

The GDA's overarching philosophy has been to ensure that appropriate and comprehensive consultation has been carried out to enable the optimal Strategic Plan to be prepared, taking account of all the views of stakeholders.

### 3.1 Introduction and Aim

**Consultation Aim:** To maintain an effective communication strategy throughout the delivery of the project enabling appropriate consultation.

The GDA's overarching philosophy has been to ensure that appropriate and comprehensive consultation has been carried out to enable the optimal Strategic Plan to be prepared, taking account of all the views of stakeholders.

One of the key elements of the Strategic Plan is the land use/architectural plan for the site. The GDA engaged an eminent international architectural company Moore Ruble Yudell (USA), to prepare material for this component of the Strategic Plan. This element became known as the Masterplan. It provides the blueprint for the location and types of buildings and development that will take place on the Grangegorman site. The Masterplan informs the Strategic Plan, the purpose of which is to provide a full costing, detailed analysis, and long term plan for the sustainable development and operation of the proposed urban quarter.

The intensive phase of community and stakeholder engagement on the Masterplan component proved crucial to the project in terms of developing the most appropriate general design. The positive relationship which the GDA and its advisors developed with the community and wider stakeholders greatly assisted the preparation of the Strategic Plan. Every effort was made to keep the local community and other key stakeholders fully briefed about progress on an on-going basis.

The GDA attaches the utmost importance to the feedback that has been provided through what was a very participative consultation process. For example, many elements of the land use/architectural plan were adjusted to take account of the submissions made by local residents and key stakeholders.

### 3.2 Statutory Consultation Requirements

There are specific communication and consultation requirements for the Grangegorman project set out in the Grangegorman Development Agency Act, 2005. These are in addition to the use of 'best practice' consultation and communications tools required for any large public project.

For example, Section 22 of the Act requires the establishment of a Consultative Group and the Act mandated structured consultation on an ongoing basis over the life of the project with this Group which includes the following stakeholders:

- Residents living in the Grangegorman neighborhood
- Patients and providers of healthcare services within the Grangegorman neighborhood
- Dublin City Council
- Dublin Institute of Technology
- Staff and the student body of the Dublin Institute of Technology
- Public representatives of the constituency
- The Health Service Executive
- Minister for Health and Children
- Minister for Environment, Heritage and Local Government
- Minister for Education and Science.





The Grangegorman neighbourhood includes multiple residents' organisations, voluntary bodies and partnership organizations. A total of 59 organisations have been registered under the process set out in Schedule 4 of the Act.

Section 12 of the Act sets out specific statutory consultation obligations with respect to:

- Preparing the draft Strategic Plan
- Publishing the draft Strategic Plan

With respect to the draft Strategic Plan, the GDA, as was required, consulted with DCC, Enterprise Ireland, IDA Ireland, the Dublin Transportation Office, Córas Iompair Éireann, the Railway Procurement Agency, other relevant bodies established by or under statute, the local community (including the Grangegorman neighbourhood) and other persons with a relevant interest in the matter.

In preparing the draft Strategic Plan, the GDA, as was required, had regard to the City Development Plan and so clarity regarding this Plan necessitated particular consultation with DCC's Planning Department.

### 3.3 GDA Consultative Group

The Grangegorman Development Agency established a Consultative Group as required under Section 22 of the GDA Act. The Consultative Group's role is to maintain an adequate communications strategy concerning the development of the Grangegorman site.



The activities of the Consultative Group have been clearly documented on the GDA website [www.ggda.ie](http://www.ggda.ie)

The Consultative Group was a key formal mechanism for consultation during preparation of the Draft Strategic Plan. Containing all the stakeholders it offered an opportunity for dialogue, information exchange and feedback between the stakeholders and the GDA.

The individual stakeholders represented on the Group were also afforded individual consultation opportunities which would support and amplify the work of the Consultative Group.

