NPS Form 10-900
(Rev. 8-86)

OMB No. 1024-0018

United States Department of the Interior
National Park Service

National Register of Historic Places Registration Form

3 1991

NATIONAL REGISTER

This form is for use in nominating or requesting determinations of eligibility for individual properties or districts. See instructions in *Guidelines for Completing National Register Forms* (National Register Bulletin 16). Complete each item by marking "x" in the appropriate box or by entering the requested information. If an item does not apply to the property being documented, enter "N/A" for "not applicable." For functions, styles, materials, and areas of significance, enter only the categories and subcategories listed in the instructions. For additional space use continuation sheets (Form 10-900a). Type all entries.

1. Name of Property

historic name Hayward Mill

other names/site number

2. Location

street & number North Street — N/A not for publication

city, town Douglas — N/A vicinity

state Massachusetts code 025 county Worcester code 027 zip code 01516

3. Classification

Ownership of Property	Category of Property	Number of Resources within Property	
		Contributing	Noncontributing
[X] private	[ ] building(s)	3	____ buildings
[ ] public-local	[X] district	____	____ sites
[ ] public-State	[ ] site	1	1 structures
[ ] public-Federal	[ ] structure	____	____ objects
	[ ] object	4	1 Total

Name of related multiple property listing: N/A

Number of contributing resources previously listed in the National Register 0

4. State/Federal Agency Certification

As the designated authority under the National Historic Preservation Act of 1966, as amended, I hereby certify that this [X] 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 [X] meets [ ] does not meet the National Register criteria. [ ] See continuation sheet.

Judith B. McDonough — ____

Signature of certifying official Executive Director, Massachusetts Historical Commission; State Historic Preservation Officer — Date

State or Federal agency and bureau

In my opinion, the property [ ] meets [ ] does not meet the National Register criteria. [ ] See continuation sheet.

____ ____

Signature of commenting or other official — Date

____

State or Federal agency and bureau

5. National Park Service Certification

I, hereby, certify that this property is:

[X] entered in the National Register. [ ] See continuation sheet. — Beth M. Savage — 6/17/91

[ ] determined eligible for the National Register. [ ] See continuation sheet.

[ ] determined not eligible for the National Register.

[ ] removed from the National Register.

[ ] other, (explain:) ____

Signature of the Keeper — Date of Action

6. Function or Use

Historic Functions (enter categories from instructions)
Industry/Manufacturing facility

Current Functions (enter categories from instructions)
Commerce/Specialty Store
Vacant/Not in use
Work in Progress

7. Description

Architectural Classification
(enter categories from instructions)

Late Victorian/Italianate
Late 19th Century Revival/Classical Revival
Modern Movement/Moderne

Materials (enter categories from instructions)

foundation Stone; Concrete
walls Brick, Weatherboard
roof Asphalt
other Wood; Weatherboard

Describe present and historic physical appearance.

The Hayward Woolen Mill in Douglas, Massachusetts, is a group of buildings lying within a bend of the Mumford River. The buildings are situated next to the dam and the Mill Pond, which provided water power for the operation of earlier mills on the site and for power and fire protection of the Hayward Mill.

The group of buildings developed primarily in the period 1880 to 1946, were comprised of one major structure, the Mill and Dyehouse, and two free-standing smaller buildings, the Boiler House and the Office Building. Of these, the Mill and Dyehouse is the most complex, as it was built in several stages. The numbering system used here has been developed to clarify the description, but except for the designation of Mills No. 1 and 2, was not used historically. (See attached figure.)

The earliest part of the Mill and Dyehouse was built in 1880-1881 on the site of a mill which burned in 1880. In its earliest form, Mill No. 1 (#1) consisted of a three-story brick building with gable ends, a pitched roof and attached stair tower. The basement contained the fire pump and well for providing power to the factory, plus storage for bags of shoddy (reclaimed wool). The first floor was used for the cloth room, and for fulling and finishing; the second housed the weave room; the third the card room; and the attic was used for mule spinning. A footbridge spanned the river above the dam; it probably gave access to workers' housing and other factories.

Connected to the main building was a three-story Boiler and Engine House (#1A) which housed the engine and boiler rooms on the first floor, a jack and the carpenter shop on the second; and a wool picker and lumper on the third. This building had six bays separated by brick piers continuing to the roofline, and rectangular wooden windows. The one-story Shoddy Mill (#1B), brick with twelve-over-twelve wooden sash windows, built next to the river below the dam on a stone foundation, contained the shoddy pickers.

Elements of these three buildings still exist, including interior structural elements and foundation walls of the Mill (#1), the east exterior walls of the Boiler and Engine House (#1A) and stone foundation walls of the Shoddy Mill (#1B). The original dam on the river, creating a mill pond for water power, was in the same position as the present dam, which was built in 1900. A

[X] See continuation sheet

footbridge exists, although not in the original location; it is not known if it is the same structure. A second dam exists on the property upstream near Cook Street, at the site of the Douglas Axe Company.

A major addition, built by 1898, became known as Mill No. 2 (#2). It is a four-story building set towards the road with a low pitched roof set on a timber truss exposed on the interior. The exterior walls are composed of broad brick piers evenly spaced and extending to form segmental arches above the fourth floor windows, adding a dignified Classical Revival motif to this vernacular building. Between the piers are fifteen-over-fifteen wooden sash windows, the upper light conforming to the arch. Below each window is a granite sill and a brick spandrel. The east facade has 13 bays; the south facade 6 bays, with the left hand bay containing not windows but paired wooden doors opening inwards onto a stair landing edged with a granite sill. The floor levels of the openings on this bay are offset from the main floor levels. At the top of the bay is a hoist and beam. The east facade of this mill still has its original windows, although some of the openings are now boarded up; the south facade has original window openings but later metal windows, and the west wall is now an interior wall between Mill No. 2 and the 1946 mill (#12), with windows removed. The functions of this addition were the same as in Mill No. 1, suggesting that there were interior connections on each floor: finishing of products was done on the first floor, weaving on the second, carding on the third and spinning on the fourth.

By 1898, the space between Mill No. 2 (#2) and the Boiler and Engine House (#1A) was filled in with a continuation of the latter building, designated here as Building #3. At some later point, but definitely by 1925, a fourth floor was added over both #1A and #3. The existing brick piers were added to Building #1A to strengthen the exterior structural walls to carry the added floor, and Building #3's facade is identical, differentiated from #1A only by the size of the bricks.

At the back of the factory, a one-story Dry Room (#4) was added next to the Shoddy House (#1B) (also called the Picker House).

Also, by 1898, two other buildings had been built: the freestanding brick Boiler House northeast of Mill #1, and the Office Building near the road. The Boiler House (#5) was a square two-story brick structure with an attached stack. The roof is flat, but at two levels, separated by a vertical boarded-up wall that hides a glazed monitor. Window openings on the north and west facades have segmental arched openings with either wooden pivoting or sliding sash windows. On the west facade is a wooden sliding overhead door, inserted at a later date, while to its left is the remains of an earlier drive-in door, now filled with brickwork. One-story brick sheds have been added on both the north and west facades. The Boiler House has had later additions, described below.

