

**CITY OF PARRAMATTA**

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# **Subsidised Space Network**

**Working, co-working,  
office and service  
delivery space**

Access to subsidised space supports residents seeking working space. It also helps to attract and retain community service providers, social entrepreneurs and social enterprise businesses within City of Parramatta.

These organisations and individuals provide essential services for our residents and prioritise serving the community.

In the face of increasing commercial rents, access to affordable space through subsidies stops community service providers, social entrepreneurs and social enterprises relocating to more affordable communities elsewhere.

## Defining our Subsidised Space network:

### Subsidised space can be used as:

- Individual working spaces
- Shared co-working spaces. Co-working is a style of work that involves a shared workplace, often an office, and independent activity. Unlike a typical office, those in a co-working environment are usually not employed by the same organisation
- Office and service delivery spaces

### Subsidised space can be leased, licensed or booked at below commercial rents to:

- Not-for-profit, for purpose or social enterprise businesses, as well as government-funded community services that provide services and support to our community
- Individual entrepreneurs that work with the aim of solving social problems or effecting social change
- Members of the community who seek work space, for example, home office users in high density areas

Subsidised space may be leased, licensed or booked for periods of time depending on the specific space, users, and potential uses

*Note: Council's subsidised space network does not include neighbourhood centres. These are included in the Community Space chapter.*

## SUBSIDISED SPACE NETWORK

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# Current Situation



15

Subsidised Spaces

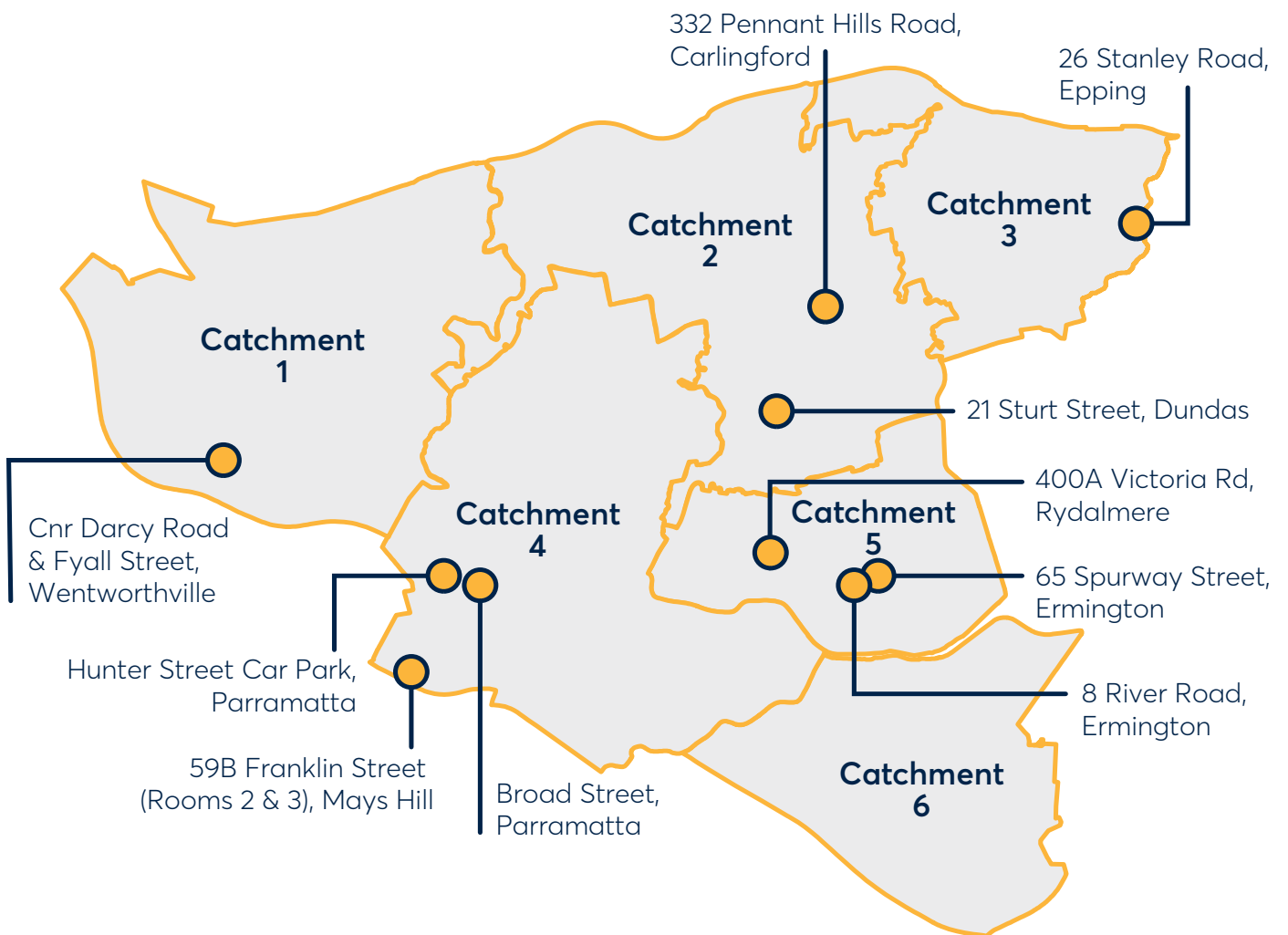
**KEY:** ● Subsidised Spaces

City of Parramatta Council (Council) currently plays a small role in provision of subsidised space. Council has 15 subsidised spaces. These are used as offices and service delivery spaces by not-for-profits, state government and Council.

Other subsidised spaces are provided through universities, the not-for-profit sector and the private market; though access for the general public, not for profit businesses, social enterprises or social entrepreneurs is variable. The level of subsidy also varies.

