



**ARMSTRONG
FENTON**
ASSOCIATES

PROJECT: SANTRY AVENUE STRATEGIC HOUSING DEVELOPMENT

REPORT: PROPERTY MANAGEMENT STRATEGY

CLIENT: DWYER NOLAN DEVELOPMENTS LTD.

DATE: 16 | 07 | 21

**Planning &
Development
Consultants**



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1.0. Introduction

- 1.1. This Management Plan describes the processes and practices to be implemented for the effective management of the proposed residential development at Santry Avenue, Santry, Dublin 9.
- 1.2. Post construction, it is envisaged the new development will establish an Owners Management Company (OMC), which will enter into a contract directly with a Property Management Company for the ongoing management of the completed development. 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 resident in the development goes about their own business.
- 1.3. 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.

2.0. Development Description

- 2.1. Dwyer Nolan Developments Ltd. intend to apply to An Bord Pleanála for permission for a strategic housing development, on a site of c. 1.5 hectares, located at the junction of Santry Avenue and Swords Road, Santry, Dublin 9. The development site is bounded to the north by Santry Avenue, to the east by Swords Road, to the west by Santry Avenue Industrial Estate, and to the south by the permitted Santry Place development (granted under Dublin City Council Ref's. 2713/17 & 2737/19).
- 2.2. The proposed development provides for 350 no. apartments, comprised of 113 no. 1 bed, 218 no. 2 bed, & 19 no. 3 bed dwellings, in 4 no. seven to fourteen storey buildings, over basement level, with 5 no. retail / commercial units and a community use unit located at ground floor level facing onto Santry Avenue and Swords Road. A one storey residential amenity unit, facing onto Santry Avenue, is also provided for between Blocks A & D.
- 2.3. The development consists of the following:
 - (1) Demolition of the existing building on site i.e. the existing Chadwicks Builders Merchants (c. 4,196.8m²).
 - (2) Construction of 350 no. 1, 2, & 3 bed apartments, retail / commercial and community uses in 4 no. buildings that are subdivided into Blocks A-G as follows:
 - Block A is a 7 to 14 storey block consisting of 59 no. apartments comprised of 26 no. 1 bed & 33 no. 2 bed dwellings, with 2 no. commercial/retail units located on the ground floor (c. 132.4m² & 173m² respectively). Adjoining same is Block B, which is a 7 storey block consisting of 38 no. apartments comprised of 6 no. 1 bed, 20 no. 2 bed, & 12 no. 3 bed dwellings, with 2 no. commercial/retail units located on the ground floor (c. 162.3m² & 130.4m² respectively). Refuse storage areas are also provided for at ground floor level.
 - Block C is a 7 storey block consisting of 55 no. apartments comprised of 13 no. 1 bed & 42 no. 2 bed dwellings. Refuse storage areas are provided for at ground floor level. Adjoining same is Block D which is a 7 to 10 storey block consisting of 51 no. apartments comprised of 25 no. 1 bed, 19 no. 2 bed, & 7 no. 3 bed dwellings, with 1 no. commercial unit / café located on the ground floor (c. 163.3m²). A refuse storage area is also provided for at ground floor level.
 - Block E is a 7 to 10 storey block consisting of 58 no. apartments comprised of 10 no. 1 bed & 48 no. 2 bed dwellings, with 1 no. community use unit located on the ground floor (c. 188.1m²). A refuse storage area, substation, & switchroom are also provided for at ground floor level. Adjoining same is Block F which is a 7 storey block consisting of 55 no. apartments comprised of 13 no. 1 bed & 42 no. 2 bed dwellings. A refuse storage area & bicycle storage area are also provided for at ground floor level.



