

GRANGEGORMAN STRATEGIC PLAN Review



Grangegorman
Development Agency
Gníomhaireacht Forbartha
Ghráinseach Ghormáin

I. Foreword

The Grangegorman Development Agency published its Strategic Plan in 2011. The purpose of the Strategic Plan was to set out a road map clearly showing how the Grangegorman Development would roll out over time.

While the Agency had published its Masterplan in the year before, this document incorporated the Masterplan and explained how this plan would evolve, including phasing, funding and the socio-economic effects of that implementation. As a Strategic Government Infrastructure project, it was a statutory requirement for the Agency to write a Strategic Plan.

Over the past number of years, the document has proven invaluable, especially during the recent recession when it was necessary to look at imaginative and alternative ways of driving the project forward. The plan was fluid enough to allow the Agency to change and adapt whilst always moving in a known and definite direction towards the implementation of an award winning Masterplan. It is now time for a strategic review of the Grangegorman project and the 2011 Strategic Plan and that is the purpose of this document.

During 2016 and 2017, a series of Strategic Plan reviews took place. Apart from reviewing the progress of the Grangegorman project, these

sessions also gave the Agency the opportunity to revisit the strategic objectives of our stakeholders and to ensure we are aligning our implementation plan with them. Chapter III of this document includes some feedback and commentary from some of our major stakeholders during a key review.

Chapter IV of this document focuses on the 2011 Strategic Plan and, in particular, the aims and objectives that were set out at that time. Every one of these is reviewed and an update given on the current status. A lot has been achieved on the Grangegorman project over the past 10 years but there is a huge amount yet to be done. By reviewing where we have come from and by checking back on our original aims and objectives, we have the opportunity to refocus.

Chapter V shows the Conclusions and Next Steps for the Agency as we continue to deliver the overall strategic aims and objectives.

II. Achievements

Since the establishment of the GDA in 2006 a lot has been achieved on this important project even prior to 2011 when the Strategic Plan was published. Achievements over the past five years are as follows:

- Construction of the new replacement mental health facility, the Phoenix Care Centre.
- Major demolitions contract which cleared the site for new development.
- Grangegorman Planning Scheme adopted by Dublin City Council and approved by An Bord Pleanála.
- Development of a local employment charter for the project.
- Land transfers completed.
- New Dublin Bus parking area at Broadstone complete to allow development of the Luas Cross City and a major new entrance to the campus.
- Election of a Community Representative to Board and Consultative Group.
- Setting up of Community Liaison Committee.
- Student Integration Report published.
- Publication of and implementation of an arts strategy.
- Refurbishment of several listed buildings onsite to allow the first 1,000 DIT students to study at Grangegorman
- Major site infrastructure and public realm contract complete; this will allow new buildings to tie into all services for the campus
- New all-weather, GAA, Rugby and soccer pitches opened along with new playground for local children.
- Refurbishment of Clock Tower, GDA HQ.
- First phase of new site energy centre complete.
- New Primary Care Centre completed.
- Stabilisation of Protected Structures, Lower House, Church of Ireland building.
- Construction of Greenway Hub.

III. GDA Board Strategic Review Day

The GDA Board held a Strategic Review Day with stakeholders, with a view to discussing goals and objectives for the Agency over the following two to five years. The main objective of the day was to explore the major opportunities and significant challenges in delivering the Masterplan.

Department of Education & Skills (DoES)

Grangegorman is a flagship project in Higher Education and DoES welcomed the momentum that had now been restored to the project following the legal challenge to the PPP Quads. DoES will continue to work with the Agency with regard to Programme 3 Capital Funding and consider alternative approaches where possible with the private sector to have funds made available.

Health Service Executive (HSE)

There is a history of services and care in Grangegorman and the HSE emphasised its commitment to the long-term delivery of the Grangegorman project to ensure this continues. The HSE is keen that services are outward looking and that the colocation of health services and the new students coming on site assist with this, for example in raising mental health awareness.

Dublin City Council (DCC)

Grangegorman's Planning Scheme has been an unqualified success to date. DCC welcomes a campus without walls and sees the campus as a model for developing a smart city approach to urban and social regeneration. For the community it is important that the full Planning Scheme is delivered in the briefest time, and DCC hopes that the continued work of the Agency will achieve this.

Dublin Institute of Technology (DIT)

With DIT's relocation to Grangegorman there is an opportunity to reinvent education and create an environment whereby students are enabled to practically apply their knowledge. There is an opportunity to combine research and commercialisation enabling students and entrepreneurs to capitalise on opportunities and work across multiple disciplines collaboratively.

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Grangegorman Labour & Learning Forum (GLLF)

The Grangegorman Labour and Learning Forum has brought together a range of statutory and community organisations to address employment, education and business opportunities that would have real meaning for the community and leave a growing legacy when the development is completed.

Public Art Working Group (PAWG)

The nature of art has profoundly changed and a variety of outcomes could be envisaged from the Grangegorman Public Art Programme. The strategic decision to pool the funds available for public art in Grangegorman is an efficient use of public money and the various Pathways of this programme will deliver immediate and long-term opportunities for the local community.

Strategic Plan (SP) Chapter Number & Section	Strategic Plan Chapter Title & Outline	Status of the Aim/ Objective	Status narrative
SP Ch. 4.3	Design	Status	Comment
Aim 3	To relate the design of the Quarter to the existing neighbourhood character and to the strategic objectives of Dublin City Council for local area development.		The Grangegorman Planning Scheme was developed to ensure the new development had a positive relationship with the surrounding neighbourhood character.
Table 1 - Sample 'Status Review Schedule'			Aim or Objective has been met, or is significantly on target to be met.
			Aim or Objective requires additional direction, effort or funding (or a combination of supports).
			Aim or Objective requires significant additional direction, effort or funding (or a combination of supports) - without which it is not achievable.

IV. Review

Each of the Aims and Objectives contained in our Strategic Plan has been reviewed and tracked against progress. The current status of each is recorded in the following chapter.

The Strategic Plan (2011) establishes Aims (49) and Objectives (98). In each case a narrative outlines the aspiration of the Grangegorman Masterplan into distinct goals. The GDA has reflected on each Aim and Objective. The status of these are now scheduled in this chapter.

Table 1 on the preceding page provides a simple guide to this Review Schedule.



Reviewed Aims & Objectives as set out in the Strategic Plan








IV. Review - Chapter 2 Project Vision



- 2.1 Project Origin and Vision
- 2.2 Historical Context
- 2.3 Environmental Context
- 2.4 Planning Policy Context
- 2.5 Dublin Institute of Technology
- 2.6 Health Service Executive
- 2.7 Community and City



The Grangegorman Site as of October 2017
Image: Barrow and Coakley Aerial Photography






SP Ch. 2.1	Project Origin and Vision	Status	Comment
Aim 1	To satisfy the requirements of the Grangegorman Development Agency Act 2005.		The Board and Agency continue to address ways to satisfy the requirements of the Grangegorman Development Agency Act 2005
Aim 2	To develop a world class integrated campus for DIT – a flagship of development within higher education in Ireland, incorporating leading edge design, educational innovation and technology.		Programme I has been completed. This involved the Adaptive Reuse of 6 of the Protected Structures for educational use. The first students arrived onsite in September 2014 for the DIT School of Creative Arts and the School of Social Sciences. The delivery of the Central and East Quads will achieve the integration of 10,000 students at Grangegorman but additional efforts and direction will be required for delivery of Programme 3, which the GDA is currently developing.
Aim 3	To redevelop St Brendan's Hospital and other local clinical services on a state-of-the-art integrated healthcare campus which enables a high class service model to be delivered by the HSE.		To date, two projects have been completed for the HSE: the Phoenix Care Centre and the Primary Care Centre. Both these projects provide the HSE with excellence in design and address critical issues such as privacy and security. These projects address some of the healthcare needs of the local community and also the wider north city area.
Aim 4	To generate community benefit through enhanced physical environment, sport and recreational facilities, arts and cultural spaces, social and educational amenities, and economic opportunity.		The GDA with the Grangegorman Labour and Learning Forum, Public Art Working Group, the Community Liaison Committee and DIT Access, Civic and Community Engagement have developed projects to generate community benefit and continue to work with all the stakeholders to develop further opportunities.
Aim 5	To achieve excellence in architecture, urban design and sustainability and protect the architectural heritage of the site.		The Grangegorman Planning Scheme was developed to achieve excellence and to protect the architectural heritage of the site. The Agency is continuing to work with DCC to deliver this.
Aim 6	To develop a new City Quarter which links with and adds value to its surrounding neighbourhoods and the city in general and articulates Dublin City Council's Vision for the City.		The Grangegorman Planning Scheme was developed to ensure the new development had a positive relationship with the surrounding neighbourhood character and the Agency is continuing to work with the Stakeholders and DCC to deliver this.
Aim 7	To maintain a communication strategy throughout the delivery of the project that facilitates meaningful consultation.		The GDA Communications Plan was adopted and is in constant use in enabling consultation. In 2017 the Agency undertook a review and have identified further objectives to continue and improve.