**What is provided now?**

# 2019 City of Parramatta Council Subsidised Space Network



## Council's Subsidised Space Network

### CATCHMENT 1

Location & Size	Type	Current tenants	Strengths	Weaknesses
<b>Cnr Darcy Road &amp; Fyall Street, Wentworthville</b>  313m <sup>2</sup> (including community hall)	Office and Service Delivery Space	Karabi Community and Development Services Inc.	<ul style="list-style-type: none"> <li>• Good Location</li> <li>• Close to public transport</li> <li>• Good condition</li> <li>• Close to neighbourhood park</li> <li>• Adequate Parking</li> </ul>	<ul style="list-style-type: none"> <li>• Low visual prominence</li> <li>• Low pedestrian traffic</li> </ul>

### CATCHMENT 2

Location & Size	Type	Current tenants	Strengths	Weaknesses
<b>332 Pennant Hills Road, Carlingford</b>  2,400m <sup>2</sup>	Office and Service Delivery Space	<ul style="list-style-type: none"> <li>• Carlingford Bowling and Sports Club</li> </ul>	<ul style="list-style-type: none"> <li>• Public transport access</li> <li>• Good visibility</li> <li>• Large size</li> <li>• Located close by to Carlingford Library (across the road)</li> </ul>	<ul style="list-style-type: none"> <li>• Community use is limited as the property is exclusively used by the Bowling Club.</li> </ul>
<b>21 Sturt Street, Dundas</b>  1,800m <sup>2</sup>	Office and Service Delivery Space	<ul style="list-style-type: none"> <li>• Dundas Area Neighbourhood Centre Inc (Ground Floor)</li> <li>• Western Sydney Local Health District (Level One)</li> </ul>	<ul style="list-style-type: none"> <li>• Good location</li> <li>• Co-located with Library, NSW Health and Primary School across the road</li> <li>• Internal fit-out in good condition</li> <li>• Good visibility</li> <li>• Public transport access</li> <li>• Close to neighbourhood shops</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of adequate parking</li> <li>• External building condition is poor and requires major refurbishment</li> </ul>

### CATCHMENT 3

Location & Size	Type	Current tenants	Strengths	Weaknesses
<b>26 Stanley Road, Epping</b>  650m <sup>2</sup>	Office and Studio Space	Epping Creative Centre Incorporated	<ul style="list-style-type: none"> <li>• High usage</li> <li>• Flexible large space</li> </ul>	<ul style="list-style-type: none"> <li>• Poor building condition</li> <li>• Lack of access to public transport</li> <li>• Poor visibility</li> </ul>

### CATCHMENT 4

Location & Size	Type	Current tenants	Strengths	Weaknesses
<b>Hunter Street Car Park, Parramatta (Shop 1)</b>  14,970m <sup>2</sup>	Retail Space	<ul style="list-style-type: none"> <li>• Bower Reuse &amp; Repair Centre Cooperative Limited</li> </ul>	<ul style="list-style-type: none"> <li>• Good location</li> <li>• Public transport access</li> <li>• Adequate parking</li> </ul>	<ul style="list-style-type: none"> <li>• Low pedestrian traffic</li> <li>• The car park is subject to future redevelopment</li> </ul>
<b>Hunter Street Car Park, Parramatta (Shop 2)</b>  80m <sup>2</sup>	Traditional Office Space	<ul style="list-style-type: none"> <li>• Meals on Wheels (Council)</li> </ul>	<ul style="list-style-type: none"> <li>• Good location</li> <li>• Public transport access</li> <li>• Adequate parking</li> </ul>	<ul style="list-style-type: none"> <li>• The car park is subject to future redevelopment</li> </ul>
<b>Hunter Street Car Park, Parramatta (Shop 3)</b>  80m <sup>2</sup>	Traditional Office Space	<ul style="list-style-type: none"> <li>• Meals on Wheels (Council)</li> </ul>	<ul style="list-style-type: none"> <li>• Good location</li> <li>• Public transport access</li> <li>• Adequate parking</li> </ul>	<ul style="list-style-type: none"> <li>• The car park is subject to future redevelopment</li> </ul>
<b>Hunter Street Car Park, Parramatta (Shop 5)</b>  80m <sup>2</sup>	Retail Space	<ul style="list-style-type: none"> <li>• Parramatta Clay &amp; Arts Incorporated</li> </ul>	<ul style="list-style-type: none"> <li>• Good location</li> <li>• Public transport access</li> <li>• Adequate parking</li> </ul>	<ul style="list-style-type: none"> <li>• Low pedestrian traffic</li> <li>• The car park is subject to future redevelopment</li> </ul>

## CATCHMENT 4

Location & Size	Type	Current tenants	Strengths	Weaknesses
<b>Hunter Street Car Park, Parramatta (Shop 6)</b>  80m <sup>2</sup>	Retail Space	<ul style="list-style-type: none"> <li>City of Parramatta Art Society Inc.</li> </ul>	<ul style="list-style-type: none"> <li>Good location</li> <li>Public transport access</li> <li>Adequate parking</li> </ul>	<ul style="list-style-type: none"> <li>Low pedestrian traffic</li> <li>Future of the carpark is subject to future redevelopment</li> </ul>
<b>Broad Street, Parramatta</b>  1,979m <sup>2</sup>	Office and Service Delivery Space	<ul style="list-style-type: none"> <li>SES Head Quarters</li> </ul>	<ul style="list-style-type: none"> <li>Well utilised by Parramatta SES</li> </ul>	<ul style="list-style-type: none"> <li>Four of the eight building structures are in very poor condition and require immediate upgrade.</li> </ul>
<b>59B Franklin Street (Rooms 2 &amp; 3), Mays Hill</b>  210m <sup>2</sup>	Traditional Office Space	<ul style="list-style-type: none"> <li>Eelam Tamil Association Australasia Inc.</li> </ul>	<ul style="list-style-type: none"> <li>Building condition and maintenance</li> <li>Universally accessible</li> <li>Co-located with school and open space</li> <li>Adequate parking</li> <li>Public transport access</li> <li>Nearby to local school</li> <li>Historical value</li> </ul>	<ul style="list-style-type: none"> <li>Poor visual prominence</li> <li>Heritage status – may not be flexible or multipurpose</li> <li>Small space</li> </ul>
<b>59B Franklin Street (Rooms 1, 4 &amp; 5), Mays Hill</b>  210m <sup>2</sup>	Traditional Office Space	<ul style="list-style-type: none"> <li>Maltese Community Council of NSW</li> </ul>	<ul style="list-style-type: none"> <li>Building condition and maintenance</li> <li>Universally accessible</li> <li>Co-located with school and open space</li> <li>Adequate parking</li> <li>Public transport access</li> <li>Nearby to local school</li> <li>Historical value</li> </ul>	<ul style="list-style-type: none"> <li>Poor visual prominence</li> <li>Heritage status – may not be flexible or multipurpose</li> <li>Small space</li> </ul>

