

Cherry Orchard Point – Management Strategy Report

August 2023

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1. Introduction

a. Executive Summary

Savills have been requested by The Land Development Agency to provide a report for the property management strategy for their proposed residential development at Cherry Orchard Point.

The aim of this report, as pointed to by both An Bord Pleanála and Dublin City County Council, is to set out the management strategy for the development, including its community areas / facilities, public spaces, residential amenities and apartments, upon completion and move-in of the first residents. It will explain how the development will operate and how the management and maintenance teams will integrate, ensuring that the development is maintained to the highest of standards. A key challenge for a development of this scale is to ensure that it is kept to the highest standards and remains safe for residents and local users. This will be the main priority for the management team.

b. Development Description

The Land Development Agency intend to apply to An Bord Pleanála (the Board) for a mixed tenure cost rental and social housing development with supporting community, crèche and commercial uses on lands at Cherry Orchard, Dublin 10.

The development is part of lands within a Strategic Development and Regeneration Area (SDRA) which are covered by a Local Area Plan. It is intended that the development will comply with the objectives of both.

The development forming this Part X Planning application is part of Site 4 (Phase 1) within the SDRA / LAP. The Land Development Agency have prepared a masterplan and environmental impact assessment report covering both Site 4 and Site 5. The overall development is likely to deliver approx. 1,095 residential units.

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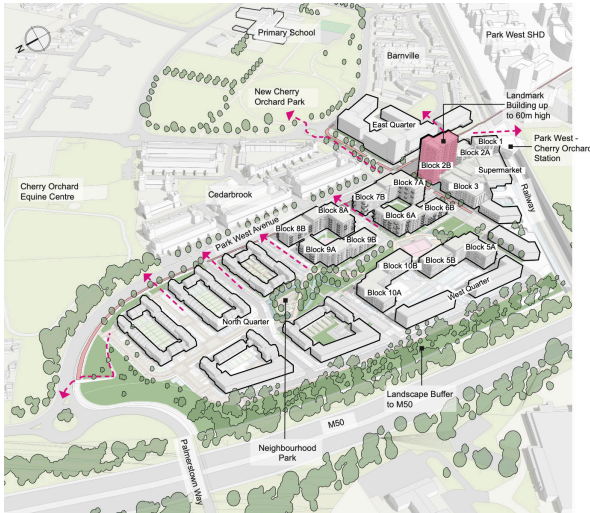


Figure 1 - Site 4 & 5 of the Cherry Orchard Park West LAP 2019



Figure 2 - Phase 1, Site 4 – Cherry Orchard Point

Phase 1 of the overall Development (this application) will consist of:

The proposed development (GFA of c. 66,398.8sqm) involves the construction of 16 blocks contained within 9 buildings ranging in height from 4 to 15 storeys comprising 28no. studio units, 263no. one-bed units, 368no. two-bed units (52no.

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two-bed three-person and 316no. two-bed four-person) and 49no. three-bed units (59,022.8sq.m total residential GFA), together with a convenience retail supermarket (2,523sq.m GFA), 7no. retail / commercial units (totalling 373sq.m GFA), community, arts and cultural spaces delivered across 13no. community and arts / cultural units (totalling 1,222sq.m GFA), and associated external events space and community gardens (1,157sq.m), a childcare facility (672sq.m GFA) with associated external playing space (200sq.m) and all ancillary and sundry accommodation including sub stations, plant, refuse stores, cycle stores, and metre / comms rooms (2,586sq.m total GFA). The proposed development also includes the provision of landscaped public open space of 6,123sqm including a public plaza, multi-use playing spaces, outdoor fitness trail, communal amenity space of 5,596sqm. Private open space for the apartments units is achieved through the provision of balconies or terraces for all individual apartments.

Boundary treatment in the form of 3m high timber hoarding is proposed as a temporary interim solution to the future Phase 2 and Phase 3 development to the north-west (Phase 2) and north-east (Phase 3) of the site and to the proposed Irish Rail compound along the western boundary of the site pending the implementation of future development phases. Permanent boundary treatment comprising 1.8m high powder coated vertical railing is proposed to the top of the embankment adjacent the rail line to the south. A permanent 1.8 m high railing is proposed to the secured communal courtyards and creche garden. Railings and gates to secure the communal courtyards are also proposed as part of the development.

