

NEW ST. PAUL'S
Social Impact Assessment Summary
May 2017





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Introduction

In 2016, the City of Vancouver (CoV) engaged CommunityIMPACT Consulting to conduct a Social Impact Assessment (SIA) for the new St. Paul's hospital and health campus on Station Street in Vancouver's False Creek Flats neighbourhood.

This document summarizes the potential social impacts anticipated for neighbourhoods near the new St. Paul's and proposes potential mitigation and monitoring strategies. These strategies are intended to guide future decision-making around planning and operation in a way that will consider how to benefit the local communities that may be affected by this major development. An SIA is a tool that can inform decision-makers in ways to maximize the potential for the project to act as a catalyst for improving the health and well-being of those living and working near it.

What is a Social Impact Assessment (SIA)?

Social impact assessment is a process for analyzing, monitoring and managing the intended and unintended social consequences of a development project. Social impacts are alterations in the way in which people meet their needs, live, work, play, relate to one another, and cope as members of society. It prioritizes the people living and working around the new development and builds upon their knowledge, values and experience.

Social impacts can result from a single development or as a result of incremental development over time. The goal of the SIA is to identify and document potential social impacts in order to mitigate negative impacts and maximize positive impacts in an anticipatory way. An SIA also helps create a baseline for future reference, monitoring and action.

Consultation

CommunityIMPACT Consulting met with over 600 individuals and 30 groups in workshops and small group meetings between April and June 2016.

The objective was to receive input from as many perspectives and interests as possible among those living and working near the new St. Paul's. Participants included:

- Market housing residents (both owners and renters)
- Social housing residents
- Single-room occupancy (SRO) residents
- Homeless people
- The artist community
- Local businesses and industrialists
- Anti-poverty and activist groups
- Community centres
- Environmentalists
- Community health/social service agencies

Feedback was received through asset mapping workshops, focus groups, individual and small group interviews, telephone interviews, email correspondence and an online survey.

All participants were asked the same four questions based on a map of the study area:

1. *What is important to you in this area? What do you like? Why?*
2. *What is missing in this area? What don't you like? Why?*
3. *What are your hopes about the new St. Paul's Hospital coming to this area?*
4. *What are your fears about the new St. Paul's Hospital coming to this area?*

Some responses to these questions are included in the "Potential Impacts, Mitigation and Monitoring" section. See Appendix A for a detailed list of what we heard.

About the new St. Paul's

St. Paul's Hospital is operated by Providence Health Care (PHC), a Vancouver-based not-for-profit society, and is currently located on Burrard Street in Vancouver's West End. Since being established more than 120 years ago, the hospital has grown to serve more than 174,000 patients from across B.C. annually, who account for over 500,000 visits per year. The hospital is globally renowned for its leading work in a number of fields, and its strong integration of research and teaching with health care. St. Paul's plays a significant role in caring for the socially disadvantaged, serving medically and socially complex populations. Approximately 21 per cent of people who visit the emergency department live in Vancouver's Downtown Eastside and Strathcona neighbourhoods.

The aging hospital on Burrard Street can no longer meet modern health care standards and it has been determined that the best solution for continuing to provide care is to construct a new facility. The new St. Paul's will continue to be a full service hospital providing world-class health care that integrates research and teaching on a large undeveloped site on Station Street in Vancouver's False Creek Flats. All of the current programs and services at St. Paul's are expected to move to the new site. Construction of the new St. Paul's is expected to occur between 2019 and 2024.

The anticipated uses on Station street site include:

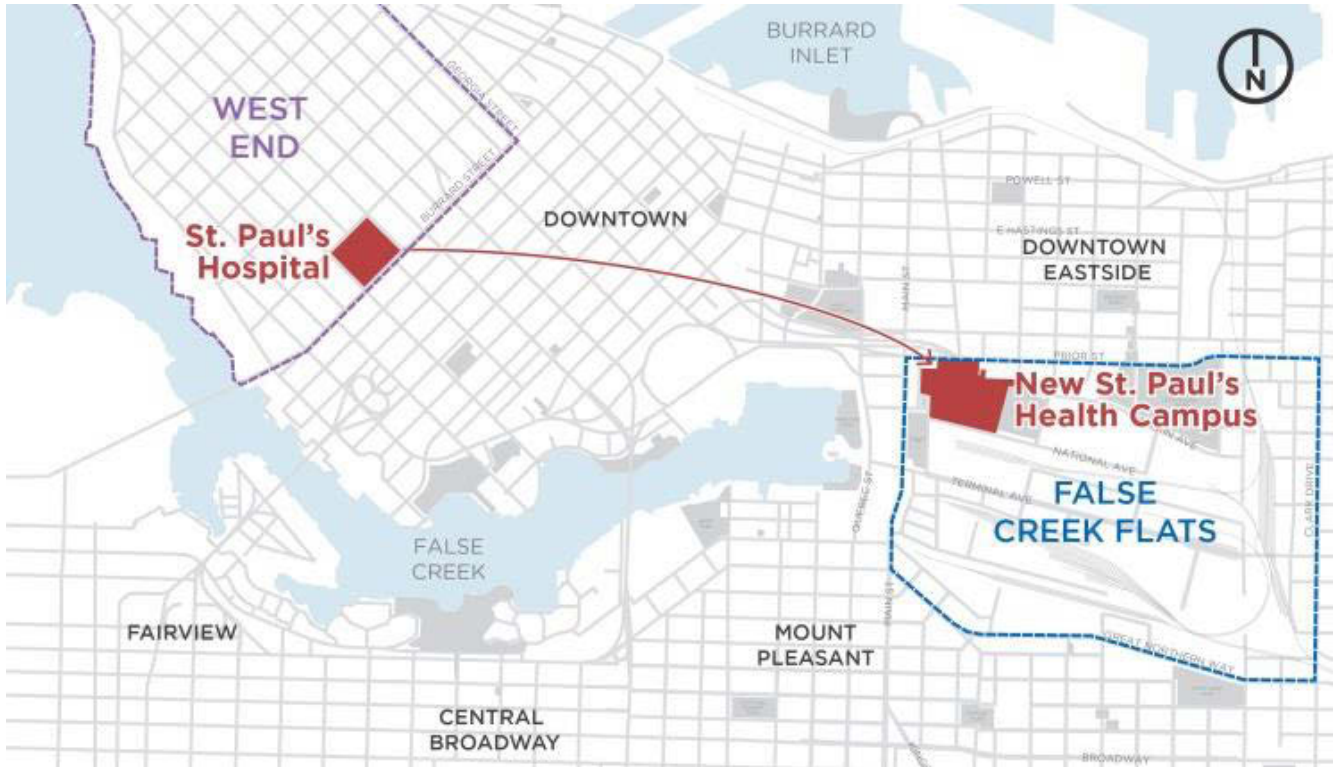
- Acute-care hospital (including emergency room, critical care, specialty surgical services, etc.)
- Specialized services (e.g. for mental health and substance use, urban health, renal, cardio/pulmonary, HIV/AIDS, seniors, maternity, surgery, etc.)
- Outpatient clinics
- Aboriginal Healing and Wellness elements to support the Aboriginal population, such as Aboriginal Patient Navigators, Elders, Aboriginal Social Workers, traditional medicines, gardens, and an All Nations Sacred Space for Aboriginal spiritual services (smudging, prayers, etc.)
- Room for future hospital expansion
- Research, medical offices and educational spaces
- Hotel and retail
- Childcare facilities

