



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.

Liberty Ledge Sewataro Advisory Committee Timeline:

- 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.

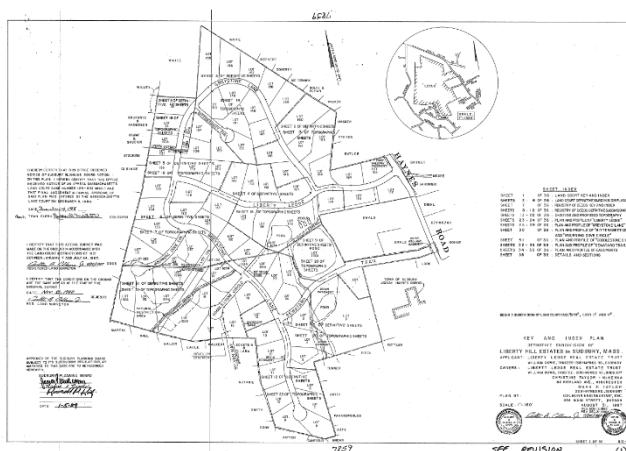


Figure 1: 1989 Subdivision Plan of Liberty Ledge

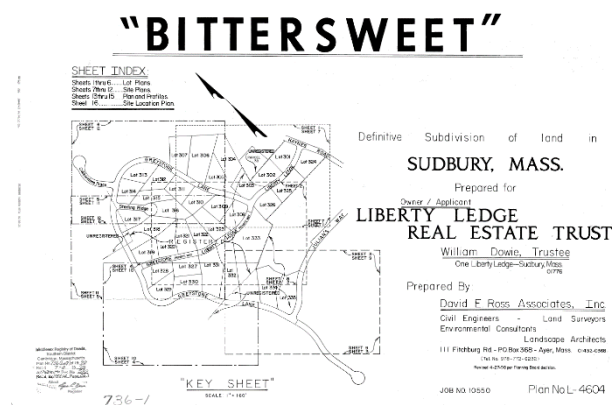


Figure 2: 1998 "Bittersweet" Subdivision Plan of Liberty Ledge

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 2/3rds majority. To finalize the process and secure the funding a town wide vote on a ballot question was required.

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.



Figure 3: Aerial View of the Liberty Ledge Property.

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.

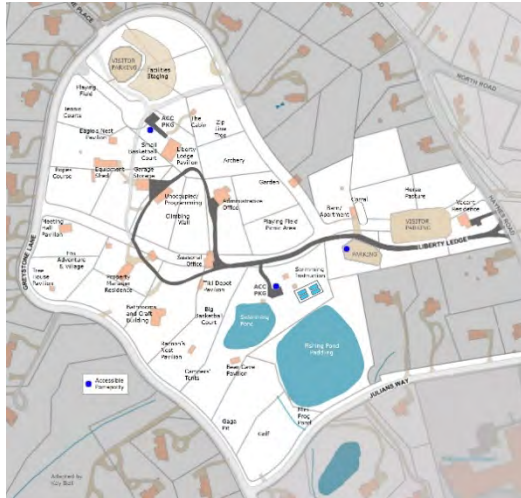


Figure 4: Map of Existing Features as of 2026

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.
 - o One is partially used for staging of maintenance materials and pond sediment drainage.
 - o 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 activities 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.

<u>Your Ideas:</u>	<u>Ideas from Others:</u>



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.

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



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



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:

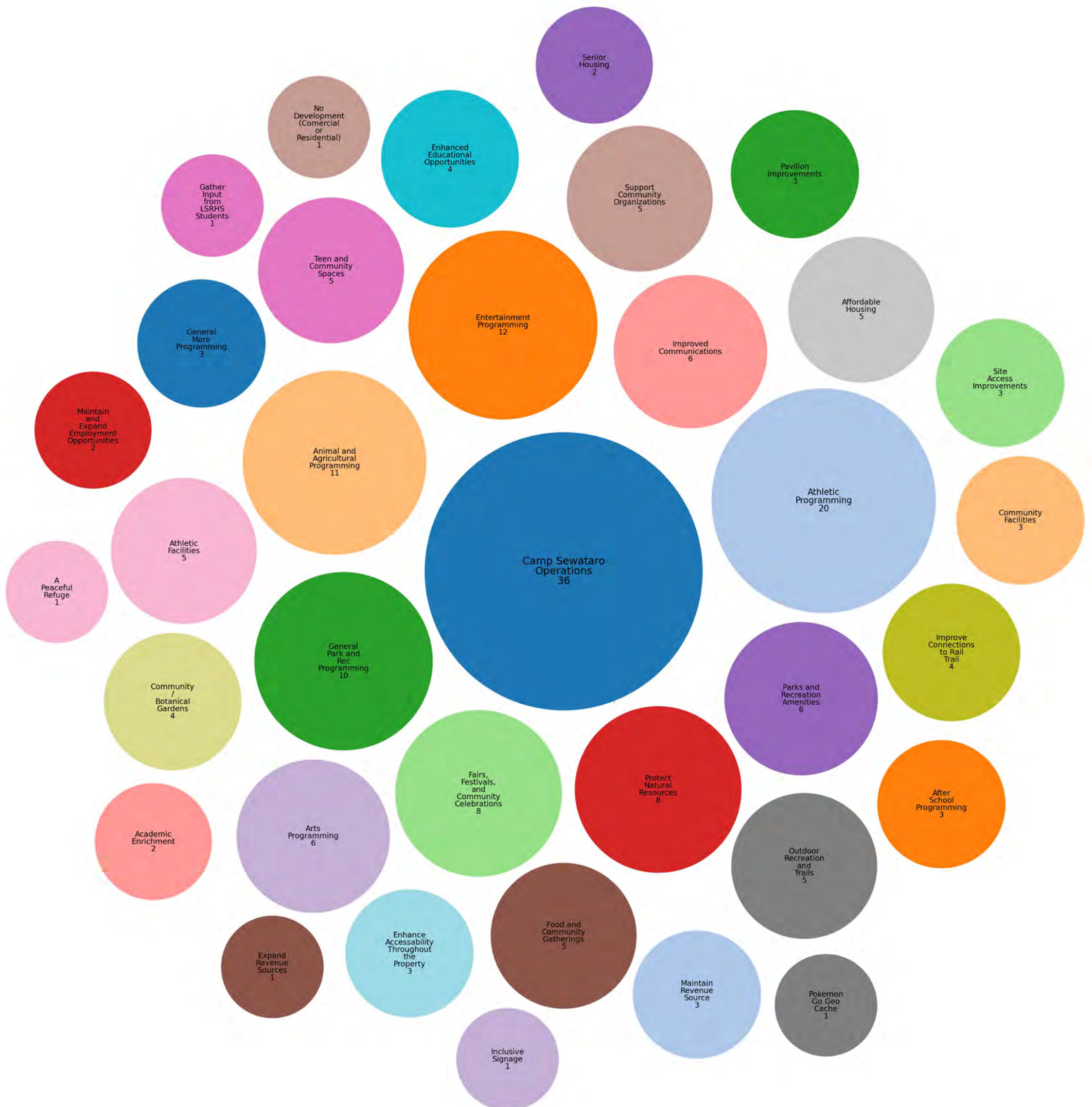
My third favorite idea:

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.

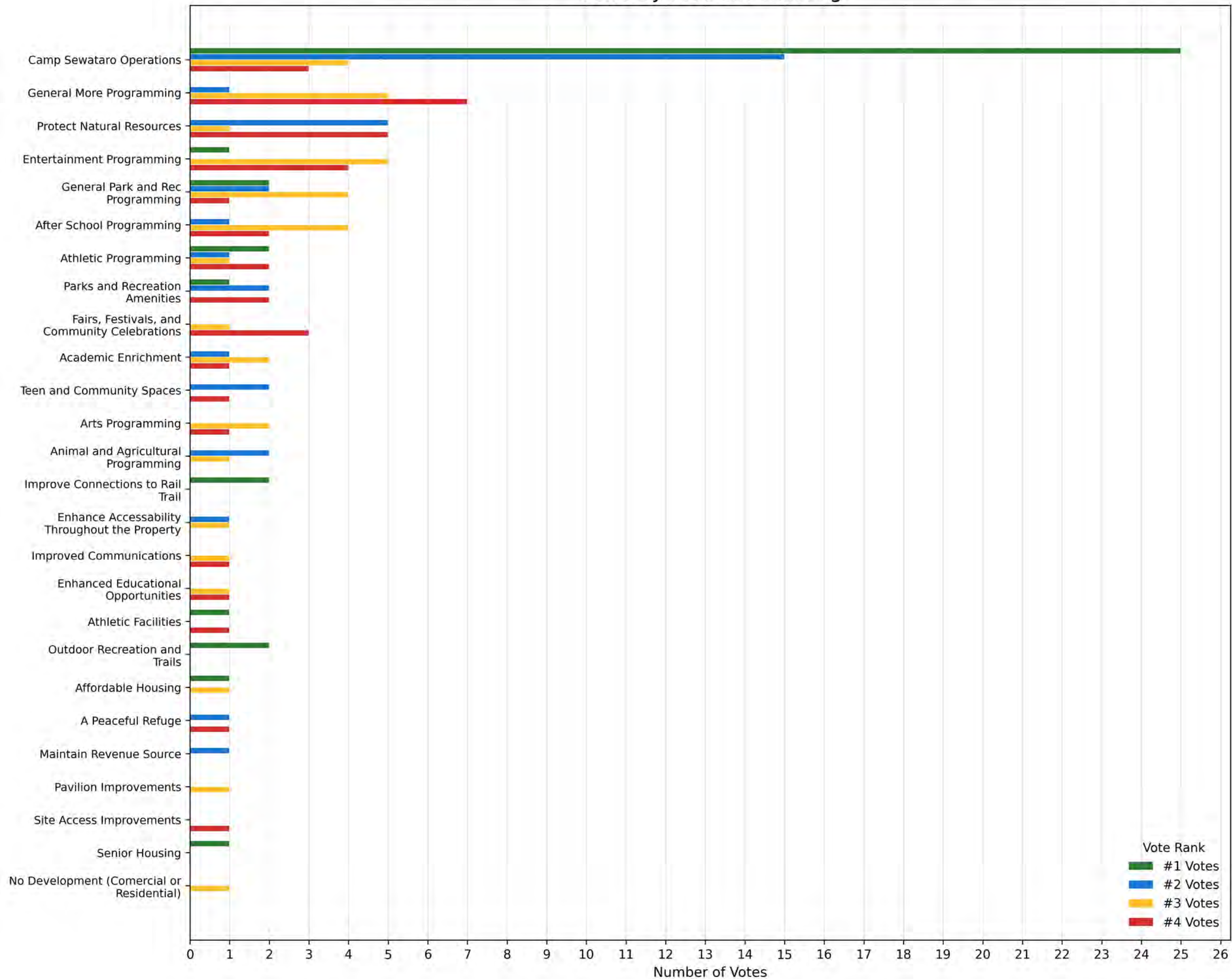
Liberty Ledge Sewataro Advisory Committee - Public Input Session

Ideas Shared



Liberty Ledge Sewataro Advisory Committee - Public Input Session

Votes by Idea and Ranking



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

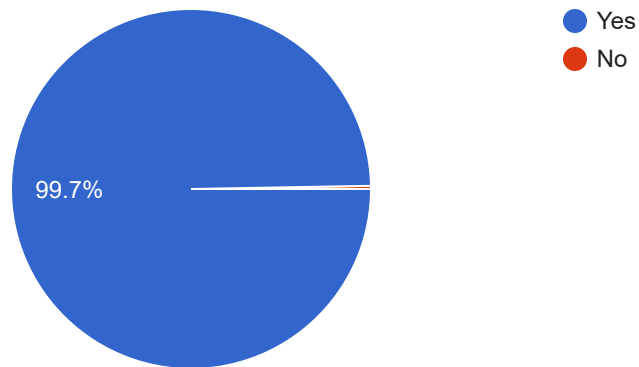
708 responses

[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](#)

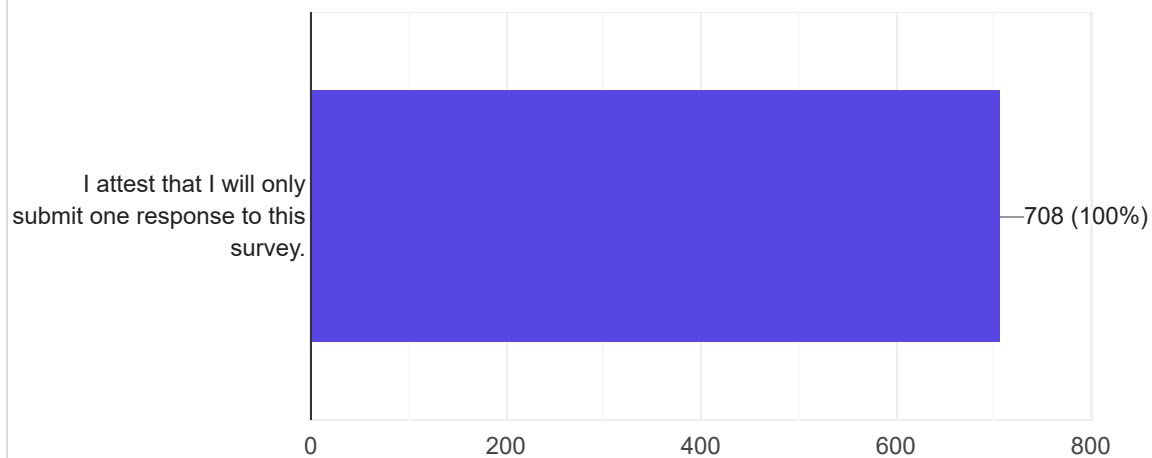
708 responses



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 sewataro 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.

Maintains 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 economically 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

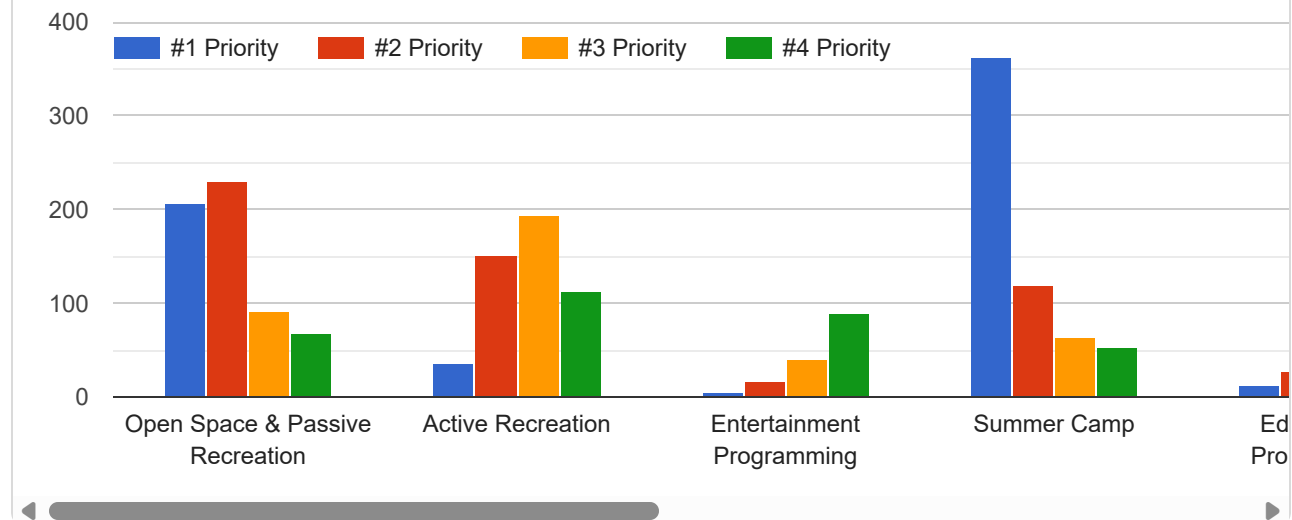
569 more responses are hidden

For all written responses please see page 39.

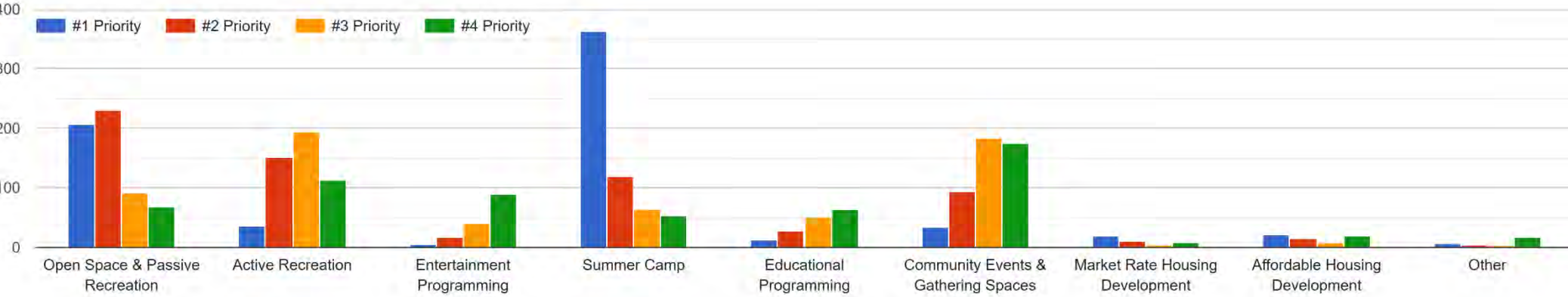
Use Prioritization

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)



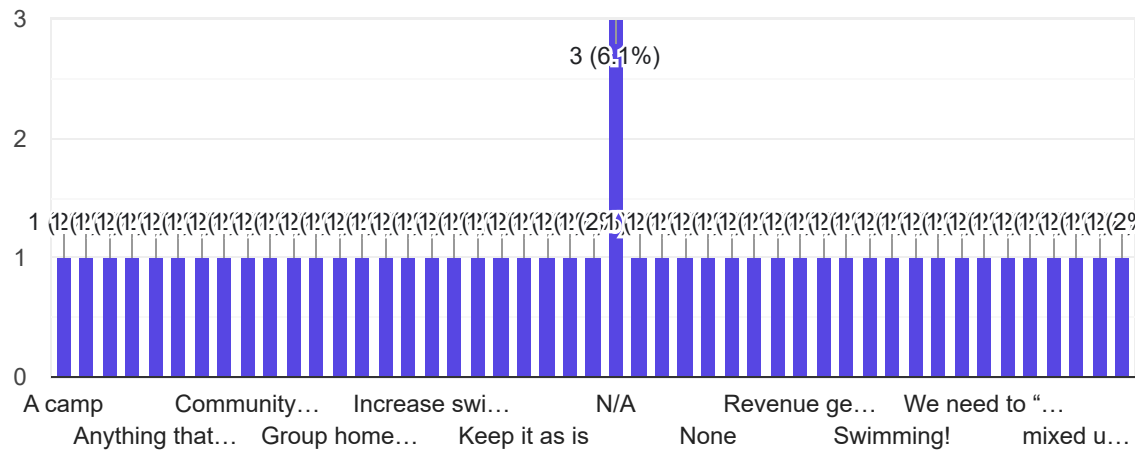
Open Space and Passive Recreation	Total Votes	Weighted Scores		
1st Priority	206	824		
2nd Priority	233	699		
3rd Priority	92	184		
4th Priority	68	68		
			Total Weighted Score	1775
Active Recreation	Total Votes	Weighted Scores		
1st Priority	36	144		
2nd Priority	152	456		
3rd Priority	196	392		
4th 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.

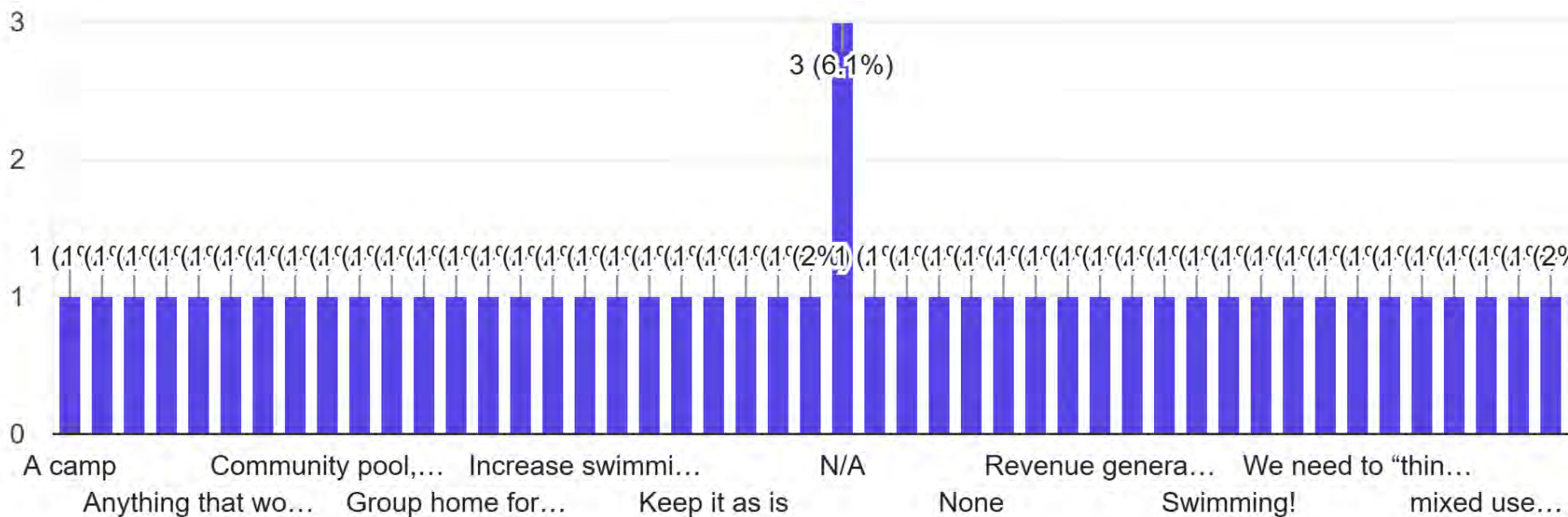
 Copy chart

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 communitys 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 respondents 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 is 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 designed and - it is terrible. It is rigged. Trick questions.

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 people 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 need to be 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.

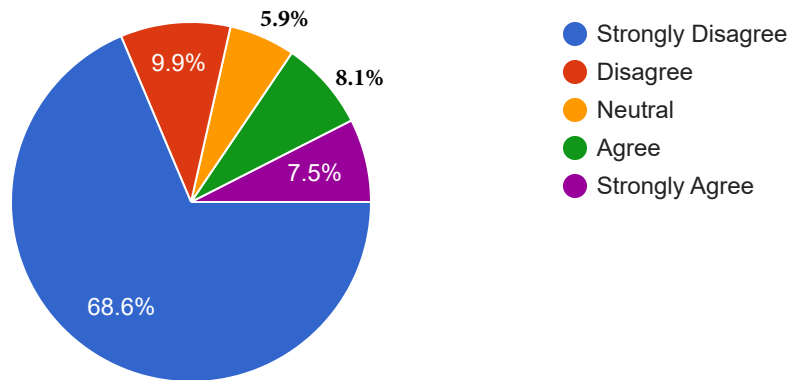
Multiple Use Options



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

[Copy chart](#)

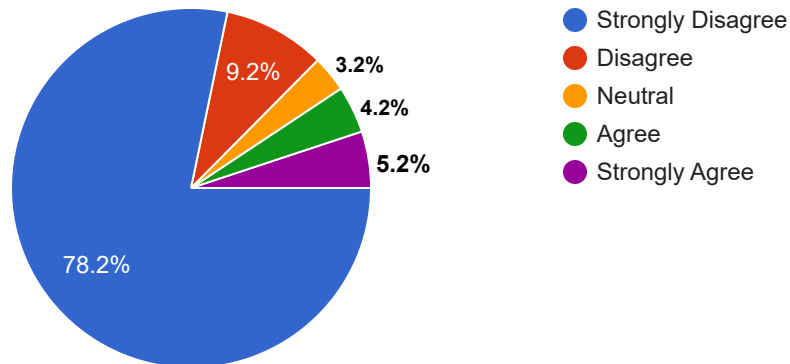
708 responses



Future use should prioritize open space and housing development.

[Copy chart](#)

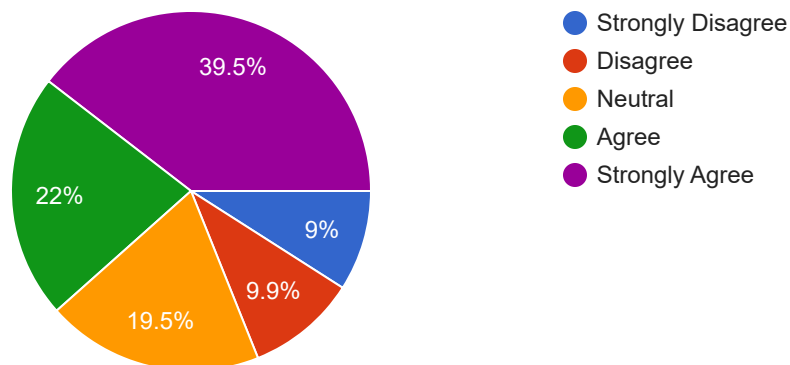
708 responses



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

[Copy chart](#)

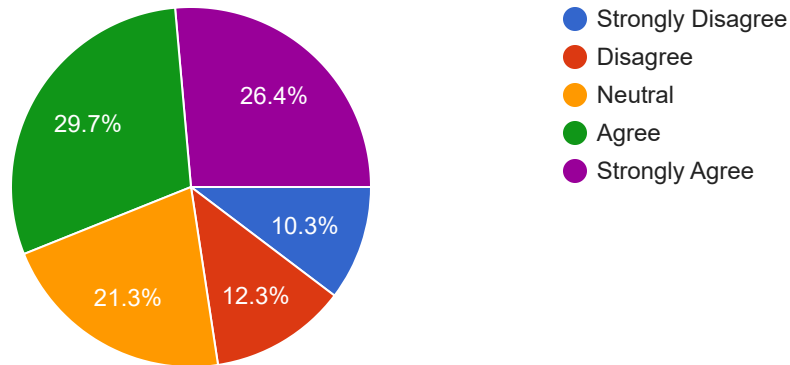
708 responses



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

 [Copy chart](#)

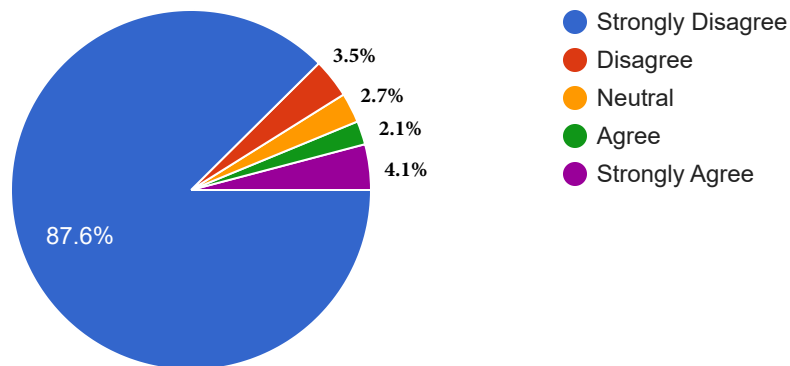
708 responses



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

 [Copy chart](#)

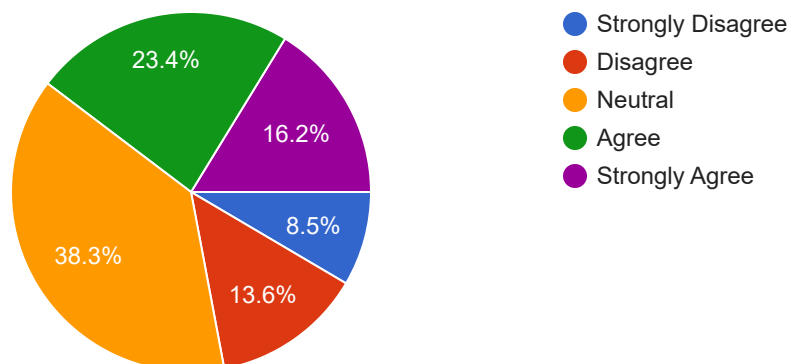
708 responses



Future use should prioritize open space rather than additional programming.

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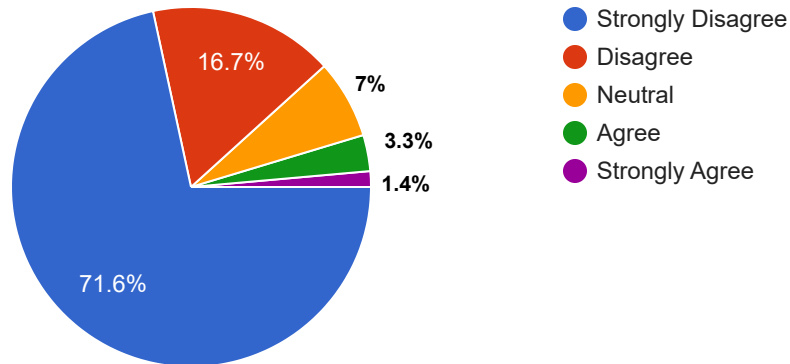
708 responses



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

[Copy chart](#)

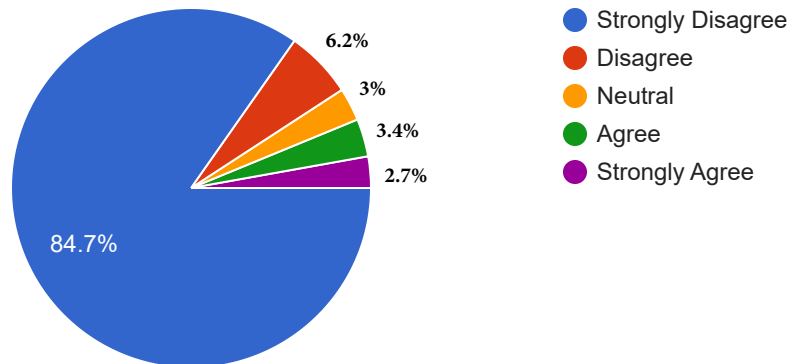
708 responses



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

[Copy chart](#)

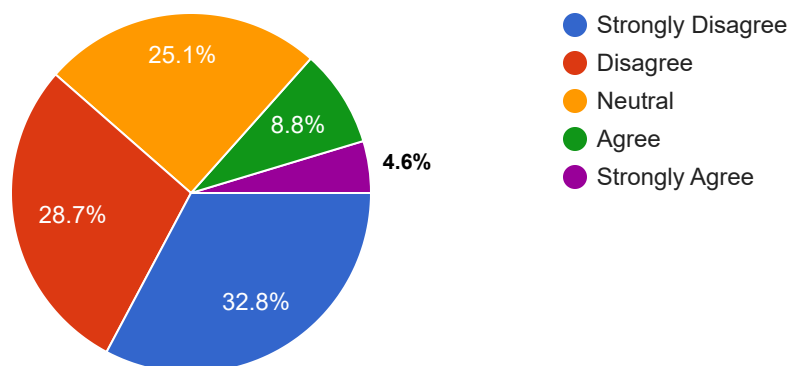
708 responses



Future use should prioritize open space rather than summer camp.

[Copy chart](#)

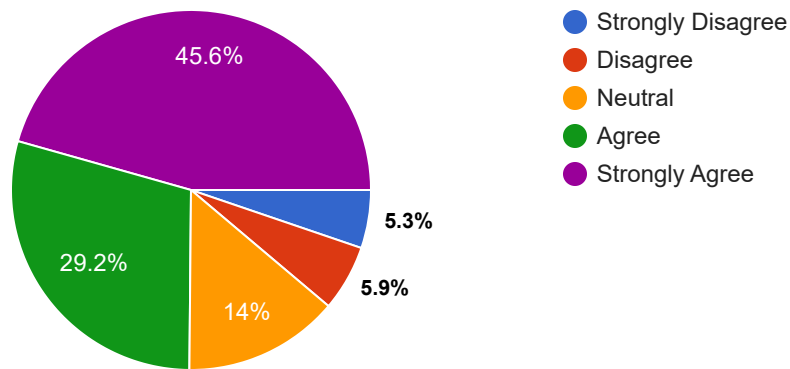
708 responses



Future use should prioritize open space and summer camp.

 [Copy chart](#)

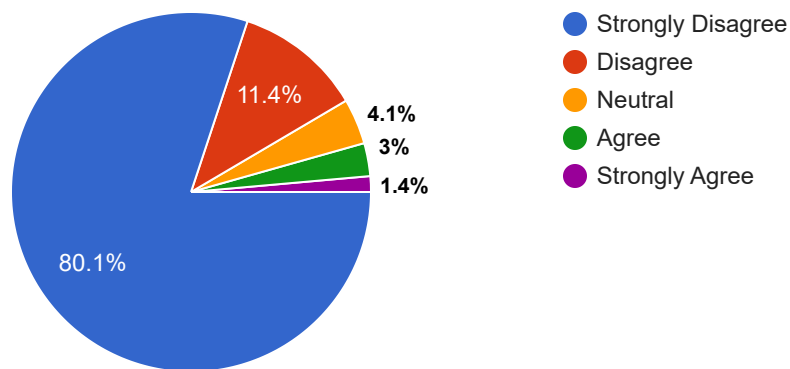
708 responses



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

 [Copy chart](#)

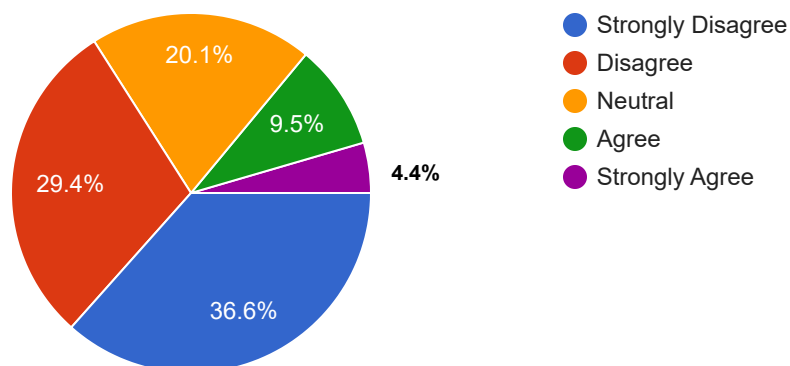
708 responses



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

 [Copy chart](#)

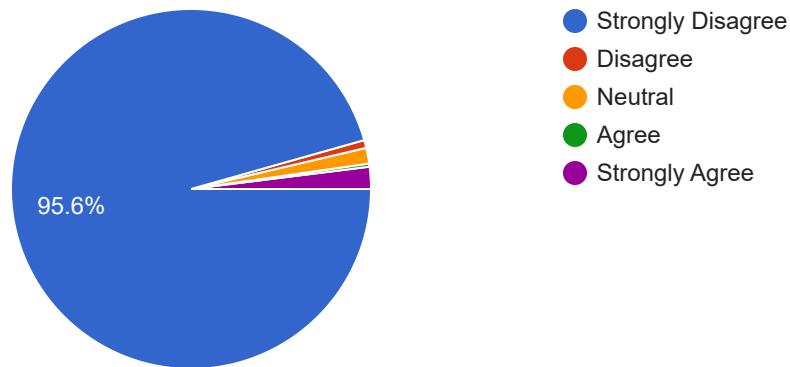
708 responses



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.

[Copy chart](#)

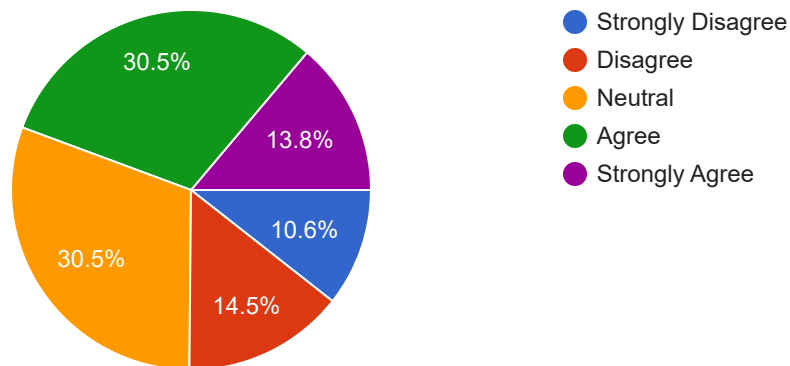
708 responses



Future use should prioritize open space and additional programming.

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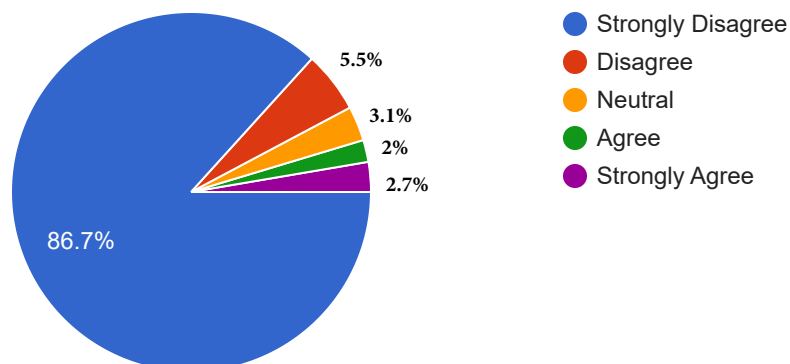
708 responses



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

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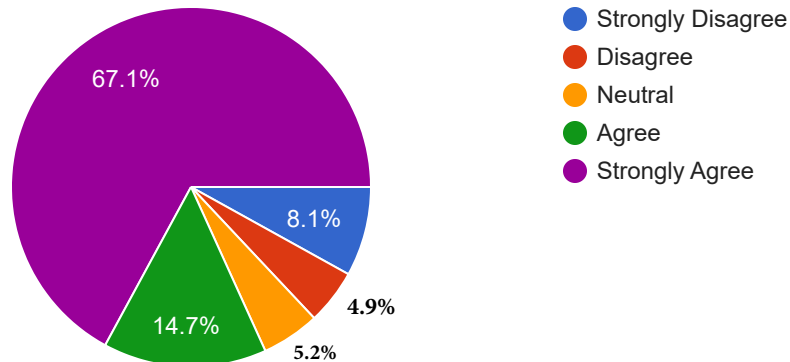
708 responses



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

[Copy chart](#)

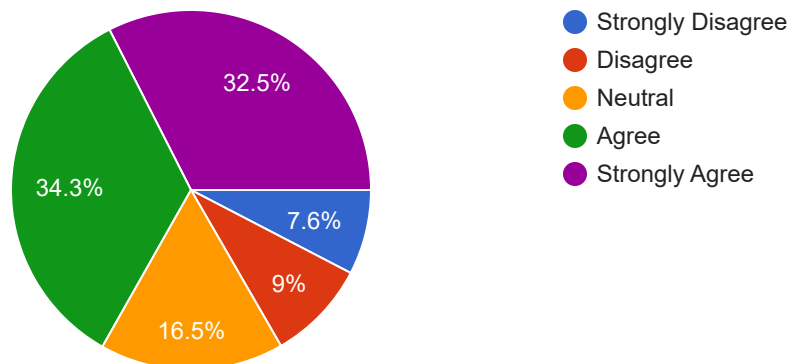
708 responses



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

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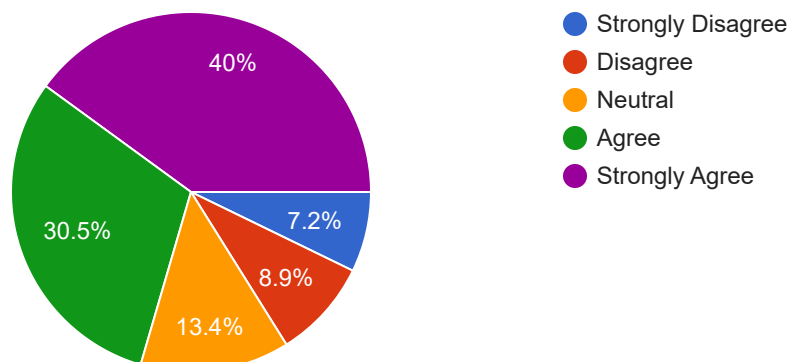
708 responses



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

[Copy chart](#)

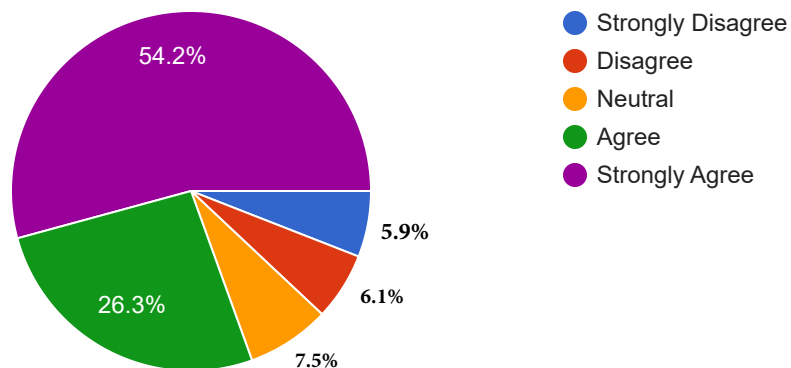
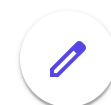
708 responses



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 don't know what we might need in future.		Better signage to let people 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	I'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. There'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!!!!
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 revenue 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 employees' time. Stop pandering to Len Simon; it'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/Sewtaro will be uplifting--time and again they will rejuvenate body, mind and soul.	I respectfully urge the committee to keep Sewatario/Liberty Ledge as a children'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 "through our actions, not just our words" that we cherish our children'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 vision 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	I'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 Sewatario - its a disservice to our children removing this important life experience of summer camp	Keep Camp Sewatario - its a disservice to our children removing this important life experience of summer camp		Keep Camp Sewatario - 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	Sewatario 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 can'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 Sewatario continue to thrive as a special place for young children to grow and develop. After hours and on weekends I'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	<p>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.</p> <p>The families I see best using it are:</p> <ul style="list-style-type: none"> -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. <p>Possibilities for the future:</p> <ul style="list-style-type: none"> - I think some of our best opportunities would come from an alignment with our Rec Department. We have an amazing, 	<p>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.</p>	<p>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 haven't met. Happy to help with this!</p> <p>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.</p> <p>3.) Frolf - get a frolf setup. May be popular with middle school/high school</p>
2026/07/28 1:33:35 PM AST	<p>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 town'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.</p>	<p>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.</p>	
2026/07/28 1:37:09 PM AST	<p>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.</p>	<p>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.</p>	<p>I would support market rate housing only if it came with commercial zoning as well. Another neighborhood with 7000 sqft mcmanions where everyone has to drive to get anywhere is extremely unappealing.</p>
2026/07/28 1:37:20 PM AST			
2026/07/28 1:39:45 PM AST	<p>More access and events using the liberty ledger property</p>	<p>More Community access</p>	
2026/07/28 1:42:27 PM AST	<p>Open Space, recreation, camp/pool during summer. Not another development please</p>	<p>keep it as a beautiful open space</p>	<p>NOT ANOTHER HOUSING DEVELOPMENT!!!</p>
2026/07/28 1:47:01 PM AST	<p>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.</p>	<p>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.</p>	<p>Zero housing development.</p>
2026/07/28 1:49:53 PM AST	<p>no housing - keep the property as open space for activities and camp</p>	<p>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.</p>	
2026/07/28 1:52:07 PM AST	<p>I would like it to remain open land, undeveloped. Use for a camp or general use by residents for recreation would be ideal.</p>	<p>This land should NOT be developed as housing.</p>	
2026/07/28 1:56:52 PM AST	<p>Summer camp, year round outdoor activities - like snowshoeing in the winter</p>	<p>To keep the area as natural as possible - woodsy and trails, environmentally friendly and lovely</p>	<p>swimming, boating, community and camp recreation</p>
2026/07/28 1:59:42 PM AST	<p>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.</p>	<p>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.</p>	
2026/07/28 2:10:24 PM AST	<p>The current camp as is, preserved for future generations of families. I can't even tell you how positive of an impact this place has had on our children's development. The setting, the people and operator all contribute to this.</p>	<p>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.</p>	<p>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.</p>
2026/07/28 2:16:01 PM AST	<p>A long term lease with the current Camp operator and expanded recreational opportunities for town residents.</p>	<p>Do NOT develop any portion of the property. Do not build housing, housing units, or sell to a housing developer.</p>	
2026/07/28 2:17:35 PM AST	<p>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!</p>	<p>I want them to do what is best for the community rather than what a few outside voices have skewed the board towards.</p>	
2026/07/28 2:28:24 PM AST	<p>An open space recreation area and operating Sewataro day camp as voted by town residents several years ago. Definitely not housing.</p>	<p>Maintaining the beautiful property and encouraging residents to enjoy this irreplaceable natural resource.</p>	
2026/07/28 2:35:59 PM AST	<p>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.</p>	<p>Recouping our losses from the purchase of the Liberty ledge property.</p>	

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.	It'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 is - 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 buses are very convenient for us. 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 sewataro 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	The town has spoken and wants that land not developed.	
2026/07/28 5:36:49 PM AST	Sewataro and open space for the community		
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: WTF, 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	Don'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
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 don'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, there'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 doesn't make sense.	There'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. I'd like to preserve this opportunity for my children and the future
2026/07/28 10:23:34 PM AST	I'd like to see the property used much like it'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 can'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 Sewatario continue to operate during the summer, and to have town access to the open space during the rest of the year.	Keep Sewatario, 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 questions.
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	I'd like to see Camp Sewatario still thriving as an enriching option for the kids of Sudbury and beyond.	Please preserve Camp Sewatario and don'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 Sewatario	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 Sewatario, something the residents already voted on.	
2026/07/29 12:27:10 PM AST	I would like to see the property used as Camp Sewatario	The community's children benefit from the property being used as camp sewatario	
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 Sewatario 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 a 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 courts. 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 benefits 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	<p>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.</p> <p>Recreation and Wellness</p> <p>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</p> <p>Nature education programs School field trips Conservation workshops</p>	<p>A successful preservation strategy with a focus on:</p> <ul style="list-style-type: none"> - 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. <p>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.</p>	<p>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.</p>
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	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.
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 payers' 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 10-20 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 Town'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.	The Committee'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 Town'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	To achieve these goals, I believe the Town should cast the 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 See above
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 derby, etc.	Preservation of this parcel and looking elsewhere in town for development opportunity	

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 be 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 don'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, they'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.
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 the Town is now privileged 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 wildlife 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 respondents 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 repurposed 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 woody 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 don't want to change the nature of Sewataro. The property is great as is- don't go looking for solutions to problems that don't exist.	The questions on the next page constitute the most convoluted survey I'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	Continue 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	Don'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 It'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 it's always been	Few generations of kids have wonderful memories of sewataro	
2026/08/02 5:16:48 PM AST	Summer camp	There'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
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 communities 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 plenty 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
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.	I do not support more low income housing in the town at this time. I believe weâ€™ve met our requirement, havenâ€™t we? 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 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
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	<p>Iâ€™ve been a resident since 2020 (just putting that here to color the thoughts and give â€™time in residenceâ€™ perspective).</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Fourth, the real best use/s of the space would be to bolster the fields, courts, playgrounds and nature walk areas.</p> <p>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</p>	<p>We donâ€™t need more housing. We need better play spaces.</p>	<p>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)</p>
2026/08/03 9:50:43 PM AST	A camp and open space for residents to use	<p>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.</p>	
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	
2026/08/03 9:58:34 PM AST	<p>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.</p>	<p>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.</p>	<p>Saving open green space from developments</p> <p>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.</p>
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 it'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 is 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		It's always been a camp for the town and it should remain that way. We already voted for this and it's absolutely ridiculous that this is up for debate. Why is it that we can't hold our school committee accountable and now can't rely on our votes even counting. You are making people leave this town because we can'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 Sewataro'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 property'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
2026/08/04 8:06:12 PM AST	conservation and recreation - just as it is now	no housing of any kind	N/A
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 existing 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 any 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 today'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 sessions, 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 don'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 is 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 children's enjoyment as well as people using the property during the remainder of the year 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 summer! 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. 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 - don'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 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!	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 Sewatáro for kids	No development or apt buildings		Year round recreation for residents
2026/08/07 5:28:55 PM AST	Camp Sewatáro continuing to operate on the property along use for community events like fishing derbies, concerts, community nights.	Maintaining the presence of Camp Sewatáro 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 Sewatáro. Both of my kids go to camp Sewatáro. 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 Sewatáro. This has been incredibly valuable to the surrounding community and my children.	Keep it as Camp Sewatáro		Keep as camp sewatáro
2026/08/07 6:10:37 PM AST	The continuation of Camp Sewatáro, 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	Sewatáro 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!	Don't put in new buildings let nature be keep the camp the way it is we don'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 sewatáro	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 Sewatáro, 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 Sewatáro 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 Sewatáro 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 sewatáro	Keeping camp sewatáro. 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 Sewatáro, 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 Sewatáro continuing to serve our kids and community	My single most priority is keeping Camp Sewatáro operating!		Keep the Camp!!!!
2026/08/08 2:06:24 PM AST	I believe the property should remain a camp. Ideally Camp Sewatáro would be more available and accessible to the children of Sudbury	Camp Sewatáro 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 Sewataro'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 whole" 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 "summer as it should be" 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 "town fair" 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 10-20 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 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.	
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. I'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 doesn'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 67 years.	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 don'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 property'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. Don't change this property.	The fun of Children and families and the many decades long legacy of the summer camp. Don'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 Sewataro	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 "not in my backyard" 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 don'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 it'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 let'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 to 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 don't need to create more housing resulting in more traffic when that'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 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 can'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
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 don't come from insanely wealthy families can enjoy the property too.	Public use.	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 11:45:03 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 Camp Sewataro be granted a long term lease.	Leave the property as is. That's what the town voted for.
2026/08/15 7:53:25 AM AST	I'd like to see the not to code buildings taken down. I'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 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 pavilions 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	<p>- Free use of swimming pool and swimming pond for Sudbury residents.</p> <p>- Participation of summer camps at a discounted rate for Sudbury residents; right now, only "rich" families can afford summer camps.</p> <p>- access for residents every weekend. There are no public pools in Sudbury, only clubs with years of waiting list.</p> <p>- use the place for festivals and events for kids.</p>	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 property, 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. Don't waste time and effort on all the in between scenarios that are "neither".	Find a use that all of Sudbury residents will benefit from. That'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 don'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 housing 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
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 don'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 don'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. I'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.	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.
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 children'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	
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 economically 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	<p>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.</p> <p>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.</p> <p>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.</p> <p>I believe the Town should be thinking not just about how Liberty Ledge can serve Sudbury today, but about what we</p>	<p>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.</p> <p>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.</p>	<p>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.</p>
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 as 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 benefit "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.	<p>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.</p>	<p>Some imaginative use of the space that can only be done there.</p> <p>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.</p>
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
2026/08/23 8:25:26 AM AST	Open space for residents to enjoy plus some affordable housing.	Preserving open space	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 8:49:51 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	

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. Liberty 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 swimming 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. Don'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 don'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! Let'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 10-20 years, the goal should be to improve public access and make fuller use of the existing land and facilities-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 property'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 process-not introduced indirectly through a committee charged with improving this particular community property. Any proposal to change the land'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.	Maintenance of the site as open, undeveloped space.		
	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.			
2026/08/30 4:57:55 PM AST	I don't like to see 55+ housing developed at Liberty Ledge. I don'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.	I don't like to see 55+ housing at Liberty Ledge.	I don'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 programming		
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 think outside the box. 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 Ledge 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.	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. Let's not kick the can down the road and make us go through this dreadful exercise again.		
	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.			
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 town'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 that 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. it'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 property'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! I've lived in Sudbury for forty years and both of my children attended Sewataro. It is a rare gem, and a beautiful destination. It'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 "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 now"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. Let's keep it that way.	

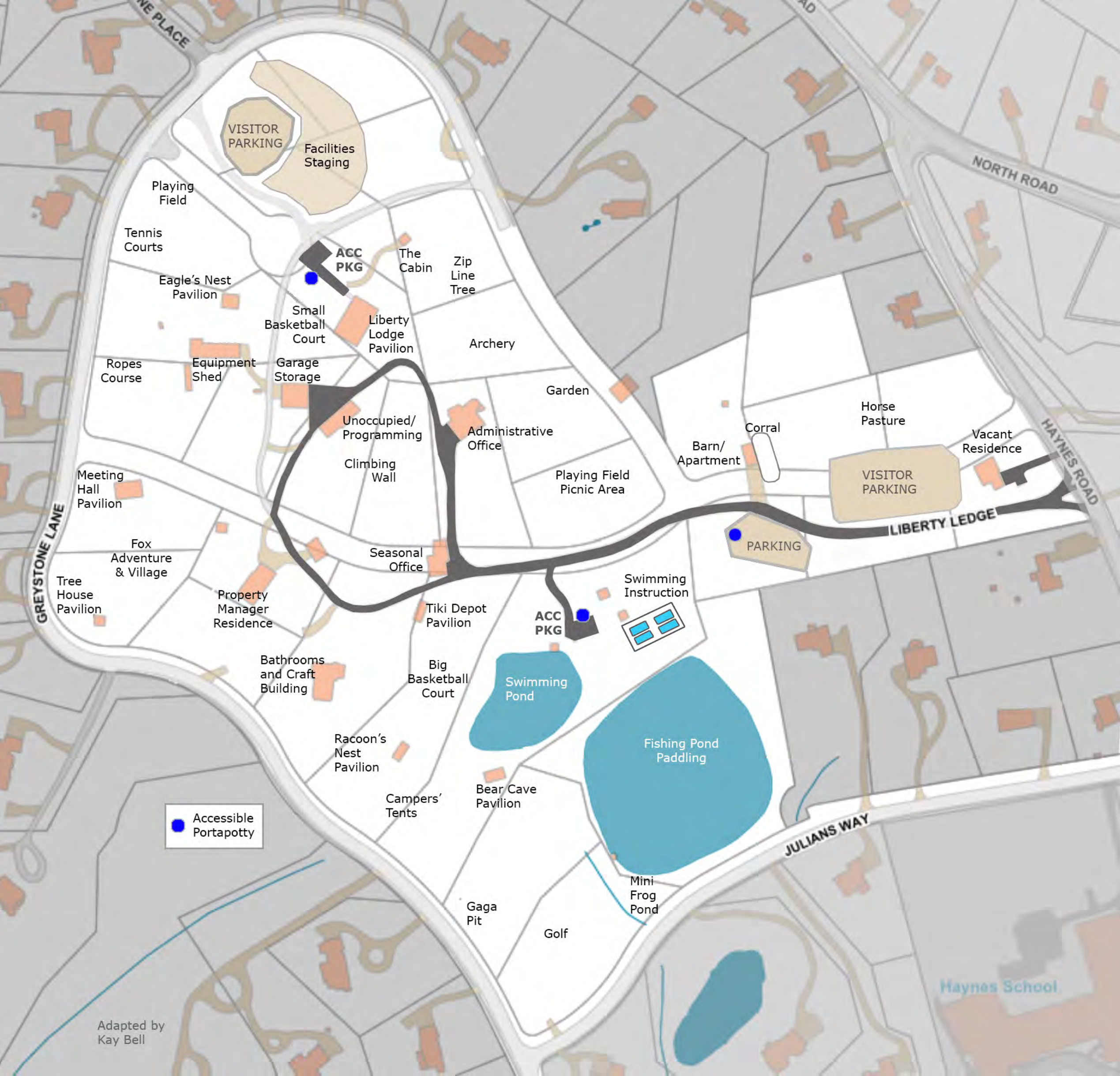
2026/09/07 9:40:38 AM AST	<p>I would like to see the Sewatario property preserved as a unique town asset, a naturally beautiful open space that can be utilized and appreciated in a variety of ways throughout the year by Sudbury residents of all ages and from all parts of town. I hope it continues to 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.</p> <p>*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 Sewatario property when I believe the mandate from voters at Town meetings in 2019, 2022 and 2026 was clearly NOT to develop it.</p>	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	<p>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.</p>	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	<p>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.</p>	<p>The town owns the property and recommendations to be made to town meeting for the vote of the whole town.</p> <p>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</p>
2026/09/07 1:47:24 PM AST	<p>The future of Sewatario should be anchored by three essential principles: (i) Camp Sewatario 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 Sewatario 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.</p> <p>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.</p> <p>Sudbury's need for affordable and senior housing is legitimate, but that need does not require the town to sacrifice</p>	<p>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.</p>
2026/09/07 3:18:23 PM AST	<p>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.</p>	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.	<p>Listen to the voters!</p> <p>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?</p> <p>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.</p>	
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	Maintains 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
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 residents' 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.	

APPENDIX C

MAPS AND GRAPHICS



● Accessible Portapotty

Adapted by
Kay Bell

LEGEND

Town of Sudbury, Massachusetts
Surface Water Features Map

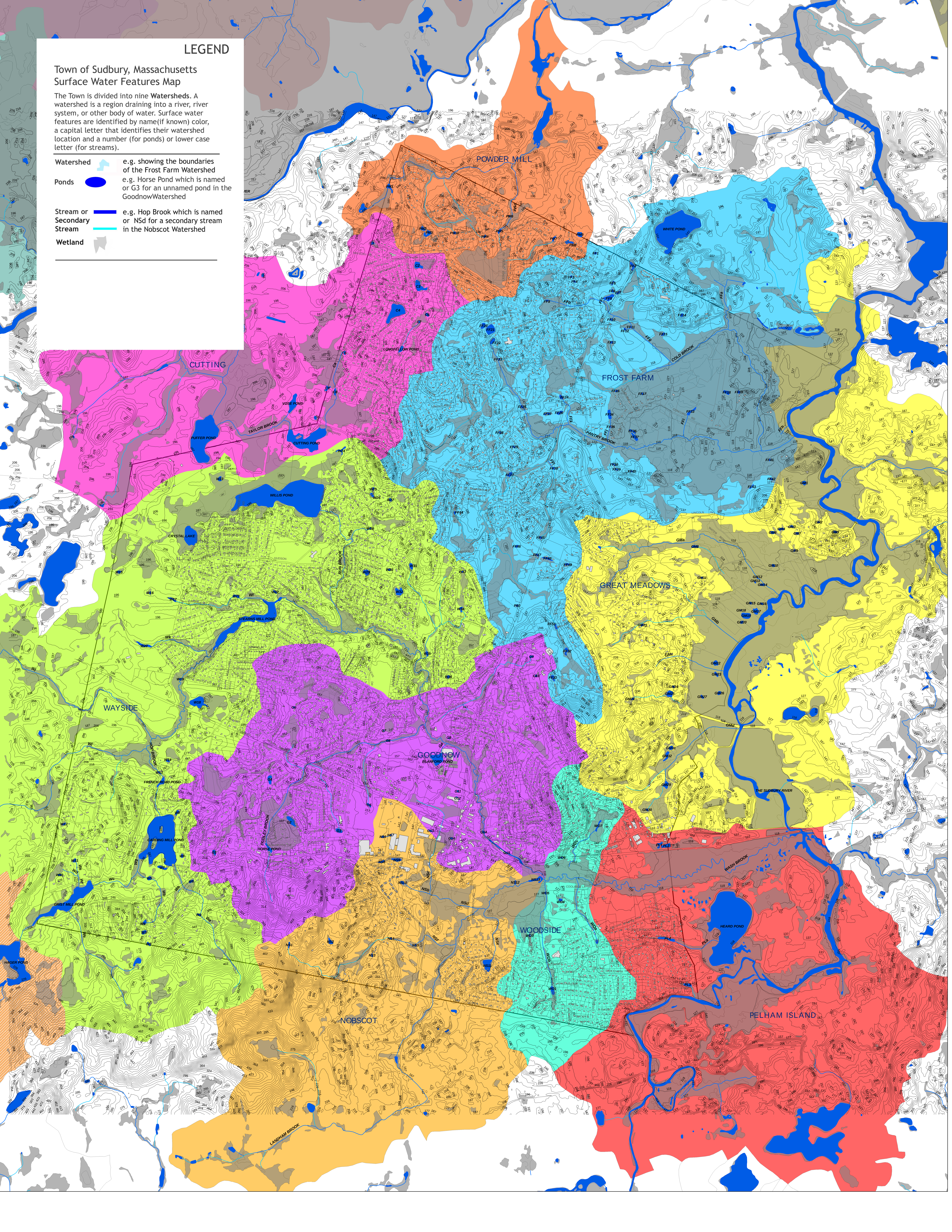
The Town is divided into nine Watersheds. A watershed is a region draining into a river, river system, or other body of water. Surface water features are identified by name(if known) color, a capital letter that identifies their watershed location and a number (for ponds) or lower case letter (for streams).

- Watershed

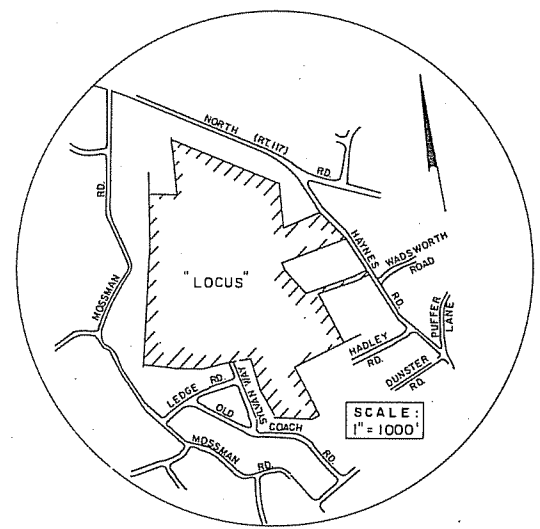
e.g. showing the boundaries of the Frost Farm Watershed
- Ponds

e.g. Horse Pond which is named or G3 for an unnamed pond in the GoodnowWatershed
- Stream or Secondary Stream

e.g. Hop Brook which is named or NSd for a secondary stream in the Nobscot Watershed
- Wetland



6586



I HEREBY CERTIFY THAT THIS OFFICE RECEIVED NOTICE OF SUDBURY PLANNING BOARD ACTION ON THIS PLAN. I HEREBY CERTIFY THAT THIS OFFICE RECEIVED NOTICE OF AN APPEAL (MASSACHUSETTS LAND COURT CASE NUMBER 125-832 MISC.) AND THAT FINAL JUDGEMENT AFFIRMING APPROVAL OF SAID PLAN WAS ENTERED BY THE MASSACHUSETTS LAND COURT ON DECEMBER 9, 1988.

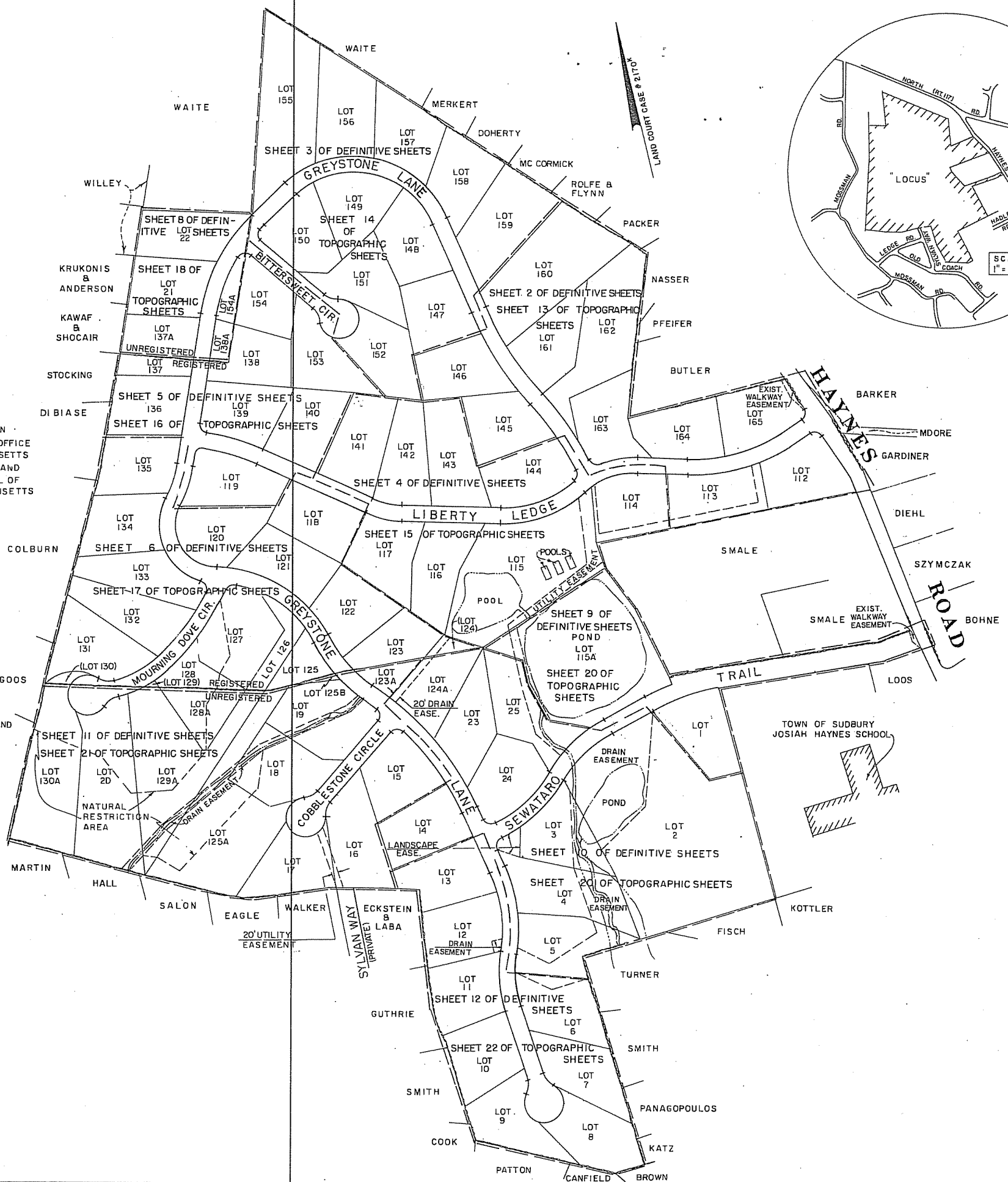
DATE: December 14, 1988
TOWN CLERK: [Signature]

I CERTIFY THAT THIS ACTUAL SURVEY WAS MADE ON THE GROUND IN ACCORDANCE WITH THE LAND COURT INSTRUCTIONS OF 1971 BETWEEN JANUARY 7 AND JULY 24, 1987.
[Signature] 9/25/1987
REGISTERED LAND SURVEYOR

I CERTIFY THAT THE CONDITIONS ON THE GROUND ARE THE SAME NOW AS AT THE TIME OF THE ORIGINAL SURVEY.
DATE: NOV. 21, 1988
[Signature]
REG. LAND SURVEYOR

APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS DATE AND TO BE RECORDED HEREWITH.

SUDBURY PLANNING BOARD
[Signature]
[Signature]
[Signature]
DATE: 1-5-89



SHEET INDEX		
SHEET 1	OF 36	LAND COURT KEY AND INDEX
SHEETS 2 - 6	OF 36	LAND COURT DEFINITIVE SUBDIVISION PLANS
SHEET 7	OF 36	REGISTRY OF DEEDS KEY AND INDEX
SHEETS 8 - 12	OF 36	REGISTRY OF DEEDS DEFINITIVE SUBDIVISION PLANS
SHEETS 13 - 22	OF 36	EXISTING AND PROPOSED TOPOGRAPHY
SHEETS 23 - 24	OF 36	PLAN AND PROFILE OF "LIBERTY LEDGE"
SHEETS 25 - 29	OF 36	PLAN AND PROFILE OF "GREYSTONE LANE"
SHEET 30	OF 36	PLAN AND PROFILE OF "BITTERSWEET CIRCLE" AND "MOURNING DOVE CIRCLE"
SHEET 31	OF 36	PLAN AND PROFILE OF "COBBLESTONE CIRCLE"
SHEETS 32 - 33	OF 36	PLAN AND PROFILE OF "SEWATARO TRAIL"
SHEETS 34 - 35	OF 36	PLAN AND PROFILE OF EASEMENTS
SHEET 36	OF 36	DETAILS AND SECTIONS

BEING A SUBDIVISION OF LAND COURT CASE 2170^D, LOTS C¹ AND C².

KEY AND INDEX PLAN
DEFINITIVE SUBDIVISION OF
LIBERTY HILL ESTATES in SUDBURY, MASS.
APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE- 209 HAYNES RD., SUDBURY
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE- 209 HAYNES RD., SUDBURY
CHRISTINE TAYLOR - McKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD., SUDBURY
COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON
PLAN BY:
SCALE: 1" = 160'
AUGUST 31, 1987
REV. NOV. 18, 1988
REV. DEC. 21, 1988



[Signature]
9/25/1987



7859

SEE REVISION

(1)

APPROVED BY THE SUBURBY PLANNING BOARD
SUBJECT TO ITS SUBDIVISION REGULATIONS,
AS AMENDED AUGUST 8, 1988 AND TO
COVENANT TO BE RECORDED HEREWITH.

SUBURBY PLANNING BOARD

Richard A. Brooks
Russell P. Hoot

DATE: 12 AUG 1991

I HEREBY CERTIFY THAT NO NOTICE OF APPEAL
WAS RECEIVED DURING THE TWENTY DAYS NEXT
AFTER RECEIPT & RECORDING OF NOTICE FROM
THE PLANNING BOARD OF THE APPROVAL OF THE
WITHIN PLAN.

July 26, 1991 *Kathleen D. Middleton*
TOWN CLERK

I HEREBY CERTIFY THAT THIS OFFICE RECEIVED
NOTICE OF SUBURBY PLANNING BOARD ACTION
ON THIS PLAN. I HEREBY CERTIFY THAT THIS OFFICE
RECEIVED NOTICE OF AN APPEAL (MASSACHUSETTS
LAND COURT CASE NUMBER 125-832 MISC.) AND
THAT FINAL JUDGEMENT AFFIRMING APPROVAL OF
SAID PLAN WAS ENTERED BY THE MASSACHUSETTS
LAND COURT ON DECEMBER 9, 1988.

DATE: December 14, 1988

TOWN CLERK: *Kathleen D. Middleton*

I CERTIFY THAT THIS ACTUAL SURVEY WAS
MADE ON THE GROUND IN ACCORDANCE WITH
THE LAND COURT INSTRUCTIONS OF 1971
BETWEEN JANUARY 7 AND JULY 24, 1987.

Carlton B. Collins Jr. 9/25/1987
REGISTERED LAND SURVEYOR

I CERTIFY THAT THE CONDITIONS ON THE GROUND
ARE THE SAME NOW AS AT THE TIME OF THE
ORIGINAL SURVEY.

DATE: Nov. 21, 1988

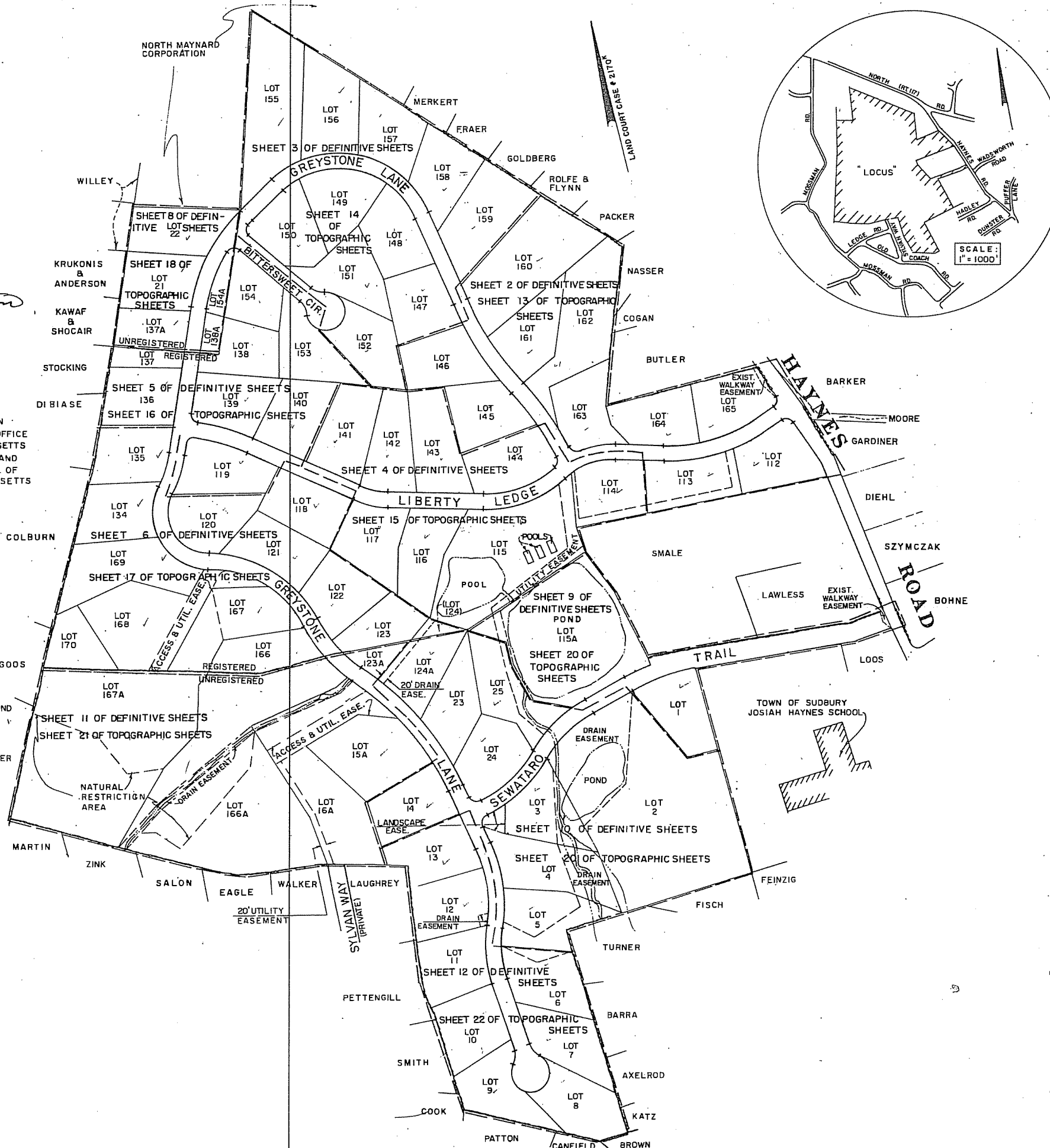
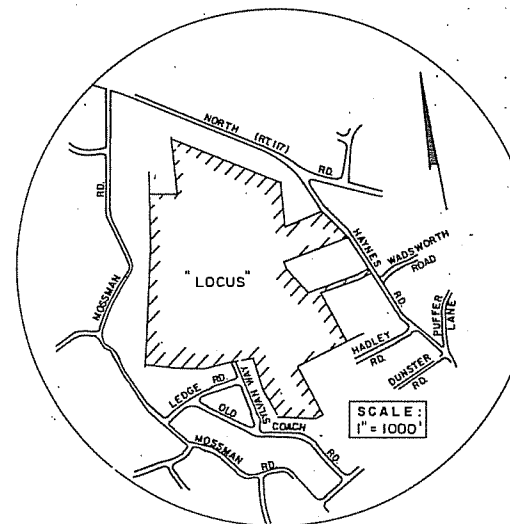
Carlton B. Collins Jr.
REG. LAND SURVEYOR

APPROVED BY THE SUBURBY PLANNING BOARD
SUBJECT TO ITS SUBDIVISION REGULATIONS, AS
AMENDED TO THIS DATE AND TO BE RECORDED
HEREWITH.

SUBURBY PLANNING BOARD

Richard A. Brooks
Russell P. Hoot

DATE: 1-5-89



MODIFIED
SHEET INDEX

SHEET 1 OF 36 : LAND COURT KEY AND INDEX
SHEET 6 OF 36 : LAND COURT DEFINITIVE SUBDIVISION PLANS
SHEET 7 OF 36 : REGISTRY OF DEEDS KEY AND INDEX
SHEET 11 OF 36 : REGISTRY OF DEEDS DEFINITIVE SUBDIVISION PLANS
SHEETS 16, 17, 20 & 21 OF 36 : EXISTING AND PROPOSED TOPOGRAPHY
SHEETS 27 AND 28 OF 36 : PLAN AND PROFILE OF GREYSTONE LANE
SHEET 30 OF 36 : PLAN AND PROFILE OF BITTERSWEET CIRCLE
SHEET 31 OF 36 : PLAN AND PROFILE OF DRAIN EASEMENT

SHEET INDEX

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AND "MOURNING DOVE CIRCLE"
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SHEET 36 OF 36 : DETAILS AND SECTIONS

BEING A SUBDIVISION OF LAND COURT CASE #2170^D, LOTS C¹ AND C².

MODIFIED
KEY AND INDEX PLAN
DEFINITIVE SUBDIVISION OF
LIBERTY HILL ESTATES in SUBURBY, MASS.

APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD., SUBURBY
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD., SUBURBY

CHRISTINE TAYLOR - MCKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD., SUBURBY
COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON

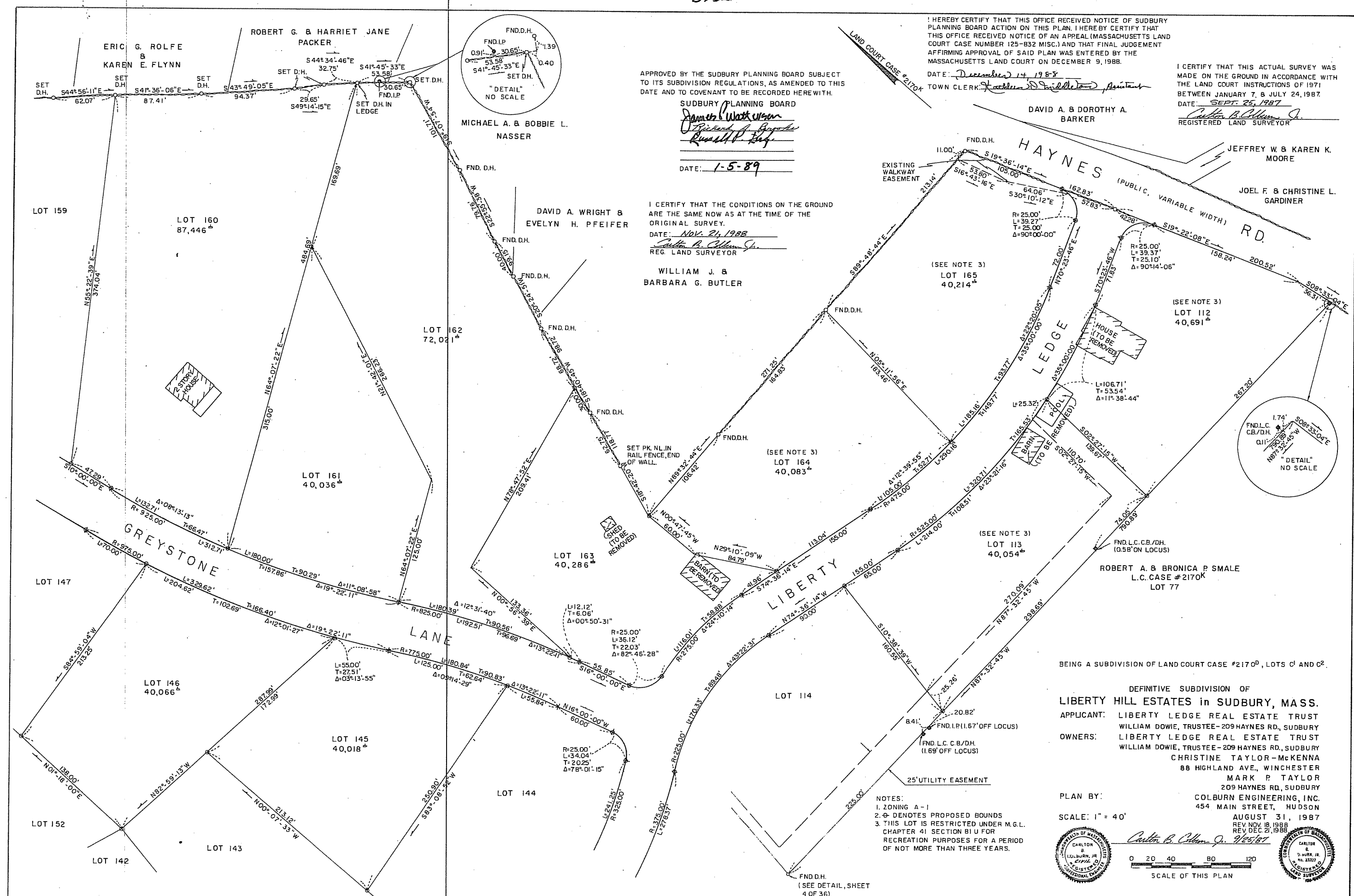
PLAN BY:
SCALE: 1" = 160'
AUGUST 31, 1987
REV. NOV. 18, 1988
REV. DEC. 21, 1988



Carlton B. Collins Jr. 9/25/1987
REV. 4/8/91



6984



APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS DATE AND TO COVENANT TO BE RECORDED HERewith.

SUDBURY PLANNING BOARD
James W. Wilson
Richard A. Rogers
Russell P. Day

DATE: 1-5-89

I CERTIFY THAT THE CONDITIONS ON THE GROUND ARE THE SAME NOW AS AT THE TIME OF THE ORIGINAL SURVEY.

DATE: Nov. 24, 1988
William J. & Barbara G. Butler
REG. LAND SURVEYOR

WILLIAM J. &
BARBARA G. BUTLER

HEREBY CERTIFY THAT THIS OFFICE RECEIVED NOTICE OF SUDBURY PLANNING BOARD ACTION ON THIS PLAN. I HEREBY CERTIFY THAT THIS OFFICE RECEIVED NOTICE OF AN APPEAL (MASSACHUSETTS LAND COURT CASE NUMBER 125-832 MISC.) AND THAT FINAL JUDGEMENT AFFIRMING APPROVAL OF SAID PLAN WAS ENTERED BY THE MASSACHUSETTS LAND COURT ON DECEMBER 9, 1988.

DATE: December 14, 1988
TOWN CLERK: *Richard D. Fildes*

DAVID A. & DOROTHY A. BARKER

I CERTIFY THAT THIS ACTUAL SURVEY WAS MADE ON THE GROUND IN ACCORDANCE WITH THE LAND COURT INSTRUCTIONS OF 1971 BETWEEN JANUARY 7, & JULY 24, 1987.
DATE: SEPT. 25, 1987
Carlton B. Chalmers, Jr.
REGISTERED LAND SURVEYOR

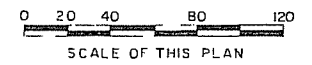
BEING A SUBDIVISION OF LAND COURT CASE #2170, LOTS C1 AND C2.

DEFINITIVE SUBDIVISION OF
LIBERTY HILL ESTATES in SUDBURY, MASS.

APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD., SUDBURY
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD., SUDBURY
CHRISTINE TAYLOR-McKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD., SUDBURY

PLAN BY: COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON
SCALE: 1" = 40'

AUGUST 31, 1987
REV NOV 18, 1988
REV DEC 21, 1988
Carlton B. Chalmers, Jr.

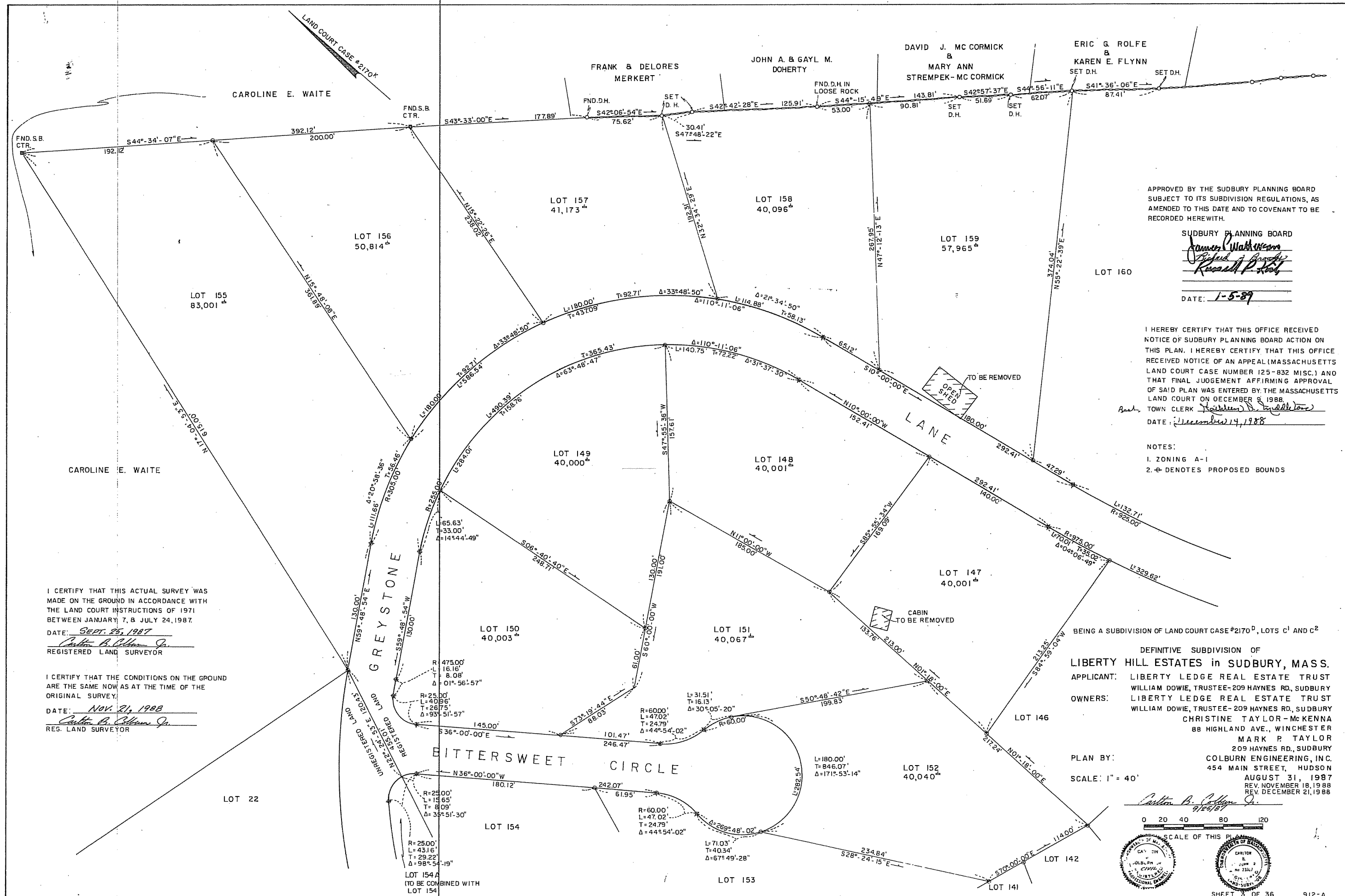


- NOTES:
1. ZONING A-1
 2. DENOTES PROPOSED BOUNDS
 3. THIS LOT IS RESTRICTED UNDER M.G.L. CHAPTER 41 SECTION 81U FOR RECREATION PURPOSES FOR A PERIOD OF NOT MORE THAN THREE YEARS.

7859

(2)

692



APPROVED BY THE SUDBURY PLANNING BOARD
SUBJECT TO ITS SUBDIVISION REGULATIONS, AS
AMENDED TO THIS DATE AND TO COVENANT TO BE
RECORDED HEREWITH.

SUDBURY PLANNING BOARD
James J. Watherson
Richard J. Brooks
Russell P. Kelly
DATE: 1-5-89

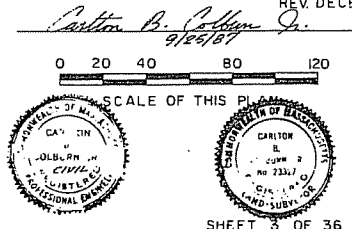
I HEREBY CERTIFY THAT THIS OFFICE RECEIVED
NOTICE OF SUDBURY PLANNING BOARD ACTION ON
THIS PLAN. I HEREBY CERTIFY THAT THIS OFFICE
RECEIVED NOTICE OF AN APPEAL (MASSACHUSETTS
LAND COURT CASE NUMBER 125-832 MISC.) AND
THAT FINAL JUDGEMENT AFFIRMING APPROVAL
OF SAID PLAN WAS ENTERED BY THE MASSACHUSETTS
LAND COURT ON DECEMBER 9, 1988.
TOWN CLERK *William D. Middleton*
DATE: December 14, 1988

NOTES:
1. ZONING A-1
2. ⊕ DENOTES PROPOSED BOUNDS

I CERTIFY THAT THIS ACTUAL SURVEY WAS
MADE ON THE GROUND IN ACCORDANCE WITH
THE LAND COURT INSTRUCTIONS OF 1971
BETWEEN JANUARY 7, & JULY 24, 1987.
DATE: SEPT. 25, 1987
Carlton B. Colburn Jr.
REGISTERED LAND SURVEYOR

I CERTIFY THAT THE CONDITIONS ON THE GROUND
ARE THE SAME NOW AS AT THE TIME OF THE
ORIGINAL SURVEY.
DATE: NOV. 21, 1988
Carlton B. Colburn Jr.
REG. LAND SURVEYOR

BEING A SUBDIVISION OF LAND COURT CASE #2170^D, LOTS C¹ AND C²
DEFINITIVE SUBDIVISION OF
LIBERTY HILL ESTATES in SUDBURY, MASS.
APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD., SUDBURY
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD., SUDBURY
CHRISTINE TAYLOR-McKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD., SUDBURY
PLAN BY: COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON
SCALE: 1" = 40'
AUGUST 31, 1987
REV. NOVEMBER 18, 1988
REV. DECEMBER 21, 1988



7859

(3)

I HEREBY CERTIFY THAT THIS OFFICE RECEIVED NOTICE OF SUDBURY PLANNING BOARD ACTION ON THIS PLAN. I HEREBY CERTIFY THAT THIS OFFICE RECEIVED NOTICE OF AN APPEAL (MASSACHUSETTS LAND COURT CASE NUMBER 125-832 MISC.) AND THAT FINAL JUDGEMENT AFFIRMING APPROVAL OF SAID PLAN WAS ENTERED BY THE MASSACHUSETTS LAND COURT ON DECEMBER 9, 1988.

DATE: December 14, 1988

TOWN CLERK: Richard D. T. T. T. T.

I CERTIFY THAT THIS ACTUAL SURVEY WAS MADE ON THE GROUND IN ACCORDANCE WITH THE LAND COURT INSTRUCTIONS OF 1971 BETWEEN JANUARY 7 & JULY 24, 1987.

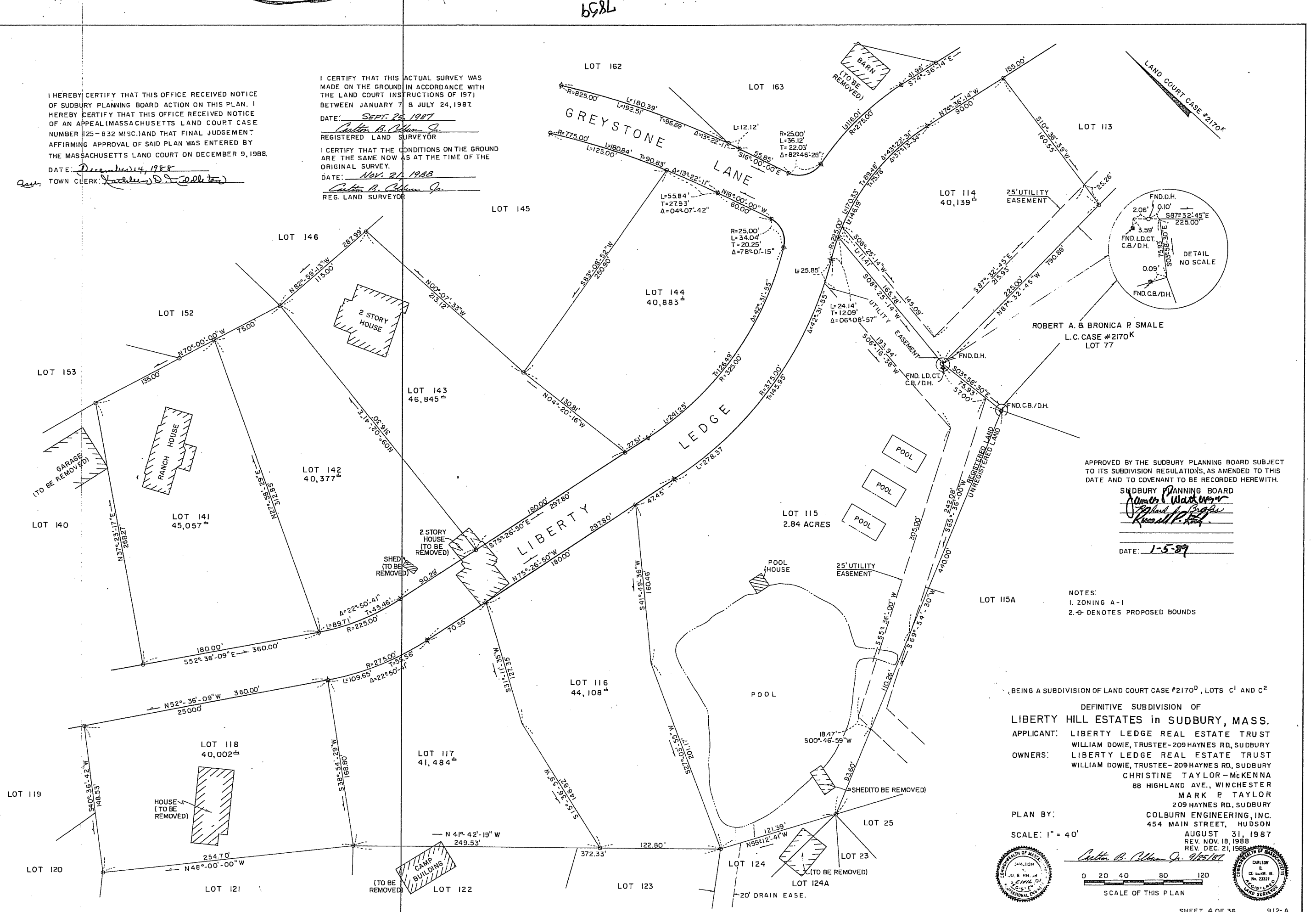
DATE: SEPT. 25, 1987

Carlton B. Colman Jr.
REGISTERED LAND SURVEYOR

I CERTIFY THAT THE CONDITIONS ON THE GROUND ARE THE SAME NOW AS AT THE TIME OF THE ORIGINAL SURVEY.

DATE: NOV. 21, 1988

Carlton B. Colman Jr.
REG. LAND SURVEYOR



APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS DATE AND TO COVENANT TO BE RECORDED HERewith.

SUDBURY PLANNING BOARD

Carlton B. Colman Jr.
Richard D. T. T. T.
Russell P. T. T.

DATE: 1-5-89

NOTES:
1. ZONING A-1
2. -G- DENOTES PROPOSED BOUNDS

BEING A SUBDIVISION OF LAND COURT CASE #2170, LOTS C1 AND C2

DEFINITIVE SUBDIVISION OF
LIBERTY HILL ESTATES in SUDBURY, MASS.

APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY

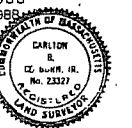
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY
CHRISTINE TAYLOR-McKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD, SUDBURY

PLAN BY: COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON

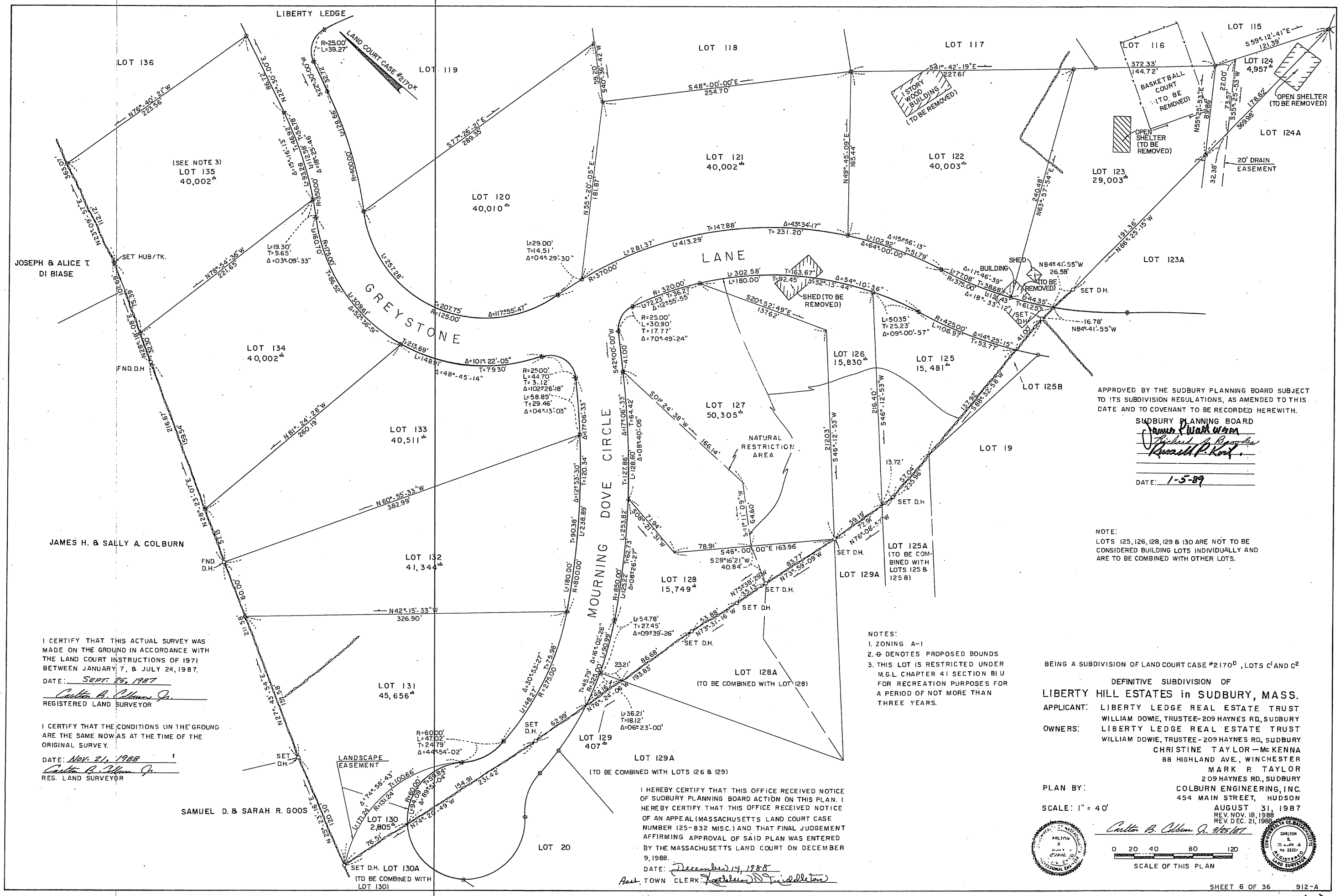
SCALE: 1" = 40'
AUGUST 31, 1987
REV. NOV. 18, 1988
REV. DEC. 21, 1988



0 20 40 80 120
SCALE OF THIS PLAN



698L



APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS DATE AND TO COVENANT TO BE RECORDED HERewith.

SUDBURY PLANNING BOARD
James P. White
Richard A. Brown
Russell P. Kent

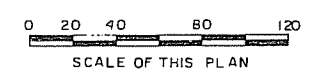
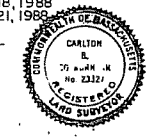
DATE: 1-5-89

NOTE:
LOTS 125, 126, 128, 129 & 130 ARE NOT TO BE CONSIDERED BUILDING LOTS INDIVIDUALLY AND ARE TO BE COMBINED WITH OTHER LOTS.

NOTES:
1. ZONING A-1
2. Ø DENOTES PROPOSED BOUNDS
3. THIS LOT IS RESTRICTED UNDER M.G.L. CHAPTER 41 SECTION 81U FOR RECREATION PURPOSES FOR A PERIOD OF NOT MORE THAN THREE YEARS.

BEING A SUBDIVISION OF LAND COURT CASE #2170D, LOTS C' AND C''

DEFINITIVE SUBDIVISION OF
LIBERTY HILL ESTATES in SUDBURY, MASS.
APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWE, TRUSTEE-209 HAYNES RD, SUDBURY
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWE, TRUSTEE-209 HAYNES RD, SUDBURY
CHRISTINE TAYLOR-McKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD, SUDBURY
PLAN BY: COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON
AUGUST 31, 1987
REV. NOV. 18, 1988
REV. DEC. 21, 1988



SEE REVISION (6)

I CERTIFY THAT THIS ACTUAL SURVEY WAS MADE ON THE GROUND IN ACCORDANCE WITH THE LAND COURT INSTRUCTIONS OF 1971 BETWEEN JANUARY 7, & JULY 24, 1987.
DATE: SEPT. 25, 1987
Carlisle B. Colburn, Jr.
REGISTERED LAND SURVEYOR

I CERTIFY THAT THE CONDITIONS ON THE GROUND ARE THE SAME NOW AS AT THE TIME OF THE ORIGINAL SURVEY.
DATE: NOV. 21, 1988
Carlisle B. Colburn, Jr.
REG. LAND SURVEYOR

I HEREBY CERTIFY THAT THIS OFFICE RECEIVED NOTICE OF SUDBURY PLANNING BOARD ACTION ON THIS PLAN. I HEREBY CERTIFY THAT THIS OFFICE RECEIVED NOTICE OF AN APPEAL (MASSACHUSETTS LAND COURT CASE NUMBER 125-832 MISC.) AND THAT FINAL JUDGEMENT AFFIRMING APPROVAL OF SAID PLAN WAS ENTERED BY THE MASSACHUSETTS LAND COURT ON DECEMBER 9, 1988.
DATE: December 14, 1988
Asst. TOWN CLERK: *Richard D. Middleton*

7859

APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT TO ITS SUBDIVISION REGULATIONS, AS AMENDED AUGUST 8, 1988 AND TO COVENANT TO BE RECORDED HEREWITH.

SUDBURY PLANNING BOARD

DATE: 12 Aug 1991

I HEREBY CERTIFY THAT NO NOTICE OF APPEAL WAS RECEIVED DURING THE TWENTY DAYS NEXT AFTER RECEIPT & RECORDING OF NOTICE FROM THE PLANNING BOARD OF THE APPROVAL OF THE WITHIN PLAN

APPROVED: 1991 *Kathleen D. Landon*
DATE: *APR 11 1990* TOWN CLERK

JAMES H. & SALLY A. COLBURN

SAMUEL D. & SARAH R. GOOS

GREYSTONE

LANE

LOT 120

LOT 121

LOT 122

LOT 123

LOT 134

LOT 169
56,159 ±

LOT 167
54,835 ±

LOT 166
32,260 ±

LOT 168
81,599 ±

LOT 170
27,591 ±

LOT 167A

LOT 166A

I CERTIFY THAT THIS ACTUAL SURVEY WAS MADE ON THE GROUND IN ACCORDANCE WITH THE LAND COURT INSTRUCTIONS OF 1989. BETWEEN JAN. 7, & JULY 24, 1987.
DATE: *APRIL 11, 1990*

Carlton B. Colburn Jr.
REG. LAND SURVEYOR

I CERTIFY THAT THE CONDITIONS ON THE GROUND ARE THE SAME NOW AS AT THE TIME OF THE ORIGINAL SURVEY.

DATE: *APRIL 11, 1990*

Carlton B. Colburn Jr.
REG. LAND SURVEYOR

NOTE:
LOTS 166 & 170 ARE NOT TO BE CONSIDERED BUILDING LOTS INDIVIDUALLY AND ARE TO BE COMBINED WITH OTHER LOTS SHOWN ON A PLAN BY COLBURN ENG., INC. DATED APRIL 10, 1990.

ZONING: RESIDENCE A-1

⊕ DENOTES PROPOSED BOUND

BEING A SUBDIVISION OF LAND COURT CASE # 2170^R LOTS 125 THRU 133

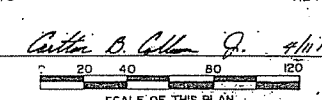
MODIFIED DEFINITIVE SUBDIVISION OF

LIBERTY HILL ESTATES in SUDBURY, MASS.

APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
OWNERS: WILLIAM DOWIE, TRUSTEE-209 HAYNES RD., SUDBURY
LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD., SUDBURY
CHRISTINE TAYLOR-MCKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD., SUDBURY
COLBURN ENGINEERING, INC.
433 MAIN STREET, HUDSON
APRIL 10, 1990
REVISED APRIL 8, 1991

PLAN BY:

SCALE: 1" = 40'



SHEET 6 OF 36

REVISED(6)

7859

912-A

FOR REGISTRY USE

APPROVED BY THE SUDBURY PLANNING BOARD
SUBJECT TO ITS SUBDIVISION REGULATIONS,
AS AMENDED AUGUST 8, 1988 AND TO
COVENANT TO BE RECORDED HERewith.

SUDBURY PLANNING BOARD

Peter H. Anders
And. Rhine
Carl M. Murrell

DATE: 12 Aug 1991

I HEREBY CERTIFY THAT NO NOTICE OF APPEAL
WAS RECEIVED DURING THE TWENTY DAYS NEXT
AFTER RECEIPT & RECORDING OF NOTICE FROM
THE PLANNING BOARD OF THE APPROVAL OF THE
WITHIN PLAN.

July 26, 1991 *Carl M. Murrell*
DATE: Ass. TOWN CLERK

APPROVED BY THE SUDBURY PLANNING BOARD
SUBJECT TO ITS SUBDIVISION REGULATIONS, AS
AMENDED TO THIS DATE AND TO BE RECORDED
HEREWITH.

SUDBURY PLANNING BOARD

James P. Murrell
Richard A. Murrell
Ronald P. Murrell

DATE: 1-5-89

I CERTIFY THAT THIS PLAN HAS BEEN PREPARED
IN CONFORMITY WITH THE RULES AND REGULATIONS
OF THE REGISTERS OF DEEDS.

9/25/87 *Carlton B. Chum J.*
DATE REG. LAND SURVEYOR

I HEREBY CERTIFY THAT THIS OFFICE RECEIVED
NOTICE OF SUDBURY PLANNING BOARD ACTION
ON THIS PLAN. I HEREBY CERTIFY THAT THIS
OFFICE RECEIVED NOTICE OF AN APPEAL
(MASSACHUSETTS LAND COURT CASE NUMBER 125-832
M.S.C.) AND THAT FINAL JUDGEMENT AFFIRMING
APPROVAL OF SAID PLAN WAS ENTERED BY THE
MASSACHUSETTS LAND COURT ON DECEMBER 9, 1988.

DATE: December 14, 1988

Ass. TOWN CLERK *Carlton B. Chum J.*

MODIFIED
SHEET INDEX

SHEET 1 OF 36 : LAND COURT KEY AND INDEX
SHEET 6 OF 36 : LAND COURT DEFINITIVE SUBDIVISION PLANS
SHEET 7 OF 36 : REGISTRY OF DEEDS KEY AND INDEX
SHEET 11 OF 36 : REGISTRY OF DEEDS DEFINITIVE SUBDIVISION PLANS
SHEETS 16, 17, 20 & 21 OF 36 : EXISTING AND PROPOSED TOPOGRAPHY
SHEETS 27 AND 28 OF 36 : PLAN AND PROFILE OF GREYSTONE LANE
SHEET 30 OF 36 : PLAN AND PROFILE OF BITTERSWEET CIRCLE
SHEET 31 OF 36 : PLAN AND PROFILE OF DRAIN EASEMENT

SHEET INDEX

SHEET 1 OF 36 : LAND COURT KEY AND INDEX
SHEETS 2 - 6 OF 36 : LAND COURT DEFINITIVE SUBDIVISION PLANS
SHEET 7 OF 36 : REGISTRY OF DEEDS KEY AND INDEX
SHEETS 8 - 12 OF 36 : REGISTRY OF DEEDS DEFINITIVE SUBDIVISION PLANS
SHEETS 13 - 22 OF 36 : EXISTING AND PROPOSED TOPOGRAPHY
SHEETS 23 - 24 OF 36 : PLAN AND PROFILE OF "LIBERTY LEDGE"
SHEETS 25 - 29 OF 36 : PLAN AND PROFILE OF "GREYSTONE LANE"
SHEET 30 OF 36 : PLAN AND PROFILE OF "BITTERSWEET CIRCLE"
AND "MOURNING DOVE CIRCLE"
SHEET 31 OF 36 : PLAN AND PROFILE OF "COBBLESTONE CIRCLE"
SHEETS 32 - 33 OF 36 : PLAN AND PROFILE OF "SEWATARO TRAIL"
SHEETS 34 - 35 OF 36 : PLAN AND PROFILE OF EASEMENTS
SHEET 36 OF 36 : DETAILS AND SECTIONS

MODIFIED
KEY AND INDEX PLAN
DEFINITIVE SUBDIVISION OF
LIBERTY HILL ESTATES in SUDBURY, MASS.

APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE- 209 HAYNES RD., SUDBURY
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE- 209 HAYNES RD., SUDBURY

CHRISTINE TAYLOR - MCKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD., SUDBURY

PLAN BY: COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON

SCALE: 1" = 160'
AUGUST 31, 1987
REVISED NOV 18, 1988
REV. DEC. 21, 1988



Carlton B. Chum J. 9/25/87
REV. 4/8/91

0 80 160 320 640
SCALE OF THIS PLAN



SHEET 7 OF 36

912-A

7860

REVISED (7)

A hand-drawn map of the "LOCUS" area, showing roads and landmarks. The map is enclosed in a circle. Roads include NORTH (RT 117) RD, JAMES RD, WADSWORTH ROAD, HADLEY RD, DUNSTER RD, COACH RD, OLD ROAD, LEDGE RD, and MOSSEMAN RD. A large area is labeled "LOCUS" and is shaded with diagonal lines. A scale bar indicates 1" = 1000'. A north arrow points towards the top right.

<u>SHEET INDEX</u>		
SHEET	1	OF 36 : LAND COURT KEY AND INDEX
SHEETS	2 - 6	OF 36 : LAND COURT DEFINITIVE SUBDIVISION PLANS
SHEET	7	OF 36 : REGISTRY OF DEEDS KEY AND INDEX
SHEETS	8 - 12	OF 36 : REGISTRY OF DEEDS DEFINITIVE SUBDIVISION PLANS
SHEETS	13 - 22	OF 36 : EXISTING AND PROPOSED TOPOGRAPHY
SHEETS	23 - 24	OF 36 : PLAN AND PROFILE OF "LIBERTY LEDGE"
SHEETS	25 - 29	OF 36 : PLAN AND PROFILE OF "GREYSTONE LANE"
SHEET	30	OF 36 : PLAN AND PROFILE OF "BITTERSWEET CIRCLE" AND "MOURNING DOVE CIRCLE"
SHEET	31	OF 36 : PLAN AND PROFILE OF "COBBLESTONE CIRCLE"
SHEETS	32 - 33	OF 36 : PLAN AND PROFILE OF "SEWATARO TRAIL"
SHEETS	34 - 35	OF 36 : PLAN AND PROFILE OF EASEMENTS.
SHEET	36	OF 36 : DETAILS AND SECTIONS

APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE- 209 HAYNES RD., SUDBURY
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE- 209 HAYNES RD., SUDBURY
CHRISTINE TAYLOR - McKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD., SUDBURY
PLAN BY: COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON

SCALE: 1" = 160'

404 MAXWELL RD., HOUSTON, TEXAS 77057
AUGUST 31, 1987
REVISED NOV. 18, 1988
REV DEC. 21, 1988

Carlton B. Colman, Jr. 9/25/87

0 80 160 320 640

SCALE OF THIS PLAN

CERTIFICATE OF RECORD
CARLTON B. COLMAN, JR.
REGISTERED PROFESSIONAL ENGINEER
NO. 22207
EXPIRATION DATE 12/31/90

SUBBURY PLANNING BOARD

I CERTIFY THAT THIS PLAN HAS BEEN PREPARED
IN CONFORMITY WITH THE RULES AND REGULATIONS
OF THE REGISTERS OF DEEDS.

9/25/87 *Carlton B. Colburn Jr.*
DATE REG. LAND SURVEYOR

I HEREBY CERTIFY THAT THIS OFFICE RECEIVED
NOTICE OF SUBDUY PLANNING BOARD ACTION
ON THIS PLAN. I HEREBY CERTIFY THAT THIS
OFFICE RECEIVED NOTICE OF AN APPEAL
(MASSACHUSETTS LAND COURT CASE NUMBER 125-832
M.SC.) AND THAT FINAL JUDGEMENT AFFIRMING
APPROVAL OF SAID PLAN WAS ENTERED BY THE
MASSACHUSETTS LAND COURT ON DECEMBER 9, 1988

DATE December 14, 1988
TOWN CLERK Thomas D. Trudell

LAND COURT CASE #2170K

I HEREBY CERTIFY THAT THIS OFFICE RECEIVED NOTICE OF SUDBURY PLANNING BOARD ACTION ON THIS PLAN. I HEREBY CERTIFY THAT THIS OFFICE RECEIVED NOTICE OF AN APPEAL (MASSACHUSETTS LAND COURT CASE NUMBER 125-832 MISC.) AND THAT FINAL JUDGEMENT AFFIRMING APPROVAL OF SAID PLAN WAS ENTERED BY THE MASSACHUSETTS LAND COURT ON DECEMBER 9, 1988.

DATE: December 14, 1988
TOWN CLERK: Richard D. Treadwell

ROBERT E. B.
CYNTHIA B. STOCKING

FAWAZ KAWAF
ALBA SHOCAIR

A. PAULINE KRUKONIS &
RUTH M. ANDERSON

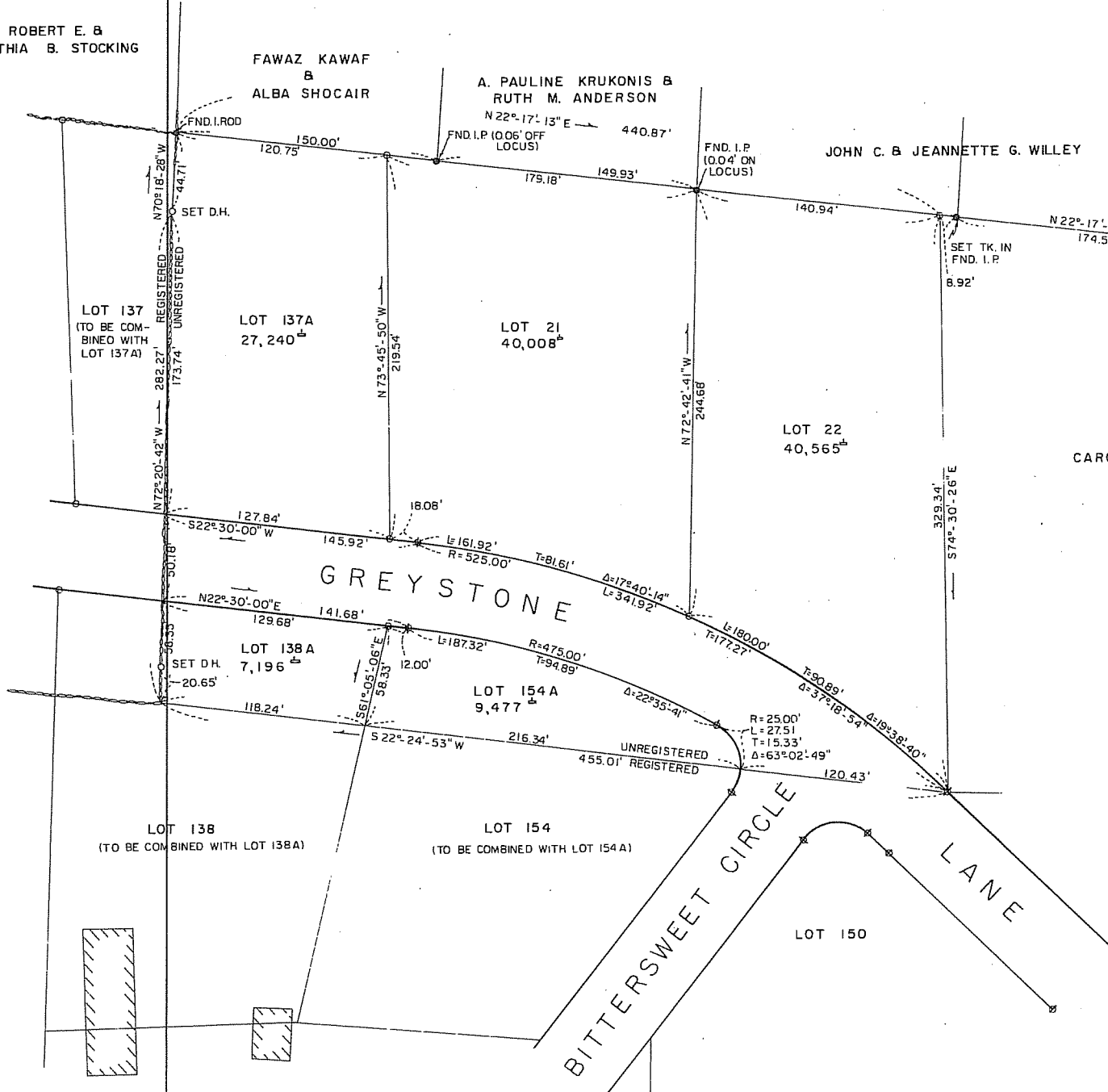
JOHN C. & JEANNETTE G. WILLEY

CAROLINE E. WAITE

APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS DATE AND TO COVENANT TO BE RECORDED HERewith.

SUDBURY PLANNING BOARD
James P. Walcott
Richard A. Brophy
Russell P. Root
DATE: 1-5-89

NOTE: LOTS 137A, 138A AND 154A ARE NOT TO BE CONSIDERED BUILDING LOTS INDIVIDUALLY AND ARE TO BE COMBINED WITH OTHER LOTS.



NOTES
1. ZONING A-1
2. ⊕ DENOTES PROPOSED BOUNDS

DEFINITIVE SUBDIVISION OF
LIBERTY HILL ESTATES in SUDBURY, MASS.
APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD., SUDBURY
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD., SUDBURY
CHRISTINE TAYLOR-McKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD., SUDBURY
PLAN BY: COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON
SCALE: 1" = 40'
AUGUST 31, 1987
REVISED NOV 18, 1988
REVISED DEC 21, 1988



0 20 40 80 120
SCALE OF THIS PLAN



I CERTIFY THAT THIS PLAN HAS BEEN PREPARED
IN CONFORMITY WITH RULES & REGULATIONS OF
THE REGISTERS OF DEEDS.

9/25/87 Carlton B. Colburn Jr.
DATE REG. LAND SURVEYOR

FOR REGISTRY USE

ROBERT A. & BRONICA P. SMALE
L.C. CASE # 2170K
LOT 77

PATRICIA E. SMALE
L.C. CASE # 2170K
LOT 76

JOHN P. & KATHLEEN M. BOHNE
HAYNES ROAD
(PUBLIC - VARIABLE WIDTH)
WADSWORTH ROAD

APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT
TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS
DATE AND TO COVENANT TO BE RECORDED HERewith.

SUDBURY PLANNING BOARD

James P. Wadsworth
Richard A. Brooks
Russell P. Kent

DATE: 1-5-89

TOWN OF SUDBURY
JOSIAH HAYNES SCHOOL

I HEREBY CERTIFY THAT THIS OFFICE RECEIVED NOTICE
OF SUDBURY PLANNING BOARD ACTION ON THIS PLAN.
I HEREBY CERTIFY THAT THIS OFFICE RECEIVED NOTICE
OF AN APPEAL (MASSACHUSETTS LAND COURT CASE NUMBER
125-B32 MISC) AND THAT FINAL JUDGEMENT AFFIRMING
APPROVAL OF SAID PLAN WAS ENTERED BY THE MASSACHUSETTS
LAND COURT ON DECEMBER 9, 1988

DATE December 14, 1988

Asst. TOWN CLERK Kathleen D. Middleton

DEFINITIVE SUBDIVISION OF
LIBERTY HILL ESTATES in SUDBURY, MASS.

