Community Building in San Francisco's South Potrero Choice Neighborhood

September 3, 2014
1:30 – 3:00 PM EST

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Purpose of this Webinar

You will leave this webinar with insights into:

- The challenges that community trauma and stress may present to traditional community organizing and service delivery

- The four principles of community building that one housing provider is using as part of a comprehensive neighborhood revitalization effort

- The elements of this approach that are relevant to your community

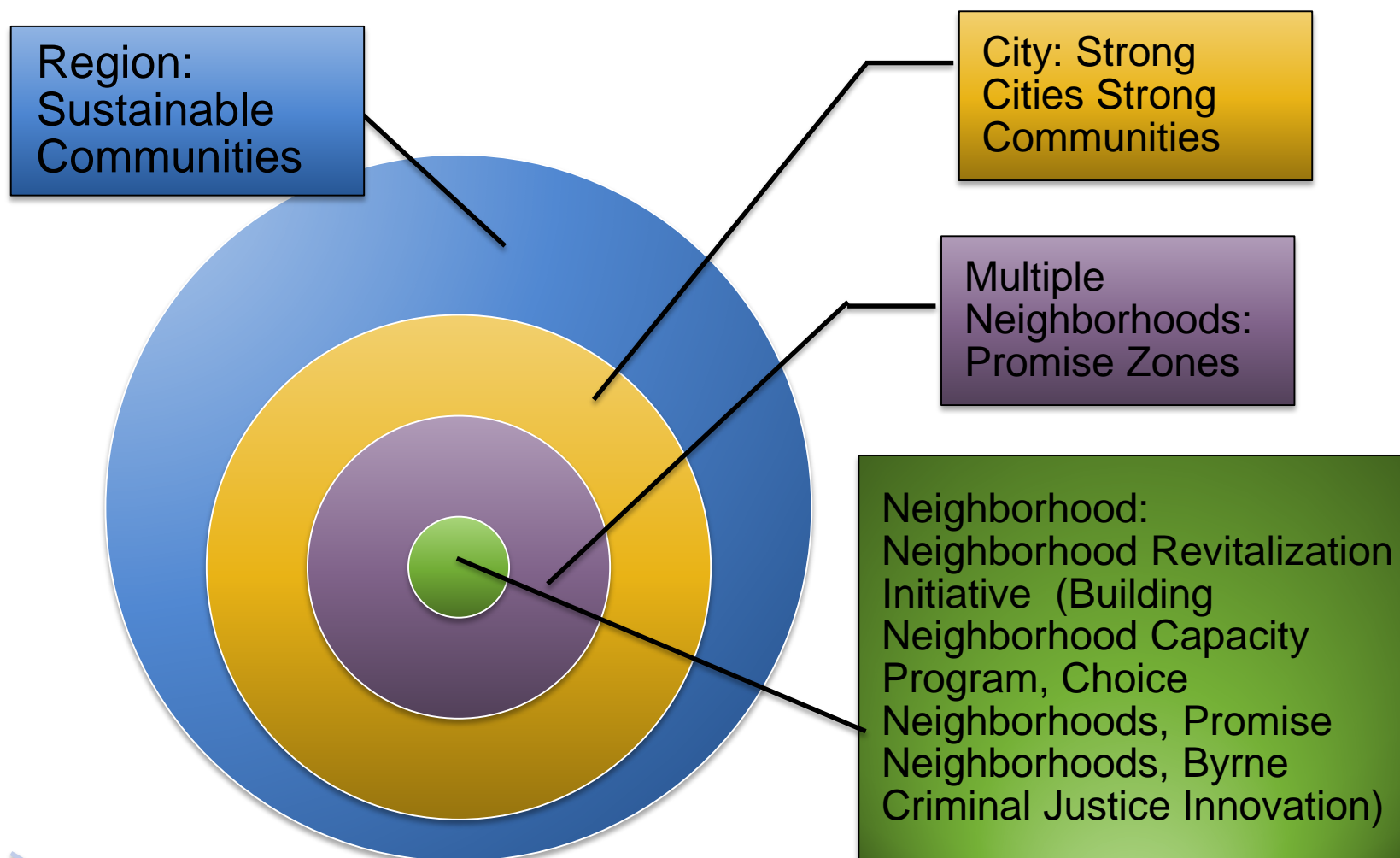# Poll: Where are you from?

Are you from a community engaged in:

