

# **MINING IN BISBEE**

**CHAPTER 7**

## **THE MINING COMPANIES CONTRIBUTED TO THE COMMUNITY**

**1881 - 1975**

**SLIDE 1**

# **MINING IN BISBEE**

## **A HISTORICAL OVERVIEW**

**THE MINING COMPANIES DID MORE THAN  
MINE, THEY GAVE MUCH TO BISBEE**

**COPPER QUEEN CLINIC**

**(LOWER LEFT CENTER)**

**C - 1895**

**PART 7**



GRAEME LARKIN COLLECTION

As the American West was opened up by development, the need for the basic services grew dramatically. All of those things which we now take for granted – water – transportation – medical services – even food and clothing, were in short supply, if available at all. Remote areas like Bisbee was during this time had little of life's necessities at hand and few of its pleasures; saloons and brothels, aside.

All forms of government were absent and it was fully expected that these self-sufficient individuals make do; and they did. Yet there were still many needs, collective needs that had to be met. Almost all of these were to be filled by the Copper Queen and later with the ready assistance of the C&A as well as the other mining companies. This is a summary overview of what the companies did for Bisbee and its citizens.

While it was a mix of paternalistic philanthropy and the furthering of self-interest, the companies did much to make life better, healthier more enjoyable for all who lived here. In today's world, most mining companies working in developing countries, engage in similar efforts to those chronicled herein as a part of what is now called "Sustainable Development." While it is now expected of these companies, indeed often demanded, at Bisbee it was all voluntary. This very

approach developed more than 130 years ago, has evolved as a general model in how the extractive industries engage the nearby communities to the mutual benefit of all.

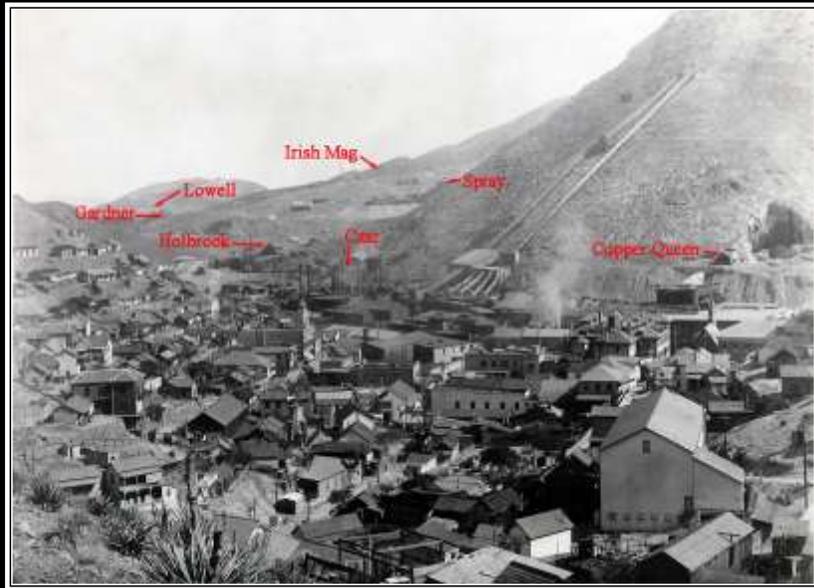
## SLIDE 2

### BISBEE IS NO LONGER A ONE-COMPANY TOWN

AS THE NEW MINING COMPANIES DEVELOPED, SO DID BISBEE.

- THERE WAS COMPETITION FOR MORE THAN MINING CLAIMS, SKILLED MINERS WERE SOUGHT
- MANY MORE MEN WERE NEEDED TO FILL THE NEW MINES
- BUSINESS QUICKLY EXPANDED TO MEET THE NEEDS OF THE MANY NEW CUSTOMERS AND THIS WAS JUST THE BEGINNING OF THE GROWTH

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GRAEME LARKIN COLLECTION

A VIEW OF BISBEE AND THE OPERATING MINES IN 1902

Good miners have always been a scarce commodity. The labor of a miner was, and remains today, a skilled craft. The mining companies competed for the best of the men just as they competed for the best claims. What good is the richest of orebodies if you cannot mine the ore in an efficient manner. This need for people brought many miners to Bisbee; some stayed, some left after their first conflict with their boss, and mine bosses have never been noted for their tactfulness. Some prided themselves in their ability to push men not lead them. This seldom set well with a talented miner.

Good miners were notoriously independent craftsmen. One writer noted "*The best miners are those restless mortals who spend their lives traveling from one place to another, seldom spending more than two or three months at any one mine ----*" They could afford to be independent, as there was always another job to be had. Even in the worst of times, a very good miner could get a job. If he had a run in with the boss, he just quit and moved on. In part, this is why PD and later, the other companies worked so hard to make Bisbee a reasonable place to live so they would marry. A married man was a much more stable worker and the mining companies needed a stable workforce.

With the mechanization of the mines in the first decade of the 20<sup>th</sup> century, lower skilled men could be employed for many tasks that previously were done only by the most skilled. Drilling is a good example. Hand drilling was the peak of the skills in the mines. A good miner could easily show his stuff when it came to drill blast holes by hand. Machines changed much of this. Good hand drillers seldom became good machine drillers for reasons that were never clear even though it was seriously studied at the time. This shift in the apex of skill sets soon put the timberman on top.

Repairing timber was a difficult and potentially dangerous job. Moving a post with many tons of rock being supported by it was no simple task, but often necessary. This job fell to the timberman who was the most skilled and highest paid of the miners. Timbermen were true artists at ground control and the mining and remained in high demand to the end.



Repairing timber and “catching up” ground in the ever-shifting clays of the Holbrook Mine C - 1900

### SLIDE 3

#### THE MINING COMPANIES PROVIDED MANY OF THE BASICS

- **BY NECESSITY, THE COPPER QUEEN AND LATER THE C&A BROUGHT MOST ALL OF THE BASIC SERVICES TO BISBEE AND THE SURROUNDING COMMUNITIES. SERVICES WHICH WERE GENERALLY PROVIDED BY GOVERNMENT, BUT WERE IT NOT FOR THE ACTION OF THE MINING COMPANIES, THESE WOULD HAVE ONLY COME YEARS LATER**
- **LOCAL GOVERNMENT WAS NONEXISTENT UNTIL 1902 AND FOR YEARS AFTERWARD, IT LACKED THE FINANCIAL AND TECHNICAL CAPACITY TO PLAN AND DEVELOP EVEN THE MOST BASIC OF SERVICES**
- **BOTH LOWELL AND WARREN REMAINED UNINCORPORATED UNTIL MANY YEARS LATER, THUS NEITHER HAD THE MECHANISMS TO MEET THESE NEEDS EXCEPT AS PROVIDED FOR BY COUNTY OR STATE AGENCIES OR THE MINING COMPANIES**
- **FROM THE VERY BEGINNING, THE COPPER QUEEN DID MUCH TO HELP BISBEE AND IT CITIZENS IN MANY WAYS. FIRST CAME EDUCATION THEN VITAL HEALTH SERVICES**

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So many of the basic services that we take for granted today and indeed which were commonly provided by local governments of the time were not to be found in most frontier communities. Schools, hospitals even law enforcement were not to be had in Bisbee and most other Territory communities.

Under Dr. Douglas' paternalistic guidance coupled with the caring generosity and benevolence of the partners of Phelps Dodge & Co., Bisbee would have all that was necessary and much more. To be sure, this would be an evolutionary process and would take time, but all came to the great benefit of all of the townspeople.

James Douglas was an ordained Presbyterian Minister, and while he never served in this role, he cared deeply for his fellow man. Several times Douglas sought to contain the naturally wild spirit for which the Western miner was famous. First he established a policy that there would be no work on Sunday, something almost unheard of in the western mining camps. He did not seek to compel the men to attend church, but he wanted to give them the chance if they so chose

Very early on, Douglas set a policy whereby the employees could allow their wages to accumulate with the company; in hopes or reducing gambling. Public drunkenness was a discharge offence at the Copper Queen. The men were not forbidden to drink, but those who

drank too much too often were soon without a job; even if it was off the job and may not have directly impacted their work. The Copper Queen did not want this type of person in Bisbee, much less in their mines. It had a positive impact as chronicled by the *Arizona Graphic* in January 1900. The author wrote ...

*“With over 6,000 population, not counting burros and dogs. Bisbee has no practicing lawyer. The inference is that it does not need a lawyer, for lawyers are as easy to get on demand as candidates for office. The town has practically no local government – no mayor, nor councilmen, nor police force; no community organizations. It has but one church, Catholic, and one newspaper, a daily. It has as many gambling houses, liquor saloons and brothels as it needs – and probably more. It has a public school, with 350 pupils, and a large, well equipped public library, which is crowded nightly with working men.... In consequence of or in spite of, these combined social conditions, Bisbee is the most prosaic, orderly and industrious town imaginable.*

*Perhaps explanation of these conditions can be found in the fact that Bisbee is the Copper Queen mine, and the Copper Queen Mine is Bisbee. Nearly everybody who works in Bisbee for the Copper Queen company. Above 1,400 men draw pay from the company.”*

As is clear from the foregoing, the Copper Queen kept order in Bisbee. In spite of the abundance of saloons and other sources of temptation, the lack of a police force suggest that the wild and ruckus behavior so associated with these establishments may not have been the case at Bisbee. Another benevolent gift to the community, albeit imposed by the Copper Queen. He always wanted married men and did much to make this remote outpost more appealing to miners wives'. Married men were a far more stable workforce and truly skilled miners were always scares, always to the very end.

However, history tells us that in spite of all of this Bisbee, itself, was far from an idyllic place to live. As will be detailed later, life in the crowd canyons with a huge smelter was difficult. Nonetheless, the mining companies met the challenge over time with clean water, transportation and an organized community for better living.

