

**Kirkside Community Regenerative Development
Workshop #1 Report**
11 November 2019



Kirkside Workshop #1 – Alignment

Monday, 11 November 2019, noon-6:00 . . . @ Spillian

Workshop #1 Purpose

To understand what it means to think regeneratively about the Kirkside project and align around its Purpose through experiential education,

in a way that empowers MARK staff to serve as an effective team in developing an inclusive co-creative process that seeks Potential and invites impossible ideas,

so that MARK builds the transformational capacity of all stakeholders to continuously develop interrelationships and grow the quality of life in this unique place indefinitely.

Workshop #1 Products / Targeted Outcomes

Functional

1. Experience regenerative thinking and development
2. Initial identification of stakeholders and what they value
3. Initial identification of restraints (funding, logistics, people, etc.)
4. Understand and align around the project purpose and scope
5. Clarity on next steps for developing a Process structure

Being (The nature of the Energies and Spirit We Seek to Generate)

1. Build confidence in ourselves as a team and each other
2. Deeply value the role and contributions of each participant in a co-learning (collaborative) process.

Will (The Governing and Determining Force Behind Our Function and Being)

1. Build capacity for reconciling activating and restraining forces.

Agenda: 11 November 2019 . . . noon – 6:00

12:00 Convene for lunch

12:30 Open with Context Questions and Exercises

- Engaging Rich (Peg), Anthony (Katie), Alan (Rieley), and John (Chelsea) as “test subjects” for developing team capacity and capability
- Discuss myelinated neural pathways
- Ask permission to shift our thinking about MARK’s role in developing this project
- Opening Exercises

1:00 Introducing Regenerative Thinking:

- Brief Presentation: Defining Regeneration and Seven First Principles
- Group Discussion:
 - What is truly special about this unique place?
 - How big is here? . . . Identify the Proximate Whole that we can and seek to affect

1:30 Break-Out Exercise #1 – Belief and Philosophy: Align around our Belief about the system transformation we seek

- Group Discussion: Introduce Living Systems Pentad of Key Stakeholders from homework
 - Reflections on homework reading from Carol Sanford
- Explore the Potential of the system being affected by developing the Kirkside project. . . Image this system working really well as if the project already existed
 - Who are the stakeholders you seek to serve in developing the Kirkside project?
 - What particular capacity do you seek to help these stakeholders build/evolve?
 - Image the effects of building this capacity and give the image a name
 - Group 1: Leigh, Rieley, John, Katie, Rich; Group 2: Peg, Alan, Anthony, Chelsea, Mark?
- Large group discussion to align around a transformational image
 - Name the image
 - Identify the effects of building the particular capacity you seek?
 - What is the value of these effects for stakeholders

- 2:45 Group Discussion: Identify Restraints for achieving the above effects
- 3:15 Break-Out Exercise #2: Align around Principles for reconciling Potential on the Kirkside project
- Each group to identify specific Principles as guides for developing the project in seeking to reconcile the restraints in order to deliver the above effects by simultaneously building capacity of all stakeholders
 - What are the key interrelationships/synergies between all five key stakeholder groups?
 - What guides to action, decision-making, and behavior will ensure that the above effects which be achieved by developing these interrelationships and all Five Capitals simultaneously?
 - Large group discussion to align around Principles
- 4:00 Break-Out Exercise #3: Align around the Purpose of the Kirkside project
- Review current Workshop #1 Purpose statement – discussion
 - Each group to develop a first iteration of a Purpose Statement for this task
 - Function, Being, Will
 - Align around Purpose statement with large group
- 5:15 Align around Next Steps for developing a Process structure
- Discuss Task Cycle Framework
 - Purpose
 - Products (Targeted Outcomes)
 - Process
 - Preparation (Functioning Capabilities)
 - Arc of targeted dates and activities to prepare for Workshop #2
 - Date for Workshop #2
 - Date for Workshop #3 ?
- 5:50 Reflections
- 6:00 Adjourn

Workshop #1 Notes: Monday, 11 November 2019

The workshop opened with a brief curated session consisting of Context Questions and Exercises, followed by a discussion to review and align around the process and frameworks* guiding this work, including the First Principles of Regeneration. Attendees then worked in two break-out groups to discuss and identify what is truly special about Roxbury aimed at exploring the essence of this unique place. The following summarizes these discussions:

*three core frameworks are depicted in the Appendix on page 20 below

Exploring the Essence of Roxbury and what makes this a unique place:

- Strong sense of Community where people care about each other
- Families central – making more memories
- History important
- Diversity – connections matter more than differences
- Power in smallness (scale)
- No big box stores or large corporate presence

- Headwaters of the Delaware with rocky hardscrabble soils
- Isolation nestled in narrow valley relative to larger Ag community
 - Generates a close knit community with a common thread of challenges
- Generation that overcame challenges – hearty sustainable community
- Grit, determination, caring
- Loss of prior agriculture community: meat and dairy farming – seeking Potential
 - What can serve as the “new way”?
 - What can I bring here?
- Strong sense of cohesive place – Boulevard concept at small scale

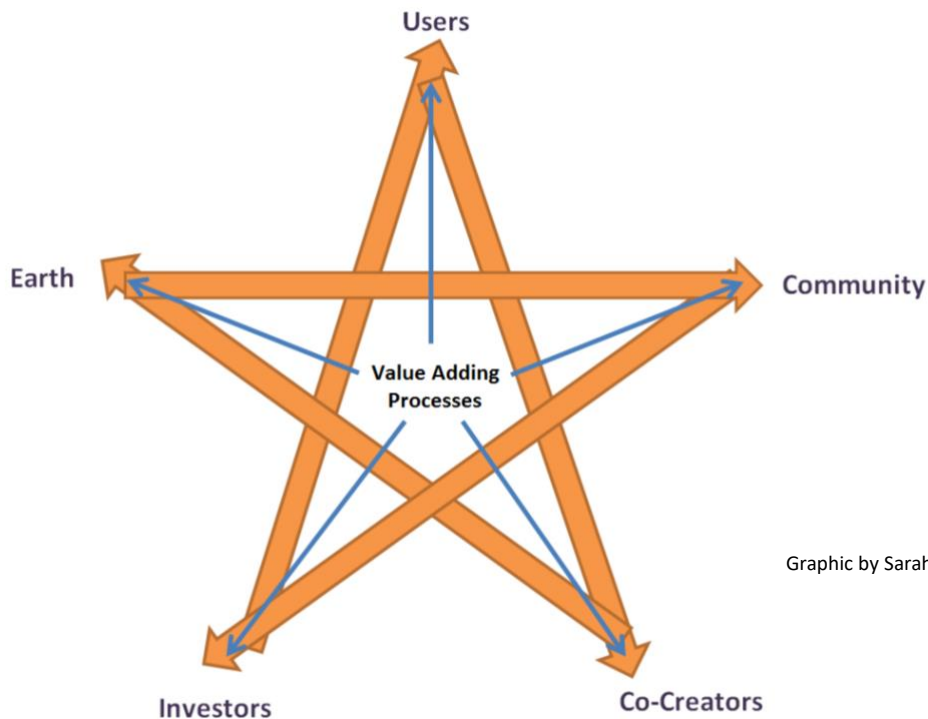
Belief and Philosophy:

Attendees engaged an initial discussion about what the group believes about the system transformation being sought when it is working really well and the stakeholders being served. The Living Systems Pentad of Core Stakeholders framework was introduced as a Philosophy for manifesting this transformation, as follows:

Core Stakeholders and Value-Adding Processes

It was discussed that for an organization, institution, entity, or business to be sustained and evolve into greater levels of health, capability, and vitality over time, the following five stakeholder groups need to be served by helping them build their capacity as co-participants that are interrelated in ways that they also serve each other. (framework from Carol Sanford, *The Responsible Business*)

- The Users (building occupants)
- The Co-creators (design, construction, supply and operations team)
- The Community (community members within which the building is nested)
- The Earth’s value-adding processes (soil health, clean water, clean air, healthy habitat, etc.)
- The Investors (Owner, Donors, Trustees, and others, including taxpayers)



Graphic by Sarah Klinetob

Break-out Exercise #1: An Image for What Must be Delivered to Core Stakeholders

The attendees engaged an initial discussion about serving these core stakeholder groups by delivering value-adding processes (VAPs) to each in balance. Attendees worked in two break-out groups, followed by discussion with the larger group to identify:

- Who are the stakeholders we seek to serve in developing the Kirkside project?
- What particular capacity do we seek to help these stakeholders build/evolve?
- An image for the effects of building this capacity

