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"A perfect state, a free state, is one in which the interests of all private citizens coincide with or are identified with the interests of the whole." Prof. Hegel.

Pacific City Terminal and Contracting Company is a Parent or Holding company--is to be, during twenty-five years, a "Steering Committee," or a London-County-Council-Like Board of Advisory Directors to settle, build-up, beautify and manage Pacific City Site in the way that may best assist a home-loving people to get into their own homes and to become the controllers of their city's public utilities and their own necessary diverse industries.

The plan is to separate public properties and public utilities from individual businesses or private enterprises--to put the first into the Parent Company, and to put the second into the control of sub-companies, each to be incorporated for and confined to the specific purpose for which it is chartered.

After twenty-five years, the Parent Company will convey Pacific City Site and everything that the Parent Company has built on Pacific City Site and all the stocks that the Parent Company, at that time, may have of its sub-companies, that have established business places on Pacific City Site, to Pacific City Corporation, to be held, in trust forever, for the uses of its citizens. Pacific City Corporation to pay to the Parent

Company \$1,500,000 for Pacific City Site and its public buildings and utilities, and a sum equal to the par value ^{its own and} of the stocks of the sub-companies which the Parent Company surrenders.

RECAPITULATION.

1. The Parent Company, during twenty-five years, will hold Pacific City Site and its public utilities--its thoroughfares, parks, wharf sites, public reservations and buildings, water, gas, electricity, tram cars and autos, ferry and pleasure boats, transfers for freight and baggage; and stone, lime, sand and lumber.

2. The Parent Company will sell or lease its resident lots; and will lease, for twenty-five years or less, its wharf sites and business areas.

3. The Parent Company will have its engineers, architects and constructors to attend to construction of every kind required on Pacific City Site; will operate passenger and freight trams and autos, ferry and pleasure boats; will supply water, gas and electricity, will attend to the sewage, plumbing and sanitation; will build and rent market houses, theatres, hotels, halls, dry docks, ship basins, piers, warehouses, vacuum and cold storages; and will erect and manage, in a way to make each self-sustaining, pleasure piers and grounds, bay and gulf-side bathing resorts, hotel and garden for immigrants, hotel and garden for those who are serving their probationary terms of service, hotel and garden for sailors, hospitals,

crematory and cemetery; and will secure the best persons for contract service, labor and skill from Asia, Europe and America, that is ordered by housekeeper, manufacturer and farmer.

4. The Parent Company will pay to The Pioneer Pacific City Home builders, (See Paper No. 3) ten per cent of the gross receipts from the sales of the first twenty thousand lots; will pay fifty per cent from the gross sales of all resident lots sold to the Pacific City Improvement & Settlers Fund (See Paper No. 3) and will use fifty per cent of the gross receipts from rentals, leases and operations of Pacific City public utilities, etc., for the improvement and extension of the same, or to open new streets, parks and to build public buildings, etc.

5. The Parent Company will encourage business men to incorporate ~~companies~~ and a number of these will be found, it is expected, among The Pioneer Pacific City Home Builders, to begin the basic, or essential industries that are necessary to build up, beautify and make Pacific City metropolitan in the variety and perfection of its industries. To this end, the Parent Company will lease factory sites, at a nominal price for twenty-five years, and will take forty per cent of the stock of each company that it wishes to settle on Pacific City Site by exchanging the treasury stock of the Parent Company for an equal amount of the treasury stock of each of ~~its~~ *its own* - companies. The Parent Company will encourage and protect its

sub-companies in every way and will participate to the extent of forty per cent in their profits, and the sub-companies will participate to the extent of the shares they hold of the Parent Company in the profits from the sales and leases of Pacific City Site lands and from the public utilities and sub-companies. Thus it can be seen that while the Parent Company and each of the sub-companies is a separate and distinct corporation, yet all are interested in the up-building and prosperity of the city, and that the Parent Company's care must be the business success of each and every one of the sub-companies. To still further strengthen and ~~the~~ commercially unite the sub-companies, it will be urged that one company exchanges a percentage of its stock for an equal amount of the stock of each and every other of the sub-companies and in this way bring into effect a Public City Trust in which all the city companies are merged into one common commercial interest, and in which every citizen can find safe investment, steady, agreeable and profitable occupation, and substantial, clean and beautiful environment.

6. The Parent Company and its sub-companies will attend to all constructions and supplies to the settlers on Pacific City Site for cash prices not to exceed ten per cent over cost.

7. The Parent Company will pay salary or salaries to one or more attorneys to attend to legal papers that may be asked for by the settlers; and small, fixed fees will be charged by the Parent Company for each paper or advice given.

8. The Parent Company will pay salary or salaries to one or more medical doctors to look after the health of the settlers; and small fixed fees will be charged by the Parent Company for services rendered.

9. The Parent Company will assist every settler on Pacific City Site to become not only his own home owner, but, also, his own employer and capitalist; therefore, it will do away with Savings Banks by attracting the workers to invest, at the end of every week, his savings in the stocks of the company with which he is connected. To this end, the Parent Company and its sub-companies will issue ~~shares~~, some of them One Dollar, some of them Two Dollar, others Three Dollar, others Five Dollar and others Ten Dollar shares, and these various, separate and distinct stocks, can be made interchangeable with Three-Sixty-five-Twenty-five-Year-Debenture-Bonds of One hundred Dollars ^{*} each, issued jointly by the city companies, including the Parent Company. These bonds will be liens upon the dividends of the companies which jointly issue them. They will be no more and no less than First Preferred 3 65/100 accumulative One hundred Dollar share stocks. ~~or~~ for attractive investments Debenture Bonds, which are so popular with English investors, would probably be best.

Foot-note: ^{*} A 3.65 dividend is easy to figure—it is one cent a day or ~~365~~ ³⁶⁵ ~~dollars~~ a year ~~on~~ \$100 share or bond. One hundred of these bonds, or \$10,000 investment, would give \$1 a

These Debentures Bonds being issued under the joint authority of the city's inter-industrial and inter-dependent companies, and being inter-changable, or inter-convertible at any time with any one or more stocks of the several companies, would become interchangable between the settlers and between the companies on Pacific City Site and therefore would bring into actual and co-operative alliance all the labor, all the capital and all the experience of all the settlers, all the time for the advancement of all their industries upon which all their occupations almost always most depend.

10. The Parent Company knowing that the education and industrial training of the whole population, young and old, male and female, must be made the bulwark to economic production, to correct life and to proper civic government, it will set aside one square mile for Pacific City Normal-Industrial University, and will reserve, for University Extensions, in each of some twenty-four other square miles one block 600 by 400 5.1/2 acres. These areas will be selected as being the best for the purposes required and will be held, in trust, first by the ~~Parent Company~~ Parent Company for Pacific City Corporation, and, after twenty-five years, by Pacific City Corporation, in trust forever, for the education, training and entertainment of the citizens of Pacific City.

Foot-note (Continued)

day or \$365 a year, which, in Mexico, would equal \$730. This amount should be made the goal—the safety or life fund—that every father, after securing his own home, should struggle to secure for his wife, for each of his children, and for himself.

11. The Parent Company will lay out the grounds, erect the necessary buildings and furnish the University and its Extensions at prices not to exceed five per cent over costs; will use ten per cent of Pacific City Improvement & Settlers Fund, and ten per cent from the rentals, leases and operations of public utilities and properties to build up, beautify, and advance this institution and its branches, and will make *it* a rule that contract~~s~~, or probati~~onary~~ settlers, contribute five per cent of their wages during their probationary period to the same end, and in order, also, that they themselves may have night instructions and training in keeping with their employments and wished-for citizenships.

