

D e f i n i t i v e P r o j e c t B r i e f

for

Single-Party Framework Agreement for Architect Led Integrated Design Team
Services for the Redevelopment of Crawford Art Gallery and surrounding Public
Realm Design

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INTRODUCTION

PROJECT TITLE

Redevelopment of Crawford Art Gallery and surrounding Public Realm design

PROJECT DESCRIPTION

The project is a comprehensive on-site development of the Crawford Art Gallery at Emmet Place, Cork City.

The principal features of the onsite development:

- The development of a new block on the north-western part of the site, replacing dilapidated existing structures, which will be integrated with the historic buildings to potentially provide new public exhibition space, new retail and café space, as well as modern space for staff and art storage, which complements and physically links into the historic wings.
- Provision of a new Gallery entrance, welcome and orientation foyer at the historic entrance to the building fronting onto Emmet Place, along with development of a new external signature public landscape.
- A substantial reconfiguration of areas within the existing and new and expanded facility, with newly modelled and optimally located space for all major functions, including reception, galleries and exhibition space, education and outreach, retail and catering, art storage, workshops, administration, plant and services.
- Vastly improved visitor navigation and circulation route

PROJECT STRUCTURE

Moving forward from the completion of the preliminary business plan (appendix 1), the development project falls in to two distinct phases,

Phase 1 Design and Tendering of the Project

Phase 2 Construction of the project

The roles and responsibilities of the Office of Public Works and the Crawford Art Gallery alter as the project moves from Phase 1 to Phase 2

SANCTIONING AUTHORITY

The Department of Tourism, Culture, Arts, Gaeltacht, Sport, and Media,

SPONSORING AGENCY

The Crawford Art Gallery

CONTRACTING AUTHORITIES

Phase 1 The Crawford Art Gallery

Phase 2 The Office of Public Works (OPW)

a) PROJECT OBJECTIVES

Building on the PBC (Preliminary Business Case), the objective is to provide fit for purpose and high-quality visitor facilities at Crawford Art Gallery (CAG) in line with the approved project scope as set out in the Preliminary Business Case and associated cost plan. The Project objectives are as follows:

- As a guide provide Crawford Art Gallery with additional nett area of circa 1600 sqm bringing the total area of the building to approx. 5,500 sqm GIA area):
 - Additional square metres of floor space
 - Additional gallery/exhibition space.
 - Additional storage space.
 - Additional circulation space.
 - Additional ancillary space (including kitchen, server, plant, toilets etc.).
 - Enhanced landscape design within the railings of Crawford Art Gallery
 - Design proposals for public realm enhancements to Emmet Place
- Meet visitor and staff requirements at CAG for the foreseeable future
- Be designed to incorporate, insofar as is practically possible, the flexibility necessary to allow it to respond to changing requirements, work environments, and methods.
- Be designed with ease of future maintenance and of services renewal in mind
- Be designed to standards agreed in consultation with CAG, OPW,
- Be procured in accordance with the Capital Works Management Framework
- Be developed to meet energy performance standards to be agreed in consultation with CAG/OPW and in so far as possible in consideration of the limitations of existing historic building and heeding special considerations for conservation and exemptions for protected structures,
- Facilitate climatic controls in so far as possible to specific areas of the project agreed during development of the design

b) PURPOSE

The purpose of the projects is to

provide fit for purpose and high-quality visitor facilities at Crawford Art Gallery and redesign the public realm in Emmet Place. The project will build on the preliminary ideas and concepts outlined in “Vol 4.2_Crawford Business Plan Report Jan 2021”.

The project will specifically establish a fit for purpose set of galleries and complementary facilities which will act as a cultural hub enabling partnerships and collaborations and address collection storage and education requirements as described below:

1. The Building

Following preliminary studies to an agreed scope and aligned with the approved project scope and budget set out in the PBC, repair, repurpose and enhance the existing building to establish a 21st century, fit-for-purpose set of galleries and complementary facilities for Ireland, that are:

- Worthy of National Cultural Institution Status, meeting visitor, artist, and staff expectations and experience of same.
- Accessible, safe and welcoming equally to visitors, staff and artists.
- Rationally, ergonomically, and effectively laid out in the assignment of spaces, aligned to best international practice for visual art galleries, while easy to navigate between floors, spaces, functions, and installations. Compliant to an acceptable level with statutory directive, heeding special considerations for conservation and exemptions for protected structures.

