

Kirkside Community Regenerative Development
Workshop #2 Report
05 March 2020



Kirkside Workshop #2 – Concept, Targeted Outcomes and Strategies for Design

Thursday, 05 March 2020, 1:00-6:30 . . . @ Roxbury Art Center

Workshop Purpose

To unite community members around a working committee structure that takes a hands-on approach to developing all aspects of the ongoing planning process for the Inn at Kirkside project,

in a way that fosters collaboration and partnerships while engaging community members in a comprehensive, transparent, inclusive and cooperative process,

so that the project's targeted outcomes and strategies for implementing tangible action items continue to take shape and move the project into the Design Phase through a unified community-sourced voice.

Workshop Products / Targeted Outcomes

Functional

1. Clear direction and unity around the process for moving the project forward into implementation with targeted outcomes and strategies identified for each of the following committees:
 - Fundraising, Communications, and Marketing
 - Curriculum, Education, and Building Programming
 - Facilities, Building and Grounds Design
 - Community-Sourced Events
2. A clear and unified message about the project and a task list with timeline (roadmap) for marketing and fundraising activities needed to prepare for Design
3. A list of potential curriculum topics that should be offered, along with an associated initial building program for delivering this educational program (space sizes, functions, relationships, etc.)
4. A task list and timeline (roadmap) for engaging architectural and engineering services needed
5. A targeted list of potential volunteers, events and implementation strategies for developing community-sourced events

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

1. Energized community members actively participating as co-creators

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

1. Community members inspired to serve as champions and ambassadors for the project

Kirkside Project Purpose Statement

To transform Kirkside into a welcoming inn and immersive educating facility that encourages and cultivates entrepreneurs, incubates hospitality businesses, and supports the local food producing system,

in a way that engages the community, with transparency and sharing, in a co-creative process that builds commitment and inspiration for energizing Roxbury and its region, its historic integrity, and its unique essence,

so that this vital property serves to seed regenerative practices in the hospitality industry, transform the regional food system, and continuously grow the quality of life in this region for generations.

Agenda: 05 March 2020 . . . 1:00 – 6:30

12:45 Convene for coffee

1:00 Welcome and Opening Remarks

- Why are we here?
- Address how to introduce why YOU are here

1:10 Open with Context Questions and Exercises

- 1:30 Review and alignment around process
- Review summary results from Workshop #1 and Purpose of our task
 - Review Principles from Workshop #1
 - Review Regenerative Thinking frameworks
- 2:00 Break-Out Exercise #1: Identify Targeted Outcomes for the project that serve to build the capacity of all Key Stakeholders
- Reintroduce Key Stakeholders pentad
 - Bio-break as needed
 - Organize break-out groups/tables around the following four committees:
 - Fundraising, Communications, and Marketing
 - Curriculum and Educational Programming
 - Facilities, Building and Grounds Design
 - Community-Sourced Events
 - For each committee, develop targeted outcomes that serve to build the capacity of each of the five key stakeholders groups to continuously benefit and increase their stake:
 - Users
 - Co-Creators
 - Earth Systems
 - Community
 - Investors
 - Large group discussion: Reflections on patterns for increasing project Potential
- 3:15 Break-Out Exercise #2: Develop Strategies necessary to prepare for the Design Phase
- Revisit Levels of Thought Framework
 - Bio-break as needed
 - Each break-out group/table to develop the following strategies for their committee
 - Fundraising, Communications, and Marketing
 - Develop a clear and unified message about the project
 - Develop a task list/ timeline of activities needed to prepare for Design
 - Curriculum, Educational Programming
 - Develop a list of potential curriculum topics that should be offered
 - Identify what was/is missing from other programs
 - What makes this program entirely unique and powerful
 - Identify an associated initial draft of essential building program elements needed to deliver the above
 - Facilities, Building and Grounds Design
 - Identify overall building performance targets and sustainable criteria
 - Identify technologies required for state-of-the-art experience for participants
 - Develop a task list/ timeline of activities needed for defining project scope and engaging A/E services
 - Community-Sourced Events
 - Develop a targeted list of potential volunteers to engage and outline potential events
 - Develop a task list/ timeline of activities needed to prepare for Design
 - Large group discussion: Reflections on integrating tasks across committees
- 5:00 Break-Out Exercise #3: Develop Roadmap that integrates strategies across committees
- Each committee break-out group/table to develop a roadmap timeline of tasks needed to prepare for Design that incorporates related tasks from the other committees

