

Presenter:

Dr. Marie Cecile
Kotyk
Founder and
Director, UDesign
Justice Initiative

Assistant Professor
and Design Justice
Research Chair –
University of Calgary,
School of
Architecture,
Planning, and
Landscape
Architecture

Housing and
Homelessness
Consultant at Kotyk
Consulting

Date:

Feb. 25th, 2026



STRENGTHENING RE-HOUSING PATHWAYS FOR BLACK GUESTS

PRACTICAL USES OF THE BLACK HOUSING EQUITY
FRAMEWORK

CONTENT

LEARNING OBJECTIVES

- How inequities show up in re-housing pathways
- How to apply BHEF in daily shelter workflows
- Practice shifts workers can implement immediately
- Concrete actions management can implement tomorrow





SHARED UNDERSTANDING OF TERMINOLOGIES

Anti-Black Racism:

Policies and practices embedded in Canadian institutions that reflect and reinforce beliefs, attitudes, and discrimination directed at people of African and Caribbean descent and rooted in their experience of enslavement and colonization here in Canada.

Source: City of Toronto, 2017. Author of Anti-Black Racism: Dr. Akua Benjamin.

Systemic and Structural Racism:

Systemic and structural racism are forms of racism that are pervasively and deeply embedded in and throughout systems, laws, written or unwritten policies, entrenched practices, and established beliefs and attitudes that produce, condone, and perpetuate widespread unfair treatment of people of color.

EQUALITY
EQUITY
JUSTICE

SHARED UNDERSTANDING OF TERMINOLOGIES



EQUALITY

Everyone is treated the same way regardless of needs or individual differences



EQUITY

Everyone is provided with what they need to succeed.



JUSTICE

The cause(s) of the inequity was addressed. The systemic barriers have been removed.



LEVELS OF RACISM



STRUCTURAL

Structural racism refers to the established group hierarchy determined by perceived "race." This hierarchy was designed to confer superiority onto one group at the expense of oppressing and exploiting other groups.

INSTITUTIONAL/SYSTEMIC

Systemic/institutional racism refers to bias and privilege in the policies, practices, and programs of institutions and systems. It can be unintentional or intentional.

INTERPERSONAL

Interpersonal racism refers to biased beliefs, attitudes and behaviours of individuals. These expressions can be conscious or unconscious and range from subtle to violent.

INTERNALIZED

Internalized racism refers to the beliefs, attitudes, and behaviours that result from absorbing cultural racist ideas. It happens when we accept inequity and the racial hierarchy as normal.

**STORIES FROM
THE SHELTER -
VIDEO**



**CONTEXT:
STRUCTURAL
INEQUITIES**



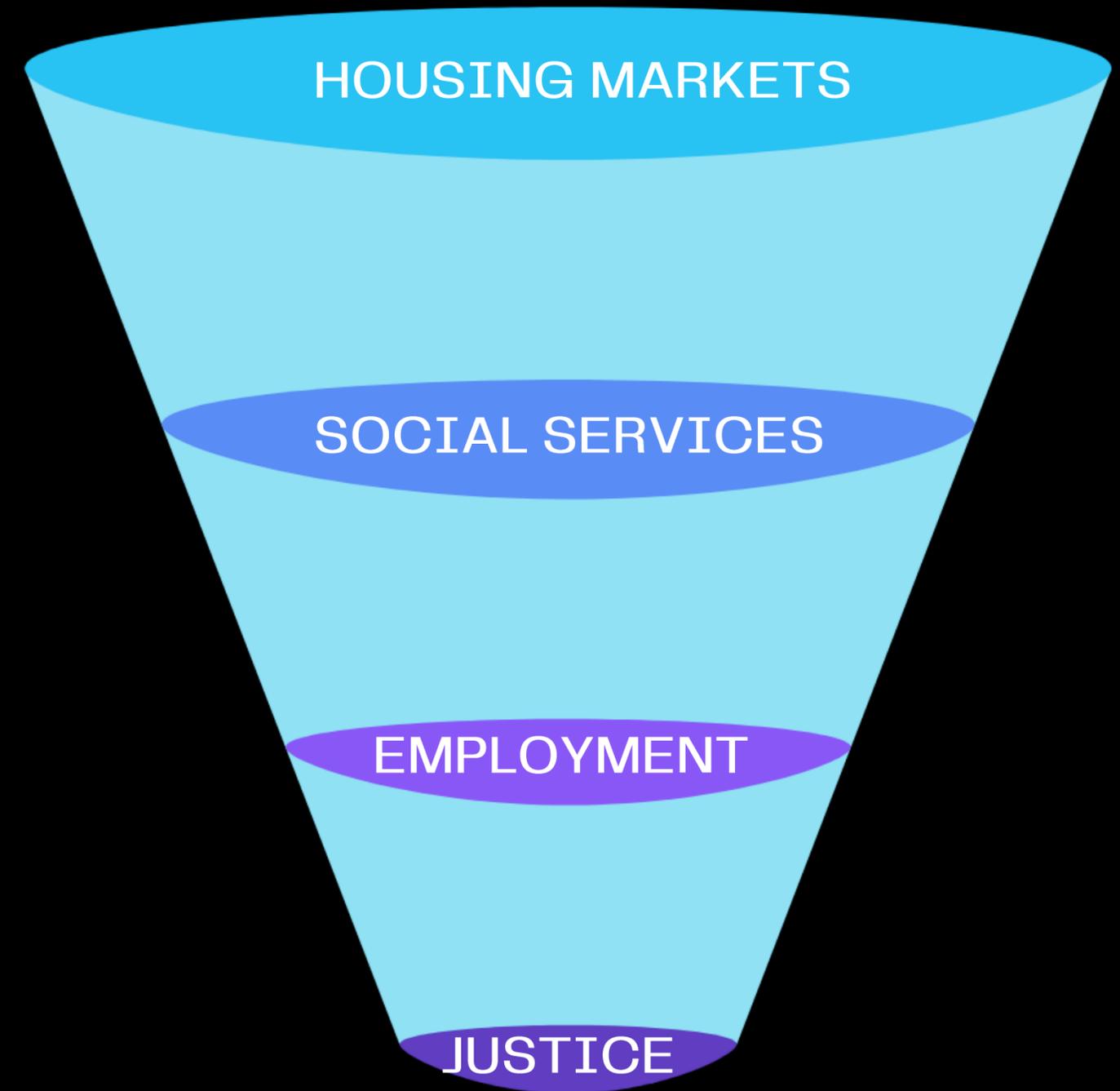
- Canada's history of enslavement, segregation, and dispossession continues to shape structural inequities in housing access and wealth.
- Black Canadians disproportionately experience eviction, housing discrimination, homelessness, and inadequate housing conditions despite housing being recognized as a human right.
- For Black Canadians, homelessness is a result of various racially inequitable systems that have been perpetuated by anti-Black racism in policies and practices.

HOUSING INEQUITY IS STRUCTURAL, NOT INCIDENTAL

**STRUCTURAL
AND
SYSTEMIC
INEQUITIES
SHAPING RE-
HOUSING FOR
BLACK
SHELTER
GUESTS**

Structural inequities rooted in anti-Black racism shape both experiences within shelter systems and pathways to permanent housing, producing longer shelter stays, higher housing instability, and elevated risks of returning to homelessness.

These inequities operate across multiple sectors, such as housing markets, social services, employment systems, and the criminal legal system, creating a funnel that disproportionately keeps Black individuals in shelters.



MAPPING INEQUITIES ACROSS RE- HOUSING PATHWAY

A Process Framing: Intake → Shelter → Exit

1. Intake and Access

- Biased assessment tools (e.g., VI-SPDAT) that deprioritize Black individuals

2. Shelter Environment and Service Delivery

- Over-policing, excessive surveillance, and disproportionate disciplinary actions, along with experiences of racism from both staff and residents, significantly impact safety and dignity.

3. Housing Transition Barriers

- Rental market discrimination and covert exclusion by landlords
- Intersectionality disadvantage (race + income + family status + disability)

4. Structural Economic Constraints

- Higher likelihood of recurring homelessness due to accumulated



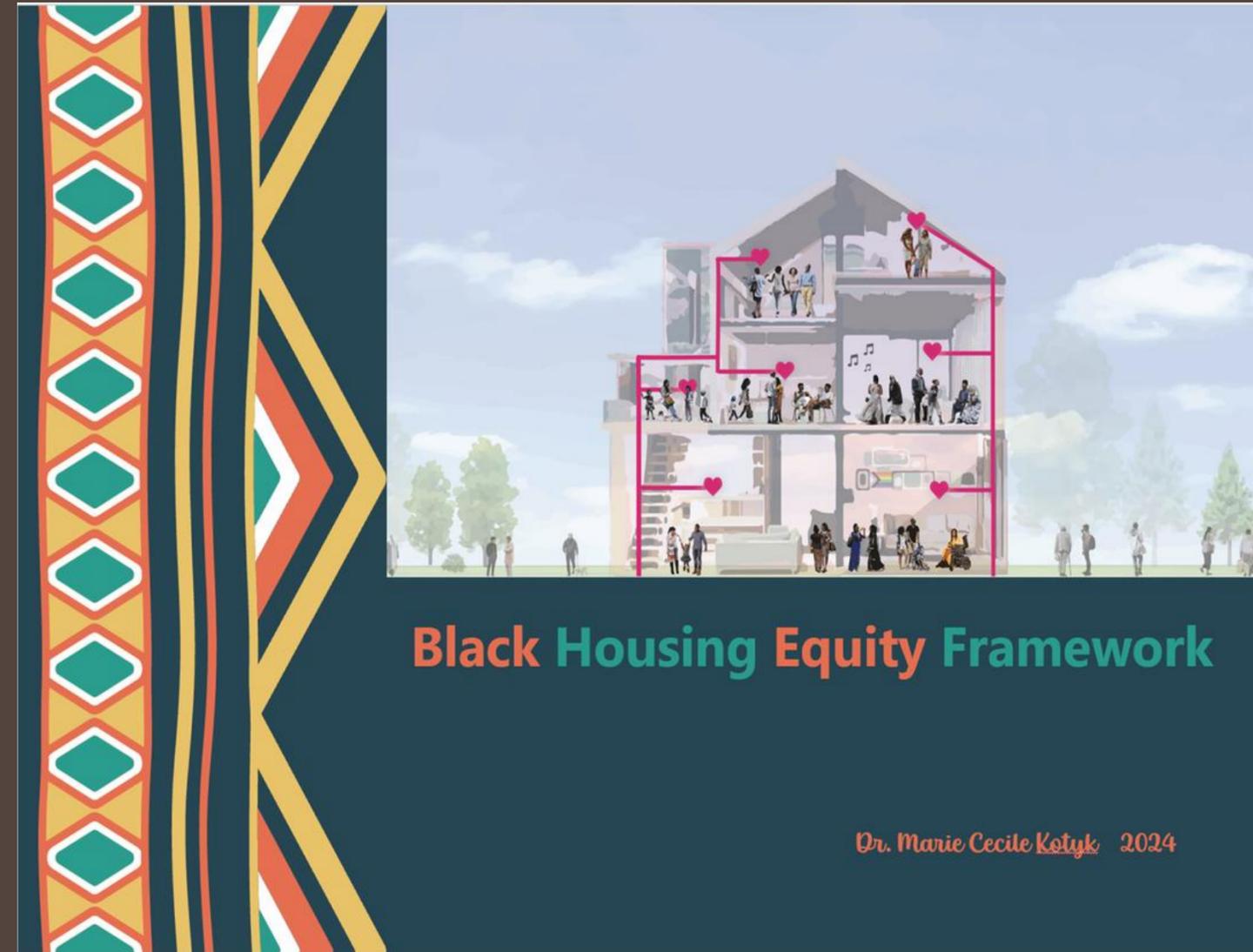
WHAT IS THE BLACK HOUSING EQUITY FRAMEWORK?

