



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

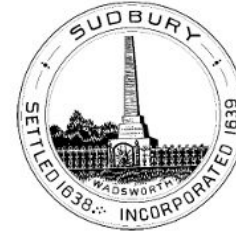
May 4, 2026

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

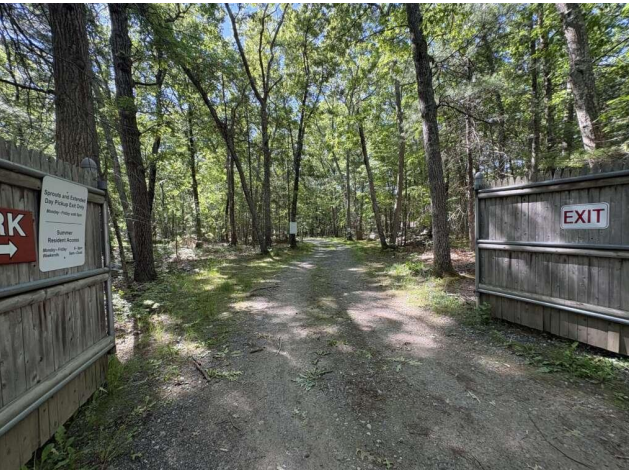
PART A – Executive Summary

February 2021

Prepared by the
 **Institute for
Human
Centered
Design**



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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



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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

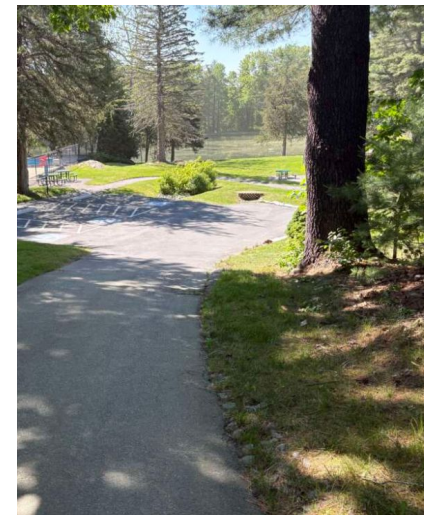


Camp Sewataro has proactively engaged with the Sudbury Commission on Disability and has been a strong partner in promoting accessibility and inclusion in the community and making Liberty Ledge more accessible. This collaborative relationship provides a strong foundation for future accessibility initiatives 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

waylandpost INFORMING, ENGAGING, CONNECTING OUR COMMUNITY

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.