## CATCHMENT 5

Location & Size	Type	Current tenants	Strengths	Weaknesses
<b>400A Victoria Road, Rydalmere</b> 154m <sup>2</sup>	Office and Service Delivery Space	<ul style="list-style-type: none"> <li>Wesley Aunties and Uncles</li> </ul>	<ul style="list-style-type: none"> <li>Access to open space</li> <li>Access to on-street parking</li> <li>Public transport access</li> </ul>	<ul style="list-style-type: none"> <li>Low integration with other services</li> <li>Building condition and maintenance</li> <li>Lack of flexible, multipurpose space</li> </ul>
<b>8 River Road, Ermington</b> 378m <sup>2</sup>	Office and Service Delivery Space	<ul style="list-style-type: none"> <li>Western Sydney Area Health Service (Carinya – Aged and Ethnic Day Care Centre)</li> </ul>	<ul style="list-style-type: none"> <li>Well utilised by the occupants</li> <li>Building is well maintained</li> <li>Proximity to community hall and library</li> <li>Accessible parking</li> </ul>	<ul style="list-style-type: none"> <li>Poor visual prominence</li> </ul>
<b>65 Spurway Street, Ermington</b> 92m <sup>2</sup>	Office and Service Delivery Space	<ul style="list-style-type: none"> <li>Western Sydney Area Health Service (Ermington Baby Health Clinic)</li> </ul>	<ul style="list-style-type: none"> <li>Public transport access</li> </ul>	<ul style="list-style-type: none"> <li>Poor building condition</li> <li>Small space</li> <li>Under-utilised</li> </ul>



# Rates of Provision

City of Parramatta's current provision of subsidised spaces available to the general public and not-for-profits is lacking.

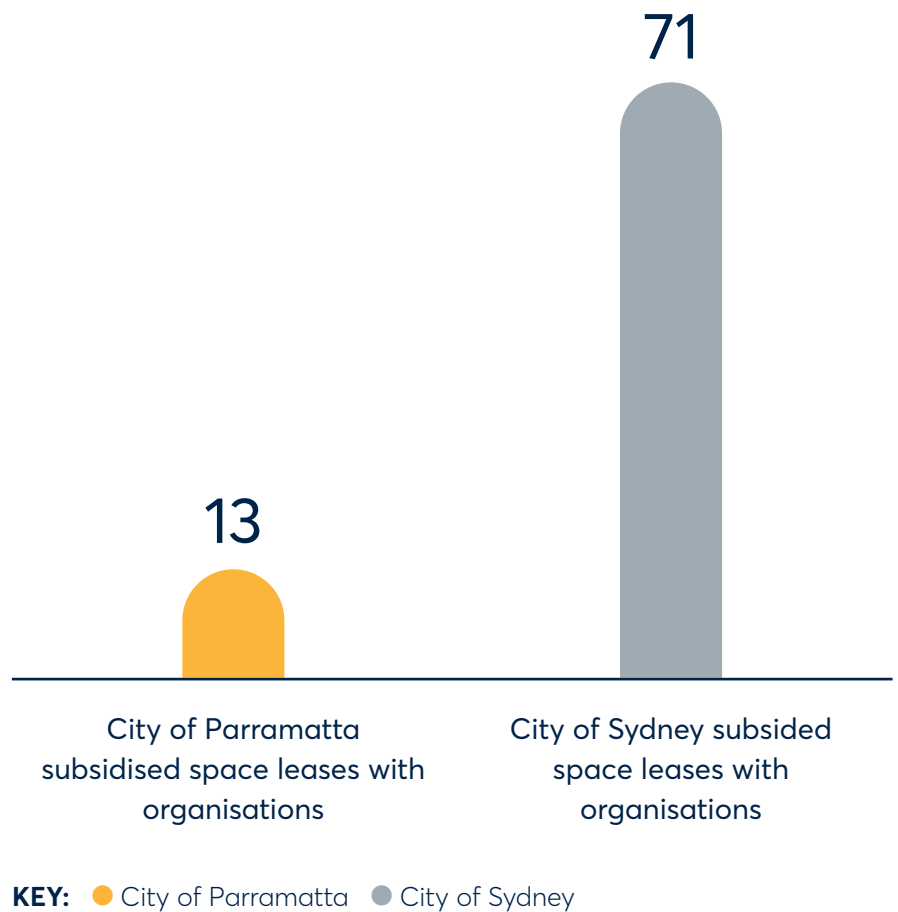
The distribution of provision across the City's neighbourhoods is also uneven.

Council has 13 subsidised space leases with organisations.

City of Sydney has 71 subsidised space leases with organisations.

Currently, Council's subsidised space does not include co-working or individual work spaces.

## City of Parramatta Council subsidised space leases with organisations compared to City of Sydney Council: 2017



## Subsidised Space Benchmarks

There is no universally agreed benchmark to calculate ideal provision of subsidised space for a population.

