

Miami Beach

-

Development
- lights,
streets, labor,
construction,
etc.

MB dau

October 30th, 1917.

Major W. F. Durand, Chairman,
National Advisory Committee on Aeronautics,
Washington, D. C.

Dear Mr. Durand :

I have your letter of October 27th and contents carefully noted. It is quite necessary for me to leave Indianapolis on the first of November for Miami, Florida, where I shall be for at least the next two months, finishing and winding up some improvements which I started in Miami about four years ago. I have a very considerable sum of money invested in a large real estate development at Miami, including the building of some twenty miles of roads, filling in a thousand acres of land, which necessitated the handling of seven million cubic yards of sand; and the building of three and one-half miles of sea-wall, water supply, etc.

I am quite anxious to continue doing all that I can with the Air Mapping Committee, but it is absolutely necessary that these large investments in the South be attended to promptly. I am trying to close up the work there until after the War is over and am going down now with the intention of getting this work entirely cleaned up within the next thirty or sixty days, after which time I will have plenty of time to assist in the work I have been doing, if this work is along the lines required.

In the meantime, I am leaving in this office my Secretary, Mr. T. E. Myers, with an assistant, who will look out for the entire completion of the route between Dayton and Rantoul, and at all times be ready to furnish the Government with any information or further assistance.

Yours very truly,

CGF:R

MB dev
1918

WARRANTY DEED

This Indenture, Made this _____ day of _____ A. D. 19____,

between THE ALTON BEACH REALTY COMPANY, a corporation of the State of Florida, grantor, and

_____ of the County of _____, in the State of _____ grantee,

WITNESSETH, That the said grantor, for and in consideration of the sum of TEN DOLLARS and other good and valuable consideration, to it in hand paid by the said grantee, the receipt of which is hereby acknowledged, has granted, bargained and sold to the said grantee, heirs and assigns forever, the following described land, situate in the County of Dade and the State of Florida, to-wit:

Lot numbered _____

of Block numbered _____ of Fisher's First Subdivision of Alton Beach, as the same is shown, marked and designated on a plat of said Subdivision recorded in Plat Book No. 2 at page 77, in the office of the Clerk of the Circuit Court in and for Dade County, Florida.

IT IS MUTUALLY UNDERSTOOD AND AGREED by and between the parties hereto, that this conveyance is made subject to the following restrictions and limitations, which are intended to be and shall be taken as covenants to run with the land, and which are intended to be and shall be taken as conditions of this conveyance and one of the express considerations thereof, viz:

1. No residence building shall be constructed or erected on any lot in Blocks One (1), Twenty-eight (28), Twenty-nine (29), Fifty-six (56), or Seventy-seven (77) as shown by said plat, unless the same shall be at a cost of at least Seventy-five Hundred Dollars (\$7,500.00), said amount to be actually expended in the construction and erection of such building, and not for fees in connection therewith.

2. No residence building shall be constructed or erected on any lot in Blocks Two (2), Three (3), Twenty-six (26), Twenty-seven (27), Thirty (30), Thirty-one (31), Fifty-four (54), Fifty-seven (57), or Seventy-six (76), as shown by said plat unless the same shall be at a cost of at least Thirty-five Hundred Dollars (\$3,500.00), said amount to be actually expended in the construction and erection of such building and not for fees in connection therewith.

3. No building shall be constructed or erected on any of the lots hereinbefore described until after the plans, specifications and location of the same have been approved by the grantor, its successors or assigns.

4. The construction or erection of buildings on the real estate herein conveyed is limited to one (1) one-family dwelling and one (1) private garage.

5. No residence, dwelling house, or house commonly known as a double or two-family dwelling house, apartment, or apartments, and no house, structure, or building to be used as a business room, storage house, manufacturing establishment, machine shop, or for any other business or commercial purposes whatsoever, shall be constructed, erected or placed on any of the lots situate in said subdivision; nor shall any store, storage house, manufacturing establishment, commercial garage, or machine shop be constructed, erected or placed on any of the lots situate in said subdivision; nor shall any business or commercial enterprise whatever be operated or maintained thereon; nor shall any sanitarium, hospital or like institution be constructed, erected, operated or maintained thereon; nor shall any structure be erected, or other provision be made thereon, for the care of horses, cows, cattle, hogs or poultry; nor shall any horses, cows, cattle, hogs or poultry be kept or raised thereon; **PROVIDED HOWEVER**, that lots one (1), two (2), three (3), four (4), five (5) and six (6) of Block Thirty-one (31); lots seven (7), eight (8), nine (9), ten (10), eleven (11), twelve (12), thirteen (13), fourteen (14), fifteen (15) and sixteen (16) of Block Fifty-four (54) are hereby expressly excepted from the provisions and restrictions contained in this paragraph.

a }

6. The grantor further expressly reserves the right for itself, its successors and assigns, to use lots one (1), two (2), three (3), four (4), five (5), six (6), seventeen (17), eighteen (18), nineteen (19), twenty (20), twenty-one (21) and twenty-two (22) of said Block Fifty-four (54); and all of blocks fifty-seven (57) and seventy-six (76), or any part of said Lots and Blocks, for Hotel purposes.

7. No residence building shall be constructed or erected on any of the lots situate in Blocks one (1), twenty-eight (28), twenty-nine (29), fifty-six (56) and seventy-seven (77), so that the front line of said building shall be closer than thirty (30) feet from the front line, or closer than five (5) feet from the side line, of the lot upon which said building shall be erected. If a garage shall be erected upon said lot, it must be erected on the rear of the lot and not less than five (5) feet from the rear and side lines thereof.

8. No residence building shall be constructed or erected on any of the lots situate in Blocks two (2), three (3), twenty-six (26), twenty-seven (27), thirty (30), thirty-one (31), fifty-four (54), fifty-seven (57) and seventy-six (76) so that the front line of said building shall be closer than twenty (20) feet from the front line, or closer than five (5) feet from the side line, of the lot upon which said building shall be erected. If a garage shall be erected upon said lot, it must be located on the rear of the lot and not less than five (5) feet from the rear and side lines thereof.

9. None of the lots situate in said subdivision shall be sold, leased or rented, in any form or manner, by any title, either legal or equitable, to any person or persons other than of the Caucasian race; nor to any firm or corporation of which any person or persons other than of the Caucasian race shall be a member or stockholder.

10. No spirituous, vinous, malt or other intoxicating liquors shall ever be manufactured, sold or bartered upon said real estate.

11. The real estate herein conveyed shall not at any time be subdivided; but this restriction shall not prevent the grantee..... heirs, or assigns, from conveying any part of the said real estate hereby conveyed to the owner or owners of lots adjoining the real estate hereby conveyed.

12. The provisions, limitations and restrictions of this instrument shall not be construed so as to prevent or limit the grantee..... heirs, assigns, or legal representatives, from keeping and maintaining on the real estate hereby conveyed, such servants as may be required for family use.

All the conditions, covenants, stipulations, and agreements and each and every of them, herein contained, are to have the effect of covenants running with the land, and the grantor by the execution and delivery of this deed, and the grantee, his heirs and assigns, by the execution, delivery and acceptance of this deed, each severally binds himself, successor, or successors, and assigns, to perform, fulfill, abide by and carry out each and every of said covenants, stipulations and agreements, and further, at all times to acquiesce in the intent of the above grantor and the grantee to make, have and keep, all of said covenants, stipulations and agreements as to all of the parcels of land included within the boundaries and shown upon the recorded plat of Fisher's First Subdivision of Alton Beach, and the successive owners thereof while in possession but not in perpetuum, covenants running with the land, and especially that the strip or parcel of land lying between the Atlantic Ocean and the private road running along the east side of Blocks 1, 28, 29, 55, 56 and 77 as shown by said plat, shall be used only for landscape purposes and to preserve the view of the Ocean from the landward unobstructed except for the beautification by trees or shrubbery, and that no buildings of any kind or nature shall ever be erected thereon or on any accretions of land thereto by reason of the recession of the waters of the Atlantic Ocean; and this covenant shall inure to the benefit of and be enforceable by the owner of any parcel of real estate contained in said subdivision aforesaid, his legal representatives, heirs, successors and assigns, as well as by the said Alton Beach Realty Company, and the failure by said Alton Beach Realty Company or by any owner, however long continued, to object to any violation of or to seek in court the enforcement of any one of said covenants or of this covenant, shall in no event be deemed a waiver of the right of any other lot-owner or any successor in title to any lot in said subdivision, to object and sue to abate, prevent, remove or restrain any breach or the same breach or as to any breach occurring prior or subsequent thereto.

The grantor hereby agrees and binds itself, its successors and assigns, to fully and completely construct suitable, proper and convenient water and electric light connections for the real estate hereby conveyed.

Violation in whole or in part of any of the within limitations and restrictions by the grantee..... heirs or assigns, or by the owner or owners of the real estate herein conveyed by virtue of any judicial proceedings, shall cause the said above described and conveyed real estate to immediately revert to the grantor, its successors or assigns, and shall entitle the grantor, its successors or assigns, to immediately enter upon said property without notice, and take possession of the same, with full title, in fee simple, together with all improvements thereon.

The grantor further stipulates and agrees, and binds itself, in the execution of all deeds hereafter executed by the grantor, its successors and assigns, for any of the lots situate in said subdivision, to insert covenants, conditions, and stipulations identical with those above set forth; except that such deeds may contain a condition increasing the minimum cost of any residence building to be constructed or erected on any of the lots of said subdivision.

AND the grantor does hereby warrant the title to the real estate hereby conveyed and, subject to the conditions, limitations and restrictions herein contained, will defend the same against the lawful claims of all persons whomsoever.

IN WITNESS WHEREOF, the party of the first part has hereunto caused its corporate name and seal to be hereunto set and affixed, by CARL G. FISHER, its President, attested by FRANK O. VAN DEREN, its Secretary, the day and year first above written.

THE ALTON BEACH REALTY COMPANY.

Signed, sealed and delivered in the presence of:

By..... President.

ATTEST:..... Secretary.

State of Florida }
County of Dade } ss

Before me, a Notary Public in and for the State of Florida at large, this day personally appeared CARL G. FISHER, and FRANK O. VAN DEREN, respectively, President and Secretary of The Alton Beach Realty Company, a corporation of Florida, to me well known to be such President and Secretary, respectively, and to be the persons described in and who executed the foregoing deed, and they severally acknowledged before me that they executed the said deed, as such President and Secretary, respectively, for and on behalf of said corporation, for all the uses and purposes therein expressed.

IN WITNESS WHEREOF I have hereunto set my hand and affixed my official seal, at
.....in said County and State, this.....day of191.....

.....
Notary Public State of Florida At Large.

My Commission Expires

Handwritten initials or mark.

THE ALTON BEACH REALTY COMPANY

TO

Warranty Deed

State of Florida }
County of Dade }

On this.....day of.....
A. D. 19....., at.....o'clock.....M.,
this instrument was filed for record, and, being
duly acknowledged and proven, I have record-
ed the same on pages.....of Deed
Book.....of the public records of
said County.

In Witness Whereof, I have hereunto set my
hand and affixed the seal of the Circuit Court of
the 11th Judicial Circuit of said State, in and
for said County,

.....Clerk

.....D. C.

Shotts, Smith & Bowen
Attorneys-at-Law
Miami, Fla.

AMB

March 28th, 1916.

Mr. Wilhite :

... H O M O ...

Three days ago, potatoes of good quality were bringing on the market at Indianapolis from \$3.00 to \$3.50 a hamper. If we have a carload of potatoes, we will ship them to E. R. Donnell of Indianapolis. Mr. Donnell, in a few days, will write us, giving us prices on hampers - or rather, prices that can be had up the state.

I think you had better make arrangements immediately to have hampers ready for the shipment of potatoes - and I would like to have you form some estimate (as near as you can) of the amount.

Yours very truly,

GF:R

Carl G. Fisher.

THE ALTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

OFFICE:
LINCOLN ROAD
MIAMI BEACH, FLORIDA
Address all Communications
to the Company

MIAMI, FLORIDA April 25, 1916.

POSTOFFICE ADDRESS:
BOX 64, ROUTE B
MIAMI, FLORIDA

Mr. Carl G. Fisher,
434 N. Capitol Blvd.,
Indianapolis, Ind.

MB deu

Dear Sir:-

In reply to your letter of April 20th, copies of all unfilled orders for trees, vines and shrubs are enclosed.

Regarding the force of men I have, Geo. Hutchinson, the old Scotchman, cares for the weeds and maintenance work upon the Polo Fields. I have three men working practically full time on the weeding work and two others working part time, these five men being white, and one of the men working part of the time being T. S. Cunningham, who was to have taken the job of caretaker at Coccolobo Cay, and who you advised me to give work here. I think one of these weeding men will leave in the near future. Also have S. Flowers, the colored man, doing such work as weeding and looking after the Lincoln Apartment grounds, keeping weeds out of Lincoln Road and other side walks, occasionally weeding the Lincoln Road tennis court and indoor tennis court grounds, and assisting Tashiro and his gang in heavy work, such as working compost. I have two negroes, I. Truth and C. Pyfrom doing such work as laying the drain from Septic Tank at the Purdy residence, covering the Septic Tank at the old garage on Lincoln Road, spreading muck, and expect to use Truth next week lowering and covering the water pipe lines to the Casino and Golf Club. I have planned to discharge C. Pyfrom next Saturday night. This leaves four white men and two colored men on the regular force, and two white men working, weeding, part of the time. This is the entire force I have upon the property, but upon my weekly pay-roll will appear the names of Mr. and Mrs. Black and three men working for the Belle Isle Asso. besides Lee Johnson occasionally working, such as pumping water and running the boat to Coccolobo.

I think I can get along with this size force and keep the property from going backward in appearance, but will reduce the force still further if you wish.

Tashiro's force consists of himself, Suto, another Jap, just arrived from the west, and the single mule team from the farm.

July 13th, 1918.

Mr. Nelson C. Thrall,
Stoney Point, New York.

My dear Mr. Thrall :

You may remember that last year I completed the Indoor Tennis Court Building on Block Thirty-One, as shown herewith on Plat Record. This building cost us about \$30,000 : after completion we find that at least during the period of the War there is not enough interest in Tennis for us to make practical use of this building, and there is some doubt, even after the War, of championship games being played in this pavilion, for the reason that we have insufficient seating capacity and the ceiling will not allow full length lobs which are often very necessary by expert players in a championship match.

For this reason, I have considered the advisability of asking permission of the various lot owners in the First Subdivision of Alton Beach to convert this Tennis Building into a first class small theatre, for high class moving picture shows and stock companies - and to change the entrance to the south end of the building, making the entrance from Lincoln Road.

In order to convert this building into a thoroly high class theatre such as we would want on the property and which I know the property holders would desire, it would be necessary to expend several thousand dollars in a new entrance, in stage and other effects. The terms of our Deed do not permit the use of this building on this property for theatre purposes. However, with the consent of all those who now own property in this Subdivision, this change can be made - and future deeds can be changed accordingly.

The natural location and setting of this building for this purpose is unequalled by any other family theatre already in America. I was told last year by an expert playwright that with the changes I contemplate, there would be no other building in America that he would even consider in the same class as this one, as to location, architecture, ventilation and scenic effects that may be had thru the fact that we have a transparent glass roof.

Mr. Nelson C. Thrall. . #2. July 13th, 1918.

I am prepared to go ahead and make these changes as soon as possible, and to offer our home builders on Alton Beach the very highest class stock company productions and moving picture reels available, with the permission of the various lot owners. However, if there is any objection by the various lot owners to this contemplated change, the matter will be dropped.

Please let me hear from you, and if you have any comments to make on the subject or any reason why you would prefer not to have this building in this First Subdivision, please do not hesitate to express your views fully.

Yours very truly,

CGF:R

H. R. DUCKWALL, PRES. AND GEN. MGR.

C. A. BATES, SECY-TREAS.



ZENITE NICKEL BRONZE
ZENITE SUPERIOR BRASS
ZENITE ANTI FRICTION
ZENITE WHITE BRONZE
VULCAN AGAX
ALITE Moulding METAL

NEW METHOD OF
DIE CASTING
DIFFICULT PARTS
ACCURATELY
NO MACHINING
NECESSARY

ZENITE METAL COMPANY

MANUFACTURERS OF
AUTOMOBILE MouldING * STAMPINGS AND DIES
DIE CASTINGS * BEARING METALS

CORNER WEST & OHIO STS.

MOULDING DEPT.

INDIANAPOLIS

July 15, 1918.

Mr. Carl G. Fisher,
Fisher Automobile Company,
City.

My dear Carl:-

Replying to yours of the 13th,
will say that from my point of view, I
see no objection whatever to a theatre
in the enclosed tennis court. As a matter
of fact, I wondered why you did not build
a theatre instead of a tennis court, as
outdoor tennis down there has always seemed
to me more feasible than indoor, anyway.

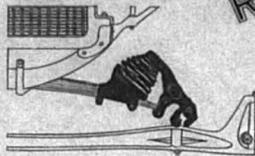
Yours very truly,

H. R. Duckwall.

PER E.T.

*OK
out*

Per E.T.

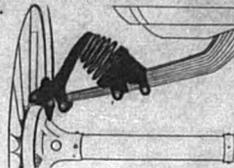


ROBERT H. HASSLER INC.



SHOCK ABSORBER

INDIANAPOLIS, IND.



July 16, 1918.

Mr. Carl G. Fisher,
North Capitol Avenue,
C I T Y .

Dear Carl:

As a lot owner in the First Sub-Division of Alton Beach, I am very glad to give you my consent to convert the Tennis Court building into a theatre and I will sign any papers that you may send me to that effect in the event such formal legal process is necessary.

I am just out of the hospital, spending a couple of hours every afternoon at the office but am not able to walk very much yet. As soon as I can get about I want to see you and talk over some other matters in connection with the Beach.

Robinson tells me that he going to take some horses down there for you next winter. While I do not want to be mixed up in the saddle horse rental business again in any manner, I would like very much to see it made successful and I have some ideas based on our experiences last winter that I think will be helpful to any one who goes down there again for that purpose.

With best regards to you and Jane, I am,-

Yours very truly,

Robert H. Hassler.

