United States Department of the Interior National Park Service

National Register of Historic Places Inventory—Nomination Form

For NPS us	se only			
received	MAY	G	1985	
date ente	red	JUN	R	

See instructions in How to Complete National Register Forms Type all entries—complete applicable sections

1. Name

historic	Montgomery Ward	1 & Co.		
and/or common	Same			
2. Loca	ation			
street & number	2741 NW Vaughn			X not for publication
city, town	Portland	N/Avicinity of		
state	Oregon code	41 county	Multnomah	code 051
3. Clas	sification			
Category district Lagged building(s) structure site object	Ownership public _X_ private both Public Acquisition N/A in process N/A being considered	Status X occupied unoccupied work in progress Accessible X yes: restricted yes: unrestricted no	Present Use agriculture _Xcommercial educational entertainment government industrial military	museum park private residence religious scientific transportation other:
4. Own	er of Proper	tv		······································
name street & number	Norcrest China 55 West Burnsid			
city, town	Portland	N/A vicinity of	state	Oregon 97209
5. Loca	ation of Lega	l Description	on	
		ultnomah County		······
street & number	3	19 Southwest Fo	urth	
city, town	Р	ortland	state	Oregon 97204
6. Repr	resentation	in Existing	Surveys	
title	Historic Resour City of Portlan		perty been determined e	eligible?yes <u>X_</u> no
date	1981-1983		federal st	ate county _X local
depository for su	rvey records B	ureau of Planni	ng, City of Por	tland
city, town	Portland		state	Oregon 97204

7. Description

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Describe the present and original (if known) physical appearance

The Montgomery Ward Warehouse, situated on land formerly occupied by the Lewis and Clark Centennial Exposition grounds, is a nine-story-plus-basement, reinforced-concrete structure built in two building phases between 1920 and 1936. One of seven such facilities in the United States, the Portland warehouse and retail operation was similar to one built in Kansas City in 1917. Constructed for 1.5 million dollars, it was designed by W. H. McCaully of the Montgomery Ward Company. The building retains a high degree of interior and exterior integrity.

Located between NW 27th and NW 29th, and extending for NW Vaughn to NW Nicolai, the building occupies the eastern portion of an irregularly shaped 8.59-acre parcel in Section 29, Township 1 North, Range 1 East of the Willamette Meridian, Multnomah County, Oregon, otherwise known as Tax Lot 29.

Oriented to the East, the painted building as originally constructed was Lshaped in plan and measured 281 feet along the south elevation and 300 feet along the east. Completed in September 1920, it contained 30,000 cubic feet of concrete, 120 miles of steel reinforcing wire, and 40,350 separate panes of glass. When constructed, the building contained the greatest floor space of any building in Portland, and was claimed to be one of the largest concret buildings west of the Rockies.

A rectangular bay, 10 stories tall, 40 feet deep by 100 feet wide, is centered on the east (front) facade. Main floor and projecting bay areas enclosed approximately 569,000 square feet of floor space. An elliptical concrete elevated ramp abuts the projecting bay and allows access to the second-floor main lobby; it is in poor condition, according to structural reports. Constructed as a capped post/wall system, the ramp's entrances are demarcated by light standards, one of which retains its original globe.

The east entrance consists of three bays which frame stylized engaged pilasters and lead to the lobby. Five of the six entrances have been altered and now contain large fixed-pane windows. The remaining entrance contains double doors that are not original. Six original eight-transom windows appear in the three entrance bays.

In 1935, a 181-by-120-foot, 229,000 square-foot wing was attached to the northwest corner of the building, resulting in the current U-shaped configuration. A 60-foot-wide interior court is centered between the two wings and has been enclosed by a multi-storied bridge. It is covered with corrugated metal siding and is set in twenty feet from the west facade.

Three rail spurs enter the first-floor courtyard under the elevated entrance ramp from the east. A gable roof extends above the first floor in the interior court to shelter the unloading of freight. Other loading docks and truck facilities extend the building dimensions on the east, north and most of the west elevation; these were protected by suspended, flat-roofed canopies. The western portion of this dock is now enclosed. United States Department of the Interior Heritage Conservation and Recreation Service National Register of Historic Places Inventory—Nomination Form Continuation sheet Montgomery Ward & Co. Item number 7 Page 1

Exterior Description

Fourteen bays wide on the north and south elevations, fifteen on the east and west, the elevations of the Montgomery Ward Warehouse reflect the best building technology of the period. With the reinforced concrete wall and floor structural system carrying the loads, the owner was free to insert steel-framed industrial sash windows to cover almost the entire floor to ceiling bay dimensions.

