

Site Inventory Form State Inventory No. 57-06794 New Supplemental
 State Historical Society of Iowa Part of a district with known boundaries (enter inventory no)
 (December 1 1999) Relationship: Contributing Noncontributing
 Contributes to a potential district with yet unknown boundaries
 National Register Status:(any that apply) Listed De-listed NHL DOE
 9-Digit SHPO Review & Compliance Number 0095-7066
 Non-Extant (enter year) _____

1. Name of Property

historic name T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House
 other names/site number T.M Sinclair & Co. Ltd. Packing House, Cedar Rapids Meats, Farmstead Foods, Central States Warehouse

2. Location

street & number 1600 Third Street SE
 city or town Cedar Rapids vicinity, county Linn
 Legal Description: (If Rural) Township Name _____ Township No. _____ Range No _____ Section _____ Quarter of Quarter _____
 (If Urban) Subdivision See full legal description Block(_____) Lot(s) _____

3. State/Federal Agency Certification [Skip this Section]

4. National Park Service Certification [Skip this Section]

5. Classification

Category of Property (Check only one box)	Number of Resources within Property	
	If Non-Eligible Property Enter number of:	If Eligible Property, enter number of:
<input type="checkbox"/> building(s)	_____ buildings	<u>10</u> buildings
<input checked="" type="checkbox"/> district	_____ sites	<u>27</u> sites
<input type="checkbox"/> site	_____ structures	<u>1</u> structures
<input type="checkbox"/> structure	_____ objects	<u>5</u> objects
<input type="checkbox"/> object	_____ Total	<u>32</u> Total

Name of related project report or multiple property study (Enter "N/A" if the property is not part of a multiple property examination).
 Title Commercial & Industrial Development of Cedar Rapids, Iowa, c.1865-c.1945 MPD Historical Architectural Data Base Number 57-038

6. Function or Use

Historic Functions (Enter categories from instructions)	Current Functions (Enter categories from instructions)
<u>09A01 AGRICULTURE/processing/meatpacking plant</u>	<u>70 Vacant/Not In Use</u>
_____	<u>02 Warehouse</u>
_____	_____

7. Description

Architectural Classification (Enter categories from instructions)	Materials (Enter categories from instructions)
<u>09D01 ROOF TYPE/Flat</u>	foundation <u>03 Brick; 10B Concrete/poured</u>
<u>09F02 COMMERCIAL/Broadfront</u>	walls <u>03 Brick; 10B Concrete; 04C Limestone</u>
<u>08A MODERN MOVEMENT/Moderne</u>	roof <u>17 Other</u>
	other _____

Narrative Description (SEE CONTINUATION SHEETS, WHICH MUST BE COMPLETED)

8. Statement of Significance

Applicable National Register Criteria (Mark "x" representing your opinion of eligibility after applying relevant National Register criteria)

<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> More Research Recommended	A Property is associated with significant events.
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> More Research Recommended	B Property is associated with the lives of significant persons.
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> More Research Recommended	C Property has distinctive architectural characteristics.
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> More Research Recommended	D Property yields significant information in archaeology or history.

County Linn
City Cedar Rapids

Address 1600 Third Street SE

Site Number 57-06794
District Number 57-06794

Criteria Considerations

- A Owned by a religious institution or used for religious purposes.
 B Removed from its original location
 C A birthplace or grave.
 D A cemetery
 E A reconstructed building, object, or structure.
 F A commemorative property.
 G Less than 50 years of age or achieved significance within the past 50 years

Areas of Significance (Enter categories from instructions)

01 AGRICULTURE

02 ARCHITECTURE

Significant Dates

Construction date

Various check if circa or estimated date

Other dates

Significant Person

(Complete if National Register Criterion B is marked above)

N/A

Architect/Builder

Architect

unknown

Builder

unknown

Narrative Statement of Significance (SEE CONTINUATION SHEETS, WHICH MUST BE COMPLETED)

9. Major Bibliographical References

Bibliography See continuation sheet for citations of the books, articles, and other sources used in preparing this form

10. Geographic Data

UTM References (OPTIONAL)

Zone	Easting	Northing	Zone	Easting	Northing
1	_____	_____	2	_____	_____
3	_____	_____	4	_____	_____

See continuation sheet for additional UTM references or comments

11. Form Prepared By

name/title Marlys A. Svendsen, Svendsen Tyler, Inc.

organization for Development Dept., City of Cedar Rapids

date 3/06

street & number N3834 Deep Lake Road

telephone 715/469-3300

city or town Sarona

state WI

zip code 54870

ADDITIONAL DOCUMENTATION (Submit the following items with the completed form)

FOR ALL PROPERTIES

- Map:** showing the property's location in a town/city or township.
- Site plan:** showing position of buildings and structures on the site in relation to public road(s).
- Photographs:** representative black and white photos. If the photos are taken as part of a survey for which the Society is to be curator of the negatives or color slides, a photo/catalog sheet needs to be included with the negatives/slides and the following needs to be provided below on this particular inventory site:

Roll/slide sheet #	<u>12880</u>	Frame/slot #	<u>all</u>	Date Taken	<u>10/18/05</u>
Roll/slide sheet #	<u>thru</u>	Frame/slot #	<u>all</u>	Date Taken	<u>and</u>
Roll/slide sheet #	<u>12884</u>	Frame/slot #	<u>all</u>	Date Taken	<u>10/19/05</u>

See continuation sheet or attached *photo & slide catalog sheet* for list of photo roll or slide entries.

Photos/illustrations without negatives are also in this site inventory file.

FOR CERTAIN KINDS OF PROPERTIES, INCLUDE THE FOLLOWING AS WELL

- Farmstead & District:** (List of structures and buildings, known or estimated year built, and contributing or non-contributing status)
- Barn:**
 - A sketch of the frame/truss configuration in the form of drawing a typical middle bent of the barn.
 - A photograph of the loft showing the frame configuration along one side.
 - A sketch floor plan of the interior space arrangements along with the barn's exterior dimensions in feet.

State Historic Preservation Office (SHPO) Use Only Below This Line

Concur with above survey opinion on National Register eligibility: Yes No More Research Recommended

This is a locally designated property or part of a locally designated district

Comments: _____

Evaluated by (name/title): _____

Date: _____

Iowa Site Inventory Form Continuation Sheet

Page 3

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

7. Narrative Description:

The T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House as it was recorded in late 2005 is a complex of contiguous and freestanding masonry buildings erected between 1882 and the 1970s with major alterations or additions made in the 1960s and 1970s. Minor alterations were made throughout the 20th century and early 21st century. In the following chronological list of resources, the historic names and designated numbers for the buildings are those that appeared on the Western Factory Insurance Association map of T.M. Sinclair & Co., Ltd. and Wilson & Co., Inc. (August 1931), the "Plant Map - Wilson & Co., Inc., CR-1002" (1959 updated to July 1978) and the 1970 Sanborn Company Insurance Map. These names and building numbers are listed below and used hereafter to refer to each of the buildings or building sections. A handful of numbers in this sequential list are for unidentified buildings that were razed prior to 1931. The identified buildings or structures that were razed or partially demolished prior to October 2005 are listed as "nonextant" or "partially extant." The position of buildings is identified as "C" for contiguous or "F" for freestanding. Extant resources included in this site form are highlighted in bold and designated as contributing or noncontributing based on age, integrity, and importance to the packing house's history and operation.

#	Resource Name / Use(s)	Year	Extant Resources			Nonextant	Partially Extant
			Potential Historic District Status				
			Cont.	Non-contributing	Position		
1	Stone Warehouse – storage & cooperage	1882	X		F		
2	Railroad Unloading Dock	1908		X	F		X
3	Hog & Cattle House	n.d.				X	
4	Yard Office	1949	X		F		
5	Wagon Shed, Box & Barrel Storage	n.d.				X	
6	Ammonia Storage Tanks	1932			F	X	
8	Fire and Sewer Pump House	1931				X	
9	Main Garage	1920	X		F		
10	Car Lines Building	1958			C	X	
11	Hog Cooler Building & Pork Processing	1942	X				
12	Canning Manufacture, Hog Cooler, Sausage	1960		X	C		
12A	Smokehouse Addition	1965		X	C		
13	Equipment Wash Room, Truck Repair	1960				X	
14	Box Factory and Cafeteria - Trimming, Chill, Cafeteria & Locker Rooms	1930	X		C		
15	General Office	1885				X 1992-93	
16	Fire Hall – Front Gate	1935	X		F		
17	Sheep & Cattle Shed/Calf Shed-Hay Barn	1918				X	
19	#8 Well	1956				X	
20	Bulk Loading Dock	1967				X	
21	Hog Casing Cleaning	1920				X 1995	
22	Packing & Cooling Building - Curing, Assembly, Smokehouse & Storage	1956		X	C		
23	Ham Boning, Ham Grading & Loin Converting	1973		X	C		

Iowa Department of Cultural Affairs
 State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number **57-06794**
 Related District Number **57-06794**

Page 4

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House Linn
 Name of Property County
 1600 Third Street SE Cedar Rapids
 Address City

#	Resource Name / Use(s)	Year	Extant Resources			Nonextant	Partially Extant
			Potential Historic District Status				
			Cont.	Non-contributing	Position		
24	Pork Processing (replaced by #12)	n.d.				X	
25	Pork Processing (replaced by #12)	n.d.				X	
26	Mechanical Storeroom	1875				X	
26A	Fire Pump House	n.d.				X	
27	Boiler Room	1880		X	F		X
27A	Boiler Room	1919		X	F		X
28	Mechanical Shops – Tin & Machine Shop	1884				X 2002	
29	Edible Tank Room	1978				X 2002	
30	Inedible Tank Room	1906				X 2002	
31	Retaining Room-Hog Kill	1910				X	
32	Slaughter House/Hog Kill Building	1884		X	C		X
33	Toilets	1916				X	
34	Dry Rendering	1880				X 2002	
35	Fertilizer Factory/Blood Drying, Grease Recovery	1968				X	
36	Dry Blood Silo	1975				X	
36A	Cold Storage	ca. 1900				X	
37	Mason's Shop	1945			F		X
38	Box Storage	1875				X	
39	Engine Room	1880				X	
39A	Hot Water Tank	1963				X	
40	Battery Charge and Box Manufacture/Storage	1902				X	
40A	Loading Dock	n.d.				X	
41	Beef Kill & Beef Coolers	1930	X		C		
41A	Beef Cooler Addition	1956	X		C		
41B	Beef Cooler Addition	1962		X	C		
42	Ice Factory/Beef Cooler	1906	X		C		
44	Ice Manufacturing	1972		X	C		
45	Old Garage/Tractor Repair	1971				X	
46	Hog Hotel/Hog House	1976		X	F		
48 & 48A	Smoke Houses	n.d.				X	
49	Sausage Factory/Storage	1905				X	
50	Central Loading Dock	1929, 1962	X		C		
51	Casing Storage	1910				X 2003	
52	Sausage Factory & Shipping – Storage	1900	X		C		

**Iowa Site Inventory Form
 Continuation Sheet**

Page 5

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

1600 Third Street SE

Cedar Rapids

Address

City

#	Resource Name / Use(s)	Year	Extant Resources			Nonextant	Partially Extant
			Potential Historic District Status				
			Cont	Non-contributing	Position		
53	Laundry – Animal Oil	1908				X 2003	
54	Chicken House				X		
55	Reservoir	1913		X	F	X	
56	Storage	1914				X 2003	
57	Hose House #1	n.d.				X	
58	Galvanizing Shed	n.d.				X	
59	Refrigerated Truck Dock	1962		X	C		
60	Fab Cuts Storage	1928		X	C		
62	Dressing Room	1914				X	
64	Watch House					X	
65	Switchman's House	1918				X	
66	Watchman's House – North Gate	1976				X	
67	Wash Room (Vats)	1914		X	C		
68	Sharp Freezer	1967		X	C		
69	Houseman's Room, Sausage & Storage	1910				X	
70	Unidentified Well	n.d.				X	
71	Grease Catch Basin	1918		X	F	X	
71A	Floation Basin	1972		X	F	X	
72	A & P Feed & Bone Gelatine	1968		X	F		
73	Hog Hair – drying & bailing	1968		X	F		
74	Bone Gelatine Silo	1977		X	F		
75	Stockyards Livestock Pens	Pre-1948		X	F	X	
75A	Cattle Shed	n.d.				X	
76	#9 Well	1959				X	
77	#10 Well	1964				X	
78	Electrical Sub-Station Building	1926		X	F	X	
79	Tunnel to Building #1	1882		X	F	X	
80	Loin Cooler & Storage	1917		X	C		
81	Front Gate Scale	1978	X		F		
82	Trainman's Shanty	1960				X	
82	Back Truck Dock	1960		X	C		
83	Crib	n.d.				X	
85	#7 Well	1957				X	
86	#5 Well House	1962		X			
88-92	Unidentified buildings razed prior to 1959	n.d.				X	
93	Deep Well House	n.d.				X	
94	#2 Well	1941				X	
95	House Water Pump House	1943		X			
96	Guard House – Front Gate	1943	X		F		
97	Welding Shop	1935				X	

**Iowa Site Inventory Form
 Continuation Sheet**

Page 6

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

#	Resource Name / Use(s)	Year	Extant Resources			Nonextant	Partially Extant
			Potential Historic District Status				
			Cont.	Non-contributing	Position		
98	Manure Platform	1950				X	
99	Paint Shop	1951				X	
100	Oil Pump House	1951				X	
101	Lard Pump Station	1976		X	F		X
102	#11 Well	1970				X	
103	Salt Silo	1972				X	
	Front Gates	ca. 1943	X		F		
	Smoke Stack	1909	X		F		
	Elevated Water Tank	n.d.				X	
	Vinegar Tanks	n.d.				X	
	Lard Storage Tanks	n.d.				X	
	Unnamed Storage Garage	post-1978		X	F		

After the packing house closed, all equipment and furnishings of value were removed from the buildings and sold at the bankruptcy auction conducted by Barliant & Co. and held March 19-23, 1991. A list of equipment sold on pages 50-51 indicates the nature of the meat processing operation at the time the plant closed in 1990. As a result of the bankruptcy auction, no meatpacking equipment or specialized apparatus associated with the Sinclair or Wilson operations remain in the buildings.

Iowa Site Inventory Form Continuation Sheet

Page 7

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

T.M. Sinclair & Co./Wilson & Co. Packing House Site

The T.M. Sinclair & Co./Wilson & Co. Packing House is located on a 30¼-acre site situated along the northeast bank of the Cedar River approximately 1½ miles down river of downtown Cedar Rapids. The roughly triangular-shaped site includes AP 29 (Auditor's Plat), Lot 3; POS (Plat of Survey) 132, Parcel A; POS 149, Parcel A; and Lot 12, Block 38 of J.C. Mays Addition (A plat of this site appears on page 63). The property is located east of a residential and commercial neighborhood and west of a major corn processing facility operated by Cargill Corn Starch & Syrup. The north and east edges of the packing house site are defined by the elevated rail bed of the former Chicago, Rock Island and Pacific Railroad now operated by the RR. The rail bed forms the approach to the CRI&P RR Bridge over the Cedar River at the southeast corner of the site. The river levee forms the south boundary of the packing house site. An abandoned stretch of railroad tracks is located along this boundary as well as the western edge of the site. When the T.M. Sinclair & Company Packing House was first constructed during the 1870s and 1880s, the site and building complex were surrounded on three sides by railroad trackage dedicated to delivery of livestock, bulk materials, and ice and the shipment of packing plant products. All but the central spur of these tracks remain in 2005 though portions along the river edge and through the stock pens area are abandoned.

T.M. Sinclair & Co./Wilson & Co. Packing House Complex— Overview

The T.M. Sinclair & Co./Wilson & Co. Packing House complex includes a total of 45 resources including 21 contiguous buildings or building sections, 23 freestanding buildings or structures, and the site itself. Of these, 11 resources are only partially extant due to demolition or alteration. A total of 16 resources retain sufficient integrity to be classified as contributing to the industrial significance of the packing plant's operation while the remaining 29 resources are classified as noncontributing due to partial demolition, alteration, or age of less than 50 years.

The contiguous buildings are constructed using reinforced concrete structural systems consisting of 12¼-inch members, concrete decks, and brick and cork infill for the walls. Reinforced concrete posts and columns or steel posts in the interiors of the buildings have a variety of shapes and dimensions depending on the floor level and structural requirements of various floor loads. The freestanding buildings are built of brick, brick veneer, metal, fiberglass, or concrete block. Buildings in the complex range in height from one to five stories with some containing basements. Fenestration includes various combinations of fixed, multi-light metal sash; awing style multi-light metal sash; glass block; and newer multi-light metal sash. Many original openings are partially or completely closed.

Buildings or building sections were constructed over approximately ten decades. Drawings for the packing plant's oldest building, Building #1 Stone Warehouse, shows no architect or engineer and were, therefore, likely the work of an unidentified Sinclair employee. Architects and engineers responsible for building designs built after Wilson and Company's acquisition of the packing house in 1930 were from the Wilson and Company's Construction Department in Chicago. Unlike other Iowa meat packing plants constructed largely at one time, the Sinclair/Wilson plant was built organically as a result of fires, expansions, and technological changes. The most recent phase of building expansions took place in the 1960s and 1970s.

The discussion of the building complex that follows is organized according to function. Like most manufacturing operations, the process of meatpacking began with the delivery and storage of raw supplies, in this case live cattle, sheep, and hogs. Unlike most manufacturing, however, the modern meatpacking process includes a series of steps in a "disassembling" rather than assembling process. (McCarty and Thompson, "Meat Packing in Iowa," p. 110) These steps included slaughtering, cooling, cutting and processing of meats; processing of tallow and hide; cold storage; packaging; and shipping. The discussion of buildings grouped by function is followed by the description of buildings that provided support for the physical plant and employees.

Maps and site plans for the property appear at the end of the site form. They include a series of Sanborn Company Insurance Maps (1884, 1889, 1895, 1913, 1913 updated to 1931, 1949, and 1970) and the "Western Factory Insurance Association map of T.M. Sinclair & Co., Ltd. and Wilson & Co., Inc." (August 1931). One of the

Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

Page 8

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

1600 Third Street SE

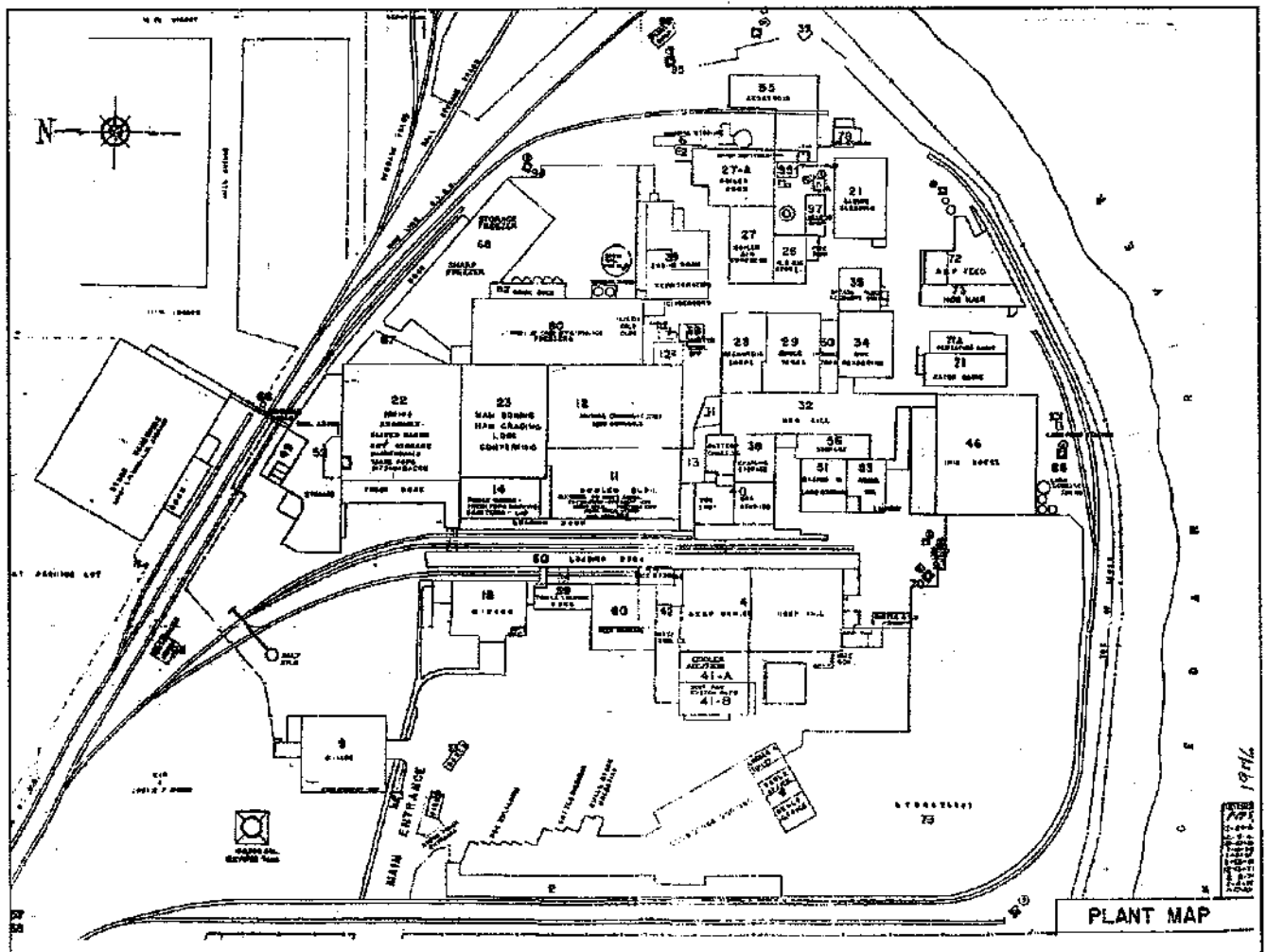
Cedar Rapids

Address

City

last site plans for the property prepared while it was still under operation by Wilson & Co., "Plant Map - Wilson & Co., Inc., CR-1002" (1959 updated to July 1978), appears below.

"Plant Map - Wilson & Co., Inc., CR-1002" (1959 updated to July 1978)



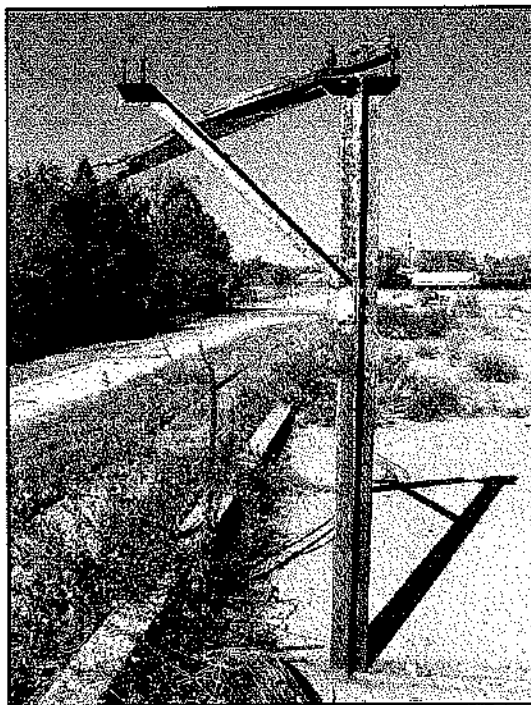
T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House
 Name of Property
 1600 Third Street SE
 Address

Linn
 County
 Cedar Rapids
 City

LIVESTOCK DELIVERY AND HOLDING

#2 Railroad Unloading Dock

The original #2 Railroad Unloading Dock was constructed in 1908.¹ An undated historic photo below shows a section of this structure but not its full configuration. Like all previous unloading structures this facility was located along the railroad tracks along the western edge of the Wilson & Co. site. The current dock structure is constructed of poured concrete and has a height of approximately 42 inches to connect with both rail cars and trucks. Despite Wilson & Co.'s dating of this structure as 1908, it is likely that the currently configured #2 Dock was developed after construction in 1949 of the #4 Yard Office. The reinforced concrete slab structure extends for more than 300 feet along the railroad tracks with sloped ramps located at the north and south ends. Each ramp incorporates V-cuts to provide purchase for animals passing down the ramps. A set of additional loading dock bays for truck unloading has a staggered, angled layout (see photo below). These bays are located at the north end of the east side with six bays for hogs, three bays for cattle, and two bays for sheep. The #2 Dock originally had an open-walled, one-story, roofed structure. When built it had 20 pens under roof with each pen having the capacity for one car load of hogs or a total 1,200 head at one time. Surviving physical remnants of the structure include several T-shaped metal and wood supports as well as numerous deck openings where the removed supports were originally located. Removal of its roofed enclosure occurred sometime after 1987.



West edge of #2 Railroad Unloading Dock, looking north, steel roof support & bracket (above); truck loading docks, looking southwest (left); and an historic view southeast with platform scale at left in foreground and the #42 Ice Factory with the "T.M Sinclair & Co. Ltd." sign in the background, ca. 1913 (Farmstead Collection, Brucemore).

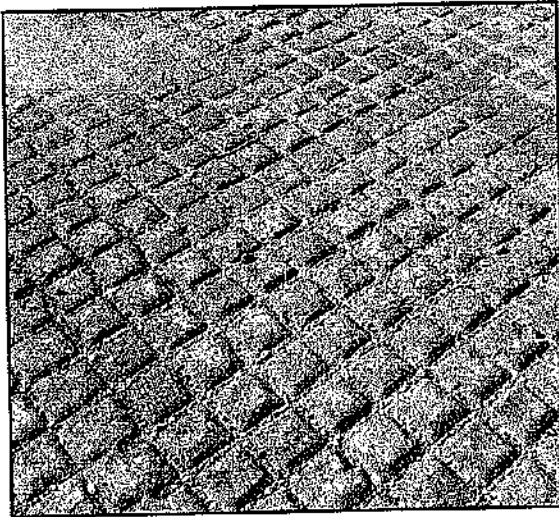


¹Dates for buildings and structures are from a list of dates assigned in a list of buildings prepared by Wilson & Co titled "Cedar Rapids Buildings July 1978 "

Page 10

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House
Name of Property
1600 Third Street SE
Address

Linn
County
Cedar Rapids
City



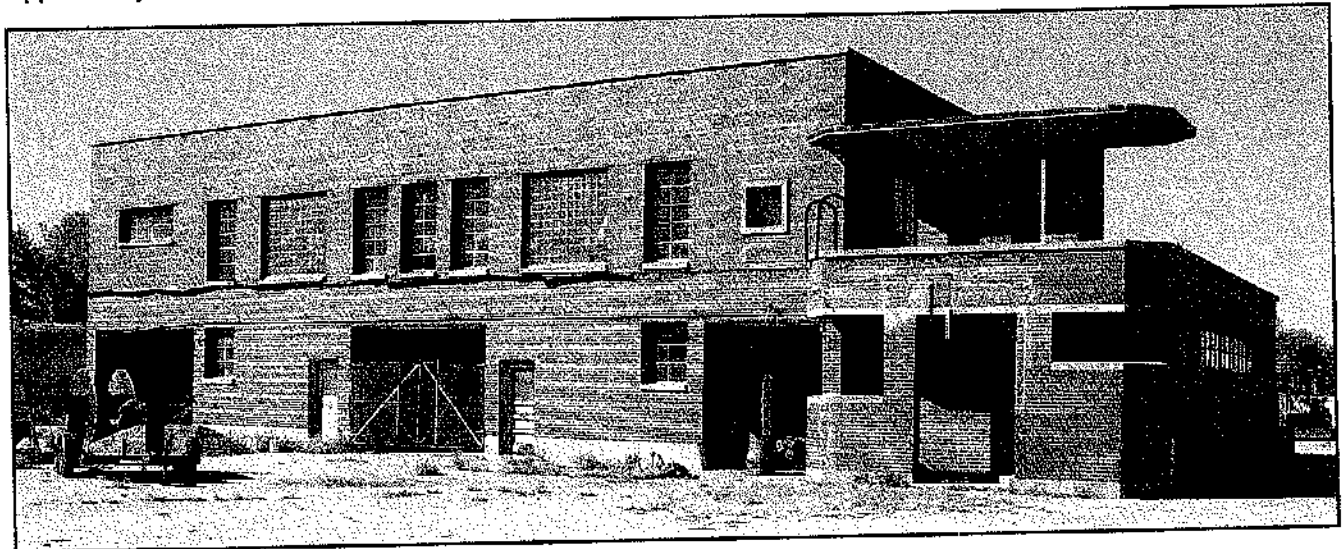
#75 Stockyards Livestock Pens

According to Wilson & Co. records, the #75 Livestock Pens were constructed at various times prior to 1948. The pens were divided according to animal type with sections used for separating cattle, hogs, and sheep as well as individual shipments. In October 2005 the only surviving portion of the #75 Livestock Pens was the concrete paved surface, which appears at left. It has an incised, nonskid finish with the grooved squares measuring approximately 4 by 4 inches. All fences, gates, subdividing walls, roof support structures, and roofs were nonexistent. The concrete paved surface extends from the #2 Dock south east to the #4 Yard Office Building.

Surviving section of paving in #75 Stockyards Livestock Pens, adjacent to #4 Yard Office Building

#4 Yard Office

According to Wilson & Co. records and Sanborn Fire Insurance maps, the #4 Yard Office was completed in 1949 though it does not appear on the map updated early that year. Building #4 has a poured concrete foundation with reddish brown brick for the walls, a concrete belt course between levels, and concrete coping and trim elsewhere. The building measures approximately 80 by 42 feet with the long sides facing north and south. The building is roughly divided into six bays with the east end bay containing one story and the balance of the building containing two stories. The ceiling height for the basement level is 8 feet and 10 feet for the first and second floors. The first floor has three large drive-through bays, each outfitted with a platform scale for weighing livestock. The areas between each drive-through bay contain windowed walls to allow the workers to monitor the scale operations and speak with yard workers. In addition to yard offices, the one-story section at the east end contains a stairwell leading to an exterior entrance to the second floor business offices. A rectangular-shaped concrete canopy supported by three brick columns is located on the second level above the stair well.



Iowa Site Inventory Form Continuation Sheet

Page 11

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

1600 Third Street SE

Cedar Rapids

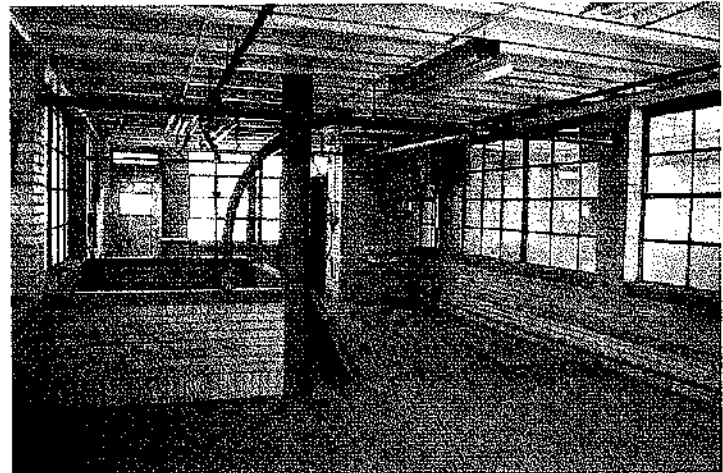
Address

City

Fenestration for the building includes an asymmetrical but balanced arrangement of factory style multi-light metal window sash, some with operable pivot windows. Size and configuration varies with openings containing 6 to 10 lights in square, horizontal rectangular, and vertical rectangular shapes. Some openings have been modified with the installation of glass block. Corner windows placed at the northeast and northwest corners of the second floor each contain 20 horizontal sash stacked in four columns resulting an elimination of the bearing wall at this location and wrapping the corner in light. Doors are either wood with glass lights in the upper half or clad in stainless steel. At least one opening is fitted with a narrow rectangular transom. Window openings have poured concrete sills and no brick arches. Several openings have been boarded over or have missing glazing.

The #4 Yard Office Building is an unusual example of the application of the Prairie School Style to a factory building. Although the architect is unknown, it is likely that the design originated in the Chicago offices of Wilson & Company's construction department. Exterior elements of the Prairie School Style design include horizontal bands of windows, the concrete canopy, and the corner windows. The main change in the exterior is a result of the removal of the one-story roof structure of the adjoining livestock pens. The flashing that connected the #4 Yard Office to these roof areas remains in place on both the north and south sides of the building.