RHH/J

July 16th, 1918.

Mr. Robert H. Hassler,
c/o Robert H. Hassler, Inc.,
Indianapolis, Indiana.

Dear Bob :

I have yours of the 16th and am glad that you are out of the hospital.

I haven't made any plans for Robinson to take any horses South for me. We already have two there and I imagine there may be some trouble in shipping horses next Fall. I would like to see Robinson try it out this Winter, if he cares to try it and has a couple of horses to take down with him.

Yours -

CGF:R

Mr. C.G.F.---

I don't object to the motion picture affair, but what I DO object to is getting all excited over a plump interesting looking letter(?) and then finding it to be an old form letter---

Margaret

Think the M.P. is a good idea if it is kept high class and fairly high priced.

CARL G. FISHER
INDIANAPOLIS

Theatre
For Per
July 17th, 1918.

Mr. W. J. Dobyns,
c/o Cornelius Printing Company,
Indianapolis, Indiana.

Dear Bill :

You may remember that last year I completed the Indoor Tennis Court Building on Block Thirty-One, as shown herewith on Plat Record. This building cost us about \$30,000 : after completion we find that at least during the period of the War there is not enough interest in Tennis for us to make practical use of this building, and there is some doubt, even after the War, of championship games being played in this pavilion for the reason that we have insufficient seating capacity and the ceiling will not allow full length lobs which are often very necessary to expert players in a championship match.

For this reason, I have considered the advisability of asking permission of the various lot owners in the First Subdivision of Alton Beach to convert this Tennis Building into a first class small theatre, for high class moving picture shows and stock companies - and to change the entrance to the south end of the building, making the entrance from Lincoln Road.

In order to convert this building into a thoroly high class theatre such as we would want on the property and which I know the property holders would desire, it would be necessary to expend several thousand dollars in a new entrance, in stage and other effects. The terms of our deed do not permit the use of this building on this property for theatre purposes. However, with the consent of all those who now own property in this Subdivision, this change can be made - and future deeds can be changed accordingly.

The natural location and setting of this building for this purpose is unequalled by any other family theatre already in America. I was told last year by an expert playwright that with the changes I contemplate, there would be no other building in America that he would even consider in the same class as this one, as to location, architecture, ventilation and scenic effects that may be had thru the fact that we have a transparent glass roof.

Mr. W. J. Dobyms. #2. July 17th, 1918.

I am prepared to go ahead and make these changes as soon as possible, and to offer our home builders on Alton Beach the very highest class stock company productions and moving picture reels available, with the permission of the various lot owners. However, if there is any objection by the various lot owners to this contemplated change, the matter will be dropped.

Please let me hear from you, and if you have any comments to make on the subject or any reason why you would prefer not to have this building in this First Subdivision, please do not hesitate to express your views fully.

Yours very truly,

CGF:R

Leone G. Fisher

*A. K. - with me
send me form
to sign
Wm J Dobyms*

Indianapolis,
Indiana.
July 19, 1918.

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

Dear Carl :

You most certainly have my permission,
as a property owner in the First Subdivision of
Alton Beach, to make the change outlined in your
letter of the 13th.

I desire to go further and say that I
heartily approve your plan, as I feel sure that
theatrical attractions will appeal to more of the
residents of the Beach, than indoor tennis -
particularly in view of the fact that the weather
is so ideal for the outdoor game.

Yours very truly,

Theatre / *Arthur C. Newby*

**CASTLEWOOD,
NEWPORT, RHODE ISLAND.**

July 21, 1918.

Mr. Carl G. Fisher,
Indianapolis, Ind.

Dear Mr, Fisher,

I have only just received your letter of the 13th concerning your contemplated change of the Tennis Building into a first class theatre for moving pictures and stock companies. I congratulate you upon the wisdom of making such a change, and hereby give my hearty approval, with the stipulation, however, that you would not allow patrons of the theatre to park their cars during performances around my premises. Ninety five per cent. of the patronage of a theatre so located will probably come from Miami, most of whom will come in automobiles, who will naturally want to park their cars as close to the theatre as possible.

I received a letter from Mr. Fred Wellman written on your letterhead asking me for photographs of my home at the Beach, and I have referred him to Mr. Goodrich who took a lot of photos of my house and gardens last Winter, any or all of which he is welcome to use in his album showing interesting scenes in Miami.

With kindest regards from
Mrs. Hanan and myself to Mrs. Fisher and your-
self, I am,

Yours sincerely,

John Hanan

July 23rd, 1918.

My dear Mr. Hanna :

Thanks for your letter of the 21st : It may take me some little time to work out my plans in connection with the theatre, but when it is completed, I feel that it will be O.K.

I have enough ground around the building to park a large number of automobiles, and by changing the entrance to the south instead of on the eastern side, we can utilise property of our own for this purpose - and naturally automobile owners would like to park in a special place reserved for them and near the theatre as possible. I had this in mind as I wouldn't want a bang of cars around our gate any more than you would.

I had in mind also, the construction of a reading room which will take care of all the drivers who come over.

I hope you are up and doing well and that we will see you early this Fall. I expect to go down the first of November.

With very best regards to Mrs. Hanna and yourself,

Sincerely yours,

SGP:R

Mr. John H. Hanna,
Castlewood,
Newport, Rhode Island.

ESTABLISHED 1885

ED. O. HAMILTON
GENERAL CONTRACTOR

OFFICE THE NEW HAMILTON

24TH AND FARNAM
DOUG. 2546

OFFICE

103 BEE BLDG.

PHONE DOUG. 5101

OMAHA, NEB.

July 22

Mr. Carl Fisher

Indianapolis Ind

Dear Mr Fisher,

I have your favor of 13th inst.

In regard to changing the Indoor
Tennis Court Building into a movie
Theatre Building you have my consent.

In giving my consent however
I do not know just how the other
property owners may look at it whether
they will consider it a detriment and
getting away with the exclusiveness of
the residential section. But if they have any
objections they no doubt will express them to
you.

I have thought the matter over
and if you will pardon me I have
I will state what I think.

1885
HAMILTON
GENERAL CONTRACTOR
OF THE NEW HAMILTON
24TH AND FARNAM

OFFICE
103 BEE BLDG.
PHONE DOUG. 5101

OMAHA, NEB.

2

Will it not, by having it where it is and putting the money in the alteration damage your property more as a residential section than you can get out of it.

2nd Will it pay where it is. The population is not dense enough at present at least to make it pay.

3rd Location. Would it not be better to have it move to your Casino. The baths and dances will surely help the patronage. I realize you will have to remove and erect it again on a new site but the frame being iron or steel would not be so expensive. The glass roof could be used again ~~and~~ and the metal bath.

Also - You may not thank me for the opinion but you have my consent to do as your letter states.

Yours Sincerely,
Ed. Hamilton

July 25th, 1918.

Mr. E. C. Hamilton,
108 Bee Building,
Omaha, Nebraska.

Dear Mr. Hamilton :

I have your letter of the 22nd : I have already received replies from 90% of all property holders and they seem to be very much in favor of the theatre building.

I am not considering whether it will pay or not : in fact I think I am facing a loss of probably two or three thousand dollars a year, to begin with - but I am thinking of the fact that we could have the handsomest theatre building in the southern states and possibly we might attract some good stock companies.

With the proper parking setting around the building, I don't believe it will interfere with the exclusiveness of the residential section : in fact, to have our own theatre, would really be an improvement. And I believe that a great many people would motor over from the city to any theatre that is cool and well ventilated. At the present time, there isn't a theatre in Miami that is well ventilated, that I know of.

I wouldn't consider moving the building : it is entirely too expensive a job, and if there is any objection to this being used as a theatre, I will simply turn it into a large greenhouse.

I thank you just the same for your suggestion.

We are getting out some very handsome catalogs and some very fine sketches of the property. We are also working now on an annex to the Lincoln Hotel, which - if it agrees with Government regulations on building - we will go ahead with. This will cost at least \$100,000.00.

We have a good many prospective clients for next season and I wish we had a bunch of good houses to offer them. Have you done anything more with the house you had in mind ?

Yours very truly,

CCF:R

MANOR CLUB
BLACK ROCK
BRIDGEPORT, CONN.

Bridgeport July 25/18

Mr Carl Fisher,

My Dear Mr Fisher,

Your letter of the
15th received and contents
noted.

It is our opinion that
you are making no mistake
in converting the Dennis Court
Building into a theatre.

We most gladly grant
your request, and feel we
are serving our interest as
well, in so doing.

Very truly yours,

Henry C. Sherwood.

~~Ward~~
~~Am~~

280 Redding Terrace

Troy Pa.

July 24th 1918

My dear Mr. Fisher.

Your rec'd. in regard
to changing Dennis Court
into theatre. I have no
objections and think
it would be a good
thing.

In regard to views
for Album. I have none
except a fine colored

photograph of my house
Mr. Robinson made
it and I presume he
could furnish small
size pictures better
than to take it from
the picture.

Hoffett of Chicago & Palmer Beach
made a very nice picture
of my place but their price
was so high I did not
order any of them.

I will try to have the
one I have copied and
send you.

Mr Fisher I want to thank
you for my self and as
Chm. of Miami Beach ^{Red Cross} Branch
for allowing us to sell
our seats at the Beach
we cleaned four hundred
dollars including the luncheon
at my house.

I remained at the Beach
until June first and
found the month of May
the pleasantest of any
time there.

With very kind regards
to yourself and Mr Fisher.
Wm B. Bigelow

Indianapolis, Ind.

July 31, 1918.

Mr. Carl G. Fisher,

Indianapolis, Ind.

Dear Sir:

Col. Tyndall and I see no objection to the erection of a theatre on the lot adjoining that owned in Alton Beach, Florida, in the name of our son, Samuel Tyndall.

Very truly,

(Mrs. Robt) Jean S. Tyndall

Alton Beach Realty Co.,
c/o Carl G. Fisher Co.,
Indianapolis, Indiana.

Gentlemen:-

We hereby waive any rights to objections that we, as lot holders in Alton Beach Subdivision, might have to the alterations proposed in turning the indoor tennis building on Block 31 into a Moving Picture Theatre.

Signed-

Signed

Margaret R. Burlingame
Ray G. Burlingame

(OK)

Miami Beach, Fla

Aug 4 1918

Mr. Carl G. Fisher

Dear Sir

Your letter received.

I am glad to hear that you are thinking of converting the Indoor Tennis court into a small theatre. I have no objections whatever. I think a first class moving picture show would be a fine thing for Alton Beach, so go ahead.

✓ Yours truly

L. M. Fuller

Glen Head, L.I.,
New York,
August 13th, 1918.

Mr. Carl Fisher,
Indianapolis, Indiana.

My dear Mr. Fisher:

Your letter in regard to the matter of the theatre at Alten Beach, as outlined by you, meets with my entire approval. You may consider this as my acquiescence, thereby releasing from any deed which has been issued to me any clause restricting you from such use of the building known as the Inside Tennis Court.

Please remember me with kindest good wishes to Mrs. Fisher, in which you have a share.

Very sincerely yours,



Marie Vance Bowman
(Mrs. E. M.)

MVB/VC

August 19th, 1918.

My dear Mrs. Bowman :

Thank you for your letter of the 13th : On account of present War conditions, I doubt if we can do anything at this time. It may be a year or two before we can proceed with our plans - but we will try to build something that will be very nice when we do go ahead.

We have had a terribly hot Summer here, but just now the weather is very pleasant. We are all figuring on going down to Miami in November this year.

With kind regards from Mrs. Fisher and myself,

Sincerely yours,

CCF:R

Mrs. E. M. Bowman,
Glen Head - Long Island,
New York.

THE ALTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

MIAMI, FLORIDA

OFFICE:
LINCOLN ROAD
MIAMI BEACH, FLORIDA
Address all Communications
to the Company

POSTOFFICE ADDRESS:
BOX 64, ROUTE B
MIAMI, FLORIDA

Oct. 7, 1918.

MB da

Mr. C. G. Fisher,
442 N. Capitol Blvd.,
Indianapolis, Ind.

Dear Sir:-

In reply to your letter of the 30th regarding Wilhite, the size of his farm and the amount of labor necessary: He is planning to farm 24 acres this year. Ten of this borders the Golf Course and is Golf Course property; ten is what we call Alton Farm and about five acres adjoining this on the north.

He has at the present time $2\frac{1}{2}$ acres of pepers, the same of tomatoes, $\frac{1}{2}$ acre sweet potatoes, 1 of eggplants, 2 micellaneous small truck and 1 of beans. He says it will take two men all the time besides himself, part of the time three and occasionally even more.

All of the stuff looks well, as it has just been planted - at what you might call an ideal time, that is following the recent rains.

The reason his pay-roll has been so heavy in the past couple of weeks, was because he was putting in several thousand young plants and when a man gets his plants ready to put in, he has to do it in a hurry.

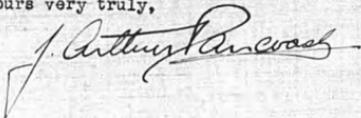
Replying to yours of the first regarding Joe Gill, I suppose I should have made an explanation to you at the time I handed in a requisition for Gill's pay. However, I am making an explanation now, even if it is late. When Joe first came down here, he told me that he had two jobs to do for us that were ordered done last spring before he went north. I had heard talk of these two jobs at that time. I knew they were to be done, so I let him go ahead. In the meantime, I dispatched a letter to you, asking if you had any work for him to do. He finished the work about the same time your letter and reply came saying that you had nothing for him. So since that time he has not been on our pay-roll.

One of these jobs was making and painting some lattice on your own property (this I have already written you about) and the other was helping Wilhite fix his chicken fence.

C. G. F. #2.

You are in error as to Joe's salary a week.
I paid him \$4.00 a day or \$30 for 7½ days' work.

Yours very truly,

A handwritten signature in cursive script, appearing to read "J. Arthur P. Cross". The signature is written in dark ink and is positioned to the right of the typed text "Yours very truly,".

JAP:GA

October 11th, 1918.

Mr. J. Arthur Pamcoast,
Alton Beach Realty Company,
Miami Beach - Florida.

Dear Arthur :

I have yours of the 7th regarding Don Wilhite :
I didn't have any idea that he was going into the farming
business as heavily as he seems to be. Of course, now that
he has gotten his plants in, there isn't anything else for
us to do except to help him out by giving him what labor
he has to have.

If he can make the farm pay, and pay any kind
of a profit, it will of course be easier for us to say what
we will or will not do - but I am somewhat discouraged with
the prospects of farming on that peninsula.

Yours very truly,

CCF:R

MB dew

November 8th, 1918.

Mr. Donald Wilhite,
c/o The Alton Farm,
Miami Beach - Florida.

Dear Sir :

Confirming our conversation of a few days ago : It is my intention to immediately dispose of the three cows in order to cut out the feed bill - and the two hogs must be gotten rid of at once. You may have the proceeds from one of these hogs, but with the understanding that both hogs are to be sold and taken off the place.

I will be able to have the Japanese cane for planting on the three-acres within the next few days. In the meantime, I wish you to thoroly understand that no vegetable crops of any kind are to be planted on the property which cannot be marketed and cleaned out before April 1st, as I expect to close the Farm up April first.

I would prefer that you immediately cut down your help on the Farm, as I don't care to have the continuous expense bill for labor. There is no necessity for having the negro hoeing weeds on the Farm and you can dispose of him on this coming Saturday night. I will allow you the two men to help out until after your bean crop is harvested.

I wish you would clean out the south half of the first barn we have and fill it with the best Bermuda Grass hay that we have on the property. I find that other people in the city are perfectly willing to come over here and cut this hay and haul it back to the city to save buying feed, and I want it thoroly understood that you are to buy no more hay, but that you are to come up here at once, cut the hay and store it in the barn for our use the rest of this season.

Yours very truly,

CGF:R

MB doc 1919
"Del Sur"

The Southern estate of Mr. Robert Henkel of Detroit, located on Belle Isle, at Miami, Florida, in beautiful Bay Biscayne. Connected with the mainland and the Beach by the Collins Bridge. Twenty minutes from Miami and twelve minutes from Miami Beach by motor.

The house is fashioned after the best Spanish architecture. Built of solid reinforced concrete with stucco exterior, red tile roof, colored tile ornament under eaves. Exquisite red gum woodwork is the finish throughout the entire interior as are, likewise, quarter sawed oak floors and sandstone plastered walls in various tints. Magnificent two story living and music room finished with eainstone walls and immense fireplace of the same material, also hand carved red gum panelling; contains a concert grand Steinway piano with circassian walnut case, and a 45 stop Aeolian pipe organ; has a large bay window overlooking Bay Biscayne. Spacious dining room, also overlooking the Bay, built in buffet wonderfully carved, large fireplace, thirty may be seated at table with comfort. Large, airy kitchen, including porch kitchen for warm weather; butler's pantry, maid's bath and bed-room off kitchen. These with reception parlor, main-stair hall, two screened terraces, lavatory, and ample coat closets comprise the first floor. On the second are four large master's rooms (twin beds in each), with connecting baths having built-in tubs. There is also a large screened sleeping porch, with accommodation for four beds. These rooms, with a commodious linen closet and a hall, complete the second floor. The third floor is for storage purposes only. The entire house is very completely furnished in the most charming and harmonious manner.

The grounds are well laid out and picturesquely adorned with tropical trees, shrubs and flowers. A sunken garden with a beautiful fountain lies before the living room screened terrace. A garage designed in perfect harmony with the Spanish architecture of the house provides space for two motors, and laundry facilities on the ground floor. A tasty apartment of two bed-rooms, bath, kitchen, dining-room and living-room, for the chauffeur and his family is to be found on the second floor. Space for one additional motor is provided for in a garage built within the house itself. On the Bay front a boathouse, so situated that it does not obstruct the glorious view, affords housing facilities for a fifty foot cruiser and a thirty foot fast run-about. A promising young orange and grapefruit grove is also worthy of mention in closing the description of "Del Sur".

Please return to
R. Henkel
35 Row Joseph St
Detroit Mich

President Commercial Milling Co
Detroit

THE ALTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

MIAMI BEACH, FLA.

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

January 9th, 1913.

Tatum Brothers,
Miami, Florida.

