

# **IMAGINE KENNEDALE—2015**

## **FINAL REPORT OF A COMMUNITY-WIDE STRATEGIC PLANNING PROCESS**



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**May 28, 2009**

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## INTRODUCTION

*Make no little plans.  
They have no magic to stir men's blood<sup>1</sup>*

—Daniel Burnham

Most people associate big plans with big cities, big projects and big money. Dallas' triumphant Arts District and Fort Worth's stunning Sundance Square symbolize the power of big plans supported by big money to create proud legacies for future generations. It would be a serious mistake, however, to assume that little cities with far limited financial capabilities are incapable of making big plans or finding a way to see their plans become realities. Many examples can be found in North Texas of small cities that have been transformed through a combination of visionary leadership and inspired management. We believe that Kennedale is such a city.

The Institute of Urban Studies in the University of Texas at Arlington's School of Urban and Public Affairs was created during the urban crisis of the 1960s to assist Texas cities to cope with the emerging problems of urbanization. It has been fulfilling its community service mission for over 40 years, in part, by encouraging its faculty and students to respond to requests for technical assistance from

governmental and non-governmental organizations. The service capabilities of the Institute are well known to communities in North Texas and elsewhere in Texas. Its principal service methodology preceded by at least a decade a concept known in academic circles today as "service learning" in which students gain direct hands-on experience by helping practitioners fashion solutions to practical urban planning and management problems.

The logic of an alliance between a resource-limited community with big aspirations and a university-based program with a historic service mission is unmistakable. In 2007, newly-hired city manager Bob Hart submitted a report to the Kennedale City Council entitled *An Initial Overview of the City of Kennedale*. The report contained a summary of Mr. Hart's observations concerning the state of the city at that time. Recognizing the opportunity to develop a mutually-beneficial relationship with the University of Texas at Arlington (UTA), Mr. Hart recommended in his report that the city engage UTA in developing a "comprehensive community strategic plan using citizen task forces." To help lay the groundwork for developing a strategic plan, a fall graduate class at SUPA led by Professor James Kunde conducted an extensive citizen survey and a series of focus group meetings in Kennedale that identified a cross section of citizen concerns about the community and their aspirations for the future. A second UTA graduate class under the direction of Professor Sherman Wyman conducted interviews with business leaders in Kennedale as a step toward the creation of a more open and effective

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<sup>1</sup> Moore, C. 1921. *Daniel H. Burnham, Architect, Planner of Cities*. Vol. 1. New York: Houghton Mifflin Company.

relationship between the business community and city government. Building on these class projects, Professor Kunde focused a 2008 summer class on the preparation of the plan for a more comprehensive planning process. The process was designed to involve representatives from neighborhoods, businesses, public institutions, and others who have a stake in community transformation.

In September, 2008, the City of Kennedale and the University of Texas at Arlington entered a contract through which the Institute of Urban Studies was to help design and facilitate a comprehensive, community-wide strategic planning process for Kennedale. This report is a written summation of the eight-month project. It consists of four sections.

- Section 1 of the report is a synopsis of the *Imagine Kennedale—2015* Kick-Off Session which was attended by residents of Kennedale and officials from Kennedale city government. Task forces were formed at this session, and each was assigned to research particular issues that needed to be addressed to improve Kennedale as an attractive place to live or locate a business.
- Section 2 describes the work of the task forces that were formed at the Kick-Off Session and that were engaged in active deliberation for several months. Reports prepared by these task forces were instrumental in shaping city council and staff discussions during a subsequent strategic planning retreat.
- Section 3 presents the results of the retreat including specific strategies and action steps decided upon by retreat participants to move the community toward its 2015 vision.
- Section 4 is a review of a celebration event hosted by the city to mark the end of the planning process and the beginning of a brave new beginning for Kennedale.

We acknowledge with appreciation and respect the leadership and vision of the Kennedale City Council, the dedication and imagination of Bob Hart, Kennedale's city manager, and the committed service of the people of Kennedale who have given hundreds of hours of their time to make this planning effort a success. We are grateful for the opportunity given the Institute of Urban Studies to be of assistance as project designers and process facilitators for this comprehensive planning effort. The real payoff for these collective efforts will occur in the months ahead as steps are taken to translate the plans agreed to into concrete actions that will benefit the people of Kennedale for years to come.

*Rachel Roberts and  
David W. Tees*

THIS REPORT IS DEDICATED TO THE MEMORY  
OF JIM KUNDE, BELOVED FRIEND,  
COLLEAGUE AND MENTOR,  
1938-2009

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## SECTION 1

### THE KICK-OFF SESSION

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**I**magine Kennedale –2015 was launched on October 4, 2008 with a kick-off session attended by 65 residents of Kennedale. After introductions and a review of intended outcomes for the session, participants were asked to develop a list of high priority issues that were believed to be barriers to any substantial change for the better in the quality of life for Kennedale residents. Twenty-one priority issues emerged from the discussion. Each of the issues was coded by participants as either “assignable” or “complex.” Assignable issues were coded that way because it was believed that each of them could be assigned to an existing community institution that should be held accountable for taking action to resolve it. The City of Kennedale was identified as the appropriate community institution to assume responsibility for most of the assignable issues. Complex issues were coded that way because effective action to resolve them would require further study and the possible coordination of

community groups. *Figure 1* is a list of the eight assignable and thirteen complex issues that were identified as high priorities for attention by participants at the October Kick-Off session.

Each of the complex issues was assigned to one of five task forces organized during the session for the purpose of undertaking the necessary studies.<sup>2</sup> Session participants were given an opportunity to volunteer their time to work on one or more of the task forces in the months ahead, and most participants did volunteer and were active participants. The Kick-Off session closed with an understanding that the work of the five task forces was to be completed and reports prepared for presentation at a city council retreat scheduled for later in 2008 or early in 2009. The retreat was held in April 2009, and assignable issues were discussed at that time (see Kennedale City Council and Staff Retreat, beginning on p. 15).

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<sup>2</sup> The five task forces are Beautification, Communication, City Events, Business Development, and Residential Development.