In some community infrastructure planning, benchmarks for community facility floor space are used instead. Typically an industry accepted benchmark of 80m<sup>2</sup> per 1,000 people of community facility floor space is applied.

For more information on community facilities refer to the Community Space chapter at page 116-151.

For more information on the application of benchmarks and their strengths, weaknesses and considerations, refer to the 'Table of Benchmarks' pp. 58-59

## What support do other councils provide through subsidised space programs?

Local Government	Program	Local Government population at 2016	Number of Subsidised Spaces available in programs (2017)	Organisations or individuals supported (2017)
<b>City of Sydney</b>	Accommodation Grants Program	224,211	49 properties	77 organisations / individuals
<b>City of Melbourne</b>	City Village	135,959	1 property: <ul style="list-style-type: none"> <li>• 164 work stations</li> <li>• 13 enclosed offices</li> <li>• 7 meeting rooms</li> </ul>	26 organisations
<b>City of Whittlesea Victoria</b>	Epping Community Services Hub	207,881	1 property: <ul style="list-style-type: none"> <li>• 110 desks</li> </ul>	19 organisations

# How well positioned is our current Subsidised Space Network?

## The strengths of our Subsidised Space Network include:

- Facilities are concentrated in the Parramatta CBD, which has good public transport access
- Spaces enable provision of community services for our local residents
- Additional subsidised working space is due to come online in Wentworth Point Library and Community Centre in 2019

## Despite some strengths, our Subsidised Space Network has weaknesses:

- Very limited subsidised space available and no co-working or individual work space
- Existing facilities require reinvestment to improve building quality, capacity and accessibility
- Spaces are not consistently co-located with other services, meaning organisations and businesses are isolated from others. This limits opportunities for collaboration and utilisation of these assets
- Buildings are not currently configured in a way that provides options for co-working spaces
- Inconsistency in arrangements with tenants of Council's subsidised spaces – varying fee schedules, varying terms of leases, lack of clarity in terms of licensing of co-located meeting rooms, as well as tenant selection processes, data collection, impact measurement and monitoring and support processes
- There is no clear process for the application and decision making around leasing and subsidies

# Facts at a Glance

In City of Parramatta in 2018, we have:

**15**

**Council owned  
Subsidised Spaces**



**8**

**Not-For-Profit  
community services  
supported**



**2**

**Spaces leased  
by NSW Health**



**Council has  
provided support for**

**24**

**social enterprises and social  
entrepreneurs in total**



# City of Melbourne

CASE  
STUDY

## The benefits of co-located of services

City Village offers not-for-profit community and cultural organisations the opportunity to rent CBD office space at a reduced rate. It brings like-minded organisations together so that they can share expertise, knowledge and resources.

Vacated by the City of Melbourne in 2007, the building was offered including existing office partitioning, meeting rooms, kitchenettes, heating and air conditioning, carpeting, phone and IT cabling. There are 8 floors in total, and close to 2,500m<sup>2</sup> floor space. In total there are 164 work stations, 13 enclosed offices and 7 meeting rooms. Each floor is approximately 360m<sup>2</sup>, with on average 23 workstations, a reception area and at least one enclosed office. There is no car parking specifically allocated to the building, however it is very well located with respect to public transport and nearby off street car parks.

Rental prices are based on gross market rental value per floor. Utility costs are subtracted, and then a 40%, 50% or 60% subsidy applied. Utility costs are then added back for the gross subsidised rental values per square metre. Leases substantially conform to standard commercial gross leases, with the exception of the subsidised rental.

**Organisations must be not-for-profit, be incorporated, and hold public liability insurance valued at \$20 million.**

### Selection criteria includes:

- The value that the organisation can deliver to City of Melbourne's residents and workers
- Why a CBD presence is beneficial to the organisation's operations and stakeholders
- A community and/or cultural vision for the City of Melbourne
- Record in the City of Melbourne of community and/or cultural assistance
- Organisations must also demonstrate financial viability and articulate the organisation's scope of operation and management/governance structure

At the initial stages, an EOI process was undertaken to understand the demand for subsidised office space of this kind. Organisations completed a tour of the building and submitted EOIs including what type of space they needed e.g. workstations, meeting rooms, enclosed offices and the subsidy that they were seeking.

Twenty-six organisations submitted a response, and there was demand for more space than the building could provide. It was made clear that the building was offered with accessibility restrictions, and that capital works would be completed. \$1.5 million of capital works needed to be completed, including around \$500,000 to bring the building up to accessibility requirements.



# Who could benefit from access to Subsidised Space in our community?

CASE STUDY

## Usman Iftikhar

Commonwealth Young Person of the Year

Usman Iftikhar is a co-founder of 'Catalysr', a start-up incubator located in Western Sydney that supports immigrants and refugees to start their own businesses and create a sustainable future for themselves and their communities.

Catalysr runs two incubator programs working with 66 'migrapreneurs' and has helped to launch 15 new businesses. These incubator programs run for four-months at a time and provide refugees and other migrants with opportunities for accessing office space, mentoring, networking and financial assistance to support their start-up businesses.

Usman Iftikhar believes that supporting migrants and refugees to have access to meaningful work helps them to feel a greater sense of connection with Australian society.

As part of City of Parramatta's 'Stronger Communities Fund', Council was pleased to be able to award a \$50,000 grant to Catalysr to support the work they are doing within the community.

Catalysr was originally based at 'The Collaboratory', a co-working space in Parramatta that is committed to helping start up social enterprises grow their community based initiatives. This service is an independently run co-working space. As the service has grown, Catalysr has since relocated to 'Grounded Space' in Parramatta, a professional co-working community of small businesses, freelancers and start-ups.

Usman Iftikhar received the Commonwealth Young Person of the Year award, presented by Commonwealth Youth Ambassador, His Royal Highness Prince Harry in London on Tuesday 17th April 2018.