**SLIDE 4**

**THE COPPER QUEEN BUILDS SCHOOLS**



**EDITH STOWE,  
AN EARLY BISBEE  
TEACHER  
c -1890**

**IN 1883, THE COPPER QUEEN BUILT THE FIRST SCHOOL, AND HIRED THE FIRST TEACHER. AS THE NEEDS OF THIS YOUNG COMMUNITY, GREW SO DID THE LEVEL OF THE CQ'S CONTRIBUTION TO EDUCATION WITH EXPANDED AND NEW FACILITIES AND MORE STAFF UNTIL 1897 WHEN THE COMMUNITY APPROPRIATELY TOOK OVER THE RESPONSIBILITY OF EDUCATION FOR AN INCREASINGLY LARGER NUMBER OF STUDENTS**



**BISBEE'S FIRST  
SCHOOL BUILDING  
CONSTRUCTED OF  
ADOBE WITH A  
WOODEN  
EXPANSION  
C - 1888  
ARIZONA HISTORICAL  
SOCIETY COLLECTION**

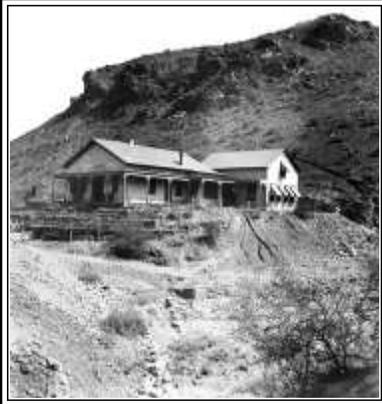
Nothing is so fundamental to build a better future than education. This vital aspect of life was either missing or very slow to come in Frontier America. In Bisbee, almost as soon as there were children, the mining company provided for their education, albeit modestly at first using a miners cabin near Castle Rock.

In 1883, a one-room adobe structure was built on the low rise between Mule Gulch and Brewery Gulch. This can be seen in the 1891 photo to the right with the tall flagpole in front.



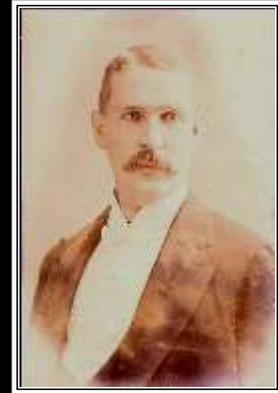
**SLIDE 5**

**THE COPPER QUEEN CONTRIBUTED TO COMMUNITY HEALTH**



GRAEME LARKIN COLLECTION  
DR. SWEET'S RESIDENCE  
WITH THE COPPER QUEEN  
CLINIC ATTACHED BEHIND  
C - 1895

**IN 1886, THE CQ BROUGHT  
DR. FREDRICK SWEET TO  
BISBEE TO SERVE THE HEALTH  
NEEDS OF ITS EMPLOYEES AND  
THE COMMUNITY AS A WHOLE.  
A CLINIC WAS BUILT BEHIND  
HIS RESIDENCE AT THE BASE  
OF SACRAMENTO HILL AND  
NEAR THE HOLBROOK MINE.  
LATER, A LARGER CLINIC WAS  
CONSTRUCTED NEARBY**



DR. FREDRICK SWEET  
1888



COPPER QUEEN  
CLINIC  
C - 1900  
GRAEME LARKIN  
COLLECTION

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Like education, the Copper Queen placed a great importance on employee health. However, it took a bit longer to establish a full time health care at Bisbee, which to this point, had depended on a doctor from Tombstone. However, in 1886 the Copper Queen brought in a full time, well qualified physician and established a clinic for all to use.

This was at a time when the company was struggling because of low copper prices, but assumed the costs nonetheless. It was also the time that the partners of Phelps Dodge & Co. purchased the interest held in the Copper Queen by Riley and Ballard, thus acquiring full and complete ownership of the company. Further, in the face of difficult metal prices, Phelps Dodge advanced the Copper Queen funds to construct a new smelter. Their faith in Bisbee and its ore deposits was great and would be greatly rewarded and those who chose to call Bisbee home would benefit as well.

All of these actions indicate a clear commitment to the Copper Queen and to Bisbee. This important and almost unprecedented commitment to community health care continue until 1977 – 91 years in all.

**SLIDE 6**

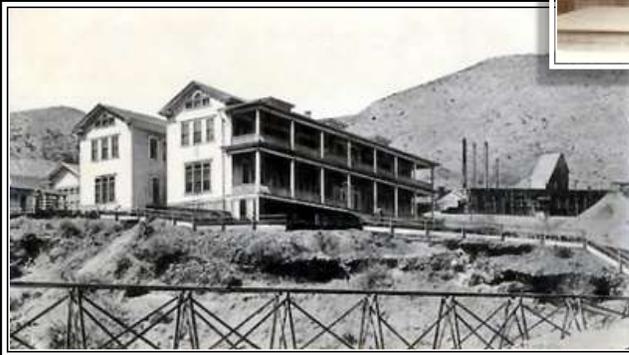
**THE COPPER QUEEN PROVIDED HEALTH CARE FOR A GROWING TOWN**

**AS THE NEED FOR HEALTH SERVICES INCREASED WITH THE GROWING POPULATION OF BISBEE, THE COPPER QUEEN REPLACED ITS CLINIC WITH A LARGE HOSPITAL AND EMPLOYED MORE PHYSICIANS TO MEET THE DEMAND**



GRAEME LARKIN COLLECTION

**DR. SWEET (SECOND FROM THE RIGHT) AT THE COPPER QUEEN CLINIC MAIN STREET C - 1900**



GRAEME LARKIN COLLECTION

**COPPER QUEEN HOSPITAL NEAR THE HOLBROOK MINE  
C- 1902**

**THE PUBLIC CLINIC AND PHARMACY WERE MOVED TO MAIN STREET BY THE CQ IN 1898. IT WAS AT THE SITE OF THE CURRENT REVIEW BUILDING OTHER HEALTH RELATED PROJECTS WERE UNDERTAKEN BY THE CQ AS WELL ~~~~~**

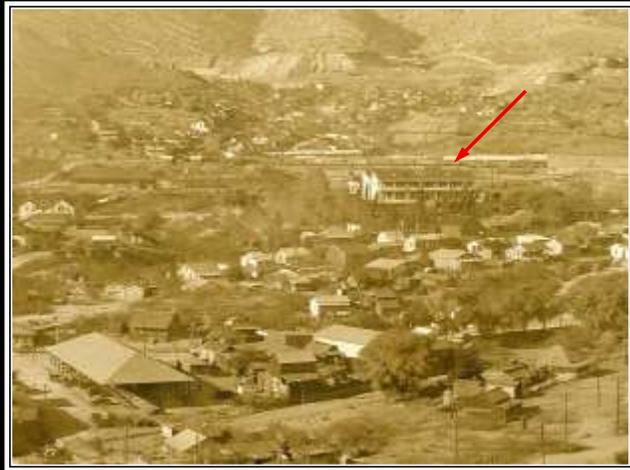
Public health was always one of Dr. James Douglas' concerns. No doubt this was a driving force in the establishment of the clinic. Bisbee, like so many other western mining camps of the era, was plagued by water and food borne diseases. Dr. Sweet undertook the task of public health as well as being the sole physician at the Copper Queen Clinic. This service did much to aid the residents and undoubtedly saved lives.

**SLIDE 7**

**NEWER HOSPITAL ARE BUILT BY THE COPPER QUEEN  
UNTIL MINING CEASED AT BISBEE, ALMOST ALL OF THE MEDICAL CARE  
FOR THE COMMUNITY CAME THROUGH MINING COMPANY RUN HOSPITALS.  
IN ALL, THREE HOSPITALS WERE BUILT BY THE CQ AND TWO BY THE C&A**

**FOR OVER 90 YEARS, THE COPPER QUEEN RAN ITS HOSPITAL FOR THE  
BENEFIT OF ALL — EMPLOYEES AS WELL AS ANYONE ELSE IN THIS REMOTE  
TOWN**

- **IN 1910, THE FIRST HOSPITAL WAS PHYSICALLY MOVED TO NEAR LOWELL AS GROUND SUBSIDENCE DUE TO MINING IN THE NEARBY HOLBROOK CAUSED THE BUILDING TO SHIFT UNEVENLY**
- **THIS FIX WAS TO BE SHORT LIVED AS SUBSIDENCE FROM BLOCK CAVING MINING IN THE SACRAMENTO MINE CAUSED THIS AREA TO BECOME UNSUITABLE. THE OLD HOSPITAL WAS CLOSED AND A NEW FACILITY OPENED IN BISBEE IN 1929**



GRAEME LARKIN COLLECTION

COPPER QUEEN HOSPITAL BUILDING NEAR LOWELL - 1927

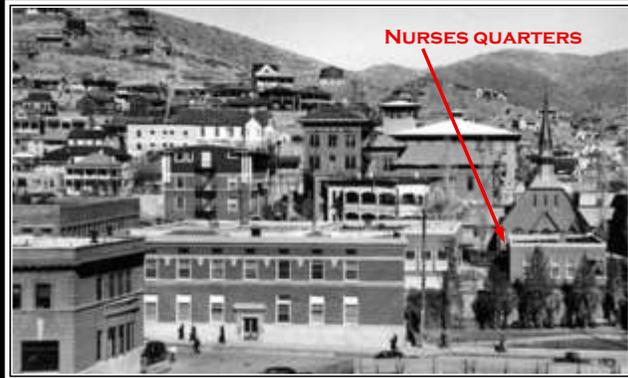
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## SLIDE 8

### A NEW HOSPITAL IS BUILT IN BISBEE, THEN A NEW ONE IN WARREN

- THE DISPENSARY , ADJACENT TO THE COMPANIES OFFICE, WAS ENLARGED TO REPLACE THE HOSPITAL IN LOWELL
- AS THE DEMAND FOR QUALITY HEALTH SERVICES INCREASED, THE HOSPITAL IN BISBEE WAS AGAIN ENLARGED AND A SINGLE NURSES QUARTERS CONSTRUCTED IN 1937
- THE LAST HOSPITAL BUILT BY THE COPPER QUEEN WAS IN 1958 IN WARREN AND THIS FACILITY CONTINUES TO SERVE THE CITIZENS OF BISBEE THOUGH PD RELINQUISHED CONTROL AND OPERATION IN 1977

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GRAEME LARKIN COLLECTION

COPPER QUEEN HOSPITAL AND NURSES QUARTERS - 1939



The 90+ year commitment to providing Bisbee and the surrounding areas with quality healthcare set Phelps Dodge apart from almost all other companies. To be sure, it was self-serving to a certain degree in that it provided services for industrial accidents and employee medical coverage, long before such things were negotiated in the labor agreements, but it went well beyond that. Through this truly voluntary effort, the residents of Bisbee were always cared for.