Of varying sizes, each window ensemble is divided into three parts by mullions. Numerous panes of clear or obscure glass fill the space, and ventilation is provided by changing numbers of smaller casemented openings set into the larger ensemble. This window system appears on all elevations and in the light court. Recessed spandrel panels below each window unit are constructed of brick as are all other infill panels on the exterior.

Vertical structural members generally rise uninterrupted on the west and north elevations while on the north, south, and east elevations, conformity to prevailing classically-inspired facade divisions is presented. The "base," containing two floors of vertical window bays, is separated from the "attic" story by a series of three horizontal corbels. The "attic" story of windows, slightly smaller in dimension, is separated from the "shaft" portion by two horizontal corbels. The "shaft," five floors whose openings are again smaller, is separated from the "capital"--the ninth story--by another double horizontal corbel course. The "capital," whose window dimensions equal those found in the "attic" level, is topped by a projecting double-band cornice with intermittent dentils. A brick parapet appears at the roof level.

The storefronts on the south elevation below the transom level have been altered. In addition, a suspended canopy was attached to this elevation at an unknown date. The two-bay store entry on this elevation consists of recessed entrances through elliptically arched openings, above which appear geometrically designed projecting panels, subcornice and paneled sign plaque with end consoles.

Interior Description

Historically divided into four "sections," the open floor plan basically consists of areas delineated by the northwest and southwest wings (Sections 3 and 4) and the larger eastern portion consisting of Sections 1 and 2. The retailing space, eventually consisting of three floors plus mezzanine (1935), is located in the southwest wing (Section 3). Bands of freight elevators, oriented north/south, divide eastern sections one and two from the western wings. There are six freight elevators and three passenger elevators, plus seven sets of stairs dispersed around the building. United States Department of the Interior -----Heritage Conservation and Recreation Service For HCRS use only ويترجع والمناد والمتحد والمتحد **National Register of Historic Places** received Inventory-Nomination Form date entered and the second 344.57 2 7 Item number Page Continuation sheet Montgomery Ward & Co.

Sections 1, 2 and 4 on the first floor were employed for the temporary warehousing of freight that was unloaded by train or by truck.

Sections 1, 2, and 4 of the 2nd and 3rd floors were used for office and mailorder functions, and were partitioned.

Floors 4 through 9 functioned solely as warehouse space and are completely open, with the exception of minor partitioning on the 6th and 9th floors.

Floor heights ranged from 18 feet to under 17 feet. The building is heated by gas-fired steam boilers, the steam conveyed by perimeter radiation. A sprinkler system, dating from 1935, is still in operation. Lighting is provided by a variety of suspended fluorescent fixtures.

Structural columns, with cone capitals, are twenty feet on center, and are reduced slightly in dimension on each floor as the load is decreased. There are also extensive wooden storage racks throughout the warehouse sections of the building.

On the 10th floor of the projecting east bay is a 7500-gallon wooden vat which provides cold water for the plumbing system, plus a series of three tanks which are used to lead water to the sprinkling system.

The current roof membrane dates from 1978-79. Also on the roof is perhaps the largest extant neon sign in the city. Outlined in red and using white neon, the sign is supported by a massive steel structure.

The building has received a Rank II in the Portland Historic Resource Inventory.

Rehabilitation plans call for the conversion of the building into a trade center, providing space for trade shows, exhibition space and office space although other possible uses are being looked at.

8. Significance



Specific dates 1920/1936

Builder/Architect W. H. McCaully

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Statement of Significance (in one paragraph)

The Montgomery Ward & Company, located at 2741 NW Vaughn, Portland, Multnomah County, Oregon is a nine-story-plus basement, reinforced concrete structure built between 1920 and 1936. The building was designed by W. H. McCaully of Montgomery Ward & Company, and is one of seven similar facilities built by the company around the United States. All are standing. The building is locally significant and eligible under Criterion "c" as the finest extant example of period reinforced concrete industrial architecture in the city. When constructed, the massive building, a landmark juxtaposed against the west hills of Northwest Portland, contained the greatest floor space of any building in Portland, and was claimed at the time to be one of the largest reinforced concrete buildings west of The Rockies. The building is also notable for the extensive use of steel-framed industrial sash windows, classically-inspired disposition of compositional elements on its elevations, and for its massive steel-framed roof sign; the largest in Portland.

