

## 1 Chronology of Development 2 and Use

### 3 Development of the Mission 66 4 Program

5 In the years after World War II, visitation at the  
6 national parks grew significantly. In 1940, there  
7 were 17 million visitors to national parks; by 1955  
8 there were over 55 million. As park use grew, the  
9 national park budgets remained unchanged. In  
10 addition, the Civilian Conservation Corps (CCC)  
11 and other New Deal programs that had been  
12 responsible for constructing and maintaining  
13 roads, trails, and visitor facilities at national and  
14 state parks throughout the 1930s were  
15 discontinued by the federal government in 1942.<sup>54</sup>

16 As the number of visitors to national parks grew,  
17 so did the use of automobiles within the parks. By  
18 1950 as many as 99 percent of national park  
19 visitors arrived in automobiles.<sup>55</sup> As a result, parks  
20 were faced with traffic jams and overcrowded  
21 parking lots.

22 By the 1950s, conditions at national parks were  
23 generally in a state of deterioration. Improvements  
24 had not been made to public facilities since the  
25 New Deal era programs of the 1930s. The  
26 desperate need for building maintenance and  
27 funding was further amplified by the rapid  
28 increase in visitors to national parks following  
29 World War II. Despite the increase in visitation,  
30 park facilities remained essentially as they had  
31 been before the war. Limited National Park  
32 Service budgets led to cuts in staff, which,  
33 combined with increasing park use, jeopardized  
34 the integrity and condition of the existing natural  
35 resources. The increase in automobile usage  
36 further harmed the parks, as the parks were  
37 generally ill prepared to accommodate an influx of  
38 vehicles.

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54. Ethan Carr, *Mission 66: Modernism and the National Park Dilemma*, (Amherst: University of Massachusetts Press, 2007), 4.

55. *Ibid*, 5–6.

39 **The Beginnings of Mission 66.** When Conrad  
40 Wirth was named director of the National Park  
41 Service in late 1951, issues of facilities maintenance  
42 and capital improvements remained unsolved.  
43 The political atmosphere in the early 1950s was  
44 not favorable to major improvements to the  
45 national parks. The National Park Service budget  
46 was limited and under President Harry Truman,  
47 policies at the Department of the Interior focused  
48 on dam building and economic growth rather than  
49 on conservation programs.<sup>56</sup>

50 The conclusion of the Korean War and the  
51 inauguration of President Dwight Eisenhower in  
52 1953, coupled with the threat of a recession,  
53 opened the door for an increase in public works  
54 spending. At the same time, the problems facing  
55 the national parks were receiving increased media  
56 coverage.

57 In February 1955, Director Wirth conceived a  
58 comprehensive conservation program to revitalize  
59 the national parks. The ten year capital program  
60 aimed to modernize and expand the national park  
61 system. Wirth put together a working committee  
62 as well as a steering committee to help outline the  
63 scope and budget of the program. He also  
64 instructed park superintendents to prepare lists of  
65 work that needed to be done in the various parks.<sup>57</sup>

66 Fully aware of previous park service directors'  
67 inability to persuade Congress to increase park  
68 appropriations since 1945, Wirth sought to prove  
69 to Congress that more money and long-term  
70 planning were necessary and that establishment of  
71 an extensive capital program was critical. Wirth  
72 chose to name the program "Mission 66," as he  
73 thought the word "mission" successfully  
74 expressed the urgency of the park's situation to  
75 Congress, while "66" was used to signify the end  
76 date of the program, which would be 1966,  
77 coinciding with the fiftieth anniversary of the  
78 establishment of the National Park Service. At the  
79 same time he recognized the constraints of federal  
80 funding and sought to resolve them while  
81 addressing the needs of the national park

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56. *Ibid*, 8.

57. *Ibid*, 10.

1 facilities.<sup>58</sup> As noted by Sarah Allaback in *Mission*  
2 *66 Visitor Centers: The History of a Building Type*:

3 . . . Wirth envisioned the Park Service's  
4 dilemma through the eyes of a congressman.  
5 Rather than submit a yearly budget, as in the  
6 past, he would ask for an entire decade of  
7 funding, thereby ensuring money for building  
8 projects that might last many years.  
9 Congressmen who wanted real improvements  
10 for the park in their districts would support  
11 increased appropriations for the entire  
12 construction period. Armed with a secure  
13 budget, the program would generate public  
14 support through its missionary status and  
15 implied celebration of the Park Service's  
16 golden anniversary in 1966. Mission 66 would  
17 allow the Park Service to repair and build  
18 roads, bridges and trails, hire additional  
19 employees, construct new facilities ranging  
20 from campsites to administration buildings,  
21 improve employee housing, and obtain land for  
22 future parks. This effort would require more  
23 than 670 million dollars over the next decade.  
24 From its birth, Mission 66 was touted as a  
25 program to elevate the parks to modern  
26 standards of comfort and efficiency, as well as  
27 an attempt to conserve natural resources.<sup>59</sup>

28 The Mission 66 plan not only sought to improve  
29 conditions at the parks through the construction  
30 of new roads, trails, and visitor facilities, but also  
31 through the establishment of increased operating  
32 budgets to maintain the parks in the future.

33 In an effort to increase public support for the  
34 project, Director Wirth sought to create a booklet  
35 that would be distributed to the media, public and  
36 members of Congress that would include charts,  
37 tables and photographs illustrating the scope of  
38 the project. A longer report, entitled the *Mission*  
39 *66 Report*, would also be written and would  
40 examine every aspect of Mission 66. This report  
41 was intended to guide the program throughout its  
42 ten year existence.

43 Mission 66 was first presented at the Public  
44 Services Conference held in Gatlinburg,  
45 Tennessee, outside Great Smoky Mountains  
46 National Park in September 1955.<sup>60</sup> Nearly 200  
47 superintendents and other park officials attended  
48 the conference. Although the *Mission 66 Report*  
49 was still in draft form, Wirth presented the full  
50 scope of the program at the conference. He also  
51 outlined the case he would make to Congress  
52 when the increased budget requests were  
53 submitted.<sup>61</sup>

54 The *Mission 66 Report* was finalized by the end of  
55 1955. While not specifically addressing  
56 construction proposals at individual parks, the  
57 report presented a vision for management of the  
58 overall park system and discussed details such as  
59 the amount of staffing needed to adequately  
60 interpret and protect the parks.<sup>62</sup>

61 In January 1956, Wirth presented the Mission 66  
62 program to President Dwight Eisenhower and his  
63 cabinet. Eisenhower endorsed the program and  
64 agreed to contact members of Congress expressing  
65 his support for the budget request for 1957  
66 (though not for the full ten year request). As a  
67 result, the program would have to go through the  
68 appropriations process each year, with annual  
69 reviews by both Congress and the President to  
70 confirm that the money was being used in a wise  
71 manner.<sup>63</sup>

72 In February 1956, the Eisenhower administration  
73 submitted a \$66 million appropriation request to  
74 the Senate on behalf of the National Park Service.  
75 The request was increased to \$68 million and  
76 subsequently approved by the Senate  
77 Appropriations Committee. By the end of the  
78 month, the House of Representatives had also  
79 approved the bill.<sup>64</sup> With the first appropriation  
80 request approved, Conrad Wirth and the National  
81 Park Service could begin to implement the

58. Ibid, 66.

59. Sarah Allaback, *Mission 66 Visitor Centers: The History of a Building Type*, (Washington: National Park Service, 2000), [http://www.nps.gov/history/history/online\\_book/allaback/](http://www.nps.gov/history/history/online_book/allaback/) (accessed June 7, 2010).

60. Carr, 108–110.

61. Ibid.

62. Ibid, 111–112.

63. Ibid, 117–118.

64. Ibid, 119. Within the next ten years, the budgets for the National Park Service would exceed \$1 billion.

1 improvements called for in the Mission 66  
2 program.

3 **Pilot Studies.** During the early stages of  
4 planning for the Mission 66 program, planners  
5 decided to create a model master plan for a park  
6 that was faced with common problems faced by  
7 many of the parks. Conrad Wirth selected Mount  
8 Rainier National Park in Washington to serve as  
9 the initial pilot study. Mount Rainier was chosen  
10 as it was a smaller park that faced problems that  
11 were typical of many national parks.<sup>65</sup> Seven other  
12 historic sites were also selected for pilot studies,  
13 including Chaco Canyon National Monument in  
14 New Mexico, Shiloh National Military Park in  
15 Tennessee, Adams Mansion National Historic Site  
16 in Massachusetts, Fort Laramie National Site in  
17 Wyoming, Mesa Verde National Park in Colorado,  
18 Yellowstone National Park in Wyoming, and  
19 Everglades National Park in Florida.<sup>66</sup> The pilot  
20 studies represented a cross-section of different  
21 regions and various park types. Based on the  
22 studies, it was determined that the program should  
23 focus on the visitor experience by improving and  
24 standardizing facilities; providing interpretive  
25 resources, additional staff, trails, and maps; and  
26 creating guest and employee lodging facilities.