A. Building Neighborhood Capacity Program (BNCP)

B. Byrne Criminal Justice Innovation Program (BCJI)

C. Choice Neighborhoods

D. Promise Neighborhoods

E. Other (For example: Casey Foundation Family-Centered Community Change neighborhoods, Promise Zones)
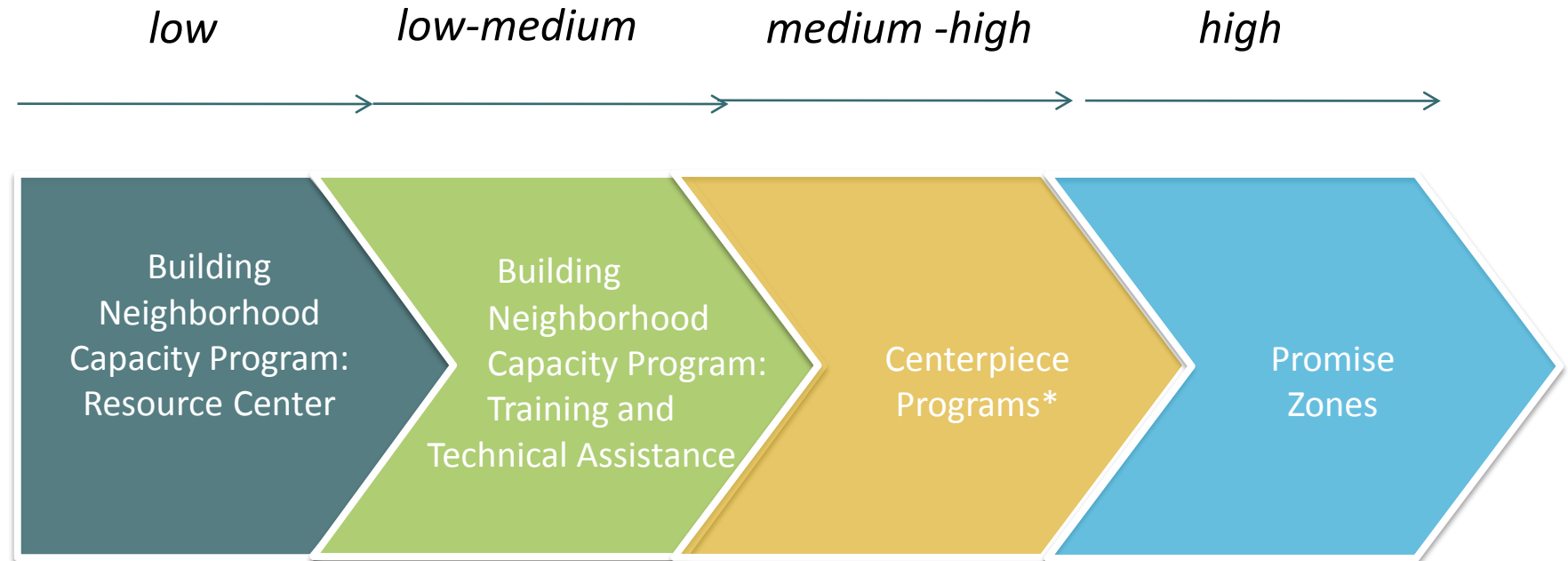
TICB and Federal Place-Based Programming

Jane Hodgdon,
US Department of
Education

Current Federal Place-Based Programming

Region: Sustainable Communities

City: Strong Cities Strong Communities

Multiple Neighborhoods: Promise Zones

Neighborhood: Neighborhood Revitalization Initiative (Building Neighborhood Capacity Program, Choice Neighborhoods, Promise Neighborhoods, Byrne Criminal Justice Innovation)

Neighborhood Revitalization

low   *low-medium*   *medium -high*   *high*

| Building Neighborhood Capacity Program: Resource Center | Building Neighborhood Capacity Program: Training and Technical Assistance | Centerpiece Programs* | Promise Zones |

White House Neighborhood Revitalization Report

*Centerpiece programs:
DOJ   +   Byrne Criminal Justice Innovation (BCJI)
HUD   +   Choice Neighborhoods (CN)
ED   +   Promise Neighborhoods (PN)
HHS   +   Community Health Centers (CHC)

Presenters

Jessica Rosenberg, U.S. Department of Housing and Urban Development

Uzuri Pease-Greene, BRIDGE Housing Corporation

Emily Weinstein, BRIDGE Housing Corporation

Amoretta Morris, Annie E. Casey Foundation

Community Building and Neighborhood Revitalization

- BRIDGE Housing, in partnership with the City and County of San Francisco through the Mayor's Office of Housing and the San Francisco Housing Authority, is a Choice Neighborhoods planning grantee

- Improvements across a range of neighborhood assets, including social assets that establish well functioning social interactions.
  - Public safety
  - Community engagement

- Involves and is driven by the community, including residents, business and civic organizations, and local community members.
  - How do you ensure that these groups are major players in the planning process?
  - How will the neighborhood transformation plan be based on their input?

Rebuild Potrero: A New Approach to Community Building

Emily Weinstein & Uzuri Pease-Greene

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Potrero Terrace & Annex: SF Public Housing

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Potrero Terrace and Annex: Existing Conditions

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Potrero – Existing Conditions

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Rebuild Potrero: A HOPE SF Project

- HOPE SF:
  - People
  - Housing
  - Community

PEOPLE
Improve Outcomes for Existing Residents

NEIGHBORHOOD
Create Thriving, Sustainable, Mixed-income Neighborhoods

HOUSING
Build Quality Housing and Infrastructure

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Rebuild Potrero: A HOPE SF Project

1. Ensure no loss of public housing, minimize displacement of existing residents
2. Create economically integrated communities
3. Maximize creation of new affordable housing
4. Involve residents at all levels
5. Provide economic opportunities
6. Integrate development with existing neighborhood plans
7. Create environmentally sustainable, accessible communities
8. Build a strong sense of community

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Rebuild Potrero: Timeline

- BRIDGE selected in 2008

- Community Vision & Design Process (2008-10)

- Final Master Plan (2010)

- EIR and Land Use Approval Process (2010-14)

- MTA & SFCTA transportation grants (2013-14)

- Choice Neighborhood Planning Grant (2012)

- Program and Service Delivery Plan (2013-14)

- Community Building Initiative (2009-Ongoing)

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Rebuild Potrero – Proposed Program