Interior: The interior of Building #4 is laid out in scale bays and yard offices on the first floor and a central business office ringed by private offices on the second floor. The yard offices on the first floor were finished with concrete floors and glazed wall tile to allow the areas to be easily cleaned. A system of pneumatic tubes connected the first floor to the second floor where payments were made. The pneumatic system speeded the payment process and thus the unloading and processing of livestock. The second floor has a tile floor with glazed brick on the outer walls. Additional finishes include a wrought iron balustrade for the stair case and custom designed oak built-in furniture. Interior views appear below and additional exterior views are on the following page.



#4 Yard Office Building, interior view of first floor yard office with pneumatic tube system (left) and windows looking out at drive-through bay (above); interior view of second floor stair well and balustrade (below, left) and behind work counter, pneumatic tube system at left.

Iowa Department of Cultural Affairs
 State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

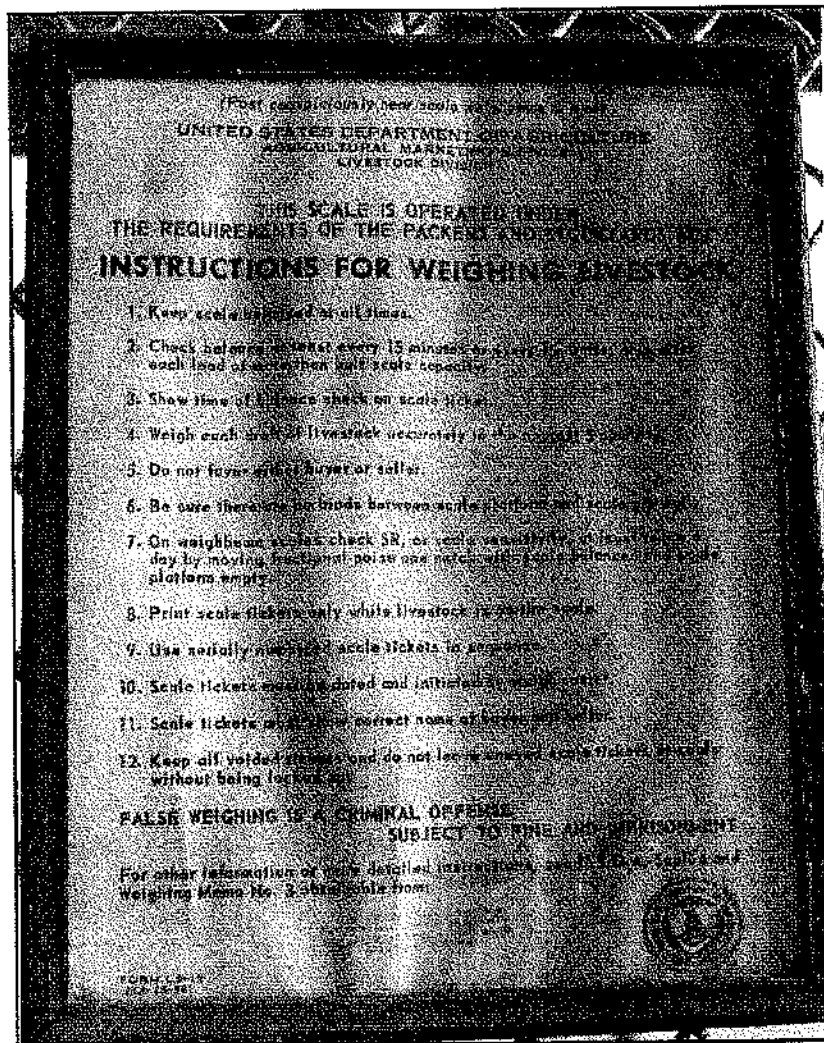
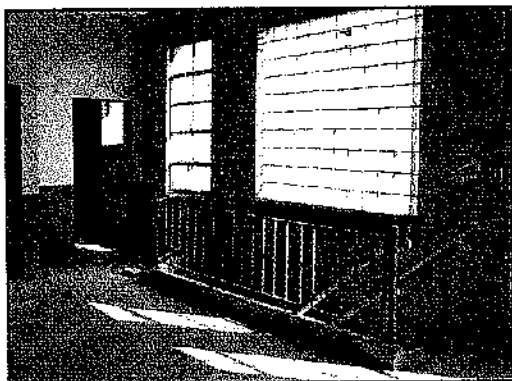
Site Number **57-06794**
 Related District Number **57-06794**

Page 12

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House
 Name of Property
1600 Third Street SE
 Address

Linn
 County
Cedar Rapids
 City

#4 Yard Office, interior view of second floor stair well and balustrade (below, left); behind work counter, pneumatic tube system at left (below, right); and posted sign in the yard office for scale instructions provided by the U.S. Department of Agriculture (bottom).



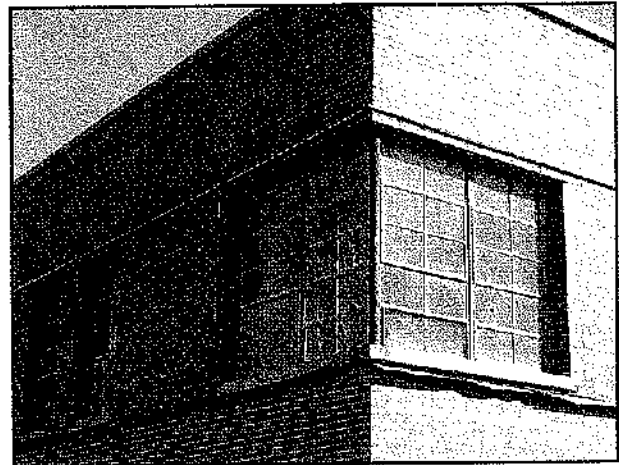
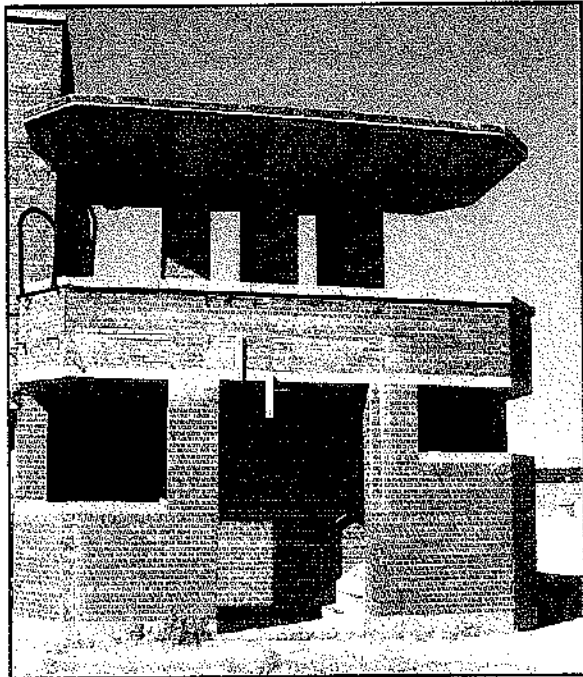
Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

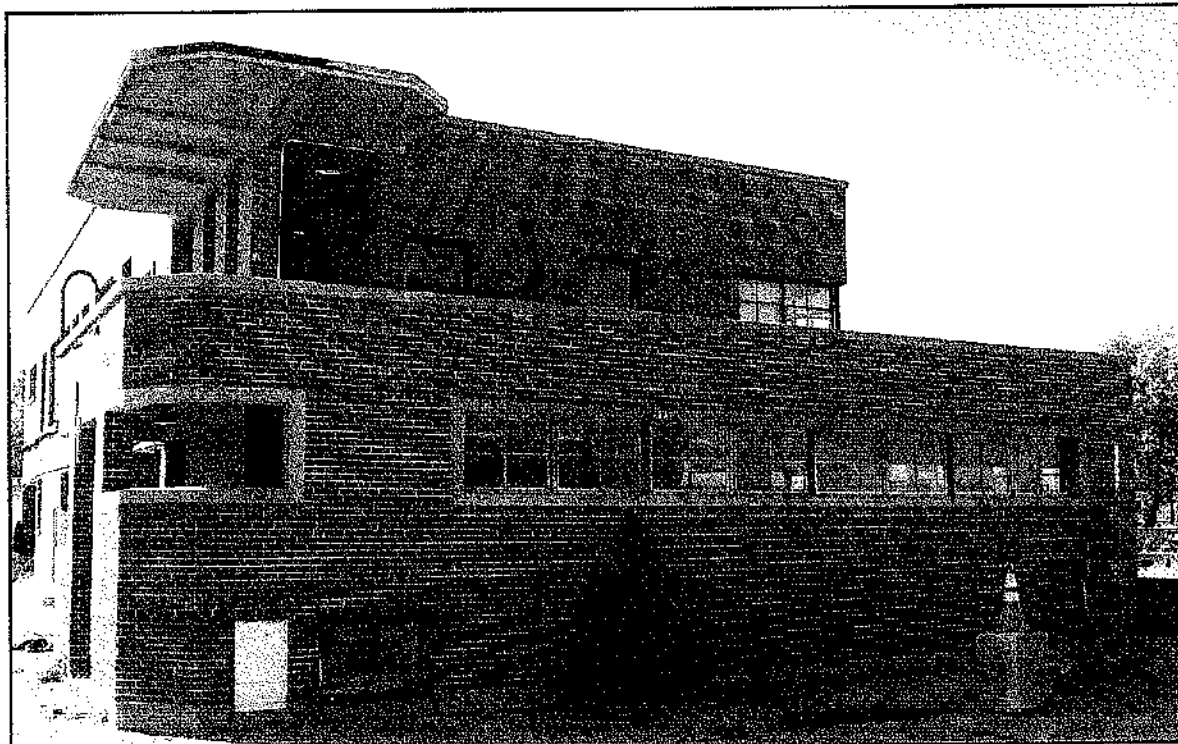
Page 13

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House
Name of Property
1600 Third Street SE
Address

Linn
County
Cedar Rapids
City



#4 Yard Office Building, exterior, canopy above exterior stairwell (left), corner window (above) and east façade (below) showing canopy, and horizontal band of windows and horizontal masonry elements.



Page 14

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

#46 Hog House or Hog Hotel – Hog Holding & Hog Kill

According to Wilson & Co. records this one-story building was constructed in 1976 replacing an earlier three-story building with the same name and number designation. The Building #46 served as a hog holding area with an interior ramp leading up to the hog kill area. The building has concrete block walls (north end) and corrugated metal-pole frame construction (south end). It measures approximately 150 by 150 feet and has only few windows with an overhead metal door on the west side. Its large flat roof has several slopes with a saw-tooth profile midway along the east and west walls. The building was connected to the hog killing process by an overhead ramp into Building #32 (mostly razed in October 2005).

PACKING PROCESS

The slaughterhouse operations for the T.M. Sinclair & Co./Wilson & Co. Packing House complex were contained in separate building clusters for the beef (and lamb) line until 1979 and the pork line until operations ceased in 1992. In both cases the packing process began at the south end of site with the processed product moved to the north in various finish stages that were suitable for rail shipment or truck delivery. Both the beef and pork processing lines began with the arrival of livestock from holding pens and sheds (nonextant) located between the slaughterhouse buildings and the railroad tracks along the south side of the site. The kill floors were located on the top level of the kill buildings in their respective lines. The Beef Line buildings extend along the west side of the #50 Central Loading Dock and the Pork Line buildings along the east side. Descriptions of the separate Beef Line and Pork Line buildings appear below.

BEEF LINE

#41 Beef Kill Building

According to Wilson & Co. records, #41 Beef Kill Building was constructed in 1929-30. Like other buildings in the packing plant complex, Building #41 has a reinforced concrete structural system. Its poured concrete foundation measures approximately 195 by 100 feet with the upper walls configured in 10 bays on the east and west façades and six bays on the south façade. It has three stories with an overall height of 45 feet with the two center bays extending north to south, three feet taller. The structural system's concrete floors and piers are exposed on the building exterior with infill consisting of reddish-colored brick. Original windows (see historic view on following page) were metal multi-light sash but were replaced more recently with glass block and pivot sash. Additional light was provided by the skylight that extended above the center bays. An inclined ramp (partially extant in October 2005) is located at the west end of the south wall. It connected the cattle pens and sheep shed (#75A and #17, nonextant) to the kill floor, which was located in the south half of the third floor of #41.



The north half of this floor, as well as the lower levels, housed the beef coolers; these areas were built without windows. At one time, the basement functioned as a hide cellar with oleo storage in the north end. By the end of World War II, the basement was being used only for hide processing.

#41 Beef Kill Building, looking northeast, partially demolished cattle runway on right end.

Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

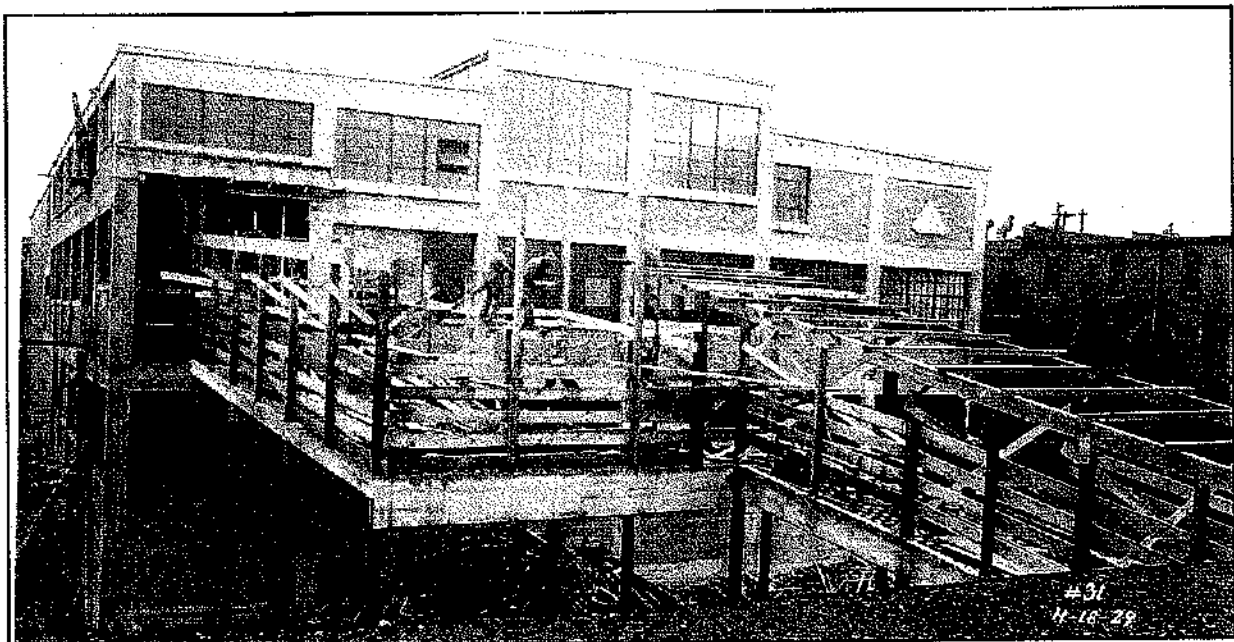
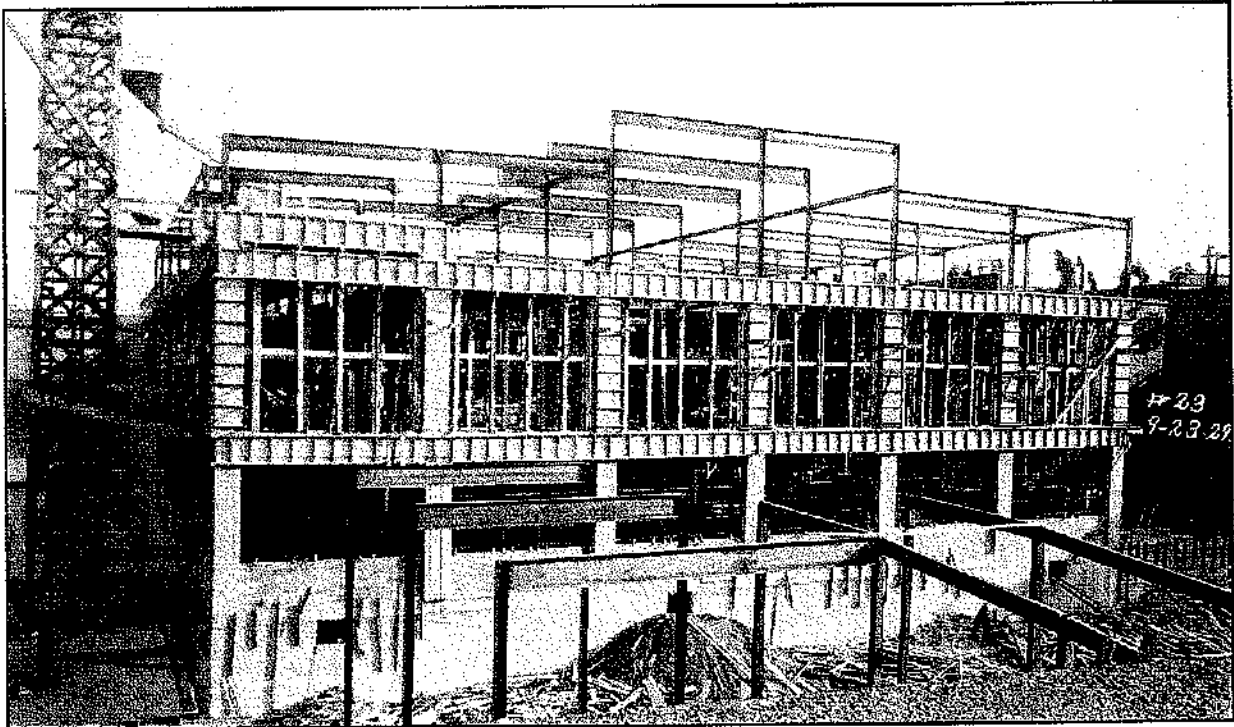
Site Number **57-06794**
Related District Number **57-06794**

Page 15

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House
Name of Property
1600 Third Street SE
Address

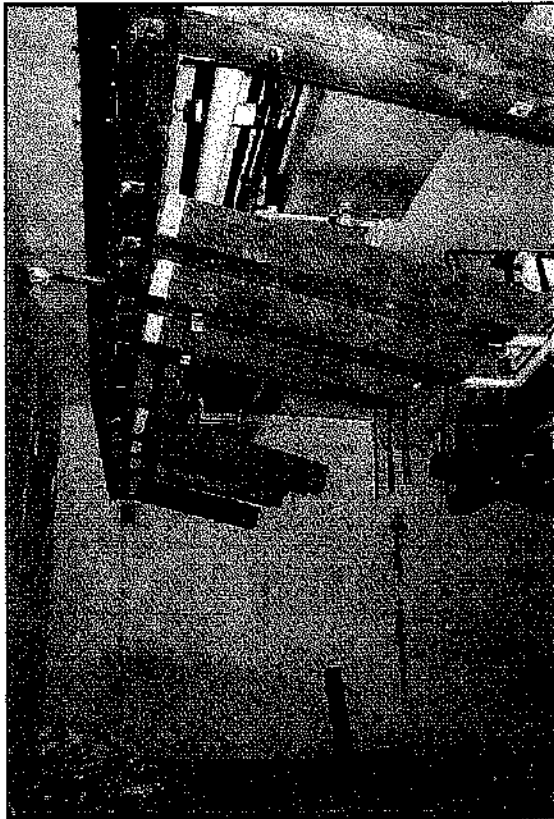
Linn
County
Cedar Rapids
City

The "New Beef House," #41 Beef Kill Building was photographed in all stages of construction during 1929; views shown here taken September 23, 1929 (top) and nearing completion, November 18, 1929 (bottom) from Farmstead Collection, Brucemore, Cedar Rapids



Page 16

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City



#41A and #41B Beef Cooler Additions

Two three-story cooler additions were constructed in 1956 and 1962 along the west façade of Building #41 adjoining the cooler sections located in the building's north end – #41A and #41B, respectively. The latter was built in just three months in spring of 1962 for a cost of \$147,000 by Fred Berglund & Son of Chicago. Unlike the main block, these cooler additions have no windows and the steel structural system is hidden behind the exterior brick walls. The reddish-colored brick matches the brick used elsewhere in the building complex.

The interior floors of the cooler additions have concrete floors and walls with steel columns. Their ceilings were originally outfitted with oak beams to which a trolley system for moving meat was affixed. This system allowed the easy transfer of sides and quarters of beef into and through the coolers before they were shipped out by refrigerated rail car or wholesale delivery truck.

#42 Ice Factory/Beef Cooler & #44 Ice Manufacturing

At the north end of Building #41 is an adjoining two-story building constructed in 1906 (#42) and a three-story building constructed in 1972. The two buildings have combined dimensions of 32 by 144 feet. #42 originally functioned as an ice factory providing ice for rail car shipments that were made up on trackage located to the east of the Beef Line buildings. Freezing tanks were located on the second floor and hides were processed on the first floor. Building #44 was constructed to

update the ice manufacturing process and it is likely that its construction allowed the conversion of Building #42 to cooler space in ca. 1972. Because of the contiguous construction of the Beef Line buildings, only the west end (west and north walls) of #42 and the east wall of #44 are visible. Four truck loading bays are located on the north wall of #42. The building appears in a historic view on page 9.

#60 Fab Cuts Storage

According to Wilson & Co. records, this one-story building was constructed in 1928. It has a poured concrete foundation measuring approximately 80 by 80 feet, concrete floors and roof, and brick walls with a concrete coping along its stepped parapet. A canopy and loading dock (nonextant) were originally located along the north wall. These openings were closed when Building #59 was constructed in 1962. There are no windows on the exposed wall sections on the north and east sides and only one entrance with an updated plate glass and metal door on the west façade. Building #60 originally functioned as the city wholesale warehouse with ice storage in the basement. The basement was later used for hide storage. The term "Fab Cuts" referred to ?????????? The building now functions as general warehouse space.

#50 Central Loading Dock

The #50 Central Loading Dock was originally constructed in 1929, during the same months that the "New Beef House" was under construction (Farmstead Collection, historic photographs). According to Wilson & Co. records, it was rebuilt in 1962. #50 Loading Dock is a one-story brick building with a steel frame construction measuring approximately 584 by 19 feet. Its roof top has a brick deck. #50 is located along the east side of the Beef Line buildings listed above. Trackage was originally located on both the east and west side of #50 – a double railroad track (nonextant) along the east façade extending to the south end of Building #41 and a single track located on

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House
 Name of Property
 1600 Third Street SE
 Address

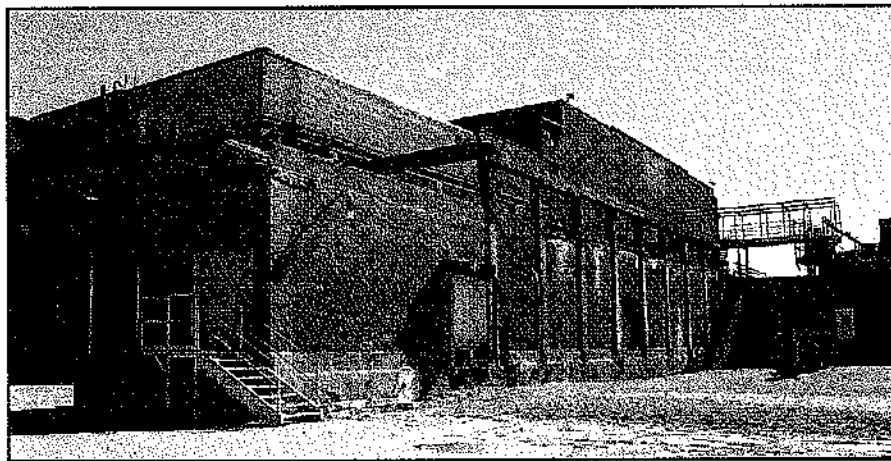
Linn
 County
 Cedar Rapids
 City

#60 Central Loading Dock, looking southwest (top) and looking southeast (middle); #69 Refrigerated Track Dock, looking east (bottom)



west side extending only half as far along the west side of #50. Dock door openings are evenly spaced along the both the east and west sides of the building with most doors now boarded over. Exceptions are the still active openings, each with an overhead door, near the north end of the building. On the east side of the

building, the overhead door opens onto the steel drawbridge that spans the former track corridor to connect to Building #14. On the west side (see bottom photo), the overhead door is part of an active truck loading bay. One of the two truck bays on the north side of the building has been converted to a passage door with the addition of a short metal staircase and landing. The canopy over these north openings remains.



#59 Refrigerated Track Dock

In 1962, the same year that #50 Central Load Dock was rebuilt and Beef Cooler #41B was constructed, a third enclosed loading dock, #59 Refrigerated Track Dock, was constructed nearby at the north end of the Beef Line buildings. This one-story brick building measures 68 by 32 feet and has six active truck loading bays along the west side beneath a wood framed canopy. A metal staircase at the north end leads to the roof and a steel bridge that extends over the former track area and continues over Building #50 to Building #14. The missing element in the present day arrangement of structures is the #15 General Office Building. It was located north of Building #59 with its third floor extending east over the railroad tracks and atop a superstructure (see middle photo) above Building #50. An enclosed walkway connected Buildings #15 and #14 over the double tracks at the third level only. This was the only enclosed connection between the packing house management and operations departments



Page 18

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

PORK LINE

The Pork Line buildings extend along the east side of the #50 Central Loading Dock beginning with the slaughterhouse operations at the south end in Building #32. After the hog killing was completed, the processing of hides, hair, fat, and blood took place in a series of nonextant contiguous buildings located north of Building #46. They included the Grease Building, Lard Oil Building (lard storage and casing processing), Neutral and Kettle Lard Building, Hair House, Blood House, Edible Tank Building, Inedible Tank Building, and Fertilizer Mill (dry rendering). These buildings along with the Machine and Carpentry Shops were among those razed between 2001 and 2005. Descriptions of surviving Pork Line buildings appear below.

#32 Slaughterhouse/Hog Kill Building (mostly nonextant)

According to Wilson & Co. records, a three-story brick Hog Kill Building was constructed in 1884. A small section of this building that adjoined the third floor overpass that connected to the #46 Hog House/Hog Hotel survived in October 2005. A section of brick wall and a tank appear at right with the balance of Building #32 (approximately 95 percent) razed. The partially demolished building shows exterior brick walls with a four brick depth and a combination of cast iron posts and wood beams for the internal structural system. It appears that construction of the new Hog House/Hog Hotel in 1976 was accompanied by construction of a concrete block walls for the second and third floors of #32 that forms the driveway overpass that appears at right. The interior of this building was not available for inspection in October 2005.

**#32 Slaughterhouse/Hog Kill Building,
looking east (top) and looking west (bottom)**



#11 Hog Cooler & Pork Processing Building

According to Wilson & Co. records, the adjoining buildings #11 and #12 in the Pork Line were built in 1942 and 1960 respectively (photograph on following page). The five-story #11 Hog Cooler & Pork Processing Building has a steel structural system with reinforced concrete floors. Its poured concrete foundation measures approximately 164 by 115 feet with the upper walls configured in 8 bays on the west façade and five bays on the south façade. The structural system's concrete floors and piers are exposed only on the building's south exterior wall with infill consisting of reddish-colored brick. The west façade has reddish-brown brick walls that contain no windows. The south façade is a mix of three and five stories including an exposed diagonal section housing the staircase between the fourth and fifth floors. Original windows on the south façade were metal multi-light sash but were replaced in the 1950s or 1960s with glass block and pivot windows. At one time, Building #11 contained blending and spice rooms, fresh pork cutting, trimming, and hog coolers. The interior of this building was not available for inspection in October 2005.



T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

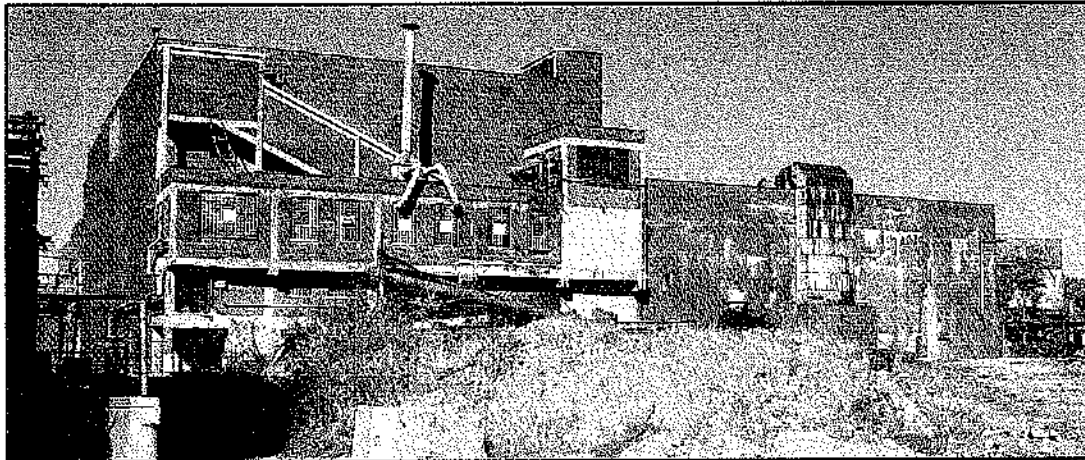
#12 Canning Manufacture, Hog Cooler, Sausage Manufacture Building

The three-story #12 Canning Manufacture, Hog Cooler, & Sausage Manufacture Building is located immediately east of Building #11. It was built in 1960 replacing two earlier buildings #24 & #25 that were used in a similar manner. It has a poured concrete foundation that measures approximately 170 by 105 feet and a steel structural system with reinforced concrete floors and exterior brick walls. The only exposed façade on the south side has no openings. Sections of the interior were alternately used for packing, salting, cutting, cooling, and storage. Building permits indicate that Rinderknecht Construction Co. of Cedar Rapids built Building #12 for \$517,500.

#12A Smokehouse Addition

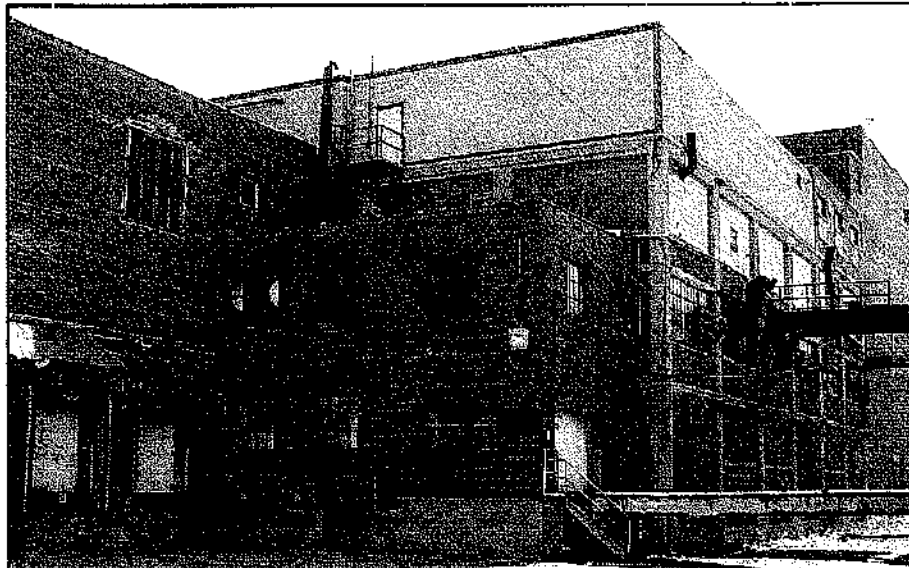
At the far east end of this building group is a two-story building completed in 1965 - #12A Smokehouse Addition. It measures 30 by 38 feet and has reinforced concrete floors and brick walls with no windows. #12A was designed to support activities in Building #12. The interior of this building was not available for inspection in October 2005.