Planning and Development Process

A Policy Statement will guide the development of the new St. Paul's site on Station Street. It will include policies relating to:

- Land use
- Sustainability
- Transportation
- Density
- Building types and heights
- Public benefits
- Phases of development
- Other site specific considerations

Stakeholder and public feedback, along with technical review and consultants, have guided the work. The SIA is one study that is informing the development of the Policy Statement.



St. Paul's relocation

Why do an SIA for the new St. Paul's?

Large-scale development projects such as the new St. Paul's are often transformative and planned in order to make major improvements to health care, transportation, education or economic development. These projects often aim to be a catalyst for economic growth and create a higher quality of life for cities and regions.

Planning of large-scale development projects often focuses on the design and construction of physical infrastructure where financial pressures dictate a rapid pace of construction. As a result, potential social and economic effects on the wider community are often under-studied. The typical planning process for these projects may miss chances to minimize negative social impacts, maximize positive opportunities, and foster sustainable, inclusive communities.

Adjacent SIAs

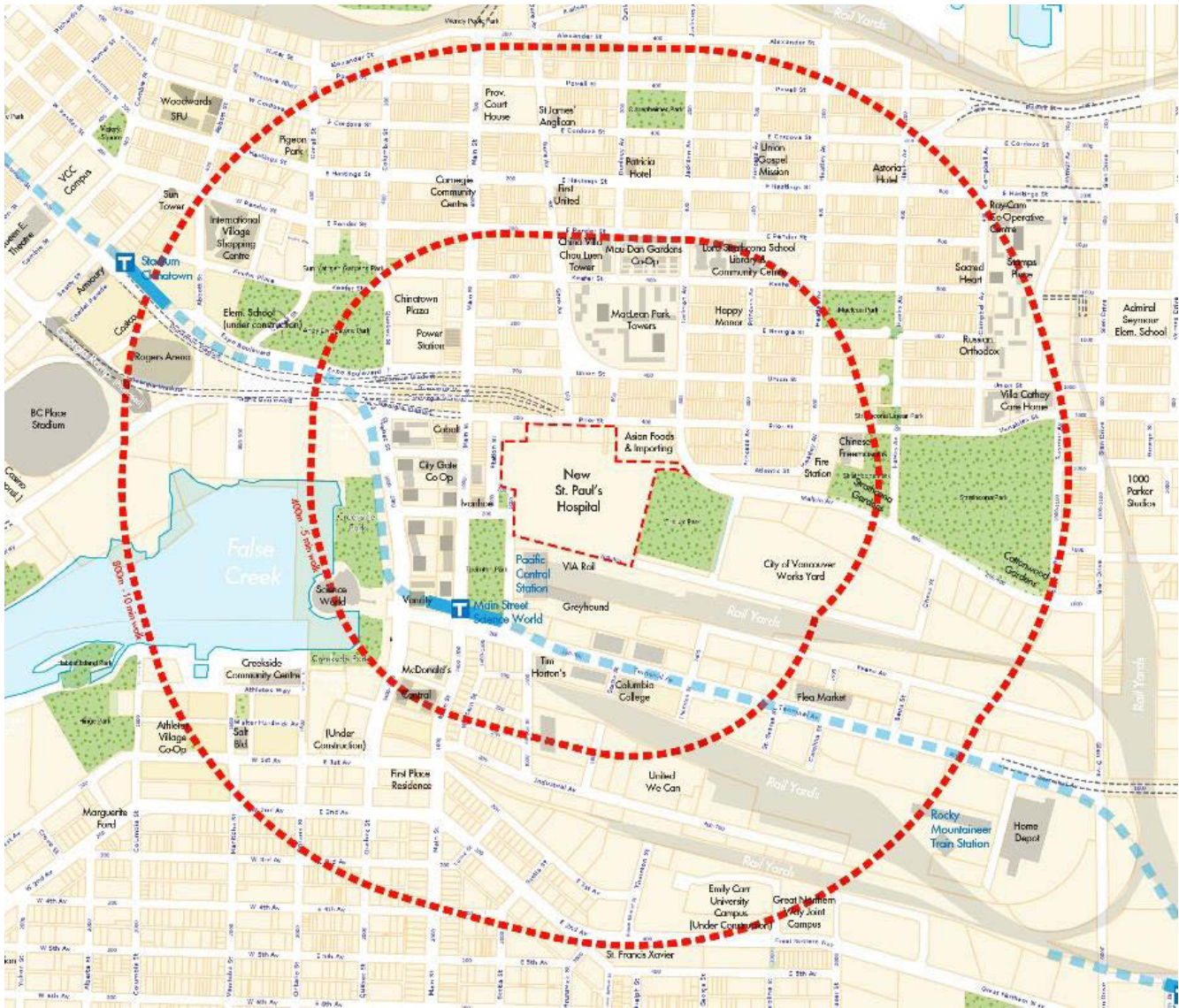
In two adjacent areas of the city, SIA processes have goals and study areas that overlap with that of the new St. Paul's:

- Downtown Eastside (DTES) (2014, monitoring ongoing): This SIA resulted in a series of Social Impact Objectives to influence how new development can take into account the needs of vulnerable and low-income residents in the area. While the new St. Paul's falls slightly outside of the DTES boundaries, the two geographies share the same vulnerable populations and social issues.
- Northeast False Creek (NEFC) (ongoing): NEFC is envisioned as a new mixed-use neighbourhood that will include diverse housing choices, an expanded waterfront park and the replacement of the viaducts with a new network of streets, walking and cycling routes. The SIA for NEFC is ongoing.

Study Area

The new St. Paul's is expected to have an impact province-wide, but for the purposes of this SIA, the primary study area is an 800-metre radius around the new St. Paul's site, about a 10-minute walk (see map below).

The site is located in the False Creek Flats, an industrial and employment area vital to Vancouver's economy. The study area includes parts of the DTES, Flats, Southeast False Creek, Citygate, and NEFC. It is a vibrant, historical and diverse area, which includes a mix of communities and types of uses.



Study area (400- and 800-meter distances from the new St. Paul's site)

Demographics

It is estimated that a total of 15,690 people live in the 800-metre study area. The population is relatively older than both Vancouver and Metro Vancouver's general population. The median household income for the study area is less than half of the city average. The unemployment rate is slightly higher than municipal and regional levels, while labour force participation is lower. Almost 57% of the households in the study area are single-person households, significantly higher than in the rest of Vancouver. There is also a higher percentage of lone-parent households. In terms of education levels in the study area, more residents have no certificate, diploma or degree. There are higher mobility rates and the dwellings in the study area are primarily rentals. The table below compares the demographic information for the study area compared to the city and region as a whole.

	Study Area (800 m)	Vancouver	Metro Vancouver
Population	15,690	619,840	2,504,151
Median age	46	39	40
Over 65	19%	15%	14%
Under 25	15%	23%	27%
Median household income	\$25,000	\$58,000	\$68,000
Less than \$20,000/ year	44%	10%	13%
Less than \$10,000/ year	22%	8%	5%
Unemployment	6%	5%	5%
Labour force participation	55%	66%	65%
Single Person Households	54%	38%	28%
Lone-parent households	25%	15%	14%
No certificate, diploma or degree	26%	14%	14%
Immigrants	45%	47%	42%
Aboriginal people	10%	2%	3%
Non-permanent residents	4%	4%	3%
No knowledge of English or French	18%	8%	6%
Mobility	54%	46%	44%
Rental dwellings	76%	50%	34%

Demographics for those living in the study area versus Vancouver and Metro Vancouver as a whole. (Source: Statistics Canada Census 2011 forecasted to 2015 by Environics/Tetrad. Data are estimates and projections.)

Vulnerable Populations

The SIA focuses on vulnerable populations. This study defines vulnerability as the degree to which a population is able to cope with, resist and recover from the impacts of change.

Poverty is a major contributor to vulnerability as well as compromised physical and mental health. Vulnerable populations living in the study area include (but are not limited to) homeless people, people living in SROs and social housing, low-income individuals and families—including the working poor, Aboriginal people, people with disabilities, people affected by mental illness and substance use, survival sex workers, and seniors. This study also recognizes that certain groups who may not fall into these categories are also especially vulnerable to neighbourhood change and pressures that come from new development. These groups would include small businesses, renters and some middle-income earners.

PHC also recognizes vulnerable populations and includes those with mental health, substance use and other complex urban health issues; people with heart, lung and kidney conditions, people living with HIV/AIDS, seniors and people at the end of life.

Potential Impacts, Mitigation and Monitoring

Potential Impacts

Each section conveys some of the impacts anticipated, with a focus on the experience of vulnerable populations in the study area. The goal of the SIA was to identify the social impacts resulting from the new St. Paul's development, however identifying a single development's specific impacts within a rapidly changing area is challenging. Many of the key impacts are cumulative and are expected to result from a variety of neighbourhood and demographic changes, including but not limited to the new St. Paul's development. These impacts have been noted as the result of gentrification or redevelopment in the area.

Potential Mitigation

Proposed strategies appropriate for the site identify key opportunities to maximize benefits and mitigate negative impacts resulting from the site's development. These mitigation measures are intended to be considered by CoV, PHC, Vancouver Coastal Health (VCH), agencies, service providers, businesses and the surrounding community when moving forward with design, policy and programming.

Potential Monitoring

Monitoring strategies are suggested so that baseline and recurring data collection occurs as part of ongoing social impact management. By tracking this data, the effectiveness of the management strategies can be assessed and new or revised initiatives may better be directed at the issues that arise.