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The Office Building (#6) is a one-story brick building with a full basement and attic. The building has a hipped roof and gabled dormers. The first story of the building is entered on the south side directly from the sidewalk at a granite step and threshold; and another exterior door on the east side has several granite steps and is sheltered by a projecting wooden hood. The basement is entered at grade level on the west side. The doorway and window openings are all segmentally arched, framed by hood molds with corbel stops and granite sills. The east-facing gable window is semicircular with a corresponding projecting brick frame and granite sill supported by brick brackets. A delicate decorative brick cornice line parallels the roof line and gables. The first and basement floors are separated by a granite band.

The Office Building is now used as a residence. It has been little altered on the exterior except for its windows, some of which are covered with plywood (within the window opening) and some framed down to house modern sash window assemblies.

Of all of the buildings of the Hayward Woolen Mill complex, the Office Building has the most pronounced architectural style, in this case Italianate. The shape of the window openings, the hood over the side door the hood molds over all windows, and the brick cornice decoration are motifs derived from Italianate models, although simplified in this late vernacular version.

By 1911, a further brick one-story building with basement (#7) was added to the existing one-story extensions at the back, and some frame sheds were added beyond it, comprising a dye house, store house and shed. Other sheds, no longer extant, were built in the yard.

About 1922, the extensions at the back of the mill were substantially enlarged, following designs by Charles T. Main, Engineers. The one-story Shoddy Mill (#1B) and Dry Room (#4) had three stories added. To accommodate this addition, the existing structure had to be strengthened to bear the load of the added floors and machinery. The exterior brick walls were increased to 16 inches thick and new heavy lally columns introduced in the interior. The existing nine-over-nine wooden sash windows were re-used on the first floor, and larger new ten-over-fifteen windows were installed on the upper floors. The ground floor was used for drying and storage, the second floor for weaving and the third for carding.

At the same time, the one story building at the rear (#7) was extended (#8), and a floor added across both sections. Section #8 also has a basement, open to the basements in the adjoining buildings. There is a stair tower in the north-east corner of the building, extending from the basement to the second floor; the section of the tower above the roof is frame, covered with asphalt shingles. The ground floor housed the mixing pickers and rag pickers, while

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the upper floor contained the weave room which was made continuous with the new second floor above Buildings #1B and #4. A framed monitor roof with pivot-hung 12-pane wooden sash windows was installed above sections #7 and #8. A shed roof, part enclosed and part open, forms a loading area and open storage along the east facade of Buildings #4, 7 and 8.

As part of the 1922 additions, a new one-story brick Dye House (#9), 46 feet by 127 feet, was added at the rear of the complex. It has a low-pitched roof with central columns, and a continuous framed monitor to the same design as the one over the weave room. The Dye House's windows, set in segmental arches, are paired pivoting wood sash windows with a 6-pane section above a transom, and 12-pane below. The exterior wall, on a concrete foundation, has a line of brick corbelling at the level of the arch. The Dye House has a full basement. A single story concrete block and wooden shed addition were attached at its east end at a later date.

About 1927 a further round of additions and alterations took place, to designs by Cole and Kimball, Engineers, Boston. Mill No. 1 (#1) was widened from its original 41 feet to 60 feet, in the direction of the road. As a result, its original wall on the road side was removed and replaced by new columns. The original stair tower was removed, and the pitched roof removed and replaced with a flat roof, creating a full fourth instead of the attic space. The new wall on the pond side and the portion of the south facade now visible is brick with rectangular openings headed by a soldier-course brick lintel. The windows are industrial sash with awning-type opening sections, with panes following the scale and proportion of the earlier wooden sash. A new interior stair tower was built at the east corner of #1 at its intersection with #2 and #3. The water intake, gate and operating mechanism was moved toward the road, and the footbridge was relocated.

As part of the 1927 addition, a new Dryer Room (#10) was built on a concrete deck spanning the river. It is a one-story brick structure with a flat roof and segmental-arched window openings between broad flat piers, a simplified design motif deriving from Mill No. 2. The windows are industrial sash with pivot-hung opening sections. At some later point in time, possibly after 1945, the end of the Dryer Room was extended with a concrete block addition.

Sometime before 1945, the land within the bend of the river was enlarged by filling in, and an angled frame shed (#11) was added at the rear of the Dye House. The shed, with post foundations, is one-story, except for a two-story section where it joins the Dye House.

The last addition to the building in about 1946 was the brick four-story mill building (#12), which filled in the angle between Mills No. 1 and 2 (#1 and #2). The roof is nominally flat, the window openings rectangular, headed by soldier-course brick lintels and containing steel six-over-six-over-three

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industrial sash in which the central section pivots horizontally. The large horizontal proportion of the panes adds a Moderne touch to the otherwise industrial character of the building. When this addition was made, the wooden windows in Mill No. 2 on the facade toward the road were replaced with steel windows mathing those in #12.

The free-standing Boiler House (#5) was enlarged twice after its original pre-1898 construction. The first addition (#13), date unknown, was a brick two-story building with four bays on the west facade, separated by brick piers. The windows are steel sash in rectangular openings headed by soldier-course lintels. The second addition (#14) appears to have been built at the same time as the 1946 addition to the main complex. It has three stories on its northern side, but only two on the south because of the grade. The roof is flat, the windows are industrial sash with pivoting opening sections. The north facade has double entrance doors, the south has double doors at the upper level below a beam and hoist.

The condition of the buildings is variable. Most are in sound condition, but connections in exterior walls where one building was joined to another have in some cases pulled apart. The base of the smoke stack shows evidence of some deterioration. Window conditions are also variable. In general, steel windows on the lower floors close to the pond and dam have warped and rusted, while those on upper floors are sound. Some wooden sash windows show the deterioration caused by age, dampness and lack of maintenance.

More serious conditions are found in the structures in the bend of the river. The angled shed was poorly constructed initially and is now beyond repair. The north and east walls of the Dye House are severely cracked, due to a faulty concrete foundation, and the concrete block addition has also added to its deterioration. The roofbeams of the Dye House were undersized for the loads they were to carry, and because of leakage some of the structural members have rotted. As a result of all of these contributing factors, the roof and monitor of the Dye House have settled. None of the existing factory buildings has any finished pre-1960s office areas. This fact is probably explained by the existence of the separate Office Building from about 1898 to the end of operations, and numerous subsequent remodelings of the interiors. Even utilitarian finishes are minimal; windows and doors are set directly into the masonry, with no applied trim.

The site is a combination of finished and unfinished land: portions of the site are paved for parking and access, sections are roughly graded, while the river edge away from the Mill Pond and other unused areas are overgrown with brush and trees. A stone retaining wall about six feet high roughly parallel to Buildings #2 and 3 changes the natural grade to form an unpaved driveway between the main complex and the Boiler House. The paved area between the Office Building and pond ends at a concrete curb surmounted by a pipe railing,

(continued)

but the pond elswhere has an edging of trees and undergrowth and is otherwise unfenced. At the street line is a chain link fence on top of a low stone retaining wall, except in front of the Office Building, where there is a low wooden rail fence.

