

**Miami Beach**

-

**Development**

**- details**

**1920-1924**

AVERY C. SMITH

OWNER

Smith's Casino and Biscayne Baths

MB dev.

MIAMI'S PIONEER BEACH RESORT

ESTABLISHED 1908

SUCCESSOR TO  
SMITH & WARR AND  
BISCAYNE NAVIGATION CO.

Miami Beach, Fla., 2/20-1920

Mr. Case G. Fisher

Dear Sir:

Theres hardly a day  
passes but that some body says  
"say Smith - why dont you and  
Hardee get to-gether and have  
the people who are building the  
beach trolley line pass the two  
Carnios with their cars; why  
should we all be made to  
walk so far - especially when  
it rains"; my reply is I  
have done all I can and to-  
be avail.

Now Mr. Fisher  
is there any thing that I can

AVERY C. SMITH

OWNER

Smith's Casino and Biscayne Baths

MIAMI'S PIONEER BEACH RESORT

ESTABLISHED 1908

SUCCESSOR TO  
SMITH & WARR AND  
SCAYNE NAVIGATION CO.

Miami Beach, Fla., \_\_\_\_\_

do to induce you to come to  
my place with the road.

Biscayne Ave, is the  
Southernmost road on the  
Beach is provided for to  
be 100 ft. wide since he  
favored very much from  
Ocean to Bay entire width  
of peninsula East & West

Believe me  
I want the road is the  
greatest thing that's been  
started for the people as  
a whole and I want it  
where I can see every car  
comes over it. Can't it be  
arranged? Sincerely yours  
Avery C. Smith

February 25th, 1920.

Mr. Avery C. Smith,  
Smith's Casino and Biscayne Baths,  
Miami Beach, Florida.

Dear Sir :

Replying to yours of the 20th : There certainly is no way at present that I can think of to run the road around your Bath-House - unless we also run it around Hardie's. The short distance this road is from you is not going to inconvenience you any. You just think it is : in fact, you are looking thru a small sized knot-hole at your troubles.

The street car line is just as far from our Casino as it is from yours. We don't want the Casino any nearer to the car-line than it is. In fact, we wish it was another block away. When you talk about the rain interfering you have some little argument - but it rains so seldom that it doesn't amount to much.

I would like to see both your Casinos down at the south end get together and have one big Casino instead of two. You could save a lot of money and have a much better place if you had one large organization.

Yours very truly,

OGF: R



Miami Beach, Fla. April 22, 1920

The Congregational Church Building Society,  
New York City,

Gentlemen:

This will confirm the agreement made with your Mr L.H. Royce concerning parsonage lot for the Miami Beach Congregational Church.

Upon the understanding that you are to finance the erection of a parsonage at an estimated cost of not less than Five Thousand Dollars (\$5,000.00), we will agree to execute a Warranty Deed free from all encumbrances, for a lot immediately adjoining church property, said lot to be forty (40) feet on Drexel and one hundred and sixty (160) feet deep, said lot to be given under the following conditions:

For a period of five years the property shall be devoted exclusively to parsonage purposes, and during the same period said property shall not be subject to transfer, except to the local organization of the Congregational Church. Said deed to be immediately executed and deposited with the Southern Bank and Trust Company, to be by them delivered to you upon your investment of \$2500.00 in the actual construction of said parsonage.

It is further understood and agreed that actual construction on said parsonage shall not begin later than August first 1920, that plans for same shall be submitted to us for approval, and that said building shall be completed on or before January first 1921.

If for any reason the Congregational Church Building Society should desire to dispose of said property, two years from the date of this agreement, the Alton Beach Realty Company agrees to purchase said property, paying for lot and building the actual cost of the building as evidenced by Architect's Certificate and Contractor's receipts.

The Alton Beach Realty Company.

Approximate Cost of Miami Beach Congregational Church.

General contract with commissions based upon sub-contracts already made by Mr. Ewing.....\$ 42,767.46

Estimates based on minimum figures submitted by sub-contractors, but not contracted for -

Light connections and fixtures.....	598.00
Grading and Walks.....	300.00
Floor finish and stain.....	220.00
Chancel furnishings.....	475.00
Pews.....	2600.00
Floor coverings.....	350.00
Screens.....	<u>550.00</u>

Total cost.....\$ 47,890.46

RESOURCES

Paid by Congl. Church Bldg. Society..	\$ 20,000.00
Paid by Carl G. Fisher.....	10,000.00
Paid or pledged by Miami Beach residents.....	<u>5,500.00</u>

Total.....\$ 35,500.00

\$35,500.00

Balance needed to complete and furnish building -

\$12,390.00

THE CONGREGATIONAL HOME MISSIONARY SOCIETY  
THE CONGREGATIONAL CHURCH BUILDING SOCIETY  
THE CONGREGATIONAL SUNDAY SCHOOL EXTENSION SOCIETY

GENERAL OFFICES  
287 FOURTH AVENUE, NEW YORK

CHARLES E. BURTON, D. D., GENERAL SECRETARY  
CHARLES H. BAKER, TREASURER

REV. LUMAN H. ROYCE,  
NATIONAL DIRECTOR OF CITY WORK

Oceanside Inn, Miami Beach, Fla.  
April 5, 1920.

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

My dear Mr. Fisher:-

Herewith find statement of the approximate cost of the Miami Beach Congregational Church. This is a careful estimate based for the most part on subcontracts already made by Mr. Ewing.

You will note that this estimate is \$12,390.00 in excess of resources paid or pledged. My Society has already advanced \$20,000.00 on the General Contract, and in addition to this, they have paid my salary and expenses during my period of service in Miami Beach, amounting to over \$5,000.00. I am sure this is very much more than any Church Building Society has ever advanced toward the erection of any church in Miami or in any other city of the country.

When I accepted your proposition, I realized that it was a great venture, but I have always been accustomed to take chances.

My task has not been an easy one, to come into an undeveloped community where there are very few church members, and where I have had very little cooperation excepting the financial cooperation which you and a few others have given.

There have been times when I have felt like retrenching, but instead, I have kept adding to my plans, believing that a good job would command cooperation and support. I have already authorized improvements on plans as approved by you, which aggregate nearly \$4000.00. In fact, I have done all within my power to secure a building which will be a credit to your splendid development, and I have hoped that the people of Miami Beach would be willing to contribute generously, but my expectations have not been realized. Excepting your contribution, I have raised ten times as much money in poor communities made up of wage earners. Some of our charter member; people of moderate means have contributed very generously. Mr. W. E. Brown has pledged \$200.00 for the next six months, and others of moderate means have contributed proportionately, but the people of large means, excepting your-

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self and two or three others, have shown very little interest, which is probably due to the fact that we have had no suitable place for our services.

Your contribution has been very generous, and I have hoped that it would not be necessary to appeal to you for further assistance, but I have reached the point where I scarcely know how to proceed. I do not feel that I can ask my Directors to contribute all of the \$12,390.00 needed to complete and furnish the building, and I cannot believe that you want a larger investment of missionary money in this community, when it is needed so much in poorer communities.

Accordingly, I am moved to make the following proposition: If you will contribute \$5,000 in addition to the \$10,000 which you have already donated, I shall endeavor to secure the balance from the field and from my Society, with the understanding that your contribution will not be made until the building is completed, and all furnishings in enclosed estimate are installed, and with the further understanding that no mortgage shall be placed on the building for the purpose of making said improvements, for I am very hopeful that I can persuade my Directors to advance all money needed for building and furnishings if you are willing to accept my proposal.

If you cannot see your way to accept my proposition, I shall be obliged to eliminate some of the improvements which I have planned, and some of the furnishings, substituting chairs for pews, etc., and I shall be obliged to secure a loan large enough to cover the balance needed to complete the building, with the expectation of raising enough next season by personal solicitation to pay off this loan. Of course it can be carried through in this way, but I believe that it will be far more creditable to your high grade development if the funds can be secured without a campaign of begging, or without a burdensome mortgage, for a debt of any sort will be a great handicap and hindrance to the prompt completion of the remainder of the layout.

I want to assure you that I deeply appreciate all that you have already done, and yet, I trust that you will realize that I am not making an unprecedented proposal. All the funds for the building of our Palm Beach Church were contributed by Mr. Flagler, and practically all the funds for our Cocoanut Grove Church were contributed by Mr. James and Mr. Mathewson. No missionary money was accepted for the Palm Beach Church, and our Society contributed only \$500 for the Cocoanut Grove building.



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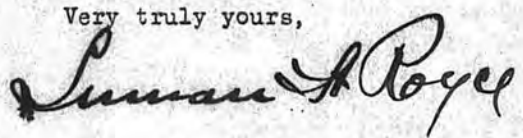
Referring to our first interview, you will recall that you was then proposing to build a church yourself. Surely some economy has been effected by my cooperation and I trust that you will find it possible to give the help and encouragement which I sorely need at this time.

In any case, you may be assured that the plans as approved by you under date of October 19, 1919, will not only be completed, but greatly improved. However, I am exceedingly anxious to completely equip and furnish the building before next season, and I see no way of doing it without further help. If good equipment and furnishing can be provided, I believe that the people will be so pleased that they will be ready to contribute generously toward the balance of the layout.

I shall appreciate it very much if you will give my proposal your careful consideration and reply as soon as possible, for if it does not seem feasible, I shall be obliged very shortly to take steps toward negotiating a loan for payment of contracts and completion of the building.

I shall count it a great privilege to have a personal conference with you about it, or shall be pleased to consider any counter proposition which you may be disposed to offer.

Very truly yours,



A. E. LEWIS  
ARCHITECT  
24-26 REAL BLDG. BUILDING  
MIAMI, FLA.

MB Lew

Jan. 13, 1931

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

Dear Mr. Fisher:

I note by the inclosed clipping from the Metropolis that you contemplate the erection of several dwelling houses at the Beach.

I would like very much indeed to be your architect for some of these dwellings. I have not bothered you along this line this winter. I have been to see you at two different times since you arrived in Miami this time, but I did not catch you in, and consequently have not had the pleasure of "welcoming you again to our city".

Please set a time in the near future for me to call on <sup>you</sup> relative this or any other work that you contemplate doing, and I will be glad to run over any time to see you. I will say however, that I hope you will call me either before the 18th., or after the 21st. of this month, as I will be out of the city during that period.

Hoping to be favored as above, I am with best wishes,

Sincerely yours,

A. E. Lewis

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

MB dew

5-9-21

Mr. Carl G. Fisher,  
Indianapolis, Ind.

Dear Mr. Fisher:

*under separate cover*  
I am inclosing you the photographs that were taken of the dredge shooting the banks along the Canal. I asked Matlack to send one set to you, which I thot he did, but find that he only made the one set and sent them to me, so I am forwarding them to you.

I am going north on Wednesday to be gone not more than six weeks, probably a shorter time. All reports from the north are rather blue in regard to money matters. However, when I get up there will see if there is any chance of digging up any more. We have been putting in a little occasionally. Three thousand last week and another thousand this morning. The amounts are small, but were necessary to take care of some bills.

I have just been looking over the amount of money we have put in the Bay Shore Company and it amounts to \$305,500.00, irrespective of labor, land, etc. This is actual cash.

We have gotten the two parkways completed along Fine Tree Drive and they look very attractive. We are now doing the one around Arthur Pancoast's house. We are also getting the Gleason tract plowed, harrowed and ready for the grass as soon as the rains come. Everything along Fine Tree Drive looks in very good shape. Sweet has already begun to make the improvements around Snowden's property as suggested. He is building quite an Arbor and lattice work around the south house, which will be quite a screen against everything that is unsightly. The wild cat house and different other buildings he had out there have been torn down, so I think he is going to cooperate all right.

I went over the property with Andrews and Fred and we picked out a place for the slat house just east of the Dairy barn. There is quite a little piece of land there that I think will be ideal for propogating plants, etc. and we can go north from there as far as we wish, and while some of that land is very poor, yet the banks are there to be drug down on top of it, if we want to make it better. The velvet beans and cow peas are doing remarkably well owing to the dry weather. If we should have some rains, I think they would come up very fast.

If you want to reach me for anything special, write c/o I. A. Collins, Moorestown, New Jersey.

With kind regards,

Very truly,

*Thos. J. Pancoast*

MB dev.

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

July 5<sup>th</sup> 1921

Dear Mr Fisher,

Yours of the 30<sup>th</sup> received.

Avocadoes will not be ready for shipment for some time yet, but we will do as you request. Unless you intend giving quite a few away, perhaps a box of six twice a week would be all you need. Mangoes are almost a total failure this year, excepting the common seedling variety, I sent you a few Hodeus this week, hope they do arrive in good shape, they will at least give you a taste. The main land trees are about the same, although now & then you will find a tree with a good crop. C. B. Douglas told me he had these trees with a nice lot on, if



you  
want more I think he can supply them,  
There will not be as many accidents  
as last year either, the dry weather has  
been against them, nearly 11" shortage  
in rain fall is hard on everything, Mr  
Humpage, Fred & I drove all over the property  
yesterday, and while things do not look as  
they should, yet it is wonderful they look as  
well as they do. The peas & beans planted by  
Andrews, are mostly stems, with some  
small leaves, but I believe by planting some  
later in the year after the wet weather is here,  
then too they will look better during the winter than  
those planted earlier. The Parsnips along the  
seam while not growing, is alive & will  
come with rain, but no use planting more  
while so dry. The trees & flowers planted  
have had to be watered, but look very well.  
Harry has planted a lot on our property and  
the two parks by north end of golf course  
Bay Shore property, and they all look well. Andrews  
has the slot house full of cuttings, and quite a lot  
planted outside, they have done a lot of grading  
around the place & made a great improvement  
to a bad looking spot. Capt De Pont met us

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

over there to see about the banks & be leveled, but  
as they are so irregular, almost nothing in many  
places, I suggested we go over it carefully and  
measure up the thin places & heavy places, and  
submit a lump figure for a certain distance,  
and not by the foot, thus they will do. Mr Humpage  
will write you more fully I guess. My stenographer  
is an less rooster, so I have to resort to my  
own efforts. A good crowd at the Pool yesterday,  
most of the cars had large banners on the  
back, "Vote the Bankers Ticket", the cat throats  
were more in evidence at the lower beach.  
Norman came home with us, but Russell  
is taking a Summer course in Architecture, &  
he has a very heavy year ahead of him. We  
were so sorry to learn of the death of your  
Father, Mrs Pancoast wrote to your Mother.  
Also regret to learn of your accident, must  
be painful & very uncomfortable during this  
excessive heat. He came home in hot weather  
& plenty of mosquitoes, but both conditions are  
greatly improved now. Hope you will soon be  
better. Truly, Thos J Pancoast

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

July 14th, 1921.

Thomas J. Pancoast.  
Miami Beach, Fla.

My dear Mr. Pancoast:

I have yours of the 8th, we received one box of mangoes  
but they were opened and two or three taken out. I  
don't care much for the mangoes but prefer the avacadas.

Very sorry your crop is so poor this year. Wish you would  
check up on Andrew's and his planting and advise we  
as soon as possible. We are having very warm weather here.

Very truly yours,

GGP:MG

MB 100  
July  
21st  
1921

Mr. Harvey Firestone,  
Akron, Ohio.

My dear Mr. Firestone:

I am sending you under separate cover a rather good looking album of photographs of an Italian Bay Front patio house which I started to build two years ago at Miami Beach. I secured the plans from De Garmo who is the foremost architect of the South and undertook to build something very good looking and a house that would be a credit to Miami Beach and with an unusual Italian design. The house was about half way completed when we had a strike with the tile workers at which time we went open shop and then last year we needed funds for finishing up our work on the hotel so we let this house drag along only working a few men on it during the season. It is now about 85% completed and can be gotten ready for occupancy by November 1st but I thought I wouldn't like to spend any more money on it now, unless it was sold.

The house is located about one block south of the Flamingo Hotel facing west on Biscayne Bay. It has about one hundred fifty feet of frontage by approximately three hundred fifty feet depth of ground. We transplanted our most beautiful coconut trees on the lot.

Immediately adjoining this house on the south is a residence we sold to Mr. Platt of Bridgeport, Connecticut, who is a large lumber dealer about forty five years of age, with a very charming wife and three children. The next house south of this one we sold last year to Mr. Lyman B. Kendall, a New York Stock broker, who recently married Miss Betty Lee of Virginia. Mr. Kendall and wife are very charming people. The next house south was constructed last year by the late Mr. H. A. Talbott of Dayton, Ohio. He put about \$250,000.00 in his residence and paid me \$75,000.00 for the lot on which his residence stands. It is a very beautiful old Moorish type of house. I believe you are acquainted with the Talbotts of Dayton.

In casting around for some one to sell this house to at this time of the year, I thought possibly you might be interested. The ground value where this house is located is about \$300.00 per front foot and I am not just sure at this writing, but I think it has a 125 to 135 feet frontage, with the three very handsome residences I have described to the South and unsold property for about 1000 feet to the Flamingo hotel. The Flamingo hotel grounds are surrounded by a large Spanish fence standing six, eight and ten feet high and the grounds of the Flamingo Hotel are 1000 feet long, North and South so that the hotel is located about a quarter of a mile to the North of this residence, on a beautifully asphalted street to the East.



I selected the location as the very best one at Miami Beach because I expected to build a very high priced residence on it and I wanted it to be my best effort in building. Up to the present time we have somewhere between \$75,000.00 and \$80,000.00 in the residence. There is still some tile work to do in the bath rooms, bath fixtures to set, and electric lights to install, also some tinting of walls to be done. If this place would suit you I will be very glad to give you a price on it that should make it very desirable, both from the standpoint of a residence as well as investment. We will complete the place for you first class in every respect for \$135,000.00 total. The land should have a value of better than \$40,000.00.

The nine hole golf course is just two blocks to the east, also the street car line is just two blocks to the east. The eighteen hole golf course is a half mile to the northeast and the new Bay Shore Golf Course - eight holes - and Country Club is one mile to the north.

The price I am naming you on this property is, as near as I estimate it, some fifteen or eighteen thousand dollars less than we should have for this piece of property but we would like very much to sell it before the season opens and get the benefit and use of the payment down and notes for the balance, which we can put up for collateral on some of our loans.

If this property suits you we will give you terms of \$25,000.00 down on it and the balance in one, two and three years, divided up as you wish, at 7% interest on the balance. This piece of property is one of the foremost handsome residences at Miami Beach, and I think, architecturally, it is the finest piece of work on the Beach. We could not duplicate the house today, at present price on material and labor, within ten or twelve thousand dollars of the price this house has cost us.

I am sending for some pictures of the place and will forward these on to you if you are interested. If you are not interested, will you please see personally that somebody returns me this album as it is my silent traveling salesman on this particular piece of property.

I hope, whether you are interested in a residence at Miami Beach or not, we will see you and Mrs. Firestone there this winter.

Yours very truly,

GCP:RH

# SIX MORE HOMES ARE TO BE ERECTED BY ALTON BEACH CO.

**Will Be Built to the Order of  
Purchasers and Will Cost  
About \$13,750 Each—  
Prospectus Printed**

Announcement was made Friday that the Alton Beach Realty Company would build six medium priced concrete houses for homes for winter residents on West Avenue between Lincoln Road and Seventeenth Street.

These houses will be built to order and will cost about \$13,750 each.

An attractive 16-page illustrated booklet describing the plan of building these residences is on the Hefty press. The booklet contains floor plan of the houses, colored perspective, photographs and information.

Beside the house there will be included in the price a garage with laundry and servant's quarters and the landscaping of the grounds by planting trees, grass and flowers, making driveways and walks.

The booklet is informative and considered a fine piece of selling literature. An insert in the booklet will contain a map of Miami Beach and a cross-section map of the Alton Beach properties.

July  
27th  
1921

Mr. A. E. Lewis,  
P. O. Box #345,  
Miami, Fla.

Dear Mr. Lewis:

Replying to yours of the 23rd - Mr.  
Floyd has charge of the new houses and I think that  
they have already been arranged for by him.

Very truly yours,

CGF:EM

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

MB da

August 17, 1921.

Mr. Carl G. Fisher,  
Indianapolis, Ind.

Dear Mr. Fisher:

I have just been all over the dairy and farm again with Mr. Prichard and the line of building the fence as showed to you on a map I sent you, indicated by blue lead pencil marks, is satisfactory to him. He states that in case the pasture should grow short within this area, that he could herd them one or two days a week on the grass above, if not all needed for the Polo Ponies. This leaves a great deal of acreage to be mowed for the Polo Ponies and I am sure it would be more than they could possibly use.

If the arrangement that I have tentatively made with Mr. Prichard is satisfactory to you, I will go ahead and get up a little agreement. I told him that we would insist upon the place being absolutely clean and sanitary in every respect and that we would only make contract from month to month, so that if he did not keep the place in that shape we would get him out. He said that was entirely satisfactory to him and that he did not care whether he had a contract or not; what he understood was that if he gave satisfaction he would stay and if he did not give satisfaction he wouldn't want to be there anyway.

We leased a house yesterday to a man by the name of Waters who originally came from Indianapolis and he knew Prichard up there and has had some knowledge of him down here. He is also a practical dairyman and would like to do some business at the Beach. I told him what arrangement we were trying to make with Prichard and he said if we would give him a ten year lease he would equip a place and run us a first-class dairy here that we would be proud of, but when I told him we could not think of making a lease for so long a time, not knowing exactly what the future developments would be, he then said that he believed Mr. Prichard would come about as near giving us satisfaction as any one he could suggest. He said he was an honest hard working fellow and would accept suggestions from us and try to fulfil them.

It will be some time before it will be necessary to have cows come over to the Beach, but I would like to have the plans approved as soon as possible in order that we may work on the fence when it best suits our convenience.

Yours very truly,

Thos. J. Pancoast

TJP/r



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

MB dau

August 19, 1921

Mr. Carl G. Fisher,  
Indianapolis, Ind.

Dear Mr. Fisher:

*under separate cover*  
I am enclosing <sup>A</sup> latest picture I had taken of our house, also the prize coconut tree just at the east end of our house on Collins Avenue. You can compare this with some of the earlier pictures you have and see the wonderful growth made in a short time. The largest of these trees were planted July 1st, 1914. Some of the others were planted along with them about a year later.

I have just received a copy of the Lincoln Highway for August and am glad to see that you have had an up-to-date picture taken of yourself. This is a wonderful likeness and is so much better than some of those that you have been using.

No doubt you have been reading something of our Chamber of Commerce recently formed at Miami Beach. You also have seen a copy of the engineers' report on the deep water to Miami, as outlined by the Chamber of Commerce. It seems to me that with all of the data the Chamber of Commerce got up for the engineers, even drawing on their imaginations to a large extent, in their report the engineers still feel there is not sufficient demand to warrant their going to the expense that this proposition would incur. Therefore, it seems to me that the thing for us to do is to endeavor to appeal to the Government for a harbor of refuge basin at Miami Beach, there being none between Key West and Jacksonville. There is I believe a movement on foot to secure a harbor of refuge at Stuart, Fla. They have a very good proposition to offer. There is deep water there and by digging a channel to it and protecting it they can have a harbor for much less money than we could perhaps get one for here, but I believe if we can get after them strongly enough right now that we can get them to locate it here. If we can get the basin here we could utilize it easily enough for all the commerce that would come in and go out of this port. This would demonstrate how much commerce did come in and go out from here and in a few years if Miami still wanted to continue the harbor to the other side, they would have some substantial evidence to present to the Government for consideration. Personally I believe that if the harbor was once established at this side and they saw how practical it was that this would end the contention for one on the other side, with the exception probably of a few narrow minded people who can't see anything but their own ideas.

In order to present this to the Government it seems to me that we need authentic information as to the number of boat lines that pass this place and the number of wrecks that have occurred along this coast and the loss in life, also in dollars and cents. I have written to John Oliver LaGorce and asked him if he could put us in the way of getting this information; also have written to J. Hampton Moore, who is the President of the Atlantic Deep Waterways Association, and member of Congress for a great many years, and now Mayor of Philadelphia. I know him

8/19/21

personally and I believe he will be able to give us some assistance. When Mr. Snowden was here he stated he thought he could get some information for us along this line in New York, and I hope he may, but he is likely to forget about it by the time he reaches there. I wish you would suggest something along the line that you think we should work and tell us what in your opinion is the best thing to do.