Healthy City Strategy Framework

The *Healthy City Strategy* (adopted by Vancouver City Council in 2014) provided goals and guidance to frame the new St. Paul's SIA. The vision statement of the *Strategy* is "A Healthy City for All: A city where together we are creating and continually improving the conditions that enable all of us to enjoy the highest level of health and well-being possible."

To frame the discussion on potential impacts, mitigation and monitoring, the SIA references the 12 goal areas outlined in the *Strategy*. The following table outlines the topics covered in each section:

Goal Area	Topics
1. A Good Start	Childcare and spaces for kids
2. A Home for Everyone	Housing and short-term accommodation
3. Feeding Ourselves Well	Food and nutrition
4. Healthy Human Services	Health care
5. Making Ends Meet and Working Well	Retail, affordability and employment
6. Being and Feeling Safe and Included	Sense of security and safety
7. Cultivating Connections	Sense of community
8. Active Living and Getting Outside	Open spaces
9. Lifelong Learning	Education
10. Expressing Ourselves	Arts, culture and history
11. Getting Around	Transportation
12. Environments to Thrive In	Noise and air quality

Healthy City Strategy Framework and Topics

1. A Good Start

Healthy City Strategy Goal: Vancouver's children have the best chance of enjoying a healthy childhood.

Potential Impact	Potential Mitigation		Potential Monitoring	
	CoV	PHC	CoV	PHC
New workers with children may increase demand on childcare spaces.		Provide new childcare facilities.	Supply and demand for childcare spaces	
New workers with children may increase demand on existing parks, open spaces and playgrounds.		Explore opportunities in the landscape design for open spaces that accommodate the needs of families and children.		

Some of the things we heard:

What's missing in the area?

Local childcare and playgrounds

Assets in the area:

Families with children



2. A Home for Everyone

Healthy City Strategy Goal: A range of affordable housing choices is available for all Vancouverites.

Potential Impact	Potential Mitigation		Potential Monitoring	
	CoV	PHC	CoV	PHC
New workers who want to live in the neighbourhood may increase demand for housing.	Support new housing options at a range of affordability levels in the neighbourhood through adjacent area plans.	Explore providing institutional health related rental accommodation on the site for health campus workers and visiting researchers.	Supply and demand for housing at different levels of affordability and size	
Patients, families and researchers visiting may increase demand for short-term accommodation (e.g. Airbnb).	Seek to secure private SROs. Enforce existing by-laws for unlicensed short-term rentals.	Include a hotel on-site to meet the demands of patients, families and visitors.	Supply and demand for short-term accommodations	

Some of the things we heard:

I fear that...

...there will be displacement of residents due to the pressure that the new hospital will put on housing and temporary accommodation demand in the area.

What's missing in the area?

Affordable housing across the spectrum, especially for families, seniors and artists



3. Feeding Ourselves Well

Healthy City Strategy Goal: Vancouver has a healthy, just, and sustainable food system

Potential Impact	Potential Mitigation		Potential Monitoring	
	CoV	PHC	CoV	PHC
Area-wide redevelopment threatens access to affordable and culturally-appropriate food stores and restaurants that serve the needs of local vulnerable residents.	Continue to support and facilitate affordable and culturally appropriate food and retail enterprises in the DTES Plan.	Ensure healthy and culturally-appropriate foods are available in the cafeteria and in retail locations.	Locations and accessibility of low-cost/free food	
Area-wide redevelopment threatens the viability of food initiatives (e.g. urban agriculture and social enterprise).	Continue to support businesses, social enterprises and non-profit agencies that promote healthy, sustainable and local food systems in the DTES Plan.	Explore partnerships with social enterprise, strengthen sustainable food systems and/or increase food assets on site.	Locations of area food initiatives	
Area-wide redevelopment threatens viability of food warehouses.	Through the False Creek Flats plan, ensure the area remains home to a thriving food distribution and processing network (i.e. Produce Row).		Local food industry space	

Some of the things we heard:

Assets in the neighbourhood:

Affordable, locally-owned and community-based businesses, food shops, grocers, cafes and restaurants

I fear that....

...there will be a loss of the neighbourhood's grassroots food security initiatives



4. Healthy Human Services

Healthy City Strategy Goal: Vancouverites have equitable access to high-quality social, community, and health services.

Potential Impact	Potential Mitigation		Potential Monitoring	
	CoV	PHC/VCH	CoV	PHC/VCH
The hospital will meet higher standards of health care compared to what was possible at the old site.	(No mitigation necessary)			
The hospital move will make it more difficult for those in the West End to reach St. Paul's. <i>(note: The SIA's primary focus was on residents near the new site.)</i>	Work with TransLink to ensure good transit and transportation connections to the new hospital.	VCH to introduce expanded community health services in West End.	Collaborate on an ongoing basis to monitor population health metrics and availability of health care services, with goals of this work including: <ul style="list-style-type: none"> • Maintaining equitable access for residents across the city. • Responding to the needs of vulnerable populations. • Increasing access to family doctors and community supports. 	
The hospital will have a major impact on how those in the Downtown Eastside access health care. The hospital is moving into a community largely made up of sensitive populations and vulnerable individuals who may feel stigma or have difficulty accessing and navigating the health care system.		Provide specialized programs (i.e. SPH Mental Health HUB, Rapid Access Addictions Clinic) that understand and respond to the needs of vulnerable populations in the community (i.e. mental health and substance use, urban health, renal, cardio/pulmonary, HIV/AIDS, seniors, and maternity programs). Provide a space near the hospital entrance for Aboriginal Healing and Wellness elements for the Aboriginal patient	Collaborate on an ongoing basis to monitor population health metrics and availability of health care services, with goals of this work including: <ul style="list-style-type: none"> • Maintaining equitable access for residents across the city. • Responding to the needs of vulnerable populations. • Increasing access to family doctors and community supports. 	