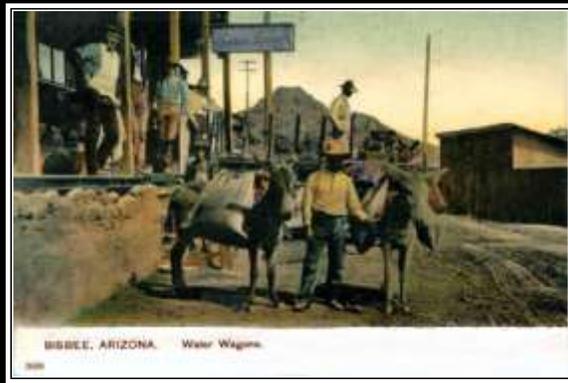
SLIDE 9

**THE CQ BRINGS CLEAN WATER AND MORE TO BISBEE**

- **THE CQ ESTABLISHED THE BISBEE IMPROVEMENT COMPANY TO PROVIDE MUCH NEEDED SERVICES TO THE COMMUNITY – CLEAN WATER, ICE, ELECTRICITY, TELEPHONE AND NATURAL GAS**
- **CLEAN WATER WAS THE MOST IMPORTANT OF THESE AS WATER HAD BEEN DELIVERED TO THE HOMES AND BUSINESSES BY BURRO FROM A SINGLE SPRING AT THE END OF BREWERY GULCH. IN 1901 THE COPPER QUEEN BROUGHT CLEAN WATER, AND WITH IT VASTLY IMPROVED HEALTH, TO THE COMMUNITY FROM A WELL FIELD SOME NINE MILES AWAY, THOUGH IT WAS SOME YEARS BEFORE ALL OF THE AREA HOMES HAD PIPED WATER AVAILABLE, THUS DELIVERY BY BURRO CONTINUED FOR A WHILE**



GRAEME LARKIN COLLECTION  
WATER DELIVERY TO HOMES BY BURRO C - 1900



GRAEME LARKIN COLLECTION  
WATER DELIVERY TO A BUSINESS BY BURRO C - 1900

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Typhoid had long reaped a grim harvest through the contaminated waters of this closely packed community. More man shifts were lost to this disease than to all other illnesses and accidents in the mines combined (Bailey, 1983). As all of the shallow wells in the canyons were contaminated by the subsurface flow from the hundreds of outhouses, the only source of clean water was from a spring high above the town in upper Brewery Gulch.

Water was loaded into canvas bags on the backs of burros and transported to the homes on the hills. This was a less than sanitary method to handle drinking water and it was expensive at 25¢ per 50 gallon bag. Each bag of water cost 7% of a day's wages for a miner making \$3.50 per day, expensive in any context.

In 1901 the Copper Queen brought clean water, and with it vastly improved health, to the community from a well field some nine miles away thus ending the terrible summer plagues. While it took several years for pipes to reach all of the home it did happen by 1908. Bisbee's rocky hillsides precluded burying the pipes in some places, so they often froze in the winter. A small inconvenience and the local newspaper would advise the people to allow the water to drip so as to preclude freezing.



Postcard view of loading water bags on burros in upper Brewery Gulch, C – 1900, Graeme Larkin collection



Burros with loaded water bags still in upper Brewery Gulch, C – 1895  
Graeme Larkin collection

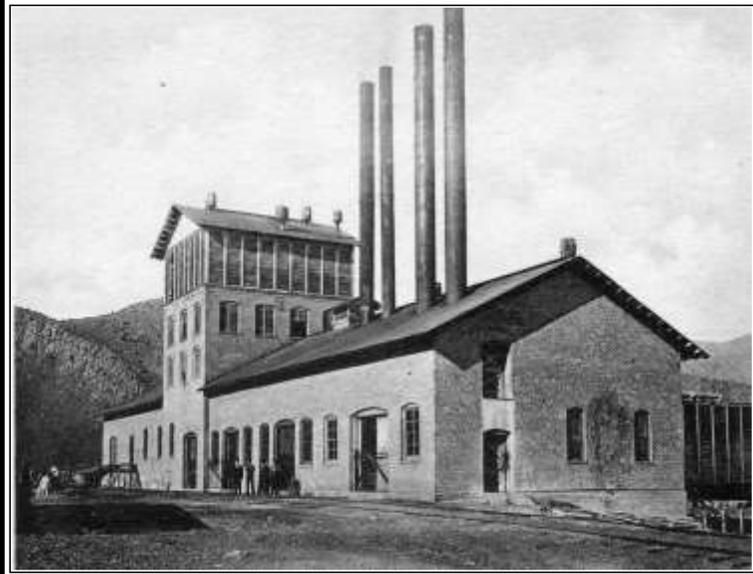
**SLIDE 10**

**OTHER VITAL SERVICES WERE PROVIDED AS WELL**

- **ICE WAS ESSENTIAL FOR FOOD PRESERVATION AT THE TIME, BUT IT WAS SCARCE AND EXPENSIVE IN THIS DESERT ENVIRONMENT. THE BISBEE IMPROVEMENT COMPANY BUILT A VERY LARGE PLANT NEAR LOWELL WITH HOME DELIVERY PROVIDED AT A VERY REASONABLE COSTS. HOME ICE DELIVERY CONTINUED UNTIL 1950**

**TELEPHONES CAME IN 1902 AND ELECTRICAL SERVICE SOON THEREAFTER, FOLLOWED BY NATURAL GAS SERVICE, ALL THROUGH THE BISBEE IMPROVEMENT COMPANY**

**ICE PLANT OF THE BISBEE  
IMPROVEMENT COMPANY  
NEAR LOWELL  
C - 1905  
GRAEME LARKIN COLLECTION**



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The importance of available ice at the time cannot be overstated. The only way to keep perishable food from spoiling very quickly in the heat of this desert was with to keep it cool – somehow. Water dripping on canvas help a little, but perishables quickly went bad. Ice, was a huge improvement. It was usually placed in insulated, wooden “ice boxes” to cool the surrounding air. Electric refrigerators were not common until the late 1930s and many homes continued to use ice boxes until the very end of the 1940s.

Ice was delivered on a routine basis, first by wagon, then by truck and each house would indicate the amount needed with a four colored, diamond shaped card hung on a part of the house visible from the closest street. The color of the card pointing up told the ice man how much to bring up to the house - 25 – 50 – 75 – 100 pounds.

Ice was needed summer or winter, but during the summer we kids would look out for the ice man to salvage chips to suck on, as he cut the blocks to size and weight.

SLIDE 11

NATURAL GAS CHANGED THE WAY HOME AND BUSINESSES WERE LIGHTED AND HEATED

- WOOD AND COAL, DELIVERED BY BURRO, WERE THE PRINCIPAL FUELS USED FOR HEATING AND COOKING UNTIL THE WIDE AVAILABILITY OF NATURAL GAS



GRAEME LARKIN COLLECTION

OFFICE SALOON WITH BOTH GAS AND ELECTRIC LIGHTING  
C - 1905

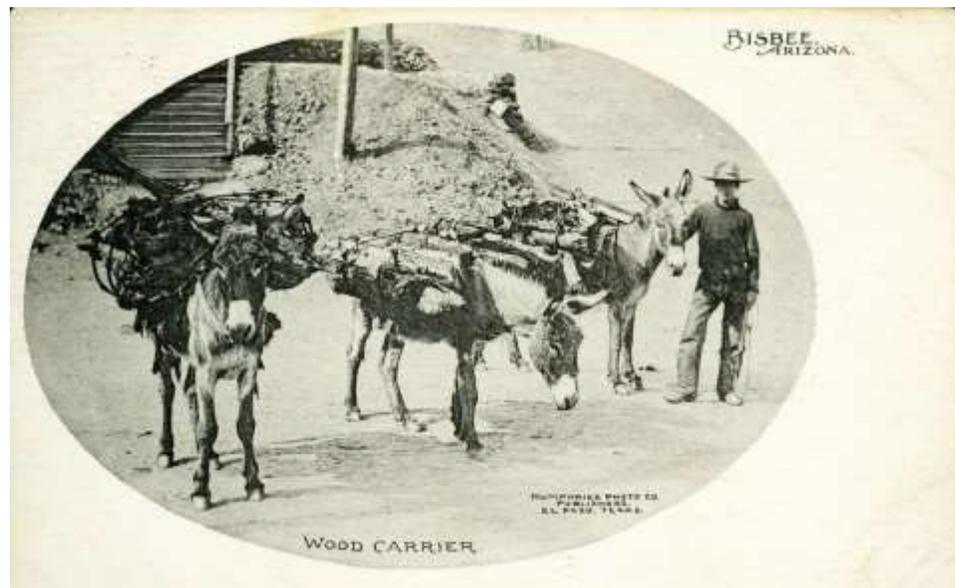


GRAEME LARKIN COLLECTION

FIRE WOOD DELIVERY TO HOMES BY BURRO  
C - 1900

NATURAL GAS WAS WIDELY USED FOR LIGHTING IN BOTH BUSINESSES AND HOMES, REPLACING KEROSENE LAMPS. IT WAS OFTEN INSTALLED AS A PARALLEL SYSTEM TO ELECTRIC LIGHTING WHICH ARRIVED AT MUCH THE SAME TIME, BUT WHICH WAS CONSIDERED LESS DEPENDABLE

While a number of local businesses sold firewood and coal, getting it to your house on the hill was quite another matter. Burros were used in the delivery of these necessary items.



