

# CREATING CULTURES OF BELONGING

April 4, 2023



DIMELLA  
SHAFFER

“

Every conversation that changed my life  
is one I did not want to have”

-Philippe Saad, AIA



PHILIPPE SAAD AIA  
Principal  
Senior Living Sector Leader



CIPRIANA GALVAO  
Director of Human Resources



DEI +  
BELONGING

# THE INCREASE IN OLDER ADULTS POPULATION

- » In 17 years from today, there will be a 47% increase in older adults.



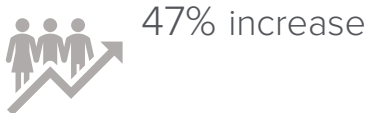
# THE INCREASE IN OLDER ADULTS POPULATION

today ————— 2040

**Older Adults**

56 Million

81 Million



**BIPOC**

13.5 Million

28 Million



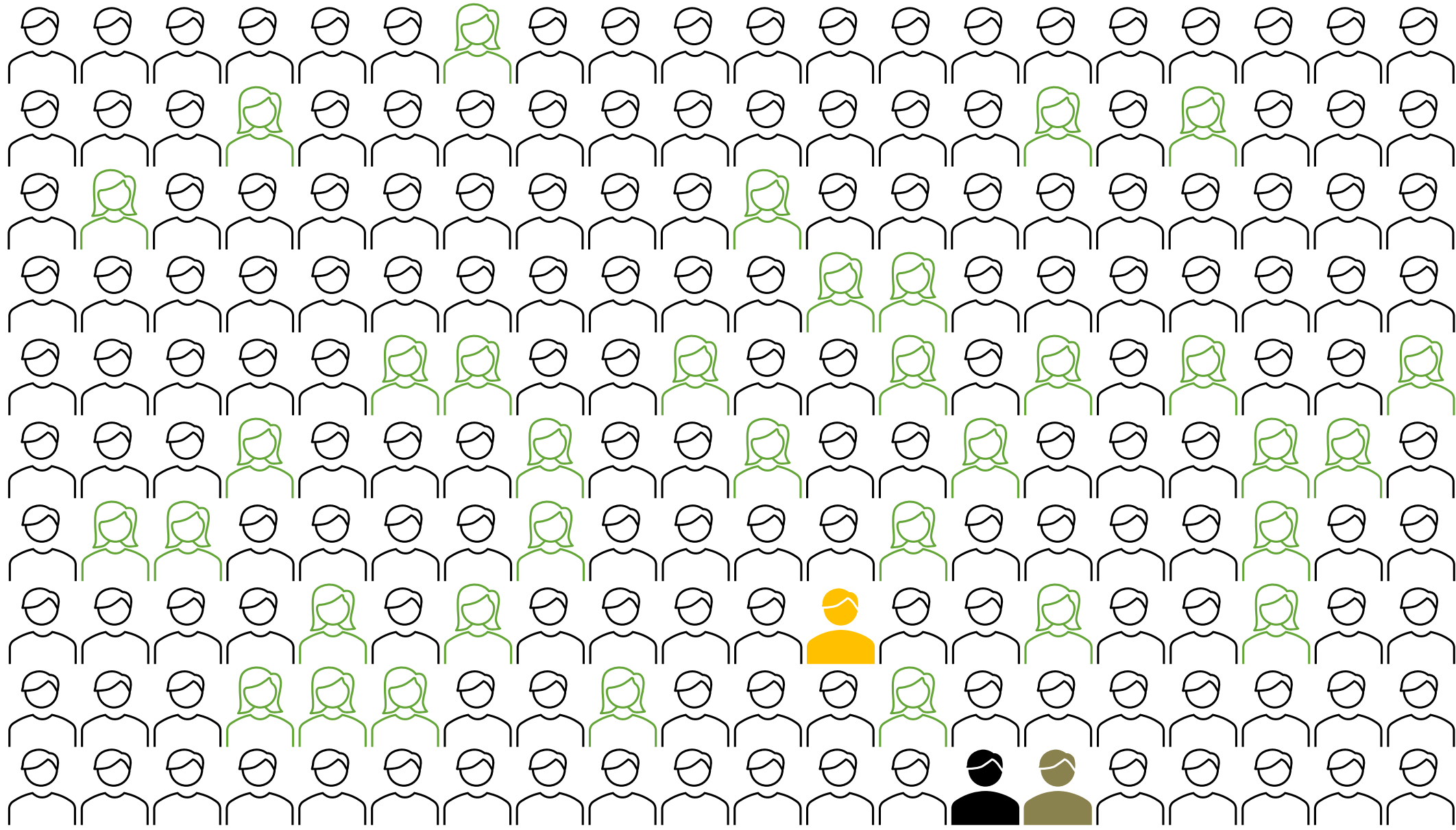
**LGBTQ+**

3 Million

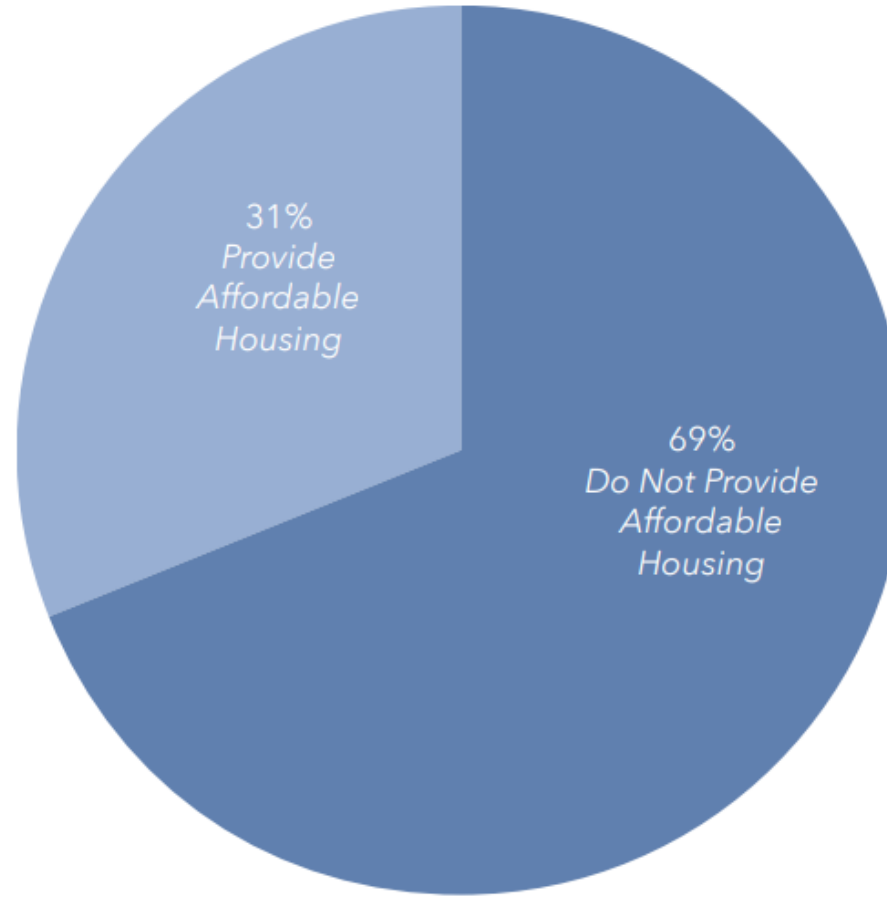
6.1 Million



2020 LeadingAge Ziegler 200 CEOs