Liberty Ledge

Understanding its Natural Resources

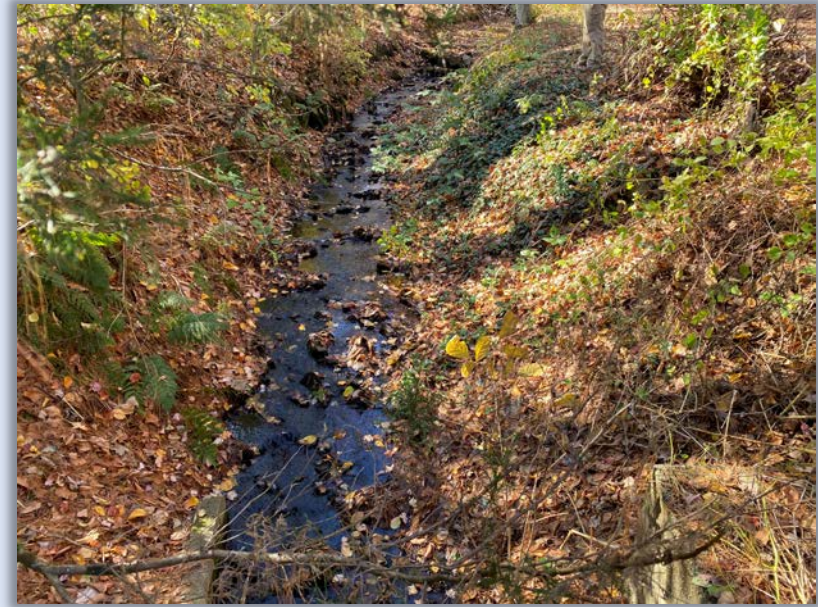
Resource Areas

- 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

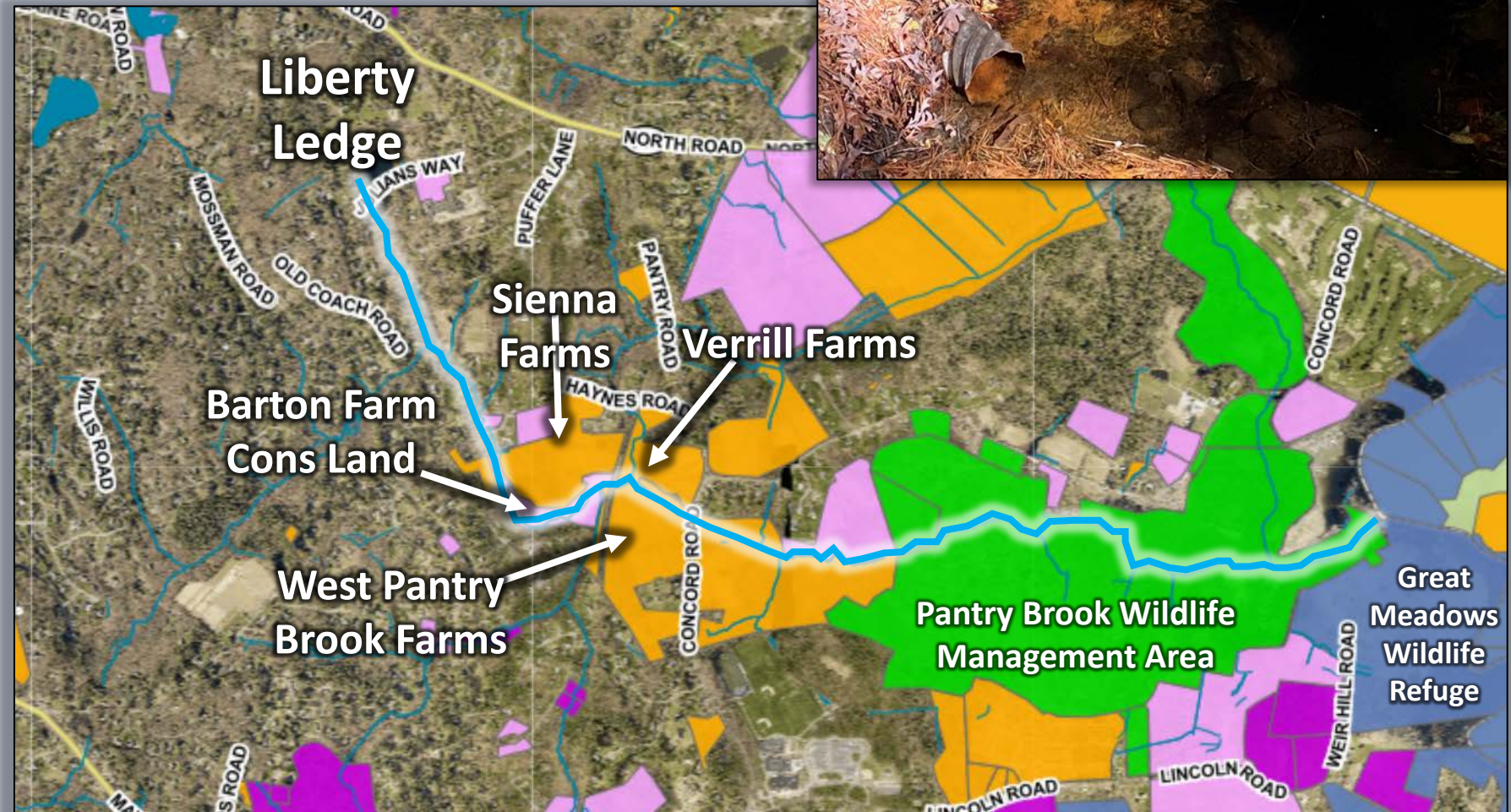
Manage the Fishing Pond conservatively while prioritizing water clarity in the Swimming Pond