The following consolidated list of primary VAPs were identified by the break-out groups:

Users:

- Create experiences for both locals and visitors that relate to them and what they care about
- Deepening sense of place that serves to spread the word
- Revenue generation through programs and events (weddings, etc.)
- Experience power of all seasons
- Strengthen family feeling
- Great food – Grandma's spaghetti

Co-creators:

- Build capacity to ground work in regenerative thinking, process, and principles
- Build community capacity as co-creators
- Strengthen and expand MARK project family and friends
- Local farmers as co-creators through sourcing/input/participation

Earth Systems:

- Place as a conduit for regeneration and environmentally sustainable practices
- Every decision as a voice for the Earth – an instrument for improving living systems health
- Fresh air, peace, and beauty
- Respect for other than human beings

Community:

- Increasingly participatory co-creators in project development
- Educational facility for becoming co-creators
- Develop capacity for ongoing business success – more revenue and more jobs
- More people staying here locally – local businesses near (and not so near)
- Build knowledge/strength/vision and willingness to be challenged
- Better understanding of regeneration through outreach
- Deepening passion and recognition of values

Investors:

- Continuously amplifying investment for and from:
 - Grantors and foundations
 - Private donations
 - Taxpayers
 - Self-generated revenue

The following identifies the potential effects and outcomes of Kirkside successfully serving the above core stakeholders that emerged from the break-out groups:

Imaging of Successful Effects and Outcomes:

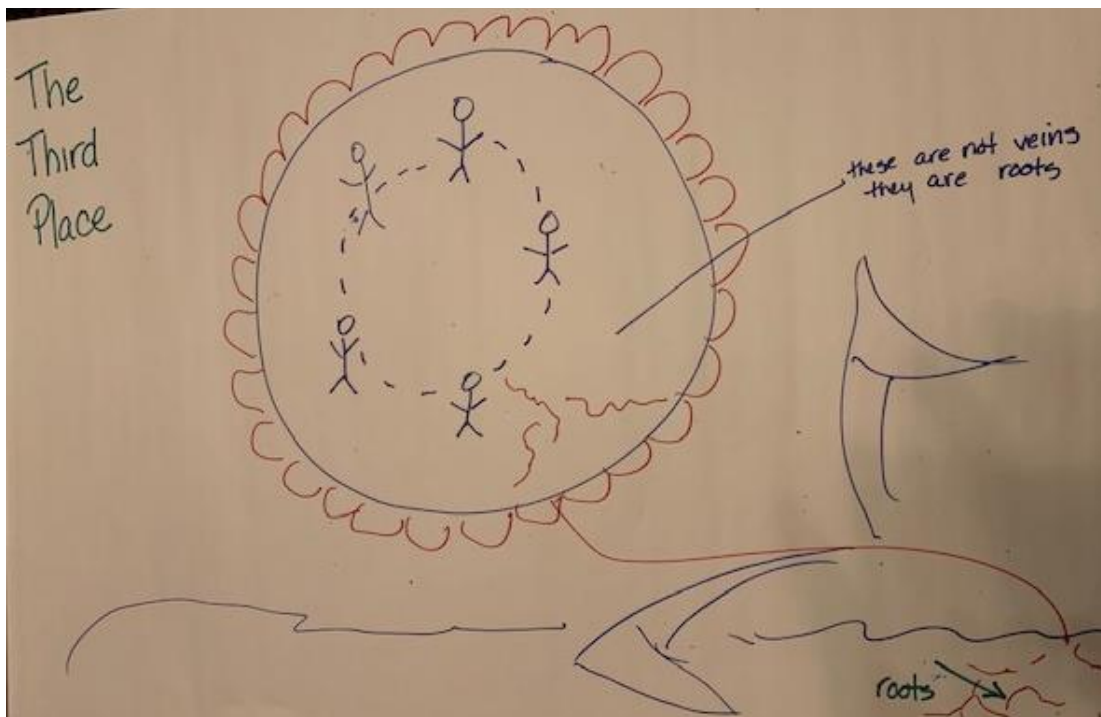
- Thriving, creative, regenerating Inn at Kirkside
- Experiential education

