



## Comprehensive Plan Steering Committee and City Council Joint Workshop

REGULAR MEETING | JUNE 12, 2024 AT 6:00 PM  
CITY COUNCIL CHAMBERS | 405 MUNICIPAL DRIVE , KENNEDALE, TX 76060

### I. CALL TO ORDER

#### A. ROLL CALL

1. City Council
2. Steering Committee

#### B. INVOCATION AND PLEDGES OF ALLEGIANCE TO THE U.S. AND TEXAS FLAGS

*"Honor the Texas Flag; I Pledge Allegiance to Thee, Texas, One State under  
God; One and Indivisible."*

### II. PUBLIC COMMENT

### III. WORKSHOP

Updates and Discussion on the Kennedale Comprehensive Plan


### IV. EXECUTIVE SESSION

IN ACCORDANCE WITH CHAPTER 551 OF THE TEXAS GOVERNMENT CODE. If, during the course of the meeting and discussion of any items covered by this notice, the Kennedale City Council determines that a Closed or Executive session of the Board is required, then such closed meeting will be held as authorized by Texas Government Code, Chapter 551, Section 551.071 consultation with counsel on legal matters; Section 551.072 - deliberation regarding purchase, exchange, lease or value of real property; Section 551.073 - deliberation regarding a prospective gift; Section 551.087 - deliberation regarding economic development negotiation; Section 551.089 - deliberation regarding security devices or security audits, and/or other matters as authorized under the Texas Government Code. If a Closed or Executive Session is held in accordance with the Texas Government Code as set out above, the Kennedale City Council will reconvene in Open Session in order to take action, if necessary, on the items addressed during Executive Session.

### V. RECONVENE INTO OPEN SESSION, AND TAKE ANY ACTION NECESSARY PURSUANT TO EXECUTIVE SESSION.

### VI. ADJOURNMENT

- A. City Council
- B. Steering Committee

  
BOBBIE JO TAYLOR, CITY SECRETARY

**CERTIFICATION:** I DO HEREBY CERTIFY THAT THE JUNE 12, 2024, KENNEDALE CITY COUNCIL AND UDC STEERING COMMITTEE JOINT WORKSHOP AGENDA WAS POSTED INSIDE THE MAIN ENTRANCE OF CITY HALL (405 MUNICIPAL DRIVE), IN A PLACE CONVENIENT AND READILY ACCESSIBLE TO THE GENERAL PUBLIC AT ALL TIMES; AND THAT SAID AGENDA WAS POSTED AT LEAST SEVENTY-TWO (72) HOURS PRECEDING THE SCHEDULED TIME OF SAID MEETING, IN ACCORDANCE WITH CHAPTER 551 OF THE TEXAS GOVERNMENT CODE.

In compliance with the Americans with Disabilities Act (ADA), the City of Kennedale will provide for reasonable accommodations for persons attending meetings. This facility is wheelchair accessible and accessible parking spaces are available. Requests for sign interpreter services must be made forty-eight (48) hours prior to the meeting by calling 817-985-2104 or (TTY) 1-800-735-2989.

A quorum of The Kennedale EDC, the Kennedale Planning and Zoning Commission, Board of Adjustment, Keep Kennedale Beautiful Commission, Parks and Recreation Board, Building Board of Appeals, TownCenter Development District, or Tax Increment Reinvestment District may be present. No action will be taken by the above-listed boards.



**STAFF REPORT  
TO THE HONORABLE MAYOR, CITY COUNCIL, AND THE  
COMPREHENSIVE PLAN STEERING COMMITTEE**

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**MEETING DATE:** JUNE 12, 2024

**AGENDA ITEM NUMBER:** ITEM III.A.

**SUBJECT**

Updates and Discussion on the Kennedale Comprehensive Plan

**ORIGINATED BY NATHAN GONZALES**

**SUMMARY**

Following months of staff and committee discussions, an open house, a community survey, and the previous joint workshop with City Council, the first draft of the updated Comprehensive Plan is complete. This plan reflects feedback received from the community, staff, and city leadership. I must reiterate, however, that the plan is still considered only a draft requiring additional review. The purpose of this meeting to for all members of the Steering Committee to provide additional feedback. Again, we also welcome any feedback from members of City Council.

Following the meeting, the draft will be further revised before being forwarded to the Planning and Zoning Commission for additional review and discussion. Once P&Z has provided a recommendation, the comprehensive plan will move onto City Council for consideration and approval.

**ATTACHMENTS**

1.	Kennedale Comp Plan DRAFT	Kennedale Comp Plan DRAFT.pdf
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# *City of Kennedale* **COMPREHENSIVE PLAN**

*DRAFT May 29, 2024*



TownCenter Park

# Acknowledgments

## The Citizens of the City of Kennedale

### Kennedale Comprehensive Plan Steering Committee

### The City Council of the City of Kennedale

**Brad Horton**

*Mayor*

**David Glover**

*Place 1*

**Kenneth Michels**

*Place 3*

**Chris J. Gary**

*Place 4*

**Jeff Nevarez**

*Place 5*

### Former City Council Members

**Jan Joplin**

*Former Mayor*

**Bryant Griffith**

### The Planning and Zoning Commission of the City of Kennedale

**Andrew Malkowski**

*Vice Chair, Place 1*

**Michael Brown**

*Chair, Place 2*

**Colby Cowan**

*Place 3*

**Perry Clementi**

*Place 5*

### City Staff

**Darrell Hull**

*City Manager | EDC Executive Director*

**Nathan Gonzales**

*Director of Community Development*

**Bobbie Jo Taylor**

*City Secretary*

**Mike Holguin**

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*Interim Fire Chief*

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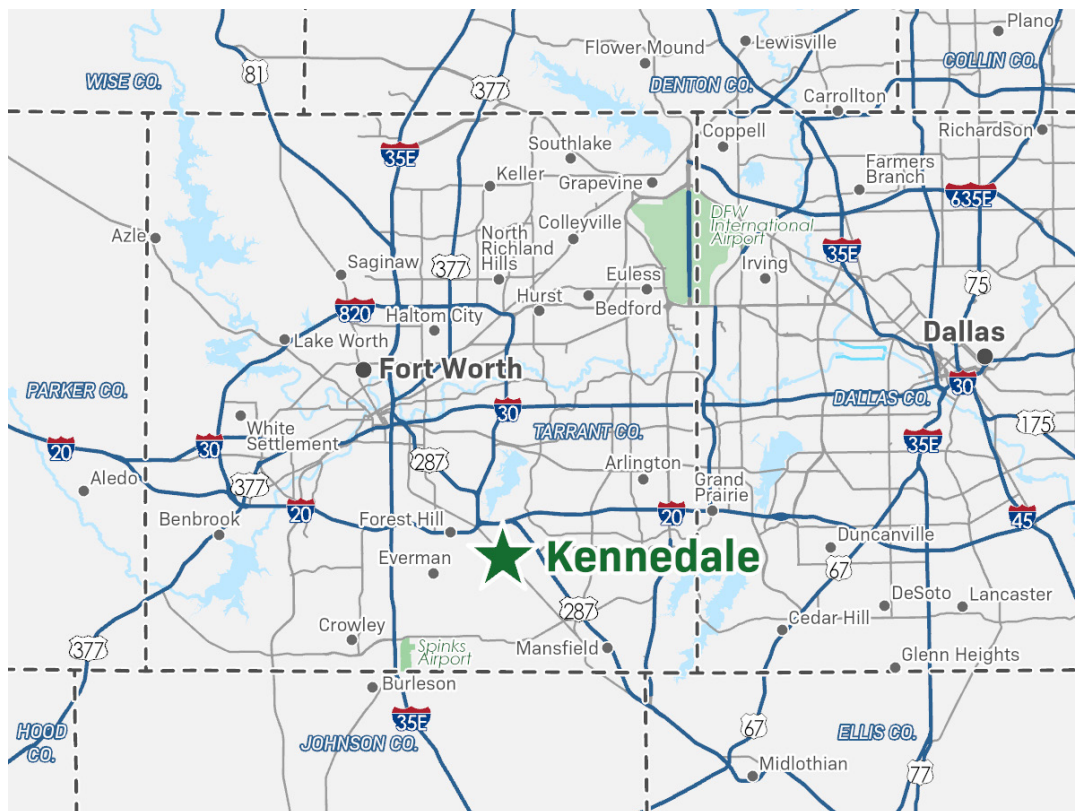
*Chapter 1:*  
**VISION &  
INTRODUCTION TO PLAN**



Public art in TownCenter Park

Kennedale is in the central southeast section of Tarrant County, ideally situated on major highways (Loop 820 and I-20) and State Highway 287, which forms a central crossroads for shipping and commerce in the southern heart of the Dallas-Fort Worth Metroplex. The city is conveniently located along Bursen Northern / Santa Fe (BNSF) rail with potential to develop transit-oriented development (TOD). Additionally, the city is located south of Arlington at the northern end of the prosperous Arlington-Mansfield corridor. Kennedale is 11 miles from the heart of Downtown Fort Worth and is provided with easy access to the rest of the region. It is the ideal location for families looking for a community with small town charm and values, while not having to sacrifice the amenities of the city such as arts, entertainment, and shopping offered in larger cities.

Figure 1:  
**Regional Location**



For many years the large-scale suburban development has passed by Kennedale, in favor of other surrounding communities despite its proximity to employment centers and major highways. This slower pace of development has allowed the city to preserve its small town feel that the community loves. However, over the past decade, the population has grown by over 17%, driven by its strategic geographic location, regional accessibility via I-20, Loop 820, and Hwy 287, and its comparatively affordable cost of living. As more people move into the North Texas area, the population is expected to only increase. The City is in a position to understand how growth may occur in the community and to provide guidance as to how to manage that growth. In addition, as new development and redevelopment occurs, the City will need to ensure that this growth is in line with the community's values and desires.

A part of any comprehensive planning process is the creation of a vision and the involvement of community leaders and residents. The public involvement process is important in that the plan is ultimately defined by the residents and elected and appointed officials. The process allows input and feedback on past decisions regarding

zoning, land use, capital improvements, and growth. Gathering community feedback fosters the buy-in, from not only residents but also City staff and leadership, that is needed to successfully implement a Comprehensive Plan. The vision process helps shape an articulated basis in which future decisions can be made.

## Development of the Vision

The City appointed an Advisory Committee consisting of community members with various experiences and roles including local leaders and elected and appointed officials. The Steering Committee attended many meetings throughout the duration of the planning process. Within their role, the Advisory Committee was tasked with the following:

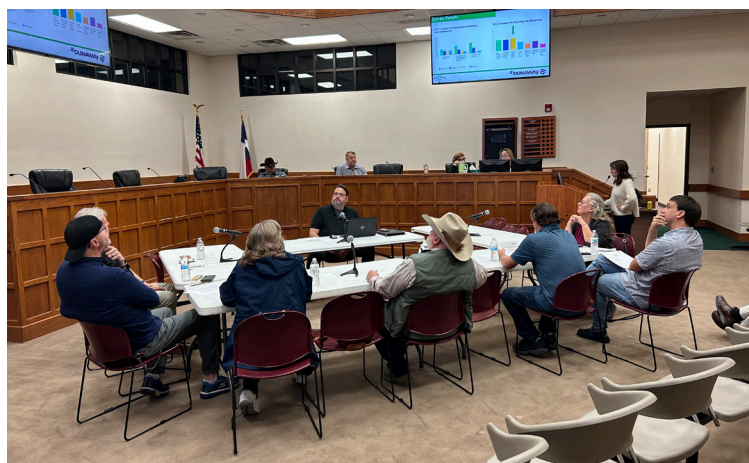
- Advise the planning team in reviewing data in addition to developing and reviewing goals, policies, and draft documents.
- Provide comments and input during all project phases and civic engagement meetings and components.
- Identify issues and concerns during the project development process, and for the project as a whole.
- Encourage community consensus and stakeholder participation and support the mission of the project.
- Act in an advisory capacity to the Planning and Zoning Commission and City Council.

On June 15, 2023, the Steering Committee along with City Staff assembled in the Kennedale Municipal Building to discuss the issues important for the management of positive growth of the city. Various visioning exercises were conducted with the attendees in order to formulate the vision of Kennedale. The objective of the meeting was to inform the assembled group of the planning process, explain the purpose of the Comprehensive Plan, gather feedback on the vision, and begin identifying ways to guide development through land uses. The mapping activity asked the committee to indicate what land uses were needed, and where they could go. The committee was also asked “What does Kennedale want to be?” A summary of the responses is below:

- Small town with amenities
- Family friendly and safe environment
- Welcoming and adaptive for all ages and abilities
- Innovative and business-oriented
- Employment center

On September 14, 2023, the committee met again to go over a potential vision statement and goals and objectives of the Plan. The meeting included a review of the initial draft Future Land Use Map and its categories. This effort resulted in a more concise vision statement and provided more direction for the Plan in its aims to guide desired development.

On November 13, 2023, the committee met to review the revised vision statement and strategies for the growth management, future land use, and transportation chapters. The meeting provided the committee with the chance to ensure that the plan



Steering Committee meeting on November 13, 2023.



*Community Open House on January 30, 2024.*

included implementation strategies that reflect the community’s desires. It also helped identify future efforts to ensure funding and resources for each goal and objective. The discussion listed several types of land uses which should be encouraged in the community. These include Commercial within Town Center and along Kennedale Parkway, and an Industrial Employment Center. Following the discussion, a vision statement was drafted and then reworked by the Steering Committee to provide a clear phrase that represents the city now and what they hope to work toward. The Vision Statement for the City of Kennedale Comprehensive Plan is on the following page.

On January 30, 2024, community members, including Steering Committee members and City Staff, gathered for a public meeting at the Kennedale Municipal Building. Attendees were invited to discuss various aspects of the plan and review maps for accuracy. The planning team guided participants through different stations, offering insights into the Plan’s development. This come-and-go meeting served as an opportunity for the public to share their visions for Kennedale’s evolution, emphasizing the importance of preserving the cherished “small town feel.” Attendees expressed their thoughts on preserving the community’s history, with several providing valuable resources to integrate the city’s story into the plan. Additionally, a rolling slideshow showcased the Plan’s vision statement, goals, and objectives, aligning with the community’s aspirations for Kennedale’s growth. Following the meeting, the planning team integrated the community feedback into the Comprehensive Plan draft to provide context and refine strategies.

Following a March meeting with City Staff to gather their requests and priorities for updating the City’s Unified Development Code, a joint workshop was held on April 1, 2024. Participants included several groups such as the Steering Committee, City Council, and Planning and Zoning Commission. The workshop aimed to review the updates to the Future Land Use Plan discussed during the January public hearing and determine how they should be incorporated into the development code update.

The meeting provided a final opportunity for the group to review and discuss the City’s goals and vision, particularly concerning land use and development patterns. Key topics included preserving and redeveloping Old Town, developing Bowman Spring Road as a major corridor and catalyst site for a potential Entertainment District, identifying growth areas, and determining suitable locations for higher-density residential areas and Transit-Oriented Development (TOD). Participants were asked to mark-up feedback on the draft Future Land Use Map and offer individual comments. Staff recommendations and feasibility considerations were taken into account when creating the final version of the map, seen on page 61.

## Vision

The City's Vision is an expression of its values. This vision guides all of the City's goals, objectives, and strategies and will be the basis on which decisions are made for the future. The Chapters of this Plan contain a broad set of topics that will achieve the community's Vision and solve real challenges. The vision statement is the backbone of this plan and the subsequent strategies utilized during growth to expand and maintain the place that so many call "home." The vision, however, is not a rebranding of the City but meant to iterate what is important to Kennedale and its residents as the City works toward the community's desired future.

**VISION STATEMENT:**  
**KENNEDALE is a HOMETOWN with a vision to improve the quality of life for present and future generations**

## Prior Planning Efforts

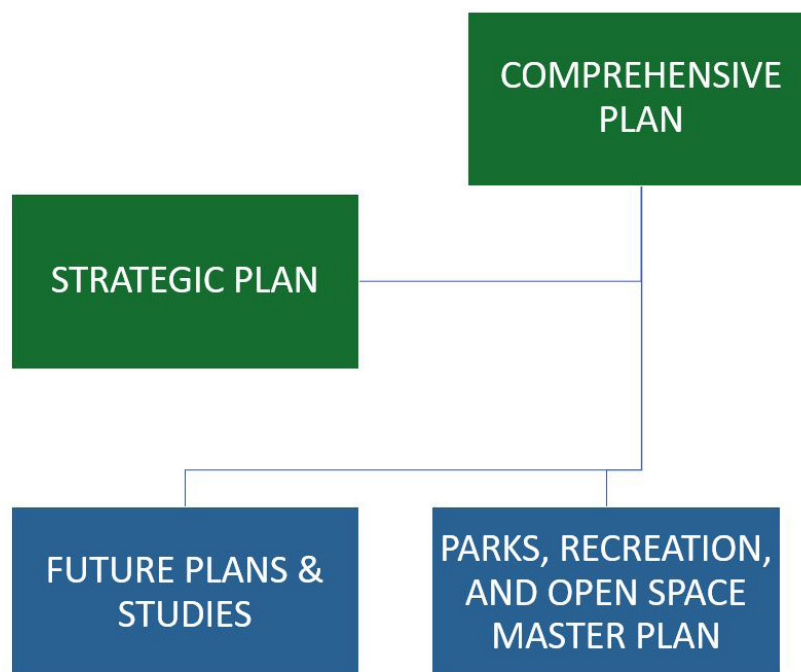
Kennedale has invested in several planning efforts since the last Comprehensive Plan was adopted in 2012 – such as its 2016 Parks, Recreation, and Open Space Master Plan, and the Imagine Kennedale 2015 Strategic Plan. These plans and other documents are used to help run the City; some build upon and work alongside other plans, while some are used congruently. (See Figure 2 on page 13.) However, the Comprehensive Plan is the primary policy document used to guide everyday decision of the City and provides direction for all other plans.

The City's Strategic Plan ensures that the staff and leadership work toward common goals and operate with purpose, intention, and shared focus. The Comprehensive Plan and Strategic Plan can work together to guide the future of Kennedale. These Plans provide a solid foundation upon which the other City plans and documents can build. All of Kennedale's plans are connected, but each may operate at different levels to direct policies and actions.

The Parks, Recreation, and Open Space Master Plan is an example of a document that is complementary to the Comprehensive Plan, built using the strategies and actions found within the Comprehensive Plan to provide additional detail on a specific topic. Future plans and studies can be developed under the umbrella of, and with the guidance contained in, the Comprehensive Plan.

Kennedale's 2016 Comprehensive Plan created new city villages and neighborhoods that reflect Form-Based Code (FBC). These ideas are reflected in the City's current Unified Development Code. However, City Staff and the development community have faced difficulties when trying to implement it as the FBC only applies within certain areas of the city. Kennedale has changed in the years since the prior Comprehensive Plan. The goals and objectives need to be updated to better reflect the community's current and future aspirations. This Comprehensive Plan will provide Kennedale with a more user-friendly Future Land Use Plan that is customized to meet the needs of the community and clearly reflects desired development patterns. The new Future Land Use Plan can then be used to update the City's existing Development Code. This Comprehensive Plan provides Kennedale with a new roadmap for its future preservation, growth, development, and decisions as it evolves over time.

Figure 2:  
Plan Hierarchy



## Community Survey Results

As part of the public engagement process to develop a Comprehensive Plan for the City of Kennedale, an online survey, in both English and Spanish, was developed asking questions about the level of service, quality of life, and functionality of the City. Residents, property owners, and stakeholders were invited to complete the survey. The purpose of the survey was to gain an initial understanding of how Kennedale operates and what opportunities the City could offer.

The survey was live from October to November 2023. During that time, a total of 210 responses were received. Most of the responses received were from those living within the City of Kennedale.

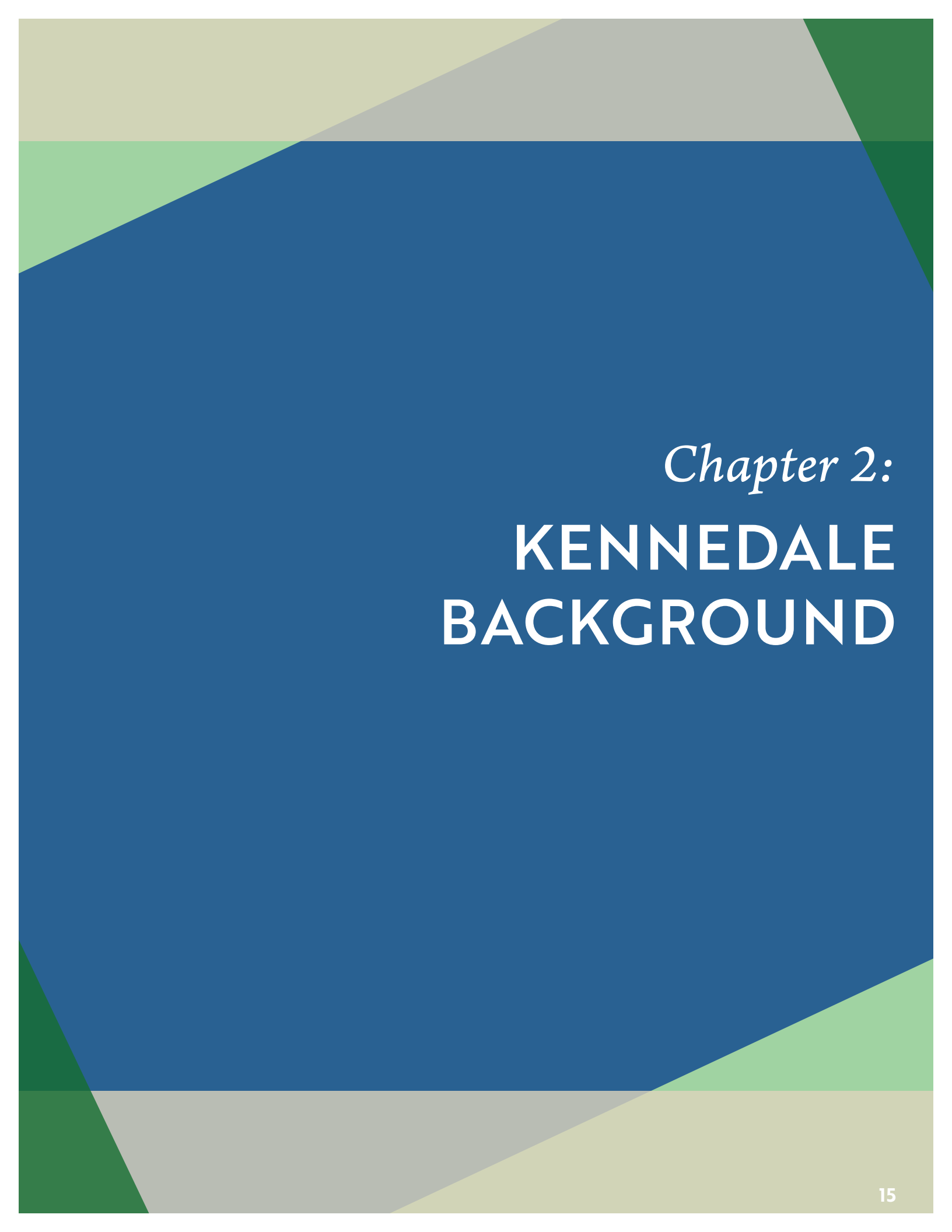
The survey indicated that Kennedale is generally a good place to live and raise a family. The city could benefit from more family-oriented amenities, such as improvements to existing parks and open space, but overall, the survey respondents felt that Kennedale maintained a high quality of life.

The primary age bracket of survey respondents were those 35-44 years and tended to be predominantly female. Overall availability of library services and maintenance of City facilities/buildings scored well in the “very satisfied” or “satisfied” categories, while there appeared to be room for improvement regarding street maintenance and parks and recreation spaces.

The City might put forth effort to improve their existing parks and recreation areas by updating the quality of facilities such as playgrounds and adding amenities, including more space for outdoor athletics. Residents would also like to see an increase in the variety of single-family housing options. Regarding commercial development, full-service restaurants were identified as the most desired, followed by grocery stores and entertainment venues.

As will be reflected in this Plan, there is a strong desire from the survey respondents to focus upon the BUS 287 Commercial Area, overall street maintenance and transportation, and open space and parks. The results of the survey are attached to this Plan within the Appendix.

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*Chapter 2:*  
**KENNEDALE  
BACKGROUND**



*Kennedale Train Depot, c. 1911*  
Source: Kennedale Historical Society

## History

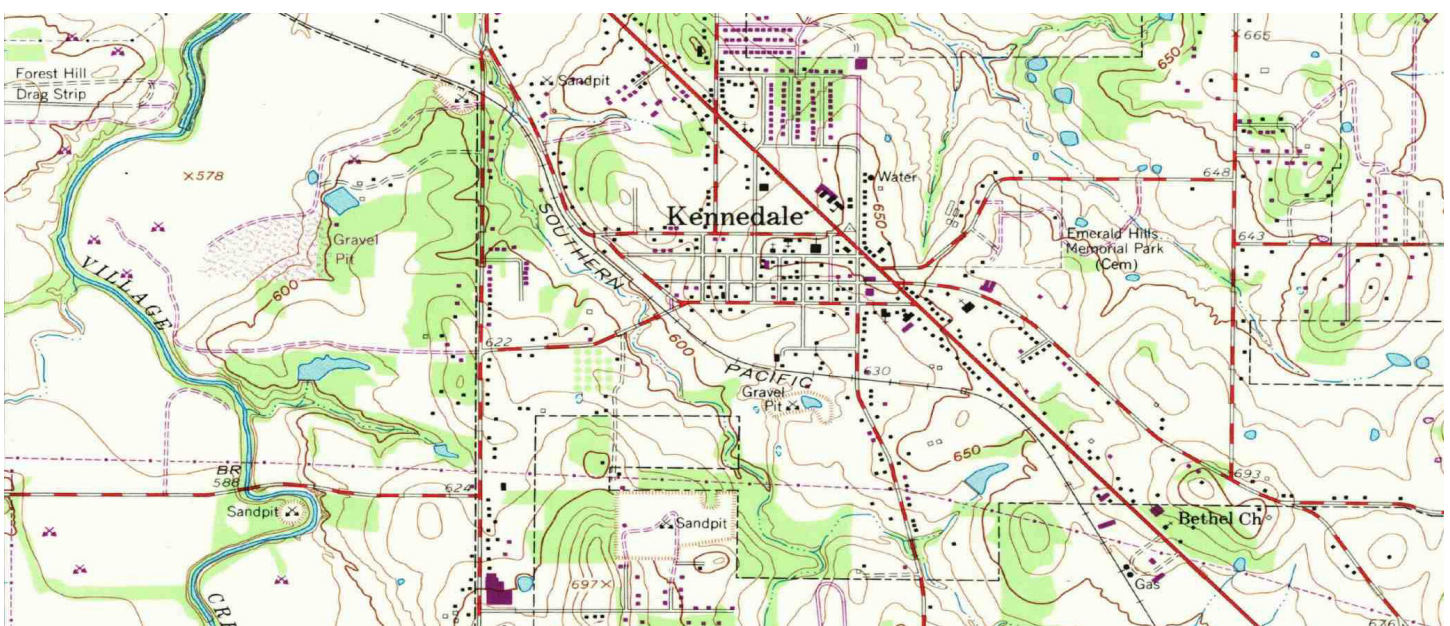
Native Americans were the first to hunt and fish along Village Creek near the present site of Kennedale. The Village Creek tribes and the Republic of Texas signed a treaty in 1843, and settlers began moving into the area. In the mid-1800s, there were early signs that Kennedale would become a transportation hub. Many wagon trails crossed at the site of the present-day city, in numbers that exceeded the trails through what was to become the City of Arlington. In 1882 John D. Hudson, along with C.B. Teague and O.S. Kennedy, purchased land and established the Town of Kennedale on the site of a mineral well.

By 1884, a local post office was established, and in 1886, the Town of Kennedale was platted and named for Kennedy. To attract a rail line to the community, Kennedy donated land to the railroad, and the Fort Worth & New Orleans Railway (FW&NO) Company built a line through Kennedale to Waxahachie. After acquiring the land and right-of-way, the FW&NO Railway began construction of a line through Kennedale, connecting Fort Worth to a junction with the Houston & Texas Central Railroad in Waxahachie; the line was operational by May 1886. Together, the two lines were advertised as the “Central Route,” the only all-steel rail line in the state, which provided a shorter route from Fort Worth to Galveston than any other in the state, and the quickest route to New Orleans. The FW&NO Railroad also built a depot and three section houses in Kennedale. These section houses were home to railroad employees responsible for the track running between the nearby communities of Brambleton to the northwest and Bisbee to the southeast.



*U.S. Post Office, Kennedale, 1935.*  
Source: Kennedale Historical Society

The central business district that developed near the mineral well consisted of the train depot, hotel, general merchandise store, drug store, bank, post office, lumber company, and blacksmith. Kennedale had a public school by 1890 and formed a school district in 1909. A brickyard was established in 1888 at the location of the present-day



*Kennedale shown in USGS map, 1969.*  
Source: US Geological Survey



*Historical section house replica serves as the present-day home of the Kennedale Chamber of Commerce.*

which after that was used as a private residence. This original section house was about 1,000 square feet and was clad with wood clapboard siding. It featured design details typical of homes of this period but had a unique style. The home had three gables, each with a sunburst ornamentation. The depot and other section houses were gone by the 1950s. In 2008, the remaining section house was severely damaged by fire, but the City salvaged materials from the original structure and used them to build a replica. The building now sits in the middle of the Kennedale TownCenter and is the home of the Kennedale Chamber of Commerce.

The area surrounding the town consisted largely of farms, and the town maintained a rural character well into the 20th century. As late as the 1940s, some homes did not have electricity. The first city water lines were installed in 1952, and sewer lines were installed in the early 1960s. In July 1947, with a population of 300, Kennedale voted to incorporate. At that time, the city limits followed the school district boundaries and encompassed 13.5 square miles. By 1950 the population had increased to 500, and the State of Texas approved changing the status of Kennedale from “Town” to “City.”

## Education

The city and surrounding area are predominantly served by Kennedale Independent School District (ISD). (Portions of the city limits and extraterritorial jurisdiction (ETJ) also fall within the boundaries of Fort Worth ISD, Arlington ISD, and Mansfield ISD.) Kennedale ISD is an award-winning 4A district that serves 2,885 students across its five campuses. The District Improvement Plan states that the schools strive to provide a diverse, engaging, and safe environment where all stakeholders are responsible and



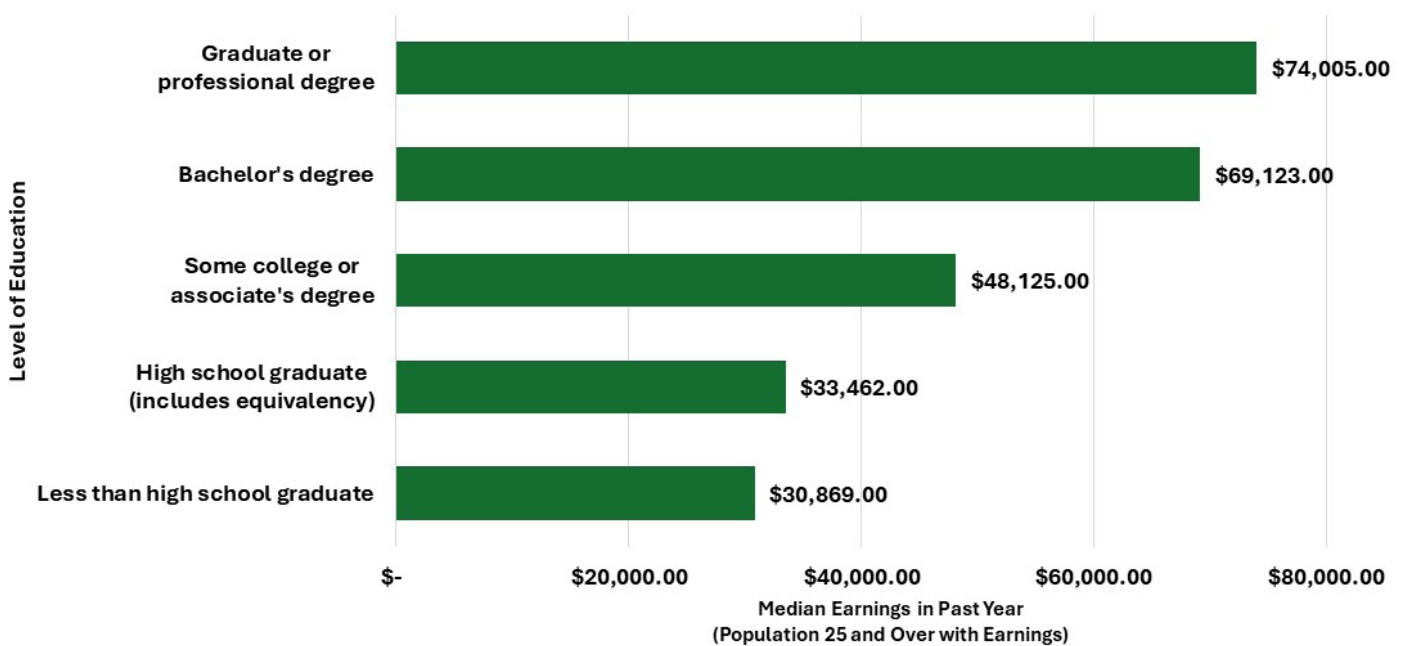
*Kennedale Jr. High School, located along Corry A. Edwards Drive.*

accountable for student success. Additionally, private school options can be found in the city. The Fellowship Academy is a Pre-K through 12th grade private school located in Kennedale and has a student body of approximately 355.

Kennedale is surrounded by several higher educational providers and is less than ten miles from Tarrant County College South Campus and the University of Texas at Arlington. Community leaders in the city and the surrounding area strive to provide a wide range of academic and technical programs to prepare residents for high skill, high demand jobs. Kennedale Public Library and Community Center offers resources and classes through Learning Express Library (EBSCO) for adults and students to improve skills required for academic and career success.

Kennedale is a well-educated community with employment opportunities for those of all levels of educational attainment. In its 2022 estimates, the US Census Bureau finds that 84.5% of Kennedale adults aged 25 and over have earned a high school diploma or higher and 31.7% have earned a bachelor’s degree or higher. These rates are lower than the state average for those with a high school degree or higher (86.8%) and for those with a bachelor’s degree or higher (34.9%). Levels of educational obtainment appear to have a significant impact on median income (see Figure 3). However, it is also important to note that 51.5% of community survey respondents do not work within Kennedale. Many respondents reported commuting to surrounding cities, such as Fort Worth, for employment opportunities that require a higher educational degree.

Figure 3:  
**Kennedale Median Income by Education Level**



Source: US Census Bureau 2021

## Demographics

The population size of Kennedale steadily rose in the first decades after the townsite was surveyed in 1886. By the start of the 20th century the Fort Worth & New Orleans Railway Company had built a line through Kennedale, bringing with it more business and people. By 1904, the city had a population of 216, and the area continues to grow but maintained a rural character well into the 20th century. With the construction of State Highway 34 through the town and development of the defense industry in Fort Worth, the city reached a population of 325 by the late 1940s. In the 1950s, Kennedale’s population had grown over 1,000 and large enough that the State of Texas approved changing the status from “Town to “City”. By 1955, it had a population of 1,046 which would continue to increase into the 1970s. By 1975, more businesses were beginning to be established and the population had grown to 2,900. The population decreased significantly in the 1980s but by 1998 had grown to over 5,000 making the city eligible for Home Rule. During the 1990s and 2000s, Kennedale, along with most of Tarrant County, began becoming more suburban.

Texas Water Development Board forecasts an annual growth of 1.16% for Tarrant County through 2070 and an even faster growth of 1.75% annually through 2070 for Johnson County to the south. Development pressure is moving outwards from the urban core of Fort Worth and Dallas due to land prices, supply of buildable land, and other factors. As the Dallas-Fort Worth area grows, communities like Kennedale are positioned to absorb this growth. This expected growth will require new supporting infrastructure and will bring many challenges in providing and maintaining quality utilities, streets, parks and open spaces, emergency services, and other public services.

Figure 5 on page 21 illustrates Kennedale’s population age characteristics compared with nearby cities, Tarrant County, and the State of Texas. Kennedale’s median age is the highest in the peer group and has the lowest under-18 population. However, it should be noted that according to the US Census Bureau, the median age has been increasing nationally: Between 2021 and 2022, the national median age increased by 0.2 years to 38.9 years. With an increasingly aging population, it will be important for communities, such as Kennedale, to invest in housing and community amenities that allow residents to age in place.

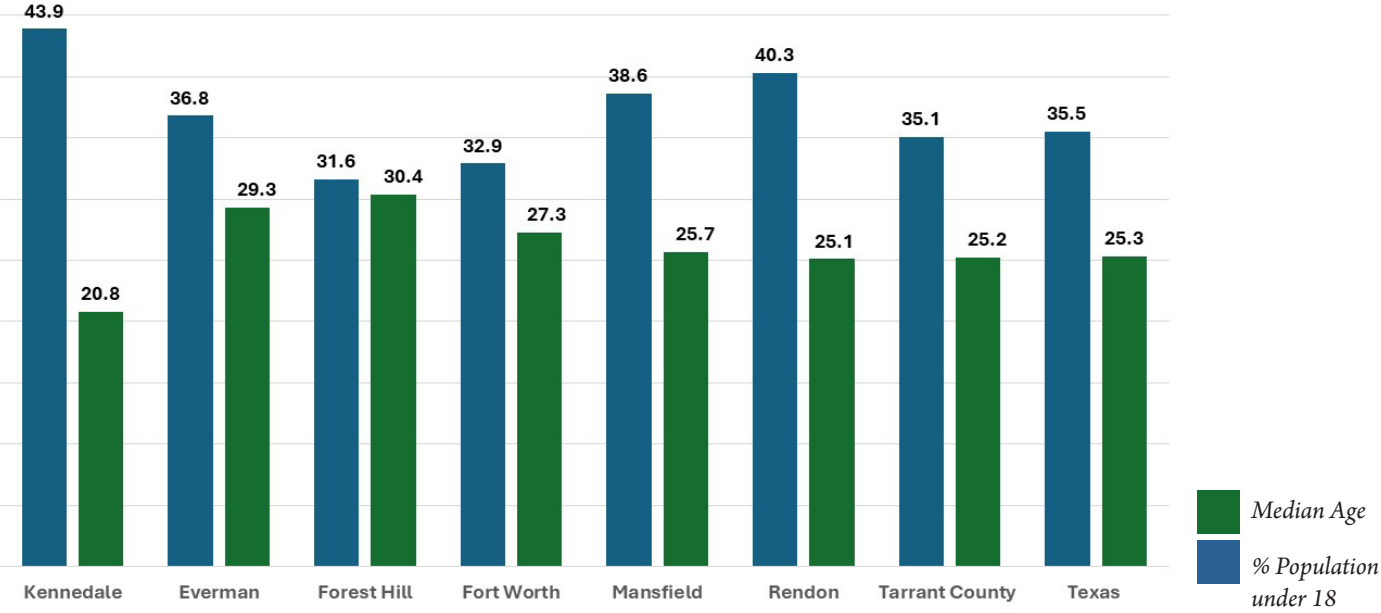
As of 2021, the City of Kennedale had 4,252 males (53.6%) and 4,090 females (46.4%). The median age within Kennedale is above average at 43.9; however there is still a healthy number of economically active residents. Generation X (those born 1965 to 1980) make up the largest age cohort in the community, at 24.7%. This bulge within the population pyramid, as seen in Figure 6 on page 21, includes a portion of the working age population that is approaching retirement age; therefore, it could be attributed to economic migration. However, the small bulge may also represent children of Baby Boomers and is an “echo” of this older and larger Baby Boom generation (those born 1946 to 1964). In addition, there appears to be an outmigration once individuals reach retirement age with the maturity of the Baby Boom cohorts. The age of the resident population is important for planning purposes as cohorts desire different choices in retail and housing, as well as have different needs for services depending on their current life stage.