Swimming Pond	Fishing Pond
• 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	• 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

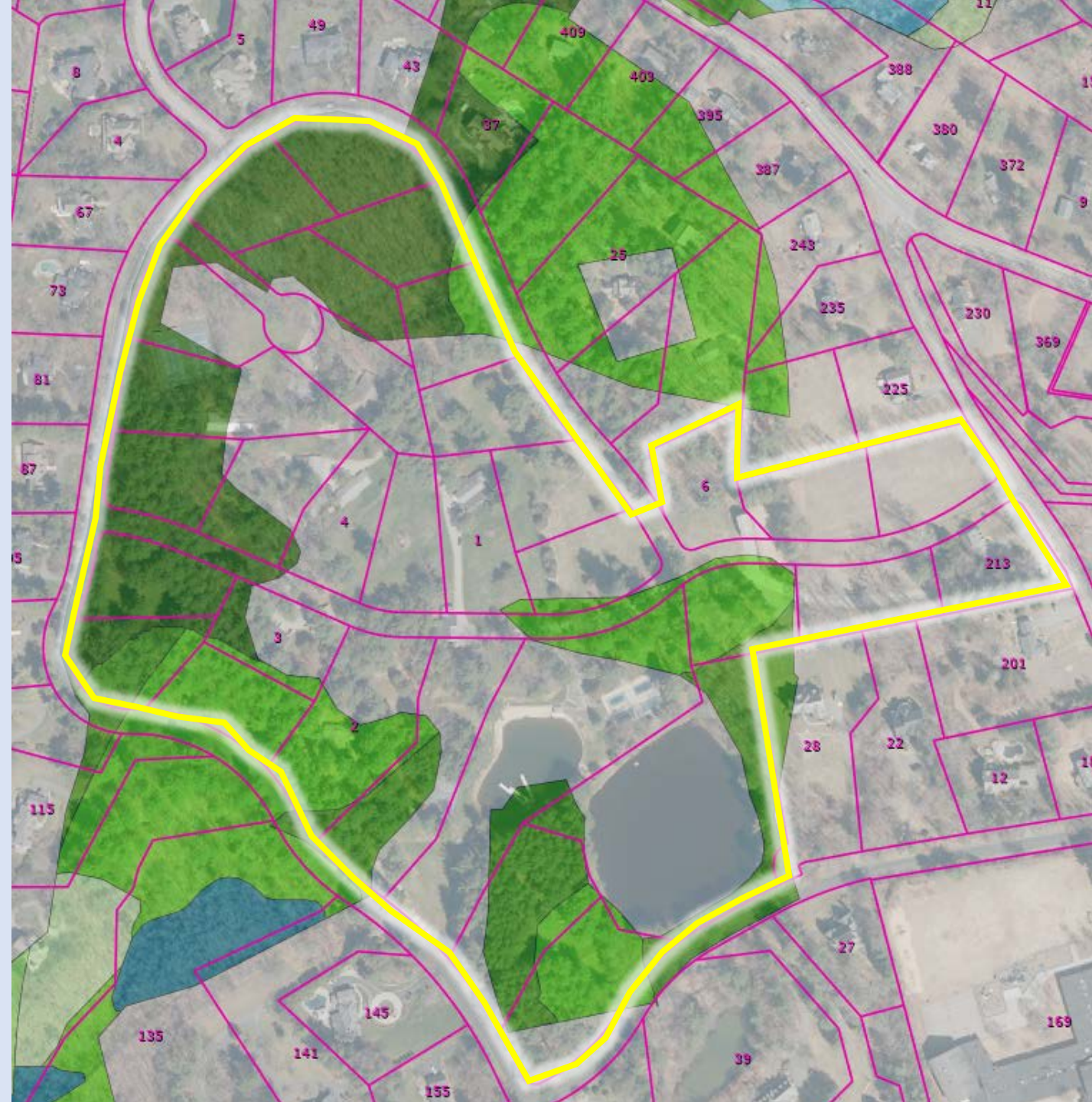
- Both Fishing and Swimming Ponds discharge to Pantry Brook.
- Regulate stream flow to downstream Conservation and Agricultural lands.
- Together, these lands preserve over 500 acres of contiguous protected open space in Sudbury, and connect to an even larger wildlife corridor throughout Wayland.



