

# PROPERTY MANAGEMENT STRATEGY REPORT

PROPOSED DEVELOPMENT:  
HOLY CROSS COLLEGE SHD



## CLIENT:

CWTC Multi Family  
ICAV acting on behalf  
of its sub-fund DBTR  
DR1 Fund

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INTRODUCTION

# Section 1- Introduction

## Executive Summary

Aramark Property have been instructed by CWTC Multi Family ICAV acting on behalf of its sub-fund DBTR DR1 Fund, to provide a report on the property management strategy for their proposed residential development, Holy Cross College, Clonliffe Road, Dublin 3 and Drumcondra Road Lower, Drumcondra, Dublin 9.

As with any residential scheme, the main challenge for the developer will be to maintain a secure, peaceful, and attractive environment on a 24/7 basis while each occupier in the development carries out their business.

The intention of this report is to set out the management strategy for the scheme post construction in order to demonstrate how once operational, the mechanics of the property management and public realm maintenance will work in practice and be maintained to the highest standards.



## Development Description

The development will consist of the construction of a Build To Rent residential development set out in 12 no. blocks, ranging in height from 2 to 18 storeys, to accommodate 1614 no. apartments including a retail unit, a café unit, a crèche, and residential tenant amenity spaces. The development will include a single level basement under Blocks B2, B3 & C1, a single level basement under Block D2 and a podium level and single level basement under Block A1 to accommodate car parking spaces, bicycle parking, storage, services and plant areas. To facilitate the proposed development the scheme will involve the demolition of a number of existing structures on the site.

The proposed development sits as part of a wider Site Masterplan for the entire Holy Cross College lands which includes a permitted hotel development and future proposed GAA pitches and clubhouse.

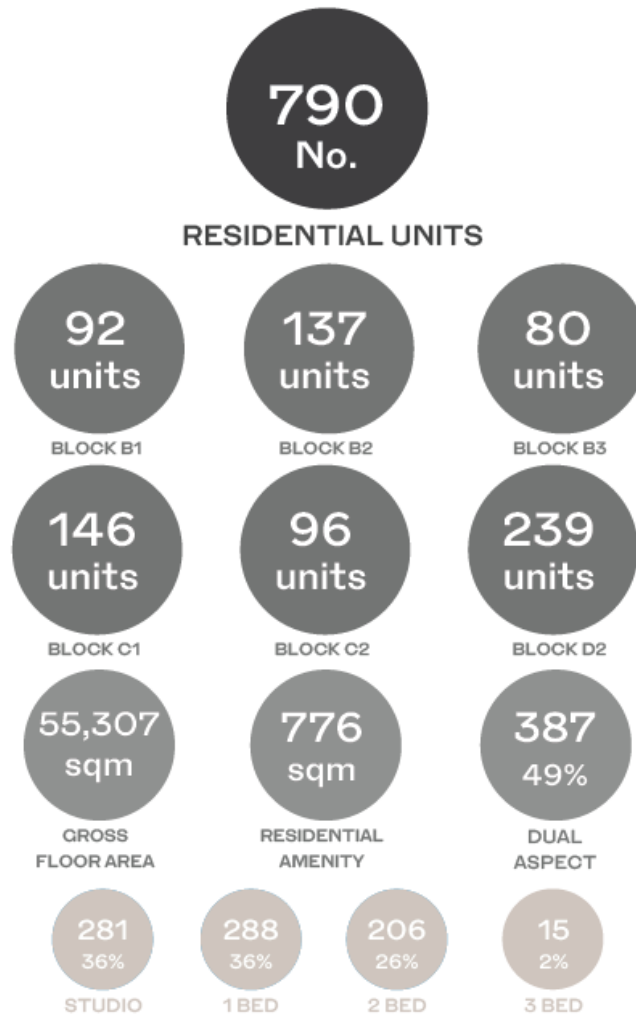
The site contains a number of Protected Structures including The Seminary Building, Holy Cross Chapel, South Link Building, The Assembly Hall and The Ambulatory. The application proposes the renovation and extension of the Seminary Building to accommodate residential units and the renovation of the existing Holy Cross Chapel and Assembly Hall buildings for use as residential tenant amenity. The wider Holy Cross College lands also includes Protected Structures including The Red House and the Archbishop's House (no works are proposed to these Structures).