- Main Street more alive (sidewalks, street lights, activity, etc.)
- Students buy homes here, start businesses and families, grow schools
- New emerging businesses on Main Street and in current building
- Building of existing businesses
- Creative businesses with limited competition
- Fresh produce – butcher and farmers' market sourcing locally
- Farming grows with economy of scale, direct connections, continuing education
- Build different expanded community between locals, half-time residents, tourists
- Attract new residents that want to come here and stay here
- Activated stakeholders that see value in this work, believe in it, and work for it
- Community leadership
- Deeper community ownership and belonging
- Opportunities that build more opportunities locally

Further group discussion led to the following image for Kirkside working successfully in serving all stakeholders and to identifying the system we are seeking to transform:

Overarching resultant image:

- **“The Third Place”** – cohabitating diversity thriving as a family nucleus of the community



The System We Seek to Transform:

- Localized Core of a place-sourced socio-economic system Interdependent

The group discussed and identified the following the restraints for implementing this transformation:

Restraints:

- Fear of extraction of resources by outsiders
- Fear of imposition by outsiders
- Bering reactive to disruption

The group initiated a discussion about Principles that will reconcile these restraints and identified the following:

Principles:

- When the Community serves actively as co-creators, this place thrives indefinitely
- Co-creative inclusion seeks authentic caring

The group identified the following next steps:

Next Steps:

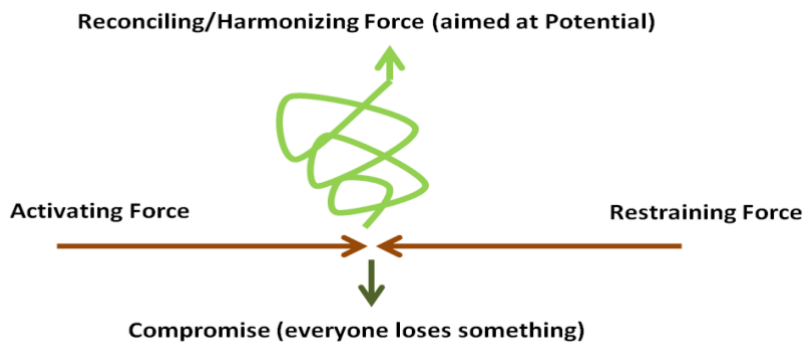
- Prepare for workshop #2 and convene Core Team to co-design this workshop
- Plan workshop for second week in January 2020
- Identify and invite key participants by second week of December
- Publish open invitation (with RSVP) to all Community members

Appendix: Core Frameworks

The following frameworks (introduced during the preparation for this workshop and revisited during the Workshop #1 presentations and discussions) will be employed as instruments for developing an integrative process and regenerative thinking throughout the Kirkside team’s work:

Law of Three: *(from Charles Krone)*

This framework images the necessity of restraints to engage and develop creative outcomes through discovery of reconciling (or harmonizing) processes by focusing on Potential:

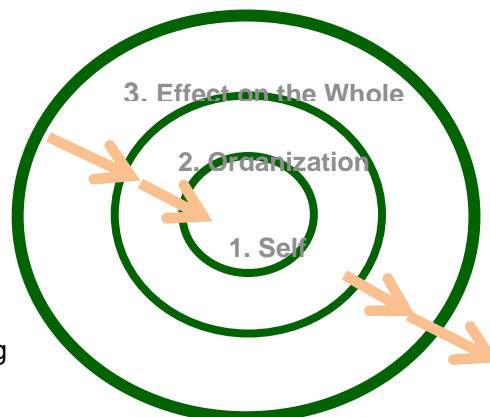


Graphic by Sarah Klinetob

System Transformation: Three Lines of Work

This framework images the necessity of working at three levels simultaneously at all times to build capacity at each nested level in order to achieve effective and reciprocal system transformation.

1. Working on ME:
Entity leading a transformation
(change process)
2. Working on Team & Community:
Need to develop my/our capability
to work effectively together
3. Working on System:
Transformation of a system
(greater whole) which we commit to evolving



Levels of Thought: (from Carol Sanford)

This framework images an instrument for developing an integrative process that significantly increases the likelihood that the resultant effects on the whole will align with our values when we take the time to align around our collective beliefs, philosophies, and principles before design:

Belief
Philosophy
Principles



Concept
Strategies
Design (most projects start here)



Test
Audit
Evaluate

- **Belief** – How we believe the system we seek to transform “works when it’s working well”
- **Philosophy** – Our approach to working with that system
- **Principles** – Guides to action