

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 National Register Bulletin, *How to Complete the National Register of Historic Places Registration Form*. 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 certification comments, entries, and narrative items on continuation sheets if needed (NPS Form 10-900a).**

1. Name of Property

historic name Bacardí Distillery
other names/site number Bacardí Corporation

2. Location

street & number Road 165, Km. 2.6, Intersection State Road 888, Bay View Industrial Park not for publication
city or town Cataño vicinity
state Puerto Rico code PR county Cataño code 033 zip code 00963

3. State/Federal Agency Certification

As the designated authority under the National Historic Preservation Act, 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 at the following level(s) of significance:

national statewide local

Carlos A. Rubio Cancela
Signature of certifying official

Date

State Historic Preservation Officer
Title

Puerto Rico State Historic Preservation Office
State or Federal agency/bureau or Tribal Government

In my opinion, the property meets does not meet the National Register criteria.

Signature of commenting official

Date

Title

State or Federal agency/bureau or Tribal Government

4. National Park Service Certification

I, hereby, certify that this property is:

entered in the National Register determined eligible for the National Register

determined not eligible for the National Register removed from the National Register

other (explain:)

James A. ...
Signature of the Keeper

8-6-2010
Date of Action

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	
17	16	buildings
0	0	site
7	4	structure
0	0	object
24	20	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

Development of the Rum Industry in Puerto Rico, 1520-1960

6. Function or Use

Historic Functions
(Enter categories from instructions)

Current Functions
(Enter categories from instructions)

Industry / manufacturing facility

Industry / manufacturing facility

7. Description

Architectural Classification

(Enter categories from instructions)

Streamline Art Deco

Modern

Materials

(Enter categories from instructions)

foundation: concrete

walls: Concrete, glass, steel

roof: Concrete, metal

other:

Narrative Description

Summary Paragraph

Bacardí Distillery, located in the municipality of Cataño, Puerto Rico, is a full-fledge functional rum distillery. The complex, the largest rum distillery in the world, sits in a one hundred and thirty-seven (137) acres lot, comprised of forty-four (44) major buildings and structures. As a functional distillery, the district contains a significant number of contributing buildings and structures. Among the principal contributing building is the distillery itself, the bottling and packing buildings, the aging warehouses and buildings used by the Bacardi's administration and employees. The main contributing structures encompass the rectification process area, the still complex (primary and secondary), the alcohol tanks farm, the molasses storage tanks and the fermentation tanks, among others. **Bacardi Distillery** contains all the defining features associated with the property type described in Section F in the cover document "*Development of the Rum Industry in Puerto Rico, 1520-1960*".

Narrative Description

The **Bacardi Distillery**, legally inscribed as the Bacardi Corporation, has been operating at its present location since 1947, even though the company has been operating in Puerto Rico since 1936. The distillery, the largest of its type in the world, it's a major component in the urban landscape of Cataño, as its presence dominates the northerly municipal peninsula that protrudes into the Atlantic. The **Bacardí Distillery** district possesses a significant concentration of buildings and structures historically linked by a planned functionality. The industrial built landscape consists mainly of buildings and structures that contribute directly and indirectly to the nature of the property, rum manufacturing.

Among the contributing buildings are Warehouses number 1, 2, 3, 4, 9, 10, 11 and 12.¹ All these warehouses are used for storage and aging. Warehouse #1 (**Fig. 1**) is a 1959, two thousand three hundred and four (2,304) square-meters concrete building designed by Ramón M. Benitez following the rectangular plan usually associated with industrial buildings. Its most distinguish feature is the external columns shaped in a trapezoidal form with a decreasing shaft. Warehouse #2 (**Fig. 2**) is a 1959 concrete building with a 1,879 square meters rectangular plant, designed by Ramón M. Benitez. Warehouse #3 (**Fig. 3**) is a 4,565 square meters, 1965 concrete building designed by Capacete & Martín in a Modern style, being its most distinguish feature its roof composed of folded slabs forming trapezoid buttresses. This shape

facilitates the use of windows in the trapezoids, allowing natural light and cross-ventilation, essential elements in the rum aging process. Warehouse #4 (**Fig. 4**) is a 1961, square plant, 4,489 square meters, concrete building, designed by SAGMAC, with its most important feature being its trapezoid buttresses' folded slabs roof. Warehouse #9 (**Fig. 5**) is a rectangular plant, 1959, concrete building of 2,173 square meters designed by Ramón M. Benitez in the Modern style. Its most distinguish features are its external columns shaped in trapezoidal forms with decreasing shafts. The roof is formed by a chain of angular inclined plane slabs, providing a dynamic quality to the otherwise rigid rectangular form of the building. Warehouse #10 (**Fig. 6**) is 4,509 square meters, concrete Modern style building built by SAG MAC in 1961. Warehouse #11 (**Fig. 7**), designed by Capacete & Martin, is a 1966 concrete building of 8,978 square meters, with a roof formed by trapezoid folded slabs. Warehouse #12 (**Fig. 8**) is a 1972, concrete building designed by Capacete & Martin of 9,005 square meters with 90,000 barrels capacity.

Among the contributing resources is most significant the Distillery Building (**Fig. 9**). The first building erected on the site, popularly known as "the Cathedral of Rum", is a 6,473 square-meters, five-story concrete building designed in 1942 by architect W. Donald Christie in the Streamline Art Deco style. Built in 1946 by architect José Benitez, the distillery has a five-story central volume where the distillation columns are located and two lateral plants where the other remaining process of rum making was conducted before the expansion of the facility. The central volume has a very low helm-concrete-roof. Stands-out the total absence of ornamental decoration, with the exception of the bas-relief word "BACARDI" at the top of the main façade and the long windows that accentuate the building's verticality. The exterior expression of the building projects the industrial process conducted inside.

