

CHAPTER I

I. THE PROPOSED FACILITY AND THE COMMUNITY

- A. In the United States today, having a facility capable of attracting cultural entertainment and mass meeting events is as much a part of every day living as the school, library and church.

The possibilities for enriching the recreational and cultural life of the community must be considered along with the economic implications. This is an intangible quality not subject to specific measurement. How much weight can be given a park or playground, a museum or art gallery, in terms of public need? A coliseum, like other recreational-cultural facilities provided by cities, is an amenity, not a necessity. Yet it is these amenities that enrich our daily lives and which together make up a healthy and stimulating environment. Financial feasibility, although important, is not necessarily the principal aim nor a true measure of need.

Any analysis of need must take into account the existing places of assembly, the functions they serve, and their capacity to meet the present and potential demand. A critical evaluation of these facilities is set forth in the following chapter of this report.

It can be concluded from this analysis that if Miami desires to compete for national as well as regional trade show and convention business, and if Miami desires to bring about the possibility of having ice shows, circuses, hockey, basketball and the many other possible arena attractions, it must build a facility. This is particularly true in view of recent construction in this field, not only on the national scene but in view of Florida developments as well. Jacksonville is already in operation with a fine modern auditorium and coliseum, St. Petersburg is ready to build a similar structure, and Tampa has recently awarded bids for the construction of a modern facility also. For the moment, then, let us assume that Miami wishes to have such a building.






- B. Why then in the downtown area?

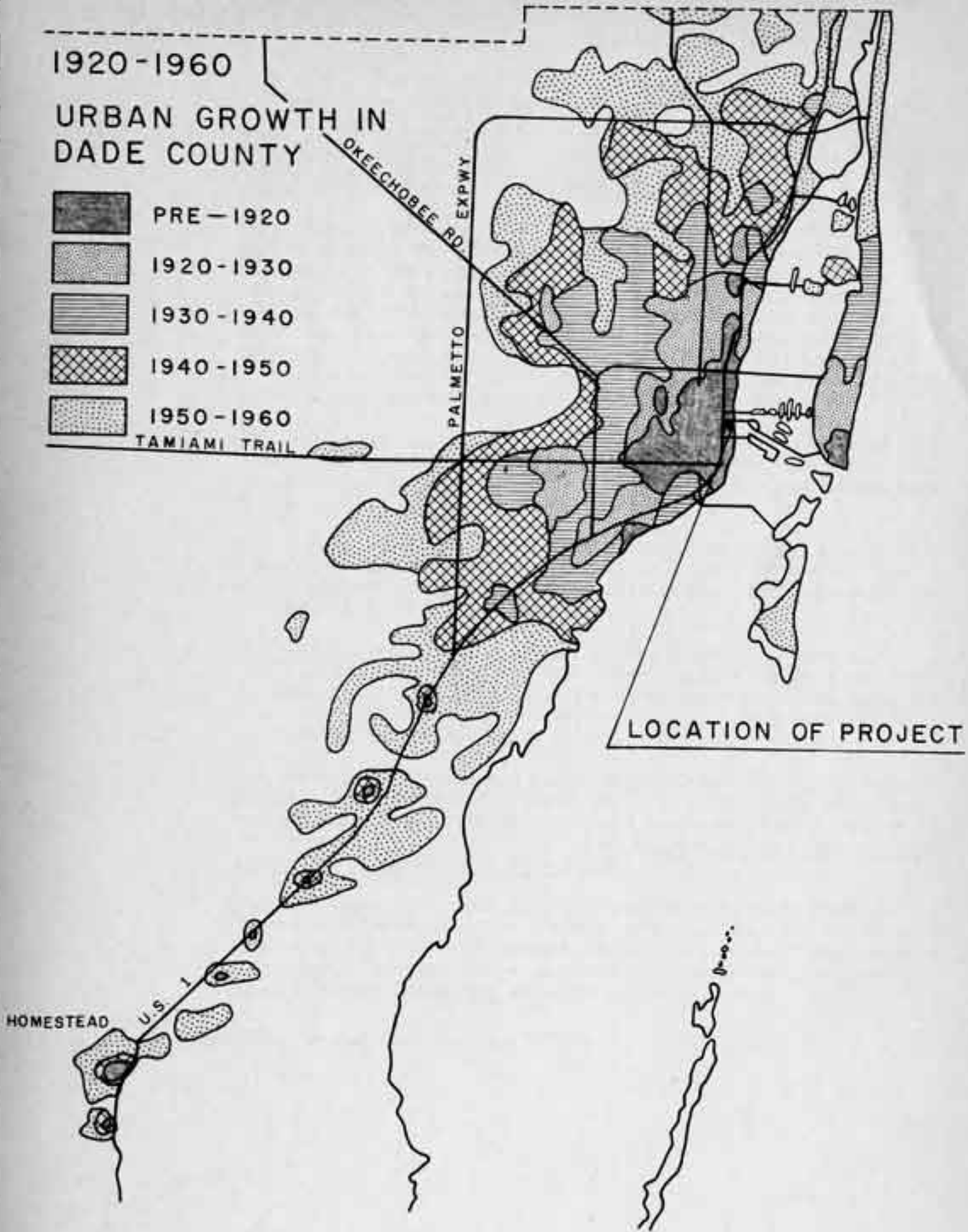
To answer this question we need only to examine the importance of a vigorous Miami Central Business District (C.B.D.) to the overall vitality of the metropolitan area.

In the past, the C.B.D., as a population and commercial center, has set the pattern of growth for the whole community. Looking back over past decades (See Map) it can be seen that the pattern of urban development has approximated a series of concentric circles emanating from two cores (Miami and Homestead) and a minor lineal development along the connecting link (U. S. Highway 1). The pattern has been modified from a true concentric by the exertion of strong geographic forces. Recent development outward from the Fort Lauderdale-Hollywood complex in Broward County has joined the North Dade development to provide a third center which is affecting urban form in Dade County.

1920-1960

URBAN GROWTH IN DADE COUNTY

-  PRE-1920
 -  1920-1930
 -  1930-1940
 -  1940-1950
 -  1950-1960
- TAMIAMI TRAIL



The Dade County Planning Department has stated ^{1/} that "The shape of Dade County's future urban pattern will depend upon the relative strength (or central influence) these three cores (Miami, Fort Lauderdale, Homestead) will exert upon the modified concentric growth that is moving out from each of them." (Emphasis theirs).

It is further declared ^{2/} that "A strengthening of the Miami central influence would check the deterioration of its older areas which represents a continuing loss of wealth for the County. Taking advantage of the valuable assets of this central location would encourage more efficient provision of metropolitan-wide services. More than that, it would mean a new variety of activities and services possible only within a strong metropolitan center. An increased central attractiveness would add to the identity and prestige of the metropolitan community as the focal point of the Gold Coast."

The gradual decline of the Miami C.B.D. in such absolute areas as retail sales, structural deterioration, and general quality as well as its overall relationship to the total urban development has long been a subject of official concern.

The City and County recognized the seriousness of this situation when, as a joint venture, they undertook a detailed study of the C.B.D. and the preparation of a plan which has as its objective the revitalization of the downtown area.

Why this concern over one section of the community? Some of the older areas of the city have experienced similar economic and social declines which were accepted as the normal product of the aging process. The difference, of course, is that it is happening to the most important single segment of this urbanized county.

The Miami C.B.D. represents a property investment in excess of \$150,000,000, the owners of which pay 12% of the City's total real and personal property taxes. Downtown businesses have a combined annual payroll of \$100,000,000. What happens to this core area affects every individual in Dade County.

City and County officials have gone on record as supporting the "Magic City Center Plan" as a matter of public policy. The construction of a major place of assembly, which will attract large numbers of people to the downtown area, would constitute tangible progress towards accomplishing the objectives of this plan.

^{1/} Planning Staff Report No. 2 - Urban Growth

^{2/} *Ibid.*

Although this report investigates population, economic, and other factors likely to affect the feasibility of the project, it recognizes that any determination of feasibility is to a certain extent subjective. In the final analysis, the question of desirability or necessity is one that can best be decided by the voters of Miami. It is they who must support the facility through the use of their tax money and through continued attendance.

II. POPULATION

Although it is presently proposed that the City of Miami will build and operate the facility it will nevertheless draw attendance from the entire metropolitan area. We must consider then not only the existing population and its distribution in the Greater Miami Area, but the population and distribution patterns that can be expected 20 to 25 years hence.

This matter has been the subject of a great deal of study over the past few years and we have based our deliberations on what are generally considered to be the most authoritative works in the field.

Making projections of this magnitude is, of course, a major project in itself and no purpose would be served by reproducing here the mass of material that resulted from these efforts.

For the reader who is interested in a detailed analysis of this subject, however, the following is a list of the principal source documents utilized in this study.

1. Population and Housing, April 1959, Metropolitan Dade County, Florida.
Bureau of Economic Research
University of Miami
2. City of Miami Land Use Plan, City of Miami Planning Dept., 1960.
3. Publications of the Metropolitan Dade County Planning Dept.
 - a. Urban Growth - Planning Staff
Report No. 2, February 1960
 - b. Economic Base - Part I Basic Facts of the Dade County Economy,
January 1960
 - c. Economic Base Study - Part II
Detailed Memoranda, Fall 1960
 - d. Economic Base Study - Part III
Industry Reports, Fall 1960

c. General Land Use Master Plan for Metropolitan Dade County, Florida.
Interim Report, April 19, 1963

The population that will be served by the facility can be separated into two general types. Resident population which will be attracted by locally generated or locally oriented events and non-resident population which will be attracted by activities having regional, state, national, or international significance.

Although the function remains basically the same the benefits accruing to the community will differ when accommodating one group as opposed to the other. In the first instance the facility will provide a place where large numbers of local citizens can gather to fulfill their social, cultural and recreational needs. Important as this is to the overall well being of the community, it will have only secondary effects on the economy. On the other hand the gathering of large numbers of non-residents will have a direct benefit on the local economy by bringing into the area "outside" money in the form of expenditures for housing, food, transportation, entertainment, etc.

A. Resident Population:

A map showing the distribution of existing and future population as well as the major physical characteristics of the county projected to the year 1965 is reproduced on the following page.

The table below shows the population projections by five year intervals that have been used as a basis for our recommendations.

Estimated Population - Dade County

1960 -	935,647	(U. S. Census)
1965 -	1,154,000	
1970 -	1,667,000	
1975 -	1,757,000	
1980 -	2,079,000	
1985 -	2,433,000	

The distribution of the projected 2.5 million people by major geographical areas for the year 1964 is summarized as follows:

Miami Urban Area		1,993,000
Downtown	279,000	
Kendall	525,000	
North Dade	807,000	
Palmetto	242,000	
Beach Peninsula	140,000	
South Dade Urban Area		499,000
Homestead Urban Area		127,000
Islandia		27,000
GRAND TOTAL		2,646,000
		(includes a 6% margin factor)

WATER CONTROL
CONSERVATION AREA

Scale in Miles



GENERALIZED PLAN FOR THE ORDERLY GROWTH AND DEVELOPMENT OF METROPOLITAN DADE COUNTY, FLORIDA

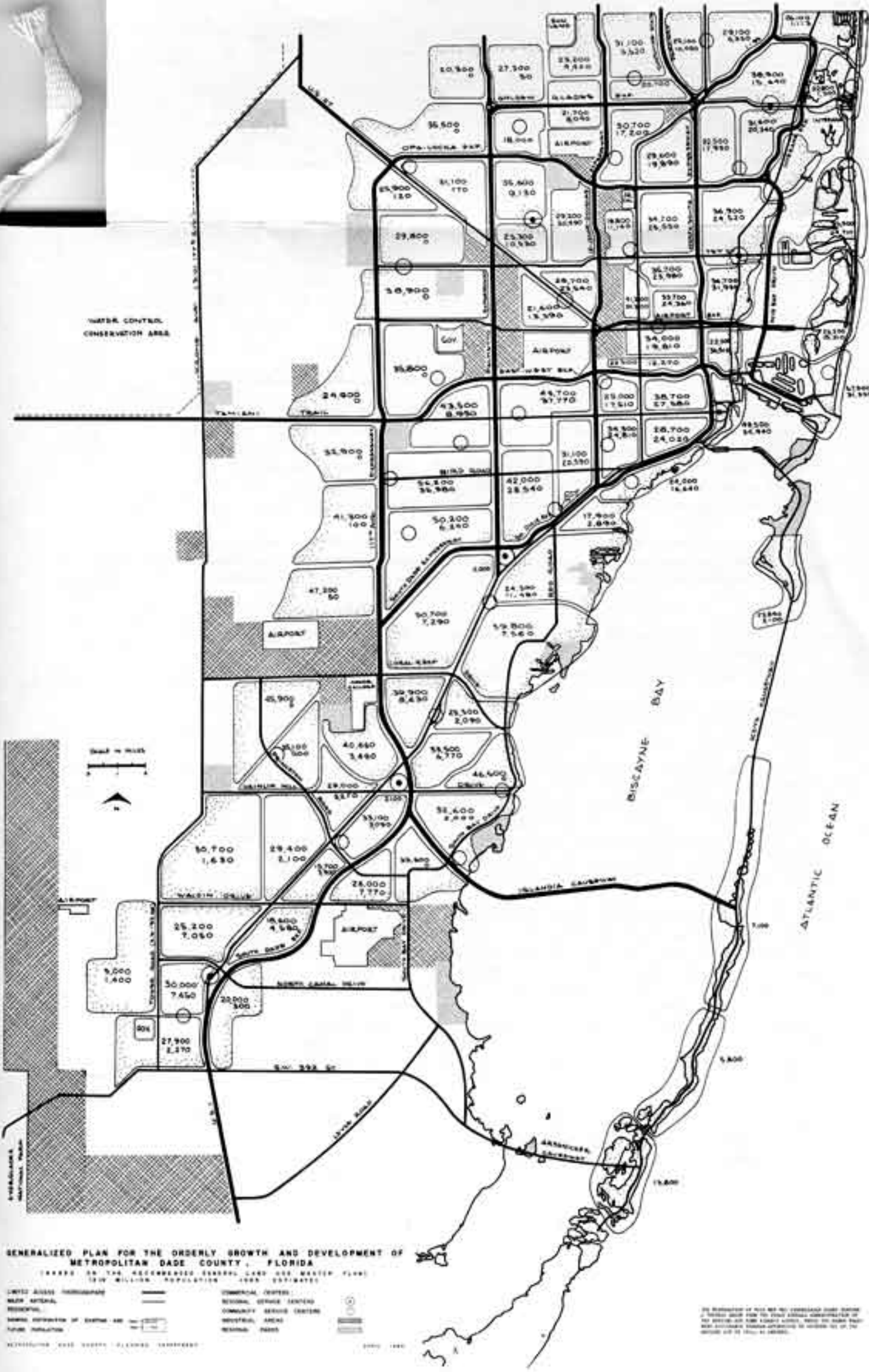
(BASED ON THE RECOMMENDED GENERAL LAND USE MASTER PLAN)
1949 MILLION POPULATION 1960 ESTIMATED

- | | |
|---|---|
| <ul style="list-style-type: none"> LIMIT ACCESS THROUGHWAY MAJOR ARTERIAL RESORTIAL MINOR ARTERIAL OR STATE AID LOCAL THROUGHWAY | <ul style="list-style-type: none"> COMMERCIAL CENTER REGIONAL SERVICE CENTER COUNTY SERVICE CENTER INDUSTRIAL AREA RESIDENTIAL |
|---|---|

REVISIONS TO THIS PLAN SHOULD BE MADE PERIODICALLY

1949 1960

THE DISTRICT OF ALL AREAS NOT COVERED BY THIS PLAN IS TO BE DEVELOPED IN ACCORDANCE WITH THE GENERALIZED PLAN FOR THE ORDERLY GROWTH AND DEVELOPMENT OF METROPOLITAN DADE COUNTY, FLORIDA, AND THE DISTRICT OF ALL AREAS NOT COVERED BY THIS PLAN IS TO BE DEVELOPED IN ACCORDANCE WITH THE GENERALIZED PLAN FOR THE ORDERLY GROWTH AND DEVELOPMENT OF METROPOLITAN DADE COUNTY, FLORIDA.



B. Non-Resident Population:

The non-resident population visiting Miami at any given time does so because of already existing attractions and amenities. It is not likely that the construction of the proposed facility would do much to change this pattern. The value of the facility, in this respect, will be its capacity to draw additional visitors to the area through the widespread appeal of major functions that can be held there.

The number of such visitors will depend upon the number and size of the functions using the facility and this, in turn, will vary in accordance with the community's ability to attract non-local activities.

A list of the potential activities that the facility will be able to accommodate and a discussion of Miami's competitive position in attracting these functions is covered in Chapter III of this report.

Mention should be made here, however, of the very significant role out of town visitors play in the local economy.

The City of Miami Beach Convention Bureau has estimated that the average conventioner spends approximately \$42.00 a day while the same agency of the City of Miami has more conservatively estimated this figure at somewhere around \$30.00 a day. Regardless of which figure is used any activity that brings large numbers of people to the area also brings substantial amounts of money, a part of which will eventually find its way into the pockets of the local citizens.

Industry Report No. 3 of the Economic Base Study prepared by the Dade County Planning Dept., with the assistance of Horvath and Horvath, Accountants, presents a thorough analysis of the impact the tourist industry has on the local economy. This study identifies the amount of tourist dollars that flow directly into the local economy for such things as housing, eating and drinking, entertainment, recreation and certain types of retail sales. It then examines how this money is distributed locally for labor, supplies, services, etc., and how this second round of spending generates still a third and fourth round.