## 27 **Characteristics of the Mission 66** 28 **Program**

29 **The Visitor Center Building Type.** The  
30 Mission 66 program sought to preserve the natural  
31 environment of the national parks by creating a  
32 complex of adequate visitor facilities and locating  
33 them in areas within the parks judged to be less  
34 environmentally sensitive (according to standards  
35 of the time). Early park planning had involved  
36 decentralized buildings with various functions  
37 spread out in selected areas of the park. During  
38 the early 1950s, centralized service facilities began  
39 to be developed by NPS architects and planners to  
40 address increased attendance at national parks, as  
41 the small rustic buildings constructed in the 1920s  
42 and 1930s were no longer able to meet the needs  
43 of the modern park visitor.

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65. Ibid, 79–82.

66. Allaback.

44 The new centralized facilities, which concentrated  
45 public activities, were considered by the National  
46 Park Service to better preserve the parks by further  
47 preventing misuse by visitors. These new facilities  
48 were initially referred to as “administration-  
49 museum buildings,” “public service buildings,”  
50 and “public use buildings.” By 1956, it was decided  
51 that these new centralized buildings would be  
52 referred to as “visitor centers.”<sup>67</sup>

53 The visitor center would combine administrative  
54 and educational facilities, and thus create a more  
55 efficient park experience for visitors.  
56 Interpretation would be improved with the  
57 addition of new audio-visual based exhibits that  
58 would further stimulate public interest. In  
59 addition, the centralized visitor center would  
60 allow the visitor to be better oriented to the site.  
61 Perhaps most importantly, the visitor center would  
62 provide all primary visitor services at a readily  
63 accessible location, often selected to best intercept  
64 the flow of automobiles as they entered the park.  
65 (In terms of “visitor flow,” the idea of the visitor  
66 center was largely based on the modern shopping  
67 center, which was first seen throughout the United  
68 States in the 1950s. In these shopping centers,  
69 visitors arrived by car and were led efficiently from  
70 the massive parking lots to a pedestrian area where  
71 all the services were gathered together in a central  
72 location.<sup>68</sup>) The visitor center and the services it  
73 offered would be easily accessible to all park  
74 visitors and also limit visitor impact on the natural  
75 resources of the park.<sup>69</sup>

76 One of the first examples of centralized visitor  
77 services was developed by National Park Service  
78 architects at Carlsbad Caverns National Park. The  
79 structure included interpretive areas, restrooms,

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67. Ibid.

68. Ibid, 142–143.

69. Mission 66 visitor centers were designed like contemporary shopping centers, that is, to handle large numbers of visitors arriving in private automobiles. The vehicles needed to be efficiently stored and their occupants moved quickly into the pedestrian environment where all services were clustered together. As explained by shopping center designer Welton Becket, “Circulation must be a continuous process of motion.” Carr, 143–144.

1 information desks, auditoriums, National Park  
2 Service offices and a large lobby. Originally  
3 designed as a “public use building” when planning  
4 began in 1953, the building was referred to as a  
5 visitor center when bids were accepted for  
6 construction in early 1956.<sup>70</sup>

7 **Architectural Style.** The United States was  
8 introduced to the International Style in 1932 with  
9 an exhibition at the Museum of Modern Art in  
10 New York City. Henry-Russell Hitchcock and  
11 Philip Johnson characterized the style as having an  
12 emphasis on volume, a regular organization of  
13 plan, an absence of applied ornament, and the  
14 efficiency of machine production. Hitchcock and  
15 Johnson traced the International Style to the  
16 influence of Swiss architect Le Corbusier, who was  
17 inspired by modern technology and materials. His  
18 projects incorporated an open floor plan with  
19 floor slabs supported on columns, free facades  
20 with ribbon windows, and flat roofs. Wide  
21 sweeping ramps were often implemented to create  
22 a sequence of spaces and frame important views.  
23 Le Corbusier’s government works projects  
24 incorporated large public spaces and utilized low-  
25 cost modern materials. The work of Le Corbusier,  
26 along with that of Walter Gropius, Richard Neutra,  
27 Frank Lloyd Wright, and others helped define the  
28 concepts and principles of the modern  
29 architecture in the early twentieth century. These  
30 concepts influenced other styles of architecture  
31 and were accepted in postwar suburban  
32 development in the form of residential and  
33 commercial construction such as the ranch style  
34 house and strip mall—as well as in the buildings  
35 that appeared in the national parks in later  
36 decades.

37 American Modernism was introduced to the  
38 National Park Service by the Jefferson National  
39 Expansion Memorial competition in St. Louis,  
40 Missouri. The competition for design of the new  
41 memorial began in 1945 and immediately gained  
42 national media attention as hundreds of architects  
43 submitted entries for the high profile project. The  
44 commission was awarded in 1947, with Eero  
45 Saarinen’s sculptural design capturing the  
46 imaginations of the judges and general public alike.

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70. Allaback.

47 The simple form of the stainless steel Gateway  
48 Arch became an icon of modernist architecture in  
49 the United States.

50 In the 1950s, American cities were being  
51 transformed as older and historic buildings were  
52 replaced with new buildings that were perceived as  
53 more efficient. At the same time, modern  
54 architecture was being brought to the national  
55 parks.

56 The Mission 66 program marked a change in  
57 philosophy with regard to the design of buildings  
58 in the national parks. From its inception in 1956,  
59 Mission 66 showed a full commitment to  
60 modernist design as opposed to the rustic style  
61 park buildings constructed during the 1920s and  
62 1930s. While the idea of constructing modernist  
63 buildings in the national parks was not seen as  
64 radical by most, as modernist structures were  
65 being built across America, it did prove to be  
66 controversial. Several environmentalists, as well as  
67 former NPS Director Newton Drury, considered  
68 modern architecture to be inappropriate for a  
69 natural setting. The use of modernist design in  
70 national parks, however, proved to be very  
71 appropriate to meeting the needs of new parks  
72 facilities. Building technologies developed during  
73 and immediately following World War II made  
74 construction faster and more economical,  
75 especially as compared to the costly, labor-  
76 intensive construction needed to construct the  
77 rustic structures built in parks in the 1920s and  
78 1930s.

79 While economics played an important role in the  
80 National Park Service’s shift to modern design, it  
81 should be noted that many of the in-house  
82 designers at the Park Service had previously  
83 abandoned the rustic style in the years following  
84 World War II in favor of more progressive  
85 architecture.<sup>71</sup> In 1939, construction began on an  
86 Art Moderne style museum and administration  
87 building at Ocmulgee National Monument in  
88 Georgia. Designed by NPS architect James T.  
89 Swanson, this structure marked a departure from  
90 the rustic style common in national parks  
91 buildings and heralded the changes in design that

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71. Carr, 137–138.

1 resulted in the architecture of the Mission 66  
2 program.

3 **Cecil J. Doty.** National Park Service architect  
4 Cecil J. Doty played an important role in the  
5 development of park architecture in the years  
6 following World War II. In 1934, Doty began  
7 working under Herbert Maier in the Park Service  
8 Civilian Conservation Corps (CCC) state parks  
9 program in Oklahoma City. Maier was a National  
10 Park Service architect who, along with Thomas  
11 Vint, was responsible for the design of several park  
12 buildings in the rustic style in the 1920s and 1930s.  
13 As Doty's career progressed, the style of the  
14 structures he designed for the national parks  
15 changed. Originally trained in the rustic style by  
16 Herbert Maier, Doty later designed modernist  
17 buildings as the architect of National Park Service  
18 Region IV (Alaska, California, Hawaii, Idaho,  
19 Nevada, Oregon, and Washington).<sup>72</sup> Doty noted  
20 that the shift in styles was natural as he was doing  
21 the same job but within a different social and  
22 political climate.<sup>73</sup>

23 In 1952, Doty was named regional designer and  
24 served as the principal architectural designer of  
25 the National Park Service Western Office of  
26 Design and Construction, which was based in San  
27 Francisco. In this position Doty would create  
28 more than fifty preliminary designs for visitor  
29 centers in the national parks, including the  
30 preliminary design for the visitor center at  
31 Flamingo in Everglades National Park.<sup>74</sup> As noted  
32 by Sarah Allaback in *Mission 66 Visitor Centers:*  
33 *The History of a Building Type:*

34 His buildings were not icons of modern  
35 architecture, nor were they typically among the  
36 buildings that are known for their Mission 66  
37 character. Doty's designs were modest and  
38 utilitarian. As if in response to Director Wirth's  
39 greatest aspiration for his construction  
40 program—the creation of structures  
41 subordinate to the park landscape—Doty  
42 designed many unremarkable buildings. And  
43 yet, while much of the contract architects'  
44 work appears dated, Doty's buildings often

72. Ibid, 140–141.

73. Allaback.

74. Carr, 140–147.

45 achieve a kind of timelessness. Perhaps most  
46 important to the Park Service, his designs are  
47 sensitive to the site and historical context  
48 without being cheap rustic imitations or  
49 modernistic spectacles.<sup>75</sup>

50 **Miami Modern.** The buildings constructed at  
51 Flamingo during the Mission 66 era also reflect the  
52 character of Miami Modern architecture. First  
53 seen in the years following World War II, Miami  
54 Modern was a convergence of several styles and  
55 remained fashionable throughout south Florida  
56 until the late 1960s.

