

I. BACKGROUND AND HISTORY

Dinner Key was originally a small wooded islet located a few hundred feet offshore in the Coconut Grove area. It formed an ideal picnic and recreation area. From its most common applied use, that of eating picnic dinners on its shady shore, came the name "Dinner Key".

Fill was later added, increasing considerably the size of the island and, at the same time, forming a solid connecting area of fill to the mainland.

During World War I the Federal Government utilized the land for military purposes. The Country's first channel dredged exclusively for seaplanes was constructed here at that time.

In 1930, Pan-American World Airways established their Miami Depot Repair facilities on Dinner Key. It was during this time that some of the existing hangar structures were built.

During World War II, Dinner Key again became a military area. The two hangars that were later joined to form the Auditorium (Exposition Building), were built during this period, along with the barracks buildings that now house some of the City of Miami offices.

The Government no longer had use for this land at the end of the war. Hence, in 1946, the City was able to purchase for \$1,100,000 all of this area, with the exception of the U.S. Coast Guard Properties. This included all common law, and statutory riparian rights, water privileges, filled-in lands, and lands below the high water line appurtenant and belonging thereto, and all buildings and improvements located thereon. The purchase was from Bessemer Properties. This purchase of these 39.49 acres represented an excellent example of good civic foresight, as this land today is worth many times its purchase price.

II. FINANCIAL BACKGROUND AND STATUS

The First Bond Issue (1946)

The City paid Bessemer Properties \$300,000 as a down payment on Dinner Key. To pay off the balance, the City issued revenue certificates of indebtedness, payable solely from the net revenues of the Dinner Key facilities. The aggregate amount of the issue was \$800,000 (800 certificates in the denomination of \$1,000 each). They were dated September 1, 1946, bearing 3% interest per annum, payable semi-annually; maturing annually, September 1, 1949 to 1966.

The net revenues of the Dinner Key facilities were set aside and deposited in a special fund, known as the "Yacht Basin Sinking Fund", for payment of principal and interest on the outstanding certificates.

The Second Bond Issue (1949)

Three conditions in 1949, spurred the development of Dinner Key.

1. The City was notified by the County that it would have to vacate its office space in the Courthouse.
2. The City was in desperate need of a large convention hall. There were no buildings of sufficient size to accommodate large conventions or conventions requiring large exhibit areas.
3. There was a deficiency in existing anchorage and public yacht docks at Dinner Key.

These needs caused the City Commission to have an estimate made of the cost necessary to accomplish these through construction and remodeling of the Dinner Key facilities. Also to be included in the estimate were improvements to the Municipal Auditorium at Bayfront Park.

It was estimated that \$2.2 million would be required for the project. This included \$800,000 necessary to retire the outstanding revenue certificates of indebtedness issued to acquire the Dinner Key facilities in 1946; and \$1,400,000 to, (1) enlarge and remodel the two hangars which are now the Dinner Key Auditorium, (2) enlarge the Municipal Auditorium at Bayfront Park, and (3) construct a Marina at Dinner Key.

The City Commission authorized the issuance of revenue bonds, and on February 23, 1950, they accepted sealed bids for \$2.2 million "Auditorium and Dinner Key Facilities Revenue Bonds of the City of Miami," dated May 1, 1949, and maturing annually May 1, 1952 to May 1, 1974.

The denomination of the certificates is \$1,000. The interest is paid semi-annually (4% per annum), at the First National Bank of Miami, the trustee.

The bonds which matured after May 1, 1954, are subject to redemption prior to their respective maturities, at the option of the City. They are payable as to both principal and interest from the Auditorium and Dinner Key Facilities Interest and Sinking Fund, in which the City deposits all rents and revenues (above maintenance, repair, and operation costs), of the Dinner Key facilities.

Current Uses and Leases

Current uses and leases of the various structures situated at Dinner Key are as follows:

Hangars "A" & "B" (Santana Marine)

These are leased to Santana Marine Service for \$20,000 per year. The option on their lease was exercised on February 5, 1959, and will expire on February 5, 1964.

Hangars "C" & "D" (Merrill Stevens)

Leased to Merrill Stevens Dry Dock Co., at a guarantee of \$22,000 per year or 10% on boat storage and 5% on retail sale, whichever is greater. The percentages are usually greater. The lease was exercised on July 1, 1959 for 5 years with a 5-year option, expiring June 30, 1969.

Hangar "F" (Dinner Key Auditorium)

This is rented by the City under terms set forth in the Trust Agreement.

Buildings E, G, I, J, K, L, & M

These consist of the City Hall, and the various former barracks and related buildings now used for city offices. These are leased by the City.

Restaurant

This "addition" to the Auditorium was constructed by the City in 1954 at a cost of \$131,000. The City has a contract with Ivanhoe Caterers, whereby the City receives a commission of 10% of all gross receipts from the operation of the restaurant during events at the Auditorium. The Ivanhoe Caterers have right of use of the restaurant facilities for outside catering jobs, for which they pay a flat \$25. The City pays the cost of all electricity and water consumed during these operations.