#11 Hog Cooler & Pork Processing Building and #12 Canning Manufacture, Hog Cooler, Sausage Manufacture Building, looking north (top) and #14 Box Factory, Trimming, Chill, Cafeteria & Locker Rooms Building, looking southeast (bottom)



#14 Box Factory and Cafeteria

According to Wilson & Co. records, this building was constructed in 1929-1930 shortly after completion of buildings #41 and #50 nearby. When constructed it was known as the "Box Shop and Cafeteria" and



later as the "Box Factory and Cafeteria." The building is part of a contiguous group of buildings in the Pork Line, located immediately north of Building #11. It has a reinforced concrete structural system and was originally built with three floors and a basement. A fourth floor was added in ca. 1965. The building has a poured concrete foundation that measures 109 by 96 feet with the upper walls configured in six bays on the west façade. The structural system's concrete floors and piers are exposed on the building exterior with infill consisting of reddish-colored brick. Original steel multi-light sash remain in place on the

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

second floor but were replaced (date unknown) with glass block and pivot sash on the third floor. The three small window openings on the fourth floor have been partially infilled with brick. The main stairwell between floors is located at the southwest corner of the building adjoining Building #11. The interior of Building #11 was originally laid out with box and cardboard storage in the basement, box shops on the first and second levels, and the cafeteria on the third floor. By 1959 the first and second levels were used for pickle making and fresh pork shipping with a laboratory added to the cafeteria space on the third floor. By 1978 the second floor was being used as locker room space with the fourth floor added for additional locker room space shortly thereafter. When the plant closed in 1992, the women's locker room was on the second floor and the fourth floor held the men's locker room with the cafeteria maintained on the floor in between. A commercial kitchen was at the north end of the third floor. The locker rooms are outfitted with congregate showers, toilets, washrooms, private lockers and wood benches, and bulletin boards for posting company notices, union notices, and personals.

#23 Ham Boning, Ham Grading & Loin Converting

According to Wilson & Co. records, this three-story building was constructed in 1973 replacing an earlier warehouse designated with the same number. Building #23 is surrounded on all four sides by other buildings (#12 to the south, #14 to the west, #22 to the north, and #80 to the east). Therefore, it has no exposed exterior walls or fenestration. It has a poured concrete foundation that measures 103 by 131 feet, a steel frame, reinforced concrete decks – some with brick tile covering, and was built with three floors and a basement. The interior floors are laid out in large open rooms with square concrete pillars, concrete and glazed tile walls, concrete floors, and painted corrugated steel ceilings. Through the years Building #23 was used for ham boning, ham grading, loin converting, spice mixing, bacon processing, and curing.

Building #23, first floor, looking southeast

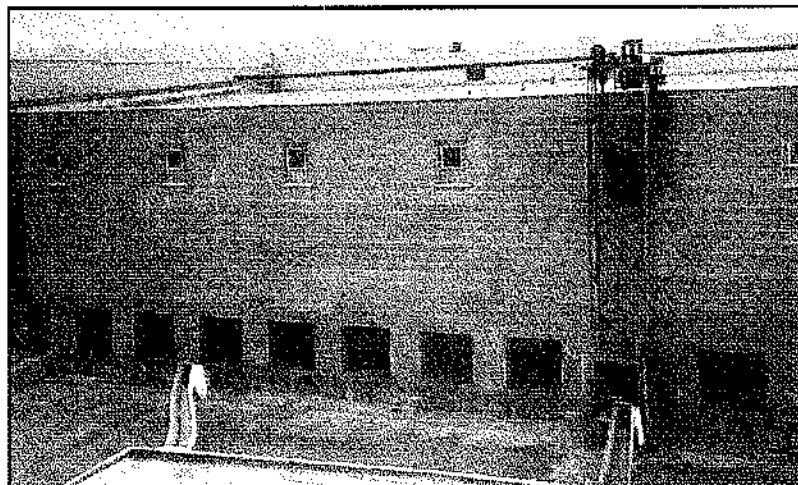


#22 Packing & Cooling Building - Curing, Assembly, Smokehouse & Storage

According to Wilson & Co. records, this three-story building was constructed in 1956 replacing an earlier warehouse designated with the same number. Building #22 is surrounded on three sides by other buildings (#14 and #23 to the south, #52 to the north, and #67 to the east). The west façade consists of a one-story truck loading dock and a two-story stairwell connecting to the second level of #22 (stairwell section included in photograph of Building #14 on page 19). The building has a stone (west façade) and poured concrete foundation that measures 144 by 197 for the three-story block and 18 by 24 feet for the two-story stairwell section southwest of the truck loading dock. The structural system consists of wood and reinforced steel columns and beams with brick walls and concrete floors. The truck dock along the west side was built with 10 truck bays, half of which have been closed with 4-light plate glass windows. The others have overhead metal doors. A corrugated galvanized metal

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

canopy extends over the eight north bays and has been partially removed at the south end. Widely spaced window openings on the third floor have been boarded over. The entrance to the building is located at the north end adjacent to Truck Bay #10. Building #22 was used for curing, assembly, sliced bacon, dry storage, smokehouses, and manufacturing "Taste Pops" and "Bits-O-Bacon."



#22 Packing & Cooling Building being built in 1956 (Farmstead Collection, Brucemore)

#52 Sausage Factory & Shipping Building and #49 Storage Building

#52 is a three-story building with no basement that was constructed in 1900 according to Wilson & Co records. It has an irregular, generally triangular shape that was designed to align with the railroad tracks that run along the building's north side. Its south wall extends 247 feet with saw tooth shaped footprint for walls along the northeast side. It originally functioned as a sausage factory on the second floor with shipping operations on the first floor. Building #58 (nonextant) that housed a row

of eight smoke houses connected to #52 at the northwest corner. During the 1930s, #52 housed shipping operations and by the 1950s was being used for storage. The building has a stone foundation, frame construction with soft reddish-colored brick walls, and 1/1 double-hung wood sash. Four loading docks – three with metal overhead doors – are located along the west side. A corrugated metal awning is now located above one of the docks and a set of steel access steps leading to an entrance. Along the north side of Building #52, is Building #49, a two-story brick building that was built for storage and dock purposes. It was constructed in 1905, measures 30 by 64 feet, is constructed of similar brick, and its window openings are now closed. The interior of these buildings was not available for inspection in October 2005.

#52 Sausage Factory & Shipping Building & #49 Storage Building, looking east



#67 Tierce Washroom

According to Wilson & Co records, this triangular-shaped, one-story building was constructed in 1914. It measures 122 by 53 by 97 feet and is located between Building #22 and Building #68. The building has wood frame construction with brick walls. It originally housed facilities for washing tierces or vats.

Page 22

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

1600 Third Street SE

Cedar Rapids

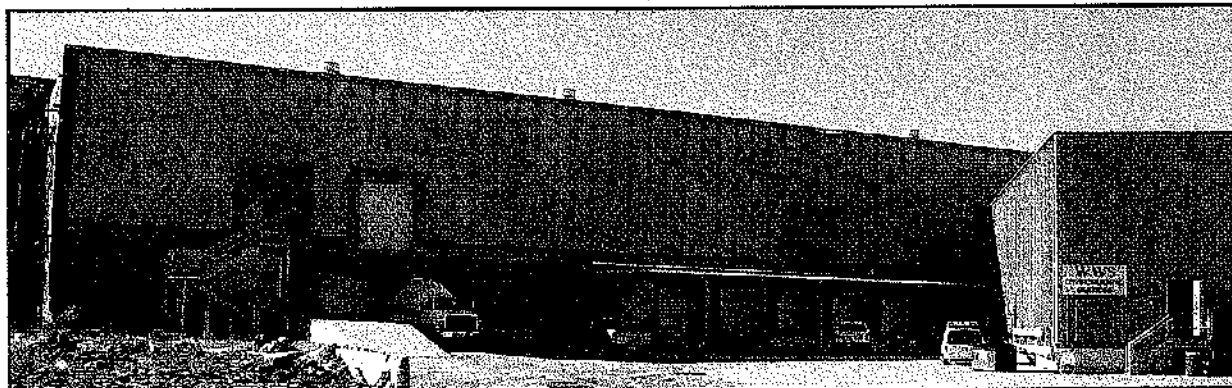
Address

City

#80 Loin Cooler & Storage and #82 Back Truck Dock

According to Wilson & Co. records in 1978, the four-story building originally at this location was constructed in 1917. Cedar Rapids Building Department records indicate that a substantial portion of this building was remodeled and/or replaced in 1987 by the present two-story pre-cast concrete building. The south brick wall survives and has no openings. Contractor for the remodeling project was Turnbull Co. of Toledo, Ohio and the cost according to the permit was \$580,000. The walls are constructed of vertical sections of pre-cast concrete on the east side and brick on the south. It measures approximately 234 by 81 feet and has a height of 35 feet (10 feet on first and 25 feet on second). It was originally used as a cooler and smokehouse area but was later converted to warehouse space. Along the east side, is the #82 Back Truck Dock with five truck bays originally built in 1960 but likely modified during the 1987 reconstruction of #80. The second floor storage area in Building #80 is accessed by forklift only from the two exterior upper level doors along the east wall. The interior of #80 was not available for inspection in October 2005.

#80 Loin Cooler & Storage and #82 Back Truck Dock, looking west (top) and #68 Sharp Freezer & Railroad Dock, looking west (bottom)



#68 Sharp Freezer

According to Wilson & Co. records, this one-story building was constructed in 1967. Cedar Rapids Building Department records indicate that a building permit was issued in July 1966 for construction of a freezer and railroad dock valued at \$276,500. Contractor for the project was Abell-Howe Company of Cedar Rapids. The building has a poured concrete foundation and floor with a steel frame structure with vertical steel siding. The

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

main building has an irregular foot print with the long side facing the railroad tracks 202 feet long and the southeast side measuring 75 feet. The loading dock platform along the railroad tracks on the northeast side has a length of 245 feet. Irregularities along the southwest wall where #68 joins #80 are a result of the positioning of this building along the fixed route of the elevated railroad tracks on the north side. The southeast end wall has two truck loading dock bays with metal overhead doors and a passage door accessed by an exterior metal staircase. Building #68 originally contained sharp freezer and storage freezer space for products being held prior to shipment. The interior of #68 was not available for inspection in October 2005.

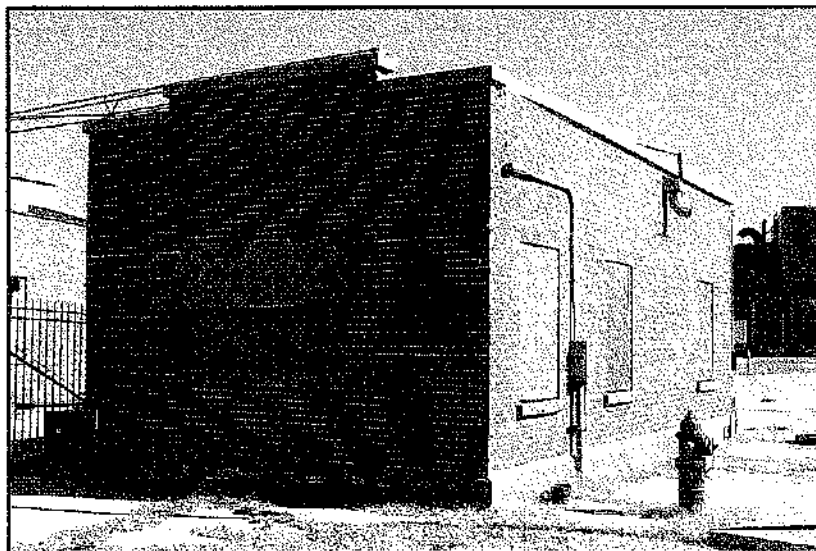
PHYSICAL PLANT SUPPORT – Contiguous and Freestanding Buildings

The specialized functions associated with providing electricity, steam power, heat, and mechanical support for the packing plant's many and varied operations were contained in attached and freestanding buildings scattered around the main block of contiguous buildings devoted to the Beef Line and Pork Line. The first group of buildings located at the *Front Gate – 3rd Street SE Entrance* included the front gate, a guard house, fire hall, garage, and scale. A second group of buildings located southeast of the main block of buildings was the *Power Plant* buildings including the smoke stack, boiler rooms, reservoir, and electrical sub-station. The third group of buildings related to *By-Products Processing and Storage* and included basins, silos, and specialized storage buildings. The last *Offsite* resource group includes an abandoned tunnel and storage building. The *Physical Plant Support* buildings and structures are a mix of reinforced concrete, brick, stone, and specialized metal construction. Most buildings are one-story in height with the specialized structures multiple-story in height. Detailed descriptions of each building follow.

FRONT GATE – 3rd Street SE ENTRANCE

Front Gate

The front entrance to the T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House is located at the east end of 3rd Street SE. The entrance is marked by a pair of matching brick pedestals set approximately 30 feet apart. Each pier has a low, poured concrete foundation and simple pyramidal-shaped, cast concrete cap. Swing-style, wrought iron picket gates are affixed to the piers by metal bands. Light standards (non-original) are attached to pipe posts on top of each pedestal. A chain link fence extends south from the south pedestal.



#16 Fire Hall

This one-story brick building located on the south side of the 3rd Street entrance gate was constructed in 1935. It measures 16 by 30 feet and has a poured concrete foundation, wood frame structure, and reddish-colored brick walls that match the other buildings on the site. The stepped parapets on the narrow east and west end walls are topped by a cast concrete coping. Entrances to the building are passage doors on the east

#16 Fire Hall, looking northeast at 3rd Street Entrance Gate

Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number **57-06794**
Related District Number **57-06794**

Page 24

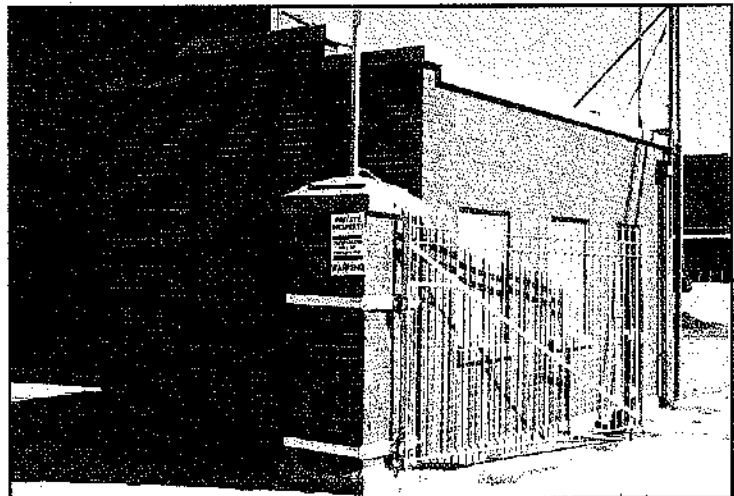
T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

and north walls. Window openings on the long sides (north and south) have three windows each with cast concrete sills and 1/1 double-hung sash. On the building front, a double wide single light sash is situated beneath a metal awning. All of the windows are boarded over but the sashes remain intact. The two interior rooms have painted brick walls, concrete floors, and storage shelving. The building originally served as the Fire Hall. A municipal fire hydrant is located at the southwest corner.

#96 Guard House

According to Wilson & Co. records, this one-story building was constructed in 1943. It measures 10 by 20 feet and like the nearby Fire Hall, has a poured concrete foundation, wood frame structure, and reddish-colored brick walls that match the other 3rd Street Entrance buildings. The stepped parapets on the narrow east and west end walls are topped by a cast concrete coping. Entrances to the building are passage doors on the south and north walls with a shed-roofed, frame entrance vestibule jutting out on the north side. There are two window openings on the long sides (north and south) each with cast concrete sills and 1/1 double-hung sash. On the front wall a wide 1/1 double-hung is centered and on the rear, a plate glass window fills a double-wide opening. All of the sash remain intact with all boarded over except the plate glass window on the east façade. The single interior room has glazed tile walls, a concrete floor, and counters. The building originally served as the Guard House.

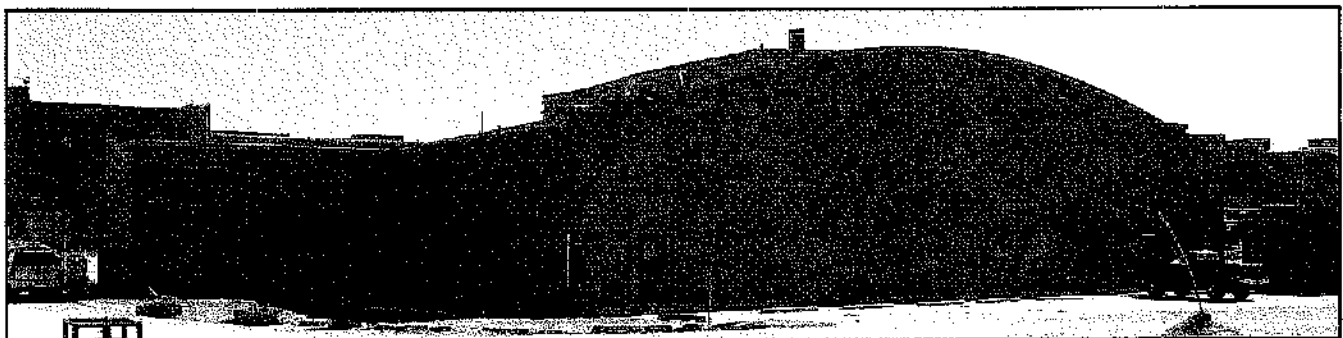
#96 Guard House, looking northeast at 3rd Street Entrance Gate



#9 Main Garage

#9 Main Garage is a one-story brick building that was constructed in 1920. It measures 103 by 103 feet with an irregular-shaped 32 by 47 foot addition at the east end of the north side added sometime between 1949 and 1976 according to site maps. Building #9 has a poured concrete foundation, no basement, a wood frame structure, reddish-colored brick walls on the north, west, and south facades, and concrete block on the east facade. Steel roof trusses allowed the building to be originally configured with a single large open space. It has a wide, low-pitched front-gable roof with a combination semi-circular arch and stepped parapet capped in cast concrete. The building originally had a series of tall windows evenly spaced across the front between doorways.

#9 Main Garage, looking east at 3rd Street Entrance Gate



Iowa Department of Cultural Affairs
 State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number **57-06794**
 Related District Number **57-06794**

Page 25

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

The openings have been either boarded over or, in the case of the far north bay, reconfigured with a new door and closed transom. The rear wall was rebuilt fairly recently with a combination of concrete block and wide clapboard-style metal siding. A clear-story designed for light and ventilation extends along the roof ridge above the garage bays. Its windows have now been boarded over. The east wall has two vehicle bay openings at the north end accessed by overhead metal doors and one overhead door centered on the south wall. The window openings on the south side have been either boarded over or infilled with glass block. An intact window (see photo below) on an enclosed wall in the interior of the north vehicle bay provides a clue for the original design of the building's other windows – metal multi-light sash with pivot window inserts similar to the factory style windows found in other packing house buildings.

#9 Main Garage, original window, north wall



Site maps from 1931 through 1978 show that Building #9 was mainly used as a garage. In 1931 there were also two 500 gallon underground gasoline tanks and pumps at the south end of the west side. The balance of the building was identified for truck repair and storage. By 1978 the building had been subdivided with offices added for the personnel department and nurse's office in the front. In October 2005, the interior of Building #9 was laid out with offices and storage areas across the front half and two self-contained garage bays across the rear half. Office walls are a mix of plasterboard and wood paneling with floors either concrete or floor tile

#81 Front Gate Scale

According to Wilson & Co. records, an in-ground scale was installed in 1978 at/or near this location. A small wood scale house measuring approximately 2 by 4 feet is located next to the platform. It has channel cut wood siding and a shed roof that extends over the area where the scale controls (nonextant) were located. Inspection of the scale area in October 2005 could not determine if any of the below grade scale components remain in place.

POWER PLANT and MAINTENANCE

Smoke Stack

The brick smoke stack is a freestanding structure built in 1909. It has a solid octagonal block of reinforced concrete foundation measuring 14 foot-deep with a diameter of 31 feet at ground level. A conical-shaped radial brick stack extends approximately 180 feet. It has a bore of 16 feet at the bottom and 10 feet at the top. It was constructed to provide sufficient draught for 3,000 h.p. in the applied boilers. The two octagonal levels at the base of the Smoke Stack are constructed of hard Chicago brick while the upper conical section that begins 41 feet above ground is made of a special fireclay brick that is impervious to moisture. It has a yellowish color and has a glazed finish. The special bricks were designed to interlock to form a perfect circle at each level. Special brick were originally custom-fired for 6½-foot lettering that spelled out "Sinclair" and "Fidelity," product brand name used by T.M. Sinclair & Co. For precaution against cracking, circular steel bands were laid at suitable intervals. The stack was built with an independent firebrick lining that extended for 50 feet above the smoke intake point. The chimney replaced three earlier steel stacks, doubling their capacity with the single new stack. Construction of the

Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

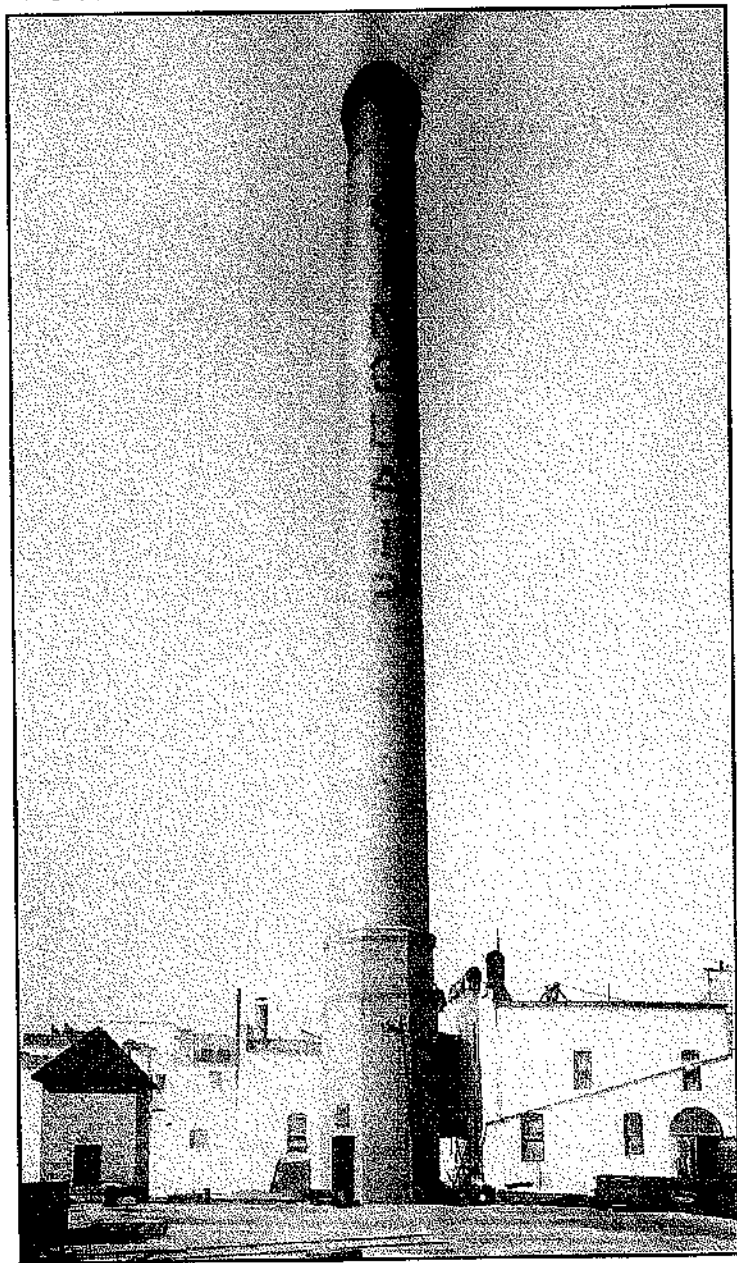
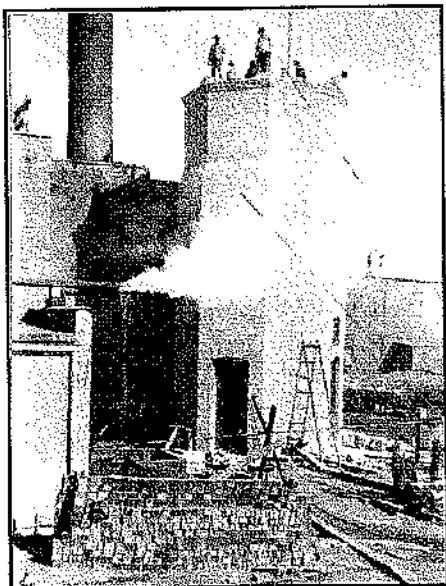
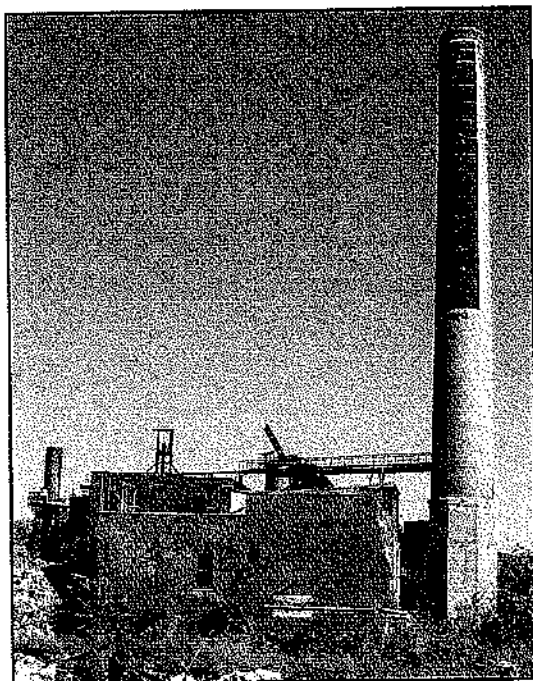
Page 26

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House
Name of Property
1600 Third Street SE
Address

Linn
County
Cedar Rapids
City

stack was completed at the same time that the boiler room was remodeled.² At an unknown date the corbelling at the top of the Smoke Stack was removed leaving it approximately 13 feet shorter than its original 193 feet.

#27 Boiler Room and Smoke Stack, looking east (below, left) and historic views, during early construction, 1909 (bottom) and pre-1919, looking west (below, right) (Farmstead Collection, Brucemore)



²"Building Finest Stack in State," *Cedar Rapids Gazette*, October 20, 1909 and "Finest Smoke Stack in Iowa," *Cedar Rapids Gazette*, December 12, 1909.

Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

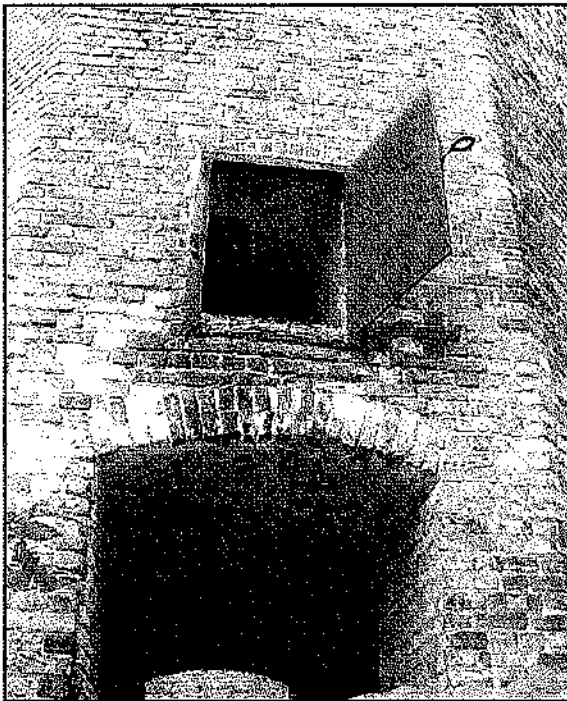
Page 27

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House
Name of Property
1600 Third Street SE
Address

Linn
County
Cedar Rapids
City

As the historic photos on the previous page show, the lower level of the Smoke Stack was constructed with several openings – a segmental arched passage through the base, a clean-out with a steel door, and two segmental arched windows containing 6/6 double-hung sash. The clean-out and passage opening appear in the photo below.

**Smoke Stack, passage opening and clean-out door,
looking west**



#27 Boiler Room & Compressor, #27A Boiler Room and #95 House Water Pump House

The three surviving building sections of the Boiler House are #27 Boiler Room & Compressor constructed in 1880, #27A Boiler Room built in 1919, and #95 House Water Pump House. Building #27 is the oldest extant building on the packing house site in October 2005. It is a one and two-story brick building with a partial basement; it measures 55 by 96 feet and connects to Building 27A on the east side. In the historic view on the previous page (right) it is the white building at the right side of the image and in the contemporary photograph taken in October 2005, the opposite end or west side is visible with the white paint removed. The building has a scattering of 1/1 segmental arched double-hung windows and a flat roof of two heights with a short parapet. The interior of #27 was not available for inspection in October 2005 due to safety hazards, but inspections by others indicates that some of the inoperable boiler equipment has been removed.

#27A Boiler Room was constructed in 1919. It is an irregular shaped, one-story brick building with a steel truss roof covered in a concrete slab and "federal tile" over the main section, which measures 55 by 70 feet and has a wall height of 27 feet. It has a gable roof with the gabled ends facing east and west and a short gabled clear-story extending along the ridge. A single row

of square metal sash lines each side. A three-story L-shaped addition was added along the north side in 1944 with a wall height of 37 feet. This addition has 2/2 double-hung sash on the upper level, a flat roof, and a low parapet. Building #27 connects to Building 27A on the west side with breeching connecting it to the Smoke Stack at the southwest corner. The #95 Pump House constructed in 1943 (nonextant) for the service well that provided water for the boilers stood immediately south of the building and the #55 Reservoir (partially extant) is at the southeast corner. A concrete coal silo (undated) stands along the east side.

#95 House Water Pump House is a small one-story brick building constructed in 1943 with a basement containing flooded pumps. It adjoins #27 on the south side a short distance east of the Smoke Stack. The house pump located here served the Boiler Room operation. Windows have been removed.

#55 Reservoir

According to Wilson & Co. records, #55 Reservoir was constructed in 1913. When originally built, its concrete structure measured 55 by 105 feet and had a depth of 15 feet. The walls extended 4 feet above the ground level. Total capacity of the Reservoir was 560,000 to 580,000 gallons. At a later date (likely sometime between 1949 and 1959) an addition measuring approximately 50 by 50 feet was added on the east end of the north side giving the Reservoir an L-shape. When inspected in October 2005, the #55 Reservoir's condition was determined to be only partially extant. The wall height is now about 2 feet above ground perhaps due to changes in grade for the road that passes immediately on the east side. Portions of the basin have been capped with concrete and small trees and shrubs are growing in the balance of the basin obscuring much of the structure.

