

**Collins -  
Pancoast**

Collins

XXXXXXXXXXXXXXXXXXXX

Indianapolis, Indiana, July 28, 1919.

Hon. John H. Levi,  
Miami Beach,  
Fla.

My dear John:-

Acting on orders from C. G. I have prepared a deed to the 65 feet where the tower and well are located to the city of Miami Beach; the fifteen feet extra being necessary because the well is not on the same lot as the tower. This deed does not include the little pergola as that would take too much ground.

I have read your letter to C. G. under date of 23rd and also your letter to Shatts and his answer to C. G. and I agree with you that we should not accept a payment down of a small amount like \$1,000.00 when we are sacrificing a sum amounting to about \$15,000.00 in letting the City have the plant at the figure of \$40,000.00 and on a basis of cost of present installation I am sure you will agree with me when I say it would cost them \$75,000.00 to duplicate our system to-day. If we were selling this plant at a profit it would be different but as far as I am concerned I would see them in hell before I would sell at this figure and on their terms as outlined in Pancoast's letter. Reading between the lines of his letter I believe I can see where he wants the deal to go over pretty bad as he is probably stuck on delivering that part of his agreement in lots sold in his Subdivision where he agrees to furnish water connection. Some of those philanthropists down there ought to have to come through instead of waiting for C.G. and his associates to make their holdings worth anything. It seems to me that if they have a \$40,000 bond issue for water that they could at least pay one-half

J.H.L. #2.

of this sum as a cash payment on the two systems which would give us \$10,000 cash each and that is the least cash payment I would consider if I am consulted. If they can issue more bonds at the coming tax payment time then they should pay cash for all of the wells and equipment as they would not have to pay any more interest on the bonds than they would have to pay on the deferred payments on account of the sale of the two plants.

It looks to a man up a tree that there is a lot of small politics and some professional jealousy showing up between the attorneys as Gantier makes a statement that on its face sounds like pure bunk.

I will send you the deed to the lots and this can be a part of the deal covering the system if the deal goes over.

I am all alone here now. C. G. left Detroit yesterday morning for Mackinac and the Snow Islands; Miss Rossiter is in the Berkshire Hills and I am here in this damnable desert cooked like a beef in a temperature of 92 degrees in the shade. If I could only go out and get a pint of the good old lager I could live but as it is I am about ready to pass on.

Big Shank is giving you hell about something but I don't know what it is. He is back here running his nickle in the slot pianos in chile parlors and dry drink emporiums and says he is doing fine.

Let me hear from you old top.

Sincerely yours,

LAW OFFICES  
SHUTTS, SMITH & BOWEN

FRANK B. SHUTTS  
WILLIAM P. SMITH  
CRATE D. BOWEN

J. S. BENZ  
J. P. SIMMONS

MIAMI, FLORIDA

Sept. 17, 1919.

*Pancoast - Collins*

Mr. Frank O. Van Deren,  
c/o Carl G. Fisher,  
434 Capitol Avenue,  
Indianapolis, Ind.

Dear Mr. Van Deren:

In the Harry Pancoast mortgage matter,  
your wire of yesterday is received.

I have accordingly taken Mr. Pancoast's  
note, dated today for \$8,000, payable to Mr. Fisher on  
demand, with interest at 7 percent. I will surrender  
this note to Mr. Pancoast when we take the new note for  
\$18,000.

Mr. Pancoast has wired his brother, who  
is now in New Jersey, for a new deed. When that is re-  
ceived and we have examined the abstract of title, we  
will close the matter by taking a mortgage to cover  
\$18,000 and further payments can come along on it as needed.

It is understood that while the \$18,000 note  
will bear a definite date as to the whole amount, Mr. Fisher  
will only charge interest on the various amounts as the  
same are advanced.

Yours sincerely,

*Frank B. Shutts*

FBS-McP.

# THE MIAMI BEACH IMPROVEMENT CO.

## OCEAN FRONT PROPERTY

OFFICE TWENTY-THIRD AND COLLINS AVE.

MIAMI BEACH, MIAMI, FLORIDA

Oct. 27, 1919

Carl G. Fisher,  
Indianapolis, Ind.

Dear Mr. Fisher:

I have yours of the 22nd and I think you are entirely correct in regard to the large size drawing by which you can intelligently talk to a prospective customer giving location, etc.

Now in regard to the folder that you state will not be expensive. Are you having such a folder made and will it be something that we can distribute from our office as well as your office, and can you give me an idea of approximately the cost of such a folder? We have practically run out of everything in the folder line excepting those that we distribute in connection with the Chamber of Commerce and I think we should have something individual, at least, so far as Miami Beach as a whole is concerned. Thus far we have not taken any steps to get out such a folder, awaiting development of your efforts in this line.

I am very glad the Avocados reached you in good shape. The Season, with exception of the hurricane, has been ideal for shipping as it has been dry. It is the wet weather that causes Avocados to spoil quickly. We still have quite a few left, I am thankful to say and prices are very satisfactory. We just received returns from Seattle, Washington, for nine crates, which sold at \$27.00 for thirty-six Avocados to a crate, which is as you can see \$9.00 a dozen. I have at last gotten started with H. Glick & Co., 19 S. Delaware St, Indianapolis. We shipped them two crates as they stated they were about the only house in Indianapolis capable of handling Avocados successfully. They sold the two crates at \$12.00 a crate, but as it was the first shipment, I believe they will do better after the trade understands they have them and can depend on them. We have since made two more shipments to them.

The weather is delightful here at the present time although the mosquitoes are still hanging on. If we only had the labor problems in the whole country settled, I think we might look forward with a great deal of pleasure to a good business this Winter, but everything depends on the outcome of the present situation.

I am shipping you another quarter box of Avocados today, also one to Van, and one to Miss Rossiter, which I hope will arrive in good condition.

Very truly yours,

Miami Beach Improvement Co.,

*Thos J Pancoast*  
Sec'y-Treas.

TJP/K  
Just had a wire from New York. Avocados selling at \$10.00 per dozen as bitter. Same price for N. Y.

*avocado**Collins*

May 11th, 1920.

Mr. Thomas J. Pancoast :

... M e m o ...

Before I leave I want to ask Mr. Brayton to plant the Pine Tree Road clear north to the north end of the pines and to put not less than 10 fine coconuts on every lot that we have sold in your subdivision - and I think you should also have some fine coconuts on your hotel property, scattered about in groups. This planting should be done at once, and Mr. Brayton has orders to go ahead with it. The amount of money you wish to spend can be entirely governed on your own property by yourself - but it is a part of our duty and contract to plant in first class all of your property which we recently sold and to get this property in thoroly first class shape by next year. The road must be finished and the bulkhead in and the property looking right up to standard, or it will be very serious for us in promoting and pushing further sales to the north.

As I mentioned to you the other day, I think the Gleason property should be cleared at once, regardless of any request from Chalfin. We can't wait for these architects to decide what they want to do - we must push forward quickly and accomplish things.

And for the future of the Bay Shore property as well as your own, I would strongly suggest that a large number of your small and ragged Avocados be replaced by coconuts, Royal Palms, Bougainvillae or other ornamental trees - particularly flowering trees like the Bougainvillae - so that people driving thru the trees will note the beautiful vista of flowers and palms - and in the future, when your property is for sale, these trees will double the value. At the present time there is entirely too much protection to the Pear Orchard to furnish sufficient ventilation thru to the Bay Shore property for the best results to everybody concerned. This protection may be best for the Avocado Pear Orchard and I would advise leaving it for this Summer, but I would urgently advise that after this Summer some of them be taken out to help get rid of the mosquitoes.

I am under the impression that we decided the other day to plant all of the cleared and prepared property in para-grass, being less dangerous from fire than Bermuda - since we will have at least 150 polo ponies to feed and can sell this hay to the players at a fair price. We will also have 60 or 80 cows to take care of from the Dairy and we will need a great deal of hay for them.

I will locate with you tomorrow the Ernst house, which we must start by November first on the Bay Shore property.

May 11th.

Mr. Pancoast #2.

We will pass on the Urns and Bird Fountains in the next few days, from the Geiger sketches. And the place where Schilling is now, should be fixed up handsomely by next season. The two bridges across the canal should be made to look very handsome, with flower boxes on each end of the bridge, as they are the two most principal points on the Island, with the exception of the Causeway entrance - and the impression must be good.

I would strongly advise that the small cottage, which was moved across the road at the canal bridge, be fixed up, with a wide porch and all painted to make it first class - and under no circumstances should this be leased except from month to month - and I would advise that it be retained for golf club purposes, and that it should not pass out of the hands of the Bay Shore and Miami Beach Companies, other than as stated.