- 5:30 Large group discussion: Next Steps: Co-create an Integrative Process Roadmap of tasks/activities needed to prepare for the Design Phase that integrates the work needed by all Committees
- Identify roles and responsibilities for tasks across committees
 - Identify process by each committee to develop a Task Cycle for proceeding with their next step tasks
- 6:15 Reflections
- 6:30 Adjourn to Happy Hour

Workshop #2 Notes: Tuesday, 05 March 2020

The workshop opened with a brief curated session consisting of Context Questions and Exercises; during the first of these exercises, the group identified the greatest areas of unrealized potential and the largest challenges associated with the project, as summarized below:

Project Potential

- Local effect on economy benefitting growth here
- Functional food service expansion
- Building human capacity and skills that keep folks here
- Planting seeds for future evolving ideas (open-ended)
- Foot traffic/new businesses
- Regenerative food system and local sourcing
- Instrument for building community support

Project Challenges

- Momentum to maintain and build Will, focus, and stamina
- Money to build & operate
- Insular communities, somewhat separated
- Building capacity for “not knowing”
- Building local interest, input, and participation

A discussion then followed to reintroduce and review the process and frameworks* guiding this work. The Seven First Principles of Regeneration (from Carol Sanford) were also reintroduced as a means of understanding that regenerative development work focuses on the following:

*three core frameworks are depicted in the Appendix on page 13 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.

Review of summary results from Workshop #1

The large group reviewed the following transformational image for Kirkside that emerged from Workshop #1, and aligned around a revised Purpose statement for the project, as indicated on Page 2 above.

Transformational image for Kirkside

**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

The large group then reviewed the following five Principles that emerged from Workshop #1, and aligned around using these Principles as guides to action, decision-making, and behavior for all work on the Kirkside project.

Five Project Principles:

- Engage Regenerative Thinking
. . . Using Kirkside as a regenerative instrument manifests what we value.
- Honor Historical Integrity
. . . Honoring the historical integrity of the building honors the essence of the community.
- Emphasize Local Sourcing
. . . Emphasizing local sourcing builds community vitality and prosperity.
- Teach Responsible Business Practices
. . . Teaching entrepreneurship through a self-sustaining project grows systemic health.
- Value All Stakeholders
. . . Authentically valuing all stakeholders benefits the whole.



**Break-Out Exercise #1:
Identify Targeted Outcomes for the project that serve to build the capacity of all Key Stakeholders**

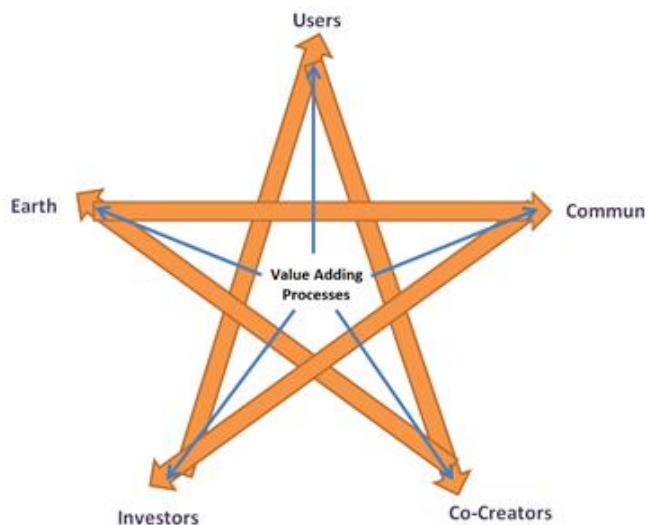
Attendees then worked in four break-out groups that were organized around the following four committees:

- Fundraising, Communications, and Marketing
- Curriculum and Educational Programming
- Facilities, Building and Grounds Design
- Community-Sourced Events

