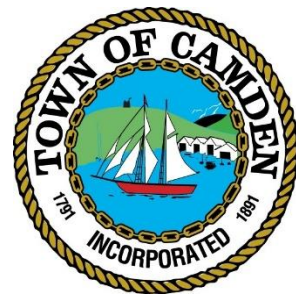


Town of Camden, Maine

# Request For Proposals

Real Property Equalization Project – as of April 1, 2024



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# **Town of Camden, Maine**

## **REQUEST FOR PROPOSALS REAL PROPERTY EQUALIZATION PROJECT**

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### **1. PURPOSE**

This Request for Proposals (RFP) seeks competitive proposals for a complete revaluation of all taxable and tax-exempt real property within the Town of Camden, Maine (Town) effective April 1, 2024. The expected tax commitment date, using these values, is August 1, 2024.

### **2. ABOUT CAMDEN**

Camden spans 26.65 square miles, 18.24 square miles of land and 8.41 square miles of lakes, ponds and rivers. The Town borders the Atlantic Ocean (Penobscot Bay) to the east, and the towns of Rockport (south), Lincolnville (north), and Hope (west). The large Megunticook Lake is shared with Lincolnville. A few of the Lake's islands feature seasonal housing. The Lake is dammed at its southern end where it transforms into the Megunticook River, which runs through the center of Camden and under the downtown where it flows into a busy harbor, which is active with recreational and commercial users.

The ocean and lake shorelines and vicinities host high-value structures and seasonal camps. There is also a municipal-owned ski area – the Snow Bowl – and a state park that spans from the ocean, across Route 1 and up the Camden Hills to Mt. Battie. Camden has a vibrant tourist industry that, while busiest in the summer, covers all four seasons.

The last full revaluation was in 2004 with statistical updates in 2017, 2019 and 2022.

The Town uses Vision CAMA system version 8, but is open to considering other systems.

There are approximately 3,228 real estate accounts with over 350 commercial and industrial properties and 151 exempt properties. Of the commercial properties there are many hotels, motels, restaurants and retail stores.

### **3. SCOPE OF PROJECT**

The scope of the project (Equalization Project or Project) requires the complete appraisal and revaluation of all taxable real property, and all tax-exempt real property located within the corporate limits of the Town of Camden, Maine.

The Company shall furnish all labor, materials, supplies and equipment, and shall perform all work for the Project in strict accordance with the specifications outlined in Sections 8 and 9 of this RFP.

The values to be determined shall be full market value as defined in Maine Statutes and Maine Supreme Court decisions. Basis of valuation shall be the recognized methods of appraising real property.

#### 4. RFP SUBMISSION REQUIREMENTS

All proposals shall include:

1. Cover Letter: A brief introductory letter
2. Company Personnel: Provide relevant information regarding your project team including:
  - a. Overview of the Firm: Number of years engaged as a Company, corporation, partnership or individual specializing in governmental tax revaluation services
  - b. Experience: List of all municipal revaluations completed during the past five (5) years, including client contact, and telephone number, A list of Equalization Contracts for which the Company is currently committed
  - c. Project Team Member(s): Name(s) of project team members, including the supervisor to be assigned to this project, along with project team member resumes/qualifications
  - d. Contact Details: Name and telephone number of person(s) to be contacted for further information and clarification
3. Understanding: Provide a brief summary of your understanding of the project
4. Approach: Describe your recommended approach to complete the tasks outlined in the scope of services (above).
  - a. Specifics of Company’s revaluation plan for Camden.
  - b. Description of the Company’s public relations program that would be used during the Project.
  - c. Description of cost and quality controls and including:
    - i. Time schedule filled out according to the Revaluation Schedule
    - ii. Staged fee payments filled out according to the Revaluation Schedule
    - iii. Detailed cost of appeals to State Board and Court
5. References: Names, addresses (including e-mail), and telephone numbers of representatives of current or recent clients familiar with the services your firm and project team (three suggested).
6. Additional Information: Any other supplementary information that in the opinion of the Company may assist the Town in evaluating the Proposal
7. Evidence of Surety: Each Company shall be required, when submitting a Proposal, to secure a Bid Bond or to submit a certified check equal to ten percent (10%) of the Proposal Amount, to protect the Town from default.<sup>1</sup>

#### 5. PROPOSAL DEADLINE AND OPENING

Sealed Proposal shall be clearly marked “**PROPOSAL–EQUALIZATION PROJECT**” and addressed to **Assessor, Town of Camden, PO Box 1207, 29 Elm Street, Camden, ME 04843** and shall be supplemented by an electronic copy sent to [kleichtman@camdenmaine.gov](mailto:kleichtman@camdenmaine.gov).