Another contributing building in the district is the Bottling Factory (**Fig. 10**), one of the most emblematic buildings in the complex. The factory is a one-story, rectangular plant, concrete building, constructed by José Benitez Gautier in 1965. The exterior expression is conformed of symmetrical segments divided by columns. The building is crowned by an extraordinary roof composed of folded slabs forming a dynamic trapezoidal wave that projects in the form of gables. Each gable-covered space has slit openings, which allow for natural light and ventilation, accompanied by concurrent three-by-twelve-foot segments of transparent ornamental blocks.

Also contributing is the Visitor Center's Building (**Fig. 11**), originally built in 1956 as warehouse #7, with a 1,646 square meter concrete rectangular plant. The building was intervened to accommodate it to its present role as visitor center as part of **Bacardi Distillery** becoming a tourist attraction. Keeping its industrial rectangular layout, the most distinguish addition to the exterior is the three-vaulted portico that simulates the bat wings of the worldly known *Bacardi's* logo, also featured in the piece. Although the building no longer contributes directly to the rum making process, it is an essential element in the **Bacardi Distillery**' social iconography significance.

An additional contributing resource not related to the industrial process, but significant within the popular iconology of the **Bacardi Distillery** is the Museum Building (**Fig. 12**). This 1965, Modern style, 174 square-meter, concrete building, was built by contractor José Benitez Gautier. The Museum is a one-story plant with a fan-type layout with a protruding five-arched-glazed façade forming a polygonal apside. The building exhibits the history of Bacardi, as a business and as a family, and it is almost a required stop to the more than two hundred thousand local and foreign tourists that visit the facility yearly.

¹ For a picture and location within the district of each building and structure mentioned in this section refer to continuation sheets on Section 7, Pictorial View of Bacardi District and Section 10, Geographical Data, Limits of Bacardi District.

There are two buildings that are not directly related to the rum making process, but nonetheless, contribute as part of the historically planned functionality of the district is the President's residence (**Fig. 13**) and the Chauffer's residence (**Fig. 14**). The first is associated to the production of the well-known German architect Henry Klumb (1928-1984) who designed the property as the on-site residence of Bacardi's Board of Director's President, José M. Bosch (1898-1994). The early 1950s building has been intervened, but the architect' signature is still evident when the present building is compared to Klumb's original drawings. The other building also attributed to Klumb (although not drawings has been found), was built as the residence of Bosch's driver. The 243 square meter building has the characteristics of the residential houses built for low-income families (social interest housing) during the 1940s and 1950s, on which program Klumb was involved as a dominating figure in the *Comité de Diseño Público* (Committee of Public Design).

Three other contributing resources are the Finished Products (**Fig. 15**), the AD-HOC (**Fig. 16**) and the Engineering Office (**Fig. 17**) buildings. The first is a reinforced concrete, 3,469 square-meters warehouse built in 1956 by contractor, J. Benitez Gautier. As the name implies, the industrial process of packaging and distribution is conducted at this facility. The most significant feature in the building exterior is the roof, formed by a succession of inclined planes which angularity provides a moving dynamic to the rigid plant. The AD-HOC Building, built in 1952, is a reinforced concrete rectangular plant, 926 square meters building, used as a general warehouse. Its most significant architectural feature is the roof, a chain of folded slabs in a trapezoidal shape, resulting in a peculiar rhythm along the entire exterior of the roof, which also reflects in the interior ceiling.

Among the contributing structures stands-out the molasses tanks (**Fig. 18**), the fermentation tanks, the primary and secondary still sections (**Fig. 19**), the alcohol tank farms (**Fig. 20**) and the rectification area (**Fig.21**).ⁱⁱ These structures respond directly to the rum making process, and as such, are contributing resources to the planned functionality of the property. Due to the lack of present-day sugarcane production in Puerto Rico, Bacardi acquires its molasses in the international market and stores the prime matter in huge steel tanks nearby the distillery building. Through a pump system (**Fig. 22**) the molasses are sent to the fermentation tanks. After the fermentation process is completed, the "wash" is run through the distillation process, where raw alcohol is produced. This alcohol is stored in the alcohol tanks farm, waiting to be rectified and later aged in the warehouses already described.

Other contributing structures, although not directly associated with the distillery industrial process, are two resources of architectural significance: the Pavilion (**Fig. 23**), also known as the gazebo and the structure at the gate (**Fig. 24**). The first one was built in 1960 by engineer Ramón Benítez, and designed by architect Enrique Gutiérrez and engineer Ignacio Martín, from the firm *Capacete Martín & Associates*, as part of **Bacardi Distillery** becoming a social gathering icon, beyond its industrial functionality. The \$70,000 piece, which accommodates one-hundred persons, is a 758 square-meters hyperbolic parabolic roof sustained in four points. The structure is an ingenious boast showing the strength, stability, and imaginative use of reinforced concrete. The resemblance of a flying bat (the company's logo) had made the Pavilion one of the most emblematic resources within the Bacardi District. The piece at the gate, built in 1967, is also a hyperbolic parabolic roof of sixty-two square meters, consisting of a continuous plane developing from a parabolic arch in one direction to a similar inverted parabola in the other.