I have requested that all Bay Shore bills pass thru Mr. Humpage's hands as he will be our Auditor for both Companies - this will save considerable expense and also give us the check of an Auditor.

After I have been in Indianapolis for a short time I will write you about the financial situation. Before I leave I will try and see Mr. Gilman and arrange that the Bay Shore Company can make a loan with them - but if this matter should come up, take it up with Mr. Humpage, who is acting as our financial man and who is thoroly familiar with all the arrangements we are prepared to make.

Carl G. Fisher.

CGF:R

May 15th, 1920.

Mr. Thomas J. Pancoast,  
Mayor of Miami Beach,  
Miami Beach - Florida.

Dear Mr. Pancoast :

The other night some person or persons took the Miami Ocean View road roller practically apart, trying to destroy its use. Last night a person or persons tampered with our large derrick at the Flamingo, and as a result, it fell into the Bay this morning, causing considerable loss - and it might have caused a loss of life. It was only an accident that somebody wasn't killed.

The question of policing the Beach is up again - and this is a serious matter - and the Council should immediately take action and appoint not less than three good men, keep them policing the property on the Beach, with a regular patrol station and a system of signalling for assistance if necessary.

These acts must be stopped before they go farther. We are going to do the best we can to help ourselves, but we have a lot of property here that belongs to people who are not here to look after it - and then if we are to have an orderly city, we must have sufficient help and proper management to keep it orderly.

Yours very truly,

CGF:R



Moorestown, July 7, 1920.

Friend John H. Levi:-

Telegram at hand of 7/7/20. I received a small cash amount \$ 500.00 - to bind the bargain for the lot referred to at \$100,000.00, and I deposited the \$500.00 with Mr. J. E. Lammus of the Southern Bank for Mr. Boyd, and his time was out on May 15th to pay \$25,000.00 cash and give Mortgages of \$25,000.00 each, one, two, and three years- 7% interest- but the sale was foiled because the Executor of E. T. Field did not have the Deeds at the Bank as agreed upon. And so last month Wade Harleigh has come and is assisting Mr. Boyd (it was thought he could <sup>not</sup> carry out the agreement), and so I suppose the agreement is being carried out among them without doubt.

With my best wishes as ever, I remain,

Yours very truly,

John S. Collins (Signed)

For my friend  
John H. Levi.

P. S.

If does not go through I will report.

J. S. C.

CLASS OF SERVICE DESIRED	
Telegram	<input type="checkbox"/>
Day Letter	<input type="checkbox"/>
Night Message	<input type="checkbox"/>
Night Letter	<input type="checkbox"/>
Patrons should mark an X opposite the class of service desired; OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM	

# WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT

GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

C O P YMiami Beach, Fla., July 719 20.To John S. Collins,Street and No. Moorestown, N. J.

Place \_\_\_\_\_

Please wire me if piece of property known as Fields and Collins tract south of Smith's Casino, Miami Beach, is still on the market. Give me best price and terms.

(Signed) John H. Levi.SENDER'S ADDRESS  
FOR ANSWERSENDER'S TELE-  
PHONE NUMBER

Miami Beach 6/7/20

Mr. Carl G. Fisher

Dear Sir,

I have not succeeded in selling my house or in getting any money to pay the loan when it comes due. The Mgt as you know is \$18,000. & a note I gave Nelsma Bros. to finish payment is \$5,309.57 + \$228. A close Link's bill, then some private bills brings the total to 25,000 so to pay that & live I should have at least 27,000.

I asked Jerrill for 30,000. & they passed on that last Thursday & concluded that \$15,000. was the utmost they could do. Now you see that

will do me no good as no one would  
loan me 10 or 12,500 on a second mortgage.  
Of course I own the M. B. Imp Co. and  
3,000 for the extra 15 feet but they will  
wait for that till I sell. How had  
inquiries to rent but have turned them  
down as it looks to me as if I am  
compelled to sell. I think Mc Duffey  
could have sold the place but according  
to Frank he did not think I had much  
of a place & was asking too much.  
Walsama would not build my place  
to day under 30,000 & the furnishings  
cost me nearly 5,000 which would easily  
be 6,500. now. The lot south of me  
75 x 155 owned by Warner has had an offer  
of 12,500. & the lot back of it on Collins Ave  
bought 7,000. So you see there is 19,500. for  
75 feet front while I have 90 & all unpaid  
I figure my lot as it stands without  
any buildings is fully worth 22,000. &  
probably more. That would make the  
actual cost of property 58,500. & I am  
asking 55,000. with the chances against  
me ~~of~~ getting it. Ferrill says they  
sold my note & it has to be paid at  
maturity, that is Sept 16th. Walsama's note  
is due July 1st. My last payment to him  
was originally \$3,700. that others brought  
it up to \$5,309. & those others Frank assumed  
me would be a mere begstall. Now  
I don't suppose you could let me have  
this money as your development here must  
keep you guessing but my object in writing

is to see whether or not I  
not sell it for me. I have  
fine colored views that I  
send you of the property that  
they do not show up the law  
which everybody says is the finest  
in the beach, it surely does look  
well. Well as J. Van Doren said  
I am in a hell of a fix, but I  
am in it & heartily wish now I had  
felt in my small lot that I  
would have had a property I could  
have sold around 25,000. Terrell  
said if they lent me the 15,000. it  
would be 10% the 1st yr.

Very Truly Yours

H. J. Hancock

Collins

June 22, 1920.

Mr. Harry Panncoat,  
Miami Beach, Florida.

Dear Harry,

I have your letter of the 7th. I have been  
laid up for the last ten days.

I leave for Miami on the 29th and will be  
glad to talk to you at that time and I think that we  
can stir around some way and make some arrangements  
to help you out—at least, we will certainly try.

Very truly yours,

OGF-ED

OFFICERS:

JAMES H. SNOWDEN, PRESIDENT  
JOHN H. LEVI, VICE PRES. AND TREAS.  
CHAR. E. CLARK, SECRETARY

THE MIAMI OCEAN VIEW COMPANY  
OWNERS OF STAR ISLAND

OFFICE FIFTH STREET AND ALTON ROAD  
ENTRANCE TO CAUSEWAY

MIAMI BEACH, FLA.

DIRECTORS

JAMES H. SNOWDEN  
JOHN H. LEVI  
CARL G. FISHER  
HENRY McSWENEY  
FRANK B. SHUTTS  
ARTHUR C. NEWBY  
RALPH POLK

July 10, 1920.

Mr. Carl D. Fisher,  
434 N. Capitol Ave.,  
Indianapolis, Ind.

*Collins*

Dear Carl:

I just received a letter from Mr. Collins in reply to my telegram to him regarding the lot. If you have any advice to give you might wire me, or drop Mr. Collins a wire. I am expecting Mr. Panoast in every day and probably he can tell us just how the proposition stands.

We are still having wonderful weather. We started across to Gun Key yesterday with Ballard and he had two friends with him. Gene wanted to show off a little going through the cut and gave them such a shaking up that they decided to turn back. I think Gene is arranging to take Ballard over to-morrow, leaving his friends behind.

Very truly yours,

*John H. Levi*

JHL-K

August 2nd, 1920.

Mr. Thomas J. Pancoast,  
Miami Beach Improvement Company,  
Miami Beach, Florida.

*Collins*

Dear Mr. Pancoast :

I have yours of the 29th : There is no doubt that a lot of what Irving has to say regarding the Park building is correct - and I don't want him to think that there will ever come a time when he can't come out flat-footed and say whatever he thinks about the Bay Shore property. You know the old saying - that 'two heads are better than one even if one is a sheephead' - and frequently I feel sheepish.

I am in hopes we can have our Dairy running. This is going to be a great big asset for us in selling property on the Bay Shore, if we can get it going - and we just must have the roads clear up to the north end of the property, Pine Tree Drive especially - and the other roads must all be completed and hooked up.

Regarding the closing of the street by the Bath-House : This is the nicest street there is at Miami Beach so of course people want to use it. This street was built and has always been maintained by ourselves. Naturally the people want to congregate where the street is kept clean. It wouldn't do any harm if the City of Miami Beach should have at least one street of their own down to the water front on the Park property, and they might also have about a 300-foot pier. This would be an attraction and wouldn't cost them over \$10,000 or \$12,000. The City of Miami Beach shouldn't expect the private property owners to build all the improvements for the convenience of all tourists and residence owners. The City itself should do something to make the place attractive. Now, we have proper title to this street, and the only mistake was made when we dedicated this street thru. This has been closed up by law and I think for the future and good of the property and the hotel, we want to hang on to it. If anybody wants to make a test case of it, let them go ahead.