Postcard view of burros loaded with firewood, C - 1905  
Graeme Larkin collection

**SLIDE 12**

**A GOOD QUALITY STORE WAS PROVIDED BY THE COPPER QUEEN**



**THE ORIGINAL STORE BUILDING WAS EXPANDED IN 1892 AND THEN EXPANDED SEVERAL MORE TIMES TO MEET THE NEEDS OF THE EVER-INCREASING POPULATION OF BISBEE**



**GRAEME LARKIN COLLECTION  
COPPER QUEEN STORE  
C-1898**

**GRAEME LARKIN COLLECTION  
INTERIOR VIEW OF COPPER  
QUEEN STORE  
C-1905**

**IN AN EFFORT TO ASSURE THAT ITS EMPLOYEES COULD PURCHASE THE BASIC NECESSITATES, THE COPPER QUEEN PURCHASED THE LARGEST LOCAL STORE IN 1886 AND BEGAN TO OPERATE IT IN A MANNER WHICH BENEFITED BOTH THE EMPLOYEE AND THE COMPANY**



**GRAEME LARKIN COLLECTION  
COPPER QUEEN STORE  
C-1905**

The basic necessitates of life -- food, clothing, etc. were always expensive and often of poor quality on the frontier America and Bisbee was no exception. In 1886 Dr. Douglas recommended to his superiors that the small store in Bisbee be purchased and run to the mutual benefit of the employees and the owners (Cleland, 1952).

His recommendation was accepted and what was to become one of the Southwest's most prominent retail firms, Phelps Dodge Mercantile, was born. While it was a "company store," it truly did provided employees and townspeople alike, quality goods at a reasonable price. Employees were not required to trade at the store and it did not use its dominant position to prevent competition (Langton, 1940).

It bore no resemblance to the company store as known in the east and south (Woodbridge, 1906). Additionally, the company through the Copper Queen store provided all the banking services for the community until 1900 when the Bank of Bisbee was formed (Langton, 1940).



SLIDE 13

**THE MERCANTILE ARM OF BECAME A MAJOR ECONOMIC FORCE**



GRAEME LARKIN COLLECTION  
COPPER QUEEN STORE, BISBEE C - 1932



GRAEME LARKIN COLLECTION  
COPPER QUEEN STORE (R) IN NACO, AZ DURING  
THE MEXICAN REVOLUTION - 1916; NOTE THE  
NEARBY US SOLDERS AND SANDBAGS

- **THE COPPER QUEEN STORE, LATER, PHELPS DODGE MERCANTILE, HAD STORES IN BISBEE, LOWELL, NACO DOUGLAS AND, LATER, WARREN**
- **HIGH QUALITY MERCHANDISE AND COMPETITIVE PRICES, DISTINGUISHED IT FROM THE TYPICAL MINING TOWN "COMPANY STORE"**
- **IT WAS OPERATED INDEPENDENT OF THE MINING COMPANY IN SOME REGARDS, BUT WAS CLOSELY ALLIED IN OTHERS SUCH AS CREDIT ~~~~~**



GRAEME LARKIN COLLECTION  
COPPER QUEEN STORE (R) ON MAIN STREET  
LOWELL C - 1909

Phelps Dodge Mercantile Company had a number of stores in the southwest by 1910 and was truly a major force in the mercantile business. It also operated a broad based wholesale business with a traveling representative making calls on stores of all sizes throughout the rural areas of Cochise County (my step-father for many years). Orders for anything from foodstuffs such as chocolate (sold only during the cool months) to furniture to car tires were taken and the goods delivered in a few days. PD Merc. gave the many citizens of Cochise County a better life, as no other wholesaler chose to make the effort to serve these typically tiny businesses, much less extend credit to them for the goods purchased.

In the stores of Bisbee and environs, employee credit was an important service to the workers. Family members could charge anything that was needed and it was deducted from the worker's pay. The PD store even carried striking miners on credit and at no interest during labor conflicts. The company wanted the men back at work once the differences were settled and, importantly, it wanted the same men back as they valued their employees.

**SLIDE 14**

**THE COMPETITIVE ENVIRONMENT ASSURED GOOD SERVICE**

- **THE COPPER QUEEN EMPLOYEES AND THE PEOPLE OF BISBEE SHOPPED WHERE THEY WANTED, THUS CREATING A COMPETITIVE ENVIRONMENT FOR THE “COMPANY STORE”**
- **AS A RESULT, SERVICES SUCH AS FREE HOME DELIVERY OF ALL PURCHASES, LONG-TERM, INTEREST FREE PURCHASES OF EXPENSIVE ITEMS AND CREDIT FOR THE COMPANY EMPLOYEES, SUBJECT TO PAYROLL DEDUCTIONS WERE A FEW**

**CREDIT WAS EXTENDED TO EMPLOYEES ON A BI-WEEKLY BASIS WITH DEDUCTIONS MADE FROM THE BI-WEEKLY PAY. THE FRIDAY BEFORE EACH PAYDAY WAS WHEN THE CREDIT PERIOD ENDED. THIS WAS CALLED “CHANGE DAY” AND PEOPLE WOULD DEFER PURCHASES UNTIL CHANGE DAY TO HAVE THEM DEDUCTED FROM THE FOLLOWING PAY. THE STORES WERE ALWAYS VERY BUSY ON THOSE FRIDAYS.**

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GRAEME LARKIN COLLECTION  
WAGONS USED FOR THE HOME DELIVERY OF  
GROCERIES AND GOODS PURCHASED FROM  
THE COPPER QUEEN STORE C- 1905

Bisbee was not an easy place to take home the groceries one would purchase. Public transportation helped when it arrived, but this was only to the canyon bottom. Most had a long walk or climb from the street to the house, often with stairs, many stairs.

The Copper Queen offered free home delivery of any purchase, including groceries. This service was a great convenience to the residents and it continued to the last day the store did business. Several independent grocers also provided this service as well.

**SLIDE 15**



**NEW STORES ARE BUILT**

**IN 1937, A FIRE DESTROYED THE BISBEE STORE. IT WAS SOON REPLACED BY A LARGER AND IMPRESSIVELY MODERN STRUCTURE WHICH CONTINUED IN THIS USE UNTIL 1977. TODAY, IT SERVES AS THE CONVENTION CENTER**

GRAEME LARKIN  
COLLECTION  
PHELPS DODGE  
MERCANTILE  
BISBEE - 1941



GRAEME LARKIN  
COLLECTION  
PHELPS DODGE  
MERCANTILE  
WARREN - 1948



GRAEME LARKIN COLLECTION  
COPPER QUEEN STORE FIRE IN 1937

**IN 1947, A NEW STORE WAS BUILT TO SERVE THE WARREN AREA AS WELL**

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It was during the worst of the Great Depression that the PD store burned, a difficult time for all. Miners were working an average of three days per week and there was no end to the economic misery in sight. In spite of this bleak outlook, Phelps Dodge quickly undertook to rebuild this much needed facility.

The best architects were hired to design a modern store to provide for the people's needs. The end result was a fine and handsome, very functional facility.

**SLIDE 16**

**MANY SMALL BUSINESSES THRIVED BECAUSE OF THE CQ**

- **THE BUSINESS PHILOSOPHY OF THE COPPER QUEEN STORE AND LATER, PHELPS DODGE MERCANTILE, WAS TO PROVIDE QUALITY GOODS AT COMPETITIVE PRICES. THIS ALLOWED FOR OTHER MERCHANTS TO COMPETE AS THE COMPANY STORE NEVER SOUGHT TO CONTROL THE MARKET, IN ANY WAY**
- **NUMEROUS SMALL GROCERY, DRY GOODS AND FURNITURE STORES SERVED THE POPULOUS, SELLING MUCH THE SAME ITEMS AT FAIR PRICES, GIVING THE CONSUMERS A WIDE CHOICE OF BOTH GOODS AND PROVIDERS ~~~~~**



GRAEME LARKIN COLLECTION

MAIN STREET, SHOWING THE MANY BUSINESSES WITH THE COPPER QUEEN STORE AT THE END C - 1900

There were any number of small competitors to the Copper Queen/PD store from the very beginning on. Many of the small grocers purchased much of their stock from the PD Wholesale business. Indeed, almost everything the company store sold could be purchased from other local businesses as well.

This variety of options kept Bisbee a vibrant community with numerous neighborhood stores and a variety of specialty shops to meet the diverse needs of a thriving community. Local merchants competed more by offering better service than price and your preferred grocer was more often than not your trusted friend as well.

**SLIDE 17**

**BISBEE'S FIRST LIBRARY WAS BUILT EARLY AND IN THE CENTER OF TOWN**

**THE COPPER QUEEN BUILT AND FURNISHED THE BISBEE LIBRARY IN 1887 AFTER A LYNCHING SPURRED THE DESIRE TO EDUCATE THE OFTEN WILD RESIDENTS OF THIS REMOTE COMMUNITY**



