

**Peninsula
Terminal Co.
- 1919-1923
(Port of
Miami)**

Frokers Int.

June 20th, 1919.

Mr. J. H. Lummus,
Lummus Investment Company,
Miami Beach, Florida.

Dear Sir :

I have changed my mind some regarding the six acres on the south side of the Government Cut. I told Mr. Brown the other day that I that we had better purchase it if we can get it at a fair price. He that he could buy it for eight or ten thousand dollars. In the event he does purchase it, and if you want a part of this property, you can have any part you want.

I had a new plow at Miami that was a wonder. It can plow twelve acres of palmettes in a day, easy, so that all you have to do is pick them up, stack them and burn them.

Yours very truly,

CGF:R

*Mind books
Street plow
Chatham
Brown
Clearing*

June 28th, 1919.

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

Dear Brown :

Wish you would advise me what you have learned regarding the claim of our south property wall being two and a half feet off the line.

I have O.K.-ed today a loan to you of Two Thousand Dollars to purchase the Osborn Tract. I am in a very peculiar position on this purchase, for the reason that J. N. Lummas took this matter up with me about five or six months ago and asked me regarding the purchase of the property. I advised him at that time that we had all we wanted but that it might be a good thing for him to consider. The fact that I did not go in with him in the purchase of this property at the time may have discouraged him somewhat in some of his ideas.

If you should decide to split this piece of property up and make a little stock company of it, I would like very much to have J. N. Lummas have his share of it, providing he is still in the mood for investing in same. It also might be a good thing to give Allison a small share in the property, as anything that is eventually done there will have to consider all of the property owners around the property, and it will be necessary to have quite a pool of cash to excavate sufficiently for the harbor, and some place to put the land that is moved.

Kindly let me hear from you.

Yours very truly,

CGP:R

Fisher's Island

August 5th, 1919.

Mr. James A. Allison,
Allison Experimental Company,
Indianapolis, Indiana.

Dear Jim :

I have just sent my check to Brown to close up the 30-acres, more or less, south of the Cut, paying \$42,000 net for same. Deed should be back here in a short time. I am having this first deed made to the Alton Beach Realty Company, and the Alton Beach Realty Company can in turn deed it to a separate company. If you want half of this investment, send me \$21,000 ; if you only want a fourth, send me about \$11,000 - or any other portion you may want. From a rough estimate it will take about \$40,000 to bulkhead and fill it and make a good job of it. This, however, should make a corking piece of property.

I have received my title to the property next to the Causeway - and have sent down orders today to bulkhead same and fill it. It will take some time to get the Permit straightened out - and right now, I think, is the particular time for us to apply for a Permit on this Dorsey property, or in other words, the property which will probably hereafter be known as the "Peninsula Annex". After we receive the Permit it is not absolutely necessary for us to go ahead with the work. As I understand it, the Permit carries for about two years. It might be difficult for us to get a different kind of a Permit, and might be difficult two years from now for us to get the same kind of a Permit which we could get from the War Department and the State now.

Yours very truly,

CGP:R

corp

December 3rd, 1919.

Jan 11

... M e m o ...

The name of the Company - PENINSULA
TERMINAL COMPANY - is satisfactory.

Brown is to get \$1000 worth of stock
gratis in this company; Levi \$10,000 worth gratis.

Brown's piece of land, however, is to be
taken in at his cost and not at his profit. I did
not understand that we were to pay him any profit
and we will not do so.

We are to turn in our land not at an
acreage basis but at its cost, which I think is
about \$40,000. Brown is to turn in his land at
his cost.

This Company will sell to the Miami Beach
Electric Company the land they need for the Power
Plant.

Carl C. Fisher.

CGF:R

Fisher Island

April 12th, 1920.

Mr. Harold Talbott, Jr.,
Dayton-Wright Airplane Company,
Dayton, Ohio.

Dear Hal :

The last time I saw you, you said you that you might get out of the motors business. I am asking Mr. Crosby, on his way North, to stop in and see you and have a talk with you about the Steamship business - and also, I would like very much to call your attention to the Terminal property which we have here and which is going to be an immensely valuable piece of property. Lumber dealers, lumber mills, oil companies, steamship companies, etc. are literally on their hands and knees begging for grounds to carry or store materials here for this market. We have all the land necessary to have one of the finest harbors in the United States at the expenditure of about \$1,500,000.00. As soon as this expenditure is made, we can sell \$1,500,000.00 worth of the land and own the harbor - and there isn't a particle of doubt about this statement.

I am in so many big jobs that call for so much cash that I can't tackle any more of them without getting somebody to come along and help out. I would like to talk this harbor proposition over with you and some of your associates who can finance the scheme and go thru with it. Wish you would let me hear from you, and if you are interested, I will you along the maps with a description of what we want to do.

Received a long letter from Silva, and I quote you as follows regarding Polo : "Regarding our Polo, I must say that I have made some good strides in this direction, having formed a Polo and Riding Club, which will have its two fields right opposite the new hotel being built by the Mendozas, so that the players who come down here next year will be conveniently near, in fact so much so that one will be able to see the game from the Hotel porch. The situation is ideal, being as well a mile away from the race track, a half mile from the Habana Yacht Club, the Beach and the Country Club, with the tennis courts, golf course, etc. and only a quarter of that distance from the Casino which will open in a couple of days we expect to have four stables built, a paddock, the club-house and grandstand, as well as the spaces for the motor cars. Of course by then it will scarcely be as good looking a place as you have at Miami, but we will do the best we know how. There is a great enthusiasm here and I trust by next year we will not only be able to have some international polo games here, but other international tournaments as well, tennis, golf, Jack-a-lay, basket ball and swimming. The clubs here are willing to go there and that your games should come to our city as well."

We have already let a contract to dig a hole for the Miami Steamship which is coming in here in November, and we will be able to load our ponies on this boat next December and go to Cuba.

Yours very truly.

C.G.

BORT May 1920

F.O. Van Doren to C.G.F

I met Sewell to-day and he immediately began to apologize for his open letter in the Herald Sunday. He said he had worked for years to get a harbor on the West side of the Bay and they were going to have it but they did not intend to haul freight 7 miles to Miami. He said if Miami got a harbor that Miami Beach would have one too and I said "Well Miami Beach is going to have one now and not wait years on Miami." He said, "Oh I am for Miami Beach and always have been, I put Fisher's picture

in the Miami book and am
for him but I am not for
a harbor over there and not one
at Miami."

He was fool enough to admit
in his article that the business
would come over here if the
harbor was here. He rapped
the man who wrote the letter
in favor of our side of the Bay.

I happened to go in Fidelity
Bank and he and Highleyman
and a bunch were talking and
Highleyman's hand stopped
in the air when he saw me and
he did not finish what he
started but Sewell gave it away
when he called me to one side
and began to talk about being
for the Beach. He is - like hell?
you -

October 18th, 1920.

C O P Y

Internal Improvement Board,
Tallahassee, Florida.

Gentlemen:

At a recent meeting of the Board of Directors of the Miami Chamber of Commerce a motion was made and carried that a request be made to your Board not to sell to any individual or Company any part of Biscayne Bay lying between the Miami Ship Channel on the North and the Florida East Coast Channel which crosses Biscayne Bay East and West, on the South, and the Florida East Coast Railway Channel running from the Florida East Coast Railway Terminal Docks on the West to Cape Florida.

This refers, of course, directly to selling the Bay bottom with the ultimate object of filling in and creating land to be used for business or residence purposes.

Trusting that we may have your co-operation in this matter, we are,

Very truly yours,
MIAMI CHAMBER OF COMMERCE,

Guy W. Livingston,
Managing Secretary.

GWL:M.

MIAMI CHAMBER OF COMMERCE



MIAMI, FLORIDA—WHERE EVERY DAY IS JUNE

November 4, 1920.

E. G. SEWELL
President

GUY W. LIVINGSTON
Managing Secretary
and Treasurer



VICE-PRESIDENTS
AND DIRECTORS

- R. V. ATKISSON
Civic
- CRATE D. BOWEN
Waterways
- JOHN A. LASSETER
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- W. N. URMEY
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Everglades



DIRECTORS AT LARGE

- JOHN M. BURDINE
- THOS. J. PANCOAST
- O. B. SAILORS
- I. E. SCHILLING
- B. B. TATUM

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

Dear Mr. Pancoast:

Since Mr. Sewell returned I have talked over with him the resolution which was passed at the Board of Directors Meeting on October 1st, and it appears that the description of the area which the resolution was intended to cover and reserve for the future development of the Miami Harbor was South of the Miami Ship Channel and North of the East Coast Railway Channel which runs from the Government Cut West across Biscayne Bay and curves to the North West, joining the Florida East Coast Cape Florida Channel about opposite the Fair Building and thence extending along the Channel to the Municipal Dock.

The intention of the Directors seems to be only to protect the future interests of Miami City Harbor and preserve such space as might be needed for future harbor developments, and this they consider their duty as Directors of the Miami Chamber of Commerce.

We are enclosing a booklet and you will notice on the map on the back inside cover that we have marked the outlines of the area that the resolution covered.





THE MIAMI PALM FETE AND WATER PAGEANT, "A Week of Joy," December 7-11, celebrating the opening of the winter season's entertainment one month earlier than usual, will be a week of attractions, with no "weather-permitting" clause in it. Sounds positive, but it is pretty safe to reckon on Miami.

There will be a Welcome Day, a Columbus Day, a Flagler Day, a Florida Day (or Flower Day), an Aquatic Day, and a Children's Day—all interwoven with water and land pageants, band music and songs, sports, dances, fireworks and illuminations, sightseeing, etc.

Airplane, auto, and motor-boat will vie with one another to make the attractions most unique, spectacular, and inspiring.

The beauties of city and country, bay and ocean, will make wonderful stage settings for it all, most incomparable and hard to find elsewhere in our country when the chilly blasts are hovering over the North regions.

So, you who can, drop dull care and join the merry-making at Miami.

Come early, and remain long, and live longer for the doing of it.

Tourist season now opens at Miami in November and will continue to May.

Under the auspices of the Miami Chamber of Commerce

MIAMI CHAMBER OF COMMERCE



MIAMI, FLORIDA—WHERE EVERY DAY IS JUNE

#2.....Mr. Thomas J. Pancoast

We are preparing a map similar to this and will send it to the Internal Improvement Board in order that our former letter may not be confusing to them.

From the talk that I have overheard I feel that you will find the Directors of the Miami Chamber of Commerce very willing to co-operate with the Officials and Boosters of Miami Beach where it does not conflict with the interests of the City of Miami and at the expense of the City of Miami.

We believe that all of our advertising matter that has been prepared by Mr. Sewell and others for the coming season denotes that we are advertising Miami Beach as we always have done to the very fullest extent.

Very truly yours,
MIAMI CHAMBER OF COMMERCE,
Guy W. Livingston
Guy W. Livingston,
Managing Secretary.

GWL:M.

Enclosure.

E. C. SEWELL
President

GUY W. LIVINGSTON
Managing Secretary
and Treasurer



VICE-PRESIDENTS
AND DIRECTORS

R. V. ATKISSON
Civic

CRATE D. BOWEN
Waterways

JOHN A. LASSETER
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GEO. E. WARREN
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DIRECTORS AT LARGE

JOHN M. BURDINE

TROS. J. PANCOAST

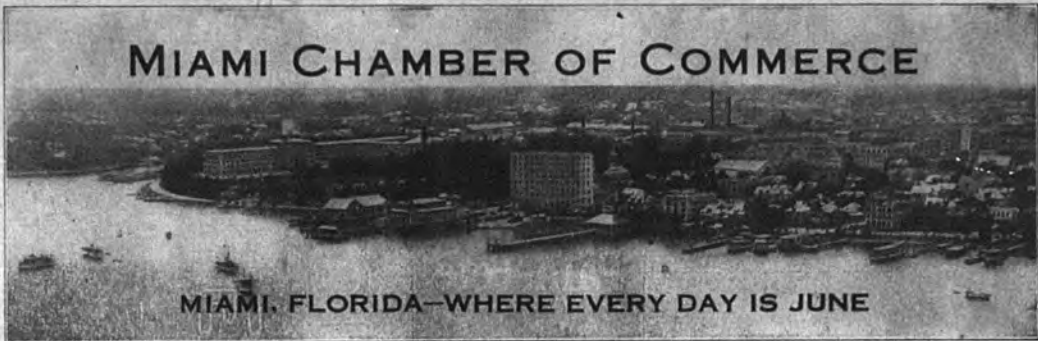
O. B. SAILORS

I. E. SCHILLING

B. B. TATUM



MIAMI CHAMBER OF COMMERCE



MIAMI, FLORIDA—WHERE EVERY DAY IS JUNE

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JOHN M. BURDINE

THOS. J. PANCOAST

O. B. SAILORS

I. E. SCHILLING

B. B. TATUM

1920

A motion was made and carried that the Secretary write to the I. I. Board at Tallahassee and request the Board not to sell to any individual or Company that part of Biscayne Bay lying between the Miami Ship Channel on the North, and the Florida East Coast Channel which crosses Biscayne Bay East and West, on the South, and the F. E. C. Railway Channel running from the F. E. C. Terminal Docks on the West to Cape Florida.

from minutes book



C O P Y

November 4, 1920.

Internal Improvement Fund,
Tallahassee, Florida.

Gentlemen:

Please refer to our letter of October 18th, in regard to motion carried by the Board of Directors of the Miami Chamber of Commerce in regard to reserving certain portions of Biscayne Bay, and your reply of October 21st.

We are enclosing you a booklet and you will notice on the map on the back that we have marked the outlines that clearly defines the area which our letter intended to cover.

We are doing this in order that there may be no confusion when the permit for making the fill South of the Miami Ship Channel near the Government Cut is issued to the Company that is doing the dredging and filling out that point.

Very truly yours,
MIAMI CHAMBER OF COMMERCE,

Guy W. Livingston,
Managing Secretary.

GWL:M.
Enclosure.

MIAMI CHAMBER OF COMMERCE



MIAMI, FLORIDA—WHERE EVERY DAY IS JUNE

December 20th, 1920.

E. G. SEWELL
President

GUY W. LIVINGSTON
Managing Secretary
and Treasurer



VICE-PRESIDENTS
AND DIRECTORS

R. V. ATKISSON
Civic

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THOS. J. PANCOAST

O. B. SAILORS

I. E. SCHILLING

B. B. TATUM

Mr. S. Bobo Dean, Editor
Miami Metropolis,
Miami,
Florida.

Dear Sir:

We are enclosing you copy of the facts in regard to future developments in Miami Harbor, the substance of which we would like to have you incorporate in a letter to Major Wm. C. Lemon, District Engineer, U.S. War Department, Jacksonville, Florida, and mail direct.

We would prefer that you use your own language when composing your letter as we are requesting a number of Miami's most prominent and loyal citizens to write these letters and also mail two copies of same to the Miami Chamber of Commerce, all to be signed by you, as we wish to use these with our Senators & Congressmen and same will be stamped "copy".

Please do this within one week as it is most important. Do it for your own interest and for Miami.

Yours very truly,

E. G. Sewell, President
MIAMI CHAMBER OF COMMERCE.

EGS-GH

*Mobilvay
Paint View*



Major Wm. O. Lemon,
District Engineer,
U.S. War Department,
Jacksonville, Florida.

Dear Sir:

I understand that certain representations are being made in regard to future development of the Miami Harbor, and some outside interests are advocating that the Miami Harbor be abandoned and the same moved to the east side of Biscayne Bay.

I wish to advise you that this would be a calamity to the City of Miami, and that a harbor on the east side of Biscayne Bay will not economically accommodate the water traffic for the City of Miami, but would place a great burden on this City which has expended on harbor improvements and water frontage over two million Dollars and has also assumed an obligation of 55% of the cost of the Causeway across Biscayne Bay, making a total of over two and a half million Dollars expended direct, and this does not include the vast sums expended by the Citizens and the enormous amount of work which has been done by the Citizens during the past 24 years to advertise and attract people and build up this magnificent City.

To take the Harbor away from the City of Miami, would be robbing this City of her wholesale business and would put a great burden on our growers of truck and fruit, to say nothing of keeping up the high cost of living.

For the above reasons, I wish to protest against changing the plan of the Miami Harbor development, and wish to urge you to approve the plan for making a channel 200 ft. wide and 25 ft. deep across Biscayne Bay to the Municipal Docks.

I wish to advise you that owing to the fact that the Coastwise ships draw on an average of 20 to 24 ft., that the present depth of 18 and 20 ft. is inadequate to accommodate the desired business for this port, and that I consider this depth to be not more than 25% efficient as compared with a 25 ft. Channel.

