

NORTH CAROLINA STATE HISTORIC PRESERVATION OFFICE
Office of Archives and History
Department of Natural and Cultural Resources

NATIONAL REGISTER OF HISTORIC PLACES

Granite-Cora-Holt Mills Historic District

Haw River, Alamance County, AM2657, Listed 4/23/2020

Nomination by Heather Fearnbach, Fearnbach History Services, Inc.

Photographs by Heather Fearnbach, May 2014 and April 2019



Cora Mill, southwest oblique.



Thomas M. Holt Mill, east elevation, central section; picker room/drying room at left and 1892 smokestack and boiler house at right.

Granite - Cora - Holt Mills Historic District

Haw River, Alamance County, NC

National Register
Boundary Map and
Photograph Views

Map created January 28, 2020 with 2018 aerial imagery



	<p>Granite-Cora-Holt Mills Historic District</p> <p>Granite Mill. 122, 180, 218, 222, 224, and 226 East Main Street; 100, 102, 104, 106, 108, and 290 Cone Drive</p> <p>Cora Mill and Thomas M. Holt Mill, 115, 121, and 205 Stone Street</p> <p>Haw River, Alamance County, North Carolina</p>
<p>Address Numbers</p> <p> District Boundary</p> <p> Photo Views</p> <p>A-U Latitude/ Longitude Coordinates</p>	

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 an 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 Granite-Cora-Holt Mills Historic District
other names/site number Granite Mill; Holt-Granite-Puritan Mills Company; Proximity Manufacturing Company, Granite Finishing Works; Cone Mills Corporation, Granite Plant; Cora Mill, Cora Manufacturing Company; Thomas M. Holt Mill, Thomas M. Holt Manufacturing Company; Tabardrey Manufacturing Company

2. Location

street & number 122, 180, 218, 222, 224, and 226 East Main Street; 100, 102, 104, 106, 108, and 290 Cone Drive; 115, 121, and 205 Stone Street **N/A** not for publication
city or town Haw River **N/A** vicinity
stat e North Carolina code NC county Alamance code 001 zip code 27258

3. State/Federal Agency Certification

As the designated authority under the National Historic Preservation Act, as amended, I hereby certify that this nomination request for determination of eligibility meets the documentation standards for registering properties in the National Register of Historic Places and meets the procedural and professional requirements set for 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.)
Signature of certifying official/Title _____ Date _____
North Carolina Department of Natural and Cultural Resources
State or Federal agency and bureau _____

In my opinion, the property meets does not meet the National Register criteria. (See Continuation sheet for additional comments.)
Signature of certifying official/Title _____ Date _____
State or Federal agency and bureau _____

4. National Park Service Certification

I hereby certify that the 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 of the Keeper _____ Date of Action _____

5. Classification

Ownership of Property
(Check as many boxes as apply)

Category of Property
(Check only one box)

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

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

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

Contributing	Noncontributing	
6	0	buildings
0	1	sites
3	0	structures
0	0	objects
9	1	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
14 (Granite Mill, 2017)

6. Function or Use

Historic Functions
(Enter categories from instructions)

INDUSTRY: Manufacturing Facility

INDUSTRY: Industrial Storage

Current Functions
(Enter categories from instructions)

VACANT: Not in use

INDUSTRY: Industrial Storage

7. Description

Architectural Classification
(Enter categories from instructions)

Other: Heavy-timber mill construction

Other: Praray-designed structural system

Other: Steel-framed, load-bearing-brick-wall mill construction

Other: Reinforced-concrete construction

Materials
(Enter categories from instructions)

foundation BRICK

walls BRICK

CONCRETE

METAL

roof SYNTHETICS: Rubber

other _____

Narrative Description

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

8. Statement of Significance

Applicable National Register Criteria

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

- Criteria A, B, C, D with checkboxes and descriptions.

Criteria Considerations

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

Property is:

- Criteria A, B, C, D, E, F, G with checkboxes and descriptions.