	<p>population. This space could include Aboriginal Patient Navigators, Elders, Aboriginal Social Workers, traditional medicines, gardens, and an All Nations Sacred Space for Aboriginal spiritual services (smudging, prayers, etc.).</p> <p>Coordinate with other agencies (i.e., VCH, local non-profits) to reduce the incidence of vulnerable individuals falling through the cracks between organizations and upon discharge from hospital.</p> <p>Continue to provide sensitivity training to staff.</p>	
<p>Gentrification may displace non-profit agencies that occupy low-rent facilities.</p>	<p>Continue to support low-cost spaces for non-profit agencies through policies such as those in the DTES Plan.</p>	<p>Location of non-profits organizations</p>

Some of the things we heard:

I hope that....

...the new St. Paul's will become a leader in the reconciliation process and help repair racism in the medical field.

What's missing in the area?

Collaboration among non-profits and medical services



Photo Source: providencehealthcare.org

5. Making Ends Meet and Working Well

Healthy City Strategy Goal: *Our residents have adequate income to cover the costs of basic necessities, and have access to a broad range of healthy employment opportunities.*

Potential Impact	Potential Mitigation		Potential Monitoring	
	CoV	PHC	CoV	PHC
With retail gentrification in the local area, there are fewer shops available that serve the needs of low-income residents.	Continue to implement policies and partnerships in the DTES that identify, secure and maximize local businesses and community economic development in order to keep assets that serve the needs of the low-income community.	Include on the site shops or restaurants that respond to the needs of low-income residents as well as hospital visitors and workers.	Retail rents in the study area Business types/number of low-income serving shops and services	
Construction and operation of the hospital will provide a large number of new jobs in the neighbourhood.		Provide local and low-barrier jobs and the use of local suppliers during construction and operations (where feasible) through a Community Benefits Agreement (CBA). This can also help promote skills training and social enterprise.		
High tech/research industries may replace traditional production, distribution and repair industries in the local industrial area, reducing the number of low-skill/low-barrier jobs in the area.	Planning in the False Creek Flats should work to ensure that the area continues to provide production, distribution and repair jobs, even while high-tech and research uses intensify.		Jobs and employment levels in the area	

Some of the things we heard:

I hope that...

...it provides low-barrier jobs and training for low-income people in the community accommodation demand in the area.

I fear that...

Local businesses will be displaced.

6. Being and Feeling Safe and Included

Healthy City Strategy Goal: Vancouver is a safe city in which residents feel secure.

Potential Impact	Potential Mitigation		Potential Monitoring	
	CoV	PHC	CoV	PHC
Gentrification threatens the existence of spaces, services and a supportive community for vulnerable residents. Low-income and homeless people can feel excluded, judged, under surveillance or 'moved along' in gentrified spaces and this leads to both real and perceived lack of safety for these individuals.	Continue to support projects that promote inclusion and belonging through DTES policies and grant funding.	<p>Programming and design to make the health campus feel active, safe and welcoming for all segments of society.</p> <p>Continue to provide staff training intended to counter stigma and be inclusive of vulnerable populations.</p>	Sense of belonging, connectedness, feeling accepted at 'home'	

Some of the things we heard:

I fear that...

...social ties will be broken as increased real estate and rent values will push out friends and neighbours.

I hope that...

...St. Paul's welcomes everyone.



7. Cultivating Connections

Healthy City Strategy Goal: Vancouverites are connected and engaged in the places and spaces that matter to us.

Potential Impact	Potential Mitigation		Potential Monitoring	
	CoV	PHC	CoV	PHC
Gentrification threatens the existence of gathering spaces that welcome all segments of society (e.g. local shops, open spaces, gardens, pubs, venues, libraries, and other community spaces). These types of spaces are key for enjoyment and social cohesion.	Continue efforts to retain, enhance and create flexible, multi-use and accessible community and event spaces through the DTES Plan and False Creek Flats Plan.	Provide welcoming open spaces and retail spaces that foster social connection.	Number and location of community gathering spaces	
New institutions (like a hospital) sometimes operate as inward-looking entities that are disconnected from the surrounding community.		Maintain and/or build relationships and celebrations that foster the surrounding community's connection to the hospital.		

Some of the things we heard:

Assets in the neighbourhood:

Affordable multicultural community spaces for events and gathering

I fear that:

...current residents will be stigmatized, looked down upon, threatened and will feel unwelcome in their own backyards.



8. Active Living and Getting Outside

Healthy City Strategy Goal: Vancouverites are engaged in active living and have incomparable access to nature.

Potential Impact	Potential Mitigation		Potential Monitoring	
	CoV	PHC	CoV	PHC
Staff, patients and visitors may increase demand on existing parks and open spaces.	Continue to pursue opportunities to create and expand green and open space in the DTES, NEFC and False Creek Flats.	<p>Provide new open spaces on the site available to staff, patients and visitors, as well as the local community.</p> <p>Think about health and wellness in the design of open spaces, by providing accessible paths, shade, trees, plantings, views and quiet outdoor space.</p>	Amount of well-connected parks and open space	

Some of the things we heard:

I hope that...

...it will have lots of green space.

Assets in the neighbourhood:

Parks and green spaces that provide relaxation, recreation, exercising opportunities to everybody, especially families in the area



9. Lifelong Learning

Healthy City Strategy Goal: Vancouverites have equitable access to lifelong learning and development opportunities.