Without attempting to trace the various transactions in detail the following table summarizes the effect of tourism on personal income in Dade County and indicates the important part visitors play in the local economy:

TOURIST SPENDING AND LOCAL PERSONAL
INCOME GENERATION
DADE COUNTY
1959
(Millions)

<u>Category</u>	<u>Tourist Spending</u>	<u>Personal Income Generated</u>
Hotels and Motels	\$ 142.5	\$ 77.0
Retail Establishments	204.1	80.1
Airline Passenger Operations	----	43.5
Apartment and Other Rental	13.2	8.9
Pari-Mutuel Establishments	13.7 (1)	9.6
Other Amusement Facilities	8.5	6.6
Rental Cars	13.7	4.9
Professions	17.5	15.4
Other Services	9.2	6.9
Gratuities	18.2	18.0
TOTAL	\$ 440.4 (2)	\$ 270.9

(1) Includes only actual tourist income to racing establishments which excludes that portion of mutuel sales paid to the state and returned to the patrons.

(2) Tourist purchases of airline tickets excluded.

The \$270.9 million in local personal income accruing from tourism represents foundation income in its entirety since these funds were all derived from outside the County. In all, this represents 20% of total generated income.

The significance of visitors to the financial well being of local citizens is readily apparent from the above figures. What part the proposed facility will play in this picture is outlined in Chapter II of this report.

III. SIZE AND TYPE OF FACILITY

It was necessary early in this study to establish the size and type of facility that would best serve Miami's needs. Towards this end an analysis was made of similar structures that have recently been constructed in various sections of the country. The problems relating to the use of existing convention facilities and places for public assembly were discussed with the staff of the City of Miami Convention Bureau and other informed sources. And finally, Mr. Robert Kent, Program Consultant, and nationally recognized authority on Arena Management and Promotion visited Miami to review the situation and offer his opinions.

1. Type of Facility: First let us define the basic types.

- a. Coliseum - an arena type building featuring a large, flat activity floor surrounded on all sides by a large number of fixed seats. The activity floor may incorporate permanent ice making facilities for ice hockey and skating and anticipates that a portable wooden floor would be used for basketball, that dirt would be hauled in to meet the requirements of a horse show or rodeo, and that inserts would be provided to accommodate a circus.
- b. Auditorium - refers to a theatre type building with a fixed stage, a fly-loft for scenery and a sloping floor with fixed seats.
- c. Auditorium-Arena - refers to a so-called multi-purpose building which generally tries to incorporate the best features of a coliseum and auditorium or theatre under one roof. The usual arrangement is a flat activity floor surrounded on three sides by fixed seats with a permanent stage at one end.
- d. Exhibition Hall - a large structure featuring a flat activity floor on one or more levels and constructed without permanent seating. Its primary function is to house large exhibits and does not anticipate broad use as a meeting place for people. If such use is required, it can be accomplished only through the employment of portable seating.

Obviously one building cannot be designed that will be ideal for each and every use. The best that can be achieved is a building containing the features that are desired by a majority of users, and one in which the facilities are as flexible as practical limitations will permit.

From the standpoint of the maximum potential use and in view of other facilities presently available in the greater Miami area, it would appear that the type which would best serve Miami's needs is still a fifth type and the most modern approach of all, namely a coliseum type building with large exhibit space either adjacent to or incorporated within the principal structure. Such a facility would immediately project Miami into "major league" status in this field with the principal metropolitan cities of the United States. In addition to providing Miami with the only major sports arena in Southern Florida it would also make possible the attraction to Miami of large conventions it cannot presently accommodate.

2. Size of the Facility:

Future population growth has been carefully weighed in arriving at building size and due consideration has been given toward building the coliseum for future as well as present requirements. To do otherwise, considering the large amount of funds required

for such a project, would be highly short-sighted and, in the long run, would be detrimental to the community. The coliseum has been planned to accommodate events in Miami in 1985 and beyond, as well as the present. The criticism most often heard concerning the existing Bayfront Auditorium is its limited capacity. Many of the locally generated events have outgrown this facility and there are literally dozens of conventions that can not be accommodated.

There is also a danger in attempting to construct a facility that is too large. Such practical limitations as sight line distances, operating expense and frequency of use must be considered. Indeed, many events of moderate size will deliberately avoid a facility that substantially exceeds their seating requirement for fear of getting "lost" in a large structure. So the problem is one of providing adequate facilities for the majority of users on the one hand, while not exceeding the practical limitations on the other.

In arriving at the recommended capacity of 11,500 of which 8,000 are permanent seats and 3,500 are portable seats, a number of factors were considered. The size of the facilities that have been constructed in other cities was examined in detail and an attempt was made to establish the reasoning behind these particular sizes. In some instances the seating capacity was selected to accommodate a particular activity such as basket ball games in Louisville, Kentucky. This is a very popular activity in the area and the facility when used for this purpose operates close to capacity. Without such interest, however, so large a structure would never have been built. Seldom does it attract anywhere near a capacity crowd for other events, and its vast size imposes a serious problem to efficient management.

Our discussions with the people associated with many of the facilities lead us to believe that quite a number of structures have been built based more on civic pride than on objective evaluation. The general attitude of "if they can do it we can do it better" and the desire to build a "bigger and therefore better" facility has often played an important part in selecting a size. Some of these expectations have been fulfilled, others have not.

It is significant to note that where a structure has failed to match the demand, the greatest concern was over the facility that was too small rather than too large. We have strived to establish a size based on an objective evaluation of the number and type of activities that Miami should logically attract and the number of people who will attend these events, not only now but in the foreseeable future.

There is an underlying assumption involved here, of course, and that is that the facility will be aggressively promoted and that the press and downtown merchants will actively support it.

No facility will be operated at full capacity anything like 100% of the time. Indeed, the national average would appear to be more like 10%. Later in this report a schedule of events and attractions that can be expected to play the facility during a typical year is set forth. The attendance figures shown are based on the success these activities have had in other areas, the history of similar functions in this area, and the anticipated growth in the population. During our investigation, we talked with professional basketball club owners, hockey club owners, league presidents, ice show officials, circus officials, coliseum managers, promoters and talent agencies and executive secretaries of organizations holding conventions. These are leaders in the field, well versed in the operating problems of the various events, and we have carefully considered their opinions and advice. The entire key to the success or failure of the facility lies in the amount of use it will receive, and certainly it will not succeed if it is so large that it becomes impractical for arena attractions to play it. Despite the number of potential conventions for Miami, it must be realized that many other cities are actively competing for these same conventions and that Miami cannot attract each and every one. The arena attractions become most important and, in fact, should provide the backbone of the operating picture.

The number of times that the building will be used to capacity as related to its total operation is more critical for this project than it might be in some other city or than it would be if more land were available. The limited size of the site forces much of the parking into a structure. As the size of the facility increases the percent of parking that must be in a structure as well as the total number of spaces required also increases. This has a substantial effect on the overall cost of the project. The benefits of having a larger facility and the frequency that this increased capacity will be used must be carefully weighed against this additional cost. Having adequate parking, however, is as important to a successful operation as is having an adequate facility. Many of the managers we consulted felt that their buildings were entirely sufficient but that the lack of sufficient parking adversely affected their operations. It would be extremely unwise to let cost reduce the parking below the minimum requirements at the expense of curtailing the operation of the facility or in order to add more seats, which, because of the lack of parking, would never be used.

We have examined in great detail a number of possibilities concerning size and have carefully weighed all the factors relating to each.

In our considered opinion the size of facility that would best meet Miami's needs and the one that would have the greatest potential for a successful operation would be one that contains

8,000 permanent seats with provision for approximately 3,500 additional portable seats for a total capacity of 11,500 seats. In addition the smaller meeting rooms would be available either singly or in combination as well as the exhibit areas. This will add another 2,000 plus to the potential capacity of the building.

This is not to say that all events would be limited to these figures. Trade shows for example do not require seating and it is conceivable that such an activity could attract people in excess of these numbers. Nor do all convention delegates attend sessions at the same time. As conventions become larger this factor becomes greater. It is apparent, then, that the capacity of the facility will vary according to the type of activity taking place.

Realizing full well that some size larger than what we propose may ultimately be selected and knowing the important part civic pride has often played in making such decisions we felt it incumbent on us to determine the maximum facility that could acceptably be placed on the site.

The rendering and graphic presentation accompanying this report portray this potential, including a three level parking structure. Since these are schematic drawings intended to illustrate a general concept and present an overall visual effect, they are equally valid for a rather broad range of sizes.

It would appear that the maximum facility that could be accommodated on this site would be one containing approximately 11,000 fixed seats. As the size of the arena floor would not change, the number of portable seats would remain the same.

Because of the very substantial cost of providing parking on this site an increase of only 3,000 seats above the 8,000 we recommend would almost double the overall cost of the facility without increasing the exhibit space, restaurant area, meeting room, etc.

CHAPTER III. RECENT EXPERIENCE IN OTHER CITIES

In the preceding chapter the four basic types of buildings in general use throughout the United States today were defined. The following are examples of what certain cities have done within the last three years, the cost to them of doing it, and the general results of having done so.

McCormick Place - Chicago, Illinois

This facility, opened in late 1960, originally consisted of 306,000 sq. ft. of exhibit space on one level which could be divided into three units of 100,000 sq. ft., 120,000 sq. ft. and 86,000 sq. ft., respectively. In January, 1963, a lower level of 175,000 sq. ft. was completed.

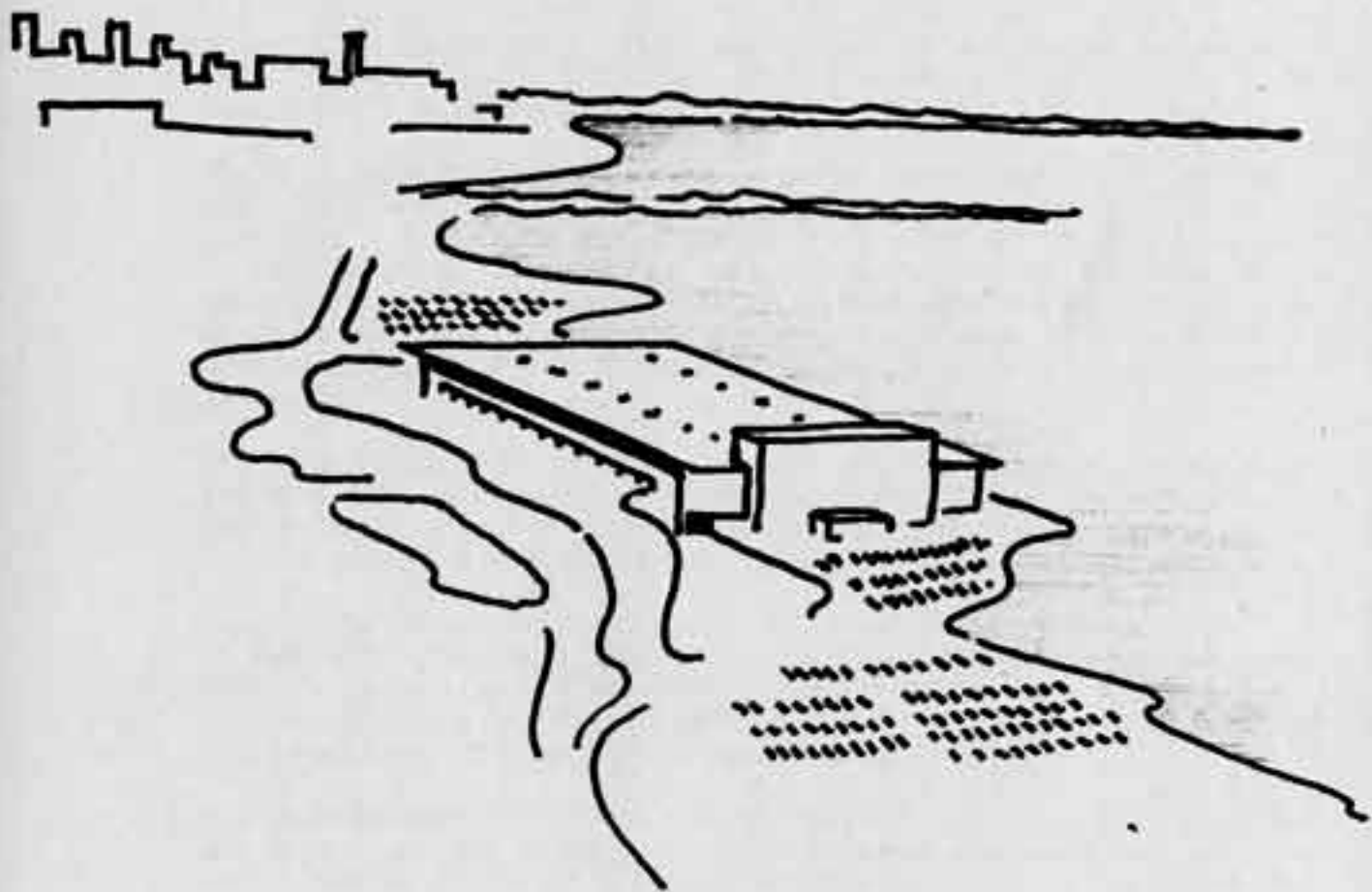
Financing of McCormick Place was made possible when the Illinois State Legislature imposed a 1% tax on the receipts of running horse race tracks in Illinois. This bill was passed May 22, 1951. Further, in the 1953 Session of the General Assembly, bills were introduced to permit use of the 1% wagering tax for a building at the lakefront fair site. This series of bills also authorized the Chicago Park District to lease land for the exposition center. Since it became evident that additional financing would be needed, the 1955 legislative session authorized issuance of revenue bonds. Opponents to this bill took the matter all the way to the Illinois Supreme Court which ruled in a sweeping decision that State Treasurer Hoffman, with the approval of Gov. Stratton, had full authority to purchase bonds and to pay 5% interest to the state.

McCormick Place is geared to handle 50 to 50,000 people. The professionally-trained staff offers all groups and exposition sponsors the services of full-time experts engaged in staging shows and special events. Among the knowhow is proper handling, construction, animating and lighting of exhibits. To make the operation of McCormick Place run smoothly on a day-to-day basis and provide special technical services, there is a permanent staff of 150 people - - the largest number engaged in maintenance, such as janitors, engineers, electricians, plumbers, pipe fitters, carpenters and painters.

In addition, a full-time force of 300 employees has been retained for food service by Hilton Catering of the Hilton Hotels Corporation. During big events, the staff is augmented to over 1,000 persons.

The size of McCormick Place - - 33 million cubic feet - - is large enough to contain the Prudential Building with still enough room to hold Chicago's main post office. It is about 3 blocks long and one block wide. It covers 10 acres. There are four floors over most of the 10 acres. The roof of the theater at the south end of the structure rises approximately 10 stories.

To support all of the structure there are 2,250 steel I-beams driven to bed rock at depths of 80 to 90 feet.



COST - - - - - \$40,000,000

McCORMICK PLACE
CHICAGO, ILL.

The exhibit area which occupies most of the top or main floor is 306,000 sq. ft. in area - - or about the size of six football fields. It can be used as one huge room for a super exposition or retractable partitions can divide it for three big trade shows to function at one time. Or the exhibit area can be converted into a giant banquet hall large enough to feed 30,000 persons at one sitting. This exhibit hall is designed to withstand a floor load of 400 lbs. per square foot - - making it possible to show exhibits heavier than a railroad locomotive.

Exhibits can be moved easily to and from exhibit areas. Trucks can drive right onto the floor from an elevated plaza on the west side to deposit the particular exhibit at its proper place. An 11-foot wide docking platform stretches 1,200 feet along the west side of the building and 54 freight trucks can load or unload at the same time.

All exhibit spaces are located conveniently to outlets for water, electricity, compressed air, drainage and telephone service. Direct illumination is 50 candlepower.

The Arie Crown Theater's main lobby on the same floor as the plus-20 exhibition area is 150 feet long and 50 feet wide. This theater seats more than 5,000 people on two levels. The stage is 175 feet wide and 60 feet deep and the depth can be increased by raising the floor of the orchestra pit. The stage curtain is 90 feet wide and 38 feet high. Recently three giant slide projectors weighing a total of one and one-half tons and capable of projecting an image as large as 80 x 120 feet were installed.

The theater was named in recognition of Arie Crown, a pioneer Chicagoan, and also in recognition of the part Col. Henry Crown, his son, played in the development of the early stages of McCormick Place. It has acoustically perfect construction and there is a completely equipped stage.

Directly below the main exhibition floor is the first floor which is 20 feet above the lake. There are 23 meeting rooms with seating capacities ranging from 200 to 2,000, a small theater, an art gallery, a restaurant with a capacity of 650 and a cafeteria designed to feed 1,800 people an hour. The small theater seats 500 people.

Although McCormick Place can theoretically handle 50 to 50,000 persons, management says the major emphasis is on trade shows and that it is not interested in any function requiring less than 10,000 sq. ft. because it is not economically feasible to do so.

When asked why Chicago chose to build an exhibition hall facility, management pointed to the fact that the area was lacking in large exhibition facilities while the need for sports events and mass meetings was amply met by two major buildings already in existence, the Chicago Stadium, an indoor arena with capacity for 17,000 persons, and the International Amphitheatre with capacity for 13,000. The latter also has sizeable exhibition facilities but, in the opinion of McCormick officials, such are not ideal in many respects together with the objection on the part of many to the location in the stock yards.

McCormick management says its facilities will help Chicago in the lead as America's No. 1 convention city for years to come. The building has made possible millions of dollars of additional income for the local economy, with one show alone, the National Housewares Exhibit, responsible for \$20 million yearly.

The Auditorium - Pittsburgh, Pennsylvania

Critics argue over the choice of the name for this new facility now in its second full year of operation, for in reality it is more arena than auditorium. Built at a cost of \$22 million, it is renowned for its unique retractable dome which makes possible "opera under the stars".

The building is essentially a coliseum featuring fixed seating for 9,280 and 4,320 portable seats with a permanent stage 80' wide and 60' deep. The latter fixture, says management, was a concession to opera lovers who instigated the project and were helpful in pushing it to a successful conclusion.

The main floor is 140' x 240' with additional exhibit space totalling 80,000 sq. ft. There are eight meeting rooms, five which have a capacity of 350 each, and three which seat 200, 450 and 250 respectively.