PROPOSED USES	CURRENT	PROPOSED
RESIDENTIAL UNITS	606	Up to 1600
Public Housing	606	606
Affordable (40-60%AMI)	0	Approx. 210
Moderate (80-120% AMI)	0	Approx. 125
Market Rate	0	Approx. 660
BUILDING HEIGHTS	30'-40'	30'-65'
OFF-STREET PARKING	Approx. 300	Approx. 1,100
BICYCLE SPACES	0	415
RETAIL SPACE	0	15,000
COMMUNITY CENTER	0	25,000-35,000
DAY CARE SPACES	50	125 (est.)
PUBLIC OPEN SPACE	0	Approx. 3.5 acres

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Rebuild Potrero – Master Plan (2008-2010)

- ## Master Plan Goals:

  - Promote a STRONG SENSE OF COMMUNITY
  - Encourage COMMUNITY GATHERING
  - Provide DESTINATION USES
  - Rich array of services and amenities
  - Create a safe shared space for Seniors
  - Include a SMALL RETAIL COMPONENT located on a perimeter street and/or at a major intersection

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Rebuild Potrero – Master Plan (2008-2010)

- Resident Design Principles:
  - Create a safe and secure community.
  - Create a healthy green sustainable community.
  - Provide well-designed and well-managed housing.
  - Provide well-designed community services and usable open space.
  - Preserve Potrero's positive attributes—place and views.
  - Build a strong community.

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Rebuild Potrero – Development Concept

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What is Community Building?

Submit your thoughts in the question box on the GoToWebinar menu bar on the side of your screen

Some of the responses from participants included:

- Bringing people together (residents, business owners etc.) to find a common purpose
- Building capacity of residents
- Building relationships between neighbors
- Interconnection of people when they find similarities with one another
- Creating a sense of shared place with other residents
- Creating and sustaining connections
- Encouraging resident involvement in decision-making

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What is Community Building?

- The active participation of residents in the process of strengthening community networks, programs and institutions.[1]
- Unlike traditional programs and services, which direct interventions to the individual, community building is an engagement process for building social capital and the community's investment in its own future.[2]

1 Naparstek, A., Dooley, D., Smith, R., & United States Office of Urban Revitalization. (1997). *Community building in public housing: Ties that bind people and their communities*. Washington, DC: U.S. Department of Housing and Urban Development, Office of Public and Indian Housing, Office of Public Housing Investments, Office of Urban Revitalization.
2 McNeely, J. (1999). Community Building. *Journal of Community Psychology*, 27(6), 741-750; Chaskin, Robert J. (1999). Defining community capacity: A framework and implications from a comprehensive community initiative. Paper presented at the Urban Affairs Association Annual Meeting, Forth Worth.

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Traditional Community Building Strategies

- Build social networks

- Engage residents in planning and vision setting

- Leverage community capacity to solve collective problems

- Collaborate with systems and organizations to improve social and community outcomes

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Community Building in Potrero

Goal: To increase the capacity of residents to improve their quality of life and effect positive change in their community

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What is Trauma?

Submit your thoughts in the question box on the GoToWebinar menu bar on the side of your screen

Some of the responses from participants included:

- An unpleasant experience
- Life events that alter attitudes
- Daily random acts of violence
- Anything that threatens or impedes with healthy development
- Disruption/dysfunction of regular systems
- Chronic stress
- Unhealthy conditions or experiences that negatively effect the well being of the community
- Lack of trust with political leaders
- Living in constant fear

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What is Trauma?

Trauma is a set of normal human responses to stressful and threatening experiences.[1]

[1] National Center for PTSD (2007). *Effects of traumatic stress after mass violence, terror, or disaster: Normal reactions to an abnormal situation.* (Retrieved April 25, 2013 from http://www.ptsd.va.gov/professional/pages/stress-mv-t-dhtml.asp)

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Trauma in Potrero

A Tale of Two Cities

- **North Side:**

  - Median income: $131,500
  - Poverty rate: 5.4%
  - Thriving retail
  - High school graduation rate: 86%
  - Street grid connects to downtown

- **South Side:**

  - Median income: $14,000
  - Poverty rate: 64% in PTA
  - Food desert
  - HS graduation / GED rate: 56% / 67%
  - Geographically and socially isolated
  - Violent crime: 5 times city average
  - Health disparities in all areas
    of chronic health diseases

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Trauma in Potrero

- Violence and Lack of Safety = Stress

- Coping with Stress and Violence
    - High rates of anxiety, stress, and PTSD
    - Isolation => mistrust and depression
    - High-risk behaviors
    - Substance use
    - Needs and stress eclipse capacity to engage in nurturing family activities

- Lack of Community Connections
    - Mistrust and lack of social cohesion
    - Culture of apathy and depression
    - Programs and services are uncoordinated, low quality and temporary

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How Does Trauma Challenge Community Building?