12. The University will teach and train the boys and girls of Pacific City Site free, but for boys and girls from outside places and countries it will charge tuition. Children, from five to ten years of age, will live at their respective homes, but will attend kindergartens, illustrated talks about things and countries; and will be taught to be assistful in many quiet ways in garden, field and shop. ^{Pacific City} Boys and girls, from ten to twenty years ~~old~~, should live their University Life and take dormitories and be taught to ^{for} cook, feed and cloth themselves. The University will charge ten per cent over cost for dormitories, food, clothing, washing, etc., but will off-set against these expenses the services the students perform in the institution, truck garden~~s~~, chicken yards, ship-yards, farms and shop~~s~~, and any surplus due to any one or more students will be

invested in the stocks of the University and this stock will be handed over to the respective owners when they graduate. The prices for the tuition and training of all outside persons will be, at least, twice what is charged for the same to Pacific City Settlers. Illustrated lectures given in every center of population in the city, by the University, at least, once a week, will be free to the students, but citizens will pay say 25 cents for reserved seats, and other persons 50 cents; the lecturers to be paid say \$50 a lecture, and the balance to go to the treasury of the University.

13. The University will be a chartered stock company, will have three incorporators, twelve directors and, from and by these, the President, Vice-President, Treasurer and Secretary will be elected; and it should start with \$1,000,000 of \$1 shares in its treasury. As soon as this is done, the Parent Company will exchange \$50,000 of its treasury stock for \$50,000 of the treasury stock of the University Corporation, and every one of the sub-companies that establishes itself on Pacific City Site can be required to exchange a percentage of its stock for a like amount of the stock of the University Corporation, and these stocks being the stocks of enterprising, industrial companies, ~~they~~ can be sold by the University to assist in putting itself upon a self supporting and a thoroughly equipped basis. Inside of ten years, the University stock should be as valuable, commercially speaking, as any of the stocks of the associ-

ated companies on Pacific City Site.

14. The University should own and rent the houses used by its Professors, Teachers and Assistants, should own and operate its dormitories and restaurants-dining-halls; should grow its vegetables, cereals, fruits, berries, meats, fowls and fish; should make the clothing for its students to study and work in; should publish a magazine to show what it is doing and what it aims to accomplish; open libraries and reading rooms where the leading periodicals and dailies of the world can be seen in every one of its extensions and which will be self supporting through the payment for yearly memberships; and as every truck garden plantation, mine, quarry, lumber camp, fishery, shipyard, shop, laundry, bakery, canning establishment, tailorshop, department store, kitchen, restaurant, etc., in Pacific City, or which is connected with the Parent Company, can be made an auxiliary or can be considered as an annex to the University's Training Department, it may be readily understood that for once a university will stand upon a foundation sufficiently broad and varied to be assistful to every class and disposition of person, young and old, male and female, and always along useful, productive and cultured planes of life.

15. The Parent Company wishes to make education and industrial training universal with its settlers, for it is upon education and training that economic industries in the future must ^{more and more} depend, as well as the security and property, the

liberty for the individual, and the dignity in every day life. The benign, far reaching and lasting influences that will be brought about by the University exchanging its stock for the stocks of its associated industrial companies, even if it be no more than \$1,000 worth in any one of them, can hardly at this time be calculated. The highest educated classes will for the first time in all history be brought into business and festive relations with the producing classes, with the old and young, the male and female--with the whole city, which will meet oftener and upon more intellectual and happy occasions than ever before have occurred; and certain it is that by the coming to work and to live upon the best plane of experienced and cultured life each and every person to the compact will be assisted to do his and her best and most for the individual and for the common good; and then the life that has been filled with anxiety and unnecessary sufferings will be a thing of the past.

REMARKS.

Our forebears were frightened when the lightning flashed and the thunder roared--in their ignorance, fear and superstition they saw Jupiter riding in his chariot of fire-- they ~~heard~~ heard the wrath of their Jehovah as he shook sky and earth. Lightning is now harnessed up to the wheels of industry and is made to bless all mankind--good and bad, those who ~~know~~ know and those who are too ignorant to know that they do not know.

Pacific City Plan just as surely will harness up human selfishness and make it exert itself for the good of all. Man's selfishness at this stage of civilization is a great power and can be made to do good, but it must be harnessed up aright and be made to work at the touch of a "button" as electricity is or it will continue to damage everything that it touches as it now does. A man cannot work in Pacific City without he does something useful--some needed service, grows a potatoe that is wanted, makes a shoe that is needed, lays out a public park, assists on a public building--therefore he will be not only working for himself but he will be benefitting every other citizen at the same time. By this plan man will work in some way whenever he ^{does} work to uplift the city by making or doing something that will be of service or of interest to the whole people, and everyone else in the city will be working to make a better ~~and~~ environment for the one man who is working for them -- *for the city*. As wealth is the ability for one man to have the services of many men, it may readily be seen that within a very few years every settler on Pacific City Site ~~can~~ be rich, for every one there will have several thousand persons working to make the city beautiful and to put at the service of everyone everything that can be grown and made that will add to the comfort, health, entertainment and advancement of *The Citizen*. No man ever got or ever will get rich by working by and for himself.

It is only by getting others to work for him that any man ever did or ever can get wealthy, and the plan presented, as paradoxical as it may seem, encourages every citizen more than ever to work for himself, secures for him the best and fullest results of his own labors, and, at the same time, has the whole population of the city giving him the greatest part of their brawn and brain. Therefore, it can be assumed that everything that is wholesome and beautiful, that labor, skill, machinery or art can grow or fashion, to-day —everything that royalty or that multi-millionaires can have that is new and good—every citizen in Pacific City can have at his service within ten years after there are twenty-five thousand families in their own homes and co-operating upon the business lines that have been studiously and patiently, through a long series of eventful years, fixed upon as the very best to build up and make beautiful Pacific City Site.

We have seen how quickly and with what matchless grace in architectural effect the White City at Chicago, the Pan American Exhibition at Buffalo, and the St. Louis World's Fair gave under their respective business managements. Pacific City has been laid out and will be build up under just such a business management—with the same care as to architectural and landscape gardening effects and with every possible forethought and patience as to detail for sewage and sanitation and building—and all this too with a view to permanency and with the purpose that the persons who plan, build and exhibit are those

men or all women, or all limeburners or all mechanics, or all farmers, or all Methodists; but men and women, limeburners, mechanics, farmers, Methodists and free thinkers united in one union. If such wonderful productions and such beautiful articles by hand and by machinery as are seen everywhere—in Paris, London and New York—have been fashioned by men and women working under conditions which are uncomfortable, disagreeable and unjust to themselves, what may not be expected of a phalanx of workers working upon a fixed plan to build up what will become their own city and where equity and good-fellowship are ever dominant. It is not higher wages or higher salaries that men need, but it is Higher Association. The Gospel of Higher Association makes ~~men~~ demand that those who teach the Higher Thought shall live the Higher Life surrounded with what is useful, beautiful, true and good. Higher Association will teach man how to associate and work with his fellow-man with equity, kindness and dignity. Higher Association is the application of Eclecticism in all the affairs of mankind--is the putting into practice, system and work and ethics in order to solve all economic ^{- industrial -} social problems.

If the producers of this earth's wealth are ever to come into the possession of the products they produce they must get together into co-operative working phalanxes-- into their own City Groups and upon their own outlying farms. Higher Association alone shows the ways and means to do this. If the labor-

ing people and the small investors are to ever enjoy the direct and best uses of their own inventions, handicraft and field products wit will be through Higher Association. If man is ever to be developed to his highest position in work, thought, dignity and individuality, it must be through Higher Association.

The Gospel of Higher Association is the New Message—is the New Religion that is given unto us, but it will only save those who practice—those who live the Life—not the "Simple Life" but the Higher Life—the Progressive Life which is the only life that can be lived by a person of education and ambition as long as society is the complexed organism that it is.

Handwritten notes in cursive script, including the name 'J. G. ...' and other illegible scribbles.

Pacific City Silo:
The Better Way
to
The Higher
Life Here on Earth,

...but the Higher Life is the progressive life which is the only
...office—those who live the life—not the "Simple Life"
...Religion that is given unto us, but it will only save those
...The Gospel of Higher Association is the New Message—is the New
...ability and individuality. It must be through Higher Association
...ever to be developed to his highest position in work, thought,
...produce it will be through Higher Association. It can be
...and best uses of their own inventions, handiwork and field
...the people and the small investors are to ever enjoy the direct

LOOKING FORWARD

-to-

Some of the things that THE PACIFIC CITY TERMINAL AND CONTRACTING COMPANY can do, owning as it does at the start, all the real estate of a residential, manufacturing and commercial city site, and which will do all the selling and leasing for the same during its first twenty-five years.