Russell has been taking a summer course in Philadelphia in architecture and now has come home for about a month's vacation before returning to Cornell next year. He was down here last winter during the Holidays and he thinks the development in that short time has been something wonderful. An outsider can oftentimes see what we have been doing better than we who are on the ground all the time. We have just completed rocking Collins Ave. from the canal north to the lake on the east side of the road over to the curb, we also put in a curb. This will give a lot of additional parking space and help the appearance of the hotel very much. We have gotten a curb and sidewalk put in on the north side of 23rd St. from the canal to our office. The City Council now has included this street in their improvement work and hope to get it done in about three months time. It is their plan to rock it from curb to curb.

Conklin is going right ahead with the bridge across the canal by the dairy. Quite a lot of tree planting has been done along the canal bank from Alton Road to the dairy, and the grass on some of the bunkers and tees on that end of the golf course is beginning to look quite green and some of the fairways look pretty good, but it is still very very dry. I never did see a season with so little rain. We had a good shower day before yesterday down all the way from our office to the Government Cut, but practically no rain above the canal.

We are shipping you another lot of avocados today and will be glad to hear what kind of condition they are arriving in.

I am just in receipt of yours of the 16th, enclosing letter from Kiser. I did not know that you even considered drilling any shallow wells, but I thoroughly agree with you that we can do without these for the present. I take it for granted that you answered Kiser about this, or do you want me to do it?

Lot 1 of block 2, which is in front of our office and west of the bath house, southwest corner of Collins and 23rd St., is owned by Ingle of Chicago. You will recall that we tried to buy this lot from him several times, but he would not put a price on it. He has now sent a wire to his son here offering it to us for \$16,000. His son says he feels he has an offer from some one else, probably at that figure, but he always agreed to let us have first chance on it before disposing of it. I do not suppose you feel interested in it now, but I thought best to let you know about it.

Yours very truly,

*Thos. J. Paussack*

TJP/r

MB  
August 22nd, 1921.

United Cement Products Co.,  
Indianapolis, Indiana.

Gentlemen:

I have yours of the 16th - I am in my office every morning at 727 North Capitol Avenue, until 12:00 o'clock.

I think we have a big market for your Septic Tanks at Miami Beach. There is a great deal of building going on at the Beach and we depend entirely on Septic Tanks.

I would be very glad to talk the matter over further with you.

Very truly yours,

CGF:EM

Indianapolis, Ind.,  
Aug. 26, 1921

Mr. W. C. Degarmo,  
c/o Fidelity Bank,  
Miami, Fla.

My dear Mr. Degarmo:

I have your telegram of the 25th.

The sketches all arrived in good shape and we are hoping to sell a Bay front from these sketches. The hotel drawings are particularly attractive and we have already had one man, who was our first interested party, come up and see them. Everything depends on financing. If he could only feel safe in financing his plans, I am quite sure we could get him into serious discussions immediately on drawings and costs.

This summer is very discouraging. One day the stock market takes a small turn for the better and people feel encouraged, only the next day to go to the dumps with all sorts of losses on stocks and shut-downs of industrial plans. However, some day we are going to build this hotel on the Beach. It may be a long time before we will do it, but we will do it.

I wish you would seriously consider building a patio house on Flamingo Bay. We only have one large house for sale next season. I know we are going to have a dozen customers, and we could easily sell one or two good houses on Flamingo Bay.

Very truly yours,

CGF:DLC



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

August 30, 1921

*MB dar*

Mr. Carl G. Fisher,  
Indianapolis, Ind.

Dear Mr. Fisher:

I was talking to Chase regarding the booklet you are getting up and I stated that I thought we and the Ocean View Company and perhaps some others should take an interest in this booklet and have some views of our own property and help bear the burden of expense for the booklet will certainly do the Beach a great amount of good. Mr. Chase stated he has since heard from you to the effect that it is all right with you if we want to put in some other pictures and bear a portion of the expense, so I am having the photographer make two or three more views and if they come out good, we will put them in.

The coconut tree in front of our house that you asked about, has 160 almost fully matured nuts, 28 of the smaller ones, with a great number of little fellows about the size of a walnut or less and from that on to the blossoms. The tree was planted in July, 1914, it then had just two leaves on it. The nut was planted in the fall of 1913. We have had dozens of people stop and stand under the tree and have their photographs taken, and as we sit on the east porch on a Sunday, there is hardly a car passing that ~~does~~ <sup>is able to</sup> not point or exclaim something about the tree. I have been afraid that somebody would steal the nuts, they hang so close to the ground. One night about one o'clock, we happened to hear a sound and looking out there were three colored boys just ready to take the nuts. They already had picked off two which they held on to and ran when we hollered at them.

Yours very truly,

*Thos J Pancoast*

TJP/r

MIAMI BEACH IMPROVEMENT CO.  
OCEAN FRONT PROPERTY  
INDIANAPOLIS, INDIANA  
Indianapolis, Ind.,  
Sept. 8, 1921

Mr. Thos. J. Pancoast,  
c/o Miami Beach Imprv. Co.,  
Miami Beach, Florida.

Dear Mr. Pancoast:

Replying to yours of the 30th. I see no reason why we should not oil the roads now at  $8\frac{1}{2}$ ¢ a yard.  $8\frac{1}{2}$ ¢ is still high enough, but we can probably save money by having this done.

I think that the new booklets should be supported by all the real estate companies and some of the rest of the companies on the Beach. Of course, the real estate companies should bear the heaviest expense.

I notice the remark of Mr. Sewell in the paper, also your reply. I think it would be a good thing for us to have a section of the map, which shows just what we are trying to do, made and mailed to all the more prominent people at Miami and Miami Beach. This would explain thoroughly our position. A lot of people have trouble in understanding just where the new proposed harbor and docks are located. We certainly don't want a lot of docks on the Beach property. There is only one proper place for them and eventually they will be there regardless of Mr. Sewell's arguments and others of his caliber. The government engineers are not foolish, and the government is not anxious to waste a lot of money if it can be avoided. If Mr. Sewell would show a little more good horse sense in asking for twenty feet of water at this time, he might make more progress with the government.

I do wish you could get the Chamber of Commerce to form some sort of association to plant a tree or plant a flower every year by each member. Just forming the association is no good. Some place in California they formed an association of this kind, and a committee of three were given authority to buy a tree and plant it for every member of the association who had not done so himself at the end of thirty days after the resolution was passed. This made the returns 100%.

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

9-14-21

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

Dear Mr. Fisher:

Replying to yours of the 8th, there has been some criticism about Belcher's oiling of roads. They state that he cuts the grade of asphalt by adding fuel oil and instead of their getting 0-49, which I believe is the grade that is accepted as being the best, they get 0-49 diluted. I had a talk with Freedlund and asked if he could get any good asphalt oil from some of the other companies as I knew that he has a distributor. He had the Texas man over here and they went over the roads to see just what condition they were in, and the Texas man recommended rather a thin grade of oil, which he guarantees to be 60%, I think, pure asphalt. At any rate it is the Texaco Liquid Asphalt #1. The Texas man felt it was necessary to have a grade like this to make a little deeper penetration than the thicker asphalt would and by so doing would not bunch up as has been the case in several instances over here. His price, however, is higher than what Belcher quoted altho he said he wanted a chance to figure again after finding out just where he could get the sand, etc.

I told Belcher's son that he had been accused of diluting the asphalt, which he denied, and stated that he would allow us to draw a sample out of each tankful that came over here. I think by keeping right after him we can probably see that we get the right kind of oil.

*Canal Drive*  
The Miami Beach Improvement Company has to oil <sup>^</sup> from 41st St. north to Snowden's line and then from there north Snowden pays half where his property is in front of ours and the Bay Shore Company, and then, of course, from there on it will be all the Bay Shore Company. This road is in very good shape to oil. Prairie Ave. from the Golf course (West 28th St.) up to the Dairy is also in good shape to oil, but from the Canal to 28th St. it will have to be repaired some first. North Meridian Ave. from the Canal to West 28th St. will also have to have some repairing done before it can be oiled and Alton Road is in bad shape and will have to have a lot of repairing done. Now are we obligated to do Prairie Ave. and North Meridian along Mid Golf? What is your advice about this? Of course half of each one is bordering the Golf Course, which of course, we will have to pay. We have had Collins Ave. widened to the curb on the east side along in front of the hotel lot, north of the Casino. This we will have to have oiled, but of course that is the Miami Beach Improvement Company's, and then we have some short streets that we are obligated to oil farther north, so that we will have quite a lot of oiling to do on our own account outside of the Bay Shore Company.

I wish you would write me just what you think we ought to do about oiling these roads, how far we should go with them, etc.

Very truly yours,

*Hos. J. Pancoast*

Secy-T

September 30th, 1921.

Mr. Harvey Firestone,  
Akron, Ohio.

Dear Mr. Firestone:

Replying to your letter of recent date - I believe that the Miami Beach climate for the winter will be a great benefit to your son. Mr. Allison has had a great deal of trouble with asthma but he has no trouble at the Beach and I, myself, had a good deal of catarrhal trouble before I went to Miami Beach. In fact, I have this same trouble here in the North but it entirely disappears after five or six days near the sea. I believe the greatest benefit for asthma and catarrhal troubles is salt water bathing. I am in hopes any way that you will try it out this season and if we can be of any help to you, let us know.

The Seiberling house might be available for rent but I was in doubt as to whether you would want to take this matter up with Mr. Seiberling or not. The Osborn house, which is the second house north of the Seiberling house, is available. It has three good bedrooms on the second floor and two bed rooms and one bath on the first floor. It has two baths upstairs. Has a large living room and dining room. The garage has two rooms and bath on the second floor for servants and a small laundry. The house is right on the sea. It has a beautiful location and if it isn't too small for you it is certainly a very good located house. The rental price, I think, is \$6,000 for the season. It has occurred to me that if Mr. Ford and Mr. Edison and some of your other friends should come down to visit you for a short time that you would not have enough room in this house to accommodate them. We have furnished a couple of smaller houses, that in a pinch, we could turn over to you and help out but they are located about a half mile distant from either the Osborn or Seiberling house.

I am going to leave here the 1st of November and will be in Miami by the 3rd or 4th, to remain all winter. If you could run down for a few days and meet me there, we could go over the entire situation and I will have a boat ready so that we can take a fishing trip.

Very truly yours,

CGF:E



MSBda  
October 4th, 1921.

Mr. Avery C. Smith,  
Smith Company, Inc.,  
Miami Beach, Florida.

Dear Mr. Smith :

I have yours of the 1st : Surely you cannot blame the Street Car Company for the fact that you are just a little bit off the beaten path. Mr. St. John would like to have the Street Car come up to his front door; other people would like to have the Street Car come up to their back door and possibly an announcement made by the driver that such and such a place was to the left, or the Smith Casino to the right.

You will have to be fair in this matter because, in the first place, we are not going to run the Street Car up to your front door, or up to the front door of anybody else - and you are just making a mountain out of a mole-hill in the complaints you make regarding the Street Car Company.

If you will allow me to offer the suggestion that if your premises were not littered up by one hundred different signs of all kinds, sizes and shapes, and if the outside appearance of your building was a little more conservative - not so Coney Island in appearance - I believe your business would be improved much more than the Street Car Company could assist you if it did go right by your front door.

This criticism may peeve you somewhat but I am not the only one who has made it - and it wouldn't hurt if you were to try out the suggestion for a season and see the result. Anyway, it isn't possible for us to bring the Street Car line the way you want it.

Yours very truly,

CGF:R

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

MB devel

10-24-21

Mr. Carl G. Fisher,  
Indianapolis, Ind.

Dear Mr. Fisher:

I have yours of the 18th in regard to farming for the Flamingo Hotel. The only thing you might raise on that land right now would be rice where you could row a boat and sow the seed. We have had the dryest summer that we have ever experienced here and now we certainly are having enuf rain to make up for lost time. The property is just covered with water almost everywhere. However, I hope it will dry up shortly so that we can get on that piece of land and get it ready for winter time. While the 5th of next month may be time enuf to decide about it owing to the conditions, yet if possible I hope we can get it started before then, and I am going to suggest that Harry undertakes to do this on his own hook in case you decide that you do not want to farm it on the same basis you did last year. Have you any objection to this? We have got to do something with the land and it will not do to let it stand there and grow up in weeds as it is now, for that was our object in purchasing the Repp lease, and it would be better to let him have it even if we don't get a cent of rental out of it.

Very truly yours,

Thos. J. Pancoast

Secy-Treas.

All the boats have tied up in the  
Collins Canal to get out of the  
Hurricane that is likely to  
reach here,

MEMORANDUM FOR THE RECORD  
DATE: OCTOBER 28, 1921  
TO: MR. T. J. PANCOAST

October 28th, 1921.

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

Dear Mr. Pancoast :

Replying to yours of the 24th : I certainly have no objection to Harry farming the piece of land on his own hook. I think it would be a good idea. He can then charge his own prices and at the end of the season we can see how he comes out. It is worth something to us to have the property in nice vegetation so people can see that we can raise something besides paragrass.

I hope the hurricane did not bother you particularly.

Yours very truly,

CGF:R

*Handwritten signature*

*Handwritten note:*  
All the boats have been up in the  
Calle Canal to get out of the  
harbor that is likely to

M B dev

October  
29th  
1921

Mr. H. W. Gossard,  
1008 S. Michigan Ave.,  
Chicago, Illinois.

My dear Mr. Gossard:

We are getting around again to the time to leave for Miami for the winter and in looking thru one of the prominent stock papers, I see some wonderful notices of additional prizes you have won with your stock and I am again bringing to your mind the subject of a visit to Miami Beach to have a look at our south Florida country.

As I wrote you last year, we completed our dairy which is one of the finest in the entire South and then we made arrangements with Mr. George W. Brown of Milwaukee to bring down a herd of forty Guernsey cattle. Our experiment wasn't very satisfactory on account of the expense of bringing the cattle down and shipping them back to Milwaukee which cost us about \$7,000. We have made temporary arrangements for this season with a Mr. Pritchard for a herd of eighty Jersey cattle and we are going to try this plan out for the season.

We have on our property about three hundred acres of wonderful para grass without a single weed in it and then we have about a hundred acres of velvet beans and some other special grasses which will be ready for feeding this winter, but I would like very much to have you look the situation over and pass us an expert opinion.

Just back of the city of Miami we have thousands of acres of very cheap land which will grow enormous crops of velvet beans, para grass, and peanuts, sugar cane, etc. Already considerable progress is being made in raising cattle. It might be that you would find a wonderful grazing ground made to order for you in this cheap land.

We will promise to make your stay at least interesting if you decide to pay us a little visit.

I am sending you under separate cover a booklet of the new Flamingo Hotel which we built last year to assist in taking care of our guests at Miami Beach.

I am also sending you a set of booklets descriptive of Miami Beach.

Yours very truly,

CGF:M



The major portion of Alton Beach expenses for the next three months are, of course, made up of payments on account of the Miami Beach Electric Company, The Flamingo Hotel, Bastian, Apartment House, and Miami Beach School. These combined make a total of \$300,000.00, which work we will have to go through with. In addition to this we are adding to the expenses of the Alton Beach Company, at least for the time being, the amount of money required to finance the dredging and bulkheading of the Peninsular Terminal Company, as shown on the estimate previously submitted. Of course the expenses for the last three months of this year will not be as great as for the months of July, August and September, because Bastian, Apartment House and Miami Beach School accounts will be eliminated, and Miami Beach Electric Company expenditures should be materially reduced. Taking it altogether, it does not appear that we can reduce the expenses of the Alton Beach Realty Company very materially by any change of program, but there is a possibility of reducing our expenses somewhat in connection with the Miami Beach Bay Shore Co., provided you consider it wise to do so.

#### MIAMI BEACH BAY SHORE COMPANY

The large items in connection with the expense of the Miami Beach Bay Shore Company are dredging, bulkheading, clearing, engineering, negro quarters, and road building. These total about \$100,000.00. If, therefore, it is possible to develop the properties of the Miami Beach Bay Shore Company in sections, and enough property made available for sale by next winter's season, and without working too far ahead, it would seem that in view of the expense involved it would be wise to consider such a program. Therefore, I have sent you this map marked up so that you may follow my suggestions and pass on them intelligently.

It is estimated that on August 1st, Canal B will be excavated to a point which I have, for ready reference, marked 1, and that unless something unforeseen happens, the filling will be practically completed south of this point marked 1.

You will note that as of the date that this map was marked that the filling had been completed along the Bay Shore to a point which I have marked 2, and since that time a narrow strip about 200 feet wide along the Bay Shore and nearly to the mouth of Canal C has been completed and it is anticipated that by August 1st the #3 Dipper dredge will have the levee completed up to and including the mouth of Canal C. There will then be available for subdivision and sale all of the property south of Canal B from the point numbered 1.

Provided a small amount of filling is done at the points marked 3 and 4 (to permit construction of Bay Shore Drive) there would be available for sale that strip of property on the Bay Shore from Canal B (west of Bay Shore Drive) up to Canal C.

In the meantime, i. e., August 1st, King will have completed the right-of-way clearing of Canal C and Canal B to the Lake. King's other gang will have finished east of Flamingo Bay and his other force, i. e.: contract force, will still be working at the extreme north end enlarging the area designated by the word "cleared" which I have encircled in red.

The Biscayne Engineering Company, i. e.: Moore, is enlarging the area designated by the word "cleared" which is designated by a straight red line above and below it. Either one of these two last named clearing forces, i. e.: King's contract force on the north end, and Moore's crew, can be eliminated without

in any way endangering the immediate development. In other words, if they were to continue there wouldn't be any more saleable property made available for this winter's season.

It appears that it may be desirable to continue the work of clearing south of the point which I have marked 5, which is the north line of Section 22. The cost of clearing this area will be approximately \$3,500.00. We have recently put in a crew there and the contractor has purchased something like \$600.00 worth of tools and it would not be quite fair to lay him off; and another viewpoint in clearing this up to the north line of Section 22 is that it would open up the property all the way through, which would materially improve the appearance of the property as a whole.

#### Bulkheading.

The bulkheading (indicated by the red lines on this map) on Biscayne Bay Front will be completed on August 1st and the back fill on Biscayne Bay Front as indicated by the green line from the point marked 7 will be continued north and should be completed to the mouth of Canal B by August 1st.

#### The Work on Flamingo Bay.

Getting the Ocean Front Subdivision and Pine Tree Drive Subdivision ready for market will have progressed by August 1st to the extent of having the levees constructed on both sides to the points marked 6. It is intended that one of the small suction dredges, either the "BISCAYNE" or "FLORIDA", be placed in Flamingo Bay about the first of August and proceed to make the fill on both sides, working northward from the Snowden property. This would mean that the work would be completed as it progressed so that all construction work could be suspended at any time with completed work behind the dredges when they stop.

I presume that you would not wish to consider taking the "DAVIS" off the job on account of the cost of moving her in and out, in which event it appears that the best method to follow would be to permit the "DAVIS" to continue filling the area bounded on the north by Canal C, on the east by Canal B, on the south by Canal B, and on the west by the area already filled along the shore of Biscayne Bay, excavating the material for this fill from Canals B and C and Biscayne Bay. This same dredge would also fill the area on the east of Canal B between that Canal and the high ground, this high ground being designated by the words "East edge of proposed fill". In the event that the dredge "DAVIS" carries out this phase of the work it will be necessary for the Dipper dredge #3 to be continued upon the work of forming the levees along the lines of the two Canals.

Summarized, the condition is this. Clark proposes to take the dredges "HESTER" and "FLORIDA" off this work. He claims that these two dredges belong to another company and that he has another contract which requires the use of these two dredges. We have told him that he must allow the "FLORIDA" to remain a sufficient length of time to remove a small amount of rock which has shown up in Canal B so that the dredge "DAVIS" can float over this small stretch, the elevation of the rock preventing the "DAVIS" digging this few hundred feet. If the "FLORIDA" remains a sufficient length of time to remove this rock, then we can get along without the "HESTER" or "FLORIDA", unless you are insistent upon their remaining. In the event that you do not insist upon the "FLORIDA" and "HESTER" remaining, then it is proposed that the "DAVIS" and Dipper dredge #3 shall continue

on the main fill up toward Canal C so that the fill will be completed as it progresses, thus opening up other available property for subdivision and sale. Of course there is no need of my calling your attention to the fact that the property thus made available for sale is less desirable than other property previously mentioned and, in consequence, the question is whether or not you wish to continue with the expenditures in order to put this less desirable property on the market at an early date. If you are of the opinion that this work need not be carried on then of course a material reduction in expenses can be made, and if the "HESTER" and "FLORIDA" are permitted to leave, this will also reduce expenses.

I again wish to call your particular attention to the progress as outlined here in relative to the Flamingo Bay proposition. The dredges working in this section will have made available by next winter a very considerable area of property which will be saleable and which would be a class of property that would bring very good prices, whereas, a continuation of the "DAVIS" and #3 Dipper dredge working in Canal B is not going to produce, relatively speaking, the same results from a money-making standpoint, that is to say, the work of the "DAVIS" and #3 Dipper dredge per dollar expended is not going to produce in saleable property the same amount as dredges working in Flamingo Bay.

I forgot to mention that the bulkheading in Flamingo Bay is continuing in accordance with your latest instructions and I would presume that regardless of your decision in connection with the "DAVIS" and Dipper dredge #3 that you would still wish to continue the bulkheading in the Flamingo Bay, so that this property might be in best possible condition for sale next winter. Of course considerable money will be saved if you do not insist upon the dredges "FLORIDA" and "HESTER" being held on this job, and it does not appear in releasing them that we are going to seriously jeopardize the essential work of the Bay Shore development.

It goes without saying that if we reduce the work of the dredges, etc., that our engineering expenses will also be reduced, as it will require less time for the engineers to check up the work.

You are aware of the progress made by Wolfe in construction of negro quarters. Are you satisfied with the progress which he is making, would you consider having Wolfe discontinue work in the erection of these houses, and are you satisfied with the cost of same. In other words, would you be willing, for the time being at least, to have Wolfe discontinue work in the erection of negro quarters.

From what I learned, I am not at all worried about Freedlund running up any great expense in connection with the road building for the Bay Shore Co. I learned that he is about on the edge of financial break-down. He hasn't even enough money to pay freight on two cars of asphalt which are laying on track in Miami, and last Saturday he had a hard time securing enough money to take care of his payroll for that week. The First National Bank loaned him enough money to take care of his payroll for last week but would not promise anything more, and the middle that the City of Miami Beach have gotten into has held up the issue and sale of bonds and there is no money in the Treasury which will permit of their financing Freedlund, so it appears that unless Freedlund gets some real help within the next few days he wont make any substantial progress in the building of roads.

After going over the properties myself, I obtained from Brown this map which I am sending you, and discussed with him the progress of work as laid out

by him and the detailed information as to what work will be completed by August 1st and what clearing work can be eliminated and all data of that character has been passed on and approved by him. I mention this so that you will understand that I have not undertaken to make suggestions without first having substantiated the data by obtaining confirmation first-hand from our engineers,

After you have considered this, will you kindly advise what you think it best to do.

With kindest regards, I am,

Very truly yours,

*J. R. ...*



Notes	50,000
Certif	35.
Cash	55,
Car Sale	160.
Cecil F.	65.
	<u>365.</u>
Casino	200
Peniter,	350.
Bonds	500
Talbot Under	60

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	50,000
	35,000
	55,000
65,000	160,000
	60,000
	450,000
	<u>110,000</u>

MB dev

June 22, 1922

Mr. W. J. Gillilan  
336 Oliver Building  
Pittsburgh, Pa.

My dear Mr. Gillilan:

I have yours of the ninth. Our proposition with Mr. Stoltz for the large hotel is still pending but is not closed. We had the matter entirely closed once but Mr. Stoltz and his wife have different opinions about building and the matter is still open.

I would like if you are out this way in the near future for you to stop and see me as I have some very good plans for a hotel on the Beach which will include 13,500 feet of water frontage.

With the erection of a hotel costing \$900,000 all of this water front property around the hotel can quickly be disposed of at a very conservative figure of \$150 per front foot and more. This water front property will sell for more than two million dollars on terms of one, two and three years with twenty-five per cent for the first payment. Much of this property will bring more than \$150; some should bring \$170 up to \$200 per front foot. We have proved this statement in the construction of the Flamingo Hotel.

Much as we need hotels now we are unable at present to finance the building of this hotel. If Mr. Mellon can finance the hotel we can put in enough land to leave the hotel as clear profit in four years, besides the revenue of the hotel which will easily show twenty per cent.