I believe if you want to take the matter up with the Council you can probably get a street down thru the City Park, and probably can get a Pier built there. You will remember we left our Pier open to the public for a time but the privilege was so abused by drunks coming out and throwing whiskey bottles all over the place, throwing dead fish on the settees, etc, that it was practically impossible to use the Pier when it thrown open to the public - and if the City of Miami Beach establishes a Pier, they will have exactly the same experience unless they put a custodian on the Pier.

Yours very truly,



THE MIAMI BEACH IMPROVEMENT CO.  
OCEAN FRONT PROPERTY

OFFICE TWENTY-THIRD AND COLLINS AVE.

MIAMI BEACH, MIAMI, FLORIDA

Collins

Aug. 19, 1920

Mr. Carl G. Fisher,  
434 N. Capital Ave.,  
Indianapolis, Ind.

Dear Mr. Fisher:

I have yours of the 14th stating you had sent twenty thousand to the Bay Shore Company and I also saw Van yesterday and he said the check had been received.

I guess you will have to kid me a few more times until I get used to your way of doing it. I am sorry I didn't take it in before. Seven hundred to a thousand dollars each is enough to stagger anybody. I have never heard very much about the Airshire cattle, but if they cost any such figure as this, they certainly must be fine stock. I think your suggestion to try them out first is a good one. We know the Jersey will do all right down here and we know the Holsteins do well for both of them have been tried. I don't believe we will have any trouble with sand spurs where the ground has been cleared and planted in para grass, but there are certainly lots of them in other places and they are no doubt hard on the cattle for they are hard on everything.

Lee Nelson just came back and he feels it is going to be a hard proposition to take care of the people this winter. He seems to be very enthusiastic about the prospects for winter.

I sent you a few more Pollocks yesterday. Hope they arrive in good shape.

Very truly yours,

Thos. J. Pancoast

The Jitneys got a pretty good jolt at the last election, they were the ones who created the most trouble with the Union last year.

Collins

September 14th, 1920.

Mr. Thomas J. Pancoast,  
Miami Beach Improvement Company,  
Miami Beach, Florida.

Dear Mr. Pancoast :

Before I left, I gave Geiger an idea for a combination Telephone Pole, Sign Post and Bird Bath, to be located one in each one of the open spaces just north of the two canal bridges where the street car line crosses. I asked Geiger to have Wolf build these two sign posts, but in the general blow-up I suppose they were cut out. However, for this season we must have these two posts completed, and four or five more up north on the property, as per the blueprint I am sending you - and the places marked "X" should show these sign posts. We must have these posts to indicate the type of development work we are doing; also to offer directions to people who will drive over the property, and to let the names of these various Subdivisions and Drives become known at once, as a little later we are going to do a lot of advertising, calling attention to these various roadways, drives, etc. I think if all these six posts, say, should be made alike, that they can be made and look thoroly first class for \$200 or \$250 each.

Another thing I notice is that there are a lot of square corners where the drives come together. These must immediately be eliminated; square corners are old fashioned, make driving conditions hard, and give the property a pinched look which we must very carefully avoid on all property north of the canal.

For the money invested immediately, we will probably get more out of these sign posts than anything else we can do right now. They must be artistic and later connected up for water, and with an electric light on the top. I am enclosing you a rough sketch of what is wanted. Since Geiger has already had this matter up, he may have these sketches. Will you please take the matter up at once and make arrangements for somebody to build these signposts? The sign post which stands near Schillings should read: FLAMINGO BAY - PINE TREE ROAD - MIAMI BEACH ORCHARDS - BAY SHORE DAIRY FARM - SURPRISE LAKE - etc. The sign which stands on Alton Road and the Canal should designate: FLAMINGO HOTEL - MIAMI AQUARIUM - to the south; and to the west it should designate - BELLE ISLE; to the north it should designate - BAY SHORE GOLF CLUB - SUNSET LAKE - etc. From this indication, you can figure what we want on the other boards further north.

Please take up with Brown the matter of rounding out these corners; and push the roads as much as you can; kill all the weeds you can and tear down all the old shacks you have on all the property north of the canal. If

Mr. Thomas J. Panocast. #2. September 14th, 1930.

any of these shacks remain in December, you can figure that it may cost us hundreds of thousands of dollars in sales. The rough spots must be eliminated.

I presume by this time that the Superintendent's house has been moved, painted up and fixed up fine. Don't forget that prospective purchasers will drive right by these buildings and then and there, before they ever see the land which they may later become interested in, they will gain an impression which will be either good or bad, according to the appearance of the property they are driving thru.

I am inclined to think we will have some mosquitos left on this property in November unless you get the big pine trees trimmed up in November. I am in hopes you will not delay the trimming of these trees too long because the sale of our property there is worth so much more to us than the slight protection these trees give to the fruit: I don't want to press on a sore spot unnecessarily, but some of these days the lots in the Avacado Orchard will be worth more money than all the avocados these trees would raise in the next 100 years. Personally I want to see a lot of these Avacado trees left, but we must not leave too much of a windbreak there so that the mosquitos will be harbored. We may have considerable good business in November if the property is cleared up and ready to show.

What about the dredge that was to come back into the little lake near your hotel site, throw up this embankment and clean out the rock in the little lake in front of your house. I think it is important to get this work done by the middle of November - it is more important to get this work done than to continue working so far up the Bay.

I hope you will have everything fixed up nice about the small house. This is a very important point and the entrance to the property north must be made inviting and look first class. Get rid of the Schilling buildings immediately. Tell Schilling we want to beautify the spot quickly. Get the seawall in at this point and the grounds nicely graded and some nice cocconut trees transplanted there, so we will be rid of this eye-sore forever.

I am sorry I couldn't get down this month to meet you and Irving and go over things, but as I have written in previous letters, it is keeping me busy up here to get cash to complete our program. We have not yet sold the Flamingo Bonds. The Bond Market up here is in bad shape.

Wherever you have any frame buildings on the Bay Shore property that you think might burn, either by accident or design, it would be a good plan to have several barrels of water with buckets in the barrels, and a tight fitting lid on top of the barrel, with oil on the water in the barrel. The barrels should be painted to look neat and the buckets should have holes punched in the sides so they will not be stolen. I think our fire risk there is less than any other place I know of in the United States - and we can very shortly carry all of our own insurance and save \$25,000.00 a year on it, which we can use to good advantage in building.

Call off the deal on the, Lincoln as quickly as you can. In fact, since we have given no option on the property, you had best notify the people

Mr. Thomas J. Hancock . #3      September 14th, 1930.

that the proposed sale is automatically cancelled and that there has been an advance on the price of \$75,000.00.

I made a trade today with Charley Pease on the EL MAR Apartment Building, which we will have to use for the musicians and help at the Casino. This saves us building. Please notify Rumpage - and if Arthur is there, have him go over and look over the place and take possession of it. I will send down a list of the fittings to Rumpage today.

What progress have you made with your negro quarters and cleaning up the old shacks that were up around the Farm ?

I talked to several big people in Detroit last week who are going to be in Miami, and I believe we are going to make some big sales up on Flamingo Bay this season - that is, we are going to make them if our improvements are up to standard. If they are not up to standard, we are not going to make them.

Don't lose sight of the fact that we must have the entrance to our property all cleaned up and in nice shape !

Write me every once in awhile how things are going.

Yours very truly,

CGF:R

**THE MIAMI BEACH IMPROVEMENT CO.****OCEAN FRONT PROPERTY**

OFFICE, 210 TWELFTH STREET

MIAMI, FLORIDA

10-16-20

Mr. Carl G. Fisher,  
434 N. Capital Ave.,  
Indianapolis, Ind.

Dear Mr. Fisher:

In looking over one of your letters, I note you think it would be a serious proposition to pump the material out of the lake across the Golf Course to the Miami Beach Bay Shore Company's property. This was never in our mind. I don't know how you got this impression. What we suggested to you was, that we were having Brown make some measurements on our own property known as the Hotel Site, to see if we could fill up the hollow places between the ridges, allowing the overflow water to go back into the Creek, and this we figure we can just about do all right. I have had a further talk with Mr. Irving Collins and we all feel that it would be a mistake to put an island out in so small a body of water.