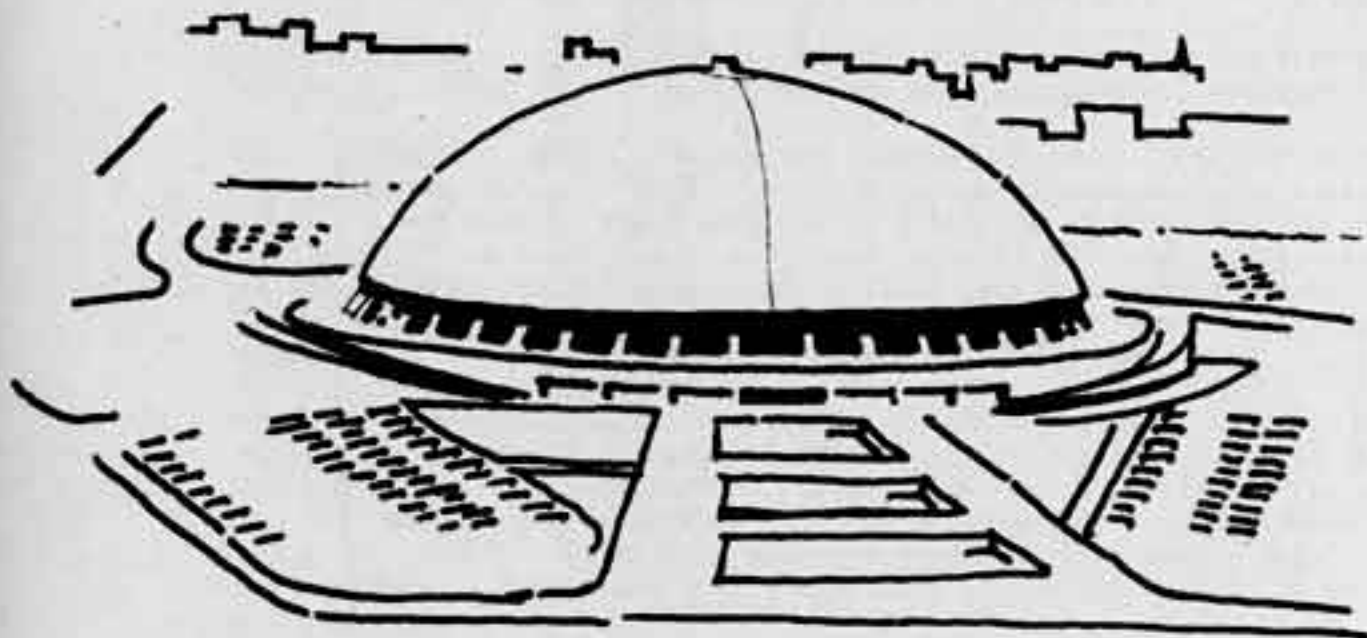
The facility has seen good overall use since its inception and major emphasis is on sports events such as major league basketball and hockey plus varied arena attractions, cultural activities and conventions.

Pittsburgh's structure has been plagued with a variety of trouble ranging from union disputes in the operation to criticism of its acoustical qualities. In addition, it has seen its first manager resign because of what was termed as "outside interference" in the operation. The former manager, Edward Fraher, was succeeded in May, 1963, by Charles W. Strong.

Mr. Fraher stated that the building is quite adaptable to almost any use and cited as an example a convention which took place on a Saturday morning followed by a hockey game the same evening. He further said the major disappointment to date had been the lack of use of the exhibit area and that the meeting rooms had not been used to capacity. He noted an increasing trend to such use, however, and was optimistic about additional use in the future.

He termed as a major weakness inadequate parking facilities near the auditorium but said its existence has brought about a marked increase in convention activities in the city together with the return to major sports activities.

The overall consensus is that the business community is highly pleased with the additional business and larger shows Pittsburgh can now accommodate.



FIXED SEATS - - - - 9,280
COST - - - - - \$22,000,000

PITTSBURGH CIVIC ARENA
PITTSBURGH, PA.

Baltimore Civic Center - Baltimore, Maryland

Baltimore's new structure is in its first year of operation and is a coliseum type building with 10,200 permanent seats and 3,000 portable seats. The main floor is 100' x 249' with a fixed stage 120' wide and 55' deep at one end. The permanent stage was not included in the original design concept and was added later as a compromise. Much criticism centered on its inclusion and continues as a result of the lack of its use thus far.

The facilities include a total of 160,000 sq. ft. of exhibit space on two levels. Each level contains 80,000 sq. ft. of space. In addition, there are 45 meeting rooms ranging in capacity from 50 persons to 1,000.

Its present manager, B. J. Moore, has tendered his resignation effective May 31 because of what he termed as "too much politics" in the operation.

The building cost \$8,300,000 and was financed by general obligation bonds. Its primary function is that of a sports arena with emphasis on trade shows and conventions wherever possible within the overall schedule of events. Its existence has already made possible the entry of Baltimore in the American Hockey League and its first year's success in that sport helped lure the transfer of the Chicago entry in the National Basketball Association to Baltimore beginning with the 1963-64 season.

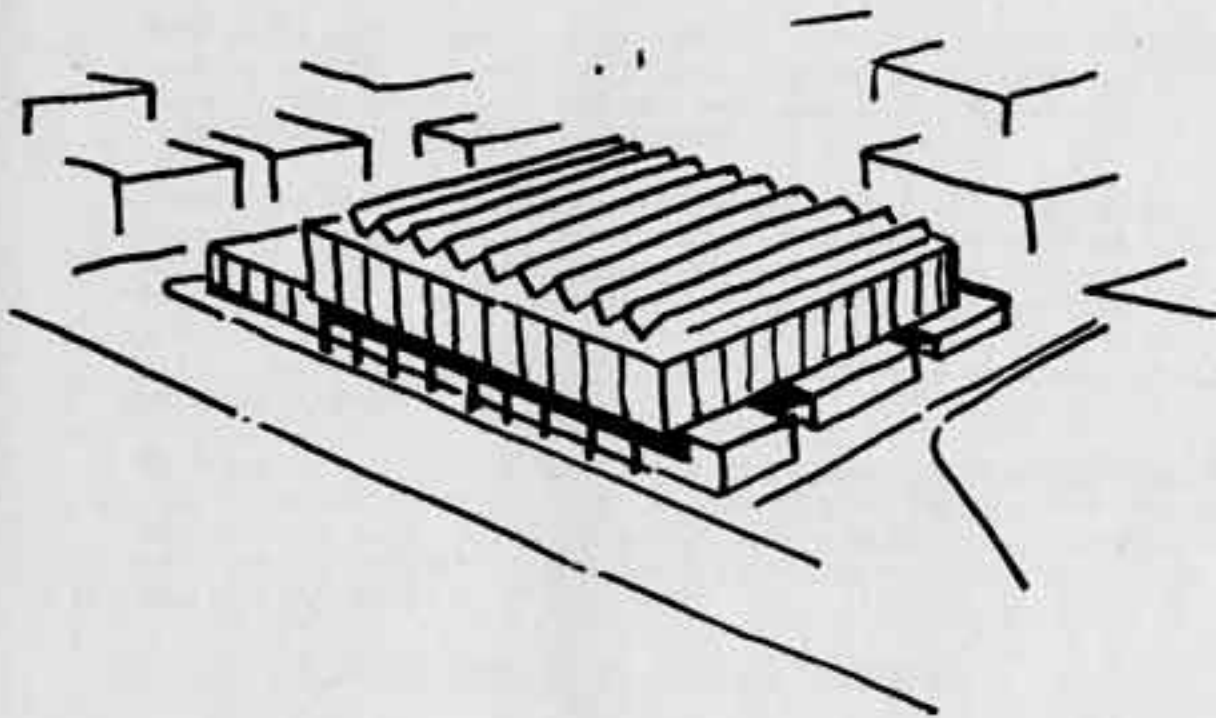
Mr. Moore says the project has been an unqualified success in every respect with the possible exception of parking facilities. Centered in the heart of downtown Baltimore, the facility has no parking of its own and must depend upon fewer than 2,500 parking spaces off-the-street within the immediate area. He added that more facilities for parking are desperately needed and must be provided if the building is to survive over the long haul.

Baltimore officials term the building as the completion of their drive to make the city one of major league status and point with pride to the fact that baseball, hockey, football and basketball all have come into reality in Baltimore within the past decade, each bringing more visitors and more dollars to the local economy.

Major conventions now are being accommodated whereas in the past such conventions were passing Baltimore. Hotels, restaurants and downtown shopping areas all have noted an increase as a result of the Civic Center and the current plan, says Mr. Moore, is to place additional emphasis on more conventions and trade shows for the city.

Memorial Coliseum - Portland, Oregon

Affectionately called "the bathtub in a glass cage", Portland's Coliseum is the newest major facility on the Pacific Coast and is now completing its third full season of operation. Financed by general obligation bonds, it cost \$8,000,000 including land and equipment.



FIXED SEATS - - - 10,200
COST - - - - - \$8,300,000

CIVIC CENTER
BALTIMORE, MD.

Essentially a coliseum type structure, it derives its "bathtub - glass cage" local terminology from its unusual design, for the permanent seats are located within a large concrete oval set into a large rectangular building with glass walls.

The main activity floor is 120' x 230' with 9,000 permanent seats and 4,000 portable seats capacity. Adjacent to and connected with the main structure is an exhibit hall of approximately 50,000 sq. ft. of exhibit space. Total space, including the concourse surrounding the arena itself, is 135,000 sq. ft. For actual best use, however, a more realistic figure is approximately 80,000 sq. ft.

There are eight meeting rooms with capacities ranging from 120 to 1,300 persons. All parts of the facility are fully air-conditioned. Catering facilities are included and management, headed by Mr. Don Jewell, states that it is well pleased with the number of banquets the building has housed.

Portland's experience has been typical of many cities now enjoying new centers of activity. It has brought ice hockey, ice shows, circuses, varied arena attractions and mass meetings to a city which could not in former years accommodate such events.

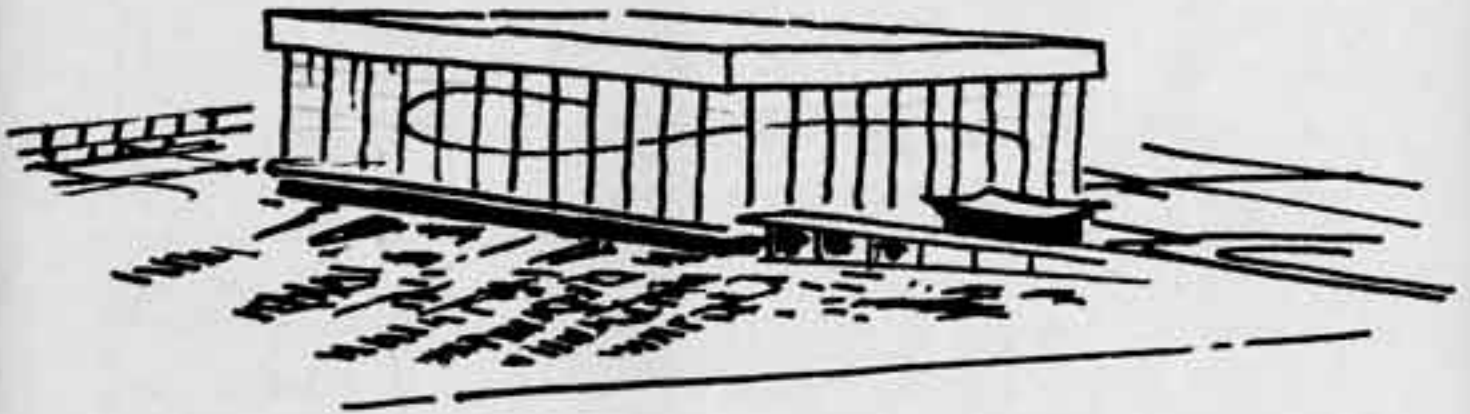
Commenting on the general operation, Mr. Jewell cited inadequate parking as a major weakness and stated that more parking to supplement his 2,000 spaces must be found. He also questioned the wisdom of the use of so much glass and said it presented a major maintenance problem together with the necessary of having to erect high blackout curtains for certain events, both daytime and night, where blackout is necessary for the particular event.

The impact on the local economy is quite apparent since Portland is rapidly establishing itself as a regional meeting site for conventions and trade shows it could not handle in the past. Total attendance is well above 3,500,000 to date and general approval by the business community is evident.

Los Angeles Sports Arena - Los Angeles, California

Los Angeles' new building is a coliseum type structure with 12,300 permanent seats and 4,000 portable seats located below grade level and surrounded by a concourse 26 feet above on grade level. Built at a cost of \$7,000,000, it does not include land costs since it is located on land adjacent to and owned by the Los Angeles Coliseum, an open stadium facility. It was financed by the issuance of revenue bonds.

The main activity floor is approximately 130' x 240' and total exhibit space, including all concourses and other areas, is approximately 180,000 sq. ft. However, Austin Mahr, its manager, says that only the main activity floor together with some additional space on the same level is ideal for exhibits.



FIXED SEATS - - - - - 9,000
COST - - - - - \$8,300,000

MEMORIAL COLISEUM
PORTLAND, OREGON

built primarily as a sports arena, Mr. Mahr says the building functions as such, with secondary importance attached to conventions and trade shows although such activity is sought within schedule limitations.

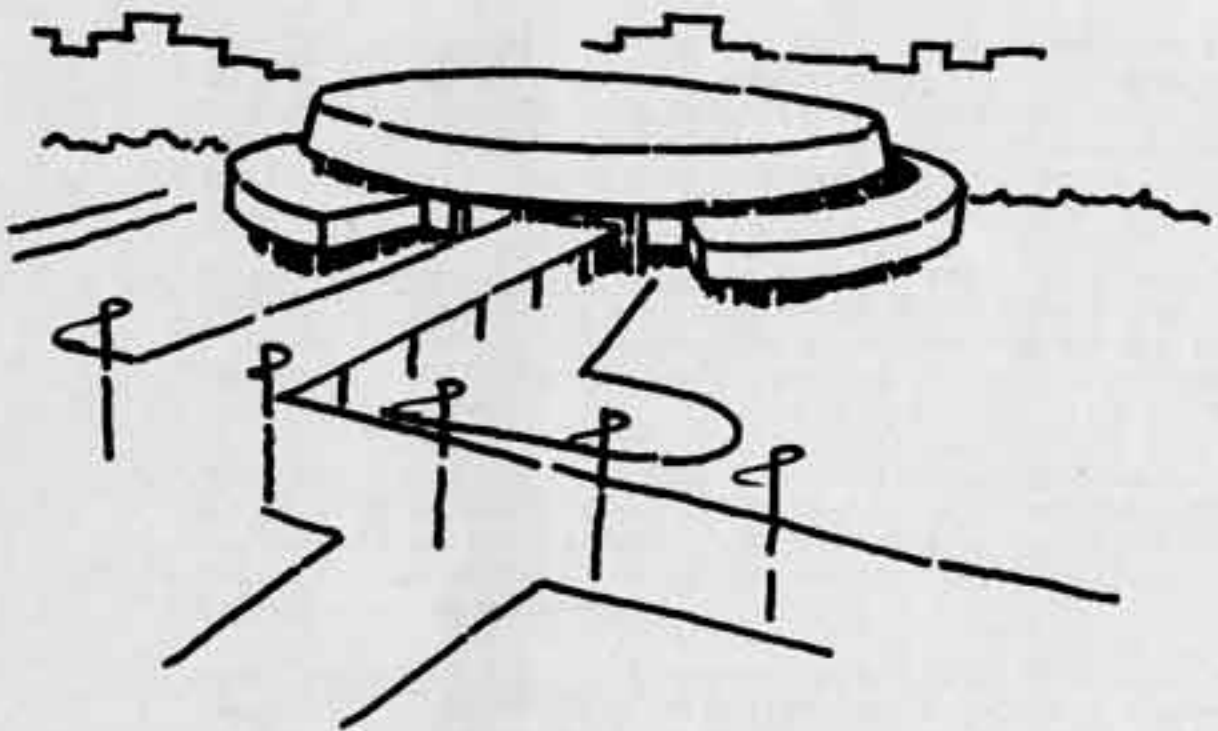
The arena houses unusually heavy sports activity since it serves not only the comparatively new basketball Lakers (transferred from Minneapolis) and the new ice hockey Blades, but also UCLA and Southern Cal sports events as well. In addition, boxing and other varied arena attractions serve to provide a full schedule.

A growing trend toward more convention activity is noticeable and the facility already is the scene of major home, sports, auto and other trade show events, but Mr. Mahr states the major problem in housing additional events of any nature is that of finding an opening in the schedule.

The very vastness in area of Los Angeles seems to make difficult the impact of the facility on the local scene as regards its economy, but the building has enjoyed excellent success and excellent acceptance by the local press overall.

CHARACTERISTICS OF OTHER RECENTLY CONSTRUCTED FACILITIES

City	Coliseum Permanent	Seating Total Cap	Auditorium Seating	Exhibition Area
Greensboro Aud. & Col. Greensboro, N. C.	6,720	10,000	2,439	24,669 sq. ft.
Charlotte Aud. & Col. Charlotte, N. C.	10,000	13,500	2,500	30,000 " "
Jacksonville Aud. & Col. Jacksonville, Fla.	7,826	12,000	3,200	35,000 " "
Jackson Aud. & Col. Jackson, Mississippi	6,700	10,000	2,500	34,560 " "
Knoxville Aud. & Col. Knoxville, Tennessee	4,416	7,200	2,536	22,790 " "



FIXED SEATS - - - - 12,300
COSTS - - - - - \$7,000,000 (EXCL. OF LAND COST)

LOS ANGELES MEMORIAL SPORTS ARENA
LOS ANGELES, CALIF.

