

This document represents the Strategic Plan for the development of the Grangegorman site as required under Section 12 of the Grangegorman Development Agency Act (2005). The Strategic Plan is unique in its depth and breadth of detail. It includes a comprehensive land use and architectural Masterplan, the full delivery methodology for all construction into the future, the setting out of procurement mechanisms and allied funding, and a planning strategy which underpins efficient delivery.

Introduction

This document represents the Strategic Plan for the development of the Grangegorman site as required under Section 12 of the Grangegorman Development Agency Act (2005). The Strategic Plan is unique in its depth and breadth of detail. It includes a comprehensive land use and architectural Masterplan, the full delivery methodology for all construction into the future, the setting out of procurement mechanisms and allied funding, and a planning strategy which underpins efficient delivery. While all these facets of the plan are in place it has also been put together with enough fluidity to allow for the correct decisions to be made as future circumstances dictate.

The development of the St. Brendan's Hospital grounds at Grangegorman in Dublin's north inner city represents one of the largest urban design redevelopments undertaken within the city core for many decades. The site extending to 30 hectares (73 acres) will be entirely redeveloped to create 21st century facilities to meet the needs of the Health Service Executive (HSE), Dublin Institute of Technology (DIT), the City and surrounding communities. Dublin City and the immediate north inner city communities will benefit through the significant learning, research, industry related, arts and cultural, health, general office and sporting facilities being created in this location. The development will have a major impact on the economic, social and cultural life of the Greater Dublin Region and by extension will be of national importance.

St. Brendan's Hospital at Grangegorman is one of the oldest public institutions in Dublin, providing mental health services for over 200 years. The land within St. Brendan's is a largely undiscovered gem within Dublin's north inner city. The walled site has remained virtually untouched for decades and for the most part has been separated from the communities living around it. Those parts of this extraordinary site

which are in use include a number of buildings which are architecturally important but which are no longer suitable for modern mental healthcare delivery models.

Dublin Institute of Technology is another Dublin landmark institution and one of Ireland's largest providers of higher education. Its origins date back to 1887 in Kevin Street, and the foundation of technical education in Ireland. In the 120 years since then, DIT has grown and developed, continually responding to the educational, social and economic needs not only of Dublin but of the country as a whole. Its unique place in Ireland's higher education spectrum lies in the diversity of what DIT offers and in the fusion of the academic with the application of knowledge. Programmes are career-focused and links with industry through programme development, research and technology transfer are a hallmark of the institution. More than 22,000 students are enrolled on full and part-time programmes that range from apprenticeship and craft education through to Ph.D and post-doctoral research.

Having grown organically over such a long period of time, DIT currently occupies in the order of 40 individual buildings around Dublin city centre. Its potential to continue to develop, and to meet key strategic national objectives, is compromised by the limitations of this diverse infrastructure. Recognising the potential to enhance third level educational provision, Government took the decision in April 2002 that a new consolidated DIT campus would be developed at Grangegorman, in DIT's heartland of the inner city of Dublin. Complementary with this campus Government proposed new healthcare facilities, all to be integrated in a new city quarter.





For generations, the Grangegorman lands have been an island surrounded by a number of distinct community areas. Developing Grangegorman into a modern city quarter combining health, education, mixed-use development and community facilities is a visionary project. New public facilities will act as the engine for regeneration, the architectural heritage of the city will be conserved and the area will be opened up by stretching 'green fingers' out to the city. New routes of access will develop and places that seemed distant from one another will become neighbours, with education and health services at the hub. The development of the Grangegorman site creates additional 'knowledge based' capacity within the city complementing, for example, the activities of the Digital Hub. It further strengthens redevelopment projects such as the 'Markets Area,' Smithfield, and Heuston Gate. It will, in the future, support the development of the CIE lands at Broadstone. All this will be achieved through one developer, the Grangegorman Development Agency, which will ensure that the plan is implemented in an integrated and coherent manner.

The Strategic Plan document begins in section 2 by tracing the origins of the Grangegorman project. It contextualises both its history and vision and introduces the main partners and stakeholders involved. In section 3 it progresses to show how consultation has played such a major part in its preparation.

Development is proposed within a master plan framework which clearly identifies how the site is to be used and integrated into the surrounding city. The essential principles and design of the Masterplan are contained in section 4.

The master planning framework has been created by the international firm of Moore Ruble Yudell (MRY) and their Irish Partners Duffy Mitchell O'Donoghue (DMOD) selected through an international design competition. Over many months this team guided by the Grangegorman Development Agency and its specialist advisers, the WK Nowlan Consortium, has interacted with all key stakeholders in producing a comprehensive Masterplan for the entire site.

The Masterplan aspires to being more than a collection of new buildings; it creates an urban quarter within Dublin's north inner city. It integrates a state of the art higher education campus for DIT with equally well designed health facilities for the HSE to meet the needs of a large urban population. While successful in addressing the needs of the HSE and DIT as future occupants it also embraces the city around the site. Its design will transform a vast walled space into a permeable, multi-functional link to the city which will invite the whole community to use both its outdoor green spaces and its new facilities. This is achieved through a network of paths which weave the area together. Grangegorman will gain an enlarged sense of place, taking particular advantage of its topographic location which gives superb southerly views of the Dublin Mountains.