## Organizational Characteristics: Affordable Housing *Percentage Providing Affordable Housing*



n = 62



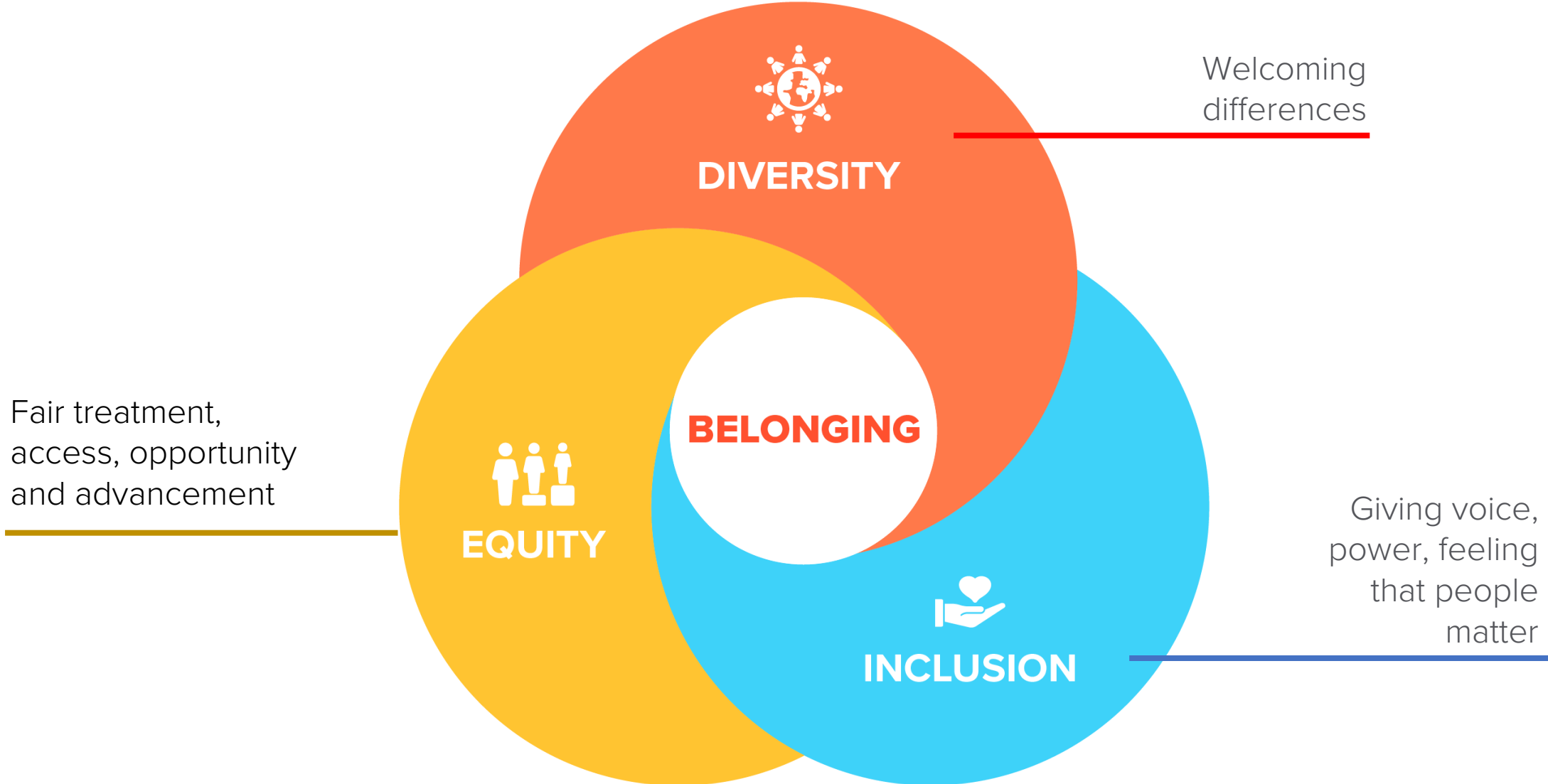
# MISSION STATEMENTS

*from LeadingAge ME + NH members*

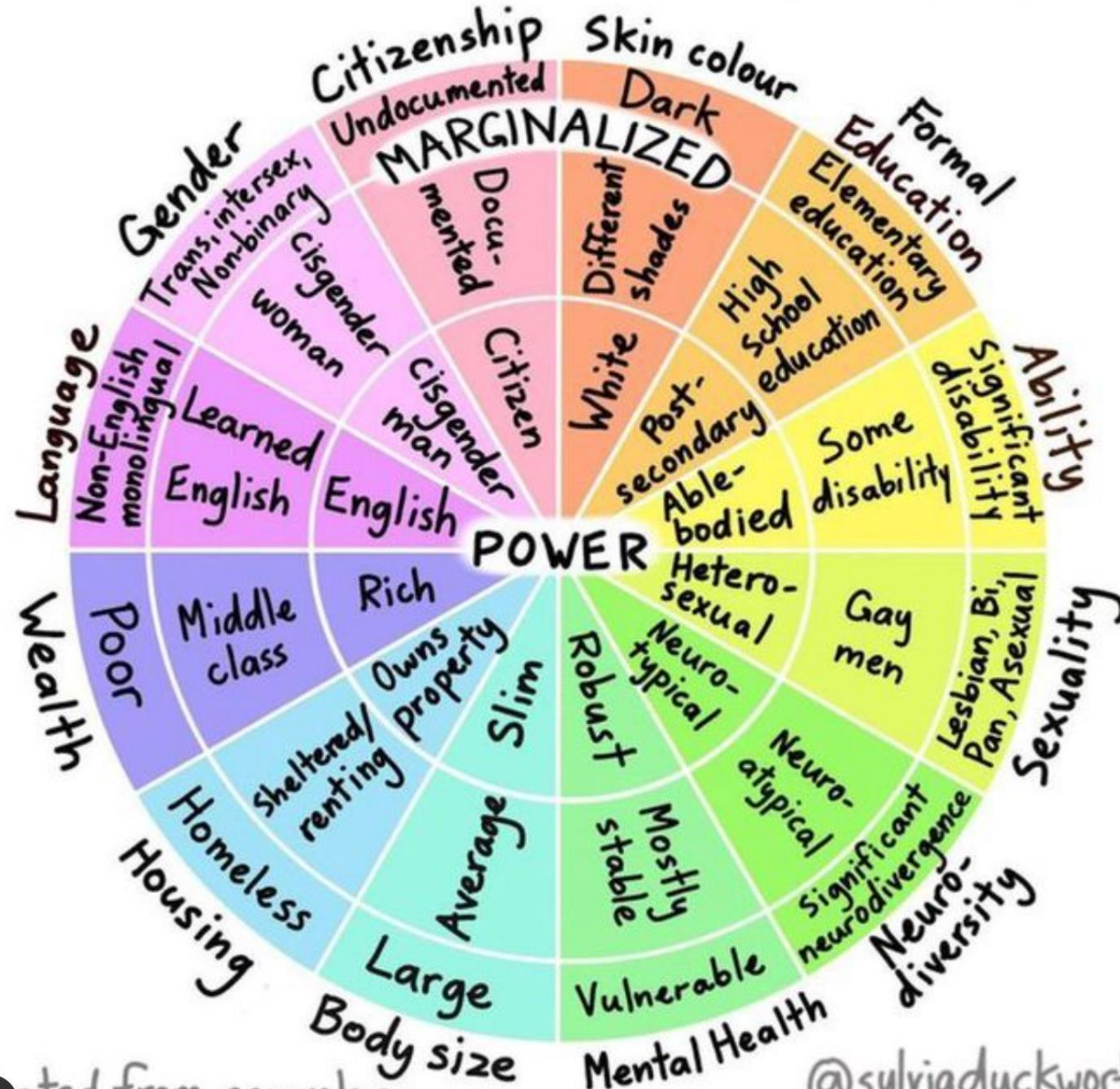
*“To provide a superior living environment of high-quality housing and services designed to enhance the quality of life while respecting personal dignity and individuality”*

*“will help all residents realize their optimum potential by cultivating a rich diversity of life experience that connects to innovative programs and services”*

# DIVERSITY, EQUITY, INCLUSION, AND BELONGING



# WHEEL OF POWER/PRIVILEGE



Adapted from ccrweb.ca

@sylvriaduckworth

# DiMella Shaffer

Since 1965





A grid of approximately 60 individual portraits of people from various backgrounds, ages, and ethnicities. The portraits are arranged in a roughly rectangular grid and are all tinted with a uniform orange color. The text is overlaid on the top-left portion of the grid.

**Different perspectives**  
allow for more **inspired designs.**



# IMPLEMENTING DIVERSITY, EQUITY + INCLUSION

“

I joined DiMella Shaffer because I saw leadership's genuine desire to implement DEI and respected their honesty and willingness to say, "We don't know how to fully implement DEI, but we are willing to learn and support you in leading this effort."



# IMPLEMENTING DIVERSITY, EQUITY + INCLUSION

## *Acknowledging the truth*

- » It is a huge undertaking which requires commitment and resources.
- » Companies don't know where to begin.
- » People are afraid to mess up.