1. It can make the titles to its properties and the validity of its leases rest upon the moral obligation of the buyers and lessees to the community.
2. It can bring about a perfect system of "Home Rule" for Pacific City.
3. It can separate public properties from private properties and Public Functions from Private Functions, and thereby bring about correct city management.
4. It can inaugurate the Initiative, the Referendum and the Recall.
5. It can favor conditions that in every way will encourage, protect and perfect private home life at home.
6. It can give encouragement only to occupations that are in keeping with useful, substantial and beautiful surroundings.
7. It can assist those who will assist themselves to do any and all things that are productive, useful and beautiful.

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[25 square miles of City Site Harbor lands.]

8. It can so diversify and prefect home industries that there will be no excuse for an idle class or for an unoccupied man or woman during eight hours for five days every week.

9. It can so rule that the settler on Pacific City Site will have the option of any and all employments in and for the city.

10. It can so plan that from two to three fifths of all thoroughfares will be devoted to shade trees, grass beds and flower areas.

11. It can make Pacific City a Park Residence where metropolitan life, with its diversions and cultures, can be combined with country life, with its trees and gardens and song birds.

12. It can so centralize its factories and its display and selling depots, or department stores, that heavy haulage can be made, from the factories direct to the department stores, on cars that will run inside of the business blocks, and leave the thoroughfares free from all such traffic.

13. It can so plan that all light, power and heat will be either electricity or gas, and that in no case will there be smoke or coal or wood ashes within the city limits.

14. It can so arrange that electric cars from the company's piers and warehouses will pass through the 200' wide avenues and center at great depots on the suburbs where the East and West, North and South railroads, and the autofreighters and the auto-carry-alls will exchange freights and passengers.

15. It can so plan in its every detail and finish in sections as they are required, the greatest and most convenient terminals, docks, piers, warehouses, elevators, vacuum storage depots, etc. for steamships and cars to directly exchange their passengers and freights that have ever been attempted.

16. It can make Pacific City Site the greatest coaling and briquette station for the middle Pacific, and can, by establishing a great Department Supply Store, become the chief caterer for all North Mexico.

17. It can build every house with a view to its general effects, make it substantial and flame proof; and these details, with the fact that the thoroughfares are extra wide, will make impossible a city conflagration.

18. It can be the general purveyor for its settlers, can buy all materials at wholesale prices ^{and can sell the same to its settlers at prices} not to exceed ten per cent over actual cost, can not only build and furnish houses better and cheaper than have ever been built and furnished before, but it can, also, supply the households with food that is substantial and pure, and with every product and finished article that ~~is~~ serviceable.

19. It can, by taking written orders the day before, serve vegetables direct, by means of early morning trolley market cars, from its truck gardens; can bring dairy foods, meats and fowls from its farms, within a few hours after they are ready for use, and can serve fish, always alive, direct from the Company's floating sea-water cribs, or fresh water ponds.

20. It can absolutely protect its settlers from adulterated and injurious foods, ^{medicines, and from} and drinks, stale vegetables, doubtful eggs, dead fish, embalmed beef and shoddy cloth.

21. It can, by having an auto-carriage factory established on Pacific City Site, encourage the making of substantial, safe and cheap autos, and in this way entirely do away with the use of horses within the city limits and thereby save 99% of the usual wear upon the city streets and 85% of the dirt and nastiness about the city.

22. It can prohibit dogs and cats the use of its streets and public places, and, by a system of fines, confine these city nuisances to the premises of those persons who care to give them the personal attention sufficient to guard other persons from their bites and annoyances, and to secure ^{from pollution} the premises of citizens who desire cleanliness rather than filth.

23. It can carry out a system of sewerage similar to that which has proved to be a source of wholesomeness to the citizens and a handsome revenue to the City of Berlin, Germany.

24. It can so protect the Harbor of Topolobampo that not any refuse or sewer water of any description will be allowed to get into it, thereby keeping those mountain locked waters always pure and healthgiving as they are now.

25. It can study the cities of the world and adopt whatever is useful and beautiful and at once put them into service in Pacific City.

26. It can set aside an area for a Burial Ground, charge the fixed price of \$10. for a lot 10' x 5', erect a Mortuary, Crematory and Columbarium and attend to all such services at

10% over the actual cost, or can attend to the laying out the dead, funeral and burial or cremation, at a fixed price for *Say* \$20 per person, when no extras are demanded.

27. It can have the chimes of Pacific City Hall ring the matins, the angelus and the curfew if such should be desired.

28. It can see that only proper entertainments are given, and that the best books and periodicals are to be had by every man, woman or child in the City, at club prices, and that there is every public attraction to do right and not any public temptation to do wrong.

29. It can give a first class salary to a first class lawyer to advise the settlers, for small fixed charges, upon all their contracts, wills, and other legal papers, etc., and this will go a long way to make unnecessary services of other attorneys. This can be done, also, in order that all may have for small fixed fees, the best advice of the best architect who can be attracted to make ~~this~~ homes on Topolobampo shores.

30. It can, by selling 60,000 resident lots, which it now owns, at an average price say of \$1,000, have \$60,000,000, and at an average of \$2,000, it can have \$120,000,000. Ten per cent from the sale of 25,000 resident lots at \$1,000 would give to the Pioneers who build the first fifty homes \$2,500,000. Even if they should pay on an average of \$2,000 each for their city plots and homes they would invest but \$100,000. Two and a half million dollars would give them \$25.00 for every dollar they invested for their own homes.

31. It can by the judicious use of the 50%, from the sale of the resident lots and from the leases and rents of the business sites and wharf privileges, start the most substantial and approved system of gas and electric powers, lights and heats, furnish the purest of water, the best of tramways, the most convenient public halls, market houses, theatres, etc. etc. and each of these in its turn, as soon as a working section is started, can begin to turn into the Company's treasury revenues over and above its fixed charges not only sufficient to extend and perfect itself, but to inaugurate and perfect other public works, buildings, pleasure grounds, etc.

32. It can manage to make the amount of 40% from the sales of the first 25,000, and the amount of 50% from the remaining 45,000 resident lots, which it is to receive for its own uses, quite \$50,000,000; and from 50% of the leases and rents for wharf privileges, and for business, factory and other sites, together with 50% from the receipts from tramways, water, gas and electrical powers, lights and heats; and from 50% from the rents for market houses, public halls, theatres, etc. etc., during its twenty-five years of trusteeship, it can increase its own earnings even more than from the sale of resident lots.

33. It can make, by its strict business management, a basis for the science of right living which is the only permanent foundation for an enlightened religious people to build upon.

34. It can stamp out licensed rum and vice by not allowing them ever to enter into the life of the citizens of Pacific

City; and without rum, saloons and dives there will not be a basis for gambling, betting, lotteries, or for their associated abominations.

35. It can show, by example, that forethought and system, in the city's laying out, building up and business control, will work wonders in economies, that a city clean and in order is a city beautiful, and that attractive and sanitary surroundings will work miracles in molding the citizens to be useful, healthful, moral and courteous one to another.

36. It can show that when the first and best thought of an incorporated business company is given to assist persons to own and rule their own homes, to obtain useful, remunerative and regular occupations, and to have safe and profitable investments within their own city and in its fields and necessary industries, that peaceful and conservative ways will be in vogue, property will be secure, and manhood and womanhood will be developed on their best sides.

37. It can encourage its settlers to save their surplus earnings by attracting them to invest in the Preferred 6% Cumulative Investment Stocks of the market house, tramway, water and gas plants, electric power, light and heat plants, etc. etc. which will be nearer safe than the best savings bank; and the money in this way invested will be used immediately for their city's better public facilities and buildings; and, it

can be so arranged, six months after the market house opens, or the tramway begins to run, that the investor, ^{if he wishes,} can give up his stock in these respective enterprises, and receive back his money, with accrued dividends. As these various stocks will be of one, two, five and ten dollars, they may readily be used by one citizen to pay an obligation to another, if he is willing to accept the same; or, if the bearer wishes to surrender one or more shares to the City Treasurer, he can get trolley tickets, or credits on the books of the City, which can be used in payment for gas, water, market products, rents, leases, department store supplies, etc.