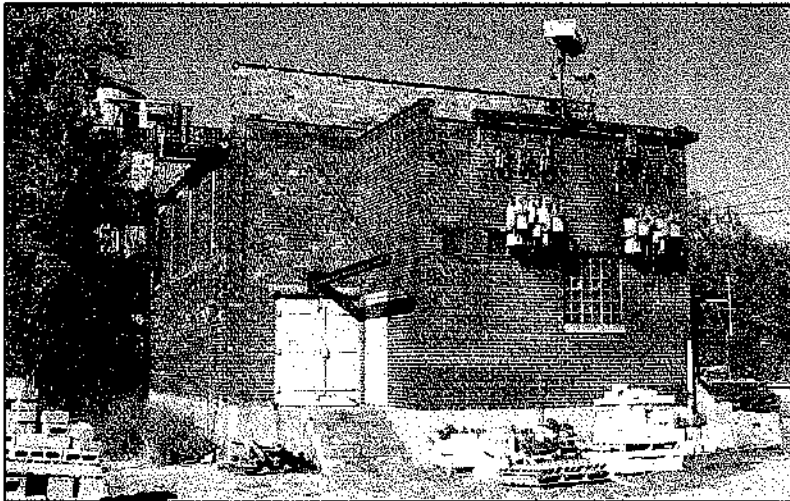
Page 28

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House
Name of Property
1600 Third Street SE
Address

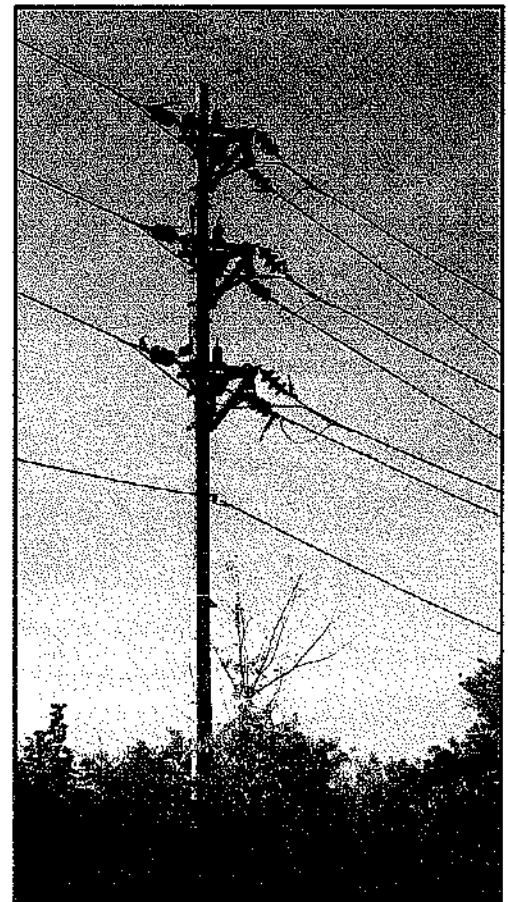
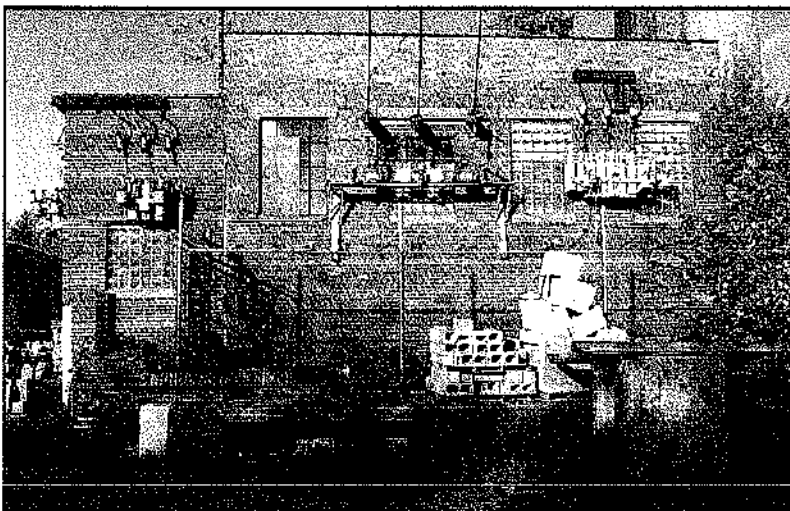
Linn
County
Cedar Rapids
City

#78 Electrical Sub-Station Building

The #78 Electrical Sub-Station Building was constructed in 1926 and known as the "Transformer and Converter House." It is a freestanding one-story brick building has a poured concrete foundation with the original mottled tan-colored brick section measuring approximately 22 feet by 26 feet. A small red brick addition was added along the east side at an unknown date giving the present building an irregular shape. Both the original block and addition have flat roof with a height of the original section approximately 28 feet and the addition about 25 feet. The original building had four windows on the north and south sides. Multi-light steel sash configured with 16 lights were in each opening with cast concrete sills and lintels. Only one sash survives mostly intact while the others have been infilled with glass block. The addition was originally built with glass block windows on the east and north sides. Entrance to the structure is via a pair of hinged metal doors in the inset ell at the southeast corner. Patches in the brickwork suggest several changes over time with the most conspicuous being the addition of the present parapet. Transfer wires are attached to the building along the east and north sides. A particularly early electric pole with early connections appears below at right. The interior of the #78 Electrical Sub-Station Building was not available for inspection in October 2005 due to safety hazards, but indications are that some of the inoperable equipment has been removed.



#78 Electrical Sub-Station, looking west (top) and looking south (bottom); electric pole with connections to sub-station (below, right)



Page 29

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

BY-PRODUCT PROCESSING & STORAGE

Along the south edge of the T M Sinclair & Co. Packing House/Wilson & Co. Packing House are a series of single-purpose structures and buildings related to the processing and storage of by-products of the meat packing process. Most of these resources are less than 40 years old, the exception being the #71 Grease Catch Basin.

#71 Grease Catch Basin and 71A Flotation Basin

#71 Grease Catch Basin was constructed in 1918 east of #46 Hog Hotel and along the south edge of the east-west service drive that connected through the plant site. The #34 Dry Rendering Building (nonextant) was located across the drive to the north and #71A Flotation Basin adjoins the #71 along the east side. #71 measures approximately 105 by 40 feet and has a concrete base. Like the #55 Reservoir, when inspected in October 2005 it was determined to be only partially extant. Portions of the basin have been infilled by natural vegetation including small trees and shrubs. Location of the #71 Grease Catch Basin was key to its function. It stood at one of the lowest spots on the site at a point just above the main 20 by 28 inch sewer that was built through the property in 1887 according to City of Cedar Rapids Engineering Department records. This sewer originally extended beneath the Cedar River but the section from the Sinclair/Wilson site was abandoned in 1931 when the new West Side Interceptor line was built. A small one-story sewer screen house (nonextant) stood at the southeast corner of the catch basin in the 1930s. The purpose of the #71 Grease Catch Basin was as the name suggests, to allow the capture of grease and oil residue before it entered the municipal sewer system.

#71A Flotation Basin, looking southwest from service drive



In 1972 a second catch basin, #71A Flotation Basin was built along the east side of #71 and the sewer screen house was removed. #71A originally measured approximately 100 by 30 feet. Portions of the basin have been infilled by natural vegetation including small trees and shrubs. An open-sided steel structure and a concrete sided entrance corridor extend along an adjacent section of #71A (above) near the south edge of the east-west service road that extends through the plant site. Due to standing water in portions of the basin and the overgrown condition of the remainder of the structures, the interiors of #71 and #71A could not be inspected in October 2005.

#72 A & P Feed & Bone Gelatine Building, #73 Hog Hair Building, and #74 Bone Gelatine Silo

According to Wilson & Co. records, #72 A & P Feed & Bone Gelatine Building and #73 Hog Hair Building were both built in 1968 with a silo believed to be #74 Bone Gelatine Silo added in 1977. The building and silo group is located along the south edge of the east-west service drive that connected through the plant site immediately east of the catch basins. #72 and 73 are adjoining one-story concrete block buildings with an irregular triangular shape. The west wall extends 157 feet, the track side wall along the southeast side is approximately 167 long, the notched wall along the north side extends approximately 100 feet, east to west, and the overall ceiling height is 24 feet.

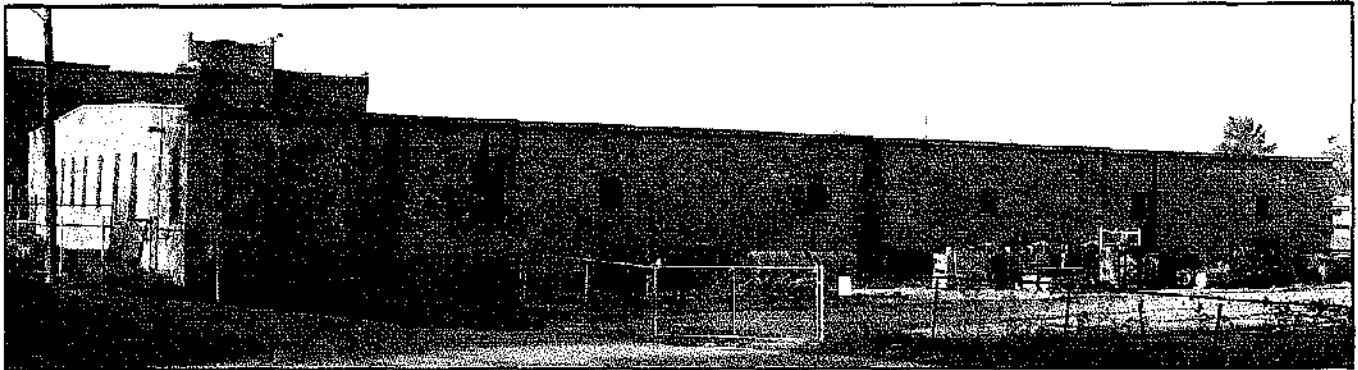
Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

Page 32

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

#1 Stone Warehouse, intersection of Hull Avenue and 9th Street SE, looking southwest



Miscellaneous Resources

In addition to the numbered resources identified and described above, there are a few other sheds, structures, and building remains scattered throughout the T.M. Sinclair & Company/Wilson & Company Packing Plant site. Among these are small buildings that housed private well heads, which operated until the plant closed. In other cases, the scattered resources include partially extant structures and remnants of specialized equipment related to plant activities. At the time the property inspections were made in October 2005, the razing of a number of the oldest buildings on the plant site was reaching completion. Where sections of partially razed buildings survived, they were identified as partially extant in the descriptions. In other cases, the buildings were substantially demolished with only a few foundations or partially demolished walls remaining. Resources not described herein include the elevated and at-grade railroad beds which are located on railroad owned-land.

8. Statement of Significance:

The T.M. Sinclair & Company/Wilson & Company Packing Plant includes a range of resource types built from 1880 through 1978. Its primary significance as a potential historic district is under Criterion A from its association with the operations of T.M. Sinclair & Company (1880 – 19) and Wilson & Company (19 – 19) – successive major meatpacking companies to operate in Cedar Rapids during the late 19th and 20th centuries. Unlike some meatpacking plants that were built at a single point in time, the Sinclair/Wilson plant grew over time with buildings from the earliest years retained and incorporated as new facilities were added and technologies updated. Historic resources associated with T.M. Sinclair & Company/Wilson & Company survive though buildings and structures that housed major steps in both the beef and pork lines are nonextant, significantly altered, or only partially extant in October 2005. Several resources within the Sinclair/Wilson plant complex also derive architectural significance under Criterion C as important examples of progressive industrial engineering. A summary of contributing and noncontributing resources appears at the end of Section 8.

Historical Overview:

Cedar Rapids was established in 1841 as the village of "Rapids City" on the east bank of the Cedar River in Linn County. By the end of the decade in 1849, the town had grown to approximately 300 persons. It was incorporated officially on January 15, 1849 and given a new name - "Cedar Rapids." Population grew slowly in Cedar Rapids' first decades with the U.S. Census showing a population of only 1,830 people by 1860. This included 80 Bohemian families who had first started arriving in 1852 and would grow to become an important influence on the

Iowa Department of Cultural Affairs
 State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

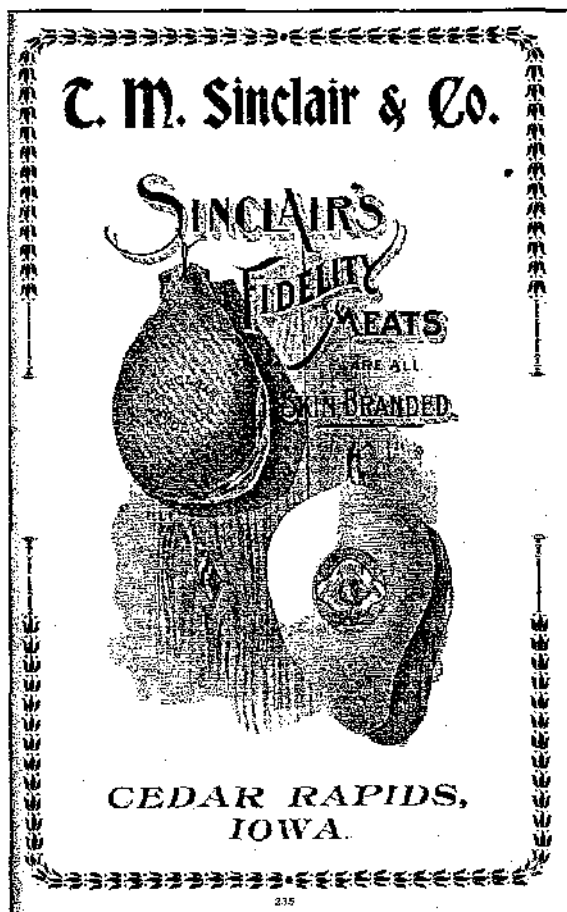
Site Number 57-06794
 Related District Number 57-06794

Page 33

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

city by the turn-of-the-century. The conclusion of the Civil War and the arrival of additional railroad routes brought a marked increase with population tripling by 1870 and nearly doubling again by 1880

Advertisement, Cedar Rapids Gazette, May 31, 1886



During Cedar Rapids' early years, meat packing centers in Iowa were primarily located in the state's population centers located primarily along the Mississippi River. Dubuque, Sabula, Davenport, Burlington, and Keokuk took advantage of their rail connections to Eastern cities in the decade prior to the Civil War. When the war concluded and railroads were built across the state, a series of meatpacking centers established in interior locations in Iowa. Meat packing operations began in Ottumwa and Des Moines during the 1860s, but Cedar Rapids was without a major facility.

In 1870 Cedar Rapids was visited by David Blakely, a former employee and friend of Thomas M. "T.M." Sinclair. T.M. was an Irish-born meat packer who was operating the Sinclair family's New York branch with his cousin, John Sinclair. American meat packing was moving west at the time and Blakely reported the opportunity available in Cedar Rapids to Sinclair upon his return to New York. The following summer, T.M. Sinclair headed to the Midwest to investigate possible sites. Before arriving in Cedar Rapids he made stops in Duluth, Minneapolis, St. Paul, Winona, and Dubuque. Sinclair was enthusiastic about Cedar Rapids' potential and in October 1871 leased a vacant ice house (nonextant) along the east bank of the Cedar River between 4th and 5th Avenue SE. The new firm was named "T.M. Sinclair & Co." On November 23, 1871 the *Cedar Rapids Times* reported that "The pork packing house of T.M. Sinclair & Co. is being pushed ahead rapidly to completion. Although the buildings are but temporary, they will afford capacity for handling from 500 to 800 head per day. This will give our farmers a ready and good market for their pork, and establish a new and profitable branch of trade in our midst." T.M. Sinclair &

Co. announced the opening of its pork packing operation in a newspaper advertisement on January 4, 1872. The leased quarters proved inadequate the first season with only 15,039 hogs slaughtered

By February 1872 the location problem was resolved when Sinclair acquired a 16-acre site of ground located more than a mile down river of the business district outside of the city limits. The flat, riverside site was adjacent to the rail lines of both the Chicago and Northwestern Railroad and the Burlington, Cedar and Northern Railroad (later, the Chicago, Rock Island, and Pacific Railroad). The Chicago and Northwestern agreed to lay trackage into the plant site later that year setting a pattern that would remain largely intact throughout the next century for unloading livestock, delivery of bulk goods (coal, salt, etc.), and shipment of processed meat products and by-products. The summer of 1872 saw a slaughterhouse and warehouse erected along with an engine house and office building. Location of the new facility was contested as a nuisance, but the court case was eventually resolved in the packing house's favor. In its first full year of operation in 1872, Sinclair & Co. established the "Fidelity Brand" for its products.

Iowa Department of Cultural Affairs
 State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
 Related District Number 57-06794

Page 34

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

Building new structures and expanding existing ones at the packing house site continued without stop during the decade of the 1870s. On December 4, 1873 the *Cedar Rapids Times* reported to readers that "we doubt if even our own citizens really appreciate the extent of this mammoth institution which is silently but surely making Cedar Rapids the pork market of Central Iowa." The article went on to comment on the 1,000 head of hogs processed daily and much of the packed meat and hams being shipped directly to England. By November 1873, the number of hogs slaughtered at the new location topped more than 14,000 – a number that nearly equaled the company's entire first season. By 1874, Cedar Rapids attained first place among Iowa packing centers, a position it retained for all but two years over the next two decades.³

Four years later, a writer glowingly described the four-story curing house at the plant as measuring 132 by 250 feet. The plant's winter capacity was given as 2,500 hogs per day and its summer capacity was 1,200 per day. Employment ranged from 300 to 450 men at the packing house and another 50 at the cooper shop. The packing house's substantial size made it the fourth largest plant in the world and Cedar Rapids' leading industry.⁴ Sinclair & Co. also single handedly made Cedar Rapids the leading packing center in Iowa and the ninth largest packing center in the country in 1877 with annual hog slaughter reaching 76,945 in 1877.⁵ As an affirmation of the packing plant's growing local importance, in 1875 a new wagon bridge was constructed across the Cedar River just two blocks upstream from the Sinclair property connecting the packing plant to a growing working class residential district on the west side of the river.

Advertisement, *Cedar Rapids Gazette*, May 31, 1886

In March 1879 the first of several disasters struck T.M. Sinclair & Co. A fire originating in the lard processing area destroyed a substantial section of the lard tank rooms before spreading to the slaughterhouse, hog house, and engine rooms. Several workers and firemen were injured in the conflagration, but there was no loss of life. In the wake of the fire, Sinclair kept all of the workers employed in construction of new buildings, pledging that the plant would be up and running in a few months time.⁶ This fire was the largest that Cedar Rapids had sustained until that date. Two years later, disaster struck again when T.M. Sinclair was accidentally killed at the packing house when he fell down an open elevator shaft. The 39-year old Sinclair was survived by his widow, Caroline Soutter Sinclair, and six children.

In the wake of Sinclair's death, day-to-day management of the company was taken over by Caroline's brother, Charles B. Soutter who had been working in the New York Sinclair plant previously. Operations of T.M. Sinclair and Co. expanded under Soutter's direction with steady increases in employment and hog slaughter size. In 1882 the new #1 Stone Warehouse was erected. In 1886 after some controversy with the Chicago & Northwestern Railroad, new tracks into the plant were laid for the Burlington, Cedar Rapids & Northern Railroad. In 1888,

³H.H. McCarty and C.W. Thompson, "Meat Packing in Iowa," *Iowa Studies in Business*, No. XII (June, 1933), p. 35.

⁴*The History of Linn County, Iowa*, (Chicago: Western Historical Company), 1878, pp. 525-526.

⁵"Interesting Statistics Connected with Pork Packing in the West," *Cedar Rapids Weekly Times*, April 12, 1877.

⁶"A Holocaust! The Packing House Visited by a Destructive Fire," *Cedar Rapids Weekly Times*, March 13, 1879.

Iowa Department of Cultural Affairs
 State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number **57-06794**
 Related District Number **57-06794**

Page 35

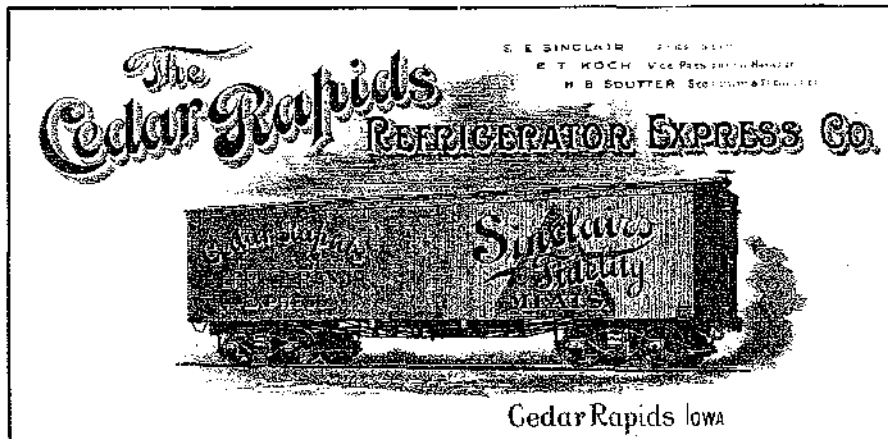
T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

beef and butterine production joined the company's production of Fidelity Brand smoked meats produced since 1874 and sausage produced since 1880.⁷ In 1889, the company started manufacture of their own tin cans with 20 extra workers. The precarious nature of the packing industry was evidenced by two more fires in the 1880s, one in the spring of 1883 and a second during the summer of 1887. The company's response in both cases was to rebuild with better buildings and improved machinery.

The personally hazardous nature of the work for employees at the packing house during the 1880s and 1890s was in evidence in highly publicized industrial accidents. Headline grabbing newspaper articles such as "Into the Caldron" and "In a Boil Vat" told of separate incidents where a man fell to his death in a vat of boiling water. "Whirled to Eternity" gave graphic details of a particularly horrific accident in which an engine house mechanic got caught in a shaft, then whirled and mangled before being thrown to his death on a coal pile.⁸

1890 saw the introduction of limited government inspections at T.M. Sinclair & Co. By this time, the plant was processing 5,000 hogs per day and a much smaller number of cattle. Federal inspections were expanded in 1906 with the passage of the Federal Food and Drugs Act in the wake of public concerns about sanitary conditions in meatpacking plants in Chicago that were identified in Upton Sinclair's novel, *The Jungle* (1906). The U.S. Secretary of Agriculture James Wilson praised the Sinclair plant in 1906 following a personal visit during "the agitation after *The Jungle* was published. The number of federal inspectors reached 18 by 1921."⁹

Cedar Rapids Refrigerator Express Co. Letterhead



In 1892 after a decade of expanded operations and growth in its physical plant, "T.M. Sinclair & Co." was formally incorporated. John Sinclair, Thomas's cousin from New York City, was named president, Charles B. Soutter was made vice-president, and Henry B. Soutter, another of Caroline Soutter Sinclair's brothers, was made secretary and treasurer for the company. It is likely that the decision to incorporate was in part related to the move made the same year by Sinclair & Co. to organize a

separate, related business venture – the Cedar Rapids Refrigerator Express Company. Operations of the new company were conducted on sidings located on an adjoining tract of land downstream of the packing house east of the approach to the Burlington, Cedar Rapids and Northern Railroad Bridge. The company initially acquired 100 new rail cars for its operation, using T.M. Sinclair & Co. workers to rehabilitate them. Capital for new rolling stock was obtained from W.P. Sinclair & Co. in Liverpool, England. The new Cedar Rapids Refrigerator Express Co. was headed by Sydney E. Sinclair (Thomas's cousin) with Henry B. Soutter serving as secretary and treasurer. As a new player in the railway business, 1892 saw T.M. Sinclair & Co. secure a favorable railroad shipper's rate agreement. By 1921 the fleet of rail cars had doubled to 203.

⁷"Killing Beef, A New Industry Added to the Already Large Business of T.M. Sinclair & Co.," *Cedar Rapids Gazette*, December 31, 1888. Note: a very limited beef slaughter began in 1885 but facilities were not fully completed until 1888.

⁸"Into the Caldron," *Cedar Rapids Gazette*, June 25, 1887; "Whirled to Eternity, Frank M. Stans, an Employee at the Packing House, Wound Around a Shaft and Killed," *Cedar Rapids Gazette*, December 16, 1891, p. 4; and "In a Boiling Vat," *Cedar Rapids Gazette*, June 20, 1892.

⁹*Semi-Centennial 1871-1921 T.M. Sinclair & Co., Ltd.*, Cedar Rapids, Iowa: Laurance Press Co., 1921, p. 15.

Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

Page 36

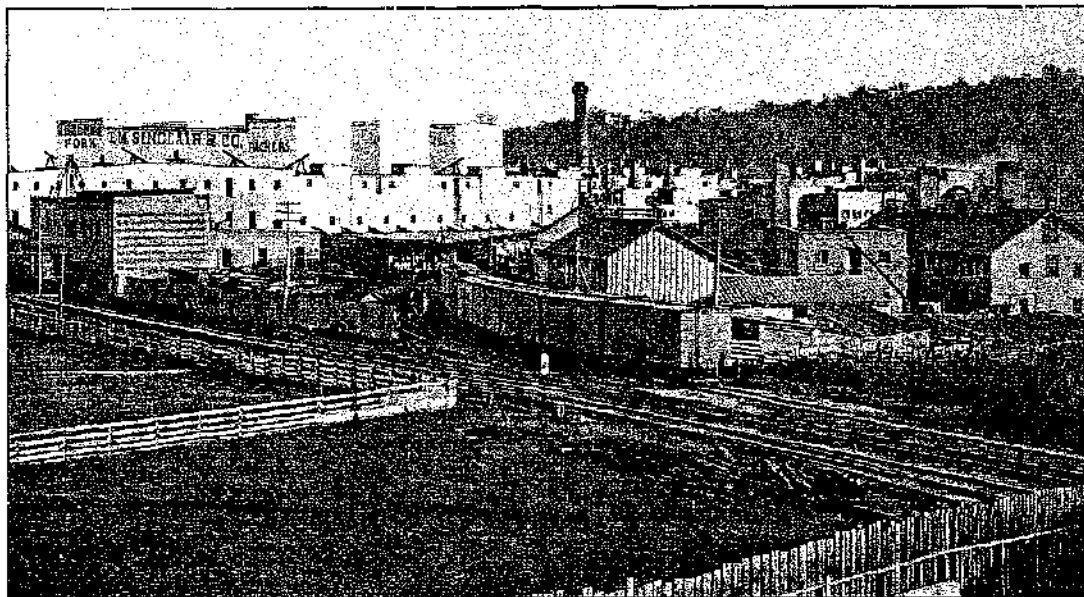
T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

Most Cedar Rapids residents knew the general work of the packing house, a newspaper account published in October 1898 and titled "Few Realize Its Scope" suggested that its full operations were more extensive than most realized. A portion of the article follows.

"The great plant [T.M. Sinclair & Co.] is seen usually by all those who enter and depart from Cedar Rapids ... over the lines of the Chicago & Northwestern and Burlington, Cedar Rapids & Northern railways. This bird's eye view gives some idea of its extent, but few among the thousands who see it imagine that within that enclosure are packed from 500,000 to 600,000 hogs every year, together with 10,000 head of cattle... that this packing house contains killing rooms with a capacity of 10,000 hogs every ten hours, together with every facility for cutting, curing, packing and shipping the same; that the company runs its own box factory, its own cooperage and its own establishments for making cans to contain the lard; that in addition to this there is an immense fertilizing [sic] plant, a large refrigerator plant, a machine shop and a blacksmith shop, giving employment in all to more than 700 individuals, to whom are paid in wages something like \$350,000 per annum... this establishment, as a rule, fills 16,000 [rail] cars; the box factory turns out close to 200,000 boxes per annum; about a hundred thousand barrels are manufactured at the cooperage, and there are manufactured at the can factory about 500,000 lard pails in twelve months."¹⁰

Despite this glowing account, operations of the plant had been disappointing in the 1890s. As a result, plans were initiated in early 1899 to take the company into the next century with a reorganized corporate structure and invigorated source of capital financing for an expanded physical plant. In March 1899 the company was officially reorganized as "T.M. Sinclair & Co., Ltd." with capital stock of \$1.5 million. John Sinclair, Caroline Sinclair and Charles B. Souter were named preferred stockholders in the new company. Its general activities remained the same — the slaughtering and packing of cattle, hogs, sheep, poultry and other animals, the maintenance of related shops, and the manufacture of all boxes, barrels and other provisions. Sydney E. Sinclair was named president of the new company in 1899 and Robert S. Sinclair, Thomas M. Sinclair's son, became secretary and treasurer.

T.M. Sinclair & Co., Ltd., looking southeast from north of railroad tracks (City of Cedar Rapids, Iowa Illustrated, ca.1910)



¹⁰T.M. Sinclair & Co, the Chief of Cedar Rapids Industries "Few Realize Its Scope." Cedar Rapids Gazette, October 2, 1898.

Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

Page 37

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

Just six months after the new company was organized and while plans were being made for expansion, another fire struck facilities of the company. This time the buildings that were destroyed, a complex of six ice houses, were located away from the Sinclair & Co. property near the site of upstream harvesting operations. The ice houses were a critical component in the packing house operations. Though the peak slaughtering season was still during the winter months, ice houses were necessary to maintain cold storage for slaughtering operations year round. In 1890, this pattern had begun to change with the introduction of mechanical refrigeration at the plant. However, the company continued to maintain a series of on-site and off-site ice houses. As a result the ice house fire was a major loss.

On January 1, 1900, the T.M. Sinclair & Co., Ltd. announced that \$100,000 would be spent on improvements the coming year and by September, visitors were invited to vie the results. A major new cold storage facility (non-extant) was eventually completed in 1906, a new belt line rail line that surrounded the entire facility, and improvements to the power plant. In nearly every successive year for the next two decades, one or more buildings or structures would be under construction. Among the more notable was the block-long covered railroad dock completed in 1908 after the new beltline railway was in place. The following year a new glazed brick smoke stack standing nearly 200 feet was completed. Its increased capacity accommodated a doubling in the capacity of the power plant. Other power plant improvements prior to 1920 included the new #55 Reservoir in 1913 and a new #27A Boiler Room in 1919. The largest extant building erected before World War I was the #80 Loin Cooler & Storage Building constructed in 1917. By 1915 the plant and railway trackage had grown to encompass 40 acres. A sprinkler system was also installed in 1906 to avert future fire problems.

By 1915, Sinclair & Co.'s summer workforce had grown to 800 with 1,200 employed during the peak winter months. At the company's 50th anniversary in 1921 the workforce reached 1,500 during the winter months. In 1915, employees were paid from 17½ to 35 cents per hours with a combined payroll of \$650,000 or more than twice that of twenty years earlier. In 1917 a pension fund was established by the company and two years later a dispensary to deal with minor accidents. The size of the payroll climbed dramatically during World War I and the years immediately following the war. In 1918 it stood at \$988,454 and in 1920 it reached \$1,493,576. The Sinclair & Company workforce resided largely in the blocks near the plant and immediately across the river, which were populated largely by Bohemian-American households. A large number of Bohemians were recruited to come to Cedar Rapids by Sinclair & Co. in the 1870s and the pattern of working at the packing house continued through many generations.

Pork packing remained the primary activity at Sinclair and Co. even after a beef and mutton line was added in the late 1880s. In 1915 an average of 4,000 hogs were processed daily with 400 coming through each hour on the conveyor at the rate of one every 9 seconds. A concise description of the 20 minutes spent by each hog in the killing room follows:

"The animal comes first to the "sticker" who expertly cuts the jugular vein. They then are carried thru two great vats of boiling hot water, which scalds the bristles completely from their bodies. Passing on, the dead porkers are in turn washed, scraped, cut open, dressed, washed again, split, beheaded, passing thru the hands of nearly fifty different men, each of whom... does but one little part of the entire process. After they are fully dressed, they are sent, still on the moving conveyor to the cooling room, just twenty minutes from the time they were caught at the other end of the long killing room."¹¹

Approximately 100 cattle were processed daily and a total of 2,500 sheep were slaughtered each week. The slaughtering process was similar. In all cases, the slaughtered carcass proceeded to cooling rooms for several hours to draw out the animal heat and then to chilling rooms where the meat is held for nearly 48 hours in a nearly

¹¹Leonard D. Fackler, "Cedar Rapids Industries - No. 2 The T.M. Sinclair Co." *Cedar Rapids Republican*, December 12, 1915.

Iowa Site Inventory Form Continuation Sheet

Page 38

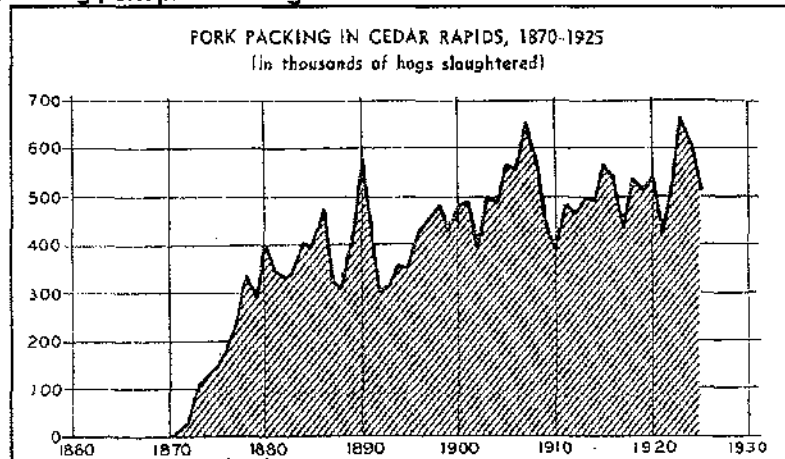
T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

frozen state (33 degrees) Beef and mutton was then wrapped and shipped while pork proceeded to other steps depending on the body part. The chilling rooms were located on the top floors and when the half-hogs were ready to process they were dropped from the conveyors into large metal chutes to be sent to the cutting rooms on the level below. More than 600 separate cuts of meat were produced in the cutting rooms in 1915 with specialized shoulder cuts made for the English trade.

From the cutting room floor, pork cuts were sent to the curing rooms where they would be sorted by size and type of cut and dipped in a pickling brine and piled in salt. The more than 200 carloads used in the Sinclair plant each year came from a Michigan salt works. The curing process was from 7 to 90 days depending on kind and quality of cut. English hams required about 40 days while American hams 50 days. The best cuts received 90 days and the coarsest cuts were held in the brine for just a week. Following the curing process, the cuts were smoked, pickled, cooled, and wrapped according to the variety of product being produced. Hams were smoked for 36 to 48 hours and then marked with the "Fidelity Brand." Loins were packed in 25-pound pails and bacon was put in glass jars. Sausage making used the trimmings from the various steps in the cutting process with 750,000 pounds produced in 1915.