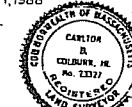
APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE - 209 HAYNES RD, SUDBURY
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE - 209 HAYNES RD, SUDBURY
CHRISTINE TAYLOR-MCKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD, SUDBURY

PLAN BY: COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON

SCALE: 1" = 40'
AUGUST 31, 1987
REVISED NOV. 18, 1988
REV. DEC. 21, 1988



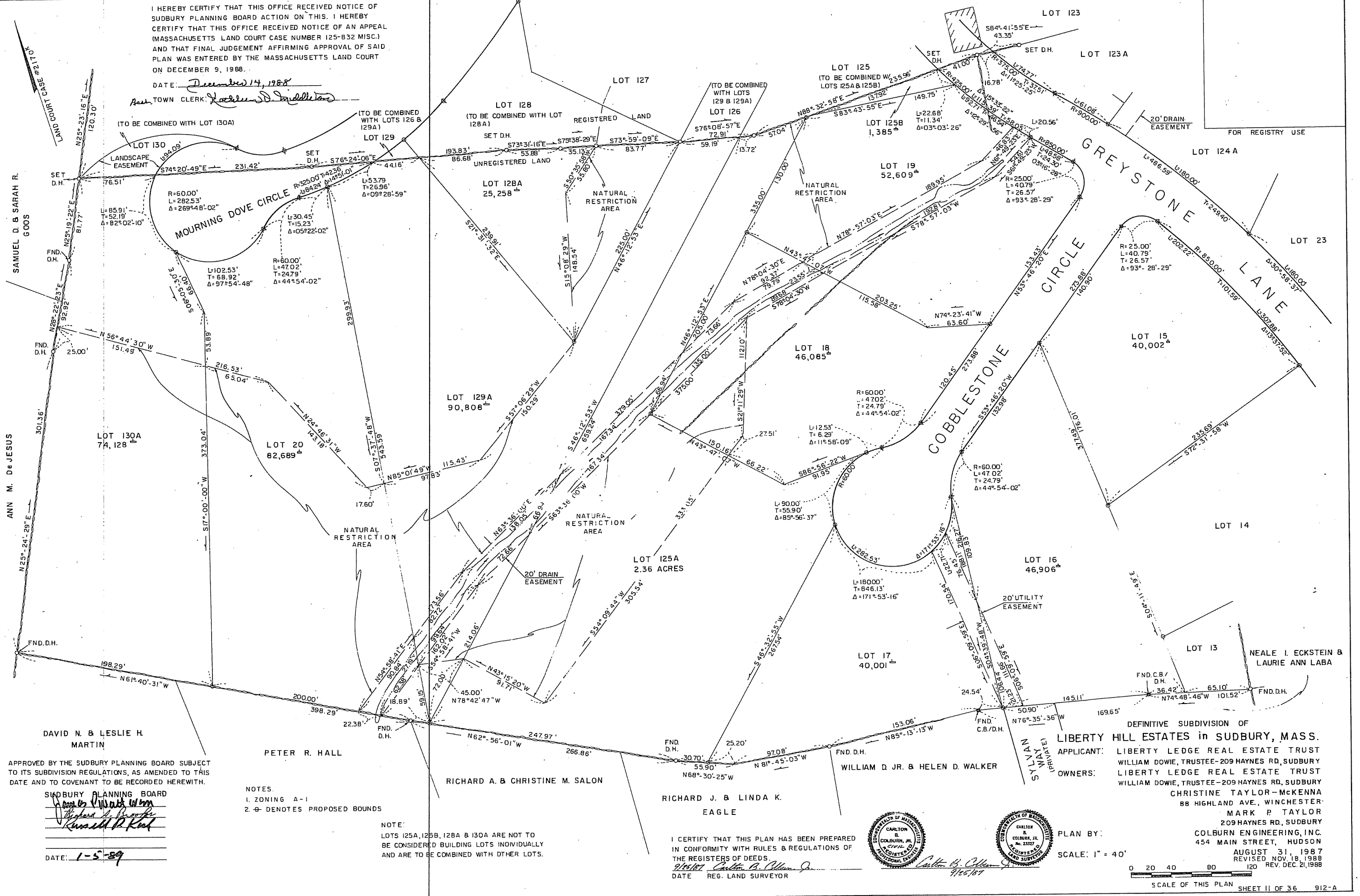
0 20 40 80 120
SCALE OF THIS PLAN



I HEREBY CERTIFY THAT THIS OFFICE RECEIVED NOTICE OF
SUDBURY PLANNING BOARD ACTION ON THIS. I HEREBY
CERTIFY THAT THIS OFFICE RECEIVED NOTICE OF AN APPEAL
(MASSACHUSETTS LAND COURT CASE NUMBER 125-832 MISC.)
AND THAT FINAL JUDGEMENT AFFIRMING APPROVAL OF SAID
PLAN WAS ENTERED BY THE MASSACHUSETTS LAND COURT
ON DECEMBER 9, 1988.

DATE: December 14, 1988

TOWN CLERK: Richard D. Sullivan



DAVID N. & LESLIE H. MARTIN
APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT
TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS
DATE AND TO COVENANT TO BE RECORDED HERewith.

SUDBURY PLANNING BOARD

James P. Sullivan
Richard D. Sullivan
Russell P. Reed

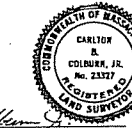
DATE: 1-5-89

NOTES:
1. ZONING A-1
2. ⊕ DENOTES PROPOSED BOUNDS

NOTE:
LOTS 125A, 125B, 128A & 130A ARE NOT TO
BE CONSIDERED BUILDING LOTS INDIVIDUALLY
AND ARE TO BE COMBINED WITH OTHER LOTS.

RICHARD J. & LINDA K. EAGLE

I CERTIFY THAT THIS PLAN HAS BEEN PREPARED
IN CONFORMITY WITH RULES & REGULATIONS OF
THE REGISTERS OF DEEDS.
Carlton B. Colburn, Jr.
DATE REG. LAND SURVEYOR



PLAN BY:
SCALE: 1" = 40'

SCALE OF THIS PLAN
SHEET 11 OF 36 912-A

SEE REVISION

(11)

I CERTIFY THAT THIS PLAN HAS BEEN PREPARED IN CONFORMITY WITH THE RULES & REGULATIONS OF THE REGISTRY OF DEEDS OF THE COMMONWEALTH OF MASSACHUSETTS.

DATE 4/10/90
REG. LAND SURVEYOR

FOR REGISTRY USE

SAMUEL D. &
SARAH R. GOOS

RICHARD L. & JANE A. FOSTER

DAVID N. & LESLIE H.
MARTIN

APPROVED BY THE SUDBURY PLANNING BOARD
SUBJECT TO ITS SUBDIVISION REGULATIONS,
AS AMENDED AUGUST 8, 1988 AND TO
COVENANT TO BE RECORDED HERewith.

SUDBURY PLANNING BOARD

John A. G. ...
...
...

DATE: 12 Aug 1991

ZONING: RESIDENCE A-1

BARRY C. & SARAH B.
ZINK

RICHARD A. & CHRISTINE M.
SALON

RICHARD J. & LINDA K. EAGLE

NOTE:
LOTS 166A AND 167A ARE NOT TO BE CONSIDERED
BUILDING LOTS INDIVIDUALLY AND ARE TO BE
COMBINED WITH LOTS SHOWN ON A PLAN BY
COLBURN ENGINEERING, INC. DATED APRIL 10, 1990.

⊕ DENOTES PROPOSED BOUND

I HEREBY CERTIFY THAT NO NOTICE OF APPEAL
WAS RECEIVED DURING THE TWENTY DAYS NEXT
AFTER RECEIPT & RECORDING OF NOTICE FROM
THE PLANNING BOARD OF THE APPROVAL OF THE
WITHIN PLAN.

July 26, 1991
DATE
TOWN CLERK

LOT 123A

LOT 166

LOT 167

LOT 168

LOT 170

LOT 167A
232,836 ±

LOT 166A
244,253 ±

LOT 124A

GREYSTONE LANE

LOT 23

LOT 15A
59,285 ±

LOT 14

LOT 16A
106,122 ±

LOT 13

MARTHA JANE LAUGHREY

MODIFIED DEFINITIVE SUBDIVISION OF

LIBERTY HILL ESTATES in SUDBURY, MASS.

APPLICANT:

OWNERS:

PLAN BY:

SCALE: 1" = 40'

LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD., SUDBURY
LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD., SUDBURY
CHRISTINE TAYLOR-MCKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD., SUDBURY
COLBURN ENGINEERING, INC.
433 MAIN STREET, HUDSON, MASS.
APRIL 10, 1990
REVISED APRIL 8, 1991



0 20 40 80 120
SCALE OF THIS PLAN



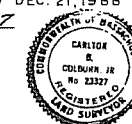
SHEET 11 OF 36

7860

REVISED (11)

DATE: 1-5-89

SCALE: 1" = 40'

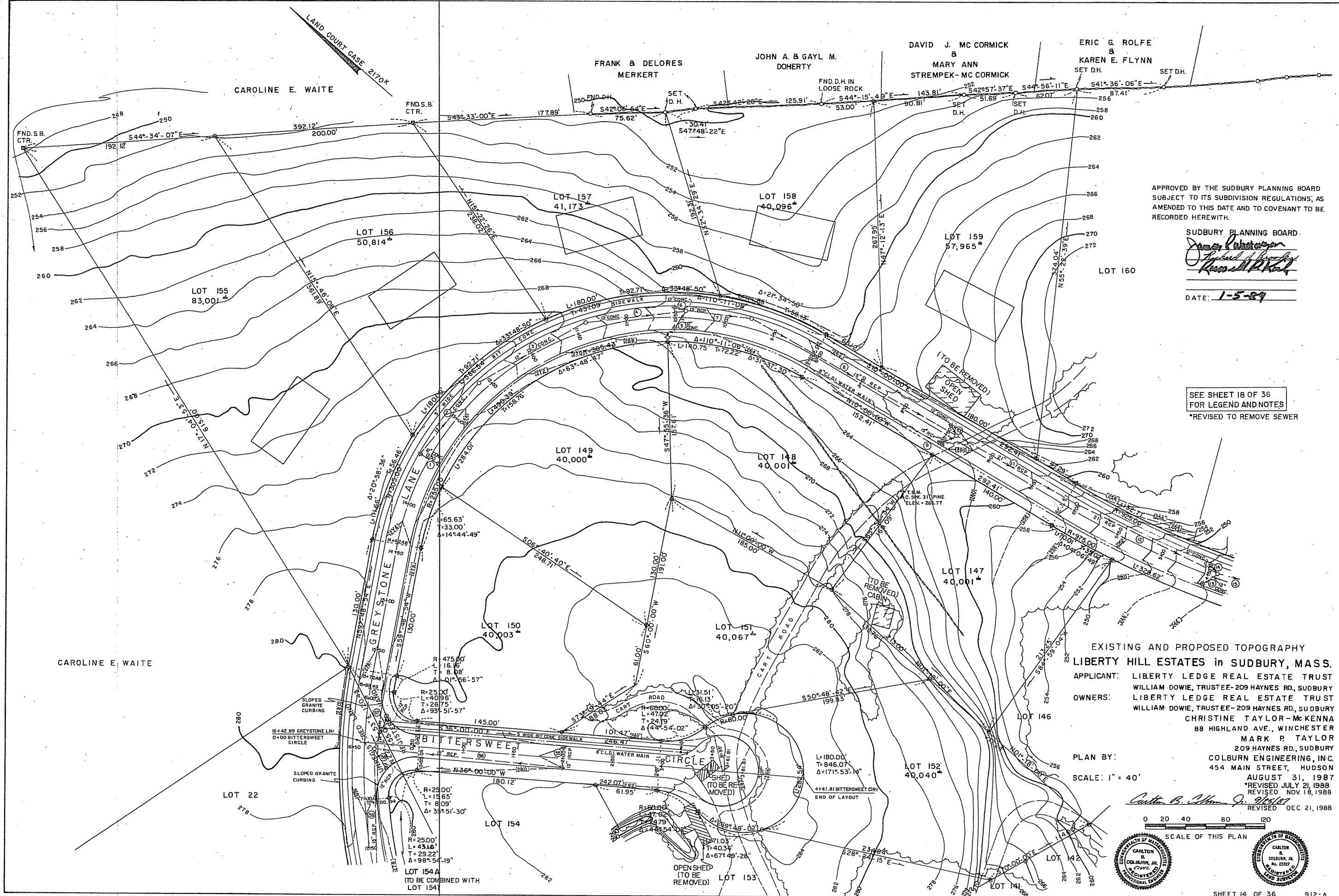


9/25/87 Carlton B. Colburn
DATE REG. LAND SURVEYOR

NOTES:
1. ZONING A-1
2. Φ DENOTES PROPOSED BOUNDS

TOWN CLERK: Harold D. Middleton

1984

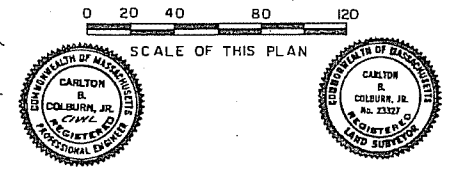


APPROVED BY THE SUDBURY PLANNING BOARD
SUBJECT TO ITS SUBDIVISION REGULATIONS, AS
AMENDED TO THIS DATE AND TO COVENANT TO BE
RECORDED HEREWITH.

SUDBURY PLANNING BOARD
James P. Landon
Richard J. Landon
DATE: 1-5-89

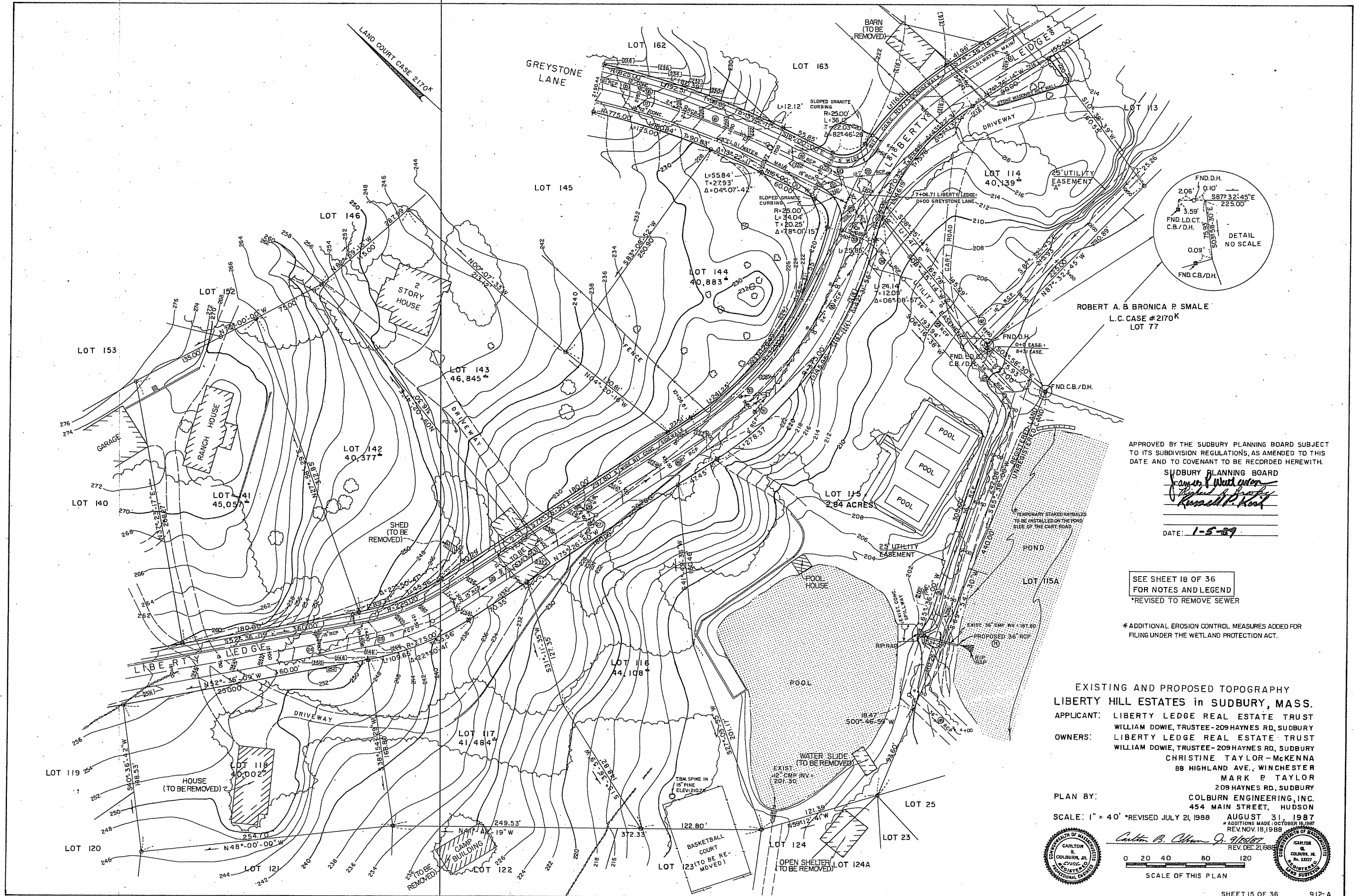
SEE SHEET 18 OF 36
FOR LEGEND AND NOTES
*REVISED TO REMOVE SEWER

EXISTING AND PROPOSED TOPOGRAPHY
LIBERTY HILL ESTATES in SUDBURY, MASS.
APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD., SUDBURY
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD., SUDBURY
CHRISTINE TAYLOR-McKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD., SUDBURY
PLAN BY: COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON
AUGUST 31, 1987
*REVISED JULY 21, 1988
*REVISED NOV. 18, 1988
REVISED DEC. 21, 1988



7861

(14)



APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS DATE AND TO COVENANT TO BE RECORDED HEREWITH.

SUDBURY PLANNING BOARD
James P. Wood
Robert A. Bronica
Russell P. Root

DATE: 1-5-89

SEE SHEET 18 OF 36
FOR NOTES AND LEGEND
*REVISED TO REMOVE SEWER

*ADDITIONAL EROSION CONTROL MEASURES ADDED FOR FILING UNDER THE WETLAND PROTECTION ACT.

EXISTING AND PROPOSED TOPOGRAPHY
LIBERTY HILL ESTATES in SUDBURY, MASS.

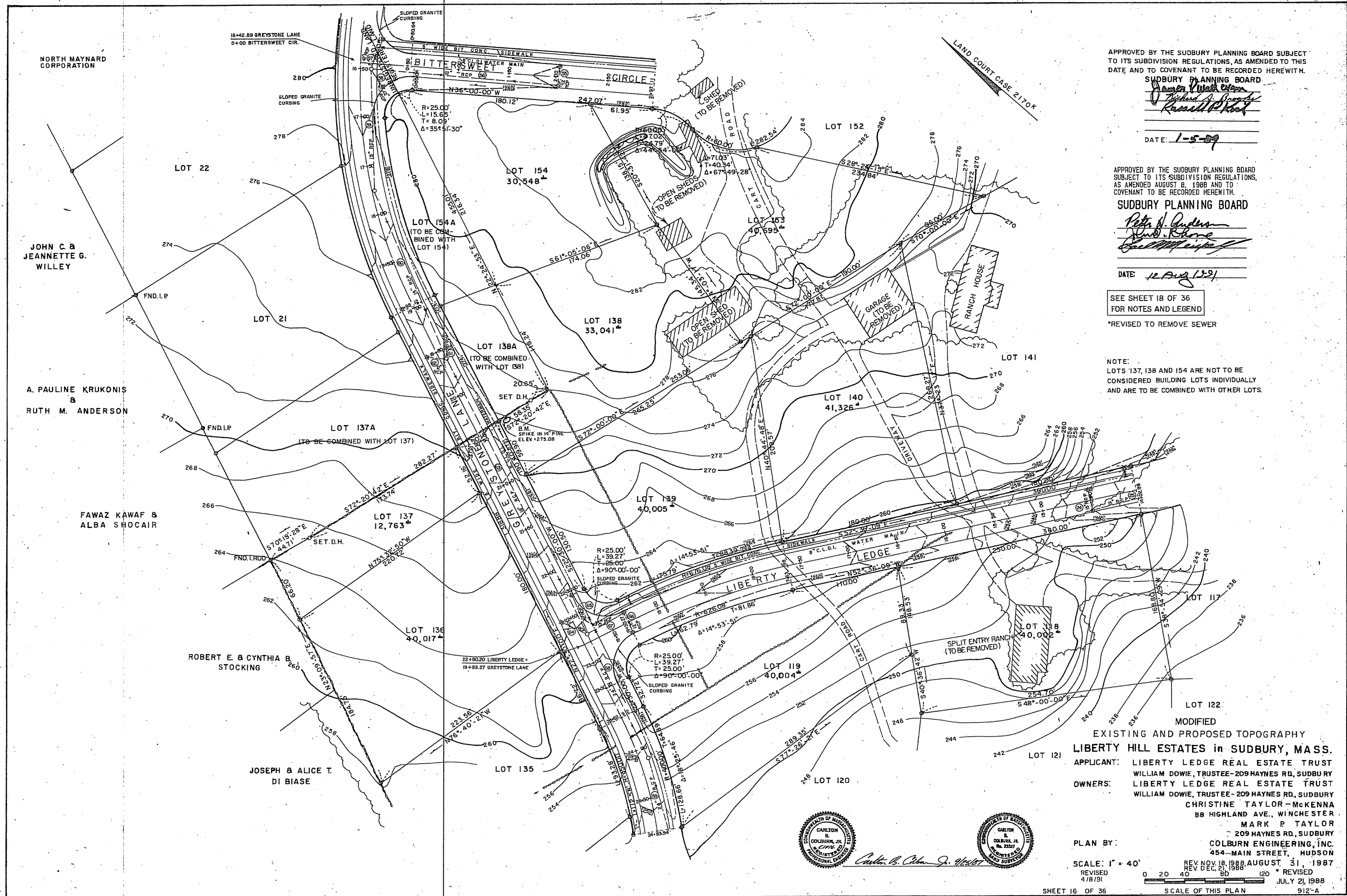
APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY
CHRISTINE TAYLOR-MCKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P TAYLOR
209 HAYNES RD, SUDBURY
PLAN BY: COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON

SCALE: 1" = 40' *REVISED JULY 21, 1988
AUGUST 31, 1987
*ADDITIONS MADE: OCTOBER 16, 1987
REV. NOV. 18, 1988



0 20 40 80 120
SCALE OF THIS PLAN





APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS DATE AND TO COVENANT TO BE RECORDED HERewith.

SUDBURY PLANNING BOARD

James P. Walsh
Richard J. Gandy
Ronald D. Reed

DATE: 1-5-89

APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT TO ITS SUBDIVISION REGULATIONS, AS AMENDED AUGUST 8, 1988 AND TO COVENANT TO BE RECORDED HERewith.

SUDBURY PLANNING BOARD

Peter J. Anderson
David J. Kane
Paul M. Ciolek

DATE: 12 Aug 1989

SEE SHEET 18 OF 36
FOR NOTES AND LEGEND

*REVISED TO REMOVE SEWER

NOTE:
LOTS 137, 138 AND 154 ARE NOT TO BE
CONSIDERED BUILDING LOTS INDIVIDUALLY
AND ARE TO BE COMBINED WITH OTHER LOTS.

EXISTING AND PROPOSED TOPOGRAPHY
LIBERTY HILL ESTATES in SUDBURY, MASS.

APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY

CHRISTINE TAYLOR-MCKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD, SUDBURY
COLBURN ENGINEERING, INC.
454-MAIN STREET, HUDSON

PLAN BY:

SCALE: 1" = 40'

REVISED
4/8/91

REV. NOV. 18, 1988 AUGUST 31, 1987
REV. DEC. 2, 1988

0 20 40 80 120 * REVISD
JULY 21, 1988

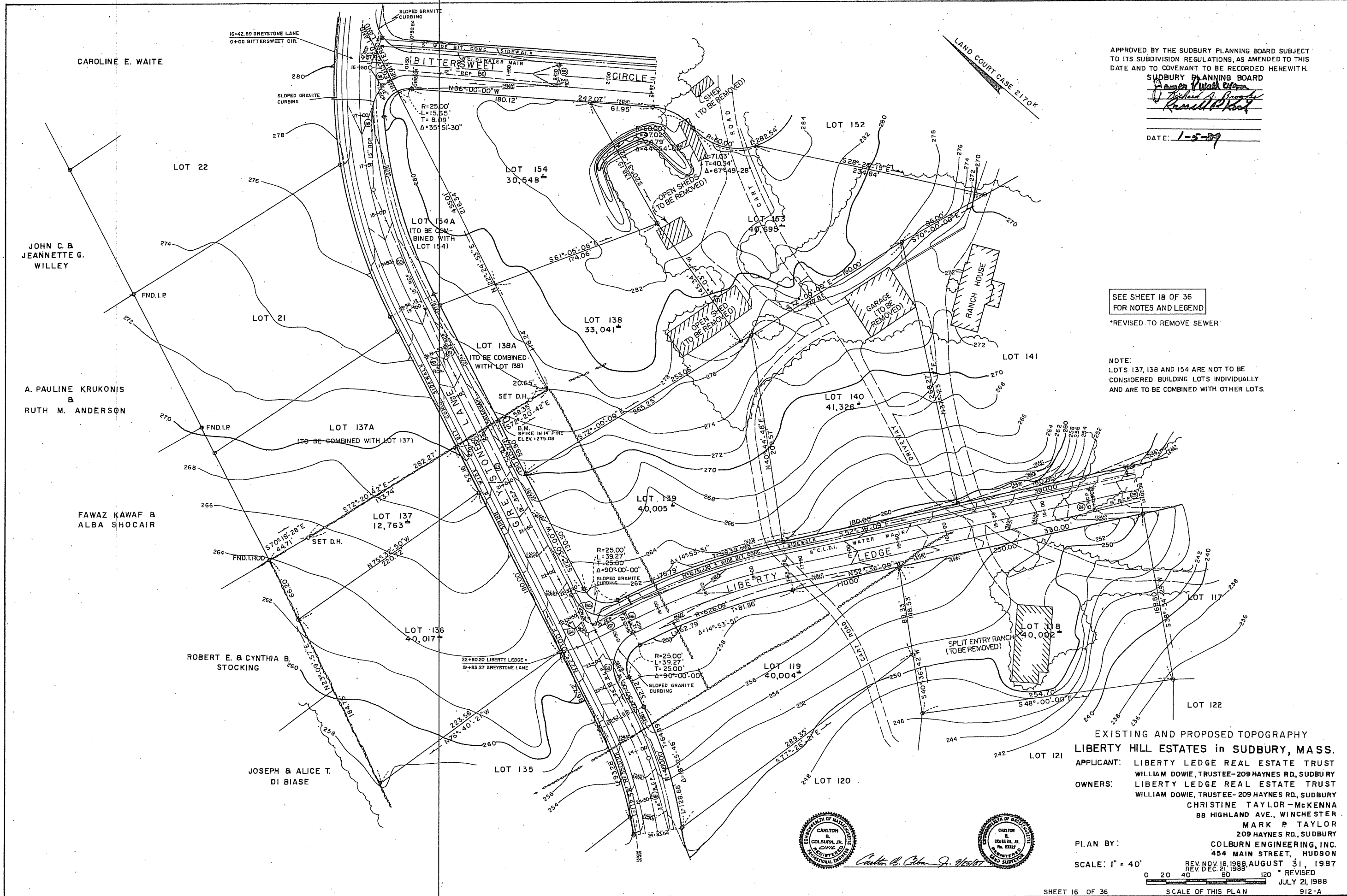
SHEET 16 OF 36

SCALE OF THIS PLAN 912'-A



7861

REVISED (16)



APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS DATE AND TO COVENANT TO BE RECORDED HERewith.

SUDBURY PLANNING BOARD

James J. Walsh, Chairman
Richard A. Brooks
Russell B. Reed

DATE: 1-5-89

SEE SHEET 18 OF 36 FOR NOTES AND LEGEND

*REVISED TO REMOVE SEWER

NOTE:
LOTS 137, 138 AND 154 ARE NOT TO BE CONSIDERED BUILDING LOTS INDIVIDUALLY AND ARE TO BE COMBINED WITH OTHER LOTS.

EXISTING AND PROPOSED TOPOGRAPHY
LIBERTY HILL ESTATES in SUDBURY, MASS.

APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY

OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY
CHRISTINE TAYLOR-McKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD, SUDBURY

PLAN BY: COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON

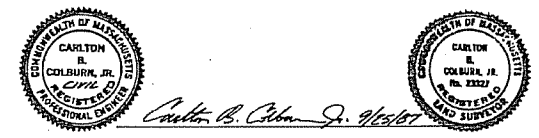
SCALE: 1" = 40'

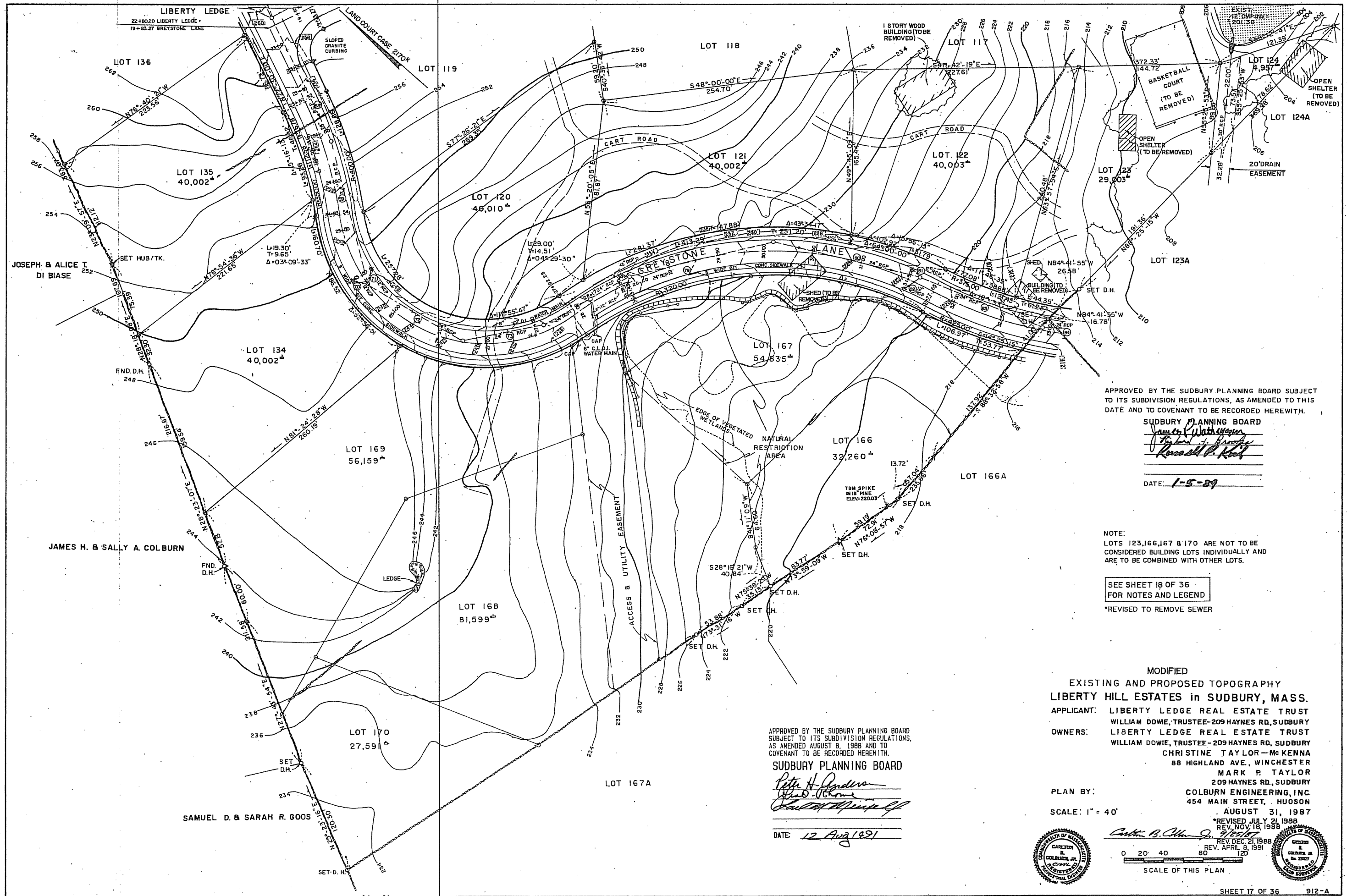
REV. NOV. 16, 1988, AUGUST 31, 1987
REV. DEC. 21, 1988

0 20 40 80 120 160
SCALE OF THIS PLAN

SHEET 16 OF 36

912-A





APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS DATE AND TO COVENANT TO BE RECORDED HERewith.

SUDBURY PLANNING BOARD
James P. Wathen
Raymond J. Brooks
Russell P. Reed

DATE: 1-5-89

NOTE:
LOTS 123, 166, 167 & 170 ARE NOT TO BE CONSIDERED BUILDING LOTS INDIVIDUALLY AND ARE TO BE COMBINED WITH OTHER LOTS.

SEE SHEET 18 OF 36
FOR NOTES AND LEGEND

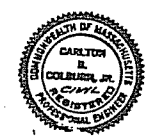
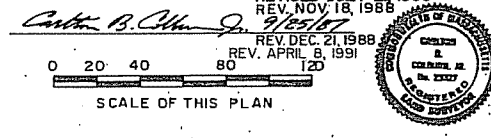
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MODIFIED
EXISTING AND PROPOSED TOPOGRAPHY
LIBERTY HILL ESTATES in SUDBURY, MASS.

APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY
CHRISTINE TAYLOR-McKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD, SUDBURY

PLAN BY: COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON
AUGUST 31, 1987
*REVISED JULY 21, 1988
REV. NOV. 18, 1988

SCALE: 1" = 40'



APPROVED BY THE SUDBURY PLANNING BOARD
SUBJECT TO ITS SUBDIVISION REGULATIONS,
AS AMENDED AUGUST 8, 1988 AND TO
COVENANT TO BE RECORDED HERewith.

SUDBURY PLANNING BOARD
Peter H. Anderson
John P. Brown
David M. Murphy

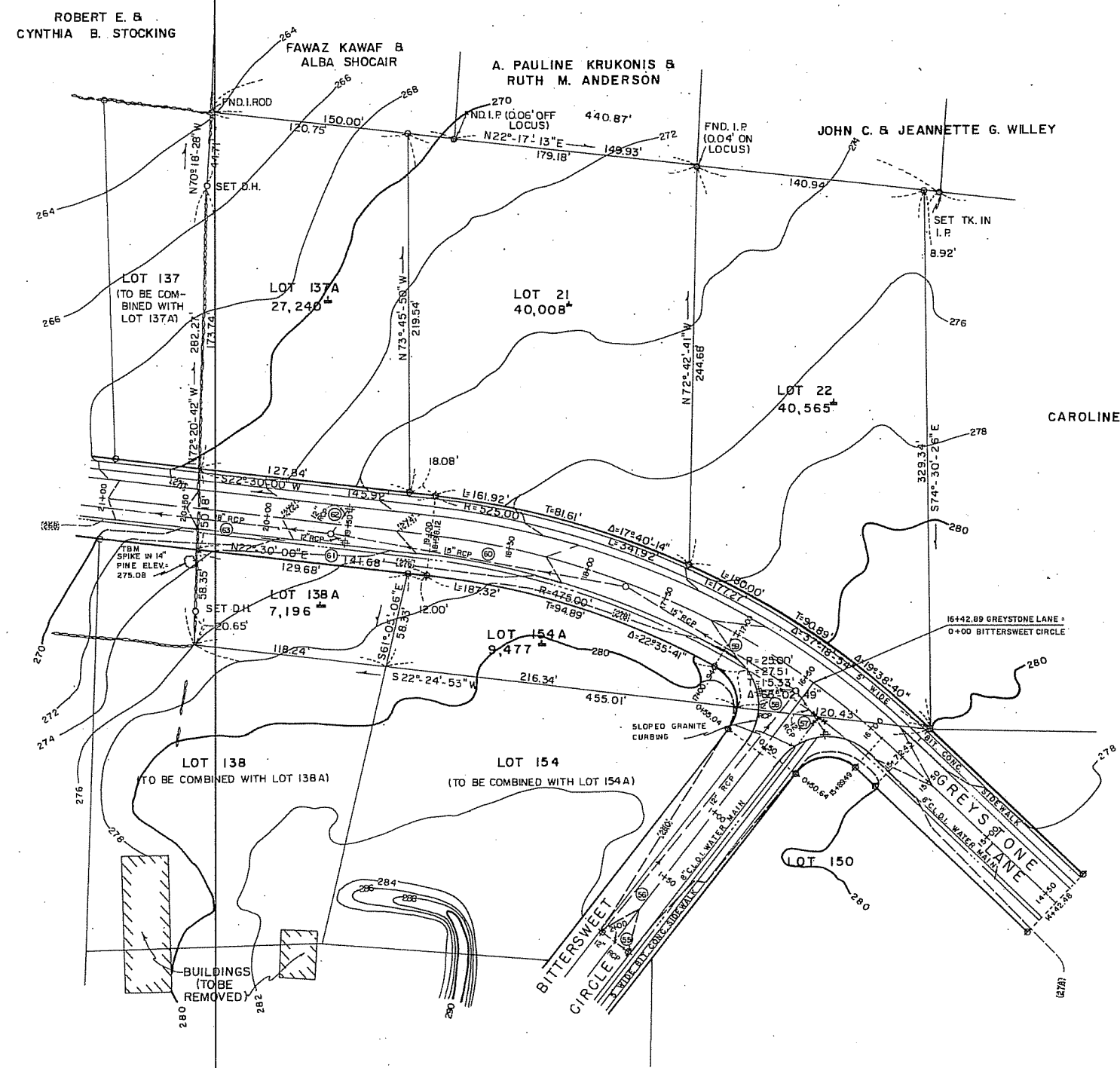
DATE: 12 Aug 1991

0 20 40 80 120
SCALE OF THIS PLAN

LAND COURT CASE 2170K

- NOTES AND LEGEND:**
- 1.) DENOTES EXISTING CONTOUR
 - 2.) DENOTES PROPOSED CONTOUR
 - 3.) DENOTES WATER COURSES, PONDS AND POOL
 - 4.) DENOTES EDGE OF VEGETATED WETLANDS
 - 5.) DENOTES TOP OF BANK ALONG SEASONAL WATER COURSE
 - 6.) DENOTES DRAIN LINE
 - 7.) STAKED HAY BALES & FABRIC FILTER FENCE
 - 8.) SEE SHEET .26 OF 36 FOR ADDITIONAL NOTES & KEY
 - 9.) DENOTES PROPOSED FOUNDATION
 - 10.) THE PROPOSED FOUNDATIONS SHOWN HEREON ARE ONLY APPROXIMATE. THE ACTUAL CONFIGURATION AND LOCATION FOR EACH LOT WILL BE DETERMINED AT THE TIME OF BUILDING DESIGN AND WILL BE SUBJECT TO ZONING REQUIREMENTS.
 - 11.) FOUNDATIONS LOCATED ABOVE ELEVATION 265' MAY REQUIRE INDIVIDUAL DOMESTIC WATER BOOSTER PUMPS TO PROVIDE ADEQUATE WATER PRESSURE.

NOTE: LOTS 137A, 138A AND 154A ARE NOT TO BE CONSIDERED BUILDING LOTS INDIVIDUALLY AND ARE TO BE COMBINED WITH OTHER LOTS.



APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS DATE AND TO COVENANT TO BE RECORDED HERewith.

SUDBURY PLANNING BOARD

James P. White
Richard J. Bradley
Russell P. Smith

DATE: 1-5-89

*REVISED TO REMOVE SEWER

EXISTING AND PROPOSED TOPOGRAPHY
LIBERTY HILL ESTATES in SUDBURY, MASS.

APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY

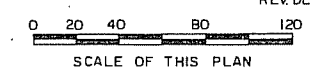
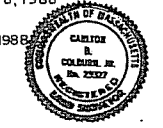
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY
CHRISTINE TAYLOR-McKENNA
88 HIGHLAND AVE., WINCHESTER
MARK P. TAYLOR
209 HAYNES RD, SUDBURY

PLAN BY: COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON

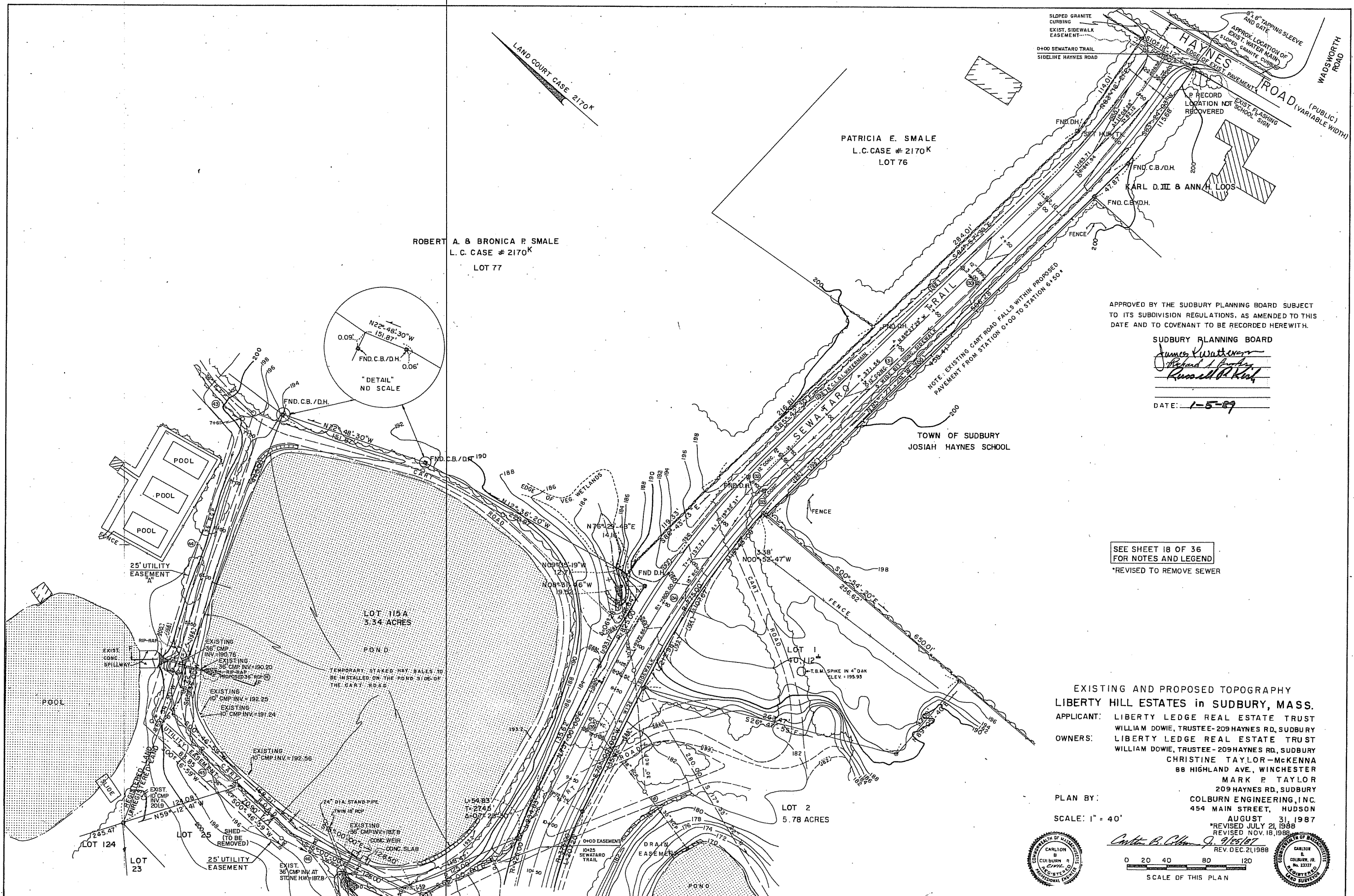
SCALE: 1" = 40'

AUGUST 31, 1987
*REVISED JULY 21, 1988
REV. NOV. 18, 1988

Carlton B. Colburn, Jr. 9/25/87
REV. DEC. 21, 1988



1984



APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS DATE AND TO COVENANT TO BE RECORDED HEREWITH.

SUDBURY PLANNING BOARD
James K. Watters
Richard A. Grogan
Russell D. Kral
DATE: 1-5-89

SEE SHEET 18 OF 36
FOR NOTES AND LEGEND
*REVISED TO REMOVE SEWER

EXISTING AND PROPOSED TOPOGRAPHY
LIBERTY HILL ESTATES in SUDBURY, MASS.
APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY
CHRISTINE TAYLOR-MCKENNA
88 HIGHLAND AVE, WINCHESTER
MARK P. TAYLOR
209 HAYNES RD, SUDBURY
PLAN BY: COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON
SCALE: 1" = 40'
AUGUST 31, 1987
*REVISED JULY 21, 1988
*REVISED NOV. 18, 1988
Carlton B. Colburn, Jr. 9/25/87
REV. DEC. 21, 1988
SCALE OF THIS PLAN
0 20 40 80 120
SHEET 19 OF 36 912-A

7861

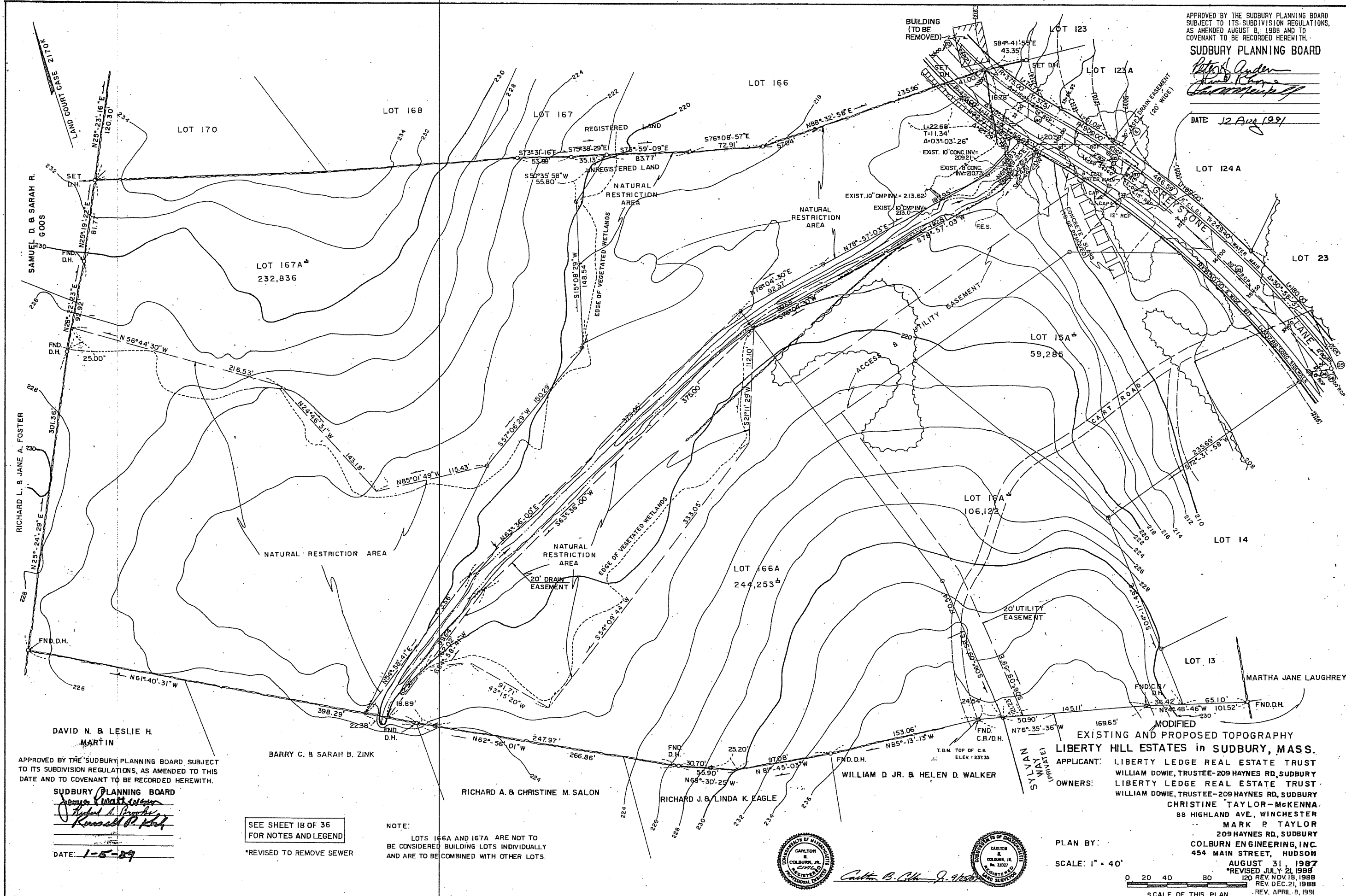
(19)

APPROVED BY THE SUDBURY PLANNING BOARD
SUBJECT TO ITS SUBDIVISION REGULATIONS,
AS AMENDED AUGUST 8, 1988 AND TO
COVENANT TO BE RECORDED HERewith.

SUDBURY PLANNING BOARD

Peter J. Anderson
David B. Walker
Richard A. Salton

DATE: 12 Aug 1989



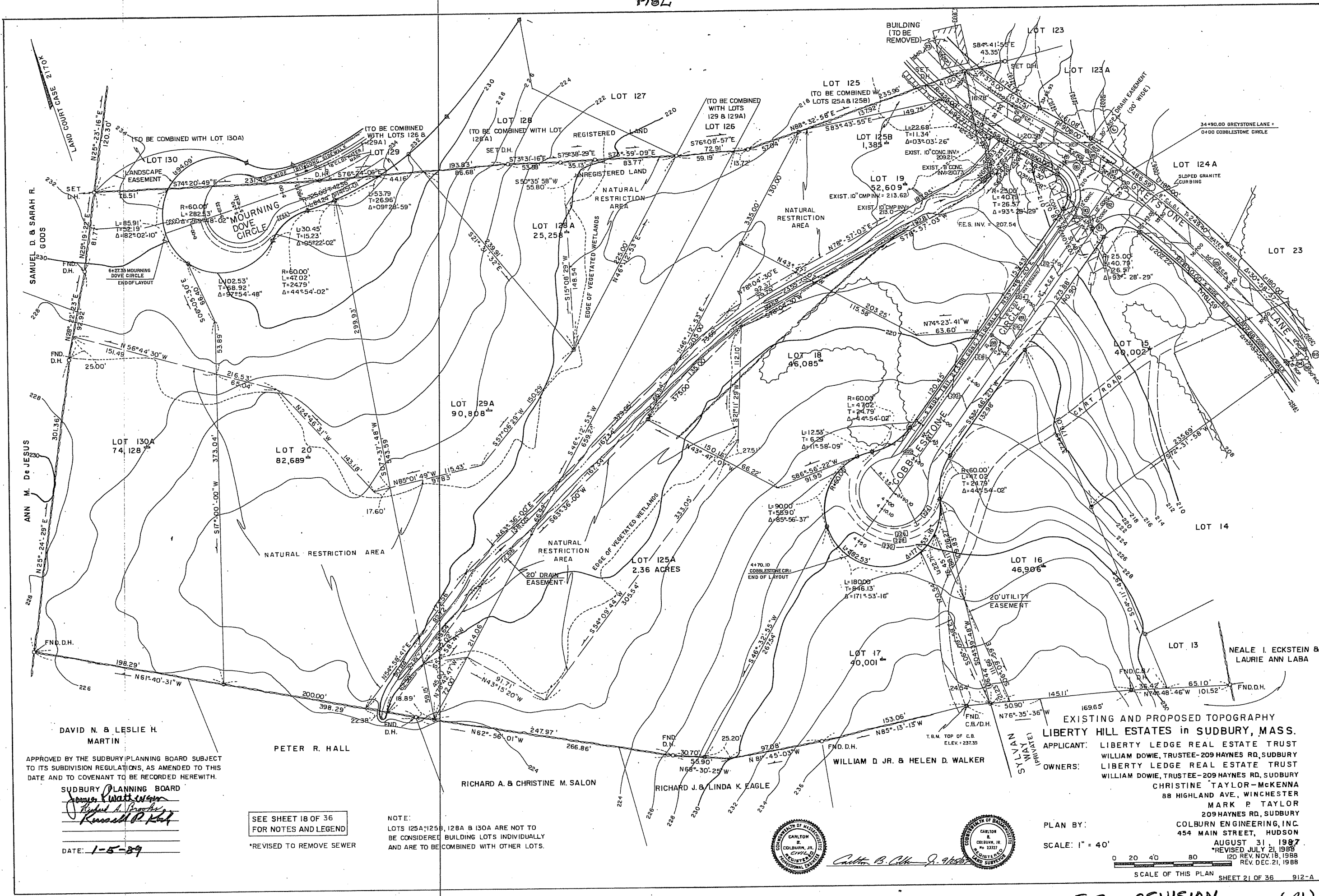
DAVID N. & LESLIE H. MARTIN
APPROVED BY THE SUDBURY PLANNING BOARD, SUBJECT TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS DATE AND TO COVENANT TO BE RECORDED HERewith.
SUDBURY PLANNING BOARD
James R. Smith
Richard A. Salton
Russell D. Hall
DATE: 1-5-89

SEE SHEET 18 OF 36
FOR NOTES AND LEGEND
*REVISED TO REMOVE SEWER

NOTE:
LOTS 166A AND 167A ARE NOT TO
BE CONSIDERED BUILDING LOTS INDIVIDUALLY
AND ARE TO BE COMBINED WITH OTHER LOTS.

MODIFIED
EXISTING AND PROPOSED TOPOGRAPHY
LIBERTY HILL ESTATES in SUDBURY, MASS.
APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY
LIBERTY LEDGE REAL ESTATE TRUST
OWNERS: WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY
CHRISTINE TAYLOR-MCKENNA
88 HIGHLAND AVE, WINCHESTER
MARK P. TAYLOR
209 HAYNES RD, SUDBURY
PLAN BY: COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON
AUGUST 31, 1987
*REVISED JULY 21, 1988
120 REV. NOV. 18, 1988
REV. DEC. 21, 1988
REV. APRIL 8, 1991
SCALE: 1" = 40'
0 20 40 80
SCALE OF THIS PLAN
SHEET 21 OF 36 912-A





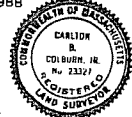
DAVID N. & LESLIE H. MARTIN
 APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS DATE AND TO COVENANT TO BE RECORDED HEREWITH.
 SUDBURY PLANNING BOARD
 [Signature]
 [Signature]
 [Signature]
 DATE: 1-5-89

SEE SHEET 18 OF 36
 FOR NOTES AND LEGEND
 *REVISED TO REMOVE SEWER

NOTE:
 LOTS 125A, 125B, 128A & 130A ARE NOT TO BE CONSIDERED BUILDING LOTS INDIVIDUALLY AND ARE TO BE COMBINED WITH OTHER LOTS.

EXISTING AND PROPOSED TOPOGRAPHY
 LIBERTY HILL ESTATES in SUDBURY, MASS.
 APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
 WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY
 LIBERTY LEDGE REAL ESTATE TRUST
 WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY
 CHRISTINE TAYLOR-MCKENNA
 88 HIGHLAND AVE, WINCHESTER
 MARK P. TAYLOR
 209 HAYNES RD, SUDBURY
 COLBURN ENGINEERING, INC.
 454 MAIN STREET, HUDSON
 PLAN BY:
 SCALE: 1" = 40'
 AUGUST 31, 1987
 *REVISED JULY 21, 1988
 120 REV. NOV. 18, 1988
 REV. DEC. 21, 1988





0 20 40 80 120

SCALE OF THIS PLAN

NOTE:
LOT 124A IS NOT TO BE CONSIDERED A
BUILDING LOT INDIVIDUALLY AND IS TO BE
COMBINED WITH LOT 124 .

APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT
TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS
DATE AND TO COVENANT TO BE RECORDED. HERewith.

James F. Watterson
Hyland & Brooks
Riverside P. Box

DATE: 1-5-57

APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY
OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY
CHRISTINE TAYLOR-McKENNA
88 HIGHLAND AVE, WINCHESTER

PLAN BY: COLBURN ENGINEERING, INC.
454 MAIN STREET, HUDSON

SCALE: 1" = 40'

AUGUST 1987

*REVISED JULY 21, 1988
REVISED NOV 18, 1988

REVISED NOV. 18, 1988
9/25/87

REVISED DEC. 21, 1988

REVISED DEC. 21, 1988
80 120
CONFIDENTIAL

80 120

THIS PLAN

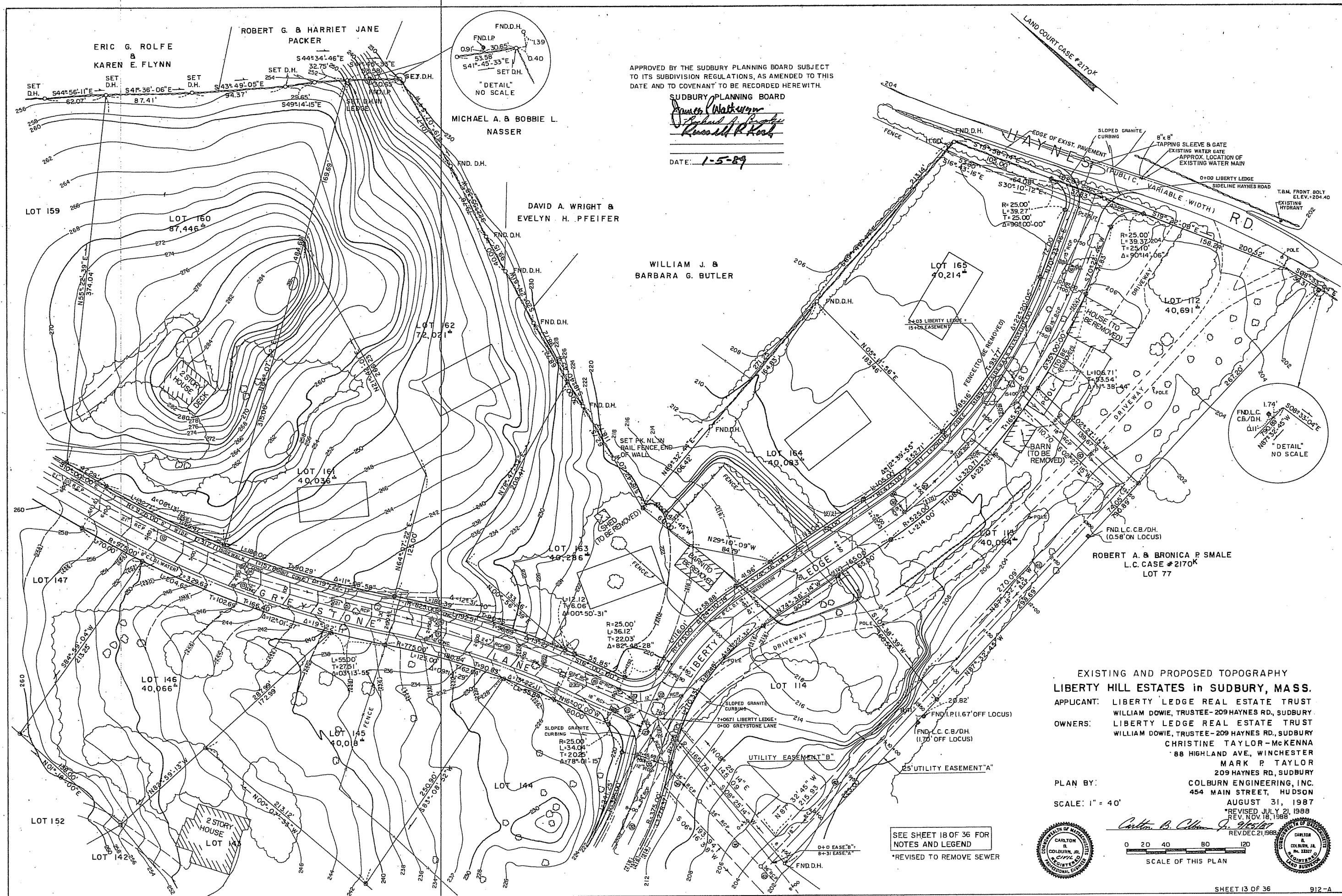
SEE SHEET 18 OF 36
FOR NOTES AND LEGEND

*REVISED TO REMOVE SEWER.

SHEET 22 OF 36 912-

(22)

178L



APPROVED BY THE SUDBURY PLANNING BOARD SUBJECT TO ITS SUBDIVISION REGULATIONS, AS AMENDED TO THIS DATE AND TO COVENANT TO BE RECORDED HEREWITH.

SUDBURY PLANNING BOARD
James C. Watkinson
Richard J. Bradley
Russell R. Root

DATE: 1-5-89

EXISTING AND PROPOSED TOPOGRAPHY LIBERTY HILL ESTATES in SUDBURY, MASS.

APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST
 WILLIAM DOWIE, TRUSTEE-209 HAYNES RD., SUDBURY
 OWNERS: LIBERTY LEDGE REAL ESTATE TRUST
 WILLIAM DOWIE, TRUSTEE-209 HAYNES RD., SUDBURY
 CHRISTINE TAYLOR-MCKENNA
 88 HIGHLAND AVE., WINCHESTER
 MARK P. TAYLOR
 209 HAYNES RD., SUDBURY
 PLAN BY: COLBURN ENGINEERING, INC.
 454 MAIN STREET, HUDSON
 AUGUST 31, 1987
 REVISED JULY 21, 1988
 REV. NOV. 18, 1988

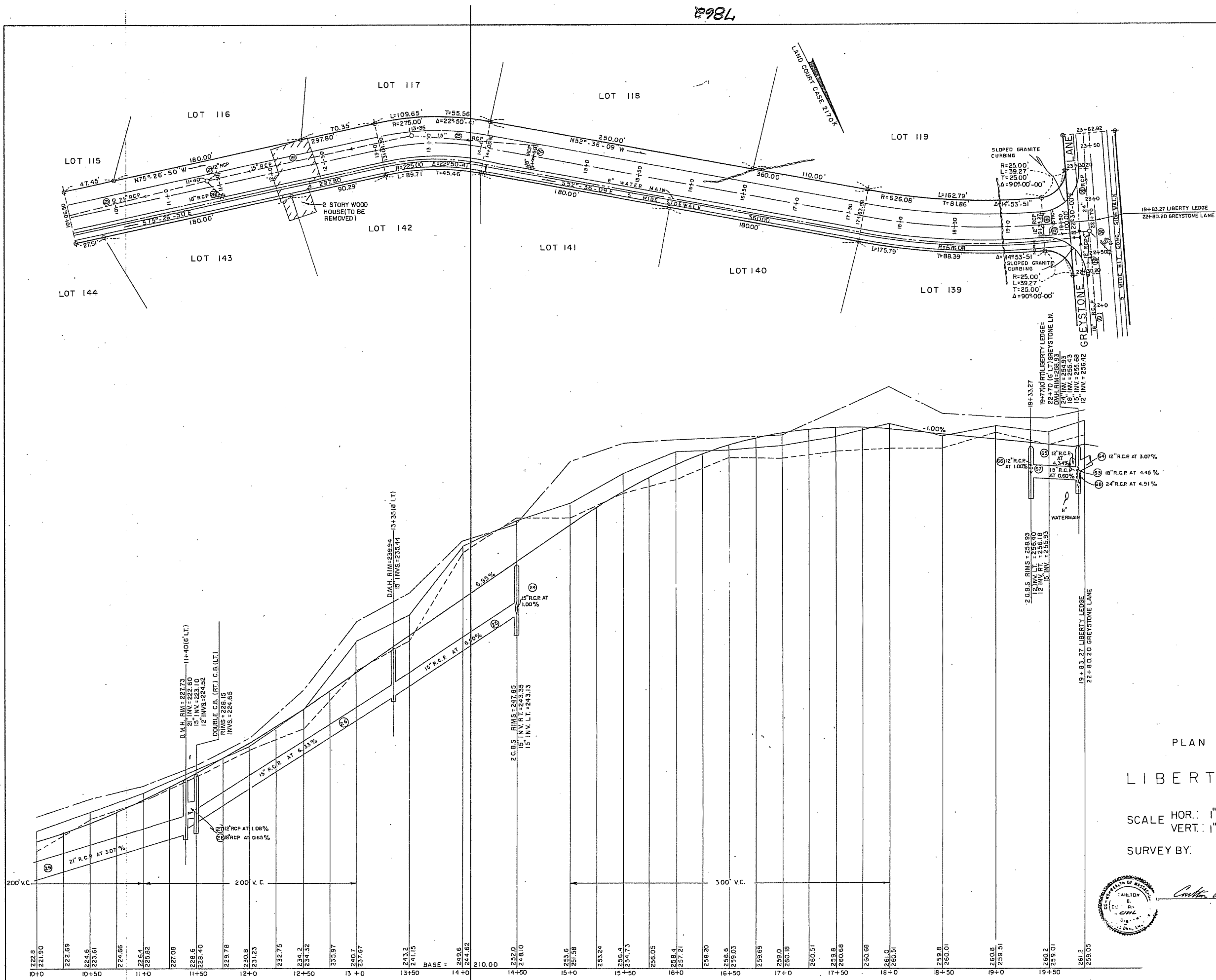
SCALE: 1" = 40'
 SEE SHEET 18 OF 36 FOR NOTES AND LEGEND
 *REVISED TO REMOVE SEWER
 SCALE OF THIS PLAN
 0 20 40 80 120
 SHEET 13 OF 36 912-A



7861

(13)

898L



APPROVED BY:
SUDBURY PLANNING BOARD
James K. Wirth
Richard A. Brophy
Russell P. Kraf

DATE: 1-5-89

APPROVED BY:
SUDBURY FIRE CHIEF
Robert J. Wynn HCD
DATE: 2-5-89 12-28-88

APPROVED BY:
SUDBURY WATER DISTRICT
R. J. Wynn
DATE: 28/12/88

APPROVED BY:
SUDBURY WIRING INSPECTOR
Walter E. Byrne
DATE: 12-15-88

SEE SHEET 26 OF 36
FOR NOTES AND KEY
*REVISED TO REMOVE SEWER

PLAN AND PROFILE
OF
LIBERTY LEDGE

SCALE HOR.: 1" = 40'
VERT.: 1" = 4' AUG. 31, 1987

SURVEY BY: COLBURN ENGINEERING, INC.
454 MAIN ST., HUDSON, MASS.



William B. Colburn 9/23/87
REVISED NOV 18, 1988
REVISED DEC 21, 1988



7862

298L

APPROVED BY:
SUDBURY PLANNING BOARD
James P. Wathen
Richard A. Bradley
Russell P. Reed

DATE: 1-5-89

APPROVED BY:
SUDBURY FIRE CHIEF
Michael D. Parnell
DATE: 12-15-88 (12/18/88)

APPROVED BY:
SUDBURY WATER DISTRICT
H. Camell
DATE: 28/12/88

APPROVED BY:
SUDBURY WIRING INSPECTOR
William E. Bogue
DATE: 12-15-88

SEE SHEET 26 OF 36
FOR NOTES AND KEY

*REVISED TO REMOVE SEWER

PLAN AND PROFILE
OF

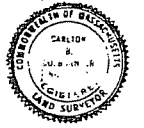
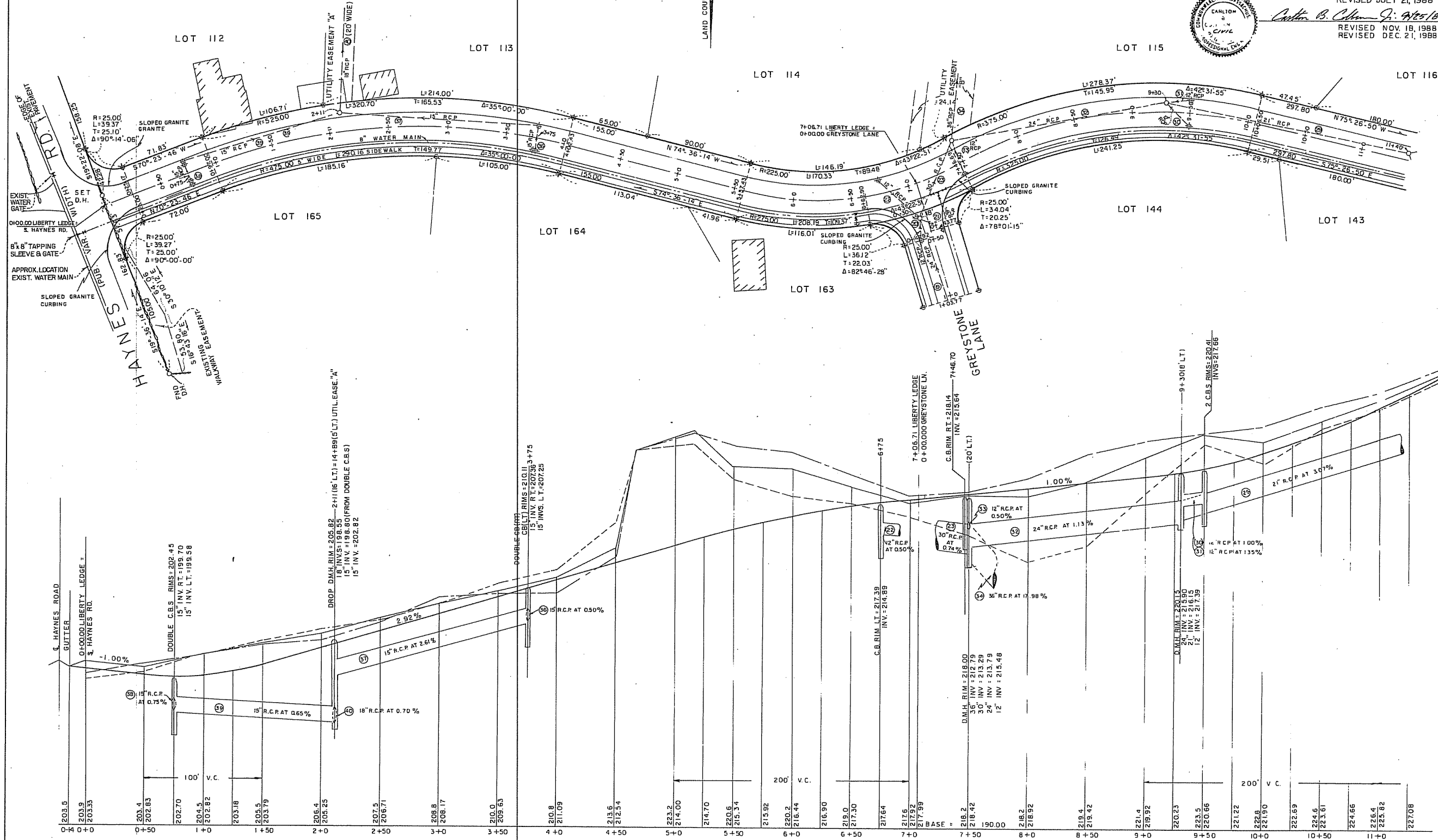
LIBERTY LEDGE

SCALE HOR.: 1" = 40'
VERT.: 1" = 4'

AUG. 1987

SURVEY BY: COLBURN ENGINEERING, INC.
454 MAIN ST., HUDSON, MASS.
*REVISED JULY 21, 1988

Arthur B. Colburn Jr. 9/25/87
REVISED NOV. 18, 1988
REVISED DEC. 21, 1988



2962

7863

APPROVED BY:
SUDBURY PLANNING BOARD
James J. Walsh
Richard A. Bradley
Russell D. Reed
DATE: 1-5-89

APPROVED BY:
SUDBURY FIRE CHIEF
Michael J. Duggan MCD
DATE: 12-15-88 12-28-88

APPROVED BY:
SUDBURY WATER DISTRICT
H. Carl
DATE: 28/12/88

APPROVED BY:
SUDBURY WIRING INSPECTOR
Wm. E. B. Jr.
DATE: 12-15-88

- NOTES AND KEYS:
- ELEVATIONS REFER TO NATIONAL GEODETIC VERTICAL DATUM OF 1929.
 - ALL WATER FITTINGS, TEES, CAPS, HYDRANTS & BENDS MUST HAVE ADEQUATE THRUST BLOCKS TO UNDISTURBED GROUND.
 - ⊕ DENOTES PROPOSED BOUND.
 - PROFILE KEY**
--- LEFT SIDELINE
--- CENTERLINE
--- RIGHT SIDELINE
 - DRAINAGE KEY**
C.B. DRAIN (SIZE & TYPE AS NOTED) (F.E.S. (FLARED END SECTION))
PIPE NUMBER FOR DRAINAGE CALC. RIP-RAP
 - WATER KEY**
8" GATE 8" C.L.D.I. 8"x8"x6" TEE WATER MAIN 8" END CAP
COPPER HOUSE SER. MIN. SIZE 1" 5" GATE
CURB STOP TO BE RELOCATED ON SIDELINE OF LAYOUT HYDRANT
ALL MATERIALS AND CONSTRUCTION DETAILS WILL MEET THE STANDARDS OF THE SUDBURY WATER DISTRICT.
7. SEE SHEET 18 OF 36 FOR ADDITIONAL NOTES.
*REVISED TO REMOVE SEWER

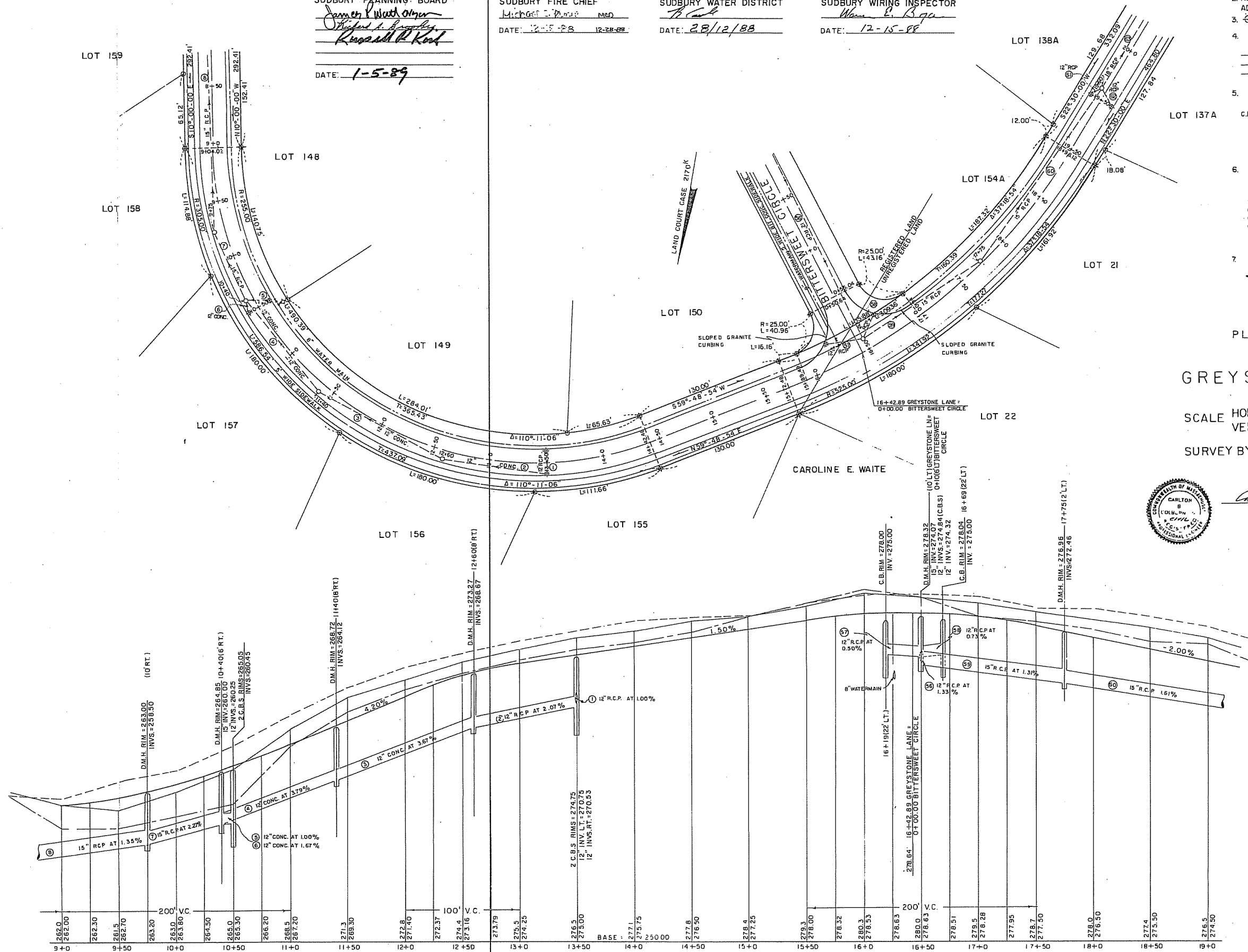
PLAN AND PROFILE OF
GREYSTONE LANE

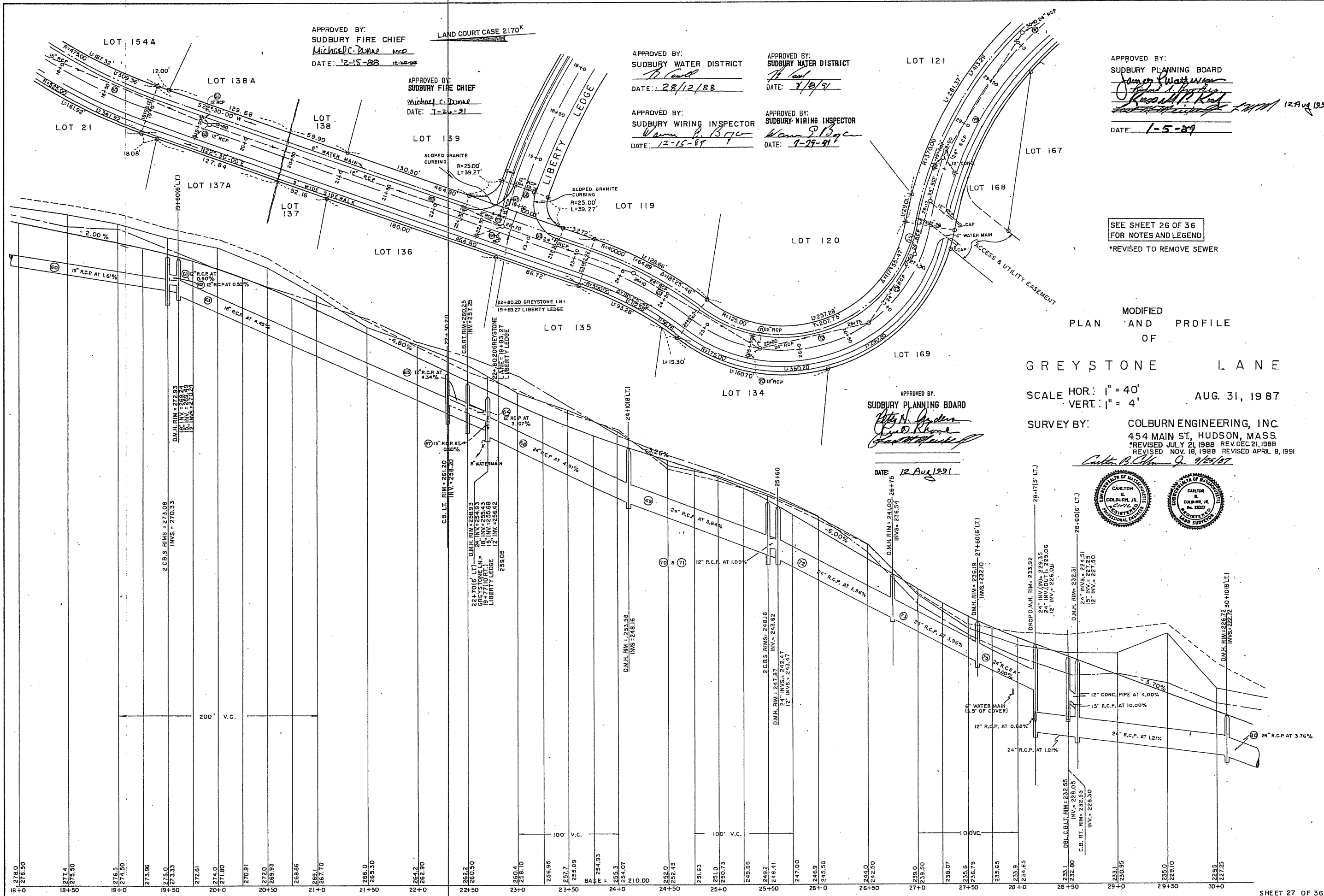
SCALE HOR.: 1" = 40'
VERT.: 1" = 4'

SURVEY BY: COLBURN ENGINEERING, INC.
454 MAIN ST., HUDSON, MASS.



REVISOR: *Carlton B. Colburn* 9/25/87
REVISED JULY 21, 1988
REVISED NOV. 18, 1988
REVISED DEC. 21, 1988





APPROVED BY:
SUDBURY FIRE CHIEF
Michael C. Dunne
DATE: 12-15-88

APPROVED BY:
SUDBURY FIRE CHIEF
Michael C. Dunne
DATE: 1-2-91

APPROVED BY:
SUDBURY WATER DISTRICT
R. Carl
DATE: 28/12/88

APPROVED BY:
SUDBURY WIRING INSPECTOR
Wm. P. Boyer
DATE: 12-15-88

APPROVED BY:
SUDBURY WATER DISTRICT
H. Carl
DATE: 1/10/91

APPROVED BY:
SUDBURY WIRING INSPECTOR
Wm. P. Boyer
DATE: 1-29-91

APPROVED BY:
SUDBURY PLANNING BOARD
James P. Wathen
Russell P. Ruff
David J. Wathen
DATE: 1-5-89

SEE SHEET 26 OF 36
FOR NOTES AND LEGEND
*REVISED TO REMOVE SEWER

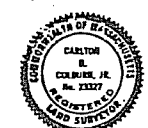
MODIFIED
PLAN AND PROFILE
OF
GREYSTONE LANE

SCALE HOR: 1" = 40'
VERT: 1" = 4'

AUG. 31, 1987

SURVEY BY: COLBURN ENGINEERING, INC.
454 MAIN ST., HUDSON, MASS.
*REVISED JULY 21, 1988 REV. DEC. 21, 1988
REVISED NOV. 18, 1988 REVISED APRIL 8, 1991

APPROVED BY:
SUDBURY PLANNING BOARD
John H. Gaudin
David J. Wathen
DATE: 12 Aug 1991



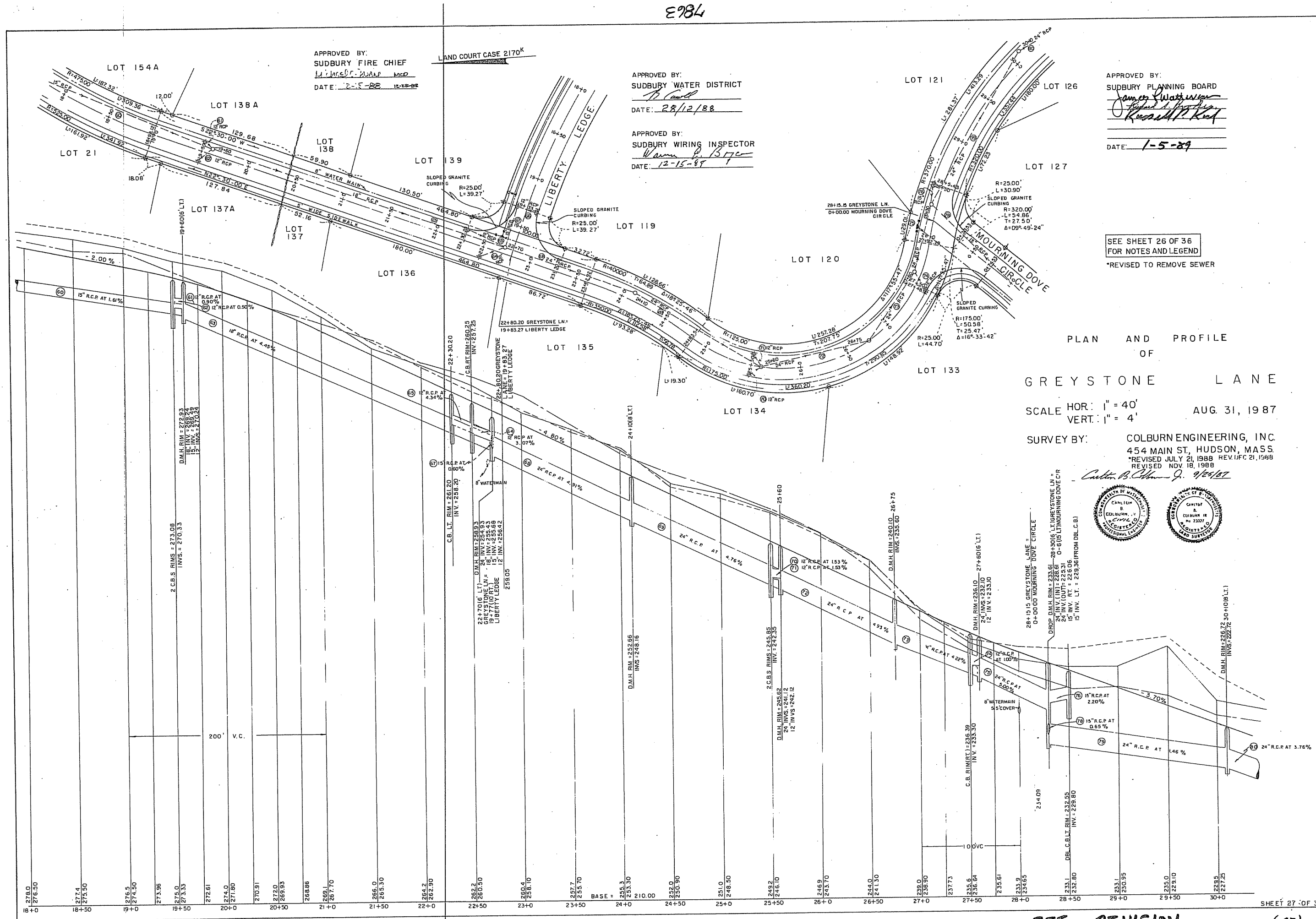
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REVISED (27)

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(27)

SEE REVISION



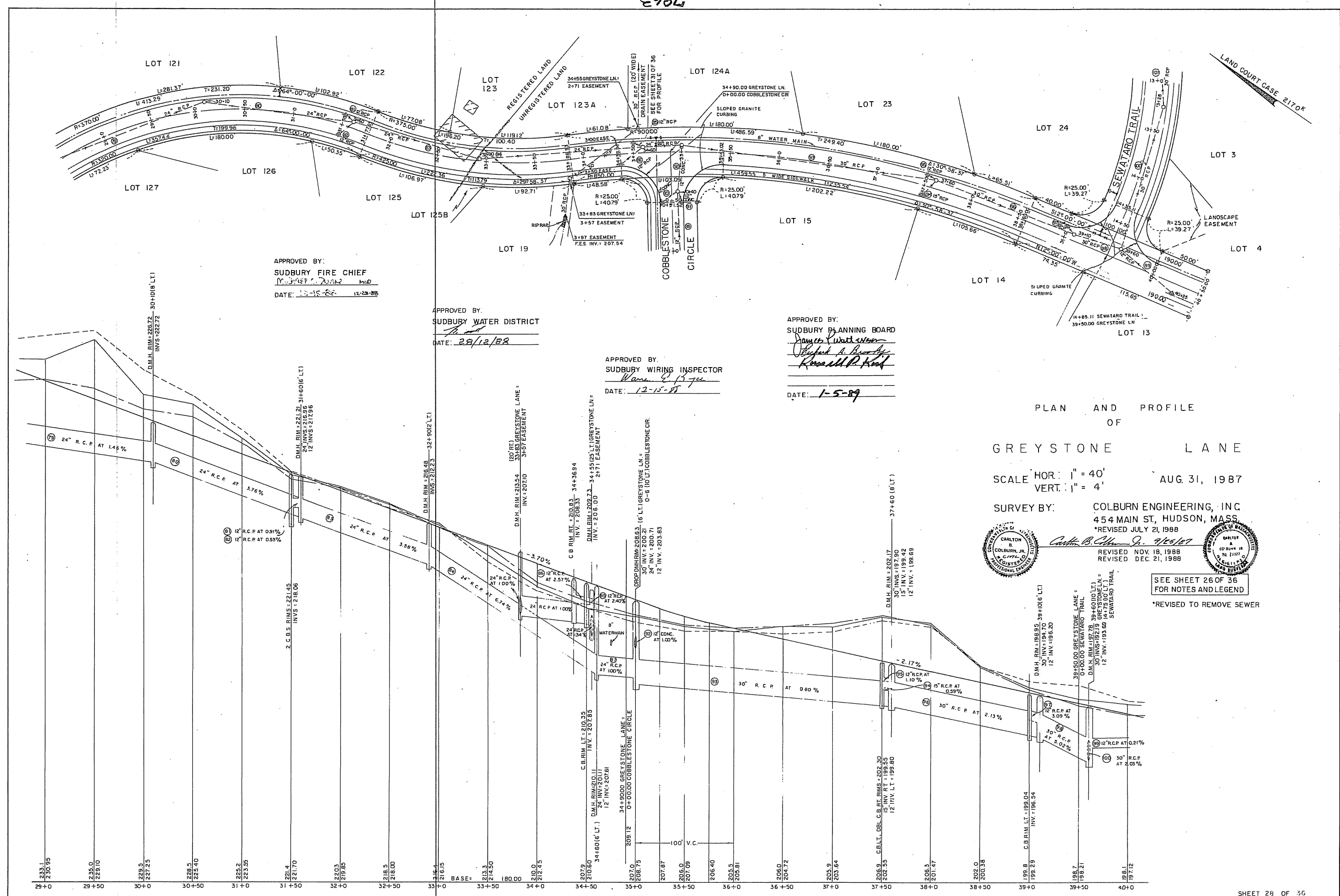
APPROVED BY:
SUDBURY PLANNING BOARD
James J. Watt
Robert A. Proctor
Russell P. Keef

DATE: *1-5-89*

SURVEY BY: COLBURN ENGINEERING, INC.
454 MAIN ST., HUDSON, MASS.
*REVISED JULY 21, 1988 REV. DFC 21, 1988
REVISED NOV. 18, 1988
N =
REC - *Carlton B. Colburn Jr. 9/25/87*



7863



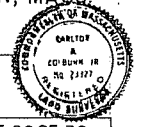
APPROVED BY:
SUDBURY FIRE CHIEF
[Signature]
DATE: 12-15-88 12-23-88

APPROVED BY:
SUDBURY WATER DISTRICT
[Signature]
DATE: 28/12/88

APPROVED BY:
SUDBURY WIRING INSPECTOR
[Signature]
DATE: 12-15-88

APPROVED BY:
SUDBURY PLANNING BOARD
[Signature]
[Signature]
[Signature]
DATE: 1-5-89

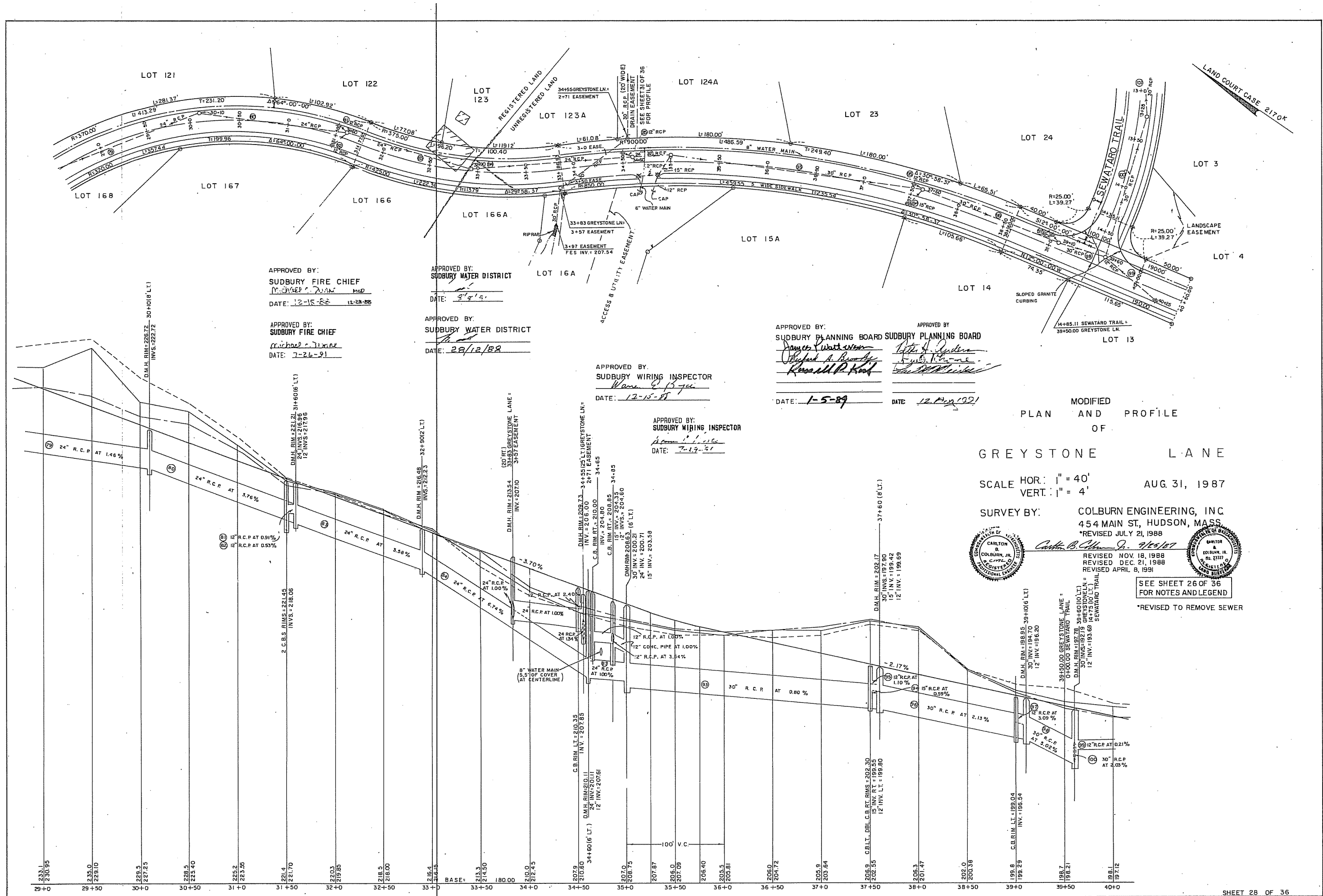
PLAN AND PROFILE
OF
GREYSTONE LANE
SCALE HOR: 1" = 40'
VERT: 1" = 4'
AUG. 31, 1987
SURVEY BY: COLBURN ENGINEERING, INC.
454 MAIN ST, HUDSON, MASS.
*REVISED JULY 21, 1988
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REVISED NOV. 18, 1988
REVISED DEC. 21, 1988
SEE SHEET 26 OF 36
FOR NOTES AND LEGEND
*REVISED TO REMOVE SEWER



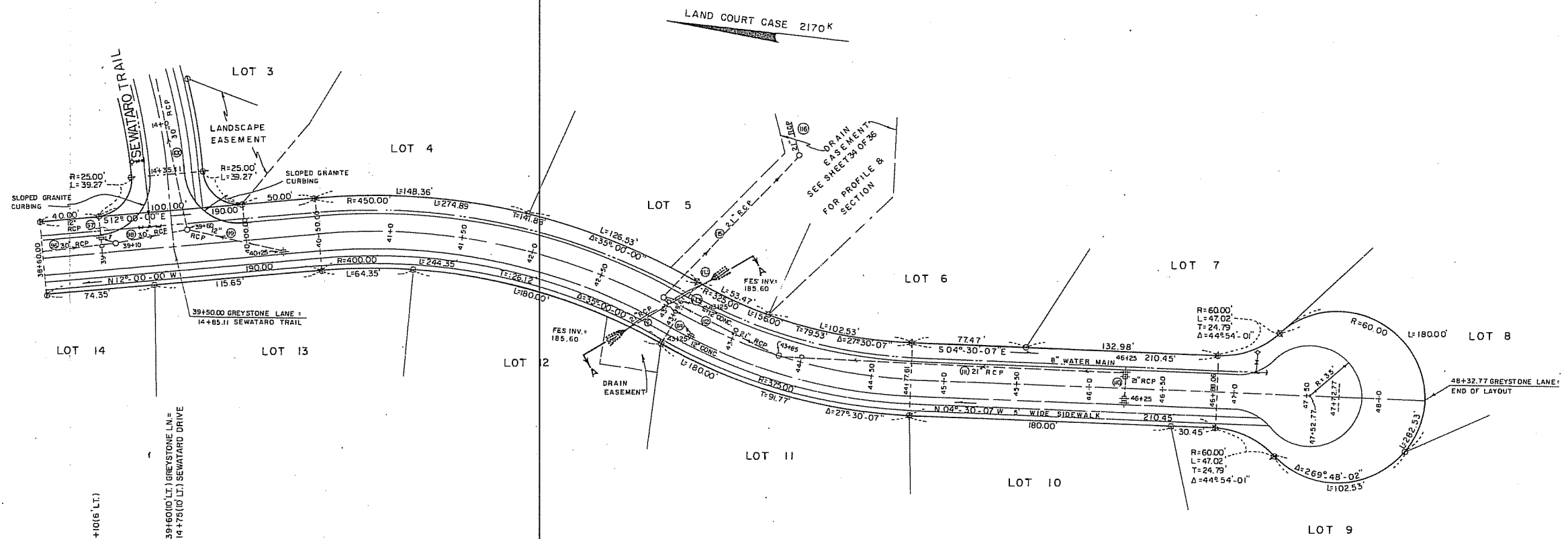
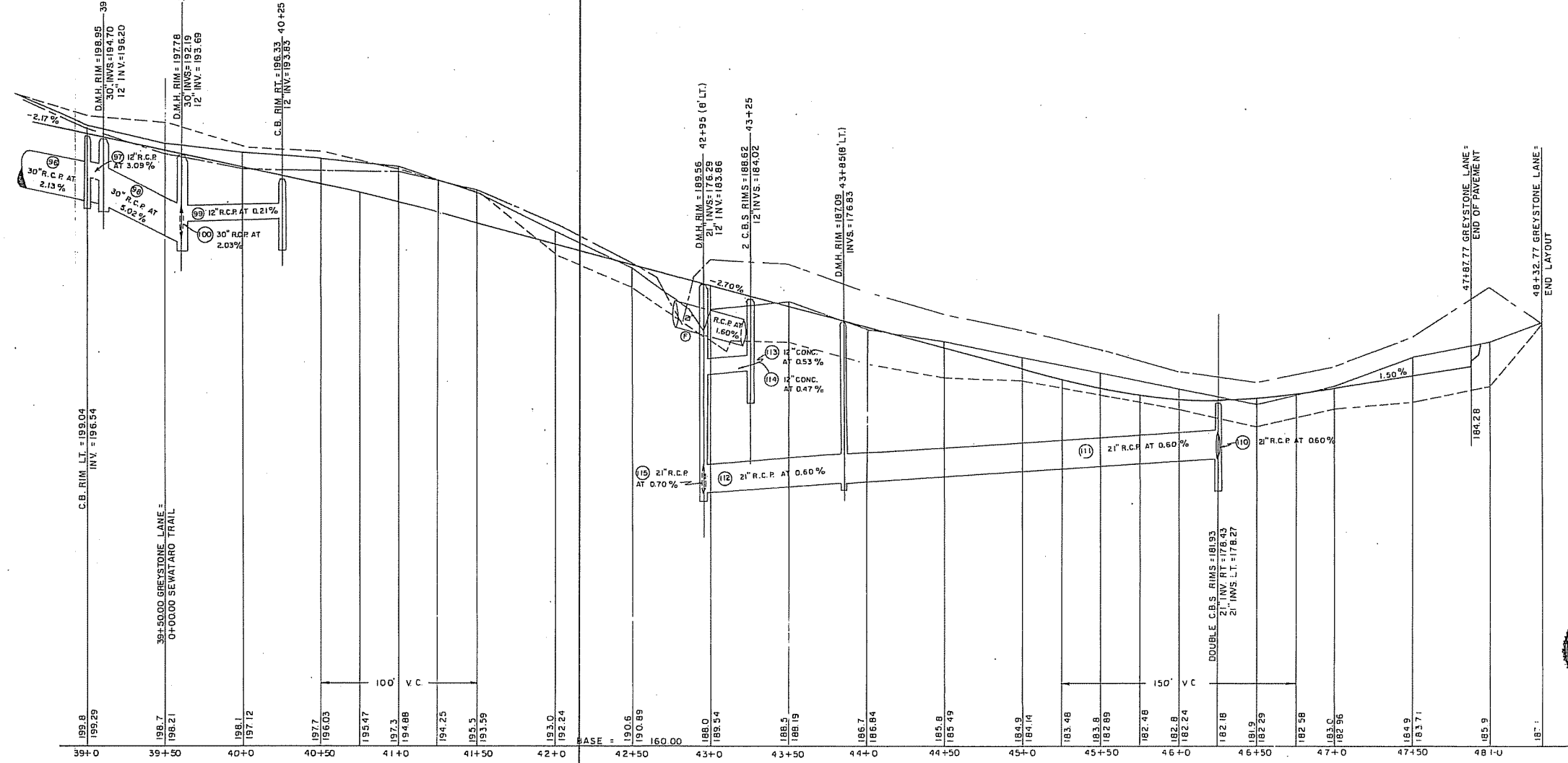
7863

SEE REVISION

(28)



878L



APPROVED BY:
SUDBURY PLANNING BOARD
James P. Waltham
Richard H. Proffitt
Russell P. Reed
DATE: 1-5-89

APPROVED BY:
SUDBURY FIRE CHIEF
Charles J. Hagg HAD
DATE: 12-15-88 12-28-88

APPROVED BY:
SUDBURY WATER DISTRICT
R. Smith
DATE: 28/12/88

APPROVED BY:
SUDBURY WIRING INSPECTOR
Walter E. Bign
DATE: 12-15-88

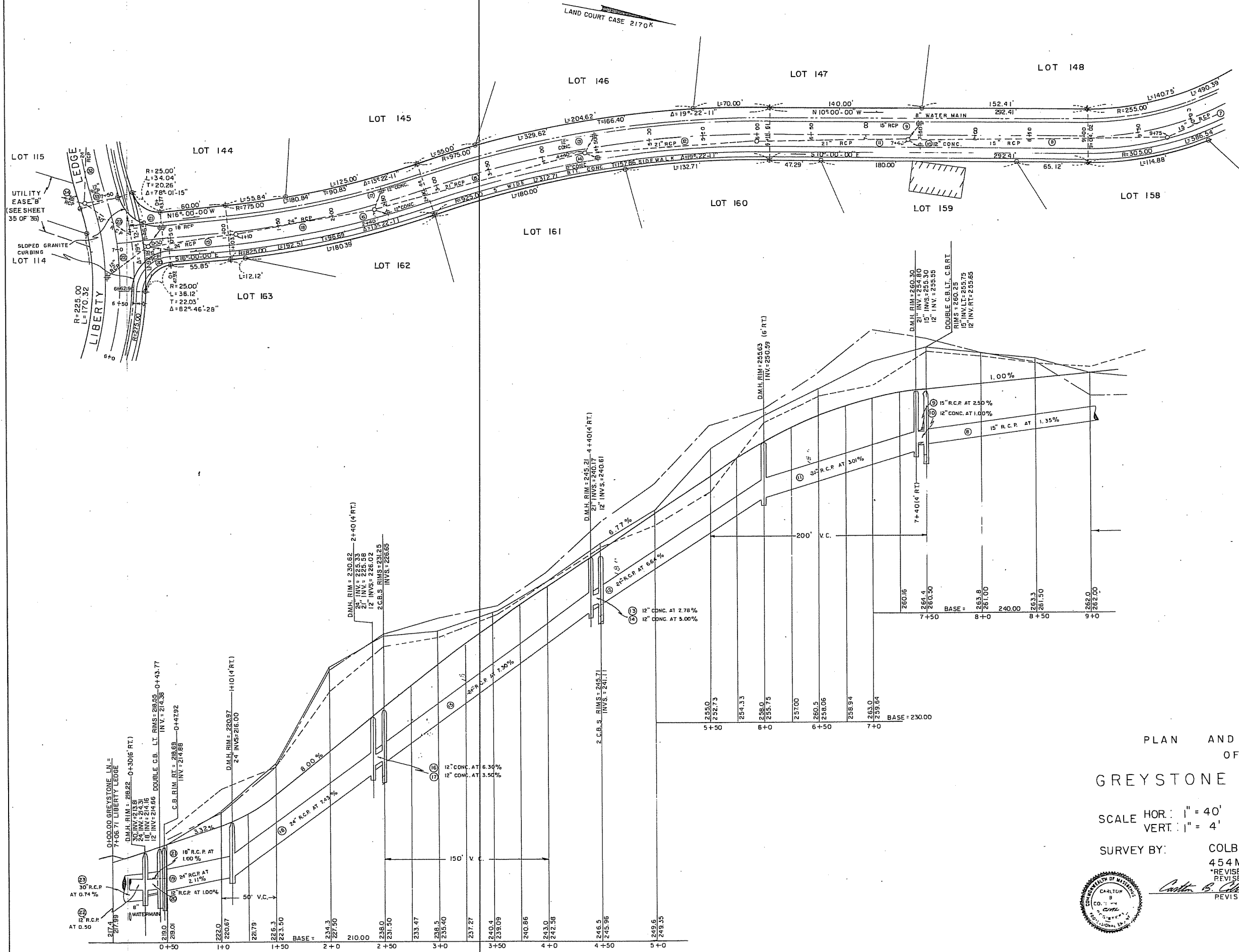
SEE SHEET 26 OF 36
FOR NOTES AND LEGEND
*REVISED TO REMOVE SEWER

PLAN AND PROFILE
OF
GREYSTONE LANE
SCALE HOR.: 1" = 40'
VERT.: 1" = 4'
AUG. 31, 1987
SURVEY BY: COLBURN ENGINEERING, INC.
454 MAIN ST., HUDSON, MASS.
*REVISED JULY 21, 1988
REVISED NOV. 18, 1988
Carlton B. Colburn Jr.
REVISED DEC. 21, 1988



7863

E984



APPROVED BY:
SUDBURY PLANNING BOARD
James P. Wasthman
Robert A. Brophy
Russell B. Reed

DATE: 1-5-89

APPROVED BY:
SUDBURY FIRE CHIEF
James P. Wasthman
Robert A. Brophy
Russell B. Reed

APPROVED BY:
SUDBURY WATER DISTRICT
James P. Wasthman
Robert A. Brophy
Russell B. Reed

APPROVED BY:
SUDBURY WIRING INSPECTOR
James P. Wasthman
Robert A. Brophy
Russell B. Reed

SEE SHEET 26 OF 36
FOR NOTES AND LEGEND
*REVISED TO REMOVE SEWER

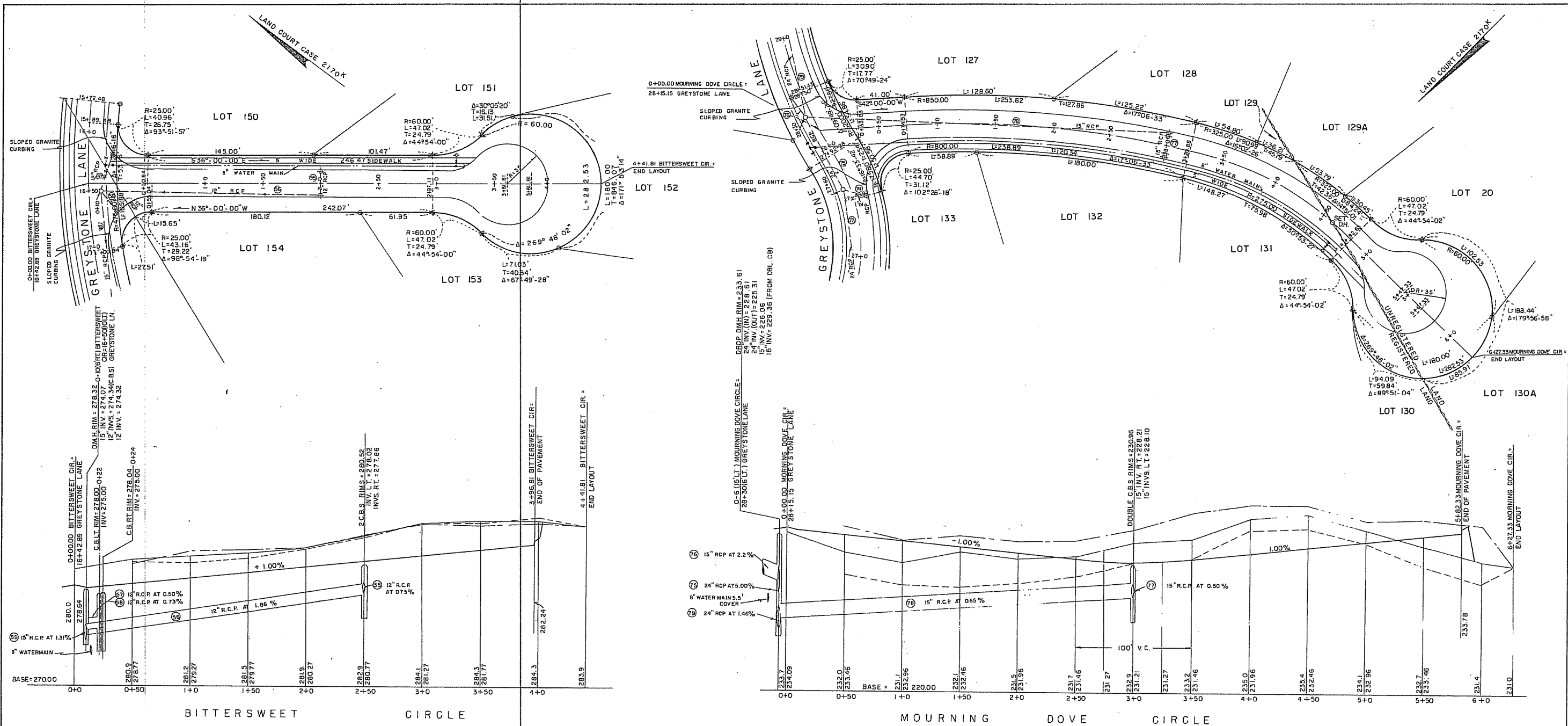
PLAN AND PROFILE
OF
GREYSTONE LANE

SCALE HOR: 1" = 40'
VERT: 1" = 4'

SURVEY BY: COLBURN ENGINEERING, INC.
454 MAIN ST, HUDSON, MASS.
*REVISED JULY 21, 1988
*REVISED NOV 18, 1988
*REVISED DEC 21, 1988



1984



APPROVED BY:
SUDBURY PLANNING BOARD
[Signature]
DATE: 1-5-89

APPROVED BY:
SUDBURY FIRE CHIEF
[Signature]
DATE: 2-1-88

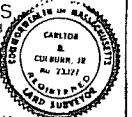
APPROVED BY:
SUDBURY WATER DISTRICT
[Signature]
DATE: 28/12/88

APPROVED BY:
SUDBURY WIRING INSPECTOR
[Signature]
DATE: 12-15-88

SEE SHEET 26 OF 36
FOR NOTES AND LEGEND
*REVISED TO REMOVE SEWER

PLAN AND PROFILE
OF
BITTERSWEET CIRCLE
AND
MOURNING DOVE CIRCLE
SCALE HOR: 1" = 40'
VERT: 1" = 4'
AUG. 31, 1987

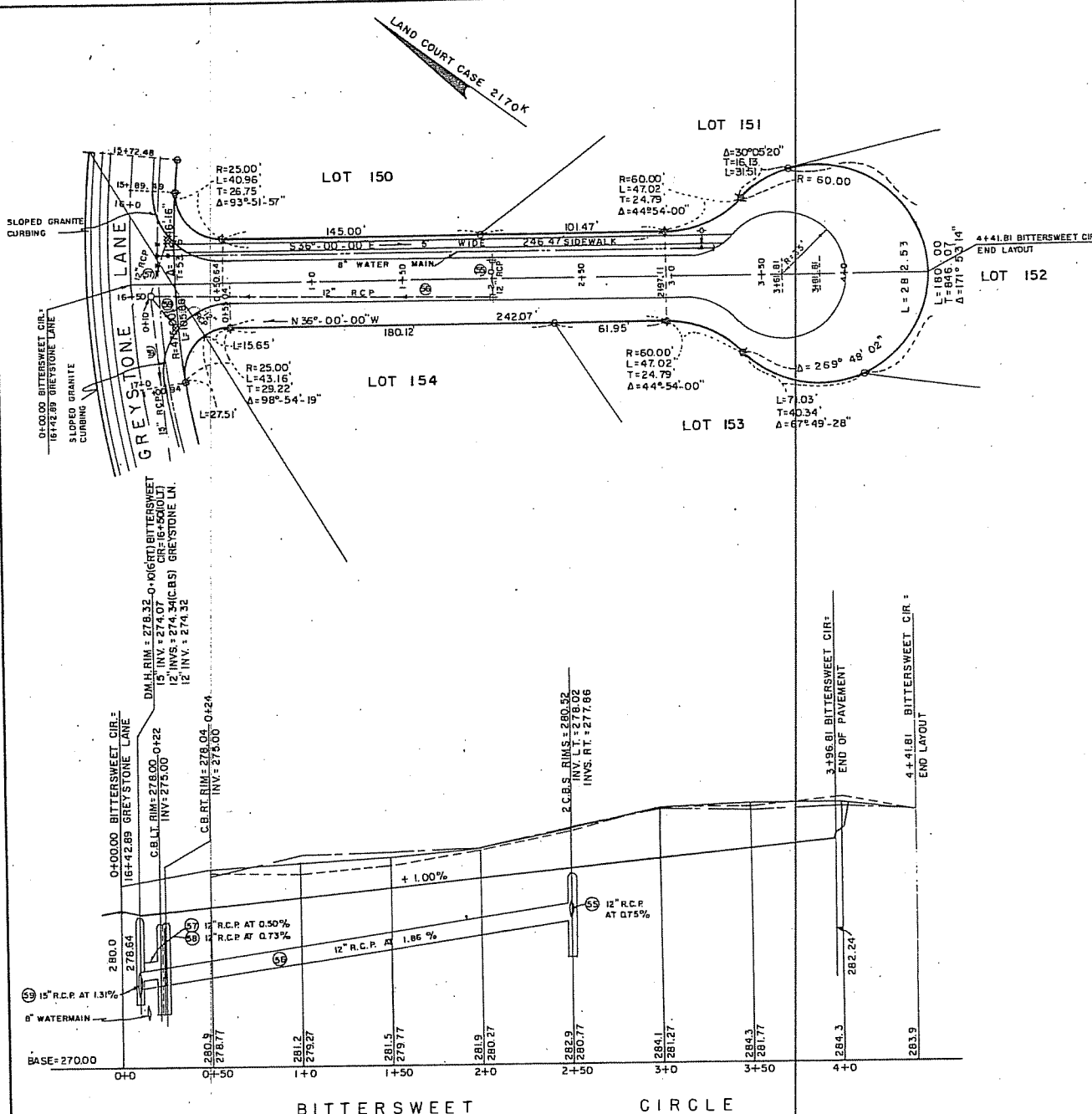
SURVEY BY: COLBURN ENGINEERING, INC.
454 MAIN ST. HUDSON, MASS.
*REVISED JULY 21, 1988 BY VANDERHART
REVISION 2/1/88
Carlton B. Colburn Jr. 9/25/87



7864

SEE REVISION

(36)

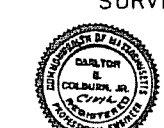
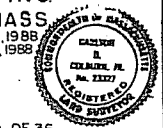


NOTE:
MODIFIED TO ELIMINATE MOURNING DOVE
CIRCLE. NO REVISIONS WERE MADE TO
BITTERSWEET CIRCLE.

