Rebuild Potrero: A New Approach to Community Building

June, 2014

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Agenda

- Rebuild Potrero Context
    - Current Conditions
    - Hope SF
    - Rebuild Potrero Master Plan
    - Rebuild Potrero Timeline
- Trauma Informed Community Building (TICB)
    - What is Community Building?
    - What is Trauma?
    - Traditional Community Building
    - Trauma Challenges to Traditional Community Building
    - TICB Outcomes
    - TICB Guiding Principles
    - TICB Strategies

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Potrero Terrace & Annex: SF Public Housing

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Potrero Terrace and Annex: Now

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Rebuild Potrero: Future

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Rebuild Potrero: Current Conditions

A Tale of Two Cities

- **North Side:**
  - Median Income: $131,500
  - Poverty Rate: 5.4%
  - Thriving 18th and 20th Street 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 Crimes: 5 times City average
  - Health disparities in all areas
    of chronic health diseases

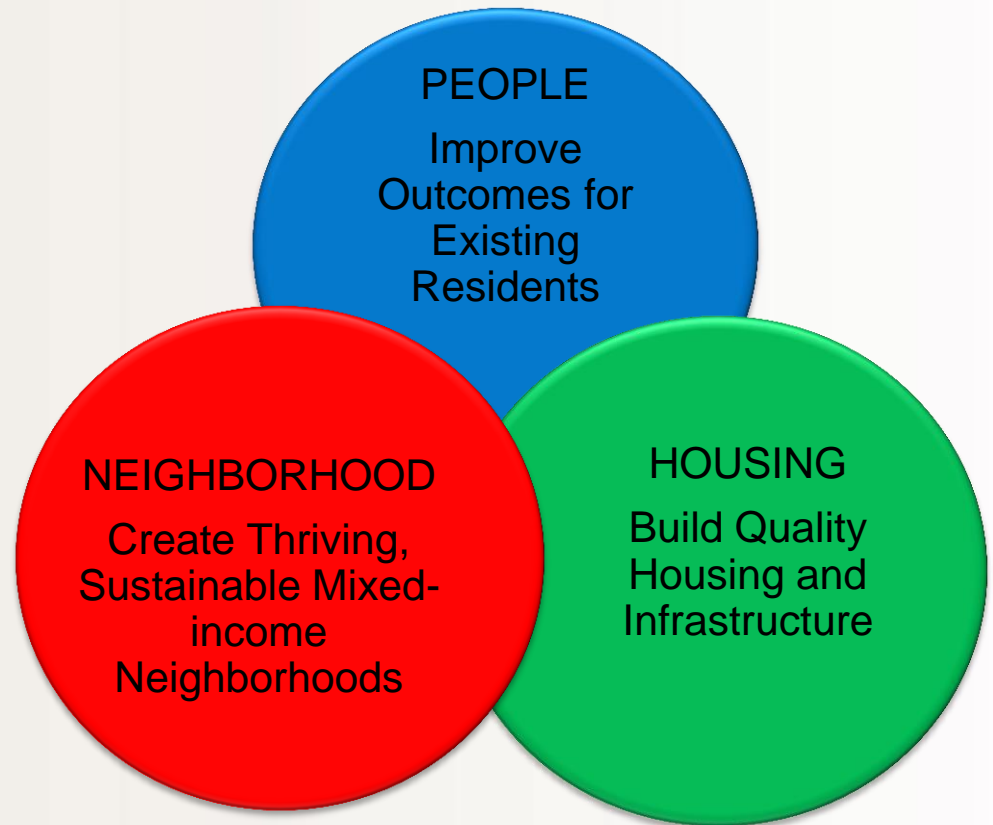# Rebuild Potrero: Current Conditions

- 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 & services are uncoordinated, low quality and temporary

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: Master Plan

Master Plan Design Goals:

- Replace Public Housing with Mixed Income, Mixed Use neighborhood
- Reconnect Infrastructure to San Francisco Street Grid
- Create New Neighborhood Center on 24th Street
- Add density with mix of building types and heights (walk-ups, mid-rises)
- Create community and open spaces throughout the development
- Add Neighborhood Retail Space

PROPOSED USES	CURRENT	PROPOSED
RESIDENTIAL UNITS	606	Up to 1600
Public Housing	606	606
Affordable (40-60%AMI)	0	Up to 400
Market Rate	0	Up to 800
BUILDING HEIGHTS	30'-40'	30'-65'
OFF-STREET PARKING	approx. 300	approx. 1,050
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. 4.5 ACRES

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Rebuild Potrero: Master Plan

A Vision for the Future:

- Create a safe 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: 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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What is Community Building?