57 While not a single distinct style, Miami Modern is  
58 defined by similar characteristics that are present  
59 on numerous buildings designed and constructed  
60 in south Florida during the 1950s and 1960s.  
61 These characteristics include the blending of  
62 interior and exterior spaces, exterior walls  
63 constructed of concrete block and covered with  
64 stucco, and the use of exposed concrete, jalousie  
65 windows, louvers, pilotis, shed roofs, and Florida  
66 Keystone.<sup>76</sup> Some of the structures designed in the  
67 Miami area during this era also reflect influences  
68 of Frank Lloyd Wright, Mies van der Rohe, and Le  
69 Corbusier.<sup>77</sup>

70 Several prominent architects working during this  
71 era are recognized for their work in the Miami  
72 Modern style. These include Morris Lapidus, who  
73 was well known for his designs of resorts such as  
74 the Fountainebleau and the Eden Roc, and Alfred  
75 Browning Parker, best known for his residential  
76 designs.<sup>78</sup>

77 While not designed by an architect prominent in  
78 the Miami Modern movement, several of the  
79 structures at Flamingo, particularly the visitor  
80 center, contain characteristics generally associated  
81 with Miami Modern architecture.

75. Allaback.

76. Ibid, 41–51. Keystone is a locally-quarried oolitic and fossiliferous limestone with embedded quartz particles.

77. Eric P. Nash and Randall C. Robinson, Jr., *MiMo: Miami Modern Revealed* (San Francisco: Chronicle Books, LLC, 2004), 39.

78. Ibid, 65–69.

## 1 Development of Flamingo during 2 the Mission 66 Era

3 After dedication of the park in 1947, former  
4 National Park Service biologist Daniel B. Beard  
5 served as the first superintendent of the  
6 Everglades National Park. The park included three  
7 main visitor centers, all located along the  
8 Ingraham Highway: Royal Palm, Coot Bay, and  
9 Flamingo. Several small concessions and tour boat  
10 operations served visitors to the national park but  
11 the poor condition of the highway and lack of  
12 adequate facilities limited recreational use of the  
13 Everglades. A small number of residents  
14 continued to live in the town of Flamingo during  
15 the early years of the park until a court order  
16 required Flamingo residents to vacate the  
17 settlement by 1951.

18 **Inclusion in the Pilot Studies.** Everglades  
19 National Park was one of eight National Park  
20 Service properties for which pilot prospectuses  
21 were written during the planning stages of the  
22 Mission 66 program. The prospectus for the  
23 Everglades would prove to be controversial. In  
24 authorizing the park in 1934, Congress mandated  
25 that it be “permanently preserved as wilderness”  
26 while prohibiting development that interfered  
27 with “the preservation intact of the unique flora  
28 and fauna and the essentially primitive conditions  
29 now prevailing.”<sup>79</sup> As a result, the National  
30 Audubon Society along with other conservation  
31 groups expressed great concern regarding the  
32 extent of the National Park Service’s plans for the  
33 park.

34 In 1954, Secretary of the Interior Douglas McKay  
35 began to accept proposals from concessionaires  
36 interested in building and operating a gas station,  
37 marina, motel, and employee housing, along with  
38 other services at Flamingo. By February 1955,  
39 Conrad Wirth called for a special use study to be  
40 conducted for the park. Shortly after, it was  
41 decided that overnight accommodations would  
42 not be included in the development. Conservation  
43 groups were relieved that a motel or overnight

44 campground would not be part of the plans at  
45 Flamingo, as it was thought that overnight  
46 accommodations would negatively impact the  
47 natural landscape.<sup>80</sup>

48 The draft pilot prospectus for Flamingo was  
49 completed in July 1955. The prospectus stressed  
50 that the park should remain a wilderness preserve  
51 with interpretation playing a larger role than  
52 recreation—development was to be driven by  
53 interpretive needs rather than by recreation. As a  
54 result the prospectus called for a “public use  
55 building,” a restaurant, a gas station, and a marina.  
56 No motel would be included. Superintendent  
57 Beard played a significant role in giving the  
58 prospectus an ecological perspective.<sup>81</sup>

59 Upon the release of the Flamingo prospectus, the  
60 concessionaire, Robert Knight of the Everglades  
61 Park Company, scaled back his development plans  
62 at Flamingo due to the removal of overnight  
63 accommodations. Knight threatened not to fund  
64 construction of the “public use building” unless he  
65 was allowed to build a motel as part of the  
66 development. Director Wirth claimed that while a  
67 motel would not be part of the initial development,  
68 it could be constructed later if the National Park  
69 Service felt it was needed. As a result, the  
70 Everglades Park Company would only have to  
71 invest \$250,000 as opposed to \$500,000 as  
72 originally called for.<sup>82</sup>

73 The controversy over the construction of a motel  
74 did not end with Wirth’s response to the  
75 concessionaire’s objections to the prospectus. In  
76 1956, the Miami-Dade Chamber of Commerce  
77 expressed its concerns to Wesley D’Ewart,  
78 Assistant Secretary of the Interior, regarding the  
79 removal of overnight accommodations from the  
80 development plans at Flamingo. Soon after, the  
81 *Miami Herald* printed an editorial that expressed  
82 the opinion that the Everglades should be  
83 developed similarly to other national parks,  
84 including construction of overnight  
85 accommodations. Despite the public outcry,  
86 Conrad Wirth initially continued to support

79. Carr, 97, citing “Improving Visitor Uses of Everglades National Park,” May 10, 1956, entry A1, box 5, RG79, National Archives.

80. *Ibid.*, 98–99.

81. *Ibid.*

82. *Ibid.*, 100.

1 Superintendent Beard, who strongly opposed the  
2 construction of a motel at Flamingo. By 1957,  
3 however, Wirth bowed to the mounting political  
4 pressure and agreed to allow a sixty unit motel  
5 with a swimming pool to be constructed at  
6 Flamingo.<sup>83</sup>

7 Plans for the Flamingo area development prepared  
8 in 1956 outlined the construction of a visitor  
9 center with an attached restaurant, service station,  
10 marina store, overnight accommodations, housing  
11 for National Park Service and concessionaire staff,  
12 comfort stations, and picnic areas and  
13 campgrounds.

14 **Visitor Center.** Site improvements at Flamingo  
15 began in 1955 with the dredging of the marina  
16 basins and the construction of concrete bulkheads  
17 and piers around the marina and visitor center  
18 sites. This work was completed by January 1956.  
19 The future visitor center parking area and the main  
20 road through the developed area were graded and  
21 paved at about this same time. As this work was  
22 being completed, plans were finalized for the  
23 visitor center and the other proposed buildings on  
24 site.

25 Because construction was partially funded by the  
26 Everglades Park Company, the concessionaire that  
27 would manage the motel and restaurant, an  
28 outside architect was hired to design several of the  
29 buildings at Flamingo. Cecil Doty along with  
30 designers from the National Park Service's Eastern  
31 Office of Design and Construction (EODC)  
32 created preliminary drawings for the visitor  
33 center.<sup>84</sup> Harry L. Keck, Jr., was hired to design the  
34 visitor center as well as other buildings at  
35 Flamingo by the Everglades Park Company. Keck  
36 was a local architect based in the Miami suburb of  
37 Coral Gables. Keck had previously designed  
38 multi-residence structures in and around Coral  
39 Gables.<sup>85</sup>

40 Construction began on the visitor center in early  
41 1957 (Figure 13 and Figure 14). The visitor center  
42 was designed as a two story structure set on  
43 columns in order to minimize damage during  
44 storm surges. A ramped entrance led from ground  
45 level to the second floor, where staff offices,  
46 restrooms and a museum were located. A two  
47 story breezeway connected the visitor center  
48 portion of structure, which included restroom  
49 facilities, administrative offices, a central lobby,  
50 and a museum, with the concessionaire-run  
51 portion of the building, which included a gift shop,  
52 café, and second story restaurant (Figure 15  
53 through Figure 29).<sup>86</sup> The horizontal massing of  
54 the structure was accentuated by ribbon windows  
55 and a low-slope roof. The building was  
56 constructed of concrete block, Florida Keystone  
57 veneer, and raised stucco panels. The east facade  
58 featured a window wall that looked onto the  
59 marina (Figure 30 and Figure 31).



