

United States Department of the Interior
National Park Service

National Register of Historic Places
Registration Form



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

1. Name of Property

historic name Wood Worsted Mill

other names/site number _____

2. Location

street & number South Union and Merrimack streets n/a not for publication

city or town Lawrence n/a vicinity

state Massachusetts code MA county Essex code 009 zip code 01843

3. State/Federal Agency Certification

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

Brona Simon
Signature of certifying official/Brona Simon, State Historic Preservation Officer

June 18, 2010
Date

Massachusetts Historical Commission, State Historic Preservation Office
State or Federal agency and bureau

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

Signature of certifying official/Title

Date

State or Federal agency and bureau

4. National Park Service Certification

I, hereby certify that this property is:

- ☒ entered in the National Register
☐ See continuation sheet.
☐ determined eligible for the
National Register
☐ See continuation sheet.
☐ determined not eligible for the
National Register
☐ removed from the
National Register
☐ other (explain):

[Signature]
Signature of the Keeper

Date of Action

Eileen K. Beall

8-12-10

Wood Worsted Mill
Name of Property

Essex, Massachusetts
County and State

5. Classification

Ownership of Property

(Check as many boxes as apply)

- ☒ private
☐ public-local
☐ public-State
☐ public-Federal

(Check only one box)

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

Number of Resources within Property

(Do not include previously listed resources in the count.)

Contributing	Noncontributing	
2	0	building
0	0	sites
0	0	structures
0	0	objects
2	0	Total

Name of related multiple property listing

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

N/A

Number of contributing resources previously listed in the National Register

N/A

6. Function or Use

Historic Functions

(Enter categories from instructions)

INDUSTRY / manufacturing facility

Current Functions

(Enter categories from instructions)

VACANT/NOT IN USE

7. Description

Architectural Classification

(Enter categories from instructions)

LATE VICTORIAN/Romanesque Revival

Materials

(Enter categories from instructions)

foundation CONCRETE, BRICK

walls BRICK

STONE: granite

roof SYNTHETIC: rubber membrane

other

Narrative Description

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

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National Register of Historic Places Continuation Sheet

Wood Worsted Mill
Lawrence (Essex), MA

Section number 7 Page 1

NARRATIVE DESCRIPTION

The Wood Worsted Mill is located on an approximately 21-acre site in Lawrence, MA, along the southern bank of the Merrimack River opposite the North Canal Historic District. Separated from the river by a canal walk, the complex is bounded on the west by South Union Street and extends east for two-and-one-half city blocks along Merrimack Street. The Ayer Mill is situated west of the Wood Worsted Mill on the opposite side of South Union Street, and the Pacific Mill is situated west of the remaining portion of the storehouse. The complex currently includes the Wood Worsted Mill (including the Office Section, and Sections D, E, and F) and a portion of the storehouse. Initially constructed between 1906 and 1909, the Wood Worsted Mill complex remains a dominant fixture along the streetscapes of Merrimack and South Union Streets, and along the southern bank of the Merrimack River in Lawrence. The complex's original design included a near duplicate of the existing Wood Worsted Mill Building to the north; and a powerhouse, coalsheds, and dyehouse to the southeast. The size of the mill complex alone was something that had never before been executed in an industrial setting. The complex was so massive, in fact, that it was dubbed by the citizens of Lawrence as "the eighth wonder of the world." The building stands six stories in height with a partially exposed basement on the river elevation (the basement level along the street elevations is not exposed), stretching 1,300 feet, and housing nearly 17 miles of aisles. The size of the mill was advantageous for the American Woolen Company as it was designed to undertake the entire process of worsted manufacturing, from raw wool to finished fabric, thereby eliminating the need to purchase yarn on the open market.

The extant sections of the Wood Worsted Mill are executed in the Romanesque Revival style and are constructed mainly of brick and stone with flat rooflines. As is typical of industrial architecture, very little applied ornamentation is present; however, some detailing adds decorative interest to the building sections, including brick arcaded corbelling, cut granite sills and beltcourses, bracketed overhanging eaves, and classically inspired exterior entrances. Also typical of industrial architecture of the era are very large, regularly spaced windows, which become a prominent feature of each section, designed to maximize natural light and ventilation. The regularity of the size and placement of windows to address these needs produced uniformity of design and consistency of each building with its neighbor. Despite the electrification of mills during the late 19th century, daylight remained the primary source of illumination of the manufacturing business, as natural light was both cheaper and better suited to the detailed work undertaken in the mills.

Today, the Wood Worsted Mill (1906-1909), consisting of the Office Section and Sections D, E, and F, is the most visible and prominent of the remaining buildings associated with the Wood Worsted Mill complex. The building is highly visible from both the streetscapes along Merrimack and South Union Streets to the south of the complex, and from the Merrimack River and the northern section of the City of Lawrence. The storehouse (ca.1906-1909), which was substantially altered in 2009 through demolition of one-half of the structure, is located on the eastern end of the complex as a freestanding and independent structure originally associated with the Wood Mill.

The **Wood Worsted Mill** building consists of four distinct sections: the Office Section; and Sections D, E, and F in consecutive order moving eastward from South Union Street. The mill is a red-brick, Romanesque Revival style, six-story building, 1,300 feet long by 125 feet wide, and is illuminated by continuous rows of large, predominately 9/9 windows with glazed transoms, and an expansive rooftop monitor.

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Wood Worsted Mill
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The **office section** (Photographs 1 and 2) fronts on South Union Street. The northwest corner of the office section is defined by a projecting corner pavilion, set forward several feet from the face of the building. This six-story pavilion was executed in brick and is three bays wide. The most prominent feature of the tower includes decorative, horizontal, recessed fillets on the second floor of the west elevation. A pair of granite beltcourses separates the second and third stories of the tower. Floors three through five are recessed and articulated by cut-granite sills on the third story and corbelled bricks atop the fifth story. The sixth story is also three bays wide, and is topped by an arcade of corbelled brick arches and a denticulated wooden cornice. Formerly utilized as a stairtower, the exterior is minimally articulated with irregularly spaced punched openings. The sixth floor contains an arcade of blind arches inset with three windows. Originally, a duplicate of this feature was located on the now-demolished neighboring mill block. The pavilions were connected by an arcaded entryway with an entablature that reads "Wood Worsted Mill" set below a monumental classically detailed clock face (see attached historic postcard).

The main segment of the west elevation of the office section features an arcade of corbelled brick arches topped by a denticulated wooden cornice. Additionally, a heavy granite beltcourse runs the length of the seven-bay primary portion of the west elevation. A central entrance is located on the second floor (one level above the partially below-grade first floor) and is set beneath a rounded-arch brick entry with granite keystones, which are in turn supported by two brick and granite pilasters set beneath an entablature stating "OFFICE." A granite beltcourse runs along the length of the elevation between the second and third floors. Window openings are articulated with arched lintels and granite sills.

The south elevation of the office section consists of a nine-bay brick façade consistent in design and fenestration with the west elevation; however, the easternmost bay is narrower than the rest. The regularly spaced vertical bays of windows are set between vertical brick piers and are articulated with round-arch brick lintels and granite sills.

The interior of the office section originally consisted of large, open-floor plates, supported by wood and cast-iron columns. The building features exposed brick walls; concrete, slate, or wood window sills; and exposed wood or cast iron columns, beams, and decking. All floors of the office section are currently an open-floor plan. The sixth floor of the building features a rooftop monitor.

Sections D, E, and F (Photographs 2 and 3) of the Wood Worsted Mill are six-story, red-brick, Romanesque Revival-style sections, located, in consecutive order, directly east of the office section of the building, running over a quarter mile eastward along Merrimack Street. The south elevation of these sections consists of 33(Section D), 42(Section E), and 45(Section F), regularly spaced bays extending along Merrimack Street. The regularity of the pier and spandrel construction on the south elevations of Sections D, E, and F of the Wood Worsted Mill is broken by three elevator/stair towers, and is further defined by narrow granite bands and inset brick, giving the appearance of quoining. Additionally, despite some alteration of the entry doors, cast-stone, single- and double-rounded arches accentuate the entry points. The extended height of each tower, detailed with a tower-like crenellated cornice and overhanging eaves, defines each section along the 1,300 foot façade on Merrimack Street. The only entrances along this elevation are located at the second-floor level (one level above the re-exposed first floor) of each stairtower bay, positioned at the base of the brick stair towers, defined by narrow granite bands and inset brick giving the appearance of quoins. In each stairtower, a wide brick spandrel panel is set below a large, rounded-arch window, topped by substantial granite, round-arch hood, and impost

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Wood Worsted Mill
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blocks. The regularly spaced vertical bays of windows are set between vertical brick piers and are articulated with round-arch brick lintels and granite sills. A six-story recessed bay separates the office section from Section D, creating a physical distinction between the two portions of the complex. A wide brick spandrel panel is set below a large, round arch window, topped by substantial granite, round-arch hood, and impost blocks.

The north elevation of Sections D, E, and F each consist of regularly spaced window openings. The most prominent feature of the north elevation is the series of segmented brick buttresses running the length of the office section and Section D portions of the façade. Extending up the entire height of the building, each segment of the buttress is articulated by a granite cap. The north elevation appears as a continuous wall of windows set in a pier-and-spandrel construction. The featureless elevation is broken only by two sets of wrought-iron fire escapes and several bricked-in vertical bays which connected this side of the original mill to the now-demolished Sections A, B, and C via covered passages over former spur tracks. This elevation features rounded-arch brick lintels and granite sills. Many areas of the first floor have been obscured with the addition of concrete block and wood-frame loading docks and mechanical rooms. Several modern loading docks, with garage doors and entrance vestibules, have also been added to the north elevation of Sections D, E, and F.