The building is additionally eligible under Criterion "a" for its association with the growth of Montgomery Ward and Company in Portland and the Pacific Northwest. The company, the nation's first mail-order merchandizer, established its first warehouse on the west coast in July, 1913, in Portland, to service customers in Oregon, Washington, Idaho, Nevada and California. After World War I, the company chose the city as a base to expand their business to Alaska, Hawaii, and Pacific rim countries. Initially constructed in 1920 for 1.5 million, the building was expanded in 1936 by 230,000 square feet, and in its heyday, employed 1000 employees.

Aaron Montgomery Ward was born in February, 1843 in Chatham, New Jersey. Several years later he moved with his parents to Miles, Michigan where his father established a cobblers shop. Aaron attended public school until the age of 14 when he became a cobblers apprentice. Disliking the work, he worked in a barrel factory and brick yard as a laborer until he obtained a position as a shoe clerk and decided on a career in retailing.

In 1862 he moved to St. Joseph, Michigan, clerking in a general store; in three years he was the store manager. Ambition caused him to move to Chicago in 1866, where he worked as a clerk in Marshall Fields dry goods store for two years, then became a traveling salesman for a dry goods wholesaler in St. Louis, Missouri.

Ward developed his idea for a mail order catalog business while visiting small towns in the rural midwest. He observed that the goods being sold in the general stores were limited in quality and variety and were usually expensive. Concluding that the system for distributing goods was outdated,

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first big order came from the National Grange, which purchased stock from Ward for their cooperative retail stores. For many years, much of Montgomery Ward's business continued to come from farmers, especially those who were members of the grange movement. Whoever the customer, Ward's success and reputation were based on his concept of providing the customer with good service and a variety of good, quality merchandise at a low price. If the customer was satisfied and trust was established, repeat business followed, turning Montgomery Ward & Company into the largest mail order company in the nation. Montgomery Ward died in 1913 after which the company was controlled by Ward's partner, George R. Thorne and his five sons.

MONIGOMERY WARD & COMPANY IN THE WEST

Montgomery Ward & Company established its first warehouse on the west coast in July 1913 at N.W. 18th and Upshur in Portland. Prior to this, Montgomery Ward customers ordered from the Chicago store. The Portland warehouse serviced Oregon, Washington, Idaho, Nevada and California. The store featured only catalog sales; there were no retail sales and goods were shipped by rail to the town nearest the customer. In 1913 most of the customers were from rural areas. In fact, in 1913, the store manager stated, "We are not competitors of any firm now doing business in Portland. We do no retail business in Portland. Our patrons live outside the big cities."

After World War I, Montgomery Ward & Company announced (December 1919) plans to build a new warehouse to contain the merchandise for their ever-expanding business. The company issued one million shares of stock to raise the \$1.5 million capital it estimated would be necessary for construction. Negotiating with the Ladd Estate and the Portland Railway Light and Power Company, the company purchased 8 acres formerly part of the Lewis & Clark Exposition grounds, between N.W. 27th and 29th and extending from Vaughn to Nicolai. At the time plans for the Montgomery Ward store were announced, only the Forestry Building remained on the Exposition site; the only other structures were tennis courts, a playground and part of an auto camp ground.

Prior to construction, management announced that in addition to the territory it was already serving, the new Portland warehouse would ship to Alaska and Hawaii and they intended to develop foreign trade with the Pacific rim countries. In a speech in December 1919, R. J. Thorne, President of Montgomery Ward, stated great confidence in the future growth of their west coast business. Comparing prospects in Portland with the great success experienced by Montgomery Ward in its Kansas City operations he said, "Portland offers the same class of thrifty, far-sighted customers."

Early newspaper reports estimated that 2,000 to 3,000 Portland residents would eventually be employed at the building. Amenities were to include a recreation park, athletic field, croquet and tennis courts, a running track and an open air-promenade. Employee benefits were to include doctor's and dentist's offices and a library, as well as a cafe. After one year of service, employees were to receive full medical and dental services, hospital

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he conceived the idea of consumers selecting goods from a catalog, then ordering from a centrally-located store which would buy in large wholesale lots, thus keeping prices reasonable.

