REQUEST FOR PROPOSAL (RFP) FOR BOILING SPRINGS MARKET STUDY

Issued by the Township of South Middleton

Date Issued: May 8, 2017

Responses Due by 4:00 PM, June 2, 2017
The Township of South Middleton is seeking a professional consultant to develop a market study for the Village of Boiling Springs. Boiling Springs is an unincorporated community of approximately 3,500 residents located in the Harrisburg-Carlisle metropolitan area of Pennsylvania. The purpose of this study is to determine the amount and types of businesses that Boiling Springs can support now and over the next five to ten years.

BACKGROUND

For the purposes of this study, Boiling Springs is defined as the area designated within the “Market Analysis Project Study Area” map on Page 3 of this RFP, as well as any areas in the vicinity, or other areas necessary or prudent to include, in this study. The Boiling Springs area is located on the eastern edge of South Middleton Township, along the border with Monroe Township.

An objective of the South Middleton Township Comprehensive Plan (2007) is to serve as a “...catalyst of other special studies, (programs, and ordinances that would assist in) identifying and attaining (the Plan’s) goals and objectives.” This includes the need to promote the infilling of land as well as the preservation of Boiling Springs’ identity in a manner consistent and compatible with its existing historic patterns of development.

As outlined in the Boiling Springs Livable Communities Plan (2008), the Boiling Springs “core area,” largely coterminous to the “Village Zoning District” as delineated in South Middleton Township’s Zoning Map on Page 4, has a fairly distinct character setting compared to other, more developed areas of the Township. These characteristics include denser building and land development patterns that accommodate a variety of neighborhood-scaled businesses, diverse housing types, and recreation and civic amenities.

Some of the strategies outlined in the Livable Communities Plan include identifying transportation improvement strategies, conserving historic sites and village heritage, providing for housing and land development strategies through traditional neighborhood design elements, improving the visual quality and aesthetics of the village’s core and its gateways, and giving the village a particular market orientation and attracting uses related to it. While Boiling Springs has enjoyed some success, there is more to be done, especially with regard to infill, preservation, and redevelopment.

The selected consultant will be expected to provide an analysis of the village (both its core and surrounding areas) current retail market and climate, offer a projection of the village’s future development potential, description of business types most appropriate for its “downtown,” and
identification of opportunity sites for new business creation or mixed-use development or redevelopment.
In 2013, the Township Board of Supervisors, at the urging of village residents, brought together residents, business-owners, local school district officials, and others, as part of a series of “village forums.” These well-attended semi-annual gatherings of community stakeholders provided the Township with valuable information and guidance to prioritize and implement provisions of the Livable Communities Plan, as well as to identify other actions intended to improve quality-of-life and public services in the village area. Such actions included rezoning the village to further provide for set-backs and uses of properties, preservation of historic areas, property maintenance provisions, environmental improvement projects, street-scaping and sidewalk design, and identifying economic investment sources. The Township has dedicated significant resources towards improving and enhancing features in the village and continues to rely on a broad cross-section of public support and involvement. The market analysis, for which this RFP is intended, is the next logical step.

There are several local resources that can assist with the collection of information about Boiling Springs, such as the aforementioned Livable Communities Plan, copies of which can be found online (http://www.smiddleton.com/pdf/BSLCPlan.pdf). Information regarding existing village businesses and area leisure and recreation activities is also available from the Cumberland Area Economic Development Corporation (cumberlandbusiness.com) and the Cumberland Valley Visitors Bureau (www.visistcumberlandvalley.com). The South Middleton Township Comprehensive Plan (2007) (found under the “Ordinances/Planning Documents” tab on the Township’s website, www.smiddleton.com), Cumberland County’s Comprehensive Plan (2003, as amended) (found at www.ccpa.net), and the Tri-County Regional Planning Commission’s Regional Growth Management Plan (http://www.tcrpc-pa.org/rgmp/) can also provide helpful information.