- Expressive and respectful of the buildings' rich heritage while setting a bold simultaneous contemporary architectural direction for the future. A building of this nature would contribute towards the achievement of National Policy Objectives 4 and 6 under the National Planning Framework. These relate to the development of attractive urban settings and the rejuvenation of city centres.

2. The Collections Care

Urgently address collection storage and collection maintenance, conservation and access deficiencies and limitations having regard to the approved project scope and cost plan approved as part of the PBC.

Create a new collections care environment to an agreed standard, to maintain, preserve and best care for the Crawford Art Gallery's unique collection such that:

- The collection can be carefully moved from its current locations that presents a high risk to its safety and integrity and be appropriately stored in stable, suitable, accessible, central environments according to appropriate agreed standards.
- The collection needs to be able to be exhibited and accessed in carefully refurbished or built-for-purpose galleries.;
- Enhanced spaces are required for the future storage needs of an expanding collection to enable Crawford Art Gallery to expand its reach and remit and to ensure its relevance into the future.

3. The Experience of the Building

Provide, enable and engage an extraordinary, distinctive and "of Cork" visitor and learning experience onsite and online:

The renewed and redeveloped Crawford Art Gallery will enable the Gallery -

- To present and mediate extraordinary experiences through considered galleries, learn-and-explore, virtual and haptic experimental zones and quiet reflection spaces.
- To attend holistically to exhibitions, collections, artists, staff, visitors, public and digital programmes online and on the ground along with support and ancillary facilities to create an outstanding visitor experience;
- To deliver a high-quality gallery environment that is easy to navigate and instinctively move through – to open the gallery to more incidental users, increasing permeability and percolation.
- To build interest and significantly increase audiences and cultivate an accessible, welcoming and compelling brand.
- To focus on the experience and opportunity for educators, whether student, teacher or self-taught life-long learning in an integrated way which places education at the centre of operations rather than being an invisible peripheral activity;
- To adapt the facility to allow for improved access, quality of exhibition and allow the collections to be more elegantly and appropriately displayed.
- To use the eclectic fusion of architectural styles and adapted structures to be a living part of the exhibition experience to delight and inspire visitors and to continue Crawford Art Gallery's mission of championing new artistic talent locally, nationally and beyond.

4. The Place

The re-development will create a distinctive marker for Cork City, a cultural hub and a visual icon - a place for encounter, a destination, venue and base to craft a priority-led and ambitious masterplan and programme of development for the transformation of Crawford Art Gallery in order to achieve its objectives as follows

- to create new galleries, public teaching and learning spaces and visitor facilities, while revealing and restoring the beauty of the original buildings.
- To contribute an exciting addition to the dynamic streetscapes of the city, initiating the positive impacts of creative place making at Emmet Place via a bespoke, collaborative partnership with Cork City Council.
- To stitch a contemporary, bold intervention on a suitably sensitive scale into a layered tapestry of ages, each expressive of their generation.
- To create a social and cultural focus to enhance the city skyline, identity and brand of Cork, its character and personality
- To be a regenerative force and stimulate a new identity for a distinctive city quarter enabling Crawford Art Gallery attract increased visitor's numbers and deliver on their expectations; This sub objective addresses the development of Cork as an urban centre under the National Planning Framework. The development of the Crawford Art Gallery will make a significant contribution towards a vibrant city centre quarter and address the attractiveness of Cork as a destination.

5. The Community

The re-development of the buildings and facilities will enable Crawford Art Gallery to cultivate, inspire and promote a best practice collaborative approach to engaging with art for artists, interested groups, educators and individuals that is candid, inclusive, diverse and captivating with the following objectives:

- To embrace the art community from the most tentatively curious to the most lauded and accomplished with equal enthusiasm.
- To employ the Crawford Art Gallery's assets skilfully and with relevance to inform, interest, stimulate, enlighten, challenge, move and encourage the budding, emerging, proficient and observing art lover.
- To contribute to a rising social equity, health and well-being agenda promoting research, knowledge, and enjoyment of the art world to the widest possible audience.
- Expand the Crawford Art Gallery's national and international reach, reputation, and impact.
- To thrive as a hub at the interface between the artist community and other stakeholders.
- To diversify and increase private and commercial sources of investment and engagement; This reflects National Policy Objectives 4 and 6 and the policy objective regarding diversity under the National Planning Framework.