GRAEME LARKIN COLLECTION  
BISBEE IN 1886 WITH THE FIRST LIBRARY THE MOST PROMINENT STRUCTURE IN TOWN



GRAEME LARKIN COLLECTION  
SECOND COPPER QUEEN LIBRARY (L) - 1898

**OVER THE YEARS, IT BUILT SEVERAL NEW LARGER BUILDINGS AND STOCKED THE FACILITY FOR THE BENEFIT OF THE WHOLE COMMUNITY**

~~~~~

A library was established in 1887 with the company providing the books and a staff to look after the needs of the users. (Cox, 1938). This facility was also expanded to include a reading room where papers from a number of cities as well as various countries kept the townspeople informed. As the needs of the community grew, so did the library.

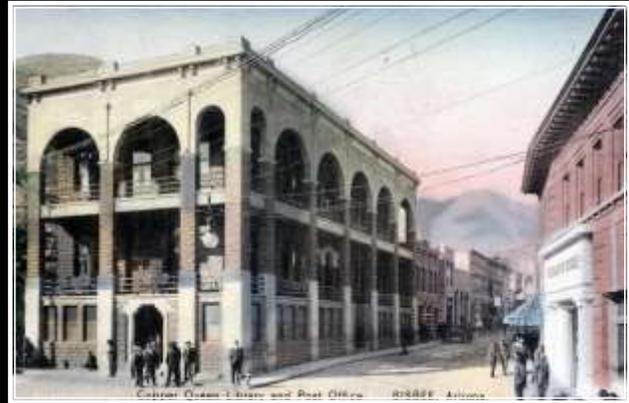
Many of the articles written about Bisbee near 1900 comment on the quality of the Copper Queen Library and of its high use by the town's people, notably the miners. It was an important asset to the community in an era when the printed word was the most important way to share information and news.

Only when the mines closed did the responsibility for the library pass to the local government. This was after some 90 years of faithful support by the Copper Queen.

**SLIDE 18**

**THE COPPER QUEEN BUILT AND MAINTAINED THE LIBRARY**

**BY 1913, THE COPPER QUEEN LIBRARY HAD MORE THAN 10,000 BOOKS ON ITS SHELVES AND OCCUPIED THE WHOLE OF THE THIRD FLOOR WHILE THE READING ROOM FOR CURRENT NEWSPAPERS AND PERIODICALS WAS ON THE SECOND FLOOR OF THE THIRD LIBRARY BUILDING CONSTRUCTED BY THE CQ**



GRAEME LARKIN COLLECTION  
THIRD COPPER QUEEN LIBRARY/ POST OFFICE  
1908



GRAEME LARKIN COLLECTION  
READING ROOM IN THE COPPER QUEEN LIBRARY  
1923

**MANY CURRENT PERIODICALS WERE MADE AVAILABLE AND NEW BOOKS ADDED EVERY YEAR BY THE COPPER QUEEN. THE LIBRARIAN WAS EVEN A COMPANY EMPLOYEE. THIS IMPORTANT SERVICE WAS PROVIDED FOR MORE THAN 90 YEARS**

~~~~~



An interior view of the third floor of the Copper Queen Library C – 1917.

**THE COPPER QUEEN GAVE MUCH MORE THAN MOST**



GRAEME LARKIN COLLECTION

YMCA Boys Band 1915



GRAEME LARKIN COLLECTION

YMCA c - 1915

**IT BUILT A FINE GYMNASIUM AND ACTIVITY CENTER FOR MEN AND BOYS. IT ALSO SPONSORED MANY ACTIVITIES. THE SUPPORT GIVEN BY THE COPPER QUEEN TO BOTH ITS EMPLOYEES AND THE COMMUNITY AT LARGE WAS EXEMPLARY AND DID MUCH, FOR MANY YEARS, TO MAKE BISBEE A BETTER PLACE IN WHICH TO LIVE**



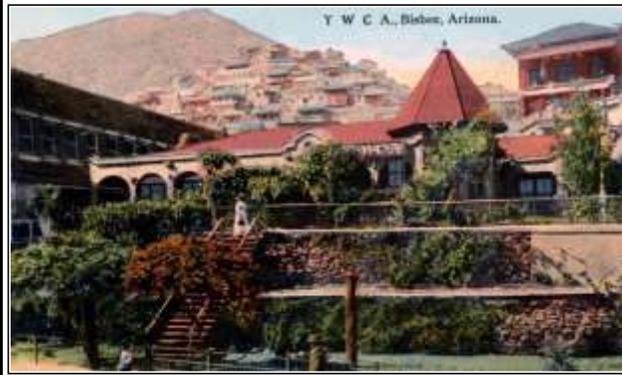
BISBEE'S GYMNASIUM  
1.—Athletic Room, 2.—Main Staircase, 3.—Main Building, 4.—Lobby.

Views of the "Y" as reproduced in the 1904 *World's Fair Edition* of the Bisbee Daily Review. This facility was widely noted as a first class gymnasium.

The need to constructively fill the free time of the employees was the driving force behind the building and operating this fine facility.

SLIDE 20

WOMEN ARE NOT FORGOTTEN



THE FIRST YWCA BUILDING  
C - 1908  
GRAEME LARKIN COLLECTION

- THE COPPER QUEEN DONATED THE GENERAL MANAGER'S HOME TO THE YWCA WHEN THE NEW RESIDENCE WAS CONSTRUCTED IN WARREN
- IN 1913, WHEN IT BECAME NECESSARY TO REMOVE THE BUILDING TO BUILD A NEW DISPENSARY IN BISBEE, THE DODGE FAMILY FINANCED THE CONSTRUCTION OF A FINE, THREE STORY FACILITY AS A REPLACEMENT. LATER, A FOURTH FLOOR WAS LATER ADDED ~~~~~



GRAEME LARKIN COLLECTION  
YWCA BUILDING C - 1917

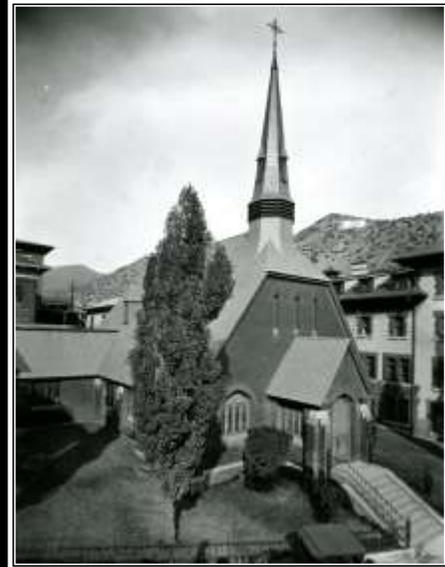
Grace Dodge was an active supporter of the YWCA movement and wanted to assure that this fine organization was well represented in those communities which had contributed so to her family's wealth. The Dodge family completely underwrote the construction of YWCA center in Bisbee. Except for a short period during World War II when it was used to house soldier miners, it has served as a facility for the women of Bisbee all of these years.

**A FINE HOTEL IS BUILT BY THE COPPER QUEEN**



GRAEME LARKIN COLLECTION  
COPPER QUEEN HOTEL 1903

**IN 1903, THE COPPER QUEEN  
HOTEL WAS BUILT TO AID IN THE  
GENERAL COMMERCE OF THE  
COMMUNITY**



GRAEME LARKIN COLLECTION  
PRESBYTERIAN CHURCH - 1930

**SEVERAL MEMBERS OF THE PHELPS  
DODGE BOARD OF DIRECTORS WERE  
STRONG SUPPORTERS OF THE  
PRESBYTERIAN CHURCH AND PAID TO  
HAVE ONE BUILT IN 1903. THEY ALSO  
CONTINUED TO SUPPORT IT FOR YEARS  
AFTERWARD IN MANY WAYS**

~~~~~

**SLIDE 22**

**THE C&A BUILDS ITS OWN HOSPITAL**

**THE C&A MINES WERE LOCATED CLOSER TO LOWELL THAN BISBEE. THUS, TO ACCOMMODATE ITS EMPLOYEES, IT BUILT A HOSPITAL IN JOHNSON ADDITION NEAR ITS OPERATIONS IN 1906**



GRAEME LARKIN COLLECTION  
CALUMET & ARIZONA HOSPITAL NEAR  
LOWELL C - 1908



GRAEME LARKIN COLLECTION  
CALUMET & ARIZONA HOSPITAL NEAR WARREN C  
- 1922

**THE FIRST C&A HOSPITAL WAS SOON REPLACED BY A LARGE AND IMPRESSIVE FACILITY NEAR WARREN WHICH WAS COMPLETED IN 1917**

~~~~~

Following the lead off the Copper Queen, the C & A built and staffed a hospital as well, but near Lowell where its operations were centered. Here too, employee health care was provided long before it became an industry standard.

In addition to providing first-class health care for their employees, the C & A was well regarded by its employees as a company that cared for them in many ways. As is discussed later, the C & A engaged in a number of non-mining business activities, which provided for the needs of the community such as transportation and housing development.

**SLIDE 23**

**EARLY 20<sup>TH</sup> CENTURY BISBEE WAS NOT, ALTOGETHER,  
A PLEASANT PLACE TO LIVE**

**THIS CITY OF SOME 6,000 SOULS WAS CROWDED INTO  
THE NARROW CANYONS WITH ALL OF THE SOUNDS,  
SMELLS AND DEBRIS, SO TYPICAL OF A LESS THAN  
TOTALLY CIVILIZED TOWN. ALSO, THIS WAS LARGELY A  
COMMUNITY OF SINGLE MEN WITH ALL OF THE  
ASSOCIATED VICES FOR WHICH THE AMERICAN  
FRONTIER WAS SO INFAMOUS. ~~~~~**

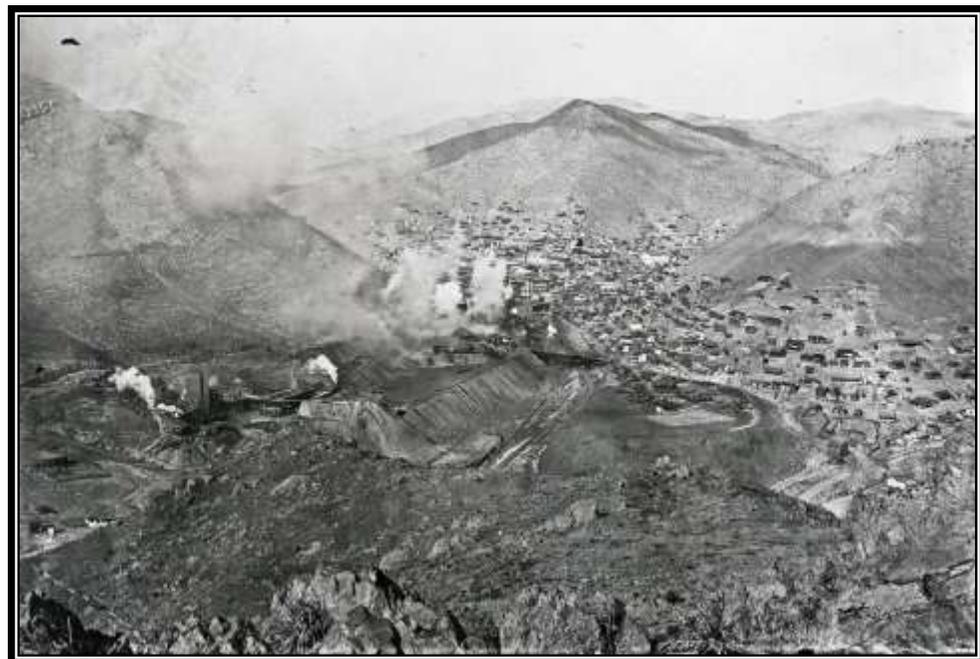


**GRAEME LARKIN COLLECTION  
COMIC POSTCARD OF BISBEE  
C - 1905**

**BISBEE C - 1903  
NOTE THE MANY  
OUTHOUSES  
GRAEME LARKIN  
COLLECTION**



**OFTEN-CHOKING SMOKE FROM THE MINES FREQUENTLY FILLED THE CANYON.  
SUMMER RAINS, THOUGH OCCASIONALLY DESTRUCTIVE, CLEANED THE TRASH  
AND THE SEPTIC FLOW OF THE MANY OUTHOUSES FROM THE HILLSIDES,  
BRINGING TEMPORARY RELIEF FROM THE SMELLS ~~~~~**



Clouds of smoke from the Copper Queen smelter cast shadows on the hills in this 1902 photo by F. L. Ransome of the U.S.G.S.