The City has agreed to pay all current expenses of maintaining, repairing, and operating the "City rented buildings" (from General Funds if necessary), as a part of the consideration of the rent of these buildings by the City.

Annual rents are paid in advance to the trustee by the City. The annual rent for the Dinner Key Auditorium is \$100,000. The rent for the other City occupied buildings is \$40,000.

Section 502 of the Trust Agreement requires that the \$140,000 payed as annual rental be deposited in the Dinner Key Revenue Fund, along with revenues from; the Auditorium as rental of assembly and convention space, concessions, the sub-letting of any of the other City rented buildings, and the leasing of hangars to Santana Marine Service and Merrill Stevens Dry Dock Co. The \$140,000 is paid from the General Fund. (For further details of the Dinner Key Revenue Fund, see Appendix "A".)

The \$140,000 paid as annual rental for the buildings used by the City is actually a double rental imposed on the City. Rental charges are placed against individual departments occupying these buildings. These charges come from the operating budgets of the Departments which, in turn, come from the City's annual operating budget.

Several attempts to rectify this double rental charge have been made by the Director of Finance, but to no avail. At the time the Dinner Key facilities were acquired the City was residing in the Dade County Courthouse. The Dinner Key buildings were unoccupied, and therefore were not producing any revenue. When the City offices occupied the area, they began paying rent on the buildings they use. The Trustee however has refused to make an adjustment--hence the City continues to pay the \$140,000, plus individual building rentals. The City does on occasion receive a refund of these extra monies, from the surplus and redemption account. Other times it may be absorbed by maintenance.

Marina

The revenues derived from the Marina are revenues of the City, and not pledged to payment of the Revenue Bonds.

Sale and Disposal of Property

So long as any of these bonds are outstanding, the City cannot dispose of or encumber the Auditorium and other Dinner Key facilities. The City Manager can, from time to time, authorize the sale of certain movable property acquired in connection with the Dinner Key facilities. The proceeds of any such sale are deposited to the credit of the Reserve Maintenance Funds.

The above covenant by the City could be obviated by a mutually agreed upon, supplemental agreement. The holders of not less than two-thirds of the outstanding principal may authorize the City and the Trustee to execute supplemental agreements, as long as they do not:

1. Permit an extension of the maturity of principal, or of interest, on any bonds.
2. Reduce the principal amount of any bond or their rate of interest.
3. Create a lien upon revenues, ranking prior, or equal to, the pledge of the original Trust Agreement.

As of January 1, 1960, the Revenue Certificates payable totaled \$1,608,000.

III. ANALYSIS OF EXISTING USE

The current use of the Dinner Key Property may be divided into four basic categories. These are:

1. Commercial Marine (Storage, Sales, and Repair)
2. Marina Facilities
3. Dinner Key Auditorium
4. Municipal Administrative Center

Associated with each of these is, of course, appurtenant parking, and other related facilities.

A discussion of each of these uses follows:

Commercial Marine

This use can be further subdivided into:

- a. Boat Repair
- b. Boat Storage
- c. Marine Supply Sales
- d. Charter Boats, and Small Boat Rental

a. Boat Repairs are conducted on a large scale in the hangar buildings leased to Santana Marine and Merrill-Stevens, and on the large paved aprons that adjoin these structures. In conjunction with repair service, both Merrill-Stevens and Santana Marine Service operate boat lifts for drydock service. The Merrill-Stevens lift is the larger of the two units and will handle boats up to a length of 50' and a weight of 30 tons. Both of these firms allow owners to work on private craft on the company grounds for a reasonable daily charge. This policy helps account for the rapidly increasing volume of marine business attained by these two firms. These firms have varying leases with the City and pay rent based upon gross profits. Currently the City realizes about \$40,000 per year from this source.

b. Boat Storage facilities are available for private craft at Santana and Merrill-Stevens. Both in-out (up to 40'), and dead (up to 45') storage service is offered by these companies. Santana's covered storage area is filled to capacity throughout the entire year. Requests for storage space at Santana are so numerous, that they are required to maintain a waiting list. Merrill-Stevens is usually completely filled for 4 months during the summer. At other times, it operates at about one-half capacity.

High summer storage volumes are indicative of the extent to which vacationing northerners use this service.

c. Marine Supply Sales and Service are handled by Santana Marine Supply. One of their two large hangar structures is devoted entirely to the sale and service of marine equipment. Santana has one of the largest establishments of this nature in Miami. In addition to their sales of outboard motors, boats, marine supplies, and small boat rentals, they operate a complete outboard and inboard engine repair service. Limited supplies are also available from Merrill-Stevens Company, as well as the service of several excellent boat repair craftsmen.

d. Charter Boat and Small Boat Rentals. Santana Marine Service rents small boats with or without motors for fishermen. They also offer a service for hoisting small boats from trailers and placing them in the water.