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



Expanded Programming

- Winter Animal Tracking
- Nature Geocaching Hunt
- Nature Escape Quest
- Birding
- Nature Photography
- Native/Invasive Plant Identification
- Forest Bathing
- Mindfulness Walks



LLSAC Brainstorm Worksheet

Please use this worksheet to draft three initial options for consideration for the future use of the Liberty Ledge property. Focus on what the Town should pursue and, where helpful, why the Town should pursue this recommendation.

The Committee is not responsible for determining precisely how a recommendation would be implemented or for conducting a detailed feasibility analysis. Questions involving cost, design, permitting, staffing, timing, or operations may be noted for future study, but should not prevent members from recommending an idea that merits consideration.

Option for Consideration

What should the town preserve, introduce, expand, change, or prioritize?

Recreation/Educational/Cultural Programming Opportunities: The Town has created the Health and Community Services Department, as 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:

1. Learn-to-swim programs utilizing the existing instructional pools
2. Nature education and environmental programming
3. Outdoor fitness and wellness classes
4. Family recreation events
5. School vacation and seasonal recreation programs

These are just examples of use that would be researched by the Town.

Why should the Town pursue this option?

The camp operates 2 months out of the year. Broad based programing provides year-round opportunities for additional revenue production, user experience, etc.

What public input, community need, or Committee finding supports this?

The Listening Session held on June 24, 2026, supports the demand for the camp to continue with specific changes operationally that should be taken up with contractual negotiations. Additionally, the committee has received overwhelming support through emails directed to the committee. See details in Appendix.

Flash Vote taken in June 2019 is consistent with the Listening Session responses.

Acquisition of the property as written in the Warrant Article 25 2019.

<https://www.flashvote.com/sudbury-ma/surveys/camp-sewataro-property-acquisition-06-19>

What additional information do I need?

Can the current staff work part time in engaging other committees as needed to accommodate the potential demand for more enhanced and greater programming?

Can other committees work in junction with Recreation to enhance the programming?

Option for Consideration

What should the town preserve, introduce, expand, change, or prioritize?

Preserve the property in its current state and prioritize maintaining its shared use as a camp and a town park. Expand the “park” use by providing access to camp facilities, as well as new amenities on current camp grounds and undeveloped acreage, such as gardens, picnic facilities - covered pavilion(s) in the grassy areas and/or scattered in the woodlands and around the ponds - a stage/amphitheater, rest rooms, play spaces (perhaps a splash pad?), and other facilities that promote community gatherings and entertainment events and casual use by families and individuals. This option focuses more specifically on “grounds” rather than additional constructed facilities (such as an enclosed lodge or gym type of space), and preserves the existing “undeveloped” land as parkland that is developed only inasmuch as it would provide for park activities such as picnics, nature walks, community gatherings and entertainment, gardens and other nature uses.

Why should the Town pursue this option?

The vote at TM 2019 to purchase the land, even at a high cost, was largely, or in some part, due to residents' wish to preserve the beautiful open space at Liberty Ledge as a camp and/or for recreational use of some type (passive or active). It has been developed as a summer camp, with a park-like feel. The continued operation as a camp has been a valuable financial asset that helps offset the cost of its purchase. Though this revenue does not fully cover the annual cost of the bond, taxpayers who voted for its purchase benefit from its peaceful beauty and (currently limited) recreational use. It could just remain as is, but there is so much more potential for it to offer more without changing its current use. All of the added amenities would be available for camp operations as well, and thus could be developed jointly.

What public input, community need, or Committee finding supports this?

Many residents indicated they are enjoying access to the grounds for passive recreation. The public input session suggestions for community gathering, entertainment and passive recreational activities support this option.

What additional information do I need?

Similar to Options 1 and 2, discussions would have to take place between Camp Sewataro staff, Park and Rec, and other town departments and committees – to determine their interests in shared uses as well as their concerns and limitations. Costs sharing would have to be determined, and accessibility would need to be studied.

