Met Square Archaeological Case Studies
February 7, 2014

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PURPOSE

In the fall of 2013, a significant archaeological discovery was made at 300 SE 3rd Avenue in Downtown Miami on the site of the planned Met Square development. The foundations of a Tequesta village were discovered intact, carved into the limestone bedrock along Miami’s ancient shoreline. In response to this discovery, the City of Miami has worked closely with the Florida Division of Historical Resources, Miami-Dade County, the developer, MDM, and the project archaeologist, Archaeological and Historical Conservancy, Inc., to determine the most appropriate future for the site.

The following exercise has been conducted by the City of Miami at the suggestion of the Florida Division of Historical Resources in their letter dated November 4, 2013, “Re: Request for Technical Assistance, Significant Archaeological Discovery in City of Miami,” which stated:

The City, in consultation with the landowner, developer, consultants, and advisors, should produce a case study that examines the feasibility and appropriateness of the following options:

1. Complete preservation of the site
2. Modification of development plans to allow for preservation and interpretation
3. Remove and appropriately relocate and interpret a portion of the site
4. Complete destruction of the site as the result of as-planned development

The complete letter from the State of Florida can be found in Appendix A.

This Case Study document is intended to provide background for stakeholders and for the Historic and Environmental Preservation Board (HEPB) when weighing the options available for the future of the Met Square site.
ARCHAEOLOGICAL AND HISTORICAL SIGNIFICANCE OF SITE

The Met Square site is located on Miami’s prehistoric shoreline, where the Miami River once met Biscayne Bay. This site has always been prime real estate in Miami. The first written accounts of Spanish explorers in South Florida note that a Tequesta village was located at the mouth of the Miami River and was one of the largest Native American settlements in South Florida, dating as far back at 2,000 years. During the Seminole War, Fort Dallas and military encampments were set up at this site for defensive purposes. In 1896, the year that Miami was incorporated and Henry Flagler brought the Florida East Coast Railroad to town, the Royal Palm Hotel, Miami’s first mega-project, was constructed on this site, taking advantage of its striking views and cooling breezes. By a fluke of circumstance, the site has laid dormant for over eighty years as a parking lot; nothing has been built here since the Royal Palm Hotel was demolished in 1937. As a result, an unusual amount of features and artifacts associated with Miami’s earliest settlements is preserved in place on this site.

As part of archaeological excavations taking place on the site in preparation for new development, thousands of postholes have been discovered on the Met Square site, many of which are part of larger structural features, including at least six (and possibly eight or more) circular building foundations and many linear alignments possibly representing boardwalks or structures. These circular features and linear alignments likely represent the foundations of the Tequesta settlement documented by Spanish explorers, but dating back as far as 1,500 years before European contact. These posthole features may represent the earliest preserved urban plan in eastern North America. The site also contains significant historic components, specifically a well that provides evidence of the use of the parcel as part of Fort Dallas in the Second and Third Seminole Wars (1836-1858), and the foundations of the Royal Palm Hotel (1897-1930), Miami’s first major resort destination.

According to the State of Florida Division of Historical Resources, the discovery of an extensive, well-preserved set of archaeological features such as those at Met Square is highly unusual in the United States. The arrangements of postholes discovered at this site are far more extensive and complex than those found at the Miami Circle several years ago. At most archaeological sites, the resource itself is destroyed as soil is removed and artifacts are taken out of context for evaluation and interpretation. The Met Square site is an exception, because the postholes carved into the limestone are permanent evidence of prehistoric Native American architecture. Additionally, the brick-lined well from Fort Dallas and the stairs of the Royal Palm Hotel are tangible evidence of Miami’s dynamic history.

The discovery at Met Square is exceptional, and it tells the story of over 2,500 years of Florida history at a single location. Given the site’s location and the archaeological materials collected from the site, it is not inappropriate to consider the area the birthplace of Miami. The remarkable design and orientation of the postholes carved into the bedrock limestone are unique in the United States, especially when placed into context with the nearby Miami Circle. The postholes likely relate to prehistoric architecture, ceremonial structures, a settlement, or all of the above. Indeed, the features at Met Square represent a pre-European contact urban planning project, and are a rare example of prehistoric engineering. The features and artifacts discovered at this site have the potential to significantly contribute to our understanding of South Florida’s prehistory. Furthermore, the site contains the remnants of Fort Dallas, established in 1836 during the Seminole Wars, as well as components of Henry Flagler’s historic Royal Palm Hotel.
The site meets the criteria for listing in the National Register of Historic Places due to the fact that it has yielded – and has the potential to yield more – information important in prehistory and history. The site may also be a candidate for designation as a National Historic Landmark, because it possesses exceptional value in illustrating and interpreting the history of the United States. Today, fewer than 2,500 historic places bear this national distinction. Finally, the site may qualify for listing as a UNESCO World Heritage Site for its cultural value. There are currently eight Cultural Properties on the World Heritage List in the United States. The oldest cultural site is Mesa Verde, which dates back to the 6th Century A.D. Other Cultural Properties in the United States include Mesa Verde National Park, Independence Hall, Cahokia Mounds State Historic Site, La Fortaleza and San Juan National Historic Site in Puerto Rico, Statue of Liberty, Chaco Culture, Monticello and the University of Virginia in Charlottesville, and Taos Pueblo.
Background: Significance: Illustration of the circular features and linear alignments discovered as of February 7, 2014.
Background: Significance: Foundations of the Royal Palm Hotel, located in dedicated right-of-way along SE 3 Street
Background: Significance: “Middle Circle” and linear alignments

Background: Significance: View of site showing rocky outcroppings of the ancient shoreline of the Miami River where it met Biscayne Bay
Background: Significance: View of converging linear alignments

Background: Significance: Post holes forming the “3rd Avenue Circle” showing a conch shell in situ. The Tequesta likely used sharpened conch shells to cut the post holes into the limestone.
PERMITTING AND ARCHEOLOGICAL APPROVALS

Development at the Met Square site is currently conducted in accordance with three major archaeological approvals, which include Resolution HEBP-2002-68, Resolution HEBP-2004-48, and Warrant 13-0013. City Commission Resolutions approving the Major Use Special Permits for this project have reiterated these archaeological requirements.

