AQUATICS & INDOOR RECREATION
GOALS & PURPOSE

BACKGROUND
McKinney has a history of providing high-quality recreation centers and aquatic amenities as evidenced by the existing facilities located in the general region of the original city footprint as well as its newest facility, the Apex Centre, found in the western half of the city.

As the city continues to grow it is important that the level of service meets expectations established by City Council in 2016 as noted below. This will be accomplished by updates and expansion of existing facilities and continuation of providing new facilities in the expanding regions of the city as LOS demands. This report addresses a combination of both strategies.

GOALS
The goal for this section of the parks Master Plan is to provide a level of service (LOS) for these facilities that support McKinney’s goals of developing a strong city economy through a balanced approach. Recreation facilities are a key component to achieving this goal due to the improved quality of life they bring to cities.

Facility data from North Texas Region cities has provided a comparative LOS of facilities that establishes a reasonable benchmark for McKinney when creating goals for their facilities LOS. This report is reflective of meeting or exceeding this comparative LOS benchmark which is needed to support strong economic growth for McKinney.

PURPOSE
This section of report was based upon an analysis of McKinney’s existing Recreation and Aquatic Facilities; an assessment of needs based upon standards and LOS typically provided by peer cities; and a set of recommendations and budgets for placing McKinney in a position to attain their overall City goals.

Quality parks, trails and bikeways alone are a wonderful asset for a community, but when combined with easily accessible, state-of-the-art recreation and aquatic centers that serve all age groups, the parks and recreation system as a whole will “raise the bar” and become a model for other communities to follow state-wide.
CITIZEN INPUT

Numerous public input meetings occurred during the course of developing this park master plan. In addition, a separate statistically valid survey was conducted to calculate metrics for desires of the community.

The results of these separate fact-finding activities were compared and were fairly consistent in terms of defining needs and goals for McKinney in future years. Key relevant take-aways that support our recommendations are listed below.

- New facilities must meet the same quality balance of active and passive use and provide amenities for all ages.
- Park spaces and indoor facilities in downtown should be put in place to maintain the uniqueness of McKinney.
- Strong desire for combination indoor/outdoor aquatic facilities.
- Top rated indoor aquatic elements: leisure pool, slides, and water play elements.
- Top rated outdoor aquatic elements: slides, lazy river, kids play features, and zero depth beach.
- Top rated indoor recreation elements: exercise equipment, aerobic rooms, gymnasium, walking track, and family locker rooms.
BENCHMARKING

The number of recreation centers and senior facilities in Metroplex-area peer cities was used to establish a LOS benchmark to determine facility needs in McKinney. These include:

- Plano
- Frisco
- Grand Prairie
- Arlington
- Grapevine

McKinney has a unique blend of a new, state-of-the-art facility, The Apex Centre, and older recreation centers located in the original portion of the city. To best utilize all the recreation assets in the city we recommend that the older centers be upgraded first to a quality comparable to the new Apex Centre, thus providing a consistent user experience across all areas of McKinney. New centers would then follow in future years to maintain an adequate LOS over time. The Recreation Center LOS for McKinney will rise to 0.68 s.f. per 1,000 population with the opening of the Apex. The comparison service level for the North Texas peer cities is currently 0.83 s.f. per 1,000 population, which translates to a need to increase available square footage for this facility type.

As McKinney continues to grow we would recommend an additional two to three centers be constructed to provide a LOS at build-out consistent with peer cities. The overall goal for the City would be to provide approximately 270,000 to 300,000 s.f. of new recreation centers located strategically across the City that would be spaced to provide 10 – 15 minute maximum travel time to a center from anywhere in the City. Following is an expanded facility breakdown to support this goal

Recreation Centers:
Benchmark: 0.83 s.f. per 1,000 residents
Current LOS: 0.68 s.f. per 1,000 residents
Below average LOS illustrated in peer city benchmarking is consistent with the comparison of yearly center attendance and population growth from 2005 to 2015. In viewing the chart below one can see that the population of McKinney has grown by 68% over that time period while senior center attendance has grown by only 22%. This empirical comparison supports the observation of overcrowding on our site visit to the center. This overcrowding is typically a barrier to increased attendance at senior centers.

