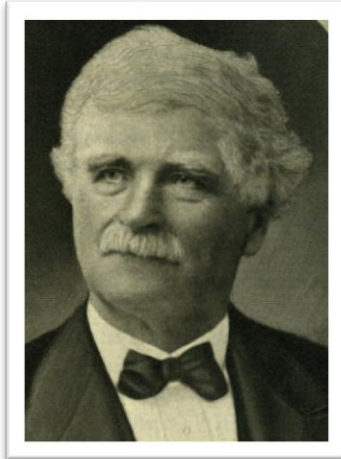


Peter Hayden was born in Oneida County New York in 1806. Hayden was an industrialist whose money and influence were legendary in Columbus. He came to Columbus in 1845 and began investing in manufacturing, mining, mercantile, and banking. Peter was on the board of directors for the Hocking Valley Railroad Company and the founder of the Hayden Bank in 1866. The



Hayden name was well known in Ohio, New York, and in South Carolina where the family had a manufacturing enterprise (lost in the Civil War). Peter Hayden had used military contracts to begin his dynasty, producing artillery, cavalry equipment, and infantry equipment for the North.

Hayden created the Hayden Iron Works and a factory building known as “The Birmingham Works” that was 196 feet long at State Street and the Scioto River, staffed by 100-150 workers who were capable of producing six to eight tons of bar iron and three tons of rods daily in 1892.

Hayden expanded factories to New Jersey, where, as in Columbus, he secured prison labor. Generally, this involved a contract with the state, or at the very least, a deal with the governor. He then secured other interests in California and New York. Convict labor was a well-practiced form of industry building with kick-backs for all involved, and, in Columbus, it was the single largest impediment in 19<sup>th</sup> and early 20<sup>th</sup> century to building unions and organizing labor. Everything from brick making to glove making used prison labor, and much of the Ohio Penitentiary was surrounded immediately outside the walls by shops that moved raw materials and manufactured goods back and forth.

Hayden’s connections were, however, solidly based in Ohio, where he secured connections to coal, timber, and gas rights. He and his son, William, built a company town around these interests that exists today—Haydenville, Ohio—though the company town aspects have disappeared as the natural resources were depleted.

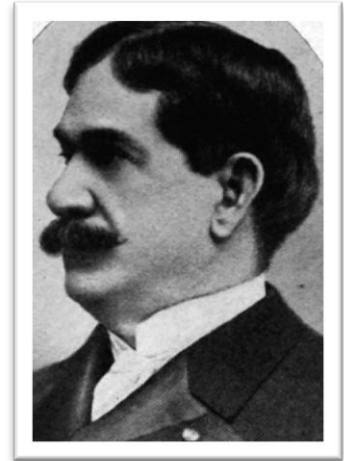
From the east coast enterprises to those in Central Ohio, the Hayden fortune depended on the vast railway network running through Columbus (that was based on the earlier crossroads of the National Road and the canal system).

The Hayden enterprises included anything made of iron, including saddle hardware, and expanded into other industries that were not necessarily related by raw material—such as the manufacture of cement blocks and cement mixers. Industrial enterprises required capital and liquid assets and the Haydens expanded into home building, loans, and banking—not for their employees but to diversify their holdings. The Hayden bank is the oldest building on Capital Square, across from the Statehouse on East Broad Street and Pearl Alley. Though greatly changed on the first floor, the upper floors remain intact.

## The Battelle Family

Section 65

John Gordon Battelle was born in Clarksburg, Virginia, in 1845, the son of a Methodist Episcopal minister. He spent his childhood in various West Virginia towns. In 1866, John became involved in the manufacture of iron in Wheeling, West Virginia. Later he continued in the same business in Memphis, Tennessee, before coming to Ohio to assume control of the Cincinnati Corrugating Company (incorporated in 1884) and the Piqua Rolling Mill Company (incorporated in 1889). These factories produced steel and iron plates for roofing, siding and ceilings. Battelle came to Columbus in 1905. The founder of Columbus Iron and Steel Company, he made a fortune in steel production. John sold the company in 1917 and it became Armco Steel. He died in 1918.



John's wife, Anne Norton Battelle, was unusual for a woman in the early 20<sup>th</sup> century in Columbus—even for one who married well into the upper ranks of Columbus society—and had as much power and energy as her husband. The Battelles were well connected. John called President William McKinley a close friend and Anne did the same with President Warren Harding.

When the Girl Scout movement came to Columbus in 1916, Mrs. Battelle did what she did best to establish the program—raising money and leaning on others to do so too. She started with pledges of 50 dollars each from founding council members. In 1921 she made it possible for them to be one of the first organizations to join the newly-formed Community Fund (a forerunner to United Way).



In World War I, Mrs. Battelle tended sick soldiers at Fort Hayes, worked with the American Fund for the French Wounded and Fatherless Children of France and personally worked for three years to help physically rebuild France and its cathedrals. She also supported the efforts of another Columbus woman, Mary Cook, a sculptor, who made 600 life masks and 500 models for reconstruction of faces for American soldiers, aiding in the development of plastic surgery.

When the question of women's suffrage became a hot topic in Columbus, supporters for women's right to vote are lucky she entered on their side. Mrs. Battelle even walked the picket line in Chicago at the Republican National Convention to show her support for women's right to vote. When the 19<sup>th</sup> Amendment was passed, Mrs. Battelle became president of the Republican Women's Club and was instrumental in getting a woman elected to the US House of Representatives from Franklin County. She was a delegate to the National Conferences on Child Labor, and a delegate to the World League Congress Against Alcoholism.

John and Annie's only child, Gordon Battelle, was born in Covington, Kentucky in 1883. Gordon was trained to inherit and manage his father's businesses in the steel industry. He attended military school in Chester, Pennsylvania, and later studied metallurgy at the Sheffield Scientific School of Yale University. After working for his father for several years, he went out on his own and invested in lead mining and smelting operations in the Joplin, Missouri area.



After working with a scientist to study if anything useful could be made from the leftovers of the mining process, Gordon Battelle realized his true ambition—a desire to provide research to solve real issues. In 1923, Gordon Battelle died at the age of 40 following an appendectomy at a Columbus hospital. Having never married, he left the bulk of his estate, about \$1.6 million, to the establishment of Battelle Memorial Institute.

The Battelle Institute on King Avenue opened in 1929 and has expanded greatly at the same location. It is the most visible reminder of the family. It would be hard to imagine that such an endowment could result in M & Ms that don't melt in your hand, Xerox machines, anti-dandruff shampoo, golf balls that bounce, pop-up tissues, body armor that was first tested in World War I, and the Manhattan atomic bomb project—to name a few.