An important by-product of the pork processing was the production of lard. Sinclair & Co.'s "Fidelity Brand" lards were well-known in the market place. Other important by-products added by the 1920s included oleo oil from beef tallow used in manufacturing oleo-margarine and stearine for making chewing gum and candy. Inedible tallow from beef and sheep were also used for soap making and oils for leather dressing. Inedible parts of slaughtering were processed as "tankage" and used for animal feeds and fertilizers. Pharmaceutical by-products included sheep intestines used for ligatures, hog linings for pepsin, red bone marrow for anemia treatment, and distilled beef pancreas for insulin. An estimated 140 distinct by-products were produced in 1925.¹² Sinclair & Co. packaged for all regions of the country, customizing size and type of package to regional preferences. As a result, the packaging department had to be able ship products in a variety of sizes of casks, tierces, barrels, boxes, cases or tin cans – all produced in the cooper shop, box factory, and tin shop located at the packing house. A total of 25 car loads of meat were shipped daily from the plant in 1915. Total value of company's business in 1915 was \$12 million with \$4 million in foreign export and \$100,000 in Cedar Rapids alone.¹³

Chart showing pork production growth from 1870 – 1925 at the Sinclair & Co. plant¹⁴



¹²"Packers of Meats Find Many Uses for Animal By Products; Cattle Supplying Insulin." *Cedar Rapids Republican*, September 13, 1925.

¹³*Ibid.*

¹⁴McCarty and Thompson, p 34.

Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

Page 39

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

As the chart above shows, Sinclair saw its sales reach new records following the reorganization of 1899. It also experienced periodic declines in sales. This pattern of peaks and valleys was not considered desirable for steady, stable operation of the company. According to historians H.H. McCarty and C.W. Thompson, the company felt that it was at a disadvantage without a well-developed national marketing system. This belief forced T.M. Sinclair & Co. to become affiliated with Schwarzchild and Sulzberger of Chicago, the predecessor of Wilson & Company,¹⁵ in 1913. The Chicago firm bought T.M. Sinclair & Co., Ltd.'s common stock but Sinclair & Co. continued to operate as a separate unit until it officially closed its books in 1930 and became a branch of Wilson & Co. The Cedar Rapids operation retained the T.M. Sinclair & Co., Ltd. name until about 1934. In 1935 the "Wilson & Co." name replaced Sinclair & Co. on the plant's most prominent symbol – its smoke stack. Robert S. Sinclair, who had succeeded his cousin Sydney Sinclair as president in 1917, stepped down as president in 1930 at the time of the sale of the company to Wilson & Co. The new president for the Sinclair branch in 1931 was W.R. Grove with H.A. Palmer designated as vice-president and general manager. Palmer had been with the firm since the 1890s and was recognized as one of the most experienced and successful operators in the packing industry.

Despite the general economic malaise of the 1930s, production at Sinclair & Co./Wilson & Co. saw increases in production. Statistics for 1932 show the largest to date for the company with 706,615 hogs, 94,751 cattle, 36,009 calves, and 92,596 sheep. These figures represent a substantial increase for beef and sheep due in part to completion of the new #41 Beef Kill Building in 1929-1930. Two years later the hog kill topped 800,000 and the beef kill reached 100,000. The workforce reached 1,200 to 1,500 men and women with the winter months still the peak season by the mid-1930s. The annual payroll topped \$1 million.¹⁶

Major packing plant improvements and new buildings appeared during the 1920s and 1930s. Following sale to Wilson & Co. in 1930, expansion was a result of an infusion of capital from the new owners. The new #9 Garage appeared near the 3rd Street entrance in 1920 and the first of two gate house structures, #16 Fire Hall was completed in 1935. The #78 Electrical Sub-Station Building in the southeast corner of the site improved electrical capacity throughout the plant. A series of buildings were constructed from 1928 to 1930 to establish an expanded beef line including the massive three-story #41 Beef Kill and Beef Coolers Building in 1930, the refrigerated #50 Central Loading Dock in 1929, and the #60 Fab Cuts Storage Building designed to better serve the growing local wholesale trade. An expanded cooling operation was facilitated by installation of new ammonia storage tanks (nonextant) in 1932. Construction of a new sewer through portions of the plant in 1931 required construction of a new fire and sewer pump house (nonextant) the same year.

The decade of the 1930s was marked by the first successful union organizing efforts at Sinclair & Co./Wilson & Co. The first strike at T.M. Sinclair and Co. had occurred 30 years earlier on January 24, 1903 when 120 men walked off the kill room floor in a dispute over a change in hog slaughtering practice that reduced the number of men from four to three, who were responsible for taking the backbones out of hogs. Four days later the workers returned to the slaughtering department, promising to "return on the same conditions as existed before so far as pertained to the scale of wages and that they would work faithfully and never strike in such a manner again."¹⁷

The first attempt at unionizing came in 1921 when a small group of packing house workers were locked out after organizing under the American Meat Cutters & Butcher Workmen of North America and attempting an unsuccessful strike. When Wilson & Co. took over the Sinclair plant in 1930, workers were introduced to a new concept of dealing with worker grievances – the "Joint Representative Committee." This concept was resisted by those promoting unionization. On August 23, 1933, a group of Wilson & Co. workers lead by Lewis Clark and Milo

¹⁵Thomas E. Wilson took over the presidency of the financially troubled Schwarzchild and Sulzberger in 1916 and a short time later, it became "Wilson & Co."

¹⁶"Sinclair Packing Products Have Carried Name of City Around World; Started 1871," *Cedar Rapids Gazette*, January 1, 1933 and John Henderson, "Constant Motion From Time Animal Leaves Lot to Final Product Is Packing Process," *Cedar Rapids Gazette*, June 24, 1934.

¹⁷"Strike Today at the Packing House," *Cedar Rapids Gazette*, January 24, 1903, p. 3 and "Packing House Strike Settled," *Cedar Rapids Gazette*, January 28, 1903, p. 3.

**Iowa Site Inventory Form
Continuation Sheet**

Page 40

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

Barta organized Federal Labor Union #18530 affiliated with the American Federation of Labor (AFL) with membership soon numbering 1,000 workers. The principal organizing challenges reported years later by Barta were the fact that the workforce was divided by language and ethnicity and the company's general hostility.¹⁸ The language problem was solved with the assistance of Czech newspaper publisher Ted Lubacek, who translated union messages to Czech workers. On November 16, 1933, this union became affiliated with the Amalgamated Meat Cutters and Butcher Workmen of North America, AFL and was known as Local Union #206. A brief unsuccessful strike in May 1934 was held to get the company to recognize them. The local union retained this affiliation until February 5, 1935 when it withdrew and became an independent.

During the next several years the union went through several organizing stages (and name changes) while successfully increasing its membership to 1,200 to 1,400 plant workers despite organizing conflicts with the AFL and Teamsters. In 1937 the local union affiliated with the Committee for Industrial Organizations (CIO) and briefly known as United Packinghouse Workers Local Industrial Union #51. It was granted a charter as Packinghouse Workers Organizing Committee Local Union #3 of the CIO on February 2, 1939. Two years later on March 24, 1941, union members went out on wildcat strike to gain recognition and the right to future bargaining. A riot erupted at one point during the strike, an event that resulted in the resignation of the Cedar Rapids police chief. On April 16, 1941, an agreement between Wilson & Co. and Local #3 was reached acknowledging among other things, the right of employees to join a union, recognizing Local #3 as the sole representative for future bargaining with management, and ending the strike. Two years later on March 27, 1943, collective bargaining on the national level and a decision by the National Labor Relations Board resulted in a master agreement that was signed by Wilson & Co. for seven of its meat packing plants including the Cedar Rapids plant. The same year the union's name was changed to "United Packinghouse Workers of America (UPWA) Local #3". At that time Local #3 had approximately 1,900 workers representing 98 percent of Wilson & Co.'s production and maintenance workforce. Of this membership, approximately 700 were members in the U.S. Armed Forces during World War II.¹⁹

On the national level, the 1930s saw meat packing become the largest manufacturing industry in the United States with a combined annual production of \$2.5 billion and a workforce of 200,000. Even when the national economy was stimulated by wartime material during World War II, meat packing remained a significant industry. The table on the following page shows the relative size and importance of the top 25 manufacturers by 1942.²⁰ Throughout the decade of the 1940s Wilson & Co.'s Cedar Rapids branch was the largest Cedar Rapids employer with as many as 2,500 men and women on the payroll.

During World War II and the balance of the decade, Wilson & Co. made a substantial investment in a sizable physical plant that spanned building practices and technologies of two centuries. Retirement of several of the pork line buildings began in 1942 with the construction of the #11 Hog Cooler & Pork Processing Building at nearly the center of the packing plant site. A new well house for #2 Well and #95 Water Pump House (both nonextant) were completed about the same time. Layout of the 3rd Street entrance gate completed with the addition of #96 Guard House in 1943 and installation of brick entrance pillars and a gate a short time later. One of the more visible changes came in 1949 when a new yard office was completed with a distinctive contemporary design.

¹⁸Gregory Zieren, "If you're union, you stick together": Cedar Rapids Packinghouse Workers in the CIO," *Palimpsest*, (Spring 1995), p. 34

¹⁹Harold J. Smith (Business Agent, Local #3), "History of Local #3 United Packing House Workers Affiliated with C.I.O.," unpublished, 1943, and "Strike Settlement Agreement between Wilson & Co. Inc. at Cedar Rapids, Iowa and United Packing House Workers of America, Local Union No. 3 of the Packing House Workers Organizing Committee, CIO," April 16, 1941; both documents contained in *Iowa Labor Collection*, State Historical Society of Iowa, Iowa City, Iowa.

²⁰"Unit 1: Management Control of Yields and Costs Through Accounting," (Wilson & Co. management instructional manual), *Farmstead Foods Collection*, Bruce Moore, Cedar Rapids, Iowa, undated and unpaginated, ca. 1946.

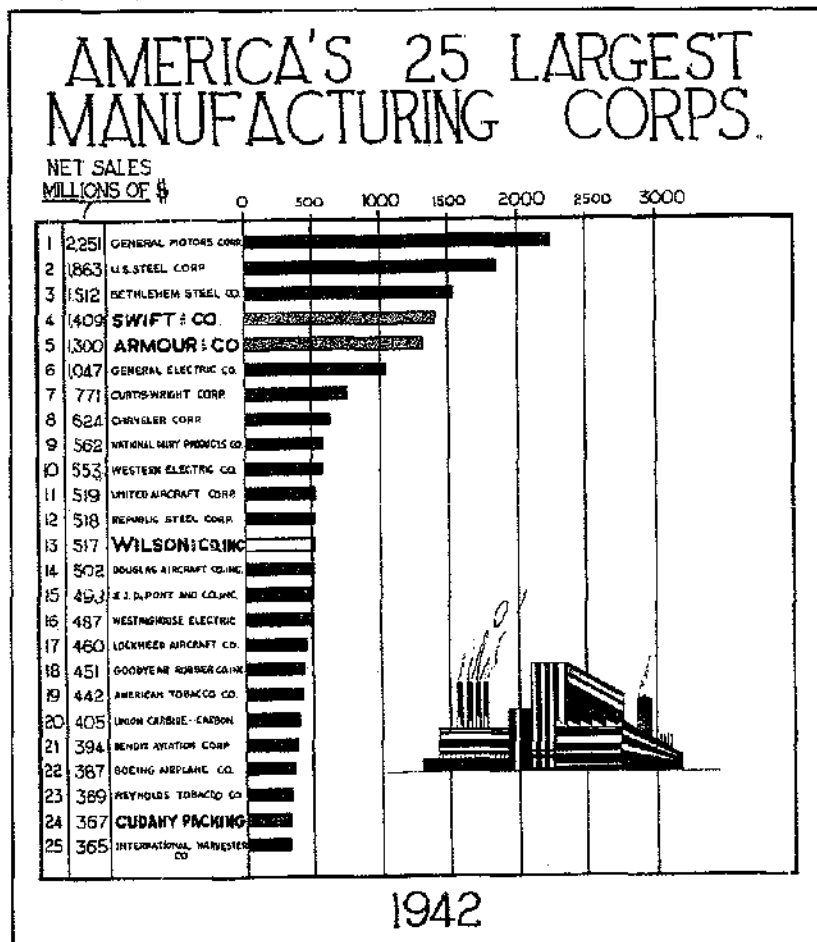
Iowa Department of Cultural Affairs
 State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
 Related District Number 57-06794

Page 41

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House Linn
 Name of Property County
1600 Third Street SE Cedar Rapids
 Address City

From: "Unit 1: Management Control of Yields and Costs Through Accounting," (Wilson & Co. management instructional manual), Farmstead Foods Collection, Brucemore, Cedar Rapids, Iowa, ca. 1946, unpagged



In 1948 a major national meat packing strike was called when collective bargaining reached an impasse between CIO United Packing House Workers Union (Local #3 from Cedar Rapids) and the major packing houses at the time, which besides Wilson & Co. included Armour & Co., Cudahy Packing Co., Swift & Co., John Morrell & Co., Hy-Grade Food Products Corp. and other independent companies. Nationally the strike, which began on March 16, 1948, affected 100,000 meat packing plant workers. The primary issue was a 29¢ per hour pay increase.

On the eve of the strike, nearly 1,000 union members met at the C.S.P.S Hall (NRHP) at 1105 3rd Street SE. Local #3 ran an advertisement describing the facts of the strike to "Mr. and Mrs. Public" emphasizing that the packing company could easily afford such a raise since the profits in 1948 of the "Big Four" including Wilson & Co., were 130 per cent above their wartime peak in 1945.²¹ Wilson & Co. countered with an advertisement stating its view of the facts. The boom in the hog and beef production experienced in Iowa during the 1940s is evidenced in graphic representations that appeared in a Wilson & Co. manager training course book used in 1946. They appear on page 42.

²¹ "Here's Why a Meat Packing Strike..." (advertisement by United Packinghouse Workers of America, CIO, Local No 3), Cedar Rapids Gazette, unidentified date, ca. April-May 1948

Iowa Department of Cultural Affairs
 State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number **57-06794**

Related District Number **57-06794**

Page 42

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

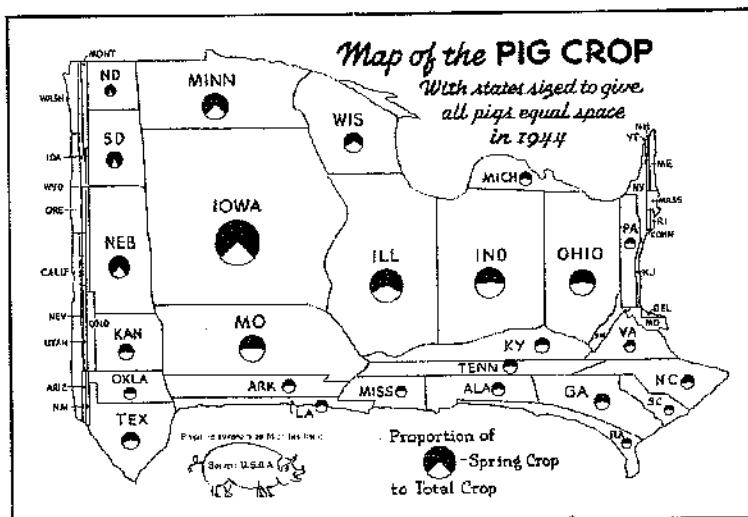
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1600 Third Street SE

Cedar Rapids

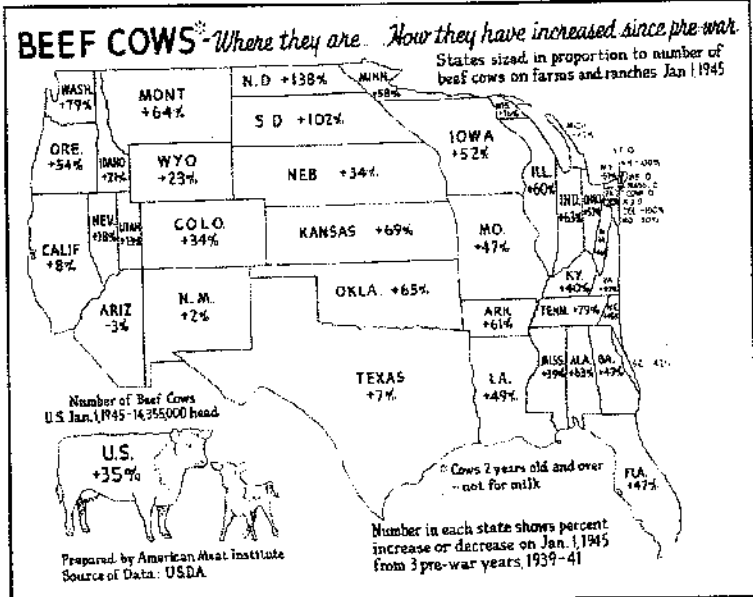
Address

City



Production increase in hogs and cattle were graphically displayed for Wilson & Co. managers in 1946. ("Unit 1: Management Control of Yields and Costs Through Accounting" Wilson & Co. management instructional manual Famstead Foods Collection, Bruceore, Cedar Rapids Iowa, ca. 1946,

Soon after the strike was called, the meat supply to consumers was cut in half. President Harry Truman moved to end the strike shortly after it started but without success. Over the next two months picketers from Local #3 were present at the entrances to Wilson & Co. to persuade drivers to not deliver their loads to the struck plant and to encourage union members and replacement workers not to cross the picket lines. The first violence in Iowa came in Ottumwa on April 9th at the John Morrell & Co. plant when timbers were thrown on the railroad tracks to prevent rail cars from leaving the plant. The blockade was broken and on April 10th seven rail cars left the plant. Out of state violence occurred on April 21st when a picketer in Chicago at Armour & Co. was killed by a trucker attempting a delivery at the struck plant.



A month into the strike, packers tried to return to work with new employees and supervisors. On May 1st at the Wilson & Co. plant in Cedar Rapids four truckloads of cattle – the first since the strike was called – entered the 3rd Street entrance through picket lines. A week later, 10 truckloads of cattle and 13 of hogs entered the plant. Strikers reportedly "hooted derisively" at the truckers but no violence took place.²² The next two weeks saw violence increase outside of Cedar Rapids. Governor Luther Youngdahl called out the National Guard in response to cars being overturned at plants in South St. Paul and Albert Lea, Minnesota. Bayonets were ordered fixed as they broke up a crowd of 500

on May 14th. Six days later at the Rath Packing Company in Waterloo a picket was shot and killed on the line by a "scab." Iowa Governor Robert Blue called out the Iowa National Guard in response. Negotiating continued during the 67-day strike and on May 21st an affirmative vote was cast by packing house workers across the country to end it. Wilson & Co. workers, the city's largest workforce in 1948, returned to work a short time later

The decade of the 1950s ushered in a new era at Wilson & Co. General manager Harry A. Palmer, who had held the position since the sale of T.M. Sinclair & Co., Ltd. to Wilson in 1930, retired. He was replaced by William O. Fraser. The Cedar Rapids Wilson & Co. plant became the company's largest branch in 1955 when the Chicago packing plant closed leaving branches in eight U.S. cities.²³ The ever changing yard along the west side of the

²²"Stock Trucked to Meat Plant," *Sioux City Morning Journal*, May 8, 1948

²³Cedar Rapids, Albert Lea, Omaha, Oklahoma City, Los Angeles, Kansas City, Denver and Memphis.

Iowa Site Inventory Form Continuation Sheet

Page 43

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

1600 Third Street SE

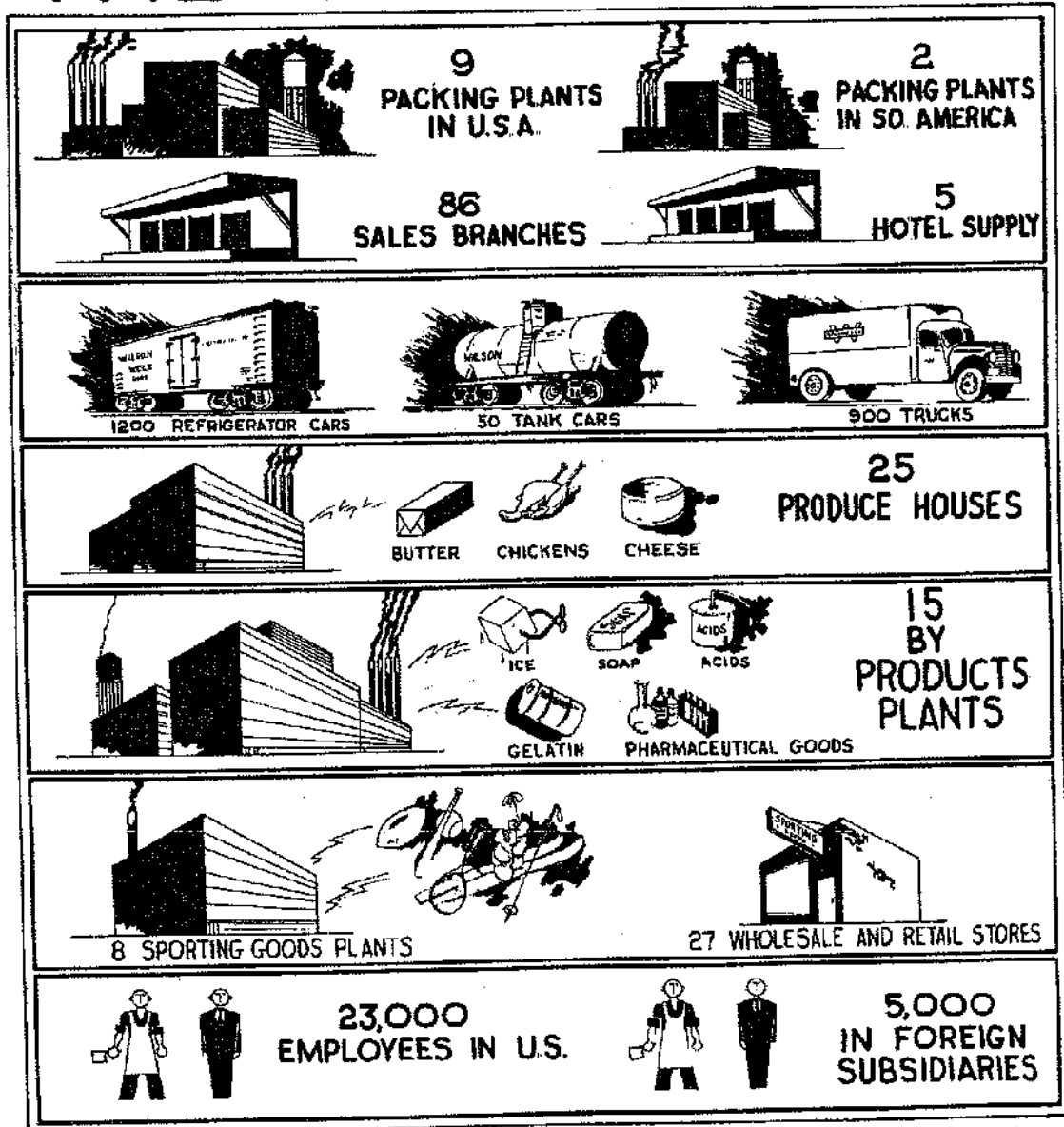
Cedar Rapids

Address

City

By the end of World War II, Wilson had evolved into a diverse company with 28,000 employees in the U.S. and around the world. ("Unit 1: Management Control of Yields and Costs Through Accounting" Farmstead Foods Collection Brucemore, Cedar Rapids, Iowa ca. 1946, unpagd)

HOW LARGE IS WILSON AND CO. INC. ?



Iowa Department of Cultural Affairs
 State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number **57-06794**

Related District Number **57-06794**

Page 44

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

complex was reconfigured with new livestock sheds following completion of the #4 Yard Office in 1949-1950, which consolidated the scattered buyers offices into a single scale house and office building. Part of the yard's reconfigurations involved moving the elevated 100,000 gallon water tank (nonextant) that had stood south of the 3rd Street entrance since it was installed in 1930. It was moved on a specially constructed roadway to the north side of the entrance in 1949 to make way for the new sheds. When the public was invited to view the yard improvements on October 28, 1950, more than 6,000 people thronged the packinghouse site. The yard and dock changes accommodated a post-war shift from rail to truck delivery for livestock with 75 percent handled by truck in 1952. At the center of the packing house complex, #22 Pork Packing & Cooling Building was finished in 1956. The same year the first of two beef cooler additions was built along the west side of the #41 Beef Kill and Beef Cooler Building. At least three new wells were drilled during the decade to keep the plant supplied with amply water.

One of the most interesting events to take place at the plant during the decade of the 1950s was a visit on July 20, 1955 by 12 visitors from the Soviet Union including Minister of Agriculture Vladimir Matskevich and Director of Agricultural Research A.E. Tulupnikov. During their two hour visit, the Soviets "marveled about the number of workers driving to work in their own automobiles; the high rate of pay, (more than three times that of Russian workers on similar jobs); the skilled efficiency of the processing operations, and, most of all, why there should be any competition in buying livestock and selling products."²⁴ The Wilson & Co. visit preceded by four years, the trip by Soviet Premier Nikita Khrushchev to a farm outside Coon Rapids in 1959



Wilson and Co. products available to the public during the 1950s continued to emphasize the company motto "The Wilson label protects your table." In addition to Wilson's Certified hams, bacon, lard, and sausage, the company added a growing list of consumer oriented canned meat products. What was first popular for "our fighting men" during World War II continued to be produced for working housewives. Among the canned meat products offered during the decade were MOR® canned pork, smoked pork, beef, veal and lamb, Bif® chopped beef, Vienna sausages, ham salad, pork salad, chicken salad, deviled ham, cooked pork brains, cooked tripe, Log Cabin® franks, whole ox tongue, pigs feet (selected, split and tidbits), lamb tongues, corned beef, corned beef hash, chili con carne, spaghetti and meat and tamales.²⁵

Union operations changed in important ways during the decade in the wake of the 1948 strike and passage of the Taft-Hartley Act in 1947. The relationship between management and the union was tense in the months immediately following the strike. Wilson & Co. was the only major packer not to sign a master agreement giving workers concern about job security. With the newly adopted provisions of Taft-Hartley in force, several unfair labor practice suits were brought by the Cedar Rapids branch of Wilson & Co. against Local #3 before the National Labor Relations Board. Taft-Hartley also made labor organizing activities more difficult for Local #3, eliminating such tactics as wild cat strikes. "Complex issues concerning productivity, time-study methods, and safety conditions came to dominate the agenda of labor-management relations."²⁶ Although Wilson's industrial engineers dominated discussions in this new environment, the union eventually responded by securing its own experts on job loads, productivity, and safety.

²⁴"Russian Farm Delegation Visits Cedar Rapids Plant," *Wilson's Certified News*, September 1955, pp. 6-7.

²⁵*Wilson's Certified News*, October 1949 and October

²⁶Zieren, p. 45

Iowa Site Inventory Form Continuation Sheet

Page 45

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

1600 Third Street SE

Cedar Rapids

Address

City

By the mid-1950s, the Wilson & Co. plant was one of nine meat packing companies in Iowa that had more than 1,000 employees. The other plants were Rath Packing Co. in Waterloo; Swift & Co. in Marshalltown, Des Moines, and Sioux City; IBP in Perry; Armour & Co. in Mason City and Sioux City; John Morrell Co. in Ottumwa; George Hormel Co. in Fort Dodge.²⁷ As the decade of the 1950s neared its end, a new manager was named for the Wilson & Co. plant. Henry S. Amalong took over as manager in May 1959 and a month later, between 500 and 700 workers were laid in response to a work slowdown and an unwillingness of employees to work overtime. On June 15th Wilson & Co. sued UPWA Local #3 for damages of \$150,000 related to the two issues. With a contentious work setting continuing and Cedar Rapids plant operating without a union contract, members of UPWA Local #3 walked off the job on October 30th. The walkout followed submittal of a proposed a 10% per hour increase by the union and its rejection by management. Unlike department walkouts earlier in the decade, this strike affected the entire plant.

Over the next two months, picketers regularly appeared at the 3rd Street SE and 16th Avenue SE entrances to the plant. They tried to persuade drivers to not make deliveries and attempted to get "scab" workers to not enter the plant. Shifts of picketers appeared around the clock with specific instructions on how to behave posted for picketers and their captains. A surviving set of hand-written duties²⁸ posted at UPWA Local #3 at 3rd Street SE & 12th Avenue SE (nonextant) appears below.

As the strike dragged on, the union sought ways to keep their case before the public. Picketing workers gradually spread out from the main entrances. The streets approaching the plant entrances such as 14th Avenue SE and the one block stretch of 3rd Street SE east of 14th Avenue were frequently lined with picketers as well as curious onlookers who had no union affiliation. Policemen were detailed to these locations to maintain order and newspaper accounts published the cost of overtime pay for the security. Many dramatic photographs were taken by newspaper photographers during November 1959. Representative examples from Brucemore's Farmstead Collection appear on the following pages.

Other tactics used by both management and the union included shaping the story with news releases and stories. In the case of the union, special events were behind some of the stories. In November, for example, UPWA #3 sponsored a parade in Cedar Rapids and encouraged the boycotting of Wilson & Co. products by local housewives, grocers, and restaurants. As Christmas approached, turkeys and children's gifts arrived by the truck load from other UPWA unions in Iowa. On December 20, 1959 a party was held at the Memorial Building (City Hall) for the children of strikers.²⁹

DUTIES OF PICKETERS

1. NO MORE THAN (4) FOLLY AT ANY ENTRANCE
2. DO NOT BLOCK OR OBSTRUCT IN ANY WAY ENTRANCE OR EXIT FROM THE PLANT.
3. ABSOLUTELY NO VIOLENCE OF ANY KIND
4. ALLOW ALL SUPERVISORY AND SALARIED PERSONNEL TO ENTER AND EXIT WITHOUT INCIDENT.
5. NO ALCOHOLIC BEVERAGES OF ANY KIND.
6. THERE WILL BE A PICKET CAPTAIN ON DUTY AT ALL TIMES. REPORT ANY PROBLEMS TO THEM IMMEDIATELY. THEY WILL BE STATIONED AT PICKET AREAS OR AT THE UNION HALL AT SHIFT INDICATED BELOW.
7. THE UNION HALL WILL REMAIN OPEN AT ALL TIMES IF ANYONE STOPS OR MASSES ON THE STREET, PARKING LOTS OR CREDIT UNION INFORM THEM TO COME TO THE UNION HALL FOR HOT SOUP, COFFEE, OR ROLLS.
8. IF THESE RULES ARE NOT FOLLOWED THE UNION CANNOT BE RESPONSIBLE.

