

APPENDICES



A. TRENDS REPORT AND PAST PLANS REVIEW

TRENDS REPORT



Comprehensive Plan

Township of Upper St. Clair
Allegheny County, Pennsylvania

May 2025

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INTRODUCTION

What is the Purpose of a Trends Report?

Before a community can grow toward a healthy and sustainable future, it is important to understand the conditions of the community today and how it evolved to get there. To do this, a trends report is compiled to understand the existing conditions of the community as it is currently and how it has evolved over time to get to where it is today. Understanding these conditions is important as it leads the community to grow and to be prosperous in the future.

The data collected for this report comes from the annual American Community Survey (ACS). The survey is conducted by the U.S. Census Bureau and around 3.5 million residents participate. Unlike the Decennial Census, the ACS uses annual information from about 1% of the total U.S. population and **therefore is a prediction and not an official count of socioeconomic characteristics in the country.**

Unless otherwise indicated and for the purposes of this Report, the data represented and discussed throughout this Report is from the 2022 ACS 5-year estimates. In addition, in some cases, the 2022 data was compared to previous years of 5-year ACS estimates and those instances are labeled respectively.

The Trends Report for Upper St. Clair is broken down into the following categories:

Demographics – Who lives in Upper St. Clair? How has the population changed over time and how is it expected to change in the future?

Housing & Affordability – Are there enough places to live in Upper St. Clair? Do more residents own or rent? Is it affordable to live in Upper St. Clair?

Transportation – How do residents of Upper St. Clair travel and commute? What modes are accessible as part of the existing transportation network?



2022 Decade Dash at Boyce Mayview Park, Image Courtesy of Upper St. Clair

Economy & Development – What are the top industries in Upper St. Clair? Are residents employed? Where are residents working? Are residents well-compensated? What was/is the impact of the pandemic?

Land Use – What land uses currently exist in Upper St. Clair? How does the Township's Zoning Ordinance currently provide for different land uses? How does Upper St. Clair balance residential, commercial, and industrial districts?

Parks & Recreation – What park and recreation resources are available in the Township? Does Upper St. Clair provide ample green space given the number of residents? How is the space used?

Public Facilities & Amenities – What public services are available to residents of the Township? Who are the service providers in Upper St. Clair? Does the Township have its own police force? Does the Township have its own fire department?



2023 Bounty Fall Fest, Image Courtesy of Upper St. Clair

GENERAL DEMOGRAPHICS

QUICK FACTS



20,961
TOTAL
POPULATION



44
MEDIAN
RESIDENT AGE



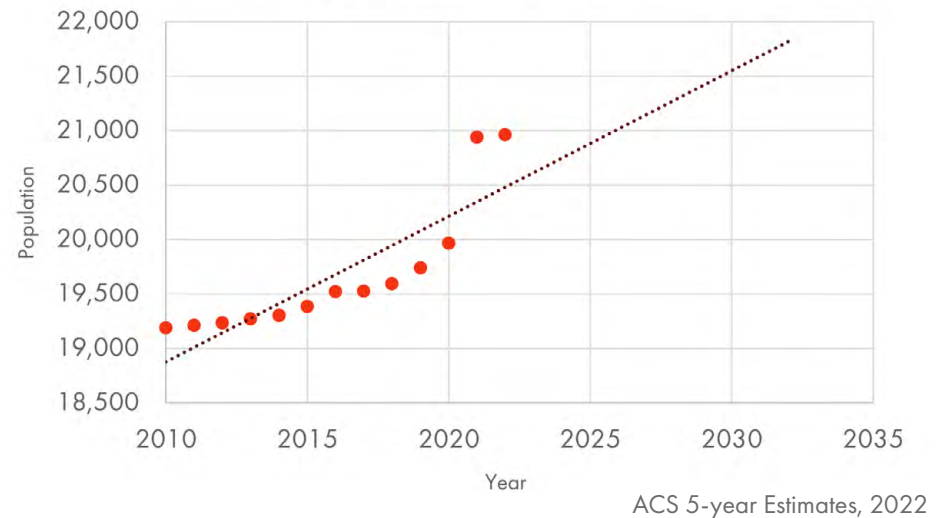
\$149,369
MEDIAN
HOUSEHOLD
INCOME

Population

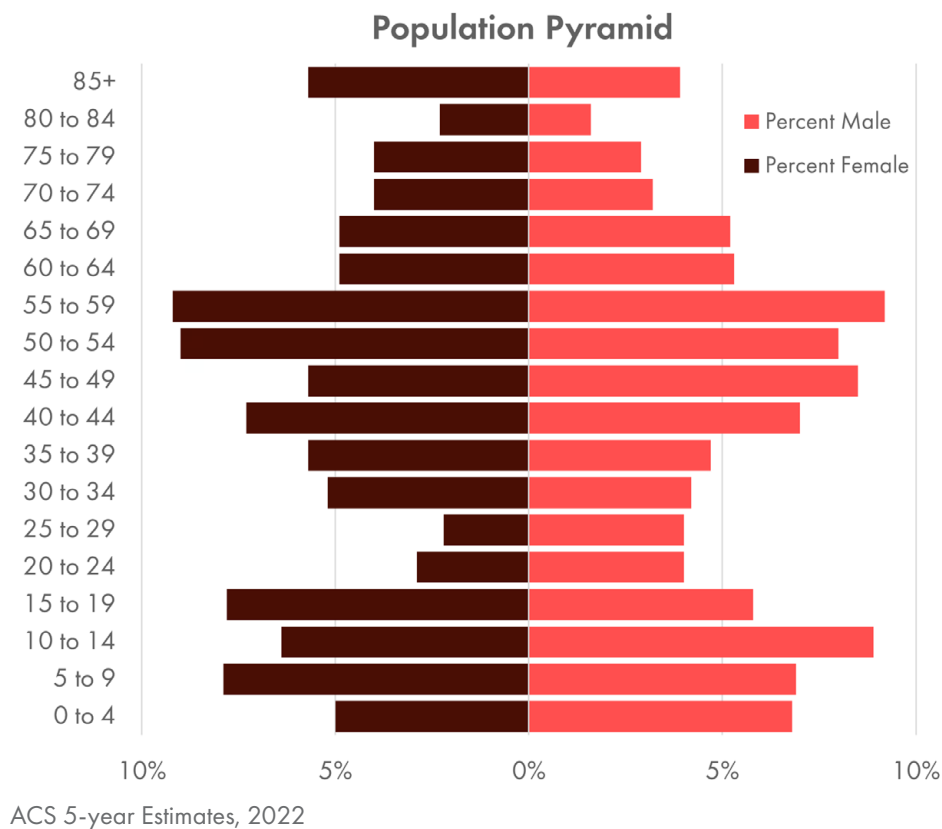
Since 2010, the Township's population has consistently increased. In 2010, the population was 19,188 residents, and by 2022 the population had increased to 20,961 residents. This represents an 8.5% change from 2010 to 2022. The ACS reports also indicated a significant jump in population of nearly one thousand residents between 2020 and 2021.

During the same period, Allegheny County's population increased from 1,223,066 to 1,245,310, representing just over a 1.8% increase. The State of Pennsylvania's population also increased during that time, from 12,612,705 to 12,989,208, a 2.9% increase.

Population 2010 - 2035

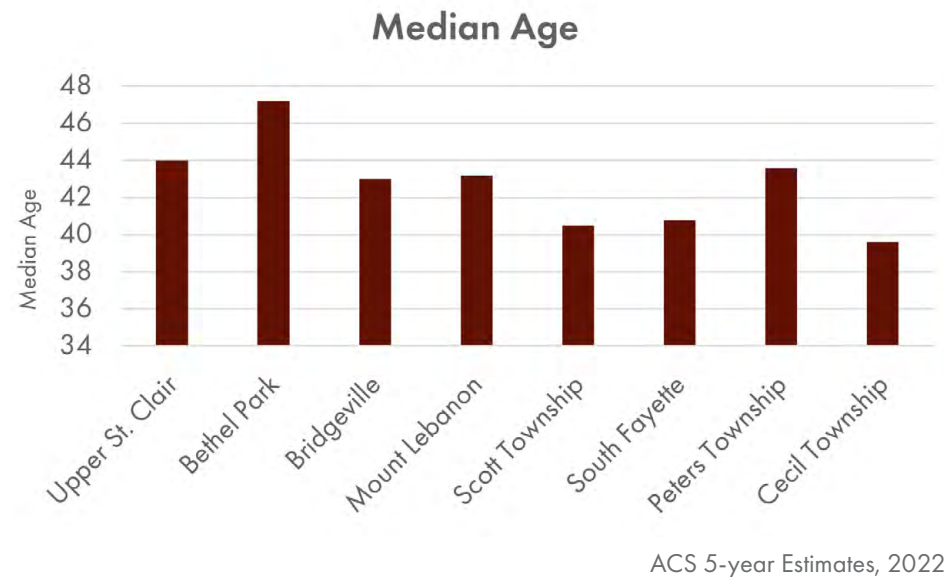


To plan for the future, it is important to understand not only where Upper St. Clair's population currently stands, but what might be expected in the future. To do this, population projections were developed based on a linear regression model, following the most recent twelve years of data (ACS 2010 to 2022). This range is most representative of recent trends, including the impacts of migration related to COVID-19. Based on the regression analysis, the projections indicate that Upper St. Clair's population will increase by about 5.7%, to 22,216 over the next ten years. It should also be noted that the use of a linear regression means that known or anticipated future development is not directly factored into the projections, so these numbers should be considered as a reference and not a foregone conclusion.



Age

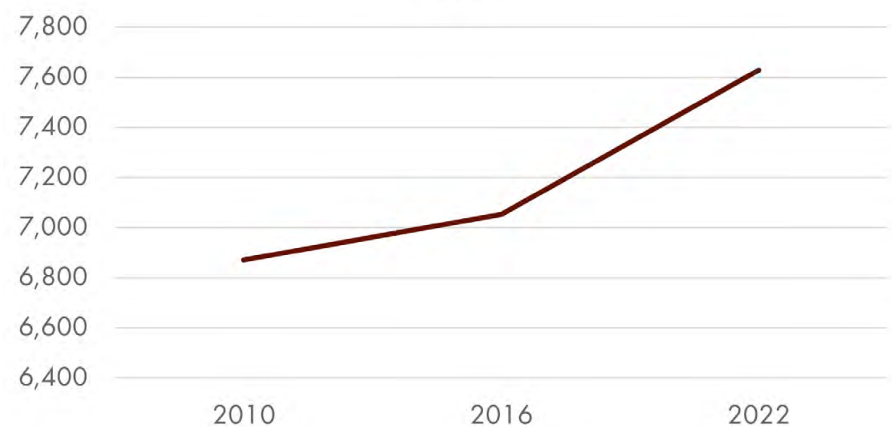
The median age for Upper St. Clair residents in 2022 was 44 years old, which is higher than the median age for Allegheny County (40.7 years) and for Pennsylvania (40.9 years) at large. The greatest percent of the population included those between the ages of 55 and 59, who represented 9.2% of the Township's total population. The smallest percentage were those aged 80 to 84 with just 2.0 % of the population. As compared to bordering municipalities, Upper St. Clair's median age was the second highest of all municipalities, followed by Bethel Park (47.2) and Peters Township (43.6).



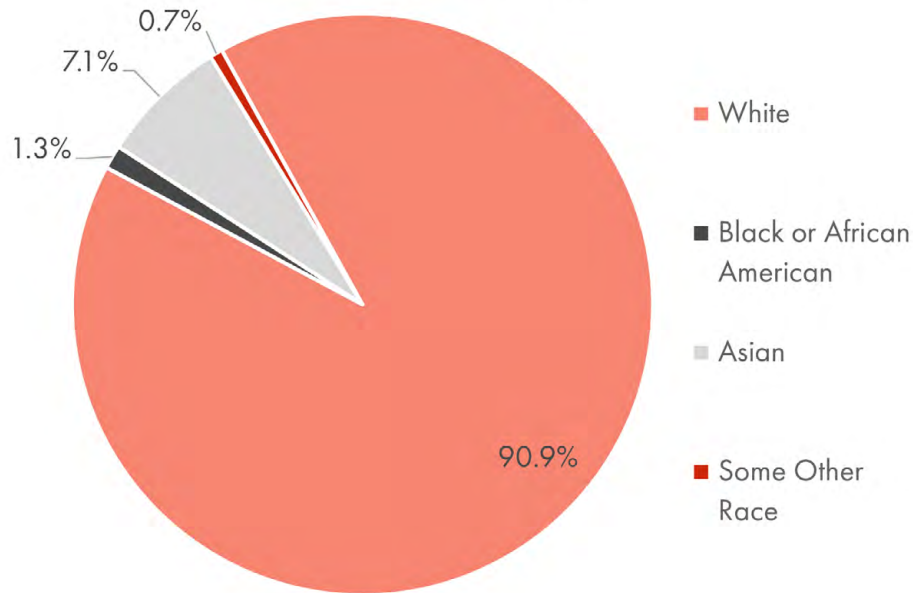
Households

Upper St. Clair experienced an increase in the number of households from 2010 to 2022, with the ACS 5-year estimate changing from 6,870 to 7,628 households, a 9.9% increase. By comparison, Allegheny County has also experienced a steady increase in households from 2010 to 2022

Upper St. Clair Household Counts, 2010-2022

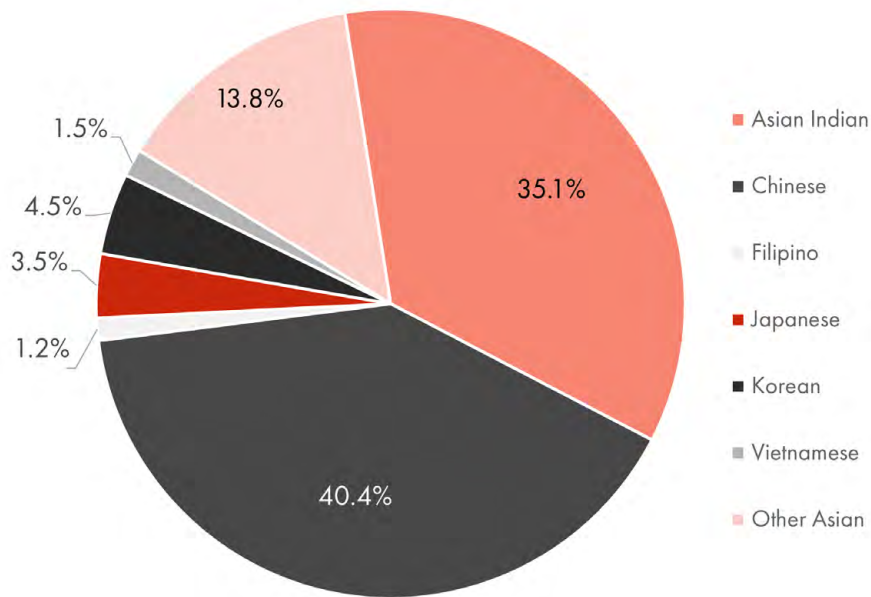


Population by Race



ACS 5-year Estimates, 2022

Asian Identity



ACS 5-year Estimates, 2022

(from 522,703 in 2010 to 545,637 in 2022 – an 4.2% increase during the twelve-year period). The higher rate in household growth in the Township versus at the County-level reflects that population growth in the County is not consistent from one municipality to another.

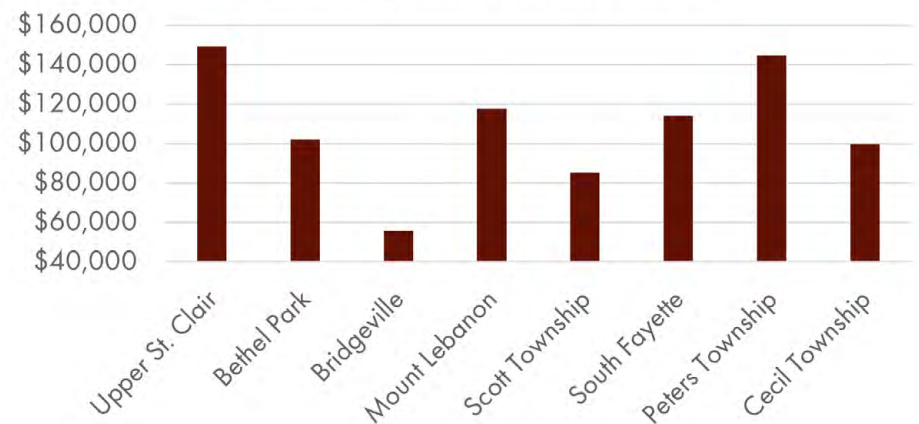
Race

Of the roughly 21,000 residents of Upper St. Clair, 8.9% of residents identified their race as being non-white. Of those individuals, 7.1% identified as Asian, 1.3% identified as Black or African American, and the remaining 0.7% identified as Some Other Race. Within the Asian population in Upper St. Clair, 40.4% of the residents who identified as Asian were of Chinese origin, 35.1% were of Asian Indian origin, and the remaining 24.5% of Asians were of a different origin (Filipino, Japanese, Korean, Vietnamese, or Other).

Median Household Income

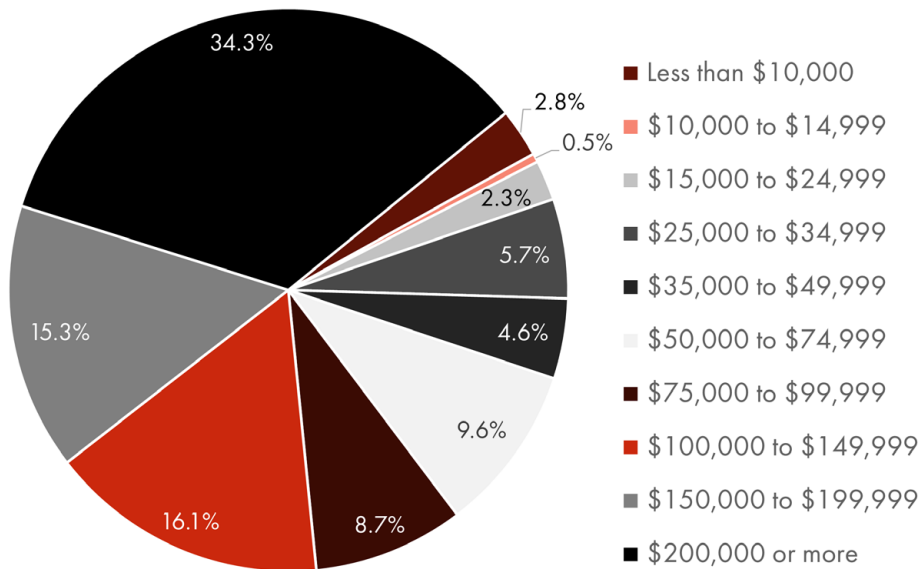
The median household income in Upper St. Clair was \$149,369 in 2022. Overall, median household income is more than double that of Allegheny

Median Household Income



ACS 5-year Estimates, 2022

Income Distribution



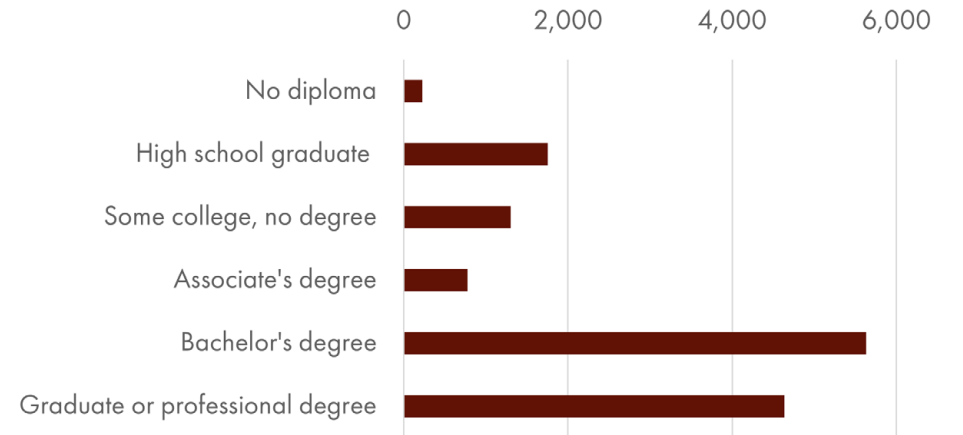
ACS 5-year Estimates, 2022

County (\$72,031) and Pennsylvania (\$68,4957). In addition, more than half (65.7%) of Upper St. Clair households earn more than \$100,000 annually.

Education

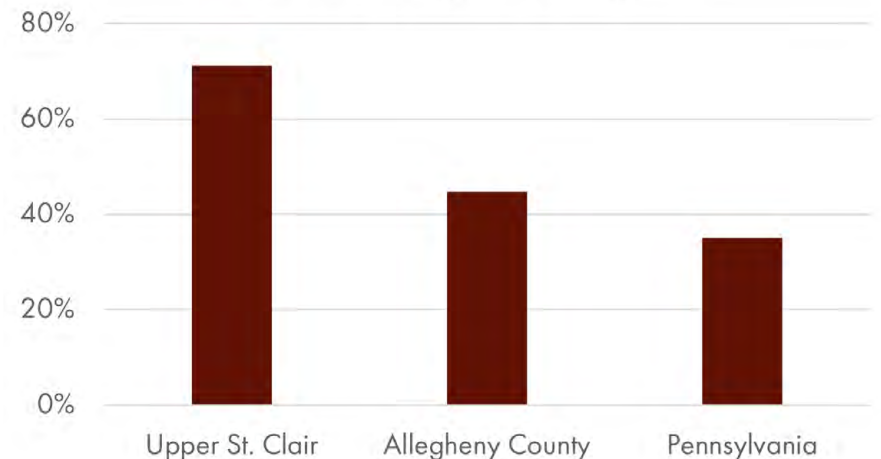
Most residents 18 years or older (10,267) in Upper St. Clair have a bachelor's degree or better (71.7% of residents 18 years or older). Allegheny County falls below this mark with 44.8% of their total population having a bachelor's degree or more. Even lower than this is the Pennsylvania percentage of residents with a bachelor's degree or higher (35.1%). Furthermore, 32.4% of Upper St. Clair residents 18 years or older have a graduate or professional degree.

Educational Attainment, 18+



ACS 5-year Estimates, 2022

Bachelor's Degree or Higher



ACS 5-year Estimates, 2022

HOUSING AND AFFORDABILITY

QUICK FACTS



6,977
OWNER-
OCCUPIED
HOUSES



7,902
HOUSING
UNITS



\$368,500
MEDIAN
HOME
VALUE

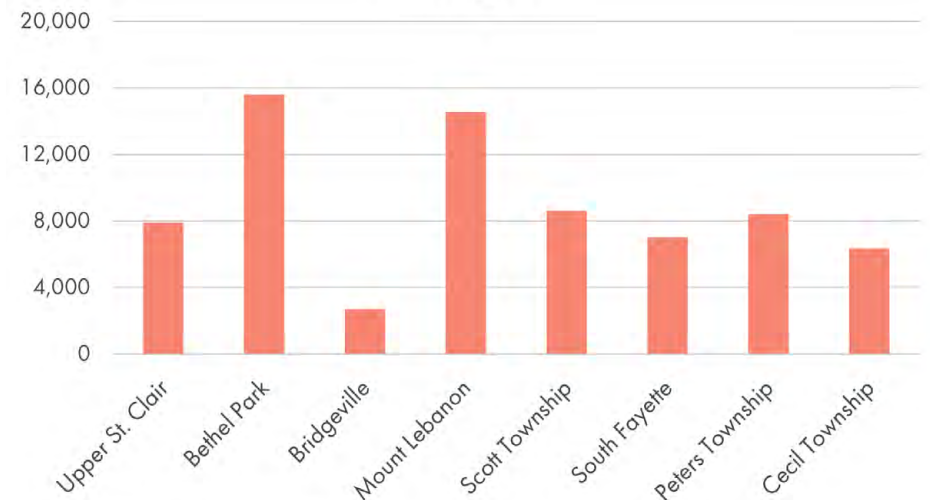
Housing Units

In 2022, there were 7,902 housing units within Upper St. Clair. The graph to the right shows a comparison in the number of housing units for Upper St. Clair and all neighboring area municipalities. Aside from the outliers of Bethel Park and Mount Lebanon, Upper St. Clair's household count is comparable to the other surrounding municipalities.

Renter/Owner Occupancy

Of Upper St. Clair's total housing units in 2022, 85.2% were owner-occupied, 11.3% renter-occupied, and 3.5% vacant. Upper St. Clair's

Housing Units



ACS 5-year Estimates, 2022

homeowner rates were higher than the ownership rates in the County and the State. Compared to neighboring municipalities, Upper St. Clair has the second highest owner-occupancy rate after Peters Township. The following chart provides a comparison of the Township to neighboring communities.

For the 11.3% of residents in Upper St. Clair that are not homeowners, the median monthly rent price for a unit in the Township is \$1,853, with the largest portion of residents paying between \$1,500 and \$1,999 per month.

Owner Occupied vs. Renter Occupied Housing Units



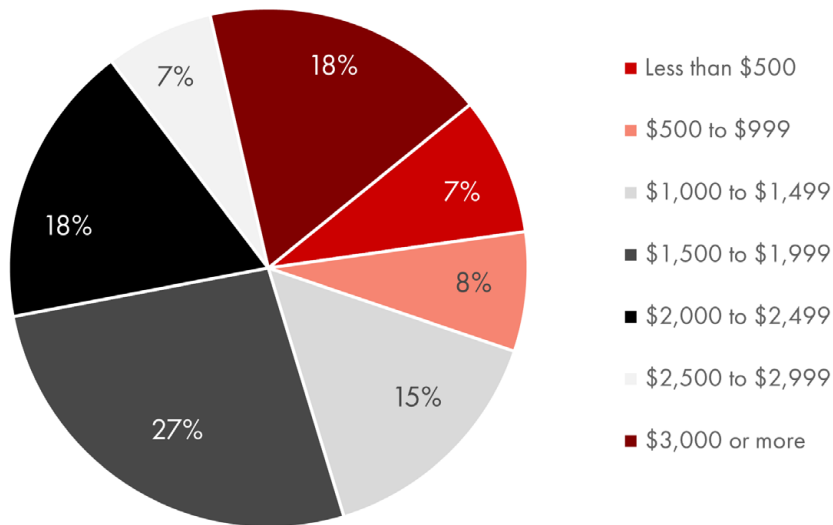
ACS 5-year Estimates, 2022

Age of Housing Stock

In general, the housing stock in Upper St. Clair is aging. While the housing stock is older, the homes are in good condition and the Township remains a desirable place to live and raise a family. As seen in the following chart, the years with the largest increase in new home construction was between 1970 and 1979, where 1,870 homes were built. In comparison, in the last 22 years, 699 new homes were built.

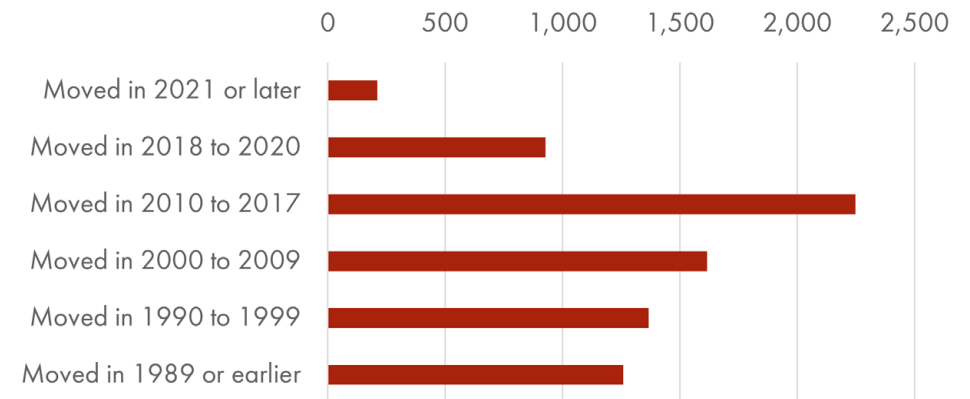
The new home construction rates, however, do not directly correlate to the years that residents moved into their current homes. For example, 29.5% of all residents of Upper St. Clair moved into their current home between 2010 to 2017. This may indicate that most residents that are moving to the area are not constructing or purchasing a new home but are rather buying from the existing, older housing stock.

Monthly Rent Payments

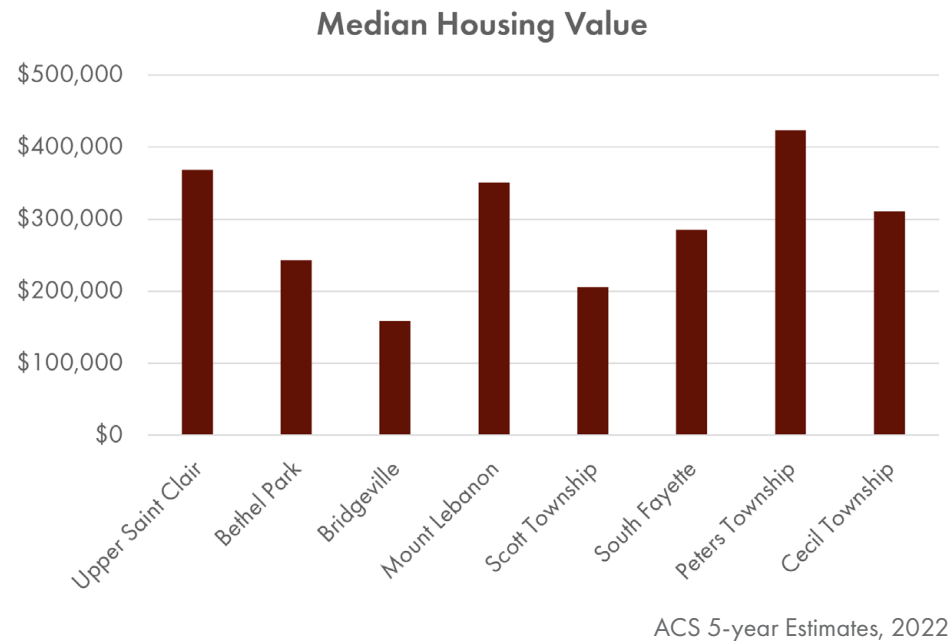
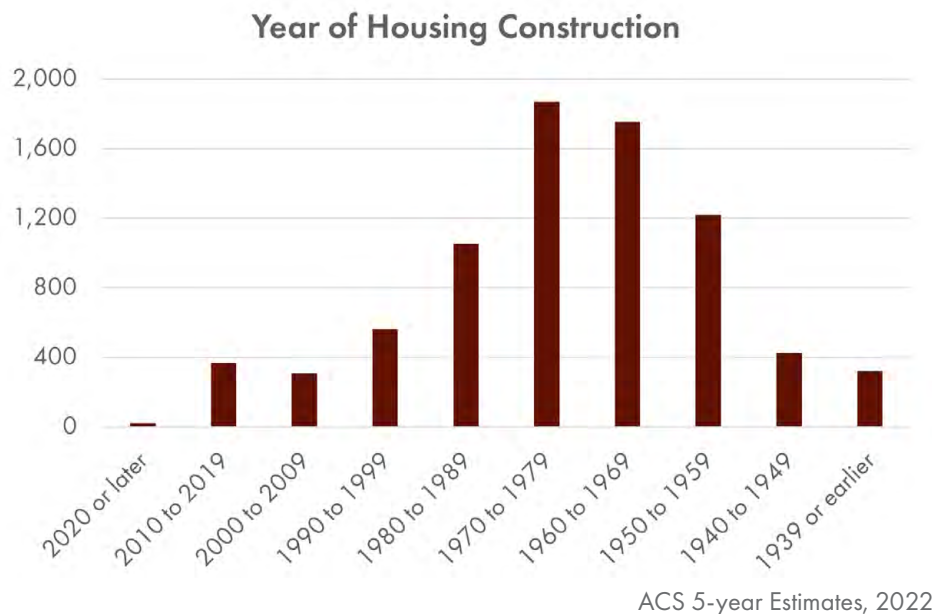


ACS 5-year Estimates, 2022

Year Moved In



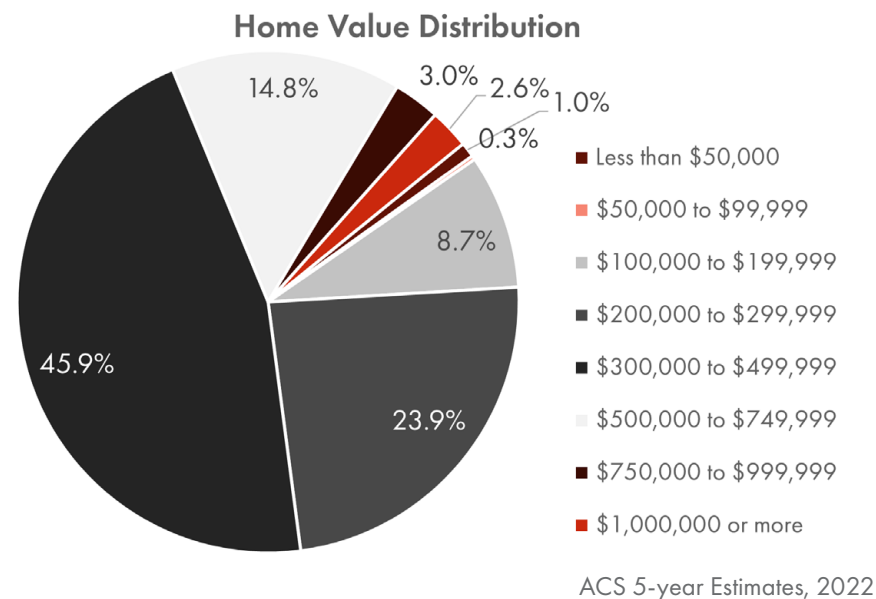
ACS 5-year Estimates, 2022



Home Value

The median value of owner-occupied units in Upper St. Clair was \$368,500 in 2022, which is higher than both the median value County-wide (\$221,700) and the State average (\$245,500). Upper St. Clair's median home value is the second highest among neighboring municipalities, with Peters Township having the highest median home value. The full valuation of median home value for all neighboring municipalities can be seen in the chart on the following page.

Nearly half of homes (49.4%) in the Township are valued between \$300,000 and \$499,999. The least represented housing value brackets include homes under \$99,999 in value, which there are predicted to be 34 and make up about 1.3% of all homes in the Township. As a comparison, Allegheny County has 17% of its housing stock valued under \$99,999.



Affordability

The National Association of Realtors® Housing Affordability Index (HAI) measures whether or not a typical family could qualify for a mortgage loan on a typical home. A typical home is defined as the national median-priced, existing single-family home as calculated by NAR. The typical family is defined as one earning the median family income as reported by the U.S. Census Bureau. The prevailing mortgage interest rate is the effective rate on loans closed on existing homes from the Federal Housing Finance Board. These components are used to determine if the median income family can qualify for a mortgage on a typical home.

A value of 100 in the NAR Affordability Index means that a family with the median income has exactly enough income to qualify for a mortgage on a median-priced home. An index above 100 signifies that family earning the median income has more than enough income to qualify for a mortgage loan on a median-priced home, assuming a 20% down payment. For example, a composite HAI of 120.0 means a family earning the median family income has 120% of the income necessary to qualify for a conventional loan covering 80% of a median-priced existing single-family home. An increase in the HAI, then, shows that this family is more able to afford the median priced home.

The Township is a very affordable place to purchase and own a home, as the Housing Affordability Index for Upper St. Clair in 2022 was 138, meaning a family earning the median family income has 138% of the income necessary to qualify for a conventional loan.



2023 Veterans Day Observance Ceremony, Image Courtesy of Upper St. Clair



2023 Creature Crawl Color Fun Run, Image Courtesy of Upper St. Clair

TRANSPORTATION

QUICK FACTS



29.2
MEAN TRAVEL
MINUTES TO
WORK



110
MILES OF
TOWNSHIP
ROADWAYS



69.8%
RESIDENTS
DROVE TO
WORK

Transportation Network

The Township of Upper St. Clair has a robust transportation network, featuring access to multiple modes and regional connectivity. Interstate 79, located to the west of the Township, and State Route 19/Washington Road, which runs north-south through the Township provide direct connections to the greater Pittsburgh Metropolitan Area. Painters Run Road at the northern end of the Township and McLaughlin Run Road at the center both serve as major east-west collectors, connecting local roadways. McLaughlin Run Road is connected to Lesnett Road and McMillan Road by a roundabout that provides enhanced safety and mobility at this critical junction. At the southern end of the Township, Boyce Road serves as an important collector, connecting neighborhoods with Route 19.

In addition to automobile routes, light rail lines connect the Township to the greater region. Internally, the Township provides sidewalks and trails for walking and biking.

Roadway Jurisdiction and Maintenance

Upper St. Clair's transportation network includes State, County, local, and private roads. Over 110 miles of Township and privately owned roadways are maintained by the Public Works Department. Maintenance includes asphalt patching, crack sealing, drainage improvements, guide rail installation and replacement, line striping, right-of-way (ROW) maintenance, sign maintenance, snow removal, street sweeping, and the annual street resurfacing program.

Transportation Improvement Program (TIP) Projects

The Southwestern Pennsylvania Commission (SPC) is the federally designated Metropolitan Planning Organization (MPO) for the 10-county Southwestern Pennsylvania region. As the official MPO, SPC directs the use of State and Federal transportation funds allocated to the region and helps counties, cities, boroughs, and townships access these resources. The use of these funds is guided by the Long-Range Transportation Plan (LRTP) and is documented in the Transportation Improvement Program (TIP), which is a comprehensive listing of all Federal and State-funded transportation projects in the SPC planning area over the next four years.

The current 2023 to 2026 TIP was officially adopted in October of 2022. Upper St. Clair is associated with four projects listed in the TIP:

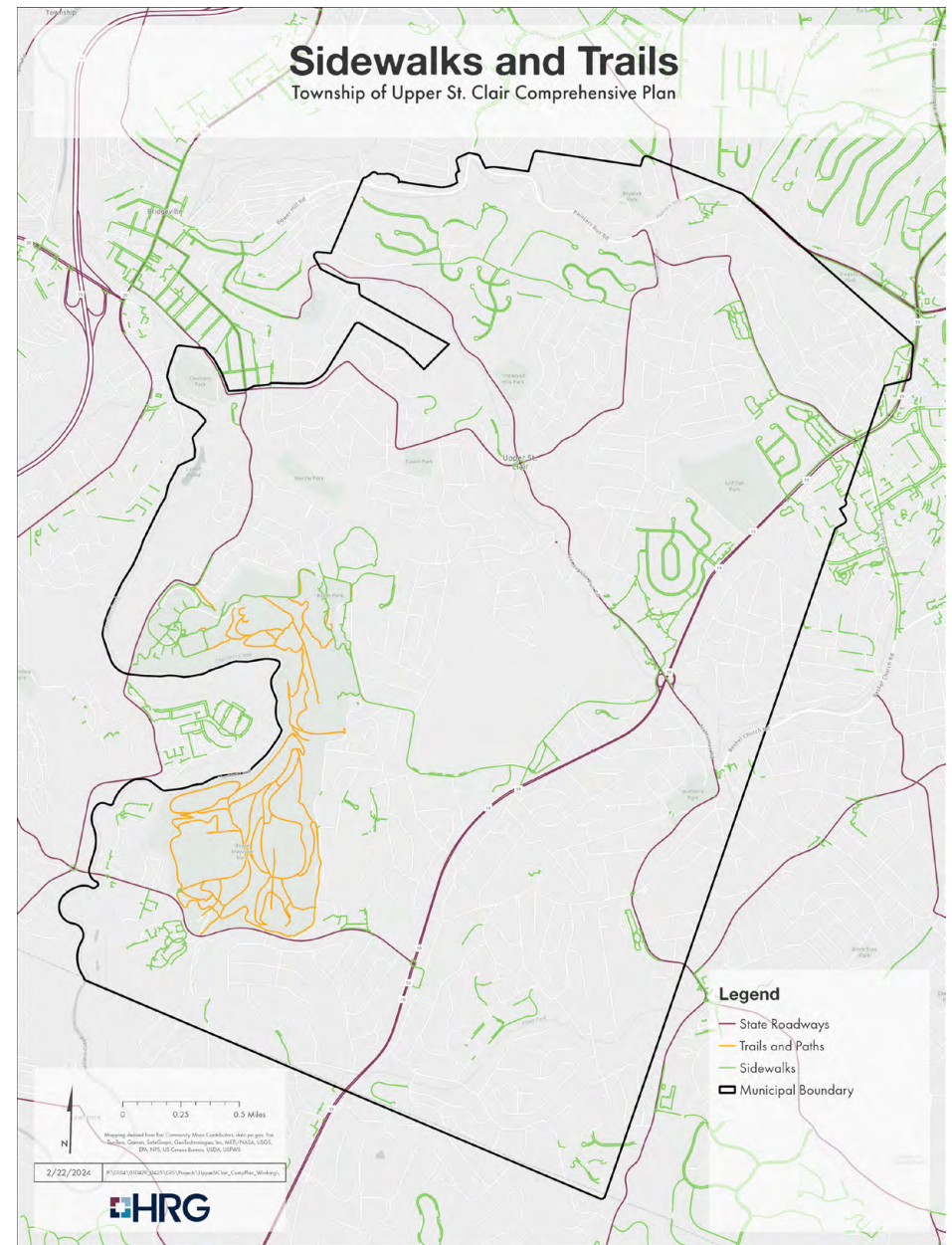
- A bridge rehabilitation project of the bridge that carries Painters Run Road over Painters Run;
- The resurfacing of State Route 19/Washington Road from McMurray Road to Connor Road. This project also includes Mount Lebanon and Bethel Park;
- A safety improvement project to implement system wide pedestrian countdown timers on various routes in Allegheny, Beaver, and Lawrence Counties; and
- A bridge preservation project for six structures in Allegheny County.

Active Transportation

Walking and Biking

Upper St. Clair actively works to promote sidewalks and bikeways in the community. In accordance with the Subdivision and Land Development Ordinance (SALDO), the Township requires developers to construct sidewalks in all subdivisions and land developments. The map to the right depicts existing sidewalks and trails in the Township, as of 2023.

The Township has created plans for the development of a complete network of sidewalks and bikeways in the community, including expanding infrastructure to make critical connections to commercial areas, community destinations, parks and recreation, schools, transit routes, and other paths as indicated by the public. Additionally, plans have been made to improve existing infrastructure that needs repair. The Board of Commissioners adopted a traffic calming policy in 2007 that was later updated in 2017. This policy promotes the use of education and enforcements, as well as engineering solutions to improve not only walking and biking connectivity, but also safety and comfort



for all transportation network users, by improving and mitigating potential conflicts between non-motorized and automobile users.

Transit

Upper St. Clair is served by the Pittsburgh Regional Transit (PRT), formerly known as the Port Authority of Allegheny County. The Port Authority South Hills Rail Center is located in the Township along Village Drive, near South Hills Village. The Rail Center serves as the light rail station for the area, commonly referred to as the "T". The map to the right depicts light rail routes and connections provided by PRT, which allows residents to connect with the larger metropolitan area via the Blue Line, Red Line, and Silver Line.



PRT South Hills Bus Stations, image courtesy of the PRT Bus Schedule

UPPER ST. CLAIR TRENDS REPORT



PRT Light Rail System Map, Pittsburgh Regional Transit

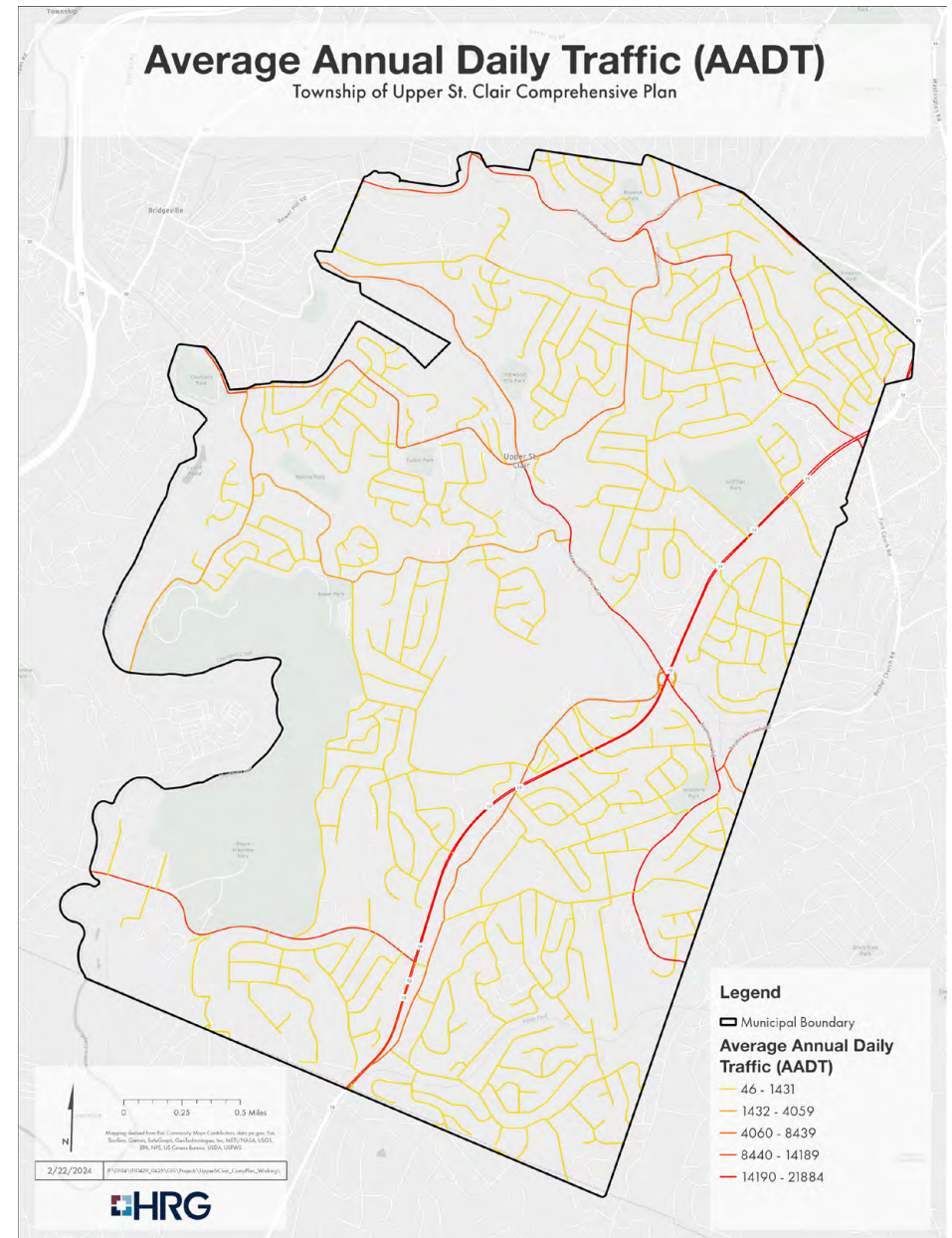
The South Hills Rail Center also provides access to conventional bus service. Route 36 Banksville service can be accessed there, providing access to Downtown Pittsburgh. Route 41 Bower Hill can also be accessed through the neighboring Borough of Bridgeville, with stops along the northwest boundary with the Township. These routes can be seen in the following map.

