

# Flagler's Florida





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Dear Educators and Students:

The Whitehall Society of the Flagler Museum, in collaboration with *The Palm Beach Post* and the School District of Palm Beach County, is very pleased to bring you *Flagler's Florida*. This Newspapers-in-Education tabloid tells the story of Henry Flagler's phenomenal impact on Florida, within the context of America's Gilded Age (1865 to 1929), the most amazing period in America's history.

Henry Flagler's life and work reflected the time in which he lived. The Gilded Age was in many ways the most exciting period in our country's history. In a recent interview, historical novelist Eric Larson described the Gilded Age as a time in American history when "people really thought they could do the impossible. There was a charming sense of overreaching, and in the course of overreaching, achieving amazing things." Henry Flagler dreamed of doing things others thought were impossible, and he succeeded in accomplishing his dreams. After playing a key role in the development of the modern American corporation as the architect of Standard Oil's corporate structure, Henry Flagler used his fortune to invent modern Florida by: building a railway system that connected Florida's entire east coast from Jacksonville to Key West, building a series of luxury hotels that established Florida's booming tourism industry, establishing the State's massive agricultural industry, and building Florida's first museum.

The Flagler Museum and the Whitehall Society are grateful to the many organizations and individuals who worked tirelessly to bring you *Flagler's Florida*, including the School District of Palm Beach County, *The Palm Beach Post*, and the Flagler Museum's Education, Public Affairs and Curatorial Departments.

We hope that *Flagler's Florida* will not only educate you about Henry Flagler and America's Gilded Age, but will inspire you to continue the American tradition of thinking big and working hard to accomplish your dreams, and then sharing your success by creating opportunities for others.

Sincerely,

Kelly Hopkins and Patrick Killian  
Co-Chairs, The Whitehall Society of the Flagler Museum

*A NATIONAL HISTORIC LANDMARK*

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# TABLE OF CONTENTS



The New York Stock Exchange, New York.



Hotel Ponce de Leon, St. Augustine.



Whitehall 1902, Palm Beach.

## 1. Henry Flagler and His Time

Introduction .....	4
The Rise of Modern Business .....	5
The Creation of Nonprofit Corporations .....	5
Opportunity for Individual Success .....	6
Growth of American Cities .....	8
Explosion of Technology .....	10
Conclusion .....	11

## 2. Henry Flagler and American Business

Introduction .....	12
There Was Nothing Standard About Standard Oil .....	13
The Captains of Industry and Commerce .....	13
Gilded Age Business Leaders Built Opportunities .....	15
Conclusion .....	15

## 3. Henry Flagler – Inventor of Modern Florida

Introduction .....	17
Tourism .....	17
Flagler's Hotels .....	19
The Florida East Coast Railway .....	21
The Over-Sea Railroad .....	21
Agriculture .....	23
Conclusion .....	24

## 4. Whitehall – Florida's First Museum

Introduction .....	25
Gilded Age Homes .....	27
Conclusion .....	27

## 5. The Legacy of Henry Flagler and the Gilded Age

Introduction .....	28
The Flagler Fortune .....	28
The Flagler Name .....	30
The Flagler Museum .....	32
Conclusion .....	32

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# HENRY FLAGLER AND HIS TIME

ACTIVITY

## Reading Check

When did the Gilded Age take place?

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Who were some of the most influential people who lived and worked during the Gilded Age?

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## Recalling the Details

List at least four contributions Henry Flagler made to Florida during the Gilded Age.

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## Write a Poem

Write the words Gilded Age vertically down the page, one letter per line. Write a poem describing the Gilded Age, starting each line of poetry with a word starting with that letter.

G  
I  
L  
D  
E  
D  
A  
G  
E

## Introduction

Henry Morrison Flagler was one of the great captains of American industry and commerce during America's Gilded Age. The Gilded Age was the time period from the end of the Civil War in 1865 to the crash of the United States stock market in 1929. The famous humorist Mark Twain co-authored a satirical book called *The Gilded Age* in 1873, and though it never achieved the popularity of his many other books, including *The Adventures of Tom Sawyer* and *The Adventures of Huckleberry Finn*, it gave an enduring label to these exciting years.

During the Gilded Age, the rapid introduction of new inventions and amazing new technologies made this the most exciting time period in our country's history. Americans saw signs of growth and progress in the nation's businesses and industries that increased employment opportunities, wealth and leisure time. Opportunity for individual success seemed available to anyone willing to work hard and take risks. The new technology increased opportunities and produced great wealth among the business class.



Mark Twain penned a book in 1873 titled "The Gilded Age: A Tale of Today."

Henry Flagler's personal successes placed him among the most influential and enterprising individuals of the Gilded Age, including the business barons John D. Rockefeller, who made his fortune in oil; Andrew Carnegie and Henry Clay Frick, who were successful in steel; and John Pierpont (J.P.) Morgan, who was America's leading financier and banker. The successes of these five men, and



Young Henry Flagler, circa 1850.

many others, continue to benefit us both individually and collectively through their varied legacies. Andrew Carnegie, for example, set up 23 foundations for educational programs and funded some 2,800 public libraries across the United States and around the world. J.P. Morgan created the Pierpont Morgan Library and Museum in New York. He also made large donations to schools, universities, libraries and other museums, including the Metropolitan Museum of Art. Henry Flagler's wealth benefited many people, especially in Florida.

Henry Flagler was a founding partner with John D. Rockefeller of Standard Oil. Later in life his interests turned to Florida. Henry Flagler saw great opportunity in Florida, including the possibility of developing the state into a place where many thousands of people could live,

work and raise families. He saw Florida as good place for people to vacation in style and comfort with family and friends. It would be no exaggeration to say that Henry Flagler invented modern Florida.

Henry Flagler not only built the transportation system needed to develop the east coast of Florida, he eagerly promoted tourism and the agricultural industry that remain the foundation of Florida's economy a century later. Henry Flagler also undertook the biggest and most complicated building project ever attempted by an individual – the construction of the Over-Sea Railroad from Miami to Key West. His beautiful home, Whitehall, in Palm Beach, was Florida's first museum. Today, we continue to benefit from Henry Flagler's legacy throughout Florida, our nation and the world.



Henry Flagler with Mary and Isabella Harkness.

## Henry Flagler's Youth

Henry Flagler was born in the village of Hopewell, New York, on January 2, 1830. He was the son of Reverend Isaac and Elizabeth Caldwell Harkness Flagler. Leaving home at age 14 after completing the eighth grade in 1844, Henry Flagler headed west to Ohio to seek his fortune. His business career began with an entry-level job in a grain store in Bellevue, Ohio. He worked at L.G. Harkness and Company. Henry Flagler learned about the grain business quickly. The company promoted him to its sales staff in 1849. He earned \$400 per year. That is the same as \$10,000 in today's dollars. In 1852, Henry Flagler and his half-brother, Daniel Harkness,

became partners in D.M. Harkness and Company. The following year, November 9, Henry Flagler married Mary Harkness. Together they had three children: Jennie Louise, Carrie and Henry.

During his years in New York and Ohio, Henry Flagler worked hard and learned a lot about business. He was successful because of his strong traits of character. These included personal honesty, tenacity and creativity. He was also wise and paid attention to detail. These character traits helped him be successful throughout his life in the hectic and competitive world of business during the Gilded Age.

## Henry Flagler's Education

Henry Flagler's eighth-grade education in the 1840s may have included classes that today people take in college, including in Greek mythology and Latin. Henry Flagler was fortunate to have received his education. In the 1840s, less than half of the children between the ages of five and 17 were enrolled in school, and fewer than 2% received high school diplomas. Henry Flagler's eighth-grade education gave him an advantage in his successful business career.

## The Rise of Modern Business

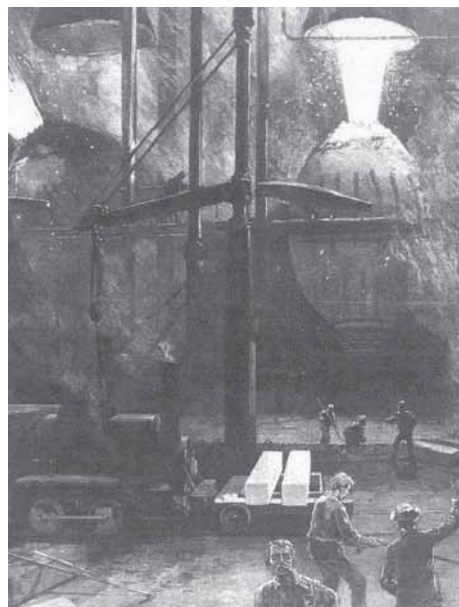
The Civil War ended in 1865. It was a good time for Americans to start new businesses. The money that had been put toward fighting the War could now be used toward growing the nation. All this money helped to launch America as an industrial nation that produced wealth among the business class. The idea of such a wealthy business class was new to people all over the United States and the world.

Before the Gilded Age, most businesses in the United States were small. They were run by individuals or groups of individuals called partners. This was a simple form of business organization. It increased risk for the owners and limited the size of businesses. For example, partnerships made each partner personally responsible for the financial actions of other partners. Bad decisions by one partner could cause all partners to lose money. This changed when individual states passed laws allowing businesses to incorporate more easily. Partnerships often became corporations. This greatly reduced the financial risk for individual owners and stockholders. Corporations could sell their stocks and bonds. This helped them raise huge sums of money from many investors.

Limiting and spreading of risk helped to create large businesses. Standard Oil was a large-scale corporation. It began as a partnership but soon incorporated. It quickly grew into one of the nation's largest and most successful corporations. Early investors in Standard Oil, such as Henry Flagler and John D.

Rockefeller, were richly rewarded for their willingness to take a risk.

Corporations grew in number. America's economy became based more on capitalism. Capitalism is an economic system. It brings investors together to compete with each other to make products and earn money. This was a fairly new way to organize both business and society. Before the Civil War, American businesses served local communities. After the Civil War, the businesses and industries served a more national community. Capitalism grew in importance. By the Gilded Age, it was the normal way of organizing the economic world. This affected everything from the way workers earned a living to how they spent their incomes as consumers.



The rise of modern business was made possible by advancing technology of the Gilded Age.

## The Creation of Nonprofit Corporations

As the business class grew wealthier, they recognized their responsibility to support the growth of communities and individuals. Andrew Carnegie wrote to other Gilded Age businessmen discussing this idea, stating, "... rich men... have it in their power during their lives to busy themselves in organizing benefactions from which the masses of their fellows will derive lasting advantage..." The captains of industry became **philanthropists**, or people who give their money to improve the well-being of humankind. Out of this came the nonprofit corporation. Nonprofit corporations help people and communities. Some examples of nonprofit corporations are disaster relief organizations, museums and schools.

Many nonprofit corporations grew up during the Gilded Age. Henry Clay Frick, Chairman of U.S. Steel, created a nonprofit corporation called the Frick Collection. This was an art gallery and home open to the public. It displayed art for people to enjoy. Henry Frick wanted to make sure the collection would benefit the public in the future. He set up an **endowment**, or a large trust that could be used to maintain and improve the gallery.

John D. Rockefeller was partner with Henry Flagler in Standard Oil. In 1913, John D. Rockefeller also established a foundation to help people around the world. The Rockefeller Foundation has given

over \$13,000,000,000 to cultural groups, public health research, medical education and world hunger relief. It has also given money to technology-related projects.

Julius Rosenwald was part owner and leader of Sears & Roebuck. He established the Rosenwald Fund. This fund gave millions of dollars to support the education of African-Americans. It also supported Jewish charities, public schools, universities and museums.

Today, more than a billion dollars of Henry Flagler's fortune is in nonprofit corporations around the nation. The money funds more than \$50,000,000 in charitable activities each year. Henry Flagler also built Whitehall. This was Florida's first museum. It continues to serve as an educational institution.

Today's corporations still follow the examples of the many corporations that were built during the Gilded Age. These organizations were not only profitable, they also provided many people with new opportunities to better their lives.



## Here are some logos of corporations and the dates they were founded during The Gilded Age.

Circle the ones that you recognize.

1886 	1904 	1892 
1869 	1871 	1888 
1925 	1892 	1922 
1892 	1906 	1903 
1869 	1887 	1911 
1881 	1910 	1921 
1882 	1902 	1908 
1876 	1903 	1908 
1898 	1882 	1895 
1903 	1870 	1889 
1907 	1894 	1886 
	1896 	1917 
	1912 	

### Reading Check

Who said, "Rich men...have in their power during their lives to busy themselves in organizing benefactions from which the masses of their fellows will derive lasting advantage." What does this quote suggest that wealthy people do with their money?

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### Sum It Up

In your own words, describe what "capitalism" means.

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How does it work?

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### Class Discussion

Search the internet and newspaper for one of the for-profit corporations listed on this page. Find out what products and services it provides.

Look through the newspaper to identify some nonprofit corporations in your community and discuss what services they provide.