MODIFIED
PLAN AND PROFILE
OF
BITTERSWEET CIRCLE

SCALE HOR. 1" = 40'
VERT. 1" = 4'

SURVEY BY: COLBURN ENGINEERING, INC.
454 MAIN ST. HUDSON, MASS.
REVISED JULY 21, 1988 REV. NOV. 18, 1988
REV. DEC. 21, 1988



APPROVED BY:
SUDBURY PLANNING BOARD
[Signature]
DATE: 12 AUG 1991

APPROVED BY:
SUDBURY PLANNING BOARD
[Signature]
DATE: 1-5-89

APPROVED BY:
SUDBURY FIRE CHIEF
Michael C. Dunne
DATE: 12-15-88

APPROVED BY:
SUDBURY WATER DISTRICT
[Signature]
DATE: 28/12/88

APPROVED BY:
SUDBURY WIRING INSPECTOR
[Signature]
DATE: 12-15-88

SEE SHEET 26 OF 36
FOR NOTES AND LEGEND
*REVISED TO REMOVE SEWER

APPROVED BY:
SUDBURY PLANNING BOARD
James F. Wattersen
Richard L. Brooks
Russell B. Kelly

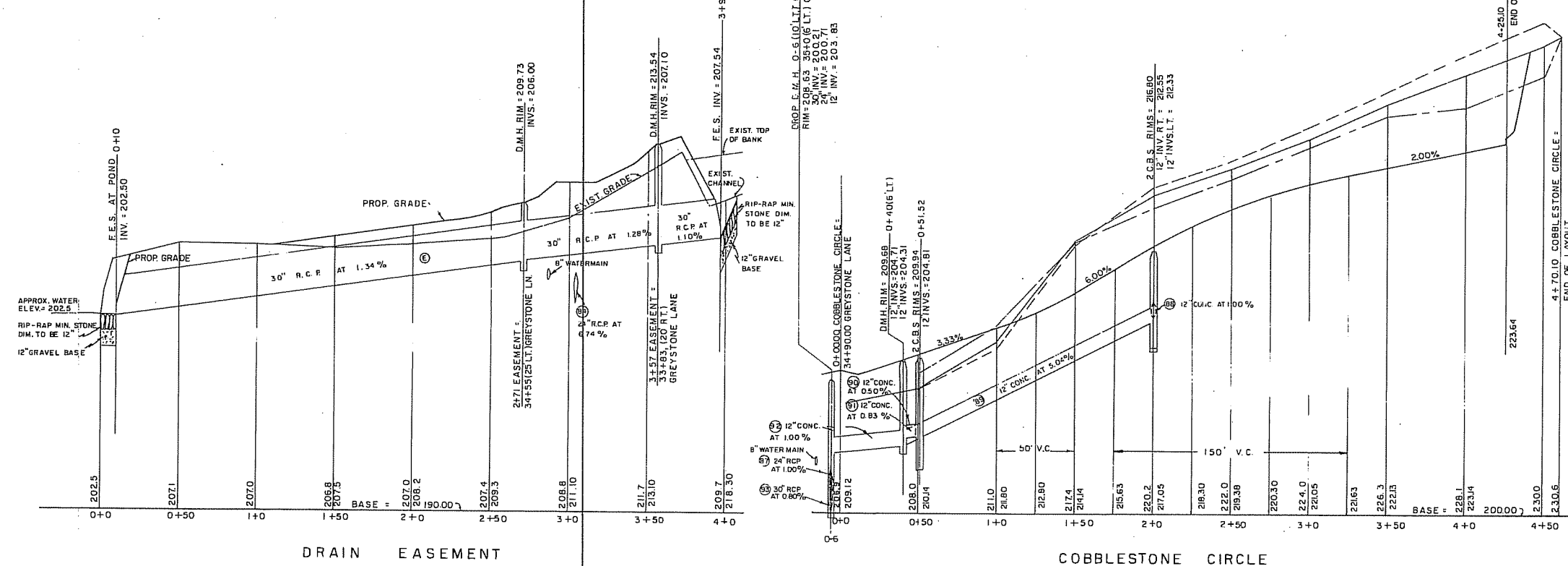
APPROVED BY: _____
SUDBURY FIRE CHIEF
M. Christopher Thompson med
DATE: 12-15-88 12-29-88

APPROVED BY _____
SUDBURY WATER DISTRICT
DATE 28/12/88

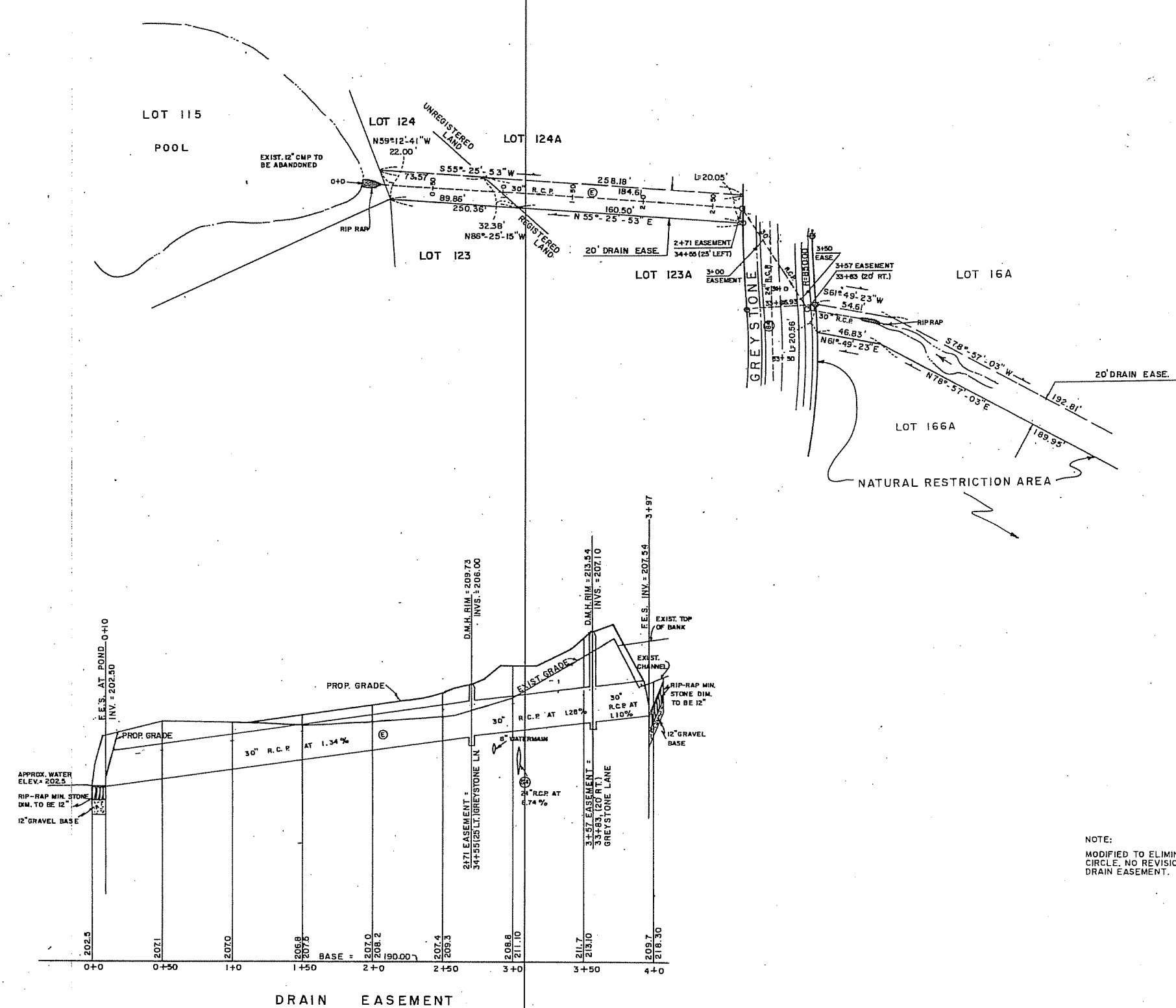
APPROVED BY:
SUDBURY WIRING INSPECTOR
Walter E. Byrnes
DATE: 12-15-88

PLAN AND PROFILE
OF
COBBLESTONE CIRCLE
DRAIN & EASEMENT
SCALE HOR. 1" = 40'
VERT. 1" = 4' AUG. 31, 1987

SURVEY BY: COLBURN ENGINEERING, INC.
454 MAIN ST., HUDSON, MASS.
*REVISED JULY 21, 1988
REVISED NOV 18, 1988
Carlton B. Colburn J. 9/25/88
REVISED DEC. 21, 1988



LAND COURT CASE 2704



SEE SHEET 26 OF 36
FOR NOTES AND LEGEND
*REVISED TO REMOVE SEWER

APPROVED BY:
SUDBURY PLANNING BOARD
Robert Anderson
David R. Rowe
Carol M. Maynard

DATE: 12 Aug 1991

APPROVED BY:
SUDBURY FIRE CHIEF
Michael C. Dunne
DATE: 7-26-91

APPROVED BY:
SUDBURY WATER DISTRICT
[Signature]
DATE: 8/8/91

APPROVED BY:
SUDBURY WIRING INSPECTOR
Wanna E. Boyce
DATE: 7-29-91

APPROVED BY:
SUDBURY PLANNING BOARD
James P. Watterson
Richard J. Brophy
Russell R. Brady

DATE: 1-5-89

APPROVED BY:
SUDBURY FIRE CHIEF
Michael C. Dunne med
DATE: 12-15-88 12-29-88

APPROVED BY:
SUDBURY WATER DISTRICT
[Signature]
DATE: 29/12/88

APPROVED BY:
SUDBURY WIRING INSPECTOR
Wanna E. Boyce
DATE: 12-15-88

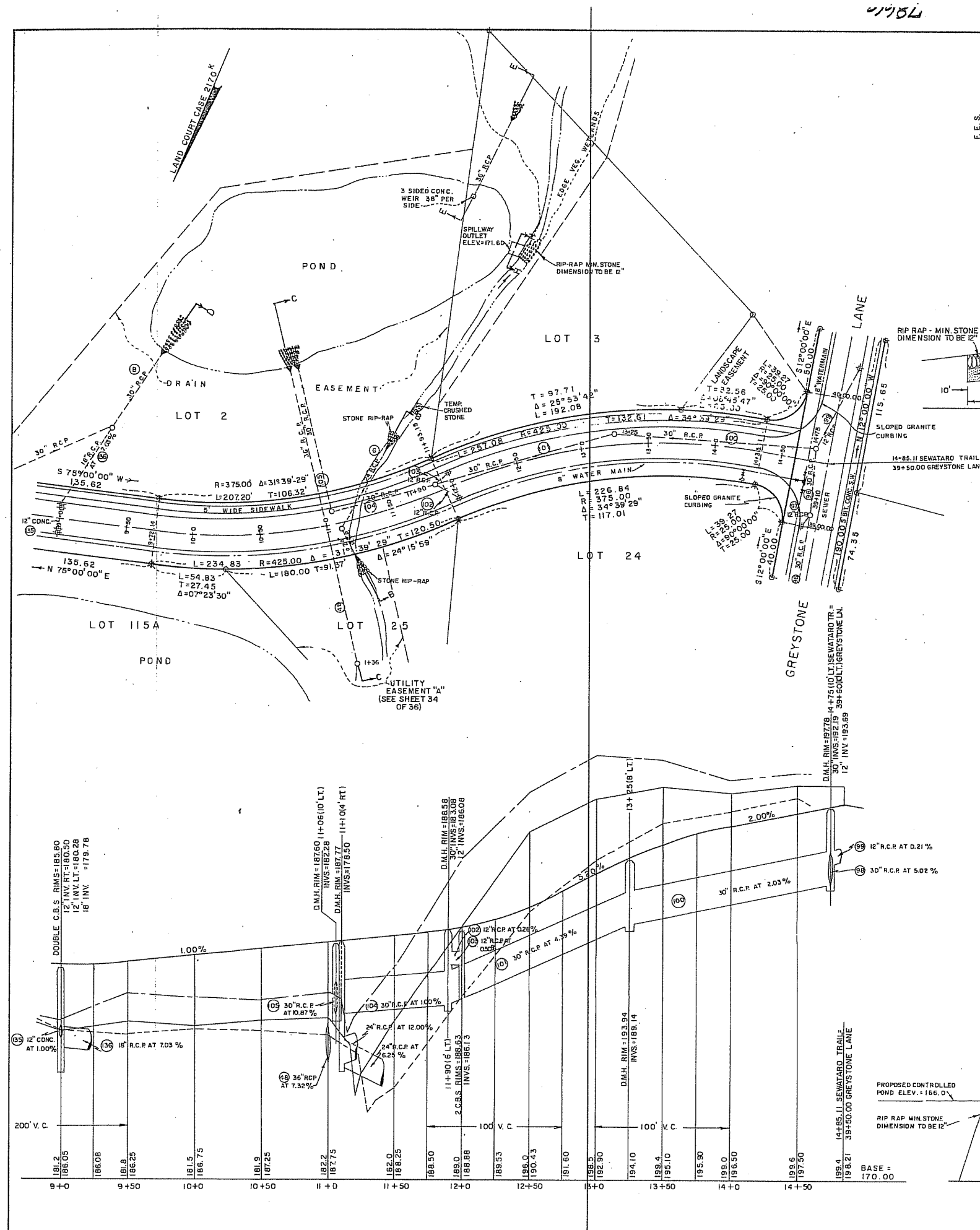
MODIFIED
PLAN AND PROFILE

DRAIN EASEMENT
SCALE HOR: 1" = 40'
VERT: 1" = 4' AUG. 31, 1987

SURVEY BY: COLBURN ENGINEERING, INC.
454 MAIN ST., HUDSON, MASS.
*REVISED JULY 21, 1988
REVISED NOV. 18, 1988
Carlton B. Colburn, Jr.
REVISED DEC. 21, 1988
REV. APRIL 8, 1991

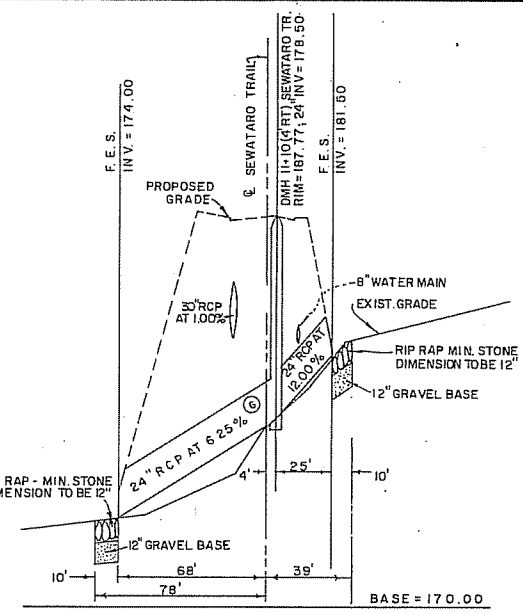
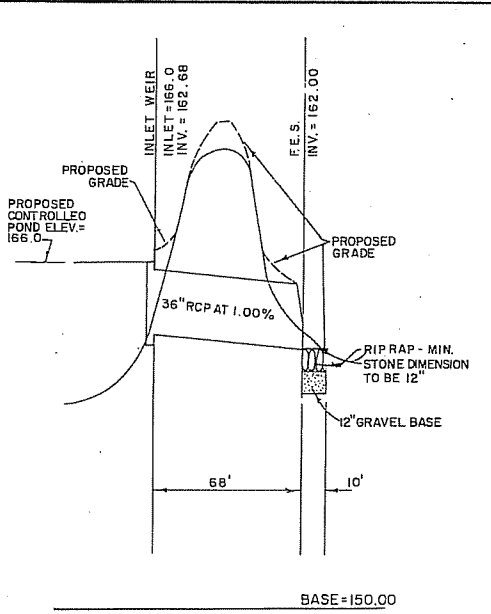
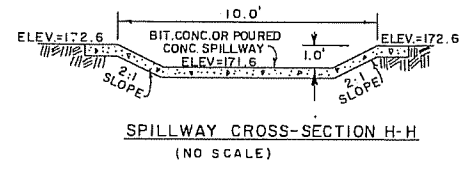
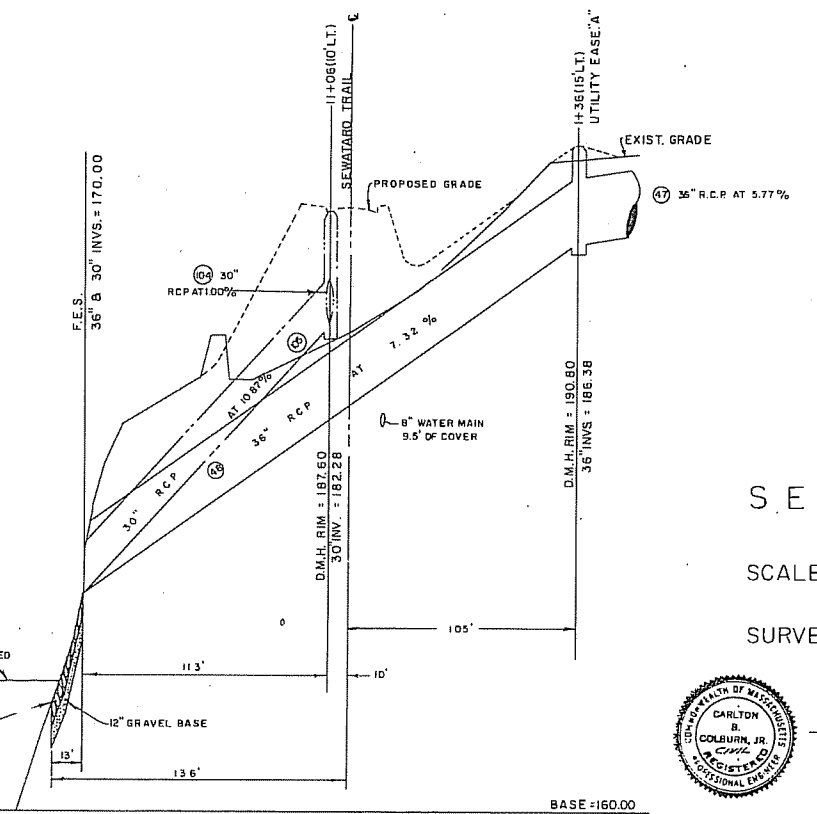


NOTE:
MODIFIED TO ELIMINATE COBBLESTONE
CIRCLE. NO REVISIONS WERE MADE TO THE
DRAIN EASEMENT.



775L

7866



APPROVED BY:
SUDBURY PLANNING BOARD
James P. Wathen
Russell P. Koff
DATE: 1-5-89

APPROVED BY:
SUDBURY FIRE CHIEF
M. J. Pina
DATE: 12-15-88

APPROVED BY:
SUDBURY WATER DISTRICT
R. C. Hall
DATE: 28/12/88

APPROVED BY:
SUDBURY WIRING INSPECTOR
Walter S. B. Jr.
DATE: 1-15-89

SEE SHEET 26 OF 36
FOR NOTES AND KEY
*REVISED TO REMOVE SEWER

PLAN AND PROFILE
OF
SEWATARO TRAIL
SCALE HOR. 1" = 40'
VERT. 1" = 4'
AUG. 31, 1987

SURVEY BY:
COLBURN ENGINEERING, INC.
454 MAIN ST., HUDSON, MASS.
*REVISED JULY 21, 1988
*REVISED NOV. 18, 1988
Carlton B. Colburn, Jr. 9/25/87
REVISED DEC. 21, 1988



APPROVED BY:
SUDBURY PLANNING BOARD
James P. Warriner
Richard J. Appleby
Russell P. Kelly

APPROVED BY:
SUDBURY FIRE CHIEF
Michael C. Dineen MCD

APPROVED BY:
SUDBURY WATER DISTRICT
R. Cant

DATE: 1-5-89

DATE: 12-5-88 12-28-88

DATE: 28/12/87

APPROVED BY:
SUDBURY WIRING INSPECTOR
Wm. E. Ryan

DATE: 12-15-88

KARL D. III &
ANN H. LOOS

TOWN OF SUDBURY
JOSIAH HAYNES SCHOOL

PATRICIA E. SMALE
L.C. CASE 2170K
LOT 76

ROBERT A. & BRONICA P. SMALE
L.C. CASE 2170K
LOT 77

PLAN AND PROFILE OF SEWATARO TRAIL

SCALE HOR: 1"=40'
VERT: 1"=4'

AUG. 31, 1987

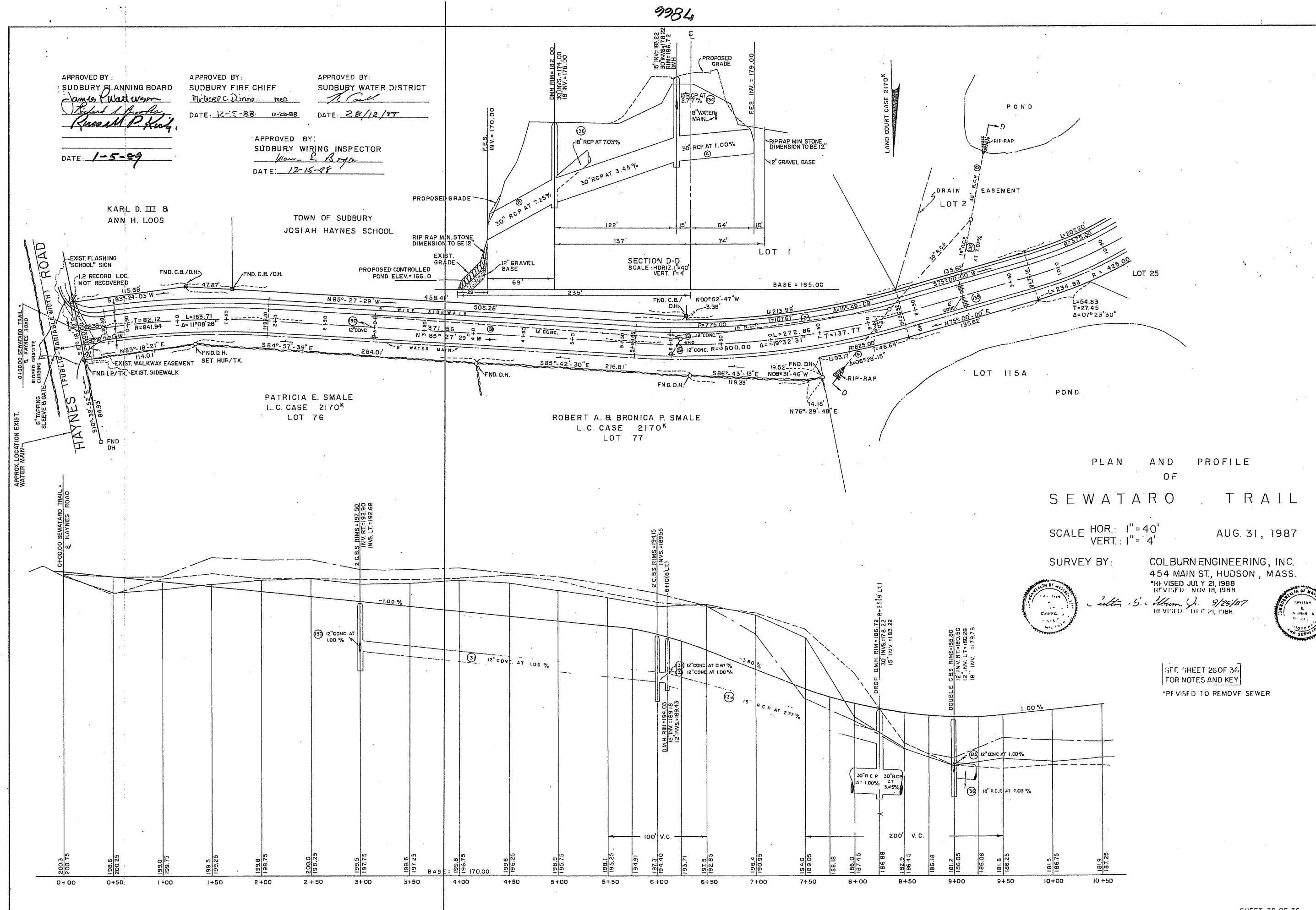
SURVEY BY: COLBURN ENGINEERING, INC.
454 MAIN ST., HUDSON, MASS.



William J. Colburn 9/25/87
REVISED JULY 21, 1988
REVISED NOV 18, 1988
REVISED DEC 21, 1988



SEE SHEET 26 OF 36
FOR NOTES AND KEY
*REVISED TO REMOVE SEWER

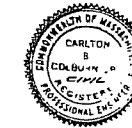


PLAN AND PROFILE
OF
UTILITY EASEMENTS "A" & "B"

SCALE: HOR.: 1" = 40'
VERT.: 1" = 4'

AUG. 31, 1987

SURVEY BY: COLBURN ENGINEERING, INC.
454 MAIN ST., HUDSON, MASS.



REVISED NOV. 18, 1988
Carlton B. Gilman Jr. 9/25/87
REVISED DEC. 21, 1988



SEE SHEET 26 OF 36
FOR NOTES AND LEGEND

*REVISED TO REMOVE SEWER

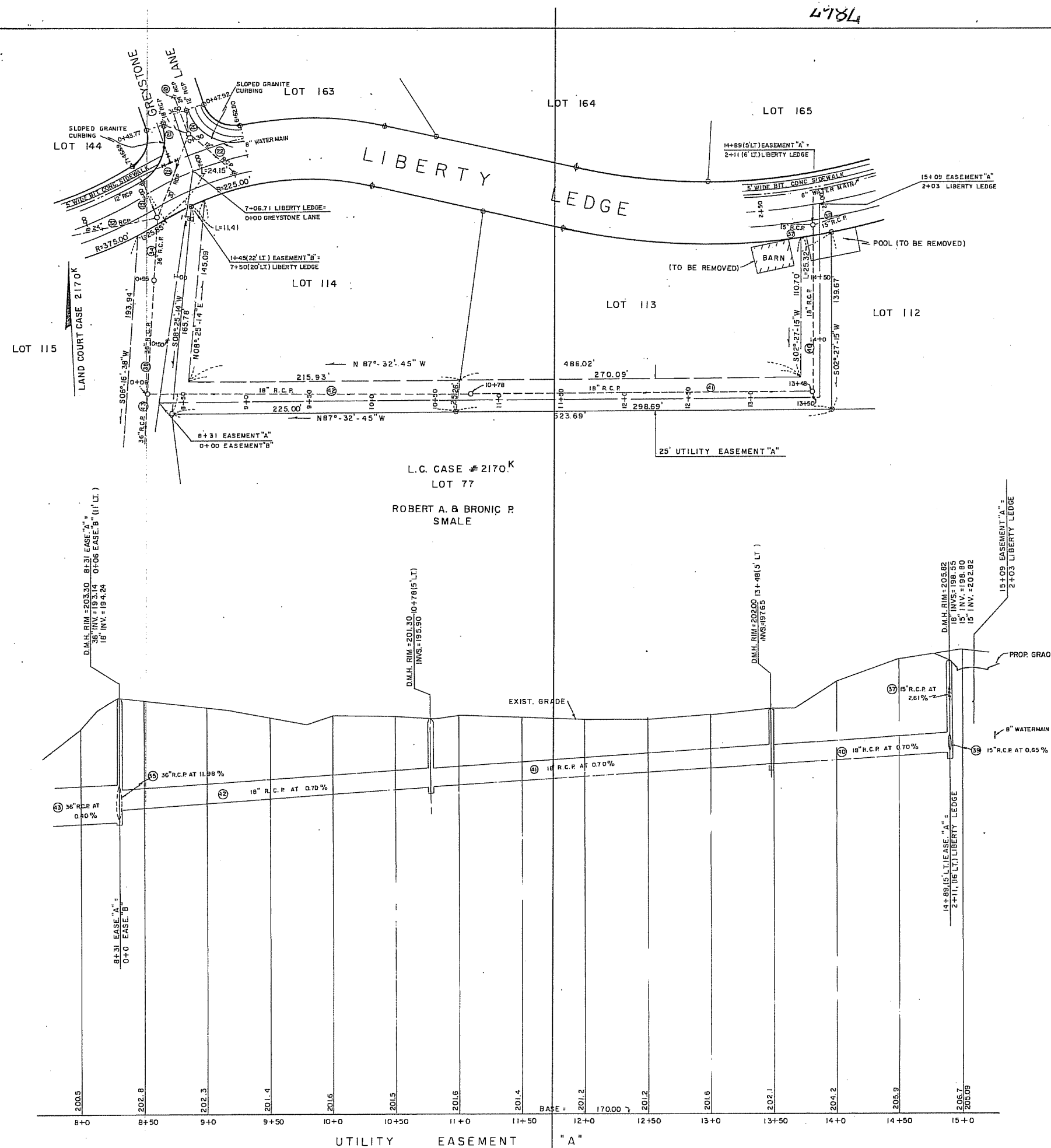
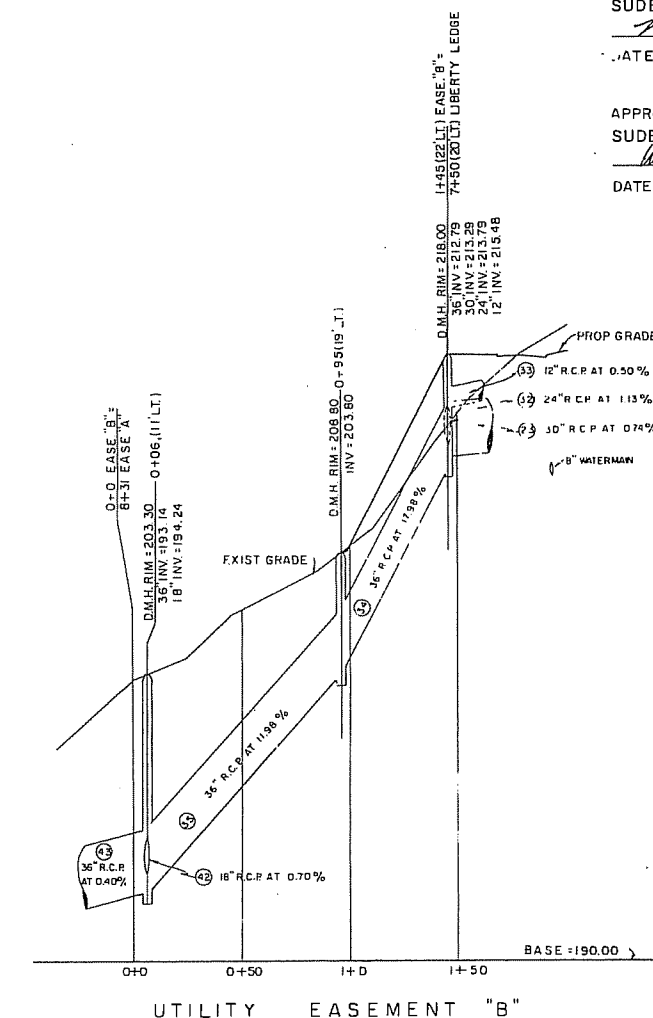
APPROVED BY:
SUDBURY PLANNING BOARD
James P. Wattergan
Richard A. Broughton
Russell P. Kozl

DATE: 1-5-87

APPROVED BY:
SUDBURY FIRE CHIEF
Michael C. Dunn 400
DATE: 12-15-88 12-28-88

APPROVED BY:
SUDBURY WATER DISTRICT
[Signature]
DATE: 28/12/88

APPROVED BY:
SUDBURY WIRING INSPECTOR
Walter E. Bgee
DATE: 12-15-88

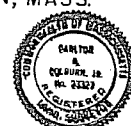


PLAN AND PROFILE OF DRAIN & UTILITY EASEMENTS

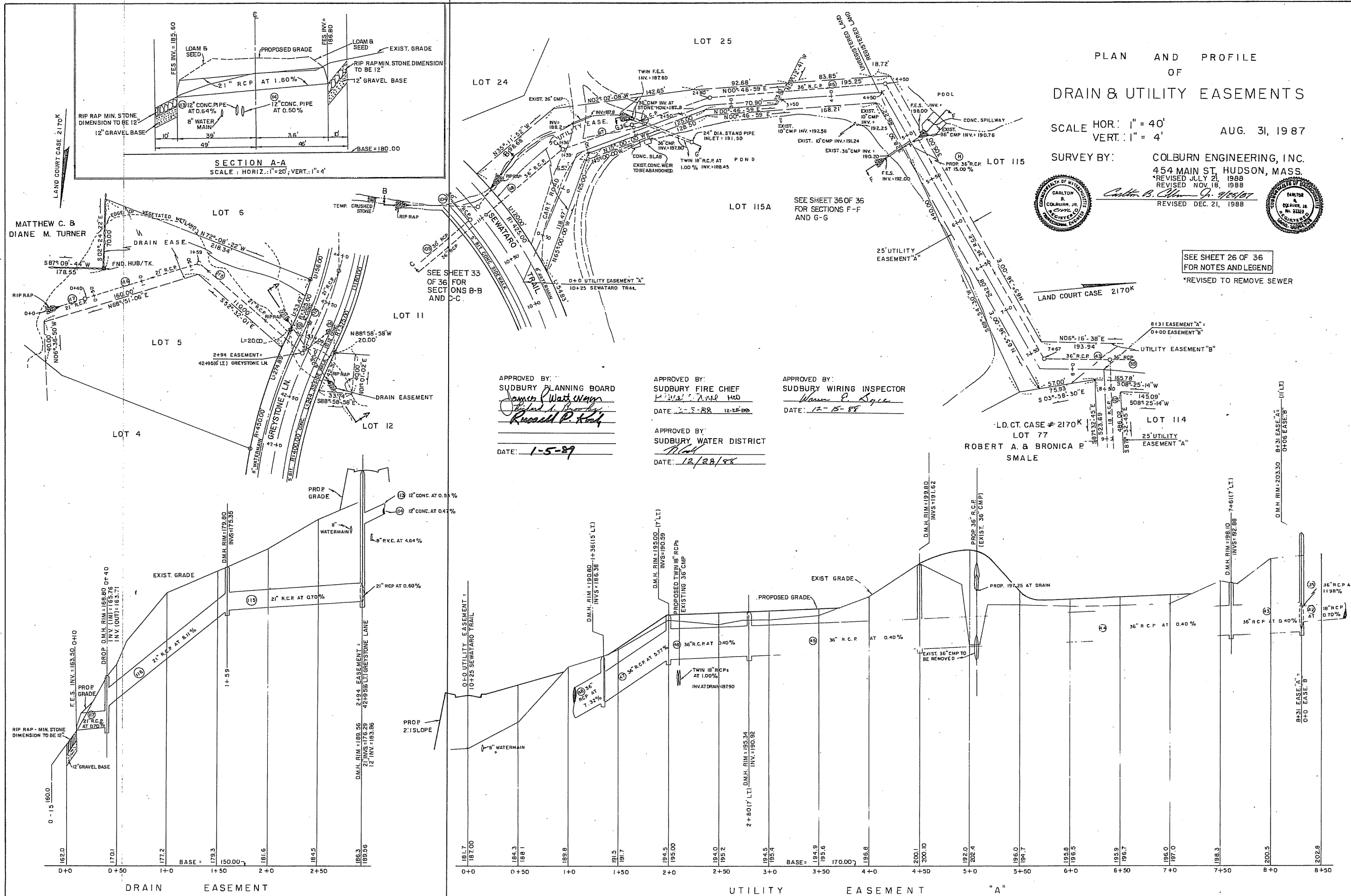
SCALE HOR: 1" = 40'
VERT: 1" = 4'

AUG. 31, 1987

SURVEY BY: COLBURN ENGINEERING, INC.
454 MAIN ST. HUDSON, MASS.
*REVISED JULY 21, 1988
*REVISED NOV 18, 1988
*REVISED DEC. 21, 1988

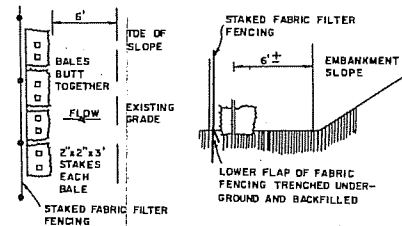
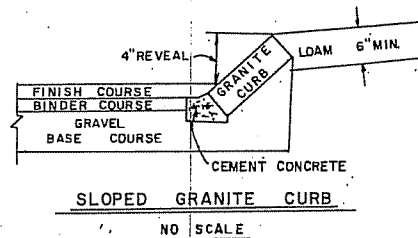
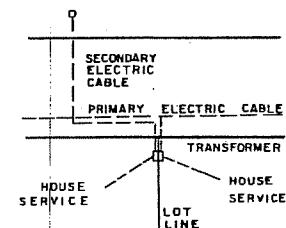
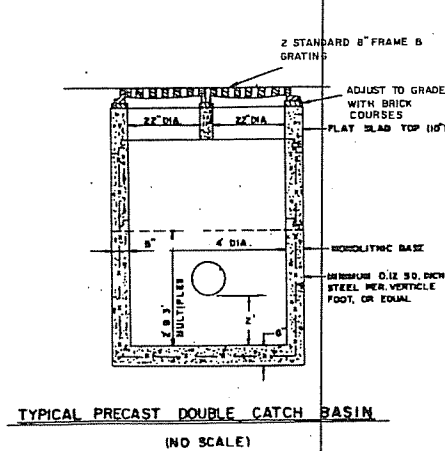
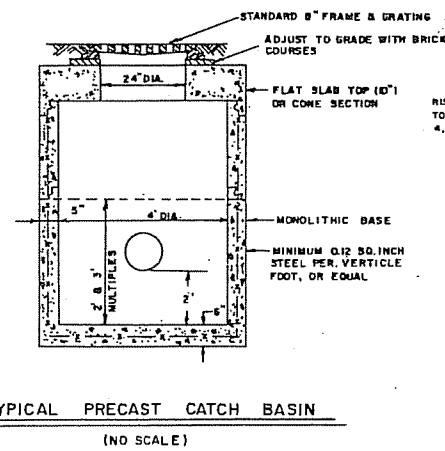
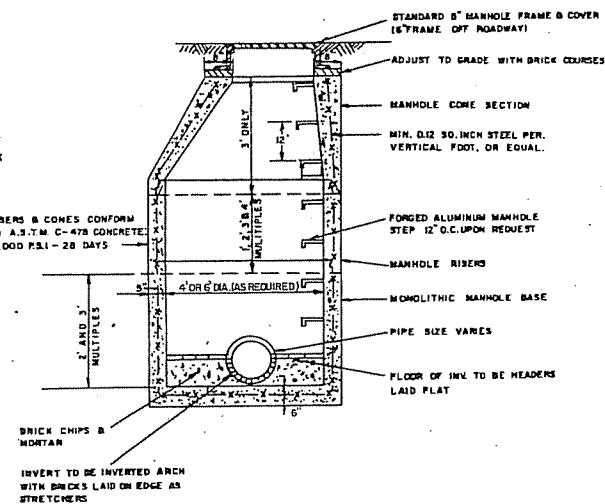
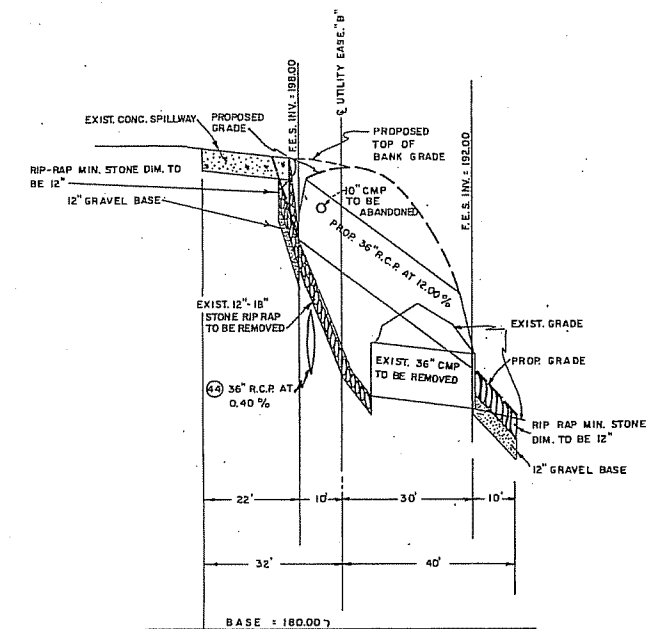


SEE SHEET 26 OF 36
FOR NOTES AND LEGEND
*REVISED TO REMOVE SEWER

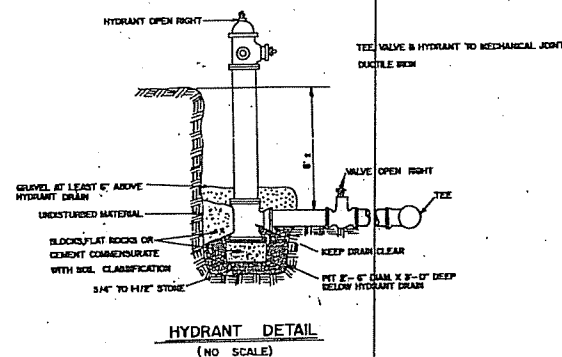
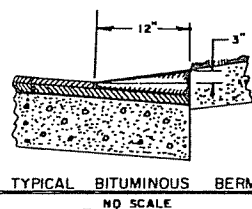


EROSION CONTROL

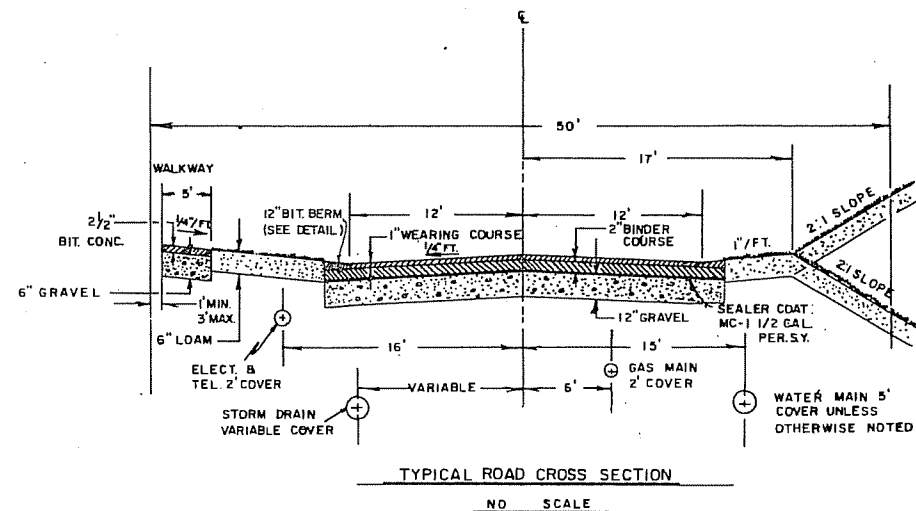
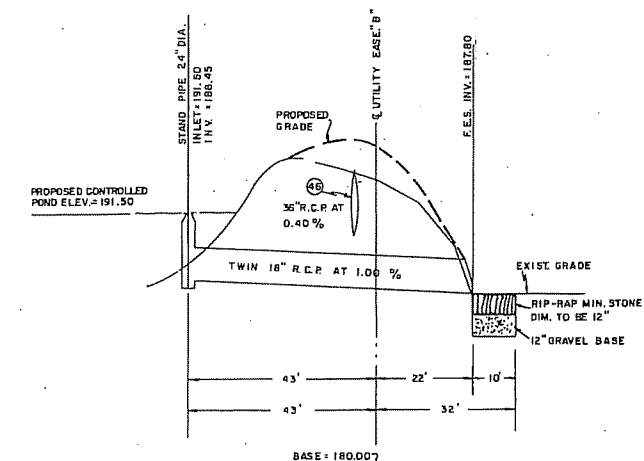
EROSION CONTROLS CONSISTING OF FABRIC FILTER FENCING WITH STAKED HAY BALES SHALL BE INSTALLED PRIOR TO CONSTRUCTION. FABRIC FILTER FENCING WILL BE INSTALLED ACCORDING TO MANUFACTURERS INSTRUCTIONS. HAY BALES WILL BE STAKED & INSTALLED AS RECOMMENDED IN THE SOIL CONSERVATION SERVICE GUIDELINES FOR SOIL & WATER CONSERVATION IN URBANIZING AREAS OF MASS.

TYPICAL CONSTRUCTION DETAIL (NO SCALE)**TYPICAL UNDERGROUND WIRING (NO SCALE)****TYPICAL PRECAST DOUBLE CATCH BASIN (NO SCALE)****TYPICAL PRECAST CATCH BASIN (NO SCALE)****TYPICAL PRECAST D.M.H. (NO SCALE)****SECTION F-F**

HORIZ. 1" = 20'
VERT. 1" = 4'

**HYDRANT DETAIL (NO SCALE)****TYPICAL BITUMINOUS BERM (NO SCALE)**

BERM REQUIRED ON BOTH SIDES OF STREET.

**TYPICAL ROAD CROSS SECTION (NO SCALE)****SECTION G-G**

HORIZ. 1" = 20'
VERT. 1" = 4'

DETAILS AND SECTIONS

LIBERTY HILL ESTATES in SUDBURY, MASS.

APPLICANT: LIBERTY LEDGE REAL ESTATE TRUST

WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY

OWNERS: LIBERTY LEDGE REAL ESTATE TRUST

WILLIAM DOWIE, TRUSTEE-209 HAYNES RD, SUDBURY

CHRISTINE TAYLOR-McKENNA

88 HIGHLAND AVE, WINCHESTER

MARK P. TAYLOR

209 HAYNES RD, SUDBURY

PLAN BY: COLBURN ENGINEERING, INC.

454 MAIN STREET, HUDSON

SCALE: 1" = 40'

AUGUST 31, 1987

*REVISED JULY 21, 1988

APPROVED BY:
SUDBURY PLANNING BOARD

James P. [Signature]
Richard A. [Signature]
Robert P. [Signature]

DATE: 1-5-89

APPROVED BY:
SUDBURY FIRE INSPECTOR

Walter E. [Signature]
DATE: 12-15-88

APPROVED BY:
SUDBURY FIRE CHIEF

Michael G. [Signature]
DATE: 12-15-88

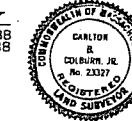
APPROVED BY:
SUDBURY WATER DISTRICT

R. [Signature]
DATE: 28/12/88

*REVISED TO REMOVE SEWER



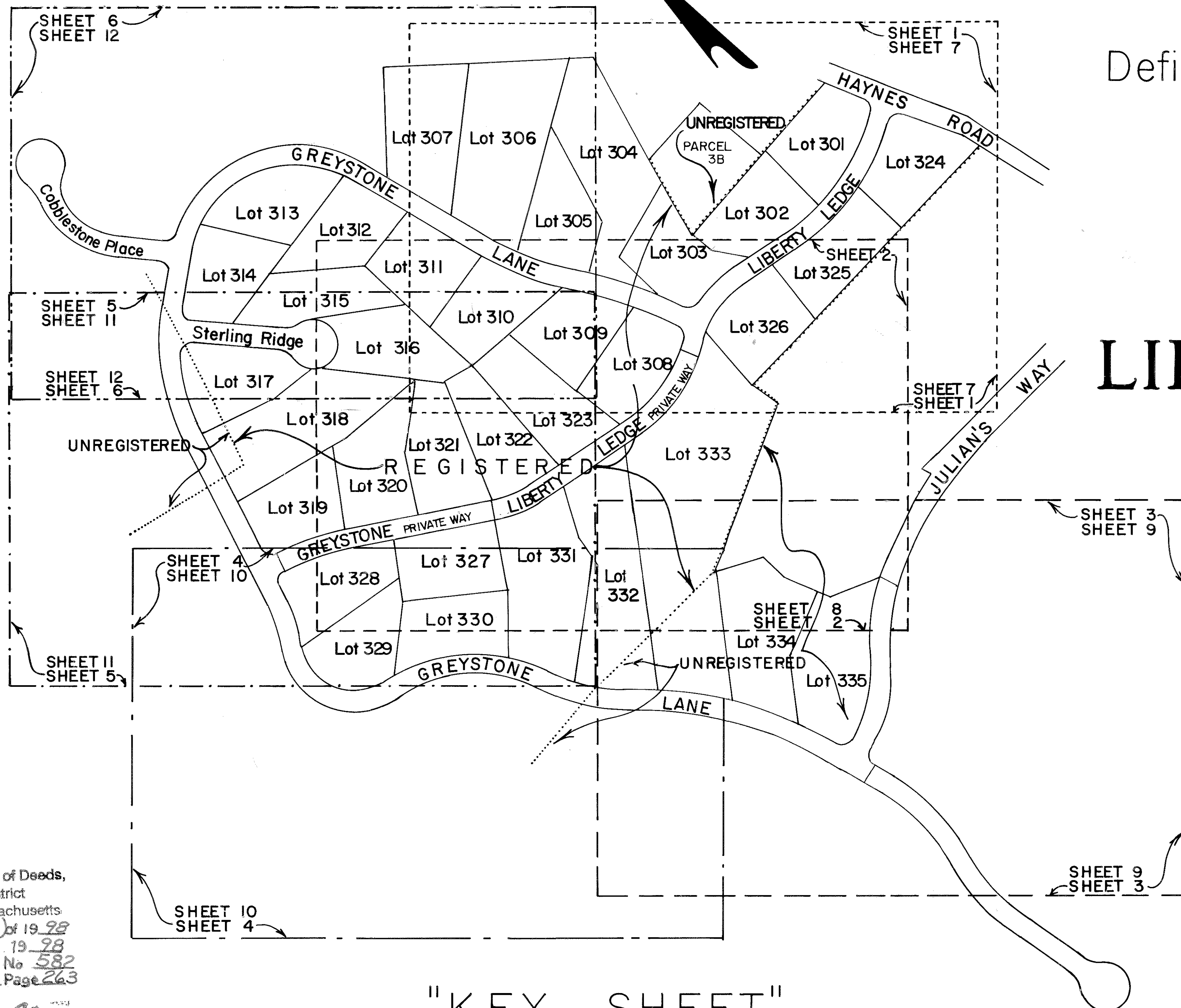
0 20 40 80 120
SCALE OF THIS PLAN



"BITTERSWEET"

SHEET INDEX:

Sheets 1 thru 6.....Lot Plans.
 Sheets 7 thru 12.....Site Plans.
 Sheets 13 thru 15.....Plan and Profiles.
 Sheet 16.....Site Location Plan.



Definitive Subdivision of land in
SUDBURY, MASS.

Prepared for
 Owner / Applicant
**LIBERTY LEDGE
 REAL ESTATE TRUST**

William Dowie, Trustee
 One Liberty Ledge—Sudbury, Mass.
 01776

Prepared By:

David E. Ross Associates, Inc.
 Civil Engineers - Land Surveyors
 Environmental Consultants

Landscape Architects

111 Fitchburg Rd. - P.O. Box 368 - Ayer, Mass. 01432-0368

(Tel. No. 978-772-6232)

Revised 4-27-98 per Planning Board decision.

JOB NO. 10550

Plan No. L-4604

Middlesex Registry of Deeds,
 Southern District
 Cambridge, Massachusetts
 Plan No. 736-1 of 19-28
 Rec'd 7-8 19 98
 at 2:20 P.M. Doc No. 582
 Rec'd Bk 28814 Page 263
 Attest
 [Signature]
 Register

"KEY SHEET"

SCALE: 1" = 160'

736-1

PLAN NO. 736 (2087) OF 19 98
RECORDED BOOK 28814 PAGE 264

REVISED 4-27-98 PER PLANNING BOARD DECISION.

SUBDIVISION APPROVED SUBJECT TO CONDITIONS CONTAINED IN THE COVENANT AND THE DECISION DOCUMENT, BOTH RECORDED HEREWITH

Sudbury Planning Board

James W. O'Leary

William Kossart
William Kelle. b

Elizabeth D. Eggleston

DATE OF APPROVAL: April 13, 1998

DATE OF ENDORSEMENT: May 12, 1998

—*"Bittersweet"*—

DEFINITIVE SUBDIVISION OF LAND IN
Sudbury, Mass.

PREPARED FOR
Liberty Ledge Real Estate Trust
William Dowie, Trustee

SCALE: 1" = 40' JANUARY, 1998
David E. Ross Associates, Inc.

CIVIL ENGINEERS
LAND SURVEYORS
ENVIRONMENTAL CONSULTANTS

ENVIRONMENTAL CONSULTANTS
P.O. BOX 368-111 FITCHBURG RD-AYER, MASS. 01432
(TEL. NO. 978-772-6232)

JOB NO. 10550 SHEET 1 OF 16 PLAN NO. L-4604

I HEREBY CERTIFY THAT NO NOTICE OF APPEAL WAS RECEIVED DURING THE TWENTY DAYS NEXT AFTER RECEIPT AND RECORDING OF NOTICE FROM THE PLANNING BOARD OF APPROVAL OF THE WITHIN PLAN

May 5, 1998
TWE
Kathleen D. Middleton
TOWN CLERK

0 20 40 60 80 100 120
FEET

1"=40'

0 5 10 15 20 25 30 35

FEET

METERS

I CERTIFY THAT THIS PLAN

CONFORMS WITH THE RULES
AND REGULATIONS OF THE
REGISTERED OF DEEDS

2/9/98 *Paul E. Ross*

DATE SURVEYOR

SURV. R.A.R.	CALC. W.F.R.	DRAFTED P.J.T.	CKD. M.D.M.	NB 253	DEED REG.BK1130-93, 1053-76, AND 659-102, BK12895-593, 9898-38, 26289-206, 10676-298, 25
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736-2

736-3

See Sheet 2

Liberty Ledge Real Estate Trust
William Dowie, Trustee
(BK. 9898 - 38)

LAND COURT PLAN 2170R

Lot 333
3.05 Acres
To be combined
with Lot
333-A

Lot
332

See Sheet 4

Lot 333-A
35,045 Sq. Ft.
To be combined with Lot 333

Lot 334
63,050 Sq. Ft.
(1.45 Acres)

Lot 335
62,722 Sq. Ft.
(1.44 Acres)

Robert A. and
Andrea M. Langer
(BK. 23436 - 467)

Klaus-Dieter and
Gerlinde Schottenhamel
(BK. 25385 - 492)

Julian's
Douglas N. Neal
(BK. 24922 - 514)

Leon M. and
Myrna K. Omansky
(BK. 26997 - 575)

Jeffrey P. and
Susan M. Lagarce
(BK. 25166 - 595)

Daniel Harrington
and
Diane L. Gregg
(BK. 25770 - 520)

Charles J. and
Dorothy B.
Greenberg
(BK. 24117 - 314)

SUBDIVISION APPROVED SUBJECT TO CONDITIONS CONTAINED IN THE
COVENANT AND THE DECISION DOCUMENT, BOTH RECORDED HERewith.

REVISED 4-27-98 PER PLANNING BOARD DECISION.
SEE NOTES ON SHEET 4.

Sudbury Planning Board

William J. Vassant
Elizabeth D. Eggleston
William J. Kelly
Carmen J. Zientek

DATE OF APPROVAL: April 13, 1998

DATE OF ENDORSEMENT: May 12, 1998

PLAN NO. 736-4 (REV. 7) OF 10-28
RECORDED BOOK 28814 PAGE 264

SURV. R.M.R. CALC. W.F.R. DRAFTED P.J.T. CK'D. M.D.M. NB. 253 DEED. REG. BK. 1130-53, 1053-76, AND 653-102, BK. 12895-533, 9898-38, 25289-209, 10676-279 & 280

I HEREBY CERTIFY THAT NO NOTICE OF APPEAL
WAS RECEIVED DURING THE TWENTY DAYS NEXT
AFTER RECEIPT AND RECORDING OF NOTICE FROM
THE PLANNING BOARD OF APPROVAL OF THE WITHIN
PLAN.

May 5, 1998
DATE TOWN CLERK

1"=40'

0 20 40 60 80 100 120
FEET

0 5 10 15 20 25 30 35
METERS

I CERTIFY THAT THIS PLAN
CONFORMS WITH THE RULES
AND REGULATIONS OF THE
REGISTERS OF DEEDS.

2/9/98
DATE SURVEYOR

DAVID E. ROSS
NO. 30312
PROFESSIONAL
LAND SURVEYOR

DEFINITIVE SUBDIVISION OF LAND IN
Sudbury, Mass.

PREPARED FOR
Liberty Ledge Real Estate Trust
William Dowie, Trustee

SCALE: 1"=40' JANUARY, 1998

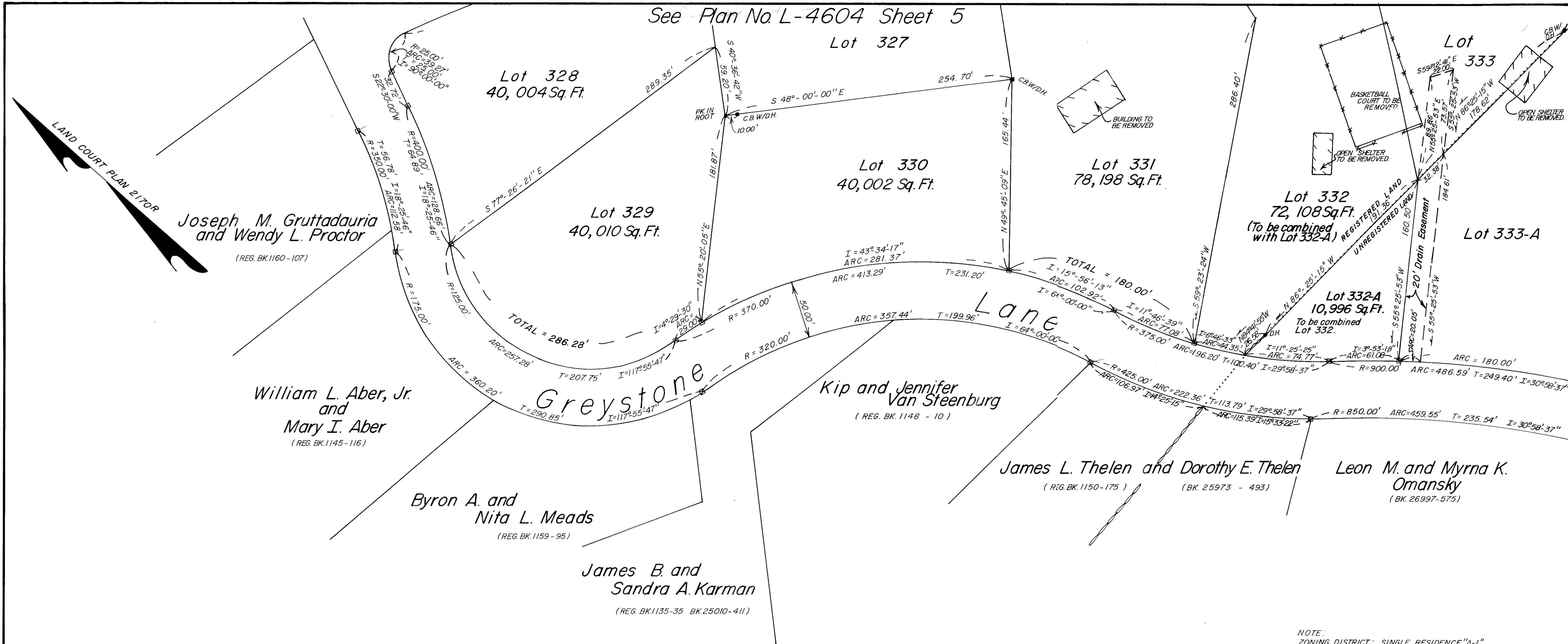
David E. Ross Associates, Inc.

CIVIL ENGINEERS
LAND SURVEYORS
ENVIRONMENTAL CONSULTANTS

P.O. BOX 368-111 FITCHBURG RD. AVER, MASS. 01432
(TEL. NO. 978-772-6232)

JOB NO. 10550 SHEET 3 OF 16 PLAN NO. L-4604

736-4



SUBDIVISION APPROVED SUBJECT TO CONDITIONS CONTAINED IN THE COVENANT AND THE DECISION DOCUMENT, BOTH RECORDED HEREWITH.

Sudbury Planning Board	
<i>James W. Thelen</i>	
<i>William J. Ross</i>	
<i>William J. Kelly</i>	
<i>Elizabeth D. Egglest</i>	
<i>Carmen F. Denton</i>	
DATE OF APPROVAL:	April 13, 1998
DATE OF ENDORSEMENT:	May 12, 1998

NOTE:
○ . . . INDICATES DRILL HOLE TO BE SET.
□ . . . INDICATES CONCRETE MONUMENT TO BE SET.
REINFORCED CONCRETE BOUNDS SHALL BE INSTALLED ON BOTH SIDES OF THE STREET, AT ALL ANGLE POINTS, AT THE BEGINNING AND END OF ALL CURVES THEREOF, AT ALL INTERSECTIONS OF STREETS AND WAYS, AND ON THE FRONT AND REAR CORNERS OF ALL LOTS. BOUNDS SHALL NOT BE LESS THAN FOUR FEET (4') IN LENGTH AND NOT LESS THAN SIX INCHES (6") IN WIDTH AND BREADTH AND SHALL HAVE A DRILL HOLE IN THE CENTER. BOUNDS SHALL NOT EXTEND MORE THAN SIX INCHES (6") ABOVE GRADE.

PRIOR TO THE GRANTING OF THE BUILDING PERMITS, EACH LOT SHALL BE PROVIDED TO HAVE ADEQUATE WATER SUPPLIES IN BOTH QUANTITY AND QUALITY AS REQUIRED BY THE TOWN OF SUDBURY BOARD OF HEALTH AND ALL STATE LAWS AND REGULATIONS.

APPROVED BY:
Sudbury Fire Chief
Michael C. Dunne
DATE: May 4, 1998
APPROVED BY:
Sudbury Water District
He [unclear]
DATE: 4/14/98
APPROVED BY:
Sudbury Wiring Inspector
Arthur J. Kiland
DATE: 4-4-98

I HEREBY CERTIFY THAT NO NOTICE OF APPEAL WAS RECEIVED DURING THE TWENTY DAYS NEXT AFTER RECEIPT AND RECORDING OF NOTICE FROM THE PLANNING BOARD OF APPROVAL OF THE WITHIN PLAN.

May 5, 1998 *Kathleen D. Lindell*
DATE TOWN CLERK

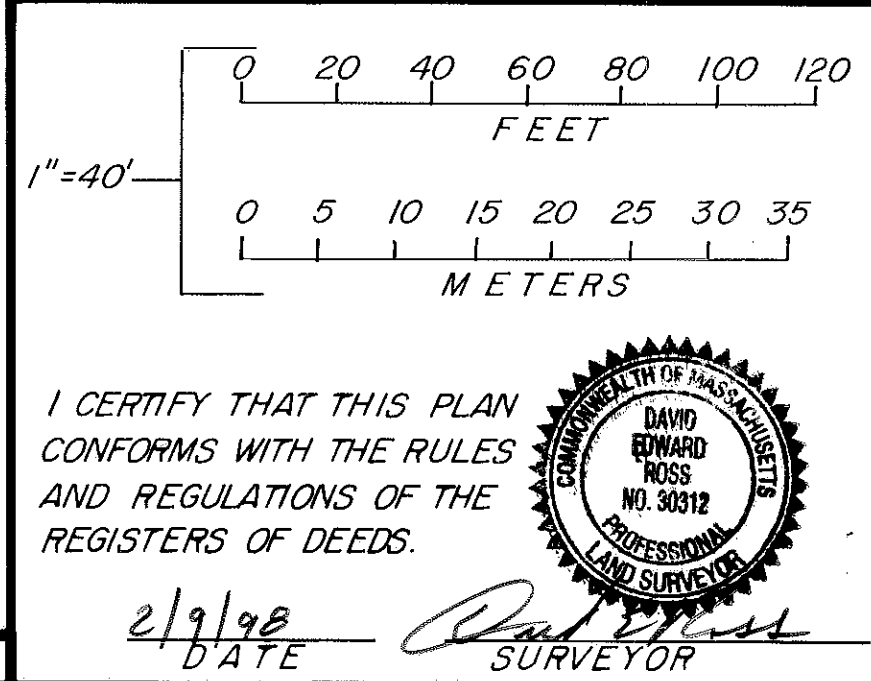
NOTE:
"THIS SUBDIVISION APPROVAL IS LIMITED TO 35 BUILDING LOTS. ANY FURTHER DIVISION OF SAID PROPERTY SHALL REQUIRE PLANNING BOARD APPROVAL PURSUANT TO MGL CH 41 AND THE TOWN OF SUDBURY PLANNING BOARD RULES AND REGULATIONS GOVERNING THE SUBDIVISION OF LAND."

NOTE:
ZONING DISTRICT: SINGLE RESIDENCE "A-1"
REGISTERED LAND - DENOTES LAND REGISTERED WITH THE MASSACHUSETTS LAND COURT.
UNREGISTERED LAND - DENOTES LAND NOT REGISTERED WITH THE MASSACHUSETTS LAND COURT.

NONE OF THE PROPERTY IS LOCATED WITHIN ZONE II OR III OF THE WATER RESOURCE DISTRICT OF THE TOWN OF SUDBURY.

REVISED 4-27-98 PER PLANNING BOARD DECISION.

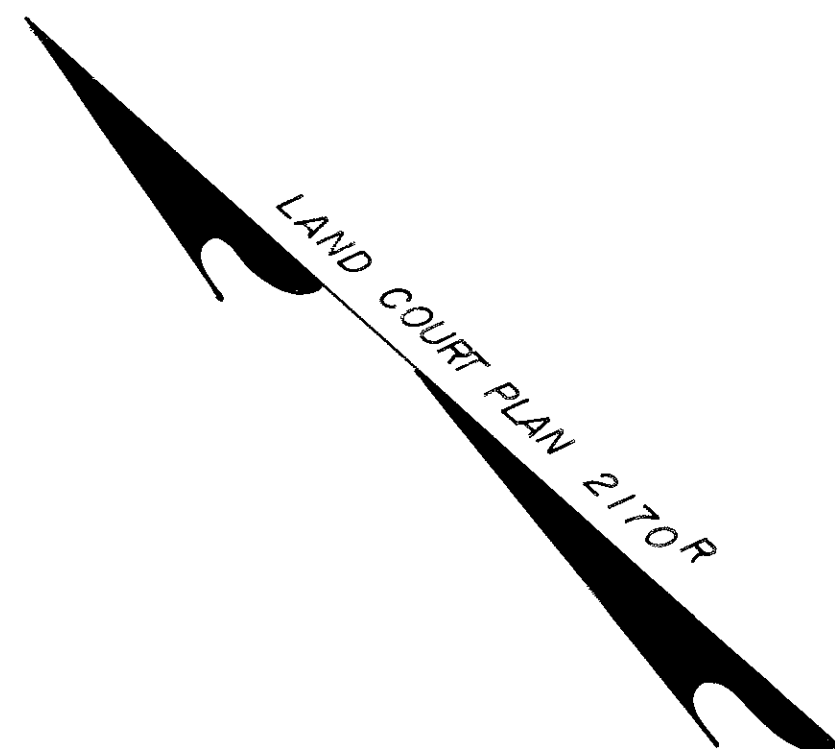
"Bittersweet"



DEFINITIVE SUBDIVISION OF LAND IN Sudbury, Mass.	
PREPARED FOR Liberty Ledge Real Estate Trust William Dowie, Trustee	
SCALE: 1" = 40'	JANUARY, 1998
David E. Ross Associates, Inc.	
CIVIL ENGINEERS LAND SURVEYORS ENVIRONMENTAL CONSULTANTS P.O. BOX 368-111 FITCHBURG RD., AVER, MASS. 01432 (TEL. NO. 978-772-6232)	
JOB NO. 10550	SHEET 4 OF 16
PLAN NO. L-4604	

SECRET

See Sheet 6



Curt Gridley and
Tracy Ann Hoover

(BK. 26387 - 474)

Ellen M.
Thomas-Jones

(BK. 26923 - 551)

Paul H. Alfille and
Laurie E. Shapiro

(BK. 26015-242)

Richard J. and
Kimberly H. Cramer

(REG. BK. 1158 - 166)

Joseph M.
Gruttadauria and
Wendy L. Proctor

(REG. BK. 1160 - 107)

SUBDIVISION APPROVED SUBJECT TO CONDITIONS CONTAINED IN THE
COVENANT AND THE DECISION DOCUMENT, BOTH RECORDED HEREWITH.

Sudbury Planning Board

James W. C. Klein
William J. Carson
Elizabeth D. Eggen
William J. Kelley

DATE OF APPROVAL: April 13, 1998

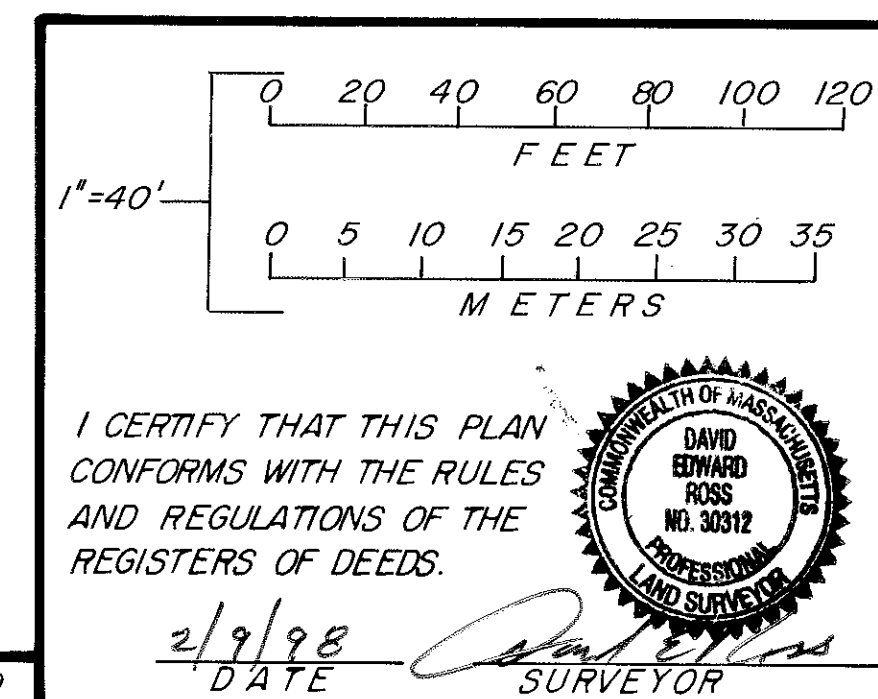
DATE OF ENDORSEMENT: May 12, 1998

PLAN NO. 736 (6 OF 7) OF 1998
RECORDED BOOK 28814 PAGE 263

SURV: R.M.R. CALC: W.F.R. DRAFTED: P.J.T. CK'D: M.D.M. NB. 253 DEED: REG. BK. 1130-93, 1053-76, AND 659-102, BK. 12235-593, 9898-38, 26289-206, 10576-279 AND 0

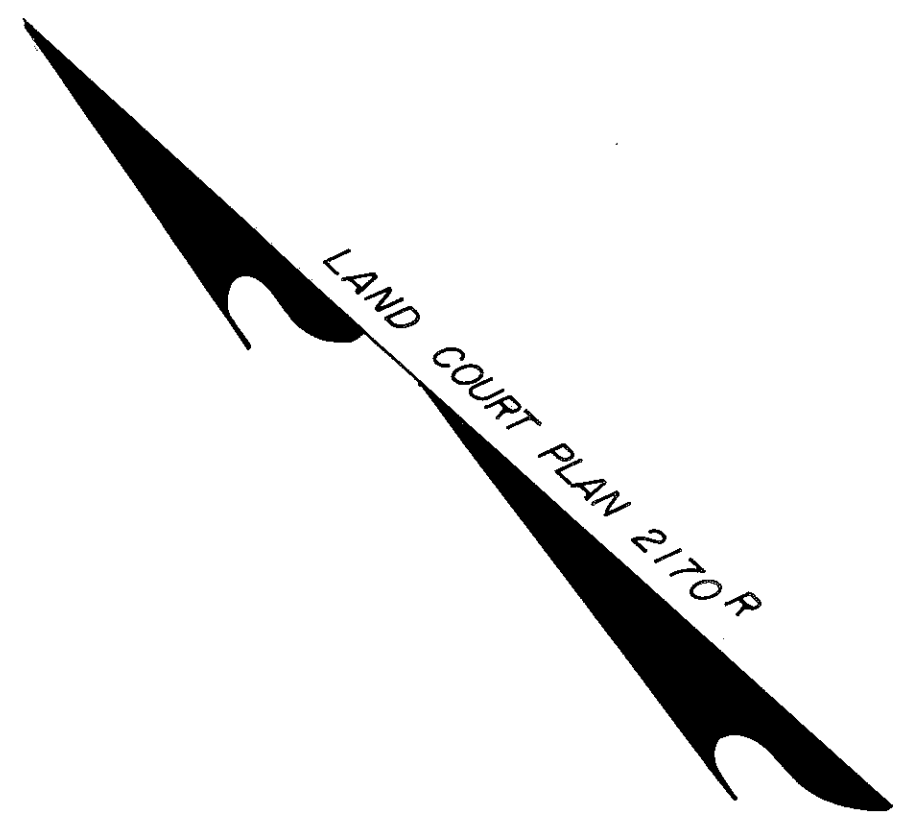
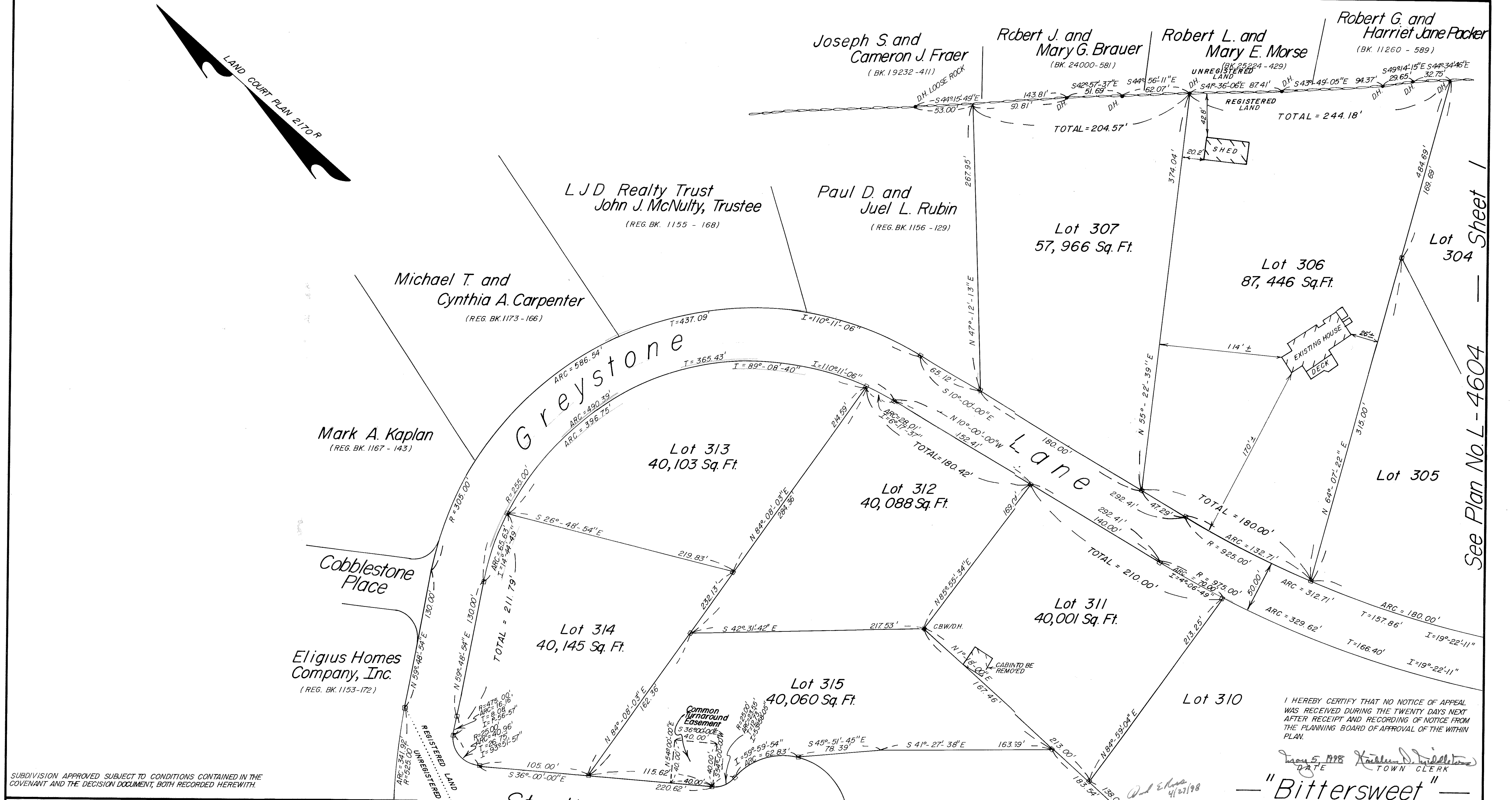
I HEREBY CERTIFY THAT NO NOTICE OF APPEAL
WAS RECEIVED DURING THE TWENTY DAYS NEXT
AFTER RECEIPT AND RECORDING OF NOTICE FROM
THE PLANNING BOARD OF APPROVAL OF THE WITHIN
PLAN.

May 5, 1998
DATE
TOWN CLERK



DEFINITIVE SUBDIVISION OF LAND IN
Sudbury, Mass.
PREPARED FOR
Liberty Ledge Real Estate Trust
William Dowie, Trustee
SCALE: 1" = 40' JANUARY, 1998
David E. Ross Associates, Inc.
CIVIL ENGINEERS
LAND SURVEYORS
ENVIRONMENTAL CONSULTANTS
P.O. BOX 368-111 FITCHBURG ROAD, MASS. 01432
(TEL. NO. 978-772-6232)
JOB NO. 10550 SHEET 5 OF 16 PLAN NO. L-4604

736-6



Sudbury Planning Board	
Julius P. Stein	
William G. Smith	
William J. Reddy	
Carmen J. Mantell	
Elizabeth D. Eggleston	
DATE OF APPROVAL: April 13, 1998	
DATE OF ENDORSEMENT: May 12, 1998	

PLAN NO. 736 (2-7) OF 19 73
RECORDED BOOK 28814 PAGE 267

SURV. R.M.R. CALC. W.F.R. DRAFTED P.J.T. CKD. M.D.M. NB. 253 DEED REG. BK. 1130-93, 1053-76, AND 629-102, BK. 12895-593, 9898-38, 26289-209, 10676-279 & 280

0 20 40 60 80 100 120
FEET

0 5 10 15 20 25 30 35
METERS

1"=40'

I CERTIFY THAT THIS PLAN CONFORMS WITH THE RULES AND REGULATIONS OF THE REGISTERS OF DEEDS.

2/9/98 DATE

DAVID EDWARD ROSS NO. 30812 SURVEYOR

DEFINITIVE SUBMISSION OF LAND IN
Sudbury, Mass.
PREPARED FOR
Liberty Ledge Real Estate Trust
William Dowie, Trustee
SCALE: 1"=40' JANUARY, 1998
David E. Ross Associates, Inc.
CIVIL ENGINEERS
LAND SURVEYORS
ENVIRONMENTAL CONSULTANTS
P.O. BOX 368-III FITCHBURG RD. AYER, MASS. 01432
(TEL. NO. 978-772-6232)
JOB NO. 10550 SHEET 6 OF 16 PLAN NO. L-4604

I HEREBY CERTIFY THAT NO NOTICE OF APPEAL WAS RECEIVED DURING THE TWENTY DAYS NEXT AFTER RECEIPT AND RECORDING OF NOTICE FROM THE PLANNING BOARD OF APPROVAL OF THE WITHIN PLAN.

May 5 1998
TOWN CLERK

"Bittersweet"

See Plan No. L-4604—Sheet 5

736-7

See Plan No. L-4604—Sheet 1

APPENDIX D

COMPILATION REPORT

Liberty Ledge/Sewataro Compilation

February 24, 2026

Summary Compilation

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Click on the underlined text to access external resources.

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 acquisition, funding, and broad municipal use of the property; it did not approve site design, specific programming, or permanent fixed uses.
- The Select Board may study, plan, and evaluate future uses of the property, including issuing Requests for Proposals (RFPs) or Requests for Information (RFIs), and may negotiate agreements within its delegated authority; however, it may not commit additional funds, enter into lease or disposition agreements, or impose permanent physical or legal changes to the property without further Town Meeting authorization.
- Separate Town Meeting or voter approval is required for:
 - o Capital expenditures beyond the acquisition
 - o Lease or long-term use agreements
 - o Sale or transfer of land or interests in land
 - o Imposition of permanent legal restrictions or easements

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.

III. Authority and Governance

Select Board Mission Statement and Values

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

IV. Liberty Ledge / Sewataro Land Acquisition History

Click on the underlined text to access external resources.

- 1) [Sewataro Appraisal Report #10520](#) 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) Click here for the [Taylor Family Letter to the Board of Selectmen – May 3, 2019](#). Letter from the Taylor Family to the Board of Selectmen concerning the sale of Camp Sewataro.
- 5) [Article 25 Camp Sewataro Acquisition](#) - 2019 Annual Town Meeting (May 7, 2019)
 - a) [2019 Annual Town Meeting Article 25: Town Manager Presentation](#)
 - b) [2019 Annual Town Meeting proceedings](#) (Article 25 – Camp Sewataro Acquisition, pages 45-53)
 - c) [2019 Annual Town Meeting audio](#) (Article 25 - Camp Sewataro Acquisition, starting at minute 0:56:00)
- 6) [Public Forum on acquisition of Camp Sewataro](#) (May 28, 2019)
- 7) [2019 Special Town Election Results](#) (June 9, 2019)
- 8) [Future Use of Camp Sewataro Property FlashVote Poll](#) (June 24-26, 2019)
- 9) [Sewataro Purchase & Sale Agreement](#) (August 20, 2019)
- 10) Recorded deeds, easements, restrictions:
 - a) [Deed: Book 73541 / Page 408](#)
 - b) [Easement: Book 73541 / Page 404](#)
- 11) [Sewataro License Agreement](#) (August 20, 2019)
- 12) [Driveway Plan](#) (September 11, 2019)
- 13) [Health Department Inspection Memo](#) (September 13, 2019)
- 14) [Property Information: Public Access and Existing Buildings](#) (March 2020)
- 15) [Town of Sudbury Camp Sewataro - Actual Debt](#) (December 14, 2021 - Select Board agenda packet, April 12, 2022 - p. 3)
- 16) [2022 Annual Town Meeting Article 16 - Land Use Study](#)

- a) [2022 Annual Town Meeting Article 16 – Select Board Presentation](#) (May 2, 2022)
 - b) [2022 Annual Town Meeting proceedings](#) (Article 16 - Funding of a Land Use Consultant for the Sewataro/Liberty Ledge Property, pages 20-23)
 - c) [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)
- 17) Current inventory of buildings/structures: [Estimates of Insurable Values 12/10/25](#)
- 18) Town-owned inventory: [See Appendix D-2 for 2018 Inventory.](#)
- 19) [Town Manager presentation](#) (December 16, 2025)
- 20) [Liberty Ledge / Sewataro Select Board Subcommittee charge](#) (voted January 6, 2025)

V: 2019 Request for Proposal

Click on the underlined text to access external resources.

An RFP for Management of Camp Sewataro was issued by the Town Manager on behalf of the Board of Selectman on July 10, 2019.

[2019 Requests for Proposals](#)

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

VI: 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
 - o [Exhibit 1: Sewataro Camp Operator Contract](#)
 - o [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)

VII. Camp Sewataro LLC Annual Financial Statements and Audit

Click on the underlined text to access external resources.

- [Camp Sewataro Financial Statements](#) (Archive)
- [Camp Sewataro audited Financial Statements \(June 2025\)](#) (Select Board Agenda Packet p. 23-24)
- [Camp Sewataro Financial Statements 12.31.2020](#)
- [Camp Sewataro Revenue Share FYE 9.30.2020](#)
- [2023-2027 Projected Income, Expenses, Revenue \(submitted by property manager\)](#) (Select Board agenda packet, April 12, 2022 - p. 8)

VIII. Information related to Liberty Ledge/Sewataro post-2019 RFP award to Camp Sewataro LLC.

Click on the underlined text to access external resources.

- American with Disabilities Act (ADA): Town Counsel Opinion regarding Applicability of Title II or Title III (October 6, 2022)
- Select Board members regarding Sewataro Dec 2021 (Questions submitted by Select Board members in advance of negotiation of 5-year extension of property management agreement in 2022)
- Camp Sewataro Property Information
 - o Monthly Updates
 - o Public Access Information
 - o Sudbury Resident Camp Scholarship Information
 - o Sewataro Property Reservation Requests
 - o Summer Access Schedule Details
 - o Sudbury Resident Swim Program Details
- Summer Access and Swimming 2025: 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:
 - o Conservation Agent: I have no comments relative to this recent water testing result.

- o 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](#)

IX. Additional information

Click on the underlined text to access external resources.

The following Town reports and plans are provided for reference and context as the Select Board begins evaluating potential future uses of the property; inclusion does not imply endorsement of any specific use or outcome.

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) Includes up-to-date demographics of the Town
- [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:

[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](#) (Mass.gov – Division of Capital Asset Management and Maintenance)
- [Ten Principles for Successful Public/Private Partnerships](#) (Urban Land Institute)

Maps/GIS

- [Massachusetts Interactive Property Map](#)
- [MapsOnline Sudbury](#)

Land Use Planning

- [The Guidebook to Massachusetts Land Use](#) (American Planning Association-Massachusetts Chapter)

X. Examples of Municipal Land Acquisition and Planning Approaches

Click on the underlined text to access external resources.

This reference list summarizes publicly available materials from other municipalities that have acquired or planned for large land parcels. It is provided for general context and does not compare outcomes, evaluate effectiveness, or recommend any particular course of action.

Acton	<u>NARA Park</u> <u>NARA Park Master Plan 2016-2026</u> <u>Acton Summer Camp Operator Request for Proposal</u> https://www.acton-ma.gov/bids.aspx?bidID=175 https://www.highergov.com/sl/contract-opportunity/ma-acton-summer-camp-operator-request-for-p-59984313/
Adams	<u>Greylock Glen Resort (Town of Adams)</u> <u>MMA: Adams opens long-awaited Greylock Glen center</u> https://www.iberkshires.com/story/74080/Adams-Selectmen-Sign-25-Year-Agreement-With-Campground-Developer.html
Amherst	<u>2022 Town of Amherst Hickory Ridge</u> <u>Hickory Ridge: Planning for the Future</u>
Brewster	<u>Cape Cod Sea Camps Properties</u> <u>Cape Cod Sea Camps: Final Comprehensive Plans</u>

	https://www.brewster-ma.gov/town-projects/cape-cod-sea-camps-properties/news/sea-camps-bay-property-public-access-%E2%80%93-fall-2025
Concord	<u>MCI Concord Advisory Board Redevelopment</u> <u>Reimagine MCI Concord: Vision Plan</u>
Dunstable	Dunstable Town Center <u>Dunstable Town Center Visioning Project</u>
Hanson	<u>Camp Kiwanee Commission</u> <u>Camp Kiwanee</u> https://www.nsrwa.org/listing/camp-kiwanee/ https://officialcampkiwanee.com/about/ https://www.hanson-ma.gov/camp-kiwanee-commission-0
Lincoln	<u>deCordova Sculpture Park and Museum</u>
Maynard	Maynard Golf Course <u>2025 Maynard Golf Course Advisory Task Force</u> <u>2013 Maynard Country Club Reuse Analysis</u>
Medfield	<u>Medfield State Hospital</u>
Nahant	<u>Nahant Town Owned Land Study Committee</u>
North Andover	<u>Stevens Estate</u> <u>Stevens Estate Long Term Advisory Committee</u>

Northborough	<u>Evaluation of Potential Redevelopment for Private Reuse of Selected Town-Owned Properties Northborough, MA</u>
Sharon	<u>Town of Sharon Camp Everwood 2010 Annual Report</u> https://www.wickedlocal.com/story/times-advocate/2013/06/20/sharon-camps-reach-land-agreement/38533496007/ https://www.wickedlocal.com/story/times-advocate/2010/11/11/new-sharon-camp-director-hopes/38723860007/?gnt-cfr=1&gca-cat=p&gca-uir=true&gca-epti=z117727d00----v117727d--77--b--77--&gca-ft=169&gca-ds=sophi
Smithfield, RI	<u>Camp Shepard Master Plan (XI. New Business (A))</u>
Sudbury	<ul style="list-style-type: none"> • Broadacres: <u>Broadacres Farm Acquisition</u> • Cold Brook Crossing: <u>Melone Gravel Pit Property Reuse Planning</u> • Meadow Walk: <ul style="list-style-type: none"> o <u>Select Board / Planning Board Joint Letter</u> o <u>Raytheon Redevelopment National Development</u> • Melone Property: <ul style="list-style-type: none"> o <u>Mahoney/Melone Feasibility Studies Project Description</u> • <u>Town Center Land Swap</u>
Stow	<u>Stow Acres Golf Course: Vision Planning</u>

Wayland	<p><u>Wayland Rt. 20 Visioning</u></p> <p><u>Wayland Route 20 South Landfill Visioning Committee</u></p>
Wellfleet	<p><u>Maurice's Campground/80 State Hwy Planning Committee</u></p> <p><u>Maurice's Campground</u></p> <p>https://mauricescampground.com/about-us/</p> <p>https://www.cleat.ai/government/contracts/maurice-s-campground-operations-rfp-nwen</p> <p>https://provincetownindependent.org/news/2022/04/20/wellfleet-offers-6-5m-for-maurices-campground/</p>
Westford	<p><u>East Boston Camps Master Plan</u></p> <p><u>RFP for Lease of "Boys Camp" at East Boston Camps</u></p> <p>Boys Camp at East Boston Camps</p> <p>https://westfordma.gov/DocumentCenter/View/9446</p> <p>https://www.westfordma.gov/1646/Selected-History-of-EBC</p> <p>https://patch.com/massachusetts/westford/an-guard-up-camps-to-move-to-westfords-east-boston-camps</p>

XI. Summary of Town of Sudbury's Municipal Land Transactions

Click on the underlined text to access external resources.

This section summarizes existing, publicly available information and does not evaluate or compare outcomes.

Land Preservation and Acquisition in Sudbury									
Property Preserved	Type	Size (acres)	Price	# Potential Lots	Avg. Cost/Lot	Avg. Cost/Acre	Year	Taxes Paid	Type of acquisition
Meachen	OSP	55	\$4,010,000	11	\$365,000	\$73,000	1997	\$0	fee
Weisblatt	OSP	44	\$4,950,000	44	\$215,000	\$112,500	1998	\$2,515	fee
Piper	OSP	70	\$2,550,000	9	\$283,000	\$36,400	2000	\$13,200	fee
Dickson	CPA	2.39	\$440,000	1	\$440,000	\$184,100	2002	\$672	fee
Cutting	CPA	58	\$4,700,000	21	\$223,800	\$81,000	2004	n/a	AG/ fee (4 acres)
Libby	CPA	24.06	\$2,631,439	6	\$438,500	\$109,370	2005	\$18,087	fee
Nobscot	CPA	303	\$8,600,000	47	\$183,000	\$28,400	2008	n/a	CR
Fairbank Farm	CPA	33	\$750,000	3 (12)	\$250,000	\$22,727	2011	n/a	Ag restriction
Johnson Farm	CPA/OSP	33	\$2,900,000	40B (313)		\$87,879	2015	\$14,789	fee
Pantry Brook	CPA	94	\$7,600,000	34	\$223,529	\$80,851	2012	n/a	Development rights
Broadacres Farm	CPA/OSP	33.61	\$5,500,000	13	\$423,077	\$163,642	2018	\$13,144	Fee
Sewataro	OSP	46	\$11,269,700	33 (31)	\$341,506/\$363,539	\$244,993	2019	\$201,840	fee

Source: Town Manager Presentation - 2019 ATM Article 25

APPENDIX E

CONTRACT AND AMENDMENTS

CONTRACT FOR
DAY CAMP OPERATOR AND
MANAGEMENT OF REAL PROPERTY

Camp Sewataro
1 Liberty Ledge
Sudbury, MA

This Contract for Day Camp Operator And Management Of Real Property (this “Agreement”), is entered into on this 10th day of September, 2019 (the “Commencement Date”), by and between the Town of Sudbury, a Massachusetts municipal corporation, acting by and through its Board of Selectmen, having an address of 278 Old Sudbury Road, Sudbury, MA 01776, (the “Town”), and Camp Sewataro, LLC, a Massachusetts limited liability company, with its principal place of business at 239 Moose Hill Street, Sharon, MA 02067 (the “Manager”). The Town and the Manager together may be referred to herein as the “Parties”.

Recitals

WHEREAS, the Town has entered into a purchase and sale agreement (the “P&S”) with the owner of certain parcels of land located at 1 Liberty Ledge, Sudbury, Massachusetts, together with the buildings and improvements thereon, consisting of approximately 44.3 acres of land (the “Property”) and the owner of certain personal property and intellectual property relating to the operation of a day camp thereon (together, the “Assets”) known as Camp Sewataro, and pursuant to the P&S, the Town expects to acquire ownership of the Property and the Assets on or about October 17, 2019; and

WHEREAS, on July 10, 2019, the Town issued a Request for Proposals (the “RFP”), a copy of which is attached as Exhibit 1 to this Agreement, the terms of which, to the extent not inconsistent with this Agreement, are incorporated herein by reference, soliciting proposals for an entity qualified to professionally operate a summer day camp on the Property and to professionally manage the Property on a year-round basis; and

WHEREAS, the Manager submitted a proposal in response to the RFP (the “Proposal”), a copy of which is attached as Exhibit 2 to this Agreement, the terms of which, to the extent not inconsistent with this Agreement, are incorporated herein by reference, and was awarded the contract on August 20, 2019, pursuant to the Town’s RFP selection process; and

WHEREAS, the Town and the Manager desire to enter into this Agreement to set forth the terms and conditions pursuant to which the Manager will ensure that a first-rate summer day camp will be operated on the Property and that the Property will be professionally managed and maintained, all as more particularly set forth herein,

NOW, THEREFORE, in consideration of the mutual promises of the parties set forth herein and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties hereby agree as follows:

ARTICLE 1 – REAL PROPERTY

1.1 Property. The Property to be managed and maintained by the Manager during the Term (as defined in Section 2.1 below) is located at 1 Liberty Ledge, Sudbury, Massachusetts. The Property consists of approximately 44.3 acres of land together with three (3) single family residential homes and one 1-bedroom apartment (the “Residences”), one building presently used for office purposes, various structures presently used for day camp purposes, together with tennis courts, basketball courts, swimming pools, a swimming pond, a recreational pond, playing fields, open fields, horse riding stables and riding areas, and various other facilities used for day camp purposes.

1.2 Control of Property. The Property shall remain under the custody and control of the Town, acting by and through the Board of Selectmen pursuant to the terms of this Agreement. The Town hereby grants the Manager the right to enter and use the property for purposes relating to the operation of a day camp, the occupation of the Residences for residential purposes, the management and care of the Property, and for all other purposes permitted under this Agreement and to arrange for and permit the use of the Property by third parties all as is more particularly set forth hereinbelow.

1.2.1 Use of Residential Property and Other Excluded Properties. At all times during the Term, the Residences shall be for the sole and exclusive use of the Manager and its paid staff. Use of the Residences may be for year-round use and occupancy and/or seasonal residential use and occupancy. Any and all use of the Residences shall be at the sole risk, cost and expense of the Manager who shall be deemed the “landlord” for all purposes of residential landlord-tenant law in the Commonwealth of Massachusetts and the Town shall have no responsibility therefor whatsoever. Any other use of the Residences shall require the written consent of the Town. At no time shall the Manager charge rent or any other form of compensation or assessment to the occupants of the Residences, however, occupancy thereof may be treated as a benefit of employment with the Manager; provided however, to the extent that bills for utilities are in the name of the Manager or otherwise paid by Manager, occupants of the Residences may pay directly to the Manager the cost of such utilities without mark up or profit to the Manager. The Town shall have no responsibility or liability for any income tax liabilities that may be applicable in connection therewith.

1.2.2 Use of Property During Camp Season. The “Camp Season” shall be defined as June 1 through August 31 of each year during the Term. The Camp Season may be adjusted from time to time by mutual written agreement of the Manager and the Town. Unless otherwise agreed by the Parties in writing, during the Camp Season, use of the Property, by the Town and/or residents of the Town (excluding any residents of the Residences), shall be limited to the areas of the Property shown on the plans attached hereto as Exhibit 3 (the “Camp Season Public Access Area”). Such plans may be modified by mutual written agreement of the

Parties. Public access to the Property, including without limitation, the Camp Season Public Access Area, shall not be permitted during the hours in which camp is in session during the Camp Season.

- 1.2.3 Use of Property Outside of Camp Season. Unless otherwise agreed by the Parties in writing, for all periods of time during the Term other than the Camp Season, the Town and/or residents of the Town may use all open field areas, basketball courts, tennis courts and wooded areas at the Property (such areas being referred to as the “Public Access Area Outside of Camp Season”) pursuant to the second paragraph of Section 1.2.4 below. The Public Access Area Outside of Camp Season expressly excludes any yards serving or adjacent to the Residences.
- 1.2.4 Use of Property by Town Residents. During the Camp Season, the Camp Season Public Access Area may be used by residents of the Town each Monday through Friday from 6:00 p.m. until dusk and Saturdays, Sundays and federal holidays from 9:00 a.m. until dusk without charge to the Town or its residents. Notwithstanding the above, the Manager shall have the right to reasonably restrict such access temporarily from time to time for (i) programmatic activities scheduled in advance in conjunction with the Town, (ii) special events open to the public scheduled in advance with the Town and (iii) for purposes of maintaining such area or for camp uses. Public access to the Property shall not be permitted during the hours in which camp is in session.

For all periods of time during the Term other than during the Camp Season, the Public Access Area Outside of Camp Season may be used by residents of the Town each Monday through Sunday from 9:00 a.m. until dusk without charge to the Town or its residents. Notwithstanding the above, the Manager shall have the right to reasonably restrict such access temporarily from time to time for (i) programmatic activities scheduled in advance in conjunction with the Town, (ii) special events open to the public scheduled in advance with the Town and (iii) for purposes of maintaining such area or for camp staff training or other camp-related uses.

To the extent reasonably necessary, the Town shall implement rules, regulations and/or requirements to ensure orderly access to and use of the Property during the times it is available for public use.

Residents shall be required to “carry in and carry out” anything brought onto the Property, including trash.

- 1.2.5 Public Events. The Manager has proposed, and the Town supports, the scheduling of at least two (2) community events per year on the Property to be open to residents of the Town and other invited guests being (i) an Independence Day event and (ii) a Fall season event. Such events shall be

planned and coordinated with the Town, by and through its Parks and Recreation Department, or such other delegates as the Town Manager may designate. Unless otherwise agreed in writing by the Parties, all such public events shall be at the sole cost and expense of the Manager.

1.2.6 Programmatic Activities. The Manager has proposed, and the Town supports, the scheduling of programmatic activities on the Property from time to time, utilizing the Property and selected facilities thereon when not in conflict with the operation of the Camp at the Property. Such activities may include access by residents of the Town, and other invited members of the general public. Such events may be planned by the Manager, or shall be planned and coordinated with the Town, by and through its Parks and Recreation Department, or such other delegates as the Town Manager may designate. The cost of programmatic events planned with the Town, if any, shall be allocated by mutual agreement of the Parties.

1.2.7 Pets Prohibited. Excluding only pets belonging to residents of the Residences or service animals, at no time shall any dogs or other domestic animals be permitted on the Property. For purposes of this section, horses on the Property in connection with day camp operations shall not be considered to be domestic animals or pets.

1.3 Condition of the Property. The Property, and any and all personal property, and intellectual property, is delivered to the Manager, and the Manager accepts all such property, in its present condition, "AS IS," it being agreed that the Manager has had an opportunity to examine and inspect all such property, and, except as otherwise expressly set forth in this Agreement, accepts all such property without any representation or warranty, express or implied, in fact or by law, on the part of the Town or any other party and without recourse to the Town. The Town has made no representations or warranties of any kind with respect to such property for its use for any particular purpose.

ARTICLE 2 – TERM

2.1 Term of Agreement. Subject to the terms, provisions, covenants, and conditions of this Agreement, the Term of this Agreement (the "Term") shall be three (3) years beginning on the date first written above and ending on the third anniversary thereof.

Notwithstanding the above, in the event that the Town does not acquire title to the Property and the Assets by November 30, 2019, then, unless otherwise agreed by the Parties in writing, this Agreement shall terminate and be of no further force or effect. The Manager acknowledges and agrees that until such time as the Town acquires title to the Property and the Assets, any actions, activities, solicitations, and the incurring of any costs and expenses of any kind or nature on the part of the Manager shall be at the sole cost, expense and risk of the Manager and the Town shall have no responsibility therefor whatsoever.

2.2 Extension Term. The Term may be extended for up to two (2) additional terms of five (5) years each by mutual written agreement of the Parties, provided however, that the

Manager has substantially complied with all material terms and conditions of this Agreement. Notice of intent to extend the Term shall be delivered by the requesting party (either the Manager or the Town) not later than June 30 on the last year of the then current term. The party receiving the notice of intent to extend the Term shall have thirty (30) days to accept the request to extend the Term or to reject the request to extend the Term. During an extension term, the Annual Fee, as hereinafter described, shall be those amounts set forth on Exhibit 4 attached hereto. There shall be no “constructive approval” of a request to extend the Term for failure to respond or otherwise agree to a request to extend the Term. A failure of one party to timely respond to a request for an extension of the Term, or the failure to reach a mutual agreement thereon, shall be deemed an election by the receiving party not to renew the Term and this Agreement shall then terminate as of the last day of the then current Term.

ARTICLE 3 – MANAGEMENT FEE

3.1 Management Fee. The Management Fee to be paid to the Town by the Manager during the initial three year Term shall consist of (A) the “Annual Fee” and (B) the “Revenue Share Payment”.

(A) The Annual Fee shall be One Hundred Twenty Thousand Dollars (\$120,000.00) per each year of the initial Term to be paid in equal installments of Sixty Thousand Dollars (\$60,000.00) each due and payable on or before May 1, 2020, December 1, 2020, May 1, 2021, December 1, 2021, May 1, 2022, and December 1, 2022;

(B) The Revenue Share Payment shall be:

Twenty percent (20%) of the first Five Hundred Thousand Dollars (\$500,000.00) of Manager’s Net Revenue (as defined below);

plus

Twenty-Five percent (25%) of the next Five Hundred Thousand Dollars (\$500,000.00) of Manager’s Net Revenue;

plus

Thirty-Three and Thirty-Three One Hundredths percent (33.33%) of all of Manager’s Net Revenue in excess of One Million Dollars (\$1,000,000.00).

The Annual Fee paid and received by the Town shall be deemed to be an operating expense of the Manager and therefore deducted from Manager’s Net Revenue (defined below) in the calculation of the Revenue Share Payment.

The Revenue Share Payment shall be due on or before December 15 of each year of the initial Term.

3.1.1 Net Revenue. Manager’s “Net Revenue” shall be defined as any and all revenues and receipts of any kind the Manager received during its fiscal year minus reasonable usual and customary operating expenses associated with day camp operations, programmatic activities on the Property, or other events on the Property.

Reasonable usual and customary operating expenses (“Operating Expenses”) shall be defined as year-round and seasonal staff salary and payroll (including any salary or other compensation paid to Scott Brody individually), employee benefits (excluding any benefits attributable to the use of the Residences), payroll taxes, the summer day camp program, sales and marketing, food and beverage, building and grounds maintenance and repairs, custodial services, janitorial services, landscaping, third-party contractors (provided that any such contractors are procured and compensated pursuant to good faith, arm’s length transactions), travel and transportation, bank and credit card fees, insurance, utilities, and principal and interest payments on associated debt service and capital expenses approved in writing by the Town. Operating Expenses shall not include Manager’s taxable profit. Operating Expenses shall not include the value of any so-called scholarships granted to any camper.

The salary and any other compensation paid to Scott Brody individually or through any other legal entity that is included within Operating Expenses shall not exceed One Hundred Fifty Thousand Dollars (\$150,000.00) for the first year of this Agreement; One Hundred Fifty-Four Thousand Five Hundred Dollars (\$154,500.00) for the second year of this Agreement; and One Hundred Fifty-Nine Thousand One Hundred Thirty-Five Dollars (\$159,135.00) for the third year of this Agreement. In the event that the Term is extended, Scott Brody’s salary for each year of any extension term shall not exceed a three percent (3%) increase above the prior year’s salary.

A consulting fee, salary, or any other compensation paid to Mark Taylor (whether individually or through any other legal entity), not to exceed Thirty Thousand Dollars (\$30,000.00), may be included in Operating Expenses, but only for the first year of the initial Term of this Agreement. Manager may not include any consulting fee to Mark Taylor (whether individually or through any other legal entity) in Operating Expenses in any subsequent year of the Term.

The Manager agrees that Camp Sewataro, LLC shall be the only entity to receive revenues and receipts and to pay expenses in any way related to the camp and the Property and that no individual, natural person or other legal entity shall be utilized to receive revenues or to pay expenses in any way related to the Property.

3.2 Recordkeeping. Proper books and records of all revenues and expenses of the Manager shall at all times be kept by the Manager and subject to inspection and audit by the Town as hereinafter described. The Manager shall at all times keep and maintain complete and accurate records of all camper tuitions and other charges, usage or rental agreements, income, costs, and expenses in any way related to the Property. The Manager shall provide the Town with a financial statement and/or profit and loss statement audited by a certified public accountant (the “Manager’s Financial Statement”) reflecting all such information and such other information as the Town may reasonably request. Such statements shall be provided to the Town on or before November 15 of each year during the Term. Within thirty (30) days following its receipt of the Manager’s Financial Statement, the Town, upon written notice to the Manager, may elect to audit the books and records of the Manager to determine the accuracy of the Revenue Share Payment. Such audit shall be conducted by a certified public accountant with at

least ten (10) years' experience in the auditing of books and records who is not compensated on a contingent fee basis. The Manager may elect to provide electronic records to the Town and its auditor. The Manager agrees to meet from time to time with the Town for purposes of reviewing such records and discussing the management of the Property.

3.3 Management Fee Dispute Resolution. In the event of any dispute relating to the calculation of the Revenue Share Payment, including calculation of Net Revenue, Operating Expenses or recordkeeping, the Town's designated auditor and the Manager's designated auditor shall first attempt in good faith to resolve such dispute. In the event that the said two auditors are unable to resolve the dispute, the two auditors shall appoint a neutral party third auditor who shall be a certified public accountant having at least ten (10) years' experience in the auditing of books and records. The cost and expenses of the third auditor shall be shared equally by the Town and the Manager. The third auditor shall make a determination as to the disputed matter(s) and such determination shall be final and binding on the Parties.

ARTICLE 4 – CAMPER SCHOLARSHIPS

4.1 Camper Scholarships. The Manager shall award at least ten (10) "scholarships" to eligible campers, meaning reduced fee access to two-week sessions of camp, for each two-week session of camp. In the event that the Manager receives approval from the Planning Board to increase its daily camper capacity to above 600 per day, then the number of scholarships shall be not less than the number of additional campers above 600 that are approved, up to 650 campers. With respect to any scholarships provided by the Manager under this Section 4.1, the Manager shall have the right to determine the distribution of scholarships among the range of ages and gender identity of the campers. Scholarship campers shall be subject to the same camp policies, rules, and regulations as non-scholarship campers.

4.2 Eligibility for Scholarships. To be eligible for a scholarship, the camper must be a resident of Sudbury. The amount of the discount off of the standard camp tuition rate shall be on a sliding scale based upon parent/guardian income, need and financial eligibility pursuant to a formula to be established by and between the Manager and the Town of Sudbury by and through its social worker or other Town designee. The minimum camp tuition rate for a scholarship camper for a two week session shall be Four Hundred Dollars (\$400.00).

ARTICLE 5 – PERMITTED USES

5.1 Permitted Uses. The Property shall be used exclusively for the following purposes (the "Permitted Uses"):

(i) Operation of a summer day camp (subject to the receipt a Special Permit from the Sudbury Planning Board, a license from the Sudbury Board of Health, and the approval of any other governmental body having jurisdiction with respect to the operation of a summer camp at the Property). Horse riding camp activities are permitted.

(ii) Operation of programmatic activities. Such activities may be organized by the Manager alone, or in conjunction with the Town.

(iii) Limited use and access by residents of the Town of Sudbury as described in Section 1.2 above.

(iv) Special events (subject to such approvals from the Town of Sudbury or other governmental body having jurisdiction, as may be applicable.

(v) Use of the Residences for seasonal and/or year-round residential occupancy which shall be limited to staff of the Manager and their family members.

(vi) The serving of alcohol on the Property shall only be permitted pursuant to a current and valid liquor license issued to the Manager for particular events on the Property. This limitation shall not apply to private consumption of alcohol within the Residences.

(viii) The use of firearms shall not be permitted on the Property. However, lawful possession of firearms in the Residences is permitted to the extent permitted by law.

(vii) Any other use of the Property shall require the written consent of the Town.

ARTICLE 6 – REPAIRS, MAINTENANCE AND UTILITIES

6.1 Repair and Maintenance. Throughout the Term of this Agreement, on a year-round basis, the Manager, at its sole cost and expense, shall be responsible for management, maintenance and oversight of all Residences, buildings, structures, grounds, roads, pools, ponds, facilities and equipment on the Property including maintenance, repairs, cleaning, janitorial and custodial services, trash collection and disposal, lawn mowing, tree maintenance and removal, if necessary (provided, however, that any removal of non-distressed or non-diseased trees shall require the prior approval of the Town's Tree Warden), Spring clean-up, and all care, maintenance and management of the pools and ponds, snow removal/ice treatment in paved parking lots, access drives or walkways necessary to access the Residences or buildings used by the Manager, and security for the Property. The Manager shall be permitted to treat the Property for pests and insects in accordance with applicable law and sound industry practice in the context of operation of a children's day camp, residential use, and access to the Property by the general public. The Town shall have no obligation to maintain the Property or make repairs, replacements or capital improvements thereon.

6.2 Compliance with Americans with Disabilities Act. In the event that the Manager determines that any buildings or facilities on the Property require modification or improvement in order to comply with the Americans with Disabilities Act or similar applicable requirements, all such modifications or improvements shall be made at the direction of the Town at the sole cost and expense of the Manager, unless such improvement or modification is required solely because of use of such buildings or facilities in connection with activities programmed by the Town, i.e. Parks and Recreation Department programs, or for public use generally, in which case, such improvement or modification shall be at the cost and expense of the Town.

6.3 Utilities. The Manager shall be solely responsible for the cost of all utilities serving the Property and shall be billed for all such utilities in its own name and pay the respective providers thereof directly.

6.4 Capital Improvements. The Manager acknowledges and agrees that it has had the opportunity to inspect the Property and accepts the Property in its as-is condition. The Manager further acknowledges and agrees that it shall be responsible for all maintenance and improvements to the Property that may be required during the Term. Whereas, the Town is the owner of the Property, and as such, is subject to certain laws, rules and regulations pertaining to real property and the procurement of goods and services related thereto, the Parties agree as follows:

6.4.1 "Capital Improvements" shall mean repairs and improvements to the Property that cost in excess of Nine Thousand Nine Hundred Ninety-Nine Dollars (\$9,999) and are (i) necessary structural repairs and replacements to the load-bearing walls and foundations of structures; (ii) significant repair and replacement of roofs of structures; (iii) the non-routine repair, and replacement of mechanical systems for supplying electricity, gas, hot water, heat and air conditioning of structures, and (iv) any other cost that can be capitalized in accordance with Generally Accepted Accounting Principles ("GAAP").

6.4.2 In the event that the Manager determines that a Capital Improvement is necessary on the Property, it shall promptly so notify the Town. Unless otherwise agreed in writing by the Parties, all Capital Improvements shall be at the sole cost and expense of the Manager. Any and all Capital Improvements shall require the written consent of the Town and the Town shall determine how any and all Capital Improvements shall be procured.

6.4.3 In the event that the cost and expense of a Capital Improvement is estimated to cost more than \$20,000, then, in each instance, the Parties shall negotiate in good faith a cost allocation based upon a depreciation amortization schedule, that shall be applied among the Parties in the event that this Agreement is terminated for any reason other than by the Town as a result of an Event of Default hereunder as set forth in Section 10 below, in which case, the Manager shall be solely responsible for the cost of such capital improvement(s).

ARTICLE 7 - PERSONAL PROPERTY

7.3 Personal Property. The Parties acknowledge and agree that the 2019 Sewataro Camp Season personal property inventory is attached hereto as Exhibit 5 (which such inventory may be updated by the Town following the closing of its acquisition of the Property). Each Party accepts all such property in its "as-is" condition, and without any representation, warranty whatsoever, including without limitation, fitness for any particular purpose, except that, following its acquisition of the closing of the Property, the Town represents and warrants that it shall be the sole owner of the personal property without any liens or encumbrances.

The Manager shall be entitled to use any and all such personal property for such purposes as it may deem appropriate. All such personal property is and shall remain the personal property

of the Town. Notwithstanding the above, if and when any such personal property is damaged, destroyed, lost, or reaches the end of its useful life, the Manager shall, at its sole discretion, and at its sole cost and expense, be solely responsible for replacement thereof. Any such personal property replaced by Manager shall be and remain the personal property of the Manager. The Town shall have no responsibility to repair or replace any of the personal property.

The Manager agrees, within its reasonable discretion, to make the personal property available for use by persons using the Property pursuant to Section 1.2 pursuant to programmatic or other access agreements.

On or before November 1 of each year during the Term, the Manager shall provide the Town with an inventory of the remaining personal property of the Town.

ARTICLE 8 - INTELLECTUAL PROPERTY

8.1 In connection with the Town's acquisition of the Assets, pursuant to the P&S, Camp Sewataro, Inc. has agreed to donate its intellectual property (the "I.P.", as defined below) to the Town effective as of the date the Town acquires the Property and the Assets. As of the date of this Agreement, Camp Sewataro, Inc. has granted the Town and the Manager a license to use its intellectual property prior to acquisition of the Property and the Assets for purposes of allowing the Town and/or the Manager to prepare to operate a day camp on the Property for the 2020 season (the "I.P. License"). A copy of the executed I.P. License, as amended, is attached hereto as Exhibit 6 and made a part hereof.

8.2 The Parties acknowledge and agree that the Manager hereby (i) agrees to be bound by the terms of the I.P. License, and agrees to perform all of the obligations thereunder, and (ii) agrees to indemnify and save harmless Camp Sewataro, Inc. and the directors, trustees, officers, employees, representatives, and agents of Camp Sewataro, Inc., and the Town, from and against any and all liability, loss, cost, claims, demands, damages, and expenses (including without limitation reasonable attorneys' fees and expenses related to any of the foregoing), which may arise out of any act or omission of Manager, its officers, employees, agents, successors or assigns under the terms of the I.P. License.

8.3 For purposes of this Agreement, the intellectual property of Camp Sewataro, Inc. shall mean: client lists, names, mailing addresses and lists, marketing, advertising, and promotional lists and materials, registrations of its campers, and documents and materials relating to the operation of the camp by Licensor, the website and domain name, and, subject to the immediately following sentence, the name "Camp Sewataro" and logos and branding images relating thereto (the "IP") for the sole purpose of Licensee's operation of a camp at the Premises during the summer of 2020. No part of such IP may be modified, disclosed (with respect to confidential IP), sublicensed or resold without the prior written consent of Camp Sewataro, Inc. and the Town, which either may withhold in its sole discretion.

No title or other rights or privileges other than those expressly set forth in the I.P. License are granted to the Manager; there are no implied rights.

8.4 As of the date that the Town acquires the Property and the Assets, the Manager and the Town agree that the I.P. may be used by the Manager pursuant to the terms of the post-

closing intellectual property license agreement to be executed by the Town and the Manager. A copy of the executed post-closing intellectual property license agreement is attached hereto as Exhibit 7 and made a part hereof.

8.5 Right of First Refusal. To the extent permitted by law, and subject to any and all applicable laws, by-laws, rules, or regulations, in the event that the Town desires to sell, transfer or otherwise dispose of the I.P. and it receives a bona fide offer from a third party therefor that it desires to accept, the Town shall first offer to sell the I.P. (or a portion thereof) to the Manager upon the same terms and conditions as are set forth in said bona fide offer. The Manager shall have five (5) business days to notify the Town as to whether it desires to purchase the I.P. (or a portion thereof), upon the same terms and conditions as are set forth in said bona fide offer. Manager hereby acknowledges and agrees that the Town shall have no obligation to offer the I.P. for sale at the expiration of the Term of this Agreement or otherwise.

ARTICLE 9 – INSURANCE AND INDEMNITY

9.1 Liability Insurance of Manager. Throughout the Term of this Agreement, the Manager shall maintain in full force and effect, without interruption, for the benefit of the Town and the Manager the following minimum insurance coverage:

- a. Commercial General Liability insurance must be provided by insurance companies authorized to do business in the Commonwealth of Massachusetts. Such policies shall be written on an occurrence basis, with a combined single limit of not less than:
 - i. General total aggregate: \$3,000,000
 - ii. Products - completed operation aggregate: \$1,000,000
 - iii. Personal injury and advertising: \$1,000,000
 - iv. Each occurrence: \$2,000,000
 - v. Fire damage: \$100,000
 - vi. Medical expense: \$5,000,
 - vii. all insuring against any and all liability of the Town and the Manager, including, without limitation, coverage for contractual liability and broad form property damage, with respect to the Property or arising out of the maintenance, use, or occupancy of the Property; such liability insurance shall be primary and not contributing to any insurance available to the Town, and the Town's insurance shall be in excess thereof.
- b. An "all risk" policy of property insurance upon the Property, covering the full replacement value of the Property and improvements under which Manager and the Town are the named insured and the Town and any lender (with

respect to personal property owned by Manager) are named as loss payee as their interests may appear. Notwithstanding anything to the contrary in this paragraph, all property insurance proceeds shall be paid and applied as this Agreements provides;

- c. During the course of any construction in excess of \$9,999 on or to the Premises during the Term, builder's risk insurance in an amount not less than cost of construction, written on a completed value basis or a reporting basis, for property damage protecting Manager, Town and the general contractor;
- d. Workers' compensation in the amount required by law;
- e. Employer's liability insurance in the amount of \$500,000 for each accident for bodily injury by accident and \$500,000 for each employee for bodily injury by disease;
- f. Automobile liability insurance covering any automobile or motor vehicle used in connection with work being performed on or about the Premises in an amount not less than \$1,000,000 combined single limit for bodily injury or property damage;
- g. Watercraft liability insurance in an amount not less than \$1,000,000 combined single limit for bodily injury or property damage;
- h. Special form property insurance covering all of Manager's furniture, fixtures, equipment, and personal property, at their full replacement value; and
- i. Umbrella liability insurance in the amount of \$5,000,000 per occurrence and \$5,000,000 in the aggregate.

Any insurance policy required to be maintained by Manager hereunder may name as an insured the holder of any lender to Manager permitted hereunder, with respect to personal property or trade fixtures owned by Manager. Town shall be named as a named insured on the policies in (a), (b), (c), (f), (g), and (h) and (i) above.

9.2 Adjustment and Settlement. Every insured loss shall be adjusted and settled promptly by Town and Manager and the lender, if any, if the lender is named as an additional insured or loss payee on any applicable policy and only with respect to the personal property on which the lender has a security interest, and the proceeds of such insurance with respect to any loss shall be held and paid as provided in Article 12 hereof. Each such policy shall, to the extent obtainable, contain a provision that no act or omission of the Manager Parties (as defined below) shall affect or limit the obligation of the insurance company so to pay the amount of any loss sustained.

9.3 General Insurance Requirements. All insurance required hereunder shall be written with such responsible companies qualified to do business in Massachusetts with carriers rated A or better by A.M. Best's Rating System, as Manager shall select and Town shall approve, such approval not to be unreasonably withheld, conditioned or delayed. Throughout the term of

this Agreement, Manager shall furnish to Town upon request copies of all policies of insurance, renewal policies, and certificates or binders of such insurance, all as may be required by any of the foregoing provisions, but in any event not later than thirty (30) days prior to the date when other insurance coverage maintained in accordance with the terms of this Agreement is scheduled to expire. Without limiting Town's other rights under any other provisions of this Agreement, if Manager shall fail to obtain and maintain all such policies of insurance as required herein, and if such failure shall continue for a period of ten (10) Business Days following written notice by Town to Manager thereof, then Town, without any further notice to Manager, may obtain and pay for such insurance, and the amount of such payment shall become due and payable to Town.

9.4 Non-cancellation. Each policy or binder issued by an insurer shall, to the extent obtainable, contain an agreement by the insurer that such policy shall not be canceled, non-renewed or substantially modified without at least thirty (30) days' prior written notice to the Town and the Manager.

9.5 Indemnification by Manager. (a) The Manager shall defend (with counsel reasonably acceptable to the Town), indemnify and save the Town Parties (as defined below) harmless against and from any and all claims, damages, losses, actions, liabilities, penalties, costs, expenses and fees (including without limitation, reasonable attorneys' fees) which may be imposed upon or incurred by or asserted against the Town Parties by reason of any of the following occurrences:

(i) all day camp operations and all activities related thereto, all non-camp operations or activities at the Property (except as set forth in Section 9.6 below), any services performed on the Property or work done or action taken during the Term of this Agreement in, on or about the Property or any part thereof, by the Manager or at the direction of the Manager, other than the Town and its employees, contractors, agents, or representatives (collectively with the Town, ("the Town Parties");

(ii) except as set forth in Section 9.6 below, any use, non-use, possession, occupation, tenancy, condition, operation, maintenance or management of the Property or any part thereof, during the Term of this Agreement by the Manager or any other party other than the Town Parties;

(iii) any negligence or willful misconduct on the part of the Manager or any of its agents, contractors, servants, employees on or about the Property (collectively with the Manager, the "Manager Parties");

(iv) except as set forth in Section 9.6 below, any accident, injury, death or damage to any person or property occurring on the Property or any part thereof. Any injuries or damage resulting from the Manager's removal or failure to remove snow and ice, as required by this Agreement, shall be the sole responsibility of the Manager; and

(v) any failure on the part of the Manager to perform or comply with any of the covenants, agreements, terms, provisions, conditions or limitations contained in this Agreement on its part to be performed or complied with.

(b) If the Town obtains separate counsel due to reasonable concerns that its interests and that of the Manager may be adverse or that counsel provided by the Manager may have a conflict in interest or is not providing effective representation of the Town, then the reasonable expenses of such separate counsel shall be at the Manager's expense.

(c) The foregoing express obligation of indemnification shall not be construed to negate or abridge any other obligation of indemnification running to the Town which would exist at common law or under any other provision of this Agreement, and the extent of the obligation of indemnification shall not be limited by any provision of insurance undertaken in accordance with this Article 9. This Agreement is made on the express condition that the Town shall not be liable for, or suffer loss by reason of, any damage or injury or death to any property, fixtures, buildings or other improvements, or to any person or persons, at any time on the Property and arising from camp operations at the Property, specifically including any damage or injury to the person or property of the Manager or any of the Manager Parties, from whatever cause, in any way connected with the condition, use, occupational safety or occupancy of camp operations at the Property, except to the extent caused directly by the gross negligence or willful misconduct of the Town.

(d) The foregoing indemnity and hold harmless agreement shall include indemnity against all costs, expenses and liabilities incurred in or in connection with any such claim or proceeding brought thereon, and the defense thereof with counsel reasonably acceptable to the Town or counsel selected by an insurance company which has accepted liability for any such claim.

(e) To the maximum extent this Agreement may be made effective according to law, the Manager agrees to use and occupy the Property at the Manager's own risk, and the Town shall have no responsibility or liability for any loss or damage to fixtures or other personal property of the Manager or any person claiming by, through or under the Manager.

(f) The provisions of this Section 9.5 shall survive termination or expiration of this Agreement.

9.6 Indemnification by Town.

To the fullest extent permitted by law, the Town shall defend (with counsel reasonably acceptable to the Manager), indemnify and save the Manager harmless against and from any and all claims, damages, losses, actions, liabilities, penalties, costs, expenses and fees (including without limitation, reasonable attorneys' fees) which may be imposed upon or incurred by or asserted against the Manager Parties by reason of any of the following occurrences:

(i) all operations, programs or activities at the Property managed, operated or coordinated by or for the benefit of the Town;

(ii) any use of, or access to, the Property by the Town, residents of the Town or the general public, excluding any camp operations or non-camp operations undertaken by or for the sole benefit of the Manager and excluding the Residences;

(iii) any negligence or willful misconduct on the part of the Town or any of its agents, contractors, servants, or employees (including volunteers); and

(iv) accident, injury, death or damage to any person or property occurring on the Property or any part thereof excluding any accident, injury death or damage arising from the negligence or willful misconduct of Manager or caused during the operation of camp at the Property or by any programs or activities run by or behalf of the Manager for the sole benefit of the Manager.

(b) If the Manager obtains separate counsel due to reasonable concerns that its interests and that of the Town may be adverse or that counsel provided by the Town may have a conflict in interest or is not providing effective representation of the Manager, then the reasonable expenses of such separate counsel shall be at the Town's expense.

(g) The foregoing express obligation of indemnification shall not be construed to negate or abridge any other obligation of indemnification running to the Manager which would exist at common law or under any other provision of this Agreement, and the extent of the obligation of indemnification shall not be limited by any provision of insurance undertaken in accordance with this Article 9. This Agreement is made on the express condition that the Manager shall not be liable for, or suffer loss by reason of, any damage or injury or death to any property, fixtures, buildings or other improvements, or to any person or persons, at any time on the Property and arising from public access to the Property under Section 1.2 of this Agreement or otherwise, specifically including any damage or injury to the person or property of the Town or any of the Town Parties, from whatever cause, in any way connected with the condition, use, occupational safety or occupancy of the Property by the Town, its residents or the general public under Section 1.2 of this Agreement, except to the extent caused directly by the gross negligence or willful misconduct of the Manager.

(h) The foregoing indemnity and hold harmless agreement shall include indemnity against all costs, expenses and liabilities incurred in or in connection with any such claim or proceeding brought thereon, and the defense thereof with counsel reasonably acceptable to the Manager or counsel selected by an insurance company which has accepted liability for any such claim.

9.7 Recreational Use Statute. The Town and Manager each hereby acknowledge and agree that (i) the Town holds an "interest" in the Property, and (ii) the Manager is considered a "manager" of the Town with respect to the Property, and the Town and Manager each hereby further acknowledge and agree that the Manager and the Town shall each be entitled to all rights, privileges and immunities afforded to "any person having an interest in land" for purposes Section 17C of Chapter 21 of the Massachusetts General Laws, with respect to the Manager, as the manager of the Property for the Town and, with respect to the Town, as the owner of the Property.

ARTICLE 10 – BREACH AND TERMINATION

10.1 Breach of Agreement. Each of the following events shall be deemed breach of this Agreement, hereinafter, an “Event of Default” hereunder:

(a) The Manager fails to obtain a Special Permit from the Sudbury Planning Board, and any and all applicable licenses or other permits from the Sudbury Board of Health, or any other Town board having jurisdiction thereof, to operate a day camp on the Property for not less than six hundred (600) campers per week;

(b) The Manager shall fail to pay, as and when due, any payment due under this Agreement, and such failure shall continue for a period of thirty (30) days after notice from the Town to the Manager;

(c) The Manager fails to remain in good standing with the Secretary of the Commonwealth as a limited liability company authorized to do business in the Commonwealth after thirty (30) days written notice from the Town.