**FIGURE 1**  
**ASSIGNABLE AND COMPLEX ISSUES**

***Assignable Issues***

- **Inadequate attention to the use of vegetation for beautification and concealment, particularly on major streets.**  
*Action:* Referred to the City of Kennedale
- **Noise associated with the race track.**  
*Action:* Referred to the City of Kennedale
- **Inadequate code enforcement and compliance.**  
*Action:* Referred to the City of Kennedale
- **Poor condition of city streets.**  
*Action:* Referred to the City of Kennedale
- **Uncertain security for children and adults in parks and public areas.**  
*Action:* Referred to the City of Kennedale
- **Need for retention of city staff and build high functioning teams with all departments working together.**  
*Action:* Referred to the City of Kennedale
- **Unacceptable burglary of homes and businesses.**  
*Action:* Referred to the City of Kennedale
- **The process for new businesses compliance with city requirements should be streamlined.**  
*Action:* Referred to the City of Kennedale



*Task force members listen to a report from a fellow participant*

### **Complex Issues**

- **Unsightly junk yards, wrecking yards and businesses visible from the streets.**

*Action:* Referred to the Beautification Task Force

- **More balance in the tax burden for businesses and residents.**

*Action:* Referred to the Residential Development Task Force

- **The city needs an urgent care clinic for industrial and non-industrial patients.**

*Action:* Referred to the Business Development Task Force

- **The entrance to Kennedale is not well defined.**

*Action:* Referred to the Residential Development Task Force

- **The city’s image is not well defined.**  
*Action:* Referred to the Residential Development Task Force (deferred until other task forces complete their work)
- **There is no common channel for communication by the city, chamber, businesses and citizens with one another.**  
*Action:* Referred to the Communications Task Force
- **There is a need for neighborhood sidewalks.**  
*Action:* Referred to Residential Development Task Force
- **There is a lack of partnership and cooperation between the schools and other community institutions.**  
*Action:* Referred to a special task force consisting of Kennedale City Council and Kennedale ISD Board.
- **Need to capitalize on new retail businesses.**  
*Action:* Referred to the Business Development Task Force
- **Strong need to establish a retirement community.**  
*Action:* Referred to the Residential Development Task Force
- **Lack of recreation activities in the city.**  
*Action:* Referred to the City Events Task Force
- **Absence of a housing plan vis-à-vis industry, salvage yards and the race track.**  
*Action:* Referred to the Residential and Zoning Commission
- **Absence of public events in city parks.**  
*Action:* Referred to the City Events Task Force

## SECTION 2 COMMUNITY TASK FORCES

**A**fter several months of work, the task forces presented reports at a joint task force meeting on April 2, 2009. After listening to presentations from the other task forces, each task force met separately to discuss any changes they might wish to make to their reports. Copies of the reports were then submitted for consideration by participants at a city council and staff retreat which took place on the following week (see Section 3).

Members of the five task forces have devoted many hours to researching issues, discussing possible solutions and alternatives, and developing reports. Their results have been instrumental in shaping city's 2009 strategic plan. A description of the membership and activities of the five task forces is provided below. This includes a list of recommendations resulting from their work.

### *Beautification Task Force*

The Beautification Task Force was composed of the following members:

Jerry Miller, Chair	Donnie Graham
James Cowey	Ernest Harvey
Charlie Doescher	Mike McMurray
Pat Doescher	David Smith
Frank Fernandez	

The Beautification Task Force met five times to discuss issues related to improving the city's "curb appeal," which, if not addressed, could hinder Kennedale's efforts to grow, develop, and prosper. The group was charged with developing a city-wide program consisting of a road map to get the community involved in the beautification of Kennedale. Beautification could help Kennedale in tackling the negative

contribution of the city's salvage yards and industrial businesses that, while contributing to the city's economic stability, detract from the city's image and lend Kennedale's streets an unsightly, unattractive appearance. As noted in Item seven, the task force recommended that the Kennedale City Council take action to initiate the formation of a local Keep Texas Beautiful affiliate and, once formed, to appoint

its initial membership. It was further recommended that the city council charge the new affiliate to work closely with the Kennedale

EDC and the city planning department to enhance Kennedale’s visual appeal.

**Communication Task Force**

The following members comprised this task force:

- |                        |                |
|------------------------|----------------|
| Bryan Lankhorst, Chair | Tammy Jones    |
| Bob Almand             | Mona Smith     |
| Rebecca Clark          | Joe Taylor     |
| Pat Doescher           | Kathy Turner   |
| Ernest Harvey          | Tommy Williams |

The Communications Task Force met seven times to discuss the lack of a common channel for communication by the city, chamber, businesses, and citizens with one another. This has led to scheduling conflicts that result in reduced attendance at events unknowingly scheduled for the same time. The task force recommended creating a single events calendar

calendar accessible by all community organizations. As noted in Item 2, below, it was recommended that the Kennedale City Council appoint a new Events Coordination Task Force consisting of members from all the community organizations that regularly plan events to prepare a workable plan for developing, maintaining, and publicizing a coordinated community events calendar.

**Events Task Force**

The following people served on the Events Task Force:

- |                    |                  |
|--------------------|------------------|
| Jill Turner, Chair | Ernest Harvey    |
| Gwen Bevill        | David Heaver     |
| Lori Bryan         | Larry Ledbetter  |
| Paige Conley       | Felipe Gutierrez |
| David Green        | Pam Wakeland     |

The Events Task Force was charged with addressing the lack of recreation activities in the city and the absence of public events in city parks. The task force was also concerned about a decrease in parental involvement in school events in the community or to reconstitute the Events Coordination Task Force to assume additional responsibility. City staff does not have a full-time position available for managing

activities and little involvement of students in community events or service projects. It was recommended that the Kennedale City Council create a permanent board to promote special

city events. The task force recommended that it remain active as a volunteer advisory committee until a staff person could be hired or a permanent board could be formed.

### **Residential Development Task Force**

The Residential Development Task Force was made up of the following members:

- |                      |                 |
|----------------------|-----------------|
| Pat Turner, Chair    | David McMillan  |
| Tom Boone            | Bill Munn       |
| Elizabeth Carrington | Kathy Schneider |
| Michael Chandler     | Mona Smith      |
| John Clark           | Frederick White |
| Bob Hart             |                 |

The Residential Development Task Force met four times to address land uses throughout the city that affect residential development. Issues stemming from these land uses include an imbalance in the tax burden for businesses and residents, poorly-defined entrances to Kennedale and a poorly-defined city image, a strong need to establish a retirement community, a lack of neighborhood sidewalks, and the absence of a housing plan vis-à-vis industry, salvage yards and the race track. Recommendations that emerged from this Task

Force include planning for the establishment of a rail stop in Kennedale, revising the city's zoning ordinance, and studying development options for two areas available for development. The task force further recommended that the Kennedale City Council ask the planning staff and the Kennedale Planning and Zoning Commission to undertake a study of potential development options for the two areas available for development and provide recommendations for council consideration.

