



ST. CLAIR COUNTRY CLUB

2022 Long Range Plan

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A LETTER TO



THE MEMBERS

Dear Fellow Members,

The Board of Governors and Long Range Planning Committee are pleased to present this brochure detailing the proposed Long Range Plan for St. Clair Country Club. This plan was developed over the last year by a collective group of members, staff, and industry experts who evaluated our Club's facilities, operations, and service offerings for opportunities and enhancement. The team also evaluated the cost and the development of funding options for the proposed plan.

This effort was driven from the perspective of what is essential—not only for today, but for the continued long-term success of the Club. This vision requires us to have confidence in our leadership and ourselves, understanding that it is our responsibility to preserve the legacy of a Club that has a rich history of providing countless memories for our members, while at the same time preparing our Club for decades of memorable experiences into the future.

The following pages describe the Board-adopted Long Range Plan with an overview of the process, related conceptual designs, rationale for change, and estimated costs. After listening to our members through a comprehensive survey, Committee Meetings, and Informational Meetings, the Board and Long Range Planning Committee believe this Plan represents an exciting and responsible combination of features, benefits and investment.

Members should view the plan as a living document, a place where we can dynamically put our best collective thinking together to drive the vision of St. Clair Country Club.

Sincerely,

John Burke
Club President

WHY AND WHY NOW

For years, St. Clair Country Club (SCCC) has been committed to providing its members with some of the finest golf, dining and recreational experiences in Western Pennsylvania. As the world around us continues to evolve at a rapid pace, Club leadership acknowledges the need to proactively plan for the future. .

Over the last several months, the Board and Club Leadership have been diligently assessing our facility needs and amenity offerings to determine ways to further enhance the SCCC lifestyle. To assist in these efforts, we engaged Chambers—a nationally recognized planning and design firm that specializes in private clubs and communities and assisted us in our 2014 clubhouse renovation—to assist the Board with developing a comprehensive Long Range Plan to define a vision for the future of our facilities. The Club also worked with a golf course architect to assist with an evaluation of and recommendations for our Terrace Course as part of the Long Range Plan.

The planning process has been a holistic effort focused on several key member-driven initiatives aimed to further enhance the SCCC experience, increase the Club's relevancy and value within our members' lives, and ultimately aid the Club in attracting prospective new members.

INCREASING UTILIZATION & SATISFACTION

While SCCC offers enjoyable social, dining, recreational, and golf amenities, what makes the Club a truly special place is, of course, the membership. As we plan for the future, the Board and Club leadership's top priority is to continually enhance the member experience so that we may provide facilities of the highest quality and further enrich our members' lives. As such, we must continue to enhance our facilities to respond to members' changing needs.

Since the Clubhouse's original construction in 1930, St. Clair has made many systematic improvements to its facilities. In the early 2000s, the Club added the outdoor terrace and renovated the locker rooms, Halfway House, Pro Shop and Kiddie Pool. Most recently in 2014, the Club remodeled the dining facilities to better respond to member usage by rebalancing the existing square footage of those spaces. Since that time, the Club has not made substantial capital investments in our facilities outside of normal maintenance.

Certainly, much has changed in the last decade—in the world in general and in the club industry specifically. It is now time that we again invest in our facilities to respond to members' greatest priorities and ensure our facilities are prepared to support changing member lifestyles—now and for years to come.



ENHANCING ATTRACTION & MARKETABILITY

At the same time, we must also consider the interests of future members who will be joining our Club in the coming years to ensure that we remain attractive to new members, maintain the marketability of our Club, and stay competitive within the local marketplace. As such, the Club must balance the needs of the current members with those of prospective members, which means offering modern programs, facilities, and amenities that will enhance the member experience and Club value.

INCORPORATING INDUSTRY TRENDS

To assist with these efforts, Chambers guided our Long Range Planning Committee through a member-driven planning process to address our unique needs while incorporating forward-thinking trends that are prevalent in the private club industry as a whole. Chambers is considered a thought leader in the industry with a keen understanding of where the industry is headed and how clubs can prepare their facilities for the future. Chambers understands industry trends that are appropriate for the unique culture of our Club.