Deep sea fishing trips, skin diving trips, and small sailboat renting and sailing instructions are also available at Dinner Key. At the present, this development is not as extensive as the frontage it occupies suggests. The lack of hotel or amusement facilities in the area has also acted as a retarding influence on profitable operation of charter boating in this location.

Coincidental with the marina improvement, a portion of land at the foot of Grapeland Boulevard was leased to private interests for the building of Seminole Bait and Tackle Shop. This facility caters to the pre-trip needs of the outboard fisherman. Some of the things offered are: bait and tackle, gasoline sales, sandwiches and beverages, boat rental and hoisting service.

Two boat launching ramps constructed by the City are located next to the bait and tackle shop. These may be used by the public at no charge.

Marina Facilities

The existing marina facilities can be divided into:

- a. Yachting Facilities.
- b. Small Boat Specialization.

a. Yachting Facilities - Intensive development of yachting facilities for Dinner Key started in 1951 with the completion of dredging and construction of three finger piers in front of the City Hall Building.

These piers consist of one pier for small craft up to 35 feet (both sailing and motor); one pier for large power vessels; and one pier for large sailing craft and motor vessels. These 500' long piers have a capacity of about 166 boats and operate at capacity all year.

In 1958, the Dinner Key marina facilities were extended to accommodate 197 additional boats. There are now 5 piers in operation, affording berthing space to 363 boats.

Included as part of the 1958 marina improvement was the construction of several hundred feet of concrete bulkheading, and a dockmaster's office.

b. Small Sailboat Specialization - Sailboat specialization is a subject worthy of separate consideration in any report on present Dinner Key facilities. Coconut Grove and its environs have been a mecca for sailboating enthusiasts in South Florida for 70 years.

This protected area is probably the most ideal location for sailboat activity on the entire lower east coast of Florida. In addition, the proximity of the Miami River and Coral Gables waterway offer assurances of adequate protection against hurricane damage.

A portion of the westerly bulkhead is occupied by sailboat rental services. Along with the rental service, instructions in the various techniques of sailboating are available.

A small and somewhat overcrowded sailboat anchorage exists with its northerly boundary formed by the south bulkhead of Dinner Ky. A low, man-made mole offers protection against high waves.

Included in this area are the homes of two prominent small sailboat clubs, "The Class Yacht Racing Association," and the "Coconut Grove Sailing Club".

Important to the discussion of facets on sailboating are the pier facilities described in the paragraphs on "marina interests". The ideal sailboat conditions that exist at Dinner Key, plus the severe lack of appropriate facilities elsewhere in the area, dictates that any plans for Dinner Key development should give high priority to this type of activity.

Dinner Key Auditorium

The Dinner Key Auditorium was formed from two World War II aircraft hangars joined together by 20 feet of temporary roofing. The capacity of the structure is 10,000 people. This seating capacity is triple that of Bayfront Park Auditorium, but unfortunately the location, lack of adequate hotel facilities and poor physical layout of the auditorium deter its potential. (This facility is discussed in greater detail in Chapter VI.)

Municipal Administrative Center

Use of Dinner Key as a Municipal Administrative Center had its beginning in July, 1948, when the Department of Water & Sewers was established in one of the barracks buildings. Sidewalk and sewer projects were then located in an adjacent building.

In 1951, Dade County began needing the areas in the Courthouse occupied by the City's offices. Engineering, Traffic, Civil Service, and Building Departments were then moved into other barracks buildings. In 1953, the Terminal building, which was a losing proposition as a restaurant, was remodeled to make room for the last of the City offices still occupying room in the Dade County Courthouse, and this became Miami's new City Hall.

IV. THE FUTURE OF EXISTING FACILITIES

Compatibility of Existing Uses

As noted in Chapter III, the Dinner Key property currently has four fundamental uses: Marina, Commercial Marine, Auditorium, and Municipal Administrative Center. Any final development plan must be based upon a decision as to which of these it would be desirable to retain, and, also, whether or not any totally new use should be introduced. The development or expansion of any one operation is dependent to a large degree upon the plans for any other. This problem is further complicated by existing uncertainties. Notable among these is the current plan for relocation of city offices to Downtown Miami, and the possible construction of a Joint City-County Office Building. The retention of city offices at this location will have a decided effect on an overall development plan in three respects.

1. Although the buildings themselves would take little space and could certainly be compatible with other uses, the area necessary for parking would be a factor.
2. Continued use of the City Hall Building would preclude its possible use as a yacht club.
3. Any improvement plan for Dinner Key is difficult to visualize without replacement of the unsightly barracks buildings housing many of the city offices.

Scarcity of waterfront property, the demand for marina facilities in this area, and the degree to which the city has invested in marina facilities at this site, dictate that any future plan for Dinner Key should certainly include marina facilities. This area's choice location as a sailboat haven dictates that this use also receive a high priority.

The use of Dinner Key as a marina is possible with almost any development plan for the area. For, a basic marina facility could be maintained with very little use of actual land area. This might not permit such luxuries as yacht clubs, repair facilities, and marine shops. Also, certain uses might create an atmosphere which would not be conducive to the evolvment of a "high class" marina facility.