Potential Impact	Potential Mitigation		Potential Monitoring	
	CoV	PHC	CoV	PHC
The hospital and health research facilities may be structured as highly professionalized institutions that exclude local residents from learning and working opportunities.		<p>Explore opportunities for low-barrier community learning opportunities and 'research-on-display' so that St. Paul's is a place where local residents can learn about health and wellness.</p> <p>Explore opportunities to enhance job skills training for local workers. (See 5. Making Ends Meet and Working Well)</p>		Work with agencies and universities to monitor access to community learning opportunities.

Some of the things we heard:

I hope that...

... there is education, peer support, and community programs for new immigrants, seniors and populations at-risk.

I fear that...

..heritage and historical assets will be lost and with it the possibility to narrate, learn and re-live the history of the city.



10. Expressing Ourselves

Healthy City Strategy Goal: Vancouver has a diverse and thriving cultural ecology that enriches the lives of all residents and visitors.

Potential Impact	Potential Mitigation		Potential Monitoring	
	CoV	PHC	CoV	PHC
Gentrification may lead to the displacement of heritage assets.	Continue to use tools and by-laws to protect heritage buildings and assets.		Heritage assets in the neighbourhood	
Gentrification may lead to the displacement art/music venues, the local artist community, arts programs and other cultural assets.	Explore opportunities to provide new cultural assets in adjacent planning areas, including Northeast False Creek. Continue to stabilize key cultural spaces and foster new cultural spaces through the DTES Plan.	Explore opportunities to provide new cultural assets, public art, spaces, programming and ways to recognize local history and different cultures.	Cultural assets in the neighbourhood	

Some of the things we heard:

Assets in the neighbourhood:

Affordable artist studios, performance spaces, and studios where local talent can start their career

I hope that...

...the new St. Paul's uses music and art to promote health.



11. Getting Around

Healthy City Strategy Goal: Vancouverites enjoy safe, active, and accessible ways of getting around the city.

Potential Impact	Potential Mitigation		Potential Monitoring	
	CoV	PHC	CoV	PHC
The new hospital may be hard to get to, whether travelling by foot, bike, transit or car.	<p>Plan for an effective and resilient transportation network for all modes of travel (including a viaducts replacement street network).</p> <p>Provide well-designed streets and paths on the site to reach key destinations and connect with adjacent neighbourhoods and amenities.</p> <p>Work with TransLink to ensure adequate bus and HandyDart access to the hospital.</p>			
New car trips will cause increased traffic, air pollution and noise.	Working with the local community, explore traffic calming on neighbourhood streets if required.	Implement a Green Mobility Plan that encourages staff and visitors to walk, cycle or use transit rather than drive.	Traffic volumes, walking and cycling counts, and transit ridership in the local area.	
If hospital visitors park in the neighbourhood, it will make it harder for local residents and businesses to find convenient parking.	Working with the local community, use or expand existing tools (i.e. residential permit parking, short-term parking regulations or metered parking).	Provide adequate parking on-site to meet demand of staff, patients and visitors.	On-street parking occupancy and pricing	

Some of the things we heard:

What's missing in the neighbourhood?

Pedestrian areas and pedestrian-friendly streets

I hope that...

... the new St. Paul's includes enough parking on site.



12. Environments to Thrive In

Healthy City Strategy Goal: *Vancouverites have the right to a healthy environment and equitable access to livable environments in which they can thrive.*

Potential Impact	Potential Mitigation		Potential Monitoring	
	CoV	PHC	CoV	PHC
Air, noise and light pollution from hospital construction and operation may disturb neighbours.		Follow existing by-laws, and develop agreements/ lines of communication with the community to minimize disturbances.		
The height and massing of new buildings on the site may cause loss of views or shadowing for local residents, or they may be out of character in the neighbourhood.		Develop built form design guidelines that both meet hospital needs and provide a neighbourly interface with the existing community.		

Some of the things we heard:

I hope that....

...St. Paul's is a good neighbour.