City of Miami Preservation Ordinance
The City of Miami Preservation Ordinance is intended, in part, to protect and enhance archaeological resources that “represent distinctive elements of the city’s historic, cultural, archaeological, paleontological, aesthetic, and architectural heritage,” as well as to “foster civic pride in the accomplishments of the past,” and to “promote the use of historic resources...and archaeological sites for the education, pleasure, and welfare of the people of the city.”

HEPB-2002-68
In response to a substantial modification to Major Use Special Permit (MUSP) Application 2002-069, and in accordance with the Miami Comprehensive Neighborhood Plan, Chapter 23, and the Downtown Development of Regional Impact: Downtown Miami Archaeological Management Plan, a Special Certificate of Appropriateness for ground-disturbing activity at 200 SE 2 Street, 200 SE 3 Street, and 300 SE 3 Street was submitted to the HEBP in November 2002. The “Miami One Archaeological Management Plan” and the staff report is located at the back of the report in “Appendix B,” and the resulting HEBP resolution is below.

A RESOLUTION RECOMMENDING TO THE CITY COMMISSION APPROVAL OF AN APPLICATION FOR A CERTIFICATE OF APPROPRIATENESS FOR GROUND-DISTURBING ACTIVITY IN CONJUNCTION WITH AN APPLICATION FOR A SUBSTANTIAL MODIFICATION TO A PREVIOUSLY APPROVED MAJOR USE SPECIAL PERMIT (MUSP) FOR PARCELS B, C AND D OF THE ONE MIAMI PROJECT (APPLICATION NO. 2002-069), LOCATED AT APPROXIMATELY 200 SE 2ND STREET, 200 SE 3RD STREET AND 300 SE 3RD STREET, WITHIN THE DUPONT ARCHEOLOGICAL CONSERVATION AREA, SUBJECT TO THE CONDITION(S) SET FORTH IN ATTACHMENT "A"; AFTER CONSIDERING THE RECOMMENDATIONS OF THE MIAMI-DADE COUNTY ARCHEOLOGIST CONCERNING THE REQUIRED SCOPE OF ARCHEOLOGICAL WORK AND INCORPORATING SAID RECOMMENDATIONS INTO THE ATTACHED CONDITION(S) AND FINDING THAT THE IMPLEMENTATION OF THE CONDITIONS WILL PROVIDE FOR THE DOCUMENTATION, RECOVERY AND PRESERVATION OF ARCHEOLOGICAL DATA AND OBJECTS THAT MIGHT OCCUR WITHIN THE PROJECT AREA FOOTPRINT.

1. THE MIAMI ONE ARCHEOLOGICAL MANAGEMENT PLAN PROFFERED BY THE APPLICANT AND DETAILED IN A LETTER FROM ROBERT CARR TO SARAH EATON DATED OCTOBER 31, 2002, SHALL BE FOLLOWED AND INCORPORATED BY REFERENCE AS A CONDITION IN THE DEVELOPMENT ORDER OF THE MAJOR USE SPECIAL PERMIT.

ADVERSELY IMPACTED BY CONSTRUCTION Activities. Further, the Developer agrees to contact the County Archeologist, Relevant Agencies, and the City of Miami Preservation Officer within 48 hours of the day of a significant discovery with written notice of that discovery. The Historic and Environmental Preservation Board agrees to review any significant discovery within 30 days of receiving written notice from the Developer, and the Board will be empowered by the Developer to review the discovery and consider any action plan presented by the Developer that may include preservation and/or mitigation of the discovery site, and to act upon any notice of a significant discovery within 60 days of written notification by the Developer.

3. Project Archeologist, Robert Carr, shall furnish monthly reports to the Historic and Environmental Preservation Board, outlining the archeological aspects of the project as they progress.

RESOLUTION NO. 02-1249
The Miami One Archeological Management Plan and resolution HEPB-2002-68 were incorporated into City Commission’s approval of the substantial modification of the MUSP, RESOLUTION NO. 02-1249, through the following condition:

13. The Applicant shall comply with the "Miami One Archeological Management Plan" prepared by Robert S. Carr, dated October 29, 2002, and amended by Historic and Environmental Preservation Board Resolution No. HEPB 2002-68 on November 19, 2002. The Miami One Archeological Management Plan (attached as Exhibit "D") and HEPB resolution (attached as Exhibit "E") are incorporated herein by reference and are on file with the Planning and Zoning Department.

HEPB-2004-48
In response to a substantial modification to Major Use Special Permit 2002-069, and in accordance with Resolution HEPB-2002-68 which required that significant discoveries be reported to the board and actions be considered, the “Metropolitan Miami Archeological Action Plan” was submitted to the HEPB in June 2004. The Action Plan and staff report is located at the back of the report in “Appendix C,” and the resulting HEPB resolution is below.

A RESOLUTION OF THE CITY OF MIAMI HISTORIC AND ENVIRONMENTAL PRESERVATION BOARD ("HEPB") APPROVING, SUBJECT TO THE FOLLOWING CONDITIONS, AN ARCHEOLOGICAL ACTION PLAN FOR PRESERVING AND INTERPRETING ARCHEOLOGICAL SITE ELEMENTS UNCOVERED AT METROPOLITAN ONE (ONE MIAMI), LOCATED AT APPROXIMATELY 200 SE 2ND STREET, 200 SE 3RD STREET AND 300 SE 3RD STREET, IN CONJUNCTION WITH A SUBSTANTIAL MODIFICATION TO THE MAJOR USE SPECIAL PERMIT AND AS A FOLLOW-UP TO THE CONDITIONS SET FORTH IN RESOLUTION HEPB-2002-68.