On the other hand, an ambitious expansion program such as creation of an elaborate marina facility, would in all probability, call for changes in other uses, such as elimination of the auditorium, or at least a change in its pattern of use.

Any plan to expand marina activity, particularly to encourage more luxurious vessels, would probably necessitate the gradual phasing out of the existing marine repair and storage facilities. The commercial atmosphere of this type of activity would doubtless have an adverse effect on a high class marina facility.

If conditions should make it necessary to retain all of Dinner Key's existing uses, considerable can still be done in the way of improvement, particularly in the general appearance of the area.

V. DEVELOPMENT OF THE DINNER KEY MARINA

Fundamental to any plan for marina development at Dinner Key is the decision as to the degree of development desirable. The possibilities can be divided into three convenient classifications.

1. The Very Basic Marina - This facility would consist of merely a place to berth ships, with a minimum of facilities. Such a marina could successfully operate utilizing only about 5% or less of the land area. This could permit other use or uses of the property and still permit the basic function of a marina to continue.
2. A Medium Class Facility - This would include some repair, storage, and sales and would be comparable to existing facilities. This approach would permit a combined use plan for Dinner Key. Even under this plan much could be done to improve marina facilities, particularly from an aesthetic standpoint.
3. A High Class Facility - This would consist of an all-out plan for a first class marina; with increased services, luxury accommodations, yacht club, private parking area, and all the trimmings. It would greatly restrict the use of the area for other purposes. Although it would be possible to incorporate some limited use such as a civic center, it would almost certainly prohibit anything as space consuming as the Auditorium and its appurtenant parking.

The discussion which follows concerns the development of the "high-class" facility. These thoughts can be scaled down to suit lesser degrees of development if desirable.

The "High-Class" Marina Facility

To create a modern, high-class marina at Dinner Key, one approach would be to raze most existing structures, leaving only existing piers and the City Hall Building. This would allow for the greatest amount of latitude in the planning and development of the new marina facilities, and remove the existing unattractive hangars and barracks buildings.

One phase of development that should receive a great amount of consideration is the landscaping of the area. Although this is the last step in the process of development, beautification of the area should be uppermost in the minds of those responsible for the project. Even though the facilities provided are the most modern and convenient, the entire project will not, and cannot, be a complete success if the marina does not look inviting to prospective patrons.

Some of the facilities that could be included as part of such a marina are:

- A Yacht Club (this might be created by remodeling the existing City Hall Building), and a Restaurant.
- A recreation area, for both adults and children.
- A Swimming Pool, with cabanas.
- A Large Private Parking Area, well landscaped so as to be both practical and easy to look at.
- A Fueling Dock, reasonably accessible to all patrons.
- A Small Shopping Center, to accommodate the needs of both the vessel and its occupants.

Another facility that would be worthy of consideration is a motel or even a hotel. Although transients, those who stay at the marina for a short period of time (overnight to a couple of weeks), live on board their boats, those who stay for longer periods of time or for the season would probably be interested in staying at a motel or hotel. Living accommodations at the marina might also induce others to come to the marina who might not ordinarily do so. It is not necessary to construct such facilities on the Dinner Key property itself. Already there are motels "across the street" from Dinner Key. If the demand for such facilities is created, private enterprise is always ready to accommodate. Through such things as zoning and other city controlled operations, such development can be encouraged.

Naturally, the layout of an improved marina facility would have to be done in such a manner as to create the best appearance and be of greatest convenience, not only to the marina itself, but also to the neighboring Coconut Grove area and the city as a whole.

A Less Grandiose Plan

Considerable improvements could be made to the Dinner Key Marina without entering into an elaborate and expensive all-out, high-class facility.

Basic to such a less grandiose plan for improvement would be beautification and re-arrangement of the general area.

The Dinner Key area is actually an almost perfect location for a marina, since many of the facilities required are already in existence at Dinner Key or are within a short distance of it.

Beginning with existing facilities at Dinner Key--there is a marina, dry storage, two vertical lift boat-hoists capable of handling boats up to 50 feet in length and weighing up to 30 tons, facilities for hull and engine repairs, marine supplies, charter boats, and small boat rental. There is also adequate parking, and a restaurant.

In the immediate Dinner Key area--about 1/2 mile away--is the Coconut Grove Business District. This district can provide many services for the marine interests: drug and hardware stores, dry cleaners and laundry, sundry stores, food markets and the like. Almost directly across S. Bayshore Drive from Dinner Key will be a new bank; there are several motels in the area, as well as an additional restaurant within a 5 minute walk.

Besides these facilities, there is a city park adjacent to Dinner Key. The park provides picnic grounds, a softball field, basketball and shuffleboard. The Picnic Islands, located just off Dinner Key, would provide the boating interests with an almost private and exclusive recreation area. The proposed relocated mole will in time provide for another picnic area as well as a bathing beach.

All of this makes this area very desirable as well as logical for a major marina. Also, Dinner Key is only about 4 1/2 miles from Downtown Miami, and is convenient to almost all of Greater Miami.