Ignoring the criticism of his friends, who claimed no one would buy merchandise sight unseen, and anxious to test his theory, Ward returned to Chicago, working for a dry goods firm and stockpiling a variety of merchandise. He was ready to launch his business in 1871 but lost his goods in the Chicago fire. Ward immediately began buying and storing merchandise and in August 1872, with two partners and \$1600 in capital, he launched Montgomery Ward & Company from a small rented room in Chicago. His one-page catalog listed 163 items and was advertised primarily in farm periodicals. The first year of business was very slow, his partners gave up and Ward continued to support himself by working in a dry goods store. The slow start did not last long, however; in 1874 the company sold \$100,000 worth of merchandise and issued its first bound catalog--24 pages in length. His

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care, home visitations by nurses, and, after five years, free life insurance. Not that these early projections were even fully realized: interviews with early employees confirm that a nurse was on duty. As for life insurance, home visitations, etc., these were not to be.

The new store opened in 1920. At that time, in a speech before the Portland Realty Board, A. C. Ackerman, Advertising Manager of Montgomery Ward Company, listed several reasons for the company's decision to build in Portland. Portland was centrally located on the west coast and could provide timely and cheap shipping rates. The city also had good shipping by water and by the major railroads as well as many interurban feeder lines. Another important feature was the stability of Portland's labor conditions, "this at a time when unrest has been very prevalent in all parts of the country." In September 1920, at the time of its completion in a record nine months, Montgomery Ward was, in terms of floor space, the largest building in the city.

Business in Portland had been good for Montgomery Ward between 1913 and 1919 and this encouraged the construction of the new Portland warehouse. Even then, however, Americans' shopping habits were beginning to change. The primary customers served between 1872 and 1920 had been those in isolated rural communities to whom Montgomery Ward offered the shop-by-mail alternative. From 1910 on, Americans were to become increasingly mobile due to the auto or, for that matter, the farm truck. Instead of waiting for merchandise to come to them, customers often would drive to the store, order from catalogs there, and even return if necessary to pick up the goods ordered. By 1936, Montgomery Ward was capitalizing on this auto traffic in yet another way: the store on Vaughn Street added a separate building for tire service, selling, mounting, and balancing new tires.

Another accommodation Montgomery Ward & Company made to the more mobile customer was construction in 1924 of N. W. Wardway Road, to the north of the building, so that customers from Linnton and beyond would have easier access to the store. In 1933, in addition to mail orders, the store made some limited retail service available to customers, completing a management change which had begun in 1927. Since the latter date, Montgomery Ward had opened approximately 500 small catalog chain stores across the U.S. which were serviced by main warehouse stores such as the one in Portland. In 1935 the company offered telephone order service to customers within a 15-mile radius of downtown Portland. Deliveries could be made by truck or parcel post, as well as freight.

Although the number of employees in 1920 was approximately 1,000, by November of 1932 this had dropped to 500 due to the effects of the Depression. Still, the Portland operation was promising enough, even in the depths of the Depression, for Montgomery Ward headquarters in Chicago to authorize and provide plans for adding 230,000 square feet to the original structure and for making provisions for 200 (soon raised to 300) new parking spaces.

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In February 1936 Mayor Joseph Carson turned the first spadeful of earth for the new structure. By August 29, the new wing was open for use. Access had been provided for new retail spaces and merchandise. New men's and boy's sections and a shoe department were added, as well as a mezzanine floor for women's fashions. The 2nd and 3rd floors held household goods and furniture. On opening day 6,000 people visited the new store and the Mayor was presented with the 10 millionth catalog distributed from the Portland warehouse. In spite of World War I and the onset of the Depression, the first 23 years of Montgomery Ward's presence in Portland had provided substantial prosperity and growth for the company.

The years between 1936 and the end of World War II proved to be more difficult ones for the company. On November 20, 1936, just three months after the new wing opened, the National Labor Relations Board in Seattle received a complaint from employees at the Portland store. A branch of the International Longshoremen's Association had begun efforts to organize the store's 1600 workers and charged that intimidation and coercion of employees by the company had discouraged workers'affiliation with the union. This initial charge was only the beginning of a lengthy and bitter struggle between labor and management at Montgomery Ward.

In February 1937, after 34 discharged employees filed a complaint, hearings were held and in May the NLRB ruled in favor of the workers. Montgomery Ward retaliated by filing a number of exceptions. The battle continued until November 1939 when a U.S. Circuit Court in Chicago found in favor of the unions and the NLRB.