Therefore for senior centers, the goal of the city would be to provide renovations and a 13,000 s.f. expansion to the existing center. Ultimately, the existing senior center would be expanded to approximately 29,100 s.f. and an additional 30,000 s.f. of space would be added, either as a stand-alone facility or as part of a multi-generational recreation / senior center. This would maintain the desired LOS for the senior population to buildout of the city.

For senior centers, the goal for the City would be to provide approximately 10,000 to 60,000 s.f. throughout the city.

**Senior Facilities:**

**Benchmark:** 0.18 s.f. per 1,000 residents  
**Current LOS:** 0.10 s.f. per 1,000 residents

Population growth also has an impact on facility needs.

<table>
<thead>
<tr>
<th>Year</th>
<th>Population Growth</th>
<th>Senior Center Yearly Attendance Growth</th>
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<tbody>
<tr>
<td>2005-2015</td>
<td>68%</td>
<td>22%</td>
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Following is an expanded facility breakdown to support this goal.
EXISTING FACILITIES

1 Parks Administration Building:  
1611 N. Stonebridge Drive  
• Administrative

2 APEX Centre:  
3003 Alma Road  
• Indoor Aquatics  
• Recreation Facilities

3 McKinney Community Center:  
201 S. Central Expressway  
• Recreation Facilities

4 Senior Recreation Center:  
1400 S. College Street  
• Indoor Aquatics  
• Senior Recreation Facilities

5 Old Settler’s Recreation Center:  
1201 E. Louisiana Street  
• Outdoor Aquatics  
• Recreation Facilities

6 Juanita Maxfield Aquatics Center:  
1701 N. McDonald Street  
• Outdoor Aquatics
DESCRIPTION

The Parks and Recreation offices are currently located in what was the former ranch home of Dallas Mayor Bob Folsom, which now falls within the Stonebridge Ranch community in Northwest McKinney, just south of US 380. The home was built in early 1970’s and is characterized by a Spanish tile roof, stucco siding and large covered patios and consists of staff offices and meeting space. Its quiet setting within Carey Cox Memorial Park is unique for a City facility, with views from the meeting rooms looking out to the park play areas and the surrounding residential neighborhood.
OPPORTUNITIES:

- Adequate space for staff and allows for 2-3 additional staff growth in current facility.
- Quiet setting for staff/visitors within Carey Cox Memorial Park.
- Access to major arterial with US 380 very near office location.
- Adequate meeting rooms for conferences. Previously used as office for Stonebridge Development before park department occupied facility.

CONSTRAINTS/ISSUES:

- Location is somewhat remote from City Hall (6-7 miles) and other park facilities.
- Parking is inadequate when park is active with use of practice fields.
- Building is experiencing some foundation movement due to active soils.
- Eventually the department will outgrow building and will need to be relocated.

RECOMMENDATIONS:

SHORT TERM  ESTIMATED COST: $300,000 - $350,000

The facility is currently adequate for staff and has space for 2-3 additional staff. To enable the department to continue to utilize this facility the following recommendations should be implemented:

- Expand parking by widening the access road to the offices to 24 feet and place 90 degree parking on east side of road. This would add approximately 20 parking spaces.
- Repair foundation and patch cracks in building for long term use of facility.

LONG TERM  ESTIMATED COST: TBD

To facilitate easier communication with City Management and other City departments consideration should be given to the eventual relocation to City Hall location as outlined below:

- Locate offices closer to City Hall or if a New City Hall is planned, locate offices within City Hall.
- Return existing facility as rental for Community meeting needs, for luncheons, dinners, wedding venues and other ancillary services.
DESCRIPTION

The Apex Centre is the newest center for the City of McKinney and opened in early 2017. It is a multigenerational center located on the north end of Gabe Nesbitt Park that contains both traditional recreational activity spaces as well as extensive offerings of both indoor and outdoor aquatic experiences. A summary of amenities includes a large outdoor leisure pool area, both indoor leisure and competition pools, two group exercise areas, a double gymnasium, elevated walking track, meeting rooms and support spaces. The facility is 79,000 square feet in size with an additional outdoor pool area.

The McKinney Aquatic and Fitness Center is the newest aquatic facility that is part of the Apex Centre. Elements of this center includes an indoor 25 yard by 11 lane lap pool, an indoor 4,781 s.f. leisure pool with slide, and an outdoor aquatic center with 10,300 s.f. of water including a zero beach area, lazy river, vortex, inactive play structure and multiple slides. This facility, that is located in Gabe Nesbitt Park, was also opened in early 2017.
OPPORTUNITIES:
• Provide wellness and educational opportunities for all ages of the community.

