

## Claremont Development

Howth Road, Howth County Dublin

### PLANNING STAGE ESTATE MANAGEMENT STRATEGY



## ESTATE MANAGEMENT STRATEGY REPORT

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## 1.0. INTRODUCTION

Aramark Property were instructed by Marlet (Atlas GP Limited), to provide a report on the estate management strategy of their proposed scheme Project Claremont at Howth Road, Howth County Dublin.

### **Development description:**

The proposed development will occur at a site bounded to the south by the Howth Road, to the east by a private dwelling, to the north by the DART line, and to the west by Local Authority lands. The site incorporates the former Techrete manufacturing facility, the former Beshoff's Motors showroom, and the former Howth Garden Centre.

The proposed development will include the demolition of all structures on site (c.8,162sqm GFA) and excavation of a basement. The proposed development comprises of the provision of a mixed use development of residential, retail/restaurant/cafe uses and a creche in 4 no. blocks (A to D), over part basement. Blocks A, B, C and D with a height up to a maximum of seven storeys of apartments over lower ground floor and basement car parking levels (a total of eight storeys over basement level). The residential component will consist of 512 no. residential units. The proposed development includes the provision of two vehicular entrances on to Howth Road, excavation of basement to provide for car parking, plant, waste storage and ancillary use. Additional car parking spaces shall be provided at lower ground floor level. A total of 439 no. car parking spaces and 1,335 no. bicycle parking spaces, including 49 no. bicycle spaces to cater for the retail units and creche shall be provided. One vehicular access is located at Block A, serving car parking spaces. The second is at Block C, providing access to the basement, residential and retail parking, and a service area for the retail units. A service route will be provided along part of the northern perimeter of the site with access from the western end of the site at a junction with Howth Road and at the main vehicular entrance at Block C;

A publicly accessible walkway/cycleway to the north of the site shall be provided at podium level. A civic plaza will be provided between Blocks D and C, and a landscaped park to the west of Block A. A channel to the sea for the Bloody Stream with associated riparian strip shall be incorporated as a feature within a designed open space between Blocks A and B. Communal gardens will be provided for Blocks A, B and C;

The residential component consists of 512 no. residential units, which includes 4 no. studio, 222 no. one bed, 276 no. two bed, 10 no. three bed apartments, and communal facilities of 708 sqm. Ground

floor units onto the Howth Road will have own door access. The units will be served by balconies or terraces on all elevations;

Block A, with a maximum height of seven storeys of apartments over lower ground level car park (a total of eight storeys), will provide for 234 residential units, with residents' amenities to include a gym, residents' lounge, residents' support office, and 2 no. residents' multi-purpose rooms. Block B, with a maximum height of seven storeys of apartments over lower ground floor and basement car park (a total of eight storeys over basement), shall provide for 154 no. units, residents' lounge, residents' multi-purpose room, and creche of 236 sqm with outdoor play area. Own door access will be provided at ground floor. Block C, with a maximum height of seven storeys over basement car parking (a total of seven storeys) will provide for 83 no. residential units in two wings over a retail unit and Block D, with a maximum of 6 storeys over basement, shall provide for 41 no. residential units over retail units;

The commercial component in Blocks C and D consists of 4 no. units with 2,637 sqm gross floor area. In Block C, it consists of a 1,705 sqm anchor unit, accessed from the civic plaza. In Block D, it consists of a restaurant (243 sqm) and retail unit (603 sqm) and café (86 sqm). The restaurant and retail units are accessed from Howth Road, and the café is accessed from the upper level of the civic plaza.

The proposed development includes the provision of public and communal open space, green roofs, landscaping, boundary treatments, set down locations, substations, meter rooms, waste management and all ancillary site works, including upgrading of the public paths along Howth Road and relocation of bus stop in new setback with a bus shelter. Two set down areas are provided at either end of the site;

The gross floor area of the proposed development is 48,252 sqm (excluding enclosed car parking) on a site of 2.68 ha.