Gentlemen :

We notice your advertisement in last night's Metropolis making reference to Alton Beach, incidentally comparing your Ocean front property with Alton Beach property.

Our advertising man asks us to reply to this advertisement by calling attention to the difference between that property which we offer at \$200 per front foot and the property which you offer at \$30 a foot - and it would be quite easy for us to follow out this line of suggestion and very clearly prove to people who had an idea of values that Alton Beach property at \$200 a front foot is a much better purchase than the property you offer at \$30 a front foot.

Incidentally, our advertisement could refer to the fact that if you have a house located on your property and want fresh water, you have to dig a well : if you want electric lights, you have to build an electric light plant. We could incidentally refer to the fact that several million yards of fill are necessary to make the property presentable : incidentally that the mosquitoes in any part of Florida are considerably in excess along mangrove swamps : incidentally that it takes several years of hard work to build improved roads, grow trees and flowers and beautify a community; and that the average purchaser of Beach property prefers to be in a developed neighborhood with some conveniences at hand, rather than be located in an isolated spot, miles from other habitations, where the land has practically no restrictions, where a man might build a very good looking house on a piece of property that would adjoin a fishing shack - or where a man might decide to fill his property and improve it and the owners of the adjacent lots for a half mile in each direction might decide to sit tight and allow the mosquitoes to breed on both sides of the progressive builder - or where residents might be isolated anywhere from three to five miles from a street-car line, from a grocery store or from any other conveniences. In fact, if we wished to make a comparison, we might go further and say that you can go on up the Beach another mile or two and buy frontage for a great deal less than thirty dollars a foot. If it is only a low priced frontage you want, you can get square miles of frontage a little farther north at ten or fifteen dollars an acre. We could easily mention advantages at Alton Beach that would show any

Tatum Brothers. #2. January 9th, 1914.

fair minded man that he would only be buying a lot of work, delay and isolation by purchasing property located from three to five miles from Alton Beach - but we would prefer not to do this.

In fact we could, if we wished, enumerate a good many reasons why our property is more desirable and your property less - which would only result in one thing - that it would injure your property and not do us any particular good. We prefer not to do this. Almost any good advertising man would advise against comparisons of this kind - and almost any good advertising man would advise against the advertisement which you ran in the Metropolis. We would prefer that in your future advertising you state your claims for your property as you see fit, without reference to the Alton Beach property. It is only common courtesy between real estate companies to request permission to refer to their property in the manner in which you have advertised your property.

Incidentally, we might request prospective purchasers to look over your last years advertisements which intimated to prospective purchasers that you might have a very fine \$500,000.00 hotel on your property this year, with a Golf Links, etc. In fact, if we wanted to be vindictive in the matter, it would only be necessary to refer to previous advertising you have put in the local papers, to convince most any fair-minded man that your advertisements needed considerable cross-checking.

As stated, we prefer not to get into this mud-slinging business - but we also wish to notify you that from this date on you will refrain from any reference to Alton Beach property in your advertisements.

Possibly this letter may be unnecessary and the advertisement might have been run without your sanction - and for this reason I am writing to you on the subject, calling your attention to same.

Very truly yours,

THE ALTON BEACH REALTY COMPANY

CGF:R

TELE
USA

GEORGE FINK
ARCHITECT
REPUBLIC BUILDING
MIAMI, FLA.

January
Twenty Second.
Nineteen
Nineteen.

Mr. Carl G. Fisher,
Miami Beach - Florida.

Dear Mr. Fisher:-

Just received your letter, and in reply wish to state that I am receiving sealed bids on Saturday for the erection of the first three houses as authorized by you. These houses are, "Swiss Chalet", "Italian, No 1", and "Italian, No. 2".

I also have the working drawings completed of the other three as authorized by you. These three, you will remember are, "English Type", "French Type", and the "Tropic Type". The last two mentioned are the flat roofed ones you approved on my last visit to your office. These drawings are now finished and will receive bids on them in ten days.

This makes a total of six residences, all approved by you and for which the working drawings are all made. Then in addition I have the pencil drawings all made for Miss Rossiter's house and am securing preliminary estimates on this also before making ink drawings, so we will be able to change it a little if you so desire.

Am also securing preliminary estimates on the Golf Club as requested. The above is a complete list of all the work I have for you at the present time, and with the exception of the Club (and the inking of Miss Rossiter's house) the working drawings are made for all of them.

Will be at your office Monday morning with the bids for first three houses and also the preliminary estimates for the Club and Miss Rossiter's House.

Regarding my Building Company, will say that it is coming along in fine shape and will go over it with you in detail on Monday.

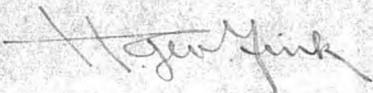
H. GEORGE FINK
ARCHITECT
REPUBLIC BUILDING
MIAMI, FLA.

There is one thing, however that I wish to mention before that time. Have been considering the location of the first building lots, and have come to the conclusion that the Collins Avenue property would be the best proposition for the class of building I am going to erect.

So reserve for me, space on Collins Avenue for four houses and will make final arrangements Monday.

Thanking you for your attention, I Am,

Very Truly,



HGF/EL

MB dev

February 21st, 1919.

Mr. Maurice T. Baker,
2735 North Meridian Street,
Indianapolis, Indiana.

Dear Mr. Baker :

Replying to yours of the tenth : I am satisfied that our Beach could use to good advantage from ten to a dozen ninety or one hundred-room hotels. We have turned away several thousand people here this season, and our smaller hotels, even of forty and fifty rooms, should pay dividends of between 25 and 30% this year.

Yours very truly,

CGF:R

MB Dew
March 14th, 1919.

Tashiro :

... M e m o ...

Now while you have so many young Australian
fines, I wish you would start a hedge around both of
the new houses going up on Collins Avenue. You can
get the lot numbers from Mr. Van Deren.

Carl G. Fisher.

CGF:R

MB doc

March 26th, 1919.

Mr. Frank B. Shutts,
c/o Shutts, Smith and Bowen,
Miami - Florida.

Dear Frank :

Replying to yours of the 25th : If it is the intention of the County Commissioners to allow the spoil bank to remain in something of its present condition, then I agree with you that the Causeway proper can be finished up within two or three months after the steel for the drawbridges is received - but the spoil bank should not be allowed to stand in its present unsightly manner. They should make arrangements to secure that piece of land which is in an S shape on the western part of the Causeway : should level this ground off and get it bulkheaded so that it presents a workmanlike appearance and is available, if for nothing else, for fish houses.

It is a disgrace to the city to have these old fish houses, bone yards for old crippled tugs and barges along the Bay front. Miami has been standing still on her Bay front property for more than fifteen years. A great many other cities in Florida are seeing the wisdom of presenting a first class appearance to visiting yachts and for economic reasons. the shore front should be so taken care of that no deposits of garbage, etc, should be allowed to collect. Some day Miami will have officials who will properly fix up the water front. I was in hopes the people would get to this job this year.

n The Causeway also should be beautified. Coconuts and Royal Flams should be planted, preferably Coconuts, at regular intervals, so that upon riding along there will be something more beautiful to look at than a garbage collecting bank along the deep water channel.

The railroad for the use of motor boat owners, at the other end of the line, is a disgrace, particularly to the people who O.K-ed the bill for this job. As I remember, \$980 was paid for about one hundred and fifty dollars worth of piling and timber - and this was put in in such a manner that it is not now available, while we have dozens of people who in good faith shipped their boats down here expecting to have a suitable means of loading them this Spring.

Mr. Frank B. Shatts. #2. March 26th, 1919.

Right now a good many northern people who had expected this unloading hoist to be finished by Spring are put to the inconvenience and expense of taking their boats up the River and having them loaded on flat cars, in the old fashioned method of fifteen years ago, in spite of the fact that the City has paid for an unloading runway.

It will be some years before we get to use the Causeway. Docks and equipment that have been paid for, unless some push is put behind the effort immediately.

Yours very truly,

CGF:R

April 29th, 1919.

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

MB dev

Dear Mr. Ponceast :

As I understand the situation in Miami, there is available now \$45,000 for the opening of Indian Creek into the Sea. While the big dredge is going thru, cutting our canal into Indiana Creek, is the ideal time for it to continue, and it could pump this opening to the Sea at a very nominal expense, which would leave practically all of the forty-five thousand for bulkheading and a bridge.

There isn't any doubt at all in my mind that with an opening of this kind opposite our 125-foot canal it would be a wonderful help to Indian Creek and a wonderful help to the waters in the Bay, and would also help your property along the Ocean front. An opening pumped 200-feet wide and 10-feet deep would undoubtedly fill up, but even if it did fill up and only allowed two or three feet of Ocean water to come thru, it would be a splendid thing for our canal and Indian Creek and for the fish life particularly.

Ordinarily it would cost a great deal of money to make this opening if the dredge had to be hired especially for the job. Why not have Conklin prepare specifications of a bulkhead and submit a figure which you could submit to the commissioners.

Wherever the fill is pumped, the material can of course be pumped- thrown on the low ground on each side of the fill; which will benefit the property. I would not be at all afraid to make this opening, and with the proper bulkhead, which need not cost over six or eight dollars a foot, there is no danger whatever, in my estimation, to the surrounding property, or of an encroachment from the Sea. I think the greatest trouble will be to keep this out open.

I am enclosing you a rough sketch of my idea in the matter and as things move rather slowly in Miami, if you start the ball rolling now you will probably get the thing straightened up about time the dredge is ready to do the job.

Yours very truly,

April 30th, 1919.

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

MB daw

Dear Mr. Pancoast :

I just received a wire from McDuffee saying that some man by the name of English, from Chicago, purchased the Wetsel property and wants to come in on the fill and platting now being prepared. It doesn't seem right that this Bay front property should be picked up by others at our expense, and as far as I am concerned, I don't intend to see this thing done. Of course the filling of our property in the immediate neighborhood of this property will make it quite valuable - but we have property entirely surrounding it which we would be willing to sell to Mr. English if he wishes to go ahead with his proposition. I think Mr. Wetsel and some of her assistants on the other side are doing a first class job of holding us up, and I am perfectly willing to sit tight for the next three or four years at least and see how we come out.

I have wired you today as follows - that the land on the northern part of the peninsula is, as far as I know, very low and has the disadvantage of being entirely surrounded by swamp - and we both know that it isn't worth \$200 an acre, and \$150 an acre would be a big price - but I would be willing to pay \$150 an acre for this property and let it stand until such time as we could afford to fill it. Practically the entire 139-acres will need filling, as I understand it. I have therefore wired you that the land is all low and the best price that we would make is \$150 an acre all cash. If they don't want to accept this now, they will probably be glad enough to accept it in another year from now, and I don't know anybody else who can fill it. But if anybody else wants to step in and take that land, they are welcome to it.

As far as we are concerned, we want Mr. Clark to go right ahead with his contract with us and pay no attention whatever to any change in plans regarding the Wetsel property. If Mr. English was induced to purchase the Wetsel property under false pretenses, that he could join in with us and connect this property up with ours, then Mr. English has certainly been bamboozled.

Yours very truly,

CGP:R

April 30th, 1919.

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

Dear Mr. Pancoast :

I just received a wire from McDuffee saying that some man by the name of English, from Chicago, purchased the Wetsel property and wants to come in on the fill and platting now being prepared. It doesn't seem right that this Bay front property should be picked up by others at our expense, and as far as I am concerned, I don't intend to see this thing done. Of course the filling of our property in the immediate neighborhood of this property will make it quite valuable - but we have property entirely surrounding it which we would be willing to sell to Mr. English if he wishes to go ahead with his proposition. I think Mr. Wetsel and some of her assistants on the other side are doing a first class job of holding us up, and I am perfectly willing to sit tight for the next three or four years at least and see how we come out.

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Yours very truly,

GGP:R

May 1st, 1919.

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

MB
dec.

Dear Mr. Panceast :

Do you suppose we could get a very heavy tractor which would be able to plow up the palmetto and tear the ground up so that we could burn the roots and get the ground in quick shape for the growing of grasses after the fill is made ?

The large steam outfit which you had on the job was a good start along these lines, but I think mechanically the outfit was a monstrosity and not properly designed. There must be some heavy tractor - possibly of the caterpillar type, that can handle this job.

Yours very truly,

CGF:R

OCEAN FRONT PROPERTY

OFFICE, 210 TWELFTH STREET

MIAMI, FLORIDA

May 5th, 1919

Mr. Carl G. Fisher,
400 Capitol Blvd.,
Indianapolis, Ind.

Dear Mr. Fisher:-

Replying to your letter of the 25th regarding saving the trees on the new fill and some one to take charge of tree planting etc, would state that I spoke to my brother Harry about this, and he is willing to undertake it, but is doubtful about being able to stand the hot weather. While the weather is cool he gets along very good, but says he cannot do much when the weather is hot, but he is willing to give it a trial, and if he can put it through, well and good, and if not, he will have to give it up.

As far as the team of mules is concerned, that is something we should have, and it is something we have been looking out for, for our own use in the Miami Beach Imp. Company. At the end of the tomato season is usually a good time to buy mules, for from then on there is not much use for them, and you can buy them more reasonable than at any other time of the year.

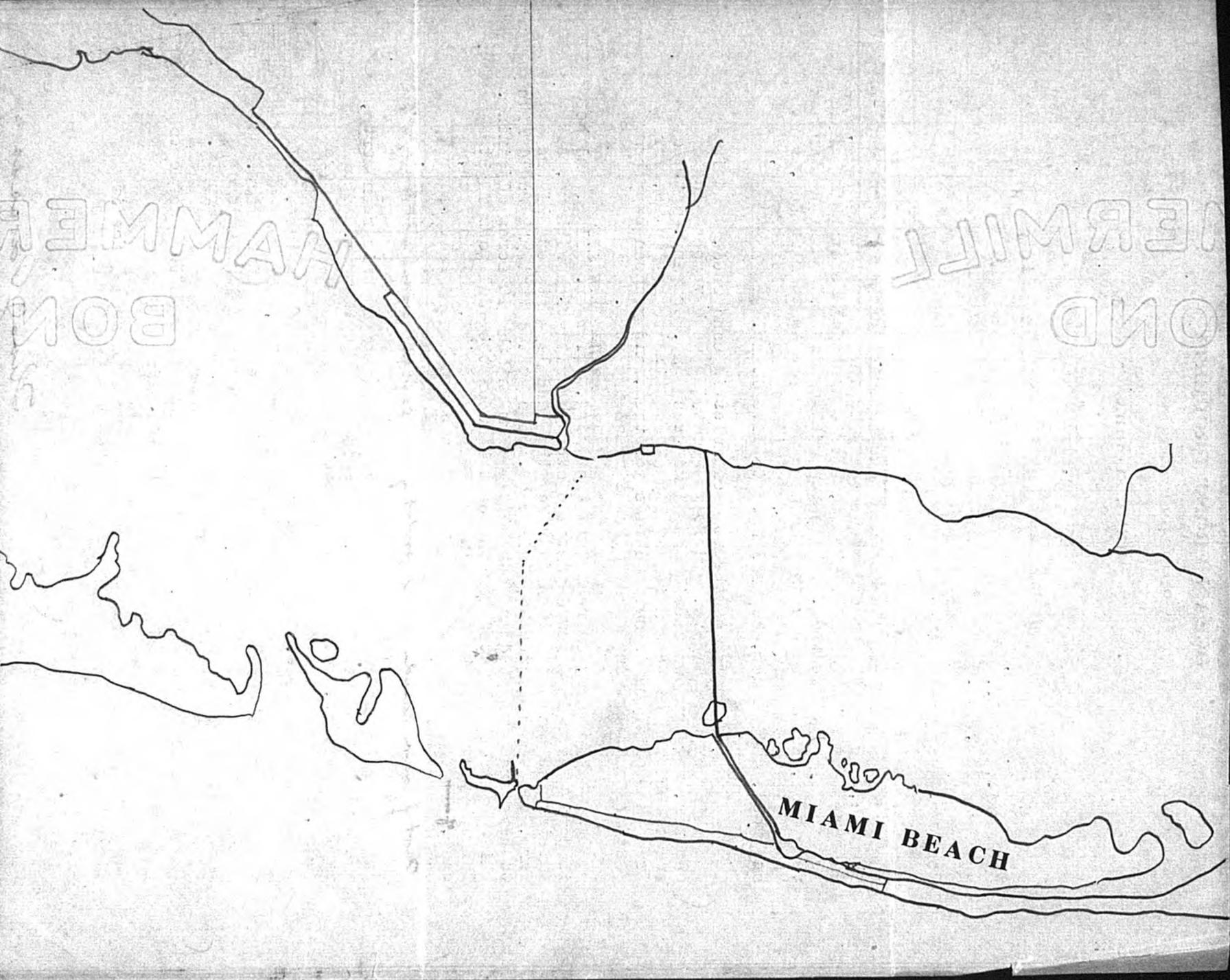
Now, in regard to the dairy, I saw Mr. Milam, and he is coming over in a few days to go over the situation with me, but I think you have forgotten just how the land lays at your little farm, and the 10 acres adjoining you. You stated that you would like to have grass planted on your little farm and the 10 acres adjoining. This would be all wated for the east line of the fill goes right through your property on a line with the windmill, and in fact, east, ~~fall~~ that is a low place that probably a little salt water would seep through and destroy anything that was planted there.

Part of your land will probably be filled from 2 ft to 2 1/2 ft.
The very best proposition to carry out the plan that you suggested would be to take the 28 acres between Fairgreen north, and west of the Avenida grove. This is the land that Mr. Repp farmed last year, he also has a lease on this land for four more years, but it may be possible that we can make a deal with him to cancel this lease. That land would be ideal for pasture, and would also be ideal from an exhibition standpoint, for it would show off good from the road where people now drive up to your place. It seems to me that it is either take some such land or else wait quite a while to develope it on the land where your farm is. I do not believe Clark would be filling up around your farm until about October of November, and it would then take quite a while to get the top soil put on and grass planted.

I am going to write to Repp at once and see if there is any chance of getting him to cancel the lease.