Option for Consideration

What should the town preserve, introduce, expand, change, or prioritize?

Continue the Town's relationship with the current Sewataro camp operators but coordinate the use of the existing facilities during non-camp hours/season with Park and Recreation and/or Sudbury Public Schools programs, and allow for access to more of the camp infrastructure by residents. Leave the undeveloped acreage as is, or consider other uses for it.

Why should the Town pursue this option?

The property is already set up as a camp, with its grounds and some of its infrastructure available to residents as a *park* when camp is not in session. However, much of the traditional camp activities that could be used year-round are off-limits to residents (such as the ropes course, the archery range, the pools, art facilities). The camp operators already provide some programmed events for residents, but greater involvement by Park and Rec and SPS, as well as access to more of the camp infrastructure, would expand the calendar of events and potential for programmed use of the property exponentially. There are limited (if any) places in Sudbury and surrounding towns that offer similar activities. The Town and/or Camp Sewataro could offer a wider range of programming to a wider demographic of residents over a longer operating season – adult and teen camp weekends anybody? Family campouts? Odyssey? Team-building? School vacation week nature programming? Scout programs that use these facilities? Artist in residence programs? Or even a public sauna with a cold plunge in the swimming pond?

What public input, community need, or Committee finding supports this?

Committee tours of the camp operations and discussion with its operators indicated that many of these facilities were only used during camp hours by campers, but there was an interest by the camp operators for discussion about expanding access to them. The turnout at the events they have hosted for residents has been positive. If more of the facilities were available to residents, it would only increase the variety of events the camp operators or the Town could host.

What additional information do I need?

Discussions would have to take place between all parties – Camp Sewataro staff, Park and Rec, Sudbury Public Schools, – to determine their interests in shared uses as well as their concerns and limitations. Additionally, insurance costs and concerns as well as accessibility issues would have to be studied.

Option for Consideration

What should the town preserve, introduce, expand, change, or prioritize?

One option for the town to consider is increased and visible access to the property for all residents throughout the non-camp months and weeks, and all available hours and days during the camp weeks; increased programming of planned recreational activities on the property; other recreational activities for all ages; increased access to town and private events including revenue generating opportunities.

Why should the Town pursue this option?

The town should pursue this option as the town property should be available to all residents and should generate revenue when possible.

What public input, community need, or Committee finding supports this?

Public input so far supports this option.

What additional information do I need?

A general response to each of the above points would be useful from the camp operator, from the town, from prior uses and new anticipated uses, and comparable revenue generating opportunities applicable to this property.

Option for Consideration

What should the town preserve, introduce, expand, change, or prioritize?

Preserve the relationship with the current Sewataro camp operators, and consider a long-term lease to allow the camp to expand its facilities into the undeveloped areas of Liberty Ledge.

Why should the Town pursue this option?

The property is already set up as a camp, with its grounds and some of its infrastructure available to residents when camp is not in session. Expanded facilities such as an indoor lodge or gym space would potentially allow for more campers, which is a benefit to Sudbury residents who wish to send their kids there, and would provide higher income to the Town from increased shared revenue. The new facilities would (should) also be available for resident use, potentially throughout the year.

What public input, community need, or Committee finding supports this?

Initial fact gathering has indicated that residents find value in the camp for their children, and that the camp operators have been very good neighbors and have maintained the property in excellent condition. They have indicated that a long term lease is desirable to them and would allow them to make larger and long-term investments in its infrastructure. We have learned that not all 44 acres of the Liberty Ledge property have been developed for use by Camp Sewataro, so there is potential for expansion.

What additional information do I need?

There were a wide variety of suggestions as to what such expanded facilities might entail and who they might serve. The Town would need to delve deeper into the needs of its residents and work with the camp regarding what each would consider useful facilities to meet the needs of both (Do we need another gym when we have so many schools and the Fairbank Center? Would something else be of greater benefit to the town but also serve the camp well?) Additionally, some land surveying would need to be studied to determine where such facilities could be accommodated and accessed by residents.

Option for Consideration

What should the town preserve, introduce, expand, change, or prioritize?

