the property continues to be a camp while improving access to the grounds and specifically the pools of the property to the town. I think the grounds should be made more accessible for the town to use and the property and developed for accessibility to the resources for all member. This includes making structures like possibly a pool house and other recreational resources that are not available at other town properties like a volleyball courts or splash pad.	I think balancing its use as a camp during the summer while also allowing the town to use it as a resource for recreation is the most important thing the committee should keep in mind.	I think allowing access to the grounds specifically the pool and swimming even during camp for some period of time would allow the resources to be used equally during the summer or if there are multiple pools developed then some can be reserved for camp while others utilized for the public.
2026/08/03 10:03:33 PM AST	Summer camp	Summer camp	
2026/08/03 10:08:28 PM AST	Camp Sewataro	My children being able to attend camp sewataro	
2026/08/03 10:13:04 PM AST	Camp Sewataro	Keeping a town treasure, as-is	
2026/08/03 10:19:32 PM AST	Public Recreation Space and Camp Grounds	Do not alter what little natural space we have left	
2026/08/03 10:23:57 PM AST	Open space available to the community as a camp as well as for recreational activities - summer concerts, swimming, tennis, community events (as they do today), walking trails	Retaining open space	
2026/08/03 10:38:45 PM AST	The property should continue to operate as a camp and outdoor space serving the residents of Sudbury. My kids have enjoyed this space and I hope they continue to be able to do so. The current use is optimal, with the property generating revenue while also remaining beautiful open and recreational space.	The unique, special nature of this space as currently constituted.	
2026/08/03 10:40:04 PM AST	A Summer camp offered at affordable rates for Sudbury residents.	The town voted to keep this property away from the hands of those who want to develop it. As such it should be kept.	
2026/08/03 10:41:50 PM AST	I enjoy the space as it as. My kids no longer go to camp there but still use the fishing pond. We have also attended various events hosted there.	Leave the property as is with the camp.	
2026/08/03 10:44:12 PM AST	I would like it to still be a summer camp for children through the entirety of summer. And I would like to still be able to go on weekends to walk, swim, fish and all the other wonderful community options to gather are.	DO NOT BUILD HOUSING ON THIS PROPERTY. The most important thing about this land is that is be used as a summer camp and communal place.	
2026/08/03 10:47:30 PM AST	Summer camp and opportunities to use the property when camp isnâ€™t running	The community already voted, doesnâ€™t want housing built at the property and wants to continue to the camp	
2026/08/03 11:28:07 PM AST	I would love to see an increased access to housing in Sudbury. I believe that Sudbury is hurt by the lack of young families who can afford to live in the town, and I believe that this will only get worse as prices continue to increase. Using Liberty Ledge as housing would create more opportunities for young families to move to town to build their community and perpetuate the legacy of Sudbury.	Affordability of living in Sudbury.	
2026/08/03 11:36:20 PM AST	Expansion of year-round recreational facilities for residents	Weâ€™re predominantly a community of young families that need green space and childcare through the summer	
2026/08/04 1:04:55 AM AST	Camp Sewataro and everything the camp and property currently offer the community. Leave it as is. NO HOUSING DEVELOPMENT(s)	Leave it be. Go away. Find another location for your housing fantasies.	
2026/08/04 3:19:22 AM AST	Sewataro or a similar kind of camp	Having it remain operating as is	

2026/08/04 3:42:13 AM AST	Continue to provide a highly sought after summer camp experience and recreational spaces	Haynes road cannot support an increase in traffic or students. Sidewalks currently are not cleared promptly during snow storms to ensure children can safely walk to school. Any development of the property that includes additional residences could not be supported by the current infrastructure off the property. Haynes is not able to accommodate an additional influx of students.		
2026/08/04 6:40:20 AM AST	Camp Sewataro	Families need this camp and itâ€™s an attractive part of our town for homebuyers		
2026/08/04 6:43:12 AM AST				
2026/08/04 6:43:37 AM AST	Maintain the full camp experience, recreation spaces and all open spaces for town residents during off camp hours. This provides a quintessential summer camp experience kids so love and parents need for child care and the opportunity for Sudbury residents to enjoy the full open spaces for recreational purposes. The only change I would ever recommend to this space is enhancements to recreational buildings or spaces for all town residents to enjoy strictly for sports and recreation.	Avoiding the development of this property for any housing use.		
2026/08/04 7:14:49 AM AST	The current Camp operations with the same Camp Operator	Renew Camp operations with the same Camp Operator		Link to the BFRT
2026/08/04 7:15:59 AM AST	The property should be conserved and be available to the people of Sudbury for recreation	Do not develop the land for non recreational use		
2026/08/04 7:20:11 AM AST	No development	Nature and conservation		
2026/08/04 7:21:51 AM AST	I would like to keep the property as it is-- open space for the town with a revenue generating summer camp for children during summer months.	Open space is limited in Sudbury, and an open space that also provides the opportunity to house an old-school summer camp for children in Sudbury and surrounding towns is unique to this location. Recreational space, revenue for Sudbury, employment opportunities and camp for kids-- I truly don't understand why change is being sought for Liberty Ledge.		I put summer camp first because I value the camp that is already there and we don't have anything like it anywhere else. The fact that this can also be used as recreational and community space for Sudbury is also important to me.
2026/08/04 7:38:17 AM AST	Open space, recreation and summer camp	No low income housing or senior housing		
2026/08/04 7:40:30 AM AST	I would like to see it kept as a non developed land, no development of houses, but I would also like Sudbury residents to have access to the facilities in some fashion. However, if it is kept as a camp with an private entity running it - Sudbury needs to at least break even or come out ahead including maintenance cost, upkeep and upgrades. Sudbury does not maintain its infrastructure properly. Sudbury park and rec does not have the capacity or budget to run Liberty Ledge. Unless Sudbury Park and Rec is properly funded, they should not be responsible	No housing development - make sure we can maintain it - we should at least break even and it should not cost us money		
2026/08/04 7:48:51 AM AST	Sewataro camp!	Keep the camp!! We love it and it is an incredible benefit to our community and town		Please do NOT turn it into housing. That is the worst possible idea and an incredible waste of this beautiful community asset
2026/08/04 8:35:59 AM AST	A continuation of camp Sewataro exactly as it is now	That the grounds remain the same and the camp continue as is		Keep the camp as is and leave the land alone
2026/08/04 8:36:59 AM AST	The continued use of the camp	Preserving the camp	youth sports/conservation/nature education	
2026/08/04 8:51:44 AM AST	That the property has remained 100% intact and is used by the community year-round for recreation. The camp continues to have a long-term lease which allows it's full programming.	Preservation for recreation and no housing development.		I want the camp and town to work in partnership, with the camp to have a long-term lease and the town to think creatively about how the intact tract of land can be used to promote community recreation. The camp would continue to operate in-full. And when the camp in not in session (which is the majority of the year and all weekends), there would be opportunities for passive recreation and programming. Open to the camp to continue improving infrastructure as a part of the lease. Maybe the camp would be interested in partnering to offer more programming or maybe this would be the town or local organization purview. I love the idea of adding a year-round structure to offer classes and programs (yoga, art, etc). I also love the idea of afterschool programming to make full use of the property in fall, winter and spring (see Beaver Brook Association in Hollis, NH for ideas) - would fill a need in the community and offer additional revenue. Weekend swimming lessons in the summer, senior center fishing
2026/08/04 8:52:39 AM AST	Thoughtful, affordable housing for seniors and families designed to enhance property. Open access to lands for everybody in town.	town land should be for everyone		
2026/08/04 9:18:35 AM AST		Itâ€™s always been a camp for the town and it should remain that way. We already voted for this and itâ€™s absolutely ridiculous that this is up for debate. Why is it that we canâ€™t hold our school committee accountable and now canâ€™t rely on our votes even counting. You are making people leave this town because we canâ€™t even trust that our votes matter		Keep Sewataro

2026/08/04 9:31:32 AM AST	A continuation of camp Sewataro as it current is - it's a magical place and each summer creates wonderful memories for my children.	What is the need for more housing?! And why on liberty lodge? It's an already amazing resource for the town of Sudbury, especially the children. Why fix what's not broken?'!		
2026/08/04 9:45:21 AM AST	Camp Sewataro	Do not build housing on beautiful land		
2026/08/04 9:45:24 AM AST	A community park	Preserving our green space		
2026/08/04 11:08:54 AM AST	I would like to see it remain an open, community space that has Sewataro summer camp every summer. The summer camp is a huge benefit to our community families and employs many young adults in the summer in addition to a wonderful, unplugged, local camp experience. I would also like to see the property remain undeveloped and open to Sudbury residents for fishing, swimming, outdoor, and community group use.	My biggest priority is that this property is not developed into housing and the summer camp continues or expands.		
2026/08/04 11:41:52 AM AST	A public space the community can continue to enjoy	One-time profits from a potential sale would be short term, whereas keeping the space open to the public will benefit generations to come		Would be great to see more walking trails, a stage and area for performances or live music, a dog park, and / or a playground. Would also love if there were days where food trucks were brought in or a beer garden was hosted.
2026/08/04 12:00:01 PM AST	Extending a long-term operating agreement with the current Camp Operator, Scott Brody. Keep Sewataro.	Recreation extended and continue camp Sewataro. Do not over crowd our school system and roads in North Sudbury with another multi-family development!		No housing development of any kind
2026/08/04 12:45:46 PM AST	Continued community events, increased access to swimming, fishing & hiking/biking, and possibly offering swim lessons for residents.	Keeping the space undeveloped and available for residents to use.		
2026/08/04 1:19:27 PM AST	A summer camp and campgrounds available to all Sudbury residents with additional affordable housing in logical places - like on Haynes Road.	The needs of Sudbury's residents to live in decent affordable housing and play in the woods are not mutually exclusive.		Development is too strong a word and implies "the 200 houses" that people are afraid of. I mean a few houses in already developed lots - like on Haynes Road or perhaps one of the existing houses on the property.
2026/08/04 1:34:56 PM AST	Maintain as an undeveloped green space where a summer camp operates in the summer, look for additional ways to use like offering weekend music or movie series, fishing derby, seasonal events and celebrations.	Keeping the Sewataro as a summer camp option giving residents of Sudbury preferential enrollment opportunities. Perhaps a community garden or high school garden project. Not developed ever.		Community garden, weekend concert or movie series
2026/08/04 1:55:14 PM AST	I would most like to see a flourishing summer camp, protected grounds for the community to enjoy nature and outdoor space and recreational activities.	Preservation of the camp and land for community use is the single most important priority.		
2026/08/04 2:04:36 PM AST	I want the Liberty Ledge property to continue to function as a day camp for kids	To not change anything about how the property is currently used		
2026/08/04 2:35:30 PM AST	Leave it as a camp and open space.	Open space and nature are important		
2026/08/04 5:40:39 PM AST	Absolutely nothing. No clear cutting of ancient trees which has been allowed in the past no tax increases. Preservation is the utmost importance.	Preservation of natural resources		Disappointed with towns choices are natural resources. Guess what our water is disgusting. Let's make that a priority and not develop land adjacent to the source.
2026/08/04 6:10:20 PM AST	Extensive recreation and programming that benefits the whole community	Loving sewataro and the emotion people have around it is not a reason to keep the status quo		
2026/08/04 6:54:35 PM AST	Let me start by saying that I was in agreement with Sudbury town officials that recommended against Sewataroâ€™s purchase. However, given the town's significant investment in the property, it makes sense to increase it utilization beyond summer activities. In addition, the site has very limited parking which further restricts usage. Building senior & low-income housing will dramatically increase the propertyâ€™s utilization while also servicing those in need. New construction for these demographics will serve our community well.	The construction be designed to fit the historic nature and beauty of the town.		
2026/08/04 7:37:13 PM AST	Long term contract with current sewataro operators and no development on the Property at all,	Liberty ledge property should not be developed at all.		Leave the property and programming as it is now.
2026/08/04 7:58:14 PM AST	Open space	No development	N/A	N/A
2026/08/04 8:06:12 PM AST	conservation and recreation - just as it is now	no housing of any kind		
2026/08/04 8:07:19 PM AST	I strongly oppose building ANY housing on the Liberty Ledge property. I support continuing the current camp as well as using the space for community to use. NOT for additional housing!!	I do not want any new housing built on that property! That is NOT what we, the townspeople, bought it for.		Do NOT build additional housing.
2026/08/04 8:11:08 PM AST	the same use as is now but enhanced for the continued usage of the community	to keep it as is and invest in the future use as a camp, community programs, education, and public access.		
2026/08/04 8:22:33 PM AST	I'd love to see Liberty Ledge become somewhere that is a true "third space" for Sudbury residents. Somewhere that offers consistent events/opportunities for the community to come together and enjoy each others' company. Somewhere that has offerings that prompt the members of the community to regularly use the property.	Please don't sell off parcels or develop housing/residential buildings.		
2026/08/04 8:47:38 PM AST	Keep this as a recreational space that can be used by residents as well as by camp Sewataro.	We already voted on this! Do not develop this land. Preserve this as a space for town residents and camp Sewataro.		
2026/08/04 9:17:27 PM AST	Keep the Sewataro Camp as is	Keep the Sewataro Camp as is		
2026/08/04 11:08:34 PM AST	Summer camp grounds open to the public outside of camp hours	absolutely no housing/development on this property!		do not put any housing development!

2026/08/04 11:52:55 PM AST	A park that is accessible year round that includes swimming for townspeople	I am not happy about a taxpayer subsidized camp that charges very high tuition to attend. It is a waste of money knowing how little everyone in town can use the property	Swimming!	
2026/08/05 12:19:19 AM AST	I love it the way it is right now. My son loves Camp Sewataro	I strongly oppose any housing or residential development at this property		
2026/08/05 3:07:35 AM AST	Maintaining it as recreational natural green space as it has been	Green space in sudbury	Keep it as is	Keep it as is. Many of these priorities are overlapping - currently the property is open green space used for active and passive recreation, community gatherings and meeting space, and a campus. These are great uses that happen contemporaneously. Why change it? I also find the next page of this survey to be highly confusing. To be clear: I am not in favor of any housing development on the property. The other uses - consistent with the current uses - are my priorities.
2026/08/05 5:33:19 AM AST	I hope the camp is still there! I attended as a camper and then counselor in the 80s and 90s and am thrilled that my own children can now experience it. It would be wonderful to see this continue.	Maintaining Sewataro		
2026/08/05 11:51:21 AM AST	Retain existing open space and add amenities that encourage use by Sudbury residents.	Retain the exisiting Liberty Ledge/Sewataro property as recreational open space. Once you lose open space, it is gone forever. This open space is well-suited to encourage outdoor recreation for Sudbury residents.		Encourage picnics, fishing, tennis, basketball, retain camp (9 weeks per year) to generate funds for the Town of Sudbury to help fund my other priorities.
2026/08/05 5:38:04 PM AST	Camp Sewataro	Keeping Camp Sewataro fully functioning as is.		
2026/08/06 9:26:02 AM AST	Sewataro maintaining the contract for as long as possible, with all current acreage of the property remaining under the Sewataro contract. Sudbury residents should be able to use the property during non-camp hours. No development or sale of any of the acreage should be given for additional housing of any kind.	Breaking up ay of this Liberty ledge property and using part of it for low income housing is a detriment to the town. It adds more traffic that everyone already complains about, adds more children into the school system, and takes away from the beautiful nature that Sudbury residents currently have access to year round. Sudbury already has low income housing that is in desperate need of a remodel and updating. That should be addressed first, before taking away this gem of a property that hundreds of kids enjoy every summer and residents enjoy all year round.		
2026/08/06 11:19:24 AM AST	I prefer to keep this beautiful property intact and enable shared access for a summer camp and community activities and recreational use.	Transparency and communication to build community support by providing many opportunities for public information gathering and feedback.		
2026/08/06 3:31:09 PM AST	Undeveloped space and a recreational gathering place for community members to gather, walk the beautiful trails, enjoy s'mores, fish, skate, exercise and perhaps listen to live music outdoors. It also should continue as a camp where senior citizens are encouraged to volunteer to foster multi-generational connections with the children of our community.	Once this beautiful land is developed, you cannot un-do it, and we already have a HUGE housing complex in North Sudbury. This is not the place for another one.		My idea would be to have members on this committee that are more in favor of preserving open space and can provide a less slanted survey from which to gather info -
2026/08/06 4:21:02 PM AST	Camp and recreational opportunities that maintain the sense of outdoors and nature that the current property provides. Very open to other opportunities that provide economic benefit while not altering the landscape on a permanent basis (eg opportunity to rent out for weddings or other occasions where a temporary tent may be used but again no further building out.)	No substantive change in the footprint in terms of current building to open space / nature ratio. Access for sudbury residents and ensuring summer camp opportunities remain on the land.		
2026/08/06 6:03:15 PM AST	Accessible summer camp for kids	The people of Sudbury deserve the best		Summer camp with year round activities
2026/08/06 7:39:44 PM AST	I would like the public to have greater access to the Liberty Ledge property. This summer, the swimming lake was only open for a handful of days for public swim, which is very unfortunate. If the swimming area was open for more weekends, my family and I would have made much use of it and would have greatly enjoyed this public space.	I would like the Committee to keep public usage in mind. I believe the swimming area should be open many more weekends throughout the summer for the community to use. Many other neighboring towns have public swimming areas for their communities - Concord, Wayland, Acton - and I firmly believe that Sudbury should extend the same offering given they have such an incredible piece of land that the public could enjoy. I also believe the area could be used beyond just swimming; for example, movie nights on a projector could be setup with an ice cream truck.		
2026/08/06 9:19:30 PM AST	communal space used for gathering, could be any form, camp, park, etc.	do not sell for development as housing (of any kind)		
2026/08/06 10:11:36 PM AST	The property should look very similar to todayâ€™s landscape. Additional buildings and build outs will only serve as continued recreational activities for the camp and individuals.	Recreational activities available year round.		
2026/08/07 9:34:52 AM AST	I would like to see the property maintained as Camp Sewataro. I think the camp is a storied Sudbury landmark that contributes to the town's pastoral reputation even as other parts succumb to more and more development.	Preservation. Please preserve this precious open space while also exploring ways the property can benefit the whole town, not just those with school-age kids.		concerts, outdoor movie nights, outdoor theater, fall festival, haunted house
2026/08/07 11:00:02 AM AST	The summer camp	Keeping open space and the camp available for Sudbury residents. Not developing additional housing.		
2026/08/07 11:58:41 AM AST	The beautiful setting preserved as is offering a fabulous camp and many other opportunities for the residents of Sudbury to enjoy this gem of a property.	This was clearly voted by the townspeople to remain as a camp. Time to respect their wishes and move on.		The opportunities to use the space outside of the camp time are endless. Classes, swimming gseesions, fishing, organized nature walks, craft fairs, art installments, etc

2026/08/07 12:47:48 PM AST	The land used for camp and recreation for Sudbury residence	No housing		
2026/08/07 1:53:27 PM AST	A camp that prioritizes Sudbury children enrolling in summer camp, community swimming on weekends and camp after hours, community events.	Keeping this as usable recreational space for residents.		
2026/08/07 3:46:30 PM AST	Anything that would reduce our yearly debt for the property.	Erase the debt we pay yearly for the property.		
2026/08/07 3:48:01 PM AST	As a 40+ year homeowner in Sudbury I would like to see affordable housing built on part of the property, and preference given to renters in Sudbury or police and fire dept employees or teachers in the school system. Perhaps half of the land for affordable housing and the other half for community recreational space.	Please keep in mind the tremendous need for more affordable housing in town. The NIMBY folks will complain as always, but donâ€™t let them block the urgent need for more housing.		
2026/08/07 4:06:58 PM AST				
2026/08/07 4:09:13 PM AST	I would like to see Camp Sewataro preserved as isâ€”with no housing development.	A long-term lease for the camp		
2026/08/07 4:10:22 PM AST	Continue to operate as a camp. This should not be developed for housing.	The town voted to purchase the land and continue to operate a camp there. It's inexcusable to now turn around and look at ways to sell it and develop for houses, we don't need more housing developments in Sudbury!		I am absolutely not in favor of and market rate or affordable housing
2026/08/07 4:11:31 PM AST	I would love to see Camp Sewataro co-exist with town recreation facilities. As a homeowner and parent in the neighborhood, it is so important to have this institution stay. My son is a camper and already speaks longingly of being a CIT and counselor there when he grows up. I do think there is a missing opportunity to have more recreation at the property, so would be interested in learning more about options. Sewataro is special and our community will be weakened by removing it or limiting its operations.	Having a well run, traditional summer camp in town is incredibly special and that needs to be preserved.		
2026/08/07 4:13:39 PM AST	Keeping it a summer day camp for kids!	Preserve childhood, keep a quality day camp for children in the Sudbury area. They need it!!		
2026/08/07 4:25:58 PM AST	Continued operation of Camp Sewataro and the year round access that anyone in town can enjoy would be the most beneficial outcome for Sudbury residents. Keeping Camp Sewataro a property that is designed for childrens enjoyment as well as people using the property during the remainder of the years gives the largest group of residents the opportunity to enjoy the space in a community environment.	Keeping the property a Camp that a lot of residents attend as well as a property to visit during the year.		
2026/08/07 4:31:47 PM AST	An accessible recreational area open for all in the town. Maybe ice skating in winter and swimming in summerâ€¦ Camp Sewataro is a necessity in a family focused town.	Do not develop it to preserve the nature		
2026/08/07 4:34:55 PM AST	Keep Camp Sewataro and preserve the outdoor resource in Sudbury, do NOT develop any part of the property into housing.	Keep Camp Sewataro		
2026/08/07 4:36:57 PM AST	Open space. Not houses.	The only people who want houses there are the Housing Trust. I would like to know who on that committee stands to gain from development at Sewataro	Investigate the Housing Trust	Investigate the Housing Trust. It is unclear why they are pushing development at a property we already voted to purchase and preserve. I do not trust the committee members have the Town's best interests at heart
2026/08/07 4:39:55 PM AST	Camp facilities for the children who enjoy Sewataro	We have enough housing - donâ€™t be short sighted. Preserve this beautiful camp.		
2026/08/07 4:45:27 PM AST	Preserve Liberty Ledge as a year-round community resource, a summer camp for children and a well-maintained public open space where residents can walk, jog, fish, kayak, and enjoy nature. It should continue providing meaningful employment opportunities for camp professionals and local students while serving the community for generations to come.	Sudbury should prioritize preserving its limited open space and recreational resources rather than using Liberty Ledge for additional housing, particularly when the town already has opportunities to meet housing goals in more appropriate locations. This unique property provides far greater community value as a summer camp, public recreation space, natural resource, and source of local employment than it would as another residential development.		
2026/08/07 5:02:58 PM AST	My family would love to see the camp site continue to provide fun and a love a nature for Sudbury residents.	We moved to Sudbury to be more in the woods, have more land and less of a city feel. If we had wanted a community that was more metropolitan, we would have chosen one with public transportation. If we are increasing the population, what are we doing for car congestion? Pollution? Schools are already overloaded and SED is on a waitlist in some areas - will we need to consider adding another elementary school? middle school? Increasing staff at schools, police, fire? In attempting to â€œsaveâ€ the town money, what other costs will we accumulate? In the five years that Iâ€™ve lived here we have seen numerous instances where we failed to plan for costs that should be able to be projected: maintenance of the town owned housing, a fire truckâ€¦ if the decision is to move forward with housing on liberty ledge, how will this time be different? If our intention is to mitigate costs, please have the foresight to ensure we will not simply be playing whack a mole. At least we understand the camp costsâ€¦.	Preserve Sudbury	Partnership with conservation dept/SVT to bring back native plants/pollinators and protect our forests
2026/08/07 5:10:47 PM AST	Camp Sewataro	Not to take away camp Sewataro		
2026/08/07 5:22:20 PM AST	A piece of land that can be used as a local camp during the summers and possibly available for an extended day/after school option for kids following the school day.	Keeping the land in concert with the surrounding area and the spirit of Sudbury.		Keep Sewataro Camp as is and see if the organization can expand during the school year to provide extended day / after school programs.

2026/08/07 5:25:45 PM AST	Private Park for residents. Keep swimming open. Camp Sewatro for kids	No development or apt buildings		Year round recreation for residents
2026/08/07 5:28:55 PM AST	Camp Sewataro continuing to operate on the property along use for community events like fishing derbies, concerts, community nights.	Maintaining the presence of Camp Sewataro and guarding housing development on this parcel. Continuing to maintain the parcel for community use during non-camp times.		
2026/08/07 5:41:01 PM AST	Parks for children and families, green space, a large garden with locally appropriate / pollinator friendly plants.	Please keep it oriented towards outdoor use, not housing or commercial development. Such parks and outdoor spaces are far more valuable to the residents of the town.	NA	
2026/08/07 5:52:32 PM AST	I grew up in this area and went to camp at Sewataro. Both of my kids go to camp Sewataro. I would like to see the camp maintained as it currently is without changes to the land so that future generations have the same opportunity.	My priority is to see the camp and property maintained as it is today and not developed for any other uses. My biggest concern would be that the land would be developed for real estate purposes.		
2026/08/07 5:54:50 PM AST	Stay as Camp Sewataro. This has been incredibly valuable to the surrounding community and my children.	Keep it as Camp Sewataro		Keep as camp sewataro
2026/08/07 6:10:37 PM AST	The continuation of Camp Sewataro, and more communal use of the outdoor space in the off months, NOT development for housing or other private use.	Outdoor space is a rare commodity, and once it's taken away, it won't come back; there is nothing that can replace it or substitute.		
2026/08/07 6:44:57 PM AST	Sewataro summer camp. Group home for people with disabilities.	Accessibility.	Group home for folks with disabilities	A group home would not take up a major amount of space or interfere with camp functioning
2026/08/07 7:36:23 PM AST	I would love to see the outdoor recreation camp grounds see kids learning about the outdoors and keeping kids occupied without electronics and screens and being able to experience nature! I want the outdoor camp to stay and never change! My kids love that place they have made loads of friends there from all over Massachusetts!	Donâ€™t put in new buildings let nature be keep the camp the way it is we donâ€™t need more technology we need more nature experience!		Keep the liberty lodge the way it is leave the camp alone add in more outdoor activity and creations the way nature intended no need to change anything!
2026/08/07 7:50:12 PM AST	Preservation of open space, no housing, continued camp operations	The history and benefit of camp sewataro	N/A	
2026/08/07 8:20:29 PM AST	Not more houses. Nature and camps	The closest real summer camp experience kids around here can get without traveling far.		
2026/08/07 8:33:18 PM AST	I would like the camp to continue as it is providing so many opportunities for kids.	Kids being part of nature		
2026/08/07 8:37:37 PM AST	Continued outdoor, nature based summer camp, recreational activities available for local community to partake in	Preserve natural environment, preserve areas in use by summer camp Sewataro, avoid development of commercial or residential properties on any parcels		
2026/08/07 8:57:28 PM AST	Maintain what it currently is, a significant benefit to the Sudbury Community.	Keep Sewataro camp in the Summer.		
2026/08/07 10:42:39 PM AST	The camp still running	Children		
2026/08/07 10:50:54 PM AST	More walking/paved trails around the property, a splash park and playground reminiscent of the ones in Waltham. Continued use during the summer for camps.	This is not the place for more housing. There are other options. Revitalize the concrete eyesores, allow people to do more with their own land by decreasing required lots sizes and keep or expand green spaces.		
2026/08/07 10:56:08 PM AST	Summer camp	Value of having a space to enjoy that is not developed.		Camp and after school care
2026/08/08 2:45:57 AM AST	Remain a camp	Maintain what we have		
2026/08/08 5:43:55 AM AST	It should remain useful for camp Sewataro and the kids	To preserve it as the history of the camp and also make it in the best shape for the kids during the summer and green places for residents during the year		
2026/08/08 8:08:11 AM AST	Camp with more structures for community	Look at the votes. Sudbury votes for the camp and land preservation every time. Pursuing anything different is a delay that takes precious town bandwidth away from critical issues. STC continues to divide the community. Recognize the majority, make the long term decisions now for the camp, and move on to working together to plan for real town risks.		Permanent gym structure for camp and town use
2026/08/08 9:35:44 AM AST	Camp sewataro	Keeping camp sewataro. Second is keeping open space		
2026/08/08 12:17:29 PM AST	I would like to see the property continue to serve as it does today, as open space for the town, and as a camp for kids in the summer. I would be very upset to see it turned into housing of any kind, as the town might as well not have purchased it if that was going to be the outcome.	Recreation/Open space.		I am very happy with how the property is used today.
2026/08/08 12:21:06 PM AST	continuing a long term contract with the current camp operator	Continuing the Camp with the current Camp Operator		Connect to the Rail Trail
2026/08/08 1:35:17 PM AST	Liberty Ledge Park: a Town of Sudbury Recreation Space with two or three market rate homes built on the north curve of Greystone Lane and two or three affordable homes along Haynes Road. Liberty Ledge Park will host eight weeks of Camp Sewataro, a summer day camp, and the rest of the time robust outdoor and indoor, inclusive recreational programs will be offered to Sudbury residents and the public using the full facilities on the property. The summer day camp will give first priority for enrollment to Sudbury residents and an income-based sliding fee scale will be offered to residents.	The property potential requires further study. We voted for "municipal purposes" in 2019 and in the seven years since we have kept the status quo but have NOT studied the place for any other of its potentials. Opportunity loss while carrying the burdens of purchase is wasteful and we need to correct that. A short-term, ad hoc volunteer committee is not the correct body to perform an in-depth, detailed study.		Many of the resources/materials used by the summer day camp should be made available for active recreation for residents year-round. The framing of the survey questions is weird and confusing. For me the gist of it is that all the potential uses seem compatible to me and the property should be carefully shared among all those interests.
2026/08/08 1:50:45 PM AST	I would LOVE to see Camp Sewataro continuing to serve our kids and community	My single most priority is keeping Camp Sewataro operating!		Keep the Camp!!!!
2026/08/08 2:06:24 PM AST	I believe the property should remain a camp. Ideally Camp Sewataro would be more available and accessible to the children of Sudbury	Camp Sewataro is a big part of our community		I believe the space should remain accessible and available to the community. I am firmly against development

2026/08/08 9:17:29 PM AST	I would like to see this property continue as a green space, an area dedicated to providing this town with outdoor access and recreation. I do not want to see it infringed upon with any housing or commercial property. I believe that would remove a unique asset that this town has worked so hard to maintain.	To continue keeping this property as an open outdoor space, which provides outdoor access to our town. To not develop it in any way that would infringe upon this.	
2026/08/08 9:42:57 PM AST	Recreational area to benefit all Sudbury Residents - Camp Sewataroâ€™s continued presence	Benefit for all in the community that also preserves natural land	Addition of picnic pavilions for residents
2026/08/09 2:25:27 AM AST	A safe place for our community		
2026/08/09 6:54:10 AM AST	Continued use of the property as a summer camp and a place for residents to appreciate the beautiful and peaceful nature of the property year round	Do not turn this property into a housing project which will lead to increases traffic concerns and overcrowding in our schools	
2026/08/09 8:56:57 AM AST	No major changes. Camp is still in operation and there is open space available for the Sudbury community to use. No additional housing or development occurs on the property. Some additional programming is available, but is not the top priority. The camp provides preferential admission for Sudbury children.	I do not want any housing or other development to take place at the property. This property is a gem and should be preserved.	
2026/08/09 9:47:09 AM AST	Camp Sewataro is still wholly in operation and the land is preserved as open/camp space, available for the Sudbury community to use during non camp hours/off season. No additional housing or development occurs on the property. The land is preserved as an outdoor space and camp programming continues for generations to come.	Keeping Sewataro wholeâ€” no additional housing or non camp related development that would negatively impact the preservation of the land or camp operations. The camp is a vital part of our community providing an invaluable â€œsummer as it should beâ€ experience for children, summer jobs for counselors and staff as well as summer childcare for parents.	
2026/08/09 12:29:10 PM AST	Keep it as a community family oriented, recreational, and environmental resource, and not develop the property for homes or commercial businesses.	We do not need this property developed for high density, or low income home properties. It should be retained for community use.	Create a â€œtown fairâ€ on the property to bring the community together. Other communities have this type of activity, and sudbury should as well.
2026/08/09 1:52:35 PM AST	Make it available for Sudbury residents to use throughout the year		
2026/08/09 1:55:56 PM AST		To not overdevelop Sudbury	
2026/08/09 4:49:20 PM AST	Community space that could benefit many sections of the Sudbury population	The benefit of the Sudbury community	
2026/08/09 5:19:46 PM AST	Looking ahead 10â€“20 years, I would love to see Liberty Ledge property become a beautiful, welcoming community space that all Sudbury residents can enjoy, particularly during the spring and summer months. I envision the property remaining open and accessible for residents to enjoy the lake, the natural surroundings, and the open space without a camp operating on the property. It could become a place where families, children, seniors, and neighbors can spend time outdoors, connect with one another, and enjoy everything the property and lake have to offer. Most importantly, I would like to see Liberty Ledge preserved as a community resource that benefits all Sudbury residents for generations to come.	The single most important priority I would ask the Committee to keep in mind is ensuring that Liberty Ledge remains a community resource that can be enjoyed and accessed by all Sudbury residents.	
2026/08/09 5:58:17 PM AST	Continue to serve as a camp to kids in local communities	Keeping the access to camp SEWATARO	
2026/08/09 7:44:40 PM AST	Community space, summer camp.	Maintain open space for town	
2026/08/09 8:32:50 PM AST	open space and protection of land - NO development	Open space for the town, preservation of land and nature, and no housing or apartment development.	
2026/08/09 8:48:50 PM AST	Camp sewataro, walking paths		
2026/08/09 9:30:50 PM AST	Sewataro summer camp and expanded community facilities	Preservation of the property for camp and community use	
2026/08/10 3:43:15 AM AST	Looking ahead 10-20 years, I would love to see Liberty Ledge remain primarily a place for outdoor recreation, community use, and programs for children and families, with Camp Sewataro continuing to be a major part of that. Sudbury is incredibly fortunate to have such a large, established outdoor space where kids can unplug, explore, swim, play, and spend time in nature. I would also love to see opportunities for the broader community to enjoy the property when camp is not in session. As Sudbury continues to grow and change, preserving spaces like this will only become more valuable. Once open recreational land is developed or divided up, we can't get it back.	The most important priority to me is preserving the property as an outdoor recreational resource, including protecting Camp Sewataroâ€™s ability to continue operating successfully. There will always be competing needs for town land, but open space and established recreational facilities are incredibly difficult to replace once they are developed or divided up. I hope the Committee considers not just what Sudbury needs today, but what we will wish we had protected for our children and community 20 years from now.	
2026/08/10 7:19:29 AM AST	The property currently is an essential part of the community and services provided for families in Sudbury. Iâ€™d like to see it continue to exist and even expand to provide more opportunities for families in Sudbury and surrounding areas. If there are opportunities to expand its services - clubs, activities etc. - that does not compromise Sewataro, that would be ideal. Sewataro camp has been great for my family, helping build confidence and all the traits that builds a strong community and core development of our children.	Sudbury does not offer enough opportunities like Camp Sewataro that build our communities and offer something for our children and families to connect with. The property and its services are well loved by those that attend. Its impact will live with our children for many years. Please do not let financial goals dictate the future of our community.	
2026/08/10 8:41:03 AM AST	A financially sustainable, well-maintained land that serves the public in the off season and generations of young campers during the summer as it does.	The property doesnâ€™t get sold off for development.	

2026/08/10 8:45:52 AM AST	Sewataro is more than a summer camp. It is an incredible resource for Sudbury families and one of the amenities that makes our town such a desirable place to raise children. Families consider schools, recreation, community resources, and quality of life when choosing where to live. Having a high-quality summer camp right here in Sudbury is part of what keeps our town competitive with surrounding communities.In 10-20 years I want my kids to be counselors and babysitting the kids they meet at camp. Now they are the young ones and we love the Sudbury connection.	The Camp. Sewataro is an important resource for Sudbury families and contributes to what makes our town a desirable and competitive place to live and raise children. Summer camp provides a much-needed resource for working families while giving kids the opportunity to unplug, spend time outdoors, build independence, learn new skills, develop friendships, and simply be kids. Without Sewataro, many Sudbury families would have to send their children to camps outside of town. It would be a shame to lose such an extraordinary resource when it already exists right here in our community.	
2026/08/10 9:02:00 AM AST	Stay as undeveloped green space.	Keep it undeveloped. We need green space.	
2026/08/10 9:46:17 AM AST	I would like to see the land used as camp Sewataro, something that has been established for the best 67years.	I would like the committee to realize that this is a significant source of income for the town, and the entire point of purchasing the land in the first place was to protect AGAINST developers. The hypocrisy of these debates is truly insulting to the people of this town, as now discussing development is a major risk.	
2026/08/10 9:54:10 AM AST	I feel strongly that Camp Sewataro should continue to exist and thrive at the Liberty Ledge property for many decades to come.	Keeping Camp Sewataro fully intact and preserving the property as it is now, to adequately serve children and positively impact their growth, development, and fostering the joy of summer.	
2026/08/10 10:00:01 AM AST	Camp Sewataro should remain at Liberty Ledge. It offers employment opportunities for Sudbury teens and adults, as well as a no-screen, outdoor camp experience for Sudbury kids.		
2026/08/10 10:07:34 AM AST	retention of summer activities for children to experience nature	limiting development due to negative impact on existing ecosystems	
2026/08/10 10:09:13 AM AST	Looking 10 to 20 years ahead, I want Liberty Ledge to remain permanently protected outdoor space for Sudbury residents, not developed for housing or other non-recreational use. This land was purchased with over $11 million in town funds explicitly for open space, recreation, and preservation, and Iâ€™d like to see that commitment honored and made permanent through a conservation restriction. My vision: a true four-season town commons. Keep the lake, trails, fields, and courts as the core, but expand access beyond current camp hours so families, seniors, and residents without kids in camp can use it year-round. Add low-impact amenities like picnic pavilions, a community garden, and maintained winter trails. Preserve the woods and water as a place where kids can just be kids outdoors, and where the whole town can build community, not just camp families in July and August. As Sudbury grows more built up, spaces like this become harder to replace. Iâ€™d rather the town underinvest in built amenities here than trade any acreage for housing or commercial use.	My single most important priority is that the committeeâ€™s recommendation preserve a day camp or equivalent youth outdoor programming on this property, whether through Camp Sewataro or another operator. This land has functioned as a beloved childrenâ€™s summer camp for over 65 years, and that use should be treated as a floor, not one option among many. Any recommendation that reduces, displaces, or eliminates camp programming in favor of housing, commercial development, or purely passive open space would be a loss the town cannot easily undo. Iâ€™d ask the committee to prioritize solutions that keep a functioning camp on site while expanding public access around it, rather than treating â€œcampâ€ and â€œcommunity open spaceâ€ as competing uses.	
2026/08/10 10:19:13 AM AST	A permanent swimming installation- keeping the two ponds available for residents would be great. I think keeping the property as a summer camp makes sense, however I would like to see a transition from a for-profit "luxury" summer camp to the space for the in-town Sudbury Summer camp experience. It makes no sense to me that we paid for this property then do not offer subsidized/discounted tuition to in-town campers. The priority should be to use this property to support the community, not to turn a profit or prevent development.	The biggest priority is that the entire community is paying for this property- it should not be acquired purely to block development for people in the north of Sudbury. If the community purchased the property then the community must be allowed to use it, or those funds should be returned to us within the community by sale or other resource. We should not be subsidizing a luxury summer camp for kids from other towns.	The space is already used as a summer camp and it makes sense to continue using it as such. The space should be opened to the community outside of camp hours for additional recreation like swimming and fishing. Expansion of programming like concerts and usage as community space makes sense. If the upkeep becomes too much, then intelligent development or sale makes more sense than continuing to invest tax dollars.
2026/08/10 10:21:36 AM AST	Camp	Child centered options that provide necessary options for parents	
2026/08/10 10:34:26 AM AST	Camp Sewataro	Keep the camp for future generations	
2026/08/10 10:46:24 AM AST	I would like to see it remain a camp to help the families in town	I would like the Committee to remember how many families benefit from this camp	
2026/08/10 10:50:49 AM AST	We need to continue the tradition of usable outdoor space. Much of the woods and land in Sudbury is being commercialized or built on and we need to keep what spaces we can for use and benefit of the community.	Outdoor space and access for the community	
2026/08/10 11:35:40 AM AST	Open recreation space and space for Sewataro camp.	Open recreation space and space for Sewataro camp.	
2026/08/10 11:42:03 AM AST	I would like to see a summer camp full of happy campers	To keep it a summer camp	

2026/08/10 11:57:12 AM AST	A summer camp allowing as many children as possible to gain the life skills that only a summer camp like Sewataro can teach, just as it has been doing for almost 70 years.	I have attended or worked at ten summer camps, and by far the campers at Sewataro are the most engaged, curious, and happy campers of any summer camp I've been to.	I think that keeping the summer camp is the most important, but I also understand the need for affordable housing. I think that a compromise can be made. My recommendation would be to get rid of the riding program at Sewataro and use the horse paddock as affordable housing space, and leaving the rest of the summer camp open. The horse back riding activity sees the fewest campers and is unfair and inaccessible to many campers due to its additional cost, so I don't think it would have a big negative impact on the success of the camp.
2026/08/10 12:03:25 PM AST	Keeping the summer camp there, for kids to enjoy summers close by and accessible	To stop any development at sewataro, and to keep it a summer camp	
2026/08/10 12:25:16 PM AST	The property largely preserved as it is now, with the children's summer camp continuing to operate. More opportunity for Sudbury residents to use the existing facilities, particularly the pools and ponds, when camp is not in session.	Highest priority is continuing to use the property as a children's summer camp with the same facilities, activities, and experiences that the camp is able to offer today.	
2026/08/10 2:58:19 PM AST	Outdoor spaces that are utilized by the town and the residents of the town. Opening up all of the facilities including the pools from Memorial Day to Labor Day for residents and their guests. Parks and rec hosting events, arts, entertainment, crafts, sports, parties, etc to create more community building.	There is no actual need to develop the land into housing of any sort.	Make the pools available to residents for Memorial Day through Labor Day. Season passes. We donâ€™t have any outdoor water activity spaces such as splash pads.
2026/08/10 3:28:59 PM AST	Continuation of Sewataro day camp with potential mixed use options outside of camp hours.	Preservation of open land that allows community members (in Sudbury and surrounding areas) to experience and enjoy the outdoors.	
2026/08/10 5:00:20 PM AST	Continued camp the same way	Children	
2026/08/10 6:34:56 PM AST	I support extending long-term operating agreement with the current Camp Operator, Scott Brody. I also wish to see recreational programming continue to evolve, grow and expand throughout the property for all to enjoy. I strongly oppose any housing or residential development on the Sewataro property.	I strongly oppose any housing or residential development on the Sewataro property!	
2026/08/10 7:59:30 PM AST	active recreation	recreation	
2026/08/10 8:11:14 PM AST	Outdoor recreation, family activities, community service	Preserve the history and utility to existing residents	
2026/08/10 8:19:33 PM AST	a continuation of Camp Sewataro	Camp Sewataro has served thousands of children and is part of the history of both sudbury and families across the greater metrowest area. It should be preserved and supported	
2026/08/11 9:52:07 AM AST	A conservation land would most benefit the Sudbury Community.	The property development should not increase the town infrastructure burden.	
2026/08/11 10:03:37 AM AST	Stay as it is now	Tax and school system	
2026/08/11 10:38:13 AM AST	Keep it as a park	Traffic and student pressure to school	
2026/08/11 5:10:34 PM AST	Camp remains	The camp remains	
2026/08/11 5:30:11 PM AST	a garden with native plants, and education about such plants for the residents	providing clean toilets	
2026/08/11 5:38:02 PM AST	My hope is that 20 years from now, Sewataro will still be going strong and children (from many different towns) will continue to experience the magic of summer camp.	My single most important priority is that the town of Sudbury renew its lease with the camp so the property can still be a place of wonder for 100s of kids. This camp has been in operation for decades, it brings revenue into our town and is a magical place. Why would we, the town residents, choose to end this? Developing the land for real estate purposes is completely short sighted and is doing an enormous injustice to the future generations of kids who could potentially attend the camp.	The propertyâ€™s best use is as a summer camp!
2026/08/11 7:32:40 PM AST	I would like to see Liberty Ledge as a welcoming and inclusive asset to ALL residents of Sudbury including children and adults of all ages. This could include a camp with adaptive and inclusive programming that is accessible to any child of Sudbury no matter their families means. It might also include some housing, particularly housing that meets the high demand for low income people. Maybe it is a good location for a couple of duplexes as a housing category that has been identified as a need in Sudbury. Primarily, I wish for LL to be a community open space and a recreational facility for inclusive programming that meets the needs of residents of all kinds all year round. Sudbury tax payers purchased this property for many millions of dollars and are paying for it with decades of debt to be a place for the entire community, not just one constituent group who may or may not even live in Sudbury. Let's make it a community park for all!	Open space and recreational opportunities for all, with a second priority using a portion of the space for much needed affordable housing.	
2026/08/11 8:08:13 PM AST	Ongoing usage by Camp Sewataro, which has been a remarkable resource for our community, and for so many children.	The ongoing benefit of Sewataro to those who attend it, those who serve as counselors there, and to the reputational benefit of Sudbury itself.	
2026/08/11 9:09:05 PM AST	I'd like to see programs and classes on the environment and sustainable living.	Having opportunities for all ages to be in the woods there	

2026/08/11 9:12:24 PM AST	Camp Sewataro	To keep Sewataro		
2026/08/11 10:08:56 PM AST	Preserving the land, maintaining accessibility. Our kids attend Camp Sewataro in the summers and we know how important the camp and the land is for the community.	Preserving the land. I believe the space can be utilized by more individuals, children and adults within Sudbury and surrounding communities without housing developments.		
2026/08/12 10:40:17 AM AST	Open recreation space	No housing development on the land		
2026/08/12 11:35:02 AM AST	Green space to use for residents of Sudbury	To not build any housing on it		No housing
2026/08/12 11:43:44 AM AST	Public swimming location.			
2026/08/12 11:53:35 AM AST	Continues green space, in any form, as opposed to homes or commercial entities.	Do not turn it into businesses nor housing		
2026/08/12 12:18:18 PM AST	Athletic fields and recreational facilities			
2026/08/12 12:19:16 PM AST	The same as it is now. Donâ€™t change this property.	The fun of Children and families and the many decades long legacy of the summer camp. Donâ€™t take away this summer camp.		
2026/08/12 12:33:06 PM AST	There are things that the community needs that I think this property could help with. These needs include an outdoor swimming and summer gathering place for the community and some more affordable housing. I don't mind combining this with the current outdoor camp which continues to serve many kids and families. In fact I see the outdoor camp option as providing some benefit to the overall community. I hope that this camp is able to offer an outdoor camp opportunity to kids in Sudbury with limited means.	That for those of us living south of town center without kids using the camp, we would like to see more benefits from this property.	outdoor swimming opportunity	
2026/08/12 12:37:01 PM AST	its natural beauty preserved as is, allowing continued opportunities for children and adults to use the space for camp, swimming, hiking, and enjoying nature. I'm opposed to developing the property for housing.	Respecting the space as it is, a habitat for wildlife and a place for children and adults to enjoy and respect nature.		
2026/08/12 12:44:32 PM AST	Camp Sewetaro	Camp preservation		
2026/08/12 12:46:45 PM AST	Sell the land, build houses, collect property taxes	We need to have tax payers.		
2026/08/12 1:34:21 PM AST	I"d like to see Camp Sewataro still hosting children for summer camp from all over Massachusetts. And on weekends and the off season allow Sudbury residents using the property as a park - fishing, swimming, trail walking and bike riding. It's a great sport for special events, too with some parking options and plenty of land for gathering.	To preserve the land! Keep it operated by Camp Sewataro since it's so beneficial for the town financially and for upkeep of the land.		
2026/08/12 2:22:54 PM AST	More community events. More opportunities to come onto the property. Use of the pond (we were unavailable the two weekends it was open this year). Maybe relocating some of the town activities held at fairbanks or town hall to Sewataro.	Access!		
2026/08/12 2:39:26 PM AST	Remain as close to preserving what it is today with more available use to the public to use the land as it currently is.	Preservation		
2026/08/12 3:27:07 PM AST	Maintain some green space and provide housing.	Financial responsibility and avoidance of â€œnot in my backyardâ€ thinking.		Create a walking path that circles the pond and weaves through green areas. Use the remaining space for housing.
2026/08/12 4:16:23 PM AST	I would like to see liberty ledge property remain largely the same. It would be great if the camp could have some upgrades, but in general, I think the way that it is used now is perfect.	Avoid avoiding unnecessary development of a town treasure		
2026/08/12 4:22:40 PM AST	Cost-effective use of the property. We donâ€™t need a $12M park that benefits North Sudbury	Cost effectiveness. Nowhere in the public discussions have I seen anything about how much using this as a park or a camp costs/makes the town every year (including debt payments) and how that would compare to using it for other purposes. And consider that the costs get spread through the whole town while itâ€™s North Sudbury that benefits by having a park and no affordable housing developments in their part of town. 3 of the 5 precincts voted against this, but NS wanted to have the rest of us pay for their park. There are several developments along Rte 20. Put one at Liberty Ledge and letâ€™s see how quickly NS changes their mind		
2026/08/12 5:16:07 PM AST	Summer camp and community access	Keep the summer camp going		
2026/08/12 5:54:32 PM AST	As it stands RIGHT NOW - community access and making a profit	That the town is exhausted. We are tired of the continue need to create divide. This issue has been addressed-move on and create committees that unite and do NOT divide		
2026/08/12 6:32:14 PM AST	Additional use for current Sudbury residents ti enjoy nature and the campground.	This property was purchased as a campground. Do not place additional housing.		
2026/08/12 7:23:19 PM AST	A continued interest in open space and recreational usage	The land should be used for recreational purposes only and not residential development		
2026/08/12 7:28:20 PM AST	Recreation, community Events, as well as the continuation of a Summer Camp that will generate revenue for the Town of Sudbury.	No development		