²⁷"Industries of Iowa, Part I," *Palimpsest* (May 1956)

²⁸"Duties of Picketers [sic]," (handwritten list prepared for picketers of Local #3 during 1959-1960 strike). Iowa Labor Collection, State Historical Society of Iowa, Iowa City, Iowa

²⁹"Strikers Get Christmas Turkeys, Fruit Cake," *Cedar Rapids Gazette*, December 19, 1959, p. 12 and "Toys Arrive for the Children of Strikers," *Cedar Rapids Gazette*, December 20, 1959, p. 18

Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

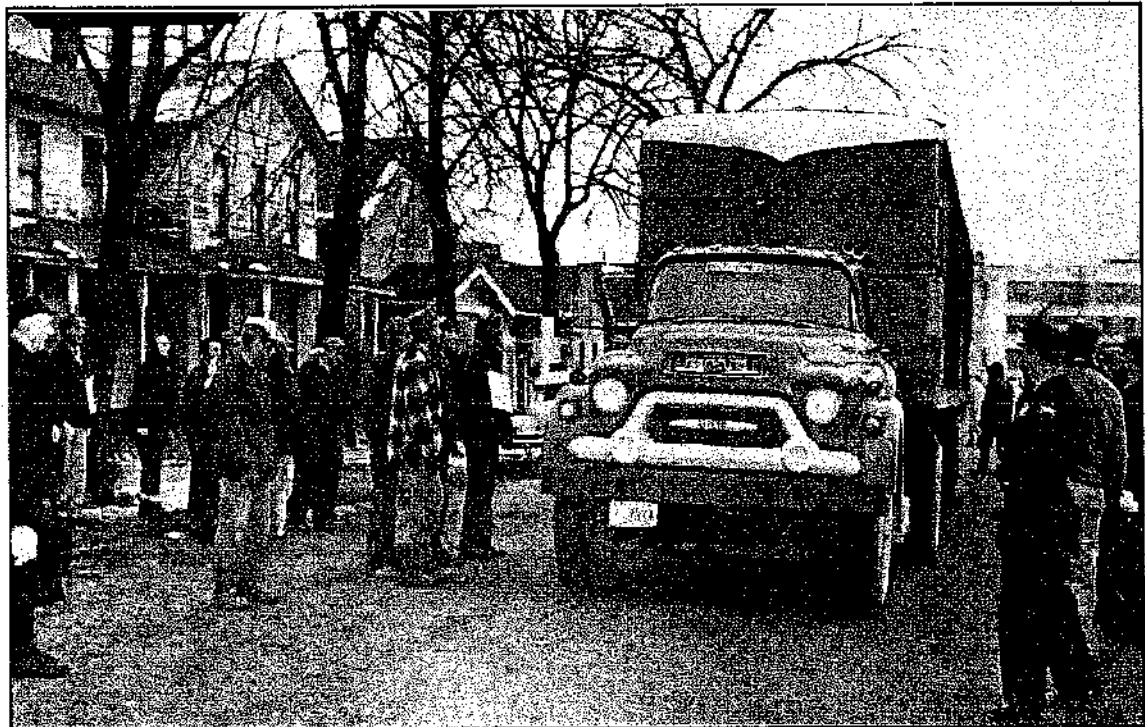
Site Number 57-06794
Related District Number 57-06794

Page 46

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House
Name of Property
1600 Third Street SE
Address

Linn
County
Cedar Rapids
City

Photographs along 3rd Street SE during the 109-day Wilson & Co./UPWA Local #3 Strike in 1959-1960 by Cedar Rapids Gazette photographers (Farmstead Collection, Brucemore)



Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number **57-06794**
Related District Number **57-06794**

Page 47

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House
Name of Property
1600 Third Street SE
Address

Linn
County
Cedar Rapids
City

Photographs taken during UPWA Parade in mid-November 1959 by Wilson & Co. photographer (Farmstead Collection, Bruce more)



Iowa Site Inventory Form Continuation Sheet

Page 48

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

Management responded with its own accounts of how the operations of the plant were continuing. They also took the strike into the courts with successful efforts to secure an injunction against the actions of picketers at the plant entrances. In another instance they brought criminal action against workers who were involved in a rock-throwing incident on December 14, 1959. On January 28, 1960 as the strike ended its third month, the six workers who were prosecuted for the incident were found guilty.³⁰ Three weeks later after 109 days on strike, an agreement was ratified giving workers a pay raise of 23½¢ per hour over two years. In return, the union agreed to publicize the cessation of its boycott of Wilson products. The company also agreed to drop \$775,000 in damage law suits against the union and three injunction cases. Left unclear was how many union workers would return to their jobs because of the substantial number of permanent workers brought on during the long strike. Also left unresolved was whether or not a competing union, the National Brotherhood of Packerhouse Workers, which claimed to represent a majority of workers in the seven struck Wilson & Co. plants, would replace UPWA Local #3 as the union representing workers at the Cedar Rapids plant.³¹

The decade of the 1960s saw Wilson & Co.'s Cedar Rapids branch expand and renew its physical plant. Despite the problems associated with the end of the strike and the continuing controversy over who would represent Wilson workers, plans moved forward with completion of an important pork line building - the half-million dollar #12 Canning Manufacture, Hog Cooler, Sausage Building, sometimes referred to as the "smoke sausage house," begun in 1958 was finished and put in operation in 1960. The #12A Smokehouse Addition located at the southeast corner of Building #12 was begun in 1964, partially finished in 1965, and fully completed in 1967. The second of two beef cooler additions, #41B-Beef Cooler, was finished in July 1962.

Several new docking facilities were completed during the decade. The first, #82 Back Truck Dock, was completed on the east side of the complex in 1960 and two years later the #59 Refrigerated Truck Dock was finished on the west side. The two projects were part of the conversion to truck shipment for all of Wilson products that took place by ????. Another loading dock project, the #20 Bulk Loading Dock (nonextant) remodeling was completed in conjunction with construction of the new #68 Sharp Freezer valued at \$276,500 in 1967. This was likely part of the company's intention to expand beef production by 75 percent that was announced in late 1968.³²

The end of the decade also saw a series of new buildings completed to modernize handling of several by-products. In September 1967 foundations were poured for the #72 A & P Feed & Bone Gelatine Building and the adjacent #73 Hog Hair Building, together valued at \$50,000. The #35 Fertilizer Factory/Blood Drying & Grease Recovery Building (nonextant) was built nearby and all three were completed and put in use in 1968. Other projects completed during the decade included smaller structures including several new well houses that were nonextant in October 2005.

While Wilson & Co. was moving forward with renovation of its Cedar Rapids plant during the 1960s, structural changes in the company were under way at the national level. In 1965 the company was reorganized into three divisions - Wilson Meat and Food Products Co., Wilson Athletic Goods Mfg. Co., and Wilson Chemical Industries, Co. The same year Henry Amalong was replaced by Paul B. Wren as manager of the Cedar Rapids plant.³³ The following year contentious negotiations began with Ling-Temco-Vought, Inc. (later known as LTV, Inc.), a Dallas-based aerospace and electronics firm, for the three reorganized divisions to be acquired. In early 1967, the acquisition was approved by Wilson shareholders with the three divisions retaining their names under the new umbrella of LTV. After just three years in January 1970, Wilson & Co. was reorganized again into five subsidiary companies. "Wilson-Sinclair" was the name given to the largest of the subsidiaries, which included the Cedar Rapids plant. As a part of this round of reorganization, Henry Amalong, former manager of the Cedar Rapids plant, was named president of the new company. A new plant manager, Forrest Mykleby, was named to replace Paul Wren in 1972.

In the wake of the 109-day strike of 1959-1960, the collective bargaining agreements between management and the union were resolved more quickly, if not more amicably, during the balance of the decade. Controversies, brief

³⁰"6 Sentenced, Packerhouse Union Fined," *Cedar Rapids Gazette*, January 28, 1960.

³¹"Union Votes to End Long Wilson Strike," *Cedar Rapids Gazette*, February 19, 1960.

³²"Wilson Plans Expansion of Cedar Rapids Plant," *Cedar Rapids Gazette*, September 25, 1968

³³"Reorganization by Wilson & Co.," *Cedar Rapids Gazette*, October 11, 1965.

Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

Page 49

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

walkouts, and litigation continued periodically. However, new contracts were approved in 1964 and 1967 leaving the balance of the decade dominated by reorganization steps within the company and the union itself. In 1968 the UPWA merged nationally with the American Meat Cutters & Butcher Workmen (AMC&BW) making the local union branch "AMC&BW Local P-3." Vigorous organizing by Local P-3 brought other Wilson workers into the local chapter including plant clerks in the quality control department, accountants, livestock pay office personnel, livestock scalers, and other clerks, all during 1969 and 1970. The most notable incident involving picketers at the Wilson & Co. plant during the 1960s did not involve Local P-3 members. It took place on September 30, 1964 when 200 local farmers affiliated with the National Farmers Organization held a demonstration at the 3rd Street SE entrance. The peaceful event was designed to draw attention to the low prices that farmers were receiving for their livestock at the time.³⁴

As noted above, the 1970s were ushered in by reorganization under the name "Wilson-Sinclair Co." A multi-million dollar renovation plan prompted by the reorganization included extensive interior remodeling of various buildings and an unusual demolition and reconstruction project that involved elaborate procedures to demolish a building within a building and then reconstruct it. In 1973 this project was complete when the #23 Ham Boning, Ham Grading & Loin Converting Building was completed. Other important projects during the decade included the new ice manufacturing facility, Building #44, completed in 1972, #71A Floatation Basin the same year, a series of new storage silos for salt, dry blood and bone gelatine completed between 1972 and 1977, the new #46 Hog Hotel, which replaced an earlier structure, a new #101 Lard Pump Station built nearby the same year, and a new front gate scale installed in 1978.

At the beginning of the 1970s the capacity of the Wilson-Sinclair Co annually slaughtered in excess of 1.5 million hogs, 200,000 cattle, and 175,000 sheep for a total value to farmers of \$150 million. Together, this resulted in 500 million pounds of fresh meat and 125 million pounds of processed meats. Most of the Cedar Rapids plant's product was distributed in the Midwest and Northeast with 20 million pounds exported to foreign markets. The annual payroll for the company's 2,400 workers in 1971 was \$20 million.³⁵

Labor contracts were approved in 1970 and 1973 with only brief work stoppages. Workers received hourly pay increases as well as increased benefits for leave and health insurance. Much of Local P-3's efforts during the balance of the decade were spent on organizing several groups of non-Wilson workers. When these efforts proved successful, the AMC&BW Local P-3 became the United Food and Commercial Workers International Union known locally as "UFCW Local P-3" in 1979. Temporary layoffs of workers occurred throughout the decade in response to such things as the hog supply. Another lingering problem throughout the 1970s was the issue of city sanitary sewage fees in connection with operation of the new sewage treatment plant being built. A back payment of \$100,000 made in 1973 by the company did not make the monthly fee go away. When 125 workers lost their jobs in 1977 with the shut down of the night hog kill, Wilson officials noted that indirectly it was related to the sewage fee dispute since the shut down would reduce the company's waste flow and related sewage fee.³⁶

The reorganization that created Wilson-Sinclair Co. in 1970 lasted for only six years. Following another restructuring in October 1976, Wilson-Sinclair became "Wilson Foods Corporation." The changeover was completed the following year at the Cedar Rapids plant, the largest packing plant in the new corporation. The new brand name "Wilson Foods" replaced "Wilson Certified" and "Corn King" brands that were used previously. Three years later in August 1979, Wilson Foods shut down its beef and lamb operations at its Cedar Rapids plant in order to allow a doubling of its hog kill. After that date, no cattle were handled in any Wilson Foods facility.

The decade of the 1980s began with another corporate change for Wilson Foods Corporation. In April 1981, company officials announced that Wilson Foods was going to become totally independent from LTV Corporation, which had played a role since LTV acquired Wilson & Co. back in 1967. Although the spin-off was initially viewed in a positive light, union officials charged that LTV had failed to reinvest profits in Wilson Foods Corporation through the years and now it was being left "strapped for assets," including a \$63 million debt. In light of the financial difficulties faced by the restructured company and to support retention of jobs for their union members,

³⁴Estimated 200 Farmers Picket at Wilson Plant," *Cedar Rapids Gazette*, September 30, 1964

³⁵Impact on City Difficult to Describe on a Dollar Level," *Cedar Rapids Gazette*, September 17, 1971.

³⁶Wilson Cuts 100-125 Jobs," *Cedar Rapids Gazette*, May 5, 1977.

Iowa Site Inventory Form Continuation Sheet

Page 50

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

1600 Third Street SE

Cedar Rapids

Address

City

Local P-3 voted to approve a new contract without an hourly wage increase or cost of living increase. The contract was approved in December 1981.

Despite these concessions, regional and national competition in a changing meatpacking industry saw the financially strapped Wilson Foods Corporation continue to struggle. Its first year as an independent company in 1982 looked promising but in April 1983 pressed by mounting losses, Wilson Foods Corporation filed for reorganization under Chapter 11 of the federal bankruptcy code. A major reason suggested in the press for the filing, was to lower base wage rates in the current union contract by 40 percent. Similar wage concessions were being sought by other meatpackers leaving Wilson Foods with few options. Union representatives suggested that management decisions, not just wage rates, were part of Wilson Foods' problem. The only good news in the initial bankruptcy announcement was that the Wilson Foods plant in Cedar Rapids and two others in Iowa were not scheduled for closure.³⁷

The last major action by the Union Local P-3 came in June 1983 when a three-week strike was held following Wilson Foods Corporation bankruptcy filing and subsequent wage reduction for workers. Seven Wilson Foods plants were struck at the same time including a second Iowa plant in Clarinda. The unilateral wage reductions saw typical workers' wages drop by one-third. The strike saw picketers staged at the 3rd Street SE entrance with incidents of local violence including a broken window in a truck trying to pass picketers and nails being spread along the street. A confrontation on June 7, 1983 resulted in 12 arrests and several injuries. Injunctions were sought and granted to both the company and the union to control actions at picketing points. Law enforcement officials from the Cedar Rapids Police Department, Linn County Sheriff, and the Iowa State Highway Patrol were brought into to keep the peace. On June 26, 1983, a low-turnout of Local P-3' 1,700 members approved the company's contract. Union president Garry Zimmerman described the vote taken as "under duress" and vowed to get a better contract once Wilson Foods was on its feet again.³⁸

For the next year, all manner of reorganization and potential plant sale arrangements were discussed in and out of federal bankruptcy court in Oklahoma City. In early 1984 an attempted takeover by IBP, Inc. was fended off. Another attempt for purchase of the Cedar Rapids plant was made by Kesef-Mazal Corp. of Elizabethtown, New Jersey also failed. In May 1984, Wilson Foods announced the sale of the Cedar Rapids plant to Keith Barnes, a former Land-O-Lakes executive from Minnesota who had taken over the Albert Lea, Minnesota Wilson plant earlier in 1984. The Cedar Rapids plant was sold for \$16 million and operated under the new name of "Cedar Rapids Meats, Inc.", a division of Farmstead Foods. Plant manager Forrest Mykleby continued to head the Cedar Rapids Meats plant after the transfer.³⁹ On March 8, 1990 Barnes announced the closure of the packing plant and six days later Cedar Rapids Meats filed for bankruptcy in federal court. Following Cedar Rapids Meats' closure in 1990, United Food and Commercial Workers Union Local P-3 dissolved.

On March 19-23, 1991 a well-publicized bankruptcy auction was held at the closed Farmstead/Cedar Rapids Meats plant. A crowd of about 1,500 people attended with buyers from packing plants in Canada, Mexico, Venezuela, and throughout the U.S. in attendance. Items sold during the three-day bankruptcy auction provide a snap-shot view of the operation of Cedar Rapids Meats shortly before the company's closure. The auction program identified much of the equipment for sale as part of an updating of the plant completed in 1986 for a 1,000 head/hour hog kill operation. A list of departments and major equipment sold appears below:⁴⁰

- Offal, Casing and Boning: casing lines, stomach washer, casing delivery system, tripe/offal washer, snout pullers, jaw puller, tunnel freezer, skinners, extractor, picnic deboner, work-up conveyor, and boning conveyor
- Rendering: centrifuge, hair hydrolyzer and system controls, magnet conveyor, grinder, and rotary steam dryer

³⁷"Wilson Foods files for reorganization," *Cedar Rapids Gazette*, April 23, 1983 and "Wilson Foods' plight (editorial)," *Cedar Rapids Gazette*, April 27, 1983.

³⁸"Wilson Union OK's contract," *Cedar Rapids Gazette*, June 27, 1983.

³⁹"Albert Lea owner buys Wilson plant," *Cedar Rapids Gazette*, May 10, 1984

⁴⁰"Tremendous Absolute Auction, Cedar Rapids, Iowa March 19-23 [1991]," for Cedar Rapids Meats by order of the United States Bankruptcy Court for the Northern District of Iowa, Wilson & Co. Collection, History Center, Cedar Rapids, Iowa; "Carving begins at Farmstead," *Cedar Rapids Gazette*, March 20, 1991.

Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

Page 51

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

- Ham and Bacon Cure and Tumble: injector, mascerators, vacuum tumbling, belly injector, skinner, and platform scales with printers.
- Process and Smoking: breakfast sausage system including a stuffer with portioner and linker, paddle mixer, grinders, skinless link extruder, vacuum cutter, blenders, and dicer; chub sausage system including ribbon blenders, incline conveyor, stuffer, and chub machine; and six 40-tree flow through smokehouse systems including chillers, dryers, and scales
- Stuff, Slice and Packaging: ham stuffers, ham presses, and conveyors; bacon layout lines (bulk and retail lines), metal detector, press, packager, and combs; sausage meat pumps, bench scales, and shrink tunnel conveyors; lunch meat mixers, slicers, conveyors; smoked meat packagers, digital scale with printers, deli slicers; fresh pork pack scales with printers, conveyor, strappers, boning table, snorkel vacuum packager, and cartoner.
- Ham Canning: vacuumizer, vacuum stuffer, portioner, pullman line, closer machines, scales, can washers, vat dumpers, gelatin dispensers, and clincer closer.
- Plant Equipment: 16-cylinder ammonia compressors, natural gas engines, evaporative condensers, ammonia storage tanks, and air compressors.
- Miscellaneous equipment for Laboratory, Laundry, Cafeteria & Kitchen, Office, Garage & Tire Shop, Machine Shop & Welding, Carpenter Shop, and Metal Shop.
- Storage Facilities: silos and storage tanks for lard, milk, water, syrup, liquid smoke, hot water (300,000 gal), ammonia, CO₂ and air.

After the plant was cleared of its contents, it stood vacant while first one firm, Benlyn Inc., and another, Central States Warehousing, made bids on the plant and its 19.2 acre site during 1992. Then, on October 18, 1992, disaster struck when an arson's fire broke out on the third floor of the #15 General Office Building (nonextant). Transfer of the building to Central States Warehousing took place in March 1993 after negotiations resolved issues of unpaid water and sewer services, other liens, and removal of hazardous materials on site. After Central States acquired the building complex it was converted to use as a warehouse and industrial park with sections leased to various tenants. Vacant buildings on the site were razed beginning in 2002 with demolitions continuing through the summer of 2005.

A list of identified resources on the property organized by decade of construction appears on page 52.

Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

Page 52

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

Identified Resources - T.M. Sinclair & Co./Wilson & Co. Packing House (extant resources in bold)

1870s - 1890s

#26-Mechanical Storeroom-1875
#38-Box Storage-1875
#27-Boiler Room -1880
#34-Dry Rendering-1880
#39-Engine Room-1880
#1-Stone Warehouse -1882
#79-Tunnel to Building #1-1882
#28-Mechanical Shops - Tin & Machine Shop-1884
#32-Slaughter House/Hog Kill Building -1884
#15-General Office-1885

1900s - 1910s

#52-Sausage Factory & Shipping - Storage-1900
#36A Cold Storage - ca. 1900
#40-Battery Charge and Box Manufacture/Storage-1902
#49-Sausage Factory/Storage-1905
#30-Inedible Tank Room-1906
#42-Ice Factory/Beef Cooler-1906
#2-Railroad Unloading Dock -1908
#53-Laundry - Animal Oil -1908
Smoke Stack-1909
#31-Retaining Room-Hog Kill-1910
#51-Casing Storage-1910
#69-Houseman's Room, Sausage & Storage-1910
#55-Reservoir -1913
#56-Storage-1914
#62-Dressing Room-1914
#67-Wash Room (Vats)-1914
#33-Toilets-1916
#80-Loin Cooler & Storage-1917
#17-Sheep & Cattle Shed/Calf Shed-Hay Barn-1918
#65-Switchman's House-1918
#71-Grease Catch Basin -1918
#27A-Boiler Room -1919

1920s - 1930s

#9-Main Garage -1920
#21-Hog Casing Cleaning -1920
#78-Electrical Sub-Station Building -1926
#60-Fab Cuts Storage -1928
#50-Central Loading Dock -1929,1962
#14-Box Factory & Cafeteria - Trimming, Chill, Cafeteria & Locker Room -1930
#41-Beef Kill & Beef Coolers -1930
#8-Fire and Sewer Pump House -1931
#6-Ammonia Storage Tanks -1932
#16-Fire Hall - Front Gate -1935
#97-Welding Shop -1935

1940s - 1950s

#94-#2 Well-1941
#11-Hog Cooler Building & Pork Processing-1942
#95-House Water Pump House -1943
#96-Guard House - Front Gate -1943
Front Gates - ca 1943
#37-Mason's Shop -1945
#4-Yard Office -1949
#98-Manure Platform -1950
#99-Paint Shop -1951
#100-Oil Pump House -1951

#19-#8 Well -1956
#22-Pork Packing & Cooling Building - Curing, Assembly, Smokehouse & Storage-1956
#41A-Beef Cooler Addition-1956
#85-#7 Well-1957
#10-Car Lines Building-1958
#76-#9 Well-1959

1960s - 1970s

#12-Canning Manufacture, Hog Cooler, Sausage-1960
#13-Equipment Wash Room, Truck Repair-1960
#82-Trainman's Shanty-1960
#82-Back Truck Dock-1960
#41B-Beef Cooler Addition-1962
#59-Refrigerated Truck Dock-1962
#86-#5 Well House-1962
#39A-Hot Water Tank-1963
#77-#10 Well-1964
#12A-Smokehouse Addition-1965
#20-Bulk Loading Dock-1967
#68-Sharp Freezer-1967
#35-Fertilizer Factory/Blood Drying, Grease Recovery-1968
#72-A & P Feed & Bone Gelatine-1968
#73-Hog Hair - drying & bailing-1968
#102-#11 Well-1970
#45-Old Garage/Tractor Repair-1971
#44-Ice Manufacturing-1972
#71A-Floatation Basin -1972
#103-Salt Silo-1972
#23-Ham Boning, Ham Grading & Loin Converting-1973
#36-Dry Blood Silo-1975
#46-Hog Hotel/Hog House-1976
#66-Watchman's House - North Gate-1976
#101-Lard Pump Station-1976
#74-Bone Gelatine Silo-1977
#29-Edible Tank Room-1978
#81-Front Gate Scale-1978

Construction Date Unknown

#3-Hog & Cattle House
#5-Wagon Shed, Box & Barrel Storage
#24-Pork Processing (replaced by #12)
#25-Pork Processing (replaced by #12)
#26A-Fire Pump House
#40A-Loading Dock
#48 & 48A-Smoke Houses
#54-Chicken House/Poultry Building
#57-Hose House #1
#58-Galvanizing Shed
#64-Watch House
#70-Unidentified Well
#75-Stockyards Livestock Pens - pre-1948
#75A-Cattleshed
#83-Crib
#88-92-Unidentified buildings razed prior to 1959
#93-Deep Well House
Elevated Water Tank
Vinegar Tanks
Lard Storage Tanks
Unnamed Storage Garage - post-1978

Page 53

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

Architectural Overview:

The architects and engineers responsible for designing various buildings and structures at the T.M. Sinclair & Co./Wilson & Co. Packing House have not been identified individually. An incomplete set of drawings survives in the Wilson & Co. Collection of The History Center in Cedar Rapids, but none of the drawings inspected in October 2005 identified individual designers. Some plant remodeling projects and construction projects appear to have been designed in-house by the Construction Department of Wilson & Co., which was headquartered in Chicago and later in Oklahoma City.

The organic nature of the T.M. Sinclair & Co./Wilson & Co. Packing House combined the varied functions of the packing plant process into a series of interconnected, multi-story buildings based on a gravity system factory design. Once in operation in the 1870s, construction of replacement structures to enlarge and update the operations of the plant did not interrupt its operation. Emphasis over time was on utilitarian form and plan rather than style. Unlike the Midland/Swift & Co. plant in Sioux City (NRHP) that included terra cotta ornamentation such as steer heads in the design, the T.M. Sinclair & Co./Wilson & Co. buildings were strictly utilitarian. Nearly all of the surviving buildings have experienced substantial modification. The sole exception in terms of conscious design, is the #4 Yard Office Building completed in 1949-1950. This freestanding brick building incorporated the elements of the Prairie School and Moderne styles in its interior and exterior design. It remains an important example of an uncommon building type designed to be functional as well as aesthetically pleasing. The #4 Yard Office Building together with the landmark Smoke Stack on the site remain the packing plant's most distinctive architectural resources.

National Register Eligibility Summary

Separate evaluations were made to determine whether the extant and partially extant resources of the T.M. Sinclair & Co./Wilson & Co. Packing House qualify as a National Register historic district or if specific resources within the plant site meet the eligibility requirements individually. A comprehensive list of extant and nonextant resources for the site based on information documented in a 1978 site plan was prepared and reviewed. A determination was made as to which resources are more than 50 years old using a variety of sources. Then, photographs were taken, descriptions were prepared, and evaluations of integrity were made for all extant and partially extant resources. These resources were then evaluated under Criteria A and C for local level significance under the themes of "Architecture" and "Industry." Comparisons were also made at the state level with the extant Rath Packing Company resources in Waterloo and the Midland Packing Company Historic District (Swift & Company) in Sioux City.

When this process was completed, it was determined that a total of 47 extant and partially extant resources built between 1880 and ca. 1978 were present at the T.M. Sinclair & Co./Wilson & Co. Packing House in October 2005. This number does not include miscellaneous small sheds and minor storage tanks. Of the 47 resources, 28 were built prior to 1956 or in 1956. For purposes of potential district evaluation, it was determined that 14 of 47 or 30 per cent were potentially contributing based on, age, historic and architectural significance, and physical integrity. This percentage was determined to be insufficient to meet the National Register criteria for an historic district. This recommendation of insufficiency is reinforced by the fact that a substantial number of the potentially contributing resources are modest in terms of square footage and less related to the direct meat packing process. Significant changes to the original appearance of most of the extant buildings as well as the demolition of approximately one-quarter of the buildings in place at the time of the plant's closure in 1990 significantly reduce the historic integrity of the property.

**Iowa Site Inventory Form
 Continuation Sheet**

Page 54

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

Once the evaluation was completed finding the T.M. Sinclair & Co/Wilson & Co. Packing House property lacked a sufficient number of surviving, intact resources to meet the National Register criteria for a historic district, an evaluation was made of individual buildings and structures that are more than 50 years old to determine which, if any, meet the criteria for individual eligibility. This evaluation began with the 14 contributing resources identified in the district evaluation. Of these it is recommended that 12 be considered National Register eligible based on their local level of significance under Criteria A and C. These resources are associated with various stages in the development of the T.M. Sinclair & Co./Wilson & Co. Packing House, Cedar Rapids' most important employer for more than 50 years

- Group 1 includes resources significant for their architectural design, engineering and construction as well as the roles they played in the packing plant's operation - #1 Stone Warehouse used through the years as a cooperage shop and for smoking meats, the Smoke Stack, and the #4 Yard Office, a rare and intact example of its architectural style and building type.
- Group 2 includes a cluster of three resources located at the 3rd Street SE entrance to the packing plant, the site of many wild cat and national meat packing strikes - #16 Fire Hall, #96 Guard House, and the Front Gates themselves.
- Group 3 contains resources connected to the beef line and pork line production at the plant. It is understood that the level of integrity for these buildings is lower than that of other resources due to the fact that they developed organically as the technology and production needs of the packing plant changed over nine decades. Given the importance of the T.M. Sinclair & Co./Wilson & Co. Packing House as a 19th and 20th century Cedar Rapids factory, this group of resources represents the best of the surviving beef line and pork line resources. The beef line resources include: #42 Ice Factory/Beef Cooler Building, #50 Central Loading Dock, and #41 Beef Kill & Beef Coolers Building and the pork line resources include: #52 Sausage Factory & Shipping Building, #14 Box Factory and Cafeteria, and #11 Hog Cooler Building & Pork Processing.

The resources recommended for individual National Register eligibility appear in the table below.

Bldg. #	Resource Name / Use(s)	Year
Group 1:		
1	Stone Warehouse	1882
-	Smoke Stack	1909
4	Yard Office	1949
Group 2:		
16	Fire Hall	1935
96	Guard House	1943
-	Front Gates	ca. 1943
Group 3:		
42	Ice Factory/Beef Cooler	1906
50	Central Loading Dock	1929, 1962
41	Beef Kill & Beef Coolers	1930
52	Sausage Factory & Shipping	1900
14	Box Factory and Cafeteria/Trimming, Chill, Cafeteria & Locker Rooms	1930
11	Hog Cooler & Pork Processing	1942

Iowa Site Inventory Form Continuation Sheet

Page 55

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

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**Iowa Site Inventory Form
Continuation Sheet**

Page 56

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

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Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

Page 57

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

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Iowa Site Inventory Form
Continuation Sheet

Page 58

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

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Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

page 59

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

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Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

Page 60

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

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Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

Page 61

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

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Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

Page 62

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

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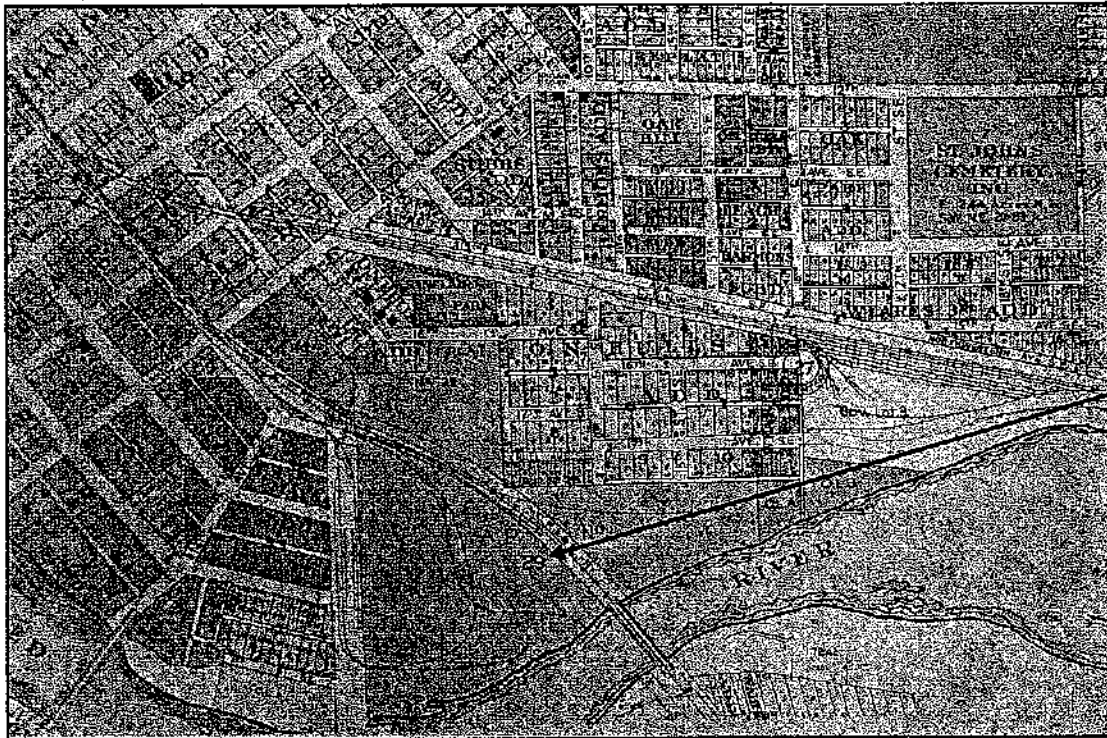
Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

Page 63

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House	Linn
Name of Property	County
1600 Third Street SE	Cedar Rapids
Address	City

Original T.M. Sinclair & Co./Wilson & Co. Packing House Site included AP 29 (Auditor's Plat), Lot 3; POS (Plat of Survey) 132, Parcel A; POS 149, Parcel A; and Lot 12, Block 38 of J.C. Mays Addition. (Map of Cedar Rapids, Iowa Compiled and Drawn by City Engineer's Office, Cedar Rapids, Iowa. Cedar Rapids IA: Laurance Press Co. 1960)



T.M. Sinclair & Co./Wilson & Co Packing House

Iowa Department of Cultural Affairs
 State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