Further, I also wish to call your attention to the fact that there are no railroad facilities on the East side of Biscayne Bay adjacent to the Miami Ship Channel, and there is no land upon which to build warehouses and docks. The cost to Miami of building bridges, creating land and constructing viaducts and docks, necessary to meet these deficiencies, would be prohibitive from the standpoint of expense to the City of Miami in addition to former great outlays for harbor improvements. It would also mean a great delay in securing the much needed harbor improvements for the fastest GROWING SEAPORT CITY in America.

Yours very truly,

P.S. I have lived in Miami _____ years, my business is _____.

I have served the City of Miami in the capacity of _____.

Port

PUBLIC NOTICE RELATIVE TO PROPOSED IMPROVEMENT OF MIAMI HARBOR, FLORIDA

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WAR DEPARTMENT
THE BOARD OF ENGINEERS FOR RIVERS AND HARBORS
Munitions Building.March 21, 1921
Washington, D. C.

TO WHOM IT MAY CONCERN:

The River and Harbor Act approved June 5, 1920, contained provision for a preliminary examination of "Miami Harbor, Florida." The required examination has been made by the District Engineer, and his report thereon is favorable for some additional improvement and he recommends a survey and estimate to determine the extent of the improvement.

In accordance with law, the report has been referred to the Board of Engineers for Rivers and Harbors for consideration and recommendation. From the information presented, the Board is not convinced of the advisability of the United States undertaking any additional improvement at this locality at the present time for the following reasons:

The existing project provides for a jettied entrance channel 300 feet wide and 20 feet deep at mean low water from the ocean to the bay, and a refuge basin 18 feet deep just inside the entrance. The City of Miami has undertaken to provide a channel 18 feet deep from the refuge basin to the City terminals at Miami. Neither of these improvements has been completed but both are expected to be in the near future when their efficiency can be determined.

The commerce of the locality consists of such supplies as are required to meet the needs of the residents of the City of Miami and the sparse population tributary, and fruits and vegetables exported. It is believed that this commerce can be satisfactorily handled by vessels of 15 to 18 feet draft which the present project is expected to accommodate.

The additional advantage to be derived from the occasional call of a deep draft vessel would, it is believed, be entirely disproportionate to the cost of the work involved.

A depth of about 18 feet is the maximum that can be obtained without encountering an almost continuous bed of rock, the removal of which would be unduly expensive.

All parties interested in the proposed improvement are invited to submit, within a period of thirty days from the date of this notice, statements and arguments bearing upon the necessity for the improvement in the interest of commerce and navigation. Such statements should be addressed to "The Board of Engineers for Rivers and Harbors, Munitions Building, Washington, D. C." Should a hearing be desired, this can be arranged by correspondence with the Board.

To avoid unnecessary repetition and duplication in the presentation of data interested parties are informed that the Board has before it the report of the District Engineer which is quite complete and comprehensive, the record of a public hearing held by the District Engineer at Miami on March 22, 1921, and a report and voluminous correspondence presented by the Chamber of Commerce at Miami.

Part

April 27th, 1921.

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

Dear Frank :

I have been thinking a lot in the past three months about the Deep Water situation and the Electric Car Line situation - and something surely must be done soon if we are ever to have Deep Water for Miami. These remarks bring me to a complicated situation that I have been considering for some time - and that is the Street Railway system in connection with Miami's needs.

I have been asked by Mr. Robinson to come over and talk to the Council tomorrow night and see if it is possible to interest them in the purchase of the Railway System and Electric Light & Power Plant. Miami should have an Electric Railway extending out at least six or eight miles - north, south and west, and probably with a belt line. It would be a great thing for Dade County - and there isn't any possible chance to have such a line from private funds. If such a line were built, it would be necessary to take over our line as the largest paying unit of the whole system.

Now, as you know, I built the Electric Light Plant and Electric Railway because we couldn't get anybody else to build it and because it was necessary to the development of the Beach - and it has been the biggest thing we have done for the Beach. But we don't need this outfit any more and I don't care to be burdened with either the investment or the troubles that go with it - and I think the County should have it and maintain their own street car system and put Miami up to date and on the map. This, of course, brings us to another snarl :

The Plant, etc, is located in Miami Beach, as you know, but it is located on a part of a piece of property which the County should have as a Dock for Deep Water. Mind you - I am not advocating putting the Docks over on this side, but I am thoroughly convinced that none of us will live long enough to see 25-foot of water in Miami - and we could have 25-foot of water at the Peninsula Terminal Docks in eighteen months if the general interests here would get together. If the County owned this property they would have over 2500-feet of bulkhead on 18' of water now, and would have 11-acres of ground that in a few years will be the most valuable piece of ground in the whole State of Florida - and the County would be in a position to demand of the Government that they keep their Contract immediately and take care of the jetties and the bar which is rapidly forming on the jetties. We are almost in the position now of having ships in the harbor that cannot get out. In fact, it is really a serious situation with the City of Miami, now in the harbor and drawing 16' of water when there is only 16' of water on the bar. Altho' the steamer is laying

Mr. Frank B. Smith. 52. April 27th, 1921.

in 18' of water, there is only 16', as stated, on the bar, and it is shoaling up considerably and by next Fall we may only have 14' on the bar. But until the City of Miami clears her skirts with the Government, she would be in no position to put up very much of an argument.

I don't want to get into a long drawn out argument with the City regarding the Docks, because we have explained to them several times that we did not go into the deal for profit. I purchased this land and have spent about \$200,000.00 on it to prove my point, and to protect both the Causeway, the County and the City interests from having this land fall into the hands of people who either would not or could not carry out the plan of having a beautiful harbor.

If it will help matters generally, I will be very glad to sell the Street Car Line and Electric Plant and this 2500-foot of bulkhead to the County and the City, and not only to sell it to them at my actual cost (which is less than they could do the job for) but I would be willing to make a substantial reduction from my actual cost.

I feel that Deep Water is the biggest thing that is necessary for Miami. A lot of other things are necessary and certainly a Street Car System in Miami is necessary - but the Street Car System and Deep Water are so tied together at this particular time that the little tangles keeping us now from going after the Government should be untied quickly, and all the animosity and contention between Miami and Miami Beach should be wiped out quickly.

In offering this 11-acres to the County, together with the Electric System, I believe that a great deal of good can come from their purchasing same; and I also believe that it will put the County and the City (if the two go together, and I am not just sure how they will operate) in a position to go after the Government and get some results. It will also put them in a position to build a street car line around the City of Miami, which will be one of the best things that can possibly happen in the outlying districts, for real estate as well as for the convenience to the people.

Please bear in mind, again, that I am not advocating the City changing their Docks from the present location to the 11-acres to which I refer on the Causeway - but lets get Deep Water in to some dock inside the harbor as quickly as possible, and then if the Government and the City and the County want to continue digging after 25' across to the City, they can do so, but in the meantime we can get ships into some dock inside the harbor with more than 20' of water. I believe theroely that the announced intension and this 'getting-together' of these interests will be a big boom for all real estate interests next season, will bring a lot of additional new money from the North, and will also show that Miami is keeping up speed in improvements.

I called you up yesterday to talk this matter over with you but found that you were in New York.

Mr. Frank B. Shatts. (S. April 27th, 1921.

I am now dickering with a large Oil Company for a big part of this 11-acres, but will try and hold off any sale until I hear something definite from you and the other people interested, as to whether you think this plan can be carried thru.

Personally, I want to see Deep Water and ships coming into our harbor while I am yet alive.

Yours very truly,

CSP:R

Fisher Island

May 13th, 1921.

Mr. James H. Snowden,
437 Fifth Avenue,
New York City.

Dear Jim :

Since writing to you a few minutes ago and offering you my Ocean View stock, it has occurred to me that at the last regular meeting we had, Mr. McSweeney was very much interested in the Peninsula Terminal Company's plans.

I am enclosing a map showing the Peninsula Terminal Company holdings, which, as you will note, is about 12-acres adjoining the Causeway with 2500 feet of deep water frontage, and 175-acres more or less across the channel.

At the present time I am dickering with a big Oil Company to sell them seven acres next to the Causeway for \$250,000.00, but on account of the present depth of water in the Government Cut, I am afraid this sale won't go thru at this time - and it might be that you and Mr. McSweeney, or you yourself, would consider the purchase of a half interest in the Peninsula Terminal Company at \$250,000.00. This half interest would include not only a half interest in the 12-acre next to the Causeway but also a half interest in the 175-acres across the channel. I consider that this property will in four or five years be worth at least two-and-a-half million dollars, after Deep Water is finally secured thru the Government Cut. The property south of the channel, as you can see, will have more than a mile of bulkhead easily connected with the Government Cut.

It will be a big help to me and to all of the Beach plans if you and Mr. McSweeney can take a half interest in this Peninsula Terminal Company. Kindly let me hear from you, and if it is at all possible to do so, take up one of these offers because they are both good investment for you and will help me go along without a slow-up.

Yours very truly,

GCF:R

THE ATLANTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

MIAMI BEACH, FLA. August 11, 1921

OFFICE
MIAMI BEACH
1250 OCEAN BLVD.
A. H. VAN DEREN, Secretary
The Company.

FH-37-0-8-11-21

Mr. Carl G. Fisher,
Indianapolis, Indiana.

Dear Mr. Fisher,

There is considerable talk in Miami about combining the City of Miami Beach and Miami. The people of Miami are very anxious to effect the consolidation. The Chamber of Commerce of Miami Beach are going on record as being opposed to it.

I am attaching, herewith, an article taken from the Miami Herald of August 8th under the caption "Merely Looking On". Thought this might be of interest to you.

Since Sewell got a "black eye" on his Deep Water Proposition the concensus of opinion seems to be that if the two cities were combined that it could then be said that Miami acquired what they had been striving for, even though they only got Deep Water part way. We are molding opinion and sentiment at the Miami Beach Chamber of Commerce and I really believe the organization is going to be of some value to The Beach and our future endeavors.

During the Drive for Membership they secured quite a number of memberships from Miami. I have called the Board of Governors' attention to the fact that if they are not careful they will have the Miami crowd coming in and stampede their meeting some time. However, in drawing up the Articles of Organization, etc. it specifically states that no one other than a resident of Miami Beach may become a member of the Board of Governors; any decision made by the Board of Governors can only be rescinded by the vote of 3/4 of members being present at a special meeting called for that purpose. So, you see we have done what we could to prevent any one outside of the City of Miami Beach getting control of the situation.

A meeting of the Board of Governors of the Miami Beach Chamber of Commerce has been called for tomorrow and altho I will not be able to be present, I have discussed this matter with practically all of the members on the Board of Governors and whatever action they will take will be of a character which will convey to the people of Miami that the residents of Miami Beach are not in favor of being annexed.

Very truly yours,
Frank O. Van Deren

Post

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

9-14-21

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

Dear Mr. Fisher:

Traut was in last night with a memorandum of the bank balances, which are as follows:

National City	\$28,461.97
First National	768.02
Bay Biscayne	693.23
Atlantic National	247.38
Southern	359.73
	<hr/>
	\$30,730.33

Just how much of this National City bank balance we can draw on I do not know, for I don't know what arrangement Mr. Humpage made. Sometime ago the Bay Shore Company drew a check for about three thousand dollars to Mr. Snowden for the well property as per your agreement. Snowden has since paid us and we have reimbursed the Bay Shore Company with the three thousand dollars. We sent a check yesterday to the Government for income tax, amounting to over \$1800, which left the balances in the banks as per the memorandum I have just given you. Unless we can draw some on this National City, we are going to be short for funds very soon. There are about three thousand dollars worth of current bills that should be paid at this time.

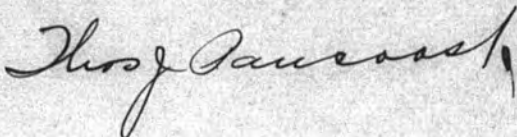
I notice what you have to say in regard to Sewell. You probably have since seen the article in the Sunday Herald, which shows him up in pretty good shape. I don't intend to answer him in any way at this time. The more he does of this sort of stuff, the quicker he will hang himself. I saw Dean, who said that a copy of this same article was left with him at 5:35 on Saturday night, which, of course, was too late for him to put it in his paper and which gave the Herald the advantage of having the article first. Dean says, "I have not printed my copy yet." I guess you also noticed the editorial in the Herald which stated that the citizens of both Miami and Miami Beach were now about ready to join under one government, and you will also see James' reply and some others, stating that they were decidedly opposed to it. A lot of people in Miami are doing everything they possibly can to spread this propaganda. They would be tickled to death to pick up a valuable piece of property like Miami Beach and collect her taxes and give as little as possible in return. The Herald seems to be one of these boosters for this plan. I am not real sure, but I would venture to say that that was where the idea originated.

Now in regard to having a map made and mail to influential people showing just where the location of the proposed docks on the Miami Beach side would be, is it your idea to have blue prints made or have a printed map made from a blue print, or would it be better to have the map inserted in one of the daily papers with an article explaining it. When this map is shown to anyone as it is now drawn, the natural question will be as to how they are going to get to this property. Do you think it best not to call the atten-

tion to the bridge across the channel at this time, or do you think it would be well to put that in as a future part of the development?

I like your idea in regard to tree and flower planting and I think we can bring this up before the Chamber of Commerce and have them take favorable action on it. Was it your idea to have these trees planted in the parks only or in the parks and on their own properties as well?

Very truly yours,

A handwritten signature in cursive script, reading "Thos J. Paucassat". The signature is written in dark ink and is positioned above the typed name.

Secy-Treas.

Port

September 19th, 1921.

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

Dear Mr. Pancoast:

Replying to yours of the 14th - I don't think the Miami Beach Improvement Company should draw down under \$23,000 or \$24,000 from the National City Bank, - we will want to renew these notes and may want to borrow more money sometimes. It is a first class bank and I want to keep our credit up good with them. They made an unusual move when then loaned us this money.

We already have maps of the Peninsula Terminal property which were made by Brown showing the location of the proper docks. Personally, I would like to go on record that we don't want any docks at Miami Beach except steamship docks but warehouses, storage houses, wharf docks, etc., should be located at the most sensible point which is on the property south of the Channel and the only sensible way to reach it is with a drawbridge across the Channel. There is no use in disguising this fact. If the engineers of the United States Government and the people of Dade County have good common sense and if they want to save money and profit the most they will get the unsightly things of a seaport town off on one side where they belong.

In spite of Mr. Sewell's foolish arguments I am as much interested in the city of Miami as I am in the city of Miami Beach. I want to see both places grow and prosper and I want to see the city of Miami have a beautiful water front instead of an ugly dock front. Mr. Sewell's arguments regarding the deterioration of Miami property are absolutely ridiculous. The city of Miami's water front property for hotels, apartment houses, and shopping districts will be worth three or four times as much per front foot as if the same property was used for docking purposes. The city of Miami now has one of the poorest water fronts in the state of Florida if not the poorest, when it should have the best. It is rather a waste of time to argue with Sewell. He has a very narrow vision of the future of the place and he makes rather ridiculous statements that could be checked up on him.

At the last Chamber of Commerce meeting Mr. Sewell bet me at that time a suit of clothes that they would have 25 feet of water in Miami within five years. I am sure I made the statement that they would not have twenty five feet in Miami during his lifetime and I am quite sure that it is sensible to make this statement again for the reason that I believe that eventually the good sense of government engineers and the good home sense of people in Dade county will consider cost and location and channel improvements and decide that the proper place for the future harbor at Miami and Miami Beach is south of the government cut, however, it is too hot to argue with Mr. Sewell.

Another year or two and I think the matter will straighten itself out. You are at liberty to quote me in anything I have written here if it is necessary but I don't see that it will do any particular good to stir up arguments with Mr. Sewell who loves to get into the newspapers.

In my estimation Mr. Sewell's narrow vision and his personal direction of some of the affairs in Dade County will eventually cost the city a good many dollars. Mr. Sewell whose services he offered to Dade County will probably be paid for by the citizens in ~~many~~ dollars and cents that the President of the United States receives for a salary for the next ten or fifteen years at least.

The Herald and Metropolis both have copy of figures submitted by competent engineers of the difference in cost in a harbor south of the Channel and a harbor at Miami. The City Council of Miami was also furnished with these blue prints and estimates but if the directors of the Chamber of Commerce and the City Councilmen are too busy and too prejudiced to read blue prints or look over figures from competent engineers, then I cannot but maintain that time is wasted in arguing with people who only consider their own selfish interests.

Very truly yours,

CGF:EM

P. S.

I have O. K. 'd the Pritchard contract and want to say that it is a very well drawn up contract. If Pritchard is honest and interested in the business, I believe it will be a good move.

O. G. F.

WESTERN UNION TELEGRAM

Receiver's No.

Check

Time Filled

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

NEWCOMB CARLTON, PRESIDENT

GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

October 25, 1921.