Camp Sewataro should have its contract renewed for an additional 5 years.

If the contract can be extended beyond that amount of time, it should be strongly considered.

It is understood that procurement restrictions may be applicable.

Why should the Town pursue this option?

The camp operator(s) have consistently provided the community with a series of activities that have benefited families on multiple fronts. For example: Teamwork/Team building; Passive and Physical activities include swimming, sport, nature observation, etc.

The camp provides an opportunity for young people to build community through group activities and participation. Additionally, life skills include independence, problem solving, self-confidence, and responsibility.

The camp has been an excellent land steward. This is exhibited through its permitting processes, attention to green space use, and infrastructural maintenance.

Revenues generated offsetting part of the long-term debt associated with its acquisition.

Seasonal employment opportunities remain steady and if the camp increases its capacity, additional jobs will likely be required.

Maintenance costs are principally borne by the camp, including permitting for specific work/activities. Additional costs borne by the camp include repairs and general maintenance expenses for buildings and grounds, pond and pool expenses, Town of Sudbury upgrades, and insurance. Reference page 5 2024 Camp Sewataro Operating Activity/Statement of Revenues (\$463,079). Should the Town take on these expense responsibilities, though amounts could be +/- additional labor costs for the Town are included.

The annual revenue assists in reducing the outstanding debt.

The camp has spent \$143,000 on ADA updates. This cost could be borne by the Town.

The camp has continually offered additional programming and usage to interests beyond normal camp operations. See the appendix.

The camp has provided the committee with several proposed community assets including working with schools to enhance nature-based educational programs, amongst others. Details on July 3, 2026, camp presentation.

The camp has been operational for over sixty years. Preexisting relationships exist within the Town and the camp that have been built on mutually beneficial contracts and understanding the O and M associated with Liberty Ledge.

The BOH has received positive results from the Annual Review it conducts including the Police and Fire Departments review. The most recent was completed in July 2026. Get detail for appendix.

What public input, community need, or Committee finding supports this?

The Listening Session held on June 24, 2026, supports the demand for the camp to continue with specific changes operationally that should be taken up with contractual negotiations. Additionally, the committee has received overwhelming support through emails directed to the committee. See details in Appendix.

Flash Vote taken in June 2019 is consistent with the Listening Session responses.

Acquisition of the property as written in the Warrant Article 25 2019.

<https://www.flashvote.com/sudbury-ma/surveys/camp-sewataro-property-acquisition-06-19>

What additional information do I need?

Cost Benefit Analysis should town remove the camp and utilize as a Town managed camp operation.

Option for Consideration

What should the town preserve, introduce, expand, change, or prioritize?

One option for the town is to consider extending the day camp by five years with added capacity of campers, such capacity to be used for increased enrollment of Sudbury children; first and exclusive enrollment period for Sudbury children; annually increasing enrollment proportion of Sudbury children; annual increases of scholarships in amount and in number to be awarded for Sudbury children; increased annual fees and revenue share to the Town.

Why should the Town pursue this option?

The town should pursue this option if the camp continues to be beneficial to the residents and children, prioritizes Sudbury children, and financially benefits the town.

What public input, community need, or Committee finding supports this?

Public input so far supports this option.

What additional information do I need?

Any information from the camp operator as to how this option can be realized is welcome.

Option for Elimination from Consideration

Granting Camp Sewataro a 30-yr lease on the entire property

Reasons;

The 2019 vote to purchase the property was not to exclusively purchase it to protect it as a natural and recreational resource.

The vote was to purchase it for "General Municipal Purposes". I have asked for Town Counsel's opinion on whether a 30-year lease would be legal as a private camp is not a general municipal use.

