

United States Department of the Interior  
National Park Service

National Register of Historic Places  
Registration Form

This form is for use in nominating or requesting determinations for individual properties and districts. See instructions in *How to Complete the National Register of Historic Places Registration Form* (National Register Bulletin 16A). Complete each item by marking "x" in the appropriate box or by entering the information requested. If any item does not apply to the property being documented, enter "N/A" for "not applicable." For functions, architectural classification, materials, and areas of significance, enter only categories and subcategories from the instructions. Place additional entries and narrative items on continuation sheets (NPS Form 10-900a). Use a typewriter, word processor, or computer, to complete all items.

1. Name of Property

historic name P.H. Hanes Knitting Company

other names/site number \_\_\_\_\_

2. Location

street & number 675 N. Main Street, 101 E. Sixth Street, and 600 N. Chestnut Street not for publication N/A

city or town Winston-Salem

vicinity N/A

state North Carolina

code NC

county Forsyth

code 067

zip code 27101

3. State/Federal Agency Certification

As the designated authority under the National Historic Preservation Act of 1986, as amended, I hereby certify that this  nomination request for determination of eligibility meets the documentation standards for registering properties in the National Register of Historic Places and meets the procedural and professional requirements set forth in 36 CFR Part 60. In my opinion, the property  meets  does not meet the National Register Criteria. I recommend that this property be considered significant  nationally  statewide  locally. (  See continuation sheet for additional comments.)

Jeffrey Crow SHPO 4/25/05  
Signature of certifying official Date

North Carolina Department of Cultural Resources  
State or Federal agency and bureau

In my opinion, the property  meets  does not meet the National Register criteria. (  See continuation sheet for additional comments.)

\_\_\_\_\_  
Signature of commenting or other official Date

\_\_\_\_\_  
State or Federal agency and bureau

4. National Park Service Certification

I, hereby certify that this property is:	Signature of the Keeper	Date of Action
<input type="checkbox"/> entered in the National Register <input type="checkbox"/> See continuation sheet.	_____	_____
<input type="checkbox"/> determined eligible for the National Register <input type="checkbox"/> See continuation sheet.	_____	_____
<input type="checkbox"/> determined not eligible for the National Register	_____	_____
<input type="checkbox"/> removed from the National Register	_____	_____
<input type="checkbox"/> other (explain): _____	_____	_____

**5. Classification**

Ownership of Property  
(Check as many boxes as apply)

Category of Property  
(Check only one box)

Number of Resources within Property  
(Do not include previously listed resources in the count)

- private
- public-local
- public-State
- public-Federal

- building(s)
- district
- site
- structure
- object

Contributing	Noncontributing	
3	0	buildings
0	0	sites
0	0	structures
0	0	objects
3	0	Total

Name of related multiple property listing  
(Enter "N/A" if property is not part of a multiple property listing.)

Number of contributing resources previously listed  
in the National Register

N/A

N/A

**6. Function or Use**

Historic Functions  
(Enter categories from instructions)

Current Functions  
(Enter categories from instructions)

INDUSTRY: manufacturing facility

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

INDUSTRY: manufacturing facility

COMMERCE: business office

INDUSTRY: warehouse

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**7. Description**

Architectural Classification  
(Enter categories from instructions)

Materials  
(Enter categories from instructions)

Beaux Arts

Other: Late 19<sup>th</sup> - Early 20<sup>th</sup> Century Industrial

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

foundation Brick

walls Brick, Stucco

roof Synthetics: Rubber

other Brick

Steel, Concrete

**Narrative Description**

(Describe the historic and current condition of the property on one or more continuation sheets.)

**8. Statement of Significance**

**Applicable National Register Criteria**

(Mark "x" in one or more boxes for the criteria qualifying the property for National Register listing)

**A** Property is associated with events that have made a significant contribution to the broad patterns of our history.

**B** Property is associated with the lives of persons significant in our past.

**C** Property embodies the distinctive characteristics of a type, period, or method of construction or represents the work of a master, or possesses high artistic values, or represents a significant and distinguishable entity whose components lack individual distinction.

**D** Property has yielded, or is likely to yield, information important in prehistory or history.

**Criteria Considerations**

(Mark "X" in all the boxes that apply.)

Property is:

**A** owned by a religious institution or used for religious purposes.

**B** removed from its original location.

**C** a birthplace or a 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.

**Narrative Statement of Significance**

(Explain the significance of the property on one or more continuation sheets.)

**9. Major Bibliographical References**

**Bibliography**

(Cite the books, articles, and other sources used in preparing this form on one or more continuation sheets.)

**Previous documentation on file (NPS):**

preliminary determination of individual listing (36 CFR 67) has been requested.

previously listed in the National Register

previously determined eligible by the National Register

designated a National Historic Landmark

recorded by Historic American Buildings Survey

# \_\_\_\_\_

recorded by Historic American Engineering

Record # \_\_\_\_\_

**Areas of Significance**

(Enter categories from instructions)

Industry \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Period of Significance**

1920 - 1955  
\_\_\_\_\_  
\_\_\_\_\_

**Significant Dates**

1920 \_\_\_\_\_

1927 \_\_\_\_\_

1940 \_\_\_\_\_

**Significant Person**

(Complete if Criterion B is marked above)

N/A \_\_\_\_\_

**Cultural Affiliation**

N/A \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Architect/Builder**

Unknown \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

P.H. Hanes Knitting Company  
Name of Property

Forsyth County, North Carolina  
County and State

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### 10. Geographical Data

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**Acreeage of Property** approx. 3.25 acres

**UTM References**

(Place additional UTM references on a continuation sheet)

1 17 568040 3995300  
Zone Easting Northing  
See continuation sheet

**Verbal Boundary Description**

(Describe the boundaries of the property on a continuation sheet.)

**Boundary Justification**

(Explain why the boundaries were selected on a continuation sheet.)

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### 11. Form Prepared By

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name/title Sherry Joines Wyatt

organization \_\_\_\_\_ date June 10, 2004

street & number 102 Junkin Street telephone (540) 381-8268

city or town Christiansburg state VA zip code 24073

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### Additional Documentation

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Submit the following items with the completed form:

**Continuation Sheets**

**Maps**

A **USGS map** (7.5 or 15 minute series) indicating the property's location.

A **sketch map** for historic districts and properties having large acreage or numerous resources.

**Photographs**

Representative **black and white photographs** of the property.