CONSTRAINTS/ISSUES:
• None

RECOMMENDATIONS:

SHORT TERM
Monitor user rates and utilization of the facility.

LONG TERM
As the center matures and program activities change there will inevitably be the need to adjust to the latest needs of the users of facility. There is expansion space to the east of the Apex Centre to address potential special expansion needs.
DESCRIPTION

The McKinney Community Center is located in the beautiful southern portion of Towne Lake Park just east of US 75, between El Dorado Parkway and Wilson Creek Parkway. McKinney’s first comprehensive community center was built in 1984, utilizing native stone walls that blend well with the adjacent surrounding forested area. The setting also connects to the nature trails in the natural creek corridor where viewing nature could literally be around the bend in the trail.

Areas within the 21,000 s.f. center include a meeting room with a supporting catering kitchen, an open play/game area for after school students, gymnasium for basketball and other exercise programs, classrooms, cardio area, storage and office area. A recently completed outdoor patio area was also added for outdoor events.

Results from the city-wide opinion survey indicated that 51% of respondents wanted to remodel or modernize the facility.
OPPORTUNITIES:

- The location and existing vegetation creates an excellent venue for meetings, weddings, dinners, lunches, Zumba and pilates classes.
- The facility contains three large areas that are conducive to a meeting venue.

CONSTRAINTS/ISSUES:

- The Community Center has limited expansion capability because of floodplain, but has very good access from US 75.
- Utilization of square footage could be improved by some reconfiguration of spaces.
- The Center’s location limits its potential rate of user-ship because of a lack of proximity to housing.
- There are numerous ADA issues to resolve.
- Monitoring of visitors is a challenge because of the location of the control desk.

RECOMMENDATIONS:

SHORT TERM

For its current programming the facility is well-utilized, however staff should continue outreach to the community to attract more users while maintaining the overall quality of the facility. Improvements include:

- Provide updated maintenance including painting to maintain a clean and safe appearance.
- Address toilet ADA issues if long-term work is not a high priority.

LONG TERM  ESTIMATED COST: $6 - 6.5 MILLION

Long-term planning for the facility consists of limited re-programming for additional meeting and event space, but keeps a core recreation focus to continue serving the surrounding neighborhoods. The following specific updates and improvements are recommended:

- Update the meeting center portion to better accommodate meetings/events with state-of-the-art audio/visual systems.
- Modernize gym area, update catering kitchen to more effective area with new layout and commercial equipment and rework all supporting areas to improve utilization.
- Rebrand and publicize the new center.
- Modernize and bring the site into ADA compliance, rework interior and exterior lighting.
- Add parking as required if use increases.
- Provide a more efficient managed cardio equipment area.

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- Modernize and bring the site into ADA compliance, rework interior and exterior lighting.
- Add parking as required if use increases.
- Provide a more efficient managed cardio equipment area.
DESCRIPTION

The Senior Center is located in a park-like setting east of US 75 with easy access from Highway 5. The facility was built in 2002 and 2003 and the indoor pool was added the following year. The facade of the building provides a very soft and warm appearance with the use of predominantly native stone and concrete and includes a covered drop-off/entrance.

The 16,100 s.f. main center contains areas for crafts and learning sessions, reading areas supported by a compact library, an active exercise area with limited cardio equipment, meals served from a supporting kitchen, board games and billiards in a game room setting and a large multi-use space that supports dancing and a variety of exercise activities. Staff areas are supported by a central control desk and staff offices.

Results from the city-wide opinion survey indicated that 43% of respondents wanted to remodel or modernize the facility.
OPPORTUNITIES:
- The Senior Recreation Center is bustling with activities.
- Good access to parking.
- Many programs offered.
- High average attendance: 63,000 per year.
- Location in quiet park-like environment.

CONSTRAINTS/ISSUES:
- The Center is overcrowded.
- Lack of storage, office space, quantity and size of classrooms.
- Front desk is too small to function well.
- Need more active activities such as areas for cardio and group exercise.
- From 2005 to 2015 McKinney’s population increased by 68 percent while the Senior Center yearly average attendance during that same time period increased by 22 percent. This supports the premise that the facility is at capacity and the size of the center is acting as a barrier for increased membership.