Very truly yours,

Thos J. Paucess



MIAMI BEACH

Landscape work and
yearly maintenance
of estates or
winter homes

W. E. BROWN
CIVIL AND LANDSCAPE ENGINEER
MIAMI BEACH, FLA.

Member Florida
Engineering Society
Registered Engineer
State of Florida

May 9, 1919.

Mr. Carl G. Fisher,
Indianapolis, Ind.

Dear Sir:

Referring to the card quotation of \$250.00 for 5500 lineal feet of $\frac{1}{2}$ inch reinforcing iron or steel made by the Stanton Foundry and Machinery Company of Palatka, Fla., would say that I am advised by Mr Cail the contractor for the seawall that I. E. Schilling Company has made him a price of \$5.60 per hundred pounds; and that a foot weighs about eight tenths of a pound. At this rate a foot would cost us $4\frac{1}{2}$ cents and 5500 feet at this price would amount to \$247.50. As we are paying the above price delivered on the work while the quotation was supposedly at Palatka, we are getting a much better price.

About 700 feet of wall is now built and I expect Cail will be up to the proposed site of the unloading station by Monday. Hope to get the information about the location of the street railway before that time but if I do not will use my best judgment in staking the abutments.

Yours very truly,

W E Brown

WEB:B

Dev
May 9th, 1919.

Major Ernest Fisher,
Cavalry Club,
Picadilly, London, England.

My dear Uncle :

I have yours of the 1st : I can't imagine where you are already planting 500 Royal Palms, 50 coconuts, etc. Possibly you are getting them ready to transfer, some place in a slat house, which isn't a bad idea.

If our plans all carry thru, your 20-acres is going to be an exceptionally good piece of ground for development purposes, and in about three years it ought to be looking like a rose garden.

There has been considerable activity in Miami real estate this Spring, in fact greater than we have ever had before. We are still selling property there - and I am expecting quite a boom next year - and if we can ever get the wagon road completed between Jacksonville and Cincinnati, so that automobiles can drive thru in comfort, we should have an enormous boom at Miami. I have been doing a good deal of work on this road, myself, and it is only a question of time, probably two or three years, until the road will be a completed highway from Cincinnati south to Jacksonville. This will be the biggest single thing that has ever been done to promote our interests in southern Florida.

n If you are leaving any money with the Fidelity Bank in Miami I presume they are paying you at least 4% on it, which is the custom on loans left for five or six months.

It may take a month or two yet to clean up all bills and details on these various parcels of land. Altogether our companies have taken over about 700-acres. The survey of the canal, as last made, would run very close to your property but not right on it. I think, however, it is within seven or eight hundred feet. I don't think it would be worth while for you to consider doing anything at all to the property until the fill is made, which can't probably be finished before next April. The place will look like the very devil while the fill is being made and anything planted on the property now would be destroyed.

As soon as all the deeds are cleared up and the payments made, I will advise you. While we are only paying \$250 an acre for this property, it is quite difficult at this time to adjust the various costs on all of the property, and proportion them. I imagine that the

general superintendence and surveying and equal distribution of the fill cost, can be worked out by our engineers some time this Summer. Anything we say about the fill on this 40-acres now, is all guess-work. It looks like about half of it will have to have between one foot and two feet of fill. To distribute this cost over the property that is filled would, in my estimation, cost \$50 to \$75 an acre for the total 40-acres.

I have decided to cut this entire 40-acres up, giving you your 20-acres and the balance of twenty acres into one and two-acre properties, and allow my superintendents and engineers and older employees a chance to get one or two acres at my net cost. It will be necessary in order to protect the property - your property, their property and ours - to lay it off in proper parcels, with an agreement regarding the type of buildings that are to be erected; and if horses or cattle are to be kept on the property, the deeds to title must guarantee proper buildings and proper restrictions - otherwise one poorly constructed knock-down house or barn would injure the sale of the entire property for a half mile around it in every direction. Any instrument of this character, however, will be as carefully drawn as we know how, for the mutual protection of all the people who will eventually own property in that section.

With kindest regards,

Sincerely yours,

CGF:R

THE MIAMI BEACH IMPROVEMENT CO.
OCEAN FRONT PROPERTY

OFFICE TWENTY-THIRD AND COLLINS AVE.

MIAMI BEACH, MIAMI, FLORIDA

May 13th, 1919

MB dev
Haulover cut

Mr. Carl G. Fisher,
400 Capitol Blvd.,
Indianapolis, Ind.

Dear Mr. Fisher:-

I saw the County Commissioners in regard to the money available for digging the cut through to the ocean. Mr. Burr stated that the money would have to be spent at the location designated in the bond issue, viz. Baker's Haulover.

I am enclosing copy of Conklin's letter, which looks as though a great deal more money would be needed than there is available. I also enclose a copy of a letter from Irving Collins on the same subject, which expresses his views. It does not look very encouraging as I see it, but if you have any other thoughts on the subject, and I can do anything more, please let me know.

Very truly yours,

Thos J Pancock

COPY

Miami, Fla. May 8th, 1919

Mr. Thos. J. Pancoast,
Miami Beach, Miami, Fla.

Dear Sir:-

I have examined the Countys' plans for the Baker Haulover project and find their estimate of cost to be \$93710.00. \$10,000.00 covering all excavation, leaving \$83710.00 for dykes, mattress, bridge and break water.

Tatums will bulkhead where needed along bay front and take care of all dredged material. They may pay something for fill.

The County engineer says \$40,000.00 is available, and it dont look as tho that amount would more than start the work.

Sincerely yours,

J.I. Conklin

Haulover MB Dev

May 21st, 1919.

Mr. B. B. Tatum,
Tatum Brothers,
Miami, Florida.

Dear Mr. Tatum :

I have a note from Mr. Pancoast regarding the Cut at Baker's Haulover. There is a certain fund that has been set aside for this Cut and I think the fund is sufficient for a satisfactory trial. Since the space is narrow and will not need a great deal of bulkheading, don't you think it would be worth while for your property and the general good of the northern part of the Bay to get this Cut put thru ?

Yours very truly,

CGF:R

Haitover MB sev

May 21st, 1919.

Mr. B. B. Tatum,
Tatum Brothers,
Miami, Florida.

Dear Mr. Tatum :

I have a note from Mr. Pancoast regarding the Cut at Baker's Hanlover. There is a certain fund that has been set aside for this Cut and I think the fund is sufficient for a satisfactory trial. Since the space is narrow and will not need a great deal of bulkheading, don't you think it would be worth while for your property and the general good of the northern part of the Bay to get this Cut put thru ?

Yours very truly,

CGF:R

May 26th, 1919.

Mr. John H. Levi,
Miami Ocean View Company,
Miami Beach, Florida.

MB

ccv

Dear John :

I have yours of the 21st : If J. H. Lummas is back on the job, why can't you get him to help out on the finishing of the Causeway ? - and why not go over and have a talk with BObe Dean ?

If we get the streets closed on the Golf Course, it seems to me that it will be such a pretty place that there will be very few people who will want any streets opened. It will certainly be a great addition to the property instead of a detriment.

I was in hopes that I would see Jim before I went South. I have a letter from him this morning, but I am figuring on leaving here Sunday night after the Races.

Jim, (Allison) selected a big house for the East side of Star Island that won't go on one lot - and he will put one house on the west side which will go on a one-hundred foot lot.

I would suggest for Star Island - one tennis court of concrete, one court of grass and two clay courts. The grass court will be comparatively easy to keep up and the concrete court will take care of itself. The two clay courts will be more difficult to care for, but the Association formed on Star Island about the same as on Belle Isle, will have to take care of the courts. We are going to pull a big Tennis Meet in Miami as soon as we get enough courts and get in shape to take care of the tennis players. We have to have accommodations for at least 100, to hold the right kind of a Meet. The Tennis Courts should be all together and entirely surrounded by a fence such as we have at our courts. Brown can tell you where he bought this fence. If you put the fence up now and get vines started on it you will have a good looking thing even by January.

I will write Bastian about the piling.

I hope Gail is putting in a good wall as it is going to have a lot of abuse up and down this canal to the street car bridge.

I think the Ocean View Company should build both their houses on the west side, in view of the heavier demand for the east side. This will give the west side a start and help bring up the property values.

Mr. John H. Levi. #2. May 26th, 1919.

I will send you the sketch of the Yacht Club today.
Don't let it get lost.

Yours very truly,

GGF:R

Devil

May 27th, 1919.

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

Belle Island

Dear Mr. Pancoast :

For your information : If we have to pay
the State \$300 an acre for the Island in order to
get clear title, we had better do it. There are
only about 25 or 30-acres anyway, and we don't want
to be delayed.

Yours very truly,

CGF:R

Approved
6/3/19

AN ACT to Grant Certain Water Front Riparian Rights and Submerged Lands in Biscayne Bay east of the City of Miami, Florida, to the City of Miami, in Dade County, Florida;

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF FLORIDA :

Section 1. That the State of Florida hereby grants to the City of Miami, in Dade County Florida, for municipal purposes only, all its rights, title and interest, insofar as the same can be granted, to all submerged lands, including water front and riparian rights, described as follows:

Commencing at a point approximately fourteen hundred (1400) feet east of that point in Biscayne Drive where said Biscayne Drive intersects the south line of the approach to Collins' Bridge;

Thence run east along the south line of Collins' Bridge to where said bridge intersects the western boundary line of Section thirty-two (32), Township fifty-three (53) south, Range forty-two (42) east;

Thence in a southeasterly direction the southeast corner of the southwest quarter of the southwest quarter (SW $\frac{1}{4}$ of SW $\frac{1}{4}$) of Section Thirty two (32) Township fifty-three (53) south, Range fortytwo (42) east;

Thence due south to the south line of the municipal channel;

Thence along the south line of the municipal channel to where said channel intersects with the P and O Steamship Channel;

Thence along the east line of P and O Steamship Channel to the point of intersection with said channel and the channel extending from the mouth of the Miami River in a

southeasterly direction;

Thence due West from the said point of intersection to the mainland.;

Thence in a northerly direction along the mainland or shoreline to the point of beginning.

Nothing in this shall effect or be construed to apply to any island or islands within boundary lines above described.

Section 2. That this grant shall not affect any other grant heretofore made to any individual or corporation and nothing herein shall be construed as depriving any riparian owner or proprietor of any rights under the Laws of this State

Section 3. All laws and parts of laws in conflict herewith be and the same are hereby repealed.

Section 4. This act shall take effect upon its passage and approval by the Governor.

H. B. No. 100
5-1-19.

Watson of Dade,
Local Cal.

A BILL TO BE ENTITLED

AN ACT to Confer Additional Powers on the City of Miami and Granting Certain Lands and Lands Under Water to Said City for Certain Purposes.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF FLORIDA:

Section 1. That the City of Miami shall have additional power through its Mayor, City Council, or City Commission, to remove any island, sand bar, or spoil bank, now or hereafter existing without authority of the Secretary of War, where the same is located in tidal waters within the corporate limits of said city and the continuation of which is detrimental to the interest of said city; and any right, title and interest of the State of Florida in and to such island, sand bar, or spoil bank, is hereby vested in said city for the purpose of such removal, and for the purposes of such removal said city shall have the right to condemn in the manner provided by the Laws of Florida any interest therein belonging to any corporation or individual.

Section 2. That any right, title, and interest of the State of Florida in and to all other islands, sand bars, shallow banks, and submerged lands, located in tidal waters within the corporate limits of said city, is hereby vested in said city for municipal purposes only, and such islands and submerged lands shall not be used by said city for any other purpose.

Section 3. That this grant shall not affect any other grant heretofore made to any individual or corporation and nothing herein shall be construed as depriving any riparian owner or proprietor of any rights under the Laws of this State.

Section 4. Any and all acts or parts of Acts in conflict with this Act are hereby repealed.

Section 5. This act shall take effect immediately upon the passage and approval by the Governor, or upon its becoming a law without such approval.



LEGISLATURE, STATE OF FLORIDA
SENATE CHAMBER
TALLAHASSEE

JAMES E. CALKINS
PRESIDENT
C. A. FINLEY,
SECRETARY.

May 30, 1919.

Dear Mr. Brown,-

Herewith copy of second Watson bill.

The one formerly sent you was vetoed by
the Governor on the 28th.

Yours very truly,

N. L. Cowan

Introduced and passed 5/29/19

A B I L L

TO BE ENTITLED

AN ACT to grant Certain Water Front Riparian Rights and Submerged Lands in Biscayne Bay East of the City of Miami, Florida, to the City of Miami, in Dade County, Florida.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF FLORIDA:

SECTION 1. That the State of Florida hereby grants to the City of Miami, in Dade County, Florida, for municipal purposes only, all its right, title and interest, insofar as the same can be granted, to all submerged lands, including water front and riparian rights, described as follows:

Commencing at a point approximately fourteen hundred (1400) feet east of that point in Biscayne Drive where said Biscayne Drive intersects the south line of the approach to Collins' Bridge;

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Thence in a southeasterly direction to the southeast corner of the southwest quarter of the southwest quarter (SW $\frac{1}{4}$ of SW $\frac{1}{4}$) of Section thirty-two (32), Township fifty-three (53) south, range forty-two (42) east;

Thence due south to the south line of the municipal channel;

Thence along the south line of the municipal channel to where said channel intersects with the P and O Steamship Channel;

Thence along the east line of P and O Steamship Channel to the point of intersection with said channel and the channel extending from the mouth of the Miami River in a southeasterly direction;

Thence due west from the said point of intersection to the mainland;

Thence in a northerly direction along the mainland or shoreline to the point of beginning.

Sec. 2. That this grant shall not affect any other grant heretofore made to any individual or corporation and nothing herein shall be construed as depriving any riparian owner or proprietor of any rights under the Laws of this State.

Sec. 3. All laws and parts of laws in conflict herewith be and the same are hereby repealed.

Sec. 4. This Act shall take effect upon its passage and approval by the Governor.

June 4th, 1919.

Major Ernest Fisher,
Cavalry Club,
Picadilly, London, England.

" "
Dear Uncle :

I wrote you some time since a long letter in care of your Club in London. Your letter of the 19th came in on the 22nd, but I supposed it was a farewell letter and was not in any hurry to answer it, as I had such a lot of thing to do right at that time in connection with the Speedway Races on the 31st.

I am going to Miami tonight with a large tractor and special plow for tearing out the palmettos. I understand that it will do the job, and from the looks of the outfit, I think it will. We are going to try and have a big part of this property cleared up by Fall if we can get the men to work there in the Summer season.

We received the Deed the other day for the 40-acres, and same has been paid for. As I advised you, we paid \$250 an acre for the ground. About half the ground will have to have a small fill, which we cannot estimate at this time. Then all of the ground will have to have the palmettos torn out. It costs about fifty to seventy-five dollars an acre to do this job with negro labor, but I think my big tractor and plow will do the job for, maybe, \$35 an acre - and do it much better. This big plow will tear the roots out of the soil so they can be stacked up and burned, and this will leave the ground sweet and ready for cultivation.

The canal will not go thru your property but will go some place very near it - I think within a few hundred yards.

I want to sell you your 20-acres of ground without any profit to our company, but it is rather difficult to say just what the exact cost of this ground is going to be. The clearing, engineering, etc, will have to be distributed over all the acreage, and the fill over the worst half of the 40-acres will have to be distributed over the better half. If the plow works successfully, you can estimate \$35 to \$40 an acre for clearing and doing a good job of it - and if it doesn't work successfully it will have to be done with negroes, which may cost \$60 or \$70 an acre to clear - so that I would roughly estimate the clearing up of this land to run some place between \$315 and \$350 for an acre complete, as near as I can estimate at this time.

Major Ernest Fisher. #2. June 4th, 1919.

So if you wish to send me a check on account, you may do so - and this letter will be sufficient authority that the 20-acres will be deeded to you at a cost of not to exceed \$350 per acre - cleared.

As I wrote you in previous letter, the final deed for this property will have to incorporate a standard for the houses which will be built on it, that it cannot be transferred to negroes, Japanese or aliens, and that it cannot be used for other than farming (light farming) and residential purposes, that it can never be used for manufacturing, fish houses, or things of that class. In fact, the deeds will be the same as we will have on our own property surrounding it.

, It is very hot here. I hope by this time you are much improved. I was sorry to hear of your illness.

Sincerely yours,

GEF:R

THE ALTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

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

MIAMI BEACH, FLA.

June 6, 1919.

Mr. C. G. Fisher.

Miami Beach, Fla.

Dear Sir:-

Memo.

The Alton Beach Realty Company has received notice that a hearing will be held at 10:00 A. M. Tuesday, June 17th, 1919, at the U. S. Engineer's Office, Miami Beach, upon the application of the Alton Beach Realty Company to construct bulkhead, to dredge and to make fill behind bulkhead, forming a small island in Biscayne Bay, Florida, and also upon application to construct bulkhead, make fill and improve the east end of the Miami Causeway spoil bank.

Herewith, find the Watson bill relative to deeding submerged lands in Biscayne Bay, which was vetoed by the Governor, the second bill as passed through the House and the bill as approved on the 3rd of June.

For your information, it has been noted that Mr. W. F. Whitman, who purchased the Garney Tract, has been making an attempt to close the sidewalk crossing that property on the Ocean front.

Yours very truly,

W. C. Brown

WEB:GA

June 23rd

Mr. W. E. Brown,
Alton Beach Realty Company,
Miami Beach, Florida.

Dear Brown :

Don't forget to make application to us
the submerged sand between the Wetsel Islands which
is directly in front of our property.

Yours very truly,

CGF:R

THE MIAMI BEACH IMPROVEMENT CO.
OCEAN FRONT PROPERTY

OFFICE TWENTY-THIRD AND COLLINS AVE.

MIAMI BEACH, MIAMI, FLORIDA

June 25th, 1919

Mr. Carl G. Fisher,
424 N. Capitol Blvd.,
Indianapolis, Ind.

Dear Mr. Fisher:-

Mr. Narren was over to see me the other day about the position we talked about. I saw John Levi later, and he said that Narren wanted \$200.00 a month, and that you figured \$100.00 a month was all you are willing to pay, and I would like to know if this is correct.

