



# Business Case

## Orroroo Wool Press Rotunda

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For:  
District Council of Orroroo Carrieton  
Funded by Building Better Regions Fund

DRAFT V1  
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## Introduction

Orroroo is one of Australia's iconic small towns, at the heart of wool and grain country in the Southern Flinders Ranges. The town is fortuitously located on a major east-west route and is the gateway to station country to the north, so businesses benefit from a steady stream of travellers and tourists. As a service centre for the broader Orroroo, Carrieton, Pekina and Black Rock region, Orroroo continues to provide an important social and economic function for farmers and graziers, and its historic main street and interpretive artworks reinforce the living history of the district.

In 2018 local volunteers undertook the restoration of an historic wool press from Black Rock Station. The Black Rock Wool Press is one of a handful of manual presses still in existence, imported in 1830 and used at Black Rock Station until mechanisation took over. Thus the Black Rock Wool Press is both a reminder of early settler struggles to establish a wool industry in harsh country, and a means of interpreting the region's history to modern visitors.

With the restoration complete, the Black Rock Wool Press Working Party approached the District Council of Orroroo Carrieton to support the installation of the Wool Press as a feature in the median strip of the Orroroo main street. Council sought and was granted funding through Building Better Regions Fund for development of a business case to determine the costs and benefits of a facility to showcase the Wool Press as the centrepiece of a regional tourism hub.



Concept sketch: site and floor plans and elevations shown in Attachments



# Business Case: Orroroo Wool Press Rotunda

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## The concept

The Orroroo Wool Press Rotunda will be located on the median strip at the eastern end of the Orroroo main street (on Second Street, between Fifth and Sixth Streets).

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*The Rotunda will house the restored Wool Press and supporting artefacts and information. The Rotunda development will include site upgrade (infrastructure and services) as well as seating, landscaping, safety fencing, and interpretive signage and maps.*

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The Wool Press will serve four key economic development purposes:

1. It will attract the attention of travellers through Orroroo, and encourage them to stop and learn about the history of the district, and to spend time and money in local businesses.
2. It will be a destination for history and heritage tourists, thus attracting visitors who might otherwise not come to this region.
3. Visitors to the Wool Press site will obtain self-guided maps of the historic and scenic attractions in the district, and thus be encouraged to explore further and stay longer.
4. The Wool Press precinct will be the first stage in a longer-term plan to activate the empty shops on the southern side of Second Street, potentially through displays and popup activities as a pre-cursor to new business investment.



Site indicated by red arrow – illustrating the extension of the activated median strip (in the foreground) toward the eastern end of the town



## Orroroo's unique location

The Wool Press Rotunda will be the centrepiece of a main street tourism experience that interprets the history of the Orroroo district.

The main street tourism development will eventually incorporate the entire median strip between existing entrance installations (the Forbes plough and horses at the western end and the Orroroo entrance statement and irrigation installation at the eastern end). The Wool Press will form the hub of a story that weaves through the historic kurrajong trees, past shops that retain their heritage features, to a picnic and play area next to the café and retail centre.

The District Council of Orroroo Carrieton has made a significant investment in the beautification of Orroroo's main street, recognising its importance as a community hub and as a feature that attracts the attention of travellers on the east-west route: for travellers from Broken Hill (and hence New South Wales and Queensland) Orroroo is the first town the encounter in South Australia with a cool, green main street and a vibrant shopping strip.



Future projects will deliver:

- A heritage and history interpretive trail along the entire length of the median strip.
- Activation of the empty shops on the southern side of the Wool Press precinct.
- Night time activation of the Wool Press precinct through Illuminart/Artvo installations.



### The Wool Press Rotunda Project

The Wool Press Rotunda has been designed with the size and capability of the community in mind. The District Council of Orroroo Carrieton is one of the smallest local government areas in South Australia, with a population of 895 people in an area of 3,325 square kilometres, and an annual council budget of only \$3m.

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*With such a small population base (and limited volunteer capacity), and no limited capacity to charge for entry, the Wool Press Rotunda will be an unstaffed, static display – albeit engaging and interactive enough to make it a tourism destination in its own right.*

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A working group comprising Council management and Elected Members, Black Rock Station, local history representatives and interested members of the public (the Wool Press Working Group) was formed to coordinate restoration of the Wool Press (now complete) and determine the site and design of the Wool Press Rotunda. Hence the Wool Press Rotunda Project is based on sound community engagement and has strong community support.