The east elevation of the building, located at the east end of Section F, is a nine-bay elevation consisting of intermittent vertical window bays and tall blind arches. The windows along this elevation are a 9/9 window configuration set beneath a six-pane transom, similar to those found on the north and south elevations of the building. A single-story metal shed has been added along the base of this side of the building.

The interior of Section D is under construction as residential lofts. Sections E and F are presently vacant. All three sections contain large, open floor plates supported by wood and cast-iron columns. The building sections feature exposed brick walls, concrete, slate, or wood window sills, and exposed wood or cast-iron columns, beams, and decking.

The **storehouse** (Photographs 3 and 4), located at the far east end of the mill complex, is a large seven-story brick structure, featuring sporadically spaced 10-light arched awning windows set within recessed, round arched bays that run the entire height of the building. The storehouse was historically separated into four distinct sections, two of which have been demolished, all of similar size. Though the exterior of the building appears continuous throughout the various sections of the storehouse, the building contains two individual sections divided by firewalls. This building was connected to the end of Section C of the Wood Mill (no longer extant) via a former overhead passageway. The deteriorated steel frame of this passageway which extended from the storehouse to the roof of the power house (demolished in 2009), and over the coal sheds (demolished in 2009) was removed in 2009. Two sections on the south end of the storehouse were removed in 2009.

The main mill building remains an impressive 1,300-foot-long, six-story worsted mill that had included a second manufacturing building of nearly the same dimensions parallel to the extant Office and Sections D, E, and F and separated by a narrow courtyard. This mill block, which included Sections A, B, and C, was demolished in 1956, almost immediately following the American Woolen Company's merger with Textron, Inc. of New York. The two primary

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blocks of the Wood Mill were attached via a richly detailed, multi-story connector along South Union Street. The two structures were also attached at three junctures by overhead covered bridges/passageways. The powerhouse and coalsheds, constructed in ca. 1906-1909 at the eastern end of the site, were demolished in 2009. The storehouse, also constructed in ca. 1906 – 1909 at the eastern end of the site, was also partially demolished in 2009. Additionally, a trapezoidal shaped, single-story dyehouse, located just north of the former Section C along the edge of the Merrimack River, was demolished in 1956. A railroad spur that stretched west off of Merrimack Street serviced the mill complex. The tracks, now removed or buried below asphalt, extended north to the site of the former storehouse and the coalsheds and west into the courtyard created by the two main blocks of the mill (see attached historic aerial photograph).

Archaeological Description

While no ancient Native American sites are known on the mill property, sites may be present. Fourteen ancient sites are known in the general area (within one mile). Environmental characteristics of the property represent locational criteria (slope, soil drainage, proximity to wetlands) that are favorable for the presence of Native sites. The mill occupies a level to moderately sloping terrace on the south bank of the Merrimack River. Soils in the area are currently classified as urban land that includes areas where soils have been altered or obscured by urban works and structures. Buildings, industrial areas, paved areas, and railroad yards cover more than 75% of the land surface. Properties and characteristics of soils in the area are variable. Prior to historic land use of the area, soils may have been sandy and well drained. Given the information presented above and the extent of industrial land use in the area, a low potential exists for locating significant ancient Native American resources on the mill property.

A high potential exists for locating historic archaeological resources on the mill property. Structural evidence may survive from a second manufacturing building originally located to the north and parallel with the existing mill building near the river. The mill block described above was demolished in 1956. Similar evidence may also survive from a dyehouse, originally located north of the former mill Section C, along the edge of the Merrimack River. That mill building was also demolished in 1956. Structural evidence may survive from smaller outbuildings that may have been present. Archaeological evidence of occupational-related features (trash pits, privies, wells), especially industrial trash deposits, may also exist around existing and former mill buildings.

(end)

Wood Worsted Mill

Name of Property

8. Statement of Significance

Applicable National Register Criteria

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

- ☒ **A** Property is associated with events that have made a significant contribution to the broad patterns of our history.
- ☐ **B** Property is associated with the lives of persons significant in our past.
- ☒ **C** Property embodies the distinctive characteristics of a type, period, or method of construction or represents the work of a master, or possesses high artistic values, or represents a significant and distinguishable entity whose components lack individual distinction.
- ☐ **D** Property has yielded, or is likely to yield, information important in prehistory or history.

Criteria Considerations

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

Property is:

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

Narrative Statement of Significance

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

9. Major Bibliographical References

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

Previous documentation on file (NPS): HPCA 21,447

- ☐ 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 Rec #

Essex, Massachusetts

County and State

Areas of Significance

(Enter categories from instructions)

ARCHITECTURE

COMMERCE

COMMUNITY PLANNING & DEVELOPMENT

INDUSTRY

Period of Significance

1906-1955

Significant Dates

1912

Significant Person

(Complete if Criterion B is marked above)

Cultural Affiliation

N/A

Architect/Builder

Charles T. Main Company

Primary location of additional data:

- ☒ State Historic Preservation Office
- ☐ Other State agency
- ☐ Federal agency
- ☐ Local government
- ☐ University
- ☐ Other

Name of repository:

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Wood Worsted Mill
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STATEMENT OF SIGNIFICANCE

The Wood Worsted Mill complex, constructed between 1906 and 1909, is significant as a well-preserved, monumental Romanesque Revival-style worsted textile mill. Originally twice its current size, the Wood Worsted Mill is 1,300 feet long and six stories in height with a partially exposed basement on the river side. The massive mill building looms over the Merrimack River and Merrimack Street, and remains one of the largest mills in the City of Lawrence. The primary mill building presently consists of four sections - the office section and Sections D, E, and F. A remnant portion of a secondary support building, the store house, is also located on the site. The Wood Worsted Mill retains its integrity of location, design, setting, materials, workmanship, feeling, and association. The Wood Worsted Mill complex is eligible for listing in the National Register of Historic Places under Criterion A for its association with the Great Lawrence Strike of 1912 and for its association with William Madison Wood and the American Woolen Company; and Criterion C as a well-preserved example of a Romanesque Revival-style woolen mill in the City of Lawrence, and is significant at the local level.

The mill was designed by the Boston-based Charles T. Main Company, an architectural and engineering firm noted for their numerous manufacturing and hydro-electric facilities throughout New England in the late 19th century and first half of the 20th century. Among the properties in Massachusetts designed by Charles T. Main are the Smith & Dove Flax Mill in Andover, MA (1894), the Dwight Manufacturing Company in Chicopee, MA (1912-1920), the Stevens Linen Carding & Hackling Mill in Dudley, MA (1913)(NR pending), and various buildings for the American Woolen Company conglomerate in Lawrence, MA, including the Wood Worsted Mill complex. Some of the firm's hydro-electric endeavors included facilities in Rowe, MA (1927), Buckland, MA (1912), and Charlemont, MA (1912).

The Wood Worsted Mill complex was originally associated with the American Woolen Company (AWC), the first multimillion-dollar textile corporation, during the first half of the 20th century. The AWC, which was established in 1899, was a result of William Wood's idea to consolidate and combine a number of worsted manufacturing facilities into a single well-financed and managed operation. This business trend became more popular during the late 19th century as the "bigger is better" philosophy behind the newly formed conglomerates translated into less overall business competition and better prices. At its pinnacle, the AWC included a total of 60 mills with a workforce of 40,000. The Wood Worsted Mill was developed to produce worsted products from raw wool to the finished product, all within a single complex. The production of worsted wool fabric requires a systematic process of raw wool manipulation to create a high-quality, fine, lustrous and strong textile, optimal for the manufacture of clothing. Although the AWC was the driving entity behind all the mills in the conglomerate, including the Wood Worsted Mill, each mill complex was separately structured to avoid a drain on the AWC's bottom line.

In addition to its associations with the AWC, the Wood Worsted Mill is also significant for its role in the Great Lawrence Strike of 1912, commonly referred to as the "Bread and Roses Strike." The employees of the Wood Worsted Mill, along with the majority of the other mills in the City, were involved with the largest and most contentious strike in the history of the City of Lawrence. The actions of the company's president and namesake for the Wood Worsted Mill, William Wood, were an integral part of the continuation, as well as the eventual termination, of the strike.

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The City of Lawrence

The present-day city of Lawrence, Massachusetts, approximately 30 miles from Boston, occupies a seven-square-mile territory that was originally part of Andover and Methuen, and was once rural farmland. In 1843, a group of businessmen including Daniel Saunders, an Andover woolen manufacturer, established the Merrimack Water Power Association and set out to harness the waterpower of the Merrimack for industrial purposes. The Merrimack Water Power Association was the predecessor for the Essex Company, which was established in 1845. The Essex Company purchased 4,313 acres of land north and south of the Merrimack River from Andover and Methuen landowners and laid out the area in accordance with the plans of Essex Company engineer Charles S. Storrow, who served as director, treasurer, agent, and chief engineer of the Essex Company and eventually became Mayor of Lawrence after its establishment as a city in 1853. Following the purchase of the land from Andover and Methuen, the Essex Company secured the right to develop and lease the waterpower of the river.