The residential buildings are arranged around a number of proposed public open spaces and routes throughout the site with extensive landscaping and tree planting proposed. Communal amenity spaces will be located adjacent to residential buildings and at roof level throughout the scheme. To facilitate the proposed development the scheme will involve the removal of some existing trees on the site.

The site is proposed to be accessed by vehicles, cyclists and pedestrians from a widened entrance on Clonliffe Road, at the junction with Jones's Road and through the opening up of an unused access point on Drumcondra Road Lower at the junction with Hollybank Rd. An additional cyclist and pedestrian access is proposed through an existing access point on Holy Cross Avenue. Access from the Clonliffe Road entrance will also facilitate vehicular access to future proposed GAA pitches and clubhouse to the north of the site and to a permitted hotel on Clonliffe Road.

The proposed application includes all site landscaping works, green roofs, boundary treatments, PV panels at roof level, ESB Substations, lighting, servicing and utilities, signage, and associated and ancillary works, including site development works above and below ground.

## Schedule of Accommodation





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RELEVANT EXPERIENCE

## Section 2 - Summary of Relevant Experience

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

- Beacon South Quarter
- Fernbank
- Opus
- Capital Dock

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



**BEACON SOUTH QUARTER**



**FERNBANK**



**OPUS**



**CAPITAL DOCK**





03

APPOINTMENT OF  
PROPERTY MANAGING  
AGENT

## Section 3 - Appointment of Property Managing Agent & Associated Responsibilities

It is envisaged that a PRS operator will be engaged to assume overall responsibility of the management of the scheme. Engagement between the operator and the developer would be recommended to take place at least nine months in advance of completion. Our experience shows that the successful outcome on completion can be aided when an operator or managing agent is in place to consult and advise on the operational management strategy.

The operator may appoint a managing agent to manage the development on behalf of the operator to ensure that the scheme is well managed, and the development is maintained to an extremely high level in line with the planning application for this scheme.

The PRS operator will have overall responsibility for setting the operational service charge budget for the development. To effectively manage the development an annual budget would be billed to the client on a quarterly in advance basis to ensure enough funds are received to enable effective management of the scheme.



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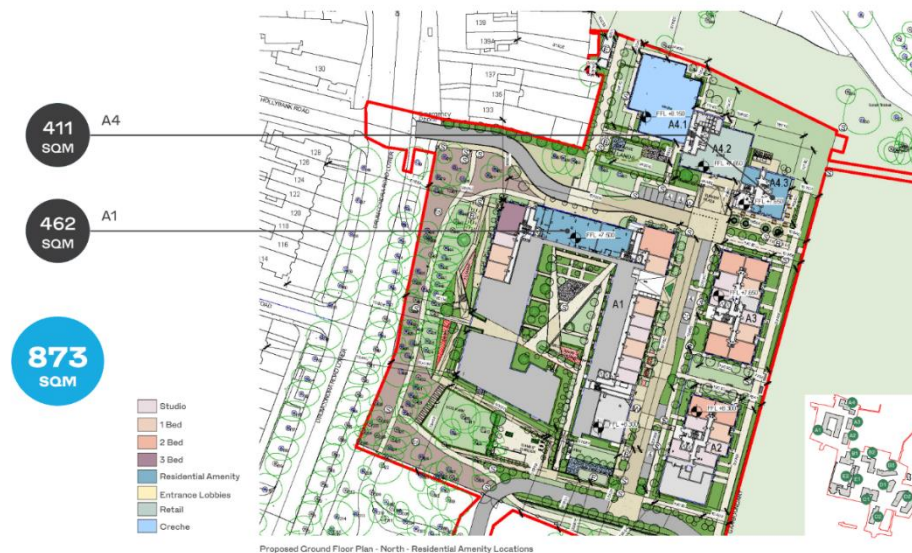
AMENITY  
CONSIDERATIONS  
& MANAGEMENT

# Section 4 - Amenity Considerations & Management

## Considerations

The development has been designed with quality of amenity space as a central consideration for both residents and the wider community. The proposals combine a varied mix of uses, ranging from retail, to resident uses and community uses to support the new community.

