

THE GLENORCHY MARKETPLACE

PO BOX 135, GLENORCHY 9350

We want to thank all the residents of Glenorchy who are coming forward to provide their ideas and suggestions for the campground, cabins and general store. Your feedback has been extremely helpful as we begin more detailed planning on the master plan (included at the end of this document).

Our goal is to design a general store and accommodations that can serve both visitors and locals in a healthy green environment. Our vision remains focused on creating a long term investment with environmental, community and financial sustainability.

Because we have been receiving questions about the campground project, and inquiries about ourselves, we have answered them here in this Q&A format. We hope this is helpful. If you have additional questions, please let us know by contacting us at the P.O. Box above or by dropping a note to Emma Kingan at emma.kingan@gmail.com. We would like to hear from you.

*Paul will be presenting a draft of the master plan at the **Town Hall on 15 July at 7:30pm**. We hope you can attend and look forward to hearing your feedback.*



Debbi Paul

Debbi and Paul Brainerd

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Questions Most Frequently Asked:

Q: *Can you tell us a little about yourselves?*

A: As many of you know, we are from the States, but have been coming to NZ for the last 17+ years. Like so many people who decided to live here, we fell in love with Glenorchy, the people and the beauty of the environment all around us. When an opportunity became available to build a home in what we considered to be the most beautiful place in the world, we leapt at the chance. We are mostly retired now and spend our time working on community projects back home. Paul's interests while here in Glenorchy have been volunteering his time at the Glenorchy School and going tramping. Debbi has been learning to ride horses, entertaining many visiting friends, involved with Book Club, Rural Women and hosting art workshops which she claims nurses her head back to health after several brain surgeries. We hope to be spending 4-5 months of the year in Glenorchy, while we escape the cold and wet winters back in Seattle.

Q: *Why are you spending so much of your money on this project?*

A: We have heard the rumors too, that we have an "endless pot of money." Well unfortunately it's not true, although we sometimes wish it were, especially for projects such as this. This is a major financial commitment for us. The first third of our earnings from the sale of Aldus went into creating the Brainerd Foundation, which funds conservation projects in the U.S. The second third went into creating IslandWood, an environmental learning centre on Bainbridge Island. Our remaining assets support philanthropic community projects, including, we hope, rebuilding the Glenorchy Store, Cabins, Lodge and Campground. We both come from business backgrounds and are excited about applying what we know to this project. We have spoken to many individuals who have expressed enthusiasm about the idea and have taken time to provide specific thoughts about what should be built and sold in the general store.

We believe we were put on this planet for more than ourselves and enjoy being involved in projects that engage our hearts, minds, and creative selves. To us, this project is exciting because it connects all three. We realize that change is often a little frightening, especially before there is anything new and visible to see, but we hope in a few years the buildings and what we are calling the **Glenorchy Marketplace**, will be a place in which the whole community can be proud to call its own.

Q: *Why are you calling it the Marketplace?*

A: The name Marketplace came to Debbi when she was sharing her vision with Paul for investing some TLC into the campground. She thought the new general store could feature several little markets within it for things like basic groceries, hardware, camping supplies, house wares and gifts. Plus the location seemed like an ideal place to host a weekend farmers market that could become a gathering place for locals and visitors. So the name **Marketplace** just stuck.

Q: *What are the values behind the project you're envisioning and how do they fit with the Glenorchy community?*

A: At the heart of this project are the values we have experienced in our last 17 years in NZ and especially in GY. We want to create a warm, welcoming, friendly environment, and a relaxed, low-key, community-gathering place for locals and tourists. Infused through the project at all levels, is our commitment to the environment and to the creation of a financially sustainable business. We aim to encourage visitors to stay longer, to engage in local activities and to enjoy all that Glenorchy and the head of the lake has to offer. We love this special place and our personal goals are to contribute in a sensitive and appropriate way to helping Glenorchy remain a healthy community that benefits residents, local businesses and visitors alike.

Q: *Why have you purchased additional land and is there likely more to be purchased?*

A: The additional land we bought will allow us to add additional green space and create native garden buffers that surround the cabins while maintaining the same total lodging capacity of the previous site. The additional land will also allow us to satisfy the QLDC requirements for building setbacks from the street, increased parking requirements and coach parking and turnarounds. In total, 25% of the property will be devoted to meeting QLDC zoning obligations. Our larger goal is to create a landscape that has ample space for native plantings, garden, paths and open space. At this stage we are not looking to purchase additional land.