(d) If the Manager shall fail to maintain any insurance required to be maintained by the Manager hereunder;

(e) If the Manager shall fail to perform or comply with any of the other terms, covenants or conditions in this Agreement and such failure shall continue for a period of ten (10) business days after notice from the Town to the Manager specifying the items in default, or in the case of a default or a contingency which cannot with due diligence be cured within such ten (10) business day period, within such additional time reasonably necessary provided the Manager commences to cure the same within such ten (10) business day period and thereafter prosecutes the curing of such default with diligence (but in no event shall such additional period exceed ninety (90) days); provided, however, that with respect to any default of the Manager under this Agreement to maintain any required permit or approval required by the Sudbury Board of Health that is necessary to operate a camp at the Property such that a camp cannot be legally operated at the Property, the cure period shall not be more than thirty (30) days following written notice from the Town of such default. Notwithstanding the above, in the event that any matter relating to public health and safety threatens to or, in fact, causes an event of default under this section or any event causing or threatening public health and safety, then the Town shall have the right to reduce or eliminate any cure period hereunder; and

(f) If the Manager shall initiate the appointment of a receiver to take possession of all or any portion of the Manager’s property for whatever reason, or the Manager shall make an assignment for the benefit of creditors, or the Manager shall initiate voluntary proceedings under any bankruptcy or insolvency law or law for the relief of debtors; or if there shall be initiated against the Manager any such bankruptcy or insolvency proceedings which are not dismissed or stayed on appeal or otherwise within ninety (90) days, or if, within ninety (90) days after the expiration of any such stay, such appointment shall not be vacated or stayed on appeal.

10.2 Remedies. Upon an Event of Default, the Town at any time thereafter may give written notice to the Manager specifying such Event or Events of Default and stating that this Agreement and the Term hereby demised shall expire and terminate on the date specified in such notice, which shall be at least thirty (30) days after the giving of such notice. Upon the date specified in such notice, this Agreement and the Term hereby demised and all rights of the

Manager under this Agreement shall expire and terminate (unless prior to the date specified for termination the Event or Events of Default shall have been cured, in which case this Agreement shall remain in full force and effect), and the Manager shall remain liable for any amounts owed to the Town. Upon such termination, the Town may re-enter the Property and dispossess the Manager and anyone claiming by, through or under the Manager by summary proceedings or other lawful process. Notwithstanding anything in this Agreement to the contrary, the Town's sole remedy for the Manager's failure to obtain a Special Permit from the Sudbury Planning Board prior to June 1, 2020 to operate the camp at the Property shall be to terminate this Agreement, and the Manager shall also have the right to terminate this Agreement if, despite using diligent and good faith efforts, it fails to obtain such Special Permit from the Sudbury Planning Board prior to June 1, 2020.

10.3 No Waiver. No failure by either the Town or the Manager to insist upon the strict performance of any agreement, term, covenant or condition hereof or to exercise any right or remedy consequent upon a breach thereof, and no acceptance of full or partial payment during the continuance of any such breach, shall constitute a waiver of any such breach or of such agreement, term, covenant or condition. No agreement, term, covenant or condition hereof to be performed or complied with by either the Town or the Manager, and no breach thereof, shall be waived, altered or modified except by a written instrument executed by the other party. No waiver by the Town or the Manager of any breach shall affect or alter this Agreement, but each and every agreement, term, covenant and condition hereof shall continue in full force and effect with respect to any other then existing or subsequent breach thereof.

10.4 Injunctive Relief. In the event of any breach or threatened breach by the Manager of any of the agreements, terms, covenants or conditions contained in this Agreement, the Town shall be entitled to enjoin such breach or threatened breach and shall have the right to invoke any right and remedy allowed at law or in equity or by statute or otherwise as though re-entry, summary proceedings, and other remedies not provided for in this Agreement. In the event of any breach or threatened breach by the Town of any of the agreements, terms, covenants or conditions contained in this Agreement, the Manager shall be entitled to enjoin such breach or threatened breach and shall have the right to invoke any right and remedy allowed at law or in equity or by statute or otherwise as though summary proceedings, and other remedies not provided for in this Agreement. Notwithstanding anything in this Agreement to the contrary, neither party shall be liable to the other for consequential or indirect damages.

10.5 Remedies Cumulative. Each right and remedy provided for in this Agreement shall be cumulative and shall be in addition to every other right or remedy provided for in this Agreement or now or hereafter existing at law or in equity or by statute or otherwise, and the exercise by the Town or the Manager of any one or more of the rights or remedies provided for in this Agreement or now or hereafter existing at law or in equity or by statute or otherwise shall not preclude the simultaneous or later exercise by the party in question of any or all other rights or remedies provided for in this Agreement or now or hereafter existing at law or in equity or by statute or otherwise.

10.6 Winding Up of Affairs. In the event that this Agreement terminates as the result of the expiration of its Term, default, termination without cause, or otherwise, the Manager shall have until March 1 of the year following the camp season that has most recently ended to have

made all payments then remaining due and outstanding, to remove any and all tenants from the Residences, to remove all personal property owned by Manager from the Property, to provide the Town with an inventory of all personal property belonging to the Town, and, except as provided in Article 7 above, to return the Property to the Town in as good a condition as it was in as of the date of this Agreement, normal wear and tear and casualty excepted, and leaving the Residences and other structures and facilities in broom clean condition having removed any and all trash or discarded materials or personal property, to return any and all intellectual property of the Town, and to otherwise wind up the affairs of the Manager as may pertain to the Property and/or this Agreement, including any and all remaining obligations hereunder. Notwithstanding the date of termination of this Agreement, this Agreement shall remain in full force and effect for purposes of such winding up of affairs (except that no Management Fee shall accrue from and after the date of termination).

Manager shall peaceably give up and surrender possession of the Property to the Town at the expiration of the Term or sooner termination of this Agreement if terminated by the Town in accordance herewith. Any holding over by Manager after expiration shall not constitute a renewal or extension hereof. Except as otherwise specified in this Agreement or expressly agreed in writing between the parties. In the event Manager fails to remove any of Manager's personal property from the Property, such property shall be deemed abandoned, and Town is hereby authorized, without liability to Manager for loss or damage thereto, and at the sole risk of Manager, to remove and store any of such property at Manager's expense, or to retain the same under Town's control, or to sell at public or private sale, without notice, any or all of the property not so removed and to apply the net proceeds of any such sale toward the payment of any sum hereunder owing by Manager to Town, or to destroy such property. The provisions of this paragraph shall survive the expiration or other termination of this Agreement.

Notwithstanding the above, upon the delivery of notice of termination of this Agreement following a default by the Manager hereunder after the expiration of any applicable notice and cure period, the Town shall have the right to prepare for and make arrangements, in whatever form or substance, and with any other party, or no other party, as it may determine in its sole discretion, to prepare for the operation of a summer camp for the following camp season, or to make use of the Property for any other purpose, or for no other purpose, including without limitation the sale or other disposition thereof, or a portion thereof, (the "Transition") and the Manager shall not unreasonably interfere with or in any way hinder the Transition.

ARTICLE 11 – NONDISCRIMINATION COVENANTS

11.1 Non-Discrimination. With respect to its exercise of all rights and privileges granted herein, the Manager agrees that neither the Manager nor its successors in interest, licensees, operators, and assigns shall discriminate against any person, employee, contractor or applicant for employment, as a camper, or other use of the Property, because of race, color, creed, religion, national origin, age, sex, gender, gender identification, sexual orientation, marital status, handicap, veteran status or any other basis prohibited by law in the Manager's use of the Property, including the hiring and discharging of employees, contractors, the provision or use of services, the selection of suppliers and contractors, and the selection of users of the Property.

11.2 Non-Compliance. The Manager shall defend, indemnify and hold the Town

Parties harmless from and against any and all Claims of third persons resulting from the Manager's non-compliance with any of the provisions of this Article 11. The provisions of this Section 11.2 shall survive the expiration or earlier termination of this Agreement.

ARTICLE 12 – CASUALTY

12.1 Notice. If either party becomes aware of any casualty to the Property, then such party shall promptly notify the other in writing.

12.2 Effect of Casualty. If any casualty occurs that does not adversely affect the Manager's ability to operate a camp at the Property at the same level as existed prior to the casualty, as reasonably determined by the Manager, then: (a) this Agreement shall not terminate or be impaired; and (b) Manager shall with reasonable promptness, and in coordination with the Town, but subject to the availability of sufficient property insurance proceeds, restore the Property to the condition it was in prior to the casualty. If, however, the casualty is a casualty that adversely affects the Manager's ability to operate a camp at the Property at the same level as existed prior to the casualty as reasonably determined by the Manager, then (i) the Management Fee shall abate and (ii) Manager may, by notice to Town, given within ninety (90) days after such casualty, terminate this Agreement effective sixty (60) days after such notice, provided that Manager assigns to Town all property insurance proceeds insuring the Property (excluding any personal property of Manager). If the Manager does not terminate this Agreement pursuant to the immediately foregoing sentence, then the Town and Manager shall mutually agree on the process by which the Property will be restored and the terms and conditions of any such restoration (e.g., plans and specifications for reconstructed buildings, disbursement of insurance proceeds, timing of the restoration work, etc.).

ARTICLE 13 – HAZARDOUS SUBSTANCES

13.1 Manager shall not cause or permit to occur on, under or at the Property during the Term: (a) any violation of any Environmental Law; or (b) the use, generation, release, manufacture, refining, production, processing, storage, or disposal of any Hazardous Substance, or transportation to or from the Property of any Hazardous Substance, unless both: (i) reasonably necessary and customary to conduct the uses permitted on the Property and (ii) in compliance with all Environmental Laws.

13.2 Compliance; Clean-Up. Manager shall, at Manager's expense: (a) comply with Environmental Law and, to the extent Environmental Law requires, clean up any Hazardous Substance Discharge; (b) if any governmental entity requires any clean-up plan or clean-up because of a Hazardous Substances Discharge, prepare and submit the required plans and all related bonds and other financial assurances; and (c) promptly and diligently carry out all such clean-up plans. Any party's obligations under this paragraph shall not limit such party's rights against third parties.

13.3 Hazardous Substance Indemnity. To the fullest extent permitted by law, Manager shall indemnify and hold harmless Town, its officers, boards, committees, employees or agents from and against any and all claims, liability, loss, damages, penalties, costs or expenses of any nature and description including reasonable attorneys' fees (collectively, "Claims") on account of any injury or damage to buildings, improvements or property of Town or any other Person, on

account of any injury (including death) to any Person arising out of or in connection with the presence, handling, removal or disposal of or exposure of persons to a Hazardous Substances in any form on the Property by Manager or any Manager Parties, provided, however, that Manager shall not be responsible for the presence of or any Claims related to any Hazardous Substances that may exist on the Property as of the date hereof nor shall Manager be responsible for any Claims arising out of the acts or omissions of Town, its officers, boards, committees, employees or agents during the Term. Manager shall promptly deliver to Town copies of any notices, orders or other communications received by Manager from any governmental agency or official affecting the Property and concerning any Hazardous Substance.

13.4 Definitions. As used in this Article 13, the following terms have the following definitions:

“Environmental Law” means any applicable laws regarding the following at, in, under, above, or upon the Property: (a) air, environmental, ground water, or soil conditions; or (b) clean-up, control, disposal, generation, storage, release, transportation, or use of, or liability or standards of conduct concerning, Hazardous Substances.

“Hazardous Substances Discharge” means any deposit, discharge, generation, release, or spill of Hazardous Substances that occurs at or from the Property, or that arises at any time from the use, occupancy, or operation of the Property or any activities conducted therein caused by Manager or the Manager Parties after the date of this Agreement.

“Hazardous Substances” means flammable substances, explosives, radioactive materials, asbestos, asbestos-containing materials, polychlorinated biphenyls, chemicals known to cause cancer or reproductive toxicity, pollutants, contaminants, hazardous wastes, medical wastes, toxic substances or related materials, explosives, petroleum and petroleum products, and any “hazardous” or “toxic” material, substance or waste that is defined by those or similar terms or is regulated as such under any applicable law, including any material, substance or waste that is: (i) defined as a “hazardous substance” under Section 311 of the Water Pollution Control Act (33 U.S.C. §1317), as amended; (ii) defined as a “hazardous waste” under Section 1004 of the Resource Conservation and Recovery Act of 1976, 42 U.S.C. §6901, et seq., as amended; (iii) defined as a “hazardous substance” or “hazardous waste” under Section 101 of the Comprehensive Environmental Response, Compensation and Liability Act of 1980, as amended by the Superfund Reauthorization Act of 1986, 42 U.S.C. §9601 et seq. or any so-called “superfund” or “superlien” law; (iv) defined as a “pollutant” or “contaminant” under 42 U.S.C.A. §9601(33); (v) defined as “hazardous waste” under 40 C.F.R. Part 260; (vi) defined as a “hazardous chemical” under 29 C.F.R. Part 1910; or (vii) defined as a “hazardous substance” under the Massachusetts Oil and Hazardous Material Release Prevention and Response Act (M.G.L. c. 21E).

ARTICLE 14 – NO MECHANIC’S LIENS; TOWN ACCESS; MANAGER FINANCING

14.1 No Mechanic’s Liens. If a mechanic’s lien is filed against the Property by a contractor performing work by or on behalf of Manager, then Manager shall promptly after notice of the filing of the same, commence appropriate action to cause such lien to be paid, discharged, bonded, or cleared from title. If Town receives notice of any such filing, then Town shall promptly send written notice to Manager of the same.

14.2 Access. Except in the case of an emergency or as otherwise provided in Section 1.2 hereof, the Town and its agents, representatives, and designees may enter the Property upon reasonable prior written notice during regular business hours to: (a) ascertain whether Manager is complying with this Agreement; (b) cure Manager’s defaults; (c) inspect the Property; or (d) show the Property to a prospective transferee (but in the case of clause (d), not before six (6) months prior to the expiration of the Term). In entering the Property, Town and its designees shall not unreasonably interfere with operations on the Property and shall comply with Manager’s reasonable instructions.

14.3 Manager Financing. If at any time or from time to time during the Term, Manager desires to grant a lien to its lender on any personal property, furniture, fixtures and equipment owned by Manager or other assets of Manager (“Financed FF&E or Other Property”), the Town agrees to execute and deliver to any such lender such customary documentation regarding such financing as Manager reasonably requests, providing for matters such as: (a) waiver of any right to take possession of such Financed FF&E or other Property upon an Event of Default; (b) waiver of any other right, title, or interest in the Financed FF&E or Other Property; and (c) agreements to enable such lender to enter the Premises and repossess such Financed FF&E or Other Property if such lender exercises remedies under its security interest in such Financed FF&E or Other Property. Notwithstanding anything in this Agreement to the contrary, Manager shall not have the right to grant a mortgage on or otherwise encumber the Property.

ARTICLE 15 – MISCELLANEOUS

15.1 Amendments to Agreement. This Agreement may not be amended, modified, supplemented or extended except by a written instrument executed by the Town and the Manager.

15.2 Assignment by Manager. The Manager shall not assign or transfer this Agreement or any interest in this Agreement without the prior written consent of the Town, which consent may be withheld in the Town’s sole discretion. Transfer or assignment in any form of a controlling interest in Camp Sewataro, LLC from Scott Brody to any other individual or entity shall be deemed a transfer or assignment of this Agreement subject to the Town’s consent rights hereunder.

15.3 Notices. Any and all notices, demands, requests, submissions, approvals, consents, disapprovals, objections, offers or other communications or documents required to be given, delivered or served, or which may be given, delivered or served, under or by the terms and provisions of this Agreement or pursuant to law or otherwise, shall be in writing and shall be

delivered by hand, nationally recognized overnight express commercial service such as “Federal Express” (in either case with evidence of delivery or refusal thereof) or by registered or certified mail, return receipt requested, addressed if to the Manager to:

Camp Sewataro, LLC
239 Moose Hill Street
Sharon, MA 02067
Attn: Scott D. Brody

With a copy to: David L. Wiener, Esq.
Anderson & Kreiger LLP
50 Milk Street, 21st floor
Boston, MA 021098

or to such other address as the Manager may from time to time designate by written notice to the Town, or if to the Town addressed to:

Town of Sudbury
Town Offices
278 Old Sudbury Road,
Sudbury, MA 01776
Attn: Town Manager

With a copy to: Lee S. Smith, Esq.
KP Law, P.C.
101 Arch Street
12th Floor
Boston, MA 02110

or to such other address as the Town may from time to time designate by written notice to the Manager, or to such other agent or agents as may be designated in writing by either party. The earlier of: (i) the date of delivery by overnight express commercial service, or (ii) the date of delivery or upon which delivery was refused as indicated on the registered or certified mail return receipt shall be deemed to be the date such notice or other submission was given.

15.4 Severability. If any term or provision of this Agreement or the application thereof to any person or circumstances shall, to any extent, be invalid or unenforceable, the remainder of this Agreement, or the application of such term or provision to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby, and each term and provision of this Agreement shall be valid and be enforced to the fullest extent permitted by law.

15.5 Integration. All prior understandings and agreements between the Parties with respect to this Agreement are merged within this Agreement, which alone fully and completely sets forth the understanding of the Parties.

15.6 Bind and Inure. The covenants and agreements herein contained shall bind and

inure to the benefit of the Town, its successors and assigns, and the Manager, its successors and assigns.

15.7 Captions. The captions of this Agreement are for convenience and reference only and in no way define, limit or describe the scope or intent of this Agreement nor in any way affect this Agreement.

15.8 Massachusetts Law Governs. This Agreement shall be governed exclusively by, and construed in accordance with, the laws of the Commonwealth of Massachusetts.

15.9 Time of the Essence. Time shall be of the essence hereof.

15.10 No Partnership or Joint Venture. Nothing contained under this Agreement shall be construed to create a partnership or joint venture between the Town and the Manager or to make the Town an associate in any way of the Manager in the conduct of the Manager's business, nor shall the Town be liable for any debts incurred by the Manager in the conduct of the Manager's business, and it is understood by the parties hereto that this relationship is and at all times shall remain that of the Town and the Manager.

15.1 No Personal Liability. No board member, shareholder, officer, member, manager, director, agent, or employee of the Town or Manager shall have any liability under this Agreement.

15.2 Good Faith. Each Party agrees to act reasonably and in good faith with respect to the performance and fulfillment of the terms of each and every covenant in this Agreement.

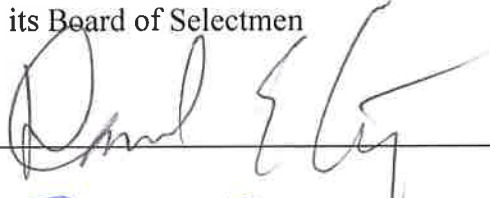
[Signatures on following page]

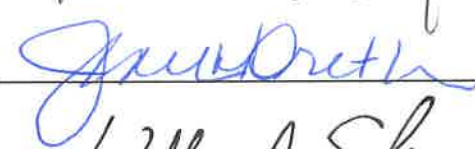
SUDB/698665.v3/0054

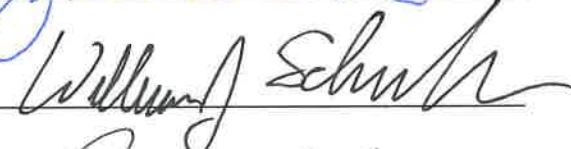
EXECUTED as of the date first set forth above.

TOWN OF SUDBURY

By its Board of Selectmen



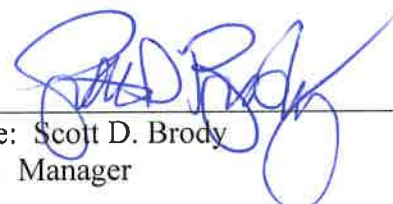






MANAGER:

CAMP SEWATARO, LLC

By: 

Name: Scott D. Brody
Title: Manager

EXHIBIT 1

Request for Proposals

TOWN OF SUDBURY, MASSACHUSETTS

REQUEST FOR PROPOSALS

MANAGEMENT OF CAMP SEWATARO

Proposals due July 31, 2019 at 11:00AM

UPDATED 7/24/2019

MANAGEMENT OF CAMP SEWATARO RFP

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The Town of Sudbury invites sealed proposals from proposers for:
Management of Camp Sewataro

Proposals will be received until 11:00AM on July 31 at the Board of Selectmen's Office, Sudbury Town Offices, 278 Old Sudbury Road, Sudbury, MA 01776.

Contract documents are available at the Board of Selectmen's office or can be requested via email at frankl@sudbury.ma.us

Award will be made to the most advantageous proposer for services.

The term of the contract shall be for three years beginning in August 2019. The term commencement date is subject to change. The Town shall have the option at its sole discretion to extend the agreement for two (2) additional five-year terms.

All proposals are subject to the provisions of M.G.L. c.30B.

All proposals shall be submitted as follows: one (1) original and three (3) paper copies of the technical proposals and one (1) original and three (3) paper copies of the price proposals.

The Town may reject any and all bids as may be required or permitted in accordance with the above referenced General Laws. In addition, the Town reserves the right to waive minor informalities in any or all bids, or to reject any or all bids if it be in the public interest to do so.

INTRODUCTION

The Town of Sudbury (Town) is seeking proposals for a Contractor to manage day camp programming to be offered at Camp Sewataro located at 1 Liberty Ledge in Sudbury, Massachusetts. In order to be considered, the proposers must submit a plan describing how these camp services are to be provided in accordance with access for the general public and other town uses. The successful proposer must have at least five years' experience providing comparable programs in Massachusetts or surrounding states. Additional requirements are set forth in this Request for Proposals.

Camp Sewataro has been in operation since 1960 as a summer day camp. On June 5, 2019, the Town voted to acquire the Property for \$11,269,700. The camp plans to run its normal operations in summer 2019, and the Town plans to close on the acquisition of the property and accept the donation of camp assets in October, 2019. The camp consists of approximately 46 acres located at 1 Liberty Ledge, just southwest of the intersection of Haynes Road and North Road. The camp operates under a Special Permit granted by the Town of Sudbury's Zoning Board of Appeals. In order to operate a summer day camp at the facility, the proposer would be required to acquire a Special Permit. According to current owner Mark Taylor, the camp, which started with 25 campers, now provides programming for more than 1200 campers each summer between the ages 4 to 14. The camp is popular with families in Sudbury, nearby towns, and as far as Boston and Wellesley.

The property is located in the Single Residence A Zoning District. There are two wetlands located on the site, both of which are ponds that comprise approximately 3.2 acres. The property contains multiple camp buildings and accessory structures as well as three residences. The total building square footage amounts to 30,400 square feet. In addition to the two ponds, the property has 4 outdoor pools, two basketball courts, two tennis courts, a horseback riding arena, two soccer fields, one lacrosse field, and one softball diamond, as well as various other activity spots. There are 25 buildings across the site, some of which are sheds.

PRE-PROPOSAL CONFERENCE

A pre-proposal conference will be held on July 23 at 5:00 PM at Camp Sewataro site for all persons interested in viewing the site. Although attendance is not mandatory, participation may provide insight useful for proposal preparation. The site is not yet Town-owned so please do not access the site without permission.

GENERAL TERMS AND CONDITIONS

The following are the Terms and Conditions of the RFP:

- The RFP is being issued by the Town Manager on behalf of the Town of Sudbury, c/o Flynn Building, 278 Old Sudbury Road, Sudbury, MA 01776. Questions or comments

will be accepted via email at frankl@sudbury.ma.us.

- The Chief Procurement Officer has determined that in order to select the most advantageous proposal, comparative judgments relating to the proposer's background, experience and professional history, in addition to the price will be necessary. It is essential that the Town retain the services of a contractor with the appropriate background to operate a successful camp and operate property and facilities.
- Proposals shall consist of **1) Technical Proposal**, which is fully responsive to the Request for Proposals with the exception of the Proposer's Price and **2) Price Proposal**. The Town's Evaluation Committee shall review, evaluate and rate each proposer's Technical Proposal. After the review and when the Evaluation Committee's written evaluations are complete, the Town will open the price proposals. The Proposal offering to pay the highest payment may not necessarily be the most advantageous proposal when other qualifications and proposals merits are considered.
- The Town assumes no liability for any costs incurred relevant to the preparation and submission of the RFP response by any Applicant or any other costs prior to the selection of an Applicant.
- In the event it becomes necessary to revise any part of this RFP, revisions will be provided to all who received the RFP directly from the Town Manager's office.
- Schedule: Key Dates for this proposal
 - Wednesday July 10: RFP released
 - Wednesday, July 23: Site visit at 5PM
 - Wednesday, July 31: Proposal Submittal Date
 - Week of August 5: Proposer Interviews
 - August 9: Evaluations due and recommendation made to Board of Selectmen
 - August 12: Contract Award
- The Town of Sudbury will hold a license to the Intellectual Property for the camp prior to its acquisition of the property which may be used by the selected proposer in preparation for the 2020 camp season. If the property purchase does not close, that license will terminate and the contract for management of the Camp will also terminate. The selected proposer will perform at risk.

SCOPE OF SERVICES

Camp Sewataro currently offers summer camp programming to 600 school aged campers a week. The Camp takes place on the grounds at 1 Liberty Ledge in Sudbury, Massachusetts. The Contractor will be responsible for all aspects of camp operations and buildings and grounds, including without limitation, registering participants, handling monies, and all general operations of the camp's programs, including personnel. The Contractor must be willing to work in a large space that is multi-faceted and return that space to its current condition at the end of the contract term, less any improvements. The Contractor must be willing to include in its proposal public access to the facility during non-camp hours and during camp hours as described in the proposal.

Proposer should identify which buildings it plans to use as part of proposal, and whether un-used building could be used for Town purposes.

Program Overview: Summer day camp runs from the end of June through the end of August weekly. Other camp proposals, including for school vacations, etc. will be considered as well.

Maintenance: The Contractor will accept all property and facilities “as is” in their presently existing conditions and will strive to return these spaces to the conditions they are found in. If the Contractor determines the buildings require any maintenance or upgrades, including for ADA accessibility, those repairs or improvements will be made at the direction of the Town and paid for by the Contractor.

Equipment: The Town will supply camp equipment that is being gifted by owner. An inventory of the equipment as it exists today will be included as an Appendix to this document. Equipment will be inventoried and accounted for at the end of each camp season. At the discretion of the Town, some of this equipment may be made available to residents during non-camp hours. The Contractor may supply any other equipment it deems necessary. That equipment will remain the property of the contractor, and the Town is not responsible for any damage to that equipment.

Camp Licensing: The Contractor must obtain and show proof of a camp license issued by the Town of Sudbury Health Department prior to opening in 2020. The Contractor may also be required to receive a Special Permit from the Town to operate the camp prior to opening in 2020 and should complete any due diligence to this effect.

Current Program Statistics: In 2018, the Camp had revenues of \$3,328,380. The total excess revenue after camp related expenses was \$1,014,357. Included in camp expenses were items like year round maintenance, insurance and real estate taxes. The Camp Sewataro Statement of Profit and Loss is available on the Town website for review. The Camp operates eight weeks per year. They have four full time employees and 175 seasonal employees. The Camp serves 1200 campers per summer, with 600 per day. Weekly tuition varies from \$670-\$810 per week for the 2019 season.

Other related costs: The Contractor shall be responsible for year-round insurance on the property. In addition, the Contractor is expected to support the Town with scholarship assistance for campers with financial needs for ten campers per summer. The contractor will be required to do routine maintenance including cleaning, trash collection, spring clean-up, snow removal and mowing, as well as caring for the pools and ponds year round.

Contractor requirements: A. Both the Contractor and the Camp Director must have a minimum of 5 (five) years of experience serving public entities or school entities in camp management. B.

Contractor must show financial and operational stability and provide a profit and loss statement for the two prior years. C. Contractor must have experience in successful implementation of Massachusetts Summer Camp Regulations. Please include a list of Board of Health contacts and list of towns/organizations contractor has worked with.

Personal Property available to contractor: Tangible personal property owned by the Town to be included as part of this agreement. Tangible personal property shall be inventoried at the beginning and end of every summer season. Tangible personal property shall be returned to Town at end of summer season. Some tangible personal property may be available for public use pending agreement between Town and Contractor during periods outside Contractor's intended use.

Intangible personal property of Sewataro owned by the Town is to be included as part of this agreement. These include all rights to title and interest in and to Sewataro's business names, and intellectual property, including but not limited to internet domain names, trademarks, service marks, trade names, logos, corporate names, client lists and registrations, copyrights (registered or unregistered), applications for registration thereof, and other similar protections. Intangible personal property shall be inventoried at the beginning and end of each contract term. Intangible personal property shall be returned to Town at end of contract term.

INSTRUCTIONS TO PROPOSERS

This RFP is being issued by the Town of Sudbury. Inquires involving procedural or technical matters should be directed to:

Town of Sudbury
Leila Frank, Chief Information Officer
278 Old Sudbury Rd
Sudbury, MA 01776

Or

By email: Frankl@sudbury.ma.us

All Proposals must be submitted in accordance with Massachusetts General Law Chapter 30B to the Chief Procurement Officer in the Board of Selectmen's Office, in the Flynn Building, 278 Old Sudbury Road, Sudbury, MA 01776 no later than Wednesday July 31 at 11 AM. Faxed proposals will not be accepted.

Proposals shall be in two parts: **1) Technical Proposal**, which shall consist of all information responsive to this RFP and **2) Price Proposal**, which shall consist solely of the proposed fee plus

a percentage of the net revenue that the contractor will pay the Town. Please ensure that the Technical and Price Proposals are submitted in separate sealed envelopes. A Technical Proposal that includes Price Proposal information may be rejected as non-responsive.

Envelopes should be marked: 1) Technical Proposal: Camp Sewataro and 2) Price Proposal: Camp Sewataro

The technical proposal shall have a table of contents and should include documentation that the proposer satisfies the minimum criteria set forth in this RFP and all other information requested in this RFP other than price.

All or part of the successful proposal may be incorporated into the final contract.

INSURANCE REQUIREMENTS

During the term of any agreement, Contractor shall maintain in full force and effect at its own cost and expense the following minimum insurance coverage:

- A. Commercial General Liability insurance must be provided by insurance companies authorized to do business in the Commonwealth of Massachusetts.
A Certificate of Insurance indicating this coverage (see below) must be submitted prior to signing any contract. Coverage should Include Sexual and/or Physical Molestation Coverage. The Town shall be named as additional insured on the Contractor's Policies with not less than the following limits:
 - General Liability of at least \$1,000,000 Occurrence and a \$3,000,000 Annual Aggregate Limit.
 - Products - completed operation aggregate \$1,000,000
 - Personal and advertising - injury \$1,000,000
 - Each occurrence \$1,000,000
 - Fire damage \$100,000
 - Medical expense \$5,000Coverage provided under the commercial general liability policy shall apply exclusively to the operations provided under the Camp Sewataro Management Agreement to be entered into by the successful proposer.
- B. Automobile Liability of at least \$1,000,000 Bodily Injury and Property Damage per accident. The Municipality should be named as an Additional Insured.
- C. Worker's Compensation insurance as required under the Laws of the Commonwealth of Massachusetts.
- D. Umbrella Liability of at least \$2,000,000/ occurrence, \$2,000,000/aggregate. The Municipality should be named as an Additional Insured.
- E. The Town shall be named as Additional Insured on all policies obtained by the

management firm other than Worker's Compensation. All policies shall be obtained from companies licensed to conduct business in the Commonwealth of Massachusetts.

F. Property Insurance: The Town shall be named as Additional Insured on all policies.

All Proposals **must include** the following information to be considered valid. If any such information is not provided at the time of filing, the application will be deemed incomplete.

TECHNICAL PROPOSAL - MINIMUM CRITERIA

All proposals must have a section in their proposal labeled MINIMUM CRITERIA and must provide all necessary documentation as evidence that they meet each of the following minimum criteria in order to be considered for further evaluation. If you have placed your documentation elsewhere in this Technical Proposal, you shall indicate the page number where that documentation can be found within your Technical Proposal. If documentation or identification of page number is not clearly evident for each criteria, the proposal may be deemed unresponsive.

Proposers not meeting the Minimum Criteria may be eliminated from further consideration.

1. Contractor must be a Massachusetts company/corporation (a 'C' corporation, LLC entity unto itself) or a foreign corporation with ownership that has been in place for at least five (5) years.
 2. Contractor has a minimum of five (5) years' favorable experience providing camp management services for public school districts, cities, towns, or community education organizations, and must have at least three (3) references from comparably-sized programs.
 3. Approved license to run a camp as issued by the local Board of Health. Commonwealth of Massachusetts preferred.
 4. Bidders Qualifications and References Form (Exhibit B)
 5. Executed Certificate of Non-Collusion (Exhibit C)
 6. Executed Attestation - Certificate of Compliance with State Tax Laws, M.G.L. c. 62C, §49 (Exhibit D)
 7. IRS W-9 Form
- Updated 7/24/19:*
8. Description of Intended Use (Exhibit A)
 9. Certificate by Corporate Authority to Sign Contract, if applicable. (Exhibit E)
 10. RFP Addenda Receipt Page (Exhibit F)

TECHNICAL PROPOSAL - COMPARATIVE EVALUATION CRITERIA AND STANDARDS

Proposals which meet or exceed the Minimum Criteria will be evaluated and rated on the basis of the following Comparative Criteria. The Town reserves the right to ask any proposer to provide additional supporting documentation in order to verify a response.

Ratings of Highly Advantageous (HA); Advantageous (A); or Not Advantageous (NA) will be given to each of the following criteria for each proposer. A composite rating will then be determined. A composite rating of Highly Advantageous or Advantageous may be assigned only if a proposal has received at least one such rating among the criteria listed below. To the extent that an Evaluation Criterion requires the certification of fact, the proposer's certification as to that fact shall be an adequate response provided, however, that on request the proposer shall provide to the Town such evidence as the Town may request to support that fact.

1. Interviews

The Evaluation Committee will schedule interviews with all proposers who have met the Minimum Criteria and are responsive to this RFP. At the start of the interview, the proposer will have up to fifteen (15) minutes to present a company background and presentation. The Evaluation Committee will prepare five (5) questions, which will be asked of all proposers after the presentation. The Evaluation Committee may also ask additional questions.

Highly Advantageous: Proposer representative(s) were present, communicated a comprehensive plan of action, and successfully responded to all five (5) questions from the Evaluation Committee and sufficiently answered any additional questions posed by the Evaluation Committee.

Advantageous: Proposer representative (s) were present, communicated a comprehensive plan of action, and successfully responded to a minimum of four (4) of the five (5) questions from the Evaluation Committee and sufficiently answered any additional questions posed by the Evaluation Committee.

Not Advantageous: Proposer representative (s) were present but did not communicate a comprehensive plan of action or successfully responded to fewer than four (4) of the five (5) questions from the Evaluation Committee and did not sufficiently answer any additional questions posed by the Evaluation Committee.

2. Experience – Summer Camps

Specify programming plan for Camp.

Proposer must have run each of these programs in other municipalities or facilities for a minimum of five (5) years.

Plan must include which programs have been offered and for how many years.

Highly advantageous: Specify a minimum of seven (7) various summer camp programs proposer has offered other municipalities/organizations for a minimum of five (5) years.

Advantageous: Specify four (4) to six (6) programs proposer has offered other municipalities/organizations for a minimum of five (5) years.

Not Advantageous: Fewer than four (4) programs and/or proposer has fewer than five (5) years of experience managing each.

3. Management Expertise

Provides detailed background, experience, and roles of Proposer Owner and Camp Director.

Highly advantageous: Camp Director has more than five (5) years of experience directing a summer camp as a full-time employee. Proposer has a detailed immediate response back-up staff plan and offers qualified candidate(s) to back-up Director and other staff.

Advantageous: Director has three (3) to five (5) years of experience summer camp programs as a full-time employee. Proposer has a detailed immediate response back-up staff plan and offers qualified candidate(s) to back-up Director and other staff.

Not Advantageous: Camp Director has less than three (3) years of experience managing camp programs and/or has not provided a detailed immediate response back-up staff plan.

4. Experience working with community or other stakeholders developing and executing a plan for public access

Highly advantageous: Proposer has successfully worked with other entities for public access and lays out a practical plan for facilitating or restricting public access to managed property during different seasons and times in proposal.

Advantageous: Proposer has not worked with other entities for facilitating, but lays out a practical plan for public access in proposal.

Not advantageous: Proposer has not laid out a practical plan for public access in proposal.

EVALUATION OF PROPOSALS AND AWARD OF CONTRACT

The contract will be awarded to the responsive and responsible proposer offering the most advantageous proposal, taking into consideration all evaluation criteria as well as price. Any proposers who submit a fee proposal that is abnormally low or high, as determined by the Town, may be rejected as unrealistic. All proposals shall remain firm for 60 days after the deadline for submission of proposals. Proposers may be investigated by Town to determine if they are qualified to perform the contract.

MISCELLANEOUS

A. Amendments/Modifications to Proposals

The Applicant may, at any time prior to the deadline for submission of the Proposals, amend or modify a Proposal by submitting the amendment/ modification in a sealed package containing one (1) original and one electronic copy of the amendment /modification and clearly marked with the following information:

TITLE: "Amendment to SEWATARO REQUEST FOR PROPOSALS"

FROM: Name and Address of Applicant-candidate(s)

TO: Town of Sudbury

c/o Sudbury Town Manager

Flynn Building

278 Old Sudbury Road

Sudbury, MA 01776

B. Withdrawal of Proposals

Any Applicant may withdraw his/her/their Proposal at any time prior to the deadline established in this RFP. Those wishing to withdraw a Proposal must provide a written authorization and/or acknowledgment that the Proposal is being withdrawn and that the Town is not held responsible for any damage as a result of the Proposal withdrawal.

C. Rejection of Proposals

The Town reserves the right to reject any or all Proposals.

D. Addenda

Any addenda to the RFP will be sent by mail or email to those who received a copy of the RFP from the Town of Sudbury. The Town will not be responsible for notifying anyone who received a copy of the RFP from anyone other than the Town Manager's office. Proposers are solely responsible for ensuring that the Town Manager's office has its proper contact information. If it is not possible to notify all parties who officially received an RFP prior to the deadline for submission, the Town reserves the right to extend the deadline for submission. Any and all supplemental instructions will be in the form of written addenda to the RFP and, if issued, will be sent with a signed receipt requested, no later than three (3) days prior to the date fixed for the opening of proposals (see Exhibit F). Failure of any Proposer to receive any addenda shall not relieve the Proposer from any obligations under the proposal as submitted. It will be the Proposers' responsibility to periodically check the Town of Sudbury website for updates/addenda to the RFP.

E. Request for interpretation

No oral interpretation of the meaning of RFP requirements, zoning regulations, or property conditions will be made. Every request for such interpretation shall be in writing

addressed to the Town of Sudbury, c/o Sudbury Town Manager, Flynn Building, 278 Old Sudbury Road, Sudbury, MA 01776 or at frankl@sudbury.ma.us and, to be given consideration, must be received seven (7) days prior to the date fixed for the opening of proposals. Failure of any Proposer to receive any interpretation shall not relieve the Applicant from any obligations under the proposal as submitted.

F. Conditions

Submission of a proposal in response to this RFP constitutes an agreement by the Proposer in any subsequent contract from the Town to be bound by and comply with all provisions of the entire RFP, including the following conditions, which shall survive the execution and acceptance of a management contract:

Please submit the following:

EXHIBIT A: DESCRIPTION OF INTENDED USE

A. Required: Description of intended use of the Site to include:

- Description of the activities to take place on the Site;
- Calendar of activities, include typical daily schedule(s) as applicable;
- Approximate number of participants and staff using the facility;
- List of buildings and areas required for activities;
- Proposed alterations and improvement plan for buildings and grounds;
- Plan for community use of and access to the buildings and grounds;
- Description of site preservation and conservation intent;
- Maintenance and custodial plan for buildings and grounds

B. Optional:

Additional information describing benefits available to the Town of Sudbury and its citizens as a result of the Applicant's tenancy.

EXHIBIT B: STATEMENT OF QUALIFICATIONS

All interested Applicants should submit a statement of qualifications to include:

A. Required: An Applicant Background Statement to include:

- Firm name;
- Addresses, e-mail addresses and telephone numbers of all firm offices;
- Structure of firm, e.g. sole proprietorship, partnership, corporation, nonprofit;
- Size of firm;
- Years firm has been in business;
- Financial information in the form of a current financial statement and Balance Sheet;

- Information about the experience of the Applicant;
- Names of principals in firm;
- Educational and experiential background of principals;
- Qualifications for operation of proposed use;
- List of other similar activities managed or operated by Applicant;
- Listing of any actions (within the last 10 years) taken by any regulatory agency involving the firm or its agents or employees with respect to any work performed;
- Listing of any litigation (within the last 10 years) involving the firm or its agents or employees with respect to any work performed;
- Name of persons who can be contacted as references. At least three (3) references must be provided;
- Demonstration of ability to obtain all appropriate casualty/liability insurance coverage applicable to the proposal;
- List of Board of Health contacts and list of town/organizations contractor has worked with;

B. Optional:

More detailed descriptions, such as photographs or project brochures of specific activities referenced as relevant experiences, may also be included.

EXHIBIT C: Certificate of Non-Collusion

The undersigned certifies under the pains and penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

Signature: _____

Print Name: _____

Organization: _____

Date: _____

EXHIBIT D: Tax Compliance Certification

Pursuant to M.G.L. ch. 62C, § 49A, the undersigned certifies under the pains and penalties of perjury that, to the best of their knowledge and belief, the Applicant, _____, is in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Signature: _____

Print Name: _____

Organization: _____

Date: _____

EXHIBIT E: Certificate by Corporate Authority to Sign Contract

At a duly authorized meeting of the Board of Directors of the

(Name of Corporation) held on
(Date)

at which all Directors were present or waived notice, it was voted that,

(Name) (Officer)

of this Company, be and hereby is authorized to execute contracts and bonds in the name and
behalf of said company, and affix its Corporate Seal thereto, and such execution of any such
Contract or obligation in this Company's name on its behalf by such
_____ under seal of this company, shall be valid and binding upon
(Officer)

this Company.

A TRUE COPY

ATTEST: _____
(Clerk)

PLACE OF BUSINESS _____

DATE OF THIS CONTRACT _____

I hereby certify that I am the _____ of the _____
_____ that _____ is the
duly elected _____ of said company, and that the above vote
has not been amended or rescinded and remains in full force and effect as of the date of this
Contract.

Name: _____

Corporate Seal: _____

EXHIBIT F: RFP Addenda Receipt Page

The undersigned acknowledges receipt of the following amendments to the RFP for the Sewataro Site, Sudbury, MA, dated _____, 20____.

(Give number and date of each):

Addendum No. 1 - Date 7/11/219

Addendum No. 2 - Date 7/18/19

Addendum No. 3A - Date 7/18/19

Addendum No. 3B - Date 7/18/19

Addendum No. 4 - Date 7/22/19

Addendum No. 5A - Date 7/24/19

Addendum No. 5B - Date 7/24/19

Addendum No. - Date

Addendum No. - Date

Addendum No. - Date

Failure to acknowledge receipt of all amendments may cause the submitted proposal to be considered non-responsive to the RFP, which will require rejection of the proposal.

Signature: _____

Title: _____

Print Name: _____

Organization: _____

EXHIBIT G: Camp Sewataro Price Proposal

The undersigned proposes to pay to the Town:

Monthly fee: _____

and

Percentage of net revenue monthly: _____

Net revenues shall be revenues minus operating expenses and approved capital expenditures.

The undersigned agrees that, if selected, s/he will within five days (Saturdays, Sundays and legal holidays excluded) after presentation thereof by the Town, execute a contract in accordance with the terms of this bid. The undersigned further certifies under the penalties of perjury that this bid has been made and submitted in good faith and without collusion or fraud with any other person. As used in this section the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.

Date _____

(Name of General Bidder) BY: _____

_____ (Printed Name and Title of Signatory)

_____ (Business Address)

_____ (City, State Zip)

_____ / _____ (Telephone) (FAX)

_____ (E-mail Address)

NOTE: If the bidder is a corporation, indicate state of incorporation under signature, and affix corporate seal; if a partnership, give full names and residential addresses of all partners; if an individual, give residential address if different from business address; and, if operating as a d/b/a give full legal identity. Attach additional pages as necessary.

This completed form shall be signed by an authorized representative of the proposer.

Price Proposal must be submitted in a separate, sealed envelope.

APPENDIX A: CURRENT SITE PLAN



APPENDIX B: LIST OF BUILDINGS

Size and Square Footage of Residences and Camp Buildings

- 1) Dwelling (#1 Winter Office) approx. 50' X 60' = 3000 sq. ft., one story
- 2) Garage/Workshop 50' X 50' = 2500 sq. ft.
- 3) Equipment shed, gravel floor, 25' X 95', = 2375 sq. ft.,
- 4) Lawn Mower shed, gravel floor, 10' X 50', = 500 sq. ft.
- 5) Long House shelter, wood floor, 50' X 80' = 4000 sq. ft.
- 6) Arts & Crafts building/shelter 60' X 24' and 33' X 40' = 2160 sq. ft. total
- 7) Dwelling (#2 Summer Office) two floors, 25' X 50, = 2500 sq. ft. total
- 8) Dwelling (#3 Split level) approx. 33' X 65' 1st fl and 33' X 33' 2nd fl. Total square footage = 3254 sq. ft.
- 9) Dwelling (#4 Ranch) approx 25' X 85'; 1 floor = 2125 sq. ft.
- 10) Dwelling (#6 Stable) 25' X 43'. two floors, = 1075 sq. ft. dwelling and 1075 sq. ft. stable.
- 11) Tennis shelter, concrete floor, 24' X 30' = 720 sq. ft.
- 12) Meeting Hall shelter, wood floor, 30' X 50' = 1500 sq. ft.
- 13) Parent Driver shelter, gravel floor, 24' X 30' = 720 sq. ft.
- 14) Tiki Depot shelter, gravel floor, 12' X 35' = 420 sq. ft.
- 15) Raccoons Nest shelter, gravel floor, 12' X 35' = 420 sq. ft.
- 16) Bear Cave shelter, gravel floor, 24' X 35' = 840 sq. ft.
- 17) Waterfront Terrace, gravel floor, 12' X 20', = 240 sq. ft.
- 18) Bathrooms @ Pools 13' X 17' = 221 sq. ft.
- 19) Bathrooms @ Meadows 15' X 17' = 255 sq. ft.
- 20) Pool Filter house 13' X 15' = 195 sq. ft.
- 21) Tree house 20' x 20' = 400 sq. ft.

22) Cabin 14' x 20' = 280 sq ft

23) Activity Storage shed 14' x 30' = 420 sq ft

24) Dwelling at 213 Haynes Rd. 30' x 40', two floors = 2400 sq. ft

MANAGEMENT OF CAMP SEWATARO RFP

ADDENDUM 1

July 11, 2019

Questions received regarding the RFP on July 11, 2019 and responses.

1) There is a statement that the responders should provide financial assistance to ten campers. Did the current camp do this? If not, who made the decision to put this into the RFP?

A: As far as we know, the current camp does not offer financial assistance. The RFP was drafted by the Town Manager and approved by the Board of Selectmen after being discussed in two public meetings.

2) The RFP implies that only companies that have been “in the business” for a number of years need apply. But what about a start-up that includes the current camp management? Is that ruled out?

A: The Town is hoping to contract with a qualified and experienced contractor. Based on the language, an experienced contractor would be deemed more qualified. An inexperienced contractor may be disqualified if they do not meet the minimum qualifications.

3) Public access to the camp grounds seems to be demanded, albeit at a level to be proposed. But there is no indication of how much degradation of the camp experience or revenues to the town would be acceptable as a result of such access. Moreover, no experience in providing public access is required. This is, to me, a significantly different skill set than running a camp.

A: Thanks for your feedback. At this point, we welcome any and all proposals and would evaluate the access available.

MANAGEMENT OF CAMP SEWATARO RFP

ADDENDUM 2

July 18, 2019

Questions received regarding the RFP on July 16, 2019 and responses.

Question 1

Q: Often times there is a Q & A session for bidders to attend, however from the addendum you sent over, it looks like this will be done via email. Should I pull together any questions I have and send them over to you? From there it looks like they would then be forwarded to any other interested bidders, correct?

A: Questions regarding the RFP will be shared with everyone, along with the responses. This refers to all questions submitted, whether via email, site visit (July 23), phone or in person.

Question 2

Q: The Town is proposing a 3-year contract, with two 5-year renewal terms, *exercisable at the Town's sole discretion*. Does this mean that if the Town elects to extend the initial term (or the first 5-year renewal term), the Contractor is required to also extend the term without any ability to elect to terminate that the contract at the end of each term?

A: The Contractor would be allowed to not accept a term extension.

Question 3

Q: Will the Town provide a copy of the Special Permit? It is our understanding that Special Permits granted by Boards of Appeal run with the land. Therefore, it would seem that when the Town acquires the Property, the Town, as property owner, will have the benefit of the Special Permit, and thus it will not be necessary for any applicant to obtain a new Special Permit. It would be helpful if the Town could elaborate on why it believes a new Special Permit is necessary and whether the town or the Contractor must be the party that holds the permit.

A: The modification clearly states that the permit is non-transferable and has no expiration, however, any change in use or in ownership will require review by the Zoning Board of Appeals. The operator will be required to go before the Zoning Board of Appeals. The Town will forward the special permits in a future addendum.

Question 4

Q: Appendix B to the RFP lists three dwellings (plus a stable in which it appears there is living space). Will the Town accept proposals for an applicant to rent out those dwellings for residential purposes, with certain revenue therefrom being paid to the Town?

A: No, the RFP does not allow for the applicant to rent out those dwellings.

Question 5

Q: The RFP references an Appendix depicting the Equipment that is available for use by the Contractor, however, no such Appendix is attached to the RFP. Please provide this Appendix.

A: Will be sent under separate cover, however, that list is subject to change and will be updated at the end of the 2019 camp season by the current operator.

Question 6

Q: With respect to providing scholarship assistance to the Town for 10 campers, will the Town be responsible for vetting the financial eligibility of the scholarship campers?

A: The Town is open to proposals that would include either the Town Social Worker vetting applications or the camp vetting applications.

Question 7

Q: Regarding intangible personal property, if the Town does not extend the initial 3-year term of the agreement and chooses to no longer operate a camp on the site under the "Sewataro" brand, will it transfer to the Contractor the intangible personal property? If so, for what consideration?

A: No, if the Town determined it was in its best interest to sell the intangible personal property, it would be required to do so under a separate procurement process.

Question 8

Q: It would be helpful if the Town could elaborate on the requirement that the Contractor have at least 5 years' experience providing camp management services "for public school districts, cities, towns or community education organizations". Is the intent of this question to require that the Contractor, for example, have 5 years' experience in managing municipal (i.e., town sponsored) recreation programs? This would be an unusual requirement for a camp operator, which typically operates camps for its own benefit and for the benefit of the campers and their families and would seem to disqualify most camp operators in Massachusetts operating camps similar to Camp Sewataro. This same question also applies to the portion of the RFP captioned "Experience-Summer Camps".

A: It is the Town's preference that the Contractor have five years' experience operating camps.

Question 9

Q: Exhibit G, the Camp Sewataro price proposal, asks the Contractor to state both a "monthly fee" and a "percentage of net revenue monthly" that the Town is to be paid. Net revenues are further defined as "revenues minus operating expenses and approved capital expenditures." Could the Town further define the term "operating expenses"? For instance, while staffing expenses are traditionally fully deductible as a business expense, would salary for the Contractor, additional Camp Directors, and/or a management fee paid the Contractor also be fairly included in this definition? It is important for the Evaluation Committee reviewing the proposals to be able to fairly compare the various responses to this RFP using a detailed

and commonly shared definition of those expenses that can appropriately be included as “operating expenses” and those that are really net profits which should be shared with the Town pursuant to the percentage offered.

A: Proposers should define clearly in their proposal what would be included in their operating expenses.

a

Adventure Challenge

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Climbing Wall			
Harnesses:			
Child (full body)	8	10	
Adult (grey & orange)	8	10	
Staff	4	7	
Helmets:			
BD (small)	5	9	
BD (large)	1	4	
Carabiners:			
Auto lock	17	10	
Quick links	6	6	
None-climbing (hold the bells)	6	6	
Belay Devices	6	6	
Bells	6	6	
Benches	2	2	
Blindfolds	3	4	
Clear bins	4	3	
Crates	3	3	
Gloves	15	15	
Manual w/ equipment logs	1	1	
Ropes	6	6- in high ropes bin	
Rugs	4	0	
Tape	1	0	
Thingy rope (green, purple, lime)	2	??	
Tie-up rope w/ biner (orange & black)	1	1	
Trash can	1	1	
Wipes	110 wipes per day x 39 days = 57 containers of 75 wipes	0	
Ropes Course			
Belay devices		7	
BD helmet (large)	2	3	
Black diamond helmet (small)	2	2	
CAMP helmet (large)	3	(blank)	
CAMP helmet (small)	2	0	

Carabiners		13	
Harness (gray)	7	0- all at climbing wall	
Harness (staff)	3	2	
Ladders:			
Extension	1	3-Meeting Hall	
Step	1	1-Meeting Hall	
Nitro Swing	1	1	
Rubber dots	16	0	
Slings w/ carabiners	5	(blank)	
Vertical Playpen ladder	1	1	
Large Plank		2- Meeting Hall	
Small Plank		1- Meeting Hall	
Zipline			
Auto lock carabiners	12	6	
Belay device	1	1	
BD helmet - small	2	4	
BD helmet - large	1	2	
camper harnesses	4	5	
Climbing rope	1	1	
Cones - red	4	8- Brian's Shed	
extension ladder	1	1-Pavillion	
full body harnesses	2	2	
Hula hoops	2	2- Brian's Shed	
Marmot helmet - small	0	(line drawn through)	
Nor climbing carabiner	1	? Lobster Claws	
Retrieval rope - white	1	1	
sling	2	2 (yellow)	
staff harnesses	2	3	
step ladder	1	1-Pavillion	
Tie up rope w/ biner (purple)	1	1	
zipline rope	1	1	
zipline trolley	1	1	

Comments:

Adventure Kingdom

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Yellow kids Gecko helmets	2	2	0
Harness (Grey Backpack)	3	6	0
Harness (colorful)	2	2	0
Adult- Grey/Orange			
Sanitizing wipes	1	1	New ones
Seat holder - silver pulley	1	1	0
Trolley seat w/ carabiner	1	1	0

Comments:

Archery

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Archery pins (COUNT & LET US KNOW WHAT COLORS YOU NEED)	800	0	800
Arm guards - small	22	21	5
Arm guards - med	20	25	
Arm guards - XL	18	6	
Arrows	60	66+	
Arrow quivers - PVC	12	11	1
Arrow rests - left	15	29	
Arrow rests - right	24	25	
Balloons (75/bag)	12 dozen round	0	12 doz
Balloon pump	2	2	
Basket with tolls & extra strings	1	1	
Benches	3	3	
Bow "nocker"	1		
Bows (large) 48	13		3
Bows (smaller) 46	10		
Bows (x-large) 54	9		
Bow strings - 54in	18	12	
Bow strings - 48in	15	2	
Bow strings - 46in	8	7	
Cones 24"	6	7	
Double side tape	2 rolls	0	1
Dust pan/brush	1	1	
Finger tabs	new	1	
Green canvas	1	1	
Masking tape green	1	1	
Nock beads	5	15	
Pair gloves & emergency procedures	1	1	
Plastic pitchers to hold arrows	1	1	
Plywood for water spigot	1	1	
Pliers for "nocks"	1	1	
Push pins	1 box	1	
Safety pins	1 box	1	1
Scissors	2	1	1
Sharpee	4	4	
Spray paint	2 cans	1	1
Supplies for games			

Target faces	20		
Target holders	5	6	
Targets	10	6	
Tarp (silver)	1	1	
Towels	1	0	
Blue/white weighted rope	1	1	

Comments:

Stakes for the tarp to remain in place on windy days, please!

Basketball Court (big)

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Air pump	2	2	New Pins
Basketballs (large)	32	41	10 (Sub out for no grip ones)
Basketballs (small)	12	17	10
Gloves - goalie	1	1	2
Goalie sticks	4	4	4
Mini hoop nets - red, white & blue	2	1	
Masks	2	2	2
Pole pads	1		
Rhino ball	6	4	4
Safety goggles	18	30	15-due to scratches
Street hockey balls	26	20	5
Street hockey nets	4	2	0
Street hockey pucks	22	22	8
Street hockey sticks - blue	11	11	1
Street hockey sticks - red	11	10	2

Comments:

- New Goalie Mask(s)
- New Goalie Glove(s)
- New Goalie Glasses
- Poly Spots
- Flag Football Flags/Football

Basketball Court (small)/Softball

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Baseballs	1 crate	1	0
Baseball bases	3	3	0
Baseball face mask	1	1	0
Baseball gloves	1 bucket	1	0
Baseball home plate	1	1	0
Baseball tees	2	1	0
Basketballs (big)	12	23	0
Basketballs (small)	12	11	0
Big plastic bats	5	7	0
Bowling pins	4	0	0
Broom & dustpan	1	0	1
Dolly	1	1	0
Dots	15	12	0
Emergency procedures/gloves	1	1	0
Flat bats	2		
Hockey ball	22	14	8
Hockey masks	2	0	0
Hockey pucks	1 crate	1	0
Hockey sticks (goalie)	2	2	0
Hockey sticks (red)	10	13	0
Hockey sticks (yellow)	10	12	0
Metal bats	4	2	0
Plastic cones	15	21	0
Pole pads	2	2	0
Rubber kickball	1	4	0
Softball helmets	1 bucket	1	0
Softballs	1 crate	1	0
Whiffleballs	1 crate	1	0
Safety goggles	20	20	0

Comments:

Boating

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
adult type III PFD		13	
air horns	1	1	
anchors		0	
assorted balls		4	
boating pins (COUNT & LET US KNOW WHAT COLORS YOU NEED)			
Boating posters	1 (rules)	1	
broom & dust pan	1	1	
bucket	6	6	
buoys	5	4	
canoe paddles - counselor	3	4	
canoe paddles (large)	4	4	
canoe paddles (med)	2	2	
canoe paddles (small)	24	24	
canoes	10	10	
clip boards		1	
duct tape		0	
first aid kit	1	1	
fishing net (large)		0	1
fishing nets (small)		0	1
instruction books			
kayak paddles - wooden (large)	0	1	
kayak paddles (med)	20	17	
kayaks	18	21	
markers		2	
megaphone	1 (store in office in off season)	1	
noodles		1	
noodle coupling		?	
paddleboards	12	11	
paddleboard paddles	12	3	So Many!!
paddleboard straps/rudders			
PFD's (large) (adult - universal)		23- orange	
PFD's (medium)		13- yellow	
PFD's (small)		9- red	15
PFD's (universal youth)		19- orange	
poncho		? N/A	

rope		On boats	
scissors		1	
sponge balls		0	
tennis balls			

Comments:

Campcraft

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
3 ft dowels	15	7	8
5 gallon water jugs	2	2	0
16-sided die	1	1	0
Animal track molds	15	0	15
Black rods	130	120	10
Box cutters	6	4	2
Bungee cords	10	4	6
Butterfly nets	5	1	4
Camp chairs	3	0	3
Camp towels	2	1	1
Clipboard	15	15	0
Clothes pins (wooden)	1 bag	1 bag	0
Compasses	45	36	9
Cooking grates	2	2	0
Dry erase boards	3	3	0
Dry erase markers	2	2	0
Fire pits	5	5	0
Fire starters	30	0	30
Flint	22	16	6
Fly	1	0	1
Frisbee	2	2	0
GPS	5	5	0
Hoe	1	1	0
Knot tying guides	30	29	1
Matches	3 boxes	0	3 boxes
Nylon rope pieces	35	19	16
Octagonal sticks w/ holes and pin	45	46	0
Paper	1 roll	0	1 roll
Parchment paper	2 rolls	0	2 rolls
Pencils	1 box	0	1 box
Rake	1	1	0
Scissors	2	2	0
Screen houses	3	0	3
Short spade shovel	1	0	1
Shovel	1	1	0
Spools of yarn	7	2	5
Squirt bottles	2	1	0
Stakes	1 bag	1 bag	0
Steel	7	15	0
Tug of war rope	1	1	0

Comments:

Campcraft needs about 6 more flint and steel sets for 2019.

New fire starters needed for 2019.

New lighters/fire starters needed.

Cooking

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Aluminum foil	1 XL	1 XL	1 XL
Bag cup	4	?	?
Baking Racks	2	2	0
Baking Trays	3	2	0
Basket	1	?	?
Batter mixer	2	2	0
Blender & base	1	1	0
Can opener	1	0	2
Colander	1	1	0
Cook top	1	1	0
Cook top cleaner	1 bottle	0	1 bottle
Cornstarch	4	0	0
Cupcake pan	2	3	0
Cutting board	1	17	0
Dish soap	1 XL bottle	1	1
Drying rack	1	1	0
Food processor	1	1	0
Fridge	1	1	1
Glass jars	72	19	0
Grater - large	3	3	0
Grater - small	2	2	0
Hand sanitizer	?	4 XL	0
Hand soap	?	0	3 XL
Ice cube tray	30	28	0
Ketchup & mustard containers	6	4	0
Knives	8	22	0
Ladles	8	5	0
Large trash can	1	1	0
Measuring cups	5	2	0
Measuring spoons	7	2 sets	0
Mixing bowls	8	8	0
Napkins	3 packages	12 packages	0
Pam spray	4 bottles	1	0
Paper bowls	2 packages	0	1 package
Paper lunch bags	2 cases	0	0
Paper plates	1 package	2 packages	3 packages
Paper towels	?	0	4 rolls
Peeler	1	3	0
Pepper	2	1 container	0
Plastic baggies	2 cases	1 case	0

Plastic cutlery	1 XL box	0	1 XL of each
Popsicle sticks	100	100	0
Portion cups		1000	0
Pot holders	2 - 4	7	0
Pots & lids	4/4	5/4	0
Rubbermaid Food Storage (2 QT)	3	4	0
Salt	2	0	3
Sauce pan	1	1	
Scale	1	0 ?	1
Scissors	1 pair	1	0
Scoop spoons	8	9	0
Skewers (mini)	200	200	0
Skillets	2	3	0
Spatula	5	10	0
Spiralizers	3	2	0
Splitter outlet	1	1	0
Sponge	3	1	4
Spray bottles	2	2	0
Stove	1	1	0
Sushi rollers	5	4	0
Table - large	2	2	0
Table - small	shed	?	?
Tasting cups (4oz)	1000	1000	0
Tasting spoons (mini)	2000	2000	0
Toaster oven	1	1	0
Tongs	8	10	0
Toothpicks	4 boxes	3 boxes	0
Wax paper	1 XL box	4 boxes	0
Whisk	1	0	1
XL slicer	1	?	?
Zester	1	0	1

Comments:

Creative Arts

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Boomwackers	1 set	1	0
Bubble wrap	?	0	0
Cardboard	assorted	0	0
Charades game box	2	2	0
Construction paper	1 box	600 sheets	500 sheets (1 block)
Dry erase board w/ stand	1	1	0
Duck tape	8 rolls assorted	25 rolls assorted	8 rolls assorted
Elmer's Glue (7.625 oz bottles)	10	½ gallon	1 gallon
Fabric scraps	1 box assorted	1 box assorted	0
Foam brushes	20	0	0
Glitter	12 jars assorted	0	12 jars assorted
Googly eyes	1 box	1 box	0
Group loop board	1	1	
Hot plates	2 for Crafts	0	0
Markers	10 boxes assorted	1 box 256 colors	1 box assorted
Masking tape	2	1	1
Octaband	1	1	0
Packing Tape	10 rolls	8 rolls	8 rolls
Paper (large roll)	1	¼ brown	1
Paper plates (9")	200	50	0
Picnic blanket	1	0	0
Pipe cleaners	50 assorted	assorted	0
Pom Poms	1 box	1 box	0
Ribbon	3 rolls	3 rolls	3 rolls
Scissors (kids)	10	16	0
Smocks	18	18	0
Telegruv game	1	1	0
Tempura paint (32 oz bottles)	12	11 half-empty	
Tissue paper	1000 sheets assorted	200 sheets	~800 sheets
Toobees Game	1	1	0
Watercolor paint	8 bottles asst colors	0	0
Paper Plates 6"		500	
Clipboards		19	
Mixed Oil Pastels		1 box	
Chalk Pastels		2 boxes	
Assorted Papers Decorative			
Kleenex		4 boxes	
Paper Towels		2 packs	

Watercolor Paper		2 packs	
Laminating Paper		15 sheets	

Comments:

? need laminator

Dance

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Construction paper	10 packs	1	9
Crayons	1 pack	1	0
Dance cards	1	0	1
Dance ribbons (regular)	8	*	
Dance ribbons (small)	3	*	
Duct tape	1	1/2	1
Fabric	3		
Glue	10	3	7
Hula hoops - large	3	3	0
Nature books	7	8	0
Paper plates	1 pack	1	0
Plastic cups	4 bags	1 bag	3 bags
Poly spots	20	20	0
Scarves	20		
Index Cards			
Paint			
Paint Brushes			
Nature Bug Catchers			
Scarves/Ribbon "Silks"		1 bag	

Comments:

Drama

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Bench	3	3	
Cart (white)	1	1	
Costume bin	1	1	
Drama binders	2	2	
Dry erase markers	2	Couldn't find	
Erasers	3	3	
Floor dividers	5	5	
Gymnastics mat	4	4	
Hat Scenes (yellow helmet)	1	1	
Large fan	3	4	
Microphone	2	3	
Microphone stand	1	1	
Prop box	1	1	
Puppet theater	1	1	
Push broom	1	1	
Puppets	1	1	
Sound board	1	1	
Stool	1	2	
Whiteboards	9	9	
Wood box (red)	3	3	

Comments:

I don't use the puppets at all.

The props/costumes are good for rainy day skits.

The whiteboards/ related supplies are in with extended day stuff.

Extended Day Inventory

Longhouse			
EQUIPMENT	Quantity in August 2017	Quantity in August 2018	Order for next year?
Box of Lego's	2	2	0
Box of K'nex	1	1	0
Chapter books	24	24	0
Picture books	46	46	0
Coloring books	1	1	1 + printer paper
Mad Libs	2	2	0
Bingo Boards	420	420	0
Whiteboards		11	0
Assorted board games	9	9	0
Spools of yarn	9	9	0
Rolls of gimp	6	6	4
Bin of markers	1	1	1
Crayons	1	1	0
Card Games	5	5	0
Rhino Ball	1	1	1
Pretend cookware set	1	1	0
Pretend food set	1	1	0
Race car set	1	1	0
Barbies	0	4	0

Comments:

We have an absurd number of pencils if anyone needs some.

We also have a matching game now.

Can we order some kinetic sand/ floam/ orbeez for next summer?

Fishing

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
5 gallon plastic buckets	3	3	0
broom & dust pan	1	1	
end table	1	1	
fish nets	1	1	
fishing pins (COUNT & LET US KNOW WHAT COLORS YOU NEED) Red		0 left	
folding table	1	1	
hooks	400	500	
metal "A" pails	2	0	0
minnow buckets	2	2	0
pair gloves & emergency procedures	1	1	
reels	60	65	5
rods	70	62	10
small worm cooler	1	1	
spare parts	1	1	
split shot	1	1	
swivels	1	1	
tools & lubricant spray	1	1	
Polyspots		38	

Comments:

Gardening

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Clipboards	12	1	0
Composter (small)	1	1	0
Blue Jay game box	1 box of items	?	?
Egg crates (plastic)	5	5	0
Hand shovel	15	11	0
Ice cube trays	3	3	0
Lakeshore scissors	22	20	0
Lime	1 bucket	1 bucket	0
Magnifying glasses	24	22	0
Pie tins (mini)	50	50	0
Plastic bin w/ markers and yarn	1	0	0
Plastic containers, caddy & marker holder	4	3	0
Plastic test tubes	13	13	0
Popsicle sticks	1 box	1 box	0
Potting pots - round	15	15	0
Potting pots - small	75	75	0
Potting pots - XL	5	4	0
Rake (hand)	12	11	0
Rake - large	1	1	0
Rulers	12	8	0
Shovel	4	9	0
Soil	2 bags	1 bag	1 bag
Spray bottles	10	7	0
Watering cans	11	3	0
Weed pullers	1	1	0
Wooden frame w/ wire	1	1	0

Comments:

Golf

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
4 Wood Drivers			
Right (white)	6	3	
Right (white/yellow)	1	1	
Left (green/white)	1	1	
5 Wood Drivers			
Right (no tape)	8	8	
Right (orange)	7	8	
Right (white)	4	3	
Right (red/white)	8	3	
Left (green)	2	2	
Left (orange/green)	2	2	
Left (red/green/white)	1	1	
7 Wood Drivers			
Right (yellow)	3	3	
Right (red/white)	1	5	
Putters			
32.5" (no tape)	6	6	
28.5" (orange)	6	6	
26.5"	6		
Wedges			
Long Right (no tape)	6	5	
Long Left (green)	2	2	
Short Right (orange)	6	6	
Short Left (orange/green)	2	2	
7 Iron Right			
29" (no tape)	6	6	
27" (orange)	6	6	
7 Iron Left			
30" (green)	2	2	
28" (green/orange)	2	2	
6 Iron Left			
33" (green)	2	2	
31" (green/yellow)	2	2	
5 Iron Right			
33" (no tape)	2	2	
31" (yellow)	2	2	
29" (white)	4	4	
27" (orange)	4	4	
5 Iron Left			
29" (green/white)	1	1	

27" (green/orange)	1	1	
Balls:			
Red	11	11	
Blue	14	14	
Orange	9	9	
Yellow	18	16	
Green	54	54	
Purple	59	59	
Driving Range	194	112	
Minnie Putt			
G - hill/hole	1	1	
Gr - Lg disc	1	1	
G - loop	1	1	
G - Swirl up	1	1	
G - U-turn hill	1	1	
PVC Lg curve 4'	1	1	
PVC straight 2'	1	1	
Y - 1/4 turn	2	2	
Y - hill/tunnel	1	1	
Y - Lg. Disc	1	1	
Y - Sm. Disc	4	4	
Ball basket	12	12	
Cones	13	9	
Flags	12	11	
Flag bases	20	19	
Hole covers	4	3	
Hula hoops	11	11	
Noodles - Large	10	8	
Noodles - Small	9	6	
Red Spots	6	5	
SNAG	1		
Balls			
Yellow	30	20	
Orange	30	25	
Blue	32	19	
Purple	30	22	
Red	70	23	
Green	30	16	
Clubs - Wedge			
Long (red)	12	12	
Medium (blue)	12	12	
Short (green)	12	12	
Left			
Long (red)	8	8	
Medium (blue)	8	8	

Short (green)			
Putters			
Long (red)	8		
Medium (blue)	8		
Short (green)	8		
Tee pads	13		
Tees	12		
Whisk brooms			
Whistle replacements	4		
Flagsticky	4		
Flags for flagsticky	4		
Velcro suit			
Pants	1		
Coat	1		
Helmet	1		
Target boards	4		
Target (large, round)	1		
Equipment carry bags	2		

Comments:

Last page incomplete.

Meadows

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Air pump	1	1	
Air pump needles	1	1	
Balls - beach	3	2	
Bucket - rubbermaid	3	3	
Cones (large)	5	5	
Cones (medium and small)	10	10	
Dust pan/brush	1	1	
Emergency procedures/gloves	1	1	
Flat bats	3	3	
Goals (pop up)	4	4	
Hula hoops	18	18	
Misc. Rubber balls	3	2	1
Nerf balls (small)	2 blue?	2	
Nerf bats	3 blue?	4	
Parachute in clothing bag	1	2	
Pillow polo sticks - blue	10	11	
Pillow polo sticks - yellow	10	10	
Rhino "softi" balls	20	26	
Rubber kickball (small)	1	13	
Soccer balls	20	30	
Soft red balls	4	0	4
Tee ball stand	3	4	
Thin 1" bases	18	11	7
Volleyballs	2	2	
Whiffle ball bats	7	7	
Whiffle balls in plastic bucket	20	21	
Puffy bases	4	4	
Rubber spots	10	10	

Comments:

Music Studio

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Instruments			
Yamaha electric drum kit with behringer headphones	1	1	
Fender Jaquar bass	1	1	
Breedlove Acoustic guitar (Closing Exercises)	1	1	
Schecter Electric guitar	1	1	
Yamaha Acoustic guitar	1	1	
Seagull Acoustic guitar	1	1	
Fender Acoustic-Electric Guitar	1	1	
AxiomPro Keyboard with stand (connected to MacBook via USB	1	1	
Hand Drums	10	10	
Maracas	8	8	
Raven guitar amp with Fender head	1	1	
Marshall guitar amp with head	1		
Fender Acoustasonic amp	2	2	
Standing Tom drums with stand	1 set	1 set	
Guitar case	5	5	
Guitar stand	3	3	
Cables & Connectors			
XLR cable	1 bin	1 bin	
XLR connector	1 bin	1 bin	
1/4" Cable	1 bin	1 bin	
1/4" connector	1 bin	1 bin	
RCA cable	1 bin	1 bin	
RCA connector	1 bin	1 bin	
1/8" cable	1 bin	1 bin	
1/8" connector	1 bin	1 bin	
Universal Power Cord	1 bin	1 bin	
Power strip	1 bin	1 bin	
Speakon cable	1 bin	1 bin	

Speakon connector	1 bin	1 bin	
Y-shaped cable	1 bin	1 bin	
Y-shaped connector	1 bin	1 bin	
Extension cord - small	2	2	
Extension cord - large, orange	3	3	
Extension cord on spool - orange	2	2	
Extension cord on spool - grey	3	3	
Closet			
Grassy Bowl Basics box	1	1	
OnStage Mic Stands	10	10	
OnStage Speaker Stands	8	8	
Mackie PA speakers	6	6	
Behringer PA speakers	2	2	
Fender PA speakers	4	4	
Fender PA console	1	1	
Misc. guitar accessories	1 bin	1 bin	
Behringer 8-channel mixer	1	1	
Mackie 14-channel mixer	1	1	
Behringer 16-channel mixer		1	
Mic holders	1 bin	1 bin	
Microphones			
AKG Perception 120	1	1	
Shure PG57	1	1	
Shure PG58	2	2	
Shure SM58	2	2	
Fender P51	3	3	
CAD C195	2	2	
Shure Wireless Mic System (SM58, headset mic and receiver)	1	1	
Shure Wireless Headset Mic system	2	2	
Behringer Ultralink Wireless system	1	1	
2GB Tascam DR-05	2	2	

Recorder			
4GB Tascam DR-05 Recorder	2	2	
Ditto Looper X2 Pedal (with power supply)	1		
Bass drum pedal	1		
Clipboards and pencils	1 bin	0	need
MXR Fullbore Metal pedal	1	1	
MXR Micro Amp pedal	1	1	
Vestax Amplifier	1	1	
Drumsticks	1 box	1 box	
Technics speaker (connected to amp via 1/4")	2	2	
JBL speaker	2	2	
M-Audio ProFire Interface (connected to MacBook via Firewire) (to amp via 1/4")	1	1	
Vestax amp (connected to Macbook via headphone out)	1	1	
Powerplay Pro-8 Headphone Distribution amp with 8 1/8" cords plugged in	1	1	
Other			
Headphone rack	1	1	
Headphones	17 pairs	17 pairs	
Boss Loop Station with power supply	1	1	
Desk Area			
iMac w/ charger	1	1	
iLok USB key for ProTools	1	1	
M-Audio Midisport 4x4 MIDI interface	1	1	
Glyph Studio Hard Drive	1	1	
Genelec Speakers	2	2	
Focusrite Scarlett 6i6 Audio Interface	1	1	
AVID and Mac computer keyboards	1 of each	1 of each	

SIIG USB hub	1	1	
--------------	---	---	--

Comments: Need 20 guitar pics

Nature

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Animal tracks	1 set	1 set	
Bird Books	2	2	
Birdhouses			
Birds Nest	1	2	
Birdseed	1 bag	1 bag	
Blindfolds	20	20	
Bungee cord			
Construction paper	1 package	0	1 package
Coyote skull	1	1	
Crayons	1 bin	1 bin	
Critter holders			
Dry erase markers			
Eggs			
Feather collection	1	1	
Feathers (decorative)			
Fishercat	1	1	
Fox	1	1	
Giant pine cones		4	
Hornets nest	1	1	
Hummingbird feeder	1	1	
Kinetic sand	1	1	
Ladder	1	1	
Life Cycle of a Chicken	1	1	
Magnifying glasses	20	20	
Measuring tape			
Microscopes	12	12	
Microscope kit	11	11	
Mirrors	27	27	
National Geographic magazines			
Nature Books			
Nature Items (skull, bones, etc..)			
Nets	20	14	10
Oak collection	1	1	
Owl pellet bag and handouts	1	1	
Paper cups	1 sleeve	0	1 sleeve
Paper plates	1 package	1 package	
Petri dishes	30	30	
Pine cones (large)			

Pine life cycle	1	1	
Plastic Bins	10	10	
Plastic gloves	1 box	1 box	
Poison ivy display	1	1	
Pyramid of Life game	1	1	
Raccoon skull	1	1	
Scat set	1	1	
Scavenger hunts			
Scissors	20	20	
Squirrel skull	1	1	
Straws	1 package	1 package	
Tape Rolls	2	2	
Test tubes	1 set	1 set	
Tree-mendous cards/disks			
White paper	1 package	0	1 package
Wooden trays	3	3	

Comments: Nets that are sturdy. Many broke from constant use over the summer.

Paintball

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
GUN EQUIPMENT:			
Co2 Tanks			
New	20	11 full	12
Empty		2 (1 is no longer refillable)	
Used		4	
Co2 Tank rings	40	25	25 (5 packs of 5)
Crate w/Gun paintball hoppers	11 hoppers	10 hoppers No crate	
Gun Tool Box - Yellow/Green Boxes (Hex tools, gun oil, lube)	1	1	1
Guns	11	10	
Other Gun Supply Box	1	1	0
PAINTBALL SUPPLIES:			
Paintballs - cateye (green) (bag = 500)	1 bag	1 3500 (7 bags of 500)	5 cases
plastic paintball container	1	1	0
RANGE SUPPLIES:			
1 gallon bucket - sm grey	1	1	1
12oz empty water bottles - new	12	6	6
3in scrapper	1	1	0
Cowbells w/carbiners	6	6	0
glass cleaner	1	1	0
JT SplatMaster Marksman Target	6	6	0
mats	12	10	0
paper towel rolls	2	½ roll	2 rolls
plastic dish - deep	1	1	0
plastic safety glasses container	11	1	
safety goggles	18	6	12
target bands (2 per board)	6	6	6
Target boards	6	6	0
Target paper (20 kid x 6 periods x 39 days = 5000)	1 box	½ box	1 box

Comments:

Does Mark want to get together and do an "O" ring overhaul on all the guns? I'd be willing to help (the guns haven't been) thoroughly cleaned and I don't know what (if anything) is done each year.

For CO2, do we want 12 more tanks?

Raccoon's Nest

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Brown paper bags	an assortment	an assortment	0
chapter books	an assortment	an assortment	0
cones small	20	0	20
crayons	1 box	1 box	0
dustpan	1	1	0
emergency procedures/gloves	1	1	0
flag	1	1	0
game books	an assortment	an assortment	0
hand brush	1	1	0
k-2 books	an assortment	an assortment	0
lego	3 containers	2 **	1
markers/sharpies	1 box	0	1 box
Paper towels	1 roll	0	1 roll
picture books	an assortment	an assortment	0
scissors	1	2	0
stapler	1	1	0
tribe/tent signs	35	37	0
trivia games	an assortment	an assortment	0
White plastic bags	1 box	1/4 box	1 box

Comments:

** 3 containers of legos with pine needles and other pieces of earth.

Legos- too many small pieces. Only Lego bricks would be helpful.

- + Nicole's Idea Box
- + 4 rubber cords

Sandbox

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Boat	1	1	0
Hand scoop shovels	18	$8 + 3 = 11$	7
Lg buckets	50	$29 + 14 = 43$	7
Lg hoes	1	1	0
Lg rakes	6	$1 + 3 = 4$	2
Lg shovels	8	$1 + 5 = 6$	2
Lg sifter	1	1	0
Lg trucks	10	$5 + 3 = 8$	2
Med buckets	38	$16 + 9 = 25$	13
Molds	10	$5 + 4 = 9$	1
Regular shovels	62	$28 + 26 = 54$	8
Sifters (sm w/ handle)	4	$2 + 3 = 5$	0
Sm castle buckets	18	$8 + 0 = 8$	10
Sm hoes	4	2	2
Sm rakes	10	$6 + 3 = 9$	1
Sm trucks	5	$3 + 0 = 3$	2
Spade	1	1	0
XL shovels	6	1	5

Comments:

In quantity column: the first # listed is in the first sandbox. The second # after the plus sign is in the second sandbox. For example, there are 8 hand scoop shovels in sanbox one and 3 in sandbox two (11 total).

3 buckets were broken and brought to the shed along with one hoe.

Soccer (Lower)/Lacrosse

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
ball pump w/ air gauge	1	1	
cones (plastic)	10	14 big; 20 small dome	
dust broom & pan	1	1	
emergency procedures/gloves	1	1	
Hula hoops	10	0	
Football		1	
lacrosse balls	45	22	
Lacrosse goalie stick		1	1
lacrosse goal with nets	2	2	
lacrosse stick bags	2	0	2
lacrosse sticks (blue)	12	12	
lacrosse sticks (red)	12	10	
milk crate for balls	1	1	
plastic cones	50	49	
Poly spots	10	16	
Pool noodles	2	0	
pop up goals	4	5	4 (need new)
pump needles	5	14	
soccer balls (size 5)	2	5	
soccer balls (size 4)	8	15	
soccer balls (size 3)	2	10	
soccer goal with net	2	2	
sticks with net	2	1	

Comments:

Need lacrosse goalie stick (there's only 1).

Need band aid in soccer crates.

Another gymnic yellow bouncy ball would be helpful.

Goalie gloves?

Soccer (Upper)/Disc Golf

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Disc Golf Discs			
Drivers	20		
Putters	20		
Frisbees		3	
Kickball	1	1	
Poly spots	10	10	
Pugg goals	4	5 and 1 small	4 (need new)
Rubber ball - orange	1	1	
Rubber ball - yellow	1	1	1
Soccer balls			
* size 3	8	See previous page for totals	
* size 4	10	See previous page for totals	
* size 5	4	See previous page for totals	
Start line	1	1	
Kickball		1	

Comments:

4 pugg goals thrown out.

Tennis

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
balls - green	100	60 + extra bag	0
balls - regular tennis	100	50	0
balls - red	60	67	0
Balls - Orange	100	77	20-25 more
Bean bags	20	20	0
Bill's racquet	3	3	0
buckets	3	8	0
Caution tape	2 rolls	1 roll	0
cones	50		
dustpan/brush	1	1	0
emergency procedures/gloves	1	1	0
grip tape	4	2	2 and 1 black tape
large push broom	1	1	0
milk crates	5	5	0
net crank	1	2	0
pins (BRING TO THE OFFICE)		4 bags	Brought to office
Racquet - Red Ball	12	13	0
Racquet - Orange Ball	12	14	0
Racquet - Green Ball	20	18	0
Sharpie	1	1	0
squeegees	2	1	0
tape for net	1	1	0
Tennis net - big	2	2	0
Tennis net - red	4	4	New netting
Tennis net - yellow	2	2	0
red rectangular court spots	50	50	0
red corners	9	12	0
hornet spray	1	0	Mark has it
scissors	1	1	0

Comments:

Can someone regrip rackets? I'm not great at it. J.P.

Variety

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Drums (toca)	7	17	
Band in a box - shakers, bells, tone sticks	3 boxes	4 boxes	
Bean Bags	56	56	
boom box w/CD player/cassette player	1	Does not work very well	
CD (John Fitz)	1	Scratched	
Cymbals	6	6	
Deskbells	3 sets	3	
Drums (w/ handles)	6	6	
Egg shaker	1	6	
Electric piano	1	1	
extension cord	1	1	
Hula hoops	1	6	
microphone	1	1	
Palm pipes	24	24	
paper clips	1200	1200	
Piano stand	1	1	
Piano stool	1	1	
pots and pans	5	5	
rhythm sticks	80	80	
Rhino balls	8	15	
scissors	10	9	
song book	1	1	
Tambourines	8	9	
Triangles	8	9	
Twister Game	3	3	
Water jugs		7	
Buckets		6	
Orange Extension Cord		1	

Comments:

- It would be really cool if the speakers worked.
- Mosquitoes were bad in the Meeting Hall.

Volleyball

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
12" cones	4	1	3
18" cones	4	4	
air pump	1	1	
air pump needles	3	0	3
broom	1	1	
dustpan	1		
emergency procedures/gloves	1	0	1 (threw out old one)
garden hose	1	1	
giant nylites (large)	2	0	2
hammer	1	1	
laundry basket	1	0	1 ?
lawn sprinkler	1	1	
metal stakes (spare)	2 sets	2 sets	
pillow polo balls	3		
pillow polo sticks (blue)	12	10	
pillow polo sticks (yellow)	12	11	1
plastic stake (yellow)	4	1	3
soft v (red, white,blue)	2	3	
Volleyball (tie dye)	1	4	
volleyball (yellow)	6	4	2
volleyballs (purple/pink)	1	0	
volleyballs (red/white/blue)		6	
Beachballs		4	
Giant ball		1	
Rhino balls		2	
Nerf football		1	
Wiffle ball		1	

Comments:



TOWN OF SUDBURY

Board of Appeals

Sudbury, Mass.

MINUTES OF PUBLIC HEARING
SUDBURY BOARD OF APPEALS
Tuesday - June 14, 1960

The Board consisted of:

Arthur L. Singer, Jr., Chairman
Stephen M. W. Gray
Walter R. Hickler - by Stuart C. Herrick, Alternate
Milton F. Marsh
Edward E. Kreitsek, Clerk

Notice was published in the Sudbury Enterprise on May 19 and 26, 1960; posted and mailed, and read at the hearing.

Mrs. Gloria Walsh appeared to request permission to operate a summer camp for children between the ages of 7 and 14 on the property of Franklin Secatore, off Haynes Road.

Mr. Singer asked how many children would be expected to attend. Mrs. Walsh stated that with the existing facilities, the Board of Health recommended 15 children, although some day she would like to extend the facilities further. Mr. Singer then asked what use is made of the premises at the present time. Mrs. Walsh said the premises were being used by her family.

Mr. Singer asked if Mrs. Walsh would plan to hire an assistant. Mrs. Walsh said that a counselor for every 8 children is recommended. Mr. Singer observed that presumably Mrs. Walsh would plan, then, for one assistant to care for the children over the number of 8. Mrs. Walsh said this was true.

Mr. Singer asked Mrs. Walsh if transportation of the children would be handled by the parents. Mrs. Walsh replied that she had not gone into that yet. Mr. Singer also asked if she planned to have a sign. Mrs. Walsh stated that she imagined so, to direct people to the camp.

Mr. Singer asked when Mrs. Walsh might plan to open the camp if she received permission from the Board. Mrs. Walsh said she considered it to be too late now to get good help, and stated that it might be better to start planning it next February, and also, she plans to join the New England Camping Association to get some training. She added that she has taken a number of kindergarten training courses.

Mr. Singer asked if Mrs. Walsh would plan to use the present driveway for the camp and put the sign on Haynes Road, to which Mrs. Walsh stated she would.

16009



TOWN OF SUDBURY

Board of Appeals

Sudbury, Mass.

Mr. Herrick asked if it is proposed to be a day camp or a resident camp. Mrs. Walsh answered that at present a day camp is proposed, but she would hope some day to have a resident camp.

Mr. Marsh asked how many homes there were on the property, to which Mrs. Walsh replied, 4 houses and 1 stable. Mr. Marsh then asked what facilities there were for a camp. Mrs. Walsh said there was a room in the stable with a kitchen, ponds and woods. Mrs. Walsh also said that she lives in one house, members of her family live in the other houses, and her father owns the property.

Mr. Marsh asked the proposed hours of operation. Mrs. Walsh stated, for a day camp, 9 A.M. to 3 P.M.

Mr. Kreitsek read a letter addressed to Mrs. Walsh from the Board of Health, containing a favorable report of the facilities and water supply (both drinking and for bathing).

Mr. Kreitsek asked how much land was available for the camp. Mrs. Walsh stated that about 20 to 25 acres are being used presently by the members of the family, leaving a balance of about 100 acres, mostly wooded.

Mr. Kreitsek observed that the Board should have a more definitive application (one that would be more specific); that is, whether the Board should consider a resident camp, or if it should limit consideration to a day camp for 15 children. If the request provided for a resident camp, then such facilities should be described.

Mr. Singer asked if Mrs. Walsh could foresee a resident camp. If so, there were many considerations. If she now wished to set up a day camp for 15 children, for next summer, the Board could consider it on that basis, and in the future, if Mrs. Walsh wished to extend the operation, she could come back and the Board could consider it then. Mrs. Walsh replied that if this is the best way to do it, she was perfectly agreeable..

Truman Jackson, Chairman of the Planning Board, stated there would be no report from his Board, but as an interested person, asked if there would be any problem in having a co-educational camp for the age group of 7 to 14. Mrs. Walsh stated she thought she could handle a co-educational camp of this age group satisfactorily with two assistants.

Phillip Johnson, abutter and builder, wished to establish the entrance to the property, as he did not want to have a sign across from his subdivision of \$25,000 to \$35,000 houses, as his road runs to the edge of the Secatore land, and if Mr. Secatore should subdivide his land, the road would run right through.



TOWN OF SUDBURY

Board of Appeals

Sudbury, Mass.

Dudley Hall, abutter, objected on the grounds that the area of activity did not appear to be confined, and how would it affect his frontage.

Richard Duggan, abutter on the corner of Old Coach and Ledge Roads, asked if Mrs. Walsh started a resident camp, would she plan to locate it to the south of the stable and ponds. Mrs. Walsh stated that she could not yet say for sure. Mr. Duggan said that the 5 property owners present were concerned with what might happen in 5 or 10 years. This camp for 15 children now was no problem, it was a question of what it might lead to.

An abutter stated that, as spokesman for the group, it was their opinion that if Mrs. Walsh were permitted to begin an operation of this type, they would, in time, possibly be awakened early in the morning by bugle calls.

Mr. Singer stated that the Board was considering a day camp for 15 children, and in the future, would similarly consider any request that was made. Taking a poll, Mr. Singer established the following opinions of abutters: Opposed; Mr. Philip Johnson, Mr. McMann, Mr. Gogan; not particularly opposed to present request, but opposed and apprehensive about future development of the camp, Mr. Duggan and Mr. Hall; not in opposition to the present 15 pupil day camp, the other Mr. Hall.

Mr. Kreitsek established that of the 5 abutters, one had no children, and the other 4 had 8 children among them. Mr. Kreitsek asked Mr. Johnson how many houses were planned for the area. Mr. Johnson stated 50 houses were planned.

Mr. Kreitsek stated that any extension or increase in operation beyond the limitations imposed in a variance granted by the Board would require a new public hearing. The Board could modify or curtail the variance immediately if it were shown to be a nuisance, but could not increase or extend the variance without a public hearing.

Mr. Jackson remarked that this is not a question of rezoning. The Town By-laws allow the Board of Appeals the right to grant a permit with specific limitations, and in this case, the Board is not concerned with a permit for a future possible resident camp, but with a present request for a day camp for 15 children.



TOWN OF SUDBURY

Board of Appeals

Sudbury, Mass.

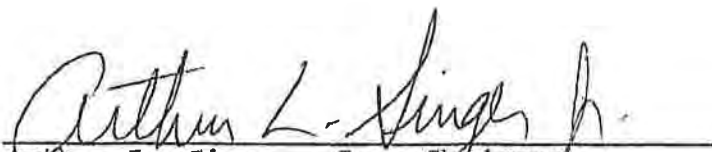
After deliberation, a motion was made and seconded:

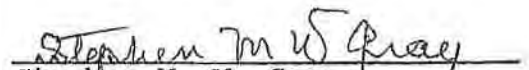
Motion: "To grant permission to Mrs. Gloria Walsh under the authority of Section 8 of the Town By-law, authorizing the operation of a children's day camp, to be conducted from the hours of 9 A.M. to 3 P.M. on Mondays through Fridays inclusive, for no more than 15 children, 7-14 years of age, on the land off Haynes Road as shown on plan submitted with the application, provided that the entry roads to the day camp will be limited to the roadways that enter off Haynes Road and providing that no additional buildings or structures for conducting the day camp will be authorized without site plan approval by the Planning Board. A sign, not exceeding 10 square feet may be erected on the Haynes Road entry to the camp site. This authorization is non-transferrable."

Voted: In favor - unanimous.

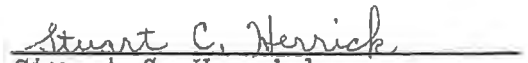
Note: The conditions for operation of this type of activity regarding supervision and sanitary facilities are established by the Commonwealth and the Town Board of Health regulations. The applicant is responsible for determining and complying with such regulations.

Granted under the authority of Section 8 of the Town By-law. This use is considered not detrimental to the neighborhood.


Arthur L. Singer, Jr., Chairman

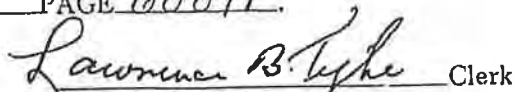

Stephen M. W. Gray


Milton F. Marsh


Stuart C. Herrick


Edward E. Kreitsek, Clerk

6/28 1960 , 9 h., 30 m., A.M. RECEIVED
AND ENTERED IN RECORDS OF Documents
IN THE CLERK'S OFFICE OF THE TOWN OF SUDBURY
BOOK _____ PAGE 60091.


LAWRENCE B. TIGHE Clerk



TOWN OF SUDBURY

Board of Appeals

Sudbury, Mass.

MINUTES OF PUBLIC HEARING
SUDBURY BOARD OF APPEALS
TUESDAY, MARCH 20, 1962

The Board consisted of:

Milton F. Marsh, Acting Chairman
Stephen M. W. Gray
Stuart O. Herrick, Alternate for Arthur L. Singer, Jr.
Calvin B. Smith, Alternate for this evening, for Walter R. Hickler
James J. Hooper, Alternate, and Acting Clerk

Notice was published in the Sudbury Enterprise on February 22 and March 1, 1962; posted and mailed, and read at the hearing.

Mrs. Gloria Walsh appeared before the Board to request an increase of the number of campers allowed at the Camp Sewataro day camp at Liberty Lane, off Haynes Road to a total of fifty (50). She also submitted a brochure describing the activities at the Camp last year.

Mr. Hooper reviewed Case File No. 60-29, and read the original decision of the Board, granting to Mrs. Gloria Walsh, under the authority of Section 8 of the Zoning By-law, permission, with restrictions, to conduct a day camp for no more than 15 children. The Board inspected the plot plan which had been submitted with the original application.

Mr. Marsh established that the ages of the children would range from 7 to 14.

He then read into the record, a report from the Board of Health, recommending a favorable decision by the Board.

Mr. Marsh asked if Mrs. Walsh expected to provide additional structures at this time. Mrs. Walsh stated that she might wish to and would be pleased to receive that permission. Mr. Hooper explained that the application requested only an increase in the number of campers to a total of fifty; the Board could only grant or deny what had been requested by advertising and posting, and the request must be specific. Mrs. Walsh agreed that at present, operating as a day camp, no additional facilities are immediately needed.

Mr. Hooper noted from the previous case minutes that a counselor would be provided for every 8 children. The brochure indicated an age-range of 7 through 11. If some of the children were older, that is, to 14, would the ratio be increased; say, for example, a counselor for perhaps 9 children. Mrs. Walsh stated it would still be the same.

Mr. Hooper asked if there would be an increase in the amount of traffic. Mrs. Walsh did not anticipate an appreciable increase.

No abutters appeared at the hearing.

62054



TOWN OF SUDBURY

Board of Appeals

Sudbury, Mass.

After deliberation, the following motion was placed and seconded:

Motion: "That the permit granted on Application No. 60-29 to Mrs. Gloria Walsh be extended to allow a maximum of fifty (50) campers at a day camp on Liberty Lane off Haynes Road."

Voted: In favor: Unanimously.

Milton F. Marsh
Milton F. Marsh, Acting Chairman

Stephen M. W. Gray
Stephen M. W. Gray

Stuart C. Herrick
Stuart C. Herrick, Alternate for
Arthur L. Singer, Jr.

Calvin B. Smith
Calvin B. Smith, Alternate for this
evening, for Walter R. Hickler

James J. Hooper
James J. Hooper, Alternate and
Acting Clerk

RECEIVED
TOWN CLERKS OFFICE
1962 APR 27 PM 4:48
TOWN OF SUDBURY, MASS.

THE COMMONWEALTH OF MASSACHUSETTS

SUDBURY
CITY OR TOWN

BOARD OF APPEALS

April 27, 1962

NOTICE OF VARIANCE

Conditional or Limited Variance or Special Permit
(General Laws Chapter 40A, Section 18 as amended)

Notice is hereby given that a Conditional or Limited Variance or Special Permit has been granted

To Mrs. Gloria Walsh - Camp Senataro
Owner or Petitioner

Address Liberty Lane, off Haynes Road

City or Town Sudbury

Westerly of Haynes Road, Sudbury
Identify Land Affected

City
by the Town of Sudbury Board of Appeals affecting the
rights of the owner with respect to the use of premises on

Haynes Street, Lot 2, Bk. 329, Pg. 489 Sudbury
Street City or Town

the record title standing in the name of

Franklin Secatore, Trustee of Liberty Lodge Real Estate Trust

whose address is Liberty Lane, off Haynes Road, Sudbury, Mass.
Street City or Town State

by a deed duly recorded in the Middlesex County Registry of Deeds in Book
329 Page 420 Registry District of the Land Court

Certificate No. Book Page

The decision of said Board is on file with the papers in Decision or Case No. 62-4
City

in the office of the Town Clerk of Sudbury

Signed this 27th day of April 1962

Board of Appeals:

Milton F. Marsh Acting Chairman
Milton F. Marsh Board of Appeals
James J. Hooper Acting Clerk
James J. Hooper Board of Appeals

19 at o'clock and minutes M.

Received and entered with the Register of Deeds in the County of

Book Page

ATTEST

Register of Deeds

Notice to be recorded by City or Town Clerk.

RECEIVED
TOWN CLERK'S OFFICE
1962 APR 27
TOWN OF SUDBURY

(COPY OF ENCUMBRANCE)

Commonwealth of Massachusetts
LAND COURT.

Middlesex, ss.

Photostatic

I heroby certify that the foregoing is a true/copy of Document No. 395502
registered August 7, 1963 at 11 o'clock and 25 minutes
A. M., and noted on Certificate of Title No. 105852 in the South Registry District
for Middlesex County, Book 659 Page 102.

In Testimony Whereof I have herewith set my hand and affixed the seal of said
Court, this 28th day of October A. D., 19 63


Assistant Recorder.

DOCUMENT NO. 895502

TOWN OF SUDBURY

NOTICE OF VARIANCE
(Gloria Walsh, Camp-Sewallaparo)

So. Middlesex Land Court	
Registry Office	
REC'D FOR REGISTRATION	
At 11:23 a.m.	M
AUG - 7 1963	
Noted for Court No. 185952	
Recd. By 1:57	Fee 1.00
Clark	Edmund C. Buckley
	Asst. Recorder

PHOTOSTAT COPY WANTED
AUG - 7 1963
Ed. Simonson
211 Main St
Marlboro
4.00
1.20
5.20

From the Office of
Edward T. Simoneau
211 Main Street
Marlborough, Mass.
BOX 325

NAME	<i>Ed. Simonson</i>	REGISTRANT
STREET ADDRESS	<i>211 Main St</i>	
CITY OR TOWN	<i>Marlboro</i>	

EDMUND C. BUCKLEY
ASST. RECORDER

CO8-200,700

MRS. GLORIA WALSH (CAMP SEWATARO)
(65-26)



TOWN OF SUDBURY

Board of Appeals

Sudbury, Mass., 01776

MINUTES OF PUBLIC HEARING
SUDBURY BOARD OF APPEALS
TUESDAY, JULY 20, 1965

The Board consisted of:

Calvin B. Smith, Chairman
Harry M. Durning, Jr., Clerk pro tem
Ronald Adolph
John F. Jewett, Alternate
Marjorie C. Huse, Alternate

Notice was published in the Sudbury Enterprise on July 1 and 8, 1965, posted and mailed, and read at the hearing.

Mr. Smith, Chairman, read to the applicant the requirements necessary to substantiate the granting of a variance or a permit. He also explained that if an applicant is not satisfied with a decision, he has the right to appeal to the superior court within twenty days after the decision has been filed.

Mrs. Gloria Walsh appeared before the Board requesting permission to increase the number of campers at her day camp (Camp Sewataro) located on Liberty Ledge from fifty to two hundred. (See Case Files 60-20 and 62-4). She stated that she is now able to accommodate two hundred campers since she has added a new structure. She further stated that there are six toilets and washing facilities in the new building, all of which has been inspected and approved by both the state and local health boards.

Mrs. Huse questioned how this increase in children would affect the traffic. Mrs. Walsh replied that the children come in busses and there would be no additional traffic.

Mr. Adolph asked if there is ample parking for the increased staff needed to take care of the increase in campers. Mrs. Walsh answered in the affirmative.

Mr. Smith read a letter received from the Board of Health approving this request.

No abutters appeared at the hearing.

CO8-200,700

65066



TOWN OF SUDBURY

Board of Appeals

Sudbury, Mass., 01776

After deliberation, the following motion was placed and seconded:

Motion: "That Permit #62-4 granted to Mrs. Gloria Walsh be extended to allow a maximum of two hundred (200) campers at a day camp (Camp Sewataro) located on Liberty Ledge off Haynes Road."

Voted: In favor: Unanimously.

Granted under the authority of Section 8 of the Town By-law. This use is considered not detrimental to the neighborhood.

Calvin B. Smith
Calvin B. Smith, Chairman

Harry M. Durning, Jr.
Harry M. Durning, Jr., Clerk pro tem

Ronald Adolph
Ronald Adolph

John F. Jewett
John F. Jewett, Alternate

Marjorie C. Huse
Marjorie C. Huse, Alternate

C08 203, 910

LIBERTY LEDGE REAL ESTATE TRUST
(66-4) (Camp Sewataro)



TOWN OF SUDBURY

Board of Appeals

Sudbury, Mass., 01775

MINUTES OF PUBLIC HEARING
SUDBURY BOARD OF APPEALS
TUESDAY, FEBRUARY 1, 1966

The Board consisted of:

Calvin B. Smith, Chairman
David O. Ives, Clerk
Stephen M. W. Gray
Harry M. Durning, Jr.
Ronald G. Adolph

Notice was published in the Sudbury Enterprise on January 13 and 20, 1966, posted and mailed, and read at the hearing.

Mr. Smith, Chairman, explained to the applicant the requirements necessary to substantiate the granting of a variance or a permit. He also explained that if anyone is not satisfied with a decision, he has the right to appeal to the superior court within twenty days after the decision has been filed.

James Penta, Esquire, with offices in Maverick Square, East Boston, appeared before the Board representing Liberty Ledge Real Estate Trust in its request for permission to change the name on the permit to operate Camp Sewataro from "Mrs. Gloria Walsh" to "Liberty Ledge Real Estate Trust". Mr. Penta submitted a brief of his statements to the Board (said brief is attached to case file) and explained that the resignation of Mrs. Gloria Walsh, one of the members of the Liberty Ledge Real Estate Trust, from her position as director of Camp Sewataro had left some question as to the technicality of the name on the permit to operate the camp. He further stated that Mrs. Walsh had held the permit in her name in equity for the benefit of the trust and the tax returns for the camp have been filed as a partnership entity.

Mr. Penta further explained that the remaining members of the trust will continue to operate Camp Sewataro as it has been operated previously with no changes and the resignation of one of the group should not negate the ownership of the camp.

Mr. Adolph asked if the partnership has been dissolved. Mr. Penta replied that it has in form, where one has resigned.

Mr. Adolph asked Mrs. Walsh, who was present, if she wished to comment on the application being considered at this time. She replied that she did not.

Mr. Durning asked Mrs. Walsh if she is opposing this change of name. She replied that she did not care to comment, adding that she did not think it proper to air family arguments in public.

Mr. Ives asked Mr. Penta if the application should read Liberty Ledge Real Estate Trust instead of Liberty Ledge Trust. He answered that it should.

C08 203, 910
66-4
21097



TOWN OF SUDBURY

Board of Appeals

Sudbury, Mass., 01776

Mr. Adolph questioned whether or not the permits issued previously to Mrs. Walsh were non-transferrable. Mr. Smith read the decisions of three previous cases (60-29, 62-4, 65-26). Mr. Penta explained that the request before the Board at this time is not for the transfer of a permit--it is actually for the correction of a name on a permit, and this is being done so that confusion such as has arisen now will not arise again should another member of the trust resign at some future time.

Mr. Adolph requested Mr. Penta to state for the records that in his opinion this is not a transfer of a permit. Mr. Penta so stated, adding that it is to correct equitably what was maintained from the beginning--that this be for the benefit of a group (3 in number).

Mr. Gray questioned why this permit should not be issued in the name of the trust with someone acting as the trustee. Mr. Penta replied that a trust never fails for want of a trustee--a trust can go on and on forever--and he can see no useful purpose in naming a particular trustee.

Mr. Durning asked what would happen if someone should buy out the partnership, explaining that the Board of Appeals is concerned about who would be running the camp. Mr. Penta answered that for all intents and purposes, the trustee would be Franklin Secatore and he (Mr. Penta) felt the two remaining partners in the trust, Mrs. Paula Romano and Mrs. Alba Taylor, could be named, for the sake of responsibility. Mrs. Romano, who was present, stated that she has no objection to this and Mr. Penta said he felt he could speak for the trust and Mrs. Taylor and there would be no objection.

Mr. Durning asked if a delay of a month or so before a decision is given on this application would create any hardship for the camp or the people involved. Mr. Penta replied that it would not cause any inconvenience.

No abutators appeared at the hearing.

After deliberation, the following motion was placed and seconded:

Motion: "To grant Liberty Ledge Real Estate Trust permission to change applicant's name from "Mrs. Gloria Walsh" to "Liberty Ledge Real Estate Trust"."

Voted: In favor: Unanimously
Opposed: None.

This change is approved because the person in whose name the permit was originally issued has now resigned. The operation of Camp Sewataro will continue without change but will be operated by the Liberty Ledge Real Estate Trust. Therefore, this decision simply brings the records of the Board of Appeals into accord with the actual facts of the case.



TOWN OF SUDBURY

Board of Appeals

Sudbury, Mass., 01776

Calvin B. Smith
Calvin B. Smith, Chairman

David O. Ives
David O. Ives, Clerk

Stephen M. W. Gray
Stephen M. W. Gray

Harry M. Durning, Jr.
Harry M. Durning, Jr.

Ronald G. Adolph
Ronald G. Adolph



FEB 18 1966



TOWN OF SUDBURY

Board of Appeals

Sudbury, Mass., 01776

MINUTES OF PUBLIC HEARING
SUDBURY BOARD OF APPEALS
TUESDAY, MARCH 22, 1966

RECEIVED
TOWN CLERKS OFFICE
1966 MAR 31 AM 9:26
TOWN OF SUDBURY, MASS.
NO

The Board consisted of:

Calvin B. Smith, Chairman
David O. Ives, Clerk
Stephen M. W. Gray
Ronald G. Adolph
George G. Bradley, Alternate for Harry M. Durning, Jr.

Notice was published in the Sudbury Enterprise on March 3 and 10, 1966, posted and mailed, and read at the hearing.

Mr. Smith, Chairman, explained to the applicants the requirements necessary to substantiate the granting of a variance or a permit. He also explained that if anyone is not satisfied with a decision, he has the right to appeal to the superior court within twenty days after the decision has been filed.

James A. Penta, Esquire, who has offices in Maverick Square, East Boston, appeared before the Board representing Liberty Ledge Real Estate Trust in its request for permission to lower the entrance age of campers at Camp Sewataro to five (5) years and to make the operating hours 9 A.M. to 4 P.M. Mr. Penta explained his client's request to the Board and submitted a brief of his statements. (Said brief is attached.)

Mr. Adolph questioned the ages of the children and the hours of operation at Camp Sewataro that are permitted at the present time. Mr. Penta replied that the hours are from 9 A.M. to 3 P.M. and the ages are from 7 to 14 years.

Mr. Adolph commented on having received in the mail recently a Camp Sewataro brochure in which the age is printed as 6 to 14 years and the hours as 9 A.M. to 4 P.M., permission not having been received at the time of mailing. Mr. Penta explained this by saying that the former director had believed she was permitted to accept six year olds and conduct camp from 9 A.M. to 4 P.M.; however, when the present director assumed the responsibility of running the camp for this season, it was noticed that the original permit specifically stated that the hours were from 9 A.M. to 3 P.M. and the age of campers was from 7 to 14 years. Mr. Penta stated that as soon as this was noticed, an application was immediately submitted to the Board of Appeals to correct this situation.

Mrs. Paula Romano, the present director of Camp Sewataro, further explained that although brochures were mailed out before permission was received for the ages and hours as printed, no campers under the age of seven years will be accepted and camp will not be conducted after 3 P.M. unless the Board of Appeals gives permission for this.

66-11-100, 400

6600240
660044



TOWN OF SUDBURY

Board of Appeals

Sudbury, Mass., 01775

Mr. Ives asked how many children are usually at Camp Sewataro. Mrs. Romano replied that there were about eighty (80) campers per day last year.

Mr. Ives asked how many more children would be expected if five and six year olds were accepted this year. Mrs. Romano said she could only guess at perhaps ten or fifteen campers. She added that although permission is being requested to accept five year olds, she does not expect to accept them at this age this season; but by obtaining permission now they could be accepted in future years.

Mr. Bradley asked how many campers can be accommodated at Camp Sewataro. Mrs. Romano answered that although the Board of Appeals has issued a permit for two hundred (200) campers, she is not willing to accept that many at the camp at this time.

No abutters appeared at the hearing.

After deliberation, the following motion was placed and seconded:

Motion: "That Permit No. 60-29, as amended, be further amended to lower the entrance age of campers at Camp Sewataro to five (5) years and to extend the operating hours from 9 A.M. to 4 P.M."

Voted: In favor: Unanimously.

Reasons: The Board feels that amending this permit would not significantly change the nature of the operation of the camp.

Calvin B. Smith
Calvin B. Smith, Chairman

David O. Ives
David O. Ives, Clerk

Stephen M. W. Gray
Stephen M. W. Gray

Ronald G. Adolph
Ronald G. Adolph

George C. Bradley
George C. Bradley, Alternate

JAMES A. PENTA
Attorney At Law

TWO HUNDRED SIXTY-SIX BORDER STREET
EAST BOSTON, MASSACHUSETTS 02128

Telephone 567-1482

COMMONWEALTH OF MASSACHUSETTS

MIDDLESEX, ss.

TOWN OF SUIBURY
BOARD OF APPEALS

BRIEF

Now comes the Petitioner, Liberty Ledge Real Estate Trust, by its Trustee and respectfully requests permission of this Honorable Board to effect a change necessary to conform to the public interest in the operation of a Day Camp for Children conducted upon the land of the Petitioner and commonly known as Camp Sewataro; to wit:

1. That the hours of camping be extended from nine o'clock in the forenoon to four o'clock in the afternoon.
2. That the admission age of the campers be lowered from age seven to age five.

The Petitioner respectfully suggests that the public interest has been such that parents have indicated a preference for extended time period; that the physical plant of Camp Sewataro is such that no hardship would result nor would any standard of health and welfare of the children be affected.

Further, the Petitioner respectfully suggests that the public interest has been such that parents have indicated a preference for the lowering of the admission age in order to bestow the Camp benefits to children in the younger age group; that the physical plant of Camp Sewataro can accommodate children in the younger age group; that qualified personnel, including certificate holding school teachers, can tend to

XERO
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the needs of children in the younger age group; that high standards of health and welfare will be maintained at all times.

Further, the Petitioner respectfully suggests that no use will be permitted which does not conform to the limitations of this Honorable Board, the By-Laws of the Town of Sudbury and the General Laws of the Commonwealth of Massachusetts.

WHEREFORE, your Petitioner prays that its Petition be granted.

LIBERTY LEDGE REAL ESTATE TRUST

By:

JAMES A. PENTA

Attorney of Record.

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COPY

XERO
COPY

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COPY

XERO
COPY

CO 8 - 200,400

LIBERTY LEDGE REAL ESTATE TRUST
(Camp Sewataro) (68-7)

MINUTES OF PUBLIC HEARING
SUDBURY BOARD OF APPEALS
TUESDAY, APRIL 16, 1968

The Board consisted of:

Calvin B. Smith, Chairman
George G. Bradley, Clerk
Harry M. Durning, Jr.
Ronald G. Adolph
John F. McKenna

TOWN OF SUDBURY, MASS.
NO

1968 MAY - 1 AM 10:19

RECEIVED
TOWN CLERKS OFFICE

Notice was published in the Fence Viewer on March 28 and April 4, 1968, posted and mailed, and read at the hearing.

Mr. Smith, Chairman, explained to the applicant the requirements necessary to substantiate the granting of a variance or a permit. He also explained that if anyone is not satisfied with a decision, he has the right to appeal to the superior court within twenty days after the decision has been filed with the Town Clerk.

Mrs. Robert Taylor appeared before the Board representing Liberty Ledge Real Estate Trust in its request for permission to increase the number of campers allowed at Camp Sewataro from two hundred (200) to three hundred (300), property located off Haynes Road. She submitted a brief that explained the facilities available and general information relating to Camp Sewataro. (Brief is attached to these minutes).

Mrs. Taylor stated that it is impossible to maintain an even two hundred campers for all eight weeks of the camp season due to the way the sessions split up as registrations are received. With an increase to three hundred, she said it would be easier to schedule sessions and maintain an even balance throughout the eight weeks.

Referring to the facilities available, Mrs. Taylor brought out that nine additional bathrooms and two new shelters are being put in, this providing more than the necessary requirements for three hundred children. She stated that Dr. Young of the Sudbury Board of Health has visited the site and approved of these added facilities.

Dr. Young, speaking for the Board of Health, stated that they have approved the request for an increase in the number of campers as long as six new bathrooms and additional shelters are provided. She pointed out that she has made an inspection of the camp and found that specifications as set forth by the Board of Health are more than adequately being met and that her Board is unanimously in favor of the petition in question.

Mr. Durning asked Mrs. Taylor if she is going ahead with the additional facilities at this time. She replied that she is, on Dr. Young's recommendation.

CO 8 - 200,400
68028

Mr. Adolph inquired about transportation and parking area for the camp staff. Mrs. Taylor explained that all campers are required to be transported to and from camp each day by bus, thereby cutting down traffic. Regarding parking, she stated that there is adequate space for the cars of all members of the staff approximately three-fourths of a mile off Haynes Road.

Mr. Jack Scholbe, 177 Haynes Road, stated that he is an abuttor to the property in question, although he did not receive a notice of this hearing. He spoke in favor of this request, bringing out that an excellent camp has been conducted here and everything has been done with the thought in mind of protecting the neighbors. Mr. Scholbe urged the Board to act favorably on this request.

Mr. Roger Mulholland, 213 Haynes Road, an abuttor, stated that he has absolutely no objection to the granting of this request, noting that he lives right at the corner of the driveway to the camp and is the closest abuttor.

Mr. William Walker, 36 Ledge Road, an abuttor, asked how the increase in the number of campers will affect the noise level. Mrs. Taylor explained that everything will be exactly the same as in previous years--nothing will be moved any closer to the edge of the property and the campers will be kept in the same area. Mr. Walker stated that he did not object to this request.

Mr. Leo Spottswood, 218 Mossman Road, a neighbor, stated that during the eight weeks the camp is in session, practically no noise can be heard.

Mr. Smith read into the minutes of this hearing letters from Alice T. and Joseph V. DiBiase, and from Mr. R. J. Lawrence, both being abuttors to the Camp Sewataro property, stating that they have no objection to this request. A letter from Mr. Calvin Eells, 12 Willard Grant Road, asking that the Board consider this request favorably, was also read. (All letters are attached to this case file.)

After deliberation, the following motion was placed and seconded:

Motion: "That permit #60-29, as amended, be further amended to increase the number of campers from two hundred (200) to three hundred (300). This permit shall expire on September 1, 1971, and may be renewed upon application to the Board of Appeals at that time."

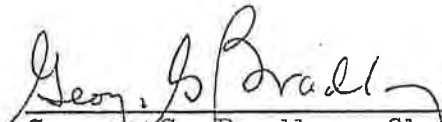
Voted: In favor: Unanimously.

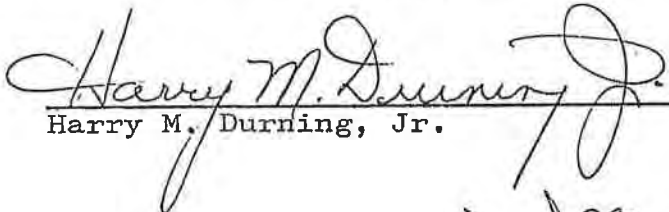
Reasons: 1. The Board feels that with the proposed additions, the physical facilities, and the large land area, the proposed increase in camp enrollment can be accommodated without detriment to the neighborhood.

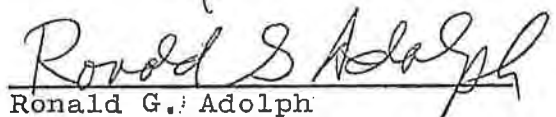
2. The petition was actively supported by several neighbors and abutters at the hearing and by several letters received. There was no opposition expressed to this petition.

It was further voted that a letter be sent to Liberty Ledge Real Estate Trust reminding the owners that site plan approval is required for any additional buildings and structures that are built on the property. (Copy of letter is attached to case file.)


Calvin B. Smith, Chairman


George G. Bradley, Clerk


Harry M. Durning, Jr.


Ronald G. Adolph


John F. McKenna

Camp Sewataro is requesting permission to increase enrollment from 200 to 300 campers. The Camp is situated on 100 acres of land on Liberty Ledge in North Sudbury.

Existing buildings on the property used for camp:

1. Camp building #1----34x48
2. Camp building #2----48x24 (under construction)
3. Camp building #3----24x36 (under construction)
4. Arts and Crafts Shelter-----20x28
5. Game building----25x50
6. Beach House
7. 20 tents----15x12 each
8. Recreation room----24x14
9. One 40x60 tent

The Sudbury Board of Health (Dr. Young), has visited the camp site and approves the increase in enrollment. We have nine existing bathrooms with sinks and nine additional bathrooms with sinks are now being installed.

All campers are transported to camp by bus, therefore traffic is kept to a minimum.

Camp Sewataro awarded 18 free camperships in 1967 to needy families. With our enrollment increased to 300, we will be able to award additional free camperships.

Members:

American Camping Association
New England Camping Association
New England Day Camp Association
National Riflery Association
National Archery Association
Camp Horsemanship Association

Enclosed for the Board's inspection is an aerial photograph of the camp property and a drawing showing approximate location of existing structures.

Owners of Camp Sewataro:

Mrs. Robert Taylor
Mrs. Paula Romano

Trustee of Liberty Ledge
Real Estate Trust:

Mr. Franklin Secatore

C08 - 200,400

LIBERTY LEDGE REAL ESTATE TRUST
CAMP SEWATARO
(72-3)

MINUTES OF PUBLIC HEARING
SIDBURY BOARD OF APPEALS
TUESDAY, JANUARY 25, 1972

RECEIVED
TOWN CLERKS OFFICE
72 FEB -9 PM 4:01
TOWN OF SIDBURY, MASS.
NO

The board consisted of:

Thomas J. Gallagher, Jr., Chairman
George G. Bradley, Clerk
John F. McKenna
Edith L. Hull
John F. Cheney, Alternate for Ronald G. Adolph

Notice was published in the Citizen on January 6 and 13, 1972, posted and mailed and read at the hearing.

Mr. Gallagher, Chairman, explained to the applicant the requirements necessary to substantiate the granting of a variance or a permit. He also explained that if anyone is not satisfied with a decision, he has the right to appeal to the superior court within twenty days or the district court within twenty-one days after the decision has been filed with the Town Clerk.

Mrs. Alba Taylor, Director of Camp Sewataro, appeared before the board requesting an extension of the existing permit under which the camp is operating (Case No. 68-7) and an increase in the number of campers from 300 to 350 children. Mrs. Taylor presented a brief of her statements to the board (attached to case file) and displayed a site plan of the property, noting that it has been approved by the Board of Selectmen and the Planning Board.

Mrs. Taylor stated that the present permit for Camp Sewataro allows 300 children and she wishes to increase to 350 to assure a fully explaining that many cancellations are received when it is time for parents to make their final tuition payment. She further explained that a great deal of time and work is put into planning the camp program and it is difficult to carry it out effectively when cancellations are received and the enrollment drops below 300. Mrs. Taylor stated that there will be no changes of any kind in the camp program or facilities with this increase of 50 campers, noting that there will be no increase in the traffic because the same buses will pick up the additional children.

Regarding the program offered at Camp Sewataro, Mrs. Taylor stated that the children may have Red Cross swimming instruction, arts and crafts, riflery, tennis, archery, boating, campcraft, basketball, horseback riding, games, etc.

Mr. Gallagher asked about the riflery part of the program. Mrs. Taylor stated that a .22 caliber rifle is used and the range has been approved by the Board of Selectmen and the Chief of Police.

C08-200,400

72017

MINUTES OF PUBLIC HEARING
SUDBURY BOARD OF APPEALS
TUESDAY, JANUARY 25, 1972

The board consisted of:

Thomas J. Gallagher, Jr., Chairman
George G. Bradley, Clerk
John F. McKenna
Edith L. Hull
John F. Cheney, Alternate for Ronald G. Adolph

Notice was published in the Citizen on January 6 and 13, 1972, posted and mailed and read at the hearing.

Mr. Gallagher, Chairman, explained to the applicant the requirements necessary to substantiate the granting of a variance or a permit. He also explained that if anyone is not satisfied with a decision, he has the right to appeal to the superior court within twenty days or the district court within twenty-one days after the decision has been filed with the Town Clerk.