### Recalling the Details

Name two important nonprofit corporations established during the Gilded Age.

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## Opportunity for Individual Success

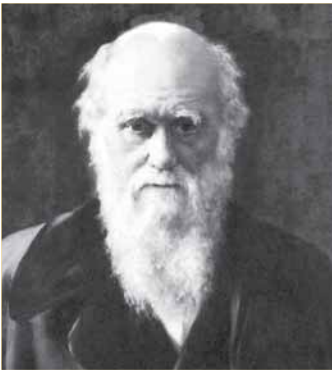
The Gilded Age was a time of opportunity for hard workers and risk takers. Henry Flagler saw the many opportunities for success during the Gilded Age. He explained his strategy for success in Standard Oil: "It was our idea to work night and day, making good oil as cheaply as possible and selling it for all we could get." Many other people around the world heard of the opportunities for success in America.

Immigration in United States cities was at its highest. In 1870, America began a 50-year immigration explosion, which tripled the population by 1920. Thousands of people came from southern and eastern Europe. They had heard about the number of jobs and free land in America's West. They saw America as a place where hard work meant wealth and success.

This was the dream of millions of Europeans who crossed the Atlantic Ocean. They came on crowded steamships to start life anew in

America. People often left their countries with few belongings and financial resources. They seldom had enough money to start farming on the free land for which they came. Instead, they crowded into city neighborhoods with families and friends from the "old country." This group became America's new working class.

Many men took jobs at factories, mills and packing plants. These companies produced meat, steel and other goods. Women and children often worked at home in apartment houses. They cut and sewed clothing sold in department stores. With more people making money, they were able to buy more things. Andrew Carnegie wrote, "The laborer has now more comforts than the farmer had a few generations ago." America was exploding with opportunity. More people were living in better conditions.

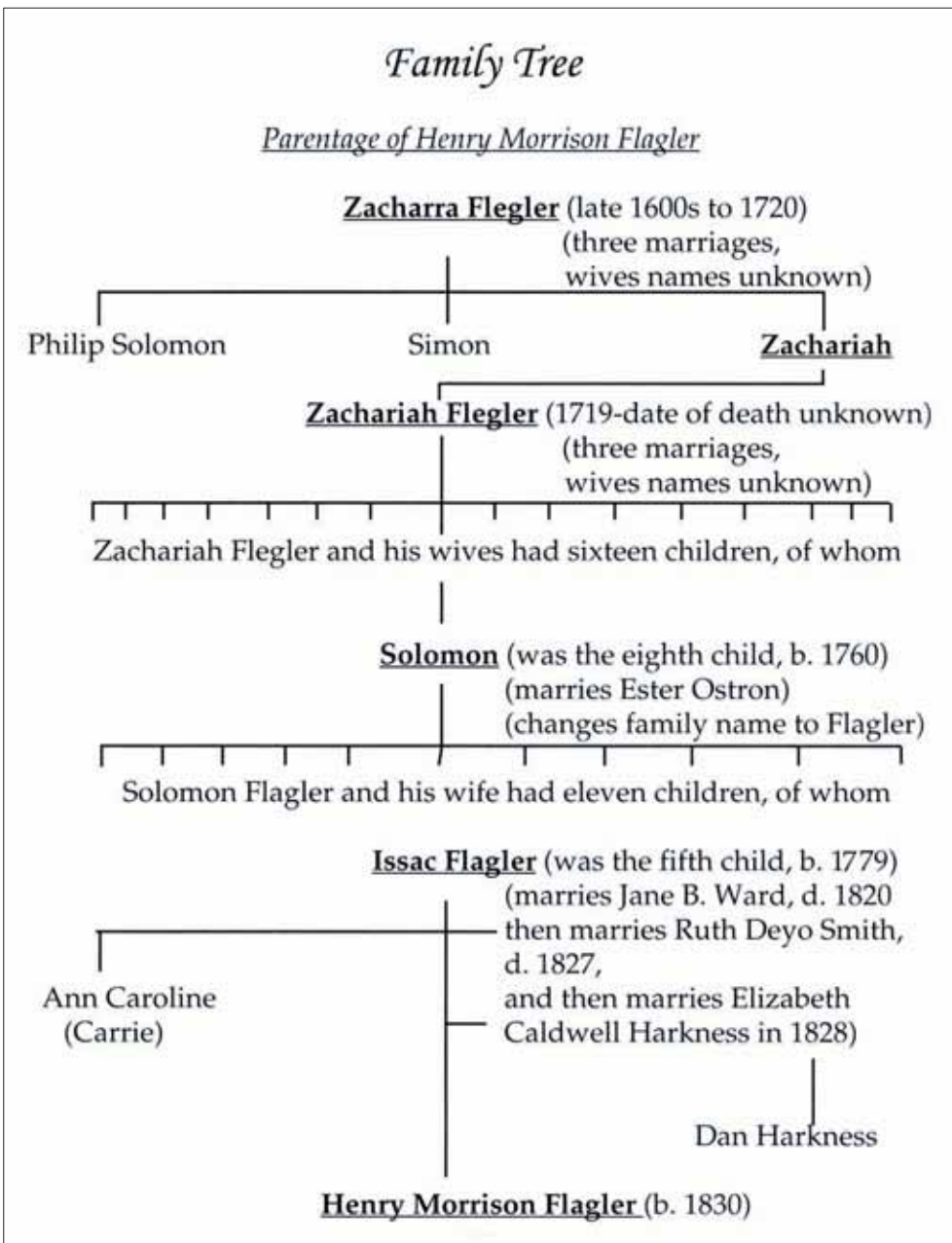


## Social Darwinism

Certainly not everyone with ambition was successful. Another popular philosophy called *Social Darwinism* explained success in terms of “survival of the fittest.” Individuals who survived adversity and became successful were thought to be the nation’s fittest. Although this philosophy was connected to Charles Darwin’s book, *The Origin of Species*, it did not reflect Darwin’s views of society.

## The Flagler Family Tree

Henry Flagler’s family lineage can be traced back to Zacharra Flegler, an immigrant from Europe. The wars of Louis XIV caused much devastation to land and forced many people to leave their homes. Zacharra Flegler made his way toward England, but soon moved his family to America. His youngest son, Zachariah, had 16 children; and Solomon, born in 1760, was the eighth child. It was Solomon Flegler who changed the spelling of the family name to Flagler. Solomon Flagler was Henry Morrison Flagler’s grandfather.



Build your own family tree using the Flagler Family Tree as a model. Fill in the tree with the names of your family members, the countries they came from, and the years they were born.

## Reading Check



During the Gilded Age, America’s population nearly tripled. Why were immigrants leaving their home countries and moving to the United States? Read today’s newspaper and try to find any articles relating to immigration today.

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## Recalling the Details

List some of the countries where immigrants came from during the Gilded Age. Where did your family come from?

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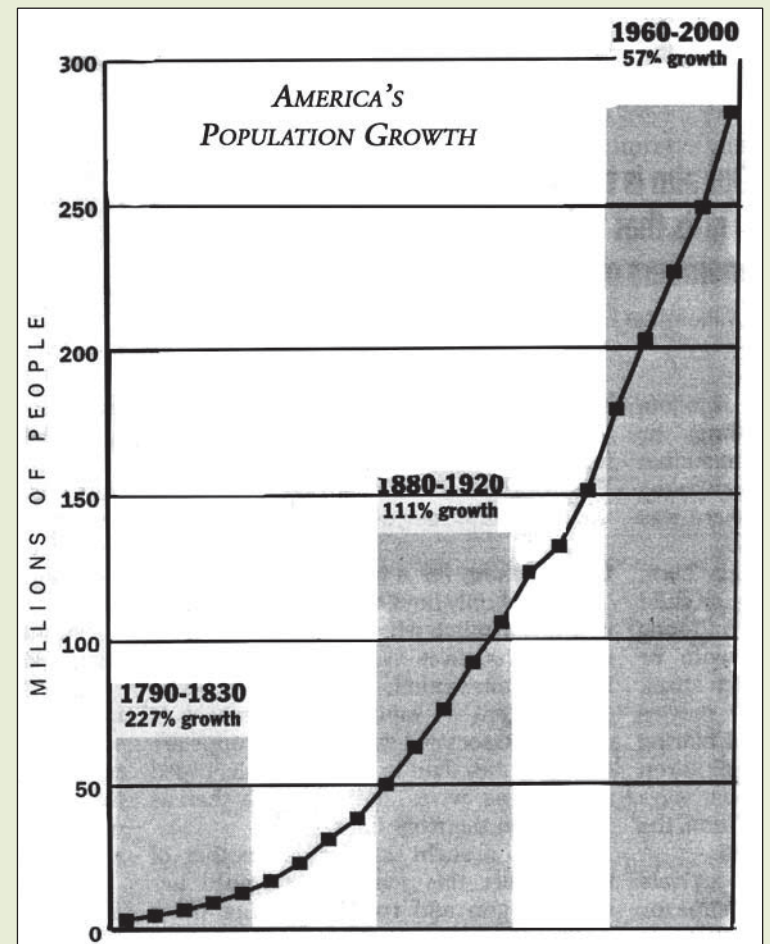


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## Adding It Up

Look at the graph of America’s Population Growth to determine:

- What was the U.S. population growth rate between the years 1880-1920?
- How does that compare to the population growth rate between the years 1960-2000?





## America's Population Growth

During the Gilded Age immigration to the United States peaked. In 1870, America began a 50-year flood of immigration that tripled the population by 1920 to nearly 106,000,000. These immigrants made up a large part of the labor force that helped create America's booming economic growth during the Gilded Age.

America's population reached 300,000,000 on October 17, 2006, making America the third most populated country in the world, behind China and India.

Today one immigrant arrives in America approximately every 30 seconds. It has been estimated that by 2012 the rate of immigration will have to nearly double to avoid a shortage of workers in America.



### You Do The Math

How many immigrants per minute during the next five years will America need to avoid a shortage of workers? \_\_\_\_\_

Plug in your answer from the question above to calculate the total number of immigrants needed to avoid a shortage of workers.

\_\_\_\_\_ immigrants per minute X  
1440 minutes in a day X 365 days in  
a year X 5 years = \_\_\_\_\_



Immigrants make their way to America. (Library of Congress)

## Growth of American Cities

By 1890, the United States had 44 states. Wyoming joined the Union on July 10, 1890. Utah (1896), Oklahoma (1907), New Mexico and Arizona (1912) followed. In 1890, there were 61,000,000 people in America. New York was the largest state and had 6,000,000 residents. Pennsylvania was second with 5,250,000 residents. Many Americans lived in cities.

During the last 30 years of the 19th Century, many American cities grew large with hundreds of thousands of citizens. New York, Chicago, Philadelphia and Saint Louis were the four largest cities in 1870. At that time,

America was mostly made of farms and villages. Cities in Florida were still very small. Miami had only 344 voters in 1896. During the Gilded Age, huge numbers of Americans moved from farms to cities. By 1920, the United States had more people living in cities than on farms.

Tall buildings called skyscrapers created space for more city workers. Electric street cars provided public transportation from homes to jobs. Many people worked in large factories and fiery mills. The United States became the greatest industrial nation in the world.