For each committee, the break-out groups developed targeted outcomes that serve to build the capacity of each of the five key stakeholder groups to continuously benefit and increase their stake:

- Users
- Co-Creators
- Earth Systems
- Community
- Investors

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 above 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 following summarizes the targeted outcomes that were identified by each committee break-out for the five key stakeholders groups:

Table 1: Fundraising, Communications, and Marketing . . . Targeted Outcomes

Overall themes and patterns of targeted outcomes

- Quality of life for all stakeholder groups
- Targeted pitches

Users:

- Customers – experience: quality food and comfort
- Students – build resume
- Local Business – sell their products/services
- Locals – a “Third Place”
- Caterers – return business

Co-Creators:

- Community and Participants – economic boost, everyone will benefit

Earth Systems:

- Fresh produce and meats
- Healthy soil for local farmers
- The Park – diverse species vitality
- Cultivate land and replenish the earth, keep farming industries alive

Community:

- Customers (experience food) and students(resume)
- Quality of life

Investors:

- Look at what your brand will be, connected to...
- Naming – giving thanks
- Individuals – being part of this
- Small business – return
- Corporations – brand
- Philanthropies – make a difference in the world
- Exposure – Oprah/Ellen

Table 2: Curriculum and Educational Programming . . . Targeted Outcomes

Overall themes and patterns of targeted outcomes

- Understanding of regenerative effects on place/region and beyond
- Reproducible model
- Who are our students? . . . What do they bring (starting point)?

Users:

- Leave Kirkside with knowledge, skills and disposition to work and become leaders in the hospitality industry in ways consistent with Kirkside’s operating principles

Co-Creators:

- Help continuously develop a place where people can expand upon their desire to participate in the hospitality industry

Earth Systems:

- Gaining stewards of regenerative knowledge/experience to spread awareness of Kirkside’s earth-focused regenerative practices

Community:

- Supplied and patronized and utilized by all sectors of the community

Investors:

- Not only a financial return, but also an emotional and meaningful essence being produced by the educational programs



Table 3: Facilities, Building and Grounds Design . . . Targeted Outcomes

Overall themes and patterns of targeted outcomes

- Accessibility, Adaptability, Aesthetics (Historic Quality)
- State-of-the-Art facilities
- Comfort
- Energy efficiency

Users:

- Comfort and health
- Aesthetically pleasing
- Well-functioning
- Memorable experience

Co-Creators:

- Pleasant and healthy place to work and teach

Earth Systems:

- Adaptable energy and water efficiency
- Regenerative principles aimed at sustainability

Community:

- Accessibility – financial and physical
- Maintain historic character

Investors:

- Self-sustaining
- Valuable facility and community asset

Table 4: Community-Sourced Events . . . Targeted Outcomes

Overall themes and patterns of targeted outcomes

- Unity & energy around project
- Garden resource/asset
- Preserve America community

Users:

- Create atmosphere of learning and support
- Create a sense of a “third place”

Co-Creators:

- Instill value in locally-produced food/products and farm to table
- Encourage restoration and rehab of historic building . . . a “Preserve America Community”

Earth Systems:

- Establish appreciation for native plants and trees
- Appreciation of composting, waste management and sustainability

Community:

- Build ownership and familiarity with the project
- Build relationships with other organizations and groups

Investors:

- Demonstrate value for contributions and build a sense of ownership

Break-Out Exercise #2:

Develop Strategies necessary to prepare for the Design Phase

Attendees again worked in four break-out groups (organized around the four committees) to develop strategies for each of the following in order to prepare for the Design Phase:

- Fundraising, Communications, and Marketing
 - Develop a clear and unified message about the project
 - Develop a task list/ timeline of activities needed to prepare for Design
- Curriculum and Educational Programming
 - Develop a list of potential curriculum topics that should be offered
 - Identify what was/is missing from other programs
 - What makes this program entirely unique and powerful
 - Identify an associated initial draft of essential building program elements needed to deliver the above
- Facilities, Building and Grounds Design
 - Identify overall building performance targets and sustainable criteria
 - Identify technologies required for state-of-the-art experience for participants
 - Develop a task list/ timeline of activities needed for defining project scope and engaging A/E services
- Community-Sourced Events Walker
 - Develop a targeted list of potential volunteers to engage and outline potential events
 - Develop a task list/ timeline of activities needed to prepare for Design