### **Business Development Task Force**

The following people comprised the Business Development Task Force:

Fred Moore, Chair	Sakura Moten-Dedrick
Celeste Brown	Naseem Patel
Bonnie Dowdy	Mike Soab
Janet Harris	Kelly Turner
Hollis Matthews	Richard West

This task force held five meetings to work on the issue of defining and identifying business development that supports Kennedale’s existing and new Kennedale’s vision by developing a plan that meets the requirements of local businesses. The task force was charged also to address the city’s need for an urgent care clinic for industrial and non-industrial patients and its need to capitalize on new retail business. The task force recommended that the Kennedale City Council encourage the Economic

Development Corporation along with Orasi Development (consultants to the EDC) and the Chamber of Commerce to give high priority to the identification of an appropriate site for an industrial park in Kennedale and begin active planning for its development. Similar steps are also recommended for these groups to give high priority to the improvement and development of Town Center and the Oak Crest area.

### **Task Force Analyses and Recommendations**

Descriptions of the work completed by the five task forces are included in this section. Kennedale citizens contributed many hours of their time to attend meetings of the *Imagine Kennedale—2015* task forces and to discuss what might be done about the priority issues assigned to them. A summary of the compiled

task force recommendations and the basis for each of them is provided below. These recommendations represent the ideas, concerns, and hard work of involved citizens, city staff, and city leaders, and as such, each of the recommendations received thoughtful consideration during the city council and staff retreat (see p. 16, below).

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## 1. THE ASSIGNABLE ISSUES

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**Analysis.** All of the priority issues that were coded “assignable” by Kennedale participants at the Kick-Off session involve activities or services that are the responsibility of municipal government in Kennedale.

**Recommendation.** It is recommended that the Kennedale City Council include plans and the necessary resources either to correct or alleviate these issues in the city’s 2009-10 annual operating budget.

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## 2. SINGLE EVENTS CALENDAR

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**Analysis.** The absence of a single events calendar accessible by all community organizations can result in scheduling conflicts and reduced attendance at community events. Respondents to a fall survey favor receiving information about community events either by e-mail or through a printed city newsletter. No consensus was reached on the method or combination of methods best suited to collect events data and report it to the community on a timely basis.

**Recommendation.** It is recommended that the Kennedale City Council appoint a new Events Coordination Task Force consisting of members from all of the community organizations that regularly plan events to prepare a workable plan for developing, maintaining and publicizing a coordinated community events calendar.

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## 3. RAIL STATION PLANNING

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**Analysis.** The Regional Transportation Coalition and the Transportation Division of the North Central Texas Council of Governments has identified Kennedale as a commuter rail stop. The ideal rail stop is near Kennedale Parkway and the planned extension of Sublett Road. A commuter rail station in Kennedale will provide the potential for additional commerce within and near the Town Center. Additional traffic to Kennedale Town Center would come

from Arlington because Kennedale would be the closest rail station for Arlington residents desiring to travel by rail to Fort Worth. A rail station will provide additional opportunity for developing the area around the station into a sustainable walking community, which is consistent with the development objectives of the Town Center Project.



The location of a transit hub, like a railroad station, in the identified area creates issues with providing parking for commuters who elect to use rail and also creates a destination for those who want to minimize automobile travel and still have a rural living environment. This type of development also sets the stage for development south of the railroad along Kennedale New Hope Road.

Development associated with the rail station and town center provides the opportunity for land uses that are residential in character but higher in density than normally considered in Kennedale. Some of the uses that are considered appropriate in these areas are townhomes, zero lot line housing, garden home, senior living housing, condominiums, apartments, and mixed use developments that can combine these higher density residential settings with commercial uses such as shops, stores, medical services and other service providers.



*Photo courtesy DART*

Development as described above can also provide a buffer to the visual and sound

concerns associated with the railroad as these structures can be multistory and spaced closer together to limit sound. These same types of development may also be appropriate in areas in the northern portion of town near Village Creek as some of the same benefits can be achieved.

**Recommendation.** It is recommended that the Kennedale City Council take the steps needed to create a commuter rail station in Kennedale near the Town Center. These steps include 1) keeping Kennedale in the loop by closely monitoring regional rail development activities by the RTC, TRTC, and NCTCOG; 2) obtaining a traffic analysis of the rail stop when performed by NCTCOG (requested); 3) creating a Tax Increment Financing district to include the transit-oriented development area; 4) assembling land; and, 5) attending and participating in regional transportation coalition activities, including legislative support.

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## 4. VILLAGE CREEK DEVELOPMENT

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**Analysis.** Village Creek is an entry feature that could be developed to enhance the visual appeal of Kennedale. This section of Village Creek was included in the regional Upper Trinity River Basin project approved by Congress in the early 1990s. A flood control feasibility study of Village Creek will help identify the area along Village Creek that can potentially be dedicated for park purposes. In the areas to the south, the existing creeks should be utilized for parks as these areas will likely be involved in storm water management practices. Such uses will also promote the linear park plans in place and provide a connection from the southern portion of town all the way through Village Creek to Kennedale Mountain. Federal funding for flood control projects of this kind is available through the U.S. Corps of Engineers.

**Recommendation.** It is recommended that the Kennedale City Council authorize the city manager to pursue a congressional appropriation for the study and development of Village Creek.



*Village Creek; image courtesy Google Earth*

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## 5. ZONING ORDINANCE REVISION

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**Analysis.** The city's current zoning ordinance was adopted in 1991. The commercial and residential permitted uses are broad and are not sufficient to meet current demands. C-1 uses are largely neighborhood uses while C-2 uses are very broad and contain light industrial uses. Limiting C-2 uses will eliminate conflicts that now occur. Adding another C use category or adding a light industrial category will provide the staff, the Planning & Zoning Commission, and city council more options in balancing the demands of development against community desired limitations. Furthermore, residential uses such

as zero-lot line homes, active senior living development, and neo-traditional developments are not permitted in the current zoning ordinance.

**Recommendation.** It is recommended that the Kennedale City Council take steps through the Planning and Zoning Commission to revise the zoning ordinance to clarify land use definitions between C-1 and C-2. It is further recommended that steps be taken to revise all residential definitions and standards to reflect current market conditions.

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## 6. ACREAGE FOR DEVELOPMENT

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**Analysis.** Two areas of Kennedale are still available for development. One of these is located south of the railroad and town center, west of Kennedale New Hope Road, East of Dick Price Road and north of the southern city limit. The other is Oak Crest and the area along Village Creek in the northern part of town. With the potential of the rail station, emphasis should be given to residential development near the potential site of the station, immediately south of the intersection of the railroad and Kennedale New Hope Road. Development of higher density housing should be focused between Kennedale New Hope Road and the railroad extending south. This development strategy would provide buffers for areas to the west and south to develop the more traditional subdivisions which have been built in Kennedale to compliment the small town experience. The areas nearer Sonora Park and Kennedale's original town platted with smaller lots would be appropriate for consideration of the higher density uses discussed above. Even if the rail station is delayed, this development strategy is consistent with the plan for Town Center and provides the same buffer benefits.

