



GDA 5 Year Strategy Statement

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1. Chairperson's Forward

This 5 Year Strategy Statement sets out the Grangegorman Development Agency's (GDA) five year strategic objectives and expected outcomes. It flows from the Grangegorman Strategic Plan's Project Aims and Objectives and the Masterplan Vision for this new Urban Quarter.

Grangegorman has seen much change since 2006 when GDA was first established. Since then, the Agency has achieved a number of landmark projects. These include the Phoenix Care Centre which replaced St. Brendan's Hospital; the opening of the site to the public and the arrival of Technology University Dublin (TU Dublin and formerly Dublin Institute of Technology (DIT)) students; as well as the opening of the Grangegorman Primary Care Centre.

More recently, the completion of the East Quad and Lower House which, when combined with the Broadstone Plaza, will open-up the east side of the site for the first time and further integrate Grangegorman with its surrounding neighbourhoods.

Significant milestones have also been achieved through the arts and culture programmes; the historical research associated with the site; as well as the promotion of local employment and opportunities for local businesses in the area.

The impact of the Covid-19 pandemic has been very significant across all aspects of the Agency's work - from how it functions; to delays in construction, additional cost burdens; and the stalling of the sale of TU Dublin Aungier Street.

While the pandemic was unforeseen, many other challenges such as climate change are not. As time passes, the need for us all to act collectively, meaningfully and swiftly to address climate change, bio-diversity loss and increasing pollution levels is key.

The Agency intends to continue to drive forward and tackle these issues head on by devising better and more appropriate ways of delivering its statutory functions and the Masterplan Vision. While the Agency has been addressing these important issues through various means such as the design of high quality buildings, the provision of a district heating system and the implementation of a bio-diversity plan for the campus we recognise that more must be done.

The Agency is looking to progress work in this area, through the briefing and procurement of the new FOCAS and Indoor Sports developments for TU Dublin. Consideration of what can realistically be achieved and repeated at scale for other such buildings in terms of energy, carbon reduction and the circular economy; and all within the bounds of a reasonable capital budget is ongoing. In particular, the targets for a reduction in embodied and operational carbon exceed current regulations.

The Agency has engaged with the Irish Green Building Council, Timber Construction Researchers across third-level and industry to determine our goals in this regards and are currently revisiting our Sustainability Strategy. In that context, upcoming notable projects and tasks for the Agency in 2021 and beyond include:

- The construction of the permanent new school for the pupils and staff of Educate Together D7 National School. This is due for completion by the end of 2022.

- The delivery of a new residential care neighbourhood for elderly clients in the wider area on behalf of the HSE. This will incorporate new facilities for those in St. Elizabeth's Court. Our intention is to lodge a planning application in the coming months.
- The completion and occupation of the Central Quad which is planned for the end of March. This will represent a significant step change in the development and use of the Grangegorman campus. Along with the East Quad and other smaller projects, it will allow the TU Dublin student population to grow from twelve hundred to approximately ten thousand by the end of 2021.
- The Academic Hub / Library for TU Dublin, which is currently out to tender. The aim is to have a construction contractor later this year.
- Early design and planning of TU Dublin's Indoor Sports Centre and FOCAS Institute. These projects provide an opportunity for the Agency to further integrate its climate action objectives into their design and delivery, while also improving the student and research facilities at Grangegorman.
- Continuing to address the social and cultural aspects of the Masterplan Vision through the Public Art and Grangegorman Histories projects. This includes the completion and installation of a major public art sculpture and other significant art works; an international art conference; and an oral histories project.

All of this will need to be delivered in the context of a post pandemic working environment. Getting the balance right between remote working and maintaining a strong collaborative culture will be essential. The funding of projects; addressing shortfalls; and enhancing funding methodologies in partnership with our stakeholders will also continue to be key considerations in the on-going success of the Agency.

It is also important to highlight a key statutory responsibility of the Agency is to ensure health and safety of those working on the projects at this time. In addition, the Agency has a responsibility to do what it reasonably can to minimise disruption to its neighbours and the wider community during construction phases and to sensibly maximise opportunities to enhance their environment.

Finally, we have a great Team in GDA and the Board will continue to work with the CEO and his colleagues to improve the efficacy and efficiency of the Agency to deliver high quality projects and city. We will continue to work collaboratively with all our stakeholders and meet our high standards of Corporate Governance requirements.