We earned \$123,000 net with 147 rooms in the Flamingo in 89 days operation. We are adding 60 rooms to the Flamingo which will bring the receipts to \$180,000 for 207 rooms. We turned away more than two thousand people in February alone, and next season will be a much larger season than last year was.

I would like if you could run out here and look over the maps and the lay-out we have to offer Mr. Mellon. Our own company would be glad to take the hotel over if Mr. Mellon should want to build it and lease it, guaranteeing eight per cent on the investment.

2.

Kindly let me hear from you. I expect to go to New York and be there during July and August but any mail will be forwarded to me from here. Wire me if you can come out Saturday or Sunday.

Yours very truly,



MB dev

June 22, 1922

Mr. Stuart R. Mann  
Durby, Erie County  
New York

My dear Mr. Mann:

I am sending you under separate cover some booklets of Miami Beach. Our new booklets are not yet out from the printer's and the pictures in these books are three years old. Since that time more than \$10,000,000 has been spent in developing Miami Beach.

We have two complete polo fields at the Beach and a very good practice field, and we are now putting into grass and planting two additional fields which will be available for practice purposes this next winter. We have several good hotels and a large number of attractions at Miami Beach and I would like very much if you can come and play polo with us this next winter.

We have barn capacity now, with twelve box stalls to each barn, for one hundred forty five ponies and we will add to this if necessary. If you ship you need not send hay or feed as we have a good quality of both at the Beach and we raise some very fine para grass on our property which the ponies seem to like very much.

Our season starts the first of December and we play up until the first week in April.

I hope to send you better booklets in the next two or three months.

Yours very truly,



MB dau  
June 30th, 1922

Mr. Joseph Elsener,  
Ritz-Carlton Hotel  
Atlantic City, N.J.

Dear Mr. Elsener:

Replying to yours of Wednesday, I will be very glad to talk to your new prospect as soon as I get down.

I have written Mr. Stoltz, as per copy sent you, making him a smaller and separate deal than the ocean front property.

We have three parcels of this property all of which would be very desirable, including LaGorce and Allison Islands. We would be much better off with three operating companies and three hotels on the north end of the property. It would divert a lot of business to that section and give us a chance to take care of the increasing number of people coming to the Beach. The No. 4 golf course which we expect to build in that location would be an added attraction and would greatly assist in taking care of the hotel guests in that location, besides making a very beautiful picture.

We have sufficient furniture here to take care of two or three offices and I will ship down from here an extra desk for you.

I expect to leave here somewhere between the 4th and 8th of July.

Very truly yours,

CARL G. FISHER

CGF-MEC

New York City.  
Sept. 12th, 1922.

MB Sev

Mallory Steamship Company,  
48<sup>th</sup> Fifth Avenue, at 42nd St.  
New York City.

Gentlemen:

There is an increasing demand for direct transportation between Miami and New York. We are about to commence dredging operations which will give us 4,000 feet of bulkhead frontage just inside the Government Cut at Miami Beach.

In the meantime, we have 700 feet of frontage on 19 feet of water, with a first-class dock and terminal building.

The first steamship company that can operate between Miami and New York, I believe will lay the foundation for a tremendous business in the very near future.

Have you any ship at the present time that would be available for this run, drawing slightly less than 18 feet?

Very truly yours,

Carl G. Fisher.

Heckscher Building,  
5th Ave. E 57th St.  
New York City.

Circle 0165.

CCP-MEC

MB da  
October 21, 1922.

Mr. Joseph Elsener,  
New York City.

My dear Mr. Elsener :

Replying to yours of the 19th, I am enclosing you, herewith, check covering your account to date.

I would advise that you start for Miami, immediately, as there is already considerable activity there, which may break out quite extensively after the announcement of the new hotel by the Miami Ocean View Company.

The proposition you submitted from Goethels that he was to do the work on the cost plus basis would not be interesting to me at all. I will let a contract for the job at a fixed price for the sand and rock; also, a fixed price for the bulkhead. It is perfectly easy to do this with a number of good responsible men. If the Goethal crowd is sufficiently interested, I would be very glad to see their representative at Miami on the ground after the 1st; also, Shattuck, or the Newport Beach people.

However, I do not care to expend any more cash in an effort to interest them; if they are interested now, any additional time put on them won't amount to much.

You might say to Mr. Schrafft that I am to meet a first-class hotel man at the Beach about the 3rd of November, and if Mr. Schrafft is not further interested at that time, I will close a contract with this hotel man to take over the Casino, and operate it this Winter for the Receiver. I would prefer if they intend going down in the near future that they would wait until the 1st of November.

Yours very truly,

CGF:ISB

MS. dev

October 23, 1922.

Mr. Joseph Elsener,  
New York City.

My dear Mr. Elsener :

If you haven't left New York, and if you decide to drive down, I would like to have you stop at Baltimore, Md., and hook up to Italians to come to the Beach, under the terms of the copy of letter I am enclosing.

These two Italians cannot understand English very well, and I do not want to send them the money for fare for fear they will get drunk and spend it. I do not want them to come down to the Beach before the 1st of December, or a few days earlier would make no difference - the 15th of November would be all right.

I want to make a contract with them to play only at the Beach; will guarantee them \$50.00 a month, and will find some garage for them to sleep in.

I want these Italians to walk around and play on these Italian instruments and sing - all through the Winter Season.

I am writing Mr. Furst of Baltimore, also, in regard to this, as I may miss these Italians; and, also, for fear you have left for the South.

Please wire me if you will be able to handle this matter.

Yours very truly,

CGF: ISB



Bebe Isle

October 28, 1922.

Commodore C. W. Kotcher,  
c/o C. W. Kotcher Lumber Co.,  
Detroit, Michigan.

My dear Commodore :

I have your letter of the 26th. The last property we sold on the West side of the Island we received \$150.00 a front foot for it. If you want this lot next to you, I will be very glad to give you an inside price of \$110.00 a foot.

Everything is going big at the Beach and it looks like we are going to have a big Season.

I am leaving Monday. You had better answer this letter direct to Miami Beach if you want the lot.

Yours very truly,

CGF:ISB

MB dec

November 4th, 1922.

Mr. C. A. Gilbert,  
1225 Post Street,  
San Francisco, Calif.

My dear Mr. Gilbert:

I have yours of the 26th. Miami Beach has made wonderful strides since last year. I returned only this morning, and I am amazed at the number of new hotels, apartment houses and residences that have gone up since last Spring. In my opinion Miami Beach is the wonder spot of America now and for a great many years to come.

I have heavy investments here and I expect to continue to invest in Beach property. If at any time in the near future you decide to visit Miami Beach, I would be very glad to talk over with you investments.

At the present time we are particularly needing a very large garage, for at least one hundred automobiles, with a sundry sales room and with fifty chauffeur's rooms on the second or third floor. I think the combination of a large garage, sundry room and chauffeur's rooms would be a very attractive investment.

We know that we can not accomodate for this season the cars or the men that will be here and next season will be much more complicated. Miami Beach in proportion to its population is growing faster than its resources than any other spot that we know of in the world, and we would like to have you with us.

Very truly yours,

Carl G. Fisher.

CGF-MBC

MB dev  
November 15th, 1922.

Mr. Elsener:

I want you to prepare a small statement to the fact that the people of Miami Beach should build for themselves a first-class community theatre -- a theatre that will be a credit to the Beach, and where not only first-class moving pictures can be shown, but with sufficient stage and dressing rooms, so that it would be possible to have other attractions at various times.

A building of this kind will cost approximately \$50,000 to \$60,000. We have a very fine and valuable building lot, with a foundation that has cost approximately \$12,000.00 net. The value of this lot and foundation at the present time, is approximately \$42,000.00. We will turn this lot and foundation into a company for \$25,000.00.

I would like to have you get subscriptions for the balance of the stock, payable 25% cash on signing the subscription, 25% in thirty days, and the balance in sixty days.

The land value should steadily increase with the office building connected with it, should be able to earn at least 8%. The land value in a few years time would increase enough to sell this building and declare a very handsome dividend.

Mr. Lundberg can take a small amount of stock; Mr. Krom can take a small amount; Mr. Rooney; The Ocean View Company; Bay Shore Company; Mr. Walking; Mr. Floyd; Mr. Gus Rosenberg, who is now putting up the awnings at the Flamingo; Mrs. Wofford, of the Wofford Hotel; Mr. Fowler of the Fowler Apartments; Mr. Whitman, I think, might take \$2,000 or \$3,000 worth of stock.

If we can raise \$35,000, in the sale of stock in this theatre, we will have a very strong community interest in the theatre, and we can borrow enough on the lot and the building to complete construction.

I want you to get to work at it at once, and complete the subscriptions as quickly as possible.

Carl G. Fisher.

Belle Isle

November 16th, 1922.

Commodore C. W. Ketcher,  
2137 Gratiot Ave.  
Detroit, Mich.

My dear Commodore:

I have yours of the 13th. I was over at your house the other afternoon, and went up on your boat house and looked over the Bay, certainly your location is wonderful; but it could be added to a lot with the addition of the ground next door, with a hedge dividing your property line from the other.

-We have about one and one-half million small pines already to transplant right now, that are two feet high, and if you want me to, I will have the Japs put in this hedge for you.

The top of your boat house should be patched, as there are two or three holes in the roof, otherwise, the place is looking fine.

I want to get all the Belle Isle people together as soon as you come down, and with the City and the County and everybody else, put in a few dollars and we will put in a nice, good looking bridge from Belle Isle to the mainland.

If you decide you want the lot next door, drop me a line, and I will have the hedge put in right now so that it will commence to be in good shape by the time you arrive. We are having just enough rain to keep anything that we plant now in nice shape.

Yours,

CGF-MEC



ms deu

November 27th, 1922.

Mr. O. M. Fowler,  
Highway Service Corporation,  
State Life Building,  
Indianapolis, Ind.

My dear Mr. Fowler:

Thanks for your letter of the 22nd. I want to congratulate you on such a substantial sale, and particularly for cash. I wish that I could make two or three large sales that I have been after for some time but have not been successful in closing them up, however, will probably close them up soon. We received a check today in closing the sale of the Casino, for \$320,000.00. We have also sold an additional \$100,000.00 worth of property since I came down.

Things are opening up wonderfully here. Houses are leasing rapidly and apartments are going. People are coming very much earlier than in any previous season.

The load on the Power Plant, for instance, is one hundred per cent greater than it was for this same period last year, and still going up.

We need new hotels here very much, and I hope that you will seriously consider doing something in the hotel line here. I would like to show you the earning capacity of the Lincoln and Flamingo, and when you come down I would be very glad to show you some figures of just what these hotels have done and will do in the future.

Very truly yours,

Carl G. Fisher.

CGR-MEC

Memo

/Dec. 23, 1922.

Mr. Elsener:

From the memo and general layout of the theatre proposition I have received seems to be progressing satisfactorily. It will be quite necessary, however, to have your subscriptions in such shape that they can be handled through the bank. We do not want our committee to be bothered with making collections and unless properly prepared notes are signed and deposited with the subscriptions, some of the subscriptions are liable to be difficult to collect. I would like to see a copy of the contract for subscriptions which Judge Smathers has prepared.

C.G. Fisher.

*Fisher*

TAX DATA  
MIAMI BEACH

31

The total assessed valuation of all property from Atlantic Heights to the Government Cut, as taken by me from the records this morning at the Court House, amounts to \$2,404,840.00, and of this amount the lands and lots lying within the developed portion of the property as made by the Associated Companies, including the Alton Beach Realty Co., Miami Ocean View Co., Miami Beach Bay Shore Co., Miami Beach Improvement Co., and Snowden, amounts to \$1,710,420.00, or in other words 71% of the taxable property of Miami Beach lies within the developed portions as made by our associated interests.

For your information, will state that Miami Beach from Atlantic Heights to the Government Cut pays one-tenth of the entire State and County Taxes of Dade County.

1922<sup>7</sup>

ACERAGE

Two hundred fifty six acres between entire Biscayne waterway and Biscayne Bay including twelve acres Collins and Johns Islands ten thousand eight hundred eighty feet (10,880 ft.) bay bulkhead including islands. Seven thousand four hundred fifty feet (7,450 ft.) canal or waterway bulkhead. Island bulkhead happens be difference bay and canal bulkhead.



OCEAN FRONT UNIT

33

Total area (4500 ft. strip) 62.5 Acres

" " (3500 " " " " ) 45.8 "

July 1, 1922. (3500 ft. strip)

Estimated to be filled 35 Acres

Estimated now filled 5.8 "

Estimated high ground 5.0 "

45.8 "

THIRTY-FIVE HUNDRED FOOT STRIP

## LAND COST-

45.8 A. @ \$600 per A. \$27,480.00

## CLEARING

35 A. @ \$110 per A. 3,850.00

## BULKHEAD

3580 ft. @ \$4 per ft. 14,320.00  
(1360' already built \$5440)

## FILLING

25,000 cu.yds. placed @

12¢ \$ 3,000

180,000 Cu.yds. to

be placed @ 12¢ 21,600 24,600.00

## ROAD

20 ft. wide

7860 ft from Snowdens N to

Lot 175, 17,470 sq.yds. @

\$1.15 \$20,091.00 (Includes  
road to Allison Is. bridge

8440 sq.yds. in unit @ \$1.15 9,706.00

9030 " " Ocean Front Sub.

\$10,385.

## GRASS PLANTING

46 A. @ \$130 per A. 5,980.00

OCEAN FRONT UNIT (cont'd)

**WATER MAIN**

If laid east from well  
across Indian Creek and  
then N along Collins Av.  
6" main used. 3900 ft to  
the unit @ 1.56-\$5850.

2500 ft in unit

@ 1.50

3750

3,750.00

(Exclusive of 700' to  
Allison Island)

**ELECTRIC LIGHT LINE**

10,210 ft. Snowden Res. to  
Lot 175.

2650 ft. Indian Beach Sub @

38¢

\$1007.

4060 ft. Ocean Front Sub

@ 38¢

1543.

3500 ft. this unit @ 38¢

1330.

10210 " of line @ 38¢

3,880.00

---

\$93,566.00

**COST PER UNIT WATER FRONT**

FOOT \$26.00

(Indian Creek Frontage only)

ALLISON ISLAND UNIT

34

Area of proposed Island is 34.2 A.

## LAND (cost)

34.2 A. @ \$200 per A. \$ 6,840.00

## CLEARING

16 A. @ \$120 per A. 1,920.00

## BULKHEADING

6570 ft. @ \$5 per ft. 32,850.00

## FILLING

344,000 cu.yds @ 14¢ 48,160.00

## ROAD

1160 sq.yds. @ \$1.10 1,276.00

## GRASS PLANTING

35 A. @ \$130 per A. 4,550.00

## BRIDGE

Wooden-400ft. Steel draw  
150 ft. Estimated 50,000.00

## WATER MAIN

4000 ft of 6" @ \$1.50 6,000.00

(Including 1500 ft on main-  
land)

## ELECTRIC LIGHT LINE

1900 ft @ 38¢ 722.00

TOTAL

---

\$152,318.00COST PER UNIT WATER FRONT  
FOOT \$24.00

LAGORCE ISLAND UNIT

35

Total area is 57.2 acres

## LAND (cost)

38 A. @ \$200 per A. \$ 7,600.00

## CLEARING

38 A. @ \$125 per A. 4,750.00

## BULKHEAD

6060 ft @ \$4 per ft 24,240.00

## FILLING

400,000 cu.yds @ 12¢ yd. 48,000.00

## ROAD

6,700 sq.yds. @ \$1.15 7,705.00

## GRASS PLANTING

58 A. @ \$130 per A. 7,540.00

## BRIDGE (wooden)

60 ft long 6,000.00

## WATER MAIN.

3060 ft @ \$1.50 4,590.00

(7660 ft from well along  
Pine Tree Drive to LaGorce  
Canal)

## ELECTRIC LIGHT LINE

3060 ft @ 38¢ 1,163.00

(11,870 ft is length of  
line from 41st St. to this  
unit)

TOTAL

---

\$111,588.00

COST PER UNIT WATER

FRONT FOOT \$18.00



WEST SHORE INDIAN CREEK UNIT

36

On the west bank of shore of Indian Creek, a distance of 3500 ft south of LaGorce Canal and east of Pine Tree Drive.

The area of the unit is 33.3 A.  
LAND (cost)

33.3 A. @ \$400                      \$13,320.00

## CLEARING

2 A. of mangrove @ \$125  
  \$250.

31 A. @ \$100                      3,100.                      3,350.00

## BULKHEADING

3900 ft @ \$4.50                      17,550.00

## FILLING

102,000 cu.yds @ 14¢                      14,280.00

(dipper dredge work  
included)

## ROAD

(Half of Pine Tree Drive)

4800 sq. yds @ \$1.18                      5,520.00

(Also includes 1000 sq.  
yds. for road to Alli-  
son Island)

## GRASS PLANTING

34 A. @ \$130.                      4,420.00

## ELECTRIC LIGHT LINES

3420 ft @ 38¢                      1,300.00

(8450 ft from 41st St.  
to this Unit)

TOTAL    \$59,740.00

COST PER UNIT WATER FRONT

FOOT \$16.00

BISCAYNE BAY UNIT

37

On the east shore of Biscayne Bay, thirty-five hundred water front ft in length, south of LaGorce Canal and between Alton Rd. and Biscayne Bay.

Area is thirty (30) acres

## LAND (cost)

30 A. @ \$200. \$ 6,000.00

## CLEARING

30 A. @ \$125. 3,750.00

## BULKHEADING

3500 ft @ \$4. 14,000.00

## FILLING

193,000 cu. yds. @  $12\frac{1}{2}\%$  23,160.00

## ROAD

(20 feet wide)

Alton Rd from present end to unit is 17,900 sq.yds.

3720 sq yd pavement @ \$1.15 4,278.00

## GRASS PLANTING

30 A. @ \$130. 3,900.00

## WATER MAIN

4720 ft along Alton Rd from well to unit 3350 ft of 6"

main @ \$1.50 5,025.00

## ELECTRIC LIGHT LINE

South from Pine Tree Drive line of West Shore Indian

Creek Unit -3350 ft @  $38\%$  1,273.00

## TOTAL

\$61,386.00

COST PER UNIT WATER FRONT  
FOOT \$18.00

GENERAL ITEMS

38

STREET RAILWAY	
3.40 miles @ \$20,000	\$68,000.00
Street railway terminal	1,000.00
GOLF COURSE	
(Between Biscayne Bay Unit and West shore Indian Ck. Unit).	
	80,000.00
ROAD	
Alton Rd. to nearest unit	
17,900 sq.yds. @ \$1.15	20,585.00
Half Alton Rd past unit, 3720 sq.yds. @ \$1.15	4,278.00
Half Pine Tree Drive past unit 4800 sq.yds @ \$1.15	5,520.00
WATER TOWER	12,000.00
WATER TOWER EQUIPMENT	3,000.00
WATER MAIN	
On Alton Road 6" main 4720 ft @ \$1.50	7,080.00
On Pine Tree Drive to nearest unit 4240 ft at \$1.50-6" main	6,360.00
GOLF CLUB HOUSE	20,000.00
ELECTRIC LIGHT LINE	
Alton Road - 10,800 ft. from Polo Barns to unit @ 38¢	4,104.00
Pine Tree Drive - 8450 ft from 41st St to nearest unit @ 38¢	3,211.00

GENERAL ITEMS (cont'd)

(Any "white way" lighting will cost \$65. per post, spaced 125 ft apart)

## BRIDGE

Alton Road over Surprise

Waterway - Wooden, 12,000.00

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**TOTAL 247,138.00**



ESTIMATE  
 PROPOSED DEVELOPMENT  
 NORTH BEACH

47

Mar. 1923.

600 a.

Bulkhead	\$300,000.00
Fill ( <i>little high-w&amp;B</i> )	350,000.00
Bridge - Draw	60,000.00
Street Car, 6m. @ \$15,000.	90,000.00
Road	90,000.00
Towers	42,000.00
Mains <i>little high (W&amp;B)</i>	42,000.00
Top Soil - 500 acres	50,000.00
Golf Course	100,000.00
Golf Club House	60,000.00
Trees	25,000.00
Palo Fields - Two	20,000.00
Five miles Road	75,000.00
Bridges - 150 ft. wide	20,000.00
Street Car Sta. Two @ \$5,000	10,000.00
LaGorce Island Bridge	15,000.00
Engineering and Extras	25,000.00

\$1,454,000.00

TOTAL ESTIMATE

\$1,500,000.00

Boats for Hotels

20,000.00

1923

Planted 10550

Planted 10000. *Nitz*

Tashiro  
count. 1574

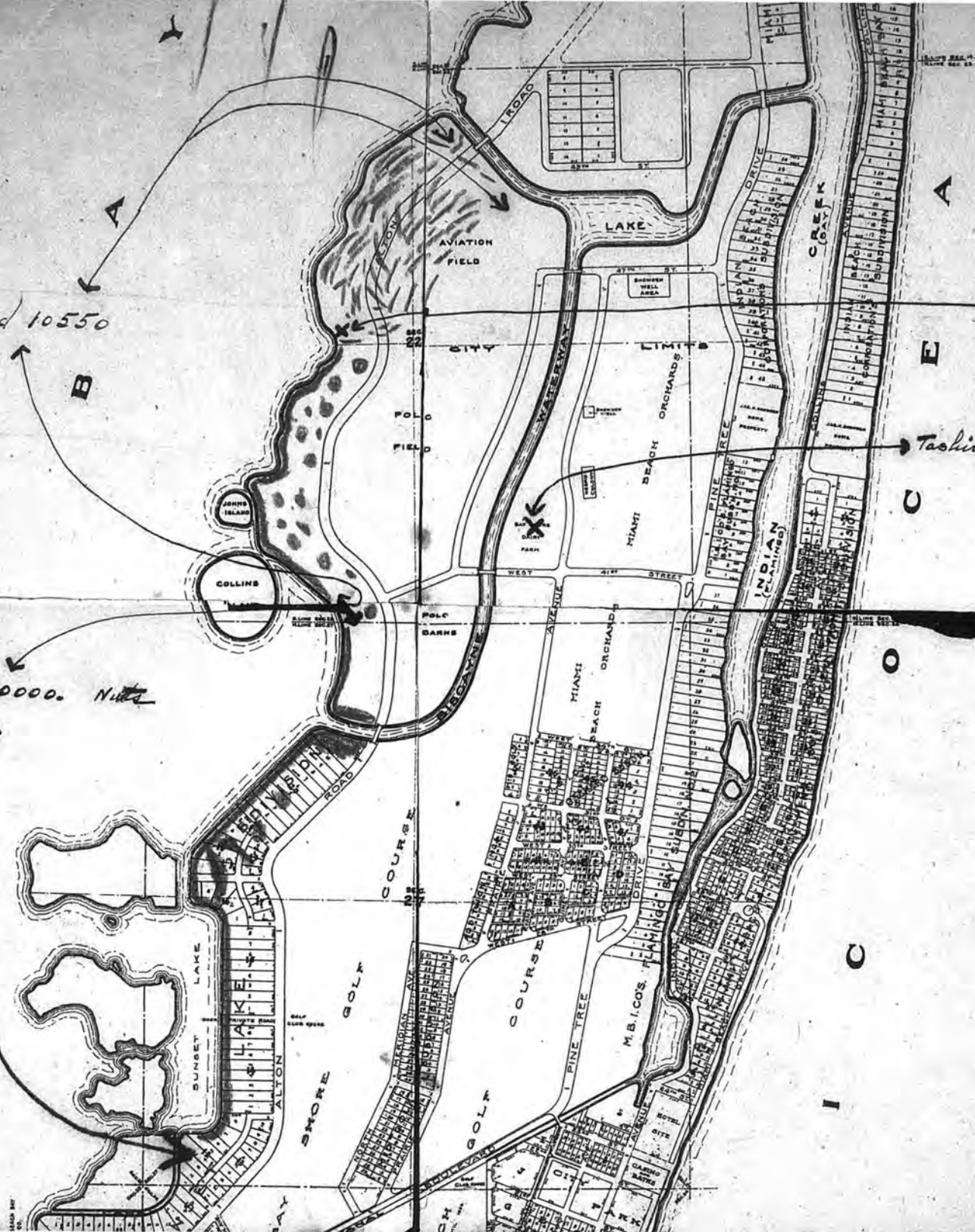
Tashiro  
count. 1500.