KEY PLANNING CONSIDERATIONS

As part of the process, members were asked to provide their level of satisfaction with several aspects of their club experience and offer insight into how they hope it could be enhanced in the future. Survey results and a facilities analysis indicated the

following elements to be priorities for improvements, which guided the development of the planning and conceptual design efforts:

- Addressing infrastructural needs of the Pro Shop
- Enhancing the outdoor dining experience
- Developing a casual members' grille opportunity
- Elevating the terrace course and short game practice area
- Enhancing the Club's recreational lifestyle offerings, including swimming and fitness/wellness amenities
- Addressing the driving range challenges
- Promoting opportunities for year-round utilization

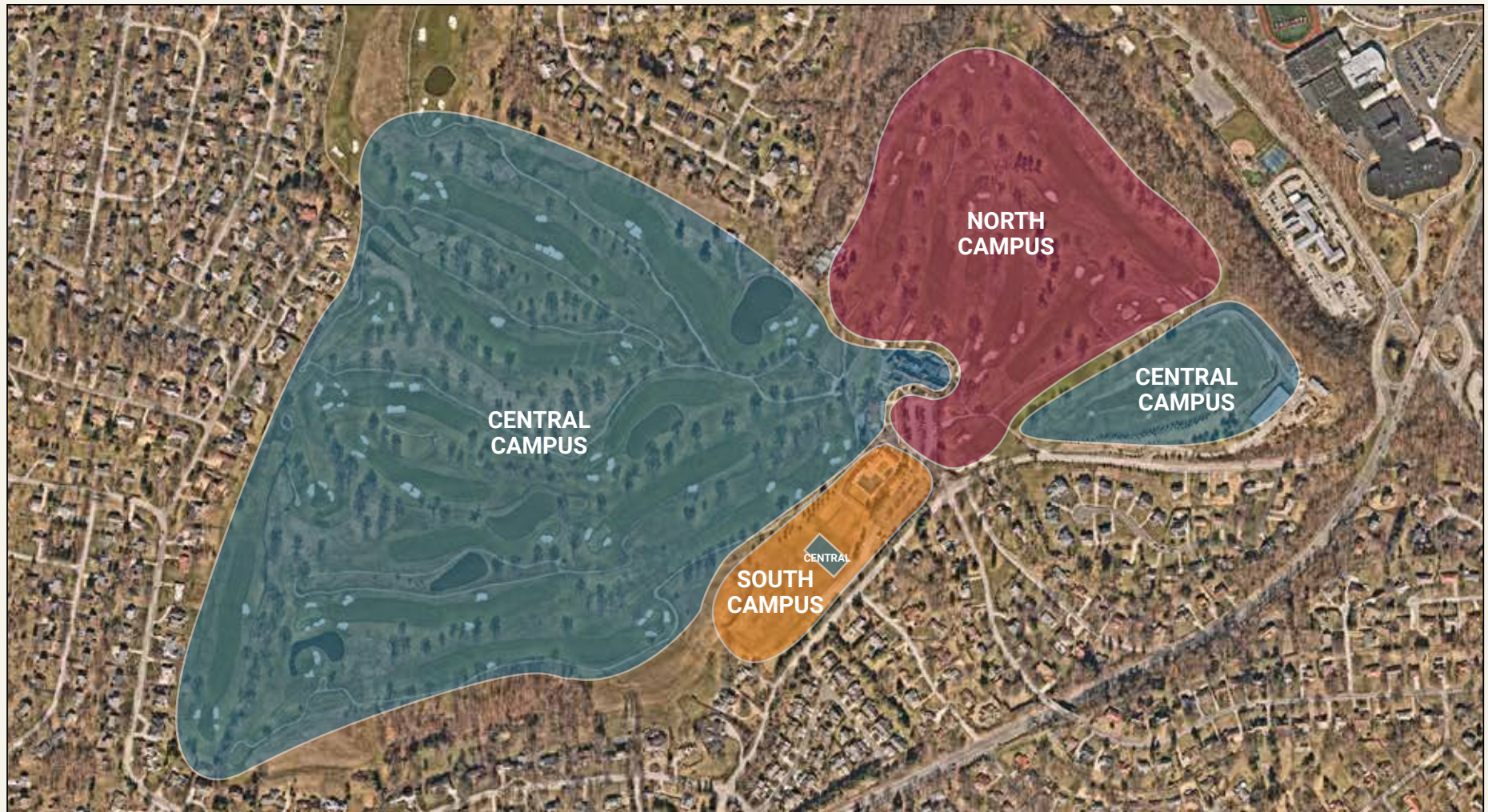
After several months of planning, the Board and Long Range Planning Committee reached consensus on a conceptual plan with suggested phasing, related cost estimates, and visioning images. These plans were presented to members during a series of Informational Meetings in May 2022. Over the last three months, the Planning Committee has continued to revise the plan elements based on the significant thoughtful feedback received from the membership.

The following pages provide details on the Long Range Plan, including proposed phasing, conceptual plans, and program cost estimates. After reviewing this booklet, we hope that you are excited and pleased with our efforts to enhance the experience for every member at SCCC for years to come.