As Chair of the GDA, with my fellow Board Members I look forward to supporting the continuing delivery of the vision for Grangegorman.

2. Introduction and Context

2.1. General Introduction

The purpose of this document is to outline what the GDA plans to achieve over the next five years. It sets out the context in which the Agency operates; its' key functions; progress achieved to date; and the strategic priorities to be achieved over the five years of 2021-26.

2.2. About the Agency

The GDA was established in 2006 under the [GDA Act 2005](#) to develop the Grangegorman Site on behalf of many stakeholders, with the principal parties being the local community, the Health Service Executive (HSE) and the Technological University of Dublin (formerly DIT). The functions of the Agency are detailed in section 9 of the Act and direct guide the intent of this Strategy Statement.

The Agency is governed by a Board of fifteen members under the auspices of the Minister for Further and Higher Education, Research Innovation and Skills. The executive team is led by the Chief Executive Officer, currently supported by a senior management team and general staff complement of about twenty five people.

The Agency is located in new offices at Park House, Grangegorman on the North Circular Road. Further details can be obtained at www.ggda.ie

2.3. About the Grangegorman Project

The overall objective of the GDA can be summarised as being the social and urban renewal of the 30 hectares of the former St. Brendan's Hospital in Grangegorman and its surrounding areas, driven by the relocation of TU Dublin and the provision of modern primary and residential healthcare facilities.

Grangegorman will be a new piece of Dublin City with a vibrant sustainable community based largely around new, world-class third level educational facilities and other community focused services. Ultimately, this should lead to better health and education outcomes for those attending Grangegorman, and transform the lived experience of those in the Grangegorman neighbourhood.

Grangegorman will encompass best practices in sustainable and environmentally friendly design and practices. The GDA will deliver it to achieve zero carbon status before 2050. It will also work with local community and citywide bodies on social, cultural and environmental projects, paying particular attention to bio-diversity, history and public art.

The GDA will also undertake this task by paying strong adherence to best practices in financial stewardship and governance, ensuring optimal value for money and inclusive decision making.

In numbers, the Project will ultimately deliver around 400,000 sq.m. of floor space, of which about 60,000 sq.m. will relate to the delivery of healthcare services; 280,000 sq.m. will relate to education; and a further 60,000 sq.m. will be occupied by a mixed use development focused on science and technology. It is expected that around 30,000 people will use the Grangegorman Site once it is fully completed.

The Project also includes the provision of around 15 hectares of connecting streets, public spaces and parkland with football pitches, playgrounds and jogging paths. The public realm is designed to link strongly into the neighbouring areas, creating new connections into and across the wider city.

2.4. Review of Progress to Date

To date the Agency has completed all major up front planning, including;

- A land use Masterplan to act as the vision document for the physical realisation of the Grangegorman project.
- A Strategic Plan. This statutory document sets out how this Masterplan will be realised. A status review of this document was undertaken and completed in early 2018. This is appended to this document and gives greater detail on the Executive Team's view regarding progress in achieving our Strategic Plan Aims and Objectives.
- An SDZ Planning Scheme that sets the formal planning framework for the Planning Authority (Dublin City Council) to adjudicate on planning applications by the Agency.

The Agency has also accepted circa 22 hectares of land from the HSE to allow the development to proceed, and continues to manage legal matters relating to property in the overall fulfilment of its mandate.

In terms of project delivery, GDA has;

- Developed two major care buildings for the HSE. This amounts to a little less than one fifth of what is ultimately planned to be delivered in terms of residential, administrative and care facilities.
- Developed the first programme of facilities for TU Dublin which enabled some 1,200 staff and students to take occupation of the site for the first time in September 2014. In terms of footprint, this amounts to a little more than 6% of allowable education and related development space to be built at Grangegorman.
- Demolished a number of vacant buildings and preserved and brought back in to use existing Protected Structures, including The Lower House and elements of the Clock Tower.
- Reshaped the site and installed the public realm in the heart of the Campus, including the bulk of major underground utilities and services.
- Delivered the local parkland area with sports playing pitches and courts, children's playground and jogging paths.
- Facilitated the construction of the two PPP Quads, amounting to c. 52,000 sq.m. of replacement space for TU Dublin, with the East Quad completed in late 2020 and the Central Quad due for completion in the coming months.
- Implemented a Local Employment Charter across projects to ensure ongoing benefits for the local community.
- Developed a Public Art Programme, which has engaged with over 40 Community Groups and produced a significant stream of works to date with others over the course of delivery.
- Established clearly governed and productive relationships with major stakeholders, including the local community via formal and informal means.
- Completed designs for the Academic Hub and West Quad, with the tender for the Academic Hub due next month.