6. Partnerships & Collaborations

The re-development will enable Crawford Art Gallery to expand its reach, ability and presence through active partnerships with other National Cultural Institutions, international organisations as well as through collaborative programmes, supporters, donors and friends across a range of sectors, by

- Engaging with local, national and international friends and contacts through cultural partnerships, trading, touring exhibitions, loans, advice, skills sharing and other programmatic initiatives.
- Circling and connecting the cultural and artistic community in Cork.
- Placing the Crawford Art Gallery firmly at the heart of a creative evolution.
- Attracting new audiences through outreach and experiment, building the expansive reputation and brand of this National Cultural Institution.

c) SCOPE OF WORKS

Stage 1 – Preliminary Design/Outline Design

Stage 2 – Design and Planning Application

Stage 3 – Tender Action and Evaluation

Stage 4 – Construction

Stage 5 – Handover of Works

Funding is in place to develop the scheme to Stage 3. It is the intention subject to Ministerial approval to complete stage 4 & 5 and retain the integrated design team, subject to successful performance in stages 1 to 3.

d) PROJECT DELIVERABLES AND DESIRED OUTCOMES

In line with the PBC, the completed project should deliver a facility which;

- Comprehensively addresses all the requirements of the brief.
- Is completed in accordance with the programme (outlined in item k below) and the cost plan associated with the PBC.
- Will provide a fit for purpose international quality gallery experience for CAG.
- Will meet or exceed all building standards applicable at time of construction.
- Takes account of the current operations of CAG, and should enhance the current infrastructure and accommodate any future expansion of the existing gallery offering
- Be developed to meet energy performance standards to be agreed in consultation with CAG/OPW and in so far as possible, in consideration of the limitations of existing historic building, and heeding special considerations for conservation and exemptions for protected structures. Provides universal access throughout where compliant with conservation legislation
- Incorporates the degree of flexibility necessary to allow CAG, to respond adequately to changing requirements, operational changes, and increased visitor numbers
- Use energy provided from renewable sources (in so far as possible within the limitations of the site and the existing historic building, and within the approved scope of the project.

e) PROJECT PERFORMANCE

- Be designed to standards agreed in consultation with CAG, OPW, and the DTCAGSM
- The finished construction shall be fully accessible while heeding special considerations for conservation and exemptions for protected structures.
- The facility shall provide for the appropriate accommodation of Artwork in accordance with the Government Policy in relation to the Percent for Art Scheme as set out in the Percent for Art Scheme General National Guidelines (Dept. of Housing, Local Government and Heritage). Acquisition policies as set out in the OPW Art Management Handbook are to be adhered to.

The aims of this project include;

The achievement of optimal value for money in the context of the whole life of the project as a complete asset including its constituent parts;

A design which will be of high architectural and conservation / heritage design quality, and that any extension or modification to the existing fabric including its buildings and services will serve to enhance the local environment.

In line with the approved project scope, the building should be an exemplar of best practice (in so far as possible within the limitations of the budget, existing site constraints, existing historic building fabric, and heeding special considerations for conservation and exemptions for protected structures) in the following areas:

- Environmental sensitivity
- Sustainable Development
- Lifetime Adaptable design

- Minimisation of Waste
- The use of Green materials and components
- Energy conservation and performance
- Exploitation of renewable energy sources
- Water Conservation (in so far as possible within limitations for any water storage on site)
- Quality of Construction
- Sustainable operation
- Biodiversity

f) REALISTIC ASSUMPTIONS

The proposed development will be subject to the Planning and further survey and investigation work that will be carried out by the design team and used to highlight any requirements of the development. Where practicable and to support cost efficiency the design team should utilise data and reports from previous investigation works.

g) GOVERNANCE AND REPORTING REQUIREMENTS

COMMUNICATION LINE 1

Sponsoring Agency to/from Sanctioning Authority

In Line with the MOU, a Steering Group will be put in place and regular scheduled review meetings will take place.