The Wool Press Rotunda Project will involve:

1. Construction of a rotunda to house the Wool Press and provide space for interpretation of the history of the district:
  - a. Visitors will be able to view the Wool Press from three sides, but for safety and security reasons, will not be able to access the Wool Press (which will be safely housed behind reinforced glass).
  - b. The rotunda will allow viewing from a distance (which will reveal the height and screw operating platform) and from close proximity (showing the scale and detail of the Wool Press).
  - c. The rotunda has been designed with one flat wall to allow night-time lighting displays/installations (e.g. illuminart, artvo) as part of future Orroroo Carrieton *Tourism Masterplan* actions to create night time entertainment aimed at encouraging multi-day stays.
  - d. Local stone and wood from the Black Rock Station will be used in the construction, and a local builder/stonemason engaged to construct this specialist building.
  - e. Historic artefacts and interpretation will be included in the building (visible from outside), and additional interpretive and wayfinding signage will direct visitors along the main street for additional art and heritage experiences.
  - f. Site preparation, approvals and preliminaries will be contributed by the District Council of Orroroo Carrieton, as will future maintenance and site management.



## Business Case: Orroroo Wool Press Rotunda

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2. Landscaping and interpretation:
  - a. The site of the Wool Press Rotunda is a bitumen strip in the middle of the median strip. This strip largely unused, is unattractive, and creates a disconnect between the landscaped median strip to the east and west of the site.
  - b. The Wool Press Rotunda project will include landscaping, lawns and gardens around the Rotunda – thus converting the bitumen strip into an aesthetic feature.
  - c. Seating, picnic tables (some made of stone and wood from the Black Rock Station to echo the use of traditional materials in the Rotunda building) will be installed, as well as safety fencing to prevent visitors accidentally stepping onto the roadway. The volume of traffic at any given time is quite low, and there are clear lines of site to oncoming traffic, so pedestrian crossings are not needed. Ample parking is available at the kerb sides of Second Street.
  
3. In support of the Rotunda and associated landscaping, the project will also involve the development of an interpretive brochure that features the interpretive walking trail along the median strip (information signs, picnic areas and art/heritage installations are already in place – this brochure will connect the existing attractions to the Wool Press precinct). The brochure will also include current driving/exploration trails, and will be available online as well as in hard copy at the Wool Press site. Future development of trails and attractions (e.g. the proposed 5 Peak Trail – see *Tourism Masterplan*) will be incorporated into visitor information materials as they come on board.



The restored Wool Press  
Photo courtesy The Flinders News



Site shown in red



### The Orroroo median strip experience

For outback travellers, the main street of Orroroo has three key attractions: the median strip is green and shady; the shops are interesting; and the cafes are great. The median strip at the western end of the town is ideal for leisure and social connection, with trees, lawn, seating, bins, footpaths, and public toilets and parking nearby.

Toward the eastern end of the town, commercial buildings are well preserved but many are empty, and although there are trees along the median strip, the ground is dry and barren and there is little to connect the irrigation and kangaroo installations at the eastern entrance with the grassed community space at the western end.



Site of the Wool Press Rotunda

The Wool Press Rotunda will complement the existing heritage and artistic elements along the main street (horse and plough, irrigation, information signage). The Wool Press site will be landscaped to the same standard as the eastern end of the street, with lawn, seating, signage and safety fences.

Future integration of the Rotunda into a median strip 'experience' will include:

- A walking trail along the entire length of the median strip, with maps and supporting information (initially in hard copy, but later using i-beacon technologies that use visitors' smartphones to tell a visual and audio story of the features along the trail).
- Artefacts and exhibits that tell the story of Orroroo, from Aboriginal history to the present day.
- Things to do, touch, smell, hear and photograph (selfiable) that are engaging and entertaining – and encourage visitors to promote Orroroo as a great place to visit.
- Geocache nodes (Orroroo already has a good supply of these, which attract a specific tourist market).
- Interesting and unique signage that provides wayfinding along the median strip trail as well as directing visitor interest to other features of the town and its region.



### Wool Press precinct and the visitor economy

Orroroo is well placed to develop an iconic tourism experience with destination appeal, one that encourages travellers to stop and be engaged in local tourism activities as well as visiting and spending money in local businesses. The town already has a number of features that will make this possible:

- The town is located on important east/west transport routes (connecting the main Broken Hill and Sydney routes to Port Augusta and then Western Australia and the Northern Territory).
- Established tourism drawcards in Peterborough, Melrose and the Flinders Ranges make Orroroo an attractive route for tourists, particularly caravanners and grey nomads.
- For the size of the town, there is good tourism product density (i.e. lots of things to see and do), including:
  - Well designed entrance statements (horses/irrigation)
  - An authentic main street with interesting shops, good food and coffee
  - A well designed Tourist Information bay at the eastern entrance
  - Shady trees with lawns and picnic areas along the median strip
  - The Giant Red Gum, Orroroo Rock Poem, Magnetic Hill
  - Pekina Reservoir and associated irrigation heritage
  - Markets, festivals and events
  - Public toilets in the centre of town
  - A high density of geocache locations
  - Authentic outback pubs and townships
  - Caravan Park, BnBs, Hotels and free camping sites
  - High profile farm stays and outback experiences (e.g. Bendleby)
  - Empty shops at the eastern end of town (Frolings) that can be used for displays or activated through popups

Orroroo's history of primary production that was enabled through irrigation and transport to ports, is different and more interesting than the standard Wheatbelt story. Wheat and wool are important, but are not necessarily a drawcard for visitors.