**Additional items**

(Check with the SHPO or FPO for any additional items)

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### Property Owner

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(Complete this item at the request of the SHPO or FPO.)

name multiple

street & number \_\_\_\_\_ telephone \_\_\_\_\_

city or town \_\_\_\_\_ state \_\_\_\_\_ zip code \_\_\_\_\_

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**Paperwork Reduction Act Statement:** This information is being collected for applications to the National Register of Historic Places to nominate properties for listing or determine eligibility for listing, to list properties, and to amend existing listings. Response to this request is required to obtain a benefit in accordance with the National Historic Preservation Act, as amended (16 U.S.C. 470 et seq.).

**Estimated Burden Statement:** Public reporting burden for this form is estimated to average 18.1 hours per response including the time for reviewing instructions, gathering and maintaining data, and completing and reviewing the form. Direct comments regarding this burden estimate or any aspect of this form to the Chief, Administrative Services Division, National Park Service, P. O. Box 37127, Washington, DC 20013-7127; and the Office of Management and Budget, Paperwork Reductions Projects (1024-0018), Washington, DC 20303

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**7. Description**

The P.H. Hanes Knitting Company complex is located in the northern section of downtown Winston-Salem, Forsyth County, North Carolina. Situated on a trapezoidal piece of land, the three buildings, which today are owned by three separate entities, were part of a significant industrial installation associated with the P. H. Hanes Knitting Company during the early twentieth century. The buildings' site is bounded by North Main Street on the west, East 6<sup>th</sup> Street on the south, the railroad on the east, and East 7<sup>th</sup> Street on the north. The nominated properties occupy much of this block, which is cut diagonally near its center by the Norfolk & Western Railroad line.

P.H. Hanes Knitting Company was organized in 1901 and was housed in a building at the corner of Sixth and Church streets (demolished in 1927). A second building, built of concrete and reinforced steel, was erected in 1916 at the northeast corner of North Main and East Sixth streets. It was thought to be "the finest structure for the manufacture of knit goods in the entire South" at its construction.<sup>1</sup> This building, which was demolished in the mid-1960s, housed supply rooms, offices, dining room, shirt and union suit factory, packing and shipping, knitting, and shirt finishing in 1951.<sup>2</sup>

**Knitting Building (North Building), 675 N. Main Street, 1920-1921**

The earliest of the extant buildings in the downtown Hanes complex was built in 1920-1921, immediately north of the 1916 building. Known as the Knitting Building or North Building, the structure apparently copied the 1916 building in construction method and form (see Exhibits B & C). Located at the northeast corner of North Main and Seventh streets, the Knitting Building still housed knitting operations in 1951.<sup>3</sup>

One of the most architecturally refined industrial buildings in Winston-Salem, Knitting Building displays Beaux-Arts style details unusual among the city's industrial architecture. The six-story, flat-roof building is set back from North Main Street and is constructed of reinforced concrete with brick curtain walls. The building is rectangular in shape and is stuccoed

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<sup>1</sup>*Hanes: Historical Sketches of P.H. Hanes Knitting Company, Winston-Salem. c.1933.*

<sup>2</sup>1951 Sanborn map.

<sup>3</sup>*Hanes: Historical Sketches and 1951 Sanborn map.*

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(unpainted on the upper portion of the north and east elevations) with bays marked by stuccoed pilasters. There are four bays along the northern and southern elevations (windows have been enclosed on the south end) and eleven bays on the east and west elevations, including the identical stair towers at the southwest and northwest corners.

The knitting building features a molded, stuccoed cornice on the north, west, and east elevations and stepped parapets mark three corners of the building above this cornice. Cartouche exist at the northeast and southeast parapets. These emblems are marked with large "H" motifs. The north façade is the most decorative of the building. Here the stucco at the base of the building is formed into an ashlar design with horizontal bands and deeply incised horizontal joints; this base extends to the east elevation. Above this base level is a narrow, molded band or belt. Also on the north elevation is an original entry. Now enclosed, this entry is still marked with an architrave supported by large, curved consoles.

The building's concrete and steel construction allowed an increased amount of windows, providing superior natural lighting for its construction period. Banks of large, metal windows, where twenty-five light units flank thirty light units, are extant. The stair towers have single twenty-five light units. Other exterior features include a metal water tank, which appears in the c.1935 photo of the complex, situated on top of the building at the southeast corner. The northeast corner of the building contains a doorway (now enclosed) that allowed railroad cars to enter directly into the building on the first floor. The original freight elevator is still in use and is located on the east wall.

On the interior, the six floors of the building are virtually identical except for the first floor, which has been extended on the west side of the building, and the basement which is a lower ceiling height. Each floor contains three rows of mushroom-style columns, concrete floors and ceilings, with wood over the concrete flooring on levels two, four, five and six. The first floor addition is supported with square columns rather than the mushroom-style found elsewhere in the building. Also of note in the ceiling of the extension of the first floor is a section of removable concrete I-beams that was originally used to access the huge machinery used in the mill.

Changes to the Knitting Building resulted from a conversion to office, warehouse, and parking garage by the current owner, the Brown Rogers Dixon Company. All of the following alterations date from the mid to late-1960s. A loading dock was added to the east facade, accessing the first floor by truck rather than rail along with a modern, metal canopy along the railroad at the east elevation. The original door in the northeast corner that provided rail access directly into the building has been infilled with concrete block, and a wooden floor had been

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added over the rail area inside. On the west elevation, near the northwest corner, a large, concrete ramp was constructed to allow automobile access into the third floor, which is used as a parking garage. A one-story, flat-roof addition was constructed of concrete block at the ramp's north side. A stair from the parking garage gives access to the offices on the fourth floor. The office spaces are characterized by their use of dropped ceilings, carpeting, and wood paneling. A mural has been added to north wall of the third floor.

While the building is in good condition overall, the stucco has begun to deteriorate on the unpainted elevations, particularly at the northeastern corner. Although modifications have been made to the building to accommodate its second use, the overall integrity is still very good.

