



Grangegorman  
Development Agency  
Gníomhaireacht Forbartha  
Ghráinseach Ghormáin



# 2007

## Annual Report



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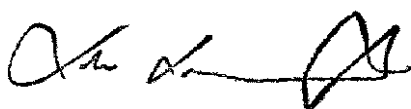


## Foreword by the Chairperson

I am very pleased to report on the great progress made by the Grangegorman Development Agency (GDA) in 2007. At the inaugural board meeting in late 2006 we all aspired to progress the Grangegorman project as swiftly as possible.

To have accomplished so much so early is a testament to the efforts of all those parties involved in the project. I am sure that team work presages well for the future. The year saw Kevin Dowling step down in June from the temporary role of part-time Chief Executive, a role he took to expedite setting up the organisation and a role which he performed so well.

The GDA were delighted to welcome Gerry Murphy as Chief Executive from June 2007. His experience and knowledge has proven considerable in continuing the progression of the project, and we are now in a position to strike forward and realize the great aims for this historic site.



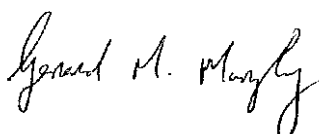
John Fitzgerald

# Introduction from the Chief Executive

To work on a project of this scope and ambition is a privilege. Month by month we are putting in place all those necessary elements that will enable us to advance closer to a full site design and a delivery strategy.

Since I started in June 2007 I have met many committed people in Dublin Institute of Technology (DIT), the Health Service Executive (HSE), the local community, Dublin City Council (DCC), and specialists, all of whom are assisting the whole process of delivery of this wonderful project. All large projects take time to develop and the balance is to get the concept right from the start while not delaying the project's execution.

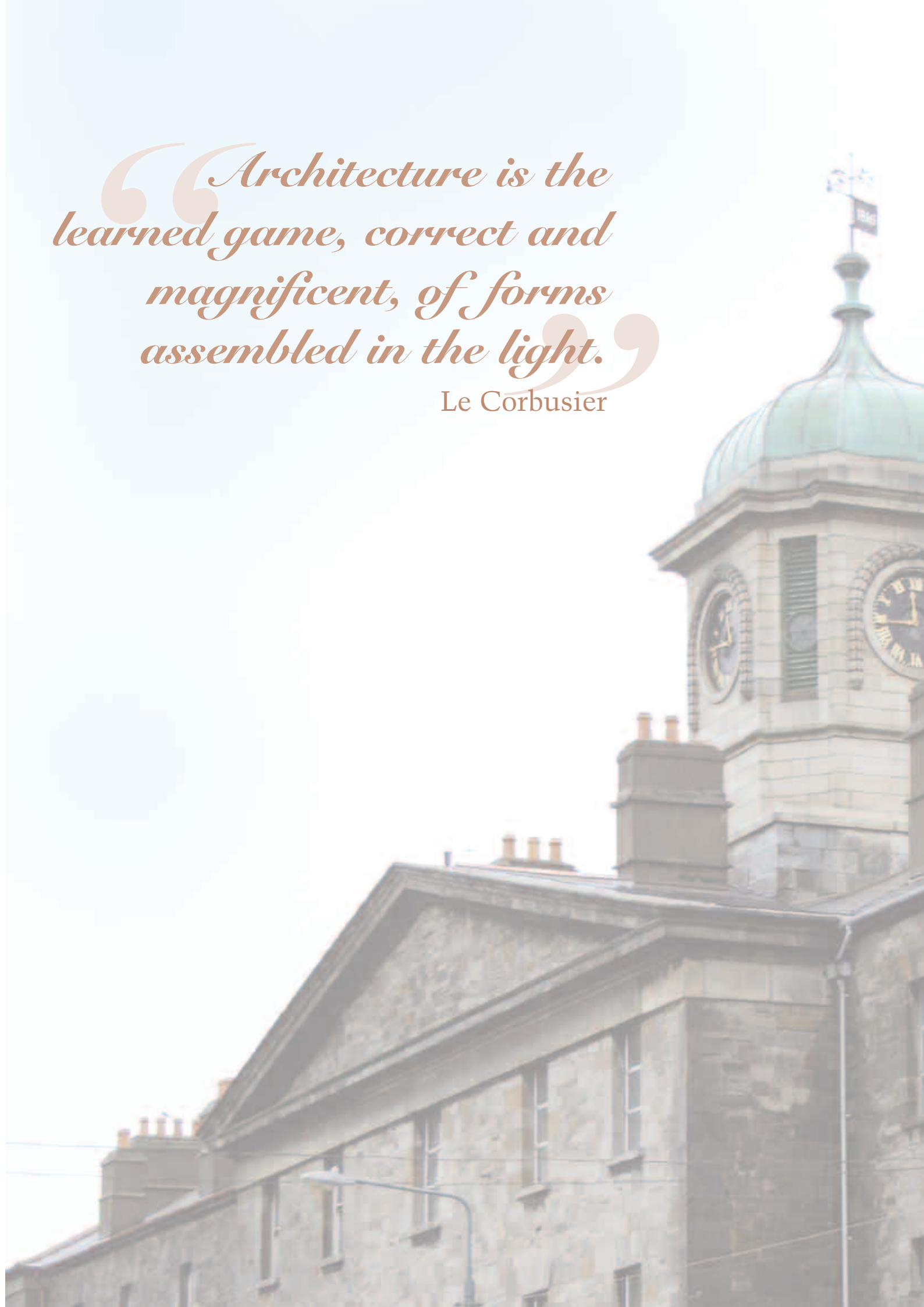
I am confident that the work accomplished in 2007 will create a strong foundation for all we wish to achieve in future years.