- Block G is a 7 storey block consisting of 34 no. apartments comprised of 20 no. 1 bed & 14 no. 2 bed dwellings. A refuse storage area & bicycle storage area are also provided for at ground floor level.
- (3) Construction of a 1 storey residential amenity unit (c. 187.9m²) located between Blocks A & D.
 - (4) Construction of basement level car parking (c.5,470.8m²) accommodating 173 no. car parking spaces & 719 no. bicycle parking spaces. Internal access to the basement level is provided from the cores of Blocks A, B, C, D, E, & F. External vehicular access to the basement level is from the south, between Blocks B & C. 36 no. car parking spaces & 58 no. bicycle parking spaces are also provided for within the site at surface level.
 - (5) Public open space of c. 1,915m² is provided for between Blocks C, D, E, & F. Communal open space of c. 3,122m² provided for between (i) Blocks E, F, & G, (ii) Blocks A, B, C, & D, and (iii) in the form of roof gardens located on Blocks A, C, & F and the proposed residential amenity use unit. The development includes for hard and soft landscaping & boundary treatments. Private open spaces are provided as terraces at ground floor level of each block and balconies at all upper levels.
 - (6) Vehicular access to the development will be via 2 no. existing / permitted access points: (i) on Santry Avenue in the north-west of the site (ii) off Swords Road in the south-east of the site, as permitted under the adjoining Santry Place development (Ref. 2713/17).
 - (7) The development includes for all associated site development works above and below ground, bin & bicycle storage, plant (M&E), sub-stations, public lighting, servicing, signage, surface water attenuation facilities etc.

2.4. The residential element of the development consists of 350 no. apartments in 7 no. buildings comprised of the following mix of dwellings:

- 113 no. 1 bed dwellings;
- 218 no. 2 bed dwellings;
- 19 no. 3 bed dwellings.

Table 1 details a breakdown of the proposed residential mix:

Block	Total No. of Dwellings	No. of 1 beds	No. of 2 beds	No. of 3 beds
Block A	59	26 (44%)	33 (56%)	N/A
Block B	38	6 (16%)	20 (53%)	12 (31%)
Block C	55	13 (24%)	42 (76%)	N/A
Block D	51	25 (49%)	19 (37%)	7 (14%)
Block E	58	10 (17%)	48 (83%)	N/A
Block F	55	13 (24%)	42 (76%)	N/A
Block G	34	20 (59%)	14 (41%)	N/A
Total	350	113 (32%)	218 (62%)	19 (6%)

Table 1 - Proposed Residential Mix.



2.5. The development also provides for 5 no. commercial / retail units located at ground floor level of Blocks A, B, and D, a community use unit on the ground floor of Block E, and a 1 storey residential amenity unit located between Blocks A and D. All of these proposed non-residential uses face onto Santry Avenue and Swords Road to cater for active frontage at an important corner location. Table 2 provide for a breakdown of the proposed non-residential uses.

Block	Other Uses	Floor Area (m ²)	Total Floor Area (m ²)
Block A	Commercial Unit B	132.4	305.4
	Commercial Unit C	173	
Block B	Commercial Unit D	162.3	292.7
	Commercial Unit E	130.4	
Block C	N/A	N/A	0
Block D	Commercial Unit A	163.3	163.3
Block E	Community Use	186.1	186.1
Block F	N/A	N/A	0
Block G	N/A	N/A	0
Between Blocks A & D	Residential Amenity Use	187.9	187.9
Total	N/A	1,135.4	1,135.4

Table 2 - Proposed Non-Residential Uses.

2.6. The development includes for a basement level car park (c. 5,471sq.m) comprised of 173 no. car parking spaces (including for 12 no. disabled parking spaces) and 719 no. bicycle parking spaces. The basement level is internally accessible from cores of Blocks A, B, C, D, E, & F, while vehicular access to the basement is from the south between Blocks B & C. An additional 36 no. car parking spaces (including for 4 no. club car/car sharing spaces and 5 no. set down spaces) and 58 no. bicycle parking spaces (including 42 no. visitor spaces) are also provided for within the site boundaries, at surface level. Blocks F & G also cater for internal bicycle storage areas at ground floor level.

3.0. Development Management

3.1. Property Management Company Appointment

3.1.1. The Owners Management Company will engage a suitably qualified Property Management Company at an early stage of the development to ensure that all property management functions are dealt with for the development and to ensure that all costs associated with and pertaining to the common areas within the site and buildings are kept within the agreed budgets while also ensuring that the development is properly managed, with effective and appropriately resourced maintenance and operations regimes.

3.1.2. The Property Management Company will use best practice policies and procedures to oversee the management of the entire development. The operation of a highly visible management regime is one of the key objectives of the development and is in line with good estate management practices. The Estate Director will be responsible for the overall management of the development and their key responsibilities will be; team



management, health and safety, risk management, mobility management, implementation of estate policies and procedures, tenant management, security, cleaning and maintenance.