The portion of the site across the river is wooded and undeveloped (except for a sewer easement).

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Archaeological Description

While no prehistoric sites are currently recorded in the district, it is possible that sites are present. Six sites are recorded in the general area (within one mile). The physical characteristics of the property, well drained terraces adjacent to a major riverine drainage and possible fall line, indicate favorable locational criteria for native settlement and subsistence activities. Given the above information, the size of the complex (8.5 acres) and open space on the west side of the river and southern area on the east bank, it is probable that sites are present.

There is also a high potential for significant historical archaeological remains within the complex. Archaeological survey and testing can determine the original construction date for the Eagle Grist Mill built on the property sometime after 1750. An earlier mill may also be present. Similar testing can determine whether or not survivals of the original Eagle Mill exist as well as components which were rebuilt in 1795 and, portions which were incorporated into a 19th century mill. This later mill may be been the wooden mill built by Deacon Hunt in 1863 and destoryed by fire in 1880. Archaeolgical survey and testing can also determine whether survivals of the mid-late 19th century mill survive and, document what portions may have been incorporated into the Hayward Mill developed in 1880. Water power related survivals are also likely present. At least three dams were constructed on the property, the first sometime after 1750, the second in 1795 and the present dam in 1900. Archaeological survivals of the first two dams may exist, possibly incorporated into the present dam. Remains of water wheels and/or power related machinery may also be present. The vestiges of a water wheel are reported at Mill No. 1. Although not mentioned in the nomination mill race canals may also be present.

(end)

8. Statement of Significance

Certifying official has considered the significance of this property in relation to other properties:
☐ nationally ☐ statewide ☒ locally

Applicable National Register Criteria ☒ A ☐ B ☒ C ☐ D

Criteria Considerations (Exceptions) ☐ A ☐ B ☐ C ☐ D ☐ E ☐ F ☐ G

Areas of Significance (enter categories from instructions)	Period of Significance	Significant Dates
Architecture	1880-1946	1898, 1911
Industry		1922, 1927,
		1946

Cultural Affiliation: N/A

Significant Person: N/A

Architect/Builder: Charles T. Main, Engineers; Cole and Kimball, Engineers

State significance of property, and justify criteria, criteria considerations, and areas and periods of significance noted above.

The Hayward Mill in Douglas, Massachusetts is significant under Criteria A and C. Under Criterion A, it is significant for its association with the woolen industry in Douglas, Massachusetts and in the Blackstone River Valley. Under Criterion C it is significant as a mill complex that reflects its continuing use and the functional components of textile manufacturing during the period from the 1880s well into the 1940s. It possesses integrity of location, design, setting, materials, workmanship, feeling and association. Its period of significance is 1880, the date of its founding, to 1946, the date of the close of its expanded production for World War Two.

Site History

The site between the Mumford River and North Street, now occupied by the Hayward Mill, was the location of the first water privilege in East Douglas, granted to Jonathan, Samuel and John Foster about 1750. Later in the 18th century, it was occupied by the Eagle Grist Mill, which, although the date of original construction is uncertain, was rebuilt in 1795, at which time a new dam was built. Portions of the mill were said to have been incorporated into a mill standing on the site as late as 1879 (Emerson 1879, 267), but it is unclear what happened to that mill, or exactly where it stood on the site.

Later histories referred to the wooden mill built by Deacon Warren Hunt on the site in 1863 as the mill in which the Hayward Woolen Mill started. That building seems to have been largely destroyed by fire in July, 1880, although portions of the foundations and water wheel/turbine system may have been incorporated into the replacement buildings (Worcester South Compendium, July 10, 1880). In any event, the site has had a long industrial history.

Woolen Manufacture in New England

For almost one hundred and fifty years, the textile industry was the foundation of the economy of the Blackstone River Valley in Rhode Island and Massachusetts. Beginning with the introduction of America's first mechanized

☒ See continuation sheet

9. Major Bibliographical References

☒ See continuation sheet

Previous documentation on file (NPS):
- ☒ preliminary determination of individual listing (36 CFR 67) has been requested HPCA #11177 MA
- ☐ 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

Specify repository: Massachusetts Historical Commission

10. Geographical Data

Acreage of property 8.5 acres

UTM References

	Zone	Easting	Northing
A	19	275760	4661620
B	19	275760	4661560
C	19	275800	4661530
D	19	275740	4661410

☒ See continuation sheet

Verbal Boundary Description

The boundary of the Hayward Mill is shown on the accompanying map entitled "Hayward Mill Site Plan". It is found on the 1947 Worcester County Layout of North Street, Plan Book 144, Page 120.

☐ See continuation sheet

Boundary Justification

The buondaries encompass the three buildings historically associated with the Hayward Mill; the Mill and Dyehouse, Boiler House, and Office Building. Included within the boundaries are the Mumford River, mill pond and two dams, one of which provided water power to the mill for most of its period of significance.

☐ See continuation sheet

11. Form Prepared By

name/title Boston Affiliates with Betsy Friedberg, National Register Director
organization Massachusetts Historical Commission date March, 1991
street & number 80 Boylston Street telephone (617) 727-8470
city or town Boston state Massachusetts zip code 02116

★U.S.GPO:1988-0-223-918

textile factory, the Slater Mill, at Pawtucket, Rhode Island in 1793, the manufacture of cottons and woolens, and the machinery to make them, dominated the valley's economy. Embargoes on imported products and the ensuing War of 1812 stimulated the growth of American textile manufacturers in the early 1800s, and after a post-war slump, the industry became firmly established, with more than 3,000 textile mills in the country by the 1850s (Depew 1895, 477). Worcester County, in which Douglas is located, contained more than 125 textile mills in 1855 (MHC 1985, 326).

Throughout the 19th century, New England dominated the American textile industry in both production and technology, and within New England, Massachusetts dominated, with the primary centers located in the Blackstone and Merrimac River Valleys and the Fall River/New Bedford areas. In the 20th century, New England's dominance in both technological innovation and production gradually gave way before greater investment and a more progressive attitude towards new machinery in the South, but the textile industry and its fortunes remained central to the area's economy. As late as the close of World War Two, New England still had 23 percent of all textile mill workers in the United States (Estall 1966, 49).

Within the overall textile industry, a number of key differences existed between cotton and woolen manufacture. Wool was more difficult to process into cloth than cotton, requiring more intensive and more skilled labor, and the resulting product was more valuable. The woolen industry's sources of raw materials were more dispersed than those of the cotton industry, leading to a pattern of smaller, more scattered factories. Also, woolen factories were almost always integrated, with all the steps from picking to finishing carried out in one factory, while many cotton mills, especially in southern New England, tended to specialize in spinning or weaving only.