F. R. Harpage,
c/o Waldorf Hotel,
New York City.

Your letter of the twentieth stop Our actual cost on Peninsula Terminal property up to March twenty-second was two hundred and eleven thousand five hundred dollars not counting overhead stop I consider this piece of property to be the most valuable piece of property in the State of Florida within the next ten years and only the emergency of the situation would compel me at this time to accept four hundred thousand for the property. stop We must have an easement of at least eighty feet for a ferry slip and a roadway across to our property on the south stop It is both impractical and impossible from the point of cost to even approximate the building of an island or a pier that would be at all suitable or that would be sensible as an investment compared with this price stop Our cost on dredging up to March twenty-second was one hundred and twelve thousand three hundred fifty-seven legal travel and miscellaneous was two thousand seven hundred and nine Dolphins one thousand and ninety-eight Grades and spoil bank removal ten thousand and fifty with a land cost of twenty thousand one hundred and sixty instead of your figure of eight thousand four hundred eleven stop Would prefer to make other sacrifices rather than to sell for less than four hundred thousand stop Letter mailed today with further details.

Carl G. Fisher.

Prepaid.

Mr. F. R. Sumpster. #2. October 20th, 1921.

practically the same amount of money. I think this company is only talking islands in order to bring down the price - and if it were not for our financial condition, I would not think of paying \$500,000.00 for this property. In fact, in a few years I know the property will be worth considerably over a million dollars. It is easily the best piece of water front property in the State of Florida.

I, of course, want to help all I can to get this business started - I am tremendously interested in it - but I don't want you to have the wrong idea of the property we have for sale, and particularly when you are \$50,000.00 off on its actual cost, to say nothing of the incidental items that go into the purchase of this property, the interest on our money, etc, which is not even considered here.

Yours very truly,

GGF:R

Part

October 25th, 1921.

Mr. F. R. Humpage,
c/o Waldorf Hotel,
New York City.

Dear Humpage :

Replying to your letters of the 20th regarding the sale of the Peninsula Terminal 6 $\frac{1}{2}$ -acres, I wired you as per copy attached hereto.

I don't know where-in-hell you get your bookkeepers figures or how you arrive at your costs, but in this particular case our cost on the total 10-acres up to the present time, or rather on our books to March 22nd, has been \$211,500.00. I don't know how much money has been spent on the property since that time, but I expect if a careful tab was made of it that our total cost there would be nearer \$225,000.00 than your figures show of \$153,000.00. We have no account on our books of McDuffee's expenses on this job, and as a matter of fact, I hired McDuffee principally for this job and he spent a lot of time on the job. A small proportion of this cost is chargeable to the ground on which the Electric Light Company stands, but only a very small proportion, probably a total of less than \$6000 would be chargeable to them.

We must have an easement for a ferry slip or a bridge, whichever we decide we want in the future for our other property.

We would be willing to sell, I suppose, with \$150,000.00 cash, providing we could use the other paper, but not otherwise. Also - we would want to know the rental basis for docking purposes of the Steamship Miami.

Another thing to consider is that this is the only railroad terminal property for the future, unless our plans carry thru to develop the southern peninsula property - and I have an engagement this week with a representative of the railroad company building across the State at this time. I don't know just what they want but I imagine they want an outlet to Deep Water, and they have sense enough to know that they are closer three and a half miles closer to Deep Water on this property than they would be at any other place.

I think all the talk by the Company for a Pier is rather foolish engineering. In the first place, the Government would not permit a Pier to be built, and while they might have some influence in Washington, the Government laws cover the situation very thoroly, and the Government Engineers' Reports already of record would not permit the building of a Pier. If a Pier is allowed to be built now, all the Government Engineers' reports previous to this date on the requirements for the flow and ebb of tide, are foolish - and it is rather foolish anyway to consider building an island for a dock, particularly when you can buy a piece of property that is connected, as this is, for

October 26th, 1921.

M. F. V. K. Rice,
112 South Michigan Ave.,
Chicago, Illinois.

Fishers Isl.

Dear Mr. Rice:

We are negotiating now with Eastern parties on the sale of our power plant and street car line. We are also negotiating with another party for the sale of the entire eleven acres of dock property but we don't know that either of these sales will go thru and yet there is a chance that they may go thru in a short time.

If you have any concrete plans of just what you want on any of our property, I would strongly advise that you run down here in the next day or two and take the matter up as it might be too late for us to give you any assistance in locating a suitable place if these other sales should go thru. On the other hand it is only reasonable to suppose that if we do sell to the Eastern parties our eleven acres of dock property that they might be very willing to make some arrangements with you.

As you know, we have 175 acres of dock property south of the Channel which, in my estimation, will eventually be the terminus for railroad, docks, and shipping but it will first be necessary to fill this property and get a viaduct across to it. It may be several years before the people of Miami will realize the advantage of having the dock entirely separated from the city property and right near the city channel, but I believe they will eventually see the wisdom of the step and the great saving to all parties concerned who establish docks near the harbor entrance.

Very truly yours,

CGF:M

October 31st, 1921.

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

Dear Mr. Pancoast:

Replying to yours of the 27th - I think the city of Miami, now, is nearer the right track than they have ever been, in putting the harbor on the West curve of the Causeway. This will take shipping away from the Miami water front. I advocated this plan several years ago when the building of the islands was brought up. At that time the city turned it down. The people at Miami Beach don't want to do anything in the world to stop Miami from getting any harbor they want from the Government, or any turning basin, but it is rather a waste of time to argue with some of the most interested parties.

There is no reason why every member of the Miami Beach Chamber of Commerce should not go on record and sign the letters - a copy of which I have just received - asking for a deep harbor at Miami. Eventually, the engineers for the Government will figure out some way to satisfy the people in Miami and the government appropriations. There is one thing certain, and that is that we can always dig our own channel and harbor at the Beach, and on account of the topography of the land, it is a perfectly simple thing to do. I am going to send a copy of the letter I received from the Miami Chamber of Commerce to Senator Harry New and sign it personally.

I was in hopes that the people of Miami would realize how much cheaper it would be for them and how much better to have the harbor away from the most beautiful part of the city and away from Miami Beach. I am quite sure that we don't want the docks at Miami Beach and I am also quite sure that Miami doesn't want the docks on their water front. The real estate on the Miami water front - for hotels and apartment houses is worth five times as much as it would be for fish houses, dock houses, and storage warehouses.

For instance, the Flamingo Hotel or the Royal Palm Hotel or the Mallister Hotel on a beautiful water front will mean more to any city, both in beauty and in profit to the city, than if the same space is occupied by warehouses.

Sewell's arguments regarding the deterioration of property interests are very ridiculous. In fact, I have not seen one statement of Sewells on this subject that will hold water but he seems to have quite a following. On the other hand, a great many people in Miami realize these facts.

I am giving you a copy of the letter I am sending to Senator New and I think the Miami Chamber of Commerce should endorse this movement solidly. We can hook on to any channel independently, that is built to Miami and our location allows us to fight our own battles without going to Miami or to the Government for help.

Yours very truly,

OCF:m

... of time
... and
... no reason why
... member of the Miami Beach Chamber
... on record and sign the letters - a copy of which I have
... I am going to see a deep harbor at Miami. Eventually the engineers for
the Governor and the people in Miami, and the
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attitude before I make any further statements along this line and try and kill that feeling which is growing stronger every day, for it is putting us in a false light, as I see it, and it is a very uncomfortable position. I don't want to be classed as being opposed to a development that would mean so much to this part of the country. I wish you would let me hear from you in regard to this as soon as you can.

We were very fortunate indeed to have missed this last hurricane that went around us, altho we are having higher tides now since the storm is over than we have had at any time. The water on the morning tide broke over the banks at a number of places and run down the streets, and the road above Snowdens is impassable at this time. Tons and tons of sand have been washed up on top of the road. Of course unless the tides turn to a quartering cut it will really help our Beach front more than anything else for it has leveled it up and built up quite a good deal all along.

Did you hear of the crocodile that was caught this morning in Mr. Newby's yard? How it got there or where it came from, nobody knows, but it must have come in from the Ocean, for it could not get up over the bulkhead from the Bay. It is about eight feet long.

Very truly yours,

Thos J. Paucassak

Secy-Treas.

October 31st, 1921.

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

Dear Mr. Pancoast:

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Yours very truly,

CGP:M

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

10-27-21

Port of
Miami
Crocodile

Mr. Carl G. Fisher,
Indianapolis, Ind.

Dear Mr. Fisher:

I have just had a short talk with Mr. Dickey, who has returned from an interview with the Engineers at Jacksonville and also those at Washington, regarding the harbor of refuge.

Instead of the size of the harbor of refuge being provided for in their former appropriation of 300 x 500, he finds it is 400 x 1200, and it was originally along the south side of the channel dug by Mr. Flagler. He states that the location has been changed at Washington to a position parallel with the new Miami channel, altho three of the District Engineers have put it back to the Flagler channel. He asked in Washington if this could be put back to the Flagler channel, as originally outlined, and they said not without an act of the Legislature.

He also stated there seemed to be a feeling with most of those he talked to that the Miami Beach interests were trying to block Miami from getting a deep water harbor and found very little encouragement to do anything on our side of the Bay at the present time. He said the statement all of them made was that there was no money to do anything with at this time and he asked if Miami Beach would meet them part way and furnish part of the funds would that help the matter any, and they stated positively that it would not.

Now as you know, the Engineers from Washington have agreed to come to Miami to discuss this harbor proposition again in November, and Miami now is moving heaven and earth to put the deal over. Sewell is appearing before the Rotary Club, the Kiwanis, Civitan, in fact all of the organizations in town to get them to write letters to influential people in other states, asking them to write to their Senators and Representatives to favor this project. I am inclosing copy of the proposed letter that he is asking them to use.

At a meeting of the Rotary Club a new map of the Miami harbor was presented, which was drawn by Garris who used to be the government engineer at Miami Beach. He places the slips at the western bend of the Causeway, at which point you know it is proposed to build an island. This plan would take care of a great many boats and is by far the best plan that has been presented by the Miami people, for it does take the shipping away from her water front and gives room for expansion. Miami already has a deed to this land from the Internal Improvement Board at this particular location.

Thru Sewell's talks he has poisoned the minds of a great many people against the Miami Beach interests, making them feel that we are trying to block Miami from getting her harbor. Now I have stated more than once that we were not trying to do anything of the sort and we would be only too glad if Miami could get her harbor and would do anything we could to assist, but in case the Engineers do not act favorably on the proposition for a harbor on the west side of the Bay, that we were not going to leave any stone unturned to try and get them to put in a harbor of refuge on the east side of the Bay. I want to know positively that that is your

February 1, 1922

*File
Belcher*

Belcher Asphalt Paving Company,
Miami, Florida.

Gentlemen:-

Confirming conversation and discussion between your Mr. Schilling and Mr. Edwin Belcher and various members of the Peninsula Terminal Company, it is proposed that a contract be made between the Peninsula Terminal Company, Party of the First Part, and The Belcher Asphalt Paving Company, Party of the Second Part, whereby the second party agrees to purchase for the consideration of One Hundred Thousand Dollars (\$100,000.) Lots 10 and 110 and Tract 1 (said Tract 1 being a portion of the area set aside for oil storage purposes) these said lots and this tract being shown and designated on the private map attached. This map shows the latest planned ultimate development of the Two Hundred and Ten (210) acre tract south of the Government Cut, now owned by the Party of the First Part. It is understood and agreed that the said total payment shall be paid in ten (10) equal payments of Ten Thousand Dollars (\$10,000.) each, the first payment to be made upon the date of the contract, the balance of Ninety Thousand Dollars (\$90,000.), evidenced by Nine (9) promissory notes executed by the Party of the Second Part, payable in One (1), Two (2), Three (3), Four (4), Five (5), Six (6), Seven (7), Eight (8) and Nine (9) years, with interest on deferred payments at Eight per cent (8%) per annum.

The Party of the First Part will agree to fill the property to a uniform grade or elevation similar to that of the surrounding land, this elevation to be not less than 5.0 feet above mean low water and further agrees to construct a wooden bulkhead in front of Lot 10 and to provide, by dredging, Twenty (20) feet of water at mean low tide in front of Lot 10.

The Party of the First Part by the proposed contract declares its intention to complete the work outlined or designated upon the said plat or map but does not bind itself or specify in any way as to the exact time when the proposed improvements will be completed but should the work stipulated in the proposed contract be abandoned for any reason, the party of the first part will agree to refund all payments that have been made, with interest thereon, at the rate of Eight per cent (8%) per annum.

February 1, 1922.

The proposed contract will specifically state and provide that a fifteen (15) foot right of way shall be reserved by the party of the first part to provide for the construction of such railway tracks as are indicated upon the said map.

This letter outlines in general terms of the proposed contract and is written at your request for presentation to your Board of Directors in order that the matter may be definitely stated.

Yours very truly,

PENINSULA TERMINAL COMPANY

By

Secretary.

WEB:RB.

ITF

BO
MAY

Fisher 151

New York City,
August 1, 1922.

Mr. Van Schuyler,
DeFrain Sand and Gravel Company,
Finance Building,
Broad Street,
Philadelphia, Pennsylvania.

My dear Mr. Van Schuyler:

Mr. Elsener has just told me of a very interesting talk he has had with you regarding our peninsular terminal property at Miami Beach.

I am enclosing you under special delivery a map showing our idea of what we should do with the property.

There is, at the present time, tremendous demand for dock space at Miami Beach. The narrow channel from the Government opening to Miami is entirely inadequate for handling ships of any size. We have a total of two hundred acres of land South of the channel, perfect title from the Government, and we have permission from the War Department to do and complete this fill, removing the material from any part of Sections marked "X." The Government will co-operate with us any time we can start. A three hundred thousand dollar fund for a turning basin has been available for several years. There is an increasing demand for dock and sand. This job can be done in sections and the material and dock space sold off to finance the balance of the work.

I have already sold an Oil Company for \$100,000.00 the strip marked "sold" on the map.

We have another large company reserving lots 108, 208 and 308 for \$200,000. 00.

I am going to sell Mr. Vanderbilt Lot 11 and lot 309 for a private dock, and observation station on 309.

We have approximately two million dollars worth of land when thoroughly completed. We have dock facilities which will bring increasing revenues year after year, and we have an opportunity to establish a free port.

I am particularly anxious to talk this matter over with large contractors who are accustomed to this kind of work, and who can assist in financing same, and I will be able to make a most unusual proposition to your company, if you would be in a position to act quickly.

I have all the data in my office of sand and rock

V S .

quantities and costs for removing same - also estimates on the sale of the surplus sand and rock.

I would like very much to go into this matter further with you at an early date, as I am determined to make some arrangement here very soon that will start on this job. And I am prepared to make an unusually liberal arrangement with a good company that can assist in financing this job.

Kindly let me hear from you.

Yours very truly,

CARL G. FISHER.

CGF:ISB

Room 2, 20th Floor,
Heckscher Building,
57th Street and Fifth Ave.,
New York City.

Fisher 151
September 21, 1922.

Mr. H. H. Raymond,
Mallory Steamship Co.,
Pier 36 North River,
New York City.

My dear Mr. Raymond:

Replying to yours of the 15th. I expect to be in New York Monday.

I believe we are going to be able to finance for a million dollars the Peninsular Terminal Company, so that we can commence work there this Winter.

I would like to show you our plans and get you to take one of these docks at a very attractive figure and terms to your company.

We have the only property that is suitable for large ships to use for dockage, and we will have deep water at our docks years before they can have it in the City of Miami.

I am thoroughly satisfied that the steamship line, operating direct between Miami and New York, will pay well the year round. I am, also, satisfied that the right kind of a steamship can command double the present prices you are asking for passage between New York and Key West.

We have a very large number of visitors to Miami each year who want comfortable traveling, and are willing to pay for it; and, the freight item is not to be forgotten, as Miami and Miami Beach are now growing tremendously.

I am about to conclude arrangements with two large hotel companies for the building of two splendid hotels on the Beach, and I believe with these two hotels, it is only a starter of what we can expect at the Beach in the next three or four years.

Yours,

(Signed by ISB, in
Mr. Fisher's absence.)

CGF:ISB

Fisher 151
October 18, 1922.

Mr. Joseph Elsener,
New York City.

My dear Mr. Elsener :

I sent the following telegram to you today:

"WE HAVE GOVERNMENT PERMIT TO FILL TWO HUNDRED AND TEN ACRES AND COMPLETE WORK AS PER OUR TERMINAL MAPS IN OFFICE WITH EXCEPTION OF PEERS STOP WE HAVE NOT ASKED PERMISSION TO CONSTRUCT PEERS AS SHOWN STOP NEITHER HAVE WE ASKED AT THIS TIME FOR CONNECTING BRIDGE STOP YOU HAVE ENOUGH MAPS THERE AND RECORD OF QUANTITIES."

The maps we have in our New York office were drawn by our Engineer and with some corrections by the War Department Engineers as suggestions.

The engineers of the Government were the first to suggest our purchasing from the State considerably more property than we originally intended. They gave us permission to make this fill as per our blue prints, with the exception of the peers, which we were not certain of.