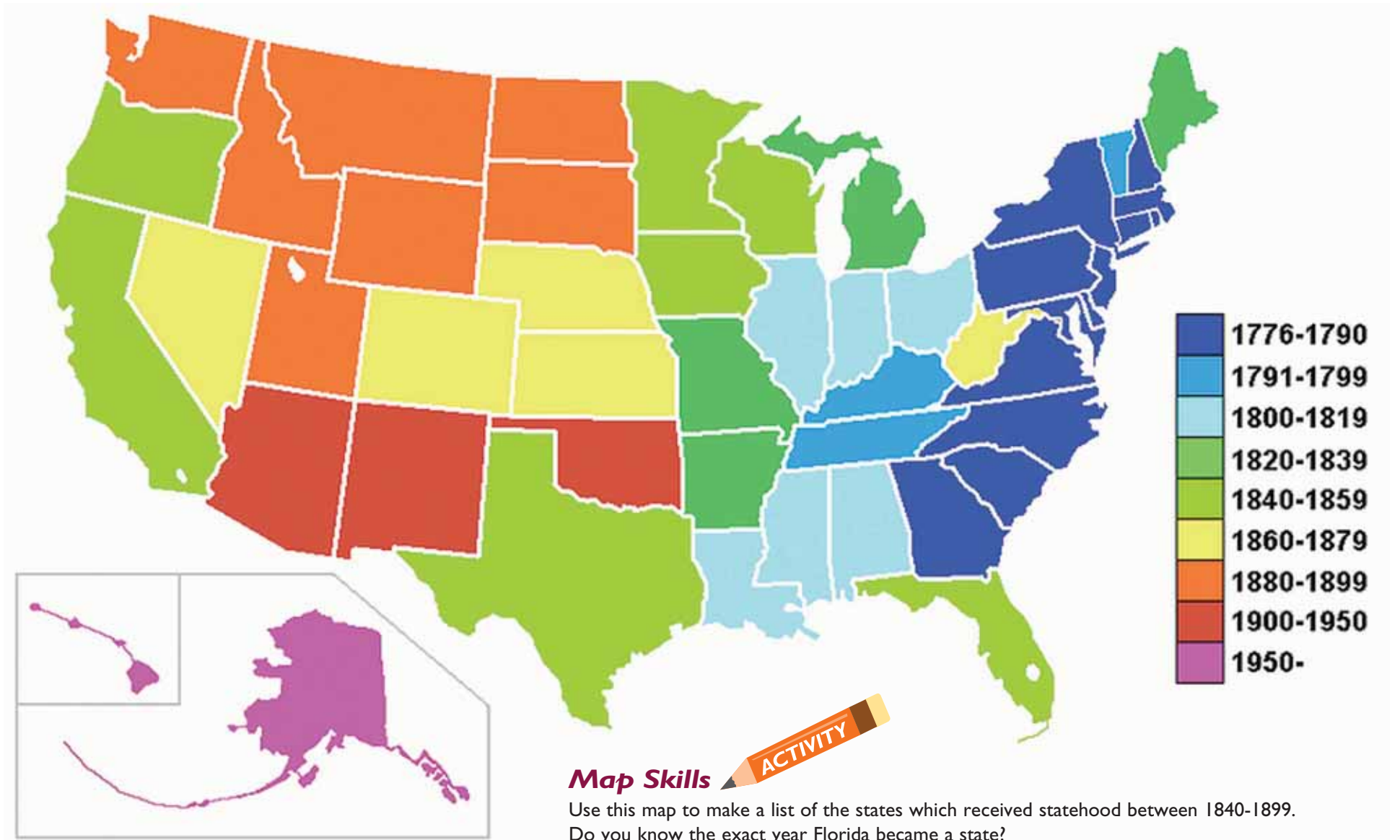
### Did You Know?

The Metropolitan Life Insurance Company Tower, also known as the Met Life Tower, stood as the world's tallest building from 1909 to 1913. It was built in New York, one of the four largest cities of the Gilded Age. It still stands today at One Madison Avenue.





## U.S. Map



### Add It Up **ACTIVITY**

Look at the 1870 Urban Places Population Chart by the U.S. Bureau of the Census and calculate the following:

- What was the difference in population between New York, N.Y., and Cincinnati, Ohio, in 1870?  
\_\_\_\_\_
- Which city was more populated in 1870: St. Louis, Mo.; or New Orleans, La. By how many?  
\_\_\_\_\_
- Which city on this chart had the smallest population?  
\_\_\_\_\_
- Write the names of these cities and their populations in their proper location on the U.S. map.

### 1870 Urban Places Population Chart

Rank	Place	Population
1	New York City, NY	942,292
2	Philadelphia City, PA	674,022
3	Brooklyn City, NY	396,099
4	St. Louis, MO	310,864
5	Chicago City, IL	298,977
6	Baltimore City, MD	267,354
7	Boston City, MA	250,526
8	Cincinnati City, OH	216,239
9	New Orleans City, LA	191,418
10	San Francisco City, CA	149,473

Population of the 100 Largest Urban Places: 1870  
Source: U.S. Bureau of the Census





The beginning transformation of the Model T, made popular by Henry Ford's innovative assembly line.

## Explosion of Technology

During the Gilded Age, technology was changing the world. An American historian named Henry Adams predicted in 1907 that, "At the rate of progress since 1800, every American who lived into the year 2000 would know how to control unlimited power..." Many new inventions changed American life.

In 1865, people still lived by candlelight and gas lamps. But, Americans born after 1880 saw their world changed by the electrical revolution and thought of Thomas Edison's light bulb as "bottled sunlight."

Soon, electricity lit city streets across the United States. It powered machines of all kinds. These included the elevators in the tall city skyscrapers, the streetcars that kept city residents on the move, and the household fans that kept them cool on hot days. Henry Flagler used the most modern technology in his Florida hotels and provided the latest conveniences for his guests.

Another invention during the Gilded Age changed communication. It was electricity moving through a network of wires and connections. In 1865, the farthest a person could project the sound of his or her voice was a few hundred feet with a megaphone. They were like the megaphones that

cheerleaders use today at football games. In 1876, Alexander Graham Bell introduced the telephone at the Philadelphia World's Fair. The idea of the human voice passing through wires to a distant location was shocking to people. Telephone lines did not extend across the United States in 1900. But soon they would. By the end of the Gilded Age, in 1929, most Americans used the telephone to communicate.

Thomas Edison was the first to play the recorded human voice when he invented the phonograph. The phonograph was primitive by comparison to today's iPods. However, before the phonograph, there was no way to hear the great speeches or music that was recorded during that time.

Thomas Edison also invented the motion-picture camera during the Gilded Age. Later, moving pictures were combined with sound, and our modern movies were born. At first, all movies were in black and white. Thomas Edison was a great inventor, but not all of his inventions worked as he planned. Some proved to be total failures.

One invention that must have puzzled Americans in 1900 was the new horseless carriage. Few people then could have known how much this



Alexander Graham Bell

### Invention Timeline

Directions: Match each invention with its inventor.

- Alfred Nobel \_\_\_\_\_
- Dr. John S. Pemberton \_\_\_\_\_
- Otis Brothers \_\_\_\_\_
- George W.G. Ferris \_\_\_\_\_
- Capt. James B. Eads \_\_\_\_\_
- W.K. Kellogg \_\_\_\_\_
- William Middlebrook \_\_\_\_\_
- Ransom Eli Olds \_\_\_\_\_
- F.W. Ruechkeim \_\_\_\_\_
- Wright Brothers \_\_\_\_\_
- Albert Einstein \_\_\_\_\_
- Earle Dickson \_\_\_\_\_
- Alexander Graham Bell \_\_\_\_\_
- Walter Diemer \_\_\_\_\_
- Christopher Sholes \_\_\_\_\_
- Nikola Tesla \_\_\_\_\_
- Thomas Edison \_\_\_\_\_
- Gideon Sundback \_\_\_\_\_
- Milton Hershey \_\_\_\_\_
- Clarence Birdseye \_\_\_\_\_
- Morris Michtom \_\_\_\_\_
- Charles E. Menches \_\_\_\_\_
- Levi Strauss \_\_\_\_\_

**ACTIVITY**

3	4	2	10	12	8
Dynamite, 1866	Blue Jeans, 1873	Telephone, 1876	Coca-Cola, 1886	Ferris Wheel, 1893	Radio, 1895
9	1	6	7	11	5
Typewriter, 1867	Structural Steel Bridge, 1874	Phonograph, 1877	Electric Elevator, 1889	Corn Flakes, 1894	Cracker-Jack, 1896



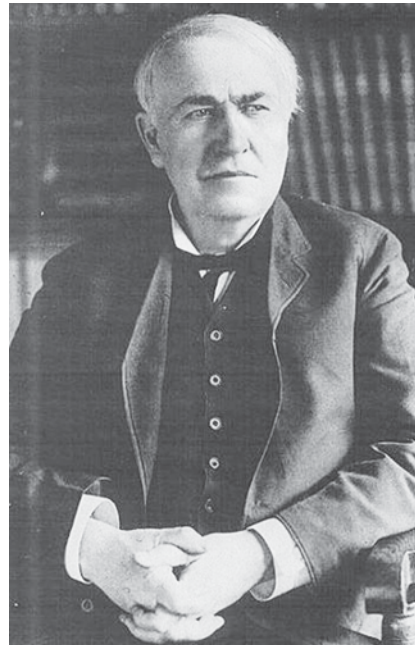
sputtering, smelly and bulky machine would change their lives. But it evolved into the automobile we rely on today. Henry Ford, a friend of Thomas Edison, did not invent the automobile, but he did make it so affordable that it became important to most American households.

The Wright Brothers invented another form of transportation, the airplane. They made first successful flight in December 1903. They flew only 10 feet up in the air for 12 seconds. At first, it was unclear how this machine would change our world.

In 1927, Charles Lindbergh, helped the world to understand that change. He flew an aircraft named The Spirit of St. Louis across the Atlantic Ocean. Soon, we were using airplanes in many different ways, including flying people from place to place.



Gilded Age aviator Charles Lindbergh.



Gilded Age inventor, Thomas Edison. (Library of Congress)

## Conclusion

Henry Morrison Flagler lived during the Gilded Age. It was arguably the most exciting time in American history. During the Gilded Age, there were many opportunities available to those who worked hard and took risks. An immigration boom that began in 1870 tripled America's population by 1920. Mark Twain named it the Gilded Age

in 1873. It was a time of many new inventions and technological change. Businessmen became wealthy. New laws allowed partnerships to become corporations. This helped to create bigger businesses and new business practices. For example, Henry Flagler and John D. Rockefeller made Standard Oil into the most profitable corporation in history.



### Create a Brochure

Create a brochure that provides information about either of the following topics. Remember to include a front and back cover.

Choose an Inventor – Select any of the inventors from the Gilded Age and write a brochure about them. Provide information on where and when they lived, what they invented, how they invented it, etc.

Choose an Invention – Select any of the inventions from the Gilded Age and write a brochure about it. Provide information on when it was created, the materials used to make it, how it was/is used, and how the invention changed life in the Gilded Age. You can also create an advertisement for the invention. Look through the newspaper for ideas.



### Recalling the Details

Name one invention that was patented during the Gilded Age.

Who invented it?

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Is it still used today?

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How?