For these reasons, the cotton and woolen industries in New England developed along separate tracks, and on separate timetables. While improvement in carding machinery occurred in the late 18th century and stimulated the home production of woolen cloth, the introduction of mechanization in wool spinning and weaving did not take place until the 1820s, and it was not prevalent until the 1840s. Furthermore, the skilled labor intensive nature of wool cloth production made it more expensive for American manufacturers than for Europeans, with their lower wage scales, to produce. For this reason, the woolen industry in America did not really prosper until the Civil War created a large demand for woolen uniform cloth, and post-war protective tariffs raised the price of European woolens, making the American product competitive.

Having started later, the woolen industry in New England also declined later. While the cotton industry had begun to move south in the early 20th century, the woolen industry remained strong through World War Two; and as late as 1949 New England accounted for more than 50 percent of all the woolen spindles in

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the country, and 70 percent of the worsted spindles (Estall 1966, 50).

In the Blackstone Valley, the woolen industry followed this general pattern. The first spinning jennies in Worcester County were reported in the 1810s, and the first woolen looms appeared in the 1820s. By the 1850s, there were 53 woolen mills, producing both woolens and worsteds, in operation, compared to 77 cotton mills. By the 1870s, wool had overtaken cotton as the area's chief product, with 58 cotton mills and 73 woolen mills. This trend continued, and by 1895, there were 49 cotton mills and 93 woolen mills in the region. Of the woolen mills, many produced fine worsteds, but satinets and cassimeres were the leading products of the area's mills (MHC 1985, 320-37).

The Hayward Woolen Company

Against this background, the history of textile manufacture in Douglas is not surprising. Despite the early growth of the industry in the surrounding valley and the appearance in Douglas of some small operations combining factory carding and finishing with home spinning and weaving to produce satinets and cassimeres in the 1810s and 1820s, and the brief establishment of a mechanized shoddy mill on this site in the 1870s (Emerson 1879, 266), the Hayward Woolen Mill, established in 1880, was the first woolen factory in the town to achieve long-term success. It also survived into the 1960s, long after many New England textile mills had shut down.

First established as the Douglas Woolen Co., its name was changed before the end of 1881 to the William E. Hayward and Co. Woolen Mill (Insurance Survey 1881). It was owned by Moses Taft and William Hayward. Hayward, born in 1839 in Mendon, Massachusetts, had married Taft's daughter, Susan Hortense, in 1864, and became Taft's partner in several textile enterprises in the 1870s (National Cyclopedia, 32:223). Among the properties they owned were the mills and land where Deacon Warren Hunt had built and briefly operated a cotton mill in 1863 and where Lee and Murdock ran a shoddy mill in the late 1870s. When this mill burned in 1880s, Hayward and Taft rebuilt and opened a woolen mill.

This mill, which comprised a main building, a shoddy mill, and boiler and engine house, was brick and contained a 135 horsepower engine as well as a water wheel. It initially employed 50-60 hands and manufactured satinet (Worcester South Compendium, May 14, 1881).

In 1892, Hayward bought out Moses Taft, and took as a partner Winfield Scott Schuster, who had come from Pittsfield to work in the mill about 1881, and had rapidly risen to become the youngest mill superintendent in New England. From that time on, to quote Orra Stone's History of Massachusetts Industries, "The names of Hayward and Schuster have figured in connection with woolen manufacturing in the Blackstone Valley and have become synonymous with extensive operations and success throughout the country." (Stone 1930, 4:465).

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Despite general hard times in the 1890s, the company prospered and expanded, making several additions to the 1881 construction. By 1904, it acquired the former American Axe and Tool Co.'s Gilboa works down river, erected a new brick factory and began textile manufacture there as well.

In 1910, Hayward and Schuster formed a separate company, the Schuster Woolen Co., at this location. The two companies operated more or less jointly, with interlocking officers and a variety of names, for the next half century. In about 1913, they acquired the Lovett Mill near the Hayward plant, which had also been part of the axe industry since the mid-19th century, and later acquired plants in nearby Manchaug and Millbury. After 1910, when the axe works that had dominated the town's economy for nearly a century closed for good, the Hayward and Schuster enterprise became the chief employer in Douglas. They remained so until the demise of the Gilboa Street plant in 1983. While the firms dominated by the two families were generally referred to throughout the industry as "Hayward and Schuster," each mill was a separate private corporation until changes in the woolen industry's fortunes brought about consolidation in the mid-20th century.

In 1916, W. E. Hayward and Co. was incorporated for the first time, with William E. Hayward as President. He held that post until shortly before his death in 1925. His younger son, William L. Hayward, then became President until his death in 1937. Likewise, on the death of Winfield Scott Schuster, his younger brother, Walter E. Schuster, took over as treasurer. Other family members, including Walter Schuster's son, Winfield A. Schuster, and William E. Hayward's son-in-law, Wendell Williams, also served as long-term officers of the various Hayward-Schuster family corporations, and William E. Hayward's grandson, William E. Hayward, served as president from 1950-1960.

This tight family control carried well into the 20th century the pattern which had characterized the development of the Blackstone Valley textile industry since its beginnings:

> Nearly all of the early mills in the region were organized on the Rhode Island system. The relatively small, low to medium capitalized mills, were owned by families or partnerships, usually managed by owners, and employed entire families, particularly women and children. Single- and multiple-family housing was built and owned by the companies, though the realities of labor availability often required boardinghouses for single men and women as well. The result of this pattern was the relatively stable, patenalistic, rural mill village. This stands in direct contrast to the organization of the Waltham system mills established by a group of wealthy Boston investors: joint stock companies, large capitalization, a shared power canal system, management by agents, sales through commission agents, a labor force of young, unmarried women housed in company-owned boarding houses,

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> emphasis on mass production, and an urban community, typified Lowell (Blackstone River Valley National Heritage Corridor [1989]).

The makeup of the labor force employed by the Hayward Woolen Co. is not known, although 1880s newspaper accounts include references to boys of 14. From the beginning through at least the 1930s, however, the company owned large numbers of single- and multiple-family houses in East Douglas.

In the paternalistic and personal style of management employed by the Haywards and Schusters, the owners and managers were actively involved in the operation of the mill and running of the community.

William E. Hayward held the annual meeting of the two companies at his house at 77 North Main Street, Uxbridge (listed on the National Register), followed by a dinner (Worcester Telegram, February 10, 1925). Walter E. Schuster was known for walking through the plant, discussing their tasks with the mill workers or talking about baseball, to which he was devoted and which he promoted in the community (Stone 1930, 4:466).

The Hayward Woolen Co. continued to prosper after the death of William E. Hayward. In fact, according to Orra Stone's 1930 History of Massachusetts Industries, it had "reached its greatest development during the regime of the Haywards and the Schustrs of the present generation" (p. 1905). At this time, after the expansions carried out in 1927 by William L. Hayward following his father's death two years earlier, the Hayward Mill is described as,

> equipped with 15 sets of cards, 56 broad and 160 narrow looms, 4,782 woolen spindles, and complete dying and finishing departments, three boilers and two water wheels, and manufactures cloakings, cassimeres, and suitings. William L. Hayward is president, Jon. E. Schuster (sic), treasurer, and Wendell Williams, clerk; it employs 275 operatives (Stone 1930, p. 1905).

