

works and walked through vast rooms filled with fumes of sulphur, which make you feel as though a bushel of matches were being burned under your nose, and saw the roasting of this copper in great iron coffee pots five times as big as the largest hoghead you have ever seen and watched the reddish golden metal pour out in streams and run off in cakes the size of a center table or in blocks like those in which pig iron is cast. A great many of these processes are secret and electricity is now being used to separate the gold and silver from the copper. The amount of gold and silver in this Anaconda copper is such that it is believed that it will eventually bear the cost of refining and the copper will be pure profit. It takes about 2,000 men to work this smelter, and the wages paid them are from \$2.50 upward per day. Everything is done on the strictest business methods, but Daly's treatment of his men is such that he never has a strike, and they stand up for him through thick and thin. It is this fact that makes him such a great power among the people in Montana. He has thousands of employees, and his friends are legion. I visited the smelter at noon, and a curious sight was that of the men cooking beefsteak on hot shovels which they rested on the kettles of molten copper.

#### HOW MARCUS DALY LOOKS.

I met Mr. Daly during my stay here and had an hour's chat with him. He looks a good deal like Proctor Knott of Kentucky, save that his hair and mustache are gray rather than white and his head is slightly larger than Knott's. He is a blue-eyed, rosy-faced Irishman of about fifty-five years of age. He dresses simply and there are no frills or furbelows about him. He is full of vigor, and when I rode with him from Butte to Anaconda the other day on the train he wore a soft hat, a rough chinchilla overcoat, a pair of pantaloons which were decidedly without the creases of the New York dude, and his shoes were covered with a pair of rubbers spattered with the mud of Butte City. I found him a good talker and full of plain, practical everyday common sense. He has a bit of a brogue, but his laugh is a hearty one, and he evidently enjoys life. Marcus Daly is married and he has a very handsome wife and delightful family. He has two daughters who are going to school in Paris, and his boy, Marcus Daly, Jr., and his youngest daughter, Hattie, a pretty little girl of seven or eight, are with their mother at the Anaconda Hotel. Mrs. Daly has been married twenty years, yet she does not look over thirty-five, and she has as much common sense as her husband. Mr. Daly is especially fond of Hattie. He has named one of his horses after her and his palace car bears her name. This car cost something like \$40,000. It has bed rooms, parlors, kitchens and bath rooms and is used by the family when they travel. As for Marcus Daly himself he rides in any kind of a car, and the family live here in Anaconda in the simplest kind of style. This hotel cost something like \$200,000 and kept up at a big cost. It is owned by Daly, but his rooms in it are as plainly furnished as those of many of his employees' parlors, and his habits are simple in the extreme. He rises at about 6.30 in the morning, takes a cup of coffee and a beefsteak and is at work before many of his employees are up. He works fast, deciding quickly on everything and

showing great executive ability. There is no red tape about his office. Any one who has business with him can get to him at once, and he will not beat about the bush, but comes to business with you at once. He discharges his obligations promptly and always keeps his engagements. Though he is worth many millions, he has entire charge of this great mine property and attends to this in addition to his other business and his private investments. I am told that there are more than 10,000 men dependent upon his orders daily, and he has lumber mills and wood cutters and adds to the whole a first class newspaper here at Anaconda. The Anaconda Standard is one of the best newspapers in the west, and though it is run at a loss it has the latest and best news. I am told that Mr. Daly controls \$25,000,000 worth of property in Montana and it is said that the Anaconda property would bring \$35,000,000 any day. His monthly pay roll for labor here in Anaconda alone is more than \$160,000 and he pays \$50,000 a month for the coal he uses.