The vision is for the project to be set within an attractive, vibrant environment that integrates successfully with its local setting. In addition to the provision of high-quality apartment accommodation, is provide exemplary tenant amenities to encourage an active and integrated community.



In addition to communal and private open space, residents have access to enjoy a range of residential amenities totaling 903sqm. The approach towards residential amenity is delivered across the proposed residential blocks through localised amenity hubs (Block D2) and tenant facilities directly associated with individual blocks.

Tenant facilities will provide the tenants access to resident's lounges, breakout spaces, areas aimed to be flexible in use, areas that would provide residents the opportunity of change meetings and the provision of a gathering place for social interactions.

### Residential Uses & Amenity Provisions



### Communal Amenity Provisions

The intent is to engage the community and raise awareness of environmental and sustainable issues, as well as providing childcare facilities for the community and providing a space that the community can take ownership of and engage with. The proposed functions add to the life and vibrancy of this new development.

The communal open space provision for Blocks B1, B2, B3, C1, C2 & D2 is outlined below. The courtyards are designed to be useful, inviting spaces for social interaction that enhance and build upon the biodiversity in the area.



Private Communal Space

13,729  
SQM.

COMMUNAL  
OPEN SPACE



## Management of Estate Community and Amenities

### Management Offices

The development will have a designated management office and concierge suite, this office will focus on management of the residential management and the overarching management of the scheme, with an emphasis on security, surveillance of vehicular & pedestrian access, waste marshalling area, parcel deliveries, car parking, events management and community and stakeholder engagement.

It will serve as a meeting place for residents, additional security, and a central hub where key estate and resident management services will be offered. For the management team, it provides a single space or base from which these elements can be pooled and managed efficiently.

### Onsite Estate Manager

There will be an on-site estate manager employed during 'normal' working hours 9am – 6.00pm weekdays to deal with issues which are escalated from the onsite staff / concierge daily. The on-site estate manager would ultimately be responsible for the standard of service provided by either the other on-site staff or third-party contractors.

The on-site estate manager would also be responsible for overseeing and coordinating resident move in/out strategy in terms of deliveries and drop offs.

The service would operate from the amenity space provided. The onsite estate manager would be responsible for promoting a sense of community within the scheme.

The Onsite Estate Management Team will be primarily responsible for the following: -

- Management and implementation of the parking and mobility strategy.
- Management of lease agreements and operational budgeting for the effective management of the common areas.
- Management of contractors and other requirements of efficient building and estate operation.
- Co-ordination of stakeholder and community events and engagement.
- Ensuring that the appropriate standards for resident behavior are upheld, creating a secure and friendly environment.
- Management of delivery strategies to ensure full access to facilitate deliveries for all stakeholders as required.

## **Residential Concierge Team**

The development will have a concierge onsite. The opening hours are envisaged to be from 08.00 to 20.00 Monday to Friday, Saturday - Sunday 09.00 to 14.00.

Contact details of the key onsite Management Team will be shared on move-in, which include a centralised mobile phone number. It is intended that residents will also be able to communicate with the Management Team via a dedicated building website/portal. This will encourage communication on events, maintenance alerts and other notifications.

The Residential Concierge Team will be primarily responsible for the following: -

- Resident communication.
- Management of the move-in and move-out process.
- Management of contractors and other requirements of efficient building operation.
- Co-ordination of post/parcel deliveries.
- Co-ordination of resident events and engagement.
- Ensuring that the appropriate standards for resident behavior are upheld, creating a secure and friendly environment.
- Work closely with the estate managing agent





05

SUMMARY OF SERVICE  
CHARGE BUDGET

## Section 5 – Summary of Service Charge Budget

The operational service charge budget will cover all aspects of the estate and common area 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. Measures such as 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).

