

# LOCAL NPO

## PROJECT CHARTER

### PROJECT TITLE:

Shaping the Future of Gold Coast - A Volunteer Camp for Sustainable Urban Transformation

**PROJECT SPONSOR: ALISHA SWAIN - DEPARTMENT OF URBANISM THE CITY OF GOLD COAST**

**PROJECT MANAGER: STEVAN BODIROZA**

## PROJECT DESCRIPTION

### Background:

The project originates from a local non-profit organisation's initiative to collaborate with the city council, a state volunteering hub, and an international volunteer centre to establish an annual architectonic volunteer work camp. The camp is designed to bring together architecture students from around the world to work on designing projects for repurposing, restoring, or constructing new public spaces. This initiative responds to the need for sustainable development in urban areas while providing practical experience to emerging architects.

### Objective:

The primary aim of this project is twofold:

- To facilitate a two-week work camp where 20-25 international architecture students collaborate to create detailed architectural designs for a public space project, aligned with an annually chosen theme.
- To oversee the subsequent implementation of the chosen design by the city council through proper procurement and construction processes.

The project stems from a recognised need to revitalise public spaces while providing valuable hands-on experience for architecture students. By leveraging international expertise and local resources, we aim to create innovative, sustainable solutions that benefit our community.

### Details:

#### Who:

The project involves 20-25 final-year architecture students specialising in different fields, including landscape architecture, lighting architecture, playground design, and architectural engineering. Key stakeholders include the city council, local non-profit organisation, architectural universities, a local school, local businesses, and subsequently, local construction companies and contractors.

**Where:** The project will be designed for specific sites within the city, selected based on the annual theme. The actual construction will take place at the chosen site following the work camp.

**What:** Each year, the project deliverable will consist of two parts:

1. A fully developed, feasible architectural design for a public space project, created during the work camp.
2. The physical implementation of the approved design, carried out by the city or contracted professionals.

**How:** The project will be executed in two phases:

1. A two-week work camp where volunteers create architectural designs, housed and supported by local institutions.

2. A subsequent construction phase managed by the city, following standard procurement and construction processes.

The project will be funded through a combination of city budget allocations and additional fundraising efforts.

**Why:** The project aims to enhance urban spaces while providing valuable experience to architecture students, promoting community engagement, and ensuring professional implementation of innovative designs.

## LIFE CYCLE

**Duration:** The project will span approximately 12 months from initiation to closing, ensuring thorough planning, execution of both the work camp and city implementation phases, and comprehensive evaluation.

### Initiation Phase (1 month):

This phase will involve finalising partnerships, securing necessary permits, confirming the theme for the year, and initiating the volunteer recruitment process.

**Indicative Time Frame:** 1st July 2024 to 31st July 2024

### Planning Phase (2 months):

Detailed project planning will be conducted, including site selection, volunteer selection, logistics coordination, and preliminary design brief development. This phase will also involve risk assessment, budget finalisation, and development of a detailed project schedule for both the work camp and subsequent city implementation.

**Indicative Time Frame:** 1st August 2024 to 30th September 2024

### Execution Phase (7.5 months):

#### ➤ **Work Camp (2 weeks):**

The international volunteers will work collaboratively to develop detailed architectural designs based on the annual theme. Daily briefings and progress assessments will ensure the project stays on track.

**Indicative Time Frame:** 1st October 2024 to 14th October 2024

➤ **Design Review and Approval (1 month):**

The completed designs will be reviewed by licensed architects and city officials for feasibility, compliance with local regulations, and alignment with the project goals.

**Indicative Time Frame:** 15th October 2024 to 14th November 2024

➤ **City Implementation (6 months):**

Following approval, the city will initiate the procurement process and oversee the physical construction or implementation of the chosen design.

**Indicative Time Frame:** 15th November 2024 to 15th May 2025

**Closing Phase (1 month):**

The closing phase will involve comprehensive project review, evaluation, and documentation. Feedback will be collected from all stakeholders, including the original volunteers, and a final report will be prepared. The completed project will be officially unveiled to the public, and a commemorative plaque will be installed.

**Indicative Time Frame:** 16th May 2025 to 15th June 2025

**SPONSOR/S**

**Project Sponsor:**

The project is sponsored by the **City Council**, and represented by the **Executive General Manager Planning and Regulation**. This individual will provide the financial backing for the project, ensuring it aligns with the city's strategic goals for urban development and community engagement. The Director of Urban Planning is responsible for signing off on the Project Charter, officially authorising the project to proceed.