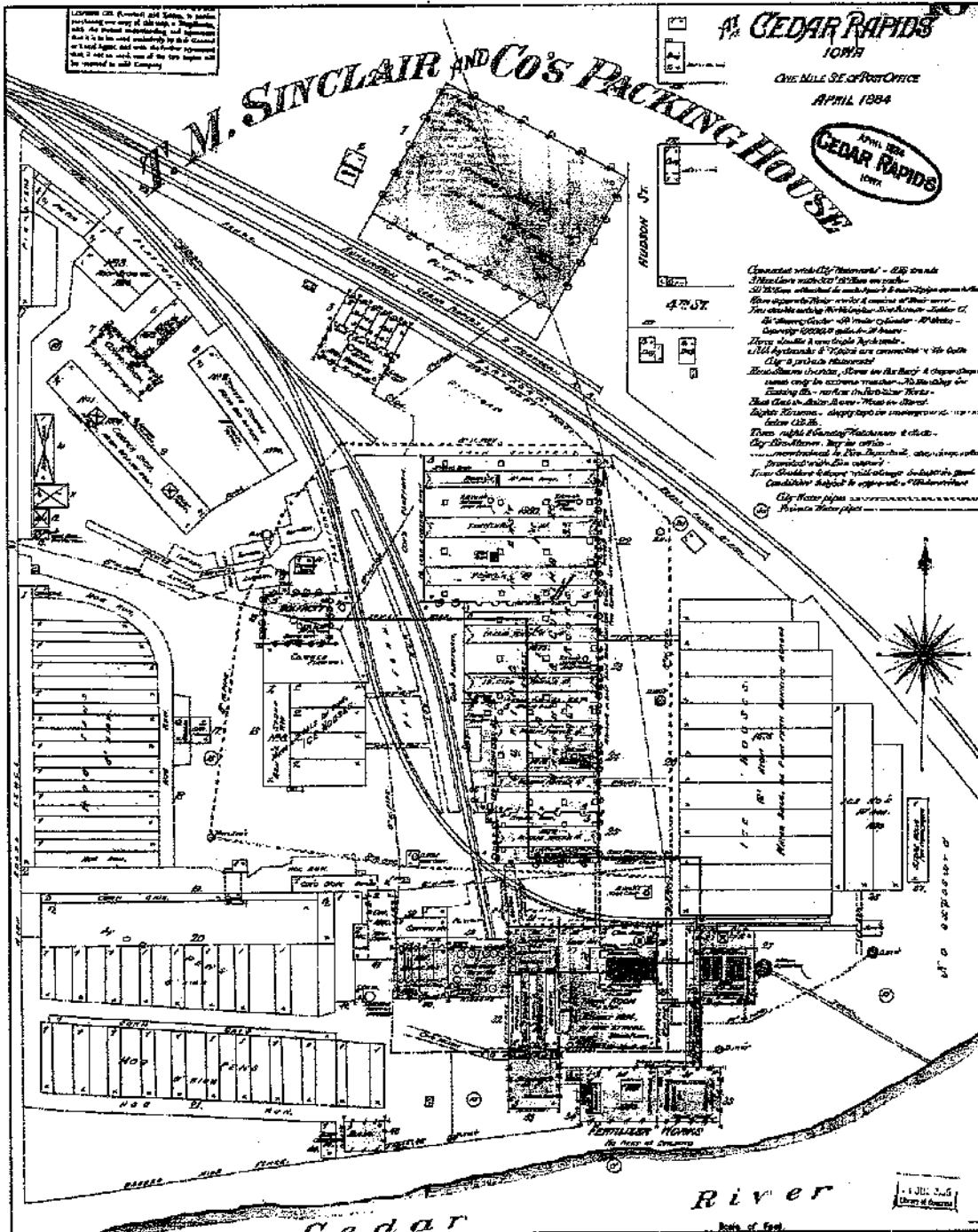
Site Number **57-06794**
 Related District Number **57-06794**

Page 64

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House
 Name of Property
 1600 Third Street SE
 Address

Linn
 County
 Cedar Rapids
 City

1884 Sanborn Company Insurance Map of T.M. Sinclair & Co. Wilson & Co. Packing Plant



Iowa Department of Cultural Affairs
 State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

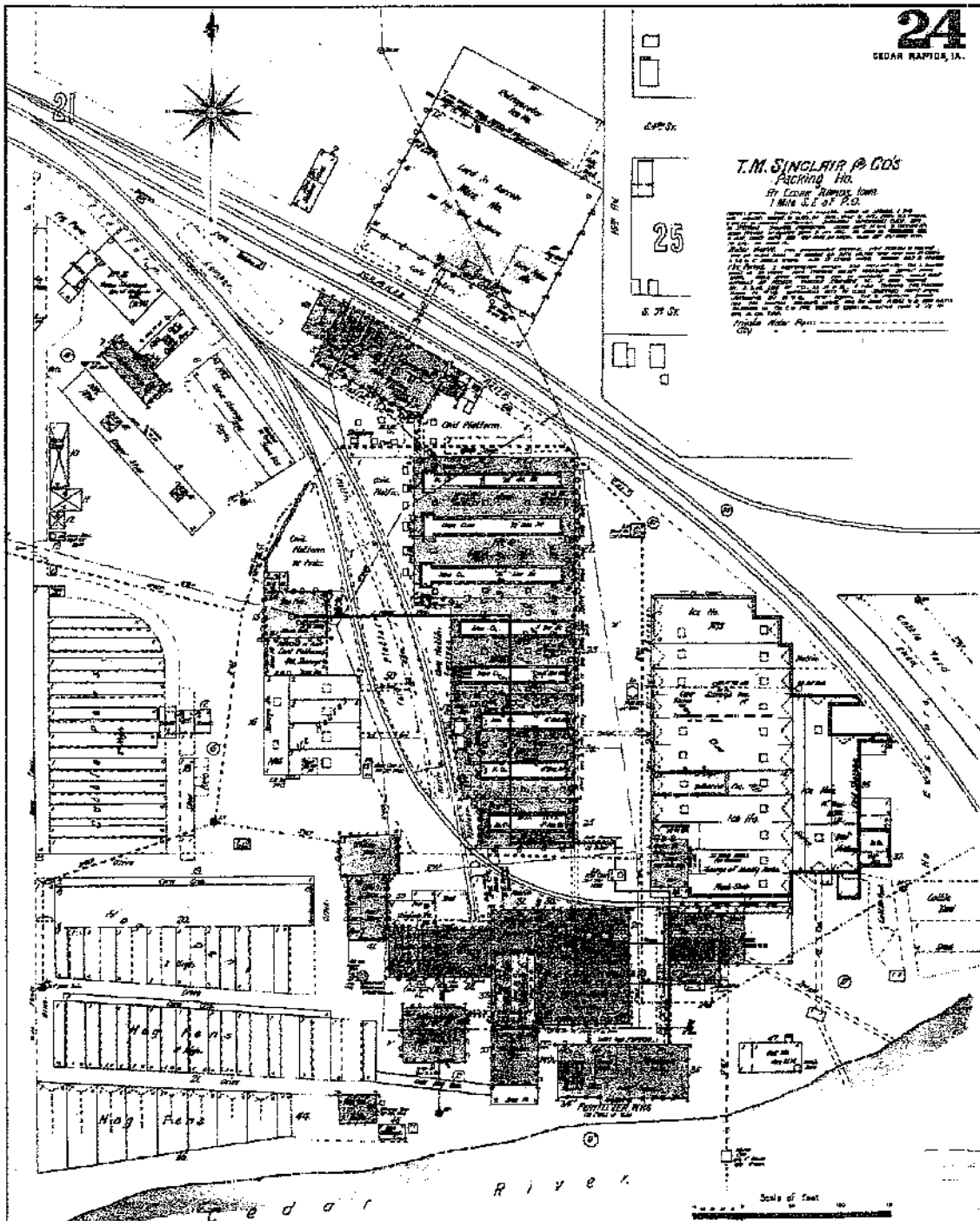
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 Related District Number **57-06794**

Page 66

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House
 Name of Property
 1600 Third Street SE
 Address

Linn
 County
 Cedar Rapids
 City

1895 Sanborn Company Insurance Map of T.M. Sinclair & Co./Wilson & Co. Packing Plant



Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

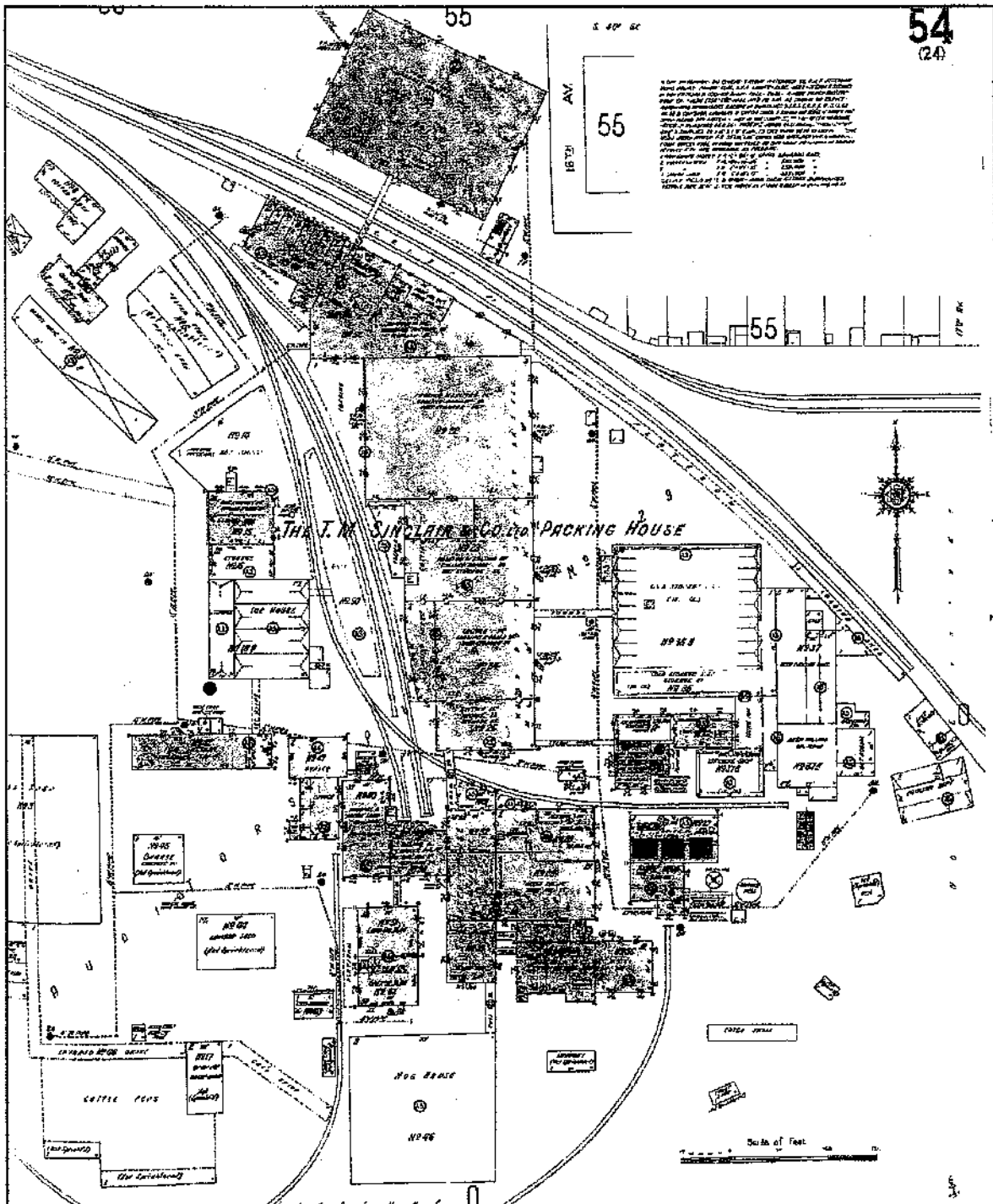
Site Number 57-06794
Related District Number 57-06794

Page 67

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House
Name of Property
1600 Third Street SE
Address

Linn
County
Cedar Rapids
City

1913 Sanborn Company Insurance Map of T.M. Sinclair & Co./Wilson & Co. Packing Plant



Iowa Site Inventory Form Continuation Sheet

Page 68

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

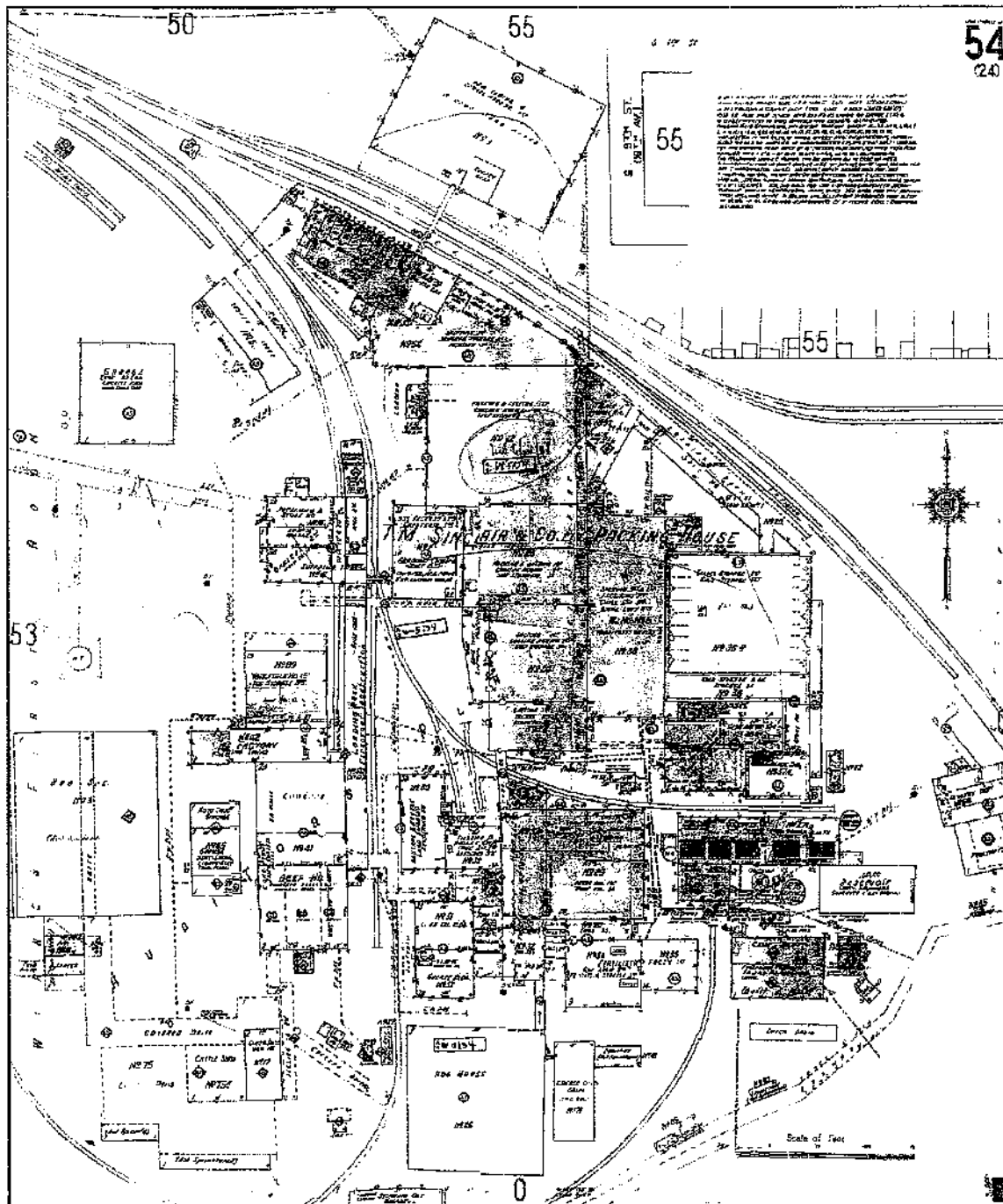
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Cedar Rapids

Address

City

1931, 1913 updated, Sanborn Company Insurance Map of T.M. Sinclair & Co./Wilson & Co. Packing Plant



Iowa Site Inventory Form
Continuation Sheet

Page 69

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

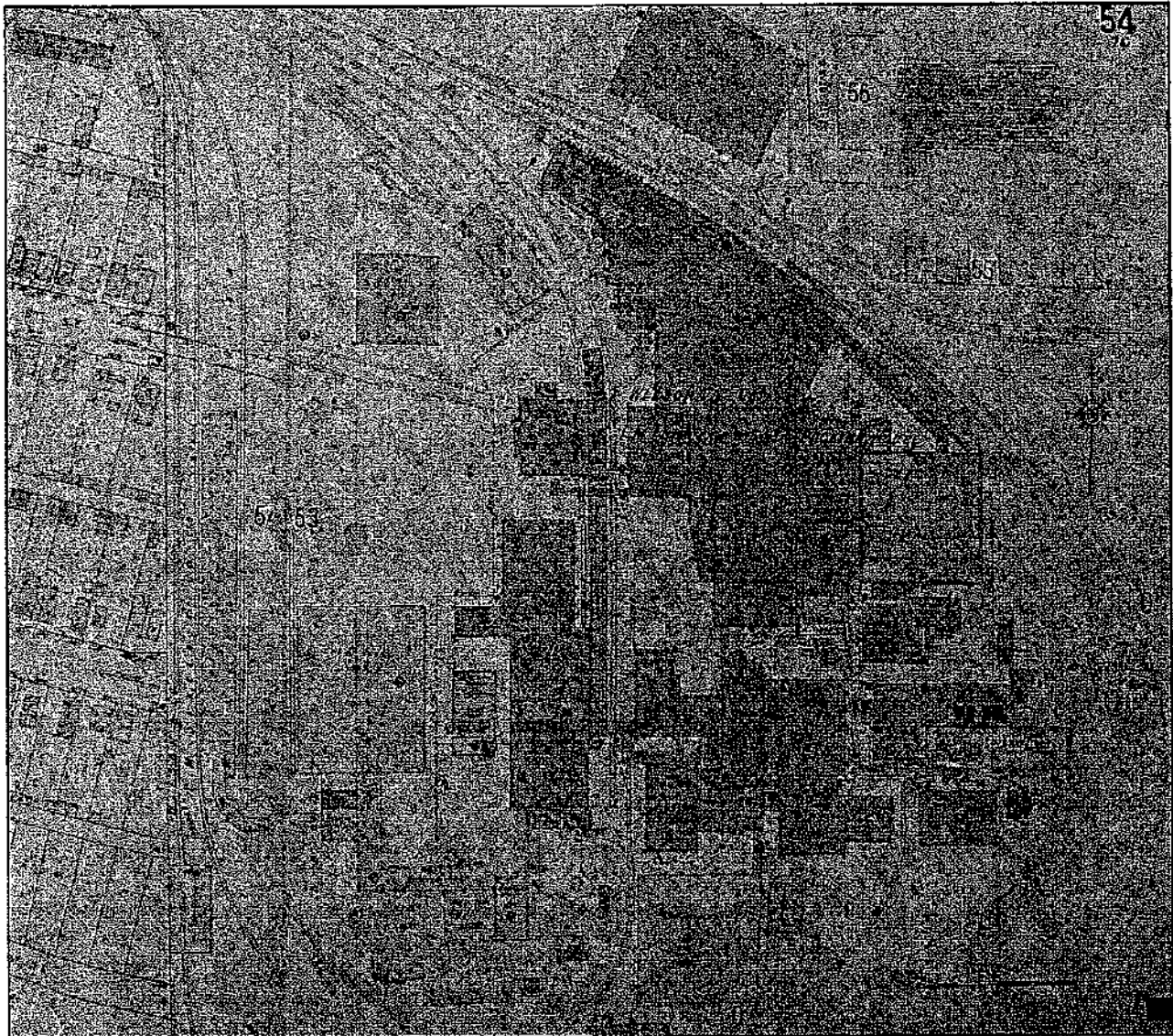
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Cedar Rapids

Address

City

*1938, 1913 updated Sanborn Company Insurance Map of T.M. Sinclair & Co./Wilson & Co.
Packing Plant*



Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number **57-06794**

Related District Number **57-06794**

Page 70

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

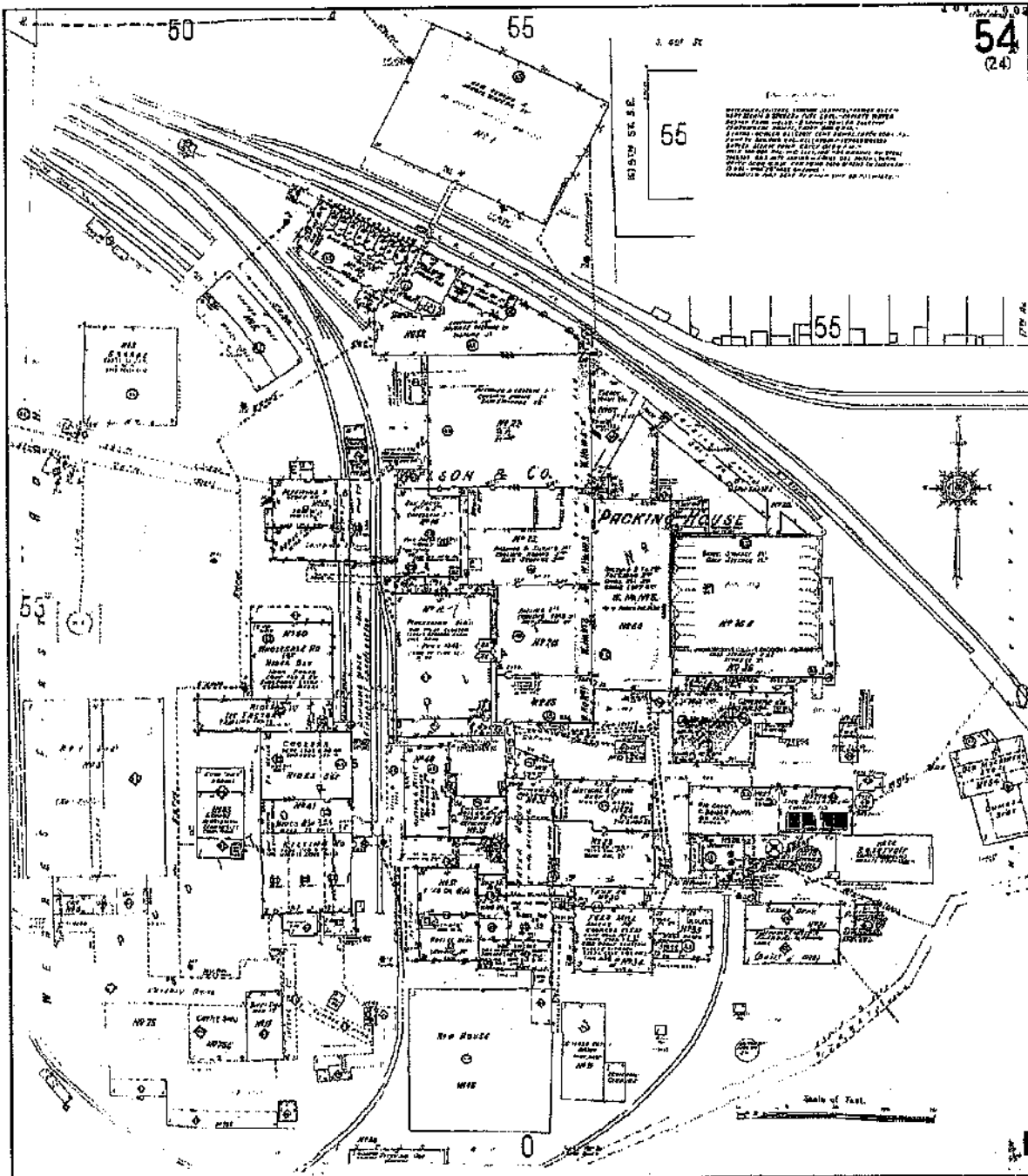
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Cedar Rapids

Address

City

1949 Sanborn Company Insurance Map of T.M. Sinclair & Co./Wilson & Co. Packing Plant



Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number **57-06794**

Related District Number **57-06794**

Page 71

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

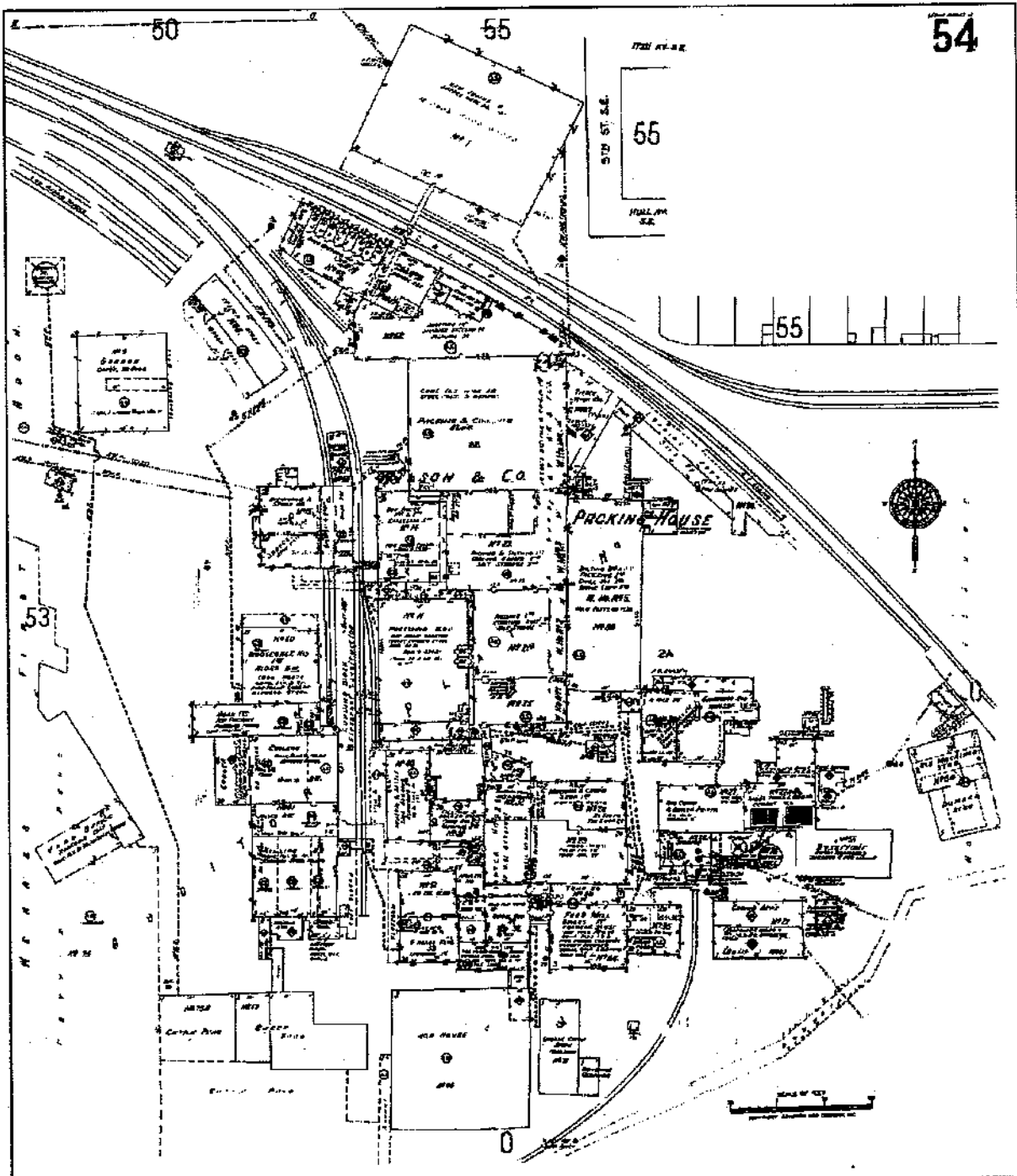
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Cedar Rapids

Address

City

1970 Sanborn Company Insurance Map of T.M. Sinclair & Co./Wilson & Co. Packing Plant



Iowa Site Inventory Form Continuation Sheet

Page 72

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

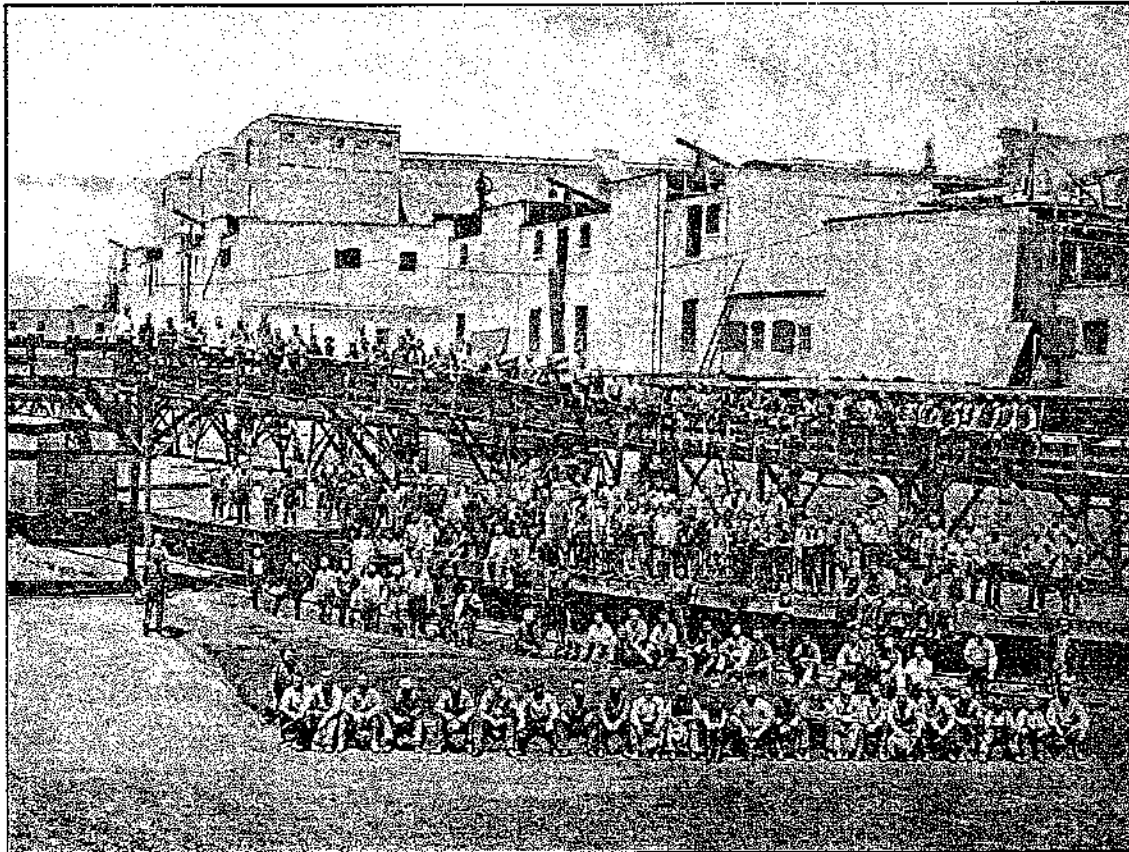
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Cedar Rapids

Address

City

*"Sinclair's Packing House at noon, showing one-third of employes"
(Cedar Rapids, Iowa, USA , Cedar Rapids, Iowa: Flower & Wiltach, 1891)*



Iowa Site Inventory Form Continuation Sheet

Page 73

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

1600 Third Street SE

Cedar Rapids

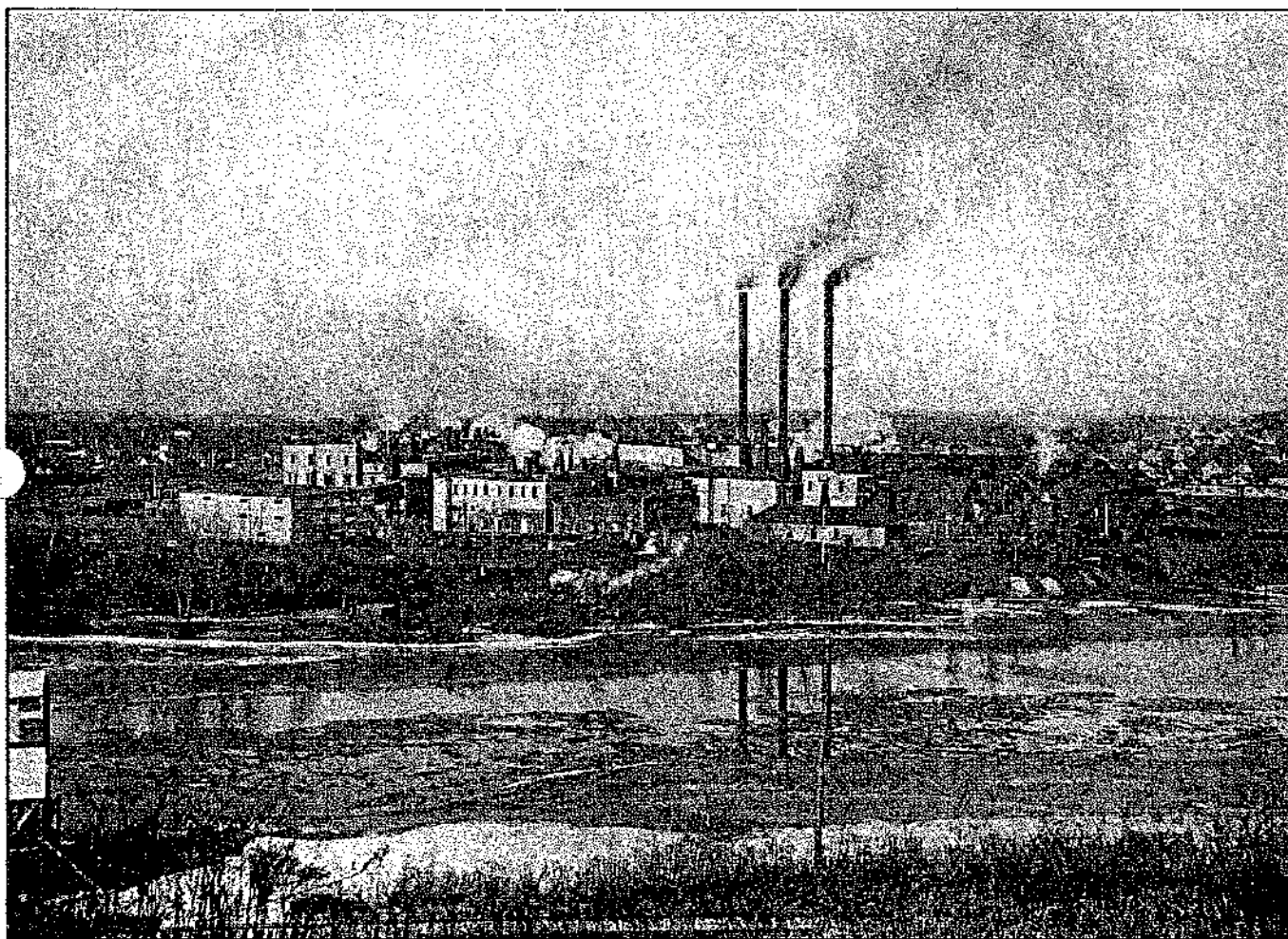
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City