60  
61 **FIGURE 13.** An aerial view of Flamingo in March  
62 1957, with the visitor center under construction.  
63 Source: Everglades National Park archive, image  
64 15170b.

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83. Ibid.

84. Ibid., 152.

85. Advertisement, *The Florida Architect*, July 1955 (Miami: Florida Association of Architects), 18. Keck is listed as the architect of a concrete apartment building in Coral Gables in an advertisement for Jalocrete windows.

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86. Carr, 152.



1  
2 **FIGURE 14.** An aerial view of Flamingo in March  
3 1957, with the visitor center under construction. The  
4 marina store and service station are visible at right.  
5 Source: Everglades National Park archive, image  
6 15169.



7  
8 **FIGURE 15.** An undated aerial view of Flamingo, circa  
9 late 1957, with the visitor center completed. Source:  
10 Everglades National Park archive, image 12280.



11  
12 **FIGURE 16.** A December 1958 photo of the visitor  
13 center. Source: State Library and Archives of Florida,  
14 image c029461, Department of Commerce collection,  
15 photograph by Charles Barron.



16  
17 **FIGURE 17.** A undated view of the Flamingo visitor  
18 center as the surrounding area was being  
19 landscaped, circa January 1959. Source: Everglades  
20 National Park archive, image 16464.



21  
22 **FIGURE 18.** A view of the Flamingo visitor center  
23 showing the screen wall at the concessionaire  
24 portion of the building, circa 1959. Source:  
25 Everglades National Park archive, image 288-P.



26  
27 **FIGURE 19.** A view of the Flamingo visitor center  
28 from the parking lot, circa 1959. Source: Everglades  
29 National Park archive, image 288-R.



1  
2 **FIGURE 20.** A view of the visitor center from the bay,  
3 circa 1959. Source: Everglades National Park archive,  
4 image 288-B.



5  
6 **FIGURE 21.** The south end of the visitor center, circa  
7 1959. Note the original restaurant windows. Source:  
8 Everglades National Park archive, image 288-S.



9  
10 **FIGURE 22.** The ground floor terrace under the  
11 restaurant at the visitor center, circa 1959. Note  
12 plantings in the planter boxes. Source: Everglades  
13 National Park archive, image 288-Q.



14  
15 **FIGURE 23.** The ground floor of the visitor center  
16 breezeway, circa 1959. Source: Everglades National  
17 Park archive, image 288-O.



18  
19 **FIGURE 24.** The upper level of the visitor center  
20 breezeway, circa 1959. Note the screened enclosures.  
21 Source: Everglades National Park archive, image  
22 288-L.



23  
24 **FIGURE 25.** The dining room at the second floor of  
25 the concessionaire portion of the visitor center, circa  
26 1959. Source: Everglades National Park archive,  
27 image 288-F.



1  
2 **FIGURE 26.** The gift shop at the second floor of the  
3 concessionaire portion of the visitor center, circa  
4 1959. Source: Everglades National Park archive,  
5 image 288-K.



15  
16 **FIGURE 29.** A November 1959 view of the Flamingo  
17 visitor center. Source: Everglades National Park  
18 archive, attachment to report, accession 406, box 9.



6  
7 **FIGURE 27.** The lunch counter at the second floor of  
8 the concessionaire portion of the visitor center, circa  
9 1959. Source: Everglades National Park archive,  
10 image 288-M.



19  
20 **FIGURE 30.** A December 1958 photo of the visitor  
21 center from the marina. Source: State Library and  
22 Archives of Florida, image c029465, Department of  
23 Commerce collection, photograph by Charles Barron.



11  
12 **FIGURE 28.** A view of the Flamingo visitor center in  
13 November 1959. Source: Everglades National Park  
14 archive, attachment to report, accession 406, box 9.



24  
25 **FIGURE 31.** An enlargement of the previous figure.  
26 Note the original east-facing window wall, in which  
27 vertical mullions were aligned with the concrete  
28 piers below.

1 The designed historic landscape of the visitor  
2 center comprises the area extending from the  
3 front of the building to the main park road,  
4 including the south parking lot, the parade  
5 ground, and the south end of the north parking  
6 lot; the open turfed area at the east end of the  
7 building, extending to the marina basin; and the  
8 open turfed area to the west of the building,  
9 extending to the southern edge of the south  
10 parking lot (refer to Figures 565 and 566 under  
11 Treatment Recommendations).

12 The site plan that established the larger  
13 components of the Flamingo visitor center  
14 landscape was designed to meet the goal set out by  
15 Mission 66 to facilitate smooth and efficient visitor  
16 flow. As with the visitor center building, the  
17 landscape setting embodied the materials and  
18 design concepts characteristic of Park Service  
19 Modern, which was influenced by American  
20 modern architecture of the 1950s. Setting, space  
21 requirements, and creation of a visitor experience  
22 that featured the surrounding landscape were  
23 defining characteristics of the style. Emphasis was  
24 placed on creating a spatial procession that  
25 integrated the interior and exterior environment.

26 The original landscape design of the Flamingo  
27 Visitor Center, as developed in the 1950s,  
28 displayed the qualities of a Modernist aesthetic.  
29 Based on design theory and implemented works  
30 by mid-century landscape architects, these  
31 qualities can be summarized as follows:

- 32 1. *Design derived from a rational response to the*  
33 *conditions created by the site and the program.*  
34 At the Flamingo Visitor Center, for example, it  
35 is clear that the design was developed to direct  
36 circulation, frame views, and create use areas.
- 37 2. *Central axis abandoned in favor of multiplicity*  
38 *of viewpoints, simple plans and flowing lines.*  
39 The visitor terrace was designed with curving  
40 lines to direct the flow of movement to the  
41 right and left and allow for a dynamic view  
42 that takes in the sweep of Florida Bay.
- 43 3. *Creation of fluid, biomorphic shapes in the*  
44 *landscape that emphasize free movement.* At  
45 Flamingo, this is expressed in the curving lines

46 of the central planting beds. The “piano curve”  
47 is used for pavement edges and the kidney  
48 shape for two of the planting beds. These  
49 Modernistic motifs were derived from the  
50 artistic works of mid-century surrealists and  
51 can be seen in many landscape designs of the  
52 period. The stepped geometry and zigzag  
53 patterns of the west terrace and the planting  
54 beds within are also patterns derived from  
55 mid-century works of art.

- 56 4. *Plants used for their botanical qualities, such as*  
57 *foliage color, and their sculptural form.* At  
58 Flamingo, the original design called for plants  
59 with strong sculptural form, such as Spanish  
60 dagger, elephant ears, palms, euphorbia,  
61 philodendron, and prickly pear. The drama of  
62 these forms is enhanced by contrast with  
63 adjacent plants with smaller and less dramatic  
64 leaves, such as saltwort, Chinese box orange,  
65 ligustrum, and pittosporum.
- 66 5. *Integration of building and landscape.* At  
67 Flamingo, because the visitor center building  
68 is raised on columns, the ground plane flows  
69 under the building, which forms a partial  
70 vertical enclosure above. The patterning of  
71 joints in the concrete paving is a reference to  
72 the organization of the building, above, being  
73 oriented to the axes of its shape.<sup>87</sup>

74 The landscape of the Flamingo Visitor Center still  
75 retains a number of the features that express these  
76 qualities and which are described in further detail,  
77 below.

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87 . For further discussion, see Marc Treib, “Axioms for a Modern Landscape Architecture,” in *Modern Landscape Architecture: A Critical Review*, Marc Treib, ed. (Cambridge, Massachusetts: The MIT Press, 1993), 36–67.