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?

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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

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Trauma in Potrero

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  - Culture of apathy and depression
  - Programs & services are uncoordinated, low quality and temporary

What Challenges Does Trauma Pose to Community Building?

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Trauma Challenges to Community Building
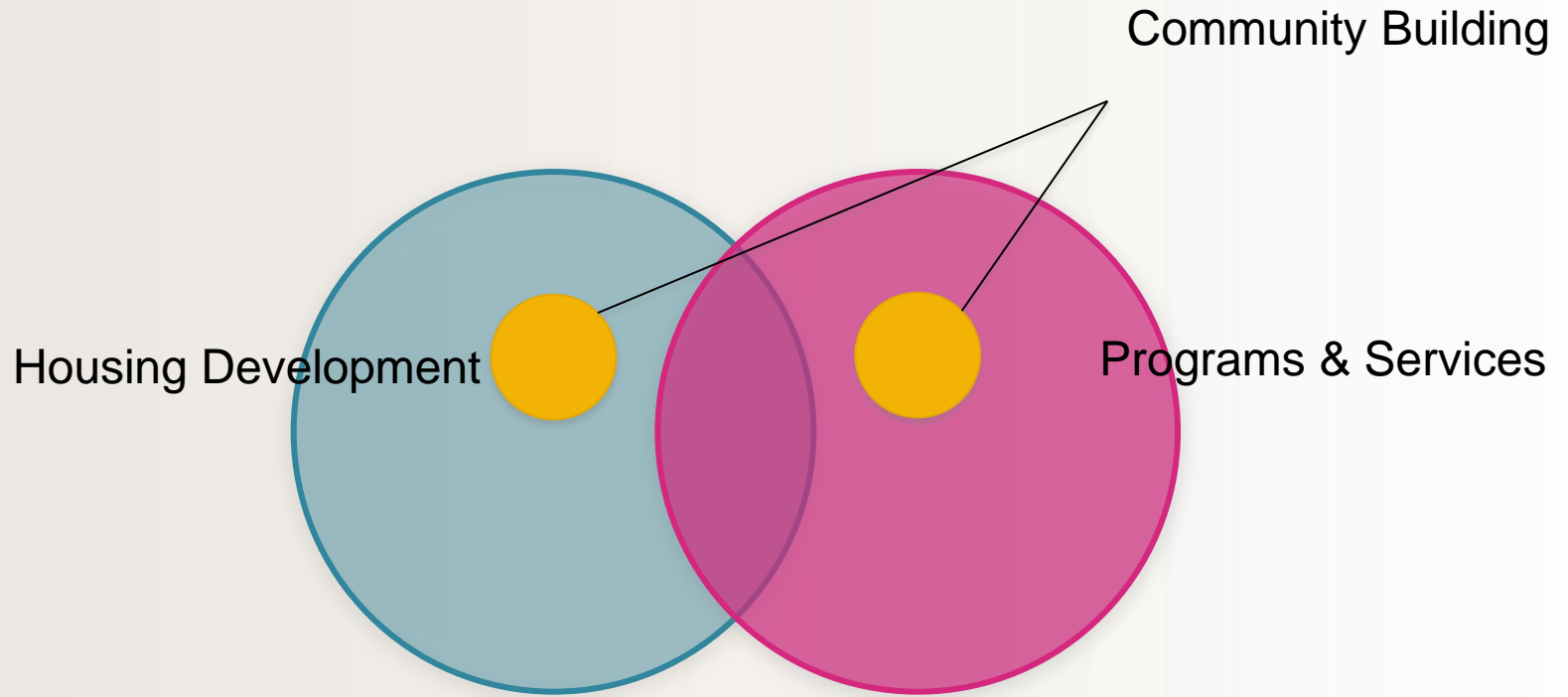
Traditional Community Building Strategies	Trauma Challenges to Traditional Community Building
• Build social networks	• Lack of trust and social cohesion
• Engage residents in planning and vision setting	• Lack of stability, reliability and consistency
• Leverage community capacity to solve collective problems	• Disempowerment and lack of a sense of community ownership
• Collaborate with systems and organizations to improve social and community outcomes	• High level of personal needs
	• Depth and breadth of community needs