The Wool Press Rotunda has been designed with a flat western wall to support future Illuminart and Artvo installations that will allow visitors to experience history, as well as providing night time activation to encourage multi-day stays.



Images courtesy  
Melbourne Minor and  
Australasian Special Events



### Alignment with Strategic Plans

The Wool Press project aligns with State, Regional and Local Government strategic plans, specifically:

1. Tourism Australia's *National Landscapes* program, in which the Flinders Ranges feature as one of 12 national landscapes
2. South Australian Tourism Commission's *The South Australian Visitor Economy Sector Plan 2030* in which 'experience and supply development' is one of the six strategic priorities
3. The Southern Flinders Ranges *Tourism and Events Strategy and Action Plan 2017/18 – 2019/20*, where the development of self-guided tours is a priority
4. The *South Australian Regional Visitor Strategy 2020*, where touring routes and domestic drive markets have direct importance to Orroroo
5. The *Flinders Ranges Experience Development Strategy (2011)* which identifies a need for additional product development in Tier 3 Hubs (e.g. Orroroo).
6. District Council of Orroroo Carrieton's *Tourism Masterplan for the Orroroo Carrieton District (2019)*, in which the Wool Press development is scheduled for 2020-2021.

### Economy, jobs and ROI

Using ABS economic multipliers for the tourism and construction industries, and the South Australian Tourism Commission/Tourism Research Australia's employment ratios for tourism in the Flinders Ranges Tourism Region, the economic value of the Wool Press Rotunda Project – over the first 10 years is:

\$8,481,659	in direct spend
\$16,700,988	in total economic benefit
4.7	FTEs during construction
103.4	FTEs over the 10 years of the project
3,255 FTEs	using Jobs to Revenue ratio (at average ABS personal income for DCOC)

See Attachments for multiplier/ratio calculations.

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*The grant funding sought for this project is \$496,613, thus delivering a Return On Investment of 34:1.*

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## The project in detail

The Orroroo Wool Press Rotunda project comprises five stages (see spreadsheet for detailed costing and cost assumptions):

Stage 1 (Year 1):	Preliminaries and site preparation
Stage 2 (Year 2):	Construction
Stage 3 (Year 3):	Fit out and interpretation
Stage 4 (Year 3):	Landscaping, site completion and launch
Stage 5 (Years 3-10):	Budgets allocated for maintenance post completion

### Stage 1: Preliminaries and site preparation

- Detailed plans
- Building/development approvals
- Soil testing/engineering
- Site security/traffic control
- Power trench and cabling

The restoration of the Wool Press is complete and the Wool Press is in storage awaiting the construction of the Wool Press Rotunda.

Concept plans have been developed (see Attachment) and quotes for the major costs (construction of the Rotunda) have been obtained. Other costs are estimates based on the experience of the District Council of Orroroo Carrieton in similar developments.

The site on the median strip is owned by the Department for Transport, Planning and Infrastructure (although managed and maintained by the District Council of Orroroo Carrieton). The process for development approval on this site has commenced, and the Wool Press Rotunda has been designed with DPTI requirements in mind – e.g. minimising visual distraction, driver line of sight, pedestrian and parking considerations. Because the site is on the median strip of the main thoroughfare, traffic control arrangements will be implemented from the commencement of on-site works through to the end of the project.

The site does not currently have water/power and these will be installed by Council as part of the site preparation works.

### Stage 2: Construction

- Source and deliver stone from Black Rock Station
- Delivery of restored Wool Press to site
- Building construction



## Business Case: Orroroo Wool Press Rotunda

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- Installation of lighting, powerpoints etc
- Safety fencing during construction

The Wool Press Working Group were keen that the Rotunda provide authentic, but contemporary, interpretation in support of the Wool Press – through use of local stone and wood from the Black Rock Station. The design of the Rotunda therefore reflects the use of local materials and traditional stonemasonry and woodworking skills, as well as glass and steel to provide strength, shade and viewing areas.

The Rotunda will face east, creating a visual attraction for visitors entering the town from the less developed eastern end. The western wall of the Rotunda will shelter the Wool Press and visitors from the hot afternoon sun, as well as providing a flat wall for future illuminated night time installations.

The Rotunda has been designed to be weather and dust-proof, and for the Wool Press and other artefacts to be protected from the sun (through positioning on site and verandahs). This will reduce the amount of dust getting into the building (and hence the need to clean exhibits) and protect the Wool Press, artefacts and interpretive signage from deterioration.

There are no trees on the Rotunda site, but there are well established trees on either side of the site, allowing integration of the Wool Press lawns and gardens with existing vegetation.

Traffic and pedestrian safety management will be implemented throughout the project, however it is not expected that traffic flow will be affected, and until the site has been developed, this end of the main street is not a high-use area for pedestrians.