13 meetings of the Consultative Group took place between April 2007 and July 2010. A number of presentations were made at these meetings and details of these are posted on the GDA website. Following on from the successful term of office of the first consultation Group, the second Consultation Group was established in January 2010. It will also have a term of office of 3 years and will meet once a quarter.

### 3.4 Election of Local Representatives

Schedule 4 of the GDA Act sets out the method by which representatives of the local residents are to be elected to the Board and the Consultative Body of the Agency. Only residents of the defined neighborhood are eligible as set out in the GDA Act .

Residents groups are entitled to elect one member of the GDA Board and two members to the Consultative Group. Resident and tenant associations in the Grangegorman neighbourhood are invited to register with the Agency for the purposes of nominating and electing representatives to the Board and Consultative Group.

The lists of registered groups are published on the GDA website after the closing date. At that point registered bodies are invited to make individual nominations with the election to follow.

Advertisements to this effect were posted in national newspapers for the first term of office on the 19th and 20th May 2006 with elections held thereafter. This first term of office for both the GDA Board and the Consultative Group ended in 2009 and elections were again held on 8th October 2009. The GDA, in accordance with the GDA Act, undertook the election process as set out above and new members of the GDA Board and the Consultative Group were duly elected. The elected representatives will hold these positions for a period of 3 years.



### 3.5 Communication Tools

#### 3.5.1 Website

The GDA established its web site [www.ggda.ie](http://www.ggda.ie) in 2007 as an accessible and transparent communications tool. The site has been used as a primary source of information about the project and as a key channel of communication. The website is continually updated in order to provide a repository of comprehensive current background material on the project.

The website includes the following sections:

- Home
- About the Agency
- Election of local representatives
- Grangegorman, a brief history
- Strategic and Masterplan
- Dublin City Development Plan
- Tenders and Recruitment
- Community Consultation and newsletters
- Consultative Group
- News
- Reports and publications
- Downloads and links
- Gallery
- Contact



Minutes of Consultative Group meetings, notices of upcoming events and copies of presentations on the Strategic Plan and Masterplan are made available on the site.

#### 3.5.2 Newsletters

Newsletters are used as a means to inform the public of what stage the project is at and also to notify them of upcoming meetings and events. Five newsletters have been produced to date and distributed to the Dublin 7 area (approximately 25,000 households), registered groups, the Consultative Group and individuals and various organisations. These newsletters are also available on the GDA website. The newsletters were issued in:

- May 2007
- August 2007
- February 2008
- May 2008
- September 2008
- April 2009

#### 3.5.3 Letters, emails and advertisements

Since the establishment of the GDA an extensive contacts lists has been built up of interested parties. Notification of upcoming public meetings as well as general updates are sent by letter and email to the registered groups, the Consultative Group, local Public representatives and all interested parties on the GDA's contacts list.

In addition, advertisements are placed in the national and local press, press releases are sent only to media to inform of important events and milestones, with regular posts made on social media outputs Facebook and Twitter.



### 3.6 Consulting with Residents

#### 3.6.1 Introduction

The GDA has aimed from the start that consultation should provide a framework for disseminating comprehensive current information on the project and for identifying and addressing the needs and concerns of people living within the bordering communities of the new Grangegorman development.

The communications framework has provided:

- A mechanism for local communities to identify community aspirations in relation to the development;
- An opportunity for local communities to contribute ideas that will enable best community value to be drawn from DIT and HSE plans for the site; and
- A means to keep people up-dated on all relevant aspects of the development.

There are a wide number of community and voluntary projects and groups in the North West Inner City dealing with a wide range of issues including childcare, youth, drug use, education, family support, capacity building, resource centres, intercultural issues etc. A local community networking infrastructure - The North West Inner City Area Network - has been operating in the area since 1997 - and the majority of community and voluntary groups are affiliated to this network. In addition a Community Forum representative of all Local Authority Flat Complexes is well established in the area. The Grangegorman Residents Alliance and other Residents Associations were set up in response to the planned development. The Grangegorman Community Forum has also been established - open to any group registered with the Grangegorman Agency - which aims to ensure a strategic and consultative approach to the development.