IV. Review - Chapter 3 Consultation

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|-----|-------------------------------------|--------|---|
| 3.1 | Introduction and Aim | 3.8 | Public Representatives |
| 3.2 | Statutory Consultation Requirements | 3.9 | Educate Together |
| 3.3 | GDA Consultative Group | 3.10 | Other Stakeholders |
| 3.4 | Election of Local Representatives | 3.11 | Format Call for Submissions |
| 3.5 | Communication Tools | 3.12 | Communications Principles Going Forward |
| 3.6 | Consulting with Residents | → 3.13 | Conclusions |
| 3.7 | Consulting with DIT and HSE | | |



The Masterplan - Jennie Guy, John Beattie & Ella de Búrca, A Grangegorman Public Art Commission - June 2016
Image: Louis Haugh

SP Ch. 3.1/3.13	Consultation	Status	Comment
Aim 1	To maintain an effective communication strategy throughout the delivery of the project enabling appropriate consultation.		The GDA Communications Plan was adopted and is in constant use in enabling consultation. In 2017 the Agency undertook a review and have identified further objectives to continue and improve.
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		The GDA Communications Plan uses various tools to communicate with the relevant stakeholders, including regular annual reports, newsletters and e-mail bulletins to the registered recipients. The Consultative Group and Community Liaison Committee meet on a regular basis. The Agency currently employ two dedicated communications officers.
Objective 2	GDA will operate its Communication Principles throughout the Project to ensure a consistently high level of public consultation.		The Public and specifically local residents are invited to Information evenings, which are conducted prior all applications for planning permission and or prior to any contract works commencing on site. A liaison person for contractors is identified and contact details shared with residents.
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.		The GDA Website is used to communicate with our Stakeholders and wider interested parties giving them access to any public notices and/or advertisements. In addition, social media in the form of Facebook and Twitter are also used to publicise news and information concerning the project. A new website was designed and implemented in 2013.
Objective 4	GDA will maintain close liaison with HSE, Department of Education and Skills, and DIT throughout the planning, design and delivery phases of the Project.		The GDA attend and co-ordinate regular meetings with the primary stakeholders, namely the HSE, Department of Education and Skills, DIT and the community. In addition to the specific projects, wider issues for the development of the overall site are shared across all stakeholders.






IV. Review - Chapter 4 The Masterplan














- 4.1 Masterplan Purpose
- 4.2 Introduction to Masterplan
- 4.3 Masterplan Design
- 4.4 Masterplan Design Details
- 4.5 Landscape Design
- 4.6 Design Flexibility
- 4.7 Conservation
- 4.8 Movement and Transportation










An Croí
Image - Marie-Louise Halpenny



SP Ch. 4.3	Masterplan Design	Status	Comment
Aim 1	To realise the physical dynamic of the Grangegorman Project Vision.		Planning and implementation of the overall project vision is continuing, although at a slower pace than originally envisaged due to funding constraints.
Aim 2	To achieve a continuity in urban design whilst permitting architectural diversity.		The continuity (cohesiveness) of urban design has been achieved through the use of a small pallet of materials, fixtures and details treatment for the public realm. This has been supplemented by new buildings' adherence to the approved pallet of materials, colours and textures contained within the Masterplan. This aim will require continued collaboration between the GDA and different Architects engaged in the design process to ensure the diverse pallet is fully explored going forward across all projects.
Aim 3	To relate the design of the Quarter to the existing neighbourhood character and to the strategic objectives of Dublin City Council for local area development.		The Grangegorman Planning Scheme was developed to ensure the new development had a positive relationship with the surrounding neighbourhood character and the Agency is continuing to work with DCC to deliver this.
Aim 4	To provide the HSE with excellence in healthcare design, ensure accessibility of health services accommodation to the local area, appropriate levels and combinations of privacy, security, openness and legibility within a generally low density – high amenity environment.		To date, two projects have been completed for the HSE: the Phoenix Care Centre and the Primary Care Centre. Both these projects provide the HSE with excellence in design and address critical issues such as privacy and security. These projects address some of the healthcare needs of the local community and also the wider north city area.
Aim 5	To effect a fully integrated campus for DIT with optimal College inter-relationship and future-proof flexibility (and expansion capacity), appropriate levels and combinations of privacy, security, openness and legibility within a generally mid-density – high amenity environment.		Planning for the fully integrated campus has been agreed in principal with the DIT and building projects are at various stages of procurement or completion. The planning of these has included various options for adaptation and or expansion to meet changing needs. The delivery of the East and West Quads will achieve the integration of 10,000 students but additional effort and direction will be required for delivery of Programme 3.






SP Ch. 4.3	Masterplan Design	Status	Comment
Aim 6	To organise the Quarter to provide cohesiveness, collegiality and connectivity and to establish nodes of activity with strong, legible and animated routes connecting them.		Planning for the fully integrated campus has been agreed with the stakeholders and projects are at various stages of procurement or completion. The planning of these has taken into consideration cohesiveness, collegiality and connectivity. The definition of the fixed urban form, establishment of fixed routes and spaces will provide clearly articulated wayfinding and animated routes across the campus.
Objective 1	GDA will develop Architectural Design Guidelines to mandate the building design in the progressive development of the Quarter as per the Procurement Strategy.		The Architectural Design Guidelines are contained within the Strategic Plan and also in the Grangegorman Planning Scheme and signed off by the Masterplan Team.
Objective 2	GDA will position the Primary School and its private play ground close to existing housing, (and the proposed elderly housing) and in a location convenient for child and parent access.		The location of the Primary School is at the east end of Ivy Avenue, which is easily accessible from Grangegorman Upper, Rathdown Road and also the planned Luas Grangegorman stop and bus stops along the NCR. A playground is also planned directly adjoining the Primary School for use by the school during school hours and use by the public outside school hours.
Objective 3	GDA will establish a lighting strategy for the Quarter to ensure that the ambient light, sense of place and architectural impacts are optimised.		The GDA have completed a lighting strategy for the Public Realm areas. There is also a separate lighting strategy for the lighting of buildings on the site.
Objective 4	GDA will establish a signage and way-finding strategy to facilitate legibility, internal navigation and sense of place.		GDA have agreed a signage and external way finding strategy for within the site with the relevant stakeholders. The GDA have implemented the external way finding and building identification signage. External signage outside the site has been established through Dublin City Council and could be enhanced through improvements in additional finger post signs and road signage.







SP Ch. 4.3	Masterplan Design	Status	Comment
Objective 5	GDA will position the higher density mixed-use development at Broadstone Gate to reflect use and scale characteristics compatible to future possible development of Broadstone, market requirements, likely phasing of development and the ambition of a Science and Technology Park.		The Grangegorman Planning Scheme allows for higher density mixed use development at Broadstone to be realised. The Planning applications of these plots is subject to 3rd party appeals, as dictated by An Bord Pleanála.
Objective 6	GDA will orient buildings to optimise sustainability, utility, urban design continuity, public space and route quality and building aesthetics.		The GDA are working together with the appointed Architects to ensure that each of the buildings are orientated to benefit the sustainable objectives as well as meeting the urban design and movement objectives.
Objective 7	GDA will seek to ensure that a minimum sustainable building design standard of BER A is achieved throughout the Quarter.		The GDA have completed a Sustainability Strategy for the new urban quarter. The requirement to achieve a BER rating of A for the new buildings on the site has not been achieved at this stage, though most buildings are designed to achieve this target if and when the energy centre fuelled by a component of renewable energy is commissioned on site.
Objective 8	GDA will distribute student accommodation throughout the campus to encourage evening and weekend residential animation throughout, assist with passive supervision of the main arterial routes and the fields and to encourage vibrant use of public spaces.		Under the Grangegorman Planning Scheme, the student accommodation is distributed across the site and adjacent to St Brendan's Way and The Serpentine Walk to enhance surveillance out of normal college hours. The delivery of the 1st phase of the student accommodation on site is in procurement stage.
Objective 9	GDA will landscape the Quarter to incorporate key environmental characteristics in support of sustainable design including wind harvesting/cooling and storm water retention.		The Site Infrastructure and Public Realm contract has been completed for the main spine and core services. This includes a storm water management system and retention on site to comply with the maximum outfall rates permitted by Dublin City Council. Rainwater harvesting is also being used. There are no active wind harvesting or cooling systems in place, though cooling of buildings by natural ventilation is generally possible.
Objective 10	GDA will seek to retain a substantial majority of the existing mature trees of quality and will implement a comprehensive planting programme of native species to effect a high quality sylvan public realm.		The detailed design of the Site Infrastructure and Public Realm includes the retention of most of the trees that were designated to be protected in the Grangegorman Planning Scheme. Consultation with the DCC Parks department was undertaken and some of the trees were subsequently found to be not worthy of retention.