LONG RANGE PLAN

The Long Range Plan Includes three main areas of our campus planning – Central Campus, North Campus and South Campus. An overview of the scope of each area is shown below and described to the right.



CENTRAL CAMPUS

ESTIMATED COST: \$12 MILLION

Central Campus components include:

- Renovated Pro Shop and Cart Barn
- New Bag Drop / Cart Staging in front of Pro Shop
- New Casual Mixed Grill
- Simulator Bays
- Expanded Bag Room
- Pickleball Courts
- Driving Range / Trackman Range
- New Championship Course Tees
- Deferred maintenance Items:
 - Replace the 20- to 30-year-old HVAC system
 - Replace 70-year-old flooring and windows in clubhouse
 - Repair and replace 20-year-old furniture in clubhouse
 - Repairs to the clubhouse roof
 - Replace kitchen equipment, much of which is more than 30 years old
 - Other miscellaneous items

NORTH CAMPUS

ESTIMATED COST: \$8 MILLION

North Campus components include:

- Renovate Terrace Nine
- Expand Front Parking
- Renovate Men's Grill Patio

SOUTH CAMPUS

ESTIMATED COST: \$15 MILLION

South Campus components include:

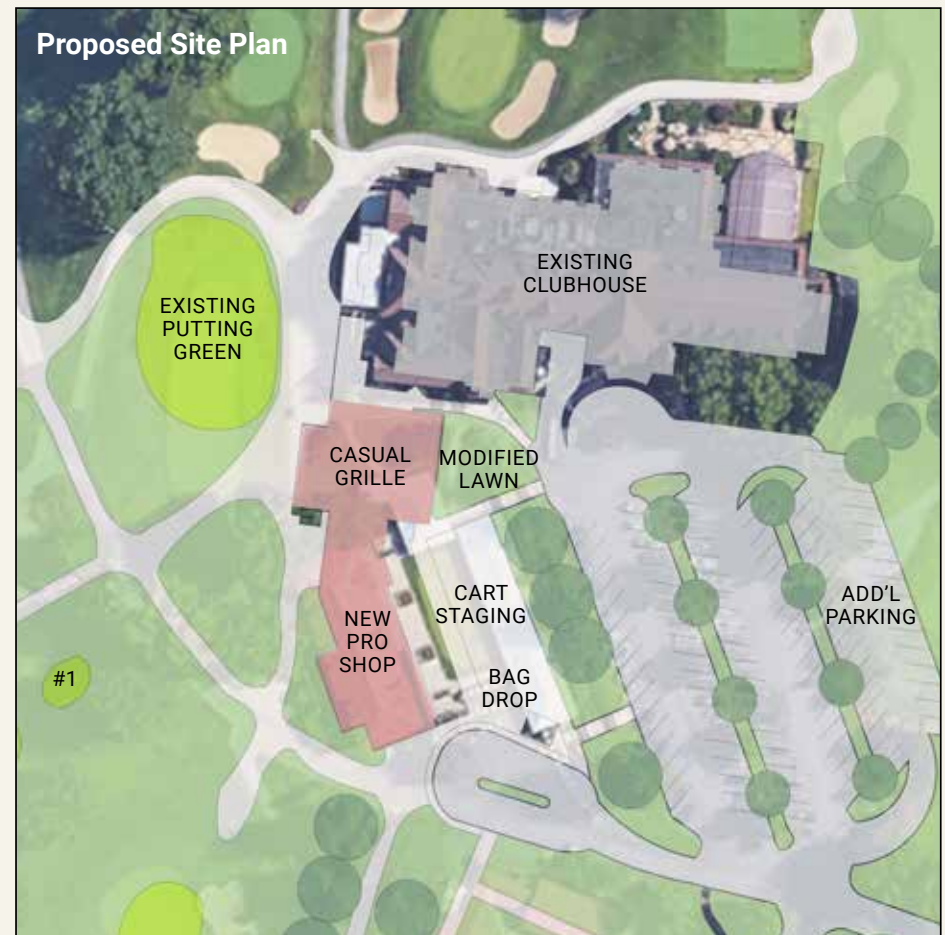
- Renovate and modernize the pool area
- Construct a Member Activity Center:
 - New Exercise Area
 - Relocate paddle tennis courts to new Racquet Sports Center
 - New Pool Kitchen and Bar areas



CENTRAL CAMPUS — PRO SHOP IMPROVEMENTS

In the midst of the planning process, the Club learned that our current Pro Shop has severe infrastructural issues. While temporary supports have been installed for stability in the interim, the proposed plans include conceptual designs for a brand-new Pro Shop building that will also include a Casual Grille, which was a high priority for members according to the recent Member Survey.

