

**Kirside Community Regenerative Development
Workshop #1 Report**
20 January 2020



*Kirside Workshop #1 – Community Alignment
Monday, 20 January 2020, 9:00-4:30 . . . @ Roxbury Art Center*

Workshop Purpose

To align around the value of the Kirside project and its Purpose and guiding Principles by deeply engaging community stakeholders in a regenerative process,

In a way that inspires and empowers community members as co-creators in a transparent, inclusive process that reveals what they care about and genuinely values the role of all participants,

So that this project builds the transformational capacity of all stakeholders to continuously grow the quality of life in this unique place indefinitely.

Workshop Products / Targeted Outcomes

Functional

1. *Initial understanding of regenerative thinking, key frameworks, and process*
2. *Develop and align around what needs to be delivered to stakeholders being served by the project*
3. *Clarity and alignment around the Kirkside project Purpose*
4. *Identify 4-5 categories (buckets of work) that need to be engaged to ensure project success*
 - *Energized community volunteers and co-leaders to populate these subcommittees*
5. *Roadmap arc of next steps for moving forward to address the above*

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

1. *Energized community members to actively participate as co-creators*
2. *Engagement in a regenerative process that slows down to augment nutrient exchange*

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

1. *Community members inspired to serve as champions and ambassadors for the project*
2. *Develop deeper understanding of what we love about Roxbury's Potential and how Kirkside can serve as an instrument for developmental change*

Agenda: 20 January 2020 . . . 9:00 – 5:00

9:00 *Convene for coffee and light breakfast*

9:15 *Welcome and Opening Remarks*

- *Why are we here?*
- *Introduce Kirkside project overview and its regenerative aim in service to the Community*

9:30 *Open with Context Questions and Exercises*

10:00 *Introducing Regenerative Thinking:*

- *Brief Presentation: Defining Regeneration and Seven First Principles*

10:15 *Break-Out Exercise #1 – Building Will: Why do we care about this project/place?*

- *Group Discussion and Story-telling:*
 - *What is your connection to this place/Roxbury – what do you love about it?*
- *Small group work at each table to identify:*
 - *What is truly special about this unique place?*
 - *How big is here? . . . Identify the Proximate Whole that we can and seek to affect*
- *Large group discussion: Reflections on Belief as about this place and its potential*

11:15 *Break-Out Exercise #2 – Belief and Philosophy: Align around our Belief about the system transformation we seek and our approach to serving stakeholders*

- *Group Discussion: Introduce Living Systems Pentad of Key Stakeholders*

- *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*

12:15 *Break to grab food for Working Lunch*

12:35 *Large group discussion: Break-Out #2 reflections*

- *Reflections on Break-Out #2 and alignment 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*
- *Identify Restraints for achieving the above image and its effects*

1:15 *Break-Out Exercise #3: 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 and deliver the above effects by building stakeholder capacity*
 - *What are the key interrelationships/synergies btw/ all five key stakeholder groups?*
 - *What guides to action will ensure that the above effects will be achieved?*
- *Large group discussion to align around Principles*

2:15 *Break-Out Exercise #4: 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 project*
- *Align around Purpose statement with large group*

3:30 *Group discussion to identify 4-5 categories (buckets of work) that need to be engaged by subcommittees to ensure project success*

- *Identify energized community volunteers and co-leaders to populate these subcommittees*
- *Arc of next steps*

4:15 *Reflections*

4:30 *Adjourn to Happy Hour*

Workshop #1 Notes: Monday, 20 January 2020

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. The Seven First Principles of Regeneration (from Carol Sanford) were introduced as a means of understanding that regenerative development work focuses on the following:

*three core frameworks are depicted in the Appendix on page 12 below

1. **Wholes** . . . not parts.
Evidenced by beneficiaries being capable of contributing to systems actualization as a result of our offerings. They keep all organizational members linked to their effect.
2. **Potential** . . . not problems or ideals.
Evidenced by engaging with the potential of each beneficiary (customer, watershed), rather than problems as deviations from generic ideals.