Y  
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I



# Nolan Houses

We assumed \$15,000<sup>00</sup> mortgage on each of these houses and have paid 8% interest or \$1,200 per annum and \$116<sup>00</sup> fire insurance on each. We have spent about \$150<sup>00</sup> each for gardner and garage will cost about \$1801<sup>00</sup> each and driveway \$100<sup>00</sup>

Lot should be added to get cost

- #1 Sold
- #2 - Lot  $62\frac{1}{2} \times 150$
- #3 - Lot  $62\frac{1}{2} \times 150$
- #4 - Lot  $62\frac{1}{2} \times 150$
- #5 - Lot  $68\frac{3}{4} \times 204$
- #6 - Sold
- #7 - Lot  $62\frac{1}{2} \times 204$
- #8 - Lot  $68\frac{3}{4} \times 204$

## Lincoln Garage.

Test

Lot - (not priced.)

50 X 150

1611519



10

Miami Beach Elec. Co.

Assets.

Track, trolleys, bridges	20383080
Cars	5380658
Trucks	666695
Furniture	243590
Plant and Tanks.	26799771
Equipment	21386901
Wires & transmission	8916398
Meters	1414547
Material	487005
Accts. Rec.	2905004
Cash.	167530
Notes Rec. etc.	2803288979211

Liab.

Notes Pay.	6510978				
Accts. Pay.	3134113				
Due C. & F.	81122781				
Tax liab.	287875				
Loss	<table border="0" style="margin-left: auto; margin-right: auto;"> <tr> <td style="border-bottom: 1px solid black;">91055747</td> <td></td> </tr> <tr> <td style="border-bottom: 1px solid black;">2076536</td> <td style="text-align: right;">88979211</td> </tr> </table>	91055747		2076536	88979211
91055747					
2076536	88979211				

N.B.

The Company has no land as the title is in Peninsula Term. Co. and A. B. R. Co.

(6)



# Dade Apts

Building Cost	5525336
Furn.	353629
Lot	

## Earnings

1920-1921.

Gross -	8145.00
Net -	2,084.44

1921-1922

Net House \$	2002.28
" Meals \$	7600.45

# Polo Club.

Field Improvements	3166248
Barus.	4555663
Club House.	695589

1921	Receipts.	1352135
------	-----------	---------

1922	Receipts	1774621
------	----------	---------

all profits are  
applied to cost  
of maintenance.

## El Mar.

2 lots.

cost	5000000
Furn. added	325858
awnings	21375
Garage	467582

Net Earnings 1921-22	\$ 93222
----------------------	----------

Mortgage \$ 4333.33	
due 5-1-23.	



MB dev  
Detail

March  
Seventh  
1925.

Mr. R. L. Ellis  
Miami Beach, Fla.

Dear Mr. Ellis:

We will want to place contracts for street lighting on Alton Road as far North as one-half mile beyond the Nautilus Hotel site.

Also, street lighting on Bay Road, which also extends one-half mile north of the Nautilus.

I also want to order the street car line to extend up Pine Tree Drive for a distance of something over two miles.

Please see that we get these orders so that we can get the materials within the next sixty days.

Yours very truly,

CGF  
MEC

WAK:C

April 11, 1923.

Mr. Fisher:

As per our conversation of yesterday, the total cost of contemplated improvements and the amount required on or before January 1st, 1923, are detailed as follows:

IMPROVEMENT:	TOTAL COST:	ESTIMATED EXPENDITURE BY JANUARY 1st:	
Bulkhead,	\$380,000.00	\$150,000.00	90
Fill,	350,000.00	200,000.00	40.
Top Fill,	50,000.00	40,000.00	10
Polo Fields,	20,000.00	20,000.00	5
Trees and Planting,	25,000.00	20,000.00	5
Drawbridge,	60,000.00	-	
Bridges (2),	20,000.00	20,000.00	4
LaGorce Bridge,	15,000.00	15,000.00	4
Road,	90,000.00	65,000.00	
Five Miles of Road,	75,000.00	75,000.00	10
Water Towers,	24,000.00	24,000.00	10
Water Mains,	42,000.00	35,000.00	
Street Car Line,	90,000.00	60,000.00	
Street Car Lines & Depot,	10,000.00	10,000.00	
Golf Course,	100,000.00	65,000.00	
Club House,	60,000.00	30,000.00	
Overhead Expense,	25,000.00	25,000.00	
<b>TOTALING.....</b>	<b>\$1,426,000.00</b>	<b>\$ 854,000.00</b>	<b>88.</b>

In addition, it is your wish to start a new hotel by December 1st, 1923, to cost \$1,200,000.

My understanding of these improvements is as follows:

Bulkhead, \$380,000.00. We are to immediately construct concrete bulkhead on the Bay Shore through the Sunset and Nautilus Subdivisions, and to construct wood piling bulkhead through the waterways and Suprise Lake, and to follow the fill on the Bay Shore above Nautilus as rapidly as possible. It is estimated that the total expenditure would not run over \$150,000.00 by January 1st next.

Fill, \$350,000.00. This item consists of contract of the Clark Dredging Co., covering the excavation of the waterways in Suprise Lake, and to complete the fill North to LaGorce Island and on the Ocean Front. Based on the earning capacity of Clark's agreement, it is estimated by you that total expenditures on this item would not run over \$200,000.00 during 1923.

WAK:C

April 11, 1923.

Mr. Fisher:

As per our conversation of yesterday, the total cost of contemplated improvements and the amount required on or before January 1st, 1923, are detailed as follows:

IMPROVEMENT:	TOTAL COST:	ESTIMATED EXPENDITURE BY JANUARY 1st:	
Bulkhead,	\$380,000.00	\$150,000.00	40
Fill,	350,000.00	200,000.00	10
Top Fill,	50,000.00	40,000.00	5
Polo Fields,	20,000.00	20,000.00	5
Trees and Planting,	25,000.00	20,000.00	4
Drawbridge,	60,000.00	- -	4
Bridges (2),	20,000.00	20,000.00	4
LaGorce Bridge,	15,000.00	15,000.00	10
Road,	90,000.00	65,000.00	10
Five Miles of Road,	75,000.00	75,000.00	10
Water Towers,	24,000.00	24,000.00	10
Water Mains,	42,000.00	35,000.00	
Street Car Lines,	90,000.00	60,000.00	
Street Car Lines & Depot,	10,000.00	10,000.00	
Golf Course,	100,000.00	65,000.00	
Club House,	60,000.00	30,000.00	
Overhead Expense,	25,000.00	25,000.00	
TOTALING.....	\$1,426,000.00	\$ 854,000.00	88.

In addition, it is your wish to start a new hotel by December 1st, 1923, to cost \$1,200,000.

My understanding of these improvements is as follows:

Bulkhead, \$380,000.00. We are to immediately construct concrete bulkhead on the Bay Shore through the Sunset and Nautilus Subdivisions, and to construct wood piling bulkhead through the waterways and Surprise Lake, and to follow the fill on the Bay Shore above Nautilus as rapidly as possible. It is estimated that the total expenditure would not run over \$150,000.00 by January 1st next.

Fill, \$350,000.00. This item consists of contract of the Clark Dredging Co., covering the excavation of the waterways in Surprise Lake, and to complete the fill North to LaGorce Island and on the Ocean Front. Based on the earning capacity of Clark's agreement, it is estimated by you that total expenditures on this item would not run over \$200,000.00 during 1923.

Mr. Fisher, #2.

April 11, 1923.

Top Fill, \$50,000.00: This item we have not touched on specifically, but it is my understanding that this is to cover the cost of storing up much and marl for top-soiling the fill North of Surprise waterway.

Polo Fields, \$20,000.00: This is to cover the cost of two polo fields and a practice field opposite the Nautilus Hotel.

Trees and Planting, \$25,000.00: This item is to cover the cost of the plants purchased from Mr. Witcher, and any plants purchased from the Alton Beach Realty Co., as well as the expense of moving and planting them. Also, to cover planting of grass on the fill with the exception of the Polo Fields and Golf Course.

Drawbridge, \$60,000.00: This item covers the proposed bridge over Allison Island to the Ocean Front, and is to be started on or about December 1st, 1923, anticipating that the bridge will be completed for use in approximately sixty days.

Bridges, \$20,000.00: This is to cover the cost of two bridges across Biscayne Waterway and Surprise Waterway. These bridges are to be constructed to carry the street car line which is to be extended past the Nautilus Hotel.

LaGorce Bridge, \$15,000.00: This item is to cover the cost of a bridge connecting LaGorce Island with the Mainland. It is my understanding that, with the exception of the Drawbridge at Allison Island, plans and specifications are now being drawn for these bridges for immediate construction.

Road, \$90,000.00: This represents approximately seven miles of road, which is the extension of Alton Road and Pine Tree Drive to LaGorce Island, and it will necessarily have to follow the fill. It is estimated that the expenditures will not exceed \$65,000.00 during the present year.

Five Miles of Road, \$75,000.00: It is my understanding that this item includes cross roads between Alton Road and Pine Tree Drive, and approximately two miles of road on the Ocean Front.

Water Towers, \$24,000.00: This covers the cost of construction of two water towers, at cost of \$12,000.00 each, for which Mr. Geiger is now preparing plans, construction to begin on or about December 1st, 1923.

Water Mains, \$42,000.00: This is to cover the cost of extension of water mains along Alton Road and Pine Tree Drive, and also Ocean Front Subdivision. Installation to be completed during the Summer.

Street Car Line, \$90,000.00: This item represents extension of the street car line along Alton Road and Pine Tree Drive from Collins Canal to the LaGorce Island Bridge, it being understood that we are to immediately make the extension past the Nautilus Hotel, and in the early Fall we are to make the extension along Pine Tree Drive, for approximately two and a half miles. It



Mr. Fisher, #3.

April 11, 1923.

is also my understanding that one mile of the Pine Tree Drive extension is to be paid for by the Miami Beach Improvement Co., and is to be constructed along right-of-way as designated by Mr. Pancoast.

Street Car Lines and Depot, \$10,000.00: This is to cover the cost of stations along the street car extension, and a depot to be located near the Allison Island Bridge.

Golf Course, \$100,000.00: It is my understanding that this Golf Course is to be designated as No. 4, and that Mr. Wallace will have the completed plans before you leave for the North. The only immediate construction work that we can undertake on this development is the construction of the elevated tees and greens and the planting of grass on same.

Club House, \$60,000.00: It is my understanding that the Club House you have in mind for immediate construction will only cost \$30,000.00, and is to be located at the extreme north end, near the approach to the Allison Island Bridge, and it will be some time late in the Fall before work can be started on the Club House.

Financing the requirements of these developments on or before January 1st, 1924, has been arranged as follows:

Present Bank balance, approximately . . . . .	\$80,000.00
One-Year notes discounted. . . . .	118,000.00
Trust Loan being prepared at present . . . . .	250,000.00
Additional contracts & notes to be delivered for discount and trust loan. . . . .	250,000.00
Pancoast and Collins, as per agreement . . . . .	<u>150,000.00</u>
TOTAL. . . . .	848,000.00

This, together with the receipts from current sales and contracts which have not been closed, should be more than ample to take care of the program as outlined above.

A large part of this money will not be required until late in the Fall, and it is my understanding that I am to distribute these deposits in New York, Indianapolis, and such other points as are necessary to strengthen our line of credit.

If my understanding of these points is not correct, please advise.

*W. A. HOZEPP*  
W. A. HOZEPP

MB dav

Apr. 21, 1923.

Mr. Cecil Fowler,  
LaFayette, Ind.

My dear Cecil:

I only have one more day to stay; but if things keep up, I will wind up a wreck.

Yesterday we sold \$300,000.00 worth of dock property, to the Texas Company and Willie Vanderbilt. I have an engagement to meet Mr. Soil today and talk to him about an \$80,000.00 piece of Bay Shore property; but I am going to pull out Monday regardless of sales, and will see you in Indianapolis either when I come up there or when I come back for the Races.

Yours,

CGF  
LMB

# THE ALTON BEACH REALTY COMPANY

*Ocean and Bay front Property*

OFFICE: MIAMI AVENUE AND LINCOLN ROAD

ADDRESS ALL COMMUNICATIONS  
TO THE COMPANY

MIAMI BEACH, FLORIDA

June 4, 1923.

*MB dev details*

Mr. Carl G. Fisher,  
Port Washington,  
Long Island, N. Y.

Dear Mr. Fisher:

Last winter you offered a prize of a raise in salary to whoever submitted the best money saving suggestion. I now claim the prize, although I don't want you to give it to me.

My suggestion last spring that we have an engineer working out of this office to check up the various contractors who are doing work for us, has proven a saving to us of many thousands of dollars. Mr. Kohlhepp has probably already written to you of the many things we found the contractors were putting over on us and that since have been stopped. So there is no need of my going into the many details if you have already received them.

To make it brief, we found that the concrete bulkheading being put in was simply terrible, that the pile driving was not being driven deep enough, that the roads were not receiving the correct size rock, nor the full amount as required, that the oiling of roads was not being put on thick enough, and had this gone on without our calling the contractors to task, it would probably have gotten much worse instead of better.

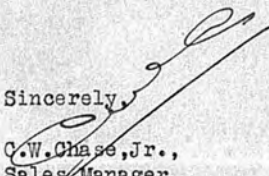
I believe the young man I recommended is absolutely on the job for our interests and we will save the amount of his monthly salary every day; hence I claim the prize but do not want it as I feel that all of us should be anxious to make such suggestions without looking for a reward.

Mr. Ringwood is submitting each day a report showing progress of work and also reporting various items he finds are not being properly complied with and an extra copy is given Mr. Kohlhepp who is sending them to you, and these, I believe, will keep you fairly well informed of what is going on and how the work is progressing.

-2-

The weather has been simply delightful since you left and the mosquitos have not bothered us at all. Whatever I can do to help in any way during the summer, please let me know.

Sincerely,

  
C.W. Chase, Jr.,  
Sales Manager,

THE ALTON BEACH REALTY COMPANY.

CWC:GMC



COPY OF LETTER FROM METEOR TRANSPORT & TRADING CO.

Miami Beach, Fla.  
June 4, 1923.

Major H. F. Lockyer, Manager,  
Peninsula Terminal Co.,  
Miami Beach, Fla.

Dear Major:

As a matter of memorandum, I herewith refer to several matters touched upon in the conversation at your house this morning.

ASSIGNMENT OF LEASE

You are to address to the Warner Transport & Trading Company, a letter dated June 1st, stating that you acknowledge receipt of advice that the Meteor Company has been organized by the same interests owning the Warner Company, with the intent to conduct all of the Miami Business in the name of the Meteor Company and to notify the Warner Company that this is agreeable to you and that you authorize the Warner Company to assign the lease for the Causeway Terminals dated March 8, 1923 to the Meteor Transport & Trading Company.

WAREHOUSE FLOORS

We have found after placing the warehouse in service that all of the piling under the floors was not real piling but simply pile heads cut off and embedded in the fill a few inches. This poor design caused an irregular settlement in many of these pile heads as soon as the normal cement load of nine sacks high was placed on the floor. The rafters of the flooring were not heavy enough to support the weight in this manner which has resulted in such a general condition of collapse that we will have to rebuild with a firm foundation practically all of these floors. As has developed by this experience, this design was therefore ineffective for the purposes for which we leased the warehouse and referring to Clause 10 of the contract between our Companies, I quote as follows:

"The lessors shall bear the expense of normal wear and tear and of damage to wharfs resulting from defective design or construction beyond the control of the lessees, etc."

It would appear from this that we might properly ask the Peninsula Terminal Company to rebuild all of these floors of suitable design but since the inspection prior to our leasing, was by our representatives as well as yours, I have decided that it would be fair and equitable to expect that our Companies correct this defect mutually on a fifty-fifty basis. Since prompt action is imperative with our next cargo arriving in about two weeks, we are having part of this work done immediately by the Beach Construction Company on a cost plus 15% basis, and at the convenience of yourself and associates, we can discuss the adjustment of costs on this unfortunate trouble. This damage is causing us a great deal of additional expense in the extra handling of our cement and other products, but we will not enter this work in the repair adjustment, but only the actual costs of the work and materials used therein. If we can meet on the basis of my suggestion, I would be content to adjust you part of the repair cost by deducting a portion of our monthly settlements to you for the purpose, and in that manner clear up the item without any cash items

HANDLING OUR PRODUCTS IN MIAMI CITY AT MUNICIPAL DOCKS

While there is no provision in our contract bearing upon our right to lease other wharves in this locality, hence we can proceed in this direction as best suits the needs of our business, yet we look on our general interests as mutual and confirm our advice that we are planning to move some of our steamship cargoes to the Municipal Docks to more economically handle our city deliveries. This is becoming more than ever essential because of the close competitive conditions that have developed since our entrance into this market and our activity in landing large contracts. All of these steps are essential on our part to supply the contracts for purchasing large tonnages of material in the North and the contract for transporting these tonnages by regular steamer service. We must open up our markets on the cheapest possible basis. The Municipal Dock charges provide a rate for temporary wharfage and storage considerably lower than the 4% rate we are paying you. In addition to this the extra hauling costs from the Causeway Terminals to city operations amount to 25¢ to 30¢ a ton, therefore the saving we can effect for the city deliveries under the existing condition becomes important in the closely competitive market that has not developed.

ROCK & SAND HANDLING AT CAUSEWAY TERMINALS

As explained to you, negotiations are developing for handling these products from two probably sources of supply and we hope to reduce these commodities within another thirty days so as to add both to your income and ours. As soon as we know definitely the amount of steps needed, we will give you some lines more definitely defined in the area included in our lease.

Very truly yours,

METEOR TRANSPORT & TRADING COMPANY

CHARLES WARNER  
President

CW/N

THE PENINSULA TERMINAL COMPANY  
MIAMI BEACH, FLORIDA

OFFICE: MIAMI BEACH, FLORIDA

ADDRESS ALL COMMUNICATIONS  
TO THE COMPANY

June 7, 1923.

Mr. Carl G. Fisher,  
Port Washington,  
Long Island, N.Y.

Dear Mr. Fisher:

METEOR TRANSPORT AND TRADING COMPANY.

Following my letter of May 30th, when I informed you that Mr. Warner had arrived and that I hoped within a week to arrange for Warner's company to handle the rock situation for the Beach, I think that, at last, a definite solution will result. Mr. Warner returned North yesterday and I was with him practically the whole of the time he was here, assisting to solve the situation.

As an immediate source of supply, Mr. Warner and I had several conferences with Friedland who eventually agreed, subject to the consent of his associates, to supply Warner with screened rock, F.O.B. barge at the Meteor Transport and Trading Company's dock at a cost which will enable Warner to supply the Beach market at a fixed price per cubic yard and considerably lower than the figure the contractors are now paying. Mr. Friedland further agreed not to supply any rock to the Beach, himself, but to allow Warner to handle the entire market. Subject to Friedland's associates confirming this arrangement, Warner is prepared to immediately purchase a tractor crane and erect platforms, storage bins and all other necessary equipment for off-loading and distributing rock at the southern end of the Causeway Terminal dock.

I had previously arranged a contract between The Thomas & Sweet Company and Mr. LeGro, whereby Thomas & Sweet immediately installed a steam shovel upon the spoil bank above Hialeah and load up a hundred and fifty cubic yards per day of pit run rock for road foundations on the Venetian Islands. LeGro has arranged a lighterage and towage contract and should he need any extra barges for the purpose, Thomas & Sweet have contracted to lease the additional barges required at a daily rental; I think I told you before that Thomas & Sweet have established a barge building industry at Ft. Lauderdale. I am mentioning these details because you asked me to help LeGro on the rock situation and I presume the development of the Venetian Islands is bound to reflect on the valuations of property at the Beach especially as LeGro has now obtained definite authority from the State for building the new causeway on the site of Collins Bridge.

I brought Thomas & Sweet into contact with Warner and as a result of several meetings, now that the Thomas & Sweet Company are installing a steam shovel on the spoil bank their intention is to, later on, put up a washing and screening plant along with the shovel, and deliver the screened rock to Warner, F.O.B. barge, Causeway Terminal Dock, thus assuring Warner of <sup>him</sup> ~~the~~ second source of supply.

The sales of the Meteor Transport and Trading Co. are steadily increasing and as they make their books up to the 14th of each month, I have arranged for a statement of gross sales to be sent to me monthly so that we can check the amount due to the Peninsular Terminal Company under our contract. I shall be pleased to forward you copy of the returns for the first six weeks sales about the 15th or 16th of this month, as soon as I receive the Meteor Company's statement.

I enclose herewith copy of letter dated June 4th from Mr. Warner. The paragraph headed "Assignment of Lease" has been attended to. With regard to the warehouse floors, I had not anticipated that we should be called upon to ~~share~~ the costs of repair, but Warner's proposal seems to me equitable and I shall be obliged if you will give me your instructions on the matter. With regard to handling Warner's products at the Municipal Docks, I went into this question very carefully with Mr. Warner, and realized that it is impossible to compete with the wholesale market of Miami from the Causeway Terminal Dock. For this reason, I consented subject to your approval to Warner's suggestion to ship some of his products to the Municipal Docks, reserving a proportion of the profits on this business to be mutually arranged between Warner and myself after checking the profits realized on the *first consignment.*

Kindly advise me if you approve of my provisional action.

BUNNELL & CAIL.

As mentioned in my last letter to you Mr. Cail ~~is~~ quite prepared to buy Dragon Cement from Warner for all his requirements providing he can also purchase rock. As the pit run rock used by Cail for concrete bulkheading is of a special variety, I have arranged for Cail to accompany me to Hialeah and select a section of Curtiss-Bright's spoil bank which will suit his purposes. I will then arrange for the Meteor Transport & Trading Co. to buy this section of spoil bank ~~at a price of~~ (which I think they can do at twelve cents a cubic yard) and then to put on a couple of barges and some ~~trucks~~ to load on contract so as to supply Cail's requirements for the bulkheading and thus secure the cement order.

THOMAS & SWEET COMPANY.

The machine erected by these people to pile up black sand is doing the work well. In consultation with Mr. Kohlhepp and Mr. Hoerger after considerable bargaining, we concluded the contract yesterday upon the basis of fourteen cents per cubic yard, up to 10,000 cubic yards per month, and a *bonus* of one cent per cubic yard for every thousand yards in excess of 10,000 yards per month, piled up. As it is estimated that a reasonable maximum will be 15,000 yards per month, on this basis, the contract price would work out at fifteen and one-quarter cents per yard.

The contract was negotiated in this form in order to give the contractors an inducement to speed up to the maximum so that we can keep ahead of the filling. The Thomas & Sweet Co. are ~~working~~ *putting* on a ~~one~~ *double* day shift of seven hours each and I think the contract price is reasonable when you consider that the lowest quotation for a steam shovel loading up loose rock from the canal bank is twenty cents per cubic yard. Their first quotation for piling up black sand was twenty-two cents a cubic yard. I think, therefore, we have made a satisfactory contract in bringing them down to the price above quoted.



- 3 -

With kind regards, I am

Very truly yours,

*H. J. Lockyer.*

L:G

Port Washington, Long Island.  
June 12th, 1923.

Major H. F. Lockyer,  
Miami Beach, Fla.

My dear Lockyer:

I have yours of the 7th. First, I wish to call your attention to the fact that it is quite necessary to thoroughly co-operate in everything that comes up there with Mr. Kohlhepp. Mr. Kohlhepp will be prepared to act immediately on any question of settlements or changes of contract.

I do not see where we are going to particularly profit from the Peninsula Terminal Dock if we are compelled to rebuild the floors and continue to carry your salary from the office as against the returns. The building which we turned over to them was in first-class condition; and while I am not familiar with the construction of the floors and do not know what the items of expense in rebuilding the floors will amount to, it does seem to me that the Warner Company should be expected in their contract to take care of the wear and tear of the building and return it in as good condition as when received, ordinary wear and tear excepted.

I do not object to the Warner Company using the City Docks for city deliveries, but when we entered into this contract with them, it was my general understanding that they were to develop to a high degree the delivery system of their materials from the Causeway Docks.

However, I wish you would go into all these matters with Mr. Kohlhepp. I want the Peninsula Terminal Dock to be at least more than self sustaining. I do not know at this just what amount the docks are returning per month, or what the prospects are for the future, but after the first months returns, we can get some idea of affairs, and also a better idea of what improvements will have to be made for the future; but, I do know that I don't want to carry an expense of four hundred dollars a month at Miami Beach for the general assistance of Warner, Thomas & Sweet and the Venetian Isles, unless our returns will take care of this expense.