***Scan the QR code below for video***



Like other wealthy families at the time, they chose to be buried in a mausoleum which is actually simply styled with a neo-Classical façade, much like the Battelle Institute on King Avenue—pragmatic and solid, tasteful, utilitarian and not overly extravagant. The family home on East Town Street is now under the freeway. But this close knit and single-minded family of three who died within 7 years of each other is at home—here—they have just downsized from the house on Town.



LET'S BEAT IT  
30 BEFORE HE  
TURNS US INTO  
DIG IRON

YOU'RE  
ON!

THAT'S COLONEL  
BATTELLE, PRES  
OF THE COLUMBUS  
IRON & STEEL CO.  
YOU KNOW HIM?

KNOW HIM?  
I GUESS YES.  
ANY  
MADES THE  
BEST OF'S FOR  
TO BE HAD IN  
THE MARKET

**JOHN G. BATTELLE**  
President The Columbus Iron and Steel Company

Frank Packard was one of the most noted architects in Columbus history, credited with the inspiration and glue that held together the group of architects (Allied Architects) who created the Civic Center in Columbus, following the devastation of the 1913 flood.



Like his own distinctive mausoleum of neo-Egyptian revival style in gray granite, Packard's buildings remain memorable and distinctive. Egyptian themes were popular in American architecture before the Civil War but rarely used in cemetery architecture, though the symbolism of the afterlife is most appropriate. Packard designed the tomb for himself and family (he died suddenly in 1923). The entranceway features an Egyptian doorway with lotus capitals and a bronze door with grillwork. An open lotus flower represents rebirth. The cornice tops it decorated with a winged solar motif also associated with the afterlife.

Packard was born in Delaware, Ohio in 1866. He took courses in architecture at Ohio State and studied at Massachusetts Institute of Technology. When he returned to Columbus in 1892 after working for a New York firm, he received his first commission—to design a girls' industrial school in Delaware. It would be the first of more than 3,400 projects.

Packard was the primary architect of the buildings associated with the City Beautiful movement in Columbus. This movement of the early 20<sup>th</sup> century was a response to rapid industrialization and immigration in America's urban centers. The movement set out to create beautiful and orderly cities that contained healthy open spaces and showcased public buildings that expressed the moral values of the city. City Beautiful advocates believed beautification would eliminate the social ills of urban centers and inspire morality and civic virtue. The 1908 Columbus Plan is a strong example of City Beautiful era urban plans.

Packard worked with a partner (Yost and Packard) for the Ohio State University buildings, Orton Hall, Hayes Hall, and the Armory. The Armory (now gone) was castle-like; Orton Hall was designed to recreated geological order for the Geology Department (leading to the dinosaur gargoyles in the tower). Together they had also created the Great Southern Theater and Hotel (now Westin).

His works include the Huntington National Bank, the Atlas Building, the Seneca Hotel, City Hall, the Columbus Foundation building, the Jeffrey Mansion in Bexley, in addition to numerous private homes—and the Huntington Chapel in Green Lawn Cemetery. One of his most fanciful works is the now-Firefighters Union Hall—the old Toledo and Ohio Railroad station on West Broad said to look like a Shinto Gothic temple. Packard also took up the fight against tuberculosis by advocating for the inclusion (and use) of sleeping porches. These second-story three-sided screened or glassed-in porches, he believed, should be used all year long to help in the fight against the White Plague.

**Scan QR codes below for videos**





FRANK L. PACKARD  
Architect

Alice Schille is perhaps Columbus's most famous "unknown" artist. Women in the arts in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries often are not recognized despite, as in Alice's case, being a distinguished impressionist painter. In the early 20<sup>th</sup> century, Alice's work won major prizes in New York, San Francisco, Philadelphia, Detroit, and other cities, and she exhibited in over 200 cities.



Art critics have commented that her work is “crisp cadenced lyricism and has a sure sense of place and (has) a keen sensitivity to human form and condition.” In other words, you can sort of fall into the painting and be immersed in the setting, the people, and the light.

Alice was born into a well-to-do Lutheran family, one of six children born to Peter and Sophia Schille. Her father was a manufacturer of mineral waters and soft drinks, and the family lived on Bryden Road. The business continued in the family after the father's death under her mother's direction—and even survived Prohibition when the glass industries and other products associated with the loss of the breweries took a hard hit.

Alice was fortunate to start her painting in Columbus just as the Columbus Art Association was being formed. The city was humming with opportunities for instruction, galleries, and enough interest to support those who chose art as a means of paying the bills. Columbus was still perking away in a post-Civil War boom of industry and wealth, money to pay for increased opportunities for one's children, and a railroad system that brought the art worlds of other urban areas into closer contact with Columbus.

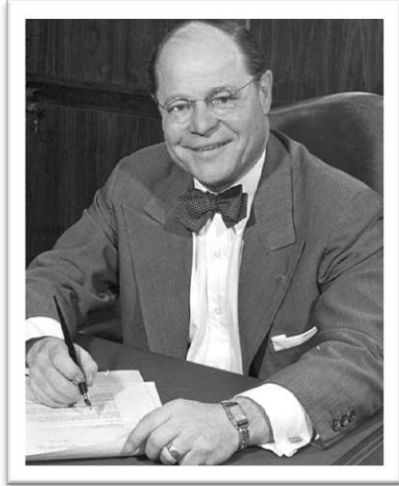
Alice studied art with a number of established artist-teachers—and she too started teaching art at Columbus art schools and at the “Deaf and Dumb” asylum on Town Street. She exhibited at the Ohio State Fair in the 1890s, and with money from prizes and salary, Alice set forth to study in New York with the famed artist William Merritt Chase who emphasized spontaneity of drawing and then painting from life with the brush.

Few American painters travelled so extensively. Her works show the influences of the locations she visited. Everywhere she travelled, she was exposed to new ideas. The ultimate life-long learner, she expanded her technique in a variety of styles, including pointillism, the application of tiny dots, building upon them to create mood and texture.

Did she have a life separate from art? Yes, in one rare moment, we see her name appear as one of Columbus's 100 women who formed the Women's Organization for Prohibition Reform. Understanding the issues which brought Prohibition into being and understanding the social implications and effects of criminality from Prohibition, these women felt that the force of law should not be used to advance moral reforms. They greatly influenced the 1933 repeal of the Prohibition and influenced, instead, the regulation of liquor by state liquor control boards.

Alice died in 1955. Her place in Green Lawn is like her place in the art world of Columbus. She lies in the midst of others who were establishing Columbus as a Midwest arts hub and by those she influenced.

Don Casto's (the first) mother died when he was an infant, and he and his sister traveled with their father, who was a salesman for International Harvester. His father died on a trip through Columbus, leaving his children parentless. Don Casto became a ward of the state. During his high school years, he lived above a pool hall that he helped run, across the street from Ohio State University, and where his entrepreneurial spirit began. In the early days of World War I, Casto enrolled in the French army, as part of its Lafayette Brigade. When the war was over, he returned to Columbus and sold real estate for an agency.