2026/08/12 7:46:48 PM AST	Community recreational space. NOT housing in any form.	North Sudbury did its part with the Colebrook property development. If more housing development occurs in north Sudbury we will need to build a new school or at the very least redistrict. I can guarantee you that no one wants that. We do not need more families with children that need schooling. Most towns in our area have about 25% of the families with school age children. Sudbury has 53+% of its families with school age children. This is a huge burden on the tax base. Sudbury become an educated and evacuate community.	N/A	
2026/08/12 8:47:33 PM AST	make it green space	fiscal responsible, we better not lose money		
2026/08/12 9:02:35 PM AST	Sewataro summer camp	Preserving the sewataro camp and land		Given that families move to Sudbury because of everything it currently offers for kids including camp sewataro, persevering the camp and what it offers is invaluable to most residents. We donâ€™t need to create more housing resulting in more traffic when thatâ€™s already becoming a huge issue for most residents!
2026/08/12 9:26:10 PM AST	Camp Sewataro	Keep Camp Sewataro		Camp Sewataro
2026/08/13 7:32:58 AM AST	I would like to see a green space for the community. Where we can have community wide events, have families gather for picnics, enjoy the lake etc. create a sense of green community here. One of the reasons people move to sudbury is green space!	The wellbeing of families and people who have invested in this community already. As a realtor and a resident in this area, we need more space to gather. We need a sense of community. we do not have a real down town. We do not have a a pond and our pool is constantly in disrepair. I point this space out as a benefit of the community!		
2026/08/13 10:56:19 AM AST	Continuing to be an open, nature space for the community. Including the private summer camp, would like to see more opening of the space to the public year round as well.	Keeping the current camp open.		In addition to the summer camp, as the top priority, sudbury currently only has one playground (which continues to shrink in size) and so more public play areas would be great.
2026/08/13 11:25:45 AM AST	Keep it as is with more community events held there	Stop adding housing! Traffic is already a nightmare-we canâ€™t continue to add housing!		Not housing!
2026/08/13 11:41:05 AM AST	I would like it to remain a summer camp and for use as open space and recreation for town residents when not in camp session	The town residents voted to preserve sewataro as an open space and recreation property and to continue to host a beloved camp on the property and we would like to keep it that way and not rehash this every few years		
2026/08/13 5:18:04 PM AST	Natural area for use for residents of Sudbury for walks.	To preserve this space as a natural space where people can enjoy nature		
2026/08/14 7:19:09 AM AST	Continue with summer camp. Continue with park-like offerings to the community.	Protect the property from housing development.		
2026/08/14 9:54:30 AM AST	I would like the liberty ledge property to remain effectively a nature preserve and campground. It is important to preserve natural spaces, especially those that inspire children to spend time outdoors and embrace the natural world. It is also critical that we preserve habitat for wild animals.	I am concerned about any development that clears land and removes trees or other natural architecture from the space. It is all the more important to maintain these natural architectures as the climate warms and communities lose other spaces to commercial development.		
2026/08/14 10:32:55 AM AST	Anything that would reduce the tax burden on the residents of Sudbury.	Reducing the tax burden on the residents of Sudbury	Anything that would reduce the current tax burden on the residents of Sudbury	We should have never purchased the property at premium market rate to then give it back to the same group to continue running a summer camp. It should have been sold to a developer.
2026/08/14 11:08:12 AM AST	Public use, allowing Sudbury residents and maybe others to freely use the property any day, especially during the summer, also decreasing the cost of the camp so that kids who donâ€™t come from insanely wealthy families can enjoy the property too.	Public use.		
2026/08/14 11:45:03 AM AST	Dense housing targeted at single professionals and seniors to relieve single family house burden. Rec center open to the town year-round. Connect to rail trail.	Increasing housing.		Mixed use development. Privately run summer camp does not benefit the town.
2026/08/14 7:59:49 PM AST	Camp Sewataro, community events, swimming, fishing	It should remain a summer camp and an open space for community use. There should be no development.		No development!
2026/08/14 8:34:46 PM AST	A property that is a net value add to the town's finances than a financial drain.	Please keep in mind the competing needs of conservation, recreation, and revenue generation for the town.		
2026/08/14 9:56:11 PM AST	I would like the property to provide the community with a park for swimming, picnics, etc. If that is not feasible I'd like the Sudbury Summer Camp run by the town to use the property not some private camp company. I also support the idea of having some senior housing on part to the property.	The property should be for the use of a wide swath of Sudbury residents not only an affluent few (and out of town people) who can afford the private camp.		Active recreation to me would include a town beach where all residents could swim.
2026/08/15 7:25:11 AM AST	That is provides a safe space for children and families to come together and develop. Liberty Ledge has served families not just in Sudbury but all over Massachusetts. These types of spaces are EXTREMELY rare and should be preserved.	Safety/increases in crime		
2026/08/15 7:46:36 AM AST		That Canp Sewataro be granted a long term lease.		Leave the property as is. Thatâ€™s what the town voted for.
2026/08/15 7:53:25 AM AST	Iâ€™d like to see the not to code buildings taken down. Iâ€™d like to save a section of the property preserved for a walking trail. And the rest of the property divided for housing to match Graystone Dr.. In Sudbury we have a lot of acquired properties that all need to be maintained. This increases our property taxes. We need to keep our property taxes down!	Keep our taxes down		

2026/08/15 9:19:26 AM AST	I would to see the property remain undeveloped, to remain as a camp in the Summer. I would also like to see more opportunities for residents to be able to use the facility on weekends, with permanent pool access and lifeguards staffed on weekends.	Mostly keep it as is, with more access for residents		
2026/08/15 11:25:59 AM AST	Keep all of the acreage as open space. Use the space as a summer camp.	All of the acreage should remain as open space & not developed.		
2026/08/15 11:46:32 AM AST	An open green space/park for all in the community to use and possibly rent out spaces for various uses.	We should not build houses on that space.		
2026/08/15 6:32:29 PM AST	Maintain access to public space for Sudbury residents	Long term plan to maintain the parc as is, in its integrity, with support of the camp via long term lease	Increase swimming access to the pond for Sudbury residents (beach, water quality)	Opening the pond for additional swimming capabilities in the summer would create a great opportunity for the community to come together in the park in the summer.
2026/08/16 12:39:13 PM AST			Any summer camp should be affordable and open to all. It should not be privately operated.	
2026/08/16 12:53:18 PM AST	I would like to see Camp Sewataro continue to run on the whole property. The camp offers a wonderful experience (and summer child care) for Sudbury residents (and neighboring towns), provides jobs to residents, and income to the town. I would also like the ability to walk the property and rent the pavillions during the camp off-season to continue. Programming during the camp off-season (like a farmers' market, Halloween event, etc.) would be great as well.	Keep Camp Sewataro AS IS!		
2026/08/16 1:00:40 PM AST	- Free use of swimming pool and swimming pond for Sudbury residents. - Participation of summer camps at a discounted rate for Sudbury residents; right now, only â€œrichâ€ families can afford summer camps. - access for residents every weekend. There are no public pools in Sudbury, only clubs with years of waiting list. - use the place for festivals and events for kids.	No new houses or high-density townhouses. Haynes Rd is already very trafficked.		
2026/08/16 2:57:02 PM AST	I would like to preserve the camp for the long-term. I would also like to see the property developed and used more solely for recreational purposes and community gathering	I do not want the property sold for housing. I want the community to use it for camp and town activities.		The town should host gatherings there with music and so on.
2026/08/16 8:14:48 PM AST	I would like to see an *affordable* summer camp that gives priority to Sudbury residents. I'd like to see the parts of the land closer to Haynes Rd. have affordable single family homes and a municipal building like expanded Firestation. I would hope that the resources like the swimming pools and sports courts would be easily used by anyone in Sudbury in the Summer.	Please do not allow apartment buildings or similar dense housing, but please do use this land to help with affordable single homes - and make the camp actually affordable for people in Sudbury who can't afford a $7k summer camp for their kids.		
2026/08/16 9:35:37 PM AST	Keep Camp Sewataro operating at the property	Keep Camp Sewataro operating at the property. We are so lucky to have a unique space for our children in town and to use as a community.		
2026/08/16 11:23:43 PM AST	I'd prefer to see Liberty Ledge stay open for the public and used as a camp or other recreational purposes.	If any part of the character of the property is going to be changed, I'd want a comprehensive plan, not piecemeal actions.		
2026/08/17 8:40:27 AM AST	additional public, passive recreation	transparency. i am not sure how this potential development was discussed during the purchase process, but it seems too soon to be exploring something that was not discussed during that process		
2026/08/17 9:43:37 AM AST	keep it as a camp but also allow weekend and year round access - trails, snow shoeing, hiking, walking, swimming	avoid more building on the property		
2026/08/17 10:00:41 AM AST	I would like it to remain as an the current space that allows such programs as the Sewataro summer camp to run but also provides people of Sudbury a place to go.	We purchased that property as a town to maintain that space away from developers and more housing. We should leave it as a nature space and work on what can be done to best serve Sudbury residents outside of camp time but maintain the life of the camp as well.		
2026/08/17 10:08:14 AM AST	A thoughtful long term plan re: best use for this community asset. If that involves some property development carved out of the large 43 acre propertyâ€¦so be it!	Do what is best for the entire community and not just the angry residents who claim to speak and represent all.		
2026/08/17 11:09:26 AM AST	Either 1) commit to uses that benefit all of Sudbury, not just wealthy abutters property values or the small minority percent of attending campers actually living in Sudbury, or 2) recoup the $12 mil purchase and allow legally zoned development. Donâ€™t waste time and effort on all the in between scenarios that are â€œmehâ€.	Find a use that all of Sudbury residents will benefit from. Thatâ€™s either tax receipts from homeowners of a future development, or free year round access to a genuine 44 acres for everyone (ie not just a super small subset of already privileged Sudbury youth: campers, or Little League, etc.)	Didc golf or a dedicated long walking jogging trail paired with built-in fitness and exercise stations	18 hole Disc Golf course or a dedicated long walking jogging trail paired with built-in fitness and exercise stations
2026/08/17 6:34:02 PM AST	As both a summer camp for kids and as a recreation space for the community	Keep the land as recreation space and a park		

2026/08/18 7:32:15 AM AST	Maintaining the property in its current capacity to serve the children of Sudbury with a wholesome, exciting and convenient location to attend camp in the summer months is what I would like to see. It is providing a way for Sudbury children to see school friends and meet new friends while engaging in exciting and experience broadening activities to grow their perspectives, capabilities and interests. It provides parents with a summer activity and/ or care option that our children are excited for and is not a burden on the care takers to travel to another town for. Given that Sudbury is a community sustained largely through family units appreciating the community and educational opportunities it feels counter intuitive to remove or diminish the current Sewataro offering.	Sudbury is a community sustained largely through family units appreciating the community and educational opportunities. The current operations of the Liberty Ledge property provides significant benefit to these family units in that capacity, especially in the summer months when such options become less readily available.		Would like it to remain as it is in the summer- Sewataro Camp
2026/08/18 10:03:24 AM AST	A place for my child to have fun and build memories. Also while preserving the nature around us.	To not take away the property to build more housing. Our town has beautiful nature & I donâ€™t want that to go away.		
2026/08/18 12:18:38 PM AST	I am very concerned, because Liberty Ledge is located within the camp Sewataro grounds area. Sewataro provides children of all ages, abilities, and backgrounds with a camp experience that creates bonds, teaches independence, responsibility, kindness, teamwork, leadership, and service. It also bonds children to our great town of Sudbury, and makes it an attractive, friendly, and prosperous place to live. Sewataro needs Liberty Ledge to continue to provide the diverse range of camp activities that has made them so profitable to the town of Sudbury. Also, it will allow the camp to continue to provide positive, uninterrupted training of our future town citizens without making deep cuts to their valuable experience. We need to bolster the continuity of integrity to our town by keeping Liberty Ledge in the proven and responsible stewardship of Sewataro. Using Liberty Ledge for any other purpose would disrupt the camp, and all the values and ties to Sudbury that is has so wonderfully upheld. To restrict Sewataro from continuing to use LIberty Ledge would change the camp environment, and restrict them in ways that would encroach on Sudbury's very culture and climate, which would be a terrible loss for our town.	Keeping Liberty Ledge in the control of Sewataro is to preserve Sudbury at it's very best, and ensure that our town's future is prosperous, uphold the best of our values, and preserves a camp who's reach far extends outside the boundaries of Sudbury. Sewataro needs to remain prosperous as it is today, and not be hindered and irreparably damaged due to a loss of Libery Ledge. Thank you.		None
2026/08/18 12:41:29 PM AST	I would love the property to continue to grow into a recreational space/center for kids. The Sewataro Summer Camp has left a huge impression on my kids and they continue to thrive well from the camp experience. We could also leverage the property for other community activity to cater to all seasonal needs of the families living in Sudbury e.g musical fest, ice hockey rings for the winter. All season access to residents to walk through the property, physical bootcamps for adults etc....	My concern is the intention to convert this beautiful natural property into another housing community. I would love to retain restore the property for its natural form so our future generation can get an experience of nature in the community. I oppose any developments that restricts the property usage as haven for kids to play and grow.		Tennis, basketball or sports camp, Physical Boot camps for adults, Centralized Halloween event for the community, Keep the property open for residents to walk throughout the year, Camps during longer school vacations other than summer, Maybe build something like the Boundless Adventure where folks can pay and climb the ropes from sprint to fall, Open the space for events - birthdays, picnics etc.
2026/08/18 1:46:35 PM AST	A continued focus on providing activities and programming for the residents of Sudbury, especially the children	Traffic. Route 117 already backs up too much during rush hour. Some days, it can take 15 minutes to get from Nine Acres to Pantry Road or from Mossman to Pantry Road. This is already unbearable and more time added becomes disastrous enough for any North Sudbury resident to consider moving. North Sudbury can't handle a daily 20+ minute backup similar to the one on Concord Road when heading towards Route 27.		Keep the summer camp but focus on ways to expand it and make it more affordable to all of Sudbury's children. If the current operator can't figure out a way to do it, send out RFPs. Also during non-summer periods or weekends, smaller events like a farmer's market, food truck festival, beer garden, etc would be amazing. For example, the Beer Garden Friday's at the Wayside Inn have been an incredible way for locals to spend time, connect and foster community.
2026/08/18 2:49:54 PM AST	I want to see Liberty Ledge continue to offer summer camp like it is today and walking areas for those Sudbury residents that want to walk through the are during all times of the year. I don't want to have Liberty Ledge sold to any developers to build any kind of housing at all and no businesses. The summer program already makes the town a small amount of money with little to no maintenance needed so there is no reason to change.	No new housing of any kind, at all and no new businesses like a new field house since the town will end up paying for road maintenance every year there-after.		
2026/08/18 3:30:14 PM AST	Just maintainance and repair the facility as is. Do not, change anything, sell any property, build residential units. Only preserve what Sewataro has been for the 50 years.	Preserve the space as is. No new development. It makes $200-300k / year. That is equivalent to 15-20 homes paying sudbury's median tax bill.	Your poll is dishonest. Market rate houding is not what the town wants. Why did you add it as a choice. It is not one. By adding as a choice the town has voted on as being an option, who idea is it? The town purchased the property to keep the space open. Not to develop it	Do not change or develop anything on that propert except maintenance.
2026/08/18 3:40:49 PM AST	Iâ€™m not sure. Our family does not use the property often due to its steep slopes and inaccessibility of its camp. I know the town has tried to make parts accessible (fishing pond) but the whole property is a very steep hill. The camp has also not done enough to make sure that those with disabilities are supported.	That if it remains a public town owned property is should be accessible to all town residents		
2026/08/18 4:33:09 PM AST	It should be an open public space similar to the manner in which it is used today - these are increasingly fewer and it is important to protect them because once developed you can never go back	Please donâ€™t develop this space	Anything other than a regular housing development	

2026/08/18 6:11:08 PM AST	A new, accessible outdoor pool with membership available to Sudbury residents open Early June through Labor Day, open week days and weekends 9-8pm	How does the property benefit Sudbury both financially as well as in terms of creating a welcoming and inclusive community? How can we maximize this space year round to contribute to a healthy community for all?		Outdoor pool is a top priority
2026/08/18 9:02:27 PM AST	An outdoor community pool. I find this the most significant lack in our community. The other private clubs take years to gain membership and are prohibitively expensive.	Community connection, access to outdoor public pool (chlorinated) not a pond		
2026/08/18 9:08:25 PM AST	A park, tennis courts, the camp. Community use	This is town property and should remain in the hands of residents. The camp offers a lot of value to the town including local jobs and summer outdoor affordable activity for our children		
2026/08/18 9:13:57 PM AST	I would like to see a open to the public space that, beach use, walking trails and community events as well as the continuation of the current camp	that you donâ€™t allow private development to come in and take over the property		
2026/08/18 9:24:48 PM AST	Summer camp for kids	Keep the property as summer camp and beautiful nature, not a development		
2026/08/19 7:52:48 AM AST	Sewataro and open space	No housing		
2026/08/19 8:42:39 AM AST	No more housing!	No more housing!		
2026/08/19 11:28:09 AM AST	The current space as is but with more going on there when Camp Sewataro is not in session.	Keep the land. Do not sell any of it. It should remain with the Town for use by the residents of Sudbury (and leased to Camp Sewataro in the summer).		
2026/08/19 1:19:21 PM AST	I would like it to remain an open and undeveloped space for the Sudbury community to enjoy. Iâ€™d love to see a playground and other outdoor recreation for residents of all ages.	It should remain undeveloped as we voted in initially. It should be a place for the residents of Sudbury to enjoy, walk and have recreation time.		Iâ€™d love to see a playground for kids of all ages, something accessible and long range can be used whether school is in session or not.
2026/08/19 4:38:42 PM AST	Continued summer camp operation, continued year round community use of the property outside of summer camp session, community use of the swimming pools during the summer, private and public events	I would like the property to be maintained as is and no housing developments added. To be clear, NO housing developments		The beautiful pools could be offered for fees on the weekends in the summer as we have no public pools available in Sudbury.
2026/08/20 8:00:38 AM AST	I would like to see the camp staying intact with no residential development.	A safe enjoyable place for hundreds of children each year to enjoy camp in the summer.		
2026/08/20 9:51:53 AM AST	Camp Sewataro and open recreational space for the community to enjoy	We need Camp Sewataro to continue to exist as a formative part of so many childrenâ€™s lives not only in Sudbury but the Boston area. Too many camps are closing and we need to continue to offer access to open space and recreation for our children.		
2026/08/20 11:55:03 AM AST	A natural habitat to explore and a free place for residents to swim and fish.	This should be a natural green space for residents		
2026/08/20 12:04:40 PM AST	I would like to see a space for the Sudbury community to be able to use for recreation. It could also be a space for local events, concerts, art shows, etc. think Tanglewood.	Use it to bring the community together.		
2026/08/20 12:10:06 PM AST				
2026/08/20 12:18:58 PM AST				
2026/08/20 12:22:40 PM AST	Affordable senior housing	Senior housing!		
2026/08/20 12:29:06 PM AST	Age restricted senior housing development by company like Toll Brothers as they did in Hudson	I think you have done a bad job in educating the public. Most people are unaware of the costs to the community of maintaining a camp. Having sessions where a loud groups attends to voice opinions is of little use. If you are going to have information sessions, you should run the sessions with the information to want to get across. This survey should have started with the financials of the camp in black & white. It is an arithmetic problem and how do you want to spend your money.		Market value senior center development by a company like Toll Brothers, to the Hudson development
2026/08/20 12:32:03 PM AST	Recreation area with senior housing	Accessibility for Sudbury citizens of all ages		
2026/08/20 12:37:11 PM AST	I would like to see a mixed use development that would allow for housing options for seniors as well as an arts area making use of the natural beauty of the development. There could be a small art studio that would support painters, photographers, and sculptors. An outdoor summer concert/play area could also be accommodated.	Maintaining the natural beauty of the area should be a priority.		A "Heritage Village" like mixed use community would serve Sudbury well
2026/08/20 12:42:47 PM AST	Mixed use housing as well as park spaces spread around the town	Space open to all residents without any increase in taxes		
2026/08/20 12:50:05 PM AST	The town should decide if this very public asset is both producing the greatest long term public benefit. Housing should certainly be included as a primary use. Town owned property should foster affordable housing.	Fostering affordable housing moderate density town houses preserving woodland and open space as much as possible. To unite young families, to move here and empty nesters to w/ Sudbury	mixed use housing	
2026/08/20 12:57:23 PM AST	A planned development of market rate senior housing, open space and recreation facilities open to Sudbury residents and their guests. Town-owned recreation facilities should be managed by Park & Rec.	When the town procured the land, there was no discussion of dedicating the property to a town-subsidized private day camp for affluent families + affluent non-residents. The camp use was intended to be a short term way to finance property maintenance until a long term land use plan would be developed. If the town had been presented with the current use of the property at the time of purchase, I believe the town would not have purchased the property.		A market rate housing development for seniors on a portion of the property would enable the town to recover a portion of the purchase price without burdening the schools while expanding the town, tax base, and providing funds to enhance recreational opportunities on the remainder of the property.
2026/08/20 1:00:13 PM AST	Affordable senior housing	Overall cost to taxpayer	Affordable senior housing	

2026/08/20 1:06:46 PM AST	I don't think the property is useful to the community right now. There are too many buildings on it, and as a walker/hiker I don't find it attractive to walk in. The outdoor ponds/pools are nice, but as long as the camp is there, also not useful to the community. I could see the town open the ponds as a town beach for the summer. I could also see a school moving into that property. Or building moderate income homes with access to the pool/ponds for all of Sudbury.	It would be good to fill a need the town has, such as moderate income housing or property tax income that would benefit us all, and at the same time keeping the ponds/pool either for general summer time access, or for a camp.		
2026/08/20 1:09:07 PM AST	Walking trails	No development		
2026/08/20 1:12:28 PM AST	Expanded camp & recreation	No additional housing in the neighborhood		
2026/08/20 1:15:06 PM AST				
2026/08/20 1:18:00 PM AST	Housing for elderly that is accessible to all ADA compliant			
2026/08/20 1:21:11 PM AST	Camp in summer. Rec/community programs. Open space/passive recreation.	Keep as open space. NOT HOUSING.		
2026/08/21 9:02:55 AM AST	To be used by the community as green space and outdoor recreation for all. If a day camp for kids can continue to be econmically feasible that would be wonderful too.	Greenspace and NOT any housing developments		
2026/08/21 12:34:15 PM AST	Preserve the Camp Sewataro land as is and neighboring lands, including houses on Haynes	Preserve the land, do not change it or any neighboring lands		
2026/08/21 1:52:28 PM AST	a day camp expanded by longer term contracts for the camp operator to build year round structure(s) that would be multiuse during all seasons of the year	Keep the open space, keep the current camp operator agreement with the current camp operator who is doing an excellent job, do not segment the property for any housing development (i.e. affordable/senior restricted/market rate housing) Your questions that mix open space and camp and programming with the qualifier "rather than housing" suggests that housing as an addition might be okay. I DO NOT agree with the interpretation that open space/camp/programming should coexist with housing. I do not believe any of the Sewataro property should be used for any kind of housing.		
2026/08/21 5:25:58 PM AST	Camp sewetaro	The kids summer camp		
2026/08/21 5:27:50 PM AST				
2026/08/21 5:31:08 PM AST	Keep it undeveloped.	Keep it undeveloped		
2026/08/21 6:17:55 PM AST	Public park	Free for residents.		
2026/08/21 6:40:10 PM AST	Taxable property	Money	Taxable property	Sell the land
2026/08/21 7:05:55 PM AST	We must with all our town-wide investments take great care that they benefit citizens in proportion to the size of the investment. That is, TOWN VALUE must be judged though difficult to measure. The site has NEVER been thoroughly vetted for its best value to the Town. Some would believe that Mansions would bring the highest financial return to the Town. However, town investments need to satisfy many needs including recreation, socialization, housing and medical care for its citizens, and protection of the environment. The citizens of Sudbury deserve real data for them to evaluate the best use. No more opinions PLEASE. Questions such as how much is unusable due to ledge, water quality and control of run-off needs studying to name a few. In 10-20 years, I would like to hear children playing for most of the year, adults enjoying the solitude of the site, other adults getting the exercise they need in the beauty of the site.	It must serve a significant (20% or more) portion of the Sudbury population	Pre and /or post school programming	A large segment of Sudbury is two-income households. They are crying out for help to deal with a safe series of programs for their children.
2026/08/21 7:10:30 PM AST	Open space for public use	Availability to entire community		
2026/08/21 7:11:26 PM AST	Children and adult nature walks/programs open to Sudbury residents and non residents alike - accessible AND affordable housing	Using developable spaces to provide affordable housing while balancing the need to keep significant amounts of outdoor passive recreational use spaces available		

2026/08/21 7:22:03 PM AST	Looking 10â€“20 years ahead, I would most like to see Liberty Ledge remain a protected, vibrant outdoor resource for the Sudbury community, with Camp Sewataro continuing to be a central part of the property. My son has attended Sewataro for only one summer, but he fell completely in love with it. He is entering eighth grade and is already excited about becoming a CIT there next year. What makes Sewataro especially valuable to our family is that it is about a mile from our home. My son was able to bike to camp each day, and when camp is not in session, he goes back to Liberty Ledge to fish. It has become a place where he can experience independence, spend time outdoors, connect with nature, and simply be a kid. I hope that 10â€“20 years from now, Sudbury children will still have that opportunity. In an increasingly digital world, accessible outdoor spaces where children can build friendships, develop independence, take appropriate risks, and form a genuine connection to their community are incredibly valuable. I would like to see the property preserved for camp, outdoor recreation, fishing, nature, and other community uses that allow generations of children and families to enjoy this unique resource. I believe the Town should be thinking not just about how Liberty Ledge can serve Sudbury today, but about what we	The single most important priority I would ask the Committee to keep in mind is the long-term, irreplaceable value of Liberty Ledge as a place where Sudbury children can experience nature, independence, community, and childhood. My son has attended Sewataro for only one summer, but it has already become incredibly important to him. He is entering eighth grade and is already looking forward to becoming a CIT next year. Because we live only about a mile away, he can bike to camp independently, and he even returns to Liberty Ledge to fish when camp is not in session. I hope the Committee will consider not only what the property could be used for, but what would be lost permanently if its land or outdoor recreational character were significantly reduced. In a world where children have fewer opportunities for unstructured outdoor experiences and genuine independence, this is an extraordinary resource. I would urge the Committee to prioritize preserving the land and the camp/outdoor recreation opportunities it provides so that future generations of Sudbury children can have the same experiences.		I believe these priorities work together to preserve what makes Liberty Ledge such a unique and valuable resource for Sudbury. In particular, I hope the Town will preserve Camp Sewataro as a thriving summer camp while maintaining the surrounding land as protected open space for outdoor recreation, fishing, nature, and educational programming. My son has attended Sewataro for only one summer, but it has already become an important part of his life. Because we live about a mile away, he can bike to camp independently and returns to Liberty Ledge to fish when camp is not in session. I hope future generations of Sudbury children will have the same opportunity. Once this kind of accessible natural resource is significantly developed or fragmented, it cannot easily be recreated elsewhere.
2026/08/22 12:08:48 AM AST	I would like it to remain exactly as is	Donâ€™t destroy its historic intended reason for being created		
2026/08/22 4:44:24 AM AST	Summer swimming options that are actually enjoyable. Not just access to a small portion of that tiny pond. If the camp can use the whole pond and its docks and the pools, so should the town.	The town should make enough money from leasing the property to offset what we are paying for having bought it.		
2026/08/22 7:53:49 AM AST	6 to 8 two family houses for affordable housing; consolidation of camp sewataro formally into the Rec Dept; a plan for conservation and recreation for the rest of the property.	There are multiple important priorities, the one parcel doesnâ€™t reduce to one priority.		
2026/08/22 8:54:17 AM AST	I would like to see undeveloped shared open space. Iâ€™d also like to have the space continue to be used a a camp or other kid-centered space.	Please limit housing development		Would have been more useful if you defined â€œadditional programmingâ€ in the survey
2026/08/22 8:57:19 AM AST	The Liberty Ledge property is a unique parcel that should be maintained as it has been - as a camp, parks and rec resource that can be utilized for community programming and other activities that would encourage outdoor use. There is no other land in Sudbury that can be used in this way.	Sudbury has met all thresholds for affordable housing and Sewataro is a unique property that should be preserved for the purpose of community engagement. If more affordable housing is needed, this should be developed on other parcels.		
2026/08/22 9:10:05 AM AST	Camp and more recreation and open space.	Keeping this beautiful property undivided		outdoor performance space for local musicians and performers
2026/08/22 11:15:56 AM AST				
2026/08/22 2:16:16 PM AST	for it to remain a summer camp with it available in off season for fishing and walking	not to develop it; it is one of Sudbury's best natural assets and should remain as is.		
2026/08/22 6:44:30 PM AST	A facility that could be used by the whole town for community or private events such as a music or dance festival, craft fair, farmers' market, or educational or hobby related activities. A day camp is a good use, but that should not preclude use by the community on weekends or in the evenings. I'd like to see use of the property pay for its costs.	Use by the community at large should not be restricted because a rich, well organized, minority want the property to remain unchanged and restricted. I do respect that a day camp is a beneficial use, but it must benefits "all" town residents fairly. Money should not be allowed to buy exclusivity as regards a publicly owned property.		
2026/08/22 9:51:26 PM AST	Looking ahead, it is likely that housing will be needed at some point since the trend toward housing unaffordability seems to continue with no check. A camp is a luxury, but I will be last to argue it is not good for kids. I am for operating it as a camp so long as the total value of the money returned to the town plus scholarships to deserving kids equates or exceeds the value of the property and other revenues collected from the camp before the town bought it in real terms.	The committee needs to keep the town as a whole in mind. Right now, we have underused recreational fields throughout the town plus a lack of an in town public beach, something many other surrounding towns has. The priority should be to maximize recreation in Sudbury along with continued conservation. I am happy with out-of-town kids benefitting from Liberty Ledge, but do we really need that property even for a camp if other recreational facilities are not used to the maximum and can host a camp? Feeley Field is an example of unused space and I suspect that the sports fields at L/S and other schools are also mostly unused during camping hours. I wonder if the school buildings are used that much in the summer for kids activities. Again, I see the camp going away in twenty years anyway due to the housing shortage. The numbers will cease to work as the value of the property goes up and up as a place for housing.	Some imaginative use of the space that can only be done there.	I would sell the property to a camp operator (for or non-profit) or to a developer. The highest price indicates the best use of the property. We should at least know what we can get on the market for the property before we decide what to do with it. An appraiser may not be as accurate as actually putting on sale and seeing what people are willing to bid. We need not sell it if we value it more than what we can get for it.
2026/08/22 10:13:54 PM AST				
2026/08/23 8:22:56 AM AST	more open access, less restricted exclusive access	Better accomodations for senior's lifestyle, recreation & housing priorities	No cost or low cost spaces/resources for volunteer/service organizations to utilize	We raise&train service dogs with Canine.org and are always in need of local gathering spaces for group training, fundraising and community outreach venues
2026/08/23 8:25:26 AM AST	Open space for residents to enjoy plus some affordable housing.	Preserving open space		
2026/08/23 8:49:51 AM AST	For the land to remain as is and use to continue as is. We already voted on this matter. The land and its current use are one of the reasons we and others have paid so much and work so hard to live here. Our taxes are high but we are willing to pay because of the schools, beautiful land, and widespread spaces. Any other use of this land would push many of us to leave the town.	Maintaining space as is. We donâ€™t want any development to overload our schools, septic systems, or 117.		

2026/08/24 1:53:52 PM AST	Open spaces / camp	keeping open spaces and not over developing Sudbury		
2026/08/24 5:28:02 PM AST	A vibrant community space that serves the diverse needs of residents across ages where people can gather, interact, enjoy third spaces, and live affordably. Libery Ledge would be well designed with outdoor recreation that is open to all at affordable prices, walk ways, places for events, maybe even small local business and affordable housing.	The space must serve the majority of the community instead of a select few		It would be wonderful to have a place for live music, for events that people can attend across age groups, walking paths, public outdoor swiming like towns such as Belmont and Dedham and a small amount of affordable housing.
2026/08/24 11:25:26 PM AST	Camp Sewataro	That it stay as is. Open, outdoor space for families to enjoy/kids to gain independence and grow as individuals alongside their peers. Donâ€™t use for housing.		
2026/08/25 1:12:14 PM AST	Children's camp, outdoor adventure + sports facility,	Space should be accessible and available for all Sudbury residents.	Cricket field / squash courts / outdoor - indoor Gym facilities	Cricket field / squash courts / outdoor - indoor Gym facilities
2026/08/25 1:51:00 PM AST	Ideally something that could benefit the town by reducing our tax burden from the land while simultaneously increasing diversity and enhancing cultural value to Sudbury. I think affordable housing options towards the periphery would be beneficial (i.e making use of structures already in place but unoccupied) and selling the property to another proprietor- NOT a land developer as such.	Bringing back value to our community either by reducing our taxes improving our community diversity with affordable housing. Avoiding large projects that bring big developers to make more large homes or commercial companies.		
2026/08/25 9:12:04 PM AST	I would like to preserve the status quo maintained so the integrity of the property is preserved	Loss of the integrity of the property and its iconic status	Community recreation space	Preserve the integrity of the site, summer camp included but open to use by sudbury residents
2026/08/26 1:00:21 PM AST	A camp, an outdoor space dedicated to children and play.	Prioritizing children and their needs in the community. I feel that we donâ€™t have enough spaces for children and play in Sudbury. Our children should always be a central priority for the wellbeing of our town.		
2026/08/27 4:09:20 PM AST	The camp and/or conservation land	Do not develop the property		
2026/08/28 1:28:54 PM AST				
2026/08/28 2:39:47 PM AST	Summer camp, town swimming	No development		
2026/08/28 4:22:58 PM AST	Nice and quiet park for Community to enjoy.	Make sure to keep certain parts of Sudbury to be not heavily developed		
2026/08/28 4:23:58 PM AST	I would like it to remain as Sewataro as that is special gem beloved by the entire community!	To not develop the land any further and maintain it as camp Sewataro		
2026/08/28 5:03:58 PM AST	Nature trails, social sports like tennis and pickleball, swimming and areas for community events.	Do not build more homes.		
2026/08/28 5:22:39 PM AST	Sudbury has no public property quite like Sewataro. I want to see the town embrace an opportunity to preserve its uniqueness, preserve more open space and enhance its use in a way that future residents will come to value the way current residents have able to enjoy it and more. We need a place that supports community, and activities that support residents. We, the town, already owns the property . Now we have a chance to realize its full potential. Sewataro offers us a rare opportunity.	Avoid development at all costs and preserve and create accessible usable open space for all residents to enjoy and have the benefit of a creative environment..		
2026/08/28 5:52:50 PM AST		To keep the camp and add more parks and rec programs	I answered other because how I would answer would be 1 for all but development or affordable housing	I think the camp is working very well with the town to let different groups use the spaces available! Letâ€™s quit talking about g about housing there
2026/08/28 6:04:54 PM AST	Live music, Sudbury social gatherings, school outings, outdoor education.	Green spaces are critical to children living a healthy life.		
2026/08/29 11:01:10 AM AST	I dont want to see it at all.	Not to develop nobscot or sewitaro.		Fuck off out of sudbury
2026/08/29 1:05:34 PM AST	Keep it pretty much as is - continue to encourage broader town usage in addition to continuing day camp.	Keeping it as is		
2026/08/29 1:55:22 PM AST	I would like Liberty Ledge to remain intact as a town-owned recreational and community resource. The property should continue supporting the camp while providing substantially greater and more meaningful public access throughout the year, including during the summer. Future improvements should focus on trails, open space, recreation, community programming, and opportunities for residents of all ages and abilities to enjoy a property their tax dollars purchased. The town made a significant investment in acquiring this unique property. Over the next 10â€“20 years, the goal should be to improve public access and make fuller use of the existing land and facilitiesâ€”not gradually divide the property or convert portions of it to unrelated uses.	The most important priority is preserving the entire Liberty Ledge property for recreation, open space, and broad community use. The Committee was formed to examine the propertyâ€™s future and improve public access. Its work should remain focused on that purpose. I am strongly opposed to removing, subdividing, or repurposing any portion of the property for housing or other development. Affordable housing is an important town-wide planning issue, but it should be addressed openly through the appropriate public processâ€”not introduced indirectly through a committee charged with improving this particular community property. Any proposal to change the landâ€™s use should be presented transparently to residents and considered separately, with meaningful public input before decisions are made.		
2026/08/30 1:27:28 PM AST	Open space and ongoing camp	Keeping the space protected from development as agreed at town meeting a few years ago		
2026/08/30 1:43:52 PM AST	A nature space that can be used by the public for walking and for their animals. I also think the camp itself is a positive part of the property even if the public cant use it during the time camp is running.	Please DO NOT put more houses there. There are so few spaces and they keep shrinking that are purely for the public to use as spaces in the nature and many times they become development zone. My biggest wish is to not loose another nature space in our community.		I would like the space to remain close if not the same as it is now
2026/08/30 3:07:52 PM AST	Summer camp	Keeping the space for camp and recreation for town residents		

2026/08/30 4:30:49 PM AST	Open community space with natural topography and flora/fauna. Excluding commercial development and owned by the Town. This open space is valuable to the community and the Town. Once open space is developed it can never be recovered. I have no problem with its continued use as a day camp with the proviso it is financially beneficial to the Town. Other open space uses could also work. I am opposed to the commercial development, creation of housing units or other uses which sacrifice the open space concept.	Maintenance of the site as open, undeveloped space.		
2026/08/30 4:57:55 PM AST	Iâ€™d like to see 55+ housing developed at Liberty Ledge. I donâ€™t want our taxes to continue to support a day camp.	If they want to continue as is, they must cover the costs of ownership, including the debt of the property. Our property taxes are supplementing a day camp for kids.	Iâ€™d like to see 55+ housing at Liberty Ledge.	I donâ€™t want my taxes to continue to subsidize a day camp for kids.
2026/08/31 9:55:02 PM AST	Continue offering camp SEWATARO	Providing space for youth and summer programminf		
2026/09/01 9:03:15 AM AST	Summer camp for kids, employment for teens and adults	Camp/childcare		
2026/09/01 11:47:59 AM AST	A beloved camp during the summer and outdoor programming throughout the year.	It is most important to me that the land is preserved and not developed.		
2026/09/01 2:46:57 PM AST	Low density, single family homes. We need to offer more housing and expand the property tax base.	Allow tasteful development of single family homes.		Sudbury needs more lots available to construct single family homes at market rate.
2026/09/01 6:43:01 PM AST	I most like the property remain as it is now for public to enjoy and for kids to have this camp to go during summer.	It is most important to keep in mind for kids to have this place to go for camping during the summer.		I specially support to keep the place as it is to allow kids having camp outdoors.
2026/09/02 7:47:11 PM AST	Multi-use, including an arts center and affordable housing.	We need a master plan, developed with the assistance of a professional planner and with the input of the community.	We need to â€œthink outside the boxâ€. I would like to see an arts center with opportunities for visual, musical, and performing arts. Opportunities would include artists residencies, performances, and classes.	A model to look at is Maryland Hall in Annapolis, MD. This very successful institution that brings the community together and has something for everyone of all ages.
2026/09/02 7:52:23 PM AST	Community access to the property but with a seraside for affordable housing	Space for those amongst us who need affordable housing		
2026/09/03 8:57:57 AM AST	I would love to see summer camp continue to thrive to keep a very strong community tradition alive. I would also love to see the property offer year-round programming with indoor spaces available for community use. Right now, I use the Liberty Lodge property for large group events, but I can only do that during limited times through the year. Still more than I can do at the rec center, but in 10-20, it could be a really nice year round space.	Keep the camp. Use the space that is there to support outdoor exploration and programming. Consider partnering with organizations like Timbernook to provide year-round inclusive programming as well.		
2026/09/03 11:26:18 AM AST	I would like the Town of Sudbury to act now to preserve the entire Sewataro property for camp, recreation, open space, conservation, and compatible community uses. I would also like the town to negotiate a long-term operating agreement with the current camp operator, Scott Brody, to continue to expand recreational and community programming throughout the property. If we act now, in 10-20 years we will see the benefits of a stable partnership between Camp Sewataro and the Town of Sudbury such as an upgraded infrastructure that will increase camp capacity during the summer and allow for additional programming during the remainder of the year. The beautiful land must be preserved. The wooded perimeter, mature tree canopy, fields, trails, and natural setting not only lend itself to camp activities but for our community to enjoy year-round.	My most important concern is that the community input will be ignored not only by LLSAC but also by the Select Board. Our community has shown up at LLSAC meetings, provided thoughtful and creative ideas at the community input session, and have taken the time to fill out the survey. We voted in 2019, 2022, and this spring in 2026. Letâ€™s not kick the can down the road and make us go through this dreadful exercise again.		
2026/09/03 12:36:15 PM AST	A beautiful peaceful refuge for all residents to enjoy year round	The town voted to buy and preserve this land, not to build on it.		
2026/09/03 12:42:02 PM AST	At Liberty Ledge, Sudbury should offer robust recreational, educational, cultural programming, etc., for a wide range of ages and abilities throughout the year. Parks & Rec should be a leading partner but not the only one. Public swimming should be available at least from Memorial Day to Labor Day. The water resource should continue to be protected via monitoring / management. Some or all of the property's existing single-family homes should become affordable housing--especially 213 Haynes Rd.--with preference given to town employees (renovate and maintain instead of develop) or via the SHT (NOT the SHA; don't give town assets over to the state!). If the camp remains, Sudbury families receive priority in the enrollment process, and the scholarship program should continue.	Sudbury voters elected to buy Liberty Ledge "for general municipal purposes," not for the private business that operates there. The property belongs to ALL Sudbury taxpayers--not just the significantly small percentage of families who can enroll their children at the private camp there. Use of the property should prioritize the general population, not the statistically small percentage of Sudbury families who enroll their children at the private camp there.		
2026/09/03 3:13:44 PM AST	For the foreseeable future, I would most like to see Camp Sewataro continue to operate on the Liberty Ledge property. It is an integral part of the community of many residents of our townâ€™s lives.	No longer allowing Camp Sewataro to operate would not only take away learning and social experiences from youth, but also remove any town events run by the camp (Fall, Spring, resident weekend swim), discard summer employment opportunities, and terminate the wonderful community of staff, campers, and families ghat has existed in town for so long.		The continued operation of Camp Sewataro on this property is extremely important for many families and individuals in the Sudbury community.
2026/09/03 3:26:59 PM AST	A summer camp	A summer camp		Summer camp
2026/09/03 6:45:37 PM AST	Camp Sewataro	No additional development		
2026/09/03 8:40:37 PM AST	open space for residents to access and continuation of camp Sewataro	maintaining open space/nature/use of this special property for outdoor use by residents		
2026/09/03 11:34:31 PM AST	10-20 years from now I would like to see Camp Sewataro expanded to accept more campers.	A long-term agreement with Camp Sewataro.		

2026/09/04 9:00:28 PM AST	Open park space available to the community. Continue the summer camp to help defray costs.	To keep the land undeveloped. It is a unique & beautiful piece of property. Once it is gone it is gone!		
2026/09/04 9:00:32 PM AST	I would like to see Camp Sewataro continuing to operate as a camp, contributing to repaying the debt on the property. I would like to see the town use the property as much as possible for activities outside the camp season.	Camp Sewataro is an important asset to the town. It employs many teenagers and is a source of childcare for hundreds of families, some of which are attending on camp-sponsored scholarships.		
2026/09/05 12:34:25 AM AST	Continue to have the entire property a camp for children.	Keep it as a camp and absolutely no housing!		Keep it as a camp for children and absolutely no housing!
2026/09/05 9:15:28 AM AST	I would like to see it used as a central community recreation site where we have community wide events and celebrations	I would not like to see the site be broken up for housing or other commercial development unrelated to community use		
2026/09/05 9:15:47 AM AST	A camp like the sewataro camp that had served the Sudbury community in many ways for so many years. itâ€™s a legacy for the suburb of Sudbury that makes our community famous to Boston and other Metrowest communities	The maintenance of the property as a camp with all the amenities and the space as we and many other communities know it for years and years.		The town of Sudbury should make sure that the summer camp management remain the best ambassador of our town
2026/09/05 9:35:11 AM AST	A developed park that is open to the public. For taking walks and sitting by the pond. As the population grows, it is more important than ever to have open areas.	We need more open areas for recreation and exercise purposes.		
2026/09/05 9:53:34 AM AST	Camp sewataro	No more housing		Vendors for a farmers market. Beer garden, entertainment
2026/09/05 11:48:45 AM AST	A public area preserving the open land and natural beauty where residents from all over can enjoy the space. A place that's unencumbered by politics that represents the voters and towns residents desire to keep and preserve the land as it is. Keep Sewataro as a place that works to improve the communities bond through activities that give children and families a place to create deep bonds to each other and through nature. This is not a place to increase housing and further burden the natural resources already pressed, but a place where nature and people coexist and reconnect to each other.	Preserve the land and the open spaces, keep the camp and increase social activities that create the Sudbury community.		Concerts, paid community activities, festivals (vendors charged for space), food trucks, funds raisers, coordinated Sudbury sports events.
2026/09/05 2:55:52 PM AST	Continuation of Sewataro camp and open space for remainder of year.	No development. As noted above, the continuation of Sewataro camp and open space for remainder of year.		
2026/09/05 3:24:37 PM AST	Camp in operation during the summer, open space during the other seasons	Maintain the property as is, no new developments		
2026/09/05 8:12:20 PM AST	I would like to see it untouched	No housing development		
2026/09/06 10:40:00 AM AST	My first priority is to preserve Liberty Ledge as open space and expand opportunities for low-impact passive recreation for Sudbury residents, including walking, trails, nature observation, fishing, and similar uses that preserve the property's existing character. Camp Sewataro should continue as an important and compatible use of the property. Existing active recreation facilities and community gathering opportunities can also be used more fully where they do not require significant new development or undermine the property's open-space character, camp operations, or surrounding neighborhoods.	The single most important priority should be preserving Liberty Ledge's open-space character and undeveloped land for future generations. Camp Sewataro and compatible recreational and community uses can coexist with that priority. Housing or commercial development, however, would permanently consume portions of a unique Town-owned open-space asset that cannot be recreated once it is developed.		My preference is to preserve Liberty Ledge primarily as open space and expand low-impact passive recreational opportunities for Sudbury residents, while continuing Camp Sewataro as an important and compatible use of the property. Existing active recreational facilities and community gathering spaces can also provide additional public benefit where their use does not require significant new development, materially interfere with camp operations, or change the character of the property and surrounding neighborhood. I would strongly oppose residential or commercial development of the property. Even if such development were designed not to interfere directly with Camp Sewataro, it would permanently consume portions of a unique Town-owned open-space asset that cannot be recreated once developed.
2026/09/06 2:42:43 PM AST	Preserved as a camp for the benefit of the town.	That the propertyâ€™s highest and best use is as a camp.		
2026/09/06 4:14:50 PM AST	Undeveloped open natural space	Leave the property as it is		
2026/09/06 4:24:04 PM AST	I would like to see the space remain as is! Iâ€™ve lived in Sudbury for forty years and both of my children attended Sewataro. It is a rare gem, and a beautiful destination. Itâ€™s part of what makes Sudbury so special and unique!!.	See above.		
2026/09/06 4:24:38 PM AST	Undeveloped natural open space	Keep the property as it is		
2026/09/06 5:19:18 PM AST	Camp Sewataro	Area for public enjoyment, not more McMansions		
2026/09/06 5:25:00 PM AST		A outdoor town pool would be nice. Maybe a 9 hole golf course. Otherwise, just having preserved open land will become a great asset to the community !!	Community pool, community 9 hole golf course â€” owned & operated by the town.	
2026/09/06 7:18:14 PM AST	Maintain the summer camp, consider increasing length of lease for the camp; improve signage on the property to enhance community engagement	Keep Sewataro the beautiful green space it is		Additional: Offer space for hosting birthday parties; offer outdoor yoga, consider enlarging the pool
2026/09/06 10:14:14 PM AST	The property as it exists nowâ€”open space and open to the community	Preservation of undeveloped land		
2026/09/07 8:15:04 AM AST	Community recreation including outdoor swimming for all with easy hours and few requirements.	The town bought the land to provide open space and recreation for the town. Letâ€™s keep it that way.		