We made no application for the connecting bridge, as there is no use to make an application for this, until we have the property in shape and want to operate from our property to the mainland.

Yours very truly,

Carl G. Fisher.

CGF:ISB

Fisher J.S.H.

730 Fifth Avenue, New York
October 19th, 1922.

Carl G. Fisher, Esq.,
Indianapolis, Ind.

SUBJECT:- Peninsular Terminal Company.

Dear Mr. Fisher:-

So far I have one conference with General Goethals, also Mr. Graham, his financial man. They are a splendid organization to do business with.

The General of course, is an Engineer, and as such, necessarily is interested in the construction part of our project; he frankly says that the engineering problem is "his" and that Mr. Graham "always knows where the money is ready for anything he (the General) approves of from the engineering stand-point". That is the reason why I have perhaps been so "insistant" upon procuring that book, because the General wanted an official map showing soundings, etc.

However, I have covered the General's requirements temporarily with the maps in hand, together with the War Department permit, etc., also adding that for the present purposes, I was sure Mr. Fisher would stand back of the estimate of quantities of sand and rock, as prepared by our Engineer, Mr. Brown. Told him of Mr. Brown's familiarity with all such work, etc.

Mr. Aubuchon wanted me to go down with him, as he felt he hadn't perhaps the whole "picture" well enough in mind to present. After we covered the details, the General said, - well, if we go into this project, where and what do Goethals & Company receive for their part. I answered that Mr. Fisher felt the quantities and also prices were "liberal". Further, that if they would do the work, also arrange for the necessary financing, - a Bond Issue of \$1,000,000., to be secured by a Mortgage of the "reclaimed land", also the Power Plant as additional security, - said mortgage to have releases clauses and such other clauses that will enable Mr. Fisher to operate and sell the property, - then Mr. Fisher would give Goethals & Company a \$1,000,000. interest in the "Reclaimed Land Project"; General Goethals said that was satisfactory to him to take his interest in the form of stock, and then I discussed the situation with Mr. Graham who said he had the necessary Banking House which is ready to "Underwrite a \$1,000,000. issue" if everything is as represented. I told him further that the net income from the Power Plant would not be sufficient (but did not quote figures) to cover the interest and amortization of a Bond issue of such an amount; they agreed that the land value would be taken into consideration, and as such, would be satisfactory.

Mr. Aubuchon is arranging for the next conference for Friday morning. If this comes to a "head" I'll telephone you, but so far

don't think it necessary for you to be with us.

Goethals & Company are by ~~the~~ far the superior outfit I know that we have been in touch with. Their plan is much better than that of the Foundation Company of America, - who merely wanted to consider mortgaging the power plant to obtain the necessary funds for the harbor work.

General Goethals, also Mr. Graham expressed their admiration for the "far sighted policy, also the vision" which Mr. Fisher expressed in his Miami Beach development projects, as well as Mr. Fisher's Indianapolis interests, and said they were very glad of this opportunity to perhaps co-operate with Mr. Fisher.

Very truly yours,

Vernon E. Jones

In making the General the \$1,000,000. stock interest proposition of a \$5,000,000-\$6,000,000. Corporation, I of course had in mind that you frequently said you would give a "third interest", but thought I might save a "mere million", also that it was very easy to give more if necessary later on. This looks like One of my "two best bets" of the Season!

J.E.

750 Fifth Avenue, New York,
October 20th, 1922.

W. E. Brown, Esq.,
Central Arcade, Miami, Fla.

Dear Mr. Brown:-

To-day I sent you the following telegram:-
Send me report on coral rock boulders with which the Government is reported to be experiencing considerable difficulty in the government cut stop also send any additional maps and technical data which you have showing soundings and other information, to submit on Terminal Company stop send seven thirty fifth avenue, New York."

In Mr. Fisher's absence I have been attending conferences with a very prominent Engineering Corporation in New York City, who, it looks to me, might very likely become interested in undertaking this entire work. But, as you can appreciate, they are Engineers and as such, highly interested in all kind of technical data; they asked for maps with "soundings"; also whether any "borings" had been made, etc. I had your maps with quantities and estimates of cost for this work, and told them we would "back up" your estimate of quantities. It seems some one in the Government Offices at Washington told our people that they are completing the work in the Government cut, and are having a lot of trouble with "coral boulders" which have never been encountered before. Please inform me fully on this.

My next conference is scheduled for Tuesday morning, and I trust you will have sent me additional word by that time.

I have the government permit, with three maps (small blue prints) attached; also your map with quantities, and another with parcels marked "sold", etc.

With kind regards,

Very truly yours,


Joseph Klacner.

P. S. - I am also submitting them the samples of rock you sent Mr. Fisher some time ago.

730 Fifth Avenue, New York,
October 20th, 1922.

Carl G. Fisher, Esq.,
Indianapolis, Ind.

Subject:- Peninsular Terminal Company.

Dear Mr. Fisher:-

I had another talk to-day with General Goethals. The General has the government permit (copy) with the small maps attached, also Mr. Brown's estimate of quantities, prices, etc. I also left the Electric Company data with him.

The attached copy of my letter to Mr. Brown explains itself. It seems the General had a talk with one of the Government Engineers, who said that a peculiar kind of coral boulder, which is so hard that it cannot be "cut" was encountered in the government cut. I told the General I would take this up with Brown and get his report immediately.

The General is going to Boston this afternoon, to return on Tuesday morning, when he asked me to come in and see him again. I hope to have Brown's word by that time also. Mr. Graham, the financial man at Goethals & Company told me to-day that he felt very sure of "his people" just as soon as the General was satisfied regarding the physical conditions. I again repeated to both the General as well as Mr. Graham that as far as the quantities were concerned, Mr. Fisher was well satisfied that Mr. Brown's figures were O. K. and accordingly, for purposes of a preliminary arrangement, would "guarantee" the estimate of quantities; as to the "rock boulders" I said we would have word by Tuesday.

Very truly yours,

Joseph Elsenner

Joseph Elsenner.

October 21, 1922.

Mr. Joseph Elsener,
New York City.

My dear Mr. Elsener :

In the proposition which you have talked over with Mr. Goethals and Mr. Graham, I am afraid you have the matter mixed up so that it is impossible to straighten out, for this reason; whenever I talked about a third interest in the Peninsular Terminal property, it was with the distinct understanding that the money would be furnished to do the job with a loan on the property only as security, and with my endorsement on the bonds; but, at no time have I offered anyone a third interest in the property where I had to put up the Electric Light & Power Plant as additional security. This, as you can readily see would be paying an enormous price for a guaranteed loan, which I am not willing to do.

I am willing to make, however, with Mr. Goethals a proposition of giving him a million dollars worth of the common stock in a six million dollar corporation, providing Mr. Goethals, as an engineer, will enter into the contract with me as an interested stockholder and interested Board of Director.

I think that Mr. Goethals' name will be of value to us in getting the Government to subscribe additional funds for deepening the channel. If we had twenty-five feet of water at Miami Beach, this property would be worth millions of dollars more than with twenty feet of water.

I would like, if you can, to arrange to have Mr. Goethals and Mr. Graham meet me at Miami Beach sometime right after the 1st of November.

As you know, I have other parties who are figuring on this deal, and they are figuring strongly; but, I would much prefer to make an arrangement with Mr. Goethals if possible to do so. But, unless I have some very early assurance that we might make a deal with him, I would not want to turn the other parties down, if they are ready to go ahead.

We have all the preliminary soundings and information in Mr. Brown's office to give the General a picture of what we propose to do; the quantities, etc. Also, the dredges are available there for letting a contract at considerably less than the figures which we estimate. Our estimate on this job is quite conservative, but I would not want to enter the work

shorthanded.

There is, also, another part of this work which I cannot, and will not, undertake to write about, but I would be perfectly willing to explain to Mr. Goethals on the ground where an additional benefit of several million dollars profit can be had from this operation.

On receipt of this letter, I would like for you to call Mr. Goethals and see if it would be convenient for him to meet me at Miami Beach sometime after the 1st.

Yours very truly,

CGF:ISB

730 Fifth Avenue, New York,
October 23rd, 1922.

Carl G. Fisher, Esq.,
Indianapolis, Ind.

Subject:- Peninsular Terminal Company.

Dear Mr. Fisher:-

As to Foundation Company of America, I appreciated of course that you would not be interested, but I felt called upon to report this conference to you in detail.

As to General Goethals and Mr. Graham: Our next conference is for Tuesday or Wednesday morning, as the General is in Boston. At this time, I will bring out their desires of going to Miami Beach, and will arrange for this trip after November 1st, or as near thereto as the General can arrange. Mr. Aubuchon told me on Saturday that after a conference with some others at General Goethals office (on his Key West pipe line & he met Mr. Graham for just a moment, when Mr. Graham said the General seemed quite interested in your project, - not only because of the engineering features involved, but from the stand-point of a business connection with Mr. Fisher.

I have your suggestion regarding the General's undertakings, etc., in this matter, and want to assure you that my statement to him was that Mr. Fisher would give him a million dollars worth of stock in a \$5,000,000.-\$6,000,000. (I note you mention the latter amount) providing General Goethals interests would satisfactorily handle both the engineering as well as the financing of this project.

The General inquired as to the name of the Engineer in charge of Government work there, and said he would certainly have full "swing" in the Government offices.

Very truly yours,

Joseph E. Brown

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

WESTERN UNION



TELEGRAM

NEWCOMB CARLTON, PRESIDENT

GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT 21-23 N. MERIDIAN ST., INDIANAPOLIS, IND. ALWAYS OPEN

1922 OCT 25 PM 10 54

NY A691 83 NL 1/70

CP NEWYORK NY 25

CARL G FISHER

1680

727 NORTH CAPITOL AVE INDIANAPOLIS IND

SHATTUCK AND PARTNERS LEAVE NEWYORK NEXT SATURDAY AND WILL WAIT OVER
UNTIL NOVEMBER FIRST TO MEET YOU AT BEACH NEWPORT PEOPLE ARRIVED THIS
AFTERNOON AND WE LEAVE THURSDAY MORNING STOP GOETHALS SAYS HE IS
SATISFIED FROM ENGINEERING STANDPOINT AND IF YOU WILL WRITE HIM LETTER
AS PER COPY I AM SENDING BY POSTAL FOR USE WITH FINANCIAL HOUSE WHICH
HAS UNDERTAKEN UNDERWRITING OF BONDS THEN GOETHALS HIMSELF WILL
ARRANGE TO

POSTAL TELEGRAPH - COMMERCIAL CABLES

CLARENCE H. MACKAY, PRESIDENT.

RECEIVED AT MAIN OFFICE
7 SOUTH MERIDIAN ST.
INDIANAPOLIS, IND.
BELL TELEPHONE MAIN 3605
PRIVATE EXCH.

TELEGRAM

DELIVERY NO.

This is a fast Telegram unless otherwise indicated by signal after the number of words:—"Blue" (Day Letter) "N.L." (Night Letter) or "Nite" (Night Telegram) 16-65517

STANDARD TIME INDICATED ON THIS MESSAGE.

RBI CH RY 737A 81 NL

MA NEWYORK NY OCT 25 26 22

CARL G FISHER 020

727 N CAPITOL AVE

INDPLS IND

GENERAL GEORGE W GOETHALS FORTY WALL ST NEWYORK STOP AT
YOUR REQUEST I GIVE YOU BRIEFLY SOME OF THE FACTS

IN CONNECTION WITH THE HARBOR PROPOSITION STOP THE RECLAIMED AREA
WILL BE TWO HUNDRED TEN ACRES VALUED CONSERVATIVLY SIX MILLION

STOP AS PER ENGINEERS' PLANS ONE MILLION IS COST FOR

RECLAMATION WORK STOP POWER PLANT VALUED THIRTEEN HUNDRED THOUSAND

WITH INCOME ESTIMATED APPROXIMATELY SEVENTY FIVE THOUSAND STOP PLANT IS

UNENCUMBERED STOP THEN ANY ADDITIONAL FACTS YOU MAY WISH TO

ADD

JOS-EPH ESEINER

				Soft Material		Rock		Total	
				Cu. Yds.	Cost	Cu. Yds.	Cost	Cost	
Area A	Soft	12¢	Rook	\$1.10	104,800	\$ 12,570	47,640	\$ 52,404	\$ 64,980
Area B	"	15¢	"	1.30	96,250	14,438	43,750	56,875	71,713
Area C	"	20¢	"	1.60	200,000	40,000	90,500	144,800	184,800
Area D	"	20¢	"	1.60	120,000	24,000	50,000	80,000	104,000
Area E	"	15¢	"	1.30	395,500	59,325	152,100	1297,730	257,055
Area F	"	12¢	"	1.10	392,000	47,040	150,680	165,880	212,920
TOTALS				\$1,508,550	\$197,579	534,790	\$697,689	\$895,068	

Seawall or bulkhead (Causeway Terminal type) \$14. per lin. ft.
 Wharf or marginal landing " " " \$50. " " "

Dredging cost estimated for 20 ft. of water and 1' overdepth.

				Soft Material		Rock		Total		
				Cu. Yds.	Cost	Cu. Yds.	Cost	Cost		
Area A	Soft	12¢	Rock	\$1.10	104,800	\$	12,570	47,640	\$ 52,404	\$ 64,980
Area B	"	15¢	"	1.30	96,250		14,438	43,750	56,875	71,713
Area C	"	20¢	"	1.60	200,000		40,000	90,500	144,800	184,800
Area D	"	20¢	"	1.60	120,000		24,000	50,000	80,000	104,000
Area E	"	15¢	"	1.30	395,500		59,325	152,100	197,730	257,055
Area F	"	12¢	"	1.10	392,000		47,040	150,880	165,880	212,920
TOTALS				\$1,308,550	\$197,379	534,790	\$597,689	\$395,068		

Seawall or bulkhead (Causeway Terminal type) \$14. per lin. ft.
 Wharf or marginal landing " " " 30. " " "

Dredging cost estimated for 20 ft. of water and 1' overdepth.

			Soft		Rock		Total	
			Material	Rock	Material	Rock	Total	
			Cu. Yds.	Cost	Cu. Yds.	Cost	Cost.	
Area A	Soft	12¢	1.10	104,800	12,570	47,540	\$52,404	\$64,960
Area B	"	15¢	1.30	96,250	14,438	43,750	56,875	71,313
Area C	"	20¢	1.50	200,000	40,000	90,500	144,800	184,800
Area D	"	20¢	1.50	120,000	24,000	50,000	80,000	104,000
Area E	"	15¢	1.30	395,500	59,325	152,100	197,730	257,055
Area F	"	12¢	1.10	392,000	47,040	150,880	165,880	212,920
TOTALS			- - -	1,308,550	\$197,379	534,790	\$697,689	\$895,068

Seawall or bulkhead (Causeway Terminal type) \$14. per lin. ft.
 Pier or marginal landing " " " \$60. " " "

Dredging Cost Estimated for 20 ft. of water and 1' overdepth.

PENINSULAR PIERING COMPANY

1922 or '23?

2

Peninsula Terminal Co

cost			
42,000.00	21 acres in Sec. 10	8500000	
7,500.00	6 " from N.E.B.	1579090	
5,260.00	5.26 " " State	10000000	
21,600.00	156 acres and 4.9 acres "	31900000	
	Engineering	393300	
	Roads & Grading	639878	
	Dredging and Filling	7583043	
	Dolphins	72000	
	Dock House	2901500	
	Sea Walls	766430	
	Services ^{Levi, Brown} and Ferry	2000000	
	Expenses	284110	
	Unissued Stock	46300000	1,129,192.65

Liab.

Capital Stock	1,000,000.00
Due A. B. R. Co.	129,192.65
	1,129,192.65

Later:-

Purchased from
State a 50' strip
for \$1,400.00

CC:
Mr. Roy D. Chapin
Mr. Howard E. Coffin

L. Hopkins
January 23, 1933.

Mr. C. M. Keys,
39 Broadway,
New York City.

Dear Clem:

In order to save time this afternoon, I am sending you a copy of a letter I am sending to Humpage, and also want to tell you that Lindsay Hopkins was up to see me the day before yesterday.

He didn't seem to be able to suggest any move that would help the situation here, he has a lot of property of his own Company that he is trying to move, so he must realize just what we are up against.

Mr. Hopkins did ask me if I thought it possible for him to get a few of our wealthy Jewish friends together, and raise \$250,000. In the first place the only two wealthy Jewish residents here are in New York at present working like Hell to save their own skin, and I have already canvassed the situation here to find a great many other supposedly very wealthy people are in the same general condition that we are in, and in a great many cases they are much worse off.