1. The human remains shall be reinterred.
2. The applicant shall work with staff and shall keep the Board abreast of any additional discoveries on the site.
3. The final plans for the interpretive elements of the project shall be brought back to the Board for approval.
WARRANT 13-0013

In response to a non-substantial modification to Major Use Special Permit 2002-069, archaeological conditions were placed on the issuance of Warrant 13-0013. The Final Decision for a non-substantial modification to the Major Use Special Permit is located at the back of the report in “Appendix D,” and the archaeological conditions of approval are below:

5. All conditions of Resolution HEPB-2002-68 and HEPB-2004-48 shall be followed, in particular:

a) The Miami One Archaeological Management Plan proffered by the applicant and detailed in a letter from Robert Carr of the Archaeological and Historical Conservancy dated October 31, 2002, shall be followed. From the Miami One Archaeological Management Plan: It is the intent of the developer that such discoveries will be fully documented and preserved whenever possible. A special area within the pedestrian plaza in Parcel B will be set aside as a public viewing space for the exhibition and preservation of any significant features.

b) The project archaeologist, Robert Carr, shall furnish monthly reports to the Historic and Environmental Preservation Board, outlining the archaeological aspects of the project as they progress.

c) The applicant shall provide a signed and sealed survey, completed by a licensed surveyor, of all significant archaeological structural features located on the site to date with a site plan of the proposed building footprint and proposed building pilings and structural elements overlaid on top. Significant archaeological structural features shall include, but are not limited to, the Royal Palm Circle, the Royal Palm Hotel foundations, the well attributed to Fort Dallas, and the second Circle discovered on the southwestern corner of the site in March 2013. This drawing shall be provided to the Preservation Office within 60 days of issuance of this Final Decision, and shall be updated quarterly as future discoveries are made. These quarterly updates shall be submitted with Robert Carr’s monthly report for that month.

d) All archaeological materials not remaining on site shall be fully documented, catalogued and transferred to HistoryMiami within one year of completion of field documentation, subject to the terms of the existing archaeological covenant.

e) All salvaged portions of the Royal Palm Circle, the feature located at the northeast corner of the site, that are within private property and in the adjacent public right-of-way, to the extent possible and subject to concurrence, permission, and indemnification provided by the City, shall be removed from its existing location by a skilled rock mason prior to construction activities commencing on the site. The extracted pieces of the feature shall be labeled, catalogued, and carefully transported and held off site in a secure location during the duration of construction activities on the site. Prior to issuance of a Certificate of Occupancy for the building, the feature shall be reconstructed in the 60-foot wide public plaza in accordance with a covenant to be provided by applicant prior to issuance of the master building permit. The feature will be displayed and interpreted with signage for public education. The removal, storage, and relocation plan shall be subject to reasonable approval by the Preservation Office. As stated in a letter dated April 1, 2005 from Robert Carr to Sarah Eaton [Preservation Officer], “the circle feature will be cut out by a rock mason to be placed in a secure location” and in a letter dated May 19, 2005 from Robert Carr to
Sarah Eaton, “It is planned ... to attempt to cut out and relocate the circle, as its location falls outside and west of the plaza.”

f) To the greatest extent possible and subject to accessibility and other code requirements, the applicant shall re-create as faithfully as practicable the unearthed steps and veranda piers of the Royal Palm Hotel in locations to be determined in the plaza subject to the review of Preservation Office. Such re-creation shall include any suitable salvaged bricks from the excavation.

g) Full documentation of all portions of the Royal Palm Hotel foundations shall be completed as proposed in the Metropolitan Miami Archaeological Action Plan submitted by Robert Carr to the City of Miami Historic and Environmental Preservation Board and dated June 2004. This documentation shall be submitted to the Preservation Office within one year of completion of field documentation. This includes (as stated in the Action Plan):

- Drawing of a scaled map of existing hotel foundations and features (HABS format)
- Details photo documentation of the hotel remains
- Narrated video of the hotel remains
- An analysis and report of Royal Palm hotel construction features and artifacts (to be included as part of the final report)
- Completion of a Florida Master Site File that will include a summary of history, physical description, location map, black and white photographs, and recommendations.
- Space will be dedicated within the Met Square development that will include an exhibit of the Royal Palm Hotel and other discoveries at the site.

h) All future significant archaeological discoveries on the site, including but not limited to: human remains, post hole features, building foundations, or features associated with Fort Dallas, shall be fully documented and preserved to the greatest extent possible. Notice of significant discovery shall be provided to the Preservation Office within 48 hours of discovery and will be presented at the following HEPB meeting as part of the monthly status report for the project.

i) The applicant shall cooperate with the Preservation Office to provide notice of discovery within 48 hours, to fully document, and to provide for the appropriate disposition of any new findings that are not addressed in this approval, such as the circle discovered in the southwestern corner of the site in March 2013, and shall comply with the terms of resolution HEPB-2002-68 regarding significant discoveries.

j) On or before issuance of a Master Building Permit, the applicant shall enter into a covenant setting forth the design of the plaza, location of archaeological findings to be exhibited within the plaza and/or other areas of Met Square, provisions for Preservation Office review of interpretative signage and elements, committing to construction and maintenance of said plaza, re-stating the above conditions that have not been completed, referencing and including a survey of findings to date, and providing for the appropriate disposition of any findings not accommodated in the plaza (e.g. donation to museum or institution). The terms of the covenant shall be reviewed by the Preservation Office prior to being recorded.
In accordance with the above agreement the Developer has, through a qualified stone mason, salvaged for safe keeping the required archaeological elements of the Royal Palm Hotel in accordance with item (f) above. The Developer has employed, and paid a $25,000 deposit to a qualified stone mason in preparation of the removal of the north east circle, known above under item (e) as the ‘Royal Palm Circle’. In accordance with the requirements of the above Warrant, the Developer’s architect, NBWW, produced (in September 2013) a plan and renderings for the Plaza to include the archaeological elements.
TENANT AGREEMENTS FOR MET SQUARE DEVELOPMENT

The proposed development currently for the Met Square parcel has the following tenant and, sale and purchase agreements requirements:

A. Podium. Approximately 233,000 gross sq.ft, and 120ft above street level.
   a. Tenant ‘A’ (SilverSpot) Lease – 106,000 sq.ft
      i. 12 Screen Multi-Plex Movie Theatre - ground, third through fifth floors
   b. Tenant ‘B’ Lease – 20,000 sq.ft
      i. Coffee shop – ground floor
         ii. Restaurant A – entrance ground floor
         iii. Restaurant B – second floor

The ‘Outside Delivery Date’ for the Premises to be delivered to the Tenants with Landlord’s Work substantially complete will be on or before March 31st, 2015.