ACCESS Paratransit is also available to residents. ACCESS serves Allegheny County with three hundred vehicles, providing shared-ride, door-to-door, advanced reservation service. The service primarily serves people with disabilities, clients of human service agencies and people 65 years of age and older but is also open to the general public.

Travel Behavior

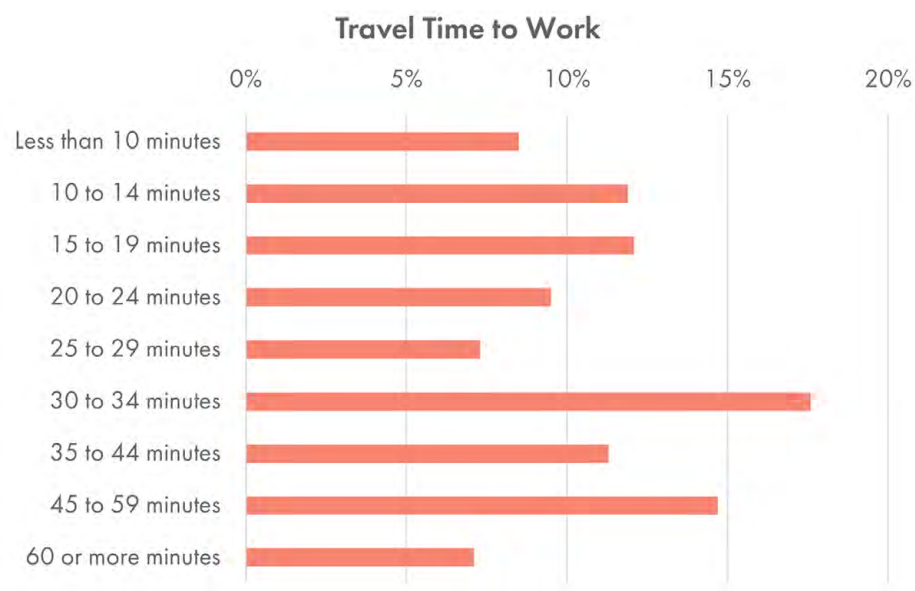
Traffic Volumes

Average Annual Daily Traffic (AADT) counts for 2023 are available through PennDOT for major roadways. AADT represents the typical daily traffic for a roadway for all days of the week, over a one-year period, and is a standard measure of roadway traffic volume. Not surprisingly, the roadway with the greatest AADT in the Township is State Route 19/Washington Road, which serves as a major north-south arterial. AADT varies from just under 22,000 trips at the northern end of the roadway, to just under 12,000 at the southern end. McLaughlin Run Road, serving as a critical east west connection, also has significant AADT, with 17,291 trips in its most active segment, southeast of the roundabout. By comparison, the neighborhood or local roadways generally have AADTs of a few hundred trips, the highest at about 1,400.



Commuting

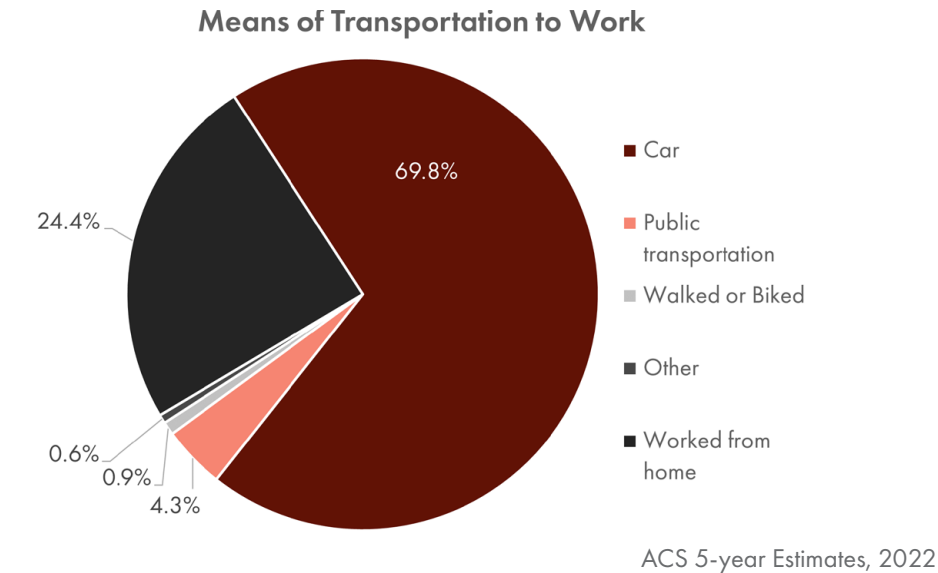
In 2022, the mean travel to work time for workers sixteen years and over in Upper St. Clair Township was 29.2 minutes. This was approximately three minutes longer than both Allegheny County and the State of Pennsylvania with average commute times of 26.2 and 26.7 minutes respectively. The Township’s average commute time was also slightly higher than neighboring municipalities, but consistent with its distance from Pittsburgh and the associated large employment centers. The following graph breaks down travel time, indicating that 17.6% of workers had a commute between 30 and 34 minutes long. The second highest category was 45 to 59 minutes with 14.7% of workers traveling this long to work.



ACS 5-year Estimates, 2022

The Township’s average travel to work time of 29.2 minutes represents a decrease of 3.4 minutes since 2018. This decrease in average commute time likely correlates with the increasing number of residents working from home which rose from 9.8% in 2018 to 24.4% in 2022.

In 2022, a majority of workers in the Township traveled to work by car. Of the 69.8% that traveled by car, 64.7% drove alone. This is slightly lower than Allegheny County during the same time, with 72% of workers driving to work, and 65% choosing to drive alone. At the State level, 76.2% of workers drove, and 68.8% drove alone. The lower driving rate is generally accounted for by the greater rate of workers working from home in the Township than at the County or State level, not by a choice of other transportation means.

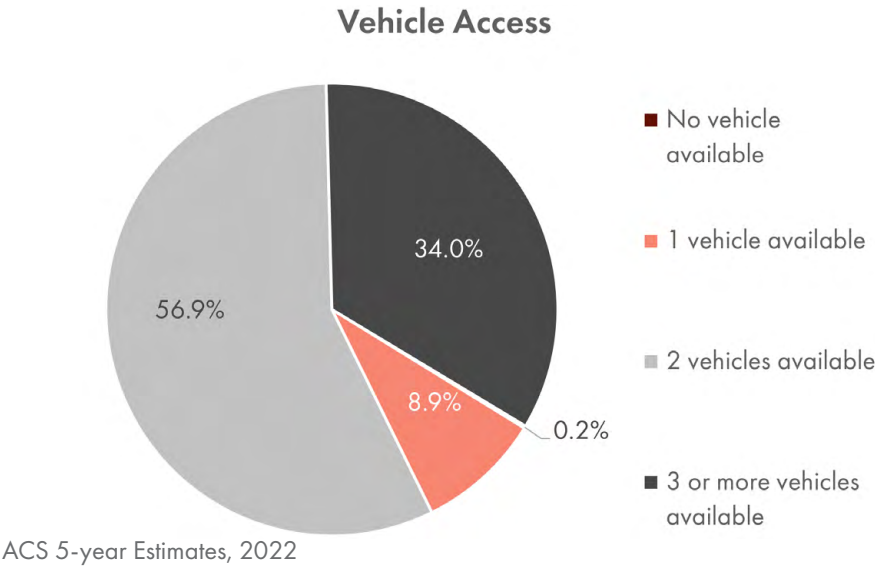


ACS 5-year Estimates, 2022

Some commuters also made use of the Township’s access to transit, with 4.3% choosing to take public transportation to work.

Vehicle Access

Within the Township, 99.8% of residents had access to at least one household vehicle in 2022. This exceeds vehicle access in Allegheny County (94.2%) and the State of Pennsylvania (94.9%) during that same period. Additionally, at 90.9%, Upper St. Clair had a much greater percentage of residents with access to two or more vehicles, compared to the County or the State at 67.3% and 73.2%, respectively.



Some of State Route 19, image courtesy of Google Maps

ECONOMY & DEVELOPMENT

QUICK FACTS



\$69,266
MEDIAN PER
CAPITA INCOME



4.1%
COUNTY
UNEMPLOYMENT
RATE



33,482
DECEMBER
2023 COUNTY
JOB POSTINGS

Allegheny County Overview

The Pennsylvania Department of Labor & Industry (DLI) captures quarterly data about the labor forces across the State and highlights various employment sector characteristics useful for assessing the condition of employment at the county and local level. According to the DLI Top 50 Employers Report, the top ten employers in the Second Quarter of 2023 in Allegheny County included the following:

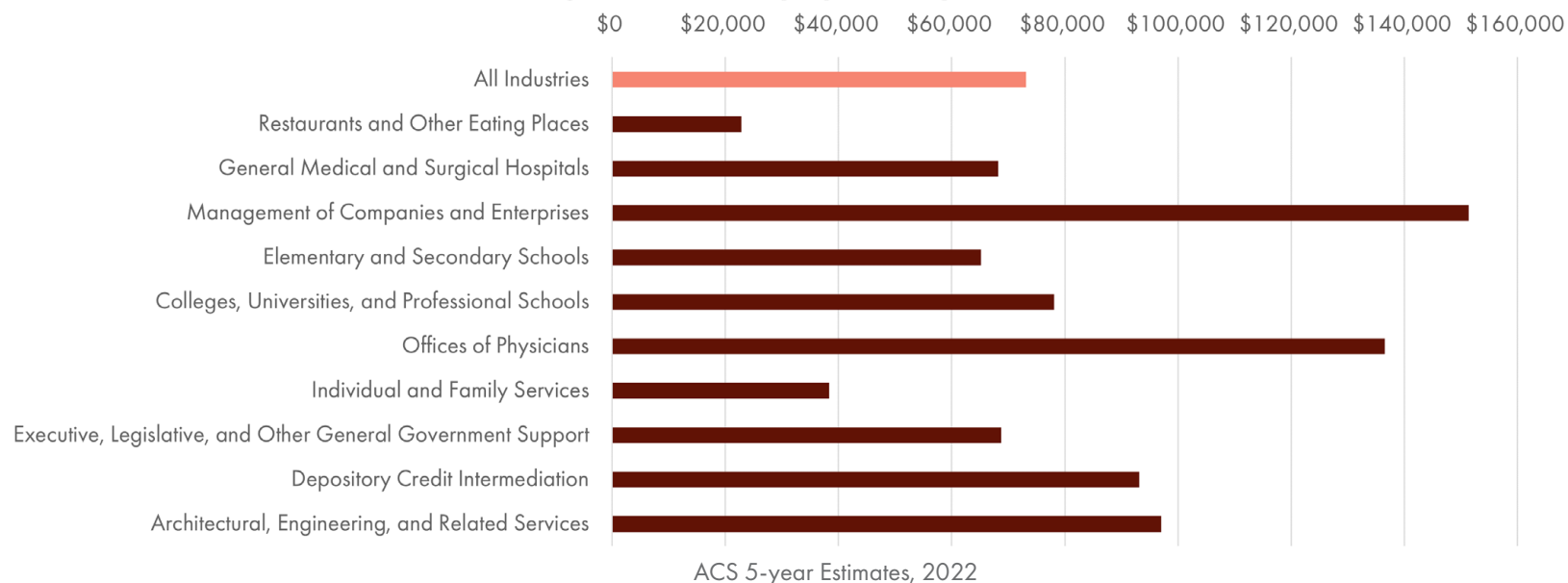
1. UPMC Presbyterian Shadyside
2. University of Pittsburgh
3. Federal Government
4. Western Penn Allegheny Health

5. Giant Eagle Inc
6. Allegheny County
7. PNC Bank NA
8. Carnegie Mellon University
9. Allegheny Clinic
10. Bank of New York Mellon

The top ten employment sectors in the County as per the 2023 Second Quarter DLI report:

1. Restaurants and Other Eating Places
2. General Medical and Surgical Hospitals
3. Management of Companies and Enterprises
4. Elementary and Secondary Schools
5. Colleges, Universities, and Professional Schools
6. Offices of Physicians
7. Individual and Family Services
8. Executive, Legislative, and Other General Government Support
9. Depository Credit Intermediation
10. Architectural, Engineering, and Related Services

Average Annual Salary by Industry, DLI QCEW 2022



Restaurants and Other Eating Places is the top employment sector in the County but there are no restaurants listed as a top employer in the County. This is likely the result of many restaurants, primarily smaller scale non-chain restaurants, that collectively account for a large portion of the labor force in the County. Many jobs in Allegheny County are categorically service providers, including public education, medical care, personal care, and federal government work.

The median household income in 2022, which is the income cut-off where half of the households earn more and half earn less, was \$72,031 in Allegheny County and \$149,369 in Upper St. Clair, which is more than twice the County median.

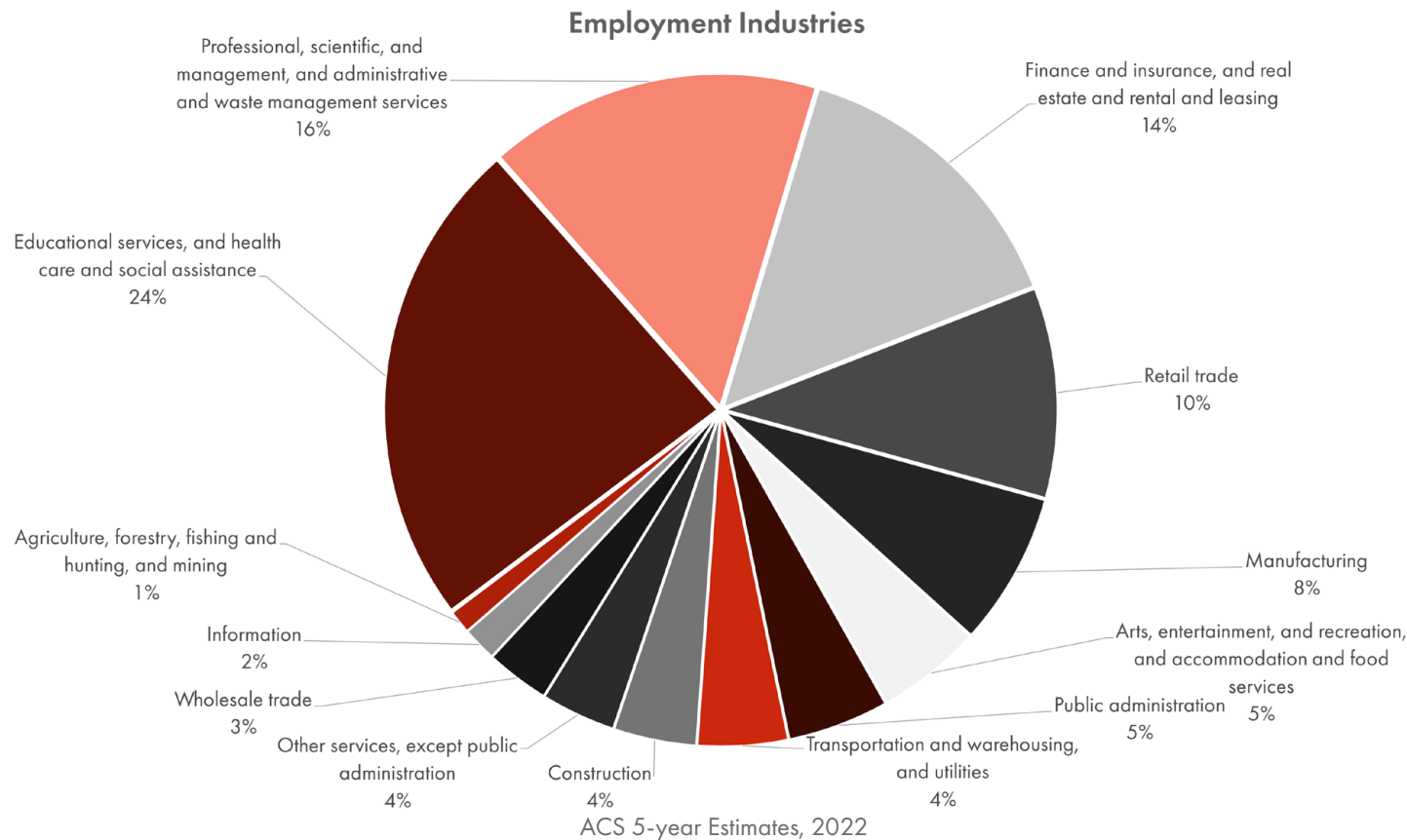
According to the PA DLI's Quarterly Census of Employment and Wages (QCEW) 2022 Report, the Allegheny County mean annual wage, which is the average income in the County paid in 2022, was \$73,144. The top

employment sector, Restaurants and Other Eating Places, paid far less than the average county-wide income at \$22,834. The next two largest employers, General Medical & Surgical Hospitals and Management of Companies & Enterprises, paid about \$68,258 and \$151,343, respectively. The full list of average income per sector can be seen on the following page.

Of the top ten sectors listed in the DCI report, half of them have an average income below the mean annual income in the County. This may indicate that the salary for employees in those sectors may not be sufficient to support a household. This also may indicate that the ability for a resident to afford to own a home may not be equally feasible for all sector workers in the County.

Employment in Upper St. Clair

The top ten industries employing Township residents in 2022, as per the 5-year ACS report, included the following:

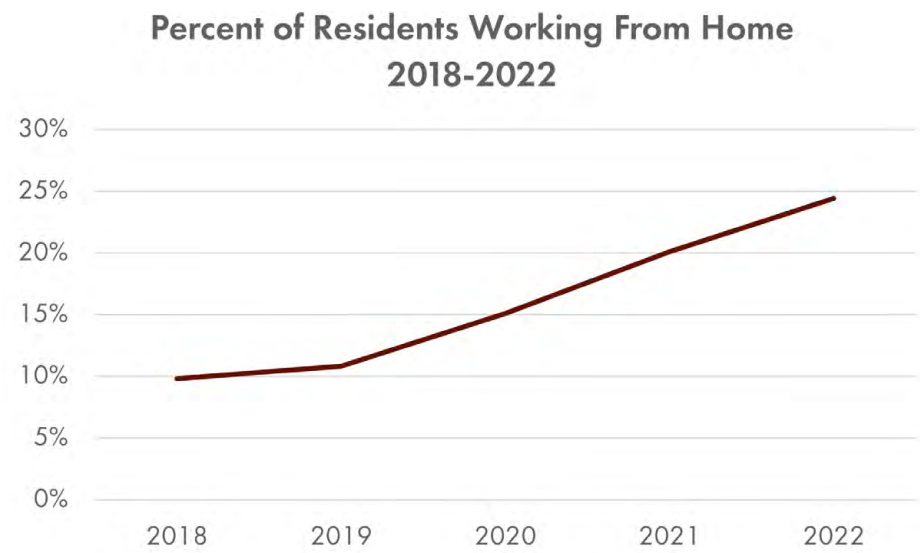


1. Educational services, and health care and social assistance (2,385 residents)
2. Professional, scientific, and management, and administrative and waste management services (1,619 residents)
3. Finance and insurance, and real estate and rental and leasing (1,447 residents)
4. Retail trade (746 residents)
5. Manufacturing (746 residents)
6. Arts, entertainment, and recreation, and accommodation and food services (515 residents)
7. Public administration (494 residents)
8. Transportation and warehousing, and utilities (439 residents)
9. Construction (403 residents)
10. Other services, except public administration (365 residents)

Potential Impacts of Covid-19 on Employment

During the COVID-19 pandemic, national unemployment rates rose to levels not seen since the 1930s. The 2020 unemployment rate in Allegheny County was significantly higher than previous years because of lay-offs and business closures, both temporary and permanent. Low-wage jobs and minority employees were disproportionately impacted by the mix of layoffs and temporary and permanent business caused by the pandemic (Center on Budget and Policy Priorities analysis of Census Bureau Household Pulse Survey, 2022). While unemployment levels across the country peaked in the middle of 2020, the rate of unemployment has mostly stabilized since then.

One significant shift in the labor force caused by the pandemic was a growing availability to work remotely. Across Pennsylvania, 30.9% of employers offered increased opportunities to work from home during the pandemic. Job loss in occupations that offered the ability to work from home was considerably smaller than other occupations (U.S. Bureau of Labor Statistics, Business Response Survey to the Coronavirus Pandemic, September 2020). The rate of Township residents who worked from home in 2018 was 9.8% and by 2022, the rate of residents working from home was only 24.4%.



ACS 5-year Estimates, 2022

Retail Market Potential

The 2023 ESRI Retail Market Potential Report analyzed particular market sectors and the consumer behaviors for Upper St. Clair. Sectors such as Apparel, Automobiles, Electronics, Entertainment, Financials, and more were scored using the Market Potential Index (MPI). The MPI measures the relative likelihood of adults or households in the specified trade area to exhibit certain

consumer behavior or purchasing patterns compared to the U.S. as a whole. An MPI of 100 represents the U.S. average. The categories that have a value under the national average indicate that residents in the Township engage in those consumer behavior types less often than the average American.

The Report organizes the MPI scores by category (i.e. Restaurants or Travel) and subcategory (i.e. went to a fast-food restaurant in the last 6 months or took an international trip in the last 6 months). Below are the average scores for selected categories analyzed in the Retail Market Report.

Generally, Upper St. Clair performs above the national average for market potential, with a total mean MPI of 110. In all but three of the selected categories, Upper St. Clair performs above the national average, with Apparel (97), Cell Phones (97), and Restaurants (96) performing just a few points under the national average.

Product/Consumer Behavior	Average MPI Across Subcategories
Apparel	97
Automobiles	111
Cell Phones	97
Computers	120
Entertainment	112
Financial	122
Grocery	107
Health	114
Home	113
Restaurants	96
Travel	133
Insurance	103
Total Average	110

LAND USE & ZONING

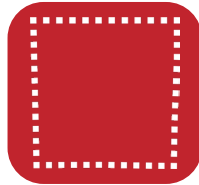
QUICK FACTS



14
ZONING
DISTRICTS



5
OVERLAY
DISTRICTS



9.8
SQUARE
MILES

Existing Land Use and Zoning

Upper St. Clair is a premiere community that offers diverse and competitive opportunities for living, commerce, education, recreation, and other amenities. The Township, located about 10 miles southwest of the City of Pittsburgh, is a suburban community that provides a mix of land uses. Upper St. Clair is a well-established and vibrant community that is approaching build out. As this build out approaches, the Township will be faced with opportunities and challenges associated with redevelopment and infill development.

The Township is made up of a mix of land uses and is home to the St. Clair Country Club, the Port Authority's South Hill Rail Center, part of the South

Hills Village Mall, its own Community and Recreation Center, numerous parks and civic spaces, several residential areas and neighborhoods, and various types of commercial establishments and businesses along busy roadways including State Route 19/Washington Road, Painters Run Road, Fort Couch Road, and Boyce Road.

Upper St. Clair's current Zoning Map provides for all land uses through the following zoning district designations and overlay zones:

- R-1 Single-family Residential
- R-2 Suburban Residential
- R-3 Medium-density Residential
- R-4 Low-rise Multi-family Residential
- R-5 Multi-family Residential
- R-LI Low Intensity Residential
- C-1 Neighborhood Commercial
- C-2 Highway Commercial
- C-3 Regional Shopping
- SB Special Business
- RM Restricted Light Industrial
- RM-P Planned Restricted Light Industrial
- PRT Public Rapid Transit
- SB-MU Special Business Mixed Use

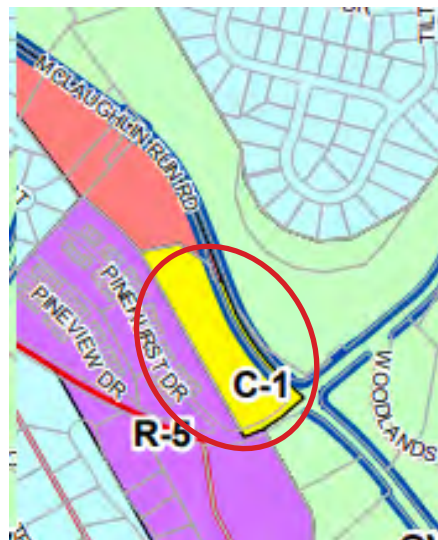
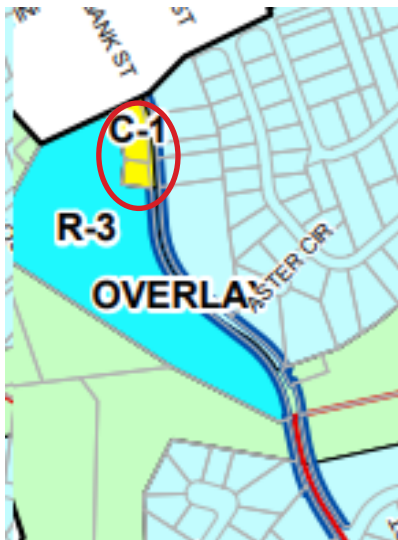
Zoning Districts



- FW Floodway Overlay
- FF Flood Fringe Overlay
- FA General Floodplain Overlay
- GW Greenways Overlay
- AH Airport Hazard Overlay

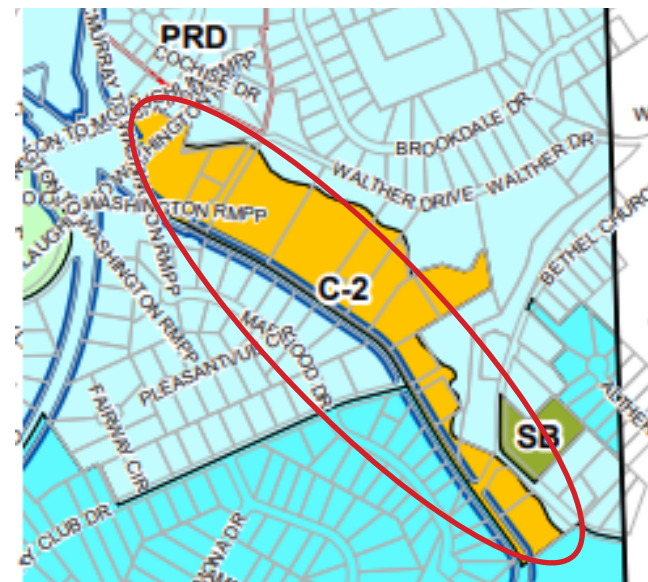
Commercial Areas

There are several commercial and business zoning districts in Upper St. Clair. The C-1 District is the Neighborhood Commercial District and there are two small C-1 areas in the Township. The first is located along Mayview Road near the intersection of Mayview Road and Lesnett Road. The second C-1 area is located in the center of the Township along McLaughlin Run Road, near the intersection with McMillan Road and Lesnett Road. The following images from the Township's Zoning Map show the C-1 areas.



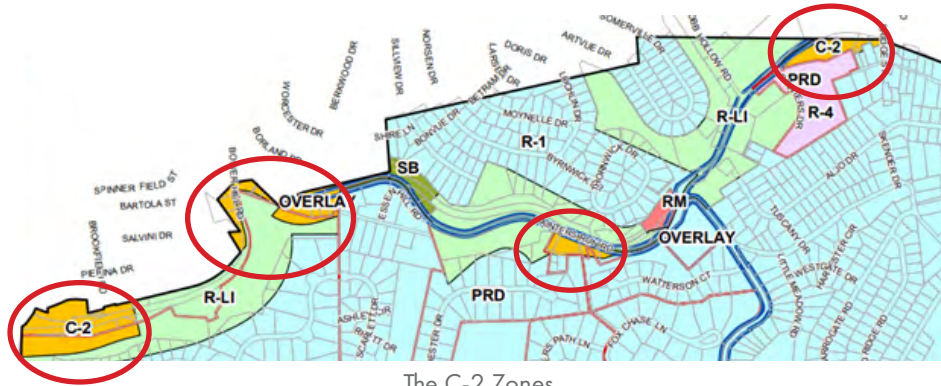
The C-1 Zones

The C-2 District, also known as Highway Commercial, is another commercial zoning district within Upper St. Clair. There are several C-2 areas scattered throughout the Township. There is a C-2 area located off of Washington Road/Route 19 along McMurray Road that is home to a several smaller scale business offices, a dance studio, a gas station, and a few restaurants. The C-2 area along McMurray Road is shown below.



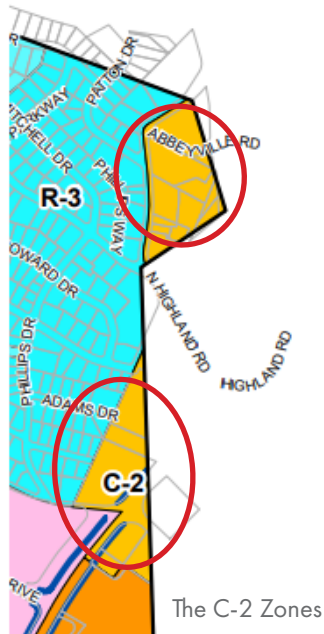
The C-2 Zones

Additionally, there are several C-2 areas along the Painters Run Road corridor in the northwest corner of the Township. The C-2 areas are scattered along the roadway as it travels through the Township and generally consists of smaller scale businesses including a car wash, a painting business office, and an auto repair shop. The image on the following page shows several of the C-2 areas in the northern part of Upper St. Clair.



The C-2 Zones

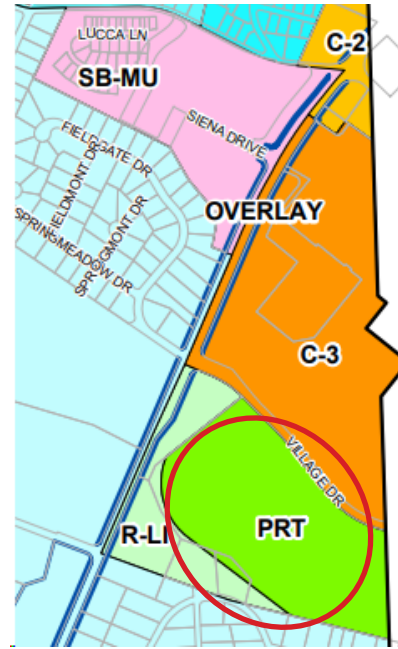
There are two more C-2 areas near the border with Mount Lebanon and just off of State Route 19/Washington Road. These C-2 zones are home to larger scale commercial establishments including a Trader Joe's, Chick-fil-A, and a commercial shopping plaza along North Highland Road as well as a CVS Pharmacy and another small commercial plaza at the intersection of Fort Couch Road and Washington Road. The following image from the Township's Zoning map shows these two C-2 areas.



The C-2 Zones

In addition, there is a C-3 Regional Shopping zoning district located within the South Hills Village Mall area. This C-3 area includes part of the South Hills Village Mall, including a Target and Dick's Sporting Goods as well as a few stand-alone buildings including a restaurant, several banks, and a shopping plaza with a hair salon and several retail stores.

The SB-MU Zoning District, which is the Special Business Mixed Use district, is located across the road from the South Hills Village Mall along Siena Drive. The SB-MU zone is home to a Whole Foods Market, a Duck Donuts, and The Porch at Siena, which is located off of Fort Couch Road.

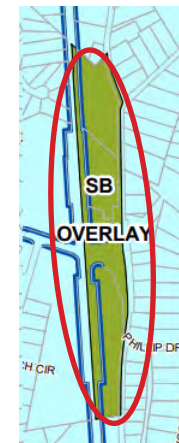


The PRT Zone

Boyce Road, is the current location of a church. Another SB area, located in southern part of the Township, is located along Old Washington Road and is home to several office buildings and a church. There is also an area zoned SB in the northern most part of the Township along Painters Run Road, near neighboring Scott Township and Bridgeville. The following images highlight these three SB areas in Upper St. Clair.



The SB Zones



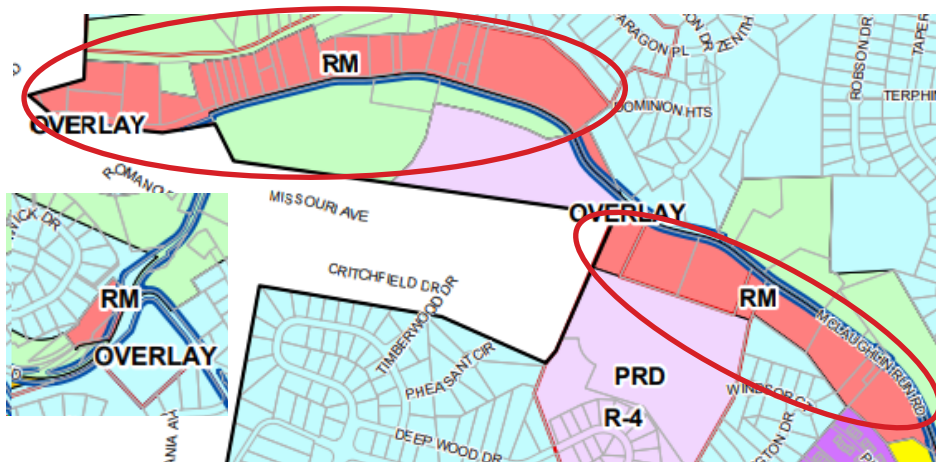
The PRT, Public Rapid Transit, Zoning district is located just southeast of the C-3 area and is where the Port Authority's South Hills Rail Center is located, which provide light rail transit services to many residents living in the South Hills of Pittsburgh. The following image shows the C-3 South Hills Village mall area, the SB-MU zone, and the PRT.

Lastly, the Special Business, or SB areas, are scattered throughout Upper St. Clair. There are two SB areas located in the southern portion of the Township. The first, located on

Industrial Areas

While only a small amount of the Township's total land is dedicated to industrial-related uses, Upper St. Clair is still home to several industrial areas and businesses. The Township's industrial uses can be found throughout properties in the RM Restricted Light Industrial and RM-P Planned Restricted Light Industrial zoning districts.

The RM areas are located along McLaughlin Run Road and Painters Run Road. Businesses in the RM district along McLaughlin Run Road include an asphalt company, a pet boarding and pet day care business, an auto repair shop, a distillery, and a manufacturing company, to name a few. The RM zone on Painters Run Road is home to a saw and machine shop. The following images show the RM zones in Upper St. Clair.

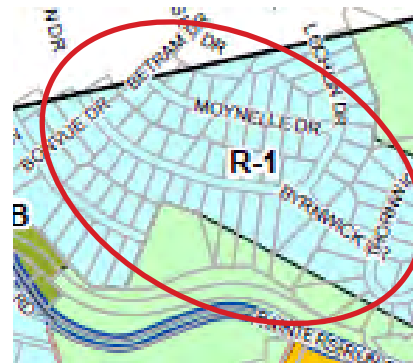
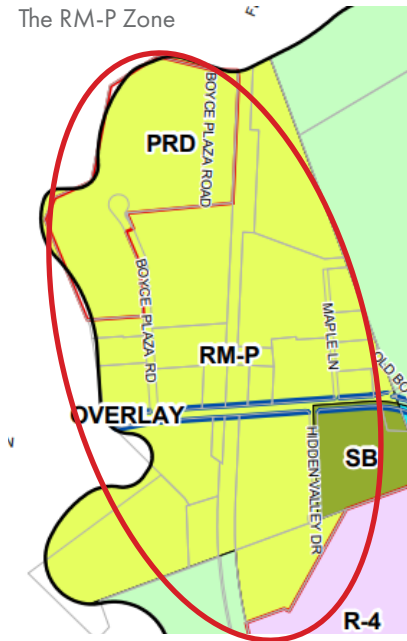


The RM Zone

The RM-P zoning district is located in the southwestern corner of Upper St. Clair, bordering neighboring South Fayette Township. The RM-P zone is home to some apartment buildings, business and professional office buildings, and a self-storage facility. The following images shows the RM-P area in the Township.

UPPER ST. CLAIR TRENDS REPORT

The RM-P Zone



The R-1 Zone



Residential Areas

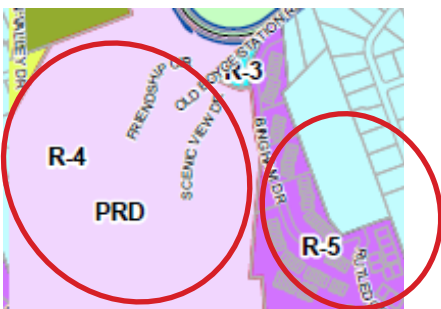
The majority of the land in Upper St. Clair is zoned and used for residential purposes. There are six (6) total residential zoning districts and 13 Planned Residential Developments (PRDs) noted on the Township's Zoning Map. The R-1 Single-family Residential district is the predominant residential zoning classification in the Township and is represented by the light blue color on the Zoning Map. Below are some images of some of the R-1 areas in the Township.

There are two (2) R-2 Zoning Districts, or Suburban Residential zoned areas, in Upper St. Clair. In addition, there are also a few R-3, or Medium-Density Residential, areas. The R-2 and R-3 areas are scattered throughout the Township and the following images highlight a few of the R-2 and R-3 areas in Upper St. Clair.

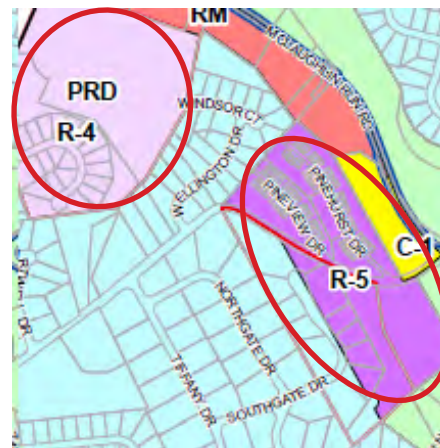


The R-2 and R-3 Zones

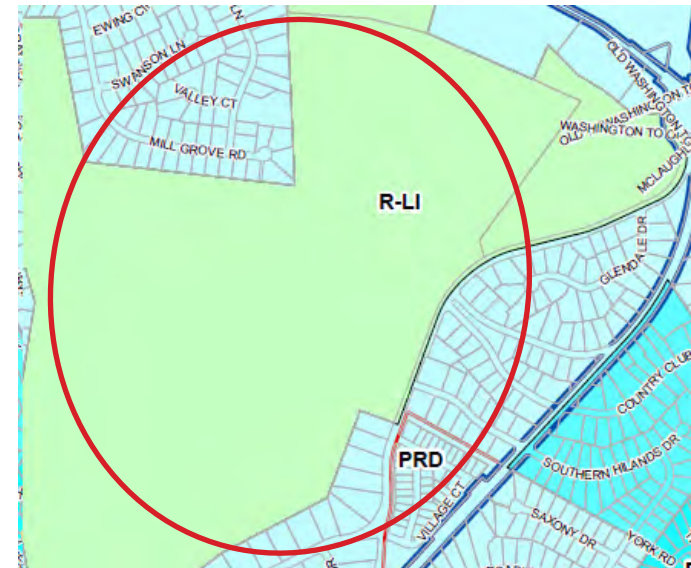
The residential zones that support higher density housing types include the R-4, Low Rise Multi-family Residential, and R-5, Multi-family Residential, districts. These areas are scattered throughout parts of Upper St. Clair and can be found in the southwestern corner of the Township off of Boyce Road, (Friendship Village of the South Hills), center of the Township off of Lesnett Road near the intersection with McLaughlin Run Road, and in the northern part of the Township off of Painters Run Road (St. Clair Woods Apartments). The following image highlight the R-4 and R-5 zones in Upper St. Clair.



The R-4 & R-5 Zones



The final residential zone in Upper St. Clair is R-LI, which is the Low Intensity Residential zoning districts. There are several R-LI areas scattered throughout the Township. These areas include much of the Township's greenspace, open space, Township-owned park lands, recreation areas, sports facilities, including Beadling Soccer Club, and golf courses, including the St. Clair Country Club and Frost Valley Golf Links. The following images show a few of the R-LI areas in Upper St. Clair.



The R-LI Zones

Overlay Zones

There are several overlays in Upper St. Clair. When overlays are used in zoning, they often provide for additional rules and regulations in some instances based on topographic issues and constraints. In other instances overlays can allow for greater flexibility in design and use. The overlays indicated in the Township's Zoning Ordinance and Zoning Map include the FW Floodway Overlay, FF Flood Fringe Overlay, FA General Floodplain Overlay, GW Greenways Overlay, and the AH Airport Hazard Overlay.

The FW, FF, and FA Overlays include various areas within the one-hundred-year floodplain. The Greenways overlay identifies areas where additional greenways should be provided for or are currently provided, which includes an area of trees, shrubs, and other vegetation, either natural or landscaped, extending fifteen (15) feet from the right-of-way into all lots and sites abutting the sides of the following streets:

- Boyce Road
- Mayview Road
- McLaughlin Run Road (except those lots and sites on the north side from the Bridgeville Borough line, through the West Penn Power Station property.)
- McMillan Road
- McMurray Road
- Painters Run Road
- State Route 19/Washington Road

Lastly, the Airport Hazard Overlay was created and established per the Allegheny County Airport (AGC) Airspace Plan.

Future Land Use

Upper St. Clair is mostly built out and currently provides for a variety of land uses through its various zoning districts. As part of the comprehensive planning process, the existing zoning districts will be evaluated and reviewed. The review and analysis of existing zoning and land use patterns and trends will be used to create a future land use map for Upper St. Clair that is designed to meet not only the current but also the future needs and land use goals of the Township. The focus of the Township over the last two decades or so has been infill redevelopment and replacement since it is mostly built-out. The focus for the next ten years will likely be very similar. Upper St. Clair provides

a variety of housing types, supports many different land uses, and provides immense park lands, open spaces, and recreational amenities for its residents and visitors.