Residential Tenure Mix

The proposed tenure mix for the development is 23% Social Homes and 77% Cost Rental Homes. Of the total of 708 Units proposed for Phase 1, 161 units are proposed for social tenure (to be managed by Dublin City Council) and 547 units are Cost Rental tenure (to be managed by the Development Agent on behalf of The Land Development Agency).

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Figure 3 – Phase 1 Site Map with Tenure Mix shown



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2. Summary of Relevant Experience

Savills has extensive experience in the residential market managing developments similar to the intended development at the Cherry Orchard Point site in Dublin 10.

Sites of similar scale include:

- Clancy Quay, Islandbridge, Dublin 8
- 8th Lock, Ashtown, Dublin 15
- Fernbank, Dublin 14

Savills's role in these developments is to manage the development to ensure the upkeep of common areas and general maintenance and to manage the tenants and tenant amenity areas. On the tenant management side, tenants are given one point of contact throughout the process, from initial viewing to occupation. The dedicated property manager will deal with all aspects of the tenancies, including, but not limited to, contract queries, monitoring of rental payments, issuing of lease renewals, and rent reviews and general day-to-day queries and creating a tenant community, ensuring the longevity of residents.

The block management team deliver smart, reliable solutions. Savills have a dedicated Operations Management team, allowing for collaboration between property owners and onsite management to facilitate efficient lines of communication and resolve any issues in a timely manner. In a scheme of tenant occupiers, the dedicated property management team will be responsible for the upkeep and running of communal facilities, common areas, and general maintenance.

Savills will have a property manager who would be dedicated to overseeing this large-scale residential development. They would allocate money for necessary repairs and maintenance using the service charge budget to fund the block upkeep. The property manager will be responsible for collecting and allocating the budget as well as managing the yearly management budget.

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Figure 4 - Rostrevor Place, Rathgar

3. Appointment of Property Managing Agent & Associated Responsibilities

It is optimal to appoint a property management agent at least 12 - 18 months prior to practical completion of the development in order to ensure a full mobilisation plan is implemented and followed through ahead of handover of the scheme. This will ensure that the Property Managers are skilled and knowledgeable in all aspects of the scheme with full policies and procedures in place ahead of the first residents moving in.

The property management agent is appointed to oversee the management of the development and the common areas (internal and external) to ensure that the development is well maintained to a high level.

The property manager will have the responsibility of preparing the annual service charge budget and ensuring that all the necessary funds relating to the service charge budget are received.

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4. Amenity Considerations & Management

The proposed development has been designed to establish a new community, creating much needed homes and amenities along with associated public spaces and social infrastructure. The design provides extensive open space for both residents and the wider neighbourhood, including a landscaped green spine to connect residents through the development to the civic plaza and commercial zone. The green spine creates points of connection with the surrounding neighbourhood to improve connectivity for both those looking to access the amenities within the site but also transverse the site using the cycle and pedestrian access routes proposed.

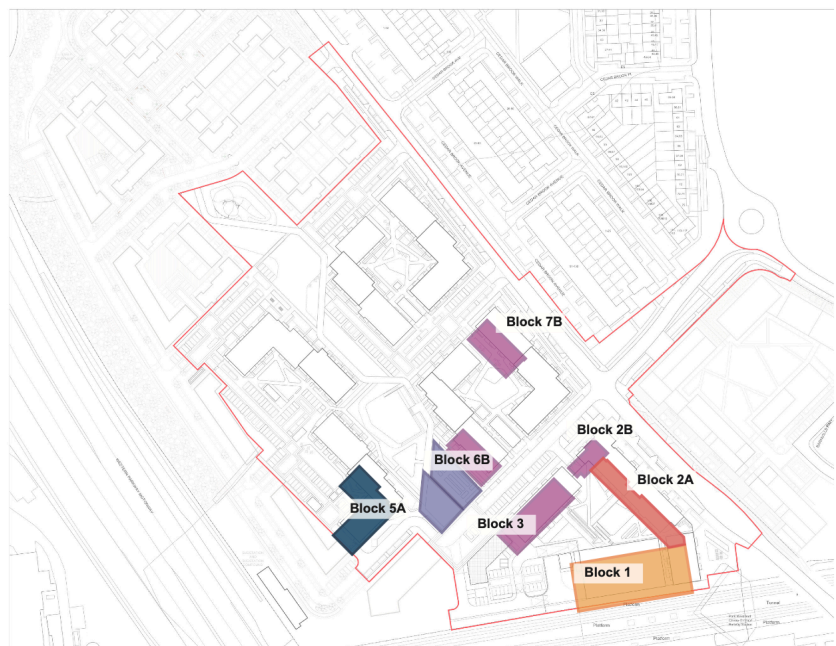
A number of commercial and community spaces are provided for in the design, these are provided throughout the development across the various blocks as indicated by Figure 6 below.