A Practice Tool for Anti-Racist Housing & Planning Decisions

The Black Housing Equity Framework (BHEF) is a planning and policy framework designed to address systemic anti-Black racism in the housing and homelessness sector.

It supports planners, policymakers, and housing practitioners to:

- Examine how policies, programs, funding, and practices reproduce inequities.
- Center Black communities' lived and living experiences in decision-making.
- Move from accidental equity to intentional, accountable action.



BHEF GUIDING PRINCIPLES

At its foundation, the BHEF is anchored in ten principles, each one rooted in the history, resilience, and worldviews of Black communities.

These guiding principles are at the heart of the framework.

BLACK HOUSING EQUITY FRAMEWORK GUIDING PRINCIPLES

UNDERSTAND BLACK HISTORY
Understand the impacts of Canada's colonial legacy of legalized slavery, dispossession, racial segregation, racist and discriminatory policies and practices.

ADDRESS ANTI-BLACK RACISM
Acknowledge and address the damaging effects of anti-Black racism on Black communities.

HUMAN RIGHTS APPROACH
Address housing discrimination and ensure equitable access to housing opportunities.

LOVE CENTERED APPROACH
Approach Black communities with empathy, compassion and understanding.

CENTER BLACK PERSPECTIVES
Engage Black communities and amplify their voices and perspectives in developing policies.

TRAUMA-INFORMED APPROACH
Incorporate culturally appropriate trauma-informed approaches to address the impacts of racial trauma.

INTERSECTIONAL APPROACH
Implement an intersectional approach to ensure inclusive and equitable policies and practices.

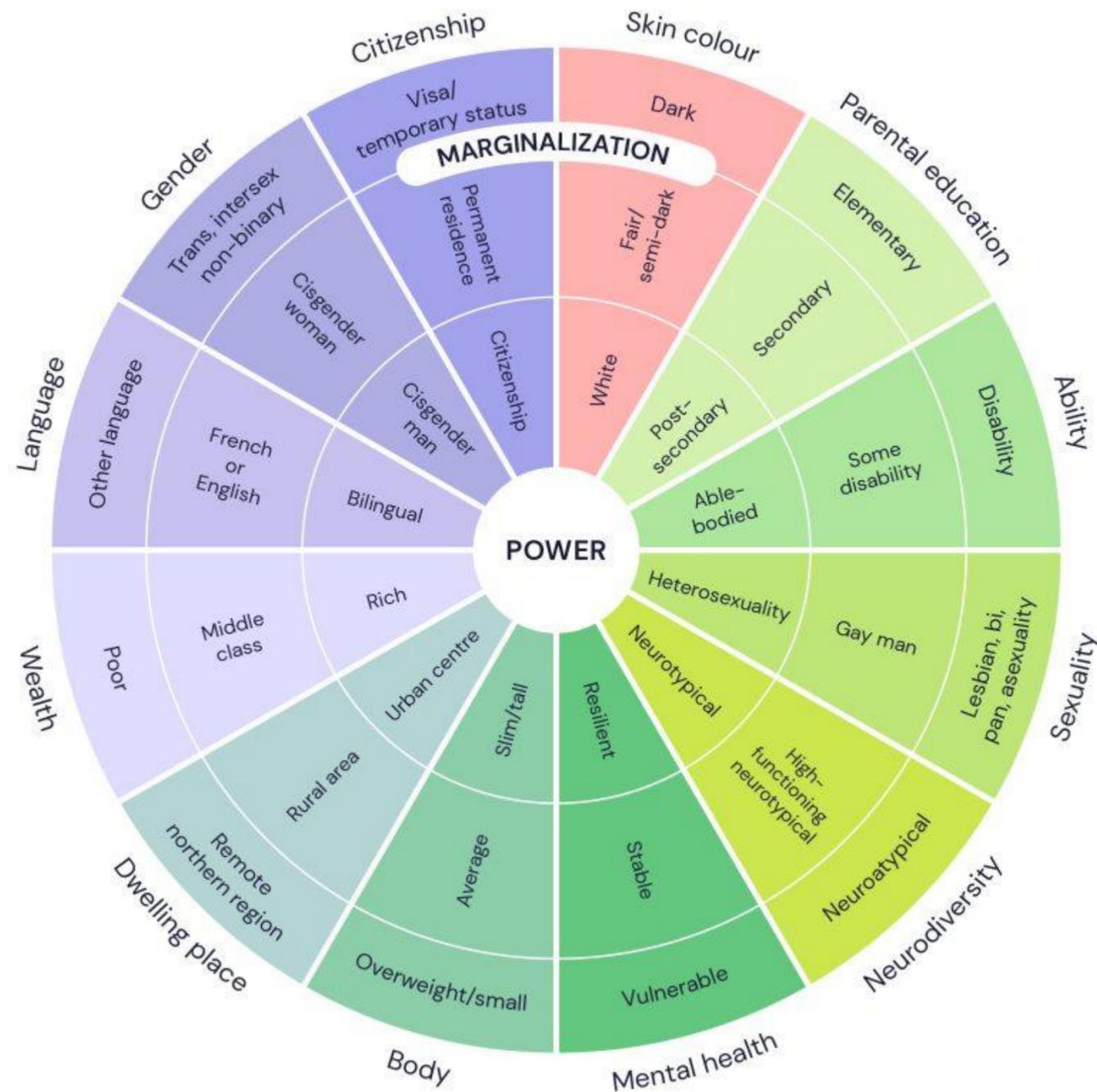
ACCOUNTABILITY
Establish metrics and indicators to evaluate the impacts of policies and be accountable to Black communities.

STRENGTH-BASED APPROACH
Leverage the rich history of resilience and self-determination within Black communities to address inequities.

COLLECT DISAGGREGATED RACE-BASED DATA
Collect and analyze disaggregated race-based data to inform targeted interventions, policies and practices.

Author: Marie Cecile Kotyk (2024)

The Wheel of Intersectionality



INTERSECTIONALITY

- The belief that a person cannot be identified with one single group.
- People belong to multiple identity groups.
- Acknowledges that people have their own unique experiences of discrimination and oppression.

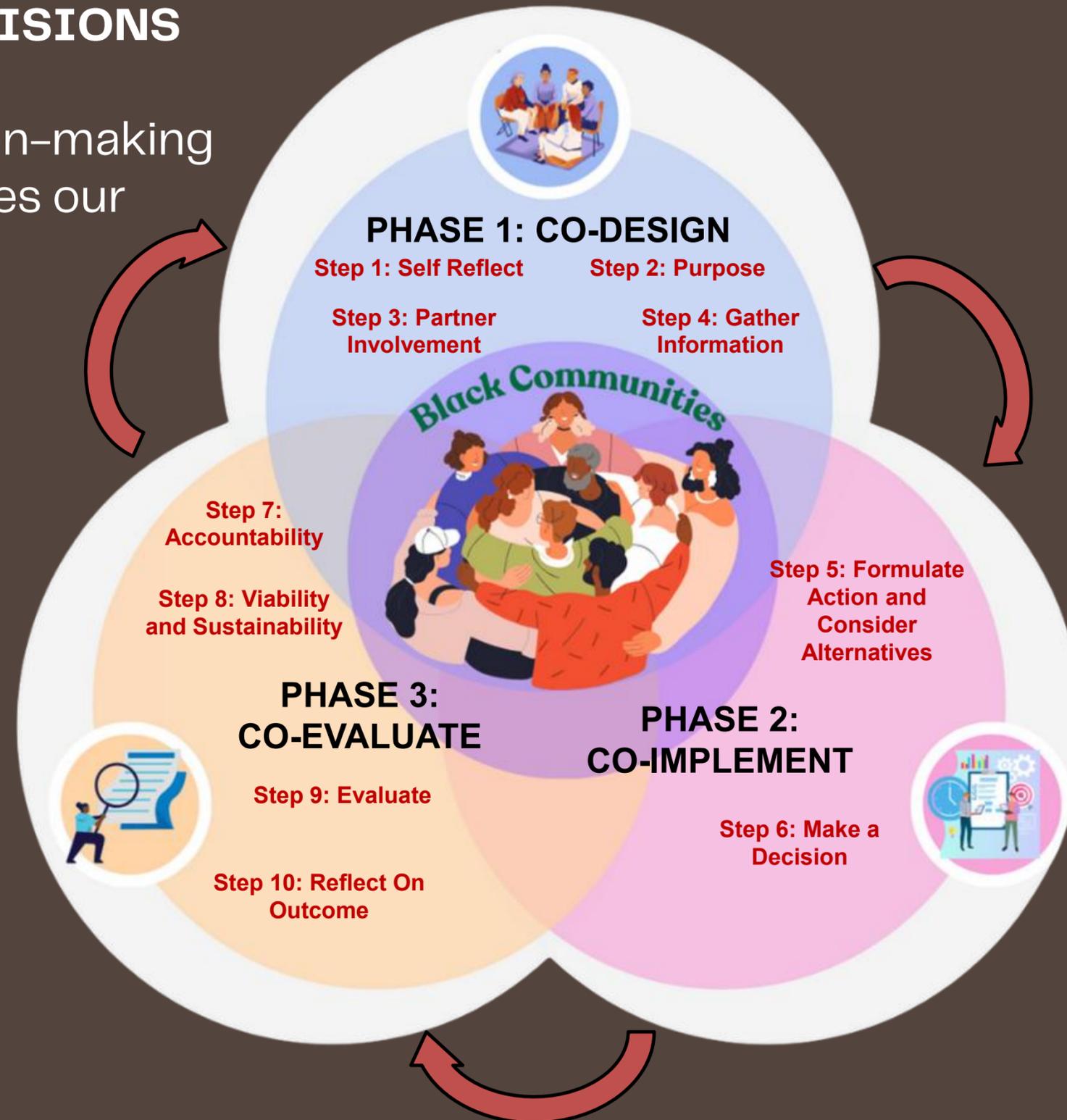
HOW THE BHEF IS APPLIED IN HOUSING PRACTICE

FROM EQUITY COMMITMENTS TO CONCRETE DECISIONS

The BHEF is a decision-making framework that guides our practice.