3.1.3. The following responsibilities will be undertaken by the Management Team once the development is completed:

- Development Management;
- Third part contractor procurement and management;
- Preparation of service charge budget for common areas on an annual basis;
- Responsible for annual operational charges as per the Multi Development Unit Act (MUD Act);
- Preparation of the Building Investment Fund;
- Management of staff;
- Insurance Management;
- Waste Management;
- Management Reporting;
- Accounts Services;
- Commercial Services;
- After hours services.

3.2. Service Charge & Sinking Fund

3.2.1. 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 selling arrangements established. Every element of the development has their own specific use and requirements and these interests will be managed by a professional well-established property management company with a proven track record in schemes of a similar structure.

3.2.2. The Service Charge Budget will be compiled in accordance to the Multi Unit Development (MUD) Act and will typically cover the following items:

- Insurance;
- General Maintenance;
- Repairs;
- Waste Management;
- Cleaning;
- Landscaping;
- Concierge and Security Services;
- Legal Services;
- Accounts Preparation;
- Property Management Fees;
- Other Expenditures.

3.2.3. As per the outlined requirements in the MUD Act, the Service Charge Budget will also include the allowance of a Sinking Fund. This fund will allow for major maintenance and upgrade costs that may come in the future. This contribution will be agreed annually and reported in the Building Investment Fund report which is prepared by the management team.



4.0. Management of Resident Support Facilities

4.1. Management Offices

- 4.1.1.** The development will have a designated Management Office, which will focus on overall estate management, with an emphasis on security, surveillance of basement, pedestrian access, waste management and parcel deliveries. The provision of a Management Office will play a significant role in assisting in the establishment of community, providing a central point of information for all residents in the development.

4.2. Concierge/Amenity Events Co-Ordinator

- 4.2.1.** A concierge type service will be provided on a 24/7 basis within the development. It is envisaged that the concierge will be able to deal with initial resident queries and direct as needed to the amenity spaces, security or the on-site management team. The concierge will be responsible for achieving a sense of community within the scheme and organizing events in the residential amenity spaces.

4.3. Onsite Caretaker

- 4.3.1.** There will also be a caretaker on site during the day time hours responsible for ad hoc duties, including checking entry points to the development, minor repairs and maintenance tasks. The main task would be common area maintenance. The caretaker will be fully supported by skilled third-party technicians who would be responsible for all equipment, electrical maintenance and life safety system maintenance. The caretaker will ensure prompt response time to all maintenance issues ensuring the development is maintained to an acceptable standard and monitor the emergency access and make it fully accessible should the permanent accesses be blocked.

4.4. Property Manager

- 4.4.1.** There will be an on-site Property Manager presence during 'normal' working hours, 9am – 5.00pm weekdays, to deal with issues which are escalated from the caretaker and concierge on a daily basis. The on-site Property Manager will ultimately be responsible for the standard of service provided by the other on-site staff and indeed all third-party contractors. The on-site Property Manager will also be responsible for overseeing and coordinating onsite activities and day to day running of the development.

4.5. Out of Hours Repair Reporting

- 4.5.1.** An emergency out of hours maintenance and repair reporting website and or phone line will be in operation for residents to contact in the event of a repair emergency.

5.0. Building Maintenance

- 5.1.** It is proposed that the maintenance of the development will be managed by a suitably qualified Maintenance Manager who will ensure that all maintenance works is undertaken in accordance with servicing requirements. It will be the responsibility of the Property Management Company to ensure all maintenance works are undertaken when required and to the required standard.



6.0. Management of Communal Facilities

6.1. Reception

- 6.1.1.** A reception area can be accommodated within the single storey residential amenity unit, located at the north end of the site, facing to Santry Avenue (positioned between Blocks A and D) which will serve the development as a space for a concierge, package drop-off and collection with the ability to receive and direct visitors.
- 6.1.2.** The reception leads to co-working and tenant lounge spaces which serve as gathering places for residents and visitors alike who may take advantage of the seating and recreational facilities provided.

6.2. Postal Deliveries & Parcel Storage

- 6.2.1.** Post boxes will be situated within the entrance lobby of each apartment block. Postal services will have access to these lobby areas only. Residents will be able to receive their post via individual lockable post boxes. Packages and Parcels can be directed to parcel storage at reception, if residents wish to make use of the service. This will be managed by the Management Company via the Concierge.