### Stage 3: Fit out and interpretation

- Design and production of display facilities (shelves, cases, lighting)
- Design and production of interpretive signage
- Installation of display and signage
- Installation of fire and other safety equipment
- Design, production, printing of maps/promotional material

The Rotunda has been designed so that visitors can see the Wool Press and supporting artefacts and information from the exterior of the building. Thus the Wool Press Rotunda will be a static display (at least during the daytime) that does not require funding to pay staff (or coordinate volunteers) to provide security or interpretation. Future interactive exhibits can be included at the site (e.g. a sensory wall, Near Field Communication/i-beacon audio stories) without compromising the function or beauty of the building.



The fit out of the Rotunda will include display facilities (shelves, display cases and lighting) as well as interpretation. Exterior signage will provide information about the development of agriculture, and link the Wool Press story into the broader tourism branding and messaging for the Orroroo Carrieton district.

The Wool Press Rotunda project will also involve the development of printed and on-line interpretive material, including:

- Maps that link the Wool Press to other historic sites in the region via trails and drives.
- The story of the Wool Press and the early days of wool production in the district, incorporating associated stories of irrigation (Pekina Reservoir), wheat farming, and transportation to of product to ports.
- Maps and interpretation will be available online, with supporting audio-visual elements planned, as well as via printed brochures at the Rotunda and at businesses and tourism sites.
- An extensive social media and marketing campaign is planned (see *Tourism Masterplan*) that will feature the Wool Press story.

### Stage 4: Landscaping, site completion and launch

- Purchase and installation of external lighting
- Purchase and installation of irrigation system
- Purchase and installation of safety fencing
- Purchase and installation of seating/tables
- Construction of kerbs, pathways, lawn
- Garden beds
- Launch

The final stage of the development of the Wool Press Rotunda and precinct is landscaping and external signage, seating and picnic tables. This work will transform a site that is currently barren asphalt into a green, shady 'must do' stop for visitors. We should not underestimate the attractiveness of green lawns and gardens for outback travellers, and the upgrade of this site at the eastern end of the town will send a very strong message that Orroroo is a great place to stop and spend some time.

The Rotunda design incorporates wide verandas for shade, and the adjacent trees provide ready-made shelter. The site will be finished with lawns, community-managed garden beds, seating and picnic tables, and signage that interprets the history of the district and as well as wayfinding to local facilities and attractions.



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A safety fence will be installed to prevent visitors accidentally stepping from the median strip site onto the roadway.

Separate to this project, the *Tourism Masterplan* also includes activation of the empty shops adjacent to the Wool Press Rotunda. By the time the Rotunda precinct is complete, it is planned that visitors will be able to view art works that support the Wool Press story – and in future years pop up activities (shops, entertainment) will support town events (e.g. markets and night time displays) that will eventually lead to the revitalisation of retail at the eastern end of the town.

As soon as the Wool Press Rotunda development is complete, the town will host a celebratory launch – to which funding bodies, VIPs and the broader community will be invited.

### Stage 5: Ongoing maintenance

- Watering and lawn/garden maintenance
- Energy
- Cleaning
- Seating/tables/signage repair and maintenance

As discussed previously, the Wool Press Rotunda has been designed to minimise on-going maintenance costs. This recognises the natural limitations of a small population (e.g. Council rate revenues and the number of available volunteers), and allows resourcing to be used for other projects and initiatives that build tourism and much-needed diversity in the regional economy.

Therefore the ongoing maintenance, which will be provided by the District Council of Orroroo Carrieton, is limited to maintaining the lawns/gardens, covering the (minimal) cost of power, and cleaning and essential repairs.

### Project budget

The total budget for the Wool Press Rotunda is \$524,079, of which \$496,613 is sought as grant funds. The District Council of Orroroo Carrieton has committed \$27,466, and the community will make a combined in-kind contribution of \$18,084.

Stages 1 to 4 are scheduled over a three year period, with grant funding for each of these years as follows:

Year 1	\$55,500
Year 2	\$345,450
Year 3	\$99,663



## Attachments

### Goyder's Line Gazette, September 2018

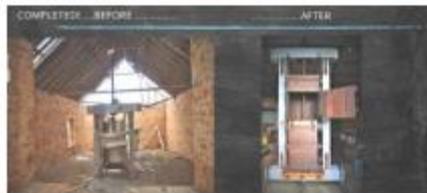


#### There's the Big Galah, the Big Banana ..... Orroroo will have the Big Woolpress!

Council received a deputation regarding the Black Rock Station Woolpress at its August 2018 Meeting recently. Weighing about 1 tonne, it is a substantial piece of equipment, standing at over 5 metres tall. It is believed that this woolpress is the only one in Australia, very unique!

