

THE  
*Headwaters*  
GLENORCHY | NEW ZEALAND



**The Headwaters Managing Director**  
Position Announcement  
June 2018

# ABOUT THE ORGANIZATION

## History of the Organization

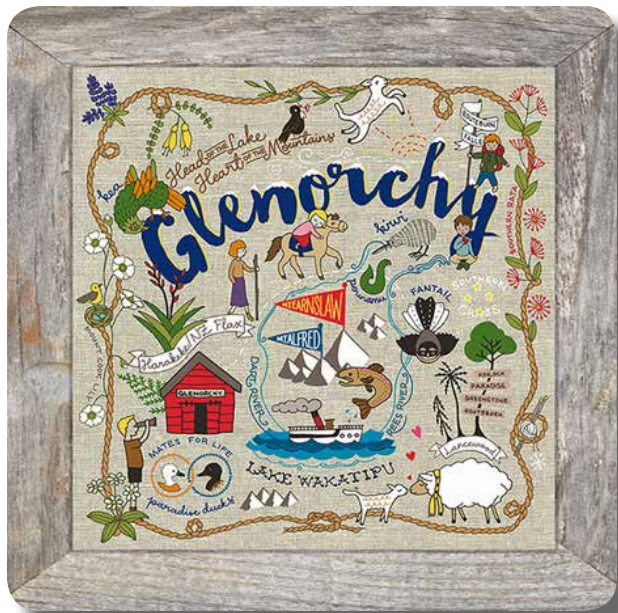
Paul and Debbi Brainerd had been visiting New Zealand for almost 20 years before they purchased the Glenorchy Campground and General Store in February of 2014. They knew the last three owners had financial challenges because of the seasonal nature of the business. They began thinking about rebuilding and winterizing the cabins and buildings so that a year-round business could operate in Glenorchy offering employment to the local community.

Since Debbi and Paul were originally drawn to New Zealand for its natural beauty and its incredible outdoor recreational opportunities, they began to envision how they might transform the old run-down cabins into sustainably designed comfortable accommodations that would become part of a triple bottom line business that: 1) is environmentally sustainable; 2) is financially sustainable; and 3) gives back to the community.

## The Headwaters

The Headwaters is the name of the organization that acts as the umbrella for three current businesses: 1) Mrs Woolly's General Store, 2) Mrs Woolly's Campground (for tents and campervans during summer and early autumn); and 3) Camp Glenorchy, New Zealand's first Net Zero Energy accommodations. The Headwaters name was inspired by the location of the business at the merging of the Rees and Dart Rivers, where they enter the northern tip of Lake Wakatipu in the township of Glenorchy. The Headwaters is unique in that all profits from the operation will be directed into the Glenorchy Community Trust. The Trust is directed by members of the Glenorchy community to benefit our neighbours and local landscape.

The overarching vision for The Headwaters is to create experiences that "educate, inspire and delight" visitors and guests. We desire to create warm and welcoming spaces in the general store, Camp Glenorchy cabins and overnight accommodations.



**The Headwaters Mission** – Providing warm, welcoming experiences that delight and inspire our guests to make healthy, creative and sustainable choices in their lives.

**The Headwaters Vision** – Creating a thriving, regenerative business that is environmentally and financially sustainable, and that gives back to the local community and larger world.

**The Headwaters Values** – Beauty matters, our Choices matter, our Hearts guide us, we are always Learning, and Respect is essential.

We empower staff to create a positive experience for all guests who come to visit us in Glenorchy.

The Headwaters has just completed Phase One of the development project, known as Camp Glenorchy. Phase Two, which envisions another level of accommodations and amenities, is on hold, enabling The Headwaters to learn from Phase One.

# THE BUSINESS

## Camp Glenorchy

The sustainably designed and operated accommodations and community spaces at Camp Glenorchy have been built to the highest green standard in the world, The Living Building Challenge™. The overarching goal is to educate, inspire and delight guests with first-hand experiences that showcase water and energy conservation, as well as local art and crafts that can be taken into their own homes, communities and workplaces. Varied aspects of energy creation and conservation, as well as waste water reuse and rainwater collection are featured throughout the property. The natural and cultural environment is highlighted by use of local and recycled construction materials and native plants and trees. Camp Glenorchy is a “living laboratory” which will measure the performance of a wide-range of energy and water conservation systems. The goal is to inspire national and international tourism businesses with a project that can help shift the industry towards more sustainable design, construction, and operating practices.