During the decade following the initial land purchase, the company made considerable improvements to Lawrence, including the construction of the Great Stone Dam (1845), the locks and canal, lumber dock, machine shop, mechanics' tenements, and the Atlantic, Pacific, Pemberton, Duck, and eventually the Bay State Mills. Storrow's strict plan for Lawrence oriented a grid containing approximately 60 square blocks to the river and the mill island formed by the construction of the North Canal, where many of the earliest mills were constructed. Lawrence, named after one of its earliest and largest investors, Abbott Lawrence, a local businessman, politician, diplomat, and philanthropist, was incorporated as a town in 1845 and established as a city in 1853. This area of former farmland had developed into a fully functioning and thriving industrial community in less than a decade.

The financial panic of 1857 marked the end of the initial industrial era and period of growth for the city of Lawrence; a period that saw the population swell from 150 residents (1845) to more than 17,000 (1860). The Panic of 1857, propelled by the Mexican-American War and the discovery of gold in California in the late-1840s, ended a period of economic prosperity and caused a sudden downturn of the economy and a general recession that left many struggling until the onset of the 1860s. The period following the Civil War up to the Great Lawrence Strike of 1912 saw the most significant increase in the size of the workforce, mill buildings, and company structures. By the turn of the century, conglomerates, most notably the AWC, dominated the once-decentralized ownership of the mills in the city. As the companies expanded, industrial development in Lawrence was no longer confined to the North Canal area of the city, but spilled to the southern banks of the Merrimack as well. Encouraged by protective tariffs on imported cloth, new technological developments, mass-market potential, and an initial Civil War demand, Lawrence became the world's leader of worsted woolen products and goods.

The emphasis on long-fiber worsted goods was popularized in the 1860s, during the Civil War. Imported machinery from France and England propelled the growth of worsted production, and in combination with the diversification of the textile industry during the post-Civil War era, demand was steady until the depression of 1893, when all the mills in the City ceased production because of the reduction of protective tariffs, and the rising popularity of imported goods. Recovery over the following years saw a peak of wages and output in 1909, just after the completion of the AWC's Wood Worsted Mill, and the height of the conglomerate firms' influence over the industry.

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Incorporation of the Mill

The Wood Worsted Mill complex was initially associated with the AWC, the first multimillion-dollar textile corporation, during the first quarter of the 20th century. The AWC was the creation of William Madison Wood, the son of poor Portuguese immigrants who would eventually become one of New England's wealthiest men.

After the sudden death of his father, Wood went looking for full-time work in his hometown of New Bedford, to help support his family. He found employment as an office boy in New Bedford's first, and most successful, textile mill, the Wamsutta Mills. After a few other accounting positions, Wood took jobs in the offices of several textile mills in nearby Fall River. Several years later, Wood would take his many years of experience to the Washington Mills, along the North Canal in Lawrence.

Frederick Ayer of Lowell was one of the wealthiest men in New England and was a descendent of some of the earliest settlers. Ayer acquired his fortune with his brother by founding the J.C. Ayer Company of Lowell, which specialized in the manufacture and sale of patent medicines. J.C. Ayer had invested unsuccessfully in other Lawrence textile mills. When he lost two million dollars after the fall of the Bay State Mills, Frederick, suspicious of a scheme for collapse by the firm's selling house, purchased the mills at auction, tore them down, sold the old equipment, and built a new modern mill, known as the Washington Mills, in their stead. When Ayer went looking for qualified men to run the mill, he found William Wood.

In addition to managing the Washington Mills, Wood's bond with Ayer was further solidified when he married Ayer's daughter, Ellen. Although Ayer was the mill's owner, Wood managed and operated the mills. It was Wood who worked 16-18 hour days trying to pull the mill out of debt after the tariff laws of 1894 hurled the textile industry into a tailspin. After the repeal of the onerous tariff laws, the Washington Mills finally showed a profit. Taking advantage of the positive development, Wood enlisted the backing of his father-in-law, and managed to talk eight other mill owners into consolidating the mills into a single entity to be known as the American Woolen Company. In 1899, at the first meeting of the board of the AWC, Ayer was named president and Wood as treasurer.

At its greatest point, the AWC included a total of 60 mills with a workforce of 40,000. When the AWC absorbed the Washington Mills in 1899, a substantial building campaign commenced throughout the city, introducing an entirely new era of development in Lawrence. In 1906, Wood decided to construct a new mill across the Merrimack River from the Washington Mills. Although the AWC was the driving entity behind all the mills in the conglomerate, Wood carefully kept all of the mill complexes separate from one another to avoid a drain on the overall company bottom line. When a new mill was constructed or added to the firm, profits from the new enterprise were kept separate from the AWC in order to carry over profits to pay off debts incurred for construction or equipment purchases. As such, each mill complex was under the AWC, but was an autonomous entity.

Built in record time, the Wood Worsted Mill (so named by the board of directors in honor of Wood's recent appointment as the president of the firm after Ayer's death in 1905) was in operation by April 1906. Known by the people of Lawrence as "the eighth wonder of the world" due to its large size, the building was designed to handle the manufacture

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**Wood Worsted Mill
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of wool from its raw state to finished fabric. The Wood Worsted Mill symbolized the era's commitment to maximized production, intense competition and corporate consolidation. The mill also produced yarn for its own looms and those of other AWC mills, which until then had had to purchase yarn on the open market. This innovative exchange of yarn between the AWC mills was a significant cost-savings measure for the company.

The Wood Worsted Mill was a vast six-story structure with 30 acres of floor space. Seventeen miles of aisles were lined with 230,000 spindles and 1,470 looms. In anticipation of needing to keep track of the 7,000 operatives that who be employed at the mill, Wood trained supervisors and agents at the Washington Mills. In 1906, he simply transferred the trainees to the Wood Worsted Mill and operations went smoothly.

Worsted Wool Production

The manufacture of worsted fabric at the Wood Worsted Mill required thousands of skilled and unskilled workers over the course of its 49-year history. The process from delivery of raw wool, along the labyrinth of rail spurs, to the shipment of fine, finished goods was undertaken in a complex process that was completed from start to finish within the Wood Worsted Mill.

The worsted system of manufacturing yarn is not entirely different from that utilized to process pure woolen yarn. Throughout the process of worsted yarn manufacture, the fibers of the raw material are mechanically arranged in order to produce a more symmetrical and parallel thread than the raw wool. The unique structure of worsted yarn makes it invaluable in the production of textile fabrics. Luster and uniformity of surface are its distinguishing characteristics. The method in which it is processed allows it to be capable of sustaining more tension, in proportion to size and thickness, than the pure woolen yarn. This characteristic, combined with its lustrous quality, gives worsted yarn a pre-eminent position in the manufacture of fine coating and dressmaking fabrics.

While many forms of wool require that the fiber undergo a spinning process, the production of worsted wool follows a slightly different path. After the initial preparations of opening and cleaning, scouring and drying, etc., the wool, rather than going directly into a spinning process, is first combed in a carding process. The purpose of the combing is to remove any short and brittle fibers from the wool. This leaves only the longer strands of the fiber to undergo the spinning process, producing a smooth yarn that possesses a higher durability. Finally, the wool undergoes the spinning process, either by the Bradford or the French System, the system utilized at the Wood Worsted Mill. The Bradford System is made from long, coarse, straight, lustrous wool whereas in the French System yarn is made from finer, shorter, curly wool. Although yarns from both systems are even in diameter and strong, they differ principally in that French-spun yarns are softer and loftier in texture than the rather solid Bradford-spun yarns.

Owing to the strength of wool that undergoes the worsting process, the fibers can be woven into a finer material that is more wrinkle resistant than many other fabric choices. This makes this smooth wool an ideal choice for garments that need to hold their shape and crease well. Worsted wool has been a popular choice for men's trousers, pleated skirts for women, and both men's suits and sport jackets. Because worsted wool is so durable, it dries very well and also drapes easily, making it an ideal fabric for a number of different garments.

(continued)

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Wood Worsted Mill
Lawrence (Essex), MA

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Utilization of the Mill (1911)

Although use of portions of the Wood Worsted Mill changed over its short 46-year history, the following is a snapshot of the Wood Worsted Mill at the height of its operation, in the year before the Great Lawrence Strike of 1912.

The first floor of **Section A** (no longer extant, razed in 1956) was utilized for combing (the process of pulling all fibers in the same direction) and gilling (the final and finest step in the combing process). Carding (a mechanized process of preparing slivers of wool for the drawing process) was undertaken on the second floor, while weaving was done on the third floor. The fourth and fifth floors housed drawing (the process of pulling wool onto rollers) and twisting (the twisting of threads to make yarn) respectively; and finally, spinning (the final spinning process to make yarn) was done on the sixth floor of Section A.

The basement level of **Section B** (no longer extant, razed in 1956) included the fan room and cloth hanging. The first floor was utilized for shipping and dry finishing (the finishing of dyed fabrics). The second floor was used for yarn dressing (the process of sizing the yarn), while the third floor was employed for weaving. The fourth floor was used for drawing, and the fifth floor winding (the process of winding yarn onto bobbins, cones or tubes) and beaming (transferring yarn from the cones to the loom). Finally, the sixth floor of Section B was used for spinning.