As previously stated, no matter how outstanding the facilities and accommodations, the factors of looks and privacy are of major importance. Therefore, a major part of the entire program will be beautification and screening.

A more elaborate step would be to erect false fronts on those buildings that are the greatest detriment to the area; if the overall planning for the area includes the retaining of these buildings. These buildings are: the Dinner Key Auditorium, Santana Marine's buildings, and Merrill-Stevens' buildings. These "buildings" are nothing more than hangars, and, while they are sound and serviceable, they are not easy to look at. The erec-

tion of false fronts would beautify the buildings while retaining their value to the marina. The old barracks buildings housing several city offices are beyond any help through beautification. The condition of these structures call for eventual demolition.

The Dinner Key Auditorium could be used to accommodate some of the facilities felt desirable for an improved marina. The offices on the mezzanine could be used to house marine brokerage and financing offices. Sales and service representatives; shops and concessions could be built around the outside of the auditorium to provide whatever services are deemed necessary or convenient to the immediate area. The interior of the auditorium could be utilized for small boat storage, and materials and supply storage. Restrooms and locker rooms, and possibly a display area for boats and accessories could also be included in the interior of the auditorium.

The entire area should be landscaped in such a way as to make it look appealing to the prospective patron of the marina. The parking area should be divided by islands and landscaped to eliminate the appearance of a sea of asphalt. Screens should be planted so as to hide the unsightly appearance of the hangars and barracks buildings. And, very important, adequate separate and reserved parking should be provided for exclusive use of the marina.

If and when City Hall is relocated, the building can then be converted into a yacht club and a swimming pool constructed. Miami would then be well on the way to having a high-class marina.

Several factors encourage strong consideration of this "less grandiose approach".

The current uncertainty as to the relocation of City Hall facilities indicates at least a possibility of these offices remaining at Dinner Key for some time. Any all-out development plan might be stalled waiting for this move to be made. A gradual plan could work around these until a decision was reached.

Although the Auditorium is currently operating at a financial loss, it is nevertheless rendering a service to the one million persons who patronize its shows annually. There is no other facility in the city capable of handling these shows. There is also uncertainty as to the legality of tearing this building down before the bonds are paid off.

Regardless of the future use of Dinner Key, one of the most necessary improvements is landscaping. A step by step landscaping plan (designed to conform to a final development plan), could do much to improve the present area almost immediately at comparatively minor cost.

No plan is infallible; no matter how well it is thought out and investigated. There is no guarantee that an all out luxury type marina would be an unqualified success. A gradual development plan would permit the city to feel its way and let development proceed only as far as the results dictate.

There are already two outstanding bond issues on the Dinner Key property and improvements. Any all-out development program would almost certainly require a third. A gradual program might be done from existing marina and Dinner Key surpluses; particularly if those improvements which would have the greatest effect on increased revenue were done first.

VI. THE DINNER KEY AUDITORIUM AND RESTAURANT

This corrugated steel and CBS structure, which is the Dinner Key Auditorium, was made from two former U.S. Naval hangars. It has a floor area of about 75,000 square feet. In addition, it has two balconies containing offices and a mezzanine which is put to various uses during periods of auditorium activity. A restaurant has been constructed adjacent to the building. This, however, is not considered as an integral part of the building.

The lack of air conditioning, poor acoustic qualities, and distance from hotel accommodations, have hampered the auditorium's use as a major convention facility. However, the large floor area and ample appurtenant parking have enabled it to serve most satisfactorily for exhibits and shows of many types.

The auditorium is utilized by an average of 25 shows a year. These consume only about 80 days of actual use, leaving the auditorium vacant more than 75% of the time. Normally about 95% of the auditorium's activity takes place during 7 months of the year, with the slack period falling during the summer months.

Close to 1,000,000 people attend the 25 events taking place in the auditorium annually. About 88% of this attendance is for six major trade shows running an average of one week each. These shows also account for two-thirds of the auditorium revenue received by the City. (For further details of Auditorium use and attendance, see Appendices "B" & "C".)

These 25 rentals of the auditorium gross the City about \$43,000 yearly. In addition, concessions bring in about \$5,000, and the City pays itself \$900 annually for office space it uses on the balcony. The cost to operate the auditorium has been averaging about \$65,000 a year. Currently, \$72,700 is being requested for this purpose in the 1960-61 budget estimate.

From a purely financial standpoint to the City, the Auditorium is a losing proposition. However, there are other factors which must be taken into account in determining its future. Can the value of this building to the public be measured strictly in terms of dollars? The fact that 1,000,000 people a year attend various functions which are held here shows that it is serving a community need. Since most of these persons are attending home and trade shows, they are doubtless contributing to the general economy of the Greater Miami area.

The use of the Dinner Key Auditorium is quite different from that of the City's Municipal Auditorium located in Bayfront Park. It is not possible to consider combining the activities of both auditoriums at Bayfront.