Q: *What will happen to the two houses on the land you have purchased?*

A: The houses will be kept for staff accommodations.

Q: *I have heard you are working to get feedback about what to build. Who have you talked with and which groups are you working with locally?*

A: We believe that taking time to talk with various constituencies in and around the GY community will help us understand the needs of both locals and visitors. These conversations are helping us develop a design and business model that will have a greater chance of being successful. We initially shared the history of our earlier project, IslandWood, and announced the purchase of the campground at a Glenorchy Cosy Talk that had over 75 people attend.

Since early March 2014, we have met with over 270+ individuals including local community business owners, the GCA, members of Ngai Tahu, Glenorchy Community Association, QLDC, representatives at DOC, students and teachers at the Glenorchy School, members of the Glenorchy Business Group, Queenstown campsite owners, GY branch of Rural Women, and local landscape and garden professionals, architects and planners. We know this process takes time and we will continue to hold discussions as we develop the details of the project.

Q: *Who is the local lead or manager for the project?*

A: There is a locally based project team of business and design professionals being led by Queenstown resident Michelle Trapski. In addition, Glenorchy resident Emma Kingan is providing part-time support to Michelle, with research for program and product offerings.

Q: *What is a “master plan”?*

A: A master plan takes the site or total property (in our case three hectares) and looks at the entire physical environment in relationship to the buildings and green spaces. It also incorporates the necessary setbacks, parking, paths, and other QLDC regulatory requirements. It is preliminary step prior to proceeding with schematic design and construction drawings of the buildings and landscape.

Q: *What is the size of the project and what will the master plan include?*

A: The total amount of property is three hectares. We are still in the research phase gathering information from the local community and tourists about their specific needs for a general store and accommodations. Although we are going slow to gather input, more immediately we will work to replace the camping and shared lodging accommodations, along with constructing a Commons Building that will contain a community kitchen, public toilets, laundry and lockers for trampers.

Based on what we have heard so far the Glenorchy Marketplace will include:

- General Store will include groceries and retail products for both locals and tourists, household and basic hardware necessities, tramping and outdoor gear, as well as some art and specialty gift items. A Head of the Lake Bookings Desk and Information Centre will be included to encourage visitors to participate in local activities.
- Café featuring a takeaway deli section with a variety of healthy food options
- Camp Glenorchy area for tenting, shared lodge accommodations and caravan spaces
- Campground Commons Building; including a campers kitchen, dining room, laundry and showers
- 14-16 garden cottages with one to three bedrooms for families and groups
- Check-in cottage for a 24-hour on-site manager
- Community Classroom that will double as a movie theatre, or act as meeting space for groups staying at the Marketplace will seat up to 100 people
- Stone cottage for small intimate weddings, meetings or events for up to 25 people
- Two private outdoor hot tubs and a small cabin for massage
- Commercial kitchen to prepare food for the Café and caterings for special events
- Organic garden to support the Café and seasonal farmers market
- Artist-inspired public toilets
- A maintenance and laundry building
- Green spaces around the cabins as well as a play area for kids and adults

Q: *Why was the campground closed and the buildings removed if you won't be building a new store and cabins for 1-2 years?*

A: The basic infrastructure in the campground was no longer safe or legal to operate. The issues included water systems, electrical wiring, and wastewater disposal systems. The campground septic systems were either failing or no longer met ORC requirements and even simple replacement would have been too expensive for short-term use. As much as possible, materials have been saved from the old site and will be reused to retain

character and anchor a sense of place with the new buildings. We understand that closing the campground was not ideal, as several businesses partially relied on these guests. To mitigate impact, we have worked with the GCA to find an alternative location for campers and caravans while we rebuild the campground over the coming year. We are calling the campground's repeat guests to alert them of the change and help direct them to alternatives this year while the tenting, bunkhouses and caravan spots are being rebuilt.