DESCRIPTION OF PROJECT AREA – EXISTING CONDITIONS AND GROWTH TRENDS

Boiling Springs is a compact, walkable, traditional village community, with numerous historic structures and sites. Agricultural areas and suburban-style residential development surrounds the village. Carlisle Borough is located five miles northwest of Boiling Springs, Mechanicsburg Borough approximately eight miles northeast of the village, and the Capital City of Harrisburg is located approximately 20 miles to the east. Other nearby attractions includes Hershey, Gettysburg, and Pennsylvania Dutch Country, all reachable under an hour by car. Furthermore, 80 percent of the population of the United States is within a two-day’s drive of Boiling Springs.

Boiling Springs is located in the center of the fastest growing county in Pennsylvania. According to 2015 U.S. Census data, South Middleton Township had 15,228 residents, a four percent increase since 2010 and 18 percent over the last 15 years. The village of Boiling Springs has been designated as a Planned Growth Area in the Tri-County Regional Planning Commission Regional Growth Management Plan.
According to city-data.com, the demographic trends of the Boiling Springs area (village core area and immediate surrounding locale) are:

- **Population:** 3,499
- **Households:** 1,351 (73.5% - family households)
- **Median Household Income:** $79,808
- **Median House or Condo Value:** $231,826
- **Median Contract Rent:** $768
- **Unemployment:** 4.12%
- **Residents Below Poverty Level:** 5.39%
- **Median Resident Age:** 46.6

The centerpiece of Boiling Springs is Children’s Lake. This scenic, seven-acre lake is fed by a “bubbling” spring which keeps the water’s temperature at a constant 52 degrees, offering a year-round home to a variety of waterfowl and other aquatic life. The lake, owned by the Pennsylvania Fish and Boat Commission, is stocked annually with trout and, along with the nearby Yellow Breeches Creek, attracts thousands of visitors annually during fly-fishing season.

At the outlet of the lake, as it empties into the Yellow Breeches, is a grassy, tree-encircled park. At its center, stands a 250-year-old historic iron blast furnace. The first of its kind when built in the late 18th century, this recently restored furnace provided ordnance to Patriots during the American Revolution and has silently laid witness to the growth of Boiling Springs over the centuries. The original iron master’s mansion, built in 1780, and today a private residence, sits on a bluff overlooking the lake.

The Appalachian National Scenic Trail proceeds along the east bank of Children’s Lake. In fact, Boiling Springs is located at almost the mid-way point of the 2,200-mile long trail and hosts the Appalachian Trail Conservancy’s (ATC) Mid-Atlantic regional offices. The Township and the ATC have partnered on a number of projects throughout the Township, including the installation of signage, parking lot improvements, and bridge installation. Boiling Springs was designated as a “Trail Community” in 2012. By the end of 2017, the Township will also install an additional 1.5 miles of walking trails to connect Boiling Springs to the Township’s nearby park system. With the completed trail, village residents will have additional foot access to almost 300 acres of community-owned parks and recreational areas. In addition to hikers and fishermen, the rolling hills and nearby mountains offer challenging routes for cyclists of all skill levels.

The person who laid-out the village’s current street grid, Daniel Kaufman, was renowned for his efforts to assist escaping slaves in the years leading up to the Civil War. Those searching for freedom found refuge in Kauffman’s barn and at Island Grove, a nearby thicket on the Yellow Breeches Creek and today a wildlife and nature preserve. Boiling Springs was added to the National Register of Historic Places in 1984 and the National Underground Railroad Network to Freedom in 2007. Kauffman’s home still stands on Front Street.
As mentioned, Boiling Springs is a dense and contiguous traditional-style village. There are some small businesses, including restaurants, a bank, post office, automotive repair and service stations, and others. Cumberland County’s oldest public pool is located in the village. There are not many apartment buildings, though there are many two-family homes. The age and condition of residential structures within the village are vast (some homes date to the early 19th century), styles (Federal, Georgian, Victorian, Greek Revival, Craftsman, Italianate, Modern, and others), and condition (newly refurbished to blighted). Outside the village core area, primarily to the north, there are large, single-family residential developments, many having been built in the last decade. The area to the west, south, and east of the village core area is largely agricultural. Though not in this RFP’s Study Area, Dickinson College operates its nearby organic farm a mile to the west of the village.