Mrs. Alba Taylor, Director of Camp Sewataro, appeared before the board requesting an extension of the existing permit under which the camp is operating (Case No. 68-7) and an increase in the number of campers from 300 to 350 children. Mrs. Taylor presented a brief of her statements to the board (attached to case file) and displayed a site plan of the property, noting that it has been approved by the Board of Selectmen and the Planning Board.

Mrs. Taylor stated that the present permit for Camp Sewataro allows 300 children and she wishes to increase to 350 to assure a full ^{camp} explaining that many cancellations are received when it is time for parents to make their final tuition payment. She further explained that a great deal of time and work is put into planning the camp program and it is difficult to carry it out effectively when cancellations are received and the enrollment drops below 300. Mrs. Taylor stated that there will be no changes of any kind in the camp program or facilities with this increase of 50 campers, noting that there will be no increase in the traffic because the same buses will pick up the additional children.

Regarding the program offered at Camp Sewataro, Mrs. Taylor stated that the children may have Red Cross swimming instruction, arts and crafts, riflery, tennis, archery, boating, campcraft, basketball, horseback riding, games, etc.

Mr. Gallagher asked about the riflery part of the program. Mrs. Taylor stated that a .22 caliber rifle is used and the range has been approved by the Board of Selectmen and the Chief of Police.

Mr. Gallagher asked if this rifle range is approved annually. Mrs. Taylor replied that approval was given when this was started as part of the camp program and the range has never been changed in any way. She added that the Board of Health checks the entire camp before they issue a permit for it to open each year.

Mrs. Hull asked what age children are using the rifle range. Mrs. Taylor replied that they are from nine to fourteen years old.

Mrs. Hull asked if the rifle range is in an isolated area. Mrs. Taylor answered that it is, pointing out its location on the site plan and showing photographs. She added that it is located exactly where the Selectmen and Chief of Police said it should be, with an artificial sand bank in back.

Mr. McKenna asked if there is lead behind the targets. Mrs. Taylor answered that the guns are fired into the sand bank, with no lead behind the targets.

Mr. Bradley asked if the rifle range is new to the camp program. Petitioner stated that it has been a part of the program for several years, the riflery instructor being a Wayland High School teacher who coaches that school team.

Mr. McKenna inquired if there have been any complaints of the camp operation. Mrs. Taylor said there have been none that she knows of.

Mr. McKenna asked what capacity can be handled at the camp. Mrs. Taylor replied that she feels 350 is all she wants to handle and also feels this number is necessary for an effective program. She explained that the staff and facilities are very adequate to handle this number. Mrs. Taylor added that although the present facilities could easily handle more than 350 campers, no further increase is planned beyond this number.

Mr. Gallagher asked what safety precautions are taken at the camp. Mrs. Taylor explained that she has eighteen full-time water safety instructors on the waterfront all day plus four senior life people and a waterfront director. Regarding the horseback riding activity, she stated that her sister, an experienced and accomplished rider who has taught riding and exhibited horses at many large shows, is in charge of this and provides a counselor for each horse as each child is riding. She further stated that at no time is a child allowed to be alone while learning to ride or allowed outside the riding ring.

Mr. Bradley asked if there will be an increase in the number of tents. Mrs. Taylor replied negatively, explaining that her camp is made up of twenty-six Indian tribes consisting of thirteen campers each, with each tribe assigned to a tent. She further explained that the children use the tents only for changing their clothes and not for any activities, there being adequate indoor facilities for rainy weather.

Mr. Gallagher read letters from the Board of Selectmen (approving the site plan), Board of Health (stating the existing facilities are adequate to permit an enrollment of 350 children and satisfy regulations for day camps), and from Roy O. Hannan, Joan E. Meenan and Jack L. Scholbe, all abutters, favoring the operation of Camp Sewataro. (All letters are attached to case file.)

No abutters appeared at the hearing.

After deliberation, the following motion was placed and seconded:

Motion: "To grant Liberty Ledge Real Estate Trust--Camp Sewataro, a renewal under Section I, E, of existing permit as amended (Case No. 68-7) for the operation of Camp Sewataro with an increase in the number of campers from three hundred (300) to three hundred fifty (350), property located off Haynes Road in Residential Zone A-3. This permit shall expire on January 31, 1974, and the board will consider renewal on or before that date upon receipt of proper application to the board."

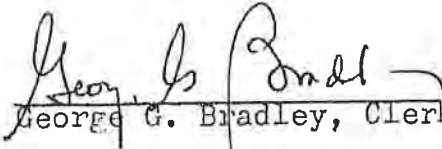
Voted: In favor: Unanimously.

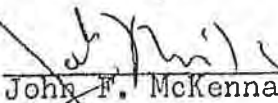
Opposed: None.

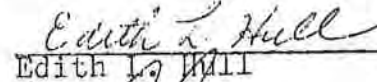
Reasons: The camp has been in operation for many years with no complaints being voiced to its operation. In fact, several residents have indicated their strong approval of the camp operation. The addition of fifty campers using the existing facilities should not have any added impact on the land as it consists of an area in excess of one hundred acres.

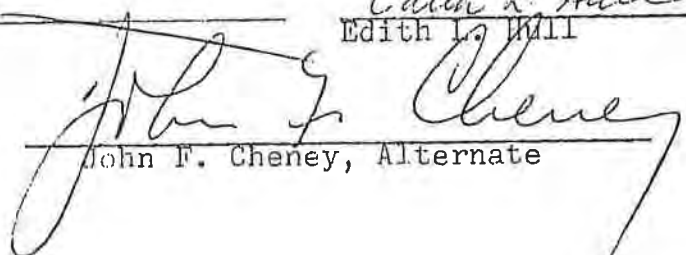
The board therefore finds that 1), the proposed use is not detrimental to the neighborhood, and 2), the use will not significantly alter the character of the zoning district, and 3), such use does not nullify or substantially derogate from the intent or purpose of any other section of this by-law.


Thomas J. Gallagher, Jr., Chairman


George G. Bradley, Clerk


John F. McKenna


Edith L. Hall


John F. Cheney, Alternate

208 - 200400

LIBERTY LEDGE REAL ESTATE TRUST
CAMP SEWATARO
(73-61)

MINUTES OF PUBLIC HEARING
SUDBURY BOARD OF APPEALS
TUESDAY, DECEMBER 18, 1973

RECEIVED
TOWN CLERKS OFFICE
74 JAN -3 PM 1:42
TOWN OF SUDBURY, MASS.
NO

The board consisted of:

Philip O. Ahlin, Acting Chairman
John F. McKenna, Acting Clerk
Robert Burd, Alternate for Eunice H. Secatore
John Cheney, Alternate for Thomas J. Gallagher, Jr.
Robert Savoy, Alternate for Ronald G. Adolph

Notice was published in the Citizen on November 11 and December 6, 1973, posted and mailed and read at the hearing.

Mr. Ahlin, Acting Chairman, explained to the applicant the requirements necessary to substantiate the granting of a variance or a permit. He also explained that if anyone is not satisfied with a decision, he has the right to appeal to the superior court within twenty days or the district court within twenty-one days after the decision has been filed with the Town Clerk.

Mrs. Alba Taylor, Director of Camp Sewataro, appeared before the board requesting a renewal of the permit (granted in Case No. 72-3) under Section I, E, for the operation of Camp Sewataro (with 350 campers), property located off Haynes Road in Residential Zone A-1.

Mr. Ahlin asked if there have been any changes in the operation of the camp or any changes in facilities. Mrs. Taylor replied that there have been no changes.

Mr. Ahlin read the provisions of the last permit granted. When asked if there have been any objections or criticisms to the operation of the camp, the petitioner replied negatively.

Mr. Robert L. Grant, of Old Coach Road, an abutter, asked questions regarding the regulations imposed on the Camp by previous permits and the basis for its location in a residential area. Mr. Ahlin gave him a brief history of the Camp and the permits it has had. Mr. Grant said he had no objections. Mr. McKenna said that he does not remember any complaints in the ten years he has sat on the hearings regarding the Camp.

After deliberation, the following motion was placed and seconded:

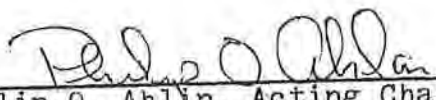
74003

Motion: "To grant Liberty Ledge Real Estate Trust--Camp Sewataro, a renewal of a permit (granted in Case No. 72-3) under Section I, E for the operation of Camp Sewataro (with 350 campers), property located off Haynes Road in Residential Zone A-1. This permit shall expire on January 31, 1976, and the board will consider renewal on or before that date upon receipt of proper application to the board."

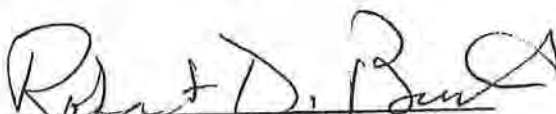
Voted: In favor: Unanimously.
Opposed: None.

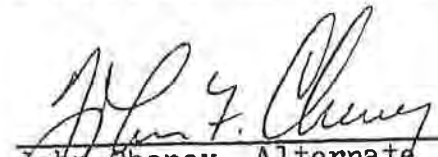
Reasons: The proposed operation of the camp in the future is substantially the same as what has gone on in the last two years with no increase in the number of campers and no other changes in the operation of the facility. There have been no complaints voiced by neighbors over the last two years. Mr. Grant of Old Coach Road asked questions relating to the operation of the camp and the basis for its location in a residential area and he did not object to the continuation of the facility.

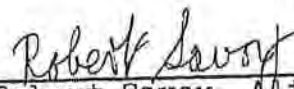
Therefore the board finds that 1) the proposed use is not detrimental to the neighborhood, and 2) the use will not significantly alter the character of the zoning district, and 3) such use does not nullify or substantially derogate from the intent or purpose of any other section of this by-law.


Philip O. Ahlin, Acting Chairman


John F. McKenna, Acting Clerk


Robert Burd, Alternate


John Cheney, Alternate


Robert Savoy, Alternate

008-200,400

LIBERTY LEDGE
CAMP SEWATARO
(76-1)

MINUTES OF PUBLIC HEARING
SUDBURY BOARD OF APPEALS
TUESDAY, JANUARY 27, 1976

The board consisted of:

Alphonse J. Briand, Chairman
Donald G. Adolph, Clerk
John F. McKenna
Philip O. Ahlin
Robert L. Turner, Alternate for Eunice H. Secatore

RECEIVED
TOWN OF SUDBURY OFFICE
76 FEB-9 PM 4:48
NO
TOWN CLERK

Notice was published in the Town Crier on January 8 and 15, 1976, posted and mailed and read at the hearing.

Mr. Briand, Chairman, explained to the applicant the requirements necessary to substantiate the granting of a permit. He also explained that if anyone is not satisfied with a decision, he has the right to appeal to the superior court within twenty days or the district court within twenty-one days after the decision has been filed with the Town Clerk.

Alba Taylor, Director of Camp Sewartaro, appeared before the board requesting a renewal of existing permit No. 73-61 under Section I, E, for the operation of Camp Sewataro and to increase the number of campers from 350 to 450, property located at Liberty Ledge, Residential Zone A-1. Mrs. Taylor presented a site plan to the board and explained that she has also submitted one to the Board of Selectmen for approval and to the Planning Board which has accepted and approved it.

Mr. Ahlin asked Mrs. Taylor if there has been any changes or additions to the site plan since the last hearing. Mrs. Taylor replied that the only addition is an open shelter 15' x 20', across from the camp headquarters.

Mr. Briand asked Mrs. Taylor what is the purpose of the open shelter. Mark Taylor, son of Mrs. Taylor, said that the camp had decided it would be a good idea to have the children under a shelter while they waited for the buses.

Mr. Briand asked Mrs. Taylor if the camp has the available and adequate facilities to accommodate the additional 100 campers they have requested. Mrs. Taylor replied that Mr. Sullivan from the Board of Health had said the facilities are more than adequate but the camp will be adding more facilities in the future; the camp is just planning to take 30 more children this year.

008-200,400

76006

Mr. McKenna asked Mrs. Taylor if the 30 additional campers will be distributed over different periods of time over the summer. Mrs. Taylor replied that the 30 campers will be added to each camping period.

Mr. Adolph asked Mrs. Taylor if this will require the camp to build another swimming pool and add more tent pads. Mrs. Taylor replied that the swimming pool is just for the beginning swimmers and the advanced swimmers swim in the pond and they will be adding more tent pads for this summer.

Mr. Briand asked Mrs. Taylor how many horses the camp has. Mrs. Taylor replied that last year they had twelve but they might cut back on the number of horses because the grain is so expensive.

Mr. Briand asked Mrs. Taylor if she has had any complaints from her neighbors. Mrs. Taylor replied that nobody has ever complained to her and she didn't think the town had ever had any complaints from anybody.

Charles DiMatteo, 199 Haynes Road, said that he would like to ask the board a question before he gets involved in any of the proceedings; he would like to know if the board is required to notify the abutters of a hearing by mail. Mr. Adolph replied that the board is required to notify abutters and also abutters to abutters.

Mr. DiMatteo said that he is a direct abutter and did not receive a notice of the hearing and asked if this hearing would be a legal hearing. Mr. Adolph replied that there was a case before the Massachusetts Superior Court where an abutter was not notified but had attended the hearing, so the court found that the fact that the abutter had attended the hearing meant that he knew about it and, therefore, could not default the hearing because of lack of notification.

Mr. Adolph asked Mr. DiMatteo if he has an objection to the permit being granted to Camp Sewataro. Mr. DiMatteo replied that he moved to Haynes Road this summer, and he was aware of the camp at the time he moved in, but the "funny music" they play to get the kids to the buses and to other activities is a disturbance in the summer time; and in addition to the noise, there is the traffic factor. Mr. DiMatteo said that Haynes Road is a very busy road because people use it as a short cut to get to Rte. 117 and with the camp buses up and down the street, it is a very dangerous traffic hazard; and he doesn't want the number of campers increased from 350 to 450.

Mr. McKenna said that whether or not they keep the same number of children will not affect the music and asked Mr. DiMatteo if his objection would be to the added number of vehicles transporting the campers. Mrs. Taylor replied that last year they used two station wagons and 13 buses which averaged 16 to 25 campers on a bus and the camp is not going to increase the area of travel at all, so they will just have more children on each bus, and she added that parents are not allowed to bring their own children to camp in individual cars.

Mr. McKenna asked Mrs. Taylor if she could redirect her music. Mrs. Taylor replied that nobody had ever called and complained, and she could lower the music.

Stephanie Smale Morehead, 201 Haynes Road, said that she was appearing in behalf of her parents, Mr. and Mrs. Smale, who were unable to attend the hearing, and said that the volume of noise with 100 more children is going to increase, the number of sleep-overs is going to increase, and the number of counselors is going to increase which will create more traffic. Mrs. Taylor said that the camp will have to have more counselors but the majority of counselors come to camp by the bus.

Mr. McKenna asked Mrs. Taylor how many additional counselors for 100 campers. Mrs. Taylor explained that most of the additional campers would be older children, in the 8th and 9th grade range, who would be going on hiking and backpacking trips in the mountains most of the time and the camp would just be their base; and for any additional campers the size of the groups would be increased, and we would need less counselors.

Mrs. Morehead said that the camp did not seem prepared to have 100 more campers.

Mr. Adolph asked Mrs. Morehead how long she has lived on Haynes Road. Mrs. Morehead replied that she has lived there since she was seven except when she lived away from home after she was married but she came back home five years ago in 1971 with her children.

Mrs. Morehead asked where she could find the rules stating how many counselors there must be per camper. Mrs. Taylor replied that there is no set law, there is only a state law regulating the facilities for camp horses; and stated the camp has always supplied more than what was required by law.

Mr. Briand read a letter from the Board of Health. (see file.)

Mr. Adolph asked Mrs. Morehead what her objections are and why she is asking about the number of counselors per camper. Mrs. Morehead replied that with the increase of campers they would have to increase their counselors which would increase the total camp population which would increase the noise level and the traffic problem.

Mr. McKenna asked Mrs. Morehead if the noise of the 350 campers bothers her. Mrs. Morehead replied that the noise did bother her.

Mr. McKenna asked Mrs. Morehead why she didn't come to the hearing two years ago. Mr. DiMatteo replied that he did not live in Sudbury two years ago, and voiced his concern over the continuing increase in the size of the camp.

Mr. Briand said that the board would be a controlling factor in limiting the size and time of the permit which could be for only a year instead of two years.

After deliberation, the following motion was placed and seconded:

Motion: "To grant Liberty Ledge Real Estate Trust--Camp Sewataro, a renewal of Permit No. 73-61 under Section I, E, for the operation of Camp Sewataro, and to increase the number of campers from 350 to 450, property located at Liberty Ledge, Residential Zone A-1 and this permit shall expire on January 31, 1977, and the board will consider renewal on or before that date upon receipt of proper application to the board."

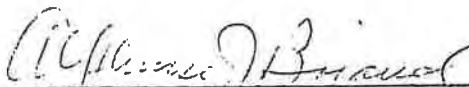
Voted: In favor: Unanimously

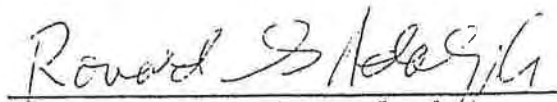
Opposed: None

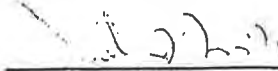
Reasons: The proposed operation of the camp in the future, except in relation to the additional 100 campers, is substantially the same as what has gone on in the last four years, and there have been no other changes in the operation of the facility.

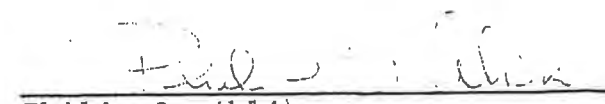
Therefore, the board finds that 1) the proposed use is not detrimental to the neighborhood, and 2) the use will not significantly alter the character of the zoning district, and 3) such use does not nullify or substantially derogate from the intent or purpose of any other section of this bylaw.

Objections were voiced at the hearing relating to possible increase in traffic and increase in noise due to the addition of 100 campers; however, it was indicated that the additional 100 campers would result in no increase in the number of buses and would not result in any increase in the volume or frequency of the music or volume of sounds from speakers located on the premises; therefore, the board feels that the addition of the 100 campers will not directly change the existing operation of the facility.


Alphonse J. Briand, Chairman


Ronald G. Adolph, Clerk


John F. McKenna


Philip O. Ahlin


Robert L. Turner, Alternate

008-200,400

LIBERTY LEDGE REAL ESTATE TRUST
CAMP SEWATARO, INC.
(77-1)

MINUTES OF PUBLIC HEARING
SUDBURY BOARD OF APPEALS
TUESDAY, JANUARY 18, 1977

*Received 2-1-77
Town Clerk's Office*

The board consisted of:

Robert P. Savoy, Acting Chairman
Ronald G. Adolph, Acting Clerk
Alphonse J. Briand
John F. McKenna

Notice was published in the Town Crier on December 30, 1976, and January 6, 1977, posted and mailed and read at the hearing.

Mrs. Secatore, Chairman, disqualified herself at the hearing, and Mr. Savoy was acting chairman.

Mr. Savoy, Acting Chairman, explained to the applicant the requirements necessary to substantiate the granting of a permit. He also explained that if anyone is not satisfied with a decision, he has the right to appeal to the superior court within twenty days or the district court within twenty-one days after the decision has been filed with the Town Clerk.

Alba Taylor, Director of Camp Sewataro, appeared before the board requesting a renewal of Permit No. 76-1 under Section I, E, for the operation of Camp Sewataro, property located at Liberty Ledge, off Haynes Road, Residential Zone A-1. Mrs. Taylor said that the site plan for Camp Sewataro is still effective.

Mr. Adolph read the existing permit for Camp Sewataro, and asked Mrs. Taylor if she proposes to make any changes and if the 450 campers is still the correct number. Mrs. Taylor said that she didn't want any changes and still wants the 450 campers.

Mr. Savoy read two letters from abutters, one from Dorothy M. Pratt, for Roy O'Hannan, 235 Haynes Road, and one from Jack L. Scholbe, 177 Haynes Road, both in favor of granting the permit.

Mr. Savoy also read a letter from the Board of Selectmen stating that the approved site plan for Camp Sewataro is still in effect. (See file)

Donald Katz, 35 Dunster Road, an abutter, spoke in favor of granting the permit.

After deliberation, the following motion was placed and seconded:

77005

Motion: "To grant Liberty Ledge Real Estate Trust--Camp Sewataro, Inc.--a renewal of Permit No. 76-1 under Section I, E, for the operation of Camp Sewataro with a maximum number of campers not to exceed 450, property located at Liberty Ledge, Residential Zone A-1, and this permit shall expire on January 31, 1979, and the board will consider renewal on or before that date upon receipt of proper application to the board."

Voted: In Favor: Unanimously

Opposed: None

Reasons: The camp has been operating for well over ten years without any complaints being voiced at hearings relating to the permits involving the operation of the camp. No objections were voiced at the hearing. Two letters were received from abutters in favor of granting the permit, and one abutter spoke in favor of granting the permit.

Therefore, the board finds that 1) the proposed use is not detrimental to the neighborhood, and 2) the use will not significantly alter the character of the zoning district, and 3) such use does not nullify or substantially derogate from the intent or purpose of any other section of this bylaw.

Robert P. Savoy
Robert P. Savoy, Acting Chairman

Ronald G. Adolph
Ronald G. Adolph, Acting Clerk

Alphonse J. Briand
Alphonse J. Briand

John F. McKenna
John F. McKenna



TOWN OF SUDBURY

Board of Appeals

Sudbury, Mass. 01776

Location of Property:
off Haynes Road

Owner's Title Reference:

Deed Dated

Book

Page

Name and Address of Owner:

Camp Sewataro-Liberty Ledge Trust

Haynes Road

Sudbury, MA 01776

Name and Address of Applicant:

SAME

After a hearing held Tuesday, March 27, 1979, the Board of Appeals of the Town of Sudbury voted to grant Camp Sewataro-Liberty Ledge Trust, Haynes Road, owners of property renewal of a permit (77-1) under Section I. E. of the Zoning Bylaw to operate a children's day camp with a maximum number of campers not to exceed 450, property located off Haynes Road, Residential Zone A-1. This permit shall expire on January 31, 1981, and the Board will consider renewal on or before that date upon receipt of proper application to the Board.

RECEIVED
TOWN CLERK'S OFFICE
79 APR -9 PM 10:26
TOWN OF SUDBURY, MASS.

Note: The decision rendered above is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with the regulations of the Town in using the authorization granted.

A copy of the proceedings is on file in the office of the Town Clerk to which reference may be had.

BOARD OF APPEALS

By Daniel D. Hara Acting Clerk

17024



RECEIVED
TOWN CLERK'S OFFICE
Board of Appeals

1981 MAY 18 PM 3:47

Sudbury, Mass. 01775

Location of Property:
off Haynes Road

NO
TOWN OF SUDBURY, MASS.

Owner's Title Reference:

Deed Dated

Book

Page

Name and Address of Owner:

Camp Sewartaro-Liberty Ledge Trust

Haynes Road

Sudbury, MA. 01776

Name and Address of Applicant:

SAME

After a hearing held Tuesday, May 5, 1981, the Board of Appeals
of the Town of Sudbury voted on the following motion:

"To grant Camp Sewartaro-Liberty Ledge Trust, owners of property, a renewal of permit #79-7 granted under Section I.E. of the Zoning Bylaw to operate a children's camp with a maximum number of campers not to exceed 450, property located off Haynes Road, Residential Zone A-1. This permit shall expire on May 1, 1983, and the Board will consider renewal on or before that date upon receipt of proper application to the Board."

Voted: In Favor: Unanimously
Opposed: None

Note: The decision rendered above is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with the regulations of the Town in using the authorization granted.

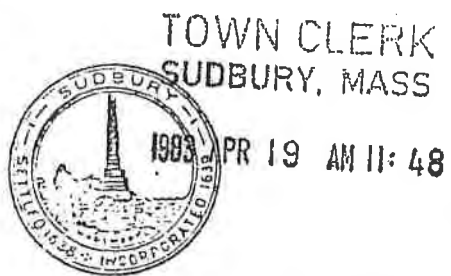
A copy of the proceedings is on file in the office of the Town Clerk to which reference may be had.

BOARD OF APPEALS

By

Acting Clerk

David C. Berry



TOWN CLERK
SUDBURY, MASS TOWN OF SUDBURY

Board of Appeals

PR 19 AM 11:48

Sudbury, Mass. 01776

Location of Property:

Off Haynes Road

Owner's Title Reference:

Deed Dated _____
Book 329 Page 420

Name and Address of Owner:

Liberty Ledge Trust-Camp Sewataro
Liberty Ledge
Sudbury, MA 01776

Name and Address of Applicant:

SALE

After a hearing held Tuesday, April 12, 1983, the Board of Appeals of the Town of Sudbury voted

"To grant Camp Sewataro-Liberty Ledge Trust, owners of property, a renewal of permit #81-9 granted under Section I,E of the Zoning Bylaw, to operate a children's day camp with a maximum number of campers not to exceed 450, property located off Haynes Road, Residential Zone A-1, provided that:

1. The rifles used at the rifle range should be chained or fixed to the holding mechanisms in such a way that they cannot be removed by the campers.
2. This permit shall expire on May 1, 1985, and the Board will consider renewal on or before that date upon receipt of proper application to the Board."

Note: The decision rendered above is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with the Town, State, and Federal Regulations in using the authorization granted. A copy of the proceedings is on file in the office of the Town Clerk to which reference may be had.

BOARD OF APPEALS

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1



TOWN OF SUDBURY
SUDBURY, MASS

Board of Appeals

1985 FEB -1 PM 1:17

Sudbury, Mass. 01776

Location of Property:

Liberty Ledge

Name and Address of Owner:

Liberty Ledge Trust
Liberty Ledge/off Haynes Road
Sudbury, MA 01776

Owner's Title Reference:

Deed Dated _____
Book 329 Page 420

Name and Address of Applicant:

Camp Sewataro/Alba Taylor
Liberty Ledge/off Haynes Road
Sudbury, MA 01776

After a hearing held Tuesday, January 22, 1985, the Board of Appeals of the Town of Sudbury voted

To grant Camp Sewataro and Liberty Ledge Trust, owners of property, a renewal of permit #83-7 granted under Section I,E of the Zoning Bylaw, to operate a children's day camp, property located off Haynes Road, Residential Zone A-1, provided that:

1. The rifles used at the rifle range be chained or fixed to the holding mechanisms in such a way that they cannot be removed by the campers;
2. The number of campers shall not exceed 450;
3. The permit shall expire on May 1, 1987 and the Board will consider renewal on or before that date upon receipt of proper application to the Board.

VOTED: In favor: 4
Opposed: 0

The reasons for this decision can be found in the minutes of the meeting on file with the Town Clerk, which are incorporated herein and made a part hereof.

Note: The decision rendered above is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with the Town, State, and Federal Regulations in using the authorization granted. A copy of the proceedings is on file in the office of the Town Clerk to which reference may be had.

BOARD OF APPEALS

By Ronald S. Adams Clerk



TOWN CLERK
SUDBURY, MASS.

Case No. 85-9

1985 FEB -1 PM 1:18 Board of Appeals

Sudbury, Mass. 01776

Location of Property:

213 Haynes Road

Name and Address of Owner:

Mark Taylor and Chris Taylor-McKenna
Liberty Ledge/off Haynes Road
Sudbury, MA 01776

Owner's Title Reference:

Deed Dated
Book 966 Page 150
Plan Book: 279 Page 165

Name and Address of Applicant:

Camp Sewataro
Liberty Ledge/off Haynes Road
Sudbury, MA 01776

After a hearing held Tuesday, January 22, 1985, the Board of Appeal of the Town of Sudbury voted

To grant Camp Sewataro and Mark Taylor and Chris Taylor-McKenna, owners of property, a special permit under the provisions of Section I,E of the Zoning Bylaw, to use three acres of open residential land abutting the land of Camp Sewataro, as a sports and recreation field during the camp season, property located at 213 Haynes Road, Residential Zone A-1, provided that:

1. The field is used for instructional soccer and not competitive sports;
2. There shall be no amplifying device like a bull-horn;
3. The field be used for 39 days between June 24 and August 16 approximately;
4. The hours be limited to Monday through Friday, not Saturday and Sunday, between 9:00 am and 3:00 pm;
5. This permit shall expire on May 1, 1987 and the Board will consider renewal on or before that date upon receipt of proper application to the Board.

VOTED: In favor: 4
Opposed: 0

The reasons for this decision can be found in the minutes of the meeting on file with the Town Clerk, which are incorporated herein and made a part hereof.

Note: The decision rendered above is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with the Town, State, and Federal Regulations in using the authorization granted. A copy of the proceedings is on file in the office of the Town Clerk to which reference may be had.

BOARD OF APPEALS

Donald S. [Signature] Clerk



TOWN CLERK OF SUDBURY
SUDBURY, MASS.

Board of Appeals

1987 MAR -4 PM 1:57 NOTICE OF DECISION

87-5
Filing Date: 3/4/87

208

Sudbury, Mass. 01776

Location of Property:

off Haynes Road, at Liberty Ledge

Name and Address of Applicant:

Camp Sewataro

Liberty Ledge, off Haynes Road

Sudbury, MA 01776

Owner's Title Reference:

Deed Dated:

Book#: 329

Page#: 420

Name and Address of Owner:

Liberty Ledge Trust

Liberty Ledge, off Haynes Road

Sudbury, MA 01776

After a hearing held TUESDAY, FEBRUARY 24, 1987, the Board of Appeals of the Town of Sudbury voted

MOTION: "To grant Camp Sewataro and Liberty Ledge Trust, owner of property, a renewal of Special Permit #85-8, granted under the provisions of Section I,E of the zoning bylaws to operate a children's day camp, property located off Haynes Road at Liberty Ledge, Residential Zone A-1, provided that:

1) The rifles used at the rifle range be chained or fixed to the holding mechanisms in such a way that they cannot be removed by the campers; 2) The number of campers shall not exceed 450; 3) This permit shall expire in two years on March 1, 1989, and the Board will consider renewal upon receipt of proper application on or before that date."

VOTED: In favor: 4 (Unanimous)
Opposed: 0

Members present and voting: Harvey R. Peters, Chairman; Maryann K. Clark, Clerk
Eben B. Stevens; Larry Shluger, Alternate

The reasons for this decision can be found in the minutes of the hearing on file with the Town Clerk, which are incorporated herein and made a part hereof.

Any appeal of this decision shall be made pursuant to Massachusetts General Laws, Chapter 40A, Section 17, and a copy of the appeal shall be filed in the Town Clerk's Office within twenty (20) days after the date of filing of this Decision in the Office of the Town Clerk.

NOTE: The decision rendered above is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with Town, State, and Federal regulations in using the authorization granted.

BOARD OF APPEALS

By Maryann K. Clark, Clerk
Maryann K. Clark

87-6
Filing Date: 3/4/87



TOWN CLERK
TOWN OF SUDBURY
SUDBURY, MASS

Board of Appeals

1987 MAR -4 PM 1:57 NOTICE OF DECISION

Sudbury, Mass. 01775

Location of Property:

213 Haynes Road

Name and Address of Applicant:

Camp Sewataro
Liberty Ledge, off Haynes Road
Sudbury, MA 01776

Owner's Title Reference:

Deed Dated:

Book#: 966 Page#: 150

Name and Address of Owner:

Mark Taylor and Chris Taylor-McKenna
213 Haynes Road
Sudbury, MA 01776

After a hearing held TUESDAY, FEBRUARY 24, 1987, the Board of Appeals of the Town of Sudbury voted

MOTION: "To grant Camp Sewataro and Mark Taylor and Chris Taylor-McKenna, owners of property, a renewal of special permit #85-9, granted under the provisions of Section I,E of the zoning bylaws to use three acres of open land abutting the land of Camp Sewataro as a sports and recreation field during the camp season, property located at 213 Haynes Road, Residential Zone A-1, provided that:

1) The field is used for instructional soccer and not competitive sports; 2) There shall be no amplifying device like a bull-horn; 3) The field may be used for no more than 40 weekdays during June, July, and August; 4) The hours be limited to Monday through Friday (no weekends) between 9:00 am and 3:00 pm); and 5) This permit shall expire in two years on March 1, 1989, and the Board will consider renewal upon receipt of proper application on or before that date."

VOTED: In favor: 4 (Unanimous) Opposed: 0
Members present and voting:

Harvey R. Peters, Chairman; Maryann K. Clark, Clerk;
Eben B. Stevens; Larry Shluger, Alternate

The reasons for this decision can be found in the minutes of the hearing on file with the Town Clerk, which are incorporated herein and made a part hereof.

Any appeal of this decision shall be made pursuant to Massachusetts General Laws, Chapter 40A, Section 17, and a copy of the appeal shall be filed in the Town Clerk's Office within twenty (20) days after the date of filing of this Decision in the Office of the Town Clerk.

NOTE: The decision rendered above is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with Town, State, and Federal regulations in using the authorization granted.

BOARD OF APPEALS

By


Maryann K. Clark

Clerk

01010



TOWN OF SUDBURY

Board of Appeals

1989 MAR 27 AM 9:05 NOTICE OF DECISION

Sudbury, Mass. 01776

Location of Property:

Camp Sewataro
Liberty Ledge, Off Haynes Road

Name and Address of Applicant:

Camp Sewataro
Liberty Ledge, Off Haynes Road
Sudbury, MA 01776

Owner's Title Reference:

Deed Dated:

Book#: 329 Page#: 420

Name and Address of Owner:

Liberty Ledge trust
Liberty Ledge, Off Haynes Road
Sudbury, MA 01776

After a hearing held TUESDAY, MARCH 7, 1989, the Board of Appeals of the Town of Sudbury voted

MOTION: "To grant Camp Sewataro and LibertyLedge trust, owner of property, a renewal of a special permit under the provisions of Section I,F of the zoning bylaws to conduct a summer day camp for children, property located at Liberty Ledge, off Haynes Road, Residential Zone A-1 provided that:

- 1) The number of campers shall not exceed 450;
- 2) This permit shall expire in two years on March 1, 1991, and the Board will consider renewal on or before this date upon receipt of proper application."

VOTED: In favor: 5(Unanimous)
Opposed: 0

Members present and voting: Ben Stevens, Chairman; Lawrence Shluger, Clerk;
Maryann K. Clark; Lawrence L. Blacker;
Marshall Karol, Alternate

The reasons for this decision can be found in the minutes of the hearing on file with the Town Clerk, which are incorporated herein and made a part hereof.

Any appeal of this decision shall be made pursuant to Massachusetts General Laws, Chapter 40A, Section 17, and a copy of the appeal shall be filed in the Town Clerk's Office within twenty (20) days after the date of filing of this Decision in the Office of the Town Clerk.

NOTE: The decision rendered above is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with Town, State, and Federal regulations in using the authorization granted.

BOARD OF APPEALS

By Lawrence Shluger, Clerk
Lawrence Shluger



TOWN CLERK TOWN OF SUDBURY
SUDBURY, MASS

Board of Appeals

NOTICE OF DECISION

Sudbury, Mass. 01776

C08-200

MAR 27 AM 9:06

Location of Property:

213 Haynes Road

Name and Address of Applicant:

Camp Sewataro
Liberty Ledge, off Haunes Road
Sudbury, MA 01776

Owner's Title Reference:

Deed Dated: _____

Book#: 966 Page#: 150

Name and Address of Owner:

Chris Taylor-McKenna and Mark Taylor
213 Haynes Road
Sudbury, MA 01776

After a hearing held TUESDAY, MARCH 7, 1989, the Board of Appeals of the Town of Sudbury voted

MOTION: "To grant Camp Sewataro and Mark Taylor and Chris Taylor-McKenna, owners of property, a renewal of a special permit granted under Section I,F of the zoning bylaws, to conduct instructional soccer during the camp session, property located at 213 Haynes Road, Residential Zone A-1, provided that:

1) The field is used for instructional soccer and not competitive sports; 2) There shall be no amplifying device (such as a bull-horn) used; 3) The field may be used for no more than 40 weekdays during June, July, and August; 4) The hours be limited to Monday through Friday (no weekends) between 9:00 am and 3:00 pm; 5) This permit shall expire in two years on March 1, 1991, and the Board will consider renewal on or before that date upon receipt of proper application."

VOTED: In favor: 5 (Unanimous)

Opposed: 0

Members present and voting: Ben Stevens, Chairman; Lawrence Shluger, Clerk;
Lawrence L. Blacker; Maryann K. Clark;
Marshall Karol, Alternate

The reasons for this decision can be found in the minutes of the hearing on file with the Town Clerk, which are incorporated herein and made a part hereof.

Any appeal of this decision shall be made pursuant to Massachusetts General Laws, Chapter 40A, Section 17, and a copy of the appeal shall be filed in the Town Clerk's Office within twenty (20) days after the date of filing of this Decision in the Office of the Town Clerk.

NOTE: The decision rendered above is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with Town, State, and Federal regulations in using the authorization granted.

BOARD OF APPEALS

By Lawrence Shluger, Clerk
Lawrence Shluger

C
08011



TOWN OF SUDBURY

C08-200

Board of Appeals NOTICE OF DECISION

Sudbury, Mass. 01776

Location of Property:

Liberty Ledge, off Haynes Road
also 213 Haynes Road

Name and Address of Applicant:

Alba Taylor-Camp Sewataro and Liberty Ledge
Liberty Ledge
Sudbury, Ma 01776

Owner's Title Reference:

Deed Dated: _____

Book#: 329 and 966 Page#: 150

Name and Address of Owner:

Liberty Ledge Trust

same

1991 MAR - 8
TOWN CLERK
SUDBURY, MASS.
MAR 5 1991

After a hearing held Tuesday, February 26, 1991, the Board of Appeals of the Town of Sudbury voted

MOTION: To grant Camp Sewataro and Liberty Ledge Trust, owner of property a renewal of special permit 89-11 under the provisions of Section I, F of the zoning bylaws to conduct a summer day camp for children and instructional soccer during the camp session, property located at Liberty Ledge, off Haynes Road, Residential District #1 provided that: 1) The number of campers shall not exceed 4502); This permit shall expire in two years on March 1, 1993 and the Board will consider renewal on or before this date upon receipt of proper application 3) The field is used for instructional soccer and not competitive sports and 4) The field may be used for no more than 40 weekdays during June, July, and August."

VOTED: in favor: 5(unanimous)
opposed: 0

Members present and voting: Maryann K. Clark, Chairman; Lawrence Shluger, Clerk; Eben B. Stevens, Patrick Delaney, alternate and Thomas Phelps, alternate

The reasons for this decision can be found in the minutes of the hearing on file with the Town Clerk, which are incorporated herein and made a part hereof.

Any appeal of this decision shall be made pursuant to Massachusetts General Laws, Chapter 40A, Section 17, and a copy of the appeal shall be filed in the Town Clerk's Office within twenty (20) days after the date of filing of this Decision in the Office of the Town Clerk.

NOTE: The decision rendered above is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with Town, State, and Federal regulations in using the authorization granted.

BOARD OF APPEALS

By Lawrence Shluger, Clerk

91007



Case Number: 93-10 608-200
Filing Date: March 12, 1993

TOWN CLERK
SUDBURY, MASS
93 MAR 12 AM 10:20

TOWN OF SUDBURY

Board of Appeals NOTICE OF DECISION

Sudbury, Mass. 01776

Location of Property:

One Liberty Ledge &
213 Haynes Road

Owner's Title Reference:

Deed Dated: _____
Book #: 659 Page #: 102
Book #: 1053 Page #: 213

Name and Address of Applicant:

Camp Sewataro, Inc., &
Liberty Ledge Real Estate Trust
One Liberty Ledge
Sudbury, MA 01776

Name and Address of Owner:

same

After a hearing held Tuesday, March 2, 1993, the Board of Appeals of the Town of Sudbury voted

MOTION: "To grant Camp Sewataro, Inc. and Liberty Ledge Real Estate Trust, owner of property, renewal of Special Permit 91-4, granted under the provisions of Section I,F of the Zoning Bylaws, to conduct a summer day camp for children, and instructional soccer during the camp session, property located at One Liberty Ledge and 213 Haynes Road, Residential Zone A-1, provided that:

1. The number of campers shall not exceed 450.
2. The field shall be used for instructional soccer and not competitive sports.
3. The field may be used for no more than forty (40) weekdays during June, July and August.
4. There shall be no amplifying device (i.e., bullhorn).
5. Hours are limited to Monday through Friday (no weekends) between 9AM and 3PM.
6. This permit will expire in two years on March 2, 1995 and the Board will consider renewal upon receipt of proper application on or before that date."

VOTED: In favor: 5 (unanimous) Opposed: 0

Members present and voting: Thomas W.H. Phelps, Chairman, Patrick J. Delaney III, Clerk, Maryann K. Clark, Lawrence Shluger; Derek Gardiner, Alternate

Continued on Page 2

608-200

03024

CAMP SEWATARO, INC. &
LIBERTY LEDGE REAL ESTATE TRUST

The reasons for this decision can be found in the minutes of the hearing on file with the Town Clerk, which are incorporated herein and made a part hereof.

Any appeal of this decision shall be made pursuant to Massachusetts General Laws, Chapter 40A, Section 17, and a copy of the appeal shall be filed in the Town Clerk's Office within twenty (20) days after the date of filing of this Decision in the Office of the Town Clerk.

NOTE: The decision rendered herein is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with Town, State, and Federal regulations in using the authorization granted.

BOARD OF APPEALS

By Patricia M. Winters, Clerk

93024



TOWN OF SUDBURY

Board of Appeals

NOTICE OF CONFIRMATORY SPECIAL PERMIT

Sudbury, Mass. 01776

Location of Property: One Liberty Ledge and 213 Haynes Road

After a meeting held on July 20, 1993, the Board of Appeals of the Town of Sudbury voted:

MOTION: "To issue Confirmatory Special Permit 93-10A which corrects Case 93-10 filed on March 12, 1993 with the Town Clerk as follows:

Owner's Title Reference to read:

One Liberty Ledge
Certificate of Title #105852
Book #: 659 Page #: 102

213 Haynes Road
Certificate of Title #184626
Book #: 1053 Page #: 76

Name and Address of Owner to read:

William J. Dowie, Trustee
Liberty Ledge Real Estate Trust
One Liberty Ledge
Sudbury, MA 01776

Condition 4. to read:

There shall be no amplifying device, (i.e., bullhorn) used on the field.

Condition 5. to read:

Field hours are limited to Monday through Friday (no weekends) between 9AM and 3PM."

This Confirmatory Special Permit is attached to and made a part of Special Permit 93-10 filed with the Town Clerk on March 12, 1993. With the exception of the above corrections, all documentation and conditions of the original permit remain in effect.

VOTED: In favor: 4 (unanimous) Opposed: 0

Members present and voting: Thomas W.H. Phelps, Chairman, Marshall A. Karol, Alternate and Acting Clerk, Maryann K. Clark, Jeff Jacobson, Alternate

BOARD OF APPEALS

By Marshall A. Karol, Clerk

93 AUG -2 PM 1:20
TOWN CLERK
SUDBURY, MASS

93117

Case Number: 97-5

Filing Date: March 10, 1997

C08-200



TOWN OF SUDBURY

Board of Appeals

Case Number: 97-5

Filing Date:

Sudbury, Mass. 01776

RECEIVED
SUDBURY, MASS
MAY 10 1997

NOTICE OF DECISION

Location of Property:

One Liberty Ledge
&
213 Haynes Road

Owner's Title Reference:

Deed Dated: _____
Book #: 659 Page #: 102
Certificate of Title #: 105852
Book #: 1053 Page #: 76
Certificate of Title #: 184626

Name and Address of Applicant:

Camp Sewataro, Inc.
One Liberty Ledge
Sudbury, MA 01776

Name and Address of Owner:

Liberty Ledge Real Estate Trust
William J. Dowie, Trustee
One Liberty Ledge
Sudbury, MA 01776

After a hearing held Tuesday, February 25, 1997, the Board of Appeals of the Town of Sudbury voted

MOTION: "To grant Camp Sewataro, Inc. and Liberty Ledge Real Estate Trust, owner of property, renewal of Special Permit 95-11, granted under the provisions of Section I,F of the Zoning Bylaws, to conduct a summer day camp for children, and instructional soccer during the camp session, property located at One Liberty Ledge and 213 Haynes Road, Residential Zone A-1, provided that:

1. The number of campers shall not exceed 450.
2. The field shall be used for instructional soccer and not competitive sports.
3. The field may be used for no more than forty (40) weekdays during June, July and August.
4. There shall be no amplifying device (i.e., bullhorn) used on the field.
5. Field hours are limited to Monday through Friday (no weekends) between 9AM and 3PM.

Continued on Page 2

C 08-200

97050

6. This permit will expire in two years on February 25, 1999, and the Board will consider renewal upon receipt of proper application on or before that date."

VOTED: In favor: 5 (unanimous) Opposed: 0

Members present and voting: Gilbert P. Wright, Jr., Chairman,
Thomas W.H. Phelps, Co-Chairman/Clerk, Patrick J. Delaney III, Marshall A. Karol,
Andrew J. Fay

The reasons for this decision can be found in the minutes of the hearing on file with the Town Clerk, which are incorporated herein and made a part hereof.

Any appeal of this decision shall be made pursuant to Massachusetts General Laws, Chapter 40A, Section 17, and a copy of the appeal shall be filed in the Town Clerk's Office within twenty (20) days after the date of filing of this Decision in the Office of the Town Clerk.

NOTE; The decision rendered herein is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with Town, State, and Federal regulations in using the authorization granted.

BOARD OF APPEALS

By Thomas W.H. Phelps, Clerk

97-5-10
SUBURB, MASS
JUN 10 1997



Case Number: 00-34
Filing Date: November 27, 2000

TOWN OF SUDBURY

Board of Appeals

Sudbury, Mass. 01776

NOTICE OF DECISION

00 NOV 27 AM 11:20
TOWN CLERK
SUDBURY, MASS

Location of Property:

One Liberty Ledge

Owner's Title Reference:

Book #: 659 Page #: 102

Certificate of Title #: 105852

Book #: 1053 Page #: 76

Certificate of Title #: 184626

Name and Address of Applicant:

Camp Sewataro, Inc.

One Liberty Ledge

Sudbury, MA 01776

Name and Address of Owner:

Liberty Ledge Real Estate Trust

William J. Dowie, Trustee

One Liberty Ledge

Sudbury, MA 01776

After a hearing held Tuesday, November 14, 2000, the Board of Appeals of the Town of Sudbury voted

MOTION: "To grant Camp Sewataro, Inc., applicant, and Liberty Ledge Real Estate Trust, owner of property, renewal of Special Permit 99-52, granted under the provisions of Section I,F of the Zoning Bylaws, to conduct a summer day camp for nursery, kindergarten and first graders, property located at One Liberty Ledge, Residential Zone A-1, provided that:

1. The number of campers shall not exceed 150.
2. This permit will expire on February 23, 2002, and the Board will consider renewal upon receipt of proper application on or before that date."

VOTED: In favor: 5 (unanimous) Opposed: 0

Members present and voting: Thomas W.H. Phelps, Chairman, Mark A. Kablack, Clerk, Patrick J. Delaney III, Lauren S. O'Brien; Richard L. Burpee, Alternate

The reasons for this decision can be found in the minutes of the hearing on file with the Town Clerk, which are incorporated herein and made a part hereof.

Any appeal of this Decision shall be made pursuant to Massachusetts General Laws, Chapter 40A, Section 17, and a copy of the appeal shall be filed in the Town Clerk's Office within twenty (20) days after the date of filing of this Decision in the Office of the Town Clerk.

20133

C 08-000-000

Case Number: 00-34
Camp Sewataro
One Liberty Ledge
Page 2

NOTE: The Decision rendered herein is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with Town, State, and Federal regulations in using the authorization granted.

BOARD OF APPEALS

By Mark A. Kaplack, Clerk

00 NOV 27 PM 11:20
TOWN CLERK
SUNDERLAND, MASS



TOWN CLERK
TOWN OF SUDBURY
SUDBURY, MASS

Board of Appeals

02 MAR -6 AM 11:14

Case Number: 02-5

Filing Date: March 6, 2002

NOTICE OF DECISION

Sudbury, Massachusetts 01776

Location of Property:

One Liberty Ledge

Name and Address of Applicant:

Camp Sewataro, Inc.
One Liberty Ledge
Sudbury, MA 01776

Owner's Title Reference:

Book #: 659 Page #: 102
Certificate of Title #: 105852
Book #: 1052 Page #: 76
Certificate of Title #: 184626

Name and Address of Owner:

Liberty Ledge Real Estate Trust
William J. Dowie, Trustee
One Liberty Ledge
Sudbury, MA 01776

After a hearing held Tuesday, February 12, 2002, the Board of Appeals of the Town of Sudbury met on Thursday, February 28, 2002 and voted

MOTION: "To grant Camp Sewataro, Inc. applicant, and Liberty Ledge Real Estate Trust, owner of property, a Special Permit under the provisions of Section 2140 of the Zoning Bylaws; to conduct a summer day camp as follows:

1. The number of campers for nursery, kindergarten and first graders shall not exceed 150.
2. The number of campers for all other campers to age 14 shall not exceed 450.
3. This permit will expire in three (3) years on February 28, 2005, and the Board will consider renewal upon receipt of proper application on or before that date."

VOTED: In favor: 5 (unanimous) Opposed: 0

Members present and voting: Mark A. Kablack, Chairman, Patrick J. Delaney III, Clerk, Thomas W.H. Phelps, Lauren S. O'Brien; Jonathan G. Gossels, Alternate

The reasons for this decision can be found in the minutes of the hearing on file with the Town Clerk, which are incorporated herein and made a part hereof.

Any appeal of this Decision shall be made pursuant to Massachusetts General Laws, Chapter 40A, Section 17, and a copy of the appeal shall be filed in the Town Clerk's Office within twenty (20) days after the date of filing of this Decision in the Office of the Town Clerk.

C08-113

0200

Case Number: 02-5
Camp Sewataro
One Liberty Ledge
Page 2

NOTE: The Decision rendered herein is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with Town, State, and Federal regulations in using the authorization granted.

BOARD OF APPEALS

By Pat O'Connell, Clerk

TOWN CLERK
SUDBURY, MASS
02 MAR - 6 AM 11: 14

TOWN CLERK
SUDBURY, MASS

02 MAR -6 AM 11: 15

CAMP SEWATARO
One Liberty Ledge
02-5

MINUTES OF THE PUBLIC HEARING
SUDBURY BOARD OF APPEALS
TUESDAY, FEBRUARY 12, 2002

The Board consisted of:

Mark A. Kablack, Chairman
Patrick J. Delaney III, Clerk
Thomas W.H. Phelps
Lauren S. O'Brien
Jonathan G. Gossels, Alternate

Notice of the hearing was published in the Sudbury Town Crier on 24 and 31, 2002, posted, mailed and read at this hearing.

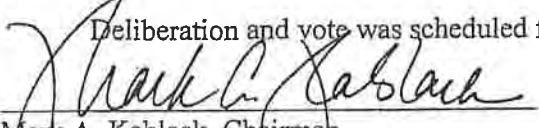
Mr. Kablack, Chairman, explained the requirements necessary to substantiate the granting of a special permit. He also explained that if anyone is not satisfied with the Board's decision, they have the right to appeal to Superior Court or District Court within twenty days after the decision has been filed with the Town Clerk, and that possible other appeals may exist under current law.

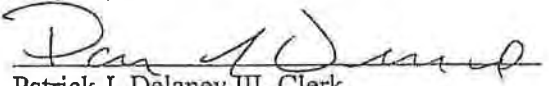
Christine Taylor and Mark Taylor were present to represent a petition for renewal of Special Permits 99-3 and 00-34 to conduct a summer day camp for children which is known as Camp Sewataro located at One Liberty Ledge.

Renewal was being requested under the same conditions. The Taylors would like the two permits combined into one. Permit 99-3 allows 450 campers in the 4-14 age group. Permit 00-34 allows for 150 nursery, kindergarten and first graders.

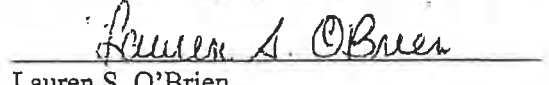
There have been no problems associated with this use. No abutters were present to oppose renewal. The hearing was closed.

Deliberation and vote was scheduled for February 28, 2002.


Mark A. Kablack, Chairman


Patrick J. Delaney III, Clerk


Thomas W.H. Phelps


Lauren S. O'Brien


Jonathan G. Gossels, Alternate

TOWN CLERK
SUDBURY, MASS

02 MAR -6 AM 11: 15

CAMP SEWATARO
One Liberty Ledge
02-5

MINUTES
SUDBURY BOARD OF APPEALS
THURSDAY, FEBRUARY 28, 2002

The Board consisted of:

Mark A. Kablack, Chairman
Patrick J. Delaney III, Clerk
Thomas W.H. Phelps
Lauren S. O'Brien
Jonathan G. Gossels, Alternate

The meeting was convened by the Chairman for the purpose of deliberation and vote on Case 02-5, Camp Sewataro. Following the previous hearing on February 12, 2002, there was some question as to how this permit should be handled given the fact that the Bylaw had been recodified since the last renewal.

Following a discussion of process, the wording of the advertisement, and a review of Town Counsel's letter dated February 22, 2002, it was agreed that this permit may be issued under Section 2140 as advertised.

The following motion was then placed and seconded:

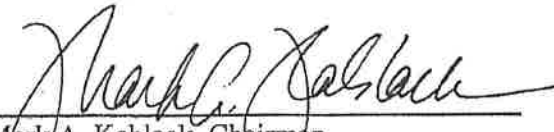
MOTION: "To grant Camp Sewataro, Inc., applicant, and Liberty Ledge Real Estate Trust, owner of property, a Special Permit under the provisions of Section 2140 of the Zoning Bylaws, to conduct a summer day camp as follows:

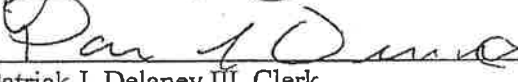
1. The number of campers for nursery, kindergarten and first graders shall not exceed 150.
2. The number of campers for all other campers to age 14 shall not exceed 450.
3. This permit will expire in three (3) years on February 28, 2005, and the Board will consider renewal upon receipt of proper application on or before that date."

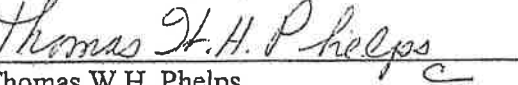
VOTED: In favor: 5 (unanimous) Opposed: 0

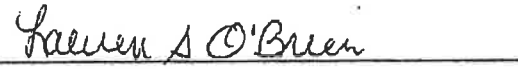
REASONS: This camp has been in existence for 42 years and has operated with no detriment to the neighborhood. The Board finds that the petitioners have consistently met the requirements for the granting of a special permit and considers this camp to be an asset to the community. Proper facilities are in place for this operation which continues to exist harmoniously with the surrounding neighborhood. No complaints have been received with regard to this operation and no abutters were present to oppose the granting of this special permit.

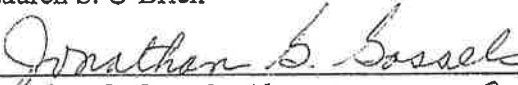
CAMP SEWATARO
One Liberty Ledge
02-5 Page 2


Mark A. Kablack, Chairman


Patrick J. Delaney III, Clerk


Thomas W.H. Phelps


Lauren S. O'Brien


Jonathan G. Gossels, Alternate

10VIN CLERK
SUDBURY, MASS
02 MAR - 6 AM 11: 15

ZONING BOARD OF APPEALS

SUDBURY, MASSACHUSETTS

APPLICATION FOR SPECIAL PERMIT

15
C.M.
00-
02502

PART I APPLICANT INFORMATION

Page 1 of 4

Name(s): CAMP SEWATARO, INC.

Address: ONE LIBERTY LEDGE, SUDBURY, MA 01776

Telephone number: 978 - 443-3100

PART II OWNER INFORMATION

Name(s): Liberty Ledge Real Estate Trust - William J. Donio, Trustee

Address: ONE LIBERTY Ledge, Sudbury, MA 01776

Telephone number: 978 - 443-3100

PART III PROPERTY INFORMATION

Address or lot number:
(of property for which
special permit
is requested) ONE LIBERTY Ledge

02 JAN - 8 AM 11: 08
TOWN CLERK
SUDBURY, MASS

Area: 50 acres

Frontage: _____

Zoning District: Residential A-1

YES NO

Is the deed for this property recorded? ☒ ☐

If YES,

Date:

Book number: 659 - Lib. Ledge Trust

Page number: 1053 - Lib. Ledge Trust

cert. of title 102 - Lib. Ledge Trust
76 - Lib. Ledge Trust
10585-2 - Lib. Ledge Trust
184626 - Lib. Ledge Trust

ZONING BOARD OF APPEALS

SUDBURY, MASSACHUSETTS

APPLICATION FOR SPECIAL PERMIT

PART IV DESCRIPTION OF REQUEST

Page 2 of 4

a) Under what provision of the Bylaw is a special permit requested?

Article:

IX

Section number:

I, F

b) Why is a Special Permit needed?:

Renew existing permit

c) Why does the applicant believe that the proposed use or building would be in harmony with the general purpose and intent of the Bylaw?:

Renew existing permit

d) Why does the applicant believe that the proposed use would be located in an appropriate location, would not be detrimental to the neighborhood, and would not significantly alter the character of the zoning district?:

Renew existing permit

ZONING BOARD OF APPEALS

SUDBURY, MASSACHUSETTS

APPLICATION FOR SPECIAL PERMIT

PART IV DESCRIPTION OF REQUEST (continued)

Page 3 of 4

e) Why does the applicant believe that adequate and appropriate facilities will be provided for the proper operation of the proposed use?:

renew existing permit

f) Why does the applicant believe that the proposed use would not be detrimental or offensive to the adjoining zoning districts and neighboring properties due to the effects of lighting, odors, smoke, noise, sewage, refuse materials, or visual nuisances?:

Renew existing permit

g) Why does the applicant believe that the proposed use would not cause undue traffic congestion in the immediate area?:

Renew existing permit

ZONING BOARD OF APPEALS

SUDBURY, MASSACHUSETTS

APPLICATION FOR SPECIAL PERMIT

RT IV DESCRIPTION OF REQUEST (continued)

Page 4 of 4

h) Has a Special Permit previously been requested?

YES



NO



If YES,

Case number

Applicant

Approved

Denied

00-34

Camp Sewaturo



02 JAN -8 AM 11:08

TOWN CLERK
SUDBURY, MASS

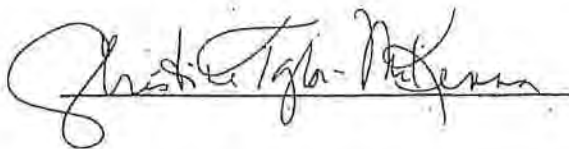
i) If this is an application for renewal, indicate any changes that you are requesting from the wording and/or conditions of the previously granted permit:

RT V REQUIRED ATTACHMENTS

- an application fee of \$100 (initial application) or \$50 (renewal) in the form of a check or money order payable to the Town of Sudbury
- a plot plan showing the location, size, and position of the property, building(s) and parking area(s), including all dimensions and setback distances from property lines, public ways and structures on adjoining property.

RT VI SIGNATURE

I certify that all of the above answers are true to the best of my knowledge.



DATE

Jan 7, 2002

DATE

LIBERTY LEDGE TRUST

One Liberty Ledge

Sudbury, MA 01776

Telephone: (978) 443-3100

Bittersweet

New Lot Number

324
325
326
333
332
331
327
328
329
330
318
319
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321
322
323
308
309
310
311
312
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314
315
316
317
307
305
304
303
302
301

Liberty Hill

Former Lot Number

112
113
114
115 & 124
116 & 123
117 & 122
118
119
120
121
138 & 153
139
140
141
142
143
144
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TOWN OF SUDBURY
SUDBURY, MA Board of Appeals

05 FEB 22 AM 11:09
NOTICE OF DECISION

Sudbury, Massachusetts 01776

Location of Property:

One Liberty Ledge

Owner's Title Reference:

Book #:659 Page #:102

Certificate of Title #:105852

Book #:1053 Page #:76

Certificate of Title #:184626

Name and Address of Applicant:

Camp Sewataro, Inc.
One Liberty Ledge
Sudbury, MA 01776

Name and Address of Owner:

Liberty Ledge Real Estate Trust
One Liberty Ledge
Sudbury, MA 01776

After a hearing held Tuesday, February 8, 2005, the Board of Appeals of the Town of Sudbury voted

MOTION: "To grant Camp Sewataro, Inc., applicant, and Liberty Ledge Real Estate Trust, owner of property, renewal of Special Permit 02-5, granted under the provisions of Section 2140 of the Zoning Bylaws, to conduct a summer day camp, property located at One Liberty Ledge, Residential Zone A-1, as follows:

1. The number of campers for nursery, kindergarten and first graders shall not exceed 150.
2. The number of campers for all other campers to age 14 shall not exceed 450.
3. This permit will expire in five (5) years on February 8, 2010, and the Board will consider renewal upon receipt of proper application on or before that date."

VOTED: In favor: 5 (unanimous) Opposed: 0

Members present and voting: Jonathan G. Gossels, Chairman, Stephen M. Richmond, Clerk, Elizabeth A. Taylor, Jeffrey P. Kloffft; Constantine Athanas, Alternate

The reasons for this decision can be found in the minutes of the hearing on file with the Town Clerk, which are incorporated herein and made a part hereof.

Any appeal of this Decision shall be made pursuant to Massachusetts General Laws, Chapter 40A, Section 17, and a copy of the appeal shall be filed in the Town Clerk's Office within twenty (20) days after the date of filing of this Decision in the Office of the Town Clerk.

05-200-400 0503-2

Case Number: 05-6
Camp Sewataro, Inc.
One Liberty Ledge
Page 2

NOTE: The Decision rendered herein is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with Town, State, and Federal regulations in using the authorization granted.

BOARD OF APPEALS

By Stephen M. Richmond, Clerk

TOWN CLERK
SUDBURY, MASS
05 FEB 22 AM 11:10

March 16, 2005

This is to certify that no notice of an appeal from the Board of Appeal's Case #05-6 was filed in this office within 20 days after such decision was filed on February 22, 2005

Judith A. Newton
Assistant Town Clerk

TOWN CLERK
SUDBURY, MASS

10 JAN 15 PM 12:21 NOTICE OF DECISION

Location of Property:

One Liberty Ledge

Owner's Title Reference:

Book #:659 Page #:102

Certificate of Title #:105852

Book #:1053 Page #:76

Certificate of Title #:184626

Name and Address of Applicant:

Camp Sewataro, Inc.

One Liberty Ledge

Sudbury, MA 01776

Tel. 978/443-3100

Name and Address of Owner:

Liberty Ledge Real Estate Trust

One Liberty Ledge

Sudbury, MA 01776

After a hearing held Monday, January 4, 2010, the Board of Appeals of the Town of Sudbury voted

MOTION: "To grant Camp Sewataro, Inc., applicant, and Liberty Ledge Real Estate Trust, property owner, renewal of Special Permit 05-6, granted under the provisions of Section 2140 of the Zoning Bylaws, to conduct a summer day camp, property located at One Liberty Ledge, Residential Zone A-1, as follows:

1. The number of campers for nursery, kindergarten and first graders shall not exceed 150.
2. The number of campers for all other campers to age 14 shall not exceed 450.
3. The camp may also offer additional programming for up to 100 camp families on evenings and weekends during the regular camp session in June, July, and August through Labor Day.
4. The camp may also be opened for occasional use up to 15 days per year outside of the regular summer season, September through May.
5. This permit will expire in five (5) years on January 4, 2015, and the Board will consider renewal upon receipt of proper application on or before that date."

VOTED: In favor: 5 (unanimous) Opposed: 0

Members present and voting: Elizabeth T. Quirk, Chair; Stephen A. Garanin; Jonathan G. Gossels, Jeffrey P. Klofft; and Benjamin D. Stevenson

The reasons for this decision can be found in the minutes of the hearing on file with the Town Clerk, which are incorporated herein and made a part hereof.

Any appeal of this Decision shall be made pursuant to Massachusetts General Laws, Chapter 40A, Section 17, and a copy of the appeal shall be filed in the Town Clerk's Office within twenty (20) days after the date of filing of this Decision in the Office of the Town Clerk.

NOTE: The Decision rendered herein is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with Town, State, and Federal regulations in using the authorization granted.

BOARD OF APPEALS

By Elizabeth T. Quirk, Chair

TOWN CLERK
SUDBURY, MASS
10 JAN 15 PM 12:21

February 10, 2010

This is to certify that no notice of an appeal from the Board of Appeals Decision, Case #10-1 was filed in this office within 20 days after such decision was filed on January 15, 2010.

A True Copy Attest:

Judith A. Newton
Judith A. Newton
Assistant Town Clerk

TOWN CLERK'S OFFICE
RECEIVED JAN 18 2015

Case Number: 15-4
Filing Date: January 16, 2015

NOTICE OF DECISION

Location of Property:

One Liberty Ledge

Owner's Title Reference:

Book #: 659 Page #: 102

Certificate of Title #: 105852

Book #: 1053 Page #: 76

Certificate of Title #: 184626

Name and Address of Applicant:

Camp Sewataro, Inc.
One Liberty Ledge
Sudbury, MA 01776
Tel. 978/443-3100

Name and Address of Owner:

Liberty Ledge Real Estate Trust
One Liberty Ledge
Sudbury, MA 01776

After a hearing held Monday, January 5, 2015, the Board of Appeals of the Town of Sudbury voted

MOTION: "To grant Camp Sewataro, Inc., applicant, and Liberty Ledge Real Estate Trust, property owner, renewal of Special Permit 10-1, granted under the provisions of Section 2140 of the Zoning Bylaw, to conduct a summer day camp, property located at One Liberty Ledge, Residential Zone A-1, as follows:

1. The number of campers for nursery, kindergarten and first graders shall not exceed 150.
2. The number of campers for all other campers to age 14 shall not exceed 450.
3. The camp may also offer additional programming for up to 100 camp families on evenings and weekends during the regular camp session in June, July, and August through Labor Day.
4. The camp may also be opened for occasional use up to 15 days per year outside of the regular summer season, September through May.
5. This permit has no expiration, however any change in use or in ownership will require review by the Zoning Board of Appeals."

VOTED: In favor: 5 (unanimous) Opposed: 0

Members present and voting: Benjamin D. Stevenson, Chair; Jonathan F.X. O'Brien, Clerk; Jonathan G. Gossels; Jeffrey P. Klofft; and Nicholas B. Palmer.

The reasons for this decision can be found in the minutes of the hearing on file with the Town Clerk, which are incorporated herein and made a part hereof. Any appeal of this Decision shall be made pursuant to Massachusetts General Laws, Chapter 40A, Section 17, and a copy of the appeal shall be filed in the Town Clerk's Office within twenty (20) days after the date of filing of this Decision in the Office of the Town Clerk.

NOTE: The Decision rendered herein is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The applicant is responsible for determining and complying with Town, State, and Federal regulations in using the authorization granted.



2015 01655998
Bk: 00859 Pg: 102 Cert#: 105852
Doc: DEC18 04/08/2015 11:16 AM

BOARD OF APPEALS

By Jonathan F.X. O'Brien, Chair

February 6, 2015

This is to certify that no notice of an appeal from the Board of Appeals Decision, Case #15-4 was filed in this office within 20 days after such decision was filed on January 16, 2015.

A True Copy Attest:

Veronica W. Craven
Veronica W. Craven
Assistant Town Clerk

105852 - 659 - 102
184626 - 1053 - 76

One Liberty Ledge, Sudbury, MA

5
4

TOWN CLERK'S OFFICE
RECEIVED JAN 16 2015

CASE 15-4
Camp Sewataro
One Liberty Ledge
Page | 1

MINUTES OF THE PUBLIC HEARING
SUDBURY BOARD OF APPEALS
Monday, January 5, 2015

The Board consisted of:

Benjamin D. Stevenson, Chair; Jonathan F.X. O'Brien, Clerk; Jonathan G. Gossels; Jeffrey P. Kloff; and Nicholas B. Palmer.

ZBA Chairman Benjamin Stevenson explained the requirements necessary to substantiate the granting of a Special Permit. He said that if anyone is not satisfied with the Board's decision, they have the right to appeal to Superior Court or Land Court within twenty days after the decision has been filed with the Town Clerk, and that possible other appeals may exist under current law.

Mark Taylor, Owner and Director, William Dowie, Consulting Director, and Monica McCann, General Manager, were present for Camp Sewataro, to ask for a renewal of Special Permit 10-1 to conduct a summer day camp at One Liberty Ledge. They were amenable to all existing conditions with the exception of the renewal term limit. Mr. Taylor asked that the Special Permit be granted without any limit of time for renewal. He said that the camp is over 50 years old. As an owner of land the Taylor family is completely dependent upon the success of the camp. Camp Sewataro is a summer camp for children located off of Haynes Road on a parcel of approximately fifty acres. Operations have gone smoothly. However, Mr. Taylor asked the Board to consider permanence of the permit so that camp has no obstacles to operation. Children from twenty-three communities enrolled in the camp last year including 278 children from Sudbury.

Mr. Kloff said that he had no problem issuing a longer term but was unsure about indefinitely.

Mr. Gossels suggested that if the time limit were removed and the applicant wanted changes to any conditions then they could come back to the ZBA. He felt that Camp Sewataro has proven itself to be a good business in town.

The Board then discussed at length adding a condition that if there were no time limit imposed then if there were any change in use or change in land ownership or the business ownership then the applicant would have to come back before the ZBA. Mr. Taylor said that Liberty Ledge Real Estate Trust owns land and has been since the camp was established in 1960.

The Board was comfortable with the way the camp has been running. Therefore, after discussion, a condition was added the existing conditions that there be no expiration term, but that if there are any changes in the use of the land or change in ownership then the applicant will have to come back to the ZBA...

Mr. Stevenson asked whether any neighbors were present who wished to speak. None were present.

There were no further comments from the Board or audience. The hearing was closed.

The following motion was made and seconded:

MOTION: "To grant Camp Sewataro, Inc., applicant, and Liberty Ledge Real Estate Trust, property owner, renewal of Special Permit 10-1, granted under the provisions of Section 2140 of the Zoning

Bylaw, to conduct a summer day camp, property located at One Liberty Ledge, Residential Zone A-1, as follows:

1. The number of campers for nursery, kindergarten and first graders shall not exceed 150.
2. The number of campers for all other campers to age 14 shall not exceed 450.
3. The camp may also offer additional programming for up to 100 camp families on evenings and weekends during the regular camp session in June, July, and August through Labor Day.
4. The camp may also be opened for occasional use up to 15 days per year outside of the regular summer season, September through May.
5. This permit has no expiration, however any change in use or in ownership will require review by the Zoning Board of Appeals."

VOTED: In favor: 5 (unanimous) Opposed: 0

REASONS: This camp has been in existence since 1960 and has operated with no detriment to the neighborhood. The Board finds that the petitioners have consistently met the requirements for the granting of a special permit and considers this camp to be an asset to the community. Proper facilities are in place for this operation which continues to exist harmoniously with the surrounding neighborhood. No complaints have been received with regard to camp operations. Therefore the Board was amenable to dispensing with the renewal term, however any change in use or in ownership will require review by the Zoning Board of Appeals.

Benjamin D. Stevenson ^{not}
Benjamin D. Stevenson, Chair

Jonathan F.X. O'Brien ^{not}
Jonathan F.X. O'Brien, Clerk

Jonathan G. Gossels ^{not}
Jonathan G. Gossels

Nicholas B. Palmer ^{not}
Nicholas B. Palmer

Jeffrey P. Kloff ^{not}
Jeffrey P. Kloff

LIBERTY LEDGE REAL ESTATE TRUST
BOARD OF APPEALS DECISION TO BE RECORDED AT THE REGISTRY
Land Used by Camp Sewataro

Lot Numbers as shown on plan filed with the Land Court on October 30, 1998, as Plan 2170W and being entitled, "Bittersweet", Definitive Subdivision of Land in Sudbury, Mass., Prepared for Liberty Ledge Real Estate Trust, William Dowie, Trustee, Scale: 1"=100', dated May, 1998 by David E. Ross Associates, Inc., Civil Engineers, Land Surveyors, Environmental Consultants, P. O. Box 368-111 Fitchburg Rd., Ayer, Mass. 01432:

182
183
184
185
186
187
191
190
189
188
202
203
204
205
206
207
192
193
194
195
196
197
198
199
200
201
208
210
211
212
213
214

Lots 182 thru 208

2 Lots 210 thru 214

207

with
1000
PK

Doc 01695999

Southern Middlesex Land Court
Registry District

RECEIVED FOR REGISTRATION

On: Apr 02, 2015 at 11:14 AM

Document Fee 75.00

Receipt Total: \$150.00

NOTED ON: CLK1 105852 BK 00659 PG 102

ALSO NOTED ON:

Bk 01059 Pg 78 Conf: 18663
Doc: DECIS 04/02/2015 11:18 AM

Nash 918-263-7777
NAME _____
STREET ADDRESS _____
CITY, STATE, ZIP _____



TOWN CLERK

2016 DEC 20 PM 3:27 Case #: 16-28
Filing Date: December 20, 2016

**TOWN OF SUDBURY
BOARD OF APPEALS
NOTICE OF DECISION**

Location of Property:
One Liberty Ledge
Sudbury, MA 01776

Owner's Title Reference:
Deed Dated: 6/17/2015
Book:659 & 1053 Page:102 & 76

Name and Address of Applicant:
Camp Sewataro, Inc.
One Liberty Ledge
Sudbury, MA 01776

Name and Address of Current Owners:
Liberty Ledge Real Estate Trust
One Liberty Ledge
Sudbury, MA 01776

DECISION of the Zoning Board of Appeals (the "Board") on the application of Camp Sewataro, Inc., Applicant and Liberty Ledge Real Estate Trust, Owner, for a modification of a Special Permit 15-4 under the provisions of Section 2140 of the Zoning Bylaw, to modify an existing permit to allow a change to the ownership structure of the permit holder, Assessor's Map C08-0143, One Liberty Ledge, Residential Zone A-1.

This Decision is in response to an Application filed on November 7, 2016. After causing notice of the time and place of the public hearing and of the subject matter thereof to be published in the Sudbury Town Crier on November 17 and November 24, 2016, posted and mailed to the Applicant, abutters and other parties of interest as required by law, the public hearing was conducted on December 5, 2016. The record of the proceedings and submissions upon which this Decision is based may be referred to in the office of the Town Clerk or the Board office.

Mr. Mark Taylor, Director of Camp Sewataro and William Dawi, one of the owners and Trustee of Liberty Ledge Real Estate Trust, appeared at the hearing. The Applicants seek approval to modify an existing permit to allow a change to the ownership structure of the permit holder (formation of a new legal entity to own part of the property and transfer of the permit to the new entity).

Members present and voting at the Hearing were: Jonathan F.X. O'Brien, Chair; Jonathan G. Gossels; Jeffrey P. Kloffft; Nancy Rubenstein and John Riordan, Clerk.

The Board, after considering the materials submitted with the application, together with the information developed at the hearing, finds that:

1. The Applicant wishes to fulfill the requirements of the SPECIAL PERMIT previously issued by the Board under Section 2140 of the Zoning Bylaw by obtaining the Board's consent to the transfer of the assets of the Liberty Ledge Real Estate Trust to a new legal entity to be formed by the beneficiaries of the Trust, which shall be owned by the same individuals who were the beneficiaries of the Trust.
2. The proposed activity which is the subject of this application is described in the Application, dated November 4, 2016.



Case #: 16-28

Filing Date: December 20, 2016

3. The use is in harmony with the general purpose and intent of the Bylaw. The property is developed as a Camp in residential lots which will not change with this proposal. Zoning in this district is Residential A-1.
4. The use is in an appropriate location and is not detrimental to the neighborhood and does not significantly alter the character of the zoning district.
5. Adequate and appropriate facilities will be provided for the proper operation of the proposed use.
6. The proposed use will not be detrimental or offensive to the adjoining zoning districts and neighboring properties due to the effects of lighting, odors, smoke, noise, sewage, refuse materials or other visual nuisances. The proposal has been designed to mitigate impacts on neighboring properties.
7. The proposed use will not cause undue traffic congestion in the immediate area.
8. The Board has imposed restrictions which are necessary for the general welfare of the Town, noted below.

Therefore, the Board, after reviewing the available materials and based upon the above findings, voted unanimously to GRANT the SPECIAL PERMIT modification subject, to the following conditions:

At the hearing, a motion was made and seconded to allow the special permit to be transferred by the Liberty Ledge Real Estate Trust to the new entity to be owned by the same individuals who were the beneficiaries of the trust.

The proposed activity shall be conducted substantially in accordance with the Plan and Application submitted and materials contained in the file.

The number of campers for nursery, kindergarten and first graders shall not exceed 150.

The number of campers for all other campers to age 14 shall not exceed 450.

The camp may also offer additional programming for up to 100 camp families on evenings and weekends during the regular camp session in June, July, and August through Labor Day.

The camp may also be opened for occasional use up to 15 days per year outside of the regular summer season, September through May.

No Special Permit, or modification or extension thereof, shall take effect until a copy of this Decision has been recorded in Middlesex County South District Registry of Deeds. The Decision to be filed shall bear the certification of the Town Clerk that twenty (20) days have elapsed after the Decision has been filed in the Office of the Town Clerk and no appeal has been filed, or that if such appeals has been filed, it has been dismissed or denied.



Case #: 16-28

Filing Date: December 20, 2016

Any person aggrieved by the Decision may appeal pursuant to Massachusetts General Laws, Chapter 40A, Section 17 within twenty (20) days after this Decision is filed with the Sudbury Town Clerk.

The Decision rendered herein is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The Applicant is responsible for determining and complying with Town, State, and Federal regulations in using the authorization granted.

This permit is non-transferable and has no expiration, however any change in use or in ownership will require review by the Zoning Board of Appeals.

TOWN OF SUDBURY BOARD OF APPEALS

By, John Riordan Clerk

January 11, 2017

This is to certify that no notice of an appeal from the Board of Appeals Decision, Case # 16-28 was filed in this office within 20 days after such decision was filed on December 20, 2017

A True Copy Attest:

Rose M. Miranda
Rose M. Miranda
Assistant Town Clerk.



Case #: 16-28

Filing Date: December 20, 2016

Any person aggrieved by the Decision may appeal pursuant to Massachusetts General Laws, Chapter 40A, Section 17 within twenty (20) days after this Decision is filed with the Sudbury Town Clerk.

The Decision rendered herein is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The Applicant is responsible for determining and complying with Town, State, and Federal regulations in using the authorization granted.

This permit is non-transferable and has no expiration, however any change in use or in ownership will require review by the Zoning Board of Appeals.

TOWN OF SUDBURY BOARD OF APPEALS

By, John Riordan Clerk



2016 DEC 20 PM 3:27

Case #: 16-28/B

Filing Date: December 20, 2016

**TOWN OF SUDBURY
BOARD OF APPEALS
NOTICE OF DECISION**

Location of Property:
One Liberty Ledge
Sudbury, MA 01776

Owner's Title Reference:
Deed Dated: 6/17/2015
Book:659 & 1053 Page:102 & 76

Name and Address of Applicant:
Camp Sewataro, Inc.
One Liberty Ledge
Sudbury, MA 01776

Name and Address of Owners:
Mark Taylor Revocable Trust
One Liberty Ledge
Sudbury, MA 01776

DECISION of the Zoning Board of Appeals (the "Board") on the application of Camp Sewataro, Inc., Applicant and Liberty Ledge Real Estate Trust, Owner, for a modification of a Special Permit 15-4 under the provisions of Section 2140 of the Zoning Bylaw, to modify an existing permit to allow a change to the ownership structure of the permit holder, Assessor's Map C08-0143, One Liberty Ledge, Residential Zone A-1.

This Decision is in response to an Application filed on November 7, 2016. After causing notice of the time and place of the public hearing and of the subject matter thereof to be published in the Sudbury Town Crier on November 17 and November 24, 2016, posted and mailed to the Applicant, abutters and other parties of interest as required by law, the public hearing was conducted on December 5, 2016. The record of the proceedings and submissions upon which this Decision is based may be referred to in the office of the Town Clerk or the Board office.

Mr. Mark Taylor, Director of Camp Sewataro and William Dawi, one of the owners and Trustee of Liberty Ledge Real Estate Trust (the "Sewataro Trust"), both appeared at the hearing. The Applicants seek approval to modify an existing permit to allow a change to the ownership structure of the permit holder (formation of a new legal entity to own part of the property and transfer of the permit to the new entity, including transfer of a portion of the permit extending to certain land to be transferred by the Sewataro Trust to an estate planning vehicle for Mr. Mark Taylor (the "Taylor Trust"), not transfer of property to third parties).

Members present and voting at the Hearing were: Jonathan F.X. O'Brien, Chair; Jonathan G. Gossels; Jeffrey P. Kloffit; Nancy Rubenstein and John Riordan, Clerk.

The Board, after considering the materials submitted with the application, together with the information developed at the hearing, finds that:

1. The Applicant wishes to fulfill the requirements of the SPECIAL PERMIT previously issued by the Board under Section 2140 of the Zoning Bylaw change of ownership regarding the parcel of land to be transferred by the Sewataro Trust to the Taylor Trust.



Case #: 16-28/B
Filing Date: December 20, 2016

2. The proposed activity which is the subject of this application is described in the Application, dated November 4, 2016.
3. The use is in harmony with the general purpose and intent of the bylaw. The property is developed as a Camp in residential lots which will not change with this proposal. Zoning in this district is Residential A-1.
4. The use is in an appropriate location and is not detrimental to the neighborhood and does not significantly alter the character of the zoning district.
5. Adequate and appropriate facilities will be provided for the proper operation of the proposed use.
6. The proposed use will not be detrimental or offensive to the adjoining zoning districts and neighboring properties due to the effects of lighting, odors, smoke, noise, sewage, refuse materials or other visual nuisances. The proposal has been designed to mitigate impacts on neighboring properties.
7. The proposed use will not cause undue traffic congestion in the immediate area.
8. The Board has imposed restrictions which are necessary for the general welfare of the Town, noted below.

Therefore, the Board, after reviewing the available materials and based upon the above findings, voted unanimously to GRANT the SPECIAL PERMIT modification subject, to the following conditions:

At the hearing, a motion was made and seconded to consent to the change in ownership of those parcels of land to be transferred by the Sewataro Trust to the Taylor Trust, and to allow the division of the special permit previously issued by the Board into two identical permits, such that the Sewataro Trust retained the special permit for its land, and the Taylor Trust would hold an identical special permit for lots 304, 305 and 306 on the Sudbury Tax Map (highlighted in orange in the application submitted) which, if transferred to the Mark Taylor Revocable Trust, will operate independently but concurrent with and subject to all the conditions of the prior Special Permit 15-4.

The proposed activity shall be conducted substantially in accordance with the Plan and Application submitted and materials contained in the file.

The number of campers for nursery, kindergarten and first graders shall not exceed 150.

The number of campers for all other campers to age 14 shall not exceed 450.

The camp may also offer additional programming for up to 100 camp families on evenings and weekends during the regular camp session in June, July, and August through Labor Day.

The camp may also be opened for occasional use up to 15 days per year outside of the regular summer season, September through May.

No Special Permit, or modification or extension thereof, shall take effect until a copy of this Decision has been recorded in Middlesex County South District Registry of Deeds. The Decision to be filed shall bear the certification of the Town Clerk that twenty (20) days have elapsed after the Decision has been filed in the Office of the Town Clerk and no appeal has been filed, or that if such appeals



Case #: 16-28/B
Filing Date: December 20, 2016

has been filed, it has been dismissed or denied.

Any person aggrieved by the Decision may appeal pursuant to Massachusetts General Laws, Chapter 40A, Section 17 within twenty (20) days after this Decision is filed with the Sudbury Town Clerk.

The Decision rendered herein is concerned only with the Zoning Bylaw and not with the Building Code or any other Town Bylaw. The Applicant is responsible for determining and complying with Town, State, and Federal regulations in using the authorization granted.

This permit is non-transferable and has no expiration, however any change in use or in ownership will require review by the Zoning Board of Appeals.

TOWN OF SUDBURY BOARD OF APPEALS

By, John Riordan Clerk

January 11, 2017

This is to certify that no notice of an appeal from the Board of Appeals Decision, Case # 16-28B was filed in this office within 20 days after such decision was filed on December 20, 2017

A True Copy Attest:

Rose M. Miranda
Rose M. Miranda
Assistant Town Clerk

MANAGEMENT OF CAMP SEWATARO RFP

ADDENDUM 4

July 22, 2019

Questions received regarding the RFP on July 19, 2019 and responses.

Question 1

Q: Current camp operations include numerous bus routes to many surrounding areas, including Acton, Arlington, Bedford, Belmont, Boston, Brookline, Cambridge, Charlestown, Concord, Framingham, Hudson, Lexington, Lincoln, Maynard, Natick, Newton, Somerville, Southborough, Stow, Sudbury, Waban, Wayland, Wellesley, Westborough, Weston, and Winchester. Will the successful bidder be required to maintain these bus routes?

A: Under the RFP, there is no requirement regarding where campers come from or how they get there. However, the Town expects the contractor to do what is necessary to make the camp profitable and efficient.

Question 2

Q: Will the town become the owner of the current web properties and will they be provided to the successful bidder?

A: The Town will have the web properties and will make them available to the successful bidder.

Question 3

Q: Will historic rosters of camp participants and contact information be provided to successful bidder to facilitate communications for 2020?

A: Yes, camp rosters will be acquired by the Town and shared with the successful bidder.

Question 4

Q: What is the annual interest on the bond that residents are responsible for as a result of the land purchase?

A: The Town has not sold the bonds yet, but anticipates an interest rate of approximately 3 percent.

Question 5

Q: Will the camp name be staying the same?

A: Yes.

Question 6

Q: Is the camper database included in the intellectual property?

A: Yes, see question 3.

Question 7

Q: The RFP mentions that real estate taxes would be a part of the expenses, however now that the town owns the property, why would there be any real estate taxes?

A: The RFP mentioned taxes as part of the expenses in the current program statistics only in order to accurately and adequately explain what was included in the current camp expenses.

Question 8

Q: Requiring that the vendor be responsible for the facilities “as is” without knowing what needs to be updated or made ADA compliant is extremely risky. It is possible that the timing of the selling of the property coincides with the need for significant capital investment into the facilities. Although interested parties can view the facilities via the tour on the 23rd, no one will have the perspective of the local building inspector who makes the decisions on the requisites. Is there a possibility of having the building inspector examine the facilities prior to the submission deadline in order for bidders to have this additional information?

A: Interested parties have the ability to tour the property of the 23rd. The Building Inspector, the Board of Health Inspector and the Fire Chief will all be on site during the tour.

Question 9

Q: What sort of access will the public be expected to have during the camp’s off-season?

A: We are asking the respondents to propose what type of access would be available during on and off season. The evaluation criteria is highest for maximum access.

Question 10

Q: Is there some sort of description as to the “routine maintenance” that the current owners have been doing year-round? Is the expectation the same for this level of maintenance or will it increase as a result of public usage of the property?

A: The current owners will be on site at the site visit on the 23rd. Below is a list of costs received from the owner:

Below is a list of the annual maintenance and utility costs for the camp currently:

- Mowing: \$10,000
- Water (Irrigation and Pools) \$17,000
- Spring Clean Up: \$5,000

- Fall Clean Up: \$8,000
- Snow Removal: \$2,000
- Tree Work: \$2,000
- Maintenance of Pools and Ponds: \$19,500
- General Maintenance of Outside Facilities: \$15,000
- Utilities for Buildings: \$16,000

Question 11

Q: Did the owners draw a salary from the business?

A: Yes, those salaries are not included in the camp expenses outlined in the RFP.

Question 12

Q: Will a proposal be considered unresponsive if the price proposal is based on gross revenues instead of net revenues?

A: Yes.

MANAGEMENT OF CAMP SEWATARO RFP

ADDENDUM 5

July 24, 2019

Additional information as well as questions received regarding the RFP on the July 23, 2019 site visit and responses.

Amendment 1

Attached RFP entitled "Camp Sewataro Manager RFP_FINAL_7.24.19" reflects the changes below:

1. The TECHNICAL PROPOSAL – MINIMUM CRITERIA section of the RFP has been modified. The changes are shown highlighted in yellow on Page 9.
2. The numbers assigned to the addenda which have issued to date, as well as dates of issue, have been added to EXHIBIT F: RFP ADDENDA RECEIPT. The updated information is on Page 17.

Question 1

Q: Is the main building (#1 winter office) used year-round?

A: Currently it is primarily used during times when camp is not in session for administrative offices and parent visits. When camp is in session, the administrative offices are moved to the sales office building where Liberty Ledge diverges into a circular driveway.

Question 2

Q: Is there a maintenance plan for the property?

A: Currently Mark Taylor handles the maintenance with the help of an assistant. No written plan exists.

Question 3

Q: How many buses transport campers each day?

A: There are 20 buses as well as 100-130 parent drivers each day.

Question 4

Q: Is the pond stocked with fish?

A: No. When fishing, the campers catch and release, which doesn't deplete the population. In addition, the fish reproduce on their own.

Question 5

Q: Can the residential buildings on the property be used by the management company for housing?

A: The Town will consider use of the residential buildings on the property for housing only by management company staff. The details of such use or any other proposed use should be presented in the respondent's proposal.

Question 6

Q: Is there anything in current need of repair or replacement at the camp?

A: Please see attached Addendum 5B: Recent Improvements and Future Needs as prepared by Mark Taylor.

Question 7

Q: Is off-season programming currently provided?

A: Not at this time. Once camp lets out, the remainder of the year is spent preparing for June, when the campers return.

Question 8

Q: What sessions are currently available to campers?

A: Sewataro offers 2-, 4- and 8-week sessions for school aged campers and 1-week sessions for preschoolers. The campers are grouped with other campers of the same length sessions as much as possible.

Question 9

Q: What is the median age of staffers?

A: There is a variety, including teachers, college students and high school students.

Question 10

Q: Will there be an opportunity for the winning bidder of the camp management contract to meet with current camp staff?

A: Mark Taylor would be happy to have this meeting.

Question 11

Q: It appears that, per the RFP, the timeframe from bid acceptance to signed contract is 5 days. Is this timeframe realistic?

A: Per the RFP, proposals are due on July 31 and the notice of contract award will be August 12. After the contract is awarded, the details of the camp management contract will be negotiated. All proposals remain firm for 60 days after the submission deadline. The deadline to execute a management services contract is August 30, 2019.

Information Provided by Mark Taylor During the 7/23/19 Site Visit

1. The Sprouts (preschool aged campers) building may be removed.
2. Currently, \$95,000 rental income is provided from houses being used as residences located on the property.
3. Currently, there are 3-4 staffers per 10-12 campers
4. Currently, golf instruction is by individuals with golf experience, not golf pros
5. Currently, there are 175-180 staff members, including a waterfront supervisor, program supervisor, camp director, nurse and nurse aid, counselors and other administrative staff.
6. Ponds: water in the ponds is tested weekly to ensure a low bacteria count. It is normally less than 2. Constantly operating pumps that move water and air between the two ponds make it possible. Chlorine is added when needed.
7. Pools: Four shallow pools (2'6", 3', 3'6" and 4') are used for swimming lessons. Currently, Mark Taylor personally maintains the chlorine levels and follows a number of maintenance procedures. The pools are shocked on Friday afternoons, chlorine levels are elevated through the weekend and lowered on Sunday prior to camp. The pools all have individual pumps and heaters. They are all lined. The average life of one of the liners is 6 years and the replacement cost is \$4000 per liner.
8. Emergency system: There is a PA system of 13 speakers which are radio controlled. It allows for immediate camp-wide alert to be delivered. Procedures for different scenarios are in place and drills are conducted.
9. General camp operation procedures are available digitally.
10. The horseback riding program is currently operated by an outside vendor. Horses are not boarded on the property, but there are stables.
11. There is a bomb shelter underneath the horseback riding area.
12. Key Functions: Mark Taylor identified two roles that are vital to camp operations
 - a. Site Manager – may require 2 people to oversee the grounds
 - b. Pool Operator – monitoring 2 times per day is not sufficient – the pools need regular maintenance supervision throughout the day
13. Real estate taxes and declared items are included in the provided expenses.
14. Salaries for most camp owners are not included in the expenses as they do not have a role in the functioning of the camp. Mark's is included (\$145,000). It could be split between 2 people who would do the job in the future.

2014-2017

New BBall backboards 5K
Pottery 12K
Stand up paddle boards 9K
Horse Pasture fence 4K
Computers, computers, computers
4 Pool liners 20K
4 pool heaters 20K
Summer Office addition 10K
New tents 44K
Tree house 8K
Pool heaters 20K
Garden fence 4K
New Kayaks 6K
New docks 15K
Rave Bouncer 2K
Golf cart 5K
Summer office rubber roof 8K
New walk-in cooler 22K

2018

Widen road 29K
New fence 32K
Resurface courts 25K
Eversource power lines 9K

Possible future expenditures

Replace Two Way radios 5K?
Add to High Ropes elements 10K?
Replace Tiki Depot shelter with a larger one 20K?
Replace Riding fence at barn 4K?
Add/Replace 2 Activity sheds 4K?

MANAGEMENT OF CAMP SEWATARO RFP

ADDENDUM 6

July 29, 2019

Question 1

Q: Are any of the poles or outside over-head power and telecommunications private property and subject to contractor responsibility?

A: The Town will work with the successful bidder and the utility companies that own the poles to expedite the poles' removal.

Question 2

Q: It was indicated that the property is on town water, with the exception of a well for one of the residences. Could we get confirmation on that and is the property on town sewage or private septic?

A: Water is provided by the Sudbury Water District and the property has a private septic system.

Question 3

- To continue to operate under the Sewataro name, and in the spirit of keeping similar operating standards, please share with us current staff:camper ratios, organizational structure, and salary ranges for all positions?
- In order to propose use for the residences on property, please share how many bedrooms are located in each of the residences on the property?
- Could we get more clarity on the 3rd party providers, who they are, and pricing for those areas such as bussing and horses?
- Has there been any capital needs assessment done in regards to age of equipment and replacement timeline to build out a capital plan for the next 3-5 years?
- What percent/number of campers come from each of the major towns the camp serves?

A: We are unable to share this information until the Purchase & Sale agreement has been finalized.

MANAGEMENT OF CAMP SEWATARO RFP

ADDENDUM 7

July 30, 2019

DEADLINE AMENDMENT

The deadline for RFP response submissions has been extended to Monday, August 5 at 11AM.

Other key dates outlined in the RFP will remain as close to originally planned as possible.

MANAGEMENT OF CAMP SEWATARO RFP

ADDENDUM 8

July 31, 2019

Question 1

Q: Where you are asking us, how many of the residences we plan to use, is there a reason you cannot let us know how many bedrooms they have?

A: See list below (based on Town of Sudbury Assessor's records)

- 1) Dwelling (#1 winter office) approx. 50'x60'=2500 sq ft: 2 BEDROOMS
- 2) Dwelling (#3 split level) approx. 33'x65' 1st fl and 33'x33' 2nd fl. 3254 sq ft Total.: 4 BR, 1 Office (could be used as a bedroom)
- 3) Dwelling (#4 Ranch) approx. 25'x85'; 1 floor = 2125 sq ft: 1 BR
- 4) 213 Haynes Rd. 30'x40', two floors = 2400 sq ft: 3 BR

Question 2

Q: If we choose not to utilize a residence, are we no longer responsible for its maintenance and upkeep?

A: Per the RFP, we are asking for the proponent to care for all the entire property during the lease term but this may be able to be negotiated with the selected proponent.

Question 3

Q: We understand that if we want to make a capital improvement, town permission is required. If the town wants a capital improvement, is the contractor's permission required?

A: If the Town unilaterally determines that a non-repair capital improvement is necessary and that repair is not a legal requirement of the contractor, it will work with the contractor regarding permissions to enter the property to make the repairs at the Town's cost.

Question 4

Q: In the section relative to the price proposal, the way it's written it appears as though the town is looking for both a monthly fee AND a percentage of the revenues. Does the proposal have to provide both numbers? For example, if a proposal is submitted that only suggests a monthly fee OR a percentage of net revenue, will it be considered unresponsive?

A: A proposal would still be considered responsive if one of the price proposal remittals contains a zero (0).

Question 5

Q: Can additional price proposal suggestions be made within the body of the proposal or will that somehow potentially disqualify the bidder?

A: No, price suggestions in the Technical Proposal may disqualify the proponent.

Question 6

Q: The RFP states that it wants the operator to “carry year-round insurance on the property” however that line is a bit vague. Is the expectation that the operator’s insurance should cover all facilities, all buildings and their contents throughout the year? If so, then this might be tricky for an insurance company to agree to cover town-owned facilities outside of times when the camp operates.

A: At this time, it is the Town’s expectation that the camp operator will carry both general liability and real property insurance year-round. The town’s insurer is recommending that the camp operator name the Town as a “named insured” on its General Liability policies and as a “Loss Payee” and “Additional Insured” on its policies covering the real property.

EXHIBIT 2

Response to Request for Proposals

TITLE: "Technical Proposal for Management of Camp Sewataro"

FROM: Scott Brody
K&E Camp Corporation
239 Moose Hill Street
Sharon, MA 02067

TO: Town of Sudbury
Chief Procurement Officer
Flynn Building
278 Old Sudbury Road
Sudbury, MA 01776

TECHNICAL PROPOSAL FOR MANAGEMENT OF CAMP SEWATARO

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TECHNICAL PROPOSAL

MINIMUM CRITERIA

1. *Contractor must be a Massachusetts company/corporation (a 'C' corporation, LLC entity unto itself) or a foreign corporation with ownership that has been in place for at least five (5) years.*

K&E Camp Corporation is New Hampshire corporation (D/B/A Camps Kenwood & Evergreen), that was organized in 1996. K&E Camp Corporation owns and operates Camps Kenwood & Evergreen in Wilnot, New Hampshire. Scott Brody is the sole owner of K&E Camp Corporation. He is also the founder and principal owner of Everwood Camp Partners LLC, a Massachusetts limited liability company that was organized in 2009 (D/B/A Everwood Day Camp), located in Sharon MA. Should this proposal be accepted and should the Proposer be selected as the designated Contractor, his intention is to create a new corporation or limited liability company to serve as the operating company for this venture with Scott serving as the President and CEO of the new company and owning and controlling the new company. (See Corporate Records attached hereto as Exhibit G)

2. *Contractor has a minimum of five (5) years' favorable experience providing camp management services for public school districts, cities, towns, or community education organizations, and must have at least three (3) references from comparably-sized programs.*

Scott Brody, the principal owner and manager of the Proposer, has been a camp owner and director for 23 years. He owns and operates Everwood Day Camp and Camps Kenwood & Evergreen, and is a partner of IDEAS Education, which owns and operates 12+ camp programs in China. Scott is the current National Board Chair of the American Camp Association (ACA), the leading professional camp organization in the world, which accredits US camps and provides professional development opportunities for camp counselors, managers, directors and owners. Scott also serves on the Board of Directors of the ACA New York/New Jersey affiliate, the Foundation for Jewish Camp, and served as an Executive Board Member of the Partnership for 21st Century Learning in Washington DC until its recent merger with Battelle for Kids, which is a national not-for-profit organization committed to collaborating with school systems and communities to realize the power and promise of 21st century learning. Scott has won numerous awards in the camping profession, including the ACA National Service Award, the ACA National

Honor Award, and in March, he received the ACA Special Recognition Award for Outstanding Service to Organized Camping for his advocacy work in Washington DC, where he represents the Camp industry in lobbying efforts on Capitol Hill and at the White House.

The Kenwood & Evergreen and Everwood Day Camp programs were designed around Scott's work and research in the area of 21st Century Learning and college and career readiness. Both programs have been recognized by the Partnership for 21st Century Learning as "Exemplary 21st Century Learning Environments" after site review by independent observer teams of researchers, child development experts and Education Leaders. Both camps were the very first in the field to undergo this rigorous examination of program design, staff training and management, and research and evaluation to validate the learning and developmental outcomes that are central to their missions.

Everwood Day Camp (Everwood) has provided high quality day camp, leadership development, teambuilding and other educational and developmental experiences for members of the public since its founding ten years ago. During the summer, Everwood serves up to 900 children per week for its 9 to 10-week season with a staff of approximately 200. Since its founding, Everwood has grown rapidly, from 0 to its current population, becoming one of the largest summer camp programs in New England.

In addition to its summer camp programming for children aged 4 to 14, Everwood operates a teen leadership development program called "LEAD" and a Counselor-In-Training program for young staff. Everwood also provides programming for many school groups for teambuilding, leadership development, organized play and school transition purposes. Program partners include the Town of Sharon Public Schools (all schools in district), and the Towns of Foxborough Public Schools, Stoughton Public Schools, Millis Public Schools and Norwood Public Schools.

Everwood has close partnerships with many community organizations, including the Sharon Education Foundation (SEF), with which we co-sponsor an annual Child Development speaker series for all parents in Sharon on topics including early child development, children and their social relationships, bullying and social cruelty, technology addiction, and the like. Everwood partners with all Sharon Public School PTO's, the Girl Scouts, local clubs and sports teams and religious organizations including Temple Sinai of Sharon, with which we operate "Camp HiHo", an annual program for young children of the Jewish faith. (see program references attached hereto as Exhibit H)

Everwood also has two cornerstone partnerships, with the Town of Sharon and with the Elizabeth Peabody House in Somerville. Everwood operates on two adjacent sites, each of which has been leased under long-term ground leases to Everwood Camp Partners LLC pursuant to separate arrangements. Everwood has a long-term ground lease with the Town of Sharon (see Letter from Sharon Board of Selectmen, attached as Exhibit I). Everwood also operates of the site of the former "Camp Gannett", which it leases from the Elizabeth Peabody House, a "settlement house" located in Somerville MA that primarily serves the families and children of recent immigrants from Haiti and Central America.

Everwood provides camping services to the children served by the Elizabeth Peabody House and fully includes these children in the wider Everwood program. Everwood's unique arrangement with the Elizabeth Peabody House removes economic barriers for Elizabeth Peabody House's disadvantaged community so that these children can access a high quality experiential educational and developmental program while enriching the entire Everwood community with greater economic and cultural diversity. Both partnerships have been very successful for Everwood and our partners, and both are long-term relationships that will span decades to come.

Camps Kenwood & Evergreen (K&E) is a residential camp which serves approximately 335 children per week for 7 weeks each summer with a staff of approximately 200. It was founded in 1930, and Scott purchased the camp in 1996. 93-95% of eligible campers return year after year, one of the highest return rates in the industry. Over the years, K&E has worked in partnership with the Town of Wilmot, NH, the Wilmot Fire Department, New London (New Hampshire) Hospital, the NH Children's Trust and community and nonprofit organizations to run special events, fundraisers, programs, and more for these organizations. In addition, for several years, K&E partnered with the Anti-Defamation League of New England to operate "Camp IF", an interfaith camp experience for children of Christian, Muslim and Jewish faith traditions, designed to build understanding among the children as well as help facilitate community action and social justice work in their local communities throughout New England.

3. *Approved license to run a camp as issued by the local Board of Health. Commonwealth of Massachusetts preferred.*

See 2019 Permit to Operate issued by the Town of Sharon Board of Health and 2019 Youth Camp License issued by the State of New Hampshire, attached hereto as Exhibit J.

4. *Bidders Qualifications and References Form*

See executed Exhibit B, attached hereto.

5. *Executed Certificate of Non-Collusion*

See executed Exhibit C, attached hereto.

6. *Executed Attestation - Certificate of Compliance with State Tax Laws, M.G.L. c. 62C, §49*

See executed Exhibit D, attached hereto.

7. *IRS W-9 Form*

See W-9 form for K&E Camp Corporation, attached hereto as Exhibit K.

8. *Description of Intended Use*

See Exhibit A, attached hereto.

9. *Certificate by Corporate Authority to Sign Contract, if applicable.*

See executed Exhibit E, attached hereto.

10. *RFP Addenda Receipt Page*

See executed Exhibit F, attached hereto.

TECHNICAL PROPOSAL – COMPARATIVE EVALUATION CRITERIA

1. Interviews

The Evaluation Committee will schedule interviews with all proposers who have met the Minimum Criteria and are responsive to this RFP. At the start of the interview, the proposer will have up to fifteen (15) minutes to present a company background and presentation. The Evaluation Committee will prepare five (5) questions, which will be asked of all proposers after the presentation. The Evaluation Committee may also ask additional questions.

The proposer fully intends to participate in the interview process and stands ready to answer any relevant question that is posed.

2. Experience – Summer Camps

*Specify programming plan for Camp. Proposer must have run each of these programs in other municipalities or facilities for a minimum of five (5) years.
Plan must include which programs have been offered and for how many years.*

In general, the Proposer intends to operate a day camp on the Sewataro site from June through Labor Day each year that is virtually identical to the day camp program that is currently run by the Taylor family at Camp Sewataro. The current camp is exceptionally successful, with a large alumni base and hundreds of dedicated families that have specifically chosen the current Sewataro program over the many others that are available in the western suburbs of Boston.

It is our belief that any significant shift away from the current program model would undermine our ability to retain the existing client base and would adversely impact the financial viability of the camp, putting the income share of the Town of Sudbury at risk. Furthermore, while other proposers may operate successful programs on other sites in the area, the client base of Camp Sewataro has chosen the camp among many other options due to its strong leadership and the caring camp community they have created summer after summer. To assume that current families would enroll their children in a new camp program run by new management at a similar price point is speculative at best. Camps are much more about the people than the place.

Sewataro has offered a superior programmatic experience with exceptional counselor ratios and steady, detail oriented and highly customer-focused camp leadership, all at a premium price. To maintain the economic model and provide the Town with the income it is seeking, the Proposer believes things must remain the same to the greatest extent

possible, with the addition of a greater number of scholarship recipients to increase community participation in this high quality camp program, as more fully discussed below.

Toward that end, **the Proposer has secured the agreement of the current leadership team of Camp Sewataro, including the Camp Director, Assistant Director, Business Office Manager and the Community & Events Manager to join the Proposer's new organization**, should it be selected pursuant to this process, to continue to run Camp Sewataro. All members of the current management team have made this commitment and are eager for this new venture to be successful for many years to come. We believe that this is critical if we are to maintain Sewataro's existing customer base.

The Proposer has pledged to employ all members of the current Sewataro leadership team, to provide them with uninterrupted salary and benefits at or in excess of their current levels, and to work with them to carry on the traditions of Sewataro, while innovating to meet the changing needs of current and future Sewataro families, and to open up opportunities for additional children from Sudbury to attend through a significant scholarship program, meaningful public site access and use by the Sudbury community. Proposer will partner with the Town of Sudbury to provide for public programming and access, and to facilitate recreational, educational and cultural uses during the other months of the year by the Sudbury Parks & Recreation Department, the Council on Aging, Sudbury Public Schools and other town affiliated organizations.

The Proposer has extensive experience operating traditional high-end co-ed day camp programming of the type that is currently occurring at Sewataro. Everwood has a nearly identical program design to Sewataro, a virtually identical customer base and staffing model, and has been in existence for 10 years. Kenwood and Evergreen have provided almost identical programming to Sewataro under ownership by Scott since 1996 for similarly situated clients. Both Everwood and Kenwood & Evergreen offer scholarships to many children, directly through the camps and also with affiliated non-profit organizations, making camp affordable to families that could not otherwise afford to attend.

Sewataro's current program includes developmentally appropriate group activities in land sports, fine and performing arts, water based activities including swimming and boating, theater, nature and camp craft, adventure activities, and group teambuilding, all within the structure of age/grade defined groups consisting of 12-18 children. Everwood has almost the same design as Sewataro, with the addition of a number of elective activities given Everwood's larger size. Programs that could be imported from Everwood to Sewataro could include STEM/Innovation Lab and Community Service & Conservation Projects. Activity length and activity schedule would remain the same as currently offered.

Both Sewataro and Everwood host short overnight experiences from time to time during the summer, and both run "Special Event" programming throughout the summer designed to make every day at camp unique and exciting. We would continue this approach and bring new themes and special event days to Sewataro during the camp season.

Sewataro has recently ventured into programming to teens, with a focus on leadership development as a pathway to their Counselor In Training program. We would continue this development program, and bring to it elements from Everwood's highly successful LEAD program, which blends camp activities, leadership development through practice, and community service into a highly engaging service/learning experience.

Sewataro's early childhood "Sprouts" program is very similar to Everwood's "Turtle" program, which serves the same age cohort, with developmentally appropriate programs for preschoolers and pre-K campers. Everwood has specially designed activity areas that were purpose-built for serving this camper cohort, including a "high ropes course" that is only a few feet off of the ground but gives the youngest campers the experience and thrill of a mini-zip line. We would continue to develop Sewataro's programming in this area to add to its offerings.

In terms of School Year camp-style programming, Everwood has offered many programs for local elementary, middle and high school students, as discussed above. Program outcomes include teambuilding, leadership development, organized play and smooth and effective school transitions for students. We would be interested in partnering with the Sudbury Public Schools and Lincoln-Sudbury to provide similar experiences for the students of Sudbury using the Ropes Course and other activity areas on the Sewataro site.

We have successfully run dozens of School Year developmental and leadership programs throughout the last ten years, and, if Proposer is selected and this School Year-use is permitted by the Town, Proposer would use its program development insight to develop a customized experience for Sudbury students, including "mini-camps" for different grade cohorts, class retreats, and even professional development "camps" for teachers during staff development days. These programs could help teachers and other youth serving professionals facilitate effective communication, develop stronger classroom management skills, help to build and maintain a positive school climate, and strengthen their project-based learning facilitation skills. Scott and our team have extensive experience providing such training for teachers all over the world for the last six years.

3. Management Expertise

Provides detailed background, experience, and roles of Proposer Owner and Camp Director. Highly Advantageous: proposer has a detailed immediate response back-up staff plan and offers qualified candidate(s) to back-up Director and other staff.

As discussed above, the Management Team associated with this proposal consists of Scott Brody and all of the members of the current Sewataro management team, with the exception of Mark Taylor, who has offered to help with the transition but will not be at camp next summer. We also intend to hire a new Site Manager and Assistant Site Manager, an additional Director and/or Assistant Director, a Community Relations Manager to facilitate community partnerships, community events and public access, and additional administrative support.

In addition, the 16 full-time members of the Everwood Day Camp and Kenwood & Evergreen leadership teams will be available to back up the Sewataro team in the unlikely event the need arises,. Each of those team members has deep expertise in program development and management, staff hiring and training, site management, HR functions, and business and accounting functions. These team members are already highly trained in the *Campminder* CRM system that is currently used at Sewataro to manage all key business functions, as well as enrollment, staff recruitment and management, and program management. Collectively, the 16 members of our K&E and Everwood leadership teams bring 200 years of camp management experience to back up and support the Sewataro team.

Here is some biographical info about each of the proposed 2020 Sewataro team members:

Scott Brody, Executive Director

Scott Brody, the principal owner and manager of the proposing Contractor, has been a full-time camp professional for 23 years. He owns and operates Everwood Day Camp and Camps Kenwood & Evergreen, and is a partner of IDEAS Education, which owns and operates 12+ camp programs in China. Scott is the current National Board Chair of the American Camp Association (ACA), the leading professional camp organization in the world, which accredits US camps and provides professional development opportunities for camp counselors, managers, directors and owners. Scott has served on the ACA National Board for many years and is the former Government Affairs Chair for ACA and the current Government Affairs Chair for the Massachusetts Camp Association.

Scott also serves on the Board of Directors of the ACA New York/New Jersey affiliate, the Foundation for Jewish Camp, the Massachusetts Camp Association, and served as an Executive Board Member of the Partnership for 21st Century Learning in Washington DC until its recent merger with Battelle for Kids. In that capacity, he led P21's work in "Out of School Time". Scott has won numerous camp industry awards, including the ACA National Service Award, the ACA National Honor Award, and in March, he received the ACA Special Recognition Award for Outstanding Service to Organized Camping for his advocacy work in Washington DC, where he represents the Camp field on Capitol Hill, at the White House. He is author of the award-winning article "Teaching the Skills that Children Need to Succeed" in Camping Magazine and has testified on behalf of the camp field on Capitol Hill many times.

Scott will be the senior team manager and will be available to the management team throughout the year. He is a mentor, problem-solver, parent-facing communicator, and expert in child development, workforce development, college and career readiness, program design and staff management. He has created a staff management system called "E21" (www.e21.org) that is in use at more than a dozen camps and is currently "the buzz" of the camp world. It aligns staff management with camper outcomes and provides independent staff certification and credentialing in critical workforce development areas. Scott intends to implement the E21

program at Sewataro next summer, should the Proposer be selected, so that current and future Sewataro staff can benefit from this unique approach to management and credentialing and to maximize camper learning and developmental outcomes. Staff recruitment and retention at camps that participate in the E21 program have increased by more than 20%. This is a critical achievement in an economy in which low unemployment, reduced teen participation in employment, and the desire for high value internships among high school and college aged staff has resulted in critical staffing shortages at many camps across the country.

Nathan Latta, Director

With nearly a decade of Sewataro experience under his belt, Nathan plans to work with the Proposer and continue in his current role as Sewataro's full time Director. Holding a Master of Education degree in Elementary Moderate Special Needs, Nathan's favorite aspect of camp has always been forming unique connections with campers and counselors and helping them to grow socially and emotionally. He also greatly enjoys heading the creative team responsible for writing and directing Special Events. In past summers, Nathan served as Eagle Section Supervisor, Adventure Challenge Head Counselor, and end-of-the-day Song Leader. Nathan is a proud graduate of Lincoln-Sudbury Regional H.S., and the oldest of three siblings. He is a musician, a rock climber, and a lover of breakfast foods. Nathan's warmth, patience, kindness, and experience, combined with his love of working with children, have made him an invaluable member of the Sewataro Leadership Team.

Emmy Niinimaki, Assistant Director

Emmy has committed to continuing in a leadership role at Sewataro should this proposal be selected. She is originally from Cummington, MA, a small town in the western part of the state. She received her BA in Elementary Education and Communications from Keene State College in New Hampshire, and then spent three summers working at a YMCA overnight camp in New Hampshire as the Girl's Camp Director. Emmy joined the year-round Sewataro team in 2007, and has been responsible for all communications, transportation and compliance with Massachusetts regulations and American Camp Association standards.

Emmy lives in Westminster, along with her husband, 2 children and their dog, Gabby. Her children also attend Sewataro. Emmy enjoys the outdoors, especially camping, hiking and skiing, and says her favorite part of camp is watching campers grow throughout the years and become compassionate, joyful, confident and respectful young adults through their camp experience.

Cheryl Percuoco, Business Office Manager

Cheryl has also committed to remaining on the Sewataro leadership team if this proposal is accepted. She joined the Sewataro office team in 2010. Before Sewataro, she studied Psychology at Stonehill College and was in the accounting profession for 9 years. When her first child was born, Cheryl became a stay-at-home mom, which she continued through the childhood of her 3 children. She returned to the field of accounting in 2004. Cheryl's role at Sewataro has grown over the years and she now manages the business office and handles camp enrollment.

Cheryl lives in Hudson with her husband, daughter and 2 cats. She enjoys vacationing in New Hampshire, kayaking, reading and spending time with her family. Her favorite part of camp is watching the campers have fun!

Amy Podolsky, Community & Events

Assuming our Proposal is accepted, Amy is excited to return to her role of Community Engagement and Event Manager, and to increase her year-round responsibilities at Sewataro. A graduate of Boston University's College of Communication, Amy spent several years working in television, as a Special Projects Producer, and as a Researcher for the PBS Kids show ZOOM! "Then I had my kids and changed direction. When I took the job at camp almost eleven years ago, I had no idea I was stepping into something that would become such an important part of my life. This is my summer family!"

Amy has worked in the camp office during the off-season, while also teaching brain health fitness classes (Ageless Grace), and training others to become Ageless Grace Educators. She loves dance and movement, creative writing, movies, binge watching great TV shows, and above all, her family and friends. Amy hails from Cherry Hill, NJ, and has been living in Sudbury for seventeen years with her husband of twenty-five years, and their two sons, Josh and Danny.

4. *Experience working with community or other stakeholders developing and executing a plan for public access. Highly Advantageous: proposer has successfully worked with other entities for public access and lays out a practical plan for facilitating or restricting public access to managed property during different seasons and times in proposal.*

As discussed above, Proposer has ten years of direct experience in working in partnership with the Town of Sharon MA, the citizens of Sharon, various town groups, the Sharon Public School District (as well as many other area districts), the Town of Sharon Recreation Department, Sharon's PTO, the Sharon Education Foundation, the Sharon boy scouts and girl scouts a variety of religiously affiliated organizations, town sports leagues, individual sports teams, and many other community user groups that wish to partner with Everwood for programming or simply access the site. We maintain a network of trails which are used by the public throughout the year, though outside of camp operational hours. We endeavor to meet the needs of all of these partners and constituents and provide access wherever and whenever feasible. (See Letter of Sharon Board of Selectmen, attached hereto as Exhibit I).

We are a Town partner in every way, and it is part of our DNA. When conceiving of the long term lease and partnership that we have with the Town of Sharon, the citizens of Sharon understood that if we were to run a safe and successful summer camp program on the site that could produce revenue to support the Town, access to the site would have to be more limited during the weeks in which camp was operating. That was a given from the Town of Sharon's perspective and from ours. Pursuant to Massachusetts Department of Public Health camp standards and ACA accreditation standards, anyone with access to campers must be employed by the camp having passed a full CORI criminal background check, a SORI sex offender check and a reference check. Anyone not meeting these criteria cannot have unsupervised contact with campers. This makes the presence of unsupervised visitors on campus deeply problematic while camp is in session, and for that reason, trails are closed and visitor access is highly limited during that time.

In the case of the Sewataro site, all of these things would also apply. In addition, Everwood is a former overnight camp site, with over 50 camper cabins on site, all of which can be secured. At Sewataro, camper and staff belongings are in tents, which cannot be physically secured, and program equipment is stored outside, elevating the substantial risk of personal items or equipment being stolen after the campers go home each day and throughout the camp season. In truth, from a camp management perspective, it would be safest for all concerned for the public access to the Sewataro site to be closed in the days leading up to the start of camp and in the 8 weeks that camp is in session.

That said, we have attended every Board of Selectmen's meeting since the Town Meeting vote approving the Sewataro purchase, have engaged with many citizens and leaders in Sudbury to hear their thoughts (park vs. camp vs. hybrid), and read the results of the flash vote that was released in early June. We know that public access is important to many in the Town of Sudbury, and so we offer the following idea as a basis for further discussion, subject to Special Permit authorization for such activities:

While preparation for the Camp season will require constant activity at the site throughout the non-camp months, the Proposer understands that significant site access by the citizens of Sudbury is essential to the success of this partnership and is in the interests of the citizens of Sudbury.

In general, we propose to offer reasonable access to the Sewataro property's trails and natural landscape for hiking, walking, cross-country skiing, snowshoeing and the like at all times of the year when the camp is not in operation. We will work with the Town to designate reasonable parking areas and facilities to accommodate the public, visitor capacities, and the like. We will also work with the Town to develop a security plan for the site, and to determine staffing requirements associated with such access and use, associated maintenance and staffing costs, how such costs are allocated between and among the town, user groups, the public and the Proposer, and other considerations that will influence the scope and scale of site access.

As stated above, because public access during camp operating hours (without proper background checks) would violate Massachusetts Department of Public Health regulations, in lieu of public access during these operating hours, the Proposer will offer weekend programming at various times throughout the summer on certain portions of the site for the benefit of the citizens of Sudbury including music festivals, family picnics, a 4th of July fireworks and family celebration, a fishing derby (catch & release), concerts for families and seniors, and other family events. The scope of these events and the extent of site and

facility access would be subject to discussion and mutual agreement. It is also our intention to continue to offer such events after the camp season and periodically during the school year, with a Fall/Halloween Festival, Christmas Light event, holiday events and other seasonal offerings.

As stated above, we intend to hire a Community Relations Manager to work in close partnership and collaboration with the Board of Selectmen, any advisory committee that may be formed to provide oversight regarding public access and future use of the site, the Recreation Department, Council on Aging, Sudbury Public Schools and other town affiliated organizations seeking to offer programs on the site for the benefit of the citizens of Sudbury or to work with us to jointly develop such programming.

It is our hope that such partnerships and collaboration will result in the creation of year-round enrichment programming for area youth, providing one-stop shopping for parents seeking to enhance their children's traditional learning through participation in art classes, academic programs, athletic programs, and other events for area families. It is also the Proposer's hope to facilitate programming for Sudbury's senior citizens, including nature and art-based programming on site.

In terms of our use of the Sewataro site during the school year, Camp related maintenance and site development activities will continue throughout the non-camp season by staff members and independent contractors, in accordance with any applicable requirements of MGL c. 30B with Town input and consent to necessary improvements. Tours will be conducted on a year-round basis, and regular open houses will be hosted for prospective and current camp families, as well as staff applicants throughout the year. The Camp's administrative team will continue to be headquartered onsite on a year-round basis. In addition, "Vacation Camps" will probably be held throughout the year at appropriate times for area children to attend.

Finally, in seeking a Special Permit for the Sewataro site, as required by the RFP, we necessarily need to seek approval for the aforementioned activities and uses. We also intend to seek approval to increase the daily camper capacity by fifty (50) children, for a total capacity of 650 children per day, which is a small increase of only 7.6%. We would like to make these 50 spots available for the children of Sudbury residents who qualify for scholarship assistance and meet other standard enrollment criteria, as jointly determined by the Town and the camp leadership team. This could provide up to 200 additional Sudbury children the opportunity to have a two-week Camp Sewataro experience. Again, this is subject to approval by the Sudbury ZBA through the Special Permitting process. If we are unable to gain this additional capacity, we will offer 10 full season equivalent spots (up to 40 two week session spots) pursuant to the aforementioned scholarship program.