Figure 4:  
**City of Kennedale Population Growth**

Year	Population	% Increase
1950	1,046	--
1960	1,521	45.4%
1970	3,076	102.2%
1980	2,594	-15.7%
1990	4,098	58.0%
2000	5,850	42.8%
2010	6,763	15.6%
2020	8,517	25.9%
2021	8,462	-0.6%
2022	9,329	10.2%

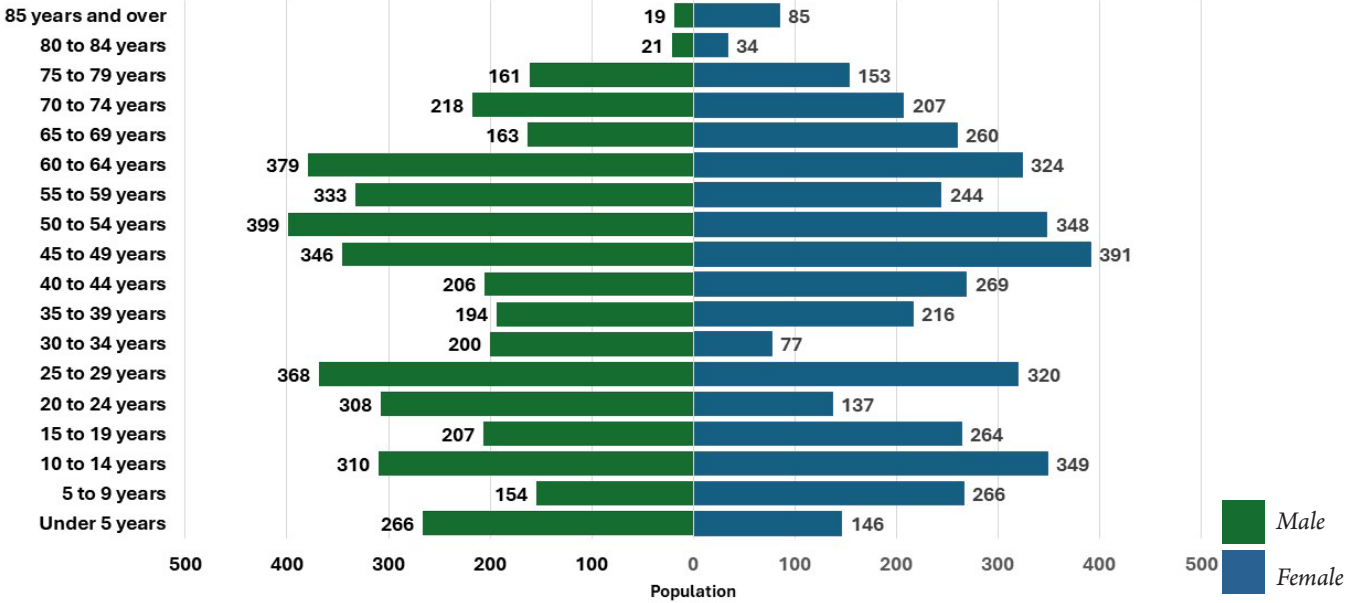
Source: US Census Bureau

Figure 5:  
Age Characteristics of Kennedale and Surrounding Communities



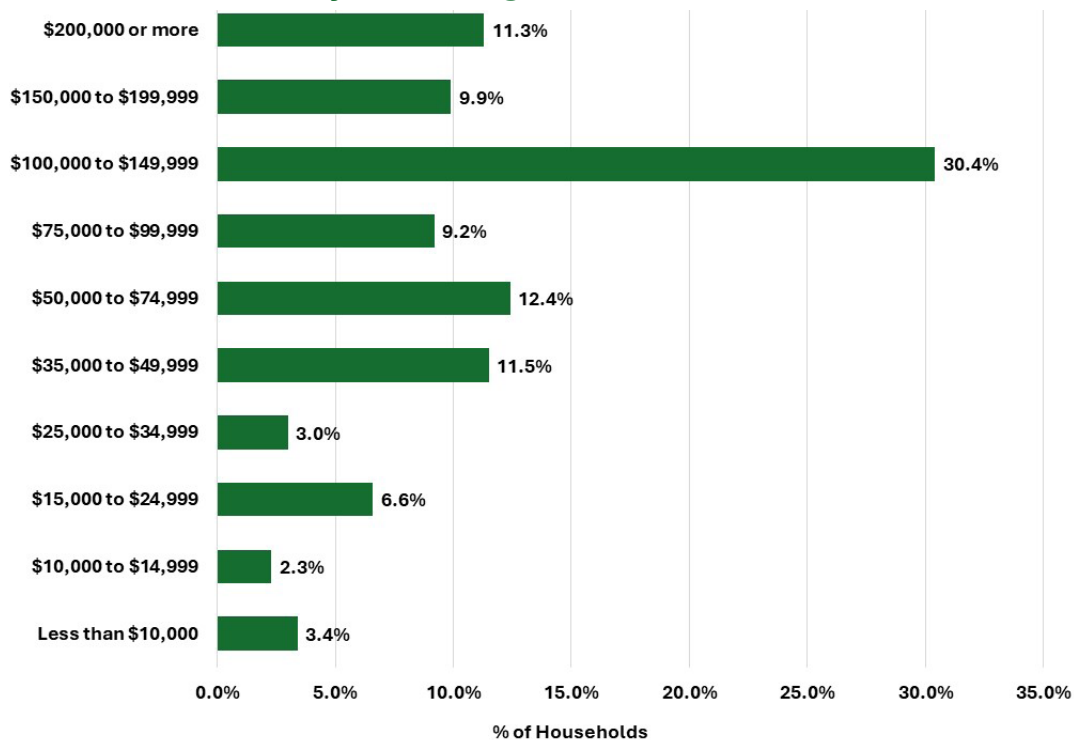
Source: US Census Bureau 2021

Figure 6:  
Age Distribution within Kennedale



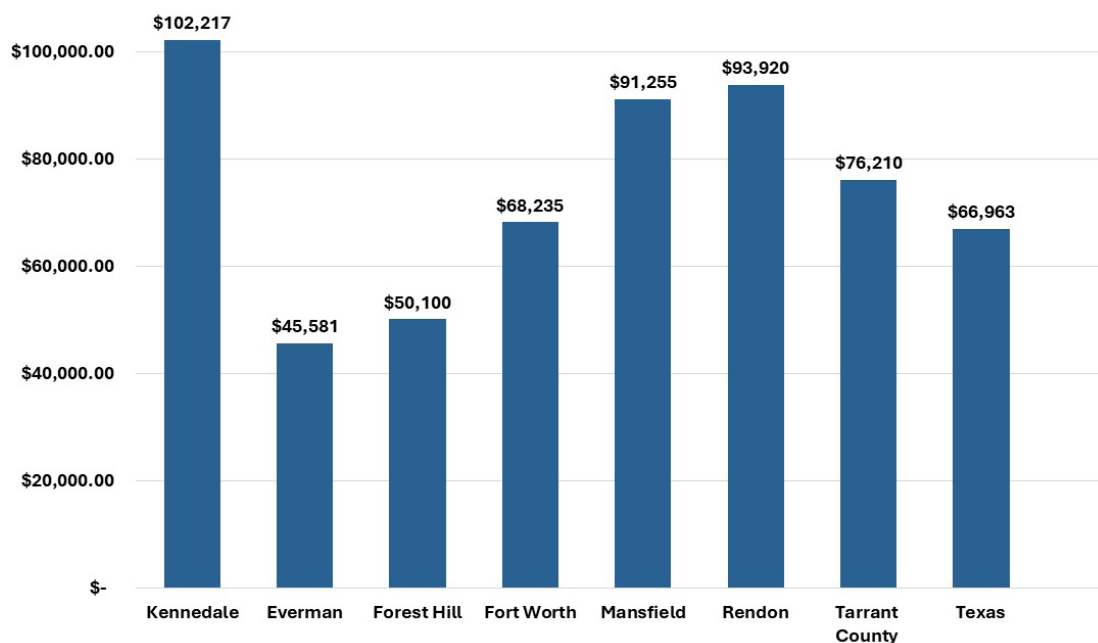
Source: US Census Bureau 2021

Figure 7:  
Kennedale Income Levels by Percentage of Households



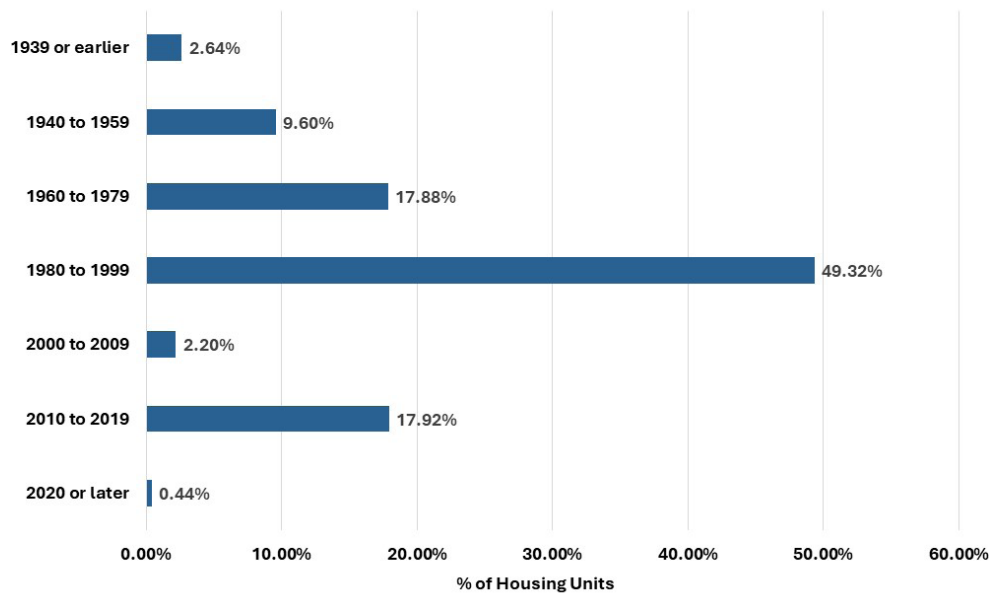
Source: US Census Bureau 2021

Figure 8:  
Median Income of Kennedale and Surrounding Communities



Source: US Census Bureau 2021

Figure 9:  
Year Built of Homes in Kennedale



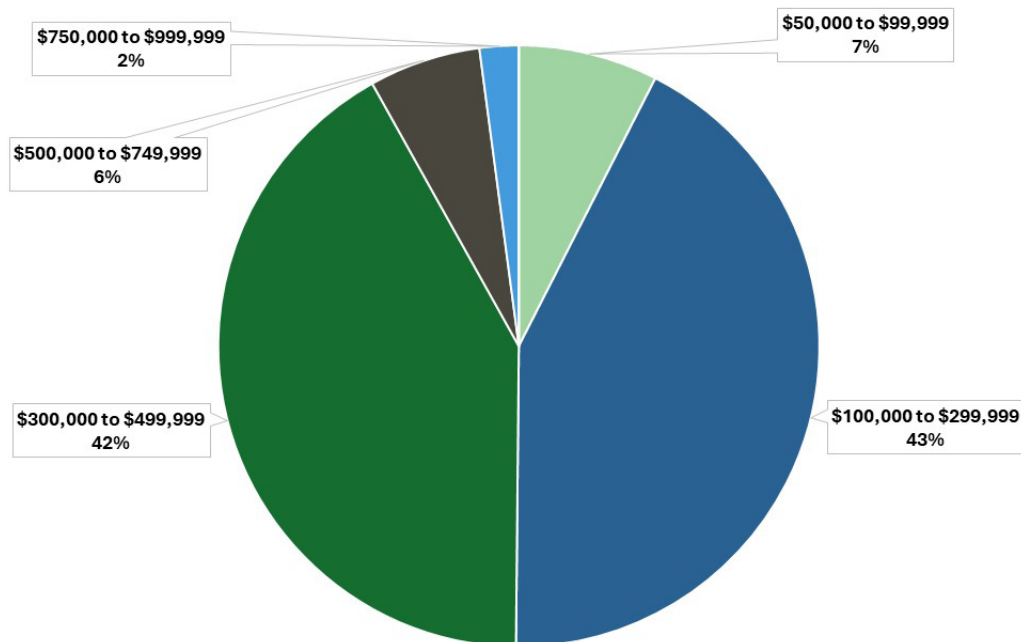
Source: US Census Bureau 2021

Figure 7 shows the distribution of Kennedale's household income while Figure 8 provides a comparison of median yearly incomes among surrounding communities, the county, and the state. This data indicates that Kennedale's income is higher than the surrounding communities. Kennedale also has a significantly higher median income level (\$102,217), than Tarrant County and the state, indicating that the community as a whole is financially well off. Income is an indicator of the ability of residents to spend on retail, entertainment, and food, resulting in an estimation of the commercial health of a market.

As shown in Figure 9, the majority (74.11%) of Kennedale's existing housing stock was built before 2000. Most of the homes were constructed between 1960 and 1999, the same years that Kennedale saw the largest increase in its population. Older housing can be an asset to a community and demonstrates residents' long-term commitment to a place. However, it also brings along the challenges of sustaining quality housing, as older structures require reinvestment and maintenance to remain within standards and attract new residents. Relatively fewer homes have been built in the last 20 years.

Figure 10:

### Valuation of Owner-Occupied Homes in Kennedale



Source: US Census Bureau 2021

As seen in Figure 10, the housing valuation for owner-occupied homes within Kennedale is mostly over \$100,000. Per the US Census Bureau, the estimated median value for owner-occupied houses is \$299,600. This is slightly greater than that of Tarrant County’s estimate median value (\$229,200) and other surrounding counties such as Johnson (\$216,300) and Ellis (\$239,000). Affordable housing prices allow current residents to age in place and new families to move to Kennedale. However, higher property values translate into more wealth for homeowners and bring in more property taxes that enable the community to invest in its infrastructure and services. Thus, the right balance of housing types and values are crucial. By attracting new housing construction and encouraging investment in existing homes, Kennedale can raise property values in the community. Additional new housing construction brings an increase in new residents and the population needed to attract more of the commercial development that the community desires, such as retail, restaurant, and entertainment.

## Land Use

The Existing Land Use Map is provided at the end of this chapter on page 31. The map indicates the existing land use category for all parcels within Kennedale’s city limits and Extraterritorial Jurisdiction (ETJ). It differs from the Future Land Use Map provided later in this Plan, as that map shows the desired land use as the parcel develops or redevelops. Land use categories were assigned through a windshield survey of Kennedale, followed by analysis via recent aerial imagery in combination with the 2012 Existing Land Use Plan and city data. In addition, City Staff and the Steering Committee provided valuable input on existing conditions within Kennedale. Figure 11 and Figure 12 break down the total acreage and percentage of existing land uses with the city limits and ETJ, respectively.

The three predominate land uses in the city currently are Industrial, Single Family, and Agricultural. There is also a significant amount of Vacant/Undeveloped land; this category along with Agricultural land are best suited for future development, including low- to medium-density single family residential and commercial development as desired by the community.

Figure 11:  
Existing Land Uses within Kennedale City Limits

<i>Land Use</i>	<i>Acres</i>	<i>% of CL</i>
Single Family	1,389.62	32.88%
Manufactured Housing	76.01	1.80%
Multifamily	55.82	1.32%
Commercial	155.02	3.67%
Institutional	175.55	4.15%
Industrial	923.56	21.86%
Utilities	98.17	2.32%
Parks, Recreation, and Open Space	104.49	2.47%
Vacant/Undeveloped	626.98	14.84%
Agricultural	172.57	4.08%
Transportation*	448.03	10.60%
<b>Total</b>	<b>4,225.82</b>	<b>100.00%</b>

Figure 12:  
Existing Land Uses within Kennedale ETJ

<i>Land Use</i>	<i>Acres</i>	<i>% of ETJ</i>
Single Family	292.34	17.63%
Manufactured Housing	169.85	10.24%
Multifamily	-	0.00%
Commercial	34.55	2.08%
Institutional	-	0.00%
Industrial	637.70	38.45%
Utilities	41.56	2.51%
Parks, Recreation, and Open Space	-	0.00%
Vacant/Undeveloped	217.77	13.13%
Agricultural	259.29	15.64%
Transportation*	5.34	0.32%
<b>Total</b>	<b>1,658.41</b>	<b>100.00%</b>

\*Transportation includes road and railroad rights-of-way.

See Existing Land Use Map on page 31.

## Growth Based on Existing Land Uses

A holding capacity model is a forecasting tool for evaluating vacant land’s growth potential in light of current zoning and other development restrictions. The analysis is completed using Geographic Information System (GIS) data by intersecting layers of data (existing land use, city limits, zoning district boundaries, and floodplain boundaries). Vacant and agricultural land outside the 100-year floodplain is identified and considered as areas with development potential. Future total housing units are calculated based on the density allowed by each existing zoning district and its regulations. To estimate the total potential population capacity, the total housing units are multiplied by the average household size provided by the US Census Bureau.

It is important to understand the limitations of a holding capacity model. The analysis assumes city limits, zoning districts and regulations, and floodplain boundaries will remain the same as the city grows and develops. This is unlikely, as Kennedale boundaries may grow in size through voluntary annexation. Additionally, many cities choose to revise their zoning regulations as the needs of their community changes. Developers can also bring land out of the floodplain through engineering and stormwater improvements. Lastly, the analysis focuses on vacant or agricultural land (where the greatest development potential lies), but it is also possible – if allowed by zoning regulations – for residential parcels to be developed at greater density or for commercial properties to convert to residential over time.

Certain assumptions must be made based on the ultimate additional build out number:

- All future and existing residential properties are assumed to be 100% occupied. This means that subdivisions currently under development with vacant lots would be built out.
- Existing areas zoned residential will remain unchanged throughout build out.
- Large tract residential properties (one single family house with some agricultural uses) were labeled as Single Family residential and were not included for potential future subdivisions.
- All vacant and agricultural land potentially used for residential would build out at maximum density as currently zoned. These are properties which do not have a specific development plan but are zoned for future development.
- Areas labeled as vacant but had floodplain over 50% of the parcel were eliminated from the study.
- Potential population on build out is based on the average of 2.76 persons per household provided by the US Census’s 2021 American Community Survey for the City of Kennedale.
- Property zones OT 1-4, NV, and UV (Form Based Code Districts) do not have a maximum or minimum dwelling unit as these areas are intended to be a relatively dense mix of uses.

Figure 13:

### Holding Capacity Analysis within Current City Limits

Zoning	Vacant Acres	Vacant Acres within Floodplain	Developable Acres	Dwelling Units / Acre	Total Dwelling Units Allowed	Persons
AG	98.20	5.04	93.15	1.0	93.2	257.10
R-1	64.77	0.96	63.81	2.0	127.61	352.20
R-2	60.83	2.55	58.28	2.9	169.24	467.11
R-3	70.83	2.44	68.39	5.0	340.44	939.62
D	-	-	-	10.0	-	-
MF	-	-	-	16.0	-	-
MH	1.83	-	1.83	8.7	15.92	43.94
FBC Districts	48.17	-	48.17	-	-	-
				<b>Total</b>	<b>730.45</b>	<b>2,016.04</b>

See Existing Zoning Districts Map on page 33.

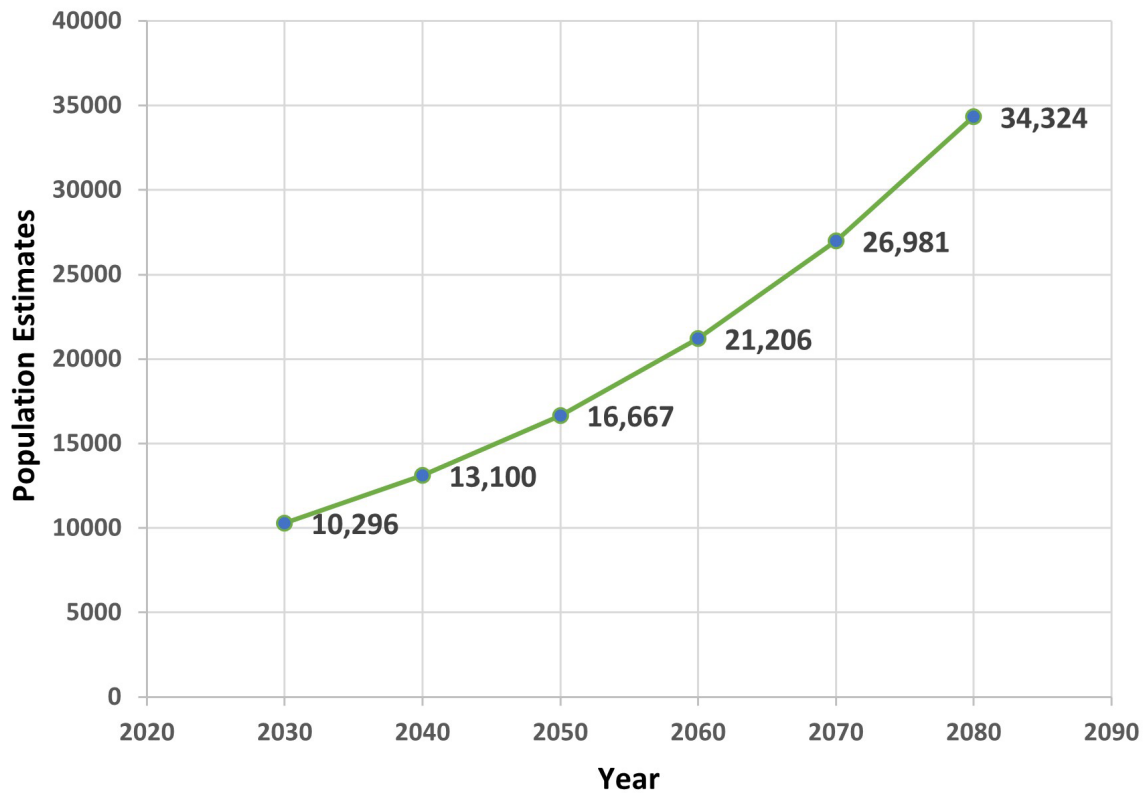
## Population Projections

The Texas Water Development Board is tasked with forecasting future water consumption demand as the population grows and shifts throughout the state. The agency creates county-by-county population projections through the cohort survival method. This method takes population by age group or cohort and “ages” them progressively year-by-year. It also factors in the birth and death rates of each individual county and then factors in the emigration rate (movement into and out of the county). Each individual subgroup of the county (cities and municipal utility districts) are then provided a “share-of-the-growth” of the county. The share each city or municipal utility district is assigned is usually based on the historical percentage of the county as a whole.

The population projections from the TWDB are conservative in nature and are only an estimate of the city’s potential population growth. To accommodate the level of population illustrated in Figure 14, as mentioned above, it will be important for Kennedale to maximize the use of the land within its city limits for residential development. An additional option is for Kennedale’s city limits to expand out into its current ETJ, through appropriate negotiation and agreements between private property owners and the City. However, it should be noted that the expansion potential for Kennedale city limits and ETJ are limited, due to surrounding jurisdictions’ boundaries, as visible in Figure 15 on page 29.

Figure 14:

### Kennedale Population Projections



Source: Texas Water Development Board 2020

## Development Constraints

All types of development can be constrained by various factors, whether it be characteristic of the land itself or a regulatory restriction placed on a property. Examples of natural constraints include steep topography, creeks, and floodplain. Regulatory constraints include zoning, conflicting rights-of-way, and political boundaries.

Part of the Cross Timbers and Prairies Ecological Region, Kennedale is surrounded by a mixture of naturally wooded areas and flat plains. The city also has several small bodies of water and lies within Lake Arlington-Village Creek watershed. Floodplain is located throughout the area: 16% of the land within city limits and 22% within the ETJ is covered by the 100- and 500-year floodplain, as defined by the Federal Emergency Management Agency (FEMA). Areas within the floodplain must meet FEMA standards and are thus more costly and time consuming to develop.



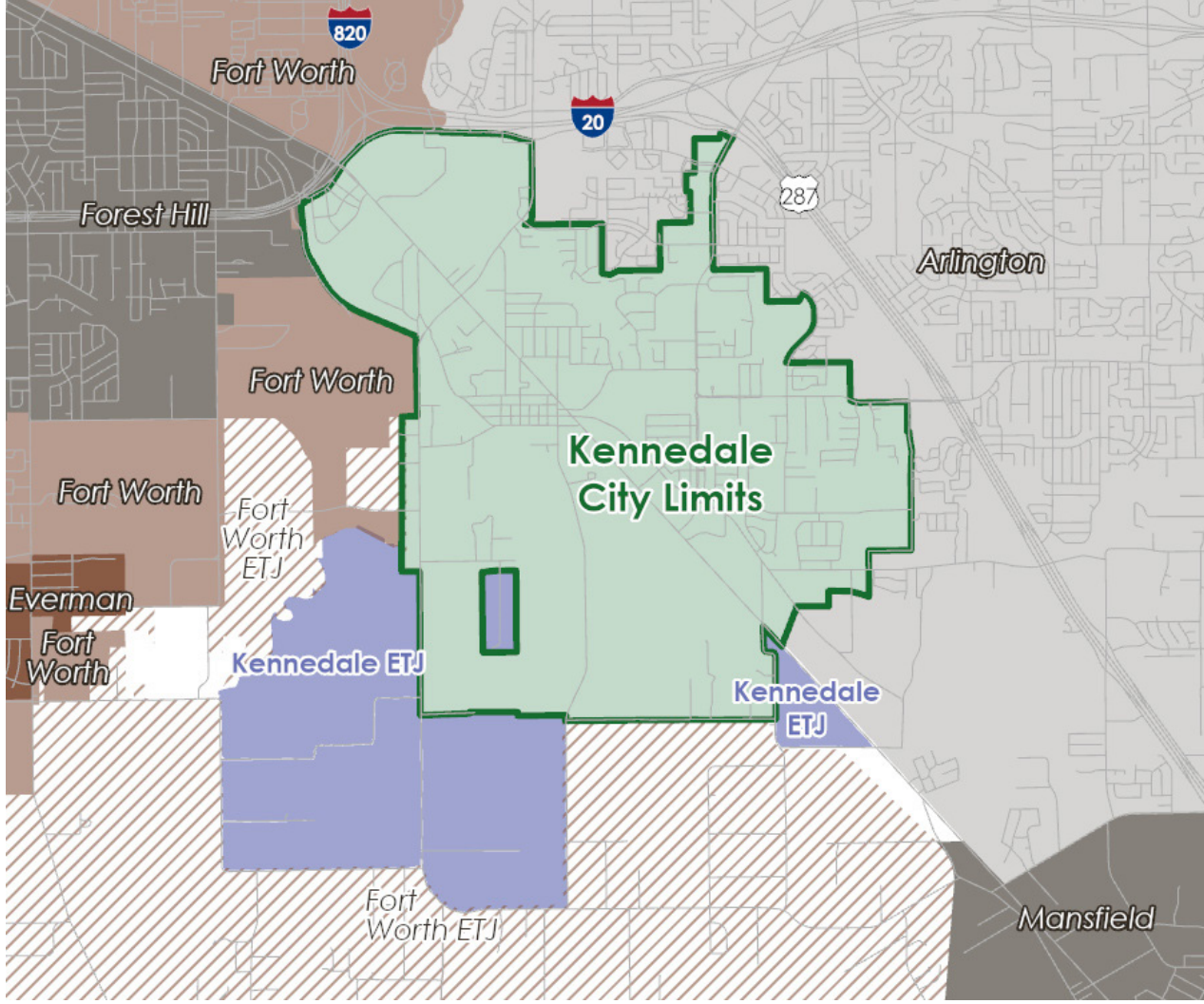
Source: Texas Parks & Wildlife

As another restricting factor to growth, the availability of infrastructure such as utilities and roads greatly affects the pace and nature of a city's development. Infrastructure updates and expansions help to maintain an adequate level of service for its residents while welcoming new development.

Political boundaries represent an additional constraint on managed growth. Texas municipalities are limited in their ability to annex property. However, it is possible through voluntary annexation, in which the City negotiates with property owners and developers to bring new tracts into the city limits. Cities also may only annex within their ETJ. Kennedale's ETJ includes unincorporated land within one mile of the corporate boundaries. How much territory is encompassed in the City's ETJ is based upon population size. Once the community reaches 25,000 inhabitants the City can consider extending the ETJ boundary.

*See Development Constraints Map on page 35.*

Figure 15:  
Surrounding Jurisdictions around Kennedale

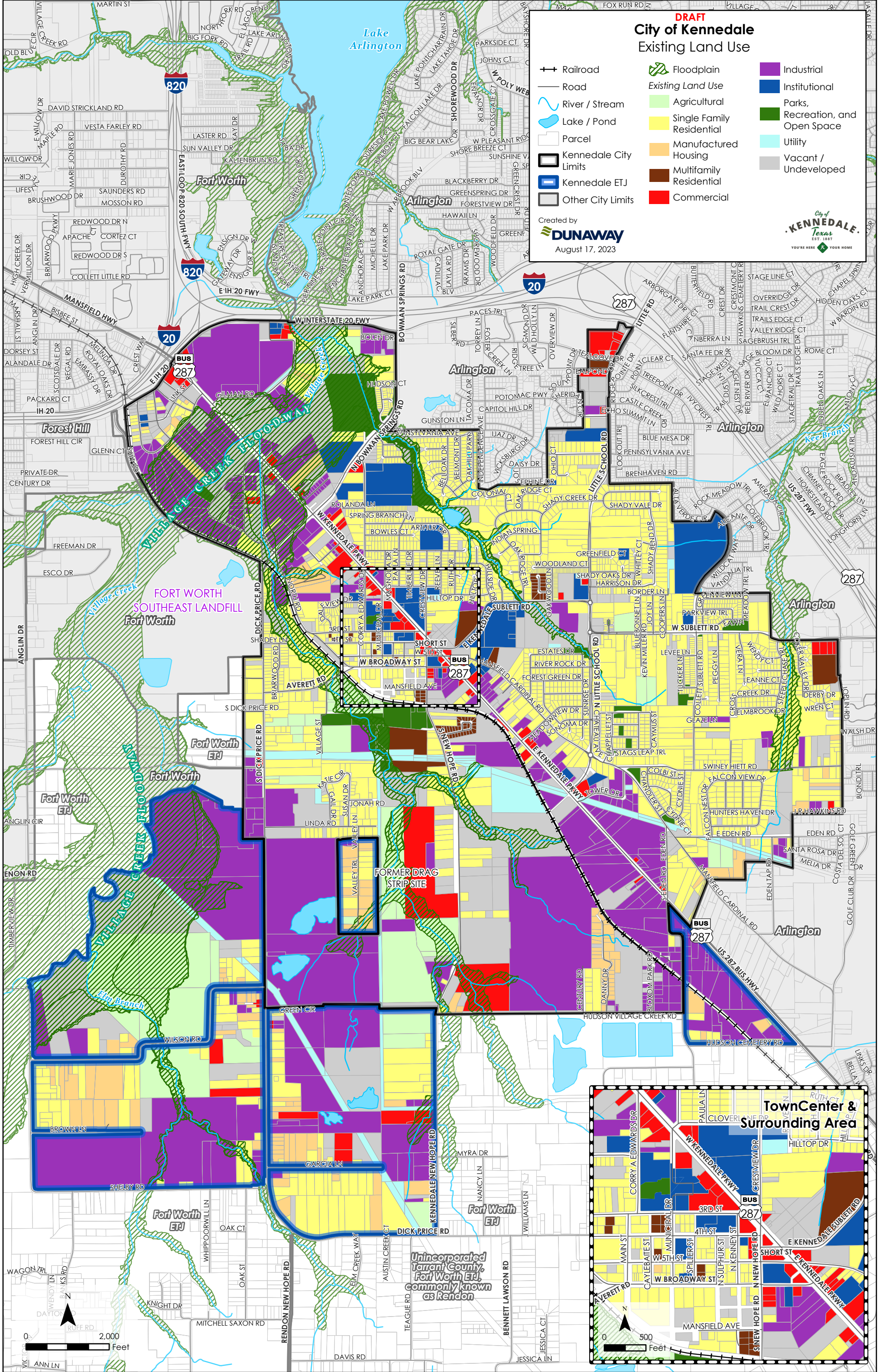


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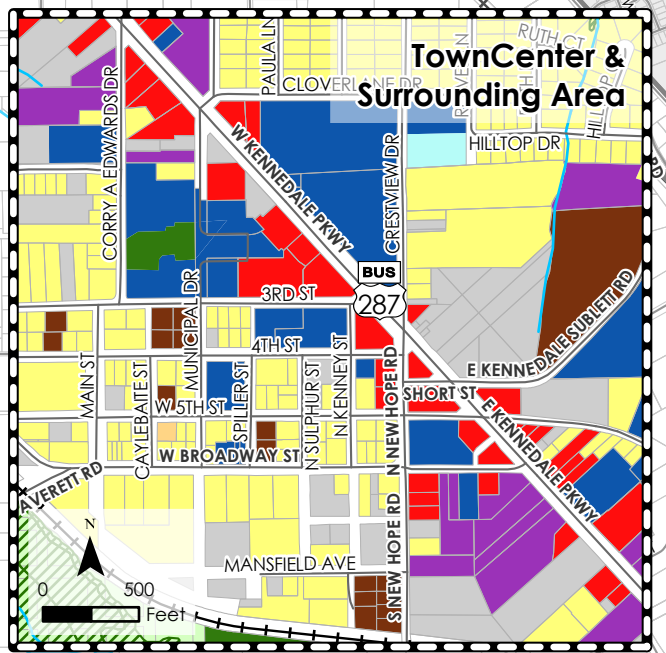
**DRAFT**  
**City of Kennedale**  
**Existing Land Use**

- Railroad
- Road
- River / Stream
- Lake / Pond
- Parcel
- Kennedale City Limits
- Kennedale ETJ
- Other City Limits
- Floodplain
- Agricultural
- Single Family Residential
- Manufactured Housing
- Multifamily Residential
- Commercial
- Industrial
- Institutional
- Parks, Recreation, and Open Space
- Utility
- Vacant / Undeveloped

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 August 17, 2023



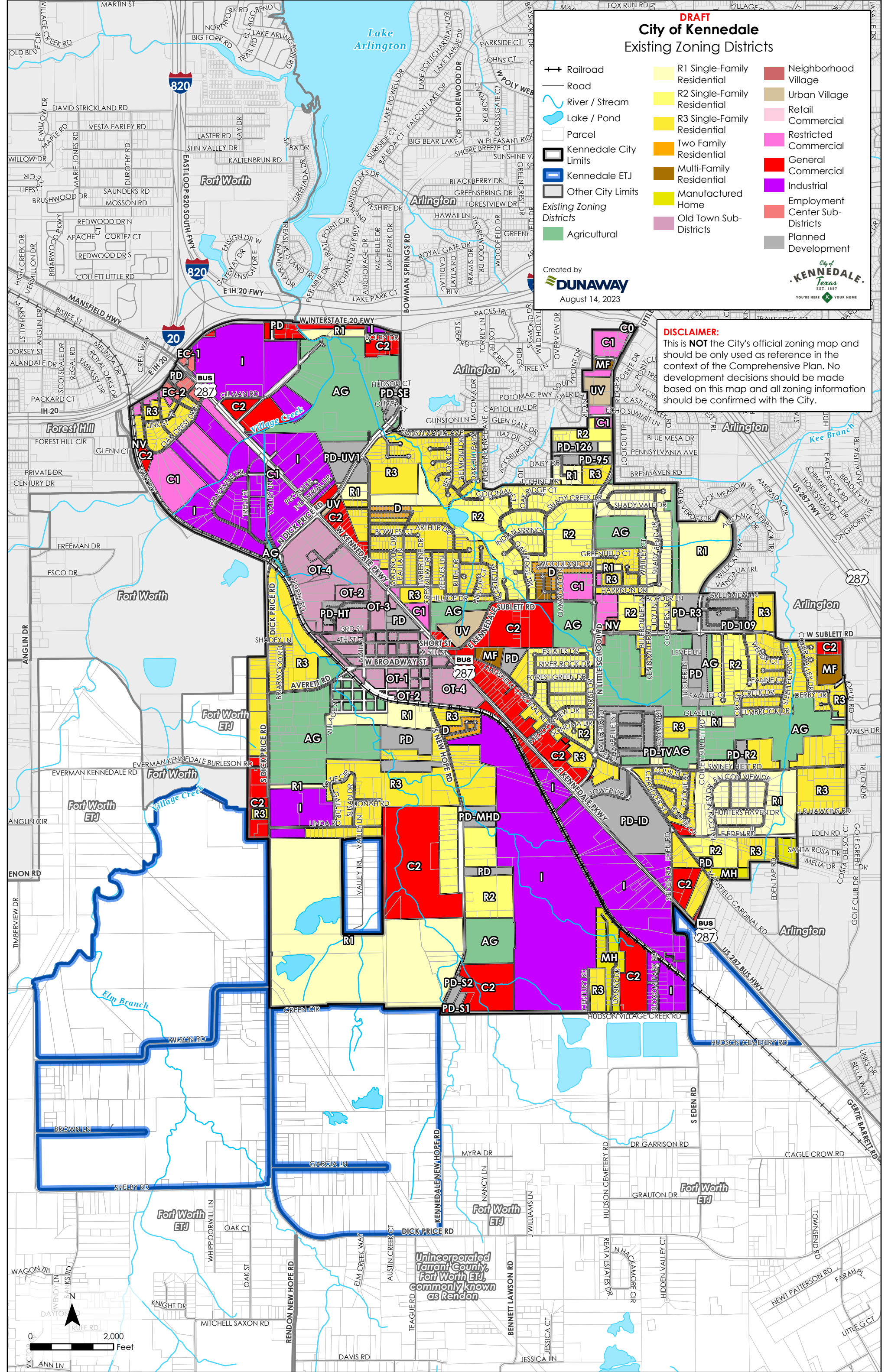
**FORMER DRAG STRIP SITE**



Unincorporated Tarrant County, Fort Worth ETJ, commonly known as Rendon



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**DRAFT**  
**City of Kennedale**  
**Existing Zoning Districts**

- Railroad
- Road
- River / Stream
- Lake / Pond
- Parcel
- Kennedale City Limits
- Kennedale ETJ
- Other City Limits
- Agricultural
- R1 Single-Family Residential
- R2 Single-Family Residential
- R3 Single-Family Residential
- Two Family Residential
- Multi-Family Residential
- Manufactured Home
- Old Town Sub-Districts
- Neighborhood Village
- Urban Village
- Retail Commercial
- Restricted Commercial
- General Commercial
- Industrial
- Employment Center Sub-Districts
- Planned Development

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**DUNAWAY**  
 August 14, 2023












**DISCLAIMER:**  
 This is **NOT** the City's official zoning map and should be only used as reference in the context of the Comprehensive Plan. No development decisions should be made based on this map and all zoning information should be confirmed with the City.