EXISTING PRO SHOP CONDITIONS





DIGITAL CONCEPTUAL RENDERING OF CASUAL GRILLE

The new open-air Casual Grille venue will be a covered, pavilion-like structure with heaters attached to the Pro Shop building. This space will feature a cross-talk bar and variety of table seating which flows onto an uncovered patio. The Casual Grille will have the potential to be used throughout the golf season from April until October. The Casual Grille will have direct connection to the Golfer's Lounge, which features a series of golf simulators and will operate year round.



CENTRAL CAMPUS — PRO SHOP IMPROVEMENTS

The following conceptual plans and visioning images depict the proposed plans for the new Pro Shop building.



Sample Image — Golf Simulator Lounge



Sample Image — Cafe

DESIGN OBJECTIVES

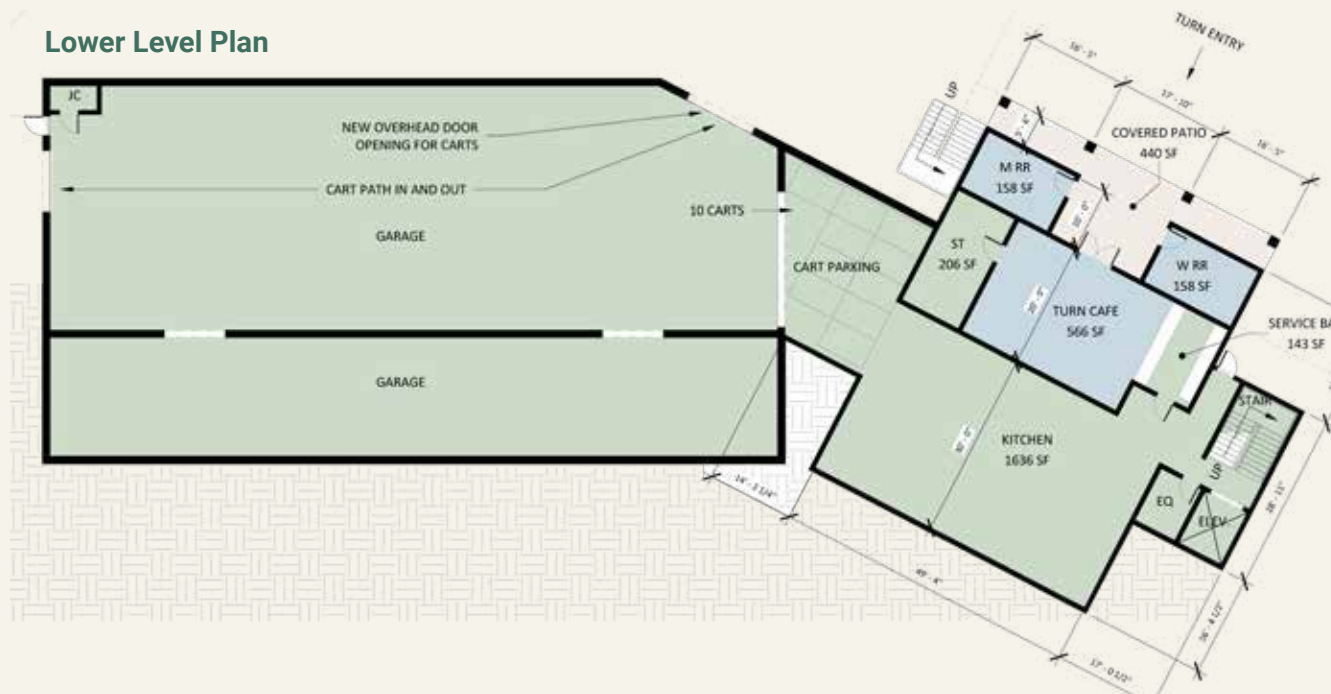
- Replace the existing Pro Shop and Cart Barn facility to address all infrastructural issues while enhancing the experience
- Remove the old swimming pool underneath the current putting green (the cause of much of the existing structural and water infiltration issues) and develop a new cart staging area with new Bag Drop arrival sequence
- Expand the capabilities of the new building to provide a new covered outdoor Casual Grille, a relocated Halfway House/Turn Café, a new Golf Simulator/Lounge area, a Kitchen facility to support the new Grille/Halfway House and additional Pro Shop storage/cart storage
- Develop a new Bag Drop / Cart Staging area between the new Pro Shop and parking lot (see site plan on page 8).
- Position the new Pro Shop closer to the existing Clubhouse to improve connectivity and service for the lower level terrace area from the new Kitchen facility
- Working in conjunction with the Terrace Course renovation (as described on page 12), provide an additional bay of parking in close proximity to the Clubhouse. (North Campus Phase)
- Improve the handicap entrance from the parking into the main clubhouse for improved ADA accessibility. (North Campus Phase)