SP Ch. 4.3	Masterplan Design	Status	Comment
Objective 11	The GDA will carry out an assessment of the impact the proposed development may have on neighbouring properties utilising 'BRE Digest 209:Site Layout Planning for Daylight and Sunlight' as guidance and will address the findings of the assessment in the SDZ Draft Planning Scheme, in order to minimise any serious adverse impact that may arise from the development. Further studies will be carried out at the more detailed building design stage to optimise sunlight and daylight penetration.		An Assessment of daylight and sunlight was included in the preparation of the Grangegorman Planning Scheme. There were a number of sensitive areas adjacent to the site that were identified in this assessment and the Planning Scheme requires design flexibility to be adopted in order to minimise impacts to the existing environment.
Objective 12	The GDA will comply with Dublin City Development Plan 2011-2017 with regard to height and density of development.		The Grangegorman Planning Scheme sets out the overall building height guidelines for the site. These guidelines form part of any City Development Plan in force during the life of the Planning Scheme. The current City Development Plan was approved from 2016 until 2022.

SP Ch. 4.7	Conservation	Status	Comment
Aim 1	To establish and articulate the historical social, urban and architectural values of Grangegorman and to ensure these are suitably incorporated within the overall development		The Conservation and Cultural Heritage chapter in the Grangegorman Planning Scheme articulates the social, urban and architectural values of Grangegorman. The “...the lives we live” public art programme Pathway 2 has incorporated some elements of the social and cultural heritage of the site.
Aim 2	To integrate the historic structures of significance within the site in a manner which ensures that they contribute to the generation of spaces and places in terms of both physical layout and character and to protect and conserve these for future generations.		The Grangegorman Planning Scheme details the guidelines for the assessment of the historic buildings and structures within the site. The Planning Scheme also provides proposals and guidance in relation to retention, removal, interventions, use and settings of the buildings that occupied the site prior to work commencing.
Objective 1	GDA will retain, restore and re-use all of the Protected Structures with the exception of Connolly Norman Mews.		10 Protected Structures have been identified within the site which are to be retained and new uses found. To date, 7 of these structures have been adapted and reused, which required stabilisation and conservation works to be undertaken. The remaining 3 structures, The Lower House, The Clock Tower Building and the Church of Ireland all have undergone some stabilisation works to slow down the further deterioration of the building fabric, while funding is sought to fully restore these buildings and allocate a use for them. In addition, the surrounding wall that contained the site is also listed as a Protected Structure and has been repaired and adapted in places to create new entrances to the urban quarter.
Objective 2	GDA will seek to minimise interventions to the boundary wall so far as is practicable and consistent with achieving the Vision of a new and open Quarter.		A number of the existing openings in the boundary wall have been widened and a number of new openings also made to increase the permeability of the site.
Objective 3	GDA will seek to identify uses for the retained historic buildings which are compatible with their spatial layout, which will ensure full and useful occupancy and which will allow this important heritage to make a dynamic contribution to the cultural and functional character of this evolving urban quarter.		A number of compatible uses were found to occupy the Protected Structures on the Site, including student services and administrative support. In addition, there were a number of ancillary support uses found as part of the adaptive re-use works for the short term. The contracts for adaptive re-use works included stabilisation of the main building fabric.

SP Ch. 4.7	Conservation	Status	Comment
Objective 4	GDA will establish strategies for repair, intervention, adaptation and extension to the historic structures. These will include general and specific strategies and will also include approaches and objectives for upgrading of historic structures for increased thermal efficiency and other initiatives to achieve the Plan Brief objectives for greater energy efficiency and sustainable development.		A number of compatible uses were found to occupy the Protected Structures on the Site, including student services and administrative support. In addition, there were a number of ancillary support uses found as part of the adaptive re-use works for the short term. The contracts for adaptive re-use works included stabilisation of the main building fabric. The Agency is reviewing the energy usage and looking to provide greater efficiency.
Objective 5	The physical relationship between new development and existing Protected Structures will be carefully considered so that the intrinsic qualities of the Protected Structures are respected in a new setting of quality urban design and public realm.		The GDA are working together with the appointed Architects to ensure that all of the new buildings are respectful to the context of the adjacent Protected Structures and their attendant curtilage as well as meeting the urban design objectives outlined in the Grangegorman Planning Scheme.

SP Ch. 4.8	Movement & Transportation	Status	Comment
Aim 1	To ensure the provision of the necessary infrastructure and services to facilitate the maximum usage of sustainable modes of transport, such as walking, cycling and public transport.		There is adequate existing transportation infrastructure to serve the current population of the site. The LUAS Cross City became operational in December 2017 and additional Bus services are being proposed. DCC have installed Dublin Bikes at xx sites surrounding the campus. Various improvements to Public Realm have been developed, though not all have been implemented by DCC at this stage.
Aim 2	To ensure that the development facilitates internal routes and external connectivities to the advantage of the users of the Quarter, the local area in particular and the city of Dublin in general.		Permeability across site from Grangegorman Lower to North Circular Road was achieved on the opening of the initial Public Realm works in September 2014. Additional opening and access points at Fingal Place and Park Shopping Centre have increased the connectivity to surrounding neighbourhoods to the west. Similar connectivity to the East will be delivered in conjunction of the opening of LUAS Cross City.
Objective 1	GDA will work with Dublin Bus, Bus Éireann, The National Transport Authority, Irish Rail, RPA, Dublin City Council and other key transportation bodies to secure the optimum provision of public transportation connectivity and service for the Quarter and surrounding community and in particular to achieve an inter-modal transport hub at Broadstone Gate.		The GDA worked successfully with the state agencies involved with public transport to deliver Broadstone Plaza, a significant gateway to Grangegorman from Constitution Hill. This should be opened by Q3 2018 and allow for an inter modal transport hub for bus and Luas users.
Objective 2	GDA will develop a Mobility Management Plan for the Quarter and a comprehensive review of local traffic impacts and mitigation measures. The Mobility Management Plan will seek to minimise private car dependency.		Significant Traffic and Transportation studies have been undertaken to determine impacts and mitigation measures to the receiving environment. These form a good benchmark to measure impacts of new development and changes in the external environment but will be required to be updated on a regular basis. A site wide Mobility Management plan was commissioned and enhancement of Public transport infrastructure has been suggested as a mitigation method to reduce traffic impact caused by the development. Major stakeholders will be required to appoint user mobility managers to work with each organisation to ensure the traffic objectives are maintained.
Objective 3	GDA will seek to ensure that the Quarter secures the necessary connections to perimeter public transportation services and walking/cycling routes.		Various improvements to Public Realm surrounding the Grangegorman site have been identified by the GDA and there is ongoing discussions with DCC on implementation, e.g. Dublin Bikes.

SP Ch. 4.8	Movement & Transportation	Status	Comment
Objective 4	GDA will seek to procure within the development a limited provision of formal car-parking space for users and visitors to the Quarter generally underground and distributed to mitigate junction impacts. A limited regime of managed on-street parking will be further appraised with a view to facilitating events and sports in particular and providing surface animation and passive supervision in non-peak periods. Parking capacity will not exceed that determined by the Mobility Management Plan.		Only limited parking on site has been provided, less than the demand that exists, which is, in effect, minimising the traffic impact of the development. It is proposed that the incorporation of below grade parking associated with other future developments will allow the removal of the on grade solution. Funding for this car parking solution will need to be met. Major stakeholders will be required to appoint user mobility managers to work with each organisation to ensure the traffic objectives are maintained.
Objective 5	GDA will ensure that the Quarter is pedestrian prioritised with excellent amenity for both cyclists (including secure parking) and pedestrians.		The Public Realm has been partially delivered to the west side of Grangegorman Lower with pedestrian and cyclist priority. Additional routes will be delivered in tandem with the building plots as they are completed.
Objective 6	GDA will organise the street and walking route hierarchy to facilitate public pedestrian and cycle routes through the Quarter and to encourage links with other strategic routes throughout north Dublin.		Various improvements to Public Realm surrounding the Grangegorman site have been identified by the GDA and there is ongoing discussions with DCC on implementation, e.g. Dublin Bikes and wayfinding.
Objective 7	GDA will ensure that the design of all routes, access points and building entrances are fully accessible and also will ensure a good distribution of accessibility parking throughout the Quarter.		Accessibility and design for persons with mobility impairment have been taken into consideration in the detailed design of the Public Realm. Disabled parking spaces are distributed around the site and will be expanded in association with the continuous development of the Quarter.
Objective 8	The GDA will undertake a Transport Impact Assessment to consider possible impacts and develop appropriate solutions with relevant bodies.		A Traffic Impact Assessment of the site was undertaken as part of the Grangegorman Planning Scheme. This assessment was also developed in more detail in the Environmental Impact Statement that accompanied the Planning Application for the Site Infrastructure and Public Realm.
Objective 9	The GDA will prioritise parking for people with disabilities and cars forming part of a pooling or sharing scheme.		Parking places for disabled users are distributed across the site, as indicated on the Site Infrastructure and Public Realm planning application drawings. At this stage there is no formal car pooling operation on site.