# Emerging Trends

City of Parramatta continues to undergo transformational change. The experience of living in urban environments together with technological advancement and increasing pressure on land use, is changing the way we consider and view office and working space.

**Council considers the following trends as critical to the future of our subsidised space network:**

**Growing demand for community services.**

Due to rapid population growth, community services are struggling to meet the needs of our residents, workers and visitors. Provision of subsidised office space where community services can provide services from, will need to evolve to reflect the expectations and demands of the community and the innovation occurring in not-for-profit business models and operations. This poses a significant challenge and opportunity for the planning, provision and leasing of suitably located and affordable office space.

**Co-location within larger facilities.**

Leading practice in community facility planning and provision has seen many local governments move away from the provision of small and dispersed neighbourhood facilities towards multipurpose, co-located facilities as a more sustainable model of provision. One component of these community hubs can be subsidised, leasable office and co-working space. These hubs are managed either directly by Council or via an anchor tenant model.

An anchor tenant refers to the primary organisation that rents subsidised space in any facility. The anchor tenant typically pays lower rent than other tenants and may contribute to the decision making about how the rest of the centre is rented out.

**Growth in co-working space.**

Increasingly, subsidised spaces are targeted to support not only essential community service providers, but also local start-up businesses including social enterprises, as well as individual social and business entrepreneurs who want to use their resources to affect positive social change.

The generation of millennials, who will make up the largest proportion of the workforce by 2030, enjoy and seek out these open, flexible work formats.

These "co-working space" models function to provide premises, advice, services and support to new and emerging businesses to assist them to become established and profitable. Tenants are provided with their own workspace and a supportive environment in which to grow their business. They share the co-worker space and have access to a range of support services.



Co-working spaces create opportunities for tenants to refer clients or ideas to one another and to participate in a range of learning and networking activities. Often these types of spaces enable start up organisations and businesses to “graduate” after a period of time and relocate to commercial accommodation when they are commercially viable.

### Large corporations partnering with co-working spaces.

Steve King, a Partner at Emergent Research, identifies that around 10 years ago co-working spaces began opening up to offer affordable office space solutions to startups and freelancers, but more recently, much larger tech firms have been jumping in. Larger companies are now looking for the benefits of locating in these shared office environments, for example big media conglomerates and newly crowned tech giants have been moving employees to co-working and incubator spaces. These spaces are set up so that organisations now have better access to innovators, innovations, talent, and reduced real estate costs.

Large corporations are also providing subsidised spaces and shopfronts, which is important for visibility from the street to support trade. Further, universities are also exploring the provision of such spaces.

### Future of Work.

The future of work and the nature of work is changing. Organisations are needing to rethink their approach to how work is structured. The growth of technology and artificial intelligence is challenging the concept of who work is completed by and when. The rise of platform technologies means that more organisations are outsourcing work to individuals not employed by the company, but who possess specific expertise. Further, globalisation and demographic change are significantly impacting how we work, improving networking capabilities, shared understanding and insights.

### Growth of Social Enterprise.

The number of social enterprises within Australia and internationally, is growing. Social enterprises help our community become more equitable through their focus on addressing unmet social needs and other challenges facing our community. Social enterprises are also raising the bar for corporate responsibility, with organisations coming under increasing pressure to evaluate their impact on broader society, and to recognise the importance of social capital in guiding their mission.

**What  
does future  
best practice  
look like?**



# Accommodation Grants Program

## City of Sydney's large program with a range of spaces

The City of Sydney leases community facilities or available space within facilities under its accommodation grants program. In July 2017, 71 organisations received support through the City's accommodation grants program, with 77 leases at 49 properties offered at reduced rent.

Support is available in the form of waived or reduced rental charges for City of Sydney facilities. There are a diverse range of buildings and spaces available that vary in size, location and function. Rates vary depending on the space being leased and the financial capacity of the applicant.

Tenancies are informed by the strategic priorities reviewed and set by Council every four years. Support is not provided in perpetuity under the program.

Recipients are organisations that "provide services that meet the needs identified in Sustainable Sydney 2030 and the City's strategic plans and policies".

The grants support community groups, organisations and services that encourage community development, enhance social, cultural and environmental programs and services and address community opportunities and needs. Periodically, the City determines priority areas of support for for-profit businesses. Currently, the City has identified the need for support for creative, green, social enterprise and technology business start-ups that provide innovative products, services and processes, or contribute to the cultural, environmental, social and economic development of the city.

Initiatives and projects can contribute to one or more of the following outcomes:

- Improved social wellbeing, reduced isolation and increased cultural participation
- Increased services undertaken by community and cultural organisations that benefit residents, workers and visitors, and contribute to the social, cultural, economic and environmental health of the city

- Enhanced financial sustainability for local organisations including artists
- Greater public participation in arts and creative projects
- Greater sharing of knowledge and resources by new and emerging groups, increasing the capacity and viability of the business and community sectors
- Active development of solutions to sector-wide issues and provision of direct services that benefit communities by newly established and start-up businesses and organisations.