1 **Flamingo Lodge.** By 1957, construction had  
 2 begun on the first five buildings of the  
 3 controversial overnight accommodation  
 4 development southwest of the proposed visitor  
 5 center. The development was designed by  
 6 architect Gordon M. Severud of the Miami firm of  
 7 Severud and Knight.<sup>88</sup> The five structures  
 8 contained sixty units arranged in a U-shaped plan  
 9 overlooking Florida Bay, and were constructed  
 10 with concrete block walls with a Keystone veneer.  
 11 The central building, which included the lodge  
 12 office as well as a covered terrace, was two stories  
 13 in height; the other buildings of the original  
 14 development were single story (Figure 32). The  
 15 rooms in the development were accessed from  
 16 exterior corridors on the land side of the structure  
 17 and opened onto covered patios that overlooked  
 18 the bay (Figure 33).

19 In 1959, an exterior swimming pool was  
 20 constructed adjacent to the central lodge structure  
 21 (Figure 34 and Figure 35).



22  
 23 **FIGURE 32.** A December 1958 view of the central  
 24 building of the Flamingo Lodge. Source: State Library  
 25 and Archives of Florida, image c029464, Department  
 26 of Commerce collection, photograph by Charles  
 27 Barron.

88. Gordon Severud studied architecture at the University of Minnesota and the Graduate School of Architecture at Harvard University. He practiced architecture independently from 1940 until 1962, when he co-founded the firm Severud and Knight. Severud also designed Navy housing in Key West in 1956 and the Musicians' Union Building in Miami in 1960.



28  
 29 **FIGURE 33.** An undated interior photo of a guest  
 30 room at Flamingo Lodge. Source: Everglades  
 31 National Park archives, image 16354.



32  
 33 **FIGURE 34.** The newly constructed swimming pool at  
 34 the Flamingo Lodge, circa 1959. Source: Everglades  
 35 National Park archives, image 288-J.



36  
 37 **FIGURE 35.** An undated photo of the pool area at the  
 38 Flamingo Lodge. Source: Everglades National Park  
 39 archives, image 16361.

40

1 **Service Station.** Construction began on the  
2 service station by the end of 1956. Located  
3 adjacent to the main road and near an entrance to  
4 the visitor center parking area, the service station  
5 was designed by Harry L. Keck, Jr. The one story  
6 concrete, steel, and wood structure contained two  
7 canopies, each covering a gasoline pump island, as  
8 well as a covered outdoor service area (Figure 37).  
9 The building also contained restrooms and a small  
10 office.<sup>89</sup>



11  
12 **FIGURE 36.** The Flamingo service station, circa 1960.  
13 Note the jalousie transom windows and the canopy  
14 light fixtures. Source: Everglades National Park  
15 archive, image 288-N.



16  
17 **FIGURE 37.** A 1957 photo at Flamingo showing the  
18 service station in the background. Source: State  
19 Library and Archives of Florida, image c026790.

20 **Marina Structures.** In late 1956, construction  
21 began on the marina store north of the visitor  
22 center and east of the visitor center parking area.  
23 The one-story concrete block structure with a flat  
24 roof and a keystone veneer accent wall was  
25 completed by March 1957 (Figure 38 through  
26 Figure 40).<sup>90</sup> At the same time, across the marina,  
27 construction began on the fish cleaning shelter.  
28 The rectangular concrete structure had a flat roof  
29 supported by twelve columns. The largely open  
30 air structure contained enclosed restrooms on the  
31 west end (Figure 41).



32  
33 **FIGURE 38.** A March 1957 aerial photo of Flamingo.  
34 The marina store is visible in the background. Source:  
35 Everglades National Park archive, image 15168.



36  
37 **FIGURE 39.** A December 1958 photo of the marina,  
38 with the marina store visible in the background.  
39 Source: State Library and Archives of Florida, image  
40 c029459, Department of Commerce collection,  
41 photograph by Charles Barron.

89. NPS drawing 160-8053E "Service Station Drawings," May 28, 1956. Harry L. Keck, Jr., Architect, Coral Gables, Florida.

90. A March 1957 aerial photograph shows a completed marina store.



1  
2 **FIGURE 40.** An undated view of the marina store.  
3 Source: Everglades National Park archive, image  
4 17663.



5  
6 **FIGURE 41.** The fish cleaning shelter, circa 1959.  
7 Source: Everglades National Park archive, image 288-  
8 l.

9 **Employee Housing.** While most of the  
10 developments at Flamingo during the Mission 66  
11 program related to the visitors' experience, work  
12 was also performed to improve employee housing  
13 conditions. In 1953 the National Park Service  
14 Women's Organization, a group formed by wives  
15 of National Park Service employees, reported that  
16 10 percent of the Park Service field employees  
17 were living in tents while 24 percent were residing  
18 in one-bedroom apartments or houses. Sixty  
19 percent of those living in a one-bedroom  
20 residence reported that their units were  
21 substandard as compared to residences in the  
22 surrounding communities.<sup>91</sup>

91. Carr, 89–90.

23 As part of the Mission 66 development of  
24 Flamingo, a four-unit apartment building was  
25 constructed east of the visitor center and marina  
26 development. By 1957, the first employee housing  
27 structure at Flamingo, building 416, was  
28 completed (Figure 42). The two-story flat-roofed  
29 concrete-framed structure contained studio  
30 apartments on the second floor with storage and  
31 carports at the ground level.



32  
33 **FIGURE 42.** A March 1957 aerial view of Flamingo.  
34 Building 416 can be seen under construction in the  
35 foreground at left. Source: Everglades National Park  
36 archive, image 15170a.

37 **Infrastructure Development.** As construction  
38 began on new structures, the infrastructure was  
39 also developed. Beginning in September 1957 and  
40 continuing through early 1958, construction of the  
41 water supply system, pumping stations,  
42 underground piping, and fire hydrants proceeded  
43 throughout the site. The electrical generating  
44 plant was constructed at the maintenance area  
45 beginning in 1956 and completed the following  
46 year.

47 In 1957, an extension of the Homestead Canal was  
48 created north to Coot Bay and widened. This  
49 expansion was known as the Buttonwood Canal,  
50 and was used for boat tours.<sup>92</sup> At this time  
51 concrete embankments were installed, connecting

92. Mance Buttram, et al., *A Cultural Resource Assessment of the Old Ingraham Highway and the Homestead, East Cape and Buttonwood Canals, Everglades National Park, Miami-Dade and Monroe County Florida* (Homestead, Florida: Everglades National Park, 2009).

1 the new maintenance boat basin with Florida Bay  
2 (Figure 43).



3  
4 **FIGURE 43.** The maintenance boat basin and boat  
5 shelter, circa 1960. The boat shop and maintenance  
6 office can be seen in the background. Source:  
7 Everglades National Park archive, image 17615.

8 Work continued on the site in the summer of 1958  
9 as construction began on Camping Loop A, west  
10 of the overnight accommodation development.  
11 Five comfort stations and a camptender's  
12 residence were constructed at Camping Loop A.  
13 At the same time, landscaping began around the  
14 visitor center.

15 By 1959, construction of the maintenance office,  
16 boat shop, and boat shelter at the maintenance  
17 area northeast of the visitor center had begun.  
18 Upon the completion of the maintenance  
19 structures, Zoysia sprigs (a type of grass), rye grass  
20 seed, trees, and shrubs were planted in the  
21 maintenance area.

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## **Maintenance, Expansion, and Ongoing Changes to Flamingo: 1960–2009**

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**Hurricane Donna.** Much of the initial Mission 66 development of the site had been completed by the summer of 1960. However, on September 10, 1960, Hurricane Donna struck southern Florida and greatly affected the new Mission 66 structures and landscape. The visitor center and marina store were damaged. Aluminum framed fiberglass screening which originally enclosed the second floor breezeway of the visitor center was heavily damaged and later removed (Figure 44 and Figure 45). The roof of this building was also damaged, as were the interior walls and ceilings. Many of the newly planted trees and shrubs were uprooted or otherwise destroyed. The boat shop, maintenance office, comfort stations, fish cleaning shelter, and camptender's residence were severely damaged, with only the primary structural elements surviving (Figure 46 through Figure 49). Following the storm, the last remaining structure in the old village of Flamingo was demolished.

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Throughout 1961 and 1962, extensive repairs were made to rebuild these structures and repair the visitor facilities. Hundreds of new trees and shrubs were planted around the site. The visitor center was reroofed, re-plastered, and painted. Based on historic photographs, the original fixed plate glass aluminum window on the east side of the visitor center lobby was replaced by awning windows at this time (Figure 50). In order to provide additional concessionaire and staff housing, trailer homes were placed on the site adjacent to the recently constructed employee housing structure. The boat shop was repaired by early 1962 (Figure 51). The camptender's residence and comfort stations were repaired generally matching the original design (Figure 52 and Figure 53).