Please take this matter up with Mr. Kohlhepp, and in the future any letters addressed to me, always leave a copy with him.

Yours very truly,

GGF  
MFO

MB dev

Port Washington, Long Island.

June 23, 1923.

Mr. O. H. Fowler,  
2110 N. New Jersey St.  
Indianapolis, Ind.

My dear Mr. Fowler:

Confirming our conversation today, we will make you and your associates a price of one hundred dollars a front foot on LaCorse Island, which contains approximately seventy-two hundred feet of frontage, which would give an approximate price of seven hundred and twenty thousand dollars.

Our company will make the fill for the island to a point of five feet above low tide, which is approximately the same fill we have used on our other islands. We will complete around the island a heavy piling and wooden sheet bulkhead, at a cost of approximately thirty thousand dollars. We will build a connecting bridge between the mainland and the island, at a cost of approximately sixteen thousand dollars. The waterway between the mainland and the island will be over one hundred feet in width. We will provide top soil to the amount of approximately fifteen thousand dollars, and one thousand plants, including coconuts and boganvillas, and other suitable plants. We will build one mile of road on the island, twenty feet wide, at an approximate cost of sixteen thousand. We will bring the street car line opposite the island, and will bring the water main across the bridge onto the island.

We will give you an option on two hundred feet of ocean front, which would be approximately two hundred feet on the ocean by two hundred and fifty feet deep, for twenty thousand dollars; providing this property is used as we may set forth in a separate agreement.

We would allow five thousand dollars for lights, which your company may select. We will pay you a commission of fifty thousand dollars for the sale; provided, a fire proof hotel of not less than two hundred and twenty-five rooms is built on this property within fifteen months from the signing of the agreement, and providing that two hundred and fifty thousand dollars is paid in cash.

We will agree to take seven percent income bonds for the balance of our payment, providing the contract for the organization of the company is satisfactory to us.

The plans for the entire development must be submitted to us and approved. The hotel management must be under a Board of Management of not over five, in which our hotel co-operating company will have a majority of the voting power, with reference to managers and the character of the guests.

It is understood that this is only a preliminary proposition which must be followed by suitable contracts in duplicate, and that while this is not an option, we will make no effort to solicit a sale of this property during the summer months, but any moral obligation that we might have will be entirely cancelled by December 10th, of this year.

It is understood that if this proposition is acceptable that the Bay Shore Company will complete a bridge and draw across Allison Island, which will offer direct connection to the ocean front.

The selling price of all property on this island is to be submitted to us for approval, and to be handled through our selling organization on a basis of five percent commission; and that from these sales we will secure security for our seven percent income bonds.

This will give you a general idea of a plan which would be satisfactory to us, if your associates and their financing methods are satisfactory, also if their contracts and costs of hotel and equipment is approved by us.

Very truly yours,

Address:

6 Covert Street,  
Port Washington, Long Island.



DAILY REPORT  
OF

MB dau

T. E. RINGWOOD.

NAUTILUS SUBDIVISION

Capping is being installed on the Surprise Waterway bridge at Alton Road.

Decking is being put on the 47th street bridge.

Rock is being hauled and spread on 47th Street and 48th Street.

46th Street east of Biscayne Waterway is being graded out and spreading of rock has been started.

The third large barge of rock from the Peninsula Terminal Company is being unloaded at Surprise Waterway. These barges carry an average of about 150 yards of rock each.

NORTH OF SURPRISE WATERWAY

The South approach of the Pine Tree Drive bridge is being brought up to grade.

One pile driver is driving sheeting for wooden bulkhead on the north side of Flamingo Waterway at the entrance.

The space behind the bulkhead on the south side of Flamingo Waterway is being filled in by the hydraulic ram.

PENINSULA TERMINAL CO.

The dredge Grampus has started the second cut coming in from the east end. All of the material not loaded on barges is being piled up behind the bulkhead.

Arrangement has been made with the crane, which is to load trucks with this material, to move this rock back to a safe distance. Otherwise, the piling up of this material might cause failures in the bulkhead and the crane will not have to lie idle waiting for trucks.

S. S. SAPONA.

The equipment sold to the Miami Beach Electric Company is being removed. Each piece is being taken apart and removed separately to avoid damage. The prices placed on this equipment is approximately double that quoted for similar FOB New York to allow for the expense of transportation. The local commander of the Boy Scouts at Miami Beach was quoted the usual price of \$100.00 for one of the life boats. His request for the donation of one of these boats to the organization is hereby referred to Mr. Fisher.

(Signed)- T. E. RINGWOOD.

T. E. Ringwood

DAILY REPORT

OF

T. E. RINGWOOD

July 25, 1923.

NAUTILUS SUBDIVISION.

Ties are being laid on the north half of the street railway bridge over Biscayne Waterway. The grade of timber used on this bridge is better than that used on the Alton Road bridge, probably because of the fact that the pieces used are shorter and more easily obtainable.

Curb, gutter and sidewalk are being built along Bay Road in the Nautilus Hotel grounds. This work should be completed within two weeks. The quality of material being used in sidewalk construction was inspected and found satisfactory.

The hydraulic ram for washing down levees was being put in shape for operation today and should start tomorrow.

NAUTILUS HOTEL.

About one-half of the forms for 6th floor columns have been set in the northeast and northwest wings. Stripping of forms from concrete work is being done on the 5th floor. Tile for walls is being laid on the fourth floor.

NORTH OF SURPRISE WATERWAY.

The dredge "Hester" is extending the preliminary fill started by the "Davis". Several acres of mangrove should be cleared before the dredge pumps fill to this location. The present practice of both dredges seems to be to pump a single line of fill parallel to the shore from a cut made a very short distance off shore. If this practice is continued the fill required farther over to the east of these preliminary banks, will have to be cut farther out in the bay. This, of course, is immaterial to this Company, unless the dredging company decides to hedge on the less profitable work that they have postponed. There are two banks protruding from the surface of the water about 800 feet west of Biscayne Waterway entrance which the "Hester" claimed were too far offshore for her to cut.

A preliminary fill along the shore is necessary to hold future fill but would suggest that such fill be limited to what is necessary for that purpose.

(Signed) T. E. RINGWOOD.

T. E. Ringwood

MB doc  
August 1, 1923

Pole Barns

The moving contractor has cut the second barn into three sections and has raised and blocked this barn up. As soon as an additional set of moving trucks can be obtained, the work of moving and raising the barns can be done without interruption.

No work was done by the Mead Construction Company on the footings, although a concrete mixer was moved to the location.

The work of replacing old decking on Alton Road Bridge over Collins Canal was held up part of the day on account of heavy rain. However, this work will be finished in time to accommodate the barn moving.

Nautilus Subdivision

No work was done on either the Biscayne Waterway Bridge or the Collins Island Bridge today, Mr. Conklin's entire force being employed at the Collins Canal Bridge.

Grading for Bay Road in the northern half of Nautilus Hotel grounds is about complete. Forms for sidewalk, curb and gutter along this section of road have been set.

On account of weak bulkhead in Surprise Waterway, the hydraulic ram is washing down only half of the levee and will level off the remainder on return up the canal. This reduces the amount of pressure behind the bulkhead but retards the progress of this work.

The dredge "Davis" should finish the cut in Biscayne Waterway tomorrow. About one half the fill required on the West side of the Waterway has been put in. The balance will be taken out of Surprise Lake.

Up to the present time, grades for roads given by the city engineers allow for nine inches of rolled rock. The road contracts specify nine inches of rock spread, which reduces to about seven inches rolled. This condition, together with the fact that the road settles into filled land to a certain extent, results in a road surface which is too low for drainage and the oiled surface deteriorates very quickly under these conditions. It is understood that the reason for this grading is to allow for future addition of rock. This is a good plan for the future, but meantime the surface of these roads will require considerable maintenance. Would suggest that the subgrade of roads built in the future be raised two inches to save the cost of either additional maintenance or additional rock.

(Signed)

T. E. RINGWOOD.

*T. E. Ringwood*

Aug. 11th, 1923.

MB dev

Mr. C. W. Chase, Jr.  
Miami Beach, Fla.

Dear Pete;

I have just sent you the following telegram:

"We should have another Casino at Atlantic Heights to assist in care of patrons of new hotels to be built on L'Gorce Island and opposite Allison Island. Stop We must first offer this property to McGowan and Milne and then only sell for Casino purposes with the co-operation of Phillips who cooperated with us. See Phillips first, if he objects the sale is off."

Phillips was very decent in co-operating with us. Mr. Ponceast can give you all the details; have a talk with him.

We need another bathing beach and another Casino at about this location, and I would like to sell the property to the proper persons for this purpose. However, we are more or less honor bound to first give Milne and McGowan the right of property for Casino purposes, if they want it. I wish you would take the matter up with them at once, explaining to them our views on the matter and also telling them that on account of the distance between the hotels to be built at the northern end of the property in the future that I really think they should have another Casino; not an elaborate affair, such as they now own, but a Casino that could be operated at a smaller expense. In fact, not a Casino at all -- the word "Casino" is wrong -- it should be a high-class bath house.

Yours very truly,

CGF  
MEC



MB dau

Sept. 10th, 1923.

Mr. C. C. Fowler,  
LaFayette, Ind.

My dear Cecil:

I have yours of the 1st. Everything is going big at the Beach. We have sold \$400,000 worth of Bay Shore and Nautilus property since May 1st.

It wouldn't be possible to interest people in a hotel through correspondence, maps, etc. The only plan I could think of would be to meet them there, if they are interested enough to come down there. I will be there on the 22nd for several days.

In the past I have tried to do this kind of work, but it is very difficult and calls for a lot of labor, maps, etc. and gets us no where. Unless the people are interested enough to come down to the Beach and look the property over and give us an idea of their finances, there is no use to waste time on them.

I don't think there could be much done with a bond issue in Miami. We have about decided that we don't want any more hotels on our property except where we control them; and this is comparatively easy for us to do from now on. We know the hotels have good earning capacity and with the sale of grounds we can about half pay for the hotel.

However, if your crowd is sufficiently interested, I would be glad to meet them there after the 22nd.

I have had a very good summer here; have met a lot of people who are going down, and I believe we are going to have a big sale this winter.

Yours,

Dictated but not  
read by Mr. Fisher

...

DAILY REPORT

OF

T. E. RINGWOOD

Sept. 21, 1923.

*Mrs. Dev*

POLO BARN

The last section of the polo barns will be moved tomorrow. Foundation walls for barn No. 11 have been completed and those under barn No. 13 are about 50% complete.

SUNSET LAKE SUBDIVISION

Part of the condemned section of concrete bulkhead has been blasted out and a new wall will be poured. The broken concrete should be thrown over behind the bulkhead and covered up. This wreckage if left in the water in front of the bulkhead will not look well.

NAUTILUS SUBDIVISION

The hydraulic ram is not making much progress with the washing down of levees. This machine ought to be rigged up to work nights; unless more progress is made the landscaping of the property along Biscayne Waterway will be delayed.

PENINSULA TERMINAL COMPANY

The dredge No. 10 was laid up most of the day changing cutters to operate in rock. A few soundings taken in the north end of the cut along the center showed a depth of from  $16\frac{1}{2}$  to  $17\frac{1}{2}$  feet below mean low water.

The pile driver is driving sheeting for the bulkhead on the southwest side of the property.

NORTH OF SURPRISE WATERWAY.

The dredge "Davis" is filling in about 400 feet north of the waterway. The drag line will complete the present cut this week and will be moved to the extreme south end to strip off top soil near the north bank of the Lake. The soil near the lake is of better grade than that now being handled on the north end.

(Signed) T. E. RINGWOOD.

*T. E. Ringwood*

DAILY REPORT

OF

T. E. RINGWOOD

Sept. 21, 1923.

Mrs. Dev

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PENINSULA TERMINAL COMPANY

The dredge No. 10 was laid up most of the day changing cutters to operate in rock. A few soundings taken in the north end of the cut along the center showed a depth of from 16½ to 17½ feet below mean low water.

The pile driver is driving sheeting for the bulkhead on the southwest side of the property.

NORTH OF SURPRISE WATERWAY.

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(Signed) T. E. RINGWOOD.

T. E. Ringwood

DAILY REPORT

OF

T. E. RINGWOOD

Sept. 22, 1923.

M.B. Dew

POLO BARN

The tenth barn is being put together at the new site. The blacksmith shop is being made ready for moving.

SUNSET LAKE SUBDIVISION

The concrete bulkhead has been completed around the turn into Biscayne Waterway. Nothing further has been done with the section of wall which was blasted out. No weepholes have been cut in any of the wall poured, so far. This together with finishing off rough spots should be done before the work is considered complete.

NAUTILUS SUBDIVISION

The engineer has agreed to persuade the owner of the hydraulic ram to put on two shifts.

Sidewalk is being poured on the southwest side of Collins Island. The mixture being used appeared to be satisfactory although parts of the sidewalk poured does not hold up well.

NORTH OF SURPRISE WATERWAY

The drag line will not be moved until the first of the week.

The dredge "Davis" is proceeding with the second cut in Surprise Lake and filling in about 100 feet west of the top soil levee.

The dredge "No. 9" has completed the removal of roots and stumps which were left outside the bulkhead line.

PENINSULA TERMINAL COMPANY

The dredge "No. 10" moved her pipe line north and extended it into the enclosed area through the spillway box. The dredge has moved south and is cutting near the south end of the property just north of the channel

(Signed) T. E. RINGWOOD.

T. E. Ringwood



DAILY REPORT

OF

T. E. RINGWOOD

Sept. 24, 1923.

POLO BARNS

The blacksmith shop was moved to the new site and blocked up over foundations. As this is the last building higher than eighteen feet the trolley line at Alton Road and Dade Bldv. can be replaced.

SUNSET LAKE SUBDIVISION

Due to the fact that the failure in concrete bulkhead was due to no fault of the wooden bulkhead, it is thought that the necessary repairs to wooden bulkhead should be charged to Bunnell & Gail.

NAUTILUS SUBDIVISION

Pile is being driven on Collins Island for foundations of the first of the houses to be built.

Concrete bulkhead is being poured from the north side of the Nautilus Hotel grounds south toward the bridge to Johns Island.

The sidewalk curb and gutter along the road on Collins Island has been completed and forms are being set for the sidewalk on Johns Island.

The reason for poor sidewalk along the bulkhead and around Collins Island has been traced to the use of inferior cement. The contractor has rejected the last shipment and has put in a stock of first-class cement. However the weak portions of sidewalk already poured must be repaired.

The pile driver is driving sheeting at the location of the 47th Street bridge over Biscayne Waterway.

NORTH OF SURPRISE WATERWAY

The drag line has broken down and cannot be moved until repairs have been made.

PENINSULA TERMINAL CO.

The dredge "No.10" operated all day and should complete the cut south to the channel tomorrow.

(Signed) T. E. RINGWOOD.

T. E. Ringwood

M. B. dev.

STAMME  
BOI

*Mr Fisher*

DAILY REPORT

*MB doc*

OF

T. E. RINGWOOD

Oct. 1, 1923.

POLO BARNE

Water tanks are being moved today. Footings for piers to support these water tanks have been poured. Foundation walls under the blacksmith shop are being built. Barn No. 10 has not been well put together and the roofing will require extensive patching.

NAUTILUS SUBDIVISION

Conklin is flooring one section of the John's Island dock.

The pile driver is repairing failures in the wooden bulkhead north of the Nautilus Hotel grounds. The piling are being simply pushed back into place without pulling or re-driving. This may hold dry fill but not hydraulic fill. Considerable fill has washed out of these failures and at this time it looks as tho' considerable new fill will have to be put in at these places after bulkhead has been repaired.

Concrete footings for the first of the houses on Collins Island is being poured. Piling has been put down to support the corners and the bearing surface of the footings is thought to be adequate. A good sized mat of steel has been placed in each footing.

The sidewalk being built along Bay Road north of 45th Street is much too high in places. This condition makes the lots and road both appear to be below.

*OK*  
Further construction at these elevations has been stopped until the grades are revised. This property has already been landscaped and it would be cheaper to rebuild these sections of sidewalk than to bring these lots up to the sidewalk grade. This property is outside of the city limits so city specifications can be ignored.

PENINSULA TERMINAL

The dredge "No. 10" is operating opposite the north end of the warehouse.

*OK*  
Blasting of rock is proceeding north of this location. Would suggest extreme caution and the lightest possible charge of dynamite in blasting near the bridge as any damage to this structure or its foundations would be very serious.

The pile driver is driving pile for bulkhead on the south of the property.

(Signed) T. E. RINGWOOD.

*T E Ringwood*

770

*Best*

*MB da*

DAILY REPORT OF T. E. RINGWOOD

OCTOBER 4, 1923.

POLO BARN

The contractor has completed moving of tanks and bins to the new site. The barns originally the the new location are being raised and blocked up, to allow construction of curtain walls.

SUNSET LAKE SUBDIVISION

The pile driver has pulled out the old bulkhead and cleared away broken material. New piling has been driven and shetting is being put down. A total of about 75 feet of new bulkhead is being built.

NAUTILUS SUBDIVISION

Beams joists and decking are being put on the Johns island dock. Side walk has been built along both sides of Bay Road to 47th Street. About 70 feet of sidewalk has been torn out and rebuilt at a lower elevation. It is thought that the grades farther north should be lowered also.

MISCELLANEOUS

The old piling left protruding from the water after the docks at the foot of Lincoln Road and on the south side of Belle Isle were removed, have been cut away even with the bottom of the bay. This removes rather a serious menace to operators of small boats in this vicinity. *The old timbers and piling has been left on the ground and should be removed by the contractor in the near future*

T. E. Ringwood.

*T. E. Ringwood*

*owns  
and move*

Oct. 9th 1923

Memo

Mr. Chase:

In driving around our property there is so much of our property that has been sold that I think for this coming season we should adopt a method of marking the unsold property, on the sidewalks or on the trees, so that at a glance we can tell which lots remain ours.

This will save a lot of useless confusion and also will save customers from changing their minds several times.

I wish you would see me about this within the next day or two, so we can work out a plan and put it in operation.

Carl G. Fisher



White Mues

MB Saw

DAILY REPORT

OF

T. E. RINGWOOD.

October 24th, 1923.

POLO BARN

Floors are being out and lowered for shower baths in the dormitories, cement floors will be poured as soon as the necessary plumbing work is done. The bath house will be moved to the polo barns tomorrow.

SUNSET LAKE SUBDIVISION

The remaining part of Alton Road south to Dade Boulevard is being oiled. The amount of oil being used is adequate and the contractor has been advised to use sufficient sand to prevent the oil from coming through.

NAUTILUS SUBDIVISION

The pile driver is repairing the recent failure of wooden bulkhead in Surprise Waterway. The hydraulic ram has moved into Surprise Waterway and is washing down levee on the south side.

Rock is being spread on Prairie Avenue extension but the further use of this rock has been ordered held up pending arrangement for the use of the rock on the Peninsula Terminal property. The following tentative agreement has been proposed to McGehey subject to final approval of this company.

McGehey at the present time pays \$1.90 per yard for rock on board trucks at barge. The Peninsula Terminal rock should be worth the same price. The cost of loading and hauling this distance would approximate \$1.00 per yard. The net value of this rock on the job would be 90¢ at job. One lineal foot of 20 ft. road requires about 1/2 yard of rock, so deducting 45¢ from the present cost of \$1.60 would leave \$1.15 per foot. This proposition would be equivalent to selling this rock at 90¢ per yard at the Terminal property.

A small amount of road will be built out of this Peninsula Terminal rock and tried out, before any equipment is moved in on the property.

(Signed) T. E. RINGWOOD.

*T. E. Ringwood*

DAILY REPORT  
OF  
T. E. RINGWOOD.

November 14, 1923.

POLO BARNS

The screening and refitting of the barns with the exception of the laundry will be completed this week. The concrete floor in the laundry is now being poured.

NAUTILUS SUBDIVISION

The road contractor is hauling rock for intersections of road in the Nautilus Hotel grounds.

In regard to the floating swimming pool for the Nautilus Hotel plans have been worked up and it is thought this could be built more cheaply by our own carpenter force. Work on the necessary pontoons can be started the first of the week if Mr. Fisher desires to handle it this way. Conklin is equipped to build this pool but our present force could do it more economically and quickly.

The small dredge which was filling in behind the bulkhead has not operated for the past three days.

S. S. SAPONA.

This ship has been gone over with Capt. Hewes, and all equipment aboard is in good shape except one small pump.

In putting this ship into commission either of two things can be done.

1. If a delco plant is installed this plant can furnish lights, power for service pumps and operate the refrigerating plant. This will require an outlay of money for equipment at the start but can be operated by one man if storage batteries are installed. Fresh water will have to be carried out to her for cooking and drinking purposes. There will be no steam for heating cooking, or to operate the evaporators, or the anchor winch, or the emergency fire and bilge pumps.

2. If the present steam plant is put into commission it will require at least two men to operate that. One, or both, boilers will have to be tested out and converted to oil burners. All pumps and heating equipment, together with the present refrigerating plant and lighting system can be operated when needed. Very little new equipment will have to be bought, and the ship will have an independent fresh water supply. Fuel will of course have to be taken out and at least two, and possibly three, men will be needed to maintain and keep the plant in operation during the season.

It is readily seen that to operate the ship as she is would give better service and would make her more self sufficient and less helpless in emergencies, but the operation expense would be higher.

If the Delco system is installed, motors will have to be bought and considerable remodeling done which will be expensive but the maintenance cost will be lower by the wages to two men. Also the ship will have no fresh water for cooking, no heat and no steam for any purposes.

Until one, or the other, of these plans is adopted no work on the engine room can be done.

(signed) T. E. Ringwood.

T. E. Ringwood

DAILY REPORT

MB dau

OF

T. E. RINGWOOD

November 21st, 1923.

POLE BARN

All screening of barns has been completed. Feed boxes will be completed in barn No. 18 tomorrow.

<sup>new</sup>  
The man in charge of pole barns and equipment engaged by Mr. Fisher was started today. This man can do plumbing, carpenter work and general light repair work.

NAUTILUS SUBDIVISION

Work on the swimming pool for children at the Nautilus Hotel is progressing.

The flagpole to be set on Johns Island has been moved to the footing.

Rock is being hauled and spread around the circular area in front of the hotel.

S. S. SAPONA

The matter of sale of machinery from the ship has been taken up with Mr. Ellis and much of the equipment can be used by the Electric Company.

Some is needed at this time and the rest could be used to advantage later.

The deck benches could be sold at favorable prices if they were not all dumped on the market at once but removing these without a buyer would be added investment.

The life boats would find a ready market, also some of the smaller fittings.

The masts have been painted and one coat of red lead has been put on the stock. The work of painting is coming along rapidly.

(signed) T. E. Ringwood.

T. E. Ringwood



MB dec

CARL G. FISHER  
INDIANAPOLIS

Mr. Ringwood:

In addition to the suggestions of the 27th, regarding pole barns:

We had at the old barns a barrel which was kept filled with water, a bucket attached was always in the barrel and a lid on same. Please advise what has become of these barrels? They should be set.

The principal work for a man on this job is to see that all the manure is hauled away promptly, every day; and that an active and continuous campaign be kept up to kill off flies and not to allow them to accumulate.

If the electric light globes were not removed and stored when the barns were emptied last season, this is an oversight that must be corrected this year.

I want all the field boards painted red this year.

The goal posts for the #3 and 4 fields should be made and ready to put up in January, on short notice.

I don't want Mr. Clayton, or any other manager for this job who simply walks around and passes the work to other people to do. We will furnish him with a man and a cart to keep the place clean after it is turned over to him, but we expect Mr. Clayton to see that the grooms and foremen in charge of the horses keep their own places clean, and that Mr. Clayton can also turn his own hand to little odds and ends, which will save a great deal of running back and forth of carpenters, plumbers, etc.

I want one ledger kept of the entire transactions at the pole barns; and I want a record of the incoming horses; the number of horses; the head groom; and the names and home addresses of all the grooms; and the number of the barn they occupy. In a separate part of the ledger will be kept an account of the feed and bedding. Also in a separate part of the ledger will be kept an account of their meals. I want this ledger kept up to date and balanced up weekly, and at the end of the season I want this ledger turned over to me personally, for inspection.

Mr. Bullock will be with me, also Mr. Merrosin; both have had considerable experience in this business and can give Mr. Clayton very useful ideas.