IV. Review - Chapter 5 Implementation














- 5.1 Environmental Strategy
- 5.2 Planning Strategy
- 5.3 Development Delivery Plan
- 5.4 DIT Property Disposal Strategy
- 5.5 Site Engineering and Infrastructure-Sustainable Solutions
- 5.6 Complementary Mixed-Use Activities
- 5.7 Development of Social Infrastructure Projects
- 5.8 Access to the Quarter














Central Quad
Image: Eriugena




SP Ch. 5.2	Planning Strategy	Status	Comment
Aim 1	To secure planning permission to facilitate implementation of the Project and provide the future flexibility to allow for institutional development over time.		Grangegorman was designated a Strategic Development Zone in December 2010. The Grangegorman Planning Scheme was adopted by Dublin City Council in 2011 and approved by An Bord Pleanála in 2012.
Aim 2	<p>To achieve a high degree of confidence in planning outcomes and timeframe in order to:</p> <p>Facilitate procurement processes</p> <p>Allow predictable timeframe for disposal of DIT properties and phased occupation of the Quarter and</p> <p>Create a best match with available finance and professional resources.</p>		One of the benefits of the Grangegorman Planning Scheme is that it removes the 1st/3rd party appeal process, which provides a higher degree of certainty in relation to the time duration of the planning process. Note this is not applicable to the mixed use areas adjacent to Broadstone. As of Q2 2017, of the 25 planning applications submitted, only 2 decisions were not received within the 40 day period from the date of submission. Procurement, DIT property disposal and funding strategies have been supported by the Planning Approval.
Aim 3	To allow for early applications in respect of HSE facilities and schools.		The Phoenix Care Centre Planning application was granted prior to the implementation of the Grangegorman Planning Scheme. Current and future applications for the HSE have been /will be made under the Grangegorman Planning Scheme. The Primary School was originally planned as a 16 class room School but this was subsequently increased to a 24 classroom school, necessitating an amendment to the Grangegorman Planning Scheme which was granted in July 2017.
Objective 1	GDA will seek to secure SDZ status for the Grangegorman site and then develop the Masterplan into a Draft Planning Scheme.		Grangegorman was designated a Strategic Development Zone (SDZ) in December 2010. The Grangegorman Planning Scheme was developed from the Grangegorman Masterplan, adopted by Dublin City Council in 2011, and approved by An Bord Pleanála in 2012 after 4 observations were lodged.




SP Ch. 5.3	Development Delivery Plan	Status	Comment
Aim 1	To organise the sequence of development works to permit an orderly rollout of the Project.		The Agency is continually working with various programmes to manage the development of the site. Since September 2014 this has included the necessity to manage and maintain the DIT operations on site in addition to the Phoenix Care Centre and Primary Care Centre.
Aim 2	To achieve the earliest possible completion of the replacement health facilities for the HSE.		The Phoenix Care Centre was opened in 2013, which was the first completed development on site and allowed for the transfer of the mental healthcare services to a new facility which is now fully operational and has won awards for design. This also allowed for the site clearance and Site Infrastructure and Public Realm works to commence.
Aim 3	To progress the Project as quickly as possible consistent with economic efficiency, and appropriate mitigation of construction environmental impacts and subject to the constraints of planning and finance.		The GDA is continually working with the Department Public Expenditure and Reform, Education + Skills, HSE, DIT to plan and deliver an orderly roll out of the Masterplan. Unfortunately the uncertainty of the national and international economy has slowed the rollout of projects.
Aim 4	To move a minimum of 50% of the DIT student body into the new campus in a single first relocation from existing DIT accommodations and ensure concurrent provision of essential support services and amenities.		Due to the economic constraints imposed on the project a less ambitious target for the 1st phase relocation was agreed as defined as Programme 1. The completion of Programme 2 (Central and East Quad) will reach the 50% target of students on site at Grangegorman. Some of essential support services and amenities have been delivered in Programmes 1 and 2. Though the 1st phase of the new Library will not be delivered until programme 3. Temporary facilities will need to be put in place until programme 3 is completed which will require additional effort, direction and funding.
Aim 5	To enable the expeditious delivery of the permanent primary school.		The Agency is continually working with the Department of Education and Skills, to plan and deliver the permanent Primary School on the site. Unfortunately the uncertainty of the national and international economy over the past 7 years and the decision to increase the capacity of the school from what was included in the Grangegorman Planning Scheme has resulted in an extended time frame for this project. It is now anticipated that the school will be opened by September 2019 or early 2020, significantly later than originally expected.
Aim 6	To enable the delivery of DIT and HSE facilities that follow at later stages in an orderly manner without impairing occupied uses of the site.		Restrictions imposed on the construction traffic entrance points will mean that the development of some projects within the centre of the site will require some managed crossovers and/or diversions of pedestrians, cyclists and deliveries. Numerous studies of the impact of a phased delivery of the project have been undertaken by the Agency.






SP Ch. 5.3	Development Delivery Plan	Status	Comment
Objective 1	GDA will develop the HSE replacement accommodation as the first phase in order to meet the critical needs of local healthcare services and to allow the site to be vacated for the further development of the Quarter.		The Phoenix Care Centre was opened in 2013, which allowed for the transfer of the mental healthcare services to a new facility. This then allowed for the site clearance and Site Infrastructure and Public Realm works to commence.
Objective 2	GDA will work with HSE to complete design briefs for the first phase accommodation and to develop a decanting strategy for current HSE and associated occupation of the site.		The GDA have worked together with the HSE to develop briefs for the Phoenix Care Centre, the Primary Care Centre and a Residential Care Centre. In addition, the GDA have assisted the HSE with a decant strategy for the site, and will continue to work with the HSE for decanting of the Eye Clinic, Goirtin, and Transport services.
Objective 3	GDA will work with DIT to detail comprehensively their first relocation, to develop an aligned decanting strategy, and to refine arrangements for College movements to ensure alignment of academic and construction programmes.		The GDA have worked together with the DIT Campus Planning Team to develop decant strategies and worked together for the Adaptive Re-use Contracts and Greenway Research Hub to ensure an alignment of programmes. The GDA will continue to work with DIT as other facilities move to Grangegorman.
Objective 4	GDA will develop a Construction Management Plan to ensure an integrated approach to construction logistics as well as to manage local impacts and ensure effective application of GDA consultation principles.		The GDA have developed a Construction Management Plan for the site. They have also produced a series of Construction Management scenarios for various interactions of the Construction Programmes for the managed development of the site. They have also worked together with the contractors of the larger projects to develop more detailed construction movement plans, including Construction Traffic Management Plans. In conjunction with the GDA, all major Works Contracts have held public information evenings to discuss the proposed works with local residents and/or other interested parties.
Objective 5	GDA will plan the location of construction compounds and the boundaries of DIT construction sites to enable the expeditious delivery of the primary school.		The GDA have also produced a series of Construction Management scenarios for various interactions of the Construction Programmes for the managed development of the site. Due to the phased nature of the delivery of the various projects, the contractors' compounds will move around the site to suit various Works Contracts. In addition the GDA have provided some common shared facilities for Contractors, in relation to hoarding, access haul routes, street lighting, common contractors' compounds and parking. These provisions should assist the future contractor of the Primary School. Due to the changing nature of procurement and program different scenarios will need to be accommodated requiring addition time and direction.





SP Ch. 5.4	DIT Property Disposal Strategy	Status	Comment
Aim 1	To maximise the disposal value of the DIT property portfolio to fund the project.		GDA has appointed property advisors to advise on ways to maximise the sales proceeds of DIT Properties. A number of reports have been commissioned on the timing of sales , potential buyers, planning status and valuations. From the DIT portfolio of nine, four went to market and two of the smaller properties have been sold. Other properties were put up for sale.
Aim 2	To effect disposals in a manner that supports the project phasing strategy and enables unimpeded functioning of DIT.		Maintaining DIT operating capability during the transition to Grangegorman is paramount, therefore any property sales contract has to take the availability of teaching space into account. The GDA are looking at ways in which properties can be sold to generate proceeds while DIT can continue to utilise properties until new facilities are ready (Sale & Leaseback).
Objective 1	GDA will co-ordinate disposals and development to achieve an efficient and cost effective transfer from existing properties to the new buildings.		The GDA are continually updating programme planning, in conjunction with DIT Campus Planning and end users to align building completion, fit out, moving, decant and utilisation of new buildings.
Objective 2	GDA to select a sale strategy for individual properties in terms of timing and form which will best exploit the then current market possibilities.		Ongoing consultation with appointed Property Advisory Team regarding current and expected market conditions, potential buyers and current deals.
Objective 3	GDA to maximise the value of the DIT's portfolio and achieve the best possible prices and sale terms for individual properties.		Ongoing review of property market and identifying potential buyers and opportunities by appointed Property Advisory Team.