1  
2 **FIGURE 44.** A December 1961 view of the visitor  
3 center. Note that no screens are present on the  
4 second level of the breezeway. Source: State Library  
5 and Archives of Florida, image c037920, Department  
6 of Commerce collection, photograph by Wally Davis.



19  
20 **FIGURE 47.** Circa 1961 view of the fish cleaning  
21 shelter/comfort station damaged during Hurricane  
22 Donna in 1960. Source: Everglades National Park  
23 archive, accession 406, box 9, folder "Flamingo -  
24 Rehab. of Misc. Structures."



7  
8 **FIGURE 45.** A December 1961 view of the visitor  
9 center. Note that no screens are present on the  
10 second level of the breezeway. Source: State Library  
11 and Archives of Florida, image c037921, Department  
12 of Commerce collection, photograph by Wally Davis.



25  
26 **FIGURE 48.** A circa 1961 view of a destroyed comfort  
27 station. Source: Everglades National Park  
28 archive, accession 406, box 9, folder "Flamingo -  
29 Misc. Structures."



13  
14 **FIGURE 46.** A view of a comfort station in the picnic  
15 area, circa 1961, showing damage caused by  
16 Hurricane Donna. Source: Everglades National Park  
17 archive, accession 406, box 9, folder "Flamingo -  
18 Rehab. of Misc. Structures."



30  
31 **FIGURE 49.** The boat shop building at the  
32 maintenance area, showing damage caused by  
33 Hurricane Donna. Source: Everglades National Park  
34 archive, accession 406, box 9, folder "Flamingo -  
35 Rehab. of Misc. Structures."



1  
2 **FIGURE 50.** An undated photo of the second floor  
3 lobby at the Flamingo visitor center, circa early  
4 1960s. This view shows the original information desk  
5 (at left in front of the window wall). Source:  
6 Everglades National Park archive, image 15208.



7  
8 **FIGURE 51.** The boat shelter in the maintenance boat  
9 basin, with the repaired boat shop beyond, January  
10 1962. Note the light fixtures at the underside of the  
11 boat shelter roof. Source: Everglades National Park  
12 archive, image 288-C.



13  
14 **FIGURE 52.** The camptender's residence as repaired  
15 following Hurricane Donna, circa 1970s (undated  
16 color transparency). Source: Historic American  
17 Building Survey, FL-522 (photographer not known).



18  
19 **FIGURE 53.** One of the comfort stations in camping  
20 loop A as repaired following Hurricane Donna, circa  
21 1970s (undated color transparency). Source: Historic  
22 American Building Survey, FL-522 (photographer not  
23 known).

#### 24 **Further Mission 66 Development.**

25 Construction of the next phase of Mission 66  
26 development at Flamingo began in 1963. At this  
27 time, site improvements began in preparation for  
28 the establishment of camping loops B and C  
29 directly west of the camping loop A as well as  
30 camping loop T directly north. The new camping  
31 loops with comfort stations were completed the  
32 following year (Figure 54).

33 This later phase of development also included the  
34 expansion of the lodge as well as the construction  
35 of twelve duplexes in 1964. The lodge expansion  
36 consisted of two, two-story V-shaped stucco and  
37 masonry structures with Keystone accents  
38 (Figure 55 through Figure 57). Each building  
39 contained thirty units.<sup>93</sup>



40  
41 **FIGURE 54.** Four comfort stations under construction  
42 in camping loops B and C, December 1963. Source:  
43 Everglades National Park archives, image 288-W.

93. NPS drawing 160-8070A, "Additions to Overnight Accommodations," August 16, 1963. Severud and Knight, Architects, Miami, Florida.



1  
2 **FIGURE 55.** The Flamingo Lodge expansion under  
3 construction, December 1963. Source: Everglades  
4 National Park archives, image 15164a.



5  
6 **FIGURE 56.** The Flamingo Lodge expansion under  
7 construction, early 1964. Source: Everglades National  
8 Park archives, image 15166.



9  
10 **FIGURE 57.** The Flamingo Lodge expansion under  
11 construction, early 1964. Source: Everglades National  
12 Park archives, image 15165.

13 West of the lodge buildings, twelve wood-framed  
14 duplexes with asphalt shingled gabled roofs were  
15 constructed, creating twenty-four rental units. A  
16 small wood-framed service building was also  
17 constructed as part of the duplex complex.<sup>94</sup>

18 Plans were made in 1965 to construct new  
19 concessionaire housing adjacent to the National  
20 Park Service employee housing east of the visitor  
21 center. Three elevated wood frame dormitory  
22 buildings with gable roofs were constructed, as  
23 well as a fourth elevated wood framed building to  
24 house concessionaire employees and a fifth  
25 structure for recreation (buildings 486, 487, 488,  
26 489, and 490).<sup>95</sup>

27 Sometime in the 1960s, the original open porches  
28 at the rear of building 416 were enclosed as  
29 additional living space (refer to Figure 58).

30 In 1966, two new NPS employee housing  
31 structures were constructed to the east of  
32 building 416. Buildings 439 and 440 were nearly  
33 identical two-story concrete block structures each  
34 containing two, one-bedroom units and two, two-  
35 bedroom units. The living spaces were situated on  
36 the second floor, with parking and storage on the  
37 ground floor. Exterior staircases provided access  
38 to the second floor units. The buildings were  
39 completed by early 1967 (Figure 58 through  
40 Figure 61).<sup>96</sup>

41 By 1968, Mission 66-era development of the site  
42 had ended (Figure 62). Future construction  
43 activity was limited to repair and improvement of  
44 existing facilities and the construction of  
45 additional staff housing facilities.

94. NPS drawing 160-8068C, "Low Cost Overnight Accommodations," June 1, 1964, set marked "working drawing." Severud and Knight, Architects, Miami, Florida.

95. NPS drawing 160-8077A, "Employee Housing," December 3, 1965. Severud and Knight, Architects, Miami, Florida.

96. NPS drawing 160-3309B, "Employee Apartments, Flamingo," National Park Service, Philadelphia Planning and Service Center, April 1966; as-constructed, March 7, 1967.



1  
2 **FIGURE 58.** View of building 439 from the north,  
3 June 1967. Building 416 is visible at right. The  
4 original open porches at the rear of building 416 had  
5 already been enclosed as additional living space.  
6 Source: Everglades National Park archive, image 271-  
7 l.



17  
18 **FIGURE 61.** The entrance stairs at building 439 or  
19 440, March 1967. Note the original concrete stairs,  
20 awning windows, entrance doors with shutters, and  
21 ground level enclosures. Source: Everglades National  
22 Park archive, image 271-K.



8  
9 **FIGURE 59.** View of building 439 (right) and building  
10 440 (left), June 1967. Source: Everglades National  
11 Park archive, image 271-J.



12  
13 **FIGURE 60.** The rear elevation of building 440, March  
14 1967. Note the ganged aluminum windows and  
15 through-wall air conditioners. Source: Everglades  
16 National Park archive, image 271-L.



23  
24 **FIGURE 62.** A January 1966 view of the visitor center.  
25 Source: State Library and Archives of Florida, image  
26 c660252, Department of Commerce collection,  
27 photograph by Charles Barron.

28 **Further Alterations to Buildings at**  
29 **Flamingo.** Plans were made in 1967 to add  
30 porches, hurricane shutters, and wooden louver  
31 sunshades to all six of the lodge buildings.  
32 Covered wood porches with fiberglass screening  
33 were added to each unit, significantly altering the  
34 appearance of the lodge buildings.<sup>97</sup>

97. NPS drawing 160-8071, "Preliminary Drawings – Modifications of Existing Overnight Accommodations," October 25, 1967. Severud,

1 In 1972, the visitor center and housing buildings  
 2 415, 439, and 440 were altered by the addition of  
 3 new prefinished steel gutters and downspouts. At  
 4 the visitor center, one gutter was added along the  
 5 north edge of the office wing roof, with  
 6 downspouts at either end; one gutter was added to  
 7 the east edge of the museum wing roof, with  
 8 downspouts at either end; and a 22 foot long  
 9 section of gutter was added to the breezeway roof  
 10 at the top of the ramp, with a single downspout at  
 11 the south end. At building 416, a gutter was  
 12 installed along the entire length of the front  
 13 elevation, with downspouts at either end of the  
 14 building. At buildings 439 and 440, three segments  
 15 of gutter were added to the roof edge, one over  
 16 each front entrance stair, with one or two  
 17 downspouts at each gutter.<sup>98</sup>

18 Development of new staff housing facilities  
 19 continued in the 1970s with the construction of  
 20 the laundry (building 491) and the Chickee  
 21 (building 417, constructed circa 1972).