A

EXHIBIT A: DESCRIPTION OF INTENDED USE

In general, the Proposer intends to continue operations in the same fashion as the current Sewataro program from June through Labor Day each year, and to facilitate its use for other recreational, educational and cultural uses during the other months of the year by the Sudbury Recreation Department, the Council on Aging, and other town affiliated organizations.

1. Description of the activities to take place on the Site

A. Summer Day Camp Use

During the summer season, the many activities to take place on the site will continue the Camp Sewataro tradition of offering a unique and diverse children's summer camp program based on traditional camp activities, augmented by creative and progressive new programs. Our camp will be led by the current Sewataro operating team with the help of additional leaders, as more fully described above. We have fully secured the commitment of the current full-time leadership team to participate in this venture and intend to rehire as much of the current beloved seasonal counselor, leadership and specialty staff as possible. Stability in leadership and counselor staff will be key to the continued success of the program and to an ongoing revenue stream for the Town of Sudbury. Activities we intend to continue the following:

ADVENTURE CHALLENGE: Low Ropes, High Ropes, Rock Climbing, Zip Line, Adventure Kingdom

CREATIVE ARTS: Crafts, Dance/Movement, Drama, Music Studio, Variety, Creative Arts

INDIVIDUAL SPORTS: Archery, Golf, Target Paintball, Tennis, Kickball, Puff Hockey

JUST FOR FOX! Adventure Kingdom, Field Sports, Magic Treehouse, Parachute, Sand Kingdom, Creative Arts

TEAM SPORTS: Basketball, Lacrosse, Soccer, Softball, Street Hockey, Volleyball, Whiffleball

THE GREAT OUTDOORS: Campcraft, Fishing, Gardening, Horseback Riding, Nature

WATER SPORTS: Instructional Swim, Free Swim, Canoeing, Kayaking, Paddleboarding

New program areas may include **STEM/Innovation Lab, Outdoor Cooking, Indoor Cooking & Community Service & Conservation Projects.**

B. Year Round Site Use

As described above, while preparation for the Camp season will require constant activity at the site throughout the non-camp months, the Proposer understands that significant site access by the citizens of Sudbury is essential to the success of this partnership and is in the interests of the citizens of Sudbury.

In general, we propose to offer reasonable access to the site's trails and natural landscape at all times of the year when the camp is not in operation for hiking, walking, and winter activities. We will work with the Town to designate reasonable parking areas and facilities to accommodate the public, determine viable visitor capacities, and the like. We will also work with the Town to develop a security plan for the site, and to determine staffing requirements associated with such access and use, associated maintenance and staffing costs, how such costs are allocated between and among the town, user groups, the public and the Proposer, and other considerations that will influence the scope and scale of site access.

Site access during the summer camp operating hours by members of the public could place campers at risk, would violate applicable Massachusetts camp regulations, as well as provide unmanageable challenges to maintaining security of camper and staff belongings and camp equipment. For that reason, access to the site must be restricted from mid-June to late August.

In lieu of public access during this time, the Proposer will offer weekend programming at various times throughout the summer on certain portions of the site for the benefit of the citizens of Sudbury ("Sewataro Saturdays" or "Sewataro Sundays"), including music festivals, family picnics, a 4th of July fireworks and family celebration, a fishing derby (catch & release), concerts for families and seniors, and other family events. The scope of these events and the extent of site and facility access would be subject to discussion and mutual agreement. It would be our intention to continue to offer such events periodically during the school year, with a Fall/Halloween Festival, Christmas Light event, holiday events and other seasonal offerings.

As stated above, we intend to hire a Community Relations Manager to work in close partnership and collaboration with the Board of Selectmen, any advisory committee that may be formed to provide oversight regarding public access and future use of the site, the Recreation Department, Council on Aging, Sudbury Public Schools and other town affiliated organizations seeking to offer programs on the site for the benefit of the citizens of Sudbury.

It is our hope that such partnerships and collaboration will result in the creation of year-round enrichment programming for area youth, providing one-stop shopping for parents seeking to enhance their children's traditional learning through participation in art classes, academic programs, athletic programs, and other events for area families. It is also the Proposer's hope to facilitate programming for Sudbury's senior citizens, including nature and art-based programming on site.

We recognize that as collaborative programming is developed, it will require shared use of the site during the school year. The only buildings that we believe must remain in our exclusive use year-round are those spaces currently utilized by the

Camp Sewataro team as “winter office” space, spaces dedicated to storage of items utilized in the summer camp program, and the four dwellings on the property, which we plan to use for staff housing, as more fully described above. Otherwise, it is our intention to offer flexible use of any remaining buildings or structures to accommodate school-year programming and reasonable public access, as described above. We are eager to enter into discussion with the Town and its agencies and organizations to develop a more detailed plan of shared site use and access.

In terms of our use of the site during the school year, Camp related maintenance and site development activities will continue throughout the non-camp season by staff members and independent contractors, in accordance with applicable MGL c. 30B requirements, with Town input and consent to necessary improvements. Tours will be conducted on a year-round basis, and regular open houses will be hosted for prospective and current camp families, as well as staff applicants throughout the year. The Camp’s administrative team will continue to be headquartered onsite on a year-round basis. In addition, “Vacation Camps” will probably be held throughout the year at appropriate times for area children to attend.

2. Calendar of activities, including typical daily schedule(s)

The 2020 summer schedule would be virtually identical to this year’s schedule, with adjustments for calendar shifts. Here is our current proposed 2020 Sewataro calendar, subject to revision:

Sunday, June 7

Sprouts Open House 1-2pm

Monday, June 15

1st Day of Sprouts

Sprouts Week 1

Sunday, June 21

Open House 1 - 3:30pm

Monday, June 22

1st Day of Camp!

Sprouts Week 2

Thursday, June 25

CIT Overnight

CIT Project Adventure Trip

Monday, June 29

Sprouts Week 3

Tuesday, June 30

Eagle & Senior Camp Overnight

Friday, July 3

Session 2.1 Ends

Camp Closed - Independence Day

Monday, July 6

Sessions 6.2, 4.2 & 2.2 Begin

Sprouts Week 4

Monday, July 13

Sprouts Week 5

Tuesday, July 14

Fox & Bear Overday

Thursday, July 16

CIT Cradles to Crayons Trip

Senior Camp Wachusett Hike

Friday, July 17

Sessions 4.1 & 2.2 End

Monday, July 20

Sessions 4.3, 2.3 & CIT 2 Begin

Sprouts Week 6

Monday, July 27

Sprouts Week 7

Thursday, July 30

CIT Overnight

CIT Project Adventure Trip

Senior Camp Boating Trip

Friday, July 31

Sessions 6.1, 4.2 & 2.3 End

Monday, August 3

Session 2.4 Begins

Sprouts Week 8

Thursday, August 6

Eagle & Senior Camp Overnight

Monday, August 10

Sprouts Week 9

Tuesday, August 11

Fox & Bear Overday

Friday, August 14

Last Day of Camp

The Daily Camper Schedule during the Camp season would resemble the sample below:

	Monday	Tuesday	Wednesday	Thursday	Friday
8:45-9:00	OPENING EXERCISES				
<i>1st Period</i> 9:00-9:45	Tennis	Volleyball	Campcraft	Adventure Challenge	Archery
<i>2nd Period</i> 9:45-10:30	Drama	Adventure Challenge	Canoeing/Kayaking/ Paddleboarding	Music & Movement	Fishing
<i>3rd Period</i> 10:30-11:15	FREE SWIM				Instructional Swim
11:15-12:15	LUNCH				
<i>4th Period</i> 12:15-1:05	Softball	Nature	Basketball/Street Hockey	Soccer/Lacrosse	FRIDAY SPECIAL EVENT
<i>5th Period</i> 1:05-1:55	Crafts	Paintball/Golf	Crafts	Music Studio	
<i>6th Period</i> 1:55-2:45	INSTRUCTIONAL SWIM				
2:45-3:15	TRIBE TIME & SNACK				
3:15-3:45	CLOSING EXERCISES				

Hours for the Extended Day Program would be as follows:

Morning: 7:30am - 8:30am

Afternoon: 3:45pm – 6:00pm

3. Approximate number of participants and staff using the facility

The number of participants and staff using the facility is based on the number of Campers enrolled. The approximate ratio of Campers to overall staff will be 4:1, with 2-3 Counselors in every group of 12-18 Campers, plus lifeguards, administrators, maintenance, activity leaders and office staff.

Current camp capacity is limited to 600 campers pursuant to the existing Special Permit. As stated above, it is our desire to expand that number to 650 to provide for 50 scholarship recipients from Sudbury to attend Sewataro for each of our four two-week sessions. The current Sewataro program employs approximately 180 year-round and seasonal staff. We would anticipate a similar number of staff in future

years, with more required if we are permitted to grow enrollment, as described above.

4. List of buildings and areas required for activities

It is our intention to utilize all buildings listed in Appendix B of the RFP for the operation of our day camp program, as all are currently utilized for that purpose and are necessary to deliver the program. The sole exceptions to that are the four private dwellings, which are currently rented to tenants, but which we are prohibited from renting to outside parties pursuant to the terms of the RFP.

It would be our intention to utilize all four of these dwellings for the housing of year-round and seasonal staff, including the Camp Director, Site Manager, and other staff members, with no rent charged or collected. The availability of high-quality on-site housing is critical to our ability to recruit and retain key day camp staff and would allow us to house a limited number of seasonal employees onsite, who could staff the envisioned weekend programming for the citizens of Sudbury that are outlined in this response.

5. Proposed alterations and improvement plan for buildings and grounds

The following is the proposed alterations and improvement plan for the buildings and grounds. It reflects the Applicant's current plan and is subject to change:

The Sewataro buildings and other structures are currently in first-class condition. Therefore, in our first three years of operation, we envision limited additional site development or new construction, beyond that which is required to maintain the site and buildings in good repair and to reasonably accommodate the campers and staff that participate in our summer program, plus any other alterations that are required by federal, state or local laws or regulations.

If we are granted extension terms in future years, we would be willing to explore additional construction and development of new facilities or substantial renovations and improvements of existing facilities, based on the expected life of those improvements and short, medium, and long-term benefit to the camp operations. In essence, the longer we are in place as the operator, the greater our level of investment in site development that benefits the camp program will be. Such possible future projects could include new high ropes elements, new shelter and activity spaces, and the planned phase in of greater universal access to the site pursuant to ADA regulations.

6. Plan for community use of and access to the buildings and grounds

As described above, while preparation for the Camp season will require constant activity at the site throughout the non-camp months, the Proposer understands that significant site access by the citizens of Sudbury is essential to the success of this partnership and is in the interests of the citizens of Sudbury.

In general, we propose to offer reasonable access to the site's trails and natural landscape at all times of the year when the camp is not in operation for pedestrian walking, hiking and for cross-country skiing, snowshoeing and other passive recreation. We will work with the Town to designate reasonable parking areas and facilities to accommodate the public, visitor capacities, and the like. We will also work with the Town to develop a security plan for the site, and to determine staffing requirements associated with such access and use, associated maintenance and staffing costs, how such costs are allocated between and among the town, user groups, the public and the Proposer, and other considerations that will influence the scope and scale of site access.

Site access during the summer camp operating hours by members of the public could place campers at risk, as well as provide unmanageable challenges to maintaining security of camper and staff belongings and camp equipment. For that reason, access to the site must be restricted from mid-June to late August.

In lieu of public access during this time, the Proposer will offer weekend programming at various times throughout the summer on certain portions of the site for the benefit of the citizens of Sudbury including music festivals, family picnics, a 4th of July fireworks and family celebration, a fishing derby (catch & release), concerts for families and seniors, and other family events. The scope of these events and the extent of site and facility access would be subject to discussion and mutual agreement. It would be our intention to continue to offer such events periodically during the school year, with a Fall/Halloween Festival, Christmas Light event, holiday events and other seasonal offerings.

As stated above, we intend to hire a Community Relations Manager to work in close partnership and collaboration with the Board of Selectmen, any advisory committee that may be formed to provide oversight regarding public access and future use of the site, the Recreation Department, Council on Aging, Sudbury Public Schools and other town affiliated organizations seeking to offer programs on the site for the benefit of the citizens of Sudbury.

It is our hope that such partnerships and collaboration will result in the creation of year-round enrichment programming for area youth, providing one-stop shopping for parents seeking to enhance their children's traditional learning through participation in art classes, academic programs, athletic programs, and other events for area families. It is also the Proposer's hope to facilitate programming for Sudbury's senior citizens, including nature and art-based programming on site.

We recognize that as collaborative programming is developed, it will require shared use of the site during the school year. The only buildings that we believe must remain in our exclusive use year-round are those spaces currently utilized by the Camp Sewataro team as "winter office" space, spaces dedicated to storage of items utilized in the summer camp program, and the four dwellings on the property, which we plan to use for staff housing, are more fully described above. Otherwise, it is our intention to offer flexible use of any remaining buildings or structures to accommodate school-year programming and reasonable public access, as described

above. We are eager to enter into discussion with the Town and its agencies and organizations to develop a more detailed plan of shared site use and access.

In terms of our use of the site during the school year, Camp related maintenance and site development activities will continue throughout the non-camp season by staff members and independent contractors, in accordance with 30B with Town input and consent to necessary improvements. Tours will be conducted on a year-round basis, and regular open houses will be hosted for prospective and current camp families, as well as staff applicants throughout the year. The Camp's administrative team will continue to be headquartered onsite on a year-round basis. In addition, "Vacation Camps" will probably be held throughout the year at appropriate times for area children to attend.

7. Description of site preservation and conservation intent

The Sewataro site has been home to a thriving Camp program for many years under the dedicated stewardship of the Taylor family. It is our intention to preserve the natural beauty of the site and to open it up to significantly greater public use as more fully described above. Given the natural beauty of the site, the preservation of the natural surroundings and habitat are critical to the success of the Camp program and to the enjoyment of the site by the citizens of Sudbury, and we intend to enhance access to the property by following good stewardship practices in maintaining and expanding the existing trail network, creating study areas for local flora and fauna, and protecting local species.

8. Maintenance and custodial plan for buildings and grounds

It is our intention to maintain the buildings and grounds in good repair in the same manner of care that they have received under the current camp operator, using the same maintenance and custodial plan. Here is an outline of our typical maintenance care schedule, which is subject to change and revision as we learn more about the procedures now in place at Sewataro:

- Camp Season
 - 6:30 AM- Two Maintenance Staff arrive to unlock buildings and equipment and prepare program areas for the Extended Day Campers who will be arriving at 7:30am.
 - 7-8 AM- Additional Staff arrive to begin daily list of items to complete, and weekly list of areas to maintain.
 - 8:30 AM- Final Staff arrive.
 - 4-4:15 PM- The early crew departs; end of day housekeeping underway.
 - 7 PM the final maintenance staff depart.

- Items on the Daily list include:
 - Filling of water jugs
 - Set up of equipment (and putting away in afternoon)
 - Minor repairs (e.g., broken doors and windows, light plumbing, lighting)
 - Preparing for Special Events on Fridays
- Items on Weekly list include:
 - Mowing of lawns and trimming/pulling weeds, etc.
 - Tending to other landscaping
 - Raking the beach, cleaning the docks
 - Preparing for the next week
 - Fixing boats
 - Painting
 - Rubbish removal; recycling; inspect buildings and grounds for trash
- Off Season
 - Opening & Closing access to the site and parking areas pursuant to use and access schedule.
 - Grounds work- grass, bushes, weeds, etc.
 - Rubbish removal
 - Charging and draining/disconnecting all systems as needed and reconnecting as needed
 - Any necessary snow removal (plow and hand work to maintain access to buildings that will be accessed during the winter)
 - Maintaining all buildings
 - Maintaining current systems in utilized buildings
 - Building new activity areas, structures as planned
 - Field Maintenance
 - Maintaining nature trails
 - Ropes course maintenance and development
 - Working with Community Groups & public pursuant to plan.

8. Additional information describing the benefits available to the Town of Sudbury and its citizens as a result of our tenancy.

- Facility will be available for public use and access as more fully described above.
- Nature Trails will be maintained throughout the year, utilized by local citizens when Camp is not in session.
- Ropes course will be one of the greatest in the area and will become a leadership and team-building destination for local schools, community and youth groups, and town organizations.
- Camp will provide vital childcare for working families during school vacation time each summer and throughout the year.

- Site will host enriching new experiences to hundreds of local children each summer through camp program and through on-site school-year programming as more fully described above, with world class experiential educational opportunities for children, youth and adults.
- Camp can provide professional development to Sudbury teachers, youth workers, and early childhood professionals
- Camp will provide significant part-time and full-time jobs for local residents- especially students and teachers on school break. Economic impact will be immediate and substantial.
- Camp will provide business to local bus companies, food vendors and many other local merchants.
- Sudbury will have a high-quality day camp led by the National Board Chair of the American Camp Association.
- A scholarship program to be created in which "Camperships" are awarded to qualified applicants from the Town of Sudbury, to be jointly administered by Proposer and the Town as more fully described above. If allowed by Special Permit, up to 200 additional Sudbury children will be able to participate in this high-quality day camp program for two weeks each summer, substantially expanding access by area youth.

B

EXHIBIT B: STATEMENT OF QUALIFICATIONS

Applicant Background Statement:

Firm Name: K&E CAMP CORPORATION

Contact Info:

September to May: 239 Moose Hill Street

Sharon, MA 02067

Phone: 781-793-0091

Fax: 781-793-0606

June to August: 114 Eagle Pond Road

Wilmot, NH 03287

Phone: 603-735-5189

Fax: 603-735-5780

Year Round Cell #: 617-571-6743

Email Address: scott@kenwood-evergreen.com

Structure of Firm: K&E CAMP CORPORATION is a NH corporation that was organized in 1996 and is solely owned by Scott Brody.

Size of Firm: Full time employees: 12 Seasonal Employees: 180+

Years in Business: K&E Camp Corporation was incorporated in 1996 and owns and manages a children's residential summer camp in New Hampshire known as Camp Kenwood & Evergreen. This Camp was founded in 1930 and has been in continuous operation since that time. It currently has annual revenues in excess of \$3.9 million and is able to meet all of its financial obligations.

Financial information:

See 2018 Financial Statement & Balance Sheet of K&E Camp Corporation attached as Exhibit L.

See also Letter from Gary Beilman, President of Dime Bank, attached as Exhibit I.

Information about the experience of the applicant:

The President of K&E Camp Corporation is Scott Brody. Scott will also be the Executive Director of the proposed Day Camp and the CEO of the new company that is formed to operate the camp pursuant to this proposal, as more fully discussed above.

Scott Brody, the principal owner and manager of the proposing Contractor, has been a full-time camp professional for 23 years. He owns and operates Everwood Day Camp and Camps Kenwood & Evergreen, and is a partner of IDEAS Education, which owns and operates 12+ camp programs in China. Scott is the current National Board Chair of the American Camp Association (ACA), the leading professional camp organization in the world, which accredits US camps and provides professional development opportunities for camp counselors, managers, directors and owners. Scott has served on the ACA National Board for many years and is the former Government Affairs Chair for ACA and the current Government Affairs Chair for the Massachusetts Camp Association.

Scott also serves on the Board of Directors of the ACA New York/New Jersey affiliate, the Foundation for Jewish Camp, the Massachusetts Camp Association, and served as an Executive Board Member of the Partnership for 21st Century Learning in Washington DC until its recent merger with Battelle for Kids. In that capacity, he led P21's work in "Out of School Time". Scott has won numerous camp industry awards, including the ACA National Service Award, the ACA National Honor Award, and in March, he received the ACA Special Recognition Award for Outstanding Service to Organized Camping for his advocacy work in Washington DC, where he represents the Camp industry on Capitol Hill and at the White House. He is author of the award-winning article "Teaching the Skills that Children Need to Succeed" in Camping Magazine and has testified on behalf of the camp field on Capitol Hill many times.

Scott will be the senior team manager and will be available to the management team throughout the year. He is a mentor, problem-solver, parent-facing communicator, and expert in child development,

workforce development, college and career readiness, program design and staff management. He has created a staff management system called "E21" (www.e21.org) that is in use at more than a dozen camps, and is currently "the buzz" of the camp world, with more prospective clients than they can currently serve. It aligns staff management with camper outcomes and provides independent staff certification and credentialing in critical workforce development areas. Scott intends to implement the E21 program at Sewataro next summer, should the Proposer be selected in this process, so that current and future Sewataro staff can benefit from this unique approach to management and credentialing and to maximize camper learning and developmental outcomes. Staff recruitment and retention at participating camps have increased by more than 20%. This is a critical achievement in an economy in which low unemployment, reduced teen participation in employment, and the desire for high value internships among high school and college aged staff has resulted in critical staffing shortages at many camps across the country.

Scott is a resident of Sharon, Massachusetts. Most importantly, Scott is the father of A.J., who is 13 years old.

Names of Principals:

The only principal of K&E Camp Corporation is **Scott Brody**. [Should the Applicant's proposal be selected, and a new operating company formed, the group of principals would be expanded to include **Nathan Latta**, the current Director of Camp Sewataro, **Emmy Niinimaki**, the current Assistant Director of Camp Sewataro, **Cheryl Percuoco**, the current Business Office Manager of Camp Sewataro, and **Amy Podolsky**, the current Community Engagement & Event Manager at Sewataro.

Background of Principals:

Scott Brody—BA with honors, UC Berkeley; JD, Boston College Law School. Years spent as a camp staff member: 35. Years spent as a camp director: 23. Grew enrollment at Camp Kenwood & Evergreen from 200 to 330 campers and increased sales by 400%.

Qualifications for operation of proposed use:

(See information provided above)

Similar activities managed or operated by Applicant:

Camp Kenwood & Evergreen—a 330 camper resident summer camp for boys and girls located in Wilmot, NH.

Everwood Day Camp—a 900 camper traditional day camp program based on a site leased by the Town of Sharon to Everwood Camp Partners, LLC.

IDEAS Education Camps—based in Beijing, China, this cutting-edge education company owns and operates 12+ day, resident, school-based and travel camp programs in China, Japan and in an ever-growing list of overseas locations. Scott is a strategic partner in this venture.

Listing of any actions (within the last 10 years) taken by any regulatory agency involving the firm or its agents or employees with respect to any work performed:

K&E Camp Corporation is a NH corporation in good standing with the New Hampshire Secretary of State that operates Camp Kenwood & Evergreen. At all times during the last twenty three years, K&E Camp Corporation has been subject to only positive regulatory action by the State of New Hampshire, including the granting of 23 consecutive Camp licenses by the NH agency that regulates Camps, and 23 "excellent" inspection reports based upon annual site visits by the NH state inspector. Camp Kenwood & Evergreen has always received state and local regulatory approvals when sought for septic systems, water supply improvements, and construction within the protected shoreline area of its site. To the extent that the American Camp Association is considered a regulatory agency as an accrediting body, Camp Kenwood & Evergreen has maintained continuous accreditation by ACA since its initial accreditation many decades ago, and always receives the highest of marks during ACA site visits every three years.

Listing of any litigation (within the last 10 years) involving the firm or its agents or employees with respect to any work performed:

NONE

Name of persons who can be contacted as references:

Henry Skier, President, AM Skier Insurance (see letter from Henry, Jeffrey and Aimee Skier attached as Exhibit I)

Gary Beilman, CEO, Dime Bank (see letter attached as Exhibit I)

William Heitin, Sharon Board of Selectmen (see letter attached as Exhibit I)

Demonstration of ability to obtain all appropriate casualty/liability insurance coverage applicable to the proposal:

See letter from Henry, Jeffrey & Aimee Skier, attached hereto as Exhibit I)

List of Board of Health contacts and list of town/organizations contractor has worked with:

Board of Health/Camp Regulator Contacts:

New Hampshire Department of Environmental Services

Barbara Davis

Drinking Water and Groundwater Bureau

Youth Camp Program

29 Hazen Drive, Concord NH 03302

Phone 271-2542 Fax 271-3490

Email: Barbara.davis@des.nh.gov

Town of Sharon, Massachusetts

Board of Health

Sheila Miller, RN Public Health Nurse

(781) 784-1500 x1141

Board of Health

Sheila Miller, RN Public Health Nurse

(781) 784-1500 x1141

Massachusetts Department of Public Health

Community Sanitation Program

Steven Hughes, Director

Steven.Hughes@state.ma.us

(617) 624-5757

Towns that Camps Kenwood & Evergreen and Everwood Day Camp have worked with:

Wilmot, NH; Sharon, MA; Foxborough, MA;

Stoughton, MA; Millis, MA; Norwood, MA.

Sharon Town Departments We Have Worked With:

<u>Building Division</u>	217R South Main Street Box 517 Sharon, MA 02067	(781) 784-1525 ext. 2310
<u>Conservation Commission</u>	Sharon Community Center 1 Community Center Drive Mailing Address: 219 Massapoag Ave. Sharon, MA 02067	(781) 784-1511
<u>Department of Public Works</u>	217R South Main Street Box 517 Sharon, MA 02067	(781) 784-1525
<u>Fire Department</u>	211 South Main Street Sharon, MA 02067	(781) 784-1522
<u>Health Department</u>	Town Office Building 90 South Main Street Sharon, MA 02067	(781) 784-1500 ext. 1206
<u>Police Department</u>	213 South Main Street Sharon, MA 02067	(781) 784-1587
<u>Recreation Department</u>	Sharon Community Center	(781) 784-1530

Exhibit B Optional:

More detailed descriptions, such as photographs or project brochures of specific activities referenced as relevant experiences, may also be included.

Extensive program descriptions and other essential information can be found at www.kenwood-evergreen.com and www.everwooddaycamp.com

Here is a sample:



[Future Families](#) [Enrolled Families](#) [Staff](#) [Alumni](#)



Camp Kenwood

The Kenwood and Evergreen Experience

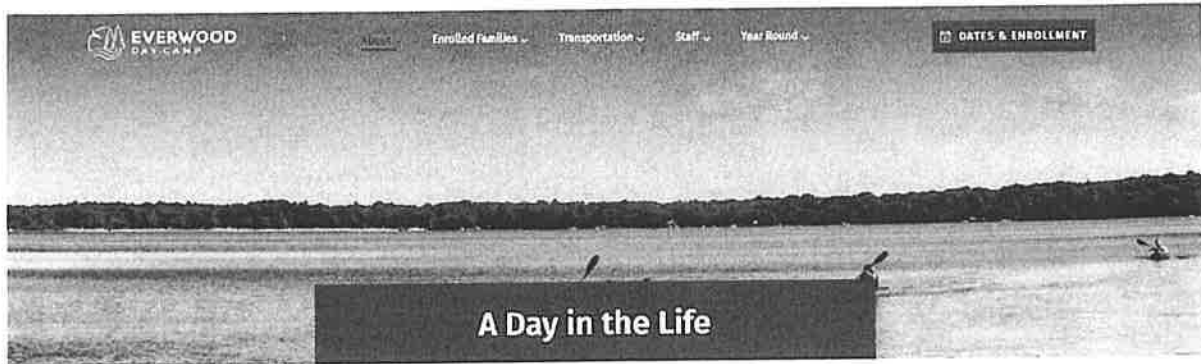
A values-driven community where campers experience being their best selves, turn summer relationships into lifelong friendships, and experience fun and laughter while creating everlasting memories.

Kenwood & Evergreen is a place to become a better athlete, artist, performer and person.

[the camp concierge experience](#) →

[take our virtual tour](#) →





Our incredible 70 acre site, on a stunning 350-acre lake, facilitates our dynamic program like no other day camp. It allows for a range of activities that ensure our 4-year-olds are just as engaged, stimulated and challenged as our 15-year-olds (and everyone in between)! All program offerings are adapted for each age group to ensure full and enthusiastic participation. As campers grow, the program grows with them, with more choices (electives) as they return year after year. Teenagers at Everwood are offered continued development in their programming, including leadership opportunities with our L.E.A.D. (Leadership, Exploration, And Development) and C.I.T. (Counselor in Training) programs for campers entering a 9th and 10th grade. With over 60 different activities in categories such as Adventure, Nature, and Science, Creative and Performing Arts, Sports, and Aquatics, every day at Everwood are different and sure to keep your child engaged and growing.



Lower Campus
Pre-K - 2nd Grade



Middle Campus
3rd - 4th Grade



Upper Campus
5th - 8th Grade



LEADers
9th Grade



Counselors in Training
10th Grade



Supported Counselor Position
11th - 12th Grade



Situated along the glistening shores of Lake Massapoag in Sharon, MA, Everwood Day Camp offers campers ages 4 to 15 a summer of sports, arts, and outdoor activities, in an environment that's uniquely suited to encourage their growth. Our dynamic camp program grows with our campers and includes a wide variety of activities to keep every child engaged. Our nurturing staff encourages social and emotional skill development throughout each moment of the day. Our 70-acre, dedicated camp facility includes over 40 cabin spaces, lodges, fields, courts and two incredible waterfronts. At Everwood Day Camp, campers experience all the fun and friendship of camp life, plus the support of a community that's committed to providing *skills for life*.

The Everwood Five Star Points

The Five Star Points are the foundation of our camp culture. These points embody 5 characteristics that reflect the social and emotional goals we have for our campers and staff each summer and we've integrated them into everything we do. From staff training and evaluations, daily activities, special events, even our bus rides to and from camp, our campers and staff members know that our 5 Star Points are what is valued most. By letting the Five Star Point be their guide all summer long, our campers and staff turn actions into skills they'll use to contribute to the world beyond campus.

★ Independence

Independence at Everwood comes in a variety of forms. For younger campers it starts with learning to take care of their belongings, and by being away from Mom and Dad during the camp day. It also happens through physical skill development, like down at the lake, where our instructors and lifeguards support them as they learn to swim. As our kids get a bit older, independence becomes more nuanced, because we loosen the reins and allow them to focus on their individual passions and interests through our elective program.

★ Integrity

At Everwood we acknowledge when our campers do the right thing, big or small; from playing a game by the rules, to picking up trash even if it wasn't theirs. When we recognize kids performing these simple acts, we help to reinforce a pattern of integrity that'll manifest itself over and over again.

★ Friendship

Everwood is a place that's unlike any our campers will encounter elsewhere, and the adventures they share—on the ropes course, in our performing arts center, out on Lake Massapoag—and the memories they make are the very fabric of tight-knit friendships. Whether or not our campers know someone else before stepping on the bus for the first time, our counselors are experts at acclimating campers to life at camp making connections with others.

★ Teamwork

From canoe races to our playing fields to our Ropes Course—there are endless occasions for teamwork here at Everwood. Our kids also come together to paint murals, run relay races, produce plays, and create original camp songs. Through these activities campers appreciate just how much more they can do (and how much more fun they'll have) by collaborating as a team, and what's more, they learn to compromise to make it happen.

★ Inspiration

You'll find inspiration everywhere you look at Everwood, and that's because our campers are always trying—and thriving—at activities they haven't before. Kayaking, pottery, yoga, the infamous Jello Tug-of-War, and our Zipline that sends kids cruising between hundred foot pine trees—these are but a few of the unforgettable moments that campers will have while they're here with us.



C

EXHIBIT C: CERTIFICATE OF NON-COLLUSION

The undersigned certifies under the pains and penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.



Signature:

Print Name: Scott Brody

Organization: K&E Camp Corporation

Date: July 26, 2019

D

EXHIBIT D: Tax Compliance Certification

Pursuant to M.G.L. ch. 62C, § 49A, the undersigned certifies under the pains and penalties of perjury that, to the best of their knowledge and belief, the Applicant, , is in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

A handwritten signature in black ink, appearing to read "Scott Brody". The signature is stylized with large, flowing loops and a prominent "S" at the beginning.

Signature:

Print Name: Scott Brody

Organization: K&E Camp Corporation

Date: July 26, 2019

E

EXHIBIT E: Certificate by Corporate Authority to Sign Contract

At a duly authorized meeting of the Board of Directors of K&E Camp Corporation held on July 26, 2019 at which all Directors were present or waived notice, it was voted that,

Scott D. Brody, President

of this Company, be and hereby is authorized to execute contracts and bonds in the name and behalf of said company, and affix its Corporate Seal thereto, and such execution of any such Contract or obligation in this Company's name on its behalf by such President under seal of this company, shall be valid and binding upon this Company.

A TRUE COPY

ATTEST:  President & Clerk

PLACE OF BUSINESS: Wilmot, NH

DATE OF THIS CONTRACT: July 26, 2019

I hereby certify that I am the President & Clerk of K&E Camp Corporation and that Scott Brody is the duly elected President of said company, and that the above vote has not been amended or rescinded and remains in full force and effect as of the date of this Contract.

Name:  Scott Brody, President & Clerk

F

EXHIBIT F: RFP Addenda Receipt Page

The undersigned acknowledges receipt of the following amendments to the RFP for the Sewataro Site, Sudbury, MA, dated July 24, 2019:

(Give number and date of each):

Addendum No. 1 – Date 7/11/2019

Addendum No. 2 - Date 7/18/19

Addendum No. 3A - Date 7/18/19

Addendum No. 3B - Date 7/18/19

Addendum No. 4 - Date 7/22/19

Addendum No. 5A - Date 7/24/19

Addendum No. 5B - Date 7/24/19

Addendum No. 6 – Date 7/29/19

No. 7 - Date 7/30/19
No. 8 - Date 8/01/19

Failure to acknowledge receipt of all amendments may cause the submitted proposal to be considered non-responsive to the RFP, which will require rejection of the proposal.

Signature: 

Title: President

Print Name: Scott Brody

Organization: K&E Camp Corporation

G

EXHIBIT G: Corp Records of K&E Camp Corp and Everwood Camp Partners LLC

Corporations Division

Business Entity Summary

ID Number: 264667041

[Request certificate](#) [New search](#)

Summary for: EVERWOOD CAMP PARTNERS LLC

The exact name of the Domestic Limited Liability Company (LLC): EVERWOOD CAMP PARTNERS LLC		
Entity type: Domestic Limited Liability Company (LLC)		
Identification Number: 264667041	Old ID Number: 000999541	
Date of Organization in Massachusetts: 04-14-2009		
Last date certain:		
The location or address where the records are maintained (A PO box is not a valid location or address):		
Address: 125 LAKEVIEW STREET		
City or town, State, Zip code, Country: SHARON, MA 02067 USA		
The name and address of the Resident Agent:		
Name: SCOTT BRODY		
Address: 239 MOOSE HILL ST.		
City or town, State, Zip code, Country: SHARON, MA 02067 USA		
The name and business address of each Manager:		
Title	Individual name	Address
MANAGER	SCOTT BRODY	239 MOOSE HILL ST. SHARON, MA 02067 USA
In addition to the manager(s), the name and business address of the person(s) authorized to execute documents to be filed with the Corporations Division:		
Title	Individual name	Address
SOC SIGNATORY	JOSEPH C. MARROW	1601 TRAPELO RD., SUITE 205 WALTHAM, MA 02451 USA
SOC SIGNATORY	SCOTT BRODY	239 MOOSE HILL ST. SHARON, MA 02067 USA
The name and business address of the person(s) authorized to execute, acknowledge, deliver, and record any recordable instrument purporting to affect an interest in real property:		
Title	Individual name	Address
REAL PROPERTY	SCOTT BRODY	239 MOOSE HILL ST. SHARON, MA 02067 USA
Consent	Confidential Data	Merger Allowed Manufacturing
View filings for this business entity:		



Business Information

Business Details

Business Name: K & E CAMP CORPORATION	Business ID: 251029
Business Type: Domestic Profit Corporation	Business Status: Good Standing
Business Creation Date: 05/07/1996	Name in State of Incorporation: Not Available
Date of Formation in Jurisdiction: 05/07/1996	Mailing Address: 239 Moose Hill Street, Sharon, MA, 02067, USA
Principal Office Address: 114 EAGLE POND ROAD, WILMOT, NH, 03287, USA	
Citizenship / State of Incorporation: Domestic/New Hampshire	Last Annual Report Year: 2019
	Next Report Year: 2020
Duration: Perpetual	Phone #: NONE
Business Email: catherine@kenwood-evergreen.com	Fiscal Year End Date: NONE
Notification Email: catherine@kenwood-evergreen.com	

Principal Purpose

S.No	NAICS Code	NAICS Subcode
1	OTHER / CHILDRENS' RESIDENTIAL CAMP & RELATED ACTIVITIES	

Page 1 of 1, records 1 to 1 of 1

Principals Information

Name/Title	Business Address
Scott David Brody / President	239 Moose Hill Street, Sharon, MA, 02067, USA
Scott D Brody / Director	239 Moose Hill Street, Sharon, MA, 02067, USA

Page 1 of 1, records 1 to 2 of 2

H

EXHIBIT H: RECENT EVERWOOD PROGRAM REFERENCES



Scott Brody <scott@kenwood-evergreen.com>

reference

Rabbi Joseph Meszler <jmeszler@temple-sinai.com>
To: Scott Brody <scott@kenwood-evergreen.com>

Fri, Jul 26, 2019 at 2:13 PM

To the Town of Sudbury, Sewatero RFP Review Group,

It is my pleasure to affirm the collaborative partnership between Scott Brody and Temple Sinai, a synagogue in Sharon. Under his direction, Mr. Brody has generously given us use Everwood Day Camp for our youth programs on the High Holy Days (which we call "Camp Hi Ho"), taking place on Rosh Hashanah and Yom Kippur. We have used indoor and outdoor facilities with his staff's support. In addition, the Jewish youth groups of our region have also been given use of the camp's facilities when they have had a regional event. Mr. Brody is a very generous host, a good neighbor, and a great partner.

Please feel free to contact me at jmeszler@temple-sinai.com for any elaboration. Thank you.

Rabbi Joseph B. Meszler
Temple Sinai, 25 Canton St Sharon MA 02067
781-784-6081

Mr. Pickles and the Everwood Staff,

The QMS staff would like to thank you for an AMAZING day.

The staff was so organized, participatory, knowledgeable, and clearly comfortable with middle school students from the moment we stepped off of the busses. Our students had a great day participating (or not) in all of the activities that you provided for them. The variety of activities managed to capture each child somewhere, from the indoor arts and crafts, to the large group, small group, and individual sports.

Our staff and students had a wonderful day (thank you New England weather for cooperating) and look forward to returning.

Thank you again for providing our students with such a great experience.

Jennifer MacMurray
Qualters Middle School
Mansfield, MA

Hi Dane,

We had a wonderful time at the camp today. The kids had so many choices of activities and the weather was perfect. In fact it started to pour just after the buses pulled out. We had 181 students participate today so I am submitting a check request for \$4,072.50 to our school Treasurer. If it's okay with you she will make it to the camp address.

It was unanimous that we want to book it again for next year at the same time. Please let me know when this can be scheduled.

Again, thanks for your effort in pulling this together. A great way to end our school year.

Mrs. Laurie Norris
7 Gold Math Teacher
Coakley Middle School
Norwood

Dear Scott Brody, Dane Pickles, and Everwood Staff,

We are grateful for your undying commitment to our Sharon Public Schools, most specifically for your dedication to our Middle School PTO's Knowledge Empowers You (KEY) Program which supports the social and emotional well-being of our teachers, students, and their guardians. Offering Camp Everwood as a setting for team-building exercises at the beginning of the school year helps smoothen the transition for classmates getting to know one another and staff to grow together. Additionally, the speaker series at your site throughout the school year provides excellent resources and opens the lines of communication on topics relevant to parents today. Sharon Middle School also benefited from your generosity when you donated funds to support the interactive anti-bullying program for our 275+ 7th graders in February. Students valued greatly from this initiative and staff were given educational tools to deal with the serious topic. We feel blessed to have your support, guidance and expertise in our backyard and look forward to sharing in many programs in the years ahead!

With sincere appreciation,

Shari Kalmowitz

Sharon Middle School PTO Programming Chair

[ENCLOSURE]

I

EXHIBIT I: LETTERS OF REFERENCE



William A. Heitin, Chair
Emily E. Smith-Lee, Clerk
Walter B. Roach, Jr.
selectmen@townofsharon.org

SELECT BOARD
90 SOUTH MAIN STREET
SHARON, MASSACHUSETTS 02067

Frederic E. Turkington, Jr.,
Town Administrator
(781) 784-1500 x1208
Fax: (781) 784-1502
fturkington@townofsharon.org

July 22, 2019

Camp Sewataro RFP Evaluation Committee
Town of Sudbury
Town Manager's Office
278 Old Sudbury Road
Sudbury, MA 01776

Re: Scott Brody, Founder, Everwood Day Camp

Dear Evaluation Committee,

I am writing in my capacity as Chair of the Select Board in the Town of Sharon.

I have known Scott Brody for more than twenty (20) years and he has been an outstanding citizen of Sharon who has been actively involved throughout our community. A few years ago, Mr. Brody was chosen as a Sharon "Ordinary Hero" award recipient and I have personally had the pleasure of working with him on several Town boards and committees. He has been a member of the Sharon Public Schools Strategic Planning Committee, School Climate Committee, new High School planning group and was asked to be on the Town of Sharon Recreation Director screening committee. As a camp professional he serves as the National Board Chair of the American Camp Association, is on the National Board of the Foundation for Jewish Camp, serves as the Government Affairs Chair for the Massachusetts Camping Association, and regularly represents the camp profession in Washington, D.C. in meetings with Congress and other federal departments.

Mr. Brody and his team of professionals were instrumental in converting an old and dilapidated camp site located on the shores of Lake Massapoag into one of the Town's greatest assets. Since taking control of the Town owned site, Everwood Day Camp went from a true start up needing huge financial investment to become the largest camp program in New England all in just a few years. Everwood Day Camp is a multi-year winner of Boston Parents Magazine's Best Day Camp awards and is the only day camp in the US to be designated as an "Exemplary Learning Community" by the Partnership for 21st Century Learning in Washington, D.C.

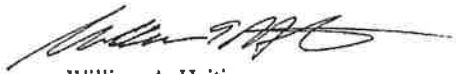
Every promise Mr. Brody made has been fulfilled and more. His performance as a partner and lessee has been great. He has a history of cooperation and collaboration with the Town, including running programs for the benefit of the Town, such as a Child Development Speaker Series, an annual Halloween Family Festival and coordinating nature hikes throughout the property, just to name a few. He has allowed residents access to the property during the non-camp season and provided the Town

Camp Sewataro RFP Evaluation Committee
July 22, 2019
Page 2

additional programming options for both children and adults. Finally, the camp has given both scholarships to dozens of Sharon families and has been a sponsor for virtually town- related need involving kids and families. We are currently working with him and his team on a potential swimming pool site location to help solve a problem obtaining pool time for the many swimmers in Town.

I only wish that all the Town's relationships were as strong as they are with Mr. Brody and the Everwood Day Camp team. If you need any additional information or have any questions, please feel free to contact me directly at 781-784-1500 x1208.

Sincerely,



William A. Heitin
Chair

cc: Mr. Scott Brody

Henry M. Skier President
Jeffrey M. Skier Vice President
Aimee M. Skier Vice President
570.226.4571 fax: 570.226.1105
amskier@amskier.com

Thursday, July 25th, 2019

To whom it may concern:

AMSkier Agency was founded in 1920 as an independent insurance agency. Since 1920, we've worked to serve the summer camp industry all over the country and the world. Presently, we are the largest direct insurer of camps in the country.

AMSkier has had an insurance relationship with Scott Brody and his camps for almost twenty-five years. During that time, we have developed an incredibly close and trusting business relationship and extremely valued friendship with Scott.

Scott has always been thoughtful and intentional as a consumer of insurance, both in terms of asking for and purchasing the most comprehensive coverage and wanting to understand ways to be safer and better as a camp operator.

We've come to know that Scott takes his job as a camp director in the most professional way, always demonstrating integrity and responsibility for the businesses he operates.

We've also had the opportunity to get to know Scott as a leader in the summer camp industry. Scott is one of the most respected camp professionals in the country. We currently serve on two boards of directors with Scott and he is a valued member and leader of those boards. Scott has become one of the great visionaries the camp industry has ever known taking the lead on so many important initiatives to ensure that the summer camp industry continues to thrive and grow in the future.

It is truly a privilege for our family to work with Scott and his camps.
We are so grateful for the special friendship we have developed together.
We look forward to continuing that work with him in future opportunities.

Please feel free to contact us if you want to discuss this in more detail.

Sincerely,

Henry, Jeffrey, Aimee



AMSkier 209 Main Avenue Hawley, PA 18428 800.245.2666 fax: 570.226.1105 email: amskier@amskier.com www.amskier.com



660 CHURCH STREET, PO BOX 909
UNIONDALE, NY 11553 • 516-253-1304

July 17, 2019

To Whom It May Concern
The Town of Sudbury, MA

RE: LETTER OF REFERENCE FOR SCOTT BRODY

It is with great pleasure and confidence that I write this recommendation of Scott Brody.

Scott, a resident of Sharon, MA., and The Dime Bank, headquartered in Honesdale, PA., have enjoyed a meaningful and mutually-beneficial commercial banking relationship for over twenty years. During that time Scott has always maintained a most professional relationship with us regarding all aspects of his resident children's camp in New Hampshire, and with his day camp in Massachusetts, as well as additional undertakings. Because of his high ethical standards and his entrepreneurial talents, Scott is a highly regarded professional in the children's camp industry.

In addition to our direct association with Scott and his camp businesses, I have witnessed Scott ascend through various levels of leadership in numerous industry associations, including the Tri State Camp Association and the American Camp Association. Scott's passion to do the right thing for kids and to provide them with invaluable life-building experiences, has even led him to testify on Capitol Hill in Washington. In all of his pursuits, Scott has proven to be a caring and effective leader and in doing so, he has garnered the admiration and respect of colleagues across our nation.

On an individual level, what began many years ago as purely a banking transaction, has evolved over time into a true friendship; a unique experience in the world of finance!

Because of our excellent, time-tested relationship, I am confident in any future undertaking that Scott may pursue, and it is with the utmost confidence that I make this positive reference of and for him.

Sincerely,

Gary C. Beltman
President and
Chief Executive Officer



TOLL FREE 888-4MY-DIME FAX 516-253-5845 EMAIL business@thedimebank.com www.thedimebank.com



J

EXHIBIT J: YOUTH CAMP LICENSES



State of New Hampshire
Department of Environmental Services
Drinking Water and Groundwater Bureau



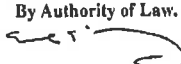
Camp License No. 80

This certifies that **SCOTT BRODY** under New Hampshire RSA 485-A:23-26 and Env-Wq 900, is hereby licensed to maintain and operate for vacation or recreational purposes:

2019

CAMP: **KENWOOD & EVERGREEN**
Location: **114 EAGLE POND RD., WILMOT, NH**
Issued: **APRIL 25, 2019**

Valid from **JUNE 29, 2019** to **AUGUST 17, 2019.**
 By Authority of Law.


Sarah Pillsbury, Administrator, DWGB
 Department of Environmental Services
(This license must be posted at the camp in a visible location)

THIS PERMIT MUST BE PROMINENTLY POSTED IN ESTABLISHMENT

COMMONWEALTH OF MASSACHUSETTS

TOWN OF SHARON
BOARD OF HEALTH

This is to certify that the Board of Health has this day granted a permit to

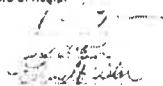
EVERWOOD DAY CAMP
125 Lakeview Street
Sharon, MA 02007

PERMIT TO OPERATE
RECREATIONAL CAMPS, OR OVERNIGHT CAMPS OR CABINS
June 24, 2019 - August 23, 2019

This License is issued in conformity with the authority granted to the Board of Health by Chapter 141B, Section 22A, 22B, 22C and 22D of the Massachusetts General Laws. Subject to the provisions of the laws of the Commonwealth of Massachusetts relating to these and other laws and regulations and to the rules and regulations in regard to such Camps or Cabins as licensed as adopted by the Board of Health, and expires August 23, 2019, unless sooner suspended or revoked.

Copy Issued 6/24/19
*** # Camp 2019-01

Sharon Board of Health



K

EXHIBIT K: W-9 FORM

Form W-9 <small>(Rev. October 2018)</small> Department of the Treasury Internal Revenue Service	Request for Taxpayer Identification Number and Certification ▶ Go to www.irs.gov/FormW9 for instructions and the latest information.	Give Form to the requester. Do not send to the IRS.				
1. Name (as shown on your income tax return). Name is required on this line. Do not leave this line blank. K & E Camp Corporation						
2. Business name (disregarded entity name, if different from above) Camps Kenwood & Evergreen						
3. Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <table style="width: 100%; border: none;"> <tr> <td style="width: 33%; vertical-align: top;"> ☐ Individual sole proprietor or single-member LLC ☐ Limited liability company. Enter the tax classification (C or S corporation, S or S corporation, P or Partnership) ▶ <small>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is disregarded as a single member LLC that is disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</small> ☐ Other (see instructions) ▶ </td> <td style="width: 33%; vertical-align: top;"> ☐ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate </td> <td style="width: 34%; vertical-align: top;"> 4. Exemptions (codes apply only to certain entities; not individuals; see instructions on page 3) Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <small>Signees (taxpayers) must check the FATCA exemption code.</small> </td> </tr> </table>			☐ Individual sole proprietor or single-member LLC ☐ Limited liability company. Enter the tax classification (C or S corporation, S or S corporation, P or Partnership) ▶ <small>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is disregarded as a single member LLC that is disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</small> ☐ Other (see instructions) ▶	☐ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate	4. Exemptions (codes apply only to certain entities; not individuals; see instructions on page 3) Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <small>Signees (taxpayers) must check the FATCA exemption code.</small>	
☐ Individual sole proprietor or single-member LLC ☐ Limited liability company. Enter the tax classification (C or S corporation, S or S corporation, P or Partnership) ▶ <small>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is disregarded as a single member LLC that is disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</small> ☐ Other (see instructions) ▶	☐ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate	4. Exemptions (codes apply only to certain entities; not individuals; see instructions on page 3) Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <small>Signees (taxpayers) must check the FATCA exemption code.</small>				
5. Address number, street, and apt. or suite no. (see instructions) 239 Moore Hill Street						
6. City, state, and ZIP code Sharon, MA 02067						
7. List account number(s) here (optional)						
Part I Taxpayer Identification Number (TIN) Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i> , later. <small>Note: If the account is in more than one name, see the instructions for line 1. Also see <i>What Name and Number To Give the Requester</i> for guidelines on whose number to enter.</small> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border-bottom: 1px solid black;">Social security number</td> <td style="width: 50%; border-bottom: 1px solid black;">Employer identification number</td> </tr> <tr> <td style="text-align: center;"> <div style="border: 1px solid black; width: 100px; height: 20px; margin: 0 auto;"></div> </td> <td style="text-align: center;"> <div style="border: 1px solid black; width: 100px; height: 20px; margin: 0 auto;"></div> </td> </tr> </table>			Social security number	Employer identification number	<div style="border: 1px solid black; width: 100px; height: 20px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 100px; height: 20px; margin: 0 auto;"></div>
Social security number	Employer identification number					
<div style="border: 1px solid black; width: 100px; height: 20px; margin: 0 auto;"></div>	<div style="border: 1px solid black; width: 100px; height: 20px; margin: 0 auto;"></div>					
Part II Certification Under penalties of perjury, I certify that: 1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and 2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and 3. I am a U.S. citizen or other U.S. person (defined below); and 4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct. Certification instructions: You must check out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and div. sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.						
Sign Here: [Signature] Date: 						
General Instru Section references are to the Internal Revenue Code unless otherwise noted. Future developments: For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9 . Purpose of Form An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN); to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following: • Form 1099-INT (interest earned or paid) • Form 1099-DIV (dividends, including those from stocks or mutual funds) • Form 1099-MISC (various types of income, prizes, awards, or gross proceeds) • Form 1099-B (stock or mutual fund sales and certain other transactions by brokers) • Form 1099-S (proceeds from real estate transactions) • Form 1099-K (merchant card and third party network transactions) • Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition) • Form 1099-C (canceled debt) • Form 1099-A (acquisition or abandonment of secured property) Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN. If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See <i>What is backup withholding</i> , later.						

Cat No 10231X

Form W-9 (Rev. 10-2018)

L

EXHIBIT L: K&E CAMP CORP FINANCIAL INFORMATION

Note: While K&E Camp Corporation is the operating entity of Camps Kenwood & Evergreen, there is a companion land holding company that owns the real estate called Eagle Pond, LLC. They are both owned by Scott Brody, and their combined FS is below.

Eagle Pond LLC and K & E Camp Corporation Combined Balance Sheet December 31, 2018

	<u>2018</u>
ASSETS	
Current Assets	
Cash	152,179
Fixed Assets	
Property and equipment, net of accumulated depreciation	3,177,557
Other Assets	
Other assets	1,345,918
	<u>\$ 4,675,654</u>
LIABILITIES AND EQUITY	
Current Liabilities	
Accounts payable	\$ 19,545
Camper deposits	1,805,373
Loan payable	47,788
Current portion of long term debt	270,000
Line of credit	150,459
Taxes payable	11,492
Total current liabilities	2,404,657
Noncurrent Liabilities	
Long term debt	4,079,791
Total Liabilities	6,484,448
Stockholder's Deficit	
Common stock, no par value	
10,000 shares authorized, 125 shares issued and outstanding	50,100
Additional paid-in-capital	50,900
Accumulated deficit	(1,809,794)
Total deficit	(1,808,794)
	<u>\$ 4,675,654</u>

Eagle Pond LLC and K & E Camp Corporation
Combined Statement of Income
For The Year Ended December 31, 2018

	<u>2018</u>
Revenue	\$ 3,872,514
Operating Expenses	
Payroll expenses, including owner's compensation	1,597,698
Summer program	674,412
Sales and marketing	210,318
Repairs	158,847
Travel & transportation	156,040
Bank and credit card fees	114,839
Insurance	107,398
Other expenses	106,250
Real estate taxes	94,175
Utilities	94,029
Employee benefits	75,036
Rent	72,500
Total Operating Expenses	<u>3,461,542</u>
Income From Operations	410,972
Other Income (Expense)	
Depreciation and amortization	(178,378)
Interest, net	<u>(230,112)</u>
Total Other Income (Expense)	<u>(408,490)</u>
INCOME (LOSS)	<u><u>\$ 2,482</u></u>

K&E Camp Corp RPF Response: Camp Sewataro



Opportunity:



Opportunity:

 To preserve Camp Sewataro as a high quality youth development experience for the children of Sudbury and beyond while facilitating site access for Sudbury town residents, building strong partnerships with Town organizations and providing a stream of income for the town to offset acquisition costs and mitigate carrying costs.

Opportunity:

To create a strong private/public partnership that will benefit the Town of Sudbury and its citizens.

To create strong links between Camp Sewataro, the Sudbury Park & Recreation Department, the Council on Aging, Sudbury Public Schools and other Town programs to leverage strength & growth for all youth and adult service providers.

Who are We?



Scott Brody is the National Board Chair of the American Camp Association and owns and operates two of America's most successful and respected summer camp programs. He is an expert on summer camp, child development, workforce development and college and career readiness and speaks at conferences all over the world. He also represents America's summer camps on in Congress and at the White House.

Who are We?



EVERWOOD
DAY CAMP



Who are We?

Everwood Day Camp

- Founded in 2009, in ten short years, Everwood has grown to be the largest single-site day camp program in New England.
- Winner of many awards, including 2019 Boston Parent's Paper's "Best Day Camp in MA" recognition, as well as P21's "Exemplar" award for out of school time program excellence.

Who are We?



Camps Kenwood & Evergreen is one of the country's most highly regarded resident summer camps, with exemplary benchmarked youth and staff outcomes and a client retention rate of over 93%.

Why Now?

 The Sewataro acquisition has proven somewhat divisive in Sudbury.

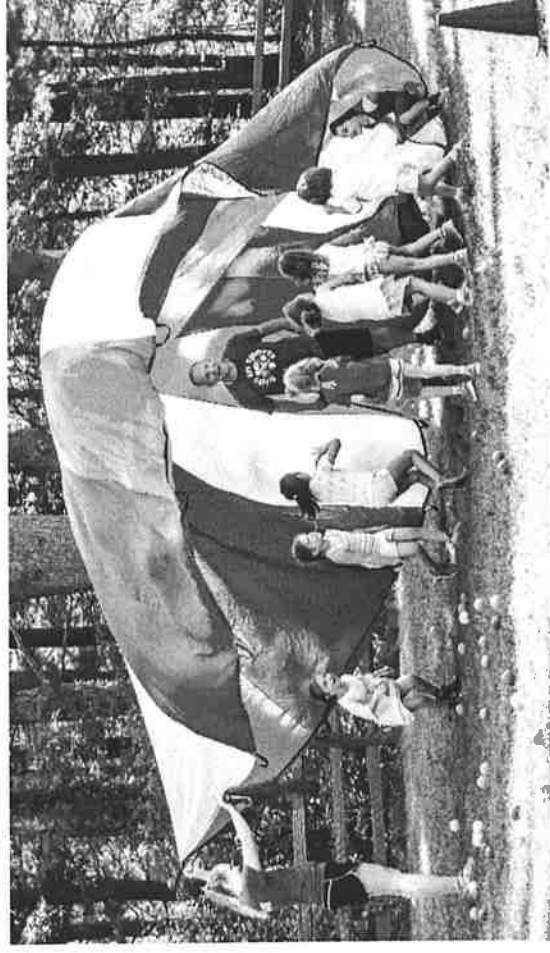
- A strong partner is needed to operate the current program at a high level in line with the expectations of current clientele. These parents did not chose other worthy summer camp programs in the area. They chose Sewataro, and want its culture and traditions to continue. The Town's revenue share is dependent on customer retention.
- At the same time, the new operator must build strong relationships with the rest of the Town's citizens, creating a win/win scenario that provides for reasonable site access, strong collaboration with Town departments and parent groups, and other value add opportunities for all Sudbury residents.

Our Likelihood of Success is Great:

With the economy likely to slow down in the coming months, the Town of Sudbury must choose the operator that has the greatest likelihood of success in retaining current clients and acquiring new business, while increasing affordable access by Sudbury residents needing assistance.

This is not an easy road to navigate, and an expert in camp operations who is deeply familiar with the expectations of parents in this market segment are critical elements. We have the greatest likelihood of success, as both Everwood and Kenwood & Evergreen share the Sewataro customer base.

Our Likelihood of Success is Great:



This proposal could address the Town's short and medium term site-related financial needs, and could create additional upside for all residents through public access and partnerships. Our goal is to become an indispensable partner to the Town and its citizens for many years to come.

Equitable Access:

We have proposed setting aside up to 50 camper spaces per session for use by residents of the Town who are unable to pay the regular tuition charged by Sewataro, subject to Special Permit approval.

These spaces will be provided at a reduced cost for qualified families. The Town Social Worker or other agent would assist us in identifying and vetting eligible campers, who would still need to meet other enrollment and participation criteria.

This could almost double the number of Sudbury children who could join the Sewataro program each summer.



Melissa Murphy-Rodrigues, Esq.
Town Manager

TOWN OF SUDBURY

Office of the Town Manager
www.sudbury.ma.us

278 Old Sudbury Road
Sudbury, MA 01776-1843
978-639-3381

Fax: 978-443-0756
Email: townmanager@sudbury.ma.us

To: Honorable Board of Selectmen

From: Melissa Rodriguez, Esq., Town Manager

RE: RFP for Management of Camp Sewataro

Date: August 8, 2019

The Town received three proposals for management of Camp Sewataro. Each proposal was determined to be in compliance with the requirements for submittal.

Process

The evaluation committee was comprised of Dennis Keohane, Finance Director, William Barletta, Facilities Director, Adam Duchesneau, Director of Planning and Community Development, Frank Livera, Acting Director of Park and Recreation and William Murphy, Director of the Board of Health.

The evaluation committee reviewed and evaluated each of the proposals based on the criteria spelled out in the RFP as well as the interviews that were completed with each camp operator on August 8, 2019. As Chief Procurement Officer, I opened and reviewed the price proposals and reviewed the evaluations by the evaluation committee and based on those two documents I am making a recommendation to the Board of Selectmen on award of the contract.

On August 20, the Board of Selectmen will vote whether or not to authorize the Town Manager to negotiate and sign a contract with the camp operator.

Recommendation

Based on my review of the five evaluation forms, as well as review of the price proposals, my recommendation would be to authorize the Town Manager to enter into negotiations with and sign a contract with Scott Brody of K&E Camp Corporation. The proposal by Scott Brody maintains the camp in its current form, and introduces the least amount of financial risk to the community. The Contract would include and incorporate the request for proposals as well as the response. Further it would flush out some areas of the proposals that highlight a few concerns for the team.

This was a difficult decision. All three proponents are capable, and we had the positive problem of choosing from three strong operators. In the end, it is my determination that Scott Brody is the most advantageous proposal.

Proposals

Marcus Lewis Enterprises Inc.

- Currently runs a camp in Westford and tennis clubs in Acton
- Plan is to completely replicate what Sewataro does now, including staff and procedures
- Will utilize all buildings except 2 of the 3 rental properties. One property would be housing for groundskeeper
- Public access
 - Public access from 7:30AM- sunset seven days a week from April 1 until 2 weeks prior to start of summer camp
 - Public access from 5PM-sunset M-F during camp season and 7:30AM-sunset on weekend. July 4th treated as a weekend
 - Monday after camp ends-November 15 public access from 7:30AM- sunset seven days a week
 - November 16-March 31- closed to public
 - Public resources would include: fishing pond, swimming pond, open spaces, sport courts, open shelters, 2 port-a-potties
 - Not to be used by public: buildings, cabins, permanent bathrooms, climbing tower, boats, tents, ropes course, archery, zip line, paintball, kiddie pools
- Fee Proposal: \$0 a month and 33% of net revenue
- Evaluation
 - Interview: Highly Advantageous (5)
 - Experience: Highly Advantageous (5)
 - Management Experience: Highly Advantageous (5)
 - Experience working with community: Advantageous (5)
 - Overall ranking: Highly Advantageous (4), Advantageous (1)

Metrowest YMCA

- Service area covers Framlingham, Sudbury, Wayland, Natick, Hopkinton, Ashland, Holliston and Sherborn
- Committed to making this a Sudbury camp
- Currently serves 1200 children per day, including one at Nobscot Reservation, and has operated camps for in this area for over 50 years
- Sliding scale programming made possible through financial assistance programming.
- Experienced camp staff and leadership team
- Plan for public access
 - Camp Sewataro Family Swim Club and Swim Lessons through memberships and programming
 - Family Swim Club
 - M-F 4:30-7PM and weekend 10AM-6PM.
 - Includes use of pools and pond for family swim time and lessons
 - Includes boating on Saturdays from 11AM-4PM
 - Swim lessons
 - Family recreation

- Camps courts and trails would be open and available the same hours as Family Swim Club, as well as from April-October
 - Will collaborate with town for access for programming during non-camp hours
- Plans to utilize all camp buildings
 - Residences could serve as housing for caretaker and perhaps an international camp counsel program, also open to shared uses or town uses
- Vast building maintenance experience
- Price Proposal
 - \$12,500 per month AND 20% new revenue at 1.9 million annual revenue, 30% net revenue share to town at \$2.2 million annual revenue and 40% net revenue share to town at \$2.5 million annual revenue
- Evaluation
 - Interview: Highly Advantageous (5)
 - Experience: Highly Advantageous (5)
 - Management Experience: Highly Advantageous (5)
 - Experience working with community: Highly Advantageous (3) Advantageous (2)
 - Overall ranking: Highly Advantageous (5)

Scott Brody/ K&E Camp Corporation

- Owns and operates Camp Kenwood and Evergreen in Wilmot, NH and Everwood Day Camp in Sharon, MA, with 23 years of experience
- Everwood serves up to 900 children per week with a staff of 200
- Plans to operate a day camp from June to Labor Day that is virtually identical to Camp Sewataro
 - Secured agreement of current leadership team including Director, Assistant Director, Business Office Manager and Community and Event's Manager to join new organization, and to provide them with uninterrupted salary and benefits
- Public Access
 - No public access while camp is in session
 - Proposes offering reasonable access to the property's trails and natural landscaping for hiking, walking, cross country skiing, snowshoeing and the like at all times of the year when the camp is not in operation.
 - Will work with town on parking as well as security plan, staffing requirements associated with such access and associated maintenance and staffing costs, and to determine how those costs will be allocated among the town, user group, public and proposer
 - Will offer weekend programming at various times through the summer on certain portions of the site for the residents of Sudbury including music festivals, family picnics, 4th of July fireworks and family celebration, a fishing derby, concerts and other events. Other events will be held throughout the year
 - Partnership to create year-round enrichment programming for whole town, in buildings not used by camp year round
- Will be seeking permit for 650 campers, and would make those 50 spots available for Sudbury residents who qualify for scholarship assistance.
 - If Planning Board denies then back to 10 scholarships.

- Four dwellings to be used for staff
- Price proposal
 - \$10,000 per month payable in two annual installments of \$60,000 each on May 1 and December 1 beginning in 2020 AND;
 - Percentage of first \$500,000 in net revenue per year: 20%
 - Percentage of next \$500,000 in net revenue per year: 25%
 - Percentage of ALL net revenue in excess of \$1,000,000 per year: 33.33%
 - Net revenues shall be revenues minus traditional operating expenses and approved capital expenditures (including compensation for all employees and business owner).
- Evaluation
 - Interview: Highly Advantageous (5)
 - Experience: Highly Advantageous (5)
 - Management Experience: Highly Advantageous (5)
 - Experience working with community: Highly Advantageous (5)
 - Overall ranking: Highly Advantageous (5)

Camp Sewataro Price Proposal

The undersigned proposes to pay to the Town:

Monthly fee: **\$10,000 (TEN THOUSAND DOLLARS) PER MONTH, PAYABLE IN TWO ANNUAL INSTALLMENTS OF \$60,000 EACH, ON MAY 1ST AND DECEMBER 1ST BEGINNING IN 2020.**

and

Percentage of net revenue monthly:

- **PERCENTAGE OF FIRST \$500,000 IN NET REVENUE PER YEAR: 20%**
- **PERCENTAGE OF NEXT \$500,000 IN NET REVENUE PER YEAR: 25%**
- **PERCENTAGE OF ALL NET REVENUE IN EXCESS OF \$1,000,000 PER YEAR: 33.33%**

Net revenues shall be revenues minus traditional operating expenses associated with day camp operations (Year Round and Seasonal Staff Payroll, summer program, sales and marketing, food expenses, maintenance and repairs, travel and transportation, bank and credit card fees, insurance, utilities, employee benefits, interest and principle payments on associated debt service and the like) and approved capital expenditures.

Operating Expenses will not include business owner's taxable profit but will include compensation for all employees of the business for work performed, including by business owner. The monthly fee paid to the Town shall be deducted from revenues before calculation of distributions.

By way of example, if annual revenues are \$1,300,000, the monthly fees payable to the Town totaling \$120,000 annually would first be deducted, leaving \$1,180,000. 20% of the first \$500,000 would yield a share of \$100,000 for the Town, with the addition of 25% of the next \$500,000 in net revenue yielding \$125,000 for the Town. The final amount in excess of \$1,000,000 would be \$180,000, of which the Town would be entitled to \$60,000. In this example, total revenue to the Town would be \$120,000 + \$100,000 + \$125,000 + \$60,000 for a total net revenue distribution to the Town of \$405,000.

The undersigned agrees that, if selected, s/he will within five days (Saturdays, Sundays and legal holidays excluded) after presentation thereof by the Town, execute a contract in accordance with the terms of this bid. The undersigned further certifies under the penalties of perjury that this bid has been made and submitted in good faith and without collusion or fraud with any other person. As used in this section the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.

Date: July 26, 2019

K&E Camp Corporation, a NH Corporation

BY 

Scott D. Brody, President (Printed Name and Title of Signatory)

239 Moose Hill Street (Business Address)

Sharon, MA 02067 (City, State Zip)

Cell: 617-571-6743

scott@kenwood-evergreen.com (E-mail Address)

Management of Camp Sewataro RFP
PROPOSAL EVALUATION

William Bonetto 8/8/19
Evaluator Name

Responder/Business Name	HA = Highly Advantageous A = Advantageous NA = Not Advantageous				Overall Composite Ranking
	Interview	Experience - Summer Camps	Management Experience	Experience Working with Community/Stakeholders	
Everwood (Scott Brody)	HA	HA	HA	HA	HA
Marcus Lewis	HA	HA	HA	A	HA
MetroWest	HA	HA	HA	HA	HA

INTERVIEW: The Evaluation Committee will schedule Interviews with all proposers who have met the Minimum Criteria and are responsive to this RFP. At the start of the interview, the proposer will have up to fifteen (15) minutes to present a company background and presentation. The Evaluation Committee will prepare five (5) questions, which will be asked of all proposers after the presentation. The Evaluation Committee may also ask additional questions.

Interview HA	Proposer representative(s) were present, communicated a comprehensive plan of action, and successfully responded to all five (5) questions from the Evaluation Committee and sufficiently answered any additional questions posed by the Evaluation Committee.
Interview A	Proposer representative(s) were present, communicated a comprehensive plan of action, and successfully responded to a minimum of four (4) of the five (5) questions from the Evaluation Committee and sufficiently answered any additional questions posed by the Evaluation Committee.
Interview NA	Proposer representative(s) were present but did not communicate a comprehensive plan of action or successfully responded to fewer than four (4) of the five (5) questions from the Evaluation Committee and did not sufficiently answer any additional questions posed by the Evaluation Committee.

EXPERIENCE – SUMMER CAMP: Specify programming plan for Camp. Proposer must have run each of these programs in other municipalities or facilities for a minimum of five (5) years. Plan must include which programs have been offered and for how many years.

Exp - Camp HA	Specify a minimum of seven (7) various summer camp programs proposer has offered other municipalities/organizations for a minimum of five (5) years.
Exp - Camp A	Specify four (4) to six (6) programs proposer has offered other municipalities/organizations for a minimum of five (5) years.
Exp - Camp NA	Fewer than four (4) programs and/or proposer has fewer than five (5) years of experience managing each.

MANAGEMENT EXPERTISE: Provides detailed background, experience, and roles of Proposer Owner and Camp Director.

Management Exp HA	Camp Director has more than five (5) years of experience directing a summer camp as a full-time employee. Proposer has a detailed immediate response backup staff plan and offers qualified candidate(s) to back-up Director & other staff.
Management Exp A	Director has three (3) to five (5) years of experience summer camp programs as a full-time employee. Proposer has a detailed immediate response back-up staff plan and offers qualified candidate(s) to back-up Director and other staff.
Management Exp NA	Camp Director has less than three (3) years of experience managing camp programs and/or has not provided a detailed immediate response back-up staff plan.

EXPERIENCE WORKING WITH COMMUNITY or other stakeholders developing and executing a plan for public access

Community Exp HA	Proposer has successfully worked with other entities for public access and lays out a practical plan for facilitating or restricting public access to managed property during different seasons and times in proposal.
Community Exp A	Proposer has not worked with other entities for facilitating, but lays out a practical plan for public access in proposal.
Community Exp NA	Proposer has not laid out a practical plan for public access in proposal.

NOTES:

Everwood - Strengths - similar operation currently & maintain Sewataro staff.
Weakness - public access
Strengths - good understanding of Town interests in Camp & partnerships & developed similar operation.

Marcus Lewis - Strengths - a similar town type operation currently
Strength - understanding of Town/Camp relationship
Weakness - small staff to maintain facility
Weakness - public access

MetroWest - Strength - operation for many years
Strength - large organization
Weakness - public access
Weakness - specifies on-site operation route

**Management of Camp Sewataro RFP
PROPOSAL EVALUATION**

Frank Livera
Evaluator Name

Responder/Business Name	HA = Highly Advantageous A = Advantageous NA = Not Advantageous				Overall Composite Ranking
	Interview	Experience - Summer Camps	Management Experience	Experience Working with Community/ Stakeholders	
Everwood (Scott Brody)	HA	HA	HA	HA	HA
Marcus Lewis	HA	HA	HA	A	HA
MetroWest	HA	HA	HA	HA	HA

INTERVIEW: The Evaluation Committee will schedule interviews with all proposers who have met the Minimum Criteria and are responsive to this RFP. At the start of the interview, the proposer will have up to fifteen (15) minutes to present a company background and presentation. The Evaluation Committee will prepare five (5) questions, which will be asked of all proposers after the presentation. The Evaluation Committee may also ask additional questions.

Interview HA	Proposer representative(s) were present, communicated a comprehensive plan of action, and successfully responded to all five (5) questions from the Evaluation Committee and sufficiently answered any additional questions posed by the Evaluation Committee.
Interview A	Proposer representative(s) were present, communicated a comprehensive plan of action, and successfully responded to a minimum of four (4) of the five (5) questions from the Evaluation Committee and sufficiently answered any additional questions posed by the Evaluation Committee.
Interview NA	Proposer representative(s) were present but did not communicate a comprehensive plan of action or successfully responded to fewer than four (4) of the five (5) questions from the Evaluation Committee and did not sufficiently answer any additional questions posed by the Evaluation Committee.

EXPERIENCE – SUMMER CAMP: Specify programming plan for Camp. Proposer must have run each of these programs in other municipalities or facilities for a minimum of five (5) years. Plan must include which programs have been offered and for how many years.

Exp - Camp HA	Specify a minimum of seven (7) various summer camp programs proposer has offered other municipalities/organizations for a minimum of five (5) years.
Exp - Camp A	Specify four (4) to six (6) programs proposer has offered other municipalities/organizations for a minimum of five (5) years.
Exp - Camp NA	Fewer than four (4) programs and/or proposer has fewer than five (5) years of experience managing each.

MANAGEMENT EXPERTISE: Provides detailed background, experience, and roles of Proposer Owner and Camp Director.

Management Exp HA	Camp Director has more than five (5) years of experience directing a summer camp as a full-time employee. Proposer has a detailed immediate response back-up staff plan and offers qualified candidate(s) to back-up Director & other staff.
Management Exp A	Director has three (3) to five (5) years of experience summer camp programs as a full-time employee. Proposer has a detailed immediate response back-up staff plan and offers qualified candidate(s) to back-up Director and other staff.
Management Exp NA	Camp Director has less than three (3) years of experience managing camp programs and/or has not provided a detailed immediate response back-up staff plan.

EXPERIENCE WORKING WITH COMMUNITY or other stakeholders developing and executing a plan for public access

Community Exp HA	Proposer has successfully worked with other entities for public access and lays out a practical plan for facilitating or restricting public access to managed property during different seasons and times in proposal.
Community Exp A	Proposer has not worked with other entities for facilitating, but lays out a practical plan for public access in proposal.
Community Exp NA	Proposer has not laid out a practical plan for public access in proposal.

NOTES:

Marcus Lewis - operates multiple camps with several municipalities. He has experience working with Towns, specifically the Town of Westford in a similar situation to the purchase of Camp Sewataro. He has assembled an experienced management team to operate the camp.

MetroWest - They are a large organization with great resources. They have multiple large camp operations in the MetroWest area. They outlined a fee based public access plan. Their management structure includes experienced camp directors that would lend support to Sewataro.

Everwood - Scott Brody outlined a plan to continue the operations of Sewataro and he has vast experience operating summer camps. He has worked extensively with the Town of Sharon in a similar dynamic. Scott expressed the desire to retain Sewataro's management team.

**Management of Camp Sewataro RFP
PROPOSAL EVALUATION**

Adam Duchesneau
Evaluator Name

Responder/Business Name	HA = Highly Advantageous A = Advantageous NA = Not Advantageous				Overall Composite Ranking
	Interview	Experience - Summer Camps	Management Experience	Experience Working with Community/Stakeholders	
Everwood (Scott Brady)	HA	HA	HA	HA	HA
Marcus Lewis	HA	HA	HA	A	A
MetroWest	HA	HA	HA	HA	HA

INTERVIEW: The Evaluation Committee will schedule interviews with all proposers who have met the Minimum Criteria and are responsive to this RFP. At the start of the interview, the proposer will have up to fifteen (15) minutes to present a company background and presentation. The Evaluation Committee will prepare five (5) questions, which will be asked of all proposers after the presentation. The Evaluation Committee may also ask additional questions.

Interview HA	Proposer representative(s) were present, communicated a comprehensive plan of action, and successfully responded to all five (5) questions from the Evaluation Committee and sufficiently answered any additional questions posed by the Evaluation Committee.
Interview A	Proposer representative (s) were present, communicated a comprehensive plan of action, and successfully responded to a minimum of four (4) of the five (5) questions from the Evaluation Committee and sufficiently answered any additional questions posed by the Evaluation Committee.
Interview NA	Proposer representative (s) were present but did not communicate a comprehensive plan of action or successfully responded to fewer than four (4) of the five (5) questions from the Evaluation Committee and did not sufficiently answer any additional questions posed by the Evaluation Committee.

EXPERIENCE – SUMMER CAMP: Specify programming plan for Camp. Proposer must have run each of these programs in other municipalities or facilities for a minimum of five (5) years. Plan must include which programs have been offered and for how many years.

Exp - Camp HA	Specify a minimum of seven (7) various summer camp programs proposer has offered other municipalities/organizations for a minimum of five (5) years.
Exp - Camp A	Specify four (4) to six (6) programs proposer has offered other municipalities/organizations for a minimum of five (5) years.
Exp - Camp NA	Fewer than four (4) programs and/or proposer has fewer than five (5) years of experience managing each.

MANAGEMENT EXPERTISE: Provides detailed background, experience, and roles of Proposer Owner and Camp Director.

Management Exp HA	Camp Director has more than five (5) years of experience directing a summer camp as a full-time employee. Proposer has a detailed immediate response backup staff plan and offers qualified candidate(s) to back-up Director & other staff.
Management Exp A	Director has three (3) to five (5) years of experience summer camp programs as a full-time employee. Proposer has a detailed immediate response back-up staff plan and offers qualified candidate(s) to back-up Director and other staff.
Management Exp NA	Camp Director has less than three (3) years of experience managing camp programs and/or has not provided a detailed immediate response back-up staff plan.

EXPERIENCE WORKING WITH COMMUNITY or other stakeholders developing and executing a plan for public access

Community Exp HA	Proposer has successfully worked with other entities for public access and lays out a practical plan for facilitating or restricting public access to managed property during different seasons and times in proposal.
Community Exp A	Proposer has not worked with other entities for facilitating, but lays out a practical plan for public access in proposal.
Community Exp NA	Proposer has not laid out a practical plan for public access in proposal.

NOTES:

All three candidates could do a good job at running a successful camp at the property. MetroWest YMCA appears to have the most resources to handle unforeseen situations and changes in the market. However, they are also a much larger entity and would appear to not have as much of an organic/home grown feel to running the camp. Marcus Lewis and Scott Brady would likely provide a more small scale/family feeling to the camp, very similar to the current situation at Camp Sewataro. Public access to the property would appear to be fairly equal amongst all the candidates. MetroWest YMCA was very clear about the programming of public access activities and cost. Marcus Lewis is running a successful and very similar camp in Westford, MA but acquiring insurance for the property could be an issue. Scott Brady started a camp with very similar circumstances in Sharon, MA and this venture appears to be successful. There are some concerns about Marcus Lewis's ability to be able to maintain the property due to his currently smaller operation.

Management of Camp Sewataro RFP PROPOSAL EVALUATION

BILL MURPHY
Evaluator Name

Responder/Business Name	HA = Highly Advantageous A = Advantageous NA = Not Advantageous				Overall Composite Ranking
	Interview	Experience - Summer Camps	Management Experience	Experience Working with Community/Stakeholders	
Everwood (Scott Brody)	HA	HA	HA	HA	HA
Marcus Lewis	HA	HA	HA	A	HA
MetroWest	HA	HA	HA	HA	HA

INTERVIEW: The Evaluation Committee will schedule interviews with all proposers who have met the Minimum Criteria and are responsive to this RFP. At the start of the interview, the proposer will have up to fifteen (15) minutes to present a company background and presentation. The Evaluation Committee will prepare five (5) questions, which will be asked of all proposers after the presentation. The Evaluation Committee may also ask additional questions.

Interview HA	Proposer representative(s) were present, communicated a comprehensive plan of action, and successfully responded to all five (5) questions from the Evaluation Committee and sufficiently answered any additional questions posed by the Evaluation Committee.
Interview A	Proposer representative(s) were present, communicated a comprehensive plan of action, and successfully responded to a minimum of four (4) of the five (5) questions from the Evaluation Committee and sufficiently answered any additional questions posed by the Evaluation Committee.
Interview NA	Proposer representative(s) were present but did not communicate a comprehensive plan of action or successfully responded to fewer than four (4) of the five (5) questions from the Evaluation Committee and did not sufficiently answer any additional questions posed by the Evaluation Committee.

EXPERIENCE – SUMMER CAMP: Specify programming plan for Camp. Proposer must have run each of these programs in other municipalities or facilities for a minimum of five (5) years. Plan must include which programs have been offered and for how many years.

Exp - Camp HA	Specify a minimum of seven (7) various summer camp programs proposer has offered other municipalities/organizations for a minimum of five (5) years.
Exp - Camp A	Specify four (4) to six (6) programs proposer has offered other municipalities/organizations for a minimum of five (5) years.
Exp - Camp NA	Fewer than four (4) programs and/or proposer has fewer than five (5) years of experience managing each.

MANAGEMENT EXPERTISE: Provides detailed background, experience, and roles of Proposer Owner and Camp Director.

Management Exp HA	Camp Director has more than five (5) years of experience directing a summer camp as a full-time employee. Proposer has a detailed immediate response backup staff plan and offers qualified candidate(s) to back-up Director & other staff.
Management Exp A	Director has three (3) to five (5) years of experience summer camp programs as a full-time employee. Proposer has a detailed immediate response back-up staff plan and offers qualified candidate(s) to back-up Director and other staff.
Management Exp NA	Camp Director has less than three (3) years of experience managing camp programs and/or has not provided a detailed immediate response back-up staff plan.

EXPERIENCE WORKING WITH COMMUNITY or other stakeholders developing and executing a plan for public access

Community Exp HA	Proposer has successfully worked with other entities for public access and lays out a practical plan for facilitating or restricting public access to managed property during different seasons and times in proposal.
Community Exp A	Proposer has not worked with other entities for facilitating, but lays out a practical plan for public access in proposal.
Community Exp NA	Proposer has not laid out a practical plan for public access in proposal.

NOTES: Marcus Lewis → Discussed innovation - Get Marcus as operator, Westford town d., Business strategist

YMCA - History of presence in area - School programming, team of professionals

Everwood - similarities to Sharon camp Scott Brody's leadership in industry
Grassroots development w/ town as a stakeholder - Experiential learning
Institutional knowledge

**Management of Camp Sewatara RFP
PROPOSAL EVALUATION**

Dennis Keohane
Evaluator Name

Responder/Business Name	HA = Highly Advantageous A = Advantageous NA = Not Advantageous				Overall Composite Ranking
	Interview	Experience - Summer Camps	Management Experience	Experience Working with Community/Stakeholders	
Everwood (Scott Brody)	HA	HA	HA	HA	HA
Marcus Lewis	HA	HA	HA	A	HA
MetroWest	HA	HA	HA	A	HA

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Interview A	Proposer representative(s) were present, communicated a comprehensive plan of action, and successfully responded to a minimum of four (4) of the five (5) questions from the Evaluation Committee and sufficiently answered any additional questions posed by the Evaluation Committee.
Interview NA	Proposer representative(s) were present but did not communicate a comprehensive plan of action or successfully responded to fewer than four (4) of the five (5) questions from the Evaluation Committee and did not sufficiently answer any additional questions posed by the Evaluation Committee.

EXPERIENCE – SUMMER CAMP: Specify programming plan for Camp. Proposer must have run each of these programs in other municipalities or facilities for a minimum of five (5) years. Plan must include which programs have been offered and for how many years.

Exp - Camp HA	Specify a minimum of seven (7) various summer camp programs proposer has offered other municipalities/organizations for a minimum of five (5) years.
Exp - Camp A	Specify four (4) to six (6) programs proposer has offered other municipalities/organizations for a minimum of five (5) years.
Exp - Camp NA	Fewer than four (4) programs and/or proposer has fewer than five (5) years of experience managing each.

MANAGEMENT EXPERTISE: Provides detailed background, experience, and roles of Proposer Owner and Camp Director.

Management Exp HA	Camp Director has more than five (5) years of experience directing a summer camp as a full-time employee. Proposer has a detailed immediate response backup staff plan and offers qualified candidate(s) to back-up Director & other staff.
Management Exp A	Director has three (3) to five (5) years of experience summer camp programs as a full-time employee. Proposer has a detailed immediate response back-up staff plan and offers qualified candidate(s) to back-up Director and other staff.
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EXPERIENCE WORKING WITH COMMUNITY or other stakeholders developing and executing a plan for public access.

Community Exp HA	Proposer has successfully worked with other entities for public access and lays out a practical plan for facilitating or restricting public access to managed property during different seasons and times in proposal.
Community Exp A	Proposer has not worked with other entities for facilitating, but lays out a practical plan for public access in proposal.
Community Exp NA	Proposer has not laid out a practical plan for public access in proposal.

NOTES:

- ★ Concerned about insurance and/or permitting access to the community Year Round.
- ★ Proposal for access to community related to a fee based membership program.

EXHIBIT 3

Camp Season Public Access Area



DENOTES CAMP SEASON PUBLIC ACCESS AREA



EXHIBIT 4

Schedule of Annual Fee to be Paid to the Town

	<u>YEAR</u>	<u>FEE</u>
1	2019	120,000.00
2	2020	120,000.00
3	2021	120,000.00
4	2022	123,600.00
5	2023	127,308.00
6	2024	131,127.24
7	2025	135,061.06
8	2026	139,112.89
9	2027	143,286.28
10	2028	147,584.86
11	2029	152,012.41
12	2030	156,572.78
13	2031	161,269.97

EXHIBIT 5

Personal Property Schedule

a

Adventure Challenge

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Climbing Wall			
Harnesses:			
Child (full body)	8	10	
Adult (grey & orange)	8	10	
Staff	4	7	
Helmets:			
BD (small)	5	9	
BD (large)	1	4	
Carabiners:			
Auto lock	17	10	
Quick links	6	6	
None-climbing (hold the bells)	6	6	
Belay Devices	6	6	
Bells	6	6	
Benches	2	2	
Blindfolds	3	4	
Clear bins	4	3	
Crates	3	3	
Gloves	15	15	
Manual w/ equipment logs	1	1	
Ropes	6	6- in high ropes bin	
Rugs	4	0	
Tape	1	0	
Thingy rope (green, purple, lime)	2	??	
Tie-up rope w/ biner (orange & black)	1	1	
Trash can	1	1	
Wipes	110 wipes per day x 39 days = 57 containers of 75 wipes	0	
Ropes Course			
Belay devices		7	
BD helmet (large)	2	3	
Black diamond helmet (small)	2	2	
CAMP helmet (large)	3	(blank)	
CAMP helmet (small)	2	0	

Carabiners		13	
Harness (gray)	7	0- all at climbing wall	
Harness (staff)	3	2	
Ladders:			
Extension	1	3-Meeting Hall	
Step	1	1-Meeting Hall	
Nitro Swing	1	1	
Rubber dots	16	0	
Slings w/ carabiners	5	(blank)	
Vertical Playpen ladder	1	1	
Large Plank		2- Meeting Hall	
Small Plank		1- Meeting Hall	
Zipline			
Auto lock carabiners	12	6	
Belay device	1	1	
BD helmet - small	2	4	
BD helmet - large	1	2	
camper harnesses	4	5	
Climbing rope	1	1	
Cones - red	4	8- Brian's Shed	
extension ladder	1	1-Pavillion	
full body harnesses	2	2	
Hula hoops	2	2- Brian's Shed	
Marmot helmet - small	0	(line drawn through)	
Nor climbing carabiner	1	? Lobster Claws	
Retrieval rope - white	1	1	
sling	2	2 (yellow)	
staff harnesses	2	3	
step ladder	1	1-Pavillion	
Tie up rope w/ biner (purple)	1	1	
zipline rope	1	1	
zipline trolley	1	1	

Comments:

Adventure Kingdom

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Yellow kids Gecko helmets	2	2	0
Harness (Grey Backpack)	3	6	0
Harness (colorful)	2	2	0
Adult- Grey/Orange			
Sanitizing wipes	1	1	New ones
Seat holder - silver pulley	1	1	0
Trolley seat w/ carabiner	1	1	0

Comments:

Archery

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Archery pins (COUNT & LET US KNOW WHAT COLORS YOU NEED)	800	0	800
Arm guards - small	22	21	5
Arm guards - med	20	25	
Arm guards - XL	18	6	
Arrows	60	66+	
Arrow quivers - PVC	12	11	1
Arrow rests - left	15	29	
Arrow rests - right	24	25	
Balloons (75/bag)	12 dozen round	0	12 doz
Balloon pump	2	2	
Basket with tolls & extra strings	1	1	
Benches	3	3	
Bow "nocker"	1		
Bows (large) 48	13		3
Bows (smaller) 46	10		
Bows (x-large) 54	9		
Bow strings - 54in	18	12	
Bow strings - 48in	15	2	
Bow strings - 46in	8	7	
Cones 24"	6	7	
Double side tape	2 rolls	0	1
Dust pan/brush	1	1	
Finger tabs	new	1	
Green canvas	1	1	
Masking tape green	1	1	
Nock beads	5	15	
Pair gloves & emergency procedures	1	1	
Plastic pitchers to hold arrows	1	1	
Plywood for water spigot	1	1	
Pliers for "nocks"	1	1	
Push pins	1 box	1	
Safety pins	1 box	1	1
Scissors	2	1	1
Sharpee	4	4	
Spray paint	2 cans	1	1
Supplies for games			

Target faces	20		
Target holders	5	6	
Targets	10	6	
Tarp (silver)	1	1	
Towels	1	0	
Blue/white weighted rope	1	1	

Comments:

Stakes for the tarp to remain in place on windy days, please!

Basketball Court (big)

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Air pump	2	2	New Pins
Basketballs (large)	32	41	10 (Sub out for no grip ones)
Basketballs (small)	12	17	10
Gloves - goalie	1	1	2
Goalie sticks	4	4	4
Mini hoop nets - red, white & blue	2	1	
Masks	2	2	2
Pole pads	1		
Rhino ball	6	4	4
Safety goggles	18	30	15-due to scratches
Street hockey balls	26	20	5
Street hockey nets	4	2	0
Street hockey pucks	22	22	8
Street hockey sticks - blue	11	11	1
Street hockey sticks - red	11	10	2

Comments:

- New Goalie Mask(s)
- New Goalie Glove(s)
- New Goalie Glasses
- Poly Spots
- Flag Football Flags/Football

Basketball Court (small)/Softball

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Baseballs	1 crate	1	0
Baseball bases	3	3	0
Baseball face mask	1	1	0
Baseball gloves	1 bucket	1	0
Baseball home plate	1	1	0
Baseball tees	2	1	0
Basketballs (big)	12	23	0
Basketballs (small)	12	11	0
Big plastic bats	5	7	0
Bowling pins	4	0	0
Broom & dustpan	1	0	1
Dolly	1	1	0
Dots	15	12	0
Emergency procedures/gloves	1	1	0
Flat bats	2		
Hockey ball	22	14	8
Hockey masks	2	0	0
Hockey pucks	1 crate	1	0
Hockey sticks (goalie)	2	2	0
Hockey sticks (red)	10	13	0
Hockey sticks (yellow)	10	12	0
Metal bats	4	2	0
Plastic cones	15	21	0
Pole pads	2	2	0
Rubber kickball	1	4	0
Softball helmets	1 bucket	1	0
Softballs	1 crate	1	0
Whiffleballs	1 crate	1	0
Safety goggles	20	20	0

Comments:

Boating

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
adult type III PFD		13	
air horns	1	1	
anchors		0	
assorted balls		4	
boating pins (COUNT & LET US KNOW WHAT COLORS YOU NEED)			
Boating posters	1 (rules)	1	
broom & dust pan	1	1	
bucket	6	6	
buoys	5	4	
canoe paddles - counselor	3	4	
canoe paddles (large)	4	4	
canoe paddles (med)	2	2	
canoe paddles (small)	24	24	
canoes	10	10	
clip boards		1	
duct tape		0	
first aid kit	1	1	
fishing net (large)		0	1
fishing nets (small)		0	1
instruction books			
kayak paddles - wooden (large)	0	1	
kayak paddles (med)	20	17	
kayaks	18	21	
markers		2	
megaphone	1 (store in office in off season)	1	
noodles		1	
noodle coupling		?	
paddleboards	12	11	
paddleboard paddles	12	3	So Many!!
paddleboard straps/rudders			
PFD's (large) (adult - universal)		23- orange	
PFD's (medium)		13- yellow	
PFD's (small)		9- red	15
PFD's (universal youth)		19- orange	
poncho		? N/A	

rope		On boats	
scissors		1	
sponge balls		0	
tennis balls			

Comments:

Campcraft

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
3 ft dowels	15	7	8
5 gallon water jugs	2	2	0
16-sided die	1	1	0
Animal track molds	15	0	15
Black rods	130	120	10
Box cutters	6	4	2
Bungee cords	10	4	6
Butterfly nets	5	1	4
Camp chairs	3	0	3
Camp towels	2	1	1
Clipboard	15	15	0
Clothes pins (wooden)	1 bag	1 bag	0
Compasses	45	36	9
Cooking grates	2	2	0
Dry erase boards	3	3	0
Dry erase markers	2	2	0
Fire pits	5	5	0
Fire starters	30	0	30
Flint	22	16	6
Fly	1	0	1
Frisbee	2	2	0
GPS	5	5	0
Hoe	1	1	0
Knot tying guides	30	29	1
Matches	3 boxes	0	3 boxes
Nylon rope pieces	35	19	16
Octagonal sticks w/ holes and pin	45	46	0
Paper	1 roll	0	1 roll
Parchment paper	2 rolls	0	2 rolls
Pencils	1 box	0	1 box
Rake	1	1	0
Scissors	2	2	0
Screen houses	3	0	3
Short spade shovel	1	0	1
Shovel	1	1	0
Spools of yarn	7	2	5
Squirt bottles	2	1	0
Stakes	1 bag	1 bag	0
Steel	7	15	0
Tug of war rope	1	1	0

Comments:

Campcraft needs about 6 more flint and steel sets for 2019.

New fire starters needed for 2019.

New lighters/fire starters needed.

Cooking

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Aluminum foil	1 XL	1 XL	1 XL
Bag cup	4	?	?
Baking Racks	2	2	0
Baking Trays	3	2	0
Basket	1	?	?
Batter mixer	2	2	0
Blender & base	1	1	0
Can opener	1	0	2
Colander	1	1	0
Cook top	1	1	0
Cook top cleaner	1 bottle	0	1 bottle
Cornstarch	4	0	0
Cupcake pan	2	3	0
Cutting board	1	17	0
Dish soap	1 XL bottle	1	1
Drying rack	1	1	0
Food processor	1	1	0
Fridge	1	1	1
Glass jars	72	19	0
Grater - large	3	3	0
Grater - small	2	2	0
Hand sanitizer	?	4 XL	0
Hand soap	?	0	3 XL
Ice cube tray	30	28	0
Ketchup & mustard containers	6	4	0
Knives	8	22	0
Ladles	8	5	0
Large trash can	1	1	0
Measuring cups	5	2	0
Measuring spoons	7	2 sets	0
Mixing bowls	8	8	0
Napkins	3 packages	12 packages	0
Pam spray	4 bottles	1	0
Paper bowls	2 packages	0	1 package
Paper lunch bags	2 cases	0	0
Paper plates	1 package	2 packages	3 packages
Paper towels	?	0	4 rolls
Peeler	1	3	0
Pepper	2	1 container	0
Plastic baggies	2 cases	1 case	0

Plastic cutlery	1 XL box	0	1 XL of each
Popsicle sticks	100	100	0
Portion cups		1000	0
Pot holders	2 - 4	7	0
Pots & lids	4/4	5/4	0
Rubbermaid Food Storage (2 QT)	3	4	0
Salt	2	0	3
Sauce pan	1	1	
Scale	1	0 ?	1
Scissors	1 pair	1	0
Scoop spoons	8	9	0
Skewers (mini)	200	200	0
Skillets	2	3	0
Spatula	5	10	0
Spiralizers	3	2	0
Splitter outlet	1	1	0
Sponge	3	1	4
Spray bottles	2	2	0
Stove	1	1	0
Sushi rollers	5	4	0
Table - large	2	2	0
Table - small	shed	?	?
Tasting cups (4oz)	1000	1000	0
Tasting spoons (mini)	2000	2000	0
Toaster oven	1	1	0
Tongs	8	10	0
Toothpicks	4 boxes	3 boxes	0
Wax paper	1 XL box	4 boxes	0
Whisk	1	0	1
XL slicer	1	?	?
Zester	1	0	1

Comments:

Creative Arts

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Boomwackers	1 set	1	0
Bubble wrap	?	0	0
Cardboard	assorted	0	0
Charades game box	2	2	0
Construction paper	1 box	600 sheets	500 sheets (1 block)
Dry erase board w/ stand	1	1	0
Duck tape	8 rolls assorted	25 rolls assorted	8 rolls assorted
Elmer's Glue (7.625 oz bottles)	10	½ gallon	1 gallon
Fabric scraps	1 box assorted	1 box assorted	0
Foam brushes	20	0	0
Glitter	12 jars assorted	0	12 jars assorted
Googly eyes	1 box	1 box	0
Group loop board	1	1	
Hot plates	2 for Crafts	0	0
Markers	10 boxes assorted	1 box 256 colors	1 box assorted
Masking tape	2	1	1
Octaband	1	1	0
Packing Tape	10 rolls	8 rolls	8 rolls
Paper (large roll)	1	¼ brown	1
Paper plates (9")	200	50	0
Picnic blanket	1	0	0
Pipe cleaners	50 assorted	assorted	0
Pom Poms	1 box	1 box	0
Ribbon	3 rolls	3 rolls	3 rolls
Scissors (kids)	10	16	0
Smocks	18	18	0
Telegruv game	1	1	0
Tempura paint (32 oz bottles)	12	11 half-empty	
Tissue paper	1000 sheets assorted	200 sheets	~800 sheets
Toobees Game	1	1	0
Watercolor paint	8 bottles asst colors	0	0
Paper Plates 6"		500	
Clipboards		19	
Mixed Oil Pastels		1 box	
Chalk Pastels		2 boxes	
Assorted Papers Decorative			
Kleenex		4 boxes	
Paper Towels		2 packs	

Watercolor Paper		2 packs	
Laminating Paper		15 sheets	

Comments:

? need laminator

Dance

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Construction paper	10 packs	1	9
Crayons	1 pack	1	0
Dance cards	1	0	1
Dance ribbons (regular)	8	*	
Dance ribbons (small)	3	*	
Duct tape	1	1/2	1
Fabric	3		
Glue	10	3	7
Hula hoops - large	3	3	0
Nature books	7	8	0
Paper plates	1 pack	1	0
Plastic cups	4 bags	1 bag	3 bags
Poly spots	20	20	0
Scarves	20		
Index Cards			
Paint			
Paint Brushes			
Nature Bug Catchers			
Scarves/Ribbon "Silks"		1 bag	

Comments:

Drama

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Bench	3	3	
Cart (white)	1	1	
Costume bin	1	1	
Drama binders	2	2	
Dry erase markers	2	Couldn't find	
Erasers	3	3	
Floor dividers	5	5	
Gymnastics mat	4	4	
Hat Scenes (yellow helmet)	1	1	
Large fan	3	4	
Microphone	2	3	
Microphone stand	1	1	
Prop box	1	1	
Puppet theater	1	1	
Push broom	1	1	
Puppets	1	1	
Sound board	1	1	
Stool	1	2	
Whiteboards	9	9	
Wood box (red)	3	3	

Comments:

I don't use the puppets at all.

The props/costumes are good for rainy day skits.

The whiteboards/ related supplies are in with extended day stuff.

Extended Day Inventory

Longhouse			
EQUIPMENT	Quantity in August 2017	Quantity in August 2018	Order for next year?
Box of Lego's	2	2	0
Box of K'nex	1	1	0
Chapter books	24	24	0
Picture books	46	46	0
Coloring books	1	1	1 + printer paper
Mad Libs	2	2	0
Bingo Boards	420	420	0
Whiteboards		11	0
Assorted board games	9	9	0
Spools of yarn	9	9	0
Rolls of gimp	6	6	4
Bin of markers	1	1	1
Crayons	1	1	0
Card Games	5	5	0
Rhino Ball	1	1	1
Pretend cookware set	1	1	0
Pretend food set	1	1	0
Race car set	1	1	0
Barbies	0	4	0

Comments:

We have an absurd number of pencils if anyone needs some.

We also have a matching game now.

Can we order some kinetic sand/ floam/ orbeez for next summer?

Fishing

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
5 gallon plastic buckets	3	3	0
broom & dust pan	1	1	
end table	1	1	
fish nets	1	1	
fishing pins (COUNT & LET US KNOW WHAT COLORS YOU NEED) Red		0 left	
folding table	1	1	
hooks	400	500	
metal "A" pails	2	0	0
minnow buckets	2	2	0
pair gloves & emergency procedures	1	1	
reels	60	65	5
rods	70	62	10
small worm cooler	1	1	
spare parts	1	1	
split shot	1	1	
swivels	1	1	
tools & lubricant spray	1	1	
Polyspots		38	

Comments:

Gardening

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Clipboards	12	1	0
Composter (small)	1	1	0
Blue Jay game box	1 box of items	?	?
Egg crates (plastic)	5	5	0
Hand shovel	15	11	0
Ice cube trays	3	3	0
Lakeshore scissors	22	20	0
Lime	1 bucket	1 bucket	0
Magnifying glasses	24	22	0
Pie tins (mini)	50	50	0
Plastic bin w/ markers and yarn	1	0	0
Plastic containers, caddy & marker holder	4	3	0
Plastic test tubes	13	13	0
Popsicle sticks	1 box	1 box	0
Potting pots - round	15	15	0
Potting pots - small	75	75	0
Potting pots - XL	5	4	0
Rake (hand)	12	11	0
Rake - large	1	1	0
Rulers	12	8	0
Shovel	4	9	0
Soil	2 bags	1 bag	1 bag
Spray bottles	10	7	0
Watering cans	11	3	0
Weed pullers	1	1	0
Wooden frame w/ wire	1	1	0

Comments:

Golf

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
4 Wood Drivers			
Right (white)	6	3	
Right (white/yellow)	1	1	
Left (green/white)	1	1	
5 Wood Drivers			
Right (no tape)	8	8	
Right (orange)	7	8	
Right (white)	4	3	
Right (red/white)	8	3	
Left (green)	2	2	
Left (orange/green)	2	2	
Left (red/green/white)	1	1	
7 Wood Drivers			
Right (yellow)	3	3	
Right (red/white)	1	5	
Putters			
32.5" (no tape)	6	6	
28.5" (orange)	6	6	
26.5"	6		
Wedges			
Long Right (no tape)	6	5	
Long Left (green)	2	2	
Short Right (orange)	6	6	
Short Left (orange/green)	2	2	
7 Iron Right			
29" (no tape)	6	6	
27" (orange)	6	6	
7 Iron Left			
30" (green)	2	2	
28" (green/orange)	2	2	
6 Iron Left			
33" (green)	2	2	
31" (green/yellow)	2	2	
5 Iron Right			
33" (no tape)	2	2	
31" (yellow)	2	2	
29" (white)	4	4	
27" (orange)	4	4	
5 Iron Left			
29" (green/white)	1	1	

27" (green/orange)	1	1	
Balls:			
Red	11	11	
Blue	14	14	
Orange	9	9	
Yellow	18	16	
Green	54	54	
Purple	59	59	
Driving Range	194	112	
Minnie Putt			
G - hill/hole	1	1	
Gr - Lg disc	1	1	
G - loop	1	1	
G - Swirl up	1	1	
G - U-turn hill	1	1	
PVC Lg curve 4'	1	1	
PVC straight 2'	1	1	
Y - 1/4 turn	2	2	
Y - hill/tunnel	1	1	
Y - Lg. Disc	1	1	
Y - Sm. Disc	4	4	
Ball basket	12	12	
Cones	13	9	
Flags	12	11	
Flag bases	20	19	
Hole covers	4	3	
Hula hoops	11	11	
Noodles - Large	10	8	
Noodles - Small	9	6	
Red Spots	6	5	
SNAG	1		
Balls			
Yellow	30	20	
Orange	30	25	
Blue	32	19	
Purple	30	22	
Red	70	23	
Green	30	16	
Clubs - Wedge			
Long (red)	12	12	
Medium (blue)	12	12	
Short (green)	12	12	
Left			
Long (red)	8	8	
Medium (blue)	8	8	

Short (green)			
Putters			
Long (red)	8		
Medium (blue)	8		
Short (green)	8		
Tee pads	13		
Tees	12		
Whisk brooms			
Whistle replacements	4		
Flagsticky	4		
Flags for flagsticky	4		
Velcro suit			
Pants	1		
Coat	1		
Helmet	1		
Target boards	4		
Target (large, round)	1		
Equipment carry bags	2		

Comments:

Last page incomplete.

Meadows

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Air pump	1	1	
Air pump needles	1	1	
Balls - beach	3	2	
Bucket - rubbermaid	3	3	
Cones (large)	5	5	
Cones (medium and small)	10	10	
Dust pan/brush	1	1	
Emergency procedures/gloves	1	1	
Flat bats	3	3	
Goals (pop up)	4	4	
Hula hoops	18	18	
Misc. Rubber balls	3	2	1
Nerf balls (small)	2 blue?	2	
Nerf bats	3 blue?	4	
Parachute in clothing bag	1	2	
Pillow polo sticks - blue	10	11	
Pillow polo sticks - yellow	10	10	
Rhino "softi" balls	20	26	
Rubber kickball (small)	1	13	
Soccer balls	20	30	
Soft red balls	4	0	4
Tee ball stand	3	4	
Thin 1" bases	18	11	7
Volleyballs	2	2	
Whiffle ball bats	7	7	
Whiffle balls in plastic bucket	20	21	
Puffy bases	4	4	
Rubber spots	10	10	

Comments:

Music Studio

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Instruments			
Yamaha electric drum kit with behringer headphones	1	1	
Fender Jaguar bass	1	1	
Breedlove Acoustic guitar (Closing Exercises)	1	1	
Schecter Electric guitar	1	1	
Yamaha Acoustic guitar	1	1	
Seagull Acoustic guitar	1	1	
Fender Acoustic-Electric Guitar	1	1	
AxiomPro Keyboard with stand (connected to MacBook via USB)	1	1	
Hand Drums	10	10	
Maracas	8	8	
Raven guitar amp with Fender head	1	1	
Marshall guitar amp with head	1		
Fender Acoustasonic amp	2	2	
Standing Tom drums with stand	1 set	1 set	
Guitar case	5	5	
Guitar stand	3	3	
Cables & Connectors			
XLR cable	1 bin	1 bin	
XLR connector	1 bin	1 bin	
¼" Cable	1 bin	1 bin	
¼" connector	1 bin	1 bin	
RCA cable	1 bin	1 bin	
RCA connector	1 bin	1 bin	
⅛" cable	1 bin	1 bin	
⅛" connector	1 bin	1 bin	
Universal Power Cord	1 bin	1 bin	
Power strip	1 bin	1 bin	
Speakon cable	1 bin	1 bin	

Speakon connector	1 bin	1 bin	
Y-shaped cable	1 bin	1 bin	
Y-shaped connector	1 bin	1 bin	
Extension cord - small	2	2	
Extension cord - large, orange	3	3	
Extension cord on spool - orange	2	2	
Extension cord on spool - grey	3	3	
Closet			
Grassy Bowl Basics box	1	1	
OnStage Mic Stands	10	10	
OnStage Speaker Stands	8	8	
Mackie PA speakers	6	6	
Behringer PA speakers	2	2	
Fender PA speakers	4	4	
Fender PA console	1	1	
Misc. guitar accessories	1 bin	1 bin	
Behringer 8-channel mixer	1	1	
Mackie 14-channel mixer	1	1	
Behringer 16-channel mixer		1	
Mic holders	1 bin	1 bin	
Microphones			
AKG Perception 120	1	1	
Shure PG57	1	1	
Shure PG58	2	2	
Shure SM58	2	2	
Fender P51	3	3	
CAD C195	2	2	
Shure Wireless Mic System (SM58, headset mic and receiver)	1	1	
Shure Wireless Headset Mic system	2	2	
Behringer Ultralink Wireless system	1	1	
2GB Tascam DR-05	2	2	

Recorder			
4GB Tascam DR-05 Recorder	2	2	
Ditto Looper X2 Pedal (with power supply)	1		
Bass drum pedal	1		
Clipboards and pencils	1 bin	0	need
MXR Fullbore Metal pedal	1	1	
MXR Micro Amp pedal	1	1	
Vestax Amplifier	1	1	
Drumsticks	1 box	1 box	
Technics speaker (connected to amp via 1/4")	2	2	
JBL speaker	2	2	
M-Audio ProFire Interface (connected to MacBook via Firewire) (to amp via 1/4")	1	1	
Vestax amp (connected to Macbook via headphone out)	1	1	
Powerplay Pro-8 Headphone Distribution amp with 8 1/8" cords plugged in	1	1	
Other			
Headphone rack	1	1	
Headphones	17 pairs	17 pairs	
Boss Loop Station with power supply	1	1	
Desk Area			
iMac w/ charger	1	1	
iLok USB key for ProTools	1	1	
M-Audio Midisport 4x4 MIDI interface	1	1	
Glyph Studio Hard Drive	1	1	
Genelec Speakers	2	2	
Focusrite Scarlett 6i6 Audio Interface	1	1	
AVID and Mac computer keyboards	1 of each	1 of each	

SIIG USB hub	1	1	
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Comments: Need 20 guitar pics

Nature

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Animal tracks	1 set	1 set	
Bird Books	2	2	
Birdhouses			
Birds Nest	1	2	
Birdseed	1 bag	1 bag	
Blindfolds	20	20	
Bungee cord			
Construction paper	1 package	0	1 package
Coyote skull	1	1	
Crayons	1 bin	1 bin	
Critter holders			
Dry erase markers			
Eggs			
Feather collection	1	1	
Feathers (decorative)			
Fishercat	1	1	
Fox	1	1	
Giant pine cones		4	
Hornets nest	1	1	
Hummingbird feeder	1	1	
Kinetic sand	1	1	
Ladder	1	1	
Life Cycle of a Chicken	1	1	
Magnifying glasses	20	20	
Measuring tape			
Microscopes	12	12	
Microscope kit	11	11	
Mirrors	27	27	
National Geographic magazines			
Nature Books			
Nature Items (skull, bones, etc..)			
Nets	20	14	10
Oak collection	1	1	
Owl pellet bag and handouts	1	1	
Paper cups	1 sleeve	0	1 sleeve
Paper plates	1 package	1 package	
Petri dishes	30	30	
Pine cones (large)			

Pine life cycle	1	1	
Plastic Bins	10	10	
Plastic gloves	1 box	1 box	
Poison ivy display	1	1	
Pyramid of Life game	1	1	
Raccoon skull	1	1	
Scat set	1	1	
Scavenger hunts			
Scissors	20	20	
Squirrel skull	1	1	
Straws	1 package	1 package	
Tape Rolls	2	2	
Test tubes	1 set	1 set	
Tree-mendous cards/disks			
White paper	1 package	0	1 package
Wooden trays	3	3	

Comments: Nets that are sturdy. Many broke from constant use over the summer.

Paintball

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
GUN EQUIPMENT:			
Co2 Tanks			
New	20	11 full	12
Empty		2 (1 is no longer refillable)	
Used		4	
Co2 Tank rings	40	25	25 (5 packs of 5)
Crate w/Gun paintball hoppers	11 hoppers	10 hoppers No crate	
Gun Tool Box - Yellow/Green Boxes (Hex tools, gun oil, lube)	1	1	1
Guns	11	10	
Other Gun Supply Box	1	1	0
PAINTBALL SUPPLIES:			
Paintballs - cateye (green) (bag = 500)	1 bag	1 3500 (7 bags of 500)	5 cases
plastic paintball container	1	1	0
RANGE SUPPLIES:			
1 gallon bucket - sm grey	1	1	1
12oz empty water bottles - new	12	6	6
3in scrapper	1	1	0
Cowbells w/carbiners	6	6	0
glass cleaner	1	1	0
JT SplatMaster Marksman Target	6	6	0
mats	12	10	0
paper towel rolls	2	½ roll	2 rolls
plastic dish - deep	1	1	0
plastic safety glasses container	11	1	
safety goggles	18	6	12
target bands (2 per board)	6	6	6
Target boards	6	6	0
Target paper (20 kid x 6 periods x 39 days = 5000)	1 box	½ box	1 box

Comments:

Does Mark want to get together and do an “O” ring overhaul on all the guns? I’d be willing to help (the guns haven’t been) thoroughly cleaned and I don’t know what (if anything) is done each year.

For CO2, do we want 12 more tanks?

Raccoon's Nest

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Brown paper bags	an assortment	an assortment	0
chapter books	an assortment	an assortment	0
cones small	20	0	20
crayons	1 box	1 box	0
dustpan	1	1	0
emergency procedures/gloves	1	1	0
flag	1	1	0
game books	an assortment	an assortment	0
hand brush	1	1	0
k-2 books	an assortment	an assortment	0
lego	3 containers	2 **	1
markers/sharpies	1 box	0	1 box
Paper towels	1 roll	0	1 roll
picture books	an assortment	an assortment	0
scissors	1	2	0
stapler	1	1	0
tribe/tent signs	35	37	0
trivia games	an assortment	an assortment	0
White plastic bags	1 box	¼ box	1 box

Comments:

** 3 containers of legos with pine needles and other pieces of earth.

Legos- too many small pieces. Only Lego bricks would be helpful.

- + Nicole's Idea Box
- + 4 rubber cords

Sandbox

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Boat	1	1	0
Hand scoop shovels	18	$8 + 3 = 11$	7
Lg buckets	50	$29 + 14 = 43$	7
Lg hoes	1	1	0
Lg rakes	6	$1 + 3 = 4$	2
Lg shovels	8	$1 + 5 = 6$	2
Lg sifter	1	1	0
Lg trucks	10	$5 + 3 = 8$	2
Med buckets	38	$16 + 9 = 25$	13
Molds	10	$5 + 4 = 9$	1
Regular shovels	62	$28 + 26 = 54$	8
Sifters (sm w/ handle)	4	$2 + 3 = 5$	0
Sm castle buckets	18	$8 + 0 = 8$	10
Sm hoes	4	2	2
Sm rakes	10	$6 + 3 = 9$	1
Sm trucks	5	$3 + 0 = 3$	2
Spade	1	1	0
XL shovels	6	1	5

Comments:

In quantity column: the first # listed is in the first sandbox. The second # after the plus sign is in the second sandbox. For example, there are 8 hand scoop shovels in sanbox one and 3 in sandbox two (11 total).

3 buckets were broken and brought to the shed along with one hoe.

Soccer (Lower)/Lacrosse

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
ball pump w/ air gauge	1	1	
cones (plastic)	10	14 big; 20 small dome	
dust broom & pan	1	1	
emergency procedures/gloves	1	1	
Hula hoops	10	0	
Football		1	
lacrosse balls	45	22	
Lacrosse goalie stick		1	1
lacrosse goal with nets	2	2	
lacrosse stick bags	2	0	2
lacrosse sticks (blue)	12	12	
lacrosse sticks (red)	12	10	
milk crate for balls	1	1	
plastic cones	50	49	
Poly spots	10	16	
Pool noodles	2	0	
pop up goals	4	5	4 (need new)
pump needles	5	14	
soccer balls (size 5)	2	5	
soccer balls (size 4)	8	15	
soccer balls (size 3)	2	10	
soccer goal with net	2	2	
sticks with net	2	1	

Comments:

Need lacrosse goalie stick (there's only 1).

Need band aid in soccer crates.

Another gymnastic yellow bouncy ball would be helpful.

Goalie gloves?

Soccer (Upper)/Disc Golf

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Disc Golf Discs			
Drivers	20		
Putters	20		
Frisbees		3	
Kickball	1	1	
Poly spots	10	10	
Pugg goals	4	5 and 1 small	4 (need new)
Rubber ball - orange	1	1	
Rubber ball - yellow	1	1	1
Soccer balls			
* size 3	8	See previous page for totals	
* size 4	10	See previous page for totals	
* size 5	4	See previous page for totals	
Start line	1	1	
Kickball		1	

Comments:

4 pugg goals thrown out.

Tennis

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
balls - green	100	60 + extra bag	0
balls - regular tennis	100	50	0
balls - red	60	67	0
Balls - Orange	100	77	20-25 more
Bean bags	20	20	0
Bill's racquet	3	3	0
buckets	3	8	0
Caution tape	2 rolls	1 roll	0
cones	50		
dustpan/brush	1	1	0
emergency procedures/gloves	1	1	0
grip tape	4	2	2 and 1 black tape
large push broom	1	1	0
milk crates	5	5	0
net crank	1	2	0
pins (BRING TO THE OFFICE)		4 bags	Brought to office
Racquet - Red Ball	12	13	0
Racquet - Orange Ball	12	14	0
Racquet - Green Ball	20	18	0
Sharpie	1	1	0
squeegees	2	1	0
tape for net	1	1	0
Tennis net - big	2	2	0
Tennis net - red	4	4	New netting
Tennis net - yellow	2	2	0
red rectangular court spots	50	50	0
red corners	9	12	0
hornet spray	1	0	Mark has it
scissors	1	1	0

Comments:

Can someone regrip rackets? I'm not great at it. J.P.

Variety

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Drums (toca)	7	17	
Band in a box - shakers, bells, tone sticks	3 boxes	4 boxes	
Bean Bags	56	56	
boom box w/CD player/cassette player	1	Does not work very well	
CD (John Fitz)	1	Scratched	
Cymbals	6	6	
Deskbells	3 sets	3	
Drums (w/ handles)	6	6	
Egg shaker	1	6	
Electric piano	1	1	
extension cord	1	1	
Hula hoops	1	6	
microphone	1	1	
Palm pipes	24	24	
paper clips	1200	1200	
Piano stand	1	1	
Piano stool	1	1	
pots and pans	5	5	
rhythm sticks	80	80	
Rhino balls	8	15	
scissors	10	9	
song book	1	1	
Tambourines	8	9	
Triangles	8	9	
Twister Game	3	3	
Water jugs		7	
Buckets		6	
Orange Extension Cord		1	

Comments:

- It would be really cool if the speakers worked.
- Mosquitoes were bad in the Meeting Hall.

Volleyball

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
12" cones	4	1	3
18" cones	4	4	
air pump	1	1	
air pump needles	3	0	3
broom	1	1	
dustpan	1		
emergency procedures/gloves	1	0	1 (threw out old one)
garden hose	1	1	
giant nylites (large)	2	0	2
hammer	1	1	
laundry basket	1	0	1 ?
lawn sprinkler	1	1	
metal stakes (spare)	2 sets	2 sets	
pillow polo balls	3		
pillow polo sticks (blue)	12	10	
pillow polo sticks (yellow)	12	11	1
plastic stake (yellow)	4	1	3
soft v (red, white, blue)	2	3	
Volleyball (tie dye)	1	4	
volleyball (yellow)	6	4	2
volleyballs (purple/pink)	1	0	
volleyballs (red/white/blue)		6	
Beachballs		4	
Giant ball		1	
Rhino balls		2	
Nerf football		1	
Wiffle ball		1	

Comments:

EXHIBIT 6

Intellectual Property License

LICENSE AGREEMENT

This **LICENSE AGREEMENT** (this "Agreement") is made and entered into as of August 20, 2019 (the "Effective Date"), by and between **CAMP SEWATARO, INC.**, a Massachusetts corporation, of One Liberty Ledge, Sudbury, Massachusetts 01776 ("Licensor") and **THE TOWN OF SUDBURY**, acting through its Board of Selectmen, with an address of Flynn Building, 278 Old Sudbury Road, Sudbury, MA 01776 ("Licensee").

RECITALS

- A. Licensor owns and operates a day camp for children on property located off the Haynes Road, Greystone Lane, Liberty Ledge and Julian's Way in the Town of Sudbury, which property is owned by Liberty Ledge, LLC (the "LLC").
- B. Licensor, Licensee and the LLC are parties to that certain Purchase and Sale Agreement, dated as of the Effective Date (the "P&S"), in which the LLC expects to sell the Premises (as defined in the P&S) to Licensee and the shareholders of Licensor expect to donate all the shares of Licensor to Licensee on or about the Closing Date (as defined in the P&S). Such donation will include all rights to all intellectual property of Camp Sewataro, Inc.
- C. Licensee requests the right to use certain intellectual property of Licensor in order to prepare to operate a camp at the Premises during the summer of 2020.
- D. As a courtesy to Licensee, Licensor has agreed to allow Licensee to use certain intellectual property, subject to the terms herein.