38. It can show how a city can be not only managed, but how, also, it can be made beautiful and absolutely wholesome without a tax or license.

39. It can show that by a system of fines for trespass, making uncalled for noises, smoking in public places, selling or giving cigarettes or injurious things to minors, throwing paper, fruit skins or refuse matter of any kind into the streets, on pavements, or in parks or public places; neglecting yards, lawns or trees, etc. etc., that all citizens will be attracted to co-operate with their City Corporate and with the ~~Pacemont~~ Company for the best life and for the fullest personal liberty that a cultured people have ever yet had the opportunity to live.

40. It can act as the guide and mentor for Pacific City settlers during their first twenty-five years of probation and *while a generation of children are growing up and being educated in the*

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ways of correct City-Management, and then the Company
Can turn over to Pacific City Corporation, for one million
dollars in hand, in trust for its citizens forever, Pacific
City thoroughfares and their improvements, parks and public
areas, business blocks, public blocks, wharf rights, public
buildings, tramways, etc., etc., with a conscious pride that it
has made more money in a shorter time for its stockholders, in
proportion to their investments, and has done a better and
more substantial and more lasting work for mankind in general
than has ever before been done by any company on this earth.

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Albert Kenney Owen,

[Handwritten signatures and notes in the left margin, including "Stewart", "W. J. ...", and "B. attempted" written over the printed text.]

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Roddy, Forward,

to
What can be done

by
The Pacific Terminal
and Contract Company

Contract Terminal
Company

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than has ever before been done by any company on this earth.
more substantial and more lasting work for mankind in general
proportion to the investments, and has done a better and
has made more money in a shorter time for its stockholders, in
buildings, streets, etc., etc., with a constant rise that it
crosses, business blocks, public blocks, wharf rights, public
city thoroughfares and their improvements, parks and public
dollars in hand, in trust for its citizens forever, Pacific
then turn over to Pacific City Corporation, for one million
name of Contract City Management, and then the company's

Contract City Management
and then the company's

President,
Albert Kimsey Owen.

Treasurer & Secretary,
Henry R. Frost,
Office 323 #52 Broadway.

General Manager,
John G. Dawkins,
Topolobampo, Sinaloa, Mexico.

Telephone - 4218 Broad.
Capital, \$500,000.
Founders Shares, 250,000.
1st P 6% Cumulative
100,000.
2d P 6% Non-Cumulative
150,000.
Voting confined to
Founders Shares.

THE PACIFIC CITY TERMINAL AND CONTRACTING COMPANY.

A M E M O R A N D U M .

Pacific City Site having been paid for in full and THE PACIFIC CITY TERMINAL AND CONTRACTING COMPANY, incorporated in Maine and registered in Mexico City, with an exceptionally broad charter including the right to hold stock in other companies, the next step is to associate proper persons for directors and to put into the company's treasury \$30,000 working capital and to have \$10,000 for outside working purposes so that the Company may sell to advantage its Investment Stock, home lots, and lease sites for wharf, manufacturing and other purposes.

It will be necessary to open an office in the United States, get out a prospectus, record the transfer of Pacific City Site lands to the Company at Fuerte City, get from Mexico some slight concessions in addition to her general immigration laws, and advertise what the Company has to offer to first settlers and manufacturers, in leading newspapers in New York City, Boston, Chicago, San Francisco and elsewhere.

To secure the co-operation of one or more active business men in this great enterprise, at this time, and to get \$40,000 there will be sold 4,000 First Investment 6% Cumulative Preferred Shares at par, and there will be given with such shares as a bonus 1,000 Founders Shares and 1,000 Second Investment Non-Cumulative Preferred Shares of THE PACIFIC CITY TERMINAL AND CONTRACTING COMPANY, Thirty thousand dollars of this \$40,000 will be put into the company's treasury for the company's purposes. The investors who buy the 4,000 shares now offered can name three directors, two of whom can be elected Vice-President and Treasurer of the Company for the first year. This will give those who buy said stock absolute check upon every dollar that goes out and will bring to them dividends of 7 1/2% on their preferred shares from the first surplus that is realized from the sales of lots and leases on Pacific City Site.

In case investors wish, at this time, to enter into an agreement to take 25% of the whole stock, this amount can be had in easy instalments, for \$125,000, and \$65,000 of that sum will be put into the treasury. Such an investment would be likely to return several times this money in as many years; however, the wish of the grantors to this Company is not to put money into their own pockets just now, but simply to start Pacific City site in the way a city site should be started, and \$30,000 will do this.

The capitalization of the Company to start with is but \$500,000 or 50,000 shares of \$10 each. It should be \$8,000,000, but in order not to pay out unnecessary money at the start, for registering, etc., the Company is capitalized so that its lands are only valued at \$38 per acre. They can quickly be made to be worth \$1,000 an acre to a company properly organized to develop them.

The proposition is to sell the First Series of 480 lots at \$100 a lot, the Second Series of 480 lots at \$200 a lot and the Third Series of 480 lots at \$300 a lot, giving the person ready to build the choice of lots. Even at the average price of \$300 a lot, the 60,000 lots in Pacific City Site would amount to \$18,000,000, and at \$1,000 the amount would be \$60,000,000. Town lots on a site laid out by the railroad company, ten miles inland from Pacific City Harbor are selling, it is reported, at \$1,000 from the start. Besides these, 60,000 resident lots in Pacific City site there are about 200 business blocks 600' x 400' 5 1/2 acres each, to be sold or leased, and, also, some 23 miles of wharf and harbor front property that can be made and utilized as needed; and to the 18,000 of dry land there are 3,000 of riparian lands to be added, making in all 16,000 acres or 25 square miles. The capitalization of \$8,000,000 would be but \$500 per acre, which is the price of good agricultural land in the Rio Grande Valley.

There are not any values that rise as rapidly and as surely as those of home lots and manufacturing and wharf sites in a well selected and favored commercial and manufacturing sea-side city site, and of this no one need be told who has watched the building up of the cities of the lake region and on the Pacific shores of North America. Forty-five years ago there were only jack rabbits on the land where Denver, Colorado, now stands and in all the great zone of continent from Leavenworth to Santa Fe there was rarely even a log cabin to be seen in the early sixties. When the railroad now building from Topolobampo to Kansas City is completed, trains should run from New York to Pacific City in three days.

As stated above, the capitalization of this Company should be raised to \$6,000,000 within a year or two by the issuance of an additional \$7,500,000. Of this increase \$5,000,000 should be put into the treasury to exchange with sub-companies, or to be used for working capital if necessary, 12% of the remaining \$2,500,000, or \$300,000, would be issued to the person or persons who now invest \$40,000, and his or their holdings would then be stock of the face value of \$360,000, or nine times his or their investments. Such capitalization would be pronounced conservative by a person familiar with the properties to be developed by the company and their potential value.

The first \$10,000 paid on this subscription entitles the investor or investors to the representation of one director on the Board of Directors, and this will be the case with the second and with the third \$10,000 payments.

An interest of 25% in this Company can now be bought for \$125,000, and an investor to that amount would receive one quarter of each kind of stock, amounting to \$125,000, on the present capitalization of \$500,000., or \$750,000 when the increase to \$8,000,000 has been made; in that case with \$5,000,000 in stock and \$65,000 in cash in the treasury, in which the investor would be proportionately interested.

Those who, at this time, buy 25% interest in the company can name three out of seven directors, and can also name the Vice-President and the Treasurer for the first two years.

For interesting data on the enterprise see publications and maps of the Company.

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SUBSCRIPTION

to

First Preferred Six Per Cent Cumulative Stock

of

THE PACIFIC CITY TERMINAL AND CONTRACTING COMPANY.