# IMPLEMENTING DEI AT DIMELLA SHAFFER

## *Initial steps*

- » Lots of conversations!
- » Understanding the people + culture

# IMPLEMENTING DEI AT DIMELLA SHAFFER

## *Action*

- » Reviewed and revised the following policies and processes to be more equitable
  - » recruiting
  - » annual performance review process
  - » promotions
- » Sought feedback from staff regarding policies that impacted them directly
- » Acknowledged and celebrated our differences and cultures
- » Created opportunities to celebrate our staff's commitment to our firm
  - » Work anniversary celebrations

# IMPLEMENTING DEI AT DIMELLA SHAFFER

*Action – internal*

- » Normalizing conversations
- » Inclusive Design – Pecha Kucha
- » Implicit Bias Course

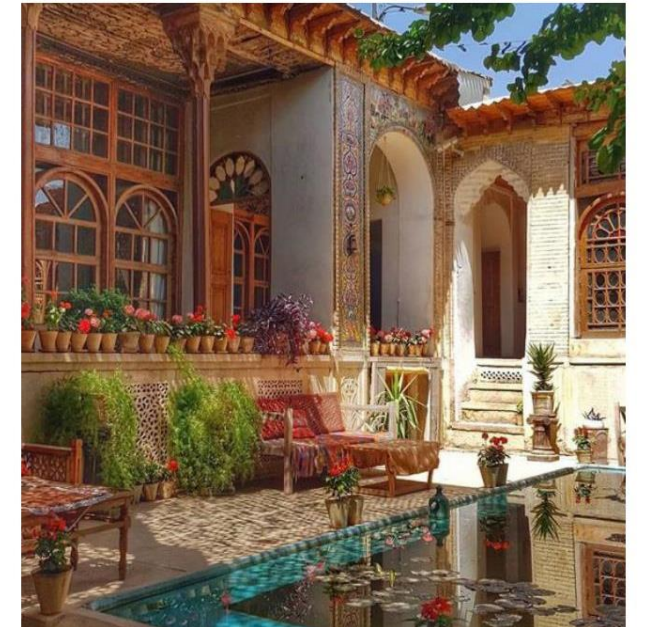
# NORMALIZING CONVERSATIONS

The values of **Native American culture** reflect a society in which **we want to live.**



*PechaKucha*  
20 X 20  
IMAGES SECONDS

# ***NON WESTERN ARCHITECTURE & DESIGN***



**Pechakucha is an exciting way of visual storytelling using 20 slides for 20 seconds each. In the first series we explore non-western architecture & design.**

Hosted by With Peter Heller and Bianca Kibwage

Presenters: Bianca, Sapir, Eli, Young-Ha

Tuesday, September 20th, 12pm

*PechaKucha*

20 X 20

IMAGES SECONDS

# ***NON WESTERN ARCHITECTURE & DESIGN***



# IMPLEMENTING DEI AT DIMELLA SHAFFER

*Action – external*

- » Material Fund
- » YouthBuild Boston
- » Diversifying procurement: vendors and consultants



# TAKING ACTION WITH WITNOMAS

- » Professional Development Series
- » Materials Fund
- » Pipeline Project



The poster features a large red circle containing the text "Professional Development Series" in white. To the right of the circle, there are two dates and event titles: "NOV 17, 2020 Panel Discussions" and "NOV 19, 2020 Portfolio reviews". The background is orange and includes several small images of people in professional settings. At the top left, there is a logo for "WIT NOMAS PRO-DEVELOPMENT SERIES".

**Professional Development Series**

**NOV 17, 2020**  
Panel Discussions

**NOV 19, 2020**  
Portfolio reviews

Join us on ZOOM | starting at 5:30pm

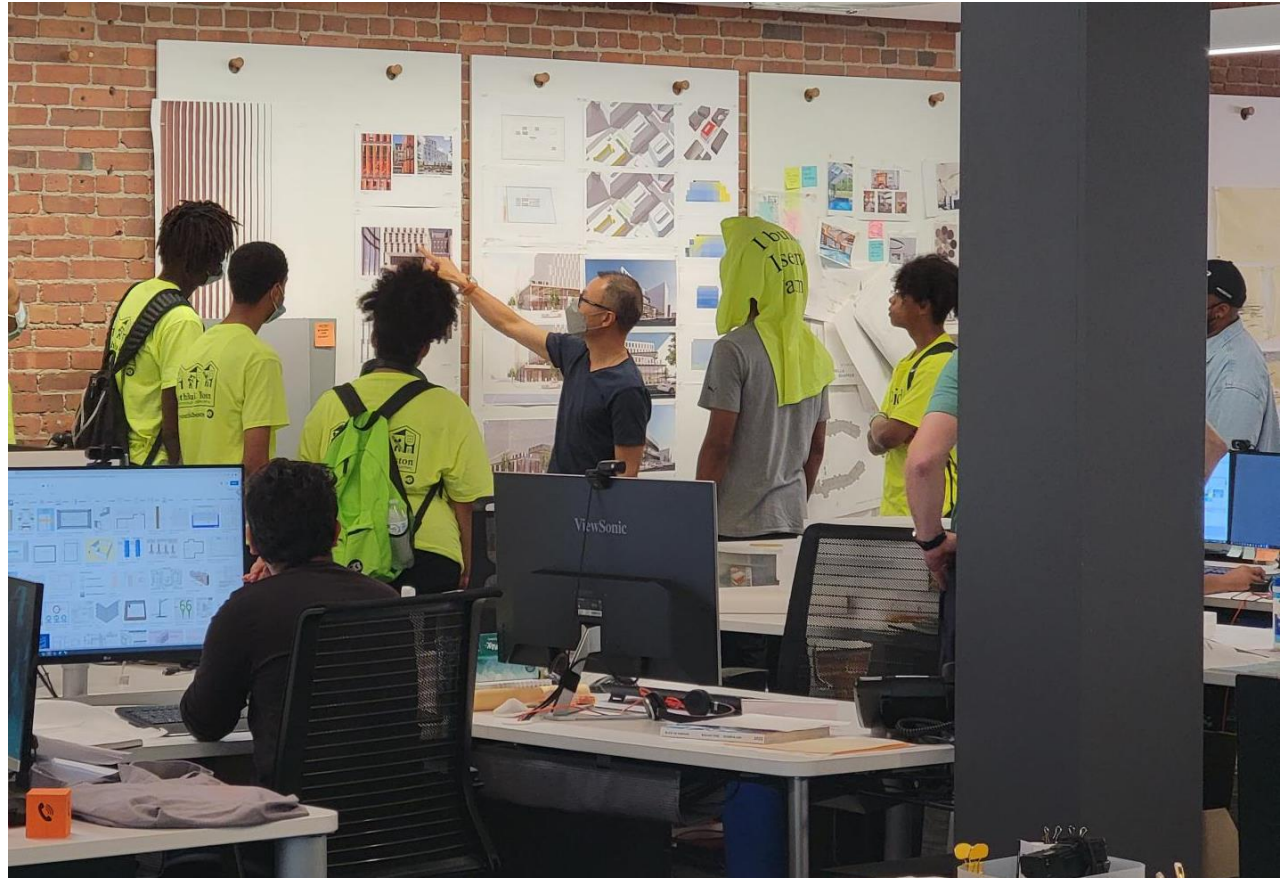
We welcome everyone to this two-day **professional development series**. Get an opportunity to meet with professionals in the field, participate in a **portfolio review** and get tips on how to prepare yourself for the world after college.

