



## Q Station Feasibility Study, Business Plan and product development

Client: Mawland Group (NSW)

### Issues to solve

- The former North Head Quarantine Station is a Nationally Listed Heritage Site within the Sydney Harbour National Park, stretching over 30 hectares and featuring over 60 buildings, a wharf, a 2,000 item moveable heritage collection, Aboriginal heritage sites, 1,000 inscriptions, threatened vegetation and wildlife communities
- The State government decided that a lease to the private sector would be the best way to conserve the site and improve public access and interpretation
- Mawland had to undertake extensive feasibility work to source funding for innovative experiences and products proposed to operate within a very complex environmental approval

### Innovative responses

1. Developed a Feasibility Study and Business Plan to source and focus the \$20M Project (\$9.8M equity, \$10M debt and \$200,000 in grant funding)
2. Adapted former accommodation into 85 3.5 star hotel rooms, the former Boilerhouse into a bar and restaurant, 10 former lounges and dining rooms into conference and function venues and the former luggage store into a visitor centre displaying over 200 suitcases from the era
3. Created an interactive theatre production – Defiance as our iconic experience to attract new visitors, an interactive day tour where customers took on roles of former quarantined internees, and several specialised paranormal tours run by mediums
4. Introduced water access to the site to enhance the arrival experience, create a sense of isolation and reduce potential vehicle impacts.
5. Conserved the entire movable heritage collection, allowing reuse of 60% of the items, interpretive display of 20% and a publicly accessible storage of the remainder
6. Introduced an Integrated Monitoring and Adaptive Management System to check on the health of the site, visitor experience, local community and business

*Defiance told four real stories from four time periods, with the audience sitting in the buildings where they happened*



*Boilerhouse Bar and Restaurant is a good example of adaptive reuse, where the original building is conserved and mildly changed so a new use can attract new visitors*