##### RFP Timeframe:

Proposal/Opening Deadline	January 4, 2023
Selection of Company	January 11, 2023
Execution of Contract by Company	February 1, 2023
Performance Bond	February 1, 2023

Proposals received prior to the time of opening will remain sealed. All Proposals shall be delivered by **1:00 P.M. on January 4, 2023** at which time proposals will be publicly opened.

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<sup>1</sup> Said bond or check shall be given as security that if the Proposal is accepted, a Contract will be entered into. The proposal bond or the check shall be forfeited and the principal amount of said proposal bond shall be paid to the Town as an agreed amount of liquidated damages in case of failure to enter into Contract.

## 6. FINAL SELECTION EVALUATION CRITERIA

The Assessor and the Town of Camden project staff will evaluate each proposal based upon the documentation requested herein using criteria which include but are not necessarily limited to or in the order of the following:

- Organization, qualifications and experience: 35%
  - Describe the Proposer’s experience providing services similar to those requested for this project. Identify at least 5 projects on which your company has performed work comparable to that required in this RFP in the last 5 years. Include company name, contact name, address, and phone number, as well as a description of the project, dates of the project and results.
  - Identify the **key** staff who will be assigned to fulfill the contract requirements. Provide resumes describing their educational and/or work experiences.
- Project/Proposal Approach: 20%
  - Describe how the proposed revaluation plan addresses the project scope
  - Describe how the public relations plan addressed the project scope
  - Describe how the proposal addresses any additional considerations outlined in the project scope
- Anticipated Schedule: 10%
  - Provide a schedule of deliverables and any other relevant milestones
  - Describe how the firm will manage its overall workload to meet deadlines for the deliverables and other relevant milestones listed above
- Fee Statement: 35%
  - Proposed cost of services
  - Describe how the firm will control and monitor its costs
- Proposer’s References: Provide at least 3 work references with contact information and descriptions of resulting projects, with dates. The results of reference checks will be used in scoring proposals.

The Town reserves the right to reject any, or any part of, or all Proposals; to waive informalities and technicalities and to accept that Proposal which the Town deems to be in the best interest of the Town whether or not it is the lowest dollar Proposal. On or before **January 11, 2023**, the Town will notify the selected Company that it has been selected.

**7. GENERAL CONTRACT CONDITIONS**

On or before **February 1, 2023**, the selected Company shall execute with the Town a Contract based on the General Contract Conditions the following contract conditions, as outlined below, shall be included in greater detail in the contract between the Company and the Town.

- Changes in the contract
- Subletting to specialists
- Performance surety bond
- Indemnification
- Insurance
- Severability, Waiver, Cancellation and Misrepresentation Clauses

**Periodic Payments:** The Town will pay the Company amounts as billed less a ten (10%) percent retainage through conclusion of the local appeal process.

**Liquidated Damages/Penalties:** Failure of the Company to meet contracted deadlines for completion of work and approval by the Assessor as having met the standards of these Specifications and the Contract, shall be cause for payment of liquidated damages by the Company, on demand by the Assessor or municipal officers, according to the following schedule:

1 to 10 working days.....\$300 per day  
 11 to 20 working days.....\$600 per day  
 Over 20 working days.....\$1,200 per day

- All properties measured, listed and photographed through April 1, 2024
- All completed assessments given to Assessor for review
- All assessment notices addressed and mailed
- Informal hearings completed
- Final values in Vision and all revaluation records, items and systems are delivered to the Assessor in accordance with the General Contract Conditions

Notwithstanding equally agreed upon extensions, failure to meet the contracted deadline for completion of the Project shall be cause for payment of liquidated damages by the Company, on demand by the Assessor or municipal officials, of One Thousand (\$1,000) for each day beyond the specified date of completion.

The Company shall not be liable for delays caused by reason of war, terrorism, strike, explosion, Acts of God, Orders of Court or other public authority.

**Town Contact:** Unless otherwise indicated in this RFP, all correspondence to be sent to the Town shall be sent to the following address:

Kerry Leichtman, CMA  
 Assessor, Town of Camden  
 PO Box 1207  
 29 Elm Street  
 Camden, Maine 04843

**Additional Requirements:** The Town reserves the right to specify additional requirements for inclusion in the final agreement with the Company.