**SLIDE 24**

**FEW PLACES TO BUILD REMAINED**

**AS THE TOWN OF BISBEE GREW TO ACCOMMODATE THE HUNDREDS OF MEN WHO CAME TO WORK IN THE NEW MINES AND THE MANY MORE WHO CAME TO PROVIDE A WIDE VARIETY OF SERVICE TO THESE WELL PAID MEN, EVERY CONCEIVABLE BUILDING SITE WAS USED. BISBEE SIMPLY COULD NOT EXPAND ENOUGH TO ACCOMMODATE THE NEW COMERS. OTHER AREAS HAD TO BE FOUND FOR THE NEEDED HOMES AND BUSINESSES ~~~~~**



**BISBEE — LOOKING WEST FROM CHIHUAHUA HILL - 1909**

GRAEME LARKIN COLLECTION

By necessity, Bisbee stretched for two miles up the narrow Tombstone canyon and climbed the hillsides where ever houses could be built. This was less than an ideal environment in which to live.



Postcard view of Tombstone Canyon C – 1905  
Graeme Larkin collection

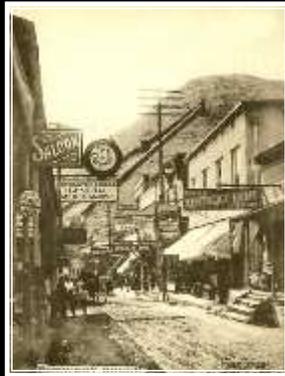
**SLIDE 25**

**THE OPTIONS WERE FEW WHEN IT CAME TO SELECTING A PLACE TO LIVE IN 1900 BISBEE, THE ONLY REASONABLE WAY TO GET TO AND FROM WORK WAS TO WALK. THERE WAS NO OTHER FORM OF TRANSPORT. FEW OWNED HORSES AND IF THEY DID THE ANIMALS COULD NOT BE LEFT AT THE MINE IN ANY EVENT. THUS, BY NECESSITY, MEN LIVED NEAR THE MINES, USUALLY AS CLOSE AS POSSIBLE**

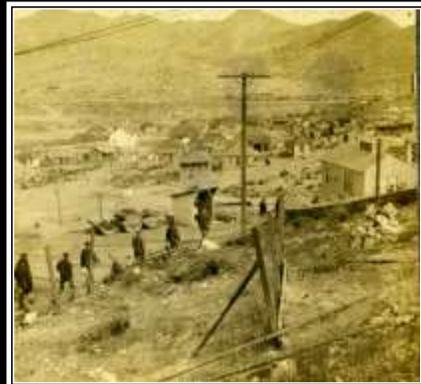


GRAEME LARKIN COLLECTION  
MINERS WALKING TO WORK NEAR THE  
HOLBROOK MINE -1909

**AS MINES WERE DEVELOPED TO THE EAST AND SOUTH OF BISBEE, THE COMMUNITIES OF LOWELL AND SOUTH BISBEE GREW UP AROUND THE NEW MINES, BUT THESE WERE LITTLE BETTER AS THEY WERE STILL CLOSE TO THE SMOKE AND NOISE OF THE MINES BUT THEY LACKED THE FEW GOOD THINGS BISBEE OFFERED — NOTABLY COMMERCE. THERE WERE FEW STORES**



GRAEME LARKIN COLLECTION  
BREWERY GULCH  
WITH ITS MANY STORES AND  
SALOONS  
C -1900



GRAEME LARKIN COLLECTION  
MINERS WALKING HOME FROM WORK  
SOUTH BISBEE -1905

Small, satellite communities sprung up near the new mines and while they did allow for a reasonable walk to work, they were typically little better than Bisbee and lacked the commercial aspects. Merchants quickly filled this void by delivering goods to the purchaser.



Postcard view of delivering goods to South Bisbee, 1908  
Graeme Larkin collection

**SLIDE 26**

**SOUTH BISBEE**

**SOUTH BISBEE DEVELOPED IN 1902 TO PROVIDE HOMES WITHIN WALKING DISTANCE OF THE COLE MINE, AND TO A MUCH LESSER DEGREE, THE LOWELL AND OLIVER MINES AND LATER THE DALLAS MINE. BUT IT WAS HARDLY BETTER THAN BISBEE. IT DEPENDED ON LOWELL FOR WHAT LITTLE IT HAD, INCLUDING SCHOOLS AND HOSPITALS AND BISBEE FOR THE REST**

**WHILE IT WAS JUST TWO MILES FROM LOWELL, THIS WAS A LONG WALK FOR THE ESSENTIALS OF LIFE AND BISBEE WAS ANOTHER TWO MILES YET. A FEW SMALL STORES WERE SOON OPENED TO SERVE THE RELATIVELY FEW RESIDENTS**

~~~~~



GRAEME LARKIN COLLECTION

**SOUTH BISBEE C - 1905**

South Bisbee was never more than just barely adequate. It was an accumulation of modest homes that offered ready access to the nearby mines and a neighborly environment for its few residents. By the end of 2013 all of South Bisbee had been either moved or demolished.



Postcard view of South Bisbee C – 1908

Graeme Larkin collection

**SLIDE 27**

**THE LOWELL AREA WAS SOMEWHAT BETTER**

**THE C&A DEVELOPED ITS MINES FURTHER AND FURTHER TO THE EAST OF BISBEE STARTING IN 1900, FIRST, WITH THE IRISH MAG AND OLIVER MINES. THEN THE DEVELOPMENT OF THE HOATSON, JUNCTION AND FINALLY, THE DISTANT BRIGGS MINE FOLLOWED. THE DENN AND ARIZONA WAS SPORADICALLY DEVELOPING THE NEARBY DENN MINE AS WELL. ALL OF THESE WERE TOO FAR FROM BISBEE TO WALK ON A DAILY BASIS.**

**MINERS WERE FORCED TO FIND CLOSER PLACES TO LIVE. NEAR THE OLIVER WAS THE LOWELL MINE WITH A FEW HOUSES CLUSTERED CLOSE BY, BUT HARDLY A TOWN. IT GREW INTO THE COMMUNITY OF LOWELL WITH SEVERAL ADJACENT SETTLEMENTS – UPPER LOWELL, JIGGERVILLE AND JOHNSON ADDITION**

~~~~~



GRAEME LARKIN COLLECTION

LOWELL AREA, INCLUDING JIGGERVILLE, UPPER LOWELL AND JOHNSON ADDITION - 1909

As new mines were developed, the men followed. Soon the clusters of houses that sprang up near the new mines were given names like Jiggerville, near most of the mines where the Jigger (crew) bosses lived; Johnson Addition, an extension of Lowell on to property owned by the Johnson family.

The growth of the Lowell area was unorderedly at best. Houses were built where ever they could be built, but invariable as close to the mines and work as possible.

**SLIDE 28**

**LOWELL SUFFERED FROM MANY OF THE SAME PROBLEMS**

**TO BE SURE, THE MORE OPEN, AND SOMEWHAT FLATTER AREA WHERE LOWELL SPRANG UP WAS A BIT BETTER, BUT IT HAD SOME OF THE SAME PROBLEMS WHICH MADE BISBEE UNPLEASANT. THE MINES WERE RIGHT THERE WITH THE NOISE, SMOKE AND DUST. MANY OF THE BUILDINGS WERE HASTILY CONSTRUCTED AND LOOKED IT. LOWELL TOO SUFFERED FLASH FLOODS AND DEVASTATING FIRES**