#### 3.6.2 Consultation Framework

The Consultation Framework graphic (at left) illustrates the systematic methodology applied in progressing from early engagement on the project through to later consideration of detailed emerging design.

#### 3.6.3 Community Consultation Action Plan

The following actions were implemented:

- The local community and elected representatives (as a group) were encouraged to make submissions on points of detail once substantive work on the draft Masterplan was underway.
- Local elected representatives (i.e. TDs, Councillors) and



elected community representatives (i.e. those elected via Schedule 4 of the GDA Act on the GDA Board and the Consultative Group) were kept informed about the project's progress

- The GDA's Consultative Group was also kept informed through their quarterly meetings and by appropriate document distribution
- The registered community groups were kept informed through appropriate document distribution and through Community Workshops
- Contact details of all persons in the local community were maintained and up-dated on a regular basis
- All queries raised by local and community representatives were acknowledged and responded to promptly
- Key figures within the community were contacted on a regular and pro-active basis and briefed about material developments
- A regular newsletter was distributed to the local community (and posted on the GDA's web site)
- Four public meetings were arranged with the local community about the development of the Masterplan. There was an open invitation policy to these meetings i.e. all residents, registered groups, community representatives and any other interested local parties were invited. Invitations were issued by means of newspaper advertisements and/or newsletters together with invitation letters to registered groups
- The concerns expressed by local and community representatives to date, including those raised during the Autumn 2007 consultations, were systematically assessed by the Masterplan and Project Management teams.

**3.6.4 Initial Consultation in 2007 with the Community**

Two initial Open Days were arranged for the general public on 16th and 17th May 2007 at two different venues, the Park Inn, Smithfield and at Aughrim Street Community Hall to give a general overview of the project. These were fully staffed exhibitions from 10am-9pm where a wide range of initial information on the extent of the project was displayed on over 50 large mounted boards.

These Open Days worked well in raising awareness at that early stage and the GDA was encouraged by the responses with the majority of feedback being positive.

Copies of the information boards used at the event can be viewed on the website.

Following on from those Open Days, the GDA later issued an open



invitation to residents of the Grangegorman neighbourhood to engage in a programme of six public consultation workshops in September and October 2007.

These workshops were arranged by the GDA and facilitated by specialist external consultants, Nurture Development and Chambers Ireland. The workshops took place at St Paul's C.B.S Secondary School, North Brunswick Street, Dublin 7 and at the GDA's offices on the grounds of St. Brendan's Hospital on:

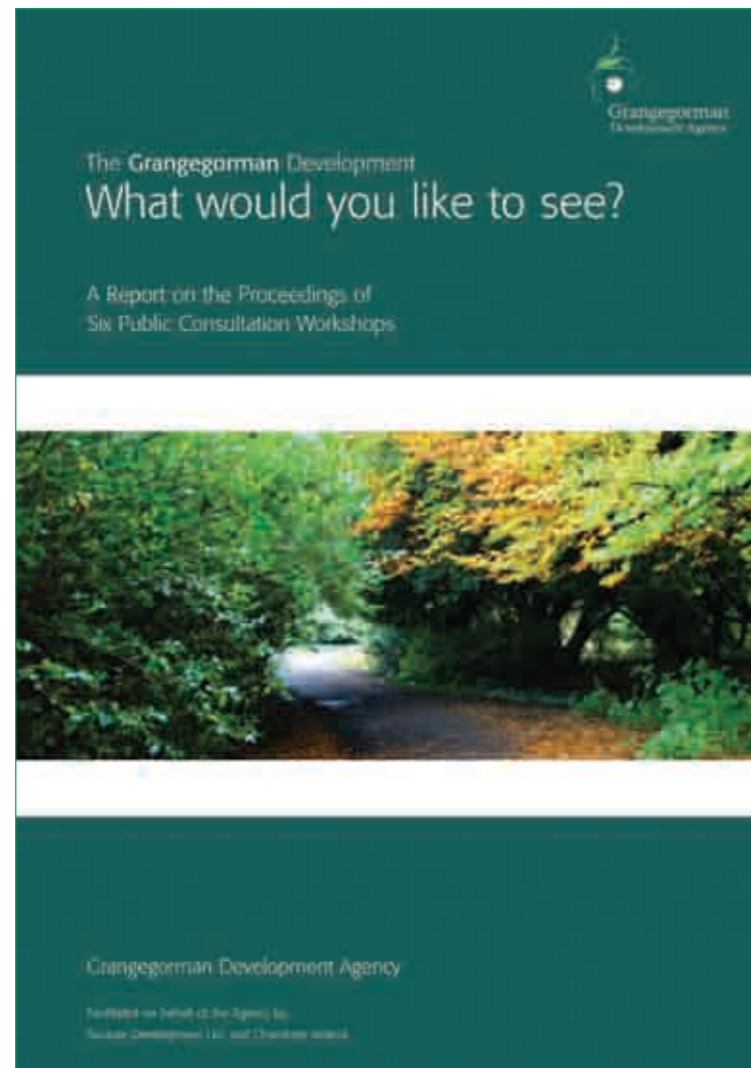
- 10th September 2007
- 17th September 2007
- 24th September 2007
- 1st October 2007
- 15th October 2007
- 20th October 2007 (at the offices of the GDA).



The first four workshops focussed on particular themes as follows:

- Open Space and Public Areas
- The Campus and the Community (DIT and the Community)
- Linking Grangegorman to the City - Transportation/Links
- Health Facilities
- Grangegorman and the Surrounding Neighbourhood - Economic Development, and Social Inclusion and
- Relationship between the Community and GDA

The purpose of the fifth and sixth workshops held on the 15th and 20th October 2007 was to bring together all of the themes explored in the first four workshops with a view to creating an integrated community vision for the development going forward.



The report on the proceedings of the six public consultation workshops was published by the GDA, distributed to local groups and participants and is also available on the GDA website. This report set out to accurately record the views and contributions of the community as expressed across all six of the workshops. It serves as a reminder of the issues, views, concerns and aspirations expressed throughout the process and documents the vision making that emerged at the concluding two workshops.

### 3.6.5 Consultation in 2008 (Preparation of Strategic Plan)

Moore Ruble Yudell and DMOD, the consultants who prepared the Masterplan proposal, presented four progress review and feedback sessions during 2008 to which the Grangegorman neighbourhood residents were invited. The first workshop on 12th March was used to gather their views and comments on the initial ideas and proposals that the Masterplan might contain. The broad land



use planning principles were set out at that meeting and were discussed and elaborated on. It was also used as a means of informing the public with regard to the specific buildings briefs for both DIT and the HSE.

The second workshop took place on 24th May at the GDA offices. This provided the opportunity for a detailed review on how buildings, open space were being arranged on the site in accordance with the planning principles set out at the February meeting.

A number of presentations were made and the event was broken up into a number of workshops as follows:

- Land use, architecture and design
- Landscape, open space and community facilities
- Access, movement and links.

At 24th May meeting a response report was circulated by GDA setting out how the Masterplan was addressing the views and concerns recorded in the Autumn 2007 workshops. The powerpoint presentations made at these workshops have also been made available on the GDA website. A final set of meetings took place on 1st and 2nd October. At these meetings, held in different venues, the Masterplan team set out how the Masterplan had evolved, taking on board comments and submissions from all parties and showed the resultant design in great detail.