Submit your thoughts in the question box on the GoToWebinar menu bar on the side of your screen

Some of the responses from participants included:

- Forces a focus on 'me' instead of 'we'
- Creates unhealthy norms
- Encourages a lack of involvement
- Creates fear and distrust
- Most traumatized people tend to withdrawal and are less likely to become actively engaged in a community building process
- Reduces expectations for change in a community, no longer believe it can change
- Increases feelings of hopelessness

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Trauma Challenges to Community Building

Traditional Community Building Strategies ⬅ Trauma Challenges to Traditional Community Building

Traditional Community Building Strategies

- Build social networks

- Engage residents in planning and vision setting

- Leverage community capacity to solve collective problems

- Collaborate with systems and organizations to improve social and community outcomes

Trauma Challenges to Traditional Community Building

- Lack of trust and social cohesion

- Lack of stability, reliability and consistency

- Inability to envision the future

- Disempowerment and lack of a sense of community ownership

- High level of personal needs

- Depth and breadth of community needs

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Traditional Community Building

Community Building

Housing Development

Programs & Services

Traditional Community Building

Community Building

Housing Development

Programs & Services

TRAUMA
- Violence
- Crime
- Poverty
- Isolation
- Poor Education

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Trauma Informed Community Building

Housing Development

Programs & Services

Trauma Informed
Community Building

TRAUMA

- Violence
- Crime
- Poverty
- Isolation
- Poor Education

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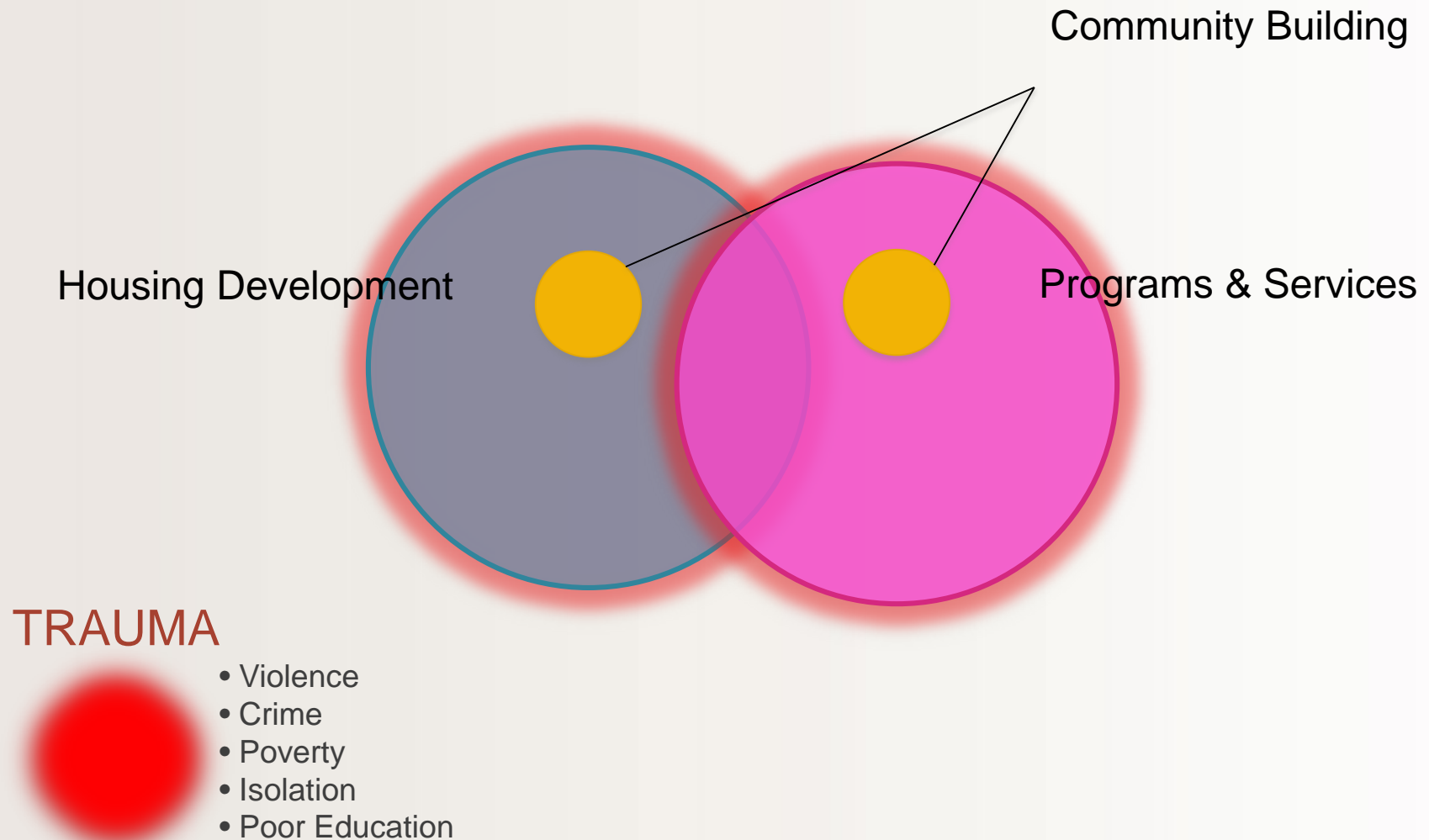
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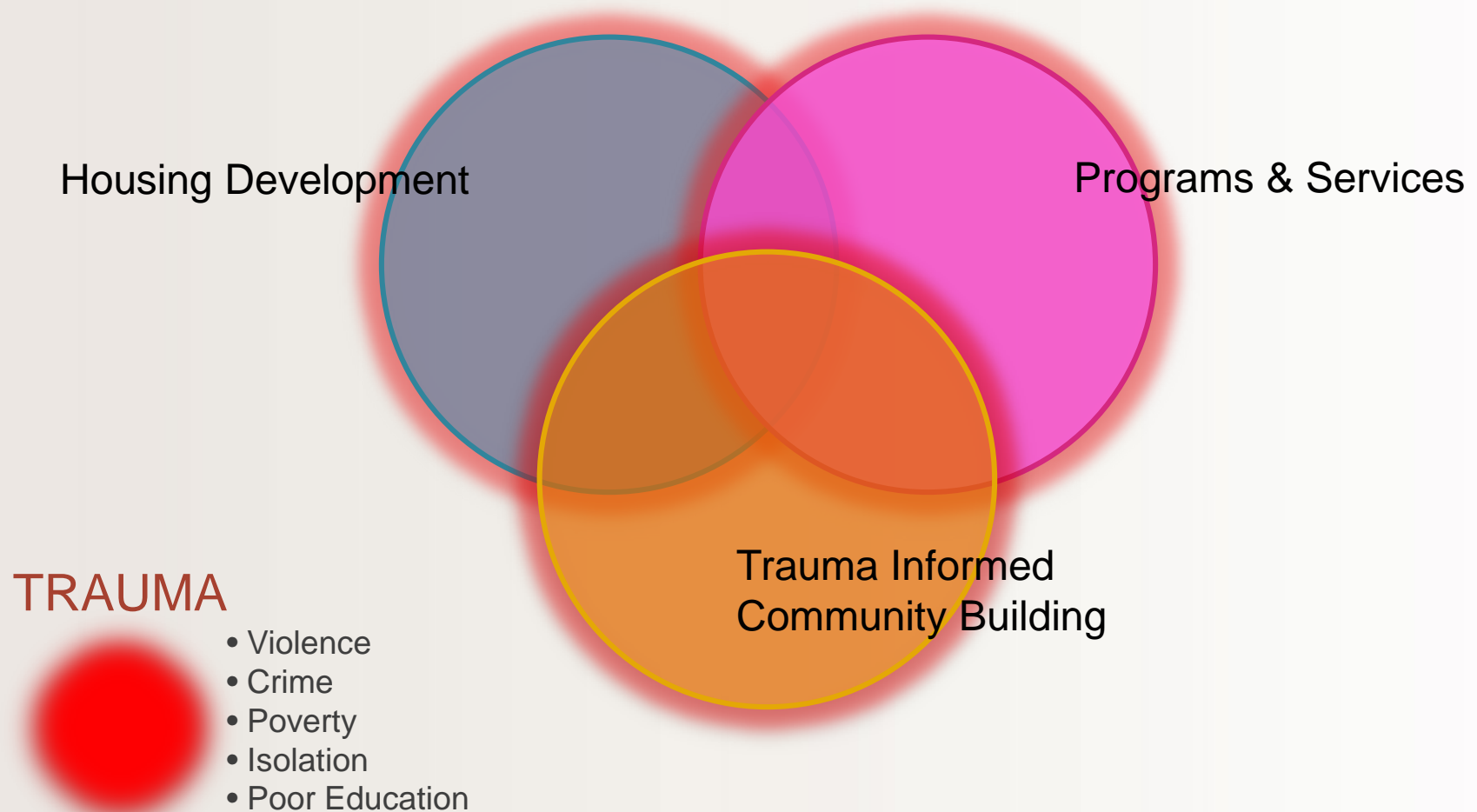
What is a *Trauma Informed* Approach?