In collaboration with: **Architecture Professionals**

# ACTION INTO PRACTICE WITH



- » We provided access to the profession for high school students.
- » leadership and mentorship opportunity for DiMella Shaffer's emerging professionals



What is the role of design in creating spaces  
of **inclusion** and **belonging**?

# INCLUSION IS A MULTIFACETED INITIATIVE

- » Age
- » Ability
- » Gender
- » Sexual orientation
- » Race & ethnicity
- » Socio-economic status

# AGE INCLUSION

CAFÉ BOULUD

MENUS SPECIALS & EVENTS PRIVATE DINING ABOUT PRESS CONTACT DIBAR [reservations](#)

JAMES BEARD FOUNDATION DINNER BREAKFAST LUNCH DINNER WEEKEND BRUNCH WINES & SPIRITS DESSERT

## DINNER

PETIT PLATS APPETIZERS DE LA MER EN SAISON CHARCUTERIE GILLES VEROT BISTRO CLASSICS ROTISSERIE STEAKS PATE FRAICHE SIDE DISHES

### Petit Plats

<b>SAUCISSON SEC</b> house made dry pork sausage, gherkins 9	<b>RILLONS</b> crispy pork belly gribiche sauce, baby gem lettuce 11	<b>CROQUETTES</b> breaded salt cod croquettes, lemon aioli 11
<b>ANCHOIS</b> bocarte anchovies, purple olives, baguette 11	<b>RILLETTE DE THON</b> confit tuna rillette, toasted baguette 11	<b>PIQUILLOS FARCIS</b> roasted piquillos peppers, zucchini & goat cheese filling 13



DIMELLA  
SHAFFER

# DESIGNING FOR ABILITY



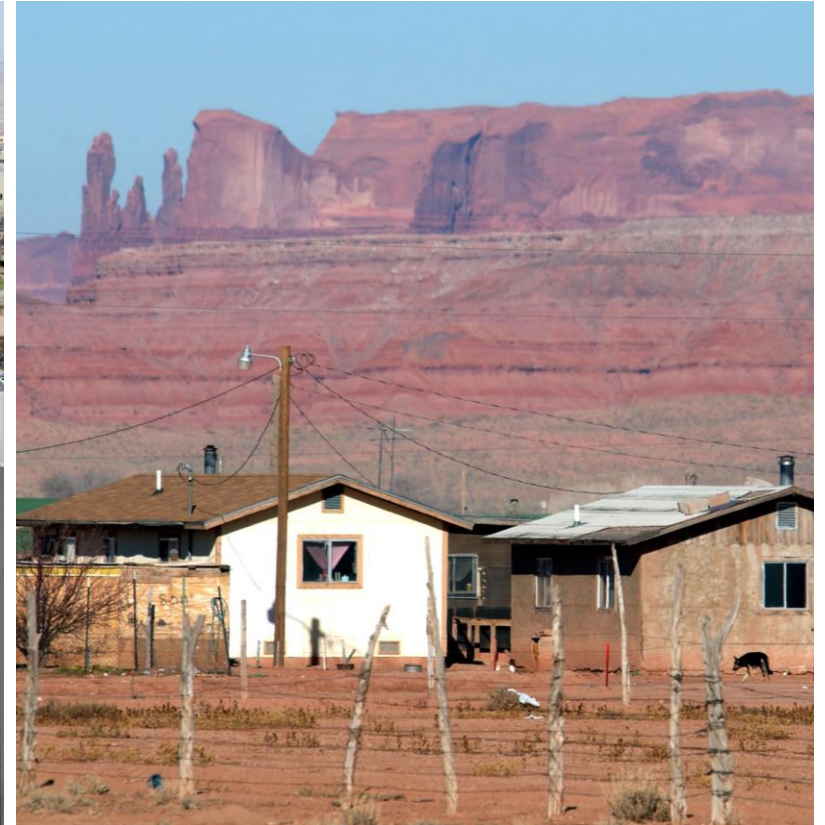
From Joe Caughlin's *Longevity Economy*

# GENDERED SPACE DESIGN

Toilets, Dressing Rooms, Retail, Workplace, Athletic teams



# RACIAL SEGREGATION BY DESIGN





# ECONOMIC EXCLUSION BY DESIGN



How does one advance **inclusion** in  
**senior living**?