*Image credit: City of Sydney*



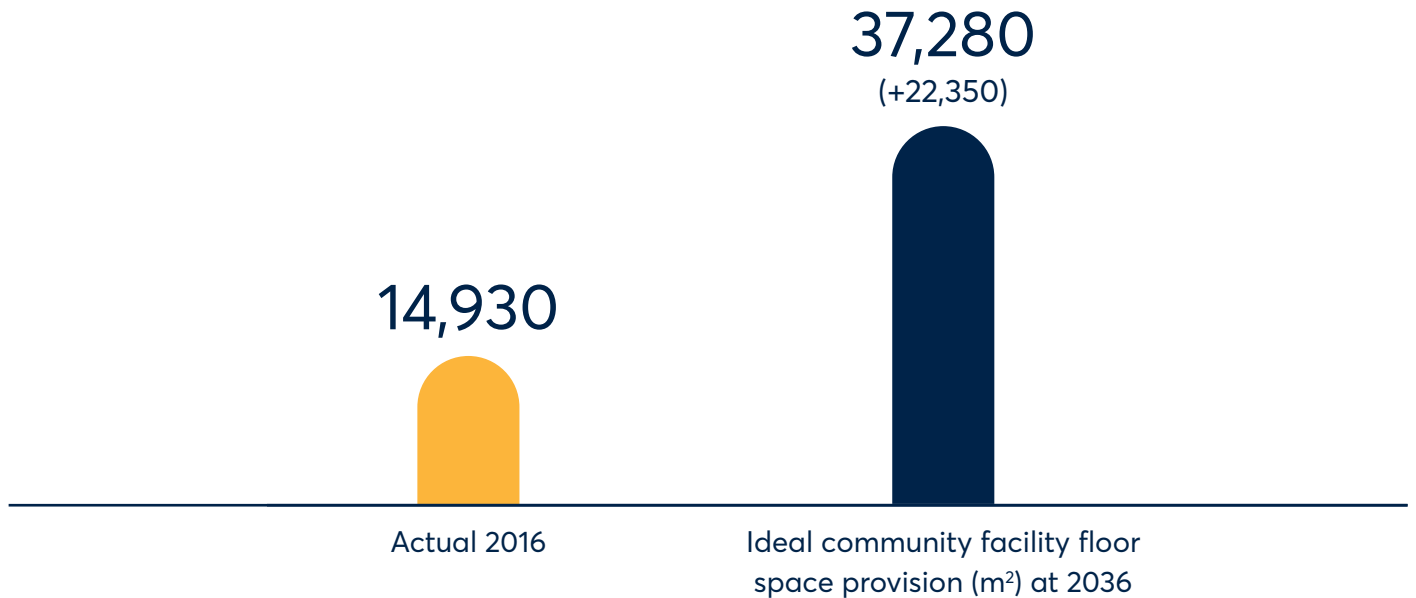


# SUBSIDISED SPACE NETWORK

# Future Needs



City of Parramatta: 2036 community space provision (m<sup>2</sup>) against benchmark



**KEY:** ● Community Space ● Ideal Community Space 2036

*\*Benchmark based on Elton's 'Parramatta Community Facilities Audit and Needs Study Report 2017' commissioned by City of Parramatta, then Parramatta City Council*

## Benchmark Analysis

City of Parramatta's current provision of subsidised space is lacking. The future population of City of Parramatta is estimated to grow to 466,000 people by 2036.

The provision of subsidised space in City of Parramatta will need to significantly increase to meet growing demand and community expectations.

By way of considering the scale of increase required, benchmark analysis of ideal community facility floor space provision for City of Parramatta's population at 2036 indicates that an additional 22,350m<sup>2</sup> of community space is necessary to meet additional population demand.

# What Our Community Has Told Us...

Between August – October 2017, the draft Community Infrastructure Strategy was on public exhibition

**This period of engagement allowed Council to better understand the needs and expectations of our community and we were able to use this information to strengthen the draft Strategy.**

Through this consultation process we heard that...

## Our community values:

- Spaces that provide reductions in rent for organisations that offer community services

## Our community would like to see:

- An increase in subsidised space
- Subsidised space to be located close to transport
- Support for organisations that protect vulnerable people during difficult life stages

## Council receives around two enquiries a month about leasing subsidised space.

Since August 2015, City of Parramatta Council has received 55 unsolicited general enquiries to lease subsidised space within our LGA.

The requests for subsidised space range considerably and include everything from leasing community facilities, to service delivery space for not-for-profit disability services, to new business ventures and even spaces to run photography classes.

"...There is a need to provide affordable community services office space within the CBD"

- Resident submission to public exhibition

"...Access to subsidised space has extended the reach of my service."

- Organisation submission to public exhibition

# Not for Profit Community and Cultural Organisation's Preferred Space Requirements

## City of Melbourne Experience

City of Melbourne ran an Expression of Interest (EOI) process when seeking to offer a CBD located building (City Village) for subsidised space for not for profit community and cultural organisations.

The building has 8 floors, offering close to 2,500m<sup>2</sup> of floor space. Each floor is approximately 360 m<sup>2</sup>. A site visit and briefing was held which was attended by 32 organisations. Of these, 15 submitted an EOI. An additional 10 organisations expressed interest. In total 26 organisations accepted offers of subsidised space in this program.

The EOI process revealed the desired floor space areas requested by community and cultural not for profits ranged from 1 to 2 workstations, up to 2 whole floors. Some organisations were flexible, happy with access to either 2 workstations or 1 enclosed office. Seven organisations specifically requested enclosed offices.

The majority requested a 60% subsidy. 10 requested 55-40%, and one had a negotiable rate of 25% if they had an exclusive meeting room.

5 organisations expressed interest in nominating for a lead organisation role where they would manage the total space.

The EOI included submissions from advocacy services, community legal services, youth employment, educational, disability access, arts and culture, as well as services to specific cultural target groups, most of which have a capital city focus.



Type of Space:	Number of Organisations Requesting Space:
Half floor (180m <sup>2</sup> )	3
Whole floor (360m <sup>2</sup> )	6
1.5 to 2 floors (up to 720m <sup>2</sup> )	3
1 to 2 workstations	4
3 to 5 workstations	6
6 to 10 workstations	1

# The Strategic Challenges We Face Together

Many community service providers have been forced to relocate from the Parramatta CBD as their commercial rents rise, and older, more affordable commercial spaces are redeveloped. This compromises Parramatta CBD's ability to act as a regional service centre for Western Sydney.

There are many local assets (people, organisations, services and programs) in City of Parramatta which could be supported to address local population growth and increased social needs – but these assets require secure and affordable tenure to continue to provide services.

The changing nature of work, and more apartment living, means consideration and support for flexible work spaces will be part of future city planning.