Three Phases

1. Co-Design
2. Co-Implement
3. Co-Evaluate



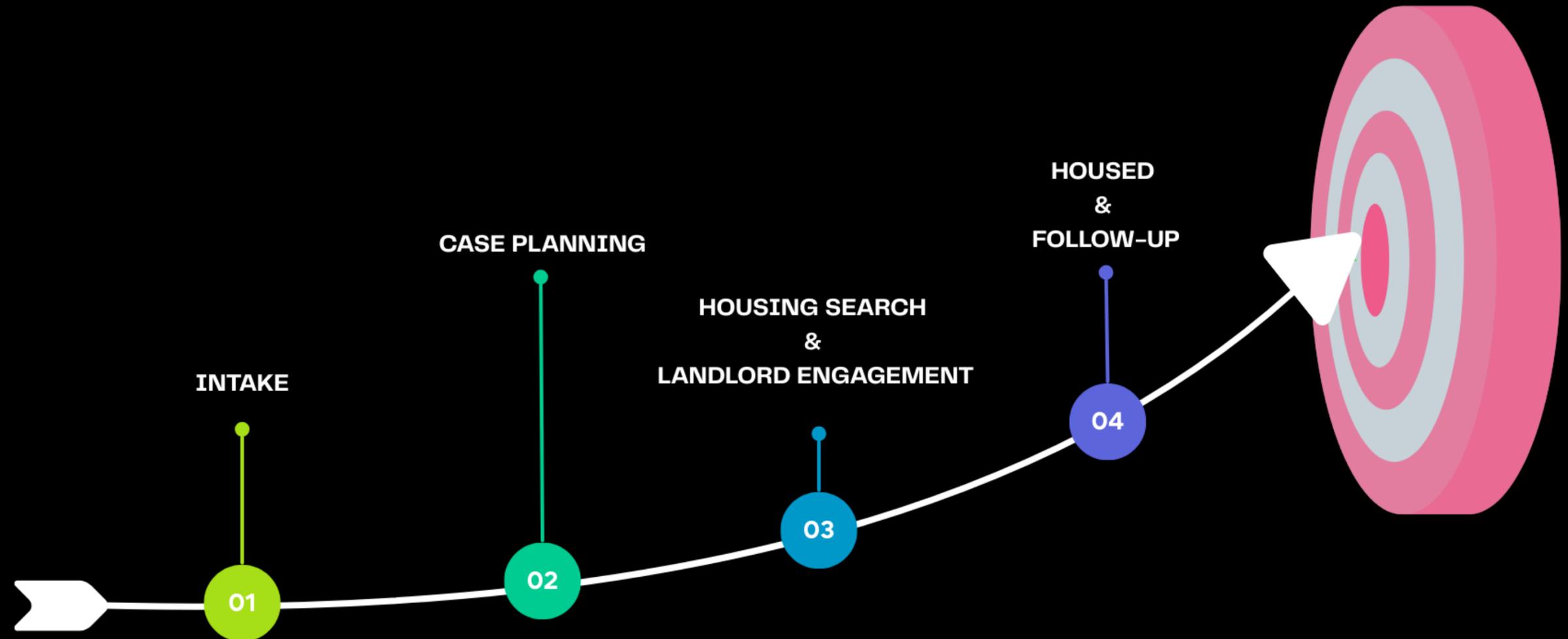
**MOVING
FROM
AWARENESS
TO ACTION**



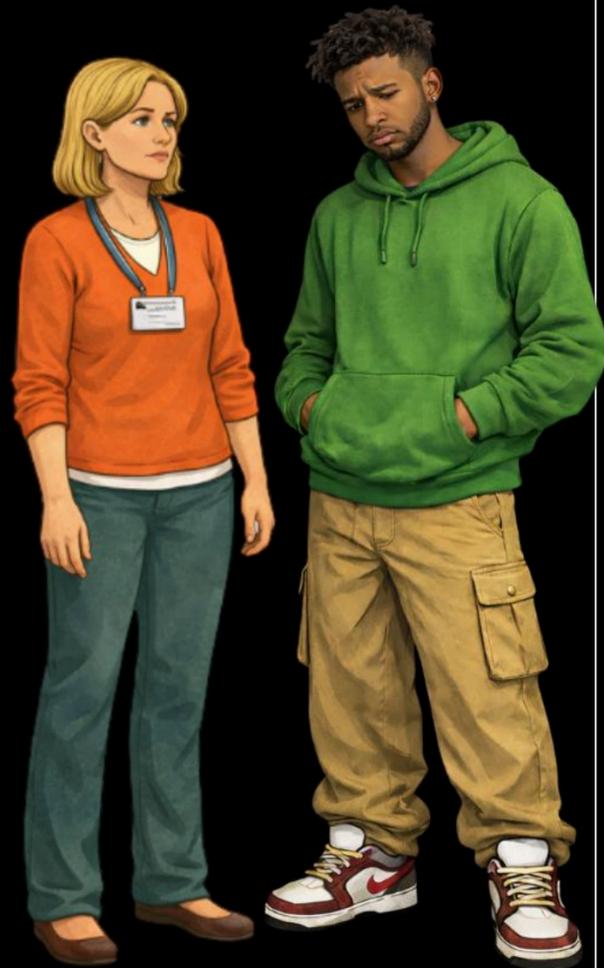
MICRO VERSION APPLICATION OF THE BHEF



ROLES: FRONTLINE WORKER AND MANAGEMENT



**SCENARIO:
APPLYING THE
BHEF IN AN
EMERGENCY
SHELTER
CONTEXT**



CONTEXT

Setting: Urban emergency shelter serving diverse populations experiencing homelessness.

Worker: Jasmine — frontline shelter support worker.

Client: Malik: Black man in his early 30s, recently displaced after eviction, experiencing employment instability and distrust of institutions due to past discrimination in housing and social services.



TRADITIONAL SHELTER INTAKE ASSESSMENT



Practice insight:
Intake is not neutral — how questions are asked determines what vulnerabilities are recognized.

**TRADITIONAL
INTAKE
ASSESSMENT:
POLICY
GATEKEEPING**



Practice insight:
Policies can function as structural gatekeepers when flexibility and advocacy are absent.



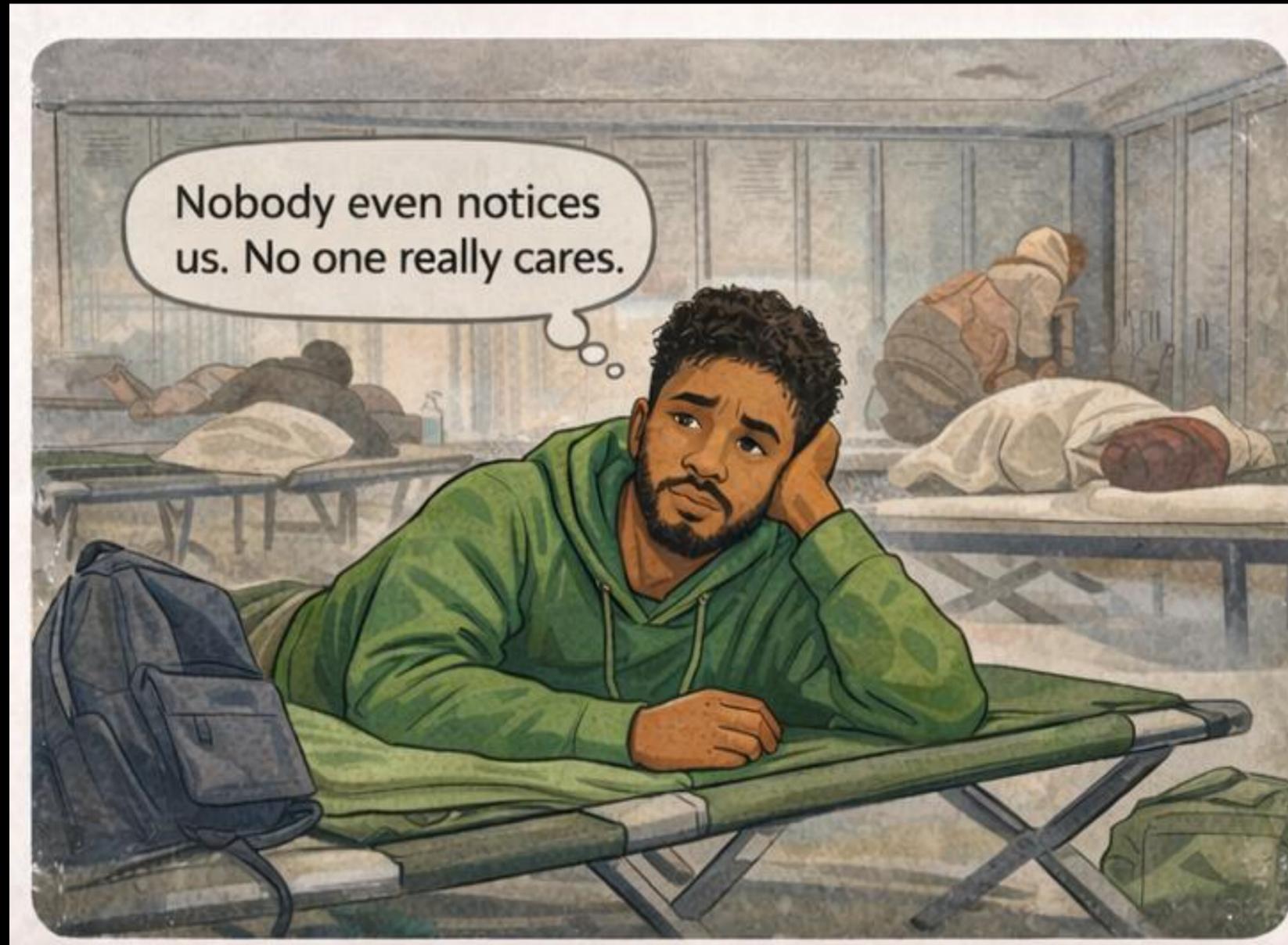
Your risk score is 115, so it'll be a while before we can place you.