The following summarizes the strategies that were identified by each committee break-out group:

Table 1: Fundraising, Communications, and Marketing . . . Strategies

- Technology plan, across various demographics
- Identify markets to push out to . . .and develop Pitch language for each market
 - Flexible elevator pitch (there is not one message)
- Develop brochures, flyers, press releases, social media
- Stay aligned with principles and concept
- Grant research – determine where we can go and what are the requirements
- Identify target levels . . . relate to all on all levels
- Pitch to every local community to get their support (community top chef)
- Building maintenance funding needed for 2-½ years = \$65k?
 - seek philanthropic orgs, preservation orgs
- Funding Gap, Architecture-Engineering services needed for 1-1/2 years = \$45k?
- Discussion of the pitch: Materials – premature to come up with these now
 - Great project in the hopper: building is precious and fragile during planning phase
 - Knowing your audience: How to pitch your pitch
 - Local: better future for our children/family/self
 - Company – name on list, thanked at every event



Table 2: Curriculum and Educational Programming . . . Strategies

Potential curriculum topics to develop:

- Local culture
- Pastry/baking and savory
- Gardening/local sourcing education
- Menu design
- Off-site extern

What's missing from most programs that will make this program unique:

- Culinary aspects: ordering, prep, food waste, holding, portioning, catering, garden manager
- Inn aspects: housekeeping practices, non-corporate meetings/events, RFP responses, Guest relations
- Both: Operations (staffing, HR, Scheduling), managerial, budgeting, bookkeeping, equip. mgmt.

Program Elements and spatial needs:

- Office space for Trainers (min 5 full-time people), Bookkeeping and Execs.
- Front office
- Laundry: industrial units (2) with folding spaces & fire suppression, HVAC
- Housekeeping: storage on each floor
- Elevator TBD
- Break/locker room
- BAR
- Lounge area
- En suite rooms in Inn
- Dining area
- Meeting space(s)
- Kitchen:
 - Ice machine & filtration system
 - HVAC & fire suppression system
 - Dry storage, wine/liquor storage
 - Walk in in fridge and freezer
 - Receiving area
 - Sanitation (industrial dish washer) and garbage (bear proof)
 - Baking (cooler area)
 - Dishwashing area
 - Coffee station (FOH accessible)
 - Janitor closet, chemical storage

Table 3: Facilities, Building and Grounds Design . . . Strategies

Overall Building performance targets and sustainability criteria:

- Low energy and water usage – as close to net zero as possible
- Easily maintained
- Durable
- Welcoming/inspiring
- Space efficiency
- Historic integrity
- Relationships consistent with farm-to-table

Technologies needed:

- Wi-Fi & cell service
- State of the art technology (culinary)
- Making “old” new again (didactic educational tools)

Task list of activities needed to prepare for Design Phase:

- Existing conditions survey & report
- Develop building scope for RFP (give architects the right information, program the spaces)
- Determine zoning/funding limitations
- Look at precedent for similar projects
 - visit them and learn from their process
 - adaptive reuse spaces that are local (Blue Hill, Harlem Farm, Culinary Institute and Farms)
- Use programing to inform the design process in proactive & reactive way

Table 4: Community-Sourced Events . . . Strategies

Targeted list of potential volunteers to develop:

- High schoolers: planting, grounds keeping, event staffing
- Garden clubs: Classes, plant sales
- Retired community: tours during park events, event staffing
- Church groups: event staffing
- Farmers- markets, venders, local foods featured at events

Potential events to develop:

- Haunted house, plant sales, classes/workshops, farmers markets, historic tours, flea markets, appraisal fair
- Host next workshop for project at Kirkside site

Task list of strategies:

- Invite community members to share their expertise at workshops/events (birding, gardening, etc.)
- Develop inventory of what’s available for use at events (dishes, chairs, table)
- Identify provisioning needed and available for activities
- Perform safety checks (exits are clear etc.)