Casto had trouble convincing people to move into the homes. Their concerns revolved around a lack of shopping outside the heart of Columbus. His solution was the creation of the Bank Block, or the Grandview Avenue Shopping Center, in 1928. He viewed the project as a marketing tool for the homes, but it was more successful financially than he anticipated and laid the foundation for the future direction of his company. Casto started

the retail trend to shopping centers with his first fixture along Grandview Avenue. The parking was in the back, with the stores on the street.

The Great Depression and World War II stagnated real estate activity, but that was expected to end with the war's culmination. In 1949, Casto built Town and Country shopping center, considered the first regional shopping center in the United States, in Whitehall. Whitehall was only developing as a suburb, but World War II had the promise of a growing area with the federal Defense Construction Supply located there. No customer would park more than 50 feet from a store they wanted to visit; the parking was all out front, well lighted and continued for more than a mile. The stores opened later, usually had a Penney's as an anchor, and a continuous awning over all the fronts. This not only kept shoppers dry but allowed nonprofits such as churches to set up tables for selling items—and drawing in more customers. He also had stores stay open through the evening and employed carnivals and the famous Diving Granny (Grandma Carver) whom he had seen in an Atlantic City act where she dove from a high board into a barrel of water surrounded by flames.

Casto also built Northern Lights, Great Southern, Northland, and Graceland Shopping Centers. His most unusual one was, however, Great Western on West Broad. In the shopping center parking lot were nine recreations of the wonders of the world (Called the Walk of Wonders)—the Sphinx and Pyramids, the Leaning Tower of Pisa, the Grand Canyon, Niagara Falls, the Eiffel Tower, and others—they were not models. The Eiffel Tower was more than 20 feet tall and Niagara Falls had an entire town of Buffalo at its feet. They lasted until the late 1970s until erosion and time took its toll.

Casto is also credited (along with Edgar Wolfe, son of Robert Wolfe) with creating Port Columbus. Both men saw the future in aviation but had to convince Columbus to support bond levies. Casto used his military connections from his service in World War I to get a ride on a Graf Zeppelin into New Jersey, calling attention to air travel for the hometown press.



## Carrie Nelson Black

Section 87

Catherine Dell Nelson was born in 1858 in Etna, Ohio and later moved to Columbus where she resided until her death at age 78. She received her education from Wesleyan College in Cincinnati. She later studied health care and medicine at clinics in Boston, New York and Chicago. She then returned to Columbus to carry out her work. Nelson Black was a social humanitarian for



the under-privileged and dedicated her life to the prevention and control of tuberculosis and cancer. Nelson Black changed the public health care systems in Columbus, and the way health care services for the under-privileged were offered throughout Ohio, which served as models for other cities in the United States.

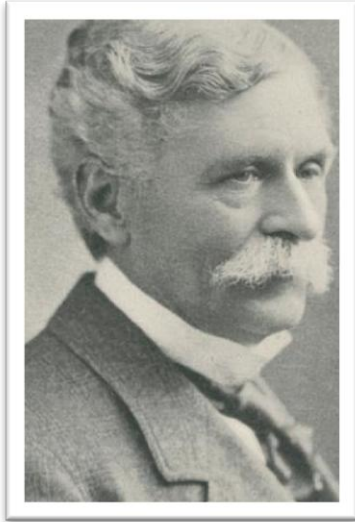
In 1921, Dr. Carrie Nelson Black began to implement a plan to help treat the growing rate of cancer in Columbus. With the help of another physician and business people, she formed the Columbus Free Cancer Clinic. She saw the disease as a growing civic responsibility to early detection and treatment, especially among those who could not afford a physician. From the time she presented the idea in October to the time it opened one month later, the group she formed had done marketing, fundraising, had 100,000 leaflets printed to every home in

Columbus and Franklin County, printed 1000 publicity posters, and asked the Rotary to send out a letter of support to 50 families in Columbus giving them "the privilege of contributing \$200 to the maintenance of the clinic." Two famous doctors (also buried in Green Lawn), Dr. Andre Crotti and Dr. James Baldwin, conducted clinic sessions. By December, the medical staff was at 16, and by February, four months after the idea started, 143 people had been examined, 22 surgeries performed, 64 had negative results, and 3 cases were in operable. Such was the speed with which Dr. Carrie Nelson Black operated.

Black was the wife of a former Probate judge and mayor of Columbus, Samuel Black, and as such, she had already seen the needs of the poor, the high infant mortality rates, and the high maternal mortality rates in the city. Before she was involved with the cancer clinic beginnings, she had formed the Columbus Society for the Prevention and Control of Tuberculosis in 1907, now the Breathing Association. Her work with the tuberculosis resulted in creating Open-Air Schools for children (such as the Neil School at Hudson and Neil which once treated children with TB for both their medical needs and their school needs) and the Nightingale cottages (Brice Road and Refugee). One out of every nine people in Columbus died from tuberculosis in the early 1900s.

Black had formed the Instructive District Nurses Association in 1898 in her living room with 18 nurses who were trained as visiting nurses. The agency became the parent of LifeCare Alliance, provider of skilled home health services, Meals on Wheels, and other community outreach programs.

Though Joseph Jeffrey died in 1928, his descendants still benefit from his entrepreneurial acumen and wealth, and his name today lives on in association with new and rehabbed housing developments along the Big Four tracks north of downtown, the State of Ohio Library and Ohioana library located in a former Jeffrey building, and the Jeffrey mansion and park in Bexley.



He arrived in Columbus in 1858, starting to work for his brothers at Commercial Bank (which later became Bank One). By 1870, Jeffrey rose to upper level management just as the bank was sold to another set of famous early Columbus families, Orange Johnson and Francis Sessions.

Jeffrey was described as “a deliberate and disciplined opportunist who was so enthralled with the model of a mining machine he saw in a city storefront in 1877 that he invested in the idea.” The machine used air pressure and later electricity to drive into the coal and drill blast holes—greatly increasing the safety and efficiency of the job. Miners no longer had to pick at the coal in unsafe areas, and by 1915, two tons of coal could be obtained in four hours whereas it had taken twelve hours before.

Jeffrey convinced Sessions to invest in equipment then under patent by the Lechner Mining Manufacturing Company, but when the equipment they produced in a factory on South Third Street did not work as well as they thought, they created improvements, and within ten years gained controlling stock in the Lechner company (along with Mr. Lechner). However, when Lechner gave up trying to improve the equipment, and when Jeffrey traded in his banking career for full-time manufacturing (changing the name to Jeffrey Manufacturing Company), and when electricity replaced the air pressure method of coal extraction, the results proved profitable. The switch to electricity also enabled Jeffrey to keep costs low, as the company was already producing generators, insulation, and the like. Other products made for the coal industry also found other markets—coal crushers became wood pulp crushers.