6.3. Amenity Spaces

- 6.3.1.** The proposed development has been designed to provide recreation and relaxation amenity spaces to its residents close to home. Communal amenity facilities that can be accommodated in the residential amenity unit will be up to the eventual operator as to the function of the space; however, the design of this unit allows flexibility to facilitate numerous uses. Common amenity uses include:

- Gym
- TV Room
- Co-Working Desks
- Conference Facilities
- Cinema Room
- Library Area / Quiet Zone
- Dining / Entertainment Area

- 6.3.2.** Within the stand alone residential amenity unit, flexible residential amenities are catered for, such as a residents lounge for recreation and co-working which could include work booths for individual work or two to four person meetings. The use of the co-working facilities will be managed by the Management Company.

- 6.3.3.** Residents can use the space to meet up and socialise or it could be used for many activities including presentations, workshops or classes. The Management Company will be responsible for managing the leasing or booking of these spaces.

- 6.3.4.** The dedicated residential amenity unit fronts onto the new public realm at Santry Avenue, adjacent to the proposed commercial unit / café at ground floor of Block D and the commercial unit at ground floor of Block A. To the west, on the ground floor of Block E is the proposed community use unit, so the location of all of these units alongside each other and fronting onto the street will create a vibrancy along the new street front and provide residents with essential amenity space. The community unit and café, as well as the commercial units will create a homely and welcoming atmosphere within the development.

- 6.3.5.** Roof terraces / garden terrace amenity space are provided on the roofs of Blocks A, C, & F and the proposed residential amenity use unit, which will offer recreational meeting areas for residents to socialise and enjoy rooftop views of Dublin City and Santry Demesne park to the north.



6.4. Landscaped Communal Open Spaces

- 6.4.1.** There is ample communal and public open space between the apartment blocks including children's play catered for. These features promote community interaction, enhancing wellbeing, socialising and development of relationships between neighbours. Given the proposed communal garden design, it will be essential for an appropriate maintenance schedule to be devised and implemented by the managing agents, with particular 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 etc. throughout the communal garden areas and open spaces.
- 6.4.2.** 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.

6.5. Community Use Unit

- 6.5.1.** In accordance with the Z3 "neighbourhood Centres" zoning attached to the site, the proposed development provides for a community use unit on the ground floor of Block E of 188.1sq.m in area. It is envisaged that this unit will cater for local community needs/uses and will form an important community space for both future and existing residents. The facility has been designed as a welcoming space, with large windows maximising light and amenity use. It is considered that the facility has the potential to cater for a number of functions and will offer a focal point within the scheme. The location of the community hub fronting onto Santry Avenue and adjoining commercial and resident support/amenity space will ensure that there will be a consistent level of activity in this part of the development.
- 6.5.2.** The provision of this community unit is put forward in recognition of the Z3 zoning on the site, the nature and scale of the overall proposed development, plus the changing nature of the environs in recent times due to on-going and permitted development in the immediate vicinity. It is considered that the community unit will aid in the creation of a sense of community with the overall scheme, tying individual neighbours together and forming an important meeting point within the scheme. It is envisaged that the management of this facility will be operated by a specified management company, who may liaise with Dublin City Council and / or the Dublin City Local Community Development Committee in terms of what services the unit caters for.

7.0. Building Operational Management

7.1. Residential Waste Management – Refuse disposal and recycling

- 7.1.1.** An 'Operational Waste Management Plan' (OWMP) has been prepared by AWN. The Property Manager will coordinate the waste management requirements of the OWMP to ensure residents adopt the attitudes and strategies outlined in the plan. The management team will aid in the success of this and provide regular maintenance of the bin stores as outlined in the OWMP.
- 7.1.2.** The bins stores are located at ground floor level of the individual buildings and in the basement in close proximity to each apartment block core. Residents will be responsible for segregation and delivery of their own waste bags to the bin stores. The Property Manager will inspect the bin stores on a daily basis to ensure they are secure and free from hazards. It is expected that collections will take place on a twice weekly basis for each of the residential waste streams. This will be assessed as operations are up and running.



7.2. Mechanical & Electrical Systems Maintenance & Management

7.2.1. The Property Manager will be responsible for maintenance and servicing of the Mechanical and Electrical (M&E) equipment which is fundamental to the running of the development. The Property Manager will ensure that a maintenance contract is in place for each system with a suitable contractor and routine maintenance checks carried out in accordance with manufacturer guidelines. The developer will provide commissioning certificates and warranty arrangement with the equipment manufacturer. A full asset register will be compiled in advance of building handover and servicing contracts will be in place prior to completion.