B. Sale and Purchase - Hotel Tower. Approximately 400ft above street level
   a. 188 room hotel
      i. Floors 6 through to 34 approximately 336,000 sq.ft

The ‘Outside Delivery Date’ for the Premises to be delivered will be on or before July 2016.

C. Sale and Purchase - Met Miami Retail Purchase.
   a. Met 1 Retail ground and second floor
   b. Met 3 Retail ground floor
   c. Met Sq retail podium ground floor through fifth floor.

Sale and Purchase Agreement under item C above consists of a bundle of retail floors within the three developments of Met Miami. This Sale and Purchase Agreement is integral to the Developer proceeding with the development of Met Square. A memo from Koniver Stern Group, dated February 3, 2014, included in Appendix E, states that redesign of the project as explored in the following case studies would render the site “virtually unleasable to these tenants.”

On the following pages, Met Square elevations show the current design and the allocation of the areas described in items A and B above. A full set of plans and elevations of the proposed project is located in Appendix F, and a site plan showing structural piles for the building overlaid on a survey of the archaeological features on site is located in Appendix G.
Background: Tenant Agreements: West Elevation showing location of planned tenants
Background: Tenant Agreements: East Elevation showing location of planned tenants
Background: Tenant Agreements: Diagram showing planned building footprint overlaid on survey of archaeological findings

* Please note that the survey of archaeological features located on the image above is in progress. As of February 2014, two additional circular alignments of postholes have been discovered on the site, bringing the total number of circular features on site from six to potentially eight or more. Additional significant features may be discovered, as additional excavation is currently underway in February 2014.
CASE STUDY NARRATIVES AND DIAGRAMS

NO PRESERVATION

This Case Study is being explored by the Working Group at the suggestion of the Florida Department of Historical Resources as a routine exercise typically used in Section 106 reviews. As stated above, agreements are currently in place that involve relocation of one of the circles on site to a dedicated plaza for interpretation and public viewing. It is not the intention of any members of the working group to advocate for a “No Preservation” Scenario, but rather this Case Study is being used as a point for comparison.

The No Preservation Case Study involves complete excavation and documentation of all archaeological features on site. However, the project would be built exactly as permitted under Warrant 13-0013, without any requirement to preserve and relocate archaeological features such as the Royal Palm Circle or the foundations and architectural features of the Royal Palm Hotel.
RELOCATION 1:

This Case Study is based on the archaeological mitigation required by Warrant 13-0013, issued in April 2013 before the significant discovery of the Tequesta village foundations was made over the summer. In this Case Study, the developer cuts the Royal Palm Circle out of the bedrock and relocates the feature to a dedicated plaza on the eastern side of the building for public display. Other elements on site, such as the Royal Palm Hotel steps and veranda piers, are incorporated into the dedicated plaza. All archaeological elements are interpreted and displayed for the educational benefit of the public. Final design of interpretive elements is subject to approval by the HEB and the Preservation Office. Images of the dedicated plaza are found below and in the following pages.

Case Study Relocation 1: Site Plan of Dedicated Plaza on Eastern Side of Building
Case Study Relocation 1: Renderings of Dedicated Plaza
Case Study Relocation 1: Renderings of Dedicated Plaza
RELOCATION 2:
In this Case Study, two circles are relocated to the dedicated plaza.

RELOCATION 3:
In this Case Study, all circular features on site are removed; two are relocated to the dedicated plaza and the remaining four are relocated to an off-site “archaeological park”.
REDESIGN 1A*:  

Redesign 1a refers to the possibility of redesigning the southwest corner of the Met Square podium to preserve and to permanently expose for public view the ‘West Circle’ and the ‘SW Circle’. The redesign is being considered in conjunction with the requirements of Warrant 13-0013, HEPB-2002-68, HEPB-2004-48.

To achieve the requirements of Redesign 1A, the preservation and permanent exposure of the ‘West Circle’ and the ‘SW Circle’ the structure would be reduced on the southwest ground floor corner area by approximately 2,000 square feet. By exposing the ‘West Circle’ and the ‘SW Circle’ the intended ground floor access to Tenant B’s second floor area is removed.

In addition, the current design for the foundations to the south west corner of the building would have to be moved southbound out of the area of impact to the ‘SW Circle’ in order to provide structural support to the floors above ground level. The redesign location of the foundations will place the southwest corner and part of the south elevation outside of the required set-back and will probably encroach the property of the Florida Department of Transport (FDOT).

The Developer has been advised that Tenant B will not proceed with the ground floor and second floor lease if Case Study Redesign 1A occurs. The Developer has been advised that Tenant B considers the loss of ground floor area and the loss of the access front and staircase to the second floor of such a substantial and material change to the lease and will therefore not proceed if Case Study Redesign 1A is implemented. This in turn affects the sale of tenant lease areas described on the Tenant Agreements page under item C.

The following sketches show the relationship of the current structural foundation design to the ‘West Circle’ and the ‘SW Circle’, and the impact of Redesign Case Study 1 to the Tenant B ground floor areas. Redesign Case Study 1 is not viable as its implementation will result in the loss of Tenant B lease and the Met Miami Retail sale and purchase agreement.