The first floor of **Section C** (no longer extant, razed in 1956) was utilized for cloth singeing (removal of fuzzy fibers from the cloth by passing it over a flame), drying, and finishing. The second floor was set aside for wool scouring (washing the wool cloth to remove grease and dirt) and drying, while the third floor housed weaving. The fourth floor was used for drawing, the fifth floor used for storage, and the sixth floor of Section C was used for spinning.

The **Office Section** of the Wood Worsted Mill housed the various office and business operations of the mill.

The first floor of **Section D** was used for combing. The second floor included carding, and the third floor housed the French drawing operations of the mill. The fourth and fifth floors of Section D were both used for mule spinning (the process of spinning yarn onto spindles), while the sixth floor housed twisting and winding operations.

The first floor of **Section E** was designated for receiving, yarn shipping, and the mechanical department. The second, third, and fourth floors of Section E housed additional French drawing operations and spinning, while the fifth floor held twisting and winding operations. The sixth floor included burling (the removal of imperfections in the cloth by hand) and further winding operations.

The first floor of **Section F** was utilized for wool washing, while the second floor housed wood bleaching operations, the waste house, and woolen carding. The third floor included the drawing-in room (the drawing in of warp threads to the harnesses) and additional French drawing operations. The fourth floor was utilized for French spinning, and the fifth and sixth floors of Section F were used for wool sorting (the separation of different qualities of wool fleeces).

(continued)

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Wood Worsted Mill
Lawrence (Essex), MA

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The **powerhouse** (no longer extant, razed in 2009) contained: the boilers, located in the primary, four-story section of the building; a garage area, located in the northern single-story addition; and an engine room and generator, which were located in the western ell of the building. The four-story, T-shaped, red-brick building contained several small, single-story additions on the north and south sides of the building, all added prior to 1911. The utilitarian building featured pier-and-spandrel construction with regularly spaced fenestration on all elevations. The most prominent feature was the pair of side-by-side smokestacks that rose well above the roof of the building.

The single-story **coalsheds** (no longer extant, razed in 2009) contained coal storage space for the mill complex, and a barrel storage annex, located just north of the primary footprint of the coalsheds. The pair of one-story, slightly pitched roof, elongated, gabled sections was set directly next to one another. Historically, the coalsheds were constructed of reinforced concrete, a relatively modern form of construction for mill buildings during the early 20th century, but were clad in aluminum siding in the late 20th century.

The **storehouse** (partially razed in 2009) was separated into four similarly sized holding spaces and were constructed to house and store the wool processed at the Wood Worsted Mill complex.

The **dyehouse**, a trapezoidal-shaped masonry building (no longer extant, razed in 1956), located just north of Section C of the main mill building of the complex, was used for dyeing purposes for the newly processed worsted wool products of the mill.

Operatives of the Mill

Great Lawrence Strike ("Bread and Roses Strike") of 1912

Throughout its industrial development during the 19th century, the city of Lawrence had observed and experienced a decidedly low level of union activity. All of the industrial manufacturing facilities in the city, including the Wood Worsted Mill, continued uninterrupted production and manufacturing until January 11, 1912, when the Great Lawrence Strike of 1912 began. The efforts of women in the Lawrence strike are extremely noteworthy in that not only were they some of the most vocal members of the strike, they were also one of the groups that initiated the first wave of walk-outs after receiving their reduced paychecks on January 11th. Later referred to as the "Bread and Roses Strike" after a poem by the same title penned by James Oppenheim, that was included in the pro-labor anthology, *The Cry For Justice: An Anthology of the Literature of Social Protest*, edited by Upton Sinclair, the editor connected the imagery of bread and roses to the struggle of women in Lawrence during the Strike of 1912 and put the so-called "Great Lawrence Strike of 1912" firmly in the country's consciousness.

By 1912, the city of Lawrence had changed and evolved dramatically from its founders' original design and structure. Since its establishment as a city, its population had swelled to 86,000 people, with nearly 90% made up of immigrants or their offspring. Because there was a steady stream of available laborers arriving in Lawrence, the mill owners expanded their various industrial operations throughout the city by taking advantage of the streams of new residents in order to increase both production and profit. As the existing mills expanded, new mills began to spring up throughout the city.

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Continuation Sheet

Wood Worsted Mill
Lawrence (Essex), MA

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Workers continued to flood Lawrence, and eventually neighborhoods became overwhelmingly crowded. The transformations seen in Lawrence fueled growing tensions between the city's mill owners and their workers. By the end of the 19th century, the single-family dwellings that had been constructed according to the original plans of Abbott Lawrence and Charles Storow of the Essex Company could not accommodate the tens of thousands of new mill workers that who flooding the city. Therefore, multi-storied houses were rapidly and hurriedly built on every available parcel of land, and as many families as possible were squeezed into the least amount of livable space.

Working and living conditions during this period were extremely dire, with entire families struggling to survive on their wages. The mill workers were forced to work in strenuous conditions, for up to 56 hours per week. In addition to the rigors of long working hours, the living conditions within the various neighborhoods of Lawrence illustrated just how dire the situation had become for the workers. Salaries were meager, with weekly pay for unskilled laborers averaging \$6 per week in the city, most of which had to be saved for rent, with little to spare for other necessities. Inadequate living conditions, disease and malnutrition were a constant struggle for most workers in Lawrence during this period. These conditions were in sharp contrast to those seen by the mill owners and investors who were accumulating unimaginable fortunes. Accordingly, the relationship between the workers and their multi-millionaire mill owners was extremely strained.

The Great Lawrence Strike of 1912 was a result of the state legislature's reduction in the allowable working hours for women and children from 56 per week to no more than 54 per week. Because the mills could not operate without a full workforce, (i.e. men could not do their jobs without women and children also at the mills), Wood and other Lawrence mill owners instituted the reduction to men as well as women and children. Furthermore, the conglomerates' understanding and interpretation of the newly passed legislation was that this reduction in hours would also require a reduction in pay. As a result, on January 11, workers cried foul when their paychecks were less than the expected amount.

The initiation for the strike in Lawrence was not instituted by a well-established labor union or group, but rather was the undertaking of an entire city of workers that had to overcome a number of barriers, including the barrier of language, in order to work toward the goal of better wages and treatment in the mills. For years, the mill owners of Lawrence had taken aggressive steps to ensure that organized labor unions were not established, even going so far as to fire employees who voiced their opinions about the oppressive working conditions and those who sought better treatment. Furthermore, the mill owners encouraged and aggravated national, ethnic, and religious prejudices to further divide the diverse groups of workers employed in their mills. In particular, the owners paid better wages to English-speaking immigrants, than non-English speaking immigrants forcing tension between the two groups. Up until 1912, these steps had shielded the mill owners and their operations from any lengthy or successful strike attempts. However, in January of 1912, the first group of workers received their deducted paychecks, and thus started the arduous strike in the city of Lawrence.

Immediately following the passage of the new labor law in January 1912, the extant members of the Industrial Workers of the World (IWW) sent a letter to Wood as president of the AWC asking how wages would be affected under the new law, but Wood did not reply. With no response from the AWC, the IWW publically noted that the reduction in wages would mean the loss of three loaves of bread from a typical Lawrence family's diet each week. On the afternoon of January 11,

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Wood Worsted Mill
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a group of workers invited Joseph Ettor, an Executive Board member of the IWW, to come to Lawrence to assist in a strike.

The IWW had been trying to organize labor in Lawrence since 1907, but only had about 300 members by 1912. (Similarly, the American Federation of Labor's United Textile Workers had only 208 Lawrence members at the time.) The IWW was formed in Chicago in 1905, but unlike traditional labor unions of the time, the IWW began organizing minority workers including women, people of color, immigrants and unskilled workers into one union by type of industry rather than individual craft (within the mills). As a result of its philosophy to accept all, people of color and women took leadership roles in the IWW and urged its members to demand working-class power over employers.

Ettor, who spoke English, Italian, and Polish fluently, aggressively led the formation of a strike committee among representatives of each nationality in the mills. The committee, which met every morning, developed demands of a 15% wage increase for the new 54 hour work week, double time for overtime work and no retaliation against striking workers. Strike leaflets were distributed around the city, resulting in the Mayor ordering the local militia to patrol the streets around the mills to try to keep the peace. Despite the threat of violence, mass picketing, followed by mass arrests, began during the first week of the strike. Demonstrations at mills became violent, and the state militia and police were called in.

Newspapers from around the country covered the strike. Relief committees, soup kitchens, and food distribution stations were formed to assist striking families, supported by funds raised from all over the United States as a result of the media coverage. Interest from across the country was high as this was the first time large numbers of unskilled and unorganized foreign-born workers organized into what appeared to be a sustained strike.

On January 29, Ettor lead a massive march of striking workers from the Lawrence Common through the business district and around several mill complexes including the Wood Mill. That same day, a female striker was killed three miles away by police breaking up a picket line. Although clearly not present at the time of the shooting, Ettor was jailed for eight months after being charged with accessory to murder for inciting violence related to the shooting. After the arrest of Ettor and another IWW leader, martial law was instituted and all public meetings were declared illegal. Although the arrest of Ettor and other leaders was aimed at disrupting the strike, the IWW simply brought in new leaders including Bill Haywood, William Trautman, Elizabeth Gurley, and Carlo Tresca. Immediately upon Haywood's arrival in Lawrence, a crowd of 25,000 strikers gathered on the Lawrence Common for a rally.

