Liberty Ledge / Sewataro Select Board Subcommittee
Draft Summary Compilation

Prepared for: Select Board

January 15, 2026

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I. Executive Summary

Liberty Ledge / Sewataro was acquired in 2019 following Town Meeting approval and an affirmative Proposition 2½ debt exclusion vote. The acquisition authorized use for municipal purposes.

Key points:

- Town Meeting approved purchase, funding, and broad categories of use; it did not approve site design, specific programming, or permanent fixed uses.
- The Select Board can study, plan, and propose scenarios but cannot commit funds or impose permanent changes without a Town Meeting vote.
- Future Town Meeting or voter approval is required for:
    - Capital expenditures
    - Lease agreements
    - Sale of land
    - Permanent legal restrictions

The subcommittee's role is to report at each Select Board meeting and prepare a draft written summary compilation to the Select Board, no later than March 9, 2026 ensuring decisions are informed, lawful, and transparent.

II. Subcommittee Charge

Purpose and Scope of Work

On January 6, 2026, the Select Board ("Board") established a subcommittee to be known as the Liberty Ledge / Sewataro Select Board Subcommittee to advise the Board by analyzing existing materials, planning studies, comparable municipal projects, and relevant expert perspectives related to the use and long-term implications of the property.

The subcommittee is advisory and analytical in nature. It is established to provide a sound basis for informed deliberation by the Select Board.

The subcommittee will report at each Select Board meeting and prepare a draft written summary compilation to the Select Board, no later than March 9, 2026. The compilation shall outline findings and issues requiring further study or policy direction and is intended to inform the Board's discussion of next steps for planning and decision-making related to the property.

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III. 2019 Liberty Ledge / Sewataro Land Acquisition History

Click on the underlined text to access external resources.

1. Sewataro Appraisal Report #10520 The Appraisal Report prepared by LandVest, Inc., dated February 20, 2019.
2. Select Board Letter of Intent (April 18, 2019)
3. Camp Sewataro Statement of Profit and Loss (April 26, 2019) submitted by prior property owner/camp manager.
4. Letter from the Taylor Family to the Board of Selectmen concerning the sale of Camp Sewataro. Click here for the Taylor Family Letter to the Board of Selectmen – May 3, 2019.
5. Town of Sudbury Camp Sewataro Camp Sewataro - Actual Debt December 14, 2021 (Select Board agenda packet, April 12, 2022 - p. 3)
6. 2023-2027 Projected Income, Expenses, Revenue (submitted by property manager) (Select Board agenda packet, April 12, 2022 - p. 8)
7. Article 25 Camp Sewataro Acquisition - 2019 Annual Town Meeting (May 7, 2019)
8. 2019 Annual Town Meeting proceedings (Article 25 – Camp Sewataro Acquisition, pages 45-53)
9. 2019 Annual Town Meeting audio (Article 25 - Camp Sewataro Acquisition, starting at minute 0:56:00)
10. Special Town Election Results (June 9, 2019)
11. Public Forum on acquisition of Camp Sewataro (May 28, 2019)
12. Future Use of Camp Sewataro Property FlashVote Poll (June 24-26, 2019)
13. Sewataro Purchase & Sale Agreement (August 20, 2019)
14. Sewataro License Agreement (August 20, 2019)
15. Driveway Plan (September 11, 2019)
16. Health Department Inspection Memo (September 13, 2019)
17. Property Information: Public Access and Existing Buildings Sewataro Public Access Fairbank Community Center Presentation (March 2020)
18. 2022 Annual Town Meeting Article 16 - Land Use Study
19. 2022 Annual Town Meeting proceedings (ARTICLE 16 - Funding of a Land Use Consultant for the Sewataro/Liberty Ledge Property, pages 20-23)
20. 2022 Annual Town Meeting audio (ARTICLE 16 - Funding of a Land Use Consultant for the Sewataro/Liberty Ledge Property, starting at minute 2:08:45)
21. Town Manager presentation (December 16, 2025)
22. Liberty Ledge / Sewataro Select Board Subcommittee charge (voted January 6, 2025)
23. Recorded deeds, easements, restrictions - Book 73541 / Page 408 and Book 73541 / Page 404 [Add to website]
24. Current inventory of buildings/structures and town-owned inventory

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IV: 2019 Request for Proposal

Click on the underlined text to access external resources.

An RFP for Management of Camp Sewataro was issued on July 10, 2019.
2019 Requests for Proposals
RFP Documents (please click links to view)

- Camp Sewataro RFP and Addenda
  - RFP Response 1: K&E Camp Corp. – Scott Brody (personal and financial info redacted)
  - RFP Response 2: Marcus Lewis Enterprises Inc. (personal and financial info redacted)
  - RFP Response 3: Metrowest YMCA (personal and financial info redacted)
- Staff Evaluations of Sewataro RFP Proposal Responses
- Town Manager recommendation memo dated August 8, 2019 [INSERT LINK]

V: Camp Sewataro LLC Property Management Agreement and Amendments

Click on the underlined text to access external resources.

Camp Sewataro LLC contract (September 13, 2019)

The Board of Selectmen voted to enter into a Day Camp Operator and Management of Real Property contract with Camp Sewataro, LLC (Manager Scott Brody). Camp Sewataro is a privately operated, traditional day camp serving children ages 3–15. The camp is independently run and is not a Town of Sudbury program. Please click below to view the contract and supporting exhibits.