Several of us here have been in conference in regard to changing the name of the Miami Beach Bay Shore Company. We had several names suggested, but after giving it consideration from all angles, we believe that it is the best for us to stick to the name we have for this reason, in all the advertising we do on any of our property we ought to be very careful to use the word "Miami Beach" for at the present time we are located by our close proximity to Miami, but in the future, Miami Beach is going to be known as well, probably better than Miami is or ever will be, and therefore, I cannot see any reason for changing our present name, Miami Beach Bay Shore Company. Think it over and let us hear from you further.

I have just had a letter from Irving stating that you would in all probability be here the 5th of Nov, but it will not be agreeable for him to leave up there until the 15th, arriving here as soon after as possible. If you are intending to stay after you come this trip, I think it would be just as well for him to get here a little while after you do, for you will have many things to consider and will have a chance to partially work them out before he gets here.

Very truly yours,

*Thos J Pancoast*  
Secy-Treas.

October 20th, 1920.

Mr. Thomas J. Pancoast,  
Miami Beach - Florida.

Dear Mr. Pancoast :

I have yours of the 16th : If there is a  
hollow where you can pump material out of the little  
Lake and not let it run all over the entire property  
during the Winter season, I agree with you that it  
would be better not to have an Island in this small  
Lake.

I have had a letter from Irving and he will  
be down about the 15th, he says.

Yours very truly,

CGP:R

MIAMI BEACH

BOND

# THE MIAMI BEACH IMPROVEMENT CO.

## OCEAN FRONT PROPERTY

OFFICE, 210 TWELFTH STREET

MIAMI, FLORIDA

10-23-20

Mr. Alex Risch,  
111 Broadway,  
N.Y.C.

Dear Mr. Risch:

I am very glad indeed to know that the avocados arrived in good shape and that you enjoyed them. Answering Mr. McQuigg's inquiry, there are three families of avocados. One is the West India, which is what is commonly grown in Florida, and will stand the least cold temperature of any. The next is the Guatemalan which is smaller in size with a rough skin, and I believe is what is grown largely in California. Then comes the Mexican avocado, which is still smaller and will stand still more cold weather. I do not think California can grow the West India varieties for we ship to California continually and it is our best market, and if they could be grown successfully there, the competition would be so strong that it would not pay us to go to the expense of paying a long express haul and ship in refrigerator crates. The quality of the West India varieties we believe is a little superior to any others, especially the variety we shipped you, which is the Trapp variety. These are dryer and have more of a nut flavor than any of the others. Another very good variety in Florida for early fruit is the Pollock. This is more of a pear shaped fruit and grows very large. We received as much as eleven dollars a dozen in California for this fruit this year. So much for the avocado.

Now then, I want to ask you about fuel oil. There seems to be a great shortage in this section of the country of fuel oil. As you know, Mr. Fisher has built an electric power plant on the east end of the Causeway and expects to furnish current for the Beach and for the trolley line. His plant is equipped to burn oil. The dredges we have here constantly on the job, burn oil. And oftimes we have to shut down, which is a great loss, waiting for a supply. No doubt you are well posted in this business and can tell us whether in your opinion, the parties who have control of this trade here are holding it up to keep the prices up, or whether there is an actual shortage. Could you do anything to help the situation? We could use 50,000 barrels every week for three weeks, and then about 15,000 barrels every week right along. As you know, we are supposed to have about 18 feet of water, but that is in my judgment why at certain tides. We think, however, we are safe on a vessel drawing 15 feet even at low tide. If you can supply this material, we would be glad to have a quotation stating how you could make deliveries, and oblige,

Very truly yours,

*Thos J Pancoast*  
Secy-Treas.

THE ALTON BEACH REALTY COMPANY  
OCEAN AND BAY FRONT PROPERTY

OFFICE:  
MIAMI AVENUE and  
LINCOLN ROAD  
Address all communications  
to the Company.

MIAMI BEACH, FLA.

October 25, 1920.

Mr. C. G. Fisher,  
434 N. Capitol Ave.,  
Indianapolis, Ind.

Dear Mr. Fisher:

I have had two or three talks with Mr. Panceast with relation to the sales of Bay Shore property and he agrees with me that the direction of the sales should be concentrated in this office rather than to attempt to control them from two bases and as a result he is perfectly willing to allow us to assume responsibility for sales and have his office act in the capacity of agent exactly the same as the other dealers are acting.

He wants to maintain his selling organization and wants to sell Alton Beach and Bay Shore property as well as his own but expects a commission of 5% on any sales they make of our property or the Bay Shore property.

I have been giving a good deal of thought to the sales lineup and would like to suggest that this would be a proper time to organize a separate sales company, this company to handle all sales of Alton Beach and Bay Shore property and that a satisfactory commission, say of 10%, be paid by the parent companies to the sales company, and all overhead expense such as commissions to salesmen and agents, sales office expense and advertising, be absorbed by the sales company.

An outline such as above suggested would eliminate the necessity of any attempt at distributing office overhead or advertising to the different companies and at the same time gives us an opportunity of organizing a re-sale department which would undoubtedly prove very profitable by reason of the vast amount of re-sale business that is bound to be built up year after year.

Also any sales made by this company of Ocean View property would carry with it a commission to the company exactly the same as though the property was sold by an outside agent.

I am offering the above for your consideration and wish that you would give it serious thought.

Yours truly,

JHM:AK

*J. H. McRuffey*



Oct. 29th, 1920.

Mr. J. H. McDuffee,  
Alton Beach Realty Co.,  
Miami Beach, Florida.

Dear Joe:-

Replying to yours of the 25th. We are paying  
Mr. Pancoast a salary as an officer of the Bay Shore  
Company and we do not think of adding to this salary a  
commission for his own assistance. I do not want to  
complicate matters any more than they are at the present  
time, by organizing a new sales force or sales company.

We can probably work out some arrangements that  
will be satisfactory, next week.

Yours,

GGF:EM

*Mr. J. H. McDuffee*

MIAMI, FLORIDA

10-27-20

Mr. Carl G. Fisher,  
Indianapolis, Ind.

Collins

Dear Mr. Fisher:

While in Shutt's office yesterday, I mentioned the fact that we were going to get a Petition drawn for signatures requesting the name of Indian Creek be changed to Flamingo Bay, and during the conversation I found that Shutt knows all about the change of the name back to Indian Creek, and I will repeat as near as I can just what followed:

Mr. Snowden had heard about the change in New York and wired Shutt to know what about it. Shutt called up Van Deren, and Van Deren told him that the name had been changed in Washington. Shutt asked him who had had it done, and told him that Snowden was asking. Van Deren said that Fisher and none of his interests had anything to do with it; that it had been done by John Oliver LaGorce. This, of course, Shutt reported to Snowden, and afterwards Shutt followed the matter along for Snowden, not knowing that you were interested at all in the change of name. Shutt said to me that if he had known that you were responsible for the change of name, he would have tried to have it arr-satisfactorily between you and Snowden; but, as Snowden is Shutt's regular client, he felt that it was his duty to take Snowden's part, and that he was not under any obligations to LaGorce. Shutt didn't know positively until after the order was made rescinding the change of name that you were interested to any great extent in the matter.

Shutt says that two mistakes were made; one was in not consulting Snowden, who owns a large acreage on this body of water, and who has the word "Indian" in the name of his corporation. Also, Snowden has caused to be filed plats of his own property there showing this body of water to be called Indian Creek. If other plats show it to be called Flamingo Bay it would mix the whole business up so that everybody would be in trouble in a short time, and this means our companies as well as Snowden's.

Shutt also says that the fellow who gave the information to the Coast & Geodetic Survey must have been out of his head, because this is what the Coast & Geodetic Survey stated to the United States Geographic Board as a reason for getting the name changed:

"The name 'Indian Creek' is so hackneyed as to lack all distinctiveness. Three bathing-resorts have sprung up, just south of this body of water; and the visitors are said to be accustomed to ramble thither, to admire the flamingoes, which frequent the slough in large numbers. It has come to be known generally, and almost solely, by the name 'Flamingo Slough'."

Of course, it must be perfectly apparent to you that this is just foolish emuf to defeat the purpose. Snowden caused statements to be filed in Washington made by fourteen of the long time residents of Miami, and thus showed that there were no flamingoes there; that it had never been known as "Flamingo Slough", and that visitors are not in the habit of "rambling thither" to admire flamingoes which are not there to be admired. That this body of water has come to be generally known as "Flamingo Slough" is not correct. Jim Gilman, S. M. Tatum, J. E. Lummus, Pat Railey and S. A. Belcher were among the signers and of course, strictly speaking, what they said was true.