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Traditional Community Building

Community Building

Housing Development

Programs & Services

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Traditional Community Building
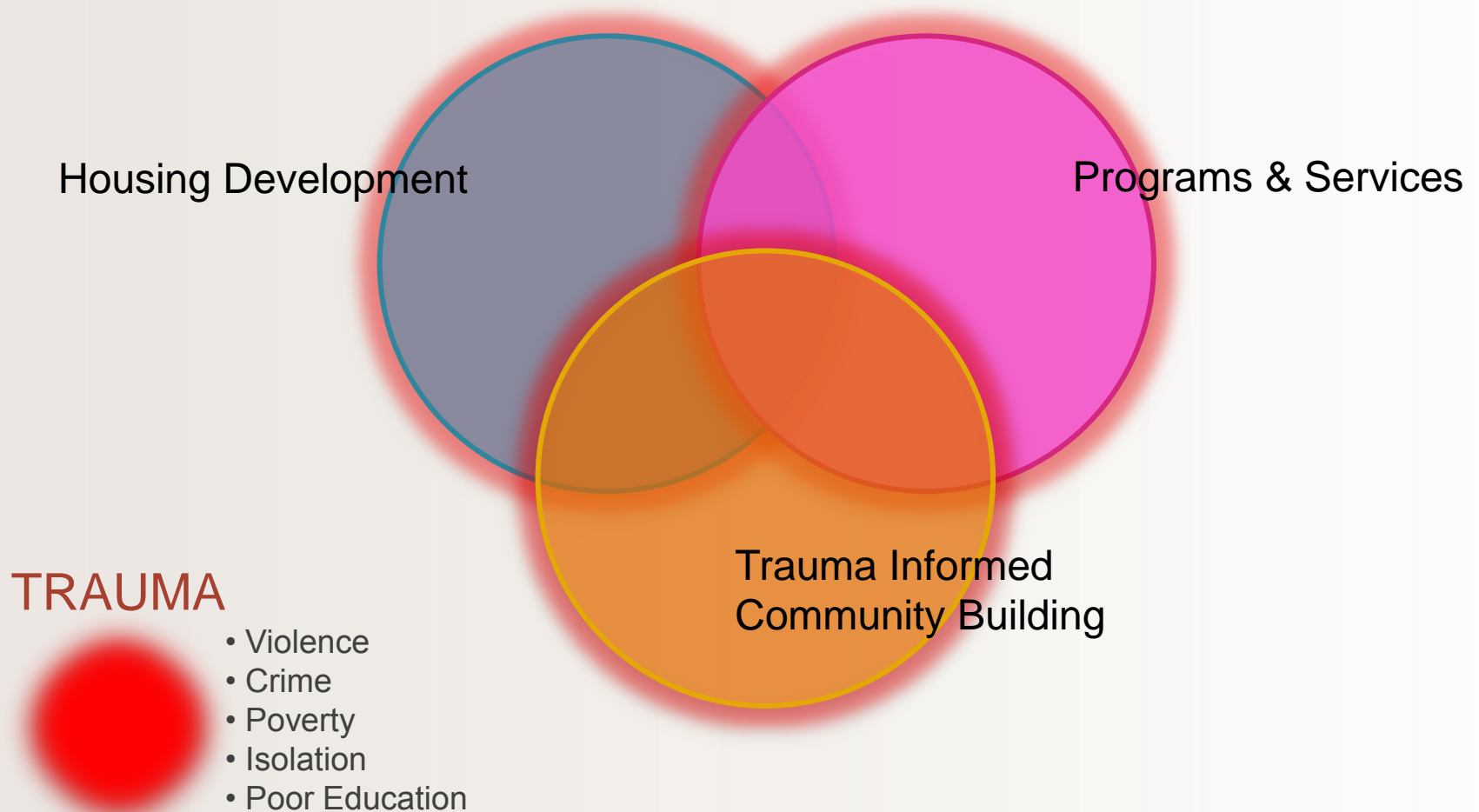
Community Building