Unincorporated Tarrant County, Fort Worth ETJ, commonly known as Rendon



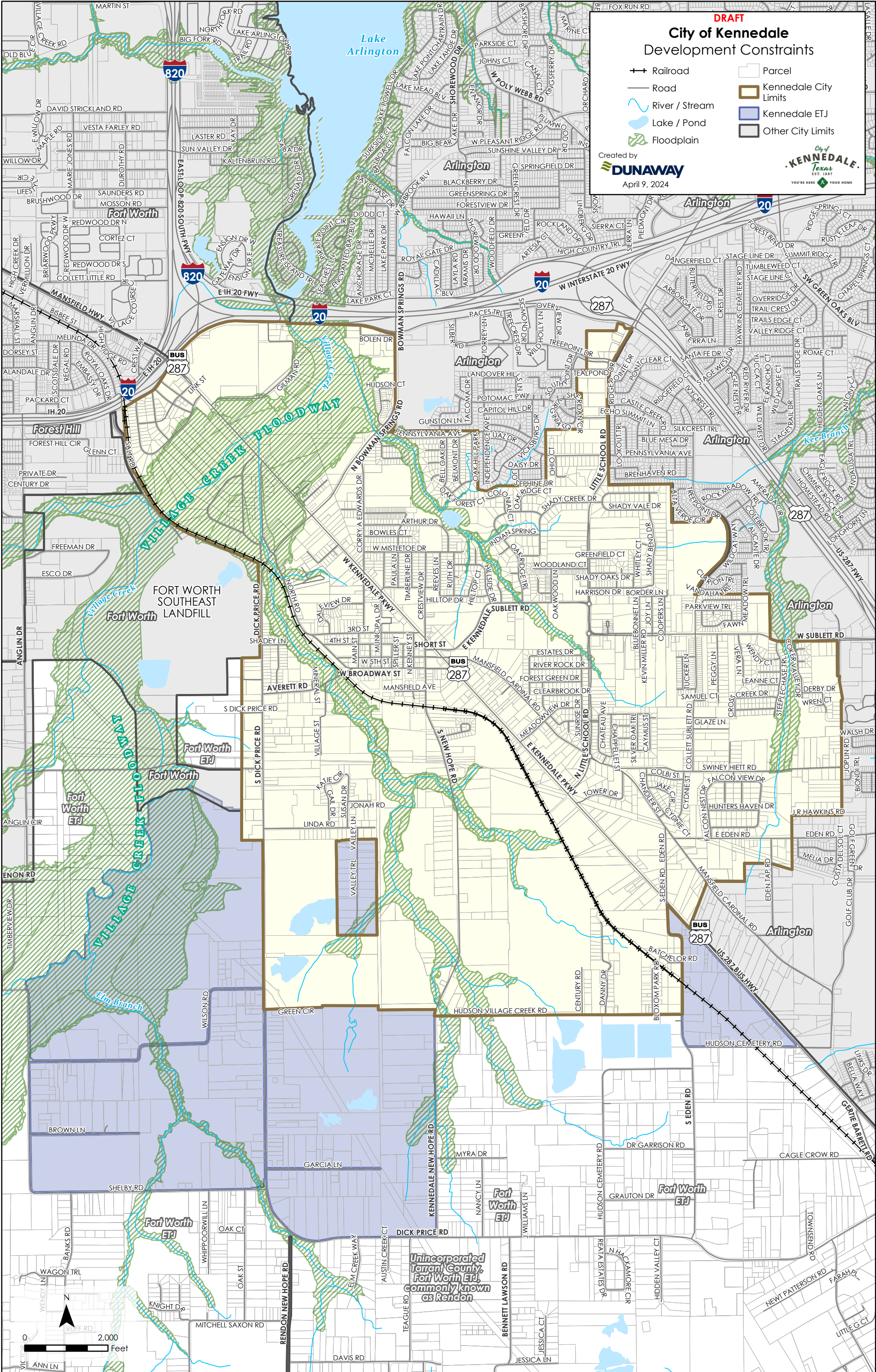
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**DRAFT**  
**City of Kennedale**  
 Development Constraints

	Railroad		Parcel
	Road		Kennedale City Limits
	River / Stream		Kennedale ETJ
	Lake / Pond		Other City Limits
	Floodplain		

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 April 9, 2024

**CITY OF KENNEDALE**  
 Texas  
 EST. 1887  
 YOU'RE HERE YOUR HOME



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*Chapter 3:*  
**GROWTH MANAGEMENT**



*Current aerial in Kennedale, showing vacant land for future growth*  
Source: Esri, Maxar

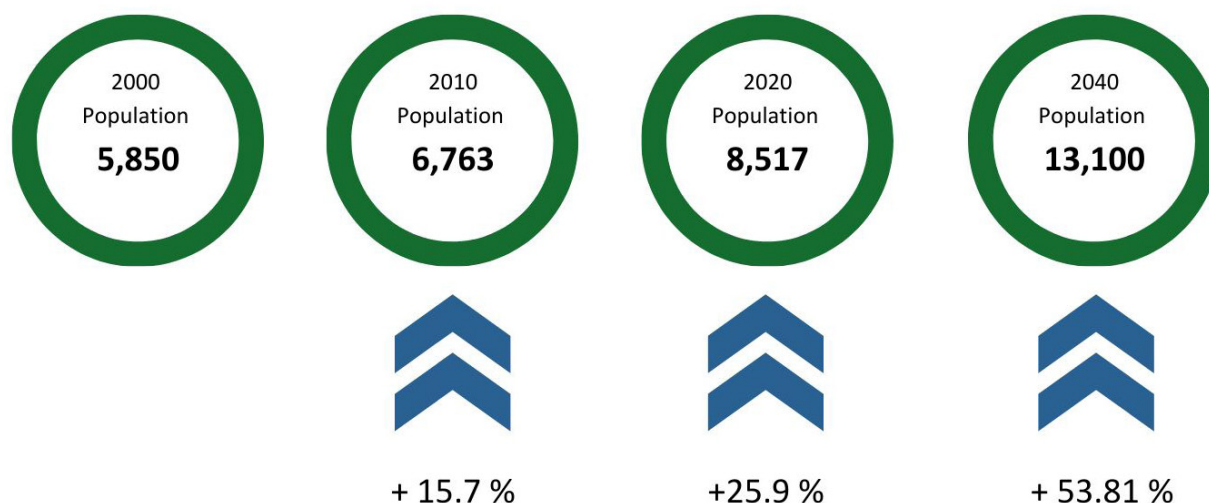
As seen in Chapter 2, population growth in Kennedale has been steady. However, in the last decade the city has grown significantly with individuals and families seeking to take advantage of its easy access to the rest of the region and small town charm. As the Dallas-Fort Worth urban core expands, Kennedale will continue to see more growth in the coming years. Management and the understanding of growth are critical to the City and will be key to guiding the community's desired commercial and family-oriented development. Growth management practices and the land use policies covered in Chapter 4 work together to allow the City to control the intensity and design of growth within the city limits and prioritize desired development that is consistent with the Vision of the community.

In order to attract the community's desired commercial development, the City will need to plan to accommodate a larger residential population. Community feedback also indicated that residents would like to prioritize large lot residential and the "hometown feel" as the community grows. Moving forward, it is important for the Future Land Use Map and zoning regulations to align with the community's desires of increased commercial development while also maintaining its rural character. This can be achieved by encouraging growth within Old Town and more mixed-use zoning throughout the city. Mixed-use refers to a development style that creates areas which combine a mix of land uses within one defined zoning district. Focusing expansion and redevelopment efforts within Old Town will allow existing infrastructure to be utilized to its full potential, while increasing mixed-use zoning will encourage more commercial development along with higher-density uses. Both of these approaches could encourage higher density within appropriate areas that are already developed, to allow much of the remaining space for single family residential. Future population growth within Kennedale is among the most important factors to consider when developing the goals, objectives, and strategies within this Comprehensive Plan. With the anticipated increase in residential development, proactive planning is considered the preferable option and necessary approach, as it will define the rules by which growth will benefit the most people.

As Kennedale continues to grow, maintaining and foraging partnerships and relationships both within and outside of the community will be critical. The City and its institutional partners can further collaborative efforts and working relationships to meet the demand of future growth. Proactive planning requires preparation and an investment in resources for anticipated growth. Anticipation of the adverse impact of growth is a key element in proactive planning. In reactive planning, preparation is not necessary. Without proactive planning, growth is solely driven by consumer demand, and planning for governmental services and utility systems is done after the fact. The growth management goal contains objectives that keep Kennedale a step ahead. All other goals and objectives in the Comprehensive Plan must adhere to the growth management goals.

Figure 16:

### City of Kennedale Population Growth



Source: US Census Bureau, Texas Water Development Board 2020

## GROWTH MANAGEMENT GOAL: Kennedale will have residential, commercial, and employment growth while retaining its safe, community feel.

### **OBJECTIVE 1:** Encourage a mix of single family residential units and appropriately located and designed medium- to higher-density units according to the Future Land Use Plan.

The Future Land Use Map is located further in this document on page 61. The map indicates the desired location for growth and identifies areas along the existing railroad that are ripe for Transit-Oriented Development (TOD). Infrastructure and zoning are vital to making sure that residential growth is in appropriate places in relationship to utility lines and roads.

The plan encourages residential development to occur in low densities of less than four (4) units to the acre or less. Some areas may develop at a medium density of five (5) units to the acre. Higher-density development such as townhomes, single family attached structures, and multifamily development should occur in mixed-use developments with adequate public facilities or in stand-alone developments close to open space amenities with access to higher capacity traffic patterns. These developments, in accordance with the City's current zoning tolerances, should be limited to a maximum of eight (8) units to the acre. Concentrating commercial and mixed-use development around the areas identified for TOD provides opportunities for employment



*In mixed-use areas, higher-density developments such as townhomes provide the necessarily density to support a pedestrian-friendly environment.*

and multimodal transit/mobility options. It is recommended that a variety of housing options, such as multifamily residential, be located near the TOD areas to take advantage of the transit options and the additional concentration of mixed uses, with retail and/or office uses within walking distance.

Within mixed-use districts, residential, retail, restaurants, office, and public uses may be allowed within the same building, same lot, tract, or zoning district. By mixing uses, public infrastructure efficiency can be maximized, costing the City and developers less in construction and ongoing maintenance expenses. When designed correctly, mixed-use areas can increase pedestrian movement and minimize land consumption. These types of densities can be attractive for starter homes or for those who no longer wish to maintain a large yard but want to stay within a community and continue to participate in their social, religious, and community life.

## Strategies

- A** Modify the development code for clarity of design standards for all levels of housing density. Setback distances, street widths, and the transitional environment from industrial to commercial to residential will be prioritized.
- B** Enact City-initiated proactive zoning processes to encourage the development pattern as recognized in the Future Land Use Plan.
- C** Locate housing and office uses in and around transit-oriented areas to create a vibrant day and evening environment that supports the businesses and retail stores in the area.

### **OBJECTIVE 2:** Increase the number of commercial and retail uses to provide more shopping opportunities for residents, visitors, and employees.

Commercial development is a significant part of the health of a community. Virtually all commercial uses provide employment, while retail and hotel uses also provide revenue for the City through sales and occupancy taxes which can be used to ensure high quality services to the community. Enough of these types of revenues can provide stability in the City's property tax rate. Commercial development growth should, like residential, be located where the infrastructure investment has been made by the City and in logical locations, such as where wastewater installation does not require new lift stations and where water systems can be maintained charged and looped.

## Strategies

- A** Encourage greater selectivity in the type of non-residential uses that locate in Kennedale through the provision of design guidelines and the permitted use table of the development code.
- B** The non-residential development should emphasize locally-serving use types to include grocery, coffee shops, full-service restaurants, family friendly entertainment activities.
- C** Encourage the use of infill development through the potential relaxation of development fees or other associated costs in agreement with the specifically encouraged development.

### **OBJECTIVE 3:** Manage industrial development in Kennedale through zoning and design regulations.

The City desires for there to be a balance among all land uses within Kennedale to increase the livability of the community and its economic growth. Kennedale has a large industrial economy but as the community has become more suburban, it has become evident that rezoning and additional standards may need to be provided in areas near residential development and along major streets and corridors. For example, automotive salvage yards are one the most visible and prevalent industries in the city and happen to be located along or the near primary route through the city, Kennedale Parkway (BUS 287). Additionally, the area is known for its racetracks, along New Hope Road and Hudson Village Creek Road. These industries and sites are now located near areas that are being redeveloped, such as Old Town. The Future Land Use Plan in Chapter 4 reflects Kennedale's desire to develop more of its land for commercial and residential uses. To recruit new development and investment within Kennedale, the City will need to improve the aesthetic of the community. The City can establish design standards

and screening requirements that will allow industrial uses to continue in a way that is complementary to a suburban environment. Updates will need to be made to Kennedale's Zoning Map along with the Unified Development Code for the City to guide industrial development and uses to be in line with the community's desired Vision.

### Strategies

- A** Modify use types in the development code to focus on suburban friendly levels of nuisance and location.
- B** Hold necessary uses, such as auto-related uses, to a higher standard of design and operation, including requirements that all work to be interior to a building; no outside storage of vehicles under repair; and parts and accessories for sale will be stored at all times interior to the building.
- C** Additional screening for undesirable uses and parking areas should be required.

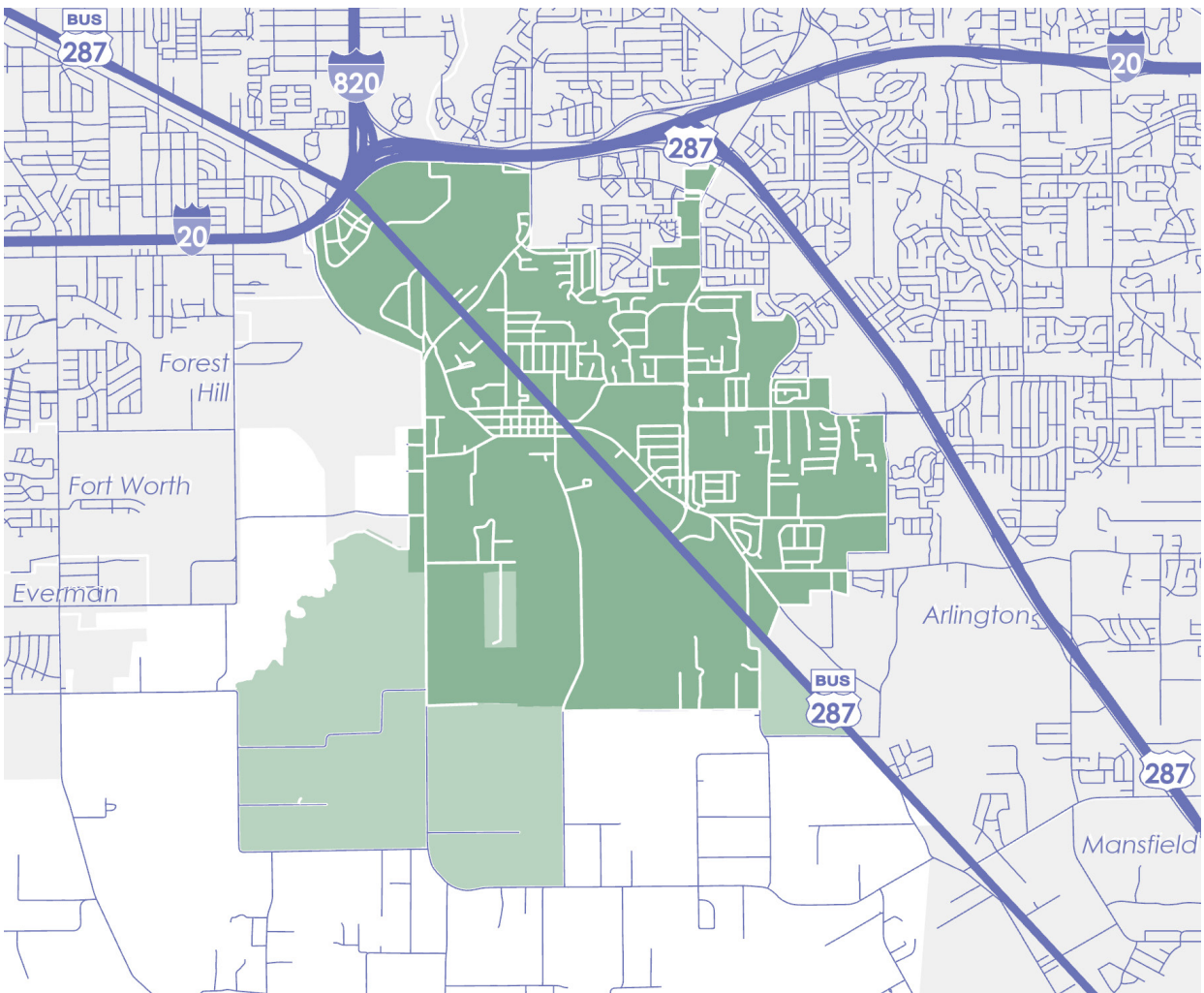
### **OBJECTIVE 4:** Continue to foster strong relationships with Tarrant County, Kennedale ISD, neighboring cities, and the Texas Department of Transportation (TxDOT) in order to manage road networks within the city for the most efficient growth patterns.

Partnerships, both within and outside of Kennedale, play a key role in the day-to-day operations of the city. The City recognizes that its growth not only impacts the community of Kennedale but also other surrounding communities such as Arlington. To mitigate the stress, and so that one community is not overly burdened by the impacts of growth, Kennedale hopes to build and grow existing relationships with the surrounding communities. As the region continues to grow, there is a greater need to develop further collaborative efforts and the relationships between Kennedale, Tarrant County, and other surrounding municipalities. Building these relationships will help ensure that all parties remain updated on current and future development and will allow for additional planning efforts as needed. Working together provides more resources and opportunities to better serve the community through increased funding, efficiency, information sharing, and teamwork – ultimately leading toward the best results for everyone.

### Strategies

- A** Investigate funding sources to assist the City of Arlington to increase capacity in the Kennedale Collaborative effort on water delivery to the City of Kennedale.
- B** Work with TxDOT to prioritize additional sidewalk improvements on state-funded roadways.

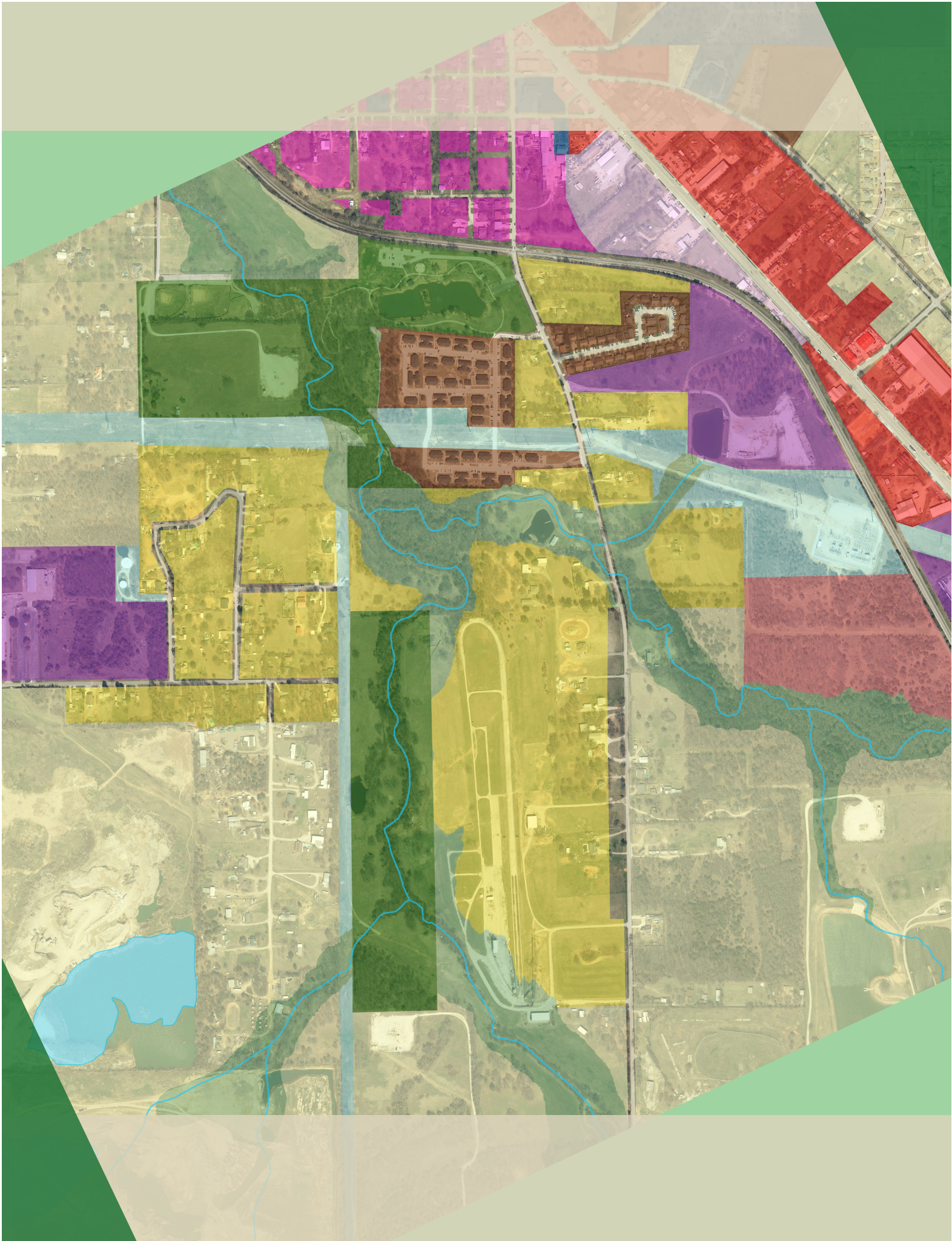
Figure 17:  
**Highway Network in and near Kennedale**



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*Chapter 4:*  
**FUTURE LAND USE**



Expectations for future land use of property are important for residents and businesses. Future land uses play an important role in infrastructure investment, guiding decisions on where to place additional utilities and streets. Most communities provide distinct places for residents to live that are separate from places where they shop and work. Historically, this has taken place to avoid conflicts of traffic, noise, and, in some cases, odors and vibrations. In recent years, value has been placed on finding ways to mix residential, retail, and office uses in a way that avoids conflict.

The Future Land Use Plan is a guide. It does not establish any regulations. It is a best guess as to where future land uses should go and can provide the Planning and Zoning Commission and City Council information as to whether they should modify zoning and the arrangement of new development. The Future Land Use Plan has been developed through the City of Kennedale's Steering Committee and public input. It focuses on creating spaces for new commercial, retail, and employment growth; providing opportunities for the right kind of mixed uses of commercial, office, and higher density residential; creating a multimodal community through TOD; and preserving a large amount of land for low density residential uses.

The community's vision for future land use is depicted in the Future Land Use Map on page 61 and described further in this chapter.

In response to community feedback, the following general descriptions are provided for residential zoning districts "R-3," "R-2," and "R-1", to enhance public understanding of the land use terms referenced in the creation of the land use categories depicted in Figure X and the Future Land Use map on page X. These descriptors are intended as educational tools and do not directly reflect Kennedale's current zoning, Unified Development Code, or other updates. Rather, they aim to assist the public in comprehending potential city development patterns and are based on generalized standards commonly observed within the State of Texas.

The "R-3," "R-2," and "R-1" (residential single-family) zoning districts are designed to offer options for developing dwelling units catering to specialized housing markets, including starter homes, aging-in-place residences, and those seeking alternatives to apartments or single family homes. These districts designate areas for medium- to high-density, single family residential uses where adequate public facilities and services are available. They aim to prevent land overcrowding and facilitate the provision of transportation infrastructure.

Moreover, the "R-3," "R-2," and "R-1" (residential single family) zoning districts are typically situated in close proximity to schools, public parks, and open spaces to serve the residents of the area effectively.



**R-1: 0 to 4 dwelling units/acre** on average within Texas. The intent of this single family district is to accommodate traditional single family houses and subdivisions within appropriate locations throughout the city.



**R-2: 0 to 9 dwelling units/acre** on average within Texas. The intent of the Medium-Density Two-Family Residential zone is to accommodate single-family and duplex types of residential development, with appropriate amenities for the residents. The allowable density ranges from 0 to 9 dwelling units per acre.



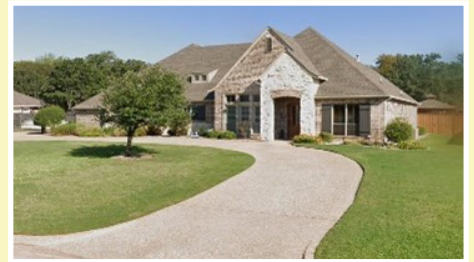
**R-3: 0 to 12 dwelling units/acre** on average within Texas. The intent of the High-Density Multifamily zone is to accommodate and encourage multifamily residential uses consisting of low-rise (one to three stories in height) apartment, condominium, and townhouse style development, with appropriate amenities for the residents and common and private open spaces.

Icon Sources: Dave Gandy, Uniconlabs

Figure 18:

## Future Land Use Categories

**Residential (Low Density)** – Single family detached residential structures are examples of low-density residential uses. Typically speaking, low-density residential land uses will include density of less than four (4) units to the acre. This category is equivalent to the City’s existing single family R-1 zoning district and is considered estate style lots.



**Residential (Medium Density)** – The medium-density residential can support a variety of housing types, including small-lot single family detached and patio homes in a more compact network of streets that are easy to navigate. This category is equivalent to the City’s existing single family R-2 and R-3 zoning districts in which there may be no more than one primary dwelling.



**Residential (High Density)** – This land use recognizes the need for housing at more affordable price points and to accommodate younger families and mature adults wishing to live in the community without the burden of maintaining a home and a yard. These units range from duplexes to apartment complexes. Densities should not exceed eight (8) units to the acre. This area is equivalent to the City’s existing MF, MH, and TH zoning districts.



**Old Town** – This area is the confluence of the original community and has been in a state of transition for over 30 years. This area encompasses a blend of historical structures, residential, institutional, and commercial spaces. Potential lies in preserving, redeveloping, and expanding the original town, including its remaining undeveloped lots and establishing a distinctive gateway into Kennedale. As the area undergoes redevelopment, the emphasis should be on preserving its diverse mixture of uses, promoting walkability, and providing public gathering space.



**Transit-Oriented Development (TOD)** - The City has established two potential locations for a commuter train or park and ride station, one along Interstate 20 and US 287 in the area known as Oak Crest and a second near the center of the city off Kennedale Pkwy. TOD is a land use pattern and development style with unique characteristics based on the proximity and relationship of property to a transit facility. TOD is intended to be a pedestrian-friendly environment that encourages people to leave their cars at home and use transit. In order to change commuting habits, a variety of activities—shopping, entertainment, employment, and even residential—must be located conveniently to the transit facility. Prioritizing higher density, such as mixed-use buildings with commercial spaces on the ground floor and residential units above, along with enhancing walkability, can further support TOD principles in these areas.



**TownCenter** – This area is the civic center and the vibrant heart of the community. The area includes Kennedale’s primary institutional buildings, TownCenter Park, and the TownCenter shopping area and commercial space. The intention is for this area to evolve into a high-intensity mixed-use space. The envisioned development includes offices, specialized retail, family-friendly entertainment, and sit-down restaurants. The primary focus remains on creating and enhancing public spaces, fostering walkability, and strengthening connections to surrounding neighborhoods and destinations.



**Local Commercial** – These uses should be complementary to their surroundings and include local shops and services oriented to meeting the needs of the community, such as locally owned medical offices and dental practices and standalone businesses such as drug stores and small shopping centers. These uses should allow the community to shop, dine, and conduct personal business within the same vicinity.



**Commercial** - Primarily commercial and businesses on high speed, auto-oriented roadways. These uses are regionally oriented commercial development with high traffic and high employment. Businesses may include grocery stores, hotel/motels, big box retail, restaurants, and commercial services.



**Entertainment District** - The Entertainment District will include nonresidential areas along Bowman Spring Road. This area is envisioned as a vibrant gateway into Kennedale, dedicated to destination-oriented venues and family-friendly attractions. It offers the opportunity to further grow and build upon the existing recreational destinations, ensuring ample opportunities for residents and employees to engage in recreation, socializing, and entertainment. The balance of land uses and businesses for working, living, and shopping will aid in encouraging economic development and will play a pivotal role in shaping the city’s unique identity along this key corridor.



**Institutional** - Uses in this category includes county and city buildings, schools, community centers, or other public service types of uses. Places of worship are considered institutional even if they are located within residential areas due to the potential traffic impact they may have on the community.



**Industrial** - Industrial uses may be logistics or manufacturing businesses containing offices and light to heavy industrial processing uses which generate few objectionable conditions. Examples of light industrial uses include assembly, research and development, and warehousing and distribution. Focus should be on flex-industrial spaces which can be used for a variety of corporate functions, storage, and office spaces.



**Utilities** - Land used or dedicated for public and private utilities, including pipelines, utility lines, water and wastewater facilities, substations, and telephone facilities.



**City Parks, Recreation, and Open Space** - This category includes all City-owned public parks and proposed park areas within Kennedale and may include community ballparks, neighborhood parks with playgrounds, natural trails, and other open space areas.



**Floodplain** - Areas designated on the map that are within a federally identified floodplain. Portions of these areas may develop under the correct circumstances, but the majority of this area will remain open and provide opportunity for open spaces and trails.



Figure 19:

**Future Land Use Areas within Kennedale City Limits**

<i>Land Use</i>	<i>Acres</i>	<i>% of CL</i>
Residential (Low Density)	1,358.99	32.16%
Residential (Medium Density)	561.13	13.28%
Residential (High Density)	77.64	1.84%
Old Town	116.02	2.75%
Transit Oriented Development (TOD)	50.75	1.20%
TownCenter	25.29	0.60%
Local Commercial	46.92	1.11%
General Commercial	209.19	4.95%
Entertainment District	59.28	1.40%
Institutional	152.68	3.61%
Industrial	368.14	8.71%
Utilities	80.42	1.90%
City Parks, Recreation, and Open Space	120.45	2.85%
Floodplain	547.74	12.96%
Transportation	451.16	10.68%
<b>Total</b>	<b>4,225.82</b>	<b>100.00%</b>

Figure 20:

**Future Land Use Areas within Kennedale ETJ**

<i>Land Use</i>	<i>Acres</i>	<i>% of ETJ</i>
Residential (Low Density)	997.85	60.17%
Residential (Medium Density)	-	0.00%
Residential (High Density)	-	0.00%
Local Commercial	10.61	0.64%
General Commercial	14.31	0.86%
Institutional	-	0.00%
Industrial	176.15	10.62%
Utilities	29.81	1.80%
City Parks, Recreation, and Open Space	117.46	7.08%
Floodplain	306.88	18.50%
Transportation*	5.34	0.32%
<b>Total</b>	<b>1,658.41</b>	<b>100.00%</b>

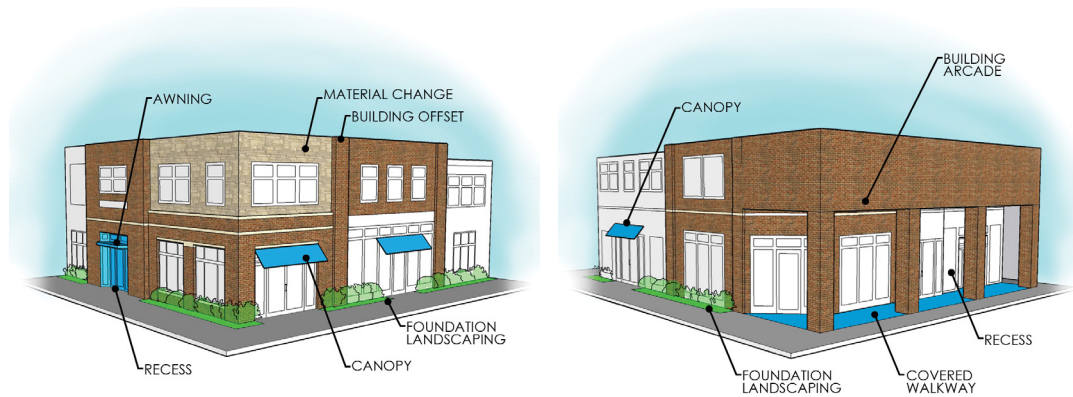
\*Transportation includes road and railroad rights-of-way.

See Future Land Use Plan Map on page 61.

The Future Land Use Plan for the city indicates that the majority of land within the city limits and the ETJ will still be oriented to low- and medium-density residential. Within these residential areas, the City should strive to integrate a variety of housing option types from entry-level starter homes to larger custom home estate, in order to meet the diverse needs and preferences of residents, as identified in the Community Survey Results (see the Appendix). Other areas such as Old Town, TownCenter, and TOD areas will allow for a variety of high-density residential dwelling units (such as apartments, townhouses, and condominiums) intended to be integrated with retail, office, and entertainment uses and to function as a cohesive “live/work/socialize” space.

## Urban Design in Future Land Uses

Urban design is a term used to define how a community manages the physical and visual character of its built environment. The design of new developments within the city and ETJ of Kennedale will become increasingly more important as new neighborhoods and the potential of commercial development increases. The design quality of the built environment can have a profound effect on the economic and social health of a city. The quality of the surroundings where people work, live, and play affects the city's image and attractiveness to developers searching for high quality business and residential locations. By contrast, a poorly designed urban environment can be a barrier to investment and economic development. Urban design should be included with the arrangement of land uses and is included in this plan with aims to substantially raise the quality of Kennedale's urban environment.



*These graphics show examples of urban design elements that contribute to the quality of the built environment.*

Urban design and future land use planning strategies need to acknowledge economic realities and functional necessities. Practical and reasonable expectations require that urban design efforts are concentrated on the “public environment,” referring specifically to areas that are either physically accessible or visually prominent to the members of the general public. Kennedale seeks to maximize both the public and private benefits by improving visual quality.

To improve the urban design of new developments, the City will strive to review the design context of residential, commercial, institutional, and industrial development. Site analysis will be considered an important aspect during the development, design, and construction proposals, and will include:

- Careful consideration of proportions, details, and context of the buildings in relationship to the property and adjacent properties. Relate the size and proportion of new buildings to the scale of adjacent buildings.
- *Mixed use and compatibility.* Mixed uses that meet pre-determined standards may be permitted within designated neighborhoods and provide a variety of housing for people in different stages of their lives. Buildings may have a variety of functions but must be compatible with one another in size and their relationship to the street. Uses may change within the buildings both horizontally and vertically. Neighborhood services should be accessible within a five-minute walk. Retail may be integrated with residential but should be specifically designed to enhance a neighborhood rather than detract from it.
- Public spaces should be integrated with new development. Buildings should be sited carefully to create defined public space. Build-to-lines should be utilized to establish a consistent series of building facades and to promote regular alignment. The street is an important form of public space that is shaped by design standards.

## TownCenter

The TownCenter catalyst site represents a vibrant mixed-use hub comprising institutional, commercial, and recreational facilities. Positioned at the heart of the community, it serves as both a focal point for gatherings and a sought-after destination. The goal is to enhance TownCenter's public spaces, attract desired businesses, and offer engaging entertainment options. This catalyst area will remain a cornerstone for community interaction and visitor attraction, with potential for further activation through programming and additional retail ventures.

A key objective is to enhance walkability in the vicinity, fostering connectivity with surrounding neighborhoods and Old Town through well-designed sidewalks, trails, and pedestrian crossings. This catalyst site is envisioned as a versatile space for community events, City initiatives, and sustainable commercial growth. Continued investment in TownCenter is essential for nurturing the city's brand and fostering a strong community identity, vital for establishing a distinctive sense of place in Kennedale.



### Guiding Policies

- Provide mixed-use developments that mitigate traffic impacts while supporting desired retail and shopping needs of the community.
- All development should be a mixture of shopping, restaurants, and entertainment as it establishes gathering space for the community and visitors.
- Provide connected sidewalks and trail to nearby destinations, such as Old Town and the surrounding neighborhoods.
- Provide entertainment and events that activate the TownCenter space.





## Oakcrest Neighborhood (I-20 and BUS 287)

The area along I-20 and BUS 287 is ripe for redevelopment, a prime location for business headquarters and offices. With access to two major freeways and the potential for a park & ride station or commuter train, there is an emphasis for a mix of land uses focused on employment and transit-oriented development (TOD). This area is also intended to support higher density dwelling units with multifamily and live-work units to take advantage of the adjacency to transit. This area should be well integrated with retail, office, and entertainment uses in a more compact urban form with increased walkability. Within this area, residential, retail, and office uses will be within walking distance or even in the same building. These various land uses are compact and mutually beneficial due to their proximity.

As the City continues to pursue TOD within this area, and other identified locations, they should consider special regulations and plans to take advance of the development and redevelopment in the surrounding area. One of the top priorities of TOD is to create a pedestrian-friendly environment that encourages people to leave their car and use transit. To change commuting habits a variety of uses and activities - shopping, entertainment, employment, and residential - should be located conveniently to the transit facilities. This mix of uses is also intended to extend activities beyond the workday into the evening and weekends.

### Guiding Policies

- Direct and perform land use plans, market analyses, and other special studies related to TOD.
- Develop, implement, and monitor zoning ordinances and development regulations targeted at encouraging TOD.
- Facilitate partnerships among landowners, developers, the local transit agency, and the City.
- Educate the public about the opportunities and benefits of TOD.



## Entertainment District

The Entertainment District has been identified as a catalyst site to aid in transforming and branding Bowman Springs Road into a major corridor for Kennedale. By strategically capitalizing on its location and current recreational offerings, the site has the potential to attract investment and evolve into a family-friendly destination.

With a focus on expanding recreational opportunities, such as the golf course, the district aims to become a hub for family-oriented businesses and activities, catering to both locals and visitors. The envisioned future for the Bowman Spring Corridor is that it will become a vibrant gateway into the heart of Kennedale, where people can gather for recreation, socializing, and entertainment, enriching the quality of life for the community.

### Guiding Policies

- Encourage a mix of commercial, residential, and recreational uses to create a vibrant and diverse environment.
- Promote businesses and activities that cater to families and individuals of all ages, ensuring a welcoming and inclusive atmosphere.
- Prioritize walkability and bikeability within the district by implementing pedestrian-friendly infrastructure, such as sidewalks, bike lanes, and crossings, to enhance safety and convenience.
- Foster collaboration among stakeholders, including residents, businesses, developers, and the City, to ensure transparent decision-making processes and community engagement in shaping the district's development.



Family-friendly entertainment can include a wide range of attractions, including restaurants with outdoor seating and areas for recreation and events.

## FUTURE LAND USE GOAL: Kennedale will have safe and convenient places to live, work, worship, and play.

### **OBJECTIVE 1:** Develop land in accordance with the Future Land Use Plan.

Throughout the planning process, Kennedale expressed strong preference for preserving existing neighborhoods and character while encouraging appropriate growth.

#### *Strategies*

- A** Work with property owners to encourage the consolidation and assembly of sites to allow site development that will meet the City's requirements for parking and stormwater management.
- B** When greenfield development is considered, it should be done in a way that does not dilute services or add to the City's resource challenges or infrastructure. The City should ask for a traffic impact analysis and adequate public facilities study prior to consideration of planned development zoning.

### **OBJECTIVE 2:** Redevelop TownCenter and the surrounding areas including Old Town and property along Kennedale Parkway (BUS 287) to include more retail opportunities.

The TownCenter and Old Town are the heart of the Kennedale community and have been identified as a catalyst site. The area features both historic and new development and has been in transition for over 30 years. Redevelopment and revitalization by local enterprises and property owners could make this area a destination for both residents and visitors. Through zoning changes and development incentives, the City could further support and recruit commercial development and retail opportunities that reflect the community's vision. There will be some new development on some vacant properties within this area; however redevelopment and retrofitting will take place as well. Some structures may need to be renovated or properties could evolve into new buildings and uses.

#### *Strategies*

- A** Apply an infill or redevelopment overlay or other zoning districts to targeted revitalization areas. These often address dimensional and design requirements, adaptive reuse of existing buildings, demolition of existing structures, new development of individual buildings, and coordinated redevelopment or new development of multiple structures.
- B** Simplify and streamline permitting processes for these projects to further increase their attractiveness to developers.
- C** Offer a range of development incentives to encourage parcel consolidation. These incentives are usually offered within mixed use or planned development districts in exchange for lot consolidation or site assembly that creates a larger parcel.

**OBJECTIVE 3:** Redevelop the area south of the intersection of Interstate 20 and BUS 287 (Oakcrest Neighborhood) as an employment center coupled with transit-oriented design.

Oakcrest Neighborhood (Interstate 20 and BUS 287) has been selected as a catalyst site that will serve as an employment center surrounded by TOD and mixed-use development. The area has the potential for both high-density residential and nonresidential development to create a space to live, work, and socialize. The area will have a compact walkable design to attract commercial development and entertainment that is complementary to the surrounding uses. The successful development of this area will also heavily rely on facilitating partnerships amongst landowners, developers, regional organizations, the local transit agency, and the City.

**Strategies**

- A** Work with the salvage yard ownership for the redevelopment of the properties west of BUS 287, initiating programs for environmental clean-up and returning properties to usable floodplain.
- B** Continue to work with North Central Texas Council of Governments (NCTCOG) on development of a Transit-Oriented Development (TOD) adjacent to the railroad.
- C** Transition zoning to allow redevelopment of this area for transit density housing and employment.

**OBJECTIVE 4:** Ensure all new development is compatible with existing neighborhoods through density gradients and design.