We, the undersigned, hereby subscribe hereto our respective names, post office addresses and the number of shares of First Preferred Six Per Cent Cumulative Stock, at the par value of Ten (\$10.00) dollars each, which we respectively agree to take in THE PACIFIC CITY TERMINAL AND CONTRACTING COMPANY, a corporation organized under the laws of the State of Maine, with a capital stock of Five hundred thousand (\$500,000.00) dollars, divided as follows:-

Founder's Shares,	\$250.000
First Preferred Six Per Cent Cumulative Stock	100.000
Second Preferred Six Per Cent Non-Cumulative Stock,	150.000

And we hereby severally agree to pay one third of the amount of our subscriptions on demand, one third thereof on demand after August 1st, 1904, and the remaining one third on demand after October 1st, 1904, to Henry R. Frost, 52 Broadway, New York, Treasurer of the above named Company, to be held and expended to place the Company in position to offer its lots for sale and commence development on Pacific City Site.

A bonus of one thousand dollars (\$1,000.00) in Second Preferred Six Per Cent Non-Cumulative Stock and Five hundred (\$500.00) dollars in Founder's Shares will be given for each One thousand (\$1,000.00) dollars paid as per this subscription.

It is understood that only Twenty thousand (\$20,000.00)

dollars, or two thousand shares (2,000) of the First Preferred Six Per Cent Cumulative Stock are offered in this subscription, and that parties affixing their signatures hereto are released from all obligation hereunder unless at least Ten thousand (\$10,000.00) dollars are subscribed.

NAME OF SUBSCRIBER.	POST OFFICE ADDRESS.	No. OF SHARES SUBSCRIBED.
Bolton Hall	54 William St	200 Shares
A. Hamburg	6 Bridge "	50 "
George W. Smith	74 Broadway	200 "
Wesley Young	11 Broadway	200 "
Lucretia B. Owen	Baldwinsville N.Y.	50 "

Subscription Papers,

Presbytery File:

To be filed
#

SUGGESTIONS.

For

A C I R C U L A R.

To be submitted to the Directors

of

THE PACIFIC CITY TERMINAL AND CORPORATION COMPANY.

This is not to be a stock selling or bond issuing Company. It is strictly based upon the selling, leasing and improvement of lands; and this circular is addressed only to persons who wish to buy home lots and to build homes, or to lease wharf, or manufacturing, or business areas on Pacific City Site, Topolobampo Harbor, Sinaloa, Mexico. These home lots will be sold upon better conditions, with better protections and with more encouragements for happy and cultured home life at home than have heretofore been offered by a development Company.

Pacific City Site of 13,000 + 3,000 acres of riparian lands, having been bought and paid for in full by The Pacific City Terminal and Contracting Company, it is not only ready to sell, lease or rent the lands that are to be sold, leased or rented, within said area; but it is ready, also, to attend, directly, or by means of associated or sub-companies, to the necessary construction, manufacture and purveying, that may be needed by those who settle upon Pacific City Site; and it will attend to such services for those settlers at a price not to exceed ten per cent (10%) over actual cost.

In the first place, Pacific City Site has been laid out and the plan has been approved by the Mexican Government before a permanent house has been built; and the best plan that could be thought of for the present and future convenience and usefulness of the settlers, we believe, has been studied out and adopted.

The idea has been to make the thoroughfares wide in order to have plenty of shade and grass areas without in the least crowding the auto-ways and foot-ways, to have parks amply large and frequent, to keep the Resident Blocks separate and distinct from the Business Blocks, to confine the tram cars to the 200' wide avenues, to fix definitely the area to be set aside for city purposes in order that the fields and orchards may come up close to the population that shall hold and attend them, and that details, consequent to streets, sewers and sanitation, can be started and finished with forethought and economy upon the suburbs as well as at the center of the metropolis.

The avenues, streets, walks, and diagonals are respectively 200', 100', 50' and 100' wide, and they together with the parks of twenty-six acres and the public areas, which are triangular in shape and colored green upon Pacific City plan, contain about 45% of the whole city area.

The resident blocks are 600' x 300' - 4.15 acres. These contain 48 home lots, 25' x 150'. There are about 60,000 home lots to be sold that are on the 13,000 acres of fast land, and there may be some 10,000 more on the 3,000 acres of riparian lands. They are to be sold only to home people for home purposes and are not to be used for boarding houses.

stores, workshops, etc. These conditions of sale will be so stated in the deeds. The home should be the family's shrine. The firesides of our private houses are the most holy of all alters. The true religion of a people can only be measured by the sanctity--by the sacredness by which they manage and bless their private home life at home. The most beautiful sentiment in Anglo-Saxon life is: "God Bless Our Home." This sentiment has thus far been only a dream. Pacific City may be made a basis to make it a reality.

Business Blocks are 600' x 400' = 5 1/2 acres. There are about 228 of these blocks on the fast land and there may be quite 50 more on the riparian lands. One hundred and twenty-five of the Business Blocks can be sold for specific business purposes. The other Business Blocks are to be leased or rented for specific purposes or purposes for terms not to exceed twenty-five years. In this way they can be made to not only conserve but to encourage correct, useful and cultured life.

The Business Blocks that front on the parks at the circles are reserved for Public Institutions, Normal-Industrial Schools, Libraries, Museums, Halls for Religious Teachings, Lectures, and Entertainments, etc., and the four blocks, 600' x 300', at the intersection of North and South and East and West Avenues, are reserved for the Town Hall, Court House, Administrative Buildings and Buildings for Archives.

The shore lines of Pacific City Site on the harbor front, as they now are, measure eight miles. A mile of this is a bold rocky shore with deep water close at hand so that with the labor of a few men for a few days good landings could be made for steamships of large sizes; but when Pacific City plan is carried out in full there should be over twenty-three miles of wharf and water front in 30 feet of water. These are to give safer and better facilities to load and unload vessels of every description than has ever yet been planned. The wharf property is never to be sold but will be leased or rented for specific purposes to responsible persons or companies; and by this fixed rule they too can be made the guardians of order, usefulness and sobriety.

The purpose of the Pacific City Terminal and Contracting Company is to enthrone well-to-do and thrifty persons to settle rapidly, with order and economy, upon Pacific City Site. It is from the sale of home lots that quick and big money can be made. Twenty-five thousand of these should be sold within a dozen years. To do this the Company has to attract home builders and manufacturers by giving generously special and unique advantages, and this can be done by making these advantages known by extensive advertising in Newspapers and Magazines, and by issuing prospectuses, maps and photographic matter liberally. Lectures, well illustrated, should be given at towns throughout the Western States and in Europe, and samples of whatever is found, grown and made, in and around Pacific City Site, should be shown at these lectures.

Home builders and manufacturers have never been shown that they can live and work free from taxes, and that streets, pavements, sewers, public buildings, schools, etc., can be improved and attended to without direct taxation. Persons have never before been offered the opportunity to settle upon a great commercial and manufacturing city site which is to be built free from politics, and where the "Boss" cannot rule; or have persons, who wish for order, sobriety and industry, ever been given an opportunity to build up a city where public saloons will not be allowed, and where gambling, horse racing, bull fighting and other demoralizing diversions, to waste time and to corrupt morals, will be excluded.

The Company is to be the custodian for Pacific City Site during

twenty-five years. At the end of that time the thoroughfares, parks, wharf and shore properties, blocks reserved for Municipal Buildings and schools, etc., Public Buildings and Public Utilities of every description that have been built by the Company on Pacific City Site, are to be turned over to Pacific City Corporation, free from incumbrance and in trust for its citizens, on the payment to the Company of \$1,000,000. These facts being once fixed and made known, the attention of the best persons throughout the world will be favorably attracted towards Pacific City Site and the home building and factory grouping will be rapid, diverse and substantial.

At the end of twenty-five years, the stocks, in sub-companies, held by The Pacific City Terminal and Contracting Company and that are built up and operated on Pacific City Site, can be taken over by Pacific City Corporation, by paying par for the same.

Let no mistakes be made!! there are tens of thousands of home-loving persons of small and large bank deposits, in the United States and Europe, that have waited long and anxiously, to start life afresh for themselves and families, in a new zone of continent and upon a fixed plan for city control, based upon order, industry and sobriety. Let the Company's purpose be to make Pacific City Site attractive only for earnest, industrious and sober homebuilders and investors and there will be nothing wanted to make quick money for the Company and in giving satisfaction to all concerned.