### **Soft Services**

#### **Security**

- This element of the budget will allow for any Security Guarding or patrol requirements that may be required outside of the onsite staff teams working hours. It will also make a provision for the maintenance and repair to any security systems including CCTV, access control systems amongst others.

#### **Cleaning**

- The cleaning of the external and internal common areas will be covered under this section. It is vitally important that the common areas are kept as clean as possible and any vandalism or graffiti is addressed as quickly as possible.
- The maintenance schedule will be put in place and will ensure common areas are checked and cleaned daily.
- Any common furniture, water feature, sculpture and litter bins will form part of the cleaning and maintenance protocols which will be defined by the appointed agents.
- Window cleaning and external façade cleaning will be carried out 2 – 4 times per annum using boom lift, cherry picker, abseiling or reach and wash system where appropriate.
- Any common areas with furniture and litter bins will form part of the cleaning and maintenance protocols.

## Waste Management

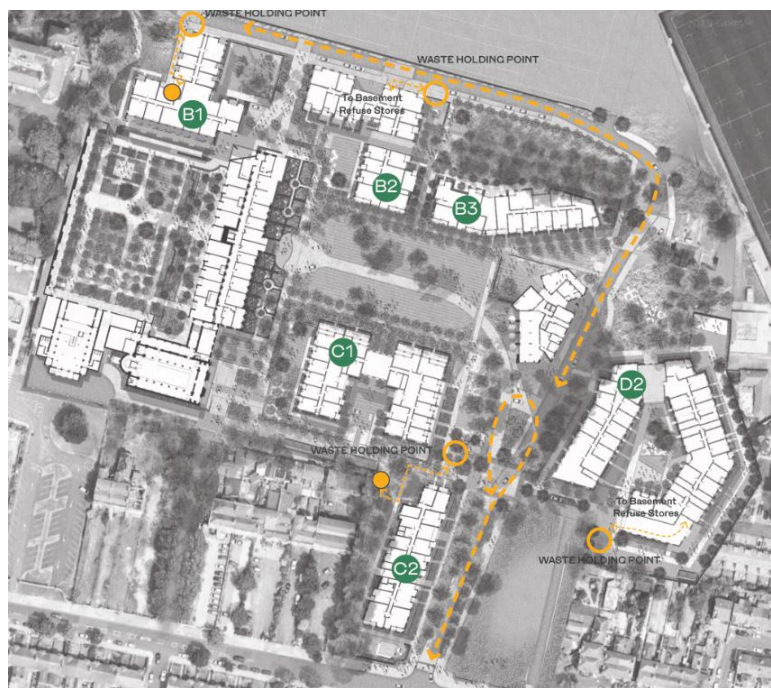
- Bin stores will be regularly inspected to ensure the area is clean, secure and free from hazards.

The residents will take all waste and recycling to this location for disposal.

- Facilities and guidance to residents will be provided to ensure high levels of recycling and reduction of waste. Residents will be required to segregate waste within their own units. This will be closely monitored by the onsite resident's management team.
- Signage will be posted on or above the bins to show which wastes can be put in each receptacle. Residents will be informed by the onsite team where they are required to deposit their waste and fobs/keys for access to their dedicated storage areas will be provided.
- An Operational Waste Management Plan has been completed by AWN and will be used as a basis of reference by the onsite team.
- Waste storage rooms are located at basement levels or at ground level. The stores are adjacent to or near cores for ease of access.

Collections:

- Collections frequency and designated collection points to be confirmed.
- Regarding waste collection, the waste bins will be collected at allotted times during the week with grey, green and brown bins collected on different days. The bins will be brought onto the street by the management team.



### **Health and Safety**

- The Management Team, post-handover, will design a health and safety strategy 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/contractors that will be managing the development.
- The Handbook will contain protocols for the times of operation, weather events, fire evacuation and any planned shutdowns of the water.
- The amenity areas will be the focal point of the development and will have a specific health and safety focus. The Management Team will work with the insurance surveyors to ensure that this policy is suitable for an area with use of this nature. There will be an individual set of risk assessments and method statements relating to any outdoor areas.
- This document will also govern the protocols for contractors visiting site to carry out works.
- A comprehensive General Risk Assessment to be completed by an appointed surveyor prior to occupation of the building.