Council have indicated that they are committed to the project of showcasing the Press in the Main Street of Orroroo. The Black Rock Woolpress Working Party has been established to commence discussions on the possible location, structure to house the Press and grant funding applications. The Working Party will include members of the restoration team and Council members. Stay tuned for further updates

For more photos please check out Council's Facebook for the full Powerpoint Presentation.



Above : Lifting press out by crane (supplied by Jim Kuerschner & Sons)

The Black Rock wool press has been fastidiously restored by Dean and Brian Keatley in Dean's workshop. They have dedicated a huge amount of time on the restoration process while upholding the authenticity of the original press design.

The press had to be entirely dismantled and all the metalwork sand blasted. Some of the timber had deteriorated with white ant and water damage and it had to be replaced. Dean was able to source some recycled timber to replicate the original material. He had to construct a new bottom beam by laminating timbers to create the exact size. When the press was disassembled, a remnant flake of the paint enabled him to match the original colour.



Press (above) prior to retrieval and restoration

A delegation of restoration enthusiasts with the District Council of Orroroo Carrieton to discuss the options for housing and display of the press in Orroroo. The group are still seeking more information about the history and origin of the press.



Pictured above are Dean Keatley (left) and Brian Keatley (right).





## Business Case: Orroroo Wool Press Rotunda

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ABS Tourism Indirect Employment Multiplier	\$ 79,576
SATC Direct Employment Ratio (Flinders Ranges Tourism Region): Number of Jobs	10.43
<b>Total direct spend</b>	<b>\$ 8,481,659</b>
<b>Total economic benefit (multiplier)</b>	<b>\$ 16,700,988</b>
<b>Total value of increased employment (Tourism employment multipliers)</b>	<b>\$ 368,942</b>
<b>Total FTEs during construction</b>	<b>4.7</b>
<b>Total FTEs over the 10 year period of tourism growth as a result of the project</b>	<b>103.4</b>

### ABS Tourism multipliers

ABS Tourism Output multiplier: 1.91 (for every \$ spent, tourism adds another .91 cents to other parts of the economy)

ABS Tourism Employment multiplier: 11.4 with an indirect employment multiplier of 4.04

<https://www.pc.gov.au/research/supporting/input-output-tables/input-output-tables.pdf>

### CONSTRUCTION INDUSTRY MULTIPLIERS FOR \$1M OF OUTPUT

\$: 2.866 for every \$1m spent

Employment (direct): 9 FTEs for every \$1m spent

Employment (broader economy): 37 for every \$1m spent

<https://www.abs.gov.au/Ausstats/abs@.nsf/94713ad445ff1425ca25682000192af2/ed6220072793785eca256b360003228f!OpenDocument>

### Census 2016 DCOC

Average personal weekly income: \$513

### TRA: State Tourism Satellite Accounts 2015-16

Tourism Ratios: every \$1m of additional GVA translates into 18 workers in cafes and food services