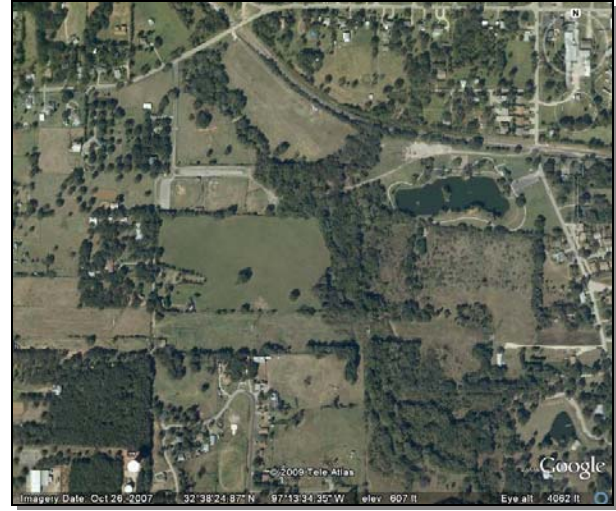
The area between the railroad and Kennedale Parkway, south of the potential rail station should be the primary area for the continuance and promotion of industrial uses. Access to the Parkway and the potential for rail access as well, make this area the best for future industrial uses. Any rail spur for the industrial uses, if affordable, should be located

east of the existing rail road and into the industrial area that already exists. The buffering which occurs in the manner described previously with also help with sound and visual problems for developments along the New Hope Road Corridor.

The area south and west of the railroad track to Dick Price Road should be reconsidered in the future land-use plan for residential development. Access to this area is difficult for industrial and commercial uses because any access is through a residential neighborhood and past Sonora Park or through a difficult curve along Eden Road.

Future consideration should be given to the area south of Hudson Cemetery road for annexation. The area is currently in the ETJ of Fort Worth and is serviced by Arlington water. Arlington has offered the water service system to Fort Worth (they declined) and Kennedale. Kennedale should obtain the system from Arlington at no cost in order to bolster such an argument to annex the area. The area is best serviced by Kennedale because of its proximity to Kennedale for, water, sewer and emergency services.

**Recommendation.** It is recommended that the Kennedale City Council ask the planning staff and the Kennedale Planning and Zoning Commission to undertake a study of potential development options for the two areas available for development and provide recommendations for council consideration.



**Left: Oak Crest area and Village Creek. Right: Acreage for development in the southern part of the city. Both images are from Google Earth.**

## 7. MAKING AND KEEPING KENNEDALE BEAUTIFUL

**Analysis.** Sentiment is strong for a committed citizen effort to give Kennedale a “facelift” so citizens and visitors to town will see a clean, beautiful community. Keep Texas Beautiful, a nonprofit organization, has the largest environmental and community improvement network in the state with more than 350 Texas communities serving as Keep Texas Beautiful affiliates. The program offers programs and education to affiliate communities and participating organizations in litter prevention, beautification and waste reduction. In addition to participating in KTB programs, affiliates organize their own local events and programs based on specific community needs.

**Recommendation.** It is recommended that the Kennedale City Council initiate the

formation of a local Keep Texas Beautiful affiliate and, once formed, appoint its initial members. It is further recommended that the city council charge the new affiliate to work closely with the Kennedale Economic Development Corporation and the city planning department to enhance the visual appeal of Kennedale.



**Town Center Plaza**

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## 8. INDUSTRIAL PARK DEVELOPMENT

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**Analysis.** Kennedale has a strong industrial base. The city should seek to expand its industrial base through the development of an industrial business park of about 250-300 acres in size on acreage that is mostly flat with good drainage that can sub-divided into multi-acre tracts able to accommodate light to heavy industry. The site should be appropriately zoned and have good road and rail access with water/sewer, electric and gas service readily available to all businesses that locate in the park. The park should be marketed as an attractive opportunity for private investment in speculative industrial building construction.

**Recommendation.** It is recommended that the Kennedale City Council encourage the EDC along with Orasi Development (consultants to the EDC) and the Chamber of Commerce to give high priority to the identification of an appropriate site for an industrial park in Kennedale and begin active planning for its development. It is also recommended that these groups give high priority to the improvement and development of Town Center and the Oak Crest area.

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## 9. SPECIAL EVENTS PROMOTION

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**Analysis.** There is a need to promote special events in Kennedale. Events bring together people who might never meet one another otherwise to take part in activities created by and for the residents of Kennedale. Visitors may come to town for the event and leave afterwards with a more positive impression of Kennedale than when they arrived. Special events can focus on and celebrate what is unique about Kennedale. They and can give city residents strong feelings of community pride and connection. Volunteers who get involved in planning special events often go on to contribute their expertise to the betterment of civic life in Kennedale in many other ways.

**Recommendation.** The Kennedale City Council should create a permanent board to promote special events in the community or to reconstitute the Events Coordination Task Force mentioned previously in this report to assume this additional responsibility. As an alternative, the city council might wish to assign responsibility for special events to a new City Arts Board.

## 10. COMMUNITY RECREATION CENTER

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**Analysis.** There has been a long standing desire to create a recreation or youth center in Kennedale. A youth center can support opportunities for youth to develop their physical, social, emotional and cognitive abilities and to experience achievement, leadership, enjoyment, friendship, and recognition. A center may offer organized instructional programs or physical activities such as dance, yoga, and martial arts and for academic and arts programs such as science, crafts, and theater. It can also offers opportunities for unstructured activities such as game playing, socializing, club meetings, and outdoor play. While a facility of this kind is too expensive for the city to undertake alone,

consideration could be given to a community-wide effort to make such a facility a reality. Sponsorship of a youth/recreation center could be undertaken though the YMCA, Campfire USA, the Boys/Girls Clubs of America or a similar organization or coalition of organizations.

**Recommendation.** It is recommended that the Kennedale City Council request the Kennedale Rotary Club to lead an effort to investigate and recommend an approach to the creation of a youth/recreation center and to include in its planning representatives from the City Council, KISD School Board, the Kennedale Chamber Commerce and the Kennedale Youth Advisory Council.