**Mill Building (East Building), 101 E. 6<sup>th</sup> Street, 1928**

Located southeast of the knitting building is a five-story-plus-basement building built in 1928 on the site of the original (1901) Hanes plant. Labeled as a "mill building" on the 1951 Sanborn map, this building features concrete, brick, and steel construction with pilastered bays and a corbelled cornice. Described on the 1951 Sanborn map as having "concrete construction to grade, steel frame above, walls brick & tile, timber FBS," the basement has a concrete floor with the first story floor being concrete on steel beams. Additional stories have wooden floors on steel beams.<sup>4</sup> The building is trapezoidal in shape and follows the angle of the railroad on the east side. Attached to the north end of the building is a three-story power plant constructed with concrete floors and concrete ceiling supported on steel beams, with original smokestack. The smokestack has been truncated and the white accent brick reads only ". K . Co." although it originally read "P . H . H . K . Co." The interior of the power plant was not made accessible to the author.

While several of the Mill Building windows have been enclosed, it still features many original metal, sixteen-light, hopper-style windows set in tripartite and paired configurations. Cast concrete lintels and sills accent the windows. Modern metal canopies exist on the west and east elevations. The basement level is concrete.

Each floor of the mill building replicates the previous with the exception of some details. Four rows of columns support the floor above and enclosed stairwells are located on the southern wall and the northwest wall (see Exhibit D). The basement floor and ceiling are concrete with post and beam supports, while the remaining floors are covered with hardwood,

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<sup>4</sup> Sanborn Map, 1951. Forsyth County Public Library.

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nailed in a diagonal pattern. The first, second and third floors are currently used for office, meeting and classroom space and have drop ceilings, additional interior walls and in some areas, carpet on the floor. These alterations date from the 1990s. Exterior walls exposed the curtain wall's common bond brick construction.

The mill building is currently owned by the R.J. Reynolds company and is used as a computer and educational facility. As noted the first, second and third floors have late twentieth century modifications to accommodate conference rooms, offices and conference room space. The fourth and fifth floors have few modifications retaining an open floor plan, and are used for storage. Most apparent are the addition of metal awnings added above current entries on the east facade of the building and brick and concrete block-infilled windows on the second and third stories. A final alteration is the removal of elevated, enclosed walkways that connected the building to the 1916 building and the later Warehouse and Shipping building historically. Little deterioration is evident in the Mill Building and the overall integrity is good.

**Warehouse and Shipping Building, 1940**

East of the mill building, across the railroad at the corner of Sixth and Chestnut streets, is the Warehouse and Shipping Building, built in 1940. Six stories plus a basement level in height, this brick veneer building has a steel frame, flat roof, and metal windows. The windows are sixteen-light, hopper-style set in tripartite groups. The windows have cast concrete sills outside with molded (rounded) brick sills inside. Metal canopies shield the loading dock on the west elevation at the railroad.

The building is trapezoidal in shape with the western elevation following the angle of the rail line. Each story replicates the previous including four rows of metal I-beam columns, wooden floors and exposed pipe and duct work along the ceilings, which are concrete except on the sixth floor where the ceiling is wood. Floors five and six have historic restrooms along the southern wall. Accessed via a short hall, the restrooms have narrow, five-panel entry doors and wooden privacy partitions on the interior. Historic fixtures include long, cast iron sinks in the restrooms and smaller utility sinks in the hall between the restrooms. The floors are wooden with diagonal nail patterns across the width of the floor. The sixth floor also still retains a section of concrete floor along the west wall and an area of metal flooring which houses a series of pipes and faucets along the southern wall. The first floor includes an addition at the south end, set back from Chestnut Street. It includes loading docks, with an original boiler used for the drying of tobacco. Currently the southwest section of this floor is used as office space and has drop ceilings, added interior walls and carpeted floors dating from the 1990s.

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The building has been altered with the enclosure of some of the windows and with a late-twentieth-century glass and metal entry on the east elevation. Little alteration has occurred to the interior with the exception of the first floor and modifications such as the above-mentioned boiler and metal flooring that served in the tobacco processing done by Brown & Williamson Tobacco Co. after they acquired the building in 1969. Goler Community Development Corporation (an adjunct of Goler Memorial AME Zion Church) acquired the building in 2002. The integrity of this building is good.

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### Summary Paragraph

The three extant buildings of the P.H. Hanes Knitting Company's downtown Winston-Salem facility are an important piece of the city's industrial heritage. The three buildings of the P.H. Hanes Knitting Company are among the few remaining industrial buildings in downtown Winston-Salem from this period of intense industrial growth. While there were hundreds of industrial buildings in the eastern blocks of downtown during the historic period, there are now only a handful remaining. The tobacco industry made up the largest part of the city's industrial production but textiles were an important factor in the economy. The earliest textile venture had begun in Salem in the mid-1830s, but much of the textile growth came during the post-bellum period. By 1900, there were at least three large mills in Salem joined by the Winston firms of P.H. Hanes Knitting Company and Shamrock Mills in 1901. The extant P.H. Hanes Knitting Company buildings, built in the 1920-1940 period represent the second phase of textile development as the larger textile firms such as Hanes, Arista, and Indera expanded and rebuilt their older facilities. Further, the buildings illustrate the history of a company that has grown to become a nationally recognized brand, "Hanes" (now part of the Sara Lee Corporation).

The P.H. Hanes Knitting Company was begun in 1901 and the earliest of the nominated buildings was constructed in 1920. The subsequent buildings were built in 1928 and 1940 during a period of textile expansion in the state that culminated in the explosive postwar growth of Hanes Knitting between about 1950 and 1965 when the company merged with Hanes Hosiery to become Hanes Corporation. The properties are significant under Criterion A for their role in the industrial history of Winston-Salem and for their role in the history of a nationally prominent textile company. The period of significance begins in 1920 with the construction of the Knitting Building. Because use of the building by the P.H. Hanes Knitting Company until 1965 does not constitute the degree of significance required for meeting Criteria Consideration G for activities within the last fifty years, the period of significance ends in 1955.