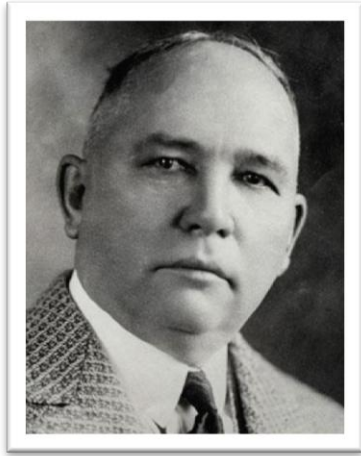
Jeffrey was one of the first progressive industrialists who understood the benefit of treating employees as partners. In addition to the usual golf and softball tournaments, the company created an on-site hospital for industry-related accidents, an employee cafeteria, an in-house newsletter produced by employees to focus on families, and a mortgage system for buying a home. Jeffrey employees between 1910 and 1928 could purchase anywhere in the city, but more than 300 homes were bought in the north end through the company.

Many people today mistakenly think that Jeffrey’s Manufacturing and Mining Company was also invested in doing actual mining, but the fortune came from specialization in developing and refining mining equipment only—it was the standard bearer for coal-mining equipment—continuing in the family name for almost 100 years (1974), and at its height, employed 5000 workers. The last mining machine was made in 1999 in Columbus by the Dresser Industry in Texas which bought much of Jeffrey.



JOSEPH A. JEFFREY

Robert Wolfe was born in Cumberland, in Guernsey County to an impoverished family, though the father was an excellent shoemaker who taught Robert, the oldest son, and Harry, the youngest son, the craft. They were two of six children born to Andrew Jackson Wolfe and Nancy Barton Wolfe. Robert left home at 14 and sent money home from the variety of jobs he could obtain—mule driver on a canal, newspaper selling in New York, ranch hand out west and cotton picker in Louisiana. Even after the Wolfe brothers were successful in Columbus, Robert's past came to haunt him in 1901 when he and his lawyer decided that it was best to make a full public disclosure of an incident in his past. While visiting relatives in Indiana, Robert had gone to the defense of his sixteen-year-old cousin whose reputation was being sullied by town men. When his uncle would not defend her, Robert arrived at a saloon with a gun; and through a series of almost dime-novel adventures, he fled jail fearing a mob, and later served time in the Indiana prison system, where (after being placed in the shoe manufacturing department) discovered a way to improve the machinery.



Upon release, he made his way to Columbus (already known as a shoe-manufacturing city) where he was employed by H.C. Godman. His younger brother, Harry, joined him in 1890 after his graduation from high school to work at Godman. Like Robert, Harry's early jobs included a variety of late 19<sup>th</sup> century opportunities on the low-skill end—village lamp lighter, newsboy, house painter. While working for Godman, the brothers also made their own shoes and sold them, eventually striking out on their own, the Wolfe Brothers Shoe Company in a rented space on West Spring. Though there was fierce competition, the Wolfes' company grew to the point where it produced 12,000 pairs annually (under the name Wear-u-Well) and sold them in 30 locations across the company.

In 1903, in an era when Columbus was still experiencing a post-Civil War industrial boom, the Wolfe brothers acquired the *Ohio State Journal*, and in 1905 the *Columbus Evening Dispatch*. In 1907 they learned the old Ohio Trust Company was about to fail. Not wanting a bank failure in Columbus, they transferred \$100,000 from another bank to avoid a bank run. Others helped by contributing lesser sums; eventually the Wolfes acquired the bank and created the Citizens Trust & Savings Bank, which by 1929, was organized as the BancOhio Corporation with \$100,000,000 in assets. Robert died 1927; Harry died 1946.

Harry entered into the radio business in 1931 with the purchase of WCAH (and WELD, a frequency modulation station, a pioneer in the field). WCAH became WBNS. While never holding elected political office, Harry was director of the Federal Reserve Bank in Cleveland from 1912-1921. His civic passions led him to continue to establish the Columbus Civic Center (following the 1913 flood); almost 6,000 acres in Madison County for the Agricultural Lands, Inc., the largest farm operation east of the Mississippi River; and the Columbus Zoo. Robert Wolfe used his influence—along with Don Casto—to help established Port Columbus International Airport. And yes, WBNS is said to stand for W-Banks, News, Shoes.

WEEK-END PARTIES  
AT "GRACELAND".  
MR. WOLFE'S FINE  
BUNGALOW AT  
BUCKEYE LAKE  
HAS A BEAUTIFUL  
ISLAND ALL TO  
ITSELF. FROM THE  
ISLAND ONE HAS A  
COMMANDING VIEW  
OF THIS LOVELY SUMMER  
RESORT. GRACELAND HAS  
A FINE BEACH OF IT'S OWN