Any expense or improvements, after the barns have been turned over to Mr. Clayton I want only after properly O. K.'d memo has been received from this office, either from Mr. Kohlhepp or myself.

Reports of major accidents or disturbances should be made on memo and passed into this office daily, but we expect Mr. Clayton to attend to the management and control of the properties; and this memo report of accidents or disturbances will be passed into the office only to keep us in touch of the control.

Mr. Clayton can have his desk and office in the main barn, near the dining hall, and can keep his records there and make his headquarters there, except that he must be back and forth continuously between the various barns and must have quarters on the property where he will remain every night with the exception of one night a week, which he may select as he sees fit.

We will only engage Mr. Clayton by the month, under a letter from you to the effect that he is engaged by the month only.

CARL G. FISHER

MB du

DAILY REPORT

OF

T. E. RINGWOOD

December 11th, 1923.

NAUTILUS SUBDIVISION

Bay Road from 45th Street south to the Nautilus where ciling was stopped on account of poor surface is being water bonded. Also Prairie Avenue and 47th Street to Pine Tree Drive. The intersection of 41st Street and Prairie Avenue and the first few hundred feet of old road north of this point can be put into shape at the same time by simply sweeping, patching and ciling.

Piling for the bridge over Flamingo Waterway at Pine Tree Drive is being driven on the north bank of the waterway.

Concrete bulkhead which has been built where the wooden bulkhead failed is somewhat out of line but has been made wider at the bottom and expensive repairs necessary to straighten the wooden bulkhead have been avoided.

PENINSULA TERMINAL.

One failure occurred in the new bulkhead on the south side of the property where cables for holding back the bulkhead had not been properly secured. The material used appears to be satisfactory. In view of the fact that this was due to fault in construction would think it only fair that repairs be made at contractors expense.

"S. S. SAPONA"

The Meteor Transport Company expects a ship to dock where the "S. S. Sapona" is now lying about December 26th. The "S. S. Sapona" can be moved ahead but will have to be kept about 25 feet away from the bulkhead. Ordinary shore spurs can not be depended on with this concrete ship as they might put a hold in the side. Unless it is planned to move the ship elsewhere in the meantime, would suggest that some piling be driven, or a pair of floats made, to hold the "S. S. Sapona" off the bank next to the bulkhead. This could be done when the pile drive repairs the bulkhead. About 2 1/2 inches of water has come into the hold in the last two weeks. Arrangements are now being made for a suitable pump.

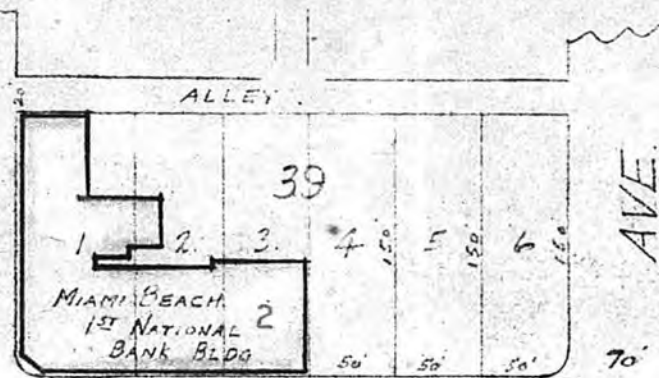
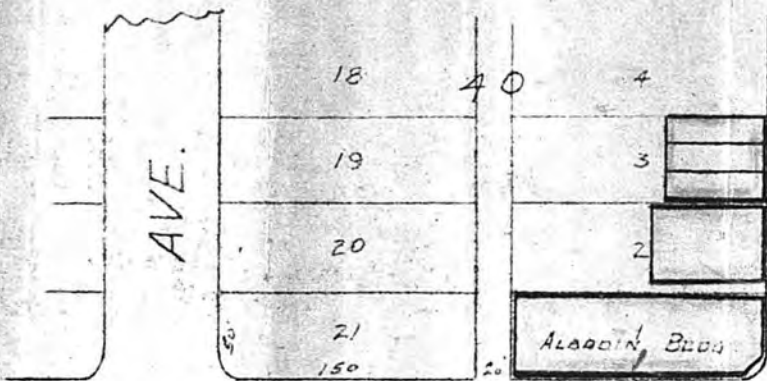
(Signed) T. E. Ringwood.

T. E. Ringwood

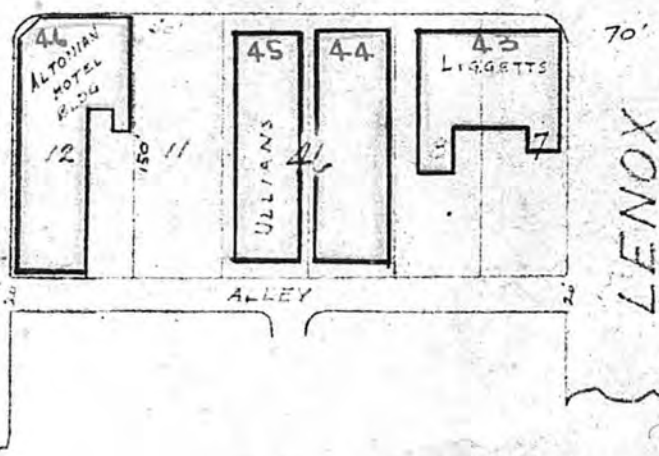
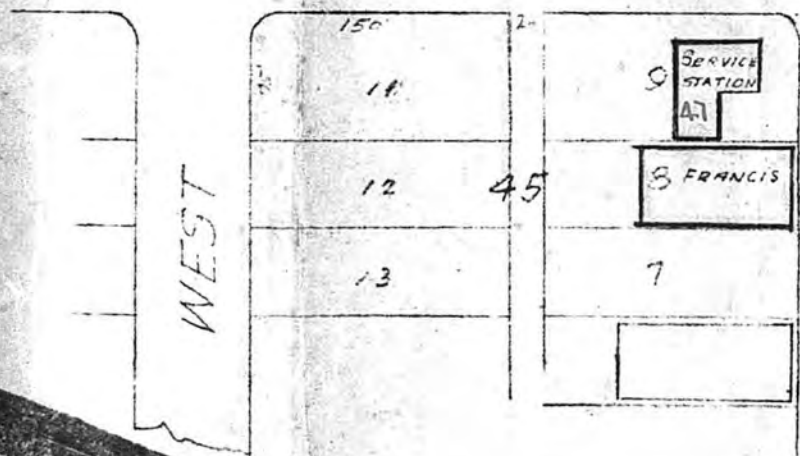
Lincoln Road

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1923? '24?



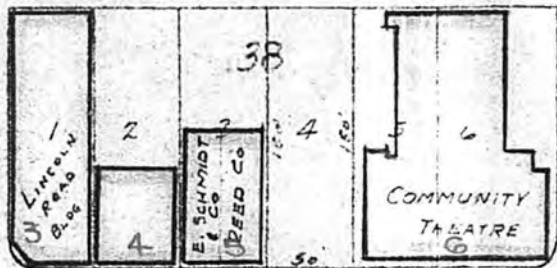
**LINC**



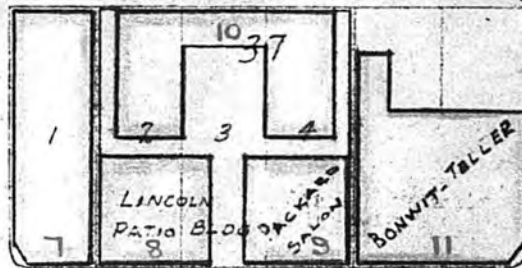
**LENOX**



70' AVE.



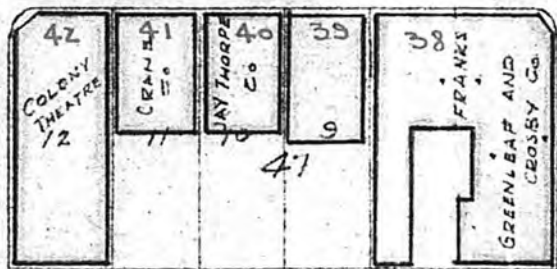
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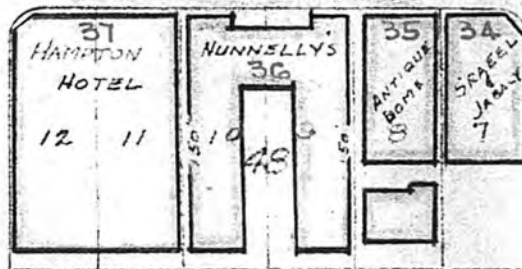
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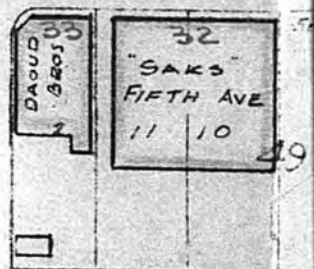
70' LENOX

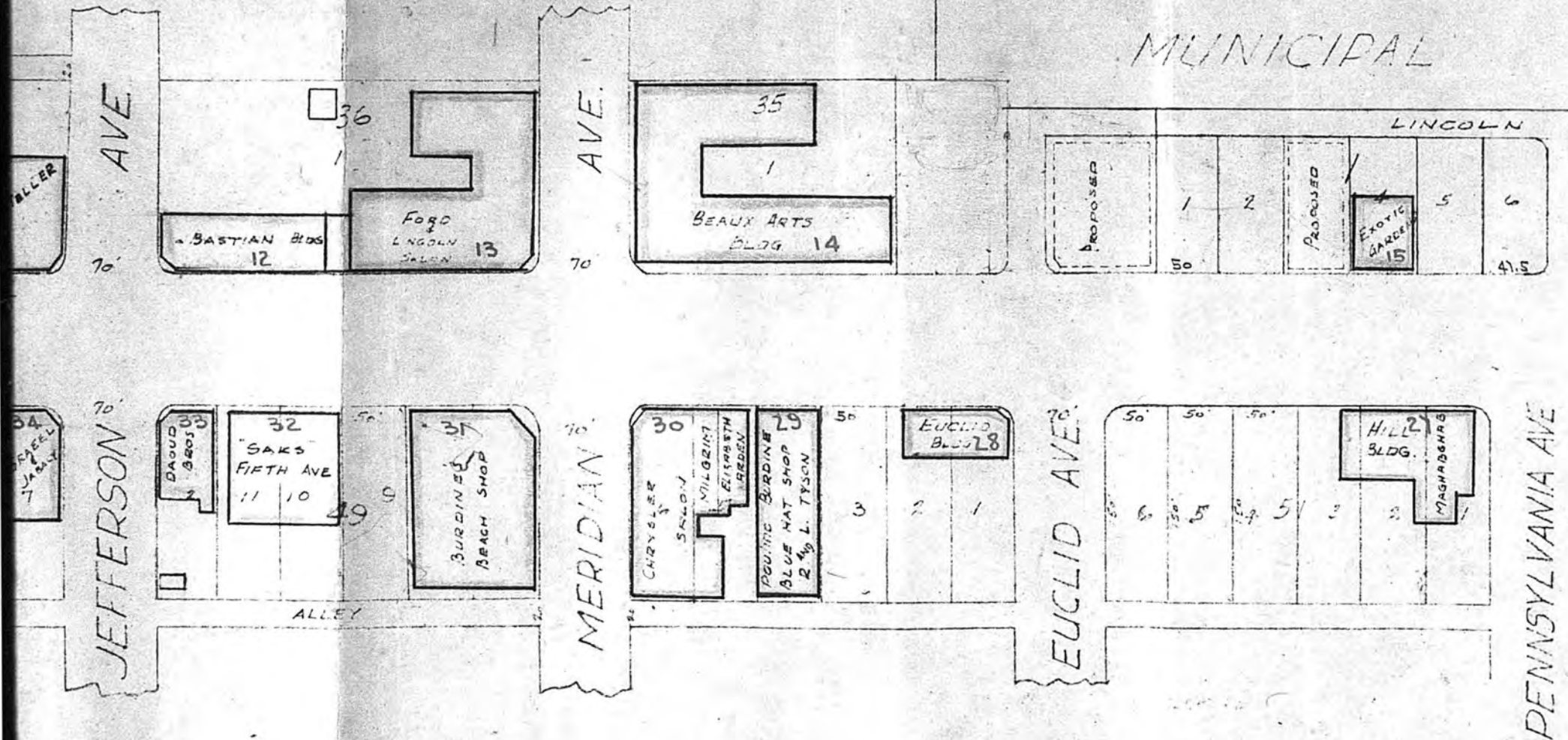


70' MICHIGAN



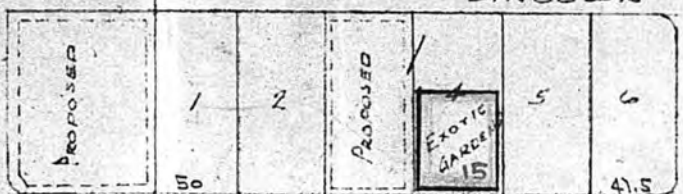
70' JEFFERSON





MUNICIPAL

LINCOLN



JEFFERSON AVE

MERIDIAN AVE

EUCLID AVE

JEFFERSON AVE

MERIDIAN AVE

PENNSYLVANIA AVE

BASTIAN BLDG 12

FORD LINCOLN SALON 13

BEAUX ARTS BLDG 14

DAVID BROS 33

SAKS FIFTH AVE 32

BURDINE'S BEACH SHOP 31

CHRYSLER SKLON 30

MILGRIN ELIZABETH ARDEN

POULIN BURDINE BLUE HAT SHOP R. L. TYSON 29

EUCLID BLDG 28

HILL BLDG 27

MAGNANIM

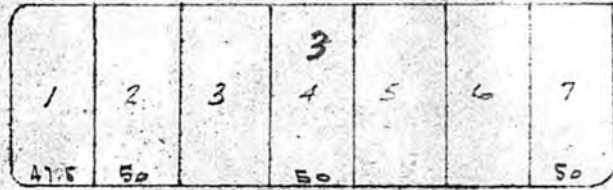
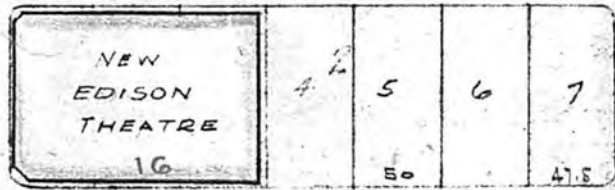
ALLEY

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GOLF

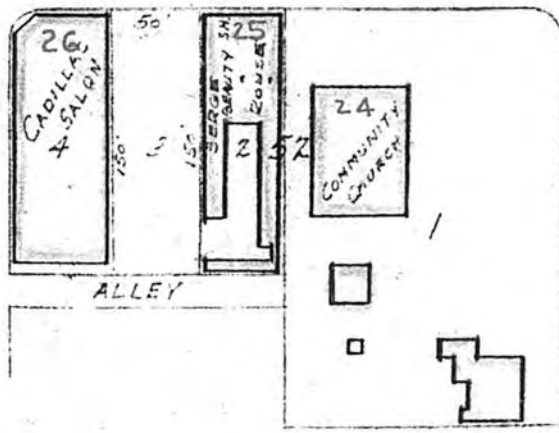
COURSE

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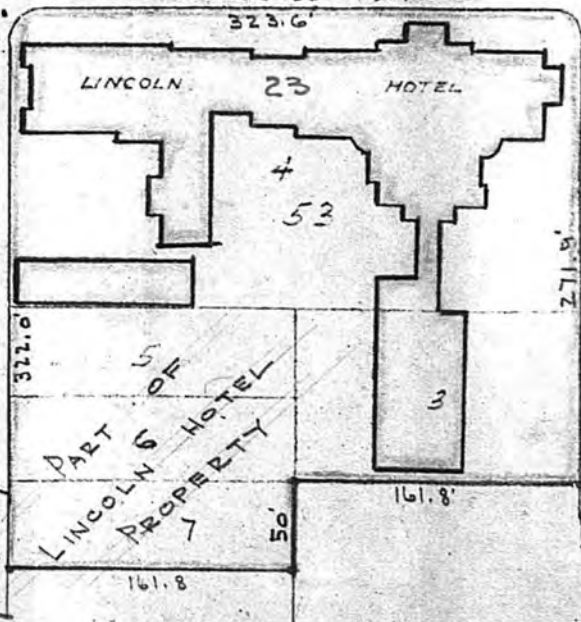


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PENNSYLVANIA AVE



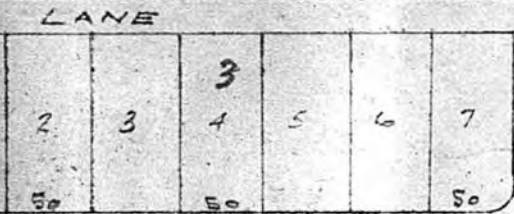
DREXEL AVE 70



100  
WASHINGTON



COURSE



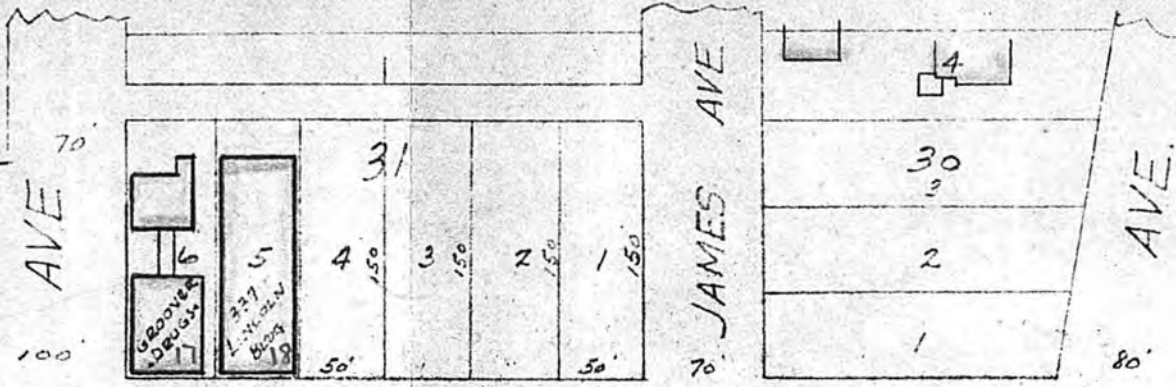
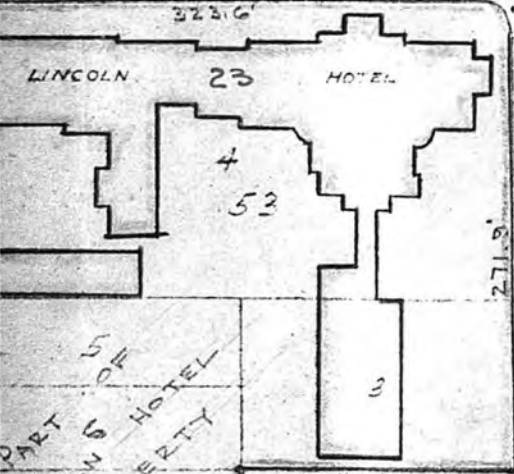
GRASS PLOT

SIDEWALK

PAVING

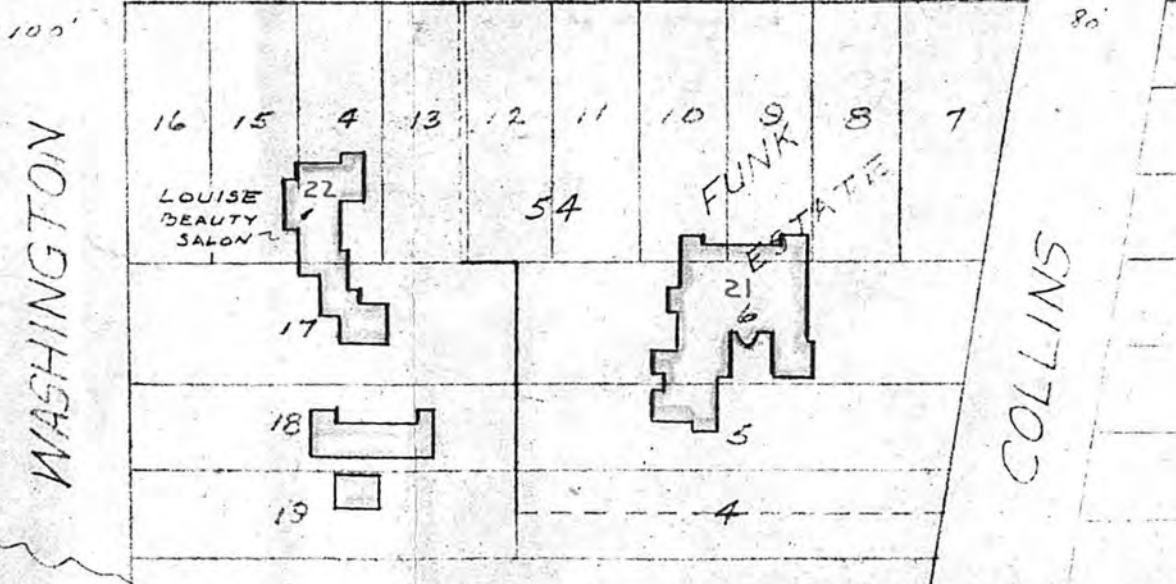
SIDEWALK

GRASS PLOT

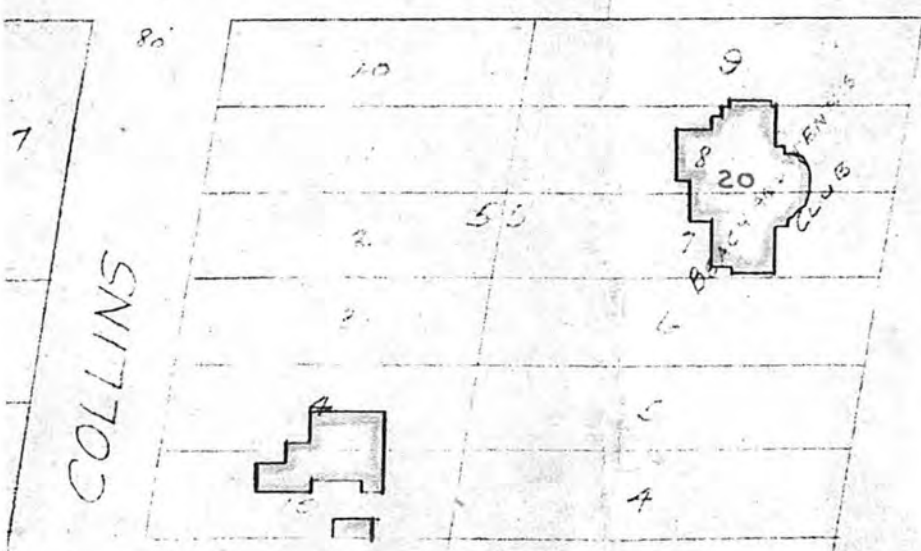
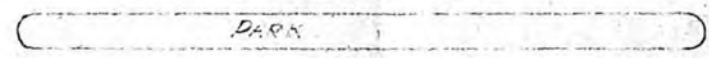
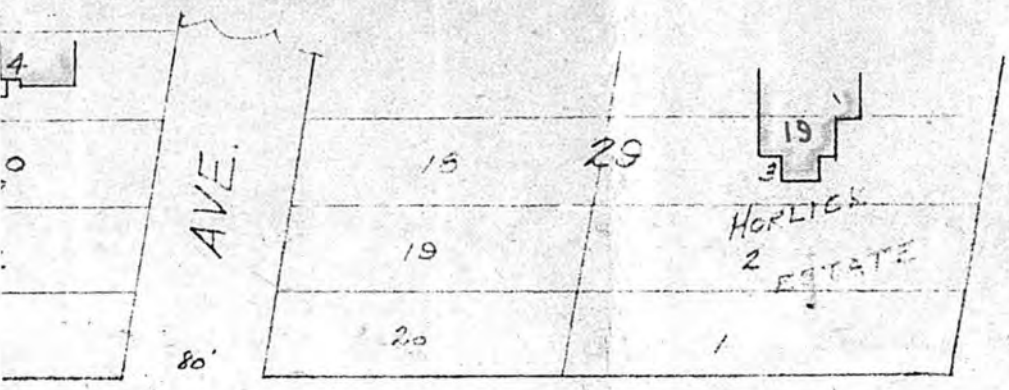


ROAD

PARK







Compiled By:  
 Zornelle-Whittaker, Inc  
 Consulting Engineers  
 Miami Beach

Scale -  $\frac{1"}{100}$

DAILY REPORT  
OF

T. E. Ringwood.

JANUARY 16th, 1924.