Non Residential Accommodation. (Community, Cultural Art Spaces)

- Creche
- Community, Arts & Culture (External)
- Community, Arts & Culture (Internal)
- Retail Units
- Supermarket
- Phase 1 Planning Application Redline

Use	Area
Supermarket	2523m ²
Retail Unit 1	60m ²
Retail Unit 2	50m ²
Retail Unit 3	41.5m ²
Retail Unit 4	41.5m ²
Retail Unit 5	50m ²
Retail Unit 6	75.5m ²
Retail Unit 7	54.5m ²
Creche	672m ²
Community, Arts & CultureSpace - Block 2B	156m ²
Community, Arts & CultureSpace - Block 3	424m ²
Community, Arts & CultureSpace - Block 6	289m ²
Community, Arts & CultureSpace - Block 7	353m ²
Sub Total	4790m²
Community, Arts & CultureSpace - Neighbourhood Park	1157m ²
Total	5947m²

Combined schedule of non residential uses





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Extensive public open space is provided for within the design providing a variety of spaces for leisure, play areas and biodiversity. Communal external amenity space is provided for each block which the management company will manage. Maintenance of external amenity space for each apartment block will be the management company's responsibility, with public open space, largely proposed to be taken in charge. Areas not taken in charge by the local authority will be managed by the management company.

A schedule of maintenance will be put in place to ensure the upkeep of these spaces and landscape maintenance plans will be developed in accordance with habitat and biodiversity goals set out in the application.

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Quantitative Assessment of Public Open Space

Section 15.8.6 and Table 15.4 of the Dublin City Development Plan 2022-2028 requires a minimum of 10% of the net development to be public open space. This is provided in Phase 1 of the Cherry Orchard Point development as a large neighbourhood park in the centre of the scheme and as a small civic plaza on Park West Avenue, beside the supermarket and the railway station.

It is noted that the planning application redline includes all of the neighbourhood park, and this is to deliver the park in its entirety rather than piecemeal. Cumulatively the amount of open space proposed is 12.5% of the net development area, exceeding the minimum requirement of 10%, and it is proposed that the oversupply is attributed to the future Phase 2 planning application.

The community garden, event space and picnic lawn that is proposed to be provided as external Community, Cultural and Art space does not form part of the public open space calculation, and this is noted on the Table 4.0 below as a separate category. Similarly, communal open space for residents, provided in the form of semi-private courtyards, is separate to public open space and is quantitatively assessed separately in Table 4.0.

Public Open Space Required		
Planning Phase 1	Area (Ha)	
Net Residential Site Area	4.877 Ha	
Public Open Space Required	0.4877 Ha	10%

Public Open Space Provided		
	Area (Ha)	
Neighbourhood Park (A)	0.5514 Ha	
Civic Plaza (B)	0.0609 Ha	
Total	0.6123 Ha	12.5%

All Public Open Space Provided	
	Area (Ha)
Phase 1 Public Open Space	0.6123 Ha
Phase 2 Public Open Space ¹	0.205 Ha ¹
Community Cultural & Arts	0.1157 Ha
Total Public Open Space	0.933 Ha