NOW, THEREFORE, for and in consideration of the terms, covenants, conditions and agreements herein contained, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by each of the parties hereto, and intending to be legally bound hereby, Licensor and Licensee hereby covenant and agree as follows:

1. Grant of License and Scope. Subject to Licensee's compliance with the terms and conditions of this Agreement, Licensor hereby grants to Licensee a non-exclusive license to use the Licensor's client lists, names, mailing addresses and lists, marketing, advertising, and promotional lists and materials, registrations of its campers, and documents and materials relating to the operation of the camp by Licensor and, subject to the immediately following sentence, the name "Camp Sewataro" and logos and branding images relating thereto (the "IP") for the sole purpose of Licensee's operation of a camp at the Premises during the summer of 2020. At all times during the term of this Agreement, Licensee shall only use the name "Camp Sewataro" if qualified and accompanied by a name identifying the user, such as Town of Sudbury/Camp Sewataro, or [name of designated operator]/Camp Sewataro. No part of such IP may be modified, disclosed, sublicensed (except as provided in Section 4) or resold without the prior written consent of Licensor, which Licensor may withhold in its sole discretion. Notwithstanding the forgoing, Licensee may disclose the IP to a limited number of Licensee's employees or, with the prior written consent of Licensor, and in accordance

with Section 3 below, to Licensee's designated camp operator, if in both such cases, access to such IP is required in order to prepare to operate the camp, provided such employees and operator agree in writing to not disclose such IP and to maintain the confidentiality of such IP. Other than in connection with routine camp business, Licensor agrees not to adversely modify, license, sublicense, sell, donate, gift, or otherwise transfer or disclose in any way any of its intellectual property to any party other than the Licensee. In the event of a violation of the preceding sentence, then Licensee shall have all remedies available at law and in equity including the right to damages and specific performance. No title or other rights or privileges other than those expressly set forth in this Agreement are granted to Licensee; there are no implied rights. The IP shall not include rights to use the website or domain name of Licensor, and any use of the forgoing shall require the prior consent of Licensor. Licensor shall reasonably cooperate with Licensee in providing Licensee with access to such licensed materials in a form and on a timetable mutually acceptable to Licensee and Licensor commencing on September 6, 2019.]

The parties will cooperate with each other in the development and distribution of all press releases and other public announcements or announcements to Licensor's clients relating to the transactions contemplated by the P&S and the Town's operation of a camp in 2020. All such press releases or announcements shall be subject to prior review and approval by both parties, both in terms of text and timing, such approval not to be unreasonably withheld or delayed.

2. Term and Termination. This Agreement shall commence on the Effective Date and shall terminate upon the Closing Date set forth in the P&S (as such Closing Date may be extended by agreement of the parties to the P&S). Licensor may terminate this Agreement upon written notice to Licensee in the event Licensee breaches its obligations under this Agreement and such breach remains uncured for a period of seven (7) days after written notice of such breach is provided to Licensee. Unless the Closing occurs, at which time the Town of Sudbury shall own the IP, at the end of the term or upon termination of this Agreement, Licensee shall, and shall ensure that its employees, promptly return the IP to Licensor, together with all copies and abstracts thereof. If Licensee, or any assignee, or other person to whom Licensee has disclosed the IP, fails to promptly return the IP to Licensor, or uses or discloses the IP in violation of this Agreement, then Licensor shall have all remedies available at law and in equity including the right to damages and specific performance.
3. Assignment. Except as provided herein, Licensee shall not assign the whole or any part of the foregoing license or its interest in this Agreement without Licensor's prior written consent, which may be granted or withheld in the Licensor's sole discretion. Notwithstanding the forgoing, the parties acknowledge that Licensee expects to retain an operator (the "Operator") to run the camp during the summer of 2020. Licensor agrees to consent to an assignment of this Agreement by the Town to the Operator, provided the Operator (i) agrees to be bound by this Agreement and agrees to perform all of the obligations of Licensee under this Agreement, and (ii) agrees to indemnify and save harmless Licensor and the directors, trustees, officers, employees, representatives, and

agents of Licensor (collectively "Licensor's Agents") from and against any and all liability, loss, cost, claims, demands, damages, and expenses (including without limitation reasonable attorneys' fees and expenses related to any of the foregoing), which may arise out of any act or omission of Operator, its officers, employees, agents, successor or assigns under this Agreement. Notwithstanding any consent to an assignment, Licensee shall remain liable to Licensor for the full performance of the covenants and conditions of this Agreement. The provisions of Section 3 shall survive the termination or expiration of the Agreement.

4. Notice. Any notice from one party to the other relating to this Agreement or use of the IP shall be in writing and deemed to have been duly given (i) three business days after mailing if sent by U.S. mail, postage prepaid, certified mail, return receipt requested, (ii) on the date of delivery if delivered by hand, or (iii) on the next business day after mailing if sent by nationally recognized overnight carrier (i.e. UPS, FedEx, USPS), by overnight mail, and in each case addressed to the parties at their respective addresses as set forth in the first paragraph of this Agreement, with copies as follows:

To Seller's attorney: Sheryl A. Howard, Esq.
Krokidas & Bluestein LLP
600 Atlantic Avenue
Boston, MA 02210
Email: showard@kb-law.com

To Buyer's attorney: Lee Smith, Esq.
KP | LAW
101 Arch Street, 12th Floor
Boston, MA 02110
Email: lsmith@k-plaw.com

5. Relationship.

- a. Licensor and Licensee acknowledge that this Agreement shall not create in Licensee any right, title and interest (including copyright) in and to the IP. This Agreement does not grant Licensee any intellectual property rights in the IP and Licensor hereby reserves all intellectual property rights in the IP. Until the Closing occurs, at which time the IP shall become the property of the Town of Sudbury, Licensee's rights with respect to the IP are limited to the license granted in Section 1.
- b. Licensor represents and warrants to Licensee that it has all the rights, title, interest, powers and authority necessary to grant the above license for the IP to Licensee. Neither Licensor nor the IP is subject to any liens or charge, claim, limitation, condition, equitable interest, pledge, security interest, easement, encroachment, right of first refusal, adverse claim or restriction of any kind, including any restriction on or transfer or other assignment, as security or

otherwise, of or relating to use, quiet enjoyment, transfer, receipt of income or exercise of any other attribute of ownership of the IP.

6. Miscellaneous.

- 6.1 Entire Agreement. This Agreement (i) contains the entire agreement of the parties with respect to the subject matter which it covers; (ii) supersedes all prior or other negotiations, representations, understandings, and agreements of, by, or between the parties, which shall be deemed fully merged herein; and (iii) may not be changed or amended except in writing signed by both parties.
- 6.2 Waiver. No delay or failure by either party to exercise any right under this Agreement, and no partial or single exercise of that right, shall constitute a waiver of that or any other right at any time, or from time to time thereafter. The waiver of any breach of any term or condition of this Agreement shall not be deemed to constitute the continuing waiver of the same or any other term or condition.
- 6.3 Governing Law. This Agreement shall be governed by and construed under and in accordance with the laws of The Commonwealth of Massachusetts. By executing this Agreement, each party hereto expressly (i) consents and submits to personal jurisdiction consistent with the previous sentence; (ii) waives to the fullest extent permitted by law any claim or defense that such venue is not proper or convenient; and (iii) consents to service of process in any manner authorized by Massachusetts law. Any final judgment entered in an action brought hereunder shall be conclusive and binding upon the parties hereto.
- 6.4 Counterparts and Electronic Signatures. This Agreement may be executed in any number of counterparts, each of which shall be deemed to be an original and all of which shall constitute one and the same instrument. A signed copy of this Agreement transmitted by facsimile, email, or other means of electronic transmission shall be deemed to have the same legal effect as delivery of an original executed copy of this Agreement.
- 6.5 Headings. The captions and headings herein are inserted only as a matter of convenience and for reference and in no way define, limit, construe or describe the scope of this Agreement or the meaning or intent of any provision hereof.
- 6.6 Severability. In case any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect any other provisions hereof and this Agreement shall be construed as if such invalid, illegal, or unenforceable provisions had never been included herein.
- 6.7 Authority; Joint and Several Liability. Each individual signing below hereby represents that the party for whom he or she signs has duly authorized him or her to execute this Agreement on behalf of that party. If two or more persons are named herein as Licensee or Licensor, their obligations hereunder shall be joint and several.

[SIGNATURES ON NEXT PAGE]

IN WITNESS WHEREOF, the parties hereto have duly executed this Agreement as of the date first above written.

LICENSOR:

CAMP SEWATARO, INC.

By: Mark Taylor
Mark Taylor, Chief Executive Officer and
Treasurer

LICENSEE:

TOWN OF SUDBURY

By: M. Rodgers
Name: M. Rodgers
Title: Town Manager

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696679/ SUDB/0054

FIRST AMENDMENT TO LICENSE AGREEMENT

This FIRST AMENDMENT TO LICENSE AGREEMENT (this "Amendment") is made this ____ day of September, 2019 by and among CAMP SEWATARO, INC. ("Licensor"), THE TOWN OF SUDBURY, acting by and through its Board of Selectmen ("Licensee") and SCOTT BRODY, the Licensee's designated camp operator.

WHEREAS, Licensor and Licensee are parties to that certain License Agreement dated as of August 20, 2019 (the "Agreement");

WHEREAS, Licensee selected Scott D. Brody ("Brody") as the successful proposer under that certain request for proposals issued by Licensee, which request for proposals concerned the operation of the day camp that is the subject of the Agreement;

WHEREAS, Licensee and Brody have requested that (i) Brody have the right to form a Massachusetts limited liability company with the name "Camp Sewataro LLC" to serve as the operator of the day camp and (ii) Licensee and Brody have the right to use the website and domain name of Licensor, as part of the IP of Licensor to be licensed hereunder; and

WHEREAS, Licensor has agreed to such request, subject to the terms and provisions of this Amendment.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Licensor, Licensee and Brody hereby agree as follows.

1. Limited Liability Company Name. Brody shall have the right to form a Massachusetts limited liability company to be owned and controlled by Brody with the name "Camp Sewataro LLC" (the "LLC"). Notwithstanding the foregoing, in the event the Closing has not occurred by October 17, 2019 (as such date may be extended by Licensor and Licensee), Brody shall promptly rename the LLC so that the word "Sewataro" is no longer part of the name, by filing an amendment to the Certificate of Organization of Camp Sewataro LLC with the Secretary of the Commonwealth, and Brody and the LLC shall cease to have rights to use the name "Camp Sewataro". The parties will cooperate with each other in the development and distribution of all press releases and other public announcements or announcements to Licensor's clients to avoid confusion between the LLC and Licensor.

2. Brody and LLC Join License Agreement. Brody and the LLC (in the case of the LLC upon formation and execution of the Joinder attached hereto as Exhibit A (the "Joinder"), which Joinder is hereby consented to by each of the parties hereto) hereby join the Agreement, as amended, and agree to be bound by all of the provisions thereto and agree to perform all of the obligations of Licensee and/or Operator under the Agreement. Until such time as the LLC is formed and the Joinder is executed, Brody shall, and upon the formation of the LLC and execution of the Joinder, the LLC shall indemnify and save harmless Licensor and the Licensor's Agents and the Town of Sudbury from and against any and all liability, loss, cost, claims, demands, damages, and expenses (including without limitation reasonable attorneys' fees and expenses related to any of the foregoing), which may arise out of any act or omission of Brody,

the LLC, or his or its officers, employees, agents, successor or assigns under the Agreement, as amended.

3. Website and Domain. Provided that Licensee enters into an agreement with the LLC and executes the Joinder, the website and/or domain name of Licensor shall be included in the definition of IP in the Agreement. Brody and Licensor shall cooperate to update the website to remove references to the Taylor family from the website (except in a historical context), in order to prevent confusion.

4. Miscellaneous. All capitalized terms used herein, unless otherwise defined herein, shall have the same meaning as the same capitalized terms used in the Agreement. Except as modified by this Amendment, the Agreement is unmodified and in full force and effect. This Amendment may be executed in one or more counterparts, each of which, when taken together, shall constitute one and the same document. An email, facsimile, or electronic signature on this Amendment shall be equivalent to, and have the same force and effect as, an original signature.

[Signature Pages Follow]

EXECUTED under seal as of the date first written above,

LICENSOR:

CAMP SEWATARO, INC.

By: Mark Taylor
Name: Mark Taylor
Title: Chief Executive Officer

LICENSEE:

TOWN OF SUDBURY

By: _____
Name: _____
Title: _____

[Additional Signature Page Follows]

EXECUTED under seal as of the date first written above.

LICENSOR:

CAMP SEWATARO, INC.

By: _____

Name: Mark Taylor

Title: Chief Executive Officer

LICENSEE:

TOWN OF SUDBURY

By: Maryanne Bilodeau

Name: Maryanne Bilodeau

Title: Interim Town manager

[Additional Signature Page Follows]

EXECUTED under seal as of the date first written above.

OPERATOR

A handwritten signature in black ink, appearing to read "Scott Brody". The signature is stylized with a large, looping "S" and a cursive "Brody".

Scott Brody

EXHIBIT A

JOINDER

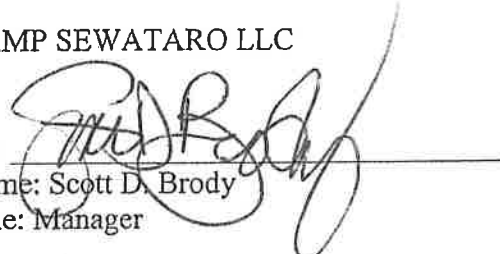
Effective as of _____, 2019, the undersigned Camp Sewataro LLC hereby joins that certain License Agreement dated as of August 20, 2019, as amended by that certain First Amendment to License Agreement dated as of _____, 2019 (as amended, the "License Agreement") and agrees to be bound by all of the provisions thereto and agrees to perform all of the obligations of Licensee, Brody and/or Operator under the License Agreement. Camp Sewataro LLC hereby agrees to indemnify and save harmless Licensor and the Licensor's Agents and the Town of Sudbury from and against any and all liability, loss, cost, claims, demands, damages, and expenses (including without limitation reasonable attorneys' fees and expenses related to any of the foregoing), which may arise out of any act or omission of Camp Sewataro LLC, or its officers, employees, agents, successor or assigns under the License Agreement.

This Joinder shall be binding upon and inure to the benefit of Camp Sewataro LLC, Brody, Licensor, and Licensee, and their representative successors and assigns.

Capitalized terms used but not defined herein shall have the meanings ascribed to them in the License Agreement.

EXECUTED under seal as of the date first written above.

CAMP SEWATARO LLC

By: 

Name: Scott D. Brody

Title: Manager

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EXHIBIT 7

Post-Closing Intellectual Property License

FIRST AMENDMENT TO
CONTRACT FOR
DAY CAMP OPERATOR AND
MANAGEMENT OF REAL PROPERTY

Camp Sewataro
1 Liberty Ledge
Sudbury, MA

This First Amendment to Contract for Day Camp Operator And Management Of Real Property is entered into as of the 18th day of February, 2020, by and between the Town of Sudbury, a Massachusetts municipal corporation, acting by and through its Select Board, having an address of 278 Old Sudbury Road, Sudbury, MA 01776, (the "Town"), and Camp Sewataro, LLC, a Massachusetts limited liability company, with its principal place of business at 239 Moose Hill Street, Sharon, MA 02067 (the "Manager"). The Town and the Manager together may be referred to herein as the "Parties".

Reference is hereby made to that certain Contract for Day Camp Operator And Management Of Real Property dated as of September 10, 2019 (the "Agreement") by and between the Parties.

By mutual agreement of the Parties, Section 4.2 of the Agreement is hereby deleted in its entirety and replaced with the following which shall become part of the Agreement:

4.2 Eligibility for Scholarships. To be eligible for a scholarship, the camper must be a resident of Sudbury. The amount of the discount off of the standard camp tuition rate shall be on a sliding scale based upon parent/guardian income, need and financial eligibility pursuant to a formula to be established by and between the Manager and the Town of Sudbury by and through its social worker or other Town designee. The minimum camp tuition rate for a scholarship camper for a two week session shall be Fifty Dollars (\$50.00).

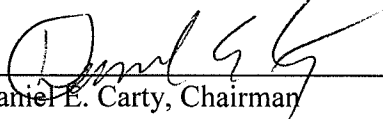
All other terms and conditions of the Agreement not amended hereby shall remain in full force and effect and the Agreement as amended is hereby ratified and affirmed.

(Signature page follows)

EXECUTED as of the date first set forth above.

TOWN OF SUDBURY

By its Select Board



Daniel E. Carty, Chairman
Duly Authorized

MANAGER:

CAMP SEWATARO, LLC

By: 

Name: Scott D. Brody
Title: Manager

SECOND AMENDMENT TO
CONTRACT FOR
DAY CAMP OPERATOR AND
MANAGEMENT OF REAL PROPERTY

Camp Sewataro
1 Liberty Ledge
Sudbury, MA

This Second Amendment to Contract for Day Camp Operator And Management Of Real Property is entered into as of the 9th day of June, 2020, by and between the Town of Sudbury, a Massachusetts municipal corporation, acting by and through its Select Board, having an address of 278 Old Sudbury Road, Sudbury, MA 01776, (the "Town"), and Camp Sewataro, LLC, a Massachusetts limited liability company, with its principal place of business at 239 Moose Hill Street, Sharon, MA 02067 (the "Manager"). The Town and the Manager together may be referred to herein as the "Parties".

Reference is hereby made to that certain Contract for Day Camp Operator And Management Of Real Property dated as of September 10, 2019, as amended by that certain First Amendment to Contract for Day Camp Operator And Management of Real Property dated February 18, 2020 (as amended, the "Agreement") by and between the Parties.

By mutual agreement of the Parties, and pursuant to the vote taken at the Select Board meeting held on April 14, 2020, Exhibit 3 (Camp Season Public Access Area) to the Agreement is hereby deleted in its entirety and replaced with the two (2) plans attached hereto as Exhibit A showing the Camp Season Public Access Area which shall become Exhibit 3 to the Agreement.

All other terms and conditions of the Agreement not amended hereby shall remain in full force and effect and the Agreement as amended is hereby ratified and affirmed.

(Signature page follows)

EXECUTED as of the date first set forth above.

TOWN OF SUDBURY

By its Select Board

Daniel E. Carty, Chairman
Duly Authorized

MANAGER:

CAMP SEWATARO, LLC

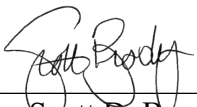
By: 
Name: Scott D. Brody
Title: Manager

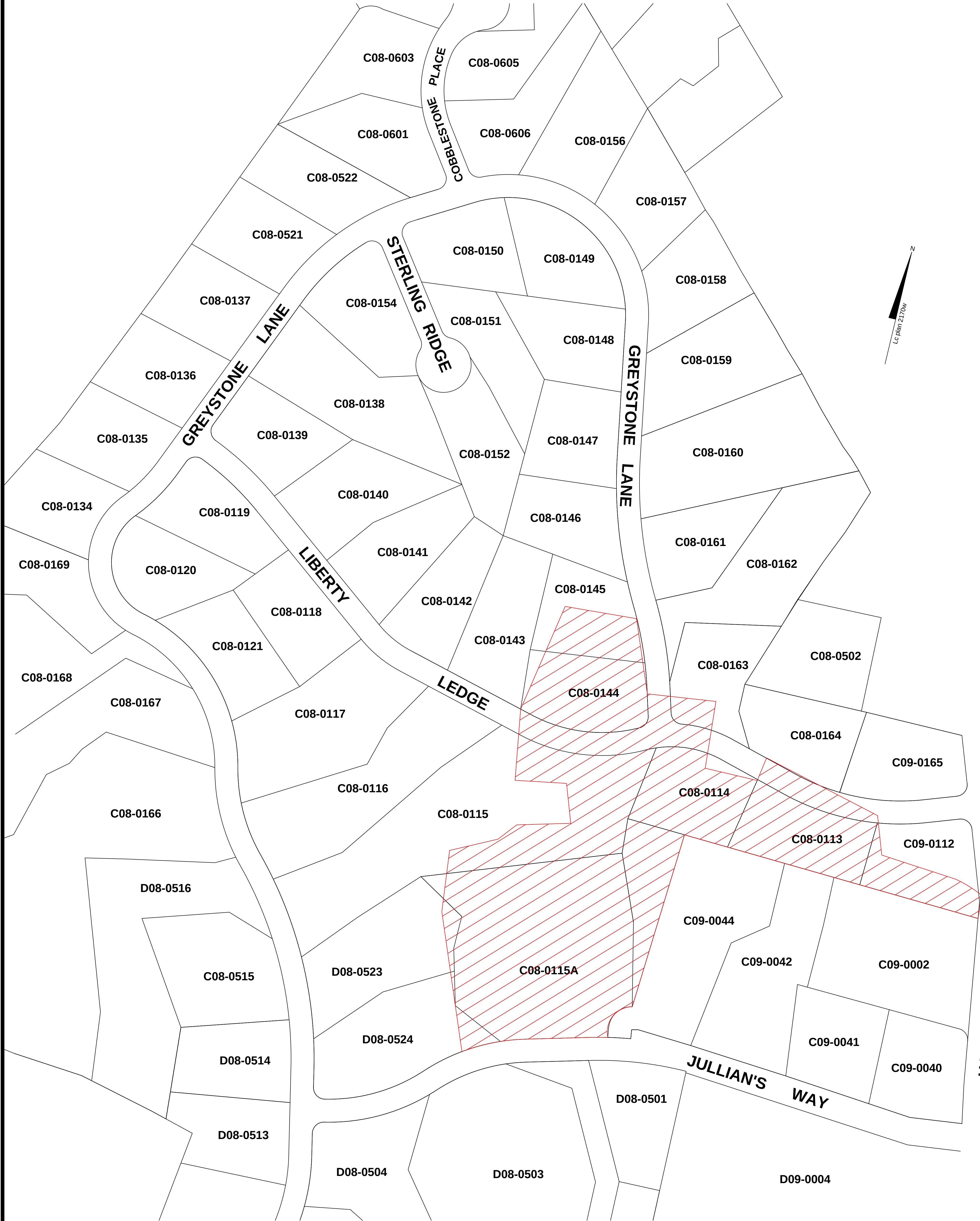
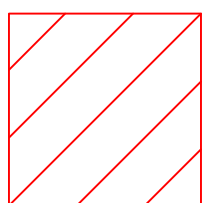
EXHIBIT A

Replacement Plans for Camp Season Public Access Area

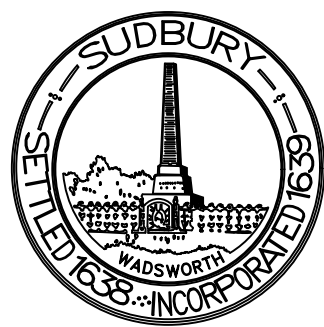
(see attached)



The data shown on this site are provided for informational and planning purposes only. The Town and its consultants are not responsible for the misuse or misrepresentation of the data.



DENOTES CAMP SEASON PUBLIC ACCESS AREA



SKETCH PLAN OF LAND
CAMP SEWATARO
TOWN OF SUDBURY, MASSACHUSETTS

TOWN OF SUDBURY ENGINEERING DEPARTMENT
DATE: SEPTEMBER 10, 2019 SCALE: 1"=100'

Rev. 5/15/20 Seasonal Access Area

EXHIBIT A

Schedule of Annual Fee to be Paid to the Town During Extension Term

<u>Camp Year</u>	<u>Fee</u>
2023	\$200,000
2024	\$206,000
2025	\$212,180
2026	\$218,545
2027	\$225,102
2028	\$231,855
2029	\$238,810
2030	\$245,975
2031	\$253,354
2032	\$260,955

EXHIBIT B

Expanded Camp Season Public Access Area



EXHIBIT C

Accessibility Improvements

Starting in 2022, we will begin work on the phase 1 upgrades recommended by the Institute for Human Centered Design. These upgrades consist of handicapped parking areas at the Haynes Rd. and Greystone Lane entrances, year-round accessible (portable) restrooms, accessible seating areas on both ends of the property, and an accessible entrance ramp to Liberty Lodge. Additionally, we are also currently planning to make the Fox Den, another structure on property that is close to the paved road and open fields, accessible by pouring a cement floor and pathway. This would allow us to provide accessible program space to two groups simultaneously. Per IHCD's recommendation, we will also provide information at both property entrances for accessible opportunities for recreation at other sites in Sudbury.

The chart below includes a cost estimate for the accessibility upgrade.*

ADA Consultants & Engineering	\$40,000
Parking	
Haynes Rd. Lot	\$8,260
Upper Lot	\$8,260
Buildings & Grounds	
Bathrooms	\$5,760
Benches	\$2,885
Liberty Lodge Ramp	\$9,500
Fox Den Compliance Upgrades	\$10,000

** Please note that these values are estimates only, and may change between the date estimates were provided and the beginning of work.*

EXHIBIT D

Public Swimming Facilities 2023 Calendar

June, 2023						
SUN	MON	TUE	WED	THU	FRI	SAT
				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	27	28	29	30	

July, 2023						
SUN	MON	TUE	WED	THU	FRI	SAT
						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	27	28	29
30	31					

August, 2023						
SUN	MON	TUE	WED	THU	FRI	SAT
		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
27	28	29	30	31		

September, 2023						
SUN	MON	TUE	WED	THU	FRI	SAT
					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	27	28	29	30

Sounds of Summer at Sewataro Kick-Off Event
 Resident Swim 9am-12pm & 1pm-4pm
 Property Closed for Camp Training/Open House

Sounds of Summer at Sewataro Kick-Off Event
 Resident Swim 9am-12pm & 1pm-4pm
 Property Closed for Camp Training/Open House

**THIRD AMENDMENT TO
CONTRACT FOR DAY CAMP OPERATOR AND
MANAGEMENT OF REAL PROPERTY**

This Third Amendment to Contract for Day Camp Operator and Management of Real Property (this “Amendment”) is entered into as of the 12th day of April, 2022, by and between the TOWN OF SUDBURY, a Massachusetts municipal corporation, acting by and through its Select Board, having an address of 278 Old Sudbury Road, Sudbury, MA 01776, (the “Town”), and CAMP SEWATARO, LLC, a Massachusetts limited liability company, with its principal place of business at 239 Moose Hill Street, Sharon, MA 02067 (the “Manager”). The Town and the Manager together may be referred to herein as the “Parties” and are each referred to as a “Party”.

Reference is hereby made to that certain Contract for Day Camp Operator and Management Of Real Property dated as of September 10, 2019, as amended by that certain First Amendment to Contract for Day Camp Operator and Management of Real Property dated February 18, 2020, as further amended by a Second Amendment to Contract for Day Camp Operator and Management of Real Property dated June 9, 2020 (as amended, the “Agreement”) by and between the Parties.

Capitalized terms used but not defined in this Amendment will have the meanings ascribed to them in the Agreement.

The Parties desire to extend the Term of the Agreement and to make certain other modifications to the Agreement.

NOW, THEREFORE, in consideration of the foregoing, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties hereby agree as follows:

1. Term. Pursuant to Section 2.2 of the Agreement, the Term shall be extended for a period of five (5) years (the “Extension Term”) commencing on September 10, 2022 and expiring on September 9, 2027. Each Party shall continue to have the right to deliver a notice of intent to the other Party to further extend the Term for up to one (1) additional five (5) year period pursuant to Section 2.2 of the Agreement, provided however, that no such notice of intent to further extend the Term shall be delivered or be effective prior to January 1, 2027. As used in the Agreement, the term “Term” shall mean the initial Term as extended by the Extension Term.

2. Increase to Annual Fee. Section 3.1 (A) of the Agreement is hereby amended as follows:

Commencing on the first day of the Extension Term, the Annual Fee shall be Two Hundred Thousand Dollars and 00/100 (\$200,000) per year to be paid in equal installments of One Hundred Thousand Dollars and 00/100 (\$100,000) each, due and payable on the following dates: May 1, 2023, December 1, 2023, May 1, 2024, December 1, 2024, May 1, 2025, December 1, 2025, May 1, 2026, December 1, 2026, May 1, 2027 and December 1, 2027. Beginning with the payment due May 1, 2024, the

Annual Fee shall be increased annually by three percent (3%) per year. Exhibit 4 to the Agreement is hereby deleted in its entirety and replaced with **Exhibit A** attached hereto. The terms and provisions of this Section 2 shall survive the expiration or earlier termination of the Agreement.

3. Increase to Revenue Share Payment. Section 3.1 (B) of the Agreement is hereby amended as follows:

Commencing on the first day of the Extension Term, for the 2023 Camp Season and thereafter, the Revenue Share Payment shall be:

- a. Twenty-Five percent (25%) of the first One Million Dollars (\$1,000,000) of Manager's Net Revenue; plus
- b. Thirty-Three and Thirty-Three One Hundredths percent (33.33%) of all of Manager's Net Revenue in excess of One Million Dollars (\$1,000,000).

The Revenue Share Payment shall be due on or before December 15 of each year of the Extension Term.

The terms and provisions of this Section 3 shall survive the expiration or earlier termination of the Agreement.

4. Number of Campers. Manager intends to seek an amendment to the existing special permit for the Property (or a new special permit) from the Sudbury Planning Board to increase the number of allowed campers at the Property from 650 campers to 700 campers (the "New Special Permit"). The Town, acting by and through its Select Board, agrees to support in good faith Manager's application for the New Special Permit, including writing a letter of support to the Planning Board. Manager shall continue to prioritize Sudbury residents for available camper slots consistent with its existing procedures. Manager further expects that if it receives the New Special Permit for 700 campers, approximately 15 campers will be "counselors in training", approximately 5 campers will be in the youngest age group of campers, and approximately 30 campers will be dispersed throughout the camper population groups. The number of scholarships to be made available by the Manager shall remain at 50 during the Extension Term.

5. Public Access Area. Section 1.2.2 of the Agreement is hereby amended by adding the following:

a. During the Extension Term, the Camp Season Public Access Area shall be expanded to include certain additional activity spaces proximate to the back gate of the property as specified in **Exhibit B** attached hereto (the "Expanded Camp Season Public Access Area"). The hours for the Expanded Camp Season Public Access Area shall be the hours specified in Section 1.2.4 of the Agreement, except that the Town's use of the Expanded Camp Season Public Access Area during each day of the Camp Season shall not commence until the last camper has left the Property for the applicable day, as it is proximate to the areas on the Property used by campers in the extended day program. Manager may require that the Town's access to the Expanded Camp Season Public Access Area be through the gate located on Greystone Lane.

Because of the proximity of the Expanded Camp Season Public Access Area to the buildings and facilities used on a daily basis by Manager during the Camp Season, Manager may, in its discretion, elect to staff the Expanded Camp Season Public Access Area during the hours of Town access during the Camp Season, and the cost of such staffing shall be included in Operating Expenses, however, such allocation of Operating Expenses shall be limited to a maximum of two thousand five hundred dollars (\$2,500.00) per year unless otherwise mutually agreed by the Parties in writing. Management and oversight of the use of the Public Access Area shall be the responsibility of the Manager.

b. Section 1.2.7 of the Agreement is hereby deleted in its entirety and replaced with the following :

Excluding only pets belonging to residents of the Residences or service animals, at no time during the Camp Season or at any time prior to the commencement of the Extension Term shall any dogs or other domestic animals be permitted on the Property. Commencing on the first day of the Extension Term, domestic animals on a leash and service animals shall be permitted on the Property during the time periods outside of the Camp Season, and any Town residents accessing the Property with their domestic animals on a leash or service animals shall clean up and properly dispose of any waste and droppings from their domestic animals on a leash or service animals in receptacles located at the Property, and the Town shall reasonably cooperate with Manager to ensure compliance with this requirement, including posting notices on the Town's webpage, through the posting of signs at the Property, and through other public notices reasonably acceptable to the Town and Manager. For purposes of this section, horses on the Property in connection with day camp operations shall not be considered to be domestic animals or pets.

6. Public Events. Clauses (i) and (ii) of Section 1.2.5 of the Agreement are hereby deleted in their entirety and replaced with the following: “(i) one (1) Spring/Summer event and (ii) one (1) Fall event”.

7. Operating Expenses. The second paragraph of Section 3.1.1 of the Agreement is hereby amended by adding the following at the end of the first sentence:

Beginning in the first year of the Extension Term, Operating Expenses also shall include only amounts paid by Manager to consultants retained by Manager to advise on Sewataro camp operations and the operation and management of the Property, in an amount not to exceed Seventy Thousand Dollars (\$70,000), which such amount, beginning in 2024, shall be increased by three percent (3%) per annum.

8. Water Quality Enhancements. Manager has filed a Notice of Intent with the Sudbury Conservation Commission, which is scheduled for initial hearing by the Sudbury Conservation Commission on April 11, 2022, for certain water quality enhancements to the ponds located at the Property. Manager agrees to implement any measures required by the

Sudbury Conservation Commission in any Order of Conditions issued with respect to such Notice of Intent. The cost to implement such measures shall be included in Operating Expenses.

9. Public Access Disability Enhancements. Commencing in 2022, Manager agrees to undertake the accessibility improvements described on **Exhibit C** attached hereto, including retaining consultants to advise on such improvements (the “Accessibility Improvements”). In connection with Section 6.2 of the Agreement, the Accessibility Improvements shall not be deemed to be improvements or modifications required solely because of use of such buildings or facilities in connection with activities programmed by the Town, or for public use generally. Manager may undertake the Accessibility Improvements as separate segments of work over time. To the extent the cost of any segment of work exceeds \$20,000, Manager and the Town shall mutually agree on the cost allocation of such segment of work and the procurement of such work. Otherwise, the cost of the Accessibility Improvements shall be included in Operating Expenses for the year in which they are incurred and shall be capitalized over the useful life of the applicable Accessibility Improvement in accordance with GAAP.

10. Public Swimming.

a. Beginning in the 2023 Camp Season, Manager agrees to use commercially reasonable efforts to make available to the Town and its residents the use of the swimming pond and one (1) of the swimming pools at the Property (such swimming pool to be selected by Manager) for public swimming (the “Public Swimming Facilities”). In the event that permitting the use of the swimming pond cannot be accomplished with commercially reasonable efforts, then the Manager shall make available all four swimming pools as Public Swimming Facilities. The Public Swimming Facilities shall be operated, staffed, equipped, supplied, managed, maintained and scheduled (including any registration or collection of fees, if applicable) solely by the Manager. The dates and hours for the use of the Public Swimming Facilities for 2023 are those dates and hours specified on **Exhibit D** attached hereto. Manager shall update such calendar during each subsequent year of the Extension Term with the dates and hours of the availability of the Public Swimming Facilities during the Camp Season for that particular year, however, Manager shall not decrease in any year the number of days that the Public Swimming Facilities will be available for use by the Town to be less than the number of days of availability set forth on **Exhibit D** attached hereto with respect to 2023. Management and oversight of the use of the Public Swimming Facilities shall be the responsibility of the Manager.

b. The costs and expenses incurred by Manager to operate, staff, equip, supply, and manage the Public Swimming Facilities shall be included in Operating Expenses.

c. Manager shall operate the Public Swimming Facilities in accordance with all applicable laws, regulations and rules, including complying with any water quality testing requirements of the Sudbury Board of Health or any other entities having jurisdiction thereof.

d. The terms and provisions of Section 9.6 (i), (ii), and (iv) shall not apply to the use of the Public Swimming Facilities by the Town, the residents of the Town, or the general public.

e. Manager may establish rules concerning the use of the Public Swimming Facilities that each person using the Public Swimming Facilities shall be required to follow.

11. No Further Modifications. Except as amended by this Amendment, the Agreement remains unmodified and in full force and effect.

12. Miscellaneous. The captions herein are used only as a matter of convenience and are not to be considered as part of this Amendment or to be used in determining the intent of the parties to it. The terms of the Agreement, as amended by this Amendment, constitute the entire agreement between the parties hereto and no statements made whether orally or in writing, by anyone with regard to the transaction which is the subject of the Agreement shall be construed as a part hereof unless the same be incorporated herein by writing and signed by the Town and Manager. For all purposes in this Amendment, the word “including” shall be construed to include the words “without limitation”. All exhibits to this Amendment are a part of this Agreement and are hereby incorporated herein by reference. This Amendment may be executed by electronic signatures, each of which shall be considered as an original signature for all purposes and shall have the same force and effect as an original signature. Without limitation, in addition to electronically produced signatures, “electronic signature” shall include electronically scanned and transmitted versions (e.g., via PDF and/or DocuSign) of an original signature. This Amendment may be executed in multiple counterparts (which counterparts may be executed and delivered by PDF, DocuSign, or another file sent by email) which shall together constitute a single document. Any executed counterpart of this Amendment delivered by PDF, DocuSign or another file sent by email shall be equally effective as an original counterpart for all purposes.

[Signature Page Follows]

EXECUTED under seal as of the date first written above.

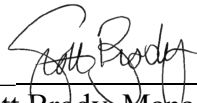
TOWN:

TOWN OF SUDBURY
By its Select Board



MANAGER:

CAMP SEWATARO, LLC

By: 
Scott Brody, Manager

**FOURTH AMENDMENT TO
CONTRACT FOR DAY CAMP OPERATOR AND
MANAGEMENT OF REAL PROPERTY**

This fourth amendment to the Contract for Day Camp Operator and Management of Real Property (this "Amendment") is entered into as of the 24th day of February, 2026, by and between the TOWN OF SUDBURY, a Massachusetts municipal corporation, acting by and through its Select Board, having an address at 278 Old Sudbury Road, Sudbury, MA 01776, (the "Town"), and CAMP SEWATARO, LLC, a Massachusetts limited liability company, with its principal place of business at 239 Moose Hill Road, Sharon, MA 02067 (the "Manager"). The Town and the Manager together may be referred to herein as the "Parties" and are each referred to as a "Party".

Reference is hereby made to that certain Contract for Day Camp Operator and Management of Real Property dated as of September 10, 2019, as amended by that certain First Amendment to Contract for Day Camp Operator and Management of Real Property dated February 18, 2020, as further amended by a Second Amendment to Contract for Day Camp Operator and Management of Real Property, dated June 9, 2020, and as further amended by a Third Amendment to Contract for Day Camp Operator and Management of Real Property dated April 12, 2022 (as amended, the "Agreement") by and between the Parties.

The Parties desire to amend Section 10, Public Swimming, of the Agreement.

Section 10 is hereby amended as follows:

- a. Beginning in the 2023 Camp Season, Manager agrees to use commercially reasonable efforts to make available to the Town and its residents the use of the swimming pond and one (1) of the swimming pools at the Property (such swimming pool to be selected by the Manager) for public swimming (the "Public Swimming Facilities"). In the event that permitting the use of the swimming pond cannot be accomplished with commercially reasonable efforts, then the Manager shall make available all four swimming pools as Public Swimming Facilities. The Public Swimming Facilities shall be operated, staffed, equipped, supplied, managed, maintained and scheduled (including any registration or collection of fees, if applicable) solely by the Manager. The dates and hours for the use of the Public Swimming Facilities for 2023 are those dates and hours specified on **Exhibit D** attached hereto. Manager shall update such calendar during each subsequent year of the extension Term with the dates and hours of the availability of the Public Swimming Facilities during the Camp Season for that particular year. For 2026, Public Swimming Facilities shall be limited to the swimming pond and shall be held July 3-5 and August 1-2. In the event the Manager is unable to offer Public Swimming Facilities on either of the two aforementioned weekends, whether due to inclement weather or water quality conditions, Public Swimming Facilities shall be August 15-16. Unless either of the parties states in writing to the other party its desire to amend the Public Swimming Program, the comparable weekends shall apply in 2027. **Exhibit D** is hereby deleted for 2026. Management and oversight of the use of the Public Swimming Facilities shall be the responsibility of the Manager.

Except as modified by this Amendment, the Agreement remains unmodified and in full force and effect.

[Signature Page Follows]

EXHIBIT D

Public Swimming Facilities 2023 Calendar

June, 2023						
SUN	MON	TUE	WED	THU	FRI	SAT
				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	27	28	29	30	

July, 2023						
SUN	MON	TUE	WED	THU	FRI	SAT
						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	27	28	29
30	31					

August, 2023						
SUN	MON	TUE	WED	THU	FRI	SAT
		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
27	28	29	30	31		

September, 2023						
SUN	MON	TUE	WED	THU	FRI	SAT
					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	27	28	29	30

Sounds of Summer at Sewataro Kick-Off Event
 Resident Swim 9am-12pm & 1pm-4pm
 Property Closed for Camp Training/Open House

Sounds of Summer at Sewataro Kick-Off Event
 Resident Swim 9am-12pm & 1pm-4pm
 Property Closed for Camp Training/Open House

EXECUTED under seal as of the date first written above.

TOWN:

TOWN OF SUDBURY

By its Select Board

Lisa V. Hovhannisyan

Janice W. Butler

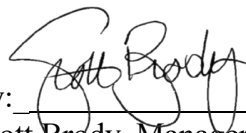
David E. Coy

Rashie Namjoo

Charles J. Russo

MANAGER:

CAMP SEWATARO, LLC

By: 

Scott Brody, Manager

APPENDIX F

LEGAL OPINIONS

April 12, 2022

Lee S. Smith
lsmith@k-plaw.com

Hon. Jennifer S. Roberts and
Members of the Select Board
Flynn Building
278 Old Sudbury Road
Sudbury, MA 01776

Re: Extension of the Camp Sewataro Contract for Day Camp Operator and Management of Real Property

Dear Members of the Select Board:

You have asked for a legal opinion regarding the ability of the Select Board to extend the Liberty Ledge/Sewataro management agreement without a Town Meeting vote to authorize the Select Board to do so and for an opinion regarding whether the management agreement is, in fact, a lease.

In my opinion, the Contract for Day Camp Operator and Management of Real Property dated as of September 10, 2019, amended as of February 18, 2020 and amended further as of June 9, 2020 (the "Contract"), by and between the Town, acting by and through the Select Board (the "Town"), and Camp Sewataro, LLC (the "Manager"), is exactly that- a contract for an operator of a day camp and for the management of the property.

In Massachusetts, a commercial lease confers upon the tenant "the right of possession of the land, and the exclusive occupation of it for all purposes not prohibited by its terms." See Jones v. Donnelly, 221 Mass. 213 (1915) citing Lowell v. Strahan, 145 Mass 1 (1887). Where the "dominion, control and possession of the estate [the land] were not given up by the land owner", the rights of the parties are "derived entirely from the written contract, and are governed thereby." See Jones.

Where no possessory interest, i.e., the right to occupy or exercise control of the land to the exclusion of others, has been granted, a lease has not been created.

As you know, the Town acquired the Sewataro property in 2019 pursuant to authority under a vote on Article 25 of the May 6, 2019 Town Meeting. In connection therewith, on July 10, 2019, the Town issued a Request for Proposals for "Management of Camp Sewataro" (the "RFP"). The RFP stated that the Town was "seeking proposals for a Contractor to manage day camp programming to be offered at Camp Sewataro...." The RFP further provided that the Contractor "will be responsible for all aspects of camp operations and buildings and grounds" and that the Contractor "must be willing to provide in its proposal public access to the facility during non-camp hours and during camp hours as described in the proposal." The stated term of the contract in the RFP was "for three

Hon. Jennifer S. Roberts and
Members of the Select Board
April 12, 2022
Page 2

years beginning in August 2019 [subject to change]” and that the “Town shall have the option at its sole discretion to extend the agreement for two (2) additional five-year terms.”

A response to the RFP was submitted by Scott Brody on behalf of K&E Camp Corporation and after the selection process was complete, Scott Brody was awarded the contract (ultimately entered into by Camp Sewataro, LLC which is owned and controlled by Mr. Brody).

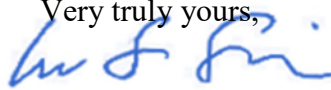
Turning to the Contract itself, Section 1.2 (Control of Property) states, “The Property shall remain under the custody and control of the Town, acting by and through the Board of Selectmen [sic] pursuant to the terms of this Agreement. The Town hereby grants the Manager the right to enter and use the property for purposes relating to the operation of a day camp, the occupation of the Residences for residential purposes, the management and care of the Property, and for all other purposes permitted under this Agreement and to arrange for and permit the use of the Property by third parties all as is more particularly set forth hereinbelow.”

In my opinion, Section 1.2 of the Contract makes clear that the property remains under the custody and control of the Town, no possessory interest has been granted to the Manager, and that only rights to enter and use the property according to the terms of the Contract have been granted to the Manager. Further, the rights retained by the Town, including without limitation, the requirement under the Contract that the property be made available for the use of the Town and its residents, both during and outside of the camp season, mean that there is no exclusive right of possession held by the Manager and no sufficient legal interest in the land has been granted to the Manager to create a lease.

The affirmative vote on Article 25 of the 2019 Annual Town Meeting authorized the Select Board to “execute all documents and instruments, including without limitation, responses to requests for proposals, land development, land disposition or other agreements, deeds, easements upon such terms and conditions as the Board of Selectmen [sic] deems appropriate, and to take all other action necessary to effectuate the vote taken hereunder”.

In my further opinion, the vote on Article 25, the issuance and content of the RFP, and the Contract all provide authority for the Select Board to extend the term of the Contract for an additional five years (and a subsequent five-year extension), and further amend the Contract subject to the mutual agreement of the Select Board and the Manager.

Very truly yours,



Lee S. Smith



THE LEADER IN PUBLIC SECTOR LAW

101 Arch Street, 12th Floor
Boston, MA 02110
Tel: 617.556.0007 | Fax: 617.654.1735

k-plaw.com

August 25, 2026

Lee S. Smith
lsmith@k-plaw.com

Mr. James Goudie
Management Analyst
Town of Sudbury
278 Old Sudbury Road
Sudbury, MA 01776

Re: Liberty Ledge/Sewataro Property

Dear James:

You have asked a series of questions regarding the “Contract For Day Camp Operator and Management of Real Property” for the Liberty Ledge property and Camp Sewataro, as amended, located at 1 Liberty Ledge, Sudbury (the “Property”).

Reference is made to (1) the Contract dated as of September 10, 2019, by and between the Town of Sudbury (the “Town”) and Camp Sewataro, LLC (the “Manager” or the “Contractor”), (2) the First Amendment to the Contract dated as of February 18, 2020 (addressing Eligibility for Scholarships), (3) the Second Amendment to the Contract dated as of June 9, 2020 (addressing the Camp Season Public Access Area), (4) the Third Amendment to the Contract dated as of April 12, 2022 (addressing a 5-year term extension until September 9, 2027 and various other Contract revisions), and (5) the Fourth Amendment to the Contract dated as of February 24, 2026 (addressing Public Swimming Facilities), (together, the “Contract”).

Your specific questions and my responses follow below.

1. *Given that the 2019 Town Meeting vote authorized the acquisition of the Liberty Ledge property for “general municipal purposes,” would the Town be permitted to lease the property to a private entity? Should there be a separate or explicit Town Meeting vote authorizing the current arrangement?*

In my opinion, in order to lease the Property to a private entity, a Town Meeting vote is required. See, G.L. c. 40, s. 3. The vote on Article 25 of the 2019 Annual Town Meeting authorized the acquisition of the Property for “general municipal purposes” and broadly authorized the Select Board to “execute all documents and instruments, including without limitation, responses to requests for proposals, land development, land disposition or other agreements, deeds, easements upon such terms and conditions as the Board of Selectmen [sic] deems appropriate, and to take all other action necessary to effectuate the vote taken hereunder”. However, in my opinion, the vote was not broad enough to allow for the conveyance of the property by lease or otherwise.

Following Town Meeting approval, the Town may lease the Property to a private entity provided that the Town comply with the provisions of G.L. c. 30B, s. 16 regarding the disposition of

Mr. James Goudie
Management Analyst
August 25, 2026
Page 2

real property worth more than \$35,000 which requires (1) declaring the property available for disposition and identifying any reuse restrictions; (2) determining the value of the property; and (3) advertising and soliciting proposals for the lease of the property (issuing a request for proposals or “RFP”) that must include any mandatory lease terms (typically included in a draft form of lease), and awarding the lease according to the proposal evaluation criteria set forth in the RFP. Note that the property may be leased for less than its fair market value provided that it is for a valid public purpose that will promote the public welfare. See generally, G.L. c.30B, §16; Office of the Inspector General, The Chapter 30B Manual, p. 89 (2023).

With regard to the “current arrangement”, I assume that you are referring to the Contract. As stated above, the vote on Article 25 of the 2019 Annual Town Meeting authorized the acquisition of the Property for “general municipal purposes” and broadly authorized the Select Board to “execute all documents and instruments, including without limitation, responses to requests for proposals, land development, land disposition or other agreements, deeds, easements upon such terms and conditions as the Board of Selectmen [sic] deems appropriate, and to take all other action necessary to effectuate the vote taken hereunder”.

In my further opinion, the vote on Article 25, and presumably a vote of the Select Board, authorized the issuance of the RFP (pursuant to G.L. c. 30B) which was issued on June 10, 2019 (the “Sewataro RFP”) “seeking proposals for a Contractor to manage day camp programming to be offered at Camp Sewataro.... further providing that the Contractor “will be responsible for all aspects of camp operations and buildings and grounds”. The Sewataro RFP specified that “the term of the contract shall be for three years beginning in August 2019....The Town shall have the option at its sole discretion to extend the agreement for two (2) additional five-year terms.” Accordingly, in my opinion, given the authority cited above, no additional Town Meeting vote is necessary in order to authorize or ratify the Contract.

2. *Under M.G.L. c. 59, § 2B, is a private, for-profit entity occupying or using publicly owned land responsible for paying real estate taxes? If so, is the current operator of Camp Sewataro subject to ordinary real estate taxes, a payment in lieu of taxes, or another form of payment?*

Pursuant to G.L. c. 59, § 2B, “real estate owned in fee or otherwise held in trust for the benefit of the United States, the commonwealth, or a county, city or town, or any instrumentality thereof, if used in connection with a business conducted for profit or leased or occupied for other than public purposes, shall for the privilege of such use, lease or occupancy, be valued, classified, assessed and taxed annually as of January first to the user, lessee or occupant in the same manner and to the same extent as if such user, lessee or occupant were the owner thereof in fee, whether or

Mr. James Goudie
Management Analyst
August 25, 2026
Page 3

not there is any agreement by such user, lessee or occupant to pay taxes assessed under this section.”

In my opinion, the Property is used year-round for public purposes. The Sewataro RFP states that “In order to be considered, the proposers must submit a plan describing how these camp services are to be provided in accordance with access for the general public and other town uses.” [] “The Contractor must be willing to include in its proposal public access to the facility during non-camp hours and during camp hours as described in the proposal.... Proposers should identify...whether un-used building[s] could be used for Town purposes.”

In Addendum 4 to the Sewataro RFP dated July 22, 2019, Question 7 asked, “The RFP mentions that real estate taxes would be part of the expenses, however, now that the town owns the property, why would there be real estate taxes?” The answer provided by the Town was “The RFP mentioned taxes as part of the expenses in the current program statistics only in order to accurately and adequately explain what was included in the current camp expenses.”

The Sewataro RFP made clear that the Town was seeking a contractor to operate a successful camp and, manage, operate and maintain the property and facilities that are owned by the Town while remaining available for access by the general public.

Additionally, the Contract specifically addresses the public purpose aspect of the uses of the Property. Section 1.2.3 of the Contract states, “...for all periods of time during the Term other than the Camp Season, the Town and/or residents of the Town may use all open field areas, basketball courts, tennis courts and wooded areas at the property (such areas being referred to as the “Public Access Area Outside of Camp Season”) pursuant to the second paragraph of Section 1.2.4 below.”

Section 1.2.4 (Use of Property by Town Residents) provides that “During the Camp Season, the Camp Season Public Access Area may be used by residents of the Town each Monday through Friday from 6:00 p.m. until dusk and Saturdays and Sundays and federal holidays from 9:00 a.m. until dusk, without charge to the Town or its residents.... For all periods of time during the Term other than during the Camp Season, the Public Access Area Outside of Camp Season may be used by residents of the Town each Monday through Sunday from 9:00 a.m. until dusk without charge to the Town or its residents.” The Third Amendment to the Contract expanded the “Camp Season Public Access Area in Section 1.2.2 “to include certain activity spaces proximate to the back gate of the property.”

Notwithstanding these allowable uses, there may be some temporary restrictions imposed by the Contractor on such use from time to time for “(i) programmatic activities scheduled in advance in conjunction with the Town”, (ii) special events open to the public scheduled in advance with the

Mr. James Goudie
Management Analyst
August 25, 2026
Page 4

Town, and (iii) for purposes of maintaining such area for camp uses. Public access to the property is not permitted during which the camp is in session.”

Additionally, in Section 9 of the Third Amendment, the Manager agreed to make certain Public Access Disability Enhancements, and Section 1.2.5 (Public Events) provides for programmatic activities available to the residents of the Town and other invited guests.

Section 10 of the Third Amendment further provides for Public Swimming Facilities and the Fourth Amendment amended Section 10 of the Contract to specifically require the Manager “to use commercially reasonable efforts to make available to the Town and its residents the use of the swimming pond and one (1) of the swimming pools at the Property...for public swimming... Management and oversight of the use of the Public Swimming Facilities shall be the responsibility of the Manager.”

The Contract provides for the necessary and attendant rights and obligations associated with operating a day camp, and also for managing, operating and maintaining Town-owned property, while maintaining public access to Town property as described above- all, in my opinion, making clear that the property is used for a public purpose.

As consideration for the Contract, the Town negotiated a financial agreement that is set forth in Section 3 of the Contract (as amended by the Third Amendment thereto). The Contractor pays the Town a “management fee” consisting of an annual fee and a revenue share payment and retains what remains from day camp operation and other revenue. The sum retained by the contractor is its compensation for the management, operation and maintenance of the Town-owned property, including assuming certain financial liabilities associated therewith, as solicited under the Sewataro RFP, and is characterized as such in the Contract.

The Contract, while in part, permits the operation of a for-profit day camp for a 3-month portion of the calendar year (June 1 through August 31 of each year- the “Camp Season”), a fundamental aspect thereof is that the Manager is to assume responsibility for the management, operation, maintenance and care of the Property which is owned by the Town and used year-round for public purposes as described in detail above.

Notwithstanding the above, in my opinion, the decision on how to classify the particular use of the Property is a determination to be made by the Board of Assessors. And, in my further opinion, in connection with the negotiation of the terms of an extension of the Contract, the Town could seek to enter into a payment in lieu of taxes agreement (or “PILOT” agreement) with the Contractor subject to the limitations described in more detail in the answer to question 5 below.

Mr. James Goudie
Management Analyst
August 25, 2026
Page 5

3. *Is the Town legally permitted to enter into a 30-year agreement for the operation or management of the property? If so, would such an agreement require authorization from Town Meeting or compliance with any additional statutory or procurement requirements?*

In my opinion, pursuant to G.L. c. 30B, s. 12(b), “Unless authorized by majority vote [of Town Meeting], a procurement officer shall not award a contract for a term exceeding three years, including any renewal, extension, or option. Such authorization may apply to a single contract or to any number or types of contracts, and may specify a uniform limit or different limits on the duration of any such contracts.”

As stated in the answer to Question 1 above, for the current Contract, the Town Meeting vote on Article 25 of the 2019 Annual Town Meeting authorized the Select Board to execute agreements in response to requests for proposals “upon such terms and conditions as the Board of Selectmen deems appropriate” and the Sewataro RFP specified that “the term of the contract shall be for three years beginning in August 2019” and that “The Town shall have the option at its sole discretion to extend the agreement for two (2) additional five-year terms.”

Accordingly, in my opinion, because the Sewataro RFP specified a three-year contract term with the Town having the discretion to extend it for two additional 5-year terms, entering into a thirty-year agreement for the operation or maintenance of the Sewataro property would require Town meeting authorization and the issuance of a new Request for Proposals in accordance with G.L. c. 30B. (See also, my answer to Question 5 below.)

4. *What are the legal distinctions between a contract for the operation of a camp or management of real property and a lease? What characteristics of an agreement determine how it would be classified?*

A contract is a promise or a set of promises for the breach of which the law gives a remedy, or the performance of which the law in some way recognizes as a duty. See, Restatement (Second) of Contracts § 1 (Am. Law Inst. 1981). The Massachusetts Board of Registration of Real Estate Brokers and Salespersons more simply defines a contract as “a voluntary, legally enforceable promise between two competent parties to perform (or not to perform) some legal act in exchange for consideration.” G.L. c. 30B defines a contract as “all types of agreement for the procurement or disposal of supplies or services, regardless of what the parties may call the agreement.”

Regarding a lease, I first refer you to the attached legal opinion previously prepared and dated April 12, 2022, that addresses these questions and others. For your convenience, here are some relevant excerpts from that opinion.

Mr. James Goudie
Management Analyst
August 25, 2026
Page 6

“In Massachusetts, a commercial lease confers upon the tenant “the right of possession of the land, and the exclusive occupation of it for all purposes not prohibited by its terms.” See, Jones v. Donnelly, 221 Mass. 213 (1915) citing Lowell v. Strahan, 145 Mass 1 (1887). Where the “dominion, control and possession of the estate [the land] were not given up by the land owner”, the rights of the parties are “derived entirely from the written contract, and are governed thereby.” See, Jones. Where no possessory interest, i.e., the right to occupy or exercise control of the land to the exclusion of others, has been granted, a lease has not been created.”

“Section 1.2 (Control of Property) states, “The Property shall remain under the custody and control of the Town, acting by and through the Board of Selectmen [sic] pursuant to the terms of this Agreement. The Town hereby grants the Manager the right to enter and use the property for purposes relating to the operation of a day camp, the occupation of the Residences for residential purposes, the management and care of the Property, and for all other purposes permitted under this Agreement and to arrange for and permit the use of the Property by third parties all as is more particularly set forth hereinbelow.”

“In my opinion, Section 1.2 of the Contract makes clear that the property remains under the custody and control of the Town, no possessory interest has been granted to the Manager, and that only rights to enter and use the property according to the terms of the Contract have been granted to the Manager. Further, the rights retained by the Town, including without limitation, the requirement under the Contract that the property be made available for the use of the Town and its residents, both during and outside of the camp season, mean that there is no exclusive right of possession held by the Manager and no sufficient legal interest in the land has been granted to the Manager to create a lease.”

I therefore reiterate my prior opinion that the Contract for Day Camp Operator and Management of Real Property is a contract and not a lease.

5. *The Town is now considering whether to exercise the final five-year extension available under the current agreement. As part of that extension, what changes or additional requirements may the Town request? May the Town negotiate new terms or impose additional requirements on the current operator without conducting a new RFP process? Are there limits on how substantially the existing agreement may be modified through the extension process?*

In my opinion, as stated above, and in my April 12, 2022 opinion, the Town may exercise the final five-year extension as provided in the Contract. In my further opinion, any revisions to the Contract, as previously amended, should be fundamentally consistent with the terms of the Sewataro RFP or, in other words, within the “four corners” of the Sewataro RFP. In general, competitive procurement and “[s]tatutory bidding procedures are designed to prevent favoritism, to secure honest

Mr. James Goudie
Management Analyst
August 25, 2026
Page 7

methods of letting contracts in the public interest, to obtain the most favorable price, and to treat all persons equally.” Phipps Products Corp. v. Mass. Bay Transp. Auth., 387 Mass. 687, 691-92 (1982) (and cases cited), and See generally, G.L. c.30B. The issue in these circumstances is whether the proposed revisions to the contract constitute such changes that the failure to re-solicit new proposals would be prejudicial to fair competition. In other words, if the substance of the contractual revisions were included in the Sewataro RFP, would a respondent have offered a different proposal, or would others who did not respond have submitted a proposal.

In addition, pursuant to G.L. c. 30B, s. 13(4), a contract amendment cannot exceed 25% of the total original contract price.

If substantial changes to the Contract are to be considered, further analysis on this issue with the specified facts in question would be necessary. Additionally, the current contractor, (the Manager) would have to agree to the contract modifications as per Section 15.1 of the Contract which states that the Contract “may not be amended, modified, supplemented or extended except by a written instrument executed by the Town and the Manager.”

Please let me know if I can be of further assistance.

Very truly yours,



Lee S. Smith

LSS/caa
Enc.
cc: Town Manager

APPENDIX G

FINANCIAL DOCUMENTS

CAMP SEWATARO, LLC

FINANCIAL STATEMENTS
AS OF SEPTEMBER 30, 2025
TOGETHER WITH
INDEPENDENT ACCOUNTANTS' REVIEW REPORT

CAMP SEWATARO, LLC

SEPTEMBER 30, 2025

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FINANCIAL STATEMENTS:

Statement of Assets and Liabilities	3
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Statement of Revenues and Expenses	5
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Statement of Cash Flows	6
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SUPPLEMENTARY INFORMATION:

Schedule of Selling, General and Administrative Expense	14
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INDEPENDENT ACCOUNTANTS' REVIEW REPORT

To Management
Camp Sewataro, LLC
Sudbury, Massachusetts

We have reviewed the accompanying financial statements of Camp Sewataro, LLC (a sole member limited liability company), which comprise the statement of assets and liabilities—contractual basis as of September 30, 2025, and the related statements of revenues and expenses—contractual basis, and cash flows—contractual basis for the twelve months then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Managements' Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract between the Town of Sudbury, Massachusetts (a municipal corporation) and Camp Sewataro, LLC dated September 10, 2019 and subsequent amendments (the contract). Management is also responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

Accountants' Responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract. We believe that the results of our procedures provide a reasonable basis for our conclusion.

Accountant's Conclusion

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements for them to be in accordance with the financial reporting provisions of Article 3 paragraph 3.2 and its subsequent amendments of the contract.

Basis of Accounting

We draw attention to Note A of the financial statements, which describes the basis of accounting. The financial statements are prepared in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract and subsequent amendments, which is a basis of accounting other than accounting principles generally accepted in the United States of America, to comply with the financial reporting provisions of the contract referred to above. Our conclusion is not modified with respect to this matter.

Restriction on Use

Our report is intended solely for the information and use of the managements of Camp Sewataro, LLC and the Article 3 paragraph 3.2 of the contract with the Town of Sudbury, Massachusetts through its Board of Selectmen and is not intended to be, and should not be, used by anyone other than these specified parties.

Korbey Lague, PLLP

November 13, 2025

CAMP SEWATARO, LLC

**STATEMENT OF ASSETS AND LIABILITIES - CONTRACTUAL BASIS
AS OF SEPTEMBER 30, 2025**

ASSETS

	<u>2025</u>
Current Assets	
Cash	\$ 721,776
Employee Benefit Funding	<u>1,552</u>
Total Current Assets	<u>723,328</u>
 Property & Equipment	
Office Furniture	7,697
Equipment	188,344
Vehicles	<u>68,103</u>
Total Property & Equipment	<u>264,144</u>
Less: Accumulated Depreciation	<u>(161,187)</u>
Net Property & Equipment	<u>102,957</u>
 Non-Current Assets	
Right -of-Use Asset	<u>549,737</u>
Total Non-Current Assets	<u>549,737</u>
 Other Assets	
Intangible Assets	7,136
Accumulated Amortization	(1,622)
Debit Balance in Accounts Payable (timing difference)	<u>20,003</u>
Total Other Assets	<u>25,517</u>
 Total Assets	 <u><u>\$ 1,401,539</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, LLC

**STATEMENT OF ASSETS AND LIABILITIES - CONTRACTUAL BASIS
AS OF SEPTEMBER 30, 2025**

LIABILITIES AND MEMBER EQUITY

	<u>2025</u>
Current Liabilities	
Accounts Payable	\$ -
Accrued Expenses	9,889
Real Property -Annual Fee Commitment Current Portion	<u>106,090</u>
Total Current Liabilities	<u>115,979</u>
 Long Term Liabilities	
Real Property -Annual Fee Commitment Non-Current Portion	<u>443,647</u>
Total Long Term Liabilities	<u>443,647</u>
 Total Liabilities	<u><u>559,626</u></u>
 Members' Capital	
Members' Capital and Retained Equity	893,014
Member Draws	(573,891)
Net Income	<u>522,790</u>
Total Members Capital and Retained Equity (Deficit)	<u><u>841,913</u></u>
 Total Liabilities and Members' Equity	<u><u>\$ 1,401,539</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, LLC

**STATEMENT OF REVENUE AND EXPENSES - CONTRACTUAL BASIS
FOR THE TWELVE MONTH PERIOD BEGINNING OCTOBER 1, 2024
THROUGH SEPTEMBER 30, 2025**

	<u>2025</u>
Revenue	
Tuition Revenue	\$ 4,522,378
Refunds	<u>(800)</u>
Net Tuition Revenue	<u>4,521,578</u>
 Selling, General and Administrative Expenses	 <u>4,028,308</u>
 Income (Loss) from Operations	 <u>493,270</u>
 Other Income (Expense)	
Misc. Income	-
Grant Income	14,943
Interest Income	<u>14,577</u>
Total Other Income (Expense)	<u>29,520</u>
 Net Income (Loss) Before Taxes	 522,790
 Net Income (Loss)	 <u><u>\$ 522,790</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, LLC

**STATEMENT OF CASH FLOWS
FOR THE TWELVE MONTH PERIOD BEGINNING OCTOBER 1, 2024
THROUGH SEPTEMBER 30, 2025**

	<u>2025</u>
Cash Flows from Operating Activities	
Net Income (Loss)	\$ 522,790
<i>Adjustments to Reconcile Net Income to</i>	
<i>Net Cash Provided by (Used in) Operating Activities:</i>	
Depreciation	42,223
(Increase) Decrease in:	
Prepaid Expenses	18,691
Increase (Decrease) in:	
Accounts Payable	(26,468)
Accrued Expenses	3,699
Net Cash Provided by (Used in) Operating Activities	<u>560,935</u>
Cash Flows from Investing Activities	
Purchases of Property and Equipment	(81,042)
Net Cash Provided by (Used in) Investing Activities	<u>(81,042)</u>
Cash Flows from Financing Activities	
Owners Draws	(573,891)
Net Cash Provided by (Used in) Financing Activities	<u>(573,891)</u>
Net Increase (Decrease) in Cash	(93,998)
Cash, at Beginning of Year	815,775
Cash, at End of Year	<u><u>\$ 721,777</u></u>

Supplemental Information

Right-of-Use Asset Recognition: The initial recognition of the ROU asset and the related liability is a non-cash transaction and has no impact of the statement of cash flows.

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2024 through September 30, 2025
(See Accountants' Review Report)

Note A - Summary of Significant Accounting Policies

This summary of significant accounting policies of Camp Sewataro, LLC (the Company) is presented to assist in understanding the Company's financial statements. The financial statements and notes are representations of the Company's management who are responsible for their integrity and objectivity. These accounting policies conform to generally accepted accounting principles and have been consistently applied in the preparation of the financial statements.

Business Activity

The Company is located in Massachusetts and is a seasonal day camp for children in preschool through 8th grade. The camp provides diverse, structured outdoor-focused programming to foster social and emotional learning, develop authentic friendships and exposure to nature.

Cash and Cash Equivalents

On September 30, 2025, cash consists of deposits in bank checking accounts; there are no cash equivalents.

Basis of Accounting

The Company has prepared the accompanying financial statements to present the assets, liabilities, revenues, expenses, and cash flows of Camp Sewataro, LLC pursuant to the provisions of Article 3 paragraph 3.2 of the contract dated September 10, 2019, as subsequently amended between Camp Sewataro, LLC and the Town of Sudbury Massachusetts. The contract specifies that Camp Sewataro, LLC prepare financial statements in which all assets are presented in accordance with accounting principles generally accepted in the United States of America and defines certain limitations expenditures to be used in the determination of net revenue to be used in the calculation of the management fee, and revenue share payments due to the Town of Sudbury.

Inventories

The company has no inventory.

Property and Equipment

Property and equipment are carried at cost. Depreciation of property and equipment is computed using straight-line and accelerated methods for financial reporting purposes at rates based on the following estimated useful lives:

	<u>Years</u>
Motor Vehicles	5
Machinery and Equipment	3 - 10
Furniture and Fixtures	3 - 10
Engineering Equipment	3 - 10
Buildings and Improvements	20 – 39

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2024 through September 30, 2025
(See Accountants' Review Report)

Note A - Summary of Significant Accounting Policies (Continued)

Property and Equipment (Continued)

For federal income tax purposes, depreciation is computed using the accelerated cost recovery system and the modified accelerated cost recovery system. Expenditures for major renewals and betterments that extend the useful lives of property and equipment are capitalized. Expenditures for maintenance and repairs are charged to expense as incurred.

Use of Estimates

The presentation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts and disclosures of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Advertising

The Company follows the policy of charging the costs of advertising to expense as incurred.

Limited Liability Company / Income Taxes

The financial statements include only those assets, liabilities, and results of operations which relate to the business of the Company. The financial statements do not include any assets, liabilities, revenue, or expenses attributable to the members' individual activities. The Company files its income tax returns on the accrual basis as a Schedule C for federal and state income tax purposes. As such, the Company will not pay any federal income taxes, as any income or loss will be included in the federal tax returns of the individual member. Accordingly, no provision is made for federal income taxes in the financial statements.

Fair Values of Financial Instruments

The Company is required to disclose estimated fair values for its financial instruments. The carrying amounts of financial instruments including cash, and accounts payable and deferred revenue approximated fair value as of September 30, 2025.

Compensated Absences

The company does not accrue for compensated absences due to the seasonal nature of its employment and operations.

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2024 through September 30, 2025
(See Accountants' Review Report)

Note A - Summary of Significant Accounting Policies (Continued)

Concentration of Credit Risk

The Company maintains cash balances at local financial institutions. The balances at times may exceed federally insured limits. Accounts that are held at local financial institutions are insured by the Federal Deposit Insurance Corporations (FDIC) up to \$250,000. As of September 30, 2025, Cash exceeded the FDIC insured limit by \$471,777.

Revenue Recognition

The Company adopted Accounting Standards Update (ASU) No 2014-09, Revenue from Contracts with Customers (Topic 606) as of September 30, 2021. The ASU provides a single principles-based revenue recognition model with a five-step analysis of transactions to determine when and how revenue is recognized. The adoption of the ASU did not have an impact on the Company's results of operations.

Accounts Receivable

The Company's registration policy requires that all tuition be paid in full prior to the camper's attendance at the camp.

Subsequent Events

The Company's management has evaluated the subsequent events through November 13, 2025, the date on which the financial statements were available to be issued and found no significant events requiring disclosure.

Note B- Intangible Assets

As of September 30, 2025, intangible assets comprised of legal fees associated with securing a trademark.

Note C – Accounts Payable

There were no trade payables on September 30, 2025.

Note D – Accrued Expenses

The Company has the following accrued expenses on September 30, 2025:

Credit Card	<u>\$ 9,889</u>
Total Accrued Expenses	<u>\$ 9,889</u>

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2024 through September 30, 2025
(See Accountants' Review Report)

Note E – Long Term Contracts

On September 10, 2019, the Company entered a long-term contract with the Town of Sudbury, a Massachusetts municipal corporation for a day camp operator and management of real property. Under the terms of this agreement, Camp Sewataro, LLC, will manage the property located at 1 Liberty Ledge, Sudbury Massachusetts. The property consists of approximately 44.3 acres, various structures used for day-camp purposes, including tennis courts, basketball courts, swimming pool, a swimming pond, playing fields, horse riding stables and various other facilities used for day-camp purposes.

Control of the property will remain under the custody and control of the Town, acting by and through the Board of Selectmen. The term of the agreement is for three years beginning on September 10, 2019. The initial term may be extended for up to two (2) additional terms of five (5) years each by mutual written agreement of the Parties provided the Manger has substantially complied with all material terms and conditions of the agreement. Pursuant to the original agreement the contract was extended for an additional term of five (5) years (the extension term) commencing on September 10, 2022 and expiring on September 10, 2027.

The third amendment provides that each party shall continue to have the right to deliver a notice of intent to the other Party to further extend the Term for up to one (1) additional five (5) year period pursuant to the Agreement, provided that no such notice of intent to further extend the Term shall be delivered or be effective prior to January 1, 2027.

Under the terms of the agreement, management fees will be paid to the Town of Sudbury comprised of an annual fee and a variable revenue share payment as follows:

Annual Fee

An annual fee pursuant to the third amendment to the original contract dated September 10, 2019, has increased to \$200,000 per year for the extension term, paid in equal installments of \$100,000 each due on or before May 1st and December 1st of each year of the renewal term. Beginning with the first payment due on May 1, 2024, the annual fee will be increased by 3% per year.

Revenue Share

The revenue share payment is due on December 15th of each year and is calculated for the contract year ending September 30, 2025, as follows:

25.00% of the first \$1,000,000 of Net Revenue
33.33% of the Net Revenue above \$1,000,000

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2024 through September 30, 2025
(See Accountants' Review Report)

Note E – Long Term Contracts (continued)

Revenue Share (continued)

On April 12, 2022, The Town of Sudbury and Camp Sewataro, LLC entered the third amendment to the original contract dated September 10, 2019. The significant modifications to the agreement are as follows:

- Extending the contract period commencing on September 10, 2022, and terminating on September 9, 2027, an additional 5-year term.
- The annual fee increased to \$212,180 per year to be paid in two equal installments of \$106,090 each, due on, May 1, 2025, and December 1, 2025, and on the same due dates for the subsequent extension period years.
- The annual fee will increase annually by 3% for each year after the first extension contract year ends September 30, 2025.
- The Revenue Share formula has changed to the following schedule commencing for the 2023 Camp Season as follows and continuing for the remainder of the Agreement
- - o 25% of the first \$1,000,000 of all Managers' Net Revenue; plus
 - o 33.33% of all Managers' Net Revenue in excess of \$1,000,000

Other operational amendments were made to increase the number of campers allowed, expansion of the public access areas, expanded camp season, public events, water quality enhancements, public swimming, and limitations on the deductible amount of fees paid to professional consultants to advise on camp operations.

Net revenue for purposes of calculating the revenue share calculation is defined as all revenues and receipts received during the fiscal year minus reasonable, usual, and customary operating expenses associated with day camp operations, programmatic activities on the property or other events on the property. There are specific restrictive provisions on compensation to the sole member and other expenditures. As of September 30, 2025, the restrictive covenants of the contract have been met.

The Revenue Share Calculation

Net Income (Loss) From Operations	\$ 522,790
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Adjustments

Revenue Share Fiscal Year End 9/30/2024	114,692
2024 Sub-Contractor Payment Adjustment	2,025

Less:

2024 Manager Compensation Limitation	(173,891)
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Net Income Available to Revenue Sharing	<u>\$ 465,616</u>
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Revenue Share Factor

25% of First \$1,000,000 of Net Revenue	\$ 116,404
33.33% of Net Revenue above \$1,000,000	0
Total Revenue Share Payment	<u>\$ 116,404</u>

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2024 through September 30, 2025
(See Accountants' Review Report)

Note F: Adoption of ASC 842 – Lease / Management Fee Accounting for Land

Effective October 1, 2024, Camp Sewataro LLC adopted ASC 842, "Leases," which requires lessees to recognize a lease liability and a right-of-use asset for all leases on the balance sheet. The new standard aims to increase transparency and comparability among organizations by requiring more comprehensive disclosures regarding lease obligations. Under the terms of the Contract for Day Camp Operator and Management of Real Property there exist a continuing obligation to make an annual fee to the Town of Sudbury for the use of the real property.

Lease / Management of Real Party Obligation Description:

- **Nature of Agreement:** Real Property Management
- **Agreement Term:** 3 years
- **Initial Payment:** Camp Year 2024 \$206,000, with an annual increase of 3%

Financial Impact: Upon adoption, the Company recorded a right-of-use asset and lease liability on its balance sheet.

1. Lease Management Fees ROU Asset and Liability Recognition:

- **Camp Year 2025:** \$212,180 (3% increase from Camp Year 2024)
- **Camp Year 2026:** \$218,545 (3% increase from Camp Year 2025)
- **Camp Year 2027:** \$225,102 (3% increase from Camp Year 2026)

2. Right-of-Use Asset: Simultaneously, a right-of-use asset was recognized, equating the real property management fee liabilities for the remaining years of the current agreement.

3. Transition Method: The Company elected to adopt the new standard using the modified retrospective approach, applying the transition provisions at the beginning of the period of adoption, without restating comparative periods.

4. Practical Expedients: The Company elected the practical expedient package of three expedients that allows entities to:

- Not reassess whether any expired or existing contracts contain leases.
- Not reassess the lease classification for any expired or existing leases.
- Not reassess initial direct costs for any existing leases.

5. Other Disclosures:

- The weighted average remaining lease term and discount rate will be disclosed in the financial statements in accordance with ASC 842 requirements.
- The annual fee payments due are scheduled as above, with an increase applied annually.

This adoption of ASC 842 did not significantly impact on the financial position or results of operations

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2024 through September 30, 2025
(See Accountants' Review Report)

Note F – Retirement Plan

The Company, by a Joinder Agreement with K & E Camp Corporation has elected to provide 401(k) safe harbor plan benefits that allow employees to defer up to elective deferral limits established each year by the Internal Revenue Service. The Company's matching contribution shall be allocated to eligible participants, except for the manager. The matching formula is as follows:

Rate One:

100% of the Participant's matched employee contributions are not more than 3% of the Participant's compensation plus,

Rate Two:

50% of the amount of the Participant's matched employee contributions that exceed 3% of the Participant's contributions but that do not exceed 5% of the participant's compensation.

As of September 30, 2025, the company's profit-sharing contributions related to the plan were \$18,955.

SUPPLEMENTARY INFORMATION

CAMP SEWATARO, LLC

**SCHEDULE OF SELLING, GENERAL AND ADMINISTRATIVE EXPENSES
FOR THE TWELVE MONTH PERIOD BEGINNING OCTOBER 1, 2024
THROUGH SEPTEMBER 30, 2025**

	<u>2025</u>
Selling, General and Administrative Expenses	
Advertising	\$ 50,851
Auto Expense	19,118
Bank Charges	30
Camp Activities	135,533
Contract Services	84,302
Credit Card Processing	139,700
Depreciation & Amortization	42,223
Dues & Subscriptions	106,724
Employee Benefits	49,405
Insurance Expense	168,443
Rent & Revenue Share Paid to the Town of Sudbury	323,782
Office Expense	28,206
Payroll Processing	8,863
Pension Expense	18,955
Ponds and Pools	36,010
Professional Fees	28,558
Repairs & Maintenance	
Repairs & Maintenance - Building	36,000
Repairs & Maintenance Grounds	220,806
Repairs & Maintenance - Town Upgrades	<u>-</u>
Total Repairs & Maintenance	256,806
Salaries & Wages - Staff	1,895,676
Taxes - Other	187
Taxes - Payroll	212,358
Town Events	15,331
Transportation	299,279
Utilities	107,968
Total Selling, General and Administrative Expenses	<u><u>\$ 4,028,308</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, LLC

FINANCIAL STATEMENTS
AS OF SEPTEMBER 30, 2024
TOGETHER WITH
INDEPENDENT ACCOUNTANTS' REVIEW REPORT

CAMP SEWATARO, LLC

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SEPTEMBER 30, 2024

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INDEPENDENT ACCOUNTANTS' REVIEW REPORT

To Management
Camp Sewataro, LLC
Sudbury, Massachusetts

We have reviewed the accompanying financial statements of Camp Sewataro, LLC (a sole member limited liability company), which comprise the statement of assets and liabilities—contractual basis as of September 30, 2024, and the related statements of revenues and expenses—contractual basis, and cash flows—contractual basis for the twelve months then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Managements' Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract between the Town of Sudbury, Massachusetts (a municipal corporation) and Camp Sewataro, LLC dated September 10, 2019 and subsequent amendments (the contract). Management is also responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

Accountants' Responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract. We believe that the results of our procedures provide a reasonable basis for our conclusion.

Accountant's Conclusion

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements for them to be in accordance with the financial reporting provisions of Article 3 paragraph 3.2 and its subsequent amendments of the contract.

Basis of Accounting

We draw attention to Note A of the financial statements, which describes the basis of accounting. The financial statements are prepared in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract and subsequent amendments, which is a basis of accounting other than accounting principles generally accepted in the United States of America, to comply with the financial reporting provisions of the contract referred to above. Our conclusion is not modified with respect to this matter.

Restriction on Use

Our report is intended solely for the information and use of the managements of Camp Sewataro, LLC and the Article 3 paragraph 3.2 of the contract with the Town of Sudbury, Massachusetts through its Board of Selectmen and is not intended to be, and should not be, used by anyone other than these specified parties.

KorbeY LaGue, PLLP

November 13, 2024

CAMP SEWATARO, LLC

**STATEMENT OF ASSETS AND LIABILITIES - CONTRACTUAL BASIS
AS OF SEPTEMBER 30, 2024**

ASSETS

	<u>2024</u>
Current Assets	
Cash	\$ 815,775
Employee Benefit Funding	<u>239</u>
Total Current Assets	<u>816,014</u>
 Property & Equipment	
Office Furniture	7,697
Equipment	115,237
Vehicles	<u>60,167</u>
Total Property & Equipment	<u>183,101</u>
 Less: Accumulated Depreciation	<u>(119,634)</u>
Net Property & Equipment	<u>63,467</u>
 Non-Current Assets	
Right -of-Use Asset	<u>655,827</u>
Total Non-Current Assets	<u>655,827</u>
 Other Assets	
Intangible Assets	7,136
Accumulated Amortization	(951)
Prepaid Expenses	<u>14,856</u>
Total Other Assets	<u>21,041</u>
 Total Assets	 <u><u>\$ 1,556,349</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, LLC

**STATEMENT OF ASSETS AND LIABILITIES - CONTRACTUAL BASIS
AS OF SEPTEMBER 30, 2024**

LIABILITIES AND MEMBER EQUITY

	<u>2024</u>
Current Liabilities	
Accounts Payable	\$ -
Accrued Expenses	6,190
Real Property -Annual Fee Commitment Current Portion	<u>106,090</u>
Total Current Liabilities	<u>112,280</u>
 Long Term Liabilities	
Real Property -Annual Fee Commitment Non-Current Portion	<u>549,737</u>
Total Long Term Liabilities	<u>549,737</u>
 Total Liabilities	<u><u>662,017</u></u>
 Members' Capital	
Members' Capital and Retained Equity	2,746,363
Member Draws	(2,376,454)
Net Income	<u>524,423</u>
Total Members Capital and Retained Equity (Deficit)	<u><u>894,332</u></u>
 Total Liabilities and Members' Equity	<u><u>\$ 1,556,349</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, LLC

**STATEMENT OF REVENUE AND EXPENSES - CONTRACTUAL BASIS
FOR THE TWELVE MONTH PERIOD BEGINNING OCTOBER 1, 2023
THROUGH SEPTEMBER 30, 2024**

	<u>2024</u>
Revenue	
Tuition Revenue	\$ 4,385,580
Refunds	<u>(3,516)</u>
Net Tuition Revenue	<u>4,382,064</u>
 Selling, General and Administrative Expenses	 <u>3,869,636</u>
 Income (Loss) from Operations	 <u>512,428</u>
 Other Income (Expense)	
Misc. Income	260
Grant Income	11,513
Interest Income	<u>222</u>
Total Other Income (Expense)	<u>11,995</u>
 Net Income (Loss) Before Taxes	 524,423
 Net Income (Loss)	 <u><u>\$ 524,423</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, LLC

**STATEMENT OF CASH FLOWS
FOR THE TWELVE MONTH PERIOD BEGINNING OCTOBER 1, 2023
THROUGH SEPTEMBER 30, 2024**

	<u>2024</u>
Cash Flows from Operating Activities	
Net Income (Loss)	\$ 524,423
<i>Adjustments to Reconcile Net Income to Net Cash Provided by (Used in) Operating Activities:</i>	
Depreciation	20,820
(Increase) Decrease in:	
Prepaid Expenses	(14,856)
Increase (Decrease) in:	
Accounts Payable	
Accrued Expenses	(9,826)
Net Cash Provided by (Used in) Operating Activities	<u>520,561</u>
Cash Flows from Investing Activities	
Purchases of Property and Equipment	(5,839)
Net Cash Provided by (Used in) Investing Activities	<u>(5,839)</u>
Cash Flows from Financing Activities	
Owners Draws	(717,312)
Net Cash Provided by (Used in) Financing Activities	<u>(717,312)</u>
Net Increase (Decrease) in Cash	(202,590)
Cash, at Beginning of Year	1,018,604
Cash, at End of Year	<u><u>\$ 816,014</u></u>

Supplemental Information

Right-of-Use Asset Recognition: The initial recognition of the ROU asset and the related liability is a non-cash transaction and has no impact of the statement of cash flows.

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2023, through September 30, 2024
(See Accountants' Review Report)

Note A - Summary of Significant Accounting Policies

This summary of significant accounting policies of Camp Sewataro, LLC (the Company) is presented to assist in understanding the Company's financial statements. The financial statements and notes are representations of the Company's management who are responsible for their integrity and objectivity. These accounting policies conform to generally accepted accounting principles and have been consistently applied in the preparation of the financial statements.

Business Activity

The Company is a Massachusetts, seasonal day camp for children in preschool through 8th grade. The camp provides diverse, structured outdoor-focused programming to foster social, and emotional learning, develop authentic friendships and exposure to nature.

Cash and Cash Equivalents

On September 30, 2024, cash consists of deposits in bank checking accounts; there are no cash equivalents.

Basis of Accounting

The Company has prepared the accompanying financial statements to present the assets, liabilities, revenues, expenses, and cash flows of Camp Sewataro, LLC pursuant to the provisions of Article 3 paragraph 3.2 of the contract dated September 10, 2019, as subsequently amended between Camp Sewataro, LLC and the Town of Sudbury Massachusetts. The contract specifies that Camp Sewataro, LLC prepare financial statements in which all assets are presented in accordance with accounting principles generally accepted in the United States of America and defines certain limitations expenditures to be used in the determination of net revenue to be used in the calculation of the management fee, and revenue share payments due to the Town of Sudbury.

Inventories

The company has no inventory.

Property and Equipment

Property and equipment are carried at cost. Depreciation of property and equipment is computed using straight-line and accelerated methods for financial reporting purposes at rates based on the following estimated useful lives:

	<u>Years</u>
Motor Vehicles	5
Machinery and Equipment	3 - 10
Furniture and Fixtures	3 - 10
Engineering Equipment	3 - 10
Buildings and Improvements	20 – 39

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2023, through September 30, 2024
(See Accountants' Review Report)

Note A - Summary of Significant Accounting Policies (Continued)

Property and Equipment (Continued)

For federal income tax purposes, depreciation is computed using the accelerated cost recovery system and the modified accelerated cost recovery system. Expenditures for major renewals and betterments that extend the useful lives of property and equipment are capitalized. Expenditures for maintenance and repairs are charged to expense as incurred.

Use of Estimates

The presentation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts and disclosures of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Advertising

The Company follows the policy of charging the costs of advertising to expense as incurred.

Limited Liability Company / Income Taxes

The financial statements include only those assets, liabilities, and results of operations which relate to the business of the Company. The financial statements do not include any assets, liabilities, revenue, or expenses attributable to the members' individual activities. The Company files its income tax returns on the accrual basis as a Schedule C for federal and state income tax purposes. As such, the Company will not pay any federal income taxes, as any income or loss will be included in the federal tax returns of the individual member. Accordingly, no provision is made for federal income taxes in the financial statements.

Fair Values of Financial Instruments

The Company is required to disclose estimated fair values for its financial instruments. The carrying amounts of financial instruments including cash, and accounts payable and deferred revenue approximated fair value as of September 30, 2024.

Compensated Absences

The company does not accrue for compensated absences due to the seasonal nature of its employment and operations.

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2023, through September 30, 2024
(See Accountants' Review Report)

Note A - Summary of Significant Accounting Policies (Continued)

Concentration of Credit Risk

The Company maintains cash balances at local financial institutions. The balances at times may exceed federally insured limits. Accounts that are held at local financial institutions are insured by the Federal Deposit Insurance Corporations (FDIC) up to \$250,000. As of September 30, 2024, Cash exceeded the FDIC insured limit by \$565,775

Revenue Recognition

The Company adopted Accounting Standards Update (ASU) No 2014-09, Revenue from Contracts with Customers (Topic 606) as of September 30, 2021. The ASU provides a single principles-based revenue recognition model with a five-step analysis of transactions to determine when and how revenue is recognized. The adoption of the ASU did not have an impact on the Company's results of operations.

Accounts Receivable

The Company's registration policy requires that all tuition be paid in full prior to the camper's attendance at the camp.

Subsequent Events

The Company's management has evaluated the subsequent events through November 13, 2024, the date on which the financial statements were available to be issued and found no significant events requiring disclosure.

Note B- Intangible Assets

As of September 30, 2024, intangible assets comprised of legal fees associated with securing a trademark.

Note C – Accounts Payable

There were no trade payables on September 30, 2024.

Note D – Accrued Expenses

The Company has the following accrued expenses on September 30, 2024:

Credit Card	<u>\$ 16,016</u>
Total Accrued Expenses	<u>\$ 16,016</u>

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2023, through September 30, 2024
(See Accountants' Review Report)

Note E – Long Term Contracts

On September 10, 2019, the Company entered into a long-term contract with the Town of Sudbury, a Massachusetts municipal corporation for a day camp operator and management of real property. Under the terms of this agreement, Camp Sewataro, LLC will manage the property located at 1 Liberty Ledge, Sudbury Massachusetts. The property consists of approximately 44.3 acres, various structures used for day-camp purpose's, together with tennis courts, basketball courts, swimming pool, a swimming pond, playing fields, horse riding stables and various other facilities used for day-camp purposes.

Control of the property will remain under the custody and control of the Town, acting by and through the Board of Selectmen. The term of the agreement is for three years beginning on September 10, 2019. The initial term may be extended for up to two (2) additional terms of five (5) years each by mutual written agreement of the Parties provided the Manger has substantially complied with all material terms and conditions of the agreement. Pursuant to the original agreement the contract was extended for an additional term of five (5) years (the extension term) commencing on September 10, 2022 and expiring on September 10, 2027.

The third amendment provides that each party shall continue to have the right to deliver a notice of intent to the other Party to further extend the Term for up to one (1) additional five (5) year period pursuant to the Agreement, provided that no such notice of intent to further extend the Term shall be delivered or be effective prior to January 1, 2027.

Under the terms of the agreement, a management fees will be paid to the Town of Sudbury comprised on an annual fee and a variable revenue share payment as follows:

Annual Fee

An annual fee pursuant to the third amendment to the original contract dated September 10, 2019 has increased to \$200,000 per each year for the extension term, paid in equal installments of \$100,000 each due on or before May 1st and December 1st of each year of the renewal term. Beginning with the first payment due on May 1, 2024, the annual fee will be increased by 3% per year.

Revenue Share

The revenue share payment is due on December 15th of each year and is calculated for the contract year ending September 30, 2024, as follows:

25.00% of the first \$1,000,000 of Net Revenue
33.33% of the Net Revenue above \$1,000,000

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2023, through September 30, 2024
(See Accountants' Review Report)

Note E – Long Term Contracts (continued)

Revenue Share (continued)

On April 12, 2022, The Town of Sudbury and Camp Sewataro, LLC entered the third amendment to the original contract dated September 10, 2019. The significant modifications to the agreement follow:

- Extending the contract period commencing on September 10, 2022, and terminating on September 9, 2027, an additional 5-year term.
- The annual fee increased to \$206,000 per year to be paid in two equal installments of \$103,000 each, due on , May 1, 2024 and December 1, 2024, and on the same due dates for the subsequent extension period years.
- The annual fee will increase annually by 3% for each year after the first extension contract year ends September 30, 2024.
- The Revenue Share formula has changed to the following schedule commencing for the 2023 Camp Season as follows and continuing for the remainder of the Agreement
- - 25% of the first \$1,000,000 of Manager's Net Revenue; plus
 - 33.33% of all Managers Net Revenue in excess of \$1,000,000

Other operational amendments were made to increase the number of campers allowed, expansion of the public access areas, expanded camp season, public events, water quality enhancements, public swimming, and limitations on the deductible amount of fees paid to professional consultants to advise on camp operations.

Net revenue for purposes of calculating the revenue share calculation is defined as all revenues and receipts received during the fiscal year minus reasonable, usual, and customary operating expenses associated with day camp operations, programmatic activities on the property or other events on the property. There are specific restrictive provisions on compensation to the sole member and other expenditures. As of September 30, 2024, the restrictive covenants of the contract have been met.

The Revenue Share Calculation

Net Income (Loss) From Operations	\$ 524,423
--	------------

Adjustments

Revenue Share Fiscal Year End 9/30/2023	92,956
2023 Sub-Contractor Payment Adjustment	2,213

Less:

2023 Manager Compensation Limitation	(168,826)
--------------------------------------	-----------

Net Income Available to Revenue Sharing	<u>\$ 450,766</u>
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Revenue Share Factor

25% of First \$1,000,000	\$ 112,692
33.33% of Net Revenue above \$1,000,000	0
Total Revenue Share Payment	<u>\$ 112,692</u>

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2023, through September 30, 2024
(See Accountants' Review Report)

Note F: Adoption of ASC 842 – Lease / Management Fee Accounting for Land

Effective October 1, 2024, Camp Sewataro LLC adopted ASC 842, "Leases," which requires lessees to recognize a lease liability and a right-of-use asset for all leases on the balance sheet. The new standard aims to increase transparency and comparability among organizations by requiring more comprehensive disclosures regarding lease obligations. Under the terms of the Contract for Day Camp Operator and Management of Real Property there exist a continuing obligation to make an annual fee to the Town of Sudbury for the use of the real property.

Lease / Management of Real Property Obligation Description:

- **Nature of Agreement:** Real Property Management
- **Agreement Term:** 3 years
- **Initial Payment:** Camp Year 2024 \$206,000, with an annual increase of 3%

Financial Impact: Upon adoption, the Company recorded a right-of-use asset and lease liability on its balance sheet.

1. Lease Management Fees ROU Asset and Liability Recognition:

- **Camp Year 2025:** \$212,180 (3% increase from Camp Year 2024)
- **Camp Year 2026:** \$218,545 (3% increase from Camp Year 2025)
- **Camp Year 2027:** \$225,102 (3% increase from Camp Year 2026)

2. Right-of-Use Asset: Simultaneously, a right-of-use asset was recognized, equating the real property management fee liabilities for the remaining years of the current agreement.

3. Transition Method: The Company elected to adopt the new standard using the modified retrospective approach, applying the transition provisions at the beginning of the period of adoption, without restating comparative periods.

4. Practical Expedients: The Company elected the practical expedient package of three expedients that allows entities to:

- Not reassess whether any expired or existing contracts contain leases.
- Not reassess the lease classification for any expired or existing leases.
- Not reassess initial direct costs for any existing leases.

5. Other Disclosures:

- The weighted average remaining lease term and discount rate will be disclosed in the financial statements in accordance with ASC 842 requirements.
- The annual fee payments due are scheduled as above, with an increase applied annually.

This adoption of ASC 842 did not significantly impact our financial position or results of operations

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2023, through September 30, 2024
(See Accountants' Review Report)

Note F – Retirement Plan

The Company, by a Joinder Agreement with K & E Camp Corporation has elected to provide 401(k) safe harbor plan benefits that allow employees to defer up to elective deferral limits established each year by the Internal Revenue Service. The Company's matching contribution shall be allocated to eligible participants, except for the manager. The matching formula is as follows:

Rate One:

100% of the Participant's matched employee contributions that are not more than 3% of the Participant's compensation plus;

Rate Two:

50% of the amount of the Participant's matched employee contributions that exceed 3% of the Participant's contributions but that do not exceed 5% of the participant's compensation.

As of September 30, 2024, the company's profit-sharing contributions related to the plan was \$15,914.

SUPPLEMENTARY INFORMATION

CAMP SEWATARO, LLC

**SCHEDULE OF SELLING, GENERAL AND ADMINISTRATIVE EXPENSES
FOR THE TWELVE MONTH PERIOD BEGINNING OCTOBER 1, 2023
THROUGH SEPTEMBER 30, 2024**

	<u>2024</u>
Selling, General and Administrative Expenses	
Advertising	\$ 46,743
Auto Expense	287,962
Bank Charges	538
Camp Activities	147,473
Contract Services	92,969
Credit Card Processing	130,076
Depreciation & Amortization	20,820
Dues & Subscriptions	78,476
Employee Benefits	33,771
Insurance Expense	159,949
Rent & Revenue Share Paid to the Town of Sudbury	295,956
Office Expense	32,791
Payroll Processing	8,446
Pension Expense	15,914
Ponds and Pools	29,582
Professional Fees	32,066
Repairs & Maintenance	
Repairs & Maintenance - Building	39,326
Repairs & Maintenance Grounds	179,240
Repairs & Maintenance - Town Upgrades	<u>88,947</u>
Total Repairs & Maintenance	307,513
Salaries & Wages - Staff	1,822,688
Taxes - Other	187
Taxes - Payroll	199,483
Town Events	30,758
Transportation	13,518
Utilities	81,957
Total Selling, General and Administrative Expenses	<u><u>\$ 3,869,636</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, LLC

FINANCIAL STATEMENTS
AS OF SEPTEMBER 30, 2023
TOGETHER WITH
INDEPENDENT ACCOUNTANTS' REVIEW REPORT

CAMP SEWATARO, LLC

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SEPTEMBER 30, 2023

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INDEPENDENT ACCOUNTANTS' REVIEW REPORT

To Management
Camp Sewataro, LLC
Sudbury, Massachusetts

We have reviewed the accompanying financial statements of Camp Sewataro, LLC (a sole member limited liability company), which comprise the statement of assets and liabilities—contractual basis as of September 30, 2023, and the related statements of revenues and expenses—contractual basis, and cash flows—contractual basis for the twelve months then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Managements' Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract between the Town of Sudbury, Massachusetts (a municipal corporation) and Camp Sewataro, LLC dated September 10, 2019 and subsequent amendments (the contract). Management is also responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

Accountants' Responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract. We believe that the results of our procedures provide a reasonable basis for our conclusion.

Accountant's Conclusion

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements for them to be in accordance with the financial reporting provisions of Article 3 paragraph 3.2 and its subsequent amendments of the contract.

Basis of Accounting

We draw attention to Note A of the financial statements, which describes the basis of accounting. The financial statements are prepared in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract and subsequent amendments, which is a basis of accounting other than accounting principles generally accepted in the United States of America, to comply with the financial reporting provisions of the contract referred to above. Our conclusion is not modified with respect to this matter.

Restriction on Use

Our report is intended solely for the information and use of the managements of Camp Sewataro, LLC and the Article 3 paragraph 3.2 of the contract with the Town of Sudbury, Massachusetts through its Board of Selectmen and is not intended to be, and should not be, used by anyone other than these specified parties.

Korbey Laque, PLLP

November 13, 2023

CAMP SEWATARO, LLC

**STATEMENT OF ASSETS AND LIABILITIES - CONTRACTUAL BASIS
AS OF SEPTEMBER 30, 2023**

ASSETS

	<u>2023</u>
Current Assets	
Cash	\$ 1,018,604
Total Current Assets	<u>1,018,604</u>
 Property & Equipment	
Office Furniture	7,697
Equipment	115,237
Vehicles	54,328
Total Property & Equipment	<u>177,262</u>
 Less: Accumulated Depreciation	<u>(99,290)</u>
Net Property & Equipment	<u>77,972</u>
 Other Assets	
Intangible Assets	7,136
Accumulated Amortization	(475)
Total Other Assets	<u>6,661</u>
 Total Assets	<u><u>\$ 1,103,237</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, LLC

**STATEMENT OF ASSETS AND LIABILITIES - CONTRACTUAL BASIS
AS OF SEPTEMBER 30, 2023**

LIABILITIES AND MEMBER EQUITY

	<u>2023</u>
Current Liabilities	
Accounts Payable	-
Accrued Expenses	<u>16,016</u>
Total Current Liabilities	<u>16,016</u>
 Long Term Liabilities	
Total Long Term Liabilities	<u>0</u>
 Total Liabilities	<u>16,016</u>
 Members' Capital	
Members' Capital and Retained Equity	2,429,458
Member Draws	(1,652,860)
Net Income	<u>310,623</u>
Total Members Capital and Retained Equity (Deficit)	<u>1,087,221</u>
 Total Liabilities and Members' Equity	<u><u>\$ 1,103,237</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, LLC

**STATEMENT OF REVENUE AND EXPENSES - CONTRACTUAL BASIS
FOR THE TWELVE MONTH PERIOD BEGINNING OCTOBER 1, 2022
THROUGH SEPTEMBER 30, 2023**

	<u>2023</u>
Revenue	
Tuition Revenue	\$ 3,988,053
Refunds	<u>(2,874)</u>
Net Tuition Revenue	<u>3,985,179</u>
 Selling, General and Administrative Expenses	 <u>3,684,798</u>
 Income (Loss) from Operations	 <u>300,381</u>
 Other Income (Expense)	
Misc. Income	10,238
Interest Income	<u>4</u>
Total Other Income (Expense)	<u>10,242</u>
 Net Income (Loss) Before Taxes	 310,623
 Net Income (Loss)	 <u><u>\$ 310,623</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, LLC

**STATEMENT OF CASH FLOWS
FOR THE TWELVE MONTH PERIOD BEGINNING OCTOBER 1, 2022
THROUGH SEPTEMBER 30, 2023**

	<u>2023</u>
Cash Flows from Operating Activities	
Net Income (Loss)	\$ 310,623
<i>Adjustments to Reconcile Net Income to</i>	
<i>Net Cash Provided by (Used in) Operating Activities:</i>	
Depreciation	23,137
(Increase) Decrease in:	
Prepaid Expenses	-
 Increase (Decrease) in:	
Accounts Payable	(7,318)
Accrued Expenses	12,964
Net Cash Provided by (Used in) Operating Activities	<u>339,406</u>
 Cash Flows from Investing Activities	
Purchases of Property and Equipment	(15,098)
Net Cash Provided by (Used in) Investing Activities	<u>(15,098)</u>
 Cash Flows from Financing Activities	
Owners Draws	(534,120)
Net Cash Provided by (Used in) Financing Activities	<u>(534,120)</u>
 Net Increase (Decrease) in Cash	(209,812)
Cash, at Beginning of Year	1,228,416
Cash, at End of Year	<u><u>\$ 1,018,604</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2022, through September 30, 2023
(See Accountants' Review Report)

Note A - Summary of Significant Accounting Policies

This summary of significant accounting policies of Camp Sewataro, LLC (the Company) is presented to assist in understanding the Company's financial statements. The financial statements and notes are representations of the Company's management who are responsible for their integrity and objectivity. These accounting policies conform to generally accepted accounting principles and have been consistently applied in the preparation of the financial statements.

Business Activity

The Company is a Massachusetts, seasonal day camp for children in preschool through 8th grade. The camp provides diverse, structured outdoor-focused programming to foster social, and emotional learning, develop authentic friendships and exposure to nature.

Cash and Cash Equivalents

On September 30, 2023, cash consists of deposits in bank checking accounts; there are no cash equivalents.

Basis of Accounting

The Company has prepared the accompanying financial statements to present the assets, liabilities, revenues, expenses, and cash flows of Camp Sewataro, LLC pursuant to the provisions of Article 3 paragraph 3.2 of the contract dated September 10, 2019, as subsequently amended between Camp Sewataro, LLC and the Town of Sudbury Massachusetts. The contract specifies that Camp Sewataro, LLC prepare financial statements in which all assets are presented in accordance with accounting principles generally accepted in the United States of America and defines certain limitations expenditures to be used in the determination of net revenue to be used in the calculation of the management fee, and revenue share payments due to the Town of Sudbury.

Inventories

The company has no inventory.

Property and Equipment

Property and equipment are carried at cost. Depreciation of property and equipment is computed using straight-line and accelerated methods for financial reporting purposes at rates based on the following estimated useful lives:

	<u>Years</u>
Motor Vehicles	5
Machinery and Equipment	3 - 10
Furniture and Fixtures	3 - 10
Engineering Equipment	3 - 10
Buildings and Improvements	20 – 39

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2022, through September 30, 2023
(See Accountants' Review Report)

Note A - Summary of Significant Accounting Policies (Continued)

Property and Equipment (Continued)

For federal income tax purposes, depreciation is computed using the accelerated cost recovery system and the modified accelerated cost recovery system. Expenditures for major renewals and betterments that extend the useful lives of property and equipment are capitalized. Expenditures for maintenance and repairs are charged to expense as incurred.

Use of Estimates

The presentation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts and disclosures of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Advertising

The Company follows the policy of charging the costs of advertising to expense as incurred.

Limited Liability Company / Income Taxes

The financial statements include only those assets, liabilities, and results of operations which relate to the business of the Company. The financial statements do not include any assets, liabilities, revenue, or expenses attributable to the members' individual activities. The Company files its income tax returns on the accrual basis as a Schedule C for federal and state income tax purposes. As such, the Company will not pay any federal income taxes, as any income or loss will be included in the federal tax returns of the individual member. Accordingly, no provision is made for federal income taxes in the financial statements.

Fair Values of Financial Instruments

The Company is required to disclose estimated fair values for its financial instruments. The carrying amounts of financial instruments including cash, and accounts payable and deferred revenue approximated fair value as of September 30, 2023.

Compensated Absences

The company does not accrue for compensated absences due to the seasonal nature of its employment and operations.

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2022, through September 30, 2023
(See Accountants' Review Report)

Note A - Summary of Significant Accounting Policies (Continued)

Concentration of Credit Risk

The Company maintains cash balances at local financial institutions. The balances at times may exceed federally insured limits. Accounts that are held at local financial institutions are insured by the Federal Deposit Insurance Corporations (FDIC) up to \$250,000. As of September 30, 2023, Cash exceeded the FDIC insured limit by \$768,604

Revenue Recognition

The Company adopted Accounting Standards Update (ASU) No 2014-09, Revenue from Contracts with Customers (Topic 606) as of September 30, 2021. The ASU provides a single principles-based revenue recognition model with a five-step analysis of transactions to determine when and how revenue is recognized. The adoption of the ASU did not have an impact on the Company's results of operations.

Accounts Receivable

The Company's registration policy requires that all tuition be paid in full prior to the camper's attendance at the camp.

Subsequent Events

The Company's management has evaluated the subsequent events through November 13, 2023, the date on which the financial statements were available to be issued, and found no significant events requiring disclosure.

Note B- Intangible Assets

As of September 30, 2023, intangible assets comprised of legal fees associated with securing a trademark.

Note C – Accounts Payable

Accounts payable consist of trade accounts payable due under normal payment terms.

Note D – Accrued Expenses

The Company has the following accrued expenses on September 30, 2023:

Credit Card	<u>\$ 16,016</u>
Total Accrued Expenses	<u>\$ 16,016</u>

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2022, through September 30, 2023
(See Accountants' Review Report)

Note E – Long Term Contracts

On September 10, 2019, the Company entered into a long-term contract with the Town of Sudbury, a Massachusetts municipal corporation for a day camp operator and management of real property. Under the terms of this agreement, Camp Sewataro, LLC will manage the property located at 1 Liberty Ledge, Sudbury Massachusetts. The property consists of approximately 44.3 acres, various structures used for day-camp purpose's, together with tennis courts, basketball courts, swimming pool, a swimming pond, playing fields, horse riding stables and various other facilities used for day-camp purposes.

Control of the property will remain under the custody and control of the Town, acting by and through the Board of Selectmen. The term of the agreement is for three years beginning on September 10, 2019. The initial term may be extended for up to two (2) additional terms of five (5) years each by mutual written agreement of the Parties provided the Manger has substantially complied with all material terms and conditions of the agreement. Pursuant to the original agreement the contract was extended for an additional term of five (5) years (the extension term) commencing on September 10, 2022, and expiring on September 9, 2027.

Under the terms of the agreement, a management fee will be paid to the Town of Sudbury comprised on an annual fee and a variable revenue share payment as follows:

Annual Fee

An annual fee pursuant to the third amendment to the original contract dated September 10, 2019 has increased to \$200,000 per each year of the extension term, paid in equal installments of \$100,000 each due on or before May 1st and December 1st of each year of the renewal term. Beginning with the first payment due on May 1, 2024, the annual fee will be increased by 3% per year.

Revenue Share

The revenue share payment is due on December 15th of each year and is calculated for the contract year ending September 30, 2023 follows:

25.00% of the first \$1,000,000 of Net Revenue
33.33% of the Net Revenue above \$1,000,000

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2022, through September 30, 2023
(See Accountants' Review Report)

Note E – Long Term Contracts (continued)

Revenue Share (continued)

On April 12, 2022, The Town of Sudbury and Camp Sewataro, LLC entered the third amendment to the original contract dated September 10, 2019. The significant modifications to the agreement follow:

- Extending the contract period commencing on September 10, 2022, and terminating on September 9, 2027, an additional 5-year term.
- The annual fee increased to \$200,000 per year to be paid in two equal installments of \$100,000 each, due on May 1, 2023 and December 1, 2023, and on the same due dates for the subsequent extension period years.
- The annual fee will increase annually by 3% for each year after the first extension contract year ends September 30, 2023.
- The Revenue Share formula has changed to the following schedule commencing for the 2023 Camp Season as follows:
 - 25% of the first \$1,000,000 of Manager's Net Revenue; plus
 - 33% of all Managers Net Revenue in excess of \$1,000,000

Other operational amendments were made to increase the number of campers allowed, expansion of the public access areas, expanded camp season, public events, water quality enhancements, public swimming, and limitations on the deductible amount of fees paid to professional consultants to advise on camp operations.

Net revenue for purposes of calculating the revenue share calculation is defined as all revenues and receipts received during the fiscal year minus reasonable, usual, and customary operating expenses associated with day camp operations, programmatic activities on the property or other events on the property. There are specific restrictive provisions on compensation to the sole member and other expenditures. As of September 30, 2023, the restrictive covenants of the contract have been met.

The revenue share calculation

Net Income (Loss) From Operations	\$ 310,623
Adjustments	
Revenue Share Fiscal Year End 9/30/2023	225,112
Less:	
2023 Manager Compensation Limitation	<u>(163,909)</u>
Net Income Available to Revenue Sharing	<u>\$ 371,826</u>
Revenue Share Factor	
25% of First \$1,000,000	\$ 92,956
33.33% of Net Revenue above \$1,000,000	0
Total Revenue Share Payment	<u>\$ 92,956</u>

CAMP SEWATARO, LLC
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2022, through September 30, 2023
(See Accountants' Review Report)

Note F – Retirement Plan

The Company, by a Joinder Agreement with K & E Camp Corporation has elected to provide 401(k) safe harbor plan benefits that allow employees to defer up to elective deferral limits established each year by the Internal Revenue Service. The Company's matching contribution shall be allocated to eligible participants, except for the manager. The matching formula is as follows:

Rate One:

100% of the Participant's matched employee contributions that are not more than 3% of the Participant's compensation plus

Rate Two:

50% of the amount of the Participant's matched employee contributions that exceed 3% of the Participant's contributions but that do not exceed 5% of the participant's compensation.

As of September 30, 2023, the company's profit-sharing contributions related to the plan was \$17,627.

SUPPLEMENTARY INFORMATION

CAMP SEWATARO, LLC

SCHEDULE OF SELLING, GENERAL AND ADMINISTRATIVE EXPENSES
FOR THE TWELVE MONTH PERIOD BEGINNING OCTOBER 1, 2022
THROUGH SEPTEMBER 30, 2023

	<u>2023</u>
Selling, General and Administrative Expenses	
Advertising	\$ 55,985
Auto Expense	8,409
Bank Charges	25
Camp Activities	136,521
Contract Services	80,376
Credit Card Processing	116,948
Depreciation & Amortization	23,138
Dues & Subscriptions	71,319
Employee Benefits	37,001
Insurance Expense	140,047
Rent & Revenue Share Paid to the Town of Sudbury	385,112
Office Expense	35,665
Payroll Processing	7,371
Pension Expense	17,627
Ponds and Pools	16,743
Professional Fees	69,924
Repairs & Maintenance	219,139
Salaries & Wages - Staff	1,691,068
Taxes - Other	160
Taxes - Payroll	189,262
Town Events	25,895
Transportation	285,757
Utilities	71,306
Total Selling, General and Administrative Expenses	<u><u>\$ 3,684,798</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, LLC

FINANCIAL STATEMENTS
AS OF SEPTEMBER 30, 2022
TOGETHER WITH
INDEPENDENT ACCOUNTANTS' REVIEW REPORT

INDEPENDENT ACCOUNTANT'S REVIEW REPORT

To Management
Camp Sewataro, LLC
Sudbury, Massachusetts

We have reviewed the accompanying financial statements of Camp Sewataro, LLC (a sole member limited liability company), which comprise the statement of assets and liabilities—contractual basis as of September 30, 2022, and the related statements of revenues and expenses—contractual basis and cash flows—contractual basis for the twelve months then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract between the Town of Sudbury, Massachusetts (a municipal corporation) and Camp Sewataro, LLC dated September 10, 2019 (the contract). Management is also responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

Accountant's Responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract. We believe that the results of our procedures provide a reasonable basis for our conclusion.

Accountant's Conclusion

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements for them to be in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract.

Basis of Accounting

We draw attention to Note A of the financial statements, which describes the basis of accounting. The financial statements are prepared in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract, which is a basis of accounting other than accounting principles generally accepted in the United States of America, to comply with the financial reporting provisions of the contract referred to above. Our conclusion is not modified with respect to this matter.

Restriction on Use

Our report is intended solely for the information and use of the managements of Camp Sewataro, LLC and the Article 3 paragraph 3.2 of the contract with the Town of Sudbury, Massachusetts through its Board of Selectmen and is not intended to be, and should not be, used by anyone other than these specified parties.

Korbey Lague, PLLP

November 14, 2022

CAMP SEWATARO, LLC

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CAMP SEWATARO LLC

**STATEMENT OF ASSETS AND LIABILITIES - CONTRACTUAL BASIS
AS OF SEPTEMBER 30, 2022**

ASSETS

	<u>2022</u>
Current Assets	
Cash	\$ 1,228,416
Total Current Assets	<u>1,228,416</u>
 Property & Equipment	
Office Furniture	7,697
Equipment	72,489
Vehicles	<u>81,978</u>
Total Property & Equipment	<u>162,164</u>
 Less: Accumulated Depreciation	<u>(76,627)</u>
Net Property & Equipment	<u>85,537</u>
 Other Assets	
Intangible Assets	<u>7,136</u>
Total Other Assets	<u>7,136</u>
 Total Assets	<u><u>\$ 1,321,089</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO LLC

**STATEMENT OF ASSETS AND LIABILITIES - CONTRACTUAL BASIS
AS OF SEPTEMBER 30, 2022**

LIABILITIES AND MEMBER EQUITY

	<u>2022</u>
Current Liabilities	
Accounts Payable	7,319
Accrued Expenses	<u>3,052</u>
Total Current Liabilities	<u>10,371</u>
 Long Term Liabilities	
PPP Loan	
Total Long Term Liabilities	<u>0</u>
 Total Liabilities	<u>10,371</u>
 Members' Capital	
Members' Capital and retained equity	1,608,924
Member Draws	(1,118,740)
Net Income	<u>820,534</u>
Total Members Capital and Retained Equity (Deficit)	<u>1,310,718</u>
 Total Liabilities and Members' Equity	<u><u>\$ 1,321,089</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO LLC

**STATEMENT OF REVENUE AND EXPENSES - CONTRACTUAL BASIS
FOR THE TWELVE MONTH PERIOD BEGINNING OCTOBER 1, 2021
THROUGH SEPTEMBER 30, 2022**

	<u>2022</u>
Revenue	
Tuition Revenue	\$ 3,554,062
Refunds	<u>(5,899)</u>
Net Tuition Revenue	3,548,163
 Selling, General and Administrative Expenses	 <u>3,263,040</u>
 Income (Loss) from Operations	 <u>285,123</u>
 Other Income (Expense)	
PPP Loan - Round 2	535,410
Interest Income	1
Total Other Income (Expense)	<u>535,411</u>
 Net Income (Loss) Before Taxes	 820,534
 Net Income (Loss)	 <u><u>\$ 820,534</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO LLC

**STATEMENT OF CASH FLOWS
FOR THE TWELVE MONTH PERIOD BEGINNING OCTOBER 1, 2021
THROUGH SEPTEMBER 30, 2022**

	<u>2022</u>
Cash Flows from Operating Activities	
Net Income (Loss)	\$ 820,534
<i>Adjustments to Reconcile Net Income to</i>	
<i>Net Cash Provided by (Used in) Operating Activities:</i>	
Depreciation	51,399
(Increase) Decrease in:	
Prepaid Expenses	-
Increase (Decrease) in:	
Accounts Payable	(4,491)
Accrued Expenses	(68,611)
Cares Act Payroll Protection Program Forgiveness	(535,410)
	-
Net Cash Provided by (Used in) Operating Activities	<u>263,421</u>
Cash Flows from Investing Activities	
Purchases of Property and Equipment	(56,456)
Increase in Intangible Assets	3,937
Net Cash Provided by (Used in) Investing Activities	<u>(52,519)</u>
Cash Flows from Financing Activities	
Owners Draws	(448,480)
Net Cash Provided by (Used in) Financing Activities	<u>(448,480)</u>
Net Increase (Decrease) in Cash	(237,578)
Cash, at Beginning of Year	<u>1,465,994</u>
Cash, at End of Year	<u><u>\$ 1,228,416</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, L.L.C.
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2021 through September 30, 2022
(See Accountants' Review Report)

Note A - Summary of Significant Accounting Policies

This summary of significant accounting policies of Camp Sewataro, LLC (the Company) is presented to assist in understanding the Company's financial statements. The financial statements and notes are representations of the Company's management who are responsible for their integrity and objectivity. These accounting policies conform to generally accepted accounting principles and have been consistently applied in the preparation of the financial statements.

Business Activity

The Company is a Massachusetts, seasonal day camp for children in preschool through 8th grade. The camp provides diverse, structured outdoor-focused programming to foster social, and emotional learning, develop authentic friendships and exposure to nature.

Cash and Cash Equivalents

On September 30, 2022, cash consists of deposits in bank checking accounts; there are no cash equivalents.

Basis of Accounting

The Company has prepared the accompanying financial statements to present the assets, liabilities, revenues, expenses, and cash flows of Camp Sewataro, LLC pursuant to the provisions of Article 3 paragraph 3.2 of the contract dated September 10, 2019, between Camp Sewataro, LLC and the Town of Sudbury Massachusetts. The contract specifies that Camp Sewataro, LLC prepare financial statements in which all assets are presented in accordance with accounting principles generally accepted in the United States of America and defines certain limitations expenditures to be used in the determination of Net Revenue to be used in the calculation of the management fee, and revenue share payments due to the Town of Sudbury.

Inventories

The company has no inventory.

Property and Equipment

Property and equipment are carried at cost. Depreciation of property and equipment is computed using straight-line and accelerated methods for financial reporting purposes at rates based on the following estimated useful lives:

	<u>Years</u>
Motor Vehicles	5
Machinery and Equipment	3 - 10
Furniture and Fixtures	3 - 10
Engineering Equipment	3 - 10
Buildings and Improvements	20 – 39

CAMP SEWATARO, L.L.C.
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2021 through September 30, 2022
(See Accountants' Review Report)

Note A - Summary of Significant Accounting Policies (Continued)

Property and Equipment (Continued)

For federal income tax purposes, depreciation is computed using the accelerated cost recovery system and the modified accelerated cost recovery system. Expenditures for major renewals and betterments that extend the useful lives of property and equipment are capitalized. Expenditures for maintenance and repairs are charged to expense as incurred.

Use of Estimates

The presentation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts and disclosures of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Advertising

The Company follows the policy of charging the costs of advertising to expense as incurred.

Limited Liability Company / Income Taxes

The financial statements include only those assets, liabilities, and results of operations which relate to the business of the Company. The financial statements do not include any assets, liabilities, revenue, or expenses attributable to the members' individual activities. The Company files its income tax returns on the accrual basis as a schedule -C for federal and state income tax purposes. As such, the Company will not pay any federal income taxes, as any income or loss will be included in the federal tax returns of the individual member. Accordingly, no provision is made for federal income taxes in the financial statements.

Fair Values of Financial Instruments

The Company is required to disclose estimated fair values for its financial instruments. The carrying amounts of financial instruments including cash, and accounts payable and deferred revenue approximated fair value as of September 30, 2022.

Compensated Absences

The company does not accrue for compensated absences due to the seasonal nature of its employment and operations.

CAMP SEWATARO, L.L.C.
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2021 through September 30, 2022
(See Accountants' Review Report)

Note A - Summary of Significant Accounting Policies (Continued)

Concentration of Credit Risk

The Company maintains cash balances at local financial institutions. The balances at times may exceed federally insured limits. Accounts that are held at local financial institutions are insured by the Federal Deposit Insurance Corporations (FDIC) up to \$250,000. As of September 30, 2022, Cash exceeded the FDIC insured limit by \$978,416.

Revenue Recognition

The Company adopted Accounting Standards Update (ASU) No 2014-09, Revenue from Contracts with Customers (Topic 606) as of September 30, 2021. The ASU provides a single principles-based revenue recognition model with a five-step analysis of transactions to determine when and how revenue is recognized. The adoption of the ASU did not have an impact on the Company's results of operations.

Accounts Receivable

The Company's registration policy requires that all tuition be paid in full prior to the camper's attendance at the camp.

Subsequent Events

The Company's management has evaluated the subsequent through November 14, 2022 the date on which the financial statements were available to be issued and found no significant events requiring disclosure.

Note B- Intangible Assets

As of September 30, 2022, intangible assets comprised of legal fees associated with securing a trademark.

Note C – Accounts Payable

Accounts payable consist of trade accounts payable due under normal payment terms.

Note D – Accrued Expenses

The Company has the following accrued expenses on September 30, 2022:

Credit Card	<u>\$ 3,052</u>
Total Accrued Expenses	<u><u>\$ 3,052</u></u>

CAMP SEWATARO, L.L.C.
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2021 through September 30, 2022
(See Accountants' Review Report)

Note E – Long Term Debt
Payroll Protection Loan

The Company received a second loan with proceeds in the amount of \$535,410 under the Paycheck Protection Program (“PPP”). The PPP, established as part of the Coronavirus Aid, Relief and Economic Security Act (“CARES Act”), provides for loans to qualifying businesses for amounts up to 2.5 times of the average monthly payroll expenses of the qualifying business. The loans and accrued interest are forgivable after eight weeks if the borrower uses the loan proceeds for eligible purposes, including payroll, benefits, rent and utilities, and maintains its payroll levels. The amount of loan forgiveness will be reduced if the borrower terminates employees or reduces salaries during the 24-week period measurement period.