MB da

NAUTILUS SUBDIVISION

Meridian Avenue from 41st Street to 47th Street has been staked out and grading out for rock is now being done.

Rock for the Orchard Subdivision reads is being unloaded at the docks north of the hotel today, but this work will be transferred to Indian Creek as soon as a road to the bulkhead is prepared, because this continuous heavy hauling by the Miami Beach Improvement Company will not help Miami Beach Bay Shore Company roads. Especially those near the hotel, and large amount of rock to be used on the Orchard Subdivision will require a large amount of trucking.

The wooden bulkhead failure north of 41st Street on the West side of Biscayne Waterway is being repaired.

The life boat from the "S. S. Saponaw" has been hoisted in the davits at the Nautilus Hotel deck and covered. The davits are a little too far apart to fit this boat correctly, but are not bad enough to warrant the expense of resetting them for this particular boat.

SUNSET LAKE SUBDIVISION

Excavation for base of fountain at 19th Street and Alton Road has been completed and forms for basin are being set. A sufficient number of 2 x 4 scantlings will be driven under the base to compact the soil and prevent serious setting.

It is planned to use fresh water in this fountain because it can be obtained very easily and this will make it possible to have green grass around the place. Otherwise, high winds will carry the spray beyond the basin and kill the grass.

Gail has agreed to make provision for colored lights to be armed under the large basin. These can be connected to the street lighting system a few feet away and would be turned on and off with these lights, if this is desired.

(Signed) T. E. RINGWOOD.

T. E. Ringwood

Phone 7343

MB Jan

# Miami Union Labor Association

Supported by Local Unions of Miami, endorsed by Central Labor Union,  
Building Trades Council and Painters East Coast District Council No. 16

212½ S. Miami Avenue, Third Floor

Miami, Fla., Feb. 20th, 1924.

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

Dear Sir:-

Miami may be an "open shop" city as an advertisement recently stated, and may have been free of strikes and lockouts, but the fact remains that there are over 4000 union men in the city, to less than 1000 non-union. It may be stated also, that when the open shop fight began here some four years ago there was a bare 2000 union men in the city, and our reports indicate that about \$40,000. was spent the first year to make Miami open shop, and much has been spent since, with the result given above, that the unions have doubled in membership.

Not only that, but there are four more additional local unions in the city.

Every day from one to a score of non-union workmen apply to this office for work and membership in some one of the 30-odd unions in this city. Invariably these people claim they have come to Miami because they had been lead to believe it was open shop. They find themselves without work, often without funds, and apply to the unions for work.

That is the condition.

As things are now, your non-union workmen come here for a "spell", work a time and take the money they make away with them. Hardly 2% of the non-union workmen in Miami are home owners; 40% of the union working men are home owners or property owners spending over \$750,000. monthly in the city, thus adding to its volume of trade and increasing its prosperity.

The two greatest things thus far accomplished is the expenditure of thousands of dollars by those backing the open shop movement and the engendering of a feeling of enmity and unrest that has injured Miami far more than a dozen strikes or lockouts would have accomplished. It has brought hundreds of incompetent mechanics to the city and "floaters", and has kept away many substantial working men with families who would have otherwise moved here to make Miami their home. Union workmen own about \$12,000,000 in property in Dade County. The locals are officered by a level-

February 25th, 1924.

Miami Union Labor Association,  
Miami, Fla.

Attention Mr. W. E. Griffis.

Dear Sir:

Replying to yours of the 20th; as you probably know,  
we have some union workers here at the Beach and some  
non-union workers.

We have some very first-class non-union workers here  
who are buying property and building houses. Your  
statement regarding the percentage of non-union workers  
as home owners is entirely incorrect.

The worst trouble we have had with the unions is the  
lack of sensible leaders, who have in the past caused  
us very severe loss in our building program and in our  
costs, and we are very well satisfied with conditions  
as they are.

Yours very truly,

CGF-mc

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dated at  
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the beach  
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Miami

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of send  
Miami  
Miami  
Miami



Phone 7343

# Union Labor Association

Supported by Local Unions of Miami, endorsed by Central Labor Union,  
Building Trades Council and Painters East Coast District Council No. 16

212½ S. Miami Avenue, Third Floor

Miami, Fla., Feb. 20th, 1924.

Mr. C. G. Fisher

Page #2

headed, fair dealing body of men. And-

As stated before, we are, in our small and humble way as much interested in the welfare and prosperity of the community as the most wealthy people in it, and are prepared to give this section a long period of tranquility in labor troubles if we are met half way, thus saving the thousands upon thousands of dollars that are being hopelessly spent to make Miami open shop.

There may not have been any strikes or lockouts last year, but there was evidently a great deal more money spent in fighting organized labor in Miami than if there had been a strike or two. It is up to the business people and the level-headed men of the community whether there is to be a period of tranquility and harmony between employers and employees in Miami for labor will do its part towards bringing this about.

The officers of this Association would appreciate an opportunity to call on you and go into details of the work being done by this Association. We will appreciate a conference with you next Saturday or Monday, and respectfully request a reply either by letter or phone 7343.

Yours very truly,

MIAMI UNION LABOR ASSOCIATION

BY W. E. Griffis Sect.

Phone 7343

MB dau

# Miami Union Labor Association

Supported by Local Unions of Miami, endorsed by Central Labor Union,  
Building Trades Council and Painters East Coast District Council No. 16

212½ S. Miami Avenue, Third Floor



Miami, Fla., Feb. 27th, 1924.

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

Dear Sir:-

Replying to your letter of the 25th inst. we note that you say: "the worst trouble you have had with unions is lack of sensible leaders". If we can convince you that "the worst trouble" to which you object has been eliminated, would it be possible to confer with you with the idea in view of resuming working relations with all the building trades?

We admit that the various locals do not possess the most brilliant and sensible minds as leaders that can be found in the United States, but they do possess, generally speaking, a new set of officers who are striving with an honest purpose to give employers a fair deal.

We also feel, in fact we are confident, that we have more to offer in competent workmen inside of organized labor than can be found outside of it. Organized labor is growing in Miami and it has a sincere desire, at least its present leaders desire, to grow in the right direction in service to the community as well as to itself.

If you feel that you can meet us upon that basis, we would appreciate a conference.

Yours very truly,

MIAMI UNION LABOR ASSOCIATION

— W. E. Griffis —  
Sect.

428

February 26th, 1924.

Mr. W. E. Griffis, Sec.  
Miami Union Labor Assn.  
212 1/2 S. Miami Av.  
Miami, Fla.

Dear Sir:

I will be glad to talk with your representatives  
any time you care to come over. I can see you  
best in the office at eleven A.M.

Yours very truly

CGF-mb

Miami Union Labor Association  
February 26, 1924

MEMO

Apr. 10th, 1924.

Mr. Ringwood:

Some of the concrete bulkhead in Surprise Waterway looks very bad. The old corrugated finish on the bulkhead covered a multitude of sins, and I think we would win the retaining walls perpendicular instead of longitudinal we would be much better off in looks. Have a talk with Cail and see what he can do. It might be worth our while to spend a little money on some experimenting. We are going to have to look at this bulkhead for a good many years and I want it to be as good looking as possible.

Thanks for your report on Long Island. It was complete and what I wanted.

I would like for Cail to get busy now with several crews and do a lot of bulkhead work.

Carl G. Fisher



Report of

MB dav  
April 14th.1924

T E Ringwood.

Nautilus Subdivision.

Concrete bulk head is being poured on south side of Biscayne Waterway. Arrangement has been made to attach half round strips to the inside of the forms to produce a corrugated effect. These strips should also stiffen the forms and prevent bulging. The additional cost of this material and labor will be about 15¢ per foot of bulk head. If this method does not prove satisfactory some other method such as cutting grooves, or a cement wash can be tried.

The roadway in the Nautilus Hotel grounds will be finished up this week.

Call has started a crew of men cleaning up trash left from the sidewalk in the Nautilus Addition.

North of Surprise Lake

The dredge Davis has started a fill about 1500 feet south of the La Gorce Island Canal and is throwing a strip of fill across the area. When this strip has been completed the fill on the north side will be completed to grade and the water will be kept from running south to the marl pit. This is the only practical way known to prevent flooding and make the fill at the same time.

Piling for bulkhead has been driven for about 1500 feet north of the spillway on the west side of Allison Island. The bulk head is being wited back securly on the turns.

The dredge Hester is filling in behind the old wooden bulk head along the west side of Indian Creek. Considerable fill is necessary along the east side also.

Final grading is being done by the road contractor on Beach View roads and 51st. street. About 400 feet of Collins Ave. in the Ocean Front subdivision has been rocked.

Would suggest that when the decks of the bridge are oiled, that two coats be applied. If any cracks develop in the first coat of oil and water gets under it, this water will not dry out readily and will cause rotting very quickly. Two coats of oil would seal off these cracks more effectively.

Signed

T. E. Ringwood

Report of

MB dau  
April 14th. 1924

T E Ringwood.

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Signed

T. E. Ringwood

REPORT

T. E. RINGWOOD

April 24, 1924.

NAUTILUS SUBDIVISION.

About 700 feet of road around the new polo fields has been rocked with a new grade of rock which holds up better than any used to date.

Gail has assembled a second outfit for pouring concrete seawall at the Alton Road bridge to Surprise Waterway. A new set of forms has been built and set. The corrugating experiment seems to be working out alright and improves the general appearance of the wall. It also makes the use of good clean rock necessary because the protruding ridges break off where the material and mixture is not up to standard.

Work has been started on arches at the Alton Road bridge over Biscayne Waterway.

NORTH OF SURPRISE LAKE.

The garage from the Hassler polo barns has been moved to the new golf course site north of 51st street. The dredge "Davis" has started a cut into the entrance of Flamingo Waterway near the Montemare School. The "Hester" left the fill behind the bulkhead on the east side of Indian Creek almost complete and returned to the west side of Allison Island.

If it is planned to build concrete seawall along the west side of Indian Creek, all the way up to LaGorce Island this year, a substantial saving could be effected by simply driving piling and building a concrete sea wall, properly tied back. This could be done for a distance of about 3000 feet, where very little fill is necessary at a saving of 1.50 per foot. It would also save considerable time by eliminating some of the work ahead of Conklin who is now somewhat behind schedule.

A second crew has started unloading rock for road in the Ocean Front subdivision. No other work is to be given to McGahay until he finished this job. There is about 12,000 feet of road in this Subdivision of which 2,000 has been rocked.

SUNSET LAKE SUBDIVISION

The road work around the fountain is finally being finished up and the planting desired by Mr. Fisher is being done.

T. E. RINGWOOD.

*T. E. Ringwood*



NAUTILUS SUBDIVISION

Streets and lattice work has been erected between the pillars at the 47th street and Alton road bridges.

Concrete bulkhead has been poured around the basin in the zoo grounds and a ramp floor put in so the basin can be used by the elephants.

The other seawall crew is pouring wall along the west side of Miscoyne Waterway, south of the 47th street bridge.

One more short street remains to be paved between 46th street and 48th street to complete the Nautilus Addition paving.

NORTH OF SURPRISE LAKE

Harding Avenue is being graded and made ready for rock. Rough grading is being done from extension of Pine Tree Drive to La Gorce Canal. Very little grading is necessary here as the original ground level in most places is about right.

The Dredge Hester is filling in around the outer edge of Allison Island and no failures of bulkhead have taken place to date.

The bulkhead being built along the Bay Front from Surprise Waterway to the La Gorce Canal was inspected and found to be satisfactory except for minor defects in methods of putting on battens which are being corrected.

PENINSULA TERMINAL

The balance of the marl is being hauled to the practice polo fields. The east side of the property is being filled up to grade with surplus material which contains enough marl to grow grass.

All but the Northwest corner of the Texas lot has been graded off roughly, but acceptable to them.

T E RINGWOOD.

*T. E. Ringwood*



NAUTILUS SUBDIVISION

The flag pole which was shattered by lightning has been cut down and removed.

The bulkhead around the basin in the zoo grounds was poured without removing the fence or the old wooden bulkhead, so the property is still enclosed. Some back filling is necessary behind this bulkhead but this work should not be done while the place is used as a coconut nursery.

Piling is being driven for the arches at the Alton Road Biscayne Waterway bridges.

The dredge Biscayne has moved south to the west entrance of Surprise Waterway but has not started work. Mechanical repairs are being made.

Both crews are pouring concrete seawall in Biscayne Waterway and will finish this work in the waterway this week. The concrete mixture has been checked and found to be up to specifications.

ISLAND VIEW ADDITION

The old wooden bulkhead in the waterway at the south end of Sunset Lake is going to pieces very rapidly. No more of the fill is washing out and it would be possible to delay the building of concrete seawall for sometime. However on account of the deep water and the condition of the old bulkhead considerable rip-rap will have to be put in and the wooden bulkhead practically rebuilt.

NORTH OF SURPRISE LAKE

One pile driver is driving piling at the north end of Allison Island.

The other driver is finishing up bulkhead on the Bay Front.

The Dredge Davis is working about 4,000 feet north of Surprise Waterway on the Bay Front, pumping in the high green for the new golf course.

Gollins Avenue on the Ocean Front Subdivision has been completely rocked to the north property line.

Harding Drive is now being rocked and 67th. street is being graded out.

T. E. RINGWOOD.

*T. E. Ringwood*

NAUTILUS SUBDIVISION

Water line is being laid by City water department forces in the Nautilus Addition.

Piling for arch at Biscayne Waterway bridge are about all driven.

The Geo. A Fuller Company has started construction of temporary structures to be used during the construction of the Auditorium at 41st. Street and Alton Road. Stakes and batter boards for foundation are being set.

NORTH OF SURPRISE LAKE

Grading for Sheridan Avenue is being done about 2,000 feet North of Flamingo Waterway.

H. L. Clark has rocked about 600 feet on the extension of Pine Tree Drive north of 56th. street.

The rock taken out of the old Pine Tree Drive will be used in Sheridan Avenue if this can be done without mixing too much sand with it. If this proves to be successful it will result in a substantial saving on road work in the Beach View Subdivision.

La Gorce Canal has been widened to full width from the bay front past the bridge location. The pile driver has not yet started driving pile for the bridge or bulkhead work in the Canal.

The pile driver working on Allison Island has been shifted to the bay front to continue work on wooden bulkhead.

OCEAN FRONT SUBDIVISION.

About 1,500 feet of grade remains to be rocked and this will be finished this week. The entire road job including ciling should be finished in about ten days if weather permits.

About 600 feet of sidewalk has been poured on the East Side of Collins Avenue north of the Snowden property.

Work on concrete bulkhead has been started and about 100 feet of seawall has been poured. The concrete mixture was checked and found to contain excess sand. This has been corrected.

T. E. RINGWOOD.

*T. E. Ringwood*

REPORT OF

T.E.RINGWOOD

6-14-24.

NAUTILUS SUBDIVISION

Pile driving at Alton Road Biscayne Waterway bridge has been completed and forms for concrete base are being built.

Batter boards for Auditorium foundation have been set.

Roads around polo fields number 5 and 6 have not been accepted on account of rough surface and the failure of contractor to water bond the road.

Concrete bulkhead is being poured along the south side of Surprise Lake.

BEACH VIEW SUBDIVISION

The road contractor has started spreading rock on the intersection of Pine Tree Drive, Sheridan Avenue, and 51st. Street. Grading is being done on 52nd. 53rd. 54th. and 55th. Streets.

About 2000 feet of Pine Tree Drive extension has been rocked with base rock.

Bunnell has started to remove excess sand along the edge of the Pine Tree Drive for which he agrees to pay 25¢ per yard with the provision that he is to grade off and leave this strip of property in good condition.

NORTH OF SURPRISE LAKE.

Piling for wooden bulkhead has been driven past the location of the bridge to La Gorce Island on the south side of the island. A second driver has started work on the north side of the canal. The clam shell no. 9 has moved to the east end of La Gorce canal and is starting a cut from the Indian Creek side. Slow progress is due to heavy digging and mangrove roots.

The dredge Days is filling in about 4500 feet north of Surprise Waterway.

PENINSULA TERMINAL

The dredges Biscayne, Number 10 and the Grampus, which has been rigged as a clam shell, are all working along the North and West sides of the property south of the ship, channel.

OCEAN FRONT SUBDIVISION

All of the roads have been rocked, grading and rolling will start today. Sand for oiling has been distributed.

T. E. RINGWOOD.

*T. E. Ringwood*

NAUTILUS SUBDIVISION.

Lightning struck and destroyed one of the small flag poles on the Nautilus towers. No other damage was apparent either inside or outside the hotel.

The roads around polo fields numbers 5 and 6 are being regraded and water bonded.

Concrete bulkhead around the Nautilus Subdivision is now completed except for cutting weep holes at proper intervals and patching portions of wall which have not been accepted.

NORTH OF SURPRISE LAKE

The dredge Biscayne has not yet returned to make the fill along the bulkhead north of Surprise Waterway entrance. Unless this is soon done the extension of Bay Road and possibly Alton Road in some places will be held up.

The clam shell Number 9 has discontinued work temporarily on the La Gorce Canal and is working on the Bay Front.

Bulkhead is being built on the south side of La Gorce Canal.

OCEAN FRONT SUBDIVISION

Side walk is being poured on the west side of Collins Avenue in the second Ocean Front Subdivision. Several deliveries of inferior rock have been condemned.

Concrete bulkhead being built along the East side of Indian Creek is up to standard.

In case it is necessary to destroy a section of the old Ocean Front road before the present guard officials were removed this could be done quickly and efficiently with dynamite. Using a short length of pipe to place the charge under the road.

T. E. Ringwood.





*M. Fisher*BAY FRONT SUBDIVISION.

Footings are being poured for the Auditorium foundations. First floor column forms are being built.

A small dredge has been put to work filling in behind the bulkhead on the bay front as it is much cheaper to put it in this way than to truck in dry fill.

NORTH OF SURPRISE LAKE.

The dredge Biscayne has filled about 1000 feet along the bulkhead.

About 2000 feet of Alton Road north of 51st. Street has been graded out.

About half of the water piling for the La Gorce Bridge has been driven. A strip of fill about 500 feet wide will be necessary before Pine Tree drive can be extended to the bridge.

About 3000 feet of road in Beach View Subdivision was covered with base rock during the last week.

The rock in Old Pine Tree Drive is being sold "as is" for 25¢ per yard which is thought to be a fair price. If it were not sold it would have to be torn out at the expense of this company.

OCEAN FRONT SUBDIVISION.

About 2100 feet of concrete bulkhead has been poured along the east side of Indian Creek, during the past three weeks. About 3/4 of the sidewalks around block 7 has been poured.

ALTON BEACH PROPERTY.

Sidewalk is being poured around blocks 67 and 79 in the Bay Front Subdivision.

Hopkins has not yet finished up the road work on 16th. street and Euclid Avenue. No further payment on any of his work will be made until this is done.

Tile for exterior walls is being laid on the 7th. floor of the office building on Lincoln Road.

The two houses being built on Prairie Avenue by the Bay Shore C company known as Watson jobs number 45 and 46 are about 90% and 60% complete respectively.

T E Ringwood.

*T. E. Ringwood*

7/2/24.

*W. Fisher*

T. E. RINGWOOD.

OCEAN FRONT SUBDIVISION.

Collins Avenue has been completely finished and is ready for oil which will be applied as soon as the rock has dried. Sidewalk is being poured along Harding Drive on the East side. The dredge Davis has moved to the East side of Allison Island presumably to finish up this fill left by the dredge Hester. On June 27th. a truck with an oiling and patching outfit was seen repairing minor damages due to wear and tear on Collins Avenue N. of the Snowden property. This outfit apparently was working under the directions of county officials.

NORTH OF SURPRISE LAKE.

Work of tearing out old Pine Tree Drive has progressed North to 55th. street. The rock is being used on Sheridan Avenue and intersecting streets. About 400 feet of sea wall found to be weak and rejected until repaired.

PENINSULA TERMINAL

The dredge Grampus is throwing up levee along the North side of the Harbor Terminal project, about opposite the South point of the Causeway land. The dredge Number Ten is filling in the North West portion of the property.

RECOMMENDED CHANGES

The location of the North end of Pine Tree Drive should be filled to grade as soon as possible so that the fill will be dried out sufficiently to extend the road to La Gorce Island bridge.

MAINTENANCE.

Cement wash part of roof on polo pavillion where paint was spattered by contract painters. This can be done by one of the Company men in a day or two at negligible cost. Re-oil about 2500 feet of Collins Avenue in Ocean Front Subdivision before further deterioration makes patching necessary.

T. E. RINGWOOD.

*T. E. Ringwood*

7/7/24.

NAUTILUS SUBDIVISION

Footings have been poured for the Auditorium forms for columns have been set in the south portion of the bldg.

The roads around polo fields number 5 and 6 are to be re-graded and finished by the contractor before being accepted.

OCEAN FRONT SUBDIVISION

Collins Avenue has been completed and oiled. A second light application of oil is being applied to the south portion of the new road.

Sidewalk is being poured on the East side of Avenue B at the north end. Another week should complete the sidewalk work.

Material is being accumulated on Allison Island for the Wooden bridge.

The large pile driver is completing the bulkhead around the northeast side of the Island.

The dredge Davis is completing the fill on the south half of Allison Island.

NORTH OF SUPRISE LAKE

Pine Tree Drive has been rooked with base rock as far north as is possible until the strip of low land between there and the LaGorce Island bridge is filled. The water piling for the bridge has been driven.

The dredge Number 9 has been repaired and has resumed work of widening LaGorce Canal.

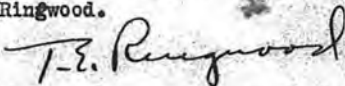
Concrete bulkhead is being poured along the east side of the Montemare School property.

The dredge Biscayne is continuing fill north along the bay front from the point where wooden bulkhead partially failed. This was not a complete failure and was due to the fact that no substantial fill could be placed in front of the back anchors. The small dredge has removed the material so that this portion of the bulkhead can be pushed back in place.

MAINTENANCE

Fountain at Alton Road and 19th Street to be cleaned out and a coat of cement paint applied.

T. E. Ringwood.





m x

REPORT OF T. E. RINGWOOD

July 10, 1924

NAUTILUS SUBDIVISION

About one half of the forms for columns in the South and East portion of the Auditorium have been set.

The low places behind the bulkhead on the bay front south of Surprise water way have been filled and the dredge Biscayne is now proceeding north along the bay front completing a similar fill north of the water way.

NORTH OF SURPRISE LAKE

Water piling for the bridge over La Gorce Canal are being cut off and capped. The land piling have not as yet been driven. The dredge No. 9 is cutting along the north bank of the canal. The dredge Davis is filling in from the South end of Allison Island and carrying the work north.

The large pile driver is completing the remaining bulkhead work and closing remaining bulkhead work and closing the gap on the north east side of the island.

Gap sidewalk crew has started pouring sidewalk along the west side of Pine Tree Drive in Beach View Subdivision.

Rock from old Pine Tree Drive has been completely removed and used in the construction of base for new roads. Approximately 2200 yards of rock was taken out and sold at 25¢ per yard.

Concrete bulkhead has been completed along the south side of Surprise Lake, Flamingo waterway and connected with old sea wall at the south line of Montemare School property on Indian Creek. This crew has started work on the north side of Surprise waterway east of Alton Road bridge.

About 1600 feet of base rock has been spread on Alton Road north of 51st Street.

OCEAN FRONT SUBDIVISION

Collins Ave. has been opened to traffic. Sidewalk in 2nd Ocean Front Complete

MAINTENANCE

Suggest re-oiling 41st Street, Meridian Avenue, Alton Road north of the Nautin Hotel to 48th St., and 47th Street Alton Road to Pine Tree Drive. It is thought that this re-oiling if done in the near future will save several expensive resurfacing jobs.