In talking to Mr. Narren, I think he is willing to start at that figure, if he has the assurance that his salary will be raised as he proves himself efficient, and that he would not agree to take the position if it meant \$100.00 a month or thereabouts.

Please let me have your ideas regarding this.

We finished plowing the castor bean field and tried to do some work in the palmettoes, but without success. I have serious doubts about this plow and tractor being capable of doing the work, even if we have the lugs for the wheels. I will make a few sketches which may explain some of our troubles, and I presume there is some way to overcome this, ~~but~~ certain changes will have to be made to do it, we had a hard time to get the plow and tractor out of the palmettoes, even by raising the plow to the highest notch.

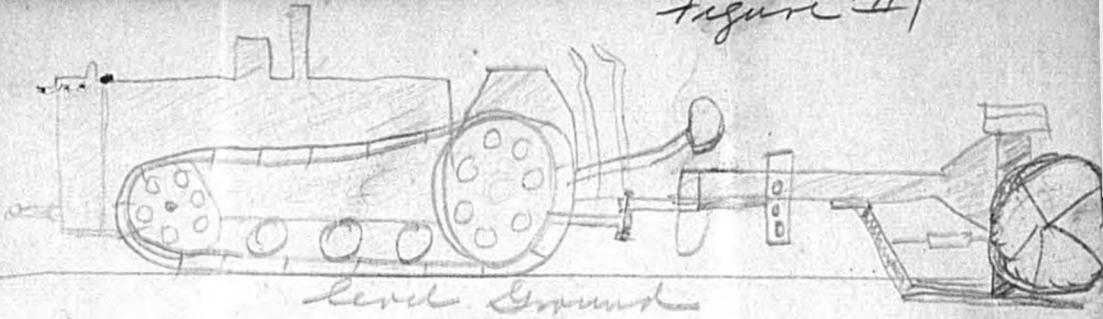
We are now working on a small castor bean field, that is between the farm house and Mr. Snowden's property. We are also clearing some land west of the property we sold to Mr. Snowden along Indian Creek. We may be able to use it there to some advantage, after we cut the brush down close to the ground. We may also be able to use it some on Mr. Osborn's lot, but I have very little faith in its doing us any good in the palmettoes.

Very truly yours,

Thos. J. Pancoast

There is not any give and take adjustment, it is rigidly connected by a bolt, and with such uneven surface, it will not work without some changes. Further when the tractor gets a high back palmetto root between the aprons, it brings pressure against the fly wheel + stops the engine, then you have to chop it out, and it is not easy to do, besides the danger of breaking some part with the axe. The conditions where you saw it work, are nothing at all like those in the real palmetto. We are using ^{tractors} ~~to~~ to day pulling a big cut harrow to good advantage. but have given up the palmetto.

Figure #1



level ground

Figure #2

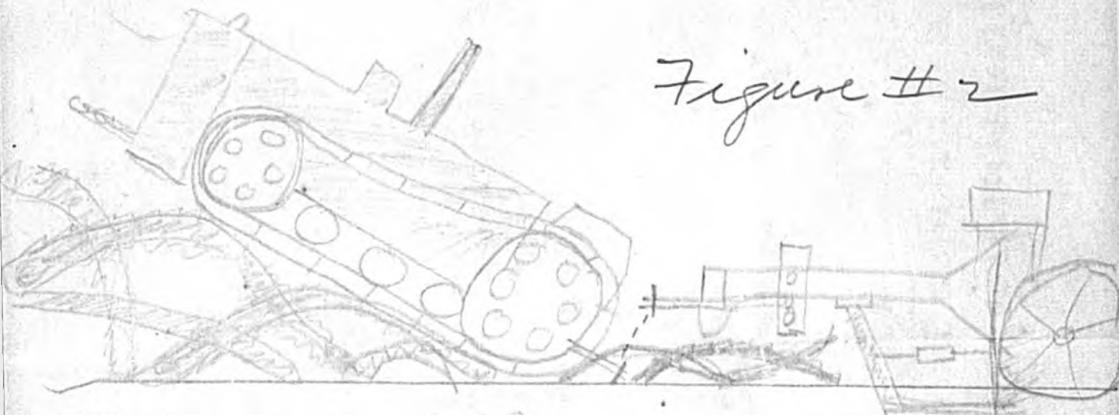
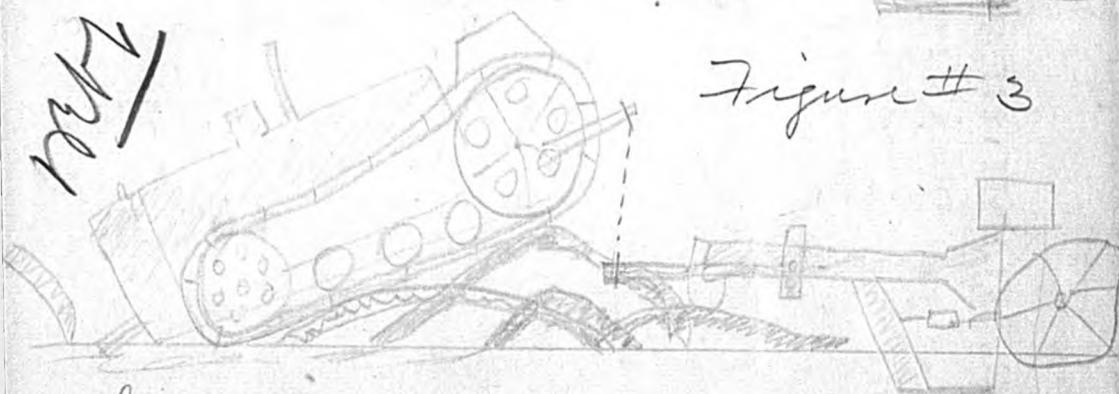


Fig 2

Figure #3



These are exaggerated some, and yet we saw the tractor in almost these positions. In figure #1 shows the tractor + plow connected, now when conditions like #2 exist, either the plow must be shoved down so deep the tractor cannot pull it, or something must break and in fig 3 it must raise the plow and, or break.

JOHN S. COLLINS, PRESIDENT

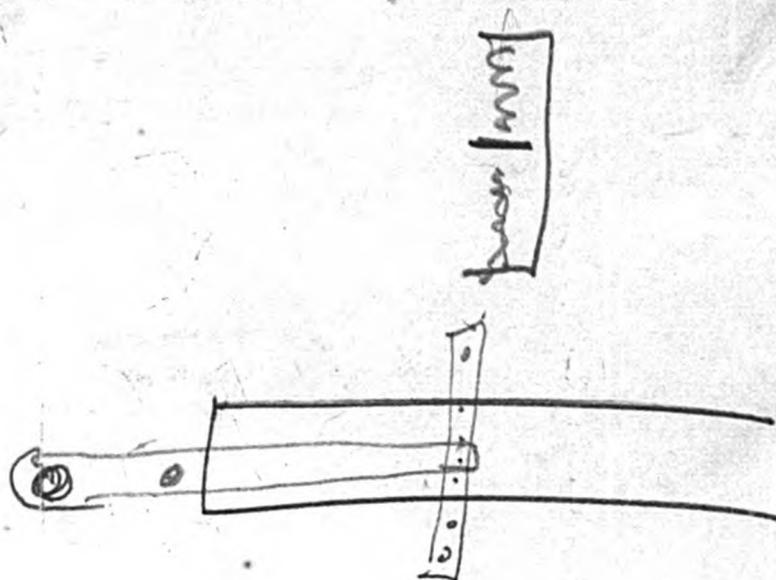
THOS. J. PANCOAST, SEC'Y-TREAS.

THE MIAMI BEACH IMPROVEMENT CO.

OCEAN FRONT PROPERTY

OFFICE TWENTY-THIRD AND COLLINS AVE.

MIAMI BEACH, MIAMI, FLORIDA



Lan
Year
supp
of est
winter

Member Florida
Engineering Society

W. E. BROWN
CIVIL AND LANDSCAPE ENGINEER
MIAMI BEACH, FLA.

Registered Engineer
State of Florida

June 28, 1919.

Mr Carl G. Fisher,

Indianapolis, Ind.

Dear Sir:

Upon recently receiving your letter of June 23rd relative to using the sand between the Wetzel islands I was mystified as according to the latest instructions I was to keep 300 feet east of the property line with all operations.

However, went to see Dickey who said that at the luncheon with Colonel Edgerton, the matter of digging between the islands under riparian rights claims was discussed. It will be necessary to ask for a permit for this additional work and it seems probable that under this change of plan you will wish to dig the small area marked "Area A" on the enclosed print although you previously decided to leave the land in question.

The fifteen acre tract that is to be moved by the suction dredge is shown on the print as the part "To be dredged". Shall I ask for permit to dredge Areas A, B, C and D or shall I ask for dredging permission upon only a part of these areas? I do not see how we can get through under the riparian rights claim between the two islands and so have left this area out of the calculations.

Have doubts about there being a wide enough space between the mainland and the island that is Area D, to permit a hydraulic dredge operating to advantage but it will be a good plan to ask for the permit, I presume.

Will send the application as soon as I hear from you.

Yours very truly,

W E Brown

WEB:B

40
30
25
30
22
18
10
175.

do not work
by or under
the name of
M. J. ...

July 2nd, 1919.

Mr. W. E. Brown,
Alton Beach Realty Company,
Miami Beach, Florida.

Dear Brown :

Replying to yours of the 28th : According to the conver-
sation I had with Colonel Edgerton we would have no trouble at all
to dredge between the north peninsula marked #1 and the island
marked #2 - that is, dredge in front of our property. I think if
it came to a show-down that we could go between islands #2 and #3,
but there is no necessity to do this now, and I don't want to change
any of our other arrangements.

We want to leave at least 300-feet of tress and land between
our line and the Wetzal property, so that there will be no chance of
an argument on their part that we are encroaching.

We can go ahead with our plans just as they were originally
outlined, and if this permission to dredge between islands #1 and #2
is granted us, we will have that much more fill available. I would
not ask for permission to dredge Area "C" and "D" west of our property
line, but I would ask permission to dredge Area "C" and "D" east of our
property line. I would particularly wish to take out, if we can,
Area "A", so that we may have an unobstructed view across the Bay.
You have changed the location of the canal entirely from where I
originally laid it out, and this would be rather an awkward situation
unless you take out Area "A". The original canal outline, as I laid
it out, is shown in pencil on the map, and this allowed the taking out
of the little Area marked "A" that you show on the sketch.

I mailed you check for \$2000 yesterday. It will not be
necessary for you to place a mortgage on your house to secure this
loan. I will take your note for it - and you can give me some other
security that is more easily handled than a mortgage.

Yours very truly,

GEF:R

MB dau.
labor

July 22nd, 1919.

Mr. Robert Henkel,
Commercial Milling Company,
Detroit, Michigan.

Dear Mr. Henkel :

Replying to yours of the 11th : We are still paying \$2.50 a day to what rough negro labor we can get on the Beach. Our Superintendent tells us he is having no trouble with them as to wages. If you pay \$2.75 on Belle Isle, we will have to pay \$2.75 at the Beach.

If the caretaker, Latour, would do a little work himself I think we would be better off. He has been a good man for us but he is nothing extra right now and hasn't been for several months past. I was down South in June and saw a good deal of Latour at that time - and during the ten days I was down there, I didn't see him do a lick of work. Principally, he uses all of my property to store up old boxes, cuttings from trees, etc. At this time of the year there is no reason for Latour to have any extra help as far as the Park is concerned. He may need considerable help to take care of the various properties - but I am not posted on just how much of this work he is supposed to do.

The negro labor down there at this time of year is very poor. There is a great deal of rain and a good many mosquitos - and I would rather see Latour get along without any help until the first of November and then put on one or two men to quickly clean up the property. We don't need any planting - we have more trees on the property now than we need - in fact, a good many of the cedars have been cut down and a good many more should be cut out.

I think if I was President of the Association I would advise Latour to let the men go and get along himself until the first of November.

Yours very truly,

CGF:R

MB dev.

September 5th, 1919.

Mr. Robert Henkel,
c/o Commercial Milling Company,
Detroit, Michigan.

Dear Mr. Henkel :

Replying to your letter of the second to
Mr. Fisher : Following are the names and addresses
of the Belle Isle residents, as we have them on our
books :

Mr. E. M. Bowman,
Glen Cove, New York.

Commodore C. W. Kotcher,
639 Gratiot Avenue,
Detroit, Michigan.

Mr. Robert Henkel,
c/o Commercial Milling Company,
Detroit, Michigan.

Mr. John C. Thomas,
Branwell, West Virginia.

Mr. Lee Ramsey,
Belle Isle,
Miami Beach, Florida.

Mr. James F. Mathews,
52 Broadway,
New York City.

Mr. O. J. Mulford,
Gray Motor Company, Detroit.

Mr. Paul R. Gray,
916 Hammond Building - Detroit.

Trusting this is the information you want, and with
kind personal regards -

Yours very truly,

AAR:R

Secretary.

H. S. BASTIAN COMPANY
MIAMI BEACH, FLORIDA

Sept. 26, 1919.

Mr. Carl G. Fisher,

Indianapolis, Ind.

Dear Carl:-

Enclosed, find statement for the month of August. Our statement is coming out rather late this month. I had the new bookkeeper hold it up until I arrived and also until I could go over it and see that this statement was made out in such a way that you could understand it.

I had a long talk with Ed. Romfh one day this week in regard to the labor situation, and I find that he is taking an active interest in this trouble, together with Mr. Gilman, Mr. Lummas and the other bankers. They expect to straighten this labor trouble out during the month of January, and at that time will make Miami an open shop town. They are starting with the smallest details and are expecting to bring some men in here from the North to assist them in putting this over. If they follow out their present plans, there cannot be such a thing as fail. They are starting on a basis of having plenty of money to finance it, and I believe our troubles will be over after January first. This no doubt will hold work up for a short time in January, but after that time, it will be satisfactory.

I have your letter of the 22nd this morning in regard to what we are paying our different labor. There is only one trade that asks for an extra amount over on the Beach and that is the painters. The painter's wage in Miami is \$8.00 per day - over here \$8.50. All other trades are the same plus bus fare.

We have a peculiar situation from a plumbing standpoint. Last year I brought my plumber from Indianapolis, who was a boss plumber, and they allowed him to work. This summer they passed a resolution prohibiting a boss plumber from working. I think this part of it was brought about by the pressure from the boss plumbers here in Miami. I understand Quinn & Callahan, Orr and others are extremely eager to get this business, and they figured by keeping us from bringing a boss plumber down here, they might be able to controll this business. The only way we can work the plumbing end at this time is by having a boss plumber on the job whom we do not pay,

#2.

but he gets his pay from the plumbers who work on the job, as they charge us \$10.00 per day, which is \$2.00 more than the scale and he gets this amount, and of course by hiring a good many plumbers, he comes out all right. I have taken this matter up with Mr. Romfh and he says they can straighten this trouble out in January when they start their efforts to make this town an open shop. The trouble with the painters charging us 50¢ a day extra will also be straightened out. I think it is their idea to fix a price on all trades, which will be decided on by the contractors at that time, and I believe at that time the painting labor will be reduced to the price of carpenters, which is \$6.50 per day.

I think Mr. Romfh would like to write to you, but he does not feel that he wants his name in writing on this subject at this time. The main reason why they did not go ahead with the open shop proposition last month was because of the amount of work under construction that had to be finished by January first; and also from the fact that they were not properly organized to put it over. I believe you will agree with me when you come down here and find out how thoroughly they have gone into this, and that there will be no such a thing as fail.

The mosquitoes have been very bad here for the past week. We have very little work under construction at Alton Beach. We have everything under construction as planned over on Star Island, and have no trouble at all with the mosquitoes over there.

I am having some of my same carpenters come down here next month. A few are leaving Indianapolis this week. When it comes to inside finish carpenters, it is absolutely necessary to bring them from the North, as these fellows here are only saw and hammer carpenters.

Everything else going along in nice shape.

With best regards, I am,

Yours very truly,

Harry Bastian

H. S. BASTIAN COMPANY
MIAMI BEACH, FLORIDA

Oct. 1, 1919.

Mr. Carl G. Fisher,

Indianapolis, Ind.

Dear Carl:-

For your information, I want to explain the labor condition more fully than I did in my letter of Sept. 26th.

The contractors in Miami are paying the carpenters \$7 to \$8 a day to get their work finished by January first. This has caused some dissatisfaction among my carpenters and some of them have left us. The better ones are staying because they feel they will have steady work right through the winter. I have a great many carpenters coming from Indianapolis next week. I am only paying car fare to five of our best finishers; the balance of the carpenters come at their own expense.

Common labor gets \$3 per day in Miami this year. We have been paying \$2.75 and bus fare. This seems to be the only way we can get plenty of men. We are doing a lot of concrete work and it naturally takes a great many laborers.

I was in error in regard to the plumbing situation, and after writing I looked into this matter more fully and found that we had to employ a boss plumber at a cost of \$10 a day. This man does not do any manual labor but oversees the work. The other plumbers, we have to pay \$8 a day. We have four plumbers and the boss plumber working today. We are finishing up the plumbing work at the bath house, the stores, some work in the laundry, working on Taylor's plumbing; putting in the plumbing in my house and roughing in the plumbing on the Hausmann job. We are practically through with the bathhouse; have a little plumbing to do on the store rooms and repair plastering that was cracked by the moving; have the yard all cleaned up and new grass planted, trees put in and everything around the Casino and bath house is looking mighty fine.

The storm we had two weeks ago washed the sand out completely from under the Baby Pool. Had I not built this pool very substantially, it would have been a wreck and all money wasted. As it is, we have no damage at all.

Mr. DeGarmo told me yesterday he was going to St. Louis and then on to see you in regard to the hotel proposition. I would like to say that DeGarmo as an architect is the biggest money spender I ever worked under. When Mr. Hausmann was here Aug. 6th, the plans

#2.

were all O. K'd and were to be completed in a week or ten days. These plans have not been completed to this date and he seems to be making changes all the time, and all of these changes are going to cost Mr. Hausmann considerable money. He has us go ahead and then tears down, and judging from the way he is specifying things, there is going to be several thousand dollars spent foolishly on this job. I am not writing this to be quoted, but to put you on your guard. I have talked with a great many contractors around Miami, and they all say it is a shame the way he spends money, and it seems that he depends on landing a contract and then tries to see how much he can make it cost so that his commission will run higher.