There are several non-contributing buildings and structures within the district. The non-contributing status assigned to these resources was established following the defining features explicitly explained in Section F in the cover

document “*Development of the Rum Industry in Puerto Rico, 1520-1960*”, combined with Criteria Consideration G, as the resources are far from reaching the fifty-year limit period. Among the non-contributing buildings are warehouses # 8, 13, 14, 15 and 57. Warehouse #8 (**Fig. 25**) is a 1970 concrete and metal building used for various industrial purposes. Warehouse #13 (**Fig. 26**) is a 1976, rectangular plant, 4,442 square meters pre-fabricated metal building with a 45,000 barrels capacity, with no particular architectural features. Warehouses #14 (**Fig. 27**) and 15 (**Fig. 28**) are aging depots, both with a 90,000 barrels capacity, built in 1978 and 1979, respectively, by *Technical Construction Company*. Warehouse #57 (**Fig. 29**) is a 1980, L-shaped plant, steel building of 3,226 square-meters, used as a general storage area, with no particular architectural features. The General Warehouse / Industrial Materials (**Fig. 30**) is a rectangular plant, concrete building of 2,231 square meters, built in 1979. The Barrels Repair Shop Building (**Fig. 31**) is a 1,474 square meters steel building, with a typical industrial rectangular plant. The Shop Building (**Fig. 32**) is 1,149 square meters, steel prefabricated industrial building. The Garage / Auto Shop (**Fig. 33**) is a steel prefabricated building of 644 square meters. The Distillery Control Building (**Fig. 34**) is a 308 square meters reinforced concrete building of no particular architectural features. The Safety and Construction Offices (**Fig. 35**) is a rectangular plant, reinforced concrete building, built in 1981.

Other non-presently--contributing building is the System Office Building (**Fig. 36**), a 1985, 599 square-meters, rectangular plant and reinforced concrete facility, which follows the Brutalism style. Also in the Brutalism style is the non-contributing Executive Offices (**Fig. 37**), a 1985, two-story, reinforced concrete, 1,920 square meters building, with exposed concrete wall segments that alternate with plastered/painted walls, creating an interesting visual contrast. Also non-contributing is *Casa Bacardi* (**Fig. 38**), a 1990, reinforced concrete, rectangular plant building used as a store for visitors.

There are also two non-contributing buildings in the premises that are not related to *Bacardi* or the rum-making process in any way. Both buildings are part of the 1950s initial site development by *Fomento Industrial* (Puerto Rico Industrial Development Company, PRIDCO). Presently, the buildings are used for commercial purposes: a fast-food facility and a paint-making factory (**Figs. 39 and 40**).

Among the non-contributing structures are the molasses pump house, the water pump house (**Fig. 41**), the CO2 Factory (**Fig. 42**) and the petroleum tanks (**Fig. 43**), which support industrial and mechanical operations.

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)

- | | | | |
|---------------------------------------|--|----------------------------|--|
| <input checked="" type="checkbox"/> A | Property is associated with events that have made a significant contribution to the broad patterns of our history. | <input type="checkbox"/> 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. |
| <input type="checkbox"/> B | Property is associated with the lives of persons significant in our past. | <input type="checkbox"/> D | Property has yielded, or is likely to yield, information important in prehistory or history. |

ⁱⁱ For specific details on the role during the rum making process played by each one of the structures mentioned above, refer to the cover document “*Development of the Rum Industry in Puerto Rico, 1520-1960*”, Section F.

- 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 old or achieving significance within the past 50 years.

Criteria Considerations
(Mark "x" in all the boxes that apply)

Property is:

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

Areas of Significance

(Enter categories from instructions)

Industry _____

Commerce _____

Period of Significance

1947-1960 _____

Significant Dates

1947 _____

Significant Person

(Complete only if Criterion B is marked above)

Cultural Affiliation

N/A _____

Architect/Builder

Benítez Gutierrez, José (engineer)

Benítez Gautier, J.(engineer)

Benítez, Ramón M. (engineer)

Capacete & Martin Associates (contractors firm)

Donald Christie, W. (architect)

Gutierrez, Enrique (architect)

Klumb, Henry (architect)

Martín, Ignacio (engineer)

SAG MAC (contractors)

Varela, Héctor (architect)

Period of Significance (justification)

Criteria Consideratons (explanation, if necessary)

Statement of Significance Summary Paragraph

Bacardi Distillery is of national significance under Criterion A as the property is the dominating force of an industry that has greatly contributed to the economic, social and cultural development of Puerto Rico. The rum-manufacturing complex is the main rum producer in Puerto Rico and the main rum exporter into the United States. *Bacardi Distillery* is the largest rum- distillery in the world and the most important rum-producer in any part of the United States. The *Bacardi Distillery* has become the maximum exponent of the Puerto Rican rum industry and the spirit's maximum representative worldwide.ⁱⁱⁱ *Bacardi* is a major force within the United State's economy, dominating the national rum market. The important presence within the US' economy since the beginning of the twentieth century has made *Bacardi* an extremely significant representative of the Hispanic Caribbean heritage within the United States' social and cultural network.

Narrative Statement of Significance

Bacardi Limited (BL), which functions as a holding company headquartered in Bermuda, is the world's largest privately held, family-owned spirits company and produces and markets a variety of internationally recognised spirits. Bacardi Limited has a presence in more than 100 markets throughout the world, including the United States, Spain, France, the United Kingdom, Mexico, Germany, Italy and Russia, employing over six thousand people. BL's portfolio consists of more than 250 brands and labels, including Bacardi rum, the world's number-one selling rum and largest

ⁱⁱⁱ The narrative pertaining to Bacardi's historic background was compiled using the diverse sources (primary and secondary) listed in the bibliography. As such, a minimum of footnotes are explicitly used in the document.

international spirits brand. The company sells in excess of 200 million bottles of rum per year in two hundred countries. The **Bacardi Distillery** (Bacardi Corporation) in the municipality of Cataño, Puerto Rico, is the largest rum distillery in the world and is a vital part of the Bacardi Limited complex. The rum-making site in Cataño has become synonymous of the long and prestigious Puerto Rican-rum- making tradition.