MAIN LEVEL HIGHLIGHTS

- Covered Outdoor Casual Grille with cross-talk bar and direct connection to Golfer's Lounge
- New Golfer's Lounge with three golf simulator bays, direct bar access, and soft seating for socialization
- Restrooms in close proximity to Casual Grille
- New Pro Shop, practice hitting bay and additional bag storage



Lower Level Plan



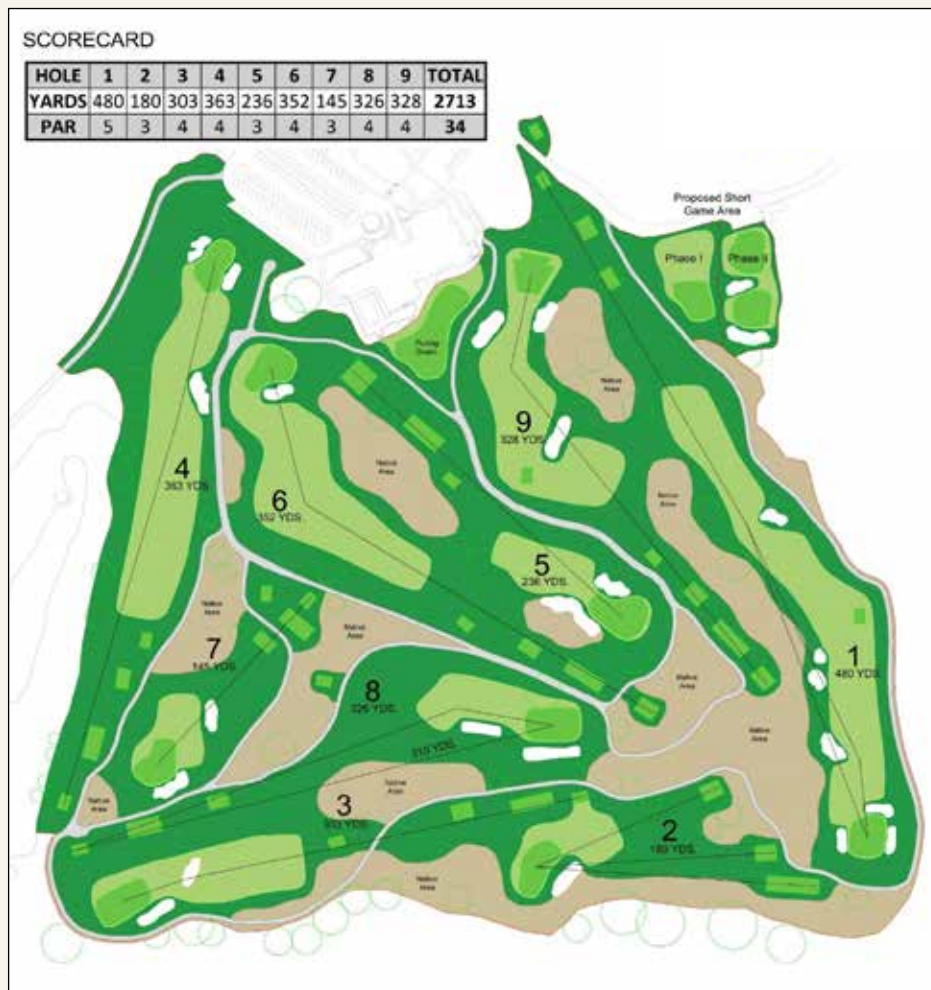
LOWER LEVEL HIGHLIGHTS

- New Turn Café (to replace the Halfway House function) in closer proximity to the clubhouse
- New Kitchen facility to service the Turn Café and Casual Grille
- Dedicated restrooms for the Turn
- Additional cart storage space for increased capacity