SP Ch. 5.5	Site Engineering & Infrastructure - Sustainable Solutions	Status	Comment
Aim 1	To ensure the provision of a sustainable supply of services - water, drainage, energy, telecommunications, security and waste disposal to meet the needs of the project generally and the Sustainable Energy Strategy in particular.		The Grangegorman Sustainability Strategy informed the design and specification of the site infrastructure, to serve the entire site up to the maximum capacity of 380,000 sq. metres . The initial delivery of this infrastructure (tranche 1 works contract) was completed in September 2014 to serve Programmes 1-3. The design of this system will support a phased expansion of the infrastructure to allow for future phases to be delivered.
Aim 2	To provide a sustainable waste management system for the development of the Quarter to serve the end users requirements as detailed in the briefs with suitable expansion capacity.		Waste is segregated and where possible recycled by external contractors.
Objective 1	GDA will mandate compliance with Department of the Environment 'Best Practice Guidelines' for Construction and Demolition Waste Management in the procurement of all construction works.		The Grangegorman Sustainability Strategy contains targets for a reduction in construction waste and policy for recycling waste generated. This will require ongoing direction.
Objective 2	GDA will put in place a waste management strategy to ensure that best practice in this area is integrated across the site.		In the absence of a Waste Management strategy, GDA are working with contractors to ensure best practice is being observed for the separate Stakeholders.
Objective 3	GDA will develop a centralised energy centre and utilities spine to convey essential services across the site such as will permit all building elements to connect.		The design of the Site Infrastructure is based on a centralised Energy Centre and primary ring main of electrical supply and a district heating system. The Site Infrastructure and Public Realm Tranche 1 works contract included the installation of the primary circulation circuits and spurs to serve the buildings envisaged in Programme 1-3. An expansion of this system will be required to serve some of the remote areas of the site. The GDA have been actively seeking funding to deliver this Energy Centre to enable the District Heating system to be commissioned.
Objective 4	GDA will ensure all site drainage systems are built to meet SUDS (Sustainable Urban Drainage Systems) standards and in all respects meet the requirements of Dublin City Council Drainage Division's standards and "Code of Practice".		The Site Infrastructure and Public Realm design developed a strategy for the incorporation of a Sustainable Drainage System (SuDS) for the site. This system requires all development on the site to meet a maximum outfall prior to collection into the sitewide attenuation system. This system was agreed with DCC Drainage department and is also embedded into the Grangegorman Planning Scheme.

SP Ch. 5.5	Site Engineering & Infrastructure - Sustainable Solutions	Status	Comment
Objective 5	GDA will ensure that the site water supply network is built to Dublin City Council Water Division Standard for New Water Mains in Private Property.		The site water supply network is built to Dublin City Council Water Division Standard for <i>New Water Mains in Private Property</i> .
Objective 6	GDA will ensure the implementation of sustainable water use strategies and measures for each building development.		The Grangegorman Sustainability Strategy sets targets for water use, harvesting and recycling of grey water.
Objective 7	The GDA will work closely with Dublin City Council in the design of adequate water services infrastructure to serve the quarter.		The GDA delivered a new Trunk Water Main to allow for a connection between the North Circular Road and Constitution Hill as per the agreement with DCC.

SP Ch. 5.6	Complementary Mixed-Use Activities	Status	Comment
Aim 1	To procure the development of commercial activities that will complement and support the core activities of DIT & HSE.		Only limited commercial activities have been possible to date. The inclusion of some was considered in the PPP Quads, though this was not continued due to advice received. Some commercial space is anticipated in association with Student Housing.
Aim 2	To procure the necessary accommodation to facilitate the Research and Development Strategy.		The Greenway Hub is the first research facility at Grangegorman. This is currently occupied by variety of startup businesses and researchers. Relocation of FOCAS and other commercial research facilities have yet to be funded.
Aim 3	To maximise the leverage of employment opportunities from the complementary commercial activities.		The incubation units are the first manifestation of commercial activity in Grangegorman with employment opportunities arising from these.

SP Ch. 5.6	Complementary Mixed-Use Activities	Status	Comment
Objective 1	GDA will seek to meet the needs of DIT in relation to accommodation for its student population by procuring circa 1,500-2,000 student accommodation units on campus.		Phase 1 of Student Housing (1,175 bedspaces) is anticipated by 2021.
Objective 2	GDA will seek to procure an Incubator and Innovation and Technology Transfer Centre.		The Greenway Hub includes 2 floors for Incubation units
Objective 3	GDA will seek to procure a range of mixed-use development at Broadstone Gate.		The mixed use plots adjacent to Broadstone have not yet been developed in any detail and are envisaged to be delivered later, once the core facilities have been provided. Submission for the relocation of the European Medical Agency was made but this did not proceed.
Objective 4	GDA will seek to procure Commercial Laboratories to commercialise DIT research.		Procurement of Commercial Laboratories has yet to be initiated and are envisaged to be delivered later, once the core facilities have been provided.
Objective 5	GDA will seek to ensure the provision of retail and food outlets of a standard and range expected by the occupants of a modern higher education and medical quarter and in a fashion complimentary to existing local retail provision.		Limited catering facilities exist on site to cater for the currently site population. Additional facilities will be delivered in tandem with the PPP quads and student accommodation. Some temporary facilities may be required until the main cafeteria space is delivered.

SP Ch. 5.7	Development of Social Infrastructure Projects	Status	Comment
Aim 1	To seek to secure, in addition to the general public amenity of the Project, social infrastructure through specific inclusion in the Project works of a public library, primary school and social housing for the mid-dependency elderly.		The recent economic constraints and limited funding made available in the capital budgets have limited the development of social infrastructure Projects to date.
Objective 1	GDA will work with Dublin City Council and DIT to secure the development of a local public library as an integral element of the DIT library complex.		The development of the proposals for the DIT Library (Academic Hub) includes space for a Dublin City Library at Ground floor in a 2nd phase as currently there is no funding available to procure this.
Objective 2	GDA will work closely with the Department of Education and Skills and Educate Together to secure the development of a primary school (and related play-grounds) with capacity for approximately 400 pupils.		The GDA are working with the Department to deliver a new 24 classroom Primary School by September 2020. This will include play spaces on various levels, in addition to a public play area.
Objective 3	GDA will work with Dublin City Council, Department of Environment, Heritage and Local Government and the HSE to secure the development of approximately 25 units of social housing for independent living of the disabled and frail elderly.		The GDA have not been able to engage with either DCC or the DoEH&LG to procure any social housing to date. They have, however, been able to develop proposals with the HSE for a 100 bed Residential Care Centre and also separate own door units for 12-15 beds in total.




SP Ch. 5.8	Access to the Quarter	Status	Comment
Aim 1	To allow the site to be opened up to adjoining areas to ensure permeability so that it can evolve as a new city quarter both for the stakeholders who are going to be located in the Quarter and for the people of Dublin.		Permeability between Grangegorman Lower and NCR was achieved on the completion of the Site Infrastructure and Public Realm contract in September 2014.
Objective 1	GDA to secure a major public point of entry to the Quarter through the CIE and DCC lands at Broadstone.		Broadstone Gate will provide pedestrian, cycle and vehicle access to the site from Construction Hill and is due for delivery in Q3 2018
Objective 2	GDA to liaise with the HSE, regarding adjacent lands at North Circular Road, and with the developer Albion Properties regarding lands adjacent to the Lower House quadrangle, in relation to integrated pedestrian access to the Quarter.		GDA have established a 99 year lease from DCC, which will allow for the removal of St Elizabeth's Court and opening up of the Green Finger from NCR. GDA have agreed a pedestrian access from Grangegorman Lower through the student accommodation/retail development to the lands south of the Lower House formerly owned by Albion Properties. Both Access routes are reliant on completion of adjacent Projects and Public Realm.
Objective 3	GDA to explore opportunities for further entry points to the Quarter from Prussia St.		Pedestrian entrances have been established to Prussia Street through Park Shopping Centre and Fingal Place. Negotiations with private land owners to establish entrances are ongoing. Dublin City Council have published a notice to amend the Planning Scheme, to broaden opportunities for connections through to Prussia St.
Objective 4	The GDA will support the principles of universal/inclusive access in line with Dublin City development Plan 2011-2017.		Public Realm areas within Grangegorman have had regard for the principles of universal/inclusive access.







IV. Review - Chapter 6 Operations





- 6.1 Research and Development Strategy
- 6.2 Public Amenity, Sports and Recreation
- 6.3 Arts and Culture Strategy
- 6.4 Sustainable Energy Strategy
- 6.5 Estate Management
- 6.6 DIT Access Policy










Site Infrastructure & Public Realm
Image: Marie-Louise Halpenny






SP Ch. 6.1	Research & Development Strategy	Status	Comment
Aim 1	To promote and enhance research, development, innovation and technology transfer and encourage new science and technology related business development and underpin the DIT institutional mission and national economic strategy and policy.		The GDA continue to work with DIT to determine opportunities for research, development, innovation and technology transfer and attract new science and technology related business to Grangegorman.
Aim 2	To significantly enhance the capacity of DIT to attract major research projects and permit a major growth in PhD output.		The GDA are continuing to work with DIT to enhance the capacity of DIT to attract major research projects.
Aim 3	To generate high added-value economic activity in the north inner city.		While it is difficult to determine the actual growth in economic activity resulting from the development of Grangegorman, the following developments would indicate an increase in activity over the previous 5-7 years: <ul style="list-style-type: none"> - Significant number of Planning Applications for Student Housing have been submitted. - Retail activity has increased in Smithfield , Prussia/Manor Streets. - Large commercial letting on Church Street by “Workday”. - Opening of the Luas Cross City Line. - Development of surrounding area.