## 2.0. SUMMARY OF RELEVANT EXPERIENCE

Aramark Property is the largest dedicated property management provider in Ireland, with over 40 years' experience on office, retail, residential and mixed-use developments. Some of our relevant case studies on major mixed-use schemes that involve public realm and estate management would be:

- The Irish Life Centre
- Capital Dock
- Georges Quay
- Parts of the IFSC such as Georges Dock 2,3,4 & IFSC House
- Beacon South Quarter
- Tallaght Cross West
- Riverside 4 – SJRQ Estate
- Major retail schemes such as Dundrum Town Centre, Ilac Centre, Nutgrove Centres
- Numerous residential, retail, and industrial parks

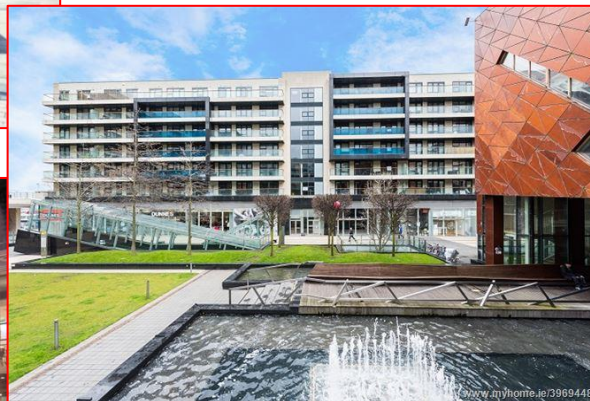
Our role within these developments includes the property management of the estate areas as well as management of some individual stakeholder's multi let and FRI properties. Each estate has a number of interested parties and it is Aramark's role to maintain the estate to a high standard as well as meeting the requirements of the different interested parties.



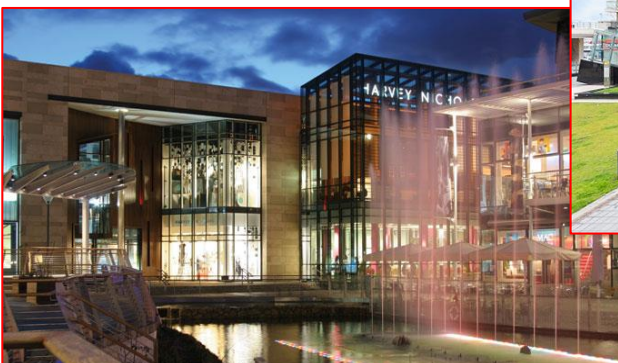
George's Quay



Irish life Centre



Beacon South Quarter



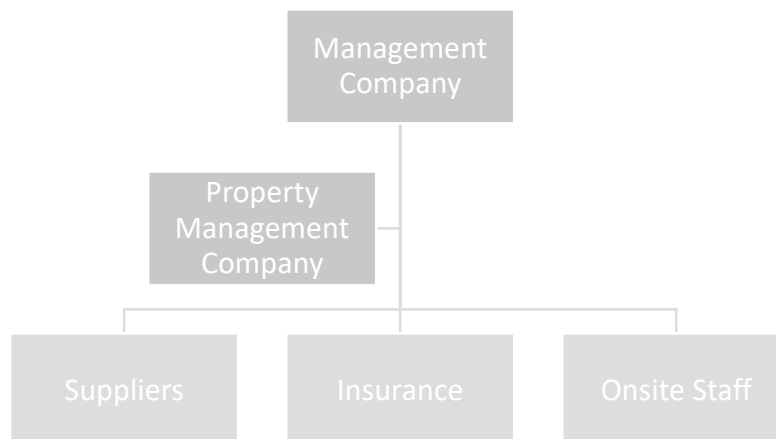
Dundrum Town Centre

### 3.0. ESTABLISHMENT OF “ESTATE MANAGEMENT COMPANY”

It is Atlas GP Limited’s intention to establish an estate management company. The purpose of this estate management company will be to establish a controlling entity that will assume ownership over the development post construction phase. This will ensure the estate common areas, public realm and shared areas of the development are retained as the legal responsibility of this Management Company.

The constitution of the management company will be drafted by legal counsel and the shareholding will be made up pro-rata by the apportionment of the buildings that occupy the scheme. The management company will retain control of all shared areas and external public realm. Each building including the retail elements will contribute to the cost of running the estate, it will be necessary to construct a service charge matrix and each unit will contribute to this based on their apportionment. Each unit will be legally contracted to contribute to the service charge regime through leasing arrangements established.

#### Proposed Structure – Hierarchy of Title





### **Legal Entity**

The Estate Management Company will be formed as a separate legal entity for the sole purpose of management of the estate shared common areas. The entity will be formed prior to the sale of any of the units within the development so as the structure and legal entity is set out prior to any sale. In order to effectively maintain the development, the Estate Management Company will then be responsible for appointing an independent property management agent to manage the operational, financial and legal aspects associated with the estate common area management.

### **Appointment of Property Management Agent and Associated Responsibilities:**

The timing of the appointment of an experienced property management agent by Atlas GP Limited and subsequent engagement between the agent and the 'Claremont Estate Management Company' would be recommended to take to place at least six months in advance of completion. Our experience shows that the successful outcome on completion can be aided when a property management agent is in place in order to consult and advise on the operational management strategy.