IS A FAMOUS COOK  
AND WOULD RATHER  
COOK A HUNGER FOR  
HIS FRIENDS THAN TO  
DO ANYTHING ELSE  
IN THE WORLD

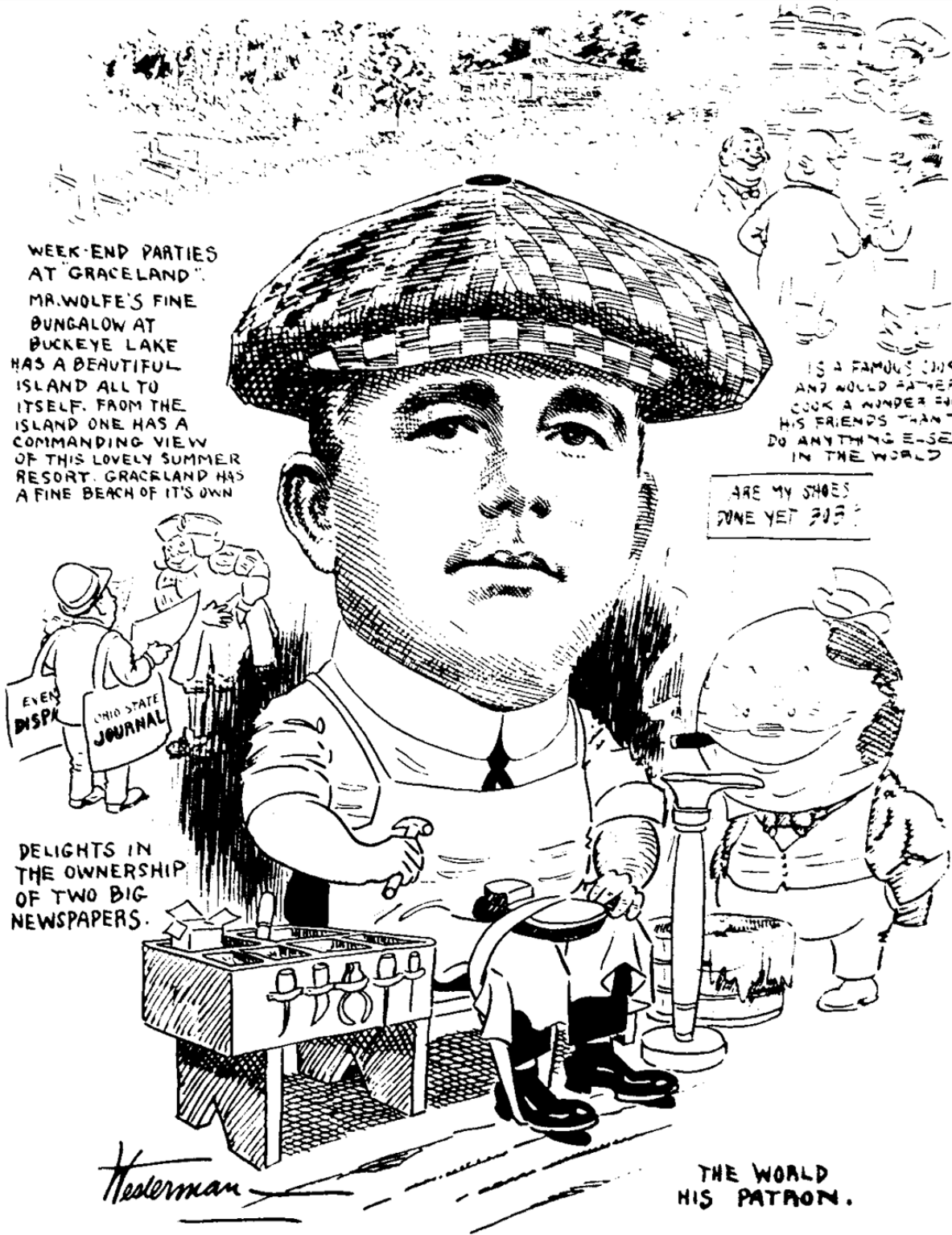
ARE MY SHOES  
DONE YET BOB?

DELIGHTS IN  
THE OWNERSHIP  
OF TWO BIG  
NEWSPAPERS.

THE WORLD  
HIS PATRON.

*Hesterman*

ROBERT F. WOLFE



James Thurber was born in Columbus, Ohio in 1894. Thurber's father was a civil clerk, and his mother, Mame, was an eccentric woman who would influence many of her son's stories. Thurber had two brothers, William and Robert. One day while playing "William Tell" with them as youngsters, Thurber lost the sight in one eye when an arrow pierced it. Ultimately, he would go



blind in both eyes, but that never stopped him from writing or drawing. From 1913-1917, Thurber attended the Ohio State University. Due to his eye injury, Thurber was not able to complete a compulsory ROTC course so OSU would not let him graduate.

After college Thurber went to Paris, France to work for the American Embassy. He returned to Columbus in 1920 and started working at the Columbus *Dispatch* as a reporter. Thurber spent his evenings working on skits for the Strollers and Scarlet Mask theatre groups at Ohio State—where he met his first wife, Althea Adams. The young couple moved to Paris in 1925 and Thurber started work on the Paris edition of the Chicago *Tribune*.

The Thurbers moved to New York in 1926 and James began his career as a freelance writer while working for the New York *Evening Post*. E.B. White (*Stuart Little*, *Charlotte's Web*) introduced James to Harold Ross, editor at the *New Yorker*, who hired Thurber. Thurber left the staff position at the *New Yorker* in 1935, but continued to submit cartoons and stories.

Thurber's unique wit and prose spanned multiple genres, including short stories, modern commentary, fiction, children's fantasy and letters. He was one of the foremost American humorists of the 20th century. He was the author of *The Secret Life of Walter Mitty* and the creator of numerous *New Yorker* magazine cover cartoons. Thurber had a great love of dogs, of all shapes and sizes. He even dedicated *Is Sex Necessary?* to two of his favorite terriers. Thurber included dogs in many of his drawings, saying that the dogs represent balance, serenity, and is a "sound creature in a crazy world." After talking for years about writing a play together, Thurber and fellow Phi Kappa Psi brother, Elliot Nugent, finally did. In 1940 they wrote the Broadway hit—*The Male Animal*. The play was such a success that it was later turned into a movie in 1942 starring Henry Fonda and Olivia de Haviland.

Thurber wrote nearly 40 books, and won a Tony Award for the Broadway play, *A Thurber Carnival*, in which he often starred as himself. One of his books, *My World and Welcome To It*, was turned into an NBC television series in 1969-1970 starring William Windom. *My World and Welcome To It*, won best Comedy Series and Windom won Best Actor in a Comedy Series at the 1970 Emmys.

Thurber died of complications from pneumonia on November 2, 1961.

**Scan the QR Code  
below for a video**



Most people born before 2000 in Columbus are familiar with the Lazarus story and the family's impact in Columbus. The Lazarus Department store, started by Simon Lazarus, an emigrant who settled in the city in 1851, was able to rise from the considerable competition of men's clothing stores after the Civil War, to the most prominent store in Central Ohio.

Simon Lazarus opened an 800 square foot on South High (the southwest corner of Town and High) complete with seven electric lights. When the production of uniforms for the Civil War ended,



factories were geared up for manufacture, and men's and boys' apparel would no longer be made at home. However, between the Union Station and Lazarus on South High, there were over 250 men's clothing and furnishings stores—some of them owned by married-in members of the Lazarus family, and competition was fierce. In order to stand out, Lazarus, in addition to having two talented sons (Fred and Ralph) would introduce new policies that made them able to expand—such as cashing the checks of the Union veterans who came to Columbus for the Grand Army of the Republic convention.

Both sons worked in the store from the bottom up. As a boy, Ralph's duties included hauling buckets of water from the Scioto to the store to scrub the floors. The Lazarus family opened the large department store on the opposite corner of Town and High in 1909, complete with singing canaries in every department and a ladies room where women could take a nap with a nurse on duty. Seeing clothes grouped by size and not cost in Paris (as all of American retailers had done), the Lazarus sons were the first to try this and found people were apt to purchase the more expensive and better made item. Lazarus had the largest boys' clothing department west of the Alleghany Mountains. They also had a generous return policy: they would take it back even if they had never sold it.