The Selectboard, 7 ½ years since the vote, is now undertaking what they should have (in my opinion) done prior to the first camp lease renewal. That is investigating what "general municipal needs" the town currently has, or may be foreseeable in the future, and if Liberty Ledge might be a suitable place to address any of these needs. This investigation should be completed before the inability to extend the current lease expires, by Mass law, in 2032. LLSAC is undertaking this comprehensive investigation at this time on behalf of the Selectboard. The Town has very limited unencumbered town land to use for "general municipal needs". Schools, conservation land, active recreation land, restricted land, are governed by, in most part, by restrictions on the deeds and by the use that the town voted for when the land was purchased. Some land is also governed by Article 97 of the Mass

Constitution which prohibits the change in use of some these lands unless lands of equal (ecological, recreational, etc.) value are purchased and restricted in its place. It is unusual for the town to hold property that can be used for any purpose. It is for that reason that signing a 30-year lease for a private camp, no matter how well-loved or managed, may not be legally permitted (again, waiting on Town Counsel) or the best course of action, regardless.

Other Actions that could be taken to immediately to enhance the public use:

- Better signage and maps at all entrances and on social media identifying the property as "Town of Sudbury Public Land"; noting the closures areas due to camp.
- Having a properly marked Camp boundary that encompasses the camp use areas. This area should not include any area not being used by the camp, or any areas where a camp consolidation might be appropriate. (i.e. some of the large pasture area and the smaller back pasture area by the Haynes Road entrance; the wooded areas beyond the tennis court and the Greystone entrance). Anything outside the camp boundary should be available with welcoming town signage and marked walking trails and available to the public.

Reasons:

The public is clearly in favor of keeping the camp as well as increasing public activities on the property. Clear boundaries and clear signage will provide a more welcoming atmosphere and encourage more public use, which in turn will bring familiarity of the property to help guide future needs.

Option for Consideration

What should the town preserve, introduce, expand, change, or prioritize?

One option for the town to consider is the use of the property at 213 Haynes as an affordable single family home.

Why should the Town pursue this option?

The town should pursue this option as it adds to the affordable housing stock with the chance that it might serve a town employee.

What public input, community need, or Committee finding supports this?

Affordable housing is a growing and important need.

What additional information do I need?

What is the assessed value of the property? How much of the property debt can be apportioned to this property?

Option for Elimination from Consideration

Affordable housing new construction of any kind with the exception of use of the single-family house at 213 Haynes Road for a single single-family house.

Reasons:

This is not the place for affordable housing development. I believe that affordable housing should be able to be integrated seamlessly into the surrounding neighborhoods. It should not be high-density where the housing cannot maintain a cohesive aesthetic in town. It should also be located in areas where there is better access to shopping, medical, and other community services.

Elimination is further supported by:

1. Public comment has overwhelmingly rejected affordable housing at Liberty Ledge.
2. Development of any type of housing is questionable. Slopes, bedrock, stormwater infiltration ability, compatibility for septic systems are all very real concerns based on my research and town board answers to some of the committee's questions.

Option for Elimination from Consideration

Sale of the entire property for development of Market Rate housing.

Reasons:

Elimination is further supported by:

1. Development of any type of housing is questionable. Slopes, bedrock, stormwater infiltration ability, compatibility for septic systems are all very real concerns based on my research and town board answers to some of the committee's questions.
2. Liberty Ledge is the headwaters of Pantry Brook, Any development at these important upstream areas will likely have a detrimental effect on the downstream ecosystems.
3. Public comment has overwhelmingly advocated for the importance of keeping Camp Sewataro and having the open space available for the public.

Option for Consideration

What should the town preserve, introduce, expand, change, or prioritize?

What would it look like to formalize the property maintenance agreement as part of the camp's property lease? Responsibility for maintaining the ponds, trees, etc. similar to what they are doing already but this would ensure the precise expectations and that they would be required to do it regardless of camp operations. I think we need to talk to Sandra and maybe Victor about what this would look like from the town side and then ask the camp for their thoughts.

Why should the Town pursue this option?

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What public input, community need, or Committee finding supports this?

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What additional information do I need?

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Option for Consideration

What should the town preserve, introduce, expand, change, or prioritize?

Could the camp do 100% priority Sudbury resident enrollment? By that I mean that they can set the cost of camp at whatever price they want. And then they would be expected to accept every single Sudbury resident family who wants to come at that price. Then they can fill the rest of the spots with non-residents in whatever priority order they wish. I assume the camp is the main person to ask about this.

Why should the Town pursue this option?

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What public input, community need, or Committee finding supports this?

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What additional information do I need?

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