SP Ch. 6.1	Research & Development Strategy	Status	Comment
Objective 1	GDA will seek to procure Dedicated Research Centre buildings and Research Institutes.		The Greenway Hub was completed in 2016 and included 3 floors for Environmental Sciences and Health Research.
Objective 2	GDA will seek to procure an Incubator and Innovation and Technology Transfer Centre.		The Greenway Hub was completed in 2016 and included 2 floors for DIT Hot House Incubation space.
Objective 3	GDA will seek to procure a Science and Technology Park.		Science and Technology of up to 60,000 sq metres is a permitted use in the Mixed-Use zone 3 adjacent to Broadstone Gate. No dates have yet been identified for the development of these plots.
Objective 4	GDA will seek to procure Commercial Laboratories for the Quarter.		Commercial Research and Development Laboratories are a permitted use in the Mixed-Use zone 3. No dates have yet been identified for the Development of this plot.
Objective 5	GDA will work with Enterprise Ireland and DIT to seek to secure start-up business space in the Science and Technology Park that would support local economic development.		Start-up business space is a permitted use in the Mixed-Use zone 3. No dates have yet been identified for the Development of these plots.
Objective 6	GDA will maintain a database of Grangegorman Project related data as a medium for learning and public policy development.		The GDA maintain a database of project related information that could be shared with other Development Agencies. There is also a significant amount of project related information available on our website. In addition, the GDA are regularly requested to either host visiting delegations or speak at conferences concerning this unique development. GDA are developing open data systems.





SP Ch. 6.2	Public Amenity, Sports & Recreation	Status	Comment
Aim 1	To ensure that the new Grangegorman Quarter is a publicly accessible environment.		On completion of the initial Site Infrastructure and Public Realm works in 2014, approximately 50% of what will be open space on the site was made available to the public. Some of this area is managed access such as the playing fields which need to be booked by clubs and/or schools. Additional public open space will continue to be delivered in association with other development.
Aim 2	To ensure that DIT achieves an excellent facility for student sports and recreation		Currently the all-weather pitch and courts together with a small gym are open on site. The grass pitches have been opened. Additional indoor sports facilities planned have yet to have funding allocated.
Aim 3	To ensure that the public realm is designed to offer real and meaningful social amenity to the local area as well as to those living, studying and working on the site.		The Public Realm areas opened to the public have achieved universal praise from the users from the surrounding areas, especially the playground, and also by occupants of the site.
Aim 4	To ensure that the campus sports facilities are designed and operated to provide both recreational amenity to the local community (particularly the schools) and field sports utility to existing user organisations.		DIT Sports are managing the accessibility of the playing fields, all weather pitch and courts area, which need to be booked by clubs and/or schools.




SP Ch. 6.2	Public Amenity, Sports & Recreation	Status	Comment
Objective 1	GDA will ensure the establishment of a management regime which provides open access to the Quarter.		The GDA have established the Grangegorman Estate Management Group (GEM), to manage the open spaces on the campus, this group has representation from all of the major stakeholders established on the site.
Objective 2	GDA will ensure availability of high quality children's play areas at key points of community accessibility. These play areas will be maintained in a good clean and safe condition at all times.		Playing fields, all weather pitch and courts area are maintained in a good clean and safe condition at all times. The Children's Play area near Pitch 2 is open and has been extremely popular with the local residents
Objective 3	GDA will seek to procure substantial provision for field sports.		The GDA as part of the Site Infrastructure and Public Realm have delivered two grass pitches, all weather pitches and courts.
Objective 4	GDA will seek to procure indoor sports facilities to include a swimming pool and provide a flexible multi-sport environment to meet the needs of DIT and provide capacity for HSE residential clients and community use.		A small gymnasium is available on site. Additional indoor sports facilities have been planned but have yet to have funding allocated.
Objective 5	GDA will work with DIT and consult with community groups to develop an appropriate operational regime to facilitate access by the community (particularly schools), existing user organisations, and HSE residential clients to indoor and outdoor sports and recreation amenities which are similar to existing levels of access.		DIT Sports are managing the accessibility of the playing fields, all weather pitch and courts area which need to be booked by clubs and/or schools. A similar system would be proposed as additional facilities come on stream.



SP Ch. 6.3	Arts & Culture Strategy	Status	Comment
Aim 1	To ensure that the Grangegorman Quarter enriches the cultural landscape of Dublin and in particular that the College of Arts and Tourism of DIT acts as an accessible medium for arts and cultural interaction with the local community and as an educational and development resource to the community.		A lengthy research and consultation process was undertaken as part of the development of the Public Art Strategy. This strategy was adopted by the Agency at the end of 2012 and led to the setting up of the Public Art Working Group (PAWG) tasked with delivering it. Under the PAWG ‘...the lives we live’ Art programme was launched in September 2015. Pathways 2, 3 and 4 of “...the lives we live” are all involving Artists and Community Groups from the wider Grangegorman Area. Separately the College of Creative Arts runs outreach programmes in the evenings, weekends, and over the summer period.
Aim 2	To consolidate the establishment of the Grangegorman Quarter as a destination in its own right and linking this new city area with the Museum Quarter at Collins Barracks, Kilmainham and to the Digital Hub/NCAD/ Thomas Street area.		“... the lives we live” public arts programme is helping to establish Grangegorman as a destination in its own right. Though at this time the site development completed to date is lacking the critical mass to sustain regular activity and or events. This will change significantly with the opening of the East Quad. Pathway 3 of “...the lives we live” was to commission a Cultural Mapping exercise for the wider Grangegorman Area. However, an alternative recording and digital archive of projects commissioned is being explored by the Agency. Linking Grangegorman to the other Art’s precincts has yet to be explored.

SP Ch. 6.3	Arts & Culture Strategy	Status	Comment
Objective 1	GDA will seek to procure, in association with the College of Arts and Tourism, a significant arts venue which will have a very significant public purpose as well as an academic purpose.		The East Quad will bring together all of the College of Creative Arts under the one roof, together with some other related schools such as Media and Social Sciences. This building will incorporate 3 specific performance venues that will be available to both the College and outside groups for performance, exhibition, and other events. A management policy to allow public access will need to be set up to allow for use by 3rd parties.
Objective 2	GDA will operate the Per Cent for Art Scheme and seek to ensure an art dynamic to both the architecture and public realm throughout the Quarter. GDA will work with Dublin City Council and DIT College of Arts and Tourism to establish an arts strategy to address both static and event based art activities related to the Project.		The GDA published its Arts Strategy in 2012. Following on from this, the GDA engaged a part-time Arts Co-ordinator to manage the Public Arts Programme entitled ‘...the lives we live’. This programme is funded through pooling the % for Art for each project up to the end of Programme 2. Pathway 1 of ‘...the lives we live’ public art programme is delivering a legacy sculpture which will be located between the East Quad and the Greenway Hub. This is a participatory artwork which will also be a visitor attraction. It is a signature artwork for Grangegorman and Dublin city.
Objective 3	The GDA will recognise and have regard to the Irish language as an important cultural aspect of the project and the Grangegorman site.		The GDA recognise and have regard to the Irish language and ensures that, where appropriate, it is incorporated in the project within the limits of the project team. The GDA have responded to correspondence in Irish as required. They have given Irish precedence in the Signage and Wayfinding Strategy developed for the site.
Objective 4	The GDA will recognise and have regard to the cultural and historic aspects of the site, including sports.		As part of the process for selecting the works commissioned to date, most require the artist to have regard to the Cultural and historic Heritage of the Site.
Objective 5	The Agency will have regard to stakeholders who have made positive contributions to Grangegorman when developing a naming strategy at the appropriate time.		A naming strategy for the public spaces has not been developed at this point in time. The naming of the Phoenix Care Centre was done under consultation. ‘...the lives we live’ Pathway 2 has involved 17 community-based projects. Some communities are working closely with the DIT SCA facilities. In addition, Pathway 6 has resulted in a partnership between the HSE and the arts community in long term lending to the Primary Care Centre opening this spring. Pathway 6 has also resulted in lending agreements with the Office of Public Works and DIT for long term lending of artworks on site.

SP Ch. 6.4	Sustainable Energy Strategy	Status	Comment
Aim 1	To achieve optimal sustainability and cost-efficiency in meeting the energy needs of the Quarter.		The GDA commissioned the preparation of a Sustainability Strategy which was adopted by the GDA board in 2012. The scoping of the strategy was undertaken through a series of stakeholder workshops attended by HSE, DIT and GDA. Projects completed to date have balanced costs with conservation of energy considerations. Adaptive re-use contracts were exempt from sustainability objectives due to short term use and limited funding.
Aim 2	To ensure an energy management system which minimises carbon emissions and which has the capacity, in association with other sustainability measures, to be developed to permit the Quarter achieve Zero Carbon status.		The Aim adopted in the Sustainability Strategy relating to Energy, Carbon and Climate Change was “The Grangegorman Urban Quarter will be zero carbon by 2050.” There were also incremental targets to be met before this date.
Aim 3	To establish an energy management regime consistent with the Project Vision in general and the Estate Management Strategy in particular.		Separate metering of energy consumption is being recorded for individual buildings, and separate systems within, with the view to establishing targets for the reduction in energy use by the users. This will allow for an annual energy audit and verification that targets for energy reduction are being met. Results are reported via the SEAI Monitoring & Reporting programme.