NORTH CAMPUS — GOLF ENHANCEMENTS

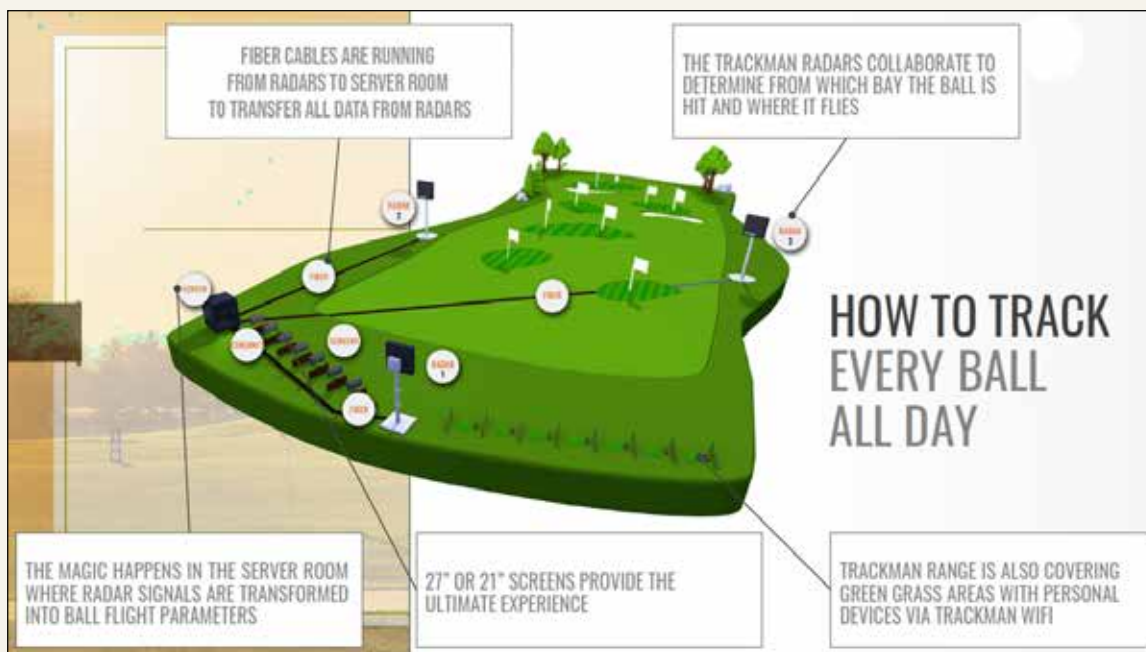
SCCC offers its members an exceptional golf experience on our Championship Course. Over the last several years, the Board and Club Leadership have been studying ways to elevate the driving range experience and practice facility to match the caliber of our Championship Course. The Board has approved the following elements to the North Campus as part of the Long Range Plan. Once the North Campus Phase moves forward, a full design of the Terrace Course will be developed and will go through the appropriate protocol of getting approval from our Golf Professional, Golf Superintendent, Course Architect, General Manager, Greens Committee and Board of Governors.



TERRACE COURSE

The Terrace Course was designed and built in 1916 with some holes being modernized and re-routed in 1971. Today, the course has significant deferred maintenance items that need to be addressed, including replacing the irrigation system and renovating the bunkers. This is an opportune time to also address the design of the course to improve playability and aesthetics. Plans include:

- Improving internal, underground, and subsurface drainage to alleviate issues with the greens, fairways and bunkers
- Replacing the irrigation system, which has exceeded its useful life
- Grading and enlarging tees which are currently crowned and undersized
- Providing a sporty design that improves the playability of the fairways and the placement/design of the bunkers, and provides more teeing options for all skillsets of golfers
- Incorporating continuous cart paths to allow carts to be used during periods of wet weather
- Shaping the 9th green to represent the seal of Pennsylvania (as in original Tom Bendelow design)



CENTRAL CAMPUS – DRIVING RANGE

In 2016, the Club embarked on an effort to redesign the range to enhance the experience and increase the number of tees from 12 to 30 to accommodate growing demand. This resulted in the new driving range in its current location near Old Washington Road. In 2019, the Club began to see growing safety concerns with golf balls being hit into Old Washington Road. After several attempts to improve safety by reorienting tees, planting trees, installing a safety net, and using low-flight balls, members continue to express growing interest in enhancing the driving range experience. In the recent Membership Survey, 74% of respondents indicated this is either extremely or somewhat important to improving their personal experience at the Club.

The conceptual plan (shown above) proposes using a Trackman system on our current driving range. Plans also include rotating the hitting bays to further angle away from Old Washington Rd, re-grading the range for higher visibility for ball landing, and reorienting the greens for better visibility.