The historic Fulton Log House built in 1830, image courtesy of Upper St. Clair 1830 Log House Facebook Page



The award-winning 2022 McLaughlin Run Road roundabout, image courtesy of Upper St. Clair

PARKS & RECREATION

QUICK FACTS



14
MUNICIPAL
PARKS



700
ACRES OF
PARKLAND

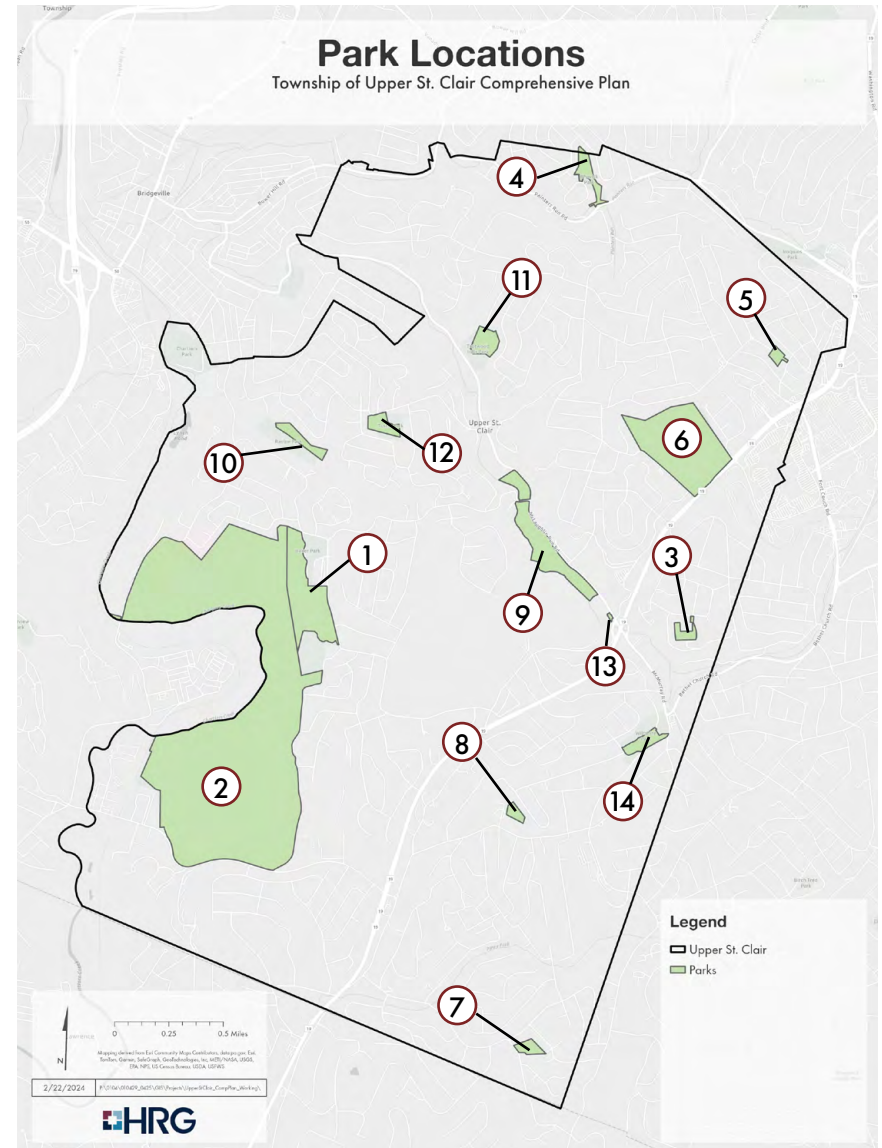


33
ACRES OF
PARKLAND PER
1,000 RESIDENTS

Township Facilities

The growing population of the Township has generated high demand for community and athletic facilities. Upper St. Clair is dedicated to serving its residents with high-quality recreation facilities and programs, and both have developed at steady pace to meet high expectations and needs. Upper St. Clair owns and manages over 700 acres of parkland including 14 parks, 16 tennis courts, a three-hole golf course, five baseball fields, nine basketball courts, five soccer fields, a walking trail, and various other recreational areas. The complete list of Township Parks includes the following and the labels correspond to the map to the right:

1. Baker Park
2. Boyce Mayview Park



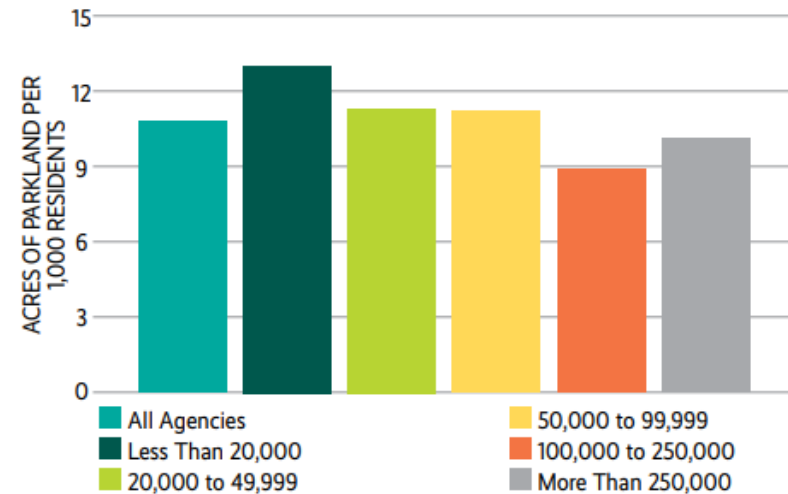
3. Brookside Park
4. Byrnick Park
5. Clair Park
6. Gilfillan Park
7. Hays Park
8. Johnston Park
9. Municipal Park
10. Ravine Park
11. Trotwood Park
12. Tustin Park
13. Veterans Park
14. Wiltshire Park

Park Metrics provided by the National Recreation and Parks Association (NRPA) compare a municipal department's recreation offerings to similar communities across the United States. The median number of acres of parkland per 1,000 residents for communities of comparable population is 15.7 with a median of 14 parks and a total of 295.5 total park acres. Upper St. Clair has about 33 acres per 1,000 residents, 14 parks, and over 700 acres of parkland which means the community has significantly more park facilities for the population than other communities of similar size. It is important to note that the NRPA metrics represent the average community's existing facilities, which may or may not match the needs of Upper St. Clair.

Boyce Mayview Park

As the Township's largest park and a regional destination for recreation and leisure, Boyce Mayview Park is home to approximately 481 acres of trails, sports fields, playgrounds, pavilions, and the Community & Recreation

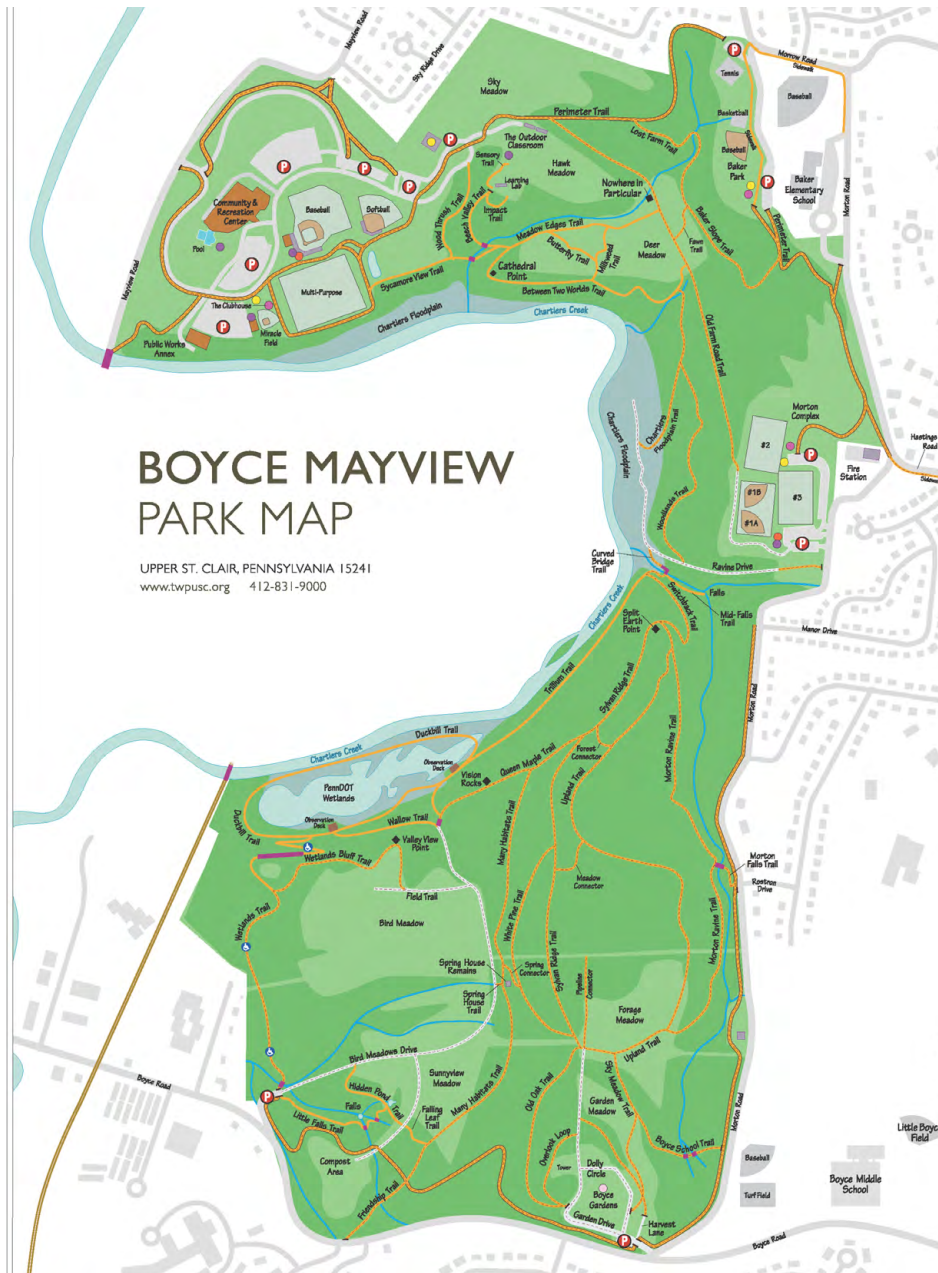
**FIGURE 2: ACRES OF PARKLAND PER 1,000 RESIDENTS
(BY JURISDICTION POPULATION)**



NRPA Parkland Breakdowns by Jurisdiction Size

Center, and more. The Park is the unification of two previous agricultural properties acquired by the Township—Mayview Farm and Boyce Park. On the west side of the park lies Chartiers Creek and its extensive wetlands that are constructed and owned by PennDOT. The land surrounding the Creek is home to diverse wildlife and flora.

The Community & Recreation Center (C&RC) is a 90,000 sq. ft. indoor community center featuring fitness, aquatics, and recreation and community activities open to all residents within the Township and the greater Pittsburgh Metropolitan Area. The C&RC is well-known in the region as a prime destination for recreational activities and offers many indoor recreation options, including an indoor pool, for all seasons.



Boyce Mayview Park Trails Map, image courtesy of Upper St. Clair



The McLaughlin Activity Center at the Municipal Park, image courtesy of Upper St. Clair

Gilfillan Park

At 59 acres, Gilfillan Park is the second largest park in the Township. Located in the northeast portion of the community, the land was purchased from the Gilfillan Family in 1976 to be used as a park and green space. As of today, the Park features a 1.25-mile nature trail which winds through woodlands of native trees, some of which are estimated to be over 400 years old. The Park remains primarily dedicated for passive recreation activities including hiking and cross-country skiing.

Municipal Park

Upper St. Clair's Municipal Building sits on a 29-acre parcel of land that also includes extensive recreational amenities including sports fields, courts, playgrounds, shelters, batting cages, and the McLaughlin Activity Center.



Hays Park, image courtesy of Upper St. Clair

Other Township Parks

Aside from the largest three parks, Upper St. Clair has 11 other neighborhood-scale parks that serve the community at a more local level. While most of these parks are smaller, they ensure that residents are within walking or biking distance to a public green space.

Additional Recreation

Upper St. Clair is home to one privately-owned golf course, the 265-acre St. Clair Country Club. While these facilities are not open to the public, they offer recreational opportunities aside from those at the diverse parks system where residents can engage in active recreational activities such as golf, aquatics, and dining.

2016 Parks and Recreation Plan

The 2016 Parks and Recreation Plan for Upper St. Clair sought to continue to provide high-quality and modern recreational assets for all residents to enjoy moving forward. The Plan outlined five objectives to help guide the future of the Township's recreational assets over the next several years including the following:

- Coordinate, encourage and develop year-round recreational opportunities.
- Seek and develop innovative partnerships with non-municipal recreation providers that enhance the quality of life for all Upper St. Clair citizens.
- Encourage and support volunteerism.
- Continue to balance funding to maintain a high-quality recreation system and deliver a high level of service.
- Work with the Parks and Recreation Advisory Board in meeting community needs.

Programming

Upper St. Clair has an extensive assortment of programming for individuals of all ages, abilities, and interests. A full list of the programming offered at the Township can be viewed on the Upper St. Clair website, but a highlight of some of the available programming includes the following:

- Summer Camps
- Youth Sports
- Fitness Classes
- Adult Sports
- Aquatics
- Adult Programming
- Youth Enrichment
- Preschool

Accessibility

The Americans with Disabilities Act (ADA) requires playgrounds and facilities constructed or altered after March 15, 2012 to comply with ADA design standards. Accessible parks and playgrounds create a sense of inclusivity for communities and schools, allowing all residents to partake in recreational activities. Inclusive playgrounds allow children of all abilities and developmental stages to play in the space. Playgrounds are required to have available, unobstructed routes to play equipment, at least one type of ground-level play component, existing or new ramps to have handrails on both sides, and to use specific safety surfacing that meets ADA criteria. Several Parks in the Township offer ADA accessible restrooms, playgrounds, signage, benches, and parking spaces to accommodate all ages of residents with disabilities. Additionally, the Community & Recreation Center is equipped with aquatic chairlifts, zero-depth pool entries, and an ADA-approved fitness equipment.



The Community & Recreation Center Indoor Pool, equipped with chairlifts and zero-depth entries, image courtesy of Yelp

PUBLIC FACILITIES & INFRASTRUCTURE

QUICK FACTS



20,961
RESIDENTS



24
ACTIVE
FIREMEN



28
FULL TIME
POLICE
OFFICERS

Public Works

The Upper St. Clair Public Works Department has 24 full-time employees who are responsible for the maintenance of the 110 miles of Township-owned roadways and 12 buildings. The Public Works Department also provides maintenance for recreation-related buildings and fields such as the Community & Recreation Center, McLaughlin Run Recreation Center, and more. Additionally, the Public Works Department is responsible for 24/7 responses to weather-related incidences such as fallen trees, roadway flooding, and unpredictable snowstorms.



The Township's Public Works Department Building, image courtesy of Upper St. Clair

Utilities

To meet the needs of residents, Upper St. Clair is served by a variety of utility providers. West Penn Power provides electric services in the area. Sewage management is provided by Allegheny County Sanitary Authority (ALCOSAN) and water is provided by Pennsylvania American Water Company. Natural gas is supplied by Peoples Natural Gas and Colombia Gas Company across the Township.

Broadband & Wireless

Residents from Upper St. Clair have a wide variety of options for internet and phone service providers. Local broadband services offer internet plan speeds between 50 mbps up to 2,000 mbps depending on the needs of the residents. The list of available providers in the area include the following:

- Verizon
- Xfinity
- T-Mobile
- Earthlink
- Hughesnet

Waste & Recycling

Trash collection services in the Township are provided by Waste Management. Each residence in Upper St. Clair has a 95-gallon wheeled cart for weekly refuse collection. In addition, Waste Management provides bi-weekly curbside recycling with a separate wheeled cart for recycling. Both of the carts are provided by the Township. In addition to the standard recycling program opportunities, Upper St. Clair also hosts several other recycling opportunities throughout the year including the following:

- Electronics Recycling
- Yard Waste Collection
- Document Shredding
- Hazardous Waste Recycling
- Christmas Tree Recycling
- American Flag Recycling



The Two Township-Provided Trash Receptacles, image courtesy of Upper St. Clair



Local Boy Scouts have placed these labels near stormwater drains to remind residents not to pollute

Stormwater Management

As of 2003, Upper St. Clair is required to have a municipal separate storm sewer system (MS4), under the Pennsylvania Department of Environmental Protection's (PADEP's) National Pollution Discharge Elimination System (NPDES) Phase II permit program for storm water discharges from storm sewer systems. Since then, the Township has implemented several actions to ensure the proper handling of stormwater discharge through its MS4 system. Local Boy Scouts have worked with the Public Works Department to label and mark all storm inlets across the Township. In addition, the Township has adopted mascots Fluvial and Flannery Frog to represent and educate the community on the importance of keeping watersheds free of pollution.

Schools

Public School

The Township is served by the Upper St. Clair School District. The school system includes six schools including Baker Elementary School (K-4), Eisenhower

Elementary School (K-4), Streams Elementary School (K-4), Boyce Middle School (5-6), Fort Couch Middle School (7-8), and Upper St. Clair High School (9-12). Between all the schools, the Upper St. Clair School District has over 3,900 enrolled students and employs nearly 300 educators and 200 support staff.

Private School

The Township is also served by several private educational institutions including:

- Wesley K-8 School is a school program for students who have experienced barriers to learning and come from 50 neighboring school districts and 5 area counties;
- St. Louise de Marillac Catholic School, which offers pre-k through grade 8 education; and
- Shadyside Academy, which is not located in Upper St Clair, however, Township students are able to enroll.

Fire & Emergency Services

Fire Department

Upper St. Clair is served by the Upper St. Clair Volunteer Fire Department, which has 24 active firemen that service the area. The Department has 7 fully equipped vehicles that are used to service the Township as well at 2 fire stations. In addition to rescue and fire services, the Fire Department also often hosts community fundraising events and other recreational events such as the Annual Relief Drive, block parties, and more.

Police Department

The Township has its own municipal police department with 35 full-time employees, 28 of whom are sworn police officers. The Police Department consists of several divisions including the following:

- Administrative Division
- Dispatch Center
- Investigative Division
- Patrol Division
- Traffic Division
- Mountain Bike/Quad Unit
- Motor Carrier Safety Assistance Program (MCSAP)
- SHACOG Emergency Response Team
- DUI Task Force

The Police Department also offers fingerprint scans, a lost and found, vacation home checks, and a child safety seat inspection.

Emergency Management Services

Ambulance services in the Township are provided by Tri-Community South (TCS) EMS, who also service the Bethel Park and South Park communities. The EMS service consists of 11 ambulances, 14 wheelchair vans, an advanced life support squad vehicle, and over 100 employees to provide care to residents at all hours of the day, 365 days of the year.

FINDINGS

What We Learned

Demographics – The median age of Upper St. Clair residents is 44, which is older than the median age of Allegheny County and most of the surrounding municipalities. The Township's population has continued to increase over the last decade and the median household income is higher than that of the County and State. Growth in the number of households continues to occur, indicating that Upper St. Clair is a desirable place to live. Given these statistics, the Township should continue to strive to meet the needs of all residents, regardless of age or income levels.

Housing & Affordability – Compared to its immediate neighbors, Upper St. Clair has the second highest homeownership rate. The Township is an affordable place to live within Allegheny County. Much of the housing stock in Upper St. Clair was built between 1950-1989. Infill development, rehabilitation, and replacement will be key to ensure that Upper St. Clair continues to offer a variety of housing types and a viable housing stock for years to come.

Transportation – The location of Upper St. Clair, its proximity to arterial roadways, and the presence of the South Hills Rail Center within the Township helps with accessibility to many modes of transportation. Commute times to work are slightly higher than the region. Current and near future transportation improvements include bridge rehabilitation and repair, safety improvements,



Some of the Township's young residents meeting goats at the 2023 Bounty Fall Fest, image courtesy of Upper St. Clair

and roadways resurfacing. Walkability and bikeability remain important and the Township has created plans for the development of a completed network of sidewalks and bikeways in the community.

Economy & Development – Average annual earnings in Upper St. Clair are well above those for the State. While Eating Places, Hospitals, Company Management, and Schools are strong in the region, Upper St. Clair's major

employer industries have a wide range of median salaries which indicates a general gap in wealth between upper and lower classes.

Land Use – The Township has diverse land uses including residential, commercial, and industrial uses. Given that the Township is mostly built out, ensuring that adequate and appropriate rules and regulations are in place to promote and foster infill development, replacement, and revitalization projects will be key for the future of Upper St. Clair.

Parks & Recreation – Upper St. Clair’s parks system as well as its recreational and leisure programs and facilities are main contributors to its premiere community status. With 14 total municipal parks and 700 acres of parkland, Upper St. Clair provides more than the recommended number of acres of parkland per 1,000 residents. Continuing to not only maintain but also improve and expand the Township’s parks and recreation facilities to meet the needs of residents will be important over the next decade.

Public Facilities & Amenities – Upper St. Clair provides comprehensive and well-coordinated service offerings, both internal within the Township’s various departments and external with area service and utility providers, and the overall help of dedicated staff and volunteers across all organizations.

Together the facts and findings from this Trends Report provide a foundation to begin working on a Comprehensive Plan for Upper St. Clair that will meet the needs of Township residents, businesses, and stakeholders for several years to come. Issues that will likely be of particular importance and focus include continuing to provide parks, recreation, and leisure programming and facilities that meet the needs of residents, to promote connectivity and trails, to promote appropriate infill development, redevelopment, and replacement where appropriate, and to improve traffic flows and safety at key intersections and along main corridors.



The Youth Football Team at the 2019 Community Day Parade, image courtesy of Upper St. Clair



Herbert, Rowland & Grubic, Inc.
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PAST PLANS REVIEW

UPPER ST. CLAIR COMPREHENSIVE PLAN

FEBRUARY 26, 2024

Introduction

The Township of Upper St. Clair has a long-standing reputation for being an advocate for good governance and a banner community within Allegheny County and the greater Western Pennsylvania region as a whole. The Township is well known for its fiscal responsibility and sound leadership. The Township has completed many studies and plans over the last several decades to improve the community and expand its services and programming. The following plans and studies were reviewed as part of this Past Plans analysis:

- The 2015 Comprehensive Plan: Upper St. Clair Investing in Our Quality of Life
- The 2023 Comprehensive Plan Progress Report
- The 2016 Parks and Recreation Plan: Upper St. Clair Unparalleled Recreation
- The 2010 Boyce Mayview Park Master Plan
- The 2005 Boyce Mayview Park Interior Trails Plan
- The 2022 Morton Fields Complex Final Report
- Sidewalks and Traffic Calming Policies and Planning from 2017 and 2023
- The 2018 Community and Recreation Center Feasibility Study
- The 2024-2023 Capital Improvement Program Plan

2015 Comprehensive Plan: Upper St. Clair Investing in Our Quality of Life

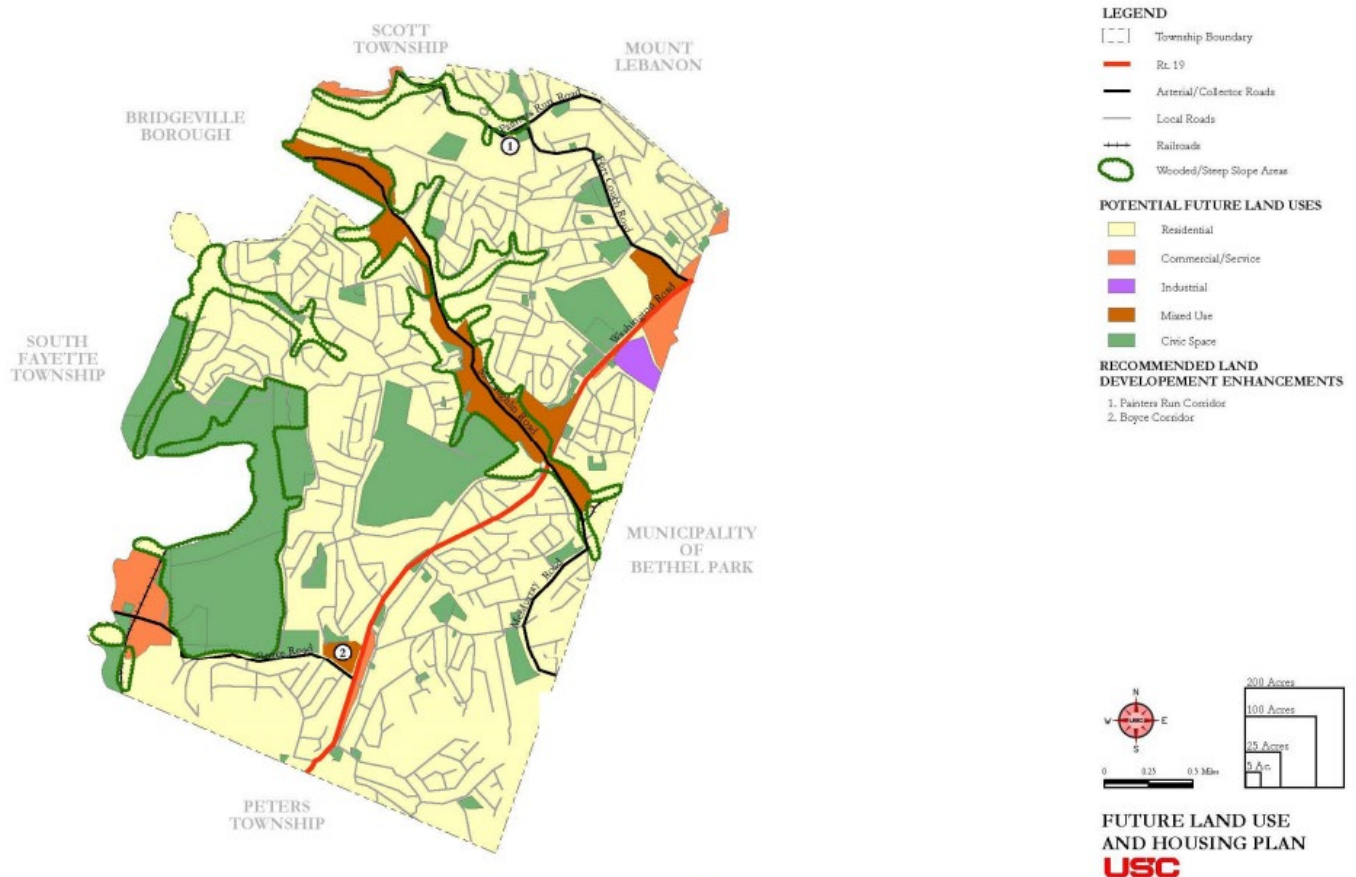
The 2015-2025 Comprehensive Plan for Upper St. Clair, titled Upper St. Clair Investing in Our Quality of Life, was adopted on November 2, 2015. The following section provides a summary of some of the findings and main topics and goals covered and discussed in the Plan.

- Demographic Trends and Characteristics
 - Steady population count
 - Maturing population
 - Decreasing student-aged population
 - Stable household income
 - Sewer infrastructure resources
 - Municipal fiscal resources
- Reasons why Upper St. Clair is so unique...
 - Respectful families of all ages and sizes

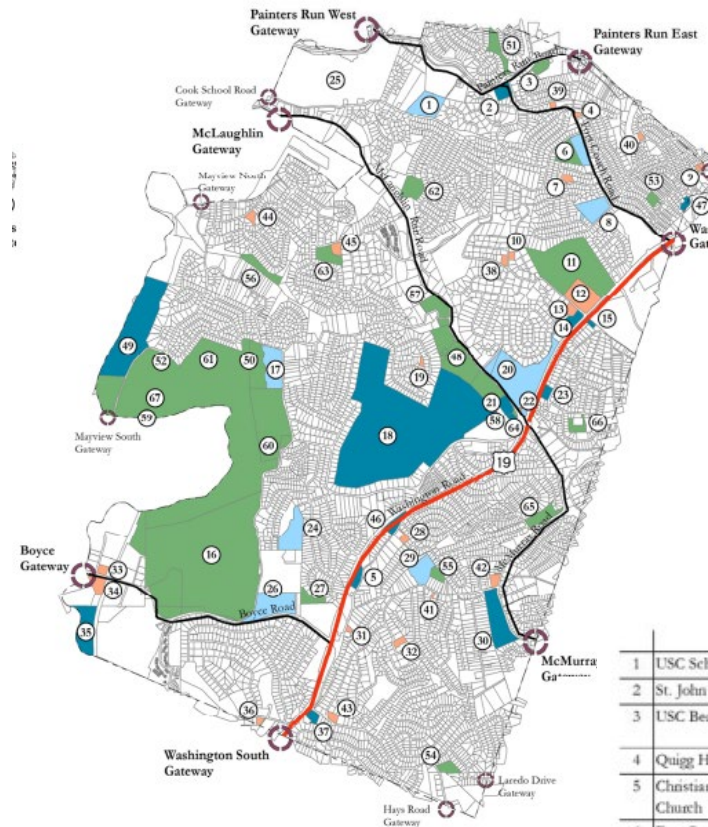
- Dedicated local businesses
 - Quality civic spaces
 - Analytical and responsive leadership and administration
 - Decision makers
 - A balance of tradition and innovation
 - Its residents
- Chapters of the Plan are centered on commitments to:
 - Advancing
 - Responsibility
 - Civic Space
 - Connectivity
 - Outreach
 - Understanding
- Goals and Objectives
 - Advancing
 - Continue to be a great place to live, learn, and play
 - Maintain efforts to be readily identifiable and a distinct suburb of Pittsburgh
 - Cultivate responsibility
 - Offer everyone a safe, clean, and friendly environment
 - Lead by example among all Township departments applying sound community planning, values, and communication
 - Responsibility
 - Land Use, Housing, and Development
 - Align infill opportunities and population needs within context of development plan priorities
 - Strategically reinforce high quality of development standards
 - Utilize existing zoning and subdivision ordinances to encourage greater development synergies, understanding, and compliance
 - Infrastructure and Transportation
 - Develop a long-term plan for the safe and effective management of stormwater runoff while improving the ecosystem's health and the ecological sustainability of the Township's landscape
 - Enhance the transportation infrastructure to promote improved vehicular connectivity and safety for non-vehicular traffic

- Civic space
 - Prioritize and pursue public amenity enhancements
- Local government services
 - Further the effectiveness of municipal communications
 - Continue to establish priorities and sequencing to ensure resource spending is balanced with the benefit of servicing the overall population
- Civic spaces
 - Strategic Focus Areas
 - Programming
 - Community awareness
 - Strategic alliances
- Connectivity
 - Enhanced vehicular and pedestrian-oriented activity
 - Make as many parks as possible available by bicycle
 - Prioritize and incorporate segment specific sidewalk and bikeway capital improvement projects
 - Areas identified for improvement projects, including traffic flow, intersection safety improvements, and roadway and bridge maintenance include
 - Washington Road with Fort Couch Road
 - Washington Road with Boyce Road
 - Bethel Church Road with Drake Road
 - Painters Run Road with McMillen and Painters Run Road with Robb Hollow Road
 - McMurray Road with Bethel Church Road
 - Washington Road with Civic Drive
- Outreach
 - Desire to provide residents with superior communication services
 - Provide timely and accurate information, consider wide range of communication tools, work collaboratively across all departments, support engagement strategies to inform the public, and create two-way communication systems
 - Connect with stakeholders
 - Use social media
- Understanding
 - Understanding demographic trends and the overall needs of the residents

- Future Land Use Map
 - Mixed Use and Residential – McLaughlin Run Road and Washington Road
 - Land Development enhancements– Painters Run Road and Boyce Road corridors
 - Small industrial off Washington Road
 - Predominantly residential community
 - Heavy presence of civic spaces



There are ample civic resources, parks, recreation, cultural, and historic assets present within the Upper St. Clair community. The 2015 Plan provides the following map and table that highlight these various civic resources and sites.



Civic Resource	Civic Resource
1 USC School District Playing Fields	35 Frosty Valley Golf Course
2 St. John Capistran Church	36 McGran House
3 USC Beadling Soccer Field	37 South Hills Reformed Presbyterian Church
4 Quigg House	38 Bobby Orr House
5 Christian and Missionary Alliance Church	39 Hoffman House
6 Fort Couch School	40 McEwan House
7 Phillips/Seegar House	41 Johnston House
8 Eisenhower School	42 Baldesberger House
9 Williams House	43 DeMuth/Hartman House
10 Orr Homestead	44 Lesnett House
11 Gilfillan Park	45 Lesnett House/Barn (Tustin Farm)
12 John Gilfillan House and Farm	46 South Hills Community Baptist Church
13 Alexander Gilfillan House	47 Faith Lutheran Church
14 Westminster Presbyterian Church	48 USC Township Park Complex
15 USC VFD Main Fire Station	49 Allegheny Land Trust Properties
16 Boyce Mayview Park	50 Baker Park
17 Baker School	51 Bynwick park
18 St. Clair Country Club	52 Community & Recreation Center
19 Alexander Gilfillan House	53 Clair Park
20 USC High School	54 Hays Park
21 USC Township Municipal Building	55 Johnston Park
22 Log House	56 Ravine Park
23 St. Gregory Church	57 Mammion Field
24 Streams School	58 Memorial Garden
25 Borland House (Now Bedner Farm)	59 The Miracle League Field
26 Boyce School	60 Morton Field Complex
27 Boyce Park	61 The Outdoor Classroom
28 Will T. Fife House	62 Trotwood Park
29 Wesley Institute	63 Tustin Park
30 St. Louise D. Manillac R.C. Church and School	64 Veterans Monument Park
31 Caldwell School	65 Wiltshire Park
32 James Fife House	66 Brookside Park
33 Harry Boyce House	67 The Clubhouse
34 Boyce Station	

2023 Comprehensive Plan Progress Report

Since Upper St. Clair's last comprehensive plan was approved, Township staff have worked to track and update progress on the various goals and objectives included within the Plan. Using an implementation table organized by topic areas from the Plan, the Township regularly tracks activities related to the Plan and updates the progress of these activities about every two years.

In regard to Land Use, Housing, and Development, there are several tasks and items that are listed as ongoing or as needed, noting Township staff will continue to monitor and track these items, including development strategies, impacts of infill development, and the support of additional cafes, restaurants, or neighborhood scale offices. The report notes ongoing progress over the years related to the development and redevelopment of the Boyce and Painters Run Road corridors. Specifically, in 2023, the Board of Commissioners approved the Boyce Road Residences, a two-unit residential redevelopment project.

Township staff have been evaluating its ordinances and have completed several strategic ordinance updates to promote greater connectivity, and improved development and design standards. Some of these ordinance revisions and updates are highlighted below:

- Zoning amendment regarding lighting to incorporate the use of light-emitting diode (LED) fixtures (2017)
- Preparation and adoption of an updated stormwater management ordinance (2019)
- Zoning amendment regarding conditional uses in the Special Business (SB) District for massage therapy establishments and personal fitness centers (2020)
- Zoning amendment regarding short-term rentals (2023)
- Zoning amendment modifying requirements for mini-warehouses in the RM District (Pending – will be considered in February 2024)

In regard to the goal of enhancing transportation infrastructure to promote improved vehicular connectivity and safety for non-vehicular traffic/pedestrians, Township staff have prioritized and allocated funds where appropriate and have coordinated ongoing efforts with Southwestern Pennsylvania Commission (SPC), Pennsylvania Department of Transportation (PennDOT), and neighboring municipalities. Some of the transportation infrastructure progress made since the adoption of the 2015 Plan include but are not limited to the following:

- The Township completed improvements to the McMurray Road/Bethel Church Road intersection in 2016. Among the improvements was the installation of new traffic signal equipment and pedestrian improvements, establishing a new standard design for signals throughout the Township.
- In 2019, PennDOT completed improvements to the intersections of Panther Pass/McLaughlin Run Road and Johnston Road/McMurray Road.

- In partnership with PennDOT, improvements to the intersections of Washington Road/Boyce Road and Washington Road/Old Washington Road were completed in 2020.
- PennDOT began the construction of the Township's first roundabout at the intersection of McLaughlin Run Road/McMillan Road/Lesnett Road. Staff was successful in working with PennDOT to incorporate sanitary sewer improvements in the project area. Construction was completed in 2022. At the end of 2023, the Township was presented with a 2023 Outstanding Highway Engineering Award from the Pittsburgh Section of the American Society of Highway Engineers (ASHE) for the McLaughlin Run Roundabout project.
- In partnership with PennDOT, improvements to the intersections of Washington Road/Brookside Boulevard, Washington Road/Village Drive, Washington Road/Siena Drive, and Washington Road/Fort Couch Road were made. Improvements include new ADA ramps, new decorative poles, and adaptive traffic signalization which will improve the traffic flow through this part of the Township. Construction was completed in 2022.
- Building off the recent success of several highly visible transportation projects in the area, staff will continue working with regional partners to identify and pursue opportunities for additional traffic improvements. This includes collaboration with PennDOT, neighboring municipalities, and State legislators. The Township will seek State contributions and grant funding to support any such projects.

Several sidewalk and bikeway improvements have been pursued by the Township in the years since the last Comprehensive Plan was completed. The Township consistently funds improvements by allocating certain resources from its annual budget. For example, \$60,000 was allocated in the 2022 budget for sidewalk improvements. Township staff continues to prioritize potential sidewalk and bikeway improvements and connections that link neighborhoods to the Township's civic amenities. Some key highlights are as follows:

- The final and most challenging phase of the Boyce Mayview Park Perimeter Trail construction was completed in 2023. The 0.2-mile segment picks up the former termination point along Morton Road and extends it to the Morton Fields Complex, connecting the southern portion of the trail with the northern portion. Having now been completed, the full Perimeter Trail is roughly 5 miles long.
- The Township has applied for several grants in 2023 to pursue additional sidewalk and bikeway improvements.

Another specific goal stemming from the 2015 Plan was to promote pedestrian and bicycle safety within the Township. To that end, the Township budgeted \$145,000 for pedestrian improvements at three locations in the Township in 2022. In addition, in 2023, the Township received a Multimodal

Transportation Fund grant for \$175,000 to improve pedestrian safety in four (4) locations throughout the Township in 2023. The intersection of Boyce/Millwood, Ruthfred/McMurray, Fort Couch/Meadowcrest, and Lesnett/Chartwell will be upgraded with flashing pedestrian signage. It is anticipated that this project will be constructed in 2024.

2016 Parks and Recreation Plan: Upper St. Clair Unparalleled Recreation

Upper St. Clair provides ample parks, recreation, and leisure amenities and programming to its residents. The 2016 Parks and Recreation Plan for Upper St. Clair noted the following pillars for the Township's parks and recreation: *people first, sound decisions, built to last, extra effort, and clear communication*.

The Township has over 700 acres of community/neighborhood parks and facilities. These include 14 parks, 16 tennis courts, a 3 hole-golf course, five baseball fields, nine basketball courts, five soccer fields, a walking trail in Gilfillan Park, and various other recreational areas.

The 2016 Parks and Recreation Plan for Upper St. Clair sought to continue to provide high-quality and modern recreational assets for all residents to enjoy moving forward. The Plan outlined five objectives to help guide the future of the Township's recreational assets over the next several years including the following:

- Coordinate, encourage and develop year-round recreational opportunities.
- Seek and develop innovative partnerships with non-municipal recreation providers that enhance the quality of life for all Upper St. Clair citizens.
- Encourage and support volunteerism.
- Continue to balance funding to maintain a high-quality recreation system and deliver a high level of service.
- Work with the Parks and Recreation Advisory Board to meet community needs.

Several action items were outlined in the 2016 Parks and Recreation Plan, and they were grouped into planning actions, upgrades and maintenance actions, and administrative and management actions.

Planning Actions

- Work with the Department of Community Development and developers in the improvement of open space and connectivity associated with residential or infill development. Identify specific parcels and rights-of-way/easements that are key to development of the Township's overall recreation and leisure aims.
- Conduct a structural and programming feasibility study for determining the applicable utilization of renovating/re-purposing the Township's Recreation Center on McLaughlin Run Road. Pursue and secure funding for the determined purpose and design. Complete construction as applicable.

- Conduct neighborhood planning processes and prepare design documents for neighborhood park upgrades as necessary.
- Develop a master plan for Gilfillan Park that promotes a physically and fiscally balanced approach of available municipal resources.
- Work with the Community Development and Public Works Departments to upgrade pedestrian and bicycle connectivity in neighborhoods.
- Further partnerships with the public and private facilities to optimize joint-use agreements and develop mutually beneficial facilities.
- Evaluate the Township's role as related to the degree to which it physically and fiscally serves as a regional recreation provider in the coming decades.

Upgrades and Maintenance Actions

- Rehabilitate or replace existing playgrounds, restrooms, and other park facilities, including adjustments for relevant ongoing updates to ADA standards.

Administrative and Management Actions

- Establish clear mechanisms for interdepartmental and interagency coordination on planning and design issues, and ensure consistency among Department goals.
- Continue to partner with volunteer groups to assist with improvements and management of special events and special use areas.

2010 Boyce Mayview Park Master Plan

The 2010 Boyce Mayview Park Master Plan and Trail Map provides a vision for the Park, as follows:

Boyce Mayview Park balances the community's needs for passive, natural oriented activities with limited recreational activities. 86% of the park will be for passive, nature-oriented activities served by trails, overlooks, and seating areas. Active uses clustered in the Mayview Commons are conceived as a village center around greenspace, comparable to a New England town common.

Below is a summary of recommendations from the Plan:

Principles

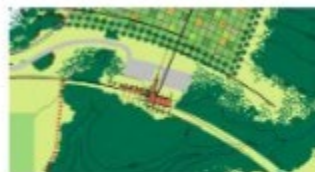
- Preserve sensible habitats
- Improve water quality
- Limit vehicular access to the perimeter of the site to preserve the interior
- Link Boyce and Mayview properties

- Define and enhance spatial areas
- Limit active recreation to the north area of the site
- Connect major habitats, program features, and key adjacent uses
- Improve pedestrian access by developing trail links from the community to key areas within the Park
- Green design

Program

- Community Center – Possible reuse of the existing Mayview Dairy Barn
- Recreation Center – An indoor space for basketball and other activities in a new building
- Environmental Education Center – A space for hands-on learning and education for USC School District
- Active Recreation – Primarily for Baker Park and limited in Mayview Park
 - Multi-purpose field – Two soccer-sized fields
 - Multi-Use Bicycle Trail – A trail around the Park linking the Township sidewalk and path system to the park and to a potential spur connection to the Montour Trail via a rail-to-trail corridor
- Pet Exercise Area (Dog Run) – A controlled area for unleashed dogs
- Baker Park and Morton Fields
 - Existing fields to remain intact
 - Mitigate stormwater runoff
- Passive Recreation – Open lawn areas
- Trails – Network of trails for peaceful exploration
- Open Space – Enhance the feeling of openness
- Gathering Areas – Provide a variety of spaces for the community to be together
- Community Gardens – A space for area gardeners

The following images and sketches can be found in the 2010 Boyce Mayview Park Master Plan.



Plan view and sketch of Environmental Education Center



Plan view and sketch of Community Gardens



Plan view and sketch of public lawn and multipurpose fields



2005 Boyce Mayview Park Interior Trails Plan

The 2005 Boyce Mayview Park Interior Trails Plan examined issues directly affected by trails and issue that trails directly affect. The Plan recommended the following primary trail and park management concepts:

- Establish the interior of the Park as an actively managed, unique nature preserve or open space area intended to simultaneously:
 - Protect and enhance natural habitat and cultural resources
 - Provide opportunities for naturalistic, low-impact visitor recreation; and

- Help engender a personal sense of appreciation, respect, and stewardship for natural and cultural resources.
- Support open space and habitat conservation values by designing trails and management to encourage only low amounts of human uses and to encourage a naturalistic wilderness feel; and to encourage slow and contemplative travel.
- Design and shape low-impact natural surface trails to be both enjoyable and sustainable over decades, if not indefinitely.

The proposed interior trail plan included a mixture of new trails, existing trails, trail reroutes, and existing unpaved roads and created a web of trails that made a variety of loops possible. The total mileage of all proposed and signed trails, including interior roads used as trails was 9.3 miles. The total mileage of dedicated trails, (i.e., omitting Bird Meadows Drive and Ravine Drive) was 8.2 miles. Major trailheads included the following:

- Boyce Road near the cellular towers
- Boyce Road near Ardolino's Pizza
- The Regional Environmental Education Center

In addition, minor trailheads identified in the Plan included the following:

- Baker Park
- Morton Road at Rostron Drive
- Boyce School
- Friendship Village
- Railroad tracks near the wetlands (if/when a rail trail is developed)

Boyce Mayview Park Interior Trails Plan

Township of Upper St. Clair, Pennsylvania



January 7, 2005

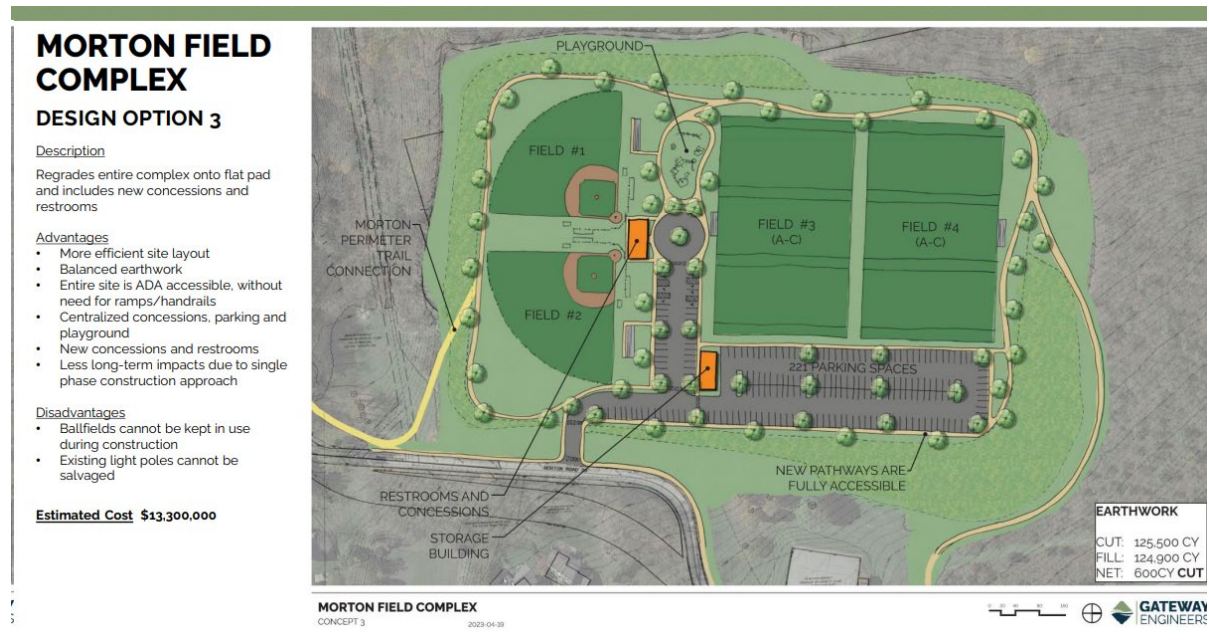
2022 Morton Fields Complex Final Report

The Morton Fields Complex consists of 7.5 acres of land located off Morton Road near the Upper St. Clair Volunteer Fire Department substation. Morton Fields is home to three soccer fields, two lighted baseball fields, a playground, batting cages, a concession stand building, a shelter and storage building, and a water fountain.