**AND TOO, JUST LIKE BISBEE, THERE WAS THE TRASH AND DEBRIS SCATTERED ABOUT.**

**NOTE THE ABUNDANCE OF TIN CANS THE RAIN WATER WASHED ONTO THE STREET**

~~~~~



AFTER THE RAIN, LOWELL, ARIZ

GRAEME LARKIN COLLECTION  
BETWEEN LOWELL AND JOHNSON ADDITION FOLLOWING A HARD RAIN  
C- 1905

### BUSINESS COME TO LOWELL

BEFORE TOO LONG, BUSINESSES BEGAN TO DEVELOP IN THE LOWELL AREA TO SERVE THE GROWING POPULATION. BY 1910, THERE WERE FEW NECESSITIES OR COMMON SERVICE WHICH WERE NOT AVAILABLE. BOTH THE CQ AND C & A HOSPITALS WERE HERE AND SCHOOLS HAD BEEN BUILT

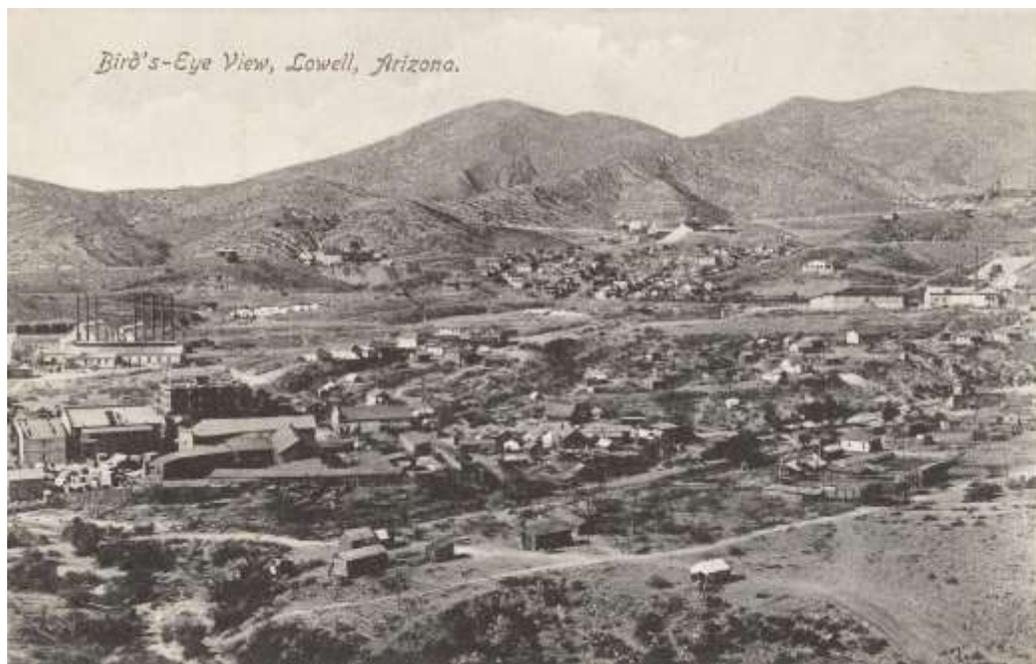


GRAEME LARKIN COLLECTION  
MAIN STREET LOWELL C - 1908



GRAEME LARKIN COLLECTION  
MAIN STREET LOWELL C - 1940

LOWELL CONTINUED TO BE AN IMPORTANT COMMERCIAL CENTER THROUGHOUT THE 1940S. IT HAD MOST OF THE AUTOMOBILE DEALERSHIPS, A BANK AND MOVIE THEATER AND A GOOD MANY STORES. THE BEGINNING OF THE LAVENDER PIT WAS THE BEGINNING OF THE END FOR LOWELL AS MANY HOMES WERE MOVED AND THE POPULATION DROPPED ~~~~~



Postcard view of Lowell, Upper Lowell, and Jiggerville C - 1910  
Graeme Larkin collection

**SLIDE 30**

**THE CONCEPT OF A SUBURB IS CONSIDERED**

**JUST THREE MILES EAST OF BISBEE AND ONE MILE DISTANT FROM LOWELL WAS THE RELATIVELY LEVEL AND EMPTY AREA OWNED BY THE WARREN REALTY AND DEVELOPMENT COMPANY. IT WAS FREE OF THE NOISE AND SMOKE OF THE MINES, BUT TOO FAR AWAY TO BE PRACTICAL**

**WITHOUT INEXPENSIVE AND EFFICIENT TRANSPORTATION, THIS AREA WAS SIMPLY TOO FAR REMOVED FROM THE MINES TO EVEN BE CONSIDERED**

**AND TOO, THERE WAS NO WATER AVAILABLE NOR WERE THERE ANY OTHER VITAL SERVICES**



GRAEME LARKIN COLLECTION

LOOKING TOWARD SMOKE-FILLED BISBEE FROM PRESENT-DAY WARREN  
SACRAMENTO HILL IN THE CENTER - 1902

During the very early years of the 20<sup>th</sup> Century, the concept of a true suburb to an industrial area and developed by the industries for the benefit of the employees was rare indeed. However, the recognized need for a stable workforce coupled with a very real concern for the employee's welfare brought this to the Bisbee area. As success of such a venture depended on several factors, such as transportation, water, sanitation, etc., this was to be a staged effort.

First came transportation, which would allow for expansion away from the shadow of the mines.

## THE C&A BUILDS PUBLIC TRANSPORTATION



GRAEME LARKIN COLLECTION  
INAUGURATION OF THE WARREN-BISBEE RAILWAY  
1908

**PUBLIC TRANSPORTATION WAS ESSENTIAL TO THE BISBEE AREA AS NEW MINES WERE DEVELOPED WELL BEYOND WALKING DISTANCE. THE C&A TOOK THIS ON THROUGH ITS WHOLLY OWNED WARREN COMPANY AND BUILT A TROLLEY RAILWAY FROM WARREN TO BISBEE IN 1908. THIS ALLOWED THE DEVELOPMENT OF WARREN TO TAKE PLACE AS WELL~~~~~**

**BY 1911, THE WARREN-BISBEE RAILWAY HAD EXTENDED TO THE END OF TOMBSTONE CANYON AS WELL AS TO ALL OF THE AREA MINES. ANNUAL USAGE EXCEEDED 2,000,000 PAID FAIRS. THIS WAS TRULY A GREAT BENEFIT TO THE EXPANDING COMMUNITIES AND ALLOWED PEOPLE TO LIVE SOME DISTANCE FROM THEIR WORK ~~~~~**



GRAEME LARKIN COLLECTION  
TROLLEY ON MAIN STREET C - 1920

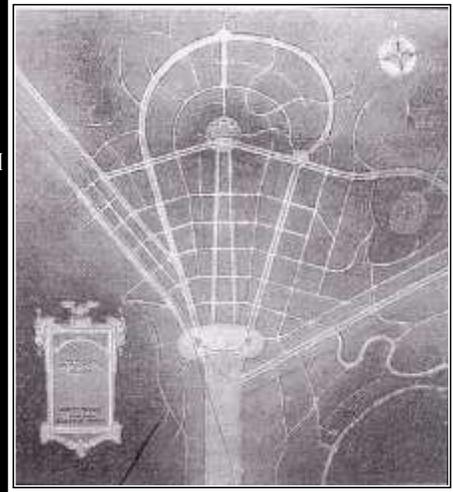
The trolley would serve the Bisbee area residents from its early beginning in 1906 when it only connected Lowell and Warren. By 1908 it had reached Bisbee and continued up Tombstone Canyon for two more miles. The Warren-Bisbee Railway operated until passenger numbers dropped to levels too low to sustain the costs. The personal automobile had become so prevalent that many chose it over the trolley.

On June 1, 1927 this vital link between the cities made its last run. A bus system replaced the trolley until 1971 when it too was discontinued. Occasionally, the tracks for this wonderful system are exposed when road work is undertaken on Main Street or Tombstone Canyon as they were never removed from these areas, but simply covered.

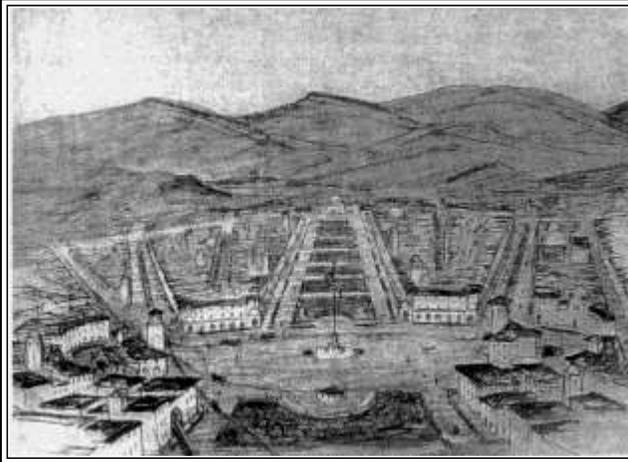
SLIDE 32

**A NEW COMMUNITY IS PLANNED – WARREN**

**IN ORDER TO “ATTRACT AND RETAIN A BETTER CLASS OF WORKER,” THE C&A DECIDED TO SUPPORT THE DEVELOPMENT OF A WHOLLY NEW COMMUNITY. THE INTENT WAS TO ALLOW FOR REASONABLE LIVING ACCOMMODATIONS IN A “MORE SANITARY ENVIRONMENT” THAN THE CROWDED CANYONS OF BISBEE OFFERED.**



PLAN OF WARREN, ARIZONA  
ARCHITECTURAL REVIEW SEPT. 1908



CONCEPTUAL VIEW OF WARREN, ARIZONA  
ARCHITECTURAL REVIEW SEPT. 1908

**THIS WAS TO BE “THE CITY BEAUTIFUL” DESIGNED BY A WELL KNOWN URBAN PLANNER WITH WIDE STREETS AND AN EXPANSIVE PARK LINED WITH FINE HOMES.**

~~~~~



Postcard view of Warren “*The City Beautiful*”, C – 1908  
Graeme Larkin collection

