



Hangar 11 Workshop Results

Purpose

To provide the outputs of a partnership exploration session for the adaptive reuse of Hangar 11 to be referenced in a Council report.

Process

The Partnership Centre of Excellence designed and delivered one session (September 19, 2019) to a group of stakeholders that identified potential uses, operating models, and possible funding sources for Hangar 11. The stakeholders were asked to explore partnership opportunities that both respect the history of Hangar 11 and the community that it will one day be a part of. The results were then themed into general categories by the stakeholders. The results of the session were:

Five general categories were identified:

- Public Cultural Space
- Commercial Facility
- Community Activity Centre
- Student Oriented Facilities
- Learning/Research Centre

Three potential operating models were identified:

- City-Owned and Partner Operated
- City-Owned and Operated
- Privately Owned and Operated

Alternative funding was then explored:

- Provincial funding - Infrastructure
- Federal funding - Infrastructure
- Potential partners that would lease the space
- Private funding - individual and corporate
- Not-for-profit
- Fundraising and donations
- Public-Private Partnership

Potential uses for Hangar 11, generated by the stakeholders, can be found in [Appendix A](#).



Partnership Models

Partnership Structure	Opportunity	Risks
City-Owned and Partner Operated	<ul style="list-style-type: none"> • City maintains the asset • Future development opportunities (30+ years) • Various funding streams available • Phased approach for activation-provides greater options for use • Extended timeline for activation • Partner Operated (Partner likely expected to address at least a portion of tenant improvement costs) 	<ul style="list-style-type: none"> • City largely responsible for rehabilitation costs, but phased over time • City is liable for risks and insurance • City may be responsible for unidentified maintenance costs • Partner(s) must be sustainable for the long term • Operating challenges would fall to the City
City-Owned and Operated	<ul style="list-style-type: none"> • City maintains the asset • Future development opportunities (30+ years) • Various funding streams available • Phased approach for activation • Extended timeline for activation • Run and maintained by the City Administration 	<ul style="list-style-type: none"> • City responsible for rehabilitation costs, but phased over time • City is liable for risks and insurance • City is responsible for unidentified maintenance costs • Operating impacts will occur but are currently unknown
Privately Owned and Operated	<ul style="list-style-type: none"> • Conditional sale (designation as Municipal Historic Resource) • Private owner responsible for rehabilitation costs • Revenue from the sale of the building • Extensive adaptive-reuse 	<ul style="list-style-type: none"> • Will require designation, rezoning and public hearing before sale • Surrounding partners may lobby against the sale • Appropriately maintaining the



	<p>opportunities available</p> <ul style="list-style-type: none"> • Shorter timeline to re-activate Hangar 11 • Reduces City responsibility for rehabilitation and maintenance of the historic resources it owns 	<p>heritage of the building</p> <ul style="list-style-type: none"> • Owner's capacity to undertake proper rehabilitation as required by City
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Stakeholders' Support for Hangar 11

Stakeholders will continue to create and sustain awareness of Hangar 11 by:

- Presenting to Council
- Engaging the arts community
- Providing consultation regarding public engagement
- Continuing to engaging high-level champions
- Working with modest non-capital funding agencies
- Telling the business story/history (e.g., Kingsway Business Association)

Consider models like:

- Fort Edmonton Management Company
- Reynolds-Alberta Museum
- Space and Science Foundation
- Winspear Foundation
- Muttart Foundation
- Friends of Hangar 11 society

Consider:

- Acknowledging the international value of WWII and Cold War sites through appropriate partners who would provide online support and focus wider attention on the project.
- Establishing contacts with fellow aviation organizations (Canadian Aviation Historic Association, etc.). Seek funding and support the conversation.
- Mapping stakeholders, community needs, and assets, including major neighbours.
- Mapping of community assets / gaps in area, including existing residential.



- Using the power of mimetic desire to gain public support (e.g., expressing a desire to turn Hangar 11 into something exciting will encourage the public to brainstorm, pitch ideas, and support the building). Edmonton is good at this.

Should the City sell Hangar 11?

- Want to preserve the historic value of the Hangar.
- There are currently limited protections and no opportunity for demolition. This may be lost if sold.
- Designating the site as historical may limit the options for adaptive reuse, but could protect the building.
- City can generate revenue from the property.
- We should sell to someone who is going to designate it; the key condition to that sale will be proper designation and limitation in concert with adapted reuse.
- If the City invests in stabilizing the hangar and then sells the building, the buyer may only save the facade and remove the existing character and heritage. Selling offers limited preservation.



Appendix A

Possible Uses for Hangar 11 and Partnership Structure

City-Owned and Partner Operated

Public Cultural Space

- Facility needs within COE e.g. Artifacts Centre Storage
- Aviation Museum Extension
- Public City Museum
- City Artifacts Centre - New (for care and conservation)
- Indigenous Cultural Space / Centre for Reconciliation
- Blatchford City Airport Interpretive Centre

Commercial

- Food Hall - Test Kitchen and Business Incubator
- Aero Hydroponic Farm + Market
- Distillery/Brewery/Cafe - Growing + Production
- City Market (Seven Day)

City-Owned and Operated

Community Activity Centre

- Trampoline Park
- Community Recreation Centre / Community Event Space
- Entertainment Centre
- Multicultural Centre
- Blatchford Drop-In Community Centre
- Affordable Art Space

Privately Owned and Operated

Student Oriented Facilities

- Student Union Building
- Student Residence/Activity Centre

Learning Resource Centre - Similar to U of A campus, but not owned or operated by the institution

- Architecture School
- Film/VR Industry Studio (Training Centre)
- Health Sciences Research Facility (Clinic)