22 In 1976, an amphitheater was constructed by the  
 23 Youth Conservation Corps (YCC) east of the  
 24 camping loops. The amphitheater consisted of an  
 25 open seating area with fourteen rows of wood  
 26 benches as well as a projection booth and screen.  
 27 The height of the benches varied from 1 foot  
 28 above the ground in the first row to 2 feet in the  
 29 last row.<sup>99</sup>

30 Reportedly, a fire occurred at the concessionaire  
 31 housing complex circa 1978, and building 487 was  
 32 reconstructed in 1980. Repairs were also made to  
 33 buildings 486, 489 and 490.<sup>100</sup>

34 In the early 1980s, a plug was constructed across  
 35 Buttonwood Canal separating the canal and the  
 36 marina from Florida Bay. At the same time a boat

37 lift was constructed at the plug. (The boat lift was  
 38 demolished in 2009.)

39 In 1982, the visitor center and marina store  
 40 underwent significant repairs, including  
 41 sandblasting and crack repair of the concrete,  
 42 replacement of deteriorated wood components,  
 43 and repainting. As part of the 1982 work, the  
 44 electrical systems of the concessionaire portion of  
 45 the visitor center and the service station were  
 46 renovated, including many new interior and  
 47 exterior light fixtures and new exit signage and  
 48 emergency lights.<sup>101</sup> Roads throughout the site  
 49 were repaved, including paving of new concrete  
 50 trailer pads in the housing area. The comfort  
 51 stations in the picnic grounds and campground  
 52 were demolished to their structural frames and  
 53 rebuilt in 1983.<sup>102</sup>

54 Circa 1983, two new housing structures (buildings  
 55 441 and 442) were constructed to the east of  
 56 buildings 439 and 440. As part of the same project,  
 57 wood-framed rear porches and stairs were added  
 58 at buildings 439 and 400; the front stairs were  
 59 reconstructed as wood-framed structures with  
 60 aluminum railings; and screened enclosures were  
 61 built at the front staircases. At building 416, new  
 62 wood-framed exit stairs with aluminum railings  
 63 were added to the rear of each apartment.<sup>103</sup> As  
 64 noted above, the original open porches at building  
 65 416 had already been enclosed as interior rooms in  
 66 the 1960s.

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Knight, Boerema, Architects, Coral Gables,  
 Florida.

98. NPS drawing 160-60025, "Gutters and  
 Downspouts," June 19, 1972.

99. NPS drawing 160-60282, "Amphitheater  
 Flamingo-YCC Project '76," May 29, 1976.

100. NPS drawing 160-41020A, "Fire Damage  
 Repairs," May 1980. Setliff and Regnvall  
 Architects Lakeland, Florida, as-built set dated  
 January 16, 1981.

101. NPS drawing 160-80002, "Electrical  
 Renovations," June 10, 1981, revised February  
 26, 1982. Similar work was implemented at the  
 lodge and marina store.

102. NPS drawing 160-60061, "Comfort Station  
 Rehabilitation," July 22, 1982. Lee Wan and  
 Associates, Decatur, Georgia.

103. NPS drawing 160-41022A, "Construct Employee  
 Quarters and Remodel Two Apartments," dated  
 March 1980, marked "As Constructed, 1986."  
 Sheets 1 through 28 depict buildings 441 and  
 442; sheets 29 to 33 depict the new stairs and  
 screen porches at buildings 439 and 440, and  
 sheet 34 depicts new stairs at building 416. The  
 assumed circa 1983 date for this work is derived  
 from the date on shop drawings for the  
 aluminum railings. See NPS drawing  
 160-60987A, "Reynorail II Standard Layout  
 Sheet," August 31, 1983. Reynolds Metal  
 Company.

1 In 1986, plans were made to construct two new  
 2 modular homes (Buildings 443 and 444) to house  
 3 National Park Service employees. The wood-  
 4 framed modular units, which included wood  
 5 decks, were elevated on 16 inch square concrete  
 6 block columns.<sup>104</sup>

7 Circa 1988, new concessionaire housing was  
 8 constructed west of the 1960s concessionaire  
 9 housing. Two wood frame buildings with hip  
 10 roofs, buildings 412 and 413, were constructed on  
 11 concrete columns.<sup>105</sup>

12 On August 24, 1992, Hurricane Andrew passed  
 13 through Florida, damaging several buildings in the  
 14 park including the marina store. Following this  
 15 storm, in 1993 the original flat roof of the marina  
 16 store was replaced with a standing-seam metal hip  
 17 roof. This change altered the profile and character  
 18 of the structure. In 1994, a new roof was installed  
 19 at the visitor center. As part of this work,  
 20 previously existing roofing was removed down to  
 21 the tectum structural deck, new insulation was  
 22 installed with tapered insulation used to improve  
 23 the slope to drain at the breezeway and museum  
 24 wing, and a new fully adhered single-ply  
 25 membrane roof was installed. New sheet-metal  
 26 flashings and a new, taller perimeter sheet-metal  
 27 edge flashing were installed. As part of this project,  
 28 the original clerestory windows at the south end of  
 29 the second floor lobby were removed, and the  
 30 opening infilled with concrete masonry coated  
 31 with stucco on the exterior and clad with wood  
 32 paneling on the interior.<sup>106</sup>

33 **Repairs and Alterations from 1990 to 2005.**

34 Although the date of the work is not documented,  
 35 presumably in the 1990s building 416 was further  
 36 expanded at the rear. Two new wood-framed  
 37 screened porches were added at the rear side, with  
 38 two new galvanized steel exterior staircases to  
 39 grade. All of the windows were replaced with new

40 double-hung aluminum units with insulating  
 41 glazing. The ground floor level was also altered.

42 Undocumented alterations to buildings 439 and  
 43 440 at some time after 1980 include the installation  
 44 of new aluminum double-hung windows and  
 45 expanded enclosures at the ground floor.

46 In the 1990s and early 2000s, a number of  
 47 deteriorated buildings at the Flamingo Developed  
 48 Area were demolished and replaced. In 1993–1995,  
 49 three new comfort stations were built in camping  
 50 loops B and C, replacing four earlier structures. In  
 51 1999, two new comfort stations in camping loop A  
 52 were built. In 2003, two new comfort stations were  
 53 built in camping loop T (Figure 63). Finally, two  
 54 new comfort stations were built in the group  
 55 camping and picnic area in 2004–2005 (Figure 64).  
 56 The lodge swimming pool, which had been  
 57 enclosed within an screened frame by the 1990s,  
 58 was abandoned and filled with gravel and concrete  
 59 in 2005 (Figure 65). In 2005, the camp tender’s  
 60 residence and the concessionaire housing  
 61 dormitory building 487 were both demolished due  
 62 to severe deterioration (Figure 66).



63  
 64 **FIGURE 63.** Original loop T comfort station prior to  
 65 its demolition in 2003. Source: Everglades National  
 66 Park, facilities staff.

104. NPS drawing 160-60095, "Modular Homes,"  
 September 1986.

105. NPS drawing 160-60901, "Employee Housing for  
 TW Services," July 24, 1988.

106. NPS drawing 160-41030A, "Single Ply  
 Membrane Roof Replacement," dated  
 March 19, 1993; set marked "As Constructed,"  
 project completion date January 19, 1995.



1  
2 **FIGURE 64.** Picnic area comfort station built in 2004–  
3 2005. Source: Everglades National Park, facilities  
4 staff.



5  
6 **FIGURE 65.** Lodge pool filled with gravel, June 28,  
7 2005. Source: Everglades National Park, facilities  
8 staff.



9  
10 **FIGURE 66.** The camptender's house in July 2005  
11 prior to its demolition. Source: Everglades National  
12 Park, facilities staff.

13 In the 1990s and early 2000s, other buildings at the  
14 Flamingo Developed Area underwent repair and  
15 maintenance work as well as changes to enhance  
16 their use. In 1998, the public restrooms at the  
17 visitor center were renovated to provide  
18 accessibility for persons with disabilities. The  
19 restrooms at the first and second floor lobby of the  
20 office and museum component and at the second  
21 floor restaurant received new, wider doors and  
22 frames matching the original door design. All  
23 bathroom finishes, toilet partitions, and plumbing  
24 fixtures were replaced.<sup>107</sup>

25 In 2000, upgrades were made to the restroom  
26 facilities at the marina fish cleaning station. Prior  
27 to the renovation, the station had been enclosed to  
28 protect against insects.<sup>108</sup> A wheelchair lift  
29 (removed in 2010) was added to the west side of  
30 the breezeway at the visitor center to provide  
31 universal access to the upper level in 2000 as  
32 well.<sup>109</sup>

33 In 2002, new windows were installed in the  
34 restaurant portion of the visitor center (Figure 67).  
35 Late in 2003, the visitor center roof was patched,  
36 and in early 2005, additional roof patching was  
37 implemented, followed by the application of a  
38 white coating to the roof surface (Figure 68 and  
39 Figure 69).