The Bayfront Auditorium, being smaller in size, but having the advantage of being completely air-conditioned, caters primarily to small gatherings such as dances and banquets. It has a comparatively full schedule, which is pretty evenly divided throughout the year.

The Dinner Key Auditorium specializes primarily in the major exhibit type show. It is occupied only about one-fourth of the time, and its use is concentrated largely during the winter months.

The Municipal Auditorium has six times as many events per year as the Dinner Key Auditorium. Yet, events at the Dinner Key Auditorium are visited by five times as many people per year. In fact, three exhibits held at the Dinner Key Auditorium last year each attracted more patrons than attended all events combined at the Municipal Auditorium during the year. (See Appendix "D" for a more detailed comparison of the use of these two facilities.)

If the long range development plan for Dinner Key shows the auditorium to be a desirable component, consideration should be given to increasing auditorium receipts through an increase in rates, an increase in the events held, or both.

The 5¢ per square foot per day currently charged for use of the Auditorium appears more than reasonable, especially when compared with the 25¢ per square foot per day charged for use of the Miami Beach Exposition Building. There is a wide difference in the quality and accommodations of the two facilities, but the Dinner Key Auditorium has proven quite satisfactory for the type of shows and exhibits held there.

An increase in the rental rate to 10¢ per square foot would enable the Auditorium to operate in the black.

If the Auditorium were to be eliminated because of its financial loss, the only place sufficiently large enough to accommodate the existing trade and home shows would be the expensive Miami Beach Exposition Building. If the sponsors of these shows were faced with the possibility of the Dinner Key Auditorium being demolished or converted to some other use because of being a financial loss, it is quite conceivable that the increased charges would be accepted; especially as their only alternative would be to pay the much higher Miami Beach rental, or give up the shows entirely.

Through promotion, it may be possible to attract additional events to the Auditorium, thus helping to put it on a more solvent basis.

Still another approach would be to consolidate the present major activities into a three month period. This would open up the possibility of utilizing the auditorium for some special purpose for a continuous nine month period. Some of the activities that might be considered are:

Community Building type recreation facility for children during summer months.

A private trade show or exhibit of such a nature as would be practical to extend over a nine month period.

A Miami "Vacation Time" show and exhibit. The period of auditorium inactivity coincides with the vacation time of residents. An exhibit which specialized in assisting the resident in making his vacation plans could be a profitable undertaking for various private enterprises. This would contain representatives of travel agencies, resort areas, sporting goods, home improvements, and a variety of other representatives attempting to sell the public on how they should spend their vacation.

The future of the auditorium may be resolved to five basic alternatives:

1. Accept the current financial loss of the auditorium and subsidize it as a desirable public service.
2. Increase the present rental fee for the auditorium to 10¢ per square foot per day or encourage increased use of the auditorium along existing lines to a point where it is self-sustaining.
3. Concentrate the existing shows in a three month period and utilize the building for some other purpose during the remaining nine months.
4. Eliminate the miscellaneous shows now being held and convert the auditorium to a new, full-time activity.
5. Tear down the existing building and utilize the land for some other purpose.

If it is decided to eliminate the current use of the auditorium and convert the building to a new, full-time activity, two uses which might be considered are: a permanent boat show and marine exhibit, or a trade mart or manufacturers exhibit (local in scope as compared to "Interama").

Should it ever be deemed desirable to utilize Dinner Key for a marine museum or some such tourist attraction or extravaganza (this is discussed more fully in Chapter VIII), the Auditorium may then be evaluated for its acceptability of conversion to such use.

Any decision to tear down the auditorium is primarily dependent upon the overall master plan for development of the area. Another possible drawback is the legal aspect. The terms of the bond agreement for the Dinner Key purchase indicate that it may not be permissible to tear down this structure until the bonds are paid off.

One very important thing to keep in mind when viewing the future of the auditorium, is that it must be regarded, not as an isolated function, but rather in terms of the plans for development of the entire Dinner Key area.

The Dinner Key Restaurant

Although constructed adjoining the Dinner Key Auditorium, the existing restaurant is not an integral part of the auditorium structure. The restaurant is a modern, well equipped facility, and can easily be fitted into almost any plan for development of Dinner Key.

If the auditorium should remain as such, or can be converted to some permanent display facility, the restaurant would serve much as it has for auditorium events in the past.

Should the area be developed into a high-class marina facility, the restaurant could again be utilized and possibly serve as a nucleus for a small group of marine shops.

In the event that Dinner Key becomes the site for a marine extravaganza, or tourist attraction, the restaurant would most certainly be put to good use.

Due to its location, it is highly doubtful that the restaurant could ever be a success without other activity at Dinner Key to support it. On the other hand, it will in all probability, fit very well into, and become a decided asset to, any future development on Dinner Key.

VII. DINNER KEY AS A MUNICIPAL ADMINISTRATIVE CENTER

Since 1951, a large share of the City's administrative offices have been located in converted government barracks and the former Pan American Administrative Building at Dinner Key. Over the past 10 years there has been considerable discussion as to just where Miami's city hall should be located.