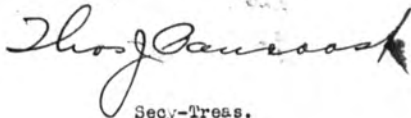
CGF-2

My judgment is that the thing to do is to get Snowden to agree with you and arrange this matter in the proper way. Shutts has no feeling about the matter whatever, and is willing to help anybody to do anything that is right. He will be in New York about the 10th of next month, and will see Snowden on other business, and it might be that if you were to wire Shutts asking him to try to fix it up with Snowden, it could be accomplished without any trouble.

While Shutts did not say so, I believe from his conversation that Snowden was simply "mad", more because he had not been consulted than by the change of name.

I thot perhaps it was best to give you this information at once and hold up the Petition until we hear further from you about it.

Very truly yours,

A handwritten signature in cursive script, appearing to read "Thos. J. Lawrence". The signature is written in dark ink and is positioned above the typed name "Secy-Treas.".

Secy-Treas.

JOHN S. COLLINS, PRESIDENT  
THOS. J. PANCOAST, SECT. TREAS.

*Collins*

MIAMI BEACH IMPROVEMENT CO.  
OCEAN FRONT PROPERTY  
MIAMI BEACH, FLORIDA

3-11-21

Mr. Carl G. Fisher,  
Miami Beach, Fla.

Dear Mr. Fisher:

We wish to extend to you our appreciation of the dinner you gave us on the Eighth floor of the Flamingo. There were eight of us in the party, Mr. and Mrs. Irving Collins and daughter, Arthur and Betty, Mr. Gleason, Mrs. Pancoast and myself. We had written to Mr. Gleason to come down while Mr. Collins was here, and as he came in that afternoon, we took the liberty of asking him, for it really was a real treat to him, and one that I think he thoroughly appreciated. It was all very delightful. The only regret was that you could not be there to complete the party.

Sincerely yours,

*Thos J Pancoast*

MIAMI BEACH IMPROVEMENT CO.  
OCEAN FRONT PROPERTY  
MIAMI BEACH, FLORIDA

Collins

Mr. C. G. Fisher,  
Indianapolis, Ind.

5-11-21

Dear Mr. Fisher:

At a meeting at your office some days ago with John Levi, Mr. Humpage, Witcher, Fred Hoerger, Andrews, Henning and myself, we discussed several items of interest to the Bay Shore Company, and the question of coconuts seemed to be a very important one. When we realize how much property we have to take care of, the stock that we have on hand is not going to be anywhere near sufficient; and while the nuts that Mr. Waddell has for sale are higher priced than we can get them from some other people, yet the quality is superior, I believe, to any we know of, and when you consider a good strong healthy tree as compared with a weak one, a few cents difference don't amount to anything. It is just like planting corn or any other crop, you will naturally select the best seed if you want the best results.

Now there is a boat going to Cape Sable today to Mr. Waddell's grove for the last time this season on account of the mosquito situation being so bad that people cannot work down there after a little while. They bring their tools and all help away from there practically, with the exception of a caretaker. Mr. Witcher is willing, and I think rather anxious, to secure coconuts on his own responsibility, if we will let him have the land. The proposition that he makes is this, an acre of ground will take care of five thousand coconuts and he would like to start with two acres, probably later he would increase it if it was agreeable to us, and plant these two acres in coconuts, agreeing at the end of five years to leave fifty of the largest and best trees on the lots for the use of the land while he had it. And in the meantime, should we want to use the land for some reason that we don't now know of, that he will agree to get off, providing that we will take the stock he has at a fair market price for the size stock that is there at that time.

1 acre each

With that proposition, we felt justified in doing this, placing an order today for 5000 coconuts for the Bay Shore Company, and when they come, if we don't want them, or if you don't now approve of this, Witcher will take them, providing we will make this arrangement with him. So I didn't feel we ought to lose the opportunity and lose the time that necessarily must follow if we wait another year.

The place that I would suggest to locate him would be just above the land that we picked out for the growing of our tropical plants and shrubs, and that will be between Prairie Ave. and Surprise Waterway, far enough above the Dairy to allow us the room that we need for planting our own stuff. I cannot see now any reason why this land should be needed for some little time to come, and I can see that the growing of these coconuts along there would be quite an added attraction to our property when the visitors are driving thru.

Very truly yours,

Thos. J. Pancoast  
Secty-Treas.

MIAMI BEACH IMPROVEMENT CO.  
OCEAN FRONT PROPERTY  
MIAMI BEACH, FLORIDA

July 16-1921

Dear Mr Fisher,

Your letter received some days ago, but it was too big a proposition to make a hasty decision on, and a wise reply as you suggested. I went over the property carefully with Andrews, with Hooper, with both of them & Mr Humpage, and while apparently there has not been much accomplished over a large area, yet it is wonderful that there is anything there under the conditions. We pulled up some samples of the beans and mailed you with tags on each sample to describe it. From your letter you have the impression the Para grass was not planted so it could be judged along with the pea beans. The first planting that was made, the beans & Para grass were both drilled in by a disk harrow, and in all that lot, there are only a very few samples

that have grown over 3 to 6 inches, now  
& then are 2 feet. Then another planting was  
made of the Para grass by setting it deep,  
giving it a chance to get the moisture, and  
there is hardly any of it that has started to  
run at all, most of it is just in the blade  
about 3 inches long, and while the peas  
& beans have not done what was expected  
of them, they do look the best of the two. When  
I returned from New Jersey, I went over the  
property, and it was exceedingly hot and  
dry, the hot sand would burn your feet right  
through the soles of your shoes, and the  
only reason there was any life at all, was  
because the plants had sent down long  
roots in the beginning that were drawing  
a little moisture from below, one sample  
we sent you had one root 31 inches long  
and the other long root was probably a  
long, but I broke it off in trying to dig  
it out. The Para grass too has very long  
roots, and when the rains come, it  
will probably start to grow. The sand

MIAMI BEACH IMPROVEMENT CO.  
OCEAN FRONT PROPERTY  
MIAMI BEACH, FLORIDA

is not only dry & hot, but it is still full  
of salt, and has a tendency to burn and  
block in the roots to prove this, we sent  
you a sample that grew right along the edge  
of the road, where it had something besides  
salt sand to feed on, this sample is strong  
& vigorous & has beans on the vines. When  
there is such broad a scope of flat sand,  
the wind has a chance to blow the sand &  
does cut the plants, twice at least have the  
leaves been stripped in this way. One place  
some beans had been spilled they came up  
so thickly that each plant was a protection to  
the other, and they grew taller & better leaving  
some runners, but even these show a  
lack of plant food in the soil, being thin  
& spindly. The Bermuda grass planted by Fred  
looks better than either the Para grass or the  
beans, but of course he has given it a



little plant food, more would be better. My  
opinion is, that the rains are sure to come  
soon, and when the land is in the right  
condition for moisture to put all hands  
on the grass planting and stop as soon  
as it stops raining, and I believe they  
will do some good before winter, perhaps  
better than the grass sowed earlier, I also  
believe we can plant beans later, perhaps  
the last of September & October, and they will  
come up and at least give a green  
cover to the sand during the winter, but  
in my opinion they should be planted  
3 or 4 times as thick as they were the  
first time. Every farmer knows they are  
Nitrogen gatherers from the air, and add  
humus, and the soil afterwards should  
be in better condition to grow the following  
crop. I have no desire to shield Andrews or  
any one else who is not efficient, I believe  
he has a lot of knowledge & ability, he is  
not a loafer always on the job, and I do not  
believe his work has been lost. Very Truly  
Thos J. Hancock.

MIAMI BEACH IMPROVEMENT CO.  
OCEAN FRONT PROPERTY  
MIAMI BEACH, FLORIDA

July 27<sup>th</sup> H.