CENTRAL CAMPUS

UPDATES TO THE CHAMPIONSHIP COURSE

Our Championship Course continues to be a crown jewel of the SCCC experience. While the golf components of the proposed Long Range Plan largely focus on elevating the driving range and Terrace Course experiences to match the exceptional caliber of the Championship Course, plans for the Central Campus also include installing additional tees throughout the course:

- **Forward Tees** — To enhance playability for high handicap golfers
- **Back Tees** — To increase difficulty and challenge low handicap golfers

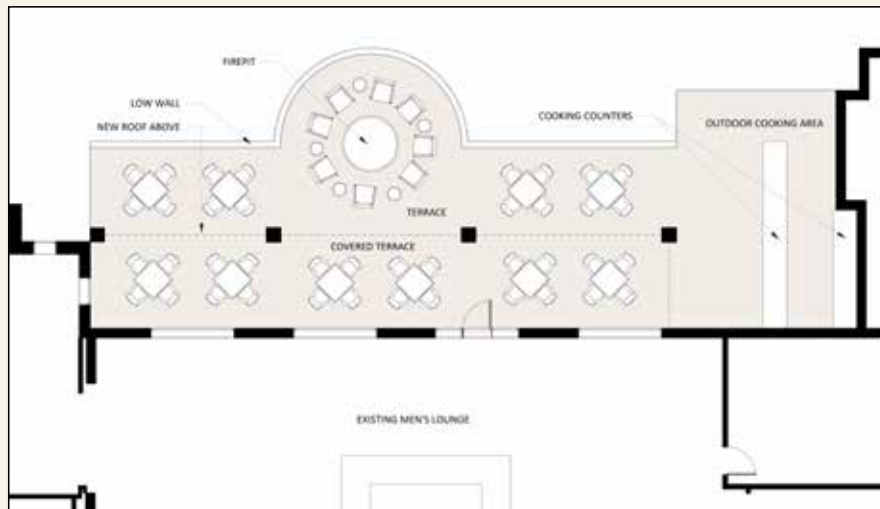
Please note: This aspect of the plan is very preliminary in nature. As we move forward, the Greens Committee will continue to meet with a golf course architect to determine appropriate tee placements. Costs for this aspect of the plan are included as part of the Central Campus estimates.



NORTH CAMPUS — CLUBHOUSE IMPROVEMENTS

According to the recent Membership Survey, 66% of respondents indicated additional outdoor dining to be a high priority. North Campus plans include an expansion of the terrace outside of the Men's Grille with a covered and uncovered seating area with a central fire pit and outdoor grilling stations.

Men's Lounge Terrace — Lower Level



Digital Conceptual Rendering



Sample Visioning Imagery





SOUTH CAMPUS — RECREATIONAL AMENITIES



MEMBER ACTIVITY CENTER

Members also indicated enhancements to the swimming facilities and fitness/wellness center to be important in our future planning; therefore, the Long Range Plan includes the development of a new, two-story Member Activity Center—a lifestyle-oriented facility that capitalizes on the natural synergies between pool, fitness, racquet sports, youth activities, and ultra-casual dining facilities.

This two-story structure will be located where the old driving range teeing structure is currently. Utilizing the natural topography, the location allows for the Main Level to be accessible directly on grade with the existing parking lot and the Lower Level to be directly on grade with the existing pool deck area. The Board has approved these conceptual enhancements as part of a future phase of the Long Range Plan.

POOL IMPROVEMENTS

The new Member Activity Center would be nestled next to the existing pool, which will be repaired to address the significant existing maintenance issues. The lap pool will remain, and a new resort-style, zero-entry pool will be added with an interactive splash pad. In addition, the surrounding pool deck will be replaced and further enhanced with new seating and shade structures.

FITNESS IMPROVEMENTS

The new facility would have dedicated spaces for cardio, strength training, group exercise spaces for boutique-style programming (Pilates, Spinning) and multi-purpose areas for classes (Yoga, Barre, etc.). The facility would also house day lockers, treatment rooms, private/physical therapy rooms and youth activity rooms. An ultra-casual, grille-style dining venue and Adult Cabana Bar on the pool deck would support these activities.

RACQUET IMPROVEMENTS

Pickleball courts will initially be added as part of the Central Campus improvements. This includes providing stair access to this added amenity from the main parking lot. Future phases include moving the paddle courts from their existing location to be adjacent to the new Member Activity Center and pool complex. At that time, a new Paddle Hut that will be integrated into the Member Activity Center will also be constructed to offer a variety of indoor and outdoor table seating and lounge seating.

PROGRAM COSTS

During the planning process, implementation costs were estimated by reputable local general contractors. These estimates include hard construction costs, site work, furnishings, fixtures, equipment, contingency, and soft costs. The costs summarized below are based on August 2022 cost estimates.