Any unforgiven portion of the PPP loan is payable over two years at an interest rate of 1%, with a deferral of payments for the first six months. The Company intends to use the proceeds for purposes consistent with the PPP. While the Company currently believes that its use of the loan proceeds will meet the conditions for forgiveness of the loan, we cannot be assured that actions that could cause the Company to be ineligible for forgiveness of the loan, in whole or in part. As of the date of these financial statements the PPP loan has been forgiven.

Note G – Long Term Contracts

On September 10, 2019, the company entered a long-term contract with the Town of Sudbury, a Massachusetts municipal corporation for a day camp operator and management of real property. Under the terms of this agreement Camp Sewataro, LLC will manage the property located at 1 Liberty Ledge, Sudbury Massachusetts. The property consists of approximately 44.3 acres, various structures used for day camp purposes, together with tennis courts, basketball courts, swimming pool, a swimming pond, playing fields, horse riding stables and various other facilities used for day camp purposes.

Control of the property will remain under the custody and control of the Town, acting by and through the Board of Selectmen. The term of the agreement is for three years beginning on September 10, 2019. The initial term may be extended for up to two (2) additional terms of five (5) years each by mutual written agreement of the Parties provided the Manger has substantially complied with all material terms and conditions of the agreement.

Under the terms of the agreement a management fee will be paid to the Town of Sudbury comprised on an annual fee and a variable revenue share payment as follows:

Annual Fee

An annual fee of \$120,000 per each year of the initial term paid in equal installments of \$60,000 on each due on or before May 1st and December 1st of each year of the initial term.

Revenue Share

The revenue share payment is due on December 15th of each year and is calculated for the contract year ending September 30,2022 follows:

20.00% of the first \$500,000 of Net Revenue
25.00% of the next \$500,000 of Net Revenue
33.33% of all net revenue more than \$1,000,000

CAMP SEWATARO, L.L.C.
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2021 through September 30, 2022
(See Accountants' Review Report)

Note F – Long Term Contracts (continued)

Revenue Share (continued)

On April 12, 2022, The Town of Sudbury and Camp Sewataro, LLC entered into the third amendment to the original contract dated October 10, 2019. The significant modifications to the agreement follow:

- Extending the contract period commencing on September 10, 2022, and terminating on September 9, 2027 an additional 5 year term.
- The annual fee increased to \$200,000 per year to be paid in two equal installments of \$100,000 each, due on May 1, 2023 and December 1, 2023 and on the same due dates for the subsequent extension period years.
- The annual fee will increase annually by 3% for each year after the first extension contract year ends September 30, 2023.
- The Revenue Share formula has changed to the following schedule commencing for the 2023 Camp Season as follows:
 - 25% of the first \$1,000,000 of Manager's Net Revenue; plus
 - 33% of all Managers Net Revenue in excess of \$1,000,000

Other operational amendments were made to increase the number of campers allowed, expansion of the public access areas, expanded camp season, public events, water quality enhancements, public swimming and limitations on the deductible amount of fees paid to professional consultants to advise on camp operations.

Net revenue for purposes of calculating the revenue share calculation is defined as all revenues and receipts received during the fiscal year minus reasonable, usual, and customary operating expenses associated with day camp operations, programmatic activities on the property or other events on the property. There are specific restrictive provisions on compensation to the sole member and other expenditures. As of September 30, 2022, the restrictive covenants of the contract have been met.

The revenue share calculation

Net Income (Loss) From Operations	\$ 285,123
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Adjustments

Paycheck protection program forgiven loan	535,410
Revenue Share Fiscal Year End 9/30/2021	338,940

Less:

Manager Compensation Limitation	<u>(159,135)</u>
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Net Income Available to Revenue Sharing	<u><u>\$1,000,338</u></u>
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Revenue Share Factor

20% of First \$500,000	\$100,000
25% of Next \$500,000	125,000
33% of excess over \$1,000,000	<u>112</u>
Total Revenue Share Payment	<u><u>\$ 225,112</u></u>

CAMP SEWATARO, L.L.C.
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2021 through September 30, 2022
(See Accountants' Review Report)

Note G – Retirement Plan

The Company, by a Joinder Agreement with K & E Camp Corporation has elected to provide 401(k) safe harbor plan benefits that allow employees to defer up to elective deferral limits established each year by the Internal Revenue Service. The Company's matching contribution shall be allocated to eligible participants except for the manager. The matching formula is one of two rates as follows:

Rate One:

100% of the Participant's matched employee contributions that are not more than 3% of the Participant's compensation; plus

Rate Two:

50% of the amount of the Participant's Matched employee contributions that exceed 3% of the participant's contributions but that do not exceed 5% of the participant's compensation.

As of September 30, 2022, the company's profit-sharing contributions related to the plan was \$17,847.

SUPPLEMENTARY INFORMATION

CAMP SEWATARO LLC

**SCHEDULES OF SELLING, GENERAL AND ADMINISTRATIVE EXPENSES
FOR THE TWELVE MONTH PERIOD BEGINNING OCTOBER 1, 2021
THROUGH SEPTEMBER 30, 2022**

	<u>2022</u>
Selling, General and Administrative Expenses	
Advertising	\$ 28,193
Auto Expense	15,248
Bank Charges	35
Camp Activities	119,876
Contract Services	11,851
Credit Card Processing	103,988
Depreciation	51,399
Dues & Subscriptions	75,069
Employee Benefits	25,041
Insurance Expense	110,922
Rent & Revenue Share Paid to Sudbury	398,940
Office Expense	25,944
Pension Expense	17,847
Ponds and Pools	41,306
Professional Fees	56,723
Repairs & Maintenance	187,595
Salaries & Wages - Staff	1,507,901
Taxes - Other	116
Taxes - Payroll	148,650
Town Events	13,312
Transportation	235,703
Utilities	87,381
Total Selling, General and Administrative Expenses	<u><u>\$ 3,263,040</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, LLC

FINANCIAL STATEMENTS
AS OF SEPTEMBER 30, 2021
TOGETHER WITH
INDEPENDENT ACCOUNTANTS' REVIEW REPORT

CAMP SEWATARO, LLC

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INDEPENDENT ACCOUNTANT'S REVIEW REPORT

To Management
Camp Sewataro, LLC
Sudbury, Massachusetts

We have reviewed the accompanying financial statements of Camp Sewataro, LLC (a sole member limited liability company), which comprise the statement of assets and liabilities—contractual basis as of September 30, 2021, and the related statements of revenues and expenses—contractual basis and cash flows—contractual basis for the twelve months then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract between the Town of Sudbury, Massachusetts (a municipal corporation) and Camp Sewataro, LLC dated September 10, 2019 (the contract). Management is also responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

Accountant's Responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract. We believe that the results of our procedures provide a reasonable basis for our conclusion.

Accountant's Conclusion

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements for them to be in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract.

Basis of Accounting

We draw attention to Note A of the financial statements, which describes the basis of accounting. The financial statements are prepared in accordance with the financial reporting provisions of Article 3 paragraph 3.2 of the contract, which is a basis of accounting other than accounting principles generally accepted in the United States of America, to comply with the financial reporting provisions of the contract referred to above. Our conclusion is not modified with respect to this matter.

Restriction on Use

Our report is intended solely for the information and use of the managements of Camp Sewataro, LLC and the Article 3 paragraph 3.2 of the contract with the Town of Sudbury, Massachusetts through its Board of Selectmen and is not intended to be, and should not be, used by anyone other than these specified parties.

Korbey Lague, PLLP

October 28, 2021

CAMP SEWATARO LLC

**STATEMENT OF ASSETS AND LIABILITIES - CONTRACTUAL BASIS
AS OF SEPTEMBER 30, 2021**

ASSETS

	<u>2021</u>
Current Assets	
Cash	\$ 1,465,994
Total Current Assets	<u>1,465,994</u>
 Property & Equipment	
Office Furniture	7,697
Equipment	16,033
Vehicles	<u>81,978</u>
Total Property & Equipment	105,708
 Less: Accumulated Depreciation	<u>(39,750)</u>
Net Property & Equipment	<u>65,958</u>
 Other Assets	
Intangible Assets	<u>3,973</u>
Total Other Assets	<u>3,973</u>
 Total Assets	<u><u>\$ 1,535,924</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO LLC

**STATEMENT OF ASSETS AND LIABILITIES - CONTRACTUAL BASIS
AS OF SEPTEMBER 30, 2021**

LIABILITIES AND MEMBER EQUITY

	<u>2021</u>
Current Liabilities	
Accounts Payable	11,810
Accrued Expenses	<u>71,663</u>
Total Current Liabilities	<u>83,473</u>
 Long Term Liabilities	
PPP Loan	<u>535,410</u>
Total Long Term Liabilities	<u>535,410</u>
 Total Liabilities	<u>618,883</u>
 Members' Capital	
Members' Capital and retained equity	105,766
Member Draws	(677,260)
Net Income	<u>1,488,535</u>
Total Members Capital and Retained Equity (Deficit)	<u>917,041</u>
 Total Liabilities and Members' Equity	<u><u>\$ 1,535,924</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO LLC

**STATEMENT OF REVENUE AND EXPENSES - CONTRACTUAL BASIS
FOR THE TWELVE MONTH PERIOD BEGINNING OCTOBER 1, 2020
THROUGH SEPTEMBER 30, 2021**

	<u>2021</u>
Revenue	
Tuition Revenue	\$ 3,554,846
Refunds	<u>(55,494)</u>
Net Tuition Revenue	3,499,352
 Selling, General and Administrative Expenses	 <u>2,545,208</u>
 Income (Loss) from Operations	 <u>954,144</u>
 Other Income (Expense)	
PPP Loan - Round 1	534,389
Interest Income	2
Total Other Income (Expense)	<u>534,391</u>
 Net Income (Loss) Before Taxes	 1,488,535
 Net Income (Loss)	 <u><u>\$ 1,488,535</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO LLC

**STATEMENT OF CASH FLOWS
FOR THE TWELVE MONTH PERIOD BEGINNING OCTOBER 1, 2020
THROUGH SEPTEMBER 30, 2021**

	<u>2021</u>
Cash Flows from Operating Activities	
Net Income (Loss)	\$ 1,488,535
<i>Adjustments to Reconcile Net Income to</i>	
<i>Net Cash Provided by (Used in) Operating Activities:</i>	
Depreciation	27,478
(Increase) Decrease in:	
Prepaid Expenses	4,836
Increase (Decrease) in:	
Accounts Payable	5,248
Accrued Expenses	8,885
PPP Round 1	(534,389)
Deferred Tuition 2020	(449,486)
SBA Loan	(150,000)
Net Cash Provided by (Used in) Operating Activities	<u>401,107</u>
Cash Flows from Investing Activities	
Purchases of Property and Equipment	(39,877)
Net Cash Provided by (Used in) Investing Activities	<u>(39,877)</u>
Cash Flows from Financing Activities	
Proceeds from Loans	535,410
Owners Draws	(458,081)
Net Cash Provided by (Used in) Financing Activities	<u>77,329</u>
Net Increase (Decrease) in Cash	438,558
Cash, at Beginning of Year	1,027,436
Cash, at End of Year	<u><u>\$ 1,465,994</u></u>

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, L.L.C.
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2020 through September 30, 2021
(See Accountants' Review Report)

Note A - Summary of Significant Accounting Policies

This summary of significant accounting policies of Camp Sewataro, LLC (the Company) is presented to assist in understanding the Company's financial statements. The financial statements and notes are representations of the Company's management who are responsible for their integrity and objectivity. These accounting policies conform to generally accepted accounting principles and have been consistently applied in the preparation of the financial statements.

Business Activity

The Company is a Massachusetts, seasonal day camp for children in preschool through 8th grade. The camp provides diverse, structured outdoor-focused programming to foster social, and emotional learning, develop authentic friendships and exposure to nature.

Cash and Cash Equivalents

On September 30, 2021, cash consists of deposits in bank checking accounts; there are no cash equivalents.

Basis of Accounting

The Company has prepared the accompanying financial statements to present the assets, liabilities, revenues, expenses, and cash flows of Camp Sewataro, LLC pursuant to the provisions of Article 3 paragraph 3.2 of the contract dated September 10, 2019, between Camp Sewataro, LLC and the Town of Sudbury Massachusetts. The contract specifies that Camp Sewataro, LLC prepare financial statements in which all assets are presented in accordance with accounting principles generally accepted in the United States of America and defines certain limitations expenditures to be used in the determination of Net Revenue to be used in the calculation of the management fee, and revenue share payments due to the Town of Sudbury.

Inventories

The company has no inventory.

Property and Equipment

Property and equipment are carried at cost. Depreciation of property and equipment is computed using straight-line and accelerated methods for financial reporting purposes at rates based on the following estimated useful lives:

	<u>Years</u>
Motor Vehicles	5
Machinery and Equipment	3 - 10
Furniture and Fixtures	3 - 10
Engineering Equipment	3 - 10
Buildings and Improvements	20 – 39

CAMP SEWATARO, L.L.C.
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2020 through September 30, 2021
(See Accountants' Review Report)

Note A - Summary of Significant Accounting Policies (Continued)

Property and Equipment (Continued)

For federal income tax purposes, depreciation is computed using the accelerated cost recovery system and the modified accelerated cost recovery system. Expenditures for major renewals and betterments that extend the useful lives of property and equipment are capitalized. Expenditures for maintenance and repairs are charged to expense as incurred.

Use of Estimates

The presentation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts and disclosures of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Advertising

The Company follows the policy of charging the costs of advertising to expense as incurred.

Limited Liability Company / Income Taxes

The financial statements include only those assets, liabilities, and results of operations which relate to the business of the Company. The financial statements do not include any assets, liabilities, revenue, or expenses attributable to the members' individual activities. The Company files its income tax returns on the accrual basis as a schedule -C for federal and state income tax purposes. As such, the Company will not pay any federal income taxes, as any income or loss will be included in the federal tax returns of the individual member. Accordingly, no provision is made for federal income taxes in the financial statements.

Fair Values of Financial Instruments

The Company is required to disclose estimated fair values for its financial instruments. The carrying amounts of financial instruments including cash, and accounts payable and deferred revenue approximated fair value as of September 30, 2021.

Compensated Absences

The company does not accrue for compensated absences due to the seasonal nature of its employment and operations.

CAMP SEWATARO, L.L.C.
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2020 through September 30, 2021
(See Accountants' Review Report)

Note A - Summary of Significant Accounting Policies (Continued)

Concentration of Credit Risk

The Company maintains cash balances at local financial institutions. The balances at times may exceed federally insured limits. Accounts that are held at local financial institutions are insured by the Federal Deposit Insurance Corporations (FDIC) up to \$250,000. As of September 30, 2021, Cash exceeded the FDIC insured limit by \$1,251,944.

Revenue Recognition

The Company adopted Accounting Standards Update (ASU) No 2014-09, Revenue from Contracts with Customers (Topic 606) as of September 30, 2021. The ASU provides a single principles-based revenue recognition model with a five-step analysis of transactions to determine when and how revenue is recognized. The adoption of the ASU did not have an impact on the Company's results of operations.

Accounts Receivable

The Company's registration policy requires that all tuition be paid in full prior to the camper's attendance at the camp.

Subsequent Events

The Company's management has evaluated the subsequent through October 28, 2021, the date on which the financial statements were available to be issued and found no significant events requiring disclosure.

Note B – Prepaids

Prepaid assets as of September 30, 2021 is comprised prepayments for auto and liability insurance premiums.

Note C- Intangible Assets

As of September 30, 2021, intangible assets comprised of legal fees associated with the securing a trademark.

Note D – Accounts Payable

Accounts payable consist of trade accounts payable due under normal payment terms.

CAMP SEWATARO, L.L.C.
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2020 through September 30, 2021
(See Accountants' Review Report)

Note F – Accrued Expenses

The Company has the following accrued expenses on September 30, 2021:

	2021
Accrued management fee	\$ 60,000
Credit Card	<u>11,662</u>
Total Accrued Expenses	<u><u>\$ 71,662</u></u>

Note G - Long Term Debt

Long term debt consists of the following on September 30, 2021:

	2021
Paycheck Protection Program Advance	<u>535,410</u>
Total Note Payable	535,410
Less: Current Portion	
Long Term Debt	<u><u>\$ 535,410</u></u>

Payroll Protection Loan

The Company received a second loan with proceeds in the amount \$535,410 under the Paycheck Protection Program (“PPP”). The PPP, established as part of the Coronavirus Aid, Relief and Economic Security Act (“CARES Act”), provides for loans to qualifying businesses for amounts up to 2.5 times of the average monthly payroll expenses of the qualifying business. The loans and accrued interest are forgivable after eight weeks if the borrower uses the loan proceeds for eligible purposes, including payroll, benefits, rent and utilities, and maintains its payroll levels. The amount of loan forgiveness will be reduced if the borrower terminates employees or reduces salaries during the 24-week period measurement period.

CAMP SEWATARO, L.L.C.
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2020 through September 30, 2021
(See Accountants' Review Report)

Payroll Protection Loan, (continued)

Any unforgiven portion of the PPP loan is payable over two years at an interest rate of 1%, with a deferral of payments for the first six months. The Company intends to use the proceeds for purposes consistent with the PPP. While the Company currently believes that its use of the loan proceeds will meet the conditions for forgiveness of the loan, we cannot be assured that actions that could cause the Company to be ineligible for forgiveness of the loan, in whole or in part. As of the date of these financial statements the PPP loan has not been forgiven.

Note H – Long Term Contracts

On September 10, 2019, the company entered a long-term contract with the Town of Sudbury, a Massachusetts municipal corporation for a day camp operator and management of real property. Under the terms of this agreement Camp Sewataro, LLC will manage the property located at 1 Liberty Ledge, Sudbury Massachusetts. The property consists of approximately 44.3 acres, various structures used for day camp purposes, together with tennis courts, basketball courts, swimming pool, a swimming pond, playing fields, horse riding stables and various other facilities used for day camp purposes.

Control of the property will remain under the custody and control of the Town, acting by and through the Board of Selectmen. The term of the agreement is for three years beginning on September 10, 2019. The initial term may be extended for up to two (2) additional terms of five (5) years each by mutual written agreement of the Parties provided the Manger has substantially complied with all material terms and conditions of the agreement.

Under the terms of the agreement a management fee will be paid to the Town of Sudbury comprised on an annual fee and a variable revenue share payment as follows:

Annual Fee

An annual fee of \$120,000 per each year of the initial term paid in equal installments of \$60,000 on each due on or before May 1st and December 1st of each year of the initial term.

Revenue Share

The revenue share payment is due on December 15th of each year and is calculated as follows:

20.00% of the first \$500,000 of Net Revenue
25.00% of the next \$500,000 of Net Revenue
33.33% of all net revenue more than \$1,000,000

Net revenue for purposes of calculating the revenue share calculation is defined as all revenues and receipts received during the fiscal year minus reasonable, usual, and customary operating expenses associated with day camp operations, programmatic activities on the property or other events on the property. There are specific restrictive provisions on compensation to the sole member and other expenditures. As of September 30, 2021, the restrictive covenants of the contract have been met.

CAMP SEWATARO
SCHEDULE OF REVENUE SHARE CALCULATION

FOR THE TWELVE MONTH PERIOD BEGINNING OCTOBER 1, 2020
THROUGH SEPTEMBER 30, 2021

Net Income (Loss)	\$ 954,144
Adjustments:	
Paycheck Protection Program Forgiven Loan	534,389
Mark Taylor Consulting (Payroll) Adjustment	4,685
2020 Revenue Share Expense	3,136
Less:	
Manager Compensation Limitation	(154,500)
Total Manager's Net Revenue (Loss)	<u>\$ 1,341,854</u>
Revenue Share Factor	
20% of First \$500,000	100,000
25% of Next \$500,000	125,000
33.33% of Excess Over \$1,000,000	<u>113,940</u>
Total Revenue Share Payment	338,940

See accompanying notes and independent accountants' review report.

CAMP SEWATARO, L.L.C.
NOTES TO FINANCIAL STATEMENTS
For the 12 Month Period October 1, 2020 through September 30, 2021
(See Accountants' Review Report)

Note I – Retirement Plan

The Company by a Joinder Agreement with K & E Camp Corporation has elected to provide 401(k) safe harbor plan benefits that allows employees to defer up to elective deferral limits established each year by the Internal Revenue Service. The Company's matching contribution shall be allocated to eligible participants except for the manager. The matching formula is one of two rates as follows:

Rate One:

100% of the Participant's matched employee contributions that are not more than 3% of the Participant's compensation; plus

Rate Two:

50% of the amount of the Participant's Matched employee contributions that exceed 3% of the participant's contributions but that do not exceed 5% of the participant's compensation.

As of September 30, 2021, the company's profit-sharing contributions related to the plan was \$18,473.

Note J – COVID-19

The COVID-19 outbreak in the United State and other countries has caused business disruption through mandated and voluntary closing, travel restrictions, quarantine requirements , and other disruptions to general business operations. While the disruptions are currently expected to be temporary, there is uncertainty around the duration of the various mandated and voluntary restriction in place, and what if any negative financial impact it will have on Camp Sewataro. As of the date of this report the related financial impact and duration cannot be reasonably estimated at this time.

SUPPLEMENTARY INFORMATION

CAMP SEWATARO LLC

**SCHEDULES OF SELLING, GENERAL AND ADMINISTRATIVE EXPENSES
FOR THE TWELVE MONTH PERIOD BEGINNING OCTOBER 1, 2020
THROUGH SEPTEMBER 30, 2021**

	<u>2021</u>
Selling, General and Administrative Expenses	
Advertising	\$ 29,199
Auto Expense	6,700
Bank Charges	107
Camp Activities	59,432
Contract Services	313
Credit Card Processing	79,426
Depreciation	27,351
Dues & Subscriptions	48,422
Employee Benefits	32,422
Insurance Expense	107,465
Interest Expense	5,134
Management Fee	123,136
Meals & Entertainment	9,547
Office Expense	15,398
Payroll Processing	4,083
Pension Expense	18,473
Pension Fees	2,114
Ponds and Pools	18,067
Professional Fees	24,413
Repairs & Maintenance	242,839
Salaries & Wages - Staff	1,227,273
Taxes - Other	104
Taxes - Payroll	136,221
Telephone	8,359
Town Events	10,250
Transportation	232,339
T-shirts and Sweatshirts	14,319
Utilities	62,302
Total Selling, General and Administrative Expenses	<u><u>\$ 2,545,208</u></u>

See accompanying notes and independent accountants' review report.

Camp Sewataro Tuition 2026 and Sudbury Scholarship discounts and criteria

Girls and boys K through 8th Grade

Please Note: Camp is closed on Friday, July 3rd in observance of Independence Day. Camp ends at 1:00 pm on Friday, August 21st.

Length Session Tuition Dates

8 Weeks 8	\$7,030 June 29 – Aug 21
6 Weeks 6.1	\$5,875 June 29 – Aug 7
6 Weeks 6.2	\$5,875 July 13 – Aug 21
4 Weeks 4.1	\$3,985 June 29 – July 24
4 Weeks 4.2	\$3,985 July 13 – Aug 7
4 Weeks 4.3	\$3,985 July 27 – Aug 21
2 Weeks 2.1	\$1,910 June 29 – July 10
2 Weeks 2.2	\$2,120 July 13 – July 24
2 Weeks 2.3	\$2,120 July 27 – Aug 7
2 Weeks 2.4	\$2,120 Aug 10 – Aug 21

After December 15th, any reductions to session length will result in a fee of \$100 per week dropped. For example, if you were to sign up for the full 8 weeks, then drop to a 2 week session after December 15th, you would owe the 2 week session tuition plus an additional \$600.

One half of the balance of the tuition is due by February 1, 2026. The remainder is due April 1, 2026. If you apply after February 1st, full tuition is due April 1st. If you apply after April 1st, full tuition is due May 1st. If you apply after May 1st, full tuition is due upon enrollment. If you need other payment options, please call for details.

Please note: after February 1st, no refund will be made for absence, withdrawal or reduction in session length and there will still be a charge of \$200 for every 2 weeks a camper's session is reduced after February 1st (whichever is greater).

Scholarship Criteria

1. Camper candidate must be a Sudbury resident.
2. Income Eligibility Guidelines: Annual combined household income*:
 - o of less than \$100,000 AND household size of 2-4 are eligible for a 50% camper scholarship**
 - o of less than \$100,000 AND household size of 5+ are eligible for a 75% camper scholarship**
 - o of less than \$130,000 AND household size of 5+ are eligible for a 50% camper scholarship**
3. Scholarships are limited in availability and must be applied for before December 31, 2025 for the 2026 Camp Season.

**Availability in desired session is not guaranteed, as openings are limited based on camper age and gender.

*The list below (How to Apply Items 1-3) will help give us a clear picture of scholarship eligibility.

How to Apply

1. Complete an [Online Scholarship Application](#)
2. Mail, fax or email a copy of your 2024 Tax Return to: 1 Liberty Ledge, Sudbury MA 01776 or 978-433-8153. Social Security numbers should be blackened out for privacy.
~ If you are submitting a "self-prepared" tax return, please also submit your W-2 (as evidence of your annual combined household income).
3. In the case of divorced parents, please include evidence of agreed upon child support.
Please note: Camp Sewataro reserves the right to request any of the following documents (in addition to above) in order to fulfill the "annual combined income" criteria.
 - o Last two pay stubs
 - o Unemployment check stubs (last two)
 - o Retirement/pension income
 - o State Assistance (WIC, TANF, AFDC and/or DHCP)
 - o Self-Employed: Schedule C or other appropriate tax form

4. Once we have received your supporting documentation, we will start the review process and will reach out with any questions. Please note, we will do our best to accommodate your specific request based on limited availability.

All scholarship information will be confidential and treated with the utmost respect and sensitivity to your family's privacy.

Camp Sewataro Debt and Revenue Payments

Debt Payments

Fiscal Year	Amount
FY20	
FY21	321,335
FY22	787,201
FY23	777,362
FY24	760,363
FY25	743,362
FY26	731,763
FY27	720,162
FY28	703,563
FY29	687,062
FY30	675,763
FY31	664,912
FY32	654,063
FY33	645,590
FY34	636,582
FY35	627,017
FY36	616,918
FY37	606,260
FY38	595,335
FY39	584,410
FY40	573,218
FY41	561,742

Total	<u><u>13,673,983</u></u>
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Revenue

Fiscal Year	Amount
FY20	60,000
FY21	123,136
FY22	458,940
FY23	385,112
FY24	295,956
FY25	323,782
FY26	331,767

Total	<u><u>1,918,693</u></u>
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Data Analytics and Resources Bureau

Estimated Impact on Property Taxes with a
Prop 2 ½ Referendum Question Approval

Data current as of 07/14/2026

Select a Municipality:

Sudbury

Submit

Export Table

E-Mail The Databank

i

Enter Amount to Adjust by

720162

Calculate

FY27 Debt Payment of \$720,162

Sudbury			
	Residential & Open Space (RO)	Commercial, Industrial and Personal Property (CIP)	Total
FY 2026 # of Parcels	6,474	370	6,844
FY 2026 Assessed Value	7,080,759,867	554,756,812	7,635,516,679
FY 2026 Tax Levy	101,042,443	11,949,462	112,991,905

Breakdown of Sudbury Tax Base

RO Tax Rate	CIP Tax Rate
14.27	21.54

	RO	CIP
Proposed Increase/Decrease to Levy:	644,001	76,161
Levy Share:	89.4245%	10.5755%
Proposed Tax Rate Impact Per \$1,000:	0.09	0.14
Proposed New Tax Rate Per \$1,000 (Estimated New):	14.36	21.68
FY 2026 Average Single Family Assessed Value (Current):	1,168,712	
FY 2026 Average Single Family Tax Bill (Current):	16,678	
FY 2026 Average Single Family Tax Bill Impact (Estimated New):	105.18	

Effect of \$720,162 on Tax Base

Assessed Value	Current Estimated RO Tax Bill	Proposed Estimated RO Tax Bill	Estimated RO Tax Bill Impact	Current Estimated CIP Tax Bill	Proposed Estimated CIP Tax Bill	Estimated CIP Tax Bill Impact
250,000	3,567.50	3,590.00	22.50	5,385.00	5,420.00	35.00
350,000	4,994.50	5,026.00	31.50	7,539.00	7,588.00	49.00
450,000	6,421.50	6,462.00	40.50	9,693.00	9,756.00	63.00
550,000	7,848.50	7,898.00	49.50	11,847.00	11,924.00	77.00
650,000	9,275.50	9,334.00	58.50	14,001.00	14,092.00	91.00
750,000	10,702.50	10,770.00	67.50	16,155.00	16,260.00	105.00
850,000	12,129.50	12,206.00	76.50	18,309.00	18,428.00	119.00
950,000	13,556.50	13,642.00	85.50	20,463.00	20,596.00	133.00
1,050,000	14,983.50	15,078.00	94.50	22,617.00	22,764.00	147.00
1,150,000	16,410.50	16,514.00	103.50	24,771.00	24,932.00	161.00
1,250,000	17,837.50	17,950.00	112.50	26,925.00	27,100.00	175.00
1,350,000	19,264.50	19,386.00	121.50	29,079.00	29,268.00	189.00
1,450,000	20,691.50	20,822.00	130.50	31,233.00	31,436.00	203.00
1,550,000	22,118.50	22,258.00	139.50	33,387.00	33,604.00	217.00
1,650,000	23,545.50	23,694.00	148.50	35,541.00	35,772.00	2,385.00
1,750,000	24,972.50	25,130.00	157.50	37,695.00	37,940.00	4,553.00
1,850,000	26,399.50	26,566.00	166.50	39,849.00	40,108.00	6,721.00
1,950,000	27,826.50	28,002.00	175.50	42,003.00	42,276.00	8,889.00
2,050,000	29,253.50	29,438.00	184.50	44,157.00	44,444.00	11,057.00
2,150,000	30,680.50	30,874.00	193.50	46,311.00	46,612.00	13,225.00
2,250,000	32,107.50	32,310.00	202.50	48,465.00	48,780.00	15,393.00
2,350,000	33,534.50	33,746.00	211.50	50,619.00	50,948.00	17,561.00
2,450,000	34,961.50	35,182.00	220.50	52,773.00	53,116.00	19,729.00
2,550,000	36,388.50	36,618.00	229.50	54,927.00	55,284.00	21,897.00
2,650,000	37,815.50	38,054.00	238.50	57,081.00	57,452.00	24,065.00

APPENDIX H

ADA TRANSITION PLAN

Camp Sewataro — Grounds



Town of Sudbury ADA Transition Plan

January 2021



Institute for Human Centered Design

200 Portland Street, Boston, MA 02114
www.IHCDesign.org • info@IHCDesign.org
617-695-1225 voice/tty

Background

Year Built: 1960

Camp Sewataro is a 44-acre camp located at 1 Liberty Ledge. The camp facility is rented to a private company, however recently areas of the camp have been made available for use by the general public. These program areas include playing fields for soccer, lacrosse and softball, two picnic areas, a large and small basketball court, a tennis court, a garden, a sandbox area, a fishing pond, a pavilion, a golf area, a gaga ball court and men's and women's multi-user toilet rooms. The site has excessive running and cross slopes throughout and lacks accessible routes to all areas.

A large grass parking lot is located on the east side of the site near the entrance. It has space for approximately 80 cars but lacks accessible parking spaces. In addition, after the IHCD site survey was completed, the Town opened one of the gates on the west side to provide more direct access to the tennis court, small basketball court and a playing field. As this was opened after the survey, review of any accessibility issues this access point may have is not included in this report.

Due to the hilly terrain, IHCD feels that in most cases the site constraints present a major challenge to the Town, and that providing accessible routes connecting all program areas may be technically infeasible. The obligation to make accessible routes is required up to the point that doing so becomes an undue financial or administrative burden to the Town, or would result in a fundamental alteration of the program or programs being offered.

The simplest way for the Town to fulfill its obligations under the Americans with Disability Act (ADA) would be to locate each of the programs offered at the camp at another accessible location. The Town's obligation is to ensure that each program, service and activity, when viewed in its entirety, is accessible to people with disabilities, and does not necessarily require a public entity to make each existing facility accessible.

IHCD has determined that the majority of the programs offered at the camp are provided in other parks and locations owned by the Town of Sudbury such as Davis Field (open field), Featherland Park (softball field, tennis courts, basketball courts), Feeley Field (tennis courts, softball fields, picnic area), the playground at Horse Pond Road (Little League field), Ti-Sales Park (soccer and lacrosse), Willis Lake Access (fishing, picnic area) and Fairbank Community Center (gaga ball court, basketball courts, volleyball court, picnic area). If the programs provided at the camp are made accessible in an alternate location, the Town may not be required to make them accessible at the camp.

One way to help make everyone aware of locations where accessible programs are offered in Sudbury is to develop a web site listing these programs and providing accessibility information. The following web address is an example of a web site for the Department of Conservation and Recreation (DCR) in Massachusetts that describes accessible locations of DCR program activities in a comprehensive fashion:
<https://www.mass.gov/topics/accessible-recreation>

Due to the size of Camp Sewataro and the nature of the terrain, a full topographic assessment of exterior routes from site arrival points and between each program area is beyond the scope of this project. This report details issues found at each program area, but a more comprehensive study will need to be undertaken to determine the feasibility of correcting all running and cross slopes from site arrival points to and between program areas with a maximum running slope of 1:20 (5 percent), or 1:12 (8.33%) where compliant ramps are needed, and a maximum cross slope of 1:50 (2.00%). It is likely that a professional surveyor and landscape architect would be required to make such an evaluation.

Key Accessibility Issues

Exterior Accessible Route around the Garden
Accessibility issues include the lack of an accessible route around the garden.

Parking Lot

Accessibility issues include lack of accessible parking spaces in the parking lot.

Benches

There is a lack of an accessible route to one bench in each location, including by areas of sport activity and in the garden.

Note: Routes were estimated from the nearest area or sport activity or garden route. Additional assessment is required to provide an accessible route to benches from other more distant program areas around the site.

Toilet Rooms

Accessibility issues at the men’s and women’s multi-user toilet rooms by the swimming area include an excessive level change at the entrance, lack of a wheelchair accessible compartment, lack of compliant designation and egress signage, and lack of compliant door hardware. In addition, instead of lavatories, hand sanitizer is provided outside of the toilet room, but the hand sanitizer dispensers were not located on an accessible route.

Note: A ramp is included in the cost estimate to address the level change at the entrance to the multi-user toilet rooms by the swimming area, however the cost does not cover providing an accessible route from other elements and spaces on the site to the ramp.

Drinking Fountains

Accessibility issues at drinking fountains around the site included lack of an accessible route to drinking fountains, lack of drinking fountains for standing users, and lack of drinking fountains for seated users. On the day of the survey none of the drinking fountains were functioning.

Note: Cost estimates for drinking fountains include new accessible drinking fountains, but not accessible routes to the drinking fountains.

Additional Accessibility Issues

- Lack of an accessible space alongside the team seating area at the softball field.
- Excessive level changes at golf program areas and at one basketball court.
- The informational sign by the gaga ball court does not comply with character size requirements in the ADA and is not located on an accessible route.

Order of Magnitude Cost Estimates

- Provide accessible routes between all program areas: *
- Provide an accessible route around the garden: \$5,760
- Provide four (4) car accessible parking spaces and one (1) van accessible parking space in the main parking lot: \$8,260
- Provide accessible routes to benches in four (4) areas: \$1,152
- Renovate toilet rooms by the swimming area (cost includes a ramp, accessible compartments, door hardware and designation and egress signage): \$32,012
- Provide compliant drinking fountains: \$16,864
- Miscellaneous corrective actions (address changes in level, provide a compliant designation sign, provide clear floor space alongside one team seating bench in the softball field, etc.): \$1,742

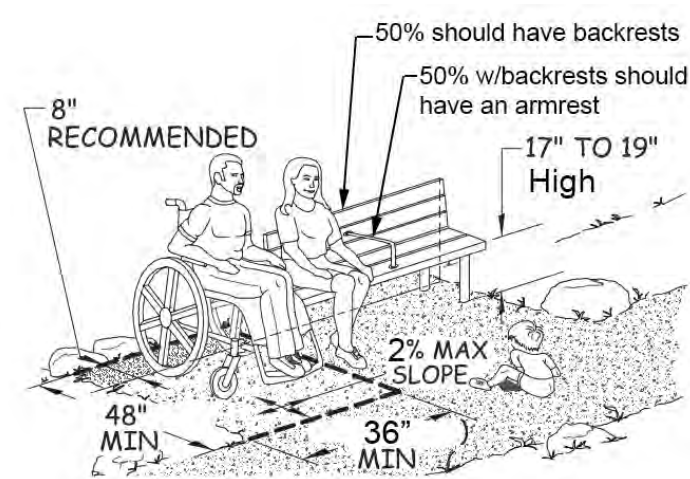
Total: \$65,790*

* Cost does not include the cost to provide accessible routes between accessible buildings, facilities, elements and spaces on site, which is required for program access under the ADA. A full topographic survey of the site is recommended if the Town is interested in making the routes between all the amenities and program areas at Camp Sewataro fully accessible.

Best Practice and Inclusive Design

Best practice and inclusive design recommendations include elements that are not required in the standards but may create enhanced experiences for all users.

- Recommend providing signage that is more visible to visitors at the entrance. Existing signage is difficult to read.
- Recommend providing some benches with backs and some with arms.
- Recommend providing clear floor space alongside benches so that a person using a wheelchair can sit shoulder to shoulder with a person seated on the bench. See the following diagram:



- Recommend providing a 10" high solid surface (kickplate) on the push side of each gate to the garden.

Town of Sudbury
Camp Sewataro - Grounds

ID	Location	Floor	Room	Element	Type	Photo	Issues	Current Measure	Recommendations	Quantity	Price	Cost Estimation
Approach and Entrance												
Exterior Access Route												
1	Garden	Ext.		Exterior Access Route	Exterior		Exterior route < 48" wide Surface is not stable, firm, and slip-resistant Route not maintained in operable working condition	36" - -	Ensure that a clear width of 48" min. is maintained at the accessible route. Provide and maintain a stone dust route. (Cost estimate for 180' long, 4' wide stone dust route.)	1	5760	\$5760
2	Sandbox 1	Ext.		Exterior Access Route	Exterior		Cross slope > 1:50 (2.00%) Running slope > 1:20 (5%)	11.9% 4.0%	Reduce cross slope to be no steeper than 1:50 (2.00%). Reduce running slope to be no steeper than 1:20 (5%). (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
3	Picnic Pavilion by Swimming Pond	Ext.		Exterior Access Route	Exterior		Cross slope > 1:50 (2.00%) Running slope > 1:20 (5%)	8.4% 19.0%	Reduce cross slope to be no steeper than 1:50 (2.00%). Reduce running slope to be no steeper than 1:20 (5%). (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
4	Tennis Courts	Ext.		Exterior Access Route	Exterior		Cross slope > 1:50 (2.00%) Running slope > 1:20 (5%) Accessible route not provided	5.0% 10.3% -	Ensure an accessible route is provided to the tennis court from a site arrival point and to other areas of sport activity. Reduce cross slope to be no steeper than 1:50 (2.00%). Reduce running slope to be no steeper than 1:20 (5%). (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
5	Route to Golf Area	Ext.		Exterior Access Route	Exterior		Cross slope > 1:50 (2.00%) Running slope > 1:20 (5%) Accessible route not provided	3.6% 7.1% -	Provide an accessible route from a site arrival point and other areas of sport activity. Reduce cross slope to be no steeper than 1:50 (2.00%). Reduce running slope to be no steeper than 1:20 (5%). (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0

Town of Sudbury
Camp Sewataro - Grounds

ID	Location	Floor	Room	Element	Type	Photo	Issues	Current Measure	Recommendations	Quantity	Price	Cost Estimation
6	Route to Men's and Women's Toilet Rooms by Swimming Pool	Ext.		Exterior Access Route	Exterior		Cross slope > 1:50 (2.00%) Accessible route not provided	10%	Reduce cross slope to be no steeper than 1:50 (2.00%). Provide an accessible route with a surface that is stable, firm and slip resistant. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
7	Sandbox 2	Ext.		Exterior Access Route	Exterior		Running slope > 1:20 (5%)	18.2%	Ensure an accessible route is provided between the site arrival point and sand box area. Reduce running slope to be no steeper than 1:20 (5%). (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
8	Route to Swimming Pool and Toilet Rooms From Liberty Lane	Ext.		Exterior Access Route	Exterior		Running slope > 1:20 (5%)	-	Reduce running slope to be no steeper than 1:20 (5%). (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
9	Route to Men's and Women's Toilet Rooms by Swimming Pool	Ext.		Exterior Access Route	Exterior		Running slope > 1:20 (5%) Surface is not stable, firm, and slip-resistant Accessible route not provided	16.4% - -	Reduce running slope to be no steeper than 1:20 (5%). Provide an accessible surface that is stable, firm and slip resistant. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
10	Picnic Pavilion East of Garden	Ext.		Exterior Access Route	Exterior		Running slope > 1:20 (5%) Accessible route not provided	17.6%	Reduce running slope to be no steeper than 1:20 (5%). Ensure an accessible route is provided from a site arrival point to the pavilion. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0

**Town of Sudbury
Camp Sewataro - Grounds**

ID	Location	Floor	Room	Element	Type	Photo	Issues	Current Measure	Recommendations	Quantity	Price	Cost Estimation
11	Route to Men's and Women's Toilet Rooms by Swimming Pool	Ext.		Exterior Access Route	Exterior		Running slope > 1:20 (5%) Accessible route not provided	17.3% -	Reduce running slope to be no steeper than 1:20 (5%). Provide an accessible route with a surface that is stable, firm and slip resistant. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
12	Street Hockey/ Basketball Court by Swimming Area and Camp Craft	Ext.		Exterior Access Route	Exterior		Level changes > 1/4"	1/2"	Alter change in level to be 1/4" high max. (Cost estimate to patch a 4' x 4' asphalt area.)	1	160	\$160
13	Golf Area	Ext.		Exterior Access Route	Exterior		Level changes > 1/4"	5"	Alter change in level to be 1/4" high max. (Cost estimate for 5' by 5' asphalt area.)	1	250	\$250
14	Golf Area	Ext.		Exterior Access Route	Exterior		Level changes > 1/4"	5"	Alter change in level to be 1/4" high max. at one driving range min. (Cost estimate for 5' by 5' asphalt area.)	1	250	\$250
15	Camp Craft Pavilion	Ext.		Exterior Access Route	Exterior		Surface is not stable, firm, and slip-resistant	-	Provide a surface at the pavilion that is stable, firm and slip resistant. Surface is currently sand. (Cost for 20' long 4' wide stone dust route.)	1	640	\$640

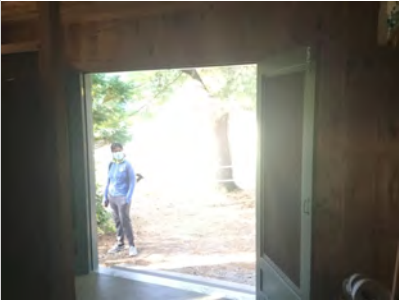
Town of Sudbury
Camp Sewataro - Grounds

ID	Location	Floor	Room	Element	Type	Photo	Issues	Current Measure	Recommendations	Quantity	Price	Cost Estimation
16	Route to Swimming Pool and Toilet Rooms From Liberty Lane	Ext.		Exterior Access Route	Exterior		Surface is not stable, firm, and slip-resistant	-	Remove pavers and install a stone dust route with a running slope no greater than 1:20 (5%). (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
17	Sandbox 1	Ext.		Exterior Access Route	Exterior		Route not maintained in operable working condition Accessible route not provided	- -	Provide an accessible route between the site arrival point and sand box area. Ensure the accessible route is maintained in operable working condition. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
18	West Garden Entrance	Ext.		Exterior Access Route	Exterior		Accessible route not provided	-	Provide an accessible route between the garden and a site arrival point. Ensure it is stable, firm and slip-resistant. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
19	Picnic Pavilion by Swimming Pond	Ext.		Exterior Access Route	Exterior		Accessible route not provided	-	Provide an accessible route from a site arrival point and to other program areas. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
20	Camp Craft Pavilion	Ext.		Exterior Access Route	Exterior		Accessible route not provided	-	Provide an accessible route from a site arrival point and to other program areas. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0

Town of Sudbury
Camp Sewataro - Grounds

ID	Location	Floor	Room	Element	Type	Photo	Issues	Current Measure	Recommendations	Quantity	Price	Cost Estimation
21	Street Hockey/ Basketball Court by Swimming Area and Camp Craft	Ext.		Exterior Access Route	Exterior		Accessible route not provided	-	Provide an accessible route from a site arrival point and between areas of sport activity. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
22	Kayaking, Canoeing, and Fishing Pond	Ext.		Exterior Access Route	Exterior		Accessible route not provided	-	Provide an accessible route from a site arrival point to the pond. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
23	Gaga Ball Court	Ext.		Exterior Access Route	Exterior		Accessible route not provided	-	Provide an accessible route from a site arrival point and other amenities. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
24	Men's and Women's Toilet Rooms by Swimming Pool Hand Sanitizer Area	Ext.		Exterior Access Route	Exterior		Accessible route not provided	-	Locate hand sanitizers on an accessible route.	1	Labor	\$0
Off-Street Parking Lot or Garage												
25	Visitor Parking North of Camp Entrance From Haynes Road	Ext.		Off-Street Parking Lot or Garage	Visitor		Total # of parking Total # of designated accessible parking spaces Total # of designated van accessible spaces Surface not stable, firm, and slip-resistant	80 0 0 -	Provide four (4) car accessible spaces. Provide one (1) van accessible spaces. Provide a surface that is stable, firm and slip resistant such as stone dust at the accessible parking spaces.	5	1652	\$8260

Town of Sudbury
Camp Sewataro - Grounds

ID	Location	Floor	Room	Element	Type	Photo	Issues	Current Measure	Recommendations	Quantity	Price	Cost Estimation
Entrance												
26	Men's and Women's Toilet Rooms by Swimming Pool	Ext.		Entrance	Main Entrance		Entrance not on an accessible route	15"	Provide a ramp to the entrance. (Cost estimate for a 15' long straight concrete ramp with compliant platforms at the top and bottom.)	1	17702	\$17702
Emergency Exit												
27	Toilet Rooms by Swimming Pool	1		Emergency Exit	N/A		Tactile sign not provided at emergency exit Illuminated International Symbol of Acc. not provided (MAAB)	- -	Provide a sign with raised characters ad braille at the emergency exit. After the exit is made accessible provide an illuminated sign with the International Symbol of Accessibility (ISA).	1	1116	\$1116
Access to Goods and Services												
Doors, Doorways, & Gates												
28	Men's and Women's Toilet Rooms by Swimming Pool	Ext.		Doors, Doorways, & Gates	Toilet Room		Hardware not operable with a closed fist	-	Provide hardware that can be operable with one hand and not require tight grasping, pinching, or twisting of the wrist.	1	484	\$484
Signage												
29	Gaga Ball Court	Ext.		Signage	N/A		Accessible route not provided Text size non-compliant	- -	Provided an accessible route to the informational signage. Ensure that character size complies with the Character Height Table 703.5.5 in the ADA 2010 Standards. (Cost does not include accessible route.)	1	346	\$346

Town of Sudbury
Camp Sewataro - Grounds

ID	Location	Floor	Room	Element	Type	Photo	Issues	Current Measure	Recommendations	Quantity	Price	Cost Estimation
30	Men's and Women's Toilet Rooms by Swimming Pool	Ext.		Signage	Designation		Raised characters not provided Raised characters < 48" or > 60 " above ground Braille not provided	- 74" -	Provide text with raised characters duplicated in braille. Mount signs so that the baseline of the lowest tactile character is 48" min. above the finished floor and the baseline of the highest tactile character is 60" max. above the finished floor.	1	346	\$346
Benches												
31	Center of Garden	Ext.		Benches	N/A		No accessible route to one bench in this area	21	Provide an accessible route to at least one (1) bench in this area. (Cost estimate for 6' long, 4' wide stone dust route from the walkway.)	1	192	\$192
32	Street Hockey/ Basketball Court by Swimming Area and Camp Craft	Ext.		Benches	N/A		No accessible route to one bench in this area	-	Provide an accessible route to at least one (1) bench in this area. (Cost estimate for 10' long, 4' wide stone dust walkway from the court.)	1	320	\$320
33	Golf Area	Ext.		Benches	N/A		No accessible route to one bench in this area	-	Provide an accessible route to at least one (1) bench in this area. (Cost estimate for 10' long, 4' wide stone dust walkway from the golf area.)	1	320	\$320
34	Golf Area	Ext.		Benches	N/A		No accessible route to one bench in this area	-	Provide an accessible route to at least one (1) bench in this area. (Cost estimate for 10' long, 4' wide stone dust walkway from the golf area.)	1	320	\$320
Toilet & Bathing Rooms												

Town of Sudbury
Camp Sewataro - Grounds

ID	Location	Floor	Room	Element	Type	Photo	Issues	Current Measure	Recommendations	Quantity	Price	Cost Estimation	
Overall Access													
35	Men's and Women's Toilet Rooms by Swimming Pool	1		Overall Access	Toilet Room		Turning space not provided Accessible plumbing fixtures or stalls not provided	- -	Provide one accessible wheelchair compartment for women and one for men.	2	6182	\$12364	
Additional Access													
Drinking Fountains													
36	Near Lacrosse Field	Ext.		Drinking Fountains	N/A		Fountain not on accessible route Operable parts malfunctioning Spout < 38" or > 43" (standing users) No drinking fountain provided for seated users	- - 27.75" 22.75"	Provide an accessible route to drinking fountains. Repair drinking fountains. Provide a drinking fountain for standing users with the spout between 38"- 43" above the finished floor or ground. Provide a drinking fountain for seated users with a 27" high knee clearance or install a Hi-Lo drinking fountain. (Cost does not include an accessible route. Accessible routes will require further study.)	1	4216		\$4216
37	Near Garden Entrance	Ext.		Drinking Fountains	N/A		Fountain not on accessible route Operable parts malfunctioning Spout < 38" or > 43" (standing users) No drinking fountain provided for seated users	- - 30.25" -	Provide an accessible route to drinking fountains. Repair drinking fountains. Provide a drinking fountain for standing users with the spout between 38"- 43" above the finished floor or ground. Provide a drinking fountain for seated users with a 27" high knee clearance or install a Hi-Lo drinking fountain. (Cost does not include an accessible route. Accessible routes will require further study.)	1	4216		\$4216
38	Drinking Fountains by Tennis Courts	Ext.		Drinking Fountains	N/A		Fountain not on accessible route Operable parts malfunctioning Spout < 38" or > 43" (standing users) No drinking fountain provided for seated users	- - 28.75" -	Provide an accessible route to drinking fountains. Repair drinking fountains. Provide a drinking fountain for standing users with the spout between 38"- 43" above the finished floor or ground. Provide a drinking fountain for seated users with a 27" high knee clearance or install a Hi-Lo drinking fountain. (Cost does not include an accessible route. Accessible routes will require further study.)	1	4216		\$4216
39	Near Swimming Pond	Ext.		Drinking Fountains	N/A		Fountain not on accessible route Operable parts malfunctioning Spout < 38" or > 43" (standing users) No drinking fountain provided for seated users	- - 28.75" -	Provide an accessible route to drinking fountains. Repair drinking fountains. Provide a drinking fountain for standing users with the spout between 38"- 43" above the finished floor or ground. Provide a drinking fountain for seated users with a 27" high knee clearance or install a Hi-Lo drinking fountain. (Cost does not include an accessible route. Accessible routes will require further study.)	1	4216	\$4216	

Town of Sudbury
Camp Sewataro - Grounds

ID	Location	Floor	Room	Element	Type	Photo	Issues	Current Measure	Recommendations	Quantity	Price	Cost Estimation
Play and Sport Areas												
Field												
40	Softball Field	Ext.		Field	Softball		Accessible spaces are not provided at team seating	-	Provide a 36" x 48" clear floor space at team seating. (Cost estimate for 3' x 4' stone dust area.)	1	96	\$96
41	Soccer Fields	Ext.		Field	Soccer		Not connected to an accessible-route	-	Provide an accessible route to the soccer field from a site arrival point. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
42	Softball Field	Ext.		Field	Softball		Not connected to an accessible-route	-	Provide an accessible route to the softball field from a site arrival point and other areas of sport activity. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
43	Fox Field Sports	Ext.		Field			Not connected to an accessible-route	-	Provide an accessible route to the sports field a site arrival point and other areas of sport activity. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
44	Lacrosse Field	Ext.		Field	Lacrosse		Not connected to an accessible-route Running slope > 1:20 (5%)	- 20%	Reduce running slope to be no steeper than 1:20 (5%). Provide an accessible route to the field from a site arrival point. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0

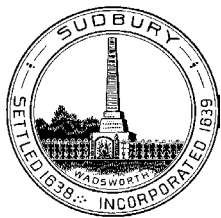
Town of Sudbury
Camp Sewataro - Grounds

ID	Location	Floor	Room	Element	Type	Photo	Issues	Current Measure	Recommendations	Quantity	Price	Cost Estimation
Court												
45	Volleyball Court	Ext.		Court	Volleyball		Not connected to accessible route	-	Provide an accessible route to the volleyball field from a site arrival point and other areas of sport activity. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
46	Gaga Ball Court	Ext.		Court	Gaga Ball		Not connected to accessible route	-	Provide an accessible entrance into the gaga ball court that is 32" wide min. clear and has a change in level no greater than 1/2".	1	Labor	\$0
47	Street Hockey/ Basketball Court by Tennis Court	Ext.		Court	Basketball		Not connected to accessible route Surface is not stable, firm, and slip-resistant	- -	Provide an accessible route to the street hockey/basketball court from a site arrival point and other areas of sport activity. (Cost does not include an accessible route. Accessible routes will require further study.)	1	-	\$0
Best Practice												
48	Liberty Lane To Main Area of Camp	Ext.							Recommend providing signage that is visible to visitors while driving through the entrance. Existing signage is difficult to read.	1	-	\$0
49	Golf Area and Other Locations	Ext.							Recommend providing some benches with backs and some with arms. Recommend providing clear floor space alongside benches so that a person using a wheelchair can sit shoulder to shoulder with a person seated on the bench.	1	-	\$0

Town of Sudbury
Camp Sewataro - Grounds

ID	Location	Floor	Room	Element	Type	Photo	Issues	Current Measure	Recommendations	Quantity	Price	Cost Estimation
50	West and East Garden Entrances	Ext.							Recommend providing a 10" high solid surface (kickplate) on the push side of each gate.	1	-	\$0

APPENDIX I
DEPARTMENT AND
COMMITTEE REPORTS



Town of Sudbury

Health and Community Services

Sudbury Health Department
275 Old Lancaster Road
Sudbury, MA 01776
978-440-5479
Health@sudbury.ma.us

Health and Community Services Report Re: Camp Sewataro/ Liberty Ledge

June 29, 2026

Overview

Each spring, the Health Department coordinates a comprehensive pre-season inspection with the Building and Fire Departments for all licensed recreational summer camps in Sudbury. Because Camp Sewataro is the Town's largest summer camp operation, the annual inspection typically requires a 2-3 hour walkthrough of the property. This year's joint inspection was conducted on June 10.

Board of Health Permitting Responsibilities

The Sudbury Board of Health annually issues the following permits for Camp Sewataro:

- Recreational Summer Camp License
- Bathing Beach License
- 4 Public Swimming Pool Permits
- Temporary Stable Permit

Recreational Summer Camp (105 CMR 430.000)

The annual camp licensing process is comprehensive and extends well beyond a physical inspection of the property. As part of the licensing process, the Health Department reviews a wide range of operational, medical, administrative, and safety requirements. Examples include:

- Camper and staff immunization compliance
- Required medical staffing and Healthcare Consultant credentials
- Staff hiring, orientation, and required background checks
- Emergency response procedures
- Lost camper procedures
- Medical policies and documentation
- Required reports of serious injuries and illnesses

The regulations also require compliance with applicable fire, building, and other life safety requirements before a license can be issued.

Throughout each camp season, the operator maintains regular communication with the Health Department regarding public health matters such as extreme heat planning and reportable incidents. Required incident reports are reviewed to identify opportunities for continuous safety improvement.

During this year's inspection, several winter storm-related tree limbs remained in areas adjacent to children's activities, and accumulated leaf litter was identified as a potential tick habitat. These concerns were promptly addressed by the camp operator. A tree that had fallen onto one of

the restroom buildings earlier this year was also under repair during the inspection and has since been fully repaired.

Overall, the camp has demonstrated a proactive approach to addressing public health and safety concerns identified during inspections.

Public Swimming Pools (105 CMR 435.000)

Camp Sewataro operates four licensed outdoor swimming pools.

Before opening each season, every pool must:

- Pass required bacteriological water testing
- Successfully complete a Board of Health pre-opening inspection
- Demonstrate compliance with state requirements for water chemistry, circulation, filtration, safety equipment, and operational standards

This year, two of the four pools initially failed pre-opening bacteriological testing due to elevated coliform bacteria levels. The pools remained closed while corrective actions, including deep cleaning and additional water treatment, were completed. Following two rounds of satisfactory laboratory testing, both pools successfully passed inspection and were approved to open.

Bathing Beach (105 CMR 445.000)

Unlike swimming pools, natural bathing beaches require ongoing weekly monitoring throughout the operating season.

Camp Sewataro conducts required weekly beach water sampling in accordance with state regulations. The beach has also experienced challenges common to many natural water bodies, including reduced water clarity and seasonal harmful algae blooms during periods of prolonged heat. Water clarity is evaluated using a Secchi disk, which measures underwater visibility. In previous seasons, the beach has remained closed or experienced delayed openings because required visibility standards were not met.

Although state regulations do not require routine algae testing, Camp Sewataro voluntarily performs additional weekly monitoring for harmful algae blooms. This proactive practice allows staff to identify developing conditions early, coordinate treatment when appropriate, and close the beach when necessary to protect public health. During the past two seasons, temporary beach closures have occurred because of harmful algae blooms.

Temporary Stable Permit (105 CMR 143.000)

As part of the camp's add-on horseback riding program, the Board of Health issues an annual Temporary Stable Permit.

The Town's Animal Inspector conducts inspections to evaluate:

- Animal health and welfare

- Stable sanitation
- Manure management
- Appropriate setbacks and site conditions

Public Health and Safety Recommendations

From a public health perspective, the following improvements could enhance safety and operational efficiency should the Town consider future capital investments at Camp Sewataro.

Automated Pool Chlorination: Installing automated chlorination systems for the outdoor teaching pools would improve water quality management.

The pools are shallow instructional pools used primarily for young children. Because they are outdoors, sunlight rapidly depletes chlorine levels, requiring staff to manually monitor and adjust water chemistry throughout the day. Automated chlorination systems continuously maintain disinfectant levels, improving consistency, reducing staff workload, and enhancing public health protection. Comparable outdoor public pools permitted by the Board of Health utilize automated chlorination systems.

Beach Public Address System: If the beach is expanded for greater public use in the future, installation of a permanent, hardwired public address system should be considered.

Currently, staff rely primarily on handheld megaphones for emergency communication. A fixed, hardwired voice amplification system would improve communication during emergencies, assist with locating lost children or swimmers, facilitate weather-related evacuations, and enhance overall emergency preparedness across the beach area.

Recreation Programming Opportunities

With the Town's new Health and Community Services organizational model, the Recreation Department now operates alongside Public Health and Veterans Services within a single department. This structure creates opportunities to intentionally align recreation programming with broader community health goals, recognizing that recreation plays an important role in supporting physical activity, mental well-being, social connectedness, and overall quality of life, while complementing the Health Department's ongoing work in public health and safety.

Camp Sewataro represents a unique recreational asset that could support additional community programming if desired by the Town. The Recreation Department has Programming Staff reviewing potential programs that could work at Liberty Ledge/Camp Sewataro during its off-season.

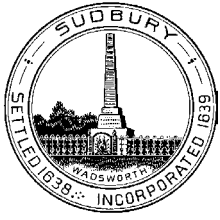
Potential opportunities include:

- Learn-to-swim programs utilizing the existing instructional pools
- Nature education and environmental programming
- Outdoor fitness and wellness classes
- Family recreation events
- School vacation and seasonal recreation programs

- Adaptive and inclusive recreation opportunities
- Community partnerships with local organizations

At the same time, the property presents several operational limitations that would influence future municipal programming. As a public recreation provider, the Town has an obligation to offer programs that are broadly accessible to residents of all abilities whenever feasible. Portions of Camp Sewataro/ Liberty Ledge feature steep grades, natural terrain, and buildings connected by dirt or gravel pathways that may limit accessibility for individuals using wheelchairs or other mobility devices. While improvements have been made, such as the installation of an accessible ramp to the main pavilion, additional accessibility enhancements to buildings, pathways, and site circulation would likely be necessary to expand municipal programming and improve accessibility across the property.

Overall, Camp Sewataro/ Liberty Ledge offers significant opportunities for recreation, education, and community engagement. Future programming should balance these opportunities with considerations related to accessibility, infrastructure, environmental stewardship, operational capacity, and community demand.



Town of Sudbury

Housing Trust

HousingTrust@sudbury.ma.us

Flynn Building
278 Old Sudbury Road
Sudbury, MA 01776
978-639-3387
Fax: 978-639-3314

www.sudbury.ma.us/housingtrust

Discussion on Liberty Ledge / Camp Sewataro July 9, 2026 AT 8:00 AM

VIRTUAL MEETING

Housing Trust Members Present: Chair Carmine Gentile, Vice Chair Jack Ryan, Kay Bell, Jessica Cerullo-Merrill; Gabe Ciccariello, Janie Dretler, Jeff Levine

Others Present: Director of Planning and Community Development Adam Burney, Community Preservation Coordinator Ryan Poteat

Discussion about Liberty Ledge and Camp Sewataro

The discussion about Liberty Ledge and Camp Sewataro centered on what recommendations the Sudbury Housing Trust should make to the Liberty Ledge/Camp Sewataro Advisory Committee before its July 16, 2026 meeting. The conversation evolved from discussing individual buildings on the property to debating the long-term vision for the entire 44-acre site.

While no formal vote was taken, several members expressed support for encouraging the Advisory Committee to evaluate the property more comprehensively.

Immediate Housing Opportunities

213 Haynes Road was agreed to have the highest potential to further the goals and SHT mission.

- The house is currently vacant but had historically housed summer camp staff.
- It is in generally good condition.
- It sits along Haynes Road near the Haynes School rather than within the active camp.
- The camp operator himself suggested the property could become affordable housing.

Possibilities included transferring it to the Housing Trust for renovation and resale as an owner-occupied affordable home to reduce future Chapter 40B pressure.

Adjacent land

Members also discussed nearby land that could potentially accommodate some type of owner-occupied affordable housing:

- Wooded area off Greystone Lane, north of Camp Sewataro (> 800 ft frontage on Greystone Lane); Parcels C08-0148, C08-0149, C08-0150, and C08-0151
- Land adjacent to 213 Haines Road (~120 ft frontage on Haynes Road); parcel C09-0165
- Land behind 213 Haynes Road; (>200 ft frontage on Liberty Ledge); parcel C08-0164

Overall, the discussion reflected a shift from identifying specific affordable housing opportunities to advocating for a comprehensive master-planning approach that balances housing, recreation, fiscal considerations, and the future of Camp Sewataro.

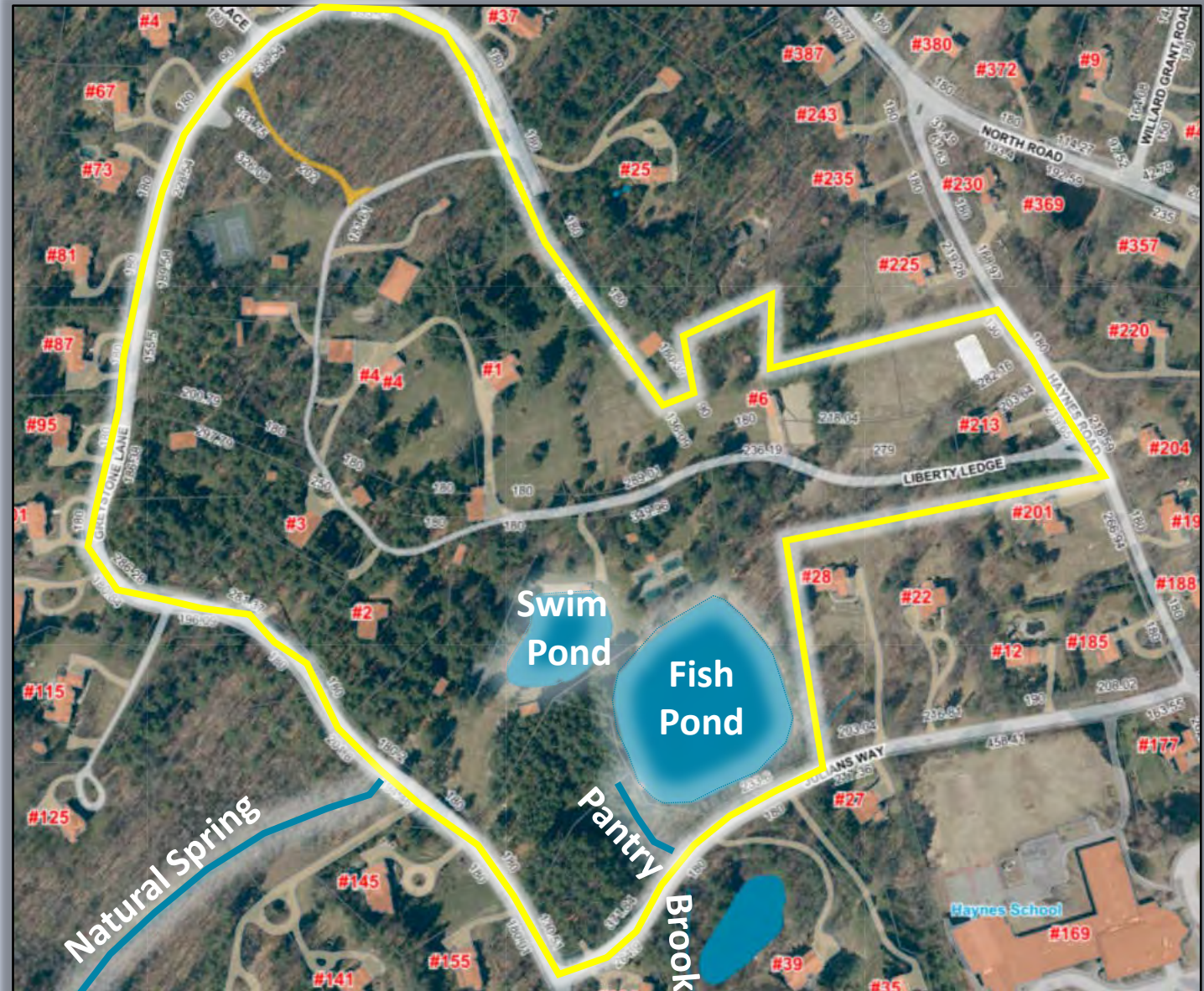


Liberty Ledge

Understanding its Natural Resources

Resource Areas

- Spring and Groundwater
- Swimming Pond
- Fishing Pond
- Headwaters of Pantry Brook
- Adjacent Forested Buffer



Natural Spring

- Located entirely on private land
- Used to fill up swimming pond
- No management



Swimming Pond

Management Strategies

- Water Quality Monitoring
- Aeration
- EutroSorb Filters
- Filtergrass
- Vacuuming sediment periodically
- Algaecide Treatment
- Alum Treatment
- Biofiltration System added in 2026



Fishing Pond

Management Strategies

- Water Quality Monitoring
- Vegetation Monitoring
- EutroSorb Filters
- Aeration



Management Goal

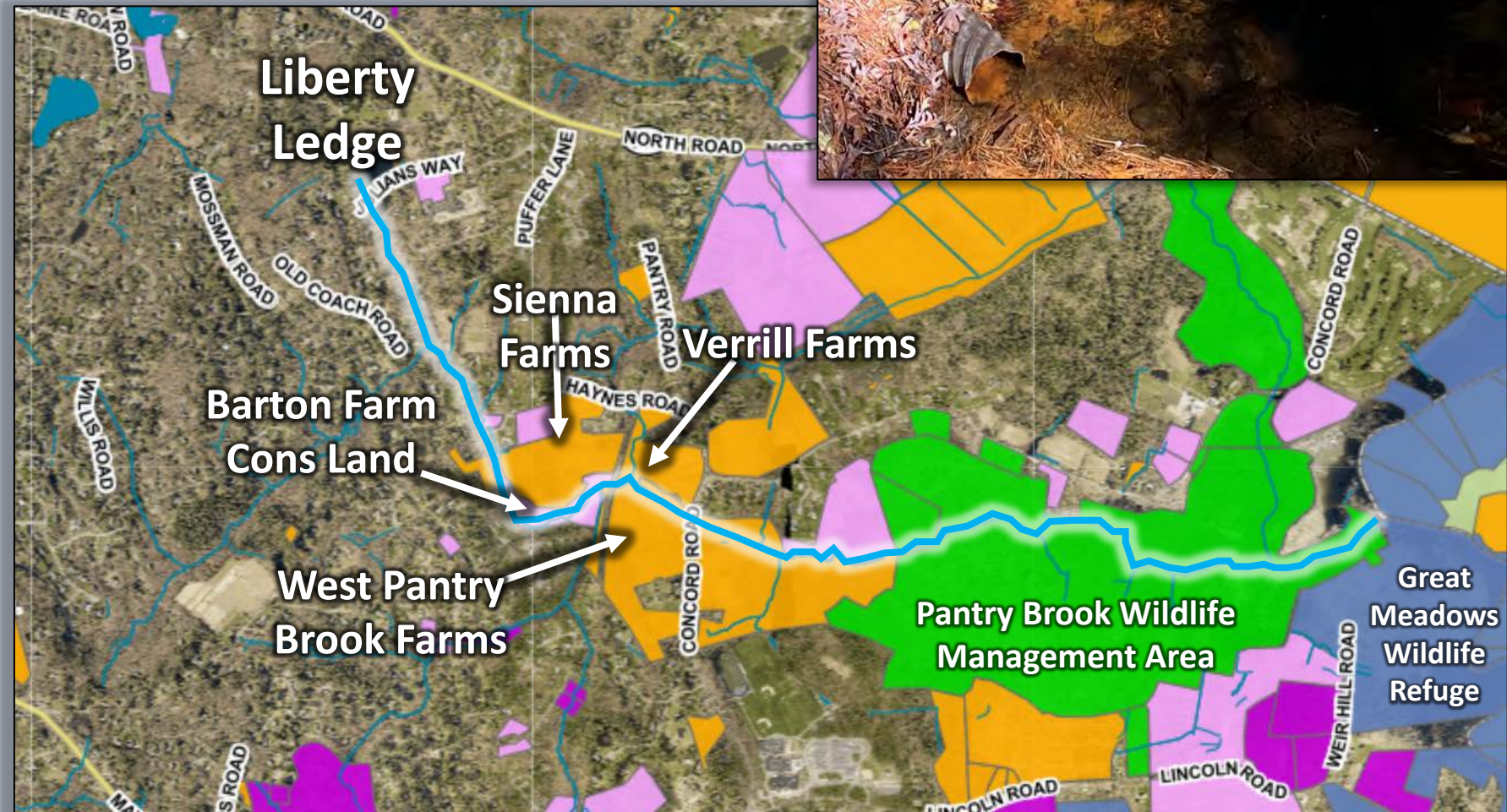
Manage the Fishing Pond conservatively while prioritizing water clarity in the Swimming Pond

Swimming Pond	Fishing Pond
<ul style="list-style-type: none">• Monthly Water Quality Monitoring• Spring PAC Treatment - Phosphorus• Install and periodically replace EutroSORB phosphorus filters.• Biofiltration System and Filtergrass• Upgraded aeration system• Algaecide treatment for cyanobacteria	<ul style="list-style-type: none">• Monthly Water Quality Monitoring• Vegetation Survey• Maintain Aeration System

Overall, the data indicate that the Swimming Pond requires active nutrient and algae management to support recreational use, while the Fishing Pond remains a relatively stable ecological system that benefits primarily from monitoring, aeration, and phosphorus interception rather than direct chemical treatment.

Headwaters of Pantry Brook

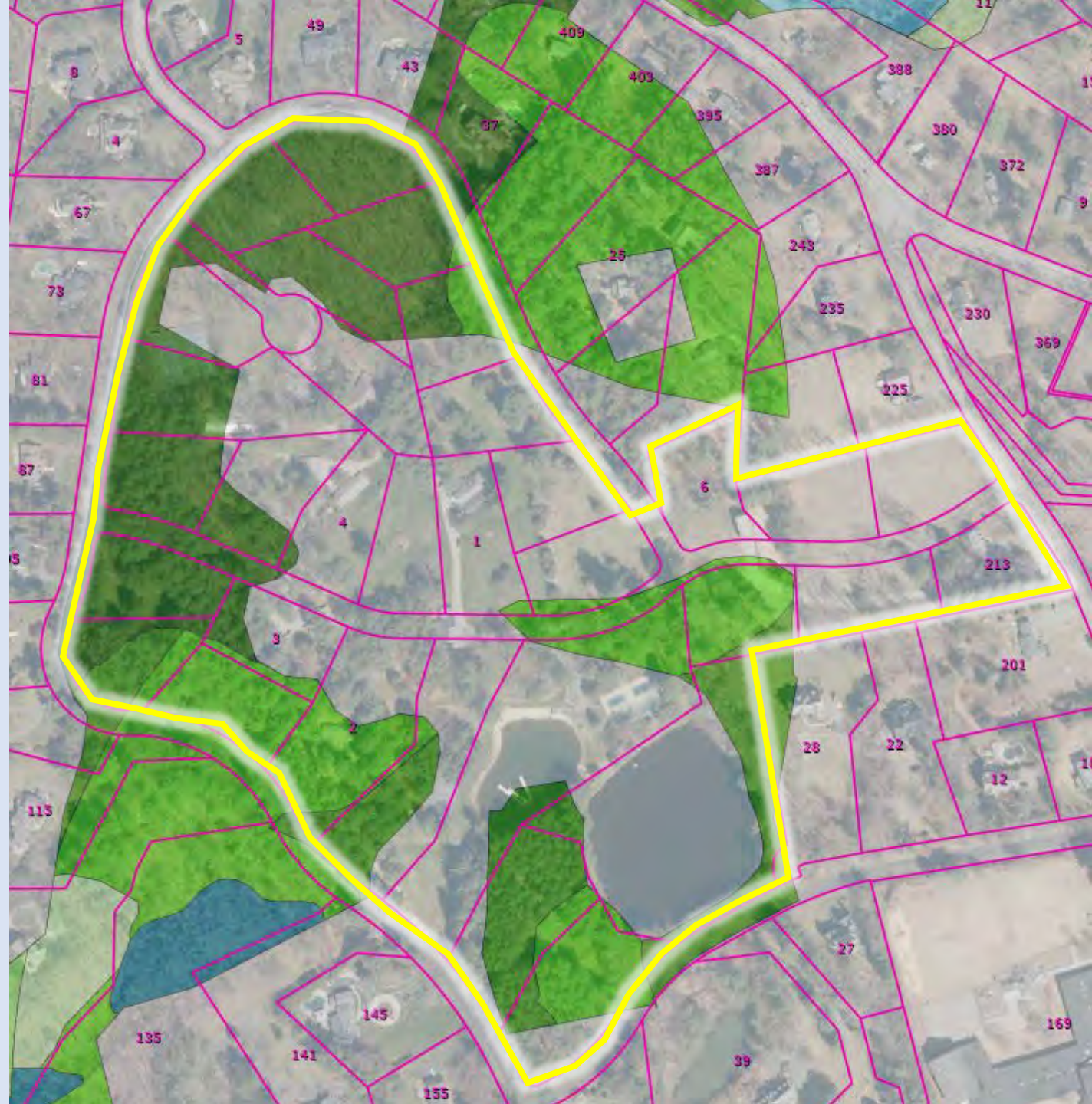
- Both Fishing and Swimming Ponds discharge to Pantry Brook.
- Regulate stream flow to downstream Conservation and Agricultural lands.
- Together, these lands preserve over 500 acres of contiguous protected open space in Sudbury, and connect to an even larger wildlife corridor throughout Wayland.



Prime Forest Land

-  Prime 1 ~ 9 acres
-  Prime 2 ~ 3.5 acres
-  Prime 3 ~ 5.5 acres
-  Statewide Importance 0 acres
-  Local Importance 0 acres

Prime Forest Lands are high-quality land with soil and climate conditions capable of growing a large volume of wood quickly.



Prime Farmland Soils

-  All Areas Are Prime Farmland ~15.5 acres
-  Farmland of Statewide Importance
-  Farmland of Unique Importance ~ 4.5 acres

Prime farmland soils are land designations defined by the USDA Natural Resources Conservation Service as having the best combination of physical and chemical characteristics for producing sustained high yields of food, feed, forage, fiber, and oilseed crops with minimal economic and energy inputs.



Areas to Protect

- Natural Spring
- Fishing Pond and its shoreline
- Water quality and quantity of Pantry Brook
- Adjacent Uplands
- Forested portions of the land



Conservation Recommendations

- Focus management on Swim Pond for recreation
- Manage Fishing Pond for wildlife
- Minimize chemical treatment of ponds
- Monitor water quality and aquatic vegetation
- Maintain vegetated buffers around ponds and streams
- Preserve wildlife corridors
- Manage terrestrial invasive species
- Dog Management

A photograph of a golf course green. In the foreground, there is a concrete path leading to a wooden bridge over a small stream. The bridge is made of wooden planks and has a lattice-like structure underneath. The stream is filled with rocks. In the background, there is a green lawn, a picnic table, and a person standing near a pond. The scene is surrounded by trees and bushes.



Expanded Programming

- Winter Animal Tracking
- Nature Geocaching Hunt
- Nature Escape Quest
- Birding
- Nature Photography
- Native/Invasive Plant Identification
- Forest Bathing
- Mindfulness Walks





Planning for Participation: Accessibility and Inclusion Considerations for Liberty Ledge

Date: July 30, 2026

To: Liberty Ledge / Sewataro Advisory Committee

From: Sudbury Commission on Disability

Introduction

The Sudbury Commission on Disability appreciates the opportunity to provide input as the Liberty Ledge / Sewataro Advisory Committee explores the future of one of Sudbury's most significant public properties.

The Commission recognizes that the Advisory Committee has been charged with evaluating a range of potential future uses for Liberty Ledge, engaging the community, and making recommendations to the Select Board. The Commission is not advocating for a particular outcome. Rather, we hope to provide a planning perspective that encourages accessibility, participation, inclusion, and belonging to be considered as foundational principles throughout the Committee's evaluation of each alternative.

Recreation, conservation, environmental stewardship, historic preservation, sustainability, fiscal responsibility, operational feasibility, and community priorities are all important considerations. We simply encourage that accessibility and inclusion be considered equally alongside these priorities throughout the planning process. Accessibility needs to become part of the conversation from the outset rather than after major decisions have already been made.

Public spaces are among the few places in a community that truly belong to everyone. The decisions made will determine not only what Liberty Ledge becomes, but who will be able to access it, participate in its programs and activities, and experience it as a welcoming community resource for generations to come.

Begin with the Question: Who Do We Want to Welcome?

Every successful planning process begins with a vision.

Before asking, "*What should Liberty Ledge become?*" the Commission encourages the Advisory Committee to first ask:

"Who do we want to welcome?"

The answer to that question should guide the planning process.

If Liberty Ledge is envisioned as a place for families, children, older adults, outdoor education, recreation, camp, after-school care activities, conservation, community gatherings, or quiet enjoyment of nature, then the property should be planned so those individuals have meaningful opportunities to participate.

Good planning begins with people, not buildings, programs, or activities.

Once a community identifies who it hopes to serve, accessibility can be incorporated into the planning and design of the property. Programming, partnerships, and operations can then build upon that accessible foundation.

This sequence matters as accessibility creates opportunities for participation, participation fosters inclusion, inclusion creates belonging, and belonging strengthens community.

When accessibility is not considered during planning of space and/or programming, the result is often not intentional exclusion, but unintended exclusion. Physical barriers may limit participation, reduce future programming opportunities, and make it more difficult for some residents to fully experience the property. Considering accessibility early helps avoid these unintended outcomes while creating greater flexibility for future generations.

Accessibility As a Planning Principle

Accessibility is often viewed solely through the lens of compliance with the Americans with Disabilities Act (ADA). While ADA compliance establishes important civil rights protections and minimum standards, accessibility is also a planning principle that helps communities create public spaces that are welcoming, flexible, and usable by the broadest possible range of people.

Because Liberty Ledge is a Town-owned property, it is subject to Title II of the Americans with Disabilities Act, which requires state and local governments to ensure that qualified individuals with disabilities have an equal opportunity to participate in and benefit from public programs, services, and activities. As Sudbury's ADA Self-Evaluation explains, the cornerstone of Title II is that *"no qualified person with a disability may be excluded from participating in, or denied the benefits of, the programs, services, and activities provided by state and local governments because of a disability."*

This distinction is particularly important for Liberty Ledge. The question is not simply whether someone can enter a building or travel along a path. It is whether people of all abilities will have an equal opportunity to participate in whatever recreation, education, community events, environmental programs, or other activities the property ultimately provides.

Planning for accessibility is not about predicting every future use of the property or advocating for a particular vision. Rather, it is about preserving the greatest range of possibilities so that,

regardless of how Liberty Ledge evolves over time, the broadest possible range of residents can participate in and benefit from the programs, services, and experiences the park ultimately provides.

Accessibility should therefore be viewed not as the final step in planning, but as one of the tools that helps transform a vision into a place that truly serves the community.

Building on Work the Town Has Already Begun

Sudbury has already established a strong foundation for this work.

In 2021, the Town commissioned the Institute for Human Centered Design (IHCD) to prepare a comprehensive ADA Self-Evaluation and Transition Plan. The Executive Summary explains that the Transition Plan was developed not only to identify accessibility barriers, but also to serve as a long-term capital planning and budgeting tool that guides future improvements to Town facilities and properties.

As part of that effort, Camp Sewataro was evaluated. The assessment identified accessibility barriers affecting buildings, entrances, parking, signage, restrooms, circulation, recreation areas, and accessible routes. The consultants also concluded that a comprehensive evaluation of accessible routes throughout the property was beyond the scope of the original assessment because of the size and varied terrain of the site, recommending that a more comprehensive accessibility assessment be completed before future accessibility improvements are planned.

More recently, Sudbury Town Meeting adopted Article 17, the Resolution on Full Inclusion and Accessibility, affirming the Town's commitment to considering accessibility and inclusion in municipal planning and decision-making.

The Commission believes Liberty Ledge presents an opportunity to build upon this work. Rather than addressing accessibility after future uses have been determined, the Advisory Committee has the opportunity to incorporate accessibility into its planning from the beginning.

Recommendations

The Commission respectfully offers the following recommendations for the Advisory Committee's consideration.

1. **Complete the comprehensive accessibility assessment identified in the Town's ADA Transition Plan before long-term recommendations are finalized.** Completing this work will provide valuable information about accessible circulation, topography, implementation priorities, and realistic opportunities for improving access throughout the property. It will also allow accessibility considerations to inform planning before future decisions are made.

2. **Evaluate future alternatives through an accessibility, inclusion, and participation lens.** As the Committee considers different alternatives, we encourage evaluating not only whether people can physically access the property, but whether each alternative creates meaningful opportunities for participation. Asking questions such as *Who will be able to use this space? Who might be unintentionally excluded? What types of programming or partnerships could this support?* helps ensure accessibility is considered as part of thoughtful planning rather than as a later design modification.
3. **Incorporate Universal Design principles wherever practical.** Planning for accessibility from the outset creates greater flexibility, supports a wider variety of future uses, and is more effective than retrofitting accessibility after facilities have been designed or constructed. Implementing universal design principles not only benefits individuals with disabilities but also enhances the experience for all users, making spaces safer and more enjoyable.
4. **Continue engaging the Commission on Disability throughout future planning and implementation.** The Commission's role is not to determine what Liberty Ledge should become. Rather, our role is to help ensure that, whatever vision ultimately emerges, accessibility, participation, inclusion, and belonging have been thoughtfully considered. The Commission welcomes the opportunity to continue serving as a resource as the property evolves.

Suggested Planning Questions to Achieve Full Community Participation

Access	Can everyone get there?
Participation	Can everyone participate in its use and programming?
Choice	Are there multiple ways to experience the property?
Independence	Can people use the space with dignity and as independently as possible?
Flexibility	Will the design support a variety of future programs and users?
Belonging	Will people of all ages and abilities feel welcome and they can participate?

Conclusion

The Liberty Ledge Advisory Committee has a unique opportunity to help shape one of Sudbury's most important public spaces for future generations.

The Commission believes accessibility should not be viewed simply as a legal requirement or a checklist completed after planning has occurred. It is a planning principle that helps communities create public spaces where more people can participate, contribute, and belong.

By beginning with the question **"Who do we want to welcome?"**, the Advisory Committee can help ensure that future recommendations support meaningful participation for the broadest possible range of residents.

When accessibility is considered early, participation becomes possible. When participation becomes possible, inclusion follows. And, when people feel welcomed, included, and able to participate, public spaces become places of belonging that strengthen the entire community.

The Commission appreciates the opportunity to contribute to this planning process and looks forward to continuing to serve as a resource to the Advisory Committee and the Town as Liberty Ledge moves from vision to reality.



Liberty Ledge: Planning for an Accessible & Inclusive Community Asset



Presented by
Sudbury Commission on Disability



The Commission on Disability's Role

Established by Town Meeting in 1993 under M.G.L. Chapter 40, §8J, the Commission on Disability exists to promote the full integration and participation of people with disabilities in the Town of Sudbury. Our mission is to work independently and collaboratively with Town boards, committees, departments, and the community to:

- Promote accessibility and inclusion
- Identify and remove barriers
- Empower people with disabilities to advocate for themselves
- Provide guidance on accessibility in Town planning and decision-making





Our Role Today

Our goal is to provide an **accessibility, participation and inclusion perspective** that can help inform the Committee's recommendations as it considers the future of Liberty Ledge.



Liberty Ledge Today

- Seasonal summer camp
- Intermittent public swimming
- Passive outdoor recreation
- Community events and informal gatherings

As the Town considers the future of this recreational property, accessibility should be considered equally alongside recreation, sustainability, and fiscal responsibility.



Why Recreation Matters

Recreation improves

- Physical health
- Mental health
- Social connection
- Sense of belonging
- Independence

Every resident should have the opportunity to experience these benefits.



Recreation Should Be Accessible to Everyone

Accessible recreation benefits:

- People with disabilities
- Older adults
- Veterans
- Families with young children
- Residents recovering from illness/ injury
- Visitors

Universal Design benefits everyone.



Sudbury Has Already Made Accessibility a Priority

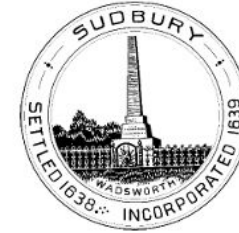
May 4, 2026

Article 17 — Resolution: Full Inclusion and Accessibility

This article passed **218-56**.

Liberty Ledge presents an opportunity to put these principles into practice.

Town of Sudbury Massachusetts



OFFICIAL WARRANT

ANNUAL TOWN MEETING

MONDAY, MAY 4, 2026, 7:00 p.m.

Article 17 – Resolution: Full Inclusion and Accessibility

To see if the Town will vote to adopt a non-binding resolution affirming its commitment to fully consider the rights, needs, and lived experiences of residents with disabilities in all municipal decision-making and planning processes; to strive for universal access, inclusion, and equity across Town programs, services, facilities, and communications; and to encourage coordinated action across boards, committees, departments, and community partners to address barriers, exclusion, and ableism; or act on anything relative thereto.

Submitted by the Commission on Disability

(Majority vote required)

COMMISSION ON DISABILITY REPORT: To advance the Town's long-term goal of full inclusion and accessibility, this resolution reaffirms Sudbury's commitment to ensuring that residents of all abilities are able to participate equitably in civic life. Adoption of this resolution will signal collective responsibility and coordinated action to reduce barriers and to promote a culture of belonging for all.

SELECT BOARD POSITION: The Select Board supports this article.

FINANCE COMMITTEE POSITION: No Position

The Town Has Already Invested in Accessibility Planning

The Town commissioned the **Institute for Human Centered Design** to complete an ADA Self-Evaluation and Transition Plan.

The report states:

"The cornerstone of Title II of the ADA... is clear: no qualified person with a disability may be excluded from participating in, or denied the benefits of, the programs, services, and activities provided by state and local governments because of a disability."

The ADA Transition Plan was also developed as a **long-term planning and capital budgeting tool** to guide future accessibility improvements.



Town of Sudbury, Massachusetts

PART A – Executive Summary

February 2021

Prepared by the
 **Institute for
Human
Centered
Design**



200 Portland Street, First Floor
Boston, MA 02114
617.695.1225 voice/tty
www.IHCDesign.org



Camp Sewataro Was Evaluated

The ADA Transition Plan identified accessibility barriers throughout the property, including:

Buildings

- Entrances
- Restrooms
- Doorways
- Signage

Grounds

- Accessible routes
- Parking
- Recreation areas
- Circulation

These findings provide valuable information for future planning.

One Important Finding

The consultant recommended additional professional evaluation.

"Due to the size of Camp Sewataro and the nature of the terrain, a full topographic assessment of exterior routes... is beyond the scope of this project... a more comprehensive study will need to be undertaken."



Town of Sudbury,
Massachusetts

PART A – Executive
Summary

February 2021

Prepared by the



200 Portland Street, First Floor
Boston, MA 02114
617.695.1225 voice/tty
www.IHCDesign.org

Accessibility Planning Depends on Future Use



The Camp Sewataro ADA Transition Plan recognizes that accessibility considerations will vary depending on how the property is ultimately used and operated.

Potential Future Use	Accessibility Planning Considerations
Town-operated recreation	Accessible routes, facilities, and programs
Public recreation & swimming	Accessible parking, circulation routes, restrooms, and public amenities
Camp programming	Inclusive programming, accessible program areas, buildings, and connections between activity areas
Partnership or contracted operation	Accessibility should be considered during planning and implementation

Regardless of the future operating model, accessibility is most effective when incorporated into planning from the beginning rather than addressed after decisions are made.

Accessibility Creates Opportunity

Thoughtful accessibility planning can create year-round opportunities for residents of all ages and abilities.

Accessibility isn't the end goal; it's what makes participation possible. By thoughtfully incorporating accessibility into future planning, Liberty Ledge could support a wide range of inclusive recreational and educational opportunities throughout the year. These are simply examples of what's possible, not recommendations for a specific operating model.



Accessible Spaces	→	Inclusive Programming	→	Community Benefits
Accessible routes		Inclusive summer camp		Recreation
Accessible recreation areas		Adaptive kayaking		Health & wellness
Accessible pavilion		Nature education		Social connection
Accessible waterfront		Adaptive fishing		Independence
Accessible buildings and spaces		Inclusive camp and/or after-school care programming for children of all abilities		Social connection, education, belonging
Accessible trails		Cross-country skiing & snowshoeing		Belonging

Final Thought...

Before asking...

**"What should
Liberty Ledge
become?"**

perhaps first ask...

**"Who do we want
to welcome?"**





Planning Shapes Participation

When we plan...

- for trails,
- for buildings,
- for recreation,
- for programming...

We are planning...

- who can participate.**



Accessibility is not simply about complying with standards. It is about ensuring every resident has the opportunity to belong.

**The Future Begins
With One Question**

**Who do we want
to see here?**



Our Recommended Answer: Everyone

1. **Complete the comprehensive accessibility assessment identified in the ADA Transition Plan.**
2. **Evaluate every future proposal using an accessibility and universal design lens.**
3. **Incorporate accessibility expectations into future planning, capital improvements, and, if applicable, any future RFP or operating agreement.**

Suggested Planning Questions to Achieve Full Community Participation

As the Committee evaluates future uses, we encourage asking:

ACCESS

Can everyone get there?

PARTICIPATION

Can everyone participate in its use and programming?

CHOICE

Are there multiple ways to experience the property?

INDEPENDENCE

Can people use the space with dignity and as independently as possible?

FLEXIBILITY

Will the design support a variety of future programs and users?

BELONGING

Will people of all ages and abilities feel welcome?

Who we plan for determines who belongs.

The Commission on Disability hopes Liberty Ledge becomes a place where **everyone** has the opportunity to participate, connect, and belong.

Thank you.

Questions?



Appendix: Commission on Disability & Camp Sewataro Partnership

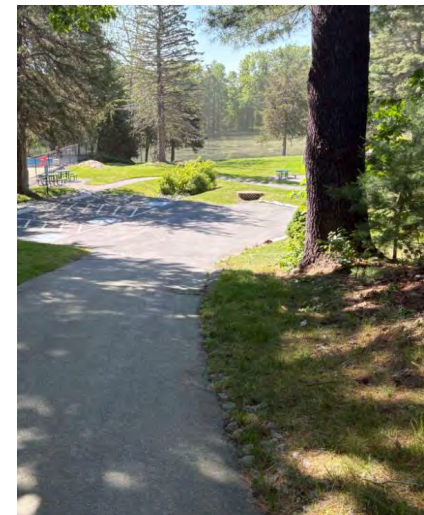


Camp Sewataro has proactively engaged with the Sudbury Commission on Disability and has been a strong partner in promoting accessibility and inclusion in the community and making Liberty Ledge more accessible. This collaborative relationship provides a strong foundation for future accessibility initiatives at Liberty Ledge and throughout the Sewataro campus.

Together, we have:

- Conducted accessibility walk-throughs
- Provided accessibility recommendations for facilities and programming.
- Discussed opportunities for adaptive recreation
- Built an ongoing partnership that addresses accessibility proactively rather than reactively.

Accessibility in outdoor environments is an ongoing process, not a one-time project. Strong community partnerships are essential to identifying barriers, implementing improvements, and ensuring recreational opportunities become more inclusive over time.



Appendix: Commission on Disability & Camp Sewataro Partnership

Through ongoing collaboration between Camp Sewataro and the Sudbury Commission on Disability, several opportunities have been identified to expand inclusive recreation and improve accessibility throughout the park. While these concepts have not been formally approved over the years, they illustrate the type of long-term planning that strong community partnerships make possible.

Potential Future Accessibility Enhancements

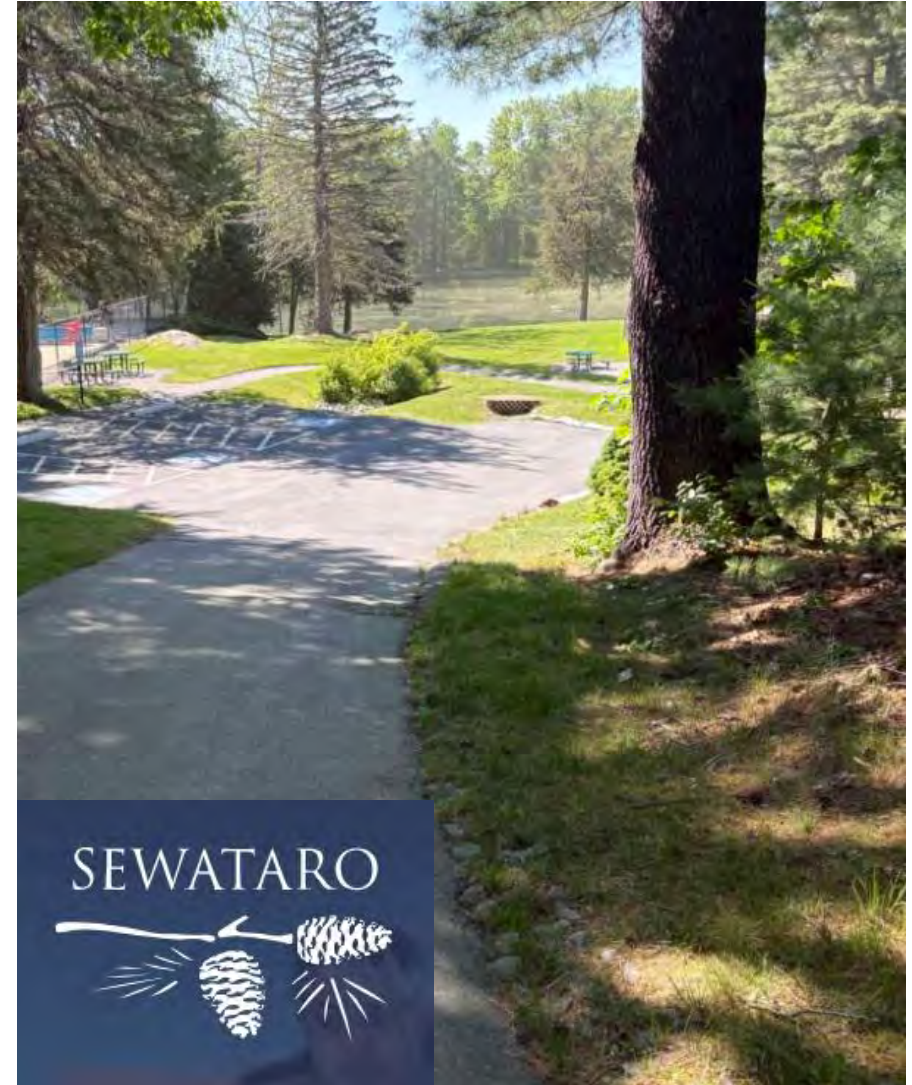
Accessible Four-Season Recreation Space

- Explore development of an accessible four-season structure, which would allow for year-round inclusive and adaptive recreation programming and a flexible space for community events, educational programs, and adaptive activities.

Improved Access to the Upper Campus

- Consider paving the rear parking area to improve accessibility, which would provide a more accessible route to the tennis courts, basketball courts, and accessible pavilion. This would improve access for wheelchair users, individuals with mobility disabilities, sensory disabilities, families with strollers, and older adults.

Accessibility is often achieved incrementally. Long-term partnerships create opportunities to identify barriers, prioritize improvements, and build a more inclusive community over time.



Appendix: Partnerships Expand Access and Opportunity

Partnerships Expand Access and Opportunity

A Sudbury Success Story: Adaptive Cycling on the Bruce Freeman Rail Trail

In 2026, the **Sudbury Commission on Disability**, **Rail Trail Advisory Committee**, and **All Out Adventures** partnered to bring free adaptive cycling programs to the Bruce Freeman Rail Trail.

The partnership:

- Provided adaptive bicycles and tricycles for children and adults with disabilities.
- Supplied trained staff to fit equipment and support participants.
- Removed financial barriers by offering the program free of charge.
- Introduced many residents to the Bruce Freeman Rail Trail who otherwise may not have been able to experience it.

What We Learned

This partnership demonstrates that inclusive recreation does not require the Town to provide every program or purchase every piece of specialized equipment. Instead, partnerships can:

- Leverage the expertise of organizations that already specialize in adaptive recreation.
- Expand access to existing public spaces for a broader range of residents.
- Create meaningful recreational opportunities while minimizing costs to the Town.
- Build community by welcoming people of all ages and abilities into shared public spaces.

Looking Ahead

Liberty Ledge presents a similar opportunity. By partnering with organizations that specialize in outdoor recreation, education, wellness, or accessibility, Sudbury can expand who feels welcome, reduce barriers to participation, and activate the property in ways that benefit the entire community.



Appendix: Examples of Inclusive Programming

Outdoor Recreation Partnerships

Organizations such as **Waypoint Adventure** and **Spaulding** provide adaptive outdoor recreation including:

- Kayaking
- Hiking
- Canoeing
- Climbing
- Adaptive Tennis
- Adaptive Archery
- Adaptive Cross Country Skiing
- Team-building
- Outdoor leadership



These types of partnerships could complement future recreational programming at Liberty Ledge .

Appendix: RFPs Can Encourage Inclusive Innovation

Accessibility Can Be Part of the Evaluation Criteria

Rather than prescribing exactly what amenities or programs must be provided, an RFP can ask respondents to explain:

- How their proposal will welcome people of all ages and abilities.
- How accessibility and inclusion are incorporated into their programming or operations.
- What partnerships, expertise, or innovative approaches they would bring to support equitable participation.

This encourages creativity while allowing proposers to demonstrate how they can serve the broadest possible community.

A Sudbury Example

The 2026 Sudbury Public Schools Extended Day Program RFP required each proposer to submit an **Inclusion and Accessibility Plan** and evaluated vendors on their demonstrated commitment to inclusive programming and student support.

What Happened?

During development of the RFP, some community members expressed concern that including accessibility and inclusion requirements would discourage providers from responding.

That did not occur.

According to the Director of Business & Human Resources, Sudbury Public Schools received **eight qualified proposals**, the largest response the district had ever received for an after-school care provider RFP.

The takeaway: Asking proposers how they will serve a broader range of community members does not necessarily reduce competition. Instead, it can encourage providers to bring forward innovative ideas and demonstrate how they can create welcoming, inclusive experiences.

Appendix: RFPs Can Encourage Inclusive Innovation



Sudbury Public Schools

40 Fairbank Road
Sudbury, MA 01776

REQUEST FOR PROPOSALS

FACILITIES LEASE FOR EXTENDED DAY PROGRAM OPERATION

RFP#: 26-001
Bid Due Date: March 26, 2026 – 12:00 PM
Bid Opened At: Sudbury Public Schools Central Office
40 Fairbank Road
Sudbury, MA 01776

Contact
Donald R. Sawyer
Director of Business & Human Resources
40 Fairbank Road
Sudbury, MA 01776
donald_sawyer@sudbury.k12.ma.us

3. REQUIRED PROPOSAL SUBMISSIONS

Proposers shall provide one copy of the following general information in their Non-Price Proposals for review:

- tax returns from any vendors who do not have audited financial statements.
- i. A detailed plan to evaluate the program's quality and effectiveness. Include the criteria that will be evaluated.
- j. An **Inclusion and Accessibility Plan** describing how the program will support equitable participation by students of all abilities, including students with disabilities, medical needs, or individualized plans. The plan shall address staffing, training, reasonable accommodations, inclusive program design, and communication with families and the District.
- k. A description of staff training including training related to social-emotional learning.
- l. A description of your plan relative to the health, safety and nutrition of students, including: procedures to monitor children's arrival and follow up on children who do not arrive; procedures for the safe release of children, first aid, allergy preparedness and emergency procedures.

G. EVALUATION CRITERIA

Inclusive Practices and Student Support:

1.	Vendor demonstrates a clear, proactive approach to inclusive programming, staff training, and collaboration with school personnel to support participation and belonging for students with diverse needs, backgrounds, identities, and abilities.	Highly Advantageous
2.	Vendor describes inclusive practices and staff awareness, with some training or experience supporting diverse learners and fostering respectful, welcoming environments.	Advantageous
3.	Vendor references inclusion generally, with limited detail on implementation or staff preparation.	Not Advantageous
4.	Vendor does not address inclusive practices or student support.	Unacceptable

Appendix: Examples of Inclusive Programming

Example: Dreamcatchers at Pompositticut Farm Day Camp



DREAMCATCHERS (Ages 8-16)

DREAMCATCHERS was created to welcome children with a variety of personal challenges and disabilities to engage in camp activities alongside their peers. This specialized program is directed by a Board Certified Behavior Analyst / MA Licensed Teacher, Liz Alberts and the following are its goals:

- To integrate camp related skills into a fun, learning environment where Dreamcatchers can experience successful outcomes and a growth in life skills.
- Campers are supervised by our professional director on an individual basis as to their specific abilities and objectives.
- Dreamcatchers participate in all of the camp activities to provide diverse encounters these campers may not have experienced with the aim of expanding their horizons.
- Structured days assist in focusing on skill acquisition, capitalizing on social opportunities and tons of enjoyment!

With personal and professional guidance each Dreamcatcher is able to set goals and accomplish them within this 2-week time frame. Skills are built upon with positive reinforcement, individual encouragement and a non-competitive atmosphere of trust.

Appendix: Regional Example - Planning for Housing for Adults with Disabilities



WAYLAND

Housing plan for adults with disabilities recommended for Cochituate Road site



Wayland's 212 Cochituate Road Initiative

In 2026, the Town of Wayland's 212 Cochituate Road Advisory Committee recommended issuing a Request for Proposals (RFP) to redevelop a Town-owned property for housing serving adults with disabilities.

Following a six-month planning process, the committee concluded:

Adults with disabilities face a significant shortage of affordable, accessible, and supportive housing.

Approximately **1,100–1,200 Wayland residents age 22 and older** are estimated to live with a disability.

The committee projected that **10–20 Wayland residents may need supportive housing over the next decade**, with additional regional demand across MetroWest.

The report identified the property as a rare opportunity to address an important housing equity gap while remaining compatible with the surrounding neighborhood.

The committee recommended a competitive RFP process that would encourage innovative, financially sustainable proposals.

Why This Matters

Communities across Massachusetts are beginning to recognize that planning for adults with disabilities extends beyond recreation—it also includes housing, transportation, employment, and community participation.



SEWATARO



Camp Sewataro &
our Sudbury Home

History of Camp Sewataro

- 40's-70's

- Franklin Secatore purchased 150 acres of land and set about building himself and his 3 daughters and their families
- Summer of 1960 - Cousin Camp

- 70's-90's

- Franklin's daughter Alba Taylor stepped into the role of Camp Director
- Steady growth in enrollment, but consistent adherence to Alba's vision

- 90's-2019

- Increased involvement by Alba's children Mark, Christine and Rob
- Camp Sewataro became known as a premier Day Camp in New England

Sewataro: Then & Now



Committee Presentation

Leadership & Team

- Scott Brody - Camp Operator
 - Camps Kenwood & Evergreen and Everwood Day Camp
 - Leader of the American Camp Association - 26 million children attending 21,000 Camps across the US
 - National Board Chair 2019-2022
 - As National Board Chair, led summer camps out of COVID and secured funds for recovery of the industry
 - 2026 ACA Distinguished Service Award Recipient
 - Leads all engagement for US Summer Camps in Washington, D.C.
 - Created Caucuses for Summer Camps in the House & Senate in 2026.



Leadership & Team

- Emmy Niinimaki - Executive Director
 - Degree in Elementary Education and Communications
 - Sewataro Employee since 2007
 - Lifelong Camper and Proud Camp Parent
- Kristen Drummey - Community Engagement Coordinator
 - Doctorate in the Sociology of Education
 - Wearer of many hats - Preschool Program Supervisor, Town Liaison, and Camp Parent

Year-Round Team of Camp Professionals



- 🍄 Camp Director: Hannah White
- 🍄 Program Director: Alyssa Leto
- 🍄 Assistant Director of Operations and Communications: Claire Paulson
- 🍄 Business Manager: Cheryl Percuoco
- 🍄 Property Manager: Ramon Torres

*who LOVE to have a good
time with our campers!*



Camp Impact



*Our Mission:
Camp Sewataro brings young people (ages 3-15) together to discover, play, and create - outdoors and unplugged - in a safe, supportive, and inclusive environment. Campers and counselors develop resilience, build lasting friendships, and develop the skills needed to become the best version of themselves.*

- 2026 Enrollment - we will be serving 1470 children this summer, 490 Sudbury children
- 2026 Staff - 256 employees, 84 Sudbury residents
- 54 Sudbury Resident Scholarships awarded for 2026

2019 Contract

- Steps required to Open, per Town Staff - signage, fencing, cameras
- Off-season Access & Pavilion use
- June 1- August 31: Access to front of property (fishing pond & barn field) 6pm-dusk on week days, 9am to dusk weekends and Holidays
- NO Pets
- Houses available for Staff as part of Compensation Package
- Scholarships
 - 10 income-based Resident Scholarships (650 Campers)
 - Sliding Scale
- Two Annual Resident events
 - COVID curveball → Drive-thru fun
- Payments
 - Base - \$120,000/year
 - At least 25% of net revenue
- Camp responsible for maintenance & Capital Improvements
 - Cost sharing option for items over \$20,000

Amendments Based on Resident Feedback



Summer access to Tennis & Small Basketball Courts (back of property)



Prioritizing Sudbury Residents in the enrollment process

- Within each level of seniority



Leashed Pets Permitted



Eagle Scout project and maps



Resident Scholarships

- Working with Town Social Worker to identify candidates
- Free busing or extended day



Food pantry access to garage and buildings during COVID

2022 Contract

- Off-season Access & Pavilion use
- June 1- August 31: Access to front & back of property (fishing pond & barn field) 6pm-dusk on weekdays, 9am to dusk weekends and Holidays
- Houses available for Staff as part of Compensation Package
- Scholarships
 - 50 Resident Scholarships (750 Campers)
 - Free busing or Extended Day
- Two Annual Resident events
- Resident Swim
- Payments
 - Base - \$200,000/year
 - At least 25% of net revenue
- Camp responsible for maintenance & Capital Improvements
 - Cost sharing option for items over \$20,000
 - ADA improvements - Liberty Lodge, Swim Parking

Camp Programming

- Sports
 - Team: Soccer, Basketball, Softball, Street Hockey, Flag Football, Frisbee, Tennis, Pickleball
 - Individual: Archery, Target Paintball, Golf
- The Arts
 - Crafts
 - Pottery
 - Music
 - Drama
- The Great Outdoors
 - Fishing
 - Boating
 - Camp Craft
 - Nature
 - Gardening
- Adventure Challenge
 - High Ropes
 - Low Ropes
 - Zipline
 - Climbing Wall
 - Fox Adventure
- Swimming



Creating Leaders

🌲 Chipmunk Section: Pre-School (3-4 yo)

🌲 Fox Section: K-1st Grade

⚡ Bear Section: 2nd-3rd Grade

🌲 Eagle Section: 4th-5th Grade

🦉 Owl Section: 6th-8th Grade

⚡ CIT Program: 9th-10th Grade



Financials

- Since 2019
 - \$1,869,420 in direct payments to the Town of Sudbury
 - \$783,842 worth of Scholarships to Sudbury Resident Campers
 - \$1,493,327 spent on maintenance and property improvements
 - Includes \$143,024 worth of ADA upgrades since 2023
- In 2025, the Town of Sudbury performed an audit which confirmed that Sewataro has been providing the Town with accurate information about Camp finances since 2019.

	2025	2024	2023	2022	2021	2020
Payments to Town	\$328,584	\$320,692	\$292,956	\$345,112	\$458,940	\$123,136
Base Payment	\$212,180	\$206,000	\$200,000	\$120,000	\$120,000	\$120,000
Profit Share	\$116,404	\$114,692	\$92,956	\$225,112	\$338,940	\$3,136
Annual Maintenance & Property Improvements	\$273,763	\$317,072	\$266,697	\$226,545	\$281,089	\$128,161
Buildings	\$36,000	\$39,326	\$30,879	\$49,280	\$59,044	\$45,827
Grounds	\$210,956	\$179,239	\$188,260	\$138,315	\$183,795	\$82,334
ADA Work	\$14,857	\$95,007	\$33,160			
Swim-Related Upgrades	\$11,950		\$3,418			
Other Town-Related Expenditures		\$3,500	\$10,980	\$38,950	\$38,250	
Insurance paid on behalf of the Town	\$37,687	\$37,844	\$37,841	\$37,332	\$33,666	\$32,052
Scholarships	\$164,480	\$133,297	\$177,673	\$139,956	\$106,677	\$61,759
Camp Tuition	\$150,464	\$120,928	\$162,452	\$126,185	\$98,393	\$54,075
Extended Day	\$5,976	\$4,124	\$7,556	\$6,648	\$2,988	\$4,836
Transportation	\$8,040	\$8,245	\$7,665	\$7,123	\$5,296	\$2,848
Resident Events	\$15,331	\$30,758	\$25,895	\$13,312	\$10,250	\$217
Lifeguards for Resident Swim	\$13,565	\$4,470				
Total Financial Benefit to Sudbury	\$833,410	\$844,133	\$801,062	\$762,257	\$890,622	\$345,325
Town's Annual Payment on Debt	\$743,362	\$760,363	\$777,362	\$787,201.43		
	2025	2024	2023	2022	2021	2020
Intangibles						
Sudbury Staff #'s	84	84	77	69	59	54
Sudbury Camper #'s	512	517	487	439	343	197
Scholarship Camper #'s	50	42	47	41	30	12
The 2021 Revenue share was \$338,940. Approximately \$164,000 of this was due to the PPP Loan						
The 2022 Revenue share was \$225,112. Approximately \$125,000 of this was due to the PPP Loan						

Looking to the Future

Short-Term

- Further ADA improvements
- New Partnerships with Town Departments
- New Programs for Sudbury Residents

Longer-Term Possibilities

- Financing opportunities unlock new development
- New Community Facilities for Resident use
 - Year-Round Activity Spaces
 - Splash Pad
- Partnership is our priority

Growing up in Today's World -- All Kids Need Camp

Questions & Discussion



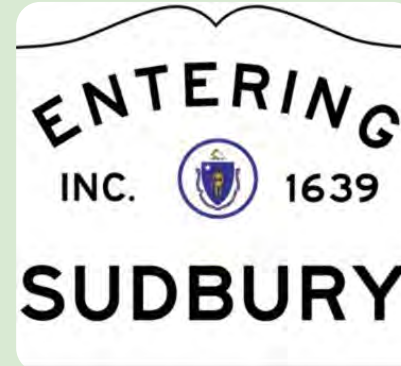
What Comes Next: Strength in Partnership



Improved Communication

Signage & Maps

- A thoughtful and collaborative investment
- **TOWN OF SUDBURY** signs at both ends of the property
- Maps with clearly labeled walkways, trails, recreational spaces, and pavilions



Advertising

- Camp-Sponsored Town Events
- Pavilion, pond, court and field access
- Park & Rec Programming
- New Website provides great opportunities to collaborate



Work with Director of Health & Community Services

Create & Promote Programming

- Weekend Swim Lessons
- Family Boating Day
- Outdoor Movie Nights (with s'mores!)
- Nature Exploration & Yoga Sessions
- A Commitment to Continued Growth & Collaboration

Advertise Existing Activities

- Disc Golf, Swim, & Resident Events
- Basketball, Tennis, & Pickleball Courts
- Partnerships with groups like HOPE Sudbury, Sudbury Scouts, Sudbury Community Food Pantry



Work with the Commission on Disability

Programming Space Access

Enhancing access to key recreational spaces for further programming:

- Fishing Pond
- Tennis Court

Resident & Expert Prioritization

Ensuring development and accessibility priorities are guided directly by residents and accessibility experts.



Work with the Schools

Enrichment & Outdoor Activities

Partnering with local schools to offer hands-on learning and memorable outdoor experiences:

- Nature-based learning
- Field trips
- Fishing/Boating
- Ropes Course & Climbing Wall
- Outdoor movie nights (with s'mores!)



Boost Passive Recreation Opportunities

Proposed Community Assets

Pavilion Access: Available year-round, including summer weekends

Bike Tune -Up Station: Equipped for quick repairs and community use

Marked Trails: Dedicated pathways for walking and snow-shoeing

Community Garden: A shared outdoor space for local cultivation



For Our Sudbury Camp Families



Scholarship Opportunities

- Continuing active work to fill all available scholarship spots.
- Introducing another scholarship income tier to include and support more families.
- Continued partnership directly with the Town Social Work office to identify eligible campers.

Early Application for Sudbury Residents

- We have prioritized Sudbury residents in the enrollment process since 2020, but it historically happened on the back end.
- This new process will make the priority much clearer and more transparent to applicants and residents.

Dream Big?



Sign us up - we LOVE pie in the sky!

Work Toward a Long -Term Lease

Year-Round Town Use

Build new gym facilities including indoor play spaces that can be used by residents for 10+ months per year and accommodate more campers, increasing town profits.



Splash Pad

Explore community -focused water recreation facilities for summer use by all town residents.

Further Action Based on Resident Input

Agriculture, Recreation, Arts, Spaces for Teens and Seniors in Nature – Let's Dream it and Built it together!



SEWATARO



SUMMER AS IT SHOULD BE...

- Schools
 - Movie Nights
 - LS Sports Banquets
 - Nixon Hoot Hunt
- Sudbury Scouts
 - Meetings
 - Eagle Scout Projects
 - Eagle Scout Ceremonies
 - Pinewood Derby
 - Service Projects (Bat Boxes)
 - Campfire Safety Badge
 - Letter Boxes (geogache)
- Other Local NonProfits
 - HOPE Sudbury
 - Fishing Derby
 - Holiday Drive
 - Sudbury Community Food Pantry
 - COVID School drive sorting
 - Food Storage
 - Banana Box Storage
 - Donation Drop site
 - SMILE Mass
 - Story Teller
 - Music Class
 - Holiday Pie Pick up
 - Sudbury Family Network
 - Sudbury Thursday Garden Club Fairy Walk
- Sports Groups
 - Sudbury Girls Lax
 - Local Elementary Aged Soccer Group
- BCH Bloodmobile
- Lincoln Sudbury Adult and Community Ed
 - Family Fishing Clinic with MassWildlife
 - Tennis
 - Pumpkin Decorating
 - Soap Making
 - Jewelry Making
 - Writing Courses
 - Ballroom & Latin Dancing
 - Fairy House Building
 - Yoga
 - Fitness & Nature walks
 - CPR
- Fitness Classes
 - Zoomba
 - Baby Ballroom
 - Yoga
- Other Local Businesses
 - Noteworthy Experiences
 - TPAC recital
 - Viking Martial Arts
 - Sunny Hill Preschool
 - Celebree Preschool
- Photography
 - Senior Photos
 - Preschool Pics
 - Family Photos
- Other Users
 - Sudbury Savoyards
 - Sudbury Bakers
 - Sudbury Villagers
 - Morris Dance
 - St. John Church picnic
 - Sudbury SEPAC
 - Resident Gatherings

APPENDIX J

COMMITTEE RESOLUTIONS

The Sudbury Council on Aging (“COA”), after consideration at an open meeting, hereby resolves:

- That it is in the best interest of the Town of Sudbury to consider the potential for age-restricted housing for Sudbury senior citizens as part of the long-term planning for the town-owned property known as Liberty Ledge (the “Property”);
- That it is in the best interest of the Town of Sudbury that the use of the Property be determined after the Town has undertaken an independent, professional land use study to determine which areas of the Property are best suited for possible uses;
- That the COA encourages the Town to evaluate the Property as a whole in order to identify areas that may be suitable for the creation of age-restricted senior housing, while recognizing the need to consider the Property’s other existing and potential uses;
- That the COA supports consideration of a comprehensive planning process for the Property that evaluates potential locations and opportunities for housing, including opportunities for affordable market rate housing that may be appropriate for senior residents;
- That, consistent with the mission of the COA, the COA should be involved in discussions concerning potential age-restricted senior housing opportunities at the Property; and
- That this resolution be provided to the Liberty Ledge/Sewataro Advisory Committee and the Sudbury Select Board as an expression of the COA’s interest in ensuring that age-restricted senior housing opportunities are appropriately considered as part of the Town’s long-term planning for the Property.

The above resolution was approved by the Sudbury Council on Aging at an open meeting by a vote of 6 to 0 on September 14, 2026.

A handwritten signature in black ink, appearing to read "Gal Marotta", with a long horizontal line extending from the end of the signature.

COA Chair
Sept 14, 2026

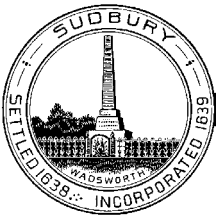
Park and Recreation Commission

Liberty Ledge Property Statement

August 2026

The Park and Recreation Commission sees unique value in the Liberty Ledge property for the Town of Sudbury to access recreation opportunities that promote mental and physical health for all our residents. The parcel offers unique features that complement our other town spaces and unlock new programming possibilities for both active and passive recreation. We see potential to realize this benefit for the town residents in conjunction with summer camp operations.

We support the Park and Recreation Department's effort to increase formal recreation programming at the Liberty Ledge property. Therefore, we advocate that the LLSAC Committee and the Select Board members implement a use agreement and management process for the property that fosters development of Park and Recreation Programming now and into the future.



Town of Sudbury

Housing Trust

HousingTrust@sudbury.ma.us

Flynn Building
278 Old Sudbury Road
Sudbury, MA 01776
978-639-3387
Fax: 978-639-3314
www.sudbury.ma.us/housingtrust

At a public meeting of the Sudbury Housing Trust held September 10, 2026, the members of said body adopted the following Resolution:

Sudbury Housing Trust Resolution re: Liberty Ledge

The Sudbury Housing Trust, after consideration at an open meeting, hereby resolves:

1. That it is in the best interest of the Town of Sudbury to consider the potential for affordable (low and moderate income) housing as part of the long-term planning for the town-owned property known as Liberty Ledge (the "Property");
2. That the Housing Trust encourages the Town to evaluate the Property as a whole in order to identify areas that may be suitable for the creation of affordable housing, while recognizing the need to consider the Property's other existing and potential uses;
3. That it is in the best interest of the Town of Sudbury that the use of the Property be determined after the Town has undertaken an independent, professional land use study to determine which areas of the Property are best suited for possible uses, including affordable housing;
4. That the Housing Trust supports consideration of a comprehensive planning process for the Property that evaluates potential locations and opportunities for housing, including opportunities that may be appropriate for low and moderate income households;
5. That, consistent with the mission of the Sudbury Housing Trust, the Trust should be involved in discussions concerning potential housing opportunities at the Property and should provide its expertise regarding the creation and preservation of affordable housing;
6. That this resolution be provided to the Liberty Ledge/Sewataro Advisory Committee and the Sudbury Select Board as an expression of the Sudbury Housing Trust's interest in ensuring that affordable housing opportunities are appropriately considered as part of the Town's long-term planning for the Property.

The above resolution was approved by the Sudbury Housing Trust at an open meeting by a vote of 6 yes to 0 no on September 10, 2026.