The property management company would be appointed to manage the estate common areas on behalf of the newly constituted 'Claremont Estate Management Company' to ensure that the common areas are well managed, and the development is maintained to an extremely high level in line with the proposed high spec development.

The agents for the estate management company will be responsible for setting the operational service charge budget for the common areas of the estate. In order to effectively manage the estate an annual budget would be billed to all owners on a quarterly in advance basis to ensure enough funds are received so as to enable effective management of the estate. Each stakeholder will be billed their calculated apportionment of the budget and this income will then be used to run the estate management company.

#### **4.0. SUMMARY OF COST HEADINGS AND MAINTENANCE PROTOCOL FOR AREAS COVERED BY THE ESTATE SERVICE CHARGE BUDGET:**

The service charge budget will cover all aspects of the estate and public realm management. Please see a brief overview of the services we would anticipate would be covered:

##### ***Management Costs***

This aspect of the budget would cover any direct management of the estate. This includes the managing agent's costs, any on site staffing costs, the company audit fee and any other consultancy works that may be required.

##### ***Utilities***

Any costs incurred for Water usage (from any water feature or watering of the landscaping), electricity (public lighting etc.) and gas (if any).

Energy conservation has been incorporated into the design in many ways. Numerous measures such as the CHP system, extensive PV panel installations and the most modern long lasting LED lighting systems including a specification that all internal common light fittings, where safely practical, have been designed to include passive infra-red sensors (PIR's).

Electric charge points for EV's are catered for in the design – there will also be infrastructure for future increase in capacity requirements as the roll out of EV's continues.

The estate management team will host sustainability workshops at least annually. Incorporated in these will be talks from energy and waste specialists and suppliers to the industry who will give talks to residents and users of the estate on the benefits of a sustainable strategy. This sustainable strategy will enhance the life cycle of equipment and lead to lower running costs of the development.

##### ***Soft Services***

###### ***Security***

This element of the budget will allow for any Security Guarding that may be required. It will also make a provision for the maintenance and repair to any security systems including CCTV, access control systems amongst others.



### *Cleaning & Waste*

The options for the selected finishes are reviewed by Aramark to ensure what is proposed is durable and easy to maintain with strong life cycle properties.

The cleaning of the estate will also be covered as will the provision of waste management services which covers litter bins on the estate and any waste generated by the estate management (not resident waste). It is vitally important that the estate is kept as clean as possible and any vandalism or graffiti is addressed as quickly as possible. A façade cleaning and maintenance schedule will be incorporated alongside the window cleans to include 4 x annual visits per annum to clean and inspect all external façades. This will enhance longevity and lifespan of the chosen products. A review has been carried out to ensure ease of maintenance and access for servicing and cleaning crews.

Resident waste will also be itemised as a separate schedule. Included in this will be the ongoing management of the proposed mix of waste storage receptacles.

### *Health and Safety*

The estate managing team, post-handover, will design a health and safety strategy and resident and occupiers' handbook that will ensure the development has the utmost health and safety standards which ensure the wellbeing of the residents and the staff that will be managing the development. This will also govern the protocols for contractors visiting site to carry out works.

The proposed development includes the provision of public and communal open space, green roofs, landscaping and will have a specific and important health and safety focus. The estate management team will work with the insurance surveyors to ensure that this policy is suitable for an area of high use public realm. There will be an individual set of risk assessments and method statements (RAMS) for any outdoor events or activities that takes place in the area and any third-party vendors will undergo a due diligence safety and insurance vetting process as is the norm in other estates we are familiar with that host events such as outside markets, food events and more.

### ***Hard Services***

An allowance will also be made for any maintenance required on estate plant and machinery. This includes any pumps, lifts, barriers, gates etc. located within the estate area. There will also be a budget for general repairs which will cover basic works such as lighting repairs and any rectification to areas of the estate that may become damaged or dilapidated.

Based on the landscape plans, the gardening and outside space, along with the sedum roofs in Claremont will be given high priority in terms of maintenance schedules for the PPM of the estate management company. It will be essential for an appropriate maintenance schedule to be devised and implemented by the managing agents. This schedule will include annual contracts that specify bi monthly visits by the external contractors and this service will be closely managed and tailored to suit the scheme specifics to ensure a high standard is upheld.

There will be a sinking fund allowance to account for any major works that may be required into the future. The level of this sinking fund will be guided by 10 year PPM strategy.

## 5.0. ESTATE AND PUBLIC REALM MANAGEMENT STRATEGY

From our review of the reports that have been carried out on the proposed development by various consultant engineers, the below items are specific areas of concern that we would like to highlight. These are all items that can be easily overcome if a pro-active management strategy is implemented by the Management Company.