## Camp Glenorchy's Net Zero Energy & Living Building Challenge

Net zero energy certification is one of the world's most stringent measures of sustainable operation. To achieve this standard, a building or area must consume less energy than it generates over the course of a year. Camp Glenorchy will generate its own power utilising a solar garden to generate electricity and feed surplus energy into the national grid in times of excess electricity generation and withdraw energy when reserves are low. Rainwater collection systems, greywater reuse and wastewater treatment systems complement the state-of-the-art composting toilets and sophisticated energy management systems throughout the project.





*Cabin bedroom at Camp Glenorchy*

The Living Building Challenge (LBC) is the most rigorous performance standard for built environments and calls for the creation of building projects at all scales that operate as cleanly, beautifully and efficiently as nature's architecture. It asks the question, "What if every single act of design and construction could make the world a better place?"

Camp Glenorchy has been designed, built, and guided by the philosophy and principles of the Living Building Challenge (LBC), which is widely recognised as the most stringent environmental building design certification standards in the world. We are registered under the Net Zero Energy Building (NZEB) Certification™ pathway. The LBC uses the metaphor of a flower to reflect a healthy living entity. Like a flower, a building is rooted in place. A flower must generate its own fuel, collect its own water, support its local ecosystem and community (via pollination), and become food for the local ecosystem at the end of its life. And ultimately, of course, a flower is beautiful.



*Bunk room at Camp Glenorchy*

## Mrs Woolly's General Store



Mrs Woolly's General Store offers healthy chef-made takeaway foods for picnics and hikes, fresh organic groceries, unique artisan-made gifts from NZ and around the world, as well as outdoor camping gear, clothing, kitchenware and hardware. Located at the entry to the rural township of Glenorchy, the selection at Mrs. Woolly's General Store offers a quick snack, coffee to go, and homemade gelato sundaes. The store contains a handpicked cornucopia of the best gifts in New Zealand. We also take seriously the idea of being a general store that provides basics year-round, especially for the local community. We provide our customers with items they may have forgotten while on the road, so that they can focus on the beauty of life in Glenorchy.

## Mrs Woolly's Pantry

Embracing the same commitment to fresh and healthy eating as Mrs Woolly's General Store, Mrs Woolly's Pantry offers in-house and external catering to nourish the body and fuel the soul. Mrs Woolly's Pantry has launched a new take on fresh and delicious street food with its mobile food truck, serving locals and overnight guests. Offering several fabulous choices each night (incl options for vegetarians and gluten-free eaters), themed nights include Thai, Indian, Mexican and Vietnamese.



## Mrs Woolly's Campground

Mrs Woolly's Campground provides a summer tenting campground option from mid-October through April each year. The campground currently offers 32 sites for tenting, campervans and caravans, and 3 glamping tents in an open-air environment. Guests have access to coin-operated hot showers and laundry facilities, a gas-powered shared outdoor kitchen, BBQs, toilets, children's playground and recharging outlets for electronic devices. There is also the Head of the Lake Activities Booking Centre that operates out of Mrs Woolly's Campground Office onsite, assisting visitors with booking any of a wide variety of outdoor adventures.