# Nursing Home

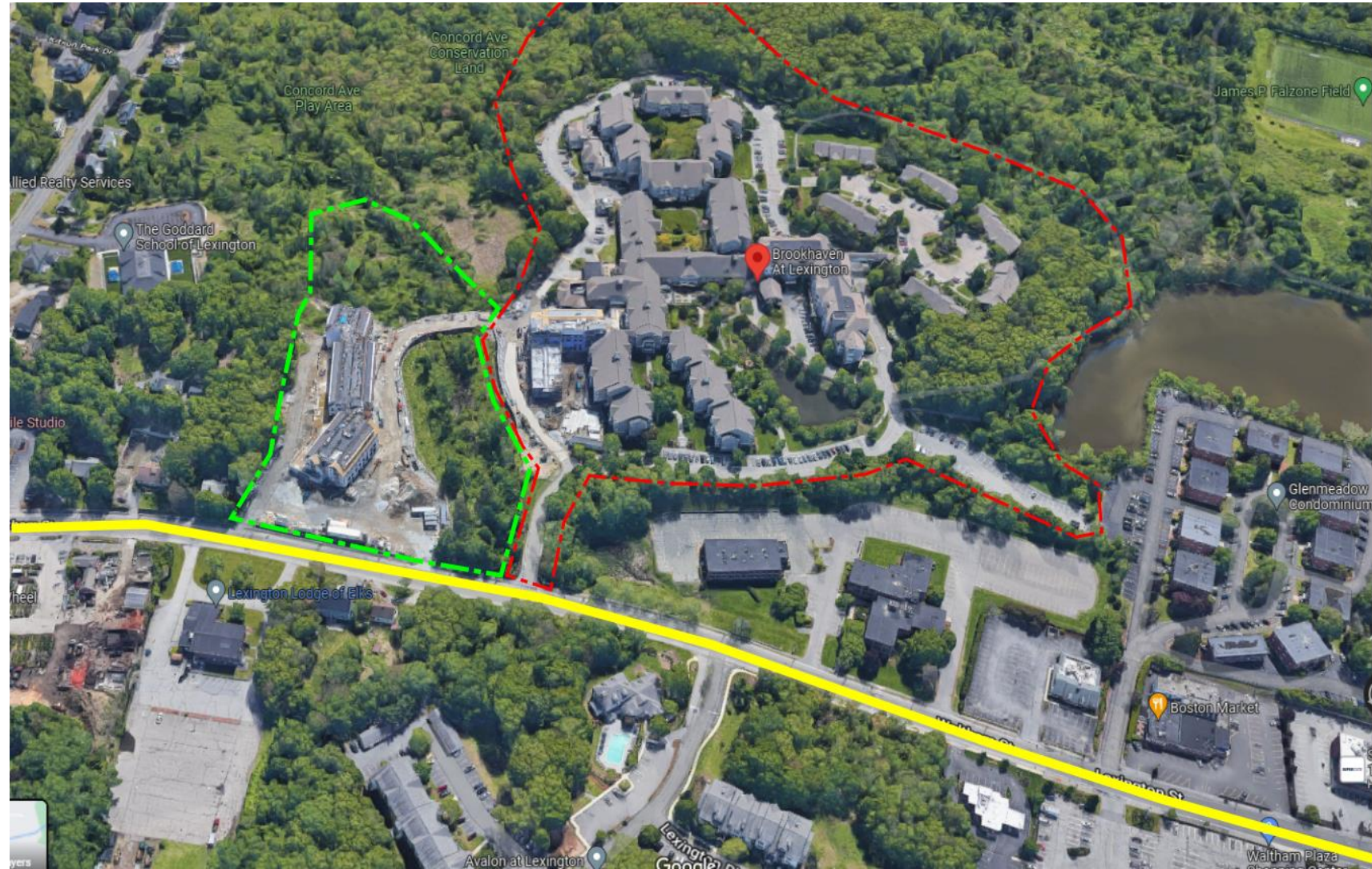
Alcácer do Sal, Portugal

Architect: Aires Mateus



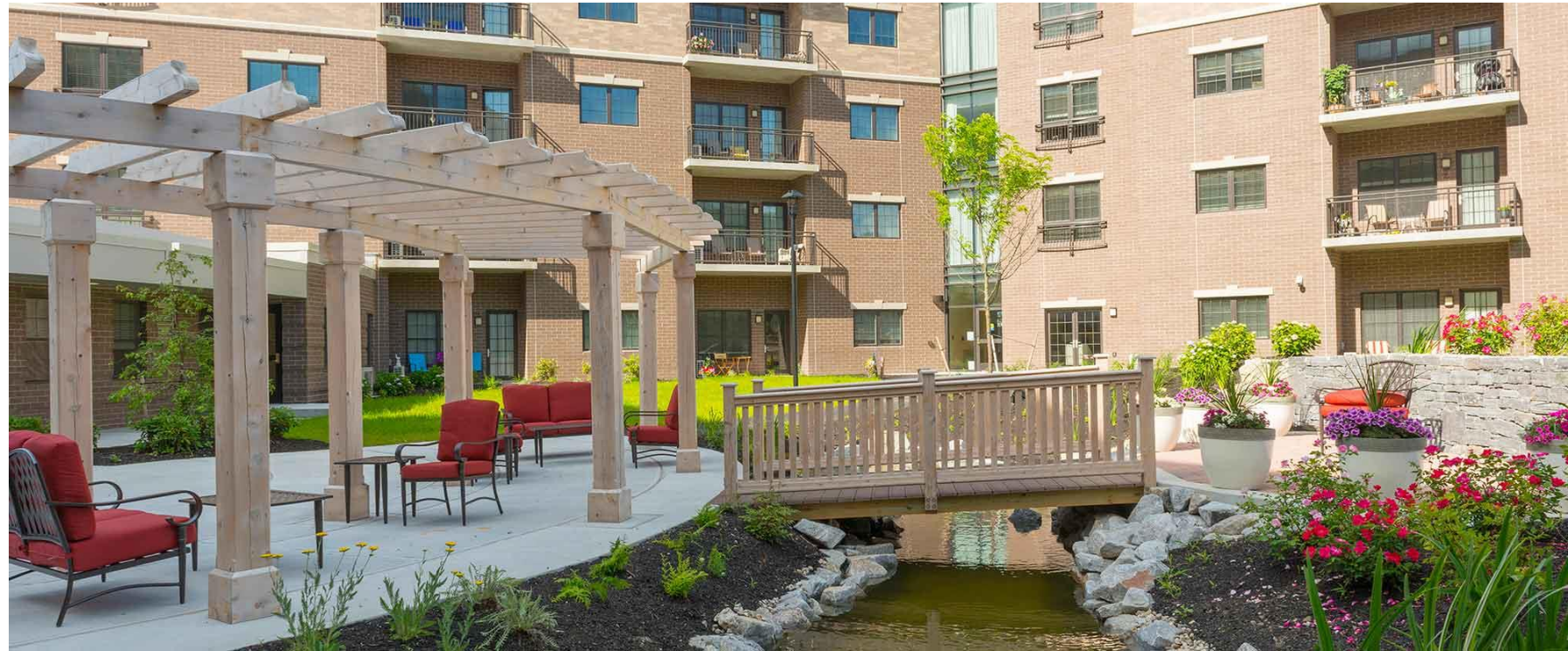
# SITING OF EXPANSION PROJECTS

- » urban
- » transit oriented
- » mixed income suburbs
- » diverse neighborhoods
- » visible



# FINANCIAL MODELS – MIXING IT UP!

- » rental
- » declining balance
- » a la carte menu
- » affordable housing



# AMENITIES

- » libraries, restaurants, ballrooms, art rooms
- » creating impromptu spaces for socialization
- » all gender restrooms



# BRANDING

- » messaging
- » intake forms
- » names of buildings

**Newly RENOVATED Apartments!**

**\$99**  
MOVE IN SPECIAL

**LIVING WELL IS THE GREATEST LUXURY!**  
*Hampton's Premier Senior Living Community*

**Call NOW to Schedule a Tour!**  
**757-317-2588**

**THE DEVONSHIRE**  
A RETIREMENT COMMUNITY

Independent and Assisted Living as it Should Be

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THE **pryde**  
HYDE PARK

**transforming age**<sup>TM</sup>

National Church Residences

# WELCOME THE COMMUNITY

- » attract people through Programming
- » outreach and engagement
- » art + intergenerational activities
- » celebrations and acknowledgements





# OPEN CAMPUS

- » integrated in a larger context
- » sharing amenities
- » welcoming outdoor space
- » accessibility
- » visible