Figure 6 – Phase 1 Public & Communal Open Space

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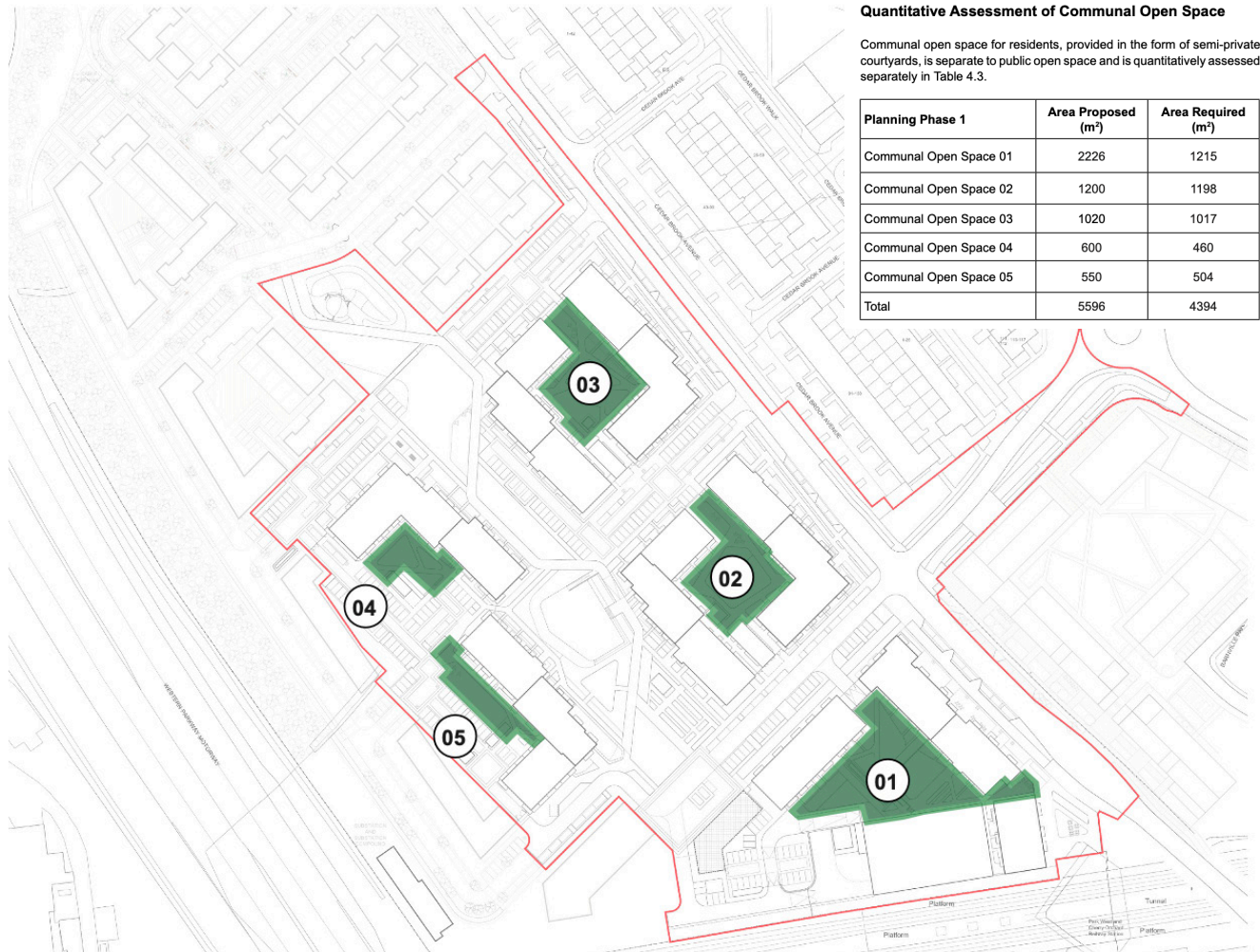


Figure 7 – Phase 1 Communal Open Space

b. Management of Estate Community & Amenities

The management of the estate will be carried out with the use of management offices and onsite estate manager when appropriate. In the case of future phases of the development being owner occupied, a service charge will be created to cover the costs of the management offices and onsite estate manager as well as covering items including general repairs and maintenance, landscaping upkeep, lift maintenance, security systems (cameras, fobs, etc.), and cleaning (windows, common areas refuse, etc.).