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

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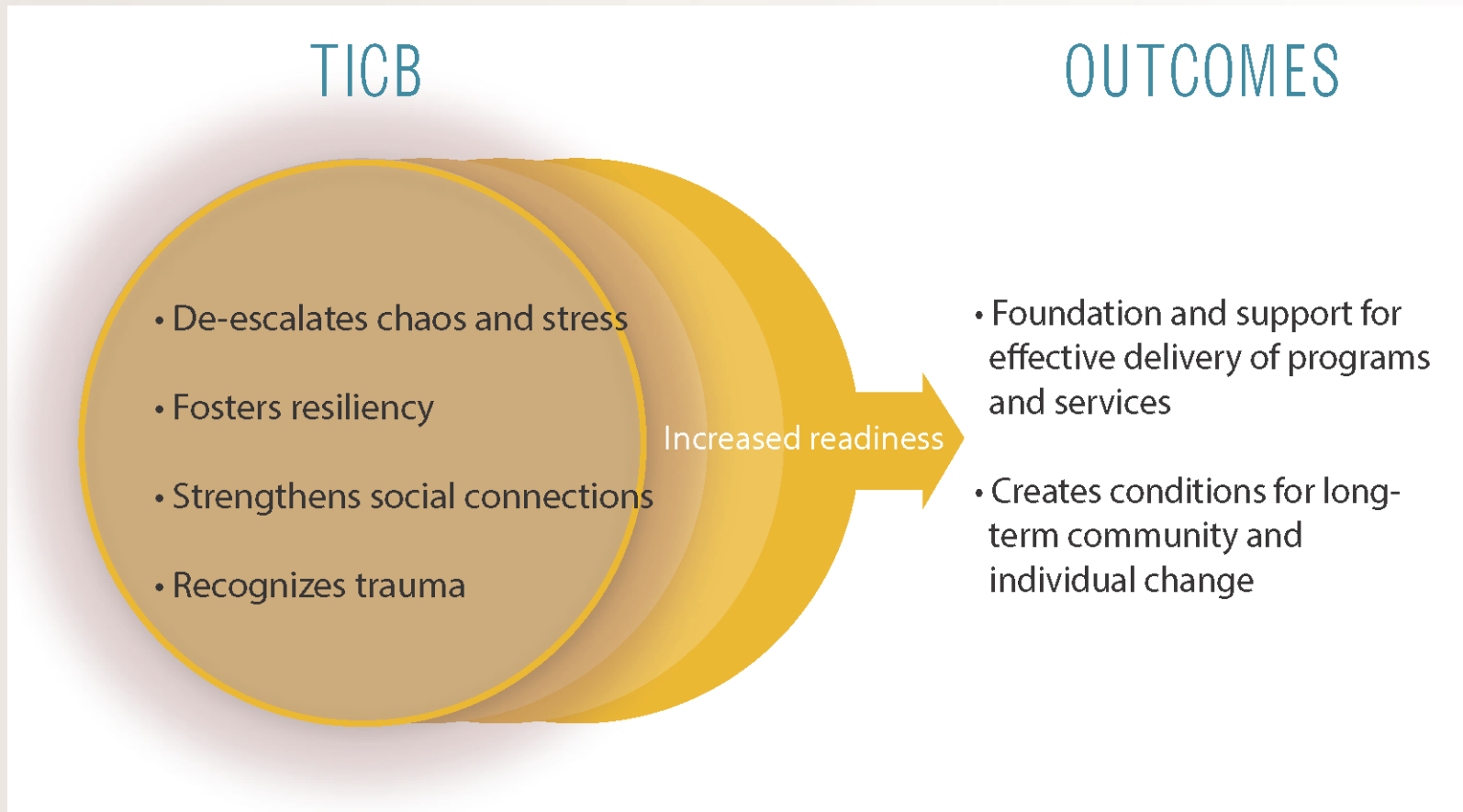- Poor Education

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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

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

✓ <u>Acceptance</u>: We accept people's circumstances and the community conditions, and set expectations accordingly.

✓ <u>Community Empowerment</u>: Self-determination encourages community investment and empowerment.

✓ <u>Reflective process:</u> The change process is intentional and responds to new developments and knowledge.