RECOMMENDATIONS:

SHORT TERM
ESTIMATED COST: $6.5 - $7.5 MILLION

The center has been a great asset for senior citizens over the last 15 years. Attendance has grown to full capacity necessitating expansion to keep pace with McKinney’s growth. Programming requirements have changed over time that would benefit by some interior modifications of existing center. The pool area is also in need of extensive improvements to combat corrosion and correction of prior design compromises that were made. These would allow the extended use of the pool. The recommended actions are listed below:

- Expansion of approximately 13,000 s.f. would meet the service level currently provided by adjacent peer cities.
- Reconfigure some interior spaces to respond to changing needs.
- Improve lighting and visually open up some areas in the center to encourage interaction.
- Expand parking to accommodate a larger center.
- Expand Pool area with new locker rooms and separate pool entrance from center’s main entrance, rework pool equipment area, replace HVAC system with latest advances in air quality and reconfigure some spaces for improved staff support areas.

LONG TERM
SEE RECOMMENDED NEW FACILITIES FOR COST

Strategic plans to accommodate McKinney’s rapid growth should be identified. Below we have provided our recommendations concerning the magnitude of these future needs:

- As the city’s population matures there will be an expanded base of senior age citizens. In response to this the City will need to develop a new center in another area of town, perhaps in the Midwest Sector. The New Center would be a part of a recreation center that would provide a true multi-generational center with the senior component being approximately 30,000 s.f.. This would maintain a proper LOS for a built-out population.
DESCRIPTION

This pool was built in 2003 / 2004 and is attached to the Senior Center. The indoor pool area that is connected to the main Senior Center contains a 3 lane by 75 feet shallow pool as well as an alcove that provides space for exercise programs. While senior programming is the main focus of the pool, it provides access to non-seniors on an allotted time basis. The pool is supported by small lockers, one staff room and a pool equipment room.

Results from the city-wide opinion survey indicated that 43% of respondents wanted to remodel or modernize the entire senior center facility pool.
CONTRAINTS/ISSUES:

- Improved lighting and acoustical treatment is needed.
- Improvement of air quality.
- Staff office space is very small.
- The sharing of Locker/Shower areas for Senior Center and the Pool is ineffective for the amount of usage. A new dedicated locker/shower area should be built for the pool area.
- Corrosion is a concern and should be addressed.

RECOMMENDATIONS:

SHORT TERM  ESTIMATED COST: $1.5 - $2 MILLION

- Expand the Pool area with new locker rooms and separate main entrance
- Rework pool equipment area
- Replace the HVAC system with latest advances in air quality
- Reconfigure some spaces for improved staff support areas.
DESCRIPTION

Old Settlers Recreation Center is located in McKinney’s Historic Old Settler’s Park and plays an important role in the viability of the park. Its location is extremely noteworthy: only 5-6 blocks east of Highway 5 and the revitalized Historic Downtown. The Center occupies an area between the Aquatic Center and the Barney and Me Boxing Gym in the south portion of the park. The largely metal and block building has been developed incrementally over time. The original facility was converted from a service center to a neighborhood / after school center in 1995 and was expanded in 2005 to its current 23,000 s.f. size to provide a more full service recreation center. The expansion did not provide a single point of entry/control, and this has proved to be a challenge to maximize its utilization. It contains two gymnasiums, multiple meeting rooms, a game room, a small cardio area, support office areas and two control desks.

Results from the city-wide opinion survey indicated that 44% of respondents wanted to remodel or modernize the facility.
OPPORTUNITIES:

- The Center is an important anchor of Old Settler’s Park and the community.
- The Center could serve as an important link between nearby neighborhood and revitalized downtown area. Downtown development is currently moving in the direction of Old Settler’s Park and future improvements could help spark the rejuvenation and revitalization of the neighborhoods.
- Center can focus its future on the needs of downtown and surrounding neighborhood.
- New Center would be catalyst for redevelopment of neighborhood.

CONSTRAINTS/ISSUES:

- Center has challenges in how it has developed over time: Staff has to maintain two separate entrances because of the layout, there are safety issues in the South gym and aesthetic challenges at the front door with covered basketball courts dominating the entrance.
- The outdoor basketball court creates a barrier for sight and entrance into the center and adequate parking is not provided.
- Numerous code issues with the original construction including ADA issues, safety zones around gym edge, mechanical systems, and building parameter walls are not insulated well leading to higher energy costs.