SP Ch. 6.4	Sustainable Energy Strategy	Status	Comment
Objective 1	GDA will establish a flexible mixed medium energy generation and management system with capacity to incorporate renewable fuel boilers, solar water heater panels, gas powered CHP and ESB power supply as the principal media with possible supplementation from geothermal heat, wind turbines and photovoltaic systems. The energy generation and management plan will be refined to reflect emergent technologies and opportunities up to the point of procurement.		The GDA have prepared a number of feasibility studies and Cost Benefit Analyses for an Energy Centre on site. To understand the optimum balance of cost and renewable energy, a mix of fuels and generations technology were examined. The strategy adopted by the GDA is to deliver the generation by means of a series of modules that can be commissioned separately and increase the output to meet the phased development of the Campus, and increase the ability to generate energy on site in a renewable manner to reach the Carbon Neutral Aim.
Objective 2	GDA will develop a central energy centre to accommodate CHP and other energy plant.		Planning is significantly underway for a central energy centre with phased development proposed consisting of CHP and ability to accept other renewable fuels. Phase 1 was completed as part of the Site Infrastructure and Public Realm works contract. Construction has not yet commenced on subsequent phases due to a lack of capital funding.
Objective 3	GDA will, so far as is reasonably practicable, design in sufficient flexibility to the central plant and infrastructure that future technologies and external energy uses may be readily incorporated.		The modular strategy of the design of the Energy Centre has been adopted to allow for flexibility and possible incorporation of future technologies, and to include the possibility to export energy back into the grid or using an expanded wider district heating system.
Objective 4	GDA will ensure that whilst HSE phase 1 may be operational before construction of the Energy Centre and plant, it may readily and without significant redundancy be connected into the central system subsequently.		Buildings that have become operational prior to the operation of the Central Energy Centre have all been designed to allow for future connection to the Grangegorman District Heating System.

SP Ch. 6.5	Estate Management	Status	Comment
Aim 1	To ensure a sustainable maintenance management regime for the Quarter which upholds the Project Vision and is equitable amongst facilities occupiers in terms of authority and accountability.		The GDA established the Grangegorman Estate Management Working Group (GEM) from representatives of the stakeholders and the Agency to guide the sustainable management of the Estate, focusing on the external areas of Public Realm and Site Infrastructure. In addition, they have to liaise with the site wide development programme, to minimise disruption to normal activities and mitigate against any construction related disturbance or nuisance.
Objective 1	GDA will evolve the estate infrastructure, landscape and utility services systems in association with DIT and HSE and in close consultation with Dublin City Council and establish a maintenance management regime and related corporate structures as appropriate.		<p>The Grangegorman Estate Management Group (GEM) have allocated responsibility for the management and maintenance to various 3rd parties.</p> <p>Dublin City Council will continue to maintain the public road and pavements, in addition to mains water supply, storm water and sewerage disposal from the agreed outlets and values.</p>
Objective 2	The GDA will assist DIT in creating a Campus Liaison committee . This committee will build on DIT's existing relationship with the community and will assist in the campus community interface. It will be made up of DIT staff, Student Union members, the HSE, local community representatives, local schools, community organisations, the Gardai and others as issues determine.		<p>The GDA have been instrumental in setting up a Community Liaison Committee, which is made up of a number of representatives from stakeholders.</p> <p>The Committee was established by the GDA in 2011 and includes DIT staff, Student Union members, the HSE, local community representatives, local schools, community organisations, and the Gardai. This group covers all aspects of the project which have an impact on the community and is a forum for information to flow into and out of the Agency. The meetings take place one week before the GDA Board meeting so that any issues arising can be brought to the Board where necessary.</p>





SP Ch. 6.6	DIT Access Policy	Status	Comment
Aim 1	GDA will work closely with DIT in planning, designing and delivering the Project so that the completed academic campus can support the delivery of DIT access policies.		The GDA are continuing to work closely with DIT in planning, designing and delivering the entire Project, including those that specifically support the delivery of DIT access policies.
Objective 1	GDA will deliver appropriate facilities for DIT including sporting and cultural facilities to support the delivery of DIT access policies.		The GDA are continuing to work closely with DIT in planning, designing and delivering sporting and cultural facilities that support the delivery of DIT access policies.






IV. Review Chapter 7 Socio-Economic Impacts






- 7.1 Introduction and Aims
- 7.2 Principle Areas of Impact
- 7.3 Additional Benefits
- 7.4 Cost Benefit Analysis



Adaptive Reuse, Rathdown House
Image: Marie-Louise Halpenny

SP Ch. 7.1	Introduction and Aims	Status	Comment
Aim 1	To promote sustainable development, to maximise the potential of Grangegorman and to improve the quality of life of its residents.		The Masterplan when completed will increase the utilisation of the valuable landbank close to the centre of Dublin that is already served by an established physical and social infrastructure. This sustainable development will also provide new services and opportunities for the surrounding residents and communities.
Aim 2	To facilitate opportunities for the creation of employment in the Grangegorman area.		The GDA was instrumental in the establishment in 2010 of the Grangegorman Labour and Learning Forum (GLLF) and remains a key member of the Forum. The GLLF is a voluntary body comprising representatives from a wide variety of organisations and stakeholders working with local communities. Its primary aim is to seek to maximise benefits and opportunities for local communities from the Grangegorman development, particularly in terms of employment, education & training, and business & enterprise. In 2011 a full-time Employment & Training Coordinator post located in the GDA was created to support the work of the GLLF. Periodic GLLF socio-economic studies of the Grangegorman area provide an evidence-base for projects and initiatives. The GDA introduced the Grangegorman Employment Charter in 2012.
Aim 3	To protect, conserve and enhance the character, appearance and amenity of Grangegorman, especially as regards its landscape quality, the built and natural environment.		The Masterplan for Grangegorman recognised the cultural heritage of the site and its former institutional use, and promoted the retention of a significant number of existing buildings and trees. The retention of these elements adds character and a sense of place which in turn promotes urban regeneration to the surrounding locality.
Aim 4	To enhance the provision of effective leisure, recreational, community and other facilities and services.		The Masterplan for Grangegorman includes for some leisure, recreation, community and other facilities and services to be available to the local residents as well as DIT staff and students and HSE Staff and Patients. These are reliant on the wider commitment to deliver the critical mass that will support these facilities and ensure they are effective and sustainable.

SP Ch. 7.4	Cost Benefit Analysis	Status	Comment
Objective 1	GDA will work with DIT to seek to ensure the provision of its required educational facilities so as to create opportunities to sections of the community that have been unable to access third level education opportunities.		The GDA continues to collaborate with DIT's Access and Civic Engagement Office via the GLLF and the Employment & Training Coordinator to promote access to third level education with local DEIS schools. In 2012, the GDA, DIT and CDVEC developed and delivered a 'Next Steps' learning programme which focused on Maths and Science subjects and was offered to local adults to support their educational progression. From 2015, the GDA was also instrumental in the development and implementation of the Grangegorman Area-Based Childhood (ABC) programme which included provision for the formal and non-formal upskilling of 'non-traditional learners' working in local early years' services. The GDA through the GLLF is a partner in the Access to Apprenticeship programme being delivered in 2017-18 by DIT with philanthropic funding from JP Morgan Chase. The aim of the programme is to support young people experiencing economic and social disadvantage to access apprenticeship programmes.
Objective 2	GDA will work with HSE to seek to ensure the improvement of primary healthcare services available to the population of the Grangegorman area.		The GDA have worked with the HSE in the delivery of both the Phoenix Care Centre and the Primary Care Centre, the latter will service both the local Grangegorman Area in addition to a wider catchment for some specialist services.
Objective 3	GDA will work with transportation bodies to promote the Quarter through stronger communication links with road and rail networks to encourage and facilitate economic growth and contribute to wealth creation.		GDA are working with Transport for Ireland (TFI) in planning for improvements to the public transport routes to include increasing the frequency of existing services and/or looking at modifying existing routes to increase the level of service to Grangegorman. TFI have also provided real time display at the main bus stops and in buildings on campus, in addition to journey planning apps available on line. The GDA are also looking at developing interactive wayfinding using portable devices to assist visitors to find their way when visiting the Campus.
Objective 4	GDA will explore the means to create local employment opportunity in the construction of the Quarter.		Since 2012, the GDA has implemented the Grangegorman Employment Charter. The Charter seeks to maximise opportunities for local people in the construction of the quarter and requires contractors to ensure that a minimum of 20% of new jobs are on offer to residents of the Grangegorman neighbourhood in the first instance, and after that, to people living in surrounding areas. Vacancies are advertised and filled in collaboration with local Intreo area offices and the Local Employment Services Network. To date, most contractors for medium and large projects have been able to achieve these targets.
Objective 5	GDA will seek to ensure the creation of employment in the Grangegorman area through the creation of jobs in the services sector.		The GDA, through the GLLF Business & Enterprise Group, is working with the local business and enterprise community to build a supportive agenda for the development of business and enterprise in the area, particularly for SMEs and micro-businesses. Initial supports identified have included information needs, networking opportunities and spaces, and mentoring. Work is also underway on the development of opportunities for DIT students to work with, support and learn from local businesses.