Bacardi Corporation is not originally from Puerto Rico. In 1862, in the city of Santiago in Cuba, Facundo Bacardí Massó (1813-1886), a Catalan merchant, after going bankrupt in a sales-and-buying enterprise, started a little rum business. At the time, basic rum-distilling procedures in Cuba were still at a rudimentary level. Molasses was mixed with water and left to ferment in vats. Yeast, either naturally occurring or artificially introduced, converted the sugars in the mix to alcohols. After several days, the “wash”, as it was called, was fed into a still or alembic, basically a large copper kettle or pot set over a fire. Once heated, the spirits of the fermented mix would evaporate before the rest of liquid, because alcohol has a lower boiling point than water. The alcoholic vapor would be piped to a second container where it would condense. A somewhat purer spirit could be produced by running the distillate through the process again. The clear, cold liquid that dripped from the tap at the end was *aguardiente*, rum in its crudest form. It was potent, as much as 85% pure alcohol.

Facundo Bacardí wanted to make a spirit that would transcend the hard rum usually associated with buccaneers, rowdy sailors, and working-class taverns and compete alongside the fine brandies and whiskeys favored by the elite. Don Facundo was at the right place. The city of Santiago was Cuba’s closest connection to the British and French islands, where the best-known rum was made. The French colonist who came to Santiago area, mainly after the Haitian revolution, brought with them financial and human capital, and also a better understanding of distillation techniques along with a well-developed taste for exquisite liquors. Santiago was also a short distance from Jamaica, a huge rum producer at the time. Actually, in terms of distance, Santiago was closer to Kingston than to Havana.

Testing different mixes, molasses, yeast and the aging process, and especially, experimenting with different distilling techniques, Facundo Bacardí finally produced a new Cuban style-rum, lighter and drier than the rough spirit that preceded it. Bacardí sold his rum at his older brother’s store in Santiago. The spirit was usually sold in recycled olive oil containers that had a picture of a bat on the wax seal. Customers in Santiago referred to Bacardi’s rum as *el ron del murciélgago* (rum of the bat). The association took hold. Slowly but surely, Bacardi rum became the drink of choice on the island just as Cuba was becoming a nation.

The Spanish-Cuban-American War of 1898 brought the new Cuban republic under the US influence as part of a metropolitan policy of tutelage. By that time, *Compañía Bacardí* was administered by three of Don Facundo’s sons: Emilio Bacardi Moreau (1844-1922), Facundo Bacardí Moreau (1848-1926) and José Bacardí Moreau (1857-1907). A fourth and very important partner was added to the firm in the late nineteenth century, Enrique Schueg y Chassin (1862-1950), son of a French coffee planter in Cuba, who married into the Bacardi family.

With the new and tight relationship between Cuba and the US, the firm jumped into big marketing promoting their product wherever they could, both at home and abroad. In charge of the marketing, Schueg sent Bacardi rum samples to every international exhibition or fair: Paris 1900, Buffalo 1901, Charleston 1902 and St Louis 1904. Their rum defeated eleven Cuban competitors in Buffalo to win a gold medal.

Much of the credit for the success of *Bacardí & Compañía* in the early years of the twentieth century went to the Bacardi's brother-in-law, Enrique Schueg, who took charge of foreign sales and opening of new markets abroad. It was Enrique, with his commercial training in France, who realized that in order to prosper in the postwar period the company needed to grow dramatically, and he pushed for expansion at every opportunity. He negotiated the opening in 1910 of a factory in Barcelona, Spain. Another early sales target was Puerto Rico. With extraordinary foresight, Schueg recognized that the island could be a key point of entry into the all-important US market. In 1909, he sent one of his top salesmen to Puerto Rico to promote Bacardi sales here.

In 1919, with the rum production and sales growing from month to month, the Bacardi partners reorganized their firm as a stock corporation, to be known as the *Compañía Ron Bacardí, S.A.* (106) Emilio Bacardi Moreau kept his position as company president. Facundo Bacardi and Enrique Schueg were the first and second vice presidents of the new company. Each of the three partners took about a third of the shares in the new corporation. They later set aside some of their own stock to provide a 10 percent share for the heirs of José Bacardí Moreau, the third Bacardi brother, who had died twelve years earlier.

Just when the *Bacardí* firm was reorganizing and in a process of overseas expansion, the liquor industry in the US and Puerto Rico received a mortal blow, the Prohibition. On the morning of January 17, 1920, US citizens in the mainland and US territories woke up in a dry country. What became a commercial collapse for the alcohol industry in the US and Puerto Rico, became a period of huge bonanza for *Bacardí*. Sitting ninety miles off the coast of Florida, Cuba became the US upper-and-middle-class favorite destination to enjoy, in large quantities, the prohibited beverages. Airplane and steamer packages brought thirsty Americans from all over the country to the warm Caribbean island. Between 1916 and 1928, the annual number of US tourists visiting Cuba doubled, from forty-four thousand to ninety thousand.

In Cuba, drinking alcohol meant drinking rum, and drinking rum in Cuba meant drinking *Bacardí*. *Bacardi* executives recognized the commercial opportunity that Prohibition presented, and their advertising staff designed campaigns accordingly. Prohibition brought great prosperity to *Compañía Ron Bacardí S.A.*, but it also brought great challenges and risks. In a way, the firm broke no law selling their rum to any local or international customer who wanted to buy their product, but the company was aware that great quantities of their rum found its way into the US guided by the unscrupulous and violent mafia-bosses and bootleggers in the process of smuggling the prohibited spirit via "Rum Row", the area off the eastern and southern seaboard of the US.

In 1929, Prohibition also made *Bacardi* take the first solid step in an overseas development, with the exception of the 1910 franchise in Barcelona: a manufacturing and distribution facility in Mexico, a place where US citizens were flooding across the border in search of a taste of alcohol. Unlike the operation in Spain, the rum production in Mexico was controlled entirely by the *Bacardí*. Just as the Mexican complex was developing, the US stock market crashed, followed by the Depression era. A serious decline in travel to Cuba occurred and new US policies affecting the price of Cuban sugar in the US market and drastically reducing the entrance of Cuban products into the United States came into effect. From the *Bacardí's* perspective, the need to expand internationally became a requirement.