Three state roads intersect at the center of the village – SR 0174 (First Street), SR 2037 (Forge Road/Front Street), and SR 2003 (Walnut Street). Both Forge Road and First Street handle over 5,000 vehicle trips per day. Both pedestrian and vehicle traffic are expected to increase in the coming years, particularly due to the construction a new elementary school at South Middleton School District’s education campus. Because of this, the Township recently has embarked on a number of initiatives aimed at improving pedestrian safety and vehicle flow through the village, including a design of a sidewalk system and the installation of street-scaping elements along the primary village corridor.

Boiling Springs had a long history as a day-trip recreational destination. In the late 19th and early 20th centuries, individuals would come to picnic alongside, or boat or fish, on Children’s Lake. A dance hall, pavilion, and zoo were also visitor attractors. The nearby Allenberry Resort, for decades offered dining, lodging, and entertainment at its sprawling resort on the banks of the Yellow Breeches. Allenberry is currently undergoing a multi-million dollar renovation under new ownership. It is the intent of the Township to again redevelop and market Boiling Springs as a leisure destination.

A number of special civic events and parades occur in Boiling Springs annually. In the spring, the Boiling Springs Triathlon is held. The summer unofficially begins on the first Saturday of June when thousands of visitors descend on the village for Foundry Day, an annual juried arts and crafts event that offers art, pottery, jewelry, furniture, and other works for sale. The “Anything Floats” competition occurs in the summertime pitting contestants and their homemade “vessels” in a race across the Children’s Lake. The Bubbler Foundation Festival, an arts and music event begins Labor Day morning and ends with fireworks in the evening. In early December, a lighted Christmas tree is placed in the middle of Children’s Lake and is accompanied by over 400 lighted luminaries ringing its shores for the entire holiday season.

With a rapidly growing population, increased pressure is placed on the Township to meet the demands of residents and provide sufficient infrastructure and amenities, to maintain safety and connectivity, enhance quality-of-life, economic development, leisure activities, and business opportunities. Boiling Springs is a key component of this plan.
PROJECT SCOPE

The goal of this market study is to complete an assessment of the village of Boiling Springs “core downtown area,” as well as the areas immediately surrounding it, and the current economic market and climate, in order to project the village’s future business development potential, analyze market sectors and shares, describe business types most appropriate for the village core and its immediate surrounding area, and to identify sites for new business creation.

Professional services shall include:

- An assessment of the village’s current economic market and climate.
- A projection of the village’s future development potential to include square footage by sector/type (i.e. retail, professional, commercial, residential, etc.) that the village market could absorb now and within the next five to ten years.
- Identification of business and housing types. The analysis should include a projected number of owner-occupied versus rental, achievable rents and/or price per square foot, and identification of target users.
- Identification of location requirements and/or preferences for the targeted market.
- Strategic action plan for implementation of the report findings, including identification of potential sources of funding.

The final report should:

- Understand dynamics of the trade area including its customers and competition.
- Address specific relevant issues such as business mix, vacancies, intense competition from nearby communities, etc.
- Demonstrate and respond to the economic importance of the village.
- Strategies to support business expansion and recruitment efforts.
- Identify niche markets.
- Identify appropriate mixed uses for the village area.
- Develop a market-driven promotional plan.
- Identify potential design improvements.
- Include marketing recommendations.

The process should involve:

- Scoping – undertake an in-person tour and analysis of the village including data collection.
- Meeting with village stakeholders – this includes Township staff, members of the Board of Supervisors, business and property owners, as well as customers and patrons of village establishments.
- Analysis of data collected, to be put into a report – the report should include all data collected, analysis, and development of scenarios.
• Recommendations (e.g. “Where do we go from here?” “What are the steps for implementation?”).
• Presentation to staff and public – this may involve special public meetings and/or presentations to the Board of Supervisors, other stakeholders, the media, or the general public).

**DEVELOPABLES**

The consultant will assemble the components into final documents for review, and provide the Township with six (6) hard copies of the complete plan, six (6) large copies of each map (if necessary for legibility), and an electronic version of the plan in quality resolution PDF and Word format.