The latest plan calls for the construction of a Joint City-County Office Building on City-owned property across from the courthouse. The plan calls for the city to give this site to the county. The county would then build a combined courthouse and administrative office building. About 150,000 square feet of this building would be utilized by the city. The city would pay no rent for a given number of years sufficient to compensate for the appraised value of the site.

There is one school of thought that regardless whether or not this building materializes, Miami's city hall should still be relocated to the downtown area. However, in spite of the many plans and proposals over the years, these facilities are still at Dinner Key; and if the present plan fails to materialize, they could remain for some time.

This need not necessarily be an objectionable turn of events, for the location of city hall facilities at Dinner Key has great potential. Its location on the bay, and surrounding pleasant area, gives the possibility of developing the site into one of the most beautiful Civic Centers in the Country. The spacious park-like surroundings would be a vast improvement over the cold, crowded, institutional atmosphere that exists in most government buildings. It would truly be a place of great civic pride. Adequate parking space is also available, which would be virtually impossible to achieve at a downtown location.

There is much to be said for a "campus type" layout of city offices which could be constructed at Dinner Key. Such buildings are much more flexible and future alterations less troublesome. Dinner Key is ideal for such a type facility. It is large enough in area to permit attractive landscaping and to space parking facilities conveniently.

The existing City Hall building is an attractive and structurally sound building. It contains about 25% of the floor space necessary for those offices that would be located at Dinner Key. Therefore by utilizing this building, less new construction would be necessary, and the cost reduced proportionally.

One possible plan would be the construction of two buildings; one housing Engineering type functions, such as Engineering and Water. The other would house general office type functions such as Civil Service, Planning, etc. Cost of these structures is estimated at about \$1.8 million. Partial financing could be achieved by the sale of the Flagler Street property, which should bring over \$1 million. With such a plan it would not be necessary to build all facilities at once. One structure could be built on a vacant site. When this was occupied, the vacated buildings could be razed, making room for the other structure.

The use of Dinner Key as a municipal administrative center could be quite compatible with other types of development such as a marina. However, the basic question must be answered: "Are We or Are We Not Going to Move the City Hall?" If not, then early consideration should be given to replacing the unsightly barracks buildings now used with more suitable structures. For any satisfactory development plan for Dinner Key would be difficult to achieve if these existing unsightly buildings must be retained.

VIII. POSSIBLE NEW USES

The preceding chapters have explored some of the aspects of redeveloping the Dinner Key property along lines of existing use. Consideration will now be given to the possibility of new uses.

The Extravaganza

The possibility of a large scale extravaganza such as a Disneyland or Freedomland being located on the 40 acres that constitute Dinner Key may be difficult to visualize. Such a facility with necessary parking takes in the neighborhood of 200 acres.

The prospect of such an undertaking, however, is not as hopeless as it may at first appear. Principally, it is a question of how much such a facility is desired and what price we are willing to pay to achieve it.

The City of Miami holds title to approximately 1,000 acres of bay bottom land offshore from Dinner Key with an average depth of about 3 1/2 to 4 feet. The estimated cost to fill in any of this area to the 4 foot elevation of Dinner Key is about \$12,000 per acre. (This cost does not include any bulkheading.)

Two related factors that must also be taken under consideration are: (1) A 4 foot elevation is still susceptible to possible flooding and hurricane damage; and (2) The deed the City holds to this land specifies that it can be used only for municipal purposes and cannot be leased.

If the idea of creating an extravaganza on Dinner Key is pursued, then perhaps the most logical theme would be one based upon the sea. Some of the advantages of such a theme are:

1. It would be in keeping with the desirability of maintaining Dinner Key for marine use.
2. It would be in keeping with the association of Miami as a marine center.
3. It would stand the greatest chance of being compatible with the existing Dinner Key Marina.
4. It would be unique and not in direct competition with existing extravaganzas elsewhere.

5. The proper type of design could utilize water areas, at a saving in the cost of fill.
6. It should have great tourist appeal, as well as local appeal.
7. It could be developed from a modest beginning on the existing land area, to a full-fledged extravaganza consuming several hundred acres.
8. The University of Miami is involved in extensive work on oceanography and marine research, and could doubtless be of considerable assistance.

A marine type extravaganza would be more compatible with Dinner Key's use as a marina than would be other types. However, it is quite questionable that an extravaganza would permit the development of a high-class or exclusive type marina. The carnival type atmosphere that would accompany it would, in all probability, keep the marina from developing beyond a medium class facility.

The possible attractions that might be included in such an extravaganza are numerous. Included are such things as a Marine Museum; a display of "Ships through the Ages"; a "World Cruise" to various ports-of-call, constructed on islands scattered over the City's 1,000 acres of bay bottom; and various adventurous attractions such as a "Sea of Serpeants" and a "Pirate's Den". (A listing of some ideas for a Marine Extravaganza appears in Appendix "E".)