In 1934, Prohibition was repealed and *Bacardi* quickly searched for a place in the US to transfer a significant part of his production from where to effectively penetrate the market. By this time, Enrique Schueg, the man who has successfully guided Bacardi's development was in the process of searching for his replacement and found the proper man in his son-in-law, José (Pepín) M. Bosch (1898-1994). It was Bosch the one who came to Puerto Rico in 1936, and took the initial steps to insert *Bacardí* into the history of rum-making tradition in Puerto Rico.

Bosch briefly considered Louisiana and Florida, but he soon decided that best place to set up a distillery was in the US territory of Puerto Rico. The eastern Caribbean island had a rum-making tradition as old as Cuba's and, before Prohibition, some of Bacardi's fiercest competitors were Puerto Rican. The island produced sugar in abundance, and low prevailing wages kept labor cost down. Bosch visited PR in 1936, and within weeks, the Bacardi Corporation of America was given license by the Puerto Rico territorial authorities to establish a rum-making facility on the island. *Bacardi* technicians were soon setting up a distillery in an abandoned factory in Old San Juan.

The presence of *Bacardi* was worrisome for the local rum companies. After years of waiting for the derogation of Prohibition, the local distilleries considered the arrival of the Cuban company, who benefitted greatly from Prohibition, an unacceptable competition. The local rum producers forced a law to ban the production of any rum under a trademark not in use on the island as of February 1, 1936. The provision was aimed directly at *Bacardí*. The firm's lawyers immediately challenged the Puerto Rican law on constitutional grounds, saying the Puerto Rican government had no right to tell the Cuban company it could not use its trademark. *Bacardi* launched a publicity campaign aimed at showing Puerto Ricans what the company could contribute to the island, especially on wages to its employees. Bosch also pointed out that *Bacardi* was committed to send ten thousand cases a month to the US from its Puerto Rico facility, more than any local company could deliver. *Bacardi* lawyers managed to get an injunction against the enforcement of the trademark ban, and in January 1937 the company was able to initiate production in Puerto Rico. The case went all the way to the US Supreme Court before the anti-Bacardi law was finally overturned and the legality of the company's Puerto Rico operation officially established.

The **Bacardi Distillery** was initially established in a six-story-wooden-building located in the Marina in Old San Juan. In the late 1930s, it was transferred to a larger facility in the ward of *Puerta de Tierra* in San Juan. The 1877 building, today's home of the Puerto Rico General Archives and the Puerto Rico National Library, became known, and still remembered by some, as the Bacardi Building.^{iv} While using this location, the company already had planned to eventually move and build at a larger site. In 1937, with the assistance of Emilio S. Belaval, a local lawyer, and later judge of the Puerto Rican Supreme Court, *Compañía Bacardi* acquired a one-hundred- acre lot in the ward of Palma, Palo Seco sector, in the municipality of Cataño.

Firmly established in the island by the end of the 1930s, *Bacardi* became an essential component and recipient of the huge profits created in the US market during World War II. The bonanza declined immediately after the war. By 1948, *Bacardi* rum sales in the US were on the upswing again, and the company had reestablished its position there as the favored rum brand. Most of the *Bacardi* rum sold in the US by then came from the single company's facilities in Puerto Rico. Construction at Palo Seco began in late 1940s with today's well-known Distillery Building (popularly known as *La Catedral del Ron*, the Rum's Cathedral) being the first one built on the site in 1947. The building was designed by W. Donald Christie along the Streamline Art Deco style and quickly became the nucleus of an expanding complex. Ten years later, after an eight-million dollar investment, the plant consisted of seventeen buildings including the 1947 distillery, the rectification plant, the bottling and packing plant, seven aging warehouses, and the general manager's house (known as the José M. Bosh's Residence, designed by the well-known architect Henry Klumb). By this time, 1957, the distillery at Palo Seco was producing 23,000 gallons of rum daily and packaging six hundred thousand boxes of rum, mainly for exportation.^v

^{iv} The General Archives and National Library Building was included in the National Register of Historic Places in August 11, 1976.

^v *El Mundo*. 18 de enero de 1958, 7, *Bacardí celebra apertura planta*.

Bacardí's Puerto Rico operation was also boosted during this period as the result of the millionaire advertising campaign developed by the Puerto Rican government on behalf of all rums from Puerto Rico. The free advertising helped *Bacardí* more than any other company, though it came with a condition that struck at the heart of the *Bacardí's* long attachment to Cuba. From that time on, the label of almost every bottle of *Bacardí* sold in the US carried the words "Puerto Rican Rum".

The international expansion foresighted by Schueg and carried-out by Bosch paid-off with the events in Cuba during the early 1960. The arrival of the revolutionary regime in Cuba led by Fidel Castro in 1959 brought an economic trend that ended up in the nationalization of most means of production owned by foreign and Cuban bourgeoisie. At 8:40 a.m. on October 15, 1960, Daniel Bacardi and the other company executives affixed their signatures to an *acta de entrega*, delivering the ninety-four-year-old *Bacardí* enterprise to the Cuban state. The expropriation included every asset the company held in Cuba: the distillery and bottling plants, the warehouses with thousands of barrels of Bacardi rum, the company's administrative offices on Aguilera Street, the three beer breweries and the *Edificio Bacardí* in downtown Havana. However, by the end of the 1950s the company had so much invested in its Puerto Rican facilities that a drop in rum shipments from Cuba was of little commercial consequences.