**Strategies**

- A** New development should be based on standards intended to create community and connectivity. Higher development costs should be offset through corresponding economic development incentives or capital improvements such as water/wastewater or roadway capacity increases.
- B** Development regulations contained within the Unified Development Code should be revised to place a greater balance between the market and urban design.  
These issues can include:
  - The relationship between different buildings – the urban village concept may not be appropriate throughout the community and should be focused on a city center or transit-oriented development.
  - The relationship between buildings and the street, parks, and other spaces which make up the public domain. Urban setback distances preclude estate housing and have difficulty blending into traditionally zoned residential property.
- C** Visual quality objectives and a healthy business environment should not be considered mutually exclusive. Urban design should be incorporated into private development plans early in the development process.
- D** The impact of public features such as signage, utility locations, valve boxes, utility risers, solid waste containers, sidewalks, landscaping, lighting, drainage, and topography should be recognized as important factors in affecting community appearance and effects on neighboring property.

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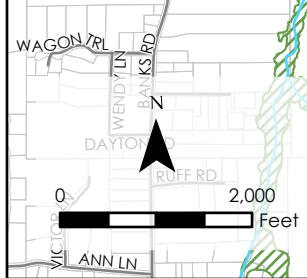
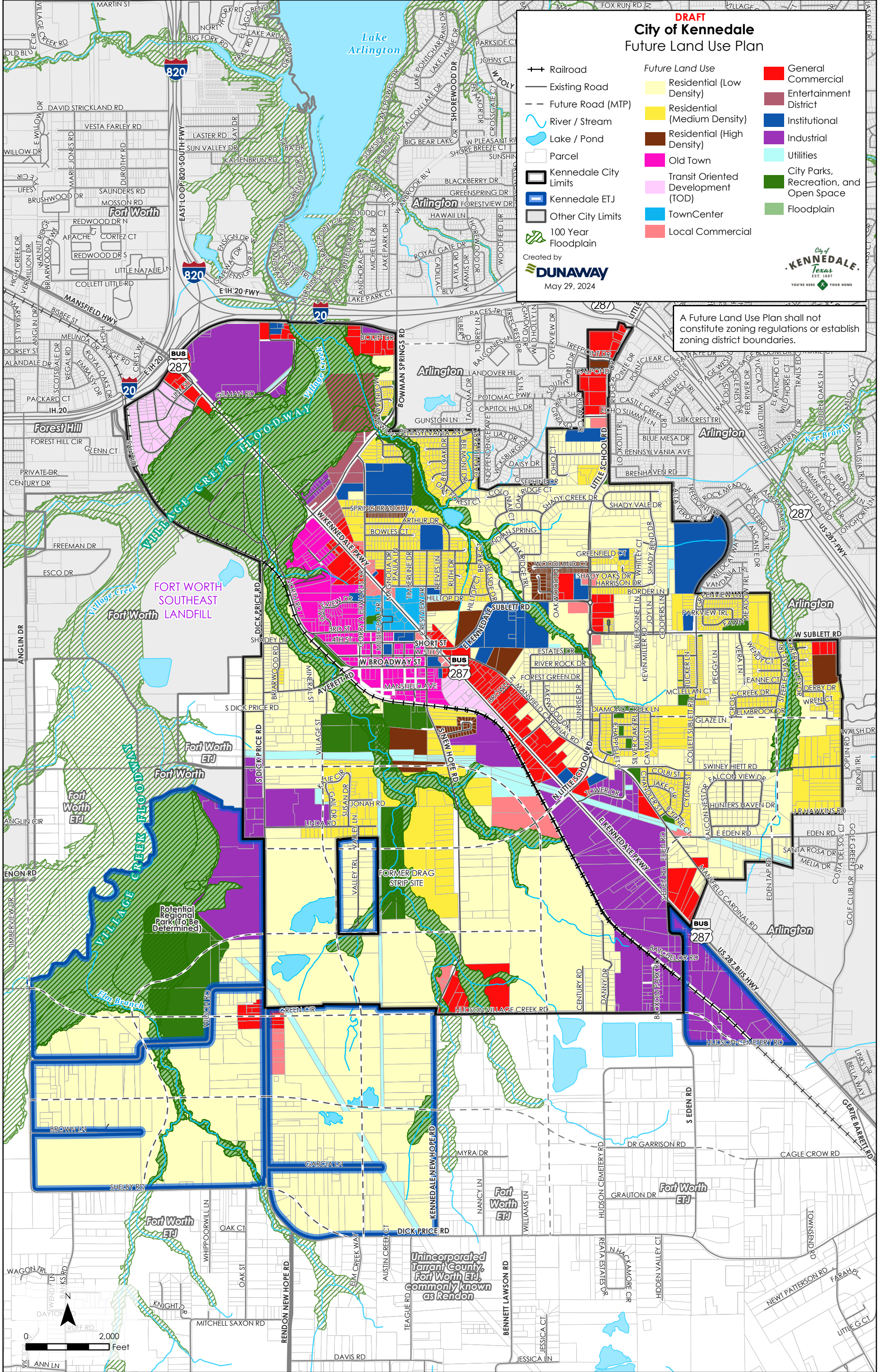
**DRAFT**  
**City of Kennedale**  
**Future Land Use Plan**

<ul style="list-style-type: none"> <li>—+— Railroad</li> <li>— Existing Road</li> <li>- - - Future Road (MTP)</li> <li>~ River / Stream</li> <li>~ Lake / Pond</li> <li>▭ Parcel</li> <li>▭ Kennedale City Limits</li> <li>▭ Kennedale ETJ</li> <li>▭ Other City Limits</li> <li>~ 100 Year Floodplain</li> </ul>	<p><b>Future Land Use</b></p> <ul style="list-style-type: none"> <li>Residential (Low Density)</li> <li>Residential (Medium Density)</li> <li>Residential (High Density)</li> <li>Old Town</li> <li>Transit Oriented Development (TOD)</li> <li>TownCenter</li> <li>Local Commercial</li> </ul>	<ul style="list-style-type: none"> <li>General Commercial</li> <li>Entertainment District</li> <li>Institutional</li> <li>Industrial</li> <li>Utilities</li> <li>City Parks, Recreation, and Open Space</li> <li>Floodplain</li> </ul>
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 May 29, 2024



A Future Land Use Plan shall not constitute zoning regulations or establish zoning district boundaries.



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*Chapter 5:*  
**TRANSPORTATION**



*Sidewalks and pedestrian-oriented site furnishings in TownCenter*

Because roads do not stop at the city limits, coordination with neighboring cities, Tarrant County, and the Texas Department of Transportation (TxDOT) is vital to encourage connectivity between developments throughout the community as well as ensuring safe travel for cars, trucks, bicycles, and pedestrians. Over the last decade Kennedale has been transitioning from a rural community to a more suburban style community. It is dependent on primary and secondary arterial roads that are maintained by Tarrant County and TxDOT for much of the access to developed property throughout the community. Within Kennedale, highways and access roads, such as BUS 287, are maintained by the state. Streets within unincorporated Tarrant County are maintained by the county. Local roads and non-highway streets are primarily maintained by the City; however, some street repairs are completed through interlocal agreements with Tarrant County Precinct 2. Based upon the community survey, the condition of local streets is a main concern for residents; survey takers also indicated their support to initiate a street improvement program to increase repairs to existing streets. In addition to street improvements, residents desire to increase walkability within the community via sidewalks and crosswalks to community destinations, particularly near the city's schools to provide a safe route for students.

## Traffic and Congestion

Two of the three common components of traffic congestion are based on the physical construction of the roadway (number of lanes and demand, known as capacity and volume). The function of a roadway is impacted by the number of cars traveling at any given time and the number of available lanes. The third aspect has to do with the potential hazards at key intersections and access points to private property, also known as driveways. Analysis of the existing and future road network revealed that Kennedale's roads will have challenges in both capacity and the volume needed for estimated future demand. The Master Thoroughfare Plan later in this chapter on page 77 identifies new roadways that can be built as demand and further development occur, as well as existing roadways expand or revitalized as needed depending on traffic and infrastructure conditions at the time. Roadways may be initially built with lower capacity, such as two lanes instead of four and expanded if and when traffic volumes necessitate the need for additional capacity.

The term Level of Service (LOS) is commonly used by transportation planners to study and make recommendations for the road network. Level of Service (also called Quality of Service or Service Quality) refers to the speed, convenience, comfort, and security of transportation facilities and services as experienced by users. LOS ratings, typically from A (best) to F (worst), are widely used to evaluate problems and potential solutions.

Such ratings systems can be used to identify problems, evaluate potential solutions, compare locations, and track trends. Current planning tends to evaluate transportation system performance based primarily on motor vehicle traffic speed and delay (also known as "traffic"). Note the focus on motor vehicle mobility, which contributes to continued automobile dependency. This plan also considers other forms of mobility as result of community input.

### Level of Service (LOS)

The following travel flow characteristics (V/C Ratio) are used to determine needs and deficiencies during the planning process:

<b>A</b>	<i>Virtually free flow; completely unimpeded: Volume/Capacity ratio less than or equal to .60.</i>
<b>B</b>	<i>Stable flow with slight delays; reasonably unimpeded: Volume/capacity ratio .61 to .70.</i>
<b>C</b>	<i>Stable flow with delays, less freedom to maneuver: Volume/Capacity ratio .71 to .80.</i>
<b>D</b>	<i>High density but stable flow: Volume/Capacity ratio .81 to .90.</i>
<b>E</b>	<i>Operating conditions at or near capacity; unstable flow: Volume/Capacity ratio .91 to 1.00.</i>
<b>F</b>	<i>Forced flow, breakdown conditions: Volume/Capacity ratio greater than 1.00.</i>

## TxDOT Proposed Improvements

### 1 Southeast Connector Project ROW Expansion

The project is intended to ease congestion and improve transportation in Tarrant County on a stretch of highway that sees about 200,000 vehicle trips a day and is expected to increase to 370,000 vehicles a day by 2045. I-820 is a loop around Fort Worth that passes through 11 cities - Benbrook, White Settlement, Lake Worth, Saginaw, Haltom City, North Richland Hills, Hurst, Richland Hills, Kennedale, Forest Hill, and Fort Worth. TxDOT has been developing and widening I-820 since 1949. As funding is identified, future widening is planned on the east loop from I-35W to I-20.

The project will expand roughly 11 miles of Interstate 20—through Fort Worth, Arlington, Forest Hill, and Kennedale. The widening will vary by location, a stretch from I-820 to US 287 will expand from eight to 10 lanes. This will nearly double the capacity of I-820, from four to eight lanes.

As part of the project, the I-20, I-820 and US 287 interchanges will be rebuilt, left exits and entrance ramps will be eliminated, and turnarounds will be added at all cross streets. TxDOT is studying the use of public-private partnerships to accelerate construction on I-820, SH 121/183, and portions of I-35W by combining express lanes and high occupancy vehicle lanes within a comprehensive development agreement. According to TxDOT, the improvements will facilitate trade, increase safety, and improve efficiency within Kennedale and throughout North Texas.

### 2 I-20 Overlay from I-820 to Little Road

In addition to the larger widening project, a portion of I-20 from I-820 to Little Road in Arlington will undergo an overlay update to extend the lifetime of the road surface. The overlay process includes leveling up or surfacing a pavement course, or any combination composed of a compacted mixture of mineral aggregate and asphaltic material.

## Other Planned Improvements

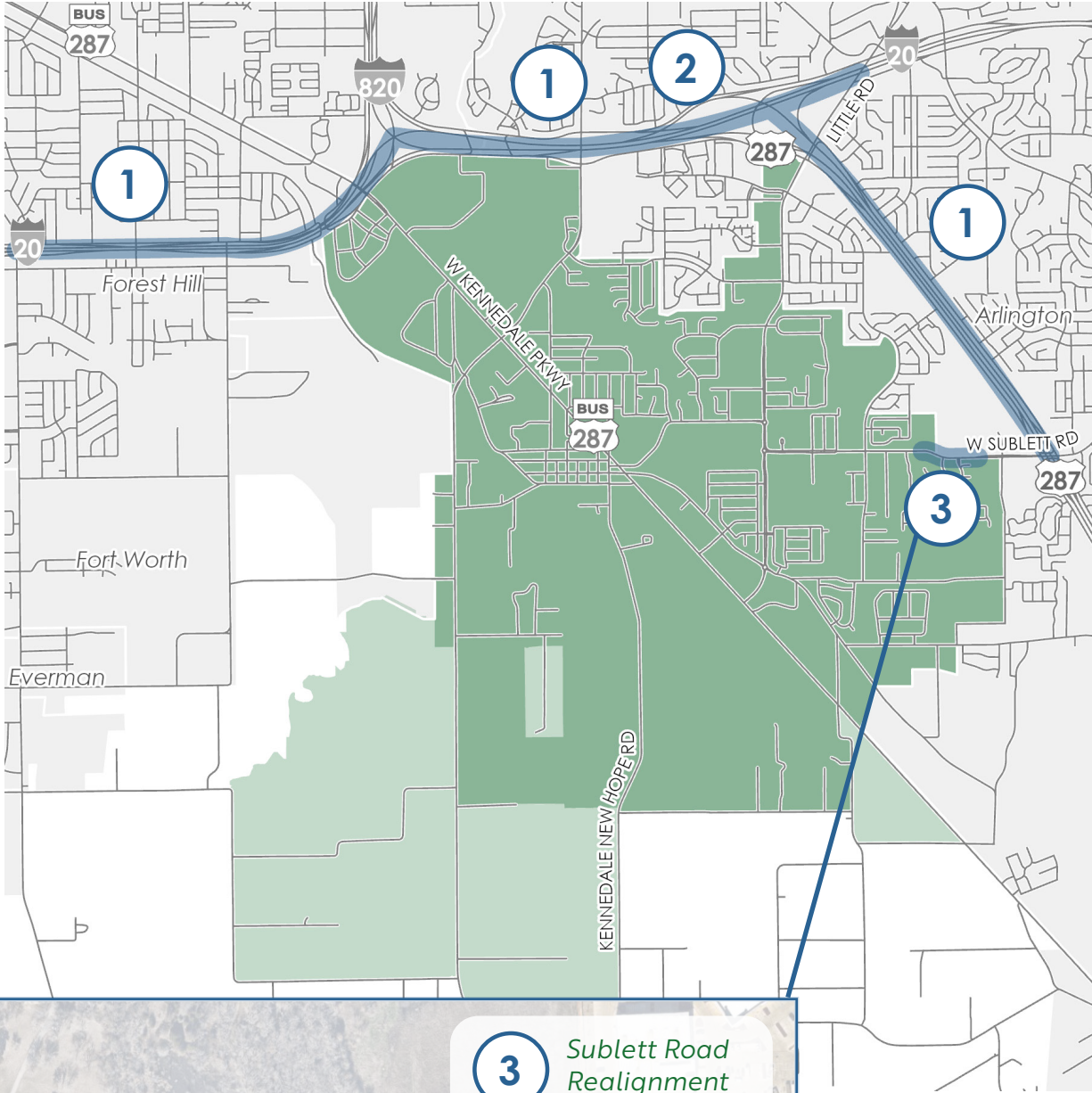
### 3 Sublett Road (Joplin Road to City Limits)

The project roadway is within Arlington's city boundary with the Kennedale city limits running along the south side of the street. The project site is shown in Figure 21. The Kennedale portion began in January 2023 and is currently under construction, as of spring 2024. The project will address not only street improvements but other infrastructure improvements as well, including:

- Rebuilding and realigning the two-lane asphalt roadway to a three-lane concrete roadway with on-street bike lanes and sidewalks on both sides of the roadway.
- Installation of a bridge and retaining walls to span over creek.
- Installation of new streetlights, new traffic signs, and new pavement markings.
- Installation of storm drainage infrastructure.
- Water and sanitary sewer infrastructure renewals.

The Kennedale City Council approved an interlocal agreement with the City of Arlington that listed responsibilities and necessary areas of cooperation. The project will be funded by the Street Board funds, Water & Sanitary Sewer Renewal funds, and Tarrant County.

Figure 21:  
**Planned Transportation Improvements**



## TRANSPORTATION GOAL: Kennedale will have a transportation network which meets basic needs for movement, access, safety, and reasonably rapid travel for people and goods through and within the city.

### **OBJECTIVE 1:** Use concepts for Context Sensitive Design when improving existing streets and building new streets, interconnections, and sidewalks.

Build-to-lines should be utilized to establish a consistent series of building facades and to promote regular alignment along the street. The street is an important form of public space, and the buildings that define it should be expected to reinforce and enhance the streetscape corridor. Therefore, as new streets are designed and existing ones are increased in capacity, the design of the street should be reflective of the types of uses adjacent to that particular section.

In order to design for neighborhoods and pedestrian-oriented areas, decision makers must understand the key relationship between transportation and land use. In particular, flexibility may be needed in roadway design to accommodate a changing urban form within the community. Understanding key community objectives for land use within the community is also important in order to ensure that public infrastructure investments are in line with ultimate land use objectives. One way to do this is through context sensitive solutions.

Context sensitive solutions (CSS) is the practice of developing transportation projects that serve all users and meet the needs of the neighborhoods through which they pass. Developing solutions must be a collaborative process that involves all stakeholders in street designs that ultimately fit into the character of surrounding neighborhoods while maintaining safety and mobility. The key is making sure that elements of streets complement surrounding or adjacent development to generate a neighborhood or “roadway experience.”

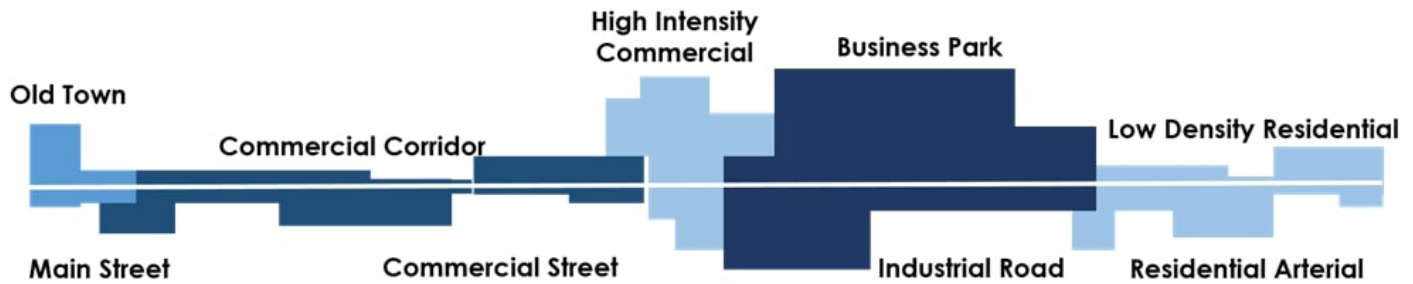
The process of designing CSS roadways is similar to the process of designing traditional thoroughfares: automobile traffic is considered through traffic counts, traffic demand, and level of service information-gathering efforts. The difference is that, in addition to automobile traffic, other elements – such as pedestrian traffic, built environment, and land use – are also carefully considered.



*Context sensitive design creates pedestrian-scaled infrastructure to foster walkability where desired.*

Figure 22:

## Context Sensitive Corridor Example



The most notable publication and guidebook for CSS is *Designing Walkable Urban Thoroughfares: A Context Sensitive Approach* published by the Institute of Transportation Engineers (ITE). This publication includes information on balancing the transportation needs of the community with adjacent land uses. In particular, the CSS approach recommends designing thoroughfares based upon:

- Community objectives
- Functional classes
- Thoroughfare types
- Adjacent land use

New streets, sidewalks, and bikeways as well as street upgrades should be planned with the recommendations of CSS. Figure 22 shows how one road could be designed to have different capacity and profile based on the intensity of land uses abutting the road.

As a street winds through the city, its function and street section may change based on the surrounding land uses – rather than a one-size-fits-all pattern.

As Kennedale grows, a larger road network containing more lane miles will need to be maintained. Most of Kennedale's existing network contains asphalt surface materials which over time will deteriorate through use, heavy loads, edge encroachment by grass, and stresses through extreme temperature change. In addition, Kennedale's roads are greatly impacted by the heavy volume of truck traffic coming through the community. A Pavement Management System is an organized effort to index the surface and subsurface condition of all the City's roads and, based on a numerical grade on those conditions, provide an annual plan for crack repair, pothole repair, mill and overlay techniques, and eventual roadway and subsurface replacement. The Pavement Management System allows the community to move from a demand response model of road repair to a standardized, quantitative program of repair so that labor and material costs can be normalized, and repair activities can be focused on extending the lifetime of road surfaces. The system also allows communities to save capital expenses for future expansion and replacement.

### Strategies

- Work with TxDOT and Kennedale ISD for a crosswalk solution across Kennedale Parkway at the TownCenter to increase safety and connectivity between city facilities, the elementary school, and adjacent properties.
- Reserve the required right-of-way for transportation corridors.
- Integrate all modes of transportation.
- Implement cross sections that reflect the adjacent land use context.

## **OBJECTIVE 2:** Fund and build improvements to existing streets as shown on the Thoroughfare Plan.

The City has prioritized focusing on repairing and upgrading City-maintained streets since the issue was first identified as a residential concern in the Imagine Kennedale 2015 plan and continues to work toward funding more improvements. At the regional level, Kennedale leadership participates in the Tarrant Regional Transportation Coalition (TRTC), which advocates on behalf of the North Texas Region for increased funding for transportation. City Staff works with Tarrant County and North Central Texas Council of Governments (NCTCOG) to address larger regional issues and long-range planning.

See Master Thoroughfare Plan Map on page 77.

### Strategies

- A** Continue to fund improvements through the City’s Capital Improvement Program (CIP) and available grants and loans.
- B** Continue to utilize a pavement management system, which extends existing roadway life, and manage the CIP for roadway repair and replacement.
- C** Coordinate with TxDOT, Tarrant County, and NCTCOG to address long-range transportation needs.
- D** Organize an access management system for all new development on major arterials through the city. Access management should be designed to provide fewer drive approaches and consolidation of cross access to multiple properties to increase the efficiency of arterial capacity.

Figure 23:  
**Roadway Functional Classification System**

Functional System	Proportion of Service	Service Provided
Arterial		Provides the highest level of service at the greatest speed for the longest uninterrupted distance with some degree of access control.
Collector		Provides a less highly developed level of service at a lower speed for shorter distances by collecting traffic from local roads and connecting them with arterials.
Local		Consists of all roads not defined as arterials or collectors; primarily providing access to land with little or no through movement.

Source: FHWA - Flexibility in Highway Design

Figure 24:

**Master Thoroughfare Plan Class Conversion**

Previous 2012 Future Transportation Plan Road Class*	New MTP Road Class (see page 77)
Parkway	Major Arterial
Boulevard	Minor Arterial
Avenue	Collector
Rural Road	Collector
Street	Local

\*Reference: 2012 Kennedale Comprehensive Plan Update, Future Transportation Plan on pg. 67

### **OBJECTIVE 3:** Require developers to dedicate right-of-way and construct collector and arterial streets as shown on the Master Thoroughfare Plan.

The Federal Highway Administration (FHWA) functional classification system of roadways is the predominant method for roadway classification used by transportation planners. This classification ranges from arterials that are streets meant for high-speed, long-distance travel, carrying large volumes, and not hindered by local access. And at the other end of the spectrum, a local street (meant to feed other streets) carries small volumes at low speeds. In between is a collector street that collects traffic from local streets, maybe has fronting commercial uses, and feeds the arterial system.

Figure 23 describes typical functional classifications for roadways, while the Master Thoroughfare Plan (MTP) on page 77 delineates where these roadway types may be assigned throughout Kennedale, both to current and future rights-of-way. Through the Capital Improvement Program budget, the City should consider how much of their network should be improved and at what time. New developments to the community may propose alternative street designs and capacities based on their traffic demand and density. Future roads on the map are suggested locations and connections. Specific engineering and land planning will determine the final location of the roadways.

This Plan uses different roadway classifications than those shown in the previous 2012 Comprehensive Plan Update, Future Transportation Plan. Figure 24 matches each MTP class with the most similar thoroughfare type from the 2012 Plan.

## OBJECTIVE 4: Make important interconnections of streets to activity centers.

Activity centers, such as places of worship, schools, business, and industry, thrive when access is made easy. Street connections are important for residents and businesses alike. Dead-end streets impede movement, especially for school buses and emergency services.

### Strategies

- A** Minimize use of cul-de-sacs in new neighborhoods so that emergency services can be provided as quickly as possible when needed.
- B** Design rights-of-way on new neighborhoods to provide a permeable but not strictly gridded network of streets. This allows a spreading of traffic for new neighborhoods and reduces congestion on pinch points on arterials and collectors.

Figure 25:  
Pedestrian Improvements from 2017-2018 SRTS Project



Source: NCTCOG

## **OBJECTIVE 5:** Improve existing sidewalks and construct new sidewalks for pedestrian access and citizen health.

Citizen health largely depends on access to food, medical support, and exercise. Sidewalks can improve citizen health by promoting walking, especially to schools, parks, and public transit stops. Individuals who cannot drive a car are especially helped by having sidewalks and safe routes to public transit stops within the community. In the heat of the summer, these sidewalks can still be used in the morning and evening.

The City has already begun to improve and expand existing sidewalks through the Safe Routes to School Program (SRTS). In 2017-2018, the City partnered with NCTCOG for improvements to the Crestdale area, with a focus on pedestrian connections to James F. Delaney Elementary and James A. Arthur Intermediate Schools. The project resulted in sidewalks, crosswalks, and other traffic calming measures being placed in the Crestdale neighborhood. Based upon community feedback, future SRTS projects should focus on improving pedestrian safety near the Kennedale High School campus along Wildcat Way. Current improvements are shown in Figure 25.



*Sidewalks along Kennedale Parkway.*

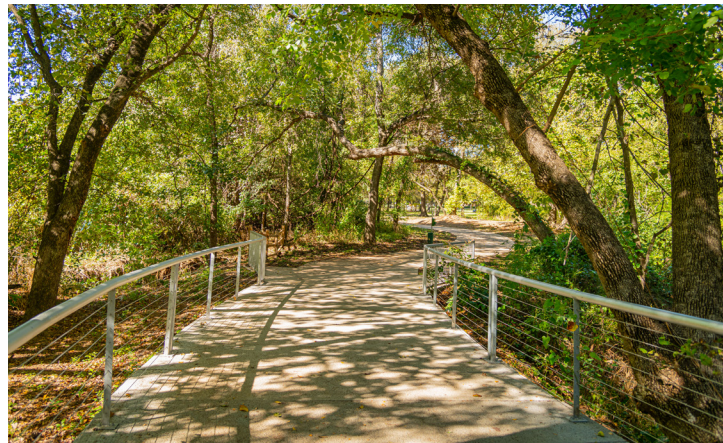
Active transportation, unlike driving and public transit, involves getting around in ways that are human-powered—walking, bicycling, using a wheelchair, skateboarding, and so on. Traditional communities built prior to the 1970s were structured to provide alternative modes with a grid network of streets. Depending on the location and regulatory environment, inclusion of sidewalks as an element of the mobility network has varied over time. Fluctuating gas prices, increased traffic and associated delays, environmental concerns, a more widespread focus on personal health and fitness, and the shifting lifestyle preferences of younger generations all point to a greater demand for walkable, bikeable communities. It is recommended that Kennedale incorporate active transportation as a key component of its future roadway design. Kennedale can become more active transportation-friendly by: committing to a more compact, multi-use pattern of development; investing in pedestrian facilities like sidewalks and multi-use paths; and designing streets as low-speed, people-first places. When walking or biking is more convenient for residents, they are far more likely to make these healthy activities a part of their daily lives.

### *Strategies*

- A** Develop and implement a wayfinding strategy.
- B** Develop and implement an ADA (Americans with Disabilities Act) compliance transition plan.
- C** Fund and build sidewalks to help create an interconnected sidewalk system throughout the city.
- D** When designing new sidewalks along existing streets, recognize that right-of-way may not be sufficient for the ideal street cross-section shown in the typical street section examples. In these circumstances, provide the widest sidewalk possible for pedestrians.

## **OBJECTIVE 6:** Evaluate flood plains for the construction of multi-purpose trails.

Kennedale's floodplains extend throughout the city but the largest covers much of the land near Village Creek within the northwest and southwest portions of the city limits. These floodplains, when preserved and protected, can ensure the protection of property from flooding and can provide natural connections between neighborhoods and areas of the city.



*Locating trails within floodplains can provide important recreational opportunities in sensitive natural areas.*

### **Strategies**

- A** Discourage and/or prevent construction of permanent structures in the floodplain to help protect property and environmental quality.
  - If construction in existing floodplain is deemed necessary for any project, then measures should be taken to raise the land out of the floodplain and to amend the Flood Zone Map.
- B** Encourage the siting of trails based on natural topography of slope to ensure the lowest impact of the existing conditions by trail construction.
- C** Look at opportunities to construct trails within floodplain areas which are grade separated from high-capacity roads.
- D** Examine opportunities in new developments where natural connections can be made to trails through floodplain corridors connecting each neighborhood to another. Plan into the design of new neighborhoods trailhead connections to the citywide trail system.

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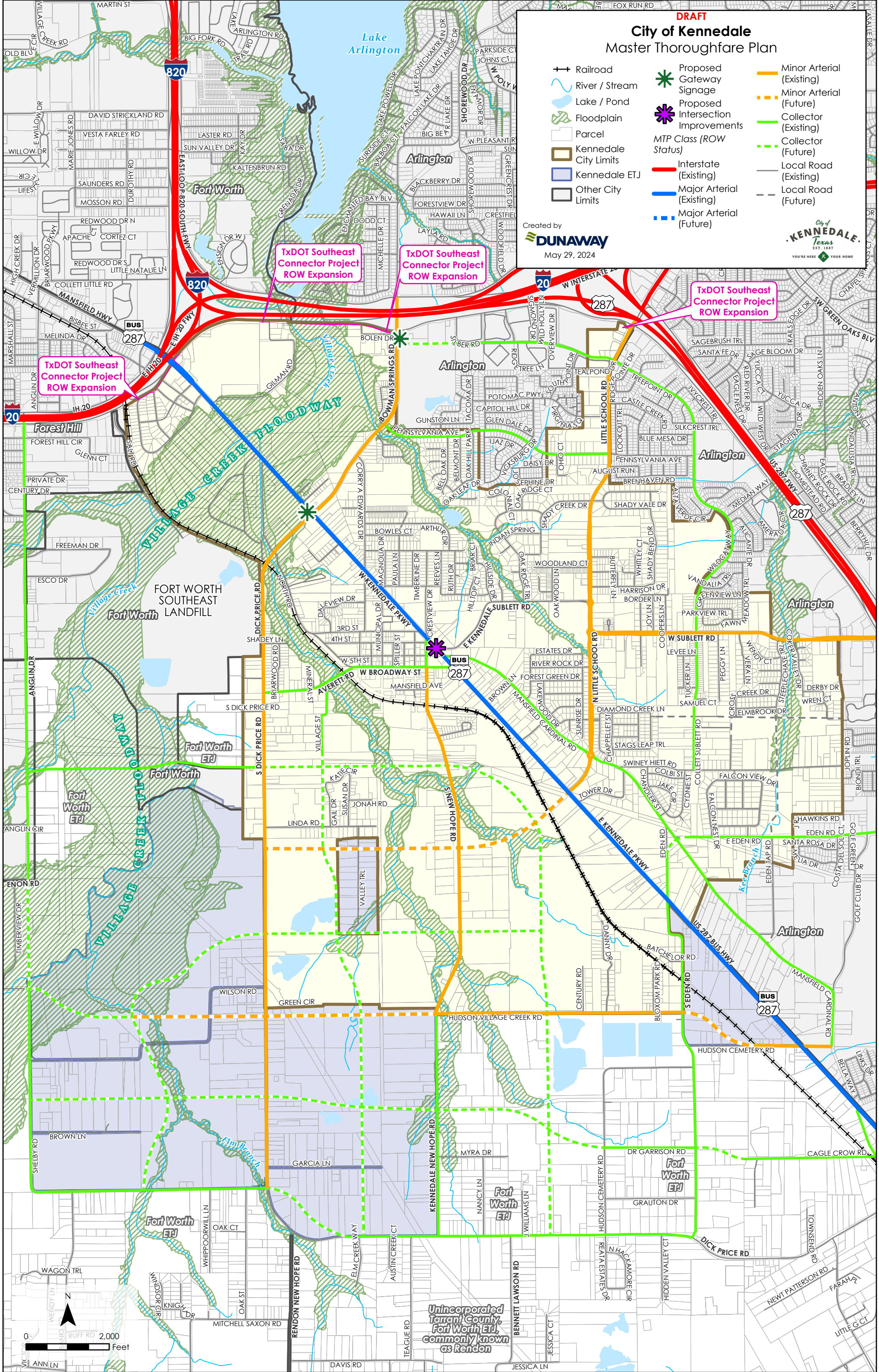
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DRAFT

# City of Kennedale Master Thoroughfare Plan

- Railroad
- River / Stream
- Lake / Pond
- Floodplain
- Parcel
- Kennedale City Limits
- Kennedale ETJ
- Other City Limits
- Proposed Gateway Signage
- Proposed Intersection Improvements
- MTP Class (ROW Status)
- Interstate (Existing)
- Major Arterial (Existing)
- Major Arterial (Future)
- Minor Arterial (Existing)
- Minor Arterial (Future)
- Collector (Existing)
- Collector (Future)
- Local Road (Existing)
- Local Road (Future)

Created by  
**DUNAWAY**  
May 29, 2024



TxDOT Southeast Connector Project ROW Expansion

TxDOT Southeast Connector Project ROW Expansion

TxDOT Southeast Connector Project ROW Expansion

TxDOT Southeast Connector Project ROW Expansion

Unincorporated Tarrant County, Fort Worth ETJ, commonly known as Rendon



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*Chapter 6:*  
**ECONOMIC  
DEVELOPMENT**



*Kennedale Area Chamber of Commerce office*

Kennedale has long been known for its great schools and hometown feel. However, most of its residents commute outside of the city to work, shop, and engage in other activities. The community desires a greater diversity of businesses and retail to continue to meet the community's needs and provide more employment opportunities. The city itself has a total area of 6.6 square miles, but because of its central location between I-20, Loop 820, and US 287, the Kennedale Area Chamber of Commerce notes that businesses in the area can reach 53,000 buyers in a three-mile radius and over 150,000 in a five-mile radius. The City's primary revenue stream comes from property taxes and sales taxes.

The City is most involved in economic development through the Kennedale Economic Development Corporation (KEDC) and the Kennedale Area Chamber of Commerce (KACC), which work together to actively recruit businesses and developers that align with the community's desires and needs. KEDC is a Texas Type B Economic Development organization authorized by the voters of the City of Kennedale and is committed to developing quality employment opportunities for local residents. KACC is a nonprofit membership organization that serves as a voice for the business community and a catalyst for increasing investment and employment in the community. The organization established itself as an essential resource to the Kennedale business community through regular events such as their Lunch and Learn series, Networking Luncheons, and Business After Hours. Through these events and other opportunities, the Kennedale businesses are able to network and further learn and develop as professionals.

Together, the two organizations strive to promote a business climate that propels Kennedale's transformation from a conventional residential enclave into a contemporary and forward-thinking city. The City is focused on being business-friendly and family-oriented, meaning it hopes to attract businesses that align and reflect the values of the community. Kennedale envisions itself as a "Progress Central—a cutting-edge and vibrant urban hub that exceeds the expectations of its residents while stimulating economic prosperity."

## Separate Entity Boards

In addition to these economic organizations, Kennedale has Separate Entity Boards which serve as advisors to City Council but are separate legal entities from the City of Kennedale. Both TownCenter Development District Board and Tax Increment Reinvestment Zone Board oversee independent affiliate organizations.

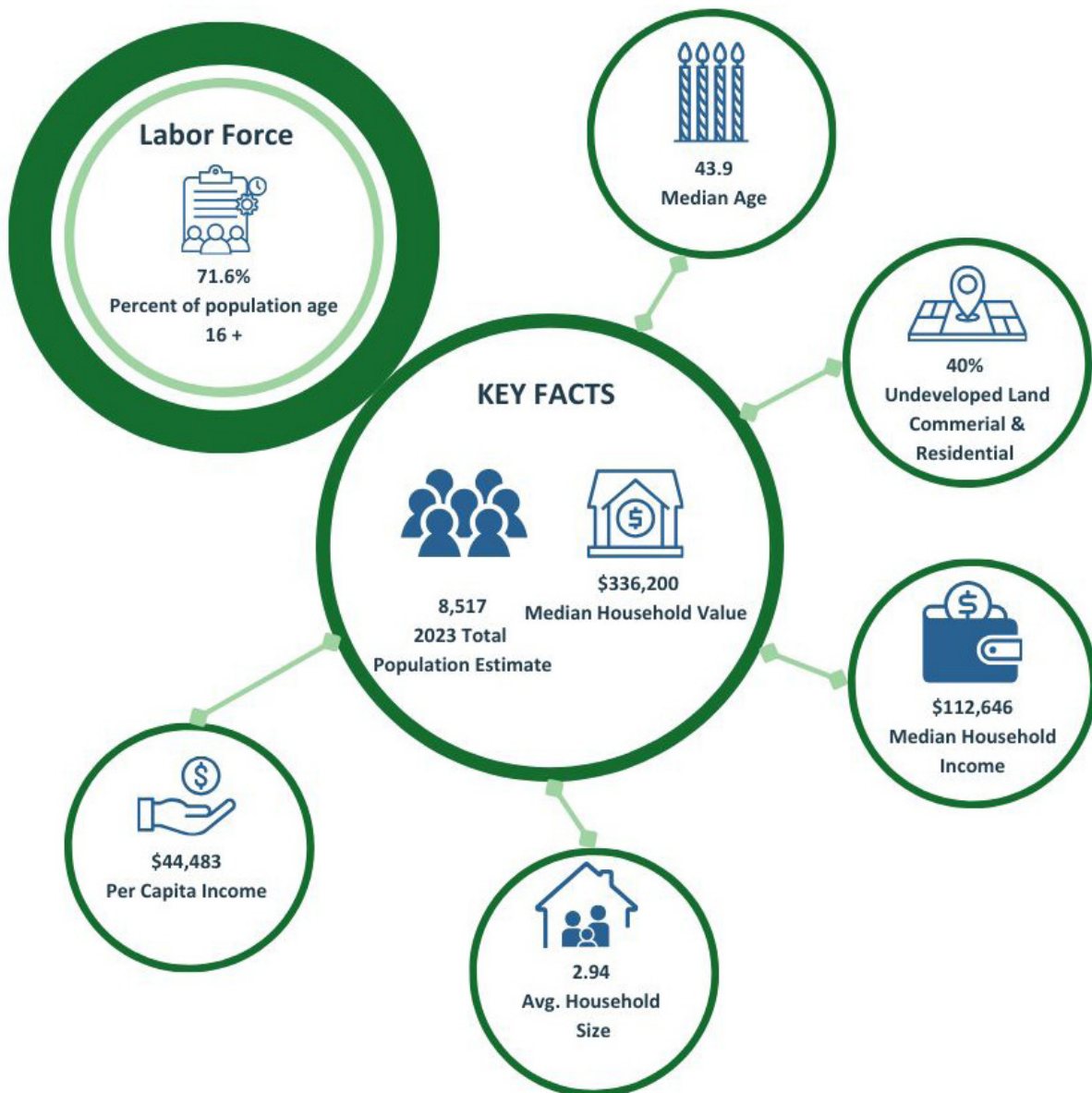
### *TownCenter Development District Board*

The TownCenter Development District (TDD) Board functions as the oversight board for the Kennedale Municipal Management District (MMD), which was created in 2009 by the Texas State Legislature to assist in the development of the Kennedale TownCenter. The District is referred to as both the MMD and TDD, and both are used interchangeably throughout the City's various documents and resources.



*The wide variety of businesses around Kennedale benefit from the positive economic environment fostered by KEDC and KACC.*

Figure 26:  
Kennedale Economic and Demographic Facts



Source: US Census Bureau

## Tax Increment Reinvestment Zone Board

The Tax Increment Reinvestment Zone (TIRZ) Board of Directors makes recommendations to the Council concerning the administration, management, and operation of the TIRZ. The board prepares and adopts a project plan and a reinvestment zone financing plan for the zone and submits such plans to the Council for its approval. The board performs all other duties imposed upon it by Chapter 311 of the Texas Tax Code and all other applicable laws.