Haywood directed strikers to continue the strike using passive resistance, which, among other tactics, took on the form of endless picket lines. Groups of strikers would lock arms on sidewalks in front of businesses. When police broke up the lines, crowds of strikers would simply move in and out of stores, not buying anything. To further their point, approximately 120 children were sent to New York City on February 10th to stay with sympathetic families, a dramatic measure to draw support from the public. Several weeks later, a second group of children was sent to New York City and paraded down Fifth Avenue with banners before going to their foster homes. After this public display, children were forbidden by the elected leadership to leave the city of Lawrence. Two weeks later, a group of 150 children, with their

(continued)

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Continuation Sheet**

**Wood Worsted Mill
Lawrence (Essex), MA**

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mothers, arrived at the train station en route to Philadelphia. Police surrounded the station and physically, sometimes with clubs, detained the women and children, forcing some into waiting military trucks, and arresting others.

The clash at the railroad station between children and police was the major turning point in the strike. Congress finally took action when protests from all over the United States reached elected officials in Washington, DC, and after newspaper and magazine articles were published about the incident. Congressman Victor Berger of Wisconsin and Congressman William Wilson of Pennsylvania, who would become the first Secretary of Labor, called for a congressional investigation. In early March, the House Committee on Rules convened, taking testimony from mill workers, many of whom were children. The investigation even drew the attention of President Taft's wife, who attended the hearings. Later, President Taft would order an investigation into industrial conditions across the country.

During the strike, William Wood, one of the most wealthy and well-known mill owners in the city, was cast in the light of a "robber baron." Wood became the scapegoat for the rioting worker class in Lawrence. At the time of the strike, of the 86,000 residents of Lawrence, 86% were immigrants, many from Italy, Lithuania, Poland, and Syria, who bristled against the older immigrant groups from Scotland, England, Ireland, and Canada. Although Wood also came from a poor background, his world had never included living in tenements and triple-deckers in the back alleys of slums, and making, on average, \$0.16/hour, making him unable to relate to their concerns.

Due to his stature, Wood became a lightning rod for all that was wrong with the textile business in Lawrence. In an attempt to discredit the mill owners in the press, strikers planted explosives in a Syrian tenement in late January 1912, and Wood was implicated in the plot to harm striking workers. The plot was broken up by the police but not until after Wood was indicted on conspiracy charges. He was eventually acquitted of all charges in a jury trial in June 1913 after the guilty parties confessed. After his indictment and following the Congressional investigation, Wood met with the strike committee. Concerned over the mounting public opposition, the AWC reluctantly came to an agreement with the striking workers on March 9th with raises ranging from 20% for the lowest paid workers to 5% for the highest. In addition, there would be an additional 25% promised for all overtime. By the end of March, the rest of the Lawrence mills also conceded. On March 30, 1912, the children sent to New York City returned to Lawrence.

Operation of the Mills

Within a few years of the Great Lawrence Strike of 1912, and following the end of World War I, the AWC, under the direction of Wood and his son, William Jr., who had majored in sociology at Harvard College, established a number of company welfare programs including a day-care nursery, a summer camp, social and athletic organizations, and an employee's news magazine. In 1919, the Homestead Association was established to allow employees to buy company houses at cost. Changes such as these, along with wage increases, mellowed the temperament of the operatives who slowly warmed to Wood's leadership once again.

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Wood Worsted Mill
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During the war years, the AWC profited. Wood, who could always seem to predict the future, had encouraged his board to purchase an abundance of wool before it was too late. When the board refused, he purchased it with his own money. In 1916, when wool became scarce and extremely expensive, Wood sold his stores to the AWC. As soon as the US entered the war, William Jr. was sent off to Washington to secure contracts with the government, eventually landing the largest single textile order in US history at that time at \$50,000,000. This contract, as well as a backlog of orders from within the US, kept AWC in full operation throughout the war. During this prosperous period, William Jr. was installed as the new vice-president of AWC and became a member of the board of directors.

William Wood's dream to have his namesake take over the company was short-lived, however, as William Jr. resigned his post as vice-president and member of the board in 1919 to partner in a small company with F.R. Edington. Troubles for the AWC followed when a lawsuit was brought against the company for violating the Lever Act, for allegedly profiteering during the war years. The indictment against Wood and the AWC was eventually squashed.

Despite these changes, the AWC continued to turn a profit until 1924, when losses totaled \$6,900,000. This downturn marked the beginning of the end of the AWC. Wood's business model was based on the "bigger is better" philosophy. However, a sudden change in the market for finer materials, marked by the economic upturn of the 1920's, created a glut in the market for coarse woolen goods. The organizational structure of the AWC, with executive offices in Boston and sales in Manhattan made communication difficult. In addition, the sheer size of the mills, such as the Wood Worsted Mill, compounded the company's weaknesses during this period. Two years later, in 1926, after resigning as president of the company, Wood took his own life in Daytona, Florida.

Andrew G. Pierce Jr., the son of the first man to give Wood a job in the textile industry in New Bedford, took over as president of the AWC. He could not, however, manage the company as Wood had. Pierce sold off three plants, and closed 27 altogether. Additionally, Southern competition, with its tax subsidies, lower-priced land, lack of labor laws, cheap, abundant labor, and proximity to raw materials, was also one of the major causes of the rapidly declining industry, both in Lawrence and throughout New England as a whole. By 1929, AWC's stock prices had plummeted. In 1931, a new president was installed who moved all offices to Manhattan. The new directors created the Textile Realty Corporation, which began to sell off the mills Pierce had closed. By 1955, the AWC had merged with Textron, Incorporated, of New York to become Textron American, Incorporated. During this time, the Wood Worsted Mill was closed. Sections A, B, and C and the dye house of the Wood Worsted Mill were destroyed in 1956, most likely to provide parking to support the remaining sections of the Wood Mill. Between 1956 and 2007, the Wood Mill Office Section and Sections D, E, and F were utilized by a number of small manufacturing companies who rented space in the large structure. The powerhouse and coalsheds were demolished in 2009 following years of vacancy and underuse. The storehouse has also been rented out to small companies and local businesses for several decades and was partially demolished in 2009.

The Wood Mill Office Section and Sections D, E, and F are owned by separate limited liability corporations, including the Wood Mill LLC, Wood Mill C LLC, and MassInnovation LLC. The former powerhouse and coalsheds parcels are owned by 290 Riverwalk LLC. The parcel and remaining portion of the freestanding storehouse is owned by 350 Riverwalk LLC. The Office Section and Section D of the Wood Mill are in the process of being redeveloped by Wood Mill LLC and Wood Mill C LLC as quality office space and rental residential units, using state and federal historic rehabilitation tax credits.

(continued)

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**Wood Worsted Mill
Lawrence (Essex), MA**

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Archaeological Significance

Historic archaeological resources described above may contribute important information related to the industrial evolution of the city of Lawrence, and the manufacture of woolen products, especially the manufacture of worsted fabrics. Structural evidence and filled deposits in the vicinity of the now-demolished manufacturing building and dyehouse may contain evidence of textile machinery used in the woolen manufacturing process, examples of products and raw materials in varied stages of manufacture, and completed products. Demolished manufacturing buildings may also contain evidence of the architectural characteristics, layout, and manufacturing process used in various types of industrial buildings. Prior to the mid 19th century industrial development of Lawrence, the area was farmland. No known agricultural related objects or structures have been identified on the mill property.

(end)

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Continuation Sheet

Wood Worsted Mill
Lawrence (Essex), MA

Section number 9 Page 1

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(end)

Wood Worsted Mill
Name of Property

Essex, Massachusetts
County, State

10. Geographical Data

Acreage of Property approx. 20.8 acres

UTM References See continuation sheet.

(Place additional UTM references on a continuation sheet)

1. 19 323641.53 4730141.05
Zone Easting Northing

3. 19 324271.10 4730083.51
Zone Easting Northing

2. 19 324247.89 4730259.37
Zone Easting Northing

4. 19 323638.06 4730023.84
Zone Easting Northing

See continuation sheet

Verbal Boundary Description

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

See attached

Boundary Justification

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

See attached

11. Form Prepared By

name/title Tava Dixon, Epsilon Associates with Betsy Friedberg, NR Director, MHC

organization Massachusetts Historical Commission date June 2010

street & number 220 Morrissey Boulevard telephone (617) 727-8470

city or town Boston state MA zip code 02125

Additional Documentation

Submit the following items with the completed form:

Continuation Sheets

Maps

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

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

Photographs

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

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

Property Owner

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

name multiple, see attached list

street & number telephone

city or town state zip code

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

Estimated Burden Statement: Public reporting burden for this form is estimated to average 18.1 hours per response including the time for reviewing instructions, gathering and maintaining data, and completing and reviewing the form. Direct comments regarding this burden estimate or any aspect of this form to the Chief, Administrative Services Division, National Park Service, P.O. Box 37127, Washington, DC 20013-7127; and the Office of Management and Budget, Paperwork Reduction Project (1024-0018), Washington, DC 20503.