The sources of profit to the Company will be as follows:

1. The sale of 80,000 to 85,000 home lots, 35' x 150' and 125 five-acre business Blocks, 600' x 400'.
2. The leases and rents of about 125, five-acre business Blocks, 600' x 400'; and wharf and shore lands of perhaps twenty-three or more miles.
3. The income from Market Houses, Public Halls, Theatres, Hotels, Grain Elevators, Vacuum Storages, Warehouses, etc.
4. The revenues from train car services, water supplies, gas, electricity, light, power, heat, expressage, purveying, construction and exchange.
5. The dividends from the stocks of the sub-companies that the parent company may assist to organize and operate.

Fifty per cent (50%) of all these moneys are to go to the Company to pay fixed charges and dividends upon its stocks; and the other fifty per cent (50%) is to go to the "Pacific City Improvement and Settlers Fund" to be used by the company during twenty-five years as is hereinafter specified. These many, diverse and ever increasing sums of money will be ample enough to not only inaugurate but to extend and perfect in every detail the best streets, parks, drainage, tramways, piers, elevators, warehouses, schools, and public buildings that any city has yet had. These revenues will relieve taxation, it is thought, entirely.

Besides the 50% to be paid to the said public fund there will be 10% paid from the gross sales of the first 25,000 home lots to the first party, or less number, of homebuilders whom the Company shall arrange to settle on Pacific City Site, within thirty days after the public notice that it is ready to receive orders for lots and buildings; and said Pioneers are to be paid semi-annually, from "The Pioneers Fund", pro rata with the first cost of their respective home lots and houses-- the home lots not to be less than four, and the house not to cost less than \$1,000, or more than \$10,000, and the same to be built after the design of the settlers but under the direction of the Company's architect

and contractor.

The moneys put into the "Pacific City Improvement and Settlers Fund" will be used as follows:

1. Sixty per cent (60%) to improve Pacific City Site, its thoroughfares, parks, shore lands, and public areas, to supply water, gas, tramways, electricity and to start such buildings and to construct such public works as may best develop Pacific City Site.
2. Two per cent (2%) to repair or replace property of the settlers in case of damage by fire or storm and to give assistance in case of personal injury, illness or helplessness.
3. Two per cent (2%) to build a Mortuary, a Crematory and a Columbarium, and to lay out and prepare a cemetery.
4. Four per cent (4%) to take out a charter and to establish a Bank for Pacific City Corporation.
5. Four per cent (4%) to establish Normal-Industrial Schools.
6. Four per cent (4%) to establish a Publishing House, to issue "The Pacific Wave" (an illustrated daily, etc.)
7. Four per cent (4%) to establish a Department Store.
8. Four per cent (4%) to give bounties or prizes annually to settlers for the best homes, lawns, fruits, cereals, flowers, shade trees, home-made articles, and articles of furnished manufacture, etc.
9. Four per cent (4%) to inaugurate a seaside pleasure resort, including drives, hotels, cottages, floating baths, etc.
10. Four per cent (4%) to construct and keep furnished and improved the necessary Federal and State Buildings in Pacific City and on the harbor, including lighthouses, buoys and range lights, Custom House, Post Office, and seaside cottages for the President of the Republic and for the Governor of the State of Sinaloa.
11. Eight per cent (8%) to make a dry dock sufficiently large to repair the largest vessels that navigate on the Pacific, and to inaugurate a system of piers and basins fronting Pacific City Site.

The income from the sale of home lots to the Company, at the beginning should be about as follows:

No. 1 Series of 480 home lots will be sold at the fixed price of \$100. per lot. The settler ready to build will have the first choice of lot, and can secure one or more up to 48 lots, or one block, 600' x 300' = 4.15 acres.

No. 2 Series of 480 home lots will be sold at the fixed price of \$200 per lot.

No. 3 Series of 480 home lots will be sold at the fixed price of \$300 per lot.

The Directors will fix the price of the other series after these first series have been sold.

The income No. 1 series of 480 home lots at \$100 = \$48,000. U. S. or \$96,000 Mexican. Ten per cent, to the Pioneers = \$4,800 U. S. or \$9,600 Mexican; thirty per cent for streets, etc. = \$14,400 U. S. or \$28,800 Mexican. One per cent for insurance Fund would amount to \$480 U. S., or \$960 Mexican; and the same amount would be at hand for beginning a Mortuary, Crematory, Columbarium and Cemetery. There would be \$960 U. S. or \$1920 Mexican ready to take out a charter for a bank; the same amount to commence a Normal-Industrial School; the same amount to start a Publishing House; the same amount to begin a Department store; the same amount to pay prizes; the same amount to inaugurate a pleasure resort at the seaside; and the same amount to erect Public Buildings for Mexico. There would be \$1920 U. S. or \$3840 Mexican, ready to start a Dry Dock and

wharf improvements; and forty per cent (40%) of the whole, or \$19,200 U. S., or \$38,400 Mexican, would go to the Company.

The income for the leases need not be counted upon before the Company has established several leading industries. After that they will quickly become of importance.

The income from the sale of No. 2 Series would be twice, and No. 3 Series three times the respective amounts of No. 1 Series.

The Pioneers, after No. 3 Series of home lots have been sold, would receive \$28,811 U. S., or \$57,600 Mexican, which would return their money for about four home lots each. Four lots would make 100' x 150' which is a beautiful size for a home plot. It is safe to say that by the time No. 6 Series would be paid, the Pioneers would have back quite all the money they had paid out for both their lots and homes. Their homes would be free from taxation, there would be no school taxes or street, pavement or sewer expenses, no insurance dues to pay, and their income, from "The Pioneer Fund", would be considerable every year, absolutely sure and ever increasing, until \$5,000 home lots, now owned by the Company, are sold. Such a home with such a legacy would certainly be many times better to leave to a mother and to her children, than any life endowment fund, for the same amount invested, in any insurance company that ever existed.

Fifty well built houses, each having its outside yard, or inside patio or garden, would be a substantial nucleus for a city. To build and furnish fifty houses would require brick-layers, masons, carpenters, painters, accountants, etc., etc., and these in turn, must have houses and food and clothes, for the company will not employ anyone who does not contract to build a home and to live there. There would be with these first fifty homes quite 200 men, women and children. These would give a real estate value of \$200,000 to the square mile of townsite on which they would settle. To build and furnish these houses, and to supply these people with assorted household necessities, would make a sure business for a brick, tile and terra cotta plant, cement plant, saw mill and sash factory, bakery, laundry, and department store. The Company offers free leaseholds during ten years, and will exchange \$20,000 of its stock for \$20,000 of the stock of a brick, tile, terra cotta and pipe company, which incorporates with a full paid up stock capital of \$50,000, and which will establish its works on Pacific City Site to manufacture brick, tile, terra cotta, pipes, etc., that may be needed by the development company to build and ornament houses, etc. The Company will do likewise with a Department Store Company and with other first and necessary corporations that it wishes to attract, at once, to settle and to assist to build up and supply Pacific City Site. The Company is a holding or parent Company, and its charter has been taken out with this special object in view.

This plan will be found just and right, and of most benefit to all concerned. If the stock-holders think that the settlers are going to get the best of the affair, then they should become settlers, and if the settlers think that the Company has the most sure way to make big profits with small investments, then they should buy stock and get the advantage too. Either can be both, or both either, and therefore the plan is just and right. The investors in this company want to make quick and large profits in return for their money and services, and to do this the Company must attract well-to-do settlers to buy lots and to build substantial houses on Pacific City Site, as rapidly as possible. This plan will do this quicker and better than any plan ever offered before, for

when those who want ^{new} homes and new and varied opportunities to make comfortable and sure fortunes, in a new and fabulously rich zone of North America, come to realize that within twenty-five years they are to get possession of Pacific City Site, with its thoroughfares, parks, public areas, and its wharf and business sites, together with the public conveniences, buildings and improvements that the parent Company pays for with the moneys put aside for these specific purposes from the sales and leases, rentals and other revenues, there will be, it is thought, and unprecedented movement by the most thrifty of home makers to take advantage of these exceptional opportunities now offered. It is, also, quite sure that the founders of the development company will be very glad to act in conformity with the plan that will best and quickest assist to realize big profits from the sales of home lots and from the leases of so exceptional and valuable a city site as Pacific City, and in doing this the Company will act for the settlers during twenty-five years, in the same way that the London County Council is endeavoring to act, for the people of London.