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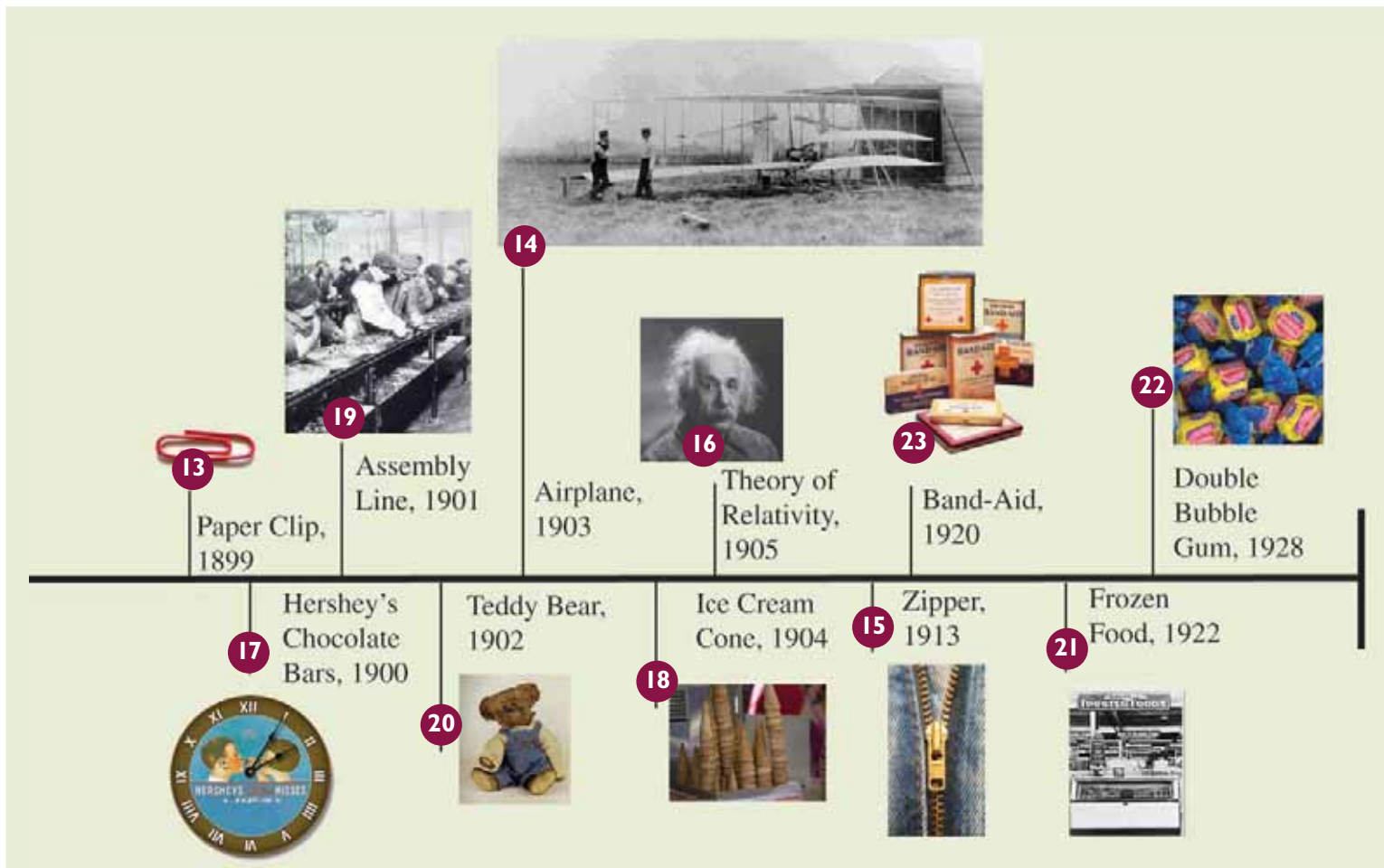
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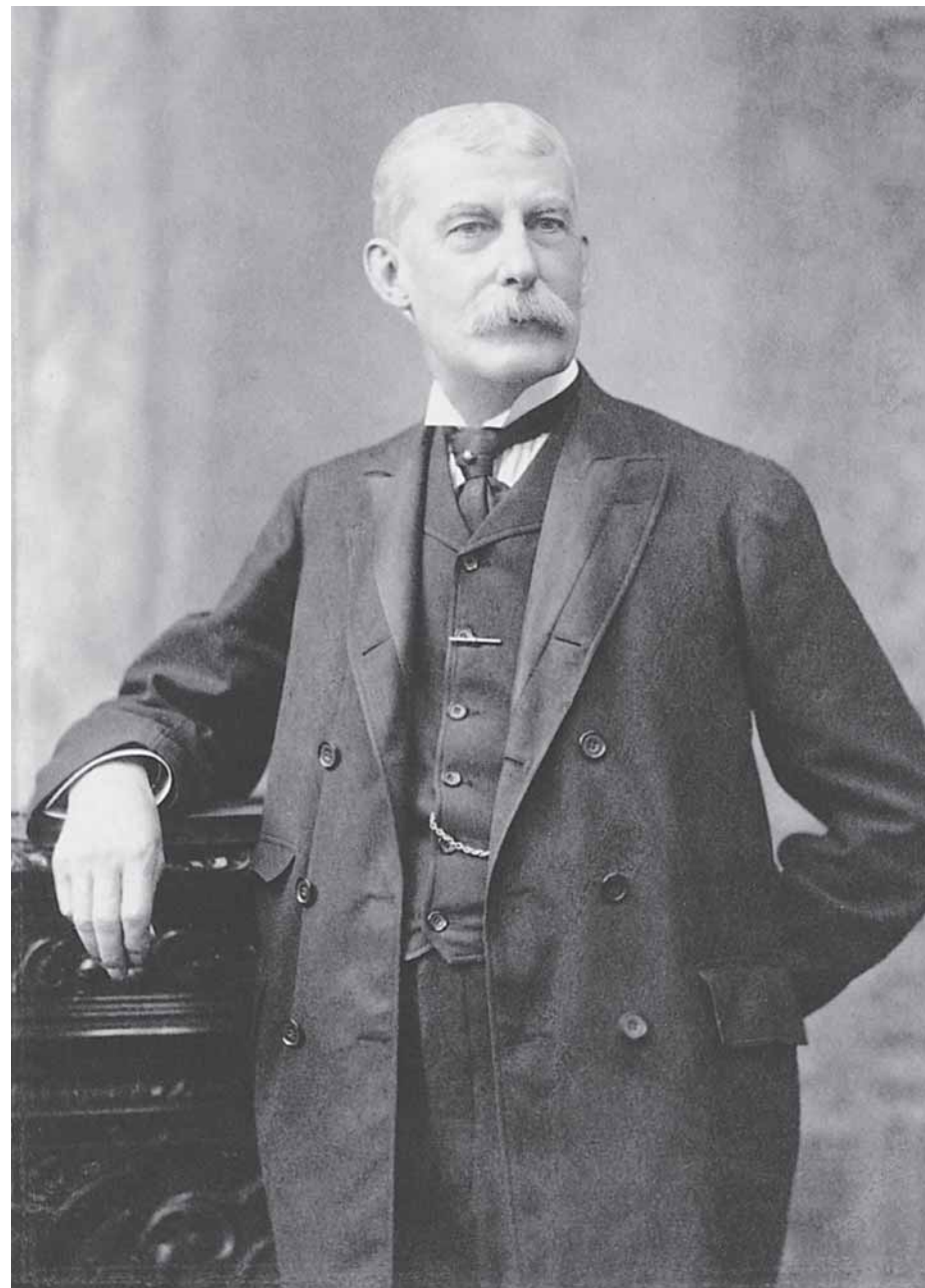
# HENRY FLAGLER AND AMERICAN BUSINESS

## Introduction

Henry Flagler helped build the most profitable corporation in history. John Steel Gordon, a financial historian wrote, “Henry M. Flagler first built Standard Oil and then built the state of Florida. He may have been America’s most modest industrial titan – and its most under appreciated. Henry Flagler not only was present at the creation of the modern economic world. [He] was one of its prime creators.”

Henry Flagler helped to design the modern American corporation. He also set up the first multi-state corporation. Most people associate John D. Rockefeller with the success of Standard Oil. However, John D. Rockefeller credited Henry Flagler with having thought up the operating structure. Once, someone asked John D. Rockefeller who was responsible for the multi-state corporation. He said, “I wish I’d had the brains to think of it. It was Henry M. Flagler.”

The multi-state corporation made it possible to manage operations in many states from one main location which served as the headquarters. The multi-state corporation was an important step forward in business. Henry Flagler was developing new ways of doing business during the Gilded Age.



Henry Flagler, 1907.



## Economies of Scale

As a company grows and gets better at producing a new product, often the product improves and sells for less. For example, a personal computer in 1981 equipped with a 4.7 MB processor and no hard drive cost \$5,000 compared with a computer in 2007 with a 3 GHz processor and 500 GB hard drive that sold for \$800. Standard Oil was so good at producing petroleum that the price dropped 80%, from 30 cents per gallon in 1867 to 5.9 cents per gallon, by the end of the 19th Century.

Can you think of other new products that have become better and less expensive? Look at ads in the newspaper to find examples.

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## Henry Flagler’s Early Business Career

Henry Flagler began his business career at age 14. His first job was as a deckhand on a boat that shipped freight from New York to Ohio. Later he worked for his cousins, the Harknesses, in Ohio. He worked for them at their general store. While working there, he saved money to start his own business. Eventually, he became a partner with John D.

Rockefeller and Samuel Andrews in Standard Oil. In fact, it was their work in different industries that brought Henry Flagler and John D. Rockefeller together. They met in Cleveland, where they shared an office building. Henry Flagler ran his grain shipping business while John D. Rockefeller was opening a business that processed and shipped oil.



Standard Oil stock certificate, signed by Henry Flagler and John D. Rockefeller in 1884.





Standard Oil Building, New York.

## There Was Nothing Standard About Standard Oil

“I wish I’d had the brains to think of it. It was Henry M. Flagler.” – John D. Rockefeller on making Standard Oil a business trust.

John D. Rockefeller approached Henry Flagler about becoming a partner. This arrangement in 1867 created the firm that eventually became Standard Oil.

Standard Oil followed the lead of successful businesses in the communications and transportation industries by purchasing smaller refineries to form one large corporation. Western Union Telegraph Company had already done this, creating the largest communications business in history. As the U.S. expanded, railroad companies began to merge. This formed more accessible lines for shipping and travel. In 1870, Standard Oil became a public stock company. The public could purchase a share of the company for \$100.

Eventually, Standard Oil Trust had more than \$55,000,000 in capital. It also had land that was worth \$75,000,000. This made it the biggest and best known business in America. The value of Standard Oil grew quickly. However, much like what happened in the computer industry in the 1990s, Standard Oil’s huge operation created **economies of scale**. This made it possible for it to provide Americans with oil for less money. For example, refined oil prices fell from 30 cents a gallon in 1869 to just 5.9 cents per gallon in 1897.

## The Captains of Industry and Commerce



U.S. Steel Company Founder, Andrew Carnegie. (Library of Congress)

Other American businessmen were making their mark at the same time as Standard Oil. Almost all of these captains of industry were involved in technology-based businesses. There were a handful of people who led America’s industrial boom.

Andrew Carnegie was a Scottish immigrant who came to America with his family to seek

opportunities and jobs with better wages. He began his career at a very young age. Andrew Carnegie was 13 years old when he got his job as a “bobbin boy” at a cotton-weaving shop. Later, he took a job as a telegraph messenger. He quickly went from operating a telegraph for the railroad company to becoming the superintendent. He was the manager of an entire section of the railway.

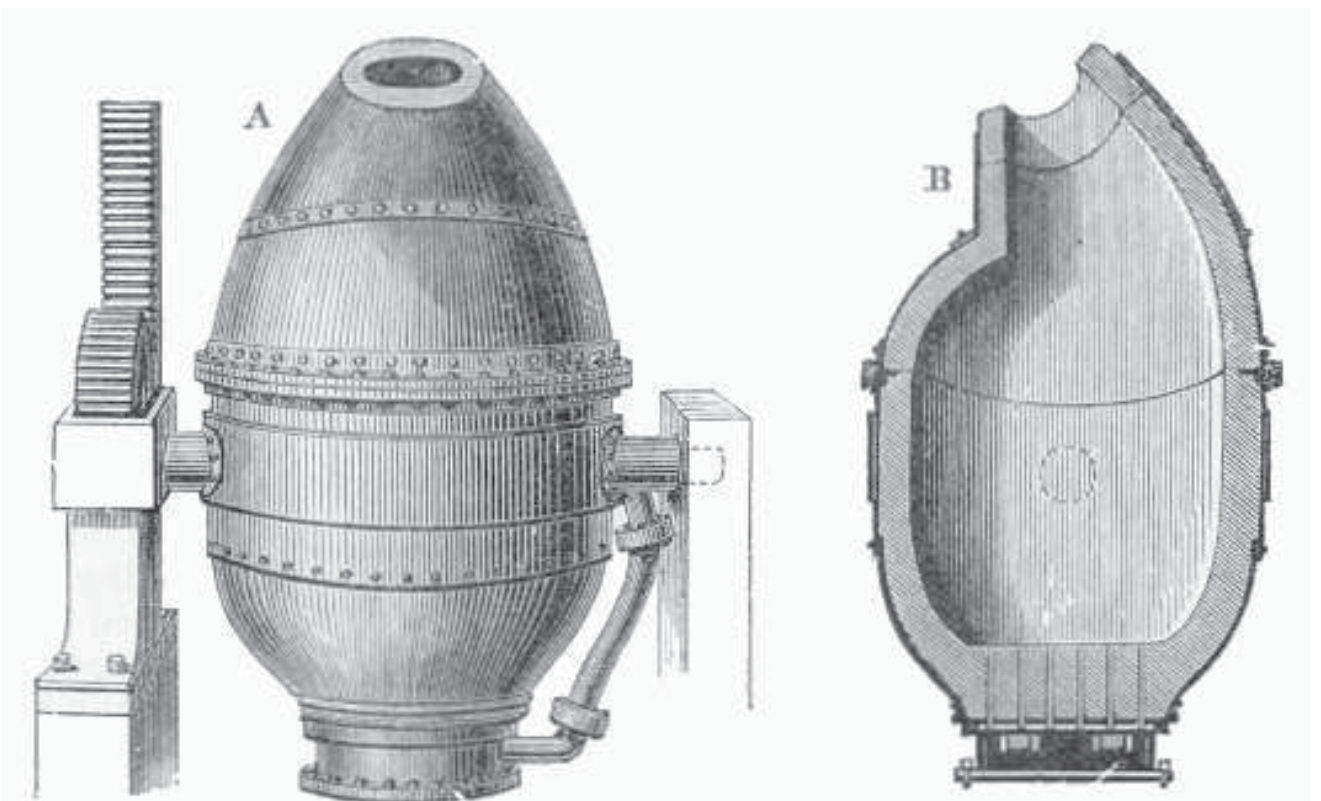
While working for the railroad, Andrew Carnegie met many businessmen and learned about new technology. He began investing in Pennsylvania companies that owned oil wells. After the Civil War, Andrew Carnegie became extremely wealthy and was the captain of the steel industry. He used iron and steel to cheaply and efficiently produce railroad rails. Andrew Carnegie was building a steel-industry empire. By buying smaller steel mills that were in competition with his company, Andrew Carnegie built a steel-industry empire.

John Pierpont (J.P.) Morgan was born in Connecticut. J.P. Morgan

became an accountant by the age of 23. Eventually, he became America’s leading banker and financier. He also oversaw the combining of large companies in banking, electricity, railroads and steel. He bought Carnegie Steel Company and turned it into U.S. Steel Company. It was the world’s first billion-dollar company. By 1900, J.P. Morgan owned some part of many American companies.

America benefited greatly from the capital that J.P. Morgan brought to large companies. These companies controlled the nation’s most important industries. Without his money and financial experience, American business and the American government would not have fared so well.

J.P. Morgan was also well-known for his collection of art and literature. When he died in 1913, much of his collection was given to the Metropolitan Museum of Art in New York City. He gave much of his wealth to charities, churches, hospitals and schools. The J.P. Morgan name is still associated with banking and investments today.