## 8. REVALUATION SCHEDULE

The Company shall start the equalization project as soon as practicable after signing the Contract, or upon a date as agreed to by the Assessor. Thereafter the Company must continue in a diligent manner so as to ensure completion within the schedule of completion dates as set forth below.

**Completion Dates:** The Company shall submit a schedule for the phases of the Project which sets forth the dates for completion and that schedule shall be incorporated into the Contract and shall be binding upon the Company. The phases of the Project are as follows:

- Assignment of the Project Manager who shall be the Company representative on the project
- Public information and media releases
- Complete residential data collection: measuring, listing and photos
- Complete commercial, industrial, public utility, special purpose and tax-exempt data collection-measuring, listing and photos
- Complete land study and value analysis and development of Land Pricing Schedules
- Complete building cost manual and development of Cost Schedules
- Complete market data study to begin appraisals
- Complete study of market rents, expenses and capitalization factors to begin appraisals
- Valuing of land
- Valuing of buildings
- Deliver completed residential appraisals on property record cards with all measurements, sketches, listings, pricing, review and values, incorporating all building permits up to and including April 1, 2024, to the Assessor
- Deliver completed commercial, industrial, public utility, and special purpose appraisals on property record cards with all measurements, sketches, listings, pricing, review and values including assessment computation to the Assessor
- Assessment notices mailed
- Informal hearings begin
- Informal hearings completed
- Determination notices mailed
- Computer file is updated for all final appraisals
- Assist Assessor with formal appeals
- Assist Assessor with appeals to Board of Assessment Review

## 9. RESPONSIBILITIES OF REVALUATION COMPANY

The Company's Project Manager and Assessor shall regularly discuss the progress and various other details of the Project. These discussions may be scheduled to occur more frequently if it is found to be necessary by the Town.

Property data, and/or appraisals and records shall not be made public until after the assessment notices are mailed.

**Equipment and Supplies:** The Company shall provide all equipment and supplies at the Company's expense except as otherwise provided herein.

**Deliverable Products:** All documents, records, data and other materials procured or produced in the performance of the Project will become the sole property of the Town. The documents, records, data and other materials will include:

- Documentation of procedures used throughout the Project
- All manuals used in any phase of the Project
- Data collection and valuation manuals for use in maintaining and updating values
- Detailed valuation manuals, including tables and formulas used in applying the cost, sales comparison and income approaches to property valuation; grade and housing type descriptions for each grade and housing type
- Source information used in the development of cost, sales comparison and income approach schedules
- A field card for all properties
- Digital photos of all buildings
- All manual and computerized reports supporting valuation formulas and values for vacant land and improved properties
- All sales ratio studies used in the Project
- Field review documents reflecting preliminary values, adjusted preliminary values, and any notes relative to informal review actions
- A report of all informal hearings. Each meeting with property owners shall be documented stating the property owners' issue(s) and the Company representatives' response(s). A final report showing the number of hearings, the number and amounts of values changed
- Valuation List of new values
- Before and after ratio studies for all use codes, neighborhoods, building styles, grades, site index, land area shall be delivered as a Microsoft PowerBi interactive table to be uploaded to the Town website for access by property owners
- All documents shall be delivered as digital files, unless otherwise specified by the Assessor

The Company shall provide training for appropriate Town personnel, adequate to provide them with the knowledge necessary to understand and use the appraisal system and/or other software installed by the Company.



**Public Relations:** The parties to this Project recognize that a good public relations program is required. The Company shall support the Assessors in conducting a public information program. All public information releases shall be approved by the Assessor prior to release. The Company shall submit a detailed public relations plan to the Town with its proposal. The program must include but is not limited to:

*Prior to Data Collection:*

- Press releases
- Meetings with local officials
- Public meetings on the following topics:
  1. Laws concerning revaluation market value
  2. General outline of revaluation project
  3. Data Collection
  4. Valuation procedures
  5. Review procedures
  6. Informal hearings
  7. Taxpayer formal appeal proceeding
  8. Pre-data collection leaflet/notice to property owners

*During Data Collection and Valuation:*

- Press releases
- Meetings with local officials
- Meeting with civic groups
- Public meetings

*After Data Collection and Valuation:*

- Press releases
- Meetings with local officials
- Public meetings
- Informal Hearings
- Board of Assessment Review meetings

**Conduct of Company Employees:** As a condition of this Contract, the Company's employees shall treat residents and Town employees with respect and courtesy. The Company shall take appropriate and meaningful disciplinary measures against those who violate the terms of this provision and shall immediately remove any employee from the project if requested to do so by the Assessor.

