

CONTENTS

Introduction: More Than Just a Building / 1

PART I. A Snowball's Chance in Miami: Finding Consensus on the
Performing Arts Center, November 1972 to December 1988 / 7

PART II. Firm Hand at the Wheel: Finding the Money and Finding a Site,
December 1988 to July 1993 / 47

PART III. Task at Hand: Battles over Design and Budget,
July 1993 to December 2000 / 115

PART IV. If You Build It: Cost Escalations, Finger Pointing, Grand
Opening, Almost Closing, December 2000 to the Present / 177

Acknowledgments / 249

Note on Sources / 251

Index / 253