2026/09/07 9:40:38 AM AST	I would like to see the Sewataro property preserved as a unique town asset, a naturally beautiful open space that can be utilized and appreciated in a variety of ways throughout the year by Sudbury residents of all ages and from all parts of town. I hope it continues to be operated as a summer day camp, benefitting many Sudbury families - whether providing high school students summer jobs, or younger children (many on scholarship) an enriching camp experience. I think the committee has received suggestions for possible future uses of the property, both revenue-producing and otherwise, that I would support - including nature and conservation education, physical fitness programs, art and music events. *After completing the survey, I have to further comment that it is disheartening to me to see an apparent push to develop housing on the Sewataro property when I believe the mandate from voters at Town meetings in 2019, 2022 and 2026 was clearly NOT to develop it.	NO development - recognize the special property that this is - and preserve it in its entirety.	
2026/09/07 11:52:34 AM AST	Conservation	Conservation	
2026/09/07 12:50:43 PM AST	Keeping the natural beauty of the property as it is now, Leaving the Camp in the summer for all children and adults to enjoy. The watershed should be maintained as it IS and will continue to be an important resource. With that in mind, development WILL environmental disturb this.	Maintain this property for its current usage- Camp in the summer and natural recreation for 12 months during the year.	
2026/09/07 1:18:15 PM AST	A summer camp, public access to park and recreation activities, small portion for affordable housing, public access to parts of the grounds when camp not in session. More parking, restrooms, limited low lighting for early evening only, sidewalk connecting it to north road and to Haynes school and to the Bruce freeman rail trail, preserve horse barn for limited summer horses for camp activity. Thank you for the opportunity to voice my opinion.	The town owns the property and recommendations to be made to town meeting for the vote of the whole town.	At one time all of liberty ledge included the camp under private camp ownership. Many large lots were sold to private housing. The town purchased the large remaining property. I believe the proposal for perhaps three-six lots with duplex or other small housing is a good idea. Th
2026/09/07 1:47:24 PM AST	The future of Sewataro should be anchored by three essential principles: (i) Camp Sewataro as the cornerstone of Liberty Ledge, (ii) a long-term commitment that provides stability and continuity, and (iii) a broad range of community opportunities that can grow from that foundation. The foundation is Camp Sewataro itself â€" the proven, responsible core use of Liberty Ledge and the element around which the propertyâ€™s future should be organized. Built upon that foundation is a second essential building block: a long-term commitment to the current operating structure, providing the stability, continuity, and confidence needed for thoughtful planning and investment. Once those two elements are secured, the broader possibilities begin to open up. Expanded Parks & Recreation programming, community events, environmental education, accessibility improvements, cultural activities, and other compatible uses can grow naturally from that stable base. These opportunities are not the foundation of the plan; they are the benefits made possible by getting the foundation right. The future is guided by a simple proposition: preserve the proven core, secure it for the long term, and allow a wider range of community benefits to flourish around it. Done well, Liberty Ledge can remain protected while becoming an even richer resource for Sudbury residents today and for generations to come. Sudburyâ€™s need for affordable and senior housing is legitimate, but that need does not require the town to sacrifice	Preserve the proven core of the land - the Camp - , secure it for the long term, and allow a wider range of community benefits to flourish around it. Done well, Liberty Ledge can remain protected while becoming an even richer resource for Sudbury residents today and for generations to come. This is not a location suitable for residential development of any kind and should not be considered as an option for this goal.	
2026/09/07 3:18:23 PM AST	Keeping it a park or camp. Preserving nature and the environment is part of what makes Sudbury special & a desirable place to live. Creating more new construction homes is not aligned to the culture of the historic nature of the community.	Over development of land.	

2026/09/07 4:19:30 PM AST	I'd like to see the property intact. No development other than necessary improvements to maintain the property and/or make it more accessible/usable for residents. I'd like to see the camp continue. There are so many possible uses/activities that residents can enjoy the property and it's sad to continue hearing from some members of the community that the land should be developed or sold.	Listen to the voters! I'm also interested in how the committee will evaluate this survey given the seemingly slanted questions towards housing development. A member of this committee even publicly stated that the survey has issues. How will the committee ensure residents that the survey fairly and accurately reflects community input if the survey is confusing to so many? As a resident who cares about Sudbury and the Liberty Ledge/Sewataro property, it has been incredibly frustrating to follow the number of committees, both elected and appointed, who have input into what happens at the property. Listening to various committees discuss this issue, and the contempt for fellow residents who feel differently about the property, the way committee members speak to each other and refer to residents is truly sad. There is no real, honest information being provided to residents and questions go unanswered. The animosity between certain factions of the community is unnecessary. For example, "cartoons" and opinion pieces published in the Sudbury Weekly newsletter (which I realize is not a town publication) making fun of members of the community who do not want development at Sewataro are really unfortunate.		
2026/09/07 4:24:29 PM AST	A park like place that Sudbury residents can enjoy	Reserve as much green as possible for Sudbury. A place like Sewataro is a gem to have in Sudbury.		
2026/09/07 4:40:14 PM AST				
2026/09/07 4:54:34 PM AST				
2026/09/07 5:05:25 PM AST	Avoid unnecessary over development	Keep Sudbury as a most nature and enjoyable community		
2026/09/07 5:07:38 PM AST	No benefit	The reservation and camp land at Sewataro		
2026/09/07 5:13:43 PM AST	A recreational place that would benefit Sudbury residents for years to come	Balance the function of the property and the future cost the will be levied on Sudbury residents		
2026/09/07 5:16:12 PM AST	keep it green	stay as a nature environment		
2026/09/07 5:19:28 PM AST	Recreation place for town residents	A public place for twon		
2026/09/07 5:47:25 PM AST				
2026/09/07 5:54:37 PM AST	Preserve the current natural setting, for summer camp use	The reputation of sudbury, the peaceful quiet, wooded land		
2026/09/07 6:22:58 PM AST	A place where people can take a walk, play with kids, hold camps for kids and families. A place shared by all Sudbury residents	Keep the whole property as the one as it is		
2026/09/07 6:56:16 PM AST	Nature like settings and a place for community activities.	The town has consistently voted for NO development. No means no.		NO DEVELOPMENT
2026/09/07 7:23:10 PM AST	Mentains accessible public space for residence to enjoy	Good education system that attract likewise families		
2026/09/07 7:26:40 PM AST	The continuation and expansion of the summer camp, as well as year-round community programs and events, mainly for children and families.	Continuation of the summer camp in its current (or an expanded) state		
2026/09/07 7:33:31 PM AST	Run a good summer camp program that can benefit Sudbury families	Do not spend tax payers money unnecessarily		
2026/09/07 8:10:57 PM AST	I would like to see some conservation land where people can walk and enjoy nature. I would also like to see some affordable housing there because Sudbury does not have enough affordable housing. My husband and I were able to buy a house in Sudbury as a young couple (I am a teacher) but that is not possible for a young couple with a comparable salary now.	affordable housing		
2026/09/07 8:14:30 PM AST	Iâ€™d like to see Liberty Ledge property as is today. Itâ€™s a great recreation place for Sudbury residents.	Keep the property as recreation space.		
2026/09/07 8:19:44 PM AST	No development at Sewataro	No development at Sewataro		We need more pickleball courts
2026/09/07 8:39:18 PM AST	Remain open space. No housing.	Do not have Sudbury become all buildings / structures. There must be green spaces.		Use part of the property to be a multipurpose venue for the public to rent as a function hall, Include a kitchen for caterers to use. The building can then also be used for programming / community gatherings
2026/09/07 8:48:00 PM AST	To continue as a summer camp and open enjoyment space for the Sudbury community	Sewataro liberty ledge property is an irreplaceable asset in our town and I feel that the town should protect this beautiful space for future generations.		This is a gem we must preserve it. Itâ€™s irreplaceable.
2026/09/07 9:18:05 PM AST		keep liberty property as natural garden or summer camp place to receive monetary revenue for Sudbury town . Please do not develop as cheaper house community!		
2026/09/07 9:18:40 PM AST	Nature trails and as much re-forestation as possible.	Do not build housing on any part of the property.		Let it revert back to nature.
2026/09/07 9:18:41 PM AST	The same as it is now.	This is not the location for housing. Let it stay recreational and open space as the town people already voted for.		Let this place be part of nature
2026/09/07 9:26:11 PM AST	A place for the Sudbury Community to enjoy the beautiful nature, to gather and have family and community social activities	To preserve the beautiful nature land of Sudbury Community	None	None
2026/09/07 9:36:18 PM AST	Open space	Open space		

2026/09/07 9:45:20 PM AST	I would like it to serve the community as a center for town gatherings, summer events, facilities s for youth and adult sports, a venue for community activities. Also can be rented out for events.	Property values and the character of North Sudbury.	
2026/09/07 10:05:02 PM AST	public recreation	strongly disagree with using the land for housing	
2026/09/07 10:17:07 PM AST	Keep its current functions and make it better and adaptive to the residentsâ€™ needs. Do not make structural changes without understanding the consequences financially, demographically, and culturally.	Please plan with long term vision that benefits the current and future generations of Sudbury residents. Please do not plan for developments that would lead to population surge/reduction, irreversible damage to the environment and financial instability.	
2026/09/07 10:19:19 PM AST	Be kept as a camp site and open space for recreational purposes, respecting the will of Sudbury residents	No repurpose for affordable housing on this site	
2026/09/07 10:47:13 PM AST	Education	Education	
2026/09/07 11:10:40 PM AST	I would love to see the current camp operator still operating a camp on the property. One with expanded camp ground size, more campers, more community access, and a long term lease for the camp operator.	Allowing the property to continue as a camp. The current camp operator has been a great partner and it would be great to see that continue.	Allow the current camp operator to have a long term lease to allow them to invest further in the camp and the commt
2026/09/08 12:33:09 AM AST			
2026/09/08 9:34:52 AM AST	Housing	Property must benefit the town as a whole.	
2026/09/08 9:41:09 AM AST	To improve the appearance of the open space, tear down some of the houses that are used for unattractive storing. Minimize houses used as residences. Make unpaved trails for walking that highlight less developed areas of sewataro.	There is a need for quality summer camping - especially where both parents are working= however I would like preference given to sudbury families (whether able to pay full cost of sewataro camping or qualifying for significant scholarship.) make the first week of registration for Sudbury residents only and second week for non sudbury residents who are returning campers plus sudbury residents.	
2026/09/08 9:46:11 AM AST	I'd like to see the whole property intact with no housing development. I'd like the camp to be running with a long term agreement with the Town. the Town should be proud of this nationally renowned gem!	The most important priority is the preservation of this land in its entirety for future generations.	This property and the camp - camp sewataro are a unique asset to the Town of Sudbury. Both should be preserved.
2026/09/08 9:56:32 AM AST	The the entire property is intact, protected from any sort of development. The camp is still operating on the entire parcel and doing so under a long term operating agreement with the Town.	That the property remains whole, is not sold off in pieces and is permanently protected from development of any kind. And the camp and the land become an even greater resource for all of the Town to enjoy.	The property is unlike any other land the Town has ever purchased. The camp is attended by many sudbury children. It is income producing and its facilities can support many community programs and activities. it is a unique 44 acre resource.
2026/09/08 12:22:12 PM AST	I would like to see the camp preserved as a community centered place that protects its natural character while providing opportunities for recreation, education and connection for generations to come.	My biggest priority is preserving the unique character, natural resources and open space of the property to preserve opportunities for recreation, eduction and community use for future generations.	

C.2

SELECT BOARD
Tuesday, November 10, 2026

MISCELLANEOUS

C.2: 7:30PM - Joint meeting with Finance Committee Financial Condition of the Town 2027 Select Board Goals Revised Financial Management Policies Manual

Requested by: Andrew Sheehan

Formal Title: 7:30PM - Joint meeting with Finance Committee

- Financial Condition of the Town
- 2027 Select Board Goals
- Revised Financial Management Policies Manual

Attachment(s):
Sudbury_Financial_Condition_Forecast_11-4-26.pdf
FY2027 Sudbury Select Board Goals_Deliverables_FINAL.pdf

TOWN OF SUDBURY

Financial Condition & Forecast

Andrew J. Sheehan, Town Manager

November 10, 2026

Financial Condition at a Glance

AAA / Stable

S&P Global Ratings (February 6, 2024)
Rating call is planned for December 2026

$21.1 million

OPEB Trust

$7.2 million

Stabilization Fund

$2.9 million

Capital Stabilization

$9.9 million

Certified Free Cash (September 25, 2026)

Recognition

GFOA Certificate of Achievement for Excellence in Financial Reporting for the FY2025 audit report. The FY2026 audit is in process. The Town received the GFOA Distinguished Budget Presentation Award for FY2027.

Town Charter Part IV, Section 10

The Town Manager must prepare an annual financial forecast of Town revenues, expenditures, and overall financial condition.

The Town Manager is responsible for the Town's financial management functions, including preparation and submission of the operating budget and capital improvement program.

> ***"If you want to go fast, go alone; if you want to go far, go together."***
>
> African proverb

Forecasts help the Town plan ahead

A management tool based on projected revenues and expenditures

01

Management tool

Forecasts help evaluate the Town's financial condition and guide fiscal policy.

02

Early warning

They help detect potential future gaps between revenues and expenditures.

03

Plan for uncertainty

Forecasts cannot eliminate surprises or emergencies. They give the administration time to anticipate and correct potential issues.

04

Like a weather forecast

The farther out the projection, the less precise it becomes. It remains useful for trend analysis and planning.

Why a Financial Forecast Matters

A clear view of the Town's finances supports informed decisions.

01 **Supports responsible financial management**

Guides sound decisions and meets the Town Charter requirement.

02 **Promotes transparency and minimizes surprises**

Helps officials and residents understand the Town's financial outlook.

03 **Identifies future budget gaps and pressures**

Anticipates revenue shortfalls, rising costs and budget challenges.

04 **Supports long-term capital and financial planning**

Plans for infrastructure, debt service and future obligations.

05 **Viewed favorably by bond rating agencies**

Demonstrates sound planning and long-term financial stability.

Financial Summary Disclaimer

FUTURE CONDITIONS

There are numerous factors that may affect both revenues and expenditures in future years.

INTENDED USE

These projections are intended solely for use by Town Management as part of the Town's financial planning process.

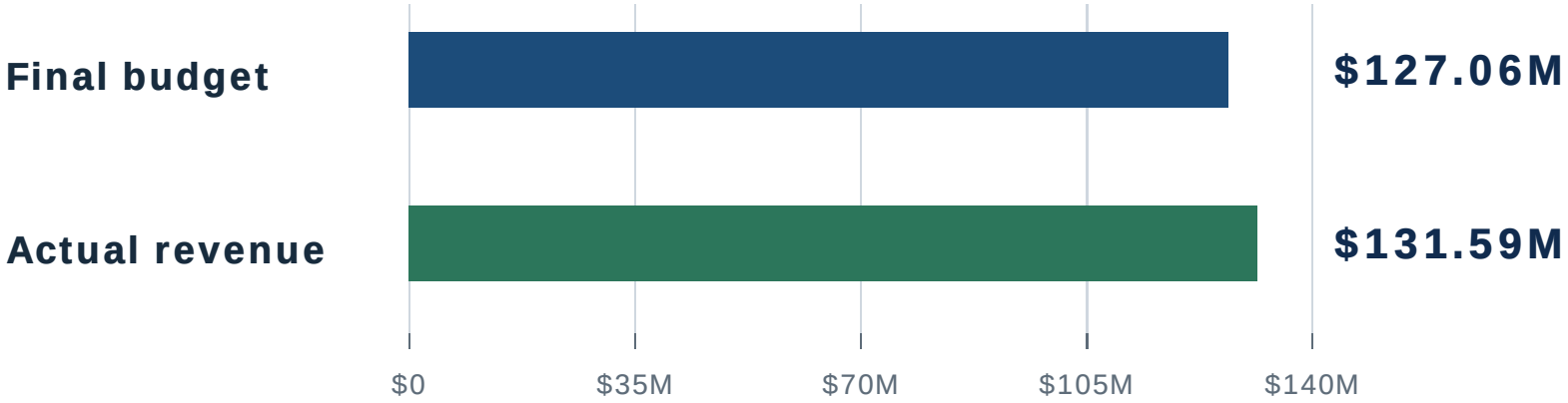
BASIS AND LIMITS

They are based on current information and reasonable assumptions; however, they should not be relied upon by any resident, committee, or commission as definitive forecasts.

FY2026 Revenue Results

Final budget compared with actual revenue, excluding transfers

Revenue comparison



Exact totals: $131,594,231 in actual revenue and $127,063,599 budgeted.

REVENUE ABOVE BUDGET

$4.53M

3.6%

Actual revenue exceeded the final budget.

FY2026 Revenue | Budget to Actual

Revenue Source	Original Budget	Budget Adj. *	Final Budget	Actual Revenue	Over / (under)	% of Final
Real Estate & Personal Property	$113,026,842	$-327,388	$112,699,454	$112,086,149	$-613,305	99.5%
Tax Liens & Deferrals	$0	$0	$0	$768,831	$768,831	—
Intergovernmental (State Aid)	$8,089,560	$0	$8,089,560	$8,071,734	$-17,826	99.8%
Motor Vehicle Excise Tax	$3,858,000	$0	$3,858,000	$5,293,015	$1,435,015	137.2%
Meals and Room Tax	$368,000	$0	$368,000	$522,962	$154,962	142.1%
In Lieu of Taxes	$41,000	$0	$41,000	$43,891	$2,891	107.1%
MEDICAID Reimbursements	$98,251	$0	$98,251	$180,882	$82,631	184.1%
Penalties and Interest	$250,000	$0	$250,000	$854,117	$604,117	341.6%
Licenses and Permits	$801,000	$0	$801,000	$1,170,057	$369,057	146.1%
Fines and Forfeitures	$8,000	$0	$8,000	$19,411	$11,411	242.6%
Other Departmental Revenue	$595,000	$0	$595,000	$749,614	$154,614	126.0%
Earnings on Investments	$255,334	$0	$255,334	$1,833,567	$1,578,233	718.1%
TOTAL REVENUES	**$127,390,987**	**$-327,388**	**$127,063,599**	**$131,594,231**	**$4,530,632**	**103.6%**
Transfers In	$695,000	$0	$695,000	$806,045	$111,045	116.0%
TOTAL REVENUES & TRANSFERS	**$128,085,987**	**$-327,388**	**$127,758,599**	**$132,400,276**	**$4,641,677**	**103.6%**

** Budget adjustments reflects approved real estate tax exemption and abatements.*

FY2026 Expenditure Results

Budget compared with actual expenditures and encumbrances

$129.13M
Final budget

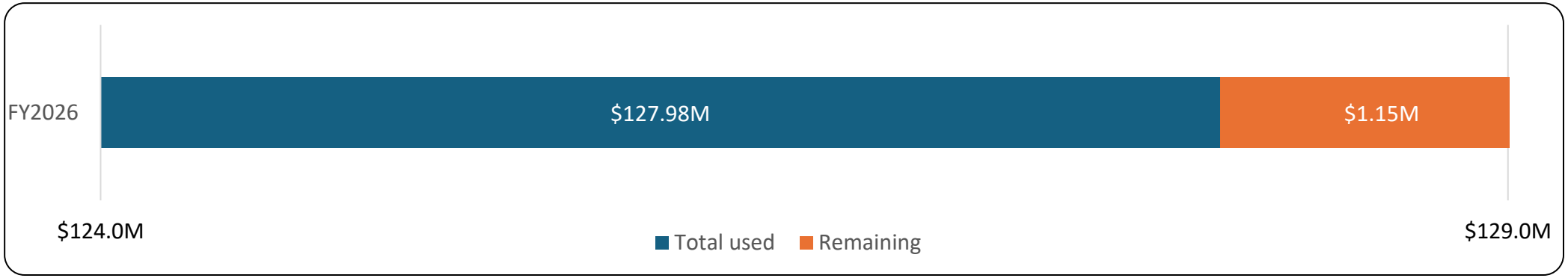
$127.98M
Total used or encumbered

$1.15M
Remaining budget

99.1%
Budget used

Expenditures and transfers

The schedule reports 99.1% of the final budget used or encumbered.



FY2026 Expenditures | Budget to Actual

Department / Function	Original Budget	Prior-year Encumbrances / Transfers	Final Budget	Actual Expenditures	Encum-Brances	Total Used	Remaining	% used
Education - Sudbury Public Schools (SPS)	$47,279,447	$272,568	$47,552,015	$47,481,809	$68,984	$47,550,792	$1,223	100.0%
Education - LS Regional High School (LS)	$30,252,405	$0	$30,252,405	$30,193,976	$0	$30,193,976	$58,429	99.8%
Education - Vocational	$400,000	$48,000	$448,000	$447,730	$0	$447,730	$270	99.9%
General Government	$4,049,200	$67,531	$4,116,731	$3,875,928	$187,620	$4,063,548	$53,183	98.7%
Public Safety	$10,679,760	$107,367	$10,787,127	$10,508,491	$136,523	$10,645,014	$142,113	98.7%
Public Works	$5,914,764	$724,600	$6,639,364	$5,856,896	$612,121	$6,469,017	$170,346	97.4%
Public Works (Snow & Ice)	$500,000	$750,000	$1,250,000	$1,419,713	$0	$1,419,713	($169,713)	113.6%
Human Services	$1,072,145	$2,200	$1,074,345	$1,023,491	$198	$1,023,689	$50,656	95.3%
Culture & Recreation	$1,773,678	$1,041	$1,774,719	$1,713,182	$4,272	$1,717,454	$57,265	96.8%
Sub-Total Cost Centers	**$101,921,398**	**$1,973,307**	**$103,894,705**	**$102,521,216**	**$1,009,718**	**$103,530,934**	**$363,771**	**99.6%**

FY2026 Expenditures | Budget to Actual

Other Budget Items	Original Budget	Prior-year Encumbrances / Transfers	Final Budget	Actual Expenditures	Encum-Brances	Total Used	Remaining	% Used
Reserve Fund	$300,000	($48,000)	$252,000	$0	$0	$0	$252,000	0.0%
Town-Wide Operating	$216,664	$300	$216,964	$188,598	$28,322	$216,920	$44	100.0%
Town Debt Service	$4,969,223	$0	$4,969,223	$4,760,585	$0	$4,760,585	$208,638	95.8%
Employee Benefits (Town and SPS)	$17,346,530	$10,500	$17,357,030	$16,813,296	$15,822	$16,829,119	$527,911	97.0%
Property and Liability Insurance	$626,808	$0	$626,808	$626,606	$0	$626,606	$202	100.0%
State and County Charges	$285,287	$0	$285,287	$253,706	$0	$253,706	$31,581	88.9%
OPEB Trust Contribution (Town and SPS)	$650,000	$0	$650,000	$650,000	$0	$650,000	$0	100.0%
Sub-Total Unclassified	$24,394,512	($37,200)	$24,357,312	$23,292,791	$44,144	$23,336,935	$1,020,376	95.8%
Total Expenditures	$126,315,909	$1,936,107	$128,252,016	$125,814,007	$1,053,863	$126,867,869	$1,384,147	98.9%
Reserve for Abatement / Exemptions	$90,580	($327,388)	($236,808)	$0	$0	$0	($236,808)	0.0%
Other Financing Uses (Transfer Outs)	$1,110,100	$0	$1,110,100	$1,110,100	$0	$1,110,100	$0	100.0%
Total Expenditures & Transfers	**$127,516,589**	**$1,608,719**	**$129,125,308**	**$126,924,107**	**$1,053,863**	**$127,977,969**	**$1,147,339**	**99.1%**

TOWN OF SUDBURY

FY2027 Certified Free Cash

Detailed breakdown of the FY2026 year-end results that produced the certification

CERTIFIED SEPTEMBER 25, 2026

$9,985,147

Up $589,270 (6.3%) from FY2026

FY2026 YEAR-END ADDITIONS: $7,628,649

Three sources explain the additions: favorable revenue performance, expenditure reversions, and other year-end balance-sheet adjustments.

FY2026 FAVORABLE REVENUE

Excess revenue: $4.531M

$4,530,632

59% of FY2026 year-end additions | 3.6% above budget

SPECIFICALLY ONE-TIME: $1.306M

Tax Title and Deferred Tax principal collections	$768,831
Tax Title and Deferred Tax interest penalties and interest collections	$537,368

LARGEST OTHER POSITIVE VARIANCES

Earnings on investments	$1,578,233
Motor Vehicle Excise Tax	$1,435,015
Licenses and permits	$369,057

Other revenue categories and offsetting under-budget items are included in the $4.531M net favorable variance.

FY2026 EXPENDITURE REVERSIONS

Budget savings and reversions

$1,384,147

18% of FY2026 year-end additions

LARGEST REVERSION CATEGORIES

Employee Benefits and Property Liability Insurance	$527,911
Reserve Fund	$252,000
Debt	$208,839
Public Works	$170,346
Public Safety	$142,113
All other categories, net (incl. Snow and Ice)	$82,938

Drivers included vacancies and related benefits, an unused Reserve Fund balance, lower insurance costs, and delayed debt service.

OTHER YEAR-END ADJUSTMENTS

Balance-sheet adjustments

$1,713,870

22% of FY2026 year-end additions

BREAKDOWN OF ADJUSTMENTS

Closed capital articles, appropriations and transfers in Includes $747,381 returned from closed capital/prior articles	$858,426
Deficit balance change from prior certification Favorable reduction in year-end deficit balances	$449,224
Deferred revenue / receivables adjustment From use of overlay balance and receivables	$236,507
Snow deficit adjustment Remaining deficit raised on the FY2027 tax rate	$169,713

These adjustments are variable or nonrecurring in nature.

FY2026 YEAR-END ADDITIONS $7.629M — Revenue $4.531M + Reversions $1.384M + Adjustments $1.714M

\+ **PRIOR BALANCE REMAINING** $2.356M

= **FY2027 CERTIFIED FREE CASH** $9.985M

Memo specifically identifies $2.739M in one-time sources affecting Free Cash; these should not be assumed to recur at the same level.

Source: Town of Sudbury Free Cash Calculation Memo, September 25, 2026

FY2028 BUDGET WORKING GROUP

Closing the $3 Million Budget Gap

Four meetings held to date (June – October 2026) • Next meeting: Thursday, November 12

$3.00M	+$2.19M	–$517K	~$290K
STARTING DEFICIT — JUNE 2026	REVENUES & TRANSFERS	NET EXPENSE CHANGE	REMAINING GAP

REVENUE & TRANSFER ADJUSTMENTS

Local Receipts	+$660K
Free Cash (OPEB)	+$500K
Capital Stabilization Fund (Town Manager Capital Article)	+$500K
Ambulance Receipts	+$100K
State Aid (FY2027 Final State Numbers)	+$284K
Real Estate Tax	+$149K

EXPENSE ADJUSTMENTS

Debt Service	+$321K
Insurance & Benefits	–$786K
Overlay	–$25K
State Assessment (FY2027 Final State Number)	–$31K
Town-Wide and Town Budgets	+$5K

NOTES ON ADJUSTMENTS

- Local Receipts: FY2027 the Town increased by $865K; two-year total increase $1.62M.
- FY2027 Free Cash: $325K was used for OPEB.
- Ambulance Receipts Reserved for Appropriation: Debt payments for Ambulance Purchase.
- Real Estate Tax Increase: Debt Exclusion Roof Projects.
- Debt Service: Estimated Borrowing Cost; Final Bond Sale January 2027.
- Overlay: Current Overlay Balance will be used FY28 Abatements/Exemptions.
- State Aid and State Assessments: FY2027 Final State Numbers.
- Insurance & Benefits: Updated GIC enrollments; Middlesex County Retirement Assessment Increase below 1%.

FY2028 BUDGET WORKING GROUP

Items Still Under Review

Several budget components remain estimates and will be updated as additional information becomes available.

FY27 NEW GROWTH

Confirm final certification and the impact on real estate tax revenue.

November 2026

DEBT SERVICE

Bond sale scheduled for January 2027; final borrowing costs will not be known until then.

January 2027

HEALTH INSURANCE

FY2028 GIC health insurance rates will not be released until March – April 2027.

March – April 2027

PROPERTY & LIABILITY RATES

FY2028 MIIA property and liability insurance rates will not be known until March 2027.

March 2027

POTENTIAL FUNDING SOURCES

Evaluate use of Solar Revolving Funds for Utilities.

Further discussion

COST CENTER BUDGETS

Continue working with Town departments, SPS and LSRHS on budget needs.

Ongoing budget process

NEXT STEPS

Update revenue and expense projections as figures are finalized, and continue reviewing cost center pressures.

Revenue Projections (a/o 10/7/2026)

FY2026 actual, FY2027 budget, and FY2028–FY2030 projections as presented at the FY2028 Budget Working Group

Revenue source	FY2026 Actual	FY2027 Budgeted	FY2028 Projected	FY2028 % Change	FY2029 Projected	FY2030 Projected
Real Estate and Personal Property Taxes	$112,854,980	$116,746,807	$120,135,598	2.9%	$123,113,281	$126,227,954
State Aid	$8,071,734	$8,570,157	$8,786,398	2.5%	$9,008,758	$9,237,416
Local Receipts	$10,667,519	$7,140,000	$7,890,000	10.5%	$7,890,000	$7,890,000
Ambulance Receipts and Other Transfers	$695,000	$780,000	$880,000	12.8%	$900,000	$925,000
Free Cash	$4,060,820	$6,289,379	$500,000	—	$0	$0
Capital Stabilization Fund (TM Capital Article)	—	—	$500,000	—	—	—
TOTAL REVENUES	**$136,350,053**	**$139,526,343**	**$138,691,996**	**-0.6%**	**$140,912,039**	**$144,280,370**

- **FY2028 Free Cash:** The $500,000 currently shown is designated for the OPEB Fund. In FY2027, the Town appropriated $325,000 in Free Cash for OPEB.
- **Additional Free Cash Uses:** The remaining planned uses of FY2028 Free Cash are not yet reflected. Once the FY2028 capital projects are finalized, additional proposed appropriations, including funding for capital projects and Stabilization Funds, will be incorporated.
- **Ambulance Receipts:** The Town is evaluating an increase in projected ambulance receipts to help offset the cost of providing additional ambulance coverage within the Fire Department.

Expenditure Projections (a/o 10/7/2026)

FY2026 actual, FY2027 budget, and FY2028–FY2030 projections as presented at the FY2028 Budget Working Group on 10/7/2026

Expenditure / balance	FY2026 Actual	FY2027 Budgeted	FY2028 Projected	FY2028 % Change	FY2029 Projected	FY2030 Projected
Education - SPS	$47,481,809	$49,252,426	$51,457,242	4.5%	$53,342,833	$54,943,118
Education - LS	$30,193,976	$31,012,531	$31,942,907	3.0%	$32,901,194	$33,888,230
Education - Vocational	$447,730	$580,000	$597,400	3.0%	$615,322	$633,782
General Government	$3,875,928	$4,256,165	$4,457,367	4.7%	$4,686,916	$4,912,371
Public Safety	$10,508,491	$10,978,200	$11,384,725	3.7%	$11,818,600	$12,213,756
Public Works	$7,276,609	$6,709,072	$6,950,284	3.6%	$7,197,914	$7,449,684
Human Services	$1,023,491	$1,253,437	$1,314,538	4.9%	$1,375,644	$1,438,684
Culture & Recreation	$1,713,182	$1,745,754	$1,814,174	3.9%	$1,895,891	$1,974,703
Total Town Departments	**$102,521,216**	**$105,787,586**	**$109,918,637**	**3.9%**	**$113,834,314**	**$117,454,328**
Reserve Fund	$0	$300,000	$300,000	0.0%	$300,000	$300,000
Town-Wide Operating	$188,598	$239,250	$258,390	8.0%	$279,061	$301,386
Debt Service	$4,760,585	$5,266,335	$5,814,635	10.4%	$5,630,860	$5,499,335
Employee Benefits (Town and SPS)	$17,439,902	$19,660,335	$20,681,888	5.2%	$22,421,535	$24,312,886
OPEB Trust Contribution (Town & SPS)	$650,000	$500,000	$500,000	0.0%	$500,000	$500,000
State & County Charges	$253,706	$263,926	$272,504	3.3%	$281,360	$290,504
Total Operating Budget	**$125,814,007**	**$132,017,432**	**$137,746,054**	**4.3%**	**$143,247,130**	**$148,658,439**
Town Managers' Capital Budget	$1,219,400	$1,195,600	$1,200,000	0.4%	$1,200,000	$1,200,000
Other Financing Uses (Capital/Articles)	$4,170,820	$5,974,479	$10,100	-99.8%	$10,100	$10,100
Reserve for Abatements (Overlay)	$90,580	$25,000	$25,000	0.0%	$150,000	$300,000
TOTAL EXPENDITURES	**$131,294,807**	**$139,212,511**	**$138,981,154**	**-0.2%**	**$144,607,230**	**$150,168,539**
Surplus / (Deficit)	**$5,055,246**	**$313,832**	**($289,158)**	**—**	**($3,695,191)**	**($5,888,169)**

FY2028 Town Manager Budget Guidance (3.6%)

Cost Center	FY2027 Budget	FY2028 Increase	FY2028 Guidance	Increase FY28
SUDBURY PUBLIC SCHOOLS				
Sudbury Public Schools	$49,252,426	$1,773,087	$51,025,513	3.60%
SPS Employee Benefits	$11,517,632	$607,629	$12,125,261	5.28%
TOTAL SPS GUIDELINE	**$60,770,058**	**$2,380,716**	**$63,150,774**	**3.92%**
LINCOLN-SUDBURY REGIONAL HIGH SCHOOL				
Lincoln Sudbury	$31,012,531	$1,116,451	$32,128,982	3.60%
TOWN DEPARTMENTS				
Town Departments	$24,942,628	$897,935	$25,840,563	3.60%
Town Employee Benefits	$8,142,705	$413,923	$8,556,628	5.08%
TOTAL TOWN GUIDELINE	**$33,085,333**	**$1,311,858**	**$34,397,191**	**3.97%**

FY2028 Guidance

The 3.6% guidance established a balanced FY2028 budget.

We recognize that 3.6% may be difficult for cost centers. In discussions with SPS, we indicated that we expect to know more information by early December.

NEW GROWTH

Higher new growth than projected could increase available revenue.

Final: End of November

HEALTH INSURANCE

A lower rate increase than projected could reduce employee benefit costs.

Preliminary: December
Final Rates March

BOND SALE

Borrowing costs below projections could reduce debt service costs.

Early January

As new information becomes available, it may create opportunities to revisit guidance.

New information may create room to adjust guidance while keeping the budget balanced.

Revenue & Expenditure Forecast (updated FY28 Guidance)

FY2028 assumes 3.6% operating increases for SPS, LS and Town departments

	FY2026 Actual	FY2027 Budget	FY2028 Projected	FY2029 Estimate	FY2030 Estimate
TOTAL REVENUES	**$136,350,053**	**$139,526,343**	**$138,691,996**	**$140,912,039**	**$144,280,370**
Sudbury Public Schools	$47,481,809	$49,252,426	$51,025,513	$52,862,432	$54,580,461
Lincoln-Sudbury	$30,193,976	$31,012,531	$32,128,982	$33,285,625	$34,367,408
Vocational Education	$447,730	$580,000	$597,400	$618,906	$639,021
Town Departments	$24,397,701	$24,942,629	$25,840,564	$26,770,824	$27,640,876
Other Operating Costs	$23,292,790	$26,229,846	$27,827,417	$29,534,539	$31,463,376
TOTAL OPERATING BUDGET	**$125,814,007**	**$132,017,432**	**$137,419,876**	**$143,072,326**	**$148,691,142**
Town Manager's Capital Budget	$1,219,400	$1,195,600	$1,200,000	$1,200,000	$1,200,000
Other Financing Uses	$4,170,820	$5,974,479	$10,100	$10,100	$10,100
Reserve for Abatements	$90,580	$25,000	$25,000	$150,000	$300,000
TOTAL EXPENDITURES	**$131,294,807**	**$139,212,511**	**$138,654,976**	**$144,432,426**	**$150,201,242**
SURPLUS / (DEFICIT)	**$5,055,246**	**$313,832**	**$37,020**	**($3,520,387)**	**($5,920,872)**

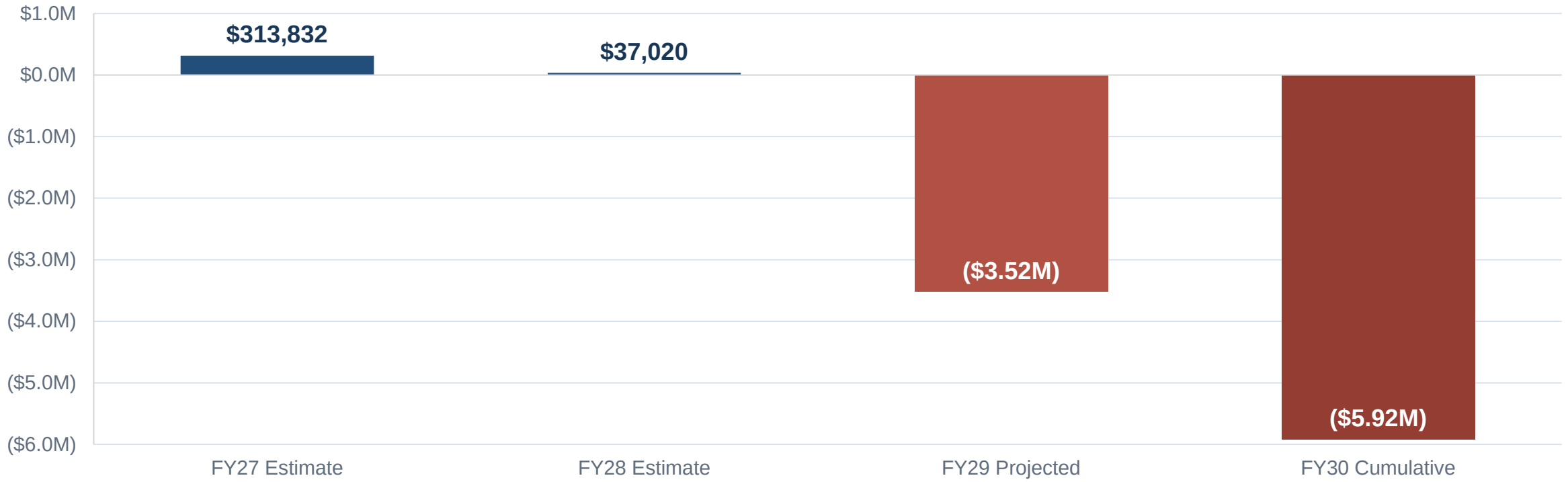
FY2029–FY2030 forecast assumptions

- Operating increases for SPS, LS and Town departments: FY2029 assumes 3.6%; FY2030 assumes 3.25% over the prior year.
- FY2029 and FY2030 are estimates. SPS, LS and Town departments have not submitted budget figures for those years.
- Projected deficits show potential funding gaps and will change as budget requests, revenues and costs are updated.

Other operating costs include the reserve fund, town-wide costs, debt, benefits, OPEB and state/county charges.

FY27–FY30 Budget Outlook

Projected surplus / (deficit), including unresolved prior-year gaps



FY27 ESTIMATE

New Growth and tax rate not finalized.

FY28 ESTIMATE

3.6% operating guidance.
Includes $1M in reserve funding.
From Free Cash & Capital Stabilization Fund

FY29 DEFICIT

3.6% operating growth assumption.

FY30 CUMULATIVE

Includes FY2029 if unresolved.

FY2030: $5.92M cumulative gap if the FY2029 deficit remains unresolved.
If FY2029's $3.52M gap is resolved through recurring revenue or permanent savings, the additional FY2030 gap is $2.40M.

Proposed Use of Free Cash

FY2028 funding plan

Free Cash Allocation	Amount
Certified Free Cash	$9,985,147
Retain 30% of Certified Free Cash	$2,995,544
AVAILABLE FOR USE	**$6,989,603**
Proposed FY2028 Uses	
Capital Articles	$5,411,000
Stabilization Fund	$300,000
OPEB Funding	$500,000
Capital Stabilization Fund	$0
Transportation	$100,000
Snow Deficit (Projected)	$500,000
TOTAL PROPOSED FY2028 USES	**$6,811,000**
UNALLOCATED AMOUNT AVAILABLE FOR USE	**$178,603**

Projected Free Cash balance after proposed uses: $3,174,147

Includes $2,995,544 retained under the 30% assumption, plus $178,603 available for additional allocation.

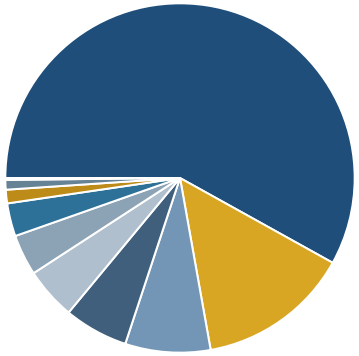
FY27 Budget Allocation

Insurance and benefits shown separately and allocated among cost centers

By Function

$139.21 million

Insurance and benefits shown separately



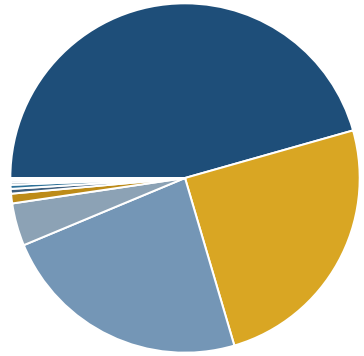
Category	Amount	Share
Education	$80.84M	58.1%
Employee Benefits & Property / Liability Insurance	$19.66M	14.1%
Public Safety	$10.98M	7.9%
Transfers, State Charges, OPEB, Capital & Reserve Fund	$8.26M	5.9%
Public Works	$6.71M	4.8%
Debt Service	$5.27M	3.8%
General Government	$4.26M	3.1%
Culture & Recreation	$1.75M	1.3%
Human Services	$1.25M	0.9%
Town-Wide Operating	$0.24M	0.2%

By Cost Center

$133.24 million

Excludes Capital Articles, Other Articles, and Stabilization Fund Transfers

Insurance and benefits allocated to SPS & Town Dept.



Category	Amount	Share
Sudbury Public Schools	$60.77M	45.6%
Town Departments	$33.09M	24.8%
Lincoln-Sudbury Regional High School	$31.01M	23.3%
Debt Service	$5.27M	4.0%
Town Manager Capital	$1.20M	0.9%
Vocational Education	$0.58M	0.4%
OPEB	$0.50M	0.4%
Reserve Fund	$0.30M	0.2%
State Charges	$0.26M	0.2%
Town-Wide Operating	$0.24M	0.2%
Reserve for Abatements	$0.03M	0.0%

Identified Service and Staffing Needs

Facilities	Project manager / assistant director; HVAC technician and added Fairbank Community Center support. Explore in-house custodial service as budget neutral.
Community Services	Senior Center staffing and hours; Goodnow Library program support and hours.
Transportation	Go Sudbury and Catch Connect services.
Public Safety	Police: sergeant, detective, school resource officer, K-9, officer. Fire: fire inspector / prevention officer.
Public Works & Succession	Heavy equipment operator; organization-wide retirement planning.

Forecast Assumptions & Limitations

A forecast is a planning tool—not a prediction of final results.

It helps the Town anticipate financial pressures and make informed decisions.

01

CURRENT ASSUMPTIONS

Projections reflect information available today, including estimated revenues, expenditures, and cost growth.

02

SUBJECT TO CHANGE

State aid, new growth, employee benefits, debt costs, contracts, and other factors may change the outlook.

03

ONGOING REVIEW

Town management will update projections as reliable information becomes available and adjust plans as needed.

Our objective: identify risks early, evaluate options, and support responsible long-term financial planning.

Long-Term Sustainability Requires a Shared Plan

THE CHALLENGE

Town departments and schools face rising costs, staffing pressures, aging facilities, and growing service demands—while available revenues struggle to keep pace.

OUR SHARED GOAL

Work together across Town departments, Sudbury Public Schools, and Lincoln-Sudbury to establish priorities and develop sustainable operating and capital plans.

"If you want to go fast, go alone; if you want to go far, go together."

African proverb

Capital Projects | Outstanding

Capital Authorizations remaining to be spent or encumbered

$13.55M

TOTAL OUTSTANDING CAPITAL

CARRY-FORWARD CAPITAL 7/1/2026	NEW FY27 PROJECTS	EXPENDITURES - FY27	ENCUMBRANCES
$18.15M	$6.58M	($7.51M)	($3.66M)

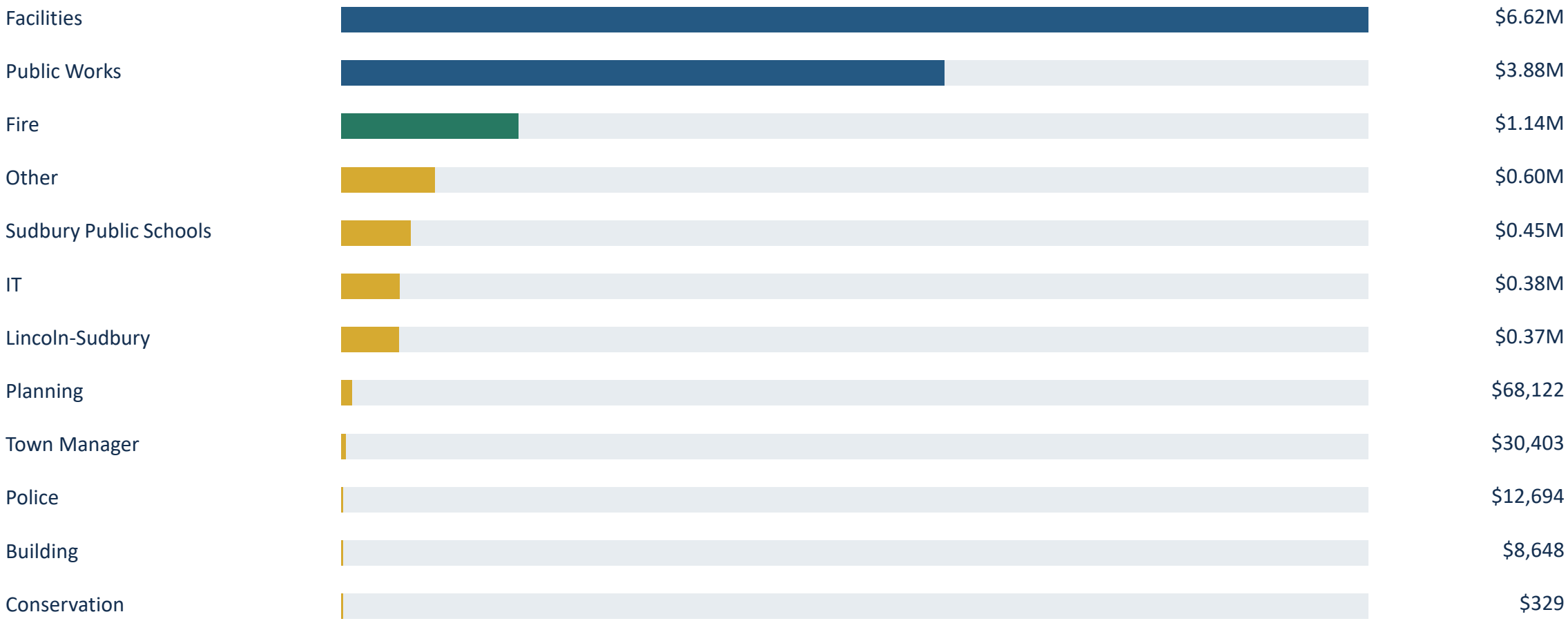
New FY27 projects were voted at the 2026 Annual Town Meeting.