*Case Study prepared by MDM*
Case Study Redesign 1A: Tenant B Lease – Current Design for Ground Floor Layout
Case Study Redesign 1A: Tenant B Lease – Current Design for Second Floor Layout
Case Study Redesign 1A: Relationship of Structural Foundations to Archaeology. This Case Study relocates the west external face of the building (blue) eastbound (red) in order to preserve the west and southwest circles. Reduction of retail square footage to the ground floor will be approximately 2,000 sq. ft.
Case Study Redesign 1A: Redesign of Ground Floor Area
REDESIGN 1B*:

An alternative redesign utilizes structural steel ground beams which would preserve the two circles in-situ, for posterity, but would not allow them to be exposed or accessible. The impact to the tenant areas could be mitigated and the Met Square structure to the south west corner would remain as per the current architectural design. The foundations would have to be redesigned to accommodate the position of the structural steel beams. This redesign would incur an additional cost to the development of approximately $450,000 to $500,000, depending on final architectural, engineer and material costs. This alternative can only be applied to the ‘West Circle’ and ‘SW Circle’. Structural loads and the lack of sufficient clearance prohibit a similar application to the remaining archaeological findings.

*Case Study prepared by MDM
REDESIGN 2*:

In addition to the requirements of Warrant 13-0013, HEPB-2002-68, HEPB-2004-48, and local, State, and Federal Preservation ordinances, the archaeological findings contained within the property boundary of the Met Square parcel remain undisturbed.

To achieve the above the Met Square building is redesigned to create a structural steel bridge frame spanning NW/NE to SW/SE quadrants. This redesign constrains the improvements to the Met Square property boundary and requires a variance allowing encroachment within the required five-foot setback. Some impact to archaeological findings will occur at the perimeter of the property boundary due to the required foundation locations necessary to create the structural steel bridging.

With all the archaeological findings remaining in situ, the Plaza is redesigned to accommodate access to the various elements of the Met Square development. This requires FDOT approval of modifications to accommodate access changes along South Biscayne Blvd.

The steel strength required for this re-design is not available in the United States and must be imported from Belgium. The minimum lead in period for manufacture, not including shipping and import is six months. The estimated increase in construction material costs is a minimum of approximately $40,000,000 / $50,000,000. There would also be a substantial increase to the construction schedule which would incur additional costs to the Improvements. It would not be an exaggeration to increase the construction schedule from a current duration of two years to four years.

Redesign 2 is construed as a material change to the existing leases and agreements. Existing contracts, which have a sizable commercial present and future value, would be at risk, which in turn puts the viability of the entire project at great risk.

*Case Study prepared by MDM*
Case Study Redesign 2: Redesign of Ground Floor Area
Case Study Redesign 2: Northeastern Corner of Site

Case Study Redesign 2: Southwestern Corner of Site
REDESIGN 3 / COMPLETE PRESERVATION*:

This Case Study explores complete preservation of the archaeological site. It strongly supports the purpose and intent of the City of Miami Historic Preservation Ordinance, Chapter 23. Chapter 23 is intended, in part, to protect and enhance archaeological resources that “represent distinctive elements of the city’s historic, cultural, archaeological, paleontological, aesthetic, and architectural heritage,” as well as to “foster civic pride in the accomplishments of the past,” and to “promote the use of historic resources...and archaeological sites for the education, pleasure, and welfare of the people of the city.” Additionally, this scenario complies with the intent stated in the original archaeological plan, written by Bob Carr, Executive Director of Archaeological and Historical Conservancy, Inc., dated October 2002. This document states that “it is the intent of this plan to meet all guidelines and requirements as stated in City of Miami Historic Preservation Ordinances [and] the general intent of Miami-Dade County Ordinance 16A-10.”

Further, the City of Miami Historic and Environmental Preservation Board Resolution HEBB-2002-68 states that the “the Board will be empowered by the Developer to review the discovery and consider any action plan presented by the developer that may include preservation and/or mitigation of the discovery site, and to act upon any notice of a significant discovery.” The Redesign 3 / Complete Preservation scenario is the only option that adequately preserves the site in full. None of the preceding case study scenarios address the required mitigation of the site as a whole, in the event that full preservation is not pursued.

This Case Study directly achieves the defined purpose and intent of historic preservation in the City of Miami. Further, it retains its current eligibility for a range of designations, including local designation, listing in the National Register of Historic Places, National Historic Landmark designation, and UNESCO World Heritage designation. These types of designations not only support local ordinances, they also bolster national and international efforts to preserve historically and culturally significant resources. It also provides access to important preservation resources, such as grant funding and technical assistance. Sites that are recognized as National Historic Landmarks and/or World Heritage Sites provide a strong draw for heritage tourism.

This scenario allows for the greatest level of interpretation to occur. The major goal of interpretation is to increase each visitor's enjoyment and understanding of the site. Effective interpretation allows each visitor to find an opportunity to personally connect with a place. Every individual may connect to the place in a different way, but everyone should have an opportunity to explore how a special site or place is meaningful to them. These personal connections of visitors are more effectively realized through on-site interpretation rather than off-site interpretation. This facilitates a clearer comprehension of sense of place. On-site, in situ reconstructions provide maximum potential for investigating the significance of a site both in terms of research potential and public interpretation. Archaeological reconstructions are the best means of conveying to visitors complex information about a site and how it was used by those who lived there.

Interpretation also refers to the scientific interpretation undertaken to analyze and understand the site and the function of the individual features discovered. It is important to note that during archaeological investigations, survey and documentation of the resources is a distinct, and separate, phase from analysis and interpretation. The work that has taken place thus far, and is still on-going, is the surveying and documentation of the site and its associated features. Once
full excavation is complete and all features are documented, true analysis of the site can begin in earnest. Archaeological analysis is undertaken to gain an understanding of the site and how it and its individual features functioned. Ultimately, this scientific analysis provides us with a better understanding of the cultures which previously inhabited the site. Notably, because this site encompasses the most extensive Tequesta village discovered to date, the analysis of the site is likely to yield information about this native Miami culture that is yet unknown. While elements such as individual artifacts and the 3-D laser scan provide invaluable scientific resources, a full analysis of the site that would yield the greatest amount of information is not possible once the features are covered. Once a development is built on top of these features, the ability to analyze the resources and fully understand the site is eliminated.

