An Analysis of the Concept Plan
for Kanata's Downtown Core:
From the Point of View of
Kanata City Council (A Subject-
ive Approach) TARA DOYLE

Executive Summary

Introduction

The original vision for the City of Kanata was to provide a sense of community that cities had lost, to not be a suburb. Kanata was to not be a bedroom community of Ottawa, but was envisioned by William Teron, to provide opportunities for social encounters, amenities, nature and open space. Teron felt that without these elements Kanata would simply be a subdivision of Ottawa.

It is unfortunate that approximately 30 years after development of Kanata began that, it is seen, by both residents and non-residents, as a bedroom community of Ottawa. Myself, a long-time resident of the City, feel that this is an accurate description of the present day Kanata. In order to go shopping, eat at interesting restaurants or simply stroll and window shop or see people, in my experience, as with many other residents, one has to travel beyond the City's limits.

The City of Kanata and the Town Centre Lands

Kanata is located in the Regional Municipality of Ottawa-Carleton, approximately 20 minutes west of Ottawa on Highway 417. The Town Centre area comprises approximately 230 hectares (500 acres) located on both sides of the highway. It runs from Eagleson Road in the east to Terry Fox Drive in the west with Campeau Drive at its northern edge and Katimavik Road to the south (**Tab B**).

Downtown Core and Concept Plan

The downtown core, 121 acres of the Town Centre lands, includes a 61-acre main street area on the north side of the Queensway, just east of the regional shopping site, and a 25 acre city park (**Tab B**). This core area, which is municipally owned, is to be the focal point for employment, housing, commercial, and retail development. It is also planned to serve as the hub of social, recreational, cultural and civic activities. The Concept Plan includes the downtown core (**Tab A**, 1 through 6).

Purpose of Analyzing the Concept Plan

This report analyzes the Concept Plan for the Town Centre lands of the City of Kanata as it relates to the downtown core in reference to the vision, goals and objectives as enunciated in the Official Plan. The Concept Plan for the downtown core is held to be based on this vision and these goals and objectives, which are to form the basis upon which the Master Plan is finalized.

The aforementioned is not to prove, or disprove whether the Concept Plan will, or can, realize the vision. It is to illustrate a method for policy analysis and evaluation. This report is meant to explain, by example, how the analysis of a policy, using the method described below can be carried out. This is being done with the intent of providing a framework upon which others can use the same approach to conduct an analysis of other policies, or of the policy that is the subject of this report.

Method

The method used to analyze the Concept Plan, as it relates to the downtown core of the City of Kanata, is the S-CAD (Subjective - Consistency, Adequacy, and Dependency) approach to policy planning and evaluation. The S-CAD approach is subjective in nature. Policy analysis using this method takes into account the fact that different actors in the process have different values, opinions, perceptions and different information.

Internal Consistencies/Inconsistencies	
Source	Consistency/Inconsistency
Goals and Objectives	The objectives under each goal are consistent with the goal for which they were developed. As well, in many instances, the objectives complement other goals.
Objectives, Implementary Planning Tools and Possible Outcomes	Consistency exists between the objectives, implementary planning tools and possible outcomes. However, a few internal inconsistencies have been observed between the urban design guidelines and the objectives, to meet the goals, of City Council. The urban design guidelines set out design objectives that are held, in the urban design guidelines document, to incorporate the policy objectives of City Council. The design objectives do not incorporate two of the objectives in the Official Plan, however, there are urban design guidelines that do support each objective.

Priorities

Consistency was been found to exist between the priorities promulgated by City Council and those supported by the implementary planning tools. The priorities promulgated by City Council were determined from totaling the number of goals and objectives that support each facet of the vision. The priorities promulgated by the implementary planning tools were determined from totaling the number of implementary planning tools that supported each facet. The analysis indicates that the priorities promulgated by each are the same. Therefore, consistency exists in the priority analysis.

Recommendations

To gain a further understanding of the strengths and weaknesses of the policy objective of Kanata City Council the adequacy and dependency should be applied. The following sets of questions sets out ways to analyze the extent to which the enactments and resources of Council are adequate to achieve the vision and the extent to which its success is dependent on other institutions and individuals.

Adequacy

- Does the vision statement of Kanata City Council have more than one objective for each goal to be pursued? If so, are all the objectives necessary?
- Does the vision statement of Kanata City Council have more than one implementary planning tool for each objective listed in the Official Plan? If so, are all the planning tools necessary?
- Are the planning tools in place sufficient to meet the objectives that they serve?
- Does the City of Kanata have an adequate pool of skills within its staff to implement the objectives? Does the City of Kanata have the capacity to implement the objectives, goals and ultimately, the vision?

Dependency

- Which parts of the vision statement/policy objectives rely on the acceptance and/or cooperation of other groups and/or individuals within the community? Within the Regional Municipality of Ottawa-Carleton? Within the Province?
- What/who are the groups and/or individuals upon which the vision statement/policy objectives rely? What are the values and powers of each of these groups and/or individuals on which realization of the vision relies?
- How critical is the support from these groups and/or individuals?
- Are there any alternatives available to Kanata City Council to by-pass any of the dependencies noted? Are there any contingency plans in place to deal with the possibility that cooperation with the groups and/or individuals upon which the vision statement relies will not exist?
- If there are alternatives available to City Council, or contingency plans in place, are they consistent with the vision statement and are they adequate to deal with the anticipated problems?