3. **Systemic Reciprocity** . . . not transactions.
Evidenced by operating within living dynamic processes, making "fitting" contributions that benefit system health, with caring for contributions from and outcomes for all.
4. **Essence** . . . not categorization.
Evidenced by working as "one of one", increasingly bringing forth essence and non-displaceable uniqueness in each life form, rather than seeing each as one of a type.
5. **Nested** . . . not flatland view.
Evidenced by working with life as embedded within greater and lesser systems, each playing a core role in the success of the whole and other nested wholes.
6. **Nodal** . . . not ranked or sequenced.
Evidenced by seeking the point of highest and most systemic return in any interventions; where a single point or set of points are recognized as most effective in returning a system to a state self-evolution.
7. **Developmental** . . . not manipulative.
Evidenced by seeking to grow and develop potential in each and all entities by focusing on increasing the capability of each whole(s) to be vital, viable, and able to evolve in its life and contribution.

Break-Out Exercise #1 – Building Will: Why do we care about this project and place?

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 four primary groupings of such characteristics that emerged from these discussions:

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

- Particular History
 - Historic Register (e.g., Kirkside Park, Roxbury Motel, Gould Church, etc.)
 - Preserve America community
 - Birthplace and early home of John Burroughs – naturalist/essayist
 - Birthplace of Jason (Jay) Gould . . . financier “robber baron of the Gilded Age”
 - Helen Gould (Jay’s daughter) philanthropy
 - Delaware & Ulster Railroad
- Community with Distinct Energy
 - Deep connections and commitment . . . “Family” = Community
 - Diversity of people invested in community – “locals”, people that chose to move here
 - Very gay-friendly
 - One in a community” – feeling of “this is home”
 - Forward thinking/ inclusive mindset (more than some neighboring communities)
 - People drawn here (Gould/Burroughs/Current) because of this energy
 - Generations of continuation
 - Like mindedness – UNITY
 - WIOX community radio
 - Wealthiest community in Delaware County and affordable
 - Roxbury Arts Group – gallery, performing arts
 - Large percentage of second homes
- Singular Natural Beauty & Attributes
 - Beauty of mountains, scenery, ski mountains – people “coming down off the mountains.”
 - Near Delaware East Branch headwaters – how it shaped the valley and living system use

- Open space vistas and views
- Wildlife and waterfalls
- Watershed trails and rail trail
- Stars and darkness – minimal light pollution
- No cell service
- Unique Physical Aspects
 - Main Street with “Mom & Pop” shops – no big name business, chain stores, grocery store
 - Architecture 1840-1890
 - Farms – locally grown food (e.g., East Branch Farm, Two Stone, Tea Thyme Herb Farm)
 - Outdoor activities – Plattekill Mountain skiing, Shepard Hills Golf Club
 - Tourist accommodations & hospitality – Roxbury Motel, wedding venues, Kirkside Park

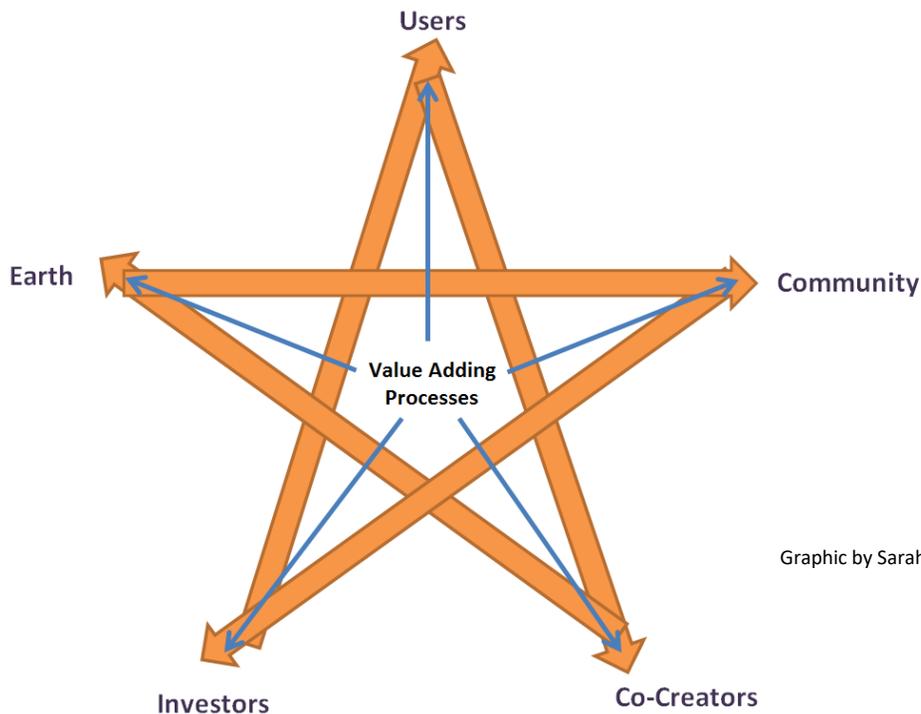
Belief and Philosophy:

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 are 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 #2: Develop an Image for What Must be Delivered to Core Stakeholders

The attendees engaged discussions aimed at exploring the Potential of the system being affected by developing the Kirkside project in terms of serving these core stakeholders groups by delivering value-adding processes (VAPs) to each in balance, then imaging this system working really well as if the project already existed. Attendees worked in six 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 . . . and giving the image a name

The break-out group work identified the following consolidated list of desired capacity-building effects that the project will aim to manifest for each set of stakeholders:

Users:

- Stakeholders include:
 - Facility/Inn/Restaurant patrons
 - Students (recent college graduates)
 - Teaching staff
 - Community members/residents
 - Tourists/visitors
 - Local farmers
 - Local businesses
 - Hospitality employers
- Capacity-building effects to be delivered to these stakeholders:
 - Meaningful experiences that relate to what they care about
 - Relationship-building and development
 - Awareness and educational experiences relative to the following:
 - Ecological sensitivity and responsibility
 - Local sourcing
 - History
 - A venue/locus serving as “The Third Place” for interconnectivity

Co-creators:

- Stakeholders include:
 - MARK Board of Directors and staff
 - Community members and customers
 - Students and teachers
 - Schools/universities related to hospitality (SUNY, BOCES, Cornell, etc.)
 - Hospitality partners
 - Town of Roxbury
 - Farmers
- Capacity-building effects to be delivered to these stakeholders:
 - Development of professional skills and experience
 - Business opportunities
 - Generational connections
 - Public relations vehicles
 - Active participation in positive ecological/environmental change

Earth Systems:

- Stakeholders include:
 - Park, creek, and larger watershed
 - Wildlife – flora and fauna
- Capacity-building effects to be delivered to these stakeholders:
 - Preservation of surrounding nature
 - On-site and local regenerative farming that builds soil health
 - Collaborative efforts for gardening/composting
 - Solar energy generation
 - Understanding historical role of this unique place

Community:

- Stakeholders include:
 - Business owners
 - Farmers
 - Community Organizations
 - Residents (full- and part-time)
 - Employees
 - Patrons
 - Local government
 - Educational systems (primary through higher ed)
- Capacity-building effects to be delivered to these stakeholders:
 - Interrelated diversity
 - Economic capacity and local sustainability
 - Family sustainability committed to this community
 - Deepening community spirit
 - Retention and attraction of youth and young professionals that produce:
 - New businesses
 - Increased property values and school population
 - Improved thriving Main Street

Investors:

- Stakeholders include:
 - Grantors and foundations (state/public and private)
 - Private donators
 - Taxpayers (community members & volunteers)
 - Institutions of Higher Education
 - Board of Trustees
 - Local Farmers

- Capacity-building effects to be delivered to these stakeholders:
 - Community development and vitality
 - ROI and reinvestment in Community
 - Interconnectivity of stakeholders



The various break-out groups also identified the following images for the project succeeding as a transformational instrument that would achieve the above effects:

Images for the system transformation being sought:

- Revitalizing Roxbury: A project that builds this community’s economy and historic integrity
- Regenerating Roxbury: A project that enhances the image, aesthetics, and economic viability of Main Street
- The Inn at Kirkside: A Destination inn and restaurant accessible to all users
- An instrument for manifesting Legacy, Synergy, and Headwaters

After further discussion, reflections, and developed thinking, the large group aligned around the following overarching consolidated **transformational image for the project**:

The Inn at Kirkside*:
A project that regenerates Roxbury through creative Catskills community cuisine and serves as an incubator for transforming the Hospitality Industry in this Village of Peaceful Days and beyond.

*and Robber Baron Daughter’s Pub

Restraints:

The group then discussed and identified the following the restraints for achieving the above transformation and capacity-building effects:

- Need for larger community participation
- Retaining the historical integrity of the existing building, given its physical condition and spatial limitations
- Funding: Reconciling varied intentions from various funding sources
- Filling beds and seats year round
- Balancing moving forward with “slowing the flow” to enrich exchange
- Getting the project started vs. inertia
- Attracting appropriate staff and educators
- Parking



Break-Out Exercise #3: Align around Principles for reconciling Potential on the Kirkside project

The attendees engaged discussions aimed at identifying specific Principles for developing the project in seeking to reconcile the above restraints with delivering the desired effects (identified in Break-Out #2) for building stakeholder capacity. Attendees worked in six break-out groups, followed by discussion with the larger group to identify:

- What are the key interrelationships/synergies btw/ all five key stakeholder groups?
- What Principles (guides to action) will ensure that the above effects will be achieved?

The break-out group work identified the following consolidated list of Principles for guiding actions and decision-making associated with the Kirkside project:

Five Project Principles:

- **Engage Regenerative Thinking**
 - . . . Using Kirkside as a regenerative instrument manifests what we value.
 - All Kirkside development processes should embrace regenerative thinking.
- **Honor Historical Integrity**
 - . . . Honoring the historical integrity of the building honors the essence of the community.
 - Preserve and honor the historical character and context.
- **Emphasize Local Sourcing**
 - . . . Emphasizing local sourcing builds community vitality and prosperity.
 - Use local products and services to develop reciprocity.
- **Teach Responsible Entrepreneurship**
 - . . . Teaching entrepreneurship through a self-sustaining project grows systemic health.
 - Use every step in the project as a teaching moment (urban planning, architecture, etc).
 - Building efficiency and construction (careful place-specific analysis)
 - Teaching the students to be teachers
 - Commit to educating the community
 - Teaching responsible entrepreneurship develops overall economic health
 - WWTRBND? . . . (“What would the Robber Baron not do?”)
 - WWHD? . . . (“What would Helen do?”)
- **Value All Stakeholders**
 - . . . Authentically valuing all stakeholders (see above pentad) benefits the whole.
 - See every stakeholder as a co-creator with a valuable voice.
 - Maximize transparency with stakeholders
 - Maximize stakeholder involvement, communication, synergies
 - Decisions should reflect all stakeholders’ values and benefit broad community

Break-Out Exercise #4: Align around the Purpose of the Kirkside project

Guided by the above Principles, six break-out groups developed the following Purpose statements; the words/phrases in bold font were identified as being particularly resonant with the larger group:

To transform Kirkside into a **community driven** experiential learning facility and operational Inn and Restaurant,

In a way that **encourages** the preservation of these **historic** buildings and interweaves **hospitality, friendship and inclusion,**

So that Kirkside remains a **vital part of the community** while creating **new opportunities** for growth and **regeneration.**

To establish and operate a hospitality facility that protects the **historic integrity** of Kirkside,

In a way that provides a learning environment that allows students to succeed in the world,

So that this project builds the **transformational capacity** of all stakeholders to **continuously grow the quality of life** in this unique place.