II. AN EVALUATION OF EXISTING FACILITIES

A. What Greater Miami has now.

Greater Miami presently is served by five structures, as follows:

1. Dade County Auditorium - a theater-type building seating 2,501 in fixed, or permanent, seats. The building has a permanent stage 100' wide by 46' deep and is suitable only for stage attractions and meetings not in excess of 2,500 persons.
2. Municipal Auditorium - The Bayfront facility can accommodate a maximum of 2,000 persons and approximately 1,000 in adjacent Gulf Stream Room. The total exhibit area is approximately 19,700 sq. ft. It might be termed, by somewhat stretching one's imagination, a miniature of the old multi-purpose concept. The stage is improperly located and there is not sufficient parking.
3. Dinner Key Exposition Building - a stop-gap structure by any description, it contains approximately 96,000 sq. ft. of space, a portable stage and inadequate dining, kitchen and meeting room facilities. It is not air conditioned and the acoustics leave much to be desired.
4. Miami Beach Auditorium - a flat floored structure with approximately 2,000 permanent seats and a fixed stage at one end. Through the use of a portable sloping ramp, the building can be converted into a theater, although it is also used for basketball, boxing, wrestling and other events.
5. Miami Beach Convention Hall - essentially a shell with no permanent seats, the building has 108,000 sq. ft. of exhibit space on its main activity floor, plus an additional 15,000 sq. ft. in its main lobby. In addition, there are ten meeting rooms, seating 70 to 825 persons and portable staging and rigging equipment. Through the use of portable seating, the building can accommodate a maximum of 15,000, plus for boxing. It is geared to accommodate the large convention and trade show and is often used in conjunction with the Miami Beach Auditorium. The need for portable seats reduces its value for arena attractions and increases its operating cost due to the labor involved in erecting and dismantling the seats. The usual arrangement involves folding chairs placed on scaffolding which reduces the general attractiveness. Its low ceiling height (40' in the center - 20' on the sides) is a handicap to certain activities and the acoustical qualities of the hall are deficient.

B. What is lacking in facilities and services.

From the standpoint of maximum potential use and in view of the other facilities presently available in Greater Miami, it is

readily apparent that Miami lacks what a modern Coliseum, with exhibit space adjacent to or incorporated within the principal building, would provide.

The theater-type attractions can be adequately handled through the use of existing facilities, such as the Dade County Auditorium, and the Miami Beach Auditorium. To a lesser degree the same may be true of Bayfront Auditorium.

In the field of exhibits, the Miami Beach Convention Hall and the Dinner Key facility are presently available. There exists, however, a total void insofar as a true sports arena is concerned and it is in this area where Miami can capitalize on the lack of foresight on the part of others, together with the potential which lies in the very active area of trade shows and conventions.

The coliseum, as visualized, would accommodate everything available in the arena field today, as well as events forecast for future years. It would provide sufficient exhibit space and meeting rooms to accommodate regional, as well as national conventions and trade shows.

The potential use of such a facility is virtually unlimited because such buildings have been put to use ranging from a basketball game to a furniture warehouse sale, but to examine it more closely, here are some of the uses to which Miami might well place its building and which is being done every day in the large arenas in this country: professional ice hockey...public ice skating...basketball...circus...ice show...conventions...religious meetings...variety shows...beauty pageants...rodeo...horse shows...dances...boxing...wrestling...trade shows...concerts...country and western shows...commencement exercises...fashion shows...ABC bowling...sports shows...banquets...political rallies...closed circuit telecasts and other activities.

CHAPTER IIII. POSSIBLE ACTIVITIES, THEIR NEEDS AND OPERATING CHARACTERISTICS

No one can state categorically that the following activities would take place in the proposed facility and no guarantee is implied that they would, but having a facility would place such activities and others within the realm of probability. Furthermore, based upon the experience of other cities owning such facilities, it is entirely reasonable to cite the following as probable sources of use and revenue:

Trade Shows: This area of activity has burgeoned in the past decade and shows great promise for continued growth and expansion in the future. In addition to national trade shows, Miami could also attract regional shows as well. There is a marked trend toward regional trade shows and Miami should be able to attract several such shows in the course of each operating season.

The requirements of such shows are basic: Attractive surroundings, exhibit space, good lighting and public address facilities, ample electricity and other utilities, loading and unloading provisions, and meeting rooms for seminars.

Attendance at trade shows comes from throughout the region or from throughout the nation, depending upon the show's classification, and varies from a few thousands to many thousands. Few shows are of less than three days' duration and some may last for as much as ten days. Most, however, are scheduled for four to five days.

A schedule of such shows at McCormick Place in Chicago is included herein to present some idea of the variety of possible shows, their duration, and potential attendance.

Conventions: Again, as in the case of trade shows, there is a definite trend toward decentralization of large conventions; i.e., the growth of regional meetings. Miami, therefore, could compete very favorably for regional and state conventions, as well as for national conventions. Miami Beach is geared for the large national conventions, but is not well geared toward smaller regional meetings. Opportunities abound in this respect for Miami and it could do an excellent job of attracting smaller, and yet sizeable, conventions to the city.

The requirements for conventions vary widely. Some need only facilities for seating people; others may require seating and exhibit facilities. Some may require seating, exhibit space and banquet provisions. Still others may require seating, exhibit space, banquet areas and meeting rooms, and other may need one or more combinations of these features.

Included in the proposed Miami Coliseum are the necessary features to enable it to attract conventions to the City: good seating, good lighting, ample electricity and other utilities, catering and banquet facilities, loading and unloading provisions, convention offices, audio-visual aids and meeting rooms sufficiently flexible to meet almost any potential use.

Studied estimates place the number of conventions held annually at 20,000 --- roughly 6,000 of these at international, national and regional levels, with the balance at state level --- and the number of people who attend them at 10 million.

Chicago, the number one convention city in the country plays host to over 1700 functions a year.

Greater Miami must rank in the top 10 convention areas in the United States with over 600 such events annually. It is interesting to note that those conventions that do come to Miami are attracted more by the amenities of the area than by what the area has to offer in the way of accommodations. It is reasonable to assume that if better facilities were available, Miami's potential for attracting conventions would be that much greater.

Swimming Events: There is little likelihood that the Coliseum would be used for such purposes other than a traveling water show, in which case a portable tank is supplied by the show itself. Swim meets as such, normally conducted by the AAU, NCAA or the Olympic Federation, prefer the use of outdoor or indoor pool facilities constructed and designed for this specific purpose.

Hockey: Referred to as "the world's most exciting sport", ice hockey has enjoyed a profitable expansion into the Far West, Midwest and Southern portions of the United States in recent years.

In the South, for example, four Southern cities are members of the Eastern Hockey League. They are: Charlotte and Greensboro, North Carolina, and Knoxville and Nashville, Tennessee. All have come into the League within the past six years; Knoxville and Nashville within the last two years.

Future expansion is virtually assured through the construction of additional facilities in the Southeast, and hockey officials forecast the definite possibility of a Southern or Southeastern League within the next few years. Jacksonville and St. Petersburg are viewed as definite possibilities as are Atlanta and Miami.

It has often been said that Miami was not a sports minded town and would not support hockey or other sporting events, only football. Similar statements have been made of other areas and were found to be completely erroneous when such events were actually available.

Ice Hockey in Miami, based upon present league schedules, would assure use of the Coliseum for thirty-six nights per season, plus playoff games and would provide, in addition to the sport itself, thirty-six nights of rent, parking and concessions revenue.

Operating costs for a hockey club in the Eastern League amount to approximately \$125,000-\$135,000 per season. Admission charges range from 50¢ to 75¢ for children to \$1.25 to \$3.00 for adults.

Public Ice Skating: Viewed by most building managers as a "filler" between events, ice skating nevertheless provides good recreational use of the facility when it might otherwise be "dark" and closed to the public. Skating is subject to schedule limitations and commitments, but there is sufficient time in many buildings having ice facilities to generate \$20,000-\$35,000 in revenue each year.

Successful operations employ a teaching professional and retain a percentage of teaching fees. In addition, most buildings rent ice skates and operate a skate and accessory shop as part of the building concessions.

Ice Shows: Three major ice shows are currently touring the United States and Miami should be able to attract one of the three. All lighting (with the exception of follow spots) is carried by the show, together with personnel, costumes, and music. In the case of two major buildings in a given area, first consideration will be given the building with permanent ice facilities since the installation of portable ice "tanks" represents an additional expenditure of approximately \$5,000 to the show.

Show terms are invariably based upon a percentage split with promotional expense deducted "off the top". Percentages range from 70-30 in favor of the show to an even 50-50 split. The usual arrangement is for a promoter to rent the building for 10% of the gross after taxes, but some cities are undertaking actual sponsorship of the show through building management with good success.

Principal cities generally play an ice show for five to nine days and admission prices range from \$2.00 to \$3.50.

Basketball: In addition to potential use by local teams, there is the possibility of use by touring professional teams, such as the Harlem Globetrotters, pro exhibitions, and even the possibility of expansion by the National Basketball Association Tournament possibilities, such as the Orange Bowl Classic, could conceivably use the facilities. With the type of facilities incorporated within the Coliseum, basketball could well develop into a truly major sports activity in the area.

Circuses: Two major circus possibilities exist; one is the only major touring indoor circus, Ringling Bros. and Barnum & Bailey Circus, and the other is a circus sponsored by local Shriners or other fraternal organizations. It is reasonable to assume that either or both could be attracted. Operating and promotional aspects are similar to that of the ice show, as is the range of admission prices.

Boxing: The outlook for boxing is not considered bright, partly because of underworld connections with the boxing game and partly because over-exposure on television ruined many small clubs from which good young prospective fighters came. However, the prospect of several major bouts each year does exist, together with the prospect of several nationally or regionally televised fights.

Wrestling: Wrestling is enjoying good business the country over, particularly where a television tie-in is involved. The possibility for wrestling on a once-per-week basis definitely exists, but local promoters might choose to continue in present locations for weekly matches and use the Coliseum for "grudge" matches once each month after sufficient interest has been stimulated via TV and the weekly matches in a smaller building.

Admission charges vary from 75¢ to \$1.50 for general admission seats while reserved seats, including ringside, vary from \$2.00 to \$3.00.

Concerts: The word "concert", as applied today, may mean anything ranging from a rock and roll show or a performance by a true concert artist to a performance by a full symphony orchestra. Military symphonic bands, local, state and regional high school band concerts, the New York Philharmonic orchestra, all these and many more possibilities exist for Miami and currently use similar facilities throughout the United States. Popular demand and mass interest has brought many such attractions from the Music Hall into the large arenas with spectacular success. More people are able to enjoy such attractions by virtue of lower admission prices in buildings with large seating capacities.

Orange Bowl Parade: It is entirely feasible to route the Orange Bowl Parade in such a manner to make possible its viewing from the permanent seats in the Coliseum. The activity floor is sufficiently wide and long to accommodate parade floats, and there is sufficient height to enable floats to pass through the Coliseum without encountering obstructions.

In addition to its novel aspect, the Coliseum could provide the very best vantage point from which spectators could view the spectacle and could provide the most comfortable and best seats anywhere.

Properly promoted, seats in the Coliseum for the Orange Bowl Parade would be at a premium and this event would be one of the highlights of any season.

Spectacular lighting effects could be achieved if the event were routed through the Coliseum on a "Blackout" basis. The event could take on a whole new aspect if it were staged in this fashion.

Varied Activities: Other activities, offering wide variety and sometimes local in origin, offer possibility for potential use. Home shows, auto shows, flower shows, dog shows, horse shows, rodeos...all are additional events which could take place in the Coliseum.

CONNELL, PIERCE, GARLAND & FRIEDMAN

McCORMICK PLACESCHEDULE OF MAJOR EVENTSJanuary 1 - December 31, 1963

<u>DATES</u>	<u>ASSOCIATION</u>	<u>ATTENDANCE</u>
Jan. 14 - 18	NATIONAL HOUSEWARES MANUFACTURERS ASSN.	35,000*
Jan. 28 - 31	PLANT ENGINEERING AND MAINTENANCE SHOW	20,000*
Feb. 15 - 24	CHICAGO AUTOMOBILE SHOW	750,000
Mar. 2 - 10	CHICAGO NATIONAL BOAT SHOW	343,000
Mar. 16 - 24	CHICAGO WORLD FLOWER AND GARDEN SHOW	300,000
Apr. 1 - 4	FLEET EXPOSITION AND MAINTENANCE CONFERENCE	4,000*
Apr. 1 - 4	AMERICAN ACADEMY OF GENERAL PRACTICE	7,000*
Apr. 1 - 4	NATIONAL PREMIUM BUYERS EXPOSITION	4,000*
Apr. 16 - 18	TAVERN OWNERS EXPOSITION	5000/6000 Daily
Apr. 22 - 25	AMERICAN MANAGEMENT ASSOCIATION NATIONAL PACKAGING EXPOSITION	40,000*
May 5 - 8	SUPER MARKET INSTITUTE, INC.	14,000*
May 20 - 23	NATIONAL RESTAURANT ASSOCIATION	50,000*
June 1 - 6	STYLE EXHIBITORS, INC.	5,000*
June 4 - 6	THE MATERIAL HANDLING INSTITUTE MIDWEST SHOW	20,000*
June 4 - 6	MIDWEST ELECTRICAL AND LIGHTING SHOW	10,000*
June 19 - July 7	FIFTH ANNUAL CHICAGO INTERNATIONAL TRADE FAIR AND WORLD MARKETING AND ECONOMIC DEVELOPMENT CONFERENCE	750,000
July 15 - 19	NATIONAL HOUSEWARES MANUFACTURERS ASSOCIATION	35,000*
August-September	ANNUAL AUTOMOBILE DEALER PREVIEW SHOWINGS	
Aug. 16 - Sept. 2	A CENTURY OF NEGRO PROGRESS EXPOSITION	750,000

CONNELL, PIERCE, GARLAND & FRIEDMAN

<u>DATES</u>	<u>ASSOCIATION</u>	<u>ATTENDANCE</u>
Sept. 1 - 5	STYLE EXHIBITORS, INC.	4,000*
Sept. 7 - 10	NATIONAL AUTOMATIC MERCHANDISING ASSOCIATION	15,000*
Sept. 9 - 13	INSTRUMENT SOCIETY OF AMERICA	25,000*
Sept. 14 - 22	HOME FURNISHINGS AND ELECTRIC LIVING SHOW	200,000
Sept. 26 - 29	MARINE TRADES EXHIBIT AND CONFERENCE	19,000*
Oct. 7 - 10	NATIONAL ASSOCIATION OF RETAIL DRUGGISTS	3,000*
Oct. 9 - 16	COMBINED RAILWAY SUPPLIERS EXHIBIT	25,000*
Oct. 15 - 17	POINT-OF-PURCHASE ADVERTISING INSTITUTE	1500/2000* Daily
Oct. 23 - 27	CHICAGO LAND PHOTO FAIR	50,000
Oct. 28 - 30	NATIONAL ELECTRONICS CONFERENCE, INC.	20,000*
Nov. 2 - 5	NATIONAL LUMBER AND BUILDING MATERIAL DEALERS ASSOCIATION	11,000*
Nov. 3 - 7	STYLE EXHIBITORS, INC.	4,000*
Nov. 19 - 24	CHICAGO ARTS FESTIVAL, INC.	75,000
Nov. 18 - 22	TENTH NATIONAL PLASTICS EXPOSITION	30,000*
Nov. 21 - Dec. 1	BOWLING PROPRIETORS OF GREAT CHICAGO	50,000
Dec. 11 - 14	NATIONAL ASSOCIATION OF HOME BUILDERS	35,000*

* This denotes a "closed" show which means that the attendance figures are totals of registered attendance. A registered person may enter and leave the building without being recounted. In a "public" show the opposite is true. A person is recounted each time he returns to the exhibit area.

II. SCHEDULE OF EVENTS, ANTICIPATED ATTENDANCE AND REVENUE

The following is a list of activities, the number of people that can be expected to attend and the gross revenue that can be anticipated for a typical one year's operation. This schedule represents what we believe to be an entirely feasible operation if the activities are aggressively promoted and the facility is efficiently managed.

It is based upon the total volume of such activities throughout the country, the success they have enjoyed in other areas having similar facilities, the history of such events in this area, and the size and distribution of the population from which the attendance will be drawn.

TYPICAL PROGRAM SCHEDULEMIAMI COLISEUM

<u>Event</u>	<u>Frequency</u>	<u>Attendance</u>	<u>Gross Revenue</u>
Basketball	8 nights	5,000 Avg.	\$ 8,000
Ice Hockey	40 nights	3,800 Avg.	43,000
Wrestling	12 nights	6,000 Avg.	12,000
Ice Show	10 performances (6 days)	40,000 Total	10,000
Circus	10 performances (6 days)	40,000 Total	10,000
Variety Shows	12 nights	4,000 Avg.	12,000
Auto Shows	3 days	35,000 Total	7,000
Boat Show	3 days	30,000 Total	7,000
Home Show	3 days	25,000 Total	7,000
Flower Show	3 days	10,000 Total	7,000
Horse Show	3 days	15,000 Total	7,000
Dog Show	1 Day	2,000 Total	1,000
Banquets	12 nights	1,800 Avg.	12,000
Dances	8 nights	800 Avg.	8,000

CONNELL, PIERCE, CARLAND & FRIEDMAN

Event	Frequency	Attendance	Gross Revenue
Band Concerts	4 nights	4,000 Avg.	\$ 4,000
Boxing	4 nights	6,000 Avg.	4,000
Orange Bowl Parade	1 night	8,000	1,000
Trade Shows	9 (20 days)	60,000 Total	26,000
Conventions	25 (100 days)	100,000 Total	100,000

The number of days shown does not include the move in-move out days for these activities that require such, e.g. trade shows, some conventions, auto show, boat shows, etc. When we add these to the number of activity days the above schedule represents approximately 340 days of operation. This does not mean 340 calendar days as there will be a number of occasions when more than one function will occupy the facility during a day. Considering the "filler" activities that are possible, however, and the many local events that are too specialized to be included in a general listing it is not unreasonable to forecast that the facility would accommodate some function for 330 to 340 days a year. This is consistent with other successful operations around the country.

There is no question in our minds that something very similar to the above schedule is entirely possible. This is a highly competitive field, however, and we cannot stress too strongly the importance of top quality management and good promotion.