RISK SCORE 115

WAITLIST # 17

- MENTAL HEALTH HISTORY
- SOMATIL HEUE USE:
- SUBSTANCE USE:
- LENGTH OF TIME HOMELESS

**TRADITIONAL
INTAKE
ASSESSMENT
OUTCOME:
SERVICE
FATIGUE AND
MISTRUST**



Key message:
Repeated system
navigation produces
emotional
exhaustion and
disengagement.

Practice insight:
Emotional labour and relational trust are critical
determinants of successful re-housing.

BHEF GUIDING PRINCIPLES AND PHASES

GUIDING PRINCIPLES

- Understand Black History
- Acknowledge and Address Anti-Black Racism
- Human Rights Approach
- Center Black Perspectives
- Trauma-Informed Approach
- Strength-Based Approach
- Love-Centered Approach
- Intersectional Approach
- Disaggregated Race-Based Data Collection
- Accountability

PHASE 1: CO-DESIGN



- Step 1:** Self-Reflect
- Step 2:** Purpose
- Step 3:** Partner Involvement
- Phase 4:** Information Gathering

PHASE 2: CO-IMPLEMENT



- Step 5:** Formulate Action and Consider Alternatives
- Step 6:** Make a Decision

PHASE 3: CO-EVALUATE



- Step 7:** Accountability
- Step 8:** Viability and Sustainability
- Step 9:** Evaluate
- Step 10:** Reflect on Outcome

**FROM
ASSESSMENT TO
CO-DESIGNED
STRUCTURAL
UNDERSTANDING**

PHASE 1: CO-DESIGN



Step 1: Self-Reflect

Step 2: Purpose

Step 3: Partner

Involvement

Phase 4: Information

Gathering

Applying BHEF means intake becomes a space where workers:

- Engage in self-reflection about bias and power
- Recognize racism as a housing determinant
- Ask equity-informed questions
- Document structural barriers alongside needs
- Co-design housing and support pathways with clients
- Identify hidden vulnerabilities not captured in tools
- Position themselves as advocates, not only assessors

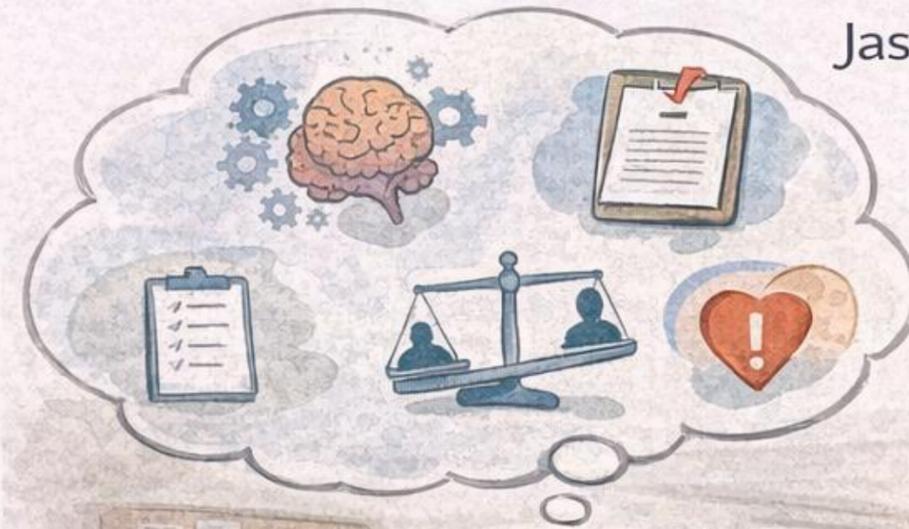
STEP 1: SELF-REFLECTION (BHEF INTAKE SHIFT)

The BHEF reframes intake from a neutral administrative task into a critical equity intervention point where structural inequities can either be reproduced or disrupted.

Step 1: Self-Reflection

Jasmine pauses before intake to reflect on:

- How implicit bias may shape assumptions about Malik's housing readiness
- Institutional policies that may reproduce inequities (e.g., documentation requirements)
- Power imbalance between worker and client
- Need for trauma-informed and culturally responsive engagement



Practice shift:

Instead of a transactional intake, Jasmine approaches Malik with relational engagement and curiosity.

**KEY
REFLECTION
AREAS**

1. Implicit Bias

- Jasmine considers how assumptions about housing readiness, compliance, or motivation may shape her interaction with Malik.

2. Institutional Policy Awareness

- She reflects on how documentation requirements, prioritization rules, or program eligibility criteria may create structural barriers.

3. Power Imbalance

- Intake positions the worker as a gatekeeper.
- BHEF requires awareness of this power dynamic and intentional power-sharing.

4. Trauma-Informed and Culturally Responsive Engagement

- Jasmine prepares to engage Malik in a way that recognizes experiences of racism, discrimination, and system mistrust.

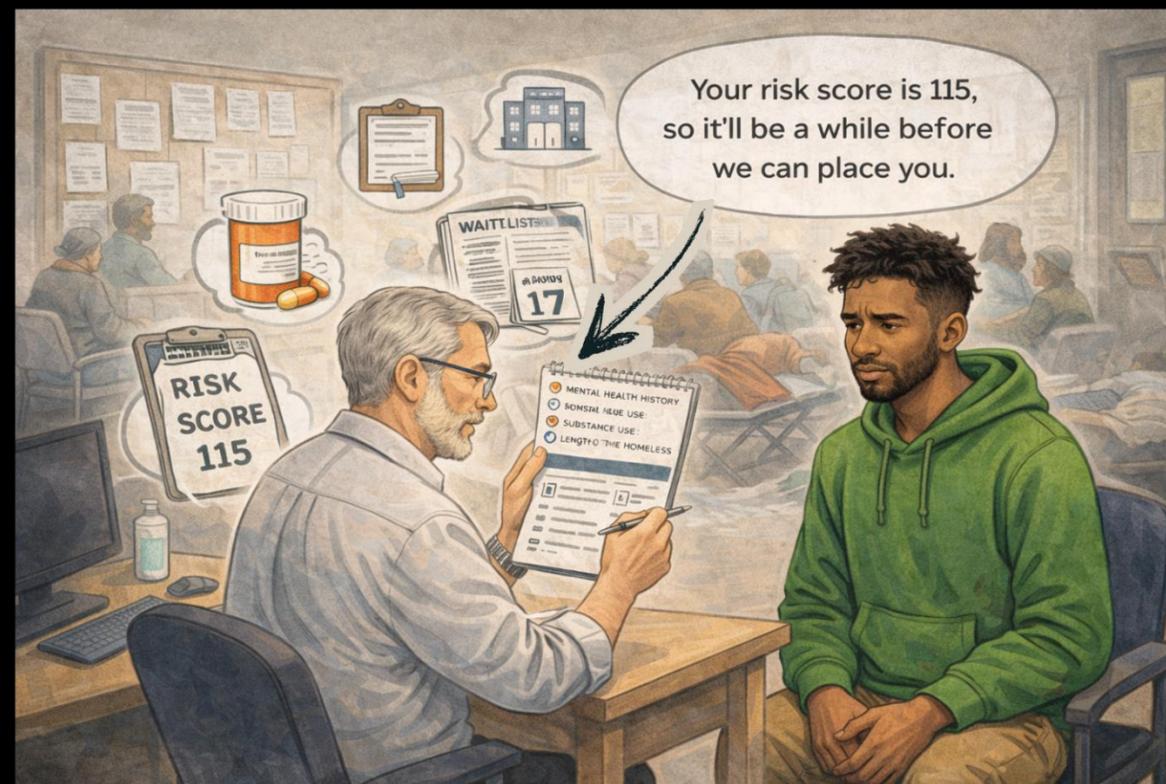
Why is this step important?

Self-reflection changes:

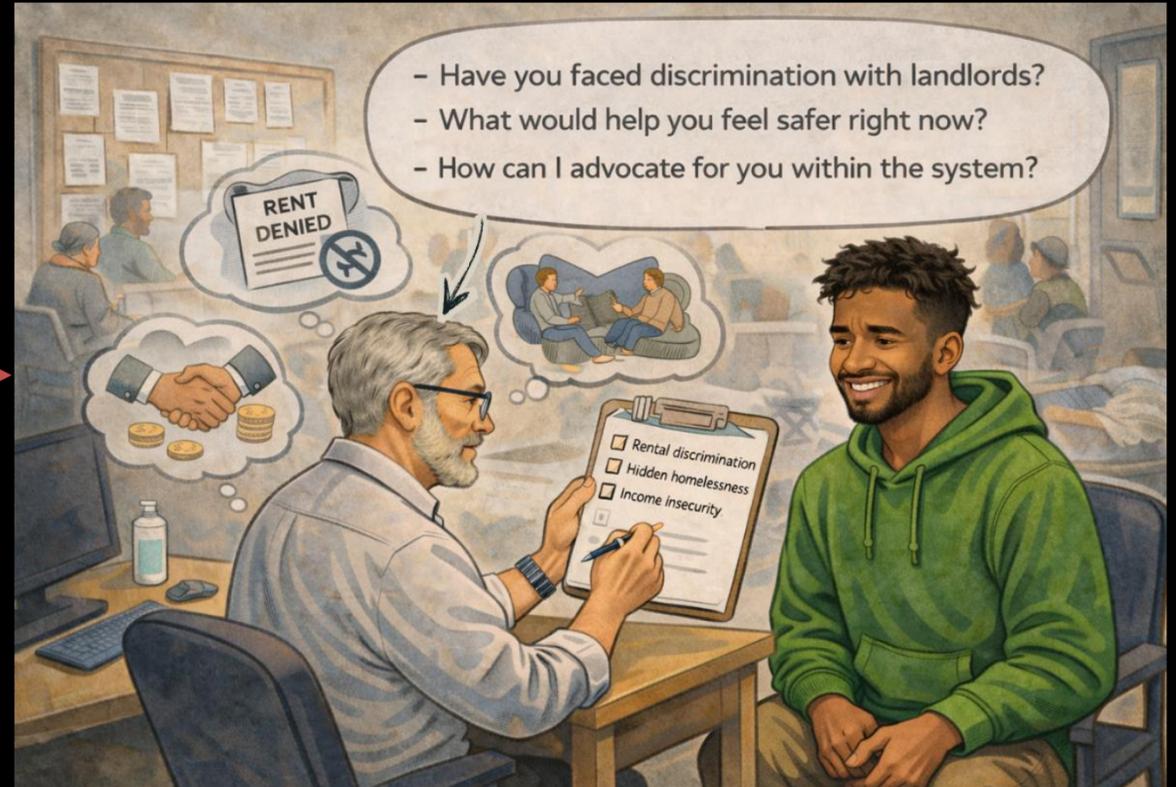
- Questions asked
- Information captured
- Documentation framing
- Prioritization decisions
- Advocacy actions

In BHEF, equity outcomes begin before the first question is asked.