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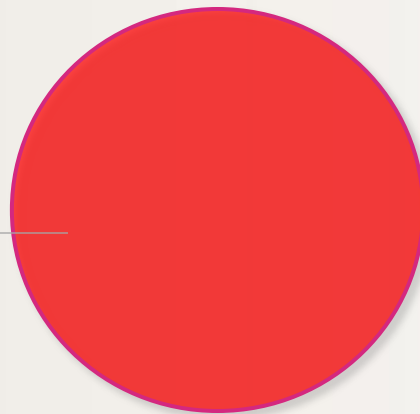
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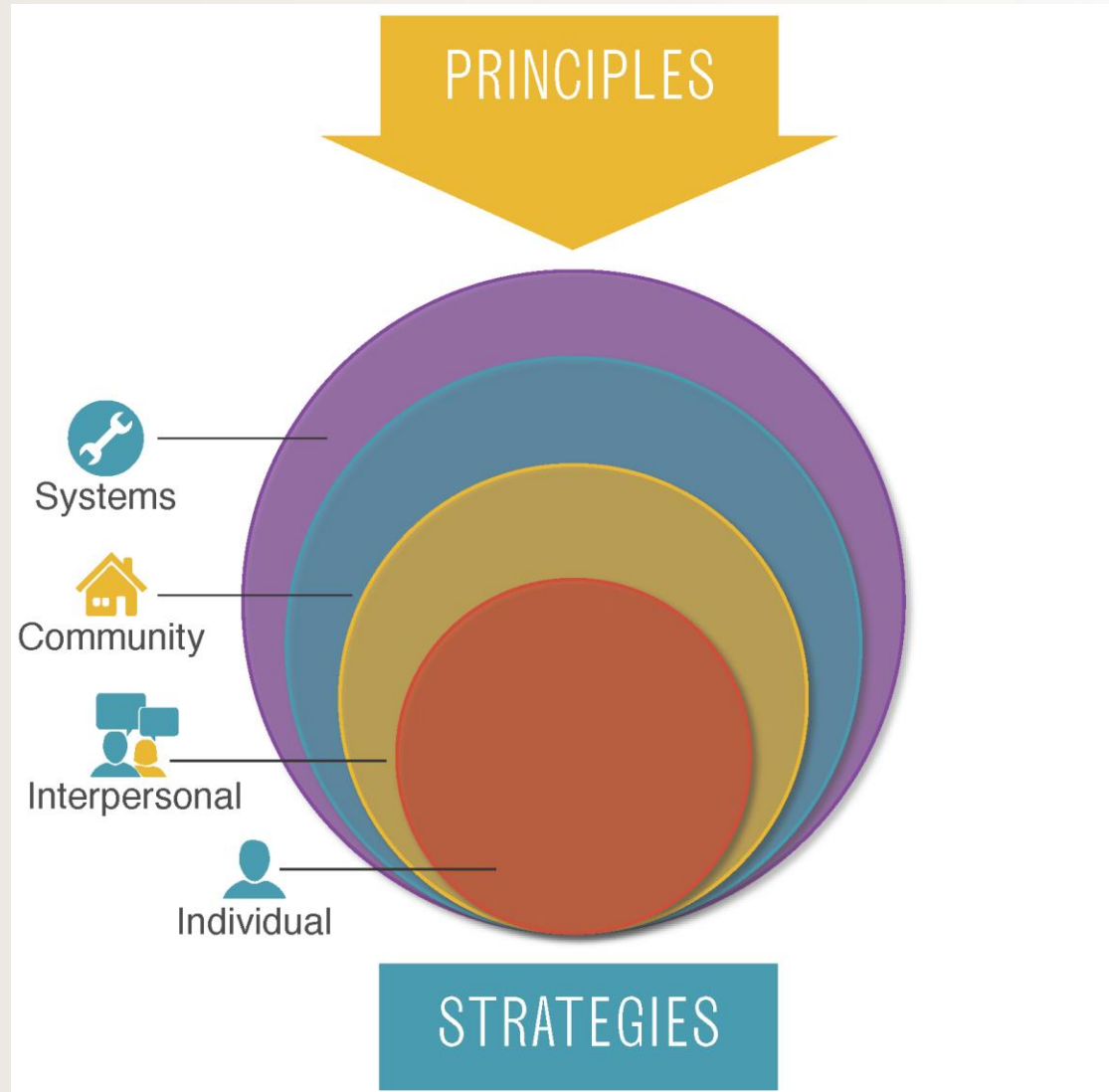
Trauma Informed Community Building