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Broadly, the Phase 1 residents will be tenants of the LDA or Dublin City Council and the rents for these residents will include an appropriate service charge. Any residents' amenities available on site will also be covered under the service charge.

Management Offices

The management company will be responsible for the management of the residents within the development as well as the overall estate including security, pedestrian / cyclist access points, waste areas, parcel delivery, car parking, events and community and stakeholder engagement. The management company will also be responsible for tenant management of the commercial units on site.

The estate management team has several responsibilities, outlined below:

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

c. Management of community arts and culture spaces

The scheme has been designed to create a safe neighbourhood, using passive surveillance through the positioning of retail, commercial and play spaces throughout the site.

Appropriate public lighting is proposed throughout the development, including the key access routes through the site, specifically in relation to the ground floor community arts space.



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This will be managed through 24-hour CCTV, which an external security company will monitor. If any issues were to arise, the monitored CCTV will alert the Savills property management, who will, in turn, request the on-call security to attend to the matter at hand. In terms of payment for CCTV, Security, and necessary lighting, this will all be paid for via the service charge budget.

Security will be a key component of the management strategy, particularly in the early stages of the complete development. This aims to make residents and surrounding locals feel secure with the addition of large-scale development.

It is foreseen that the initial security offering could comprise of full-time security followed by a phased down approach to include security patrol cars and cameras in key circulation areas within the control of the management company.

Access to each apartment block will be controlled appropriately using fob access at entrance lobbies with intercom systems allowing individual apartments manage guest access. Access control will be installed for resident bin and bike stores also.

Savills would be able to provide agency expertise in relation to the letting of the creche units, and our retail team would provide accurate market knowledge based on recent creche lettings that they have completed.

Our property management team would be able to provide an in-depth analysis of the management of commercial units. Providing maintenance services ensures that the service charge budget is utilised efficiently in order to provide a neat, well-run estate.

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5. Parking & Mobility Management

a. Site Location & Context

The proposed development is located in an accessible area and access to multiple forms of public transport including Dublin Bus routes and the Irish Rail / Future Dart+ Facilities. The design of the scheme seeks to create a vibrant and sustainable place to live and has sought to give priority to pedestrians and cyclists routes.

A key element of the design is the provision of pedestrian and cycle linkages on the west to east route in the direction of the retail commercial store and south to north route providing pedestrian access between the proposed development to Cherry Orchard Park.

These will serve as both amenity routes and access routes to the greater Cherry Orchard area. As amenity routes, they will form part of long-distance amenity routes which can connect cyclists from Cherry Orchard Point to the wider area and neighbourhoods.

b. Bicycle Spaces

Residents bike parking is provided in enclosed, secure spaces within each urban block. Residents will be provided with a fob or other private access system. The maintenance and cleanliness of the space will be the responsibility of the development agents on behalf of the management company.

A mix of resident and visitor bike parking will be further provided in covered secure external stores which will be accessible only to residents (accompanying visitors) in the same manner. Further external publicly accessible bike parking facilities will also be provided.

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c. Parking Management Strategy

Car parking is located throughout the development within each block, catered for in either podium/under-croft, or off-curtilage parking.

Security in relation to parking would be of principal importance, within the scheme. CCTV cameras on all residential and commercial parking are necessary in a large-scale scheme such as Cherry Orchard Point.

We also recommend a yearly issued permit system, whereby residents, based on their address, have a certain car parking space allocated with a number of visitor spaces allocated to the residential parking.

In terms of commercial parking, pay and display will be necessary for this development to ensure that car parking is utilised in an efficient manner.

6. Service Charge Budget

Appendix A contains a sample service budget prepared by the LDA Asset Management Department for the proposed development to demonstrate an overall approach. Detailed budget lines and costs will be produced post-planning when specifications and finishes are confirmed, and final detailed designs are completed.

7. Conclusion & Contact Details

Savills have considered the details and plans of the proposed development. Based on our previous experience, Savills have set out in this report their opinion on how the overall management of the scheme can be successfully achieved to the highest of standards for the benefit of the residents but also the surrounding neighbourhood.