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Wood Worsted Mill
Lawrence (Essex), MA

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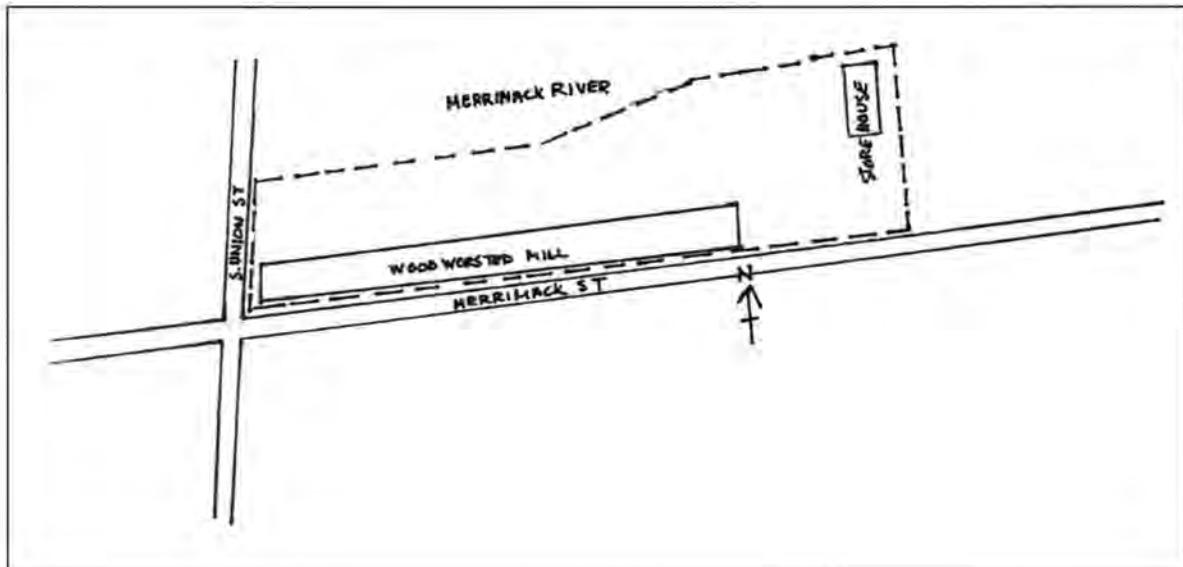
VERBAL BOUNDARY DESCRIPTION

The boundaries of the former Wood Worsted Mill are outlined in bold on the accompanying site map and include assessor parcels 0046-0000-0001, 0065-0000-00062, and 0084-0000-0061, on maps 84, 65, and 46.

BOUNDARY JUSTIFICATION

The boundary includes land totaling approximately 20.8 acres. These encompass the two remaining, extant buildings historically associated with the Wood Worsted Mill in Lawrence, MA, including the Wood Mill (Office Section, Section D, Section E, and Section F) and the storehouse.

SITE MAP



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National Park Service

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Wood Worsted Mill
Lawrence (Essex), MA

District Data Sheet

DISTRICT DATA SHEET

Parcel ID No.	Property Address	Building Name	Date	Construction	Architectural Style
0084-0000-0061	250 Merrimack Street	Wood Worsted Mill (Office)	1906-1909	Heavy timber frame	Late Victorian/Romanesque Revival
0084-0000-0061	250 Merrimack Street	Wood Worsted Mill (Building D)	1906-1909	Heavy timber frame	Late Victorian/Romanesque Revival
0084-0000-0061	250 Merrimack Street	Wood Worsted Mill (Building E)	1906-1909	Heavy timber frame	Late Victorian/Romanesque Revival
0084-0000-0061	250 Merrimack Street	Wood Worsted Mill (Building F)	1906-1909	Heavy timber frame	Late Victorian/Romanesque Revival
0046-0000-0001	350 Merrimack Street	store house	1906-1909	Heavy timber frame	Late Victorian/Romanesque Revival
0065-0000-0062	300 Merrimack Street	Former powerhouse and coalshed parcel			

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National Park Service

National Register of Historic Places Continuation Sheet

**Wood Worsted Mill
Lawrence (Essex), MA**

Property Owners

PROPERTY OWNERS

Wood Mill LLC
360 Merrimack Street
Lawrence, MA 01843

Wood Mill C LLC
360 Merrimack Street
Lawrence, MA 01843

MassInnovation
360 Merrimack Street
Lawrence, MA 01843

Riverwalk Properties LLC
354 Merrimack Street
Lawrence, MA 01843

280 Riverwalk LLC
354 Merrimack Street
Lawrence, MA 01843

290 Riverwalk LLC
354 Merrimack Street
Lawrence, MA 01843

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National Park Service

National Register of Historic Places Continuation Sheet

Wood Worsted Mill
Lawrence (Essex), MA

Photographs

PHOTOGRAPH LOG

MA_Lawrence(Essex County)_Wood1.tif

- Name: Wood Worsted Mill*
- Location: South Union and Merrimack Streets, Lawrence, Essex County, Massachusetts*
- Photographer: Taya Dixon, Epsilon Associates*
- Date: October 2009*
- Location of Negative: Original Digital Image at Epsilon Associates, Maynard, MA*
- Description of View: View northwest of Office Building

MA_Lawrence(EssexCounty)_Wood2.tif

- Description of View: View northwest of Office Building and Buildings D, E and F

MA_Lawrence(EssexCounty)_Wood3.tif

- Description of View: View southeast of Buildings E and F, former site of power house and coal sheds, and store house

MA_Lawrence(EssexCounty)_Wood4.tif

- Description of View: View northeast of storehouse

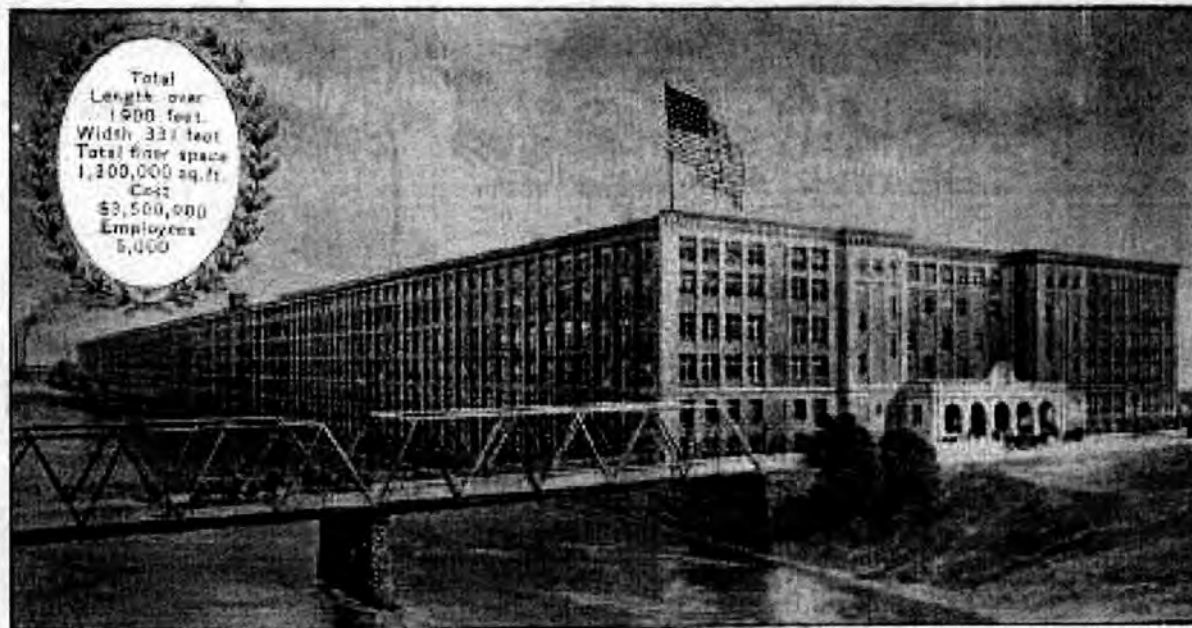
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National Register of Historic Places Continuation Sheet

Wood Worsted Mill
Lawrence (Essex), MA

Figures

Wood Mill Complex, ca. 1906-1909



THE NEW WOOD MILL, Lawrence, Mass., The Largest Worsted Mill in the World. Open about July
William M. Wood, Pres., Benj. F. Smith, Jr., Treas.