On December 8, 1940, a strike was called as hundreds of Montgomery Ward employees walked off the job; picketing of the store began, and on May 1, 1941, Montgomery Ward closed its store. Members of various railroad and truck unions had refused to cross picket lines to make deliveries and business had come to a standstill at 27th and Vaughn. The store, closed for almost three months, finally reopened on July 31, 1941 when the A. F. of L. retail clerks union accepted a wage proposal. The company rehired 1200 people and business resumed, but Montgomery Ward began lengthy appeal procedures, requesting that the NLRB orders be set aside.

When World War II was declared, the nation's labor-management problems of the Thirties were submerged by federal legislation mandating the mediation process. Such legislation was accepted, doubtless with grumbling about their prerogatives by all of the nation's large firms with one prominent exception: Montgomery Ward. The defiance, by Ward's Chairman Sewell Avery of War Labor Board directives culminated, on December 28, 1944, in the U.S. Army occupying seven Montgomery Ward plants across the nation (this included the Portland store). Sewell Avery was seen on page 1 of most American newspapers being carried out of his office by several soldiers. In essence, the order on which the soldiers acted stated that Montgomery Ward and Company was producing vital war material and, since the company had never settled its labor troubles or complied with War Labor Board mediation, the possibility

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existed that a strike might be called. The federal government could not afford to risk such a strike and the loss of goods necessary to wage the war, so the Army was to operate the stores. The Army's directive to Montgomery Ward's workers was announced in <u>The Oregonian</u> of January 3, 1945, alongside the photo of the retail department head of the Portland store, "one of the two store executives who were dismissed by the Army . . . for alleged failure to cooperate."

"Grim notice was given all employees of Montgomery Ward stores Tuesday afternoon by Major General Joseph W. Byron, war department representative in command of the army seizure of the company's stores in seven cities, that the army `means business.' Text of his declaration follows:

`Your government has placed upon the army the responsibility of operating this store. The management has refused to carry out its share of that responsibility. That puts the responsibility squarely upon each and every one of you. You are now working for the United States and you have no other employer. I am counting on each of you to cooperate loyally and fully with the army in the fulfillment of its mission.

`If you receive instructions from your superior to interfere in any way with the conduct of the business by the war department representative and you obey such order, remember that you as well as the person who gives the orders will be subject to severe penalties under the law. Cases of obstruction of our work will be reported promptly to the FBI and the department of justice for action. If you are of draft age, and it becomes necessary to discharge you from your job because you fail to support your government, your name will be turned over to selective service for reclassification. I hope it will not be necessary to invoke these penalties against anyone. I expect your support.""

Postscript: a settlement in the labor suit was not reached until July 1953, when Federal Judge James Fee awarded damages to Montgomery Ward from the delivery firms who had refused to cross picket lines in 1940. Montgomery Ward had requested \$1,355,608 in actual damages and \$1.5 million in punitive damages. However, Judge Fee only awarded the company \$130,000.

POST WORLD WAR II - PRESENT

After the turmoil of the late Depression and war years, the company continued its mail-order business, but management realized future growth would be in the retail area, with most customers coming from urban and new suburban areas. These consumers wanted to drive to a store, find convenient parking, enter and examine merchandise on display, pay with a credit card and take the purchase home with them.

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The Vaughn Street store opened even more retail space and in 1947 constructed a 300,000 square foot warehouse at N.W. 35th and Yeon. It was not enough. For suburban shoppers, driving was no longer the novelty and adventure it had been in the 1920's-40's. Shopping malls, filled with local and national chain stores were being constructed in the suburbs of Portland and elsewhere. Montgomery Ward joined this trend in 1970 (Mall 205), 1972 (Jantzen Beach) and 1976 (Beaverton). Announcement of closure of the Vaughn Street store came in July, 1976; it was to continue only as a "catalog overstock outlet." Ironically, in 1978, a new 300,000-square-foot warehouse was constructed in the Rivergate area, to serve as a distribution center for Oregon, southwest Washington and parts of Alaska and Utah.

For the Montgomery Ward Company, business had undergone many changes since 1913 when they first established a store in Portland. Merchandise is now moved by men with forklifts instead of miles of conveyor belts to freight elevators. Inventory control is maintained by computers rather than by boys on roller skates. Montgomery Ward customers, once served by railroads and parcel post, now serve themselves. Shoppers who once purchased by catalog from a regional warehouse now choose their goods in person at a decentralized, suburban store. As Montgomery Wards continues to try to maintain Aaron Montgomery Ward's goal when he launched his business in 1872 to provide good quality merchandise at a reasonable price.

9. Major Bibliographical References

See attached continuation sheet

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