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APPENDIX A – Cherry Orchard Point Sample Service Charge Budget (prepared by the LDA)

	B	C	D	E	F	G
1	Cherry Orchard Point DRAFT Budget - Sample Service Charge Budget based on plans for 16 blocks ranging from 4 to 15 storeys totalling 1,095* Units					
	Cherry Orchard Point					
2		<u>Estate Charge / Entire Scheme Contribution</u>	<u>Apartment Blocks Charge</u>	<u>Arts/Retail/Community Space/ Landscape Areas</u>	<u>Undercroft Carpark /Bike Stores Charge</u>	<u>SUBTOTAL</u>
3	Insurance	€ 400,000				€ 400,000
4	Electricity Supply		€ 154,000	€ 50,000	€ 10,000	€ 214,000
5	Electricity Repair & Maintenance		€ 40,000	€ 17,000	€ 10,000	€ 67,000
6	Lift Maintenance		€ 240,000			€ 240,000
7	Lift Insurance		€ 13,280			€ 13,280
8	Lift Phone Line		€ 4,800			€ 4,800

	B	C	D	E	F	G
9	Cleaning/ Janitorial		€ 133,000	€ 15,000	€ 2,000	<u>€ 150,000</u>
10	Security / Access Control		€ 64,000	€ 10,000	€ 5,000	<u>€ 79,000</u>
11	CCTV	€ 225,000				<u>€ 225,000</u>
12	Gutter Cleaning	€ 27,200				<u>€ 27,200</u>
13	Water Pump Maintenance		€ 6,000			<u>€ 6,000</u>
14	Water Tanks		€ 3,000			<u>€ 3,000</u>
15	Landscaping	€ 145,000				<u>€ 145,000</u>
16	Repair & Maintenance		€ 100,000	€ 50,000	€ 4,000	<u>€ 154,000</u>

	B	C	D	E	F	G
17	Fire System / Sprinkler System		€ 90,000	€ 10,000	€ 5,000	<u>€ 105,000</u>
18	AOV Maintenance	€ 30,000				<u>€ 30,000</u>
19	24 Hr Service	€ 60,000				<u>€ 60,000</u>
20	Gate/Barrier Maintenance				€ 20,000	<u>€ 20,000</u>
21	Refuse Collections	€ 400,000				<u>€ 400,000</u>
22	Pest Control	€ 10,000				<u>€ 10,000</u>
23	Snow and Ice Management	€ 5,000				<u>€ 5,000</u>
24	Power Wash	€ 5,000				<u>€ 5,000</u>

	B	C	D	E	F	G
25	Roof Maintenance	€ 20,800				<u>€ 20,800</u>
26	Balcony Repairs		€ 20,800			<u>€ 20,800</u>
27	PV Panels	€ 3,500				<u>€ 3,500</u>
28	Fall Arrest Maintenance	€ 3,000				<u>€ 3,000</u>
29	Window Cleaning	€ 12,000				<u>€ 12,000</u>
30	Carpark Management / Patrolling	€ 3,500				<u>€ 3,500</u>
31	Community Events	€ 3,000				<u>€ 3,000</u>
32	EV Chargers	€ 5,000				<u>€ 5,000</u>

	B	C	D	E	F	G
33	Health & Safety Management	€ 1,700				<u>€ 1,700</u>
34	BMS (Building Management Systems), Risk Assessment, Health & System	€ 3,000				<u>€ 3,000</u>
35	Sundry	€ 6,000				<u>€ 6,000</u>
36	Legal/Professional Fees	€ 6,000				<u>€ 6,000</u>
37	Audit Fees	€ 13,000				<u>€ 13,000</u>
38	Annual Reports	€ 3,500				<u>€ 3,500</u>
39	Company Secretarial Admin	€ 5,000				<u>€ 5,000</u>
40	Managing Agent Fees	€ 120,000				<u>€ 120,000</u>

	B	C	D	E	F	G
41	Sinking Fund	€ 620,000				<u>€ 620,000</u>
42		€ 2,136,200	€ 868,880	€ 152,000	€ 56,000	€ 3,213,080
43	<p><i>N.B This budget is designed to illustrate the overall approach. Detailed budget lines and costs can only be produced post planning when specifications and finishes are confirmed and final detailed designs are completed.</i></p> <p><i>* Estimated total development unit numbers.</i></p>					