The Steering Group will hold regular bi-monthly meetings in relation to the projects development. Progress will be recorded. The project team will provide specific reports for consideration by the Steering Group at each of its meetings. Budget management and approval of variations and associated costs will be subject to the approval mechanisms set out in the DTCAGSM/OPW Governance and Operation Arrangements and associated Memorandum of Understanding between the CAG, OPW and DTCAGSM.

Meetings will be attended by;

- Representatives from the Sanctioning Authority
- Representatives from the Sponsoring Agency (CAG)
- OPW Nominees
- Representatives from the Design Team as required
- Attend design team meetings as required

A Project team will be put in place and regular scheduled review meetings are taking place.

The PT, acting under the direction of a Steering Group, is charged with the delivery of the CAG project. It will be responsible for directing the project management, planning, design, cost control and procurement of all phases of the Project. Membership of the Team will consist of representatives of DTCAGSM, OPW, CAG and relevant advisors appointed as necessary.

COMMUNICATION LINE 2

Communication between members of the Design Team

The Architect as Design Team Leader will co-ordinate the activities of the Design Team

COMMUNICATION LINE 3

Sponsoring Agency and Design Team

It is important that the Design Team Leader and the CAG are aware of all communication/information emanating from the Design Team with respect to the project.

There may be occasions when members of the Design Team may need to contact CAG. The Design Team Leader must be included in all such communications.

All communications on behalf of the Design Team will be made by the Design Team Leader.

h) PREFERRED OPTION

The project will build on the preliminary ideas and concepts outlined in “Vol 4.2_Crawford Business Plan Report Jan 2021, having particular regard to the project scope and cost plan approved at that stage.

i) KNOWN RISKS

- I. General/Funding Risks –At present, Funding is approved in line with the PBC.
- II. Ground Condition risks –Detailed investigation works will be undertaken as part of the design process to assess ground conditions and fabric unknowns.
- III. Service Risks
A series of surveys must be commissioned by the appropriate Design team member prior to commencement of design works in order to establish the exact location of underground services and servicing requirements of the building. Care must be taken in designing the services for the new facility so as to ensure that there is integration to the existing buildings.
- IV. Existing Building Risks
Construction will be carried out in close proximity to existing buildings, however it is not anticipated that any abnormal risk will arise from these works, once adequate cognisance is taken of construction techniques adopted in the 1724/1884/2000 buildings.
- V. Planning Risk
As the proposed development will be dealt with by the planning process. exposure to the risk of delay arising from a protracted planning and appeal process is somewhat limited. However, it is suggested that a pre planning consultation with the planning authority should be carried out as soon as an agreed sketch proposal for the development is complete.
- VI. Flooding Risk
The site is located close to the river, there has been history of flooding in the city however there is no abnormal risk of flooding of the development is anticipated
- VII. Conservation
Due to the sensitive nature of the property, conservation risks must be considered. For example the condition of the fabric of the building.
- VIII. Adjoining neighbours
The construction works are to be carried out during agreed times only. Where it is necessary to carry out work outside the agreed times OPW must approve any proposed changes in advance of works being carried out.
- IX. Construction site
The layout and extent of the construction site, including its access and egress to the public roadway and access to services etc must be carefully considered and agreed in advance of the works
- X. Archaeological Designation

There is no more than a moderate risk arising from possible archaeological discovery. This risk will be reviewed in the course of construction

XI. Rights of way and Easements

The existence of any rights of way or other easements which might impact on the design and construction of the facility must be established by the client team

Please note the above is non exhaustive and should not be relied upon. Risks are ongoing and will be captured during the course of the project through the process of developing and updating a comprehensive risk register.

j) VALUE MANAGEMENT STRATEGIES

Proper value management should aim to achieve the required quality at a lower cost or a higher quality at the same cost.

The co-ordination of this value management strategy is to be led by the Design Team Leader and this task will be delegated to the Quantity Surveyor and communicated to the Client Representative.

The Design Team Leader is to communicate to the Client as soon as issues become known that are likely to require change or adjustment to the scope of the Works.