### Historical Background and Industrial Development Context

Pleasant H. and John W. Hanes, natives of Davie County, founded a successful tobacco business in Winston-Salem in 1872. By the turn of the twentieth century, however, the company was under intense pressure from the R. J. Reynolds–American Tobacco conglomerate. The brothers sold their tobacco concern to R.J. Reynolds and American Tobacco Company in 1900. Although the pair was in their mid-50s, they chose not to retire on their substantial earnings, but instead invested in the burgeoning textile industry. John Hanes organized Shamrock Mills, which would later become Hanes Hosiery. Pleasant Hanes and his sons, Pleasant Huber and William, began P.H. Hanes

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Knitting Company in 1902; the company was incorporated in 1903.<sup>1</sup> P.H. Hanes served as company president until his death in 1925. He was known for his strong work ethic and earned the moniker “Early Bird” for his habit of reaching his desk by 6 a.m. P.H. Hanes was active in the business and civic life of Winston-Salem as one of the founding members of the Chamber of Commerce. He served as chair during the 1890s and advocated for all-weather roads. His involvement in the Chamber’s roads campaign earned him the title “Father of Good Roads.” After his death, his son, P. Huber Hanes took the position of President-General Manager. His brother, Will, suffered from poor health and died in 1932.<sup>2</sup>

The P.H. Hanes Knitting Company was part of an important period of growth in the textile industry in Winston-Salem from about 1900 through 1920. The Hanes Knitting as well as Hanes Hosiery and Arista Mills were expanding their production facilities in the city. Additionally, other local textile companies, such as Indera Mills, were organizing and constructing new plants by the mid-1910s.<sup>3</sup>

A.C. Port, exemplifying the conservative manner of the company, noted in his history that “there were a good many ups and downs in those early years because the product [two-piece winter weight men’s underwear] was new . . . but in spite of many difficulties the business grew . . .” In 1910, the company decided to begin the manufacture of their own yarns and built a spinning plant, mill, and mill village west of downtown (present-day Stratford Road). To meet World War I demands, a second mill was added at the village in 1915. These spinning mills produced high-grade yarn for use in the knitting mill downtown. The location of the spinning plant outside of the city was brought about, at least in part, by the desire to keep the dusty, dirty, and less desirable work out of the center-city.<sup>4</sup>

Meanwhile, the company expanded their downtown factories with the 1916 construction of a building at Sixth and Main. Described at the time as the finest structure for the manufacture of knit goods in the South, this building was razed in the mid-1960s. A second building was constructed in 1920. This building still stands in the 600 block of North Main Street at the corner with East Seventh

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<sup>1</sup> James Howell Smith, *Industry and Commerce, 1896 – 1975*, Vol. 8, *Winston-Salem in History* series (Winston-Salem: Historic Winston, 1977), 15 and Adelaide Fries, *Forsyth: The History of a County on the March* (Chapel Hill: UNC Press, 1976), 232.

<sup>2</sup> Winston-Salem Chamber of Commerce, *Winston-Salem: Half Century of Progress*, (Winston-Salem: privately published, 1935), 4 and 14; “Hanes Knitting Company Executive ‘Chop Wood While Resting,’” *America’s Textile Reporter*, reprinted in *Hanes Hosiery News* 12 September 1957; and “P.H. (Early Bird) Hanes’ Mill Marks its Golden Anniversary,” *Winston-Salem Journal and Sentinel* 3 August 1952.

<sup>3</sup> Smith, 23-4 and Fries, 232-3.

<sup>4</sup> *Ibid*; A.C. Port, *Hanes: Historical Sketches of P.H. Hanes Knitting Company*, (Winston-Salem: privately published, c.1933); and Dick Port (former Hanes president) oral history interview by Dick Hensel, 25 March 2002.

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Street.<sup>5</sup> The company's original product was two-piece, winter-weight, long underwear for men, which they began production of with fifty sewing machines and twelve knitting machines. The garments were sold under other manufacturers' brand names through a New York jobber, Clift & Goodrich. The underwear was available in black, tans, yellow, blues, and other colors. In 1913, P. H. Hanes Knitting began marketing its products under its own name. By creating a brand identity the company hoped to build long-term production security. The new "Hanes Underwear" products included a new heavyweight union suit, which was followed by a lightweight model in 1919. In marketing its new label, the company's first advertising campaign cost a conservative \$50,000 in the fall of 1914. The campaign's success spawned the establishment of a sales force and office in New York by 1918.<sup>6</sup>

During 1919 and the first half of 1920, the company was a recipient of the unprecedented business boom in the United States. Raw cotton prices and prices for cotton goods were high, but goods produced were easily sold. Cotton prices collapsed in mid-1920 leaving the company with raw cotton purchased at a very high price and goods that sold for a deflated price, when they were sold at all. This decline of demand threatened the industry during the 1920 – 1921 period. Hanes Knitting suffered cancellations, returns, and failures as cotton prices plummeted from forty-three cents in summer of 1920 to eleven and a half cents by early 1921. The company's new building on North Main, built to accommodate several years of growth, proved to be "largely superfluous" immediately after its construction.<sup>7</sup> The company survived in large part because of the popularity, particularly in the South, of its new line of lightweight underwear. After 1922, P. H. Hanes Knitting Company entered a period of experimentation with new products in an effort to develop "style" in the underwear industry and gain display and advertising space from retailers. Although the premise was essentially unsuccessful, new colors, prints were experimented with and a new line of knitted shirts and colored woven shorts were introduced that became the new industry standard.<sup>8</sup> Another innovation, the tee shirt, was developed from the company's original two-piece garments that became standard navy issue in 1913. Thus, after 1925, the company branched into several lines including undershirts, woven shorts, knitted sleepwear, briefs, tee shirts, as well as children's and baby wear.<sup>9</sup>

The period of success during the mid and late-1920s culminated in the demolition of the original factory building and the construction of a new factory and power plant at the corner of East

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<sup>5</sup> Smith and *Winston-Salem Journal*, 3 October 1965.

<sup>6</sup> Smith, 23-4 and Port, *Historical Sketches*.

<sup>7</sup> Port, *Historical Sketches*.

<sup>8</sup> Port, *Historical Sketches*.

<sup>9</sup> "Hanes Knitting Company Executives 'Chop Wood While Resting.'"