MAJOR CARRY-FORWARD PROJECT BALANCES

Haynes Roof $7,752,638 | Nixon Roof $4,003,420 | Atkinson Pool $1,122,703 | FY26 Roads $950,000

Combined balance of the four projects: $13.8M.

Outstanding Capital | by Department



Outstanding Capital Projects | over $100K

TOWN MEETING ARTICLE / PROJECT	OUTSTANDING
STM 25/1 HAYNES ROOF REPAIR	$2,558,317
ATM 25/31 ROADS CONSULT & CONSTRUCTION	$950,000
ATM 26/27-1 ROADS CONSULT & CONSTRUCTION	$950,000
ATM 24/23 ATKINSON POOL	$936,474
STM 25/2 NIXON ROOF REPAIR	$851,220
ATM 26/29 SCBA REPLACEMENT	$550,000
ATM26/39 SHA REPAIR SINGLE-FAM (Not Capital – Petitioners Article)	$500,000
ATM 25-30 AMBULANCE REPLACEMENT	$500,000
ATM26/27-2 6-WHEEL DUMP TRUCK	$350,000
ATM26/28-2 SCH SAFETY ENHANCEMENT	$345,066
ATM26/27-3 10-WHEEL DUMP TRUCK	$335,000
ATM26/27-4 LG FRONT-END LOADER	$300,000
ATM26 FACILITIES CAPITAL ARTICLE	$250,000
ATM26 LINCOLN SUDBURY CAPITAL ARTICLE	$221,600
ATM26 IT CAPITAL ARTICLE	$210,000
ATM 24/21 DPW ROOFTOP HVAC	$200,000
ATM26/28-4 ADA TRANSITION PLAN	$192,902

TOWN MEETING ARTICLE / PROJECT	OUTSTANDING
ATM 24/20 CULVERT/DRAINAGE	$192,879
ATM 24/25 HAYNES HVAC	$150,000
ATM26/28-5 HOT WATER BOILER	$150,000
ATM 26/30 LS WASTE WATER TREATMENT	$147,679
ATM26 DPW CAPITAL ARTICLE	$145,000
STM 23/10 RTE 117 INTER - CAPITAL	$142,704
ATM25 FACILITIES CAPITAL ARTICLE	$139,500
ATM26/27-5 DUMP TRUCK W/ PLOW	$135,000
ATM26/28-6 DPW FIRE ALARM REPL	$132,000
ATM26 SPS CAPITAL ARTICLE	$130,618
ATM 25/35 DPW EMERGENCY OPERAT	$125,000
ATM26/28-7 FIRE 2 SHINGLE REPL	$117,400
ATM26/28-3 BLDING MGMT REPAIRS	$110,000
ATM26/18 TRANSPORTATION PROGRAMS (Not Capital – Transportation)	$100,000
ATM 26/31 SPS EQUIPMENT REPLACEMENT	$100,000
ATM26/27-6 PARKING LOTS PAVEMENT	$100,000

Reserve Balances & Policy Targets

TOTAL RESERVES

$20.05M

POLICY TARGET

10–12%

15.05% of budget

FREE CASH (Certified)

$9.99M

POLICY TARGET

3–5%

7.49% of budget

GENERAL STABILIZATION

$7.16M

POLICY TARGET

At least 5%

5.37% of budget

CAPITAL STABILIZATION

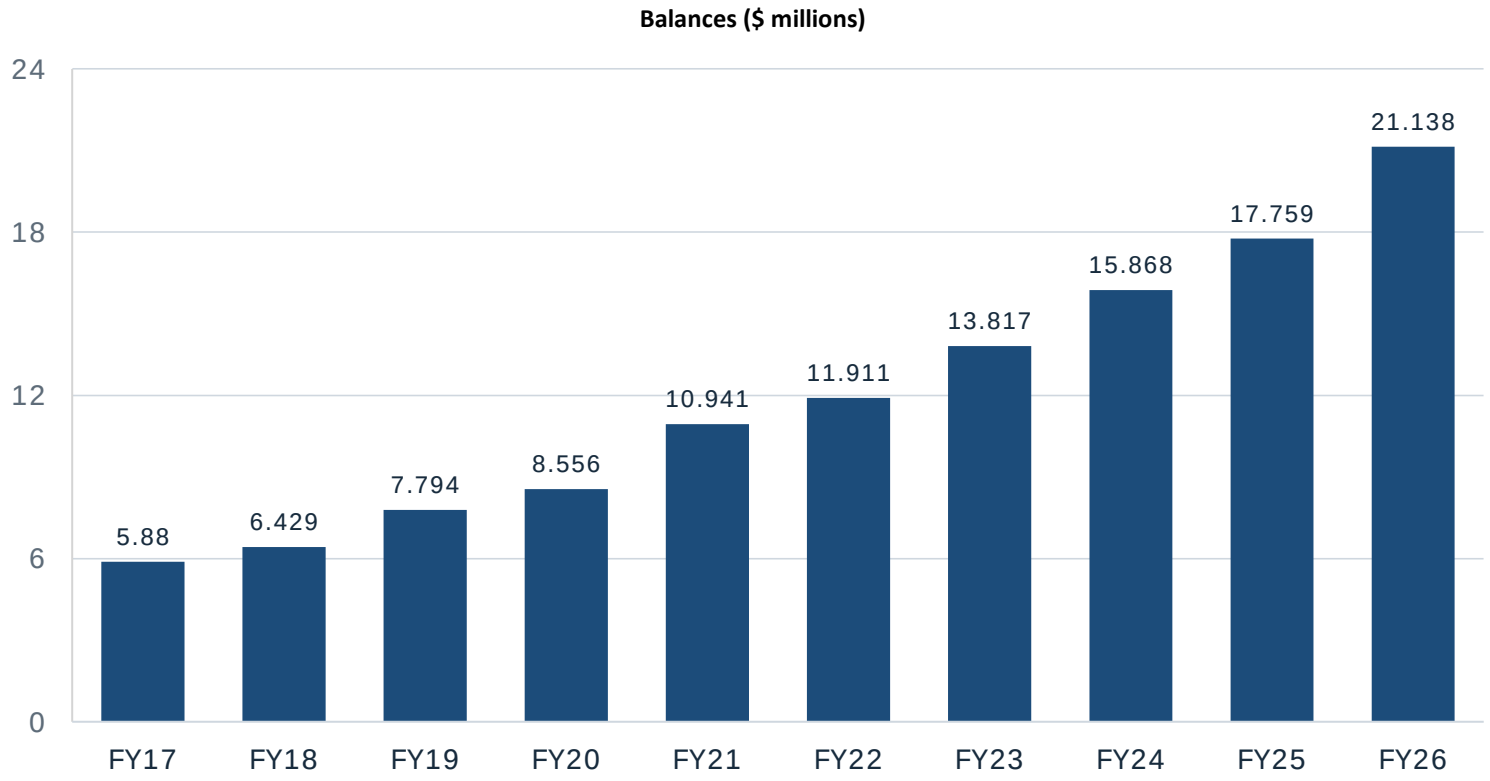
$2.91M

POLICY TARGET

At least 2%

2.18% of budget

OPEB (Other Post Employment Benefits)



Current Balance $21.1M

OPEB policy

Fund promised benefits proactively; invest prudently; review funding strategies; and manage healthcare cost drivers while maintaining competitive benefits.

Town and School Budget Pressures

The cost of maintaining services continues to grow.

All Town labor contracts expire June 30, 2027.

TOWN BUDGET PRESSURES

- **Personnel:** contractual raises, non-union pay, staffing, overtime and recruitment.
- **Insurance and benefits:** health insurance, retirement, property and liability insurance, and workers' compensation.
- **Aging infrastructure:** building repairs, roads, vehicles and equipment replacement.
- **Operating costs:** utilities, fuel, supplies, technology and contracted services.
- **Service demands:** public safety, public works, recreation, senior services and transportation.
- **Capital and debt:** deferred maintenance and borrowing for major projects.

SCHOOL BUDGET PRESSURES

- **Personnel:** contractual raises, staffing levels and recruitment.
- **Special education:** out-of-district tuition, specialized services and transportation.
- **Transportation:** bus contracts, fuel and specialized transportation.
- **Operating costs:** utilities, instructional materials, technology and contracted services.
- **Student needs:** mental health, academic support and mandated services.
- **Facilities:** aging buildings, maintenance and capital improvements.

Rising costs are consuming available revenue,
leaving less to maintain services and address future needs.

Future Financial Pressures and Unfunded Needs

Expenses and future needs exceed available revenue.

LIMITED REVENUE GROWTH

- Proposition 2½: about $2.8M in annual base levy growth, plus **limited new growth.**
- Limited development. Commercial/industrial taxes provide **less than 10%** of tax revenue.
- Local receipt budgets already increased $1.6M over two years. **Little room remains.**
- Expected lower Free Cash **reduces capital funding.** State aid growth is uncertain.

NEEDS EXCEED AVAILABLE FUNDING

- **$400M** in Capital needs over 15 years: sidewalks, roads, culverts, buildings, a new school and aging fire stations. As identified in the 15-year Capital Plan.
- Revenue constraints have **already forced capital deferrals.** Delays can **increase repair costs** and service disruptions.
- Flat operating budgets **buy less each year**, limiting services and leaving little room for new needs.

PROJECTED ANNUAL DEFICITS

FY2029 $3.52M FY2030 $5.92M (Cumulative)

These gaps exist before many service and capital needs are funded.

Building on Our Progress

We have made progress by working together this year.

The years ahead will bring greater financial pressures and more difficult decisions.

“If you want to go fast, go alone; if you want to go far, go together.”

African proverb

TOWN OF SUDBURY

Questions & discussion

Financial Condition & Forecast | November 10, 2026

TOWN OF SUDBURY
Select Board FY2027 Priority Goals
Approved August 11, 2026

Rank	Goal	Primary Category	Liaison/Staff assigned to goal
1	Develop a long-term comprehensive plan to fund and manage the operating and capital budgets	Financial Management and Economic Resilience	Town Manager; Select Board
2	Address staffing needs and succession planning	Financial Management and Economic Resilience	Town Manager; Select Board
3	Advance design and construction of Phase 3A-CSX/Rt 20 of the Bruce Freeman Rail Trail and clarify Mass Central Rail Trail responsibilities (DCR, utilities)	Open Space, Recreation and Historic Assets	Janie Dretler, Select Board Chair
4	Utilization/Optimization of Fairbank Community Center programming	Town Services & Infrastructure	Charlie Russo, Select Board Member
5	Seek membership in a Vocational Education District	Effective Governance and Communications	Lisa Kouchakdjian, Select Board Member
6	Expand (Normalize) and fund a Transportation Option, especially for vulnerable populations	Transportation, Mobility & Housing	Dan Carty, Select Board Member
7	Economic Development in Sudbury: A Suggested Roadmap for Fiscal Vitality and Enhanced Quality of Life	Financial Management & Economic Resilience	Radha Gargeya, Select Board Vice-Chair

DELIVERABLES
Approved August 11, 2026

GOAL 1: DEVELOP A LONG-TERM COMPREHENSIVE PLAN TO FUND AND MANAGE THE OPERATING AND CAPITAL BUDGETS

Deliverables:

Creating sustainable finances requires a disciplined approach to revenues and expenditures as well as consideration of short- and long- term implications of decisions. A Proposition 2 ½ override is likely to eventually be necessary, but was not required for FY27. Prior to consideration of an Override, all other reasonable measures must be considered, other revenue sources explored, and expenditures analyzed. Actions may include:

1. Regularly explore all revenue sources
2. Take advantage of State-provided options that are or may become available, such as but not limited to those under statutes like the Municipal Modernization Act and Municipal Empowerment Act
3. Regularly explore opportunities to outsource, privatize, or regionalize functions or otherwise gain efficiencies

4. Regularly explore opportunities to automate or restructure programs and tasks
5. Establish new enterprise funds where appropriate and transition subsidized enterprise funds to self-supporting
6. Continue to fund the Other Post-Employment Benefits (OPEB) Trust Fund; increase contributions to the OPEB Trust when the Middlesex County Retirement System is fully funded
7. Promote economic development initiatives, building on the 2025 Route 20 Corridor Study.
8. Evaluate how Town Meeting and the Town Meeting process impact the Town's operations and its financial sustainability and explore efficiency initiatives, recognizing that the inefficiencies of Town Meeting are a deterrent to voter/resident participation and a hidden cost on the Town.
9. Evaluate the charter, bylaws, policies, and local traditions to identify where inefficiencies can be reduced or eliminated. A charter review is long overdue and should be followed by a bylaw review to identify bylaws contradictory to the charter. Select Board policies are in the process of being updated; this effort should continue and policies should be reviewed regularly.

GOAL 2: ADDRESS STAFFING NEEDS AND SUCCESSION PLANNING

Deliverables:

Sudbury experienced significant turnover in the past several years, including turnover in senior positions. There were many causes of this turnover, including retirements and employees leaving for better career opportunities. There has been frequent turnover in the Town Manager position, with four permanent Town Managers since 2015. This lack of stability hinders the organization. It is important to plan for retirements and attrition, improve our retention efforts, and establish stability in the Town's leadership. Actions may include:

1. Continually ensure that employee compensation and benefits are comparable to and competitive with peer communities
2. Undertake actions to show employee appreciation and encourage retention
3. Undertake analysis and staffing studies to identify the need for additional resources
4. Continue to budget for and support professional development across the organization
5. Identify and make available opportunities for employees to broaden their knowledge, skills, and opportunities
6. Encourage the use of interns and fellows
7. Identify internal candidates who could perform the role of Interim Town Manager
8. Identify internal candidates who could be considered for promotion to more responsible roles, up to and including Town Manager

GOAL 3: RAIL TRAILS

Objectives

1. Advance the Bruce Freeman Rail Trail Phase 3A project toward construction.
2. Establish long-term maintenance and operational responsibilities for the Mass Central Rail Trail.
3. Provide oversight and communicate project progress to the community.

Deliverables:

1. Advance the Bruce Freeman Rail Trail Phase 3A project toward construction.

    a. Support completion of the remaining design milestones and MassDOT review.
    b. Maintain project readiness for Transportation Improvement Program (TIP) construction funding (FY2029).
    c. Coordinate with MassDOT, project consultants, and regional partners to keep the project on schedule.
2. Establish long-term maintenance and operational responsibilities for the Bruce Freeman Rail Trail. Establish long-term maintenance and operational responsibilities for the Mass Central Rail Trail.
    a. Work with Department of Conservation and Recreation (DCR) to define maintenance and operational responsibilities for the Sudbury section of the trail.
    b. Develop or finalize any necessary maintenance agreements or operating protocols.
    c. Coordinate with Town departments to identify ongoing maintenance needs, budget impacts, and operation procedures following project completion.
3. Provide oversight and communicate project progress.
    a. Receive quarterly updates from staff and the Rail Trail Advisory Committee.
    b. The Select Board, as necessary, will take action to advance this goal.
    c. Keep residents informed of significant project milestones.
    d. Support community engagement and ribbon-cutting or opening events as appropriate.
    e. Monitor project progress to help ensure the Town's interests are represented throughout design, construction, and implementation.

GOAL 4: OPTIMIZE UTILIZATION OF FAIRBANK COMMUNITY CENTER

Deliverables:

- As needed, develop policies that support management of the Community Center.
- Consider creation of Town Manager goal to optimize utilization of Community Center such as:
    - Further define “optimized utilization.”
    - Request updates (1x annual) from Town Manager or designee on Community Center programming and operation, including space utilization.
    - Develop a strategy for resident/public usage.
    - Explore optimized programming.
    - Analyze needed budget and staffing levels to support operations.
- Solicit ongoing input and feedback from the public on satisfaction/preferences about Community Center usage and programming.

GOAL 5: MEMBERSHIP IN A VOCATIONAL EDUCATION SCHOOL DISTRICT

Deliverables:
The Select Board shall develop a long-term plan to address the vocational education needs of students in the Town of Sudbury.

The long-term goal will achieve membership in a vocational education school. The Select Board will determine action steps and collaborate with the Town of Sudbury, Lincoln-Sudbury Regional High School, and Sudbury

Public Schools administrations as necessary. Achievement of this goal will occur when the Select Board secures membership in a vocational education school by (1) passage of an article at Sudbury Town Meeting in support of membership in a vocational education school and by (2) passage of similar articles in all member communities of the vocational education school district.

Action Steps:

- The Select Board shall designate a member of the Board to work collaboratively with the Administration towards fulfillment of the long-term goals.
- The Select Board designee and the Administration will communicate with vocational education schools and provide any information or documents towards the long-term goals. The designee and Administration shall communicate with vocational education schools to determine the prerequisites to becoming a member school district.
- The Select Board designee and the Administration shall regularly report to the full Select Board regarding its progress and make recommendations regarding revisions to the goal as necessary.
- The Select Board shall annually contact local vocational schools to determine options on membership.
- The Select Board shall annually contact Sudbury Public Schools and Lincoln-Sudbury Regional High School to determine student interest in vocational education.
- The Select Board designee, with the Administration, shall work collaboratively with any vocational education school district and member communities towards achieving membership therein.
- The Select Board shall conduct community discussions regarding potential membership in a vocational education school district.
- The Select Board shall consider revisions to this goal as necessary.
- Formation of a Select Board Working Group or Task Force to include one Select Board member, Town Manager, Director of Business and Finance, staff from Sudbury Public Schools and Lincoln-Sudbury Regional High School including the Superintendents, one member each from the Sudbury and Lincoln-Sudbury Regional school committees, and a parent or guardian of a vocational education student.

GOAL 6: EXPAND (NORMALIZE) AND FUND A TRANSPORTATION OPTION, ESPECIALLY FOR VULNERABLE POPULATIONS

Deliverables:

1. Prior to FY2028 draft budget creation and presentation to Select Board by Town Manager, perform review of current transportation programs (Go Sudbury, MWRTA Catch Connect) and decide if these, or variations thereof, are something the Town of Sudbury would like to continue, noting that funding for all may be exhausted prior to start of FY2028. If yes to any, determine desired timelines for service and related funding options. If no to all, determine ongoing viability and/or function of Transportation Committee and communicate the same.
2. Prior to FY2028 draft budget creation and presentation to Select Board by Town Manager discuss the possibility and likelihood of hiring of transportation-oriented staff resource and budget and funding options would be for the same.
3. Prior to Dec 31, 2026, request that Town Manager provide status of town-owned multi-passenger vehicles for potential usage beyond current application (e.g. use town vans for potential commuter rail shuttle). Vehicles to include, but are not limited to, Council on Aging and Park and Recreation vans.

4. The Select Board Chair and Transportation Committee Chair will work together to set and publish dates for 2027 quarterly meetings with Transportation Committee with purpose of receiving transportation program updates and deliver feedback and guidance, including potential ideas Select Board would like Committee to investigate (e.g. shuttles to commuter rails, bike share programs).
5. Prior to 2027 Town Meeting, encourage Town pursuit, via town staff and/or applicable committees, of transportation related grants and external funding, including pertinent options with and to economic development, Energy & Sustainability, Commission on Disability, Council on Aging, etc. Details and task ownership to be discussed and determined in quarterly Transportation Committee updates to Select Board.
6. Prior to May 31, 2027, discuss extension of Transportation Committee and adjust charge and membership as warranted.
7. Prior to January 31, 2027 facilitate meeting with Planning Board to discuss Master Plan implementation items, including those transportation-related, and set 2027 and beyond goals for the same.

GOAL 7. ECONOMIC DEVELOPMENT IN SUDBURY: A SUGGESTED ROADMAP FOR FISCAL VITALITY AND ENHANCED QUALITY OF LIFE

Strategic Goal with actionable tactical goals:

Economic Development: Actionable Plans for 1) Route 20 Village Business District By-Laws and 2) Economic Development Function in Sudbury

The Town of Sudbury has a clear and coherent vision for its economic future — one that honors its small-town character while building lasting fiscal health. Grounded in the Select Board's mission to "maximize and ensure the quality of life and well-being of Sudbury residents, today and in the future" and the Select Board values to "protect and enhance Sudbury's fiscal health and financial stability," and guided by the Master Plan's goal to "support development that is fiscally responsible, generates jobs suitable for residents, and offers opportunities to access desired retail, services, and other amenities," the following roadmap outlines what Sudbury can do now, soon, and over the long term.
While there is necessary emphasis on Route 20 Corridor, other commercial zone areas of Sudbury could be revitalized also as possible.
Economic development and enhanced quality of life are inter-connected. For instance,

- A viable transportation program that serves all residents can take people to various destinations, for shopping, and for recreation (: Master Plan, Route 20 Corridor Action Items: A.7, B.4)
- A connected sidewalk and rail trail network can generate new business opportunities and increase foot traffic at town businesses and places of interest (Master Plan, Route 20 Corridor Action Items: B.3)

Economic development can mean creating conditions for new businesses and for retaining and enhancing existing businesses.
Through the economic development of Route 20 Corridor, if we can maintain or increase the share of commercial tax revenue, that is a welcome outcome. Efforts in this regard will also add to the quality of life and recreational opportunities.

Tactical Goals:
From the strategic goal, we can devise a series of tactical and operational goals that are S.M.A.R.T. (Specific, Measurable, Assignable, Realistic, and Time-bound) and are in the near-term, short-term, and long-term.
As we accomplish each set of tactical goals, newer tactical goals will be added under the strategic goal "Economic Development." For instance, the next set would be of the form "Economic Development: 1) ---, 2) ---."

Near-term tactical goals:

- *Develop a plan for Route 20 Economic Corridor bylaw changes*
    - SMART goal
        - Identify a prioritized subset of recommended bylaw changes from the "Route 20 Corridor Recommendation Implementation Matrix" (Pages 43-44 of the Route 20 Corridor Study).
        - Deadline: 3/31/2027, and review every four months afterwards
        - Who: Town Manager, Planning Department, Select Board, Planning Board
        - Derives from: Master Plan (Route 20 Corridor Action Items: A.4, A.6, A.8)
- *Economic Development function that works for Sudbury*
    - SMART goal
        - Analyze the different approaches taken (see Appendix A) by our peer towns (as given in the Massachusetts DLS Financial Management Review) and produce a Sudbury-specific plan
        - Deadline: 6/30/2027
        - Who: Town Manager, Planning Department, Select Board
        - Derives from: Master Plan (Economic Development Action Items: A.1, A.2)

Sources:

1. Select Board Mission Statement and Values, Sudbury Select Board, last amended 10/25/2022.
2. Sudbury Master Plan, Sudbury Planning Board, adopted 4/28/2021.
3. Route 20 Corridor Study, BSC Group, 6/2025.
4. Route 20 Corridor Study, Radha Gargeya, Municipal Update, Town of Sudbury, Fall 2025
5. Comprehensive Wastewater Management Plan (CWMP) Update and Single Environmental Impact Report, Woodard & Curran, Town of Sudbury, October 2022

Town of Sudbury: Financial Management Review, Massachusetts Division of Local Services, October 2025

SELECT BOARD
Tuesday, November 10, 2026

MISCELLANEOUS

C.3: Review and discuss Financial Management Policies: Review "Clean Version" prior to transmitting to Finance Committee for review

Requested by: Town Manager

Formal Title: Review and discuss Financial Management Policies: Review "Clean Version" prior to transmitting to Finance Committee for review

Votes May Be Taken:

Recommendations/Suggested Motion/Vote: Discuss and review Financial Management Policies; review and discuss initial edits by Town Manager and Assistant Town Manager/Finance Director

Financial impact expected: Undetermined

Representative(s) expected to attend meeting: Andrew Sheehan and Victor Garofalo

Attachment(s):
Sudbury_Financial_Policies_Draft 10-29-26.docx
Financial Policies Changes Edited Track Changes 10-28-26.docx

Town of Sudbury, Massachusetts

Financial Policies Manual

INPUT NEW DATE

Version	Changes	Select Board Approved Date
1.0	Initial release, replacing prior Board of Selectmen Financial Policies	01.24.22
1.1	Update on CIAC Town Meeting Article Report Timing	02.07.23
1.2	Comprehensive update to Financial Policies Manual	Input Date

Introduction

The Town of Sudbury is committed to safeguarding public funds, protecting local assets, and adhering to established financial standards and regulations. This manual of financial policies provides guidance to support sound local planning and decision-making. Collectively, these policies define objectives, establish formal direction, and assign authority to promote prudent fiscal stewardship and effective management practices. These policies shall be reviewed periodically and updated as necessary.

With these policies, the Town of Sudbury, through its Select Board, Town Manager, and employees, commits to the following objectives:

- **Maintaining** consistent service levels and value for residents, while making improvements as needs and resources allow.
- **Safeguarding** financial integrity and minimizing risk through a comprehensive system of internal controls.
- **Ensuring** the quality, preservation and maintenance of capital assets.
- **Conforming** to general law, uniform professional standards, and municipal best practices.
- **Protecting and enhancing** the town's credit rating.
- **Promoting** transparency, accountability and public disclosure.
- **Reviewing and updating** these policies every three years to assess thresholds, targets and ongoing relevance.

Acknowledgements

These Financial Policies were developed through a collaborative effort involving the Select Board, Town Committees, and Town staff. The work incorporated feedback from the Policies and Procedures Review Subcommittee, the Finance Committee, and the Capital Improvement Advisory Committee. *The policies also incorporate recommendations from the Massachusetts Division of Local Services' April 2020 review of the Town's Capital Improvement Program and its October 2025 Financial Management Review.*\

The policies were most recently updated on [approval date], following review by the Select Board, Town Manager, and Assistant Town Manager/Finance Director

DRAFT

Town of Sudbury, Massachusetts

Financial Policies Manual

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FINANCIAL RESERVES

PURPOSE

This policy establishes prudent financial practices for appropriating to and expending reserve funds to help maintain fiscal stability and continuity of operations during challenging economic periods. By maintaining adequate reserves, the Town can respond to emergencies and unforeseen needs, support future priorities, and, in limited circumstances, address short-term budget pressures. Maintaining appropriate reserve balances and adhering to sound reserve policies also strengthen the Town's bond rating and reduce long-term borrowing cost for major projects.

APPLICABILITY

This policy applies to both short- and long-range budgetary decision-making. It governs the actions of the Select Board, the Sudbury Public School Committee, and the Town Manager in their budgetary roles, as well as the Finance Director, Town Accountant, Board of Assessors, and Finance Committee in their related financial duties.

POLICY

The Town of Sudbury is committed to building and maintaining adequate reserves to provide budgetary flexibility during unexpected events, revenue disruptions, or unforeseen expenditure demands, and to ensure the availability of funds for future capital needs. The Town will strive to maintain total reserves equal to 10%–12% of the prior year's General Fund budget, excluding enterprise funds. For this purpose, reserves include the General Stabilization Fund, special-purpose stabilization funds, and the targeted Free Cash balance. Adherence to this policy will enhance the Town's ability to withstand revenue shortfalls, manage spending growth responsibly, and sustain long-term financial health.

A. Protection of Bond Rating

Maintenance of the highest-level bond rating possible is a key objective of the Town's financial management, as a strong rating minimizes borrowing cost and reflects prudent fiscal stewardship. Credit rating agencies place significant emphasis on sound management practices; poor management practices can compromise financial stability. To safeguard Sudbury's financial position, the following bond rating protection principals shall apply:

- The Town will not rely on the General Stabilization Fund or Free Cash to support recurring operating expenditures under normal financial conditions. During periods of extraordinary fiscal stress, limited use of these resources may be considered, provided that such use is accompanied by a plan to restore structural balance in accordance with the Town's Forecasting Policy.
- If reserves are used to support operations, the Town will, in the following fiscal year, either reduce spending to align with recurring revenues or seek voter approval for additional recurring revenue.

DRAFT

- Town will continue to budget for the annual pension assessment provided by the Middlesex County Retirement System.
- The Town will strive to not defer its other post-employment benefits (OPEB) liability to future periods and will continue to address this obligation through its long-term financial planning.

B. Free Cash

Free cash is a revenue source that results from the calculation, as of July 1, of a community's remaining, unrestricted funds from its operations of the previous fiscal year based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line items for the year just ended, plus unexpended free cash from the previous year. Free cash is offset by property tax receivables and certain deficits, and as a result, can be a negative number. Free cash is not available for use until after the accountant, auditor, or comptroller submits a prior-year balance sheet to the Division of Local Services (DLS) and the Director of Accounts certifies the free cash. Free cash should be used primarily for one-time purposes, such as capital projects, equipment purchases, or to build reserves. Free Cash should not be used to fund recurring operating expenses.

The Town Manager shall include the Town's certified Free Cash balance in the proposed budget submitted to the Select Board and Finance Committee for the ensuing fiscal year. The submission shall include details on the proposed use and/or retention level of Free Cash. Any proposed use of Free Cash for capital equipment or improvements must align with needs identified in the Town's Capital Improvement Program (CIP).

The Town will strive to maintain a certified Free Cash balance equal to 3%–5% of the prior year's General Fund budget. When recommending appropriations from certified Free Cash, the Town will generally seek to retain 25%–35% of the certified balance after anticipated appropriations for that fiscal year, snow and ice deficits, and other year-end operating pressures.

To support this objective:

- The Finance Director shall assist the Town Manager in preparing budgets that incorporate conservative revenue estimates.
- Department heads shall manage appropriations responsibly, monitor revenues and expenditures, and return unspent appropriations when appropriate.
- Budget decision makers shall avoid fully depleting Free Cash in any given year, ensuring the subsequent year begins with a positive balance.
- Free Cash certified in excess of 5% of the prior year's General Fund operating budget should be considered for one-time uses that strengthen the Town's long-term financial position, including funding the OPEB liability, capital needs, and the General Stabilization Fund.

C. Stabilization Funds

A Stabilization Fund is a reserve account established under Massachusetts General Laws, Chapter 40, Section 5B, to set aside monies for future spending purposes, including emergencies, capital improvements, or other lawful purpose.

General Stabilization: The Town will endeavor to maintain a minimum balance equal to 5% of the prior year's General Fund budget within the General Stabilization Fund. Withdrawals from the General Stabilization Fund shall be limited to emergencies or other unanticipated needs that cannot be supported within the current General Fund appropriations. Whenever possible, withdrawals of funds should be limited to the amount exceeding the 5% minimum reserve target balance.

If a withdrawal causes the fund balance to fall below the 5% target, the amount withdrawn shall be limited to no more than one-third of the total General Stabilization Fund balance at a time, with the goal of never depleting the fund. If the General Stabilization Fund falls below its target, the Town shall make every effort to begin replenishing it at the earliest practicable Town Meeting following certification of Free Cash.

Special Purpose Stabilization Funds

Capital Stabilization: The Town should strive to make annual appropriations to the Capital Stabilization Fund, as financial conditions permit, with the goal of maintaining a balance sufficient to offset the Town's cash outlay for capital investments. Maintaining this fund enables the Town to partially fund moderate-range capital expenditures (generally under $1 million), thereby reducing the need for full debt financing and lessening the tax impact on residents. This approach supports a balanced capital financing strategy that combines prudent use of debt with pay-as-you-go funding and provides protection against unforeseen capital costs.

The Town will strive to maintain a combined balance in its capital-related special-purpose stabilization funds equal to 2%–3% of the prior year's General Fund budget, with a minimum target of 1.5%. Withdrawals from these funds may be used to support eligible capital needs, particularly during financially constrained years. If the combined balance falls below the 1.5% minimum target, the Town will prioritize future appropriations to restore the balance toward the established 2%–3% target range.

Turf Stabilization: The Town maintains a special purpose stabilization fund, established under Article 17 of the 2015 Annual Town Meeting, to support the repair and replacement of Town-owned and operated synthetic turf fields. Annual contributions to this fund should be made from both the General Operating Fund and the Field Maintenance Enterprise Fund.

While there is no formal target balance for this fund, the Town's goal is to maintain sufficient reserves to defray the future cost of turf replacement or major repairs, thereby reducing the need for large, one-time appropriations or debt issuance when such expenditures become necessary.

This fund applies only to Town-owned turf fields and does not include the Lincoln-Sudbury Regional High School fields, which are not solely owned by the Town of Sudbury.

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FORECASTING

PURPOSE

This policy establishes guidelines for evaluating revenues, developing expenditure plans, and assessing the long-term financial implications of budget decisions. Financial forecasting helps Town officials understand available resources, anticipate future financial challenges, and make informed decisions that support long-term fiscal stability.

APPLICABILITY

This policy applies to the Town Manager as the Town's chief budget decision maker. It also applies to the job responsibilities of the Finance Director, Sudbury Public Schools Superintendent, Sudbury Public Schools Business Manager, Select Board, Sudbury Public Schools Committee, and Finance Committee.

POLICY

A. Revenue Guidelines

The Town will strive to maintain a balanced and stable revenue structure by diversifying revenue sources and regularly reviewing existing and potential revenues. Each year, the Town will evaluate its major revenue streams to ensure equity, stability, and responsiveness to economic conditions.

- The Town will strive to fund recurring expenditures with recurring revenues. One-time revenues should be avoided in balancing the operating budget. Such revenues — including Free Cash, overlay surplus, proceeds from asset sales, legal settlements, insurance proceeds, and gifts—should instead support capital projects, reserves, or other nonrecurring needs.

When allocating one-time revenues, the Town will generally consider the following priorities, subject to available resources, legal restrictions, and Town Meeting appropriations

- **Annual Capital Funding** – Fund the Town's annual capital program and other one-time capital needs.
- **General Stabilization Fund** – Fund or replenish the General Stabilization Fund consistent with the Town's established financial policies and target levels.
- **Capital Stabilization Fund** – Fund or replenish the Capital Stabilization Fund to support future capital needs and reduce reliance on borrowing.
- **OPEB Trust Fund** – Fund the Town's Other Post-Employment Benefits (OPEB) Trust Fund to address the Town's long-term OPEB liability.
- **Other Nonrecurring Expenditures** – Fund other one-time expenditures that strengthen the Town's long-term financial position and do not create an ongoing operating obligation.

During economic downturns or other fiscal pressures, the Town Manager, in consultation with the Finance Director, may recommend limited use of one-time revenues for operations. Before

proposing one-time revenues for operating costs, the Town Manager and Finance Director shall provide a plan to restore structural balance and avoid continued reliance on nonrecurring revenue. The Town Manager and Finance Director should consult with the Select Board and Finance Committee, as appropriate, regarding the proposed use of one-time revenues and the plan to restore structural balance. Departments that generate local revenues, such as enterprise funds, permit and licensing programs, and other fee-based services shall periodically review their fee schedules to ensure that charges remain fair, competitive, and sufficient to recover the cost of providing services. When a fee adjustment is determined to be necessary, the proposed adjustment shall be presented to the appropriate board, committee, or other authorized body, as applicable, for consideration and approval.

Where state law restricts the use of specific revenue sources, the Town will comply with all applicable provisions of the Massachusetts General Laws. Departments responsible for generating local revenues, fees, or grants will regularly review their practices to ensure revenues are collected efficiently, equitably, and in accordance with law and policy.

Retained Earnings

The Town will strive to maintain certified retained earnings within each enterprise fund of at least 20% of the enterprise fund's annual operating budget. This minimum reserve target is intended to provide financial stability, address unforeseen operating needs, manage fluctuations in revenues and expenditures, and support future capital requirements. The Town may maintain retained earnings above this target when appropriate based on anticipated capital needs, revenue volatility, debt obligations, or other financial considerations of the enterprise fund.

B. Expenditure Guidelines

The Town will manage expenditures in a manner that promotes long-term financial sustainability and ensures the efficient delivery of high-quality services. Spending decisions shall align with the Town's strategic priorities, financial policies, and available resources.

Each year, the Town Manager and Finance Director will review departmental budgets to identify opportunities for efficiency, cost containment, and resource reallocation. Departments are expected to operate within their appropriations and to pursue operational improvements that reduce recurring costs without compromising service quality. The Town will prioritize funding for essential services, asset maintenance, and obligations that protect its fiscal health, such as debt service, employee benefits, and contractual commitments. Whenever possible, recurring expenditures will be funded from recurring revenues to preserve structural balance.

During periods of fiscal stress, the Town Manager may implement expenditure controls, hiring freezes, or other cost-saving measures as necessary to maintain budgetary stability. Any one-time reductions or deferrals shall be accompanied by a plan to restore normal funding levels once conditions improve. All spending shall comply with Massachusetts General Laws, local bylaws, and established procurement practices to ensure transparency, fairness, and accountability in the use of public funds.

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C. Financial Forecast Guidelines

To determine the Town's operating capacity for each forthcoming fiscal year, the Finance Director will annually prepare and provide the Town Manager with a detailed budget forecast. In addition, the Finance Director shall prepare a three-year projection of revenues and expenditures for all major operating funds. These forecasts will serve as planning tools for developing the next fiscal year's operating budget and the Town's fifteen-year capital improvement plan.

Revenue forecasts, including property taxes, local receipts, and state aid shall be conservative, based on historical trends, economic conditions, and sound forecasting methods. To avoid potential deficits, Local receipt estimates should generally be based on no more than 85% of the prior year's actual collections. The Town Manager and Finance Director may recommend higher estimates when supported by historical collection trends, documented changes in revenue sources, or other reliable information demonstrating that the higher estimates are sustainable.

The forecast model shall assume that:

- The Town will maintain its current level of services.
- Property taxes (absent overrides) will grow within the limits of Proposition 2½.
- New growth will be projected conservatively based on historic trends and future pending permits.
- The Town will meet or exceed the state's net school spending requirements.
- Local receipts and state aid will reflect economic cycles.
- The Town will fund existing debt service and adhere to its Debt Management Policy.
- Pension Funding – The Town will fund its annual pension obligation in accordance with the Middlesex County Retirement System's annual funding schedule and assessment.
- OPEB Funding – The Town will incorporate OPEB contributions into its long-term financial forecasts consistent with its OPEB Funding Policy. Funding recommendations shall consider the Town's actuarial valuation, prior-year contributions, available financial resources, and long-term objective of reducing the unfunded OPEB liability.
- Reserves will be built and maintained consistent with the Financial Reserve Policy.

Reporting

The Town Manager and Finance Director shall annually prepare and submit a detailed budget to the Select Board and Finance Committee on behalf of all Town departments. The budget shall identify the estimated financial requirements necessary to support Town operations and services for the ensuing fiscal year.

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OVERLAY

PURPOSE

To establish guidelines for determining the annual overlay amount in the Town's budget and for deciding whether any overlay balance can be certified as surplus.

The allowance for abatements and exemptions, commonly referred to as the overlay, is a single account whose purpose is to offset anticipated abatements and exemptions of committed real and personal property taxes.

APPLICABILITY

This policy applies to the job duties of the Board of Assessors, Director of Assessing, Town Manager, and Finance Director.

POLICY

A. Annual Overlay

Each year, the Board of Assessors shall vote to authorize an amount to be raised for the Overlay as part of the annual tax rate setting process and reported on the Town's Tax Recap Sheet.

The Principal Assessor, in consultation with the Finance Director, shall recommend the annual Overlay amount to the Board of Assessors. The recommendation shall consider the following:

- The current available balance in the Overlay account, including balances remaining by levy year;
- The three-year average of actual abatements and exemptions granted by the Town;
- Potential abatement liability associated with cases pending before, or on appeal from, the Appellate Tax Board (ATB), as well as other known or reasonably anticipated material assessment appeals;
- Any significant changes in property values, exemption activity, or other circumstances that may reasonably affect future Overlay requirements; and
- The timing and potential financial impact of the Town's next certification review by the Division of Local Services (DLS).

The Town's objective shall be to maintain an available Overlay balance sufficient to cover the three-year average of abatements and exemptions, known or reasonably anticipated ATB and other assessment liabilities, and an additional reserve of no more than $100,000 for unforeseen abatements, exemptions, or assessment adjustments.

The Finance Director shall incorporate the recommended annual Overlay amount into the Town's financial forecast and budget planning process.

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B. Annual Review of Excess Overlay

Annually, the Finance Director and Principal Assessor shall review the available Overlay balance to determine whether funds are in excess of the Town's reasonably anticipated requirements. The analysis shall consider:

- The remaining Overlay balance by levy year;
- The three-year average of actual abatements and exemptions;
- The status and estimated financial exposure of pending or potential ATB and other material abatement cases;
- Known or anticipated changes that could materially affect future abatement or exemption activity;
- Guidance or determinations from the Division of Local Services (DLS); and
- An additional reserve of no more than $100,000 for unforeseen abatements, exemptions, or assessment adjustments.

As a general policy, amounts exceeding the three-year average of abatements and exemptions, identified ATB and other reasonably anticipated assessment liabilities, and the additional reserve of up to $100,000 shall be considered for declaration as Overlay Surplus by the Board of Assessors in accordance with applicable Massachusetts law.

The determination of Overlay Surplus shall continue to recognize the statutory authority and responsibilities of the Board of Assessors.

C. Overlay Surplus

If an excess balance in the overlay account occurs, the Board of Assessors shall formally vote in an open meeting to certify the amount to transfer to overlay surplus and shall notify the Town Manager and Finance Director in writing of its vote.

If the Town Manager on behalf of the Select Board submits a written request for a determination of overlay surplus, the Board of Assessors shall vote on the matter within the next 10 days and notify the Town Manager and Finance Director of the result in writing.

In advance of the annual Tax Classification Hearing, the Select Board shall request an update from the Board of Assessors on the balance of the overlay account.

If the Board of Assessors determines that the overlay account contains excess funds, the Town Manager and Finance Director may use such excess to reduce the amount of overlay that needs to be raised on the Town's Recap Sheet in subsequent years, rather than declaring the balance as overlay surplus. This approach helps moderate the tax levy while maintaining prudent reserve levels for abatements and exemptions.

Overlay surplus not appropriated by fiscal year-end closes to the General Fund's undesignated fund balance.

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DEBT MANAGEMENT

PURPOSE

To provide for the appropriate issuance and responsible use of debt, this policy defines the parameters and provisions governing debt management. Adherence to this policy will enable the Town to responsibly address capital needs, provide flexibility in current and future operating budgets, control borrowing, and maintain capital investment capacity. This policy is also intended to maintain and enhance the town's bond rating in order to achieve long-term interest savings.

APPLICABILITY

This policy applies to the Town Manager, Select Board, Sudbury Public School Committee, and Finance Committee in their budget decision-making roles and to the Finance Director in the performance of applicable financial analysis, reporting, and debt-management duties.

POLICY

Under the requirements of federal and state laws, specifically Massachusetts General Laws (M.G.L.) Chapter 44, the Town may periodically issue debt obligations to finance the construction, reconstruction, or acquisition of infrastructure and other capital assets or to refinance existing debt. Chapter 44 governs the purposes, limitations, and procedures for municipal borrowing, including authorized uses (§§7–8), debt limits (§10), issuance procedures (§16), management of proceeds (§20), and refunding (§21A).

The Town will issue and manage debt obligations in a manner that achieves the best long-term financial advantage and will limit the amount of debt to minimize the impact on taxpayers.

Debt obligations, which include general obligation bonds, revenue bonds, bond anticipation notes, lease/purchase agreements, and any other debt obligations permitted under Massachusetts General Law, shall be issued to construct, reconstruct, or purchase capital assets without exhausting operating budget capacity or depleting reserves.

A. Debt Financing

Debt may be financed either within the levy, or beyond the levy limit through a Proposition 2 ½ debt exclusion, as authorized by voter referendum in accordance with Massachusetts General Laws.

In managing debt, the Town will:

1. **Comply with all provisions of M.G.L. Chapter 44** governing the authorization, issuance, and repayment of municipal debt.
2. **Issue long-term debt only for capital purposes** that provide long-term value to the community and are consistent with the Town's Capital Improvement Plan.
3. **Use available funds** and other non-debt financing sources, when appropriate, to reduce the amount of borrowing and overall interest costs.

4. **Avoid the use of debt for recurring expenditures** such as operations or maintenance.
5. **Manage debt within the Town's financial capacity**, maintaining levels that balance capital investment needs with taxpayer affordability and long-term fiscal stability.
6. **Consider the impact of new debt** on the Town's overall financial position, including credit rating, debt service burden, and compliance with financial policies.

B. Debt Limits and Targets

The Town will manage its debt portfolio within prudent and sustainable levels consistent with Massachusetts General Laws and sound municipal finance practices.

1. **Total Annual Debt Service:** The Town will strive to maintain total annual debt service including debt exclusions and self-supporting debt—within a range of approximately 5–10% of General Fund revenues, with a long-term goal of remaining near the midpoint of that range whenever feasible.
2. **Within-Levy Borrowing:** The Town shall endeavor to maintain predictable and sustainable levels of within-levy borrowing, targeting a level of approximately 3% of the prior year's General Fund budget over time, subject to budgetary capacity and capital planning needs.

C. Structure and Term of Debt

The Town shall structure its debt in accordance with Massachusetts General Laws (M.G.L.) Chapter 44 and guidelines issued by the Division of Local Services (DLS) to ensure prudent, lawful, and cost-effective borrowing.

1. **Debt Term:** The term of any borrowing shall not exceed the useful life of the asset financed and shall not exceed the maximum terms authorized under M.G.L. Chapter 44, Sections 7 and 8. The Town may elect a shorter borrowing term when appropriate, based on its financial condition, debt-management objectives and overall fiscal planning needs.
2. **Debt Structure:** The Town will structure its debt to achieve the lowest total interest cost consistent with maintaining financial flexibility and sound debt service management.
3. **Bond Authorizations:** Borrowing authorizations shall comply with all statutory and regulatory requirements, including the use of bond premiums and accrued interest as allowed under state law.
4. **Compliance:** The Town shall work with its financial advisor, bond counsel, and Finance Director, along with the Treasurer/Collector to ensure that all debt issuances comply with applicable federal tax regulations and preserve the Town's eligibility for tax-exempt financing.

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D. Reporting

1. The Town's Annual Town Report, Town Manager's Budget Request and Annual Town Meeting Warrant will give comprehensive summaries of the debt obligations of the Town.
2. The Finance Director will include an indebtedness summary as part of a report on receipts and expenditures in Sudbury's Annual Town Report.

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INVESTMENTS

PURPOSE

To ensure the Town's public funds are invested prudently and in accordance with state law, this policy establishes the overarching standards for safety, liquidity, and yield in managing municipal funds. It also affirms the Town's commitment to maintaining full compliance with its separately adopted Town of Sudbury Investment Policy, which provides detailed procedures and authorized instruments for investing municipal funds.

APPLICABILITY

The Town's separately adopted Investment Policy, last updated September 30, 2025, provides the governing procedures for eligible funds and investments, and can be accessed here. This policy does not pertain to the Town's Retirement fund, which is managed by the Middlesex County Retirement System.

POLICY

The Finance Director, and Treasurer/Collector in coordination with any designated advisors or custodians, shall ensure Town Funds are invested in accordance with Massachusetts General Laws (M.G.L.) Chapter 44, Section 55 and the Town's adopted Investment Policy, ensuring adherence to the principles of safety, liquidity, and yield.

For additional details, refer to the Town's Investment Policy.

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CAPITAL ASSETS

PURPOSE

To ensure Sudbury's capital assets can cost-effectively sustain the town's desired service levels into the future.

APPLICABILITY

This policy applies to the Town Manager, Finance Director, School Superintendent, School Business Manager, Select Board, Sudbury Public School Committee, Finance Committee, and Capital Improvement Advisory Committee (CIAC).

Definition of Capital Assets:

Capital assets are significant, long-lasting, and costly real or personal property used in the operation of government. They include land and land improvements, infrastructure (such as roads, bridges, and utilities), easements, buildings and improvements, technology, vehicles, machinery, and equipment.

To qualify for inclusion in the Town's Capital Improvement Program (CIP), assets must:

- Have a useful life of at least five (5) years, and
- Have a total cost of $20,000 or more.

POLICY

A. Capital Improvement Plan

1. **Annual Inventory and Assessment**: The Town Manager shall maintain an inventory of all Town capital assets. Annually, by **November 30**, each department shall assess the condition and replacement needs of its assets.

   The Town Manager shall annually update and adopt a 15-year Capital Improvement Plan (CIP), including the upcoming Capital Improvement Budget (CIB). The CIP shall also incorporate capital items from the Lincoln-Sudbury Regional High School 15-year capital plan.

   The CIP shall govern projects undertaken to build, buy, expand, or replace long-life assets, or to improve an asset's condition beyond its original state of quality, efficiency, or useful life expectation.