# PLANTING THE DEI SEED

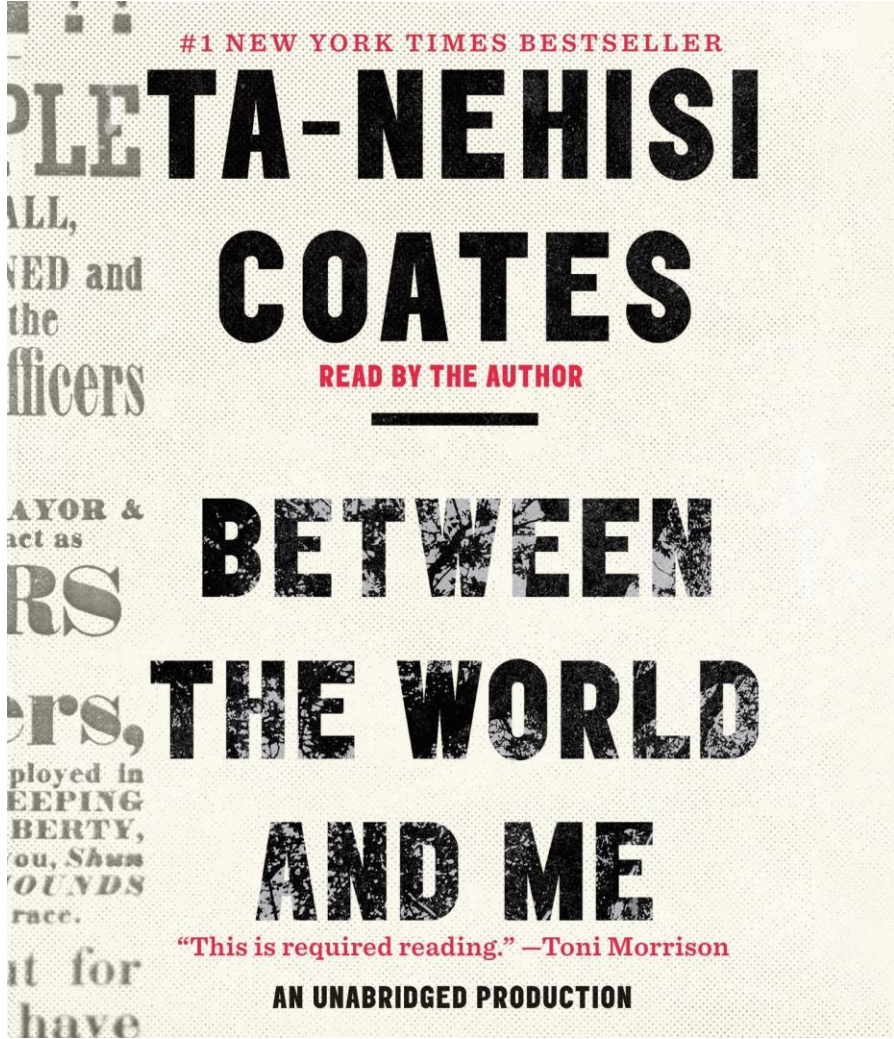
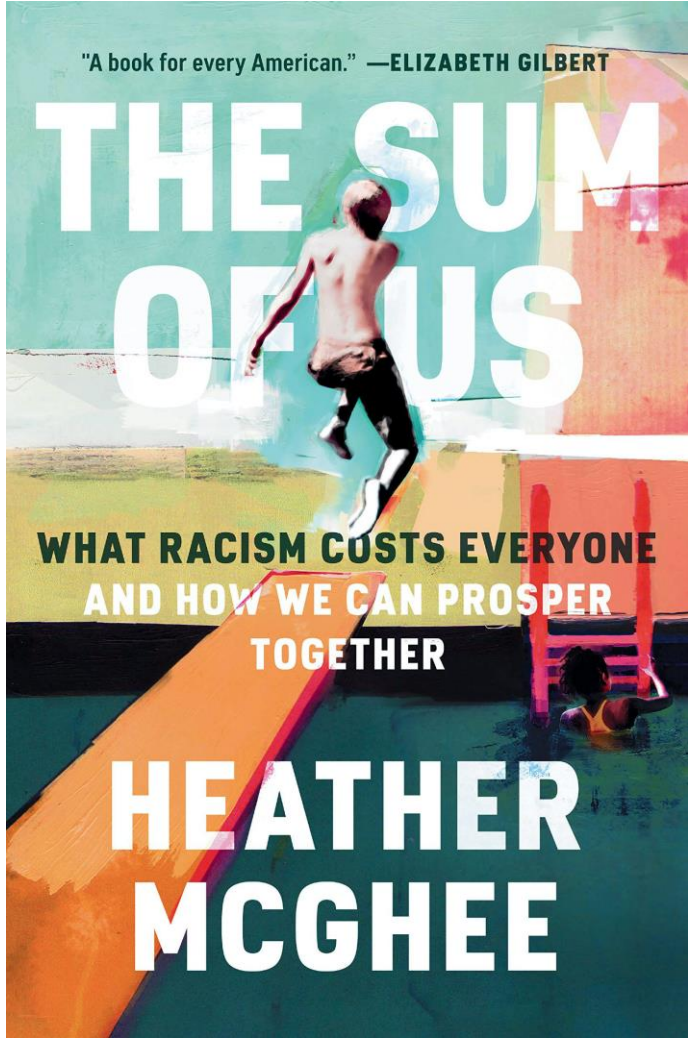
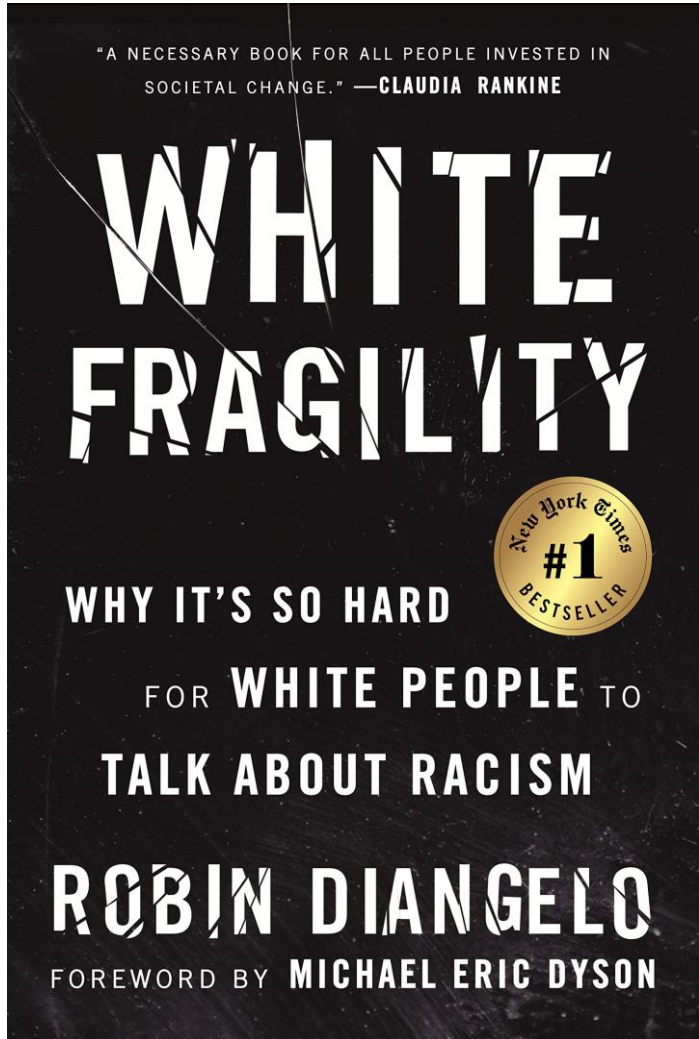
## EXERCISE #2: *taking action*

You will discuss:

- » Identifying 1 - 2 actionable steps your organization can take to initiate conversations about DEI

# TODAY'S TAKEAWAYS

- » Diversity is richness, we must work towards inclusion and belonging
- » We are the sum of our identities
- » we're not a sum zero society, but need to build a foundation for equity
- » we will make mistakes along the way



THANK YOU

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