**Additional Sponsorship:**

In addition to the City Council, the Local Non-Profit Organisation serves as a co-sponsor, represented by its President (or Executive Director). This senior figure within the organisation will oversee the project's alignment with the non-profit's mission and objectives. The President/Executive Director will also be responsible for securing additional funding sources, such as grants, corporate sponsorships, and crowdfunding campaigns.

## HOW WILL THIS PROJECT SUPPORT THE STRATEGIC AND/OR BUSINESS PLAN?

This project directly aligns with both the strategic goals of the City Council and the Local Non-Profit Organisation (NPO), contributing to their long-term objectives in several key ways:

### Alignment with the City's Strategic Objectives:

The City Council's strategic plan emphasises sustainable urban development, community engagement, and the enhancement of public spaces. This project supports these objectives by:

- **Sustainable Development:** The architectonic volunteer work camp focuses on creating or improving public spaces using sustainable practices, contributing to the city's goals of reducing environmental impact and promoting green infrastructure.
- **Community Engagement:** By involving international volunteers and local community members, the project fosters a sense of community ownership and participation, which is a core aspect of the council's mission to build a more inclusive and vibrant city.
- **Enhancement of Public Spaces:** The project directly contributes to the council's aim of revitalising urban areas, particularly those that are underutilised or in need of improvement, thereby increasing the city's overall liveability and aesthetic appeal.

The project is also in harmony with the strategic objectives of the City Council, particularly those outlined in the City's Youth Program 2027 and urban development plans (references: [Youth Program 2027](#) and [City's Strategic Plans](#)). The City of Gold Coast has emphasised the importance of engaging youth in community projects and urban planning, aiming to foster a sense of ownership and responsibility among younger generations. This project will contribute to these goals by involving young architecture students in the practical aspects of urban renewal, enhancing their skills while creating lasting improvements to public spaces.

### Local Non-Profit Organisation's Mission and Strategic Goals:

The Local NPO's mission is centred on social responsibility, education, and fostering international collaboration. This project is perfectly aligned with these goals by:

- **Social Responsibility:** The project demonstrates the organisation's commitment to improving community welfare through practical, hands-on initiatives that have a lasting positive impact on the urban environment.
- **Educational Value:** By providing architecture students with real-world experience, the project supports the NPO's objective of promoting education and professional development, particularly in fields related to sustainability and urban planning.

- **International Collaboration:** The involvement of international volunteers enhances the NPO's focus on fostering global cooperation and cultural exchange, aligning with its broader goal of building bridges between diverse communities.

The project aligns closely with the strategic goals outlined in the Local Non-Profit Organisation's Statute and Strategic Document (reference: [www.localNPO.org/strategic-plan](http://www.localNPO.org/strategic-plan)). The organisation is dedicated to fostering community engagement through sustainable development initiatives and educational programs. By facilitating a volunteer work camp that focuses on urban renewal and architectural innovation, the project directly supports the NPO's mission to enhance public spaces and promote environmental stewardship. The project also provides valuable educational opportunities for young architects, aligning with the NPO's commitment to youth empowerment and skill development.

#### **Overall Impact:**

By aligning with both the NPO's and the City Council's strategic goals, this project not only ensures compliance with organisational objectives but also maximises its impact on the community. The project serves as a model for future collaborations between non-profits, local governments, and educational institutions, demonstrating the value of cross-sector partnerships in achieving sustainable urban development.

## STAKEHOLDERS

### Internal Stakeholders

- **City Council members:**

**Role:** Provide financial support, project location, and necessary permits. They ensure the project aligns with the city's strategic urban development goals.

**Interest:** Successful completion of the project in line with urban renewal plans and community engagement strategies.

**Influence:** High – their approval is crucial for the project's commencement and overall direction.

- **Department of Urbanism staff:**

**Role:** Oversee project compliance with local building laws and regulations. Provide technical expertise on urban planning aspects.

**Interest:** Ensuring the project aligns with the city's urban development plans and meets all legal requirements.

**Influence:** High – their input is critical for project approval and implementation.

- **City PR team:**

**Role:** Collaborate with the non-profit organisation to handle media coverage and promote the project's values, diversity, and progress.