## Key Facts about The Headwaters

- Glenorchy has a resident population of approximately 360 people.
- Over 130,000 visitors are drawn to Glenorchy every year.
- The old Camp Store, now known as Mrs Woolly's General Store, serves over 50,000 customers each year. Revenue has grown over 40% per year since 2015
- Mrs Woolly's Campground provides overnight services to 11,000 summer guests for camping, tenting, glamping and activity bookings.
- Camp Glenorchy has been built using green design philosophies and sustainable operating practices of The Living Building Challenge, allowing its operation to use 50% less energy and water than traditional facilities.
- The Headwaters employs 15+ full-time and hires additional seasonal summer employees as needed.
- The Headwaters aims to share design details and material choices to enable others to learn and improve their sustainable design choices to benefit their communities.
- Camp Glenorchy offers a full range of accommodation and price points, ranging from \$75 bunk beds to a 3 bedroom deluxe cabin at \$1,075. Camp Glenorchy has 20 bedrooms of which 14 are ensuites inside 7 cabins. There are also 16 bunk beds inside two unique bunk huts. All accommodations have use of the beautiful community cooking and dining area known as the Homestead Building.

# POSITION SUMMARY

The **Managing Director of The Headwaters** business will report to the Directors. The ideal candidate will be an inspiring and visionary leader who can help the organization develop and grow the revenues and profits of this innovative triple bottom line business, focused on community, environment, and financial sustainability.

The Headwaters Managing Director is responsible for identifying opportunities to advance The Headwaters' triple bottom line goals while providing the strategic and operational leadership to demonstrate its values and drive sustainable growth. This individual will be the primary external face of the larger business, communicating its mission and developing enthusiastic commitment from its staff, guests and the community.

## Key Relationships

<b>Reports to</b>	Directors (Paul & Debbi Brainerd)
<b>Direct reports</b>	Mrs Woolly's General Store Manager Camp Glenorchy Manager Finance Manager Director of Marketing & Communications Property & Operations Manager
<b>Others</b>	Guests, tour operators, travel businesses, regional and national tourism and sustainability organizations, relevant government, educational and regulatory bodies and agencies

## Key Responsibilities

**Strategic Vision** – The Headwaters Managing Director is responsible for developing and executing strategic plans for the organization including fostering a culture of innovation, excellent customer service, and successful business practices in a rural environment where community engagement, and environmentally sustainable practices and experiences take the lead.

**Organizational Leadership** – Build, grow and motivate a high performing and collaborative leadership team. Provide inspiration and leadership to the broader staff and community.

**Operational Results** – The Managing Director will be responsible for building the leadership team and for achieving key metrics for environmental, financial and community goals.

**Financial Stewardship** – Grow earned revenues to build a successful business, and ensure the organization's sustainability through strategic financial and operational practices.

**External Engagement** – Represent The Headwaters externally across multiple communities, including but not limited to the local community; visitors; potential business partners; tourism and sustainability organizations; local, regional and national government and regulatory bodies; businesses; and the public at large.

# CANDIDATE PROFILE

## The Ideal Candidate's Experience

1. Organizational leadership and resort management or multi-unit retail management experience for 5-10+ years running a hospitality business of a reasonable scale, ideally larger than The Headwaters
2. Recruitment and staff management responsibility of 20+ employees
3. Budget management and responsibility of \$4M+ annual operations
4. Track record of success in business expansion, growth, and profit; such track record could come from for-profit, not-for-profit, or public sectors
5. An ideal background includes significant entrepreneurial success; technological adeptness; and an understanding of NZ corporate and charitable values and practices
6. Exceptional communication skills and commitment to providing excellent service to resort guests and retail customers
7. Proven success in running and growing a for-profit hospitality business; with a deep understanding of retail industry practices, margins and market strategies
8. Strong knowledge of hospitality and financial software management systems

## Critical Leadership Capabilities

### Strategic Thinking

Possess a passion for The Headwaters' mission, vision and distinctiveness, including an appreciation for the project's environmentally sustainable nature, high quality accommodations, hospitality and offerings. He/she will be entrepreneurial, innovative and able to think strategically and creatively about priorities and opportunities in the Otago region and beyond.

He/she effectively:

- Anticipates and proactively responds to specifically how changes in competitors, clients, and market segments affect the business or institution.
- Translates broad organizational strategies into clear, specific objectives and plans for teams and individuals.
- Creates plans that address specific segments and effectively differentiates our offerings and location from other competing locations in New Zealand, and international competitive set.
- Identifies growth areas for The Headwaters.
- Thinks 3-5 years ahead while ensuring the team delivers positive financial, environmental and community results today.