"Trauma-informed organizations, programs, and services are based on an understanding of the vulnerabilities or triggers of trauma survivors that traditional service delivery approaches may exacerbate, so that these services and programs can be more supportive and avoid re-traumatization." - SAMSHA

Key elements:

(1) *Realizing* the prevalence of trauma;

(2) *Recognizing* how trauma affects all individuals involved with the program, organization, or system, including its own workforce; and

(3) *Responding* by putting this knowledge into practice.

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Trauma Informed Community Building

TICB

- De-escalates chaos and stress
- Fosters resiliency
- Strengthens social connections
- Recognizes trauma

Increased readiness

OUTCOMES

- Foundation and support for effective delivery of programs and services
- Creates conditions for long-term community and individual change

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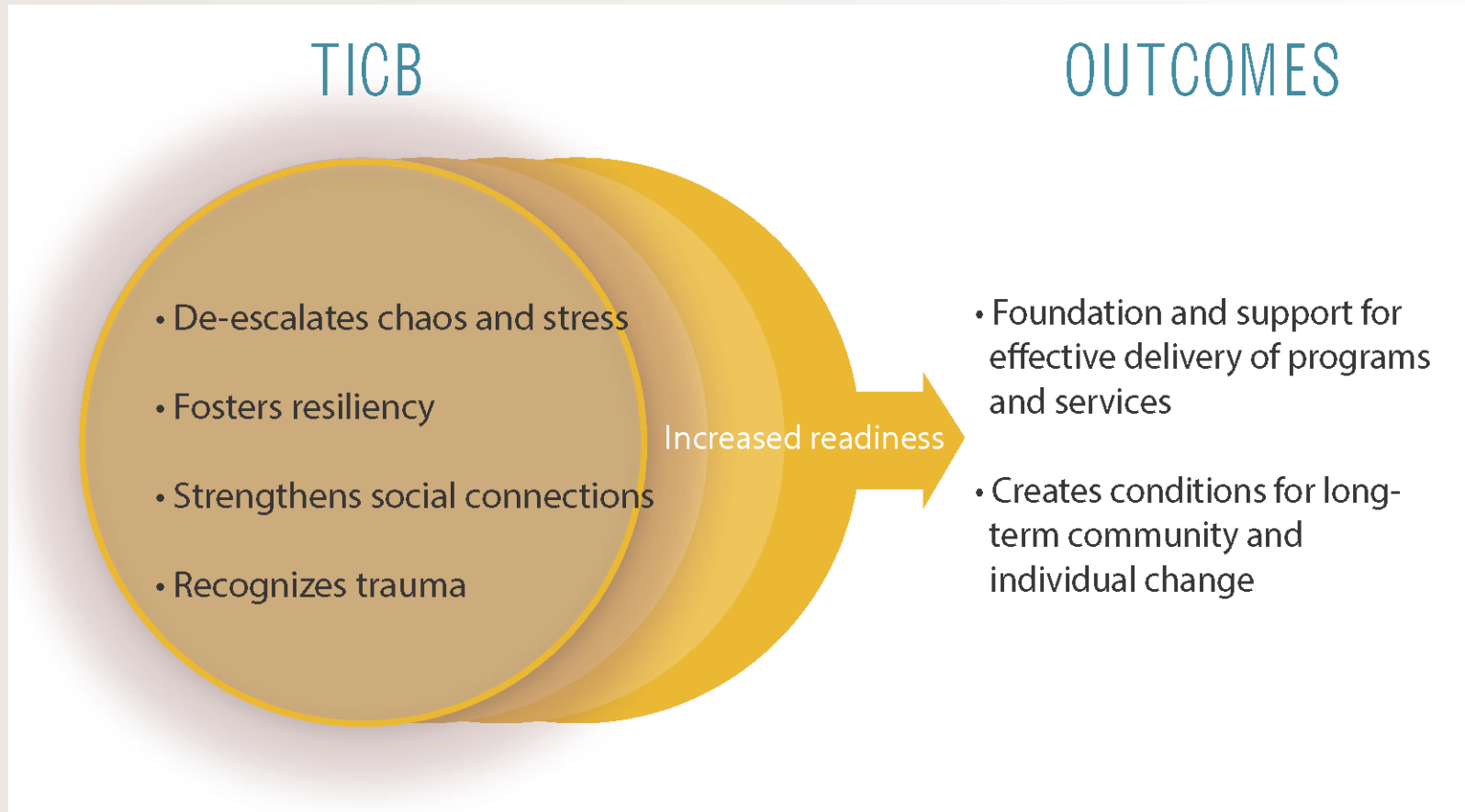
TICB: Guiding Principles

✓ **Do no harm**: By being aware of past and current trauma we can avoid re-traumatizing individuals and the community.

✓ **Acceptance**: We accept people's circumstances and the community conditions, and set expectations accordingly.

✓ **Community Empowerment**: Self-determination encourages community investment and empowerment.

✓ **Reflective process**: The change process is intentional and responds to new developments and knowledge.

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Trauma Informed Community Building
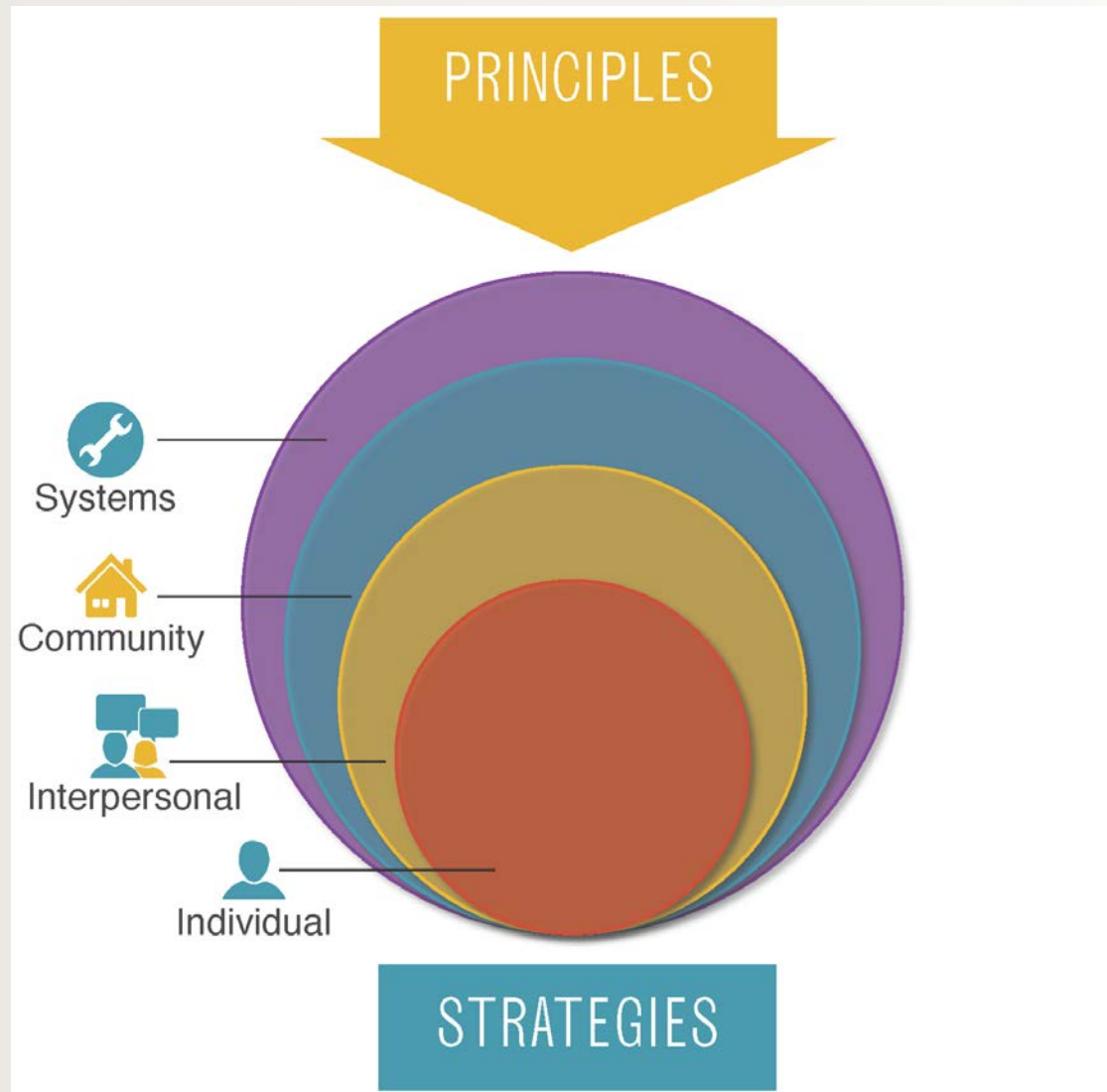
Trauma Informed Community Building

