Liberty Ledge / Sewataro Advisory Committee
Thursday October 1, 2026 at 6:30 PM
Virtual Meeting
Meeting Minutes

Members Present:

Dave Henkels, Chair; Kay Bell; Radha Gargeya, Vice-Chair; Granger Atkeson; Jennifer Pincus

Also in attendance:

Adam Burney, Director of Planning & Community Development, Town of Sudbury; James Goudie-Murray, Management Analyst, Town of Sudbury

Chair Dave Henkels recognized by name all the people listed above who were present.

Call to Order

Roll Call:

Bell-present; Gargeya-present; Atkeson-present; Henkels-present; Pincus-present

At the conclusion of the roll call, Chair Dave Henkels called the meeting to order at 6:31 PM.

Meeting Minutes Recorder

Radha would take the minutes.

Review of Short- and Long-Term Recommendations/Options

Dave suggested the committee take up the recommendations as the first order of business. Dave emphasized the importance of completing a draft for a presentation on the 8th and finalizing everything by October 22nd so we can meet the Oct 31st date for submitting the recommendations and the report to the Select Board.

Adam suggested near-term as within the next one (1) year, medium term as one to five (1-5) years, and long-term as the later period. He said that 'oversight' may be changed to 'point of contact' as the latter suggests a collaborative approach and not us vs. them, recognizing that the Town has its interests, and the for-profit camp has its interests while abiding by the rules within the management agreement.

Recommendations 1, 2, 3:

The committee discussed recommendations for managing the Liberty Ledge property, focusing on clarifying terminology and improving language consistency. Granger and Jennifer suggested replacing "point of contact" with "municipal entity responsible for the property" to better

reflect the town's role as final decision maker. Kay proposed using "recommend" instead of "should" throughout the document to align with their mandate and make recommendations more forceful. The committee also agreed with Adam's suggestion to restructure the timing of recommendations into immediate (action items to start now), medium-term (2027-2031), and long-term categories, with specific discussion about how to reference all recommendations in the five-year extension negotiations.

Debbie Dineen joined the meeting at 6:47 PM. Dave recognized her, and Debbie voiced her presence (Dineen-present).

Debbie said the committee should make recommendations and stand by them.

Recommendations 4, 5:

The committee discussed recommendations for signage and accessibility improvements at a public property. Debbie proposed moving up the priority for installing a sign identifying the property as public land within the first 12 months, rather than waiting for the five-year implementation period. After debate about whether to split the recommendation into separate items, the committee agreed to modify the language to emphasize that signage identifying the property as public should be completed within the first year, while other signage and wayfinding improvements would follow over the next five years.

The committee discussed signage and wayfinding recommendations for the property, with Kay proposing to create a comprehensive wayfinding plan and signage program that would be consistent with town standards while meeting accessibility requirements.

The committee agreed to expand the public input recommendations to include activities from each category (recreational, educational, cultural, and community programs), with specific examples discussed including hiking trails, cross-country skiing, and potential annual events. Adam added language regarding the potential for a fee structure and policy for property rentals, noting that this would be similar to existing town facilities like the community center.

The committee added additional items to the list 'Holiday Events' in recommendation 4.

Recommendations 6, 7, 8:

The committee discussed revisions to recommendations 6 and 7 regarding property use and natural resource protection. The committee agreed to the language 'municipal uses' instead of itemizing a list in keeping with the language of the purchase of the property. Regarding recommendations 7 and 8, the committee decided to combine them into a single recommendation about defining camp property areas and protecting natural resources, removing the separate title for recommendation 8.

Adam noted there are now 13 recommendations.

Sandra Duran, the town's Combined Facilities Director, clarified that while the full ADA Self-Evaluation and Transition Plan exists from 2021, funding remains the main challenge. This is with reference to the ADA self-evaluation point in Recommendation 6. She explained that while some accessibility improvements have been made at the pavilion and pond areas, a comprehensive topographic assessment of exterior routes would require significant investment due to the property's challenging terrain. She said the property falls under her purview and she has a successful and thoughtful relationship with Sewataro. She works with Kristen Drummey. Sandra also said the accessibility improvements such as accessible parking, seating, and portable toilets were funded and done by Sewataro. The discussion highlighted the need for a funding mechanism to implement the existing accessibility plan and addressed questions about how to prioritize accessibility improvements across different town facilities.

The committee discussed the current arrangement with Camp Sewataro, where the camp pays for improvements and serves as the operator, with Kristen Drummey acting as the liaison between the camp and town. The committee reviewed recommendations regarding future procurement processes, debating whether to explicitly recommend a new RFP for a camp operator in 6 years versus allowing the town flexibility in future property use decisions. The discussion concluded with agreement that recommendations should acknowledge the property's general municipal use purpose and consider the potential evolution of programs beyond just camping operations.