#### Schedule of public meetings

Date	Event
16th and 17th May 2007	Community Open Days
10th September 2007	Open Space and Public Areas workshop
17th September 2007	Campus and the Community workshop
24th September 2007	Link to city, health facilities, Master Plan, workshop
1st October 2007	Grangegorman and neighbourhood workshop
15th October 2007	Closing Workshops – A community vision.
20th October 2007	Closing Workshop – A community vision and guided tour of Grangegorman site
12th March 2008	Consultation evening with masterplanners
24th May 2008	Afternoon consultation on draft Masterplan
1st and 2nd October 2008	Evening briefings on the draft Masterplan



### 3.7 Consulting with DIT and HSE

The GDA is committed to close engagement with DIT and HSE in relation to their planned facilities for the site and views a close partnership approach as being vital.

The DIT has established a Campus Planning Office which provides a central point of contact for the GDA and this greatly facilitates close and productive engagement. The staff and students of DIT participate in formal structures within DIT in relation to the project and the GDA engaged with and supported those structures.

As with DIT, the HSE established a project team and this greatly assisted effective communication. The GDA ensured that this team was fully facilitated through provision of documentation and meetings with the GDA advisers.

Within the HSE, structures exist for staff consultation and also for consultation with the patients of St. Brendan's Hospital. As with DIT, the GDA supported those structures and also sought to engage outside those structures with these stakeholders. These strands of consultation were comprehensive and substantial and extended through the master planning phase.

#### 3.7.1 HSE Consultation Meetings

The GDA liaised with the HSE and participated in two consultation meetings with HSE local staff on 9th and 10th October 2007 where the issues affecting clinical services were discussed including the planned replacement mental health facilities, how services



would be protected during the development stage of the project, and what the nature and extent of the final facilities on the site would be.

The GDA held a further meeting on 5th December 2007, coordinated by St. Brendan's senior clinical staff, with patients of the hospital to explain what was proposed in relation to their services and their residences and to allay any fears.

#### 3.7.2 DIT Consultation Meetings

The GDA liaised with DIT Students Union (DITSU) and issued an open invitation to all DIT students to attend a consultation workshop on Tuesday 6th November 2007 in DIT, Aungier Street. A strong attendance and great participation on the night resulted in a comprehensive report on the workshop which is available on the GDA website.

The GDA, together with the DIT staff representatives on the Consultative Group and with the DIT Campus Planning Office, ran two consultation workshops for staff on 13th and 14th November 2007 in DIT, Aungier Street and Bolton St. respectively. An open invitation was issued to all DIT staff to attend and their participation resulted in a workshops report, also available on the GDA website. In August 2008 GDA circulated to the student body a response report setting out how the Project and the Masterplan in particular were addressing their aspirations.



### 3.8 Public Representatives

A number of public representatives participate on the Board of the GDA and on the Consultative Group. Through membership of these groups these individuals are kept informed of project developments and offered important inputs at key stages of the process.

The GDA is committed to ensuring that all public representatives, including those not members of the Board or the Consultative Group, are well informed and offered opportunities to represent the views of their constituency.

The GDA has been in regular contact with all the public representatives in the Dublin 7 electorate area throughout the consultation process.



## 3.9 Educate Together

In relation to the planned primary school on the site, the GDA met with Educate Together representatives to clarify their requirements and to explain the emerging location and style of the school. The Department of Education and Skills is the funding body for this school and close contact was also maintained with their Buildings Unit throughout the process. The School moved into temporary accommodation on the site in September 2009 and has become a very positive addition to the local area.

## 3.10 Other Stakeholders

The other stakeholders e.g. Dublin City Council, Minister for Health and Children, Minister for Environment, Heritage and Local Government, and Minister for Education and Skills were served by a more formal and more standard communications approach.

This encompassed appropriate formal correspondence as required, responding promptly and comprehensively to queries, and meeting with relevant parties in those organisations.