2. **Fifteen-Year Long-Range Capital Plan:** The CIP shall provide a long-term financial planning framework for the Town's anticipated facility, infrastructure, equipment, and other major capital needs. The plan shall identify anticipated project costs, proposed funding sources, and the expected timing of capital investments.
3. **Capital Spending Target**: The Town shall endeavor to dedicate a minimum of 5-7% of the prior year's General Fund budget to capital spending each year, drawing as evenly as

possible from within-levy debt and cash capital sources. The ratio between cash capital and in-levy debt may vary based on available resources, interest rates, and other financial factors. The 5-7% target shall serve as a guide for capital planning and project prioritization within each fiscal year's CIP.

4. **Capital Prioritization Criteria**: The Town Manager shall establish and apply consistent criteria for prioritizing capital projects, which may include, but are not limited to:

   - Risks to public safety
   - Legal or regulatory requirements
   - Equity in service provision (e.g., ADA compliance)
   - Revenue generation or cost savings potential
   - Improvement of operating efficiency
   - Availability of funding sources
   - Systematic replacement or repair schedules
   - Consistency with community plans (e.g., Master Plan)
   - Enhancement of quality of life (e.g., open space, historic preservation, recreation resources)

5. Project Submission and Review

- A Capital Project Submission Sheet shall be required for all projects proposed for funding in the applicable fiscal year.
- Projects costing less than $20,000 or having a useful life of fewer than five years shall not be included in the CIP.
- Departmental maintenance and short-life items shall be budgeted within departmental operating budgets rather than in the CIP.
- Preventive maintenance shall be emphasized as a cost-effective strategy to extend the useful life of Town assets.

6. Funding Sources: Capital projects may be financed through a combination of sources, including but not limited to:

- Community Preservation Act (CPA) funds (if eligible)
- Town Manager's Capital Budget
- Capital Stabilization Fund or other special-purpose stabilization funds
- Free Cash
- In-levy debt
- Dedicated revenue sources
- Capital or Debt Exclusions
- Federal or State grants

CPA-eligible projects identified for the upcoming fiscal year must be submitted to the Community Preservation Committee (CPC) in accordance with its stated deadlines.

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The Town Manager and Finance Director will determine the appropriate funding sources based on available funds.

B. Reporting and Process

1. **Community Preservation Committee (CPC) Submission:** The Town Manager shall submit all CPA-eligible projects being considered for funding to the Community Preservation Committee (CPC) by its annual submission deadline.
2. **Department and CIAC Submissions (by January 31)**

    - The Town Manager (Departments), Sudbury Public Schools and Lincoln-Sudbury Regional School District, through the Town Manager's office, shall submit to the Capital Improvement Advisory Committee (CIAC) summaries of all proposed projects exceeding $250,000 in a single year, excluding rolling stock consistent with Bylaw Article XXV, Section 2.
    - Departments shall also provide the Finance Committee with annual budget estimates and capital requests in accordance with Bylaw Chapter 11-2.

3. **Preparation and Distribution of the CIP:** The Town Manager shall prepare and distribute the Capital Improvement Plan (CIP), and associated Capital Project Submission Sheets to the Select Board, CIAC, Finance Committee, and other stakeholders. These materials shall describe each proposed project, its estimated cost, purpose, and funding source.
4. **Public Accessibility**: The fifteen-year Capital Improvement Plan and accompanying Capital Project Submission Sheets for the upcoming Fiscal Year shall be made available as part of the annual Town Manager's Budget on the Town's website. Updates or amendments shall be reflected as they occur to ensure transparency and consistency across committees and boards.
5. **Select Board Reporting (by February 5)**: In accordance with Bylaw Article IV, Section 5, the Select Board shall report all requests for capital appropriations to the Finance Committee no later than **February 5.**
6. **Joint Capital Planning Meeting (by end of February):** The Town Manager shall convene a joint meeting of the Select Board, CIAC, Finance Committee, Community Preservation Committee representatives, SPS and LSRHS Superintendents, and relevant department heads by February 15. Questions and materials shall be distributed in advance to promote coordinated review and discussion.
7. **CIAC Recommendations (by March 19)**: The **CIAC** shall submit a written report with recommendations on all capital projects within its scope to the Select Board and Finance Committee no later than March 19, in accordance with Bylaw Article XXV, Sections 2–3.
8. **Town Meeting Presentation**: The Town Manager shall present the Capital Improvement Budget components, in the form of warrant articles, for consideration and approval at the Annual Town Meeting.

OTHER POSTEMPLOYMENT BENEFITS LIABILITY (OPEB)

PURPOSE

To establish a responsible and sustainable approach for meeting the Town's obligation to provide other postemployment benefits (OPEBs) to eligible current and future retirees. This policy sets forth the Town's strategy for long-term OPEB funding, promotes intergenerational equity, and seeks to avoid shifting costs to future taxpayers.

APPLICABILITY

This policy applies to all decisions related to the budgeting, accounting, financial reporting, and investment of OPEB funds.

BACKGROUND

In addition to salaries, the Town of Sudbury compensates employees with benefits earned over the course of employment, some of which are received only after retirement.

These postemployment benefits, including health and life insurance, are collectively referred to as Other Postemployment Benefits (OPEB), which is distinct from pensions.

OPEBs represent a significant financial liability that must be properly measured, reported, and funded. To responsibly address this obligation, the Town established an OPEB Trust Fund pursuant to Massachusetts General Laws Chapter 32B, Section 20.

This statute authorizes municipalities to create an OPEB Trust Fund Board of Trustees, to invest and manage funds dedicated to future OPEB liabilities. The trust allows long-term investment of assets at higher expected returns than those of general operating funds and forms the foundation of the Town's plan to meet future benefit costs.

POLICY

The Town will strive to maintain annual contributions to the OPEB Trust Fund at a level equal to or greater than the prior year's contribution, subject to available financial resources and the Town's overall financial condition. Once the Town's pension liability is fully funded, the Town's long-term objective will be to increase its annual OPEB contributions to further reduce its unfunded liability.

To accomplish this, the Town will:

- **Fund OPEBs proactively** by accumulating resources for future benefit payments during employees' active service;
- **Invest prudently** through the Town's OPEB Trust Fund in compliance with M.G.L. c. 32B, §20, and the Town's adopted Investment Policy;
- **Periodically evaluate funding strategies** to ensure sustainability and consistency with best practices; and

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- **Assess and manage cost drivers** including benefit design, contribution structure, and healthcare trends while maintaining competitive and equitable employee benefits.

A. Accounting and Reporting

1. **Actuarial Valuations**: The Finance Director shall obtain an actuarial valuation every two years of the Town's OPEB liability to measure and project long-term obligations in accordance with the Governmental Accounting Standards Board (GASB) requirements.
2. **Annual Financial Reporting:** The Town shall report its OPEB obligations annually in its financial statements in compliance with the applicable Governmental Accounting Standards Board (GASB) standards, including Statements 74 and 75, as amended or superseded.
3. Audit Review: The Finance Director shall ensure that the Town's independent audit firm reviews compliance with this policy and the OPEB Trust Fund's management as part of the Town's annual audit.

B. Mitigation

The Town shall actively pursue strategies to reduce and control its long-term OPEB liability.

- The **Finance Director** shall monitor proposed federal and state legislation affecting OPEBs and Medicare, evaluate their impacts on the Town, and recommend responsive measures.
- The **Human Resources Director or Finance Director** shall conduct periodic audits of group insurance and retiree enrollment to ensure eligibility compliance, identifying and addressing enrollment discrepancies in accordance with applicable law, plan eligibility requirements, and established procedures.
- The Town shall regularly assess healthcare cost-containment measures, benefit design adjustments, and contribution strategies that balance fiscal sustainability with fair and equitable benefits.

C. Funding

To address its OPEB liability, the Town shall pursue a disciplined and proactive funding approach designed to achieve full funding of the long-term obligation.

1. **Funding Sources**: The Town may appropriate funds to the OPEB Trust from a variety of legal sources, including:
    - Annual taxation through the operating budget,
    - Certified Free Cash, and
    - Any other lawful funding mechanism or contribution source.
2. **Investment and Deposit**: All appropriated funds shall be deposited into the OPEB Trust Fund and invested in accordance with **M.G.L. c. 32B, §20(b)** and the Town's Investment Policy.

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3. **Funding Analysis**: Decision makers shall periodically analyze available funding strategies and implement them as appropriate, considering the Town's financial condition, actuarial requirements, and long-term sustainability goals.

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List of Acronyms

Acronym	Name
ADA	Americans with Disabilities Act
ATB	Appellate Tax Board
CIAC	Capital Improvement Advisory Committee
CIB	Capital Improvement Budget
CIP	Capital Improvement Plan
CPA	Community Preservation Act
CPC	Community Preservation Committee
DLS	Division of Local Services
GASB	Governmental Accounting Standards Board
LSRHS	Lincoln-Sudbury Regional High School
M.G.L.	Massachusetts General Laws
OPEB	Other Postemployment Benefits
SPS	Sudbury Public Schools

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Town of Sudbury, Massachusetts

Financial Policies Manual

INPUT NEW DATE

Version	Changes	Select Board Approved Date
1.0	Initial release, replacing prior Board of Selectmen Financial Policies	01.24.22
1.1	Update on CIAC Town Meeting Article Report Timing	02.07.23
1.2	Updated at Select Board Meeting	Input Date

Introduction

The Town of Sudbury is committed to safeguarding public funds, protecting local assets, and adhering to established financial standards and regulations. This manual of financial policies provides guidance to support sound local planning and decision- making. Collectively, these policies define objectives, establish formal direction, and assign authority to promote prudent fiscal stewardship and effective management practices. Each policy is a living document that should be reviewed periodically and updated as necessary.

With these policies, the Town of Sudbury, through its Select Board, Town Manager, and employees, commits to the following objectives:

- **Sustaining** a consistent level of service and value for residents and enhancing these as needed and resources allow.
- **Safeguarding** financial integrity and minimizing risk through a comprehensive system of internal controls.
- **Ensuring** the quality, preservation and maintenance of capital assets.
- **Conforming** to general law, uniform professional standards, and municipal best practices.
- **Protecting and enhancing** the town's credit rating.
- **Promoting** transparency, accountability and public disclosure.
- **Reviewing and updating** these policies every three years to assess thresholds, targets and ongoing relevance.

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Acknowledgements

These Financial Policies were developed through a collaborative effort involving the Select Board, Town Committees, and Town staff. The work incorporated feedback from the Policies and Procedures Review Subcommittee, the Finance Committee, and the Capital Improvement Advisory Committee. The policies also integrate recommendations from the Massachusetts Division of Local Services report, *"Town of Sudbury Review of Capital Improvement Program, April 2020 and DLS Financial Management Review, October 2025.*

They were most recently updated by the Select Board, Town Manager, and Assistant Town Manager, Finance Director in insert date.

Town of Sudbury, Massachusetts

Financial Policies Manual

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FINANCIAL RESERVES

PURPOSE

This policy establishes prudent financial practices for appropriating to and expending reserve funds to help maintain fiscal stability and continuity of operations during challenging economic periods. With well-planned sustainability, Sudbury can use its reserves to finance emergencies and unforeseen needs, support specific future purposes, or under limited instances, serve as revenue sources for the annual budget. Maintaining appropriate reserve balances and adhering to sound reserve policies also strengthen the Town's credit rating and reduce long-term borrowing cost for major projects.

APPLICABILITY

This policy applies to both short- and long-range budgetary decision-making. It governs the actions of the Select Board, the Sudbury Public School Committee, and the Town Manager in their budgetary roles, as well as the Finance Director, Town Accountant, Board of Assessors, and Finance Committee in their related financial duties.

POLICY

The Town of Sudbury is committed to building and maintaining adequate reserves to provide budgetary flexibility during unexpected events, revenue disruptions, or unforeseen expenditure demands, and to ensure the availability of funds for future capital needs. The Town will strive to maintain total reserves equal to **10-12%** of the prior year's General Fund budget, not including Enterprise Funds. These reserves include the General Stabilization Fund, special purpose stabilization funds and targeted level of free cash. Adherence to this policy will enhance the Town's ability to withstand revenue shortfalls, manage spending growth responsibly, and sustain long-term financial health.

A. Protection of Bond Rating

Maintenance of the highest-level credit rating possible is a key objective of the Town's financial management, as a strong rating minimizes borrowing cost and reflects prudent fiscal stewardship. Credit rating agencies place significant emphasis on sound management practices;. poor management practices can compromise financial stability. To safeguard Sudbury's financial position, the following credit rating protection principals shall apply:

- The Town will not rely on the General Stabilization Fund or Free Cash to sustain ongoing operating budgets. Use of reserves will be limited to addressing short-term or extraordinary financial stress.
- If reserves are used to support operations, the Town will, in the following fiscal year, either reduce spending to align with recurring revenues or seek voter approval for additional recurring revenue.
- Town will continue to budget for the annual pension assessment provided by the Middlesex Retirement System.
- The Town will strive to not defer its other post-employment benefits (OPEB)

liability to future periods and will continue to address this obligation through its long-term financial planning.

B. Free Cash

Free cash is a revenue source that results from the calculation, as of July 1, of a community's remaining, unrestricted funds from its operations of the previous fiscal year based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line items for the year just ended, plus unexpended free cash from the previous year. Free cash is offset by property tax receivables and certain deficits, and as a result, can be a negative number. Free cash is not available for use until after the accountant, auditor, or comptroller submits a prior-year balance sheet to the Division of Local Services (DLS) and the Director of Accounts certifies the free cash. Free cash should be used primarily for one-time purposes, such as capital projects, equipment purchases, or to build reserves. Free Cash should not be used to fund recurring operating expenses

The Town Manager shall include the Town's certified Free Cash balance in the proposed budget submitted to the Select Board and Finance Committee for the ensuing fiscal year. The submission shall include details on the proposed use and/or retention level of Free Cash. Any proposed use of Free Cash for capital equipment or improvements must align with needs identified in the Town's Capital Improvement Program (CIP).

The Town shall maintain a year-to-year goal of keeping Free Cash within the range of 3% – 5% of the prior year's General Fund budget. To support this objective:

- The Finance Director shall assist the Town Manager in preparing budgets that incorporate conservative revenue estimates.
- Department heads shall manage appropriations carefully to generate excess revenues and budget turn backs.
- Budget decision makers shall avoid fully depleting Free Cash in any given year, ensuring the subsequent year begins with a positive balance.
- The Town will carry forward 25% to 35% of the prior year's certified Free Cash balance and will not rely on using the full amount each year. Maintaining this reserve is financially prudent, preserves flexibility for unforeseen needs, and provides a critical resource to address snow and ice deficits or other year-end operating pressures.
- Free Cash certified in excess of 5% of the prior year's General Fund operating budget should be considered for one-time uses that strengthen the Town's long-term financial position, including funding the OPEB liability, capital needs, and the General Stabilization Fund.

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C. Stabilization Funds

A Stabilization Fund is a reserve account established under Massachusetts General Laws, Chapter 40, Section 5B, to set aside monies for future spending purposes, including emergencies, capital improvements, or other lawful purpose.

General Stabilization: The Town will endeavor to maintain a minimum balance equal to **5%** of the prior year's General Fund budget within the General Stabilization Fund. Withdrawals from the General Stabilization Fund shall be limited to emergencies or other unanticipated needs that cannot be supported within the current General Fund appropriations. Whenever possible, withdrawals of funds should be limited to the amount exceeding the 5% minimum reserve target balance.

If a withdrawal causes the fund balance to fall below the 5% target, the amount withdrawn shall be limited to no more than one-third of the total General Stabilization Fund balance at a time, with the goal of never depleting the fund. The Town shall make every effort to replenish the General Stabilization Funds annually at the earliest Town Meeting. after free cash has been certified.

Special Purpose Stabilization Funds

Capital Stabilization: The Town should strive to make annual appropriations to the Capital Stabilization Fund, as financial conditions permit, with the goal of maintaining a balance sufficient to offset the Town's cash outlay for capital investments. Maintaining this fund enables the Town to partially fund moderate-range capital expenditures (generally under $1 million), thereby reducing the need for full debt financing and lessening the tax impact on residents. This approach supports a balanced capital financing strategy that combines prudent use of debt with pay-as-you-go funding and provides protection against unforeseen capital costs.

The Town should endeavor to maintain a combined target balance for all capital-related special purpose stabilization funds equal to 2%-3% of prior year General Fund budget.

Withdrawals from the Capital Stabilization Fund may be used to support capital needs during financially constrained years. The Town will seek to maintain a minimum fund balance of 1.5% of the prior year's General Fund operating budget. If a withdrawal reduces the balance to this minimum level, the Town will prioritize annual appropriations to rebuild the fund toward its 2% to 3% target range.

Turf Stabilization: The Town maintains a special purpose stabilization fund, established under Article 17 of the 2015 Annual Town Meeting, to support the repair and replacement of Town-owned and operated synthetic turf fields. Annual contributions to this fund should be

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made from both the General Operating Fund and the Field Maintenance Enterprise Fund.

While there is no formal target balance for this fund, the Town's goal is to maintain sufficient reserves to defray the future cost of turf replacement or major repairs, thereby reducing the need for large, one-time appropriations or debt issuance when such expenditures become necessary. This fund applies only to Town-owned turf fields and does not include the Lincoln-Sudbury Regional High School fields, which are not solely owned by the Town of Sudbury.

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FORECASTING

PURPOSE

To assess the range of choices available to budget decision makers when determining how to allocate resources, this policy establishes guidelines for evaluating revenue sources and the requirement to determine an expenditure strategy as part of the annual budget process and longer-range fiscal planning. Forecasting helps local officials understand the long-range implications of pending near-term decisions.

APPLICABILITY

This policy applies to the Town Manager as the Town's chief budget decision maker. It also applies to the job responsibilities of the Finance Director, Sudbury Public Schools Superintendent, Sudbury Public Schools Business Manager, Select Board, Sudbury Public Schools Committee, and Finance Committee.

POLICY

A. Revenue Guidelines

The Town will strive to maintain a balanced and stable revenue structure by diversifying revenue sources and regularly reviewing existing and potential revenues. Each year, the Town will evaluate its major revenue streams to ensure equity, stability, and responsiveness to economic conditions.

- The Town will strive to fund recurring expenditures with recurring revenues. One-time revenues should be avoided in balancing the operating budget. Such revenues including free cash, overlay surplus, sale of assets, legal settlements, insurance proceeds, and gifts should instead be used for one-time purposes such as capital projects, reserves, or other nonrecurring expenditures that strengthen the Town's long-term financial position.

One-time revenues should be used in the following order of priority:

- **Annual Capital Funding** – Fund the Town's annual capital program and other one-time capital needs.
- **General Stabilization Fund** – Fund or replenish the General Stabilization Fund consistent with the Town's established financial policies and target levels.
- **Capital Stabilization Fund** – Fund or replenish the Capital Stabilization Fund to support future capital needs and reduce reliance on borrowing.
- **OPEB Trust Fund** – Fund the Town's Other Post-Employment Benefits (OPEB) Trust Fund to address the Town's long-term OPEB liability.
- **Other Nonrecurring Expenditures** – Fund other one-time expenditures that strengthen the Town's long-term financial position and do not create an ongoing operating obligation.

During economic downturns or other fiscal pressures, the Town Manager, in consultation with the Finance Director, may recommend limited use of one-time revenues for operations. Prior to proposing the use of one-time revenues for operations the Town Manager and Finance Director shall provided a plan to restore structural balance and prevent continuing reliance on one-time revenues. The Town Manager and Finance Director should consult with the Select Board and Finance Committee, as appropriate, regarding the proposed use of one-time revenues and the plan to restore structural balance. Departments that generate local revenues, such as enterprise funds, permit and licensing programs, and other fee-based services shall periodically review their fee schedules to ensure that charges remain fair, competitive, and sufficient to recover the cost of providing services. When a fee adjustment is determined to be necessary, the proposed adjustment shall be presented to the appropriate board, committee, or other authorized body, as applicable, for consideration and approval.

Where state law restricts the use of specific revenue sources, the Town will comply with all applicable provisions of the Massachusetts General Laws. Departments responsible for generating local revenues, fees, or grants will regularly review their practices to ensure revenues are collected efficiently, equitably, and in accordance with law and policy.

Retained Earnings

The Town will strive to maintain certified retained earnings within each enterprise fund of at least 20% of the enterprise fund's annual operating budget. This minimum reserve target is intended to provide financial stability, address unforeseen operating needs, manage fluctuations in revenues and expenditures, and support future capital requirements. The Town may maintain retained earnings above this target when appropriate based on anticipated capital needs, revenue volatility, debt obligations, or other financial considerations of the enterprise fund.

B. Expenditure Guidelines

The Town will manage expenditures in a manner that promotes long-term financial sustainability and ensures the efficient delivery of high-quality services. Spending decisions shall align with the Town's strategic priorities, financial policies, and available resources.

Each year, the Town Manager and Finance Director will review departmental budgets to identify opportunities for efficiency, cost containment, and resource reallocation. Departments are expected to operate within their appropriations and to pursue operational improvements that reduce recurring costs without compromising service quality. The Town will prioritize funding for essential services, asset maintenance, and obligations that protect its fiscal health, such as debt service, employee benefits, and contractual commitments. Whenever possible, recurring expenditures will be funded from recurring revenues to preserve structural balance.

During periods of fiscal stress, the Town Manager may implement expenditure controls, hiring freezes, or other cost-saving measures as necessary to maintain budgetary stability. Any one-

time reductions or deferrals shall be accompanied by a plan to restore normal funding levels once conditions improve. All spending shall comply with Massachusetts General Laws, local bylaws, and established procurement practices to ensure transparency, fairness, and accountability in the use of public funds.

C. Financial Forecast Guidelines

To determine the Town's operating capacity for each forthcoming fiscal year, the Finance Director will annually prepare and provide the Town Manager with a detailed budget forecast. In addition, the Finance Director shall prepare a three-year projection of revenues and expenditures for all major operating funds. These forecasts will serve as planning tools for developing the next fiscal year's operating budget and the Town's fifteen-year capital improvement plan

Revenue forecasts, including property taxes, local receipts, and state aid shall be conservative, based on historical trends, economic conditions, and sound forecasting methods. To avoid potential deficits, estimates for local receipts (e.g., inspection fees, investment income, licenses) should generally not exceed 85% of the prior year's actual collections unless there is reliable evidence that higher collections are sustainable.

The forecast model shall assume that:

- The Town will maintain its current level of services.
- Property taxes (absent overrides) will grow within the limits of Proposition 2½.
- New growth will be projected conservatively based on historic trends and future pending permits.
- The Town will meet or exceed the state's net school spending requirements.
- Local receipts and state aid will reflect economic cycles.
- The Town will fund existing debt service and adhere to its Debt Management Policy.

- Pension Funding – The Town will fund its annual pension obligation in accordance with the Middlesex County Retirement System's annual funding schedule and assessment.
- OPEB Funding – The Town's OPEB funding schedule will be established based on the Town's actuarial valuation and recommendations. The Town will strive to make annual contributions consistent with the actuarial funding schedule, or a reasonable portion thereof, based on available resources and the Town's overall financial condition.
- Reserves will be built and maintained consistent with the Financial Reserve Policy.

Reporting

The Town Manager and Finance Director shall annually prepare and submit a detailed budget to the Select Board and Finance Committee on behalf of all Town departments. The budget

shall identify the estimated financial requirements necessary to support Town operations and services for the ensuing fiscal year.[4]

Per Bylaw Article IV Section 5 "Each Town department shall annually submit to the Finance Committee, not later than January 31st, an estimate of its requirements for the ensuing year, and the Selectmen shall report all other requests for appropriations on or before February 5th."

OVERLAY

PURPOSE

To establish guidelines for determining the annual overlay amount in the Town's budget and for deciding whether any overlay balance can be certified as surplus.

The allowance for abatements and exemptions, commonly referred to as the overlay, is a single account whose purpose is to offset anticipated abatements and exemptions of committed real and personal property taxes.

APPLICABILITY

This policy applies to the job duties of the Board of Assessors, Director of Assessing, Town Manager, and Finance Director.

POLICY

A. Annual Overlay

Each year, the Board of Assessors shall vote to authorize an amount to be raised for the Overlay as part of the annual tax rate setting process and reported on the Town's Tax Recap Sheet.

The Principal Assessor, in consultation with the Finance Director, shall recommend the annual Overlay amount to the Board of Assessors. The recommendation shall consider the following:

- The current available balance in the Overlay account, including balances remaining by levy year;
- The three-year average of actual abatements and exemptions granted by the Town;
- Potential abatement liability associated with cases pending before, or on appeal from, the Appellate Tax Board (ATB), as well as other known or reasonably anticipated material assessment appeals;
- Any significant changes in property values, exemption activity, or other circumstances that may reasonably affect future Overlay requirements; and
- The timing and potential financial impact of the Town's next certification review by the Division of Local Services (DLS).

The Town's objective shall be to maintain an available Overlay balance sufficient to cover the three-year average of abatements and exemptions, known or reasonably anticipated ATB and other assessment liabilities, and an additional reserve of no more than $100,000 for unforeseen abatements, exemptions, or assessment adjustments.

The Finance Director shall incorporate the recommended annual Overlay amount into the Town's financial forecast and budget planning process.

B. Excess Overlay/Overlay Surplus

Annually, the Finance Director and Principal Assessor shall review the available Overlay balance to determine whether funds are in excess of the Town's reasonably anticipated requirements. The analysis shall consider:

- The remaining Overlay balance by levy year;
- The three-year average of actual abatements and exemptions;
- The status and estimated financial exposure of pending or potential ATB and other material abatement cases;
- Known or anticipated changes that could materially affect future abatement or exemption activity;
- Guidance or determinations from the Division of Local Services (DLS); and
- An additional reserve of no more than $100,000 for unforeseen abatements, exemptions, or assessment adjustments.

As a general policy, amounts exceeding the three-year average of abatements and exemptions, identified ATB and other reasonably anticipated assessment liabilities, and the additional reserve of up to $100,000 shall be considered for declaration as Overlay Surplus by the Board of Assessors in accordance with applicable Massachusetts law.

The determination of Overlay Surplus shall continue to recognize the statutory authority and responsibilities of the Board of Assessors.

C. Overlay Surplus

If an excess balance in the overlay account occurs, the Board of Assessors shall formally vote in an open meeting to certify the amount to transfer to overlay surplus and shall notify the Town Manager and Finance Director in writing of its vote.

If the Town Manager on behalf of the Select Board submits a written request for a determination of overlay surplus, the Board of Assessors shall vote on the matter within the next 10 days and notify the Town Manager and Finance Director of the result in writing.

In advance of the annual Tax Classification Hearing, the Select Board shall request an update from the Board of Assessors on the balance of the overlay account.

If the Board of Assessors determines that the overlay account contains excess funds, the Town Manager and Finance Director may use such excess to reduce the amount of overlay that needs to be raised on the Town's Recap Sheet in subsequent years, rather than declaring the balance as overlay surplus. This approach helps moderate the tax levy while maintaining prudent reserve levels for abatements and exemptions.

Overlay surplus not appropriated by fiscal year-end closes to the General Fund's undesignated fund balance.

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DEBT MANAGEMENT

PURPOSE

To provide for the appropriate issuance and responsible use of debt, this policy defines the parameters and provisions governing debt management. Adherence to this policy will enable the Town to responsibly address capital needs, provide flexibility in current and future operating budgets, control borrowing, and maintain capital investment capacity. This policy is also intended to maintain and enhance the town's bond rating in order to achieve long-term interest savings.

APPLICABILITY

This policy applies to the Town Manager, Select Board, Sudbury Public School Committee, and Finance Committee in their budget decision making and to the Finance Director in their statutory responsibilities, debt reporting and analysis duties.

POLICY

Under the requirements of federal and state laws, specifically Massachusetts General Laws (M.G.L.) Chapter 44, the Town may periodically issue debt obligations to finance the construction, reconstruction, or acquisition of infrastructure and other capital assets or to refinance existing debt. Chapter 44 governs the purposes, limitations, and procedures for municipal borrowing, including authorized uses (§§7–8), debt limits (§10), issuance procedures (§16), management of proceeds (§20), and refunding (§21A).

The Town will issue and manage debt obligations in a manner that achieves the best long-term financial advantage and will limit the amount of debt to minimize the impact on taxpayers.

Debt obligations, which include general obligation bonds, revenue bonds, bond anticipation notes, lease/purchase agreements, and any other debt obligations permitted under Massachusetts General Law, shall be issued to construct, reconstruct, or purchase capital assets without exhausting operating budget capacity or depleting reserves.

A. Debt Financing

Debt may be financed either within the levy, or beyond the levy limit through a Proposition 2 ½ debt exclusion, as authorized by voter referendum in accordance with Massachusetts General Laws.

In managing debt, the Town will:

1. **Comply with all provisions of M.G.L. Chapter 44** governing the authorization, issuance, and repayment of municipal debt.
2. **Issue long-term debt only for capital purposes** that provide long-term value to the community and are consistent with the Town's Capital Improvement Plan.

3. **Use available funds** and other non-debt financing sources, when appropriate, to reduce the amount of borrowing and overall interest costs.
4. **Avoid the use of debt for recurring expenditures** such as operations or maintenance.
5. **Manage debt within the Town's financial capacity**, maintaining levels that balance capital investment needs with taxpayer affordability and long-term fiscal stability.
6. **Consider the impact of new debt** on the Town's overall financial position, including credit rating, debt service burden, and compliance with financial policies.

B. Debt Limits and Targets

The Town will manage its debt portfolio within prudent and sustainable levels consistent with Massachusetts General Laws and sound municipal finance practices.

1. **Total Annual Debt Service:** The Town will strive to maintain total annual debt service—including debt exclusions and self-supporting debt—within a range of approximately 5–10% of General Fund revenues, with a long-term goal of remaining near the midpoint of that range whenever feasible.
2. ~~**Statutory Debt Limit:** In accordance with M.G.L. Chapter 44, Section 10, the Town's overall debt limit shall not exceed 5% of its most recent equalized valuation (EQV), as determined by the Commonwealth.~~
3. **Within-Levy Borrowing:** The Town shall endeavor to maintain predictable and sustainable levels of within-levy borrowing, targeting a level of approximately 3% of the prior year's General Fund budget over time, subject to budgetary capacity and capital planning needs.

C. Structure and Term of Debt

The Town shall structure its debt in accordance with Massachusetts General Laws (M.G.L.) Chapter 44 and guidelines issued by the Division of Local Services (DLS) to ensure prudent, lawful, and cost-effective borrowing.

1. **Debt Term:** The term of any borrowing shall not exceed the useful life of the asset financed and shall not exceed the maximum terms authorized under M.G.L. Chapter 44, Sections 7 and 8. The Town may elect a shorter borrowing term when appropriate, based on its financial condition, debt management objectives and overall fiscal planning needs.
2. **Debt Structure:** The Town will structure its debt to achieve the lowest total interest cost consistent with maintaining financial flexibility and sound debt service management.

3. **Bond Authorizations:** Borrowing authorizations shall comply with all statutory and regulatory requirements, including the use of bond premiums and accrued interest as allowed under state law.
4. **Compliance:** The Town shall work with its financial advisor, bond counsel, and Finance Director, along with the Treasurer/Collector to ensure that all debt issuances comply with applicable federal tax regulations and preserve the Town's eligibility for tax-exempt financing.

D. Reporting

1. The Town's Annual Town Report, Town Manager's Budget Request and Annual Town Meeting Warrant will give comprehensive summaries of the debt obligations of the Town.
2. The Finance Director will include an indebtedness summary as part of a report on receipts and expenditures in Sudbury's Annual Town Report.

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INVESTMENTS

PURPOSE

To ensure the Town's public funds are invested prudently and in accordance with state law, this policy establishes the overarching standards for safety, liquidity, and yield in managing municipal funds. It also affirms the Town's commitment to maintaining full compliance with its separately adopted Town of Sudbury Investment Policy, which provides detailed procedures and authorized instruments for investing municipal funds.

APPLICABILITY

This policy applies to all Town Funds as outlined in the Town Investment Policy, which was updated on September 30, 2025, and can be accessed here. This policy does not pertain to the Town's Retirement fund, which is managed by the Middlesex County Retirement System.

POLICY

The Finance Director, and Treasurer/Collector in coordination with any designated advisors or custodians, shall invest Town funds in accordance with Massachusetts General Laws (M.G.L.) Chapter 44, Section 55 and the Town's adopted Investment Policy, ensuring adherence to the principles of safety, liquidity, and yield.

For additional details, refer to the Town's Investment Policy.

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CAPITAL ASSETS

PURPOSE

To ensure Sudbury's capital assets can cost-effectively sustain the town's desired service levels into the future.

APPLICABILITY

This policy applies to the Town Manager, Finance Director, School Superintendent, School Business Manager, Select Board, Sudbury Public School Committee, Finance Committee, and Capital Improvement Advisory Committee (CIAC).

Definition of Capital Assets:

Capital assets are significant, long-lasting, and costly real or personal property used in the operation of government. They include land and land improvements, infrastructure (such as roads, bridges, and utilities), easements, buildings and improvements, technology, vehicles, machinery, and equipment.

To qualify for inclusion in the Town's Capital Improvement Program (CIP), assets must:

- Have a useful life of at least five (5) years, and
- Have a total cost of $20,000 or more

POLICY

A. Capital Improvement Plan

1. **Annual Inventory and Assessment**: The Town Manager shall maintain an inventory of all Town capital assets. Annually, by **November 30**, each department shall assess the condition and replacement needs of its assets.

   The Town Manager shall update and adopt annually a Fifteen Year Capital Improvement Plan (CIP), including the upcoming Capital Improvement Budget (CIB)which shall detail the estimated cost, description, and anticipated funding sources for proposed capital projects. The Fifteen Year Capital Improvement Plan, will also include capital items from Lincoln Sudbury Regional High School 15-year capital plan.

   The CIP shall govern projects undertaken to build, buy, expand, or replace long-life assets, or to improve an asset's condition beyond its original state of quality, efficiency, or useful life expectation.

2. **Fifteen-Year Long-Range Capital Plan:** The Town Manager shall maintain and annually update a Fifteen-Year Capital Plan, providing a long-term perspective on the Town's major facility, equipment, and infrastructure needs.

3. **Capital Spending Target**: The Town shall endeavor to dedicate a minimum of 5-7% of the prior year's General Fund budget to capital spending each year, drawing as evenly as possible from within-levy debt and cash capital sources. The ratio between cash capital and in-levy debt may vary based on available resources, interest rates, and other financial factors. The 5-7% target shall serve as a guide for capital planning and project prioritization within each fiscal year's CIP.

4. **Capital Prioritization Criteria**: The Town Manager shall establish and apply consistent criteria for prioritizing capital projects, which may include, but are not limited to:

   - Risks to public safety
   - Legal or regulatory requirements
   - Equity in service provision (e.g., ADA compliance)
   - Revenue generation or cost savings potential
   - Improvement of operating efficiency
   - Availability of funding sources
   - Systematic replacement or repair schedules
   - Consistency with community plans (e.g., Master Plan)
   - Enhancement of quality of life (e.g., open space, historic preservation, recreation resources)

5. **Project Submission and Review**

   - A Capital Project Submission Sheet shall be required for all projects proposed for funding in the applicable fiscal.
   - Projects costing less than $20,000 or having a useful life of fewer than five years shall not be included in the CIP.
   - Departmental maintenance and short-life items shall be budgeted within departmental operating budgets rather than in the CIP.
   - Preventive maintenance shall be emphasized as a cost-effective strategy to extend the useful life of Town assets.

6. **Funding Sources:** Capital projects may be financed through a combination of sources, including but not limited to:

   - Community Preservation Act (CPA) funds (if eligible)
   - Town Manager's Capital Budget
   - Capital Stabilization Fund or other special-purpose stabilization funds
   - Free Cash
   - In-levy debt
   - Dedicated revenue sources
   - Capital or Debt Exclusions

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- Federal or State grants

CPA-eligible projects identified for the upcoming fiscal year must be submitted to the Community Preservation Committee (CPC) in accordance with its stated deadlines.

The Town Manager and Finance Director will determine the appropriate funding sources based on available funds.

B. Reporting and Process

1. **Community Preservation Committee (CPC) Submission:** The Town Manager shall submit all CPA-eligible projects under consideration for inclusion to the Community Preservation Committee by their deadline each year.

2. **Department and CIAC Submissions (by January 31)**

   - The Town Manager (Departments), Sudbury Public Schools and Lincoln-Sudbury Regional School District, through the Town Manager's office, shall submit to the Capital Improvement Advisory Committee (CIAC) summaries of all proposed projects exceeding $250,000 in a single year, excluding rolling stock consistent with Bylaw Article XXV, Section 2.
   - Departments shall also provide the Finance Committee with annual budget estimates and capital requests in accordance with Bylaw Chapter 11-2.

3. **Preparation and Distribution of the CIP:** The Town Manager shall prepare and distribute the Capital Improvement Plan (CIP), and associated Capital Project Submission Sheets to the Select Board, CIAC, Finance Committee, and other stakeholders. These materials shall describe each proposed project, its estimated cost, purpose, and funding source.

4. **Public Accessibility**: The fifteen-year Capital Improvement Plan and accompanying Capital Project Submission Sheets for the upcoming Fiscal Year shall be made available as part of the annual Town Manager's Budget on the Town's website. Updates or amendments shall be reflected as they occur to ensure transparency and consistency across committees and boards.

5. **Select Board Reporting (by February 5)**: In accordance with Bylaw Article IV, Section 5, the Select Board shall report all requests for capital appropriations to the Finance Committee no later than **February 5.**

6. **Joint Capital Planning Meeting (by end of February):** The Town Manager shall convene a joint meeting of the Select Board, CIAC, Finance Committee, Community Preservation Committee representatives, SPS and LSRHS Superintendents, and relevant department heads by February 15. Questions and materials shall be distributed in advance to promote coordinated review and discussion.

7. **CIAC Recommendations (by March 19)**: The **CIAC** shall submit a written report with recommendations on all capital projects within its scope to the Select Board and

Finance Committee no later than March 19, in accordance with Bylaw Article XXV, Sections 2–3.

8. **Town Meeting Presentation**: The Town Manager shall present the Capital Improvement Budget components, in the form of warrant articles, for consideration and approval at the Annual Town Meeting.

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OTHER POSTEMPLOYMENT BENEFITS LIABILITY (OPEB)

PURPOSE

To establish a responsible and sustainable approach for meeting the Town's obligation to provide other postemployment benefits (OPEBs) to eligible current and future retirees. This policy sets forth the Town strategy for ensuring the long-term sustainability of OPEB funding, promoting intergeneration equity and preventing the deferral of cost to future taxpayers.

APPLICABILITY

This policy applies to all decisions related to the budgeting, accounting, financial reporting, and investment of OPEB funds.

BACKGROUND

In addition to salaries, the Town of Sudbury compensates employees with benefits earned over the course of employment, some of which are received only after retirement.
These postemployment benefits, including health and life insurance, are collectively referred to as Other Postemployment Benefits (OPEB), which is distinct from pensions.

OPEBs represent a significant financial liability that must be properly measured, reported, and funded. To responsibly address this obligation, the Town established an OPEB Trust Fund pursuant to Massachusetts General Laws Chapter 32B, Section 20.

This statute authorizes municipalities to create an OPEB Trust Fund Board of Trustees, to invest and manage funds dedicated to future OPEB liabilities. The trust allows long-term investment of assets at higher expected returns than those of general operating funds and forms the foundation of the Town's plan to meet future benefit costs.

POLICY

The Town of Sudbury is committed to responsibly funding the long-term cost of benefits promised to its employees. To accomplish this, the Town will:

- The Town's goal is to fund its Other Post-Employment Benefits (OPEB) liability at a level equal to or greater than the prior year's contribution, with the long-term objective of increasing annual OPEB contributions once the Town's pension liability has been fully funded.
- **Fund OPEBs proactively** by accumulating resources for future benefit payments during employees' active service;

- **Invest prudently** through the Town's OPEB Trust Fund in compliance with M.G.L. c. 32B, §20, and the Town's adopted Investment Policy;
- **Periodically evaluate funding strategies** to ensure sustainability and consistency with best practices; and
- **Assess and manage cost drivers** including benefit design, contribution structure, and healthcare trends while maintaining competitive and equitable employee benefits.

A. Accounting and Reporting

1. **Actuarial Valuations**: The Finance Director shall obtain a biannual actuarial valuation of the Town's OPEB liability to measure and project long-term obligations in accordance with the Governmental Accounting Standards Board (GASB) requirements.

2. **Annual Financial Reporting:** The Town shall report its OPEB obligations annually in its financial statements in compliance with the latest GASB Statements 74 and 75, which govern OPEB accounting and financial reporting.

3. Audit Review: The Finance Director shall ensure that the Town's independent audit firm reviews compliance with this policy and the OPEB Trust Fund's management as part of the Town's annual audit.

B. Mitigation

The Town shall actively pursue strategies to reduce and control its long-term OPEB liability.

- The **Finance Director** shall monitor proposed federal and state legislation affecting OPEBs and Medicare, evaluate their impacts on the Town, and recommend responsive measures.

- The **Human Resources Director or Finance Director** shall conduct periodic audits of group insurance and retiree enrollment to ensure eligibility compliance, removing any ineligible participants based on work hours, active Medicare enrollment, or other applicable factors.

- The Town shall regularly assess healthcare cost-containment measures, benefit design adjustments, and contribution strategies that balance fiscal sustainability with fair and equitable benefits.

C. Funding

To address its OPEB liability, the Town shall pursue a disciplined and proactive funding approach designed to achieve full funding of the long-term obligation.

1. **Funding Sources**: The Town may appropriate funds to the OPEB Trust from a variety of legal sources, including:
    - Annual taxation through the operating budget,
    - Certified Free Cash, and
    - Any other lawful funding mechanism or contribution source.
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2. **Investment and Deposit**: All appropriated funds shall be deposited into the OPEB Trust Fund and invested in accordance with **M.G.L. c. 32B, §20(b)** and the Town's Investment Policy.

3. **Funding Analysis**: Decision makers shall periodically analyze available funding strategies and implement them as appropriate, considering the Town's financial condition, actuarial requirements, and long-term sustainability goals.

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List of Acronyms

ADA - Americans with Disabilities Act

ATB - Appellate Tax Board

CIAC - Capital Improvement Advisory Committee

CPA - Community Preservation Act

CIB – Capital Improvement Budget (one year annual budget)

CIP – Capital Improvement Plan (five year plan, including upcoming CIB)

DLS – Division of Local Services

LSRHS – Lincoln Sudbury Regional High School

MGL – Massachusetts General Law

OPEB - Other Postemployment

Benefits SPS – Sudbury Public

Schools

DRAFT

SELECT BOARD
Tuesday, November 10, 2026

MISCELLANEOUS
C.4: Charter review discussion

Formal Title: Charter review discussion

Votes May Be Taken:

Attachment(s):
SUDB - charter review power point.pdf
Town Charter 2026-07-30.docx

OVERVIEW OF CHARTER REVIEW

Town of Sudbury

September 28, 2026

Presented by Lauren F. Goldberg

KP LAW
THE LEADER IN PUBLIC SECTOR LAW



Local focus. Statewide perspective.

Attorneys at Law

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What is a Charter?

- A charter governs the form, structure and organization of government
- A charter is the "constitution" of the municipality
- Supersedes bylaws, regulations and policies, and, in many cases, state law

Why have a charter?

Alters application of state law with respect to:

- Change size of select board
- Change form of government - representative town meeting, council
- Create position or define powers of town manager or administrator
- Transfer power from select board or other statutory board or office to another entity, such as a town manager or administrative staff
- Professionalize certain staff
- Coordinate operation of various departments

Two Main Ways to Adopt or Amend a Charter

Special Act

- on petition approved by the voters of a town, with respect to a law relating to that town; (a "Home Rule Petition")
- Majority vote
- No ballot question required



Statutory Process

- Pursuant to G.L. c.43B, §10
- Requires a 2/3 vote of Town Meeting
- Submitted to AG for review and approval as "not inconsistent with law"
- Must be submitted to voters at next annual election occurring at least 90 days after submission to AG for review and approval

Special Act

- Approval of a Home Rule petition, including for charter adoption or amendment, requires only majority vote of town meeting
- Article may appear on a warrant for town meeting by vote of the select board or by petition of ten registered voters for an annual meeting or 100 registered voters for a special meeting (unless a charter or special act requires otherwise)
- No requirement for approval by the voters
- Can be added, by the Town Meeting or the General Court – typically included when major changes
- Political process – no real way to predict how long it will take to become effective
- Provides flexibility with regard to personnel transitions

Statutory Method

- Path 1: Charter Adoption or "Major" Charter Revision
  - Election of 9-member charter commission
  - At least one public hearing
  - Preparation of preliminary and final reports
  - Mailing to all registered voters at least 14 days prior to date of election
  - Ballot question at next regular election occurring at least 90 days after submission to AG for approval

- Path 2: Charter Amendment or "Minor" Charter Revision (G.L. c.43B, 10) Path
  - 2/3 vote of the legislative body and
  - Approval by the voters at an election

Statutory Method - Content Limitations

- Must be consistent with state law
- A charter adopted in this manner cannot:
  - Regulate elections
  - Levy, assess or collect taxes
  - Borrow money or pledge credit of municipality
  - Dispose of park land
  - Govern civil relationships (such as those between landlord and tenant)
  - Define and punish a felony, or impose imprisonment as a punishment

Statutory Method - Adoption and "Major" Amendments

- Only an elected charter commission may recommend major amendments (can also use a special act to accomplish this)
- To create an elected charter commission, a petition must be circulated on a particular form prepared by the state (Select Board cannot order the election of a Charter Commission
- The petition must be signed by no less than 15% of the registered voters of the municipality as of the last state election

Statutory Method – "Major" Amendments

- Public hearing
- Preliminary report to Attorney General, DHCD, newspaper of general circulation
- Within 45 days after publication, hold another public hearing
- Attorney General must issue opinion on consistency of proposed charter revision with state law and constitution
- Within 18 months after election, commission must submit final report to Select Board, which must include the text of the charter or charter amendment
- Copies must be sent to the Attorney General, and EOHLC
- ***No later than two weeks prior to the election, the report must also be sent to the residence of each registered voter in the municipality***

Statutory Method – "Minor" Amendments

- May be proposed by town meeting
- Requires approval by a 2/3 vote
- Proposed amendment forwarded to Attorney General and EOHLC
- If Attorney General finds consistent with state law and constitution, order becomes effective 30 days after submission
- Question to approve amendment must appear on ballot at the next regular election occurring at least 60 days after effective date of order
- **At least two weeks prior to election, proposed amendment must be forwarded by Select Board to all registered voters in the municipality**

Practical Issues – Appointed Charter Review Committee

When a committee is appointed (rather than elected):

- Scope of authority
- Effect of recommendations
- Role in preparing, presenting and "defending" proposed amendments
- Relationship to appointing authority, legislative body, and role if amendments are approved
- Involvement of stakeholders – municipal officials and employees, public, established interest groups

Common Questions - Comprehensive Review

- What's working and what's not working?
- Review operational issues – who has what responsibility? Is what's happening "on the ground" what is contemplated by Charter?
- Does the Charter need to change or do operations need to change?
- Are there proper checks and balances?
- Who is responsible to who?
- Who can make policies?
- Who makes personnel decisions?
- Who is appointed and who is elected?
- Who can be removed, and by whom?

Trends in Charter Review

- Name and size of chief executive body
- Consolidation of financial functions under Finance Director
- Chief administrative officer with independent authority over hiring and firing of employees
- Broad outline of budget process
- Certain positions/boards change from elected to appointed
- Authorizing chief administrative officer to sign warrants for payment
- Consolidation of like functions for administrative purposes – finance department, department of public works, land use boards department
- Allowing transfers between line items by financial staff

Common Issues to Address

Regardless of overall scope of review:

- Clarify ambiguous language
- Address gender, numbering, and grammatical issues
- Fix internal inconsistencies
- Address changes in state law

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Chapter C

CHARTER

Part I.
INCORPORATION AND AUTHORITY.

Section 1. Incorporation continued.
Section 2. Short title.
Section 3. Powers of the town.

Part II.
LEGISLATIVE BRANCH.

Section 4. Town meeting.

Part III.
CHIEF EXECUTIVE FUNCTION.

Section 5. Select board.

Part IV.
ADMINISTRATIVE OFFICER/TOWN MANAGER.

Section 6. Appointment, qualifications for the town manager.
Section 7. General responsibilities of the town manager.
Section 8. Appointment responsibilities.
Section 9. Personnel management responsibilities.
Section 10. Financial management responsibilities.
Section 11. Administrative responsibilities.

Part V.
ADMINISTRATIVE ORGANIZATION.

Section 12. General power to reorganization.
Section 13. Department of public works.

Part VI.
ELECTED TOWN OFFICERS.

Section 14. Elected town officials.
Section 15. Transition provisions.