The 2022 Master Plan for the Morton Fields Complex explored various potential improvements for the Complex based on public and stakeholder input. Key areas of the plan included improvements to the trail and natural areas, upgrades to the sports fields, and improvements to the pedestrian and vehicular circulation networks. The following Phasing Plan was included in the 2022 Master Plan.



The Township's Engineer, Gateway Engineers, further expanded on the options for improvements to the Morton Fields Complex in 2023 from an engineering perspective and came up with four design options. Option Number 3 was Gateway's Recommendation, which is shown below.



Improvements as part of Option 3 include regrading the entire complex onto a flat pad and the construction of a new concession stand and restrooms. Total funding needed to complete Design Option 3 for the Morton Field Complex is roughly \$14 million. Grant awards can assist to help offset the overall costs incurred by the Township. Ultimately, the Township will have to find the improvements through a mix of grants received and use of its capital reserves and debt service.

Sidewalks and Traffic Calming 2017 and 2023

Upper St. Clair's Community Development Department has developed a plan for both traffic calming and the promotion of a network of sidewalks and bikeways. The Traffic Calming Policy was approved by the Township Board of Commissioners on November 6, 2017. The purpose of the Traffic Calming Program is to preserve and improve the safety of residents within neighborhoods by reducing traffic volumes and speeds through the use of traffic calming measures. Traffic calming involves the combination of mainly physical measures that reduce the negative effects of motor vehicle use, alter driver behavior, and improve conditions for pedestrians, bicyclists, and other non-drivers.

The goals of the Traffic Calming Program are to:

- Improve driver attention, awareness, and behavior;
- Promote safe and pleasant conditions for residents, motorists, pedestrians, and bicyclists on neighborhood streets;

- Preserve and enhance pedestrian and bicycle access to neighborhood destinations;
- Encourage citizens to be directly involved in neighborhood traffic management activities; and
- Provide a process that will equitably address request for action by neighborhood residents and will balance residents' needs with all users of the Township's streets.

In support of the above listed goals, the Township supports the following policies:

- Implement traffic calming measures that are appropriate and effective for a given situation or roadway and improve public safety without jeopardizing emergency response needs and not creating hazards or nuisances;
- The Township will work cooperatively with its citizens to employ a variety of measures that help reduce traffic speed and/or volumes on local and collector streets;
- Permanent traffic calming measures will be designed in conformance with sound engineering and planning practices and, when possible, should complement the residential character of the neighborhood;
- Traffic calming measures employed along particular street corridors should not create substandard traffic conditions on other streets;
- Ensure that all proposed traffic calming installation has public support in the affected neighborhood(s) before it is implemented; and,
- Welcome citizen input and involvement in all phases of the program.

The Policy further calls for a combination of education, enforcement, and engineering to successfully implement and promote traffic calming within the Township. Step 1 involves Neighborhood Education and Enforcement. Furthermore, Step 2 involves Engineering Traffic Studies for Traffic Calming. Prior to considering the need for traffic calming, an Engineering Traffic Study must be completed. Lastly, Step 3 is the Approval Process. The Board of Commissioners must ultimately review and approve the plan.

In regard to sidewalks, Upper St. Clair has been studying the implementation of a network of sidewalks since 1998. This was initiated to foster the concept of community and to increase overall safety in the Township. It has been an ongoing goal of the Community Development Department to plan the location of sidewalks and bikeways with the needs of residents in mind in order to provide:

- Students an opportunity to walk safely to school.
- Pedestrians the ability to travel to points of interest.
- Senior citizens the convenience to walk outdoors.
- Bicyclists the freedom to ride separate from motorized vehicles.

The Township allocates funds in the budget accordingly and when able to promote additional sidewalks and bikeways throughout Upper St. Clair.

In 2023, Gateway Engineers conducted a due diligence assessment for the implementation of sidewalks in six different locations within the Township, as follows:

- **Meadow Crest Drive** – Fort Couch Road to Clair Drive
 - No major hurdles in terms of permitting or construction
 - Costs between \$20,000-\$30,000 for design
 - Estimated construction: \$225,000
- **Seegar Road** – Manordale Road to Fort Couch Road
 - No major hurdles in terms of permitting or construction
 - Costs between \$30,000-\$40,000 for design
 - Estimated construction: \$315,000
- **Fort Couch Road** – Harrogate Road to Miranda Road
 - Significant impacts in regard to permitting and construction
 - Costs between \$40,000-\$50,000 for design
 - Estimated construction: \$675,000
- **Morrow Road** – Southampton Drive to Englewood Drive
 - Significant modifications in terms of permitting and construction
 - Costs between \$45,000-\$55,000 for design
 - Estimated construction: \$500,000
- **Morton Road** – Park entrance to Hastings Mill Road
 - No major hurdles in terms of permitting or construction
 - Costs between \$20,000-\$25,000 for design
 - Estimated construction: \$210,000
- **Mayview Road** – 1481 Mayview Road to Star Ridge Road
 - Significant impacts in regard to permitting and construction
 - Costs between \$35,000-\$45,000 for design
 - Estimated construction: \$1,150,000

For each location, a 4- foot sidewalk was assumed to be desired. In addition, a grass buffer between the roadway and the sidewalk was variable depending upon the conflicts identified at each location.

2018 Community and Recreation Center Facility Assessment

The purpose of this study was to analyze the operations of the Township of Upper St. Clair's Community & Recreation Center and to identify factors, issues, and concerns within the Center that need to be addressed, changed, altered, or improved to increase the operational efficiency and performance of the facility.

Key recommendations related to the Facility and Operations were as follows:

High Priority

- Enhance the safety and security procedures for the center and complete the necessary facility and equipment improvements to make this possible.
- Place the center's building elements, systems, and equipment on a capital lifecycle schedule and continue to have an updated, detailed five-year capital improvement plan for the facility.
- Determine the direction and future priorities for possible additional renovations and expansion. Determine the capital and operational budget implications. This should ultimately help with additional revenue growth and protect the center's current market position. One of the top priorities should be improvements to the outdoor pool.

Lower Priority

- Consider the impact of the new high school aquatic center on operations of the indoor lap pool at the center.
- Continue to leverage the outdoor park amenities as part of the overall Community & Recreation Center's overall market appeal.

Key recommendations related to Programming were as follows:

High Priority

- Establish a long-term programming plan within the next year.
- Increase the number of program performance measures that are tracked.
- Establish program partnerships with other providers.
- Adopt a formal program fee policy.
- Attempt to grow programming in the following areas:
 - Aquatic programs
 - Fitness/wellness programs
 - Youth camps
 - Sports
 - Teens/Tweens
- Promote the use of the center for programmatic needs without having to be a member.

Lower Priority

- Develop capacity/use analysis for the major spaces in the building.
- Complete a lifecycle analysis of the center's programs and services.
- Reduce the rate of program cancellations below 20%.
- Develop a comprehensive annual report of Department programs and services.
- Coordinate with the library on recreational programs.

The Study also had several goals and priorities listed for administration and budgeting as well as marketing.

2024-2028 Capital Improvement Program Plan

The 2024-2028 Capital Improvement Program Plan was adopted on August 7, 2023. The plan provides a summary by major category for various capital improvements. These categories are Capital Equipment, Street and Pedestrian Improvements, Storm Sewer Projects, Public Building and Park Improvements, Sanitary Sewer Projects, and the Community and Recreation Center. In 2024, there is higher than usual amount of funding allocated towards Capital Equipment, due to the purchase of several items for staff and crews, including a Ford F-150 Pickup Utility Truck, two Ford F-600 22,000 GVWR Dump Trucks, and one 39,000 GVWR Dump Truck, two Ford Interceptor SUVs for the Police Department, and two staff vehicles, a Ford Ranger Pickup Truck and a Ford Escape. Other items were also budgeted in 2024 under Replacement Equipment, including a towable air compressor, an indoor electric manlift, a robotic field painter, and plumbing infrastructure camera and monitor and a Toro Groundmaster field mower. Funding levels for the other categories are consistent from year to year.

For the Township's Sidewalk and Bikeway Plan, funds have been allocated for these improvements over the next 5 years ranging from \$1,200,000 to \$600,000. In addition, Annual Street Improvement allocations range from \$2,200,000 to \$2,000,000. Another category, Storm Sewer Improvement and Restoration Plan, has allocations ranging from \$550,000 to \$400,000. In addition, Detention Pond and Storm Sewer Infrastructure Repair ranges from \$50,000 to \$100,000 between 2024-2028.

In regard to building and other relation improvements, there are funds allocated toward the municipal building renovations, facility security upgrades, maintenance of the Rt. 19 Fire Station, Miracle Field playground maintenance, the Morton Fields Complex improvements, Boyce Mayview Park improvements, and more.

Overall, the 2024-2028 Capital Improvement Program Plan highlights the Township's continued interest and commitment in investing in improvements to its parks and recreational facilities, to providing greater connectivity to amenities, and providing high quality services to its residents.

Conclusions

Upper St. Clair should take great pride not only in the amenities and services it provides to residents but also the ongoing planning efforts and the successful implementation of many goals and objectives of the Township's many plans and studies since these documents were developed and adopted. The implementation of many of the goals of these plans and studies shows the Township's commitment and dedication to improving the community and to consistently meeting the needs of its residents.

The new and updated Comprehensive Plan will continue to build upon the legacies of good governance, planning, administration, and fiscal responsibility that have established by the Township of Upper St. Clair staff and Board over the years. Moving forward as the new plan is developed, it is important to keep in mind that providing a high quality of life and ample recreation and leisure activities is of utmost importance. In addition, providing increased connectivity and improved traffic flows for all modes of transportation will also be critical. Lastly, promoting sound land use policies to encourage appropriate redevelopment and infill development will also be essential as the Township reaches full build-out. Overall, the goal of the new Plan will continue to build upon the Township's successes and for Upper St. Clair to continue to be a premiere community in the region that is a great place to work, live, learn, and play.

B. COMMUNITY SURVEY AND PUBLIC OUTREACH EVENT NOTES

SURVEY RESULTS



Township of Upper St. Clair Comprehensive Plan
Township of Upper St. Clair
Allegheny County, Pennsylvania

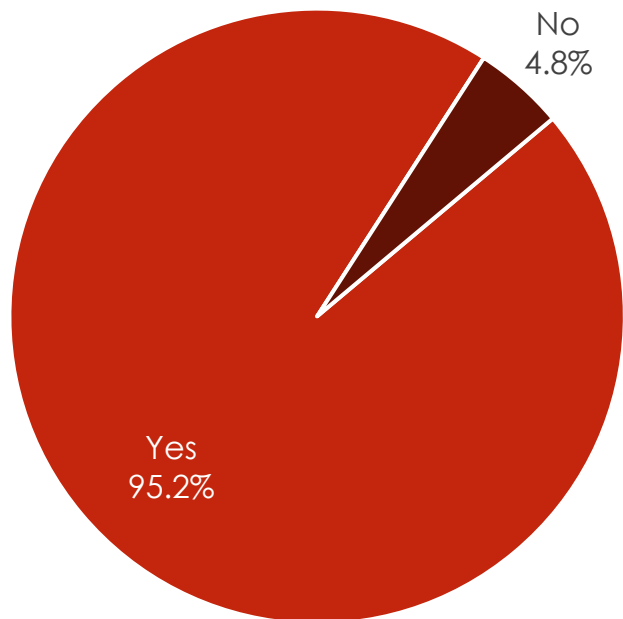
INTRODUCTION

- The following is a summary of the comments received through the Online Community Survey. The survey was created to allow the public to provide comments online on important issues and topics for the comprehensive plan to address, and was available from April 1, 2024 to June 6, 2024.
- Within the summary, “mentions” refer to the total number of times a topic or issue was cited throughout the survey responses. This means that the number of mentions may exceed the total number of comments because one response may mention multiple topics or issues.

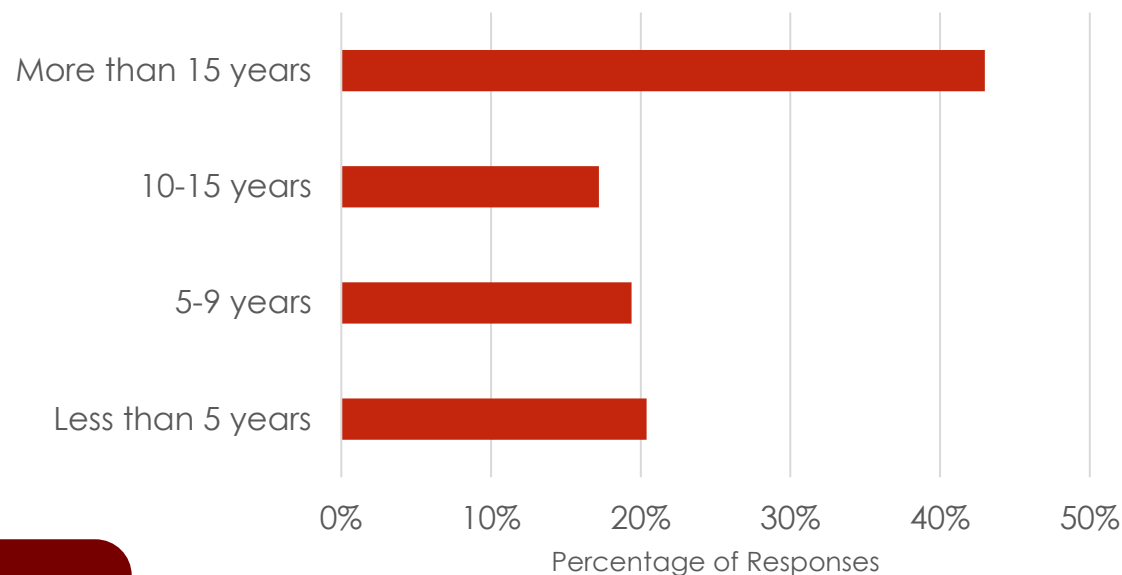
SURVEY RESULTS

BACKGROUND INFORMATION

Are you a resident of the Township of Upper St. Clair?



How long have you lived in Upper St. Clair?*



1,196

TOTAL RESPONSES

*Please note that this question was only asked to respondents who indicated they **were** a resident of Upper St. Clair.

SURVEY RESULTS

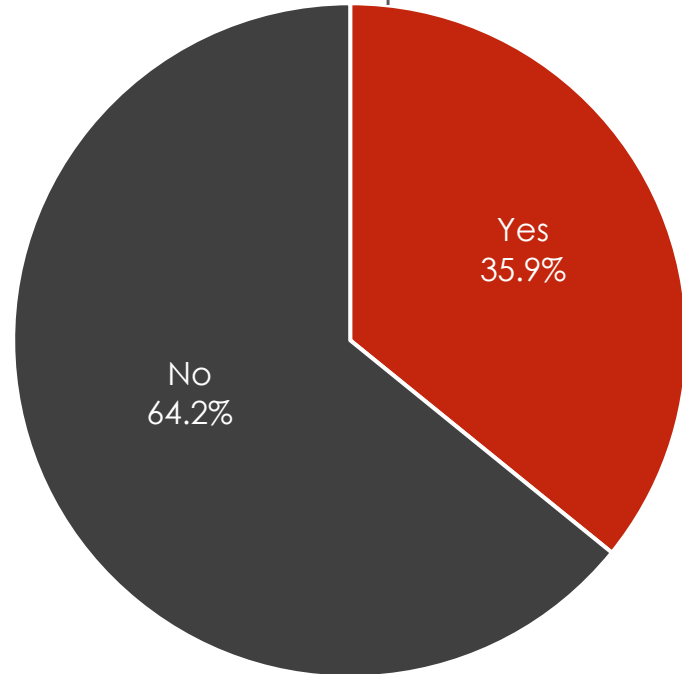
BACKGROUND INFORMATION

- Of the 1,092 responses to “What street do you live on?”, the top roads mentioned by respondents include the following:
 - Old Meadow Rd (23) in the Rolling Meadows North Community
 - Lambeth Dr (19) across from the St. Clair Country Club
 - Warwick Dr (17) near Gilfillan Park
- The northwest portion of the Township, just north of Boyce Mayview Park, has a slightly higher mention rate, with six distinct roads having 11 or more mentions.

SURVEY RESULTS

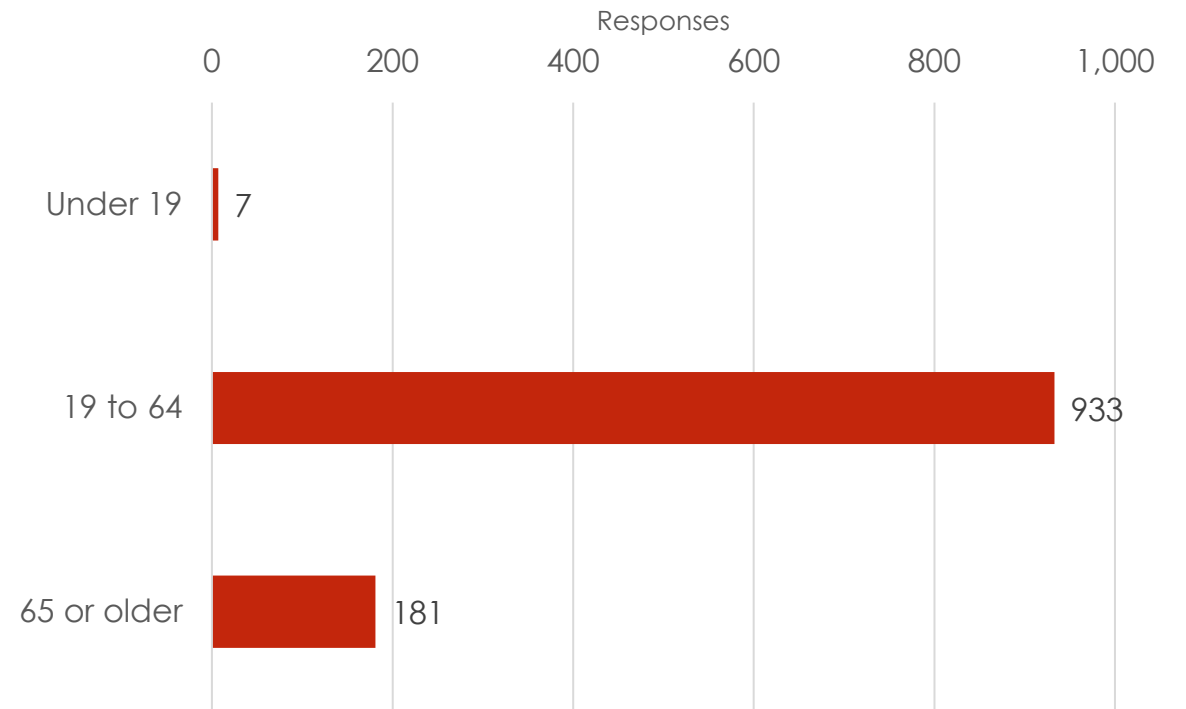
BACKGROUND INFORMATION

Do you work in the Township or own a business in the Township?*



*Please note that this question was only asked to respondents who indicated they were **not** a resident of Upper St. Clair.

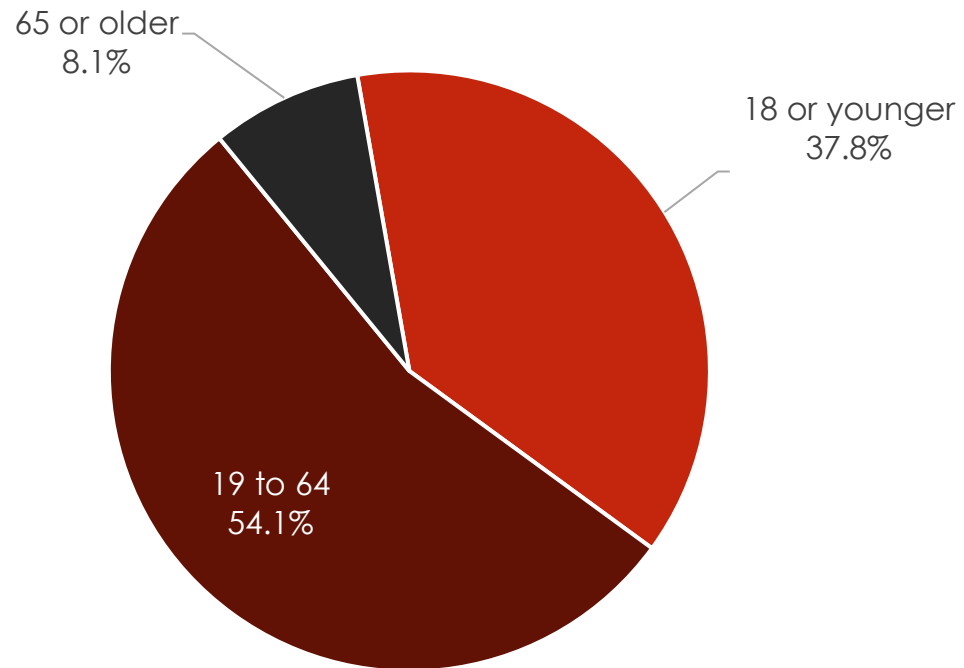
In what age range do you fall?



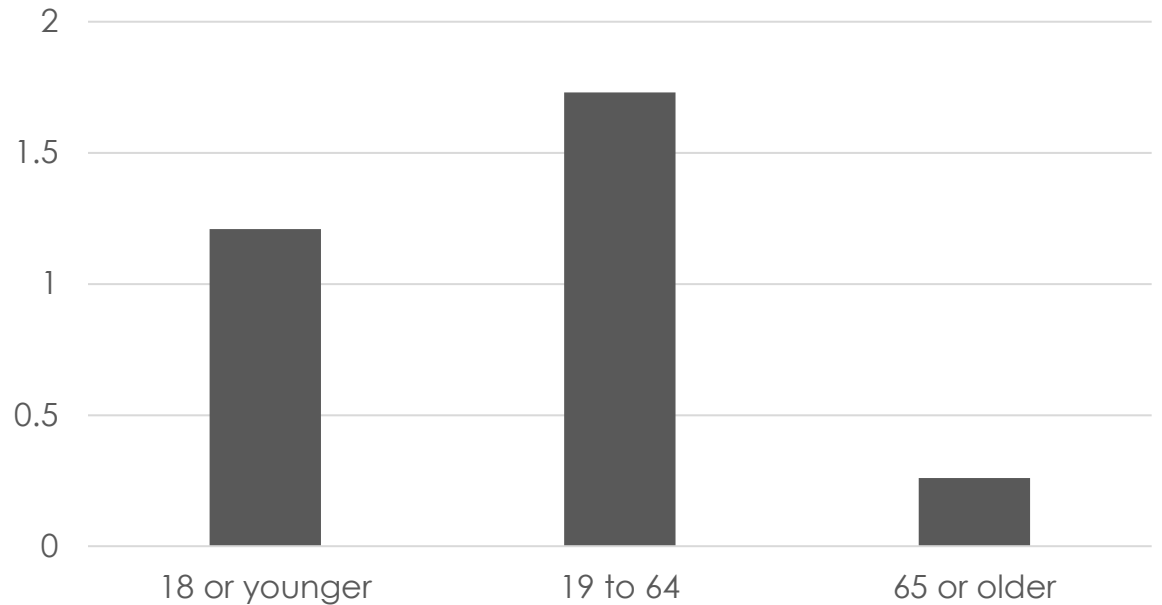
SURVEY RESULTS BACKGROUND INFORMATION

Including yourself, how many people are within the following age groups in your household?

Percent of Household of Each Age Class



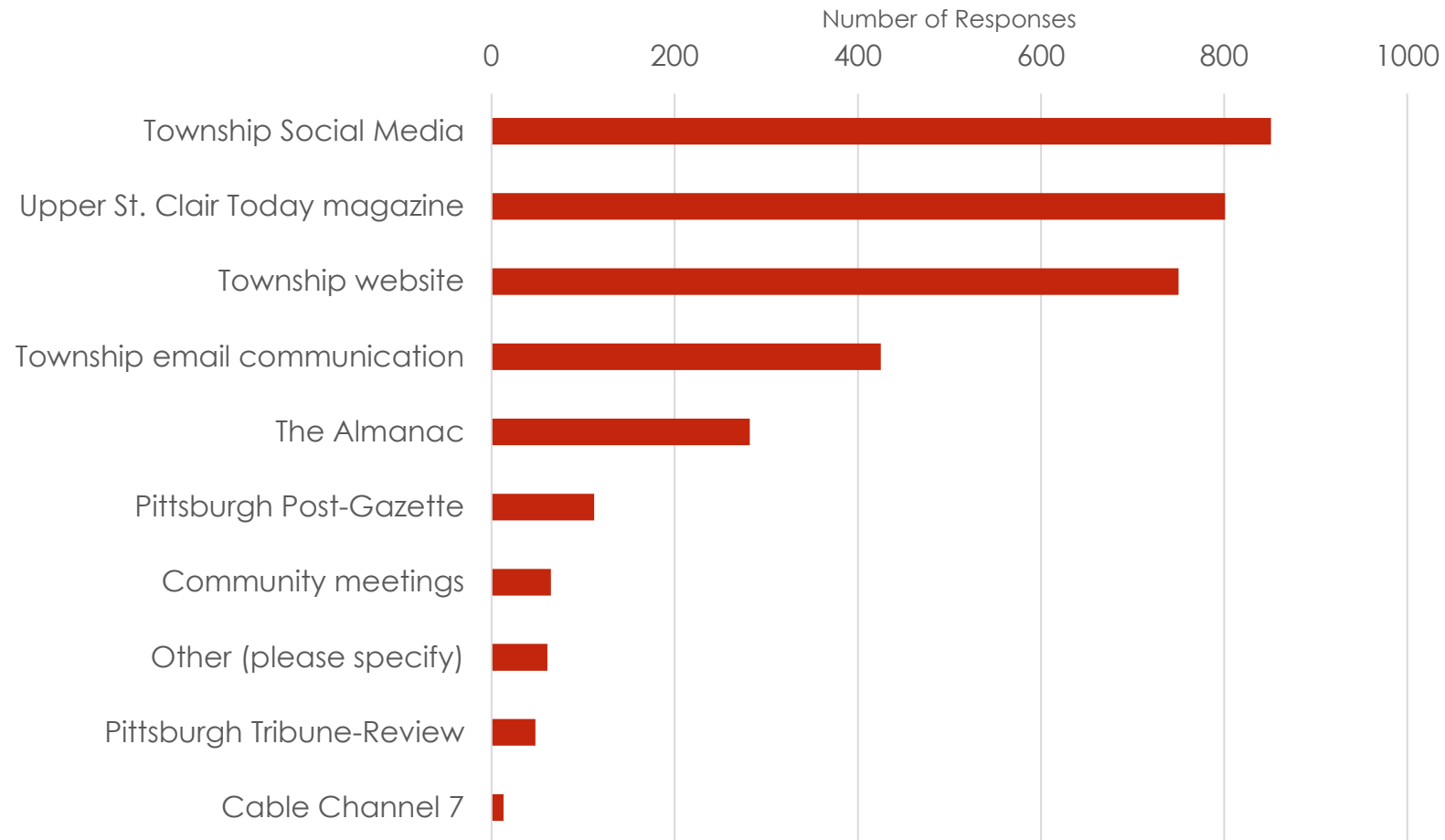
Mean Number of Individuals Per Age Group Per Household



SURVEY RESULTS

BACKGROUND INFORMATION

From what sources do you receive news about the Township?

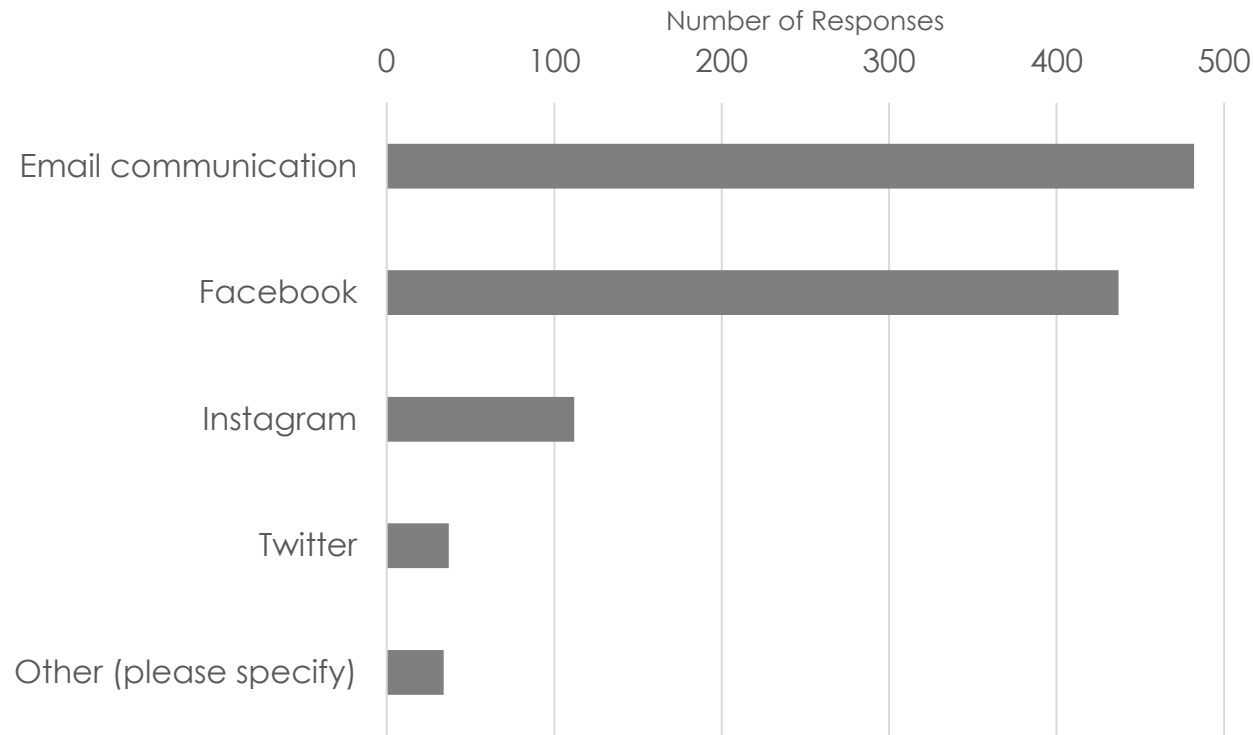


Most Mentioned Other Sources:

- Word of mouth (40)
- Schools (6)
- C&RC (3)
- Community foundation emails (2)

SURVEY RESULTS BACKGROUND INFORMATION

What method of social media do you believe is the most effective?



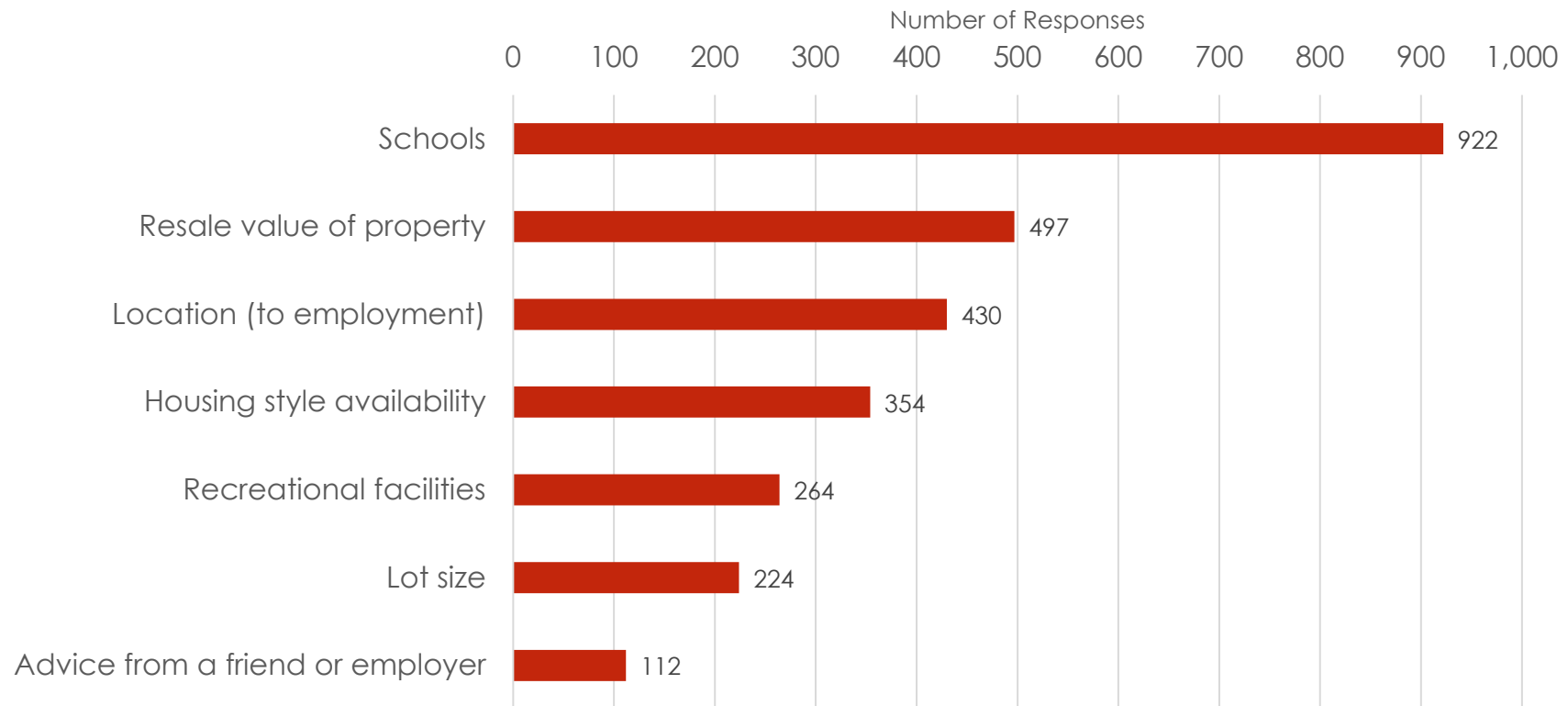
Most Mentioned Other Answers:

- Text (4)
- Social media is unreliable (9)
- Depends on the demographic trying to be reached (5)
- Township website (3)

SURVEY RESULTS

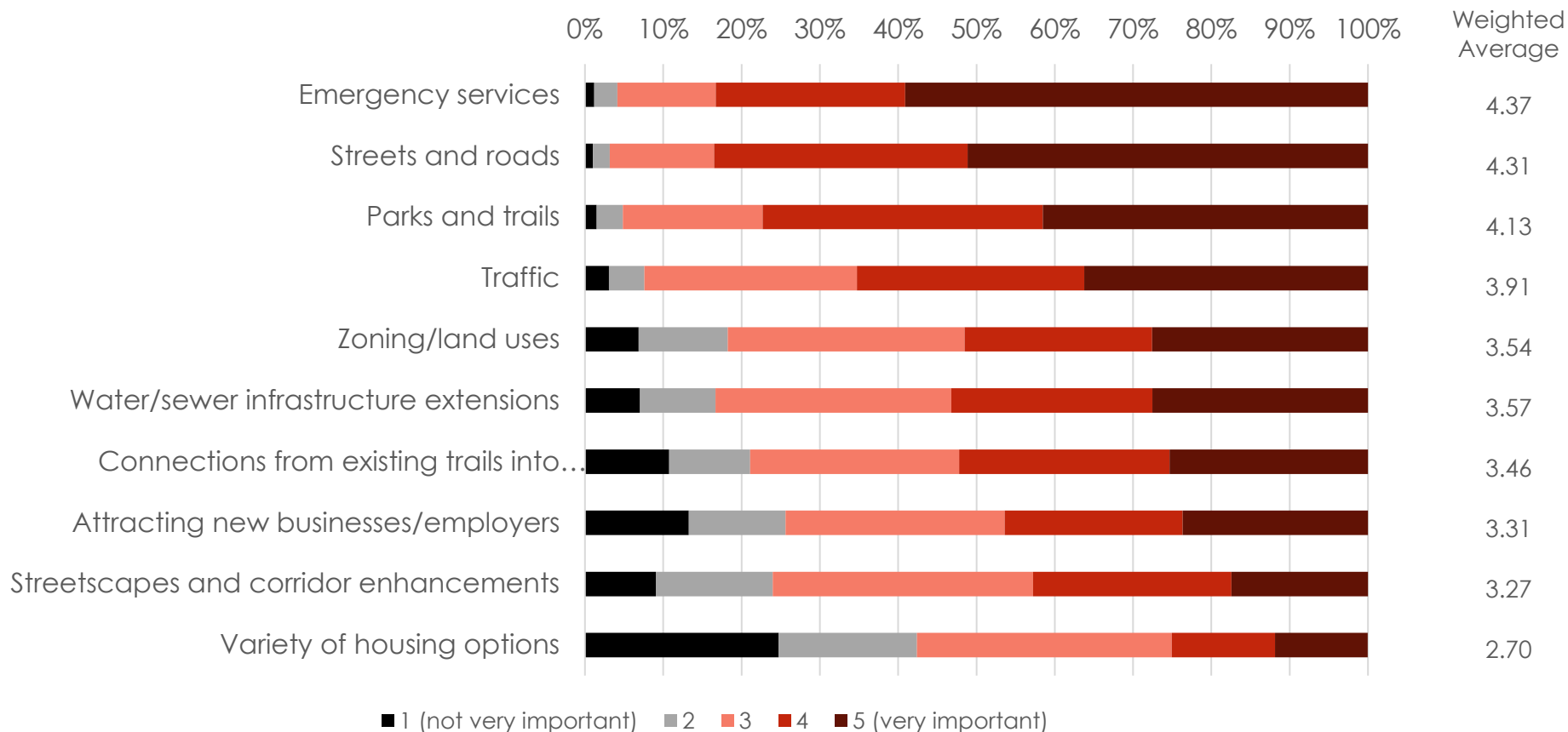
QUALITY OF LIFE

Please select the top 3 reasons why you selected Upper St. Clair as your place of residence.



SURVEY RESULTS QUALITY OF LIFE

How important to you are improvements on the following issues as Upper St. Clair moves forward?



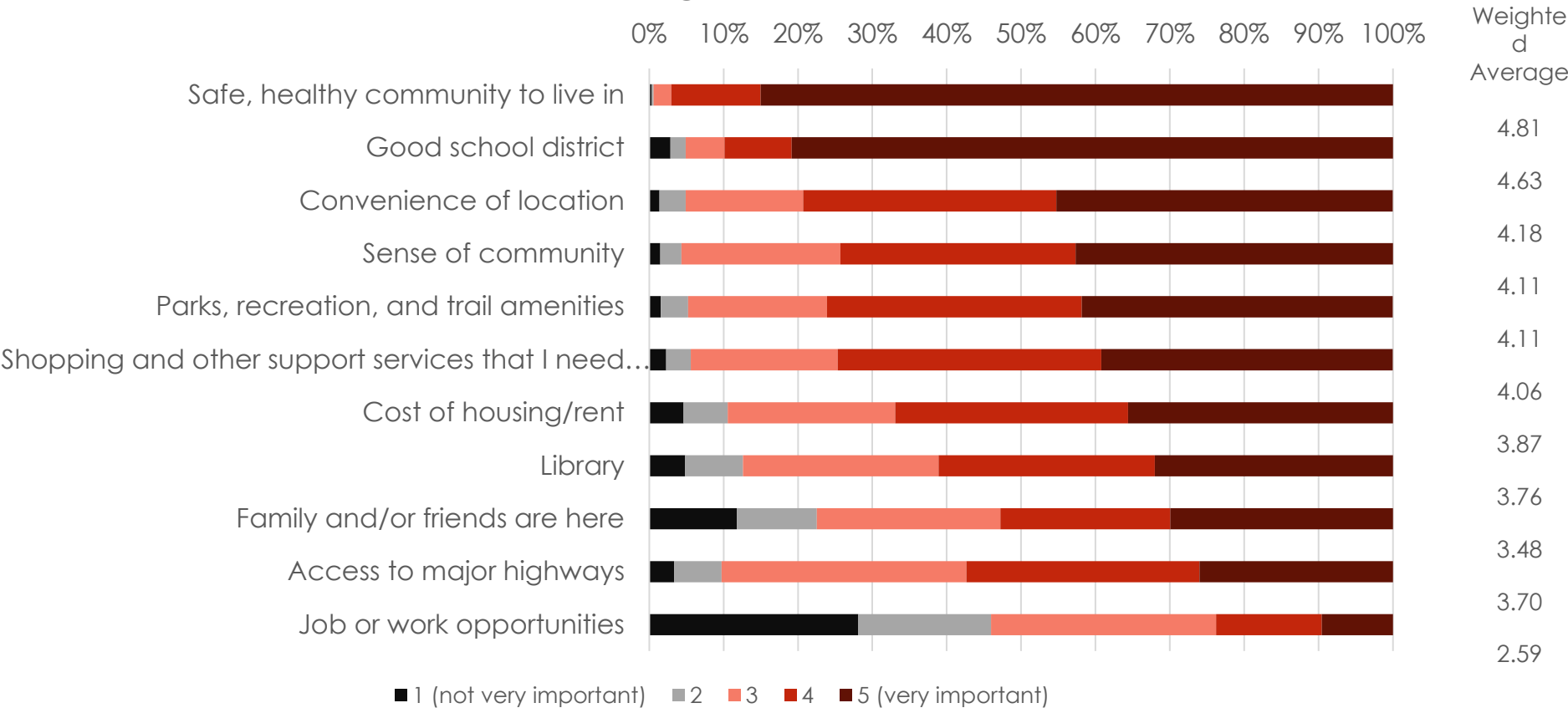
Most Mentioned Other Improvements:

- Pickleball (10)
- Sidewalks (20)
- Public service and utility upgrades (10)
- Exclusively single-family housing (9)

SURVEY RESULTS

QUALITY OF LIFE

How important are each of these aspects of your community to you today living in Upper St. Clair?



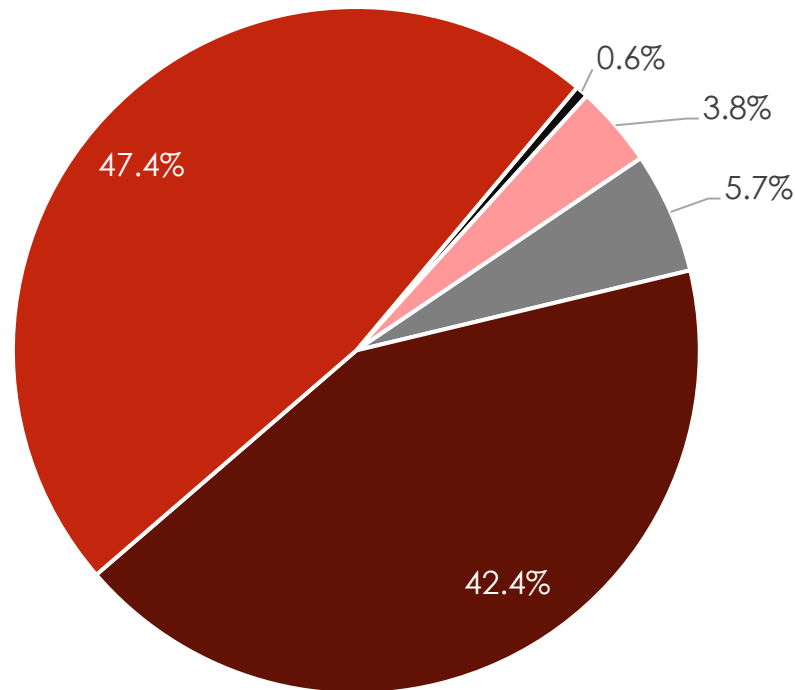
Most Mentioned Other Aspects:

- More businesses (8)
- Pickleball (6)
- Sidewalks (6)
- Public services and policing (4)

SURVEY RESULTS

QUALITY OF LIFE

In general how satisfied are you with Upper St. Clair as a place to live?