TICB PRINCIPLES

Individual

- Create positive personal experiences

- Provide opportunities for multiple interactions & consistency

- Ensure incentives and sense of personal reward

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

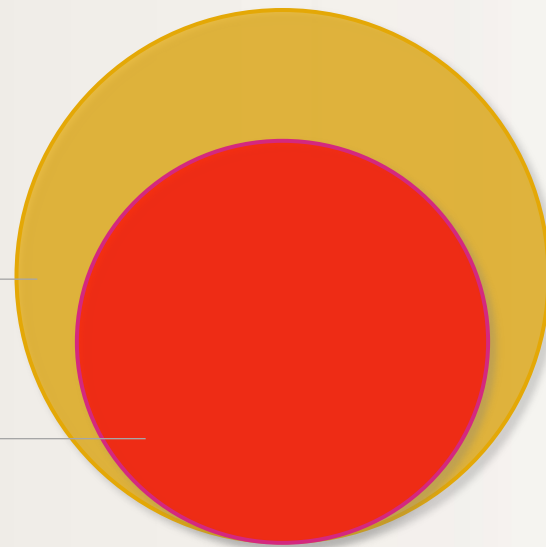## TICB STRATEGIES

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Trauma Informed Community Building
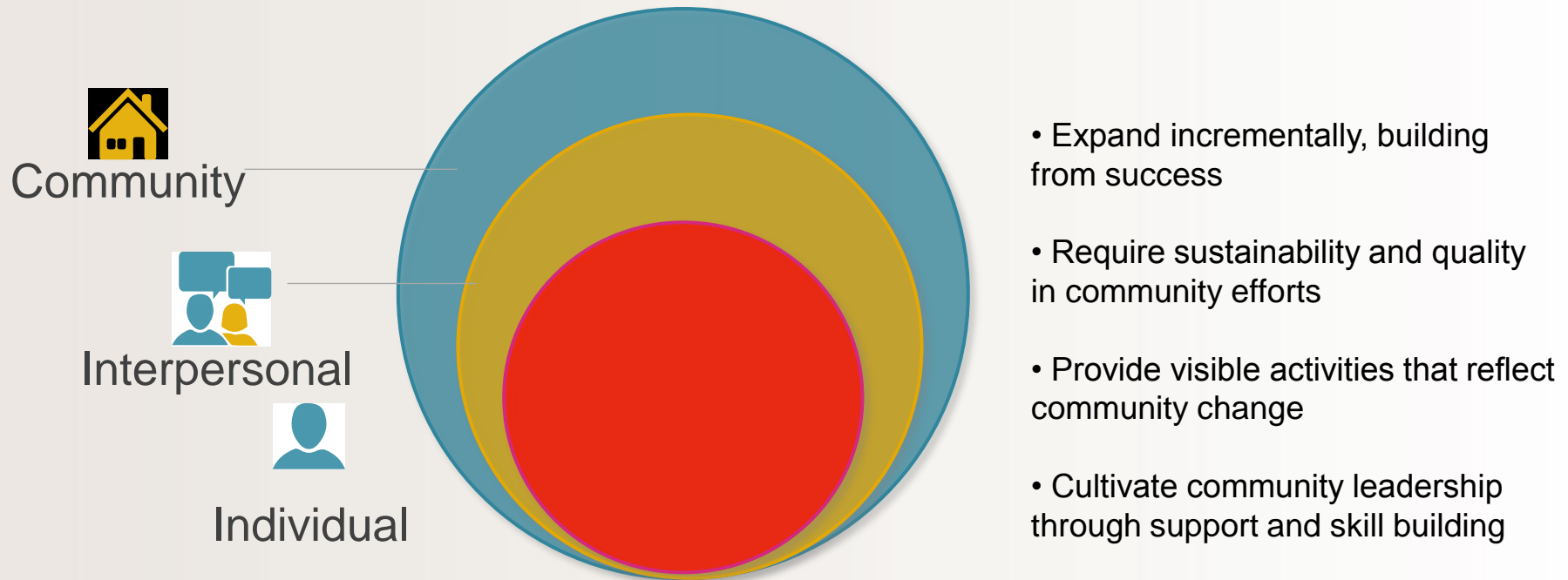
Interpersonal

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 strategy

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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