Gerry Murphy

*“Architecture is the  
learned game, correct and  
magnificent, of forms  
assembled in the light.”*

Le Corbusier





# Information Gathering



# Information Gathering

By the start of 2007 the GDA had assembled a range of specialist advisers to progress the Grangeegorman development.

The GDA had engaged Solicitors Mason Hayes + Curran as their legal advisers and Urban Capital had been appointed as technical specialists to manage the process of procuring a land use master planning team through an international architectural design competition. Arup Consulting Engineers were engaged with a broad brief of co-ordinating the production of the necessary engineering information and analysis to underpin a Masterplan. Finally, John Thompson and Partners had been appointed as architectural consultants to carry out a site evaluation and a preliminary volumetric study using the initial facilities' briefs available from DIT and the HSE.

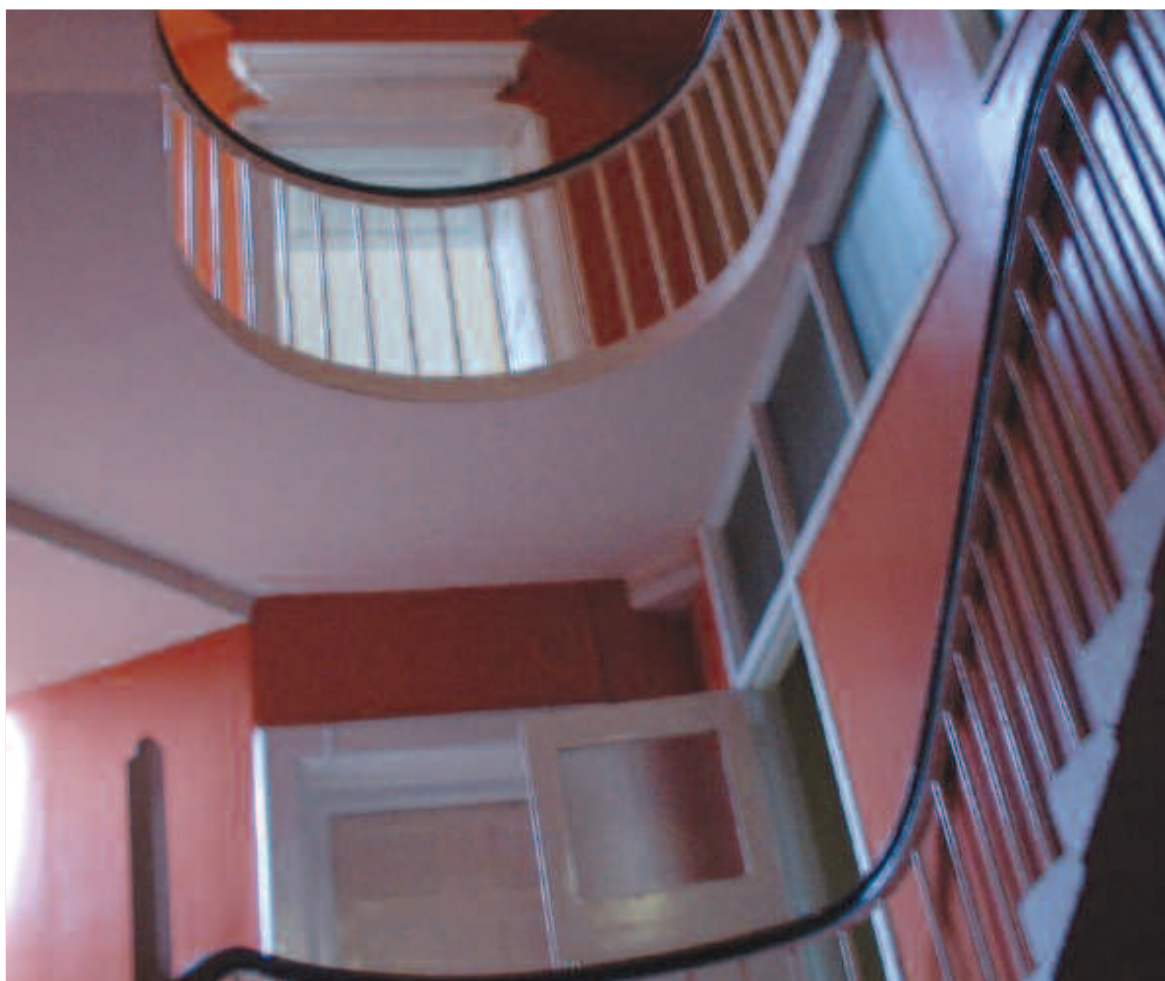
With these advisers the GDA set about the task of gathering baseline technical information, together with expert analysis, in order to:

- ▲ carry out an effective and demanding design competition for master planners, and
- ▲ create a body of knowledge that would facilitate the selected master planners in developing a visionary design of the highest quality.

By mid 2007, a substantial range of material was produced which included:

- ▲ a desktop analysis of traffic issues and key transport constraints,
- ▲ preliminary solutions for foul and surface water infrastructure for the site,
- ▲ an examination of energy issues and preliminary solutions, and
- ▲ an assessment of viable plot ratios, heights, and open space provision.





Following on from this analytical work, supplementary specialist information was gathered by the GDA. This included:

- ▲ a topographical land survey of the full site,
- ▲ a site tree survey,
- ▲ an architectural conservation report on the existing structures,
- ▲ a preliminary site investigation,
- ▲ an ecological appraisal of the site, and
- ▲ a detailed survey of all the listed buildings on the site.

In addition to this analytical exercise, a steering group was formed between the GDA, DIT and HSE to explore the integration of the building briefs, to gauge the constraints that the site imposes, to identify the operational issues that would arise from the co-location of the two institutions on the site and, very importantly, to search out opportunities for efficiencies.

The outcome of all this preparatory work was:

- ▲ the production of a comprehensive bank of information for those architectural practices competing in the design competition, thereby creating a platform for the most appropriate design submission, and
- ▲ a keen and deep understanding of the issues and constraints that would need to be addressed to ensure a successful project.





*“Architecture should  
speak of its time and  
place, but yearn for  
timelessness.”*

Frank Gehry



Procuring a Master Planning Team

## Procuring a Master Planning Team



## Procuring a Master Planning Team

The master plan design competition was launched on 14 March 2007 with an advertisement in the EU Journal and in the national press.

The competition was for a contract to develop and complete a master plan for the Grangegorman site. This plan would set out a 3D vision for the development of the site including:

- ▲ a land use framework plan, locating buildings, roads, infrastructure, circulation paths, sports and open space;
- ▲ a broad architectural framework setting scale, orientation, and relationships of buildings;
- ▲ the treatment of historical buildings;
- ▲ the preparation of design guidelines for buildings and open spaces;
- ▲ the environmental approach;
- ▲ sustainability concepts;
- ▲ the treatment of landscape and habitat, and
- ▲ the solutions for access and mobility.

In addition the winning team would be asked to design the landscaping and public realm and, subject to the GDA's discretion, be retained to advise on the implementation of the master plan design objectives over the lifetime of the development.

The competition was launched with extensive publicity in the relevant media. The GDA, wishing to attract the best international and Irish practices, circulated information on the project throughout the architectural world, concentrating on the uniqueness and scale of the site in the heart of a European capital city, a site remaining relatively unchanged from its nineteenth century development origins.