However, the genius was in thinking ahead. They successfully expanded the store to the Front Street side, created parking garages, bought the old Columbus Auditorium (calling it the Annex) and sold appliances from the stage where Caruso once sang. In 1939, they lobbied President Roosevelt to set the date of Thanksgiving forever on the fourth Thursday of November to set the Christmas shopping season prior to November 29. Fred outlived his brother and led the company in new ways, creating Federated Department Stores in the 1920s to keep expenses down. In the 1960s Federated (Abraham and Strauss, Filenes, Bloomingdale, Shillitos, and later, Macys) was the largest chain in the country. Lazarus resisted the move to the suburbs as long as he could. He later opened regional smaller stores in Casto shopping centers, but remained committed to downtown—even supplying the money for the Union Department Store (Long and High) to move across the street from Lazarus (where City Center was).

IS GETTING TO BE QUITE A TRAVELLER.



IT'S FINE TO TRAVEL WHEN YOU'VE GOT BOYS LIKE MINE TO LEAVE THE BUSINESS WITH!

ONE OF COLUMBUS' GIBALTARS.



WE'VE GOT A MAN IN OUR TOWN WHO HAD YOUR SQUARE-DEAL IDEA 50 YEARS AGO.

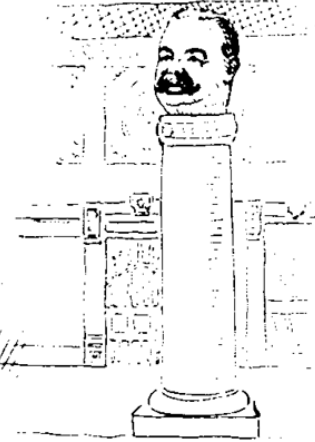


DEE-LIGHTED!

IN THE WINTER TIME MR. LAZARUS IS QUITE A PEDESTRIAN AND



ALMOST ANY MORNING YOU CAN SEE HIM EDWARD-PAYSON-WESTONING OUT BROAD ST.



IS A PILLAR IN MANY BANKS AND BUSINESSES.

ON THE TOP RUNG.

I'M GETTING DIZZY!

MY GOODNESS BUT THIS IS AN AWFUL CLIMB!

I CAN'T GO A RUNG FURTHER!

I'M GOING BACK!

HELP!

I'M FALLING!

Westerman

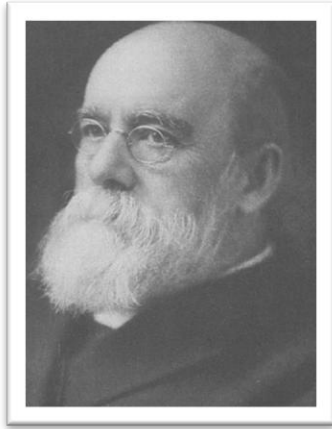
FRED LAZARUS  
President The F. & R. Lazarus Company



## Washington Gladden

## Section M

Solomon Washington Gladden was born in 1836 in Pottsgrove, Pennsylvania. Gladden's father died when Washington was six years old, leaving Washington to be raised by his uncles on a farm in Oswego, New York, a part of the country known as the "Burnt over" district, because it had been swept by religious revivals as part of the Second Great Awakening in 1830s. He attended Oswego Academy and in graduated from Williams College in 1859.



In 1860, Gladden became pastor of the First Congregational Church in Brooklyn where he was ordained. From 1871-1875, he was the religious editor of the New York *Independent*. It was in this capacity that Gladden became involved in exposing the corruption of Boss Tweed and his New York political machine.

Living in the industrial city of Springfield, Massachusetts from 1875-1882 confirmed Gladden's support for workers against what he considered the evils of capital. Labor union support became a major component of Gladden's social gospel thought. He published *Working People and their Employers* in 1876, which advocated the unionization of employees. He was the first well-known minister in the United States to approve of unions. Gladden did not support socialism or laissez faire economics, advocating instead the application of "Christian law" to issues.

Gladden came to Columbus, Ohio in 1882 where he became pastor of the First Congregational Church. During his 36 year tenure there, Gladden continued as an advocate of the social gospel and leading member of the Progressive Movement. The social gospel movement began in the 1870s, when progressive ministers began to preach that if Christians took Jesus' teachings seriously, they would address conditions in America's factories and immigrant slums. The social gospel impulse took many forms, including campaigns for child-labor laws, factory safety legislation, stricter tenement house codes, and public health regulations. Gladden believed that all Christians must fight corruption and greed, and help their fellow men and women.

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Gladden was critical of corruption in city government in Columbus and the disregard for law and order—particularly the failure of the local government to enforce a law requiring saloons to remain closed on Sundays. Gladden won election to the Columbus City Council in 1900 and two years on council. He helped secure reduced streetcar fares and municipal control over a local electric plant. He, however, was unable to enact temperance laws, to enforce Sunday blue laws, and to assist laborers in obtaining better working conditions. Gladden remained active in public life following his time as a councilman. He encouraged his congregation to become active in the community and to pressured politicians to follow the will of the people instead of just the desires of wealthy industrialists. Gladden died in 1918.



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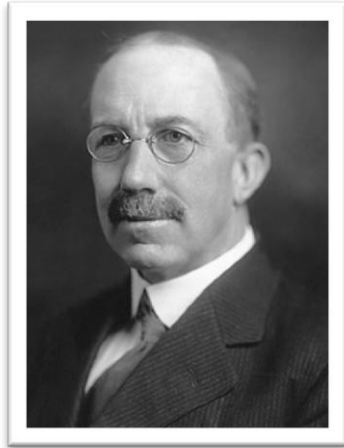
PRICE TWO CENTS

## SAVE THE CHILDREN!



Dr. Washington Gladden's stirring appeal to the boys and girls of Columbus to show their colors on the Sunday saloon question is answered today by the children in an avalanche of signatures protesting against the Sunday saloon. The Dispatch promised to open its columns to the children and it keeps its promise today. There is no cause for comment—the vast fields of characteristic signatures, and the hundreds that could not be reproduced in fac-simile, tells its own story, and points its own tremendous moral.

Prohibition was instituted with ratification of the Eighteenth Amendment to the United States Constitution on January 16, 1919, which prohibited the "...manufacture, sale, or transportation of intoxicating liquors within, the importation thereof into, or the exportation thereof from the United States..." Congress passed the Volstead Act on October 28, 1919, to enforce the law. Prohibition



fundamentally changed the way Americans lived. How did a freedom-loving people decide to give up a right that had been freely exercised since the first European colonists arrived in the New World? How did they condemn to extinction what was the fifth-largest industry in the nation? It happened, in large part, because Wayne Wheeler made it happen.

Wayne Wheeler was born at Brookfield, Ohio, November 10, 1869. Wheeler's strong hatred of alcohol can be traced to his childhood when he was wounded by a drunken, pitchfork-wielding neighbor. While at Oberlin College, Wheeler met Howard Hyde Russell, a Congregational minister and temperance advocate. Russell recruited Wheeler to work for the Anti-Saloon League. After receiving his B.A. from Oberlin in 1894, Wheeler accepted employment as an

organizer for the recently established Anti-Saloon League. While continuing to work full time, he attended Western Reserve Law School, from which he received his LL.B. in 1898. Wheeler then became the attorney for the League, an organization he stayed with for the rest of his life. He became superintendent of Ohio for the League in 1903.