## 3.11 Formal Call for Submissions

The GDA advertised in national newspapers, local newspapers and by notification letter to the Consultative Group, registered groups and relevant bodies for written submissions to guide the Agency in preparation of the Strategic Plan. National advertisements were published on 8th May 2008 and the closing date for all submissions was Wednesday 18th June 2008. A briefing paper was also prepared and made available to all those who wished to make a submission.

Key issues that were raised in submissions included, but were not limited to, the following:

- Access via Fingal Place
- The proximity of student residences to Grangegorman Villas
- The critical importance of the Broadstone/Constitution Hill entrance
- Traffic and transport management, in particular during the construction phase
- The plans for the houses facing St Joseph's Road on Prussia Street
- Height and density of some buildings
- Security on the site to mitigate anti-social behaviour
- Disability access and provision
- Provision of sports facilities and community access to these facilities.

Following requests, the GDA and its advisers met with a range of groups to hear more detail of their concerns.

Details on the submissions can be viewed in a comprehensive consultation review report on the GDA website.

## 3.12 Communication going forward

The project will move through many stages including planning, design, construction and gradual occupation. Throughout these stages the GDA will develop targeted approaches that will facilitate consultation and a pro-active information policy.

To underpin its activities in this area the GDA has formally adopted a set of Communication Principles which are enclosed in Appendix C. These Communications Principles, along with all the various tools and media available to the GDA, will be applied as appropriate to each stage of the project and for each strand within it.

Already several "mini communication strategies" have been developed which have been applied to a particular section of the project, for example the refurbishment of the former Laundry building, the building of the temporary primary school and planning and consultation of the mental healthcare facilities. Using the Communications Principles to develop individual strategies enables us to communicate in the most appropriate way for all strands and to direct our information to the correct audience.

Not only will we continue to tailor our communications in the most appropriate way but the GDA will engage with stakeholders to ensure they are assisted to participate in the project in a meaningful way, whether this is having access to current information, the ability to give their opinion or the opportunity to set out concerns.

The use of a broad set of Communication Principles as the overarching guide will ensure that all of the GDA's communication and consultation is meaningful and appropriately managed, while also being fluid and easily modified depending on feedback from stakeholders and the particular set of circumstances at any given time.





### 3.13 Conclusions

An extensive and elaborate consultation programme was undertaken to gather views, avail of local knowledge and to take account of concerns, all providing valuable inputs to the project. Many of the local groups and residents' associations played a full role in the development of the Strategic Plan and the Masterplan.

All feedback and suggestions that were provided to the GDA and its advisers were discussed and, where possible, taken into account. Some issues that were raised fell outside of the remit of GDA.

Each stage of the process was communicated in a transparent manner. The GDA endeavoured to provide the fullest amount of information possible and responded to all requests for further details as expeditiously as was possible. As with any project it is not possible to meet the aims and hopes of every individual and group. However, it is hoped that this summary of the process to date demonstrates that considerable resources and effort were deployed by the GDA to address the many concerns of the Grangegorman neighbourhood and key stakeholders. Furthermore the GDA is committed to maintaining an active engagement and communications policy throughout the life of the project.



**Consultation Objective 1:** GDA will utilise a multi-stranded consultation framework for disseminating comprehensive current information on the project and for identifying and addressing the needs and concerns of all stakeholders. Key features of this framework will be regular meetings of the Consultative Group, communication with the many registered groups, meetings with groups and individuals, the availability of a dedicated Communications Officer within the GDA and close liaison with the appropriate public bodies.

**Consultation Objective 2:** GDA will operate its Communication Principles throughout the Project to ensure a consistently high level of public consultation.

**Consultation Objective 3:** GDA will operate its website as a comprehensive communication medium providing easy public access to all important news and information concerning the Project. GDA will utilise newsletters, public advertisements, social media outlets, and any other media it sees as appropriate as supplementary resources.

**Consultation Objective 4:** GDA will maintain close liaison with HSE, Department of Education & Skills, DIT, the local community and all other stakeholders throughout the planning, design and delivery phases of the Project.

