



savills

Penrose House, Penrose Dock, Cork, T23 V38E
T: +353 (021) 427 1371
info@savills.ie
www.savills.ie

Wilton ESB Residential Development, Cork

Management Strategy Report for:
The Land Development Agency (LDA)



savills

Directors and Leadership Group: Mark Reynolds (Managing), Isobel O'Regan (Chairperson), Peter Callender (Company Secretary), Tom Barrett, Larry Brennan, Gavin Butler, James Butler, Paul Campbell, Orla Coyle, Darragh Cronin, Andrew Cunningham, Brendan Delaney, Roy Deller, Allen Devine, Shane Duffy, Niall Guerin, Ray Hanley, Samantha Kedward, Brian Kirwan, Jarlath Lynn, Catherine McAuliffe, Gerry McCarthy, Kevin McMahon, Neal Morrison, Sarah Murray, Clarie Neary, Karen Nolan, Roland O'Connell, Fergus O'Farrell, Peter O'Meara, Domhnall O'Sullivan, David Potter, John Ring, Andrew Sherry, Andrew Smyth, Kevin Sweeney, John Swarbrigg, Ben Turtle, Paul Wilson

Offices and associates throughout the Americas, Europe, Asia Pacific, Africa and Middle East
Savills Commercial (Ireland) Limited registered in Dublin No. 119887.
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1. Introduction

Executive Summary

Savills have been requested by the Land Development Agency (LDA) to provide a property management strategy report for their proposed residential development at Wilton ESB Residential Development, Sarsfield Road, Wilton, Cork.



Figure 1 – Site Location

The aim of this report is to set out the management strategy for the proposed scheme, from development phase through to full occupation and operation. It focuses on the management of all internal and external common areas and facilities, the building fabric, multiple tenancies, community engagement and promotion of sustainable modes of transport.

Development Description

The LDA intend to apply for planning for a residential development with a total application site area of 2.61Ha, on lands at Farrandahadore More, Sarsfield Road, Wilton, Cork. The subject site lies between Wilton District Centre to the north and the ESB’s regional headquarters to the south. The greenfield site formerly owned by the ESB offers a unique opportunity to provide a residential development with linkages to the established City Centre.

As part of the planning application the necessary due diligence reports on topographical, archaeological, arboricultural, environmental and planning matters will be taken into consideration when preparing the site for future development.



Figure 2 – Proposed Site Layout & Boundary

The development has a total gross floor area of approximately 30,494.3 sq. m. and will consist of 348 residential units across three apartment blocks and two rows of townhouses, ranging in height from 2 to 6 stories. The unit mix is as follows:

- 152 x 1 Bed 2P units (44%);
- 48 x 2 Bed 3P units (14%);
- 120 x 2 Bed 4P units (34%);
- 12 x 3 Bed 5PS units (3%);
- 16 x 3 Bed townhouses (5%).

Additionally, the development will consist of a crèche with a floor area of 138 sq. m, 58 surface level parking spaces, 90 under-podium parking spaces, and 503 bicycle spaces for residents and visitors. Public open space totalling 3545 sq. m is provisioned for throughout the common areas, with the largest allocation fronting Sarsfield Road.

It will comprise hard and soft landscaping including but not limited to internal roads, cycle and pedestrian route pathways, boundary treatments, trees, gardens, street furniture, lighting, car parking (including car sharing and accessible spaces), bicycle parking, services infrastructure, refuse storage facilities, and SuDS measures.

Unit Mix

Location	Dwelling Type	1 Bed 2P	2 Bed 3P	2 Bed 4P	3 Bed 5PS	3 Bed	Total Units
Terraced	Townhouse					12	12
End-Block	Townhouse					4	4
West Block	Apartment	56	20	50	0	-	126
Middle Block	Apartment	59	22	53	0	-	134
East Block	Apartment	37	6	17	12	-	72
	Total	152	48	120	12	16	348
	Mix	44%	14%	34%	3%	5%	100%

Figure 3 – Schedule of Residential Accommodation

The tenure mix for the proposed apartments (East, Middle and West Blocks) is 10% Social Homes (36 units) and 90% (296 units) Cost Rental Homes. The 16 townhouse units will be Affordable For Sale Homes. The 36 units allocated under Social Homes tenancies will be managed by Cork City Council, whilst the remaining 296 units falling under Cost Rental tenure will either be managed in-house by the LDA's asset management team or outsourced to a local property managing agent. The scheme also comprises a 138 sq. m crèche facility which will be leased to an appropriate third-party operator.

2. Summary of Relevant Experience

Savills has extensive experience in the residential market managing developments similar to the proposed development at Wilton.