### **Hard Services**

- An allowance will also be made for any maintenance required on plant and equipment. This includes the servicing and management of any pumps, lifts, gates, and any other items of plant located within the external and internal common areas.
- 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 common areas that may become damaged or dilapidated.

### **Open Spaces & Landscaping**

- Based on the landscape plans received, the communal areas will be of the forefront of management's maintenance priorities.
- Given the scale of the proposed public space it will be essential for an appropriate maintenance schedule to be devised and implemented by the managing agents, with a focus on the planting scheme as envisaged by the landscape architects being maintained and enhanced as the scheme develops.
- There will also be a schedule of maintenance in place for cleaning of hard surfaces, garden features throughout the communal garden areas and open spaces.

- The landscape maintenance schedule will include annual contracts that specify weekly 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.
- A policy document will be developed around this process and issued to all residents of the overall estate.



#### **Building Management System (BMS)**

- The Building Management System will be maintained in accordance with manufacturer guidelines

#### **Access Control**

- Provision for all electronic access control systems including access control devices that control barriers to bicycle storerooms and block entrance doors will be made.
- Keys: Residents will also be provided with keys for their apartments; the on-site Management Team will retain one set of keys for inspection and access purposes.
- Visitors to the building will be encouraged to dial directly to the apartments via the door entry system and will not be permitted access into the residential common areas without this access being permitted.

#### **CCTV**

- Location: CCTV will be in operation in key circulation areas as part of the overall security strategy.
- Monitoring: All CCTV systems shall be configured such that they form one site wide system that can be remotely monitored from the management office.

- Maintenance: Provision will be in place for camera maintenance and routine checks in accordance with manufacturer guidelines.
- GDPR compliance will be paramount.

### **Water Management**

- Cold Water Storage & Feed: The cold-water storage and feed will be maintained in accordance with manufacturer guidelines.
- Risk Assessment: An independent and comprehensive Legionella Risk Assessment and Water Testing will be completed. Both are to be completed by an approved survey prior to occupation.
- Tanks: The water tanks will be maintained in accordance with manufacturer guidelines.
- Pumps: The pumps will be maintained in accordance with manufacturer guidelines.

### **Fire**

- Evacuation:
  - Excavation Strategy / Resident Guide: A step by step guide of what to do in the event of a fire will be provided to the Residents within the Residents Guide.
  - Signage: Appropriate exit signage will be in place throughout the property.
  - Notices: Notices will be displayed in high traffic areas advising of the fire action policy.
- Prevention Equipment: The Management Team will ensure FPE is provided following the recommendation from an independent survey.
- Risk Assessment will be instructed to be carried out by an independent and comprehensive Fire Risk Assessment to be complete prior to occupation of the building.
- Alarm: The fire alarm panel will be maintained and serviced in accordance with manufacturer guidelines. Each unit will have its own fire alarm system.
- Dry and wet risers: Dry and wet risers will be maintained in accordance with manufacturer guidelines.
- Sprinklers: The sprinklers will be maintained by a suitably qualified professional and serviced in accordance with manufacturer guidelines. The Property Manager will ensure appropriate contracts are in place with a contractor for maintenance of the risers.

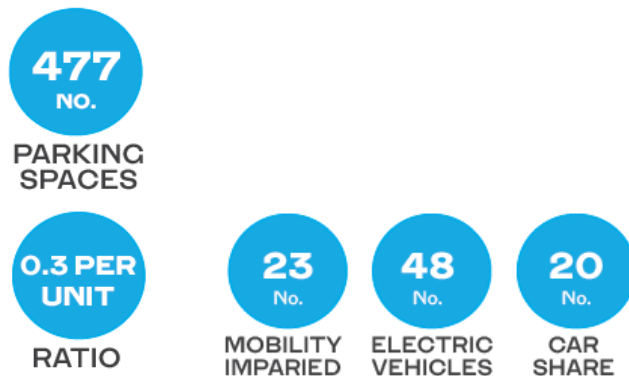


06

PARKING & MOBILITY  
MANAGEMENT

## Section 6 – Parking & Mobility Management

### Schedule of Car Parking



### Car Parking Management Strategy

Residential car parking spaces will be located at basement level and will be let separately to the apartment units and will only be available to residents.