7.3. Fire, Health & Safety Strategy

7.3.1. The Property Manager will instruct an independent and comprehensive Risk Assessment to be completed by an approved surveyor prior to occupation. The Property Manager will effectively manage risk and to comply with statutory requirements to protect the health and safety of the occupants and staff of the development. The Operator will complete a risk register upon receipt of the Fire Risk and General Risk Assessments.

7.3.2. Staff will be trained and Residents will receive a step by step guide of the evacuation procedures in the event of a fire. Fire detection & alarm / life safety systems and equipment will be regularly serviced and maintained. Out of hours emergency escalation will be attended to by the security staff. These staff will be adequately trained to have knowledge and understanding of the emergency procedures on site.

7.4. Cleaning

7.4.1. The Property Manager will be responsible for the management of services contractors for critical elements such as pest control, cleaning and exterior window cleaning for the common residential areas.

7.5. Vacant Apartment Management

7.5.1. Where an apartment is vacant, the Property Manager will follow their internally agreed voids process. Prior to occupation, it is considered best practice to ensure the apartments are flush tested on a weekly basis to prevent bacteria build up within the pipework. This is responsibility of the Property Manager.

7.6. Residential Fittings and Equipment Maintenance & Repair

7.6.1. All apartments will be fitted with a kitchen containing a hob, oven, microwave oven, fridge freezer, dishwasher, sink and cooker hood. All apartments will have a utility/store room containing a heat recovery unit and washing machine & dryer or a washer-dryer. The apartment will also have a number of sanitary fittings and wardrobes fitted. These fittings and equipment that fall within the apartments will be subject to maintenance and repair by the owners/residents. Should the need exist for a central laundry facility in the basement, it will be managed and maintained by the Property Manager.

7.7. Residents and Landlord Storage

7.7.1. A number of store rooms are located throughout the development mainly for use by the Management Company in their daily management of the development. Ground floor stores for use by residents will house a number of secure storage lockers. The Property Manager will be responsible for maintaining the storage areas. Individual users will be liable should they choose to store their personal belongings in the lockers provided. Clear signage will be displayed outlining owner's liability.



8.0. Security

- 8.1.** Access will be given to Residents by means of the access fobs or key codes to the individual blocks. In addition, the development will be monitored by the Management Team to ensure that a high level of security is maintained which give the Residents a heightened sense of security and reduce potential costs associated with antisocial behaviour. Lighting of the site will also provide an added sense of security with the Management Team ensuring that all lights are maintained, and bulbs are changes when required.
- 8.2.** It is envisaged that there will be a centralized location for the monitoring and oversight of security across the development. CCTV will be viewable from this point and it will act as the primary base for the security personnel. There will be an on-site presence in the form of Concierge/Caretaker during 'normal' working hours 9am – 5pm weekdays to deal with issues from the residential issues on a daily basis.

9.0. Parking & Mobility Management

- 9.1.** The development has provided for 209 no. car parking spaces and 805 bicycle parking spaces. Resident vehicular parking and a secure bike parking will be located at surface and basement level.
- 9.2.** The concierge 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 monitor progress of the plan;
 - To promote and market the plan;
 - To manage public transport discount fare schemes, cycle promotion schemes and events; and
 - To provide “travel advice and information” to Residents and staff.
- 9.3.** The proposed development will offer occupants travelling to and from the subject site alternative modes of transport other than the need to rely on a car, including 4 no. club car/car sharing spaces. Developing in an area that has strong public transport nodes offers users the opportunity to travel to and from the site using alternative modes of transport.

9.4. Bicycle Storage Facilities

- 9.4.1.** Incorporated within the design is the provision of 805 secure bicycle lockers in the basement of the development, at grade / surface level and within the buildings at ground floor level. Not only does this promote the use of bicycles and the health and wellbeing that comes with this use, it adds the security and peace of mind in knowing that it can be stored securely.
- 9.4.2.** The Property Manager will be responsible for maintaining the bike storage areas. Individual users will be liable should they choose to store their bicycles in the cycle parking spaces provided. Clear signage will be displayed outlining owner’s liability.

9.5. Car Sharing

- 9.5.1.** It is envisaged that there will be 4 Car Share spaces in the development, providing an additional transportation option for Residents.