Dear Mr Fisher

I have yours of the 21<sup>st</sup> and since then I have also had a long talk with Britchard. When he left Miami Beach to go in the Dairy business he had very little money, he had lost his wife & had six or seven little children and yet he has stuck to the business & kept his little family together and made a success of it, so I feel he understands the practical side of the business. The question now is, can we make a satisfactory arrangement with him, and can we impress him with the importance of keeping a show place, where everything is absolutely clean & where we can feel proud to take any visitor, I rubbed this into him as strongly as I knew how

and I believe we can get what we want. He says, and it is true, that it costs more to keep things in this slope, and therefore could not deliver milk at the same figure he now does, and with the same profit. He spoke about renting the cows to us, this I objected to, for the reason if anything went wrong, our men would say it was the stock, and Pritchard would say it was the treatment they received, so the only way was for the owner of the cows to have full charge & then we could place the responsibility where it belongs. Pritchard feels he can manage both dairies and is willing to tackle the job. He says he will give us the pick of his herd, and when calves are dropped he can take them to his other dairy leaving the fresh cow here, & I feel he is in better shape to take care of us than most any one else I can think of. The question with him was, we had a very expensive layout there & he did not feel he could pay us a fair rental & keep price of milk in reason, I believe we should make the rent low

especially for the first year until we  
see how it works out. I believe the  
arrangement with Brown was to pay 6%  
in the investment if he made a success  
of it, and if not he did not pay anything.  
Not to criticised Mr Brown, there were  
several things against any chance to make  
a success of it. First he bought too expensive  
feed & in a very expensive way. Second the  
help he had were not congenial, and one  
fellow put it on the other & we suffered,  
then too, keeping cows up all winter  
with practically no sun & very little grass  
was wrong, and further it always looked  
anything but a clean place, filthy and  
flies everywhere, but that is passed history,  
so lets try & improve the next time. I am  
going out to Britton's place tomorrow  
& four o'clock & see them do the milking  
& see what precaution they take to keep  
it clean &c, and will write you  
further about it.

Very Truly

Thos J Hancock

August 4th, 1921.

Mr. Thos. J. Hancock,  
Miami Beach Improvement Co.,  
Miami Beach, Florida.

Dear Mr. Hancock:

I think it might be a good deal to make arrangements with Pritchard if we can impress upon him that the place must be kept clean. We could make him a lease from month to month - and this is the only way we intend to make one with him. The amount of rent we get out of the dairy is immaterial.

The looks of the dairy and the way it is maintained when our prospective buyers drive up and look at the place is what we care about.

The less we say about Brown and his efforts is better for us. This was just one more mistake and cost quite a bit of money. I don't know very much about a dairy but I do know that it was all wrong from every angle. In fact, I don't see how I could make a much worse mistake than I did last year. That is why I am kissing it off on you this season and if you get thru one season, we will see what you have to say for yourself.

Yours,

OGF:EM

MIAMI BEACH IMPROVEMENT CO.  
OCEAN FRONT PROPERTY  
MIAMI BEACH, FLORIDA

August 2, 1921

Mr. Carl G. Fisher,  
Indianapolis, Ind.

Dear Mr. Fisher:

When I last wrote you about Mr. Prichard, I stated that I was going out to his dairy to see what sort of a place he has. He has some very fine Jersey stock, and of course, in a bunch of two hundred he has some that are not very desirable, at least would not be for a show place at the Beach, but he promises that if he makes arrangements with us, to bring us his best cattle.

His cattle are out in the <sup>field</sup> practically all the day and he gives them very little feed in the stables, just enough to keep them quiet while milking. All milking is done by machinery and by the same type as you had at the Bay Shore dairy before Mr. Brown came. They are very particular with their milk and everything seems to be well taken care of. We watched them perform the operation and also brought two bottles of milk home with us, which certainly had a nice lot of cream on the next morning.

As near as I can understand, without making a positive bargain, he is willing to pay \$3,000 a year rental for the place, sell the milk at 20¢ a quart to the hotel in bulk and deliver it to the residents at the Beach in bottles at 25¢ a quart; we to furnish him with whatever equipment we have up there, including Para grass for pasture, but in order to do that we would have to do some fencing, not necessarily surround the whole tract of land, but run a line of fencing that would guide the cattle until they got beyond the grove and get into the grass and from there he would have to have some one to herd them. He is coming over again tomorrow morning to go over the tract with us and we will know then just how much fencing he does want us to build.

He wants the privilege of selling the manure, which I understand runs from 50¢ to 60¢ a barrel. This, of course, would be very rich, as he does not intend to use a lot of shavings for bedding like Mr. Brown did. This practically destroys half the value of the manure.

I would like to have an expression from you as to what arrangements you think we should make with him and I will then endeavor to close the matter with him.

I am enclosing a clipping from the "Herald" which you may have seen. There is one little part of this article that has been cut out. This refers to Mr. Prichard's daughter and for that reason she cut it out.

Yours very truly,

Thos. J. Pancoast

Will stop same woods next week.

MIAMI BEACH IMPROVEMENT CO.  
OCEAN FRONT PROPERTY  
MIAMI BEACH, FLORIDA

August 24, 1921

Mr. Carl G. Fisher,  
Indianapolis, Ind.

Dear Mr. Fisher:

Replying to yours of the 18th I agree with you that a thoroughly high-class fence would be preferable to any other kind, but I was only trying to save the expenses which is something I feel we must do wherever we can.

You will realize that a fence as you suggest will cost several times what one would cost like I propose. In the first place the posts would have to be not more than ten feet apart to keep the board from swagging and looking out of shape, whereas with the plain strands of wire as I proposed the posts could be twenty feet apart. The woven wire fence would cost, of course, several times what the plain strands of wire would cost.

It seems to me that we might run the style of fence that you propose, from the Dairy up to a short distance above the Nursery and from there all the way over to the ridge, paralleling Pine Tree Drive, we could run a cheaper fence and then along Pine Tree Drive where it is easily seen by any one driving up that way, we might put your style of fence again. What would you think of that?

Yours very truly,



TJP/r

August 27th, 1921.

Mr. Thos. J. Pancoast,  
Miami Beach Improvement Co.,  
Miami Beach, Florida.

Dear Mr. Pancoast:

Replying to yours of the 24th - we should have a nice fence immediately, around the dairy and dairy buildings with large gate posts and a place on the entrance gate for a large sign. Where the fences would not be seen it is, of course, satisfactory to build a cheaper fence but even building cheaper fences most any place is rather a dangerous thing to do. I would rather not build so much fence and build it better.

I am not anxious to spend any unnecessary money myself, but we must carry out the idea that we are building for permanency, and for appearance.

Yours very truly -

CGF:EM



MIAMI BEACH IMPROVEMENT CO.  
OCEAN FRONT PROPERTY  
MIAMI BEACH, FLORIDA

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Yours very truly,



TJP/r

MIAMI BEACH IMPROVEMENT CO.  
OCEAN FRONT PROPERTY  
MIAMI BEACH, FLORIDA

August 26, 1921

Mr. Carl G. Fisher,  
Indianapolis, Ind.

Dear Mr. Fisher:

I have yours of the 22nd and 23rd. I will have a contract drawn up with Mr. Prichard in regard to the dairy such as you suggest. I believe he is going to try hard to please us.

I note what you say about the Miami Beach Chamber of Commerce getting strongly after the deep water basin. I think we are more likely to receive results by asking for something that is reasonable than to undertake to get too much at one time as Miami has been doing. If we get the deep water basin at Miami Beach, even with 20 feet of water all the way out, it would be a big help and I am sure if we get that it will be a stepping stone towards something greater as the demand requires.

I am glad the avocados are arriving in good shape. Any time you have any criticism to make of any package you receive I wish you would come right back with it and not be afraid of hurting our feelings for we want to know that the fruit goes out in good shape.

We have had some nice showers lately and today have had quite a good rain, which is the best we have had for a long time. The weather is nice and cool, no mosquitoes and everything is looking greener and fresher already. If the weather keeps like this we certainly will be able to make some progress with the planting.

Yours very truly,

✓ *Thos J Pancoast*

MIAMI BEACH IMPROVEMENT CO.  
OCEAN FRONT PROPERTY  
MIAMI BEACH, FLORIDA

August 30, 1921

Mr. Carl G. Fisher,  
Indianapolis, Ind.

Dear Mr. Fisher:

I have yours of the 27th and note what you say in regard to the fence and gates at the dairy.

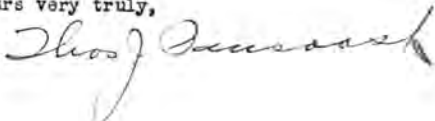
I am wondering, however, just where you want these gates placed. It was my idea to run a fence from the north west corner of the building to the canal, the other fence to start from the northeast corner of the building, enclosing the posts that support the carrier and from there continue on north. There are plenty of doors opening out on to this enclosure and I therefore, do not see the need of any gates, excepting we might want to drive in and haul out the manure or for something of that sort. Probably a set of gates between the building and the canal would be the proper place, although if we do this we would have to build a road probably to the gates from 41st St., whereas, if we had a set of gates from the road that goes through the nursery and dairy yard, we would not have to build a road, on the other hand the gates with the sign you suggest, would not show very well from here. I would like to hear from you on this.