Chapter 311 of the Texas Tax Code regulates the utilization of TIRZs, a financing mechanism employed by local governments to fund enhancements that attract private investment to specific areas, such as the catalyst sites identified in the Future Land Use Plan.

The Future Land Use Plan supports notable areas of key development, such as TownCenter, Old Town, Oakcrest Neighborhood, and the Entertainment District. These can be defined as catalyst sites to spur further economic development. These areas are intended to attract diverse development, along with opportunities to continue improving existing city assets and creating new spaces to serve the community and stimulate the economy. With these catalyst sites and beyond, building additional infrastructure provides room to bring in new development and businesses to help stimulate the local economy.

## ECONOMIC DEVELOPMENT GOAL: Kennedale will have a strong and resilient economic base.

### **OBJECTIVE 1:** Continue to capitalize on a strong industrial employment workforce to leverage demand for more destination-based retail and restaurant opportunities.

The workforce is a critical element to Kennedale's resiliency and economic health. Kennedale's employees serve as the lifeblood of the city's economic base. Creating programs and enhancing the quality of the Kennedale workforce will make the city more competitive and desirable to potential businesses. Additionally, leveraging the city's workforce will help provide more retail options, which can mitigate retail leakage into surrounding cities and provide great funding opportunities to make improvements to the city that are aligned with the community's vision. Embracing a robust industrial employment workforce, Kennedale is strategically positioned to capitalize on its strengths and stimulate further growth in the community. Central to the City's economic development strategy is the cultivation of strong partnerships with local stakeholders to attract new talent, foster business opportunities, and facilitate the exchange of valuable resources and knowledge.

To bolster economic prospects, capital improvements should be directed toward the catalyst sites identified within this document in Chapter 4, Future Land Use. Collaborative efforts with economic partners will spotlight local businesses, encouraging residents to support their own community. Additionally, to ensure that the city remains competitive in a crowded market of choices for business locations and development, they will continue to research and evaluate best practices for economic incentives. This strategic approach underscores Kennedale's dedication to fostering an environment conducive to both industrial and retail progress.

## Strategies

- A** Kennedale will continue to develop relationships with local economic partners, including but not limited to local business owners and developers, Kennedale Economic Development Corporation, Kennedale Area Chamber of Commerce, and TownCenter Development District (TDD), through continued communication and coordination. This process should include the regular sharing of quarterly reports and statistics.
- B** Continue to focus capital improvements and community improvement funds on established catalyst sites, including the TownCenter and the two areas that have been identified by the community to support potential Transit-Oriented Development (TOD): one along Interstate 20 and US 287 known as the Oakcrest Neighborhood, and another between New Hope Road and Kennedale Parkway.
- C** Collaborate with local economic partners like the Kennedale Economic Development Corporation and the Kennedale Area Chamber of Commerce to shine a spotlight on various local businesses. By showcasing local talent and services, the City will encourage residents to patronize these establishments, fostering a thriving economy within the community and preventing its leakage to neighboring areas.
- D** Conduct an in-depth review of current business incentives. During the review process, analyze best practices from peer communities in Texas and make updates to Kennedale's incentive list if necessary.
- E** Create materials that can be advertised on the City's website or through physical handouts that clearly communicate processes and policies for economic development incentives to potential businesses and developers.
- F** Work to attract predominantly convenience-based Class A retail spaces along BUS 287 Commercial Area.
  - Design standards must remain focused on traffic movement and landscaping as this is the visual entry to the community from neighboring communities.
  - Destination retail and restaurants would enhance the quality of life for Kennedale's residents and employees while attracting new visitors.
  - Although convenience-based retail is easier to attract with demographics than destination-driven retail, the City can focus on the types of criteria that tenants would find appropriate and attractive. This includes reducing development permitting costs, creating potential tax incentives, and providing public infrastructure capital improvements.
  - Family-based retail needs traffic, land, infrastructure, and visibility to be sustainable. Providing these elements can bring restaurants, larger retail, and ancillary entertainment venues.

## **OBJECTIVE 2:** Create a catalyst project at the TownCenter to assist in improving the core of the community.

Surrounding cities like Arlington, Fort Worth, and Mansfield have been growing rapidly for a number of years while Kennedale has been largely bypassed by developers who have sought what they perceived as more opportune prospects elsewhere. During this time, the City embarked on significant infrastructure projects, including the construction of a new City Hall, Police Department, Library, and Park. However, nearby, these developments were juxtaposed with an outdated retail center in dire need of revitalization. The eight-acre tract included neglected buildings from the 1950s and 1960s era.

Recognizing the need for revitalization, the KEDC initiated a search for private developers to partner with. Their efforts led them to a planned railroad-themed retail development in Cedar Park, Texas, which served as inspiration for Kennedale's own revitalization project. The vision incorporated historic and cultural elements, such as a replica of a 1890s railroad section house and a 9/11 Memorial Park, featuring a steel beam from the World Trade Center. Pedestrian trails and bridges were also integrated into the area, alongside a dual-purpose parking and plaza area that caters to both TownCenter visitors and event attendees.

Early on, it became evident that increasing foot traffic within the retail center was crucial for the success of tenants and the overall vibrancy of the area. With the support of the KEDC, TDD board, and private development partners, the TownCenter is now more regularly visited by those seeking shopping, dining, and various other services. As the area continues to develop, the overarching goal remains to ensure that all buildings have thriving tenants, and the community continues to benefit from the additional sales tax revenue.



*9/11 Memorial at TownCenter.*



*Monument sign for businesses at Kennedale TownCenter.*

As the TownCenter continues to evolve, the focus shifts toward maximizing its potential as both a retail destination and a community hub. This entails prioritizing initiatives to enhance walkability and pedestrian safety along Kennedale Parkway, as well as strengthening connections to other community destinations such as parks and Transit-Oriented Development (TOD) areas. Additionally, preserving and incorporating cultural and historic elements remains a priority to maintain Kennedale's charm and infuse the catalyst site with vibrancy and vitality. Continued collaboration between the public and private sectors will be instrumental in effectively pooling resources and expertise to realize the TownCenter's full potential and foster its ongoing growth and success.

## Strategies

- A** Form a taskforce headed by the TownCenter Development District (TDD) Board, comprising of representatives from community organizations, businesses, and residents to identify focus areas of the catalyst project such as: improving infrastructure, enhancing public spaces, boosting economic activity, and expanding events and programming.
- B** Foster collaboration between public and private sectors to pool resources and expertise.
- C** Prioritize pedestrian/bike crossings along Kennedale Parkway and the designation of bike/pedestrian routes that connect TownCenter with the existing park system and the areas identified by the city for Transit- Oriented Development.
- D** Encourage the development of cultural and artistic initiatives as a part of the catalyst project, to continue to add vibrancy to the TownCenter.

### **OBJECTIVE 3:** Consider how the branding of the City may bring economic development and improve wayfinding signs in the community.

Kennedale enjoys a prime location at the convergence of major interstate highways, including Loop 820, Interstate 20, and US 287, making it a pivotal hub for shipping and commerce within the bustling Dallas-Fort Worth Metroplex. To distinguish itself from neighboring communities along these busy thoroughfares, strategically placing Kennedale's logo at key locations can serve as a distinguishing identifier. Branding efforts extends beyond mere aesthetics and serve the following critical purposes:

- **Establishing a Common Vision:** By creating a unified vision for the future, the community can rally around shared goals and aspirations.
- **Consistent Representation:** A well-defined brand ensures that Kennedale is consistently represented across various platforms, reinforcing its identity.
- **Enhanced Awareness:** Through effective branding, Kennedale can boost its visibility and recognition locally, regionally, and even globally.
- **Facilitating Navigation:** Branding is not just about visuals; it also aids in navigation. By incorporating wayfinding elements into the brand, such as signage and markers, the City can guide both residents and visitors to key destinations and amenities.

As Kennedale evolves with new catalyst sites like the TOD locations and the Entertainment District, it will be important to update wayfinding and signage to reflect these developments. This includes strategically placed signage along major corridors and arterial roads to attract passing travelers and inform them of available retail opportunities.



*Branding in TownCenter Park.*

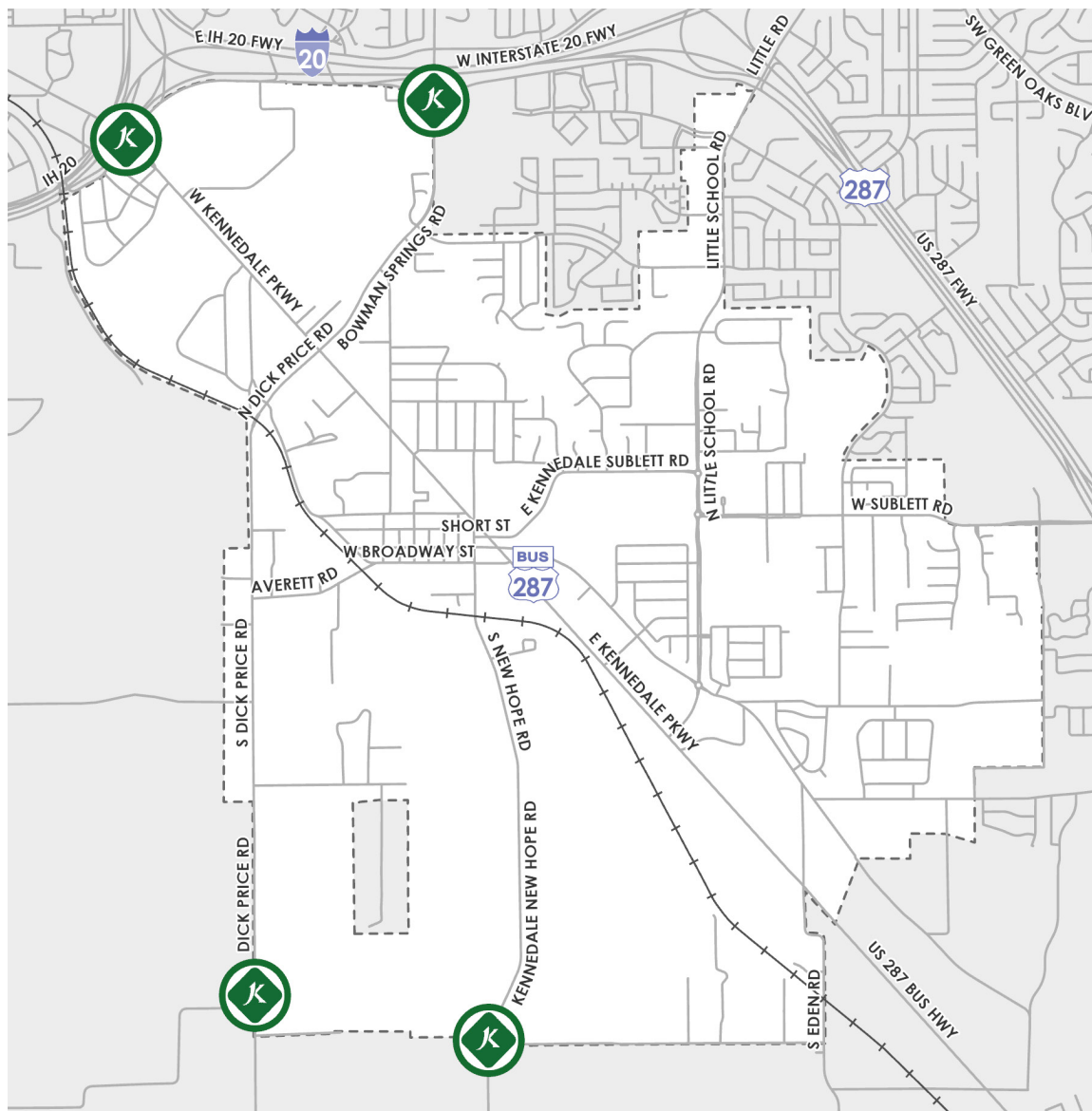
Given that unfamiliar visitors may struggle to locate businesses along highway corridors, enhancing wayfinding becomes particularly crucial. Monument markers and directional signage can highlight Kennedale's offerings and guide traffic toward community destinations. The gateway entrances serve as the city's first impression for pass-through traffic, making them prime locations for showcasing Kennedale's unique identity and attractions. By integrating the brand identifier into these entrances and providing informative signage, Kennedale can capture the interest of potential residents, workers, and visitors while underscoring its significance within the broader regional context.

## Strategies

- A** Focus on signage at the key intersections of major arterial roads, such as Bowman Springs Road, Dick Price Road, and New Hope Road.
- B** Place gateway signs at the primary entry points to the city via BUS 287, such as the I-20 exit onto Kennedale Pkwy. Ideally these would be placed near the corners of the roadways but far enough to reduce the likelihood of being hit by errant traffic.
- C** Provide improved wayfinding directions to TownCenter. These signs should provide directional arrows.
- D** Develop a design plan for public lighting, median design, signage, and landscaping along the BUS 287 Corridor that can be implemented in focused areas over time.

Figure 27:

### Potential Gateway and Directional Signage Locations



## **OBJECTIVE 4: Encourage the development of the community as a social center for recreation through marketing of events.**

Community feedback underscores the importance of preserving Kennedale’s cherished hometown feel even as the city undergoes growth and development. One of the most effective methods to maintain this sense of community is by fostering events and spaces that bring people together. To achieve this objective, a series of strategic initiatives have been identified. First, there will be an exploration into the feasibility of establishing a Parks and Recreation Coordinator position, aimed at bolstering the promotion and leadership of City events while expanding recreational programming within the community. Additionally, the City can rotate the location of seasonal recreational events among its parks and recreational facilities, ensuring a broad spectrum of opportunities for community engagement. Also, potential collaborations and partnerships with local recreational organizations can increase the community’s awareness and involvement. Furthermore, as the Bowman Spring Road Corridor evolves into the envisioned lively family-oriented recreational destination, there will be greater opportunities to activate and market the community as a social center for recreation.

### **Strategies**

- A** Explore the feasibility of creating a Parks and Recreation Coordinator position to promote and lead City events, and further recreational programming within the community.
- B** Host seasonal recreational events that rotate between the city’s parks and recreational facilities.
- C** Partner with the community’s recreational organizations, such as Kennedale Youth, to better promote community events and participation.
- D** Collaborate with the Kennedale Economic Development Corporation (KEDC) to actively engage developers and businesses in the transformation of the Bowman Spring Road Corridor into a vibrant, family-oriented recreational destination hub.

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*Chapter 7:*  
**HOUSING**



Kennedale’s dominant housing type is single family detached dwellings, and based on upon community feedback, there is a desire for large style lots to continue to be the predominate housing type with the community. However, as shown in the community survey, there remains a desire for a greater variety of housing types, within appropriate locations, to support lifestyles of all ages and income levels. The Future Land Use Map within Chapter 4 identifies potential areas where various housing types may best be situated, and as a part of the Unified Development Code update, the City will further set standards and guidelines, such as lot size and the number of dwelling units per acre. Having a variety of housing types allows for residents to choose the type of home they can both afford and prefer. Housing needs are different throughout different stages of life. Providing all types of housing allows residents to gracefully age in place.

Elements of housing relates to three generalized areas – Affordability, Preservation, and Diversity of housing type:

- Affordability of housing refers to the overall housing costs and ensuring that a range of price options exist in the city. Home valuation in Kennedale has increased significantly with the housing boom of new homes within North Texas.
- Preservation refers to the ability to maintain and retain existing homes and neighborhoods of Kennedale, as well as ensuring the ability of residents to stay in their homes over time. Most of Kennedale’s aging housing is within or near the original Old Town.
- Diversity of housing is related to affordability; it also refers to the needs of the household through different stages of life. Younger families have different housing needs than retirement age people wishing to spend less time and resources on maintenance of a structure or on a yard.

A variety of lot sizes results in a mix of housing options. Requiring minimum lot sizes sets the character of the neighborhood by determining the type of development intended for the neighborhood; however, it does not limit homes to being the same size and style. Regulations for new subdivisions should account for the existing character of the area. Policy considerations should be made to ensure that lot sizes are distributed among small, medium, and large estates within each neighborhood.

Kennedale’s housing stock also includes older homes predominately within Old Town – some of which have historically lacked property maintenance with overgrown yards and planted materials, storage of debris, and some dilapidated structures, which can contribute to the degradation of the community’s appearance and has a strong effect on self-image. For health, safety, and community pride, efforts to improve property maintenance are key to a successful future.



*Kennedale’s existing single family housing stock includes older and newer homes in a variety of styles.*

Neighborhoods are important to the community. Creating strong neighborhoods with connections to the civic life of the city, to schools, and to recreation opportunities is vital to sustaining a healthy environment. The following are some common characteristics of neighborhoods which can enhance development in the city.



Allow a variety of housing types and sizes to accommodate different stages of life within Kennedale. Ensure that all housing types are built to the highest possible quality.



Encourage connected neighborhoods, emphasizing both internal and external connectivity. Neighborhoods should be linked to each other as well as to the community.



Continue to encourage and expand events at TownCenter, block parties, and other neighborhood events to promote social interaction among neighbors and to foster a sense of community.



Create parks to provide outdoor recreational opportunities for both neighborhoods and the community.



Consider minimum residential standards that reduce maintenance and preserve long-term appearance.



Incorporate neighborhood retail centers in those areas identified for local commercial in the Future Land Use Plan, which optimize convenience for adjacent neighborhoods. Encourage walkability and connectivity to adjacent neighborhoods.



In addition to parks and trails, neighborhoods should include open space to preserve some rural aspects of the city.



Delineate different neighborhoods through entrance features and signage.

## HOUSING GOAL: Kennedale will have a variety of housing types available to all incomes. All housing will be safe and decent for residents.

### **OBJECTIVE 1:** Promote development of housing types: single family detached units, townhouses, and apartments should be located where appropriate and designed well.

Kennedale predominantly features single family detached housing, yet to foster diversity in age, income, and affordability within the community, a range of housing options is essential. The Existing Land Use Map on page 31 shows where existing single family and multifamily developments are located, while the Future Land Use Plan on page 61 indicates areas suitable for increased housing density, particularly in Transit-Oriented Development (TOD) zones. Encouraging the construction of attached housing, townhouses, and mixed-use developments in locations with access to utilities, transportation, employment, and retail opportunities is pivotal, encompassing medium- to high-density zones or TOD areas. Additionally, integrating various housing types within larger neighborhoods facilitates inclusivity across age groups and income brackets. Furthermore, promoting lot replatting ensures adherence to minimum zoning standards, fostering cohesive city development. As the City updates their Unified Development Code, they should keep in mind these strategies and ensure that zoning is reflective of community desire and needs for housing.

### *Strategies*

- A** Support development of new areas for attached housing, townhouses, and mixed-use housing where there is access to existing or planned utility services, transportation capacity, jobs, and retail. These can be found within medium-density, high-density, or TOD areas.
- B** To the extent possible, allow for a mixture of housing types within larger neighborhoods to support a variety of age groups and income levels.
- C** Promote the replatting of lots to make sure that housing meets minimum lot standards for zoning districts.

## **OBJECTIVE 2:** Maintain and improve the existing housing stock.

As housing ages, maintenance needs increase. Housing and infrastructure improvements within Old Town and older neighborhoods are of particular focus for the City. However, not all property owners can afford to keep up with needed improvements, but assistance can be made available. The City currently offers the HOME Program in Partnership with Tarrant County Development to fund housing repair to Kennedale residents.

### *Strategies*

- A** Expand programs to maintain the existing housing stock such as those offered by Habitat for Humanity and other organizations and agencies.
- B** Use the development review process to evaluate private projects and their contributions to urban design.
- C** Align zoning and future land use allocation to ensure housing is located where it can be served by infrastructure without creating a burden on city services.

## **OBJECTIVE 3:** Develop greater opportunities for senior housing and age-restricted housing.

To enhance the community members' quality of life, it is imperative to establish specialized zoning land use categories and design standards tailored for age-restricted and assisted living developments within medium- and high-density zoning districts. This strategic approach ensures that the built environment caters to the specific needs of seniors and individuals with disabilities, fostering inclusive communities. Moreover, cultivating collaboration with nonprofit organizations is essential in bolstering housing opportunities for these demographic groups, thereby promoting social equity and well-being. By leveraging negotiation within development agreements and implementing planned developments, the City can effectively integrate diverse housing options, facilitating a more dynamic and inclusive urban landscape that caters to the evolving needs of its residents.



*Age-restricted communities can help fulfill the desire for seniors who need specific accommodations but want to continue living in Kennedale.*

### *Strategies*

- A** Develop zoning land use categories and design standards for age-restricted and assisted living development within medium- and high-density zoning districts.
- B** Support the nonprofit community in creating housing opportunities for seniors and people with disabilities.
- C** Negotiation with developers through development agreements and the creation of planned developments can provide opportunities to include various housing options.

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*Chapter 8:*  
**PARKS, RECREATION,  
AND OPEN SPACE**



Community leaders in Kennedale have long acknowledged the importance of parks and recreation. Since the early 2000s, the City has been committed to long-range planning for its Parks System. The city adopted its first Parks, Recreation, and Open Space Plan in 2005. The most recent update in 2016 reflects the City's continued dedication to addressing area and economic growth to ensure the utilization of natural features and seize new opportunities for residents and visitors alike. The 2016-2026 Plan provides the framework for the creation and adoption of parks and green spaces in order to provide necessary amenities for the future. It was designed to be adaptive and build upon other plans as Kennedale's demands and needs change. An example includes the development of a sustainable plan for pathways, amenities, erosion prevention, and natural conservation for the local greenways. The City has worked in partnership with the National Park Service (NPS) and the Master of City and Regional Planning program at the University of Texas at Arlington. The City is still in the process of officially adopting the 2020 Kennedale Greenway Plan.

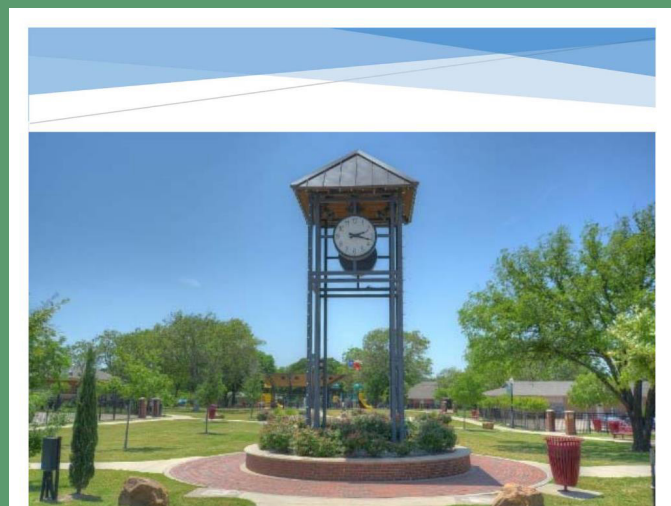
The Comprehensive Plan, in conjunction with the Parks, Recreation, and Open Space Master Plan, can facilitate the orderly development of Kennedale's parks system and guide policy decisions for future recreation amenities and parkland needs. The Parks Master Plan's main purpose was to define the needs and deficiencies in the system; establish goals and priorities for improving it; and work toward realizing the vision. In addition to its primary functions, the Plan also identified changing trends and residents' desires and continues to act as a valuable tool in securing funding opportunities for the City.

### City of Kennedale Parks, Recreation, and Open Space Master Plan 2016-2026

*Vision: "You're here, your home - a serene environment to engage the sense and build relations - to preserve, conserve, and inspire our community."*

#### Core Principles:

- Protect Kennedale's natural and historic value
- Meet the community's current and future desires and needs for green space
- Better the quality of life for the City's residents and visitors alike
- Provide opportunities for passive and active recreation
- Establish an enhanced sense of community
- Increase accessibility throughout the City
- Promote health and wellness
- Promote recreational and leisure activities along the riparian corridors and floodplain of the Trinity River and its tributaries
- Integrate natural floodplain areas into the green space network
- Promote a sense of safety
- Establish green areas within neighborhoods
- Promote economic growth opportunities



CITY OF KENNEDALE  
PARKS, RECREATION, AND OPEN SPACE  
MASTER PLAN  
2016-2026

In Kennedale, well-maintained public parks, open spaces, and recreation facilities are essential for maintaining the city's status as a regional destination and promoting community health. Strategically placed and equitably distributed parks and recreational facilities offer numerous opportunities for individual and community enrichment. Furthermore, parks and open spaces play a crucial role in conserving environmentally sensitive lands from the negative impacts of new development, while also preserving their recreational and transportation benefits.

These spaces serve as venues for recreation, relaxation, and social interaction within the community. They help define neighborhoods, serve as cultural hubs, and can enhance the economic value of nearby properties when properly designed and maintained. Linear open spaces connect neighborhoods with key city elements such as transit-oriented developments (TOD), schools, downtown areas, and commercial developments, while also acting as effective buffers between incompatible land uses.

Kennedale's Park system includes approximately 104 acres of park and recreational space. The City of Kennedale currently has three existing public recreational sites, including Rodgers Farm Park, TownCenter Park, and Sonora Park. In addition, the City owns Railroad Park which is still under the conceptual design phase. Each of the existing park's features and facilities are summarized on the following pages.

## TownCenter Park

TownCenter Park is located between City Hall and the Kennedale Public Library. Parking is available in the TownCenter shopping area, at the library, or behind City Hall. The park has a play area with a swing set, baby swings, a merry-go-round, a multilevel play structure, and bouncy race cars. There is also a pavilion, picnic tables, a grassy area, and a walking path. The walking path is 850 feet, which is about a 1/6 of a mile.

### Features & Asset Components

- 9/11 Memorial
- Veterans Memorial & Engraved Bricks
- Benches
- Clock Tower
- Pavilion / Covered Area(s)
- Picnic Tables and Area
- Playground Equipment
- Walking Trail or Path



Source: City of Kennedale



## Rodgers Farm Park

Rodgers Farm Park is a small park in the Rolling Hills Neighborhood that features tree-lined sidewalks and several picnic tables and benches along the quarter-mile walking trail. It also has a half-size basketball court, playground equipment, and a climbing feature.

### Features & Asset Components:

- Playground Equipment
- Benches
- Picnic Tables and Area
- Basketball Court
- Concrete Trail
- Monument Plaques
- Sanitation Station



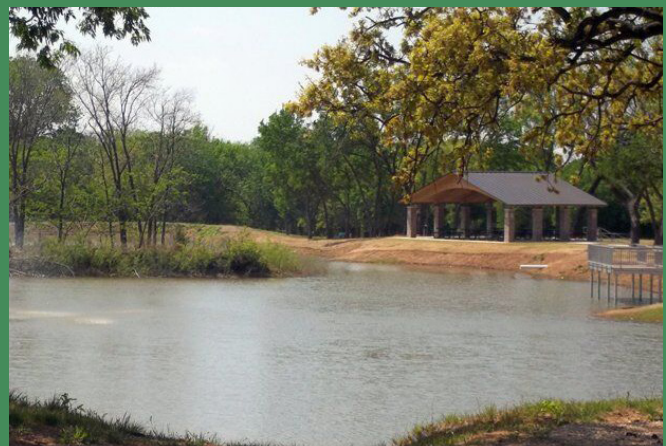
Source: City of Kennedale

## Sonora Park

At 22 acres, Sonora Park is the largest and most popular park in Kennedale. It is located just south of TownCenter, and the pavilion overlooking the pond is the perfect place for birthday parties and picnics. There are picnic tables and benches throughout the park, barbecue grills, a bird habitat, wooded areas, grassy hills, waterfowl, a fishing pier, and paved pathways and nature trails. Sonora Park also houses the ballfields, a splash pad, a nine-hole disc golf course, horseshoe pits, and playground equipment. This park also has permanent restroom facilities. The Sonora Park splash pad is typically open May through September.

### Features & Asset Components

- Baseball/Softball Fields
- BBQ Grills
- Disc Golf (nine-hole course)
- Pavilion / Covered Area
- Picnic Tables and Area
- Playground Equipment
- Public Restrooms
- Splash Pad



Source: City of Kennedale

## Park Classification

The following park classification are used in the 2016-2026 Parks, Recreation, and Open Space Master Plan. A successful and sustainable parks system is made up of many different kinds of parks, which vary greatly in size and in function. It is important to be able to classify and inventory these different parks in order to assess whether community needs are being met. The following descriptions are based on an oft-cited report by the National Recreation and Park Association, “Park, Recreation, Open Space and Greenway Guidelines” (1995).

### *Mini Park*

Mini parks are the smallest of all the types of parks, typically ranging in size from 2,500 square feet to one acre. These parks are located within a ¼ mile walking distance of the area they service and provide limited recreational needs. Due to their small size, they are usually nestled closely into developed areas with little buffering between uses.

### *Neighborhood Park*

Neighborhood parks are the basic unit of the park system. They range in size from approximately 5 to 10 acres and serve a ¼ to ½ mile radius – still a walkable distance. Ideally, all residential areas within the city should fall within one of these radii. Neighborhood parks provide a range of activities of interest to multiple age groups. Although the park size is still somewhat small, the National Recreation and Park Association (NRPA) suggests keeping half of the site undisturbed to act as a buffer zone between the park and other uses.

### *Community Park*

Community parks provide recreation activities for several neighborhoods or sections of the community. The range of facilities may even support tournament competitions as well as passive recreation. These parks usually range in size from approximately 20 to 50 acres and serve a radius of one to two miles. The NRPA suggests that half of the park site be developed for passive recreation, and this area doubles as a buffer mechanism around the park and between active site facilities. These parks should also have a varied topography and vegetation, some cleared spaces for active recreation, and preferably be located near a body of water such as a lake, river, or creek.



As a community park, Sonora Park serves all residents in Kennedale from multiple surrounding neighborhoods.

### *Regional Park*

Regional parks are the largest park classification, ranging in size from approximately 50 to 1,000 acres. They can serve several communities or the entire county and are typically located on land chosen as nature preserves and where there are natural water features. There are therefore diverse land formations and a wide range of activities provided. The NRPA suggests that the majority of the park site be reserved for passive recreation.

## Linear Park

Linear parks, or greenways, are areas developed for one or more modes of non-motorized, recreational travel, such as bicycling, walking, and hiking. Also known as greenways, linear parks should be at least 10 to 12 feet wide and may be constructed of paved or a more natural surface. These parks are generally left in a natural state, and usually follow built or natural corridors such as utility rights-of-way, roads, rail corridors, or rivers and streams. Ideally, linear parks should link other components of the park and recreation system, such as other parks, recreation centers, or public gathering spaces.

## Greenway Trails

Greenway trails are to be the key feature of the trail network system. By utilizing the floodplain areas of local tributaries, the greenway trail system can act as a safe and scenic way to walk from nearly anywhere in the city to another. A key component of this trail network is to connect with other trail networks in the area, including Arlington's and possibly Fort Worth's. Several types of facility needs have been met, but the city still needs substantial increases in many facility types in order to meet current resident needs.

## Park Standards and Needs

The 2016-2026 Parks, Recreation, and Open Space Master Plan included a Park Needs Assessment, comparing Kennedale's current park acreage against demand based on population. The analysis details the proposed standards for the City of Kennedale customized for local conditions, along with current demand (total resident demand) as well as current need (resident demand minus existing parkland or facilities). Per the 2016 Plan, the only park classification that met current demand (based on 2015 population) was community parkland, but all types of parkland would be needed by 2020 as the population grew. Using Kennedale's 2022 population (9,329), Figure 28 confirms this conclusion and presents updated calculations.

Figure 28:

### Park Needs Assessment

Park Classification	Existing Acres	Kennedale Standards (acres per 1,000 residents)	Current Demand*	Current Need
Mini	0	0.25	2.3	2.3
Neighborhood	6.73	1.0	9.3	2.6
Community	26.3	3.0	28.0	1.7
Regional	0	3.0	28.0	28.0
Linear	0	3.0	28.0	28.0
<b>Total</b>	<b>33.03</b>	<b>10.25</b>	<b>95.6</b>	<b>62.6</b>

Based on Table 16 (p. 32) in 2016-2026 Parks, Recreation, and Open Space Master Plan.

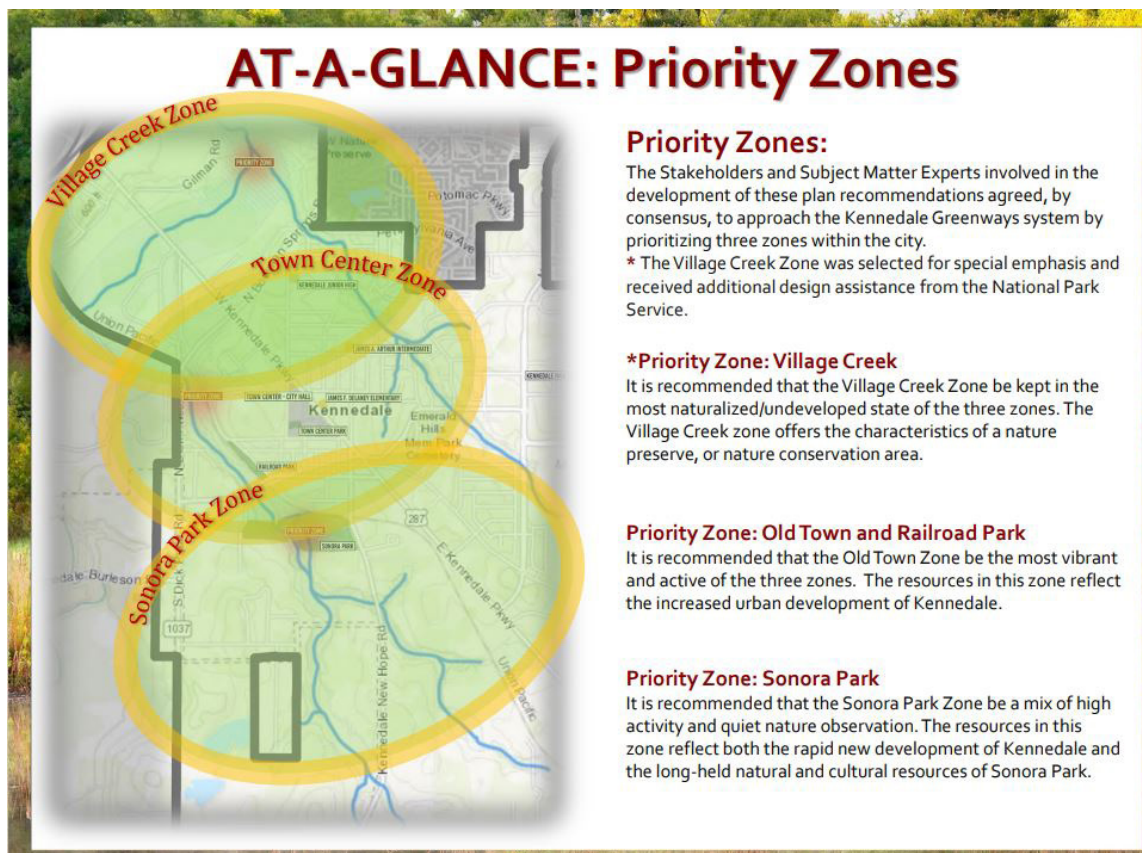
\*Updated using 2022 population (9,329).

# PARKS, RECREATION, AND OPEN SPACE GOAL: Kennedale will have excellent parks and recreational areas and preserve important natural resources.

**OBJECTIVE 1:** Assess the community needs and desires for improvement of existing passive and active parks in a tiered park system located throughout the community.

Using the tiered park system will continue to help the city move toward the identified vision, prioritize resources, and provide strategies for enhancements or additions within the parks and recreation system. As a part of growing the city’s parks and trail system, the Kennedale Greenway Plan identifies safe connections between the various destinations within the City of Kennedale and at its boundaries with neighboring communities. The greenway project seeks to improve and bring into focus the entire Kennedale creek system including Kennedale Creek, Winding Creek, and Village Creek. Additionally, the plan recommended to approach the Kennedale Greenways system by prioritizing three zones within the city as shown in Figure 29.

Figure 29:  
**Greenway Priority Zones**



Source: Kennedale Greenways Concepts & Recommendations 2020

## Strategies

- A** In 2026, update the existing Parks, Recreation & Open Space Master Plan, and apply for a Texas Parks & Wildlife parks grant.
- B** Continue to work with the National Park Service (NPS) and UTA Masters of City and Regional Planning program to implement the Kennedale Greenways Plan.
- C** Parks and open spaces may be located in or adjacent to floodplains, where possible, to aid in floodplain conservation efforts and to enhance recreational opportunities. Such areas may be developed with recreation facilities or set aside as open space to preserve sensitive areas. Use of floodplains should be an amenity to the parks system and be considered as an option, not as the primary source of parkland.
- D** The City should acquire and develop parks in combination with other public facilities to provide the most cost-effective public services. Park property could be developed jointly with new schools, stormwater detention basins, drainage channels, or new city facilities. This strategy should not contradict the spatial distribution objective of parks and recreation facilities to be located throughout the community.

## **OBJECTIVE 2:** Protect the floodplain for property preservation, water and environmental quality, and the inclusion of a trail system.

Preserving floodplains has great value for a community. Limiting development helps to protect lives and property. In addition, the floodplain can act as a filter for water entering creeks, streams, rivers, and lakes. It can also provide a location for passive recreation and trails and paths.

## Strategies

- A** Discourage and/or prevent construction of permanent structures in the floodplain or reducing the size of natural floodplain by engineering and construction to help protect lives and property.
  - If construction in existing floodplain is deemed necessary for any project, then measures should be taken to raise the land out of the floodplain and to amend the flood zone map.
- B** Encourage planting of trees and shrubs in the floodplain (but not in floodway) to help improve water quality.



*Locating trails within floodplains can provide important recreational opportunities in sensitive natural areas.*

### **OBJECTIVE 3:** Influence new development in providing public spaces in addition to private amenity centers.

Currently the City imposes a fee-in-lieu-of parkland dedication; however, the adoption of a new parkland dedication ordinance was recommended with the 2016-2026 Plan and would require developers to dedicate land from a development to be used for parks and park facilities that service the neighborhood and surrounding areas. This is a way to increase parkland for future Kennedale residents without costing current residents money to acquire new lands.

#### **Strategies**

- A** Develop multi-use trails to meet high demand for recreation and connectivity in the community.
- B** Develop additional nature areas, picnic/pavilion facilities, a community garden, and a dog park.
- C** Require parkland dedication in new subdivisions to expand access to publicly-owned parkland in more areas of the city..

### **OBJECTIVE 4:** Locate and site an indoor recreation center which serves the greater community and provides programming for a variety of age groups and sports.

A proposed recreation center reflects the community's desire for indoor recreation opportunities and additional family-friendly amenities, as seen in the community survey results. These types of spaces are critical to the community and help provide an affordable and convenient place for people to work toward their health goals. It will also provide additional space for programming and events. In other communities, recreation centers have improved the health of the community while also impacting economic vitality through the increase in property values and creation of new jobs.

The benefits of a recreation center go far beyond improving the health of the community. They provide an additional space for all income levels to learn, de-stress, and organically connect. Following the isolation of the COVID-19 pandemic, there has been a national push for more community recreational spaces. The following summarizes the potential benefits that a recreation center could bring to the Kennedale community:

- In smaller communities, recreation centers often promote a healthy fitness culture and become the hub for community programming.
- They increase educational equality by providing low-cost learning, which is invaluable to all income brackets.
- They provide additional meeting and event spaces in communities with limited civic gathering space.
- They provide amenities for all age groups, particularly supporting the family and youth. Their programming often includes family-oriented programming – for example, child and parent fitness classes, picnics, and festivals. In addition, they can encourage youth engagement, allowing kids and teens to develop lifelong healthy habits.

## Strategies

- A** Conduct a feasibility assessment that looks at the economic context and impact of an indoor recreation center.
- B** Assess the space requirements for the indoor recreation center, considering the types of sports and activities to be accommodated.
- C** Choose a central location that is easily accessible to a diverse range of residents while considering proximity to public transportation, major roads, and residential areas to maximize accessibility.
- D** Gather input on preferred activities, operating hours, and facility features to ensure community buy-in.