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6<sup>th</sup> Street and the railroad tracks in 1928. The “modern power plant” was an important innovation since efficiency could be increased by utilizing the steam that was a by-product of manufacturing power for the buildings. Again, however, the completion of the new facility fell on the eve of an economic downturn and stood, little used, until the end of the Depression.<sup>10</sup>

The growth of Hanes Knitting fit into the overall expansion of Winston-Salem’s industrial economy. By 1930, the city led the world in tobacco production, led the country in the production of men’s underwear, and manufactured more knit and woolen goods and more wagons than any other Southern city.<sup>11</sup> The role of P. H. Hanes Knitting was significant. By the late 1930s, the company operated six factory units with approximately 2,500 employees. The company joined R. J. Reynolds and Hanes Hosiery as Winston-Salem’s leading employers. Together they employed sixty percent of Winston-Salem’s workforce by 1940.<sup>12</sup> The continued prowess of the P. H. Hanes Company is evidenced in its construction of another building at 600 North Chestnut Street in 1940.<sup>13</sup>

The development of Hanes Underwear as a brand relied heavily on its advertising campaign. Yet, the advertising tended to be of a straightforward type in the spirit of P.H. Hanes himself. The 1935 ad placed by company in the Chamber of Commerce’s fiftieth anniversary publication was typical of the company demeanor. The banner reads: “The National Underwear; For Men and Boys; For Every Season.” The ad gives a brief account of their product as follows: The comparatively limited style demands in both summer and winter garments which characterized the experience of the industry and of this company in the early days have given way to many new developments. Woven Athletic Union Suits were very popular for many years and still have a strong following. More recently knitted shirts and woven shorts have dominated the summer underwear business.<sup>14</sup> This type of ad was in the tradition of the original (1913) Hanes label, which read: “We guarantee Hanes Underwear absolutely - every thread, stitch and button. We guarantee to return your money or give you a new garment if a seam breaks.”<sup>15</sup>

Company life held dual centers in the downtown plant and the Hanes village facility. A retrospective in the twentieth anniversary issue of the *Hanes Knitter* newsletter in 1966 helps add detail to the socialization the company promoted. Photographs include the 1946 City Baseball

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<sup>10</sup>Port, *Historical Sketches*.

<sup>11</sup> Frank V. Tursi, *Winston-Salem: A History* (Winston-Salem: J. F. Blair, 1994), 169.

<sup>12</sup> *Ibid.*

<sup>13</sup> *Journal*.

<sup>14</sup> *Winston-Salem: Half Century of Progress*, 20.

<sup>15</sup>“P.H. (Early Bird) Hanes’ Mill Marks its Golden Anniversary.”

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League championship team, an awards dinner for employees with twenty years of service in 1946, and the 1949 winner of the "Miss Hanes Knitter" beauty contest.<sup>16</sup>

Within the factories themselves efforts to improve working conditions were evidenced by the company being the first in the region to broadcast music throughout its plants. At the time of its fiftieth anniversary in 1952, the company offered health, accident, and hospitalization plans as well as a pension plan. Employee loyalty was relatively high and by the mid-1950s over 600 employees had served twenty or more years with the company. This loyalty was pointed out by Mrs. Cora Brown, the employment office manager, who claimed "the girls in the plant" were the ones who recruited new employees.<sup>17</sup>

The company's fiftieth anniversary event in August of 1952 coincided with the annual company picnic held at Hanes village and was attended by 5,000 people. The day filled with food, music, games, performers, homemade produce judging, carnival amusements and departmental booth judging, was highlighted by the crowning of "Miss Hanes Knitter," Mrs. Betty Lloyd.<sup>18</sup>

P.H. Hanes Knitting entered a significant period of growth during the postwar period, brought about in part by their war-effort production. Hanes Knitting manufactured thirty-eight million garments for the armed forces during World War II and earned the Army-Navy Product Award on three occasions. Even more than the awards, however, the experience of thousands of military personnel with Hanes' products did much to increase the national recognition of their brand.<sup>19</sup> The company's advertising during the 1950s was also aggressive and included publications such as *Readers' Digest*, *Life*, *Look*, *Saturday Evening Post*, and *Redbook*. P.H. Hanes Knitting also sponsored the "Captain Kangaroo Show" in 1959.<sup>20</sup> In 1952 the company's sales director estimated that seven out of ten families in the country had been reached by the Hanes Knitting advertising campaigns.<sup>21</sup> In addition to the strong advertising, it was thought in 1952 that the "control over production from the raw product to the completed garment" available to the company because of their "fully integrated" mode of manufacturing helped to "stabilize the Hanes operation in tight times."<sup>22</sup>

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<sup>16</sup>*The Hanes Knitter, Special 20<sup>th</sup> Anniversary Edition*, October 1966.

<sup>17</sup>"Hanes Knitting Company Executives 'Chop Wood While Resting'" and "P.H. (Early Bird) Hanes' Mill Marks its Golden Anniversary."

<sup>18</sup>"5,000 Help Hanes Firm Observe 50<sup>th</sup> Anniversary," *Winston-Salem Journal-Sentinel* 3 August 1952.

<sup>19</sup>"Hanes Knitting Company Executives 'Chop Wood While Resting.'"

<sup>20</sup>"Hanes Knitting's Sales and Profits Reach New High."

<sup>21</sup>"P.H. (Early Bird) Hanes' Mill Marks it Golden Anniversary."

<sup>22</sup> *Ibid.*

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In 1953, the company's first plant outside of Winston-Salem was built at Sparta in northwestern North Carolina. This plant was followed with nearby plants at Galax, Virginia and Jefferson, North Carolina in 1956 and 1957.<sup>23</sup> At the end of the decade, this program of expansion was evident in the sales numbers. 1959 recorded the largest sales (\$43 million) up to that time with the production of six million dozen garments. Although the majority of the company's stock was still held by the Hanes family, the company's diversification and growth also began to appear in the growing number of non-family shareholders.<sup>24</sup> Three additional plants were announced in 1964: Newland, North Carolina, Las Cruces, New Mexico, and Lubbock, Texas.<sup>25</sup> Guiding the company through much of this expansion period was P. Huber Hanes, Jr., who became company President in 1954 upon the retirement of his father from that position.<sup>26</sup> Unlike his grandfather before him, P. Huber Hanes, Jr. had the benefit of the best education including a degree from Duke University and postgraduate work at Harvard Business School. P. Huber Hanes, Jr. did follow his grandfather's tradition of public service serving as a county commissioner (1952-1956) and was involved in the Research Triangle Institute of North Carolina. P. Huber Hanes, Jr. also had a strong influence on the landscape of Winston-Salem with real estate development projects such as Forsyth Hospital and Hanes Mall.<sup>27</sup>

The modernization of the company continued throughout the postwar period and in 1958, construction began at Hanes village on a one million dollar, modern mill building that included the latest technology in ventilation, heating, and humidification. The building also employed the modern concept of increased efficiency with low-rise buildings where yarn production steps are housed under one roof.<sup>28</sup> Unlike in earlier days, however, the company produced only twenty-five to thirty-five percent of the yarn it utilized by 1960. Despite this expansion at Hanes village, the downtown plants still housed the company's general offices and was where the finished garments were manufactured.<sup>29</sup>

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<sup>23</sup>"Hanes Knitting Company Executives 'Chop Wood While Resting.'"