III. OPERATING EXPENSE AND INCOME

A. Operating Characteristics of Coliseums

There is a wide variation in the financial success of coliseums throughout the country. In the majority of cases the city finds it necessary to subsidize the operation to some degree.

At the end of this section is a table showing the results of a survey of major buildings for the fiscal year 1960-61. This provides some background information with respect to "black" or "red" operations. How much faith can be placed in these figures is questionable as no two cities operate alike and the budgeting procedures vary in each case. For example, some buildings charge a rental for each and every activity, some have certain free use and some have free use for which a paper credit is listed as revenue. Certain items of operational expense are not included in many instances such as where a city owns a power supply and electrical cost is not included. Taking all these factors into consideration it would appear that only about 11% of the facilities in the United States operate at a profit.

Why do most of the buildings operate in the "red"? First, many facilities have outgrown their usefulness and are obsolete. They are dingy and almost totally unsuited for their purpose. Second, the manager is inexperienced and unqualified, and in many cases, is a political appointee with little or no incentive or pressure to perform capably. Third, rental rates which are usually set by a board or commission are too low and do not provide for the users to pay for the operating costs. In some instances pressure is applied on the city to "give away" meeting space at no cost. Fourth, there is a high attendant cost in maintenance and personal services. Many facilities have no preventive maintenance expenditures and eventually the facility becomes unacceptable to users and the citizens then no longer desire to attend. Fifth, adequate parking is a very important factor and oftentimes determines just how much use is made of the facility. Finally, there is a lack of activity in certain areas to lure enough people to the facility so as to make the operation a losing proposition. In substance then, obsolescence, inadequate management, inadequate rental rates, high maintenance costs, lack of parking and lack of attractions cause many facilities in the United States to operate at a loss each year.

Why do cities tolerate these conditions? In some instances there is general apathy on the part of the city and its citizens. In other cities the citizens accept the fact because of the cultural, entertainment and economic benefits which they receive from the operation. Also, most facilities are of a "public use" nature and this very fact seems to account for the difference. It is generally conceded that the benefits derived more than outweigh the unprofitable operation

aspect. In addition, local business feels that the "fresh" money injected into the economy from out-of-town persons attending meetings in the facility makes it more than worthwhile.

B. Operating Costs of Miami Coliseum

A definite estimate of operating expense and income is virtually impossible to predict because both will be directly related to, first, how much the coliseum is used, and second, the philosophy of operation which Miami chooses. This would reflect in rental rates, employment of personnel and sponsorship of certain key profit producing events. Additionally, the very size of the Miami coliseum indicates that operating expense will be large. However, this same size will also accommodate many revenue producing attractions which can materially offset the accompanying expense.

In order to project the financial picture that could be expected as a result of the program outlined in the preceding section it was necessary to adopt a certain "philosophy of operation". The statement of income and expenditures contained herein is based on the following assumptions:

1. Concessions are operated by building and not leased. This means that the city can net 4% as against the usual 25% for leasing same.
2. A nominal charge is made for parking and the building operates the facility. City should net approximately 70%.
3. Rental based upon no free use. Base rental fee - \$1,000.00 per performance period or 10% of gross after taxes, whichever is greater. In the case of trade shows, exhibits and conventions the rate is \$1,000.00 flat per performance.
4. Performance period determined as follows:

6 AM - 12 noon	one period
12 noon - 6 PM	" "
6 PM - 12 midnight	" "

CONNELL, PIERCE, GARLAND & FRIEDMAN

EXPENDITURES
(Maximum Estimate)

PERSONNEL:

Manager	\$ 15,000	
Assistant Managers (2)	16,000	
Records Supervisor	6,000	
Box Office Sales	3,000	
Switchboard Operator	3,600	
Secretaries	12,000	
Building Superintendent	6,000	
Change-over Foreman	5,500	
Building Engineers (2)	13,000	
Building Janitors (2)	4,800	
Concessions and Ice Rink Manager	7,500	
Extra Labor and Partime Personnel	<u>75,000</u>	\$ 167,400
(Ushers, Ticket Sellers, Ticket Takers, Door Guards, Police and Fire, Concessions, Box Office, Parking, Set-up and Tear-down, Cleaning)		

UTILITIES:

Water	\$ 5,000	
Power	60,000	
Telephone.....	<u>4,800</u>	\$ 69,800

SUPPLIES AND MAINTENANCE:

Building Supplies, Maintenance and Equipment Service Contracts	\$ 75,000	\$ 75,000
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ADVERTISING:

Promotions - Attraction Share	\$108,000	
Promotions - Contracted Personnel (Musicians, stagehands, etc.)...	10,000	
Promotions - Advertising	25,000	
Promotions - Admission taxes	<u>35,000</u>	\$ 178,000

OTHER EXPENDITURES:

Pension and Social Security	\$ 14,000	
Insurance and Bonds	10,000	
Travel Expenses	6,000	
Concessions Supplies (Food, etc.).....	35,000	
Miscellaneous	<u>12,500</u>	\$ 77,500
(Uniforms, workmen's comp., general advertising, etc.)		

TOTAL EXPENDITURES		<u>\$ 567,700</u>
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INCOME

Rental Receipts	\$ 290,000
Labor (recoverable) *.....	20,000
Ice Skating Revenue	20,000
Concessions Revenue	100,000
Parking Revenue (25¢ per car).....	50,000
Promotions Revenue **.....	240,000
Booth and Equipment Rentals	<u>15,000</u>
TOTAL INCOME	<u>\$ 735,000</u>

* Labor recoverable is derived due to the fact that when an "outside" promoter stages a show in the Coliseum, he must pay for the ushers, policemen, and staff personnel such as ticket takers, box office personnel and certain other services. The promoter is charged for these services and the money is remitted to the general income fund.

** Promotions include 7 events, all promoted by building and not outside promoters

	<u>GROSS:</u>
Ringling Bros. Circus	\$100,172.25
"Holiday On Ice".....	104,372.25
Fred Waring Concert	7,000.00
4 Country & Western Shows.....	<u>28,000.00</u>
	\$239,644.50

Building would receive only 10% of total if promoted by others.

Total Income	\$735,000
" Expenditures	<u>567,700</u>
Net Profit	\$167,300

The above figures do not include any amount for the restaurant operation. It is anticipated that this facility, if included, will be leased to a private operator for a guaranteed minimum and a percent of the gross. This could bring to the city as much as \$50,000 in additional revenue.

Survey of Major Buildings - Fiscal Year 1960 - 1961

Compiled from figures obtained by J. R. Holshouser, Director of Finance, City of Greensboro, N. C.

	Population	Revenue	Expense	Profit	Loss	Concessions Leased or Operated	Parking Leased or Operated
Albuquerque, N. M.	201,189	55,865	59,432		3,569	L	None
Asheville, N.C.	60,192	23,128	39,930		16,802	L	None
Atlanta, Ga.	487,455	58,926	154,070		55,144	L	None
Atlantic City, N. J.	65,237	671,000	824,000		153,000	L	L
Austin, Tex.	186,545	73,638	108,351		34,723	L	None
Birmingham, Ala.	340,887	60,000	89,460	5,155	29,460	L	L
* Charlotte, N. C.	201,564	163,747	158,592		1,995	O	O
Chattanooga, Tenn.	130,009	43,762	45,657		12,503	L	None
Columbus, Ga.	116,779	47,431	59,844			O	L
Columbus, Ohio	471,316	149,518	148,710	808		L	None
Corpus Christi, Tex.	167,690	44,912	54,682		9,770	L	L
Dallas, Tex.	679,684	250,343	233,688	16,715		L	O
Des Moines, Iowa	208,982	167,482	199,138		31,656	L	O
Ft. Lauderdale, Fla.	82,468	66,247	70,865		4,618	L	None
Ft. Wayne, Ind.	161,776	174,344	214,976		40,632	L	O
Greensboro, N.C.	119,574	455,286	447,600	7,686		O	O
Greenville, S. C.	66,188	78,118	118,229		40,111	O	None
Houston, Tex.	938,219	171,325	227,782		56,457	L	None
Lansing, Mich.	113,058	131,838	163,358		31,520	O	O
Lincoln, Neb.	128,521	114,800	156,533		41,733	O	None
Long Beach, Cal.	344,168	169,747	185,758		16,011	L	L
Lubbock, Tex.	128,691	52,000	72,500		20,500	O	L
Louisville, Ky.	390,639	1,152,193	1,485,616		333,423	L	O
** Miami Beach, Fla.	63,145	85,000	135,000		50,000	L	None
Minneapolis, Minn.	482,872	249,000	260,000		11,000	L	L
Montgomery, Ala.	134,393	40,328	66,675		26,347	L	L
New Orleans, La.	627,525	252,497	264,796		12,299	L	L
Norfolk, Va.	304,869	58,136	99,592		41,456	L	None
Oakland, Cal.	367,548	143,792	165,818		17,026	L	L
Oklahoma City, Okla.	324,253	104,855	117,537		12,682	L	None
Philadelphia, Pa.	2,002,512	435,000	540,000		105,000	L	L
Richmond, Cal.	95,786	35,030	75,857		40,827	L	None
Rochester, N.Y.	318,611	130,000	241,000		111,000	L	None
St. Louis, Mo.	750,026	343,704	602,963		259,259	L	None

	Population	Revenue	Expense	Profit	Loss	Concessions Leased or Operated	Parking Leased or Operated
San Francisco, Cal.	740,316	149,499	144,634	4,865		***DNA	DNA
Seattle, Wash.	557,087	193,212	202,466		9,254	L	L
Spokane, Wash.	181,608	159,729	267,028		107,299	0	0
Tampa, Fla.	274,970	26,000	41,000		15,000	L	L
Topeka, Kan.	119,484	22,069	104,000		81,931	L	None
White Plains, N. Y.	627,324	75,317	120,606		45,369	L	None
Michito, Kan.	254,698	71,931	75,787		3,856	L	None
Worcester, Mass.	186,587	42,110	74,844		32,734	L	None

* 1959 - 1960 Fiscal Year

** Note - Miami Beach Figures are for Auditorium only; Exhibition Hall not included in report.

*** Did not answer

CHAPTER IVI. DESCRIPTION OF FACILITY AS DEPICTED IN THE GRAPHIC PRESENTATIONA. Aesthetics:

The esthetic demands upon a large scale civic facility such as a coliseum are critically important: its great bulk must be made graceful; its various parts must be definitive of its basic functions; both its elegant and humble details must be sensitively resolved. Whether the budget is ample or restrictive, the architecture should represent the greatest quality that its sponsors can conceive.

In Miami, a well designed coliseum should express a happy atmosphere while being in no way gaudy or cheap or merely fashionable. It must face the city it serves while fully recognizing the advantages of a waterfront site. Its landscaping should be complete, imaginative, and practical. Good business sense requires that this major building cause favorable impressions in the minds of the permanent population it will represent, and on many thousands of visitors who will wish to return to Miami.

B. Site:

The site is presently occupied by the City of Miami Port facilities. Two deep water ship berthing slips would require filling and the waterfronts would require new seawalls. Existing structures would require removal or demolition, with the exception of the costly City of Miami Sewage Pumping Station, its pressure pipe lines and gravity sewer lines all of which must remain in place.

C. Parking and Circulation:

The Graphic Presentation shows a parking garage of three levels: ground, plus nine feet, and plus eighteen feet. Traffic using the expressway would enter or leave the garage from the third level, while Biscayne Boulevard or South Miami Beach traffic would enter or leave at grade. To expedite peak inward or outward flows, some traffic lanes may be designed for optional direction as indicated on the Plot Plan.

An additional approach to the coliseum site, reducing entry and exit times, could be achieved by an elevated Bayfront Distributor which would also provide these advantages:

- (1) better traffic distribution to the downtown area from the North-South Expressway,
- (2) relief of Biscayne Boulevard vehicular traffic pressure, allowing easier pedestrian access to Bayfront Park.
- (3) revelation of Biscayne Bay itself and the taller buildings arising across Bayfront Park to countless motorists while not blocking pedestrian access to the waterfront face of the park.

Further access facilities shown include a special ramp for taxis and busses, and an overhead pedestrian causeway extending over Biscayne Boulevard to a potential site for a rapid transit station.

The parking garage shown would provide sufficient space to accommodate the largest principal structure that could be placed on the site at the ratio of 1 space for each 3.5 seats. The large top level of the garage provides uncovered, difficult to landscape parking, but it has a decided potential for the staging of various shows, exhibits, and ceremonies which require central location and large convenient parking. It could also accommodate helicopters for emergencies or V.I.P. transportation. The oppressive size of a large parking garage can be broken as shown by landscaped light wells, which provide space references and help to lead people from their automobiles toward the coliseum, and up or down to the Main Pedestrian Level.

D. Exhibit Area and Coliseum:

The greatest single pedestrian flow into the coliseum proper would pass the Exhibit Hall across the 70'-0" wide Pedestrian Bridge, toward the upper ticket-selling area and into the concourse which completely encircles the building. Administration offices closely supervise the ticket selling areas and comprise the nerve center of the entire facility. Meeting Rooms, concessions, restaurant and toilets are also on the Main Pedestrian Level. There are stairs, elevators and escalators leading to upper foyers as well as to the Ground Level below.

The Ground Level pedestrian flow would be great only when the Coliseum emptied. Although it has concession and toilet spaces also, the Ground Level's special uses are staging, storage, team rooms, ice skating rental facilities, main concession service, and attendant utility and administrative parking. Storage areas must be large enough to hold all portable seating, basketball floor and backstops, the hockey dasher, various stages and riser platforms. Also on the Ground Level adjoining the service area is a large Pantry which can allow caterers to simultaneously serve 2000 people either on the arena floor or on the first floor of the Exhibition Hall.

The Exhibition Hall must be usable either in close conjunction with the Coliseum or simultaneously for a separate event, or by itself when the coliseum is not being used. Its one story spaces should be easily adaptable to booths and smaller scale exhibits, and its two story spaces be large enough to display very large items. A gallery arrangement as shown can allow easy awareness to booth floors, and the heights of the central space makes the ground floor ideal for large assemblies and banquets.

Major mechanical equipment serving the Coliseum and the Exhibition Hall is shown isolated from those two places for reasons of acoustics, freeing the closer spaces of the Coliseum for more important uses, and the easy ability of the parking garage structure to hold valuable equipment above flood damage level.