## SECTION 3

### KENNEDALE CITY COUNCIL AND STAFF RETREAT

Section 3 summarizes the results of a strategic planning retreat held on the afternoon of April 7, 2009 at the Community Center in the Kennedale Public Library. The retreat was attended by the Mayor, all members of the Kennedale City Council, a member of the Kennedale Planning and Zoning Commission, and seven members of city staff. The retreat was facilitated by David Tees and Rachel Roberts from the Institute of Urban Studies in the University of Texas at Arlington's School of Urban and Public Affairs with the assistance of graduate students M. J. Bang and Allan Jones. Byron Hardin with the firm of Hardin and Associates attended as an interested observer. The retreat was the next step in the *Imagine Kennedale – 2015* project to develop strategic planning priorities for the City of Kennedale.

#### REVIEW OF THE 2009 RETREAT PROCESS

In advance of the retreat, 20- to 30-minute interviews were conducted with all prospective retreat participants. The data gathered during this interview sequence, known as an “environmental scan,” were summarized by the facilitators. The result was transferred to “zoomers,” large sheets of chart paper that were taped to the wall of the Community Center to make it easy for them to be read and considered by retreat participants. Environmental scan data provided participants with an overview of current conditions in

Kennedale—both in the community and in city hall—as they are seen by the interviewees themselves were reviewed for clarification, point by point, by the facilitators at the start of the retreat. A summary of environmental scan results is shown in **Appendix A**.

Most of the city council and staff members who took part in the retreat were also active participants in the work of the task forces described earlier in the report. The task force strategy recommendations are of two types: 1) recommendations concerning issues that kick off session participants felt were the sole responsibility of city government in Kennedale to resolve and, 2) recommendations that were the result of months of deliberation by various citizen task forces on issues that were thought to be too complex to be resolved by city government alone. Detailed task force reports and a summary of task recommendations were included in a report to the city council in late March 2009. Task force recommendations concerning both types of issues were printed on “zoomers” (oversized sheets of paper) and taped on the wall of the Community Center to facilitate consideration by retreat participants. *Imagine Kennedale—2015* recommendations are shown in this report as **Appendices B, C, and D**.

Following a short break, participants were asked to answer four questions concerning the city's mission or purpose for existing as an

organization—what the city should be doing and why. The questions produced a list of thirty-three items that participants considered to be related to the city's mission. These mission-related items are shown in **Appendix E** together with a preliminary mission statement inspired by these items as prepared by the facilitators. The draft is believed to be a good starting point for a final mission statement prepared by a select group of city government representatives.

Participants were asked by the facilitators to develop personal visions of Kennedale as it might look in the year 2015 with “reasonable luck, hard work, and no miracles.” The facilitators encouraged participants to conceive of their individual visions as if they existed at the present time. This was suggested to add realism and heighten belief in the possibility of their attainment. Eighteen vision items were identified by participants. These items are listed in **Appendix F** along with a preliminary vision statement incorporating these items prepared by the facilitators. The statement was prepared as a draft for review and consideration by others who are asked by the city council to develop a more polished version for presentation to the community.

In the next phase of the retreat, participants were divided into two groups, each group to develop strategies to address issues raised during the interviews. Participants were advised by the facilitators to choose strategies that were believed to be consistent with and effective for realizing key elements of the 2015 vision for Kennedale. A process known as Nominal Group Technique (NGT) was used to compile each group's list of strategies. Fifty-two strategies emerged from the work of the two groups. A ranking process introduced by the

facilitators was used to reduce the number of strategies to those which participants believed would benefit Kennedale the most were they to be achieved. The priority strategies that emerged from the ranking process were merged with the ten complex issue recommendations included in a March 2009 *Imagine Kennedale—2015* progress report to the city council. The fourteen strategies that emerged from the ranking and merging process were accepted by retreat participants for action planning in the final phase of the retreat.



*Council members, mayor, and staff at the retreat*

Following an early evening snack, participants were asked to identify one or more implementation actions for each of the 14 highest-ranked strategies. Implementation actions were described by the facilitators as starting points for moving ahead decisively from planning to action on each of the priority strategies. Participants were asked to develop at least one implementation action for each strategy. Participants were then asked to agree on a specific person or group to be responsible for the action and to assign a realistic date by which the contemplated action could be completed. Action steps were also assigned to each of the complex issues that emerged from the task force reports.


The list below contains the priority strategies developed at the retreat, along with



action steps, assignments, and timelines for each. Progress made since the retreat and steps

that are forthcoming are described later in the report.

Strategy	Implementation Action	Responsibility and Timeline
1. Take steps to make employee pay and benefits more competitive	Conduct a comprehensive salary survey In-house using TML information	HR Director June 30, 2009
	Identify factors in the environment that encourage the attraction and retention of competent staff	HR Director June 30, 2009
2. Reduce the residential tax burden by developing retail and commercial districts	Prepare a development agreement and submit it to the city council for approval	City Manager May 1, 2009
	Obtain city council approval of re-zoning for Town Center	City Manager June 1, 2009
	Continue collecting data on parcels in anticipation of a re-evaluation meeting with the tax appraisal district	City Manager Sept. 30, 2009
	Complete a TIF plan and move through the county approval process	City Manager October 15, 2009
3. Negotiate agreements with salvage yards to relocate by 2015	Identify salvage yards that are good candidates for relocation	City Manager September 2009  ↓
	Identify possible relocation sites	
	Investigate the methods used by Grand Prairie to relocate salvage yards	
	Evaluate regulatory options relative to relocation of certain salvage yards	
	Identify possible incentives to encourage relocation	

<p>4. Create a transit overlay district for TOD</p>	<p>Investigate methods used by Grand Prairie, North Richland Hills and Dallas County for dealing with the closure of race tracks</p>	<p>City Planner January 2010</p>
	<p>Gather data for revision of the development code in anticipation of rail stop approval</p>	<p>City Planner January 2010</p>
	<p>Seek consulting assistance to create the overlay district</p>	<p>City Planner March 2010</p>
<p>5. Create a downtown historic district</p>	<p>Identify the structures that should be included in the district and draw the boundaries</p>	<p>City Planner October 2009</p>
<p>6. Create a new events task force and develop a comprehensive events calendar</p>	<p>An ad hoc committee will be formed to meet with members of the school board and a chamber representative to reach agreement on a community-wide events calendar</p>	<p>Committee consisting of two council members and the mayor</p>
<p>7. Develop a commuter rail stop in Kennedale</p>	<p>Work with the NCTCOG consultant to be sure Kennedale is not passed over for the rail stop</p>	<p>City Council and the City Manager Ongoing</p>
	<p>Monitor to be sure that the NCTCOG traffic study is completed</p>	
	<p>Work with the Kennedale representative on the TRTC</p>	
	<p>Prepare development options for the New Hope Road and Oak Crest areas that are being addressed by the transit overlay district</p>	<p>City Planner and Planning &amp; Zoning Commission June 2010</p>
<p>8. Seek federal funding for the Village Creek study</p>	<p>Closely monitor the appropriate request for funding submitted to Congress previously</p>	<p>City Manager, City Council, Planner Ongoing</p>