Part VII.
GENERAL PROVISIONS.

Section 16. Severability.
Section 17. Existing law.
Section 18. Existing employees.

[HISTORY: Adopted by the General Court of the Commonwealth of Massachusetts by Acts 1993, c. 131, approved 9-2-1994. Amendments noted where applicable.]

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Part I.
INCORPORATION AND AUTHORITY.

Section 1. Incorporation continued.

The inhabitants of the Town of Sudbury, within its territorial limits as now or may hereafter be established by law, shall continue to be a body politic and corporate, known as the Town of Sudbury.

Section 2. Short title.

This instrument may be cited and shall be known as the Sudbury Home Rule Charter Act.

Section 3. Powers of the town.

The intent and purpose of this act is to secure for the voters of the town of Sudbury, through the adoption of this act, all the powers possible to secure for their government under Article LXXXIX of the Amendments to the Constitution of the Commonwealth and laws of the commonwealth, as fully and as though each such power were specifically and individually enumerated herein. To the extent that the provisions of this act modify or repeal existing general laws and special laws or the body of law which constitutes the town charter under Section 9 of Article LXXXIX of the Amendments to the Constitution of the Commonwealth, this act shall govern.

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Part II.
LEGISLATIVE BRANCH.

Section 4. Town meeting.

The legislative powers of the town shall continue to be exercised by a town meeting open to all voters of the town.

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Part III.
CHIEF EXECUTIVE FUNCTION.

Section 5. Select board. [Amended by Acts 2012, c. 410, approved 1-4-2013; Acts 2020, c. 245, approved 12-29-2020]

(a) Composition, term of office.

There shall be a select board composed of 5 members elected for terms of 3 years each, so arranged that the term of at least 1 member shall expire each year.

(b) Powers and duties.

The executive powers of the town shall be vested in the select board. The select board shall have all of the powers and duties given to boards of selectmen under the constitution and laws of the commonwealth and such additional powers and duties as may be authorized by this act, by by-law or by other town meeting vote. The select board shall cause the laws and orders for the government of the town to be enforced and shall cause a record of its official acts to be maintained. The select board shall be the chief policy making board of the town and shall act by the issuance of policy statements and guidelines to be followed and implemented by all town agencies serving under the board.

The select board shall be the licensing authority of the town and shall have power to issue licenses, to make all necessary rules and regulations regarding the issuance of such licenses, and to attach such conditions and restrictions thereto as it deems to be in the public interest, and to enforce the laws relating to all businesses for which it issues licenses.

To aid the select board in the conduct of its official business and duties, the select board shall appoint a town manager.

(c) Appointment powers.

The select board shall appoint a town manager, town counsel, and town accountant. The select board shall also appoint all boards, committees, and commissions except as otherwise provided by this act, by by-law or other vote of the town meeting and such other regional authorities, districts, or committees in accordance with any applicable laws, or interlocal agreement.

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Part IV.
ADMINISTRATIVE OFFICER/TOWN MANAGER.

Section 6. Appointment, qualifications for the town manager. [Amended by Acts 2020, c. 245, approved 12-29-2020]

The select board shall appoint a town manager who shall serve at the pleasure of the board. The town manager shall be especially fitted by education, training and experience in public or business administration to perform the duties of the office. Any vacancy in the office of town manager shall be filled as soon as possible by the select board. Pending the appointment of a town manager or the filling of any vacancy, the select board shall appoint a suitable person to perform the duties of the office. In the event of temporary absence or disability of the town manager, the select board may designate a qualified person to serve as acting town manager and to perform the duties of the town manager during such temporary absence or disability. The town manager shall receive such compensation for services as the select board shall determine, but such compensation shall not exceed the amount appropriated therefor by the town.

Section 7. General responsibilities of the town manager. [Amended by Acts 2020, c. 245, approved 12-29-2020]

The town manager shall be the chief administrative officer of the town, shall act as the agent for the select board and shall be responsible to the select board for the proper operation of town affairs for which the town manager is given responsibility under this act. The town manager, under the policy direction of the select board, shall supervise, direct and be responsible for the efficient administration of all officers appointed by the town manager and their respective departments and of all functions for which the town manager is given responsibility, authority or control by this act, by by-law, by town meeting vote, or by vote of the select board. The town manager shall have the power to delegate, authorize or direct any subordinate or employee of the town to exercise any power, duty or responsibility which the office of town manager is authorized to exercise under this act. All actions that are performed under such delegation shall be deemed to be the actions of the town manager.

Section 8. Appointment responsibilities.

Except as otherwise provided by this act, the town manager shall appoint, based upon merit and fitness alone, a director of finance, a police chief, a fire chief, a town clerk, a treasurer-collector, a director of assessing, a director of public works arid[1] all department heads and officers, subordinates, and employees under the direct supervision of the town manager and officers, subordinates, employees for whom no other method of selection is provided in this act,, except employees of the school and health departments. The town manager may appoint ad hoc committees as is deemed necessary.

Section 9. Personnel management responsibilities.

The personnel management powers, duties and responsibilities of the town manager shall include, but are not intended to be limited to, the following:

(a) To administer and to adopt personnel policies, practices, or rules and regulations, any compensation plan and any related matters for all municipal employees and to administer all collective bargaining agreements, except for school department agreements, entered into by the town.

(b) To fix compensation of all town employees and officers appointed by the Town Manager within the

1. **Editor's Note: So in original.**

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limits established by appropriation and any applicable compensation plan and/or collective bargaining agreements.

(c) To be responsible for the negotiation of all contracts with town employees over wages, and other terms and conditions of employment, except employees of the school department; such contracts shall be subject to the approval of the select board. The town manager may, subject to the approval of the select board, employ special counsel to assist in the performance of these duties. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

Section 10. Financial management responsibilities.

The town manager, with the assistance of the finance director and the treasurer-collector, shall be responsible for all the financial management functions of the town, unless otherwise provided by this act. Such functions shall include, but are not intended to be limited to, the following:

(a) To prepare and submit, after consultation with all town departments, an annual operating budget and capital improvement program for all town departments.

(b) To insure that complete and full records of the financial and administrative activity of the town are maintained and to render reports to the select board as may be required. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

(c) To approve warrants for payments of town funds prepared by the town accountant.

(d) To be responsible for the purchase of all supplies, materials, and equipment, except books and other educational materials for schools and books and other media materials for libraries. The town manager shall award all contracts for all town departments with the exception of the school and health departments, subject to the approval of the select board. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

(e) To keep the select board and finance committee fully informed as to the financial condition of the town and to make recommendations to the select board and to other elected and appointed officials as the town manager deems necessary or expedient. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

(j) To prepare, annually, a financial forecast of town revenue, expenditures and the general financial condition of the town.

Section 11. Administrative responsibilities.

The administrative powers, duties and responsibilities of the town manager shall inelude,[2] but are not intended to be limited to, the following:

(a) To attend all regular and special meetings of the select board, unless excused. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

(b) To attend all sessions of the town meeting and to answer all questions addressed to the town manager which are related to the warrant articles and to matters under the general supervision of the town manager.

(c) To administer either directly or through a person or persons supervised by the town manager, in

2. **Editor's Note: So in original.**

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accordance with this act, provisions of general or special laws, by-laws and other votes of the town meeting.

(d) to investigate or inquire into the affairs of any town department or office, under the supervision of the town manager.

(e) to coordinate activities of all town departments, officers, boards or commissions of the town.

(f) To keep the select board fully informed as to the needs of the town requiring action by them, or by the town, as the town manager deems necessary or expedient. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

(g) To be responsible for the efficient use, maintenance and repair of all town facilities, except those under the jurisdiction of the school committee.

(h) To develop and maintain a full and complete inventory of all town owned real and personal property.

(i) To perform such other duties as necessary, or as may be assigned by this act, by-law, town meeting vote, or vote of the select board. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

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Part V.
ADMINISTRATIVE ORGANIZATION.

Section 12. General power to reorganization. [Amended by Acts 2020, c. 245, approved 12-29-2020]

The town manager may reorganize, consolidate or abolish, create, merge, or divide, alter the term of office, the manner of selection of any town department, office, agency or function under the jurisdiction of the town manager.

The select board may reorganize, consolidate or abolish, create, merge, reassign responsibilities and duties or divide, alter the term of office, the number of members, the manner of selection, of any board, commission or committee of the Town under the jurisdiction of the select board.

Section 13. Department of public works. [Amended by Acts 2020, c. 245, approved 12-29-2020]

Until such time as another form of organization is provided for in accordance with section twelve of this act, there shall be established a department of public works. The department of public works shall be charged with responsibility for the management of public works operations of the town including, but not limited to, the following: highways; solid waste and recycling activities; maintenance of cemeteries, town property, open space, public memorials, and commons; engineering services; building maintenance of all town buildings, except those of the school department; maintenance of vehicles and equipment; and other operations, and functions as may be deemed necessary or desirable. The department of public works shall also perform such functions and responsibilities as required by bylaw, vote of the town meeting or upon direction of the town manager or select board. The functions of the highway surveyor and the tree warden shall be incorporated into the department of public works. The town manager shall appoint a director of public works. The director shall be especially fitted by education, training and experience to perform the duties of the office; the director shall have such other qualifications as the town manager may from time to time provide.

Until such time as another form of organization is provided for in accordance with section twelve of this act, personnel responsible for building inspection and zoning enforcement, electrical, gas and plumbing inspection shall be under the direction of the director of public works.

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Part VI.
ELECTED TOWN OFFICERS.

Section 14. Elected town officials. [Amended by Acts 2020, c. 245, approved 12-29-2020]

The registered voters of the town of Sudbury shall, in accordance with any applicable laws, by-laws, votes of the town, or interlocal agreement continue to elect the following: Board of assessors Board of health select board Moderator School committee Library trustees Planning board Housing authority Park and Recreation commission Other such regional authorities, districts, or committees as may be established by law or interlocal agreement.

Section 15. Transition provisions.

(a) Upon the adoption of this act the incumbent serving as town clerk, shall continue to serve in said office for the balance of the term for which the town clerk was elected. Thereafter, the town clerk shall be appointed in accordance with this act.

(b) Upon the adoption of this act the incumbent serving as highway surveyor shall continue to serve in said office for the balance of the term for which elected. Upon the expiration of said term of office or if a vacancy shall sooner occur, the functions of the office shall be transferred to the department of public works.

(c) The incumbents serving as constables shall continue to serve in said offices for the balance of the terms for which they were elected. Upon the expiration of said terms of office or if a vacancy shall sooner occur, the offices shall be appointed by the select board. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

(d) The department of public works shall become operational thirty days after the appointment of the director of public works.

(e) Within six months of the effective date of this act the select board shall appoint a town manager. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

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Part VII.
GENERAL PROVISIONS.

Section 16. Severability.

The provisions of this act are severable. If any of the provisions of this act are held to be unconstitutional or invalid, the remaining provisions of this act shall not be affected thereby.

Section 17. Existing law.

All laws, bylaws, votes, rules and regulations, whether enacted by authority of the town or any other authority, which are in force in the town of Sudbury on the effective day of this act, or any portion or portions thereof, not inconsistent with the provisions of this act shall continue to be in full force and effect until otherwise provided by other laws, by-laws, votes, rules and regulations, respectively.

Nothing contained herein shall impair contractual rights established prior to the adoption of this act, or any amendment thereto.

Section 18. Existing employees.

Any person holding a town office, or employment under the town, shall retain such office or employment, and shall continue to perform their duties until provisions shall have been made in accordance with this act, for the performance of said duties by another person, or agency. No person in the permanent full-time service or employment of the town shall forfeit pay grade for time in service.

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SELECT BOARD
Tuesday, November 10, 2026

MISCELLANEOUS

C.5: Review and discuss potential amendments to c. 68, Town Meeting Bylaw

Requested by: Town Manager

Formal Title: Review and discuss potential amendments to c. 68, Town Meeting Bylaw

Votes May Be Taken:

Recommendations/Suggested Motion/Vote: Review and discuss amendments to the Town Meeting bylaw intended to improve efficiency of Town Meetings.

Financial impact expected: Undetermined

Attachment(s):
TM Bylaw c68_redline_11-5-26.pdf
Town Meeting Improvements_memo_2026-08-11.docx
2024-TMSC-Report-FINAL (1) LWV.pdf

Chapter 68. Town Meetings

[HISTORY: Adopted by the Town Meeting of the Town of Sudbury as indicated in article histories. Amendments noted where applicable.]

Article I. Dates; Times; Notice

[Adopted as Art. I of the General Bylaws]

§ 68-1. Annual Town Election.

[Amended 4-8-2008 ATM by Art. 21]
The Annual Town Election shall be held on the last Monday in March at such place and time as the Select Board may determine. Those elected at the Annual Town Election, with the exception of the Moderator, shall take office at the close of the Annual Town Meeting. The Moderator shall take office on the day after election, or as soon thereafter qualified for a term of three years.

§ 68-2. Annual Business Meeting.

[Amended 4-6-2010 ATM by Art. 6; 5-5-2025 ATM by Art. 25]
The Annual Business Meeting shall begin on the first Monday in May at such place as the Select Board shall determine. The Select Board, after a public hearing, may ~~delay~~ change the start of the Annual Town Meeting ~~for up to seven days~~, provided that it acts no later than the last day in February preceding in selecting a date within the months of April or May. ~~All sessions of the meeting shall begin at 7:00 p.m. and, unless otherwise voted by 2/3 of those present and voting, shall be adjourned to 7:00 p.m. of the next Monday, Tuesday, or Wednesday, whichever comes first (legal holidays excluded), upon completion of the article under discussion at 10:30 p.m.; except that any such meeting shall be adjourned before that time if a quorum shall be declared to have been lost, or at 8:00 p.m. if a quorum has not been assembled by then.~~

~~§ 68-3. Fall Town Meeting.~~

~~[Added 5-4-2016 ATM by Art. 31; amended 5-7-2018 ATM by Art. 17]~~
~~A Town Meeting shall be held during the months of September, October or November at such date, time and place as the Select Board shall determine, unless the following applies. By the end of July, the Select Board shall discuss in public session, hold a public hearing and vote to determine whether a fall Town Meeting should occur. The public hearing shall be posted in accordance with the Open Meeting Law.[1] The Select Board shall also solicit input from the Town via email or mail for a period of one week before the public hearing.~~
~~[1]~~

Commented [SA1]: Consensus on 10/13/26: take it to Town Meeting

~~*Editor's Note: See MGL c. 30A, §§ **18** through **25**.*~~

§ 68-4. Warrant report.

[Amended 5-4-2016 ATM by Art. 31]
The Select Board shall cause a Warrant Report to be printed and distributed to the citizens of the Town at least seven days prior to commencement of the Annual Town Meeting and 14 days prior to commencement of a Special Town Meeting. The Warrant Report will contain a copy of the articles as set forth in the official Warrant, a summary of the intent and scope of each article prepared by the submitter, the report and recommendations of the Finance Committee, reports by other Town officials, boards or committees having an interest in a specific article, and supporting data such as maps and charts. The individual or group submitting information shall meet requirements for timing, format and brevity established by the Select Board.

§ 68-5. Notice of Town Meeting.

[Amended 5-4-2016 ATM by Art. 31]
Notice of every Town Meeting shall be given by posting a printed attested copy of the Warrant therefor at the Town Hall at least seven days before the Annual Town Meeting and at least 14 days before any Special Town Meeting.

Article II. Procedures

[Adopted as Art. II of the General Bylaws]

§ 68-6. Warrant articles for ~~Annual~~ Town Meeting.

[Amended 4-6-2010 ATM by Art. 6]
The Warrant for each Annual Town Meeting shall be closed January 31 preceding the Annual Town Meeting in each year or such other date determined by the Select Board, but not later than the third Friday in February. No article, including articles consisting of resolutions, shall be taken up at Town Meeting unless it appears in the printed warrant. The preceding sentence shall not apply to resolutions memorializing townspeople and Town employees. ~~Except as hereinafter specified, the Warrant for any Special Town Meeting shall be closed at least 25 days prior to the scheduled date of the meeting; provided, further, that there~~ There shall be at least 10 days between the call of any Special Town Meeting and the closing of the Warrant therefor. This section shall not apply to any Special Town Meeting held for the purpose of considering the approval or disapproval of an amount of debt authorized by a regional district school committee, in accordance with MGL c. 71, § **16(d)**, or held for an emergency purpose.

Commented [SA2]: GL c. 39, s. 10 requires the warrant be posted for 7 days before the Annual Town Meeting and 14 days before a Special Town Meeting.

§ 68-7. Quorum required.

Except for the election of Town officers, no meeting shall be legal unless a quorum is present, and a quorum shall consist of 100 registered voters; once a quorum has been assembled, the continued existence of a quorum shall be presumed until a count of the voters present, which shall be taken upon the call of seven or more registered voters, establishes that a quorum is not present.

§ 68-8. Call to order.

The Moderator shall, at the time and place appointed, call the meeting to order, and forthwith proceed to read the call for the meeting, and the return of the person or persons who served it.

§ 68-9. Powers and duties of ~~presiding officer~~the Moderator.

The powers and duties of the ~~presiding officer~~Moderator, not especially provided for by law or by these bylaws, shall be determined by the rules and practices contained in the most recent edition of Town Meeting Time, so far as they are adapted to the conditions and powers of the Town.

§ 68-10. Duties of Moderator.

The Moderator while presiding over a Town Meeting shall not participate in the discussion of any matter under consideration of the said Town meeting, but they may upon request answer all questions relating to procedure in Town meetings as may be submitted to them and to correct any errors of procedure which may occur.

§ 68-11. Speaking at meetings.

Every person speaking shall address the ~~Chair~~ Moderator standing and uncovered. No person not a voter shall address the meeting without first obtaining consent of the meeting.

§ 68-12. Nonvoting members.

Every nonresident appointed representative of the Town shall be a nonvoting member of Town Meeting.

§ 68-13. Order of consideration for warrant articles.

No article in the Warrant for any Town Meeting shall be taken up for consideration out of the order in which it appears therein, except by a four-fifths vote of the voters present and voting thereat.

§ 68-14. Motions to be in writing.

All motions shall be reduced to writing before being submitted to the meeting, if required by the ~~presiding officer~~Moderator or Clerk.

§ 68-15. Proponents of warrant articles.

When an article comes before any session of the Town Meeting, the proponent(s) shall be recognized first for the purpose of making a motion under the article and then for making a presentation in support thereof, if the motion is seconded. If the proponent is an elected or appointed board or committee within which there is a minority position in opposition to the article, a spokesperson for that position will be recognized next. Thereafter, the Finance Committee shall be recognized if it wishes to speak on the article, followed by the Planning Board and/or any other Board or Committee which is required by law to report on the article.

§ 68-16. Limitations on speech.

No person shall speak more than twice upon any question, except to correct an error or make an explanation until all others who have not spoken upon the question and desire to do so shall have an opportunity. The initial presentation by the proponent(s) of an article may not exceed 10 minutes in length, and no other speech may exceed five minutes in length unless consent is given by a majority of those present and voting.

§ 68-17. Debate.

When a question is under debate, motions may be received to adjourn, to lay the matter on the table, to move the previous question, to postpone indefinitely, to postpone to a time certain, to commit, and to amend; which several motions shall have precedence in the order in which they are herein enumerated, and the first three shall be decided without debate, provided that the Moderator need not allow a vote on a motion for the previous question unless, in their opinion, there has been a reasonable opportunity for debate on the question.

§ 68-18. Motions to reconsider.

[Amended 10-23-2023 STM by Art. 2]
A motion to reconsider a matter previously acted upon at the same session shall require an affirmative vote of 2/3 of those voters present and voting. A motion to reconsider a matter after adjournment of the session at which it was acted upon shall require a unanimous vote of those present and voting unless written notice of an intention to move reconsideration of the matter, signed by 15 voters who attended that session, is given to the Town Clerk on or before 12:00 noon of the next weekday (legal holidays excluded) following the session at which the matter for which reconsideration is sought was acted upon. The Town Clerk shall publish notice of such intention by advertisement or by posting in their office or elsewhere in the Town Hall. The Moderator shall at the start of the next session announce the matter on which reconsideration is sought and shall further announce that the motion for reconsideration shall be the first order of business at the

next succeeding session of the Town Meeting unless all business is completed prior to 10:30 p.m. of the same session, in which case the motion for reconsideration shall be the last item of business that evening. When the matter to be reconsidered comes before the meeting, the Moderator shall recognize for the motion the person who gave notice to the Town Clerk, unless they shall defer to another. All discussion on the motion must be confined exclusively to the merits or demerits of reconsideration. Passage of a motion to reconsider shall require an affirmative vote of 2/3 of those present and voting. If notice of reconsideration is given on more than one matter, they shall be taken up in the order in which they were submitted to the Town Clerk.

§ 68-19. New legislation by General Court.

Every vote, resolution, amendment, order or other action of the Town Meeting which instructs or requests any Town inhabitant, official, committee or board to study, propose, prepare, draft, present, file, petition for or otherwise initiate new legislation by the General Court of the Commonwealth of Massachusetts or the Congress of the United States shall specify in terms whether or not such inhabitant, official, committee or board is required to present a draft of such legislation to the Town Meeting for approval before submitting it to said General Court or Congress.

§ 68-20. Legal errors.

If a legal error in an action of the Town Meeting, attested to by the Town Counsel, is discovered, the Moderator shall, when presented with such error, recognize the Town Counsel for the purpose of identifying the error and explaining its effect. Following the explanation of the Town Counsel, the Moderator shall request a motion by the Select Board to correct the error. Such motion shall not be subject to the rules of reconsideration and shall require a simple majority unless otherwise mandated by state law or any portion of these bylaws. Action under such motion shall be limited to correction of the error.

§ 68-21. Accounting errors.

If the Town Accountant or, in their absence, the Assistant Town Accountant discovers that information presented to the Town Meeting contains an accounting error, they shall request to be recognized for the purpose of identifying the error and explaining its effect. The Moderator shall recognize the Town Accountant for such purpose. Following the explanation, the Moderator shall request a motion by the Select Board to correct the error. Such motion shall not be subject to the rules of reconsideration and shall require a simple majority unless otherwise mandated. Any voter or Town official who discovers such an accounting error shall notify the Town Accountant, who, if they concur, shall proceed as described above.

§ 68-22. Moderator to determine majority votes.

The Moderator may determine, without a count, that a two-thirds, four-fifths, or nine-tenths vote has been achieved, which determination shall satisfy the provisions of MGL c. 39,

§ **15**, or any other law requiring a two-thirds, four-fifths, or nine-tenths vote, unless a count is requested in conformance with the procedural requirements set forth in Town Meeting Time.

§ 68-23. Recognition by Moderator.

All persons speaking on any article may be recognized by the Moderator after the presentation by the proponent(s) of the article, if any, but no speaker may be recognized in accordance with any prearranged speaking order. Notwithstanding the foregoing, in the event there is no speaker identified as the proponent, the Moderator may recognize speakers after the motion on the floor has been seconded.

§ 68-24. Voting.

[Added 5-2-2022 ATM by Art. 25]

A.
Voting. When a question is put, the sense of the meeting shall be determined by a vote held using voice votes, raised hands, a placard, an electronic voting system or other voting indicia; the preference would be to use an electronic voting system, if the same is available, for action on main motions and any motion requiring more than a majority vote. For purposes of this bylaw, the term "electronic voting technology" shall mean any electronic voting system approved by the Town Clerk and the Town Moderator which allows for the counting of votes using a wireless or mobile device, including handheld clickers, mobile phone application, or the like, as it may be decided from time to time.

B.
Counting: electronic voting. If the count is taken using electronic voting technology, the Moderator shall declare the vote and provide an opportunity for any voter to notify the Town Moderator that they believe their vote was recorded in error; if so, the Moderator shall direct that the record be corrected by the Town Clerk. If seven or more voters doubt the vote, the Town Moderator may request another vote using the handheld technology or otherwise set the manner of voting. If Town Meeting approves a motion for reconsideration, the motion at issue immediately prior to the vote will be back before the voters, and the electronic voting system shall be used to record and tabulate the votes taken on the main motion.

C.
Counting: other methods. If such electronic voting equipment is unavailable, the Town Moderator shall notify the Town Meeting as to what manner of voting will be used and, unless 20 people stand in opposition, such method shall be implemented. If 20 voters do stand, then the Moderator's recommendation is pending before the meeting, subject to amendment like any other motion. If the Moderator is unable to decide the vote or if the declaration by the Moderator is immediately questioned by 10 or more voters rising in their places, the Moderator shall then direct that a count be taken, whether by counting raised hands, raised placards or other indicia of vote, or by secret ballot or otherwise, as determined by the Moderator in the Moderator's sole discretion.

~~Article III. Annual Town Forum~~

~~[Adopted as Art. III, § 11, of the General Bylaws]~~

~~§ 68-25. Frequency; participation.~~

~~[Added 5-8-2013 ATM by Art. 41; amended 5-4-2016 ATM by Art. 27]~~
~~The Town will conduct a Town Forum on an annual (minimum requirement) basis. The Forum will be an open, public meeting for Town residents. The Town Forum will provide a planned, scheduled opportunity for constructive engagement between the Town and residents. The Town participants/panel may include all department heads, committee chairpersons and trust chairpersons. The Select Board will encourage broad participation for Town officials in the Town Forum. One member of the Town panel will act as moderator. The moderator will facilitate and manage questions from Town residents to the appropriate panel member for response.~~

Commented [SA3]: The original intent of the Town Forum was to "facilitate communication and to encourage transparency regarding Town issues." Does the Town Forum still meet the original intent? Is it a good use of time?

Commented [SA4R3]: Consensus on 10/13/26: take it to Town Meeting separate from the proposed amendments to Town Meeting

Commented [SA5R3]: Consider presenting as a separate article from Town Meeting changes

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Andrew J. Sheehan
Town Manager

MEMORANDUM

TO: Select Board
FROM: Andrew J. Sheehan, Town Manager
DATE: August 11, 2026
SUBJ.: Town Meeting Improvements
Recommendations on c. 68 of the General Bylaws

Following the conclusion of the 2026 Annual and Special town meetings, the Select Board discussed potential improvements to town meetings. A common refrain was what can be done to improve efficiency and increase participation. The Board, by consensus on June 2, 2026, asked me to review the Town Meeting Bylaw, Chapter 68 of the Town's General Bylaws (the "Bylaw"), and offer comments and recommendations. I offer this memo and the attached redline version of the Bylaw. I have also attached *A Report on Town Meeting: What Can We Do to Make Town Meeting More Effective and Accessible,* League of Women Voters – Acton Area, June 2024.

The intent of this memo is to identify ways to improve the efficiency of town meetings in order to increase participation. Participation typically runs between one- and four- percent of registered voters. This memo is not advocating for a move away from Open Town Meeting. I also raise a couple of other items for discussion purposes.

Chapter 68. Town Meetings
The current Bylaw is quite prescriptive and allows for little flexibility. In order to be more efficient and increase participation, it is recommended that some of the restraints be removed to allow for more flexibility. While we consider this, it is important to keep in mind other parties whose needs cannot be overlooked. These include but are not limited to Lincoln Sudbury Regional High School, the Sudbury Information Services Department, and SudburyTV. There is great demand for the LS Auditorium and other LS spaces; we must remain cognizant of that and work around LS's schedule. The Information Services Department and SudburyTV have involved set ups and break downs. We must keep these needs in mind.

The following discusses several sections of the Bylaw that may be suitable for revision.

S. 68-2. Annual Business Meeting
The current Bylaw dictates that the annual business meeting, a.k.a. annual town meeting, be held on weeknights beginning the first Monday in May. This requirement is certainly beneficial for scheduling and to establish a regular and predictable date and time. As noted above, it is

important to remember that the Information Services Department and SudburyTV have involved set ups and break downs. For this reason, consecutive days/nights are beneficial.

We hear occasional calls to hold a weekend town meeting as a way to improve participation. A weekend meeting would likely make one cohort of residents available at the expense of another. As the Bylaw is written, the Board has no ability to even consider a weekend annual town meeting.

Another common refrain is the need for child care. This creates some logistical and staffing challenges including where to house the children, staffing, and safety, including CORI checking all care providers. The bigger challenge is that town meetings typically run well past 9:00PM. This is largely a non-starter for parents of elementary school children, many of whom are in bed by that time.

If the Town wants to explore days other than weeknights, s. 68-2 needs to be revised. Two approaches to consider:

A. Deleting the existing language: ~~The Annual Business Meeting shall begin on the first Monday in May at such place as the Select Board shall determine. The Select Board, after a public hearing, may delay the start of the Annual Town Meeting for up to seven days, provided that it acts no later than the last day in February preceding. All sessions of the meeting shall begin at 7:00 p.m. and, unless otherwise voted by 2/3 of those present and voting, shall be adjourned to 7:00 p.m. of the next Monday, Tuesday, or Wednesday, whichever comes first (legal holidays excluded), upon completion of the article under discussion at 10:30 p.m.; except that any such meeting shall be adjourned before that time if a quorum shall be declared to have been lost, or at 8:00 p.m. if a quorum has not been assembled by then.~~

   And inserting in its place: **The Annual Business Meeting shall be called by a warrant issued by the Select Board specifying the date, time, and location and posted in accordance with GL c. 39, s. 10.**

   This gives broad flexibility for the Board to set a date on a weeknight or weekend. It may be preferable to include language that provides a window within which Annual Town Meeting is held, such as "within the months of April or May" or similar.

B. Leaving the current language largely intact but allowing the Board to change the date by announcing it by a date certain, such as: "The Annual Business Meeting shall begin on the first Monday in May at such place as the Select Board shall determine. The Select Board, after a public hearing, may ~~delay~~ **change** the start of the Annual Town Meeting ~~for up to seven days~~, provided that it acts no later than the last day in February preceding." As with the option above, it may be preferable to include language that narrows the permissible window.

Development of the operating and capital budgets and the reports from committees may be impacted by a significant change to the town meeting schedule. Depending on the final decision

it may be necessary to revisit other deadlines, such as the due date for the Town Manager to deliver the budget and the due date for the Finance Committee to deliver its report to the Board.

S. 68-3. Fall Town Meeting
The Bylaw requires that by the end of July the Select Board convene a public hearing to determine if a Fall Town Meeting will be held in September, October, or November. This is a very unusual requirement. A search of more than a dozen area communities turned up no similar requirement. The requirement for the Board to hold a hearing and solicit public input is an unnecessary burden without a clear benefit. It is a drain on the Board's time and diverts staff from more vital activities. Under GL c. 39, s. 10, the Select Board can call a Town Meeting whenever the need arises and without having to convene a public hearing.

Recommendation: I recommend Town Meeting be asked to delete section 68-3.

S. 68-6. Warrant articles for Annual Town Meeting
The heading for Section 68-6 suggests it pertains only to warrants for the annual town meeting. In fact, it discusses warrants for both annual and special town meetings.

Recommendation: I recommend Town Meeting be asked to rename this section "Warrant articles for Town Meetings.

In order to keep with the flexibility discussed above under s. 68-2, I suggest adding language that would allow the Board to adjust the due date for warrant articles. If the Board moves ahead with language pertaining to the date of Annual Town Meeting, I suggest amending the first sentence of 68-6 as follows: "The Warrant for each Annual Town Meeting shall be closed January 31 preceding the Annual Town Meeting in each year **or such other date determined by the Select Board, but not later than the third Friday in February**."

Section 68-6 further requires "Except as hereinafter specified, the Warrant for any Special Town Meeting shall be closed at least 25 days prior to the scheduled date of the meeting; provided, further, that there shall be at least 10 days between the call of any Special Town Meeting and the closing of the Warrant therefor. This section shall not apply to any Special Town Meeting held for the purpose of considering the approval or disapproval of an amount of debt authorized by a regional district school committee, in accordance with MGL c. 71, § 16(d), or held for an emergency purpose." This builds in a mandatory 35-day blackout period.

When the Town received a citizen petition on April 6, 2026, it necessitated the calling of a special town meeting. GL c. 39, s. 10 requires that a special town meeting be called within 45 days of receipt of a petition bearing the signatures of 200 or more registered voters. This gave the Board until May 21 to convene a meeting. Before a special town meeting could be called, the Town Clerk needed to certify signatures and the Select Board had to hold a meeting in conformance with the 48-hour posting requirement of the Open Meeting Law. All the while the 45-day clock was ticking.

The effect of the 45-day statutory requirement, the time for the Town Clerk to certify signatures, the Open Meeting Law requirement, and the availability of a space at LSRHS, combined with the

requirements in section 68-6, resulted in a 5-day window within which to hold a special town meeting.

As noted above, I surveyed more than a dozen communities. The survey turned up no similar blackout language. Holliston requires that the warrant for a special town meeting remain open for at least 48 hours. All other surveyed communities are silent. It is not clear that Sudbury's requirement serves a compelling public purpose.

Recommendation: I recommend Town Meeting be asked to delete the fourth and fifth sentences of s. 68-6.

Sections 68-9, 68-11, and 68-14
These sections pertain to the Town Moderator. The sections interchangeably use the terms presiding officer, Moderator, and chair. This is confusing particularly for residents new to or unfamiliar with Open Town Meeting.

Recommendation: I recommend Town Meeting be asked to insert the term "Moderator" in place of presiding officer or chair in sections 68-9, 68-11, and 68-14.

Section 68-16. Limitations on speech
In the interests of efficiency, the Board may wish to revisit the limitations on speech in order to expedite town meetings. Section 68-16 gives proponents 10 minutes to present an article and each speaker 5 minutes. If the Board is interested in proposing a change to this section it would be prudent to seek the input of the Town Moderator.

Article III. Annual Town Forum. Section 68-25. Frequency; participation
While considering efficiency improvements to town meetings, it is reasonable to ask whether the Town Forum still serves its original purpose. The original intent of the Town Forums was to "facilitate communication and to encourage transparency regarding Town issues." Annual Town Meeting, May 8, 2013, Article 41. Communication should not be limited to a once a year event. Participation at recent forums has been sparse and the Board frequently struggles to find a suitable topic. The Board can convene a Town Forum even if it is not mandated by the bylaws. If it no longer serves a valid purpose consideration should be given to deleting s. 68-25.

Commentary on Town Meeting Preliminaries
The Town Meeting Preliminaries (proclamations, state of the town, Finance Committee report, etc.) typically runs 30-45 minutes. This is another area where efficiencies could be found. This could be accomplished without the need for legislative action. It is advisable to coordinate in advance with the Moderator.

Thank you for the opportunity to present these recommendations.

A Report on Town Meeting: What Can We Do to Make Town Meeting More Effective and Accessible?

Prepared by
League of Women Voters-Acton Area
(Towns of Acton, Boxborough, Hudson, Littleton, Maynard and Stow)

June 2024



LEAGUE OF WOMEN VOTERS® OF ACTON AREA

Executive Summary

Open Town Meeting is an opportunity for all voters to deliberate and participate as the legislature of their town. Open Town Meeting is the form of government adopted by nearly 75 percent of Massachusetts municipalities (260 of 351), including by the six towns that are represented by the League of Women Voters-Acton Area (Acton, Boxborough, Hudson, Littleton, Maynard, and Stow).

Town officials and residents are questioning the viability of Town Meeting as a town's legislative body. Attendance rates in all six of our towns are very low. Town Meeting as it exists today excludes those that cannot participate in person. The League of Women Voters-Acton Area began this study because of dual concerns with the low attendance and disenfranchisement of certain populations that cannot easily attend in person.

This report summarizes a year's worth of data gathering, study, reflection, and debate over the legal options available to towns in the Commonwealth. In the pages that follow, you can review our research and findings.

- Town meeting attendance is persistently low (averaging 2-6 percent of registered voters over 20 years) and efforts to improve the Open Town Meeting format in some of our towns have failed to move the needle significantly. What is undeniable is attendance rates improve significantly for voters on specific warrant articles that address issues of deep importance to voters.
- Innovations tested by our towns and others have reduced barriers to participation by making Open Town Meeting more accessible, efficient and better understood.
- Legislation and town home rule petitions are seeding the work and discussion around remote participation options.
- Massachusetts communities are afforded flexibility in choosing how to organize their local governance structures subject to contingencies in state law and local ordinances. Each of these governance models have merits and drawbacks. In addition, some towns in other New England states offer voters the option to vote via Australian ballot (at the polls) on matters that would otherwise come before Town Meeting.

Our goal is to begin a community conversation in each of our member towns. We hope that once the options are fully understood and discussed, each community can proceed with a plan to make the legislative branch of our local government more vibrant. We look forward to hearing your thoughts.

Introduction

Since the late 1600s all six Towns in the Acton Area League of Women Voters – Acton, Boxborough, Hudson, Littleton, Maynard, and Stow – have adopted and adapted Open Town Meeting as the legislative body in their communities. Simply put, this choice of government means that at least once annually on a prescribed legal schedule all voters can come together to make decisions on matters of local impact, primarily budgets, borrowing and related spending, as well as both general and zoning by-laws. Open Town Meeting represents a source of both pride in its face-to-face deliberation and decision making and concern that not enough voters participate. We embarked on this study to better understand the benefits and challenges of Town Meeting and other forms of town government and to explore options available now or coming in the future to address concerns about participation and representation.

As part of this study, committee members

- compiled historic attendance statistics, tracking the issues that draw the largest turnout,
- looked at tools that communities have used to improve efficiency such as electronic voting,
- discussed with Town Meeting Moderators their perspectives on best practices for preparing and running their Town Meetings,
- investigated alternatives such as Representative Town Meeting that might involve changes to our form of government,
- considered the Town Meeting formats popular in other New England states, and
- contemplated the future of Town Meeting by examining models for remote participation including secure online voting technologies and the possibility of hybrid Open Town Meetings.

> Despite its seeming rigidity and legal constraints, Open Town Meeting represents the purest form of deliberative democracy available and, by definition, must be organic.

Recent changes such as electronic voting and closed-captioned transcription have accelerated voting and improved accessibility, and it is reasonable to expect there are similar opportunities ahead of us. To that end, the information in this study provides an array of possible directions that are currently operational in New England and some ideas that may seem as improbable today as electronic voting did at the turn of this century. Thomas Jefferson referred to New England Town Meetings as the perfect exercise of self-government, but he also noted that we have government by the *majority who participate*. Self-evaluation is critical to balancing these observations and we offer this research in that spirit.

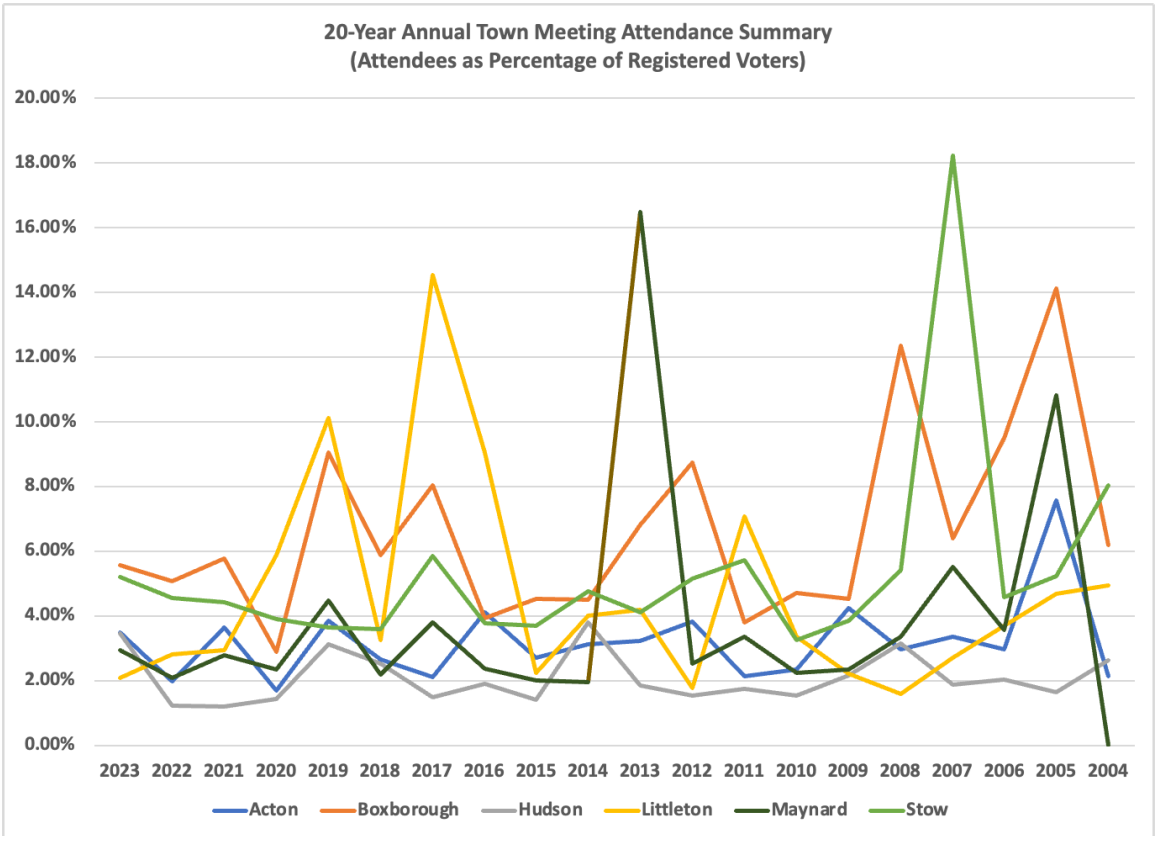
Part I: Open Town Meeting

A. Lookback at Town Meeting Attendance

League members collected data on attendance at Annual and Special Town Meetings for the last 20 years in each of our six member towns: Acton, Boxborough, Hudson, Littleton, Maynard, and Stow. We requested assistance from Town Clerks and used Annual Reports and Town Meeting digests as well.

Some of our towns regularly hold Special Town Meetings in the fall, while other towns only hold Special Town Meetings as needed. Some towns have a custom of having a one-session Annual Town Meeting, while others take several sessions to complete their warrant. Dealing with concerns around COVID-19 during 2020 and 2021 caused some towns to condense their Annual Town Meeting into one session and/or to try out different formats or experiment with a weekend day. Additionally, Hudson, Stow and Maynard have a quorum requirement; if attendance fails to reach that threshold, the Town Meeting is postponed.

Given these different approaches, we focused only on Annual Town Meetings over the 20-year period and reported the number of voters attending as a percent of registered voters. For Annual Town Meetings that extended over several sessions, we chose the one session with the highest attendance (often, but not always, the first session).



We found that the median attendance over the 20-year period ranged from a high of 5.82 percent of registered voters in Boxborough to a low of 1.87 percent in Hudson. Highest attendance recorded over the 20-year period ranged from a high of 18.22 percent in Stow to a low of 3.81 percent in Hudson, and lowest attendance recorded ranged from 1.2 percent in Hudson to 3.25 percent in Stow.

20-Year Annual Town Meeting Attendance
As Percent of Registered Voters

	Max	Min	Median
Acton	7.56%	1.68%	3.04%
Boxborough	14.12%	2.89%	5.82%
Hudson	3.81%	1.20%	1.87%
Littleton	14.52%	1.58%	3.53%
Maynard	16.49%	1.94%	2.78%
Stow	18.22%	3.25%	4.56%

During this 20-year period, some of our towns (especially Acton and Boxborough) made changes to improve the accessibility (e.g., providing transportation, childcare options) and efficiency of meetings (e.g., introducing electronic clickers in lieu of teller votes, time limits on speakers and presentations). These improvements did not significantly improve attendance, but those who attended took advantage of the added services. Meeting efficiency benefits all attendees; anecdotally we heard from one Town Moderator who asserted that attendance at Town Meeting increased after efficiency improvements resulted in a much shorter and more rigorously managed meeting.

> Data showed that voters turn out in larger numbers when issues with direct impact are on the warrant, such as override votes.

The issues that drew the largest crowds in all member towns included annual budget appropriations (especially those that would require an operating override vote at the polls) and school or municipal building projects that would require a debt exclusion override vote at the polls. Other issues that drew large crowds included large land purchases, zoning proposals related to marijuana dispensaries and gun stores, and “welcoming city” proposals.

Additional information and summary graphs for each of the member towns are included in Appendix 1.

B. The Future of Open Town Meeting – Hybrid with Remote Voting

Description

Since the COVID-19 pandemic began, technologies such as Zoom and Microsoft Teams have been used by many households for education, work, and communication with family and friends. It is easy to imagine that remote technologies like these could someday be used to provide remote access to Town Meeting although issues around security and authentication must be addressed. This option to vote from anywhere could be especially attractive for people with disabilities, parents of young children, those that have trouble driving at night, or professionals who need to travel frequently for work.

Massachusetts General Law (Chapter 39, Section 10) requires that you must attend Town Meeting in person, and a legislative change in MGL would be required to modify this. So, although remote or hybrid voting has not yet been allowed, there are many ways that towns could choose to structure hybrid or remote participation. The Town of Wayland, as part of its home rule petition described below, has put together a proposal for a hybrid system in which remote Town Meeting attendees receive a code from the Town Clerk that allows the voter to register on the remote participation website. The website would retain a two-way video connection for the life of a session and would capture and retain a still picture at the beginning to verify identity throughout. The system would provide real-time transcription of all discussion for accessibility and transparency and would have an option for any attendee to get in the queue to speak. Wayland plans for remote participation software that could track participant connections and look out for disruptions such as power outages or widespread disruptions in Internet access that would indicate that the meeting needs to be suspended temporarily.

Where Is This Used?

Currently nowhere.

Although current law requires that Town Meeting attendance be in person, attendees can be in one or more physical locations, provided those locations are linked by public address systems, such that all participants may be heard. During the COVID-19 pandemic, both Vermont and Maine passed legislation allowing temporary hybrid or remote participation in Town Meeting. The Massachusetts Municipal Association is backing a bill – H.3025/S.2011 that would allow for hybrid Town Meeting participation. Additionally, both Lexington and Wayland have filed home rule petitions authorizing hybrid participation in Town Meeting.

Pros and Cons of Hybrid Town Meeting with Remote Voting

PRO: Hybrid format would remove barriers to participation for voters who cannot attend in person.	CON: Remote voting option may reduce the pool of voters that currently participate in-person by giving them the option to attend from the comfort of one's own home. CON: Reducing in-person attendance may affect both engagement and the quality of

	discussion, and may reduce the strength of connections between residents who have historically used the opportunity to catch up and interact in person.

PRO: Hybrid format may expand participation in town meeting.	CON: In-person attendance is not the largest factor in Town Meeting turnout. Trends show that many more voters attend in-person Town Meeting when there is a warrant article they perceive as affecting them directly.

PRO: Many younger voters especially are increasingly accustomed to remote options as the new normal and may demand this model.	CON: Internet access, educating attendees on how to use technology, and troubleshooting support during meetings may be barriers for individuals and/or stakeholder groups.

C. Recommendations to Improve Open Town Meeting

In this section, we have compiled suggestions to lower barriers to participation by voters. These suggestions, which are based on reviewing previous reports on Open Town Meeting and discussions with moderators, focus on improving accessibility, increasing efficiency at the meeting, and expanding voter education before and during the meeting. Some of these suggestions have been tried in one or more of our area towns, while other suggestions are being piloted in other Massachusetts towns.

Accessibility

Accessibility, or lack thereof, is one of the key reasons given for not attending Annual Town Meeting. Individuals with disabilities, the elderly, parents of young children, those who have difficulty driving at night, or professionals who need to travel frequently for work often find it difficult to be present at Town Meeting.

Here are some ideas worth considering for increasing participation in Town Meeting by making it more accessible to more voters:

- **Offer free door-to-door transportation** to and from Town Meeting, using either Council on Aging vans or contracting with local transportation providers. Acton utilizes its Cross Town Connect van, one of the Town's ride services, available from 5:30-11 p.m., and requires a reservation for the service.
- **Offer free childcare** at the Town Meeting site where parents can leave their children in a supervised environment while they attend Town Meeting. Sites are generally open 6:30-9:30 p.m. and staffed with CORI-checked volunteers or paid staff.
- **Offer a "Family Section,"** a separate room where parents and children share the same space, the parents participating in Town Meeting while the children play nearby. The

space is linked to the Meeting through video and secure communications with an Assistant Town Moderator to facilitate votes and comments on Articles.