Wheeler exhibited a keen sense of politics and the use of power. He developed what is now known as pressure politics, which is sometimes also called Wheelerism. Early in his career with the League he rode a bicycle from house to house to defeat a state senator who was not a friend of the League. Politicians realized very quickly that he was a man to be feared. Wheeler's organizational skills and political success in engineering the reelection defeat of a prominent wet (anti-prohibition) governor of Ohio dramatically increased his stature, and in 1915 he moved to Washington, DC, where he could more easily wield political pressure and influence. In 1919 he became legislative superintendent for the League and is largely responsible for helping to draft the 18th amendment and the Volstead Act.

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During prohibition he sought strong enforcement legislation and policies. He was vigilant in guarding the League's interest in Congress. According to the Standard Encyclopedia of the Alcohol Problem, Wheeler dealt with Congress and other branches of the government using "the card-index system of keeping tabs on public officials and of rallying supporters when needed."

By 1926 Wheeler was facing strong opposition by some members of Congress who were questioning the spending by the League in some congressional races. Wheeler's health was frail and by the following year he had to retire to his vacation home in Little Point Sable, Michigan, in order to try to regain his strength. He died there in 1927.

Eddie Rickenbacker is described by many of his biographers as the essence of a self-made man. This may be a euphemism for a man who was hard scrabble poor, entered into the events of the world (and survived) at the right moment, and used savvy and entrepreneurship to his advantage.

Rickenbacker was born in 1890, and his family moved to a house at 1334 East Livingston Avenue three years later—a location still in the country and not on a street car line. Eddie's father died when he was 13 years old, and Eddie started a series of jobs to help his family. The stone for Rickenbacker's father was carved by his son since the family could not afford a marker.



Because Columbus was in the midst of a growing manufacturing boom, especially in carriage making, Rickenbacker's job with the Columbus Buggy Works fed his fascination with mechanical and automotive workings. By the turn of the 20<sup>th</sup> century, the company was creating automobiles, and many of the local industries that supplied parts for carriages (lamps, seats, leather work, trim) shifted their production to accommodate the new product. The Columbus

Buggy Works employed almost 2,000 workers at its height. It was owned, in part, by George Peters, who was a partner with Clinton Firestone (cousin of Harvey Firestone who started his career as a bookkeeper at the Columbus Buggy Works). As early as 1880s, Columbus Buggy was one of about 24 buggy manufacturers taking advantage of the rail network in Columbus, and Rickenbacker was an employee for what-was-then, the largest maker in the United States.

Mechanization was the game of the day, and Rickenbacker took a correspondence course to learn to troubleshoot (travelling everywhere to help stranded buggy owners) while he worked at the company, going on to sell and then race the Columbus Buggy Works Firestone model. He raced the first two Indianapolis 500 races (1911, 1912) and drove for other race teams.

During World War I, Eddie volunteered for service and, after pestering the man he drove for (noted airman Billy Mitchell), he was recommended for flight training and assigned to the 94<sup>th</sup> Aero Pursuit Squadron. He was responsible for downing a total of 26 enemy planes during the war.

Coming back to the United States a hero with instant name recognition, he formed the Rickenbacker Motor Company in 1920, which was not a success. General Motors asked him to take over the management of Eastern Airlines in 1934. Within a few years, he owned the airlines and spent the next three decades helping the company to prosper, creating shuttles between eastern cities.

He served as presidential advisor during World War II and his plane was downed in the Pacific Ocean. He and the crew survived on rainwater, sea gulls, fish, and luck for 24 days until they were recovered. Rickenbacker did not live in Columbus after 1917, but he did return for events such as the Port Columbus dedication. His childhood home is currently owned by the city and is being restored, along with a nearby building that honors inventor Granville T. Woods.

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Samuel P. Bush arrived in Columbus in 1884, coming by way of Pittsburgh and other family holdings in New Jersey. As described in *Business First*, Bush "...the most prolific leader of one of



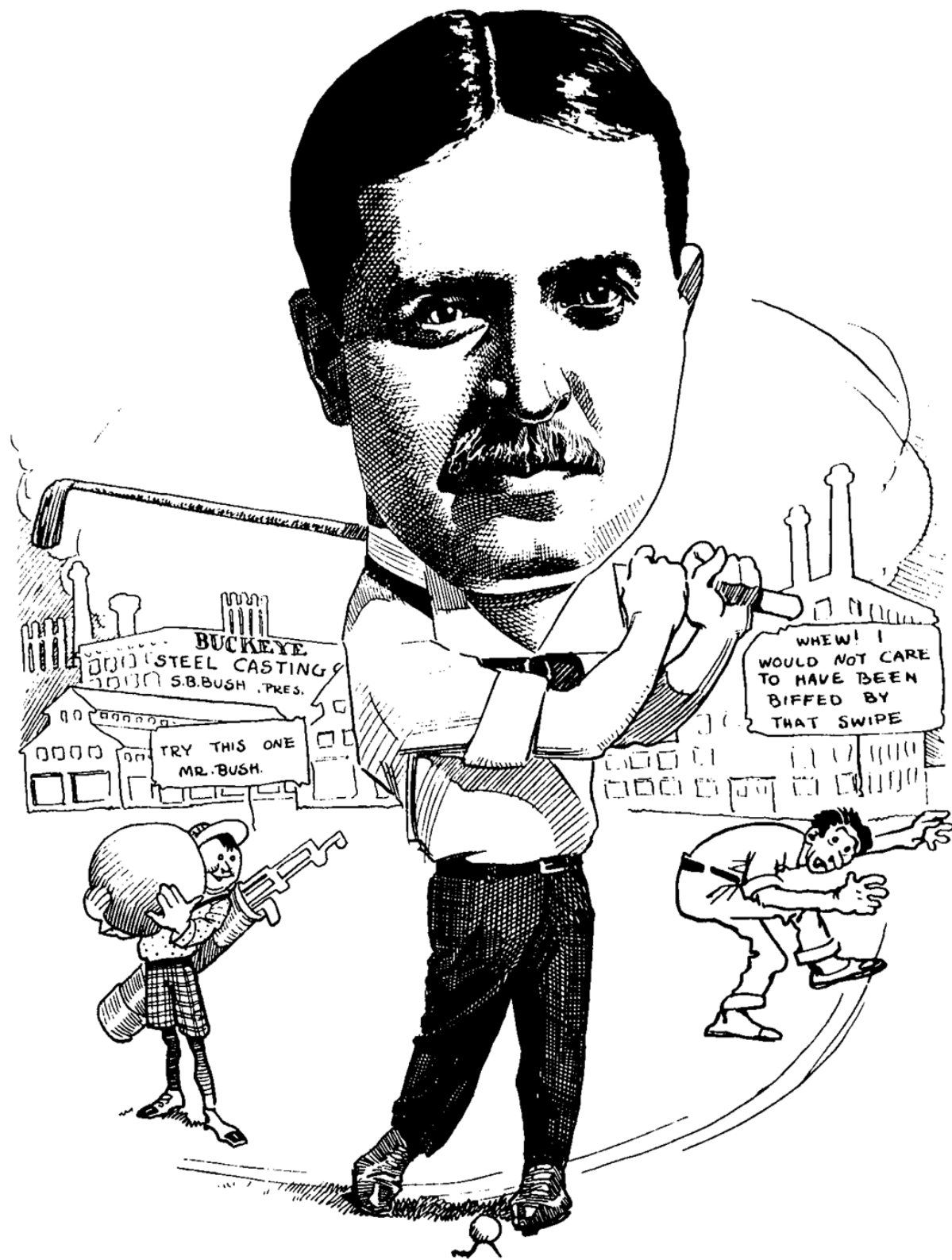
Columbus's most prolific companies at the turn of the 20<sup>th</sup> century is the patriarch of one of the most prolific political families in the United States." Though he was associated with Buckeye Steel from 1901-1927, moving from vice president and general manager to president, he came to Columbus because of his work with the Pittsburgh, Cincinnati, Chicago and St. Louis Railroad. In the early 20<sup>th</sup> century, Columbus was a large railroad crossroads with 126 passenger trains arriving and departing daily—not even counting freight trains. Bush stayed in Columbus until his death in 1948.