TICB PRINCIPLES

- Create positive personal experiences and meet residents where they are

- Provide opportunities for multiple interactions & consistency

- Ensure incentives and sense of personal reward

- Encourage self-efficacy through choice, goal setting and tracking

- Develop authentic relationships and never overpromise

Individual

TICB STRATEGIES

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Trauma Informed Community Building

TICB PRINCIPLES

Interpersonal

Individual

- Model healthy behaviors

- Support peer to peer activities and interactions

- Cultivate shared positive experiences

- Allow for personal sharing and mutual support

TICB STRATEGIES

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Trauma Informed Community Building

TICB PRINCIPLES

Community

Interpersonal

Individual
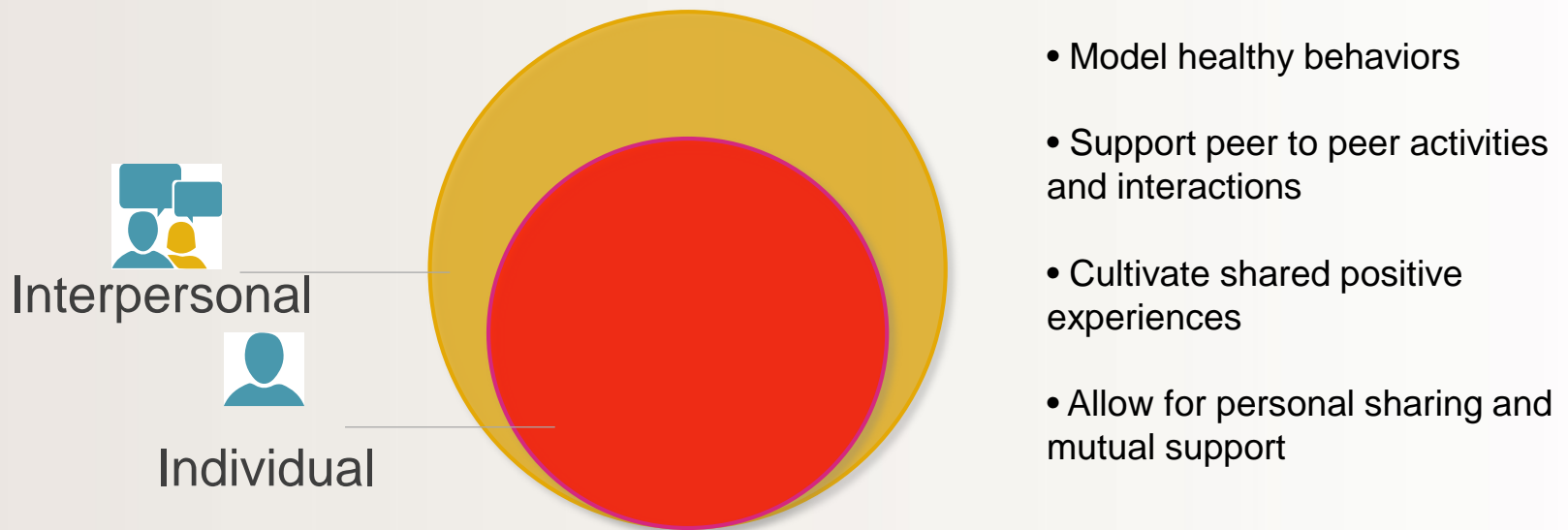
- Expand incrementally, building from success

- Require sustainability and quality in community efforts

- Provide visible activities that reflect community change

- Cultivate community leadership through support and skill building

TICB STRATEGIES

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Trauma Informed Community Building