In addition to interpretation, Case Study Redesign 3 / Complete Preservation is the only scenario that retains the entire archaeological site and all of its significant features in their historic location. In terms of preservation standards, it is important to understand the impact to the resources if individual features, such as a circle, is removed and relocated. When individual features, or even an entire site, is removed and placed in a non-historic location, the integrity of the resource is compromised. Integrity is federally defined as the ability of a property to convey its significance. In order to evaluate and determine the integrity of a historic or archaeological site, several factors are examined. Location is an important factor that directly relates to integrity. This is particularly true with archaeological sites, which often do not have any associated historic structures. Maintaining the archaeological resources in their original location is particularly important in capturing and conveying a sense of the historic site to visitors. Except in rare cases, the relationship between a site and its historic associations is lost if the site or its individual features are relocated. The scenarios that explore removing and relocating one or more of the circles significantly alters its historic relationship with the rest of the site and significantly affect the historic integrity as well as the interpretive value and visitor experience.

The archaeological features at the Met Square site retain historic integrity and offer invaluable opportunities for interpretation and heritage tourism. The present location of the archaeological and historic resources guides potential site programming. The northwestern half of the site, which contains the circles and linear features defined by postholes, a Fort Dallas-era well, and foundation remains from the Royal Palm Hotel, would serve as the primary interpretive area. Here pre-historic features, such as the circular Tequesta-era structures, could be reconstructed to help visitors visualize the Indian settlement. Pedestrian circulation can be accommodated through raised boardwalks, which would also serve as interpretive, reconstructed features. The raised boardwalks can be laid out to follow the alignment of the discovered Tequesta-period linear features, as well as the portion of the Royal Palm Hotel veranda. Interpretive panels can be placed along the walkways. This also offers an opportunity to implement multi-media interpretive applications, such as downloadable audio tours.

The historic shoreline can also serve as an interpretive and functional site feature. A rain garden can be created along the shoreline. A rain garden serves multiple purposes; it defines an aesthetic, native garden and it provides necessary stormwater management. The topography of the site directs stormwater runoff to the southeast corner of the site. The lower elevation in this area can be maintained and a rain garden established, creating a bioretention basin. A rain garden is essentially a low-lying area that is planted with native materials that will tolerate periodic inundation. A combination of native plants and river rocks is often used. A gravel trench is installed sub-grade. Together, the low elevation, plant materials, and gravel provide a system
to naturally slow and filter runoff. Use of plant materials commonly found along rivers and that reflect a fluid-like movement, such as ornamental grasses, provides a feature that interprets the historic Miami River, while providing a necessary site function.

If preserved and interpreted, the archaeological features at the Met Square site also become valuable as a popular tourist destination. As federally defined, heritage tourism is when people from other locales “travel to experience the places, artifacts, and activities that authentically represent the stories and people of the past.” Heritage tourism provides pride, stability, growth, and economic development. It is important to note that heritage tourism occurs when people travel to a destination with the specific intent of visiting a cultural site. Visitors traversing the proposed plaza and passing by a relocated circle does not meet the definition of heritage tourism. Heritage tourism also has a quantifiable economic benefit. As reported by the Center for Governmental Responsibility at the University of Florida Levin College of Law in their report “Economic Impacts of Historic Preservation in Florida,” heritage tourism contributed an estimated $4.13 billion to the state in 2007-2008.

In addition to the economic benefit of heritage tourism, additional economic opportunities are available at the site. Notably, even with this Complete Preservation scenario, opportunities still exist for commercial development. Beyond the interpretive areas where the majority of the prehistoric and historic features remain, the other half of the lot can accommodate a mixed-use, high-rise tower. In fact, quick searches for towers that have 30-plus stories utilizing a small footprint are plentiful. In Philadelphia, the new University City Science Center is a $110 million tower that rises 28 stories. With a 15,000 square-foot footprint, the tower utilizes a mixed-use program, featuring street level retail and enough parking for 200 cars and 120 bicycles. In Hartford, Connecticut, the new Hartford 21 Tower is a stylish, upscale mixed-use development that features luxury apartments. The 34-story tower is on an 11,000 square-foot footprint. And of course, in New York City, it is a common practice to design high-rises with minimum ground level square-footage, one of the newest is located on West 57th Street. Claiming to be the narrowest skyscraper in the world, the 1300-foot tall tower is situated on a lot that is 60 feet wide.

Currently, Miami-Dade County’s Office of Historic Preservation is assisting in a large-scale development project that includes the restoration and preservation of the historic Surf Club, located on Collins Avenue in Surfside, Florida. A major component of the development includes the “floating” of an eight story hotel structure partially over the historic Surf Club, with 40-50 feet of space between the two structures. This is being accomplished by utilizing a central tower support that is also doubles as elevator shafts. The developer of this project sees the historic Surf Club as a major marketing asset, having printed a coffee table-quality book of the club’s history and traditions as a giveaway promotional piece for potential buyers. The hotel/condominium development is already 1/3 sold, with construction of the new buildings yet to commence.

In our discussions with outside architects and engineers, it is clear that even with complete preservation, the site remains significantly developable, while maintaining the unique resources in situ, and offering a singularly unique opportunity to interpret and showcase a site that no other hotel or condominium tower would have in the county, and possibly the country. It is inconceivable to imagine how a hotel/condominium tower with that kind of amenity in the heart of Miami would not become the top choice for visitors and buyers alike.
The archaeological features at the Met Square site are a significant and unique discovery that retain their historic integrity. The extant features represent several distinct layers in the history of Miami. These features date from some of the most notable historic events and places, including the Tequesta Village, Fort Dallas, and Henry Flagler’s Royal Palm Hotel. Collectively, the features found on this site tell the story of Miami from pre-history through its origins as a tropical vacation destination. Complete preservation of the site directly supports the stated purpose and intent of historic preservation, not just in Miami, but on the national and international levels.