Glasgow, Birmingham, and Manchester, in Great Britain, and Berlin and Freidburg, in Germany, have already in part, taken over in trust for their respective citizens, their respective public utilities; and, step by step, but at enormous cost, they are getting control of what they see now that they should have possessed and built up and managed from the start. New York, Chicago, Philadelphia and other cities in the United States are sadly struggling to do the same thing, but they do not succeed because of vested rights in public properties by individuals and private corporations.

It would be a reflection upon every one connected with Pacific City Site if no fixed plan is taken to provide against having Pacific City Site become accustomed rendezvous for immorality, crime and disorder as all existing cities now are.

It would be an everlasting disgrace upon the founders of Pacific City not to seize upon the present opportunity to illustrate how readily politics, taxation and license can be eliminated from city building up and management.

SUGGESTIONS

For

A C I R C U L A R

To Be Submitted to the Directors
Of
THE PACIFIC CITY TERMINAL AND CONTRACTING COMPANY.

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This circular is addressed only to persons who wish to buy home lots and to build homes, or to lease wharf, or manufacturing, or business areas on Pacific City Site, Topolobampo Harbor, Sinaloa, Mexico. These home lots will be sold upon better conditions and with better protections and with more encouragements for happy and cultured home life at home than have heretofore been offered by a development company.

Pacific City Site of 13,000 acres, having been bought and paid for in full by The Pacific City Terminal and Contracting Company, it is not only ready to sell, lease or rent the lands that are to be sold, or leased or rented, within said area, but it is ready also, to attend, directly or by means of associated or sub-companies, to the necessary construction, manufacture and purveying, that may be needed by those who settle upon Pacific City Site, and it will attend to such services for these settlers at a price not to exceed ten per cent. (10%) over actual cost.

In the first place, Pacific City Site has been laid out and the plan has been approved by the Mexican Government before a permanent house has been built; and the best plan that could be thought of for the present and future convenience and usefulness of the settlers, we believe, has been studied out and adopted.

The idea has been to make the thoroughfares wide in order to have plenty of shade and grass areas without in the least crowding the auto-ways and foot-ways, to have parks

amply large and frequent, to keep the Resident Blocks separate and distinct from the Business Blocks, to confine the tram cars to the 200' wide avenues, to fix definitely the area to be set aside for city purposes in order that the fields and orchards may come up close to the population that shall hold and attend them, and that details consequent to streets, sewers and sanitation can be started *and* finished with forethought and economy upon the suburbs as well as at the center of the metropolis.

The avenues, streets, walks and diagonals are respectively 200', 100', 50' and 100' wide, and they, together with the parks of twenty-six acres and the public areas, which are triangular in shape and colored green upon Pacific City plan, contain about 45% of the whole city area.

The Resident Blocks are 600' x 300' = 4.15 acres. These contain 48 home lots, 25' x 150'. There are about 60,000 home lots to be sold that are on the 13,000 acres of fast land, and there may be some 10,000 more on the 3,000 acres of riparian lands. Resident Blocks are to be utilized for residences, lawns and gardens only. They are to be sold only to home people for home purposes and are not to be used for boarding houses, stores, workshops, etc. These conditions of sale will be so stated in the deeds. The home should be the family's shrine. The fire sides of our private homes are the most holy of all altars. The true religion of a people can only be measured by the sanctity -- by the sacredness by which they manage and bless their private home life at home. The most beautiful sentiment in Anglo-Saxon life is : "God Bless Our Home". This sentiment has thus far been only a dream. Pacific City may be made a basis to make it a reality.

Business Blocks are 600' x 400' = 5 acres. There are about 228 of these Blocks on the fast land and there may be quite 50 more on the riparian lands. One hundred and

twenty-five of the Business Blocks can be sold for specific business purposes. The other business blocks are to be leased or rented for specific purpose or purposes for terms not to exceed twenty-five years. In this way they can be made to not only conserve but to encourage correct, useful and cultured life.

The Business Blocks that front on the parks at the circles are reserved for Public Institutions, Normal-Industrial Schools, Libraries, Museums, Halls for Religious Teachings, Lectures and Entertainments, etc., and the four blocks, 600' x 300', at the intersection of North and South and East and West avenues, are reserved for the Town Hall, Court House, Administrative Buildings and Buildings for Archives.

The shore lines of Pacific City Site on the harbor front, as they now are, measure eight miles. A mile of this is a bold rocky shore with deep water close at hand so that with the labor of a few men for a few days good landings could be made for steamships of large size; but when Pacific City plan is carried out in full there should be over twenty-three miles of wharf and water front in 30 feet of water. These are to give safer and better facilities to load and unload vessels of every description than has ever yet been planned. The wharf property is never to be sold but will be leased or rented for specific purposes to responsible persons or companies; and by this fixed rule they too can be made the guardians of order, usefulness and sobriety.

The purpose of the Pacific City Terminal and Contracting Company is to enthuse well-to-do and thrifty persons to settle rapidly, with order and economy, upon Pacific City Site. It is from the sale of home lots that quick and big money can be made. Sixty thousand of these should be sold within a dozen years. To do this the Company has to attract home builders and manufacturers by giving

generously special and unique advantages, and this can be done by making these advantages known by extensive advertising in Newspapers and Magazines and by issuing prospectuses, maps and photographs liberally. Lectures, well illustrated, should be given at the towns throughout the Western States and in Europe, and samples of whatever is found, grown and made, in and around Pacific City Site, should be shown at these lectures.

Home builders and manufacturers have never been shown that they can live and work free from taxes and that streets pavements, sewers, public buildings, schools, etc., can be improved and attended to without direct taxation. Persons have never before been offered the opportunity to settle upon a great commercial and manufacturing city site which is to be built free from politics and where the "Boss" cannot rule; or have persons, who wish for order, sobriety and industry, ever been given an opportunity to build up a city where public saloons will not be allowed, and where gambling, horse racing, bull fighting and other demoralizing diversions, to waste time and to corrupt morals, will be excluded.

The Company is to be the custodian for Pacific City Site during twenty-five years. At the end of that time the thoroughfares, parks, wharf and shore properties, Blocks reserved for Municipal Buildings and schools, etc., Public Buildings and Public Utilities of every description that have been built, by the Company on Pacific City Site, are to be turned over to Pacific City Corporation, free from incumbrance and in trust for its citizens, on the payment to the Company of \$1,000,000. These facts being once fixed and made known, the attention of the best persons throughout the world will be favorably attracted towards Pacific City Site and the home building and factory grouping will be rapid, diverse and substantial.

At the end of twenty-five years, the stocks, in sub-companies, held by the Pacific City Terminal and Contracting Company and that are built up and operated on Pacific City Site, can be taken over by Pacific City Corporation, by paying par for the same.

Let no mistake be made!! there are tens of thousands of home-loving persons of small and large bank deposits, in the United States and Europe, that have waited long and anxiously, to start life afresh for themselves and families in a new zone of continent and upon a fixed plan for city control, based upon order, industry and sobriety, Let the Company's purpose be to make Pacific City Site attractive only for earnest, industrious and sober homebuilders and investors and there will be nothing wanting in making quick money for the Company and in giving satisfaction to all concerned.

The sources of profit to the Company will be as follows:

1. The sale of 60,000 to 65,000 home lots, 25' x 150' and 125 five-acre Business Blocks, 600' x 400'.
 2. The leases and rents of about 125, five-acre Business Blocks, 600' x 400'; and wharf and shore lands of perhaps twenty-three or more miles.
 3. The income from Market Houses, Public Halls, Theatres, Hotels, Grain Elevators, Vacuum Storages, Warehouses, etc.
 4. The revenues from tram car service, water supplies, gas, electricity, light, power, heat, expressage, purveying, construction, and exchange.
 5. The dividends from the stocks of the sub-companies that the parent company may assist to organize and operate.
- Fifty per cent. (50%) of all these moneys are to go to the Company to pay fixed charges and dividends upon its stocks; and the other fifty per cent. (50%) is to go to "The Pacific City Improvement and Settlers Fund" to be

used, by the Company, during twenty-five years as is hereinafter specified. These many, diverse and ever increasing sums of money will be ample to not only inaugurate but to extend and perfect in every detail the best streets, parks, drainage, tramways, piers, elevators, warehouses, schools and public buildings that any city has yet had. These revenues will relieve taxation, it is thought, entirely.