**MINIMUM QUALIFICATIONS**

Respondents must establish that they meet the following minimum qualifications:

• A firm or individual shall have experience in performing services as described in the Project Scope.
• A firm or individual shall demonstrate substantial relevant experience and knowledge of preparing studies for communities of a similar size and nature.

**MANDATORY CONTENTS OF PROPOSAL**

In addition to demonstrating an ability to meet all minimum qualifications outlined above, the selected firm/individual must also include and address the following:

• Contact information: Provide the name and address of the firm’s/individual’s office, name, telephone number, fax number, and email address(s) of the individual(s) responsible for the preparation of the proposal.
• The names and resumes of the firm’s principal officers.
• The location of the respondent’s office, if different than the firm/individual’s main office, at which the respondent proposes to perform services requested under this RFP.
• The names and resumes of the staff members available for this project.
• A brief history of the growth and development of the firm.
• An executive summary of not more than two pages, identifying and substantiating why the respondent is best qualified to provide the requested services.
• Examples of previous work of a similar nature showing the level of activity on and responsibility for each project.
Boiling Springs Market Study RFP

- A statement to the effect that the individual or firm is not and has not been under contract with any groups whereby a conflict of interest could result.
- If the respondent, or any principal therein, has been engaged as a defendant in any litigation involving a sum of $100,000 or more and/or has been subject to any professional disciplinary action over the last five (5) years, the respondent must provide a description of the litigation and/or disciplinary action.
- The proposal should include a minimum of three (3) references of similar work, complete with names and contact information. Also include, if possible, samples of the final report delivered to those references.

SUBMISSION OF PROPOSAL

An original, clearly marked as the “Original,” and six (6) full, complete, and exact copies of each proposal must be submitted in a sealed envelope and marked as “Boiling Springs Marketing Study Proposal” and addressed to:

South Middleton Township
ATTN: Cory S. Adams, Township Manager
520 Park Drive
Boiling Springs, PA, 17007

The proposal must be received no later than Friday, June 2, 2017, 4:00 PM EST.

Faxed or emailed proposals will NOT be accepted. Any inquiry concerning this RFP should be directed in writing to Township Manager, Cory Adams, either via mail or email, cadams@smiddleton.com.

All documents/information submitted in response to this solicitation may be available to the general public. The Township will not be responsible for any costs associated with the oral and/or written presentation of the RFP. The Township reserves the right to reject any, some, or all proposals, with or without cause, or waive any irregularities or informalities in the proposals. The Township also reserves the right to negotiate with all qualified sources, or to cancel in part or in its entirety this RFP when the Township determines that such action is in the Township’s best interests.

The Township further reserves the right to make such investigations as it deems necessary as to the qualifications of any and all respondents submitting proposals. The Township also reserves the right to re-solicit for proposals.
SELECTION CRITERIA

Proposals will be received by the Township and be reviewed and evaluated by a selection team composed of Township staff and selected officials and other stakeholders. All proposals will be reviewed based on, but not limited by, the following criteria to be demonstrated by the respondent:

- Competence and qualifications, including technical education and training, experience in the kind of project to be undertaken, availability of adequate personnel, equipment, and facilities.
- Past record of professional accomplishments with similar studies.
- Ability to design an approach and work plan to meet project requirements.
- Familiarity with the local economy.
- The rates, services, and fees proposed.

The Township will select the firm/individual deemed most advantageous to the Township, price and other factors considered. The resulting contract will include this RFP, any clarifications or addenda thereto, the selected firm’s/individual’s proposal, and any changes negotiated by the parties.

INTERVIEW

The Board of Supervisors reserves the right to interview any, all, or none of the respondents submitting a proposal for this RFP. Although an interview may take place, the proposal should be comprehensive and complete on its face. The Township reserves the right to request clarifying information subsequent to submission of the proposal.

FEE SUBMITTAL

Interested firms are required to submit a flat fee proposal, along with hourly rates for any additional services. Proposals shall not exceed $30,000.