■ Very dissatisfied ■ Somewhat dissatisfied ■ Neutral ■ Satisfied ■ Very satisfied

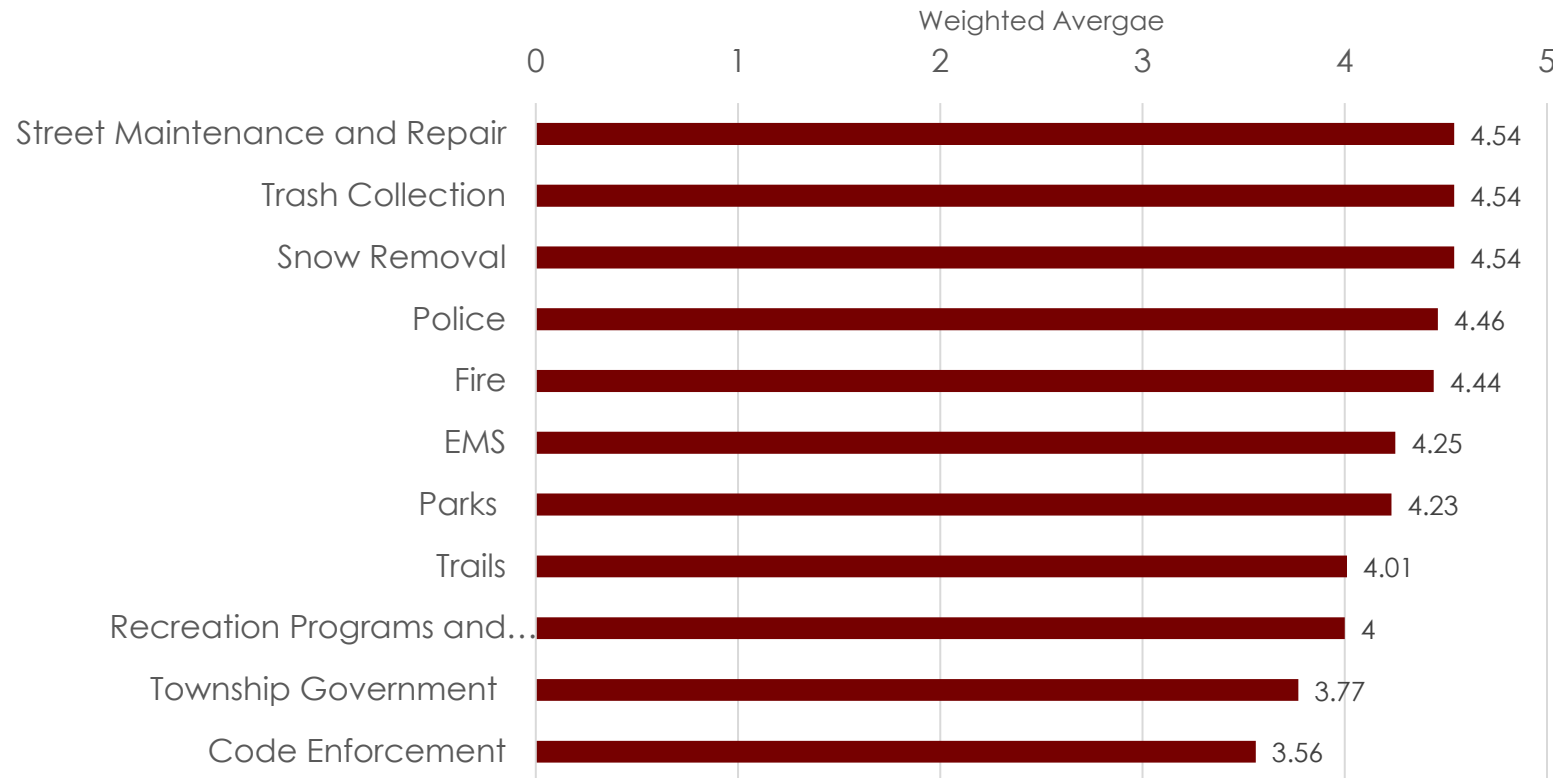
Reasons for selecting “dissatisfied” or “somewhat dissatisfied”:

- Tax concerns (6)
- Lack of a sense of community, inclusivity, and diversity (12)
- Connectivity and sidewalk issues (8)

A combined 89.8% of respondents are very satisfied or satisfied with living in Upper St. Clair.

SURVEY RESULTS MUNICIPAL SERVICES

What is your view on the quality of services in the Upper St. Clair community? (1 being poor service and 5 being excellent service)

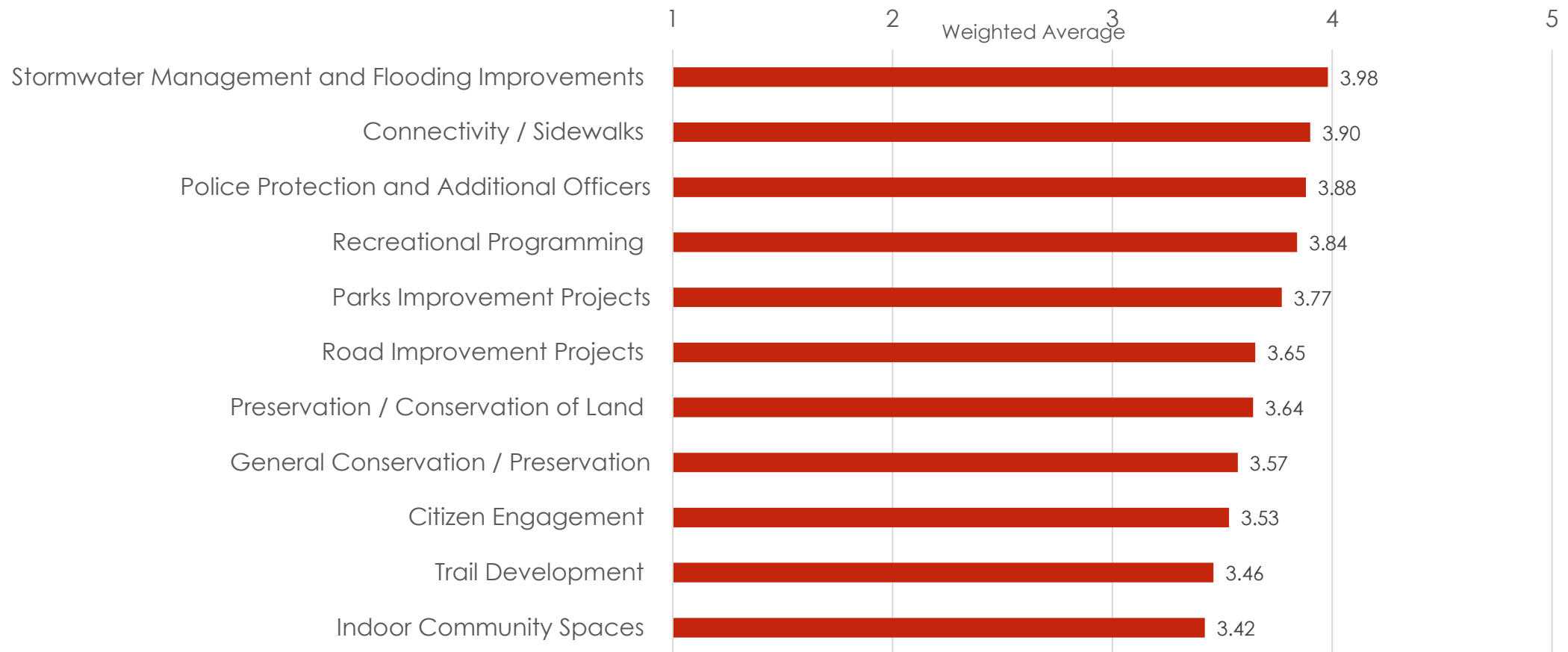


Most Mentioned Other Services:

- New trash collection program (32)
- Lack of recycling (5)
- Lack of leaf pickup (5)

SURVEY RESULTS MUNICIPAL SERVICES

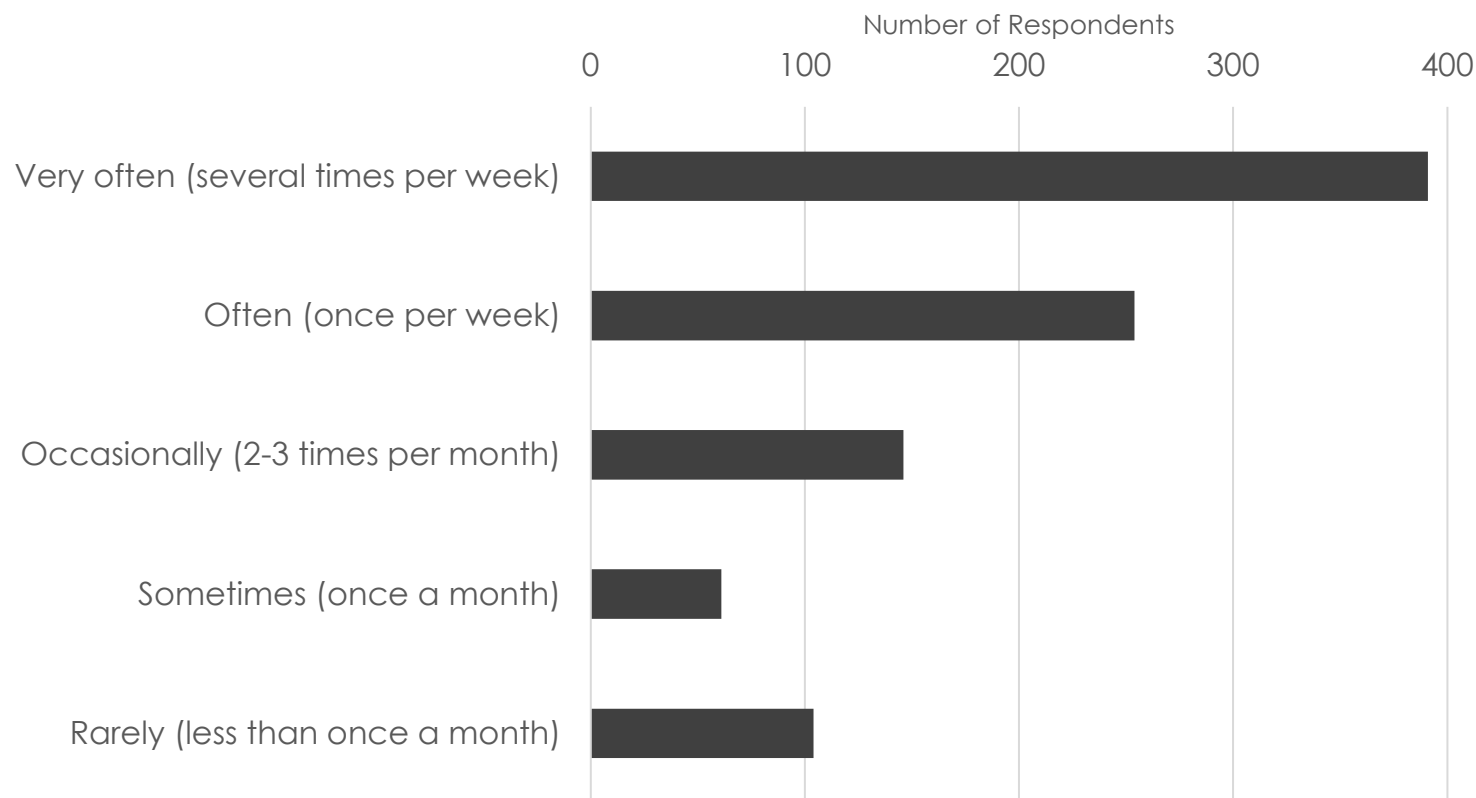
What issues do you think should be most important to Upper St. Clair government, officials, and staff? (1 being least important and 5 being most important)



SURVEY RESULTS

RECREATION AND LEISURE

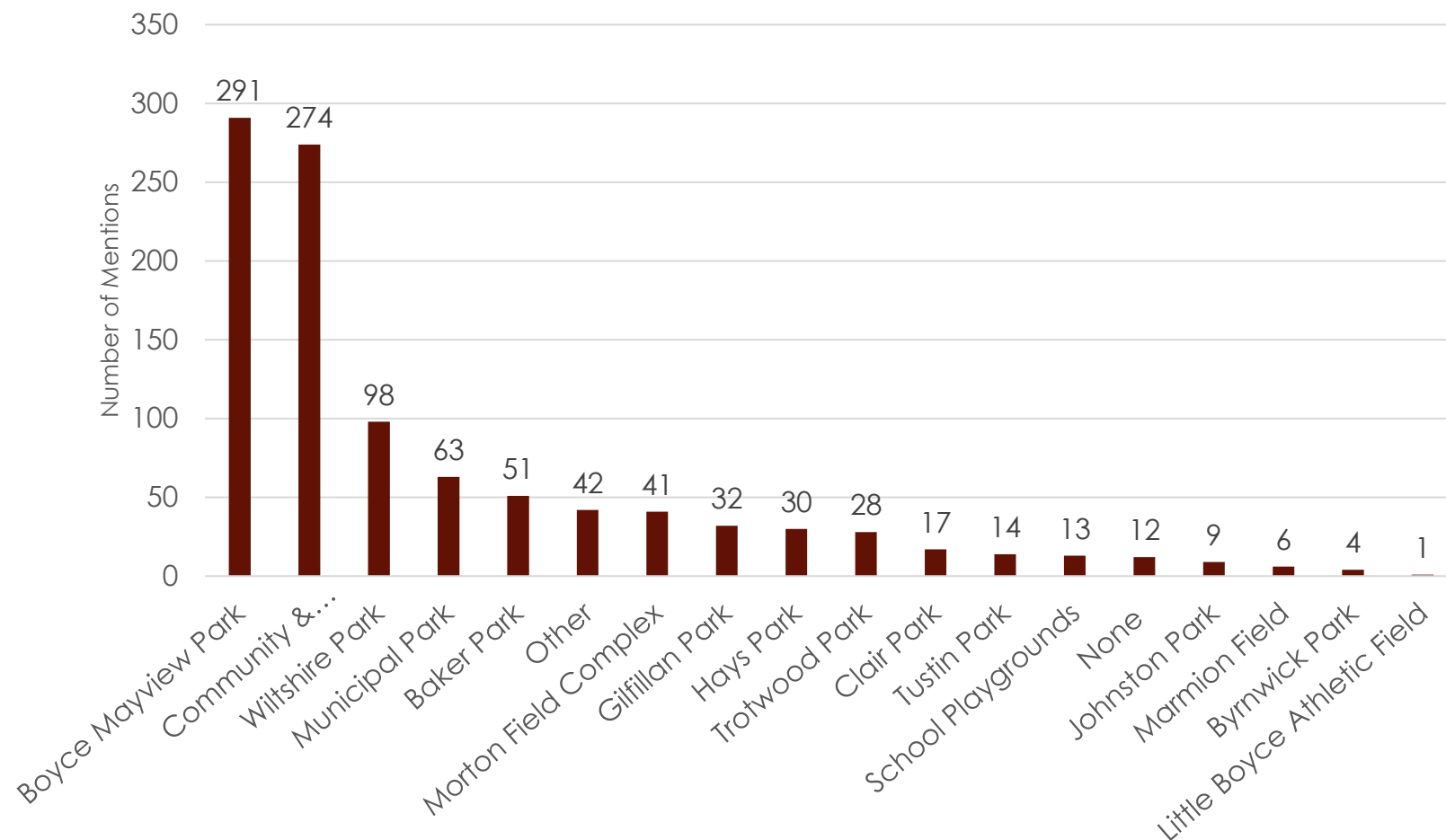
How often do you or others in your household use a Township park or recreational field?



- 40.9% of respondents use a Township park or recreational field very often
- 26.6% of respondents use a Township park or recreational field often
- 15.3% of respondents use a Township park or recreational field occasionally
- 6.4% of respondents use a Township park or recreational field sometimes
- 10.9% of respondents use a Township park or recreational field rarely

SURVEY RESULTS RECREATION AND LEISURE

Which facility or park do you visit most often?



Other Responses:

- None
- Library playground
- Wingfield Pines
- Montour Trail

SURVEY RESULTS

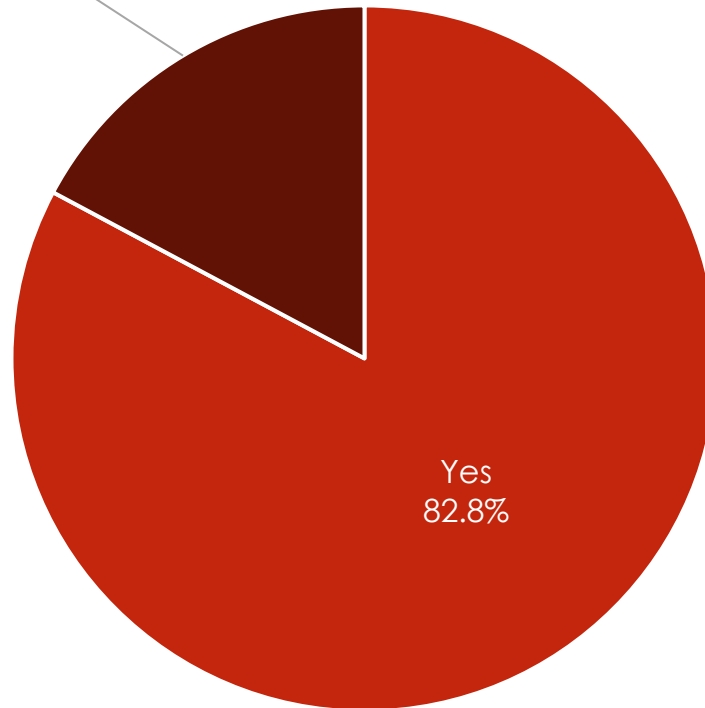
RECREATION AND LEISURE

- Of the 892 responses to this question, the top parks or recreational facilities mentioned by respondents include the following:
 - Boyce Mayview Park
 - Community & Recreation Center
 - Wiltshire Park
- As the largest park in the Township, Boyce Mayview Park and the on-site C&RC is a top destination for residents.

SURVEY RESULTS RECREATION AND LEISURE

Do you feel Upper St. Clair is investing adequately and properly in its parks and recreation assets and resources?

No (please specify
what can be
improved)
17.2%

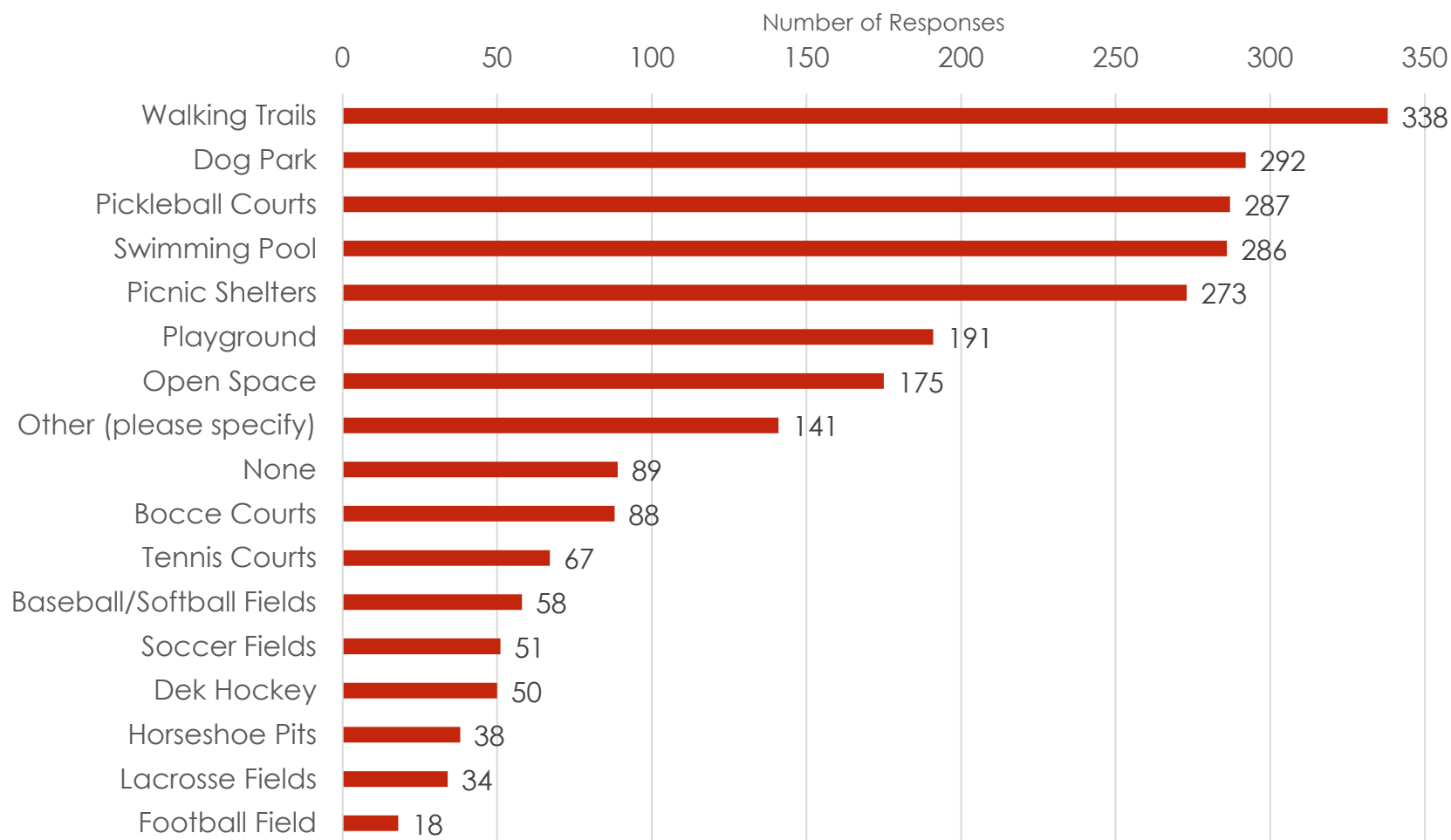


Most Mentioned Improvements:

- Pickleball facilities (49)
- Park restrooms (14)
- Dog parks (10)
- Walkability and connectivity (12)

SURVEY RESULTS RECREATION AND LEISURE

What additional recreational facilities do you think are necessary within the Township's Neighborhood Parks?

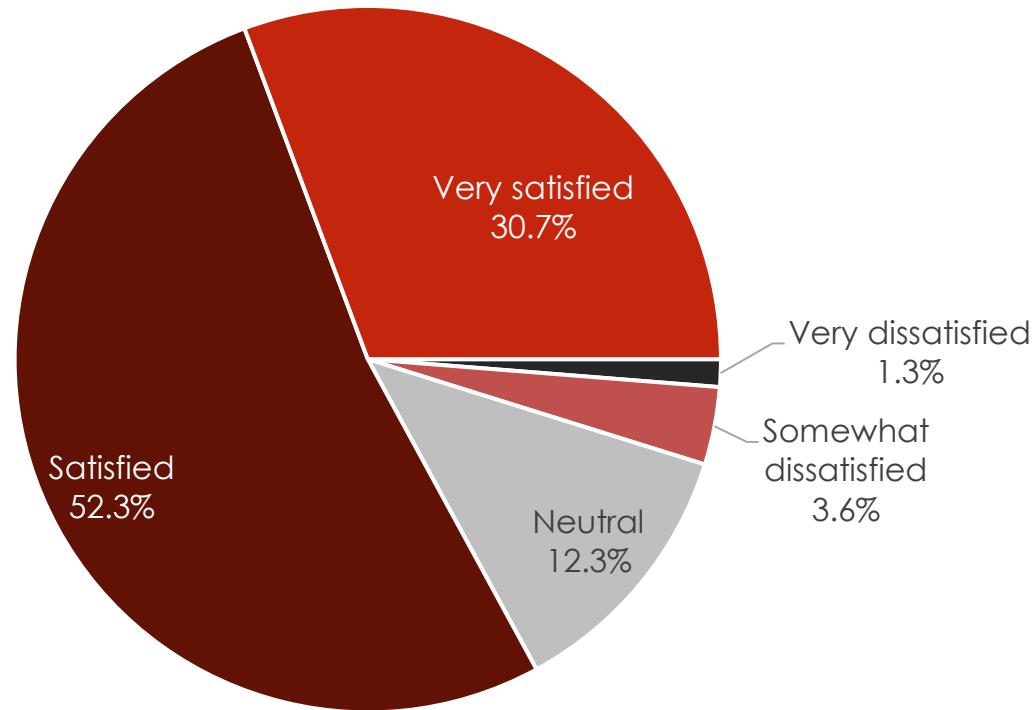


Most Mentioned Other Recreational Facilities:

- Park restrooms (24)
- Accessibility and connectivity infrastructure (12)
- Exercise equipment and facilities (21)
- A bigger pool (18)

SURVEY RESULTS RECREATION AND LEISURE

How would you rate your overall satisfaction with the Township's parks, open space, and recreational facilities?



Reasons for selecting “dissatisfied” or “somewhat dissatisfied”:

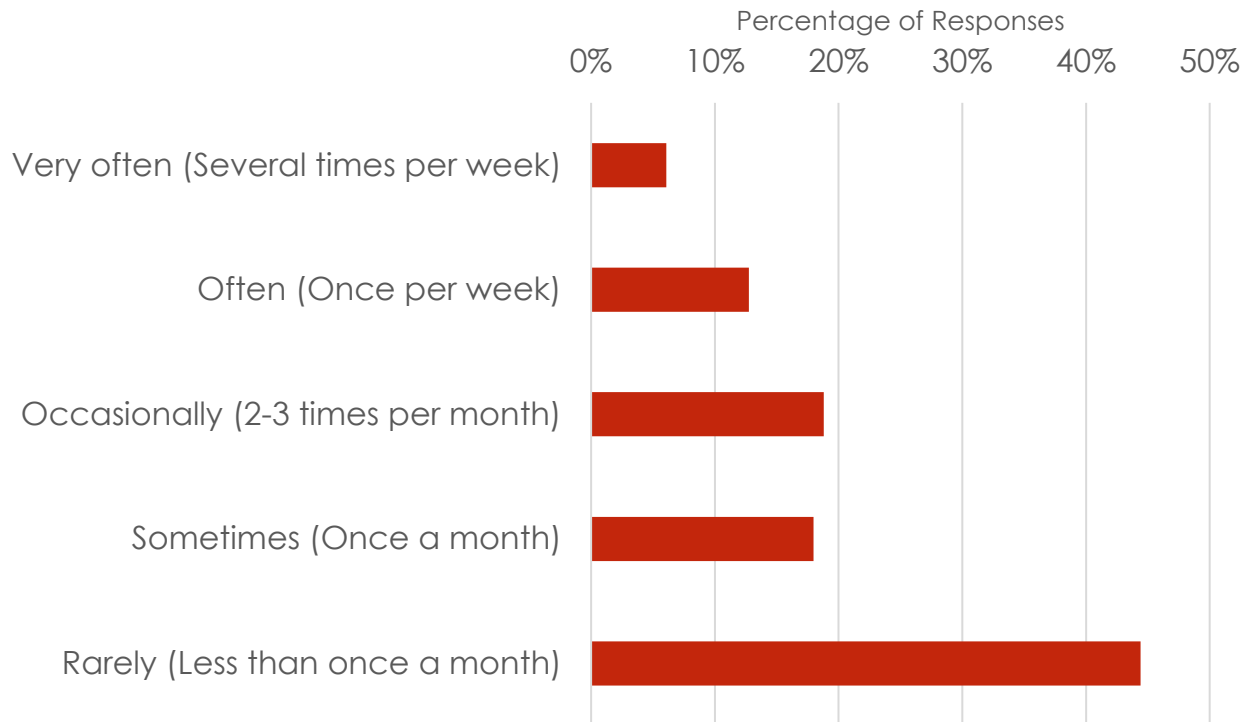
- Issues with the C&RC (14)
- Need for a dog park (8)
- Poor field quality (6)

A combined 82.3% of respondents are very satisfied or satisfied with the Township's parks, open space, and recreational facilities.

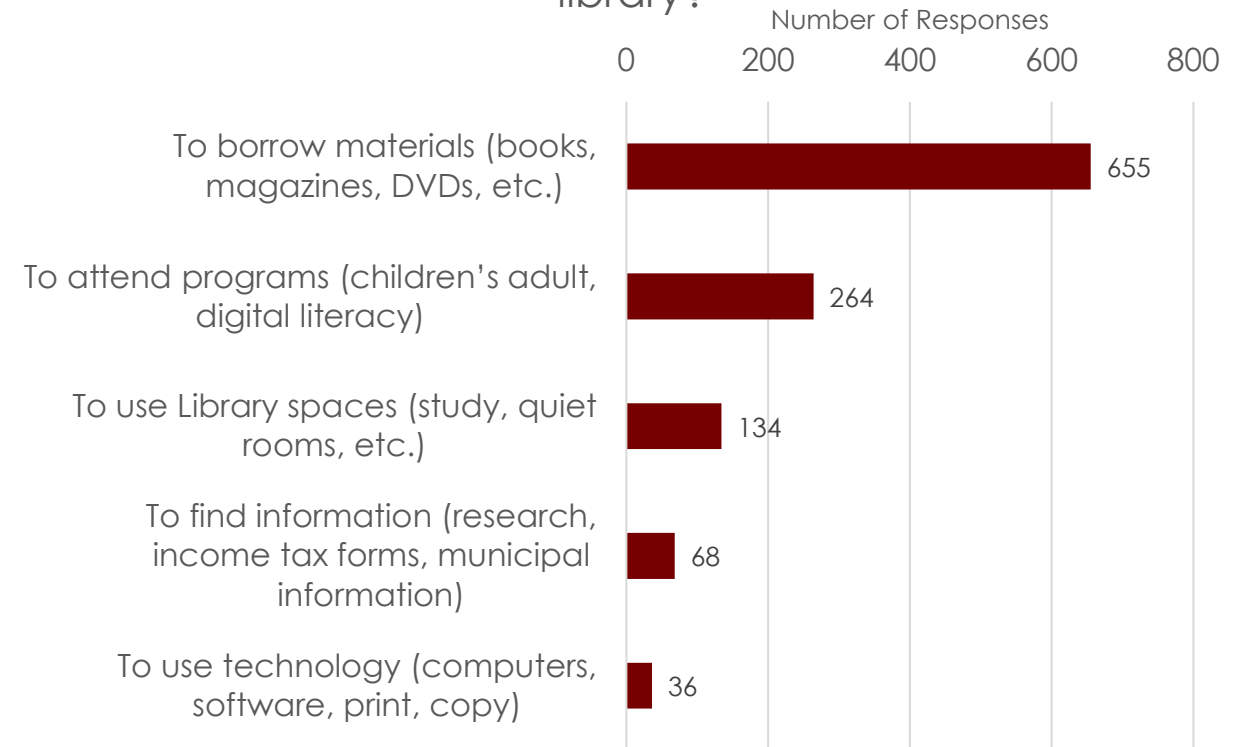
SURVEY RESULTS

LIBRARY SERVICE

How often do you use the Upper St. Clair Library?



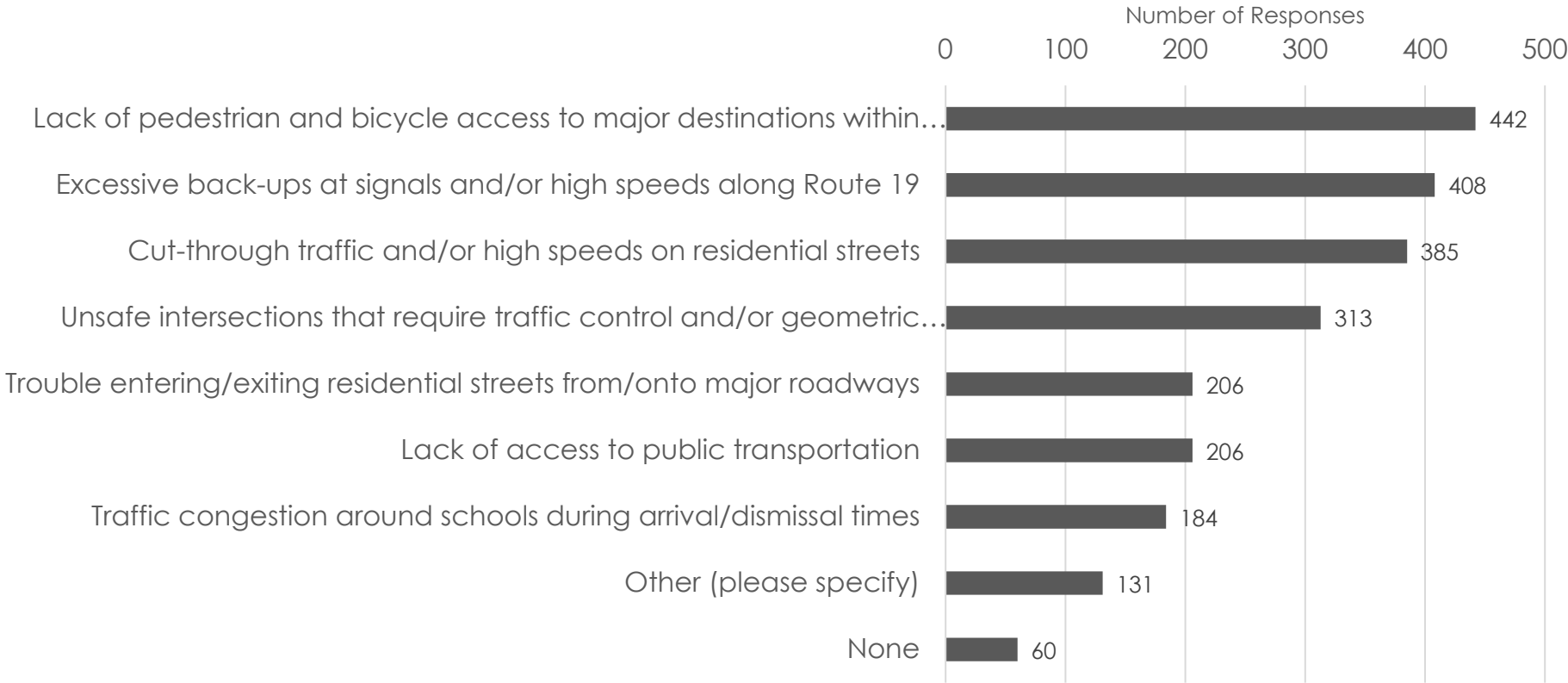
What are your main reasons for using the library?



SURVEY RESULTS

TRANSPORTATION

What does your household perceive as major transportation issues within Upper St. Clair? Please select all that apply.

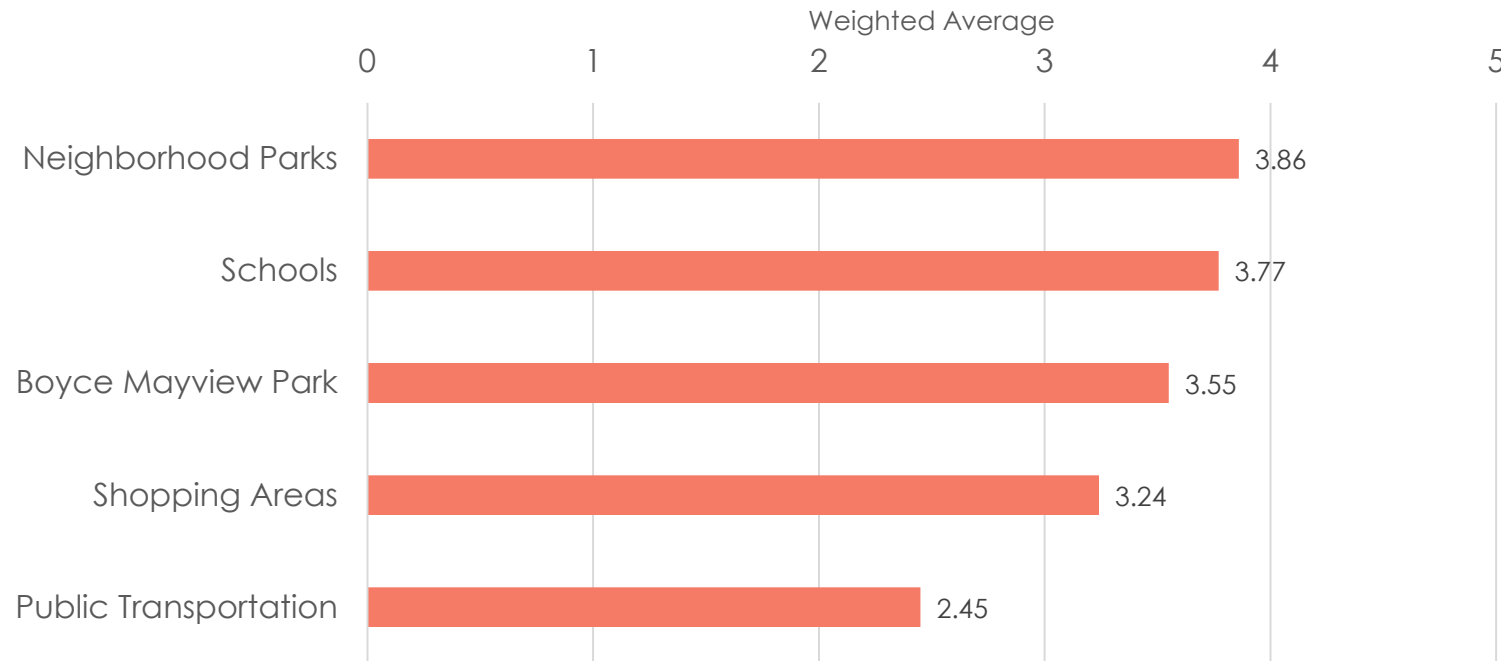


Other Transportation Issues

- Need for more sidewalks (27)
- Traffic, congestion, and difficult turns (19)
- Speeding concerns (19)
- Intersection concerns (19)

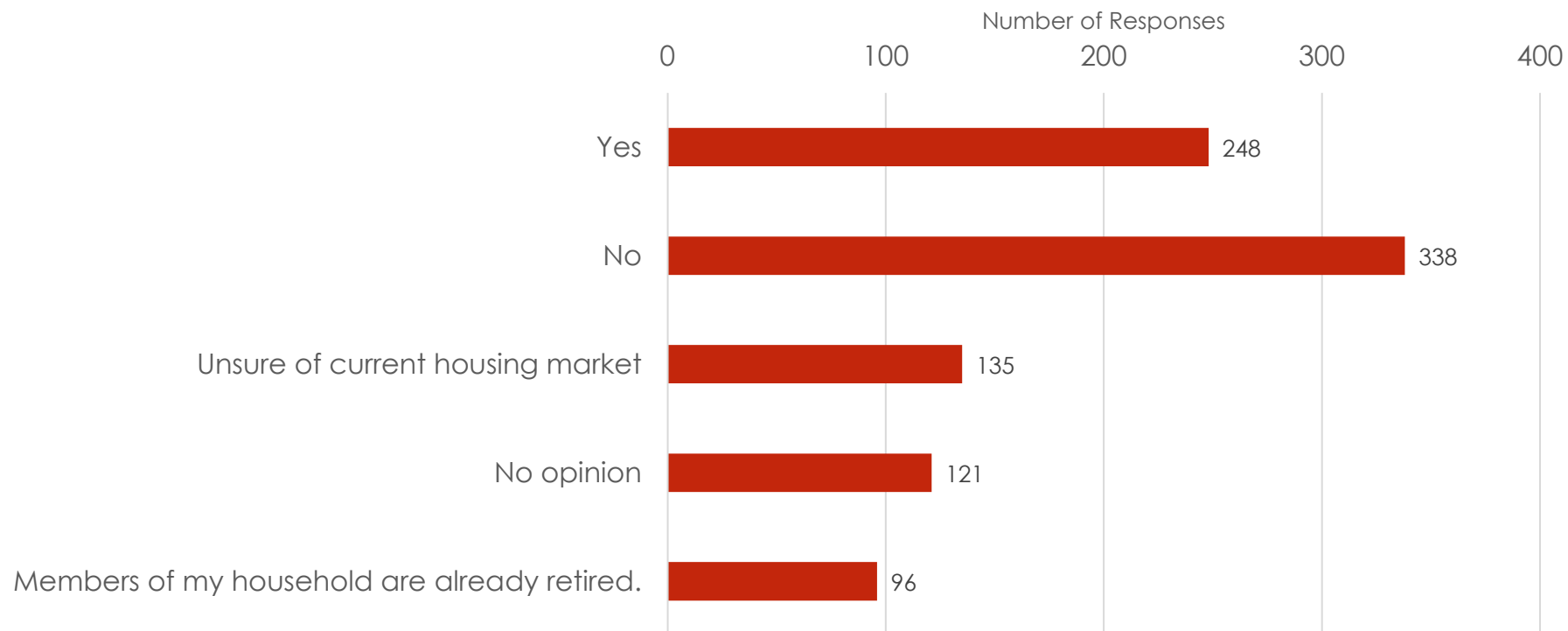
SURVEY RESULTS TRANSPORTATION

Please rate the following Township destinations of your household for pedestrian access. (1 being least important and 5 being most important)



SURVEY RESULTS LAND USE

Do you believe that the current variety and affordability of the housing in Upper St. Clair will meet your household's needs at retirement?



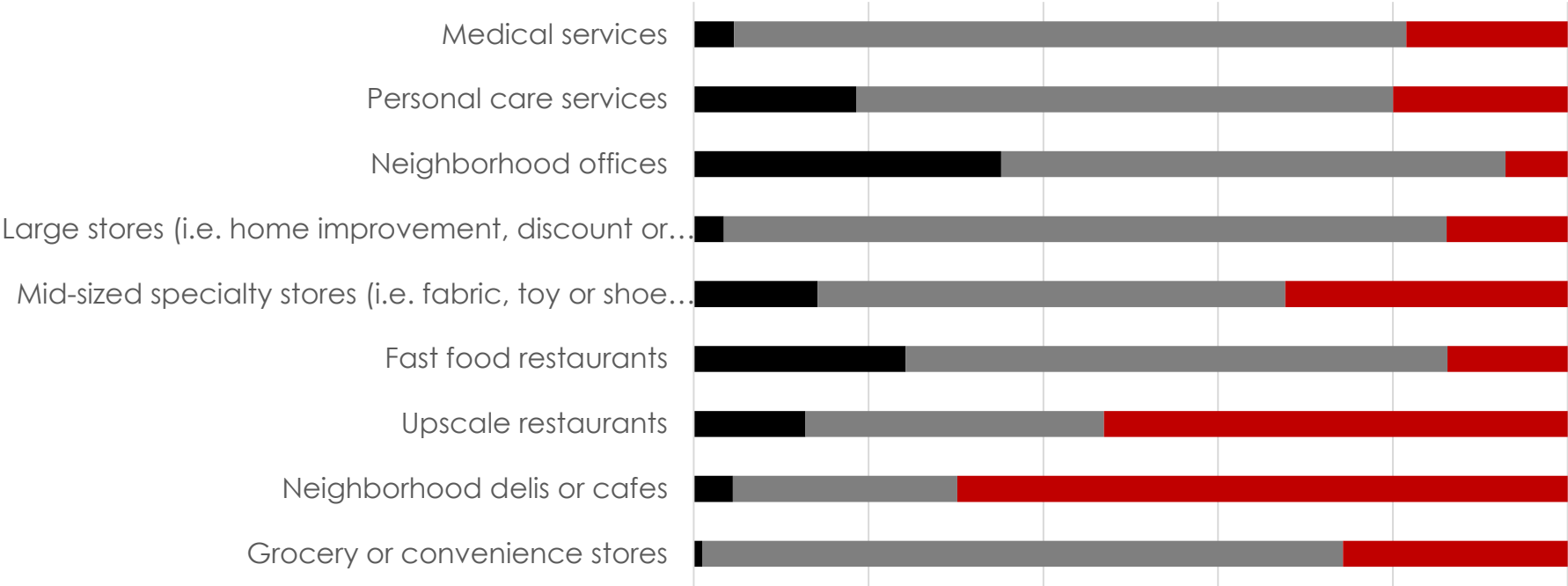
36.0% of respondents do not believe the current variety and affordability of the housing in Upper St. Clair will meet their household's needs at retirement.

SURVEY RESULTS LAND USE

How well are USC's businesses and services meeting your household's needs?

Percent of Responses

0% 20% 40% 60% 80% 100%

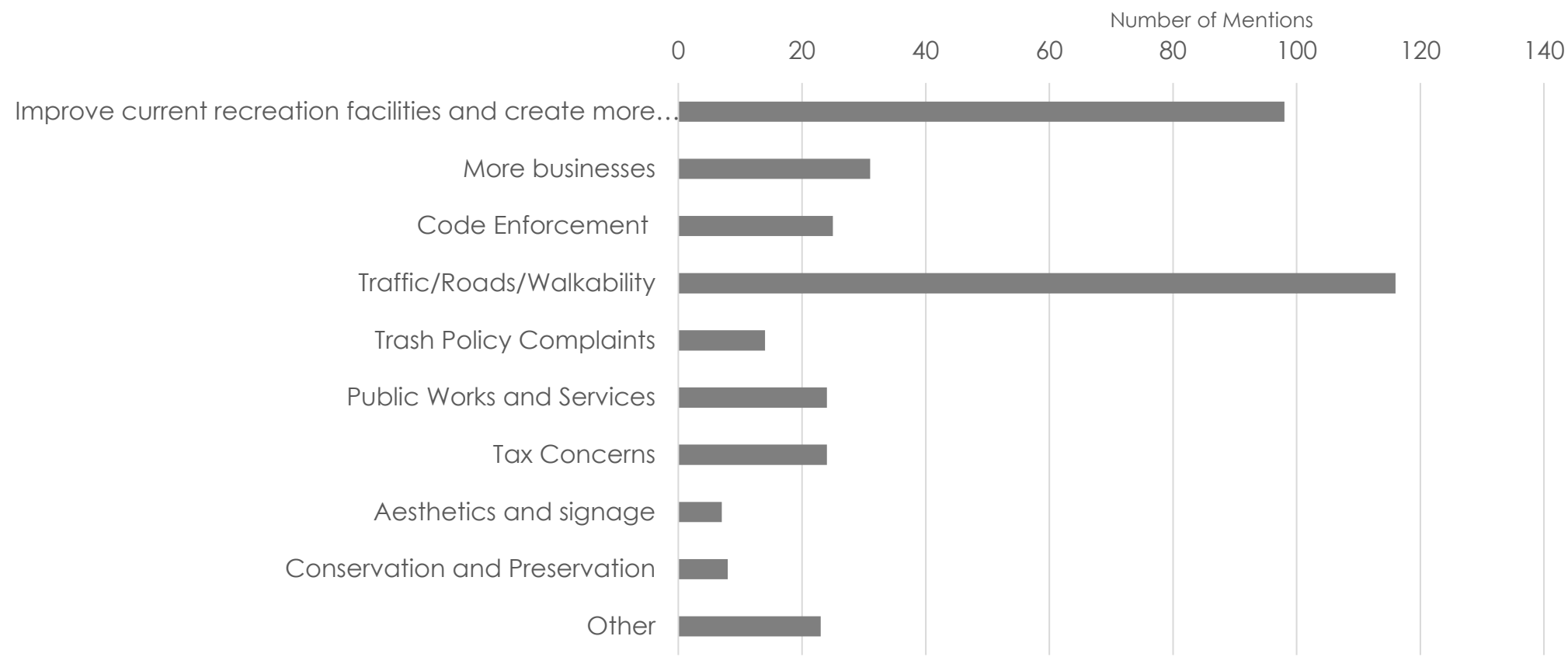


Many respondents identified a need for more dining options (both sit-down or take-out) in the Township.