I received quotations from the East Coast Lumber Co., and enclose same for your information. I have covered on lumber on practically all lines they quote here at as cheap a price delivered on the Beach, as they are quoting on the cars. You can see there is not much use of our dealing with these people.

The Carolina Portland Cement Co. man was here to see me yesterday and quoted cement at \$3.37 $\frac{1}{2}$, F.O.B. Miami. Am buying it delivered on the job for \$3.96. It costs about 50¢ a barrel to have it delivered from the track to the Beach. So you see that if we bought it by the carload, we would have to store it after it was delivered over here and then later on deliver it from the storage house to the jobs as we use it, and this would make it cost us more than it costs buying it right here. I placed an order for 350 barrels in June. I understand there is a chance of another advance.

Lee Appleget's two brothers are coming down, and if we can find a place for them to live over on the Beach, we will save the 50¢ extra painters' charge for working on the Beach per day and also the 40¢ bus fare. This amounts to 90¢ for each man and would be quite a saving through the winter season. These two boys and families could live in the same house.

Mosquitoes still continue very bad. We are only working a few people on the Beach, but have a big force on Star Island.

With best regards, I am,

Yours very truly,

Harry S. Bostian

HSB:GA

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JOHN H. LEVI, SEC'Y-TREAS.

THE MIAMI OCEAN VIEW COMPANY

OWNERS OF STAR ISLAND

OFFICE: FIFTH STREET AND ALTON ROAD
MIAMI, BEACH, FLA.

DIRECTORS:
JAMES H. SNOWDEN
J. E. LUMMUS
JOHN H. LEVI
CARL G. FISHER
HENRY McSWEENEY
FRANK B. SHUTTS
ARTHUR C. NEWBY

Oct. 11, 1919.

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

Dear Carl:-

MB da

Mr. Conklin and myself, with Mr. Brady, have been looking over the unloading device at the Terminal Dock. The old one, of course, has been taken down, or knocked down, piling and all. It seems that we cannot use the same style of apparatus for the reason that they will not allow the piling to extend beyond the dock, and in order to take a boat off a car and swing it ahead far enough to miss the car the outside track would have to extend beyond the dock, which the Government will not allow.. We will have to make a pair of shear legs to lift the boat off the car, then tip it over a little and let the boat drop down alongside of the car, but I will have to do a couple days dredging with the little dredge to get water enough to float a boat - then when the City makes their improvements to the other dock which they are supposed to put in, it will probably interfere with it, but that, no doubt, will be some time off. Conklin is looking around for some long timbers that he can make the shear legs out of. If any boats come before this is completed, the Powers Southern Dredging Co. have put a new boom on their big derrick boat and this will be an excellent way of lifting boats off the cars as she will be working in the harbor here indefinitely, and Mr. Clark says that with a half day's notice he can drop over and lift the boats off.

Mr. Floyd is working on the Aquarium. Mr. Conklin has about finished driving piling for same. We have made barracks out of one of the buildings down in Jim's ship yard at the south end of the Beach, for some of the men. We are letting them take the whole up stairs of the Walker-Skagseth store building. I think our only salvation is going to be to get our own crowd. I did hate to see these men that Floyd brought down have to join the union, but I think they are pretty loyal at that and will stick by us any time we say so. The program over in town now is that as soon as the rush on the buildings is over to declare for an open shop, but I have not much faith in what they say they are going to do because just as soon as it begins to pinch their pocket books a little bit the bankers and supply men all squeal. I understand the other strike was lost because the bankers would not carry some of the fellows they had started in the building game. I believe they would have won it

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THE MIAMI OCEAN VIEW COMPANY

OWNERS OF STAR ISLAND

OFFICE: FIFTH STREET AND ALTON ROAD

MIAMI, BEACH, FLA.

Mr. Carl G. Fisher -- Page #2

out in two weeks with the extra men we could have sent them from up north. The painters are all up in the air again and are not working on the Beach. The idea now is to discriminate against the Beach to the extent of fifty cents a day, even if they live over here. The whole trouble seems to come from one man that Bastian has had in his employe and whom no one seems to have the nerve to fire. This fellow is on the strike committee in the union and still works for Bastian, although they are all out except Lee Applegate and they have Lee so he is afraid to do anything, being afraid that he will get you or Bastian into trouble.

Star Island is getting along very well. Price & McLanahan have just sent me the detail plans of the Yacht Club, although we are going ahead with the dock now. Gail is about one-half of the distance around the west side of the Island. He insists upon doing the west side first, before the northwest winds come this fall, and I suppose he is about right. We have put a large amount of dirt in the southwest corner of the Island, but still it is low. I am under the impression that there must be some large pot holes down under this Island, and the more we put on the more it oozes through them as it does not come out under the bulkhead from the fact that the sheeting all goes to rock, and it does not show any indication of coming out underneath.

Old Highleyman is having his time with his Island. He is up north now, I understand. His bulkhead is all falling down in places. One hundred feet of it went entirely out the other day, on the south side and all the mud ran out again in that neighborhood. I expect they will have to stop dredging operations on it until they decide what they are going to do, as the material is so soft and heavy and oozy that it is almost impossible to hold up the bulkhead against it. Conklin says it is not his fault and the Bowers Southern Dredging Co. say it is not theirs, so do not know how they will fight it out.

I tried to get Wolfe & Ewing to build my water tower as they had had more experience and I thought they could go through with it better, but Wolfe is disgusted with the situation down here and says he does not care to take any more contracts unless they want to declare for an open shop, which he is hoping they will do in January. Bastian has his hands full, and none of the real contractors care to figure on any more work. They are talking

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Mr. Carl G. Fisher - - Page #3

about completing the Causeway now about Christmas, but they still have some soft spots in the middle of it and the more material they put on the more it settles, and it is pretty hard to figure on.

I have made the School Board a proposition to sell them that portion of the block of property just south of the Carney tract, facing on Miami Ave., for \$10,000.00. I think it is their understanding that you offered to lend them a certain amount of money to go ahead with, and that they were to repay you after the first bond issue. I have also made the Western Union a proposition, - as soon as they submit to me in detail a statement of what they wish to put on the lot, and when. I do not wish to tie this property up with them unless they agree to do something with it as we are selling it to them at a reduced cost. We will probably have it settled within the next few days. I am having a deed made out for the 100 feet of property on the bay front for the Aquarium. You might mention to Jim that upon receipt of this deed a check will be thankfully received as our expenditures are quite heavy at this season. I will send the deed in your care for fear that Jim might be on his way south. if he should be, please return it at once, unless he has some one up there who can send us a check for \$7,000.00.

Yours very truly,

JHL-C



October 14th, 1919.

Mr. John H. Levi,
Miami Ocean View Company,
Miami Beach, Florida.

Dear John :

I have your long letter of the 11th : It is full of information and I think you are right all the way thru. I don't see how we can go ahead with any more building down there with the labor situation such as it is. Certainly I am not going to stand for any difference in the wages on the Beach and those on the other side of the Bay - and I told Bastian so. I wish I knew of some kind of backbone syrup to send to Bastian to help him out.

Anyway, I am going to be down there about the 2nd or 3rd and we will go over these various matters and see what we can do. Fortunately we don't have to have anything finished in the next month, at least anything that calls for painters assistance. Old Lee Appleget is going to help us out any way he can - and we really got him into the trouble by having him join the Union, which was a mistake. We should have had the argument out with them last Spring.

Yours very truly,

GCF:R

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October 23, 1919.

Umms

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

Dear Carl:-

I just received your check for \$8,300.00 on the new stock issue; also one from Mr. Newby for \$2,000.00. Received Mr. Snowden's several days ago. Mr. Newby stated that he had requested you to send down some Cocolobo money, as our Electric Plant is here and I think Mr. Newby is anxious to have it installed while Gene is at Cocolobo. There is something like \$1,400.00 due on this Plant.

> Shutts, Smith & Bowen have the description of the school house plot - I believe Mr. Bowen is handling the deal. The nearest information I could get was that you were to buy the lot, build the school house and rent it to the School Board at 6% on the investment. I told them I would let them have that block just east of Bob Hassler's on Miami Ave. for the sum of \$10,000.00, providing it was to be used for school purposes. I am not just quite sure that you are making a good deal by financing them at 6% unless you can make it obligatory for them to take it off your hands, as you know what School Boards are down in this country: they change every year or so, Tom, Dick and Harry get on them, and it may be that they would decide that they did not want it after a year or so. There are one or two members on the School Board now that I would not vouch for, and I think this should be looked into quite thoroughly before you obligate yourself to any great extent. However, I am just offering this as a friendly suggestion.

I have taken it upon myself to ask Mr. Witcher to have your beach cleaned up in front of your house, and also Artmur to clean up in front of the Casino and to fix the sidewalk, which damage was due to the murrricane. I happened to go over this territory the other day for the first time since I returned, and I was surprised at the rubbish, small logs and sand that had been thrown up over the sidewalk, giving evidence of the murrricane. I think the sooner we get rid of any such evidence the better it will be for the Beach. I am willing to loan any of my men to help clean up, and am getting the City to clean up in front of the Park where the sand is all over the

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THE MIAMI OCEAN VIEW COMPANY

OWNERS OF STAR ISLAND

OFFICE: FIFTH STREET AND ALTON ROAD

MIAMI, BEACH, FLA.

Mr. Carl G. Fisher--Page #2

sidewalk.

The labor situation here is still about as rotten as it could possibly be. Our men are still working on the Star Island jobs, but it is all right with me at any time they want to start anything as I have gotten away beyond the point of even considering arbitration. The papers, I think, have taken a very unusual stand in Miami, as they refuse to print anything regarding the local conditions. There were about 25 painters who came to town a few days ago in answer to an advertisement of some of the Contractors, and the unions refused to let them go to work, although there were no other painters to be employed, and the Contractors stood for it and those poor devils had to get out of town the best way they could. There were lots of them who did not care to jeopardize their future in regard to their union standing. I took one quite intelligent man over and introduced him to a reporter of the Metropolis and they printed it, which is about the only news that the papers have put in. I asked this man to go down to the Herald and tell them his story. He told me afterwards that he did so and that the Herald would not consider printing it, so I went down just for curiosity with him and talked with Mr. Stoneman, and they decided that they were handling the situation and did not care to print anything regarding the local union troubles. I do not know just what their game is, but the condition here is something deplorable. There are positions open for any number of men but the unions will not let them go to work and the papers refuse to show the unions up, but it may be that the printers refuse to print it,-- that part I can not vouch for, but there is one thing certain-- we have just got to get our own organization of the different trades, our own supply house and our own little mill if necessary, and go to it on our own hook regardless of the unions or the Miami Contractors and Bankers. I think some day you will find out that the Contractors and a good many of the prominent business men in Miami are just about on a par with the unions, as far as discrimination is concerned. The more trouble they make over on the Beach now the more men they will be able to get on their own jobs. The Halston Boys, the Urney Hotel and the McAllister Hotel seem to be the favorites among the bankers and the supply men. They are paying all kinds of wages with overtime. Bob Halston told me that he had sixteen plasters working last Saturday afternoon and Sunday who would not work during the week. For their labor Saturday afternoon and Sunday each man drew \$24.00, so why should they

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Mr. Carl G. Fisher--Page #3

work the rest of the week. I offered Lee Applegate's brother a job painting but the unions refused to let him in and he was afraid to get "in bad" with the unions. I notice painters working on your store-rooms between the two garages, under the Wolfe & Ewing contract sublet to a Mr. Harper, as I remember. He is paying above the union scale; I suppose that is their own fight, but I am not so sure it would not be a good idea for you to relieve Wolfe & Ewing of the painting obligation if you can. I am saving what few houses I have left until a little later, as it is possible that it will be to our advantage, instead of renting them to tourists to rent them out to some of our best carpenters, painters, etc.

Yours very truly,

John H. Levi

JHL-G



UNITED STATES DEPOSITORY

The First National Bank

CAPITAL \$ 150,000.00 SURPLUS AND PROFITS \$ 100,000.00

Miami, Fla.

October 26 1919

*MB
dev.
Labor*

Mr. Carl G. Fisher,
434 Capital Avenue,
Indianapolis, Ind.

Dear Carl:

We have come to the parting of the ways in the Labor situation in Miami.

In September the employers here, in an effort to get this town finished before the season, gave in to every demand of the Labor Unions.

such impossible

Within the past three weeks the Labor Unions have made demands on the employers, it now comes to the final climax, Last night the Master Plumbers were requested to sign a contract, beginning November 1st and running for a year, which no self respecting employer would, under any circumstances, agree to sign. The chances are that in a week from next Monday, November 3rd, the Plumbers will refuse to work.

The Greater Miami Employers Association are ready to let that happen and let the general work stop, now as any other time.

They are having trouble of course, but they have succeeded in keeping fifty men at work for the past week. The Good strong men of all classes are going to see that this job goes through.

What we need now is to have assurance that when Thorp and Knight's job is finished, and when the strike comes, that they will work for the men who want to work. We are writing to request you that your work open the minute the strike comes. When it does come, we will wire you, and we would like to have your assurance that you will be ready to co-operate with us, it will be the means of helping the general situation greatly.



UNITED STATES DEPOSITORY

The First National Bank

CAPITAL \$ 150,000.00 SURPLUS AND PROFITS \$ 100,000.00

Miami, Fla.

October 26 1919

Mr. Carl G. Fisher #2

The Western Union Employees are unionized, and it is all doubtful if we can get a message from or to you, without them knowing all about it. So, if you can ^{write} ~~talk~~ us, we wish you would telegraph Mr. Shutts (to whom you frequently wire) simply saying "Go ahead and organize the West Bay Company." We will know what it means.

If you think you cannot co-operate with us, wire as follows: "Hold organization West Bay Company, my arrival" and we will know you have not made your decision. But we would like for you not to defer it.

Tom Peters, who is making some improvements on the Hotel Halcyon, fired all his men yesterday and declared for an open shop. The Truck Growers have refused to recognize the Packers Union. and say they will fight for an open shop to a cold finish.

The Alabama Hotel is running open shop.

What we need now is a good example, such as your work and that of Allison's, so there will be plenty of work for any honest man who wants to work, whether he belongs to the Union or not.

Our organization is secret, but is practically composed of the same men who attempted to fight the strike in September, with a few fine additions, and are the flower of Miami Business Integrity. The two newspapers are for once working hand in hand, and Dean and Shutts have arranged to sleep together some night next week. *And with proper help we can break this thing right now.*

Very truly yours,

John B. Shutts
M. A. Milam
John B. Shutts

October 27th, 1919.

Mr. John H. Levi,
Miami Ocean View Company,
Miami Beach, Florida.

Dear John :

I have yours of the 25rd : I sent you a check the other day for two thousand dollars to assist with the Coccolobc Cay Club.

When I get down to Miami I will be able to find out just what the local situation is regarding the Labor Unions. I understand they are getting ready to go at the thing right - but I don't understand the stand that the newspapers have taken.

I think we should get rid of the evidences of the hurricane as quickly as possible.

You were right. We will have to get our own crowd there if we are going to get any work done. I am sick and tired of fooling with the Unions, but I don't know that I can do anything to help the situation along for a week, until I get down there.

Jim and Blaine Miller left last night and Charley Bauh joins them at Charleston.

Yours very truly,

GGF:R

Belle Isle

1920

SHORT SPECIFICATIONS REGARDING C. W. KOTCHER'S HOME ON
BELLE ISLAND, MIAMI, FLA.

House contains five bedrooms, two bathrooms, two extra toilet rooms; some of the bedrooms are equipped with their own lavatory.

Two sleeping porches, one approximately 40 feet long and the other 16 feet long, equipped with screens and swinging glass windows; sun parlor downstairs; kitchen equipped for electric cooking, baking, &c. Butler's pantry equipped with marble refrigerator, large size with running ice water.

Porch swings, porch furniture, piano, victrola, &c, &c.

Help's quarters consisting of an extra building with bath, kitchen, &c.

Boat house, garage for two automobiles, &c.

Completely furnished with the exception of silver and table linen.

House heated with hot water radiators.

Bathroom equipped for running salt water, hot and cold fresh water.

House located on Biscayne Bay with private dock, cement sea wall, &c.

Belle Island is connected with Miami, Fla., by an automobile bridge two and one-half miles long.

The center parks, private tennis courts, &c., on this island are owned by the property holders. The caretaker's home on the island also owned by the property holders of the island.

The island is controlled by the Belle Isle Improvement Association, consisting of the property holders of the island.

Nine (9) residences on this island, five of which are from Detroit, Michigan.

The island consists of 32 acres or about $\frac{1}{4}$ of a mile around it.

Cement sea wall around the island which is located inside of Biscayne Bay.

Belle Island is one of the most beautiful spots in the world: wonderful foliage, flowers, fountains, etc. Asphalt paved roads, electric lighted, also private caretaker.

Place is equipped with a motor generator for charging either automobile batteries or batteries aboard private yachts.

Street car line now from Miami to Miami Beach 15 minutes service.

1920
MB dev

**HOME SPECIFICATIONS REGARDING G. W. KORCHER'S HOME
ON BELLE ISLAND, MIAMI, FLA.**

House contains five bedrooms, two bath-rooms, two extra toilet rooms. Some of the bedrooms are equipped with their own lavatory.

Two sleeping porches, one approximately 40 feet long and the other 16 feet long, equipped with screens and swinging glass windows; sun parlor downstairs; kitchen equipped for electric cooking, baking, &c. Butler's pantry equipped with marble refrigerator, large size with running ice water.

Porch swings, porch furniture, piano, victrols, &c., &c.

Help's quarters consisting of an extra building with bath, kitchen, &c.

Boat house, garage for two automobiles, &c.

Completely furnished with the exception of silver and table linen.

House heated with hot water radiators.

Bathrooms equipped for running salt water, hot and cold fresh water.

House located on Biscayne Bay with private dock, cement sea wall, &c.

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Nine (9) residences on this island; five of which are from Detroit, Michigan.

The island consists of 32 acres or about 3/4 of a mile around it.