Sites of similar scale include:

- The Elysian, Cork City
- Rostrevor Place, Rathgar, Dublin 6
- U Hansfield, Dublin 15
- Fernbank, Dublin 14
- Opus, Hanover Quay, Dublin 2

As experienced property managing agents, Savills understands what is required in providing the highest standards of management service. Our objective is to provide a safe, clean and attractive living and working environment. In delivering property management services, it is our policy to:

- Regularly tender contracts to ensure value for money in service provision and in doing so leverage off the bulk purchasing power of Savills;
- Seek to review service standards to optimise service delivery and value;
- Have regard to industry best policy codes of practice set out by the Society of Chartered Surveyors Ireland;
- Utilise contractors that have been approved by Savills compliance procedures.

Effective residential property management requires a two-pronged approach. On the tenant management side, the residential management and lettings manager will deal with all aspects of the tenancies including, but not limited to, contract queries, monitoring of rental payments, issuing of lease renewals, rent reviews, maintenance and general day-to-day queries.

On the block management side, the residential block manager oversees all services associated with the internal and external common areas, the building fabric, procurement and

management of third party hard and soft services contractors to undertake planned and reactive maintenance, house rule compliance, insurance related matters and so forth.

Savills have a dedicated Operations Management Platform that allows collaboration between residents and onsite management to optimise delivery of services.



Figure 4 – The Elysian, Cork City



Figure 5 - Rostrevor Place, Rathgar

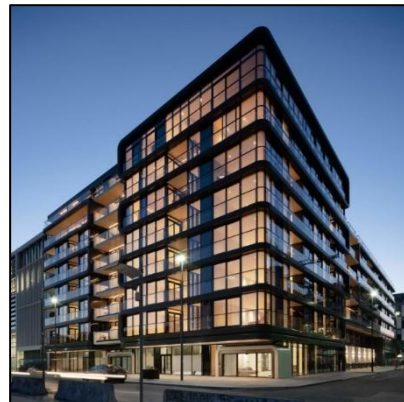


Figure 6 – Opus, Hanover Quay

3. Appointment of Property Managing Agent & Associated Responsibilities

It is optimal to appoint a property management agent prior to the completion of the development to ensure that all the necessary procedures and policies are in place for completion, mitigating delays when the first residents take occupation.

The managing agent will oversee the provision of all site services and therefore have the responsibility of preparing the annual service charge budgets and sinking fund contributions. Sinking funds are required to cover communal project costs of a non-recurring nature as the development ages, including but not limited to the building fabric, M&E assets, and common areas.

4. Amenity Considerations & Management

The proposed development has been designed to provide high quality affordable homes and establish a new community through provision of amenities across the scheme for both residents and the public.

Internal Amenity Space

The onsite crèche facilities (highlighted blue in Figure 7 below) are to be centrally located on the ground floor of the Middle Block. The facilities will include classrooms, a sleeping room, staff accommodation, allocated parking and a play area. This service will be made available to both residents and the public.

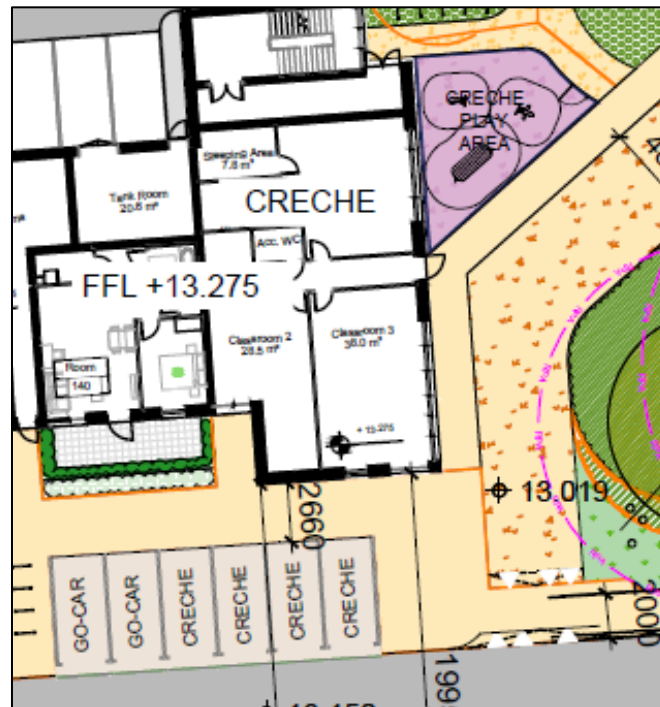


Figure 7 – Creche Facilities (highlighted blue) within Middle Block

External Amenity Space

External communal amenity space has been incorporated within the design to promote social, leisure, and biodiversity activities. This space will be managed by the appointed managing agents and as such will be responsible for maintaining it to a high standard and in accordance with habitat and biodiversity goals set out in the application.