The Bessemer Process for mass-producing steel revolutionized the steel industry during the Gilded Age.





U.S. Steel Company. (Library of Congress)

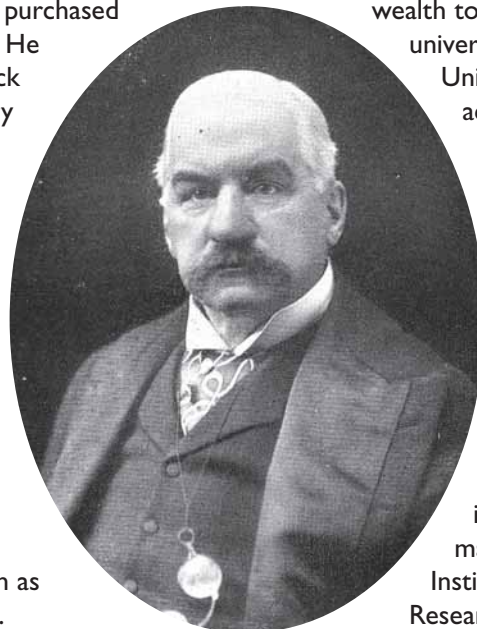


Henry Clay Frick.  
(The Frick Collection)



John D. Rockefeller,  
Standard Oil partner.

Like many other great captains of industry during the Gilded Age, Henry Clay Frick got his start in business at a young age. He was 21 years old when he and his family started a small steel manufacturing company. In less than 10 years, Henry Frick had become a millionaire. He then purchased the entire company. He renamed it H.C. Frick and Company. Henry Clay Frick began a partnership with Andrew Carnegie in Carnegie Steel. At his death, Henry Frick left a \$2,000,000 trust to create Frick Park in Pittsburgh, Pa. His house in New York was full of fine art. It was turned into a house museum now known as the Frick Collection.



Banker and financier J.P. Morgan.

At the age of 16, John D. Rockefeller began his career as a bookkeeper. He started his own shipping business two years later. His connections to the shipping business led him to invest in many companies. These included oil refineries. John D. Rockefeller, Samuel Andrews and Henry Flagler founded Standard Oil.

John D. Rockefeller's fortune had grown to well over \$1,000,000,000 by the time of his death in 1937. He was well-known for his charitable giving and efforts to continue his charity through foundations and trusts. John D. Rockefeller used much of his wealth to support colleges and universities throughout the United States. One of the academic institutions that received contributions was Spelman College. The University of Chicago also received endowments. Later, John Rockefeller was quoted as saying this donation was "the best investment I ever made." The Rockefeller Institute for Medical Research/Rockefeller University received money too. This university has educated 23 Nobel Prize winners. John D. Rockefeller also contributed to the Rockefeller Sanitary Commission and the Rockefeller Foundation. John D. Rockefeller gave away more than \$550,000,000.

### Add It Up

ACTIVITY

Skim the section on Captains of Industry and Commerce. Look for the ages of each Gilded Age industrialist. What was their **average** age when they began their business careers?

### Put It to Use

Think of a service or product you would like to market. You can either invent something new or improve an already existing product, or service. Create an advertisement for your service or product, and include a written explanation of why your classmates should invest in your company. Include your predictions of success, price and cost, the potential market, and the competition. Look at today's newspaper for ideas.

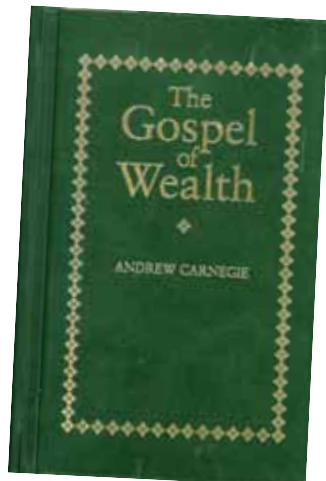
### Say It in a Letter

Henry Flagler helped build the most profitable corporation in history, Standard Oil. He was involved in designing the modern American corporation, and it was his idea to make a multi-state corporation that made Standard Oil so successful. Write Henry Flagler a letter asking him for business advice on how to set up your company so that it may be as successful as Standard Oil.



## Gilded Age Business Leaders Built Opportunities

In 1889, Andrew Carnegie wrote an essay. It was called *The Gospel of Wealth*. He wrote of how the world had been changed by technology. Andrew Carnegie suggested that the nation's wealthiest people have a responsibility to provide education and other opportunities to all. The captains of industry helped create opportunities for people by establishing trusts, academic endowments, libraries and museums for the public. It was those Gilded Age industrialists who established an American culture deeply rooted in opportunity for all.



The Frick Collection. (Library of Congress)

## Conclusion

Henry Flagler built Standard Oil and created a model for modern business. Today's businesses still look to the practices of Henry Flagler and the other Gilded Age captains to guide their decisions. The captains of industry and commerce attributed their success and influence to many factors. These included capitalism, democracy, hard work and advancing technology. They established many nonprofit corporations that still contribute to the individual welfare of Americans.



Philanthropist John D. Rockefeller.



Carnegie Library at Florida A&M University.  
(State Archives of Florida)



Cooper Hewitt. (Library of Congress)



## Reading Check

ACTIVITY

Construct a two-column chart. On one side, make a list of the captains of industry and commerce. On the other side, write the industry they led.

## Reach Your Goals

As you have read, many of the Gilded Age captains of industry and commerce got their start in business as young men. Write a short essay about the goals you have set for yourself, and include a timeline for when you plan to have them accomplished.

How will you achieve your goals?

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What kind of education will you need?

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What work experience will you need?

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Cooper Union, New York. (Library of Congress)

## Start Your Own Business

The combination of capitalism, hard work and advancing technology played a large role in the success of Standard Oil. This powerful business class attributed its success and influence to having benefited from a combination of capitalism, democracy, hard work and advancing technology.

### Capitalism:

Capitalism is a type of economic system. The idea behind capitalism is that a product or service is sold either by an individual or a corporation, that competes in a free market place, for the purpose of earning money.

### Democracy:

Democracy is a form of government in which leaders are chosen through public elections. Democracies promote freedom and opportunity.

### Hard Work:

Many of the wealthiest Americans of the Gilded Age shared a common thread in their journey to success: a

dedication and commitment to their goals. Ambition, ingenuity, motivation and creative vision drove the self-made businessmen to triumph in their industries.

### Advancing Technology:

Technology and its products were developing more rapidly than ever before during the Gilded Age. Almost everything we use today comes from the technology revolution of the Gilded Age. The new technology helped Americans gain personal freedom and opportunities to pursue their own dreams.

With your classmates, set up a small business that will provide your school community with a product or service that will earn money. Some examples are a weekly bake sale, a recycling center or a school-supplies store.

How will your class use the ideas of capitalism, democracy, hard work, and advancing technology to grow a successful business?

## Sum It Up

ACTIVITY

The business leaders of the Gilded Age made fortunes.

How did Andrew Carnegie suggest the wealthy spend their money?

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What is "philanthropy"?

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Look through the newspaper for examples of philanthropy in your neighborhood and list them below.

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Explain how you have benefited from the generosity of others.

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# HENRY FLAGLER INVENTOR OF MODERN FLORIDA



Benjamin Lainhart and his first house on the west side of Lake Worth, built with assistance of M.E. Spencer, May 9, 1876.



Tarpon fishers, Florida.

## Introduction

It would be no exaggeration to say that Henry Flagler invented modern Florida. When Florida became a state in 1845, the population was less than 60,000, and Key West was the largest city. During America's Gilded Age (1865-1929), Henry Flagler built a railroad that ran the entire length of Florida, from Jacksonville to Key West, and turned Florida into a tourist destination and one of the nation's biggest agricultural states. As a result, Florida's population exploded. By the time Henry Flagler died in 1913, the population was more than 800,000, 13 times larger than when the state was founded.

## Tourism

During the Gilded Age, new technology and wealth gave Americans more time to enjoy leisure activities. People were looking for ways to spend their free time. The Gilded Age gave Americans more time for travel and vacations. Henry Flagler made Florida a place to go to enjoy time away from work. He built the tourism industry of Florida. Henry Flagler's first

trip to Florida was in 1878. He brought his wife to Florida to help her recover from an illness. Florida's warm weather made it a refuge for the sick and recovering.

Henry Flagler and his wife traveled to Jacksonville by taking the railroad down America's east coast into Georgia, then into north Florida. A few years later, Henry Flagler visited Florida again. This time, he traveled to St. Augustine, the oldest city in the United States. Though St. Augustine was founded by Spanish settlers in 1565, it was a small city. By the time Henry Flagler visited in 1878, the city's population was still less than 2,000 people. Henry Flagler knew Florida was a perfect place to bring people for rest and relaxation. The tropical climate and many beaches made Florida a beautiful place. He realized St. Augustine would be a fantastic place for people to relax. Henry Flagler helped to make St. Augustine one of the most exotic vacation places in America.

When Flagler came to St. Augustine, there were no

modern hotels for successful businessmen and their families to enjoy. He decided to build his very own modern luxurious hotel. This decision was an important part of Florida's development.

Henry Flagler made sure that the hotels he built were magnificent. He was involved with many parts of the planning and building of these luxurious hotels. When Henry Flagler built his first hotel, the Ponce de Leon, in St. Augustine, he insisted that all of his ideas be followed very carefully. Henry Flagler believed in offering people the latest in technology. He made electricity and all other new technologies of the day available to his guests. In 1888, electricity was installed throughout the Hotel Ponce de Leon. The first home in America had been lit by electricity only three years earlier, in 1885, and by 1912, only 10 percent of rural homes had electricity. In addition to electricity and other modern conveniences, Henry Flagler made sure that every room was decorated with the finest materials.



Early Florida settlers





### Recalling the Details

What led to the population explosion in Florida during the Gilded Age?

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Who was responsible for this?

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How did he make it possible?

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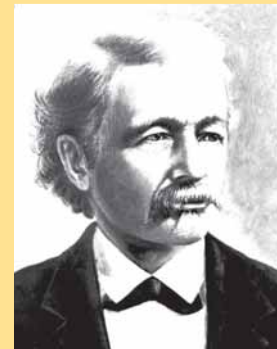
Young women at The Breakers.



A group of young men and women enjoy boating in Florida. (State Archives of Florida)



Florida tourists enjoy a ride on a riverboat. (State Archives of Florida)



### Henry B. Plant

A journalist once wrote about Henry Flagler, “No individual in American history has been so closely identified with the development of an entire state as Henry Flagler is with Florida.” Flagler even helped support Henry B. Plant, who found opportunity for success on the west coast of Florida.

Like Henry Flagler, Henry B. Plant came to Florida in hopes of finding better weather for his ailing wife. After successfully running his shipping company throughout the Civil War, Plant was able to purchase the failing Atlantic & Gulf and the Charleston & Savannah railroads. He continued to build his first two railroads into northern Florida and eventually expanded westward toward Tampa. In 1882, Plant organized the Plant Investment Company with help from Henry Flagler, M.K. Jesup and W.T. Walters. The Plant Investment Company allowed for the reconstruction and extension of several small railroads that provided service from east to west across the state. Henry B. Plant also bought steamship lines and steamboats, all for the transportation of building supplies used to build several hotels. The Tampa Bay Hotel was his premiere hotel, although, in all, he had eight hotels in west Florida. The Hotel Belleview is the only one that still operates as a hotel today. Henry Plant also constructed a deep-water pier, which made Tampa a very important port city along Florida’s gulf coast.



### Greetings From Florida!

During the Gilded Age, Florida gained popularity as a tourist destination because of its warm weather, ocean breezes and exotic landscape. Many visitors came to Florida to sightsee, bird-watch, play sports, and experience a stay at one of the many luxury hotels that were popping up along the east coast.



Pretend you are a visitor to Florida during the early 20th Century. Design a postcard to send to your friends or family who live far away. Draw a picture on the front of your postcard that depicts the scenery or an activity you participated in during your tour of Florida. On the back side, write a short note that describes your visit and persuades the recipient to join you in sunny Florida!





Swimming pool at the Hotel Alcazar, St. Augustine.

## Flagler's Hotels

Henry Flagler's vision for Florida's tourism industry was grand. Three years after his first visit to St. Augustine, Henry Flagler built the Hotel Ponce de Leon. The Hotel Ponce de Leon was a luxury hotel. Then he built the Hotel Alcazar in St. Augustine, a more affordable hotel. He also bought a third hotel in St. Augustine, which was named the Casa Monica. Henry Flagler was successful in his goal to make St. Augustine a thriving destination for tourists.

Henry Flagler changed the hotel industry when he opened the Hotel Ponce de Leon. The 450-room hotel sat on five acres of land and offered tropical views, large verandas, fountains and a courtyard. Henry Flagler was creative when building the hotel. He used a special concrete mixture. When it was complete, it was the largest structure in the world built of concrete. It was also the most luxurious hotel Florida had ever seen.