Cement sea wall around the island which is located inside of Biscayne Bay.

Belle Island is one of the most beautiful spots in the world. Wonderful foliage, flowers, fountains, etc. Asphalt paved roads, electric lighted. Also private caretaker.

Place is equipped with a motor generator for charging either automobile batteries or batteries aboard private yachts.

The island is controlled by the Belle Isle Improvement Association, consisting of the property holders of the island.

*Street Car lines to Miami Beach
15 minute service
Telephone connection*

MB dev
May 10th, 1920.

Mr. Cecil G. Fowler,
National Fowler Bank,
Lafayette, Indiana.

Dear Cecil :

Answering your wire of the 8th : This telegram doesn't do us any good. The trouble with DeGarmo is that he has so much work to do that he can't possibly get it out - and Chalfin is in New York. Chalfin has a three million dollar hotel in Cuba and you will never see him on this job of yours again until next Winter. DeGarmo and Chalfin are both alike - they want the big stuff.

Each one is now calling for first one change and then another until they have our building crew run ragged - and there is no telling what the cost of this house will be if you keep on making these changes, tearing down, putting in and tearing down again - and the worst part of it, aside from the added cost, is that it won't look a bit better when those architects get thru with it than it would if you finished it up now - and unless something is done quickly, you are not going to get it for another year. We are about to lose our good superintendent and Levi is about to throw up the job because he won't be responsible with all these changes tying the thing up. We don't want to lose this superintendent but there is a limit to what the men will stand.

Now, you must make up your mind immediately - either send your own man down here immediately to take charge of this house or give John Levi absolute authority to go ahead and finish the house - and if you don't do this, here is exactly what is going to happen : Our Superintendent, a man by the name of Taylor, is going to drop the job; then John Levi will say that he can't get another superintendent who is acquainted with the job to finish it, so he won't be responsible for it - and the only thing left to do is sub-let the contract ; if you sub-let it we are up against this proposition - the Union men would gloat with glee that the house couldn't be finished and they would come in and take out whatever was done by the Non-Union men, say that it was all wrong and had to be torn down - so that the thing would drag and drag and be unsatisfactory to everybody connected with the whole job.

All of your troubles will drop and you will get your house finished if you will follow the above instruction and get rid of all your damned architects. They are going to charge you a lot of money and you can get any combination you want, that these architects would design for you, after you have the house completed. You could put on any color you want, etc - but it is certainly a shame to see this beautiful place dragging and dragging, architects ragging, etc. I was over there the other day and it is going to be a beautiful place and you want to hand on to

the place and see it finished - because it is going to be a good investment if you should ever want to sell it - - - but the main point is that you must have some man here who has absolute authority to go ahead, or you are not going to get this house for next year.

I am leaving here Saturday so it will do you no good to write me any more letters. You had better carry on all your correspondence with Mr. Levi - and do something.

Yours very truly,

CGF:R

THE MIAMI BEACH IMPROVEMENT CO.

OCEAN FRONT PROPERTY

OFFICE TWENTY-THIRD AND COLLINS AVE.

MIAMI BEACH, MIAMI, FLORIDA

June 8, 1920

MB dau

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

Dear Mr. Fisher:

In your letter of the 4th you state you don't think it will be necessary to discount more than fifty thousand dollars of the Mid Golf notes. It will be necessary to discount a great deal more than that or raise the money from some other source, and I don't see why you would want to sacrifice other securities perhaps when you could use these notes.

I have just had a conference with Brown, Dickey and Humpage in regard to approximate estimate for amount needed for the next three months. This, of course, is only rough and Mr. Humpage is going to go into it a little more carefully and base his figures on some of the bills that have been paid in the past and give you a little more definite idea. Roughly, it will cost for clearing thirty thousand dollars, dredging one hundred ninety-five thousand dollars, bulkheading and back fill forty thousand dollars, paving forty-five thousand dollars, engineering seven thousand five hundred dollars. This you can see does not take care of any of the tree planting, grass planting, tractor work, etc. We have been trying to see if it was possible to eliminate some of the work for the present, but owing to our position with the dredges it seems almost necessary to keep most of this work going. I believe we can cut out Moore's gang as they are not clearing along the water fronts; also after Conklin fills in the little gap from Snowden's property to where the dipper dredge began, we could almost eliminate Conklin for some time for the filling could be done back of the dirt without the bulkhead, and we could put it in later. However, Mr. Humpage is going to give you this a little more in detail and give you an opportunity to say whether we shall stop or go on.

30.
195
40
45
\$317

Yours very truly,

Thos J Pancoast
Secy-Treas.

I expect to return to Miami
Beach, about July 15th

MB *law*

February 27th, 1920.

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

Dear Mr. Pancoast :

I am working out the restrictions on the Indian Creek property which we are getting ready to sell under contract. The price will be \$150 per front foot with an approximate depth of about 400-feet back to the Boulevard, we guaranteeing to put in the boulevard, bulkhead, clean the ground up thoroly and plant in grass with some trees on each lot, and to furnish water and electric light line.

On this Indian Creek property for a distance of at least one mile we are going to set aside, to begin with, a section of property where every owner may have a barn with not over six box stalls, with a restriction that the barn must be of concrete foundation and floor with stucco outside, with a screened-in and concrete manure pit - the barn also screened thoroly - the barn and manure pit under no circumstances to cost less than \$5000.

We will arrive at some building restriction allowing each owner the privilege of a dock of not over 50-feet into Indian Creek - and to have a boat-house of a total height over mean low water of not over 16-feet - and no boat-house to be more than 90-feet in length. We will extend no Riparian Rights other than these mentioned.

None of this residential property can be sold for apartment-houses, hotels or duplex's, and not more than one residence can be on any 100-feet of water frontage and 400-foot depth. No chickens can be kept on any of the property - no hogs or cattle - and only privilege is given to keep riding horses under the restrictions specified.

We should have a little meeting on this matter in the next few days and should be sure that our restrictions are just what we want before any contracts are given out. We want to co-operate with Mr. Snowden and have his prices the same as ours - and have the price understood as \$150 per front foot, with 5% discount for cash, and also an additional discount of 5% to any person who will build a residence on this property and complete same before December 1922. This will give us a chance to sell a good deal of this property next year and have residences completed the following year.

We on our part must agree to put two residences costing twenty to twenty-five thousand dollars on the west side of Indian Creek. Residence restrictions on this property to be not less than \$15,000. If you have anything further in mind, let me know immediately.

Yours very truly,

THE MIAMI BEACH IMPROVEMENT CO.

OCEAN FRONT PROPERTY

OFFICE TWENTY-THIRD AND COLLINS AVE.

MIAMI BEACH, MIAMI, FLORIDA

MB dev

July 29, 1920

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

Dear Mr. Fisher:

On my return from the north I find your letter in regard to public buildings on the Park site. I forwarded copy of same to the boys at Moorestown and I am inclosing you a letter just received from Irving Collins on the subject. While the building itself would be quite an attraction, yet there is food for thot in what he says in this letter to you.

Now in regard to putting in more money into the Bay Shore Company's account, when we started in this proposition we agreed to put in one hundred thousand dollars in cash, and this we have of course more than done. However, I know that the feeling is to help out all we can and not stop just because we have put in that much money. We have already put in over one hundred twenty-five thousand dollars in cash besides money spent for labor in clearing palmettoes, etc. and team hire scooping the good dirt off of the land, etc., which also amounts to quite considerable. I also sent your letter on this subject to the boys and will write you further when I get their reply.

I had a talk with Mr. Humpage yesterday and he practically corroborated what you have said in your letter of July 23. As far as I can see at the present time, there is no need to do anything further north than complete the canal that they are digging up to a point that will meet the canal going from the Flamingo Bay to Biscayne Bay just above the farm house and filling in all the way east of that canal. This will take care of the filling around the farm buildings, which I think is very essential, so that you can have the dairy going in good shape this winter. It will be hard to manage a dairy there unless the work is completed before that time. The ground that is cleared north and already planted in Para-grass will furnish a lot of hay and probably with Fred keeping enough men to work the machinery and a light force besides, it would not be necessary to have any more work going on in that neighborhood.

There has been quite a little comment on closing the street by the Bath House. Some people feel that while they do not own property directly adjoining this part of the street yet they have a common interest in this street going to the Ocean and some of them feel like making a test case of it and see if we have any right to close the street without getting the consent of everybody on that street.

I understand Mr. Lummus will be home this week and he seems to have quite a hold on the political game at the lower end of the Beach. I do not know whether you have any suggestions you wish to make along this line or not, but if so will be glad to hear from you.

Yours very truly,

Thos J. Pancoast
Secy-Treas.

THE ALTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

AVENUE and
ROAD
Address all communications
to the Company

FH13-C-7-30-20

MIAMI BEACH, FLA.
July 30, 1920.

MB dav.

Mr. Carl G. Fisher,
Indianapolis, Indiana.

Dear Mr. Fisher:-

On my return Sunday I went over the entire proposition as agreed upon in Indianapolis and also went over the property to see what progress had been made during my absence and in order that I might have a clear conception of what could be done in order to reduce expenses, etc. Monday morning I interviewed each of the different department heads relative to the work which was being done and also made plans for a reduction. The following is an outline of what was decided upon:

Golf Club.

Apparently it will be necessary to keep two men on this job in order to keep the grounds in proper condition.

Tower House.

Halsema is going ahead slowly. He now claims that he will have this job done by August 15th. I doubt it. It looks to me that the way he is going it will take another thirty days. However, this does not affect our financial program as we have arranged in our estimate to take care of the difference between what has been paid and what is yet to be paid according to the contract.

Engineering

I have been over this very carefully with Brown and we are going into the matter further just as soon as he is able to make a careful survey of his entire crew. He has already made arrangements to cut down his help and he will start in with a reduced force on August 1st.

Paving Roads.

Freedlund has not been working any too fast on this job and I have talked with him regarding speeding up. He states that he will be able to make more rapid progress after the first of August. He has been spending a great deal of time recently trying to secure a bond in connection with the contract which he took for the paving of Alton Road, and this, with his financial troubles, has caused him to leave the work to someone else. The Miami Beach Council, at its meeting last week, straightened out tangles in connection with the letting of the contract and Freedlund is now relieved of that worry so that I believe from now on he can settle down and build roads.

Equipment Lincoln Hotel.

I have already advised you of an increase in the estimate approximating

\$13,000.00. A revised estimate received this morning from Krom indicates that they left out something at the time I saw them in New York and that another \$2,000.00 has been added to the estimate, so that at the present writing it looks as if the estimate for the Lincoln Hotel would run \$40,000.00 instead of \$25,000.00 as we were given to understand. I have the matter up with Krom and Lundberg again and will advise you when I receive further information.

Apartment House.

The work on the Apartment House is practically complete with the exception that the tile roof has not been put on the restaurant at the back of the Apartment house and there are three ornaments to be placed on the front of the building. They expect to have this all taken care of next week. We have paid on the Apartment house up to date on account of the Wolfe Construction Company \$45,144.57. We have paid Fink \$1500.00 approximately. Wolfe's final figures, as I understand it, although they have not been submitted to us as yet for our approval, are \$50,872.52, to which should be added Fink's percentage of \$2,034.88 and an additional item of electrical fixtures of \$421.00. Thus the total cost of the building would be approximately \$53,300.00. Up to July 1st we had paid Wolfe \$38,619.13. My estimate calls for \$18,500.00 in addition to that which we paid him, and makes a total of \$57,100.00, as against actual figures as above outlined of approximately \$53,300.00.

Lincoln Road Lights.

For the time being all work is discontinued on this job to be taken up some time in the fall.

Peninsular Terminal.

Waldeck is going ahead fairly well, but he has not as yet gotten a second dredge on the job. He is talking about making some arrangements to install a pump on a barge and use that as a booster. His description of how he is going to take care of this is quite indefinite. Neither Brown nor I have been able yet to determine just how he proposes doing it, but Brown seems to think that the way in which Waldeck is going at the present time that there will be no trouble in completing this job by the time that it is needed.

Miami Beach School.

Work is progressing quite satisfactorily on this job and they are being asked to rush the work of completing it all possible so as to clear the thing up. The quicker they get the job done the quicker we can make arrangements with the county to take the job over and pay for it.

Side Walks.

All work has been discontinued on sidewalks for the time being owing to shortage of cement, etc. It is not anticipated that anything will be done for the present, as there is no work at the present moment which requires sidewalks. The most important place is on Meridian Avenue, but we have a very good reason for not going ahead with this work, namely: lack of cement.

V. T. Leak.

I have talked with Leak about his work and have gone over it with him

very carefully. I do not see where we can make any material reduction in his force at the present time, taking into consideration the work which he has to do and which it is essential that he should do, but this will be watched very carefully and if he can get along with less men after the next few days, we will arrange to see that he does.

Bulkheading on Collins Canal.

This work has also been discontinued for the time being owing to a shortage of cement.

Maver's Cabinet Shop.

Maver has been advised that he need not expect any work from us from now on and that he should look for work elsewhere.

A. W. Brayton, Jr.

I have taken up with Floyd the question of eliminating the expense of having Brayton supervise the work at the Flamingo, and we have discussed this very thoroughly. Floyd agrees with me that it should be possible for a much lower priced man to handle this work and thus do away with the necessity of keeping Brayton here, but it developed in the course of investigation that Brayton had not any sketches or plans drawn so that anyone could follow out his ideas in the land-scaping, etc. Floyd has therefore taken the matter up with Brayton and is having him prepare a sketch showing just what he plans doing there, and as soon as that sketch is completed which we expect will be the latter part of this week or the first of next week, it will be possible to carry on the work without having Brayton here to supervise it.

MIAMI BEACH BAY SHORE COMPANY

Fred Hoerger.

I went all over the work, first with Hoerger, later with Fancock, and later all three of us, and decided that without in any way jeopardizing our future sales by having property available for sale, that it would be possible to reduce Hoerger's force by 18 men. This leaves Hoerger about 8 men in addition to the men on the tractors. These 8 men can continue the work and keep up with the tractors. If not, we will have an additional two men. When I was in Indianapolis it was thought that we could eliminate all of Hoerger's men, but after a careful survey of the property and conditions there, in view of the fact that we are having considerable rainy weather (it rains every day) we decided that it would be unwise to hold up the grass planting and the clearing of the property where Hoerger is working, but we would eliminate the work of budding the palmettos, etc., which could very well wait until later in the season. I therefore trust that you will agree in our decision to allow Hoerger to work with 8 or 10 men instead of discontinuing his force altogether.

Dredging.

The "HESTER" has left the Job. This leaves the "DAVIS", "FLORIDA", and "BISCA YNE" working on the bay front. No. 3 dipper dredge, belonging to Megathlin & Clark, is working up in Canal C and Waldeck's dredge is working in Flamingo Bay. After the first of the month the "BISCA YNE" will go over into Flamingo Bay and it is probable that we may be able to let the "FLORIDA" go. However, that has been taken

care of in another letter to you. The "DAVIS" with a new pump is doing nicely. In fact, prospects are that if she keeps up she will pump more than she has ever pumped before on this job and it is quite possible that her earnings alone may be as great as that of the total number of Bowers Southern dredges combined last month.

Brown and I have gone over this very carefully and we are going over it again today and you may rest assured that nothing is being left undone to secure the best possible results with the least possible cost consistent with the plan of having a sufficient amount of saleable property available next winter. In other words, we are not overlooking the fact that certain portions of the property must be in shape to sell not later than January 1st.

Bulkheading.

Conklin has been away about two weeks, but is expected back any day. As quickly as he gets back we are going to have a talk with him and see what can be done in order to slow down on the bulkheading without jeopardizing our work. As a matter of fact, some of the expense will be taken from the Bay Shore and transferred to the Peninsular Terminal because one of Conklin's drivers will be taken off of the Bay Shore work just as soon as he finishes a job which he is now on, and transferred to the Peninsular Terminal Company so as to have that work in shape and on time. Consequently, the same expense will be split up between the two jobs instead of having double the expense of working the two jobs at the same time.

Road Building.

Freedlund is doing fairly well on the Bay Shore road building work, but he can do better, and we are after him continuously to do better. I am sure that you need not worry about our taking care of the road building on this particular job, that is, Bay Shore work, for we will see that Freedlund is continually prodded and made to hustle.

Clearing.

Arrangements have been made to stop all clearing. It is necessary however, to allow King and Moore to clean up some work which they had started in order that we might correctly determine the amount due them. This they have been doing since the date of my return and it is expected that the work will be completed this week and there will be no more clearing except in that section where we agreed that clearing should be continued, i. e.: at the point which I marked "5" on the map which I left with you, which is the north line of Sec. 22.

Golf Course.

Practically no work is being done on this course. It was decided, as you will recall, to practically discontinue work on this course until late in the season inasmuch as it would be impossible, regardless of the number of men which we put on the job, to get it in playing condition for this next winter. Leak's men are devoting some time to watering and propping up trees, etc. That is all.

Negro Quarters.

All work has been stopped on the negro quarters owing to inability to secure cement, etc.

House -- Mid Golf Subdivision.

No work is being done on this house.

Nursery Trees & Grass Planting.

Hoerger's men are the only ones that are now working there and his force has been reduced to eight men plus tractor operators.

Maintenance Trucks, Tractors, Tree Pullers, etc.

This matter has been taken up with Hoerger and I have no doubt but what this item can be materially reduced.

GENERAL

Miami Beach Electric Company.

I have taken up the question of lights, etc., with King and also other matters in connection with the electric company and will continue to watch this very carefully to see what, if anything, can be done to eliminate unnecessary expense, and also to put the electric plant in operating condition at the earliest possible moment.

The Flamingo Hotel.

There is nothing particular which can be done to reduce expenses there because we all realize how important it is that this hotel be rushed to completion. They appear to be making very satisfactory progress and Floyd is fully conversant with what you wish to accomplish and also is impressed with the necessity of eliminating everything in the way of unnecessary expenses.

Every invoice is being scrutinized carefully. I am making frequent visits to the different jobs on the property. No material can be purchased without requisitions being o. k.'d by me, so that we can keep tabs on the expenditures.

Very truly yours,

J. R. Hering

August 7th, 1920.