The Design Team Leader is to ensure that each member of the Design Team co-operates in the assessment of the implications of changes on the project scope, programme, budget, and quality of construction

A strategy for the long-term maintenance and replacement of major components of the project will be developed by the Design Team. This will include maintenance regimes and replacement over the building lifetime

k) PROJECT EXECUTION PLAN

PROGRAMME

Service start date; 30/08/2021	Target Completion Dates
Stage 1 Preliminary Design/Outline Design	01/04/2022
Stage 2a Design and Planning Application	27/07/2022
Stage 2b Design to Tender	29/03/2023
Stage 3 Tender Action/Evaluation/Award	19/07/2023
Stage 4 Construction	01/07/2025
Stage 5 Handover	23/09/2025

These times are indicative only.

Service start date; 30/08/2021

Stage 1 Preliminary Design/Outline Design

31 weeks

Stage 2 Design and Planning Application

51 weeks

(Developed sketch design/Statutory approvals/Detailed design and Tender documentation/Specification/Bill of Quantities)– including tender for consultancy services, Client reviews and approvals)

Stage 3 Tender Action/Evaluation/Award

16 weeks

Stage 4 Construction

102 weeks

Stage 5 Handover

12 weeks

These times are indicative only.

l) FUNCTIONAL LIFE OF FACILITY

A Design Life of at least 50 years is required for this development and this must be reflected in the design and in the choice of materials for the public spaces both internal and external

Maintenance aspects shall be carefully considered, and finishes shall be chosen to address the hard wear likely to be encountered in all areas but with sensitivity to the heritage of the property and in keeping with the aesthetic of the CAG. Consideration must be given, from the outset, to the replacement of life-expired items and appropriateness for re-use or recycling, in the choice of such items. The below table to be followed for the design life of building elements or any deviation agreed with CAG/OPW, having regard to the approved project scope and cost plan set out in the PBC.

Design Life of Building Elements	
PRINCIPLE ELEMENT	LIFE EXPECTANCY
Substructure	75 years
Superstructure/ Inaccessible Components	75 years
Buried Services/Components difficult to access or replace	30 years
Major replaceable components	20 years
Building services	25 years
IT Services	10 years
External Works	30 years
Finishes	15 years
Fittings and furniture	10 years

Based on table 1; ISO 15686-1 2000(E)

Buildings and their components and assemblies shall be identified as being either replaceable or permanent. Components or elements with a design life of less than 10 years shall be designed so that they can be replaced easily and disposed of in accordance with best industry and international practice for disassembly, reuse and recycling or final disposal in an environmentally acceptable way.

Where the consequences of failure are judged to be critical (be that the building, its components or their assembly) it may be necessary to allow for a particularly long design life of the component in order to reduce the risk of failure occurring within the design life of the building.

Planning for Obsolescence

Obsolescence may be functional technological or economic. Replacement may also be made for reasons of changing laws and building standards.

The finished design should make due allowance for a range of obsolescence over the design life of the building and make provision for an economic level of flexibility which will allow for some changes in future requirements.

The risk of obsolescence shall be reduced by adoption of a design that permits internal replanning, extensions, and changes in service systems or changing of the partitioning of the building at reasonable cost.

In particular, the layout of the site and the building frame or structure shall be considered. The strategy within the design of the building should consider economic adaptability of the layout of internal floor plates, building services, sanitary facilities, and fire escape routes with minimal disruption

m) DESIGN RESTRICTIONS/REQUIREMENTS

Please note the successful tenderer will be required to set out the considerations that must be considered in designing the project. Constraints will be assessed under headings including without limitation, financial, regulatory, time, general policy considerations, Covid 19.

n) LOCATION

The site for the construction of the new and upgraded gallery facilities is to be:
Emmet Place, Cork

o) BUDGET

As the tender is for a fixed price lump sum fee, a preliminary estimated construction cost of the project is in the region of €16 million excluding VAT. (appendix 2 cost plan)

p) CONSTRAINTS

- Restriction due to the nature of existing structures and the site
- Ensure that all COVID protocol's will be adhered to.
- Issues arising from the site location in a city centre setting including accessibility
- Construction which must be carried out in close proximity to an existing neighbouring building which must be maintained secure and fully operational during the contract period

Please note the above is non-exhaustive and should not be relied upon.

Signed:

Sponsoring Authority - Crawford Art Gallery

Date: _____