Besides the 50% to be paid to the said public fund there will be 10% paid from the gross sales of the first 25,000 home lots to the first fifty or less number of homebuilders whom the Company shall arrange to settle on Pacific City Site, within ninety days after the public notice that it is ready to receive orders for lots and buildings; and said Pioneers are to be paid semi-annually from "The Pioneers Fund" pro rata with the first cost of their respective home lots and house -- the home lots not to be less than four, and the house not to cost less than \$1,000, or more than \$10,000, and the same to be built after the design of the settler but under the direction of the Company's architect and contractors.

The moneys put into the "Pacific City Improvement and Settlers Fund" will be used as follows:

1. Sixty per cent. (60%) to improve Pacific City Site, its thoroughfares, parks, shore lands, and public areas, to supply water, gas, tramways, electricity and to start such buildings and to construct such public works as may best develop Pacific City Site.
2. Four per cent. (4%) to repair or replace property of the settlers in case of damage by fire or storm, to give assistance in case of personal injury, illness or helplessness; to build a "House for the Reception of the Dead", a crematory, cemetery, and to pay for the cremation, or burial of the settlers.
3. Four per cent. (4%) to establish Normal-Industrial

Schools.

4. Four per cent. (4%) to take out a Charter and to establish a Bank for Pacific City Corporation.

5. Four per cent. (4%) to establish a Publishing House, to issue "The Pacific Wave", (an illustrated daily, etc.)

6. Four per cent. (4%) to establish a Department Store.

7. Four per cent. (4%) to give bounties or prizes, annually, to settlers for the best homes, lawns, fruits, cereals, flowers, shade trees, home-made articles, and articles of finished manufacture, etc.

8. Four per cent. (4%) to inaugurate a seaside pleasure resort, including drives, hotels, cottages, floating baths, etc.

9. Four per cent. (4%) to construct and keep furnished and improved the necessary Federal and State Buildings in Pacific City and on the harbor, including lighthouses, buoys and range lights, Custom House, Post Office, and seaside cottages for the President of the Republic and for the Governor of the State of Sinaloa.

10. Eight per cent. (8%) to make a dry dock sufficiently large to repair the largest vessels that navigate on the Pacific, and to inaugurate a system to improve the harbor fronting Pacific City Site.

The income from the sale of home lots and the payments to the settlers, upon the City Site and to the Company, at the beginning should be about as follows:

No. 1. Series of 480 home lots will be sold at the fixed price of \$100 per lot. The settler ready to build will have the first choice of lot, and can secure one or more, up to 48 lots, or one block, 600' x 300' = 4.15 acres.

No. 2. Series of 480 home lots will be sold at the fixed price of \$200 per lot.

No. 3. Series of 480 home lots will be sold at the

fixed price of \$300 per lot.

The Directors will fix the price of the other series after these first three series have been sold.

The income from No. 1. series of 480 home lots at \$100 = \$48,000, U. S., or \$96,000, Mexican. Ten per cent. to the Pioneers = \$4,800, U. S., or \$9,600, Mexican; thirty per cent. for streets, etc., = \$14,400, U. S., or \$28,800, Mexican. Two per cent for Insurance Fund would amount to \$960, U. S., or \$1,920. Mexican; and the same amount would be at hand for a Normal-Industrial School; the same amount to start a Publishing House; the same amount to begin a Department Store; the same amount to pay prizes; the same amount to inaugurate a pleasure resort at the seaside; and the same amount to erect Public Buildings for Mexico. There would be \$1,920 U. S., or \$3,840 Mexican, ready to start a Dry Dock and harbor improvements and 40% of the whole or \$19,200 U. S., or \$38,400, Mexican, would go to the Company.

The income from the lease need not be counted upon before the Company has established several leading industries. After that they will quickly become of importance.

The income from the sales of No. 2 Series would be twice and No. 3 Series three times the respective amounts of No. 1 Series.

The Pioneers, after No. 3 Series of home lots have been sold, would receive \$28,800, U. S., or \$57,600, Mexican, which would return their money for about four home lots each. Four lots would make 100' x 150', which is a beautiful size for a home plot. It is safe to say that by the time No. 6 Series would be sold, the Pioneers would have back quite all the money they had paid out for both their lots and homes. Their homes would be free from taxation, there would be no school taxes or street, pavement, or sewer expenses, no insurance dues to pay, no funeral expenses to provide for, and their income from "The Pioneer Fund",

would be considerable every year, absolutely sure and ever increasing, until 25,000 home lots, now owned by the Company, are sold. Such a home with such a legacy would certainly be many times better to leave to a mother and to her children than any endowment fund, for the same amount invested, in any insurance company that ever existed.

Fifty well built homes, each having its outside yard, or inside patio or garden, would be a substantial nucleus for a city. To build and furnish fifty houses would require bricklayers, masons, carpenters, painters, accountants etc., etc., and these in turn, must have houses and food and clothes, for the company will not employ anyone who does not contract to build a home and to live there. There would be with these first fifty homes quite 200 men, women and children. These would give a real estate value of \$200,000 to the square mile of townsite on which they would settle. To build and furnish these houses, and to supply these people with assorted household necessities, would make a sure business for a brick, tile and terra cotta plant, cement plant, saw mill and sash factory, bakery, laundry and department store. The company offers free leaseholds during ten years and to exchange \$20,000 of its stock for \$20,000 of the stock of a brick, tile terra cotta and pipe company, which incorporates with a full paid up stock capital of \$50,000 and which will establish its works on Pacific City Site to manufacture brick, tile, terra cotta, pipes, etc., that may be needed by the development company to build and ornament houses, etc. The company will do likewise with a Department Store Company and with other first and necessary corporations that it wishes to attract, at once, to settle and to assist to build up and supply Pacific City Site. The Company is a holding or parent company, and its charter has been taken out with this special object in view.

This plan will be found just and right, and of most

benefit to all concerned. If the stockholders think that the settlers are going to get the best of the affair, then they should become settlers, and if the settlers think that the Company has the most sure way to make big profits with small investments, then they should buy stock and get this advantage too. Either can be both, or both either, and therefore the plan is just and right. The investors in the Company want to make quick and large profits in return for their money and services and to do this the Company must attract well-to-do settlers to buy lots and to build substantial houses on Pacific City Site, as rapidly as possible. This plan will do this better and quicker than any ever offered, for when those who want new homes and new and varied opportunities to make comfortable and sure fortunes in a new and fabulously rich zone of North America come to realize that within twenty-five years they are to get possession of Pacific City Site, with its thoroughfares, parks, public areas, and its wharf and business sites, together with the public conveniences, buildings and improvements that the parent company pays for with the moneys put aside for these specific purposes from the sales and leases, rentals and other revenues, there will be, it is thought, an unprecedented movement by the most thrifty of homemakers to take advantage of these exceptional opportunities now offered. It is, also, quite sure that the founders of the development company will be very glad to act in conformity with the plan that will best and quickest assist to realize big profits from the sales of home lots and from the leases of so exceptional and valuable a city site as Pacific City, and in doing this the Company will act for the settlers during twenty-five years, in the same way that the London County Council is endeavoring to act, at so enormous an expense and in so unsatisfactory a way, for the people of London.

Glasgow, Birmingham and Manchester, in Great Britain,

and Berlin and Freiburg, in Germany, have already, in part, taken over in trust, for their respective citizens, their respective utilities; and, step by step, but at enormous cost, they are getting control of what they see now that they should have possessed from the start. New York, Chicago, Philadelphia and other cities in the United States are madly struggling to do the same things, but they do not succeed because of vested private rights in public properties.

It would be a reflection upon every one connected with Pacific City Site if no fixed plan is taken to provide against having Pacific City to become the accustomed rendezvous for immorality, crime and disorder as all existing cities are.

It would be an everlasting disgrace upon the founders of Pacific City not to seize upon the present opportunity to illustrate how readily taxation can be eliminated from city building up and management.