T. E. RINGWOOD

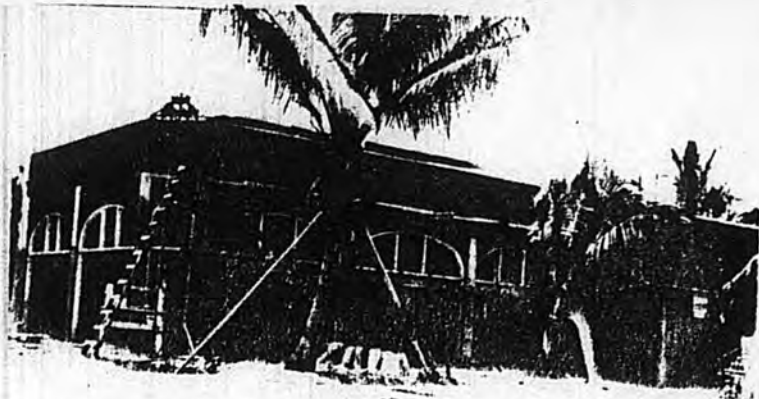
*T. E. Ringwood*



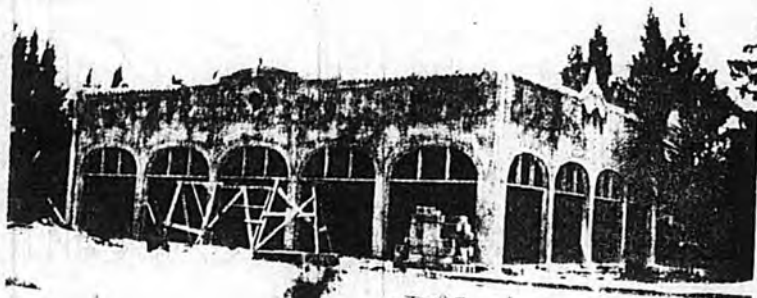




NEW STORE BLD.  
OPPOSITE LINCOLN GARAGE



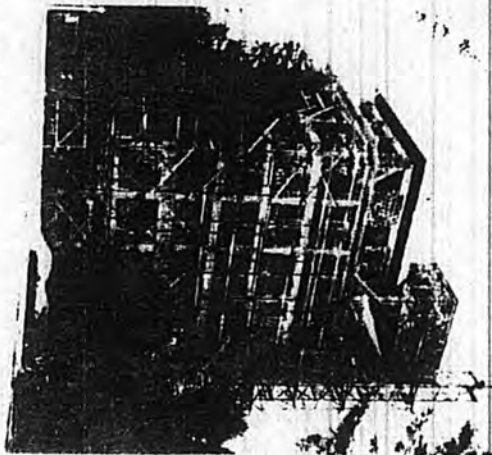
STORE & OFFICE BLD  
LINCOLN & PENN. JULY 16, 1924



STORE & OFFICE BLD  
LINCOLN & MICHIGAN JULY 16, 1924



GRIGERS BEAUX ARTS BLD  
LINCOLN & MADISON JULY 16, 1924



FISHER OFFICE BLD  
JULY 16, 1924  
LINCOLN & JEFFERSON

PHOTOS POLICED

OUT 3/26/79

FILED IN:

Box 21

CARL FISHER 1874-1959

PHOTOGRAPHS

FILE, MAINT BEACH

DEVELOPMENT AND

CONSTRUCTION

THE ALTON BEACH REALTY COMPANY  
MIAMI BEACH, FLORIDA

CARL G. FISHER  
PRESIDENT  
W. A. KOHLHEPP  
VICE PRESIDENT  
C. W. CHASE, JR.  
SECRETARY

June 12, 1924.

MB  
deal  
def.

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

Dear Mr. Fisher:

I think we have got a pretty good man to assist Ringwood. I don't think he will be as good as Ringwood as they don't make them like him every day, but this Mr. Taylor appears to be taking hold of the job all right and I think he is going to be o.k.

Am still looking for an assistant for myself but haven't located him yet.

Thanks very much for your invitation to come up and take a run around the island in your boat and before the summer is over, if it is possible to get away, you will see me accepting that invitation.

Whenever I sit on the sands at Miami Beach and watch the distant ships steaming down the coast, it always gives me a desire to be out there doing my turn on the bridge.

Have been keeping Mr. Kohlhepp informed of happenings here while he is with you in New York and after his departure will keep you both advised.

The Lincoln Road that was, is now no more. Stoltz is coming along with his Fleetwood and it looks as tho he is going to have a mighty nice hotel there.

While at the Rotary Lunch in Miami today I learned that a petition signed by 600 people had been presented to the County Commissioners asking them to keep the Ocean Front Road open. I will, of course, follow our usual policy of saying nothing but acting when the time comes to act.

Sincerely,

C. W. CHASE, JR.

CWC.w

THE ALTON BEACH REALTY COMPANY

MIAMI BEACH, FLORIDA

July 22nd, 1924.

CARL G. FISHER  
PRESIDENT  
W. A. KOHLHEPP  
VICE PRESIDENT  
C. W. CHASE, JR.  
SECRETARY

Mr. Carl G. Fisher,  
Port Washington, Long Island,  
New York.

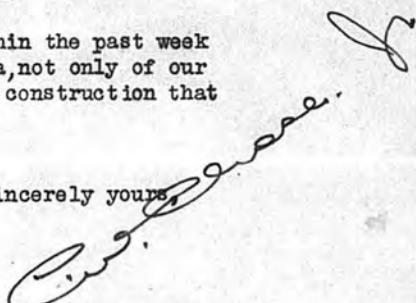
MB deu

Dear Mr. Fisher:

Here are five snap shots of buildings being  
constructed on Lincoln Road.

These snaps were taken within the past week  
and will give you some idea, not only of our  
own building, but the other construction that  
is being done.

Sincerely yours,

  
G. W. CHASE, Jr.

C-ajs  
enc-



MEMO.

August 27, 1924

Mr. Fisher

I finally placed the contract for the installation of the white way lights with the Cement Post Company which has furnished our posts in the past.

You probably remember the conversation which we had during your recent visit on this subject. I have gone into the matter very exhaustively and finally placed the contract at this price because we found that we could not effect any material saving and was taking some chances on running a loss through experiments, making the installation, etc.

The Cement Post Company's original bid was \$96.00 per pole which shows a saving of approximately \$9400.00 under their original estimate. In other words we succeeded in cutting their price 24% and have improved the grade of installation as we are providing for two special coats of paint to protect the reinforcing steel from corroding and we have also enlarged the base  $33 \frac{1}{3}\%$  as we have experienced some difficulty with the present installation through the post leaning. In the past our posts or whiteway lights have all had a white metal top and in the present contract we are providing for a glass top which adds considerably to the appearance of the post with no additional cost.

Your old friend Osius put in his appearance the other day and is delighted with our summer weather. While I have not seen Mr. Osius myself he appears to be disgusted with Europe and was extremely glad to get back to the old U.S.A.

Everything is progressing smoothly on the development and there are no new developments in our Ocean Front situation. There has been absolutely no publicity on the matter since we cut the road and everybody is marking time awaiting the return of Judge Adkinson, which will probably be early next week.

The dredges on the north part of the property are practically through with that phase of the development. They are completing the rock shoal in Indian Creek to-day and have only several days work west of Allison Island filling in behind the bulkhead and a small strip on the island - and that will be entirely out of the way.

We are making good progress on the roads along Pine Tree Drive and Sheridan Avenue, but have not been able to do much on Alton Road and Bay Road until the dredges move out.

According to the progress made to date the auditorium will be completed by December 1st. I have written Mr. Lang to arrange to start the roller polo on or about the 15th of January and have also suggested that he prepare some articles on the game as it is practically unknown in this locality. I received the first article to-day which I intend to give the newspapers to create as much interest as possible in the game. As the auditorium will be completed long before the roller polo season starts it is possible that you may want to put on some other attractions early in the season.

The office building is practically completed and we are planning to move Saturday, September 6th. The interior of the building is now being painted. The plasters have practically finished the first of the exterior and the upper half of the building has been painted on the outside, being finished in white as per your telegram. The building will loom up like a million dollars painted white, however, it appears to me that it is necessary to change the color of the window trim to properly set off the windows. At present the windows have only received the first coat in a stone color finish and if they were finished in some darker color, such as blue, I believe it would be much more attractive. I wired you to-day as it is necessary to make a decision on this at once.

Pete Chase is still in Hendersonville as his wife has not recovered from her operation sufficiently to leave the hospital and it will probably be ten days or two weeks before he returns.

Fred Hoerger has been slightly under the weather for the past six weeks and finally had his tonsils removed, but as he does not look any too well and hasn't had a vacation for several years I suggested that he take two or three weeks and run up to the mountains as he is too important a man to have layed up.

It will probably be several days before we receive Mr. Smart's report covering his examination. I am working on several suggestions myself which I would like to go over with you and discuss in detail as soon as possible after receiving this report. I hope that I can plan my work so as to run up for a couple of days before the month is out as I would like to get some decisions on these matters and effect the changes before the end of the calendar year.

I am glad to say that we have been enjoying some real Miami summer weather for the past two weeks. We have a few mosquitoes but they are not as bad as they could be by a whole lots.

  
W. A. KOMINOFF

M E M O

Oct. 8, 1924.

*MB dev*

Mr. Fisher:-

My vacation in Hendersonville was cut short by receiving a telegram from Kohlhepp to come back here and try to stop the formation of an independent Miami Beach Realty Board.

Kohlhepp's reason for wanting to stop this was that the Miami Realty Board had always treated the Beach and our interests more than fair. He thought that the formation of an independent Board over here would lose us one of our good friends, and that it would be a mistake to gain a possibly antagonist where we now had a friend.

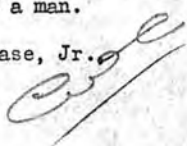
There were also a number of other considerations that I believe were all well taken by Kohlhepp.

Upon reaching here I found that the Board was practically formed. By a great deal of work on our part, we have convinced the greater majority of the beach real estate men that it would be much better to form a Miami Beach Branch of the Miami Realty Board.

After a number of meetings, quite a bit of publicity and work, we yesterday formed the Beach Branch we desired, with an active membership of twenty members, and five associate members.

We have by this accomplishment, cemented the friendship of the Miami Realty Board to us, and I believe that when we will want some resolutions in favor of our Harbor Project, we will have the Miami Realty Board with us almost to a man.

C. W. Chase, Jr.



CWC:s

Oct. 15th, 1924.

Mr. C. W. Chase, Jr.  
Miami Beach, Fla.

Dear "Pete":

Yours of the 9th. The big house in Mid-Golf will be alright for Post. I offered to give him \$5,000.00 towards his expenses, which he refused, but said he would take the loan of a house, which suits us just as well.

We are to furnish Capt. Tippet and Fred Post with houses and Major Beard a hotel cottage, at the Nautilus.

Yours,

CGF-me



M E M O

October 18, 1924

MB *See*

Mr. Fisher:

We have been having almost continuous rains here for the past two or three weeks. For the first half of this month the precipitation is  $5\frac{1}{2}$  inches in excess of what we normally get. As you know, this is normally the wettest time of the year.

In the thirteen years of my being down here, I can only remember one other Fall when we had more continuous rains.

This never-stopping downpour has materially put us back in our work during the past three weeks. Watson is a little behind on the Lincoln additions. Floyd is very much behind on the building of the twelve homes in the north end and a number of our streets have gotten in very bad condition on account of traffic going over them while the roads have been submerged.

For the past week a great part of the Bay Shore Golf Course has been completely under water and much of Bay Road and Alton Road in Sunset Lake and Nautilus have been submerged.

There is at present a storm warning off the coast of Cuba, and I am keeping in touch with the Weather Bureau to watch its ~~course~~ <sup>Course</sup>. In case it should get close to us, will take every precaution I am familiar with. Having gone through two hurricanes down on the Keys, I fairly well know just what we can do to avoid unnecessary chance of damage by storms.

The Polo Fields have come through in very good shape and have drained the water off very nicely.

I have been working all this week on the "Young Stibbling" matter and hope to have something favorable to report tonight.

C. W. CHASE, JR.

*CWC*

CWC/FT

MEMO

October 20, 1924

MB dew

Mr. Fisher:

If you have been following the papers, you have probably been uneasy about the storm down here. We have had almost one continuous rain, and there are more streets on the Beach that can be navigated with motor boats than with automobiles. I have never seen so much water here before, and believe that the record was broken Saturday night for any local rainfall. For three days we have had to wade in and out of our houses with water between ankle and knee.

For the past forty-eight hours I have been in almost hourly touch with the Weather Bureau, who follow the course of the storm. I had a schedule all made out and notified Hoerger, Ringwood, Singleton, Haynes, Lundberg, Suto, Tashiro, Sample, Lewis and Tony just what to do in case the storm came here.

We had some heavy winds Saturday night and yesterday, and are to get a good breeze yet today with the expectation that by this afternoon it will be around 40 miles an hour.

The water is everywhere. The Flamingo Course is entirely submerged, except for a few greens. The Flamingo Polo Fields drained off pretty well Saturday afternoon, but the storm sewers became clogged and they are two lakes today. We have just had the sewers cleared again and they are now draining off nicely.

Quite a few of the trees that were transplanted this summer have gone down. We are having them put up again as rapidly as possible and are putting extra braces to some of the other trees that are commencing to lean.

Two of the overhead ~~stone~~ arches of Surprise Waterway have blown down. Understand that John Levy's office has been flooded out. The office building developed a number of leaky windows, but we have kept closely behing them and have not allowed any damage to be done to the furniture.

The storm that was heading for here Saturday night has now shifted somewhat, and it is expected to hit Fort Myers. We will probably get only the outer rim of it with a wind velocity of 30 to 40 miles an hour.

Hoping we get through O. K.,

Sincerely,

C. W. CHASE, JR.

CWC/FT



Oct. 24th, 1924.

Dear Pete:

Yours of the 20th. Your present conditions there is the principal reason why I have always wanted the people to build their houses at least three feet above ground. A hurricane from the South will always put water into that low part of the Beach. I am very thankful, however, that no more damage has been done.

Yours -

Mr. C. W. Chase, Jr.  
Miami Beach, Fla.

MEMO

October 23, 1924

Mr. Fisher:

Presume you have read of the terrific rains we have had here the past three weeks. Yesterday we had four ditches in the Sunset Lake Subdivision draining off water, each ditch carrying a stream about the size of my garden. In addition to that we had ditches in the Nautilus, Midgolf Addition, Nursery, Beach View, Palm View, Flamingo Polo Fields, and we thought that by last night we would be able to see most of the submerged land.

At about seven o'clock, it commenced to rain again, and during the night we had one of the heaviest downpours yet. By morning everything was again submerged although the ditches had been running water for forty-eight hours.

We have men stationed at all the ditches today to see that they are kept clear, and in addition we have two large pumps working on the Flamingo Golf Course to draw the water off them into the storm sewers on 15th Street and on Meridian Avenue.

By tomorrow morning I hope to be able to report that nearly all the water is off Sunset Lake and Nautilus, and that we shall be able to see the water off the Flamingo Course within twenty-four hours.

The rainfall this month has been the greatest ever recorded thus far in October since 1855.

The normal rainfall for the entire month of October is 8.96 inches. Thus far we have had 24.34 inches. The greatest rainfall ever recorded for the entire month of October since 1855 is 27 inches.

You can form some idea by the above figures of what we have been through with the past ten days. We do everything we can do to keep dry and if it will only stop raining for twenty-four hours, believe I can report everything O. K.

I heard today that in some places in Coral Gables there are eight feet of water. At Fort Pierce, right on the Dixie Highway, there are spots having twelve feet of water.

The Maslaks arrived here today. They had to leave their automobile in Fort Pierce and state that there are over five hundred cars stalled, unable to get through on account of the excessive rains.

CWC/FT

C. W. CHASE, JR.

*C. W. Chase, Jr.*



Oct. 27th, 1924.

Dear Pete:

Kohlhepp has just wired me wanting information regarding lighting fixtures at the Auditorium. The people who put in the lighting outfit are in Indianapolis and they are competent, reliable and economical people to furnish the outfit for the Auditorium. They installed the lighting outfit at the Casino and was not expensive .... as I remember it, was around four thousand dollars.

The lights in the dressing rooms need be only the regular wall lights, as they are used by the actors and actresses; so please go ahead along this line - although I have received no inquiry or letter from Fuller Company.

I have your memo of recent date regarding lease of Mrs. O'dell's house. I believe Mrs. Odell did not know but what Eisener was our agent. I believe if you would take the matter up with her you could get it straightened out for the future.

Keep your eye out for a Mr. Paul Williams, of Lexington, Ky. He may arrive there before I do and he will be looking me up.

Yours,

Mr. C. W. Chase, Jr.  
Miami Beach, Fla.

CGF-ms

GEORGE A. FULLER COMPANY  
BUILDING AND INDUSTRIAL  
CONSTRUCTION

MIAMI, FLORIDA

MB  
dx.

November 12, 1924.

Mr. Carl G. Fisher  
Miami Beach  
Florida

Dear Mr. Fisher:

Miami Beach Auditorium—Revolving Fixtures

We plan to place in your new Auditorium at Miami Beach three lighting fixtures, arranged to furnish sufficient general illumination for the center space approximately 50 x 110 feet.

In addition to the practical and necessary illumination, we intend to arrange a novel and spectacular effect by causing the fixtures to revolve slowly—at the same time color the fixtures by spot or flood lighting. We will furnish for the center fixture a detachable auxiliary fixture for proper lighting the boxing ring.

We are assuming that you will have your electrical contractor arrange the wiring to accommodate the above system. We are to furnish the complete specifications for the wiring.

We recommend that it would be desirable to have the building contractor provide a plank walk-way to the revolving mechanism which will be placed on the steel work of the ceiling. This feature has been explained to Mr. Crandall.

Our fee for this work will be 20% on the cost of the material, labor and expenses directly incidental to the installation.

We estimate that the cost and the fee will be approximately \$2,500.00.

Very truly yours

The Sarnbern Electric Company

GAS  
100

Accepted

*Carl G. Fisher*  
By *W. M. Martin*  
*Bay Shore Co.*

NAUTILUS SUBDIVISION

Auditorium is approximately 85% complete. Inside concrete work about 60% complete. Inside painting about 45% complete. Outside plaster and finish about 30% complete. Lathing inside partitions. Skylight about 25% complete. Electrical installation about 80% complete. Engineers are staking out the curb line for curb around Auditorium grounds and contractor expects to start work early next week. Widening of roads in vicinity of Auditorium will start as soon as we can get grounds cleared for dumping fill which we take out in grading roads.

Approximately 800 feet of Alton Road north of Nautilus Hotel is being resurfaced. This stretch of road was torn up during recent high water.

48th Street from Alton Road to 47th Street needs to be resurfaced, but it was not properly located and it will be necessary to grade and rock about 1,000 feet to get road relocated. It will probably be an economy to wait until heavy hauling connected with construction of King Cole Hotel is finished before doing any work on 48th Street.

NORTH OF SURPRISE LAKE

Approximately 6500 feet of base rock has been spread on north ends of Bay Road, Alton Road, Sheridan Ave. and intersecting streets. We are attempting to put Alton Road through before the Hydraulic dredge again starts pumping fill into certain spots now below grade. The sub-grade is very soft and it has been necessary to dump considerable extra rock, but if the fill is thoroughly saturated again it will probably be a month before we could dump rock in the soft spots.

The hydraulic Levee Washer is finishing up on Allison Island.

File driving for bulkheads in north end of our property has been completed and sheeting is being driven in La Gorce Canal.

Concrete piers for draw bridge are being poured.

Road across Allison Island has been staked out and it would probably be to our interest to get the road graded and rocked for use in connection with bridge construction.

FLAMINGO DOCK

Replacing decking is progressing rapidly. Additional stringers under deck of outer dock have been set and work on laying new decking will start next week.

OCEAN FRONT

White Way posts are up and about 40% of globes and connections are installed. Balance of work is delayed pending delivery of materials.

Applegate has been instructed to construct a 30 foot tower east of Collins Ave. near draw bridge for use in making photographs. All materials necessary are to be obtained from shop.

CAUSEWAY TERMINAL

Concrete bulkhead is being poured on east side near causeway.

*B. H. Taylor*  
B. H. TAYLOR

NAUTICAL SUBDIVISION

Auditorium is approx. 95% complete. Grounds are being cleared preparatory to dumping additional fill and landscape work. Curb and sidewalk are in except sections left out for location of White Way posts. Base rock for road around Auditorium is in except immediately in front of building. White Way posts are set and we have arranged the controls so that those posts along Alton Road and 41st St. are connected to regular street lighting circuit and the remaining posts are controlled thru a switch in the building.

Alton Road, due to curve in road, narrows to approx. 35 ft. where the statue of the Indian is located just west of the Auditorium, and it may be advisable to grade out about 5 ft. ~~more~~ of the grass plot in order to keep the layout balanced. Grading out 5 ft. from in front of the statue would not detract from the appearance of the statue.

Alton Road has been widened from Biscayne Waterway bridge to Auditorium and rock has been graded and rolled and is ready for oil. The rock is thin at edges but is considered sufficiently firm for parking purposes.

41st St. has been widened approx. 8 ft. on the south side and rock has been dumped but has not yet been graded and rolled.

Piling are being driven for King Cole Hotel foundations.

Arrangements have been made for removing the dock on Bay Front just north of Mr. Moseleys residence and for pouring concrete bulkhead left out at this location. It will be necessary to pull the old piling and it will probably be several days before we can obtain the necessary equipment for this work.

Bulkhead failures on Sunset Lake, Surprise Waterway, and Biscayne Waterway, have been cleared away and new piling are being driven at the Sunset Lake failure now. Other sections that failed will be replaced as soon as we can get a land driver on the job. Conklin has promised to drive these piling as soon as he can get his machine thru with their present contract.

NORTH OF SURPRISE LAKE

Sidewalk is being poured in the Osborn Tract in those sections left incomplete.

Bay Road has been finished and oiled from Bay-Rate Alton Road. *to 71st St*

All roads in the North end of our property except about 2000 ft. of Bay Road and some cross streets have been rocked with base rock and Pine Tree Drive is ready to finish. There is a short section of Sheridan Ave. yet to be rocked but that stretch can be completed at any time.

Dredge Biscayne has pumped in fill behind bulkhead on West side of Indian Creek, south of Allison Island Bridge, and will move to a similar location north of bridge.

Hydraulic levee washer is removing levee along LaGorce canal.

Gail has been instructed to proceed with construction of stone columns at Allison Is. and LaGorce Is. bridges.

Forms for concrete bulkhead on Bay front where piling had already been sawed off, are being set and this work will proceed on completion of Sunset Lake bulkhead failure job.

Piers for draw-bridge are being poured and Conklin expects to start work on driving piling for wood span within a few days.

Preliminary construction work on Allison Is. Hospital has started.

Base rock for road across Allison Island has been dumped as far as can be graded at this time and work on road around hospital location has been started.

Road work on LaGorce Is. will be started as soon as a grade is established and stakes set.

OCEAN FRONT.

All ocean front roads were swept and sand cleared off as much as possible. Road has been patched where necessary, and all scrap lumber and trash cleaned off.

Mr. Matlack has been unable to secure film necessary for making a panoramic picture of the north portion of our property but as soon as that picture is made the tower built for that purpose will be removed.

Cement post Co. has backfilled their ditch as well as they seem able to do such work. Whatever additional work is necessary will be done and charged against their estimate.

FLAMINGO DOCK.

The dock has been completed and while the cost was in excess of estimate, the job was checked daily and an approximately accurate estimate of amount of material used, labor, and difficulties encountered, convinces me that the cost is not excessive.



Dec. 6th, 1924.

GENERAL

Drive to Andrews house, #1540 Collins Ave. has been completed. Arrangements have been made for removal of road from Meridian Ave. to Dade Blvd. at south end of MidGolf Subdivision, but city has asked that we delay this work until new section of Meridian Avenue is ready for traffic.

CAUSEWAY TERMINAL

Concrete bulkhead from causeway to Meteor dock has been completed. Screening of fill removed from ship channel is proceeding slowly. Sand and screenings are being removed by Mr. Bunnell and rip rap recovered is to be replaced along bulkhead.

HARBOR TERMINAL

Dredge #10 is pumping in fill along north side of island west of Sapona. Fill is mostly rock boulders and the rock is of little commercial value, altho it may be used as rip rap where necessary.

S. S. SAPONA

No information is available as to Clark Dredging Company taking over the Sapona and it seems advisable to maintain our watchman on board until this deal is definitely closed. Is it the intention of this company to continue sale of equipment until such time as Clark Dredging Co. takes over the Sapona?

B. H. TAYLOR.  