### Collaborating and Influencing

- The ideal candidate has exceptional management and collaborative skills and communicates effectively across the organization with varied constituent groups associated with The Headwaters, including the founders and Glenorchy Marketplace Foundation directors, staff, local, regional and national tourism and sustainability organisations, business and government leaders, and other community partners.
- Facilitates discussions that enable people to collaborate with each other independently; promoting collaboration across multiple parties and breaking down silos that can develop between functions and teams.



- Identify and meet with key players and stakeholders to help them shape a consensus and engage in a dialogue to reach decisions together, compromising as necessary for results.
- Develop an explicit understanding of which relationships are most important to the organization and its stakeholders and build a network to prioritize these relationships.

### **Community and Servant Leader**

The Headwaters Managing Director will show an authentic interest in cultural competency on both an external and internal level, that honors The Headwaters' commitment to diversity, equity and inclusion by:

- Seeking out, and listening to its range of internal and external voices and partners.
- Speaking with humility and self-awareness, demonstrating comfort and authenticity with difficult conversations.
- Ensuring inclusive and equitable practices, policies, and programs across the organizations.
- Creating awareness of organizational needs to support professional growth that encourages and allows for staff to develop their full potential.

### **Other Personal Characteristics**

- Engaging and warm personality.
- Passionate advocate for Glenorchy and its community, environmental conservation, and sustainable business practices.
- Commitment to customers service, inside and out; a “service leadership” approach is what we’re looking for.
- Skilled listener with a collaborative approach.
- Unassailable ethics and integrity.



*The Homestead building*



*The Homestead building – a community dining and living room*



# HEADWATERS FOUNDERS



## Paul Brainerd

Paul Brainerd has had three careers in his life: journalist, businessman, and community volunteer. In 1994, he founded The Brainerd Foundation, which is dedicated to protecting the environmental quality of the Pacific Northwest in the United States. The Foundation is based in Seattle, WA and supports grassroots-oriented protect the environment. Paul is a founding partner of Social Venture Partners, which encourages business professionals to give back time, money and expertise to their communities. In addition, Paul and his wife Debbi are co-founders of IslandWood, an environmental, hands-on school in the woods located on 255 acres on Bainbridge Island.

Paul Brainerd founded Aldus Corporation in 1984 to develop a new generation of page composition software that allowed business and creative professionals to perform page layout and design functions on the microcomputer. He coined the term “desktop publishing” for this new category. In 1985 the company launched Aldus PageMaker, the first desktop publishing software for use with the Apple Macintosh

computer and LaserWriter printer. He served as president until 1994 when the company merged with Adobe Systems Inc.

Paul’s background includes experience in journalism and dedicated publishing systems. He holds a B.S. in business administration from the University of Oregon and an M.S. in journalism from the University of Minnesota. He has received numerous awards for his business activities including “Entrepreneur of the Year” awards for Washington State and the Northwest region of the United States. In 1994 Brainerd was awarded Europe’s Gutenberg Prize for his contribution to the advancement of the art and craft of the printing industry.

## Debbi Brainerd

Debbi Brainerd is a Seattle, WA native and has worked within the professional fields of retail, clothing textile design, non-profit board leadership, and environmental education. Her volunteer and philanthropic interests include improving young people’s access to educational opportunities, supporting sustainable development of projects and non-profit board development that encourages community leadership and financial and community support. She co-founded IslandWood, an environmental educational learning center, in 1997 after learning that Washington state mandated environmental education, yet few inner-city school children where she lives had access to overnight environmental education programs.

Debbi has served as Board Chair of IslandWood as well as the Bloedel Reserve, an award-winning public garden on Bainbridge Island, WA. Debbi is a member of the Washington Women’s Foundation, and Social Venture Partners, as well as past board member of Cancer Lifeline, North Cascades Institute, Bainbridge Island Museum of Art and the Peach Foundation. In New Zealand, she participates in the local Rural Women’s Association and the Glenorchy Community Trust. She and her husband, Paul, were awarded a Lifetime Achievement Award from the Cascade Land Conservancy for their environmental conservation work, as well as a Distinguished Service Award from the University of Washington College of Education and Philanthropist of the Year from the Bainbridge Community Foundation. Debbi was also awarded the Puget Sound Business Journal’s Women of Influence Award, which spotlights community leaders who are a positive force in the Puget Sound region. Debbi holds a Bachelor of Arts degree in Clothing & Textile Design from Washington State University and a Bachelor of Science degree in Molecular and Cell Biology from the University of Washington.