<sup>24</sup>"Hanes Knitting's Sales and Profits Reach New High."

<sup>25</sup>"Hanes Knitting Company Plans New Plant in Avery County," *Twin City Sentinel* 12 November 1964.

<sup>26</sup>"Hanes Knitting Company Executives 'Chop Wood While Resting.'"

<sup>27</sup>"Hanes Knitting's Sales and Profits Reach New High." and "P. Huber Hanes, Jr.; a Maverick at Large," *Winston-Salem Journal and Sentinel* 8 November 1964.

<sup>28</sup>"Hanes Knitting Announces Plans for \$1 million Building," *Twin City Sentinel* 10 February 1958 and "Hanes Knitting's Sales and Profits Reach New High."

<sup>29</sup>"Hanes Knitting's Sales and Profits Reach New High."

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P.H. Hanes Knitting Company had begun with 150 employees in 1903, but by the mid-1950s, that number had increased to 4,500 with salaries reaching \$12,000,000 per year.<sup>30</sup> By 1961, Forsyth County hosted twenty-five textile manufacturers with a total of 9,800 employees. Manufacturing was the mainstay of Winston-Salem's economy during the postwar period with over 27,600 manufacturing employees in 1950; expanding to about 38,300 employees by 1959.<sup>31</sup> The first annual report of the Hanes Corporation in 1966 found a work force of 10,518 and at the time of the 1965 merger between P. H. Hanes Knitting Company and Hanes Hosiery, the companies employed 9,400 and were the sixth largest employer in North Carolina.<sup>32</sup> In February of 1965, P. H. Hanes Knitting Company merged with Hanes Hosiery, which had grown from its beginnings as Shamrock Mill to become the largest producer of circular knit hosiery in the world, to form the modern Hanes Corporation.<sup>33</sup> In October of 1965 it was announced that the company's downtown plants would close at the end of the year. Management and administration were moved to Hanes Hosiery's Weeks Division plant (built about 1960) while the knitting division was relocated to Hanes Hosiery's vacant Ivy Avenue plant. Built in 1926 and in use until 1960, the Ivy Avenue building was advantageous for several reasons. It was air conditioned and offered greater single-level space, which made more efficient, modern, horizontal manufacturing possible. The six downtown buildings owned by P.H. Hanes Knitting were soon sold or leased.<sup>34</sup> A 1965 newspaper article pointed out impact of the company's removal stating that "the removal of 2,100 manufacturing and office people undoubtedly will have an impact on downtown merchants."<sup>35</sup> The closure of Hanes Knitting's downtown facilities was part of the national trend for removing industry from the city center as congestion and lack of space came into play with modern theories on efficient manufacturing practices.

As discussed above, the city of Winston-Salem became a major industrial city during the 1880-1915 period and industrial growth continued throughout the first half of the twentieth century. The three buildings of the P.H. Hanes Knitting Company are among the few remaining industrial buildings in downtown Winston-Salem from this period of intense industrial growth. While there

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<sup>30</sup>"Hanes Knitting Company Executives 'Chop Wood While Resting.'"

<sup>31</sup>Forsyth County Commissioners, *A Decade of Progress in Forsyth County, N.C.* (Winston-Salem: privately published, c.1961), 7 - 10.

<sup>32</sup>Hanes Corporation, *Annual Report*, (Winston-Salem: privately published, 1966), 12 and "Hanes Merger Okayed," *Twin City Sentinel* 20 February 1965.

<sup>33</sup>This new entity would be purchased by Sara Lee Corporation at the end of the twentieth century.

<sup>34</sup>"Hanes Knitting is Moving from Downtown Facilities," *Winston-Salem Journal* 3 October 1965; "Hanes Merger Okayed"; and "Hanes Knitting Company Executives 'Chop Wood While Resting.'"

<sup>35</sup>"Hanes' Recent Expansions Have Been in Other Plants," *Winston-Salem Journal and Sentinel* 3 October 1965.

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were hundreds of industrial buildings in the eastern blocks of downtown during the historic period, primarily serving the tobacco industry, there are now only a handful remaining.

The tobacco industry made up the largest part of the city's industrial production but textiles were an important factor in the economy. The earliest textile venture had begun in Salem in the mid-1830s, but much of the textile growth came during the post-bellum period. By 1900, there were at least three large mills in Salem joined by the Winston firms of P.H. Hanes Knitting Company and Shamrock Mills in 1901. The extant P.H. Hanes Knitting Company buildings, built in the 1920-1940 period represent the second phase of textile development as the larger textile firms such as Hanes, Arista, and Indera expanded and rebuilt their older facilities.

The 1960s was a period of significant change in downtown Winston-Salem as the large industrial firms such as Hanes and R.J. Reynolds began to build new plants in the suburbs while many of the smaller firms failed and disappeared. Yet, Hanes is still an important part of Winston-Salem and Forsyth County's economy. In the early 1990s, the company, now part of the Sara Lee Corporation, employed 5,500, third behind R.J. Reynolds and Baptist Hospital.<sup>36</sup>

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<sup>36</sup>Winston-Salem Business, Inc., *Winston-Salem, N.C.: a Closer Look* (Winston-Salem: privately published, c.1989) 13.

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### 9. Bibliography

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### 10. Geographical Data

#### Verbal Boundary Description

The boundary of the P.H. Hanes Knitting Company properties, which includes all of Block 14 Lot 301; the eastern section of Block 14 Lot 302; and all of Block 15 Lots 102-103, is shown as the boldest line on the accompanying map labeled Exhibit A.

#### Boundary Justification

The boundary of the property encompasses the parcels of land historically associated with the P.H. Hanes Knitting Company where historic buildings are extant. The western section of Block 14 Lot 302, which was historically the site of the 1916 Knitting and Administration Building (razed mid-1960s), is excluded from the boundary since it is now a parking lot.