When Henry Flagler was building the Hotel Ponce de Leon, he became interested in the southern part of Florida. He wanted to make south Florida a place for travel and vacation. He first purchased the Jacksonville, St. Augustine, and Halifax railroads. He then added more track, expanding the railroad south along Florida's coast. South of St. Augustine, Henry Flagler bought a hotel and renamed it the Hotel Ormond.

Henry Flagler wanted tourists to be able to travel easily to the grand hotels he built. He began building additional routes and railroad tracks that would take people from the Jacksonville and St. Augustine area all the way to south Florida. He expanded his railroad from Ormond Beach to Lake Worth. The barrier island that formed the eastern boundary of Lake Worth was known as Palm Beach. Henry Flagler decided to build the famous Hotel Royal Poinciana in Palm Beach.

The Hotel Royal Poinciana was completed in 1894. The railroad that Henry Flagler built dropped off guests at the doorway of the Hotel. It became the largest wooden structure in the world in 1905. The Hotel was so large that many people called it "the city under one roof." This grand hotel served over 2,000 guests at one time and included a restaurant that seated 1,600 people. Hotel guests enjoyed a round of golf on Florida's first professionally designed golf course, opened in 1897. Guests also enjoyed fancy lunchtime teas, bicycling, tennis and many other outdoor activities.

In 1896, Henry Flagler built his second hotel in Palm Beach and named it the Palm Beach Inn. When Henry Flagler doubled the size of The Palm Beach Inn, he renamed it The Breakers. In 1903, the hotel grew in size again. During the fourth

expansion, The Breakers burned down. In 1904, it reopened to universal acclaim, offering top of the line service. Rooms started at \$4 a night, a price that included three meals a day. There were many famous American business people who came to visit The Breakers. The Rockefellers, Vanderbilts, Astors, Andrew Carnegie, Henry Clay Frick and J.P. Morgan vacationed alongside United States presidents and European nobility. The Breakers remains one of the world's great hotels even today.

Henry Flagler continued to build grand hotels as well as expand his railroad, the Florida East Coast Railway, to Miami. The Hotel Royal Palm was as impressive as the rest of Henry Flagler's luxury hotels. It was named for the type of palm tree that grew in the hotel's courtyard and the surrounding area of Biscayne Bay.

Eventually, Henry Flagler owned 8 luxury hotels all along the coast of Florida from Jacksonville to Miami, transforming Florida into one of the world's great tourism destinations.

## St. Augustine

### Hotel Ponce de Leon

The first of Henry Flagler's Florida hotels, the Hotel Ponce de Leon opened in St. Augustine in 1888. In addition to the latest and most luxurious accommodations for tourists, the Hotel Ponce de Leon also served as an artists' colony for such famed American painters as Martin Johnson Heade. The hotel is now home to Flagler College.



Hotel Ponce de Leon, St. Augustine.

### Hotel Alcazar

While not as grand as the Hotel Ponce de Leon, Hotel Alcazar was both a hotel and St. Augustine's main casino, a place for recreation and amusement in its inaugural season of 1889. The Hotel Alcazar boasted an indoor pool that was 120 feet long and fed from an artesian well. The Moorish style, designed by the same architects who designed the Hotel Ponce de Leon and Whitehall, resembled the Alcazar in Seville, Spain.



Hotel Alcazar, St. Augustine.





### Sum It Up

What were some of the accommodations that Henry Flagler made sure his St. Augustine hotels could offer guests?

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Why would these be considered luxuries?

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### Hotel Cordova

The smallest of Henry Flagler's three hotels in St. Augustine, the Hotel Cordova was located on the same square as the Hotel Ponce de Leon and Hotel Alcazar. In 1888, just four months after the grand opening of Hotel Ponce de Leon, Henry Flagler purchased the Hotel Casa Monica from Franklin W. Smith and changed the name to Hotel Cordova. Like Henry Flagler's other St. Augustine hotels, the architecture of the Hotel Cordova reflected the Spanish heritage of the town. The Great Depression forced its closure as a hotel in 1932. The building was later converted to the St. Johns County Courthouse, and today it has been restored and is once again open as the Casa Monica Hotel.



The Cordova, St. Augustine, Florida.

### Jacksonville

#### Hotel Continental

The Hotel Continental was completed in 1901. It opened in late March and closed in August each year, serving the summer visitors who came to the Jacksonville area. The reason for the summer opening was that it got the full benefit of the breezes from the north and cooling ocean currents.



Hotel Continental at Atlantic Beach before 1917.

### Ormond Beach

#### Hotel Ormond

After Henry Flagler established St. Augustine as a tourist mecca, he continued to expand the Florida East Coast Railway south to Ormond Beach. After he took over the existing hotel in 1890, Henry Flagler's hotel at Ormond Beach attracted enthusiasts of the world's first automobile races, which were held nearby. Henry Flagler's Standard Oil partner John D. Rockefeller built his home, The Casements, just across the street.



Visitors at the Hotel Ormond gather on the front porch, Ormond.

### Palm Beach

#### Hotel Royal Poinciana

The Hotel Royal Poinciana opened in 1894 with all the amenities of today's modern resorts, including electricity, indoor plumbing and a telephone system.

Among the first guests were America's most prominent citizens who arrived by private railcar on the railroad bridge across Lake Worth. When it finally was completed in 1905, the Hotel Royal Poinciana was the world's largest hotel and wooden structure. The Hotel Royal Poinciana was Palm Beach's premier tourist resort until it was torn down in 1936.



Guests in front of Flagler's Hotel Royal Poinciana, Palm Beach.

#### The Breakers

Henry Flagler built his second Palm Beach hotel, the Palm Beach Inn, on the shore of the Atlantic Ocean. The hotel was planned to accommodate overflow guests from the Royal Poinciana, but its beachfront location and informal style made it very popular. While the Royal Poinciana dominated Palm Beach's social scene, the Palm Beach Inn was enlarged and renamed The Breakers in 1901. Fires completely destroyed the hotel in 1903 and again in 1925. The Italian-Renaissance-style edifice seen today was built in just 11 months and opened to the public in 1926.



The Breakers, Palm Beach.

### Miami

#### Hotel Royal Palm

After a devastating freeze in Palm Beach, Henry Flagler decided to extend the Florida East Coast Railway farther south to Fort Dallas.

The residents of the town wanted to rename the town after Henry Flagler, but he insisted they call it by the Indian name for the local river – Miami. The Hotel Royal Palm, similar in style to Hotel Royal Poinciana, opened in 1897 and quickly became Miami's leading resort.



Hotel Royal Palm, Miami.



## The Florida East Coast Railway



The United States grew and changed during the Gilded Age. Part of the growth was due to the transportation systems built across the country. Florida, however, did not have an adequate railway system. Henry Flagler realized that the railroad tracks in Florida would need to be changed because they did not match the sizes of the tracks being built in other areas of America. Henry Flagler's vision was to develop a transportation system that would help grow the state's cities, and the new industries of tourism and agriculture. Building a railroad transportation system would make it possible for anyone with a pioneering

spirit to come to Florida and build new communities and businesses. Henry Flagler's railroad system became known as the Florida East Coast Railway, or the FEC.



Construction of double bridge in Jacksonville.  
(State Archives of Florida)



FEC train rumbles over the viaduct of Knights Key Bridge.

## Over-Sea Railroad









In 1905, Henry Flagler wanted to extend the FEC Railway from Miami to Key West, which was, at the time, Florida's biggest city and America's wealthiest city. He wanted to build a railroad that would allow for people to travel the railways over the water. Some people who did not believe that this would ever be possible named the project "Flagler's Folly."

The construction of the Over-Sea Railroad provided over 4,000 jobs to people. People came from all over the United States and the world to work on building the Over-Sea Railroad because this opportunity offered better living and working conditions than did many of the jobs in the states and countries they came from.

The Over-Sea Railroad project was not an easy one. During construction, five hurricanes destroyed large parts of the track, but Henry Flagler was determined to succeed. After spending millions of dollars and seven years of building the railway, it was finally completed. On January 22, 1912, Henry Flagler rode the first train into Key West aboard his private railcar No. 91 to meet a crowd of thousands. He was called the builder of the "Eighth Wonder of the World." Henry Flagler's railcar No. 91 and the commemorative plaque and gold telegram he received from his employees are now on exhibit at the Flagler Museum in Palm Beach.

### Flagler's Florida Hotels

**Directions:**  
Draw a line from the Flagler Hotel on the right to its location on the map.

-  Hotel Royal Poinciana
-  Hotel Ponce de Leon
-  The Continental
-  Hotel Ormond
-  Hotel Royal Palm
-  Hotel Cordova
-  Hotel Alcazar
-  The Breakers

## I've Been Working on the Railroad

Have you ever wondered who worked on the Over-Sea Railroad? Henry Flagler's Over-Sea Railroad offered opportunity to thousands of people from all over the United States and the world to live and work in Florida. In 1910, the Over-Sea Railroad workers were constructing the Seven Mile Bridge in Pigeon Key, Florida. According to the 1910 Pigeon Key Census, 211 people living in Pigeon Key worked on the Over-Sea Railroad. The Census recorded important information

Country	Number of Workers
Spain	77
United States	66
Grand Cayman	33
Other Countries not Listed	27
Ireland	13
Total	211

Source: U.S. Bureau of the Census

about the workers including the countries from which they came. Of the 211 workers, 61 were born in the United States and 150 came from other countries. Five of the workers identified themselves as Black.



Over-Sea Railroad workers. (Wright Langley Archives)





The red line on the map represents Henry Flagler's Florida East Coast Railway system. The Over-Sea Railroad is also included.



First train arriving at Key West on January 22, 1912.



Henry Flagler arrives in Key West. 1912.



FEC workmen construct part of the Over-Sea Railroad.

When Henry Flagler's Over-Sea Railroad was completed in 1912, the employees of the Florida East Coast Railway and the people of Key West helped him celebrate the great engineering feat by presenting him with a special telegram and framed silver medallions made by Tiffany & Co. The Over-Sea Railroad provided a link between all of the Florida Keys and improved shipping routes for international trade.

The Florida East Coast Railway employees wrote the following note to Mr. Flagler:



"Congratulating you on the completion of the crowning work of your life, we trust you may long enjoy the pleasures of achievement and lead us in our loyal service to you.



Employees Florida East Coast Railway"

The silver medallions depict a portrait of Henry Flagler and the Key West extension of the Florida East Coast Railway with an inscription that reads:

"...By the people of Key West as a token of their esteem and gratitude."



FEC workers construct a bridge on the Over-Sea Railroad. (State Archives of Florida)

### ACTIVITY

#### Recalling the Details

What did some people call Henry Flagler's plan to construct the Over-Sea Railroad?

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When was this project completed?

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When it was completed, what was the project's new nickname?

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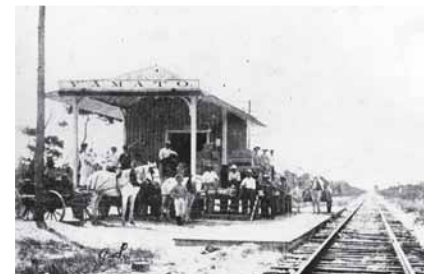




Jo Sakai, 1910.



Crates of oranges wait to be shipped from Florida. (State Archives of Florida)



Florida East Coast Railway train depot, (State Archives of Florida)



Florida farmers harvest pineapples. (State Archives of Florida)

## Agriculture

Henry Flagler established Florida's agriculture industry. He built the FEC Railway, which was the transportation system, along the east coast of Florida and throughout much of the state. A branch of the FEC ran through the town of Okeechobee. This brought the railroad to one of the richest agricultural regions in the country, the Florida Everglades.

During this time, Florida laws allowed railroad builders to claim land for every mile of track they built. Henry Flagler built so many miles of railroad, he ended up with two million acres of land. He wanted to make use of this land by growing the agriculture industry in Florida. He hired a team of agriculturists, horticulturists and stockmen to oversee the development

of his land. Henry Flagler also sold a great deal of land to settlers along the FEC Railway. Towns such as Boynton Beach and Delray Beach were established on Henry Flagler's land as farming communities. He offered citrus growers reduced rates to ship fruit on his railway. This helped others in the country to enjoy Florida's citrus fruits and made Florida famous for growing oranges.

Henry Flagler owned the Model Land Company. This company helped to bring skilled farmers to Florida. A colony of Japanese farmers, led by a man named Jo Sakai, established the Yamato Colony in 1905 between Boca Raton and Delray Beach. Yamato is an ancient name for Japan. The Yamato Colony first grew pineapples and

later vegetables. By the 1920s, the Yamato Colony was disbanded. But one member, George Sukeji Morikami, stayed and farmed the land. He farmed there until he died in 1976. Before he died, he donated his land to Palm Beach County. Today this area is part of the Morikami Museum and Japanese Gardens. The Morikami Museum is the only Japanese museum in Florida, and it still keeps very close ties with Japan.