**SLIDE 33**

**WARREN, "THE CITY BEAUTIFUL" AND THE MINING COMPANIES WOULD HELP FINANCE HOMEOWNERSHIP FOR THEIR EMPLOYEES**

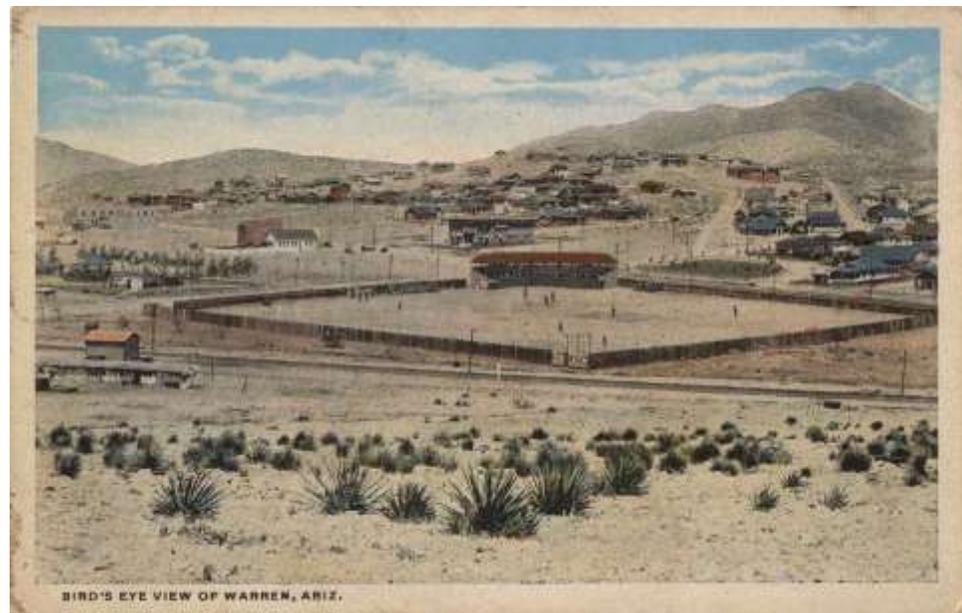
**A UNUSUAL CONCEPT FOR THE ERA, BUT BOTH COMPANIES WERE EAGER TO HAVE STABLE WORK FORCES AND HOME OWNERS WERE FAR MORE LIKELY TO STAY . THIS REVOLUTIONARY DREAM WAS SLOW IN COMING, BUT IT TOOK HOLD AS MANY MODERN AND FINE HOMES WERE BUILT, BEGINNING WITH THE IMPOSING HOMES BUILT BY BOTH THE CQ AND C&A FOR THEIR GENERAL MANAGERS AND THEIR CHIEF PHYSICIANS AS WELL AS OTHER SENIOR STAFF. THE VISTA PARK WAS BUILT FOR THE USE OF THE GENERAL PUBLIC AND LATER, A PUBLIC BASEBALL PARK CONSTRUCTED. THEN IN 1922, A SWIMMING POOL WAS BUILT IN VISTA PARK USING WATER FROM THE C&C MINE  
~~~~~**



WARREN - 1909

LIBRARY OF CONGRESS

The importance of public facilities was very evident in the planning of Warren as well as a key component of what the mining companies wanted to bring to their employees.



Postcard view of Warren with the ball park in the center, C – 1910

Graeme Larkin collection

**SLIDE 34**

**THE DREAM COMES TRUE, AT LEAST IN PART**



GRAEME LARKIN COLLECTION  
HOMES BUILT BY THE CQ FOR THE GENERAL  
MANAGER (L) AND THE CHIEF PHYSICIAN AT THE  
END OF THE VISTA PARK C - 1910



GRAEME LARKIN COLLECTION  
PART OF VISTA PARK IN WARREN C - 1915

**BY LATE 1906, THE BASIC  
INFRASTRUCTURE WAS ESTABLISHED,  
WITH THE RAIL LINE FROM BISBEE  
COMPLETED, AS WELL AS THE WATER  
SYSTEM AND SEWERS.**

**BOTH COMPANIES BUILT FINE HOMES  
FOR THEIR GENERAL MANAGERS AND  
SENIOR STAFF. A COUNTRY CLUB WAS  
BUILT JUST OVER A MILE SOUTH OF  
WARREN AND WAS CONNECTED TO THE  
BISBEE-WARREN RAILWAY .**



GRAEME LARKIN COLLECTION  
WARREN COUNTY CLUB C - 1917

The “City Beautiful” ideal was rather ambitiously taken as the model for a new housing community near Bisbee. Located just four miles to the southeast and named for George Warren for whom the district was named, Warren was to have every benefit that Bisbee lacked. The venture was proposed by Henry Hoveland, H. A. Smith, and C. W. Van Dyke of the Calumet and Arizona Mining Company in 1905 to the directors of the company. Well know urban designer, Warren H. Manning of Boston was hired to lay out the general plan. After a visit to the high desert site in spring 1906, Manning developed the wedge-shaped plan, fitted to the valley floor and focusing on a civic center at the southern end.

Later that year, Manning arranged for the architects R. A. Applegarth and Huger Elliott to design the major public buildings and to develop housing prototypes. Applegarth and Elliott used a Spanish Mediterranean theme for the post office, railroad station, and commercial buildings. A simpler version was used for the houses consisting of one- and two bedroom homes for the workers and expansive villa type homes for the managers.

Manning carefully devised the street system to divert the rapid runoff of occasional heavy rains, and he proposed using landscaping materials drawn from the desert. By late 1906, the basic infrastructure was established, with the rail line from Bisbee completed a few years later, as well as the water system and sewers.

### WARREN COMES OF AGE

THE INTENT OF THE DESIGNERS WAS TO RESTRICT THE BUILDING STYLE, SOMETHING MANY OF THE MINERS DID NOT ACCEPT, SO WARREN GREW WITH A MIXTURE OF STYLES, MUCH TO THE DISGUST OF THE PLANNERS WHO ASKED "HOW LONG WILL WE ALLOW THIS VISUAL ASSAULT ON OUR SENSES" REFERRING TO THE MIXED ARCHITECTURAL DESIGNS BEING EMPLOYED.

YET, THE ORIGINAL GOAL WAS LARGELY ACHIEVED; PEOPLE WHO CHOSE TO, ESCAPED THE CROWDED CANYON AND MANY FINE FACILITIES WERE AVAILABLE IN THIS NEW CITY

VIEW OF WARREN  
C - 1930  
GRAEME LARKIN  
COLLECTION

~~~~~



Early in 1907, however, an attempt at cornering the copper market by New York speculators caused a deep, but short-lived financial panic and created confusion in the industry. This slowed the development of Warren as funds were temporarily unavailable.

Meanwhile, the architects met local resistance regarding the clarity mandated by proposed building restrictions in the plan. Applegarth and Elliott had hoped for a uniform building type and color scheme, with cream-colored stucco walls and red-brown tile roofs playing against the varied colors of the desert, but the first builders opted for their own designs and color choices. The "Ideal City" scheme was largely ignored.

Nonetheless, Warren did develop into a fine community and a good place to live. In short, the goal of the mining companies was met, but the dream of the architects was forced to yield to the reality of consumer preferences. The fundamental layout for the town site was honored and it served well.

Bisbee was never a “company town” as so many other mining and industrial communities were during the early to mid-Twentieth Century. To be sure the mining companies played a dominate role in many aspects of the town, particularly before 1900, but private ownership of homes was encouraged and the companies seldom owned more than a handful of residences, which were assigned to the most senior of managers.



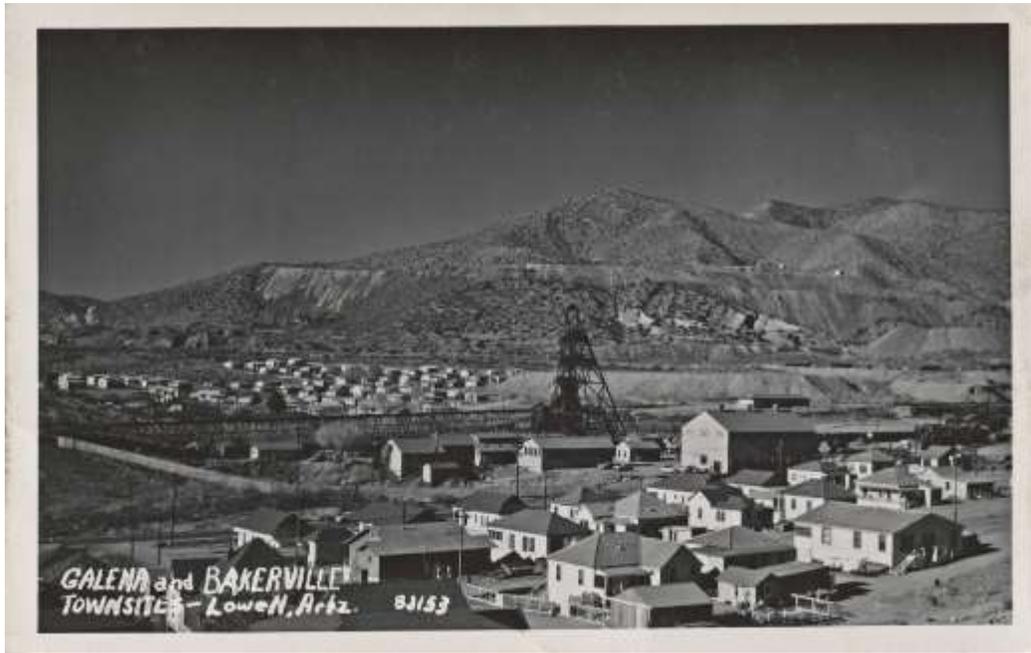
Postcard view of the home provided by the Copper Queen to its General Manager, Walter Douglas. Previously, this had been occupied Ben Williams when he was the Superintendent of the Copper Queen. C – 1905

Graeme Larkin collection

In several parts of Bisbee and Lowell, the private homes and business were built on land owned by the Copper Queen and the builders were given a 99 year lease with modest annual payment requirements. Before the 99years ended in the early years of the 2000s, Phelps Dodge sold the land to the building owners at a very fair price.

The development of the Lavender Pit caused Phelps Dodge to consider the building of company-owned homes for it workers, much as it had long done in Ajo and Morenci. Insufficient housing was available at Bisbee for the soon to be, much larger workforce. In 1948, work began on the construction of some 50 houses with garages in what was called the “Galena Townsite.” Later a similar number of near-identical houses were constructed in the nearby “Briggs Townsite.”

These houses were rented to employees for a nominal sum and maintained by the company. While the houses were somewhat small, there was a great demand among the employees for these dwellings. This is as close to becoming a company town that Bisbee ever came with perhaps 110 homes out of 1,500 owned by Phelps Dodge.



Postcard view of Bakerville, with the PD constructed homes in the Galena  
Townsite in the left-center. - 1950  
Graeme Larkin collection

While the mining companies played a huge role in the development of Bisbee as a community, it was not one of forced dominance. The Copper Queen and Phelps Dodge began this community with a compassion spurred by need and closed it with grace 100 years later. Life in Bisbee was ever so much better for the years in between because the companies gave and continued to give so much out of a sincere desire to help their employees and the whole of the community.