The railroad connection would have put him in a place to know the Buckeye Iron and Malleable Company which made a variety of iron products, including automatic couplers that linked railroad cars. These were considered stronger and safer than linch-pin couplers that could crush a railroad worker. As railroad cars became longer and heavier and steel production became more common, it was natural that couplings would be made in steel.

As the company's importance and the product sales rose, Buckeye Steel (then called Buckeye Automatic Car Coupler, formerly Buckeye Iron and Malleable) moved from near Russell Street along North Fourth (near Jeffrey and Kilbourne-Jacobs) in 1898 to Columbus's South side. The company built a new plant along Parsons Avenue. The Southside, for many businesses and because of Buckeye Steel's new location, was a growing industrial complex because it was outside the city limits and not subject to taxation. The resulting complex of almost 90 acres is said to be the largest steel foundry in the United States. The business was enhanced when the federal government mandated the use of safety couplers on trains.

Originally, Buckeye was run by Frank Rockefeller, John D. Rockefeller's brother. Samuel Bush took over when Rockefeller resigned, after having been vice president of Buckeye in the early years, helping to direct its operations. Bush was credited with being able to grow the company with a 15% return and still manage to be progressive in his handling of the company. The company provided literary classes, even Bible classes, provisions for health, and especially for safety. Bush also helped establish a workers' compensation system in Ohio in 1912. Much of the labor came from Appalachia and from Eastern Europe—Slavs, Hungarians, Croatians—which gave rise to Parsons and neighborhoods around it as a port-of-entry to both Columbus and to Americanization. Still, there are two schools of thought on his ideas—welfare capitalism or move to ward off unions. However, even in the post-World War II industrial strikes of Columbus, union leaders agreed they would rather deal with Buckeye which was invested in the community and realistic in negotiations than with Timken (Cleveland and Fifth Avenue) who resorted to any trick to stop the union movement.

Bush was the father of Prescott Bush who became a banker in Connecticut after his graduation from Yale in 1917, and then later Senator from Connecticut. Bush is the grandfather of President George Herbert Walker Bush and great-grandfather to President George Walker Bush.



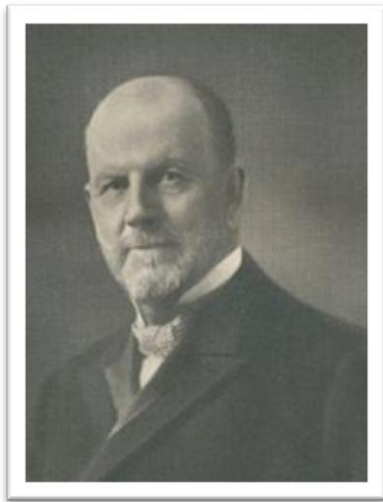
**SAMUEL P. BUSH**  
President and General Manager The Buckeye Steel Castings Company

## **Pelatihah Huntington (P.W.)**

*Section 56*

The son of Benjamin & Margaretta Perrit Huntington, Pelatihah Huntington was born July 2, 1836 in Connecticut. Huntington was the son of a Connecticut banker and part of a family with a rich history that traced back the American Revolution and signing of the U.S. Constitution. His father spent 50 years as the secretary for the Norwich Saving Society, and there young P.W., as he was called, learned practice of banking. At the suggestion of a friend, P.W. came to Columbus in 1853.

A capitalist and banker, Huntington was known for his individuality and basic, commonsense approach to business. The founder of Huntington National Bank in 1866, P.W. was involved in several Ohio businesses including the Columbus & Xenia Railroad and the Columbus Gas Co. He



served as President of Ohio Bankers' Association and Vice President of the American Bankers' Association. According to his biographers, on his walk to work for 52 years he could often be seen picking up sticks to be used as firewood to help heat the bank. Perhaps this daily activity illustrated his conservatism in saving his bank expenses and how he approached handling money for his customers.

In the early and mid-19<sup>th</sup> century, if there were shortages for lending, more money was printed, and frequently currency was worthless. During the Civil War, Huntington heard a speech by the first U.S. comptroller, Hugh McCullough. He urged passage of a National Currency Act. McCullough warned, “the capital of a bank should be a reality and not a fiction,” and “splendid financiering is not legitimate banking.” Taking the words to heart, Huntington adopted as his creed: “Credit is a subtle thing,” stressing that lending money should be scrutinized and approached very carefully. For the rest of his career, Huntington would ensure his bank’s capital reserves were strong and the institution remained in a liquid position.

Green Lawn Cemetery was a special interest of Huntington's. He was one of its trustees for 42 years and president for two years. He was largely responsible for the chapel of Green Lawn and donated the pipe organ. His Sunday afternoon routine included a visit to the bank and a horse and buggy ride to the cemetery to check its affairs.

P.W. died in 1918 at his home at 141 East Broad Street, but his legacy lives in the exquisite Huntington Chapel at Green Lawn with its Tiffany mosaics, opalescent-pearl glass dome, stained glass windows and sliding doors, and elaborate plaster ceilings. And, he left something else—four sons who each personally conducted the bank’s business well into the mid-20<sup>th</sup> century, guiding Huntington’s legacy.