Management of Communal Amenities

The costs associated with the provision of all communal amenities within the development will be captured under a service charge budget. This budget will include Estate and Block schedules to ensure costs are recovered on a 'pay per use' principle. An apportionment schedule will also be included in the service charge budget pack, which will detail how costs for the services provided are apportioned across all residential units. Typically, costs are apportioned based on the size of each unit. In rental scenarios, these service charge costs can be included within the rents paid under each tenancy.

A. Management

Where a managing agent has been appointed on behalf of the LDA (or a Management Company), they will be responsible to manage the building fabric and common areas within all three apartment blocks, the external common areas not taken in charge by the local authority, and all tenancy agreements falling under Cost Rental homes. The townhouses purchased under the Affordable Homes scheme will be the responsibility of each unit owner to maintain.

As outlined previously, the tenant management piece focuses on the tenant and any matters inside the unit door. Examples include contract queries, monitoring of rental payments, issuing of lease renewals, rent reviews, maintenance and general day-to-day queries.

The residential block manager oversees all matters outside the unit door. These include all services associated with internal and external common areas, the building fabric, procurement and management of third party hard and soft services contractors to undertake planned and reactive maintenance, house rule compliance, and insurance related matters.

As a team, the lettings manager and block manager coordinate residential events and initiatives, develop and implement strategies (e.g. parking & mobility management, ESG), engage with the local community and other stakeholders.

B. Heating

A centralised heating scheme is proposed to meet the space heating and domestic hot water requirements for the development. The network will be heated by air to water heat pumps in centralised locations. Hot water is distributed through a heat network, providing space heating and domestic hot water for the complete development. A heat interface unit is located within each home, within this unit a plate heat exchanger transfers the heat from the heat network to the homes' internal space and domestic hot water system. A management company or a third-party Energy Service Company (ESCO) will bill individually for heat consumed.

This system has many advantages for the development:

- It can provide Part L compliance and meet renewable targets from a centralised location.

- Most system maintenance can be carried out without access to the individual apartments (some maintenance will be required for HIUs).
- Reduces space requirement for plant within the units when compared to individual heating systems.
- Space heating can also be met in common areas by the communal heating system removing the requirement for additional systems and reducing maintenance.
- Future proofs the development as it allows for other renewable gases such as green hydrogen to be used in the future, with minimal changes to the heat network.

C. Security and Access Control

The development has been designed to create a safe neighbourhood, using passive surveillance externally through the positioning of the creche and amenity spaces throughout the site. Appropriate levels of public lighting are positioned along the key access routes and CCTV will be positioned at all access points as a minimum.

Security presence will be a key component of the management strategy, particularly in the early stages of the complete development. The aim of this is to make both residents and surrounding locals feel secure with the addition of a large-scale development.

It is foreseen that the initial security offering could comprise of full-time security at certain hours overnight followed by a phased down approach to include security patrol cars in key circulation areas.

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

CCTV will also be installed at all access points to each apartment block and backed up by DVR recorders for retrospective checks and downloads in accordance with GDPR policies.

5. Parking & Mobility Management

Site Location & Design

The proposed development will encourage sustainable travel patterns due to its location, layout, design and proximity to the public transport and cycle networks. These will be complimented with a Mobility Management Plan (MMP) and the appointment of a Mobility Manager to promote sustainable travel patterns.

The proposed development is located and designed such that it will not have any significant traffic impact on the existing developments in the area. The access and internal layout are designed in accordance with DMURS (Design Manual for Urban Roads & Streets) and includes good permeability to promote and facilitate sustainable travel patterns as part of the overall development.

Mobility Management Plan

A MMP is provided as part of the Traffic and Transport Assessment to be submitted with the planning application. Its purpose is to establish a formal mobility and traffic management plan dealing with transport modal shift and accessibility.

A number of proposals will be included in the plan covering cycling, parking, traffic management and bus services. The main goals are outlined as follows:

- (i) To maximise the permeability and efficiency of the design to facilitate connectivity with existing infrastructure.
- (ii) To improve accessibility to public transport and active modes of transport.
- (iii) To reduce reliance on private cars and therefore reduce transport emissions.
- (iv) To work closely with the Local Authority, the National Transport Authority, Transport Infrastructure Ireland, Bus Éireann and all other relevant stakeholders in a partnership model to promote an increased uptake in public transport.