**Interest:** Generating positive publicity for the city and showcasing its commitment to innovative urban development.

**Influence:** Medium – they shape public perception of the project.

- **The project management team from the local non-profit organisation:**

**Role:** Oversee project logistics, volunteer coordination, and day-to-day operations of the work camp.

**Interest:** Successful execution of the project, enhancing their reputation in community development.

**Influence:** High – they are responsible for the operational success of the work camp.

<p><b>External Stakeholders</b></p>	<ul style="list-style-type: none"> <li> <b>Architectural universities and their representatives:</b> <p><b>Role:</b> Provide academic guidance, ensure adherence to local building laws, and potentially supply expert advisors.</p> <p><b>Interest:</b> Offering practical experience to their students and contributing to innovative urban design projects.</p> <p><b>Influence:</b> Medium – their expertise and student participation are vital to the project's success.</p> </li> </ul> <hr/> <ul style="list-style-type: none"> <li> <b>Volunteer architecture students:</b> <p><b>Role:</b> Design and collaborate on the architectural project during the two-week work camp.</p> <p><b>Interest:</b> Gaining hands-on experience and contributing to real-world urban development projects.</p> <p><b>Influence:</b> High – their creativity and effort directly shape the project outcome.</p> </li> </ul> <hr/> <ul style="list-style-type: none"> <li> <b>Local school administration (providing accommodation):</b> <p><b>Role:</b> Offer accommodation and facilities for volunteers during the work camp.</p> <p><b>Interest:</b> Supporting community initiatives and potentially benefiting from cultural exchange.</p> <p><b>Influence:</b> Medium – their support is crucial for volunteer logistics.</p> </li> </ul> <hr/> <ul style="list-style-type: none"> <li> <b>Local businesses and sponsors:</b> <p><b>Role:</b> Provide donations, experiences, and leisure activities for volunteers.</p> <p><b>Interest:</b> Community engagement and potential publicity.</p> <p><b>Influence:</b> Low to Medium – their support enhances the volunteer experience but is not critical to the core project.</p> </li> </ul> <hr/> <ul style="list-style-type: none"> <li> <b>Community members and residents:</b> <p><b>Role:</b> Provide input on local needs and potentially participate in community engagement activities.</p> <p><b>Interest:</b> Benefiting from improved public spaces and community development.</p> <p><b>Influence:</b> Medium – their feedback and acceptance are important for project success.</p> </li> </ul>
-------------------------------------	---