"T.M. Sinclair & Company Packing Plant, The largest independent meat packing plant in the country"

Looking north across the Cedar River

(Views of Cedar Rapids, Portland, Maine: L.H. Nelson Company, 1906)



Iowa Site Inventory Form Continuation Sheet

Page 74

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

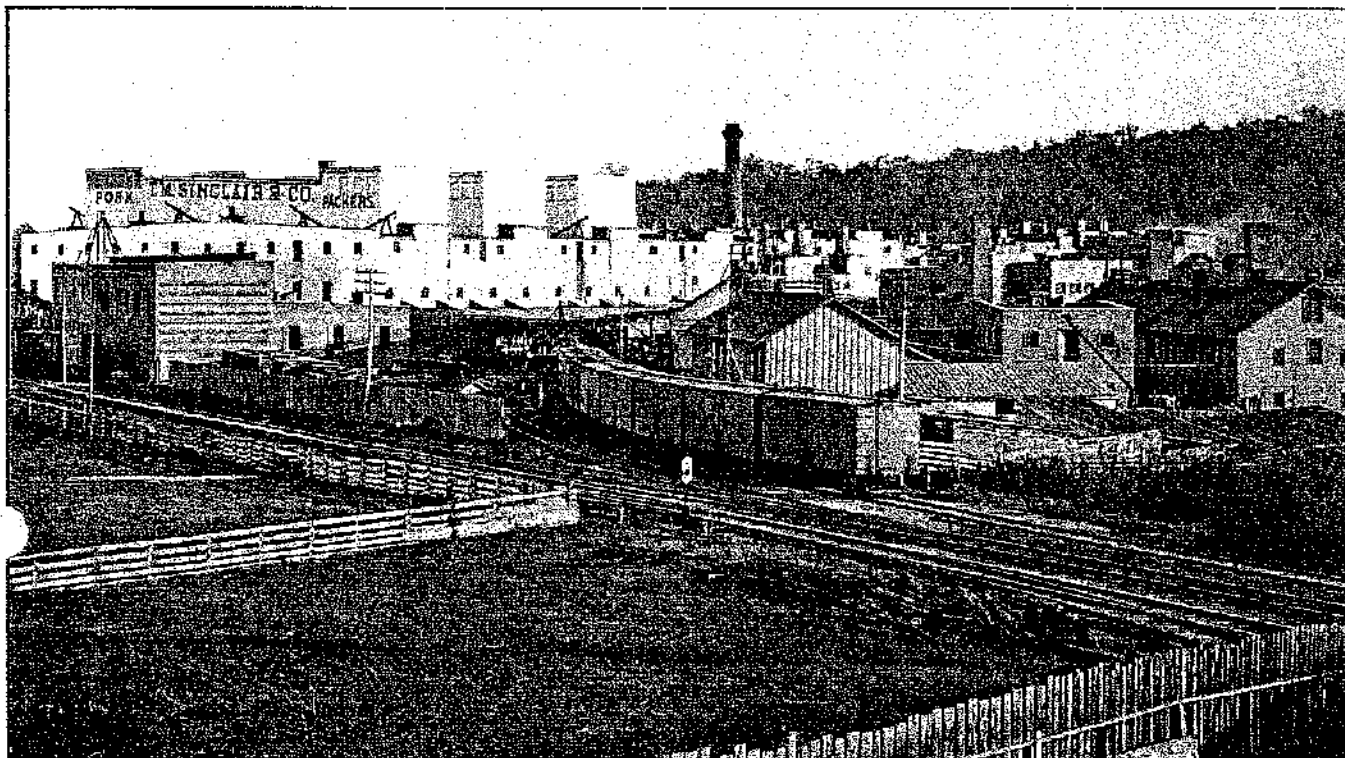
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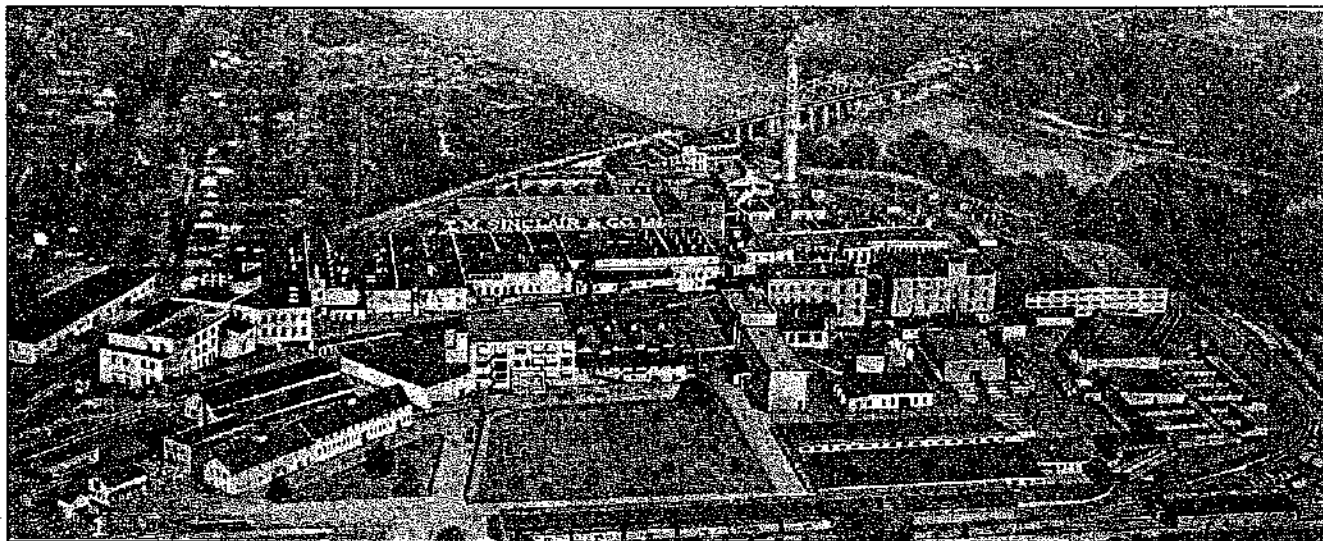
Address

City

T.M. Sinclair & Company Packing Plant, ca. 1915, looking southeast across the Chicago & Northwestern Railroad tracks with 1909 Smoke Stack in the background. (Wilson & Co /Farmstead Foods Collection, History Center, Cedar Rapids)



Airplane view of the T.M. Sinclair & Co., Ltd. Plant
(Cedar Rapids, Cedar Rapids: Chamber of Commerce, ca. 1928)



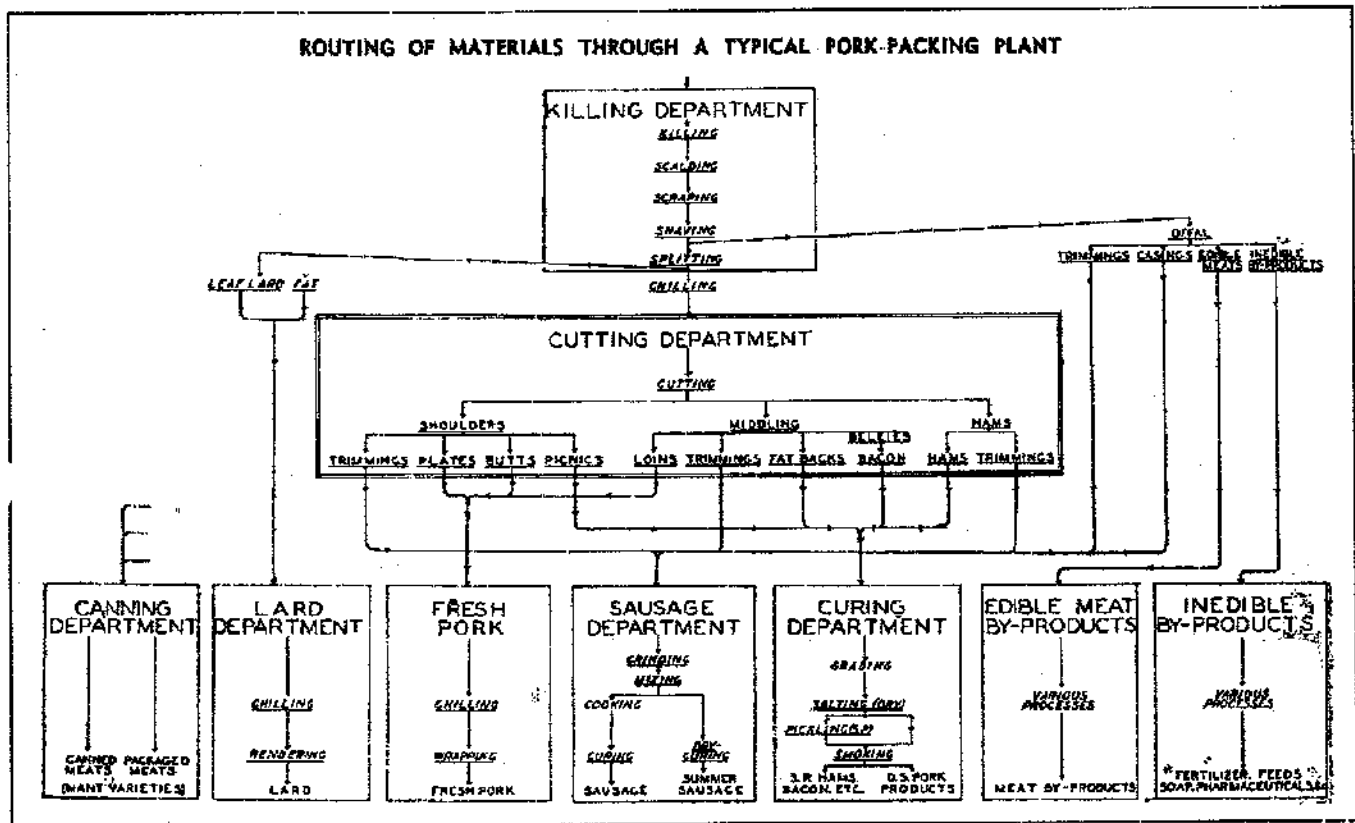
Iowa Department of Cultural Affairs
 State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
 Related District Number 57-06794

Page 75

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House Linn
 Name of Property County
 1600 Third Street SE Cedar Rapids
 Address City

Flow Chart showing Departments and Processing Steps in a Typical Pork-Packing Plant in the 1930s
 (H.H. McCarty and C W Thompson. "Meat Packing in Iowa," Iowa Studies in Business, No. XII, June 1933)



Iowa Department of Cultural Affairs
 State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number **57-06794**

Related District Number **57-06794**

Page 76

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

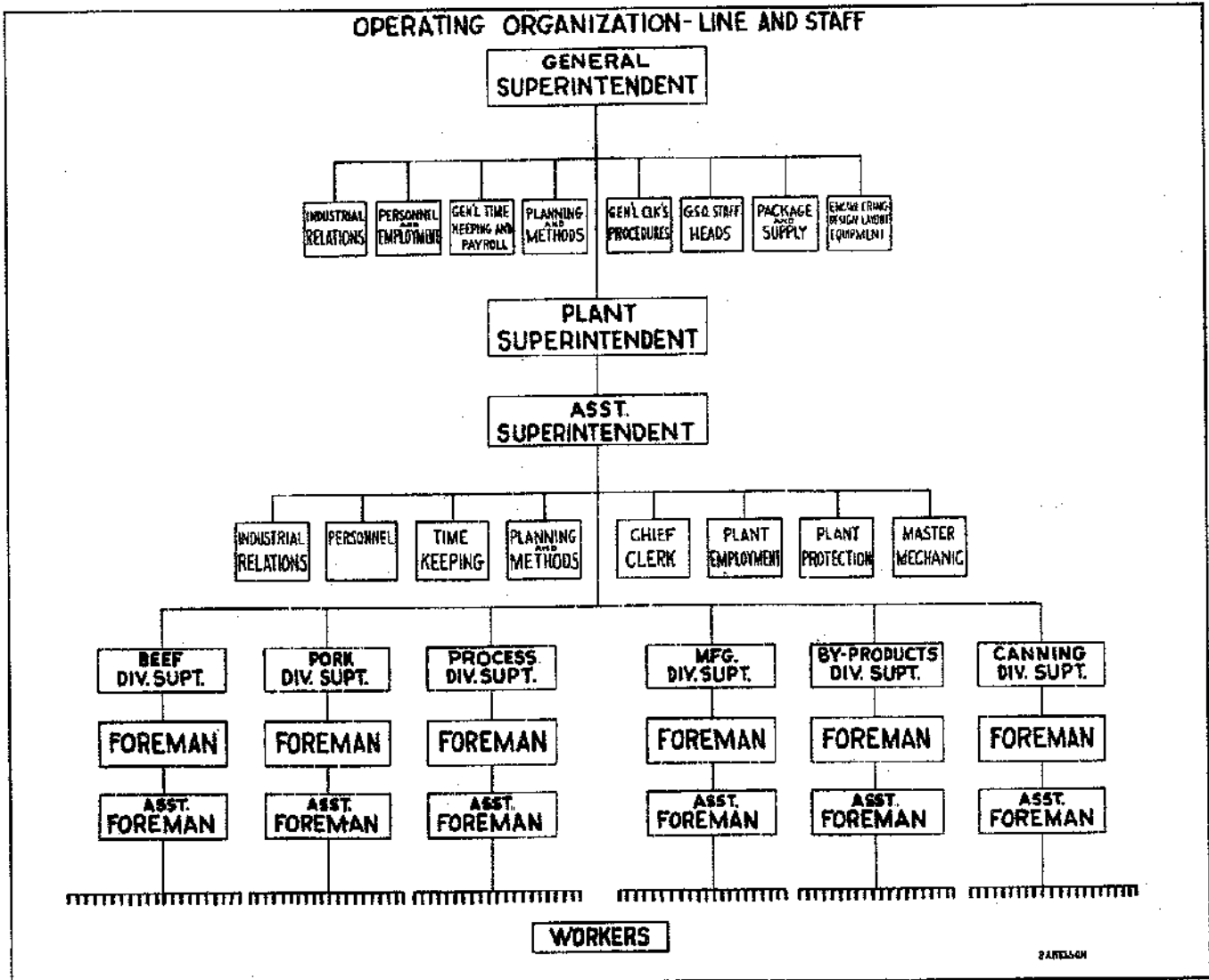
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Cedar Rapids

Address

City

Wilson and Company Packing House Organizational Chart ("Unit 1: Management Control of Yields and Costs Through Accounting," Farmstead Foods Collection, Brucemore, Cedar Rapids, Iowa, ca 1945).



Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number **57-06794**
Related District Number **57-06794**

Page 77

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

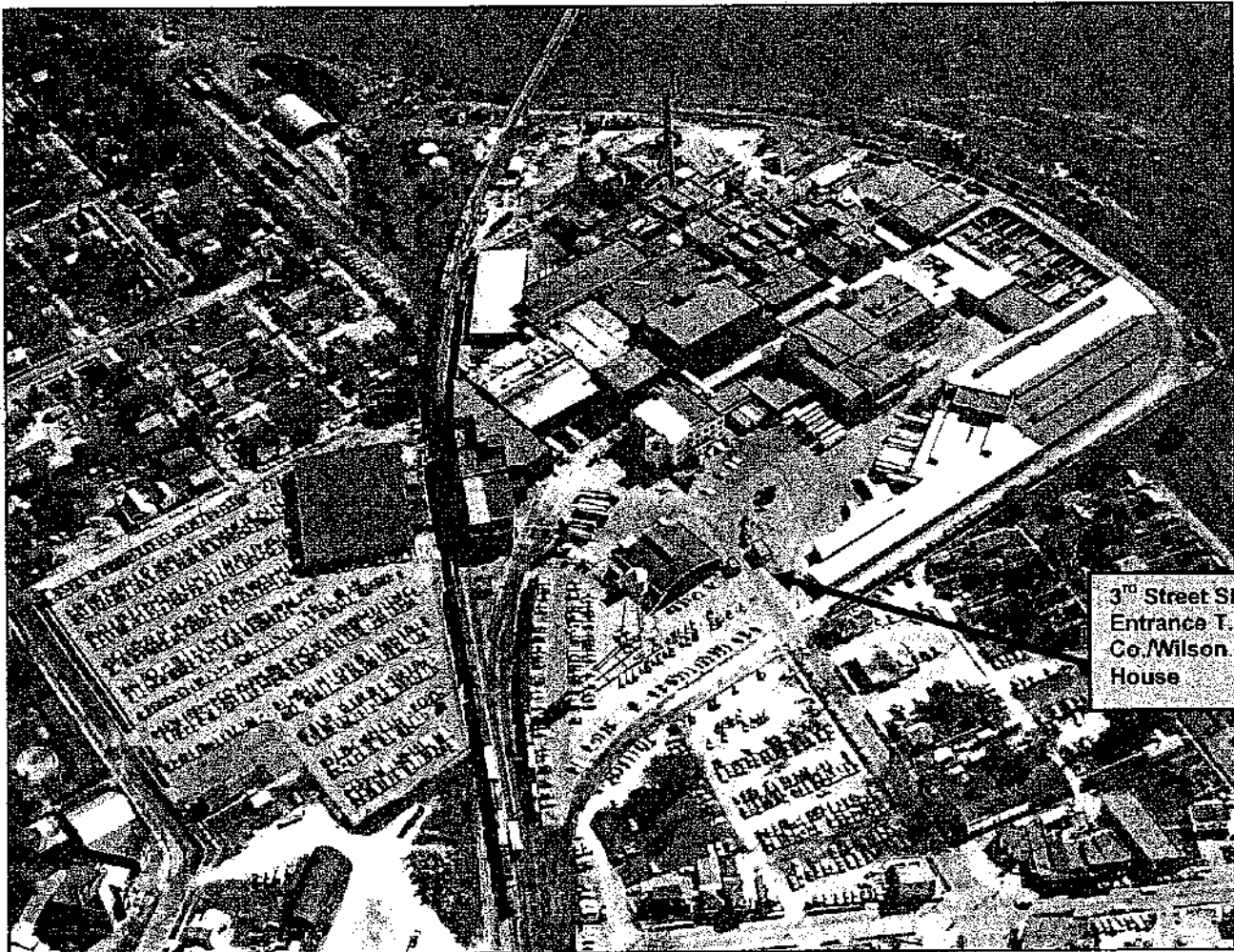
1600 Third Street SE

Cedar Rapids

Address

City

Aerial View of T.M. Sinclair & Co./Wilson & Co., looking southeast with Cedar River on right, pre-1990.
(private photo collection of Mark Hunter, Cedar Rapids)



3rd Street SE - Main
Entrance T.M. Sinclair &
Co./Wilson & Co. Packing
House

Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

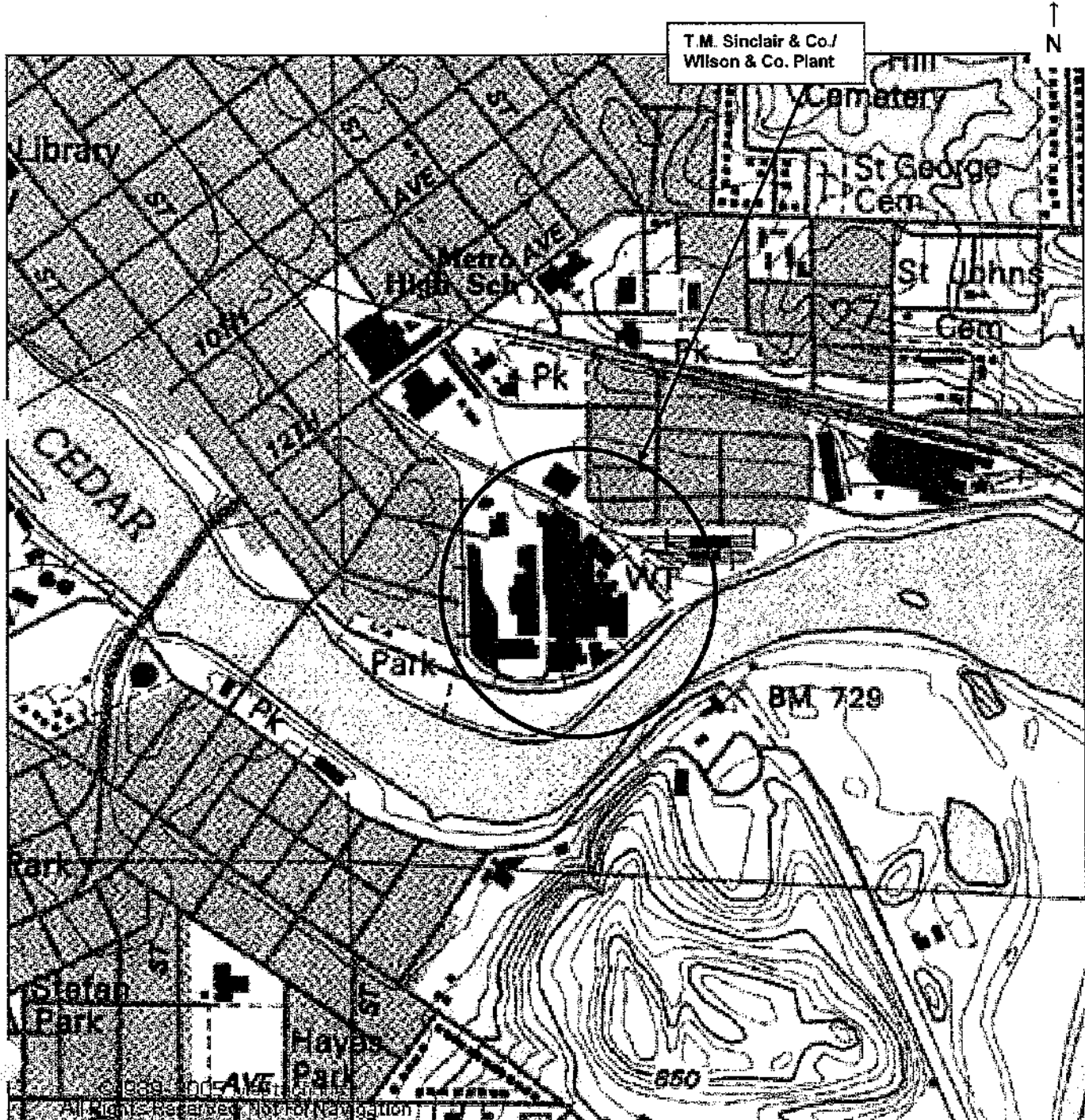
Site Number 57-06794
Related District Number 57-06794

Page 78

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House
Name of Property
1600 Third Street SE
Address

Linn
County
Cedar Rapids
City

T.M. Sinclair & Co./Wilson & Co. Packing Plant
(U.S.G.S. Quadrangle: Cedar Rapids, Iowa, 7.5' Series, 1994)



Iowa Site Inventory Form Continuation Sheet

Page 79

T.M. Sinclair & Co. Packing House/Wilson & Co. Packing House

Linn

Name of Property

County

1600 Third Street SE

Cedar Rapids

Address

City

Central Cedar Rapids and former T.M. Sinclair & Co./Wilson & Co. Packing Plant, 1994
(U.S.G.S. Map: Cedar Rapids, Iowa, available online at: <http://mapserver.maptech.com.com>)



Iowa Department of Cultural Affairs
State Historical Society of Iowa
Iowa Site Inventory Form
Continuation Sheet

Site Number 57-06794
Related District Number 57-06794

Page 80

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Photographs of T.M. Sinclair & Co./Wilson & Co. Packing Plant submitted with Iowa Site Inventory Form:
Bruce Meyer, photographer, October 17-19, 2005

Roll #/negative #

- 12883/6: #96 Guard House & Front Gate, looking northeast
- 12883/2: #16 Fire Hall, looking southwest
- 12883/9: #9 Main Garage, looking east
- 12883/14: #52 Sausage Factory & Shipping Building and #49 Storage Building, looking east
- 12883/16: #22 Packing & Cooling Building, looking east
- 12883/17: #14 Box Factory & Cafeteria Building, looking southeast
- 12880/17: #23 Ham Boning, Ham Grading & Loin Converting Building, first floor, looking southeast
- 12883/18: #50 Central Loading Dock, looking southwest
- 12883/24: #50 Central Loading Dock, looking southeast
- 12882/10: #4 Yard Office Building, looking northwest
- 12882/28: #41 Beef Kill/Beef Cooler Building (right), #41A Beef Cooler Addition (center), & #41B Beef Cooler Addition (left), looking northeast
- 12882/31: #41 Beef Kill/Beef Cooler Building, looking northwest
- 12881/26: Long view of south side of plant including from left to right, #41B Beef Cooler Addition, #41A Beef Cooler Addition, #41 Beef Kill/Beef Cooler Building, #11 Hog Cooler Building & Pork Processing, #12 Canning Manufacture, Hog Cooler, & Sausage Building, looking north
- 12881/25: #46 Hog Hotel/Hog House, looking northeast
- 12882/35: #11 Hog Cooler Building & Pork Processing, looking north
- 12882/36A: #12 Canning Manufacture, Hog Cooler, & Sausage Building, looking north
- 12881/11: #32 Slaughterhouse/Hog Kill Building, looking west
- 12882/36: #27 Boiler Room & Smoke Stack, looking east
- 12881/15: #78 Electrical Sub-Station Building, looking west
- 12881/3: #80 Loin Cooler & Storage, #82 Back Truck Dock & #68 Sharp Freezer, looking northwest

RESOLUTION NO 1921-09-05

WHEREAS, the City Council of the City of Cedar Rapids, Iowa has determined that that the redevelopment and economic revitalization of the area southerly of downtown along the east side of the Cedar River is critical for the continued vitality of the community and the efficient use of community resources through designation as an Urban Renewal Area under State Law: and

WHEREAS, said City Council has further determined that potential redevelopment of the former meatpacking plant at 1600 3rd Street SE currently known as Central States Warehouse is a critical to revitalization of this area; and

WHEREAS, the City has entered into an Access Agreement with the owners of the Central States Warehouse property to allow access to conduct various economic, environmental, redevelopment, and historic surveys as necessary preparation for facilitating redevelopment of the property; and

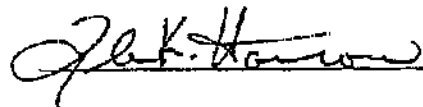
WHEREAS, after distribution of a Request for Qualification and review of proposals for professional services related to an intensive historic survey;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Cedar Rapids, Iowa as follows:

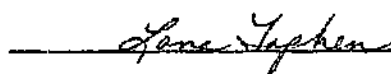
1. That the Mayor is hereby authorized and directed to sign an Agreement for Services with Svendsen Tyler, Inc. for an intensive historic survey in the amount of \$10,394.00 to be funded through Consolidated Central Urban Renewal tax increment (Fund No. 7520)
2. That appropriate City staff from the City Department of Community Development is hereby authorized to administer said services.

Passed this 21st day of September, 2005.

Voting: Council member Zahn moved the adoption of the resolution; seconded by Council member Thomas. Adopted, Yeas, Council members Thomas, Zahn and Mayor Pro-Tempore Hanson.

 J. K. Hanson, Mayor Pro-Tempore

Attest:

 Lane Taphen, Deputy City Clerk

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1600 Third Street SE

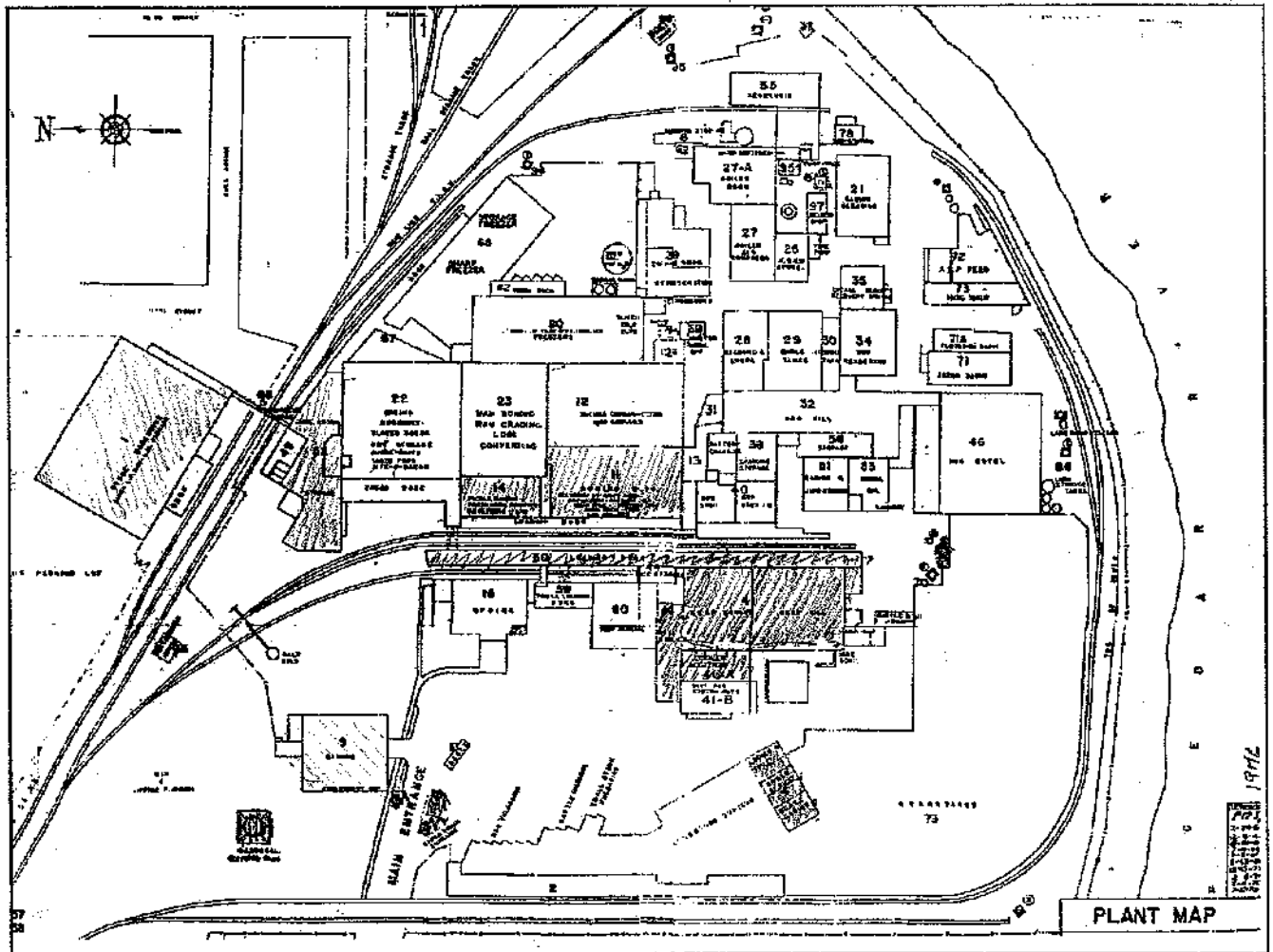
Cedar Rapids

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last site plans for the property prepared while it was still under operation by Wilson & Co., "Plant Map - Wilson & Co., Inc., CR-1002" (1959 updated to July 1978), appears below.

"Plant Map - Wilson & Co., Inc., CR-1002" (1959 updated to July 1978)



Need better map showing contrib/non-contributing resources in potential (new/old) district.