- **Designate a "Mobility Section"** close to the Town Meeting Room entrance for attendees with mobility issues, minimizing the challenges in locating seats.
- **Provide "Live Captioning"** where the transcription of presentations and comments appears on large screens placed where they are easily viewed by all attendees. There are applications available that provide the capability.
- **Allow questions to be submitted from remote locations.** This has been implemented in some towns (North Andover, for example) using remote meeting technology such as Zoom with a team monitoring the chat window and managing question submittals.
- **Consider changes in scheduling and timing of Town Meeting:**
    - Setting time limits on the length of each session of Town Meeting
    - Holding Town Meeting on the weekend instead of on weeknights
    - For towns that do not regularly hold a fall town meeting but whose Annual Town Meeting runs for multiple days, consider a routine schedule for Annual Town Meeting in the spring and a Fall Town Meeting, focused on zoning and environmental issues
- **Investigate use of off-site locations for Town Meeting** to make it accessible to a cluster of voters that find it a challenge to attend Town Meeting (example: assisted living facilities). It would require video and secure communications as well as an Assistant Moderator.
- **Consider having your Town join Wayland's effort to get legislative approval for a hybrid model for Town Meeting.** It will take a critical mass of towns requesting support for the legislature to act.

Education

Well-educated voters make better decisions and can do so in less time with more meaningful debate. Here are some best practices that afford voters opportunities to learn about the articles prior to Town Meeting.

- **Short videos** explaining warrant articles can be made available on the Town's cable channels. ActonTV's Government Channel and YouTube Town Meeting Playlist are good examples. The same content serves Cable subscribers and Internet viewers.

- **Public warrant reviews** held live or virtually offer an opportunity for voters to hear more in-depth explanations of warrant articles and ask questions prior to Town Meeting. Recorded video of these reviews can be added to the town's cable or YouTube resources.

- **Broad communication** is needed to reach as many voters in town as possible when sharing pre-Town Meeting resources. Town websites and email lists, community newspapers and social media will reach a wide audience.

During Town Meeting education is guaranteed to reach the right audience!

- **Short presentations by subject matter experts** ensure that voters have a strong factual foundation before starting deliberations. For complex and controversial articles, consider following these presentations with an opportunity for voters to ask **questions** (no opinions, questions only).

- **Warrant Articles** must be unambiguous and must cite any relevant legal references such as Massachusetts General Laws and Town By-Laws but legal correctness can sometimes be the enemy of clarity! A brief summary of an Article can make the intent clear. Some towns take this a step further and include background information such as relevant town history and community input that has been gathered. Some towns consolidate the Article summaries in a separate document that is distributed at Town Meeting.

Efficiency

An efficient Town Meeting with a predictable schedule will improve voter participation. The following items reduce the time required for routine matters and improve the overall meeting efficiency.

- **Enforce time restrictions**: using a visible digital timer and setting limits on presentation times and on speakers during deliberation ensure fairness and efficiency. Typical time limitations are 5 minutes for introductory presentations and 2 minutes for speakers during deliberation.
- **Use a Consent Agenda**, also known as a Consent Calendar, to consolidate routine non-controversial Articles into a single vote. The Moderator identifies the Articles to be included in the Consent Agenda. If a set number of voters disagree with an article's inclusion it will be removed from the list and deliberated separately. The Moderator calls for a single vote to approve all articles in the Consent Agenda. The Consent Agenda is a widely used practice. The Town of Acton's 2023 Warrant includes a clear description of the process for Acton's Consent Agenda.
  Typical articles to include in a Consent Agenda are acceptance of annual town reports, routine fund transfers, easements, minor by-law updates, prior year bills.
- **Waive reading of Articles**: a vote may be taken at the start of the Town Meeting to waive the reading of Warrant Articles and permit the Moderator to reference the Article to be voted by number and subject matter. The vote to waive may be taken on a motion to waive reading of the articles or as the first article of the Warrant.
- **Standing Votes**: identify and instruct tellers prior to the start of Town Meeting. A pre-selected group of volunteer tellers can be sworn in and instructed prior to the start of Town Meeting. Tellers should have designated sections of the venue to count and for greatest efficiency should be seated in their assigned section.
- **Electronic voting**: over 70 towns in Massachusetts have adopted electronic devices for voting at Town Meeting. Electronic voting allows votes to be anonymous, ensures an accurate vote count, and removes the need for standing votes. Voters are still required to be physically present at Town Meeting. The Wayland Town Moderator has created a short video with a description of Wayland's use of Electronic Voting.

Part II. Alternatives to Open Town Meeting

As noted in the introduction, each of our six member towns currently uses an Open Town Meeting form of government where all voters attending the meeting serve as the legislature for the town. The Open Town Meeting format pairs deliberating (discussion of the issue and persuasion of other voters) with a final vote in the same session. In our conversations with moderators, they emphasized that this act of voting immediately after deliberation is what best characterizes Open Town Meeting.

Form of Government	Number of MA Municipalities	Population Requirement	Democracy Principle	Notes
Open Town Meeting	260	No maximum, but must be used if municipality is smaller than 6,000 residents	Direct democracy - any voter may act as legislator	
Representative Town Meeting	32	Must have at least 6,000 residents to adopt	Indirect democracy - voters elect representatives by precinct to represent them	
Town Council/Mayor	14	Must have at least 12,000 residents to adopt	Indirect democracy - voters elect representatives by precinct to represent them	14 Towns use "city" form of government but call themselves towns
Council with Mayor and/or Manager	45	Must have at least 12,000 residents to adopt	Indirect democracy - voters elect representatives by precinct to represent them	
TOTAL MA MUNICIPALITIES	**351**			

Changing the structure of local government requires that a community begin a process to revise or amend its charter (see Appendix B). A charter effectively creates a municipality as a legal entity, describes the structure of its legislative and executive branches, and defines local governance practices. Article 89 of the Massachusetts' Constitution, referred to as the Home Rule Amendment and, separately, Massachusetts General Law Ch. 43B Sec. 10 describe two pathways for implementation, subject to a timeline described in the law.

The following section provides an overview of alternative local governance models. Two of these are currently allowed under Massachusetts General Law (Representative Town Meeting and Councils) and would require a community to engage in a prescribed process (see above). A third option is the use of the ballot box to vote on articles rather than voting at a Town Meeting (the Australian ballot), which is currently used in Massachusetts only for specific and narrow

circumstances (for example, approving an override vote). For each of these alternatives, we provide a description, indicate who is using this now, describe how this could be adopted, and enumerate some pluses and minuses of the approach.

A. Representative Town Meeting

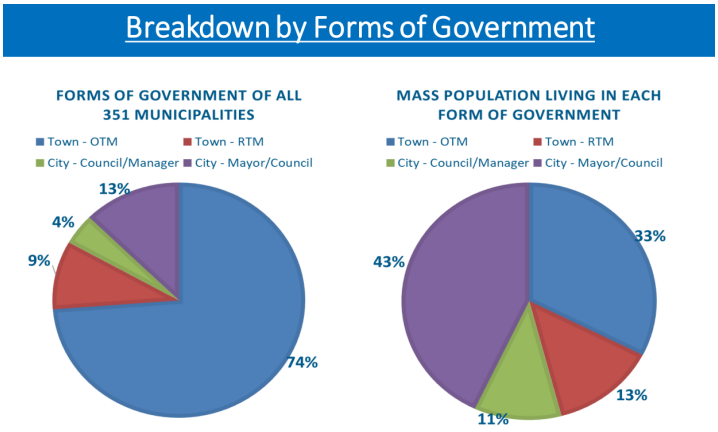
Description

In towns with Representative Town Meeting (RTM) voters elect a cohort of neighbors in the precinct where they reside who then assume the role of the municipality's legislature. These representatives, collectively called Town Meeting Members, deliberate and vote on warrant articles and petitions at town meetings on behalf of constituents. Any Massachusetts municipality with a population of at least 6,000 can choose this type of local legislature.

Voters can still attend and deliberate on warrant articles and petitions at their town meetings but do not vote.

Where Is This Used?

There are 32 Massachusetts communities currently using a RTM legislature. The majority (66 percent) have populations between 21,000-40,000. Even though Open Town Meeting continues to be the legislative body of choice in 74 percent (260) Massachusetts' communities, close to half (48 percent) of these towns have fewer than 10,000 residents. Only 7 percent (17) of towns using Open Town Meeting have populations between 21,000 and 41,000.



Source: The Edward J. Collins, Jr. Center for Public Management

Pros and Cons of RTM

PRO: The belief that elected representatives as a group become more well educated on local issues resulting in higher quality deliberations with informed pro and con perspectives and more informed votes.	CON: This is achieved only in towns which have systematically embedded structured opportunities for consistent communication and professional development.

PRO: The belief that an elected legislature is more representative than a *de facto* legislature and reduces the influence of organized, special interest groups.	CON: Representation-bias is normative in any town meeting structure. Elected assemblies don't necessarily mirror the governed population, especially in towns without term limits, changing demographics, and significant wealth differentials between precincts.

PRO: The belief that representative town meeting improves town meeting attendance.	CON: Chronic absenteeism of town meeting members in some towns continues to be a problem that erodes representation in affected precincts. In response, towns have invested resources into incentivizing regular attendance while others have reduced the number of representatives or increased the number of at-large representatives. Representative town meeting can also reduce citizen attendance rates, as legislating through representatives can deflate the sense of agency derived from engagement in direct, participatory democracy.

Trends

In the last few decades there has been a steady movement of towns petitioning to change their charters to a city form of governance to capture efficiencies and increase accountability by reducing elected positions, defining coordination of systems, clarifying budget processes, ensuring consistency between charter and bylaws, and deploying measures to more effectively keep citizens informed and engaged.

Town meeting reform efforts typically surface because of scheduled, periodic reviews required by a town's charter (e.g., Town of Sandwich), a precipitating event which erodes voters' trust in the legislative body (e.g., Town of Lee), or mounting public dis-ease with a variety of factors such as chronic absenteeism (e.g., Towns of Chelmsford, Burlington, Needham). In September 2023, the Town of Ludlow began reform efforts to change from RTM to a city form of government motivated by a desire to facilitate and accelerate economic development in their Town and leverage their strategic location on a major byway connecting the eastern and western parts of the state.

B. Town Council (with Mayor and/or Manager)

Description

Massachusetts law permits municipalities with a population of at least 12,000 the option of adopting a city form of governance consisting of an elected legislative body called a Council (typically 9-13 members but always an odd number of members) and a Mayor or Manager. Councils and Select Boards may appear similar in form, but they differ fundamentally in function: Select Boards serve as a town's executive branch and do not have legislative powers whereas Councils replace Town Meeting as the legislative entity in the communities they serve.

According to the Massachusetts Municipal Association, there are currently about 600 council members serving 59 Massachusetts communities.

Voters elect an odd number of councilors, either from precincts or at-large. These councilors act as the legislative body. They appoint a town manager or administrator. Councilors typically are paid a salary for their position. Sometimes voters elect a mayor directly, and other times the councilors elect one of their members to serve as mayor or council president. In some towns the president of the council is also on the school committee.

As the legislative body for the town, the Council is in continuous session (not called into session by a warrant as with a town meeting form of government). The councilors appoint various committees as the need arises. They work with the municipal department heads and a town manager for expertise. Depending on the town, the councilors can appoint the clerk or it can be the town manager.

Where Is This Used?

Interestingly, Massachusetts' towns which adopt a council legislature may continue to refer to themselves as a town in their town charters. This often reflects a desire to preserve a town's ethos while also capturing the efficiencies of a city governance model. In Massachusetts, there are 14 towns that use a "city" (Town Council) form of government but refer to themselves as towns.

Agawam	East Longmeadow	Southbridge
Amherst	Franklin	West Springfield
Barnstable	North Attleboro	Weymouth
Braintree	Palmer	Winthrop
Bridgewater	Randolph	

Pros and Cons of Town Council

PRO: Smaller size of the legislative branch makes decision making more efficient.	CON: Voters elect representatives and may not participate directly in the decision making of government. This can lead to voter disengagement.

PRO: As the legislative body of the town, the Council is in continuous session which is more efficient than town meeting legislatures who must be summoned into session by a warrant.	CON: Council decisions made continuously and diffusely throughout the year may make it more difficult for the public to track everything from budget appropriations to zoning changes. This increases the burden on the public to stay apprised of important decision-making that affects the community.

PRO: In a Council-Manager or Mayor-Council governance structure, the Mayor or Manager appoints most Boards and Committees (exclusive of School Committees). The Council ratifies appointments.	CON: Consolidation of appointing authority in a single individual (versus a multiple member Board like a Select Board) increases risk of corruption.

C. Australian Ballot Alternative

Description

The Australian ballot is the system of voting in which voters mark their choices in privacy (often at a polling place) on secret ballots uniformly printed and distributed by an electoral or governmental authority. This type of ballot first appeared in Australia during the 1850s and quickly spread to many parts of the world. Massachusetts was one of the first two states in the United States to adopt this form of ballot in the late 1880s. However, it is rarely referred to by the term "Australian ballot" anymore except in Vermont!

In some parts of New England – notably Vermont and New Hampshire – towns have a choice whether to hold a traditional town meeting or to use the Australian ballot in its stead. This type of voting is currently not permitted under Massachusetts General Laws as a substitute for town meeting. It would require a change in state law to adopt.

Where Is This Used?

To some extent or another, voters in many New England states, including Vermont, New Hampshire, Maine, and Connecticut, have an option in some situations to vote at the polls on local matters, rather than voting exclusively by attending an Open Town Meeting.

In New Hampshire, the Official Ballot Law of 1995, known as SB 2, permits towns to use Australian balloting (referred to as "Official Balloting") in place of town meeting. About one-third of New Hampshire towns have elected to go this route, which requires a 60 percent vote. Most did so within the first decade after the law was passed. While there is not a clear trend, in general larger towns decided to adopt SB 2 and smaller towns didn't. There has been

little change in recent years. Where the traditional town meeting has been eliminated, towns are required to hold a budget hearing and deliberative session before Election Day. During the deliberative session, voters are allowed to discuss articles, ask questions, and make amendments, but no final vote is taken.

In Vermont, towns have a rich history of holding traditional town meetings, called floor meetings. But with a simple majority vote they are also allowed to switch to 100 percent Australian balloting or a combination of floor meeting and Australian balloting. The trend toward Australian balloting has been steadily increasing over recent decades and is now used exclusively in well over 20 percent of Vermont towns. In these cases, the towns are required to hold informational meetings within ten days of Election Day. Voters are allowed to discuss the articles on which they'll be voting but, unlike New Hampshire, no amendments are allowed. Still, over two-thirds of all Vermont towns continue to vote on their town budget at a floor meeting.

Eighty percent of Maine's 482 municipalities have a Select Board/Town Meeting government. Faced with low voter turnout for in-person meetings, some towns opted (under provisions of state law) to change in-person open town meetings to ballot votes, called referendum town meetings. Some towns use both styles of town meetings, with special town meetings called for a single time-sensitive issue held in person, and annual town meetings (scheduled in advance and on routine issues, such as the budget) held as a referendum.

Pros and Cons of Australian Ballot

PRO: Voter participation at the ballot is significantly larger than that for Town Meeting attendance. In Vermont participation is 15 percent higher in larger towns and 10 percent higher in smaller towns. New Hampshire reports 25 percent turnout for local elections.	CON: Higher voter participation comes at a steep cost. Attendance at informational and deliberative sessions is poor, 1-2 percent. Voters going to the polls are generally less informed.

PRO: Voting at the polls allows voters more time to consider their vote.	CON: Town meetings can foster a sense of community, strengthen social ties, and work together to tackle common problems. This sense of camaraderie and community is lost with an up/down vote.

Conclusions from our Study Process

We began this year-long study with an analysis of town meeting attendance over the past 20 years in the League's six member-towns. We noted that improvements, such as childcare and transportation, implemented by a few of our towns did not significantly move the attendance numbers. However, we also noted that attendance spikes when issues that voters deem important come before town meeting. Those spikes speak to the relevance of a direct democracy model in situations where voter impact is deemed high by the residents of a town.

We took a close look at alternatives to Open Town Meeting:

- Representative town meeting and mayor-city/town council, allowed under Massachusetts law, certainly improve ease of legislating but are not more representative of the town's population and remove the one avenue that voters currently possess to exercise direct democracy over matters that will have great impact on their day-to-day lives.
- In the relatively near future towns will likely have the legislative approval and technology to implement remote participation options for town meeting including the ability to deliberate and cast votes. It remains to be seen how that will impact participation, but we can be sure that it will enhance accessibility for many groups.
- The so-called "Australian ballot" in use to varying degrees in Vermont and other New England states would likely lead to greater participation as can be seen by comparing turnout for local elections and turnout for town meeting. Voting hours are flexible and voting takes minutes, Town Meeting is fixed and long! But the cost of this separation of the deliberating and voting stages may be a less engaged and less well-informed public. Additionally, this option is not allowed under Massachusetts law.

The alternatives available to Massachusetts communities come with their own pros and cons, and the future that many dream of (Hybrid Town Meeting with Remote Voting) is not yet available under Massachusetts law.

> Open Town Meeting may not be perfect but, among the options that Massachusetts law currently allows, Open Town Meeting comes closest to the democratic ideal, with governmental authority vested in the people, who via direct participation engage in a high-quality and inclusive deliberative process followed closely in time by voting on collective decisions for the benefit of the community.

This might explain why despite recurring concerns about low attendance and whether Open Town Meeting decisions are truly "representative of the people's will," Open Town Meeting remains the predominant form of government among Massachusetts communities, including the six member-towns in the Acton Area League.

Call to Action

1. Open Town Meeting can be better. Adoption of some of these suggestions for improving accessibility, running more efficient meetings, and educating voters before and during the meeting should be considered. While they may not move the needle significantly, they will matter to those that attend either regularly or sporadically and will be of high value when the controversial issues drive more residents to attend.

2. Member towns should consider joining Wayland and other towns that are advocating for substantive change in the ways that Town Meeting can be conducted in Massachusetts. Many substantive changes in Massachusetts start at the grass roots level with home rule petitions and ballot initiatives.

Acknowledgements

The League of Women Voters-Acton Area thanks the Town Clerks who responded to our requests for information, and to various current and retired Town Moderators who shared their time and insights with us. We found conversations with the following individuals especially helpful: Carmin Reiss (Town Moderator, Concord, and President, Massachusetts Moderators Association), Mark DiSalvo (Town Moderator, North Andover), John Fallon (retired Town Moderator, Boxborough), and Susan Clark (author and educator, Town Moderator Middlesex, Vermont). Jo-Ann Berry (Town Moderator, Acton) provided helpful comments. Nancy Brumback, Legislative Specialist for LWV Massachusetts, helped with tracking current bills in the Massachusetts Legislature.

Our LWV-Acton Area committee who researched, discussed and wrote the final report included the following individuals:

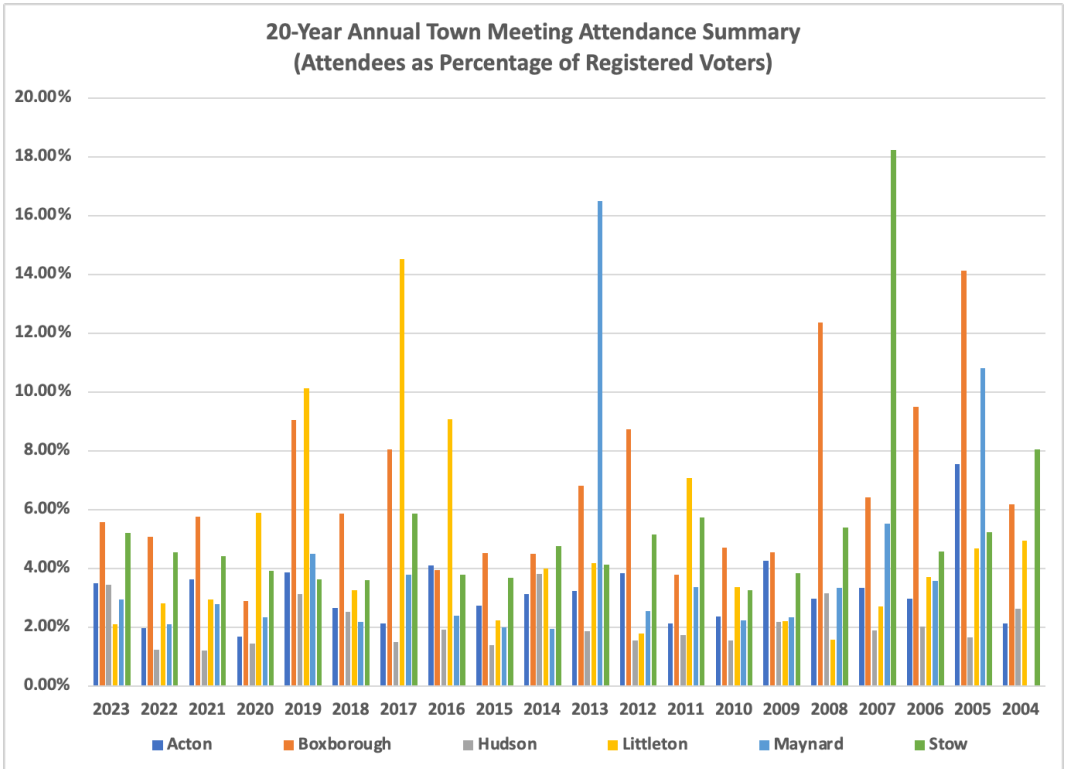
Janet Adachi
Mary Ann Ashton
Diane Baum
Ann Chang
Pat Clifford
Phyllis Meade
Marilyn Peterson
Alyssa Robinson
Jeannie Vineyard

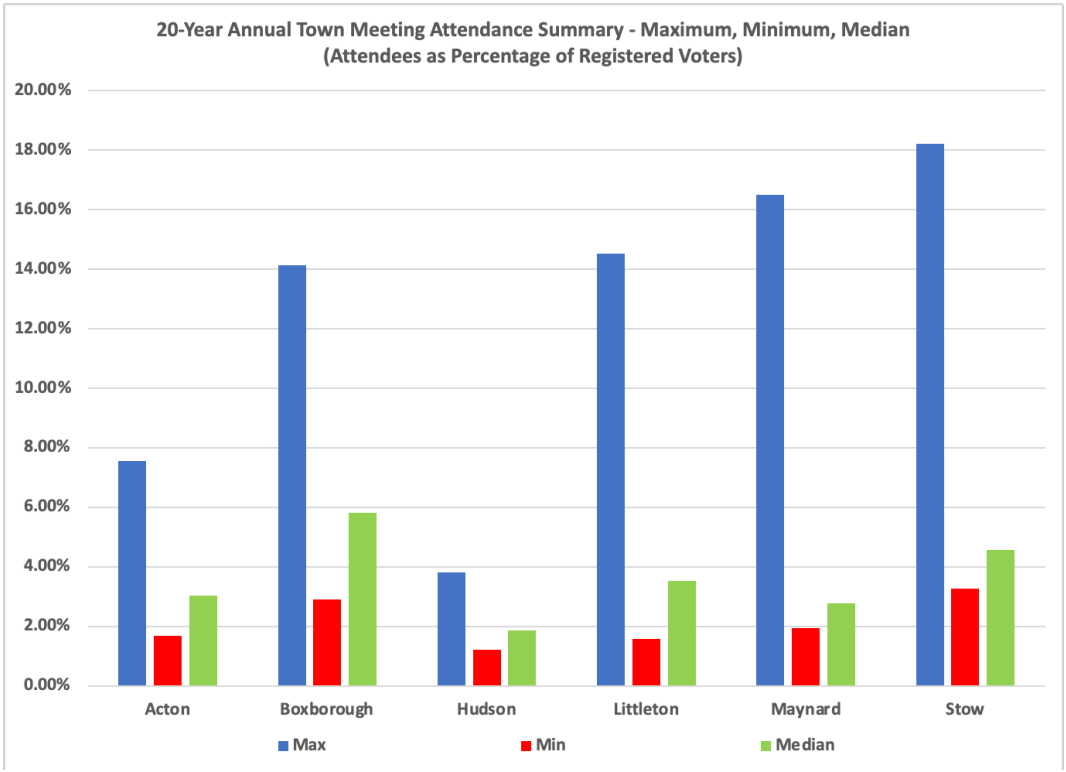
About the League of Women Voters-Acton Area

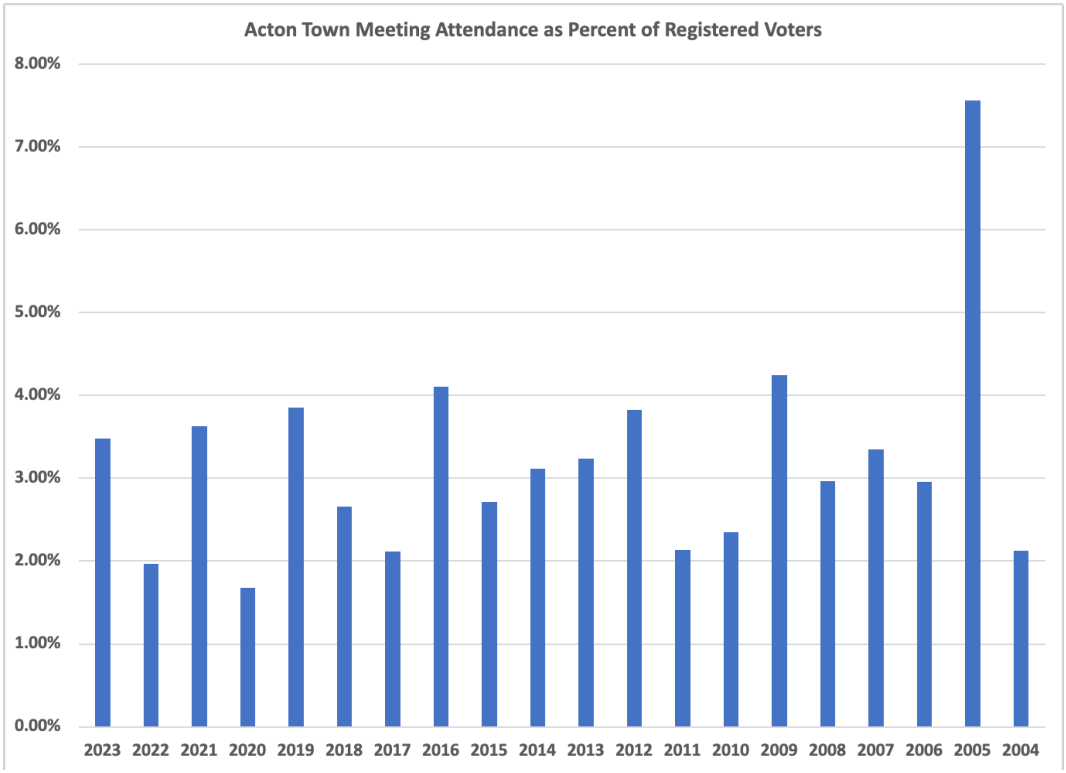
The LWV-Acton Area is a non-partisan, grassroots organization in Massachusetts that supports and opposes issues, but not candidates or political parties. Our charter is to protect voters, educate and engage voters, reform money in politics and defend the environment.
The League is open to women and men over the age of 16 who want to make democracy work. The League works at national, state and local levels to influence policy through civic education and advocacy. For more information, please visit our website: https://www.lwv-actonarea.org/

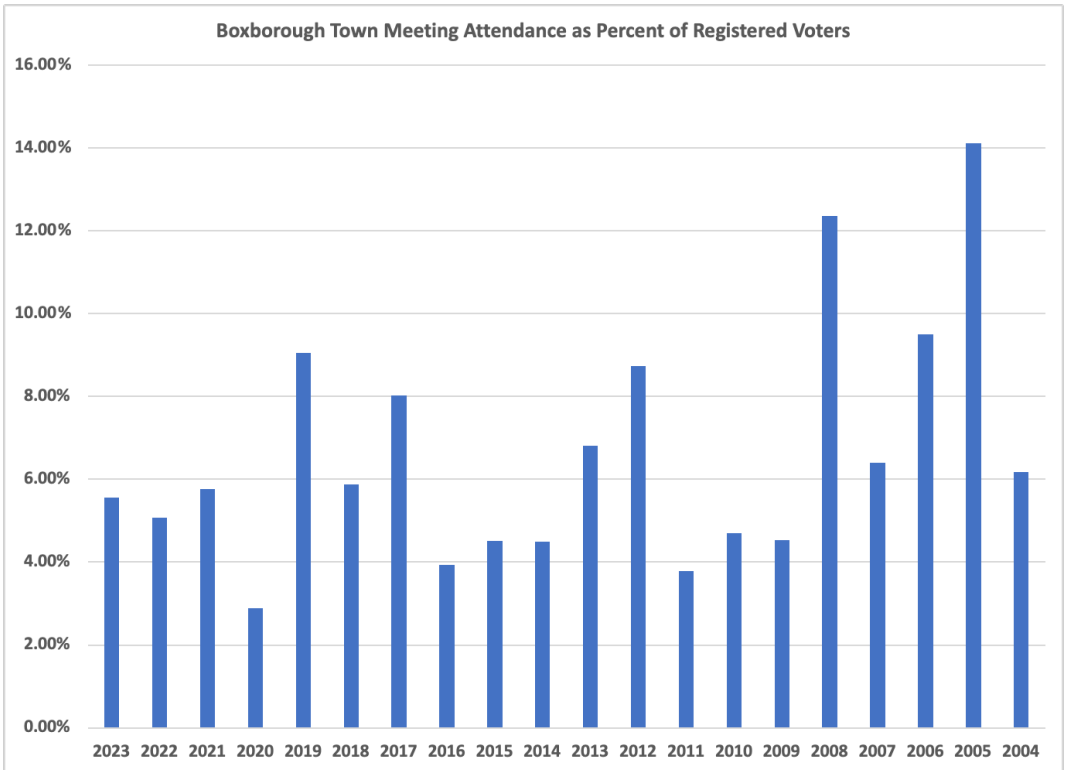
Additional Resources for Town Meeting Report

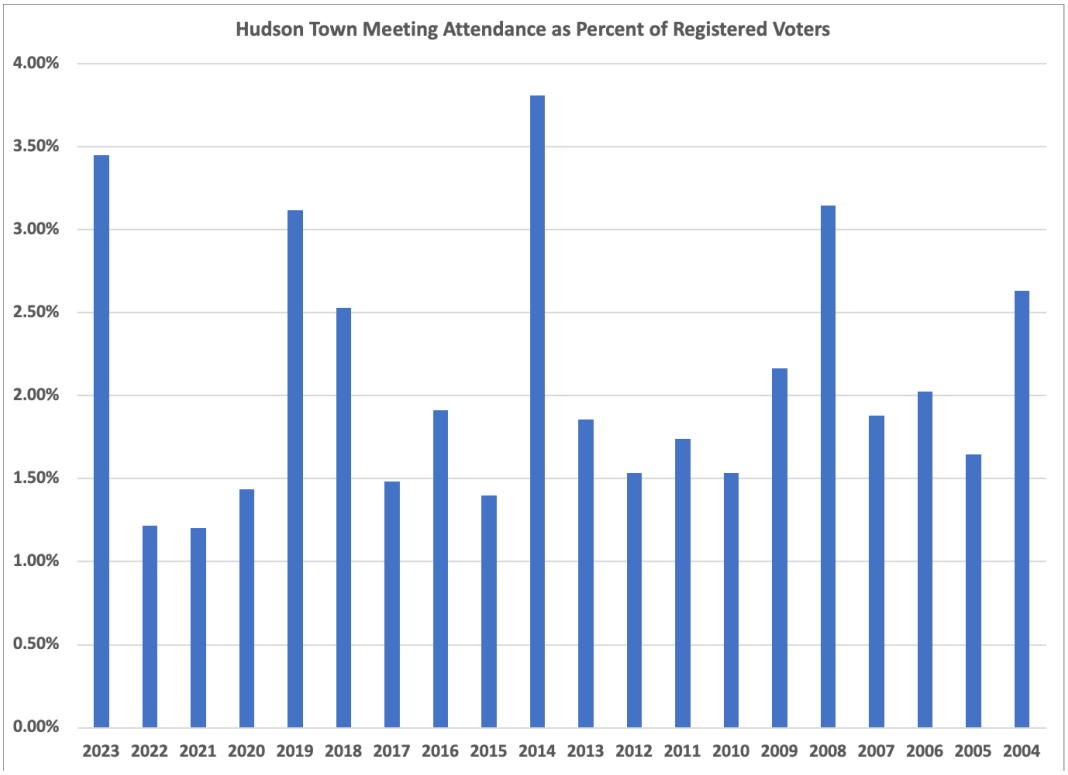
Appendix 1: Detailed Town Meeting Attendance Info

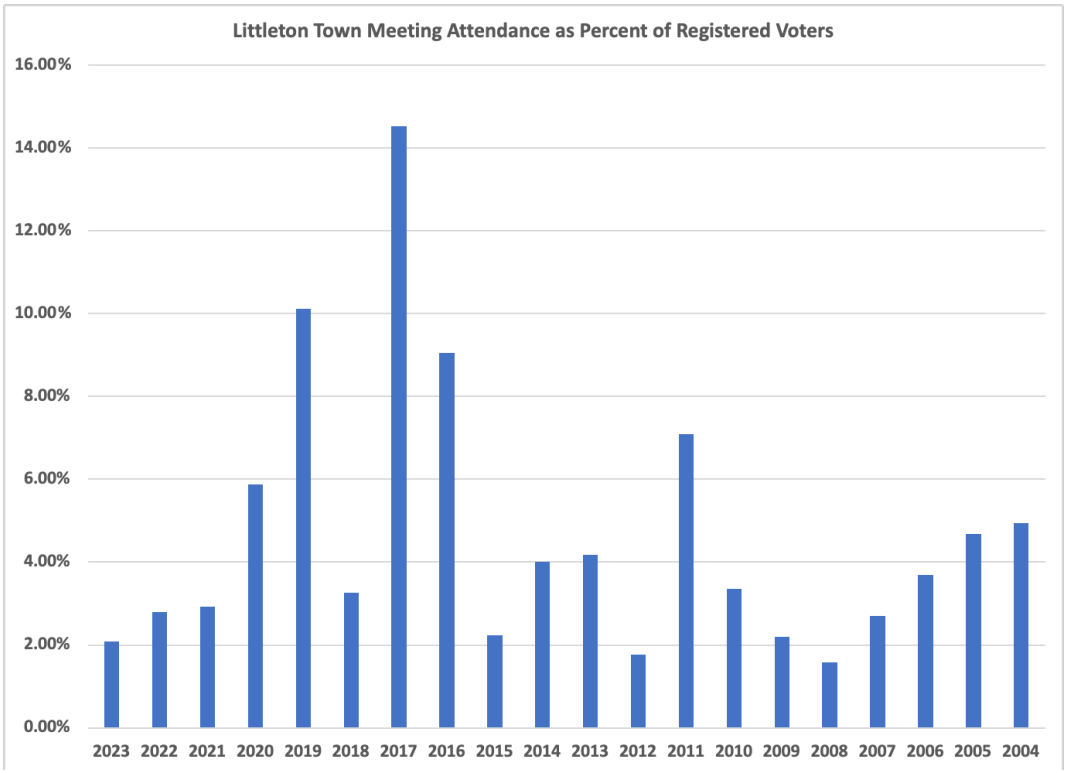


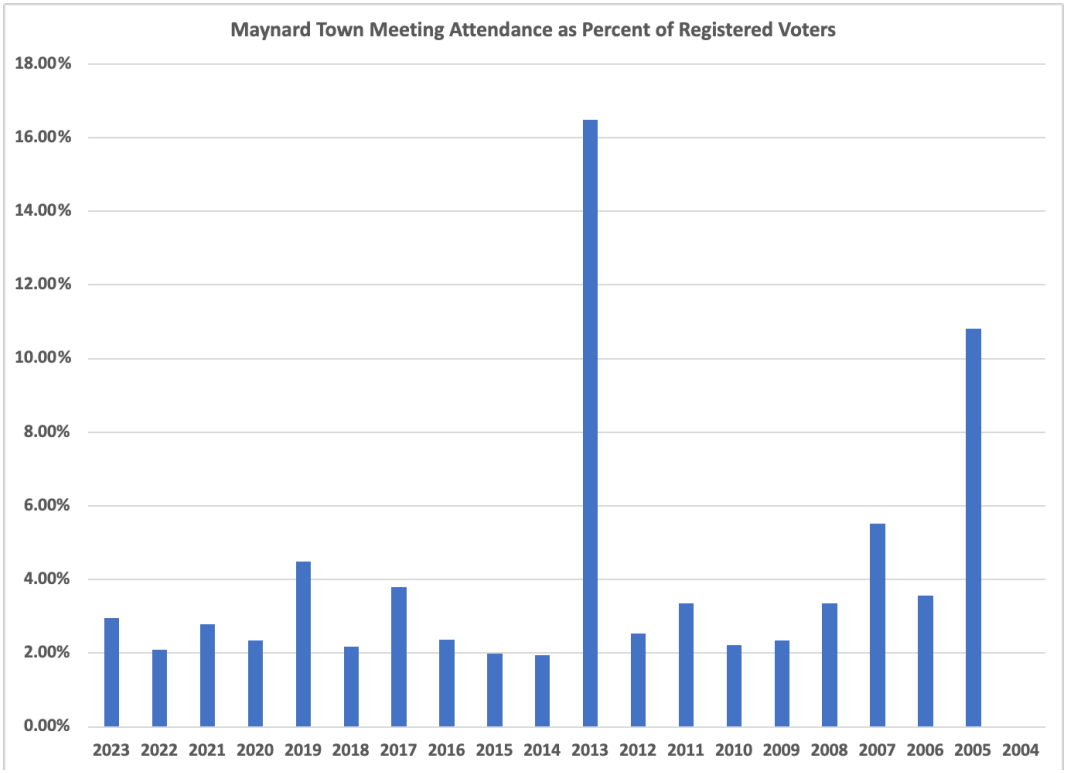



Acton Town Meeting Attendance as Percent of Registered Voters
8.00%
7.00%
6.00%
5.00%
4.00%
3.00%
2.00%
1.00%
0.00%
2023 2022 2021 2020 2019 2018 2017 2016 2015 2014 2013 2012 2011 2010 2009 2008 2007 2006 2005 2004

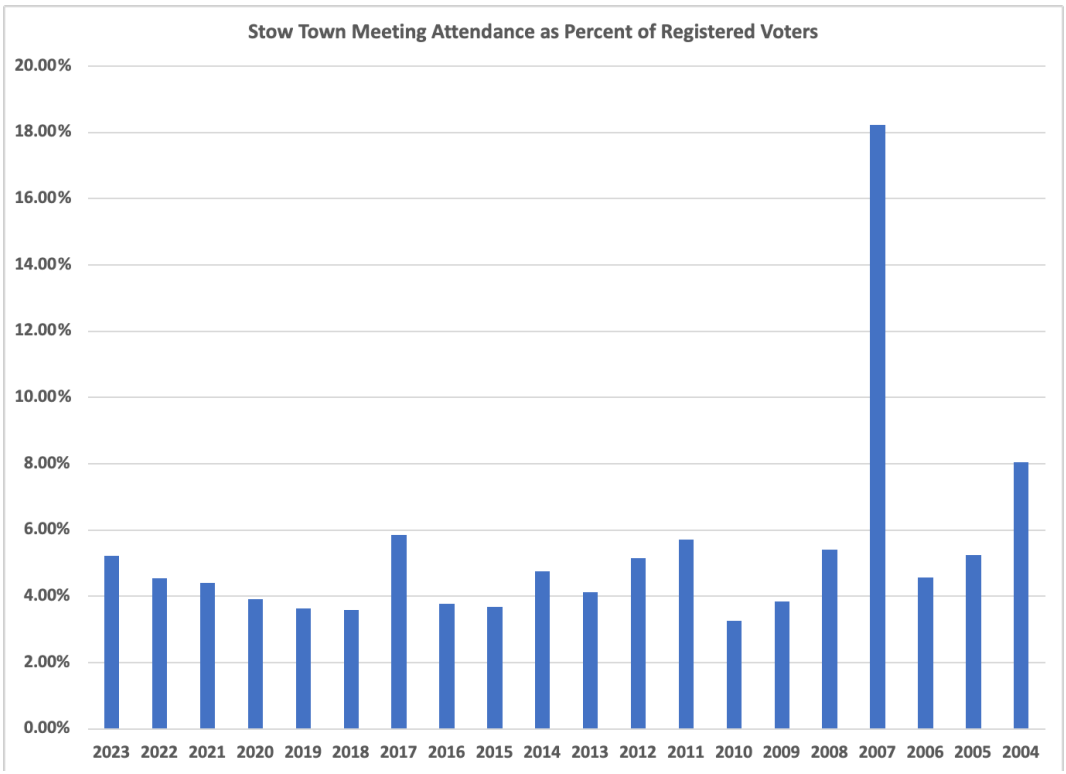

Boxborough Town Meeting Attendance as Percent of Registered Voters
16.00%
14.00%
12.00%
10.00%
8.00%
6.00%
4.00%
2.00%
0.00%
2023 2022 2021 2020 2019 2018 2017 2016 2015 2014 2013 2012 2011 2010 2009 2008 2007 2006 2005 2004


Hudson Town Meeting Attendance as Percent of Registered Voters
4.00%
3.50%
3.00%
2.50%
2.00%
1.50%
1.00%
0.50%
0.00%
2023 2022 2021 2020 2019 2018 2017 2016 2015 2014 2013 2012 2011 2010 2009 2008 2007 2006 2005 2004


Littleton Town Meeting Attendance as Percent of Registered Voters
16.00%
14.00%
12.00%
10.00%
8.00%
6.00%
4.00%
2.00%
0.00%
2023 2022 2021 2020 2019 2018 2017 2016 2015 2014 2013 2012 2011 2010 2009 2008 2007 2006 2005 2004



*We were unable to obtain voter registration data for several years from the Town Clerk's office or from Annual Reports. We used the prior year's registration as a proxy for the number of registered voters.



Appendix 2: City and Town Charters - Adoption, Revisions and Amendments

The following information is available at:
https://www.mass.gov/doc/chartadoptreviseamendpdf/download

Under the Home Rule Amendment to the Massachusetts Constitution (Amendment Article 89) and the Home Rule Procedures Act (MGL Ch. 43B), cities and towns can form a charter commission to adopt a new charter; entirely revise an existing charter, or amend selected charter provisions. As an option to the Home Rule Charter process under Ch. 43B, communities can also adopt, revise or amend a charter by a special act of the State Legislature with approval by the Governor (See Special Acts). In each instance, "Charter" refers to a written instrument that defines the government structure under which a city and town operates, that may create local offices; distribute powers, duties and responsibilities among local offices; and that may establish and define certain procedures to be followed by a city or town government. (MGL Ch. 4, Sec 7, Clause 5).

For municipalities, a key distinction between a charter commission and a special act is the time required to complete the process. The work of a charter commission is directed by statute and will involve 18-24 months. Whether initiated locally, or as a recommendation of the governor, a special act involving city and town charters can generally advance more quickly.

Charter Commission - Under Section 3 of Ch. 43B, the process to form a charter commission is initiated when 15 percent of the voters petition the city council or board of selectmen to order a local ballot question on whether to adopt a new charter, or to revise or amend an existing charter. Once the petition and signatures are certified as valid, the city council or selectmen have 30 days to adopt the order and place the question on the ballet of the next regular election which may not be within the ensuing 60 days.

When votes are cast on the question of forming a charter commission, votes are simultaneously cast to elect the nine commission members who qualify for nomination through the collection of voter signatures. If a majority of the voters approve the question, the top nine vote getters sit on the commission which is directed by statute to hold its first public hearing within 45 days of the election. It must complete a preliminary report within 16 months, then publish and submit its preliminary report to the attorney general for an advisory opinion, and complete its final report within two additional months (or 18 months from the election). Charter commission recommendations are then placed before the voters for acceptance or rejection. If the commission has no recommendation, then no vote occurs.

Under Section 10, an alternative process which does not involve a charter commission is available to amend a previously adopted or revised charter. It begins with a two-thirds vote of a city council (with concurrence of the mayor), or by two-thirds vote of town meeting. A public hearing must be held within three months and final action must occur within six months of the date of proposal. Each proposal must be submitted to the Attorney General for approval and then to the voters.

Special Act - As an alternative, a community can adopt, revise or amend a charter by a special act of the State Legislature. Special acts, or special laws, involving government structure are applicable only to one city or town and, with few exceptions, are deemed to have the force of a charter. In cities, the city council must approve submission of a special act, and in towns,

approval of town meeting is required. Under rarely used provisions of law, changes to local charters can be imposed on recommendation of the Governor and two-thirds vote of each branch of the Legislature.

Local actions to adopt, revise or amend a charter through a special law need not be approved by the voters at-large before, or after, Legislative enactment in order to take effect. However, as a matter of practice, the Legislature, or the city council or town meeting locally, almost always make special laws to adopt or change a charter contingent on voter approval.

State law does not mandate or prescribe any procedure for arriving at proposed charter provisions when a special act is to be drafted. However, a local government study committee, typically appointed by the selectmen, or when town meeting directs, by the moderator, is a frequently used method. The appointing authority is not restricted in the number of committee members. It can define the charge of the committee broadly to encompass all aspects of local government, to narrow the scope of investigation, or to ensure that particular matters are included within the committee's focus. In its charge, the committee can also be directed to complete its work in a shorter time frame than what the law requires for a charter commission.

Once a charter proposal is drafted as a special act, it must be presented to the city council and mayor, or to town meeting for approval and authorization to be submitted to the General Court.

Appendix 3: Bibliography and Additional Resources

Books

Clark, Susan and Frank Bryan. 2005. *All Those in Favor: Rediscovering the Secrets of Town Meeting and Community*. Montpelier, VT: RavenMark.

Bryan, Frank M. 2004. *Real Democracy: The New England Town Meeting and How It Works*. Chicago, IL: The University of Chicago Press.

Reports on Town Governance

Acton – League of Women Voters-Acton Area, *Making Town Meeting Work Better*, December 2008.
Acton – *Town of Acton Report of the Town Meeting Improvement Committee*, February 2020.
Concord – *Town of Concord Town Governance Study Committee Final Report*, August 2014.
Andover – *Town of Andover Report of the Town Governance Study Committee*, December 2021.
Boxborough – Boxborough Town Meeting Study Committee, May 2017.

State Specific Organizations and Resources

Massachusetts

Massachusetts Municipal Association, mma.org.
Some specific links that were helpful include:
https://www.mma.org/wp-content/uploads/2018/07/forms_of_local_government_0.pdf
https://www.mma.org/wp-content/uploads/2018/07/fog_summary_0.pdf
https://www.mma.org/local-government-101/

Maine

Maine Municipal Association, https://www.memun.org/
League of Women Voters of Maine, Guide to Local Government,
https://www.lwvme.org/localgov

New Hampshire

New Hampshire Municipal Association, https://www.nhmunicipal.org/

Vermont

Vermont League of Cities and Towns: https://www.vlct.org/

Rhode Island

Clerk Base: https://clerkshq.com/

Connecticut

Connecticut Conference of Municipalities: https://www.ccm-ct.org/

SELECT BOARD
Tuesday, November 10, 2026

MISCELLANEOUS

C.6: Vote to dissolve the Sudbury 250 Committee

Formal Title: Vote to dissolve the Sudbury 250 Committee

Votes May Be Taken:

Attachment(s):
Sudbury 2025 Committee_12.05.23.pdf

TOWN OF SUDBURY
SUDBURY 250 COMMITTEE
Approved by the Select Board: December 5, 2023

Mission:
The Sudbury Select Board established the Sudbury 250 Committee to plan for the commemoration of the 250th anniversary of the commencement of the American Revolution. It is anticipated that many of the observances will take place in the early spring through late winter of 2025, although the Committee may plan later events, such as the July 4, 2026 observances.

The Committee will:

1. evaluate and make recommendations on how the Town should manage the commemoration of this historic event.
2. sponsor activities that commemorate and celebrate the place of Sudbury in the history of our nation.
3. ensure that all events are designed to involve and have outreach to all residents of Sudbury.

Duties:
The Committee will coordinate the Town's events with local, regional, state, and federal groups, committees, and agencies in producing the events. As part of its duties, the committee shall:

1. Develop a comprehensive plan for celebrating and promoting the 250th anniversary and other historical events leading to the founding of our country.
2. Work with Town staff to develop and administer programs, funding, and grant applications, and may make a request for funding as part of the Town budget process.
3. Appoint subcommittees, where necessary, to carry out specific tasks.
4. Engage with other 250 committees in Massachusetts to be informed about the ideas and activities that are related to this important commemoration.
5. Identify opportunities for individuals or organizations to participate in celebrations of the anniversary.
6. Ensure that activities represent a commitment to diversity and inclusiveness, sustainability, accessibility and create opportunity for individuals of all abilities to participate.
7. Hold public forums to solicit input, and provide periodic updates to the Select Board which will review progress, no less often than on a quarterly basis.
8. Suggest amendments, if necessary, to the duties and responsibilities of the committee to the Select Board.
9. File an Annual Town report of committee activities and events with the Select Board on/or before December 31, 2024, December 31, 2025, and prior to dissolution of committee.