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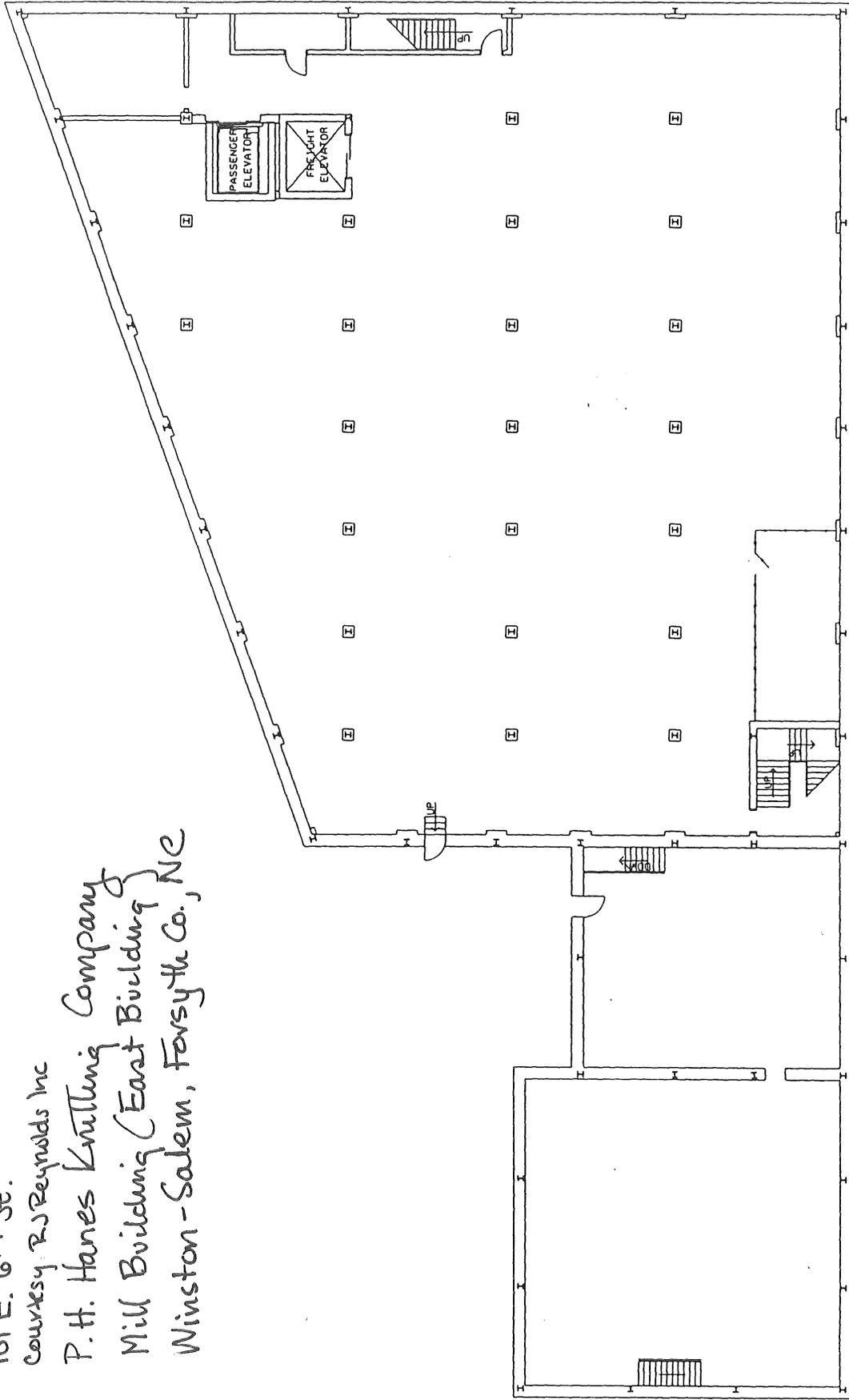
P. H. Hanes Knitting Company  
Winston-Salem, Forsyth County, North Carolina

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The original negatives are located at the N. C. Division of Archives and History, Raleigh  
Photographer: Sherry Joines Wyatt  
Date: 2004

1. 675 N. Main St., 101 E. Sixth St., and 600 N. Chestnut St. - view from southwest
2. Mill Building, 101 E. Sixth St., West elevation
3. Knitting Building, 675 N. Main St., Northeast corner
4. 101 E. Sixth Street and 600 N. Chestnut St., South elevations
5. Knitting Building, 675 N. Main St., view from southwest
6. Knitting Building, 675 N. Main St., fifth floor interior
7. Mill Building, 101 E. Sixth St., fifth floor interior
8. Warehouse and Shipping Building, 600 N. Chestnut St., fifth floor interior

Exhibit D (1)  
Representative Floor Plans  
101 E. 6th St.  
Courtesy R. Reynolds Inc  
P. H. Hanes Knitting Company  
Mill Building (East Building)  
Winston-Salem, Forsyth Co., NC