RECOMMENDATIONS:

SHORT TERM

This aging facility has some core safety and ADA needs that should be addressed before proceeding with improvement needs. These include:

- Locker and toilet ADA issues
- Front control desk ADA issues
- Strobe lighting ADA issues
- Safety issues of limited safety zones around edge of court and tripping potential at court floor transitions.

LONG TERM

As a result of the continuing of McKinney’s growth and new trends for recreation centers Old Settlers Recreation Center would best serve this region of town with a renovated and expanded center. Below are our specific recommendations for consideration:

- Relocation of Covered Basketball to center part of park where tennis courts currently exist.
- Remove older Southern portion of Center and rebuild and expand this area. Take advantage of views into quiet park area. Amenities in New Center to be similar to the Apex Centre without water. Center to focus on neighborhood and downtown area needs.
- Create linkages from Center to outdoor pool through hardscape/landscape treatments and use of building materials. Consider a consistent branding of park with similar graphics.
- Consider possible streetscape treatment to link downtown area to center and park.
- Expand parking.
OLD SETTLERS AQUATIC CENTER

1201 E LOUISIANA ST.

DESCRIPTION

This Aquatic Center is located approximately five blocks east of Highway 5 and Historic Downtown in Old Settler’s Park. The facility, which was developed in 2003, is only open seasonally during the summer coinciding with the school calendar. There is approximately 4,151 s.f. of water surface area along with a family leisure aquatic center, shallow water including a zero beach entry, a modest slide tower and a small pavilion west of the pool area. The amount of parking provided is adequate for its rate of use.

The quiet setting for this neighborhood aquatic facility is created by being surrounded by the park on three sides and Webb Elementary to the south.

Results from the city-wide opinion survey indicated that 38% of respondents wanted to remodel or modernize the facility.
OPPORTUNITIES:

• Provides a neighborhood leisure pool for the eastern side of McKinney.
• The pool is an integral part of Old Settler’s Park and provides a potential revenue source for rental facilities for parties, birthdays etc.

CONSTRAINTS/ISSUES:

• Pool support buildings have some issues that need to be addressed such as reconfiguration of staff support areas, sight lines into both locker room showers, refurbishment of showers and lockers and open air pool equipment.
• Pool has minimal shade area.
• Routine maintenance is needed.
• Slide should be reconditioned or replaced.

RECOMMENDATIONS:

SHORT TERM

For its current outdoor aquatic function it serves as a valuable asset to the City. To help continue the outreach to the community and keep it viable the center needs of to address some differed maintenance and updating as summarized below:

• Provide needed maintenance to facility including painting fence
• Paint interior of life guard area and any support areas displaying corrosion.

LONG TERM ESTIMATED COST: $1.5 - 2 MILLION

To increase its attendance and elongate its life, new amenities should be added that would provide a new image and increased play value to patrons. Recommendations are noted below:

• Modernize pool support areas to address issues identified.
• Add different forms of shade structures.
• Make better use of covered pavilion to the west.
• Consider placement of play structure and adding splash pad element to renew pool.
• Consider possible streetscape element to link downtown area to center and park.
• Place permanent cover over pool equipment to protect pool equipment.
DESCRIPTION

This leisure and lap pool constructed in the late 1960’s is located in a relatively isolated area of McKinney, adjacent to a Job Corps site, Oak Hollow Golf Course and two ball fields. While the facility is not easily accessible by a large number of pedestrians currently, it does serve an important revenue-generating function through swim lessons in addition to pool recreation. The most recent improvements include a replacement bath house and parking expansion which occurred in 2000.

Results from the city-wide opinion survey indicated that 30% of respondents wanted to remodel or modernize the facility.
OPPORTUNITIES:
- Currently has large learn-to-swim program.

CONSTRAINTS/ISSUES:
- Support structures and pool are in need of extensive refurbishment.
- Parking is placed such that patrons must walk across drive to access Aquatic Center.

RECOMMENDATIONS:

SHORT TERM
A long viable life best summarizes this aquatic facility. Over a period of more than 50 years many replacements and renewals have occurred with this pool. It has, however, reached a point where replacement is inevitable and a new location could better serve the City. See recommendations below:

- Maintain until a new replacement facility can be constructed. Includes normal painting and repairs to maintain safety and present clean image for facility.
- City could build additional ball fields once the center is relocated.