Because of the scale and complexity of the development the team needed to have expertise across a range of disciplines, including: urban design, architecture, architectural conservation, landscape design, transport, civil engineering, sustainability and environmental analysis.





The competition involved three stages, with international jury members adjudicating on design quality, and with all stages overseen by a process auditor appointed by the GDA. Initially 28 consortia entered.

These were reduced to 10 and then to 5 who were asked to draw up conceptual designs to illustrate their vision for the site and to submit these designs in an anonymous state. From these submissions three teams were selected who were asked to produce final tenders and to attend for interview.

After this comprehensive procurement process Moore Ruble Yudell, architects/planners from California, in association with the Irish architectural practice of DMOD Architects, were appointed as the Master Planning Team. Their overall team also includes Arup (consulting engineers), Shaffrey Associates (conservation architects), Lützow 7 (landscape architects), Battle McCarthy (sustainability specialists), and Professor Bryan Lawson (health design expert).

Moore Ruble Yudell is one of the leading American architectural and planning practices. In 2006, the firm was awarded the American Institute of Architects (AIA) Architecture Firm Award, which is the highest honor that the AIA bestows on an architecture firm and recognizes a practice that consistently produced distinguished architecture for at least 10 years.

Moore Ruble Yudell have extensive experience over a wide range of architectural projects. They have been commissioned in many countries to produce college master plans and to create urban master plans and have designed individual academic buildings, research laboratories, student residences, schools, community buildings and performance centres.

Within the company the principal-in-charge of the Grangegorman project is a native of Dublin, James Mary O'Connor, who grew up in Phibsborough close to the site and who received his Diploma in Architecture from the Dublin Institute of Technology. Following his move to the USA where he undertook a Masters of Architecture from the University of California, Los Angeles (UCLA), James received the AIA Young Architect Award. He was cited as "a virtual ambassador for American architects... he brings excellence, humanity and honor to his profession."

The signing of the contract on a beautiful November day in the grounds of Grangegorman, was attended by the Taoiseach, Mr. Bertie Ahern T.D., and by the Minister for Education and Science, Ms. Mary Hanafin T. D., which reflected the continuing and strong support of Government for the project.

A photograph of a multi-story stone building with arched windows. In the foreground, there are tall, thin stalks of grass, some green and some brown. The text is overlaid on the upper half of the image.

*There are three forms  
of visual art: Painting  
is art to look at,  
sculpture is art you can  
walk around, and  
architecture is art you  
can walk through.*

Dan Rice



Developing the GDA Team

## Developing the GDA Team





## Developing the GDA Team

Throughout 2007 the GDA gradually built up its core staff. Two administrators, Michelle Murray and Emily O'Reilly, joined in January 2007 to assist the part-time Chief Executive, Kevin Dowling. This facilitated the early stage of information gathering and the start of the master planner procurement process.

In June 2007 the first full-time Chief Executive, Gerry Murphy, was appointed. In the Autumn of 2007 recruitment began for a Director of Finance and a Corporate Affairs Manager and these positions were filled in February 2008, by Philip L'Estrange and Nora Rahill respectively. This small team will be gradually augmented by other professionals as the project increases in scale.

In mid-year the GDA advertised a framework services contract to provide a long term consultancy resource for the GDA to augment its small staff. A consortium of W K Nowlan, Farrell Grant Sparks and Davis Langdon PKS, with a number of specialist sub-consultants, was awarded a contract in December 2007. Through this framework contract, the GDA has access to expertise in:

- ▲ Project management;
- ▲ Quantity surveying;
- ▲ Property;
- ▲ Financial and economic analysis;
- ▲ Civil, structural, mechanical and electrical engineering;
- ▲ Planning;
- ▲ Architecture and architectural conservation, and
- ▲ Health and Safety.

The first task for this advisory team was to start immediately in December 2007 in preparing the Strategic Plan for the development of the Grangegorman site. The required content of that plan is explicitly scoped out in Section 12 of the Grangegorman Development Agency Act 2005 Act ("GDA Act").





The background is a collage of various documents and images related to urban planning and architecture. At the top, a document titled 'The Grandegorman Development What Would You Like to See?' is visible, along with 'Draft Report on the Proceedings of the Consultation Workshops'. Below it, a document titled 'Growing our Future Together' from the 'St. Teresa's Gardens Regeneration Board' features a green plant growing from soil. To the left, a document with various icons and the word 'Future' is partially visible. The entire collage is set against a background of an aerial photograph of a city street grid.