After a brief downward turn in the early 1930s, the company again began to grow at the end of the decade, spurred by the demand for woolen uniform cloth created by the military build-up in Europe. The Hayward unit reached peak employment of 450 in 1938-1940, and 500 in 1941-1944, when the U.S. had entered the war. In 1942 the Hayward Woolen Co. was designated a War Industry as a producer of woolens for the U.S. military services. It continued to produce overcoatings and uniform cloth, and also manufactured blankets for the armed forces. Like all war industries, it operated at peak capacity with three shifts and no vacations. The momentum of wartime production probably influenced the last major addition to the plans, that of the front and waterside extension, in 1946.

(continued)

In 1940, the company was described as having 14 sets of cards, 72 broad looms, 3,840 wool spindles, three boilers and either one or two water wheels, depending on the directory consulted (Davison Textile Blue Book; Textile Wool Mill Directory). In 1941, a fourth boiler was added, and the company was for the first time not described as having a water wheel. Thus it seems that, while the Hayward Woolen Co. was known in the industry throughout the 1920s and 1930s as a progressive company which adopted the latest in technology, it also retained its dual power system until it geared up for wartime production in World War Two.

After 1950, the New England woolen industry contracted sharply, suffering from competition from both European imports and manufacture in the southern states. In this climate, the Hayward Woolen Co. held its own for nearly fifteen years before finally succumbing in 1966. The Schuster branch of the company, which had changed its name to Hayward-Schuster Woolen Mills in 1945, declared bankruptcy in 1982, thus finally bringing to a close a century of woolen production in East Douglas.

For much of that century, the Hayward Woolen Co. mill on North Street had been one of the town's principal employers, and with its sister companies of the Hayward-Schuster group, its chief employer. Continually under the management of the Hayward and Schuster families, it carried well into the 20th century the pattern of family ownership and management which had characterized the development of the textile industry in the Blackstone River Valley. Moreover, its life cycle of rise and decline -- post-Civil War origins, steady growth in the late 19th and early 20th century -- was typical of the woolen industry in the valley, although it managed to survive slightly longer than some others. In all of these ways, the Hayward Woolen Co., is an important element in the rich industrial history of the region, which is currently being recognized, documented and interpreted by the Blackstone River Valley National Heritage Corridor Commission. For these reasons, the Hayward Woolen Mill is significant for its association locally with the woolen industry in Douglas and regionally in the Blackstone River Valley.

Architectural Evolution of the Hayward Woolen Mill

The Hayward Woolen Company's buildings represent the functional adaptation and enlargement of an original group of buildings dating from 1880. As the business grew, floor space was added in a manner that was perfectly rational to the manufacturing process, but one that has created a building complex apparently lacking in architectural coherence. Just as the process used shoddy as a source of material for further production, the company owners incorporated old portions of the building into new; built new sections; added floors above one-story wings; removed interior walls; and reused elements such as windows, all to form a functional workspace for their manufacturing process. Whatever visual coherence the building has derives from the use of similar materials -- brick, wooden windows, segmental arched openings,

(continued)

compatible proportions in the use of steel sash and building sizes, and the continued use of a vernacular Italianate and Classical Revival vocabulary of elements.

The process of woolen cloth manufacture from raw wool to finished cloth which shaped the Hayward Woolen Co. comprised a number of steps. Raw wool arrived at the mill by truck from the East Douglas Depot (or later from Boston). It was washed, sometimes dyed as stock, and sometimes blended as raw wool. Where shoddy (reclaimed wool) was used, it was picked apart by shoddy pickers. The fibers (or reclaimed threads) passed to the carding machines, where they were cleaned and straightened, and a loose roving formed. The rovings were spun into yarn, and prepared for weaving. On power looms, the yarn was woven into cloth. The cloth went through various finishing processes, which may have included piece dyeing. The completed cloth was shipped out of the mill.

Initially these processes were located on the individual floors of Mill No. 1 with respect to structural conditions of the building rather than to the flow of the production process. Spinning was placed in the attic because the roof trusses created a working space uninterrupted by structural columns. As the spinning mules moved back and forth they required large uninterrupted floor areas. The roof trusses were constructed with tie rods rather than vertical truss members to eliminate bulky obstructions. Fulling, a wet process that shrunk and thickened woolen cloth by moistening, heating and pressing it, required heavy fulling hammers and vats that had to be located close to the ground; in the Hayward Mill, they were placed on the ground floor. Power looms for weaving were also heavy and caused strong vibrations to the building. In this mill they were placed on the second floor,as the ground floor was taken up by the fulling machines. The carding process, by default, was located on the third floor. The shoddy pickers, which created dirt and worked on waste materials that had the potential of spontaneous combustion, were placed in a one-story building separated from the mill by a sheet irondoor, double thickness, with an air space between (Insurance Survey 1881).

As the mill expanded, the different processes needed more floor space which was accomplished by adding space at each floor level. Thus, spinning remained on the fourth floor, carding on the third, weaving on the second floor, and picking on the first floors of the extensions. The dyeing process moved from a shed at the back of the mill to its own permanent building with dye vats half-sunk into the floor with a supporting structure below. The drying process also moved from a structure at the back of the mill to the building bridging the river.

Power for the manufacturing process was supplied by a dual system of water and steam, the latter used at first as a power source, and later to generate electricity. The water wheel was located in Mill No. 1, where vestiges of a wheel remain. Steam was produced in the Boiler and Engine House (#1A) when

(continued)

the 1880 factory was built, but by 1898 boilers were housed in the free-standing Boiler House (#5). In 1911, the amount of power generated was 350 horsepower steam and 80 horsepower water. By 1925 the plant had three boilers and two waterwheels. This arrangement continued until 1940 when the waterwheels were no longer used and the plant had four boilers (Insurance Survey 1881; Sanborn Insurance Map 1911; Davison Textile Blue Books 1925-45).

The Hayward Mill is significant under Criterion C as a mill complex that in its physical evolution reflects the functional needs of a mill that successfully produced wool textiles from the 1880s well into the 1940s. In their reuse and adaptation of their physical plant, the successive generations of owners showed a pragmatic yet conservative attitude to the development of the complex.

Subsequent Uses

After the final demise of the Hayward Schuster Company in 1982, the buildings were owned and used for several years by the Mr. Christmas Company, a manufacturer of artificial Christmas trees and other decorations. This company used portions of the complex for manufacturing, and the ground floors of Mill No. 2 and Building #12 as a sales area. The entire complex, with the exception of the Office Building, which is no longer under the same ownership, is presently being developed as apartments.

(continued)

Archaeological Significance

Since patterns of prehistoric occupation in Douglas are poorly understood, any surviving sites would be significant. Sites in the area offer the potential for a study of upland native settlement and subsistence along the Mumford River, major tributary stream of the Blackstone River/Narragansett Bay Drainage. Sites in this area may provide valuable information on the extent to which they interrelated with more coastal native populations to the south along the Blackstone River and Narragansett Bay or, were more influenced by populations along the Thames Drainage to the west Charles Drainage to the east and Sudbury/Nashua Drainages to the north and northeast. Many prehistoric settlement models discuss settlement and subsistence along drainages. Sites in this area can help test this model or, investigate the extent to which upland/interior situation settlement and subsistences cross-cut drainage boundaries.