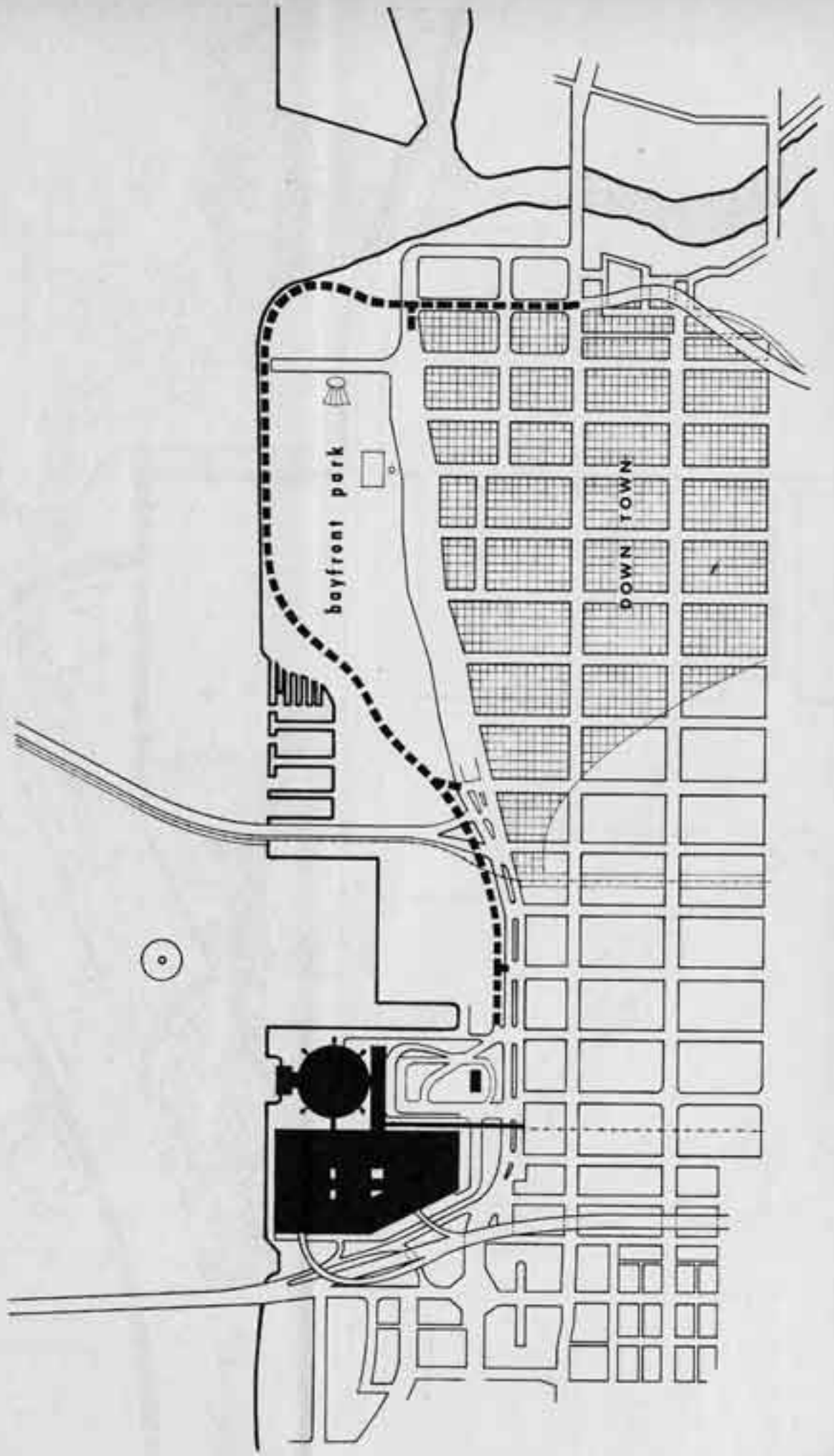


STUDY FOR A COLISEUM FOR THE CITY OF MIAMI, FLORIDA

CONNELL - PIERCE - GARLAND & FRIEDMAN
ARCHITECTS - ENGINEERS

FISVCOAST - FERRISINO - GRAFTON - KEELER AND BURNHAM
CONSULTING ARCHITECTS

area map showing relationship to downtown miami and expressways



FIRST PLAN



WATERWAY CHANNEL

PORT ROADWAY

WATER TOWER

WATER TOWER

WATER TOWER

WATER TOWER

WATER TOWER

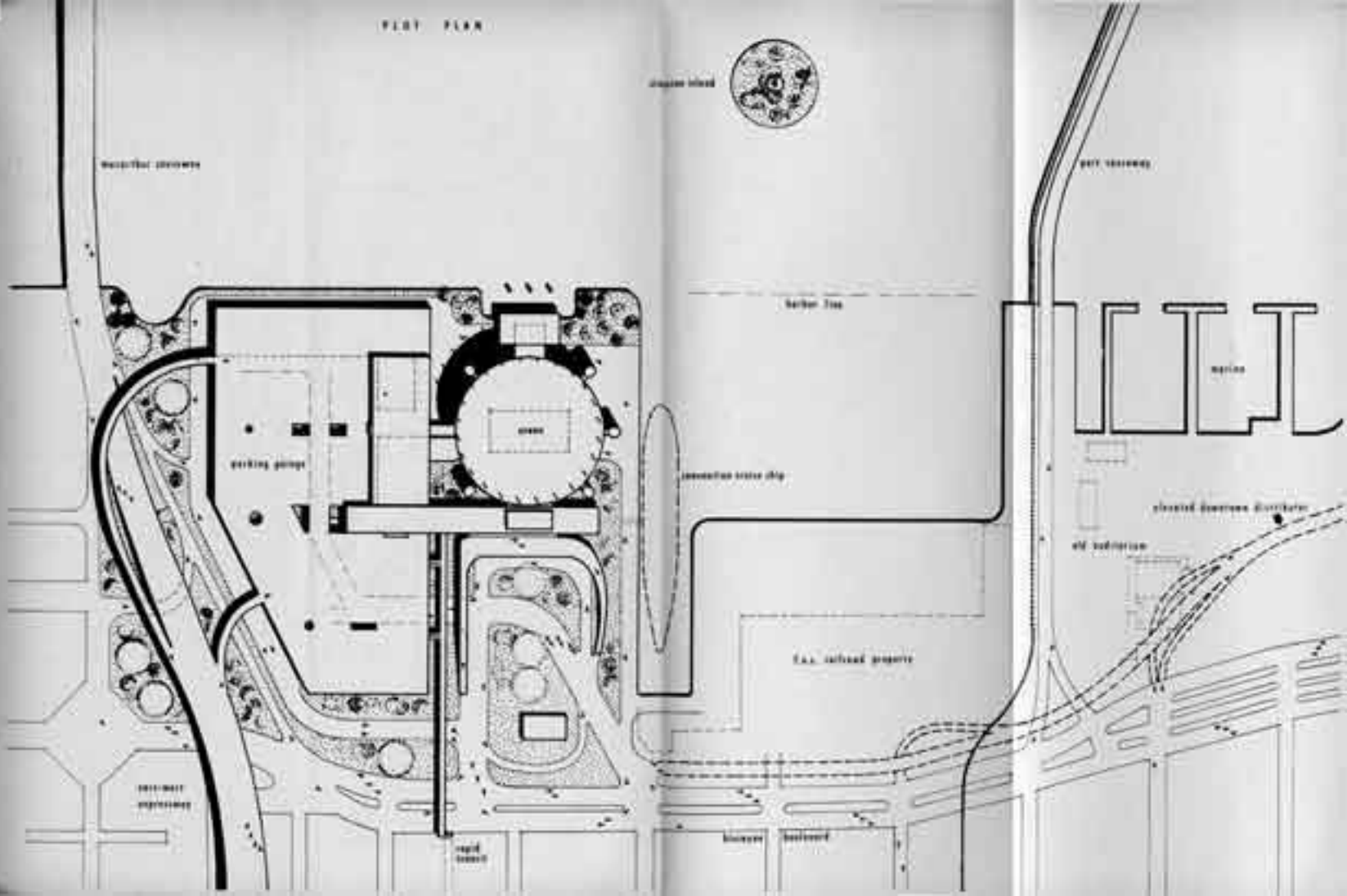
WATER TOWER

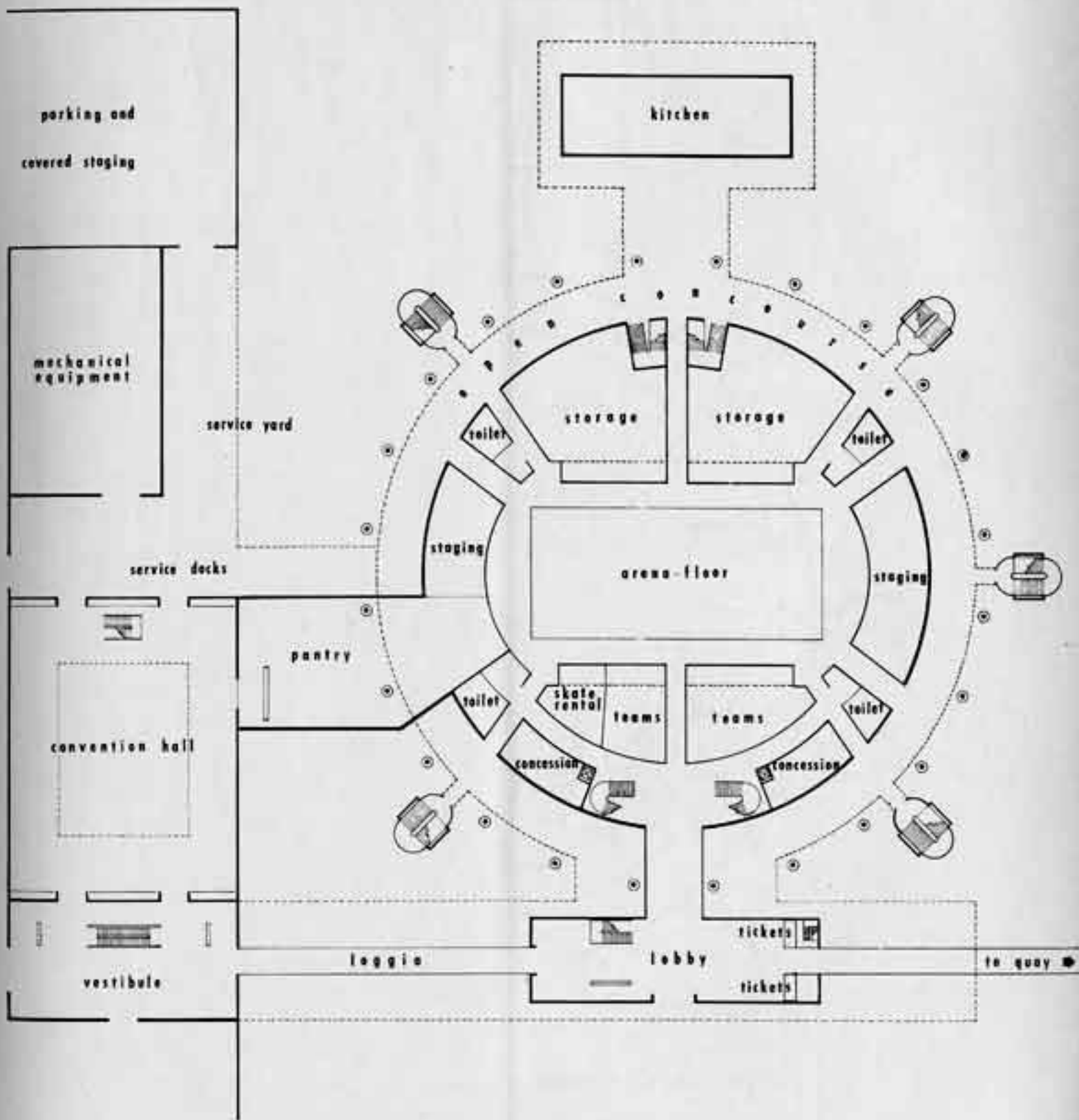
WATER TOWER

WATER TOWER

WATER TOWER

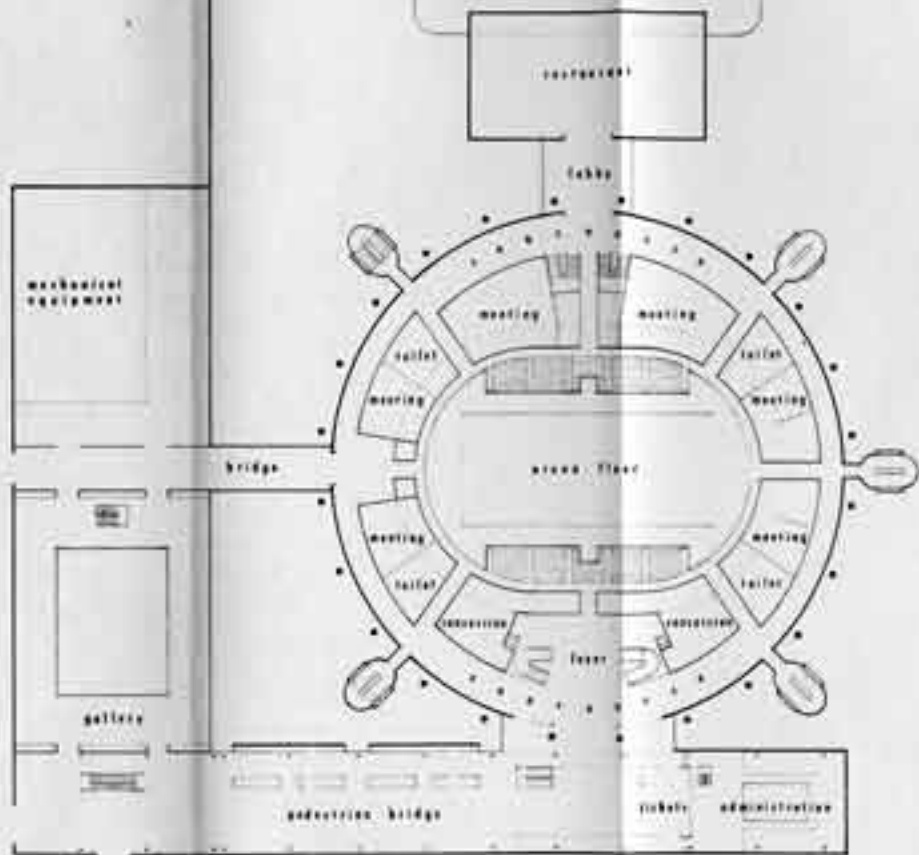
WATER TOWER



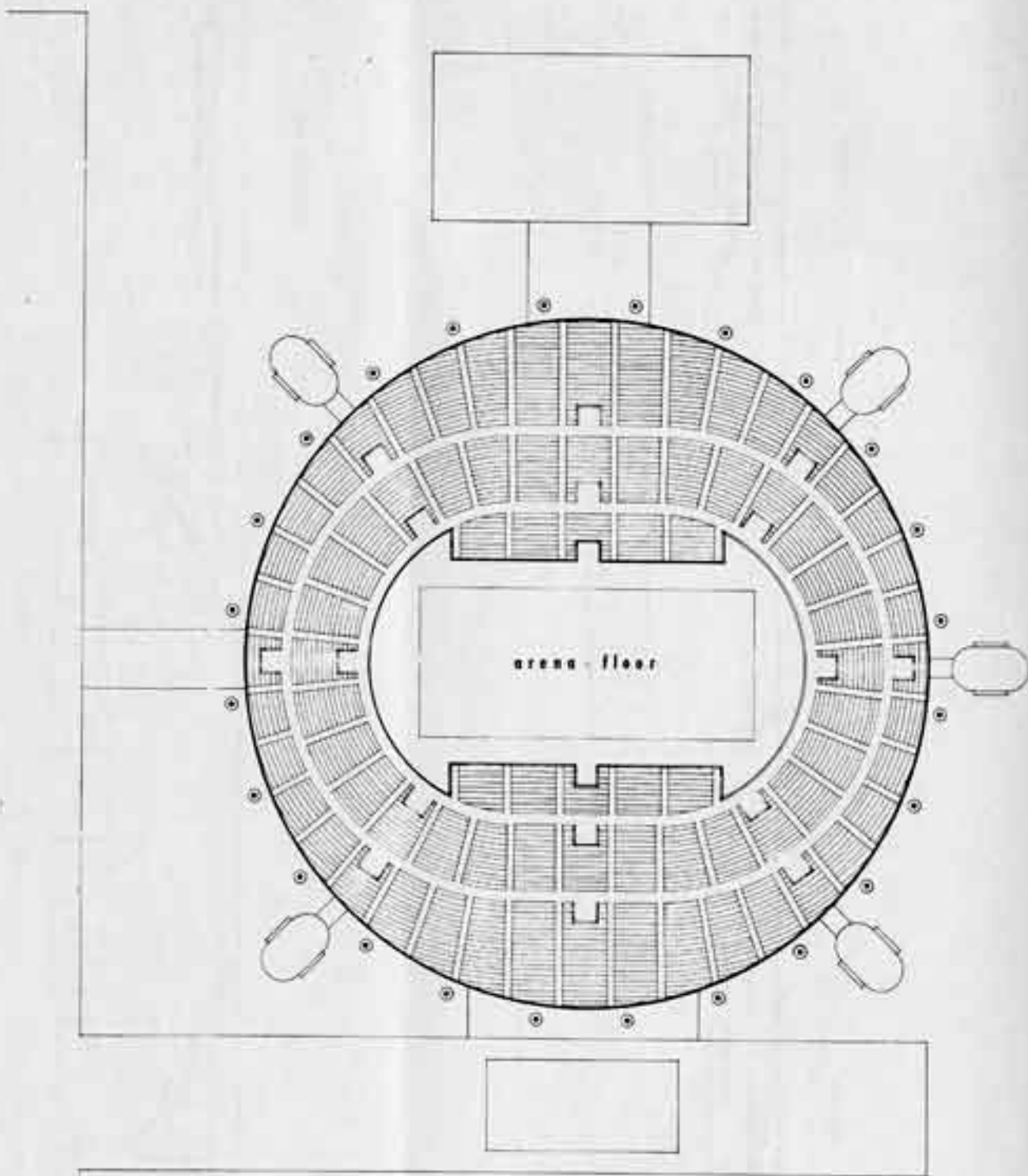


GROUND LEVEL PLAN

EXISTING DESIGN

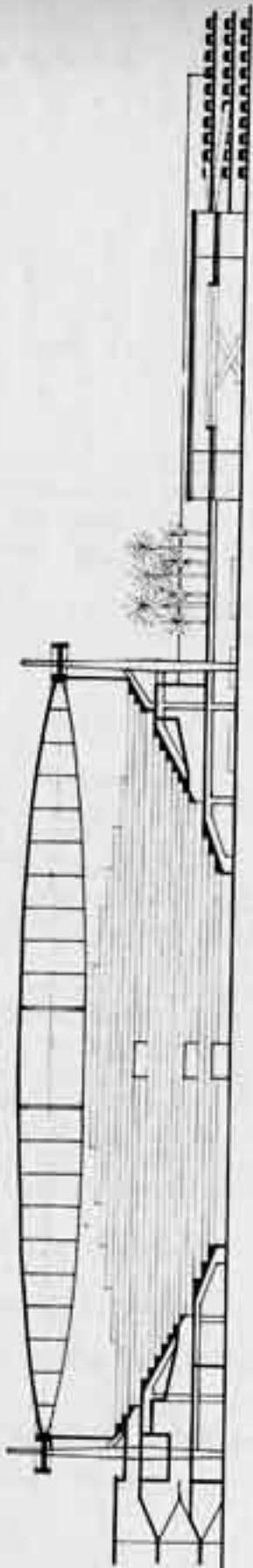


MAIN PEDESTRIAN LEVEL PLAN



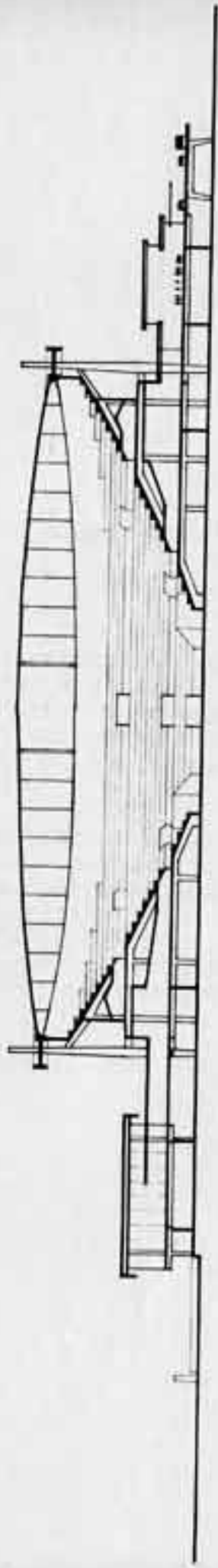
TOTAL SEATING PLAN

NORTH - SOUTH SECTION



quay tower arena pantry exhibition hall parking

EAST - WEST SECTION



waterfront restaurant lobby bridge ramp arena

II. BASIC REQUIREMENTS

The building should contain as a minimum, the following:

A. Arena

1. Fixed Seats 8,000
2. Portable Seats 3,500
3. Playing Floor 110' x 230'
4. Ice Rink (included in playing floor) 80' x 180'
5. Team Locker--Shower, Toilet Rooms--four
6. Game Official - Locker, Shower, Toilet Rooms - Two
7. Public Toilets
8. First Aid Rooms
 - (a) Special provisions for handicapped.
9. Ice Skate Rental Room
 - (a) Storage and changing space
10. Concession Areas
 - (a) Vending Rooms
 - (b) Catering Facilities (for 2,400 persons)
11. Storage for:
 - (a) Portable Seating
 - (b) Portable Platforms (Boxing, Stage, Risers)
 - (c) Portable Basketball floor and Portable Backstops
 - (d) Hockey Dasher
 - (e) Earth for Horse Shows (outside of building)
12. Overhead Catwalk and Platforms (four)
 - (a) Spot lighting
 - (b) Special communications

B. Assembly Facilities

1. Meeting Rooms - Eight
 - (a) Provide with movable partitions
 - (b) Minimum capacity any Meeting Room to be 200 with maximum of 1000.
 - (c) Toilet Facilities

C. Exhibition Areas

1. 40,000 sq. ft. to 50,000 sq. ft. in addition to area available in generous flow spaces.