■ Do not use ■ Current level is sufficient ■ Would like more

SURVEY RESULTS

Is there anything else you'd like the comprehensive planning team to be aware of moving forward with the Township's Comprehensive Plan?



SURVEY TAKEAWAYS

- Survey respondents mainly fell in the age range of 19-64.
- Most people rely on some form of Township communication (social media, magazines, or email) for Township news.
 - When asked about social media effectiveness most respondents considered email most effective.
- The top 3 reasons people choose to live in USC is schools, property resale value, and location.
 - Schools was a clear outlier with over 900 votes.
- Emergency services, streets and roads, and parks and trails were voted the most important improvements needed (in that order).
- A safe and healthy community and being a good school district are the most important aspects of USC to residents.
- Quality of services were rated a 3.5 or more (5 being excellent).

SURVEY TAKEAWAYS

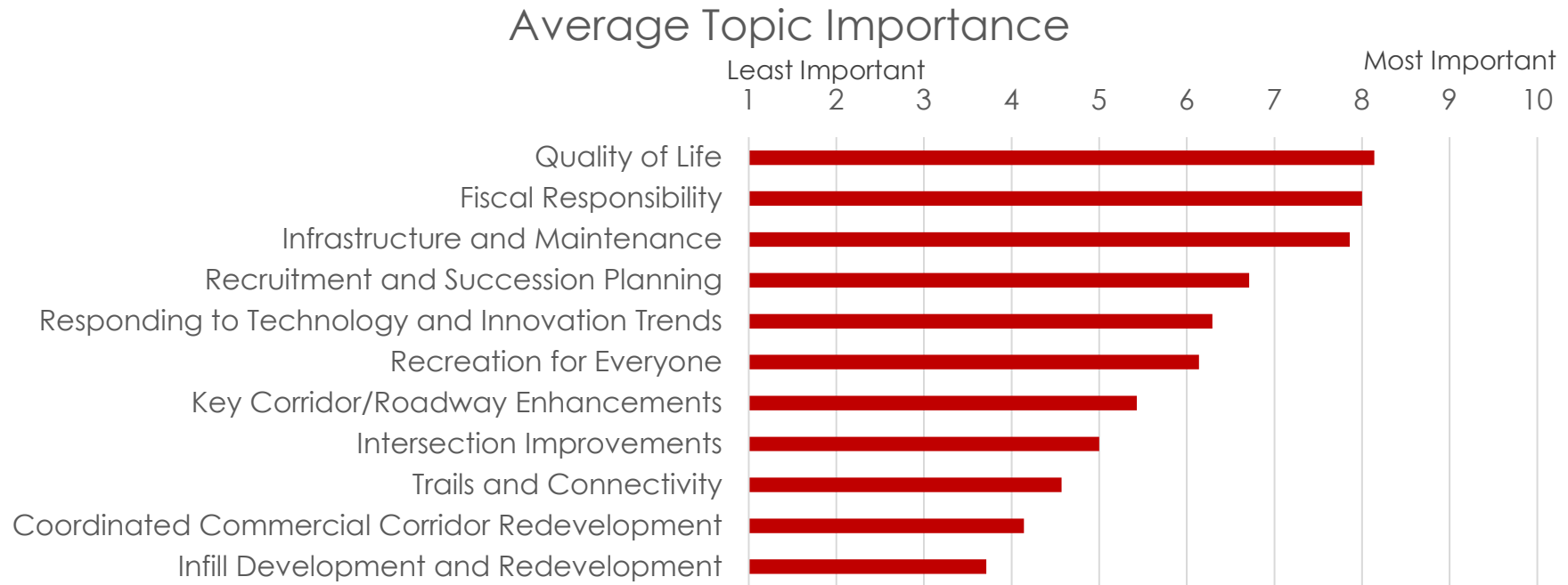
- All issues were ranked between 3 and 4 for what should be most important to Township officials the highest weighted average was stormwater management and the lowest was indoor community spaces.
- Residents' responses indicated a clear outlier with walking trails being a necessary addition to recreational facilities.
- Over half (55.6%) of respondents use the Upper St. Clair Library at least once a month and most (79.7%) go there to borrow materials.
- Residents view lack of pedestrian or bicycle access, excessive backups and/or high speeds along Route 19, and cut-through traffic/high speeds on high residential streets as major transportation issues.
 - Other streets mentioned for traffic concerns include Lesnett Road, Boyce Road, Mayveiw Road, Bank Street, and Washington Road.
- Responses weighted average for most important destination access were between 3 and 4 (5 being most important) except for public transportation.
- Most respondents believe that USC housing will not meet their households needs for retirement.



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UPPER ST. CLAIR COMPREHENSIVE PLAN

Department Heads Priorities Ranking Results



The results of the Priorities Ranking Activity conducted with the Department Heads at the Township indicate that the top three priorities to address through the Comprehensive Planning process include quality of life, fiscal responsibility, and infrastructure and maintenance. The three least important topics voted on by the Township Department Heads were trails and connectivity, coordinated commercial corridor development, and infill development and redevelopment.

Upper St. Clair Community Day

Dream Box Results

Saturday, May 18, 2024

Key takeaways: **No litter or cleanup committee (6), More sidewalks (4), Dogs in parks (4)**

1. Add real Parking space at Clair Park
2. Rockets
3. I would like the community to have cleanups in different places like parks and schools every Saturday
4. More sidewalks
5. French Café
6. I would like to have a new cleanup committee so on community day people cleanup the community
7. Lake for kayaking/canoeing
8. Ice-skating
9. Do not litter
10. Help your community
11. Highways cleaned
12. Sidewalks
13. Allow dogs in parks
14. It should have horses
15. Road construction news must be published in advance, at least to the neighborhood
16. Allow dog in parks
17. Dedicated areas for dogs in parks
18. Please allow dogs in parks
19. More sidewalks
20. Make more sidewalks in neighborhoods
21. Allow dogs in parks
22. No littering allowed
23. Make more round-about
24. Make a better pool



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MEETING NOTES

UPPER ST. CLAIR COMPREHENSIVE PLAN

Key Stakeholders Focus Group Meeting (Group 1)

June 26, 2024

Meeting Attendees:

Name	Company	Email
Laura Ludwig	HRG	lludwig@hrg-inc.com
Sommer Schneller	HRG	sschneller@hrg-inc.com
Lori Morgan	HRG	lmorgan@hrg-inc.com
Ally Buerk	HRG	abuerk@hrg-inc.com
Roger Hartung	Resident	rhartung@ikminc.com
Joe Krolczyk	Resident	joekrolczyk@aol.com
Mary Kirk	Resident	moxkirk@live.com
Bernie Lindstrom	Resident	bernlind@icloud.com
Barbara Bolas	Resident/School Board Member	bbolasster@gmail.com
Katie Black	Resident	kplucas84@gmail.com

MEETING KICKOFF

Laura Ludwig from HRG began the meeting by conducting introductions which included the key stakeholder's role and tenure in the community. After introductions, Ms. Ludwig reviewed the purpose and importance of a comprehensive plan. Ms. Ludwig also reviewed the various tasks completed to date, which included the following:

- Staff Kickoff Meeting – January 2024
- Community Tour – February 2024

- Department Heads Roundtable Meeting – February 2024
- Initial Trends Report Draft – February 2024
- Past Plans Review – February 2024
- Steering Committee Meetings – March & May 2024
- Online Survey Launched – April 2024
- Community Day Outreach Event – May 2024
- Online Survey Results – June 2024

Next, Ms. Schneller and Ms. Buerk reviewed some of the survey results collected to help lead into the SWOT analysis activity. It was noted that the full survey results will be shared with the key stakeholders after the meeting via email.

SWOT ANALYSIS

Lori Morgan from HRG started off the SWOT activity by explaining what SWOT is and what criteria could fit into each category. Key stakeholders were then given roughly ten minutes to fill out SWOT activity sheets independently. Once key stakeholders completed the activity Ms. Morgan started an open-dialogue discussion for stakeholders to share their responses and any other thoughts that related to the discussion. Key stakeholders in group one brought up the following:

Strengths

- Schools
 - School administration and board
- Public works and safety programs (police, fire, public works)
 - Township administrations, police, fire, emergency response time
- Road maintenance and snow removal
- Parks and recreation
 - Rec center, recreation programs, green space, facilities (i.e. Morton field complex and Gilfillan park with horses and hope green space)
- Unique community with a mix of housing age and style
- The number of businesses (not a ton but a good variety)
- Community Day
 - Suggestion – have a hot dog eating contest

Weaknesses

- Communications
 - Neighborhoods, municipality, departments, etc.
 - School newsletter is great, very informative

- Has to be a better way to spread the word on events and happenings
 - Communication within the township (between communities, staff, businesses, etc.)
 - Better communication to residents who are not involved in the school district
- Lack of personal mobility, walkability, and connectivity (trails, bike lanes, walking paths)
 - Need pedestrian and bicycle safety infrastructure/ crossing treatments/signaling and signage
- Pedestrian safety – need to prioritize walking over driving
 - Safety infrastructure and slowing traffic
 - Need better pedestrian safety signals (i.e. Eugene, Oregon as an example)
- Traffic, intersections, and noise pollution
 - Intersection of Mayview, Lesnett, Bank, Chartiers- connection to 79- lots of accidents; consider roundabout
 - Intersection concerns at Lesnett Rd, Chartiers, and Boyce
 - Issues with cut throughs; Mayview, Brookside
 - Traffic pollution and noise- between 19
 - Increase in traffic has been very noticeable
- Housing and Zoning
 - Housing unaffordability- specifically for young professionals
 - Need to look at zoning and allow more density, other housing types
 - Need to look at zoning, and allow for other residential uses like condos, townhomes, accessory dwelling units, zero lot line provisions
 - Housing fitting on the lot appropriately- some houses don't fit in with the existing lot sizes (i.e. Circle Drive)
 - Maintaining character of the neighborhood
- Code Enforcement and Maintenance
 - Abandoned homes or unkept houses
 - Uncut grass
 - Tennis courts could be better maintained, ball holders are quite outdated, along with some other equipment
 - Aging infrastructure (i.e. aging pipes and electric)
 - Tree maintenance – old trees falling down and leads to many power outages (i.e. Brookside)
- Recycling rules and procedures are frequently changing
 - Need more recycling options – cardboard, glass containers at municipal building?
- Water runoff and mitigation
- Lack of dining options, walkable
- T- station issues, theft at the mall

Opportunities

- Walkability and Mobility
 - More interconnected trails
- Connectivity and Community

- Create more gathering spaces (i.e. coffee shops) and have more community wide events (suggestion for food truck festival)
 - Farmers Market is excellent, but wants to expand, space is currently limited (currently Westminster, with adjacent green space toward Fort Couch, use parking at school instead; high school is largest existing area)
 - Need a “downtown” space
- Better communication with residents and between school and non-school communication systems
 - Strategic planning for events
- Recreational facilities (i.e. pickleball), but needs noise regulation
- Preservation of open space/green space and wetlands
 - Can expand upon people’s involvement with nature (i.e. McLaughlin Run Road by post office)
- More communication with surrounding municipalities

Threats

- Competition from neighboring communities (i.e. more affordable housing, services, amenities)
- Losing neighborhood connectivity
- Safety – increase in crime recently – lots of car break ins and thefts (i.e. trailheads, mall area, T-Station, homes, Trader Joe’s, recreational facilities)
 - Increases in crime seen at trailheads, mall, driveways, Whole Foods, Trader Joes, Tennis Courts, and St. Clair Country Club
- Lost greenspace for development/overdevelopment
- Community Recreation Center allowing non-residents to have memberships (oversaturation)
 - Residents should have first priority and access to the most resources
 - Threats

Other Comments

- Communication needs to be improved, not everyone was aware of the survey
- Sidewalks are definitely needed in some areas, but they do take up greenspace
 - There was already a sidewalk fund, but did not see significant improvement
 - Walkability adds an attractive value to the community
 - Would pick trails over sidewalks for recreation, access, and connectivity
 - Safety concerns due to high traffic, not safe for kids to walk to schools or parks (i.e. Brookside neighborhood)
 - Sidewalks should be limited to specific places in the Township highlighting key locations in the community for critical access and opportunities
 - Rec Center; Mayview Road (sidewalk stopped when they got to the tight bend in the road)- can no longer walk and bike easily to the Rec Center; Parking and traffic burden at the Rec Center

- Target areas for sidewalks include Harrogate to Miranda and around Whole Foods, Fort Couch Road, and the school
 - New developments putting sidewalks on one side of the street
 - Neighborhood parks would benefit from connectivity
- Traffic and intersection concerns
 - More traffic than there used to be
 - Mayview Road corridor has experienced significant growth – 100s of new housing units and a lot more traffic along this roadway makes it unsafe for many to walk to Boyce Mayview Park and the Rec Center
 - There are traffic and parking issues at the Rec Center and Boyce Mayview Park, especially when multiple activities are all going on at the same time
 - Light timing on Route 19 is better than it used to be
 - Going north on route is difficult
 - We should not encourage walking along Route 19 unless the proper buffer/separations are put into place
 - Tunnel?
- New traffic signals, timing of lights
 - Brookside
 - Devinwood
 - Church
 - High School
 - There were supposed to improvements – timing of lights, updated flashing signals, and piano key crosswalks but these were never installed
- Don't want to become McKnight Road or Mt. Lebanon
- It would be interesting to check the survey results from the last plan, and see if there are similar issues that are still prevalent now, especially in regard to transportation improvements at key intersections and traffic concerns
- Greenspace is important and preserving what greenspace we do have left
- Safety is a top priority

NEXT STEPS

To wrap up the meeting, Ms. Ludwig reviewed the next steps in the planning process and other opportunities for engagement. Key stakeholders noted that they wanted to be as involved as possible by reviewing the trends report and survey results and participating in any other future engagement events.



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MEETING NOTES

UPPER ST. CLAIR COMPREHENSIVE PLAN

Key Stakeholders Focus Group Meeting (Group 2)

June 26, 2024

Meeting Attendees:

Name	Company	Email
Laura Ludwig	HRG	lludwig@hrg-inc.com
Sommer Schneller	HRG	sschneller@hrg-inc.com
Lori Morgan	HRG	lmorgan@hrg-inc.com
Ally Buerk	HRG	abuerk@hrg-inc.com
Dan Schwartz	Resident	dschwarz@americanbridge.net
Brian Schill	Resident	blschill@aol.com
Jesse Thomas	Resident	jthomas35@aol.com
Andrew Zahalsky	Resident	zahalsky@hotmail.com

MEETING KICKOFF

Laura Ludwig from HRG began the meeting by conducting introductions which included the key stakeholder's role and tenure in the community. After introductions, Ms. Ludwig reviewed the purpose and importance of a comprehensive plan. Ms. Ludwig also reviewed the various tasks completed to date, which included the following:

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Next, Ms. Schneller and Ms. Buerk reviewed some of the survey results collected to help lead into the SWOT analysis activity. It was noted that the full survey results will be shared with the key stakeholders after the meeting via email.

SWOT ANALYSIS

Lori Morgan from HRG started off the SWOT activity by explaining what SWOT is and what criteria could fit into each category. Key stakeholders were then given roughly ten minutes to fill out SWOT activity sheets independently. Once key stakeholders completed the activity Ms. Morgan started an open-dialogue discussion for stakeholders to share their responses and any other thoughts that related to the discussion. Key stakeholders in group one brought up the following:

Strengths

- Almost everything – great Township!
- Cleanliness
- Décor
- Parks
 - Boyce Mayview Park
 - Community Recreation Center is not centrally located
- Public Works
- Work well with PennDOT
- School District
 - Draw for new residents
- Stormwater Management – top notch in figuring out and addressing issues

Weaknesses

- Communication with the residents – do have Alex now so we're moving in the right direction.
 - Peters Twp has an app that folks can download and use
 - Reaching everyone / all ages
 - Need some standards for housing
- Could have a better sense of family / community
 - Community engagement – especially the Police in the community
- Too rigid in our ordinances – I know we want to be clean and green but it is too much

- Currently do not allow beekeeping or backyard chickens
 - Business-wise (ribbon-cutting event was not permitted) can't get a temporary signage permit
 - Signage
- Corridor around the mall – too much traffic, congestion, awful getting through that corridor (even with the improvements with the light timing a few years ago)
 - Light sequencing and traffic
- Housing prices
 - High housing costs skew demographics
 - Mostly happening in R-1 which have the most zoning restrictions
- Neighborhood connectivity – lack of sidewalks
- No centrally located park in the community
 - Dogs not allowed in certain areas
- Need better code enforcement of some of the obvious violations
 - Illegal dumping (tires), trailers, unregistered cars parked that never move
- Bad intersections
 - McMillen to Painters Run Road
 - Lesnett and Mayview Road (Roundabout potentially in the works!)
- Non-residents that have access to everything – Rec Center is packed. Increase fees for non-residents. Our residents should have first priority!
- Dogs are not permitted unleashed in many places, could benefit from a dog park
- McLaughlin Run Road; outback property- for sale in the floodplain; why developing in a floodplain?
 - Opportunities for park or open space “development” in floodplain
 - Area by the ballpark available (Township purchase)

Opportunities

- Update and review ordinances
 - Beekeeping and backyard chickens - not currently allowed
 - Temporary permits – signs, banners, balloons, for events, etc.
 - No window advertising
 - Enforcement of the obvious – dumping, cars parked, trailers, etc.
- Housing – higher density uses needed – condos, apartments, townhomes, etc.
 - Multi-family housing
 - Creating accessibility
- Gilfillan – underutilized resource and park
- Need a dog park
 - McLaughlin Run Road corridor / floodplain – great place for a stream front park or even a dog park (don't have to worry about flooding)
- Property next to ballfields and another property would take Township owned property all the way to the post office
- Work with the local chamber of commerce with regard to local business – there are three chambers
 - Peters, Southwest, Bethel Park

- Leverage what open space remains left in the community – for more accessible park land, trails, etc.
- More communication with Township businesses, open dialogue for potential developers – door open policy – talk about ideas, be more open to change
- Areas of opportunity along Route 19
- More sidewalks

Threats

- Bridgeville's Stormwater Management – they are not doing a good job and just point their finger at Upper St. Clair
- Ordinances too rigid
 - Signage regulations
 - Conditional Use process – need more business uses permitted by right
-
- Increasing property values, housing prices – certain demographics may not be able to afford to live here anymore
- Increasing property taxes
- McLaughlin Floodplain and potential development
 - Dog park?
- Business atmosphere – Township needs to be pro small business and be more open, promote what they do have
- Ordinance enforcement issues for obvious issues- trailers outside houses, cars that no longer move

Other Comments

- Properties left that could be developed
 - Across from St. Louise – owned by Jesse's uncle
 - McLaughlin Run Road corridor
 - Farm behind Middle School
 - Acreage in Deerfield left – Jesse – about 50 acres
 - Gilfillan's have some property – he's on the historical board – not sure of his intentions
 - Boyce and 19 – Jesse
- Reputation is that you are tough, but fair and Township is probably known to be tougher – fine line
- General pretty good property maintenance and upkeep
- Traffic, roads – did survey call out any of them?
 - McMillen to Painters Run Road
 - Lesnett and Mayview Road (Roundabout potentially in the works!)
- Zoning and Redevelopment
 - Limited areas left that are zoned C-2
 - Need to consider revising the to enable redevelopment

NEXT STEPS

To wrap up the meeting Ms. Ludwig reviewed the next steps in the planning process and other opportunities for engagement. Key stakeholders noted that they wanted to be as involved as possible by reviewing the trends report and survey results and participating in any other future engagement events.



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MEETING NOTES

UPPER ST. CLAIR COMPREHENSIVE PLAN

Key Stakeholders Focus Group Meeting (Group 3)

June 26, 2024

Meeting Attendees:

Name	Company	Email
Laura Ludwig	HRG	lludwig@hrg-inc.com
Sommer Schneller	HRG	sschneller@hrg-inc.com
Lori Morgan	HRG	lmorgan@hrg-inc.com
Ally Buerk	HRG	abuerk@hrg-inc.com
Angela King	Resident	angela.king8783@gmail.com
Sarah Hollihan	Resident	sarah.hollihan@gmail.com
Sandy Goldstein	Resident	Sandy@sandygoldstein.com

MEETING KICKOFF

Laura Ludwig from HRG began the meeting by conducting introductions which included the key stakeholder's role and tenure in the community. After introductions, Ms. Ludwig reviewed the purpose and importance of a comprehensive plan. Ms. Ludwig also reviewed the various tasks completed to date, which included the following:

- Staff Kickoff Meeting – January 2024
- Community Tour – February 2024
- Department Heads Roundtable Meeting – February 2024
- Initial Trends Report Draft – February 2024
- Past Plans Review – February 2024

- Steering Committee Meetings – March & May 2024
- Online Survey Launched – April 2024
- Community Day Outreach Event – May 2024
- Online Survey Results – June 2024

Next, Ms. Schneller and Ms. Buerk reviewed some of the survey results collected to help lead into the SWOT analysis activity. It was noted that the full survey results will be shared with the key stakeholders after the meeting via email.

SWOT ANALYSIS

Lori Morgan from HRG started off the SWOT activity by explaining what SWOT is and what criteria could fit into each category. Key stakeholders were then given roughly ten minutes to fill out SWOT activity sheets independently. Once key stakeholders completed the activity Ms. Morgan started an open-dialogue discussion for stakeholders to share their responses and any other thoughts that related to the discussion. Key stakeholders in group one brought up the following:

Strengths

- Community feel / atmosphere
- Parks and Recreation Facilities
- Municipal Building property
- Community Day
- Rec Center and other parks and rec facilities
- Community events are lovely
- Everything is well kept
- Great police protection
- Citizen's Police Academy – spread the word more!
 - Shows what police and fire do on a typical day
- Schools
- Splash pads are great – would love to have more!
- Municipal building and public spaces are well kept and attractive
- Community Feel

Weaknesses

- More speed bumps on roads to control speeding / speeding on roads (or other roads)
 - Mayview Road
 - Fort Couch Road
- Lack of sidewalks, connectivity – need more sidewalks
 - Neighborhoods to commercial areas
 - Residents to parks

- Not currently a walking community, but can be one
- Need more streetlights/better lighting – dark at nighttime
 - Pedestrian safety
- Need more businesses in Sienna – upper level still has vacancies – rent is high
 - Parking difficult at Sienna on lower level
- Pineridge is all offices now, not much retail or dining
- Leaf clean up and yard waste service - would be nice to do this in the fall
- More before/after school programming (at the schools themselves)
 - After school activity bussing

Opportunities

- Better communication
 - Spread the word more about what is going on
 - More Facebook and social media pages – better advertising of what is being offered
 - More community groups
- School activity bus for kids that are involved in activities that have working parents
- Patio homes for seniors (like in Siena)
 - Large amount of population are seniors
 - They need housing if they want to stay here and sell their larger homes
- Rec Center does not take senior insurance, senior insurance is accepted at other places (i.e. JCC)
 - Large portion of population is seniors that should be able to access community facilities
- More events and community gatherings (what they do offer is great, but more of it!)
- Traffic and accessibility- people want connectivity more but the traffic is not getting safer
 - Speed bumps can help control speeding vehicles
 - More traffic circles for traffic management
 - Enforcement issues
- USC post office may be closing due to poor quality

Threats

- Social media threats that the kids are watching on their phones
 - Phones as a whole, especially in school
- Increasing Traffic – congestion, speeding, etc.
 - Lesnett/Mayview Road intersection
- Lack of accessibility
 - Social media usage in youth
 - Schools should not permit cell phone usage at school
- Dress codes should be stricter in schools
- Poor quality park restrooms
- Yard maintenance is not heavily enforced especially on busy roads

Other Comments

- Love the traffic circle
- Are we losing the post office?
- USC has always been a safe place to live
- More sidewalks, maintenance, and enforcement
 - Sidewalk on Fort Couch is overrun with weeds
 - Safer crossing along Fort Couch
 - Flashing lights or signals
- More lights
- Wants more of the same, preserving what we already have
 - Elements are there, need to be connected figuratively
- Uniqueness – what makes us so unique?
 - Excellent schools
 - Community feeling
 - Parks are so beautiful and there are so many of them
 - Library
 - Sense of community
 - Block parties, food trucks, etc. started with COVID and have been maintained
- Code enforcement could be better
 - Properties that are not in great shape and look bad – weeds, conditions, high grass
 - Right now, someone has to call to report a potential violation and then the Township will look into it
 - Along busier roads
- Lesnett Road/Mayview Road Intersection very dangerous
 - Control traffic
- School – needs a dress code

NEXT STEPS

To wrap up the meeting Ms. Ludwig reviewed the next steps in the planning process and other opportunities for engagement. Key stakeholders noted that they wanted to be as involved as possible by reviewing the trends report and survey results and participating in any other future engagement events.



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MEETING NOTES

UPPER ST. CLAIR COMPREHENSIVE PLAN

Library Staff Meeting

August 1, 2024

Meeting Attendees:

Name	Company	Email
Laura Ludwig	HRG	lludwig@hrg-inc.com
Ally Buerk	HRG	abuerk@hrg-inc.com
Chris Gmitter		

SWOT

After introductions, Laura Ludwig from HRG began the meeting by explaining what a comprehensive plan is and then opened the discussion up to library staff. The discussion was aligned with SWOT analysis.

Strengths:

- Library staff- full and part time
- Strong municipal support from elected officials and administrators
- Good budget
- 5th highest circulating library in the county
- Free reign to try things/do different types of programming
- Board is supportive
- Regional draw from other communities- Bethel Park, Peters, Mt. Lebanon, Bridgeville
 - Super users
- Space and location is great- welcoming space and has ample parking
- Friends of the Library Program
- Programming- most things in person
 - Fresh ideas- bingo, paint by numbers
 - Adult programs are consistent
 - Summer reading program is a big success

- Renewed energy- lots of people within the community are committed
- Knowledge of staff

Weaknesses:

- Location is not on a footpath
- Parking lot is disorganized
- Speeding around entry and exit points
- Walkway is dangerous
 - No railings or painted curbs
 - 12in. drop
- Crosswalk needs better signage and/or warning lights
- Library is hidden within the municipal building
- Library signage could be better; hard to navigate
- Communication
 - People are unaware the library is open (post-COVID or post-construction)

Opportunities:

- Utilizing the weekly school district email blasts
- Advertise the 3rd floor study space/more utilization of the 3rd floor
- Work with the Parks and Recreation Department more
 - Gilfillan Farms
- Partner with/support Public Works
 - Inter-departmental support/co-projects
 - Staff is receptive
- Art based adult programming is expanding
- Keeping up with new trends/new ideas
- Speed bumps
- Flags or yard signs to promote the programs
- Friends of the Library could be expanded
- Set a clear identity for the library and its capabilities
- More space for teens
- Online resources and workshops through ACLA
- Could advertise through ACLA, but too broad of ads could alienate residents

Threats:

- Weak communication
- County funding fluctuations
 - Funding changes yearly
 - Big lump sum from RAD, USC gets their portion
 - Perception that USC doesn't need funding because USC is affluent
- Some more advantaged libraries have to help fund more disadvantaged libraries

- E-resources' cost is rising every year
- School district's expectations- certain limitations
- Misconceptions of library's identity
 - People believe the library is either part of the school district or Carnegie Library System
- More restrictions from the county in 2025
- RAD pass has its perks, but has created some complications
- Magazine is only sent out quarterly

NEXT TEN-YEAR DISCUSSION

After the SWOT analysis, Ms. Ludwig opened the discussion to library staff to discuss where they saw the library in the next ten years and what their goals are. Library staff agreed that with the new space they have there is opportunities to learn how to better utilize the space and create a better flow so the library would be easy to navigate. The library staff wants to make the library more accessible for people of all ages, and for everyone to feel welcome and that they have a comfortable space for them. It was also mentioned that the library staff wants to see the library highlighted as a resource and grow with the Township. Creative ideas like building an entertainment center that includes the library by the Rec Center and a Story Mobile (a van or other vehicle where library staff could bring books and activities all over the community) were also discussed by library staff. The main goal highlighted throughout this discussion was that library staff wants the community to know where the library is and make it easy for people to access.



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MEETING NOTES

UPPER ST. CLAIR COMPREHENSIVE PLAN

Steering Committee Kickoff Meeting

March 21, 2024

Meeting Attendees:

Name	Company	Email
Laura Ludwig	HRG	lludwig@hrg-inc.com
Sommer Schneller	HRG	sschneller@hrg-inc.com
Lori Morgan	HRG	lmorgan@hrg-inc.com
David Sirota	Planning Commission	dmsirota@verizon.net
Robin Weissert	Planning Commission	rcdst9@yahoo.com
Adam McGurk	Planning Commission	amcgurk@vt.edu
Yvonne Piecknick	Planning Commission	ypiecknick@hotmail.com
David Wade	Planning Commission	d.wade@att.net
Jeff Krantz	Planning Commission	Jtmm723@gmail.com
Jake Polochak	Planning Commission	jake@mopolaw.com
Callie Munch	Township Staff	munch@twpusc.org
Matt Innes	Township Staff	innes@twpusc.org
Adam Benigni	Township Staff	benigni@twpusc.org
Alex Pepke	Township Staff	pepke@twpusc.org
Dante Plutko	Vice President, Board of Commissioners	
Richard Thomas	At Large Member, Board of Commissioners	
Pamela Enck	Ward 2, Board of Commissioners	

TASKS COMPLETED TO DATE

After introductions, Laura Ludwig from HRG began the meeting by reviewing the purpose of a comprehensive plan and the role and responsibilities of the Steering Committee. She then reviewed the various tasks completed to date, which included the following:

- Staff Kickoff Meeting – January 2024
- Community Tour – February 2024
- Department Heads Roundtable Meeting – February 2024
- Initial Trends Report Draft – February 2024
- Past Plans Review – February 2024

Ms. Sommer Schneller from HRG reviewed some of the findings of the Trends Report. Mr. Wade noted the 1,000 jump in population from 2020 to 2021. Ms. Schneller and Ms. Lori Morgan from HRG noted that this could be due to differing ways data was collected and also could be an impact from COVID. Ms. Schneller offered to look into it in more detail.

Mr. Sirota noted that it would be interesting to dive a bit more into the 0-19 school aged population and to look to see if the data really shows that people are moving to the Township due to the school district.

DRAFT COMMUNITY SURVEY REVIEW

Ms. Ludwig stated that HRG has been working with Township staff to develop the draft community survey questions and that they were sent out for review and comment. She also reviewed the timeline for trying to finalize the draft, noting that it had to be finalized for inclusion in the Township newsletter, which is set to hit residents' mailboxes the second week of May. So, it is important to get the survey finalized so that the link and QR code can be included before the newsletter goes to print.

Mr. Wade noted that the survey was quite robust. Ms. Weissert had asked if it was possible to do separate surveys by category or to stagger when various sections are released, as it is a lot for folks to sit down and complete all in one instance. The following comments were shared regarding the survey draft:

- Question 2 – Many residents may not know what ward they live in. Might be beneficial to add an option “I live here, but I do not know my ward” and to also provide an option for those that may complete that do not live in the Township, “I own a business or work here.”
- Questions 7, 12, and 21 – The bars and arrows used to rank are confusing. Maybe there is another way to rank them and revise the way these are set up for answers.
- Question 12 – There are a lot of different ones to rank here. It will be time consuming and challenging to complete.
- Question 4 – Only having Male and Female options may offend someone. Also, maybe don't make this one required to answer.

Mr. McGurk asked if a survey was completed as part of the 2015 Plan and if so, noted that it may be beneficial to have some similar questions for comparison purposes from 2015 to this survey. Mr. Benigni reported that a survey was done for the 2015 Plan and some of the questions that Township staff added to the draft survey were consistent with the old survey.

There was a general discussion on whether or not to require that all questions be answered. In addition, it was also asked if the survey could be split up into smaller, mini surveys as opposed to the one larger and longer survey. There was a general concern that if it took too much time, people would not fill it out.

It was also asked if someone can save and come back and complete it later? HRG noted that yes, they believe that to be the case, but they can confirm.

A steer member asked if postcard mailers were going to go out to promote the survey, as that was done back in 2015. Ms. Ludwig said that there will be a blurb and links and a QR code in the next issue of the newsletter. In addition to the newsletter, Alex Pepke noted that the survey will be shared on the website, including the front page, a separate webpage, and also as a news alert, and the Township's social media outlets – Twitter, Facebook, and Instagram. It will also be shared with the email list.

Mr. Sirota asked if hard copies of the survey would be made available? Ms. Ludwig answered yes, hard copies will be provided and can be placed and collected at select sites throughout the Township.

Mr. Sirota asked if it would be shared through the School District's channels. The Township will look into this.

Ms. Ludwig also noted that HRG will have a table at community day with flyers, paper surveys, and an iPad that people could use to fill it out.

Ms. Weissert asked who all receives the newsletter, as she does not currently receive it. Ms. Piecknick also noted at her old address, she did not receive it. Mr. Pepke stated that he could look into it, and that they get new lists from the Post Office for each issue that goes out.

SWOT ANALYSIS

Strengths

- Our educational system- everyone went to college out of high school, being smart is good here
 - People are desperate to have their children go to school here
- Boyce Mayview is primarily natural and should be kept that way
 - Most everyone has a park near them (neighborhood parks)
 - We need to define “sustainable” for the case of USC
 - Building more parks may lead eventually to higher taxes, for example

- What makes us sustainable: High homeownership rates mean people care more about their community, good rates of younger residents, good tax base, good/ well managed financial situation, community leaders who are finance-aware
- Safe community, if I need a police officer/fire man, they will come. Staff answer my questions and I feel safe to share my opinions.
- Parks system as a whole
- Commissioners give a lot of attention to detail when doing projects, they do excellent job placemaking and branding
- We have many amenities and opportunities for the youth to contribute to a bright future
- Home values in the township, school district value
- Public works department
 - Snow plowing the roads in the winter
- Various New community organizations invested in their township
- Community day – allows all members intermingle
- USC magazine is great, collaboration between school board and township, anyone can contribute
- Accessibility to township staff
- We are able to accommodate disabled children in the school district and township

Weaknesses

- Lack of walkability
 - Lots of trails, not many sidewalks, lack of connectivity (neighborhood to neighborhood)
 - Not all of USC has sidewalks
- Some know a lot about the community, and some know little about the community
 - Information is available though, caused by lack of initiative, easier access to email lists
 - Informal social media groups that share both accurate and inaccurate information about the Township
- Shortage of meeting space for the various community organizations, should have more spaces that can be booked
- Perception from other townships about our community, people think we're conceited/stuck up

- Once you're here, it's an incredibly friendly place to be, wealth doesn't seem to matter as much within the boundaries
- Traffic in general
 - Traffic along Rt 19, truck noise
 - Township is a "throughway" for other key destinations
 - Fort Couch/Rt 19 intersection is a mess
- Community is mostly built out; land will become more valuable
- We don't have a central business district
 - Caused by historic land uses being primarily farmland

Opportunities

- Make the through roads toll roads
- The rec center- there is always room for improvement
 - Over 13,000 members
 - Also a threat, too many members can cause overcrowding concerns
 - Opportunity to adjust programming or expand the rec center
- We should look at all the Township spaces to see how they can be improved
 - Consider an amphitheater in one or more parks (could double as a potential meeting space for community groups)
 - School district buildings sit vacant in the summer, could be used for meeting space or other public uses
 - Pickleball courts are always in high demand, but are noisy
- Codes could be revised and updated, make it more user-friendly
 - Codification
- Inventory of assets for residents to use so that spaces are used more efficiently

Threats

- Flooding
 - What other municipalities do to regulate water impacts us

- Township is mostly built out
- Municipal mandates from the county, state, etc. that are hard to meet
 - Push from regulators for communities to do more joint projects with neighboring areas
- Some neighboring communities are rapidly improving, we may not seem as premiere anymore
 - Many communities have improved so much, and it makes them more attractive
- Electrical supply- power goes out every week for a short time
 - Caused by infrastructure demand/age and falling trees
- Older homes and mature trees, municipal rules allow those issues to self-remedy
- Revenue streams, at what point do we raise taxes? What other revenues can we collect?
 - Should the Plan determine places to rezone for higher tax revenues?

NEXT STEPS

Ms. Ludwig wrapped up the meeting noting that the meeting slides, updated draft survey, and SWOT notes would be sent out to the Steering Committee members for their review and comment. She noted that finalizing the survey is a top priority given the newsletter will be going to print soon. The next meeting will likely be scheduled for May or June and a doodle poll may be sent out for a separate meeting date so that we do not interfere with regular Planning Commission agenda items.



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MEETING NOTES

UPPER ST. CLAIR COMPREHENSIVE PLAN

Steering Committee Meeting #2

May 22, 2024

Meeting Attendees:

Name	Company	Email
Sommer Schneller	HRG	sschneller@hrg-inc.com
Lori Morgan	HRG	lmorgan@hrg-inc.com
Ally Buerk	HRG	abuerk@hrg-inc.com
David Sirota	Planning Commission	dmsirota@verizon.net
Yvonne Piecknick	Planning Commission	ypiecknick@hotmail.com
David Wade	Planning Commission	d.wade@att.net
Adam McGurk	Planning Commission	amcgurk@vt.edu
Callie Munch	Township Staff	munch@twpusc.org
Matt Innes	Township Staff	innes@twpusc.org
Adam Benigni	Township Staff	benigni@twpusc.org

TASKS COMPLETED TO DATE

After introductions, Lori Morgan from HRG began the meeting by reviewing the various tasks completed to date, which included the following:

- Staff Kickoff Meeting – January 2024
- Community Tour – February 2024
- Department Heads Roundtable Meeting – February 2024

- Initial Trends Report Draft – February 2024
- Past Plans Review – February 2024
- First Steering Committee Meeting – March 2024
- Online Survey Launched – April 2024
- Community Day Outreach Event – May 2024

COMMUNITY DAY RECAP

Sommer Schneller shared that HRG had attended Upper St. Clair's Community Day on May 18, and had talked with about 40 people at the event. HRG offered planning themed coloring pages that were very popular with the kids that included the survey link. In addition, paper copies of the survey and tablets were available at the booth to encourage people to fill out the survey. HRG also had a dream box activity that allowed community members to share their wants and goals for the future. All the comments received in the Dream Box are included in the meeting slides. After reviewing the dream box results a steering committee member mentioned that pickle ball was becoming very popular in the area as a potential upgrade to parks, and asked if HRG has received related comments. HRG did not receive comments about pickle ball at community day but took note of the general desire in the community.

ONLINE SURVEY UPDATES

Ms. Schneller next provided an update about the Online Community Survey. She noted that 942 responses had been received. Three had come in since the presentation slides were created. She also noted that the survey is set to close on June 7th. It would be great for the Township to advertise the survey again on social media. HRG would like to reach one thousand responses. To reach that goal, the survey could remain open longer. HRG and Township staff can discuss if this is necessary. The Township also noted that there may be hard copies of the survey completed at the library, which they will get to HRG for entry.

Steering committee members mentioned the difficulty of finding the survey ad in the USC Today Magazine as well as issues with finding the survey on the Township website. Another steering committee member brought up using The Almanac as a potential means of advertising the survey.

FUTURE LAND USE MAP DISCUSSION

To kickoff the future land use discussion, Ms. Morgan explained the purpose of a future land use map and the objective of the activity. Mr. Benigni mentioned that roughly 95% of the community is residential and that most land is already developed. Major issues with redevelopment are flooding and planning around different slopes. Mr. Benigni also mentioned FEMA would be updating their new flood maps which could impact potential development. Staff and steering committee members agreed that commercial space where the Outback Steakhouse and YMCA pool used to be (along McMurray Rd.) would be good space for development, however flooding poses a major risk for those properties, these properties could be turned

into naturalized open space or floodable recreational uses, to help combat flooding. McLaughlin Run Rd. is another area where staff and steering committee members voiced concerns about flooding. Painters Run Rd. was also mentioned as a potential place for commercial redevelopment. Mr. Benigni also mentioned that PennDOT may consider expanding Painters Run Rd. in the distant future, although this may be difficult with the space available. Properties along Boyce Rd. were also mentioned for potential redevelopment and rezoning as needed. During the activity it was noted that pedestrian crossing was a concern along McMurray Rd. near Wilshire Park.

At the end of the discussion, Ms. Morgan summarized what she was generally hearing from the Steering Committee- that they would like the Township to generally remain as it is, with little significant change to the existing land use or zoning. The Steering Committee and Township Staff confirmed that the general goal will be to maintain the Township as it currently is, just highlighting the few opportunities for appropriate redevelopment.

GOALS

The main goal agreed upon by both staff members and steering committee members was to generally maintain the community as it is, with primarily single-family homes and lots of park space. In addition, another goal is to work to combat flooding issues and to ensure that the long-term sustainability of the high-quality of life that the Township has created already is maintained.

Other Goals

- Patio homes- provide some additional housing diversity that is appropriate for the character of the Township, but would allow existing residents to age in place.
- Reduction of noise from traffic.
- Create more active recreational uses in existing parks, where able and appropriate. Provide additional facilities, including parking. This may also include the expansion of the Community and Recreation Center.
- Improve non-motorized connectivity, focusing on connections to trails, parks, schools, and residential neighborhoods.
- Increase code enforcement- this may require hiring a second code enforcement officer.
- Changing budget to a focus on maintenance instead of construction, keeping in mind the long-term sustainability of planning efforts. This is important to the overarching considerations for the Township to sustain their current quality of life and services provided. This definition of sustainability should be considered throughout the development of the plan.
- The improvement of current flooding issues should also be prioritized in the plan. HRG staff will work with in-house staff to explore potential recommendations.

NEXT STEPS

Ms. Morgan wrapped up the meeting by addressing the next steps. The online survey will be closing on June 7th and then the results will be analyzed and presented at the next Steering Committee meeting. Organizing and scheduling the stakeholder interviews/focus groups is a top priority and the key stakeholder contact list was requested from the Township. Once that information is received, the focus group meeting(s) will be organized and scheduled. The next meeting will likely be scheduled for July or August. One member of the Steering Committee noted that August might be slightly better timing. HRG and Township staff will coordinate to set the next Steering Committee meeting date.



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MEETING NOTES

UPPER ST. CLAIR COMPREHENSIVE PLAN

Steering Committee Meeting #3

August 8th, 2024

Meeting Attendees:

Name	Company	Email
Sommer Schneller	HRG	sschneller@hrg-inc.com
Lori Morgan	HRG	lmorgan@hrg-inc.com
Ally Buerk	HRG	abuerk@hrg-inc.com
Jake Polochak	Planning Commission	jake@mopolaw.com
Yvonne Piecknick	Planning Commission	ypiecknick@hotmail.com
David Wade	Planning Commission	d.wade@att.net
David Sirota	Planning Commission	dmsirota@verizon.net
Adam McGurk	Planning Commission	amcgurk@vt.edu
Robin Weissert	Planning Commission	RCDST9@yahoo.com
Matt Innes	Township Staff	innes@twpusc.org

TASKS COMPLETED TO DATE

After introductions, Lori Morgan from HRG began the meeting by reviewing the agenda for the meeting and the various tasks completed to date, which included the following:

- Staff Kickoff Meeting – January 2024
- Community Tour – February 2024
- Department Heads Roundtable Meeting – February 2024
- Initial Trends Report Draft – February 2024
- Past Plans Review – February 2024

- First Steering Committee Meeting – March 2024
- Online Survey Launched – April 2024
- Community Day Outreach Event – May 2024
- Online Survey Closed– June 2024
- Key Stakeholder Meetings– June 2024
- Survey Results – June 2024

ONLINE SURVEY RESULTS REVIEW

Sommer Schneller then reviewed various key take aways from the survey results and showed some example results from questions in the survey. Ms. Schneller also highlighted that the survey results had already been sent out by Ms. Ludwig, but could be shared with the Steer again. During the review of the results, the Steering Committee questioned respondent interest in additional police presence. HRG staff noted some of the specific comments received, like additional presence may be needed within certain places in Upper Saint Clair, where crime rates have been increasing, or that police presence was noted as an important feature of the community, and ongoing presence was needed to maintain current standards. It was also noted by the Steering Committee that during the time when the survey was open to the public there was a surge of break-ins and robberies that may have impacted survey results.