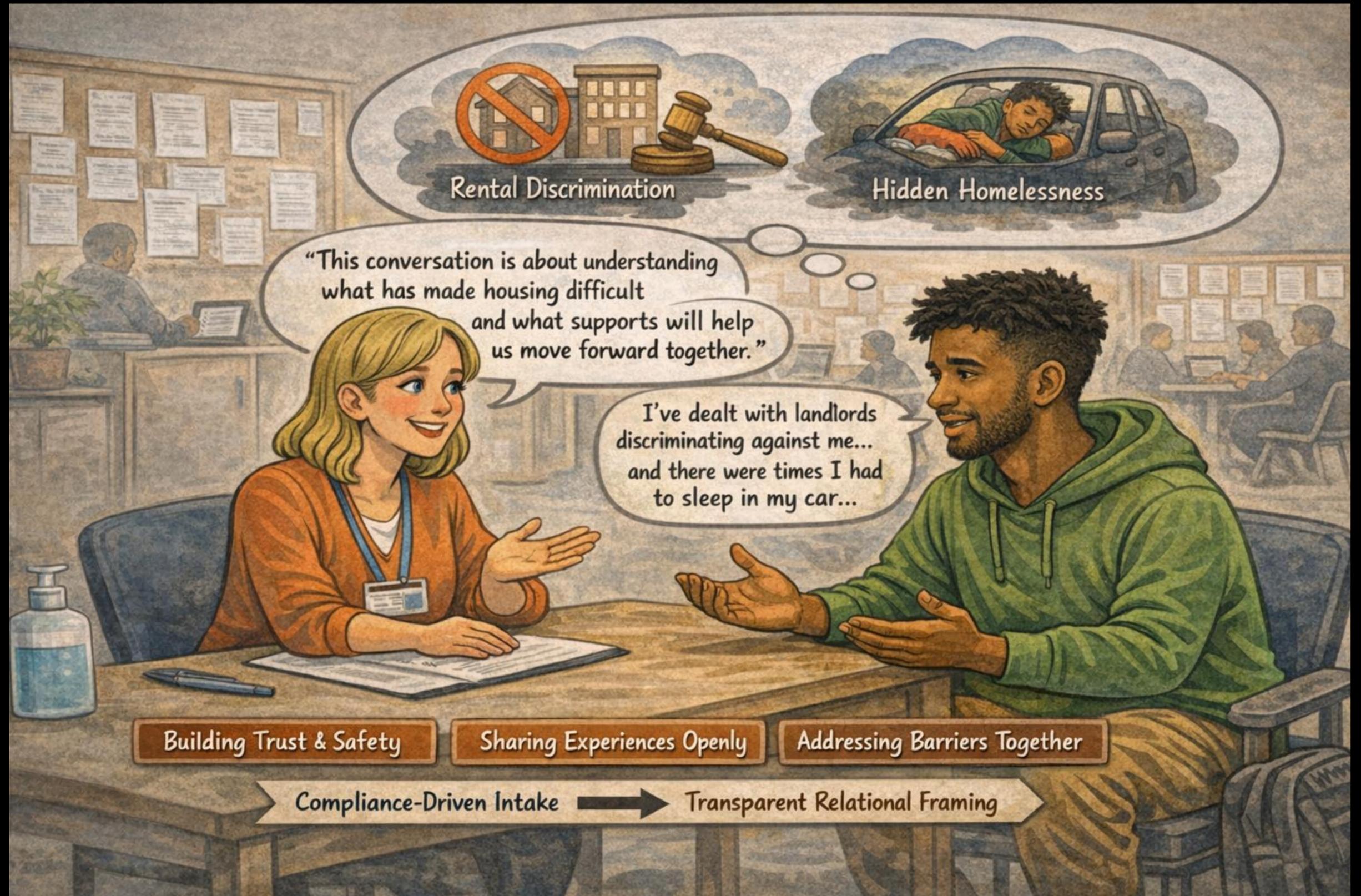
MOVE FROM THIS



TO THIS



**STEP 2: PURPOSE
CLARIFICATION,
INFORMATION
GATHERING,
AND TRUST
BUILDING**



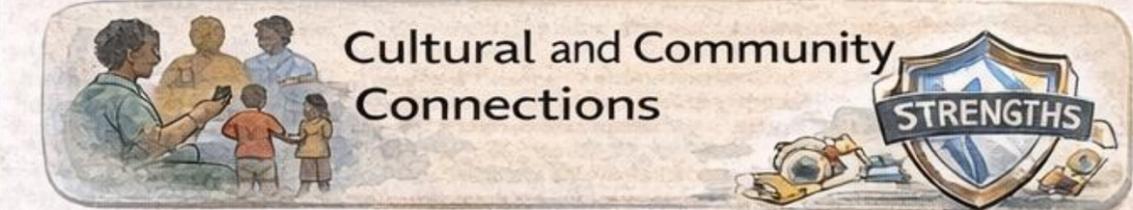
PRACTICE SHIFT

Compliance-driven intake → transparent relational framing and understanding

IMPACT

- Reduces defensiveness
- Builds psychological safety
- Encourages disclosure of structural barriers

Jasmine supplements standardized data with:



This aligns with BHEF guidance that practitioners must not rely solely on existing data and should prioritize direct engagement with Black clients.



STEP 3: STRUCTURAL VULNERABILITY ASSESSMENT

PRACTICE SHIFT

Individual risk scoring → structural vulnerability mapping

STRUCTURAL VULNERABILITY ASSESSMENT

STEP 3

Jasmine supplements the standardized tool with equity-informed questions:

- ✓ Experiences of Landlord Discrimination
- ✓ Hidden Homelessness (Couch Surfing)
- ✓ Income Precarity from Unstable Employment
- ✓ Safety Concerns in Shelter Spaces

PRACTICE SHIFT

Individual Risk Scoring → Structural Vulnerability Mapping

IMPACT

- ✓ Captures inequities invisible to Vi-SPDAT scoring
- ✓ Strengthens prioritization rationale
- ✓ Produces advocacy-ready documentation

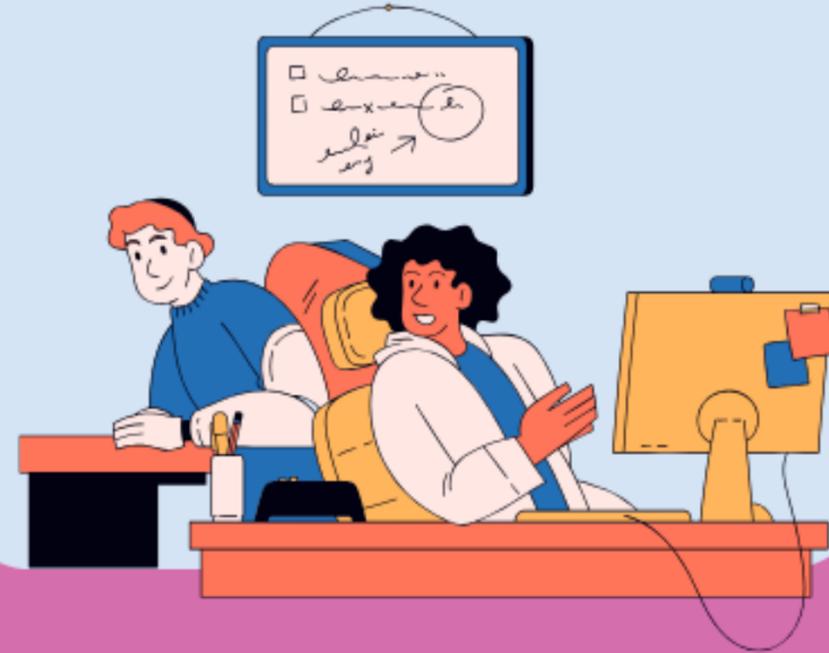
STRUCTURAL VULNERABILITY ASSESSMENT

- ✓ Experiences of Landlord Discrimination
- ✓ Hidden Homelessness (Couch Surfing)
- ✓ Income Precarity from Unstable Employment
- ✓ Safety Concerns in Shelter Spaces

Coordinating Agencies: []
Location: []
Date: []

**PHASE 2: FROM
ASSESSMENT TO
CO-
IMPLEMENTATION**

PHASE 2: CO-IMPLEMENT



Step 5: Formulate Action
and Consider Alternatives
Step 6: Make a Decision

STEP 4: POWER-SHARED HOUSING AND SUPPORTS PLANNING

PRACTICE SHIFT:
Worker-led case planning → co-designed housing strategy

IMPACT

- Increased client agency
- Plans reflect lived experience constraints
- Higher engagement and follow-through

POWER-SHARED HOUSING PLANNING

Rather than creating a plan independently, Jasmine asks Malik:
✓ "What feels realistic and safe for you right now?"

What feels realistic and safe for you right now?