Active mobility is a primary aim of The LDA for this development. Residents’ accessibility to public transport services in the area along with the extensive cycle networks will facilitate a reduced reliance on private cars.

A Welcome Pack will be provided to all new residents, and a section will be dedicated to raising awareness of the travel choices available to them and their guests. The management company will act as Mobility Manager for the development to deliver and develop the MMP.

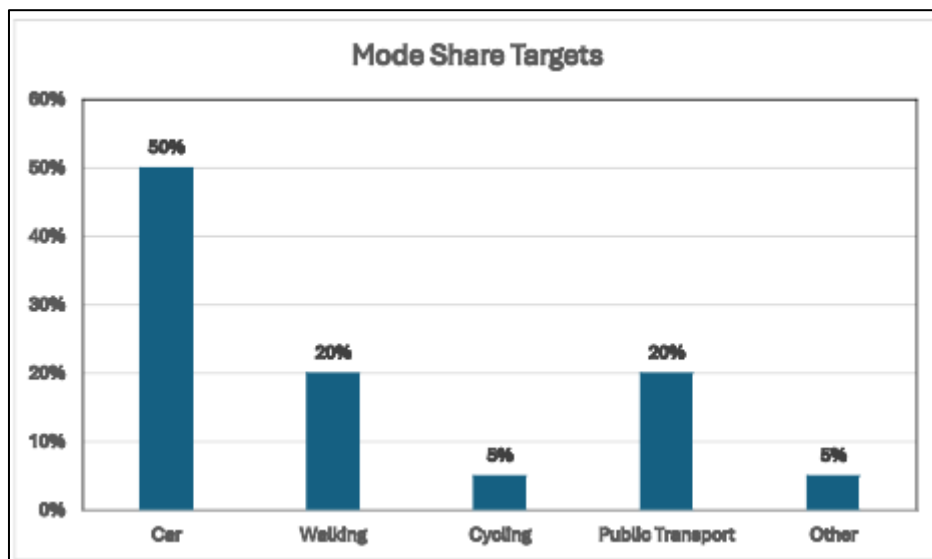


Figure 8 – Anticipated Mode Share Targets

Figure 8 above is taken from the MMP accompanying this planning application. The targets are consistent with wider transport objectives to promote and maximise greater use of sustainable travel modes in developments which are appropriately located and well served by sustainable travel modes.

The plan confirms there is adequate spare capacity in the existing public transport service that serve this proposed development. The targets are deemed realistic given the close proximity of the development to high capacity and high frequency public transport services, combined with the reduced car parking and increased cycle parking provision.

As per the MMP, the travel demands by private car will be mitigated further over time through implementation of the following recommended MMP measures to achieve the proposed modal split targets.

- Appointment of a travel plan coordinator / mobility manager
- Appropriate car parking and cycle parking provision
- Promote public transport
- Promote walking & cycling initiatives
- Car sharing
- Car club & electric car facilities

Bicycle Spaces

As per Figure 2, the site layout map confirms the provision of multiple bicycle parking bays throughout the development for ease of access and promote use. A total of 503 bicycle spaces will be provisioned for. Additional cycle facilities such as e-bikes and cargo bikes will also be provided as part of the overall development.

Car Parking Provision

There is a total of 58 surface level parking spaces and 90 under-podium parking spaces allocated to residents and visitors. The proposed provision of 148 car spaces consists of a 1:1 ratio of spaces to townhouse units, a 1:0.4 ratio of spaces to apartment units. Of these 4 spaces will be allocated to the creche and 2 spaces allocated to a car share scheme.

Car parking usage will be monitored over time with the aim to reducing it to coincide with planned improvements to public and cycle transport infrastructure in the locality. Car spaces on the surface car park will be available to the residents on a first come basis and will be taken in charge by the local authority it is proposed. The under-croft car spaces will be allocated on a need's basis. Other car parking management measures including a permit system, car parking specific house rules, and clamping may likely have to be considered over time as occupancy levels grow.

EV Charging

Given EV's are set to become the dominant means of vehicle fuelling over the coming years and 85% of EV charging takes place at home, EV charging facilities have been accommodated for. It is proposed a minimum of 30% of car parking spaces within the development will have EV charging facilities in order to meet the Climate Action Targets for private car fleet electrification by 2030. Given it is a residential development, the chargers will be slower domestic chargers that will enable overnight charging to occur.



6. Conclusion & Contact Details

Given consideration to the plans and particulars of the proposed development, and our experience in managing similar developments, Savills have set out their opinions within this strategy report how the proposed development can be managed to the highest of standards for the benefit of all stakeholders, but above all the residents.

Contact Details:

Paudi Malone

Associate Director

E: paudi.malone@savills.ie