SATC's Direct Employment Ratio for the Flinders Ranges region is 13.1

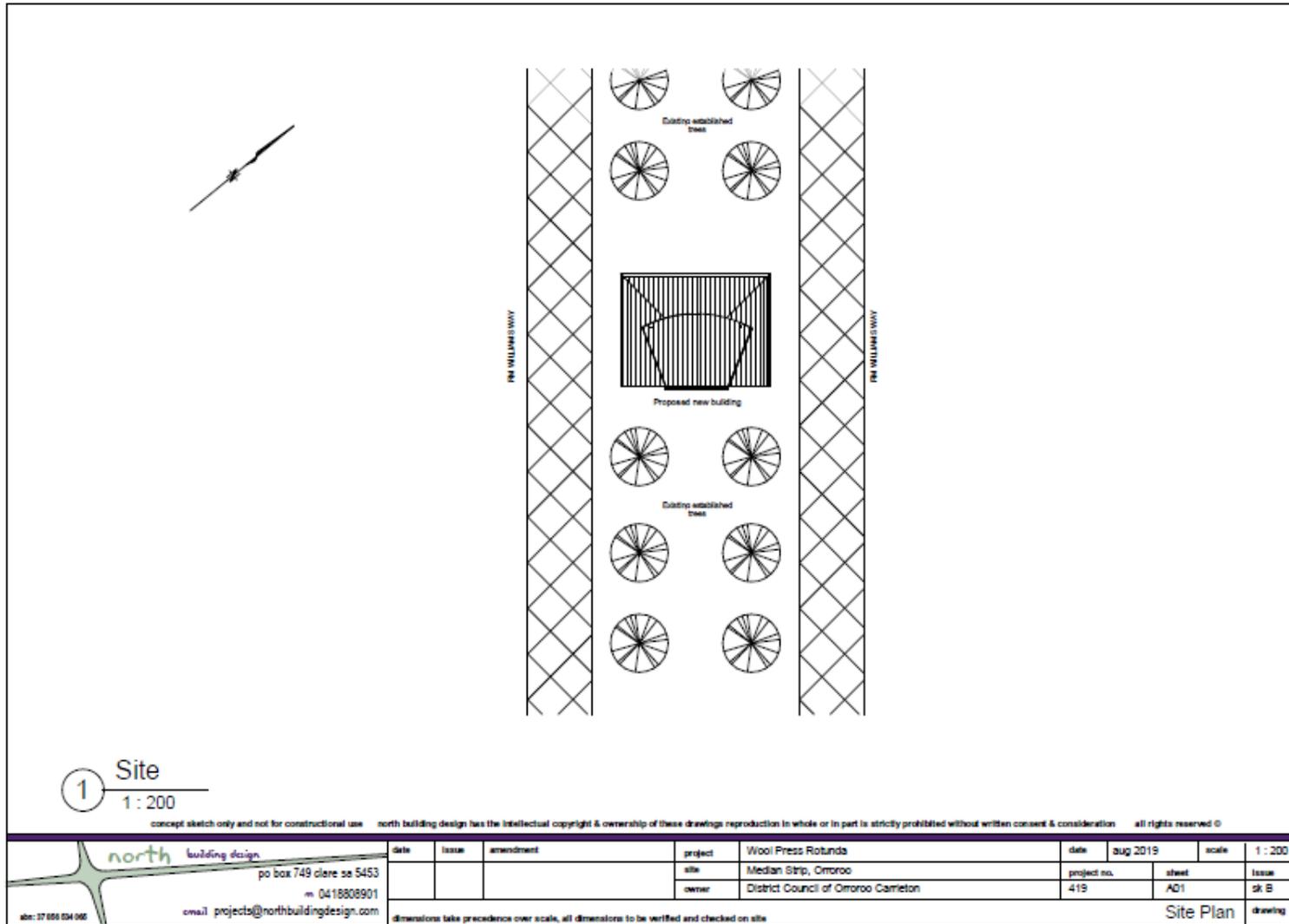
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