Bacardí in exile became a firm with multiple "homelands". The corporate headquarters was moved to the Bahamas and then to Bermuda. The Bacardi operation in Mexico and Puerto Rico were independently run. So was New York based Bacardi Imports, which had the exclusive right to import and sell Bacardi rum in the United States. In 1957, Pepin Bosch organized Bacardi International Limited (BIL) in the Bahamas with the rights to manufacture and sell *Bacardí* rum everywhere outside Cuba with the exception of the US, Puerto Rico and Mexico. In August of 1960, the company inaugurated a second distillery in Mexico. The two operations plus the plant in Puerto Rico were by that point producing three times more than the original plant in Santiago, so the company's overall capacity remained largely intact in spite of the nationalization.

In September 1961, the company announced its intention to build a four million dollar distillery and bottling plant in the Bahamas. Rum produced there could be exported to British Commonwealth nations on the same tax-free basis that Puerto Rico provided with respect to the US market. In 1965, Bacardi opened a distillery and bottling plant in the Bahamas, which product could be exported to British Commonwealth nations. The new facilities in Bahamas meant that Bacardi rum was being distilled in five plants in four countries. By the 1970s, each of the companies in the rum empire had significantly grown, and their relations were becoming complex. The largest, Bacardi Corporation of Puerto Rico, had the biggest rum distillery in the world, selling most of its production to Miami-based Bacardi Imports, the exclusive US supplier. Mexico was the province of *Grupo Bacardí de México, S.A.*, which had its own distilleries at La Galarza and Tultitlan. Bacardi International in Bermuda owned distilleries in Canada, Brazil, Spain, and Martinique and oversaw rum sales everywhere but in Mexico and the United States. Nassau-based Bacardi & Company owned the rights to the Bacardi trademark.

The development of *Bacardí* into a multinational enterprise did not diminish the extreme significance of the **Bacardi Distillery** in Puerto Rico. New constructions were added to the complex, most of them directly related to the production process: larger aging warehouses, more sophisticated still columns, automated bottling facility (inaugurated in 1967), quality labs, petroleum tanks, water tanks, machinery shops, among others. The complex also developed into a social icon within the island. In 1966 alone, the distillery received 45,000 visitors that wanted to see the largest rum distillery in the world in operation; 85,000 visitors in 1969. In response to that, the firm started a construction program that reflected this new trend: for social activities, a modern-and-architectural-challenging seventy-thousand dollars gazebo was

built in 1960 and inaugurated in 1961; a museum (1967) was added to accommodate exhibits pertaining to the Bacardi's history (as a firm and as a family); the landscape, along the property's main entrance and reaching into the production area, was developed into a park-like surrounding that served to soften the hard-view of the industrial complex; the building *Casa Bacardi* was constructed to accommodate a bar where visitors can taste free samples of Bacardi's products while enjoying the beauty of San Juan's bay and a store to purchase merchandises that range from t-shirts to boxes of the well-known rum. All these built resources contributed to make **Bacardi Distillery** a social icon that it's currently visited by two-hundred thousand (200,000) people yearly.

Beyond its social attractions and several resources of architectural interest, the distillery at Cataño is better understood when visualized as the primary artery within the *Bacardi* international facilities as the main producer for all the rum introduced into the-all-important US market. In 1957, the distillery produced 600,000 cases of rum and contributed with \$12,000,000 to the local treasury. By 1962, the company contributed with \$17,000,000 in taxes; had the largest stocks of rum in the world with 146,000 barrels capacity; two-hundred and thirty employees with \$600,000 in payroll; responsible for sixty-five percent of all rum produced in the island and supplied fifty-eight percent of the rum consumed in the United States. In 1967, the company had a payroll of \$1.6 million and paid \$36 million in taxes. In 1970, Bacardi Corporation of Puerto Rico produced 8,254,939 gallons of rum; had a 48,000 daily-gallons-production capacity and 20 million gallons of rum stock-up in their warehouses, the largest reserve of rum in the world. By then, even with all the high-tech-companies established in Puerto Rico through Operation Bootstrap (like the petrochemicals), *Bacardi* was the largest contributor to the local treasury with a payment of \$56,173,517 in taxes; had 310 employees and a payroll of \$2,300,777. By 1970, since its establishment in Puerto Rico in 1936, **Bacardi Distillery** had paid \$431,539,427 in taxes to the local government; money that was geared toward the development of public and social infrastructure in the island.

The production at *Bacardi*, like a rippling effect, went beyond its internal boundaries. Numerous production activities gravitated around the rum-manufacturing process conducted at *Bacardi*. As an example, in 1970, the company bought locally produced crystal and cardboard containers in the value of \$2,597,675; acquired 42,270 barrels of oil at \$74,817; bought 11,420,375 gallons of molasses from the local sugar manufacturers at \$1,392,346; paid \$120,000 to trucking companies and \$1,875,241 in maritime fees.^{vi}

The **Bacardi Distillery** was also a pioneer in the research process to properly dispose of the industrial waste (called *mosto*) derived from rum production. In 1977, the distillery rented the Rum Pilot Plant's^{vii} labs to experiment with different procedures in, not only the disposals of the waste, but also in the possibilities of using it in re-cycle ways. In 1985, the Bacardi Distillery announced the establishment of a plant, within the distillery, to convert "*mosto*" into fluid gas, in other words, methane gas. Today, the \$9 million methane gas power plant in the distillery provides about seventy-five (75) percent of the power used by the complex, making **Bacardí Distillery** an early pioneer in the alternative green-energy procedures.

At present, **Bacardi Distillery** in Puerto Rico is chaired by Puerto Rican borne Joaquin Bacardí III, great-great grandson of the company founder Facundo Bacardí Massó. The world-renowned rum making facility still the largest rum distillery in the world and keeps growing. In the last five years, the company has invested close to \$65 million in expanding its operations, including a \$14.1 million rum terminal and two wind turbines (**Fig. 44**) for its 137-acre facility that will add to

^{vi} *El Mundo*. 28 de abril de 1970, 26-27. *Biografía de una industria*.

