UPPER ST. CLAIR COMMUNITY & RECREATION CENTER POST COVID FACILITY ASSESSMENT REPORT

USC

BALLARD*KING
& ASSOCIATES LTD
Recreation Facility Planning and Operation Consultants

Who We Are

- Have been assisting communities in developing and operating community recreation centers for 32 years.
- Completed over 800 project studies and have over 200 recreation facilities completed. Have worked in all 50 states.
- Have completed over 40 assessment studies including 2 previous assessments for Upper St Clair.

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Assessment Outline

- General Assessment
- Market Analysis
- Public Input
- Physical Condition
- Recreation Services and Programs
- Operations
- Marketing Efforts
- Implementation



General Assessment

Strengths

- A dynamic, top flite, center both locally and nationally
- 15-year history of providing services to the community
- Came out of COVID 19 in a strong operational position
- Serves residents and non-residents. Financial viability depends on non-resident use
- The center is well run and maintained
- A broad range of programs and services are offered
- Staff is a strong asset



General Assessment

Challenges

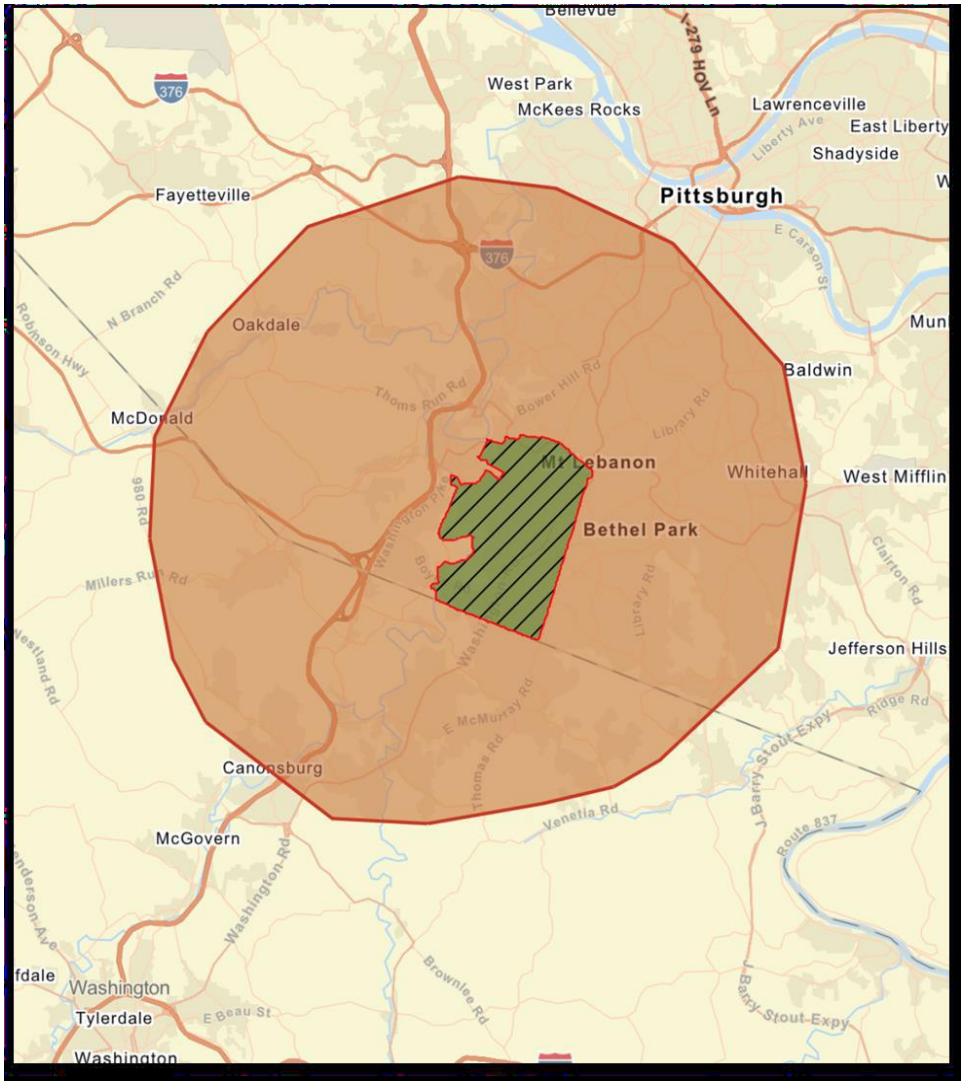
- There will be a need for further maintenance and physical improvements
- There is very strong use and high expectations from the community
- High rate of utilization by members, non-member use is more difficult
- There are many other providers in the market
- Now operating close to capacity on memberships and programs
- Greater focus on operations and management
- Maintenance and capital replacement will need to be emphasized
- For continued financial success do not deviate from the model

Market Analysis

Markets

Township-Green

Secondary Market-Orange



Market Analysis

Demographics

- Township has an adequate population to support the center but is enhanced by non-resident use
- The secondary service area adds another 305,000 people
- Slightly older population. Overall population will decline slightly
- Township has a significant number of homes with children
- The Township has a high median income level
- High rate of expenditures on recreation activities

Market Analysis

Other Providers

- Public recreation centers
  - Bethel Park
  - Peters Twp.
  - Mount Lebanon
  - Collier Twp.
  - Upper St. Clair HS Pool
- Non-profit providers
  - JCC South Hills
  - Spencer Family YMCA
- Private facilities
  - LA Fitness
  - Planet Fitness
  - Crossfit





Public Input

On-line Survey

- Administered September of 2023
- 1,481 total responses
- 73% identified as residents
- 65% of respondents were women
- Average household size was 2.3
- 33% of respondents were 35-44, 23% were 45-54