### **Site layout benefits (source: Henry J Lyons design statement)**

#### **Views and orientation:**

The site layout was chosen to maximise views North towards the sea and South to St. Mary's Church and Deer Park. The scheme provides sunny, south facing open spaces which benefit from sea views to the North.

#### **South facing Amenity Space:**

Site coverage (28%), meaning generous areas of private and communal open spaces are created. These include:

- **Civic Plaza:** the civic plaza at the eastern end of the site is a vibrant area of public space which relates to the new shops and café and provides a route from the seaside walkway to the Howth Road. The interface between public and managed areas and how they interact has been considered in this proposal
- **Western Parkland:** The western part of the site – defined by the protected view of the sea from the gates of Howth Castle – will be converted into a publicly accessible parkland, extending the popular amenity of Baltray Park. This public accessibility has also been considered as part of the overall estate management strategy
- **Green Belt:** To integrate the development with the Howth village, it is proposed to continue the “green belt” along Howth Road, linking the Baltray Park to the West with the existing line of trees on the Harbour Road.

### **Security strategy and located of static guards /concierge**

We would envisage a concierge service within the completed development. This service could operate from the Management Suite. The overriding responsibility of the Concierge is to create a sense of community and service within the scheme.

Site presence of a security / concierge hub should be located within the management suite.

### **Additional Resident Offering – Hero App, Bike Club, Car Club Scheme**

An extremely important aspect of a scheme will be the resident amenities.

Whilst arguably the developments location means that there is immediate access to local amenities in the general Howth area provided by way of restaurants, health and well-being together with retail and leisure, the market expectation and ambition for the development should be to provide a lifestyle service. This point of difference will ensure that the scheme is positioned as the premier development in the locality.

Our research bears out that the market will have a minimum expectation for the following services and amenities:

- Bicycle Club Membership
- Car Club Scheme
- Electric car charging facilities
- Free Wi Fi in communal areas
- Access to communal print facilities

In addition to the above, external seating areas and manicured communal gardens incorporating relaxing seating areas within a secure community are becoming an expectation.

The incorporation of the above noted amenities will further enhance the proposed development.

The Hero by Aramark App is a concierge service and potential services that might be available via the app are shown below, many of which would be provided through third party providers. The Hero App provides a robust Concierge service through technology. These services are a subset of the services that would be available to residents of the scheme. Some of the on-site resident's facilities could also be booked via the App.

- Dry Cleaning Drop Off / Collection
- Bike Repair
- Car Valet
- Beauty & Hair Treatments
- Taxi
- Booking an expert – personal trainer / catering chef / fitness class
- Hiring and use of electric / hybrid car

It is envisaged that local suppliers in the Howth community can be signed up to provide the services offered through the Hero App platform.

## **Security systems and access control**

### **Control Room – the control room will be the central security hub**

The estate security providers will man the estate security office control room 24/7. This will crossover with concierge / FM services during the day with night time security in place.

Given the size of the scheme there should also be an Estate Facilities Manager on site during 'normal' working hours 9am – 5pm weekdays along with a property manager to deal with issues from the tenant's on a daily basis.

The control room has a fundamental and critical operational control role to perform in the day to day security operations of the Claremont development. All electronic security protection and life safety systems of the buildings will be transmitted to, monitored and controlled by the control room. Access to the control room will be controlled; those accessing the control room will have to enter through an access restricted door, which will be overseen by the control room operator.

### **Electronic Security Systems and Alarm Monitoring**

A range of electronic security systems will be deployed throughout all of the facilities in Claremont. These systems will be monitored and managed from the security control room on site. Some of the electronic security and life safety systems will also be monitored by a contracted commercial Alarm Receiving Centre (ARC) in a facility designed and built to an IS 28 Standard and operating to SR 40 Standards and Assignment Instructions issued by Atlas GP Limited and subsequently Claremont Management Co. Ltd.

### **Systems Integration**

The security design intent is that the electronic security systems will be integrated through a high level systems integration platform. The purpose of integration is to provide the control room operator with as much data in respect of each alarm event and related CCTV images on single Graphic User Interface (GUI) to facilitate ease of management and response by the control room operator at each workstation.

Each electronic security system will be completely separate and in the unlikely event of the High Level Integration System failing, each of the other systems will still be able to operate on a standalone basis.

The electronic security systems to be managed and monitored from the control room would be advised as follows:

### **Integrated Security Management System (ISMS)**

An ISMS platform will be provided to integrate all of the individual electronic security system through a single Graphic User Interface (GUI) to enable the control room operator to seamlessly manage all of the systems.