## **OBJECTIVE 5:** Increase the number and quality of organized sports fields.

Based on feedback heard at the public meeting and through the community survey, there is a need and desire to improve existing sports fields, such as the ballfields on the west side of Sonora Park, along with developing additional fields to accommodate the growing demand. The City can begin this effort by assessing current demand through engagement with local stakeholders such as sports organizations, schools, and community groups to discern the specific needs and preferences for various sports activities. Strengthening connections with these stakeholders and other community leaders can facilitate collaboration on crucial aspects like land acquisition, funding, and ongoing maintenance efforts. Furthermore, considering the expansion or upgrade of existing recreational infrastructure can maximize resource utilization. Additionally, introducing multi-use fields would also optimize field capacity to accommodate diverse sporting activities. These incentives will aid in fostering athletic development and community engagement for Kennedale's youth along with the overall community.



*Baseball fields and other sports fields can be developed in conjunction with other public facilities, such as schools.*

## Strategies

- A** Assess the current demand for organized sports fields by working with local sports organizations, schools, and community groups and identify the types of sports in high demand and the specific requirements for each.
- B** Partner with the Kennedale ISD, sports organizations, and community leaders to collaborate on land acquisition, funding, and ongoing maintenance efforts.
- C** Identify available land or consider areas with existing recreational infrastructure that can be expanded or upgraded.
- D** Consider implementing multi-use fields that can accommodate various sports.
- E** Develop and enforce quality standards for sports field construction and maintenance to ensure longevity and safety.

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**DRAFT**

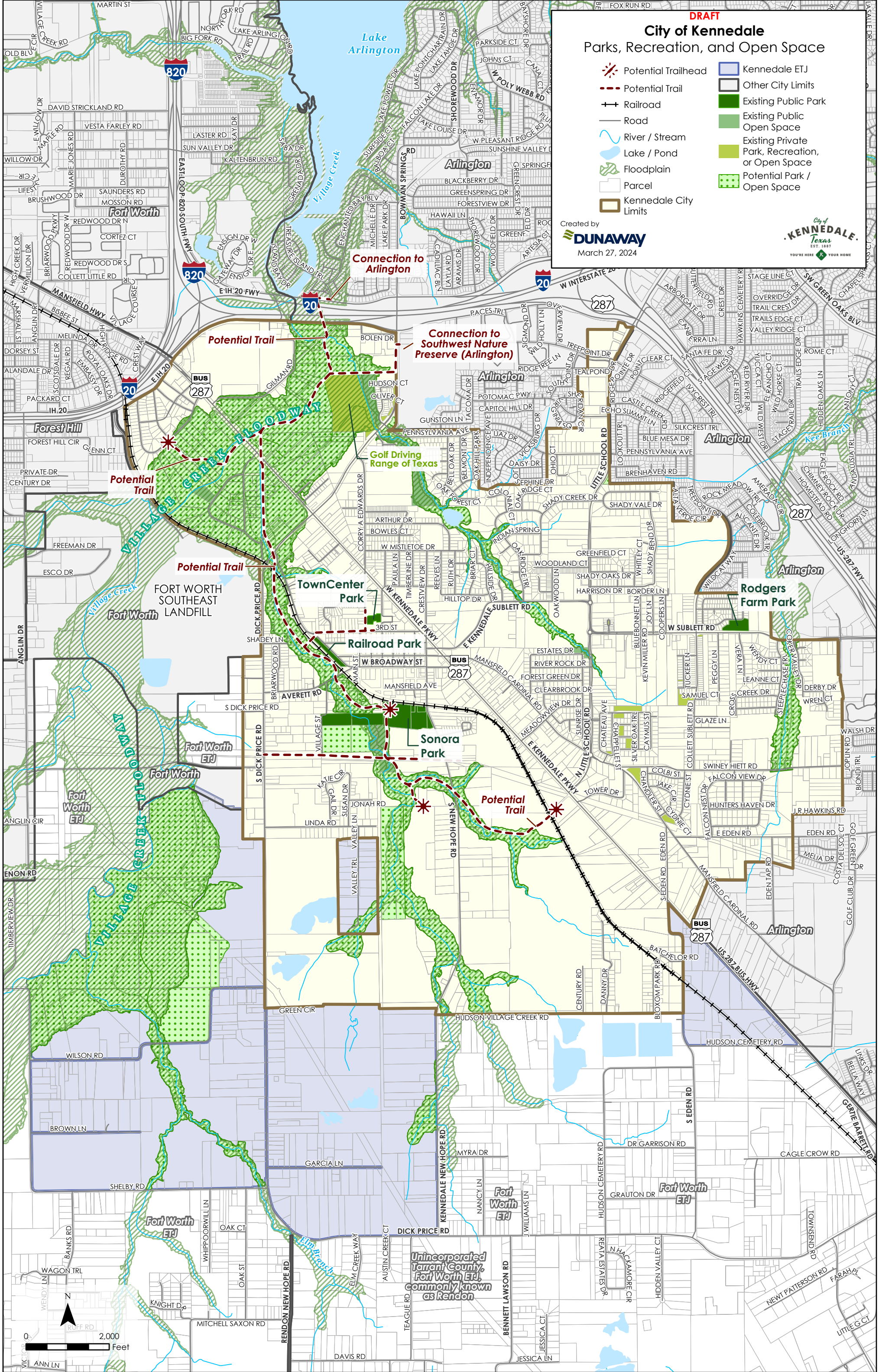
## City of Kennedale

### Parks, Recreation, and Open Space

	Potential Trailhead		Kennedale ETJ
	Potential Trail		Other City Limits
	Railroad		Existing Public Park
	Road		Existing Public Open Space
	River / Stream		Existing Private Park, Recreation, or Open Space
	Lake / Pond		Potential Park / Open Space
	Floodplain		
	Parcel		
	Kennedale City Limits		

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March 27, 2024

**CITY OF KENNEDALE, Texas**  
EST. 1887  
YOU'RE HERE YOUR HOME



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*Chapter 9:*  
**UTILITIES,  
INFRASTRUCTURE, AND  
CITY SERVICES**



*Kennedale Water Tower with City logo*  
Source: Kennedale Area Chamber of Commerce

City government exists to ensure that the needs of residents, property owners, businesses, and visitors are adequately addressed. These needs include public safety, streets, water and sewer facilities, libraries, and other services. The City of Kennedale has invested millions of dollars over the years to provide the highest quality services and facilities to its residents. This chapter on community facilities covers provision of water, wastewater treatment, stormwater management, solid waste management, libraries, and other services and facilities owned and managed by the City of Kennedale and their partners. These facilities and activities contribute in a large part to the quality of life for all residents, businesses, and visitors to Kennedale.

As Kennedale continues to evolve, strategic planning and collaborative partnerships with groups such as the City of Arlington, Tarrant Regional Water District (TRWD), and other regional municipalities and organizations will be critical to ensuring that the city's infrastructure evolves in tandem with new developments. Prioritizing investments in existing infrastructure, updating policies, and fostering collaborative relationships will also be essential steps for the City in the coming years. Kennedale aims to sustainably meet the needs of its growing population and economy by providing reliable infrastructure, utilities, and services that span across the city.

## Prior Planning Efforts

Since the last update to the Comprehensive Plan in 2012, the City has made strides in ensuring that as Kennedale continues to grow, its valuable resources and level of service are maintained. Through various partnerships and plans, the City has worked to assess potential growth impacts and capacity maintenance in regard to utilities. The City of Kennedale is dedicated to meeting the diverse needs of its residents, property owners, businesses, and visitors by providing essential services and top-tier amenities. The City's commitment to comprehensive management is well documented within the five governance documents listed and summarized below.

### *Asset Management Plan (AMP)*

The City of Kennedale's 2014 Asset Management Plan (AMP) was created through a partnership with Public Sector Digest and the University of Texas at Arlington School of Urban and Public Affairs. The purpose of an Asset Management Plan (AMP) is to better manage city facilities and equipment by defining a community's individual infrastructure needs and developing meaningful, intelligent strategies to meet them. This information shapes the annual budgeting process by defining current needs and anticipating repairs, acquisitions, and improvements that will be necessary in the coming years. Over the years, Kennedale has utilized the AMP to access available infrastructure data to develop financial strategies throughout the life cycle of the city's infrastructure. Secondly, the AMP has allowed the Public Works Department to make data-backed decisions to optimize available funding. The implementation of the AMP has involved increased communication and collaboration across departments, which has aided in important assets continuing to function at their established levels of service without significant interruptions.

**NOTE:** All of the plans mentioned here and on page 116 have been adopted since the 2012 Comprehensive Plan. However, it is important to note that some plans may need to be updated in the coming years, depending on when the plan was adopted and other factors. For instance, the continued relevance of information in some plans, such as the 2013 Water and Wastewater Master Plan, have also been impacted by the adoption of interlocal agreements with the City of Arlington.

## Drought Contingency and Emergency Water Management Plan

The City of Kennedale adopted this plan in 2019 based upon local and regional water supply concerns. The plan was developed in accordance with Texas Commission on Environmental Quality (TCEQ) rules and requirements. TCEQ defines a drought contingency plan as “a strategy or combination of strategies for temporary supply and demand management responses to temporary and potentially recurring water supply shortages and other water supply emergencies.” The primary purposes of the plan include:

- To conserve the available water supply in times of drought and emergency
- To maintain supplies for domestic water use, sanitation, and fire protection
- To protect and preserve public health, welfare, and safety
- To minimize the adverse impacts of water supply shortages
- To minimize the adverse impacts of emergency water supply conditions

## Water and Wastewater Master Plan

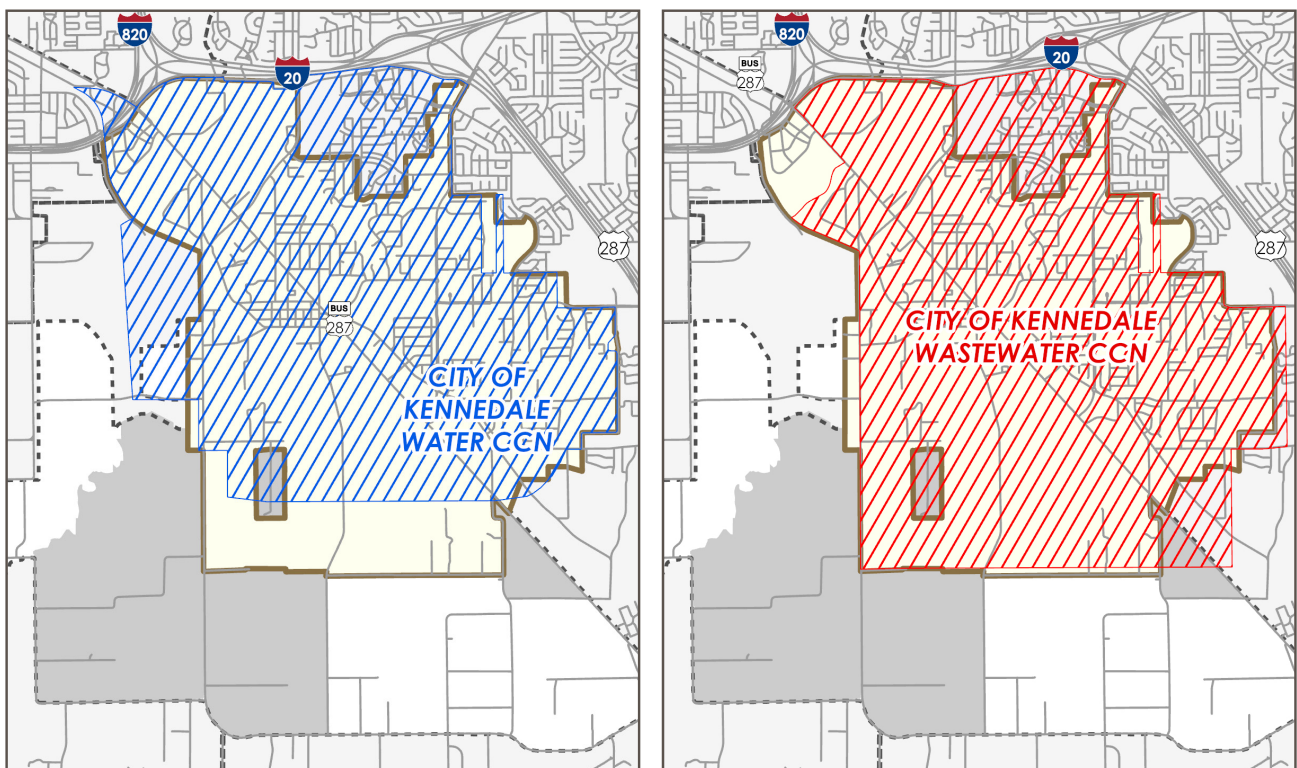
The City of Kennedale adopted a Water and Wastewater Master Plan in 2013. Since that time, the City has entered into an interlocal agreement with the City of Arlington to operate and maintain Kennedale’s water and wastewater system. Some of the information within this plan was impacted by the interlocal agreement. However, the plan still remains relevant in regards to meeting Kennedale’s water and wastewater service needs as a result of the projected population growth.

## Water Conservation Plan

In 2020, the City of Kennedale adopted a Water Conservation Plan. One of the key directives of a municipality is to manage the available water resources so that sufficient water will be available for current and future generations. Increasing population and periodic droughts highlight the importance of the efficient use of water supplies. The City consulted TCEQ guidelines and reviewed numerous water conservation programs to ensure that the

Figure 30:

### Kennedale Utility CCN Boundaries



plan is consistent with others in the North Texas area. The Texas Water Development Board (TWDB) template, guidelines, and best management practices (BMP) were all utilized in the creation of the plan. Objectives of the Water Conservation Plan are outlined below:

- Reduce water consumption from the levels that would prevail without conservation efforts
- Reduce the loss and waste of water
- Improve efficiency in the use of water
- Encourage efficient outdoor water use
- Extend the life of current water supplies by reducing the rate of growth in demand

## Water and Wastewater

Since April 2019, Arlington Water Utilities has been operating and maintaining the City of Kennedale's water distribution and sanitary sewer collection system. This regional collaboration began with a recommendation in 2017 by the Utility & Infrastructure Board and City Staff for City Council to approve two contracts, the Water Purchase Agreement and the Operations and Maintenance Agreement. These contracts initiated the purchase of water from the City of Arlington as well as Arlington's taking responsibility for the operations and maintenance of the Kennedale water and wastewater utility systems. As a part of the Water Purchase Agreement, a connection between the two systems has been established. In addition, Arlington Water Utilities provides utility billing and customer service to all Kennedale customers. As a part of the Operations and Maintenance Agreement, Arlington is responsible for routine repairs, monitoring, and operations of the water and sewer system, including water wells owned by the City of Kennedale.

**UTILITIES, INFRASTRUCTURE, AND CITY SERVICES**  
**GOAL: Kennedale will have high quality infrastructure and service provision to support residents, businesses, and institutions in the city.**

**OBJECTIVE 1: Through Capital Improvement Project (CIP) planning, provide sufficient quantity and quality of water for the existing community and to promote new development and growth.**

Strategic planning and information gathered utilizing the AMP will inform potential CIP projects. Future growth and usage should be calculated and utilized to develop a cost estimate for a 10- to 20-year Capital Improvement Plan that would allow the City to properly maintain its existing infrastructure and plan for the future in a cost-effective, efficient, and timely manner.

As Kennedale continues to grow, it will be important for the City to stay tuned-in on current Certificate of Convenience and Necessity (CCN) boundaries. A CCN grants the CCN owner (usually a municipality or special district) the exclusive right to provide retail water or sewer utility service to a specific geographic service area. Service area boundaries often follow features such as roads, rivers, streams, and political boundaries. Currently, most of the city limits and a small portion of the ETJ fall within the City of Kennedale's bounded service areas.

## Strategies

- A** Examine all long-range agreements, such as the interlocal agreement with the City of Arlington, for the procurement of water. Make sure the quantity is scalable to meet future demand by new development growth.
- B** Utilize capital improvement programming to indicate appropriate new water system updates in partnership with Arlington for the promotion of new growth and land development.
- C** In partnership with Arlington, maintain active participation with the development of properties within and adjacent to the City’s water CCN boundaries to anticipate new growth and negotiate development agreements, potential system tie-in, and construction of new mains.

### **OBJECTIVE 2:** Through Capital Improvement Project (CIP) planning, provide wastewater collection and treatment to meet all state and federal standards.

As Kennedale’s outer areas continue to develop, the service provider will depend on the location of the property and which CCN applies to that area. Therefore, as much as allowed, it may be necessary for the City to incentivize or control the location of future development since the State of Texas has begun to limit municipalities’ abilities to expand their CCN boundaries.

## Strategies

- A** Utilize capital improvement programming to indicate appropriate new wastewater system updates in partnership with Arlington for the promotion of new growth and land development.
- B** In partnership with Arlington, maintain active participation with the development of properties within and adjacent to the City’s wastewater CCN boundaries to anticipate new growth and negotiate development agreements, potential system tie-in, and construction of new mains.

### **OBJECTIVE 3:** Provide for stormwater management that prevents flooding and siltation of creeks and streams and meets all state and federal regulations.



*Stormwater infrastructure on a residential street.*

A Stormwater Management Plan is essential for safeguarding lives and properties from local and regional flood threats. FEMA continually updates floodplain data within Kennedale and Tarrant County, providing baseline riverine conditions crucial for crafting the plan. The Stormwater Management Plan typically involves assessing current drainage assets, analyzing their effectiveness, and proposing improvements. The plan could be city-wide, per drainage basin, or for particular areas.

## Strategy

- A** Develop a stormwater management plan to ensure that flooding does not occur in the city.

## **OBJECTIVE 4:** Continue to provide solid waste and recycling disposal service in the city.



*Residential trash containers on pickup day.*

The City of Kennedale currently contracts with Waste Connections to provide and manage trash and recycling services. Trash collection occurs twice a week, while recycling is collected only once. To reduce the cost for Kennedale residents disposing larger or numerous items and hazardous household waste, the City partners with the City of Fort Worth to allow one free landfill visit per year, along with a reduced cost for Kennedale residents for drop-offs at the Tarrant County Environmental Collection Center. Kennedale residents must show proof of residence (valid driver's license or current water bill) to utilize these services.

### *Strategies*

- A** Monitor the needs of the community for solid waste disposal options and act in a timely fashion to meet these needs.
- B** Promote mulching and composting of green wastes, such as leaves, tree limbs, grass clippings, brush, etc., as part of the recycling and waste minimization efforts.

## **OBJECTIVE 5:** Continue to provide police services and programs to create a safe environment for all citizens in Kennedale.

The Kennedale Police Department is officially recognized by the Texas Police Chiefs Association and is committed to providing for the safety residents in all law enforcement capacities. Crime prevention and the well-being of residents are the Department's top priorities. The Department is tasked with the following operations and/or the overseeing of:

- Animal Control
- Crime prevention
- Investigative support
- Municipal Jail
- Ensuring safety of Kennedale residents
- Police and Fire dispatch
- School Resource Officer (SRO) services



*Source: City of Kennedale*

The Police Department is dedicated to creating a high quality of life for all citizens, business owners, and visitors and strives for service delivery that meets or exceeds the criteria of the mission statement and core values detailed below.

### Mission Statement

The Kennedale Police Department believes in community-oriented policing focusing on building TRUST, INTEGRITY, and PURPOSE with the intent to positively enhance the quality of life for our citizens, business owners, and visitors. Partnerships with our stakeholders will shape the priorities of our police agency.

### Core Values

- We will treat everyone with dignity and respect
- We will be professional and progressive with a commitment to excellence
- We will be personally accountable for our actions at all times
- We will be role models for the community that we serve

### Strategies

- A** Develop and maximize the use of human resources through effective management and training. These human resources include police personnel, other governmental agencies, the private sector, and the citizens of Kennedale.
- B** Evaluate the need for additional personnel and implement procedures to select only the most qualified personnel.
- C** Update and advance technology to meet increasing challenges and legal requirements.
- D** Monitor pay for police officers and adjust as needed to attract well-qualified personnel.

### OBJECTIVE 6: Continue to provide professional Fire Department services.



Source: City of Kennedale

The Kennedale Fire Department is devoted to providing the highest quality fire rescue and emergency medical response, with an average response time of four minutes or less. The Department values and supports a strong fire, rescue, and emergency medical service (EMS) mutual-aid partnership with Mansfield, Arlington, Fort Worth, and all suburban cities in South Tarrant County. The Fire Department duties and responsibilities include:

- Emergency Medical Response
- Fire Emergencies
- Regional Hazardous Materials Response Team
- Emergency Notification System Administration
- Swift Water Rescue
- Motor Vehicle Crash Rescues

## Mission Statement

Our fire department's mission is protecting the life and property of the citizens of Kennedale through public education, fire prevention code enforcement, and the response of highly trained professional emergency response personnel.

## Vision

To be a progressive, innovative, and dynamic organization committed to excellence in delivering all its services.

## Core Values

Professionalism, Respect, Integrity, Dedication, Excellence



Source: City of Kennedale

## Strategies

- A** Assure relationships that ensure adequate fire protection facilities, equipment, and water pressure to respond to and fight a fire in any part of the community in a timely and efficient fashion.
- B** Monitor the need for additional personnel, equipment, and facilities to provide a timely response in all areas as the community increases in land area and population.
- C** Continue to upgrade the emergency medical services so as to provide the highest level of service possible to the residents of Kennedale and Tarrant County.
- D** Focus on education of the public in areas of fire prevention and accident prevention.

## OBJECTIVE 7: Explore ways to provide additional library services to residents.

The Kennedale Public Library lies within the hub of TownCenter and provides the public access to numerous books, magazines, audiobooks, newspapers, DVDs, etc. Additionally, the library allows the community access to computers with internet and other common programs. The library provides a quiet space for the community to come and take advantage of databases and online resources with information on various topics and digital tools for learning new skills, workforce development, and college and adult education. Through its programming, the library provides opportunities for socializing and learning for community members of all ages with events such as Storytime, LEGO club, Babygarten, STEM Club, and Healthy Carbohydrates.



Source: City of Kennedale

## Mission Statement

The Kennedale Public Library serves as a thriving community center that provides access to information and resources to educate, empower, enrich, and welcome our community.

## Vision

The Kennedale Public Library connects the community with library services for personal enjoyment, growth, and enrichment through:

- diverse resources in multiple and accessible formats,
- innovative programs and technology that increase knowledge, awareness, and quality of life for all members of the community,
- support for local educational programs and self-directed, lifelong learning opportunities,
- community gathering spaces,
- and the preservation of local history.

## Goals

- Provide superior customer service to all library users.
- Be the first choice for information needs.
- Anticipate and meet changing community needs.
- Guarantee equitable access to Library resources and services.
- Be a strong and effective partner in the community.

## Strategies

- A** Consider expanding library programs and facility as the community continues to grow.
- B** Continue to explore growing the library's online resources and digital material.

## **OBJECTIVE 8:** Explore ways to provide additional broadband fiber optic services to the community.

In today's digital world, high-speed fiber internet is now considered an essential part of infrastructure, for both the public and private sectors. Lack of internet is seen as a barrier to economic competitiveness and being able to fully participate in modern life. It has become popular to use private public partnerships to bring in technology, such as fiber infrastructure, which is often too expensive for local governments alone. Having high-speed fiber internet is crucial for economic growth, and investment in its expansion is beneficial to both the public and private sectors. Investment in fiber infrastructure benefits the community in multiple ways including job creation and tax revenues.

## Strategies

- A** Identify areas that lack broadband fiber and pursue partnerships with developers and service providers to make needed upgrades to increase capacity.
- B** Coordinate amongst City departments to obtain the necessary regulatory documentation needed to construct new fiber or broadband infrastructure including franchises for fiber/ broadband providers, fiber optic right-of-way agreements, and land lease agreements.
- C** To encourage new fiber network investments, Kennedale should maximize new internet infrastructure by encouraging multiple fiber or broadband internet operators to be located on new infrastructure. The City should investigate what assets it may maintain that could increase the location of fiber deployment.

## **OBJECTIVE 9:** Continue to provide City administrative services from City Hall.

Kennedale City Hall is located at 405 Municipal Drive within the heart of the community in TownCenter and is surrounded by other municipal buildings such as the Library, Senior Citizens Center, and Police Department. City Hall houses the majority of the City's departments and also includes sub-facilities including conference rooms, Council/Court Chambers, and a jury room.



Source: City of Kennedale

### *Strategies*

- A** Conduct a facilities demand study based on future human resource budget for operational office space needs.
- B** Keep the City Hall building in a good state of repair so that it continues to be an asset and an example of good stewardship for the community.

## **OBJECTIVE 10:** Practice good stewardship of all City-owned properties.

The city owns several properties used for city functions and by the community. In order to provide for future use, maintenance is key. As new buildings and facilities are constructed some of the properties may become vacant or have no programmed use. Maintaining a bank of properties may be important to prevent the need to purchase new properties in the future.

### *Strategies*

- A** Assure that City-owned property is adequately maintained and landscaped.
- B** Dispose of public property which has no foreseeable use or which other types of development could better utilize.

**OBJECTIVE 11:** Evaluate the feasibility of adopting a FEMA-approved local hazard mitigation plan that would make the City eligible for funding through the Texas Division of Emergency Management (TDEM) and other regional, state, and federal grants.

The occurrence of dangers and natural disasters are impossible to prevent, and often difficult to predict. They can cause destruction, monetary loss, and emotional distress to all those involved. The City of Kennedale can provide safety and reassurance to the community by executing strategic preventative measures and by having an established local plan for mitigating potential hazards and risks. Effective risk management is imperative for minimizing the impact of disasters and maximizing community resiliency. Risk factors change constantly and can create vulnerability to growing communities, so it is imperative to continually monitor and improve emergency response programs, facilities, staffing, and protocol.

The Hazard Mitigation Section of TDEM supports Texas communities as they reduce their risk and increase their resilience. The Section provides a comprehensive program to support local jurisdictions as they assess the risks they face, plan to mitigate them, and fund those plans to implement mitigation projects that reduce risk across the state. As Kennedale evaluates and undergoes the process of drafting their Mitigation Plan, TDEM can serve as a resource by reviewing the local documents and providing feedback to help ensure that the plans are ultimately approved by FEMA. A FEMA-approved Local Hazard Mitigation Plan is a requirement for eligibility under FEMA grants, including the Hazard Mitigation Grant Program (HMGP) and the Building Resilient Infrastructure and Communities (BRIC) grants program. (See Figure 31 for an overview of the HMGP grant process.) In addition, the City may be eligible for CDBG-MIT funds administered by the Department of Housing and Urban Development (HUD) and implemented through the Texas General Land Office. The Local Hazard Mitigation Plans Program (LHMPP) assists eligible entities through providing grants to develop or update local hazard mitigation plans, or to provide cost share for hazard mitigation planning activities funded through other federal sources.

The hazard mitigation plan can be developed in partnership with local organizations such as NCTCOG in coordination with City staff, and Tarrant County. The purpose of a local hazard mitigation Plan is to identify natural hazards that threaten life, property, and the economy, while proposing actions to mitigate these hazards. The City can enhance its safety and mitigation protocol by understanding concepts from the plan and implement mitigation action items prioritized based on the potential risks found during the planning process. Addressing high priority items can ensure the City is prepared and protected for high-risk hazards and the community is safe from potential threats and disasters.

Figure 31:

**Hazard Mitigation Grant Program Funding Process**



Source: Texas Division of Emergency Management

## Strategies

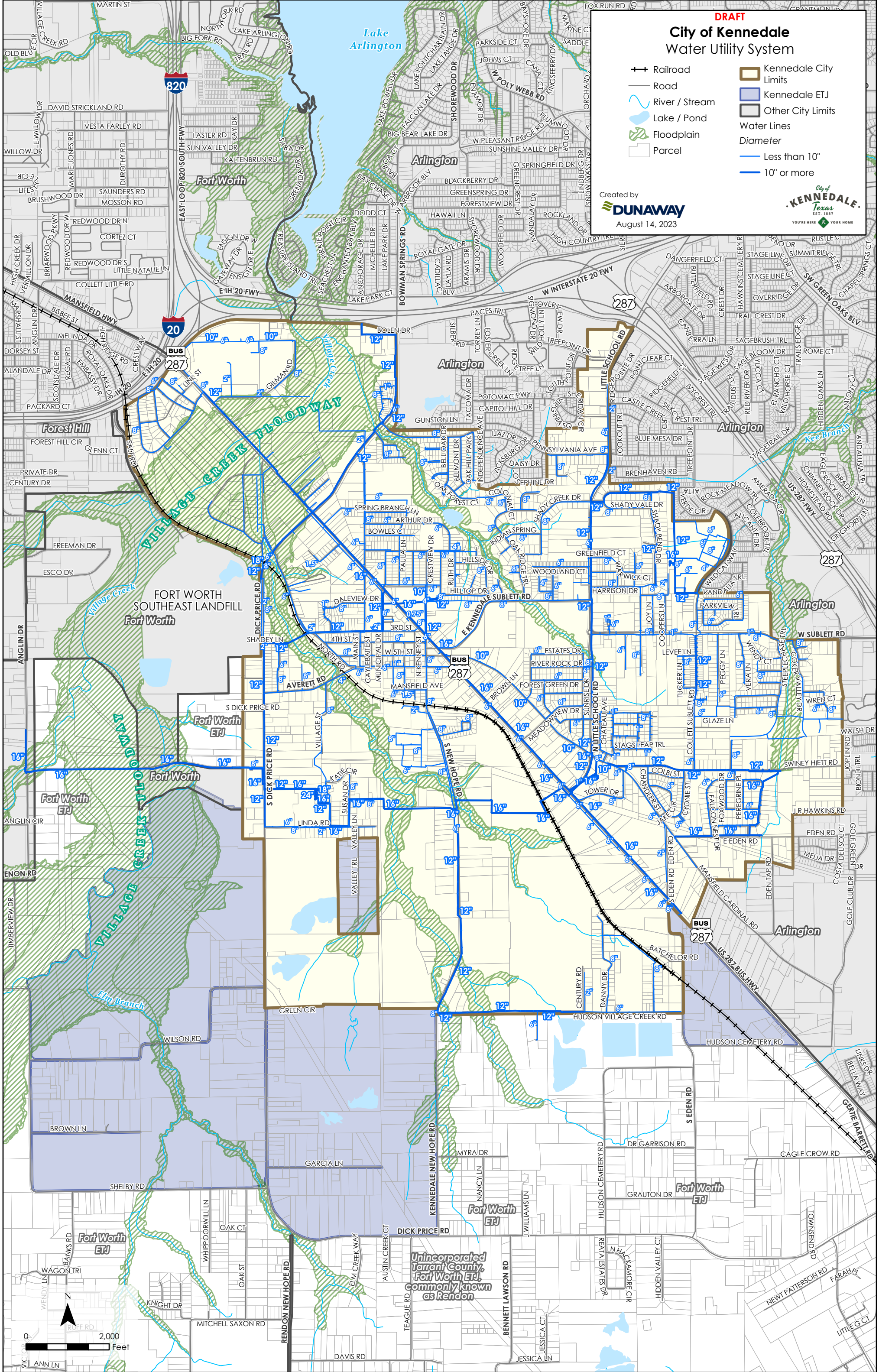
- A** Work with the North Central Texas Council of Governments (NCTCOG), City staff, and Tarrant County to evaluate the feasibility of and recommended steps to developing a local hazard mitigation plan.
- B** Ensure that the City meets the eligibility criteria for the Local Hazard Mitigation Plans Program (LHMPP) and began the application process.
- C** Partner with the Texas Division of Emergency Management (TDEM) Regional Section Chief to request training and resources available through TDEM to support the City in its development of a high-quality local hazard mitigation plan.

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**DRAFT**  
**City of Kennedale**  
**Water Utility System**

- Railroad
- Road
- River / Stream
- Lake / Pond
- Floodplain
- Parcel
- Kennedale City Limits
- Kennedale ETJ
- Other City Limits
- Water Lines**
- Diameter**
- Less than 10"
- 10" or more

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 August 14, 2023



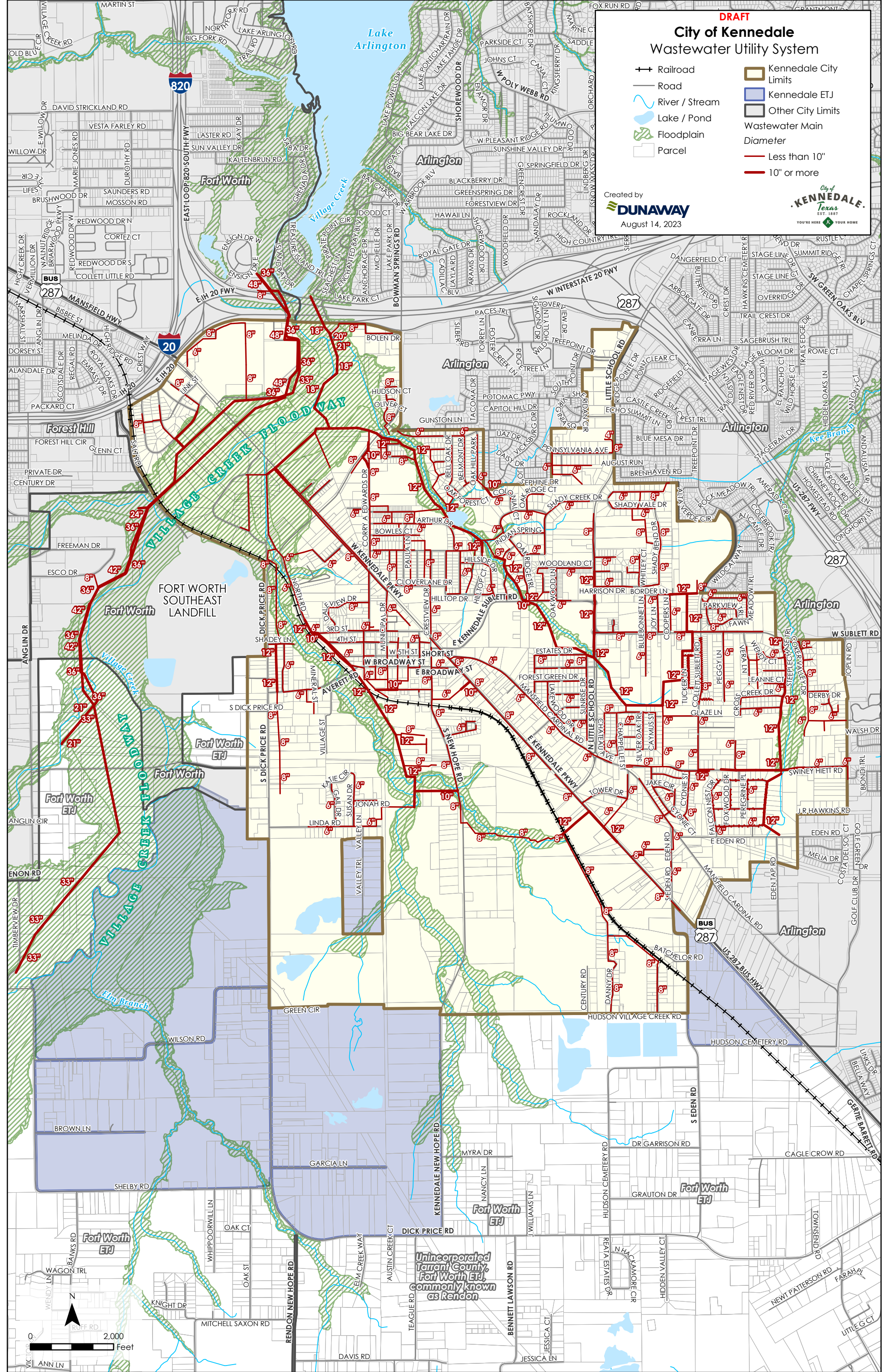
Unincorporated Tarrant County, Fort Worth ETJ, commonly known as Rendon

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**DRAFT**  
**City of Kennedale**  
**Wastewater Utility System**

- Railroad
- Road
- River / Stream
- Lake / Pond
- Floodplain
- Parcel
- Kennedale City Limits
- Kennedale ETJ
- Other City Limits
- Wastewater Main
- Diameter**
- Less than 10"
- 10" or more

Created by  
**DUNAWAY**  
 August 14, 2023



Unincorporated  
 Tarrant County,  
 Fort Worth ETJ,  
 commonly known  
 as Rendon

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*Chapter 10:*  
**IMPLEMENTATION  
SUMMARY**



*Art in the Park Festival, 2013*  
Source: City of Kennedale

The Kennedale Comprehensive Plan provides information about the city and a list of goals, objectives, and strategies to achieve its vision. Creating a plan can provide for the protection of private property and ensures future development occurs in a coordinated and organized manner consistent with the Plan. Based on this Plan, decisions will be made that will influence many aspects of the city's built and social environments. The Plan can provide a very important tool for City staff to communicate with property owners and new development in the community.

Implementation of plans and policies takes place in many ways. Voluntary measures, staffing, capital improvements, regulations, consistent application of policy, and overall budgetary support represent the ways most localities implement their plans. The strategies in each chapter of the Plan are recommendations which utilize different tools available to Texas cities. Each tool is described in more detail below.

## Voluntary Measures

The largest role in implementation occurs by residents and property owners. They make conscious decisions related to where they live, what programs they financially support, which businesses they frequent, and what changes they make to land they own or on which they reside. They can develop habits such as recycling, water conservation, carpooling, and lower energy consumption that will ultimately have an effect on landfill costs and the environment. When residents support local businesses, local dollars go back into Kennedale's economy.

Land developers also play a part in the implementation of the City's Comprehensive Plan. For example, when developers adhere to best management practices for water quality, they help the environment. When developers make conscious decisions to respond to recommendations and requests by staff and property owners, they help to implement the Plan.

Through partnering with the City on several levels, various area organizations also help to implement the Comprehensive Plan. Through these partnerships, both parties complete work that helps to further individual goals. For instance, the City can partner with a local housing nonprofit on a new multifamily development by providing a portion of necessary funding, assisting with grant applications, or helping with placement of qualified residents. By working together, a considerable amount of work is lessened by shared responsibility and participation.

## Regulatory Measures (Unified Development Code)

Implementation sometimes requires more than voluntary action and regulatory measures must be taken. Many of these regulatory measures have been in place for decades, such as state and local building codes and floodplain protection. Two key sets of measures are zoning and subdivision regulations, both found in Kennedale's Unified Development Code (UDC). The UDC is a comprehensive ordinance that is used as the primary guide for development and incorporates procedures, standards, and regulations for zoning, land use, review, and subdivision design and development.

### *Zoning Regulations*

The use of zoning within the UDC is an implementation tool used to ensure that activities in a community are properly located in relation to each other. Zoning also attempts to provide for residential density where houses and residents can be adequately served by roads, schools, and utilities. The UDC places other controls on development to protect the health, safety, and general welfare of city residents. Zoning is intended to ensure light, air, and compatibility of uses and to provide regulations for land use, building use, building heights, and setbacks. It ensures safety and uniformity of site development. Zoning use and development regulations only apply to properties within the city limits. Future decisions about zoning changes to the UDC should be compatible with

the vision and goals of this Comprehensive Plan. However, a comprehensive plan does not constitute zoning regulations or establish zoning district boundaries. Zoning districts do not have to be identical to what is shown in the future land use map for a particular area.

### Subdivision Regulations

Subdivision regulations within the UDC set the parameters for physical development, such as the creation of lots and blocks and dedication of public street right-of-way. Subdividing is the process of splitting a parcel of land into two or more parcels. This process is regulated to make sure the pattern of development recommended in the Comprehensive Plan actually occurs. During the subdivision process, streets and blocks are surveyed and designed to adequately support expected uses and forms of development. Lot size is largely determined by zoning, but the shape, location, ability to be served by utilities, drainage improvements such as storm sewers, and construction of sidewalks occur through application of subdivision regulations layout in the UDC. It is through the subdivision regulations that these infrastructure improvements are required to be constructed by a developer and dedicated to the City for public use and maintenance. It can also incorporate park dedication policies.



*Subdivision regulations help ensure new developments have adequate infrastructure, such as sidewalks, to support expected uses.*

As mentioned above, other measures include floodplain protection and building codes. State stormwater regulations, TxDOT road requirements, and other engineering requirements ensure safe and orderly development. Subdivision regulations apply to all properties within the Kennedale city limits and may be applied to the ETJ.