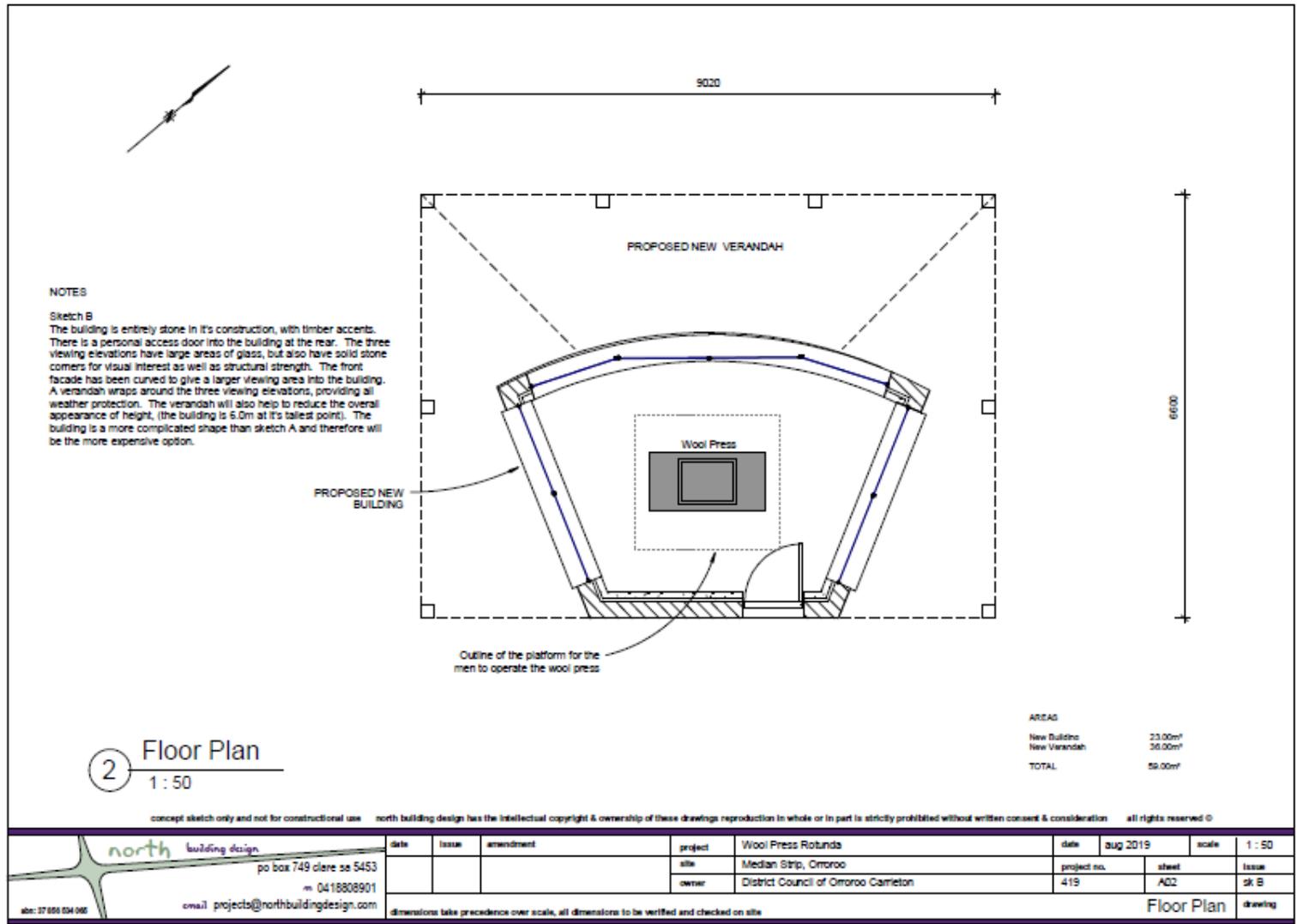
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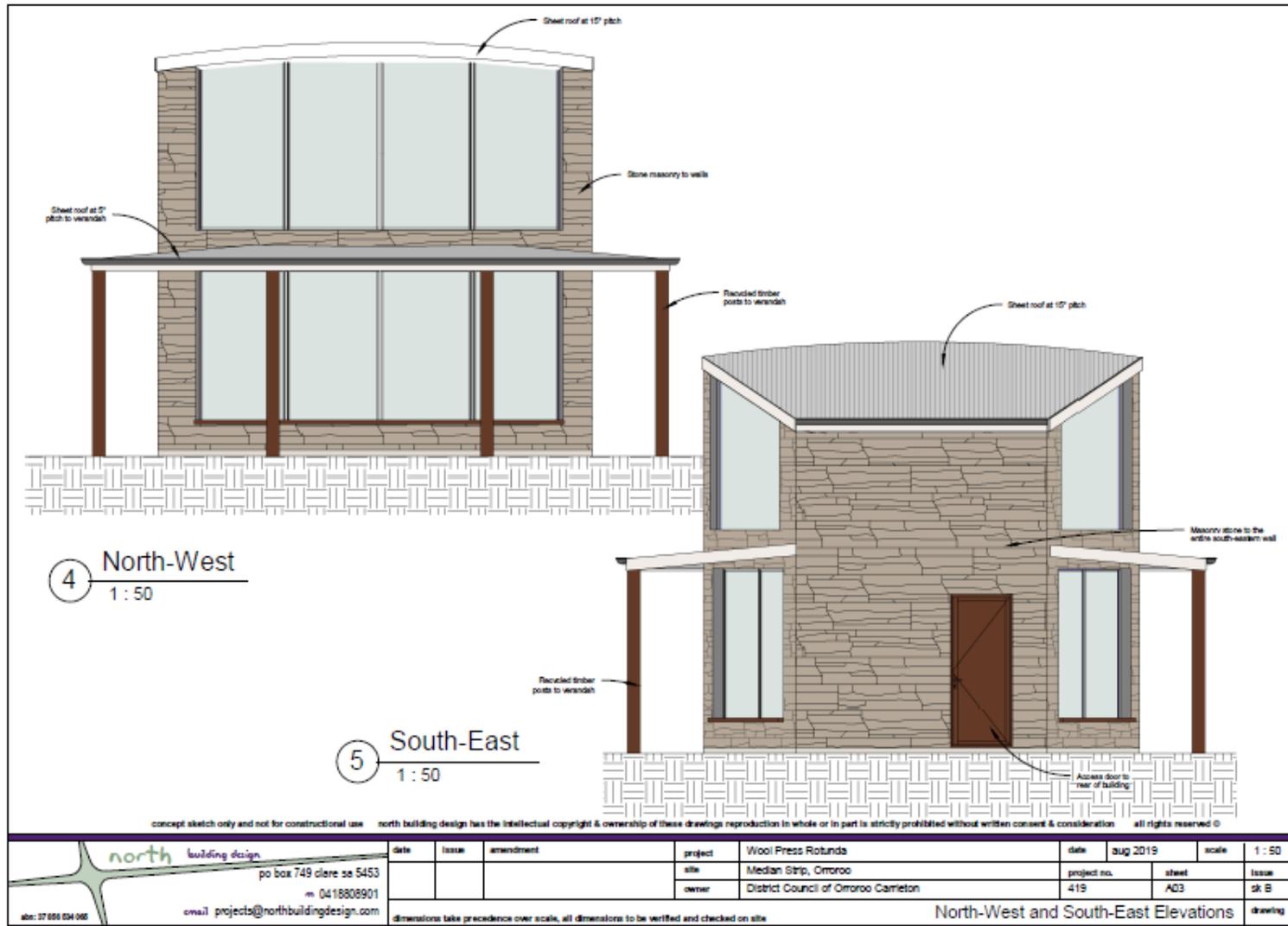
## Concept plans