I thought you would be particularly interested in the deep water situation here, which if we can get action fast enough will eventually be the means of saving the situation here and at Montauk. I don't mean we can hope to do enough before the first of May, but once we are sure of the completion of thirty-five feet of water, and the digging of the harbor, we know that our Peninsula Terminal property will commence to move, and if it once gets started we will be able to move large quantities of it in the next two years.

In finally getting the interests of the two cities together on this subject we have accomplished and finished the toughest and hardest job I ever had in my life, and it seems that we have been helped, and will continue to be helped through the unfortunate losses to the Cunard Line. Nothing could have been more opportune for us than the Cunard Line difficulties here, and while

Part of Mia

February 19th, 1923.

Mr. James P. Cox,
Meridian Avenue,
Miami Beach, Fla.

Subject: Deep water for Miami and Miami Beach.

My dear Governor:

1905

About fifteen or eighteen years ago, the Flagler East Coast Railway Company, through Mr. Flagler, succeeded in co-operating with the government to cut a channel through from Miami to the sea. The government performed their part of the work up to a certain point, but Mr. Flagler became discouraged with litigation in Miami over the ownership of the water front property there which he thought he owned. As the litigation dragged, Mr. Flagler decided to extend the road to Key West and make a harbor there.

1917-20

Nothing more was done until a few years ago, when the government and the County Commissioners of Miami co-operated - the Government spending approximately one million dollars on jetties and the digging of the present channel, which is to a depth of twenty feet, the County Commissioners building the Causeway and connecting their channel with the Government channel.

The difficulty with the present harbor is that it is only three hundred feet wide through the Government Cut, with rock banks on each side. The three hundred foot channel ends abruptly with one hundred and twenty five foot channel, which is the County part of the channel, with solid rock corners ending the one hundred and twenty five foot channel from the Government channel. Navigation through the one hundred and twenty five foot channel is necessarily restricted to certain tide conditions, especially with boats that have forty five or fifty foot draft.

The City of Miami is determined, through their Chamber of Commerce, to extend the deep water project to the City of Miami, instead of creating their harbor nearest the ocean where it belongs, and saving several million dollars in digging a channel across the Bay.

I have a complete brief giving estimates, costs, quantities and the practical possibility of putting this harbor on this side of the Bay, and a complete estimate of the cost it would be to the Government to do this work, giving twenty-five feet of water.

This brief was submitted by George H. Wells, Chief Engineer for the Goethals Company, of New York.

A million dollars expended by the Government, with seven hundred thousand dollars expended by our company would give us twenty-five feet of water into this harbor, and would give us three thousand feet of bulkhead frontage with twenty-five feet of water to the bulkhead.

Page Two: J.P.C.

In as much as most passenger ships, large oil traders, and freighters cannot now enter this harbor, all of these ships would be able to enter the harbor on twenty-five feet, or at least most all of them would be able to enter with twenty five feet of water.

We are willing at any time to co-operate with the Government and guarantee an expenditure of seven hundred and fifty thousand dollars at the same time they commence their work of making twenty five feet of water through the channel.

I can at any time, if necessary, submit complete brief by Mr. Wells, of the Goethals Company.

It is our intention to have the Goethals Company represent us as our engineers.

Very truly yours,

CGR-MEC

The Texas Company

17 Battery Place, New York

Fishes Island

C. B. Ames,
General Counsel.

August 1, 1923.

Subject: Peninsula Terminal Company -
(Miami Terminal).

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

Dear Sir:

We have submitted the abstract of title and contract to Mr. Martin H. Long, an attorney at Jacksonville, Fla., and have a letter from him in which he says:

"In your contract with the Peninsula Terminal Company there is a provision that it will construct or cause to be constructed a causeway for the use of vehicles and trucks connecting the premises which you propose to purchase, with the present Miami causeway, thus enabling you to travel directly to the mainland. I went to Miami and made a personal inspection of this property. It is apparently a natural island separated from Miami Beach by the main government channel from the Atlantic Ocean to Miami. In order to construct a causeway from this island to Miami causeway, the channel which I have mentioned must be crossed and this can only be done by the permission of the United States Government. Before I can advise you to accept the title to this property you must insist on your grantor securing from the War Department the necessary permit for the construction of a causeway across this channel."

I assume that you have given this matter consideration. Will you please advise me whether you have secured the permit referred to by Mr. Long.

Yours truly,

C. B. Ames

General Counsel.

CBA:H

Aug. 7th. 1923

Mr. C. B. Ames, General Counsel,
Texas Company
17 Battery Place,
New York City.

My dear Sir:

I have yours of the 7th, and I am enclosing you herewith a copy of a letter which I wrote to Mr. Lufkin yesterday.

As I explained to Mr. Lufkin, we are going right ahead with the preparations to give facilities to the Texas Co. on the Peninsula Terminal property adjoining the Causeway and I think that Mr. Lufkin will agree with us that the security which he holds in the property he occupies is ample to protect the Texas Company in the contract they entered into with us. //

Yours very truly,

CCF
MBC

The Texas Company

17 Battery Place, New York

C. B. Ames,
General Counsel

August 7, 1923.

Subject: Peninsula Terminal Company
(Miami, Fla. Terminal).

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

Dear Sir:

I have your favor of the 6th inst. relative to securing permit from the War Department to connect the mainland with the property we are purchasing from you, from which I note that you have already had the matter up with the Government engineers and that they have assured you that when you have docks and the development on the South side of the channel there will be no trouble in securing the permit to establish a draw-bridge and connection.

This is quite satisfactory. The first time my attention was called to the matter was in the letter from Mr. Long which I quoted to you, and I merely wished to be sure that it was a point which you had considered and had taken preliminary steps to care for at the proper time.

Yours very truly,



General Counsel.

CBA:H

ECL:CEH:CPD WEB:WHW:JCMcC:GWF:EEB

Aug. 7th, 1923.

Mr. E. C. Lufkin,
The Texas Co.
17 Battery Place,
New York City.

My dear Mr. Lufkin:

I received a letter the other day from your General Counsel, regarding the contract at Miami Beach.

As you will remember, I explained to you that we had a permit already granted by the War Department for the filling of the property south of the Government Cut; we also have let contract and are now actively at work in preparing this property for your oil barges.

We are offering the use of property that in my estimation is now worth two hundred and fifty thousand dollars, for one dollar per year, which you are to occupy until we complete the work on the south side of the Cut.

I do not want to make application for a bridge until I am ready to let contract for the big fill and also to let the contract for the bridge.

I don't know that there is anything more that we can do to make the Texas Company safe than we have already done; but if this is not satisfactory it will be agreeable to cancel the contracts which have already been issued. I would very much regret to have this contract cancelled, as I think that the location is well suited for your needs.

I am,

Yours very truly,

Please note new
office telephone number:

Garden City 2455.

CCF
MBC

The Texas Company
Seventeen Battery Place
New York

C. C. Lufkin
Chairman.

August 13, 1923.

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

My dear Mr. Fisher,

I am in receipt of yours of the 7th.

The letter from Mr. C. B. Ames, our General Counsel, to which you refer was written because I did not make perfectly clear to him that you had explained to me that a permit had already been granted by the War Department for the filling of the property south of the Government Cut and that you had let the contract, upon which work is now progressing in preparing the property for our use.

I appreciate that you prefer not to make application for the bridge until you are ready to let the contract for the causeway and bridge.

I explained the matter to Mr. Ames after he wrote you, and I believe he has now written you another letter which straightens the matter out.

We appreciate the advantage to us of having the temporary use of your property for our business while our tract is being prepared for permanent occupancy, and I trust that the trade which will work out by you with our company will be mutually advantageous.

With kindest regards, I am,

Sincerely yours,

C. C. Lufkin

Copy in
our files
JMS

The Texas Company
Seventeen Battery Place
New York

E. C. Luffkin,
Chairman.

August 20, 1923.

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

My dear Mr. Fisher:

I am in receipt of yours of the 16th, and was interested in learning that the Standard Oil Company and the Belcher Company have been attracted by the desirability of your property for their use, but that you feel under certain obligation to play it through with us for the present at least.

I am very glad to be able to finally send you the following papers:

- (a) Form of deed conveying property covered by our contract.
- (b) Form of grant of easement in accordance with contract.
- (c) Duplicate forms of lease of the 1.7 acre tract.

These papers have been prepared by our attorney in Florida, and if you find them in order I will be glad to have the deed and easement executed by you as president and by the secretary of the Peninsula Terminal Company in the presence of two witnesses. The lease has been executed in duplicate by Mr. T. J. Donoghue, vice president of The Texas Company, and if in order should be executed by the Peninsula Terminal Company.

I am told that there are still two details to be adjusted relative to the abstract, but they are unimportant.

If you find the enclosed papers in order, and will return them to me executed, I will arrange that the initial payment on the contract be made you immediately.

Yours very truly,



Sept. 6th, 1923.

Mr. R. C. Lufkin,
Texas Company
17 Battery Place,
New York City

My dear Mr. Lufkin:

I enclose herewith duplicate copies of both deed and contract with your company. Same have been approved and signed by both our Engineer and Vice President, and myself.

The contract which you submitted did not, in the estimation of the Vice President and Engineer, properly cover our contract; and I think that you will find these will be satisfactory to both yourself and your attorney.

We have had several annoying delays in completing the job of excavating for your barges, but the last advice I had from Miami Beach states that they should be able to complete the job before the 1st of November.

As I explained to you, it is very difficult for us to find a method to dispose of the material which we take from along side the bulkhead; but we have now several contractors who are using this material for building purposes, which saves us both a great deal of time and expense.

I expect to go down to the Beach about the 20th of the month. If there is anything I can do at that time to assist your engineers, I will be very glad to do so.

Yours very truly,

Dictated but not read
by Mr. Fisher

...

Sept. 14th, 1923.

Mr. E. C. Lufkin,
Texas Company,
New York City.

Dear Mr. Lufkin:

We have just purchased a concrete ship from the U.S. Shipping Board, which we expect to anchor off Caesar's Creek, twenty miles south of Miami Beach, Fla., for a fishing club.

We want to make some arrangement to have this boat towed down at as reasonable price as possible. We have been offered a tow for \$4500. It occurred to me that some of your tankers going down could pick this boat up and possibly land it for us, at less than this figure.

The hull is in good shape, being concrete, and is 250 feet long by 45 foot beam; and is now located at Clermont, Va.

Will you kindly let me hear from you, and if it will be possible to assist us in getting this boat South?

After we get this boat landed and fixed up, I will promise you some real fishing.

Yours sincerely,

Distressed but not
read by Mr. Fisher

...

Sept. 14th, 1923.

Mr. E. C. Lufkin,
Texas Company,
New York City.

Dear Mr. Lufkin:

We have just purchased a concrete ship from the U.S. Shipping Board, which we expect to anchor off Caesar's Creek, twenty miles south of Miami Beach, Fla., for a fishing club.

We want to make some arrangement to have this boat towed down at as reasonable price as possible. We have been offered a tow for \$4500. It occurred to me that some of your tankers going down could pick this boat up and possibly land it for us, at less than this figure.

The hull is in good shape, being concrete, and is 250 feet long by 45 foot beam; and is now located at Olermont, Va.

Will you kindly let me hear from you, and if it will be possible to assist us in getting this boat South?

After we get this boat landed and fixed up, I will promise you some real fishing.

Yours sincerely,

Dictated but not
read by Mr. Fisher

...

Sept. 24th, 1923.

Mr. George B. Drake, Manager,
Marine Department,
Texas Company,
17 Battery Place,
New York City.

Dear Sir:

Thanks for yours of the 21st. Under the circumstances, I expect it would cause you less trouble and be just about the same expense to us, to arrange with a towing company to handle the ship for us.

I am obliged, however, for the trouble you have taken in checking up the matter for us.

Yours very truly,

Dictated but not
read by Mr. Fisher

...

The Texas Company

17 Battery Place, New York

C. B. Ames,
General Counsel.

September 19, 1923.

Re The Peninsula Terminal Company.

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

My dear Mr. Fisher:

Mr. Lufkin has asked me to write you direct in reply to your letter of September 6th, in which you enclosed the papers therein referred to.

I return to you herewith one copy of the deed executed by you and two blank forms of deed, the original of which I am going to request you to execute and return to me, keeping the copy for your file if you wish to do so. The reason for requesting this new form is twofold. In the first place, the deed which you have executed is dated the 7th day of September, while Mr. Brown acknowledges having executed it and his acknowledgment is dated August 31st. In addition to this, the deed which you have executed contains the following paragraph on the last page:

"It is agreed between the parties hereto that this Deed does not become absolute until the terms of the contract of June 7, 1923 between the Peninsula Terminal Company, a corporation organized under the laws of Florida, and The Texas Company, a corporation organized under the laws of Texas, have been fully complied with."

I failed to note the objection to this paragraph when I forwarded you the old deed which had been prepared by our attorney in Florida. As you know, there are a number of things required of us and required of you by the contract of June 7th, and this clause withholds the absolute vesting of title until all those things have been done, which you can readily see puts the title in a state of uncertainty and is undesirable. I have substituted for that clause the following:

"The party of the first part reserves a lien on the premises hereby conveyed to secure the payment of the instalments of the purchase price maturing under the terms of the contract dated the day of June, 1923, between the party of the first part and the party of the second part."

This I assume is all that you desire, as it is security for the payment of the balance due.

(Mr. Fisher -2-)

Sept. 19/23

I am sorry to trouble you further about this and hope that this explanation will be satisfactory.

You will note that the new deed enclosed herewith carries the same date as the old one, that is, September 7th. It should be executed, witnessed and acknowledged as shown by the blanks. The acknowledgment, of course, in the case of both yourself and Mr. Brown, should bear the actual date, to be inserted by the Notary Public. When this is executed there should be affixed the revenue stamps based on the entire consideration and not merely on the \$25,000. which is recited.

I also enclose herewith one of the duplicate copies of the lease which you transmitted in your letter of the 6th inst., duly executed by The Texas Company, and a check for \$5. covering the annual rental of \$1. for a term of five years.

I also enclose you a check for \$25,000. covering the initial payment for the land, as I assume that you will find no objection to the form of deed which is herewith enclosed. The additional payments will be remitted to you from time to time according to the terms of the contract, on the assumption that the deed was delivered as of its date - September 7th.

Yours truly,



General Counsel.

(Encs.)

CBA:H

Copy to Mr. Lufkin.

Port of Miami

November 8th, 1923.

Mr. Averil Harriman,
c/o Fred Post,
East Williston, L.I.

My dear Mr. Harriman:

There is a very unusual opportunity here for a steamship connection between Miami and New York; especially for eight months of the year. The railroads are hardly able to handle the passenger business, and the situation is getting worse continuously.

We have twenty feet of water, at the present time, and I have six thousand feet of bulkhead water frontage, just inside the Government Cut. I am prepared to spend one million dollars in the development of this bulkhead property, if I could make proper arrangements with steamship companies to use a part of it.

There is also an unusual opportunity for a steamship to leave here on weekly trips into the West Indies. We have more than one hundred thousand visitors here in the season, and a great many of them have not enough to do for a part of the time they remain here; and I am quite sure that a good boat can do a very unusual business for seven months of the year between this port and the West Indies, and at very good price for passage.

I understand that you are in the steamship business, and I thought possibly you might know of some boats in your line that could be made to fit these runs.

I have three completed hotels now at Miami Beach, and expect to construct another one this coming year; and could offer every co-operation through out hotels.

Yours very truly,

CGF-m

Sapona

November 12th, 1923.

Engineering News-Record,
Tenth Ave at 36th St.
New York City.

Attention Mr. F. C. Wight.

Dear Sir:

Replying to your favor of recent date, regarding concrete ship "Sapona"; I have purchased this boat and expect to make a beautiful club house of same, locating it on Ajax Reef, twenty-four miles south of Miami Beach.

I expect to fit the boat out with a reasonable amount of furniture and equipment, and use as a fisherman's club house, in connection with the Flamingo, Neutilus and Lincoln Hotels, of Miami Beach.

Yours very truly,

GGF-mo



Clyde Steamship Company

Pier 36 North River

H. H. Raymond
PRES. & GEN. MGR.

New York,

Nov. 14, 1923

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

My dear Mr. Fisher:-

I received a letter today from Mr. Krom, dated Spring Lake, November 12th, in which he stated that in a recent letter you had again mentioned that you were desirous of seeing in operation a steamship line between Miami Beach and New York.

We have, as you know, given consideration to such a service and while, as I have stated to Mr. Krom, we would not like to have it published for obvious reasons, it is a fact that if we had unemployed vessels they would very likely be operated between the ports mentioned. The last time we were together I advised you of the Clyde Line's purpose of building two ships for service in the Fall or early Winter of 1924. This is an accomplished fact now and we will have available at that time suitable vessels for the Miami service.

The best that could be done now with the ships we have, or those of other lines that I know of, would be to make a call off the port, transferring by tender, which would hardly be satisfactory at all times.