Membership:
The Sudbury 250 Committee shall be appointed by the Select Board for the period of January 2024 through September 2026. Committee membership will be up to 9 individuals. Representatives may be selected from the following groups:

- Select Board member
- Town Historian
- Sudbury Public Schools/Lincoln-Sudbury Regional High School educator
- Community members with expertise or interest in historical events of Sudbury
- Event planning and/or logistics expertise

- Community leaders with fundraising experience
- Business, Civic, or Community groups including literature, music, and the arts community
- Town Manager or designee (ex-officio)
- Public Safety (ex-officio)

The Committee shall meet as needed, with more frequent meetings expected as the events approach. The Committee shall elect a Chair, Vice-Chair, and Clerk. A quorum shall consist of a majority of the full members. If any full voting member is absent from five (5) consecutive regularly scheduled meetings of the Committee, their position may be deemed to be vacant and the position shall be filled by the Select Board.

The Committee shall be dissolved on September 30, 2026, unless continued by a vote of the Select Board.

Other Considerations

The Committee shall comply with the provisions of the Open Meeting Law (OML), the Public Records Law, the Conflict-of-Interest Law and all other laws and regulations of the Commonwealth, as well as all relevant bylaws and policies of the Town, including the Town's Email Communication for Committee Members Policy.

Voting members may elect a Clerk who will ensure that full minutes and a list of members in attendance are kept of each meeting and promptly submitted to the Committee for approval, filing with the Town Clerk, and posting to the Town's website. Meetings will be open to the public and recorded.

The Commission will keep minutes of all meetings and post minutes and other Commission materials on the Town's website. The Commission will post notice of meetings on the Town's website as well as at the Town Clerk's Office.

SELECT BOARD
Tuesday, November 10, 2026

MISCELLANEOUS
C.7: Town Forum Discussion

Formal Title: Town Forum Discussion

Votes May Be Taken:

SELECT BOARD
Tuesday, November 10, 2026

MISCELLANEOUS

C.8: Approve Meeting Minutes: September 15, 2026 September 29, 2026 Sudbury 250 Committee - October 29, 2025 Sudbury 250 Committee - September 22, 2026

Formal Title: Approve Meeting Minutes:

- September 15, 2026
- September 29, 2026
- Sudbury 250 Committee - October 29, 2025
- Sudbury 250 Committee - September 22, 2026

Votes May Be Taken:

Attachment(s):
SB_draft1_9.29.26_min (002).docx
SB_draft1_9.15.26_min_-_KN.docx
Sudbury250Committee_Minutes_20260922_draft.docx
Sudbury250Committee_Minutes_20251029_draft.docx

IN SUDBURY SELECT BOARD

TUESDAY SEPTEMBER 29, 2026

7:00 PM

(Meeting can be viewed at www.sudburytv.org)

ZOOM Meeting

Present: Chair Janie Dretler, Vice-Chair Radha Gargeya, Select Board Member Lisa Kouchakdjian, Select Board Member Dan Carty, Select Board Member Charles Russo, Town Manager Andrew Sheehan, Finance Director/Assistant Town Manager Victor Garofalo

CALL TO ORDER

Chair Dretler called the meeting to order at 7:00 PM

Chair Dretler recognized the presence of Board Members Lisa Kouchakdjian, Radha Gargeya, Dan Carty, Charles Russo and Janie Dretler.

Roll Call was taken: Gargeya-present, Kouchakdjian-present, Carty-present, Russo-present, Dretler-present

Chair Dretler stated that Opening Remarks would be covered later in the meeting.

Public Comment

A.Consent Calendar

1. Vote to grant a Special Permit to the Marlborough Regional Community foundation, to hold the Wayside 5K on Saturday, October 3, 2026 from 8:00 AM through approximately 10:00 AM subject to Police Department safety requirements, proof of insurance coverage and the assurance that any litter will be removed at the event's conclusion

2. Approve 2027 Select Board meeting schedule

3. Declaration of Easement and Protective Covenant for 694 Boston Post Road

4. Vote to sign the Warrant of the General Election to be held Tuesday, November 3, 2026 which must be posted no later than October 27, 2026

5. Vote to grant a Special Permit to the Pan-Mass Challenge, to hold the Sudbury PMC Kids Ride on Sunday, October 4, 2026 from 10:00 AM through approximately 11:30 AM subject to Police Department safety requirements, proof of insurance coverage and the assurance that any litter will be removed at the event's conclusion

6. Appoint the following Election Workers with a term to end August 14, 2027:

- **Alett Mekler (Democrat) – Ballot Box/Tally Teller 107 Heron Ln, Sudbury**
- **Thomas O'Brien (Unenrolled) – Ballot Box 6 Walkup Rd, Sudbury**
- **Margaret Brewer (Democrat) – Ballot Box 22 Old Forge Ln, Sudbury**
- **Jennifer Lamb (Unenrolled) – Tally Teller 205 Great Rd, Unit B4, Acton 01720**

7. Extend current terms of existing Cultural Council members from October to May, so that future reappointments will align with other Boards & Committees, which take place annually in May: Rich K Gallup - from October 30, 2026 to May 31, 2027 Nancy Hudgins - from October 30, 2026 to May 31, 2027 Isabelle Kane - from October 30, 2026 to May 31, 2030 Hilary Ledebuhr - from October 30, 2028 to May 31, 2029 Frank Mahwinney - from October 30, 2028 to May 31, 2029

8. Vote to support and sign the application of 16 Stone Road for the Local Action Unit (LAU) Program

9. Vote to support the Town of Concord's nomination for an at-large seat on the Boston Region Metropolitan Planning Organization (MPO)

Vice-Chair Gargeya motioned to approve Consent Calendar items 1 through 7 and 9 of the Consent Calendar. Board Member Kouchakdjian seconded the motion.

It was on motion 5-0; Gargeya-aye, Carty-aye, Kouchakdjian-aye, Russo-aye, Dretler-aye

VOTED: To approve Consent Calendar items 1 through 7 and 9 of the Consent Calendar

8. Vote to support and sign the application of 16 Stone Road for the Local Action Unit (LAU) Program

Present: Director of Planning and Community Development Adam Burney

Board Member Carty inquired about the acquired Housing Trust unit and the status regarding local preference. Mr. Burney stated that LAU local preference rules did not apply to single unit dwellings. He added that housing involving two or more units would provide such preference, and hoping for a spring lottery to get this unit occupied by summer. Board Member Carty confirmed that the unit in question was not a 40B unit.

Board Member Russo asked if the local option changed with two units. Mr. Burney responded in the affirmative.

Vice-Chair Gargeya inquired about the local preference voting process. Mr. Burney responded that everyone gets one vote.

Vice-Chair Gargeya motioned to approve Consent Calendar item 8 of the Consent Calendar. Board Member Kouchakdjian seconded the motion.

It was on motion 5-0; Gargeya-aye, Carty-aye, Kouchakdjian-aye, Russo-aye, Dretler-aye

VOTED: To approve Consent Calendar item 8 of the Consent Calendar

B. Miscellaneous

1. Appoint Patricia Maxon, 18 Windsor Road, as an Alternate for the Council on Aging and Town elections with a term to expire 5/31/2029

Present: Patricia "Patsy" Maxon

Ms. Maxon stated that she was a life-long resident of Sudbury and had been volunteering at the Sudbury COA for some time.

Town Manager Sheehan confirmed that approximately a month ago alternatives for COA were permitted.

Board Members thanked Ms. Maxon for her volunteerism and related experience.

Vice-Chair Gargeya motioned to appoint Patricia Maxon as an Alternate for the Council on Aging and Town elections with a term to expire 5/31/2029. Board Member Kouchakdjian seconded the motion.

> It was on motion 5-0; Gargeya-aye, Carty-aye, Kouchakdjian-aye, Russo-aye, Dretler-aye
>
> VOTED: To appoint Patricia Maxon as an Alternate for the Council on Aging and Town elections with a term to expire 5/31/2029

2. Update from Liberty Ledge / Sewataro Advisory Committee

Present: Dave Henkels, Chair of Liberty Ledge/Sewataro Advisory Committee

Mr. Henkels thanked the Liberty Ledge/Sewataro Advisory Committee Members Committee Members, Adam Burney, Victor Garofalo, James Goudie, Tatiana Vitvitsky, Vivian Zeng, Kristen Drummey, Housing Trust Members, Lori Capone, Carolyn Jones, Town Counsel Lee Smith, Sewataro Camp Operator (who attended several Committee meetings) and valuable others for their contributions.

Mr. Henkels detailed that the Committee had met some 15 times with the first meeting on May 7th and the next meeting scheduled for Oct 1st ; conducted two site walks and on Oct. 28 will present draft recommendation. He added there was community input at several meetings and a separate Community Input Session on June 24th.

Chair Dretler thanked Dave Henkels and the Community for their great work.

Board Member Russo commented that the will of the community prevails as voted at previous Town Meeting. He thanked all committee members and suggested that a long-term lease with the Camp Sewataro operator be considered.

Board Member Kouchakdjian thanked Mr. Henkels and Board Member Gargeya for their Committee leadership and dedication. Mr. Henkels noted that related social media had been somewhat demanding and felt that the Advisory Committee fulfilled their mission and thanked the Select Board for the opportunity.

Board Member Gargeya indicated that he was pleased with the efforts of the Committee as well has public input through surveys and input sessions. He stressed that Dave Henkels, Adam Burney and James Goudie did a great job.

Board Member Carty commented that it might be of interest to know how much time Staff put into this effort after the final report is presented.

Chair Dretler stated that such time was well-spent and she appreciated everyone's efforts.

Public Comment

Resident Kay Bell, 348 Old Lanchester Road, stated that she was happy to see Town Charter being included on tonight's agenda in regard to voting recall option.

Resident and member of the Friends of Sewataro Laura Briggs, 94 Belcher Drive, and thanked Mr. Henkels for his presentation and the public's message that they want to continue partnering with the Camp and to expand community opportunity at the site. She noted that the Charter and recall bill need to be examining as the bill is common in most MA communities.

Chair Dretler noted that resident Diana Warren, could not be heard and recommended that Ms. Warren submit her comments.

3. Charter Discussion with Lauren Goldberg, KP Law Managing Attorney

Present: Attorney Lauren F. Goldberg

Attorney Goldberg presented the "Overview of Charter Review - Town of Sudbury, September 28, 2026 - Presented by Lauren F. Goldberg"

Ms. Goldberg covered related topics, including:

- What is a Charter?
- Two Main Ways to Adopt or Amend a Charter Via a Special Act approved by a Home Rule petition, via majority vote – no ballot question required (Legislative inclusion), or
  Via Statutory Method – Ch. 43B of General Law (GL); submitted to AG for review and approval
- Common Issues to Address – to include recalls

Board Member Kouchakdjian stated that she appreciated getting the slides in advance and would look forward to future conversations with the Board regarding the topic.

Vice-Chair Gargeya noted that the last Charter Review took place 31 years ago and spoke of a possible Charter Review Committee. Ms. Goldberg detailed that Town Counsel, Town Clerk with five members or 9 members could be considered if using an elected Charter Commission. She stressed that there is not a right way or a wrong way, but such membership must reflect an odd membership number.

Board Member Russo commented that this was a great explanation of the "how" and indicated that he would like to see the "why" addressed, which is the area the Select Board should consider.

Ms. Goldberg provided related detail.

Board Member Carty requested additional explanation regarding the "why" and noted that DLS might recommend review, opined about the "why" be considered as change to Charter or the related bylaw.

Ms. Goldberg stated that the commission has a mandate to review the entire Charter and can review Town governance. She noted that a periodic Charter Committee usually conducts reviews roughly every ten (10) years.

Chair Dretler suggested that additional related questions could be submitted to the Town Manager and thanked Ms. Goldberg for sharing related information.

Town Manager Reports

- Presented Town finance updates: MA Dept of Revenue certified Free cash at 9.98 million dollars, which is very good news. This reflects the work done by department heads and free cash at this amount provides management and continued reserve collections
- Announced that FY28 preliminary information details that assessment for Middlesex County Retirement will be considerably less than expected with possible savings of half a million dollars. Still awaiting confirmation from the Retirement Association, and will post the free cash memo on the Town website

Reports from Select Board

Vice-Chair Gargeya:

- Announced final 250 Committee meets for the last time on Sept. 30th and he will provide the final reports and when the "Book of Records" is published, he will come before the Select Board. He thanked the Select Board, and staff who helped make the 250th celebrations possible and that the Committee met some 51 times in open session and 3 times in executive session. He confirmed that the reports will be included on the Town website

Board Member Carty:

- Congratulated Vice-Chair Gargeya for his leadership on the 250th Committee and thanked Members of the 250th Committee
- Announced that the Agricultural Committee has resumed meetings and he attended the first meeting
- Attended the dedication event of the Dr William H. "Smitty" Smith Auditorium at Curtis Middle School and congratulations to the Smith family

Board Member Russo:

- Announced the Sudbury Kids MA Challenge Ride will take place on Sunday, October 4
- Sudbury Housing Round Table will conduct a second meeting on Tuesday, October 6th at 7:00 PM at the Goodnow Library
- Reminded that the Liberty Ledge Camp Sewataro Public Session #2 will take place on October 8th at 7:00 PM at the Fairbank Community Center; he requested that such meeting be posted as a Select Board meeting
- Announced the Sudbury Fire Dept will hold an Open House on Saturday, October 10th at 10:00 AM

Board Member Kouchakdjian

- Thanked Board Member Gargeya and the 250th Committee members for their efforts with the many 250th celebrations

Remarks By Chair

Chair Dretler recognized the great achievements by former Curtis Middle School Principal Dr. William Smith who founded the Nation Center for Race Amenity. She noted that the Race Amity Day is an official Sudbury observance held on June 14th

4. Review and discuss Financial Management Policies: Forecasting, Overlay, Debt Management

Chair Dretler noted that tonight's discussion reflects part 2 of the Financial Management Policies, adding that Board comments will be sent along to FinCom after a full review is completed.

Town Manager Sheehan provided edits made to the reserves section, as requested at the last Select Board meeting. Discussion regarding free cash, reserves, capital stabilization and OPEB/pension aspects took place.

Vice-Chair Gargeya noted that a disciplined approach was necessary and must be implemented during policy review.

Janie noted that nothing would be voted on tonight and there will be future time for consideration

Financial Forecasting Guidelines

After comprehensive discussion regarding forecasting guidelines, Finance Director Garofalo agreed with planning for a three-year projection. Board Member Carty mentioned that a five-year projection would be a stretch.

Board Members considered editing of such associated language.

Overlay

Finance Director Garofalo stated that the Town has a large overlay number at this time, in consideration of abatements, exemptions and possible unknowns and would not want an over deficit in the future. He confirmed that overlay is a deficit to be carried over the next year.

Board Member Carty asked about the Board of Assessors and related overlay. Finance Director Garofalo noted that Assessors overlay amount reflects a five-year overlay and falls under the Board of Assessors from a statutory perspective; he recommended some rewording in this area.

Chair Dretler stated that the debt management topic would be continued to the next Select Board meeting.

5. Approve Meeting Minutes: July 16, 2024 and July 14, 2026

July 16, 2024 Minutes

Vice-Chair Gargeya motioned to approve the Select Board minutes for July 16, 2024, as edited. Board Member Kouchakdjian seconded the motion.

It was on motion 5-0; Gargeya-aye, Carty-aye, Kouchakdjian-aye, Russo-aye, Dretler-aye

VOTED: To approve the Select Board minutes for July 16, 2024, as edited

July 14, 2026 Minutes

Vice-Chair Gargeya motioned to approve the Select Board minutes for July 14, 2026, as edited. Board Member Kouchakdjian seconded the motion.

It was on motion 5-0; Gargeya-aye, Carty-aye, Kouchakdjian-aye, Russo-aye, Dretler-aye

VOTED: To approve the Select Board minutes for July 14, 2026, as edited

6. Upcoming Items

- Financial policies - continued
- Energy and Sustainability Update
- Sudbury TV Presentation
- FinCom potential joint meeting

Future

- Possible Catch Connect Update

Chair Dretler stated that an excellent Open Meeting Law Training session took place last week.

Chair Dretler noted that at the Select Board September 1, 2026 Executive Session meeting, the following Executive Session Minutes were released: 12/13/16, 1/12/17, 4/5/17, 5/10/17, 11/28/17, 3/21/19 and 11/4/20. She added at the Select Board Executive Session meeting on 9/15/26 the following Executive Session Minutes were approved: 3/17/16 and 10/26/16.

Adjourn:

Vice-Chair Gargeya motioned to close Open Session and enter Executive Session pursuant to G.L. c. 30A, s. 21(a)(7) to review and approve executive session meeting minutes "[to] comply with or act under the authority of any general or special law or federal grant-in-aid requirements. (Purpose 7) – Review Minutes June 9, 2015 and October 1, 2015. Board Member Kouchakdjian seconded the motion.

It was on motion 5-0; Gargeya-aye, Carty-aye, Kouchakdjian-aye, Russo-aye, Dretler-aye

VOTED: To close Open Session and enter Executive Session pursuant to G.L. c. 30A, s. 21(a)(7) to review and approve executive session meeting minutes "[to] comply with or act under the authority of any general or special law or federal grant-in-aid requirements. (Purpose 7) – Review Minutes June 9, 2015 and October 1, 2015

There being no further business in open session, the meeting was adjourned at 10:11 PM

IN SUDBURY SELECT BOARD

TUESDAY SEPTEMBER 15, 2026

7:00 PM

(Meeting can be viewed at www.sudburytv.org)

ZOOM Meeting

Present: Chair Janie Dretler, Vice-Chair Radha Gargeya, Select Board Member Lisa Kouchakdjian, Select Board Member Dan Carty, Select Board Member Charles Russo, Town Manager Andrew Sheehan, Finance Director/Assistant Town Manager Victor Garofalo

CALL TO ORDER

Chair Dretler called the meeting to order at 7:01 PM.

Chair Dretler recognized the presence of Board Members Lisa Kouchakdjian, Radha Gargeya, Dan Carty, Charles Russo and Janie Dretler.

Roll Call was taken: Gargeya-present, Kouchakdjian-present, Carty-present, Russo-present, Dretler-present

Opening Remarks by Chair

- Thanked members of the 9/11 Memorial Garden Committee, and Staff for conducting the most thoughtful 25th anniversary commemoration event last Friday; she extended her appreciation for the great turnout including Select Board Members

Reports from Town Manager

- Thanked Town Clerk and Staff for a well-run primary election on September 1st, and extended appreciation for work in preparing for the November 3rd State election; additional information can be found on the Town website
- Reservations for the Fairbank Community Center multi-purpose room will begin tomorrow, September 16
- Concord Road line-painting work by DPW will take place on the night of 9/16; Old Sudbury Road culvert work will begin next week, and some associated traffic/road delays are expected

Reports from Select Board

Vice-Chair Radha Gargeya

- Thanked all for attending the memorable 9/11 25th anniversary event; acknowledged the presence of all Select Board Members
- Acknowledged that invitations to the second annual Community Read Aloud of the United States Constitution to be held on September 16 (U.S. Constitution Day); the Lincoln IDEA group is organizing the event and are sending invitations to Sudbury DEI members, Sudbury Select Board Members and he is forwarding invitation to members of the 250 Committee; the event will take place at the Lincoln Auditorium at 7:00 pm – to be moderated by himself, Dr. Katina Fontes, and Ravi Simon
- Announced the group discussion – "Creating a More Perfect Union" scheduled for September 22, 2026 at the Goodnow Library

Board Member Lisa Kouchakdjian

- Thanked Vice-Chair Gargeya for the mentioned invitation, and thanked the 9/11 Memorial Garden Committee for the very special 25th anniversary commemoration, the Police and Fire Departments and the many who attended the event; detailed that the ceremony reflected on the three Sudbury lives lost and recommended that all view the YouTube video by Stuart Beebe at the 20th anniversary and noted that SudburyTV covered the 25th anniversary for all to view
- Announced that Board Member Carty and herself (members of the Select Board Policy Subcommittee) met yesterday and continue to make related progress

Board Member Dan Carty

- Thanked all involved with the very moving 9/11 Memorial event, especially the 9/11 Garden Committee and Staff; people read the names of those lost and recognition of their families who also attended the event

Board Member Charlie Russo

- Thanked all who contributed to the 9/11 event, especially Staff and the Memorial Garden volunteers; grateful to see family members of victims in attendance
- Announced National Voter Registration Day today, stated now is the time to register to vote for those who have not done so; State Warrants should be received soon via mail
- Announced the Sudbury Pan-Mass Challenge for Kids (ages 2 to 14 years old) on September 27th at Curtis Middle School

Public Comment

No Comments

A. Consent Calendar

1. Vote to grant a one-day Wine & Malt license to the Goodnow Library Foundation, to accommodate their Gather for Goodnow fundraiser for the Library on Wednesday, September 16, 2026 from 5:30 PM to 8:30 PM at the Goodnow Library, 21 Concord Road, subject to the use of a TIPS-trained bartender and a receipt of Certificate of Liability insurance

2. Vote to grant a one-day Wine & Malt license to the BINA Farm Center, to accommodate their fundraising cultivation event on Sunday, September 19, 2026 from 4:00 PM to 8:00 PM at the BINA Farm Center, 30 Field Road, subject to the use of a TIPS-trained bartender and a receipt of Certificate of Liability insurance

3. Vote to grant a Special Permit to St. Vincent de Paul, St. Anselm Conference, to hold the Walk for the Poor on Saturday, October 3, 2026 from 9:00 AM through approximately 12:00 PM subject to Police Department safety requirements, proof of insurance coverage and the assurance that any litter will be removed at the event's conclusion

4. Vote to grant a Special Permit to the Sudbury Historical Society, to hold the Sudbury Historical Society Road Race on Wednesday, November 11, 2026 from 10:00 AM through approximately 12:00 PM subject to Police Department safety requirements, proof of insurance coverage and the assurance that any litter will be removed at the event's conclusion

5. Declaration of Easement and Protective Covenant for 21 Nolan Circle

6. Vote to approve the MassDEP grant for Sudbury to host a regional Municipal Assistance Coordinator (MAC) position for a 3-year term

Board Members agreed to discuss Consent Calendar Item #6 later.

Vice-Chair Gargeya motioned to approve Consent Calendar Items #1 thru 5, as presented. Board Member Kouchakdjian seconded the motion.

It was on motion 5-0; Gargeya-aye, Kouchakdjian-aye, Carty-aye, Russo-aye, Dretler-aye

VOTED: To approve Consent Calendar Items #1 thru 5, as presented

6. Vote to approve the MassDEP grant for Sudbury to host a regional Municipal Assistance Coordinator (MAC) position for a 3-year term

Present: Sustainability Coordinator Eric Simms

Town Manager Andy Sheehan confirmed that the $40,000 MassDEP grant would cover health insurance/dental insurance, phone stipend, resulting in a net positive situation of the Town. Board Member Carty asked why this Municipal Assistance Coordinator position was being regarded as an employee position and not a contractor assignment. Finance Director Garofalo responded the position was established as a requirement of the State and no funds from the Town of Sudbury are required.

Finance Director Garofalo detailed that the Municipal Assistance Coordinator would be in Sudbury one day per week in the Flynn Building.

Sustainability Coordinator Eric Simms, stated that the MAC would provide technical assistance in areas including solid waste aspects, hazardous waste aspects and related strategies.

Vice-Chair Gargeya motioned to approve Consent Calendar Item #6 – to approve the MassDEP grant for Sudbury to host a regional Municipal Assistance Coordinator (MAC) position for a 3-year term, as discussed. Board Member Kouchakdjian seconded the motion.

It was on motion 5-0; Gargeya-aye, Kouchakdjian-aye, Carty-aye, Russo-aye, Dretler-aye

VOTED: To approve Consent Calendar Item #6 – to approve the MassDEP grant for Sudbury to host a regional Municipal Assistance Coordinator (MAC) position for a 3-year term, as discussed

B. Miscellaneous

1. Appoint Patricia Maxon, 18 Windsor Road, as an Alternate for the Council on Aging with a term to expire 5/31/2029

Board Members agreed to discuss this agenda item at the next Select Board meeting.

2. Review request for Thomas Rader of 53 Candy Hill Road (Parcel ID: G10-0024) to acquire a portion of Town-owned land at 280 Old Sudbury Road (Parcel ID: H09- 0062)

Present: Thomas Rader, Owner – 53 Candy Hill Road

Mr. Rader explained his request to acquire a portion of Town-owned land at 280 Old Sudbury Road in combination with a private land transaction with his neighbor. He detailed that part of the area in question is conservation-restricted, within the 100 ft. buffer near a small body of water. Mr. Rader explained that the two transactions would "normalize" his lot and would follow the existing natural stone wall.

Vice-Chair Gargeya asked about benefits and risks to the Town. Town Manager Sheehan responded that there would not be a clear benefit to the Town and such request would require approval at Town Meeting along with several other steps.

Chair Dretler stated that this was the first time that such request was presented to the Board and further consideration would be needed.

Board Member Russo mentioned that a similar request was made regarding property on Brimstone Lane, creating a double lot which might have future implications. Board Member Russo requested that Staff input would be preferred.

Board Member Carty agreed with comments made by Member Russo and stressed the importance associated with future implications associated with such approval.

Board Member Kouchakdjian asked about possible negative effects on the Town and mentioned the land being in close proximity to schools. She recommended that additional information be submitted.

Chair Dretler noted that aspects associated with "conforming vs. nonconforming" status would have to be studied further. She commented that additional information would be needed and Staff would be in contact with Mr. Rader; she recommended that Board Members submit any related questions to the Town Manager.

3. Review and discuss Financial Management Policies

Town Manager Sheehan referenced the "Town of Sudbury, Massachusetts Financial Policies Manual," noting that suggestions/edits to the existing Manual were included. He acknowledged that the Financial Management Policies draft would be discussed over the next several Select Board meetings.

Town Manager Sheehan presented the Manual Introduction section with proposed editing to address the related objectives:

- Sustaining a consistent level of service and value for residents and enhancing these as needed and as resources allow
- Safeguarding financial integrity and minimizing risk through a comprehensive system of internal controls
- Ensuring the quality, preservation and maintenance of capital assets
- Conforming to general law, uniform professional standards, and municipal best practices
- Protecting and enhancing the Town's credit rating
- Promoting transparency, accountability and public disclosure
- Reviewing and updating these policies every three years to access thresholds, targets, and ongoing relevance.

Town Manager Sheehan mentioned the Division of Local Services (DLS) report submitted a year ago .

Board Members conducted comprehensive discussion regarding Financial Management Policies, which included:

- Free Cash

Vice-Chair Gargeya provided a Free Cash graph presentation by year to cover the past several years.

Radha provided a free cash graph presentation by year. Board Members asked for Radha to distribute the graph to the Board. Board Member Russo indicated that reviewing the past ten years was sufficient. Board Member Carty stated that the Town is in a better Free Cash position when compared to previous years.

Town Manager Sheehan acknowledged that positive revenue numbers, strong excise tax numbers, and the closing of tax titles help to reflect prudent financial outcomes. He stressed that free cash is not an appropriation but is a result of conservative budgeting practice.

- Stabilization Funds

Finance Director Garofalo stated that the General Stabilization Fund could support capital expenses and suggested leaving such fund at 2%. He indicated that the purpose of stabilization funding was good practice for the future to be especially considered in lean times.

Board Member Kouchakdjian commented that stabilization funding could be regarded as saving accounts and stressed the special education fund. Finance Director Garofalo responded that he was waiting to hear from the schools regarding the topic, which includes circuit breakers.

Finance Director Garofalo confirmed that continued discussion regarding free cash would be continued to the next Select Board Meeting on September 29, 2026.

Vice-Chair Gargeya outlined three important, related principles:

- To budget in a conservative fashion; keeping in mind long-term capital planning in preparation of good financial years and lean financial years
- To use free cash strategically
- To always keep in mind the long-term capital plan which define policy

Finance Director Garofalo confirmed that the principles outlined by Vice-Chair Gargeya are always mentioned and considered at all times and at all related financial meetings/discussions both Town-wide and State-wide.

Chair Dretler thanked Town Manager Sheehan, Finance Director Garofalo and Select Board Members for conducting such a thoughtful and in-depth discussion at this meeting in order to advance progress of the updated Financial Policy manual with edits and recommendations. She noted that valuable Finance Committee input will also be beneficial.

4. Review and discuss proposed amendments to c. 68, Town Meeting Bylaw

Town Manager Sheehan presented the "Town Meeting Improvements – Recommendations on c. 68 of the General Bylaws" memorandum to the Select Board, dated August 11, 2026 with edits/recommendations as requested by the Board regarding related discussion at their June 2, 2026 meeting. Town Manager Sheehan also presented "A Report on Town Meeting: What can we do to Make Town Meeting More Effective and Accessible," League of Women Voters – Acton Area, June 2024.

Town Manager addressed the redlined/edited version of the memo in order to consider ways to improve the efficiency of Town Meetings in order to increase participation at such meetings. He outlined the following aspects associated with Chapter 68 of the Town's General Bylaws, including:

- Section 68-2 – Annual Business Meeting – which currently details that an annual town meeting be held beginning the first Monday in May and continue with consecutive weeknight meetings. Town Manager detailed that if the Town wants to consider alternative days and times for Town Meeting, this section would have to be revised via deleting the existing bylaw language or leaving the existing language mostly the same but allowing the Select Board to change the date of Town Meeting by announcing it in terms of a possible final date for the Town Meeting to be held.
- Section 68-3 – Fall Town Meeting – The existing Bylaw requires that by the end of July, the Select Board must vote at a public hearing to determine if a Fall Town Meeting will be held in September, October, or November; which is not a common requirement when comparing what is done in other local communities, and rather call a Town Meeting whenever necessary. Town Manager Sheehan recommended that Town Meeting be asked to delete S. 68-3
- Section 68-6 – Warrant articles for Annual Town Meeting – Town Manager Sheehan recommended Town Meeting be asked to rename this section as "Warrant articles for Town Meetings." Town Manager Sheehan further confirmed that in accordance with S. 68-6, the Sudbury Bylaw requires "Except as hereinafter specified, the Warrant for any Special Town Meeting shall be closed at least 25 days prior to the scheduled date of the meeting; provided further, that there shall be at least 10 days between the call of any Special Town Meeting and the closing of the Warrant therefore." Town Manager Sheehan explained that after comparing more

than a dozen communities, such requirements were not found. Town Manager Sheehan recommended that Town Meeting be asked to delete the fourth and fifth sentences of S. 68-6

- Sections 68-9, 68-11, and 68-14 – related to sections regarding and referencing Town Moderator, presiding officer, moderator and chair, which becomes somewhat confusing. Town Manager Sheehan recommended Town Meeting be asked to insert the term "Moderator" in place of presiding officer or chair in sections 68-9, 68-11, and 68-14.
- Section 68-16 – Limitations on speech – Town Manager Sheehan noted that the Board might want to consider the time limitations given to speakers at town meeting in order to expedite town meetings.
- Article III. Annual Town Forum – Section 68 -25 – Town Manager Sheehan detailed that the annual Town Forum might be further considered in light of necessity at particular time. He confirmed that the Board could decide to conduct a Town Forum even if not mandated by a Bylaw.
- Commentary on Town Meeting Preliminaries – Town Manager Sheehan detailed that such preliminaries such as proclamations, state of the town, Finance Committee Report for example could be curtailed via coordination with the Moderator.

Board Member Kouchakdjian stated that she would be in favor of finding a way to encourage more residents to attend Town Meeting and maybe consider a Saturday Town Meeting in consideration that during COVID it was successful. She commented about a lack of decorum at the last Town Meeting and indicated that a strong statement regarding decorum might be considered and added security with clickers, one clicker per person.

Board Member Russo agreed with possible elimination of conducting a mandatory public hearing at a prescribed time regarding fall town meetings. He agreed with town moderator language modifications and indicated that a mandatory town forum mandate is probably no longer useful. Board Member Russo mentioned that town meeting preliminaries could be curtailed in consideration of efficiency, and indicated that some certainty around scheduling of town meetings might be necessary.

Vice-Chair Gargeya suggested that flexibility with town meeting dates might be preferrable and agreed with changes regarding fall town meetings scheduling and preparations, as presented by Town Manager Sheehan.

Board Member Carty indicated that it might be a good idea to trying conducting a weekend town meeting in the month of May and conduct further discussion about the matter. He noted that elimination of a fall town meeting could help reduce town meeting fatigue. Board Member Carty indicated that time limitations regarding public speaking at town meeting should be considered with caution and that further discussion regarding town forums should take place.

Chair Dretler acknowledged that if changes are made to Town Meeting scheduling, such change would affect when Town officials take office.

Chair Dretler noted that ceremonial/preliminary activities at town meetings tend to attract a certain percentage of residents regarding attendance at town meetings. She stated that related discussion regarding proposed amendments to c. 68 would continue.

5. Approve Meeting Minutes:

April 8, 2026 Minutes

April 9, 2026 Minutes

June 2, 2026 Minutes

June 16, 2026 Minutes

Board Member Carty stated that Select Board Minutes for 4/8/26, 4/9/26, 6/2/26 and 6/16/26 were approved at the August 11th Select Board Meeting.

6. Amend Meeting Minutes:

June 30, 2026

Chair Dretler commented that Sheila Cusolito was not a voting member of the Sudbury Housing Authority and such statement would be edited, as discussed at this evening's meeting.

Board Member Carty motioned to approve the amended Select Board Minutes of 6/30/26. Board Member Kouchakdjian seconded the motion.

It was on motion 5-0; Kouchakdjian-aye, Carty-aye, Gargeya-aye, Russo-aye, Dretler-aye

VOTED: To approve the amended Select Board Minutes of 6/30/26

7. Upcoming Items

- Continue Financial Policy discussion
- Continue discussion regarding Youth Committee
- Approve 2027 Select Board Meeting Schedule
- 250th Committee update regarding approval of the last Committee meeting minutes and executive session minutes to be approved after Sept. 30th when the committee dissolves

Adjourn

Vote to close Open Session and enter Executive Session: pursuant to G.L. c. 30A, § 21(a)(7) to release previously approved executive session meeting minutes "[t]o comply with, or act under the authority of, any general or special law or federal grant in-aid requirements" (Purpose 7):

March 17, 2016

October 26, 2016

May 22, 2017

Vice-Chair Gargeya motioned to close Open session and enter into Executive Session: pursuant to G.L. c. 30A, § 21(a)(7) to release previously approved executive session meeting minutes "[to] comply with, or act under the authority of, any general or special law or federal grant in-aid requirements" (Purpose 7):

March 17, 2016, October 26, 2016 and May 22, 2017. Board Member Kouchakdjian seconded the motion.

It was on motion 5-0; Kouchakdjian-aye, Carty-aye, Gargeya-aye, Russo-aye, Dretler-aye

VOTED: To close Open session and enter into Executive Session: pursuant to G.L. c. 30A, § 21(a)(7) to release previously approved executive session meeting minutes "[t]o comply with, or act under the authority of, any general or special law or federal grant in-aid requirements" (Purpose 7): March 17, 2016, October 26, 2016 and May 22, 2017

There being no further business to discuss in open session, open session convened at 10:18 PM.

Sudbury 250 Committee
Tuesday, September 22, 2026 at 7:00 PM
Virtual Meeting
Meeting Minutes
(This meeting can be viewed here.
All meetings can be viewed at www.sudburytv.org)

Present:

Radha Gargeya, Chair; Member Tim Cobbett; Member Joshua Gilman; Member Jim Wiegel

Radha recognized by name all the members who were present, took a roll call.

Roll Call:

Cobbett-present; Gargeya-present; Gilman-present; Wiegel-present

Call to Order

Radha called the meeting to order at 7:01 PM as the quorum was met.

Radha stated that the virtual meeting had been duly authorized and that Sudbury TV was recording the proceedings.

Meeting Minutes Recorder

Radha will record the minutes for this meeting.

Opening Remarks by Chair

Radha said that this is the final meeting of the Sudbury 250 Committee. The committee met 51 times in open session (16 times in 2024, 20 times in 2025, and 15 times in 2026), and three times in executive session in 2026.

He appreciated the hard work, help, and good cheer of all the committee members who were present at this meeting, and also Jan Hardenbergh, and John Neuhauser, including Rachael Robinson (who served on the committee for a year) and Leila Frank, ex-officio member.

Public Comment

Andrea Roessler, Vice President, Sudbury Historical Society, and liaison to the Sudbury 250 Committee asked if the upcoming Colonial Faire would be held on 9/26/2026 based on the rain forecast for that day. Jim Wiegel, past organizer of the Colonial Faire and current Wayside Inn Trustee, said that there is no rain date (based on past experience) and unless it is an intense sideways rain, the Faire would go on.

Member Reports

There were no member reports.

Review Accounts

Radha showed the final accounts as prepared James Goudie-Murray. He thanked James for the full and detailed accounting. The committee received $25,000 in ARPA funds in 2025, and $15,000 at the Annual Town Meeting in 2025. The committee's revenues were $8,613,32. The remaining balance is $10,064.06. The total expenses were $38,549.26.

Sudbury 250 Merchandise

There is some merchandise left over – t-shirts, caps, tote-bags. Francesco Buccella, Sudbury Historical Society's Director, earlier suggested that that one or more quilts be made from the remaining merchandise. Radha contacted Wayside Quilters Guild Chair Carol Bradford if there is interest. They are busy with another project and they will let us know later. Radha suggested that the remaining merchandise be used in the following manner.

1. Use some to prepare a Sudbury 250 quilt.
2. Some merchandise to be set aside by the Town Manager's office for staff recognitions.
3. Town Manager and his office to determine how to use any remaining.

The committee agreed with this proposal.

Book of Record

Radha showed the layout of the Book of Record.

Jim moved to use up to $1500 for the production of the Book of Record. Tim seconded.

It was on motion 4-0. Cobbett-aye, Gargeya-aye, Gilman-aye, Wiegel-aye.

VOTED: To use up to $1500 for the Book of Record.

Radha would work on the Book alongside Jan as the committee previously approved. He said he would send the finalized Book to the former members of the committee later (as this committee would sunset on 9/30) and seek their feedback.

Final Report

Radha showed the latest updates to the Final Report of the Sudbury 250 Committee and took in the last batch of edits.

Jim moved to approve the amended Final Report. Tim seconded.

It was on motion 4-0. Cobbett-aye, Gargeya-aye, Gilman-aye, Wiegel-aye.

VOTED: To approve the Final Report as amended.

Open Session Minutes

Meeting minutes from the 10/29/2025 meeting and this meeting (9/22/2026) would be approved by the parent committee, the Select Board, as this committee sunsets on 9/30.

- 3/26/2025 Meeting Minutes

Jim moved to accept the meeting minutes of March 26, 2025 as amended. Tim seconded.

It was on motion 4-0. Cobbett-aye, Gargeya-aye, Gilman-aye, Wiegel-aye.

VOTED: To accept the 3/26/2025 meeting minutes as edited by the committee.

- 4/1/2026 Meeting Minutes

Jim moved to accept the meeting minutes of April 1, 2026 as amended. Tim seconded.

It was on motion 4-0. Cobbett-aye, Gargeya-aye, Gilman-aye, Wiegel-aye.

VOTED: To accept the 4/1/2026 meeting minutes as edited by the committee.

- 4/26/2026 Meeting Minutes

Jim moved to accept the meeting minutes of April 26, 2025 as amended. Tim seconded.

It was on motion 4-0. Cobbett-aye, Gargeya-aye, Gilman-aye, Wiegel-aye.

VOTED: To accept the 4/26/2025 meeting minutes as edited by the committee.

- 3/26/2025 Meeting Minutes

Jim moved to accept the meeting minutes of September 9, 2026 as amended. Tim seconded.

It was on motion 4-0. Cobbett-aye, Gargeya-aye, Gilman-aye, Wiegel-aye.

VOTED: To accept the 9/9/2026 meeting minutes as edited by the committee.

Future meeting times and agenda topics

Radha said that there are no future meetings and agenda topics as this is the last meeting.

He thanked the stellar committee for the great job that they did. He said he hoped the community benefited from the work that the committee did.

Adjourn

Jim motioned to adjourn the meeting. Tim seconded the motion.

It was on motion 4-0. Cobbett-aye, Gargeya-aye, Gilman-aye, Wiegel-aye.

VOTED: To adjourn the Sudbury 250 Committee meeting.

Meeting adjourned at 8:33 PM.

Respectfully submitted,

Radha Gargeya

Sudbury 250 Committee

Summary for October 29, 2025
Virtual meeting at 7:00 PM
(Meeting video can be viewed at www.sudburytv.org)

Attendees: Radha Gargeya, Committee Chair; Jan Hardenbergh, Committee Vice-Chair, John Neuhauser, Jim Wiegel, Timothy Cobbett

Roll Call: Gargeya, present; Hardenbergh, present; Cobbett, present, Wiegel, present; Neuhauser, present
Minutes taker: Jan Hardenbergh

Quorum was confirmed and the meeting was called to order at 7:04 under the new virtual-meeting procedure (chair names all members before roll call, notes there is no expectation of privacy, and confirms the meeting is being recorded).

Thank you to SudburyTV for recording this meeting.

AI summaries will be available a day or so after meetings.

Opening Remarks

Radha and Jan were at the Sudbury 250 table at the Battle of Red Horse Tavern.

Public Comment

No members of the public were present.

Member Reports

John: Red Horse Tavern Event Review. Despite lower attendance than previous years, the event was considered a success, with positive feedback from vendors and spectators.

Jim concurred with John that the Battle of Red Horse Tavern. He gathered business cards for May 16. Redcoats and Patriots shared beer after the battle. The group also discussed sharing event videos and photos, with suggestions to use cloud storage or YouTube for easy sharing.

Jan sent letters of invitation to Sudbury 250 Day to the Historical Commission, the Historic Districts Commission and the 9/11 committee.

Radha related his experience of the Battle of Red Horse Tavern. We, Sudbury 250, sold some items ($100 + $20 donation), but not like the Colonial Faire.

Discussion of 5/16/2026: Sudbury 250 Day

The committee discussed plans for Sudbury 250 Day, emphasizing the need to send out invitations promptly to secure vendor participation. Radha and John worked on preparing invitations, a vendor list, and registration documents for the event, which Jan and Jim agreed to review.

Radha presented the draft invitation.

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The team discussed invitation categories and pricing for vendors at an upcoming event. John suggested creating different invitations for various categories, including living history demonstrators, food trucks, and vendors, with different pricing structures. They agreed to offer an honorarium of $50 to living history participants, as these individuals often donate their time. Radha will review and update the invitation document with these changes, including personalized cover letters and specific category-based language.

Vendor Compensation and Honorarium Standards

The group discussed vendor compensation for an event, with John suggesting $75 as a standard honorarium while acknowledging that some vendors, like blacksmiths who require significant setup, might need higher amounts. Jim noted that certain vendors with substantial setup requirements, such as blacksmiths and colonial reenactors, should receive higher compensation to reflect their effort, while Jan proposed offering a standard $75 rate with flexibility to pay more for particularly complex demonstrations. The discussion clarified that vendors would receive an honorarium in addition to any booth fees, and that vendors could continue selling their goods alongside demonstrations.

Radha displayed the Food Vendor Registration form.

Radha and John discussed the logistics for the Sudbury 250 event, including booth sizes, vendor setup times, and communication channels. They agreed to create a dedicated email address for the event and to separate registration forms for food and craft vendors, with different setup times of 8 AM for craft vendors and 10 AM for food vendors on the event day. Jan raised a concern about noise levels, and Timothy mentioned the need to coordinate with the school department regarding the use of the noise fields. Radha noted that she had contacted the park and rec director about using the noise building and would update the group once she heard back.

Event Logistics and Vendor Fees

The committee discussed event logistics, including adjusting the timing to 9:30 AM - 3:00 PM and confirming a 15x15 lot size for food trucks. They agreed to use phone numbers for last-minute changes and decided to consult with Layla about vendor fees, with food vendors potentially charged $100-150 and craft vendors $50-75. Radha noted she would need to run the liability clause by town council before finalizing the contract.

Radha presented the Vendor Agreement Form

John and Radha discussed the logistics of organizing a fair, focusing on the allocation of vendor spaces and the categorization of vendors into dry goods and food vendors. They clarified the need for advance planning, including assigning booth numbers and determining vendor preferences for sunny, shady, or indoor locations. Radha planned to finalize vendor lists, prepare registration forms, and work with Leila to ensure all necessary documents were ready, including invitations and release forms, while considering feedback from vendors.

Vendor Outreach Strategy Discussion

The group discussed vendor outreach for an upcoming event, with John offering to compile a list of potential vendors from various sources including craft fairs and the Wachusett Apple Festival. They agreed to send invitations from a single account to maintain a record of who was contacted and when, with Radha taking the lead on consolidating multiple vendor lists into a master spreadsheet. The team decided against prioritizing vendors by type or implementing a first-come-first-serve policy, instead choosing to welcome all interested vendors while spreading them out to avoid clustering.

Letter Review Meeting Logistics

The team discussed logistics for reviewing and finalizing letters, agreeing to meet on November 12th from 5:30 to 6:30 PM despite scheduling conflicts. Radha will compile a master list of letters, eliminate duplicates, and

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circulate a draft for review before the meeting. The group also addressed the need to use BCC for mass emails and discussed parking, site layout, and AV system planning for an upcoming event.

Sudbury 250 Day Planning Meeting - Radha presented the timeline for Sudbury 250 Day.

The group discussed plans for Sudbury 250 Day, including changing a meeting from hybrid to virtual and surveying the event location. Jim and Radha agreed to meet over the weekend to review grants. They also discussed the need for porta potties, estimating around 1,500-2,000 attendees. Jan suggested inviting the Sudbury Foundation, Presbyterian Church, Sudbury Extended Day, and local businesses to participate. The group explored ideas for engaging students from Sudbury Public Schools and Ellis Library, including a potential treasure hunt activity with prizes like Massachusetts shillings.

Event Planning and Schedule Adjustments

The committee discussed several event planning matters, including a presentation at Martha Mary Chapel on November 16th, which they decided to proceed with despite concerns about visibility and sound, as Sudbury TV will provide equipment. They agreed to move Tony Haus's presentation on Ezekiel How to March 15th due to scheduling conflicts, though they need to find a new venue since First Parish is unavailable that day.

Vote to review and possibly approve the open session minutes of 9/24/2025

The committee approved the September 24th meeting minutes with minor amendments.

Moved by Gargeya, seconded by Hardenbergh. Vote: Hardenbergh, aye; Cobbett, aye; Gargeya, aye; Wiegel, aye; Neuhauser, aye.

Future meeting was scheduled for December 10th at 7pm.

Motion to adjourn was made by Radha, seconded by Cobbett. Vote: Vote: Hardenbergh, aye; Cobbett, aye; Gargeya, aye; Wiegel, aye; Neuhauser, aye.

The meeting was adjourned at 8:47PM

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SELECT BOARD
Tuesday, November 10, 2026

MISCELLANEOUS
C.9: Upcoming Items

Formal Title: Upcoming Items

Attachment(s):
B.5 Upcoming_Items_11-10-26.docx

POTENTIAL UPCOMING AGENDA ITEMS/MEETINGS

MEETING/EVENT	DESCRIPTION
November 24	Tax Classification Hearing
Future items/TBD*	Policies & Procedures Subcommittee; policies to adopt
	Youth Committee cont.
	Town Forum update
	Town Meeting bylaw revisions
	250 Committee: vote to dissolve; approve meeting minutes
	Review/approve/release Executive Session minutes re: Eversource
	Updates on FY28 Budget Working Group
	Update from Diversity, Equity & Inclusion Committee
	Sidewalks and walkways discussion
	Community Preservation Act legislation change
	Process for advertising committee openings
	Town Manager Project Portfolio
	Route 20 and Economic Development Update
	Combined facilities working group update
	Fairbank Community Center Building Project: after-action/lessons learned report
	Training/Professional Development: Select Board/Town Manager Code of Conduct, Open Meeting Law**,** Public Records Law, and other procedural training
	Quarterly review of approved Executive Session Minutes for possible release (February, May, August and November).
	Periodic meetings and updates with key Select Board formed committees including Transportation Committee, DEIC, Sudbury 250 Committee, RTAC, E&S Committee, Cable Advisor, Memorial Day Committee, September 11 Committee. Other SB appointed committees include PBC, Ponds and Waterways, Housing Trust, HDC, ZBA, Traffic Safety Coordinating Committee, Board of Registrars, CIAC, COD, Cultural Council, Earth Removal Board, LARC, LEPC.
	ARPA update Memo from Finance Director
	Charter Review: each member identifies sections to address