*“Architecture is a  
social act and the  
material theater of  
human activity.”*

Spiro Kostof





Consultation and Communications

## Consultation and Communications



Consultation and Communications

## Consultation and Communications

The Grangegorman project carries specific communication and consultation requirements as enshrined in the GDA Act of 2005. These are in addition to the normal communications requirements of any large public project.

Section 22 of the Act requires the establishment of a Consultative Group and the Act mandates structured consultation on an ongoing basis over the life of the project. The members of the group represent the following stakeholders:

- ▲ Residents living in the Grangegorman neighbourhood;
- ▲ Patients and providers of healthcare services within the Grangegorman Neighbourhood;
- ▲ 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;
- ▲ The Minister for Health and Children;
- ▲ The Minister for Environment, Heritage and Local Government;
- ▲ The Minister for Education and Science, and any other body the GDA or the Minister for Education considers relevant.

The Consultative Group is a key formal mechanism for consultation. As a representative of stakeholders it offers an opportunity for dialogue, information exchange and feedback between the stakeholders themselves, and also with the GDA. The Consultative Group met on four occasions in 2007 and facilitated dialogue on the unfolding Grangegorman development. The minutes of and presentations made to that group are available on the GDA's website [www.ggda.ie](http://www.ggda.ie).

### Grangegorman Community

The Grangegorman neighbourhood includes multiple resident organisations, voluntary bodies and partnership organizations. To date, a total of 59 organisations have been registered under the process set out in Schedule 4 of the GDA Act.



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.

## Community Open Days

Two initial Open Days were arranged for the general public on 16 May and 17 May 2007 at two different venues, Park Inn Hotel, Smithfield and at the Holy Family Parish Centre, Prussia Street. 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.

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 held during September and October 2007.

## Community Workshops

The purpose of the workshops was to enable the local community, as an important stakeholder in the project, to articulate its aspirations and vision for the future development of Grangegorman.

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:

- ▲ 10 September 2007,
- ▲ 17 September 2007,
- ▲ 24 September 2007,
- ▲ 1 October 2007,
- ▲ 15 October 2007, and
- ▲ 20 October 2007 (at the offices of the GDA).





To assist the process 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 15 and 20 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.

A report on the proceedings of the six public consultation workshops was published by the GDA, distributed to local groups and participants and is available on the 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.

## HSE Consultation Meetings

The GDA in liaison with the HSE participated in two consultation meetings held with HSE local staff on 9 and 10 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 5 December 2007, co-ordinated 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.

## 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 6 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's 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 13 and 14 November, 2007 in DIT Aungier Street and Bolton Street 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's website.

## DIT and HSE Project Management Groups

Throughout 2007, the GDA held regular meetings with teams from DIT and HSE project group to explore and understand their building briefs and to gain greater clarity on their principal objectives and concerns.

DIT has a Campus Planning Office which co-ordinates across their whole institution and which located in 2007 to the same building as the GDA to assist in greater efficiency in communication and partnership.

The HSE assembled a working group representing their various service areas and their Estates/Project management office. Through this working group the HSE harnessed all strands of their organisation to ensure a comprehensive synergistic approach to the project.

Both organisations were well positioned to provide comprehensive requirements to the GDA when the master planners, Moore Ruble Yudell, and the strategic advisers, W K Nowlan consortium, commenced their work in December 2007.

*“The space within  
becomes the reality of  
the building.”*

Frank Lloyd Wright





## Appendices

# 1-5

Appendices 1-5

### Appendix 1

GDA Board

### Appendix 2

GDA Committees

### Appendix 3

GDA Consultative Group

### Appendix 4

GDA Staff

### Appendix 5

Functions of the Grangegorman  
Development Agency



# Appendix



## GDA Board

### Members as at 31 December 2007

Mr. John Fitzgerald  
(Chairperson)

Mr. Eric Allen

Mr. Bob Coggins

Councillor Emer Costello

Mr. Pirooz Dáneshmandi

Dr. Dominic Dillane

Mr. Brian Gilroy

Mr. Dick Gleeson

Ms. Maria Grogan

Ms. Bernadette Kiberd

Mr. Sean McCague

Mr. Gerry Murphy (Chief  
Executive)

Professor Brian Norton

Ms. Jacinta Stewart

Mr. Chris Wall



## GDA Committees

### Audit Committee

Ms. Jacinta Stewart (Chairperson)