I had hoped to get to Miami before the end of the year, and may do so, but I will be there early in the new year, when I hope to have the pleasure of seeing you and if necessary going further into this matter.

With cordial regards, I am,

Sincerely yours,

r/s

November 19th, 1923.

Mr. H. H. Raymond, President.
Clyde Steamship Company,
Pier 36, North River,
New York City.

My dear Mr. Raymond:

I have yours of the 14th. I note that you will have a couple of steamers in the Fall or early Winter of 1924; but these steamers will be under great disadvantage in entering this port unless some active steps are taken between now and that time to deepen the channel and provide additional dock space.

At the present time, the railroads are so congested that it is doing us a lot of harm here. The railroads have made many improvements, but I don't see how it is physically possible, even without accidents of any kind, for the East Coast to handle half of the business available over a single track line. Some of our very best people here are coming in here in uppers, after waiting for a week or ten days to secure accommodations. My wife and family is stranded in New York and unable to secure accommodations before the 15th of December; and you can imagine what the situation will be in January, if at this time of the year you can not secure railroad accommodations.

In addition to the transportation between here and New York, we should have two or three weekly tour boats leaving this port for Haiti, San Domingo, Jamaica, Isle of Pines and Havana for a weeks cruise. These boats can secure a large passenger fare for this trip, and make the trip under ideal weather conditions, as a rule; and it seems to me with the tremendously increasing number of visitors here each year that two or three of these boats could be kept busy in this work for at least four months.

I am prepared to spend one million dollars in providing harbor and dockage facilities just inside the Government Cut, but I can not go ahead with this work without definite understanding from some steamship company, who will assume their share of the expenses in providing these facilities.

November 30th, 1923.

Governor Cary A. Hardee,
Tallahassee, Florida.

My dear Sir:

The trustees of the Internal Improvement Fund, on July 29, 1919, sold to the Alton Beach Realty Company four and nine tenths acres of land at the east of the Miami Causeway. The easterly frontage of this property was bulkheaded and a channel provided which in 1921 had a depth of 11 feet at mean high water, all these improvements costing a large sum of money because of the local conditions.

February 16, 1922 the Trustees issued a deed to the Brown Company, of Portland, Maine, for 17.52 acres of bay bottom, the west line of the tract being the east line of the first mentioned tract and the attempted transfer of title including the channel. This act has resulted in a heavy loss and damage to the Alton Beach Realty Company, a specific case being the failure of a sale for \$127,000 worth of the water front because of the cloud placed upon the title by the Trustees' action.

It is very much desired that you take during your present visit the small amount of time necessary to visit the property in question and become familiar with the actual conditions and I shall be pleased to take you over the Causeway at the time convenient to you.

Yours very truly,

CGF:nd

W. E. BROWN
CIVIL AND LANDSCAPE ENGINEER
1685 WASHINGTON AVENUE
MIAMI BEACH, FLA.

November 26, 1923.

Governor Cary A. Hardee,
Tallahassee, Florida.

Dear Sir:

The Trustees of the Internal Improvement Fund, on July 29, 1919, sold to the Alton Beach Realty Company four and nine tenths acres of land at the east of the Miami Causeway. The easterly frontage of this property was bulkheaded and a channel provided which in 1921 had a depth of 11 feet at mean high water, all these improvements costing a large sum of money because of the local conditions.

February 18, 1922 the Trustees issued a deed to the Brown Company of Portland, Maine, for 17.52 acres of bay bottom, the west line of the tract being the east line of the first mentioned tract and the attempted transfer of title including the channel. This act has resulted in a heavy loss and damage to the Alton Beach Realty Company, a specific case being the failure of a sale for \$127,000 worth of the water front because of the cloud placed upon the title by the Trustees' action.

It is very much desired that you take during your present visit the small amount of time necessary to visit the property in question and become familiar with the actual conditions and I shall be pleased to take you over the Causeway at the time convenient to you.

Yours very truly,

WEB/DML

POST

RECEIVED AT

C O P Y

Fisher Island
Sapona

November 27, 1923.

Mr. E. C. Lufkin,
The Texas Company,
17 Battery Place,
New York City, N.Y.

Dear Sir:-

At the request of Mr. Carl G. Fisher I am writing to you about a portion of his plans for immediate development of the Peninsula Terminal property.

About a week ago a concrete ship, the Sapona, purchased by Mr. Fisher from the Government arrived here from Norfolk and is now lying at the Causeway Terminal or just east of the Power House on the Miami Causeway.

The ship is 250 feet long, about 45 feet beam and draws about 17 feet. It is now Mr. Fisher's plan to at once start digging the channel from the Government Cut towards and along the north line of the Peninsula Terminal property south of the present City Channel. As soon as the lot between the Texas Company property and the U. S. Reservation is reached, a slip will be dug and the concrete ship floated inside of the ultimate bulkhead line and later the ground will be filled about the ship. The ship's superstructure will provide offices and quarters and the hold after the machinery is removed will be used for the storage of bulk commodities such as water and oil.

Mr. Fisher has an option for another ship of the same kind and is proceeding to complete the purchase. He thinks his scheme would prove to be very practical and cheap for the storage of oil, using the second ship upon the Texas Company lot where the same operations would place the vessel in the same position as the first one.

The Sapona, the concrete ship now here, has cost about \$10,000.00 delivered at this port.

Mr. Fisher will appreciate a reply direct to him by wire and will be glad to furnish you any further and detailed information.

Yours very truly,

WEB/DML



Clyde Steamship Company

Ber 36 North River

New York,

Dec. 12, 1923

H. H. Raymond
PRES. & GEN. MGR.

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

My dear Mr. Fisher:-

It is a matter of regret to me that I did not have the pleasure of seeing you on my recent trip to Florida, but the facts are that I contracted cold at the Army-Navy football game here on November 24th, added to it while in the South and was so indisposed at Jacksonville that I could not go to Miami, but had to return home.

I don't know that anything definite can be done this year with respect to a steamship service between Jacksonville and Miami, but I am vigorously working on the subject.

Very truly yours,

H. H. Raymond

r/s

Fisher 151

December 22, 1923.

Mr. H. H. Raymond,
Clyde Steamship Company,
Pier 36 North River,
New York City.

My dear Mr. Raymond:

I have yours of the 12th. I am sorry I didn't get to have a talk with you, but I don't know that anything further can be done for this season.

We have let a contract with the Clark Dredging Company to start work on our Terminal property, and we are going ahead and dig twenty-five feet of water inside; and if the government won't hook it up twenty-five feet outside...we will do that also, as I am determined to have twenty-five feet of water here.

Yours very truly,

CGP-mc

Reminded Terminal

Earl D. Babst
The American Sugar Refining Co.,
New York City.

Dear Mr. Babst:

Before leaving Soledad I sent you a copy of my article dealing with the sugar situation in Cuba and the bad effects produced by the Chadbourne Plan. This should have reached you the first week in April, although it may have been lost in the mails.

Apparently the five year restriction is going to be carried out, at least, as far as Cuba is concerned. Without a doubt Jarom can take care of the entire quota which will be allotted to it and Cuhagua during the coming four crops. Have you considered moving one of these mills to Florida? The successful results with the cane harvester and the fact that the Federal government is going to spend ten million dollars in water control works in the Everglades beginning July 1st, indicate that cane production in Florida will be as economical as in Cuba. The high tonnage of cane per acre offsets the low sugaryield so that the actual tonnage of raw sugar per acre is about the same in Florida as in Cuba. When a method is found to ripen up field before cutting here the sugar yield will of course be greater.

After careful investigation of the deep water sites available here, I have come to the conclusion that your Company would effect great economies in refining costs by moving a refinery such as that in Philadelphia here and combining it with equipment from Cunagua. Cane can be barged down the Everglades canals to this proposed plant and also the present raw production at Clewiston would be available. This now goes to Savannah. It would of course be some time before this local supply would amount to ten per cent of the refinery capacity. The balance would of course come from Jarom and other Cuban mills.

With the refinery so close to Cuba it would be possible to bring the sugar in as a light massecuite testing 75 Pol. or less in tank cars or ships. The duty would then be 1.25¢ instead of 2¢ per pound. Of course a greater weight would be required to equal 96 sugar in bags, but the saving in duties in one year on the amount of sugar required by the Philadelphia refinery would be \$1,375,000.00. The elimination of bags would save another million dollars. This saving of more than two million dollars a year would more than pay the cost of moving and rebuilding the refinery here. It would also permit refined from the new location to be placed in the Philadelphia territory at a lower cost than at present.

I shall be glad to send you a complete report on this subject if you would like to look into it.

Yours sincerely,

Earl L. Symes.

Perumula Terminal

Domino
 ON THE AIR
 EVERY SATURDAY
 EVENING
 9.30 - 11.00 O'CLOCK
 N. Y. CITY TIME
 WJZ, WBZA, WBZ, WBAL,
 WYAM, KDKA, WJR, WLW,
 KYW, KWK, WGAR, WREN

The American Sugar Refining Company
 120 Wall Street
 New York

*I would be glad
 to help in any
 way I can
 F. Katzentie*

OFFICE OF THE
 CHAIRMAN OF THE BOARD

May 14th 1931

Mr. E. L. Symes
 741 - 4th Street
 Miami Beach, Florida

My dear Symes:

I have both your letter of March 31st and your recent letter of May 11th.

Your article is extremely interesting. I have been waiting for your personal call in order to make a suggestion to you. My suggestion was, that I might put it in the hands of a publicity expert familiar with the subject and have him give it a form calculated to be acceptable to the Saturday Evening Post. If you are not coming this way immediately and approve such a suggestion and indicate it to me, I will go ahead and carry out this suggestion and present the results to you on your personal call.

What you write in your letter of May 11th is, of course, very interesting, and is a subject to which we have given a great deal of attention and on which we have had considerable expert advice. Would be very glad to talk the matter over with you when you arrive here.

With very cordial regards

Sincerely yours

E. L. Symes

TECHNICAL REPORTS ON
THE LOCATION OF A CANE SUGAR
REFINERY AND A CANE SUGAR MILL
AT PENINSULAR TERMINAL, FLORIDA
BY EARL L. SYMES. JUNE 8 1931.

THIS FOLDER CONTAINS TWO TECHNICAL REPORTS.

1.

THE LOCATION OF A CANE SUGAR REFINERY AT PENINSULAR TERMINAL.

SUMMARY.

1. TIMELINES OF PRESENT REPORT.
2. ADVANTAGES OF PENINSULAR TERMINAL FOR SUGAR REFINING.
3. DESCRIPTION OF REFINING PROCESS.
4. LOCATION AND MELTING CAPACITIES OF U.S. REFINERIES.
- X 5. METHODS OF REDUCING REFINING COSTS AT PENINSULAR TERMINAL. *FK*
6. DISTRIBUTION OF REFINED SUGAR FROM PENINSULAR TERMINAL. *N.B.*
7. FLORIDA CONSUMPTION AND PRODUCTION OF SUGAR.
8. FLORIDA CONSTITUTIONAL AMENDMENT FAVORS SUGAR REFINING.
9. REFINERIES AVAILABLE FOR REMOVAL TO PENINSULAR TERMINAL.

2.

THE LOCATION OF A CANE SUGAR MILL AT PENINSULAR TERMINAL.

SUMMARY.

1. PRESENT TIME OPPORTUNE FOR CONSIDERATION OF PRESENT REPORT.
2. EFFECTS OF CROP RESTRICTION IN CUBA.
3. ADVANTAGES OF PENINSULAR TERMINAL FOR A CANE GRINDING MILL.
4. METHODS FOR BRINGING IN NEW CANE INDUSTRIES.
5. LIST OF SUGAR COMPANIES ABLE TO MOVE TO PENINSULAR TERMINAL.

JUNE 6th 1931.

by Earl L. Symes, 741 Fourth Street,

Miami Beach, Fla.

TECHNICAL REPORT ON

THE LOCATION OF A CANE SUGAR REFINERY AT PENINSULAR TERMINAL.

by EARL L. SYMES.

1. TIMELINESS OF PRESENT REPORT.

The first five months in 1931 have witnessed three important governmental measures affecting the sugar refining industry in the United States. In January the Cuban government, in carrying out its five year restriction program reduced the 1931 crop which has been just completed to 63 per cent of the average of the two previous crops. The object of this curtailment is to raise the price of raw sugar to the refiners, thus increasing their costs.

In March the United States Department of Justice started a suit in Federal Court to dissolve the Sugar Institute Inc. claiming that this organization of United States refiners controlled 85 per cent of the refined sugar distribution and has maintained during the past three years "a comprehensive plan designed to fix oppressive and uniform prices for refined sugar." The Sugar Institute will now have to abandon these practices and the refiners will receive lower prices for their sugars and thus operate with smaller profits or actual losses.

On May 9th 1931 seven foreign countries including Cuba and Java, and five European beet sugar exporting nations signed an international agreement to limit exports and in this way force the price of raw sugar up to profitable levels. The success of this international scheme will increase the cost of the refiners raw materials. All of these measures affect adversely the refining industry of the United States.

Before their enactment, leaders of the sugar refining industry, were searching for a solution to the serious problems facing them at the end of 1930. An indication of this situation is found in the annual report for 1930 of The American Sugar Refining Co., in which Mr. Earl D. Babst, chairman of the board of directors states: "The whole sugar refining industry is under intense competitive pressure and would benefit from a carefully devised plan of consolidation such as has been recently carried out in Canada and England." The principal object of mergers etc. is to reduce costs and this would mean the closing down of some existing refinery. It is probable that present anti trust laws will prevent mergers among the large refining companies. And the only means of reducing costs open to these large corporations is the moving of one or more of their refineries to Peninsular Terminal.

2. ADVANTAGES OF PENINSULAR TERMINAL FOR SUGAR REFINING.

Peninsular Terminal possesses many advantages which are peculiarly attractive to refineries operating on raw cane sugar. Its 25 foot harbor within one mile or less of Atlantic traffic lanes is hundreds of miles closer to Cuba than any other United States deep water port. Cuba is the greatest producer of raw cane sugar in the world and supplies U.S. refiners on the Atlantic coast with 70 per cent of their raw material. Ships leaving Cuban ports with raw sugar in the afternoon can dock in Peninsular Terminal the next morning, reducing the time now used to transport sugar from Cuba to the refineries by 80 per cent. Raw sugar factories located at interior Cuban points could ship in special gondola cars via the Over Seas Ferries to Key West and unload the sugar at Peninsular Terminal withⁱⁿ twenty four hours. The removal of an existing refinery to Peninsular Terminal would enable it to operate on lower grade sugar material than at present and effect important savings.

The great Everglades sugar producing lands are at present only 90 miles from a refinery site at Peninsular Terminal, and good muck land for future cane plantations can be developed within thirty miles. The Federal Inland Waterway passes very close to the Terminal and offers cheap barge transportation for refined sugar to the North Atlantic as well as to the Gulf and Mississippi Valley consuming centers. Two railroads provide efficient freight facilities for Statewide distribution of refined sugar, and trunkline highways make motor truck transportation available to Peninsular Terminal.

More than twenty steamship lines offering service to all parts of the world pass within sight of Peninsular Terminal, several making regular entries to Miami harbor now. This provides the transportation facilities needed by refiners to build up their export trade in refined sugar. The lower costs obtained by operating at Peninsular Terminal will enable them to meet the competition of low cost foreign refined. The fuel oil producing wells of Columbia and Venexuela are closer to Peninsular Terminal than to any other deep water harbor in the United States, and would enable the refinery to obtain its fuel oil at the lowest market price.

The consumption of sugar in Florida is increasing steadily due to the opening of new canneries and fruit processing plants. Most of these plants are in the Southern and Central part of the State and within economical truck haul of Peninsular Terminal. Considering the unfavorable conditions prevailing in the sugar refining industry and the recently enacted governmental measures which tend to aggravate this serious situation, the present time is very appropriate for the presentation of this technical study dealing with the reductions in refining costs procurable by locating a sugar refinery at Peninsular Terminal.

3. DESCRIPTION OF REFINING OPERATIONS.

Refined cane sugar as sold in the groceries is chemically pure and usually tests 99.95 per cent pure sucrose; the only food that is available with so little adulteration. To produce this high grade commodity the refiner takes the raw sugar which tests about 96 % sucrose, washes the brown molasses film from around the crystals and then melts the sugar crystals. This yellowish solution is pumped through bone char filters where the color and odor is removed, leaving a water white solution which is drawn into the vacuum pan and boiled down until white sugar crystals appear. The crystals are then separated from the solution and dried and packed in bags or packages ready for sale to the consumers. Tables syrups are made from the molasses film and also lower grades of manufacturers sugars etc. There is no offensive odor or refuse connected with a cane sugar refinery.