Each individual building will have its own workstation with an ISMS platform having a GUI for the electronic security systems for that specific building.

#### **CCTV Cameras.**

- All estate cameras will be monitored from the control room.
- GDPR compliance will be paramount.
- All CCTV recording will take place in the control room.
- All cameras shall be controlled by a central switching matrix to allow any camera and graphical map to be switched to any monitor via a matrix control keyboard and a graphical touch screen system with icons to identify the location of each CCTV camera.
- Graphical maps will be displayed at each workstation.
- A bank of CCTV monitors will be installed in the control room to provide CCTV images as required.
- All CCTV cameras will not be required to be monitored simultaneously
- It is the intention that CCTV cameras will be 'alarm driven' thus providing the control room operator with timely and relevant information to assist in the management and response to incidents.
- CCTV cameras will be integrated with other security systems through the integration system.

#### **Access control**

- All electronic access control systems including access control devices that control barriers to car-parks, Biometric ID, Staff Cards, Smart Cards etc will be repeated to the control room.
- Access control system will encompass security features e.g. anti-pass back.
- The access control system will be integrated with other security systems through the integration system.
- Each individual building will be able to manage and control the access control system for that building through its dedicated ISMS platform building.

### **Car Park Management**

The proposed development has provision for 453 no. car parking spaces, mixed between basement level and surface level. Basement car park is accessed from vehicular entrances on the Howth Road. The design vision for the scheme is to create a living environment where pedestrian and cycle movement is prioritised. The scheme has provision for in excess of 853 no. bicycle parking spaces.

The site is situated in a highly accessible area. As noted in this document the vision for the completed scheme is for the management to provide amenities and enhanced service offerings. This will specifically include bicycle club and go-car membership.

A detailed car park management plan and ongoing mobility management strategy will be incorporated into the policy documents detailing the schemes management.

### **Bike storage management**

There is a large provision of 853 no. bicycle storage spaces within the scheme. The management of how these are stored is key to maximising the use of bicycles and the safe storage of these. There will be a combination of storage types ranging from publicly available sheffield stand types to more dense stacking type systems. Each system will be carefully chosen and set out through consultation between the design team members to ensure the best system is used in the best and most practical locations.

We are currently liaising and working with a Bike Share Club operator that provides a dock less bike sharing community and we feel a development of this size will support initiatives such as these.

### **Drainage management and maintenance of green roofs – bio retention areas**

There is specific reference to the drainage management and maintenance of attenuation areas and bio retention areas.

**Green Roofs:** for maintenance the following should be considered:

- A primary consideration is the requirement to access to allow regular inspections for quarterly maintenance visits so access to the roof for inspection. This has been incorporated into the design.
- Irrigation not required for high level green (sedum) roofs – but access to a water point is advantageous. Irrigation/water point will be allowed for in each lower level roof gardens / courtyards / plaza. Two will be provided in larger courtyards and plaza.
- Biodiverse planting on roofs - albeit require low maintenance some do require strimming of grass / pruning of selected plants in summer and regular inspection of drainage systems to



remove unwanted debris. Birds are continuously bringing up unwanted debris and this requires maintenance. There is only sedum at highest roof levels – where this tends to be most of an issue. This issue still applies and is under design review.

- We propose the initial landscape contractor is retained and contracted for a minimum period of 12 - 24 months post completion to give full chance of thriving over 1-2 seasons.
- Health and safety – lanyards / tie in / safe access points for maintenance workers is all being considered at design level.

#### **Attenuation:**

- Attenuation tanks (whether foul or storm) or pumping systems will be subject to annual PPM schedule and maintenance according to best practice

#### **Bio retention areas**

- Like green roof recommendation the initial installation specialist will be retained over the following 12-24 months growing seasons to promote growing over consecutive seasons. This arrangement will be monitored and reviewed by the property managers.
- Weeds can be addressed under normal maintenance. Plant selection to be considered at detailed / construction stage – when potential issues can be minimised.
- Debris clearance will be scheduled as part of the outdoor servicing and this will be planned and specified early stage – minimum monthly clearance.
- Inspection for correct draw down / drainage after storm event will be planned. The engagement and monitoring of initial contractors is critical here.

## **6.0. CONCLUSION**

Based on the information provided, Aramark Property have considered the schemes proposals. From our experience to date of similar schemes we have set out an overview of how we believe the scheme can be successfully managed in best practice for the benefit of the residents, the future occupiers and the wider community. We acknowledge this is a planning application document based on information which may evolve further post-planning at detailed design stage at the request of our client Atlas GP Limited.