I have just been over the plantation again. Mr. Conklin has all of the steel girders placed but four. Freedlund is building the road from Alton Road to the bridge and it will only be a short time before we can make this loop which will save a lot of time and expense in getting from one part of the property to another.

Some time ago you will recall we had the subject of oiling the roads under consideration. At that time I think the cost of oiling was about 11¢ a square yard. Belcher has just made a new contract for a large quantity of oil and now agrees to oil it for 8-1/2¢ a yard, providing we furnish the sand, without cost to them. They, of course, will do the carting, but they do not want to pay for the sand. This is quite a reasonable figure as compared with anything we have had before, and there are some roads that we certainly should oil. Some of them have already worn out so much without oil that they will have to be rebuilt before they can be oiled. Alton Road is the worst one in this respect. There are big holes all over the road and water stands in them after each rain. It seems to me now that the rainy season is coming on, we should have this oiling done before the roads are too badly damaged by the rains.

We have done some good tree planting at the Utilities barns and different places and things are commencing to look a whole lot better since the showers.

Yours very truly,



TJP/r

DO NOT WRITE IN THESE SPACES

FORM NO. 2-1957 (REV. 1-1-57)

We should have more bougeonvillias and more rubber trees and tropical trees.

Very truly yours,

CGF:DLC

MIAMI BEACH IMPROVEMENT CO.  
OCEAN FRONT PROPERTY  
MIAMI BEACH, FLORIDA

9-16-21

Mr. C. G. Fisher,  
Indianapolis, Ind.

Dear Mr. Fisher:

This summer the Miami Beach Improvement Company has been improving their property along driveways and building parkways, etc., and to keep it looking in good order will have to be mowed with a lawn mower. It has gotten to the point where it is too expensive to be doing it by hand as we now are. I went to see Bailey-Milan about a power mower where the operator walks and doesn't ride and they quote a Coldwell Mower, Model H, which nets about \$400.00 at the factory, but it seems to me that when I was at your place you had a less expensive mower and it was not so heavy as the Coldwell and much easier to operate, for we have to be turning around trees and shrubbery and therefore it must be easily operated. Will you please let me know what is, in your judgment, the best thing we can get for this purpose, and where we can get it.

I have just been over to the Dairy this morning and they are getting the fence up and cleaning things up in good shape for the reception of the Dairymen's Association, which will be entertained at Miami Beach next Tuesday. Their plan is to come over and look at the Atcoade Grove and look at the Miami Beach Dairy. They are going to give them a swim and a little banquet at the Casino St. John, and ladies are invited for dancing in the evening. We want to have some photographs taken of the Dairy with the delegation here. Pritchard now plans to bring the cattle over Sunday morning, leaving his sole about one o'clock in the morning. That way they will have the cool of the night to walk in and it will be moonlight and very little travel to interfere.

Very truly yours,

*Thos. J. Pancoast*  
Secy-Treas.

140 exp

Bob A. Shindler

MIAMI BEACH IMPROVEMENT CO.  
OCEAN FRONT PROPERTY  
MIAMI BEACH, FLORIDA

9-26-21

Mr. C. G. Fisher,  
Indianapolis, Ind.

Dear Mr. Fisher:


Replying to yours of the 19th, we had already drawn a check on the National City Bank for fifteen hundred dollars in favor of Mr. Conklin, as he has completed the bridge across Surprise Waterway. This does not complete the payment of the cash that is due him on this job. Forty per cent of it was credited to the purchase of the house in Mid Golf and the balance of the cash due, he will be able to wait a little while for. There was no other bank with a deposit large enuf to draw on, which was the reason for drawing on the National City. I realize what you say about keeping a good balance there, for they certainly did do an unusual thing in making this loan, but at the time, we didn't know what better we could do.

I notice what you have to say in regard to deep water channel and that I am privileged to use your letter at any time that it seems to be necessary. As everything has quieted down for the present, I do not think it would be well to stir it up again, unless they make some more unreasonable attacks.

We have at last been able to get the first half of the hangar in position. I guess you knew that when they loaded this on the barge that it sank and the barge remained under water for two weeks. Yarborough was sick and Mr. Good, the man in charge, could not locate a pump big enuf to pump it out. As soon as they get the other half around, we can then complete the building of the road to the bridge over Surprise Waterway and it will then be ready to use. This will save a lot of time in going from one part of the property to the other.

Norman left us yesterday for the University of Pennsylvania, so that our family seems to be very small and quiet once more. The trip, I think, did both Norman and Russelgood and we certainly miss them.

Very truly yours,

  
Secy-Treas.

MIAMI BEACH IMPROVEMENT CO.  
OCEAN FRONT PROPERTY  
MIAMI BEACH, FLORIDA

11-2-21

Mr. Carl G. Fisner,  
Indianapolis, Ind.

Dear Mr. Fisner:

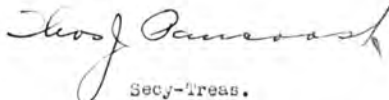
Immediately on receipt of your wire yesterday, we called a meeting of the Directors of the Miami Beach Chamber of Commerce and you will notice in this morning's Herald a copy of Resolutions passed, etc. I think that was just exactly the right thing to do and I think it will have a good effect.

We have succeeded in renting the Sigelow house to Mr. Fleischmann. I am having lease prepared for signature, which will be mailed to him within a few days. This house has a number of servants' rooms on the third floor and as his servants are all white, it is probably as good as he could do anywhere at the Beach. We are having the yard snaped up and will try and make him comfortable in every way we can.

Lee Nelson arrived last night. He was told that he would not know Miami Beach and Miami when he returned as there had been so much done during the summer months, but until I took him and drove over the Bay Shore property along the new golf course and by the Zoological Garden, polo barns and Dairy he said he had not seen any real evidence of it, but this was quite surprising to him. He said he had no idea he would see so much development as he did there. From this, however, I don't want you to expect too much, for I don't want you to be disappointed.

Harry has started on the farming proposition as per your suggestion, and I think he will have a creditable-looking place and I hope he will make some money out of it. Bear in mind that his house is still not rented or sold. I certainly hope we can do one or the other this winter, especially would I like to see it sold.

Very truly yours,

  
Secy-Treas.

NOV 10 1921

November 7th, 1921.

Mr. Thos. J. Pancoast,  
Miami Beach Improvement Co.,  
Miami Beach, Florida.

Dear Mr. Pancoast,

We will have to sell Harry's house this season for him and I expect we can do it. We continue to get a great many inquiries and I believe our season is going to be better than it was last year.

My mother was in the hospital Saturday and had an operation for gallstones, which was successful and she will now be in fine health for a long time. I expected to be there sooner but I will remain here until mother is entirely out of the woods.

Yours very truly,

GCP:M



*Collateral - Pancoast*

Moorestown, N. J., November 2, 1927.

Mr. Carl G. Fisher,  
Port Washington, L. I.

Dear Carl;

I have your memorandum, subject of endorsing the note for the Pancoast Hotel. I have wired for information, which if the same is satisfactory, I will endorse the note personally to help Arthur Pancoast out.

I don't approve of the Bay Shore endorsing anyone's note. Bay Shore has done all possible for Arthur and from now on he must sink or swim on his own efforts. The reason I am able to endorse this note is that I loaned some money to them last summer by collateral given me by Arthur and his father and this endorsement will be still covered by the collateral I hold.

I note copy of a letter to Mr. Charles Thompson. This was a bitter pill no doubt but it was well taken. Thompson has been a very valuable man and will be yet, but he can get plenty of jobs this winter while we are getting over our financial troubles.

I have copy of letter you wrote Kohlhepp about the La Gorce Club. I agree with you, in fact I am ahead of you about employing a woman for any business transaction, and I also agree that Howe could purchase these articles providing he had the time to run around and select materials and furnishings. But our idea is that this woman should submit a list to us of her requirements and if O.K'd, then it could be handed to Howe to purchase. With her experience in buying furniture she could refer Howe to several factories and wholesale houses where articles could be gotten that would be applicable to this club house.

I wired Walter specific instructions to hold her down as to a specified cost on the whole furnishings and she could be running around in New York and submitting articles to Howe and he could buy them at the cheapest place for our account.

I admit there is one thing I hate and that is furnishing a house. I would rather build twenty houses, or stores, or offices than to furnish one of them.

Mr. Carl G. Fisher ..... #2.

I feel that Howe hasn't had much experience in knowing just what would be required in furnishing a club, but with the assistance of Mrs. Douglas I think we will come through. The time is getting short and decisions will have to be made quickly and I don't believe Howe would have the ability to make those decisions without referring to others for advice.