KEY STAKEHOLDER AND LIBRARY STAFF MEETINGS

Ms. Schneller next presented the results of the SWOT analysis from the key stakeholder meetings. After reviewing, the Steering Committee inquired about the school districts involvement with the Plan. Ms. Morgan noted that they had not had an official meeting with the school district staff, however school board members were present within the key stakeholder meetings. Key stakeholders were broken up into three groups: residents (consisting of board members, HOA representatives, and other involved residents), land developers, and real estate agents.

Ms. Buerk then presented SWOT results from the library staff meeting. Ms. Buerk also noted that the meeting discussion led to points that may not be easily addressed by the Comprehensive Plan HRF staff felt that the Steering Committee and Staff should have an update on recent progress. Results will also be shared with the Township so they can be captured by other appropriate municipal planning efforts. While there were mainly positive comments by library staff regarding municipal support, there were concerns brought up about library accessibility and communications that may be able to be addressed within the Comprehensive Plan.

FUTURE LAND USE MAP ACTIVITY RESULTS

Ms. Morgan explained that a future land use map is used as guide for future uses and development based on the community's vision. HRG staff presented the results of the FLU mapping exercise completed at the previous Steer meeting, as well as the draft FLU map developed by HRG staff as a result of that input. HRG asked the Committee review the draft to ensure it accurately represented what the Steer and Staff had discussed at the previous Steering Committee Meeting. The Steering Committee highlighted that the intersection of Boyce Road and Route 19 was a major point for redevelopment. The Steer also noted that

a narrative may be best fit for the discussion of the intersection as they prefer to not establish a definite future for the areas redevelopment. The former Outback and YMCA properties are also considered key parcels in the FLU discussion, again noting that potential opportunities should be highlighted in the narrative, as it may include the Township's involvement to preserve these areas that are within the floodplain. The Steer noted that they would like to utilize these properties for public space, appropriately developed based on the potential flood in the area, if funding is available. Mr. Innes also mentioned that the Township would be taking over the last property along McLaughlin Run, which may also be a potential property for redevelopment.

THEME AREAS BRAINSTORM

HRG staff had came up with the following theme areas for review and discussion:

- Promote Parks and Recreation for All
 - Park and Facility Improvements
 - Maintenance
- Enhance Administrative and Municipal Services
 - Communication, Emergency Services, Code Enforcement, Outreach/Engagement with the Public, Trash/Recycling, and Financial Sustainability
- Foster Community Pride and Resilience
 - Maintain quality of life and foster culture
 - More community events
- Encourage Transportation Infrastructure and Connectivity Improvements
 - Transportation Plan and Infrastructure Study
 - Sidewalks and Trails?
- Address Flooding and Stormwater Issues
 - Development Perspective vs. Addressing Flooding in General
 - Regional issue and regional approach or look at it holistically in terms of development options/potential
- Promote Redevelopment and Infill Development Opportunities
 - Land Use and Ordinance Review

Ms. Morgan then opened the discussion to the Steer to edit these theme areas in any way. The Steering Committee felt that overall, the theme areas needed to be combined and kept simple. They also noted that they felt "Enhance Administrative and Municipal Services," was the most important theme area. It was also mentioned that "Foster Community Pride and Resilience," could be added as a subset of the "Enhance Administrative and Municipal Services," theme areas and "Promote Parks and Recreation for All," could be combined with the "Encourage Transportation Infrastructure and Connectivity Improvements," theme area (transportation needs to a major subset within transportation). The Steer also made the following comments regarding issues that need to be addressed within the theme areas:

- Consider adding a yard waste removal service
- A building inspector is being hired by the municipality to combat code enforcement concerns
- Community communication regarding flooding is a major issue and should be address with a multi-municipal approach

- Issues with the sewage system
- Frequent power outages
- Parks need to be maintained and enhanced, but no new parks needed
- While the school is a separate entity, addressing access to the school, flooding risks, and restoration is necessary
 - Parking is an issue at the school also
- “Promote Redevelopment and Infill Development Opportunities” theme area should be separate due to the amount of legal precedents within the section

HRG staff expressed some concerns about combining so many key theme areas and still ensuring that critical elements are addressed appropriately. In the end, the Steer left it to HRG to review and revise the theme areas, with the general note to streamline and reduce the overall number to ensure critical points are clearly made.

TRANSFORMATION SKETCHES

HRG staff discussed the purpose and benefits of transformative sketches within the Plan, and presented the following suggestions for transformative sketches:

- Robb Hollow Road and Painters Run Road Intersection Improvements
- McMillen Road and Painters Run Road Intersection (may be limited here from an engineering perspective, tricky!)
- Boyce Mayview Road Improvements (traffic calming and sidewalks – not a ton of room here though)
- McLaughlin Run Road Commercial Area – Corridor Improvements / Ped Improvements?
- Devonwood Drive School Connection
- Dog Park at Outback Property
- Fort Couch Road – Congestion issue, sidewalks / safer nonmotorized connections

The Steer agreed that the Fort Couch Road and Route 19 intersection and the Boyce Road and Route 19 intersection needs to be improved, and that more signage should be considered around Fort Couch Road. The Steering Committee also suggested that HRG staff look at police collision reports to identify potential roads/intersections that may need improvements. The Steer also noted that the intersection of McMillian Road and Cook School Road has been the subject of lots of complaints. Pickleball courts should be considered as a main recreation improvement sketch. Again, the Steer generally left it to HRG and Township staff to determine the most beneficial areas and improvements to depict through the transformative sketches, following general comments from the Committee.

NEXT STEPS

To wrap up the meeting, Ms. Morgan addressed the next steps. HRG staff will summarize notes from meeting discussion and send them out, will finalize the Key Theme Areas, and draft Goals and Objectives to accompany them with Staff and Steer. Once those are established, HRG staff will begin writing the Plan. Matt Innes stated that he will follow up regarding the next meeting dates.



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MEETING NOTES

UPPER ST. CLAIR COMPREHENSIVE PLAN

Comprehensive Plan Draft – Public Open House Meeting

March 26, 2025

NUMBER OF ATTENDEES

Roughly 33 community members attended the meeting. Sign in sheets are attached.

MEETING KICKOFF

Laura Ludwig from HRG began the meeting by conducting introductions of the HRG consulting team. After introductions, Ms. Ludwig, Ms. Schneller, and Ms. Morgan reviewed each agenda item for the evening's meeting, which included details on the following:

- What is a Comprehensive Plan?
- The Planning Process
- Online Community Survey Results
- Review of Draft Plan Themes Areas and Vision Statements
- Next Steps
- Engagement Exercises
 - Transformative Sketch Boards
 - Non-Motorized Connectivity Map
 - Implementation Voting Exercise
 - Draft Plan and Comment Box

The following sections summarize the comments received from the engagement exercises.

TRANSFORMATIVE SKETCH BOARDS

Montour Trail Connection

- A suggestion was made to connect this proposed trail to the Boyce Mayview Park Perimeter Trail

- Continuing the connecting into Peters Township is vital for Montour Trail success

McLaughlin Run Corridor Public Facilities

- No comments were made on this sketch.

McMurray Road Corridor Connectivity & Stormwater Management

- No comments were made on this sketch.

NON-MOTORIZED CONNECTIVITY MAP

- There is potential for future connection to Bridgeville and to Millers Run Road, comprised of some trail, bike lanes, and sharrows. This route is already being bicycled.
- Completion of the sidewalk surrounding Boyce Mayview Park so that residents can walk to the park safely.
- Add a sidewalk at the east end of Morrow through Ravine Park.
- Do not pave existing trails that exist within Boyce Mayview Park.
- Complete sidewalks along Mayview Road from Oak Park to Star Ridge.

COMMENT BOX

- Better trail maintenance and marking in Boyce Mayview Park please.
- The Plan proposal fails to deal with the lack of sidewalks along Mayview Road so residents can safely walk to this multi-million dollar facility in (almost) our backyard. USC needs to correct this issue. Walking along Mayview Rd is dangerous. Please get this corrected. Seems silly to have to drive here from Galaxy Circle to then walk the park.
- Coordination with the June 2024 Plan especially concerning the future of the C&RC.
- McLaughlin Run Corridor Sketch – Love the walking path and new field – please no turf!
- McMurray Road Sketch – Also yay for walking trails
- Please finish the sidewalks from Oak Park Ct to Star Ridge and connect to the south where current sidewalk ends.

IMPLEMENTATION VOTING EXERCISE

Enhancing Municipal Administrative Services

- Objective 1.1 (Update the Township's internal communication plan increase communication with members of the various municipal departments, boards, and commissions.)
 - 0 votes
- Objective 1.2 (Update the Township's external communication and public outreach plan to increase communication with members of the community and partner organizations.)
 - 2 votes
- Objective 2.1 (Maintain the existing high quality of life and remain an aesthetically rich and vibrant Township.)
 - 3 votes

- Objective 2.2 (Promote a sense of place, a sense of community, and an overall positive culture.)
 - 2 votes
- Objective 3.1 (Continue to update the capital improvement plan every year.)
 - 2 votes
- Objective 3.2 (Continue to put forth a fiscally conservative annual budget.)
 - 2 votes
- Objective 3.3 (Develop an operational and organizational strategic plan that sets goals for the next 3-5 years but also examines succession of municipal employees.)
 - 1 vote
- Objective 3.4 (Continue to seek grants to help fund projects and initiatives in the Township.)
 - 5 votes

Promoting Parks & Recreation Opportunities and Amenities

- Objective 1.1 (Develop a prioritized list of projects and improvements needed at the Township's parks.)
 - 1 vote
- Objective 1.2 (Conduct improvement projects as needed based on the prioritized list.)
 - 6 votes
- Objective 1.3 (Complete a Parks Master Plan for the Township Parks system.)
 - 0 votes
- Objective 2.1 (Conduct improvements and renovations consistent with the 2024 Community & Recreation Center Post COVID Facility Assessment.)
 - 5 votes
- Objective 3.1 (Conduct routine maintenance consistent with Park Master Plans, Capital Improvement Plans, and as needs arise.)
 - 4 votes

Encouraging Transportation Infrastructure & Connectivity Improvements

- Objective 1.1 (Improve traffic flows and safety along major corridors and at key intersections throughout the Township.)
 - 4 votes
- Objective 2.1 (Complete the Annual Street Resurfacing Program)
 - 1 vote
- Objective 2.2 (Complete miscellaneous roadway improvement projects as needed.)
 - 1 vote
- Objective 3.1 (Improve walking and biking connections from neighborhoods to neighborhoods.)
 - 4 votes
- Objective 3.2 (Connect neighborhoods and amenities through existing trails by providing trail spurs or trail expansions or through the construction of new sidewalks.)
 - 5 votes
- Objective 4.1 (Explore the feasibility of connecting Boyce Mayview Park to Fairview Park.)
 - 0 votes

- Objective 4.2 (Explore the feasibility of connecting to the Montour Trail from the trails in Upper St. Clair to the trailhead in Peters Township off of Valley Brook Road.)
 - 6 votes

Guiding Land Use & Environmental Best Practices

- Objective 1.1 (Identify any potential ordinance or map changes.)
 - 0 votes
- Objective 2.1 (Identify target areas for housing growth and development in the Township.)
 - 0 votes
- Objective 2.2 (Consider the development of additional housing types to diversify the housing stock so that housing in the Township is accessible to varying income levels.)
 - 2 votes
- Objective 3.1 (Ensure the housing mix allows aging residents to remain within the community.)
 - 4 votes
- Objective 4.1 (Participate in regional advocacy groups and other organizations that seek to improve stormwater, flooding, and other environmental concerns in the area.)
 - 4 votes
- Objective 5.1 (As park improvement projects occur, incorporate best management practices within the design and construction of the improvements and renovated facilities.)
 - 0 votes
- Objective 6.1 (Update the Township-wide map that identifies all problem areas for flooding and stormwater concerns.)
 - 1 vote
- Objective 6.2 (Explore the feasibility of taking over certain flood-prone properties within the Township and the potential reuse of these properties for increased stormwater quality controls and best management practices as part of the Township's MS4 program to benefit the community as a whole.)
 - 2 votes
- Objective 6.3 (Continue to participate in the CRS program and pursue a higher rating.)
 - 0 votes

**C. 2024 COMMUNITY &
RECREATION CENTER
FACILITY ASSESSMENT**

TOWNSHIP OF UPPER ST. CLAIR

Community & Recreation Center Post COVID Facility Assessment



FINAL REPORT JUNE 14, 2024



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Section I - Introduction

The Upper St. Clair Community & Recreation Center has been an excellent managed and operated public recreation center since it opened nearly 15 years ago. This study was completed to analyze the operations of the Upper St. Clair Community & Recreation Center, with particular attention to the impact that COVID 19 had on the center. More specifically the report identifies the reasons for the center's continued operations success as well as where changes could be considered to increase the operational efficiency, and performance of the facility in the future.

There was a previous assessment completed in 2018 and many of the recommendations from that report have been instituted.

This study is based on information gathered from a site visit to the Community & Recreation Center and interviews with Township and recreation staff as well as an on-line survey of the community.

In addition, there was also a review of operational, program, and administrative information, records, and material supplied by the Recreation and Leisure Services Department staff.

What follows is a summary of the operations and efficiency of the Upper St. Clair Community & Recreation Center, with recommendations for the future. Any recommendations being made are with the knowledge that it may be challenging to implement all the findings in this assessment with the current operational funding levels of the Department, the staffing levels for the center, and the necessary time/resource requirements for completion.

It is important to note that this is a general assessment and not every aspect of the center's operation has been analyzed in detail.

A. Review Background Information

1. Identify center operations parameters
 - a. Market changes since the last assessment
 - b. Site/location issues or changes
 - c. Facility component additions or alterations since the last assessment
 - d. Impacts on the center and operations from COVID
2. Review facility structure/resources/policies
 - a. Marketing and promotion tools
 - b. Operations policies and procedures
 - c. Program plan/statistics (last 3-5 years)
 - d. Maintenance plan
 - e. Staffing plan



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- f. Fee schedule (facility and programs)
- g. Operating budget (last 3-5 years)
 - a. Expenditures
 - b. Revenues
 - c. Membership/use numbers

B. Public Reaction and Input Regarding Center Operations

- 1. On-line survey

C. Assessment of Center's Physical Condition and Functionality

- 1. Image and appeal
- 2. Supervision and security
- 3. Maintenance
- 4. Facility alterations/changes/additions
- 5. Equipment and operating systems

D. Review Existing Recreation Services and Programs

- 1. Participation numbers
- 2. Revenue figures
- 3. Fees and charges
- 4. Demand for services/facilities

E. Review Center Operating Budget

- 1. Expenditures
- 2. Revenues
- 3. Fees and charges
- 4. Review existing staffing levels
 - a. Organizational flow chart



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- b. Job functions
- c. Salary levels/hourly wage scales
- d. Training

F. Review of Center/Programs Marketing Efforts

- 1. Marketing plan assessment
- 2. Promotional tools
- 3. Sponsorships/partnerships
- 4. Customer service efforts

G. Prepare Report with Recommendations and Implementation Plan

- 1. Program and service alterations or changes
- 2. Operations (budget, fees, staff) adjustments or enhancements
- 3. Marketing strategy, customer service
- 4. Facility alterations, etc.
- 5. Maintenance/safety/security changes or upgrades
- 6. Implementation priorities
 - a. Timing
 - b. Cost estimate
 - c. Revenue implications



Section II – General Assessment Summary

The Upper St. Clair Community & Recreation Center since its opening has been one of the most operationally successful public recreation centers in Pennsylvania and the nation. It is often used as an example for other communities regarding best practices for recreation center operations.

Below is a **summary** of the overall strengths and challenges of the operation of the Upper St. Clair Community & Recreation Center. **For each of these points, a more detailed analysis is found in the body of the report.**

Strengths:

- The Community & Recreation Center is nearing 15 years of service, and it remains a dynamic, top-flite, recreation facility in the community and the surrounding area.
- The center has come out of COVID 19 in a strong operational position and has been able to utilize some of the challenges that occurred during COVID to improve operations and services.
- The center continues to serve the Township of Upper St. Clair's population as well as non-residents. While Upper St. Clair has a significant population base to support the center, drawing non-resident users remains critical to the financial viability of the center.
- There are a variety of amenities available in the center including indoor and outdoor aquatics, fitness, gym, walk/jog track, and community rooms. The center continues to be well run and maintained.
- Having the center located in Boyce Mayview Park with all the outdoor amenities that are available for use by patrons is a strong benefit and broadens the appeal of the facility.
- The center offers a broad range of programs and services to the community. These services are well organized and well run.
- Staff are a strong asset, and they continue to provide a great facility, programs, and services to the community.
- The center is still the premier public recreation center in the region and is well known nationally for its operation and emphasis on revenue generation.

Challenges:

- As the center continues to age, the need for further maintenance and physical improvements to the facility will remain a priority.
- The center has very strong use and high expectations from the community and this places a great deal of pressure on the facility and its staff.
- The high rate of utilization of the center by members has made it more difficult for non-members to access the center or even some more popular programs.
- There are still a considerable number of other providers in the market and South Fayette Township could have a new public recreation center in the coming years.
- The center is now operating close to capacity on memberships and programs. It will not be possible to continue the rate of growth that has been seen for the last several years as a result.
- There will need to be an even greater focus on operations and management in the coming years to continue to maximize the full potential for the center. This is due in part to more competition in the market, higher demands from the public, as well as an aging facility.
- Maintenance and capital replacement will need to be a major area of emphasis in the next 5 years.
- To continue the financial success of the center, the Township should not deviate from the basic operational model that is currently in place.



Section III – Market Analysis

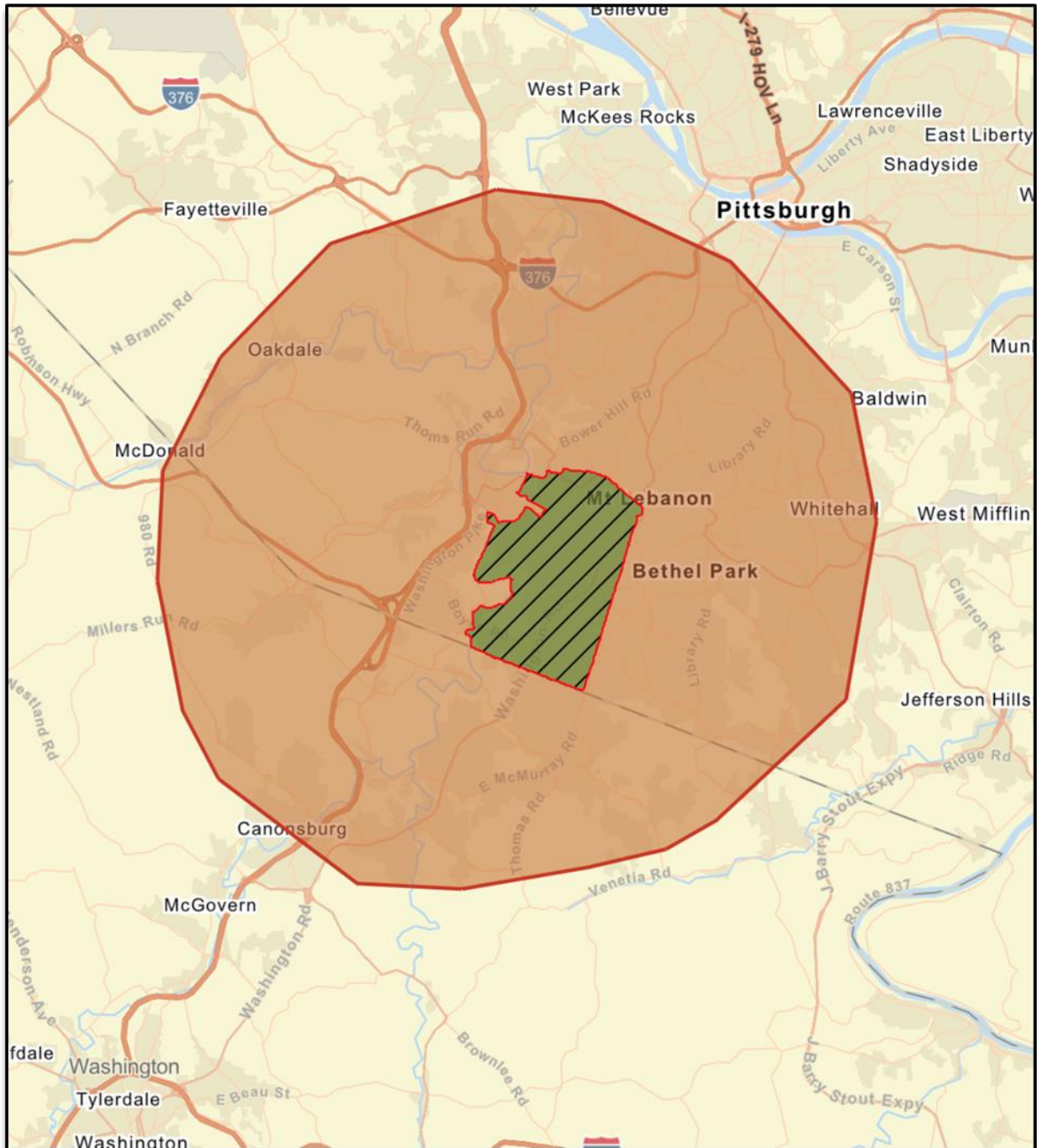
The Community & Recreation Center opened in June 2009, to serve the residents of the Township of Upper St. Clair. As the only comprehensive indoor public recreation center in the area, the center also serves a much larger market area.

The following is a brief analysis of the Community & Recreation Center market.

Demographic Characteristics

The primary market for the center is the Township of Upper St. Clair, but there is a much larger market area as well (that is based on where the center is currently drawing its users). The following are the basic demographic characteristics of the market areas. (information from ESRI).

Service Area Map



- Green Boundary – Upper St. Clair Proper
- Red Boundary – Secondary Service Area



Upper St. Clair Community & Recreation Center Post COVID Facility Assessment

Demographic Summary

	Upper St. Clair, PA	Secondary Service Area
Population:		
2020 Census	21,160 ¹	325,993 ²
2023 Estimate	21,326	326,372
2028 Estimate	21,243	324,250
Households:		
2020 Census	7,506	138,592
2023 Estimate	7,608	139,715
2028 Estimate	7,699	140,586
Families:		
2020 Census	6,090	84,839
2023 Estimate	6,042	85,463
2028 Estimate	6,111	85,463
Average Household Size:		
2020 Census	2.81	2.33
2023 Estimate	2.79	2.31
2028 Estimate	2.75	2.28
Ethnicity (2023 Estimate):		
Hispanic	3.0%	2.8%
White	82.4%	83.8%
Black	1.0%	3.6%
American Indian	0.1%	0.1%
Asian	10.1%	6.2%
Pacific Islander	0.0%	0.0%
Other	0.8%	1.1%
Multiple	5.5%	5.2%
Median Age:		
2020 Census	44.1	43.1
2023 Estimate	46.7	45.4
2028 Estimate	47.5	46.4
Median Income:		
2023 Estimate	\$149,430	\$87,368
2028 Estimate	\$163,750	\$102,102

¹ From the 2010-2020 Census, the Primary Service Area experienced a 0.96% increase in population.

² From the 2010-2020 Census, the Secondary Service Area experienced a 0.65% increase in population.

Demographic Summary

- The Township's population base is adequate to support the Upper St. Clair Community & Recreation Center but is enhanced by the Secondary Service Area.
- The Secondary Service Area is very large with an additional 305,046 people.
- Both the Township's and the Secondary Service Area's population are expected to decline slightly during the next five years (based on ESRI projections).
- The median age is older than the national population and the Township is slightly older than the Secondary Service Area.
- Based on the household size numbers, there are fewer children in homes than the national number in the Secondary Service Area. However, in the Township there are a significant number of homes with children.
- The median household income levels in the Township are very high compared to the national numbers but the Secondary Service Area has a much lower level but still higher than national levels.
- There is a high rate of expenditure on recreational activities in the Township but a lower rate (but still above the national level) in the Secondary Service Area.

Other Providers

There are still a significant number of other indoor recreation, sports, and fitness facilities in the greater Upper St. Clair market. Some of the key providers include:

Public

There are a variety of public recreation and aquatic centers located in the area.

- Bethel Park Community Center
- Peters Township Community Recreation Center
- Mount Lebanon Recreation Center & Outdoor Swim Center
- Collier Township Recreation Center
- North Fayette Recreation Center
- Upper St. Clair High School Pool



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None of these centers have the diversity of amenities that the Community & Recreation Center offers but they do serve their local communities and impact the market somewhat as a result.

South Fayette Township is considering a new community center that might include a gymnasium, elevated track large fitness center, indoor playground, and a number of multipurpose rooms. If this center is built in the future, it could have an impact on the Upper St. Clair Community & Recreation Center in terms of memberships and ultimately revenues.

Non-Profit

There are also several non-profit centers in the market area including:

- Jewish Community Center of South Hills
- Spencer Family YMCA

Both of these facilities experienced a decline in membership and programs due to COVID and have been slow to recover from this impact.

Private

Besides the public recreation, sports and fitness facilities that are available in the region there are also a significant number of private fitness centers.

- LA Fitness (2 locations)
- Planet Fitness (2 locations)
- Mecka Fitness
- Crossfit (3 locations)
- Fitness 19
- Push 40 Fitness
- Cool Springs

These facilities include large multi-faceted centers (LA Fitness), low-cost fitness only centers (Planet Fitness), smaller boutique fitness (cross-fit, personal training, etc.) studios in the area and private swim schools. It is important to note that St. Clair Fitness and Health Trax closed due to the pandemic.

This is not a strict accounting of all the other sports, fitness and recreation service providers in the Upper St. Clair market area but is a general assessment.

Market Conclusion: Since the Community & Recreation Center opened almost 15 years ago, there has been a steady increase in the number of other providers in the area. While the Community & Recreation Center continues to command a strong position in the market, the



Upper St. Clair Community & Recreation Center Post COVID Facility Assessment

growth in other options will make it essential that the center continues to actively support its position in the market.

While the center serves not only the Township, but the surrounding area, it is important to realize the changing demographics of the market including an aging population, fewer households with children and higher income levels.

The Township of Upper St. Clair is nearly built out so future growth in memberships will have to come from other communities in the area that are still experiencing growth.

Section IV – Public and Staff Input

To gain input from the general public and Community & Recreation Center users regarding how the facility is operated and maintained and the priorities for possible future improvements, an on-line survey was conducted. In addition, interviews were held with key administrative and supervisory staff of the Recreation and Leisure Services Department.

On-Line Survey

During September 2023, an on-line survey was available to both Township residents as well as non-residents. There were 1,481 total responses. The following represents a summary of the findings. The detailed survey results are available as a separate document.

- 73.2% of respondents identified themselves as residents of the Township of Upper St. Clair. (Question 1)
- Approximately 57.2% of respondents indicated that they had lived in the Township for more than 11 years. 20.9% of respondents indicated they had lived in the Township for less than 5 years. (Question 2)
- Of those that indicated they were not residents of the Township; South Fayette, Peters Township, and Bridgeville were most commonly identified. (Question 3)
- Usage:
 - 82.5% of respondents indicated that they or individuals in their household had used the Community & Recreation Center in the last year. (Question 6)
 - 73.9% used the Community & Recreation Center for INDOOR recreation & aquatic activities, followed by the next highest respondent group of 12.9% that use school facilities. (Question 4)
 - 56.0% use the Community & Recreation Center for OUTDOOR aquatic activities, followed by the next highest respondent group of 16.7% that use private clubs. 22.2% do not use aquatic facilities. (Question 5)
- 1,078 respondents indicated the top three areas used were (by count): (Question 7)
 - Fitness – 814
 - Indoor Pool – 804
 - Outdoor Pool – 673
- 68.3% of respondents classified themselves as frequent users of the Community & Recreation Center. (Question 9)

Upper St. Clair Community & Recreation Center Post COVID Facility Assessment

- 42.5% of respondents indicated they have used the Community & Recreation Center about the same since COVID; 23.1% indicated their usage has increased. (Question 10)
- 1,078 respondents indicated the top two reasons (representing 73.8%) they use the Community & Recreation Center are: (Question 11)
 - 38.5% - It has the amenities they desire.
 - 35.2% - It is in close proximity.
- Of 239 respondents who do not use the Community & Recreation Center, the top reason chosen (which equated to 112 responses) was that fees were too high. (Question 12)
- 1,023 respondents indicated they felt the top 3 areas that had a strong need for emphasis were: (Question 13)

Rank	# Respondents	Amenity
1	400	Outdoor Pool
2	191	Locker Rooms
3	169	Enhanced Weight Area

These same respondents indicated that the following top 6 areas were in either somewhat or strong (combined) need of emphasis:

Rank	# Respondents	Amenity
1	641	Outdoor Pool
2	500	Locker Rooms
3	449	Functional Fitness
4	374	Enhanced Group Exercise
5	369	Enhanced Cardio
6	366	Enhanced Weight Area

- 1,023 respondents when asked to rank which of the top three areas are most needed: (Question 14)

Rank	# Respondents	Amenity
1	404	Outdoor Pool
2	146	Locker Rooms
3	127	Enhanced Weight Area

These same respondents indicated that the following top 6 areas were in either most or second most (combined) need:

Rank	# Respondents	Amenity
1	548	Outdoor Pool
2	289	Locker Rooms
3	244	Enhance Weight Area
4	172	Enhanced Group Exercise
5	157	Enhanced Cardio
6	150	Functional Fitness

- Respondents answered that they would spend \$100 towards enhancements as follows: (Question #17).
 - The top 4 answers by number of respondents:

Rank	# Respondents	Amenity
1	709	Outdoor Pool
2	541	Fitness Amenities
3	515	Locker Rooms
4	492	Indoor Pool

- The top 4 answers by dollar amount allocated from \$100 total:

Rank	\$ Amount	Amenity
1	\$46	Outdoor Pool
2	\$31	Fitness Amenities
3	\$28	Locker Rooms
4	\$26	Indoor Pool

- 80.1% of respondents indicated they are current users of the Community & Recreation Center. 53.0% would use the facility 1-2 times more per week if the facility was enhanced or renovated with the features that they most desire. (Questions 19 & 20)
- Of 202 respondents that indicated they are NOT current users of the Community & Recreation Center, 41.1% would use the facility 1-2 times more per week if the facility is enhanced or renovated with the features that they most desire. (Question 21)
- Of 1,002 respondents, 24.9% felt it was a high priority to renovate the Community & Recreation Center, 39.4% answered medium priority, 20.5% answered low priority and 12.1% did not feel it was a priority. (Question 22)
- 42.5% of respondents felt the focus for the Community & Recreation Center in the future should be making physical improvements/additions to the center, followed by 24.5% who

felt the focus should be on adding additional recreation programs and services. Both improving the operations of the center and increasing maintenance were each rated under 9% for a focus. (Question 23)

- There were 486 open responses to the request for input on additional questions, concerns or helpful information that should be considered in assessing community needs for an expanded and/or renovated Community & Recreation Center. These responses are included in the actual survey report. (Question 24)
- 32.8% of respondents were 35-44 years of age and 22.7% of respondents were 45-54 years of age. (Question 25)
- The average household size was 2.3. (Question 26)
- 31.1% of respondents were male and 65.2% were female. (Question 28)
- In response to Question 29, which asked respondents if they had further comments, 728 responses were received, which are included in the actual survey report.

Staff Interviews

During the site visit to the Community & Recreation Center in mid-August of 2023, interviews with key supervisors were held which identified operations and program concerns including:

- Behavior management of center patrons is a big concern. This is placing a lot of pressure on staff to deal with the issues.
- The demand for programs is way up and many are at capacity. It is difficult to serve all the people that want services.
- The refund policy is too liberal and results in people signing up for classes and then withdrawing at the last minute making it difficult to fill in with others.
- Limiting daily passes has reduced many of the operational issues in the center. This has also pushed more people to be members. Limiting day passes for the outdoor pool has largely solved the capacity issues that used to exist.
- There continues to be a major emphasis on memberships (both residents and non-resident). This has raised a concern about limiting opportunities for residents that are not members.

- It is difficult to manage the needs of members and programs at times with the demand for space being high for both.
- The expansion of fitness into the lobby area has provided more space for fitness equipment and helped to support the growth in memberships. However, the loss of a lobby has reduced the community feel of the center.
- Staffing is still an issue in many areas:
 - It is still difficult to hire part-time staff in some areas.
 - The center is still very reliant on part-time staff for most aspects of the operation and programming in the center.
 - Morale continues to be an issue due in part to behavior issues of patrons
- The costs for staffing as well as goods and services continue to rise, which puts more pressure on revenue generation.
- The marketing of center programs and services is limited as there is not enough time and space for growth available.
- There is the perception by some members that there are too many rules in the center.

Section V - Assessment of Physical Condition and Functionality

The following is an assessment of the physical condition and operating systems and equipment of the Upper St. Clair Community & Recreation Center.

Image and Appeal

- The center continues to have a very strong reputation and presence in the Township and the surrounding area. The center's location in Boyce Mayview Park provides a variety of opportunities for outdoor recreation and increases visibility and traffic for the center.
- Despite the fact that the center is nearly 15 years old, it is well maintained and remains in top condition. It is also clean and inviting.

Supervision and Security

- Supervision and security are generally strong, but behavior issues have become a larger issue over the last few years. This will require staff training in de-escalation, rule enforcement, and culture development.
- The center has comprehensive, well written, rules regarding use of the facility.
- The center continues to utilize one main entrance to the building which results in reasonably well controlled access. However, there has been discussion for some time that control would be improved if the front desk was moved closer to the front door. This should occur in the future.
- The outdoor pool entrance also had similar issues in the past with its control point location but with a reduction in the number of daily passes being sold, this is no longer as big of a concern.
- Despite the fact that each of the major areas of the center has its own operations manual, there should be a consolidated, comprehensive, operations manual for the center that is based on general operations requirements of the Township in general.
- While the Township has an overall emergency action plan, the center needs to have a plan that is specific to that facility. It is critical that the emergency action plan is updated on a yearly basis.
- The center has AEDs located throughout the facility.

- The outdoor aquatic center still does not utilize a lightning detection system (nor is there one for Boyce Mayview Park). This needs to be strongly considered to reinforce safety associated with electrical storms.
- The administrative area of the building continues to be open to the rest of the center and this needs to be a secure area with door access by key card or numeric code only. This will limit access and ensure that only authorized staff and visitors can enter this area.
- There are a number of surveillance cameras located in the center at key locations and there is digital recording of any activity.
- There should be a weekly safety walk-through of the center that inspects the basic areas of the building for any problems and issues. This should include a written inspection with follow-up actions that need to occur, the person in charge of making these happen, and the date that they should be completed. This is currently being done on a more informal basis.
- There needs to be a specific safety training plan instituted for staff. This plan should utilize the resources of police and fire personnel. General staff training does cover the basics of safety but having a more pointed program is recommended.

Maintenance

- The overall level of maintenance and cleanliness at the center continues to be strong and the facility has a comprehensive maintenance plan that deals not only with building and equipment maintenance tasks and frequency but also preventative maintenance practices.
- The center will want to continue its commitment to a well maintained and clean facility.
- In addition to full-time and part-time maintenance and custodial staff, the center also has contractual cleaning of the building on a seven day a week basis.
- Maintenance tasks and procedures are handled by Arcgis, a maintenance management software program. This program needs to continue to be utilized to its full capabilities to track and document all maintenance tasks.
- The center will need to continue to have a detailed five-year capital improvement plan for the facility. This will need to prioritize capital expenditure needs on a yearly basis, and the overall plan should be updated annually.

- The center's building elements, systems and equipment should continue to be evaluated and put on a capital lifecycle schedule. This becomes the basis for the five-year capital improvement budget.
- The center has a yearly one week shut down that should continue as a time to complete significant maintenance tasks.
- All chemical recording sheets, opening and closing checklists, and fitness equipment inspections, should be archived for a minimum of one year. Ideally these should be entered into a computer database for improved record keeping.

Facility Alterations/Changes/Additions

There are a number of possible facility changes and additions that should be considered. What is noted below takes into consideration the efficiency and effectiveness of the operation of the center but also reflects the needs of the users and community based on the results of the on-line survey.

- As a result of COVID, the lobby area at the front of the building was converted to a cardio fitness area. This helped immensely with the required spacing of equipment and increased the useable space for weight/cardio equipment substantially. However, this continues to have the look of a temporary measure. This change should be permanent with a change in the floor surface to a rubberized product and a formal separation between the space and the entry area.
- The loss of the lobby area has changed the look and feel of the building and moved it perceptually away from a "community center". Providing some space for socialization and gathering should be available at the front of the building. This could take place in a number of ways:
 - Take back approximately 25% of the old lobby area and reformat it as a smaller more intimate lounge space. The existing cardio equipment can likely be reconfigured without having to reduce the current number of pieces that are present.
 - The current Lounge Room could be modified to serve as a true open lounge area.
 - Both of the above recommendations could occur to make a strong commitment to continuing a community feel in the center.
- The existing Lounge Room has served as a number of spaces since the center opened but has not ever been utilized effectively. The current use is primarily as an informal meeting space and a good portion of the space is simply storage. Finding a long-term use

for this room is essential. As noted above, the conversion of the space to an open lounge area should be considered.

- Despite the conversion of the lobby space to more fitness equipment space, the survey results indicated that the expansion of fitness space in the building is still a high priority. Options to consider include:

- Add more functional training, stretching and personal training space. This would have a direct positive impact on revenue for the center and help to secure a long-term market position.

This could be accomplished by rearranging equipment in the existing fitness area upstairs (and continuing to utilize the cardio equipment downstairs in the old lobby space), building new space onto the building, converting the large storage room upstairs, or extending the upstairs fitness area out over a portion of the gym.

- Create an outdoor functional training area with a covered space and open “turf” area for classes and personal training. This would only allow for seasonal use but would provide more space in a cost-effective manner.
- One of the other more critical improvements needs to be made to the locker areas as well. There needs to be another 2-3 universal change rooms added to the center (one of these should have an adult changing table).
 - Ideally these should go where the inner most party room is located, and that space added where personal training is currently located.
 - Consideration could also be given to providing direct access from the main locker rooms to the pool deck itself. This will improve safety and reduce slip and fall issues. For this to occur it would require going through the existing pool staff offices and relocating the offices to the party room noted above, while the new universal change rooms could move to the old pool entry corridor.
- The front desk should be moved forward and closer to the actual front doors of the building. This will improve the ability to control access to all portions of the building and improve general security. Ideally the public desk in the administrative area should be incorporated into the new desk resulting in a single location for the public.
- The lack of a full-sized group exercise room (2,000 SF) that can accommodate 30-35 people in a class persists. This forces the use of a portion of the gym for some classes, limiting its use for more traditional gym activities. It would be most cost effective if the two existing group exercise rooms were combined to make one large space.

- The carpeted area in the existing upstairs cardio area should be replaced with rubber flooring similar to what is present in the free weight area. This conversion should be done when the carpet needs to be replaced.
- Despite the fact that many of the overcrowding issues at the outdoor pool have subsided, high use remains and survey results from the community and center users indicated that the outdoor aquatics area still needs to be expanded. The locker rooms need to be updated and at least 2 universal change rooms added as well.

The existing pool tank needs to be replastered in the next year or so.

- Improvements to the indoor pool also need to be made. This includes:
 - Determine a final solution to the problem with the concrete deck spalling.
 - The need to replace the indoor play structure in the next 3-4 years.
 - The possible addition of new amenities such as a climbing wall.

Equipment and Operating Systems

- The center needs to continue with a formal budget plan to replace its cardio equipment on a 4-year staggered schedule. It will be important that this plan continues to be followed to keep equipment current and in good working condition.
- Center (and Department) staff should continue to utilize the Active Net software system for pass management, program registration, and point of sale software system. Many agencies review the effectiveness and financial viability of their software systems every ten years or so. However, it can be difficult to change systems, and this can have a negative impact on customer service as well.

Key Recommendations:

The following is a summary listing of the key recommendations from the information in this section with a designation of a high or low priority.

High Priority

- Complete a study to determine possible improvements and/or expansions to the center. This should include:
 - Expansion of the outdoor aquatic area.
 - Move the front desk closer to the entrance area.
 - Renovation of the locker rooms to include the addition of universal change rooms.
 - Formalize the cardio equipment area in the old lobby space.
 - Convert more of the upstairs cardio equipment area to functional training.

- Determine if an outdoor functional training area can be added.
- Determine how a large group exercise room can be added to the center.
- Find a new location for a lounge area including possible use of the Lounge Room or reclaiming some use of the large lobby area at the front of the building.
- Determine long-term use for the existing Lounge Room.

Determine the capital and operational budget implications of any expansion or renovation.

- Continue to focus on the safety and security procedures for the center. Designate a supervisory staff member as the Safety Director for the center/department.
- Place the center's building elements, systems and equipment on a capital lifecycle schedule and continue to have an updated, detailed five-year capital improvement plan for the facility.

Lower Priority

- Complete other small improvements to the center.
 - Determine a final solution to replacing the existing indoor pool deck.
 - Plan for the replacement of the indoor pool's play structure.
 - Replace the carpet in the upstairs cardio area with a rubberized floor.
 - Replace the outdoor slide.
 - Replaster the outdoor pool.

Some of these improvements may be impacted by the larger projects noted in the high priority category above.

- Continue to leverage the outdoor park amenities as part of the overall Community & Recreation Center's overall market appeal.

Section VI – Recreation Services and Programs

This section summarizes Upper St. Clair Community & Recreation Center recreation programs and services.

Program Offerings Summary

- Currently the center provides recreation programs in the following general program categories. The level of programs is designated by a high level of programming, a medium level or a low level based on program information provided by center staff and benchmarking against other similar facilities in the United States.

Programs	High	Medium	Low
Youth Sports		√	
Adult Sports		√	
Fitness/Wellness	√		
Cultural Arts		√	
Education		√	
Aquatics	√		
Youth (includes camps)	√		
General Interest		√	
Special Needs		√	
Special Events		√	
Outdoor Education			√
Seniors		√	
Teens			√

- The following table summarizes participation figures in general program areas in the last two years that are offered by Recreation.



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Program Area	2022	2023
Adult Sports (volleyball, basketball, pickleball, softball)	527	1,044
Aquatics Group Lessons	2,050	1,751
Boy/Girl Scout Water Safety	45	40
Camp St. Clair	555	1,359
Counselor in Training (CIT's)	14	19
Creature Crawl	115	160
Dog Training	22	23
Indoor/Outdoor Tennis and Paddle Tennis	273	119
Lifeguarding Classes/Water Safety Instructor	273	351
Monster Hunt	296	500
New Year, New Me! Fitness Challenge	59	68
Older Adult Trips	38	97
Specialty Camps	631	830
Youth Sports, Fitness, Enrichment	1,705	1,648
Total	6,603	8,009

Note: This table indicates program numbers for all activities offered by the Department and not just those offered at the Community & Recreation Center.

- Since COVID ended programming has rebounded well and there is now significant program growth in most areas.
- The center has a broad range of programs with an acceptable level of programs in most all categories.
- The most robust program areas are:
 - Fitness programs and services
 - Land-based fitness classes are included with membership (except for specialty classes such as Pilates).
 - Pilates has really grown in popularity (up over 200% with a nearly 100% fill rate).
 - Yoga, teen fitness, fun runs, and cycling are still popular.
 - Personal training continues to grow.
 - Nutrition counseling.
 - Fitness assessments.
 - Strength and cardio orientations.
 - Virtual classes are available.
 - Aquatic programs
 - Demand for swim lessons has reached capacity for the pool and staff.
 - Group swim lesson registration opens for members one day before non-members. There were 1,950 participants in lessons in 2023.

- Private swim lessons are also in high demand (now available for members and residents only as a result) and are at capacity. In 2023 there were 2,500 private lessons.
- Water exercise classes are now included with membership. In the summer these are held in the outdoor pool. In 2023 there were 5,410 participants.
- A lap lane can be reserved with no additional fee.
- Community based programs have grown at a very strong rate since COVID, this includes:
 - Camp St. Clair is now at capacity (available to residents and members only).
 - Specialty camps have exploded in popularity.
 - General programs have also grown.
 - Many community programs are now one-time offerings rather than multi session commitments.
- Most youth team sports programs continue to be provided by Upper St. Clair Athletic Association.
- There are still relatively few teen/tweens' programs. This is a difficult age group to provide services for and most public agencies have fewer programs in this area as a result.
- The center continues to offer a number of special events throughout the year.
- Senior programs are provided by the Township in cooperation with a non-profit. Most of these programs are provided at the McLaughlin Run Activity Center.

The center offers a Silver Card for seniors over 62 that allows for participation in a few select fitness classes for free.

- Youth birthday parties at the center continue to be popular.
- Participants have to register in advance for some drop-in volleyball/basketball times in the gym due to high demand.
- Center patrons can reserve lap lanes in the pool, time in the Playroom, and spots in fitness classes. There is no additional fee for this.
- Although it is not a true program, the Playroom has had to limit numbers due to staffing issues. This does help support participation in other programs (primarily fitness) and remains in high demand.



Sports Participation Trends

- Since the Community & Recreation Center has a strong emphasis on fitness, aquatics, and sports activities, it is helpful to examine basic participation trends for these activities. Below are listed a number of sports/fitness activities and the percentage of growth or decline that each has experienced nationally over a ten year period (2013-2022). This information is from the National Sporting Goods Association (NSGA).