Together they co-design next steps:

- ✓ Target landlord outreach strategy
- ✓ Flexible financial supports exploration
- ✓ Referral to Black-led housing support organization
- ✓ Safety planning within the shelter

Practice shift
Worker-led case planning → co-designed housing strategy

IMPACT

- ✓ Increased client agency
- ✓ Plans reflect lived experience constraints
- ✓ Higher engagement and follow-through

HOUSING PLAN

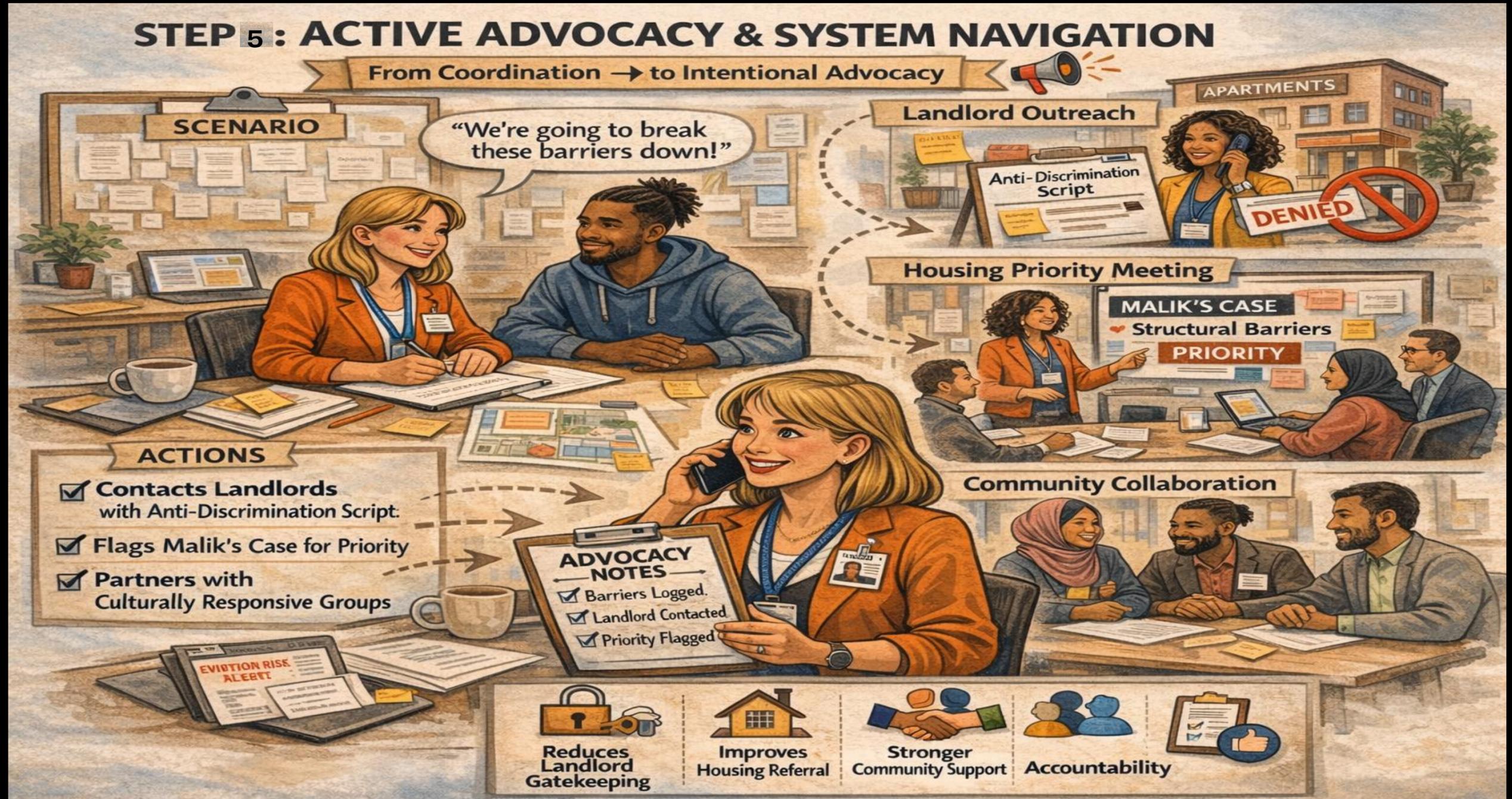
- ✓ Landlord Outreach Strategy
- ✓ Flexible Financial Supports
- ✓ Black-led Housing Support Referral
- ✓ Safety planning in Shelter

STEP 5: ACTIVE ADVOCACY, SYSTEM NAVIGATION & CASE MANAGEMENT

**PRACTICE
SHIFT:
Neutral
coordination
→ intentional
advocacy**

IMPACT

- Reduces landlord gatekeeping effects
- Improves housing referral success
- Strengthens inter-organizational accountability



PHASE 3: FROM CO-IMPLEMENTATION TO EVALUATION

PHASE 3: CO-EVALUATE



Step 7: Accountability

Step 8: Viability and Sustainability

Step 9: Evaluate

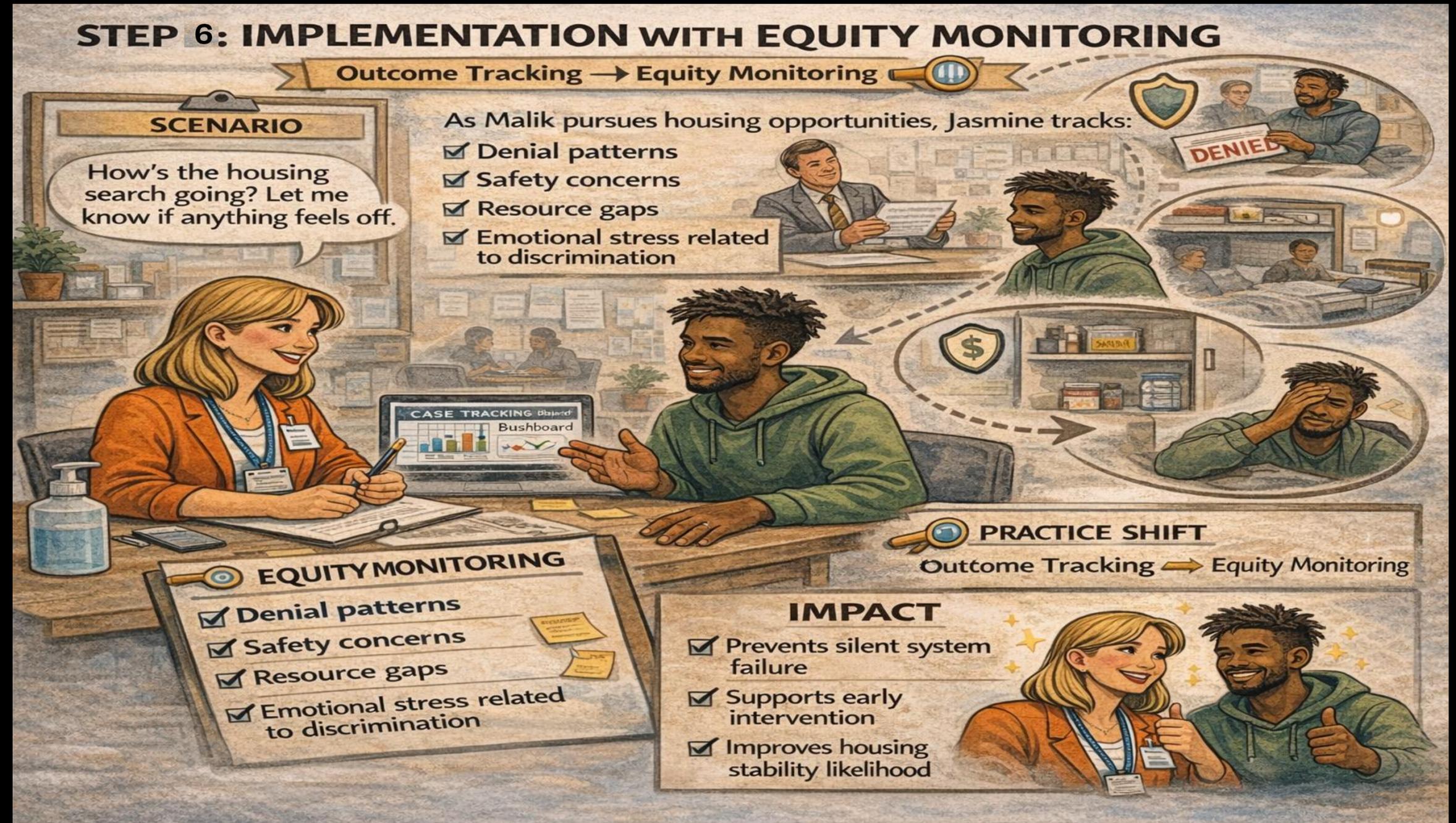
Step 10: Reflect on Outcome

STEP 6: IMPLEMENTATION WITH EQUITY MONITORING

PRACTICE SHIFT: Outcome Tracking → Equity Monitoring

IMPACT

- Prevents silent system failure
- Supports early intervention
- Improves housing stability likelihood