Q: *Why can't you just rebuild the holiday park and campground like it was?*

A: One of the challenges of the old holiday park was that it couldn't be used in the winter. We'd like to be able to provide accommodations and a site that could attract more of a year round market that will bring more overnight visitors to GY throughout the whole year. And as mentioned, current ORC requirements and regulations do not permit the simple replacement of the current site plan as it was.

Q: *Why are you taking down all of the old trees?*

A: The trees we have taken down are introduced species rather than natives. To return the site to native plantings, the trees will be site-milled and reused in the construction of the new buildings. We needed to take the trees down now, so that the resulting timber has time to dry before construction begins next year. We will use every part of the trees for construction, furniture or compost. By not removing the cut trees from the site we can avoid the environmental impact of using fuel for transport and disposal. Alongside plans for the new store and campground we will be replanting the entire site with native plants and trees to bring back native birds. We understand that some pigeons and native birds that were living on site have temporarily left to find new homes, and we hope to invite them back as the site becomes replanted with more lush native vegetation.

Q: *What will the project cost?*

A: The project is still in the planning and development phase, so we don't yet know what the total costs will be. Once the buildings are designed, it will become easier to get a more accurate estimate on what the total overall project will cost.

Q: *Will the Marketplace be like IslandWood?*

A: Not directly. When we presented IslandWood at our Cosy Talk, it was to share the type of projects we have done in the past. IslandWood is a school and environmental learning center in the Seattle area that serves inner city children and adults with residential education programs. While the Marketplace will build accommodations and occasionally host school groups on outings with their teachers, it is not designed to employ full time teachers or develop a complete educational curriculum like IslandWood. The educational programs that will be offered to visiting schools will draw upon local naturalists and educators who can provide programs to our visitors. What will be similar between the Marketplace and IslandWood is the environmentally sensitive architectural design that will create buildings that use 50% less energy and water than traditional buildings. Additionally the Marketplace hopes to host educational workshops, conferences and creative arts programs like IslandWood.

Q: *How will the Marketplace affect other businesses operating in Glenorchy?*

A: We know that over 100,000 visitors are drawn to Glenorchy every year. The majority of these visitors are only here for the day. Our goal is to retain these visitors for longer and have them spend time and money with the local businesses and enjoy all that Glenorchy has to offer. We also will be promoting the Marketplace to other markets not currently coming to Glenorchy, so that we can help attract visitors in the off-season. Our hope is that all businesses will benefit from this.

The centre of town will still be on Mull Street, and we want to make it easy for visitors to park, and explore Glenorchy as a whole. We will highlight local businesses and activities in our Information Centre and support walking around the township, by providing a printed map of the area. We think that tourists will always travel down through town to the lake. They want to see the views of the lake and photograph the iconic historic boat/cargo shed as well as visit the Glenorchy Walkway.

Accommodations

Q: *Will there be camping?*

A: There will be 15-20 tent sites, plus a new campground communal building with kitchen, dining room, and bathrooms with a public shower and laundry facility. On Glenorchy Race Day other green spaces at the Marketplace will be made available to help support the overflow of people and tenters attending the races.

Q: *What about caravans?*

A: The Marketplace design team has been able to set aside a small amount of space within the site for a handful of caravans. Caravans require a larger amount of turning space and parking within the campground. While we are building out the new campground, the Glenorchy Community Association (GCA) is working to secure an interim camping site for self-contained campervans down by the Bucklerburn. The hope is to have the interim camping site operational by the start of the tramping season (October 2014).

Q: *How many people will the site serve when it's fully operational?*

A: Glenorchy Marketplace will serve roughly the same number of people as the previous campground and holiday park: approximately 100 people. During peak season it could serve a little more depending on the number of trampers sharing rooms in the lodges. Maximum capacity with every bed and campsite full will be approximately 120 people.

Q: *How much will it cost to stay at the Marketplace?*

A: Prices haven't been set yet, but we will have a full-range of price points from tent sites and shared lodging (similar to the old bunkhouse, but instead of 8 in a room, we will have 4 in a room) to also offering 1-3 bedroom cottages for families and groups traveling together. NZ has over 300 holiday parks, so we are in the process of comparing rates of other campgrounds with similar amenities as well as looking at rates at DOC facilities. Pricing will be set based on comparable campgrounds or other accommodations with similar offerings in NZ. The cabins will be priced somewhere in between the low-end accommodations and the high-end lodging currently available in GY, giving tourists a requested new option of overnight pricing located somewhere in the middle.