Historic archaeolgoical remains described above have the potential to document sequences of complex industrial development which spanned the mid-18th through 20th centuries. Archaeological survivals can provide examples of 18th century components in the district which no longer survive as well as detailed information on the social, cultural and economic patterns that characterized the growth of the woolen industry in Douglas and New England in general. Information relating to the technological development of the woolen industry may survive as well as sources of power for that development. Information may also exist which describes the conditions and skill of workers in that industry and how these aspects also changed through time.

(end)

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United States Department of the Interior
National Park Service

National Register of Historic Places Continuation Sheet

Hayward Mill,
Douglas, Massachusetts

Section number 10 Page 1

E	19	275660	4661420
F	19	275590	4661320
G	19	275560	4661400
H	19	275640	4661460
I	19	275610	4661570
J	19	275650	4661580
K	19	275640	4661640

NPS Form 10-900-a
(8-86)

OMB Approval No. 1024-0018

United States Department of the Interior
National Park Service

National Register of Historic Places Continuation Sheet

Photographs

Name and Location of Property		Hayward Mill, North Street East Douglas
City and State		Douglas, Massachusetts
Photographer		Pauline Chase Harrell
Date of Photographs		July 20, 1989
Location of Negative		Boston Affiliates, Inc 156 Milk Street Boston, MA 02109
Photograph	1	View of Buildings #1 (Mill No. 1) and #12, facing north-east.
	2	View of Buildings #10 (Dryer Room), #1 (Mill No. 1), and # 12, facing north. Footbridge in front of Dryer Room.
	3	View of Buildings #12 and #2 (Mill No. 2), facing north. Boiler House stack to right.
	4	View of Buildings #2 (Mill No. 2) and #3, facing north-west.
	5	View of Boiler House (#12 and #5), and Buildings #4, #7 and #8, vacing south-west.
	6	View of Buildings #4, #7, #8, and #9, facing west.
	7	View of Buildings #9 (Dye House) and #11, facing south-west.
	8	View of Buildings #9 (Dye House) (extreme left) and #11, facing west.
	9	View of Buildings #9 (Dye House), #8 and #7, taken from roof of Dryer Room (#10) facing north-east.
	10	View of Building #6 (Office Building) and #2 (Mill No. 2), facing north-east.

11 View of Building #10 (Office Building), facing south-west.

12 View of Boiler House (#14), facing north-west.

13 Interior view taken on fourth floor of Building #2 (Mill No. 2), facing north.

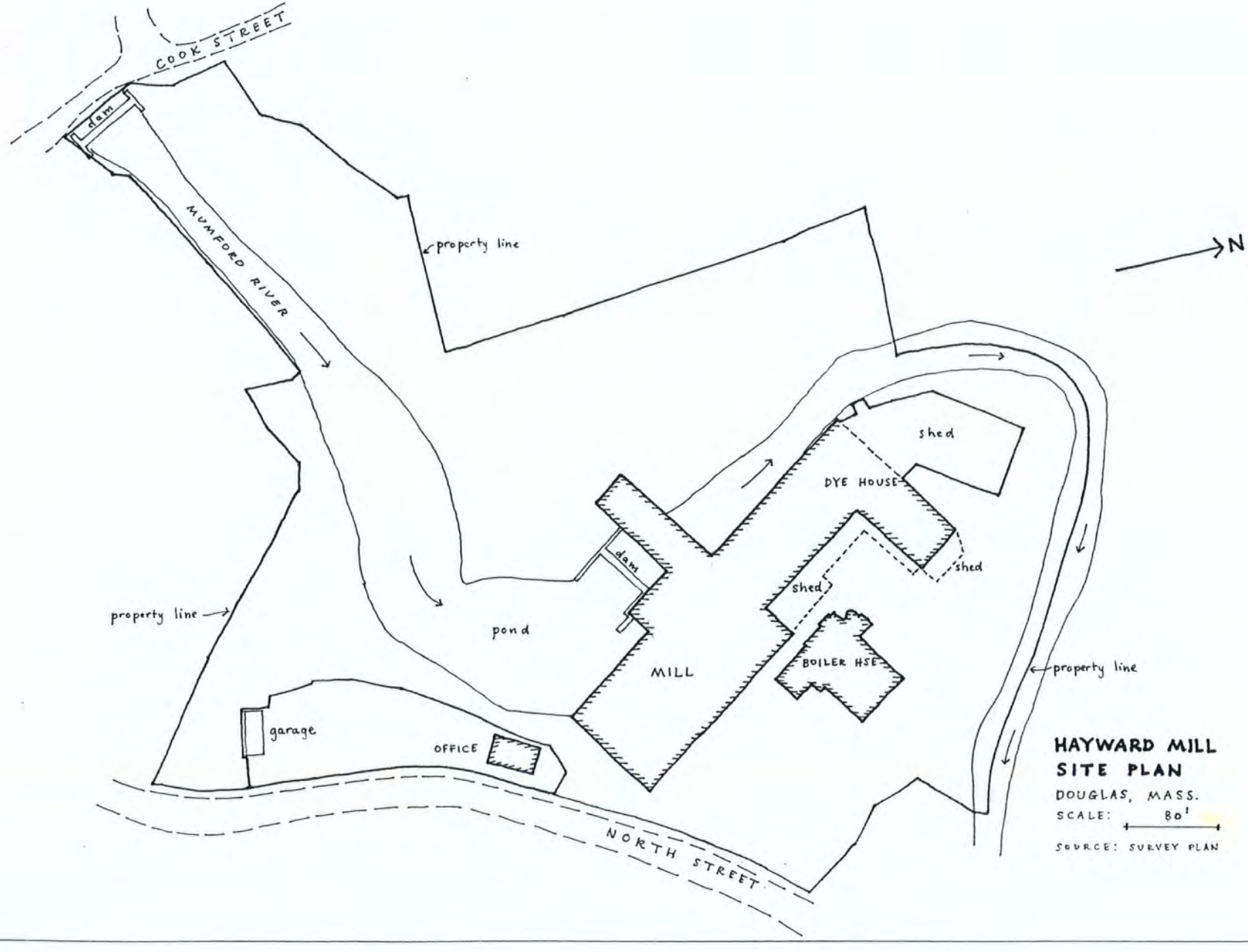
14 Interior view taken on second floor of Building #2 (Mill No. 2), facing north-west.