*Case Study prepared by Miami-Dade County*
Case Study Redesign 3 / Complete Preservation: Concept Sketch
COMPLETE PRESERVATION:
The Complete Preservation Case Study explores preservation of the entire Met Square development site as an archaeological park, with development on site limited to small-scale, one-story support facilities for the archaeological site, such as a visitor center or a museum. The site could be interpreted to provide visitors with a clear understanding of how the site might once have functioned as a Tequesta Village. Opportunities to interpret the Fort Dallas and Royal Palm Hotel features of the site could also be pursued.

This is the only Case Study that would preserve the site’s clear spatial relationship with the Miami Circle site across the River, a relationship that can be understood visually through aerial views and from views from the surrounding high-rise buildings. As these two archaeological sites may have been part of one settlement complex located on opposite banks of the Miami River, it is worth considering that the Miami Circle site and the significant archaeological discovery at the Met Square site could actually be understood as one related archaeological resource.

Case Study Complete Preservation: Aerial view of Met Square site and its relationship to Miami Circle across the mouth of the Miami River.
PUBLIC BONUS:

The Public Bonus Case Study explores the possibility of preserving archaeological features in the public right-of-way on SE 3rd Avenue and SE 3rd Street as part of a public plaza in conjunction with preservation on private property. This Case Study could be implemented in conjunction with any of the relocation or redesign case studies, resulting in a more valuable project. This Case Study explores the possibility of closing one northbound lane of SE 3rd Avenue in order to create a generous archaeological plaza along the west side of the MDM development. This public-private partnership would result in preservation of the westernmost circle that is currently located half on private property and half in the public right-of-way. This would also support the City and the Downtown Development Authority’s current initiative to encourage pedestrian activity in the Downtown. A similar arrangement could be made for the right-of-way along SE 3rd Street, where two circles are partially located in the public-right-of-way of a planned sidewalk and driveway access.