The committee did not discuss Recommendation 8 (previous 9) as there was a consensus on ‘converting 213 Haynes Rd to an affordable single-family residence.’

Recommendation 9 (previous 10): Granger said having clarity on the town entity responsible for the property is still a key recommendation.

Recommendations 10 (previous 11):

The committee discussed recommendations regarding future use of a municipal property, particularly focusing on whether the next RFP should explicitly include camp operations or remain open to all municipal uses. Debbie emphasized the need to keep options open and avoid making long-term projections about camp use, while Granger advocated for making a clear decision either way. Members worked to refine recommendation language, with Granger suggesting the committee should recommend using information gathered over the past five years to determine the best municipal use of the property, rather than focusing specifically on camp operations.

The committee discussed revisions to recommendations about offering a long-term agreement to an operator, focusing on removing specific references to a camp operator while maintaining

flexibility for future uses. Adam emphasized removing the language ‘Only When It Produces a Clear Public Benefit’ as it is required by law and putting that phrase in the heading may create issues as to what is listed and what is not. He suggested other changes such as changing to "selected bidder" instead of "operator", and "LLSAC recommends x" rather than "town may consider x." The discussion concluded with debate about whether to explicitly recommend a camp operator, with Jennifer proposing to maintain open language that allows for a camp recommendation while keeping options flexible for future uses.

The committee discussed recommendations for the camp property, with Debbie arguing against making long-term recommendations without knowing future public programming plans over the next six years. The committee ultimately agreed to recommend continuing with a new RFP for a camp operator while leaving options open for potential future municipal uses, and Jennifer suggested adding language at the beginning of recommendations acknowledging the current camp's benefits while making other recommendations applicable to any future operator. The committee also discussed including principles for public-private partnerships from the Urban Land Institute in their appendix.

The committee discussed how to frame their recommendation regarding the camp operator in the long-term section of their document. While some members, including Kay and Debbie, preferred keeping recommendations neutral, Granger and Jennifer advocated for a more overt recommendation supporting the camp as the primary municipal use. The committee debated wording, with Granger suggesting "beneficial municipal use" instead of "optimal" or "primary," and ultimately agreed to modify the language to recommend considering a camp operator in future RFPs.

The committee discussed how to frame a recommendation regarding the future use of a camp property, debating between making the camp the primary or beneficial use versus keeping the recommendation more neutral to allow for future flexibility. While some participants, including Granger, advocated for explicitly stating that a camp should be the best use of the property, others like Debbie preferred a more contingent approach that would consider other potential uses over the next six years before committing to a long-term camp use. The discussion ended with the committee agreeing to choose between drafting a more camp-focused recommendation or returning to wordsmithing a more neutral option.

The committee discussed and voted on the language for recommendation 10 regarding the future use of the property.

Granger moved to vote on whether the recommendation should explicitly state that a camp operator should be the recommended use, rather than keeping it open-ended. Kay seconded. After debate about timing and flexibility, the committee voted on the motion.

The motion passed by 4-2 vote:

Bell-no; Dineen-no; Gargeya-aye; Atkeson-aye; Henkels-aye; Pincus-aye

The team worked on revising Recommendation 10 to recommend that the next RFP should solicit a camp operator. The committee agreed to structure the recommendation with an "if" clause about further procurement, using information gathered over five years to determine what portions should be included in the management agreement with a private entity. The final version included language about considering currently unforeseen municipal needs in the town's planning efforts.

Recommendation 11 (previous 12)

The committee also briefly discussed changes to Recommendation 11, with Kay suggesting converting a lengthy paragraph into a bullet list format for better readability.

Recommendation 12 (previous 13)

In line with other recommendations, the word ‘municipal uses’ was chosen over the listed set of uses.

Recommendation 13 (previous 14):

The team discussed and refined recommendations for property management, focusing on preserving natural features and allowing appropriate improvements. The committee debated language around environmental features, natural resources, and the maintenance of natural character while allowing for enhancements like gardens or vegetation removal. The committee agreed to explicitly state that preservation recommendations should be incorporated into all future management agreements.

Jennifer moved to accept the slate of draft recommendations. Radha seconded.

The motion passed by 6-0 vote:

Bell-aye; Dineen-aye; Gargeya-aye; Atkeson-aye; Henkels-aye; Pincus-aye

Discuss October 8th Public Input Session

James agreed to review the changes and assigned individuals to present the recommendations at the 10/8/2026 Public Input Session.

Adjourn Meeting

Granger moved to adjourn the meeting. Jennifer seconded.

The motion passed by 6-0 vote:

Bell-aye; Dineen-aye; Gargeya-aye; Atkeson-aye; Henkels-aye; Pincus-aye

The meeting adjourned at 10 PM.

Documents considered during this meeting:

- LLSAC Draft Recommendations