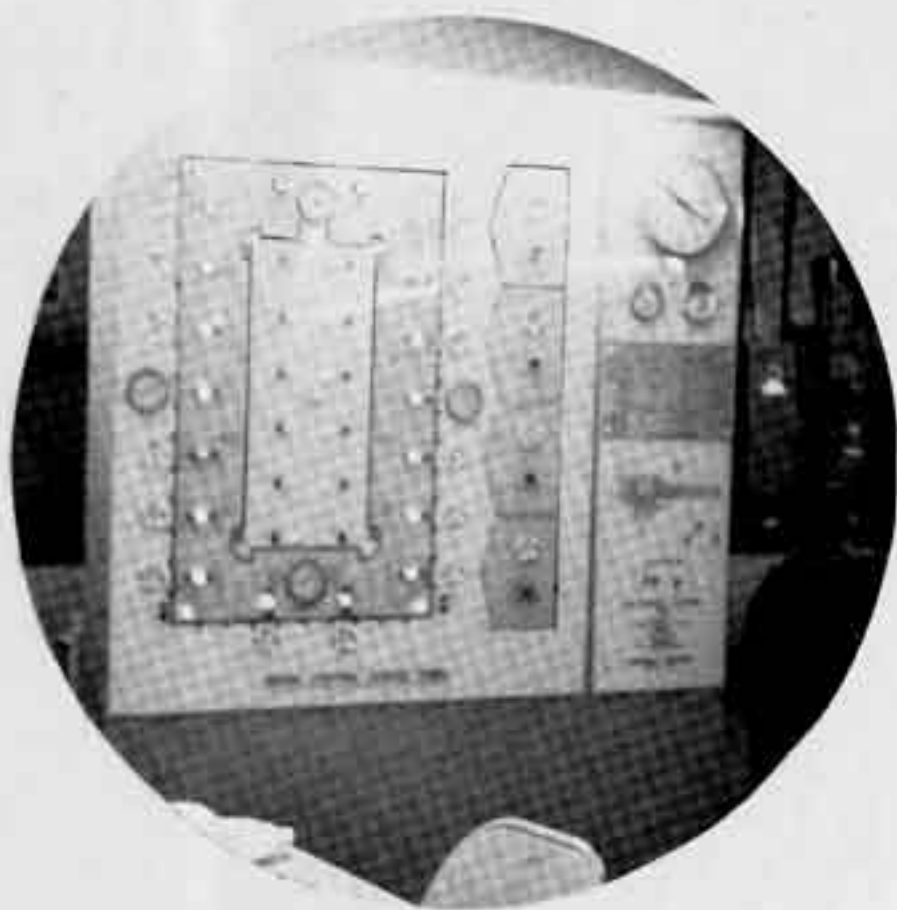
HOCKEY DASHER

IS A DEMOUNTABLE WOODEN BARRICADE SURROUNDING ICE RINK. ITS PURPOSE IS THE PROTECTION OF BOTH PLAYERS AND SPECTATORS FROM INJURY DURING HOCKEY GAMES. IT IS USUALLY 42" HIGH. A HEAVY WOVEN WIRE SECTION SEVERAL FEET HIGH IS PLACED ABOVE THE DASHER BEHIND THE GOALS FOR ADDITIONAL PROTECTION AGAINST THE FLYING PUCK.



A CONTROL CENTER

FROM WHICH THE BUILDING ENGINEER MAY KEEP INFORMED OF THE VAST COMPLEX OF MACHINERY UNDER HIS COMMAND IS A MUST.



2. Unloading Dock - Unpacking, Packing-Loading Facilities and Areas
 3. Physical Transportation availability between levels for heavy material and trucks:
 - (a) Hydraulic Lift
 - (b) Ramps
 - (c) Stairs
 - (d) Escalators } (People only)
 4. Mechanical and Electrical Facilities:
 - (a) 110V - 220V - 440V at each Display Area
 - (b) Compressed Air
 - (c) Water
 - (d) Drain Facilities
 - (e) Refrigeration Equipment for Ice Risk
 5. Toilet Facilities
- D. Special Mechanical Facilities
- E. General Electrical Facilities
- F. Maintenance and Repair
1. Shops
 2. Superintendent's Office
- G. Administration
1. Central Administration Area to handle entire facility.
 2. Sub-Administration Office Areas (to be used by traveling shows, etc., in the Administration of their own organizations).
- H. Communication
1. Systems
 - (a) Public Address
 - (b) Intercoms
 - (c) T.V.

PORTABLE SEATING

FLEXIBILITY IS A MUST -
FOR -

STAGE SHOWS
BOXING & WRESTLING
ICE HOCKEY, ICE SHOWS
BASKETBALL
TENNIS

LIGHTING IS
ALSO FLEXIBLE



THE HOCKEY
DASHER REMAINS
IN PLACE MOST
OF THE TIME.

NOTE THE RAISED
PLATFORM IN REAR

- (d) Radio
- (e) Press
- (f) Organ
- (g) Multi-lingual communications
- (h) Scoreboard

I. Vertical Transportation

- 1. Stairs
- 2. Escalators
- 3. Elevators

J. Additional Eating Facilities

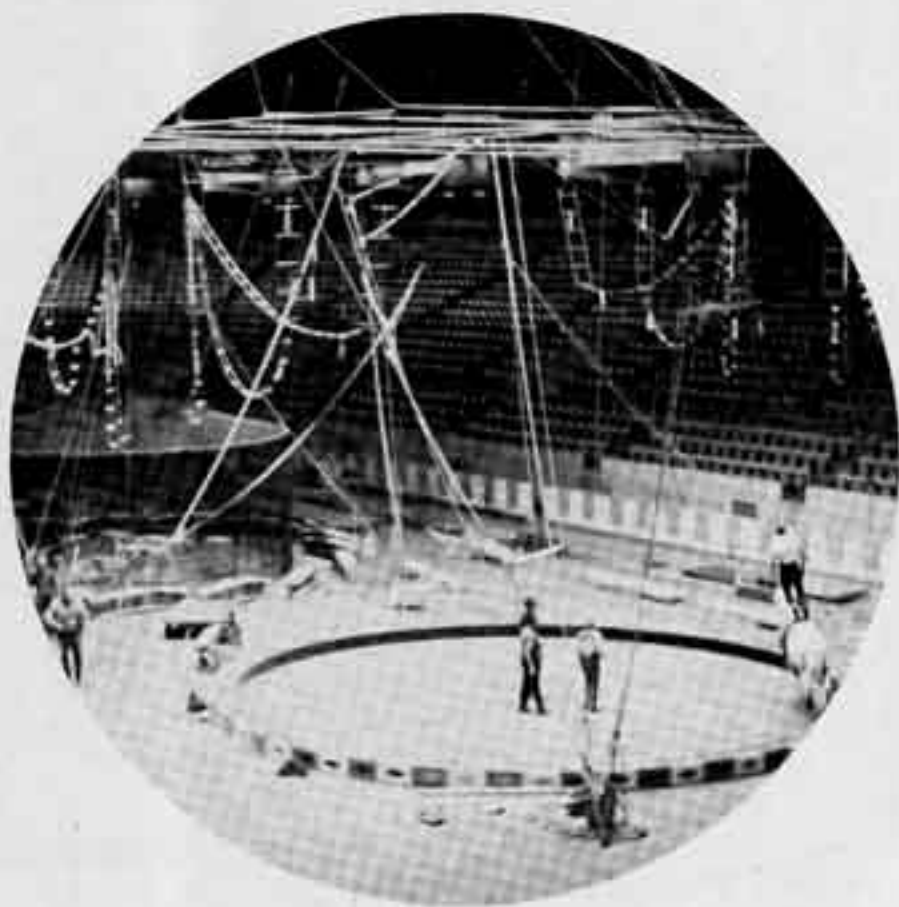
- 1. Cafeteria or
- 2. Restaurant

THE CIRCUS

IS CONSIDERED IN ARENA DESIGN

PROVISIONS FOR

RIGGING
LIGHTING
PERSONNEL
PERFORMERS
ANIMALS



III. TYPICAL OUTLINE SPECIFICATIONS

A. Structural

- | | |
|---------------------------------|--|
| 1. <u>Foundations</u> | Reinforced concrete piles and reinforced concrete caps and grade beams. |
| 2. <u>Floor and Roof Slabs</u> | Reinforced concrete. |
| 3. <u>Circular Roof</u> | Pre-formed insulating-sheathing type deck on steel joist parlines. Tension cable and compression pipe bicycle wheel circular truss. Steel deck catwalks and equipment platforms. |
| 4. <u>Stepped Seating Areas</u> | Reinforced concrete. |
| 5. <u>Framing</u> | Reinforced concrete. |
| 6. <u>Walls and Partitions</u> | |
| a. <u>Exterior Walls</u> | Concrete-masonry units on reinforced concrete structural frame. |
| b. <u>Interior Partitions</u> | Concrete-masonry units. |

B. Architectural

- | | |
|--------------------------------------|---|
| 1. <u>Roofing</u> | Banded built-up roofing over insulation type sheathing. |
| 2. <u>Sheet Metal</u> | Corrosion-resisting steel, or nickel-copper alloy. |
| 3. <u>Doors and Frames, Exterior</u> | Aluminum and glass entrance doors with aluminum frames. Steel roll-up and hollow metal service doors with steel frames. |
| 4. <u>Doors and Frames, Interior</u> | 1-3/4 inch solid core plastic covered wood doors and steel hollow metal doors in steel hollow metal frames. Doors will be louvered and glazed where indicated. Label doors will be provided where required. |
| 5. <u>Windows</u> | Aluminum sash. |
| 6. <u>Miscellaneous Metalwork</u> | Steel ladders, galvanized steel pipe railings, cast aluminum stair nosings, aluminum thresholds, steel wire mesh partitions and doors, and aluminum wall louvers. |

7. Floor Finishes
- a. Exposed concrete floors will have steel trowel finish with hardening and dust proofing agent.
 - b. Heavy rubber tile flooring will be provided for ice skate protection where necessary.
 - c. Resilient tile and rubber base will be provided in meeting rooms and special public areas.
 - d. Terrazzo will be provided in main concourse areas.
8. Wall Finishes
- a. Interior: Wall finishes will be exposed concrete, exposed concrete-masonry units, vitreous wall surfacing, ceramic tile and plaster where indicated. Special finishes such as marble, ornamental filled and polished stone, mosaic glass or tile will be used in public areas.
 - b. Exterior: Wall finishes will be cement stucco, concrete and masonry units.
9. Ceiling Finishes
- Ceiling finishes will be of exposed construction, acoustical treatment will be provided in concourse and lobby areas. Plaster ceilings will be provided where required.
10. Toilet Partitions
- Toilet and shower partitions will be of steel and will be of the floor mounted flush type as indicated.
11. Millwork
- Millwork will include concession counters and back counters, wood base, shelving, ticket racks, telephone booths, and hardwood wall paneling.
12. Builders' Hardware
- Heavy duty locks and panic hardware will be provided. Hardware will have aluminum finish.
13. Painting, Exterior
- All stucco work and ferrous metal will be painted.

14. Painting Interior

Masonry and concrete will be painted where paint finish is required. All interior ferrous metal work and plaster will be painted.

15. Pantry and Food Service Equipment

Will include all necessary items of equipment and "roughing-in" for items of equipment necessary to the operation of Food Service Facilities as determined by the Operators.

C. ELECTRICAL

1. Exterior Electrical Work

- a. Primary Service: To be provided through underground cable to transformer vault in the building.
- b. Telephone Service: To be provided through underground telephone cable. Switchboard and telephone equipment room to be located in Administration Area.
- c. Drive and Parking Area Lighting: Drive lighting will be accomplished by appropriate light standards mounted on concrete bases. Parking area and garage lighting will be provided by appropriate fixtures.
- d. Program Signs: A program sign will be provided at the main entrance to the structure with such other signs as are considered necessary at other means of entrance.

2. Interior Electrical Work

To be a complete system of electrical distribution with all necessary transformers, switchgear and conduit systems.

- a. Lighting: In general, all lighting will be accomplished with incandescent or fluorescent type lighting fixtures. Fluorescent fixtures are planned for Administrative display areas. Illumination levels will be in keeping with modern accepted practice.

The lighting of the main Arena playing floor will be accomplished by specially

designed clusters in mobile mounting systems. Maximum flexibility in lighting level and source will be available for the broad gamut of activity anticipated in that area. Lighting control will be located both on the platforms suspended below the trusses.

Power distribution will be made in the catwalks and platforms for special lighting purposes. Boxing ring lighting will be combined with the scoreboard structure and will be lowered into position at the proper time.

Seating area lighting will be provided separately. Two levels of illumination will be made available in this area by means of switching arrangements.

Exhibition Space Lighting - An overall pattern of lighting will be provided for ideal sight and movement of spectators through exhibition areas. Special power provisions will be provided for lighting and power requirements within the various booth areas.

Meeting Room Lighting - will be provided by system of fluorescent lighting to provide ideal reading and writing conditions at seating level. Special provisions will be made for dimming and control of lighting for motion picture viewing. Fixed spot lighting will be available for temporary platform arrangements at one end of each room.

- b. Power and Convenience Receptacles: Power and convenience receptacles will be provided throughout all areas for use of portable equipment. Display and exhibition areas will be served with an underfloor system of raceways and floor junction boxes. Concourse areas will also be provided with outlets for display purposes. The main arena floor will contain outlet locations to which portable panel-board - transformer racks may connect.

- "Plug in" facilities for branch circuit cables are provided.
- c. Scoreboard: Will be controlled from several locations near the main playing area of the Arena.
 - d. Organ: Provision will be made for connections to an electronic organ for power and for sound wiring from console location to speakers.
 - e. Stand-by Power: An engine driven power unit will be provided for the emergency exit light system.
 - f. Emergency - Exit Lighting Systems and Interior Signs: A system of emergency - exit lights will be provided for evacuation of the building. Exit signs, path of exit.
 - g. Architectural Building Lighting: Will be dictated by final design and will be so arranged as to show the project off to best advantage during hours of darkness.
 - h. Fire Alarm System: A complete fire alarm system will be provided for the Arena - Exhibition Hall complex. System will be a completely electrically supervised, closed circuit, non-coded, pre-signal system arranged to show zone of alarm initiation.
 - i. Intercommunications: Provisions will be made for electronic communication between and within administration areas and all vital parts of the project operation.
 - j. Sound Reinforcement: There will be a sound reinforcement system for all areas of the project. This system including speakers, preamplifiers, microphone locations, amplifiers, switching and all equipment.
 - k. Telephone Conduit System: A raceway system only for the installation of

wiring and space only for equipment by local telephone company will be provided. The system will consist of raceways, telephone outlets, terminal boxes, splice boards, power outlets and receptacles as required, and space for telephone switching equipment and switchboard. Telephone switchboard and major equipment will be located in the administration area as determined by final design.

1. Television and Radio Broadcast "Pick-Up" Provisions: A raceway system of conduit and outlet boxes will be provided for television and radio wiring. In addition to the raceway system, power outlets will be provided as required. Exact locations of services and power requirements will be final design information after conferences with operating personnel and Miami area TV and Radio broadcast stations. It is intended that raceways only, will be provided with cable installations by radio and TV agencies using the facility. It is intended that Radio "pick-up" be made from the various building sound systems and then transmitted to Radio Station by means of Radio station leased telephone circuits.
- m. Mechanical Equipment: All electrical connections of mechanical equipment will be provided as required. This includes pumps, fans, boilers and miscellaneous power loads.
- n. Air Conditioning Equipment: Electrical connections will be provided for all air conditioning equipment from a motor control center located in the main equipment room.
- o. Special Earphone Devices: Special provision will be made throughout the arena for multi-lingual reception.

D. MECHANICAL.

1. Plumbing

a. Fixtures

Water Closets - wall hung.

Urinals - floor mounted.

Lavatories - vitreous china with hot and cold water connections in teen and dressing rooms. Cold water only in public toilet rooms.

Showers - vandalproof heads scald-proof type mixing valves.

Electric water coolers - wall mounted, located for easy accessibility and in quantity as required by governing codes.

Hot water heaters (individual) - electric, glass lined tanks.

b. Hose Bibbs

Cast brass.

c. Floor Drains

Cast-iron, chrome-plated strainers, as required.

d. Piping

Extra heavy cast iron soil pipe, galvanized steel water pipe, bronze valves.

e. Hot Water Storage

Cement lined black steel tanks.

f. Fire Standpipe System

Complete
Complete with hose cabinets, roof manifold, outside siamese connection and extinguishers.

g. Fire Sprinkler System

Will conform to the requirements of the standards of the National Fire Protection Association for the installation of Sprinkler equipment. The system will be a conventional "wet pipe" design. Piping will be cast iron, mechanical joint, below ground and galvanized steel above ground. Protection will be limited to storage areas.

2. Heating System

a. Steam Boilers

Gas fired, packaged, scotch marine type.

b. Piping

Supply mains to be standard black steel pipe. Return piping to be standard black wrought iron.

c. Valves

Bronze.

E. AIR CONDITIONING, HEATING,
VENTILATION AND ICE RINK1. Arena, Exhibition Halls
and Assembly Rooms

All areas not suitable for air conditioning, such as toilet areas, team rooms, concessions, equipment rooms and vending rooms will be mechanically ventilated to insure at least one air change each three minutes.