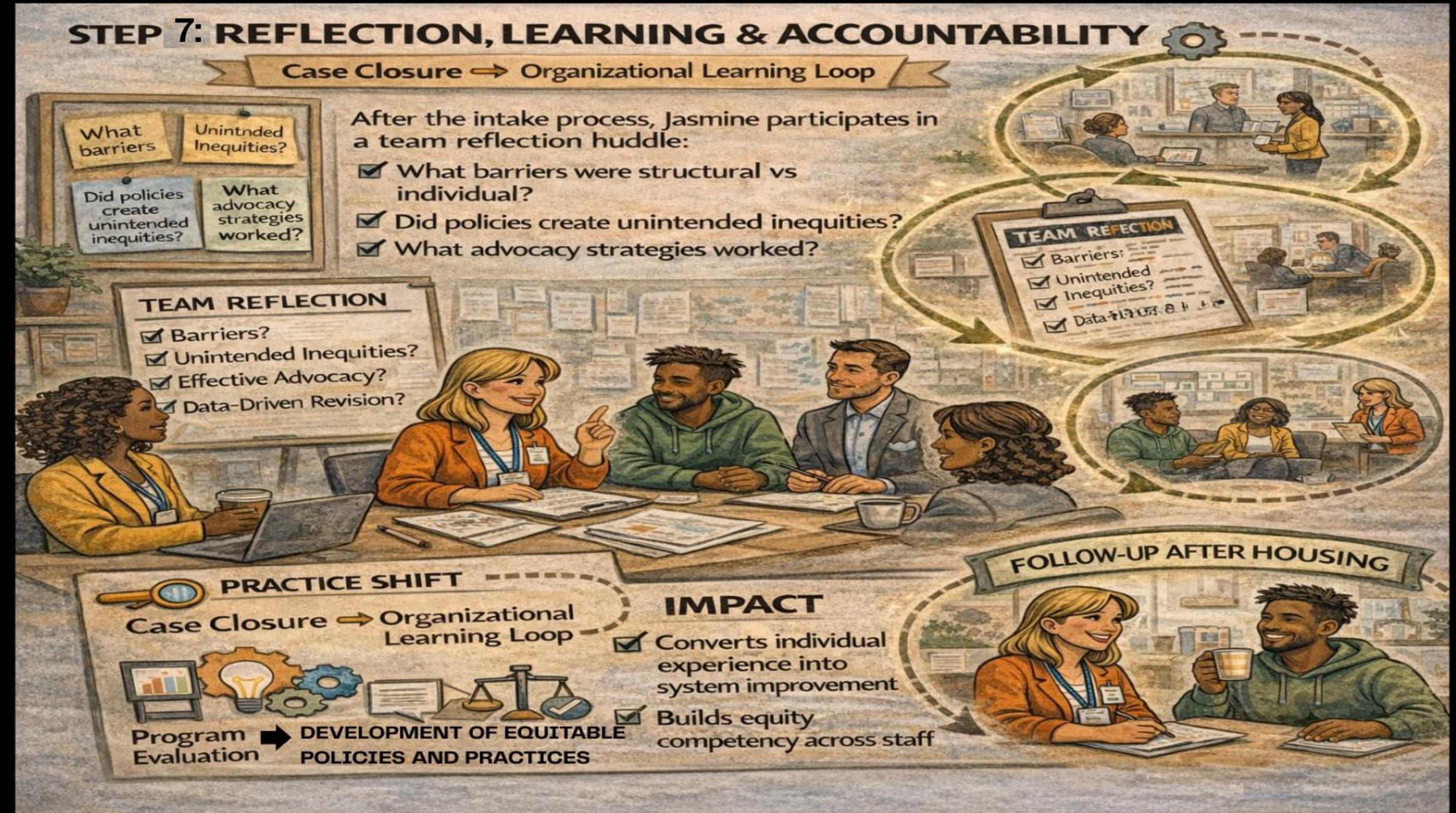


STEP 7: REFLECTION, LEARNING & ACCOUNTABILITY

**PRACTICE
SHIFT:
Case Closure →
Organizational
Learning Loop**

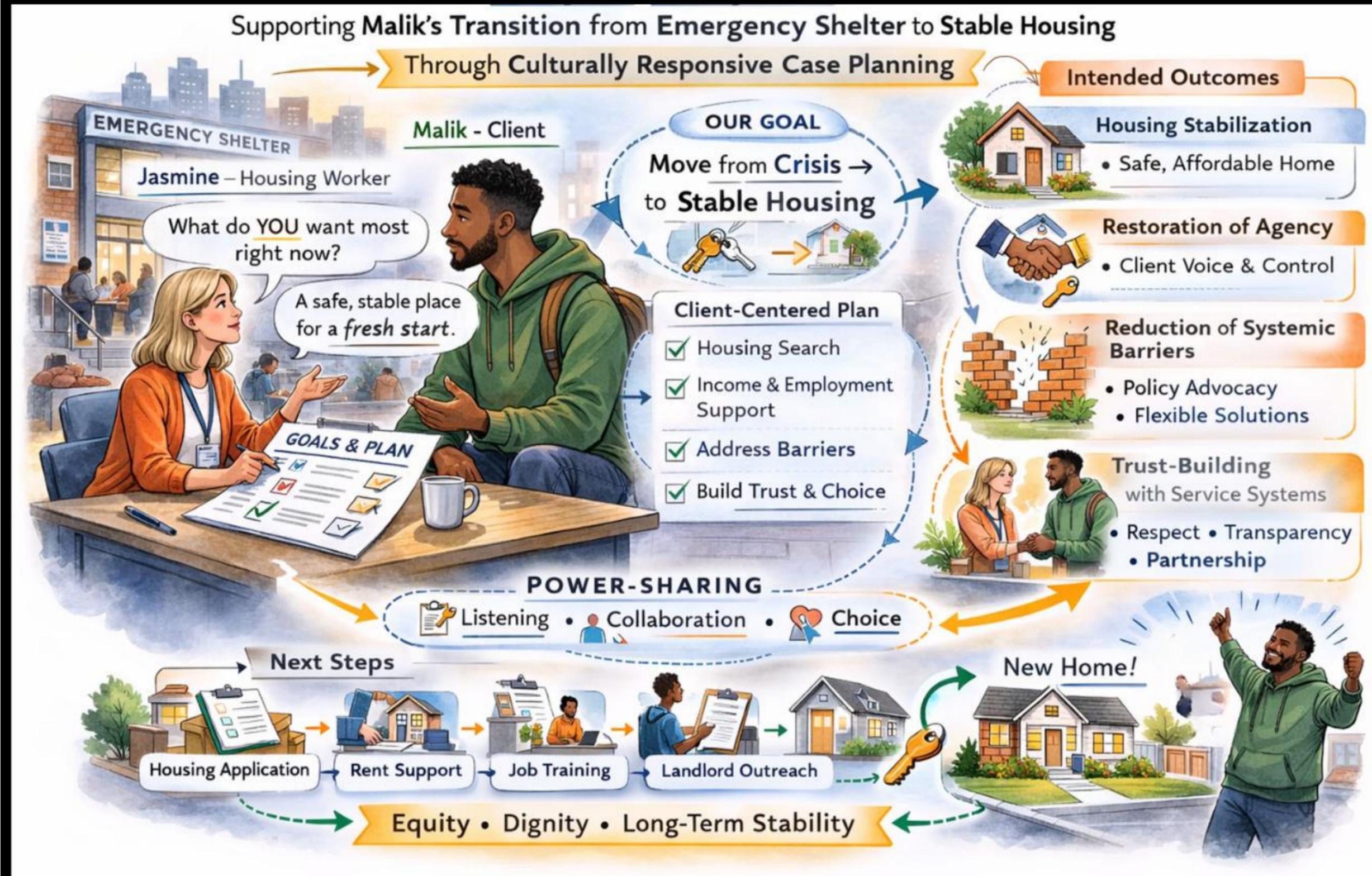
IMPACT

- Converts individual experience into system improvement
- Builds equity competency across staff
- Supports structural accountability



INTENDED OUTCOME:

1. Housing stabilization
2. Restoration of agency
3. Reduction of systemic barriers
4. Trust-building with service systems
5. Equity-centred housing pathways



MANAGEMENT LEVERS ACROSS THE WORKFLOW

1. Reflective workforce culture
Leadership role: Legitimize reflective practice as core work.

2. Equity-informed intake architecture
Leadership role: Shift assessment tools from compliance → understanding.

3. Structural vulnerability integration
Leadership role: Recognize practitioner discretion as an equity practice.

4. Power-shared housing planning
Leadership role: Prioritize relationship-based outcomes over efficiency metrics.

5. Institutionalized advocacy
Leadership role: Make advocacy organizational policy, not individual effort.

6. Equity monitoring during implementation
Leadership role: Move from outcome tracking → inequity surveillance.

7. Organizational learning and accountability
Leadership role: Convert case experience into system intelligence.

Management Levers Across the Workflow

BLACK HOUSING EQUITY FRAMEWORK

STEP 1

SELF-REFLECTION & POSITIONING

- Anti-racist and equity-focused hiring and onboarding standards and equity competencies
- Protected time for reflective supervision and practice dialogue
- Performance evaluations that include relational and equity indicators
- A culture of psychological safety for discussing bias and uncertainty



Practice focus: Worker awareness of power, bias, and structural context

Leadership implication: Create conditions where reflective practice is legitimized, not penalized as inefficiency.



STEP 2

CO-DESIGN & STRUCTURAL UNDERSTANDING

- Intake templates that include structural vulnerability prompts
- Data systems capable of capturing structural barriers (not only individual risk)
- Training budgets for culturally responsive engagement
- Client advisory or lived-experience governance structures



Practice focus: Equity-informed intake and shared problem framing

Leadership implication: Shift assessment architecture from compliance tools → learning tools.



STEP 3

STRUCTURAL VULNERABILITY ASSESSMENT

- Integration of indicators into prioritization frameworks
- Policy for workers to override scores with a rationale
- Data dashboards tracking inequity patterns across populations
- Research and evaluation partnerships



Practice focus: Mapping system-produced constraints

Leadership implication: Legitimize professional judgement when tools obscure inequity.



STEP 4

POWER-SHARED HOUSING AND SUPPORT PLANNING

- Flexible funding pools for individualized supports
- Partnership MOUs with culturally specific housing organizations
- Caseload expectations that allow relational planning time
- Documentation systems supporting shared decision-making



Practice focus: Co-designed housing and support pathways

Leadership implication: Replace "efficiency pressure" with relationship-based outcomes.



STEP 5

ACTIVE ADVOCACY & SYSTEM NAVIGATION

- Formal advocacy mandate embedded in job descriptions
- Legal and policy guidance on anti-discrimination advocacy
- Senior leadership participation in landlord and system engagement tables
- Escalation protocols when discrimination occurs
- Partnership strategy and network governance



Practice focus: Worker advocacy across housing ecosystem

Leadership implication: Advocacy must be organizational policy, not individual courage.



STEP 6

IMPLEMENTATION WITH EQUITY MONITORING

- Equity monitoring dashboards (denials, delays, safety incidents)
- Real-time case review meetings triggered by inequity indicators
- Rapid response resource pools for emergent barriers
- Outcome reporting disaggregated by race and other identity markers



Practice focus: Monitoring inequities during housing search

Leadership implication: Move from outcome measurement → inequity surveillance.



STEP 7

REFLECTION, LEARNING & ACCOUNTABILITY

- Structured team reflection huddles embedded in workflow
- Continuous quality improvement processes with equity indicators
- Policy revision cycles informed by frontline learning
- Board and executive reporting on equity outcomes
- Client follow-up protocols after housing placement
- Knowledge translation mechanisms across teams



Practice focus: Reflection, learning & accountability

Leadership implication: Convert cases into system intelligence.



CROSS-CUTTING MANAGEMENT LEVERS (OPERATE ACROSS ALL STEPS)

Cross-Cutting Management Levers (OPERATE ACROSS ALL STEPS)

BLACK HOUSING EQUITY FRAMEWORK

1



Governance

- Equity embedded in strategic plans
- Accountability frameworks tied to funding

2



Data infrastructure

- Structural indicators
- Disaggregated race-based data collection and outcomes
- Learning dashboards

3



Workforce development

- Training
- Reflective supervision
- Psychological safety

4



Resource flexibility

- Discretionary funds
- Partnership budgets
- Rapid response supports

5



Policy architecture

- Intake templates
- Prioritization criteria
- Advocacy protocols

6



Partnership ecosystem

- Community governance
- Landlord engagement strategies
- Cross-sector collaboration

A PARADIGM SHIFT IN PRACTICE

1. INTERACTION IS INTERVENTION

Applying the BHEF turns everyday frontline encounters into structural change.

2. LIVED EXPERIENCE REDISTRIBUTES POWER

Malik becomes a co-designer of his housing pathway, not a passive recipient.