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9. Revise land use definitions for districts C-1, C-2 and R-4	Prepare and submit a staff report to the Planning and Zoning Commission on revision to land use definitions for these districts	City Planner May 2010
10. Authorize formation of a Keep Texas Beautiful affiliate	Write and submit an application to Keep Texas Beautiful	EDC June 2009
	Appoint members to the new affiliate	City Council August 2009
11. Attract new businesses to Kennedale and assist businesses to expand in Kennedale	Identify a site for development of a business park	EDC and City Council January 2010
12. Create a permanent city board for special events	Enact an ordinance to expand the charge for the Arts Festival Committee to serve as a special board to promote community events	City Council June 2009
13. Take steps to establish a youth recreation center in Kennedale	Develop a Rotary Club committee to investigate options for a service organization, like Boys and Girls Clubs, to fund and operate the center	Multiple Groups Begin in July 2009

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## SECTION 4

### THE CELEBRATION EVENT

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**O**n April 23, 2009, the City of Kennedale hosted an appreciation dinner to recognize and celebrate the work of the members of the city's boards and commissions and the work of the members of the *Imagine Kennedale—2015* task forces. The dinner was attended by approximately 120 guests including city council and staff members.

During the event, the mayor expressed the city's gratitude for the citizens who had contributed so much of their time to serving Kennedale and making it a better place. Tarrant County Commissioner Marti VanRavenswaay shared his enthusiasm as she spoke to the guests. For her work on the city's behalf, Commissioner VanRavenswaay was presented with a key to the city. Major Charles Overstreet, a member of the Planning and Zoning Commission, presented the city with an American flag that had flown in Iraq; Major Overstreet was then recognized by the city and guests for his service to Kennedale and to his country. At the conclusion of the celebratory

dinner, David Tees, Kennedale's strategic planning consultant, was invited to speak. Mr. Tees encouraged the guests to continue their efforts to implement the strategies developed during the preceding months. He provided an inspiring vision of Kennedale, painting a picture of what the city could become if the work begun at the Kick-Off Session and carried through to the retreat were to be continued, and the strategic plan implemented.

Celebration is vitally important to the success of strategic planning projects. Every accomplishment should be celebrated, as this drives momentum. Without recognizing these accomplishments, no matter how small, it becomes easy to overlook how far a city has come along its path to reaching its goals and achieving its vision. On the march toward progress, a city is bound to encounter setbacks and disappointments. Celebrations help cities recognize their victories and set aside negativity; they help prevent minor failures from becoming the defining features of a plan.

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## CONCLUDING REMARKS

*“Never mistake a clear view for a short distance.”*

— Paul Saffo

Several important next steps can be taken to make the most of what has been happening in recent months to plan for the future of Kennedale. Perhaps most important of all is to be sure that everything possible is done to inform the people who live and work here that important changes are taking place and how these changes will improve the quality of life for them and for their children. Information display boards in city hall, informative feature articles on the city’s website, an electronic letter from the mayor from time to time, and progress reports at community meetings are obvious examples of how this can be done.

Also important is the unqualified commitment of the city council and staff to follow-through on the various actions approved at the retreat. A reliable monitoring and reporting system can be created using a simple spreadsheet to keep track of progress on each of the action steps and to provide substance for public reporting. A sample progress monitoring sheet is included in this report as **Appendix G**. It is critical to the strategic plan’s success that those responsible for implementing the plan communicate regularly with each other, with the other city staff and city leaders, and with the public. It is impossible to stress enough the importance of reminding citizens regularly of the promises made during the retreat and what

is being done each month by city government to be sure these promises are kept; all parties with an interest must be able to track progress of the strategic plan. There is no better way than this to silence vocal critics of city government who would have the community believe that planning is a waste of time and change for the better is an empty dream.

There is a town in central Florida named Celebration. This town, created by the Walt Disney Company, provides a vast array of community events each year for the enjoyment of townspeople and visitors. It is a living reminder that anything worth doing well is worth celebrating. The appreciation dinner recently held in Kennedale to honor members of city boards and other volunteers is a good example of celebration. Similar events to acknowledge the completion of activities resulting from the strategic planning process can bring favorable community attention to these activities and the value of citizen participation in the planning process. We believe that public acknowledgment of the contributions of some citizens to the betterment of Kennedale will encourage other citizens to get involved.

Changing the cultural fabric of a community takes time. Kennedale has many challenges ahead to become the community anticipated by its vision. But, as Confucius reminds us, “a journey of a thousand miles begins with a single step.” That step has been taken in Kennedale.

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## **APPENDICES**

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## APPENDIX A<sup>3</sup>

### RESULTS OF THE PRE-RETREAT ENVIRONMENTAL SCAN

#### 1. WHAT IS GOING WELL IN KENNEDALE? WHAT ARE THE CITY'S BEST ASSETS AS YOU SEE THEM NOW?

- Relaxed, small town environment
- Friendly people
- Positive political climate
- Relatively high property values
- Different community groups beginning to talk to each other (3)
- A growing community consensus on a direction for Kennedale
- Improved citizen attitudes about city government
- City government is more open than in the past
- Increased communication with citizens – newsletters, council contacts
- Good direction: planning, making things happen, follow through
- Pro-business attitude at city hall
- More transparent city government
- People are treated fairly by city administration (1)
- Emphasis on hiring good people and keeping them
- Greater focus on teamwork in the conduct of city business (3)
- Good location –easy access to highways, airport and city amenities (5)
- Good school programs and facilities (3)
- Road improvements
- Two new parks, third being renovated (2)

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<sup>3</sup> The numbers in parenthesis denote the number of repeats of that idea from interviewees.