**Inspections:** All physical improvements shall be inspected, measured and listed, noting all interior and exterior construction details, quality of construction, age, and condition.

**Sketches:** Sketches of all significant buildings shall be drawn to scale with dimensions given on the property record card.

**Data Entry:** All data entry will be entered into Town's CAMA system by the Company.

**Field Work Quality Check:** All the end of each week the Company shall provide the Assessor with each updated property record card along with its corresponding field card until the completion of the public hearings. In addition, all changes made by the Assessor in property values as a result of this review will be changed by the Company within one week of receiving the changes.

**Sales Analysis:** The Company shall analyze qualified sales for the two (2) year period immediately preceding April 1, 2024. These sales shall be reduced to appropriate units of comparison and segregated into the following major categories: vacant residential land, vacant commercial land, vacant industrial land, mobile homes, residential condominiums, commercial condominiums, residential properties, commercial properties, apartment properties and industrial properties. Further subcategory breakdown such as ranch, split level, cape, retail, office, gas station, etc. will also be required. No values shall be set until such an analysis is presented to, reviewed and accepted by the Assessor. The Assessor is to approve final market adjustments.

**Assessment Notices:** A notice shall be sent, at Company's expense, by first class mail, to each owner of record as of April 1, 2024, setting forth the old assessment of land and buildings as well as the new valuation that has been placed upon the property identified in the notice. The notice shall be prepared in duplicate and conformity with the Maine Law and approved by the Assessor prior to mailing. The duplicate copies will be delivered to the Assessor in electronic form (i.e. pdf) and arranged in map/lot sequence.

Further, the notices shall include information specifying the dates, times and place of the informal hearings. A copy of the updated property record card shall be included with each notice. Such notices and information shall be subject to approval by the Town.

Prior to sending notices, the Company shall memorialize the proposed new values in the CAMA's Assessment History section as Interim values.

**Informal Hearings:** The Company shall hold informal hearings, at such times and locations as the Town may specify, so that owners of property, or legal representatives of owners, may discuss with qualified members of the Company's staff the assessed valuations of their property. The Company's personnel shall explain the manner and methods of arriving at value. Informal hearings, at the discretion of the Town, may be held on weeknights and Saturdays as well as during business hours. Members of the Town's Assessing Department staff may also be present at hearings.

The Company, in conjunction with recommendations of the Town, shall schedule a sufficient number of hearings and provide sufficient qualified personnel certified by the State of Maine and approved by the Town to handle said hearings expeditiously and fairly.

Any information offered by the taxpayer shall be given consideration, and adjustments shall be made where warranted. The Company shall notify in writing each taxpayer who has appeared at an informal hearing of the results of that hearing, whether the assessment has been changed or not. The content and form of such notices shall be subject to the prior approval of the Assessor.

**Defense of Values:** For requests for abatements or appeals of April 1, 2024 assessments, the Company will follow the following procedures.

The Company agrees that the Project Manager or Field Appraiser of the Camden project shall be present or available at the request of the Assessor for the period of time necessary to assist the Assessor in considering abatement requests and to assist the Assessor and/or designated representative in explaining the basis of the revaluation to property owners.

The Company agrees that the Project Manager in charge of the Camden project shall be present if requested at any hearing of local and/or state body of assessment appeals following completion of the project and to defend the values.

In the event of any appeal to the courts, the Project Manager in charge of the Camden project will be present at the hearing to testify as a witness, to outline the steps taken and give his opinion of value of the property which has been or is the subject of appeal.

The Company agrees to assume all costs for services rendered by it in connection with any and all hearings, reviews and/or court actions provided the filing of such hearing, review and/or court action is commenced within one (1) year of the revaluation date.

**Information to Town:** The Company shall give to the Town any and all information requested pertaining to the equalization work for a period of one year after completion of the duties of the Board of Assessment Review on the April 1, 2024 Valuation List, without further cost to the Town.

## APPENDIX A - APPRAISAL SPECIFICATIONS

### LAND

**Appraisal of Land:** The Company shall appraise all types of land within the Town.

**Land Inspection:** The Company shall be responsible for identifying and considering in its valuation of each land parcel the physical, legal, and economic factors which may affect its use and value.