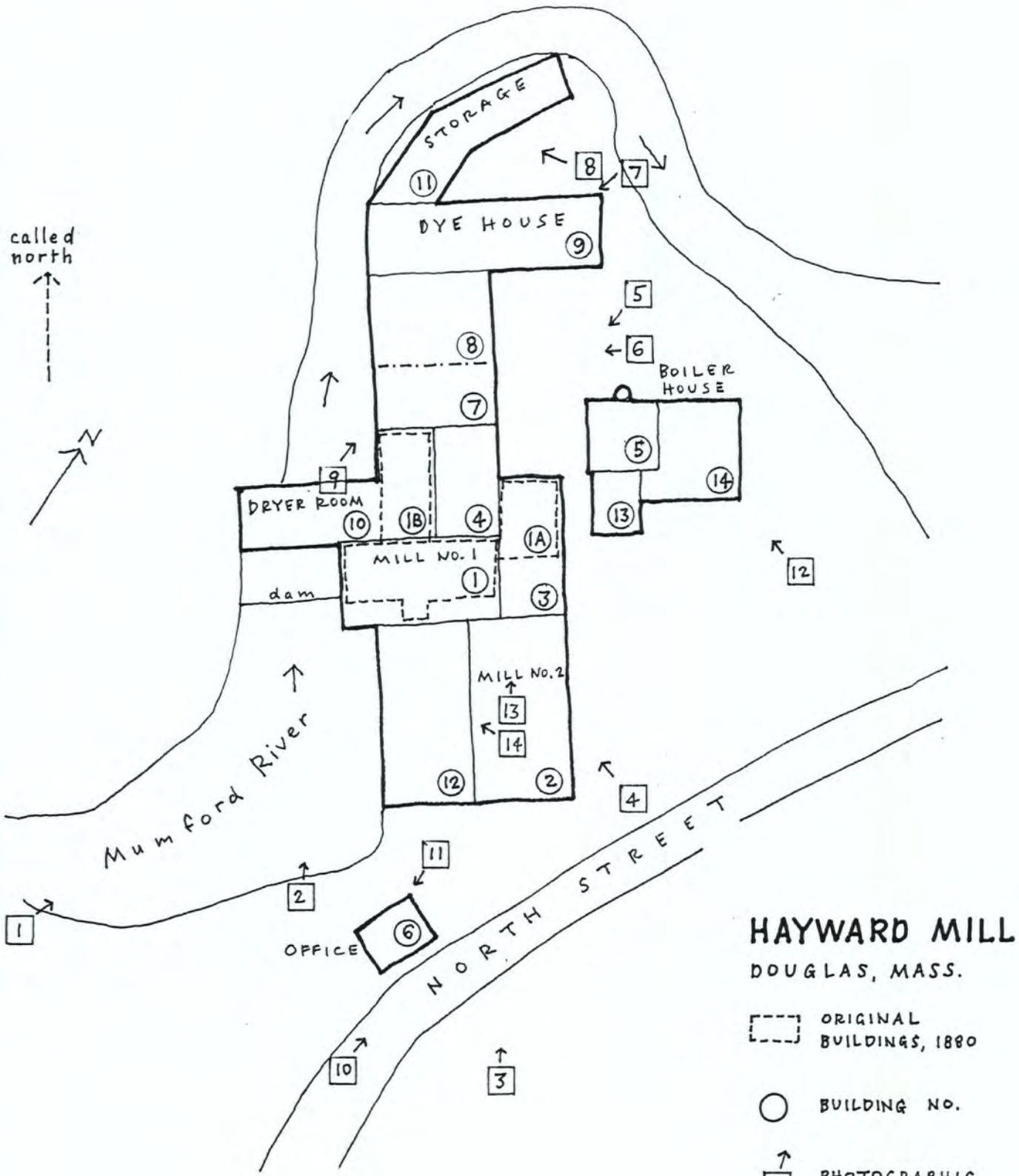
HAYWARD MILL
NORTH STREET
DOUGLAS, MASSACHUSETTS
DISTRICT DATA SHEET

STRUCTURE	NAME/FUNCTION	DATE	MAP #	MATERIALS	STATUS
A	OFFICE BUILDING	BEFORE 1898	(6)	BRICK	C
B	MILL BUILDING	1880	(1)	BRICK	C
	BOILER/ENGINE HOUSE	BEFORE 1898	(1A)	BRICK	
	SHODDY HOUSE	1898, 1922, 1925	(1B)	BRICK	
	MILL BUILDING #2	1898	(2)	BRICK	
	BUILDING #3	1898	(3)	BRICK	
	DRY ROOM	1922	(4)	BRICK	
	ONE STORY BUILDING W/ BASEMENT	1911	(7)	BRICK	
	EXTENSION OF BUILDING #7	1922	(8)	BRICK	
	DYE HOUSE	1922	(9)	BRICK	
	DRYER HOUSE	1927, AFTER 1945	(10)	BRICK	
	ANGLED FRAME SHED	1945	(11)	BRICK	
	FOUR STORY MILL BUILDING	BEFORE 1925, 1946	(12)	BRICK	

STRUCTURE	NAME/FUNCTION	DATE	MAP #	MATERIALS	STATUS
C	BOILER HOUSE	BEFORE 1898	(3)	BRICK	C
	FIRST ADDITION TO BOILER HOUSE	UNKNOWN	(13)	BRICK	
	SECOND ADDITION TO BOILER HOUSE	1946	(14)	BRICK	
D	DAM #1	1900	(15)		C
E	DAM #2	UNKNOWN	(16)		NC *

* AT THE TIME OF THIS NOMINATION, NO INFORMATION WAS AVAILABLE ABOUT THIS STRUCTURE, IF ADDITIONAL INFORMATION BECOMES AVAILABLE IN THE FUTURE THE STATUS MAY BE CHANGED.


COOK STREET
dam
MUMFORD RIVER
property line
N
shed
DYE HOUSE
shed
shed
dam
property line
pond
MILL
BOILER HSE
property line
garage
OFFICE
NORTH STREET
HAYWARD MILL
SITE PLAN
DOUGLAS, MASS.
SCALE: 80'
SOURCE: SURVEY PLAN



HAYWARD MILL

DOUGLAS, MASS.

ORIGINAL BUILDINGS, 1880

BUILDING NO.

PHOTOGRAPHIC VIEWPOINT

SCALE: 1" = 80'

UNITED STATES DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE

NATIONAL REGISTER OF HISTORIC PLACES
EVALUATION/RETURN SHEET

REQUESTED ACTION: NOMINATION

PROPERTY NAME: Hayward Mill

MULTIPLE NAME:

STATE & COUNTY: MASSACHUSETTS, Worcester

DATE RECEIVED: 5/03/91 DATE OF PENDING LIST: 5/20/91
DATE OF 16TH DAY: 6/05/91 DATE OF 45TH DAY: 6/17/91
DATE OF WEEKLY LIST:

REFERENCE NUMBER: 91000695

NOMINATOR: STATE

REASONS FOR REVIEW:

APPEAL:	N	DATA PROBLEM:	N	LANDSCAPE:	N	LESS THAN 50 YEARS:	Y
OTHER:	N	PDIL:	N	PERIOD:	Y	PROGRAM UNAPPROVED:	N
REQUEST:	N	SAMPLE:	N	SLR DRAFT:	Y	NATIONAL:	N