- **Media outlets:**

**Role:** Cover and report on the project, helping to raise awareness and document progress.

**Interest:** Reporting on innovative community initiatives and urban development projects.

**Influence:** Medium – they shape public perception and can affect community support.

---

- **State volunteering hub:**

**Role:** Assist in volunteer recruitment and potentially provide additional resources or support.

**Interest:** Promoting volunteerism and supporting community development initiatives.

**Influence:** Low to Medium – they support volunteer engagement but are not critical to core operations.

---

- **International Volunteer Centre:**

**Role:** Assist in recruiting and coordinating international student volunteers.

**Interest:** Facilitating international cooperation and providing global experiences for volunteers.

**Influence:** High – their network is crucial for attracting diverse, qualified volunteers.

---

- **Police or private security agency:**

**Role:** Ensure the safety and security of the work camp and volunteers.

**Interest:** Maintaining public safety and order during the project.

**Influence:** Low to Medium – their involvement is important for risk management but not central to project execution.

---

- **Red Cross or Disaster and Emergency Management Unit:**

**Role:** Provide portable beds or sleeping bags and potentially offer first aid support.

**Interest:** Supporting community initiatives and ensuring volunteer welfare.

**Influence:** Low – their support enhances volunteer comfort but is not critical to the project's core objectives.

---

- **Local construction companies and contractors:**

	<p><b>Role:</b> Implement the approved design following the work camp phase.</p> <p><b>Interest:</b> Securing contracts for project implementation and contributing to local development.</p> <p><b>Influence:</b> High – their expertise and work directly impact the final physical outcome of the project.</p> <ul style="list-style-type: none"> <li>• <b>City Procurement Department:</b></li> </ul> <p><b>Role:</b> Manage the tendering process for the construction phase and ensure compliance with city procurement regulations.</p> <p><b>Interest:</b> Ensuring fair, efficient, and compliant procurement processes.</p> <p><b>Influence:</b> High – their processes directly affect the transition from design to implementation phases.</p>
<b>SCOPING INFORMATION</b>	
<p><b>Critical success factors (CSF)</b></p> <ul style="list-style-type: none"> <li>• Effective collaboration between international volunteers and local stakeholders</li> <li>• Adherence to local building laws and regulations</li> <li>• Completion of the project within the allocated budget and timeframe</li> <li>• Positive community engagement and support</li> <li>• Successful implementation of the annual theme in the architectural design</li> <li>• Safe and smooth logistical operations throughout the work camp</li> <li>• Smooth transition from the volunteer design phase to city implementation phase</li> <li>• Effective procurement and management of construction contracts</li> </ul> <p><b>Project objective/s</b></p> <ul style="list-style-type: none"> <li>• Successfully host a two-week architectonic volunteer work camp for 20-25 international architecture students by 14 October 2024.</li> <li>• Produce a fully developed, feasible architectural design for a public space project, aligned with the annual theme and local building regulations, by 14 October 2024.</li> <li>• Complete the review and approval process for the chosen design by 14 November 2024.</li> <li>• Implement the approved design within the \$100,000 budget by 15 May 2025.</li> <li>• Achieve 80% positive feedback from volunteers, local stakeholders, and community members through post-project surveys by 15 June 2025.</li> <li>• Generate media coverage with at least 10 positive local and national news articles about the project by 15 June 2025.</li> </ul>	
<b>Objective</b>	<b>CSF</b>
<ul style="list-style-type: none"> <li>• Successfully host a two-week architectonic volunteer work camp</li> </ul>	<ul style="list-style-type: none"> <li>• Effective collaboration between international volunteers and local stakeholders</li> </ul>

<p>for 20-25 international architecture students by 14 October 2024.</p> <ul style="list-style-type: none"> <li>• Produce a fully developed, feasible architectural design for a public space project, aligned with the annual theme and local building regulations, by 14 October 2024.</li> <li>• Complete the review and approval process for the chosen design by 14 November 2024.</li> <li>• Implement the approved design within the \$100,000 budget by 15 May 2025.</li> <li>• Achieve 80% positive feedback from volunteers, local stakeholders, and community members through post-project surveys by 15 June 2025.</li> <li>• Generate media coverage with at least 10 positive local and national news articles about the project by 15 June 2025.</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to local building laws and regulations</li> <li>• Completion of the project within the allocated budget and timeframe</li> <li>• Positive community engagement and support</li> <li>• Successful implementation of the annual theme in the architectural design</li> <li>• Safe and smooth logistical operations throughout the work camp</li> <li>• Smooth transition from volunteer design phase to city implementation phase</li> <li>• Effective procurement and management of construction contracts</li> </ul>
--	---

## ASSUMPTIONS

- The city council will provide the necessary permits and approvals for the project in a timely manner.
- The local school will be available and willing to accommodate volunteers during the work camp.
- There will be sufficient interest from international architecture students to fill all volunteer positions.
- Local businesses will be willing to support the project through donations and provision of leisure activities.
- The weather conditions during the execution phase will be suitable for outdoor construction work.
- The selected annual theme will be relevant and appealing to both volunteers and the local community.
- The international volunteer centre will effectively assist in recruiting suitable volunteers.

## CONSTRAINTS

- Budget: The project has a fixed budget of \$100,000 for project delivery and an additional \$25,000 for logistical needs, with no contingency funds available.
- Time: The project must be completed within the two-week work camp period, ending by 30 November 2024.
- Scope: The project must align with the annual theme set by the organisational committee and the city.
- Regulations: All designs and construction must adhere to local building laws and regulations.
- Resources: The project is limited to 20-25 volunteer architecture students and the support staff provided.
- Location: The project must be executed within the designated public space provided by the city council.
- Noise and operating hours: Construction activities must comply with local noise regulations and permitted working hours.
- Procurement: The city's procurement processes and regulations must be followed for the construction phase.
- Transition: There must be a seamless transition between the volunteer design phase and the city implementation phase.