Break-Out Exercise #3: Develop Roadmap of activities needed to prepare for Design Phase

Attendees worked in the following three break-out groups to develop a roadmap timeline of tasks needed to prepare for Design:

- Fundraising, Communications, and Marketing / Community-Sourced Events
- Curriculum and Educational Programming
- Facilities, Building and Grounds Design

The following summarizes the roadmaps of activities developed at each table:

Table 1: Fundraising, Communications, and Marketing / Community-Sourced Events . . . Roadmap

MARK Funding/Next Steps Timeline:

- Stay on tax roll through 2021
- Raise \$50K now (Air B&B - \$10k/ Community - \$5k/ Go Fund Me-FB - \$5k)
- Shepard Hills (donate space for fundraiser)
- \$ goes to MARK

Table 2: Curriculum and Educational Programming . . . Roadmap

Next Steps Timeline:

- Target July 2021 for completing Conceptual Design
- Develop and document Educational Goals
- Develop a space/building program for AE team
 - Coordinate with assessment of Kirkside existing conditions
- Develop an organizational structure
 - Executive Director to oversee curriculum
 - Identify a Technical/Curriculum Consultant
 - Identify an architectural liaison/POC
 - Engage research needed for developing operational Inn (hotel & restaurant)
 - Engage research needed for developing regenerative practices to inform curriculum

Table 3: Facilities, Building and Grounds Design . . . Roadmap

Next Steps Timeline:

- 1. Integrate initial input from all committees
- 2. Determine potential fundraising sources in order to include their requirements
- 3. Determine typical local renovation cost per square foot
- 4. Develop selection criteria and process for selecting an architect (AE team)
- 5. Develop full scope of RFP in order to:
 - Understand sub-consultants needed in addition to the architect
 - How far the RFP goes into phasing (just concept or 100%): fee for only concept?
- 6. Identify any gap in the process and find people/resources to fill those gaps
 - Scope, budget and analysis
 - Construction delivery methodology and pre-construction services from Constructor
 - Identify: WHO, WHAT, HOW

Next Steps:

The large group engaged a discussion to align around the above next steps. It was determined that MARK staff will develop an Integrative Process Roadmap of tasks/activities needed to prepare for the Design Phase that integrates the work needed by all Committees that includes:

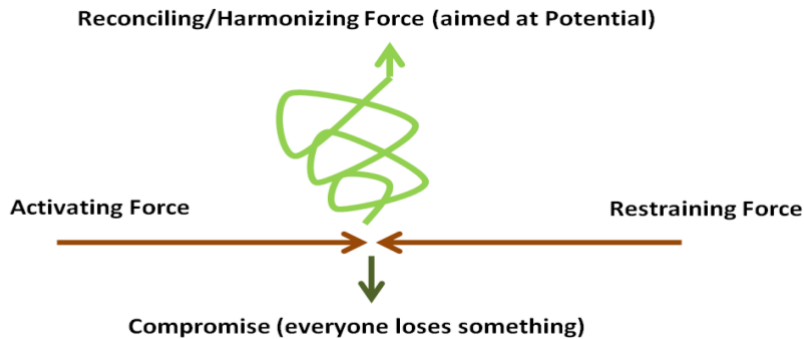
- The above timelines
- Identification of roles and responsibilities for tasks across committees
- Identification of process for each committee to develop a Task Cycle for proceeding with their next steps/tasks

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:

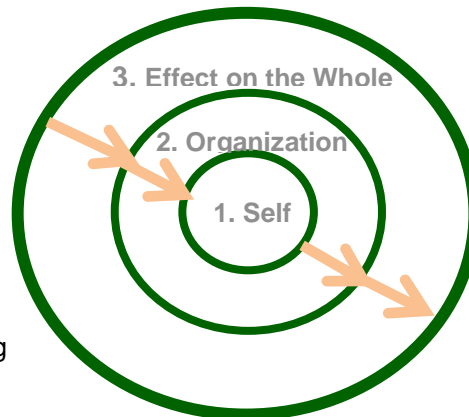


Graphic by Sarah Klinetob

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