The refining process is so simple that new methods have been developed which permit its use in the raw sugar house and the cane producer is then able to market refined sugar at a better profit than ordinary raw sugar. Two factories are now using this process in Puerto Rico, one in San Domingo and two in Cuba, and several in Hawaii and the Philippines. Practically all of this refined sugar comes to the United States and displaces sugar formerly sold by the refiners. Plantation refining costs are of course much lower than when the raw sugar only, is made and then carried to the refinery to be whitened. Location of a refinery in Peninsular Terminal will permit it to enter the sugar production cycle at an earlier point and through its great capacity produce refined at even lower costs than the insular plantation refiner.

4. LOCATION AND MELTING CAPACITIES OF UNITED STATES REFINERIES.

The twenty one sugar refineries located in the United States and operating on cane sugar are shown in the following table:

COMPANY	REFINERY LOCATION	DATE ERECTED	DAILY MELTING CAPACITY RAW CANE SUGAR
AMERICAN S.R.CO.	BALTIMORE	1909	3,000,000 lbs. 1,500 tons
AMERICAN S.R.CO.	BOSTON	1869	2,250,000 " 1,125
AMERICAN S.R.CO.	BROOKLYN (1865)	1926	2,000,000 " 1,000
AMERICAN S.R.CO.	PHILADELPHIA	1892	4,000,000 " 2,000
AMERICAN S.R.CO.	NEW ORLEANS	1908	4,000,000 " 2,000
TOTAL AMERICAN SUGAR REFINING CO. 5 REFINERIES			15,250,000 " 7,625 "
NATIONAL S.R.CO.	EDGEWATER, N.J.	1908	4,000,000 " 2,000 "
NATIONAL S.R.CO.	LONG ISLAND CITY	1898	4,000,000 " 2,000 "
NATIONAL S.R.CO.	YONKERS, N.Y.	1893	2,500,000 " 1,250 "
TOTAL NATIONAL SUGAR REFINING CO. 3 REFINERIES			10,500,000 " 5,250 "
ARBUCKLE BROTHERS	BROOKLYN	1898	3,000,000 " 1,500 "
REVERE S.R.CO. (U. FRUIT)	BOSTON	1917	1,500,000 " 750 "
SPRECKLES S. CORP.	YONKERS, N.Y.	1902	4,250,000 " 2,125 "
W.J. MCCAHAN S.&M.CO.	PHILADELPHIA	1893	1,500,000 " 750 "
PENNSYLVANIA S. CO.	PHILADELPHIA	1901	4,000,000 " 2,000 "
SAVANNAH S.R.CO.	PORT WENTWORTH, GA.	1917	2,500,000 " 1,250 "
COLONIAL SUGARS CO.	GRAMERCY, LA.	1901	1,500,000 " 750 "
HENDERSON S.R.CO.	NEW ORLEANS, LA.	1894	800,000 " 400 "
GODCHAUX SUGAR CO.	RESERVE, LA.	1909	2,000,000 " 1,000 "
IMPERIAL SUGAR CO.	SUGARLAND, TEXAS	1889	1,500,000 " 750 "
TEXAS S.R.CO.	TEXAS CITY, TEXAS	1924	1,300,000 " 650 "
CAL. & HAWAIIAN S.R.CO.	SAN FRANCISCO	1908	5,000,000 " 2,500 "
WESTERN S.R.CO.	SAN FRANCISCO	1881	2,000,000 " 1,000 "
TOTAL 14 REFINERIES NORTH OF FLORIDA ON ATLANTIC			42,500,000 " 21,250 "
TOTAL 5 GULF COAST REFINERIES			7,100,000 " 3,550 "
TOTAL 2 PACIFIC COAST REFINERIES			7,000,000 " 3,500 "
TOTAL 21 UNITED STATES CANE SUGAR REFINERIES			56,600,000 " 28,300 "

Refineries operate continuously day and night when the sales department can find buyers for the refined production. Allowing 300 days for refining operations in a year, the annual raw sugar melting capacity of these 21 refineries is 8,490,000 short tons or 7,400,000 long tons. The actual melt in 1929 was 4,790,000 long tons or 64% of capacity, and in 1930 it was 4,605,000 long tons or 62% of capacity. The rate indicated for 1931 by the melt to the middle of May is 4,000,000 tons or 54% of capacity.

Overhead charges on the idle refining equipment add considerably to the cost of production. Competition for the domestic market is very keen, but refiners through their Sugar Institute have been able to maintain a fairly profitable selling price for refined sugar throughout the U.S. However the future is not so bright as suit for dissolution of this Institute was begun in March 1931 by the U.S. Department of Justice as previously mentioned.

5. METHOD OF REDUCING REFINING COSTS AT PENINSULAR TERMINAL.

In order to visualize more clearly the savings possible to a refinery moving from its Northern site to Peninsular Terminal, the example of a refinery melting 4,000,000 pounds of raw sugar per day of 24 hours will be used. In the list on page 5 it will be noted that there are three refineries of this size in New York harbor, two in Philadelphia, and one each in New Orleans and San Francisco. One of the refineries could be removed from New York or Philadelphia to Peninsular Terminal with no sacrifice of Northern trade, since there is more than 30,000,000 pounds of daily melting capacity installed in the two cities and at no time in the past seven years has more than 20,000,000 of capacity been required to supply the demand. Indications are that more than 12,000,000 pounds of capacity is idle now and will continue to be so. In other words three refineries of the capacity cited could be removed without losing any business.

With the refinery rebuilt in Peninsular Terminal its operation will be closely integrated with that of the raw factories in Cuba, from which the raw sugar material is to be drawn, except for the small quantity available from Florida producers. A short summary of the raw sugar manufacturing process will be given in order to make clear how this close interworking can be brought about. The routine in the

raw factory consists of:

1. Extraction of sugar juice from the cane.
2. Concentration of sugar juice to syrup.
3. Crystallization of sugar in vacuum pans.
4. Separation of sugar crystals from molasses.
5. Weighing and bagging the sugar.
6. Reboiling the molasses for second sugar.
7. Separation of second sugar from molasses.
8. Reboiling of second molasses for third sugar.
9. Separation of third sugar from final molasses.
10. Shipment of final or blackstrap molasses.
11. Second and third sugars mixed with first.
12. Shipment or warehousing of raw sugars.

The raw sugar routine would be stopped after operation no. 3 when working with the Peninsular Terminal refinery, which would do Nos. 4 to 12.

In the raw factory the interval between operations three and four maybe anywhere from six to one hundred hours depending on the equipment available. During this period the sugar molasses mixture is kept in crystallizers which cool the mixture and allow the crystals to increase in size by absorbing more sucrose from the surrounding solution. The closeness of Peninsular Terminal refinery to the raw factories in Cuba would allow the sugar mixture to be transported in tank ships or tank cars to the refinery in less than sixty hours including loading and unloading time. This mixture would have a density not greater than 88 degrees Brix and at 85 purity this sugar material would have a sucrose content of 74.8 per cent. Blackstrap molasses is now pumped at densitites as high as 91 Brix and shipped in tank cars and steamers, so that the bulk transportation of this mixture presents no difficulties.

When operating to full capacity in the North on Cuban 96 raw sugar, the refinery would pay out \$80,000.00 per day as import duties on the 4,000,000 pounds required; The tariff is 2% per pound on 96 raw sugar, but is only 1 1/2% on 75 per cent raw sugar mixtures. The total weight of 6,000,000 pounds of the low grade material would be required to replace the 96 raw sugar, so that the daily tariff payment would only \$75,000.00 on this material. The difference in duties is \$5,000.00 or \$1,500,000.00 for a 300 day year. Bulk shipment of the raw sugar mixture would eliminate the jute bags which cost about thirty cents a piece. The number of bags eliminated would be 12,308 per day and the saving in bag cost would be \$3,690,00 or \$1,107,000.00 per year of 300 working days. These two economies alone would ensure a reduction in refining cost of more than \$2,600,000.00 per year. It would be necessary to pay freight on 50 per cent more cargo, but the rate on bulk shipments is less than on bag cargoes and there would be a great

reduction in handling and trucking costs, since the sugar molasses mixture would be pumped through pipes and could be handled continuously day and night. This mixture would also bring with it the blackstrap molasses which would be separated in the refinery. When imported alone the blackstrap molasses would pay a daily duty of one hundred dollars or \$30,000.00 per year, which would not be collected since it forms part of the sugar mixture, in this case.

The bulk shipments would amount to about 500,000 gallons per day, of which 60,000 gallons would ultimately appear as blackstrap molasses. Tank ships are available with sufficient capacity to carry two or three days supply. Specially welded tank cars have recently been placed in operation which can carry 16,000 gallons of this mixture. One train-load of 31 cars would be sufficient for a full days operation. The Overseas car ferries carry 27 cars and might arrange to dock at Peninsular Terminal when they carry a complete sugar cargo. With a steady demand for this type of transportation the ferries would arrange to take on sugar cars at various Cuban ports as well as Havana. The large car ferries running to New Orleans can carry 96 standard freight cars. This review of the transportation facilities already in existence indicates that this phase of the subject will be prepared for any demand which the Peninsular Terminal refinery might make on the carriers.

The reduction of routine operations in the raw sugar factory would enable it to speed up the cane grinding and improve its yield of sugar by working during the period when the cane is ripest. The large storage tanks now on hand for blackstrap molasses storage would be available for storage of the sugar molasses mixture for shipment during the period when the mill was not operating. Greater demands would be made on the newly located refinery, but its large volume operations would ensure lower costs than in the regular raw factory.

The actual cash saving during a year's operations of the refinery when located at Peninsular Terminal has been shown to amount to at least \$2,600,000.00, since this sum is now being paid out for import duties and jute bags, and such payments would be eliminated by operating in close contact with the raw factories. Peninsular Terminal is the only deep water harbor close enough to Cuba to make this co-operation a success. The importance of this saving can be realized by comparing it with actual refining profits of the largest and most efficient American refining company. The American Sugar Refining Co. operated at 57 per cent of capacity in 1928, 58 % in 1929 and 59 % in 1930 and made a refining profit on the 1,285,487 long tons of raw sugarmelted of 1/5 cent per pound or 20 cents per 100 lbs. of raw sugar melted. The saving calculated for the Peninsular Terminal refinery amounts to 21.7 cents per 100 lbs. of raw sugar melted, or slightly more than the regular refining profit obtained in 1930 when the largest company operated at highest capacity in three years. If the same profit were made at Peninsular Terminal in addition to the saving indicated the total refining profit would be doubled and amount to 41.7 cents per 100 pounds of raw sugar handled. Due to its low refining cost, the Peninsular Terminal refinery would be operated at close to 100 % of capacity and therefore should earn a great^{er} refining profit than that shown by the company which had to carry overhead on 41% of idle equipment.

This opportunity to double refining profits is too important to be neglected by leaders in the refining industry. If any mergers or consolidations are brought about in the sugar refining industry, it is certain that one or more of the closed refineries would be moved to Peninsular Terminal to take advantage of the lower costs possible in this location.

6. DISTRIBUTION OF REFINED SUGAR FROM PENINSULAR TERMINAL.

As indicated on page 5, all United States refiners are located on the seaboard on the very edge of the great interior consuming centers. The selling price is always quoted at the refinery plus freight charges to the buyers' place of business. Since all refiners quote the same basic price, their competition is limited to freight rate cutting etc. The center of population being in the middle West, that is the great battle ground for the sellers of refined sugar. Recently completed Federal Inland Waterways improvements have made this section available to barge service up the Mississippi and tributary rivers. Refiners located on this river are in a position to ship at the minimum barge rate. Since 75 % of the refining capacity of the country is located on the Atlantic coast North of Florida, it is at a disadvantage, since most of its sugar must be shipped all rail to meet the consuming demand in the Middle West. In May 1931 all U.S. refiners decided to charge their customers the lowest freight rate obtainable, which in the Middle West is the Mississippi Warrior Federal Barge Line rate. In other words New York and San Francisco refiners payball rail rates on sugars to Illinois for instance, but charge barge rates, thus being forced to absorb the difference as a loss on their sales price. North Atlantic refineries moving to Peninsular Terminal would be able to avoid this loss, since their refined sugar would be shipped by Inland waterway barges and ocean transport. It requires $107\frac{1}{2}$ lbs. of raw sugar to make 100 lbs. of refined and the refiners are now paying to carry this $7\frac{1}{2}$ % of extra weight at least 600 miles farther North than they would to Peninsular Terminal. An average of 10,000 tons of raw sugar passes Peninsular Terminal each day in the year going to the North Atlantic refiners. This amounts to about two hundred and seventy five thousand tons of extra weight carried each year.

By moving to Peninsular Terminal this additional haul of 165,000,000 ton-miles would be eliminated each year.

It has now been shown that a North Atlantic refinery moving to Peninsular Terminal would be in a better position to distribute its refined sugars to the domestic consuming centers and also economize on the freight paid now on excess weight carried with the raw sugars on their journey past Peninsular Terminal to the North. In addition to this advantage the opportunity to develop the declining export trade in refined sugar is very important. The fact that more than twenty ocean going steamship lines pass within sight of Peninsular Terminal has already been mentioned. Many of these ships make regular around the world voyages, and at present stop at Havana. There are also many South American and Mediterranean Lines which now visit Havana regularly. With export shipments of refined sugar available at Peninsular Terminal any of these ships would stop while passing or make the overnight trip from Havana for this cargo.

The great amount of idle refining equipment in the United States was installed to take care of large export business in refined sugar that developed after the war. With the return to activity of the European refiners, the American refiners could not compete on a cost basis, and the export trade has declined as indicated in the following table:

SHIPMENTS OF REFINED SUGAR FROM THE UNITED STATES.			
YEAR	LONG TONS	YEAR	LONG TONS.
1922	819,964	1926	95,441
1923	198,623	1927	111,895
1924	196,550	1928	111,688
1925	338,713	1929	91,473
		1930	69,473
	1930	1931	
First 4 months	18,355	12,350	

From this summary it is noted that the total exports reached a high point over 800,000 long tons in 1922 and have declined to 69,473 in 1930, and the rate for 1931 is less than 50,000 tons. With world prices for sugar the lowest in sixty years the export trade in this commodity should be on the increase instead of declining.

energetic efforts are now being made by recently developed export organizations to build up the export trade in refined sugar, and they would naturally be in a stronger position to meet low competitive prices from foreign refineries if the Peninsular Terminal refinery were functioning at its lower costs. The opportunity to employ refining equipment that has been idle for nine years by producing at low costs for the export market is one of the greatest advantages offered to the American sugar refining industry by Peninsular Terminal.

7. FLORIDA CONSUMPTION AND PRODUCTION OF SUGAR.

The consumption of refined sugar in Florida has been estimated to be over 90 pounds per capita in 1929 and was probably more than 100 pounds in 1930. The general average for the United States was 99 pounds last year. The development of new canneries and other fruit processing establishments is continuing steadily and this helps to increase the use of sugar. For instance the rate of consumption in Hawaii is more than 200 pounds per capita due to the large amounts used in the pineapple canneries located there. The 1931 consumption will probably approach 100,000 tons for the whole State and all of this is brought in from other states and Cuba. The Peninsular Terminal refinery would produce about 600,000 tons of sugar per year and therefore have a home market for more than 15 % of its production. The rapidly growing population of the State would also tend to accelerate the increasing consumption.

The production of raw cane sugar in the Everglades is increasing, and at present is shipped by rail to Savannah for refining. A refinery at Peninsular Terminal would receive this sugar by barge or truck at a saving in transportation costs. The Federal water control program for the Everglades will warrant a rapid expansion of the cane plantings and the refinery might obtain its entire supply of raw sugar from nearby Florida Everglade fields within the next ten years.

The progress made with the mechanical cane harvester indicates that labor for cane cutting in Florida will soon cease to be a problem.

Less than 3,000 tons of raw sugar were produced in the Florida crop of 1929, and nearly 15,000 tons were made in 1930. In spite of serious handicaps, such as wet weather etc., the 1931 production is more than 20,000 tons of raw sugar. It has now been demonstrated that Everglades lands under ordinary farming methods will produce more sugar per acre than either Cuba or Louisiana, due to heavier cane tonnages possible with abundant moisture for plant growth. If the international agreement mentioned on page 1 succeeds in raising the price of raw sugar, there will undoubtedly be an expansion in Everglades plantings.

8. FLORIDA CONSTITUTIONAL AMENDMENT FAVORS SUGAR REFINERIES.

In November 1930 a Constitutional Amendment exempting certain new industries from taxation became effective. Article IX of the Florida State Constitution was amended by the addition of the following to be known as: SECTION 12. For a period of fifteen years from the beginning of operation, all industrial plants which shall be established in this State on or after July 1st 1929, engaged primarily during said period in the manufacture of steel vessels, automobiles, tires, fabrics and textiles, wood pulp, paper, paper bags, fiber board, automobiles, automobile parts, aircraft, aircraft parts, Glass and Crockery Manufacturers and the REFINING OF SUGAR and oils, and including by-products or derivatives incident to the manufacture of any of the above products, shall be exempt from all taxation, except that no exemption which shall become effective by virtue of this amendment shall extend beyond the year 1948,

In addition to this recently adopted exemption from taxation, Florida does not levy income taxes, capital stock nor stock transfer taxes. Any company establishing a sugar refinery at Peninsular Terminal before December 31st 1933 would therefore enjoy freedom from all taxation for a full fifteen year period. This exemption covers all real estate owned and occupied by industrial plants as the location for their factories, warehouses and such tracts as are required for storage, trackage and shipping facilities, and actually used for these purposes.