TICB PRINCIPLES

Systems

Community

Interpersonal

Individual

- Reflect community voices and priorities to stakeholders

- Build partnerships for long-term investments

- Advance long term community vision and strategies

TICB STRATEGIES

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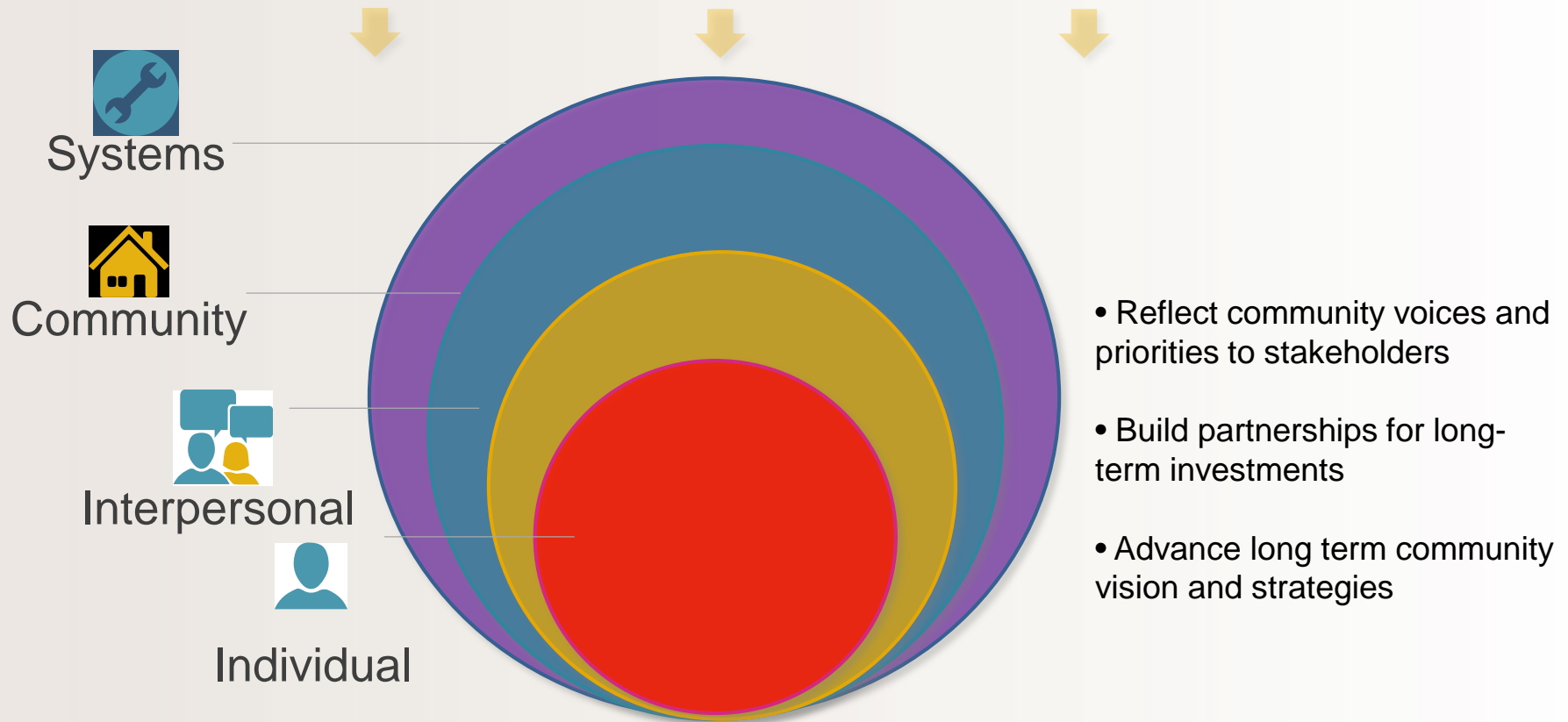
TICB: Activity Examples

- **Potrero Garden Program**
  - Two community gardens
  - Garden Workdays (2/week)
  - Barrel Gardens (throughout the year)
  - Garden Classes (2/month)
  - Kids Garden Workshop (1/month)
- **Potrero Healthy Living Program**
  - Walking Club (3/week)
  - Meditation (2/week)
  - Healthy Living Cooking (1/month)
  - Sober Living Group (1/week)
  - Zumba (2/week)
- **The Healthy Generations Project**
  - Daily Walking School Buses
  - Parent/Child Dinner and Reading Group (1/week)
  - Parent/Child Dinner and Play Group (1/week)
- **Semi-Monthly Community Building Group**
- **Community-Wide Events**
- **Leadership Academies and Opportunities**

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Reflections & Discussion

Amoretta Morris, Senior Associate
Family-Centered Community Change
Annie E. Casey Foundation

Questions for the Presenters?

To submit a question to our presenters, please type it in to the <u>question box</u> on the GoToWebinar menu bar on the side of your screen

- **Emily Weinstein,** BRIDGE Housing Corporation

- **Uzuri Pease-Greene,** BRIDGE Housing Corporation

- **Amoretta Morris,** Annie E. Casey Foundation

- **Jane Hodgdon,** U.S. Department of Education

- **Jessica Rosenberg,** U.S. Department of Housing and Urban Development

Recording and slides will be available online at: http://www.buildingcommunitycapacity.org/

To Learn More…

TRAUMA INFORMED
COMMUNITY BUILDING
A Model for Strengthening Community in
Trauma Affected Neighborhoods

Weinstein, Wolin, Rose

- BRIDGE Housing's paper on their TICB model is available online at: http://bridgehousing.com/PDFs/TICB.Paper5.14.pdf

- Keep an eye out for promising practice guide on grantees' community engagement practices

- A survey will pop up as you close this session - please give us your feedback!