**We will need to plan and use our resources to find solutions to the following critical strategic challenges:**

**Q.** In the face of redevelopment and rising commercial rents, how can we ensure that Parramatta CBD and other key neighbourhood centres are inclusive of community service providers, social entrepreneurs and social enterprises?

**Q.** How can we enable our subsidised space network to be flexible and able to adapt to diverse and changing community need over time?

**Q.** How can Council encourage privately owned, underutilised spaces to be made available for social purposes?

**Q.** How can we encourage growth of more shared co-working arrangements in our community? How can we foster connections between community service providers, social entrepreneurs and social enterprises through co-location and operational models?

**Q.** How can we facilitate more subsidised space in locations that are accessible to public transport?

**Q.** How can we support people living in high density communities with appropriate work spaces?

**Q.** What funding strategies will be most successful for delivering best practice facilities, spaces and programs in both the short and long term?

# Epping Community Services Hub

## City of Whittlesea, Victoria Collaboration between co-located services

The Epping Community Services Hub is an excellent example of how subsidised office space can support collaboration and innovation between services, rather than just co-location. Epping is a highly disadvantaged area with significant greenfield growth, located in the outer north-east of Melbourne.

The Hub is located in a former Centrelink building. The building was purchased by Council with the goal of becoming a community services hub, facilitating opportunities to provide more services in the area and encouraging collaboration and innovation between services.

The Brotherhood of St Laurence (BSL) came on as a lead tenant and the backbone organisation. Key to the success of the project has been the common vision between Council and BSL for a space that catalyses collaboration rather than just co-location.

There are 110 desks in the hub, with around 19 services offering over 40 programs. Most of the services weren't previously operating in the Whittlesea area.

Similar services are grouped together, as are organisations with a small number of desks. There are no individual offices and design features encourage people to meet each other: the communal lunch room is a welcoming space with natural light; there are events and training sessions; and a "meet the hubsters" board with photos of every worker – which is helpful to remember people's names. Currently, the innovation and collaboration leadership group is working on data sharing between services – a big challenge but a way to better understand impact and make collaboration easier.

A favourite space is "Tarnuk," a wellbeing room set aside for staff reflection, prayer, meditation and relaxation.

The hub has six service rooms, including family rooms and mediation rooms. There are two large rooms, which are used for training. For example, some services have run a women's small business training session, with child care provided in the adjacent room. While the staff say that in a purpose built facility they would include more service rooms, currently they are encouraging more out of hours use of the rooms, providing both a better service for the community and freeing up capacity. Everything is designed to be family friendly, with play stations in the hallways and in each room, including activities encouraging parents to play with their children.





There are many soft entry points for the community including a social enterprise café with “the best coffee in Epping” (including free coffees) and computers for community use. The front desk staff know all the services provided in the hub and can “triage” people when they arrive. The bright pink exterior wall means people walking past are well aware of the hub’s existence, and there are community events like an arts festival held over a weekend.

## CASE STUDY



# On demand office spaces, Tokyo

## Providing space for commuters

Tokyo Metro is trialling a new service for their commuters by making available bookable spaces to work in popular train stations.

Together with Fuji Xerox, Tokyo Metro will be providing bookable office booths as an option for commuters to access a space with free Wifi where they can choose to work away from the office.

These mini-booths have been designed to create spaces that are reminiscent of a working environment, offering both comfort and privacy for users. They pose a flexible and unique alternative to traditional working space arrangements and will be available to book through an online app, allowing users to secure a space 'on-demand'.

This project will be trialled at two busy stations, Kita - Senju and Tameike-Sanno.

*\*Information has been source from 'Springwise' - [springwise.com/demand-office-spaces-tokyo-commuters/](https://springwise.com/demand-office-spaces-tokyo-commuters/)*

**CASE  
STUDY**



## SUBSIDISED SPACE NETWORK

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# Future Directions



Garry Trinh in his studio, Paramatta Artists Studios. Image credit: Jacquie Manning

# Strategic Directions

To meet the needs of City of Parramatta's growing and increasingly diverse community, Council will seek to realise adequate subsidised space in the right locations.

**This will enable essential community services, social entrepreneurs and social enterprise businesses to establish and remain in City of Parramatta to service residents and deliver social value to our community. It will also enable flexible co-working and individual working spaces.**

**It is appropriate for Council to continue to work in this area, as this provision is often not fully met by the private market.**

## **City of Parramatta Council will focus on the following strategic directions:**

- Expand subsidised space provision in major service centres across City of Parramatta where there is or will be good public transport links.
- Seek to negotiate delivery of new, quality subsidised spaces in partnership with developers and government, to be run either by Council or not-for-profit organisations.
- Seek to develop subsidised space as a key component of community, commercial or retail hubs.
- Revise and update processes for prioritising, allocating, monitoring and measuring the impact of subsidised space for the community.
- Review, revise and update processes for determining levels of subsidy that will support the community and at the same time meet the maintenance and renewal requirements of assets.

## City of Parramatta Council Subsidised Space Network: 20 YEAR PROVISION TARGET

Through collaboration, partnerships and the resources of many, we seek to achieve the following targets for our community