- With TU Dublin, disposed of a major portion of their properties to fund developments. Aungier Street, Camden Row and the Bolton St. campus remain in the pipeline to be sold.

The Agency is now working on delivering a further 60,000 sq.m. of facilities for HSE, TU Dublin and the Department of Education and Skills, amounting to roughly fifteen percent of the entire development. This next tranche of buildings should be completed and occupied on site over 2023-26. Combined, it would mean that close to forty percent of the overall footprint would be complete.

3. GDA 5 Year Strategy Statement for 2021-26

This Statement is intended to capture the GDA's proposed medium term expected outcomes and strategic objectives over the next five years. The objectives and work program will encompass the strategic goals of DFHERIS Statement of Strategy which sets out the vision and direction of the Department of Further and Higher Education, Research, Innovation and Science.

These outcomes and objectives need to be viewed within the context of furthering the delivery of:

- the Grangegorman Masterplan Vision,
- the Aims and Objectives of the GDA Strategic Plan 2011, and
- the GDA's Functions and Duties as set out in the GDA Act 2005;

and they must be delivered in line with the Public Spending Code, relevant Government policies and legislation, and approved project governance arrangements.

3.1. Proposed Major Projects to be completed

- HSE Residential Care Neighbourhood
- D7 Educate Together National School for the Department of Education
- TU Dublin Programme III (Academic Hub, West Quad, Indoor Sports, FOCAS, etc.)
- Disposal and Vesting of Land and Property in line with progress
- Delivery of relevant Public Art and History Projects

3.2. Proposed Major Projects to be commenced

- First Phase of Student Accommodation for TU Dublin
- Development at the HSE Plots adjacent to Broadstone Gate (c. 60 – 75,000 sq.m.)
- Development at Plot 02 for HSE (c. 30,000 sq.m.)
- The Mid Quad replacing Bolton St. for TU Dublin (c. 30,000 sq.m.)

3.3. Proposed Strategic Outcomes over the next five years

- Safe and sustainable delivery of all construction projects

- Minimal disruption to our neighbours as we build the site out
- Strong community relations, including with all our neighbours and local businesses, to ensure a collective sense of ownership of the new Grangegorman Urban Quarter
- Excellent working relationship with our key Stakeholders to ensure their needs are being met through the delivery of the new Grangegorman Urban Quarter
- High quality sustainable outcomes and a meaningful sense of ownership for all end users via
 - excellence in design and construction, and
 - a strong focus on the social and cultural aspects of the Grangegorman regeneration project, such as Local Employment, Public Art and Grangegorman Histories
- Maintain sufficient levels of funding to allow projects to be properly delivered
- Robust quality and cost control and timely delivery of capital projects including minimal Change Orders and Claims.
- Ensure efficient and proper procurement methodologies are used to maximise value for the taxpayer and respect those that we employ to deliver the new Grangegorman Urban Quarter
- Close coordination with our project partners DCC and the National Transport Authority (NTA) to ensure people can easily and sustainably access the Grangegorman Site while respecting the neighbouring community
- GDA will work with stakeholders to play its part in supporting Dublin City achieve its climate action goal of developing Dublin as a sustainable, healthy, leading carbon-neutral region by 2050. We also pledge our support for the UN Sustainable Development Goals. In particular, Goal 3 – Good Health and Wellbeing; Goal 4 – Quality Education; and Goal 11 – Sustainable Cities and Communities. These goals are all consistent with the Grangegorman Masterplan Vision.
- Full establishment of a capable and suitably resourced Grangegorman Estate Management (GEM) structure
- Efficient transfer of lands and buildings upon completion to the relevant stakeholders
- Consider value of the Agency and its work beyond the Grangegorman Project to the State

3.4. Proposed Agency Outcomes over the next five years

- Strong established appropriate work culture with clear Mission, Vision, Values and Behaviours
- Motivated and dedicated staff with sustainable work-life balance (incl. appropriate balance of office based and remote working)
- Considered as leaders in urban and social renewal in Ireland – with an appropriate strong brand identity

- Clear organisational structure with efficient, well documented, reusable and scalable policies and systems of operation
- Working in a fit-for-purpose physical and digital environment