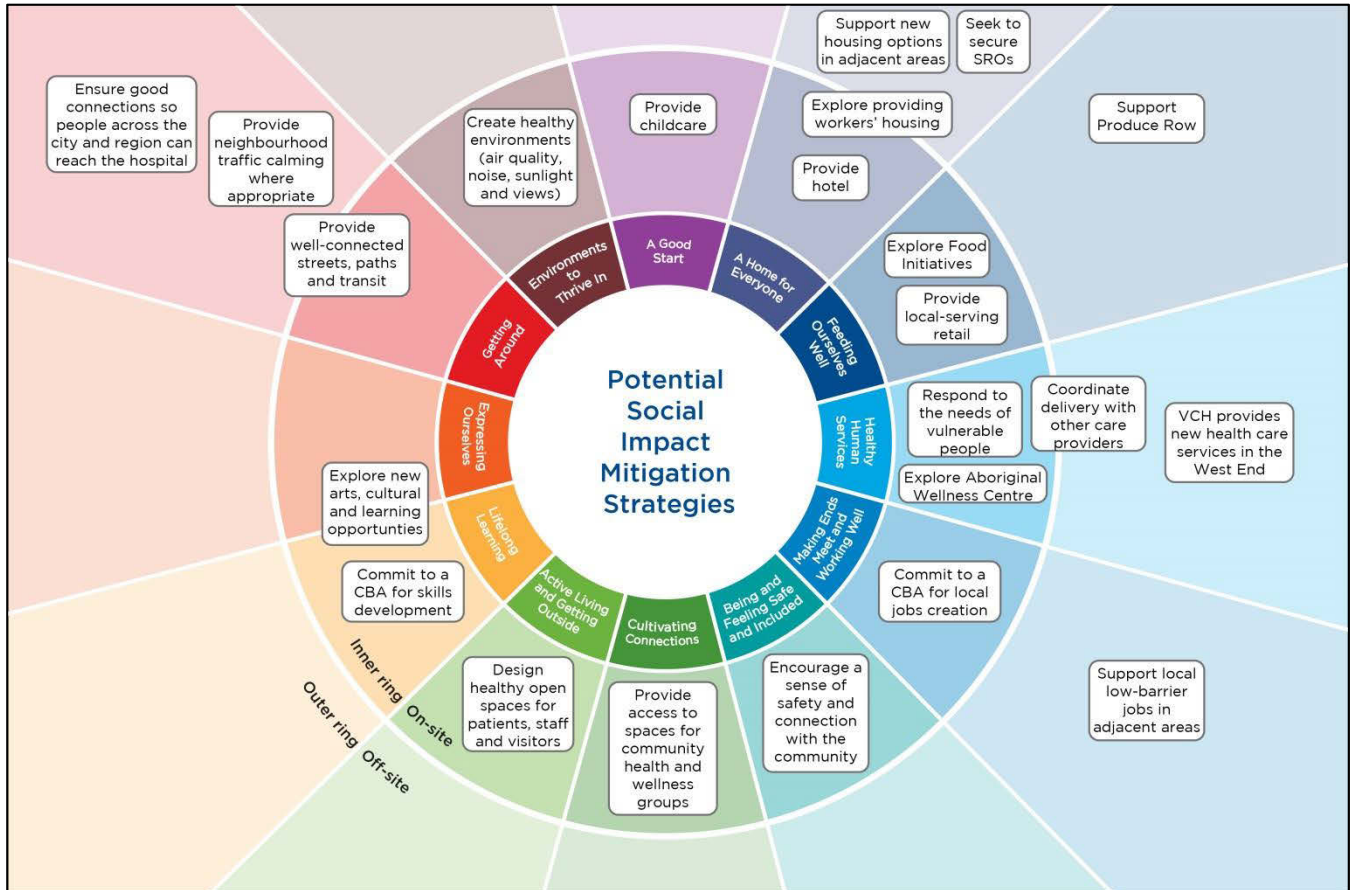
I fear that....

... there will be increased traffic, noise and pollution.



Summary of Key Potential Mitigation Measures

The figure below summarizes some of the key mitigation measures discussed above relate to the goal areas in the *Healthy City Strategy*. These measures which can be implemented on-site (inner ring) or in the greater neighbourhood/city-wide (outer ring). Note that this is not a complete list of the mitigation measures identified.



Key mitigation measures

Moving Forward: Responding to the SIA

The SIA will be used to inform a number of policies and programs going forward:

- CoV will use it to inform the New St. Paul's Policy Statement.
- PHC and VCH will use it to inform health care planning and operations.
- CoV and PHC will use it to inform ongoing relationships and partnerships (e.g. with neighbourhood groups, non-profits and other health care providers).

It is anticipated that PHC will develop a Social Impact Management Strategy (SIMS) in collaboration with CoV staff during the rezoning process for the new St. Paul's site. The following components should be included in the SIMS:

- Detailed social impact management strategies that will be employed to address impacts identified in the SIA.
- A set of measurable indicators and corresponding baseline data.
- A monitoring and evaluation framework of overall progress.

Reflecting the nature of the hospital as a "health hub" in Vancouver, it is anticipated that the SIMS should identify strategies that are feasible and synergistic in a health care setting.

Coordination and Ongoing Monitoring

Mitigation and monitoring of social impacts should understand that much of what is experienced by people in the neighbourhood is the result of complex and cumulative neighbourhood change. Ongoing monitoring should evaluate of the effectiveness of social impact management strategies in coordination with the related NEFC and DTES study areas.

Appendix: What we heard – Assets, What’s Missing, Hopes and Fears

CommunityIMPACT Consulting received feedback through asset mapping workshops, focus groups, individual and small group interviews, telephone interviews, email correspondence and an online survey.

All participants were asked the same four questions based on a map of the study area.



Map produced during asset mapping exercises

1. What is important to you in this area? What do you like? Why?

This question is asked to understand what the community values. It also identifies specific places that are important to people living in the area. Mapped assets help show the location of community assets at stake and the ways in which they could be impacted (in both positive and negative ways). It shows what things about the community need to be retained, protected, and enhanced where possible. It is an asset-based technique that honours the good things about a community and helps the study to understand what’s at stake. These ‘assets’ can be physical things like buildings or parks or they can be intangible like ‘sense of community’ or the area’s centrality.

Assets identified in the study area

- Families with children in the area
- All housing: affordable rentals, co-ops, shelters, SROs, seniors housing and supportive housing
- Culturally-appropriate food, ethnic food spots
- Produce Row, locally-owned food distribution business cluster
- Accessible, low-barrier community centres such as Carnegie, Ray-Cam and Strathcona
- Medical services agencies
- Services and harm reduction for residents with mental health and drug use issues
- Non-profit agencies supporting vulnerable women, children, Aboriginal people, seniors and people in need
- Outreach healthcare services
- Services for Aboriginal people in the DTES
- Libraries
- Affordable markets such as the Flea Market and the DTES Street Market

- Affordable, locally-owned and community-based businesses, food shops, grocers, cafes and restaurants
- Industrial land, jobs and businesses
- Community/people
- Connection
- DTES neighbourhood of no judgment
- Music venues/working class bars like the Cobalt and Ivanhoe
- History, heritage and historic character
- Hogan's Alley history and significance
- Chinatown
- Affordable multicultural community spaces for events and gathering
- Grass roots, community and residents' organizations
- Parks and green spaces that provide relaxation, recreation, exercising opportunities to everybody, especially families in the area
- Wildlife/environment
- Community gardens that people volunteer and grow food in
- Bike paths/routes around the area
- Access to the water and seawall
- Affordable artist studios, performance spaces, and studios where local talent can start their career
- Eastside Cultural Crawl and other art festivals
- Artist community for support
- Cheap/free parking
- Main Street
- Station Street
- Access to good public transit connections
- Walkability in the DTES and Strathcona
- Livability in Strathcona
- Disaster resilience
- Views
- Diversity
- Affordability

2. What is missing in this area? What don't you like? Why?

This question is asked in order to identify potential 'gaps' in the area. It can give ideas as to what opportunities exist to fill those gaps through mitigation. It also gives more indication of what is important to the community.