**Land Value Study:** Vacant land sales occurring during the two-year period immediately preceding April 1, 2024 shall be analyzed.

Improved property sales data shall be analyzed, at a minimum, for arms-length transactions occurring during the two (2) year period immediately preceding April 1, 2024, in order to estimate land values by the residual method.

The Company shall consider factors affecting land value, such as location, zoning, available utilities, size, shape, topography, view, improvements, special exceptions or zoning variances, nonconforming uses, flood plains, flood zones, and special-purpose uses.

**Land Unit Value:** The Assessor, in consultation with the Company, shall determine what type of land unit values and formulas shall be used for the various types of property and property locations. The front foot, square foot, acreage, fractional acreage and per lot units shall be considered, among other possibilities.

**Neighborhood Delineation:** The Company shall delineate neighborhood units within the Town.

**Land Value Inspections:** The Company shall make a physical inspection of each plot of land from the public way and make necessary adjustments in value to compensate for topographical irregularities such as high banks, steep slopes, swamps, irregular shape or any other factor which may detract from or enhance the value of the land.

## **RESIDENTIAL BUILDINGS AND STRUCTURES**

**Data Collection:** The Company shall view by physical inspection the exterior and interior of all real property in the Town in compliance with Maine law.

The Company shall make a listing of physical construction details of all the structural improvements pertinent to residential property in the Town on field cards for entry into the CAMA database. Details of all structural improvements also are to be listed on the field cards. Digital photos of each significant structure are to be done at the first visit and entered into the CAMA database.

**Measurer/Lister Identified:** The field card and the property record card shall indicate the Lister and date(s) of the listing.

**Entrance Refused:** When entrance to a building for an inspection is refused, the Lister shall make note of the fact and within two (2) working days notify the Assessor.

The Company shall not enter premises when only minor children are present. The Company shall make one (1) call back.

**Call Backs:** Where necessary the Company shall make one (1) call back, which must be on a weekday between 5:00 PM and 8:00 PM, or on a Saturday. The Lister making the call back shall note time and date of call back on the field card and on the property record card.

**Notification Letter:** If after one (1) call back, contact was not established with a property owner, a notification letter (approved by the Town) shall be mailed at the Company's expense, notifying the property owner that the representatives of the Company were not able to make contact, and request that within a prescribed time limit the property owner contact the Company to arrange an inspection.

**Preliminary Town Acceptance:** Prior to the mailing of the assessment notices, the Company's Project Manager will review the final values with the Assessor to ensure that the Assessor is prepared to accept the Company's work.

## COMMERICAL, INDUSTRIAL, UTILITIES, EXEMPT & SPECIAL PURPOSE PROPERTIES

All commercial, industrial, public utility, exempt, and special purpose buildings and improvements shall be inspected, classified, priced, and valued.

**Description:** All buildings shall be identified and described as to component parts of construction, size, area, age, and usage.

**Income Approach:** Income and expense data shall be gathered by the Company on forms approved by the Assessor, which shall become the property of the Town. Proprietary information of property owners shall not become a public record.

The Company shall develop, with the involvement of the Assessor, capitalization rates and gross rent multipliers through interviews with bankers, investors, realtors, appraisers and other informed sources.

The Company shall determine market and economic rents, vacancy rates, operating expenses, capitalization rates, and/or gross rent multipliers applicable to the various classes of commercial, industrial, and special-purpose properties being valued. The Company shall document, in writing, its sources of information, and describe its use and analysis in estimating values.

The Company shall perform the income capitalization approach using generally-accepted methods and techniques. Gross rent multipliers shall be used as an additional valuation check where applicable.

The Company shall mail income and expense questionnaires to all commercial and industrial property owners. Responses shall become the property of the Town at the completion of the Project. Proprietary information shall not become a public record.

**Fixed Equipment:** All fixed machinery and equipment serving a building and taxable as real estate shall be listed within that building and valued in accordance with procedures as outlined in the applicable price schedule. If a question exists whether certain machinery or equipment is taxable as real estate, the Company shall bring that question to the attention of the Assessor and be bound by the Assessor's determination.

The Assessor shall be notified in writing of any item which might be considered personal property and is included in the valuation of the building. It shall be separately listed and described by the Company either on the property record card or separately on another record.

**Review:** The reviewer shall be competently trained, certified and fully experienced in the appraisal of the particular type and kind of commercial, industrial, public utility or special purpose building for which the reviewer is responsible.