**Please submit your CV and cover letter by mail or e-mail to:** [Katherine@TheHeadwaters.co.nz](mailto:Katherine@TheHeadwaters.co.nz)

Katherine James Schuitemaker, The Headwaters, 64 Oban St, Glenorchy 9372, New Zealand.

# Welcome

## TO CAMP GLENORCHY

Combining technology with common sense design, our buildings are **energy and water efficient**.

With craft and artwork throughout, we hope you'll also find our buildings **warm and welcoming!**

### OUR SOLAR GARDEN PHOTOVOLTAIC PANELS

...have been designed to help us achieve Zero Energy Certification. Over the course of a year, we will generate as much power as we use. Surplus energy can be directed into the 'utility grid', or stored in batteries, allowing us to use it at night and in the morning when we have our peak loads.



THE NATIVE *birds* ARE COMING BACK!

I'M ON MY WAY TO GET A *Full Monty* GELATO SUNDAE AT MRS WOOLLY'S

SO MUCH TO DO IN *Glenorchy!*

HMMM... WHAT NEXT?  
HIKING?  
HORSE RIDING?  
CYCLING?  
JET BOATING?  
KAYAKING?  
HELI TOUR?

### COMBINED TECHNOLOGIES ALLOW US TO GENERATE **MORE ENERGY** THAN WE USE

- Photovoltaic panels and solar thermal collectors create free energy from the sun
- Structural Integrated Panels (SIPs) and insulation made from recycled plastic bottles and wool provide highly insulated buildings
- Thermal wraps are used to keep buildings airtight
- High efficiency air exchangers keep air fresh and warm
- LED lighting fixtures, bulbs and efficient appliances use much less energy
- Energy taken from the ground and solar collectors is used for hot water and heating
- Pipes in the concrete slab floors warm buildings more efficiently
- Triple-pane Argon gas windows keep cold air out
- Motion sensors turn off lights and adjust heating when rooms are unoccupied
- Skylights and solar tubes reduce the need for electric lighting
- Energy monitoring systems help us improve energy efficiency over the life of the buildings

### WE USE **50%** LESS WATER

- Rainwater is collected from rooftops and stored in underground cisterns
- Odourless composting toilets save about 300,000 litres of water/year
- Greywater is cleaned by micro-organisms and plants in our constructed wetlands and then reused for landscape irrigation
- Low-flow faucets and timed showers reduce water demand
- Drought-tolerant and native plants require less water and attract native birds



### REUSED AND RECYCLED MATERIALS

- Wooden beams and wall linings come from demolished woolsheds as well as buildings that fell in the Christchurch earthquakes
- Desks in cabins are made from recycled woolshed rimu flooring
- Fencing and railings come from wood from the old Cromwell stock yards
- Power poles in Campfire Shelter are from old telephone poles, and recycled iron roofing from the Dart Farm woolshed
- Wooden signage are carved from recycled hardwood
- Wood is floor frame in Humboldt Room from Spencer & Crust Grain Warehouse in Dunedin
- Light fixtures and door handles in The Homestead Building are crafted from found metal objects
- Landscape rocks were gathered from Arcadia Station, near Paradise
- Barn doors throughout the site are recycled from the Addington Raceway in Christchurch
- Cabin hooks and door stops are made from fallen beech trees from Paradise

### HEALTHIER BUILDINGS

- All building materials were checked against the International Living Future Institute's Red List to avoid potentially hazardous chemicals known to be harmful to humans and the planet
- Wall and ceiling insulation is made from recycled bottles and/or natural wool
- Timber was sourced from Forest Stewardship Council certified forests and mills
- Low or no VOC paints and stains have been used throughout the buildings