^{vii} The Rum Pilot Plant was an experimental rum distillery administered by the University of Puerto Rico as part of the 1950s government's quality and promotional rum sponsored program.

the 75% oil-free energy production used by the complex. Even with distilleries all over the world, eighty-three percent (83%) of the rum produced by the multinational Bacardi Limited comes from the **Bacardi Distillery** in Puerto Rico.

Bacardi Corporation has become the most significant representative of the rum industry in the island. In the words of Joaquin Bacardi III, “*This is our home. This is where we are from*”.^{viii} The global projection of *Bacardi* has globalized the island’s rum industry. At one time, drinking rum in Cuba meant drinking *Bacardi*. Due to political reasons, that is not longer truth in Cuba, but it is true in the rest of world. When the world thinks of rum, it does think of *Bacardi*. Eighty three percent of all the rum consumed in the world is produced by *Bacardi*. As such, the property is most definitely nationwide significant under Criterion A, as the best representatives of an industry that has contributed greatly to the economic, social and cultural development of Puerto Rico.

Bacardi is also a dominant economic force in the United States. The US’ rum market has been one of the star performers in the US’ drinks market in the last ten years. In 2007, the rum market rose 5.5%. Eighty-nine percent of all the rum consumed in the United States comes from Puerto Rico and the US Virgin Islands. **Bacardi Distillery** in Puerto Rico alone provides ten million cases a year to the US, which is 70% of the US’ rum consumption.^{ix} To say that *Bacardi* dominates the United States’ rum market is an understatement. The international projection of *Bacardi* and its long and important presence within the US’ economy since the beginning of the twentieth century has made the firm an extremely significant representative of the Hispanic Caribbean heritage within the United States’ social and cultural network, reinforcing the national level significance of Puerto Rico’s **Bacardi Distillery**.

9. Major Bibliographical References

Bibliography

Primary Sources

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^{viii} Caribbean Business, April 9, 2009, 30. *Bacardi expanding capacity, products at Puerto Rico base.*

^{ix} Alex Smith, *Global Market Review of International Rum Forecasts to 2011*. Worcestershire: Aroq Limited, 2007, 15-24.

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1 de mayo de 1967, 18. *Bacardí inaugura planta y museo.*
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24 de septiembre de 1977, 11-B. *Bacardí arrienda Planta Piloto Ron.*
1 de enero de 1985, 2-B. *Basura orgánica se convierte en energía.*

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Dawson, Mari and Pepín Argamasilla. *Bacardi: A Tale of Merchants, Family and Company.* Bacardi Global Brands. January 2006

Gallo, Samuel. *Bacardi, 1862-1962.*

Gjelten, Tom. *Bacardi and the Long Fight for Cuba.* New York: Penguin Books, 2008.

Multiple Property Cover Document: *Development of the Rum Industry in Puerto Rico, 1520-1960.*

Smith, Alex. *Global Market Review of International Rum Forecasts to 2011.* Worcestershire: Aroq Limited, 2007.

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 # _____

Primary location of additional data:

State Historic Preservation Office
 Other State agency
 Federal agency
 Local government
 University
 Other
Name of repository: _____

Historic Resources Survey Number (if assigned): _____

10. Geographical Data

Acreeage of Property 137 acres

UTM References

Thirteen UTM references points were used for the Bacardi District. Additional UTM references on the continuation sheets

1 19 801850 2043285 3 _____
Zone Easting Northing Zone Easting Northing

2 _____ 4 _____
Zone Easting Northing Zone Easting Northing

Verbal Boundary Description (describe the boundaries of the property)

Irregular lot of one hundred and thirty seven acres recorded at the CRIM (Centro de Recaudación de Ingresos Municipales) under the numbers 039-000-004-04-000 and 039-000-004-17-000.

Boundary Justification (explain why the boundaries were selected)

The nominated district includes the entire lot historically associated with the property.

11. Form Prepared By

name/title Juan Llanes Santos / Historian
organization Puerto Rico State Historic Preservation Office date June 17, 2010
street & number PO Box 9066581 telephone 787-721-3737
city or town San Juan state PR zip code 00906-6581
e-mail jllanes@prshpo.gobierno.pr

Additional Documentation

- **Map:** A **USGS map** (7.5 or 15 minute series) indicating the property's location.
- **Continuation Sheets**

Photographs:

Name of Property: Distillery Building, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: January 8, 2010

Description of Photograph(s) and number: Distillery Building; 0001

1 of 18.

Name of Property: Distillery Building, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: January 8, 2010

Description of Photograph(s) and number: Distillery Building; 0002

2 of 18.

Name of Property: Museum, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: January 8, 2010

Description of Photograph(s) and number: Museum Building; 0003

3 of 18.

Name of Property: Visitors Center Building, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: January 8, 2010

Description of Photograph(s) and number: Visitors Center Building; 0004

4 of 18.

Name of Property: José M. Bosch Residence, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes

Date Photographed: January 8, 2010

Description of Photograph(s) and number: José M. Bosch Residence; 0005

5 of 18.

Name of Property: Gazebo, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: June 12, 2010

Description of Photograph(s) and number: Gazebo; 0006

6 of 18.

Name of Property: Warehouse # 1 Building, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: January 8, 2010

Description of Photograph(s) and number: Warehouse # 1; 0007

7 of 18.

Name of Property: Warehouse # 2 Building, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: January 8, 2010

Description of Photograph(s) and number: Warehouse # 2 Building; 0008

8 of 18.

Name of Property: Finished Products Building, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: January 8, 2010

Description of Photograph(s) and number: Finished Products Building; 0009

9 of 18.

Name of Property: Bottling Factory Building, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: January 8, 2010

Description of Photograph(s) and number: Bottling Factory Building; 0010

10 of 18.