3. CULTURAL RESPONSIVENESS DRIVES OUTCOMES

Start with relationships, centre lived experience, and use data to expose inequity.

4. TRAUMA-INFORMED AND ANTI-RACIST PRACTICE is non-negotiable.

Housing instability reflects systemic harm, not individual failure.

5. SHELTER PRACTICE BECOMES EQUITY-ORIENTED

The framework shifts organizations from service delivery to justice-oriented intervention.

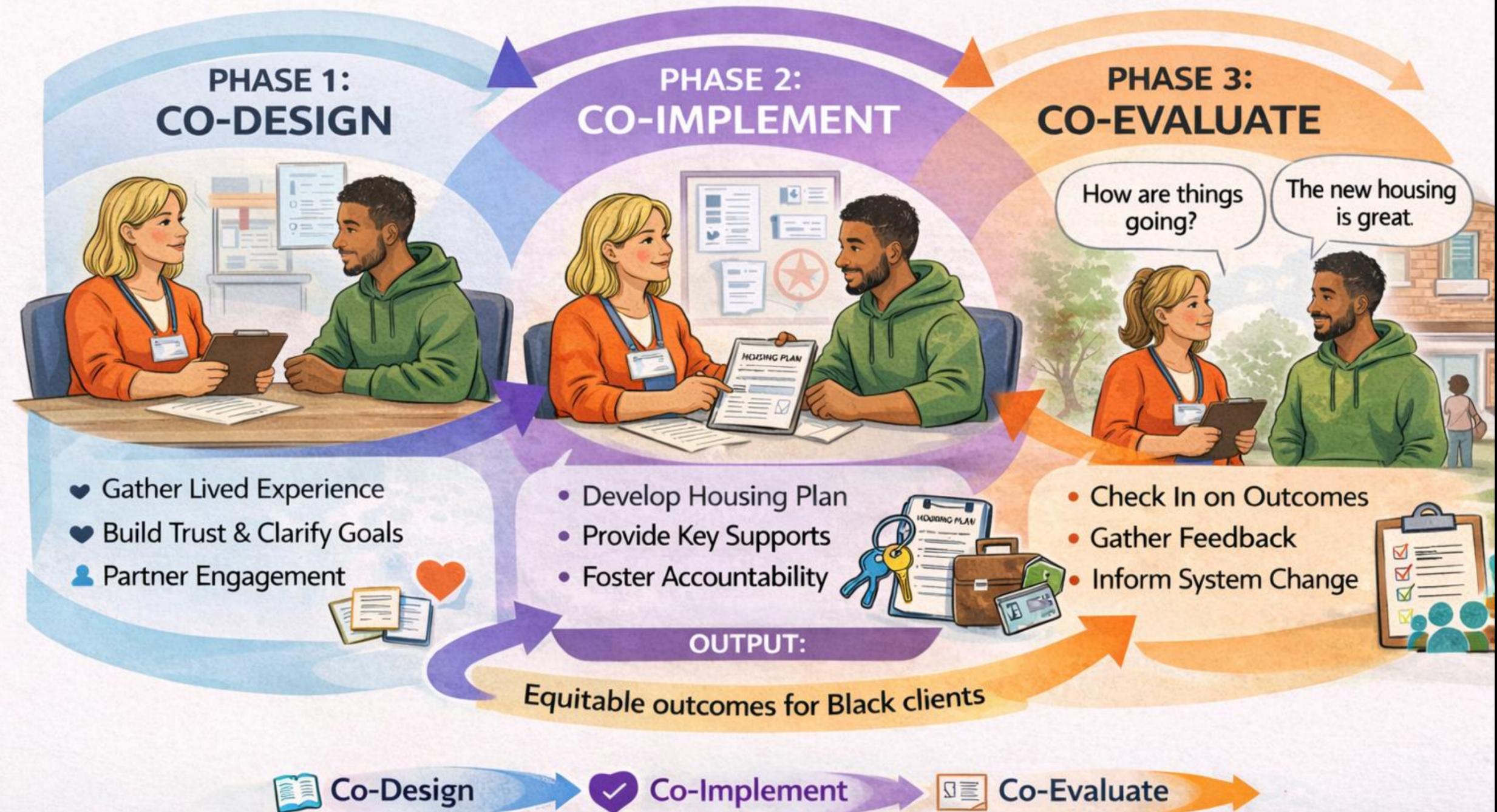
6. ACCOUNTABILITY UP THE CHAIN

Remind funders and governments that progress without equity is repetition with better branding.



OVERVIEW

Applying the BHEF in Shelter Practice



A nighttime photograph of a city skyline. The Calgary Tower, with its distinctive red and white observation deck and blue-lit base, is the central focus. To its left is a modern glass skyscraper reflecting the city lights. Other buildings with lit windows are visible in the background against a dark sky.

THANK YOU

Contact:
mariececile.kotyk@ucalgary.ca
Kotykconsulting@gmail.com

Multi-Pronged Approach to Addressing Anti-Black Racism

The diagram illustrates the different levels at which racism may exist in organizations, how it manifests at each level, key insights from the doctoral research, examples of actions to take, and prompts to assist practitioners in addressing racism.

The diagram also recognizes racism at personal (internalized racism), interpersonal (between client and staff or among staff/clients), organizational/institutional (within housing organizations), and systemic (across all sectors such as justice, education, child and family services) levels.



ETHOS AND COMPETENCIES FOR PLANNERS, POLICY MAKERS, AND GOVERNMENT AGENCIES

ETHOS	KNOWING	DOING	BEING	OUTCOMES
<p>Knowledge of Black History & Center Black Perspectives</p>	<p>Demonstrates an understanding of the cultural context and the impacts of historical events, policies, and practices, along with their significance in addressing current issues, barriers, and opportunities.</p>	<p>Collaborates meaningfully and closely with Black communities to attain shared outcomes.</p>	<p>Engage in ongoing education regarding Black communities, their culture, lived experiences, and barriers while also advocating for others to do the same.</p>	<p>Knowledge of the devastating effects of racial inequities and housing injustices on Black communities and how to combat this.</p>
<p>Understanding of Systemic Anti-Black Racism & Human-Rights Approach</p>	<p>Comprehends government policies' potential unintended consequences or disproportionate effects on Black communities.</p>	<p>Addresses the challenges related to systems and structural barriers.</p>	<p>Demonstrates a commitment to addressing issues by fostering personal behavioural changes and advocating against misinformation.</p>	<p>Awareness of how to develop policies and practices rooted in anti-racism and anti-oppression to facilitate housing access.</p>
<p>Center Black Perspectives & Intersectional Approach</p>	<p>Possesses an understanding of Black communities and the nuances involved in engaging with them in a respectful manner.</p>	<p>Identifies issues and formulates strategies to enact policy changes.</p>	<p>Incorporates an intersectional Black perspective into policies and practices.</p>	<p>Enhanced relationships and increased trust with Black communities.</p>
<p>Collect Disaggregated Race-Based Data</p>	<p>Acknowledges the deficiency in data collection and recognizes the importance of comprehending Black experiences.</p>	<p>Engages in gathering evidence from diverse sources, leveraging knowledge, networks, and consultations for effective policy development.</p>	<p>Recognizes the necessity of continuous data collection to guide policy development and decision-making processes.</p>	<p>Enhanced policies and practices informed by data that effectively address the needs of Black communities.</p>

ETHOS AND COMPETENCIES FOR HOUSING AGENCIES: DECISION-MAKERS

ETHOS	KNOWING	DOING	BEING	OUTCOMES
Knowledge of Black History	Demonstrates an understanding of the cultural context and the impacts of historical events, policies, and practices, along with their significance in addressing current issues, barriers, and opportunities.	Exemplifies inclusive behaviours, addresses challenges, and promptly handles inappropriate behaviour, attitudes, and bias.	Engage in ongoing education regarding Black communities, their culture, lived experiences, and barriers while advocating for others to do the same.	Amplified and elevated Black voices reflected in policies and practices.
Centering on the Voices and Perspectives of Black Communities	Recognizes the sources of knowledge and information held within Black employees, networks and Black communities.	Collaborates meaningfully and closely with Black communities to attain shared outcomes.	Demonstrates a genuine and respectful interest in Black communities.	Enhanced relationships and increased trust with Black communities.
Understanding of Anti-Black Racism	Recognizes the wider impact of organizational policies and practices on Black communities.	Identifies issues and formulates culturally appropriate strategies to implement changes in policies and practices.	Is well-informed and conducts thorough observations to comprehend the fundamental dynamics influencing the issues at hand.	Dismantled systems of oppression and marginalization.
Relationship-Centered Approach	Demonstrates an understanding of the structural and systemic barriers to achieving shared outcomes.	Clearly communicates expectations regarding cultural awareness and understanding.	Demonstrates allyship through personal behaviour, speaks up when misinformation is stated by others, and addresses systemic and structural barriers.	Enhanced policies and practices that effectively address the needs of Black communities.

ETHOS AND COMPETENCIES FOR HOUSING PRACTITIONERS: PROGRAM AND SERVICE DELIVERY

ETHOS	KNOWING	DOING	BEING	OUTCOMES
Understanding of Anti-Black Racism & Intersectional Approach	Demonstrates an understanding of the challenges that impact Black communities	Consults Black communities in a meaningful manner to formulate and execute strategies.	Engages in ongoing education regarding Black communities, their culture, lived experiences, and barriers while also advocating for others to do the same.	Awareness of how to develop policies and practices rooted in anti-racism and anti-oppression.
Knowledge of Black History & Trauma-Informed Approach	Possesses an understanding of the cultural and historical context of Black communities and its implications for program delivery.	Applies appropriate flexibility in program and service delivery to meet the specific cultural needs of Black communities.	Collaborates with other agencies and partners to deliver programs aimed at achieving impactful outcomes.	Improved culturally appropriate supports and programs for Black communities.
Centering on the Voices and Perspectives of Black Communities	Recognizes the significance of delivering culturally relevant services to Black communities.	Consistently engaging and actively involving Black community partners in program delivery and advocacy.	Is adaptable and consistently tailors approaches to develop culturally suitable solutions.	Built capacity and empowerment of Black communities to engage in decision-making processes.
Trauma-Informed Approach & Love-Centered Approach	Understands the impact of racial trauma and its manifestations.	Provides a safe interpersonal environment by listening and showing a respectful interest in culture, past experiences, and personal circumstances.	Exhibits respect and maintains a professional and caring demeanour when engaging with Black communities in program and service delivery.	Enhanced relationships and increased trust with Black communities.