## Consistent Application of Policies

Consistent application of City policies protects the integrity of the Comprehensive Plan. The Comprehensive Plan is like a muscle in the body – the more it is exercised, the stronger it becomes. Regular use of the Comprehensive Plan in decision making provides the City Council with strong legal backing. It also sends a message to residents and future developers that the vision for Kennedale is not a lofty thought, but an expected reality.

## Funding

One of the most important ways the City implements its plan is through funding staff and programs, construction, and maintenance. City revenues come from property taxes, sales taxes, permits, fees and licenses, and funding from the state or federal government.

### Capital Improvements Program

CIP is the way in which the City determines, schedules, and prioritizes major public facilities and services needed to implement the Comprehensive Plan. This program is critical to the success of implementing the Plan.

### State and Federal Funds

While both state and federal governmental financial support for localities has diminished over time, these sources of funding still provide for programs. Through a wide variety of grant making programs, many governmental agencies assist the City in work related to achieving the Comprehensive Plan goals. For instance, the federal Department of Housing and Urban Development provides programs to help with housing and recreation for low-income facilities. However, federal and state funds are expected to continue diminishing over time.

## Bonds

Many communities issue bonds to help fund infrastructure improvements. High bond ratings are important for cities to create more ease in issuing bonds for funding.

## Grants

There are many non-governmental or semi-governmental grant programs for the enhancement of city facilities. An example is the Rails-to-Trails program. Independently funded through donations and a foundation, the program assists communities in small trail projects which can utilize excess railroad rights-of-way.

## Maps and Mapping Tools

Maps are tools that can be used to help implement the Comprehensive Plan. The Federal Emergency Management Administration (FEMA) floodplain maps are used by most localities to help prevent flood damage to life and property. They are essential to helping property owners know when flood insurance is required. They also help the City identify where land development should and should not take place.



*FEMA's National Flood Hazard Layer helps identify which properties fall within the floodplain.*

## Strategic Planning

Strategic planning is a tool that helps decision makers prioritize projects and spending. An update to the City's Strategic Plan is recommended upon the development of the Comprehensive Plan to make objectives and strategies a reality. Strategic plans provide a specific roadmap for implementation to occur during real time. An updated strategic plan for the City of Kennedale will ensure that progress is made in a regular and orderly fashion that can respond to changes in priorities and the funding environment.

*The following pages include the Implementation Summary table, containing the goals, objectives, and strategies from earlier chapters of this Plan.*

Goal	Objective	Strategy	Timeframe	Responsibility*					
				City Staff	P&Z	CC	KEDC	Public Works	Other
<b>GROWTH MANAGEMENT GOAL:</b> Kennedale will have residential, commercial, and employment growth while retaining its safe, community feel.	<b>Objective 1:</b> Encourage a mix of single family residential units and appropriately located and designed medium- to higher-density units according to the Future Land Use Plan. (p. 40)	a. Modify the development code for clarity of design standards for all levels of housing density. Setback distances, street widths, and the transitional environment from industrial to commercial to residential will be prioritized.	1-3 Years	•	•	•			
		b. Enact City-initiated proactive zoning processes to encourage the development pattern as recognized in the Future Land Use Plan.	1-3 Years	•	•	•			
		c. Locate housing and office uses in and around transit-oriented areas to create a vibrant day and evening environment that supports the businesses and retail stores in the area.	3-10 Years	•	•	•			
	<b>Objective 2:</b> Increase the number of commercial and retail uses to provide more shopping opportunities for residents, visitors, and employees. (p. 41)	a. Encourage greater selectivity in the type of non-residential uses that locate in Kennedale through the provision of design guidelines and the permitted use table of the development code.	1-3 Years	•	•	•			
		b. The non-residential development should emphasize locally-serving use types to include grocery, coffee shops, full-service restaurants, family friendly entertainment activities.	1-3 Years	•	•	•	•		
		c. Encourage the use of infill development through the potential relaxation of development fees or other associated costs in agreement with the specifically encouraged development.	3-5 Years	•	•	•	•		
	<b>Objective 3:</b> Manage industrial development in Kennedale through zoning and design regulations. (p. 41)	a. Modify use types in the development code to focus on suburban friendly levels of nuisance and location.	1-3 Years	•	•	•			
		b. Hold necessary uses, such as auto-related uses, to a higher standard of design and operation, including requirements that all work to be interior to a building; no outside storage of vehicles under repair; and parts and accessories for sale will be stored at all times interior to the building.	1-3 Years	•	•	•			
		c. Additional screening for undesirable uses and parking areas should be required.	1-3 Years	•	•	•			

\* P&Z - Planning & Zoning Commission | CC - City Council | KEDC - Kennedale Economic Development Corporation

Goal	Objective	Strategy	Timeframe	Responsibility*						
				City Staff	P&Z	CC	KEDC	Public Works	Other	
<b>GROWTH MANAGEMENT GOAL</b> (continued)	<b>Objective 4:</b> Continue to foster strong relationships with Tarrant County, Kennedale ISD, neighboring cities, and the Texas Department of Transportation (TxDOT) in order to manage road networks within the city for the most efficient growth patterns. (p. 42)	a. Investigate funding sources to assist the City of Arlington to increase capacity in the Kennedale Collaborative effort on water delivery to the City of Kennedale.	3-5 Years	•	•	•		•	COAU,	
		b. Work with TxDOT to prioritize additional sidewalk improvements on state-funded roadways.	3-10 Years	•	•	•		•	TxDOT	
<b>FUTURE LAND USE GOAL:</b> Kennedale will have safe and convenient places to live, work, worship, and play.	<b>Objective 1:</b> Develop land in accordance with the Future Land Use Plan. (p. 57)	a. Work with property owners to encourage the consolidation and assembly of sites to allow site development that will meet the City's requirements for parking and stormwater management.	3-10 Years	•	•	•		•	Property Owners	
		b. When greenfield development is considered, it should be done in a way that does not dilute services or add to the City's resource challenges or infrastructure. The City should ask for a traffic impact analysis and adequate public facilities study prior to consideration of planned development zoning.	1-3 Years	•	•	•				
	<b>Objective 2:</b> Redevelop TownCenter and the surrounding areas including Old Town and property along Kennedale Parkway (BUS 287) to include more retail opportunities. (p. 57)	a. Apply an infill or redevelopment overlay or other zoning districts to targeted revitalization areas. These often address dimensional and design requirements, adaptive reuse of existing buildings, demolition of existing structures, new development of individual buildings, and coordinated redevelopment or new development of multiple structures.	3-5 Years	•	•	•			TDD	
		b. Simplify and streamline permitting processes for these projects to further increase their attractiveness to developers.	3-5 Years	•	•	•			TDD	
	c. Offer a range of development incentives to encourage parcel consolidation. These incentives are usually offered within mixed use or planned development districts in exchange for lot consolidation or site assembly that creates a larger parcel.	5-10 Years	•	•	•			TDD		

\* P&Z - Planning & Zoning Commission | CC - City Council | KEDC - Kennedale Economic Development Corporation | TxDOT - Texas Department of Transportation | COAU - City of Arlington Utilities | TDD - TownCenter Development District

Goal	Objective	Strategy	Timeframe	Responsibility*						
				City Staff	P&Z	CC	KEDC	Public Works	Other	
<b>FUTURE LAND USE GOAL</b> (continued)	<b>Objective 3:</b> Redevelop the area south of the intersection of Interstate 20 and BUS 287 (Oakcrest Neighborhood) as an employment center coupled with transit-oriented design. (p. 58)	<b>a.</b> Work with the salvage yard ownership for the redevelopment of the properties west of BUS 287, initiating programs for environmental clean-up and returning properties to usable floodplain.	5-10 Years	•	•	•				
		<b>b.</b> Continue to work with North Central Texas Council of Governments (NCTCOG) on development of a Transit-Oriented Development (TOD) adjacent to the railroad.	5-10 Years	•	•	•			NCTCOG	
		<b>c.</b> Transition zoning to allow redevelopment of this area for transit density housing and employment.	3-5 Years	•	•	•				
	<b>Objective 4:</b> Ensure all new development is compatible with existing neighborhoods through density gradients and design. (p. 58)	<b>a.</b> New development should be based on standards intended to create community and connectivity. Higher development costs should be offset through corresponding economic development incentives or capital improvements such as water/wastewater or roadway capacity increases.	1-3 Years	•	•	•				
		<b>b.</b> Development regulations contained within the Unified Development Code should be revised to place a greater balance between the market and urban design.	1-3 Years	•	•	•				
		<b>c.</b> Visual quality objectives and a healthy business environment should not be considered mutually exclusive. Urban design should be incorporated into private development plans early in the development process.	1-3 Years	•	•	•				
		<b>d.</b> The impact of public features such as signage, utility locations, valve boxes, utility risers, solid waste containers, sidewalks, landscaping, lighting, drainage, and topography should be recognized as important factors in affecting community appearance and effects on neighboring property.	1-3 Years	•	•	•				

\* P&Z - Planning & Zoning Commission | CC - City Council | KEDC - Kennedale Economic Development Corporation | NCTCOG- North Central Texas Council of Governments

Goal	Objective	Strategy	Timeframe	Responsibility*						
				City Staff	P&Z	CC	KEDC	Public Works	Other	
<b>TRANSPORTATION GOAL:</b> Kennedale will have a transportation network which meets basic needs for movement, access, safety, and reasonably rapid travel for people and goods through and within the city.	<b>Objective 1:</b> Use concepts for Context Sensitive Design when improving existing streets and building new streets, interconnections, and sidewalks. (p. 68)	<b>a.</b> Work with TxDOT and Kennedale ISD for a crosswalk solution across Kennedale Parkway at the TownCenter to increase safety and connectivity between city facilities, the elementary school, and adjacent properties.	3-5 Years	•	•	•		•	TxDOT, KISD	
		<b>b.</b> Reserve the required right-of-way for transportation corridors.	1-3 Years	•	•	•		•		
		<b>c.</b> Integrate all modes of transportation.	5-10 Years	•	•	•				
		<b>d.</b> Implement cross sections that reflect the adjacent land use context.	3-5 Years	•	•	•		•		
	<b>Objective 2:</b> Fund and build improvements to existing streets as shown on the Thoroughfare Plan. (p. 70)	<b>a.</b> Continue to fund improvements through the City's Capital Improvement Program (CIP) and available grants and loans.	1-3 Years	•				•		
		<b>b.</b> Continue to utilize a pavement management system, which extends existing roadway life, and manage the CIP for roadway repair and replacement.	5-10 Years	•				•		
		<b>c.</b> Coordinate with TxDOT, Tarrant County, and NCTCOG to address long-range transportation needs.	1-3 Years	•				•	TxDOT, NCTCOG, Tarrant County	
		<b>d.</b> Organize an access management system for all new development on major arterials through the city. Access management should be designed to provide fewer drive approaches and consolidation of cross access to multiple properties to increase the efficiency of arterial capacity.	1-3 Years	•				•		
	<b>Objective 3:</b> Require developers to dedicate right-of-way and construct collector and arterial streets as shown on the Master Thoroughfare Plan. (p. 71)		1-3 Years	•				•	Devel- opers	

\* P&Z - Planning & Zoning Commission | CC - City Council | KE DC - Kennedale Economic Development Corporation | TxDOT - Texas Department of Transportation | KISD - Kennedale Independent School District | NCTCOG - North Central Texas Council of Governments

Goal	Objective	Strategy	Timeframe	Responsibility*						
				City Staff	P&Z	CC	KEDC	Public Works	Other	
TRANSPORTATION GOAL (continued)	<b>Objective 4:</b> Make important interconnections of streets to activity centers. (p. 72)	a. Minimize use of cul-de-sacs in new neighborhoods so that emergency services can be provided as quickly as possible when needed.	1-3 Years	•						Devel- opers
		b. Design rights-of-way on new neighborhoods to provide a permeable but not strictly gridded network of streets. This allows a spreading of traffic for new neighborhoods and reduces congestion on pinch points on arterials and collectors.	1-3 Years					•	Devel- opers	
	<b>Objective 5:</b> Improve existing sidewalks and construct new sidewalks for pedestrian access and citizen health. (p. 73)	a. Develop and implement a wayfinding strategy.	1-3 Years	•	•	•	•			
		b. Develop and implement an ADA (Americans with Disabilities Act) compliance transition plan.	5-10 Years	•				•		
		c. Fund and build sidewalks to help create an interconnected sidewalk system throughout the city.	5-7 Years	•				•		
		d. When designing new sidewalks along existing streets, recognize that right-of-way may not be sufficient for the ideal street cross-section shown in the typical street section examples. In these circumstances, provide the widest sidewalk possible for pedestrians.	1-3 Years	•				•		
	<b>Objective 6:</b> Evaluate flood plains for the construction of multi-purpose trails. (p. 74)	a. Discourage and/or prevent construction of permanent structures in the floodplain to help protect property and environmental quality.	1-3 Years	•						
		b. Encourage the siting of trails based on natural topography of slope to ensure the lowest impact of the existing conditions by trail construction.	1-3 Years	•						
		c. Look at opportunities to construct trails within floodplain areas which are grade separated from high-capacity roads.	5-7 Years	•					TxDOT, Tarrant County	
		d. Examine opportunities in new developments where natural connections can be made to trails through floodplain corridors connecting each neighborhood to another. Plan into the design of new neighborhoods trailhead connections to the citywide trail system.	1-3 Years	•					Devel- opers	

\* P&Z - Planning & Zoning Commission | CC - City Council | KEDC - Kennedale Economic Development Corporation | TxDOT- Texas Department of Transportation

Goal	Objective	Strategy	Timeframe	Responsibility*						
				City Staff	P&Z	CC	KEDC	Public Works	Other	
<b>ECONOMIC DEVELOPMENT GOAL:</b> Kennedale will have a strong and resilient economic base.	<b>Objective 1:</b> Continue to capitalize on a strong industrial employment workforce to leverage demand for more destination-based retail and restaurant opportunities. (p. 83)	<b>a.</b> Kennedale will continue to develop relationships with local economic partners, including but not limited to local business owners and developers, Kennedale Economic Development Corporation, Kennedale Area Chamber of Commerce, and TownCenter Development District (TDD), through continued communication and coordination. This process should include the regular sharing of quarterly reports and statistics.	1-3 Years	•			•			KACC TDD
		<b>b.</b> Continue to focus capital improvements and community improvement funds on established catalyst sites, including the TownCenter and the two areas that have been identified by the community to support potential Transit-Oriented Development (TOD): one along Interstate 20 and US 287 known as the Oakcrest Neighborhood, and another between New Hope Road and Kennedale Parkway.	5-10 Years	•	•	•	•			TDD
		<b>c.</b> Collaborate with local economic partners like the Kennedale Economic Development Corporation and the Kennedale Area Chamber of Commerce to shine a spotlight on various local businesses. By showcasing local talent and services, the City will encourage residents to patronize these establishments, fostering a thriving economy within the community and preventing its leakage to neighboring areas.	1-3 Years	•			•			KACC TDD
		<b>d.</b> Conduct an in-depth review of current business incentives. During the review process, analyze best practices from peer communities in Texas and make updates to Kennedale’s incentive list if necessary.	3-5 Years	•			•			KACC
		<b>e.</b> Create materials that can be advertised on the City’s website or through physical handouts that clearly communicate processes and policies for economic development incentives to potential businesses and developers.	1-3 Years	•			•			
		<b>f.</b> Work to attract predominantly convenience-based Class A retail spaces along BUS 287 Commercial Area.	5-7 Years	•				•		

\* P&Z - Planning & Zoning Commission | CC - City Council | KEDC - Kennedale Economic Development Corporation | TDD - TownCenter Development District | KACC- Kennedale Area Chamber of Commerce

Goal	Objective	Strategy	Timeframe	Responsibility*					
				City Staff	P&Z	CC	KEDC	Public Works	Other
<b>ECONOMIC DEVELOPMENT GOAL</b> (continued)	<b>Objective 2:</b> Create a catalyst project at the TownCenter to assist in improving the core of the community. (p. 85)	<b>a.</b> Form a taskforce headed by the TownCenter Development District (TDD) Board, comprising of representatives from community organizations, businesses, and residents to identify focus areas of the catalyst project such as: improving infrastructure, enhancing public spaces, boosting economic activity, and expanding events and programming.	3-5 Years	•			•		TDD, KACC
		<b>b.</b> Foster collaboration between public and private sectors to pool resources and expertise.	3-5 Years	•			•		TDD, KACC
		<b>c.</b> Prioritize pedestrian/bike crossings along Kennedale Parkway and the designation of bike/pedestrian routes that connect TownCenter with the existing park system and the areas identified by the city for Transit-Oriented Development.	3-5 Years	•				•	TDD, TxDOT
		<b>d.</b> Encourage the development of cultural and artistic initiatives as a part of the catalyst project, to continue to add vibrancy to the TownCenter.	3-5 Years	•			•		KACC
	<b>Objective 3:</b> Consider how the branding of the City may bring economic development and improve wayfinding signs in the community. (p. 86)	<b>a.</b> Focus on signage at the key intersections of major arterial roads, such as Bowman Springs Road, Dick Price Road, and New Hope Road.	1-5 Years	•			•	•	TxDOT
		<b>b.</b> Place gateway signs at the primary entry points to the city via BUS 287, such as the I-20 exit onto Kennedale Pkwy. Ideally these would be placed near the corners of the roadways but far enough to reduce the likelihood of being hit by errant traffic.	5-7 Years	•			•	•	TxDOT
		<b>c.</b> Provide improved wayfinding directions to TownCenter. These signs should provide directional arrows.	3-5 Years	•			•		TDD
		<b>d.</b> Develop a design plan for public lighting, median design, signage, and landscaping along the BUS 287 Corridor that can be implemented in focused areas over time.	3-10 Years	•			•	•	

\* P&Z - Planning & Zoning Commission | CC - City Council | KEDC - Kennedale Economic Development Corporation | KEDC - Kennedale Economic Development Corporation | TxDOT- Texas Department of Transportation| TDD -TownCenter Development District

Goal	Objective	Strategy	Timeframe	Responsibility*						
				City Staff	P&Z	CC	KEDC	Public Works	Other	
<b>ECONOMIC DEVELOPMENT GOAL</b> (continued)	<b>Objective 4:</b> Encourage the development of the community as a social center for recreation through marketing of events. (p. 88)	a. Explore the feasibility of creating a Parks and Recreation Coordinator position to promote and lead City events, and further recreational programming within the community.	5-7 Years	•						P&RB
		b. Host seasonal recreational events that rotate between the city's parks and recreational facilities.	1-3 Years	•						P&RD
		c. Partner with the community's recreational organizations, such as Kennedale Youth, to better promote community events and participation.	1-3 Years	•						P&RD
		d. Collaborate with the Kennedale Economic Development Corporation (KEDC) to actively engage developers and businesses in the transformation of the Bowman Spring Road Corridor into a vibrant, family-oriented recreational destination hub.	3-10 Years	•			•			
<b>HOUSING GOAL:</b> Kennedale will have a variety of housing types available to all incomes. All housing will be safe and decent for residents.	<b>Objective 1:</b> Promote development of housing types: single family detached units, townhouses, and apartments should be located where appropriate and designed well. (p. 95)	a. Support development of new areas for attached housing, townhouses, and mixed-use housing where there is access to existing or planned utility services, transportation capacity, jobs, and retail. These can be found within medium-density, high-density, or TOD areas.	1-3 Years	•	•	•				
		b. To the extent possible, allow for a mixture of housing types within larger neighborhoods to support a variety of age groups and income levels.	1-3 Years	•	•	•				
		c. Promote the replatting of lots to make sure that housing meets minimum lot standards for zoning districts.	1-3 Years	•	•	•				

\* P&Z - Planning & Zoning Commission | CC - City Council | KEDC - Kennedale Economic Development Corporation | P&RB - Parks & Recreation Board

Goal	Objective	Strategy	Timeframe	Responsibility*						
				City Staff	P&Z	CC	KEDC	Public Works	Other	
HOUSING GOAL (continued)	Objective 2: Maintain and improve the existing housing stock. (p. 96)	a. Expand programs to maintain the existing housing stock such as those offered by Habitat for Humanity and other organizations and agencies.	1-3 Years	•	•	•				
		b. Use the development review process to evaluate private projects and their contributions to urban design.	1-3 Years	•	•	•				
		c. Align zoning and future land use allocation to ensure housing is located where it can be served by infrastructure without creating a burden on city services.	1-3 Years	•	•	•				
	Objective 3: Develop greater opportunities for senior housing and age-restricted housing. (p. 96)	a. Develop zoning land use categories and design standards for age-restricted and assisted living development within medium- and high-density zoning districts.	1-3 Years	•	•	•				
		b. Support the nonprofit community in creating housing opportunities for seniors and people with disabilities.	1-3 Years	•	•	•				
		c. Negotiation with developers through development agreements and the creation of planned developments can provide opportunities to include various housing options.	1-3 Years	•	•	•			Deve- lopers	
PARKS, RECREATION, AND OPEN SPACE GOAL	Objective 1: Assess the community needs and desires for improvement of existing passive and active parks in a tiered park system located throughout the community. (p. 106)	a. In 2026, update the existing Parks, Recreation & Open Space Master Plan, and apply for a Texas Parks & Wildlife parks grant.	1-3 Years	•	•	•			P&RB	
		b. Continue to work with the National Park Service (NPS) and UTA Masters of City and Regional Planning program to implement the Kennedale Greenways Plan.	3-10 Years	•	•	•			NPS, UTA	

\* P&Z - Planning & Zoning Commission | CC - City Council | KEDC - Kennedale Economic Development Corporation | P&RB- Parks & Recreation Board | NPS - National Park Service | UTA - University of Texas at Arlington

Goal	Objective	Strategy	Timeframe	Responsibility*						
				City Staff	P&Z	CC	KEDC	Public Works	Other	
<b>PARKS, RECREATION, AND OPEN SPACE GOAL:</b> Kennedale will have excellent parks and recreational areas and preserve important natural resources.	<b>Objective 1:</b> Assess the community needs and desires for improvement of existing passive and active parks in a tiered park system located throughout the community. (p. 106) <i>(continued)</i>	<b>c.</b> Parks and open spaces may be located in or adjacent to floodplains, where possible, to aid in floodplain conservation efforts and to enhance recreational opportunities. Such areas may be developed with recreation facilities or set aside as open space to preserve sensitive areas. Use of floodplains should be an amenity to the parks system and be considered as an option, not as the primary source of parkland.	5-7 Years	•	•	•				P&RB
		<b>d.</b> The City should acquire and develop parks in combination with other public facilities to provide the most cost-effective public services. Park property could be developed jointly with new schools, stormwater detention basins, drainage channels, or new city facilities. This strategy should not contradict the spatial distribution objective of parks and recreation facilities to be located throughout the community.	5-7 Years	•	•	•				P&RB
	<b>Objective 2:</b> Protect the floodplain for property preservation, water and environmental quality, and the inclusion of a trail system. (p. 107)	<b>a.</b> Discourage and/or prevent construction of permanent structures in the floodplain or reducing the size of natural floodplain by engineering and construction to help protect lives and property.	1-3 Years	•	•	•				
		<b>b.</b> Encourage planting of trees and shrubs in the floodplain (but not in floodway) to help improve water quality.	1-3 Years	•	•	•				
	<b>Objective 3:</b> Influence new development in providing public spaces in addition to private amenity centers. (p. 108)	<b>a.</b> Develop multi-use trails to meet high demand for recreation and connectivity in the community.	5-7 Years	•	•	•				P&RB
		<b>b.</b> Develop additional nature areas, picnic/pavilion facilities, a community garden, and a dog park.	5-7 Years	•	•	•				P&RB
		<b>c.</b> Require parkland dedication in new subdivisions to expand access to publicly-owned parkland in more areas of the city..	1-3 Years	•	•	•				P&RB

\* P&Z - Planning & Zoning Commission | CC - City Council | KEDC - Kennedale Economic Development Corporation | PR&B - Park & Recreation Board

Goal	Objective	Strategy	Timeframe	Responsibility*						
				City Staff	P&Z	CC	KEDC	Public Works	Other	
<b>PARKS, RECREATION, AND OPEN SPACE GOAL</b> (continued)	<b>Objective 4:</b> Locate and site an indoor recreation center which serves the greater community and provides programming for a variety of age groups and sports. (p. 108)	<b>a.</b> Conduct a feasibility assessment that looks at the economic context and impact of an indoor recreation center.	3-5 Years	•	•	•				P&RB
		<b>b.</b> Assess the space requirements for the indoor recreation center, considering the types of sports and activities to be accommodated.	5- 10 Years	•	•	•				P&RB
		<b>c.</b> Choose a central location that is easily accessible to a diverse range of residents while considering proximity to public transportation, major roads, and residential areas to maximize accessibility.	5- 10 Year	•	•	•				P&RB
		<b>d.</b> Gather input on preferred activities, operating hours, and facility features to ensure community buy-in.	5- 10 Year	•	•	•				P&RB
	<b>Objective 5:</b> Increase the number and quality of organized sports fields. (p. 109)	<b>a.</b> Assess the current demand for organized sports fields by working with local sports organizations, schools, and community groups and identify the types of sports in high demand and the specific requirements for each.	3-5 Years	•	•	•				KISD, P&RB
		<b>b.</b> Partner with the Kennedale ISD, sports organizations, and community leaders to collaborate on land acquisition, funding, and ongoing maintenance efforts.	5-10 Years	•	•	•				KISD, P&RB
		<b>c.</b> Identify available land or consider areas with existing recreational infrastructure that can be expanded or upgraded.	5-10 Years	•	•	•				P&RB
		<b>d.</b> Consider implementing multi-use fields that can accommodate various sports.	5-10 Years	•	•	•				P&RB
		<b>e.</b> Develop and enforce quality standards for sports field construction and maintenance to ensure longevity and safety.	5-10 Years	•	•	•				P&RB

\* P&Z - Planning & Zoning Commission | CC - City Council | KEDC - Kennedale Economic Development Corporation | KISD- Kennedale Independent School District| P&RB- Parks & Recreation Board

Goal	Objective	Strategy	Timeframe	Responsibility*						
				City Staff	P&Z	CC	KEDC	Public Works	Other	
<b>UTILITIES, INFRASTRUCTURE, AND CITY SERVICES GOAL:</b> Kennedale will have high quality infrastructure and service provision to support residents, businesses, and institutions in the city.	<b>Objective 1:</b> Through Capital Improvement Project (CIP) planning, provide sufficient quantity and quality of water for the existing community and to promote new development and growth. (p. 117)	a. Examine all long-range agreements, such as the interlocal agreement with the City of Arlington, for the procurement of water. Make sure the quantity is scalable to meet future demand by new development growth.	1-3 Years	•	•	•		•	COAU	
		b. Utilize capital improvement programming to indicate appropriate new water system updates in partnership with Arlington for the promotion of new growth and land development.	5-7 Years	•				•	COAU	
		c. In partnership with Arlington, maintain active participation with the development of properties within and adjacent to the City’s water CCN boundaries to anticipate new growth and negotiate development agreements, potential system tie-in, and construction of new mains.	5-7 Years	•				•	COAU	
	<b>Objective 2:</b> Through Capital Improvement Project (CIP) planning, provide wastewater collection and treatment to meet all state and federal standards. (p. 118)	a. Utilize capital improvement programming to indicate appropriate new wastewater system updates in partnership with Arlington for the promotion of new growth and land development.	5-7 Years	•				•	COAU	
		b. In partnership with Arlington, maintain active participation with the development of properties within and adjacent to the City’s wastewater CCN boundaries to anticipate new growth and negotiate development agreements, potential system tie-in, and construction of new mains.	5-7 Years	•				•	COAU	
	<b>Objective 3:</b> Provide for stormwater management that prevents flooding and siltation of creeks and streams and meets all state and federal regulations. (p. 118)	a. Develop a stormwater management plan to ensure that flooding does not occur in the city.	5-10 Years	•				•		

\* P&Z - Planning & Zoning Commission | CC - City Council | KEDC - Kennedale Economic Development Corporation | COAU - City of Arlington Utilities

Goal	Objective	Strategy	Timeframe	Responsibility*						
				City Staff	P&Z	CC	KEDC	Public Works	Other	
UTILITIES, INFRASTRUCTURE, AND CITY SERVICES GOAL (continued)	<b>Objective 4:</b> Continue to provide solid waste and recycling disposal service in the city. (p. 119)	a. Monitor the needs of the community for solid waste disposal options and act in a timely fashion to meet these needs.	5-7 Years	•					•	COAU
		b. Promote mulching and composting of green wastes, such as leaves, tree limbs, grass clippings, brush, etc., as part of the recycling and waste minimization efforts.	1-3 Years	•				•		
	<b>Objective 5:</b> Continue to provide police services and programs to create a safe environment for all citizens in Kennedale. (p. 119)	a. Develop and maximize the use of human resources through effective management and training. These human resources include police personnel, other governmental agencies, the private sector, and the citizens of Kennedale.	1-3 Year	•						KPD
		b. Evaluate the need for additional personnel and implement procedures to select only the most qualified personnel.	1-3 Years							KPD
		c. Update and advance technology to meet increasing challenges and legal requirements.	3-5 Years							KPD
		d. Monitor pay for police officers and adjust as needed to attract well-qualified personnel.	1-3 Years	•						KPD
	<b>Objective 6:</b> Continue to provide professional Fire Department services. (p. 120)	a. Assure relationships that ensure adequate fire protection facilities, equipment, and water pressure to respond to and fight a fire in any part of the community in a timely and efficient fashion.	1-3 Years	•						KFD
		b. Monitor the need for additional personnel, equipment, and facilities to provide a timely response in all areas as the community increases in land area and population.	1-3 Years	•						KFD
		c. Continue to upgrade the emergency medical services so as to provide the highest level of service possible to the residents of Kennedale and Tarrant County.	1-53 Years	•						KFD
		d. Focus on education of the public in areas of fire prevention and accident prevention.	1-3 Years	•						KFD

\* P&Z - Planning & Zoning Commission | CC - City Council | KEDC - Kennedale Economic Development Corporation | KPD - Kennedale Police Department | KFD- Kennedale Fire Department

Goal	Objective	Strategy	Timeframe	Responsibility*					
				City Staff	P&Z	CC	KEDC	Public Works	Other
UTILITIES, INFRASTRUCTURE, AND CITY SERVICES GOAL (continued)	<b>Objective 7:</b> Explore ways to provide additional library services to residents. (p. 121)	a. Consider expanding library programs and facility as the community continues to grow.	3-5 Years	•					
		b. Continue to explore growing the library's online resources and digital material.	3-5 Years	•					
	<b>Objective 8:</b> Explore ways to provide additional broadband fiber optic services to the community. (p. 122)	a. Identify areas that lack broadband fiber and pursue partnerships with developers and service providers to make needed upgrades to increase capacity.	3-5 Years	•					Deve- lopers
		b. Coordinate amongst City departments to obtain the necessary regulatory documentation needed to construct new fiber or broadband infrastructure including franchises for fiber/broadband providers, fiber optic right-of-way agreements, and land lease agreements.	3-5 Years	•					
		c. To encourage new fiber network investments, Kennedale should maximize new internet infrastructure by encouraging multiple fiber or broadband internet operators to be located on new infrastructure. The City should investigate what assets it may maintain that could increase the location of fiber deployment.	3-5 Years	•					
	<b>Objective 9:</b> Continue to provide City administrative services from City Hall. (p. 123)	a. Conduct a facilities demand study based on future human resource budget for operational office space needs.	5-10 Years	•					
		b. Keep the City Hall building in a good state of repair so that it continues to be an asset and an example of good stewardship for the community.	1-3 Years	•					
	<b>Objective 10:</b> Practice good stewardship of all City-owned properties. (p. 123)	a. Assure that City-owned property is adequately maintained and landscaped.	1-3 Years	•				•	
		b. Dispose of public property which has no foreseeable use or which other types of development could better utilize.	3-5 Years	•	•	•			

\* P&Z - Planning & Zoning Commission | CC - City Council | KEDC - Kennedale Economic Development Corporation

Goal	Objective	Strategy	Timeframe	Responsibility*						
				City Staff	P&Z	CC	KEDC	Public Works	Other	
<b>UTILITIES, INFRASTRUCTURE, AND CITY SERVICES GOAL</b> (continued)	<b>Objective 11:</b> Evaluate the feasibility of adopting a FEMA-approved local hazard mitigation plan that would make the City eligible for funding through the Texas Division of Emergency Management (TDEM) and other regional, state, and federal grants. (p. 124)	<p><b>a.</b> Work with the North Central Texas Council of Governments (NCTCOG), City staff, and Tarrant County to evaluate the feasibility of and recommended steps to developing a local hazard mitigation plan.</p> <p><b>b.</b> Ensure that the City meets the eligibility criteria for the Local Hazard Mitigation Plans Program (LHMPP) and began the application process.</p> <p><b>c.</b> Partner with the Texas Division of Emergency Management (TDEM) Regional Section Chief to request training and resources available through TDEM to support the City in its development of a high-quality local hazard mitigation plan.</p>	1-3 Years	•	•	•				NCTCOG, Tarrant County
			3-5 Years	•	•	•				
			3-5 Years	•	•	•				TDEM

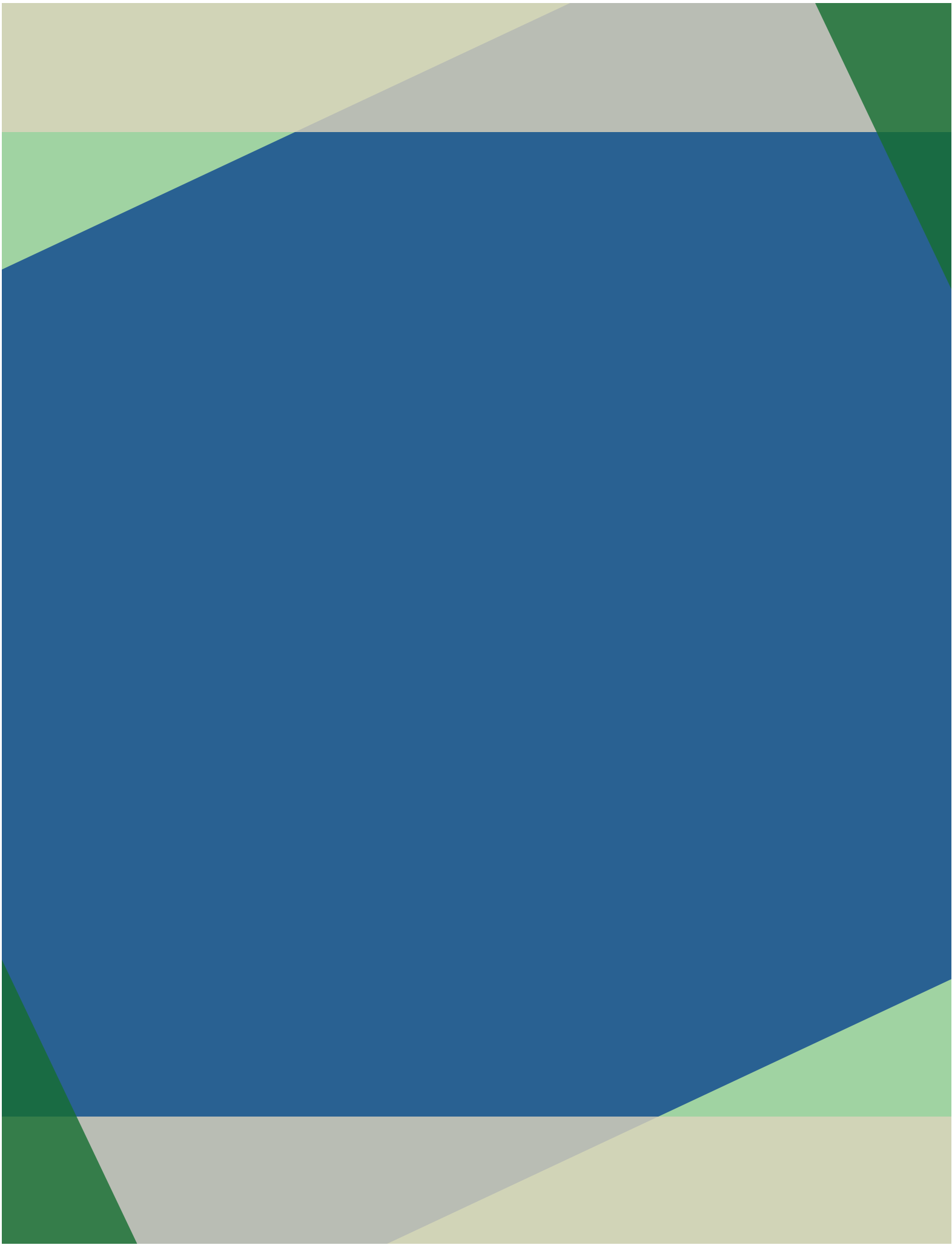
\* P&Z - Planning & Zoning Commission | CC - City Council | KEDC - Kennedale Economic Development Corporation | NCTCOG - North Central Texas Council of Government | TDEM - Texas Division of Emergency Management

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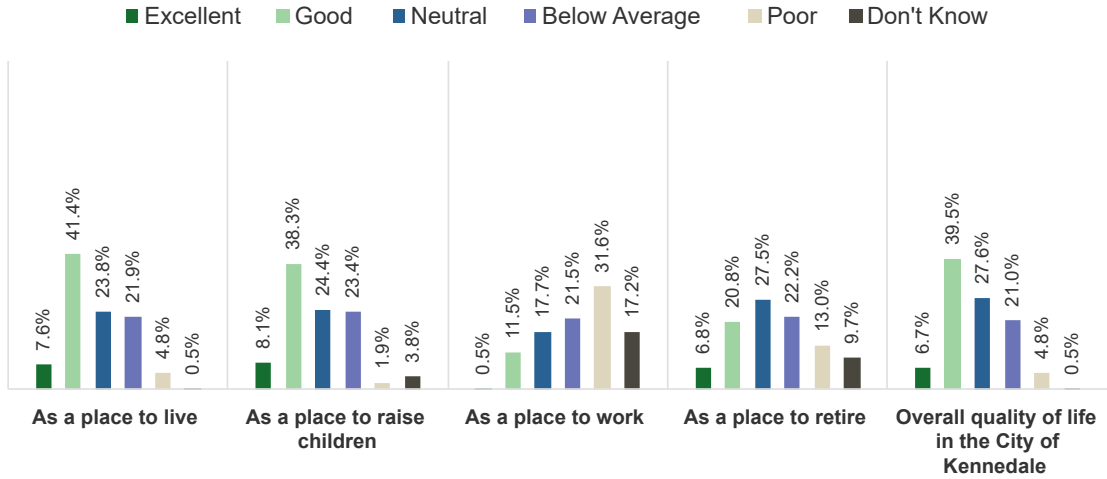
*Appendix:*  
**COMMUNITY SURVEY  
RESULTS**



### Q1: Quality of Life in the City of Kennedale

Please rate the City of Kennedale:

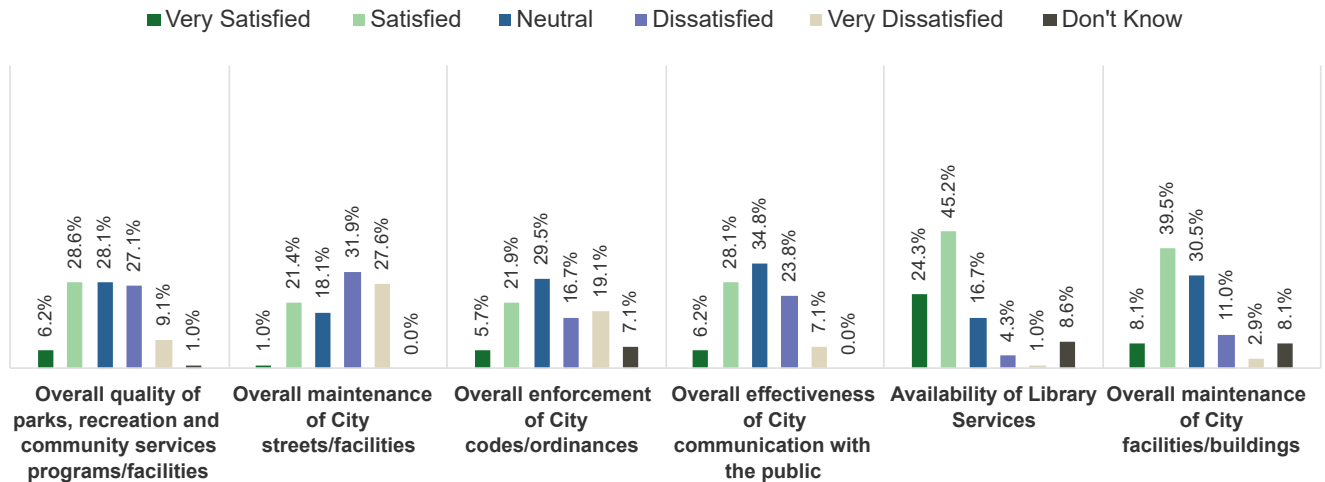
Answered: 210 Skipped: 0



### Q2: Overall Satisfaction with Major City Services

Please rate your satisfaction with the following:

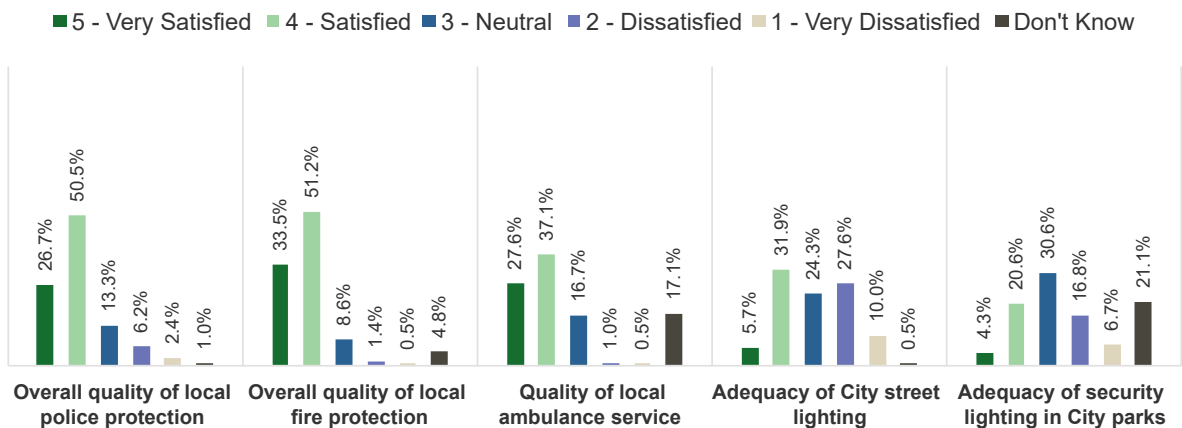
Answered: 210 Skipped: 0



### Q3: Public Safety Services

Please rate your satisfaction with the following:

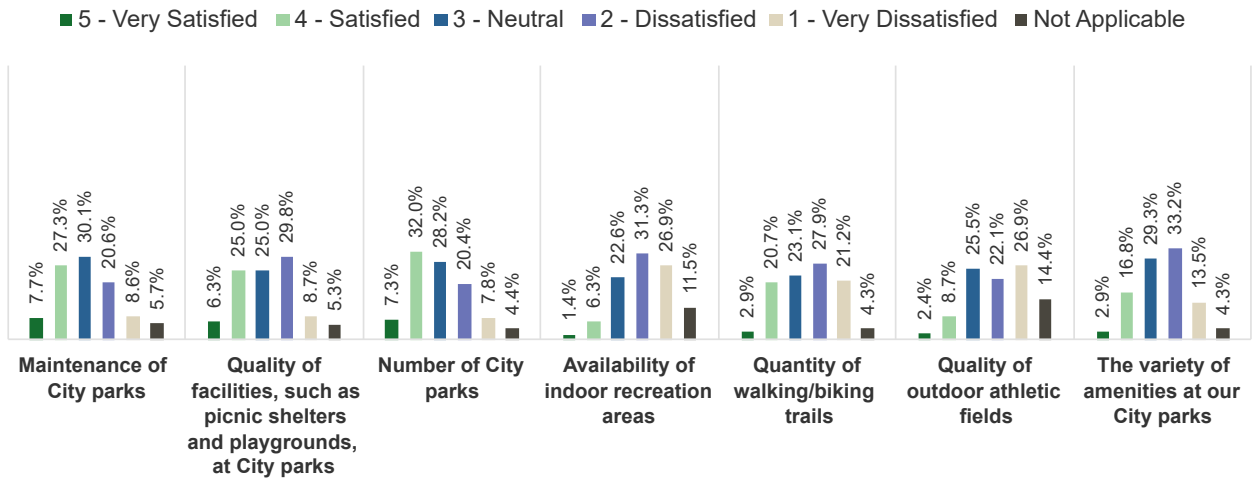
Answered: 210 Skipped: 0



### Q4: Parks and Recreation Services

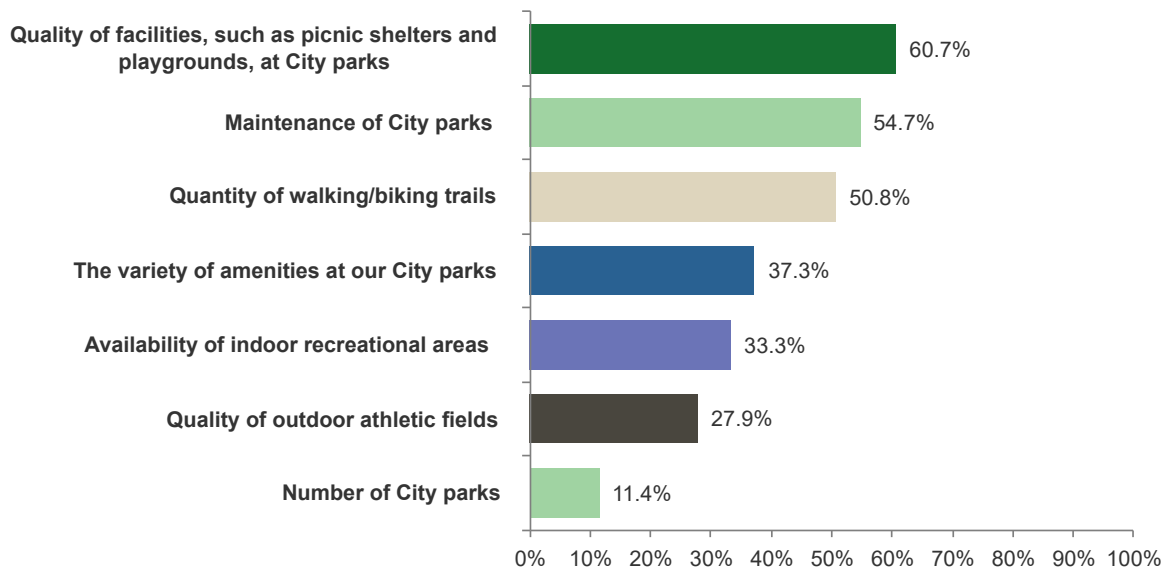
Please rate your satisfaction with the following:

Answered: 209 Skipped: 1



### Q5: Which THREE of the parks and recreation services in Question #4 do you think are MOST IMPORTANT for the City to provide? Please only check three choices.

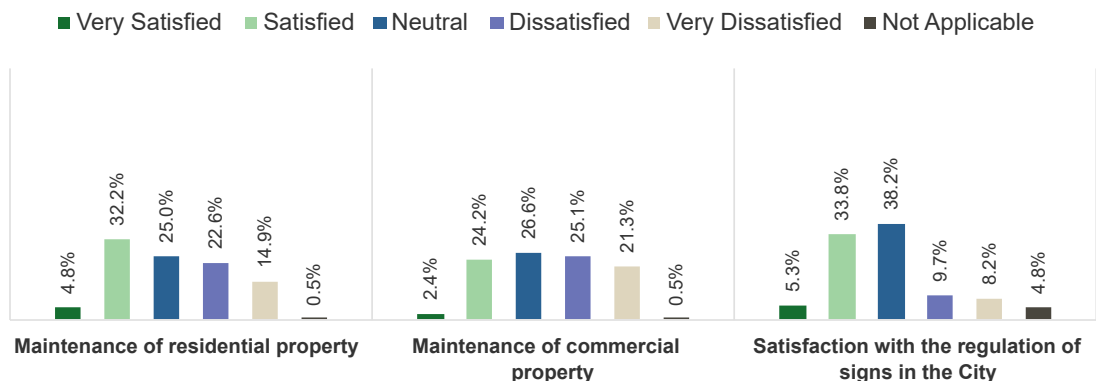
Answered: 201 Skipped: 9



### Q6: Maintenance and Appearance of the City

Please rate your satisfaction with the following:

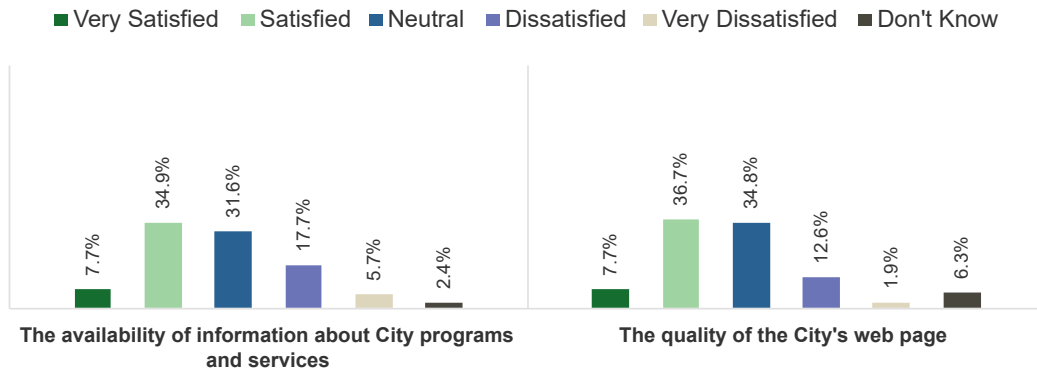
Answered: 208 Skipped: 2



### Q7: City Communication

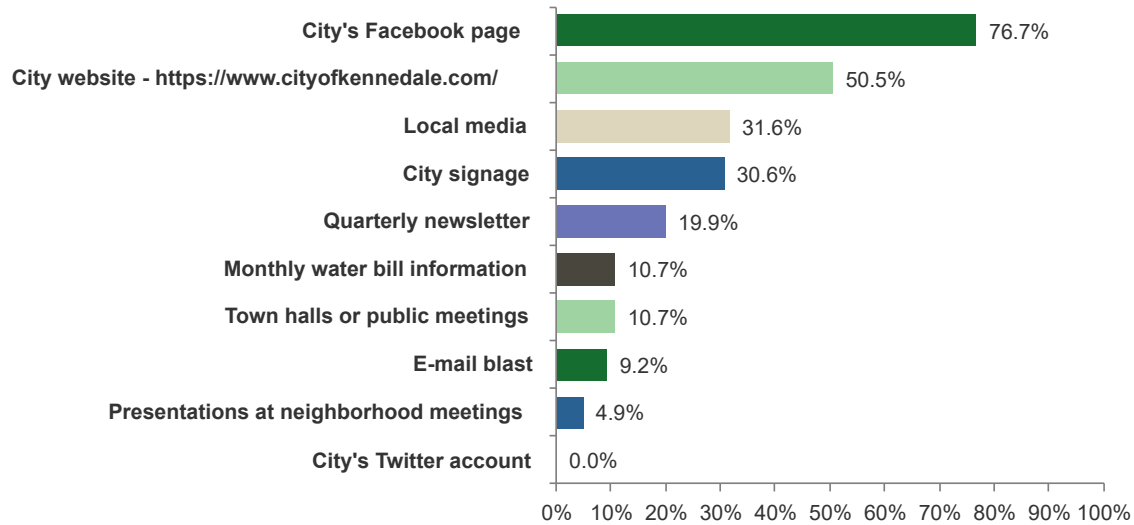
Please rate your satisfaction with the following:

Answered: 209 Skipped: 1



### Q8: From which of the following sources do you receive news and information about the City? Check all that apply.

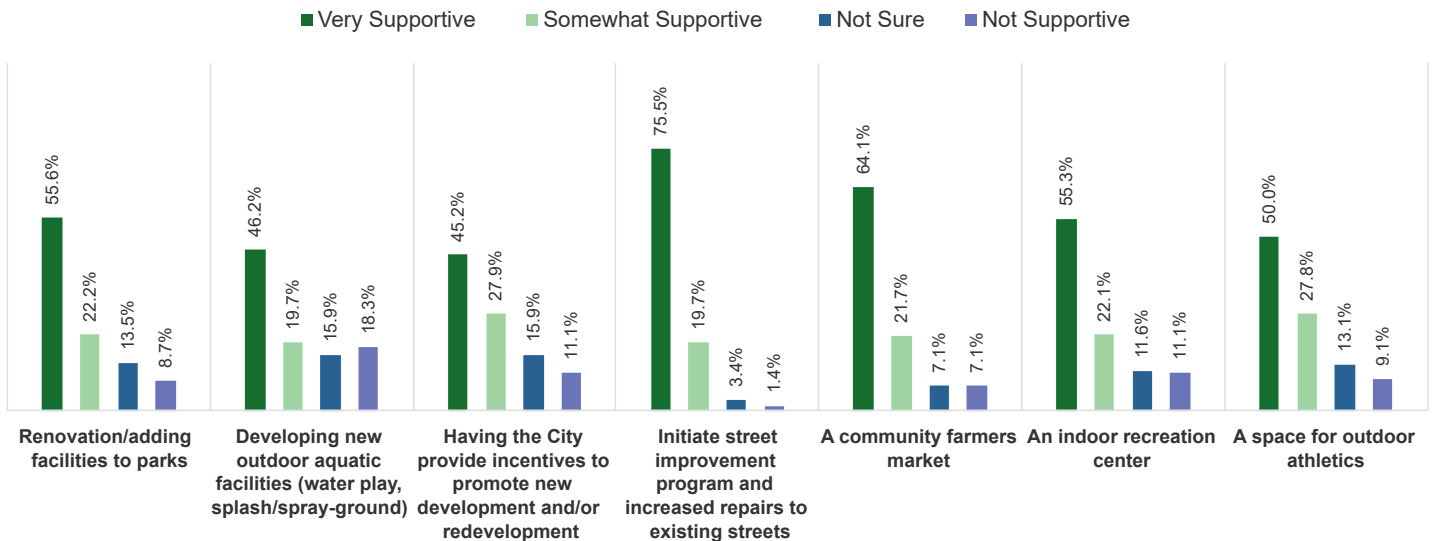
Answered: 206 Skipped: 4



### Q9: Support for Various Initiatives

Please indicate how supportive you would be of the following:

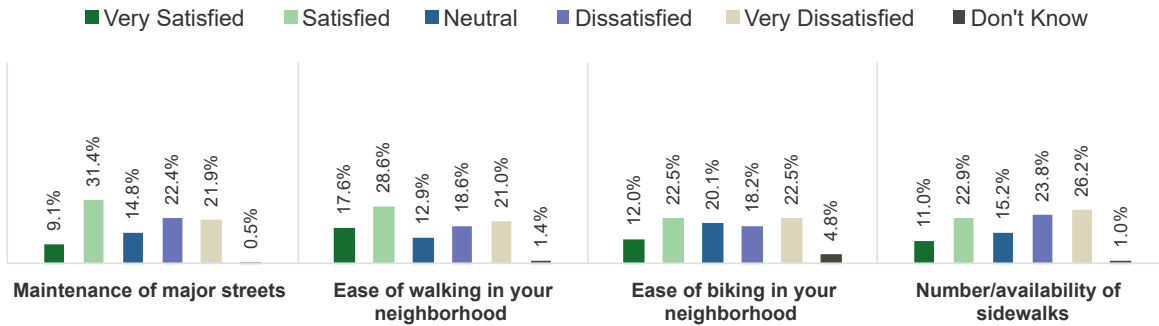
Answered: 209 Skipped: 1



### Q10: Traffic & Transportation Services

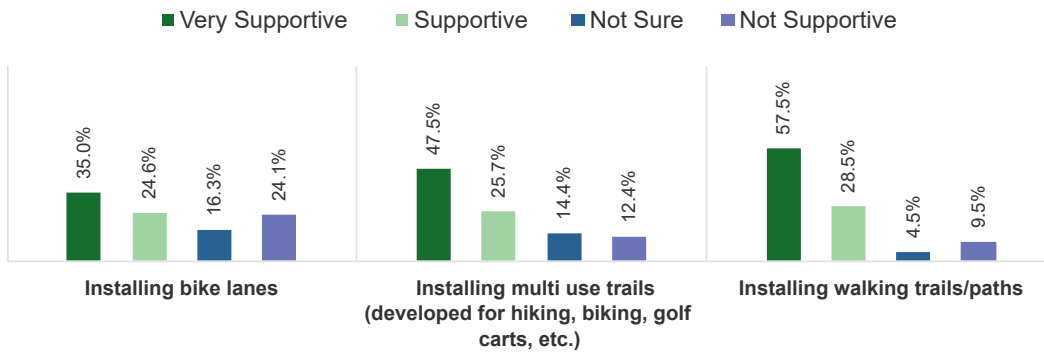
Please rate your satisfaction with the following facilities in the neighborhood where you live using scale of 1 to 5 where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

Answered: 210 Skipped: 0



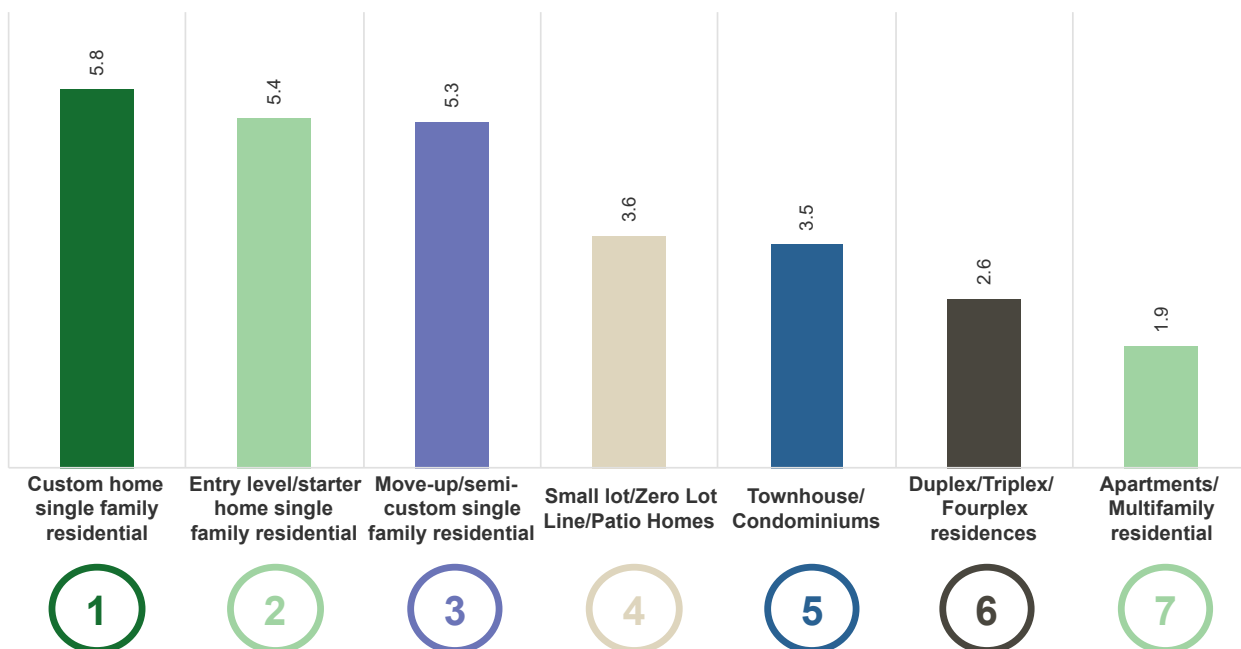
### Q11: Please indicate how supportive you would be of the following initiatives to increase walkability and bikeability of the community?

Answered: 203 Skipped: 7



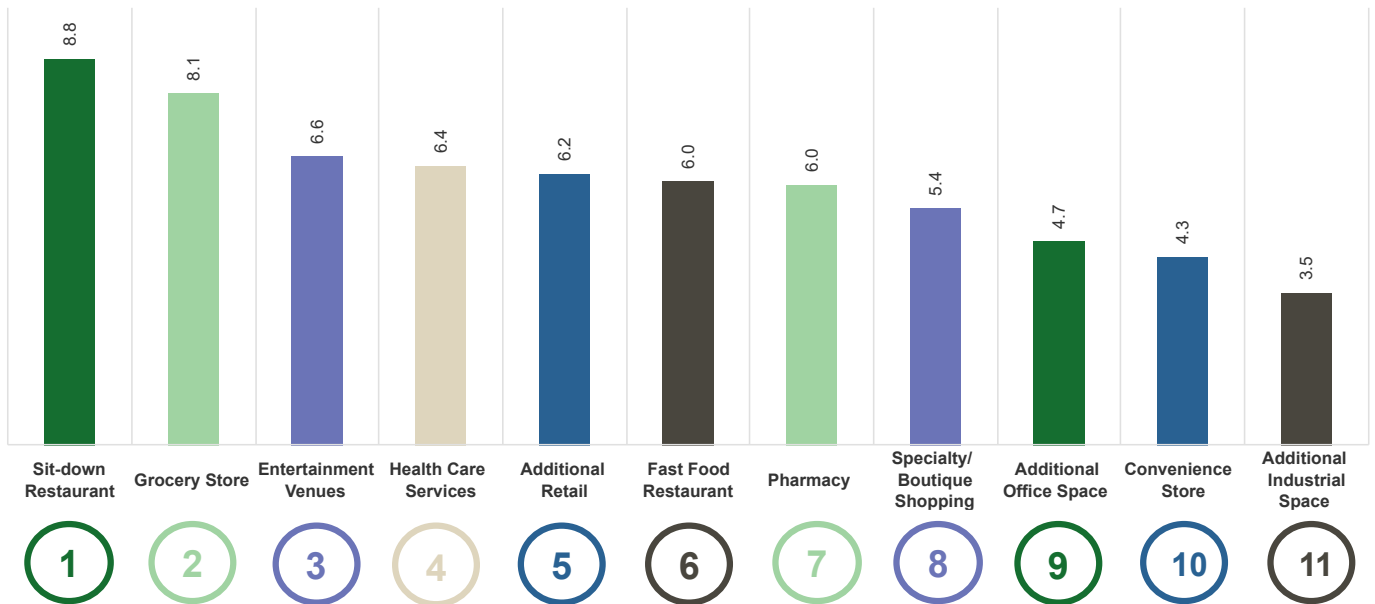
### Q12: Please rank the top three Housing needs in the City of Kennedale, with 1 being the most needed, 2 being the second most needed, and 3 being the third most needed.

Answered: 209 Skipped: 1



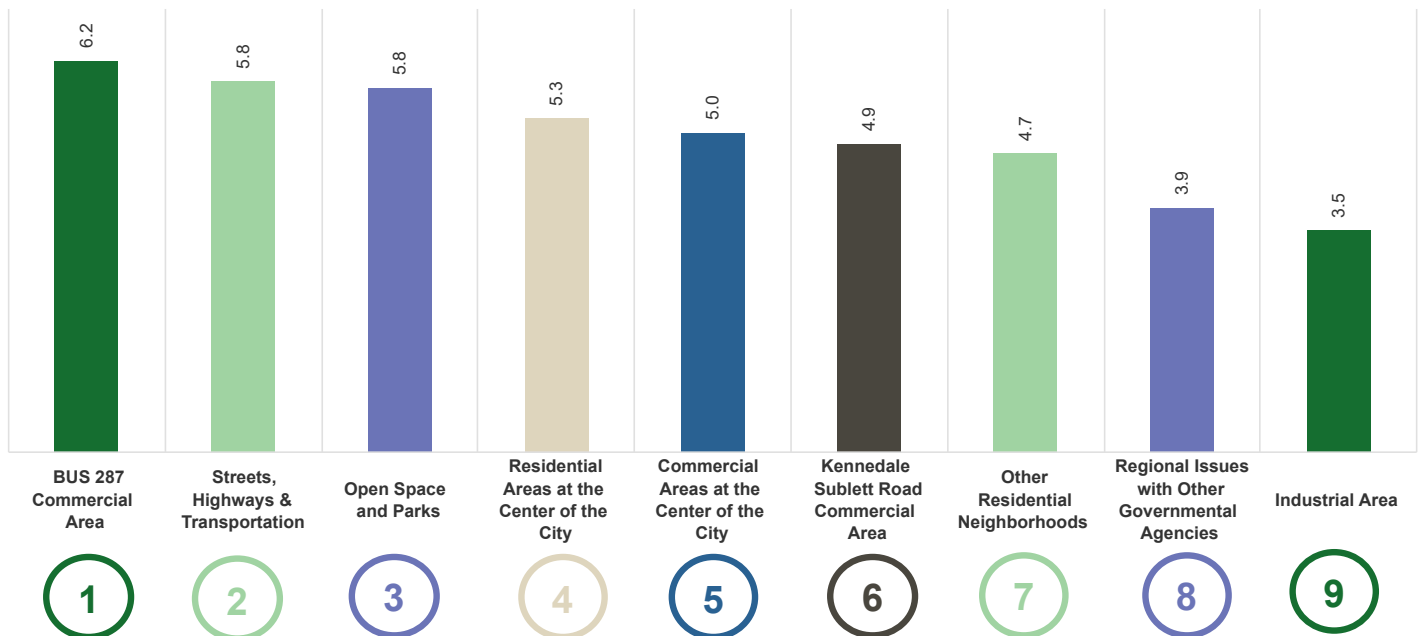
**Q13: Please rank the top three Retail/Service/Employment needs in the City of Kennedale with 1 being the most needed, 2 being the second most needed, and 3 being the third most needed.**

Answered: 209 Skipped: 1



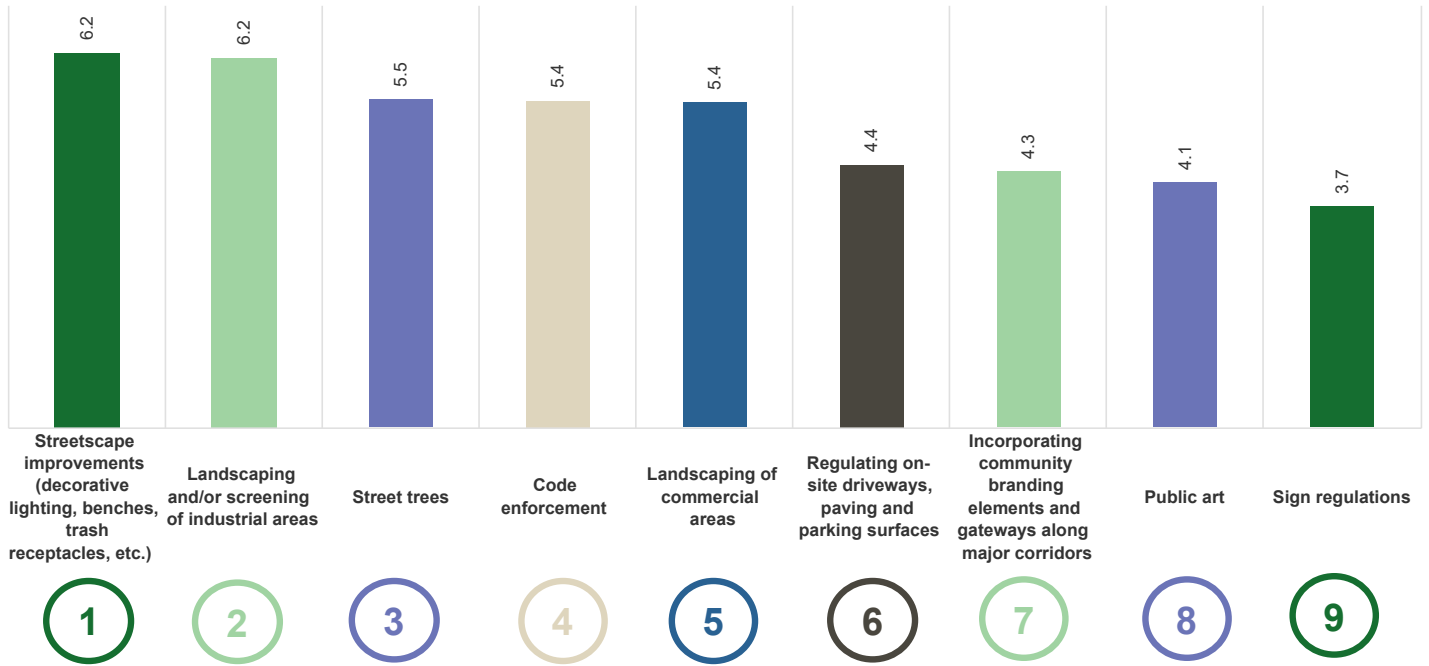
**Q14: Please rank the top three areas in the City of Kennedale where the Comprehensive Plan should direct the most focus, with 1 being the most needed, 2 being the second most needed, and 3 being the third most needed.**

Answered: 202 Skipped: 8



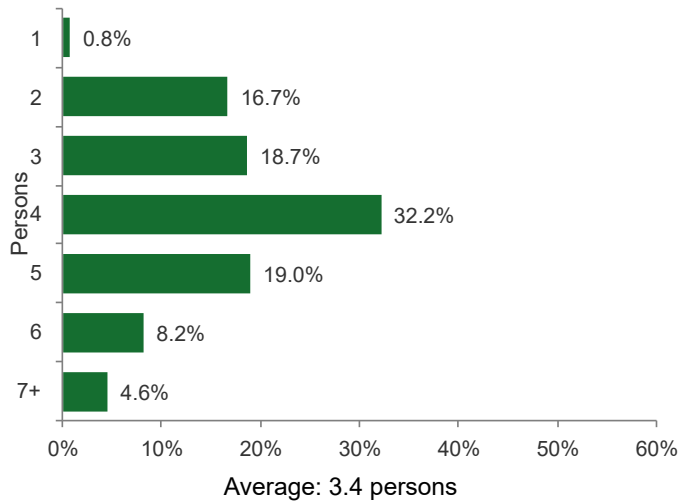
**Q15: Please rank from 1 to 10 the importance of various aesthetic considerations in the City of Kennedale where the city should direct the most focus, with 1 being the most important and 10 being the least important.**

Answered: 194 Skipped: 16



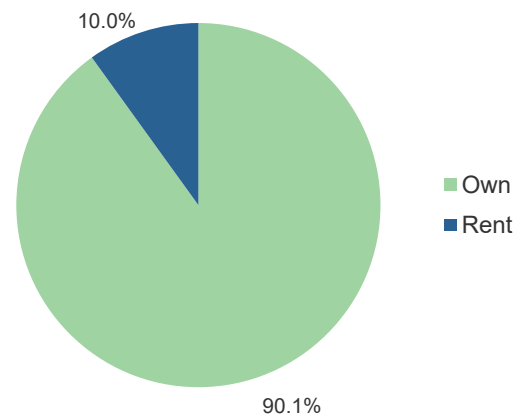
**Q16: How many persons live in your household?**

Answered: 192 Skipped: 18



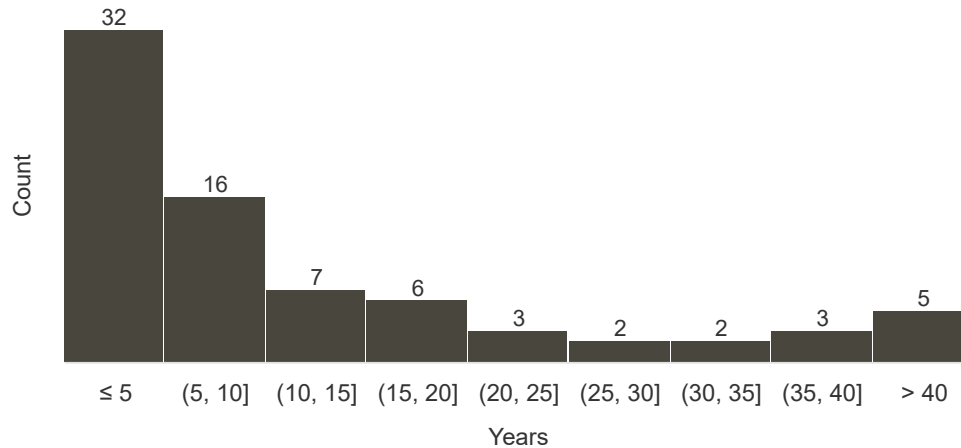
**Q17: Do you own or rent your home?**

Answered: 201 Skipped: 9



**Q18: Approximately how many years have you lived in the City of Kennedale?**

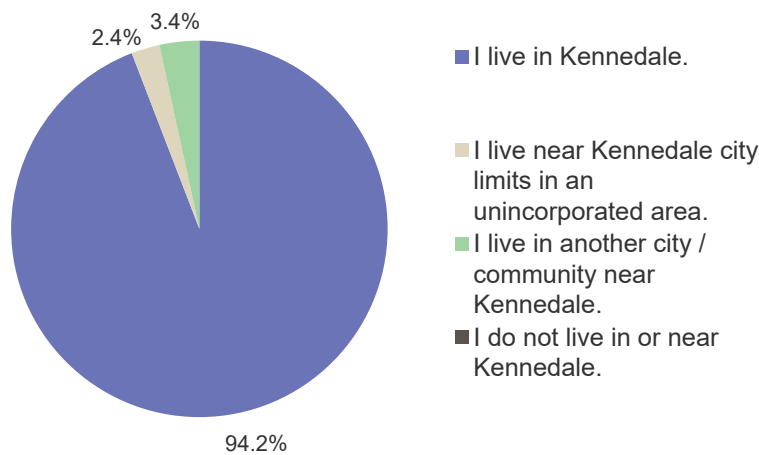
Answered: 196 Skipped: 14



Average: 14.1 years

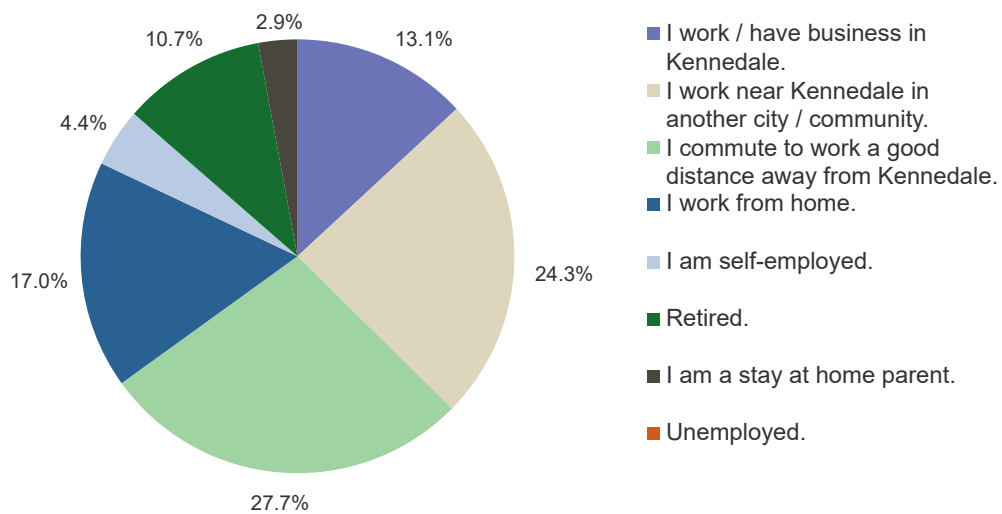
**Q19: Choose the best description of where you live in relation to Kennedale.**

Answered: 205 Skipped: 5



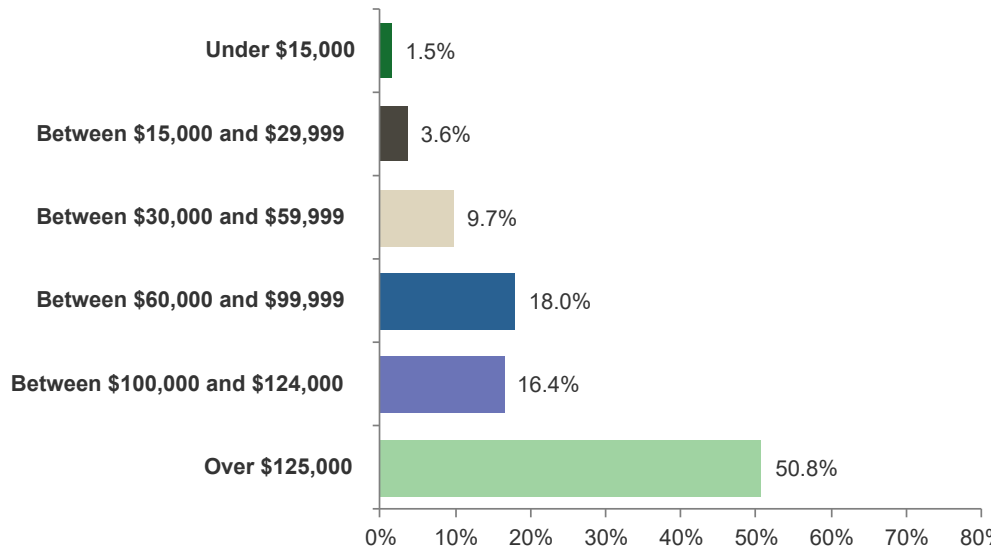
**Q20: Choose the best description of where you work in relation to Kennedale.**

Answered: 206 Skipped: 4



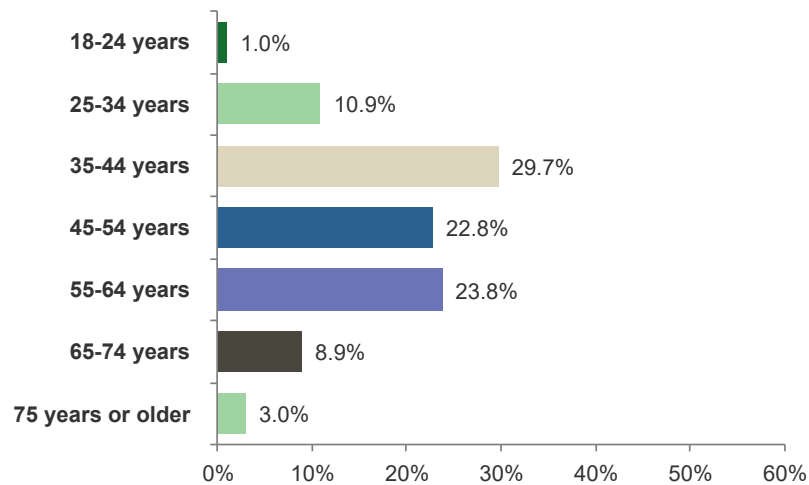
### Q21: Which category is your total annual household income?

Answered: 195 Skipped: 15



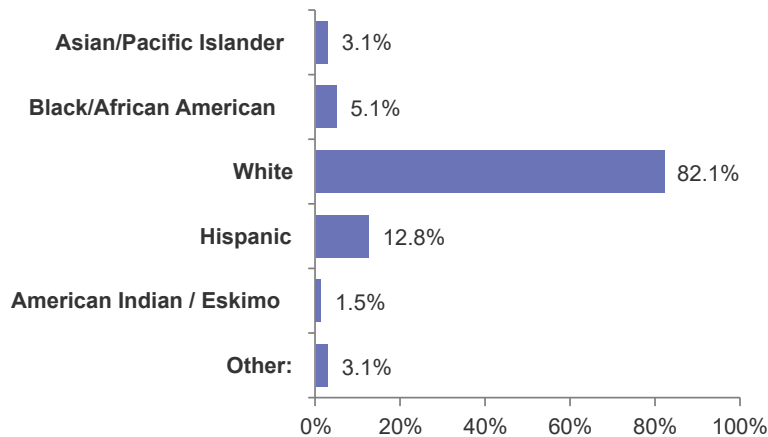
### Q22: In which category is your age?

Answered: 202 Skipped: 8



### Q23: Which of the following best described your race/ethnicity? (Check all that apply)

Answered: 196 Skipped: 14



### Q24: Your gender:

Answered: 195 Skipped: 15