PERFORMANCE STANDARD

All work performed or managed by the selected candidate must be of the highest quality and shall be performed in a timely manner. All services to be performed under any ensuing contract shall be performed in the most cost effective manner in achieving the objectives of the Township.

TERM OF CONTRACT

The ensuing contract will be “at the will” of the Board of Supervisors and may be terminated at any time, for any reason, upon a vote of members of the Board of Supervisors.
If the successful firm or individual intends to subcontract out any part of the work contained in this RFP, the respondent shall provide a complete description of the services to be subcontracted, an estimate of the overall amount of work to be subcontracted, the rationale behind the need to subcontract, and a comprehensive description of the qualifications and experience of the proposed subcontractor. The Township reserves the right to disapprove any proposed subcontractor and to revoke approval of a subcontractor should the need arise.
1. Appalachian Trail Conference  
   4 E. 1st St.
2. TCO Fly Shop  
   2 E. 1st St.
3. Boiling Springs Tavern  
   1 E. 1st St.
4. Clocktower  
   Front & E. 1st Sts.
5. Caffe 101  
   301 Front St.
6. Daniel Kaufman house  
   301 Front St.
7. Children’s Lake  
   Along Front St. from E. 1st to Race St.
8. Village Artisans Gallery  
   321 Walnut St.
9. Boiling Springs Pool  
   2 Mountain Rd.
10. Carlisle Iron Works  
    Race St. & Butcher Hill Rd.
11. Ego-Bucher Mansion  
    308 Bucher Hill Rd.
12. Allenberry Resort Inn & Playhouse  
    1500 Boiling Springs Rd.

“Downtown” Boiling Springs – Points of Interest

1. South Middleton School District Campus  
   4 Forge Rd.
2. Citizens Fire Co. – Village Station (No. 2)  
   405 Forge Rd.
3. Karns Foods  
   413 Forge Rd.
4. Spring Meadows Park  
   640 W. 1st St.
5. Iron Forge Professional Center  
   210Forge Rd.
6. Dickinson College Farm  
   553 Park Dr.
7. Whittlinger Nature Preserve  
   2 Mountain Rd.
8. Boiling Springs Animal Hospital  
   550 Park Dr.
9. Craighead House  
   318 E. Old York Rd.
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Boiling Springs Images and Locales
(On following pages)

1. Boiling Springs Tavern (Boiling Springs Tavern)
2. Gateway Welcome Sign
3. Children’s Lake, from western shore (flickr/cthoyes)
4. Boiling Springs Pool (tripadvisor)
5. Gelas Victoriano Manor B&B (tripadvisor)
6. Village Artisans (Scion, tripadvisor)
7. Front Street homes (Crystal Hunt)
8. Café 101 (Janice Groff)
10. Children’s Lake at Christmas (South Mountain American Legion)
11. Historic Iron Furnace
12. Former Ironmaster’s Mansion, now a private residence
13. Appalachian Trail offices (Appalachian Trail Conservancy)
14. Iron Forge Professional Center
15. Allenberry Playhouse (Greenroomblog)
16. Foundry Day (PA Guild of Craftsmen, Yellow Breeches Chapter)
17. Post office and bank (F&M Trust)
18. Karns Market (Karns Foods)
19. Typical village streetscape, 2nd St.
20. Apartment building in Boiling Springs
21. TCO Flyshop
22. Anglers in the Yellow Breeches, under the Ege Bridge (1854)
23. Typical single-family home in the village
24. Unitarian Universalist Church
25. Boiling Springs Animal Hospital (Boiling Springs Animal Hospital)
26. Veterans Memorial Clock Tower
27. Boiling Springs Triathlon (Boiling Springs Triathlon Committee)
28. Former bank, now a private residence
29. Typical new home on the outskirts of the village (GHAR)
30. Dickinson College Farm (Dickinson Collage)
31. Old Grist Mill (1785), now private apartments
32. Anglers and boaters on Children’s Lake (Joan Navin)
33. High School Football Field (Paige Clancy)
34. Spring flowing into Children’s Lake (SiteBubbler)
35. Anile’s Restaurante (yelp)
Village of Boiling Springs
Photos of Boiling Springs and Surrounding Area