Operations

Q: *What will be sold at the Marketplace store?*

A: We will expand the previous selection to include a full range of requested products for both locals and visitors to be stocked at the store. We are collecting suggestions and requests for products that people would like to see sold. We know that affordable groceries are the top requested items, followed by basic everyday necessities, hardware, and a limited selection of farm supplies. The general store will provide fresh vegetables, fish, and meat, dairy, basic foodstuffs and household goods. Other requests have been for a café that has healthy “*grab and go*” deli foods, as well as soups, salads and sandwiches, and some healthy but tasty sweets. The general store will provide fresh vegetables, fish and meat, dairy, basic foodstuffs and household goods. Requests have also been made for hiking and fishing equipment as well as outdoor clothing and guidebooks. To contribute to the overall profitability of the operation, the store will also stock some higher-priced tourist items such as merino wool clothing, artwork and hand-crafted New Zealand gifts.

Q: *Who will operate the Marketplace?*

A: A private limited liability company owned by Debbi and Paul Brainerd will employ a general manager. The general manager will hire customer service-minded staff with the skills necessary to help ensure its operations meet customer needs.

Q: *What are the project phases and why are you doing them in that order?*

A: Phase One - slated for opening at the end of 2015, will complete the campground and affordable shared lodging and beds for trampers, school groups and others (replacing the 48 beds in the bunkhouse). There will also be several caravan/RV locations, as well as a community kitchen, dining room, public showers and a covered campfire shelter in the campground. Since the community told us they were concerned about the loss of business without a campground and concerned where freedom campers would camp during the high season, we wanted to complete this section of the project first. The organic garden will also be started now, allowing for native seedlings and plants to be grown for the larger site.

Phase Two - slated for completion by end of 2016 will complete the Marketplace building which includes the General Store, Café, and multipurpose Community Classroom which double as a movie theatre. It will take additional time to plan, design and build this building because of all the functions it will serve.

Phase Three - slated for completion by 2017-2018 will complete the overnight accommodations, which will replace the 20 original cabins with 14-16 one to three bedroom cabins.

Q: *How will campers and trampers be served this coming season?*

A: While the general store is being designed and rebuilt, much of the same inventory carried at the old location will be available to locals and tourists at the Glenorchy Lodge and the store at the Glenorchy Hotel. We will erect a sign directing visitors to these temporary locations. The Glenorchy Community Association (GCA) are working to secure an interim camping site for self-contained campervans for the 2014 tramping season and are looking

for other options for tent campers. They hope to have it operational by the start of the tramping season in October 2014.

Q: *Are you trying to change Glenorchy?*

A: The answer is no. We love Glenorchy and are big believers in Slow Tourism, as we know that everyone benefits from having tourists who come to GY and stay. What we have heard over and over is that most tourists drive to GY and then turn around and go back to Queenstown. They love the scenery but don't understand what there is to do in town and in the surrounding area. Tourists have told us they wanted more options for overnight accommodations and healthy food for take out for hikes and picnic lunches. We want to extend the possibilities for visitors to spend more nights here and to encourage them to visit all of the local businesses and enjoy all of the activities that Glenorchy has to offer. By creating a Head of the Lakes Activities Booking Desk, our hope is to help tourists learn more about what's available to do in Glenorchy.

It's our goal to extend the length of tourist season with cosy, well-insulated cabins and facilities that can attract small meetings, conferences and educational workshops in the off-season. The previous facility was limited in how long it could be open each year.

Q: *Won't the Marketplace location change the centre of town?*

A: We imagine that while the Marketplace may serve as a first stop for people in the village, we will be able to easily direct them to explore all the businesses in our small walkable town. We have no desire to shift the business centre of the village. In fact we know that most tourists are drawn to the beautiful lake and park at the end of the road, so they are naturally pulled into town beyond our location.

We don't want to detract from what is already being offered in town and on Mull Street. We hope the Marketplace will provide an opportunity to add customers to existing businesses, by attracting additional visitors and encouraging those who are already coming to town, to stay longer and support Glenorchy's economic health.