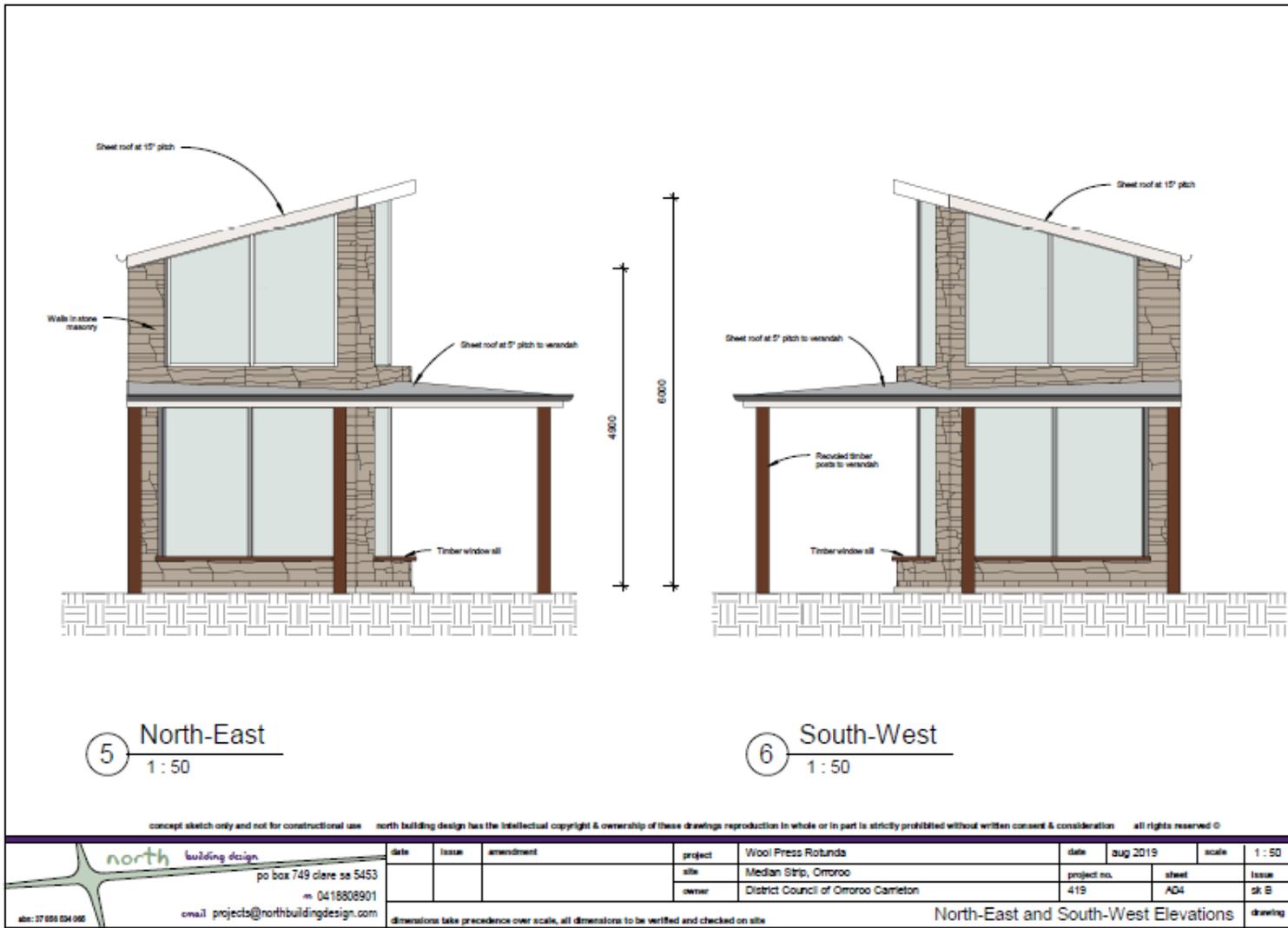
# Business Case: Orreroo Wool Press Rotunda



# Business Case: Orroroo Wool Press Rotunda



# Business Case: Orreroo Wool Press Rotunda



# Business Case: Orroroo Wool Press Rotunda



7 External View 1  
1:1

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	site			owner	Median Strip, Orroroo	project no.	419	sheet	ACE	
					District Council of Orroroo Carleton				DR B	
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									External View	drawing

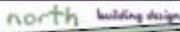


# Business Case: Orroroo Wool Press Rotunda



8 External View 2  
1:1

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				site	Median Strip, Orroroo	project no.	419	sheet	A06	
				owner	District Council of Orroroo Camelon					sk B
dimensions take precedence over scale, all dimensions to be verified and checked on site									External View 2	drawing



# Business Case: Orroroo Wool Press Rotunda



9 External View 3  
1:1

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				site	Median Strip, Orroroo	project no.	419	sheet	ACT	issue	SK B
				owner	District Council of Orroroo Carrieton						External View 3
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