Some of these are quite basic and modest; others are quite elaborate and expensive. The principal governing factor in determining the practicability of any one of these is whether we are talking in terms of an extravaganza such as "Freedomland" (\$65 million), or in terms of a modest facility such as a single marine museum.

The Limited Extravaganza

If it is deemed undesirable, or financially impossible to embark upon a full-scale extravaganza (it is extremely difficult at this time to visualize the financing of such an undertaking), but the basic idea is still appealing, then consideration could be given to a limited facility.

Such a limited facility could be designed to be complete within itself but still permit expansion at a later date. One such idea would be the construction of a marine museum on the existing site as a modest beginning. (This might start out in one of the existing hangars.) If this met with public acceptance, it could be elaborated upon; all in line with a master plan for the ultimate extravaganza.

When Dinner Key is considered as a site for a cultural facility such as a marine museum, it brings out the question, "why not consider the site for just that--a cultural center"? Included could be such things as art and historical museums, botanical gardens, galleries, and planetariums. There will be little argument that Greater Miami is lacking in such cultural establishments. However, it is highly desirable to keep any new uses of Dinner Key limited to those deserving of, and benefiting from, its choice waterfront site. In addition, Dade County has just constructed a historical museum on Bayshore Drive; and preliminary plans for redevelopment of the Central Business District call for development of an entire cultural center in that area.

New Commercial Uses

Because of the desirability of utilizing Dinner Key for marine activities, the discussion of commercial use of Dinner Key will be limited to enterprises associated with marine use. These may be divided into three basic classifications: sales, service, and exhibit.

Sales - Greater Miami has a wide variety of marine sales facilities scattered throughout the area. But, no one location contains a sufficient concentration of such facilities so as to be classified as a marine center. It is possible that such a center could be both practical and desirable. A center of this type would contain everything from yachts to salt water taffy. Included also would be specialized services such as yacht brokers and marine insurance agencies. For purposes of demonstrating boats and motors, a waterfront site would certainly be most desirable. The ability to give an on-the-spot demonstration ride on the picturesque waters off Dinner Key to the prospective buyer of a new 20' cabin cruiser, should certainly increase the chances of a successful sale.

Although situated about six miles from the center of population of Dade County, Dinner Key is nevertheless reasonably well situated in reference to the County as a whole. It also enjoys a position of fairly good accessibility. (These are also important factors when considering any use of Dinner Key.)

It is beyond the limited scope of this study to conduct the economic surveys necessary to determine the feasibility and requirements of such a marine shopping center at Dinner Key. However, there are certain factors which should be considered; and certain points which can be evaluated.

There are two basic choices for the construction of such a center; either (1) the City constructs facilities and leases them to private enterprise, or (2) the City leases the area outright to a corporation who constructs the facilities and either operates or sub-leases them. Since the Dinner Key property was acquired by purchase rather than condemnation, there is no legal obligation on the part of the City to use it for municipal purposes (once the bonds have been paid off). However, there is a certain moral obligation to consider.

Since it is doubtful that the City would construct facilities themselves, it appears that such a center would necessitate leasing the area to private enterprise. This in turn means a very long lease in view of the expense of construction involved. Leasing this public waterfront area to private enterprise for from 30 to 99 years deserves serious evaluation as to whether this is the best possible use for the citizens of Miami. Conceivably such a center might better be constructed elsewhere by private capital.

Such a marine shopping center is not to be confused with the much smaller facility which is mentioned as a part of a possible development plan for the marina. The marina shopping center would be designed to serve primarily the boat owners utilizing the marina. A large marine shopping center would not necessarily be compatible to the best interests of a high-class marina. The more commercialized this area becomes, the more it infringes on the privacy and atmosphere of a high-class marina facility.

Service - A large share of Dinner Key activity at the present time is devoted to boat service and storage. A certain degree of this might be considered desirable in connection with marina use. But, is it desirable to turn such a strategically located and beautiful site into a commercial shipyard? Here again we have a situation that might not be compatible with marina development. As is the case with marine sales, an overabundance of ship repair and storage could be detrimental to the development of a first-class marina.

If development of a fine marina facility is paramount, then perhaps we should think of limiting this specific type of activity, rather than encouraging its expansion.

Other types of marine services that might be evaluated for inclusion in the development plan are of the "office type", including yacht brokers and marine insurance. These take relatively little space, and, if felt desirable, could be incorporated into almost any plan for the area with little conflict to anything else.

Exhibit - The success of the boat shows held annually in the Dinner Key Auditorium has verified the public approval to this type of activity. Over 200,000 persons were willing to pay \$1 apiece for admission. There have been suggestions from several sources that a similar exhibit of a permanent nature might be considered for Dinner Key. In addition to local interests, this would also be considered as a type of tourist attraction. Such an exhibit could, if created, start out in the Dinner Key Auditorium on a trial basis, before any large sums were spent. Since the Dinner Key Auditorium is a choice site for marine exhibits, such as a boat show, it would doubtless be deserving of a higher rental fee than it might receive for some other type of use.

However, once again we must carefully evaluate what effect this might have upon marina development.