SP Ch. 7.4	Cost Benefit Analysis	Status	Comment
Objective 6	GDA will seek to create an area attractive to new economic development to assist in achieving the socio-economic aims of the development.		The GDA recognise that the regeneration of the former St Brendan's Hospital has encouraged economic development of areas around the site. Plans for the redevelopment of the Park Shopping Centre have been lodged for planning approval. A number of proposals for Student Housing have either commenced construction or are awaiting planning permission. Together with Grangegorman these developments appear to be supporting some gentrification of retail, restaurants and bars within Dublin 7 and its environs.
Objective 7	GDA will work particularly with DIT and Enterprise Ireland to seek to help attract inward investment thus assisting in the economic regeneration of the area in achieving the socio-economic aims of the development.		The GDA have collaborated with DIT and Enterprise Ireland in setting up the Incubation units within the Greenway Hub. Additional opportunities will arise with subsequent programmes being implemented. The recent arrival of large multi nationals such as "Workday" to Smithfield also shows that the area is attracting new investment and job opportunities. This will require additional ongoing effort.
Objective 8	GDA will seek to ensure the provision of leisure, recreational, community and other facilities and services in line with the socio-economic objectives to improve the quality of life for local residents, DIT students and staff, HSE staff and service users.		The Masterplan for Grangegorman includes leisure, recreational and community facilities. In addition the Agency will review equality issues that are relevant to their functions and address these in line with the public sector duty under section 42 of the Irish Human Rights and Equality Commission Act 2014.
Objective 9	GDA will seek to ensure improvement in the provision of local facilities and services.		The GDA was instrumental in establishing the Grangegorman Area-Based Childhood (ABC) programme in 2015 and has been central to development and implementation of its various initiatives. The ABC programme aims to improve outcomes for children, young people and their families who experience disadvantage with a particular emphasis on improving health, educational and social outcomes for children and young people, and on improving the effectiveness of existing services for them. The programme has also enhanced inter-agency working in the area.
Objective 10	The GDA will explore means of prioritising job opportunities for people with disabilities during construction and operation phases.		The GDA and DIT have a commitment to deliver job opportunities for people with disabilities. The Labour and Learning Forum are looking at ways to prioritise opportunities in partnership with artists for the delivery of Public Art Projects.






IV. Review - Chapter 8 Project Funding







- 8.1 Cost Categories and Phases of Development
- 8.2 Funding of Core Public Facilities
- 8.3 Procurement
- 8.4 Proposed Procurement Strategy
- 8.5 Conclusion on Funding



Grangegorman Primary Care Centre
Image: Donal Murphy

SP Ch. 8.2	Funding of Core Public Facilities	Status	Comment
Aim 1	To secure the funding necessary to deliver the Project taking account of the Government Decision in 2002 and to align with Project Vision and in line with Delivery Strategy.		The Project has been sub divided into 5 separate programmes for planning, programming, delivery and funding purposes. Budget submissions to Stakeholders are prepared by Programme. HSE health projects are funding directly and in total by HSE. The potential for self funding of projects is explored and sources of funding other than DIT property and Government Grants is considered.
Objective 1	GDA will seek to realise the maximum contribution to project funding from judicious implementation of the DIT Property Disposals Strategy.		GDA have appointed Property Advisors and will continue to work with Stakeholders to realise maximum contribution.
Objective 2	GDA will work closely with the appropriate authorities to determine the quantum of funds available under the Government Grant, the timing of the availability of capital funding and the extent of the translation into PPP Government Credits.		Applications are made to Government for Capital Grant monies. The Project has received funding for educational and HSE projects. Programmes 1 and 2 funded to date. Funding for Programme 3 has been applied for.
Objective 3	GDA will work closely with DIT and HSE to seek to ensure the maximum funding leverage from commercial funding sources including PPPs and commercial joint ventures towards the delivery of all facilities of the Project Vision.		The suitability of projects for PPP funding is assessed. The Central and East Quads are currently being procured under PPP and one other project may be considered. The use of a commercial joint venture is being considered for the development of the mixed use development for HSE.
Objective 4	GDA will work closely with Government Departments and the NDFA to examine supporting funding tools such as GDA borrowings, refundable grants and a student accommodation tax incentive scheme.		Due to State budgetary constraints, GDA is not currently and will not be in a position to borrow on its own account. Tax incentive schemes for Student Accommodation are not part of Government fiscal planning. Student Accommodation projects are commercially viable without tax incentives.

SP Ch. 8.3	Procurement	Status	Comment
Aim 1	To procure the various elements of the Project in a coherent and integrated process which delivers the quality of built environment and the operational and maintenance management regime appropriate to the Project Vision, supports the project phasing strategy, fits the project funding strategy and, subject to the foregoing, provides the best overall value for money.		Procurement is managed in a coherent and integrated manner to deliver an appropriate quality, while supporting the project phasing strategy, the project funding strategy and the best overall value for money.
Objective 1	GDA will bundle elements in line with the Phasing Strategy and with reference to optimal procurement methodologies as determined by funding and cross funding aspects of the building elements.		Optimum procurement strategy for each project is evaluated on a number of factors including programme, funding, and context of the site relative to other developments. Bundling is considered for works of a similar nature, scale and complexity. Use of Framework Contracts is also considered for flexibility while still representing value for money.
Objective 2	GDA will ensure that procurement arrangements and contracts are designed to ensure delivery of a quality built environment and an operational and maintenance management regime appropriate to the Project Vision.		Evaluation criteria for award of contracts included quality criteria in addition to cost. This is also important for projects that include the procurement of Operational and Maintenance Services.
Objective 3	GDA will work closely with HSE, DIT, Government Departments, HEA and NDFA and other relevant parties to ensure the optimal procurement methodology that provides value for money for the State		GDA have and will continue to liaise with other relevant parties to determine optimum procurement routes. Delays to PPP and DBOFM routes for the Two Quads and Student Accommodation caused by 3rd parties have impacted on other programmes.

V. Conclusion

Since the publication of the Strategic Plan in 2011, the Grangegorman Development Agency has been working towards implementing each and every aim and objective contained within the document.

The first phase of the Grangegorman project to be developed was the Replacement Mental Health Facility. On completion, this opened up the site to prepare for the Site Infrastructure and Public Realm works. In the case of the Grangegorman project two very significant outside events have had major impacts on the project. They are the international recession of recent years, which Ireland is just emerging from, and the High Court Case taken by one of the unsuccessful bidders for the construction of the Central and East Quads (via PPP Contract).

In November 2011, all capital funding for the Grangegorman Development was withdrawn which effectively shelved the project. However, it was by looking to the Masterplan and the Strategic Plan and looking creatively at potential sources of funding that the Agency was able to proceed with planning and drive the project forward.

The need for the Agency to ensure the preservation of Protected Structures, the fact that the new replacement mental health facility, the Phoenix Care Centre, was almost complete and the possibility of DIT exiting leased buildings were all utilised to keep the project moving.

This momentum put the Grangegorman Development in the best possible position to then be chosen by the Government as a flagship project when they were looking to revitalise the construction sector with new public infrastructure projects.

The High Court Case was unfortunately a process that did stall the signing of contracts for the major PPP project to deliver the Central and the East Quads and this was very much out of the Agency's control. The process ran its course and led to an unexpected delay of over 2 years.

The coming years will be busy and will see the Agency complete some important new infrastructure from both a health and education perspective. Such projects include a permanent home for Dublin 7 Educate Together National School; a new residential care neighbourhood for the elderly; four major buildings for DIT which will cater for over 15,000 students; a new centralised district heating and energy centre; student residential accommodation; as well as further social and recreational facilities across the site.

The Agency is currently developing a ten-year plan, which will encapsulate all of the above projects and will set out a programme for the coming years, which ensures the site is developed in a logical and manageable way. It is vital that as each piece of the jigsaw is unlocked the pieces are put in place as soon as possible. In addition to the onsite developments, the Agency must ensure that new openings onto the site such as Broadstone Gate and new adjacent private developments, such as Park Shopping Centre are progressed to further enhance site accessibility and permeability.

We will continue our work on completing the public realm and bringing all of the Protected Structures back into use. These works and other remaining projects will help achieve the delivery of all health services in Grangegorman, the consolidation of DIT campus at Grangegorman as per the new National Development Plan 2018-2027, and the creation of a world-class urban quarter for everyone.

The Agency will continue to work hard with all of our stakeholders and partners to keep the project moving forward as it has done to date. It will strive to fulfil the Masterplan Vision in accordance with the Strategic Plan regardless of what may arise in the coming years, and secure the necessary public funding to fulfil the Masterplan vision, realise all the major objectives of the strategic plan and optimise the leverage of non-exchequer funding.

We are confident that together we can make the new Grangegorman Urban Quarter a place that retains its historical architectural value and integrates innovative design into the fabric of Dublin City .

Next Steps

The consolidation of the...campus at Grangegorman is a critical flagship infrastructural project...

Rialtas na hÉireann
Government of Ireland
Project Ireland 2040 | National Planning Framework