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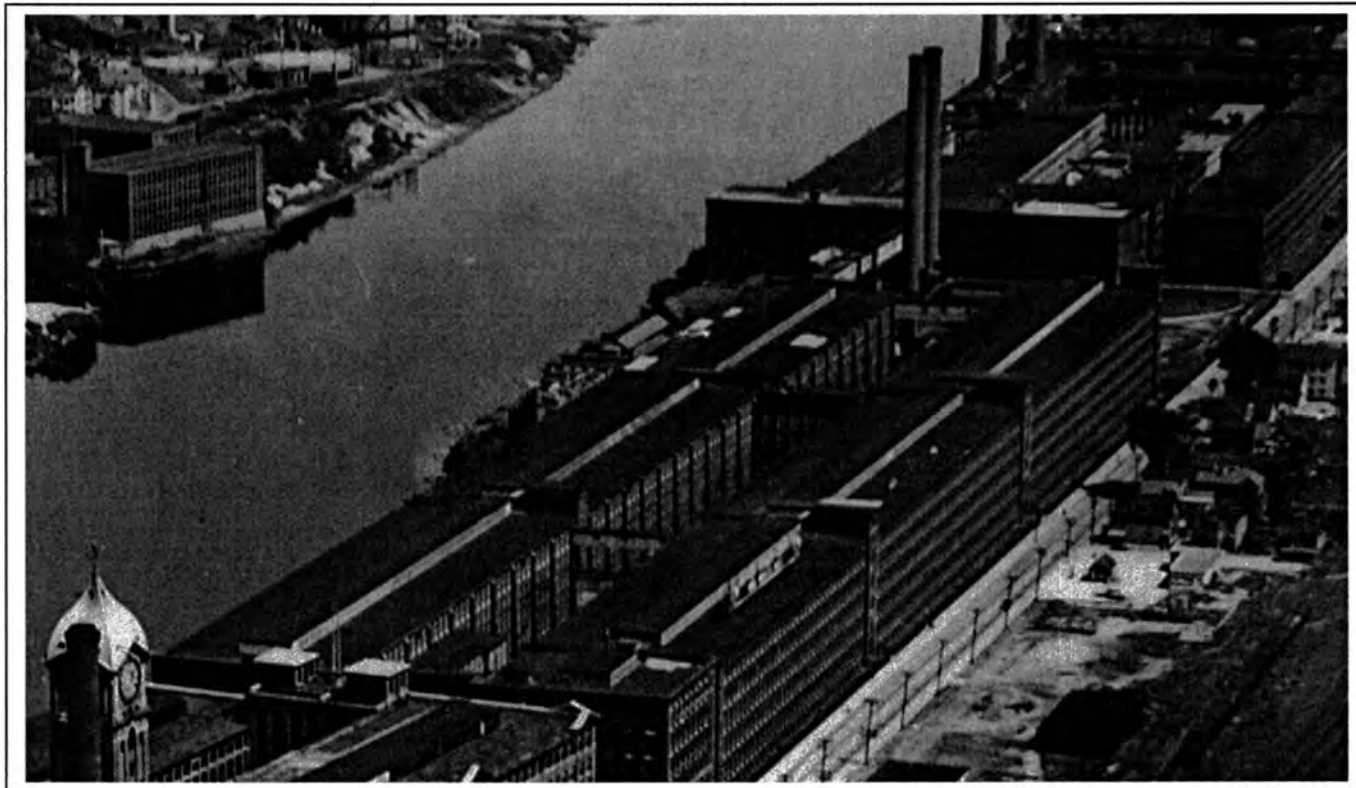
National Register of Historic Places

Continuation Sheet

Wood Worsted Mill
Lawrence (Essex), MA

Figures

Wood Mill Complex, ca. 1930



UNITED STATES DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE

NATIONAL REGISTER OF HISTORIC PLACES
EVALUATION/RETURN SHEET

REQUESTED ACTION: NOMINATION

PROPERTY Wood Worsted Mill
NAME:

MULTIPLE
NAME:

STATE & COUNTY: MASSACHUSETTS, Essex

DATE RECEIVED: 6/29/10 DATE OF PENDING LIST: 7/28/10
DATE OF 16TH DAY: 8/12/10 DATE OF 45TH DAY: 8/13/10
DATE OF WEEKLY LIST:

REFERENCE NUMBER: 10000539

REASONS FOR REVIEW:

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

COMMENT WAIVER: N

☒ ACCEPT ☐ RETURN ☐ REJECT 8-12-10 DATE

ABSTRACT/SUMMARY COMMENTS:

Entered in
The National Register
of
Historic Places

RECOM./CRITERIA _____

REVIEWER _____ DISCIPLINE _____

TELEPHONE _____ DATE _____

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

If a nomination is returned to the nominating authority, the nomination is no longer under consideration by the NPS.



WOOD WORSTED MILL
LAWRENCE (ESSEX) MA

#1 PHOTOGRAPHER: TAYA DIXON OCT 2009

PHOTO #1 VIEW NW OF OFFICE BUILDING

MA - LAWRENCE (ESSEX COUNTY) - WOOD WORSTED. 001. tif



WOOD WORSTED MILL
LAWRENCE (ESSEX) MA

#2 PHOTOGRAPHER: TAYA DIXON OCT 2009

PHOTO # 2

VIEW NW of OFFICE BUILDING, and BLDGS. D, E, F

MA - LAWRENCE (ESSEX COUNTY) - ^{WOOD 2}
~~WOOD WORSTED 2~~. k/f



WOOD WORSTED MILL
LAWRENCE (ESSEX) MA

PHOTOGRAPHER: TAYA DIXON OCT 2009

#3

PHOTO #3

VIEW SE of BLDGS E, F, FORMER SITE OF
POWER HOUSE, COAL SHEDS, STORE HOUSE

MA - LAWRENCE (ESSEX COUNTY) - WOOD 3. tif



WOOD WORSTED MILL
LAWRENCE (ESSEX) MA

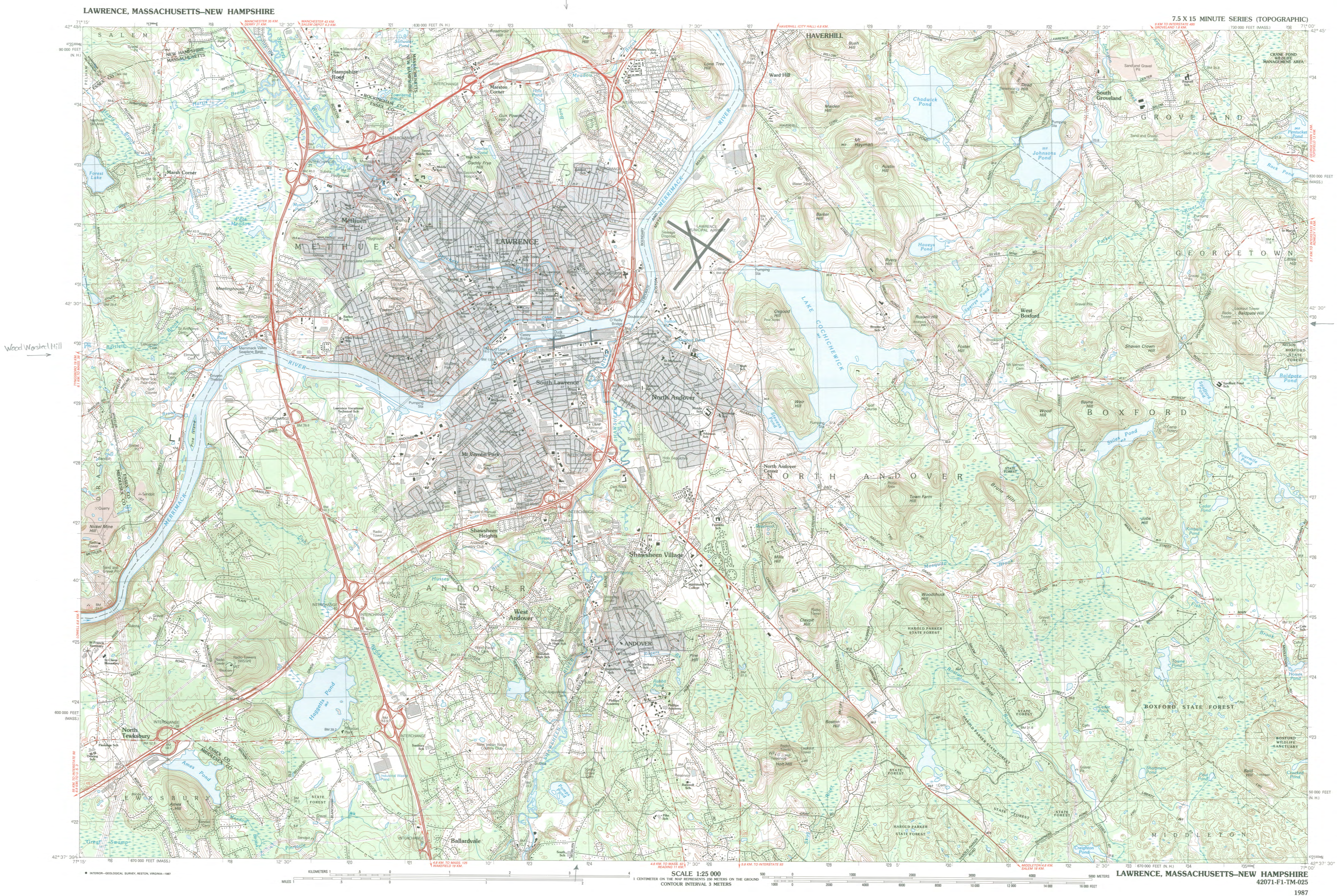
PHOTOGRAPHER: TAYA DIXON OCT 2009

#4

PHOTO # 4

VIEW NE of STOREHOUSE

MA - LAWRENCE (ESSEX COUNTY) - WOOD 4. tif



WOOD WOPESTED MILL42071-F1-TM-025
LAWRENCE (ESSEX) MA

Lawrence

MASSACHUSETTS- NEW HAMPSHIRE

1:25 000-scale *metric*
topographic map

7.5 X 15 MINUTE QUADRANGLE
SHOWING

- Contours and elevations in meters
- Highways, roads and other manmade structures
- Water features
- Woodland areas
- Geographic names