**Preliminary Town Acceptance:** Prior to the mailing of the assessment notices, the Company's Project Manager will review the final values, computed by the Company, with the Assessor to ensure that the Assessor is prepared to accept the Company's work. The Assessor will make the final judgment on the final value.

## **APPENDIX B - RESPONSIBILITY OF TOWN**

**Maps:** The Town shall furnish one set of Tax Maps showing streets, property lines, and parcel identification numbers.

**Zoning:** The Town will furnish one (1) set of the current Town zoning regulations and a zoning map.

**CAMA Database & CAMA Software:** The Assessor will make available to the Company the current CAMA database.

**Property Transfers:** The Town shall notify the Company, on a regular basis, of property splits and transfers occurring after the initial establishment of the Company's database for this information. The Company shall update its records in accordance with this notification.

**Building Permits:** The Town shall furnish to the Company copies of all building permits issued during the course of the Project up to April 1, 2024.

**Introduction:** The Assessor shall furnish letters of introduction and authority to inspect real estate in the Town.

**Mailing Address:** The Town shall furnish through the Assessor's Office the current mailing address of all property owners.

**Mail:** For any mail the Company is required to send in conjunction with this Project, it is the responsibility of the Town to investigate all returned mail for updated name or address and to re-mail such mail.

**Office Space:** The Town shall furnish the Company with sufficient office space, necessary office furniture and copier equipment to carry out the terms of this project.

**Assessing Personnel:** The Assessor and/or Deputy Assessor will, from time to time, accompany listers on property visits.

## **APPENDIX C - DEFINITIONS**

Assessor: shall mean the duly appointed Assessors of the Town of Camden, Maine

CAMA: shall mean Computer Assisted Mass Appraisal

CMA: shall mean Certified Maine Assessor

Company or Contractor: shall mean any person, firm, corporation, association or other entity performing the revaluation work under contract.

Contract: shall mean the agreement between the Company and the Town to provide services in accordance with this RFP

Field Card: shall mean the document used in the field to record information about the property when the property is listed and measured

Project or Equalization Project: shall mean the reappraisal and revaluation of all taxable real property and all tax-exempt real property within the corporate limits of the Town of Camden

Property Record Card: shall mean the card generated from the CAMA system

Proposal: shall mean the Company or Company's proposal submitted in accordance with the RFP requirements

RFP: shall mean Requests For Proposals

Specifications: shall mean the requirements of the RFP

Town: shall mean the Town of Camden, Maine



## APPENDIX D – CLASSIFIED PARCELS

PROPERTY TYPE	PARCEL COUNT	LAND VALUE	BUILDING VALUE	TOTAL VALUE
Residential Improved 1XXX	2,418	495,129,456	877,521,100	1,372,650,556
Residential Vacant 130X,131X,132X	302	36,768,100	214,600	36,982,700
Residential Condo 102X	105	25,223,800	22,243,500	47,467,300
Residential Apartment 111X- 125X	29	7,171,000	24,243,500	31,414,500
Mixed Use 0XXX	53	17,651,600	20,029,500	37,681,100
Commercial Improved 3XXX	132	51,250,600	92,591,900	143,842,500
Commercial Vacant 390X,391X,392X,394X	15	2,099,600	215,500	2,315,100
Industrial Improved 4XXX	6	768,600	1,457,700	2,226,300
Industrial Vacant 440X,441X,442X	5	9,464,271	903,400	10,367,671
Exempt 9XXX	151	48,566,000	84,426,000	132,992,000
Special Open Space 6XXX, 7XXX,8XXX	15	660,000	0	660,000
Regular Open Space 2XXX	0	0	0	0
Others	0	0	0	0
	3,231	694,753,027	1,123,846,700	1,818,599,727

## APPENDIX E - UNIQUE OR SPECIAL PURPOSE PROPERTIES

Lyman Morse Boatyard	Boat services, restaurants, shops, lodging
Curtis Island	Town-owned, lighthouse, residence
Camden Snow Bowl	Ski Area, ball fields, toboggan chute, Hosmer Pond
Solar Farm	9.2 Kw
Quarry Hill Retirement Community	Retirement village: Independent, assisted, nursing
Bella Point	47-bed residential care for seniors
Windward Gardens	Nursing, rehab, assisted/senior living facility
Camden Hills State Park	Federal Park on both sides of Route 1
Knox Mill	Condos, apartments, commercial development in former mill
Wastewater treatment plant	Town-owned facility