Let your Uncle Jerry take care of this, Carl, and I will take the responsibility of this club furnishing. I hope it will come out all right, as I am just as zealous for it's success and low cost as you are.

With kind regards, I am

Yours very truly,

*Irving P. Collier*  
A.

IAC/MIA

Mamm Book 5/15/29

Collus - Pancost

Carl G. Fisher

Dear Sir,

I am asking you now more to please sign enclosed note -  
Goring has extended time to you but so I may be able to sell.

Very Truly

H. T. Pancost

713  
Have reduced it 500.

May 31, 1929.

Mr. H. W. Pancoast,  
Miami Beach, Florida.

Dear Sir:

Mr. Fisher has your letter  
of the 15th and has signed your note  
for \$1,000.00. Please find signed note  
enclosed.

Very truly yours,

T

Secretary to Mr. Fisher.

**MIAMI BEACH IMPROVEMENT CO.**

SIXTH FLOOR FISHER BUILDING, P. O. BOX 144  
PHONE 222

**MIAMI BEACH, FLORIDA**

FOUNDED BY JOHN S. COLLINS

THOS. J. FARCOAST  
PRESIDENT

OCEAN FROST  
PROPERTY

June 25, 1929.

*Collins - Farcoast*

Mr. Carl G. Fisher,  
Montauk, New Jersey.

Dear Carl:-

I want to compliment you on the wonderful piece of publicity you have in the June number of the World Traveler. This story is a very interesting one and just how much truth there is in it of course you know, especially your conversation with Charles Thompson. It has always been a surprise to people to find out how suddenly the growth of trees end on Montauk, and below which line there are practically no trees at all. This article gives an explanation of it that I have not heard before.

Yesterday one of the Aerocars stopped out in front of the office. It was one that was made for transporting horses. As I looked at it the only ventilation seems to be in the two windows in the front and the two doors on the side. While the car is in motion I would think it would make quite a draft on the horses. Would it not be well to have some ventilation near the top? This is only a suggestion and it may not be worth anything, but it is a thought I had and I felt like passing it on to you.

The building activity here this year is almost beyond belief. Of course, you are keeping up with it in the Miami papers, but with the building permits up to June 16th being in excess of the entire twelve months of last year is certainly worthy of note. June has now gone over a million dollars, and we still have a few more days.

Cliff Reeder is now Mayor of Miami and it is rumored that Sewell has aspirations to be Chairman of the Port Commission. As this Commission has power of eminent domain, I presume he thinks he can have more power than he has had as Mayor.

The Chambers of Commerce at Miami have gotten together with the new organization. Alex Orr has been elected President of the new Miami Chamber of Commerce. Mr. Orr was over to our Miami Beach Chamber of Commerce building and spent two hours going over different matters with Mr. Chase. I think we have a little better chance of cooperation that we have had in the past.

Mr. Carl G. Fisher

#2

6/25/29

we have been having a shower almost every day or night,  
and everything is looking very beautiful.

Pete Chase spoke before the Realty Board today, giving  
an account of his recent trip to Montauk and of some of  
the things you are doing up there. I sincerely trust  
you will have a successful season.

I have shown your article to some of the boys down here,  
and they all agree that if the young lady in the bath  
house goes with it there will be several up to rent one.

With kind regards, I am

Sincerely,

*Tom*

Thos. J. Pancoast.

TJP/ES

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Montauk

July 5, 1929.

Mr. T. J. Pancoast,  
Miami Beach, Florida.

Dear Tom:

I have yours of the 25th. It makes me rather homesick to have a letter like this. Of course I know what is going on because I read the papers every day, and when I don't get the information in the papers I get a sarcastic note from John Levi. That little nut can write the most aggravating letters I have ever seen; he has been writing them for the last fifteen years, and still I love him just the same.

Regarding the Aerocars: I have nothing to say because I am too busy and that is the job of the Curtiss Company. If you will get Glenn Curtiss and talk to him he will immediately prove to you that one of you does not know what you are talking about.

Everybody in Miami keeps belly-aching about what a wonderful climate you have, when I know you are a lot of liars. You cannot tell me the mosquitoes are not there as usual. However, we have a fire in the grate every night and I have had a severe cold because I lost my ear muffs and the big muffler I wear all the time here.

I hope you can get down here soon and see us. We have a regular suite at the hotel which we keep for people we like and we will be glad to have you have it.

I know you will be interested in the fact that we got in two pair of seals yesterday and this place is quite excited, especially the children. I am going to have one of the pair sent down to the Beach next

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Montauk

Mr. T. J. Pancoast,  
July 5, 1929,  
Page 2.

year. We have named them Dinty Moore and Mrs. Moore, James and Tilly and you would have a lot of fun if you could see the kids. We have an aquarium and that is the next thing we are going to have at the Beach -- an aquarium just like this one. Come on up and look around.

I am liable to be down there most any time as I want to watch the place grow.

Yours,

CGF:T



MIAMI BEACH IMPROVEMENT CO.

SIXTH FLOOR FISHER BUILDING, P. O. BOX 148  
PHONE 222

MIAMI BEACH, FLORIDA

FOUNDED BY JOHN S. COLLINS

THOS. J. FANCOAST  
PRESIDENT

OCEAN FRONT  
PROPERTY

24 November 1930

Mr. R. B. Alexander,  
Secretary to Mr. Fisher,  
Fisher Building,  
Miami Beach, F l o r i d a.

Dear Mr. Alexander:

I have yours of the 21st, also I have received  
the "Real Detective Tales & Stories", for which  
I thank you.

I have not as yet had time to read the same, but  
I certainly will for I am interested in such  
information.

You state that the City of Miami Beach will not  
tolerate any of these type men. I agree with  
you that we should not, but aren't we already  
tolerating men of this type, especially when one  
of them lives on Palm Island?

Again thanking you, I am,

Sincerely yours,

*Thos. J. Fancoast*  
Thos. J. Fancoast.

T J P  
E

Call Mr - Pancoast  
December 31, 1932

Mr. Irving A. Collins,

Dear Irv:

I believe you should have the information I am going to give you, as I would want you to give me this information if the case was reversed.

The Management of the Pancoast Hotel has drifted into a very bad situation. There is nobody on the place to talk to now, except the porter or the manager, and the manager is running business out of the door in considerable quantities.

I refer you to the bill herewith enclosed for half a day at \$30.00 a day for a room with only one window on the ocean, and a \$12.00 charge for baggage, which included two trunks and hand baggage in and out.

These people are very nice people, and quite wealthy, and I have an engagement with Mr. Smith to show him one of our houses on Monday. He however, left the Pancoast and moved to the Lincoln, where he will remain throughout the season, unless he purchases a house.

Now this is a case where the ancoast Hotel kicked out a very fine couple. They are elderly people and can afford to pay a rate, but they know their business nowadays.

I tried to call Tom to talk this over with him, and also tried to get Arthur, but everybody is away from town, and I don't know for how long, and I thought you should get this information and check into the situation. I have heard several severe criticisms of hotel management and lack of courtesy to guests, but this is the only direct piece of overcharging that has come to my notice.

Apparently your porter is grafting on your customers severely. Mr. Smith called a taxi and asked how much they would charge to take him to the Lincoln, which is approximately a mile away, the charge was a dollar. Mr. Smith told the taxi cab driver to go to H---, that he would walk before he would be further jipped by the hotel, and its help, whereupon the taxi driver told him he would take him for 50 cents.

I don't care to peddle news of this kind, but in this case I think you ought to know these facts as they have been reported to me. Neither do I wish Mr. Smith annoyed with any further reference to the matter, as he is now at the Lincoln and we expect to keep him, and also expect to sell him a house if possible to do so, but I know one thing, if we had a porter in any of our hotels that was manhandling our guests as this one seems to have done, I would take him by the neck and throw him into the Bay. Happy New Year just the same.

CGF-MH

Yours,

Paul Kunschik

Collins  
April 5th 1933.

F. R. Humpage

The attached memorandum was handed to me by Mr. Collins. This indicates the present condition of the transaction whereby the Carl G. Fisher Company borrowed \$5,000 from John S. Collins Company, which debt has now been reduced to, and is evidenced by note of \$3500.00, this note having as collateral three shares of Miami Beach Bay Shore Company stock.

You will note that after paying the interest out of the funds retained by John S. Collins Sons Company, there remains a credit balance to the Carl G. Fisher Company on the books of John S. Collins Sons Company of \$290.00

F. R. Humpage

FRH-HM  
Enclosure.