Gaps identified in the study area

- Local daycares and childcare
- Playgrounds
- Help for youth
- Needles and drug use
- Affordable housing across the spectrum, especially for families, seniors and artists
- Shelter space/homelessness
- Erasure of entire communities due to gentrification/displacement
- Hotel and temporary accommodation
- Protection of housing stock
- Food services, eateries, lunch spots, small local restaurants in the area
- Healthy, culturally-appropriate, affordable food
- Health care facilities and services especially for vulnerable populations, seniors, Chinese seniors, Aboriginal people
- Low-barrier community space for gathering and activities
- Collaboration among non-profits and medical services
- Continuity of care after discharge and follow up
- Mental health
- Reconciliation with the medical community
- Run down businesses and vacant store fronts
- Affordable retail

- Retail displacement of local businesses
- Jobs
- Historical recognition of the area as a working class neighbourhood
- Safety and street lighting
- 'Zones of exclusions' where long-time residents are no longer welcomed
- Crime and loitering
- Community engagement
- Trees, green spaces, parks, wildlife habitat
- Public swimming pool
- Commemoration to recognize the historical past of the area
- Connection to Chinatown culture and history
- Connection to First Nations history
- A High school
- Aboriginal art
- Public art
- Secure artist space
- Traffic/congestion
- Bike parking facilities
- Pedestrian areas and pedestrian- friendly streets
- Parking
- Pollution and garbage
- Washrooms/water fountains
- 'Complete community'
- Comfortable streetscape
- Integrated neighbourhood plan
- Spot rezonings/trust
- Rate of change

3. What are your hopes about the new St. Paul's Hospital coming to this area?

This question helps lead a discussion on the implications of the project and to find out what matters to individuals from a personal perspective. It also helps give ideas for mitigation strategies.

Hopes.

I hope that...

...St. Paul's is a good neighbour and lower-income neighbours benefit from programs that may be run through the hospital and hospital community.

...the development will not drive the prices up in the area.

...that current businesses providing affordable, culturally diverse and ethnic food, goods and entertainment options are able to stay in the area.

...it provides low-barrier jobs and training for low-income people in the community.

...industrial land and business will be able to stay in the area.

...there are improved relationships between St. Paul's, surrounding communities, and service agencies.

...that it improves access and outcomes for mental health initiatives.

...it includes an Aboriginal advisory committee or an Aboriginal agreement.

...it will repair racism in the medical field and become a leader in the reconciliation process.

...it welcomes everyone.

...there is an advisory committee for continuous and meaningful community outreach.

...it will have lots of green space.

...there is education, peer support, and community programs for new immigrants, seniors and populations at-risk.

...heritage buildings such as the Pacific Central Station, the Cobalt and the Ivanhoe are protected.

...it uses community music and art to promote health.

...it includes enough parking on site so it doesn't impact the existing affordable, free parking used by businesses in the area.

...it improves traffic flow for vehicles in the area, during construction and after.
...that the development is designed to integrate with the community and add to the community's well-being.
...it keeps the livable scale of the neighbourhood.

4. What are your fears about the new St. Paul's Hospital coming to this area?

This question helps lead a discussion on the implications of the project and to find out what matters to individuals from a personal perspective. It helps identify and analyze potential impacts and contributes to mitigation strategies.

Fears.

I fear that...

...existing parks will be too busy and existing families in the surrounding communities won't be able to use them anymore.
...there will be displacement of residents due to the pressure that the new hospital will put on housing and temporary accommodation demand in the area.
...there will be higher property values with the consequent increase in taxes.
...we will lose the small, locally-owned, independent grocery stores and specialty stores that have been in the neighbourhood for generations.
...there will be a loss of the neighbourhood's grassroots food security initiatives
...it will bring more mental health issues and addictions issues to area.
...there will be a loss of industrial land and consequent loss of jobs.
...that healthcare related businesses will take over from the grocery stores, restaurants, and other businesses that are currently in the area.
...the new influx of people to the area and services that cater to them will displace the fragile cultural community of Chinatown.
...current residents will be stigmatized, looked down upon, threatened and will feel unwelcome in their own backyards.
...social ties will be broken as increased real estate and rent values will push out friends and neighbours.
...working class, neighbourhood, gay-friendly, alternative pubs and venues will disappear and be replaced with new dull, sterile places that cater to the higher income people.
...the urban "wildlife" bees, squirrels, migratory geese, coyotes, eagles, etc. won't have anywhere to go.
...the heritage value of the area and its historical assets will be lost and with it the possibility to narrate, learn and re-live the history of the city.
...artists who can now afford to live and work in the neighbourhood will be displaced and won't be able to live nearby anymore.
...there will be increased traffic, noise and pollution in the area.
...there is a lack of road space for ambulances to get through and the streets are already crowded so the ambulance won't be able to move fast. They will have to use residential streets.
...the Flats will be prone to flooding in case of climate change's rising sea levels and the area is at risk in the event of a tsunami.