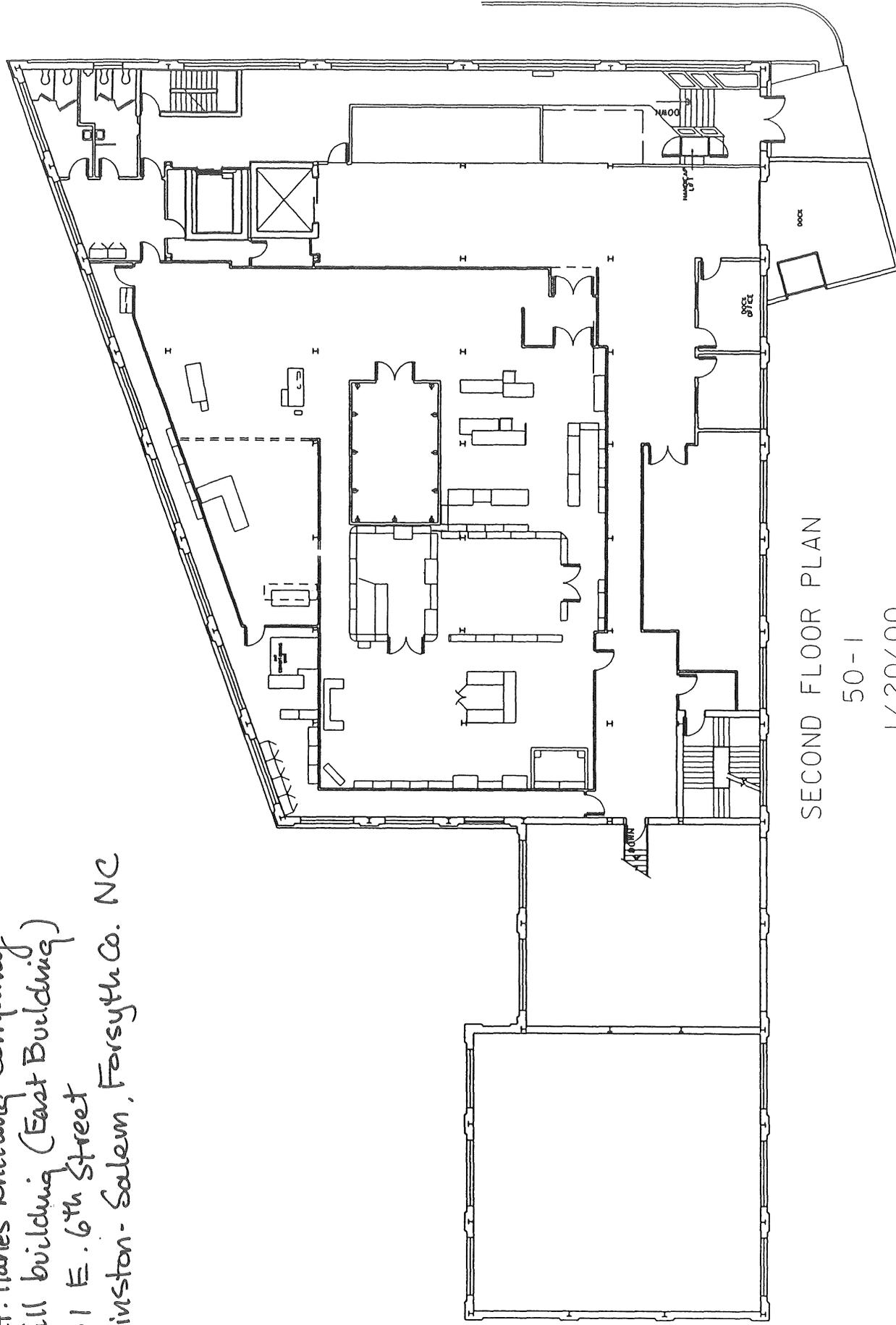
BASEMENT FLOOR PLAN

50-1

1/20/00

ED27010

Exhibit D(2)  
P.H. Hanes Knitting Company  
mill building (East Building)  
101 E. 6th Street  
Winston-Salem, Forsyth Co. NC



SECOND FLOOR PLAN

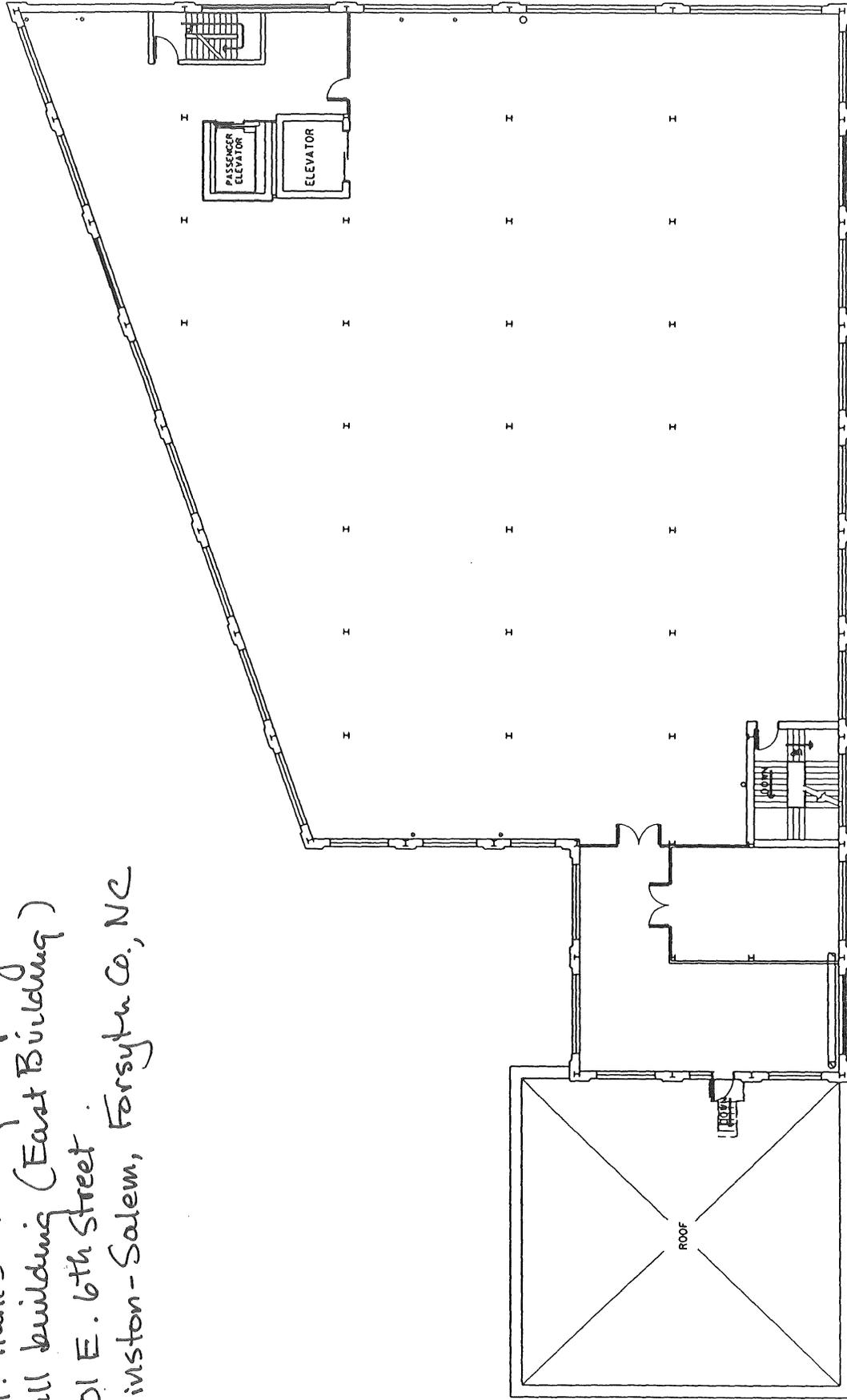
50-1

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BUILDING 50-1

Exhibit D(3).  
P.H. Hanes Knitting Company  
mill building (East Building)  
101 E. 6th Street  
Winston-Salem, Forsyth Co., NC



FIFTH FLOOR PLAN

50-1

1/20/00

ED27006