Yamato Colony. (State Archives of Florida)



A man uses a horse to power his farming operation. (State Archives of Florida)

## The Roots of Florida's Agriculture: The Town of Hastings

One example of how towns sprang up around Henry Flagler's railroad is Hastings, Florida. In 1890, Thomas Horace Hastings founded the settlement of Hastings in what is now St. Johns County. He built the first house and operated greenhouses to raise vegetables for use in Henry Flagler's hotels. The Hastings, Florida, post office was established shortly after, in 1891. The first school opened there in 1897. Hastings officially became a town in 1909.

Hastings quickly became known for its contributions to Florida agriculture in the early 20th century. The development and irrigation of the land brought to life a new era in Florida agriculture. Modern machinery, fertilization and crop experimentation brought raising potatoes into the realm of scientific farming. Today, select potato crops are shipped from Hastings to supermarkets all over the United States.



### ACTIVITY

#### Write an Essay

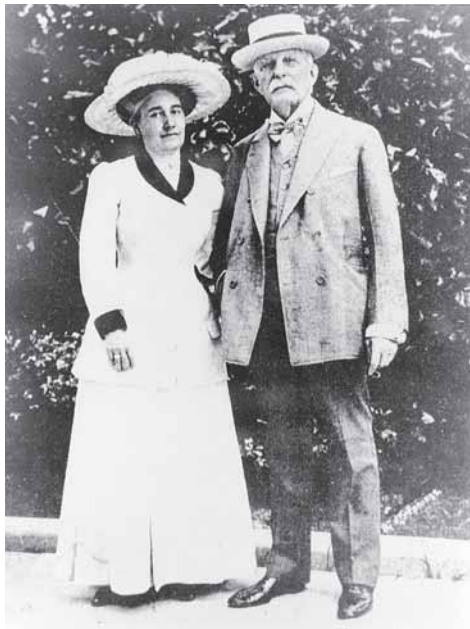
Pretend you just purchased land in South Florida from Henry Flagler. Write a letter home to your family telling them what your plans are for the land. Will you build a house? Start a farm? Sell the land? Use information from the text to help you decide the best way to use your new land.







# WHITEHALL – FLORIDA’S FIRST MUSEUM



Mary Lily Kenan and Henry Flagler, 1910.

## Introduction

Whitehall was a 55-room winter retreat built as a wedding gift for Henry Flagler’s wife Mary Lily Kenan Flagler. On March 30, 1902, a story in the *New York Herald* described Whitehall, the Palm Beach home of Henry Flagler, as, “More wonderful than any palace in Europe, grander and more magnificent than any other private dwelling in the world.”

Henry Flagler called on the same young architects who designed several of his hotels along Florida’s east coast, John Carrère and Thomas Hastings, to design Whitehall. This young team of architects had designed three buildings in St. Augustine: the Hotel Ponce de Leon; the Hotel Alcazar; and the Presbyterian

Church, which was dedicated to Henry Flagler’s daughter’s memory.

Whitehall, like other Gilded Age homes, was built with the most modern technology of the time, including electric lights, central heat, and a telephone system. With a towering portico, large urns decorated with ancient gods and animals, and an elaborately crafted fence that surrounded the property, Whitehall represented the notion that America’s wealthy were highly cultured.

The great cultures of history influenced the design of the grand structures of the Gilded Age. Americans were claiming their status as the most highly evolved civilization in history. It was Andrew Carnegie who stated, “It is well, nay, essential, for the progress of the race that the houses of some should be homes for all that is highest and best in literature and the arts, and for all the refinements of civilization.” Andrew Carnegie was encouraging his fellow business leaders to build houses that could also serve as museums, in other words, homes for the works of the muses of art and literature.

John Carrère, Whitehall’s chief architect, spoke of the intended service of Whitehall not only as a home but as a museum when he said, “The amount of art education which a building can disseminate among the masses is far beyond what we realize.” The interior of Whitehall was decorated by Pottier and Stymus, a famous team of designers from New York. To represent an America that was arguably the most advanced society in the history of Western culture, the home’s objects and decorative designs are rich with symbolism. That is to say,



The Bal Poudre, Whitehall, 1903.

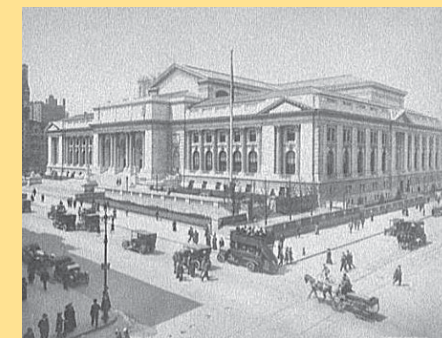
every fabric, color scheme and layout was placed with thoughtfulness and intent – to send the message that America was a culturally advanced society.

For example, a statue of Augustus Caesar that stood near the large marble entryway represented leadership and an appreciation of fine art. Henry Flagler, like many other Gilded Age captains of industry, saw many similarities to the great Roman emperor who transformed Rome from a society of advanced technology to a society of high culture. Marble figures symbolic of marriage, prosperity, happiness, and the sea were placed in each corner of the Grand Hall.

The Flaglers hosted exquisite social affairs in Palm Beach at Whitehall, including the first grand ball, the Bal Poudre, in 1903. The Flaglers also hosted many formal dinners and entertained friends during the Palm Beach social season. Guests of Whitehall included the governor of the Bahama Islands, George Gilbert Carter; Admiral George Dewey, a decorated Spanish-American War veteran; and socialite John Astor.

## John Carrère and Thomas Hastings

Henry Flagler helped launch the successful careers of two young architects: John Carrère and Thomas Hastings. Henry Flagler asked them to design the Hotel Ponce de Leon in 1885 and Hotel Alcazar in 1887, both in St. Augustine, Florida. Later, they designed Whitehall, Florida’s first museum. They also designed the New York Public Library and the Pan American Exposition in Buffalo, New York. John Carrère and Thomas Hastings became known as one of the greatest Beaux Arts architecture firms in the United States.



New York public library.



Construction of Whitehall, 1901-1902.

ACTIVITY

## Design Your Own Home

Design a mansion for yourself that one day could become a museum. Clip pictures from the newspaper to show how you will furnish the house keeping in mind that your “mansion” will one day be a museum that will show what life was like today.



## Whitehall - Florida's First Museum



The front of Whitehall, Florida's first museum.



Billiard Room, Whitehall.



Music Room, Whitehall.



Library, Whitehall.



Grand Ballroom, Whitehall.



Dining Room, Whitehall.



Master Suite, Whitehall.



Master Bath, Whitehall.



Drawing Room, Whitehall.





The Breakers estate, Newport, Rhode Island.



Villa Vizcaya, Miami, Florida.



Marble House, Newport, Rhode Island.



Ca'd'Zan, Sarasota, Florida.



The Biltmore, Asheville, North Carolina.

## Gilded Age Homes

The homes of America's wealthy were equipped with the most modern conveniences of the time that made living comfortable and entertaining lavish. For instance, many homes had central heating systems and electric lighting. Homes of the Gilded Age were designed in the Beaux Arts style of architecture, with a large entrance hall for receiving guests at social gatherings, sweeping staircases, and ceiling paintings.

"Beaux Arts" is a term that describes an artistic style created by combining Greek and Roman architectural styles with French and Italian Renaissance motifs.

Many homes of America's wealthy were built in the Beaux Arts style. Some were built as true estates, with resources normally found only in towns or cities. William Randolph Hearst, a newspaper giant, began his Gilded Age estate in 1919. He hired Julia Morgan a young San Francisco architect, to construct an elaborate California estate with 165

rooms, with two pools, terraces, gardens and walkways.

The Biltmore, the private estate of George W. Vanderbilt II, was built in North Carolina in 1895. It, too, included several scenic farms as well as a church.

Overlooking Biscayne Bay, is Villa Vizcaya. James Deering, an industrialist of the Gilded Age, built this 10-acre estate to

serve as a winter home in much the same way that Whitehall served the Flaglers. The Breakers, Ca'd'Zan, Fenway Court, Nemours, The Elms, Marble House, Rosecliff and Wyntoon are other famed Gilded Age private homes. They, too, expressed the social standing of their wealthy owners and America's belief that it had become the most highly evolved culture in Western history.



Hearst Castle, San Simeon, California.

### ACTIVITY

#### Recalling Details

Make a list of all the common features of some of the Gilded Age homes that were described in this section. Do homes today have these same features?

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### Sum It Up

Using the Internet, find pictures of other buildings designed by John Carrère and Thomas Hastings. Based on pictures and descriptions, how are their buildings similar in appearance to Henry Flagler's winter home in Palm Beach, Whitehall?

#### Reading Check

Symbolism was a big part of Beaux Arts architecture, which was popular during the Gilded Age. Can you think of some symbols used in America's monuments and homes from the Gilded Age?

Why do you think companies use symbols to represent their name? Look through the newspaper for examples.

## Conclusion

Henry Flagler built Whitehall, Florida's first museum. Whitehall, like other homes of the Gilded Age, is a window into a time when technology and creativity shaped American culture. These Gilded Age homes were built as private museums that are now open to the public and are impressive examples of America's cultural heritage.



# THE LEGACY OF HENRY FLAGLER AND THE GILDED AGE



Whitehall, 1902.

## Introduction

Like many of the wealthiest Americans, Henry Flagler put his money to work, funding public libraries, schools and hospitals. During his lifetime, he often thought about how best to use his resources, saying, “The hardest problem a man has is how to help people. The desire to help others comes when a man has more than enough for his own needs. I have come to the conclusion that the best way to help others is to help them help themselves.”

Henry Flagler and other captains of industry and commerce understood their **obligation** to society to distribute their wealth in such a way that created opportunities for everyone. Andrew Carnegie warned about the social dangers of one man’s collecting a large sum of money without giving to worthy causes. The captains of industry and commerce of the Gilded Age gave to causes that benefited the public and set a standard of **philanthropy** from which we continue to benefit.

## The Flagler Fortune

By the time of his death in 1913, Henry Flagler had accumulated almost unimaginable wealth from his business dealings in Standard Oil, the Florida East Coast Railway, Florida East Coast Hotel Company, Model Land Company, and his ownership of major Florida newspapers and utilities. Henry Flagler’s estate was worth an estimated \$100,000,000; that’s about the same as \$2,000,000,000 today.

Although he worked for 68 years of his life, starting as a teenager and living past his 83rd birthday, Henry Flagler was never selfish with his fortune. Henry Flagler’s contributions provided land for dozens of schools, churches, parks, courthouses, libraries and cemeteries throughout Florida. In 1913, Henry Flagler donated the land on which the courthouse in West Palm Beach was built. Today, this land is the site of the future history museum. It was Henry Flagler, too, who owned the land that the Norton Museum of Art now occupies.

In May 1888, Henry Flagler suggested to a committee of St. Augustine’s most influential people that a hospital be constructed. He proposed to build a hospital for the community if local people would form an organization to maintain the facility. The people of St. Augustine accepted the challenge and immediately went to work planning fundraising events and asking for **contributions**. Out of this effort, a new nonprofit hospital opened on March 1, 1890. Continuing the spirit of giving, a generous donation from Mary Lily Kenan Flagler funded a new hospital after a fire destroyed the first hospital in 1916.

The city of Miami’s first library was founded by the Ladies Afternoon Club with help from Henry Flagler. Although the club maintained a reading room as early as 1905, it did not open its first library until 1913, on property donated by Henry Flagler. When the club moved from its original location, the Flagler Memorial Library was established in its place.



Many of the charitable donations that Henry Flagler made to benefit the people of Florida were made as private gifts. Often, he would supply housing, money or farmland to his employees if they were in need. After learning that a former employee, who had intentionally ruined a building project, was injured and unable to work, Henry Flagler paid his family's bills and expenses until he could work again. Much of Henry Flagler's fortune makes up more than a billion dollars in **endowments** or trusts. Today, those endowments and trusts support more than \$50,000,000 in educational activities each year. Henry Flagler's **legacy** of contributions are proof that, almost 100 years after his death, Henry Flagler is still fulfilling what he believed to be an obligation to his fellow Americans.



Henry Flagler and his dog, Delos, tour Palm Beach.