Q: *How many jobs will be created in the area?*

A: We don't know exactly how many jobs will be created, but we estimate the equivalent of about 10+ full-time positions. These positions will include a general manager, sales staff that oversee the store, registration office staff for the campground and cabins, house-keepers, cooks, maintenance staff, gardeners and groundskeeper, an accountant, massage therapists and store buyers. Some of these positions will be part-time and some seasonal.

Q: *Are you going to use local resources?*

A: Yes, as much as possible. We have already employed a Queenstown architect, Jackie Gillies, who is helping us design the campground site and buildings. Local contractors are helping us clear the land, and we're employing local individuals to help us coordinate the design of the garden, café, grocery store and educational activities. We've hired a project manager, Michelle Trapski, with tourism experience in the Queenstown and Glenorchy area. Our goal is to employ people from Glenorchy and around New Zealand, with the specific skills required to help us ensure the project's success.

Q: *What about parking and being located across the street from the school? Will it be safe for our kids with extra traffic stopping in that area?*

A: We are working with a traffic engineer to comply with all requirements and provide for safety around the Marketplace buildings. The majority of our parking will be located off Coll Street; a very limited amount of parking will be across from the primary school.

Community Trust

Q: *Why are you donating the profits of the Marketplace to the community?*

A: One of our favorite quotes is from Winston Churchill who said, “*we make a living by what we get, but we make a life by what we give.*” We are fortunate to have earned enough money to live on and can now devote our time and resources to projects that support the communities in which we live. We believe in finding creative and innovative ways of developing businesses that ultimately benefit the entire surrounding community.

Q: *Why are you setting up a community trust and how will the trust operate?*

A: We want to give back to the community and the investment in the Marketplace allows us to do so by directing all the profits into a community trust. A registered charity will be formed in the coming year that will be named **The Glenorchy Community Trust**. The Glenorchy Community Trust will receive all net profits from the Marketplace as well as donations from other public or private donors who wish to support public projects in Glenorchy. The board of the charity will be made up of Glenorchy residents and operate independently of the Marketplace.

Q: *How will the community trust receive the profit from the Marketplace and what areas will it be earmarked for?*

A: The Marketplace will determine its annual operating profit (if any in the first few years), at the end of each tax year in early March. The Marketplace will then make a donation to the community trust for the amount of the expected profit, less any reserves for long-term maintenance of the property. The board members of the community trust will determine its own areas of focus and publish its grant guidelines. From the conversations we have had so far, education, environment, healthcare, the community pool and the arts have all been suggested as priorities for the funds in the trust.

Q: *What if there are no profits?*

A: The Glenorchy Marketplace is being designed as a for-profit business venture for financial sustainability over the long term. While the buildings and land will be paid for by us, like any business in the first few years of operation, it will be very difficult to accurately forecast how profitable it will be. We are working with seasoned experts in business, tourism, retail, lodging, restaurant and conference fields to help ensure that the operation can fulfill its goal of generating funds in excess of operating expenses that will be donated to the community trust for the benefit of the people of Glenorchy. If there are no profits (and we sure hope there are) the community will at the very least, benefit from the longer term gifts of an updated General Store, a thoughtfully built Café and commercial kitchen, and Community Classroom, cabins and a beautiful campground.

Q: *What if I would like to be on the community trust board of directors? How do I apply?*

A: An application process will be developed in the coming year and notice will be given on the Glenorchy Community website.

For More Information

Q: *Whom do we contact if we are interested in work opportunities at the Marketplace once it's operational?*

A: When staffing becomes necessary, we will post job notices on the Marketplace and Glenorchy community web sites and on the post office bulletin board. We would expect some initial hiring to begin in the spring of 2015.

Q: *What is the website address for the project?*

A: Our plans are to set up a web site by the end of this year. The URL site will be found at www.glenorchymarketplace.co.nz

Q: *Will you provide updates on your website? How can I be sure I get all these updates?*

A: You will be able to sign-up for e-mail updates on the web site once its up at the end of this year. We will continue to post updates to the Glenorchy Community website and also on the post office bulletin board until our new website is up and running.

Q: *How can I add another question to your Q&A?*

A: Please send any additional questions you might have to Emma Kingan at emma.kingan@gmail.com