#### DALY'S FAMOUS HORSE FARM.

Marcus Daly has some of the fastest horses in the world, and he has a horse farm not far from here which contains about \$1,000,000 worth of horses, and which includes 4,000 acres. He is building a big frame house on this now which will have about twenty-nine rooms, and he says he expects to retire here when he gets tired of work. He has ideas of his own with regard to his horses, and I had an interesting conversation with him today about them. I asked him if he expected to make money out of his horses or if his racing stock was not merely one of the luxuries of a millionaire. He replied:

"Of course I expect to make money out of them. No one in Montana goes into luxuries of that kind for the fun of the thing, and if I really thought I could not make a profit out of my stables I would sell them tomorrow. I have a theory that the state of Montana will produce the best horses of the world and I am testing it. The climate here is cold in the winter, but the air is pure and it increases the lung power of the horses. I am told that the boys here at ten years require suits of clothing as large as those worn by a twelve-year-old boy of the east. The air expands their lungs and they grow big chests, and the same is so of horses. As to the coldness of the climate and the charge that colts will not grow here in the winter, if this is true I expect to overcome it by good stabling and good food. Our grass here is better than that of California or Kentucky, and it makes better bones and better feed. I am buying the very best of stock, and so far my stables are doing very well.

#### BUSINESS IN BREEDING.

"How are they managed?" "My farm is run on the same business principles as are the mines and smelters. Everything is systematized and kept in book shape. Every saddle and bridle is charged, and if a halter strap is broken it has to be brought back before a new one can be given out. I know to a cent what everything costs, and I keep two sets of books, one of my racing and the other of my breeding stables. I have weekly reports, and I know just exactly on what horses I am making and on what I am losing."

"How did your stables pay last year?" I asked.

"Fairly well," was the reply. "They netted me something like \$127,000 and they cost about \$72,000. I paid \$10,000 for Tammany when I bought him as a yearling. He won \$78,000 last year and he will probably win at least \$50,000 this season. He is now three years old, and I will take him off the track after this season and breed him. To show you how I run the stables: When I bought Tammany I of course charged the racing stables with him. All the expenses of keeping him has been charged to him, as well as every other item that he has cost. I also charge against him a per cent on the amount invested in him, and the difference between the cost and the amount he brings gives me the profit I make out of him. When I take him over to the breeding stables I will charge the breeding tables \$50,000 for him and will credit that amount to the racing stables. A regular record will be kept of his colts, and he ought to produce thirty or forty a year, which at eleven months old will be worth \$1,000 apiece, and in some cases will bring as high as \$10,000 each. I will only keep the best colts of any of my breeding and I regularly weed out the culs. Each of these colts will be charged in turn and the two stables will be kept entirely separate, so you see I can tell to a 'T' just where I am making or losing."

#### DALY ON HORSE TRAINERS

Marcus Daly has the best horse trainers in the United States. Every one knows of Matthew Byrnes, who is at the head of his stables here, and who gets, I am told, something between \$10,000 and \$15,000 a year. The jockey who has charge of Tammany is Snapper Garrison, who is said to receive \$10,000 a year, and I got a picture today of Snapper Garrison on Tammany which was recently made for Mr. Daly. Mr. Daly said:

"I think good horse trainers are born, not made. They must have an intuitive knowledge of the horse and a good trainer is a rare man. We never allow our horses to be abused or sworn at on the farm. Of course it is different in a race; then the jockeys sometimes cut the life almost out of them."

#### THE RACER VERSUS THE TROTTER.

"How about the trotter, Mr. Daly? You have a number of fine trotting horses."

"No, not now," was the reply. "I am closing out my trotting stock as fast as possible. I don't believe that trotting is legitimate sport. It is the result of mechanical training and mechanical breeding. I prefer to devote myself to running stock and I believe that there is more money in it. The earning capacity of a running horse is much greater."

"How about the record? Has it reached its lowest limit?"

"No, I believe not. I expect to see a mile trotted in two minutes before I die."

"How about the racing record? Will that be lowered?"

"That is hard to say," said Marcus Daly. "It is true a phenomenal horse may come which will cut it down below 1.35, the record now held by Salvator. There is a limit to the physical possibility of a horse and 1.35 is very fast time."

#### ENGLISH HORSES CAN'T BEAT US.

I here told Mr. Daly that I had visited the stables of North, the nitrate king, in