107. NPS drawing 160-60202Z1, dated September 14, 1998.

108. "Fish Cleaning Station Restroom," August 8, 1988. National Park Service.

109. NPS drawing 160-60201Z1, "Flamingo Visitor Center Site Improvements for Wheelchair Lift," March 2000.



1  
2 **FIGURE 67.** New restaurant windows, 2002. Note the  
3 screened enclosure at the ground floor below the  
4 restaurant. Source: Everglades National Park,  
5 facilities staff.



9  
10 **FIGURE 69.** The roof of the visitor center during  
11 application of a coating, January 20, 2005. Source:  
12 Everglades National Park, Facilities staff.



6  
7 **FIGURE 68.** Patching the visitor center roof, 2003.  
8 Source: Everglades National Park, Facilities staff.



1  
2 **FIGURE 70.** Aerial view of the Flamingo Developed Area in 1999. Source: Everglades National Park archive, image  
3 number 29980.

4

1 **Repairs and Alterations after the 2005**  
2 **Hurricanes.** In 2005, the Flamingo Developed  
3 Area was severely affected by Hurricanes Katrina  
4 and Wilma, which swept through South Florida on  
5 August 25 and October 24, respectively. Almost all  
6 of the features of the site were affected and a  
7 number of buildings were heavily damaged or  
8 destroyed by the storm surge, including the  
9 amphitheater, duplex rental houses, and  
10 concessionaire housing buildings 488, 489, and 490  
11 (Figure 71 through Figure 78). A screened  
12 enclosure at the ground floor breezeway of the  
13 visitor center was damaged by the hurricanes and  
14 removed. In late 2006, a new roof was installed on  
15 the service station (Figure 79 and Figure 80).



16  
17 **FIGURE 71.** Building 439/440 after Hurricane Wilma,  
18 November 2005. Source: Everglades National Park,  
19 Facilities staff.



20  
21 **FIGURE 72.** Building 416 after Hurricane Wilma,  
22 November 2005. Source: Everglades National Park,  
23 facilities staff.



24  
25 **FIGURE 73.** The visitor center after Hurricane Wilma,  
26 November 2005. Note damage to rooftop mechanical  
27 units, ground floor screen enclosure, and service  
28 yard. Source: Everglades National Park, Facilities  
29 staff.



30  
31 **FIGURE 74.** Ground floor entrance to the visitor  
32 center after Hurricane Wilma, November 9, 2005.  
33 Source: Everglades National Park, Facilities staff.



34  
35 **FIGURE 75.** The visitor center breezeway after  
36 Hurricane Wilma, November 9, 2005. Source:  
37 Everglades National Park, Facilities staff.



1  
2 **FIGURE 76.** Damage to the visitor center breezeway,  
3 September 13, 2005. Source: Everglades National  
4 Park, Facilities staff.



14  
15 **FIGURE 79.** New roof being installed on the service  
16 station, December 21, 2006. Source: Everglades  
17 National Park, Facilities staff.



5  
6 **FIGURE 77.** Storm damaged duplex rental cottage,  
7 October 27, 2006. Source: Everglades National Park,  
8 Facilities staff.



18  
19 **FIGURE 80.** Completed service station roof,  
20 February 13, 2007. Source: Everglades National Park,  
21 Facilities staff.



9  
10 **FIGURE 78.** Storm-damaged housing building 488,  
11 August 29, 2005. Source: Everglades National Park,  
12 Facilities staff.

22 In light of the heavy damage sustained during  
23 these hurricanes, the lodge and the north half of  
24 the maintenance office were ultimately  
25 demolished in 2009 (Figure 81 through Figure 83).  
26 The amphitheater was reconstructed in 2009. At  
27 the same time, a fee collection booth was  
28 constructed at the campground entrance in place  
29 of the camptender's residence.



1  
2 **FIGURE 81.** Aerial view of Flamingo following the  
3 hurricanes, November 14, 2005. Note the collapsed  
4 screen enclosure at the lodge pool. Source:  
5 Everglades National Park, Facilities staff.



6  
7 **FIGURE 82.** Demolition of the lodge, February 16,  
8 2009. Source: Everglades National Park, Facilities  
9 staff.



10  
11 **FIGURE 83.** North half of maintenance office  
12 demolished, February 2009.

13 In 2009, two new two-bedroom homes were built  
14 to house Park Service employees. The  
15 prefabricated concrete buildings were placed on  
16 elevated concrete structures that are  
17 approximately 10 feet tall (Figure 84).<sup>110</sup> Due to its  
18 deteriorated condition, concessionaire housing  
19 dormitory building 486 was demolished in 2010.



20  
21 **FIGURE 84.** New prefabricated housing, 2009.

22 Significant exterior repairs were undertaken at the  
23 visitor center in 2010, including localized concrete  
24 patching and repair and replacement of the roof  
25 soffits along the breezeway. The entire exterior  
26 was pressure washed to remove loose paint, and  
27 the visitor center was repainted in its historic color  
28 scheme (Figure 85 through Figure 90). During the  
29 project, a screened enclosure was rebuilt at the  
30 ground floor as a temporary dining facility (refer  
31 to Figure 89).

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110. NPS drawing 160-41068, "Flamingo House Trailer Replacement," June 2008. HDR Engineering, Pensacola, Florida.



1  
2 **FIGURE 85.** Power washing to remove paint,  
3 March 21, 2010. Source: Everglades National Park,  
4 Facilities staff.



11  
12 **FIGURE 88.** Power washing to remove paint, April 22,  
13 2010.



5  
6 **FIGURE 86.** The kitchen wing stripped of paint,  
7 March 23, 2010.



14  
15 **FIGURE 89.** Repainting the visitor center in its historic  
16 color scheme, May 21, 2010. Note the screened  
17 enclosure and temporary food service truck beyond.



8  
9 **FIGURE 87.** The breezeway and restaurant stripped  
10 of paint, March 25, 2010.



18  
19 **FIGURE 90.** Repainting the visitor center in its historic  
20 color scheme, June 21, 2010.

<b>Flamingo Mission 66 Developed Area Chronology</b>	
December 6, 1947	Everglades National Park was dedicated.
1951	All remaining residents of the town of Flamingo were forced to vacate.
1955	March 1955–January 1956: Boat basin, concrete bulkheads, piers were constructed, including dredging and filling work.
1956	Roads and parking areas were graded and paved.
1957	Service station (building 468), marina store (building 466), and staff housing building 416 were constructed.
1957	Electrical generating plant (building 467) was constructed.
1957	Visitor center and the original five building Flamingo Lodge were constructed.
1957	Fish cleaning shelter was constructed.
1957	The Buttonwood Canal and maintenance boat basin were dredged and concrete embankments were installed connecting the new maintenance boat basin with Florida Bay.
1959	The swimming pool at Flamingo Lodge was constructed.
1959	The maintenance office, boat shop and boat shelter were constructed at the maintenance area.
September 10, 1960	Hurricane Donna passed through south Florida, causing damage to several buildings at Flamingo. The last remaining structure in the old village of Flamingo was demolished after the storm.
1960–1962	Repairs were made to damaged buildings.
1964	Twelve duplexes were constructed west of the Flamingo Lodge.
1964	Two new two-story lodge buildings were constructed.
1965	Concessionaire dormitories were constructed (buildings 486, 487, 489, and 490).
1966–1967	Staff housing units were constructed (buildings 439 and 440).
1967	Porches, hurricane shutters, and sunshades were added to all buildings at the Flamingo Lodge.
1972	The Chickee (building 417) were constructed.
1972	New gutters and downspouts were added to the visitor center and housing units (buildings 416, 439, and 440).
circa 1982	A plug was constructed across Buttonwood Canal separating the canal and the marina from Florida Bay. A boat lift was also constructed.
1982	Major repairs were made to the visitor center and marina store.
circa 1983	New housing units (buildings 441 and 442) were constructed.
circa 1983	New wood stairs and screen porches were added to buildings 416, 439, and 440.
1986	New housing units (buildings 443 and 444) were constructed.
circa 1988	New concessionaire housing (buildings 412 and 413) was constructed.
August 24, 1992	Hurricane Andrew passed through south Florida, causing damage to several buildings.
1993	A standing-seam metal hip roof was constructed at the marina store replacing the low-slope roof damaged by Hurricane Andrew.