Mr. Brian Gilroy

Ms. Maria Grogan

Mr. Chris Wall

### Strategy Committee

Dr. Dominic Dillane (Chairperson)

Mr. Bob Coggins

Councillor Emer Costello

Mr. Pirooz Dáneshmandi

Mr. Dick Gleeson

Ms. Bernadette Kiberd

Mr. Gerry Murphy

### Remuneration Committee

Mr. Sean McCague (Chairperson)

Mr. Eric Allen

Mr. Brian Gilroy

Professor Brian Norton



## GDA Consultative Group

### Members as at 31 December 2007

#### Dept. of Education and Science

Mr. Eamonn Cusack, PPP Unit

#### Dept. of the Environment and local Government

Ms. Gabrielle McKeown,  
Senior Planning Advisor

#### Dept. of Transport

Mr. Jim Humphreys, Principal Officer

Mr. Seamus Ryan, Assistant Principal

#### D.I.T.

Dr. Frank McMahon,  
Director of Academic Affairs

Ms. Melda Slattery, Public Affairs Officer

#### D.I.T. Staff

Mr. Paul Mc Sweeney,  
Academic Staff Representative

Mr. Michael Tomney, Staff Representative

#### D.I.T. Students

Mr. Andy Doyle,  
President DIT Students Union

Mr. Pat Kearney, CEO DIT Students Union

#### Dublin City Council

Cllr. Mary O'Shea

Cllr. Mary Fitzpatrick

#### H.S.E.

Ms. Anne O'Connor, General Manager,  
North West Dublin, Community Services.

Mr. Michael Quirey, Project Manager, Estates,  
Dublin North East Region.

#### H.S.E. Staff

Dr. Serena Condon, Clinical Director

Vacant

#### H.S.E. Service Users

Mr. Barry Kearney

Ms. Orla Treanor, Advocate

#### Public Representatives

Mr. Cyprian Brady T.D.

Mr. Tony Gregory T.D.

#### Residents

Mr. Danny Pender

Mr. Ken McCue



# Appendix



## GDA Staff

As at date of publication of this report

Chief Executive:	Gerry Murphy
Director of Finance:	Philip L'Estrange
Corporate Affairs Manager:	Nora Rahill
Communications Officer:	Ronan Doyle
Senior Administrator:	Michelle Murray
Administrator:	Emily O'Reilly



## Functions of the Grangegorman Development Agency

The GDA was established pursuant to the Grangegorman Development Agency Act 2005. The Minister for Education and Science set 10 May 2006 as the establishment date of the Agency, by means of SI 252 of 2006.

The general aim of the Act is to facilitate the development of the 73 acre Grangegorman site in Dublin as a modern campus for the DIT, to provide the HSE with upgraded primary health and social care facilities and to provide community access/facilities.

The GDA's overall function is to project manage the development in an integrated and sustainable manner

In broad terms, the functions of the Agency are to:

- ▲ Accept the Grangegorman site and DIT properties;
- ▲ Prepare a strategic plan;
- ▲ Decide appropriate procurement strategy;
- ▲ Consult with relevant organisations, representative groups and the local community;
- ▲ Dispose of DIT properties;
- ▲ Carry out construction;
- ▲ Return properties to DIT/HSE and any other educational body

The strategic plan that the GDA is required to prepare will set out the concept for the project along with a funding and delivery plan for the development of the Grangegorman site and must provide for:

- ▲ Education & health facilities;
- ▲ Access by residents;
- ▲ Services – roads, water, drainage and utilities;
- ▲ Public transport requirements;
- ▲ Refurbishment of protected structures;
- ▲ Recreational facilities;
- ▲ Research and development facilities;
- ▲ Development of commercial activities; and
- ▲ Development of the Grangegorman site in the context of land usage in the vicinity and in a manner that is sympathetic with its urban setting.

In creating the strategic plan for the Grangegorman site the GDA under the Act must also:

- ▲ Have regard to the Dublin City Development Plan; and
- ▲ Consult with certain stakeholders and other persons having a relevant interest.







**Grangegorman**  
Development Agency  
Gníomhaireacht Forbartha  
Ghráinseach Ghormáin

St. Brendan's Hospital, Grangegorman, Dublin 7

Tel: 01-8676070 | email: [ceo@ggda.ie](mailto:ceo@ggda.ie) | Web: [www.ggda.ie](http://www.ggda.ie)