To create a comprehensive learning environment to **promote entrepreneurship,**

In a way that **honors the integrity of the building, serving the community** and the commitment to provide the enrichment of the young entrepreneurs,

So that this process insures that the community of Roxbury **thrives for generations.**

To create and **immersive educating experience** while honoring the **historic integrity** of a great community asset,

In a way that fosters broad based community engagement and enriches participants professional experience,

So that the local community is **regenerated** with a **self-sustaining** and transferable project .

To **revive Roxbury** through the repurposing and transformation of an important **historic building,**

In a way that **engages the community** together with a financially **self-sustaining** educational hospitality **incubator,**

So that **regenerative** practices in hospitality can be explored and widely disseminated.

To create a regenerative learning environment and hospitality business at Kirkside,

In a way that preserves and builds community,

So that the Kirkside builds the transformational and **regenerative** capacity of all stakeholders to continuously **grow the quality of life** in this unique place indefinitely.

To transform Kirkside into a community driven experiential learning facility and operational Inn and Restaurant,

In a way that encourages the preservation of these historic buildings and interweaves hospitality, friendship and inclusion,

So that Kirkside remains a vital part of the community while creating new opportunities for growth and regeneration.

The large group discussed the above, found patterns, and aligned around a single consolidated Purpose Statement following the workshop, as follows:

Kirkside Project Purpose Statement

To transform Kirkside into a self-sustaining inn and immersive educating facility that cultivates and regenerates the local fooding system, incubates hospitality businesses, and promotes entrepreneurship,

In a way that engages the community in a transparent and inclusive co-creative process aimed at reviving Roxbury, honoring its historic integrity, and manifesting the essence of this unique place,

So that this community jewel seeds regenerative practices in the hospitality industry and transforms our regional fooding system, while continuously growing the quality of life here and serving as a vital part of Roxbury for generations.

Next Steps:

The large group engaged a discussion to identify 4-5 categories (Buckets of Emndeavors) that need to be engaged by subcommittees to ensure project success:

1. Fundraising

- Katie
- Chris
- Dee
- Sharon

2. Curriculum, Educational Program, and Building Program Design -

- Peg and Rieley
- Jake (Head of ONC BOCES Culinary Department)
- Christian (from Spillian)
- Dave White
- Schae
- David Brower (Head of Hospitality @ SUNY Delhi)
- Jeannie Ellsworth

3. Building & Grounds/ Building Design

- James
- Melissa
- Steve
- Mike
- Anthony

4. Communications/Marketing Development-

- Chelsea
- Christina
- Mike

5. Community Sourced Events- (community outreach! Children!)

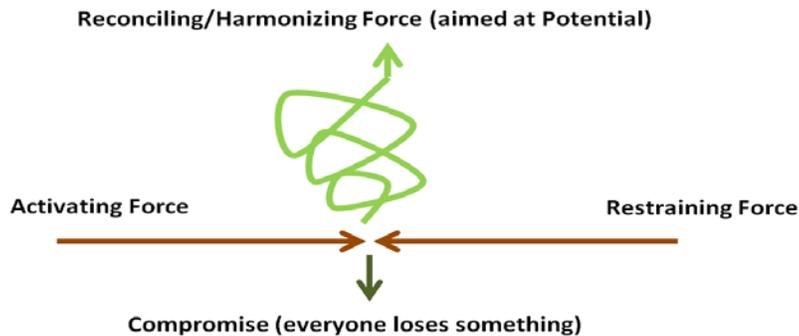
- Chelsea and Katie
- Andrea
- Bonnie

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:

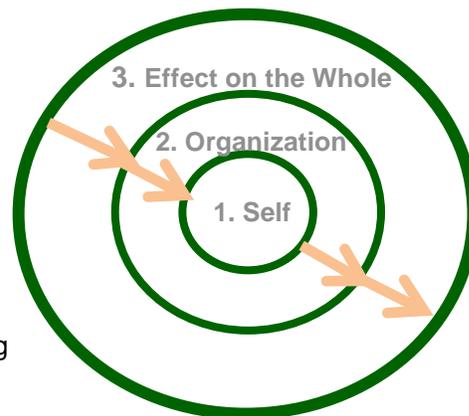


Graphic by Sarah Klinetob

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