The State of Florida has therefore made an important money saving inducement to new industries which, when added to the attractive advantages offered by Peninsular Terminal for the sugar refining industry, presents such a worthwhile opportunity that leaders of the sugar refining industry cannot afford to overlook it.

9. REFINERIES AVAILABLE FOR REMOVAL TO PENINSULAR TERMINAL.

Fourteen refining companies own the 21 refineries listed on page 5. The American Sugar Refining Co. owns 5 refineries and the National Sugar Refining Co. owns three. Since a large block of National stock is owned by the American, it may be taken that the eight refineries are under the same control. They have 45 per cent of the refining capacity installed in the United States which represents an investment of more than \$80,000,000.00. With their plants operating at about 60 per cent of capacity during the past nine years, about \$30,000,000.00 worth of this equipment is idle. The chance to operate at full load by moving one or more refineries to Peninsular Terminal must be of great interest to the executives of these companies. A letter recently received from Mr. Earl D. Babst, chairman of the board of directors of The American Sugar Refining Co. has affirmed this interest.

These two companies are very strong financially and would need no bonus or free land inducements to encourage them to move a refinery to Peninsular Terminal. The American Sugar Refinery Co. is capitalized at \$90,000,000.00 and has not missed a common or preferred dividend since the year 1891, except for the period 1921-1926 when common dividends were omitted. Its surplus account has stood above \$15,000,000.00 since 1924 and was \$22,000,000.00 at the end of 1930. The National Sugar Refinery Co. has paid dividends since 1901 and its capital and surplus totalled \$24,000,000.00 at the end of 1929.

It will be noted that the National has two refineries in New York harbor with 4,000,000 pound daily melting capacity, the size considered for removal to Peninsular Terminal in this report. The American has one refinery in Philadelphia of the same size. There are altogether three refineries in Philadelphia and six in the New York region. These were all established years ago as the outgrowth of mercantile trading companies, before deep water harbors and cheap inland waterway transportation were available in Florida. As inland waterway work progresses the points reached will multiply and facilities increase with lower rates. Prospects for the future of railroad freight rates are that they will be increased and certainly not lowered. The refiners in New York and Philadelphia depending on all rail transportation to the great consuming centers of the Middle West are faced with rising distribution costs in addition to their other troubles. It has been demonstrated in this report that the solution to the refiners' problems can be found by moving one or more of the large refineries now working at about half capacity to Peninsular Terminal. The closer linking of the refinery process with the raw sugar production in Cuba will enable the moving expenses to be more than repaid in the first year, and, by using methods now standard in Cuban refineries, compete in the export sugar

trade to all parts of the world with greatly reduced refining costs.

In this report as well as the one on the removal of a cane sugar mill to Peninsular Terminal, the chief idea has been to stress the lower costs possible by working at Peninsular Terminal at full capacity. The situation in the raw and refined sugar world is too serious due to overproduction to propose the erection of a complete new plant; new capital would hesitate to duplicate equipment now idle due to wrong location, but would be more favorable to the moving of that refinery into a new location where it could operate at lowered costs. Increased earnings possible at the Peninsular Terminal location would more than offset the expenditure for moving and rebuilding the refinery.

The leaders in the sugar refining industry are studying every possible means of lowering their costs and increasing their sales. In a letter to Mr. Babst, I mentioned the possibilities for low cost refining in South Florida, and in his reply he stated that he would like to study the matter more thoroughly. If the Peninsular Terminal Industrial Committee should desire any further data or information on this subject before preparing a proposal for submission to leaders in the refining industry, I shall be glad to prepare it as supplementary to this report. The general office of The American Sugar Refining Co. is at 120 Wall St., New York City. That of the National Sugar Refining Co. is at 129 Front St., New York City and Mr. James H. Post is president of the company.

As a property owner and permanent resident of Miami Beach, I shall be glad to render any further assistance to your Industrial Committee that may be needed.

Earl L. Symes.
Earl L. Symes.

TECHNICAL REPORT ON THE LOCATION OF A
CANE SUGAR MILL AT PENINSULAR TERMINAL.

by EARL L. SYMES.

1. PRESENT TIME OPPORTUNE FOR CONSIDERATION OF THIS PROJECT.

Several important factors have recently arisen which favor the immediate establishment of a cane sugar mill at Peninsular Terminal. Legislation which has become effective in Cuba within the past six months is practically driving the raw sugar mills from the Island. All cane growers have been forced by governmental decree to leave 37 per cent of their cane crop in the fields uncut, and this is only the first year of a five year program of such drastic restriction. A land owner in Columbia, South America, has offered free of all cost a tract of 25,000 acres to any Cuban mill owner who cares to move there. The land will be planted to cane as soon as the offer is accepted. The number of mills operating in Cuba in 1930 was 157 while only 138 were able to work in 1931. Since the greater part of the Cuban sugar crop comes to the United States paying an entrance duty of 2½ per pound, the removal of some Cuban mill now idle to Peninsular Terminal is a logical course to follow, since it would then produce within the tariff wall and sell its product for two cents per pound above the Cuban price. One of the principal hindrances to cane farming in Florida has been the great number of laborers needed for cane cutting. Recent progress with the mechanical cane harvester indicate that this machine will be able to take the place of this labor element. Another factor of paramount importance is the entrance of the Federal Government into the water control work which is essential to any year around crop such as cane. If the international agreement to curtail exports is successful, the price of sugar is expected to rise at least three quarters of a cent above present unprofitable levels which would improve returns for cane.

The international sugar agreement was signed by Cuba and Java and five European beet sugar countries on May 9th 1931 and is planned to guide world sugar trade for five years. If the increase in price looked for occurs, the production of cane in the Florida Everglades is bound to increase at a faster pace than during the past few years.

EFFECTS OF CROP RESTRICTION IN CUBA.

In order to give a clear idea of the effect on sugar production in Cuba of the five year restriction laws which have been put through, the following table of yearly harvests has been prepared:

CUBAN SUGAR PRODUCTION

<u>YEAR</u>	<u>LONG TONS OF SUGAR</u>	<u>CHANGE FROM OTHER CROPS.</u>
1929	5,156,315	unrestricted
1930	4,671,000	unrestricted
1931	3,122,000	restricted to 63% of the average 1929 /30.
1932	3,495,000	to be increased 12% above 1931 crop.
1933	3,545,000	to be increased 13½% above 1931 crop.
1934	3,545,000	" " " " " " " "
1935	3,545,000	" " " " " " " "

From this it will be noted that the four future crops are to be reduced according to the international agreement, although a small increase is permitted over the extremely low crop just finished.

The effect of this restriction program on an American company owning two large modern sugar mills in Cuba, will be studied so that the desirability of moving one plant to Peninsular Terminal will be apparent. The American Sugar Refining Co. owns two large raw sugar mills, in eastern Cuba and in the annual report for 1930 the following statement occurs: "Any curtailment of a sugar producer's privilege to use his plant or to market his output normally is an invasion of his property rights. When this curtailment as now legalized in Cuba allows sugar centrals to produce and market only slightly over half of their usual production this represents a radical destruction of property rights." This indicates the discontent of the American mill owners in Cuba.

The size of these mills and their recent crops are detailed in the following table:

PRODUCTION DATA OF THE TWO AMERICAN SUGAR REFINING CO. MILLS.

NAME OF MILL	CUNAGUA	JARONU	TOTAL BOTH MILLS.
DATE ERECTED	1917	1921	
CAPACITY, BAGS 325 lbs.	800,000	1,000,000	1,800,000
CAPACITY, short tons	133,000	166,000	300,000
<u>PRODUCTION 325 lb. BAGS.</u>			
1927	553,729	516,229	1,069,958
1928	452,515	645,783	1,098,298
1929	531,258	815,238	1,346,496
1930	402,459	756,321	1,158,780
1931	305,115	485,040	790,155
1932			884,930
1933			896,779
1934			896,779
1935			896,779

It will be noted that one mill alone, Jaronu, in 1929 made 815,238 bags of raw sugar or 25,000 more than both mills together were permitted to produce in 1931 crop just finished. The ~~minimum~~ crops allowed for the next four years are less than the rated capacity of Jaronu, indicating that the entire production can be taken care of in this mill without turning a wheel in the other mill, Cuhagua. This enforced idleness of a modern electrically drive mill, such as Cuhagua for a period of four years presents an excellent opportunity to work for its removal to Peninsular Terminal, where it may be erected with new refining equipment installed which would permit it to operate the year around after the cane grinding season is over. This continuous working would tend to lower costs and allow the property investment to come under the recent Florida State tax exemption amendment, since the mill would produce only refined sugar, and operate the year around as a sugar refinery. Mills established in Florida will never be forced to reduce production by governmental action, since the United States may never be able to produce more sugar than enough for its own needs.

ADVANTAGES OF PENINSULAR TERMINAL FOR A CANE GRINDING MILL.

Since this report is attached to one on the location of a sugar refinery at Peninsular Terminal, where the many advantages of this port have been described on page 2 and 3, repetition will be unnecessary. However the relative locations of the Terminal and the cane growing areas is of importance. At present the cane growing area borders Lake Okeechobee and is about 85 miles away from Peninsular Terminal. It has been demonstrated that Everglades land suitable for cane within twenty or thirty miles of Peninsular Terminal can be placed under water control, which will permit the safe production of twelve month crops such as sugar cane. The present cane growing areas are not too far from the Terminal for economical cane transportation; cane is hauled over distances of a hundred miles or more in Cuba where freight rates are abnormally high. With the location of a cane mill at Peninsular Terminal, the numerous canals leading through the Everglades and emptying in the Inland Waterway would be developed for cane transportation in barges. Mechanically harvested cane is very well adapted to barge loading and unloading since elevating carriers can be used for this work, which would be unsuited to long hand-cut lengths of cane. Barge transportation of cane is the standard method in British Guiana and also is extensively used in Louisiana.

These two cane producing countries offer instructive examples to Everglades engineers in their water control plans which have been successful for a long period of years. Many of the cane fields in British Guiana are six feet below sea level, and the water that must be controlled there is salt. In Louisiana many of the cane fields are twelve feet below the river level. Everglades lands are all above sea level and water control should therefore not be so difficult as in the two cane producing regions mentioned.

SUGAR AND CANE PRODUCTION IN FLORIDA.

Following the great planting program carried on in the Lake Okeechobee region the production of raw sugar has risen during the past few years. In 1929 the total crop was somewhat less than 3,000 tons and in 1930 it had risen to about 15,000 tons with another increase to more than 20,000 tons in the 1931 crop. While the tonnage of cane per acre is much higher than in Cuba or Louisiana, the sugar content has been lower than in Cuba and about the same as in Louisiana. It is quite possible that methods of handling fields before cutting will be developed which will increase the sugar content. In Hawaii, for instance, where irrigation is used, it is found necessary to stop all water applications two or three months before the cane is harvested in order to increase the sugar content. Many mills there shut down three or four weeks at a time waiting for new fields to ripen up. As long as the cane has abundant moisture it will continue to grow and not store up sucrose for its ripened or dormant period. With better water control Everglades cane will have a higher sugar content.

Cane tonnages of 50 and 60 tons per acre have been recorded in Florida, but it is estimated that a general average over a period of years would be about 30 tons per acre. The following table of cane yields will give an idea of the favorable place occupied by Florida:

1930 PLACE	<u>YIELDS OF CANE AND RAW SUGAR PER ACRE.</u>		YIELD OF SUGAR	
	TONS PER ACRE CANE	RAW SUGAR	% OF CANE	LBS. PER TON CANE
FLORIDA EVERGLADES	30	2.13	7.1	142
LOUISIANA	17	1.22	7.15	143
CUBA	14.89	1.82	12.25	245

Data for Hawaii are not available but of course the yields there are much higher than in Florida due to the great quantity of fertilizer used in those Islands. Even with low yields of sugar in cane the tonnage of sugar per acre is higher in Florida than that of its rivals.

A study of the yield table should convince anyone that cane sugar production in Florida Everglades lands is a promising industry and the failure to continue it on an ever increasing scale in the past has been due to lack of effective water control and uncertain high cost labor supply. With Federal participation in the water control program and the successful development of the mechanical cane harvester, the two principal hindrances have disappeared and the facts that favor an expanding sugar cane program should be given wide publicity.

Methods FOR BRINGING IN NEW CANE INDUSTRIES.

The chief advantage offered to cane sugar industries by Peninsular Terminal is the low manufacturing cost possible. Raw sugar mills in Cuba are idle as a rule 7 or 8 months in the year and due to restriction few mills worked more than 80 days in 1931, and will have their equipment idle more than nine months. Peninsular Terminal offers year around operation since the factory may continue to melt raw sugar mixtures from Cuba after the cane grinding season is over. This should be a very important point in persuading companies owning mills in Cuba to move one or more to this new location. The mills mentioned on page 3 worked 60 and 63 days respectively in 1931 and will be idle ten months. These idle periods are to continue until 1936 and perhaps longer.

Any company owning several mills in Cuba should move one to Peninsular Terminal equipping it to turn out only refined sugar, and operate it on low grade raw sugar mixtures described on page 6 m7 and 8 of the Refinery Report, during the time required to develop an Everglades cane supply. This would more than pay the cost of moving by the savings possible through lowered duties and bag elimination already described. Freedom from governmental interference which they would enjoy in the United States should be another attractive inducement to move.

In moving a raw sugarmill from Cuba to Peninsular Terminal it would be possible to instal new cane grinding equipment which has been developed during the past four years. This consists of grinding stones such as used in pulp mills to prepare wood pulp. Plants are operating in Cuba and Jamaica with this process on sugar cane and producing high grade building board from the cane fiber as a simultaneous product with cane sugar. Paper pulp from cane fiber is the most promising of by-products possible by using this method. Sugar cane industries entering the Florida field should obtain the greatest variety of products possible from the cane and not depend on raw sugar as the only revenue producing product. Paper mills in Virginia have expressed their willingness to use cane fiber pulp as soon as it is available. An annual crop such as sugar cane will produce more paper pulp per acre than forest trees which must occupy the land from ten to forty years before cutting.

LIST OF SUGAR COMPANIES ABLE TO MOVE TO PENINSULAR TERMINAL.

The American Sugar Refining Co. 120 Wall St. New York City.
 The Hershey Corporation, Hershey, Cuba.
 The Cuban-American Sugar Co., 139 Front St., New York City.
 The Central Cuba Sugar Co., Havana, Cuba.
 The Sucesion de Castano, Cienfuegos, Cuba.

There are perhaps others which could be interested, but the ones listed are the most progressive and soundly financed. It might be possible to interest some companies now located in Louisiana and Puerto Rico as soon as the price level for sugar rises to a more profitable level. Florida has a longer growing season than Louisiana and there are some mills idle in that state at the present time. However they are as a rule small and equipped with antiquated machinery. The large companies now suffering from governmental restrictions and having aggressive leaders and sound finances are the logical ones to approach first on this subject.

The 1930 Sugar Manual issued by Messrs. Farr & Co. of New York lists about thirty American companies operating raw sugar mills in Cuba. Of these several are very large, but in financial difficulties, such as the Cuba Cane with 13 mills, the Punta Alegre with 7 mills etc., some are controlled by New York bankers who are putting through the five year restriction program. However there are others very much opposed to this program and therefore good prospects for moving out a mill or two to Peninsular Terminal if convinced of the future possibilities there. The strongest financially and most opposed to the restriction is The American Sugar Refining Co. already mentioned. The Hershey Co. with a large refinery in Cuba and three mills, one now to be idle, is another. They are planting sunflowers to make up for cane restrictions, but their cane mill will not operate on this crop. The Cuban American Co. with six mills is another which is a very favorable prospect since they have a small refinery in Cardenas on the North Coast of Cuba which might easily be moved to Peninsular Terminal. There are also several prospects among the Cuban mill owners, The Central Cuba Sugar Co. and The Castano Co. Except for the Cuban companies the others maintain headquarters in New York.

Considering the propitious time and circumstances for the removal of cane mills to Peninsular Terminal, I hope the members of the Industrial Committee will realize the fundamental soundness of the present opportunity and adopt an aggressive policy in bringing the advantages of Peninsular Terminal to the attention of the proper sugar company executives. If there is any data or information that is needed to supplement this report I shall be glad to prepare it and submit it to the Industrial Committee.

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