Flagler College, St. Augustine. (Flagler College Archives)

## America's Top Foundations and Trusts

Philanthropic Organization	Headquarters	Estimated Worth (Dollars)
Bill and Melinda Gates Foundation	Seattle, Washington	\$26.8 billion
Howard Hughes Medical Institute	Chevy Chase, Maryland	\$14.8 billion
Lilly Endowment	Indianapolis, Indiana	\$10.8 billion
Ford Foundation	New York, New York	\$10.6 billion
Robert Wood Johnson Foundation	Princeton, New Jersey	\$7.8 billion
W.K. Kellogg Foundation	Battle Creek, Michigan	\$6.3 billion
David and Lucile Packard Foundation	Los Altos, California	\$6.0 billion
William and Flora Hewlett Foundation	Menlo Park, California	\$6.0 billion
Gordon E. and Betty I. Moore Foundation	San Francisco, California	\$4.9 billion
John D. and Catherine T. MacArthur Foundation	Chicago, Illinois	\$4.5 billion
Andrew W. Mellon Foundation	New York, New York	\$4.5 billion
Pew Charitable Trusts	Philadelphia, Pennsylvania	\$4.1 billion
Rockefeller Foundation	New York, New York	\$3.2 billion
The Kresge Foundation	Detroit, Michigan	\$2.7 billion
Carnegie Corporation	New York, New York	\$2.2 billion

### ACTIVITY

#### Write a Press Release

Because Henry Flagler was so important to Florida, many buildings, bridges and statues have been named for him.

Write a press release about something named to honor Henry Flagler. Remember to include where and when the dedication will be, and, of course, make sure you say what is being dedicated.





## What did Gilded Age Business Leaders say about Philanthropy?

During the Gilded Age, many American business leaders carefully considered their role in creating opportunity for others to give back to their communities. Here is what they said...

“The hardest problem a man has is how to help people. This desire to help others comes when a man has more than enough for his own needs. I have come to the conclusion that the best way to help others is to help them help themselves.”

– Henry Morrison Flagler (1830-1913)

“Think of giving not only as a duty but as a privilege.”

– John D. Rockefeller (1839- 1937)

“Time and money spent in helping men do more for themselves is far better than mere giving.”

– Henry Ford (1863-1947)

“I have always recognized that the object of business is to make money in an honorable manner. I have endeavored to remember that the object of life is to do good.”

– Peter Cooper (1791-1883)

“The man who dies thus rich dies disgraced.”

– Andrew Carnegie (1835- 1919)

“A philanthropist is someone who does good for the love of his fellowmen.”

– W. K. Kellogg (1860- 1951)

What would you say to inspire others to give back? Write a quote of your own.

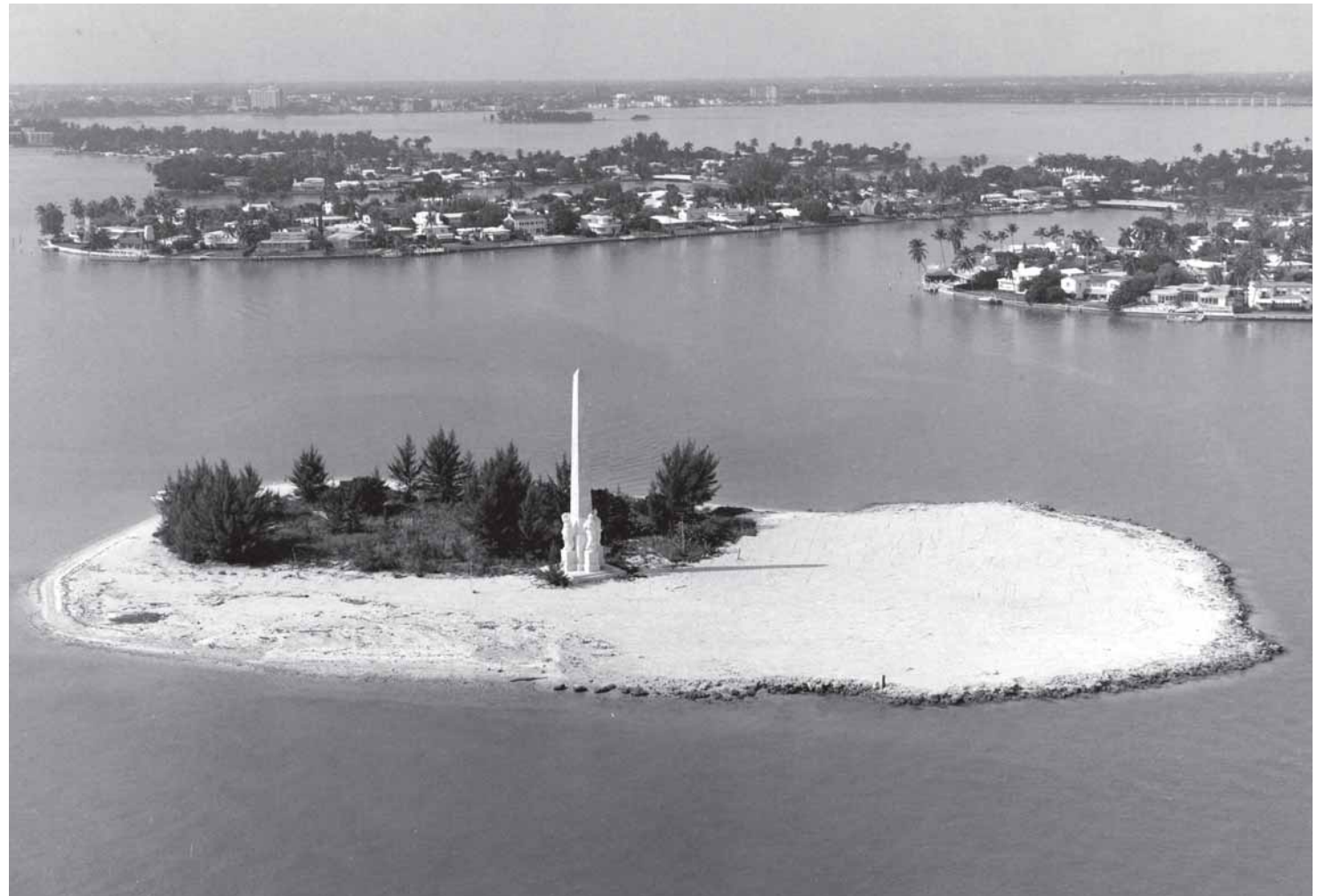
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Aerial view of the Flagler Island and Monument, built by Carl Fisher in 1920.

## The Flagler Name

Henry Flagler’s Florida East Coast Railway connected the entire east coast of Florida. The luxury hotels he built created Florida’s tourism industry. Henry Flagler’s dedication to the agricultural development of Florida established the State’s agriculture industry. Almost a century after his death, memorials to him will continue to remind future generations of his innovative spirit and importance to our state and national history.

St. Augustine, Miami, Palm Beach and Key West are just a few cities that benefited greatly from the contributions of Henry Flagler. To honor his lasting influence on the business world today, many places and structures in Florida have been named after Henry Flagler. Can you name a few?

## Flagler College

Founded in 1968, Flagler College is located in St. Augustine, Florida, within and around the building that was once the Hotel Ponce de Leon. This private academic institution serves to remind all those who are students, professors or visitors to St. Augustine that Henry Flagler’s legacy will continue to influence generations to come.



Flagler Memorial Presbyterian Church, St. Augustine. (Sam Gay)

## Flagler Memorial Presbyterian Church

Built by Henry Flagler in 1890, the church was constructed as a memorial to his daughter, Jennie Louise Benedict, who died after complications from child-birth. Henry Flagler hired the architectural team of John Carrère and Thomas Hastings from New York to design the building, which was modeled after a church in Venice, Italy. The church also houses a burial chamber that holds the tombs of

Jennie Louise; Henry Flagler; and his first wife, Mary Harkness.

## Flagler County

Through the building of the Florida East Coast Railroad, the county’s **namesake** played an important role in developing land and making it accessible, which also provided opportunities in agriculture for cattle farmers and citrus growers to transport their products, and in business and industry for timber harvesting and turpentine manufacturing. The county was named in 1917 for Henry Flagler in honor of his tremendous influence.

## Miami

When the settlement of Fort Dallas incorporated as a city in 1896, the grateful residents wanted to name the new city after its greatest benefactor, Henry Flagler. But Henry Flagler suggested instead that they give the new city the Indian name of the river that flowed through it, which was Miama, or as we know it today, Miami.

## Roads and Bridges

Throughout the state of Florida are several locations where street-name **dedications** to Henry Flagler can be found. Jacksonville, St. Augustine, West





Flagler statue dedication in 1916, St. Augustine.



Flagler statue, dedicated February 24, 2006, at the ferry terminal in Key West.

Palm Beach, Fort Lauderdale, Miami and Key West all have named major roadways after the great Florida visionary. In Palm Beach County, where Henry Flagler played an important role in the development of land and making it accessible by train there is a bridge named for him. The bridge is a vital structure that connects West Palm Beach to the town of Palm Beach, where Henry Flagler built his winter home, Whitehall; and two luxury hotels. Henry Flagler was also very influential in the **incorporation** of Miami as a city in 1896. He is now known as the Father of Miami, and to honor his contributions, the city named a bridge for him.

## Statues and Monuments

In St. Augustine stands a statue of Henry Flagler that was designed to **commemorate** his dedication and commitment to the development of modern Florida. The original statue was commissioned in 1902 by Henry Flagler's wife, Mary Lily Kenan Flagler. The statue was placed at Malaga Street Depot, the headquarters of Henry Flagler's Florida East Coast Railway. Eventually, it was moved to the city hall, which was once Henry Flagler's Hotel Alcazar. In 1972, it was moved a second time to the grounds of Flagler College, where it stands today.

A statue of Henry Morrison Flagler was dedicated at the ferry terminal in Key West, Florida, on Friday, February 24, 2006. The monument is a reproduction of the original statue dedicated to honor Henry Flagler in St. Augustine. On the 110th anniversary of the incorporation of the city of Miami, July 28, 2006, a statue of Henry Morrison Flagler was dedicated on the Miami-Dade County Courthouse steps in downtown Miami. The statue is a reproduction of one commissioned in 1902 that now stands in St. Augustine. The bronze statue depicts Henry Flagler dressed in a long coat, standing with his right hand in his trouser pocket. It stands 92 inches high, weighs 930 pounds and sits atop a four-foot-high solid-granite base.

### Write an Essay



Pretend you are one of the wealthy industrialists of the Gilded Age. Choose a charity to contribute money to, and write an expository essay about why you chose that organization. How would you like to see your donation spent? How would your contributions help others to help themselves?



Colonel G.F. Robert Hanke, great-grandson of Henry Flagler, dedicated the Miami statue on July 28, 2006 – the 110th anniversary of the incorporation of the city of Miami.





Founder Jean Flagler Matthews, Flagler Museum.

## The Flagler Museum

Henry Flagler and his wife Mary Lily Kenan Flagler spent 11 winters at Whitehall, beginning in its first season, 1902. After their deaths, Whitehall was left to their niece, Louise Clisby Wise, who eventually sold the home. In 1925, a 10-story tower of 300 rooms was added to Whitehall, and it was converted to a luxury hotel. Eventually, in 1959, Jean Flagler Matthews, granddaughter of Henry Flagler, purchased the hotel and established a nonprofit educational corporation, the Henry Morrison Flagler Museum. The hotel addition was demolished, and Whitehall was restored to its original condition.

Today, the Henry Morrison Flagler Museum is a public museum. The mission of the Flagler Museum is to preserve, research and interpret Whitehall, its associated collections, and materials related to the life of Henry Morrison Flagler as unique and important elements of Florida's history and America's Gilded Age. In 2000, the Flagler Museum was named a National Historic Landmark by the U.S. secretary of the interior. That is the highest form of recognition a historic site can receive.

The museum is open year-round and offers audio, docent-led or self-guided tours to visitors daily. In addition to touring Whitehall, visitors may

also explore the Flagler Museum's changing exhibit gallery, which features temporary exhibits on topics related to Florida history and America's Gilded Age.

The Flagler Kenan Pavilion, designed in the style of a 19th-Century Beaux Arts railway palace, houses Henry Flagler's private railcar, No. 91.

More than 6,000 students and teachers visit the Flagler Museum each year to experience the Gilded Age home of Henry Morrison Flagler, one of modern Florida's most influential figures. A visit to the Flagler Museum offers a unique glimpse into Florida's history during America's Gilded Age and the role Henry Flagler played in creating modern Florida.

## Conclusion

Henry Flagler put his money to work by funding libraries, schools, cemeteries, churches, courthouses, parks and hospitals. He built Florida's first museum, Whitehall, which continues to serve as an educational institution. His fortune has funded more than \$1,000,000,000 in endowments and trusts, which fund more than \$50,000,000 in educational activities each year. Henry Flagler's legacy of philanthropy continues to benefit many thousands of Americans each year.



### Experience the Flagler Museum

Visit the Henry Morrison Flagler Museum with your class to tour the home and learn more about Henry Flagler's contributions to Florida and the world.

The Flagler Museum will give away ten (10) \$100.00 cash prizes every other week from December-April to ten lucky students and one (1) \$1,000.00 cash prize to one lucky teacher. To enter for a chance to win, log onto the Museum's web site and click on "Teacher Resources."

Check out the Museum's Web site at [www.flaglERMuseum.us](http://www.flaglERMuseum.us)

The Flagler Museum is an Approved Field Trip Provider for the School District of Palm Beach County.



Henry Morrison Flagler Museum.