GEOLOGICAL SURVEY

1987

Produced by the United States Geological Survey in cooperation with Massachusetts Department of Public Works
Control by USGS, NOS/NOAA, and Commonwealth of Massachusetts agencies
Compiled by photogrammetric methods from aerial photographs taken 1978. Field checked 1979. Map edited 1987
The west half of this area also covered by 7.5-minute 1:24,000-scale map: Lawrence dated 1966
The east half of this area supersedes South Groveland 1:24,000-scale map dated 1966
Projection and 1000-meter grid: Universal Transverse Mercator, zone 19
10,000-foot grid ticks based on Massachusetts coordinate system, mainland zone, and New Hampshire coordinate system 1927 North American Datum
To place on the projected North American Datum 1983, move the projection lines 6 meters south and 41 meters west as shown by dashed corner ticks
There may be private inholdings within the boundaries of the National or State reservations shown on this map

CONTOUR INTERVAL 3 METERS
NATIONAL GEODETIC VERTICAL DATUM OF 1929
CONTROL ELEVATIONS SHOWN TO THE NEAREST 0.1 METER
OTHER ELEVATIONS SHOWN TO THE NEAREST 0.5 METER

THIS MAP COMPLIES WITH NATIONAL MAP ACCURACY STANDARDS

CONVERSION TABLE

Meters	Feet
1	3.2808
2	6.5617
3	9.8425
4	13.1234
5	16.4042
6	19.6850
7	22.9659
8	26.2467
9	29.5276
10	32.8084

To convert meters to feet multiply by 3.2808
To convert feet to meters multiply by 0.3048

DECLINATION DIAGRAM

ADJOINING MAPS

	1	2	3
	4	5	
	6	7	8

1 Nashua
2 Haverhill
3 Newburyport
4 Lowell
5 Ipswich
6 Andover
7 Reading
8 Salem

FOR SALE BY U. S. GEOLOGICAL SURVEY
DENVER, COLORADO 80225, OR RESTON, VIRGINIA 22092

Topographic Map Symbols

Primary highway, hard surface
Secondary highway, hard surface
Light-duty road, hard or improved surface
Unimproved road, trail
Route marker: Interstate; U. S.; State
Railroad: standard gage, narrow gage
Bridge: drawbridge
Footbridge; overpass; underpass
Built-up area: only selected landmark buildings shown
House; barn; church; school; large structure
Boundary:
National, with monument
State
County, parish
Civil township, precinct, district
Incorporated city, village, town
National or State reservation; small park
Land grant with monument; land section corner
U. S. public lands survey: range, township; section
Range, township; section line: location approximate
Fence or field line
Power transmission line, located down
Dam; dam with lock
Cemetery; grave
Campground; picnic area; U. S. location monument
Windmill; water well; spring
Mine shaft; prospect; adit or cave
Control: horizontal station; vertical station; spot elevation
Contours: index; intermediate; supplementary; depression
Disturbed surface: strip mine; lava; sand
Bathymetric contours: index; intermediate
Perennial lake and stream; intermittent lake and stream
Rapids, large and small; falls, large and small
Submerged marsh; marsh, swamp
Land subject to controlled inundation; woodland
Scrub; mangrove
Orchard; vineyard



6 Essex Street • Lawrence, MA 01840 • 978.686.9230 • www.lawrencehistory.org

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Vice President

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Barbara Brown
Executive Director

Brona Simon

State Historic Preservation Officer

Massachusetts Historical Commission

Massachusetts Archives Building

220 Morrissey Boulevard

Boston, MA 02125

November 17, 2009

Dear Ms. Simon,

I am writing in support of the proposed **Wood Worsted Mill National Register District**. Let me begin by stating that the Lawrence History Center cannot imagine a more appropriate structure in Lawrence to be designated as a nationally significant site. The Lawrence History Center strongly supports the revised National Register Nomination of the Wood Mill to be assigned National Register Status.

At this time, here in Lawrence, we are in the planning stages of a very important Centennial commemoration of the historically important labor strike of 1912, known as the Bread and Roses Strike. William Wood and his Wood Worsted Mill were significant factors on the strike and its aftermath.

Too numerous to count were the residents who made their livelihood at the Wood Mill. Mr. Wood himself was a key player in the labor negotiations and the strike results. No mill in Lawrence is as significant in its sheer size and historic importance to the City of Lawrence. There is not an oral history in our expansive collection that does not mention some involvement with this particular massive mill structure.

Mr. Wood has a complicated, and often sad, history. Yet during his tenure as President of the American Woolen Company, at the Wood Worsted Mill he *began* his vision of not only a place of work but also social setting for his employees. William Wood opened a day care center for worker's children; he built worker housing, using some very cutting edge architectural designs. (This is not to be confused with his Shawsheen Village creation in Andover. The Lawrence housing pre-dated that community.) Wood published a company magazine, to establish a social network among his employees. He created an underground path for workers to travel from the new neighborhoods he built for his employees, under the railroad tracks, rather than over them or around and over the bridge- to provide safety as well as expediency for them. There is no argument that William Wood was a controversial figure but does not make him and the Wood Worsted Mill any less important to the labor and social texture of Lawrence, MA.

At this time the Lawrence History Center, along with United States Congresswoman Niki

Tsongas and the City of Lawrence is also seeking *National Labor Landmark* status for Lawrence and its role in the Labor Story in the United States. The Wood Mill is a significant part of that application process.

Ms. Simon, we hope that you will consider the request.

If we can be of any assistance or answer any questions, please do not hesitate to contact me at the Lawrence History Center-Immigrant City Archives. I can be reached by phone at 978.686.9230 or by email at director@lawrencehistory.org

Thank you,

Sincerely,

A handwritten signature in cursive script that reads "Barbara Brown".

Barbara Brown
Executive Director

cc: Shaw Rosen, MassInnovation
Bob Ansin, MassInnovation
Pamela Yameen, Board President, Lawrence History Center



MICHAEL J. SULLIVAN
MAYOR

MICHAEL R. SWEENEY
DIRECTOR

ZULMA MONTANEZ
ADMINISTRATIVE ASSISTANT

City of Lawrence
Planning Department
147 Haverhill Street
Lawrence, Massachusetts 01840

DANIEL A. MCCARTHY
LAND USE PLANNER

ANNE-MARIE NYHAN DOHERTY
LAND USE BOARDS
ADMINISTRATIVE ASSISTANT

APRIL LYSKOWSKY
REAL PROPERTY
ACQUISITION/DISPOSITION
SPECIALIST

TEL: (978) 620-3500
FAX: (978) 722-9430
www.cityoflawrence.com

November 23, 2009

Brona Simon
State Historic Preservation Officer
Executive Director
Massachusetts Historical Commission
MA Archives Building
220 Morrissey Boulevard
Boston MA 02125

Subject: Wood Worsted Mill, Lawrence

Dear Ms. Simon:

I am writing on behalf of the Lawrence Historical Commission in strong support of an Amendment to the Part 1 for the Wood Worsted Mill's Office Building and Building D of the Historic Preservation Certification Application.

The amendment is necessary because of recent changes that have taken place with regard to several buildings in the complex. Another owner, who is not part of the proposed historic tax credit project, recently found it necessary to demolish several buildings in the complex due to their structural condition. This demolition was approved by the City of Lawrence and was reviewed and approved by the Lawrence Historical Commission on February 10th, 2009.

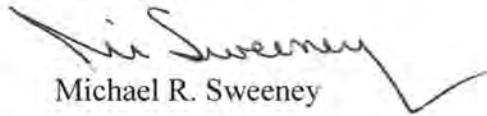
Although the complex has been reduced in size because of this demolition, the commission feels strongly that the 1.2 million square foot Wood Worsted Mill is an important city landmark and should most certainly be listed on the National Register. We believe it meets the following criteria for listing on the National Register of Historic Places:

- ✓ More than any other building in the City, the Wood Mill had a direct role in the Bread and Roses Strike of 1912, meeting Criterion A

- ✓ The Wood Mill retains sufficient architectural integrity as an example of Late Victorian style industrial architecture in the City of Lawrence, meeting Criterion C.

We strongly urge your favorable consideration of this amendment for the application of the Wood Worsted Mill, as the tax credits generated by its rehabilitation will enable this important building to be put back into productive use.

Sincerely,


Michael R. Sweeney



The Commonwealth of Massachusetts
William Francis Galvin, Secretary of the Commonwealth
Massachusetts Historical Commission

June 18, 2010

Mr. J. Paul Loether
National Register of Historic Places
Department of the Interior
National Park Service
1201 Eye Street, NW 8th floor
Washington, DC 20005

Dear Mr. Loether:

Enclosed please find the following nomination form:

Wood Worsted Mill, South Union & Merrimack Streets, Lawrence (Middlesex), MA

The nomination has been voted eligible by the State Review Board and has been signed by the State Historic Preservation Officer. The owners of the property were notified of pending State Review Board consideration 30 to 45 days before the meeting and were afforded the opportunity to comment.

Two letters of support have been received.

Sincerely,

Betsy Friedberg
National Register Director
Massachusetts Historical Commission

enclosure

cc: Taya Dixon, Epsilon Associates
Jonas Stundza, Chair, Lawrence Historical Commission
William Lantigua, Mayor, City of Lawrence
Lesley Melendez, Lawrence Planning Board
Robert D. Ansin, Jr., Wood Mill LLC, CLLC
Shaw Rosen, MassInnovation
Sal Lupoli, Riverwalk Properties LLC, 280 Riverwalk LLC,
290 Riverwalk LLC
Michael Sweeney, Director, Lawrence Planning Department
Barbara Brown, Executive Director, Lawrence History Center