No parking space shall be used for any purpose not directly related to the development and no space shall be sold, leased, licensed, or sub-let in connection with any other use or purpose.

The onsite management team will ensure an active parking management strategy is regularly enforced in the estate. Car parking spaces will be allocated in accordance with management teams' policies and leasing structure for the development. The rental of an apartment will not guarantee the right to a designated parking space.

Residents will only be able to utilise their allocated car parking space and the onsite management team will provide a permit to the resident who will display it on the window of the vehicle.

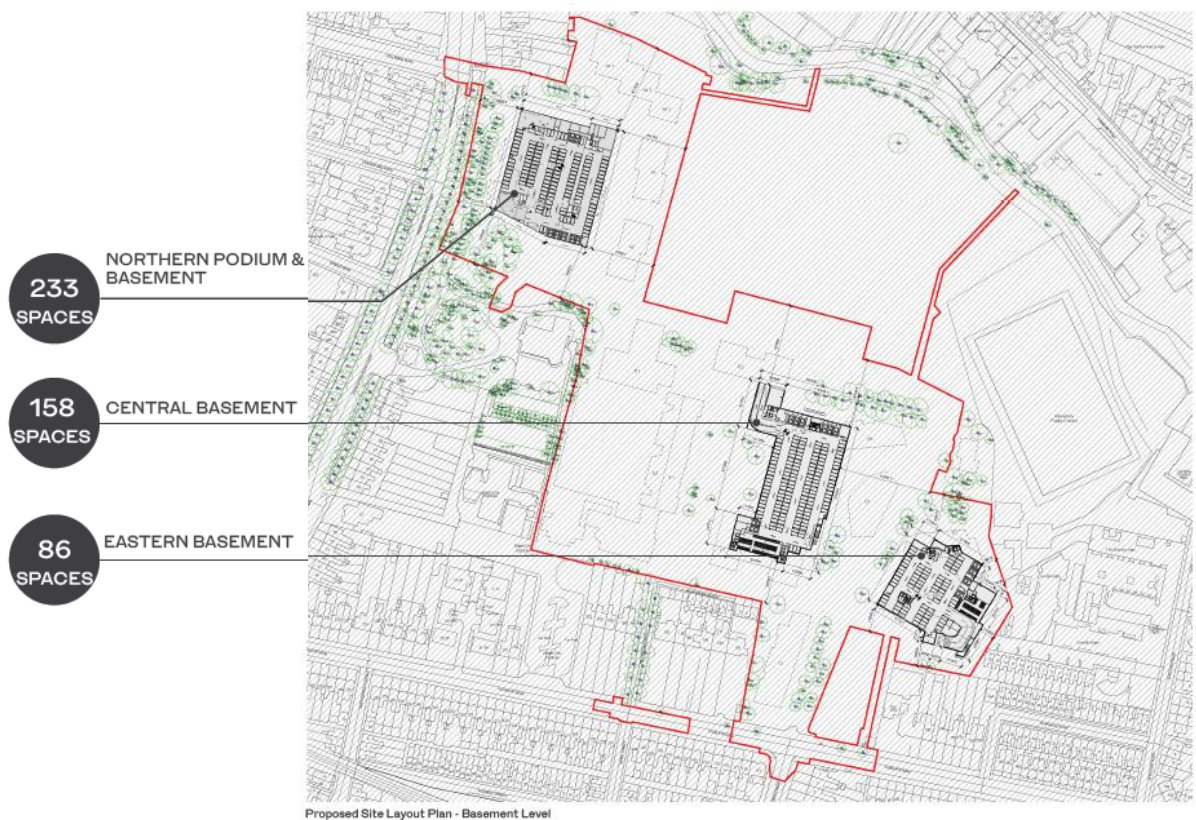
A limited quantum of on street parking spaces will be provided in the development for visitors and these will be paid parking to control potential residential overspill. A visitor permit scheme is planned, and residents will be provided a limited number of one day permits annually.