In addition to the HSE and DIT facilities, the development will accommodate a new primary school and, in a new departure, space is provided for Dublin City Council to co-locate a branch library with the DIT campus library. To create a vibrant environment, MRY have woven retailing facilities such as coffee shops, bookshops, retail outlets and student accommodation through the site to promote an animated quarter and living campus. A major 'Cultural Hub' has been created to build on DIT's activities in the visual and performing arts, and in the process has created a destination in its own right. A substantial mixed-use development is planned for the lands adjacent to Broadstone.

At the core of the planned Grangegorman development is the aim of sustainability. With a project of such an ambitious nature being undertaken it is of the utmost importance that what is put in place will not only last but last sustainably and in such a way as to help sustain what is around it also. The Strategic Plan comprehensively delivers this goal and considers a full circle of social, economic, environmental and natural resources. On an environmental level, the new buildings to be constructed will mean major energy efficiency and reduced carbon emissions for DIT and HSE from their current base. The old protected buildings being retained are to be given a new lease of life and there is a commitment to respect and enhance the biodiversity of the Grangegorman site.

Regarding transport, the Strategic Plan aims to achieve the best possible link to the existing public transport networks. The Grangegorman site

is currently well connected by bus services, Luas Red Line and is within walking distance of the city centre bus hub. These transport links will sustain key substantial development on the site. Long term expansion development would be facilitated by new public transport infrastructure. Under 'Transport 21' the Luas Line D will extend to Broadstone Station and on to Broombridge bringing back into use the existing unused rail reservation and in the process creating a major new means of public transport serving the development and all surrounding neighbourhoods. The planned Metro North Station at Parnell Square will be within short walking distances of the development. In order to ensure environmental matters are properly addressed a Strategic Environmental Assessment of the Strategic plan has been carried out.

Structured and carefully programmed implementation of this development in the coming years will be central to its successful delivery. Section 5 of this Strategic Plan provides an overview of the major issues that will be addressed in its implementation. A clear and explicit delivery plan is provided and an environmental plan together with the proposed planning route are summarised.





Operation of the completed development is explored in section 6 of this document. While many operational issues do not fully emerge until the point of delivery, every effort has been made to look ahead and anticipate the principal aspects. Key elements such as knowledge creation, research and development, technology transfer and innovation are explored.

Important matters such as public amenity incorporating sports and recreation, play areas and the overall public realm are fully explored.

The very significant socio-economic impacts of this key development are reviewed in Section 7. Through its major focus on knowledge creation, research and development and innovation, this project will support and underpin Dublin City and the Greater Dublin Region as an engine for national economic prosperity as identified in the National Spatial Strategy. It supports and implements key objectives in national and international economic strategies as identified by the Government, state agencies and related bodies, the EU and the OECD. There is the potential in practical terms to generate an average of 450 on-site construction jobs per annum for a sustained period of 10 years (approx) commencing in 2010. Through

the creation of many new facilities such as student accommodation, sports facilities, supporting retail, mixed-use development and a science park, it is estimated that many additional jobs will be generated in the coming decades.

A major benefit arising from the whole project is the many significant and real contributions that it will make to rejuvenating an important part of the inner city. The whole nature of the project is centred on improved health care, education and promoting access to and participation in: lifelong learning, research, innovation, training, arts and cultural activities, and sports. The site will be a major recreational resource to generations of users in the decades ahead.

The Strategic Plan is based on sound socio-economic analysis. An individual Cost Benefit Analysis (CBA) has been completed for each of DIT and the HSE developments in relation to their proposed plans for Grangegorman. Each concluded that the implementation of the plan is the most economically advantageous option, generating substantial socio-economic benefits and representing good value for money for the Exchequer.



The final section 8 of the Strategic Plan reviews funding for the overall project. Funding and procurement of the development centre on a combination of strategies including: optimising on the disposal of DIT's existing property portfolio; capitalisation of savings generated through more efficient operations on the new site; State funding; philanthropy; and commercialisation.

A measured approach to funding the project consistent with the Government decision of 2002 is reflected in the Strategic Plan. Costs are to be carefully controlled to be within the framework of that decision. To this end DIT brings over 57% of the monies for their core academic facilities via property disposal and savings on rental and on current property maintenance. The HSE for their part are releasing a large portion of the site in exchange for upgraded facilities. There will also be a self-financing element to the project through the development of student accommodation, the provision of commercial activities such as shops and cafes on site, and the utilisation of a mixed-use development zone. The remainder of the funding is coming from Government but, in order to minimise budgetary impact, cash flow is to be managed so that it is



modest in the early years. Funding is also to be spread out over 30 years and 25% of Government investment will return to the state in the form of VAT and levies.

In conclusion, the concept of developing health and higher education provision on one campus is both unique and exciting, opening up prospects for synergistic activity in the delivery of services, development of health education, potential for community health and social research, creation of critical mass for commercial and ancillary services, as well as many other opportunities in terms of community development and interaction.

We are starting out on this project with an unfilled canvas in the centre of Dublin which has been waiting to be drawn on for a long time. Looking at Grangegorman today and imagining what it is to become in 10 to 15 years time a series of contrasts are drawn out. Old buildings are given a new lease of life and complemented by vibrant new neighbours. A walled off space in the north inner city becomes a part of the city centre and northern neighbourhoods as well as a hub of activity for the residents. An overgrown and unused path becomes a park space full of children playing on swings alongside students reading on a bench. Not only are these aspirations desirable, they are attainable. Having the HSE and DIT as partners in the project along with the critical participation of the north inner city community, we have arrived at a Strategic Plan which we believe is ambitious, visionary and most of all deliverable. The Grangegorman Development Agency is certain that the project planned for this area can not only succeed but it can set the standard for urban development projects around the world.