### City of Parramatta Subsidised Space (m<sup>2</sup>)



2016 Current supply



2036 Future supply based on population growth

approximately  
**30,000**

### Number of organisations supported through provision of City of Parramatta Council Subsidised Space:



2016 Current supply



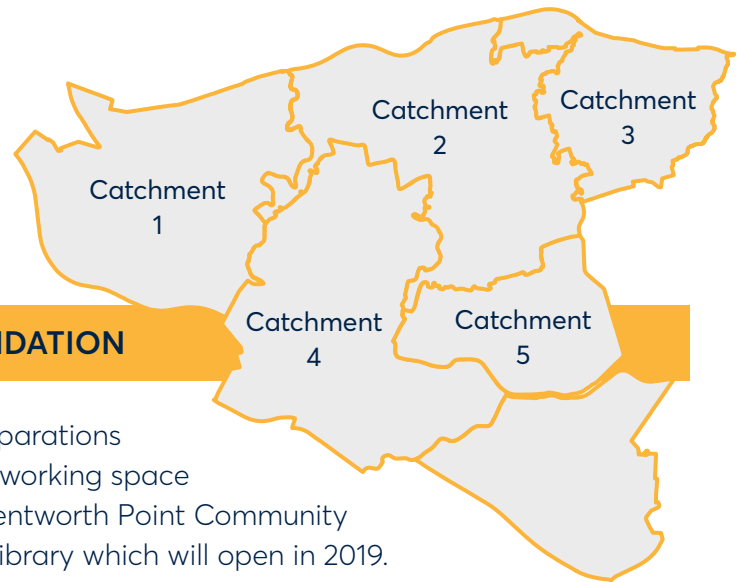
2036 Future supply based on population growth

**50+**

*\* This represents approximately 10% of the 500 or so not for profit community service providers that currently have a presence in City of Parramatta. This 10% does not include social enterprises, start-ups or individual entrepreneurs.*

# Key Recommendations

CATCHMENT 1	RECOMMENDATION
Westmead	<ul style="list-style-type: none"> <li>• Deliver between 500 – 1,000 m<sup>2</sup> of subsidised space in Westmead, ideally located within a new community hub</li> </ul>
CATCHMENT 2	RECOMMENDATION
Telopea	<ul style="list-style-type: none"> <li>• Deliver 150 m<sup>2</sup> of subsidised space (including 4 offices and hot desks) in the Telopea Town Centre, within a new community hub</li> </ul>
Carlingford	<ul style="list-style-type: none"> <li>• Deliver approximately 150m<sup>2</sup> of subsidised space (including 4 offices and hot desks) in Carlingford, within a new community hub</li> </ul>
CATCHMENT 3	RECOMMENDATION
Epping	<ul style="list-style-type: none"> <li>• Deliver approximately 500 m<sup>2</sup> of subsidised space in the Epping Town Centre, within a new community hub at Chambers Court</li> </ul>
CATCHMENT 4	RECOMMENDATION
Parramatta CBD	<ul style="list-style-type: none"> <li>• Deliver a minimum 4,000 m<sup>2</sup> additional subsidised space in the Parramatta CBD across a network of sites:</li> <li>• Approximately 1,000 m<sup>2</sup> of space in the south of the Parramatta CBD, within a new community hub located at Harris Park</li> <li>• Approximately 2,000 m<sup>2</sup> of space in or adjacent to Parramatta Square</li> <li>• Approximately 1,000 m<sup>2</sup> of space in the north of the Parramatta CBD close by to a light rail stop</li> </ul>
North Parramatta	<ul style="list-style-type: none"> <li>• Deliver approximately 500 m<sup>2</sup> of subsidised space in North Parramatta</li> </ul>
CATCHMENT 5	RECOMMENDATION
Rydalmere, Ermington, Melrose Park	<ul style="list-style-type: none"> <li>• Deliver 300 - 500 m<sup>2</sup> of subsidised space in the Rydalmere, Ermington, Melrose Park Corridor</li> </ul>



## CATCHMENT 6

## RECOMMENDATION

### Wentworth Point

- Continue preparations to deliver co-working space within the Wentworth Point Community Centre and Library which will open in 2019. Monitor utilisation and potentially investigate leasing the space, together with the Learning Lab, for a related purpose

### Newington

- Consider potential options for future use of the Newington Library Service as subsidised space, as part of any review of this facility

### Sydney Olympic Park

- Seek to advocate with Sydney Olympic Park Authority (SOPA) for the inclusion of subsidised space within proposed community facilities planned as part of the Sydney Olympic Park Master Plan 2030.



## Criteria to Guide Decision Making for New Subsidised Space

The following criteria complement and are to be used conjunction with City of Parramatta's stated principles for community infrastructure planning found on page 61-63.

Council will use them to guide decision making and discussion with stakeholders and partners about new subsidised space opportunities.

For all scenarios, will the additional subsidised space:

Support provision of community services in and/or co-working spaces in high density urban renewal areas?

Be located within a town centre within close proximity to regular public transport services to ensure visibility and accessibility?

Be co-located with other community service providers and community facilities to maximise efficiency and opportunities for collaboration?

Be physically accessible and employ universal design and safety by design principles?

Be of a size that is viable for office or co-working uses, and not less than 150m<sup>2</sup>?

Be designed to maximise flexibility in use and be capable of accommodating a range of uses?

Be financially viable and give consideration to ongoing staffing, operational and maintenance costs?

Deliver a 'warm shell' fit out (i.e. walls lined with plasterboard, appropriate flooring and services connected)?

Include formal agreements related to provision that:

- Does not prevent Council from engaging a not-for-profit as space manager, or from managing the space ourselves
- Does not require Council to allocate space to tenants on sole use, long term (10+ years) lease agreements

## For regional level space:

Be located in the Parramatta CBD, including the CBD fringe?

Contribute to a network of service providers or co-working spaces to serve the needs of the Greater Western Sydney region?

## For More Information:

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This Community Infrastructure Strategy draws on the knowledge and experience of many staff from across Council who have a passion for enabling socially sustainable communities. Together with feedback from our community, and our key stakeholders, this document has been a shared effort.

For further information on City of Parramatta's Subsidised Space Network, or Council's key strategic directions, the following resources are available:

- "Sharing the Opportunities of Growth for All – Socially Sustainable Parramatta Framework"
- City of Parramatta Council's Website: [www.cityofparramatta.nsw.gov.au](http://www.cityofparramatta.nsw.gov.au)
- City of Parramatta Customer Contact Centre: **9806 5050**
- For access to demographic data log onto: <http://profile.id.com.au/parramatta>