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Sports Activity Participation Changes Over Time

Activity	2013 Participation	2022 Participation	Percent Change
Pickleball	1.7 ³	6.4	+276.50%
Kayaking	8.1	11.9	+46.90%
Hiking	39.4	54.4	+38.10%
Skateboarding	5	6.5	+30.00%
Bicycle Riding	35.6	44.6	+25.30%
Weightlifting	31.3	38.8	+24.00%
Mountain Biking (off road)	5.2	6.4	+23.10%
Yoga	25.9	31.7	+22.40%
Exercise Walking	96.3	113.9	+18.30%
Boating (motor/power)	13.1	15.4	+17.60%
Volleyball	10.1	11.7	+15.80%
Tennis	12.6	14.2	+12.70%
Hunting w/ Bow & Arrow	5.7	6.4	+12.30%
Fishing (fresh water)	27	30.2	+11.90%
Swimming	45.5	50.2	+10.30%
Soccer	12.8	14.1	+10.20%
Exercising w/ Equipment	53.1	58.2	+9.60%
Target Shooting (air gun)	4.8	5.2	+8.30%
Running/Jogging	42	45	+7.10%
Fishing (salt water)	9.5	10.1	+6.30%
Backpack/Wilderness Camping	12.2	11.9	+6.00%
Water Skiing	3.6	3.8	+5.60%
Golf	18.9	19.7	+4.20%
Hunting w/ Firearms	19.4	16.4	+3.70%
Wrestling	3.1	3.1	0.00%
Target Shooting (live ammunition)	19	18.4	-3.20%
Baseball	11.7	11.2	-4.30%
Softball	10	9.4	-6.00%
Football (touch)	8.8	8.1	-8.00%
Football (flag)	7.5	6.6	-8.00%
Basketball	25.5	23.2	-9.00%
Football (tackle)	7.9	6.7	-12.00%
Workout @ Club	34.1	29.6	-21.30%

³ Pickleball numbers first became available in 2016.



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It is important to note that while certain sports are growing at a very high percentage rate, the overall level of participation is still relatively low. On the other side, some sports (such as swimming) show a decline, but still remain immensely popular with high rates of participation.

Sports & Fitness Industry Association (SFIA) – Their 2023 Sports, Fitness and Leisure Activities Top-Line Participation Report indicated the rate of participation by major sports activity categories over the last 6 years.

Activity Category	2017 Percentage	2022 Percentage
1. Fitness Sports	65.5%	67.4%
2. Outdoor Sports	49.0%	55.0%
3. Individual Sports	46.2%	41.3%
4. Team Sports	22.6%	23.2%
5. Water Sports	13.8%	14.4%
6. Racquet Sports	13.3%	16.4%
7. Winter Sports	8.3%	8.0%

Fitness related sports continued to be the most popular activity category, but racquet sports have shown the greatest percentage increase over the last six years due in large part to pickleball. Team sports, water sports, and outdoor sports have all seen an increase as well. Individual sports and winter sports have seen a decrease in participation.

Much of the participation data was affected by COVID-19 during 2020. Key impacts include:

- Fitness activities that require amenities typically found in fitness clubs (group exercise, stationary cycling, cross-training, aqua exercise, etc.) decreased in numbers.
- Fitness activities that require limited equipment and do not require a fitness center (running/jogging, free weights, and yoga) showed the greatest increases.
- Outdoor activities that experienced large increases were road biking, skateboarding, and surfing.
- Team sports had a mixed impact with basketball and soccer having increases (mostly attributed to pick-up play) while volleyball, swimming on a team, gymnastics and cheerleading all had decreases.



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Top Activities with Intent to Participate by Age

Age 6-12	Age 13-17	Age 16-24	Age 25-34
Fishing	Fishing	Workout w/Weights	Fishing
Camping	Swimming for Fitness	Running/Jogging	Camping
Soccer	Basketball	Workout w/Machines	Workout w/Weights
Running/Jogging	Running/Jogging	Cardio Fitness	Running/Jogging
Swimming for Fitness	Martial Arts	Yoga	Cardio Fitness
Hunting	Workout w/Weights	Basketball	Yoga
Sledding	Camping	Hiking	Hiking
Shooting	Cardio Fitness	Shooting	Workout w/Machines
Baseball	Soccer	Camping	Basketball
7 on7 Football	Hunting	Volleyball	Shooting

Age 35-44	Age 45-54	Age 55-64	Age 65+
Fishing	Fishing	Fishing	Fishing
Camping	Camping	Shooting	Camping
Workout w/Weights	Cardio Fitness	Camping	Cardio Fitness
Cardio Fitness	Workout w/Machines	Workout w/Weights	Swimming for Fitness
Workout w/Machines	Workout w/Weights	Swimming for Fitness	Workout w/Machines
Yoga	Hiking	Hunting	Workout w/Weights
Running/Jogging	Shooting	Workout w/Machines	Shooting
Swimming for Fitness	Swimming for Fitness	Hiking	Yoga
Shooting	Yoga	Cardio Fitness	Hunting
Hiking	Hunting	Running/Jogging	Hiking

The most popular activities that all age groups intend to participate in are generally fitness or outdoor recreation related. It is important to note that pickleball was not tracked for the top activities by age.

General Analysis

- There are basic metrics on the programs that take place in the center. However, the center needs to track programming on an annual basis with the following information:
 - An annual listing of programs that are offered by general categories.
 - Number of classes on a percentage basis that had to be cancelled due to a lack of registration compared to the number of programs that were a “go”.
 - The fill rate for classes that have a minimum and maximum number of participants.
 - Program registration numbers broken down by member/resident/non-resident status.
 - Programs offered in-house vs. contracted.
 - An up-to-date listing of programs provided by other organizations or agencies.
- A capacity/use analysis (number of uses/activities per space for the hours available, determined on a percentage basis) should be completed for each major space in the building to determine the current percentage of utilization. It is recognized that most of the spaces in the center are operating at or near capacity during the high use times of operation. This effort should also develop basic priorities of use by space and activity.
- Despite the growth in program participation numbers, continue to track the rate of program cancellations with a goal of keeping the percentage under 20%.
- To determine the future direction for recreation programs and services, the following is necessary:

Establish a Programming Philosophy

- Ensure that recreation program and service opportunities are available to all ages, incomes, abilities, gender, and ethnic groups.
- Ensure that recreation programs and service opportunities are available in areas of interest that are identified as a need in the community.
- Recreation and program service offerings will respond to identified community needs in a cost effective and efficient manner.

Develop a Program Plan – Based on the programming philosophy, develop a program plan that includes the general direction of recreation programming for the next 5 plus years. This should include the following areas:

- Respond to the realities of the demographics of Upper St. Clair and the market area.
- Respond to priorities for programming based on community/member input (primarily the survey) including:
 - Land based fitness

- Youth learn to swim
 - Adult recreation sports
 - Summer camp programs for youth
 - Maintain and enhance programming contracts with existing organizations for key program areas such as
 - Youth sports
 - Seniors
 - Attempt to develop programming at the center that appeals to teens and tweens. This could be provided by contract.
 - Determine the required resources (staff, facility, funding, fees, etc.) to implement the activity.
 - Considering the capacity of the center, recognize that it will be difficult to continue to increase programming opportunities in many areas.
- The center should explore forming a partnership with a local healthcare provider to enhance opportunities for medically based wellness programs and services that would go beyond what is currently available to the community and members of the center. While fitness programs are currently strong, they are the lifeblood of the center and protecting and enhancing these opportunities in the future is important. The healthcare provider would not replace in-house center fitness programs but would be able to focus on wellness programming and education (healthy eating, lifestyle classes and injury prevention) that is more appropriate coming from a health care professional.
- The Department needs to have a comprehensive annual report where each major program succinctly summarizes program numbers and participation rates for the year and compares them with the previous years. The information should then be compiled into a single document for the center and the Department. Most of this information is currently available in some form but would be better presented in a summary format.
- Each program should also have a calculation of the cost per participant to determine the value that is received for the cost.
- The Department should continue to track program trends on a regional and national basis to ensure that program offerings are current and reflect the opportunities that are available.
- A lifecycle analysis of center's recreation programs and services needs to be undertaken where program registrations by interest area are tracked and reviewed on a yearly basis. Programs should be slotted into the following categories:
 - *New* – programs in the start-up phase that are just starting to build in popularity.
 - *Mature* – programs that have consistent high levels of registrations and are still growing in popularity.

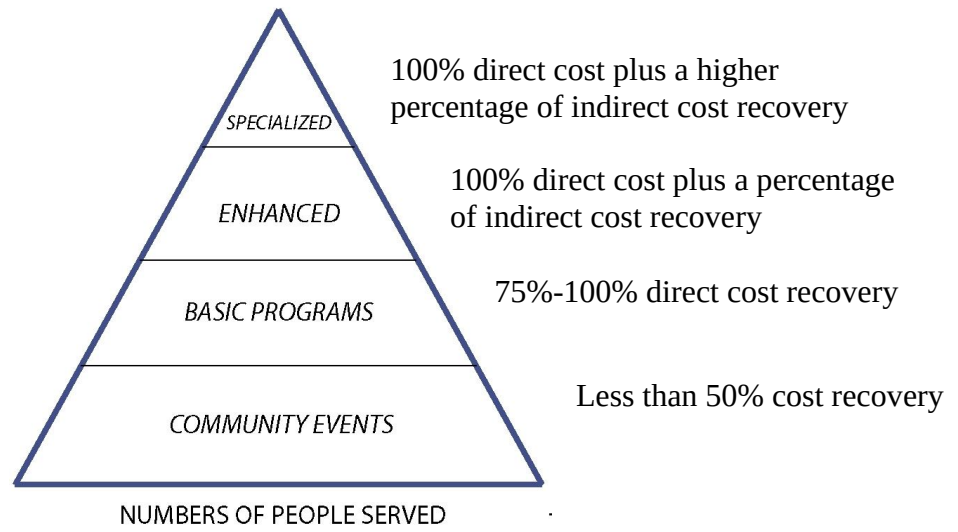
- *Old* – programs that are seeing a decline in popularity.

Program offerings should be reasonably distributed among the three areas noted to have a healthy and vibrant programming focus. Programs that are in the old category should ultimately be changed, updated, or discontinued.

- There must be a strong recognition of the different demographic markets that must be served. The youth, teen, senior and family populations in the area should be specifically addressed.
- A qualitative analysis should be completed for each program and activity that is offered by the center. This assessment should primarily be conducted through evaluations by the participants themselves. It is not necessary to evaluate each program every session, but every program should be evaluated at least once during the course of a calendar year. Ideally this should be done on-line.
- The Township's library also provides some recreation programs and services (often free) that can undercut programming at the center. There should continue to be coordination between the two departments to try and avoid direct duplication of programs.

Fees and Charges

- Establish a comprehensive and formal program fee policy to guide program and service fee setting (beyond 100% of direct costs). Many parks and recreation agencies tier their programs into different categories with differing levels of cost recovery.



FEE CONTINUUM

In this case, programs in the community events category would have the lowest cost recovery level, while specialized activities would have the highest. Cost recovery refers to all direct costs associated with the program or activity plus a percentage of indirect costs. The exact percentage of cost recovery is established for each program category noted and then individual programs are slotted into the appropriate category. It is important that there are programs available for most demographic groups (youth, teens, and seniors especially) in each of the categories and not just in the basic or community events classifications.

Program examples by category could include:

Category	Example Program
Community Events	Special events such as the 4 th of July, Christmas, etc.
Basic Programs	Group swimming lessons for youth, youth sports lessons (tennis, etc.), seniors, special needs
Enhanced Programs	Group exercise classes for adults, adult sports leagues, summer camps for youth
Specialized	Personal training, private swim lessons

Key Recommendations:

The following is a summary listing of the key recommendations from the information in this section with a designation of a high or low priority.

High Priority

- Establish a long-term programming philosophy and supporting programming plan within the next year.
- Increase the number of program performance measures that are tracked.
- Explore a fitness/wellness program partnership with a health care provider.
- Adopt a formal program fee policy.
- Attempt to grow programming in the following areas:
 - Aquatic programs
 - Fitness/Wellness programs
 - Youth summer camps
 - Adult sports
 - Seniors
 - Teens/Tweens

Lower Priority

- Develop capacity/use analysis for the major spaces in the building.



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- Complete a lifecycle analysis of the center's programs and services.
- Develop a comprehensive annual report of Department programs and services.
- Continue to coordinate with the library on recreation programs.

Section VII – Operations

This section examines many different aspects of the operation of the Upper St. Clair Community & Recreation Center. With COVID, a number of aspects of the center's operation changed, the impact is noted below.

General

- The center now has a much stronger emphasis on members rather than the general public (with limited daily admissions and a smaller community lobby). The center is open to all, both residents of Upper St. Clair and the surrounding communities can join. The center offers both annual memberships billed monthly with a one-year commitment and three-month memberships. Members are also permitted to bring up to five visitors per day per membership at a cost of \$15 per visitor.
- Daily access passes are now limited. Non-members of the facility can access the center Monday to Friday by purchasing a daily admission online in advance using the department registration website. A limited number of daily visitor passes are sold (15-40 passes per day). The cost is \$15 per visitor over the age of two.
- The Community & Recreation Center provides rental opportunities for businesses, private parties, and non-profits to host events in the community room spaces. In addition, pool parties, gym parties, and playroom parties are also available.
- Since COVID The center's hours have been adjusted to close earlier on weekday evenings. The center is open seven days a week with the hours of 5:30am to 9pm Monday through Friday, 6:00am to 5pm on Saturdays, and 12pm to 5pm on Sundays. This accounts for 93.5 hours of operation a week (down from 97 pre-COVID). This change is not unusual as many centers have reduced their evening hours after the pandemic.
- Program registration for swim lessons, enrichment programs, and general wellness programs are available for non-member residents and non-residents. However, some programs (private swim lessons and Camp St. Clair) are only available to members and residents due to high demand.
- With the center currently nearing capacity for many programs and uses, the Township is close to maxing out the number of members that can be served.

- The Community & Recreation Center operates as an enterprise fund that consists of all costs of operation and all revenues generated by the facility. This results in a very high level of cost recovery when compared to other public recreation centers on a national basis. It is the opinion of Ballard*King & Associates that the center remains in the top 5% nationally for cost recovery. This is despite the impact of COVID and rising operating costs.
- Staff will need to continue to make operational improvements that are cost effective and enhance the services offered to members and the residents of Upper St. Clair.
- The Township should continue with the basic operational model that is currently in place or it will risk changes to the financial performance of the center.

Community & Recreation Center Usage Numbers

- When the center closed due to COVID in mid-March of 2020, all active memberships were put on hold and not charged during the duration of the facility closure. When the center re-opened in June, membership fees were adjusted to return a portion of the March dues paid that were unused due to the March closure. Upon re-opening, all members were given the option to freeze their membership if they were uncomfortable returning to the facility. Membership dropped to a low point of 2,100 units before starting to rise again in the beginning of March 2021. The summer of 2021 began to see slow upward momentum with membership and continued to see monthly gains through the end of 2022. During 2023 there has continued to be a high demand for membership with units sitting at 3,398, extending beyond pre-COVID numbers where membership was starting to see a slow decline.
- As a result of the pandemic and capacity limitations, the center instituted a policy limiting daily admission purchases. In 2019, over 30,000 daily visitor passes were sold. The new daily admission policy requires advanced booking with daily limits and members only weekends. This has lowered that number by nearly 75% to 7,500 daily admission passes in 2022 and 77% to 6,836 in 2023.
- The sale of 3-month memberships has increased since the low in 2020 due to COVID's impact on the center. 2024 saw a significant increase from 2022.

Annual Memberships	2019	2020	2021	2022	2023
Youth	70	98	132	157	139
Adult	499	304	348	369	419
Family	1,823	1,305	1,712	1,950	1,898
Senior	810	633	744	860	942
Total	3,202	2,340	2,936	3,336	3,398

- In 2023 the following was the breakdown of the membership mix.

Type	Percentage
Family	56%
Senior	28%
Adult	12%
Youth	4%

Three Month Memberships	2019	2020	2021	2022	2023
Youth	58	35	100	85	137
Adult	77	26	51	65	84
Family	187	23	89	164	207
Senior	24	44	74	66	118
Total	346	128	314	380	547

Note: This information represents membership units.

Daily Visitor Passes	2019	2020	2021	2022	2023
Total	31,291	6,418	6,301	7,380	6,836

Note: Daily admissions were limited during COVID, and this has continued since.

- With the limit on daily admissions, the number of memberships sold has continued to increase as community members want to access the facility on a regular basis or on the weekends and can only do so through the purchase of a membership.

- It is important to note that approximately 46% of memberships are non-residents. Having this high percentage of memberships (and revenue) from non-residents is not unusual for smaller communities that are in urban areas. This provides a strong revenue source for the center and helps to ensure strong financial performance.
- The majority of memberships are family followed by seniors. Membership numbers and usage at the center peaks from June through August due to the presence of the outdoor pool.
- The Department should continue to track the following membership information:
 - The average number of individuals per family membership.
 - Numbers of specific types of memberships, passes, and daily admissions that are non-resident.
 - Revenue per membership unit.

Expenditures and Revenues

- The Community & Recreation Center has one main budget account (Boyce Mayview Community & Recreation Center Fund), but within this budget, expenditures are tracked by the indoor center, outdoor aquatic area, and debt service. Revenues are in the same budget except for general fund appropriation for debt service.
- The expense budgets carry the full burden of all costs associated with the center. This includes:
 - All personnel costs and benefits
 - Liability insurance
 - All utilities
 - All maintenance and custodial costs
 - On-going capital items
 - Depreciation costs for equipment
 - Data processing costs

This represents a true operating budget with all costs being accounted for. It is not unusual to have municipal governments exclude one or more of these line items from a center's operating budget which can result in skewed cost of operations calculations.

- Revenues include all revenue generated by the facility from daily admissions, 3-month memberships, annual memberships, rentals, and programs. There is also a general fund appropriation shown in the revenue budget to cover operations and maintenance of the public space in the building.
- The following is the budget history for the last five years (minus debt service).



Upper St. Clair Community & Recreation Center Post COVID Facility Assessment

Operations Budget Review (does not include capital projects or debt service payment)

Revenues	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual
Combined Member	2,684,349	1,544,196	2,138,197	2,879,151	3,343,461
3 Month Member	54,954	34,341	94,289	136,805	149,607
Daily Admissions	377,981	77,020	75,612	110,712	102,516
Program Revenue	357,192	147,080	378,575	437,579	430,903
Facility Revenue	86,119	23,338	45,621	84,110	91,165
Other Revenue	39,337	14,332	18,613	34,968	29,139
General Fund App.	494,417	368,864	427,164	513,079	555,332
Total	\$4,094,349	\$2,209,171	\$3,178,071	\$4,196,404	\$4,702,123

Expenses	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual
<i>Indoor</i>					
Personnel	2,116,936	1,652,710	1,856,848	2,150,695	2,336,481
Contractual	948,836	676,022	825,090	1,084,652	1,158,384
Commodities	230,339	130,361	165,824	245,341	249,879
Distributed Cost	218,948	203,215	205,886	249,095	241,500
Total	\$3,515,059	\$2,662,308	\$3,053,648	\$3,729,783	\$3,986,244
<i>Outdoor (Pool)</i>					
Personnel	102,947	80,948	92,435	120,526	130,509
Contractual	36,245	45,837	10,118	23,553	39,308
Commodities	23,606	10,910	14,385	31,122	25,435
Distributed Cost	0	0	0	0	0
Total	\$162,798	\$137,695	\$116,938	\$175,201	\$195,252
Grand Total	\$3,677,859	\$2,800,003	\$3,170,586	\$3,904,984	\$4,181,496



Upper St. Clair Community & Recreation Center Post COVID Facility Assessment

Operations Budget Totals

Comparison	2019	2020	2021	2022	2023
Revenues	\$4,094,349	\$2,209,171	\$3,178,071	\$4,196,404	\$4,702,123
Expenses	\$3,677,859	\$2,800,003	\$3,170,586	\$3,904,984	\$4,181,496
Difference	\$416,490	(\$590,834)	\$7,485	\$219,420	\$520,625
% Recovery	111%	79%	100%	107%	112%

Note: Budget information was obtained from the Township’s 2023 adopted budget.

- Except for the COVID year of 2020, the financial performance of the center has resulted in a cost recovery rate of 100% or more and a positive cash flow. Even in 2021 when the effects of COVID were still very strong, the center was able to cover its operating costs. Since 2021, the cost recovery level has increased to well over 100%. Despite significant increases in personnel and contractual costs, overall revenues have grown significantly especially in the area of memberships and programs.

It should be noted that a cost recovery in the 100% range is extremely high for a public recreation center. It is important to remember that the vast majority of public recreation centers across the United States (in urban environments) operate in the range of 70% to 90% cost recovery and the rate has been falling the last few years due to the same rising costs that the Upper St. Clair Community & Recreation Center has been dealing with.

It is also important to realize that the cost recovery percentage is impacted by a general fund revenue transfer that is in the \$500,000 range annually (2022 and 2023) to cover the cost of operating the public access portions (community rooms and lobby) of the center.

- The vast majority of public recreation centers are included as part of a township’s general fund and are not listed as an enterprise fund. This is due to the fact that it is unusual for public recreation centers to be able to cover their operating costs through revenues generated by the facility itself.
- As has been shown above, staff should track actual costs with revenues for the center and make yearly comparisons between expenses and revenues.
- The center has a very strong “unrestricted net position” that will likely need to be utilized for center improvements in the next few years.
- While the center currently has the two budget accounts that separate indoor operations from the outdoor aquatic center, these are backed up by other sub-budgets for several areas. This helps to identify a series of “cost centers”.

- The center's revenue is more dependent than ever on memberships. Approximately 71% of all earned income is from memberships. Most centers receive a large percent of their revenue from this source but ideally there should be better balance with other revenue sources.
- Fitness programs and services along with aquatic programs (primarily swim lessons) are a significant driver of not only memberships but also revenue from programs. Although revenue has dropped in these program areas with the inclusion of land and water based fitness classes as a benefit of membership.
- It is important to note that beyond the Boyce Mayview Community & Recreation Center Fund, recreation also has a Recreation Administration budget where a portion of the Director, Secretary and a Program Coordinators salaries are listed to reflect the time being spent on other recreation services outside of the center. There is also a Recreation Programs budget that has sub budgets for summer playgrounds (Camp St. Clair), older adults, tennis, youth baseball and other misc. programs. These programs largely take place outside of the center itself.
- The Township will need to plan for continued increases in the minimum wage at the state and national level over the next five years as well as the need to increase rates for part-time staff to simply attract qualified staff. Also, to retain great full-time staff, their wages will need to be commensurate with the higher end of the market for similar positions in the area. There is virtually no way that the center will be able to absorb these additional staff costs within the existing operating budget without lowering the cost recovery rate.
- There is a fitness equipment replacement budget in place that ensures that this key aspect of the center remains well funded.
- The center continues to have a 5-year CIP budget that guides future capital expenditures. This budget needs to continue to be updated and prioritized on an annual basis. As the center continues to age, the level of capital expenditures will likely need to increase.
- It is important to realize that recreation is a discretionary use of an individual's time and money and as a result there needs to be an adequate budget and staff commitment to marketing and promotions on an annual basis. The current level of funding will likely need to be increased in the coming years with key measures of the effectiveness and return on investment of these efforts.
- Sound financial practices require good budget monitoring procedures and strong record keeping. The operational budgets need to continue to be monitored on at least a monthly

basis with any possible deviations or modifications noted at that time. This should occur not only at the management level but also at the supervisor/coordinator level as well.

- The center does not actively track the retention rate of annual memberships. Moving forward, the center should try to do this on an annual basis. The industry average is 70% on a yearly basis and it is estimated that the center's current retention rate is 80%. Staff does conduct exit interviews with people that drop their membership.
- The existing guideline for recreation programs calls for them to recover 100% of all direct costs. This is an average to slightly high range of cost recovery when compared nationally. The development of a pricing plan that tiers (see Recreation Services and Programs section) programs with different levels of cost recovery is strongly recommended.
- As a result of the pandemic, staff should develop a basic continuity plan to cover any future interruptions in operations and protect revenues and manage expenses. The center's COVID operations plan could serve as the framework for the continuity plan.
- Any future expansion to the center will require an increase in the center's operating budget for staffing, utilities, custodial services, and other operating costs. However, there should also be an increase in the revenues generated from memberships and programs occurring at the center. Estimates of the budget implications for any expansion to the center should be calculated prior to committing to construction.
- Within the overall center budget, yearly budget priorities should be directed by long term operational and management goals that are updated on an annual basis. There must be realistic and measurable goals established to support this effort.
- The Department should identify 1-2 grants, large donations, or intergovernmental funding opportunities to pursue a year with a goal of funding specific aspects of recreation programming and/or facility development. Grants could focus on energy savings, wellness, teen services, and senior activities.
- The Department should produce a yearly "annual report" that summarizes not only the accomplishments of the center but also quantifies expenses, revenues, memberships, etc. This should also contain a rolling five-year comparison.

Fees and Charges

- The basic fees for the use of the Upper St. Clair Community & Recreation Center are noted below (2023 rates).



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	Daily
Individual/Guest	\$15.00

	3 Month-High (April-Aug.)		3 Month-Low (Aug.-March)		Annual (Monthly)	
	Res.	Non Res.	Res.	Non Res.	Res.	Non Res.
Adult	\$300	\$370	\$213	\$267	\$50	\$62
Youth	\$200	\$265	\$150	\$195	\$36	\$46
Senior (62+)	\$200	\$265	\$150	\$195	\$36	\$46
Family	\$525	\$650	\$378	\$473	\$91	\$112

College Punch Card \$125 for 30 visits

Nanny/Caretaker Pass \$75 for 3 months

- The fee structure is reasonable for the amenities and condition of the center. The fees have been increased on a periodic basis over the last 10 years with a pause during COVID. The Township is committed to an annual increase of \$1 per month for membership. The idea of an annual increase is commendable but may need to be raised to a higher amount to cover increases in operating costs in the future. However, any fee increase must be balanced with what other facilities are charging in the area.

The center will need to be careful not to price the non-resident out of the market as their use of the center and its programs is essential for revenue generation.

- The fees being charged for general rentals of the community rooms are very reasonable, especially considering that alcohol is not permitted in the center. The rates for the aquatics rooms are much more aggressive but reflect the use (and demand) of these spaces primarily for birthday parties and the benefits that come with the rental (use of the pool, a greeter, etc.).
- Most all land and water fitness classes are offered free as a benefit to members, with only Pilates having an additional fee.
- Community groups are allowed free use of the center's community rooms. While an admirable practice, this needs to have limits placed on the time when this is available, the length of use, and the yearly number of uses. This will ensure that time is available for possible paid rentals and the expansion of programs in the center.
- The center has a rather liberal refund policy for programs that does not penalize late cancellations from activities, which does not provide adequate time to fill the slot with

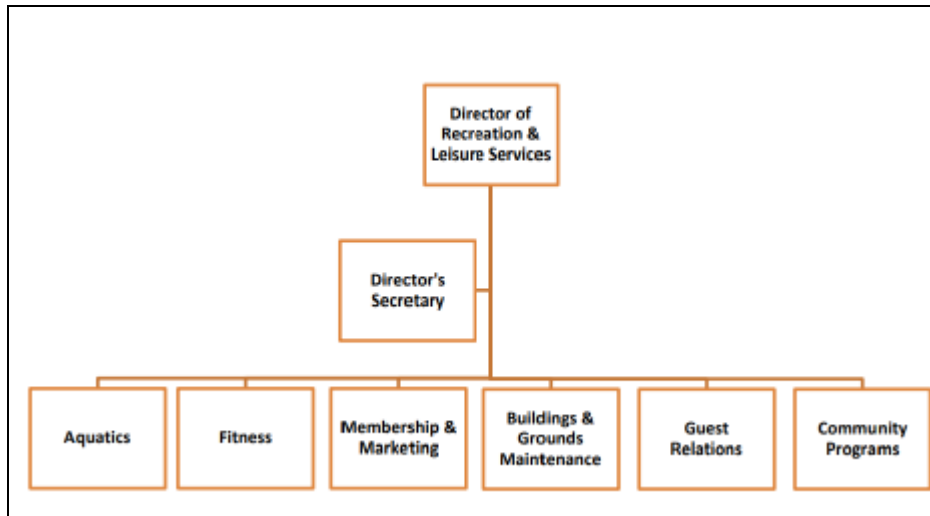
other participants. With a high demand for programs, this can result in open slots being left that would otherwise be filled.

- A formal fee philosophy and policy for facility use, rentals, and programs and services, should be developed (see the Recreation Services and Programs Section).
- Providing program discounts for members of the center is an important benefit that should continue to promote membership sales.
- An annual fee survey should continue to be conducted with the other facilities and organizations in the area to determine where the Community & Recreation Center fees fall in comparison.
- A scholarship program for the center and its programs should be considered for residents of the Township that cannot afford the fees for use of the center and its programs. It is understood that this is not an on-going problem for most residents and there has not been much of a demand for scholarships up to this point. However, having a plan in place to cover such instances is recommended. This is a best practice that most all public agencies have for their recreation programs and recreation facilities.

The plan could include a sliding scale for participant payment and the utilization of an existing agency for eligibility and administration. There needs to be an established maximum value per household that can be awarded in one year, a percentage of the total fee that must be paid by the participant (should be at least 25%) and tracking actual use and attendance for scholarship recipients.

Staffing

- Below is the basic organizational chart for the Recreation and Leisure Services Department, which includes the Community & Recreation Center (based on May 2024).



- There are 16 full-time staff in the Department's budget. Fulltime staff includes:
 - Management 2
 - Director of Recreation & Leisure
 - Director's Secretary
 - Aquatics 2
 - Aquatics Supervisor
 - Aquatics Coordinator
 - Fitness 2
 - Fitness Supervisor
 - Fitness Coordinator
 - Membership/Front Desk/Rentals 4
 - Membership & Marketing Supervisor
 - Membership Specialist
 - Facility Rentals Coordinator
 - Guest Relations Supervisor
 - Community Programs 2
 - Community Programs Supervisor
 - Community Programs Coordinator
 - Maintenance 4
 - Building and Grounds Administrator
 - Building Maintenance Custodian (3)

This is an adequate level of full-time staff for a center the size and magnitude of the Community & Recreation Center, but it certainly is not overstaffed.

The center does utilize contract custodial services which impacts both full-time and part-time maintenance/custodial staff numbers.

Several positions noted above only have a portion of their salary assigned to the center. This includes:

- Director (75%)
 - Director's Secretary (70%)
 - Community Programs Coordinator (50%)
- One of the primary concerns of the center is the ability to staff and provide programs to meet the needs of a much larger membership base. While hiring has improved and increased in 2023, staff availability reductions have required higher numbers of staff to meet the service demands of the center from previous years.
 - The center is still highly dependent on part-time staffing in the following areas:
 - Front Desk
 - Lifeguards and Swim Instructors
 - Fitness Attendants and Instructors
 - Playroom
 - Rentals/Events
 - Recreation Program Instructors

This is a normal utilization of part-time staff in a public recreation center.

- Despite the problems that most public recreation centers have had recruiting and retaining part time staff, the center has not experienced the same level of difficulty as the number of lifeguards has been adequate but there are needs in some areas such as the Playroom and fitness floor monitors.
- The center does a good job of tracking part-time staff hours by different positions.
- Rates of compensation for full-time staff appear to be adequate and has resulted in very little staff turnover. Continuing to annually evaluate rates of compensation within the market will be important.

Part-time staff rates are at the lower range. This could be a problem in an era of full employment and increasing minimum wage rates. The part-time pay scale is a particular problem for lifeguards due to the certification requirements and life and death nature of the job. The Township should continue to make appropriate adjustments to the wage scale on an annual basis to ensure retention.

- Staff has managed to reduce most operational issues and capacity concerns through policy changes (limiting daily passes) and by increasing benefits for members. However, behavior management issues associated with center users are a major problem and has

resulted in lower morale and burnout by staff. Developing additional behavior policies to what is currently in place is essential.

- Existing supervisory staff would benefit from having expanded responsibilities that go beyond the walls of the center and include budget and management experience. This will help with staff growth and help build a succession plan.
- Most Community Programs are contracted but are no longer on a straight gross revenue split but on a fee per registrant basis. The fee per registrant concept is an acceptable method for contract program revenue sharing.
- Only the maintenance staff are part of a union which should allow for more leeway in staff scheduling and job assignments.
- Full-time staff are permitted to teach private lessons (aquatics) or personal train on their own time at the center and receive compensation for these services. This is an added perk that most public centers do not provide.
- While the center is adequately staffed it does not appear to have any overall staffing requirements or mandates. These should be developed to cover issues associated not only with key roles and responsibilities of full-time and part-time staff but also requirements for facility staffing, the presence of a full-time staff member in the center, and the use of contract staff or services. The requirements should also address minimum staffing requirements for opening/operation and seasonal adjustments to the staffing schedule. It is recognized that the center does have a strong manager-on-duty program that covers most evening and weekend hours.

Another key aspect of staffing is planning for eventual staff succession to occur and making sure that center operations do not suffer during a staffing transition.

- There needs to be a continued focus on safety and security at the center.
- There are job descriptions in place (full-time and part-time) that appear to adequately reflect the actual duties of each position and the performance expectations of the individual in that role.
- Background checks are completed for any new part-time staff hires and this should also be done for any volunteers and required of any contract employees.
- It is important that a strong staff (both full-time and part-time) training and education program is formalized to ensure that opportunities for staff growth and improvement are

organized on an annual basis and well documented. Center staff should continue to work closely with Human Resources to set up specific staff training opportunities.

- The Township has an annual performance appraisal for all full-time and part-time staff and should continue to have an action/improvement plan as part of this process.
- The Department does make use of college interns to augment paid staff. This needs to continue.

Policies and Procedures

- The center has a wide range of policies and procedures in place to guide operations and management of the facility and its programs.
- The basis for the overall direction of the center and the Recreation & Leisure Services Department is the system wide master plan that was completed in 2016. With this document nearing 8 years of age, it may need to be updated in the next two years.
- Specific policies are in place for the following:
 - Staff internet, email, and communications
 - Sexual harassment
 - Maintenance operations
 - Front desk operations
 - User behavior
- There are also a number of manuals in place for various aspects of the center. This includes:
 - Aquatics
 - Maintenance
 - Fitness
 - Emergency procedures and an emergency action plan for aquatics
 - Employee handbook. This is a Township wide handbook
- The center would benefit from having a comprehensive Operations Manual for the center that integrates much of the information above into a single document. A major emphasis should be on a comprehensive emergency action plan.
- Staff have indicated that a share of center users and members believe that there are too many rules and policies already in place and this impedes their use. However, having strong operational policies in place that result in well defined rules are more important than ever. Messaging the basis and need for the rules to members and the community will need to continue.

- There appear to be inconsistent rules on the required age of youth to use different areas of the center including the fitness equipment. This makes enforcement by the staff more difficult.
- It has also been noted that behavior management is a major concern and having better defined expectations and requirements for use of the center might help to stem this situation.

Key Recommendations

The following is a summary listing of the key recommendations from the information in this section with a designation of a high or low priority.

High Priority

- Continue to establish yearly budget priorities.
- Develop and promote opportunities that non-member residents have to utilize the center and its programs.
- Plan for continued increases in operation costs for staffing as well as goods and services.
- Establish a greater budget focus on maintenance and capital replacement in the next few years.
- Continue cost center accounting practices for the center itself as well as programs and services.
- Continue to recognize the importance of non-resident members and facility users in the revenue stream for the center.
- Develop additional policies to deal with behavior management issues by center users.
- Continue to adjust the part-time compensation schedule annual to meet staffing needs and develop a step system of payment.
- Develop a formal fee policy for memberships, programs, facility use, and rentals.
- Develop a true staffing philosophy and plan and establish overall staffing requirements.
- Complete a parks and recreation system wide master plan



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- Develop a staff succession plan to keep key staff in the department.
- Develop a coordinated staff training plan with the HR Department.
- Reevaluate the existing program refund policy to reduce late cancellations.

Lower Priority

- Develop a continuity plan for the center.
- Identify 1-2 external funding sources a year.
- Produce a yearly annual report.
- Develop a comprehensive Operations Manual for the center.
- Improve budget tracking and facility use statistics.

Section VIII – Marketing Efforts

A continued focus of the Upper St. Clair Community & Recreation Center staff should be on marketing and promoting of the facility's amenities, recreation programs, and services.

General

- It is understood that with the center nearing membership capacity and many programs already full, that over marketing and then not being able to deliver is a concern.
- It is critical to continue to emphasize strong communications between the center, the members, and the general community. This should focus on understanding what a public community recreation center is (and what it is not), operational policies, customer service, and overall community benefits. Effective communications need to continue to be an ongoing emphasis.
- Marketing must continue to focus on residents of the Township but the importance of the non-resident to center revenues cannot be overlooked and must be a strong part of all marketing efforts.

Marketing Assessment

- The primary focus of most marketing is internal to existing members and users rather than external to the community as a whole. This is due to capacity issues at the center and the fact that many programs are already full.
- Even though the center has a number of marketing tools in place it could still benefit by having a basic marketing plan that guides promotional efforts on an annual basis. This plan should be a simple document that is built on an overall promotional philosophy and contains bullet points for specific goals.
- The marketing plan must take into consideration the market role and position of the center and programs. The fact that the facility is not a private fitness center, has a broad range of programs and services, and serves all age groups needs to continue to be emphasized. Retaining existing members and users needs to be a primary area of focus.
- The marketing plan's direction and focus will need to be guided by the key target markets that will be served. This should include different age groups, interest areas, socio-economic groups, and non-residents.

- While the overall marketing effort should be coordinated and directed by the marketing staff, clear areas of responsibility for all staff as it relates to promoting the center and recreation programs should be developed.
- The annual marketing efforts should have a formal evaluation mechanism to determine the overall effectiveness of the plan as well as specific marketing efforts.

Promotional Tools/Tasks

- The marketing strategy for the center over the last five years has seen a significant shift from more traditional marketing efforts based on printed materials and advertising to social media and e-mail based efforts. The center has a contact list of over 9,900 e-mails. Center members opt into e-mails upon joining and also receive a listing of new membership information via e-mail.
- In addition to e-mail based marketing, digital marketing signage is referenced across the facility near high traffic areas as well as paper information with scannable QR codes is available. Members who request physical mailing of documents are sent information when needed. Social media platforms such as Facebook, Twitter, and YouTube are also utilized to promote facility content.
- Rec Radio is also utilized to promote center activities and services.
- Targeted marketing is utilized and includes the following specialized groups:
 - Swim lesson participants
 - Prior special event attendees
 - Preschool/Youth enrichment and sports
 - Senior members
 - Group exercise attendees
 - General interest
- Future marketing efforts will need to focus on the value and benefits of membership as this is the primary revenue source for the center.
- The twice-a-year Community Recreation Guide is no longer utilized and has been replaced by targeted digital and printed flyers and other pieces of information. This can be effective for patrons with specific interests but does make it more difficult for the community to comprehend the depth and magnitude of the programs and services that are available.
- Continue to complete an annual survey of other public, private, and non-profit sports, fitness and aquatic facilities in the area that identifies fees, programs, and services as well

as key amenities. This information should be utilized to market the benefits of the center and to adjust fees and services when necessary.

- There should be an every other year (in-house and on-line) survey of center users' needs and concerns. This survey should gather opinions regarding the center's maintenance, staff, programs and services, and future needs.
- A formal survey of Township residents should be conducted on a 3-5 year basis. This survey should be conducted on-line and should gather opinions regarding facilities, staff, programs and services, and future needs.
- The center's web page is acceptable but needs to be improved and updated to meet the changing needs and expectations of the public. This should provide easy links to specific facility and program information, that also use images from the center and the programs themselves.
- The current membership guide is excellent and needs to continue to be utilized but it probably needs to be updated.
- Phone interviews should continue to be conducted with those individuals who cancel their memberships to determine the reasons for this. If a call is not possible, then an email should be sent asking for the reason for their cancellation. It is recognized that the rate of response will not be great from former members.
- On-line registration for programs is now over 95% which is outstanding, and this option should continue to be emphasized.

Ultimately an individual should be able to sign up and pay for memberships online and even schedule and pay for room rentals.

- There needs to be continuing efforts to "brand" the Department through all publications, promotional materials, flyers, signs, web site, and other items. All marketing materials need to have the same format, look, logo, etc.
- The center now also has a mobile app that can be utilized in a number of ways to gain information about programs and center operations.
- The way users find out about center facilities, programs, and services, needs to be tracked on a regular basis and should guide future marketing resource allocation and areas of focus.

Sponsorships/Partnerships

- Expanding sponsorship/donation opportunities for key programs and services (both existing and new) will not only help to promote the programs themselves but also the center. This should be a simple program with basic levels of sponsorships/donations established based on a yearly basis, the magnitude of the program, and the cost of providing the program. It is recognized that it could take several years to totally institute a full sponsorship program.

Key Recommendations

The following is a summary listing of the key recommendations from the information in this section with a designation of a high or low priority.

High Priority

- Continue to emphasize strong communication between the center, its members, and the general community.
- Promote the center as a public facility and the importance of having non-resident users and members for financial self-sufficiency.
- Develop a basic marketing plan for the facility and its programs.
- Expand the use of on-line sign up for room rentals and memberships.
- Survey other similar providers in the market on an annual basis.
- Reinforce the clear identity and brand of the center.
- Update the center web page.

Lower Priority

- Develop a printed brochure and digital version that promotes the center and its programs for new residents and others that are not familiar with the center.
- Establish a formal evaluation mechanism for all marketing tools.
- Expand the sponsorship opportunities for programs and services.
- Conduct surveys of center members and the community.

Section IX – Implementation

As previously noted in this assessment report, the Upper St. Clair Community & Recreation Center has been one of the most operationally successful public recreation centers in Pennsylvania and the nation. It is often used as an example for other communities regarding best practices for recreation center operations. Building off this strong foundation of operations success, the implementation plan is focused on maintaining or increasing the operational efficiency, and performance of the facility in the future.

The primary recommendations from the previous sections are prioritized below with the timing for the implementation, and the general estimated capital cost of implementing (if applicable), as well as the general estimated operational impact (if appropriate). All dollar estimates are based on 2024.

Some of these recommendations could be challenging to implement with the current operational funding levels of the Department, the staffing levels for the center, and the necessary time/resource requirements for completion.

High Priority (1-2 Years)

Task	Timing	Capital Cost	Operational Impact
<i>Facility Improvements</i>			
Designate a supervisory staff member as the Safety Director	First 3 months		Staff time
Complete a study to determine possible improvements and/or expansions to the center (as outlined in the report)	Year 2		\$50,000-\$100,000
Complete a capital lifecycle schedule and	Year 2		\$50,000-\$100,000
<i>Recreation Services and Programs</i>			
Establish programming philosophy and basic programming plan	Year 1		Staff time
Attempt to grow programming in key areas	Year 1 & 2		Expenses \$50,000 yr. Revenues \$40,000-\$60,000 yr.
Increase the number of program performance measures that are tracked	Year 2		Staff time
Explore a fitness/wellness program partnership with a health care provider	Year 2		Staff time



Upper St. Clair Community & Recreation Center Post COVID Facility Assessment

Operations			
Develop additional policies to deal with behavior management issues by center users	First 3 months		Staff time
Reevaluate the existing program refund policy	First 6 months		Staff time
Develop a staff succession plan	Year 1		Staff time
Develop a coordinated staff training plan	Year 1		Staff time
Plan for continued increases in operation costs for staffing, goods and services, and maintenance.	Year 1-2		\$25,000-\$50,000 yr.
Develop a comprehensive formal fee policy	Year 2		Staff or Consultant
Develop a true staffing philosophy and plan	Year 2		Staff time
Complete a parks and recreation system wide master plan	Year 2		\$150,000-\$250,000
Marketing			
Develop a basic marketing plan for the facility and its programs	Year 1		Staff time
Update the center web page	Year 1		Staff time or Consultant
Survey other similar providers in the market on an annual basis	Year 1-2		Staff time
Expand the use of on-line sign up for room rentals and memberships	Year 2		Staff time

Lower Priority (3-5 Years)

Task	Timing	Capital Cost	Operational Impact
Facility Improvements			
Complete smaller improvements to the center	Year 3-4	\$1.2M-\$1.5M	N/A
Complete a larger renovation and/or expansion of the center (top 3 only)	Year 5+	\$3M-\$5M Budget	Expenses \$50,000-\$100,00 yr. Revenues \$75,000-\$200,000 yr.
Recreation Services and Programs			
Develop a comprehensive annual report of Department programs and services	Year 3		Staff time
Develop capacity/use analysis for the major spaces in the building	Year 4		Staff or Consultant
Complete a lifecycle analysis of the center's programs and services	Year 5		Staff time
Operations			
Develop a comprehensive Operations Manual for the center	Year 3		Staff time
Produce a yearly annual report	Year 3		Staff time
Improve budget tracking and facility use statistics	Year 3		Staff time
Identify 1-2 external funding sources a year	Year 4		Staff time
Develop a continuity plan for the center	Year 5		Staff time
Marketing			
Develop a printed brochure and digital version that promotes the center and its programs for new residents	Year 3		Staff time
Establish a formal evaluation mechanism for all marketing tools	Year 3		Staff time
Conduct surveys of center members and the community	Every 3-5 years		Staff or Consultant
Expand the sponsorship opportunities for programs and services	Year 4		Staff time