A complete system of air conditioning by means of electro-compression systems with cooling towers will serve all air conditioned areas. The arena proper will be served by central station type air handling systems located in the truss area. The systems will consist of chilled water cooling coils, heating coils, fans and electro-static filters. A smoke exhaust system will be furnished and will also be located in the truss area.

2. Ice Skating Rink

Complete system of refrigeration equipment for ice skating rink, including compressors, chillers, condensers, condenser water circulating system, cooling tower, brine circulating system, brine surge tank, and steam water exchanger for heating brine to melt ice from floor for quick change to other types of floor usage.

IV. COST ANALYSISSITE WORK

1. Fill	\$ 560,000
2. Bulkhead (new)	40,000
3. Paving	120,000
4. Bridges and Pedestrian Overpass	395,000
5. Drainage	25,000
6. Demolition	25,000
7. Clearing and Grubbing	20,000
8. Grading	10,000
9. Curb and Gutter	10,000
10. Basic Landscaping	150,000
Sub Total	\$ 1,355,000

BUILDING CONSTRUCTION

1. <u>Parking Garage</u> - 2600 spaces @ 300 sq. ft./space half on raised platform @ \$4.00/sq. ft. half on ground @ \$1.00/sq. ft. 390,000 sq. ft. @ \$4.00 = 1,560,000 390,000 sq. ft. @ \$1.00 = 390,000 1,950,000	\$ 1,950,000
2. <u>Exhibition Areas</u> - two floors - total 40,000 sq. ft. @ \$15.00/sq. ft.	600,000
3. <u>Restaurant</u> * - 400 seats - 12,500 sq. ft. @ \$20.00/sq. ft.	250,000
4. <u>Arena</u> - 5,000 seats @ \$700/seat = 5,600,000	5,600,000
5. <u>Equipment</u>	
a. Scoreboard	30,000
b. Demountable basketball floor and backstops	20,000
c. Portable platforms for portable seating, stage, boxing, etc.	50,000
d. Portable seating	30,000
e. Dollies and Pallets for portable seating	4,000
f. Ticket Taking equipment	10,000
g. Food Service Equipment	80,000
	\$ 9,779,000

Architectural and Engineering services, Legal,
Financing, Administration and other expenses
essential to planning and financing the construction 825,000

TOTAL

\$10,604,000

* Space only - does not include equipment.

The figures on the preceding page represent gross estimates of the major components of the facility and include the basic requirements as outlined earlier.

This analysis is based on current (1963) building construction costs. Building construction costs have been increasing at the rate of approximately 2% per annum for the past few years according to Engineering News Record Construction Trends. It is expected this rate will increase in the future.

CHAPTER V

I. FINANCING

The statements of estimated annual income and expense set forth in Chapter III, indicate that there is no possibility of financing this project, even in part, on the basis of its net revenue. The indicated net revenue of \$167,300 would permit revenue financing of only about \$1 million of the \$10,804,000 total cost. Revenue bonds secured by revenues from operations such as this are not well received in the market, if received at all, and the interest rate and cost on bonds so secured would be much higher than for bonds secured by more stable and more predictable revenues.

It is recommended that no thought be given to revenue financing, that the project be financed by pledge of taxes or revenues of the City, and that any net revenues from the operation of the project be considered and used as a partial offset to the annual burden for principal and interest on the other taxes or revenues pledged to the financing.

If excise taxes, such as the City's utility taxes or cigarette taxes, were to be pledged as the source of debt service payments for the \$10,804,000 of obligations now estimated to be necessary for this project, it would be necessary to allocate and pledge such taxes to the extent of approximately 150% of the amount of the highest annual principal and interest requirements for any future year, and to establish a reserve at least equal to the maximum annual debt service amount. The reserve might be funded by inclusion in a larger amount of bonds, including both the necessity for the project and the amount required for reserve, thus improving the bond offering and reducing the amount of the pledged excise taxes which would have to be used for the purposes of the bond issue in the early years; or the reserve could be gradually established over a period of up to five years out of the tax revenues. The following table gives the basic factors of a bond issue secured by excise taxes, showing both of the foregoing methods of establishing the required reserve.

Estimates for general obligation financing are also shown in the table. An assumed $1/8$ of $1\frac{1}{2}$ difference has been used between the interest rate for general obligation financing as compared to excise tax financing. This factor should not be considered as a continuing one, as the advantage of general obligation bonds over excise tax bonds will vary in differing markets, but should be considered as the probable maximum difference for well set up excise tax bonds in the case of a credit such as the City of Miami.

COMPARATIVE ESTIMATE OF FINANCING - FACTORS

FOR BONDS SECURED BY EXCISE TAX REVENUES

FOR GENERAL OBLIGATION BONDS

	Reserve to be Established From Bond Proceeds	Reserve to be Established From Tax Revenues	
AMOUNT OF BONDS TO BE ISSUED:			
To Finance Project	\$ 10,804,000	10,804,000	10,804,000
To Establish Reserve	623,000	-0-	-0-
TOTAL TO BE ISSUED	\$ 11,427,000	10,804,000	10,804,000
APPROXIMATE ANNUAL REQUIREMENT FROM PLEDGED TAX SOURCES:			
For Principal and Interest For Establishment of Reserve (During First Five Years)	622,772	588,818	569,371
	-0-	117,764	-0-
APPROXIMATE TOTAL ANNUAL REQUIREMENT:			
During First Five Years	622,772	706,582	569,371
Thereafter	622,772	588,818	569,371
TOTAL REQUIREMENTS DURING 30-YEAR AMORTIZATION PERIOD	18,485,160	18,253,360	17,081,130
LESS RESERVE APPLIED TO FINAL-YEAR REQUIREMENT	623,000	588,818	-0-
NET REQUIREMENT FROM TAX SOURCE	18,060,160	17,664,542	17,081,130
LESS INTEREST EARNINGS ON RESERVES	607,423	564,529	-0-
TOTAL COST OF PROJECT AND FINANCING	17,452,737	17,100,013	17,081,130

ASSUMPTIONS AS TO AVERAGE INTEREST RATES:

- 3-1/2% FOR EXCISE TAX BONDS
- 3-1/4% FOR GENERAL OBLIGATION BONDS
- 3-1/8% FOR INTEREST EARNINGS ON RESERVES

The foregoing estimates are based upon the estimates of cost of the project for immediate construction, although construction can not be commenced until the site becomes available several years in the future. As of that time the above figures should be adjusted as to total amount of financing required, based on the then comparative level of construction costs, and as to debt service requirements and interest costs, based on the then comparative level of the municipal bond market.

The table takes into account estimated interest earnings on the reserve, but does not include any estimate for short-term interest earnings on the annual accumulation for debt service. Such earnings would reduce the interest costs for each of the financing methods shown, but would be difficult to predict and estimate over the entire amortization period.

II. TIMING

It is anticipated that the proposed project would require approximately 38 months to complete. 12 months should be allowed for planning and design, 2-1/2 months for awarding of bid and 24 months for construction. Promotion should begin well in advance of the completion date as many of the major events anticipate their bookings 2 to 3 years ahead.



PROJECT SCHEDULE
 PROPOSED COLISEUM
 FOR
 THE CITY OF MIAMI
 FLORIDA

CHAPTER VII. THE IMPACT OF THE DEVELOPMENT ON THE COMMUNITY

It is not the purpose of this chapter to discuss the facility itself, but rather to examine the probable effects it will have on the community. Only in this way can its true worth be ascertained.

A. The Community in General

Restricting our concern, for the moment, to the general welfare of the area as a whole, the proposed facility will affect two distinct segments of community life. First of these effects and the one which can be more readily isolated and reduced to specific terms, acts upon the overall economic wellbeing of the community. The second and far more elusive group concerns those factors that relate to the social, recreational, and cultural wellbeing of the residents either living here now or who will live here in the foreseeable future.

1. As stated earlier, out of town visitors make a substantial contribution to the total personal income received by local residents, either as direct payment for commodities and services or as a result of the redistribution of these funds to the many economic activities that support the tourist industry. Over the years the financial vitality of Miami has been nourished by the "outside" funds that have been brought here by visitors who come to enjoy the amenities and natural resources of the area. Previous economic studies have shown that any activity which attracts large numbers of people to Miami brings with it substantial sums of money, part of which will eventually find its way into the pockets of the local citizens.

Tourism is the principal export industry of Miami and the single most important segment of the economy.

The impact the proposed development will have on the current financial structure, in terms of net gain, is contingent upon a number of variables, which in themselves are subjects for conjecture.

The most important of these is the number of people that will be attracted to the area as a result of the facility. The mere availability of the facility is not sufficient to assure its maximum use. It must be efficiently managed and aggressively promoted if it is to contend successfully with other facilities competing for the same activities.

Although sports events, trade shows, and the like will form a large part of the operating picture it will be conventions more than any other activity that will attract visitors for an extended period of time. It is in this area that the overall economic impact will be the greatest.

The volume of "outside" money that will flow into the economic stream as a result can be determined with reasonable accuracy by examining the spending patterns of convention delegates in this and other sections of the country.

Local sources have estimated that the average visitor spends between \$30.00 and \$42.00 a day while attending a convention.

These figures appear reasonable when compared with the national average. A survey of 550 conventions placed the national average daily expenditure - 1 delegate at \$31.87 for national or international conventions, \$26.14 for state or regional conventions, with an overall average for all conventions of \$30.89. These figures represent 1957 levels, the latest year for which they are available. If this survey were redone today we would probably find that the average expenditure is somewhat closer to \$35.00 a day.

The national average stay per delegate varies between 2.86 days for smaller functions to 4.41 days for the larger ones, with an average stay of 3.9 days for all conventions.

The following table shows the total average expenditure per delegate on the national level for the year 1957 and the purposes for which the money was spent:

Nat. Avg. Total	All Conv.	National & Intern'l.	State & Regional
Expenditure - 1 Delegate	\$118.61	\$ 134.49	\$ 85.54
Hotel Rooms	35.70	41.57	23.56
Hotel Restaurants	15.05	17.15	10.52
Other Restaurants	17.86	20.85	11.70
Beverages	7.51	8.41	5.67
Retail Stores	18.17	18.96	16.41
Local Transportation	4.86	5.88	2.81
Theaters	2.10	2.69	.85
Sightseeing	1.35	1.69	.65
Night Clubs and Sports Events	6.63	7.37	5.06
Car, Gas, Etc.	2.28	2.03	2.76
Other Items	7.13	8.01	5.56

In view of the many tourist oriented activities in this area which offer convention delegates a greater opportunity to spend money and considering the tendency to combine family vacations with convention attendance in Miami, we believe that the average daily expenditure here will be larger than the national average.

To be on the conservative side, nevertheless, we have estimated that each delegate will spend, on the average, a total of \$120.00 while attending a convention at the proposed facility.

Not all of this will stay in Dade County, of course, nor will all of what remains be converted directly to personal income.

In order to determine what part of this \$120.00 will eventually find its way into the pockets of local citizens in the form of personal income we applied the same ratio that has been found to exist between tourist spending and personal income.

By so doing we conclude that each delegate to a convention will, on the average, contribute a total of \$72.00 to the personal income of local residents.

The effect this could have on the total economy is evident in the following summary of the amounts of "outside" money or foundation income that will flow into the local economy as a result of hosting convention activities of various sizes:

<u>Convention Size</u>	<u>Total Generated Personal Income</u>
3,000	\$ 216,000
4,000	288,000
5,000	360,000
6,000	432,000
7,000	504,000
8,000	576,000
9,000	648,000
10,000	720,000
12,000	864,000
15,000	1,080,000
20,000	1,440,000
30,000	2,160,000

It should be emphasized that these figures apply only to the actual convention delegate and not to any other person that may accompany him and even they are probably on the low side. (As an example it has been estimated that the national convention of the American Legion, approximately 50,000 delegates, would bring eight million dollars into the area while this same number would produce only \$3,600,000 using the above formula).

It can be seen from the above that if the facility attracts as few as 25 additional conventions a year it will have a substantial impact on personal income.

An average attendance of 4,500 persons would mean a total of 112,500 additional visitors a year. Translated into dollars, this would bring into the area \$8,100,000 in net income.

One major expenditure not mentioned above is travel expense. While no exact figures are available, relative to the cost of transportation,

the type of transportation employed on the national level can be determined. Miami's location will require more delegates to travel longer distances than would other more centrally located convention cities. It is reasonable to expect, therefore, that the percentage of delegates using air transportation will be greater than the national average.

The following table shows what percent of total delegates use what type of transportation when attending conventions as a national average.

	<u>All Conventions</u>	<u>National and International</u>	<u>State and Regional</u>
Plane	38.14%	44.5%	18.41%
Private Car	37.52%	28.43%	65.18%
Train	23.47%	26.31%	14.7%
Other	1.02%	.70%	1.71%

Source: Auditorium Data Survey
I.A.A.M.
Lindsley C. Lueddeke, 1959.

Time did not allow a detailed analysis of the benefits that may accrue to the community as a result of additional airline and train ticket sales. Airline maintenance and overhaul is a major source of employment in Dade County it is safe to assume that any activity that tends to stabilize and increase these operations would be consistent with the public welfare.

2. The question of what value can be attached to having a modern facility which will offer the local citizens a place to pursue their social, recreational and cultural interests is not one subject to objective analysis nor can it be answered in absolute terms.

This is a matter than can best be determined by the voters in light of the value they themselves set upon these pursuits.

Some indication as to the value other areas have attached to such a facility can be gained by examining the pattern of recent construction in this field.

During 1962 more than \$150,000,000 worth of major facilities opened to the public. Included were Pittsburgh Public Auditorium, Lincoln Center Philharmonic Hall, Sioux Falls Arena, Baltimore Civic Center, Nashville Municipal Auditorium, Bakersfield Civic Auditorium, Jacksonville Municipal Auditorium, and Jackson (Miss.) Coliseum.

By the close of 1963, an additional \$85,000,000 worth of major projects is due for completion, and more than \$70,000,000 worth of facilities is already under way for 1964 openings. The 1963 group includes the

University of Illinois Assembly Hall, San Diego Community Concourse, Dallas Market Hall, Los Angeles Memorial Pavillion, Cleveland Public Hall, New York Municipal Stadium and Seattle Center's Sports Arena. Joining these in 1964 will be Tulsa Assembly Center, Athens, (Ga.) Coliseum and Honolulu Municipal Auditorium, plus additional units of Los Angeles Civic Center and New York's Lincoln Center.

B. The Impact of the Development on the Adjacent Area

The area that will be most directly affected by the construction of the facility will, of course, be the area adjacent to and in the general vicinity of the proposed site. This was one of the motivating factors for selecting a downtown location.

What direction these effects will take and the degree to which they will influence the revitalization of the Miami Central Business District can only be interpreted in the light of probability at the moment.

Every use of land in a city affects the use of adjoining land, either by stimulating complementary activities or by exerting a negative influence which discourages private investment.

The proposed location has for many years been the site of the City of Miami Commercial docks. Important as this activity may be in the local economy it is not one which will generate desirable C.B.D. development on adjacent property. A similar use of the area to the south has intensified this negative effect. One need only to compare the quality and intensity of use along Biscayne Blvd., south of the old Miami News Tower (across from Bayfront Park) with the area to the north to realize the significance of this statement.

True, the existing use of the bayfront property is not the only factor inhibiting development. It certainly has not, however, provided any inducement for private enterprise to rehabilitate the area. Replacing the present port operations with a modern and attractive structure designed to accommodate large gatherings will reverse this negative effect and should over a period of time generate a substantial redevelopment of the surrounding area. If for no other reason property values should increase to the point where single economies will require a more intense and higher quality of development.

An examination of the commercial functions required to support a major facility of this type will provide some insight into what will follow as a logical consequence of its construction.

The most important requirement and the one involving the largest private investment will be in the area of housing accommodations. At present there are approximately 4,200 hotel rooms in downtown Miami and only 2,500 of these can be guaranteed for convention use according to Mr. Lew Price, Director of the City of Miami Publicity Department.

Obviously this is not sufficient to accommodate a convention of even moderate size. Not all conventioners will want to stay in downtown Miami, of course. There will always be some who will want to stay in the oceanfront hotels on the Beach regardless of the time and distances involved. Experience has shown, however, that the majority of convention delegates desire to be housed as close as possible to convention headquarters.

The new as well as the existing hotels will have part time use of the covered parking facilities in that delegates driving to a convention could leave their cars in the garage and have them delivered to their hotel by valet service.

In the many letters received by the City Convention Bureau concerning the adequacy of the Bayfront Auditorium, the comment most often mentioned as a desirable feature is its proximity to the Biscayne Blvd. hotels and downtown Miami.

It is our considered opinion, and one which is shared by all the people we talked with during the course of this study, that downtown Miami can expect a marked increase in hotel construction as a result of this facility.

There are many other areas of commercial activities that will be given added stimulus by having large numbers of people congregate in the downtown area.

The expenditures of a convention delegate, or for that matter, any person attending a function at the proposed facility, will be made in the most readily accessible establishment providing the commodities they desire. We are confident that private enterprise will be quick to recognize and take advantage of the new market that will be created if the proposed development becomes a reality.

There would be a strong incentive for such things as eating and drinking establishments, specialty shops, gift shops, personal service establishments and the many allied business needed to serve the facility to locate in the area.

Upgrading the area in general will provide an inducement for other uses not related to the facility to locate there.

Over the past few years, there has been a marked increase in the construction of high rise apartment buildings. This location, close to the bay and the downtown area and readily accessible to the expressway system would be well suited for that purpose.

No line can be drawn around the area that will feel this influence. The improvement that can be expected in the immediate vicinity will exert a secondary effect on the area adjoining it. Thus the progression will continue at a diminishing rate as the distance increases.

The fact that local government has recognized the need to revitalize the Miami's C.B.D. and has taken a major step to accomplish this objective should do much to restore the confidence of the business community in the downtown area.