LONG TERM ESTIMATED COST: $20 - $22.5 MILLION
- Consideration should be given to developing a destination water park as part of an entertainment district close to US 75 in the north portion of McKinney. A separate feasibility study would be the first step in exploring the viability of such a facility.
RECOMMENDED NEW FACILITIES

Up to three new recreation facilities are proposed in the Master Plan. Of all the recommendations in the report, these facilities require the highest amount of investment on the part of the City, so careful consideration must be given to their eventual implementation. They are strategically located to respond to the future population centers of McKinney and serve the greatest number of residents.

The recommended facilities are:

1 NORTHWEST RECREATION CENTER:
Located in the Northwest Sector of McKinney, this facility would be a new 80,000 s.f. recreation center with an approximately 8,000 s.f. exterior leisure pool. This area of McKinney is many years away from build-out, but planning efforts could be undertaken in the interim to investigate potential land acquisition(s) for the eventual construction of the center.

ESTIMATED COST: $38 - $40 MILLION

2 DESTINATION FAMILY AQUATIC PARK:
A destination Family Aquatic Park located on an approximately 25 acre site is proposed for the Honey Creek Entertainment District identified in the One McKinney 2040 Comprehensive Plan. This facility should be constructed incrementally in phases approximately 5 years apart. Adequate programming and access to the facility presents the potential for this destination aquatic center to have a positive operational cash flow.

ESTIMATED COST: $20 - $22.5 MILLION

3 RECREATION / SENIOR MULTI GENERATIONAL CENTER:
Near the intersection of Lake Forest Drive and US 380 is the third proposed center: a new 100,000 s.f. recreation center including a 30,000 s.f. senior component. In addition to fitness and recreation programming, the combined recreation/senior center would include an indoor aquatics programming as well. This Midwest Sector facility is in a rapidly developing sector of McKinney and could be a great asset to the surrounding area within a relatively short time frame.
IMPLEMENTATION

RECREATION

SHORT TERM:

- Phase 1: Expand and renovate Old Settler’s Center. New construction to be approximately 30,000 s.f. to replace the existing southern portion of the center. Add parking and relocate existing covered basketball to center of park.

- Phase 2: Extensive renovation to Community Center following completion of Old Settler’s which is Phase 1. Renovation would provide an updated center to serve city-wide needs.

- Expand and Renovate current Senior Center by approximately 10,000 s.f.

LONG TERM:

- Identify building site locations in the Midwest and Northwest sectors of the city that could be acquired for a future multi-generational center and recreation center, respectively.

- Construct a new 100,000 s.f. Recreation / Senior Multi-Generational Center in the Midwest sector of the city that includes some indoor aquatics.

- Construct a new 80,000 s.f. Recreation Center in the Northwest sector of the city including an approximately 8,000 s.f. exterior leisure pool.

AQUATICS

SHORT TERM:

- Modernize Old Settler’s Pool including updating pool support areas as well as selected elements of pool and decking.

- Maintain Juanita Maxfield Pool until a replacement facility can be constructed in a more accessible location.

- Expand Senior Center pool support areas and provide for major renovations to the pool area.

LONG TERM:

- Identify building site locations in the Honey Creek Entertainment District area that could be acquired for a destination Family Aquatic Park.
• Construct a destination Family Aquatic Park requiring approximately 25 acres. This facility could be located in the proposed Honey Creek Entertainment District of McKinney and should be constructed in phases approximately 5 years apart. The facility has potential to have a positive operational cash flow.

• ADDED VALUE
  The destination Family Aquatic Park project would work in parallel with City Council’s goals of economic growth, fiscal sustainability and maintaining a top spot in the Region’s Competitive Market. This would also serve as an anchor for the entertainment district.
  • The natural tree lined creek corridors in McKinney would provide an attractive setting to develop a family aquatic park in a family friendly park atmosphere. This would be in stark contrast to many of the commercial aquatic parks which are predominantly concrete and slides and target a specific age group, not the entire family.
  • This park would have the opportunity to create a center of excellence for McKinney while providing many summer jobs as well as creating a positive operational cash flow. The recommended initial due diligence step would be to

ADMINISTRATION

SHORT TERM:
• Add parking and provide needed building repair to extend life of current facility.

LONG TERM:
• As noted, any change from its current location is dependent upon construction of a new City Hall that will allow consolidation of city departments into one location.