COMMENT WAIVER: N

✓ ACCEPT ___ RETURN ___ REJECT 6/17/91 DATE

ABSTRACT/SUMMARY COMMENTS:

RECOM./CRITERIA Accept
REVIEWER [signature]
DISCIPLINE Architectural History
DATE 6/17/91

DOCUMENTATION see attached comments Y/N see attached SLR Y/N

CLASSIFICATION

___count ___resource type

STATE/FEDERAL AGENCY CERTIFICATION

FUNCTION

___historic ___current

DESCRIPTION

___architectural classification
___materials
___descriptive text

SIGNIFICANCE

Period Areas of Significance--Check and justify below

Specific dates Builder/Architect
Statement of Significance (in one paragraph)

___summary paragraph
___completeness
___clarity
___applicable criteria
___justification of areas checked
___relating significance to the resource
___context
___relationship of integrity to significance
___justification of exception
___other

BIBLIOGRAPHY

GEOGRAPHICAL DATA

___acreage ___verbal boundary description
___UTMs ___boundary justification

ACCOMPANYING DOCUMENTATION/PRESENTATION

___sketch maps ___USGS maps ___photographs ___presentation

OTHER COMMENTS

Questions concerning this nomination may be directed to

_____ Phone _____

Signed _____ Date _____

(1) Hayward Mills Worcester MA
Douglas, MA


MR CHRISTMAS

(3) Hayward Mills Worcester Co MA
Douglas, MA

(4) Hayward Mills
Douglas, MA

(5) Hayward Mills Worcester Co MA
Douglas, MA


1
3

(11) Hayward Mills
Douglas, MA

Missing Core Documentation

Property Name	County, State	Reference Number
Hayward Mill	Worcester County, Massachusetts	91000695

The following Core Documentation is missing from this entry:

___ Nomination Form

X__ Photographs (missing #2, 6-10, and 12-14)

___ USGS Map

UNITED STATES
DEPARTMENT OF THE INTERIOR
GEOLOGICAL SURVEY

COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF PUBLIC WORKS

UXBRIDGE QUADRANGLE
MASSACHUSETTS–RHODE ISLAND
7.5 MINUTE SERIES (TOPOGRAPHIC)

6668 II NE (WORCESTER SOUTH)
6668 II NE (MILFORD)
6668 III SE (OXFORD)
6668 II SE (BLACKSTONE)
6667 IV NE (THOMPSON)
6667 I NW (CHEPACHET)
6667 I NE (GEORGIAVILLE)

71° 45′ 30″ — 42° 07′ 30″

HAYWARD MILL
DOUGLAS, MA
Worcester Co

A	19	275760	4661620
B	19	275760	4661560
C	19	275800	4661530
D	19	275740	4661410
E	19	275660	4661420
F	19	275590	4661320
G	19	275560	4661400
H	19	275640	4661460
I	19	275610	4661570
J	19	275650	4661580
K	19	275610	4661640

Mapped, edited, and published by the Geological Survey

Control by USGS, USC&GS, and Massachusetts Geodetic Survey

Topography by planetable surveys 1942–1943. Revised from aerial photographs taken 1967. Field checked 1969

Polyconic projection. 1927 North American datum
10,000-foot grids based on Massachusetts coordinate system, mainland zone, and Rhode Island coordinate system
1000-meter Universal Transverse Mercator grid, zone 19

There may be private inholdings within the boundaries of the National or State reservations shown on this map

Revisions shown in purple compiled in cooperation with the State of Massachusetts agencies from aerial photographs taken 1975 and other source data. This information not field checked. Map edited 1979

To place on the predicted North American Datum 1983, move the projection lines 6 meters south and 40 meters west as shown by dashed corner ticks

MN GN
14½° 258 MILS
1°48′ 32 MILS
UTM GRID AND 1979 MAGNETIC NORTH DECLINATION AT CENTER OF SHEET

SCALE 1:25 000
1 MILE
1000 0 1000 2000 3000 4000 5000 6000 7000 FEET
1 KILOMETER

CONTOUR INTERVAL 10 FEET
NATIONAL GEODETIC VERTICAL DATUM OF 1929

THIS MAP COMPLIES WITH NATIONAL MAP ACCURACY STANDARDS
FOR SALE BY U.S. GEOLOGICAL SURVEY
DENVER, COLORADO 80225, OR RESTON, VIRGINIA 22092
A FOLDER DESCRIBING TOPOGRAPHIC MAPS AND SYMBOLS IS AVAILABLE ON REQUEST

MASS.
QUADRANGLE LOCATION

ROAD CLASSIFICATION
Primary highway, all weather, hard surface
Light-duty road, all weather, improved surface
Secondary highway, all weather, hard surface
Unimproved road, fair or dry weather
State Route

CONVERSION SCALES

Feet	Meters
15000	4500
14000	4000
13000	3500
12000	3000
11000	2500
10000	2000
9000	1500
8000	1000
7000	900
6000	800
5000	700
4000	600
3000	500
2000	400
1000	300
0	200
	100
	0

Feet	Meters
1	.3048
2	.6096
3	.9144
4	1.2192
5	1.5240
6	1.8288
7	2.1336
8	2.4384
9	2.7432
10	3.0480

To convert feet to meters multiply by .3048

To convert meters to feet multiply by 3.2808

UXBRIDGE, MASS.–R. I.
42071-A6-TF-025

1969
PHOTOREVISED 1979
DMA 6668 II SW–SERIES V814

INTERIOR—GEOLOGICAL SURVEY, RESTON, VIRGINIA—1988

April 24, 1991

Carol Shull
National Register of Historic Places
Department of the Interior
National Park Service
P.O. Box 37127
Washington, DC 20013-7127

RE: Harward Mill, Douglas

Dear Ms. Shull:

Enclosed please find the following nomination:

Hayward Mill, HPCA #11177MA, North Street, Douglas (Worcester County), Massachusetts 01516.

There has been no owner objection for the property listed above.

The nomination has been voted eligible by the State Review Board and has been signed by the State Historic Preservation Officer. Owners were notified of pending State Review Board consideration 30-75 days before the meeting and were afforded the opportunity to comment. No comments have been received to date.

Please note that the period of significance for this property extends to 1946 but that Criteria Consideration G is not justified. The Hayward Mill reached its peak of production during World War II, during which time it produced military goods, operated at maximum capacity, and added a final building to the complex. Massachusetts Historical Commission staff recall that during the 1980s, the era of the Great Depression was considered essentially as a single unit of time, so that properties nominated in 1987, for example, whose period of significance during the Depression actually extended up to 1939, could be

considered within the greater-than-fifty-year rule. The Massachusetts Historical Commission requests that the National Park Service now consider adding World War II-related resources to that same policy, so that for properties whose period of significance extends through the war, exceptional significance need not be justified. We look forward to hearing your comments on this request.

Sincerely,

Betsy Friedberg

Betsy Friedberg
National Register Director
Massachusetts Historical Commission

Enclosure:

cc: Chairperson, Douglas Historical Commission
Joseph Orfant, preservation consultant