- City council commitment to build the city infrastructure
- Youth advisory board
- New civic partnerships, e.g., Rotary Club (3)
- Large residential lots
- Improved relationships with county and neighboring cities (2)
- Stabilization of the city's position on financing city services and activities
- A strong, progressive city administration (2)
- Buy-in from citizens not involved before in the community (1)
- Planning/economic development beginning to work well
- High caliber, intelligent city council
- Council members enjoy good relations with each other
- City manager is a major asset (7)
- City operations guided by a clear management strategy
- Council does not micro-manage the city staff
- City employees are excited about coming to work now
- A growing chamber of commerce

## **2. WHAT IS NOT GOING WELL? WHAT ARE THE MAJOR WEAKNESSES OR CHIEF CONCERNS RIGHT NOW?**

- Clash of old and new residents over kind of town they want (1)
- Citizens don't believe enough progress made to solve community problems
- Citizens feel what they pay for city services is too high for what they get
- Limited public programs for families
- Citizens don't work well together to solve community problems

- Relations with ISD still lacking (1)
- Land use designations not appropriate for actual land use
- Not getting out the word to citizens on what is going on in city (1)
- Patchwork of mixed uses throughout the city
- Inability to capitalize on the natural beauty of land because of junky look of town
- Kennedale Parkway needs a major facelift
- Appearance and noise from the race tracks (2)
- SOBs
- Wrecking yards in Arlington look like they are in Kennedale
- Lack of restaurants
- Lack of sidewalks
- Financial picture right now is tough (1)
- Climate is not attractive for new businesses to locate here
- No new housing construction in Kennedale
- Salvage yards are negatives (4)
- Cleanup of Village Creek beyond city's financial ability without outside help
- Many Brownfield areas in the city
- Many vacant buildings and business closures
- Some businesses too close to residential areas
- The same people always volunteer to plan for the community (3)
- Need to add support staff services at city hall
- City salaries lag behind others – not competitive
- Department heads sometimes need more direction
- City website is not user friendly
- Stronger HR guidance and support for city organization

- City staff wearing too many hats since downsizing (2)
- City phone system needs updating
- Different management systems in use confuse employees
- Evidence of sexual harassment in some departments
- Relatively high taxes and water rates
- Inadequate commercial base for city our size
- Poor planning by ISD is a waste of taxpayer's money

### **3. WHAT OPPORTUNITIES DO YOU SEE THAT THE CITY CAN OR SHOULD TAKE ADVANTAGE OF?**

- Plans to build traffic roundabouts on Little School Road (1)
- Momentum for a rail stop in Kennedale (7)
- Movement to cleanup Kennedale Parkway
- Development of Town Center (4)
- Many prefer a small town atmosphere (1)
- Creation of a linear park through town (1)
- Using road building as catalyst for spurring new development (1)
- Target zoning to encourage industrial development
- Attracting satellite medical operations and facilities
- Bring in homebuilders to develop quality subdivisions
- Redevelopment of Village Creek area to improve physical appearance of city (1)
- Redevelopment of Oak Crest area (3)
- Poor economy provides an opening to attract new businesses
- Build hike/bike trails through Kennedale to connect with Fort Worth
- Be seen as a leader in creative finance practices, e.g., MMD concept

- Final closing of SOBs (2)
- Assembly of land for a business park
- Creation of an industrial council
- Potential for regional influence as an international “niche” community
- Holding more communitywide events
- Build public support for landscaping, upkeep and beautification
- Borrow ideas for improved technology from other cities
- Better communication needed among community organizations
- Develop a boys and girls club
- Connection with nature preserve
- Recreation center for the city’s youth
- Arts Festival Committee as example of how volunteers can get things done

#### **4. WHAT BARRIERS HAVE TO BE OVERCOME TO TAKE ADVANTAGE OF THESE OPPORTUNITIES?**

- Fragile relations between major community groups could come apart (1)
- Fear of making decisions/changes that might upset someone (1)
- Limited capacity of city to raise money from taxes (2)
- Self-interest of some business groups (Chamber) holding back progress
- Inability to close down SOBs
- Tendency to concentrate of Kennedale’s past, not its future
- Refusal of wrecking yards to move or beautify (1)
- Downturn in economy could derail improvement efforts (1)
- Not considering creative ways to finance land redevelopment to attract business
- Not offering a visionary picture of Kennedale that citizens can support enthusiastically (1)

- No support for redevelopment of race tracks and salvage yards (1)
- High cost of water and sewer service through intercity partnerships (1)
- Location of the landfill hurts city image
- Unattractive entryways on both ends of Kennedale Parkway
- Land not being utilized for business park development
- Commercial lots too small for development
- Assembling land for the rail stop
- Refusal of existing owners to sell land for Oak Crest redevelopment
- Absence of county authority to regulate development in ETJ
- Unreasonably low speed limits on major streets, e.g., Kennedale Parkway
- Citizens lose interest quickly when things don't move fast enough

**5. IF YOU COULD ACCOMPLISH ONE THING, BUT ONLY ONE, AT THIS TIME, WHAT WOULD IT BE?**

- Realize the transit stop (2)
- Obtain funding for Village Creek beautification
- Completion of Town Center project as major image builder (2)
- Launch a ministerial alliance (1)
- Closure of all SOBs
- More community park space for the enjoyment of families
- Find a major venture capitalist (like Bass brothers)
- Redevelop race tracks into a housing addition
- Clear, accurate job descriptions for city employees
- Convince citizens they are welcome and encouraged to speak freely to city leaders
- Connect the city park system with nature preserve



**6. IS THERE ANYTHING ELSE I SHOULD KNOW?**

- Strategic planning is a good idea if there is follow through (1)
- Broaden community involvement in volunteering, for public events in particular
- Heal old wounds between city hall and ISD
- Engagement of consultants is helping improve city operations/management
- Devote enough time to each project to assure successful implementation
- Move Fort Worth Tower and redevelop land for a major retail use

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## APPENDIX B

### LIST OF ALL STRATEGIES RESULTING FROM THE NGT PROCESS

*Bold highlighting is used to identify strategies that received the highest rankings by retreat participants and that were given priority attention for action planning later in the retreat.*

- Encourage Park Board movement through council actions
- Create short-, medium-, and long-term goals and stick to target dates
- **Place priority on employee pay and benefits to retain and attract the right people**
- Reduce tax burden on citizens by developing retail and commercial businesses
- Create mini-Enterprise zones throughout the city
- Communicate EVERYTHING through newsletters/calendars what makes a community and to assure community buy-in
- Actively seek community recreation center through association with non-profit organization(s)
- Seek out new citizens to become involved in city governance
- Create a park director position to develop a long-range plan for parks
- Buy land for the rail stop
- **Negotiate an agreement with salvage yards to relocate by 2015**
- Create an action plan to redevelop race tracks and Oak Crest
- Create enterprise zones adjacent to recreation areas
- Develop incentives for new home builders and businesses to create new development
- Create alliance between the city, school board, and chamber for the purpose of developing a singular vision for community
- Create a beautification committee
- Create a new R-4 zoning district
- Encourage town meeting to inform city movements, keep staff and council informed
- Acquire land for rail stop and linear park
- Create a ministerial alliance
- Utilize citizens' input to create vision statement
- **Perform transit overlay for south part of town, amortize race tracks**
- **Revise build requirements to encourage a pedestrian-friendly environment in rail stop area**
- Continue to increase activity and involvement of citizens
- Foster a technology-friendly environment
- Landscape/beautify north entrance of city as a demo site
- Acquire portions of Ft. Worth's ETJ on southern end of town
- Use mediators to bridge gaps between citizens with differing viewpoints
- Add new zoning category for retirement communities
- Add new infill development category to zoning ordinance
- Provide alternate transportation for retirement community residents
- Define influence that non-resident business owners should have in city affairs
- Consolidate industrial users and redevelop vacant property
- **Create a downtown historic district**