RELATED PROJECTS		IMPLICATIONS
<ul style="list-style-type: none"> <li>Annual City Beautification Initiative</li> </ul>		<p>May influence the selection of the project location and theme.</p> <p>It could provide additional resources or constraints</p>
<ul style="list-style-type: none"> <li>Ongoing Urban Development Master Plan</li> </ul>		<p>The work camp project must align with the broader urban development goals.</p> <p>It may affect the available locations for the project</p>
<ul style="list-style-type: none"> <li>Community Engagement Program</li> </ul>		<p>Could provide additional volunteers or community support.</p> <p>It may require coordination of events and activities</p>
<ul style="list-style-type: none"> <li>International Student Exchange Program</li> </ul>		<p>May assist in recruiting volunteers.</p> <p>It could create scheduling conflicts if timelines overlap</p>
RISK ASSESSMENT		
<ul style="list-style-type: none"> <li>Insufficient volunteer applications</li> <li>Delays in obtaining necessary permits and approvals</li> <li>Budget overruns due to unexpected material costs or project complexities</li> <li>Inclement weather during the work camp period</li> <li>Cultural misunderstandings or conflicts among international volunteers</li> <li>Failure to meet community expectations or project objectives</li> <li>Health and safety incidents during construction</li> <li>Negative media coverage or community backlash</li> <li>Withdrawal of key stakeholders or sponsors</li> <li>Technical challenges in implementing the design within the given timeframe</li> <li>Discrepancies between volunteer-created designs and practical implementation requirements</li> <li>Delays in the city's procurement process for construction</li> <li>Changes in city leadership or priorities affecting project implementation</li> </ul>		
RESOURCE REQUIREMENTS		
People	<ul style="list-style-type: none"> <li>20-25 international architecture student volunteers</li> </ul>	

	<ul style="list-style-type: none"> <li>• 1 camp leader from the local non-profit organisation</li> <li>• 2-3 local volunteers for logistical support</li> <li>• 1-2 architectural experts from partnering universities</li> <li>• 1 project manager from the local non-profit organisation</li> <li>• City council liaison</li> <li>• Licensed architect(s) for project approval</li> <li>• City's urbanistic manager/Director of Urban Development</li> </ul>
<b>Equipment</b>	<p><b>Work Camp Phase:</b></p> <ul style="list-style-type: none"> <li>• Laptops or desktop computers with architectural design software</li> <li>• Large format printers for architectural plans</li> <li>• Digital cameras for site documentation</li> <li>• Projectors and screens for presentations</li> <li>• Measuring tools (laser distance meters, tape measures)</li> <li>• Scale model making supplies</li> <li>• Whiteboards and markers for brainstorming sessions</li> </ul> <p><b>City Construction Phase:</b></p> <ul style="list-style-type: none"> <li>• Construction equipment as required by the approved design (to be determined based on the specific project)</li> <li>• Safety equipment for the construction site</li> </ul>
<b>Materials</b>	<p><b>Work Camp Phase:</b></p> <ul style="list-style-type: none"> <li>• Drafting paper, tracing paper, and sketch pads</li> <li>• Model-making materials (cardboard, foam board, balsa wood, etc.)</li> <li>• Printing supplies for large-format plans and presentations</li> <li>• USB drives or cloud storage for digital file sharing</li> </ul> <p><b>City Construction Phase:</b></p> <ul style="list-style-type: none"> <li>• Construction materials as specified in the approved design (e.g., timber, concrete, steel, glass, landscaping materials)</li> <li>• These will be procured by the city or contracted construction company after the work camp</li> </ul>

Other	<p><b>Work Camp Phase:</b></p> <ul style="list-style-type: none"> <li>• Accommodation facilities at the local school</li> <li>• Catering supplies and equipment</li> <li>• Transportation for site visits and excursions</li> <li>• Insurance coverage for volunteers during the work camp</li> <li>• First aid kits</li> <li>• Wi-Fi and internet connectivity for research and design work</li> <li>• Translation services or language support if needed</li> </ul> <p><b>City Construction Phase:</b></p> <ul style="list-style-type: none"> <li>• Tender documentation for the construction project</li> <li>• Construction site safety equipment and signage</li> <li>• Project management software for overseeing construction</li> <li>• Quality control and inspection services</li> <li>• Public information materials about the ongoing construction</li> </ul>
	<p><b>SPONSOR'S MONETARY CONTRIBUTION</b></p>
<p>The total estimated monetary contribution required to complete the project is \$125,000, allocated as follows:</p> <ul style="list-style-type: none"> <li>• \$25,000 for the work camp phase, covering logistical needs, including promotional materials, food, and design supplies</li> <li>• \$100,000 for the city implementation phase, covering construction costs and materials</li> </ul>	
<p><b>APPROVAL TO PROCEED</b></p>	
<p><b>Sponsor Full Name</b></p>	<p>Alisha Swain</p>
<p><b>Sponsor Position Title</b></p>	<p>Executive General Manager Planning and Regulation, Gold Coast City Council</p>
<p><b>Sponsor Signature</b></p>	
<p><b>Date</b></p>	<p>16.08.2024.</p>