Public Input

On-line Survey

- 83% had used the center in the last year
- Primary reasons for use of the center
  - Amenities that are desired
  - Close proximity
- Primary spaces used were fitness, indoor pool and outdoor pool
- 43% have used the center about the same since COVID, 23% have used it more.
- 17% do not use the center, primary reason–fees are too high
- 80% are current users, 53% of current users would increase use if enhanced or renovated
- 41% of non-users would use if enhanced or renovated

Public Input

The top 3 areas that had strong need for increased emphasis were:

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

The top 3 areas that are most needed were:

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

How $100 would be spent toward enhancements included:

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

Public Input

- 25% of respondents felt it was a high priority to renovate the center, 40% a medium priority, and 21% a low priority

- Top priorities for the center included- 43% of respondents felt the center should make physical improvements and 25% felt that additional programs were necessary



Public Input

Staff Interviews

- Behavior management is an issue
- Demand for programs is at or near capacity
- Limiting daily passes has reduced operational issues
- There is an emphasis on memberships, which can limit use by non-member residents
- The expansion of fitness into the lobby has provided more space for equipment but has reduced the community feel
- Staffing is still an issue in some areas

Physical Condition

High Priority

- Complete a study for possible improvements to the center:
  - Outdoor aquatics expansion
  - Front desk closer to entrance
  - Locker room renovation
  - Cardio equipment formalized in the lobby
  - Upstairs cardio area partially converted to functional training
  - Outdoor functional training area
  - Large group exercise area added
  - Lounge area determined
- Continue focus on safety and security
- Place building systems on capital lifecyle schedule

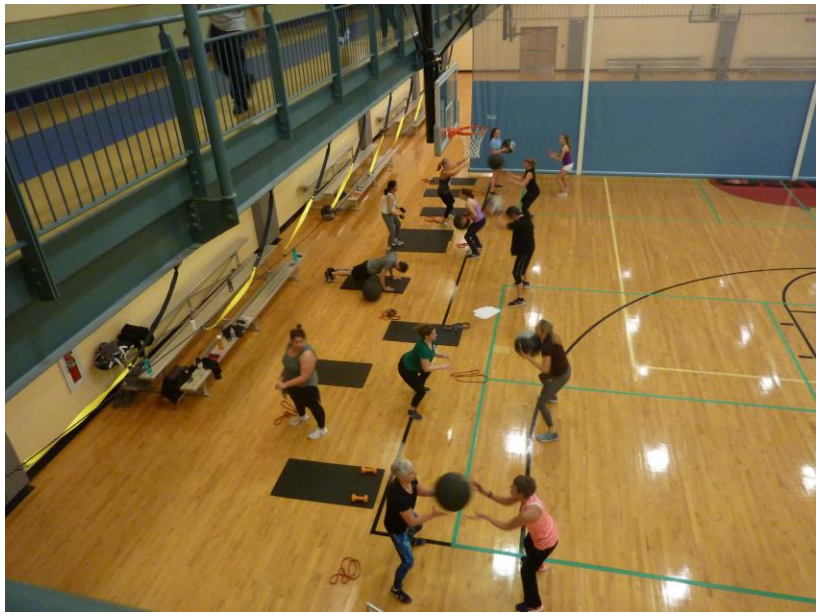
Physical Condition

Lower Priority

- Complete other small improvements including the following replacements:
  - Indoor pool deck
  - Indoor pool play structure
  - Carpet in upstairs cardio area replaced with a rubber floor
  - Outdoor pool slide
  - Replaster the outdoor pool
- Continue to leverage outdoor park amenities.

Recreation Programs

Assessment of current offerings



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			√

Recreation Programs

High Priority

- Establish a long-term programming plan
- Increase the number of program performance measures
- Explore a fitness/wellness partnership with a health care provider
- Adopt a formal fee policy
- Grow programming in the following areas:
  - Aquatics
  - Fitness/Wellness
  - Youth sports
  - Seniors
  - Teens/Tweens



Recreation Programs

Lower Priority

- Develop capacity/use analysis for spaces in the center
- Complete a lifecycle analysis of the center's programs
- Develop a comprehensive annual report of programs
- Continue to coordinate with the library on recreation programs



Operations

Center Usage

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

3 Month and Daily/Guest Pass Admissions

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

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

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%

Center Fees

	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

Operations

High Priority

- Continue to establish yearly budget priorities
- Promote opportunities for non-member residents
- Plan for higher costs for staff and goods/services
- Greater budget focus on maintenance and capital replacement
- Continue cost center accounting practices
- Continue to recognize the importance of non-resident members and facility users
- Develop policies to deal with behavior management issues
- Continue to adjust the part-time compensation schedule
- Develop a formal fee policy
- Establish overall staffing requirements and mandates

Operations

High Priority (continued)

- Complete a parks and recreation master plan
- Develop a staff succession plan
- Develop a formal training program for staff
- Reevaluate the program refund policy

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
- Improve budget tracking and facility use statistics

Marketing Efforts

High Priority

- Continue strong communications with members and the community
- Promote the center as a public facility and the importance of the non-resident users for financial self sufficiency
- Develop a basic marketing plan
- Expand the use of on-line sign up for room rentals and memberships
- Survey other similar providers on an annual basis
- Reinforce the clear identity and brand of the center
- Update the center web page



Marketing Efforts

Lower Priority

- Develop a printed/digital brochure for new residents and others
- Establish a formal evaluation mechanism for marketing
- Expand sponsorship opportunities for programs
- Conduct a surveys of members and the community



Implementation

High Priority (1-2 Years)

Task	Timing	Capital Cost	Operational Impact
Facility Improvements			
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
Recreation Services and Programs			
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
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

Implementation

- 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



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