- Sewataro Camp Operator Contract – Executed, without exhibits
  - Exhibit 1: Sewataro Camp Operator Contract
  - Exhibits 2-6: Sewataro Camp Operator Contract
- First Amendment to the Day Camp Operator and Management of Real Property Contract (January 28, 2020)
- Second Amendment to Sewataro Camp Operator Contract (June 9, 2020)
- Third Amendment to Camp Operator Contract (April 12, 2022)

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VI. Camp Sewataro LLC Annual Financial Statements and Audit

- Camp Sewataro Financial Statements (Archive)
- Camp Sewataro audited Financial Statements (June 2025) (Select Board Agenda Packet p. 23-24)

VII. Information related to ADA Accessibility and Water Quality Management of Property

Click on the underlined text to access external resources.

- Town Counsel Opinion regarding Title II or Title III Applicability (October 6, 2022)
- Swim program: This program began in 2024 and is managed by the camp property manager. The program is not a Town of Sudbury program. Working with the Sudbury Health Department, adjustments have been made to water management in order to mitigate shutdowns due to Cyanobacteria and other issues as identified in ongoing water testing.

  Water Testing (3/23/22)

  3/23/22 UPDATE: Camp Sewataro E. coli report, samples taken 3-7-22:
  - Water Testing Certificate of Analysis 3/8/22
  - Sudbury Town department feedback:
    - Conservation Agent: I have no comments relative to this recent water testing result.
    - Health Director: Their second E. coli report was favorable. Warmer weather tests from here on in will be critical.

  1/20/22 UPDATE: Results of water testing performed on ponds located on the Sewataro property 1/3-1/10/22:
  - Water Testing Certificate of Analysis 1/11/22
  - Water Quality Results Summary
  - Water Quality Results Memo from Town Manager 1/21/22
  - Water Testing Memo from Town Manager 1/6/22
- Town Project Page - Camp Sewataro
- Select Board members regarding Sewataro Dec 2021

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VIII. Additional information

Click on the underlined text to access external resources.

Sudbury reports:

- Sudbury Town-wide Athletic Field Evaluation and Needs Assessment Study (September 5, 2025)
- Sudbury Housing Production Plan (Adopted by the Planning Board on April 30, 2025, the Select Board on June 10, 2025, and approved by the State's Executive Office of Housing and Livable Communities (EOHLC) effective October 9, 2025) 7B. Study Parcels - 3. Liberty Ledge: Parcel ID C08-0115. (page 24-25).
- Sudbury Route 20 Corridor Study Final Report (2025)
- Sudbury Climate Mobilization Action Plan (2023)
- Sudbury Master Plan (Adopted by the Planning Board on April 28, 2021)
- Sudbury ADA Self-Evaluation Plan (2021)
- Sudbury Open Space and Recreation Plan (2009 OSRP) (see references to Liberty Ledge, pp: 36, 40, Appendix pp. 2, 6) OSRP is currently being updated by BSC Group.
- Sudbury Town Charter
- Sudbury General, Special, and Zoning Bylaws

Other reports and resources:

Click on the underlined text to access external resources.

Mass.gov

- M.G.L. c. 30B §16 (Real Property)
- M.G.L. c. 40 §15 / §3 (Town Meeting authority over land)
- Massachusetts Office of the Inspector General: Chapter 30B Manual: Procuring Supplies, Services and Real Property
- Massachusetts Office of the Inspector General: Using Data to Guide Municipal Decisions
- Massachusetts Office of the Inspector General: Advisory on Municipal Golf Course Management Contracts

Public Private Partnerships

- Public-Private Partnerships (P3's) Team
- Ten Principles for Successful Public/Private Partnerships (Urban Land Institute)

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Maps/GIS

- Massachusetts Interactive Property Map
- MapsOnline Sudbury

IX. Authority and Governance

Click on the underlined text to access external resources.

Select Board Authority:

- Conduct planning studies
- Appoint advisory groups
- Gather public input
- Explore scenarios within authorized uses

Actions Requiring Town Meeting/Voter Approval:

- Capital construction or major expenditures
- Lease or sale of land
- Permanent changes in use
- Imposition or removal of legal restrictions

X. Comparative Municipal Practices

Click on the underlined text to access external resources.

Acton	NARA Park NARA Park Master Plan 2016-2026
Amherst	Hickory Ridge 2022 Town of Amherst Hickory Ridge Hickory Ridge: Planning for the Future
Brewster	Cape Cod Sea Camps Cape Cod Sea Camps: Final Comprehensive Plans
Concord	MCI Concord Reimagine MCI Concord: VIsion Plan
Dunstable	Dunstable Town Center

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	Dunstable Town Center Visioning Project
Lincoln	DeCordova Flint Homestead
Maynard	Maynard Golf Course 2025 Maynard Golf Course Advisory Task Force 2013 Maynard Country Club Reuse Analysis
Medfield	Medfield State Hospital
Nahant	Nahant Town Owned Land Study Committee
North Andover	Stephens Estate Stevens Estate Long Term Advisory Committee
Northborough	Evaluation of Potential Redevelopment for Private Reuse of Selected Town-Owned Properties Northborough, MA
Smithfield, RI	Camp Shepard

Sudbury	• Broadacres: Broadacres Farm Acquisition
	• Cold Brook Crossing: Melone Gravel Pit Property Reuse Planning
	• Meadow Walk:
	  ○ Select Board / Planning Board Joint Letter
	  ○ Raytheon Redevelopment National Development

Stow	Stow Acres Golf Course: Vision Planning
Wayland	Rt. 20 Visioning Wayland Route 20 South Landfill Visioning Committee

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