CENTRAL CAMPUS\$ 12,000,000

- Renovated Pro Shop / Cart Barn
- Casual Grill / Golf Simulators / Bag Storage
- Pickleball Courts
- Driving Range / Trackman Range
- Championship Course Tees
- Clubhouse Deferred Maintenance

NORTH CAMPUS\$ 8,000,000

- Men’s Grille / Outdoor Dining
- Terrace Course
- Clubhouse Parking Expansion with Enhanced Handicap Accessibility

SOUTH CAMPUS *\$ 15,000,000

- Member Activity Center
- Pool Renovation / Modernization
- Paddle Tennis Court Relocation

* Cost estimates for the South Campus are based on current pricing and are subject to increase in the future due to indeterminate timeframe for implementation.





QUESTIONS & ANSWERS

How has the Long Range Plan been modified since May?

We appreciate the time that members took in May to attend the Informational Meeting and learn more about the status of our planning efforts. Since that time, we have received very favorable feedback on the proposed concepts and have continued modifying the components, structure and funding of the Long Range Plan to align with member priorities, while also remaining fiscally responsible. This has led to the outline of the North Campus, Central Campus, and South Campus as described in this booklet.

There are portions of the Plan that are not important to me or my family. Is my only option to vote “No”?

Before voting against the proposed funding program, please consider that the long-term success of any club depends on having facilities that attract and retain membership. There are individual and diverse reasons for belonging to St. Clair Country Club. Naturally, a progressive facility must offer numerous incentives for membership and we must be prepared to offer the best possible services overall regardless of individual interests. The current Pro Shop is in significant disrepair and must be addressed immediately. This affords us an opportunity to enhance the experience of this Central Campus by adding a casual member grill and outdoor dining, which was a high priority in the Member Survey. The Terrace Course is also in need of substantial upgrades and is an important amenity to provide golf access for many

members at the club. Bringing this golf experience up to the same caliber as the Championship Course will have a profound positive impact on this recreational experience—for our current members as well as prospective new members.

What is the membership being asked to vote on?

The Board has approved all elements of the conceptual Long Range Plan as described in this booklet. Additional information regarding what the Board is proposing for membership approval will be provided as a separate document.

How confident are we in the cost estimates?

As the preliminary conceptual options were developed, hard construction cost estimating was performed by reputable, local general contractors. The Board and Planning Committee feel comfortable that these projections and contingencies will cover anticipated project costs. As the design is further developed, costs will be closely monitored to ensure the project stays in-budget.

Have we considered whether operational costs will increase as a result of implementing this Plan?

Yes. During the planning process, we studied the kitchen expansion, amount of staffing, and ways to improve efficiencies, while providing improved member services. As such, we have



QUESTIONS & ANSWERS

incorporated the Turn Café kitchen into the new Pro Shop building design to consolidate operations and provide efficient service. In addition, the proposed improvements to the Terrace Course will improve operational costs and efficiencies associated with maintaining this amenity. Therefore, we do not anticipate a significant increase in operational costs as a result of implementing the North and Central Campus improvements.

Is the Club in a strong enough financial position to afford this program?

The Club is currently in a very healthy financial position with very little existing debt. SCCC also has a history of paying down debt quickly (often deleveraging at twice the rate we initially plan for) and we anticipate that to hold true for these improvements.

Have we studied renovating the Pro Shop versus building a new structure?

Yes. When we discovered the significant infrastructure issues that currently exist at the Pro Shop, we quickly began exploring options on how to renovate this facility and remedy the issue. While temporary structural supports have been put in place to address any immediate safety concerns, this is not a viable long-term solution. After thorough studies and detailed cost estimating, we have learned that the cost of building an entirely new structure is almost the same as the cost to renovate the existing facility. Therefore, it makes most sense to tear down the existing structure

and build new, which enables us to address immediate needs and incorporate amenity enhancements.

Will golfers be able to hit normal flight balls on the driving range?

We are optimistic that golfers will be able to use normal flight balls. Driving range improvements include rotating the hitting bays to further angle away from Old Washington Road, as well as re-grading the range and reorienting the greens for better visibility. In addition, the proposed Trackman system will enable members to have greater control of their golf balls. This combination of improvements will enable members to utilize normal flight balls for the optimum driving range experience.

How will the cart paths be addressed as part of this Plan?

The North Campus renovation will include the addition of cart paths, which are currently lacking at the Terrace Course. This lack of cart paths causes 3 - 5 events to be canceled each year. Therefore, the Terrace Course redesign includes installing continuous cart paths to provide access to the driving range, separate traffic from the main course, and enable the course to be used even after inclement weather.



THANK YOU

We'd like to thank the entire membership for your continued enthusiasm and support during this process as together we will create a bright future for St. Clair Country Club!



ST. CLAIR COUNTRY CLUB

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