Mr. Robert Kentle,
Commercial Milling Co.,
Detroit, Michigan.

Dear Mr. Kentle:-

Last year the cost of the upkeep of Belle Isle was \$3,572.07 which is more than the job is worth. There is less than six acres of park for two men to take care of. My cost was \$1,235 one third of the amount and I don't think there was a weed pulled on my property last year, in fact I have had to call attention to this a number of times. The arrangements we have for the care of Belle Isle Park is very unsatisfactory to be and I believe that we can work out a plan whereby two men can take care of the park all right.

I see the men that are there on the job working days and days on private property, whether this is credited I do not know but any way I see them doing this work.

Let me hear from you. Any ideas you have that will help us get more efficiency out of the men and less expense please submit.

Yours very truly,

GGF:EM



HENKEL MILL

COMMERCIAL MILLING CO.

SPRING AND WINTER WHEAT
FLOUR MILLERS

Henkel's

BREAD FLOUR
VELVET PASTRY FLOUR
COMMERCIAL FLOUR
SELF RAISING PANCAKE FLOUR
CORN MEAL, ETC.



MILL B

MILL A

DETROIT, MICH.

August 12, 1920

MB dev.

Mr. Carl G. Fisher,
Indianapolis,
Indiana

My dear Mr. Fisher:

I have yours of August 7 and I agree with you that the upkeep on Belle Isle was a little more expensive last year than what we should have spent, but there was none of this money wasted and you know Belle Isle looked finer last year than it ever did in the past.

We have spent quite a lot of money this last winter for better earth, for more of it around the trees and bushes and flower beds. We have improved them very much indeed, and I think the results will show this coming year. We have also cut down all the trees in that center roadway and I do not know yet whether the Council has granted us the right to take up that roadway. If that roadway is removed, you will find that the Park will be much more beautiful and in that way, it will make it more attractive to your real estate buyers.

I would say for your information, however, as far as your property was concerned, that quite a lot of cleaning up was done on it without any extra charge to you; in fact, Mr. Nelson had orders from me which were executed, to clean up all the old ash heaps and brush piles that were made by the former care takers who left all the old ash heaps where he burned up the branches from the trees that were taken down on your property.

You will therefore find that your property has not cost you anything, practically, to be taken care of. We rather considered that the property of people like yourself and Mr. Matthews, who have property for sale, should be kept clean as an asset for all of us who are living on the Island, and therefore, I rather pushed the cleaning up of vacant property. This will be done in the future, also, as far as it is possible to do so.

You know that cutting down trees and moving the lumber and cleaning up brush takes considerable time and also considerable labor and it could not be very well done by two men alone. At



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MILL B

MILL A

Page 2

DETROIT, MICH.

the same time, we found that the special plumosus palms that we were planting around the island and had been planted about four years ago were not doing well, so under the order of the ~~residents~~ - I had most of these taken out, and had coccoanut palms put in place, which we picked up from around the park. In order to plant these trees properly, it took considerable extra earth and quite a lot of material, to do it right.

When Mr. Devole was killed, I had all that end of the island cleaned up and also had quite a lot of the ash heaps removed from around the flag pole and that section of the island at my own expense, in order to kind of even up for having used some of your property for the last two or three years. I think I spent about \$100 in labor in cleaning up ~~the part~~ of your property there, so you can see there was more than one weed pulled on your property.

I know there are quite a number of men working on private property. This year I have one man on my place and have kept him there all the time, and have sent money from here to Mr. Nelson, our caretaker down there, to pay him direct, so as to not bother the Alton Beach Realty Company with any payments for my private accounts. The man working on Mr. Gray's place and the other private places are all paid through the Alton Beach Company and a record of their time, and the amount of time they put on the various places is made out every payday by Mr. Nelson. You will find that record all complete at the Alton Beach Realty Company's office. I can assure you that I believe that every bit of time that these men put on private property is paid by the owner of that property and the only thing that is charged to the Belle Isle Improvement Association is the work and material put on Belle Isle Park.

My bill from the Alton Beach Realty Company for the care of Belle Isle Park for my proportion was over \$500, which is quite a sum, but I gladly spent it because of the beauty of the park and the pleasure of having a place of that kind and I think it is worthy of the investment.

Some of the other boys who are also interested in it, like Mr. O. J. Mulford, asked me about their bills and I think that I have explained it to them all satisfactorily. I have not heard any complaints from Mr. Matthews or any of the other owners of



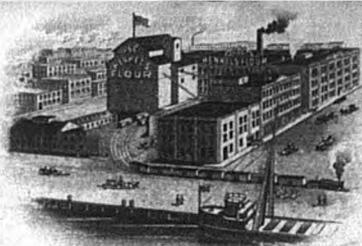
HENKEL MILL

COMMERCIAL MILLING CO.

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CORN MEAL, ETC.



MILL B

MILL A

DETROIT, MICH.

Page 3

private property.

I can assure you that I have tried to be perfectly fair in the administration of affairs on Belle Isle and while I agree with you that the expense has been somewhat high, we have gotten good results there.

I think now, after all the trees are cut down and everything cleaned up except that roadway in the center, that we can get along very nicely with the caretaker and one man to help ~~him~~ and I am writing to Mr. Nelson to the effect that he let any other men go, except the one man who is to work with him.

This August Nelson who is caretaker now I find to be a very good man - that is, he is careful and is busy all the time. He takes good care of the tools we have and is a very conscientious and hardworking man, much better than the last caretaker that we had.

You will appreciate the fact that it is quite necessary to have a first class caretaker down there - somebody whom we can trust with our property and I think Mr. Nelson, so far, has filled the bill very well indeed.

We will do every thing possible to cut down the expense in the care of Belle Isle.

Yours very truly,

RH:ER

*P.S. Will you would take same
since next winter & go over
the property with me so that
I can show you what was
done. AH*

August 14th, 1920.

Mr. Robert Henkel,
Commercial Milling Co.,
Detroit, Michigan.

Edward J. ...

*I am sorry I
did not get
your letter
before
I left
for
the
west
I will
write
you
when
I
am
back*

Dear Mr. Henkel:-

I have yours of the 12th inst. Every time I make a kick to you I notice you always talk me out of it. This is the case this time.

Regarding the road you spoke of tearing up. This is a very valuable and expensive piece of road work and it would cost you a lot of money to take it up and move it. All that you have to do is to sprinkle some light rock dust over it and the grass will soon cover it up which will save you a good many dollars. It might be necessary to spade it up so that the roots could get thru the rocks underneath but this would be a very easy thing to do.

Yours truly,

COT:EM

COMMERCIAL

August 14th, 1920.

A. G. Reeves, Esq.,
Reeves Brothers Company,
Alliance, Ohio.

My dear Sir:-

Replying to yours of August 5th. We have just completed about fifteen houses at Miami Beach ranging in price from \$15,000 up to and including one property at \$150,000. We can give you almost any type of house you may want from this selection. We have some houses facing the ocean, others facing on Biscayne Bay and still others just opposite the Golf course and very centrally located. It would be quite impossible now to furnish you with photographs and descriptions of these houses as some sales are being made and I would suggest that you arrange to run down to Miami some time in September or October and look at all of the places.

I hate to advise you to go to Miami in September or October as there is a good deal of rain during this season of the year and it is rather warm and sticky, in fact, these are about the two warmest months in Miami. However, we have an office force there and if you should decide to go down they would be very glad to show you over all of the property. This season's requirements being about Three Million Dollars and with the present financial stringency we find it difficult to secure enough funds to keep us going at full speed and for this reason we would be very glad to quote you a good close price for immediate sale. In the meantime I will have our Mr. McDuffee get together a lot of plans of houses we have completed and run over and see you and talk things over with you.

I am sending you under separate cover a set of booklets of Miami which I hope will please you, also I am sending you a map with some of the houses which I refer to located on it which will give you a good general idea of the locations we have to offer. The locations marked "X" are all newly completed houses for sale. We have several houses that are not shown on this map as they have been built since the map was made.

Now let us hear from you and if you will be home next week Mr. McDuffee will run over for an interview.

Very truly yours,

MB dau

September 8th, 1920.

Miss Louise Elliot,
13 Lee Building,
Memphis, Tennessee.

Dear Louise :

I am sending one of the new Hotel booklets on to Birmingham, as you request in your letter of the 4th.

Now regarding the spring water to which you refer : We have already made arrangements for our water supply. A lot of very splendid waters will not keep in shipment, and when shipped in bottles, the breakage is terrific. Where we use so much of it we have to make arrangements to get it in tank cars, lead lined.

I am thanking you a lot, just the same, for your interest.

Sincerely,

CCF:R

THE ALTON BEACH REALTY COMPANY

OCEAN AND BAY FRONT PROPERTY

MIAMI BEACH, FLA.

Development
LABOR

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

Dictated Oct. 23, 1920.

PH-26- W-10-23-20

Oct. 25, 1920.

Mr. Carl G. Fisher,
Indianapolis, Indiana.

Dear Sir:-

You will recall that some time ago I wrote you relative to the labor situation here and in your reply you stated that you thought that if advertisements were placed in the different publications that we could secure all the labor that we wanted. In the meantime I had started an investigation as to the class of labor which was immigrating in this country, the statistics showing that anywhere from two to three arrivals to one departure. In connection with my previous communications on this subject I want to make clear that what I had in mind was the securing of unskilled labor. Since writing you the daily wage of unskilled labor in this section has jumped from \$3.25 to as high as \$4.00 per day. The reason for that is that at this season of the year the growers of citrus fruit, etc. require additional labor for the picking and packing of the fruit, etc. Secondly that the market gardeners are preparing their grounds to raise garden truck for delivery to the hotels during the winter season, at which time of course the demand is greatest. They are also preparing for delivery of market truck to outside markets, for which of course there is a great demand at that season. The negro help which we have here is slow, brainless, incompetent and absolutely irresponsible. There is no competition because the demand has been (and if present conditions are allowed to continue, will be) greater than the supply.

The skilled labor situation is different. The trend is downward and will continue to be for some time to come because the demand for skilled labor is less than the supply. Men who originally came from the South and lived in the South went North because of the high rate of wages paid. They are returning to their old stamping ground without money and without a job. They will go anywhere to get work and will eventually work for a reasonable price.

While the arrival of immigrants as against the departures is shown by the statistics as being two to one, it appeared to me, because of the conditions which prevailed, that there was not a full quota of common labor coming into this coun-

Mr. Carl G. Fisher - 2

Oct. 25, 1920.

try. In following up these investigations I have communicated with The Inter-Racial Council at New York. Coleman DuPont is Chairman of the Board and they have as officers and directors and members such important and well-informed personages as Charles E. Hughes, William Loeb, Felix M. Warburg, Joseph M. Cudahy, Cleveland H. Dodge, Cardinal Gibbons, Thomas W. Lamont, and others of equal importance, representing practically every nationality. The purpose of the organization is to secure data and information as to the class of immigrants, where they go, etc.

They inform me that the last available figures at Washington, D. C. indicate that for every two coming in during the months of July and August one went out, and that when these figures are submitted to a close analysis of special divisions it was discovered that the increase in immigration was among professional men, skilled laborers, women and children, and of the miscellaneous group, while there was an increase of 12,500 farm laborers, and 31,000 servants, there was an actual decrease of over 100,000 laborers. In other words there were that many more laborers leaving the country than came in. They go on to state that one of the great mistakes now being made is the assumption that because immigration is increasing there is a corresponding amount of unskilled labor available.

I am submitting this information to you because I think it is one of the problems which we have to work out in connection with our development work here. There is no question but what we are paying too high a price for labor. By that I mean unskilled labor, and the reason we are paying it is because the supply is less than the demand. We are susceptible to constant changes due to the seasonal demands, and having this in mind, unless you call me off on the proposition, I am going ahead and attempt to bring into this section such of those immigrants as can be persuaded to come to this section of the country, having in mind Italians, Swedes and Hollanders. If you have any comments or suggestions to make, or if you prefer that I drop the matter, if you will let me have them I will either go ahead or drop it, whichever you may suggest.

Yours very truly,

F. R. Thompson

Oct. 29th, 1920.

Mr. F. R. Humpage,
Alton Beach Realty Co.,
Miami Beach, Florida.

Dear Mr. Humpage:-

I have yours of the 25th. Have just gone over your lay-out of labor and find that you are working about fifty men with four or five different foremen in the upkeep of the property and the polo field. I don't know just how far you are going with the general upkeep of the property but do not that we certainly can't stand this large payroll when it isn't necessary.

Six men ought to grade the ground around the new apartment house and plant it in grass in two days easily, and twenty five men can easily get the practice polo field in condition in four days easily. I am satisfied when I get there that one half the men will leave the job and leave it quick. You don't need this large force to keep a few weeds pulled and the grounds cleaned.

Yours,

CGF:EM

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April 16, 1921.

MB dev

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

Dear Carl:

Today I learned that a party by the name of Netherland, living in Louisville, Kentucky, has decided to build in Miami a pier similar to the steel pier at Atlantic City and at this time is undecided as to whether the pier shall be located on the Miami side just below Elser's pier extending into the bay, about one-quarter mile beyond the fill which is to be made by the city of Miami, or whether it shall be located on the ocean front at Miami Beach.

Of course, I know that you do not want a pier on your section of the development, but the thought has occurred to me that it might be located at the end of 5th Street and thus prove a great attraction and growing influence to Miami Beach generally. This information came to me from Earl Ogle who talked to me about it in the Fletcher Bank this morning. He said that he had given Mr. Netherland a letter to me and that he would be in some time during the coming week to talk the proposition over with the view of securing your co-operation, not financially, but in the matter of deciding on the exact spot on which the pier should be located.

While in Miami and since, I have been thinking very seriously about the future of your property. Of course your ideas and mine have heretofore failed to fully agree. I have always thought and contended that what is needed on the Beach is more population. In this instance quantity is what I think is necessary, while you have always felt that quality was the main consideration. A permanent population of 10,000 people on the Beach would spell, in my judgment, unbounded success for your project as a whole. The chap with money who comes to Miami with a string of polo ponies, longer than the moral law, may think himself just a little better than the poor devil who lives in a modest home, but just the same the polo

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player is more interested in his own sport if he has an audience before which he can show off. He wants to play the game, but he also wants somebody to admire him while he is doing it and the presence of a crowd always adds zest to his own enjoyment of the sport.

A pier would not directly bring this population, but it will bring thousands of people and when they come and get the idea of Alton Beach or Miami Beach and get a familiarity with the wonderful possibilities and absorb the atmosphere of its beauty, they will naturally gravitate in that direction in the construction of their homes.

You have not only your real estate, but also your street car and lighting company to think about in this connection. Population means more business and as the peninsular gradually settles up it means a twelve months revenue upon these companies. Of course, it is very nice to have some man build a \$250,000 home on some especially beautiful site, but so far as you are concerned, now that you have reached that point where you are ready to realize on your foresight and nerve in making this development, fifty homes at \$5,000 are much more to be desired. Home of this character will furnish the population, give to the polo sport an audience, give to the street car and electric light company a twelve months revenue and thus place Miami Beach on a permanent foundation. I have been thinking of this question all winter, but knowing your determination to make the Beach an exceptional residence section, I did not take your time to talk about it. However, now comes the time when you must think about Fisher. You have built attractions. You have added things of beauty at your own expense. Now think of cashing in on all these things.

A permanent population on the Beach would in addition mean a permanent revenue from the golf links while they will, during the winter months, make these links a big money earner. I can imagine what a beautiful thing the theatre is going to be, but when the winter crowds go away if this theatre is going to bring to Fisher

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a return upon his investment it must have a population to draw on during the off season.

Now another word, old man, about yourself. You may resent being told of the fact, but you are no longer enrolled in the kindergarten class. Old Father Time has been walking along side you just the same as he has been keeping company with the rest of us. You don't belong on a polo pony for two reasons. I know you want to keep young and hard, but when you play polo you play it from your toes to your ears and with a strenuousness that everybody can see. If you must - play it, old man, a little bit. You have thousands of friends who like you and admire you and there are at least a few of us fellows who do more than that, we love you and to those of us who know just what you are and what a fine, wonderful chap you are, there is always a feeling of fear that the natural enthusiasm and earnestness with which you play, may some day take a cropper in this game and you will turn up much the worse for the experience.

I recognize that I am butting in possibly where I have no business to interfere, but I am talking to you like an older brother. You are not exactly in my class as to age, but let me tell you there is not much difference as a matter of fact, and while you feel less sedate than I do and have a few more springs in your knees than I possess at this time, speaking from my own personal experience, I can tell you that the resiliency of your knees and general physical make-up is going to slip very much faster now than ever before. Take care of yourself, old man, and let down a little bit on the high pressure. If you don't, some day there is going to be an explosion in your physical boiler and then you will be forced to do what I am anxious to see you do voluntarily.

I reached home two weeks ago yesterday and find the town talking about the speedway race as the principal coming event. From appearances and all you can hear, there is going to be a wonderful crowd. Just as a matter

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of good will I today invested in twelve box seats because I felt that you should be helped out by every citizen of Indianapolis and was pleased to make our \$100 subscription to the lap fund.

With kindest regards to Jane and asking you to not take offence at what I have said because it is only written on account of my regard for you and desire to help you with the cheapest thing any man can offer - advice - I remain

Sincerely yours,

CAB*M

MB dev

THE CARL G. FISHER PROPERTIES

MEMO TO Mr. Carl G. Fisher

DATE February 14, 1927.

FROM Paul Kunschik

SUBJECT Miami Beach Garden Theatre.

Complying with your request of even date I submit the following costs of the Miami Beach Garden Theatre:

Land	\$ 175.68
Building	219,897.01
Furnishings	<u>34,386.16</u>
	<u>\$254,458.85</u>



The land cost in the section in which the Theatre is located is ridiculously low on the Company's books for the reason that the major part of the cost of development in that section was charged to the earlier subdivisions, and for statistical purposes it would probably be better to get an appraised value of this property ~~from~~ the present market.

Some additional charges in connection with the cost of the new stage are still expected, but the Accounting Department does not at this time have the completed cost of this additional equipment.

Paul Kunschik

PK:K.

Paul Kunschik.