Case Study Public Bonus: Diagram showing location of features on public right-of-way and potential lane closure on SE 3rd Avenue.
Case Study Public Bonus: Aerial showing Met Square development site in context with the Downtown street grid.
<table>
<thead>
<tr>
<th>Conceptual Scenario</th>
<th>Description</th>
<th>Impact to Archaeological Resources</th>
<th>Historic Designation Significance</th>
<th>Heritage Tourism Potential / Interpretation Value</th>
<th>Best Practices</th>
<th>Estimated Additional Construction Cost for Archaeological Preservation</th>
<th>Funding Source / Manager</th>
<th>Tax Revenue Annuality</th>
<th>Effect on Currently Planned Development Program</th>
<th>Balance of Preservation with varied sights</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Preservation</td>
<td>Development destroys the entire archaeological site</td>
<td>Complete: loss of only known Tequesta village and well preserved architectural features, resulting in limited scientific interpretation and better understanding of Tequesta culture, loss of Fort Dallas and Royal Palm hotel features</td>
<td>None</td>
<td>None</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>$270,000*</td>
<td>None</td>
<td>Poor: no preservation</td>
</tr>
<tr>
<td>Relocation 1</td>
<td>The Royal Palm Circle is cut out and relocated</td>
<td>Complete: loss of only known Tequesta village and well preserved architectural features, resulting in limited scientific interpretation and better understanding of Tequesta culture, loss of most fort Dallas and Royal Palm hotel features</td>
<td>Local Designation</td>
<td>Poor: does not provide a compelling draw that would attract tourists interested in asking cultural sites. Some opportunity for exhibits and interpretative experience, however interpretive vision is greatly diminished, as features are relocated out of context and their relationship to the site is a whole is lost.</td>
<td>Fort Dallas and Wagner House, Lummus Park, Miami</td>
<td>$150,000</td>
<td>developer</td>
<td>$270,000**</td>
<td>None</td>
<td>Poor: no portions of site are preserved in place, entire project remains as currently designed, despite significant discovery</td>
</tr>
<tr>
<td>Relocation 2</td>
<td>The two most significant circles are cut out and relocated to the plaza</td>
<td>Complete: loss of only known Tequesta village and well preserved architectural features, resulting in limited scientific interpretation and better understanding of Tequesta culture, loss of most fort Dallas and Royal Palm hotel features</td>
<td>Local Designation</td>
<td>Poor: does not provide a compelling draw that would attract tourists interested in asking cultural sites. Some opportunity for exhibits and interpretative experience, however interpretive vision is greatly diminished, as features are relocated out of context and their relationship to the site is a whole is lost.</td>
<td>Fort Dallas and Wagner House, Lummus Park, Miami</td>
<td>$500,000</td>
<td>developer</td>
<td>$270,000**</td>
<td>None</td>
<td>Poor: no portions of site are preserved in place, entire project remains as currently designed, despite significant discovery</td>
</tr>
<tr>
<td>Relocation 3</td>
<td>All known circles are cut out and relocated, some to the plaza and the rest to an off-site location</td>
<td>Complete: loss of only known Tequesta village and well preserved architectural features, resulting in limited scientific interpretation and better understanding of Tequesta culture, loss of most fort Dallas and Royal Palm hotel features</td>
<td>Local Designation</td>
<td>Poor: does not provide a compelling draw that would attract tourists interested in asking cultural sites. Some opportunity for exhibits and interpretative experience, however interpretive vision is greatly diminished, as features are relocated out of context and their relationship to the site is a whole is lost.</td>
<td>Fort Dallas and Wagner House, Lummus Park, Miami</td>
<td>$300,000</td>
<td>developer</td>
<td>$270,000**</td>
<td>None</td>
<td>Poor: no portions of site are preserved in place, entire project remains as currently designed, despite significant discovery</td>
</tr>
<tr>
<td>Redesign 1a</td>
<td>Redesign the southwest corner of the ground floor of the project to preserve but cover the ‘West Circle’ and ‘Tequesta Circle’ for public viewing</td>
<td>Significant: preservation of two architectural features of Tequesta village on the site, loss of most of the Tequesta Village as well as most fort Dallas and Royal Palm hotel features</td>
<td>Local Designation</td>
<td>Poor: preserves a small portion of the site in situ, creating a potential local attraction, but unlikely to enhance a heritage tourism destination. Interpretive vision is diminished, as features are out of context and their relationship to the site is a whole is lost.</td>
<td>Bicentennial Ground National Monument, New York City</td>
<td>developer</td>
<td>$270,000**</td>
<td>Limited: Reduction of 2,600 sf of ground floor area. According to developer, existing contract with city, entire area is ready for redevelopment. Loss of (i) Tequesta village, (ii) the Tequesta Manhattan site and purchase agreement, and (iii) most tower sales and purchase agreement. **</td>
<td>Poor: small portion of the project is preserved in place, but inaccessible, entire project remains as currently designed</td>
<td></td>
</tr>
<tr>
<td>Redesign 1b</td>
<td>Redesign the southwest corner of the site to preserve but cover the ‘West Circle’ and ‘Tequesta Circle’ with a steel structure</td>
<td>Significant: preservation of two architectural features of Tequesta village on the site, loss of most of the Tequesta Village as well as most fort Dallas and Royal Palm hotel features</td>
<td>Local Designation</td>
<td>Poor: preserves a small portion of the site in situ, creating a potential local attraction, but unlikely to enhance a heritage tourism destination. Interpretive vision is diminished, as features are out of context and their relationship to the site is a whole is lost.</td>
<td>Bicentennial Ground National Monument, New York City</td>
<td>developer</td>
<td>$270,000**</td>
<td>Limited: Reduction of 2,600 sf of ground floor area. According to developer, existing contract with city, entire area is ready for redevelopment. Loss of (i) Tequesta village, (ii) the Tequesta Manhattan site and purchase agreement, and (iii) most tower sales and purchase agreement. **</td>
<td>Poor: small portion of the project is preserved in place, but inaccessible, entire project remains as currently designed</td>
<td></td>
</tr>
<tr>
<td>Redesign 2</td>
<td>Redesign the ground floor of the project to preserve and expose the ‘West Circle’ and ‘Tequesta Circle’ for public viewing</td>
<td>Significant: preservation of two architectural features of Tequesta village on the site, loss of most of the Tequesta Village as well as most fort Dallas and Royal Palm hotel features</td>
<td>Local Designation</td>
<td>Poor: preserves a small portion of the site in situ, creating a potential local attraction, but unlikely to enhance a heritage tourism destination. Interpretive vision is diminished, as features are out of context and their relationship to the site is a whole is lost.</td>
<td>Bicentennial Ground National Monument, New York City</td>
<td>developer</td>
<td>$270,000**</td>
<td>Limited: Reduction of 2,600 sf of ground floor area. According to developer, existing contract with city, entire area is ready for redevelopment. Loss of (i) Tequesta village, (ii) the Tequesta Manhattan site and purchase agreement, and (iii) most tower sales and purchase agreement. **</td>
<td>Excellent: all significant archaeological features preserved in situ. The majority of project’s development square footage is lost, but maintain, although valuable ground floor retail space is lost</td>
<td></td>
</tr>
<tr>
<td>Redesign 3 / Complete Preservation</td>
<td>Development of non-archaeologically significant portions of the site as a public park and museum</td>
<td>None: allows for on-site, in situ reconstruction and continuous scientific interpretation.</td>
<td>Local Designation, National Register, UNESCO</td>
<td>Good: This option preserves all of the significant features in place, although they are repurposed into a ground-level walkway through the base of a building and therefore no longer open to the sky. This solution could create an excellent educational experience and a major draw for tourists, providing the ample funding is in place to interpret the features adequately.</td>
<td>Bicentennial Ground National Monument, New York City</td>
<td>developer in cooperation with a museum, university or government entity</td>
<td>$150,000</td>
<td>Based on the number of developable areas of Met Square site</td>
<td>Major: Significant reduction of developable square footage. Requires complete redesign of project for new tenants. Time impact unknown</td>
<td>Excellent: all significant architectural features preserved in situ. The majority of project’s development square footage is lost</td>
</tr>
<tr>
<td>Complete Preservation</td>
<td>Entire site is preserved as an archaeological park and museum</td>
<td>None: allows for on-site, in situ reconstruction and continuous scientific interpretation.</td>
<td>Local Designation, National Register, UNESCO</td>
<td>Excellent: This option provides as a partial development and full interpretation of the site and potential for creating a museum/archaeological park. This solution could create an excellent educational experience and be a major draw for tourists, provided that ample funding is in place to interpret the features adequately.</td>
<td>Bicentennial Ground National Monument, New York City</td>
<td>developer in cooperation with a museum, university or government entity</td>
<td>$150,000</td>
<td>Based on the number of developable areas of Met Square site</td>
<td>Excellent: all significant architectural features preserved in situ. The majority of project’s development square footage is lost</td>
<td></td>
</tr>
<tr>
<td>Public Bonus</td>
<td>City of Miami preserves features located in the right of way as a public place</td>
<td>None</td>
<td>Beneath integrity of features preserved on private property for Local Designation, National Register, UNESCO</td>
<td>Excellent: results in preservation of portions of circles to the right of way. Creates additional heritage tourism potential for features on private property. Opportunity to preserve West circle and Royal Palm Circle site through private-public partnership.</td>
<td>City of Miami</td>
<td>n/a</td>
<td>n/a</td>
<td>City of Miami</td>
<td>Excellent: all significant architectural features preserved in situ. The majority of project’s development square footage is lost</td>
<td></td>
</tr>
</tbody>
</table>

*Estimated Additional Construction Cost for Archaeological Preservation: $270,000 based on the number of developable areas of Met Square site. **Reduction of 2,600 sf of ground floor area. According to developer, existing contract with city, entire area is ready for redevelopment. Loss of (i) Tequesta village, (ii) the Tequesta Manhattan site and purchase agreement, and (iii) most tower sales and purchase agreement. ***Source based on Met Development published value and Miami Fort hotel value. ** Even if redesign itself does not result in loss of tenants, the time required to redesign and implement changes will result in loss of current tenants and retail purchase agreements.