Name of Property: Bulk Packing Area, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: January 8, 2010

Description of Photograph(s) and number: Bulk Packing area; 0011

11 of 18.

Name of Property: Alcohols tanks, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: January 8, 2010

Description of Photograph(s) and number: Alcohol tanks farm; 0012

12 of 18.

Name of Property: Visitors Center Building, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: January 8, 2010

Description of Photograph(s) and number: Visitors Building Portico; 0013

13 of 18.

Name of Property: Landscaping, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: January 8, 2010

Description of Photograph(s) and number: Landscaping area between distillery and gazebo; 0014

14 of 18.

Name of Property: Distillery Building, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: January 8, 2010

Description of Photograph(s) and number: Landscaping surrounding Distillery Building; 0015

15 of 18.

Name of Property: Visitors Center Building, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: June 12, 2010

Description of Photograph(s) and number: Visitors Center receiving area; 0016

16 of 18.

Name of Property: Distillery Building, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: June 12, 2010

Description of Photograph(s) and number: Distillery Building West Facade; 0017

17 of 18.

Bacardí Distillery
Name of Property

Cataño, PR
County and State

Name of Property: Gazebo, Bacardi District

City or Vicinity:

County: Cataño

State: PR

Photographer: Juan Llanes Santos

Date Photographed: June 12, 2010

Description of Photograph(s) and number: Area under gazebo; 0018

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Pictorial View of Bacardi District

Fig. 1. Warehouse # 1



Fig. 2. Warehouse # 2



Fig. 3. Warehouse # 3



Fig. 4. Warehouse # 4



Fig. 5 Warehouse # 9



Fig. 6 Warehouse #10



Fig. 7 Warehouse # 11



Fig. 8. Warehouse # 12



Fig. 9 Distillery



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Fig.10 Bottling Factory



Fig.11 Visitor Center (Warehouse # 7)



Fig. 12 Museum Building



Fig. 13. President's Residence



Fig.14 Chauffer's Residence



Fig. 15 Finished Product Building



Fig. 16. AD-HOC Building



Fig.17 Engineering Office



Fig. 18. Molasses Tanks



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Fig. 19 Still Columns



Fig. 20. Alcohol Tanks Farm



Fig. 21 Rectification Complex



Fig. 22 Molasses Pump House



Fig. 23 Pavilion



Fig. 24 Gate



Fig. 25 Warehouse # 8



Fig. 26 Warehouse # 13



Fig. 27 Warehouse # 14



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Fig. 28 Warehouse # 15



Fig. 29 Warehouse # 57



Fig. 30 General Warehouse Building



Fig. 31 Barrels Repair Shop



Fig. 32 Shop



Fig. 33 Garage/Auto Shop



Fig. 34 Distillery Control Room



Fig. 35 Safety & Construction Office



Fig. 36 System Office Building



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Fig. 37 Executive Offices Building



Fig. 38 Casa Bacardi



Fig. 39 Fomento Building (Burger King)



Fig. 40 Fomento Building (Paint Factory)



Fig. 41 Water Pump House



Fig. 42 CO2 Factory



Fig. 43 Petroleum tanks



Fig. 44 Wind Turbines



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Bacardi District Site Map



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Bacardi Site Map Legend

1. Distillery
2. Pavilion (Gazebo)
3. Museum
4. Ticket House
5. Warehouse # 1
6. Warehouse # 2
7. Warehouse # 3
8. Warehouse # 4
9. Central & Engineering Office Building
10. Visitor Center Building
11. Warehouse # 8
12. Warehouse # 9
13. Warehouse # 10
14. Warehouse # 11
15. Warehouse # 12
16. Warehouse # 13
17. Warehouse # 14
18. Warehouse # 15
19. AD HOC Building
20. Gate
21. Bottling Factory Building
22. Finished Product Building
23. Fomento Building (Burger King)
24. Barrels Repair Shop
25. CO2 Factory
26. Warehouse # 57
27. Fomento Building (Paint Factory)
28. Security Office
29. System Office Building
30. Rectification Area
31. Bulk Packing Area
32. Shop
33. Garage Auto Shop
34. Executive Offices Building
35. Casa Bacardi
36. Water Pump House
37. Molasses Pump House
38. Distillery Contro Room
39. Safety & Construction Office Building
40. Chauffer's Residence
41. President's Residence
42. General Warehouse
43. Alcohol Tanks Farm
44. Molasses Tanks
45. Petroleum Tanks
46. Still Columns

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Geographical Data
Limits of Bacardi District



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Geographical Data

UTM References

1	<u>19</u> Zone	<u>802145</u> Easting	<u>2043710</u> Northing	9	<u>19</u> Zone	<u>801535</u> Easting	<u>2043100</u> Northing
2	<u>19</u> Zone	<u>802200</u> Easting	<u>2043350</u> Northing	10	<u>19</u> Zone	<u>801450</u> Easting	<u>2043145</u> Northing
3	<u>19</u> Zone	<u>802125</u> Easting	<u>2043250</u> Northing	11	<u>19</u> Zone	<u>801660</u> Easting	<u>2043595</u> Northing
4	<u>19</u> Zone	<u>802090</u> Easting	<u>2043160</u> Northing	12	<u>19</u> Zone	<u>801900</u> Easting	<u>2043765</u> Northing
5	<u>19</u> Zone	<u>802140</u> Easting	<u>2042880</u> Northing	13	<u>19</u> Zone	<u>802040</u> Easting	<u>2043800</u> Northing
6	<u>19</u> Zone	<u>801640</u> Easting	<u>2042885</u> Northing				
7	<u>19</u> Zone	<u>801635</u> Easting	<u>2043000</u> Northing				
8	<u>19</u> Zone	<u>801500</u> Easting	<u>2043000</u> Northing				