- Survey community for preferences on community events
- Build a neighborhood park
- Identify ways to minimize race track noise during transition to another use
- Create an industrial council
- Restore the Section House
- Promote benefits fair for staff
- Assign a staff for liaison with County Commissioners Court
- Elevate H.R. person to full-time
- **Create TIF for development of areas along Kennedale Parkway**
- Convert to form-based zoning
- **Create new Events Task Force and develop events calendar**
- **Develop a commuter rail stop**
- **Seek federal funding for Village Creek study**
- **Study for development option on New Hope Road and Oak Crest areas being addressed by transit overlay**
- **Authorize formation of a Keep Texas Beautiful affiliate**
- **Identify site for new business park development**
- **Create a permanent board for special events**
- **Engage the Rotary Club to investigate starting a youth recreation center**

## **APPENDIX C**

### **STRATEGIC RECOMMENDATIONS OF THE IMAGINE KENNEDALE—2015 TASK FORCES**

- Create a new events task force to develop a plan for of a community-wide events calendar
- Take all necessary steps to make the location of a commuter rail stop a reality in Kennedale
- Actively seek federal funding for the study and development of the Village Creek area
- Direct P&Z to revise land use definitions for C1 and C2 and revise definitions and standards to reflect current market conditions
- Conduct a study and recommend development options for the New Hope Road and Oak Crest areas
- Authorize the formation of a Kennedale affiliate of Keep Texas Beautiful and appoint its members
- Identify a 250 to 300 acre site for a business park and begin planning for its development
- Create a permanent board to promote special events in the community
- Request the Kennedale Rotary Club to investigate and recommend an approach for creation of a community youth/recreation center

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**APPENDIX D**  
**RECOMMENDATIONS FOR DIRECT ACTION BY THE CITY OF KENNEDALE**  
**FROM THE *IMAGINE KENNEDALE—2015* KICK OFF SESSION**

- Increase the use of vegetation for beautification and concealment, particularly on major streets
- Regulate noise associated with the race track operations
- Increase the pace of code enforcement activity and monitor compliance
- Improve the safety and drivability of streets throughout the city
- Insure greater safety for children and adults in city parks and other public areas
- Take steps to retain talent in the city workforce and promote teamwork
- Lower the incidence of residential and commercial burglaries
- Streamline procedures for compliance of new businesses with city requirements

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## APPENDIX E KENNEDALE CITY GOVERNMENT MISSION

Retreat participants were asked a series of questions to clarify their impressions of the purpose and values associated with the mission of city government in Kennedale. These were used by the facilitators to prepare a draft mission statement shown below.

What unique purpose does the city serve or provide the community?

- Resources Service
- Sense of Place
- Build Community
- Communicate
- Quality of life
- Readiness
- Motivate
- Adapt
- Guidance
- Oversee
- Vision
- Regulator
- Catalyst
- Integrity

Who are our principal clients?

- Residents
- Employees
- Customer
- Staff

Why is the community better off for what you do?

- More Parks
- Streets
- Healthier
- Order
- Safer

What words would you use to describe the City of Kennedale?

- Efficient
- Ethical
- Fairness
- Adaptive
- Knowledgeable
- Service Orientated
- Transparent
- Professional
- Effective
- Responsive

### Draft Mission Statement

We are a city of choice. The City of Kennedale was created by and for its citizens in accordance with the laws of the State of Texas to preserve their health, safety and welfare. This is accomplished every day through efficient and progressive governance, administration and service delivery.

Good government is our pledge to the citizens of Kennedale. We set high standards for our personal, professional and organizational conduct. We act with fairness, integrity and transparency in carrying out our mission. We lead with vision and practice innovation in finding the most cost effective and efficient ways to do the business of government. We are responsive and vigilant, always ready to adapt our work practices to meet the needs of a changing community.

The people of Kennedale are our principal assets. Their satisfaction and enjoyment is at the heart of everything we do. We listen to the people’s concerns, take their advice and work in partnership with them and with the many institutions that make up this community to produce an increasingly better quality of life for everyone. We strive to be worthy of their trust and confidence in us.

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## **APPENDIX F**

### **KENNEDALE VISION**

Retreat participants were asked to picture Kennedale as they would like it to be in the year 2015 assuming hard work, a little luck and no miracles. The results are shown below. These vision elements were used by the facilitators to prepare a draft vision statement shown near the bottom of the page.

#### **Vision Elements**

- Peaceful relaxed environment
- Peaceful; emotional
- Quality of life
- Better image
- Harmony
- Sought after destination
- Great places for recreation, canoeing picnicking, jogging
- Linkages between community groups to creating community capacity
- Sense of pride
- Top 20 list of where to retire
- Professional services
- Progressive city government
- A city that has complementary business and residential communities
- Safe and friendly atmosphere
- Sense of family
- Continuous innovative community
- A better place to live visit through quality housing good roads and a expanding business
- Clean vibrant city with services for all people

### **Draft Vision Statement**

In the year 2015, Kennedale is a wonderful place to live and work. The quiet small town atmosphere of years past has been retained and enhanced. Families and their children feel safe, secure and comfortable in their homes and while moving about town. In recent years, community organizations and volunteers have partnered with local government to create an impressive menu of social, cultural and recreational activities and facilities for the enjoyment of all ages including newborns and retirees.

Kennedale is a prosperous community. The hard work of government, business leaders and civic groups has helped to strengthen existing businesses. These efforts have been instrumental in bringing in a diverse array of new businesses to create jobs and broaden the local tax base.

Kennedale is a physically attractive place. The town center and regional rail stop are complete and serve as focal points for a bustling central core. Full-service professional offices, restaurants and other amenities provide a new face to citizens and visitors to the city. Attractive entryways into the city and tree-lined thoroughfares support Kennedale's new image as the region's signature city.

## **APPENDIX G**

### **SAMPLE PROGRESS MONITORING SHEET**