While most blocks have direct access to basement parking across the proposed development, parking spaces have been allocated to blocks without direct access.

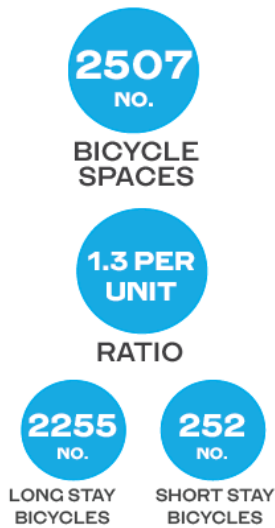
In order to combat abuse of surface car parking facilities and roadside abandonment of cars, the managing agent will implement a clamping regime. The clamping regime will be tailored to suit



the management structure and will start off by engaging in a contract with a preferred supplier. As a starting point to the clamping regime a comprehensive signage package will be delivered. This will make all aware that parking is prohibited (or limited). Identification of cars will be provided by way of a disc system, and visitor parking will be managed by a park and text system. Signage will be installed throughout the development by the third-party provider advising of the risk of clamping, however they will not actively patrol the area. Any clamps or actions would be carried out on a call-out basis via the managing agent.



## Schedule of Bicycle Parking



## Bicycle Management Strategy

The scheme provides storage for tenant bicycles within the basement and secure stores. Each block has been designated a store which meets and exceeds the number of bike space requirements. There is also provision for a number of visitor bicycle spaces located at various locations across the site.

Visitor bicycle parking has been located at ground level, integrated as part of the landscape design, for the convenience of visitors.

A secure facility will assist in preventing theft or abandoned bikes becoming common and taking up spaces, however in the event of significant abandoned bicycles, managing agents typically “cull” bicycle parking by removing abandoned bicycles after a short time has elapsed.

Each storage 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. Access to the resident’s bike storage area will be controlled via the centralised access control system, with only those having a bike in the storage area being authorised to have access.

## Mobility Management Strategy

The onsite management team will perform the function of a mobility manager while creating a mobility management plan for the site. The primary duties of the Mobility Manager are:

- To develop and oversee the implementation of the initiatives outlined in the plan
- To actively manage the residential, retail, childcare facility, and visitor car & bicycle parking
- To actively manage the vehicle access routes to incorporate loading, deliveries, drop of visitor parking
- To manage public transport discount fare schemes, cycle promotion schemes and events
- To provide “travel advice and information” to residents.



07

CONCLUSION & CONTACT  
DETAILS

## Section 7 – Conclusion & Contact Details

Based on the information provided, Aramark Property have considered the schemes proposals. From our experience to date of similar schemes we manage, we have set out an overview of how we believe the overarching management of the scheme can be successfully managed in best practice for the benefit of the owners of this scheme, the future occupiers and the wider community.

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### Aramark Key Service Lines

## OUR KEY SERVICE LINE ARE:

 ASSET MANAGEMENT	 COMMERCIAL PROPERTY MANAGEMENT	 BUILT TO RENT/PRS MANAGEMENT (RESIDENTIAL PROPERTY MANAGEMENT)	 VALUATION, RENT REVIEWS & PROFESSIONAL SERVICES
 SUSTAINABILITY SERVICES	 BUILDING CONSULTANCY	 FACILITIES MANAGEMENT	 PROCUREMENT

## Document Control Sheet

<b>Client:</b>	CWTC Multi Family ICAV acting on behalf of its sub-fund DBTR DR1 Fund
<b>Project Title:</b>	HOLY CROSS COLLEGE SHD
<b>Document Title:</b>	PROPERTY MANAGEMENT STRATEGY REPORT

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