Areas of Significance

(Enter categories from instructions)

Architecture
Industry

Period of Significance

1881-1970

Significant Dates

1881, 1886, 1892, 1895, 1897, 1928, 1929, 1934, 1937, 1947, 1948, 1949, 1952, 1956, 1957, 1964, 1966, 1967

Significant Person

(Complete if Criterion B is marked)

N/A

Cultural Affiliation

N/A

Architect/Builder

Praray, Charles A. M., engineer
J. E. Serrine and Company, architects and engineers
Burns-Hammonds Construction
Cone Mills Corporation Engineering Division

Narrative Statement of Significance

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

9. Major Bibliographical References

Bibliography

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

Previous documentation on file (NPS):

- Criteria for previous documentation on file (NPS).

Primary location of additional data:

- Criteria for primary location of additional data.

Name of repository: Wilson Library, UNC-Chapel Hill
Haw River Historical Association Museum

Granite-Cora-Holt Mills Historic District
Name of Property

Alamance County, NC
County and State

10. Geographical Data

Acreage of Property 48.8 acres

UTM References

(Place additional UTM references on a continuation sheet.)

See Latitude/Longitude coordinates continuation sheet.

1	<u> </u>	<u> </u>	<u> </u>	3	<u> </u>	<u> </u>	<u> </u>
	Zone	Easting	Northing		Zone	Easting	Northing
2	<u> </u>	<u> </u>	<u> </u>	4	<u> </u>	<u> </u>	<u> </u>

See continuation sheet

Verbal Boundary Description

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

Boundary Justification

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

11. Form Prepared By

name/title Heather Fearnbach
organization Fearnbach History Services, Inc. date 8/16/2019
street & number 3334 Nottingham Road telephone 336-765-2661
city or town Winston-Salem state NC zip code 27104

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 SHPO or FPO.)

name Cora Holdings, LLC, and Granite Mill, LLC (see full owner list addendum)
street & number 324 Blackwell Street, Suite 1130 telephone (919) 489-0111
city or town Durham state NC zip code 27701

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 listing. 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 time for reviewing instructions, gathering and maintaining data, and completing and reviewing the form. Direct comments regarding this burden estimate or any aspect of this form to the Chief, Administrative Services Division, National Park Service, P. O. Box 37127, Washington, DC 20013-7127; and the Office of Management and Budget, Paperwork Reductions Projects (1024-0018), Washington, DC 20303.

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Alamance County, NC

Section 7. Description

The Granite-Cora-Holt Mills Historic District comprises three functionally related textile plants on the Haw River's east side in the small Alamance County community of Haw River. Granite Mill, situated on approximately thirty-one acres north of East Main Street, was listed in the National Register of Historic Places in 2017. Cora and Thomas M. Holt mills occupy six parcels encompassing 17.8 acres south of East Main Street and west of Stone Street. The plants were known as Mill No. 1 (Granite), No. 2 (Holt), and No. 3 (Cora).¹ Railroad tracks and right-of-way initially utilized by the North Carolina Railroad and owned since 1982 by Norfolk Southern Corporation bisect the Cora and Holt plants. The elevated walkway spanning the railroad was constructed by Tabardrey Manufacturing Company in 1928 to provide safe, sheltered passage between the two mills.

West of the mills, the broad Haw River runs generally north/south. Proximity to the river was imperative, as water wheels initially powered Granite Mill's equipment. The late-nineteenth-century stone dam, floodgates, and wheel pit that remain from this system are at the Granite tract's west edge.

The community of Haw River surrounds the plants. Residences and a few commercial, civic, educational, religious, and industrial buildings line East Main and Stone Streets. Four early- to mid-twentieth-century commercial buildings remain on East Main Street's south side between Granite and Cora mills. However, three have been altered by unsympathetic additions and storefront modifications. Also, the series of similar small, one-story structures housing a post office, drug store, bank, and general stores that stood on seven lots east of the extant commercial buildings have been demolished.² The commercial corridor was not intrinsically linked to the mills' function and does not possess industrial architectural or historical significance, thus justifying its exclusion from the National Register historic district.

Further east and to the north, modest dwellings, most erected in the early twentieth century to provide housing for mill workers, front Gravel, Pelham, and Boundary streets. The Town of Haw River's wastewater treatment plant occupies eleven acres abutting Holt Mill's south lot line. The town also owns a wooded 17.07-acre parcel south of the treatment plant and adjacent to the river; three wooded tracts encompassing 36.25 acres east, west, and south of Holt Mill; and the 19-acre Red Slide Park on the Haw River's west bank opposite Granite Mill. The one-story weatherboarded employee houses that occupied the low-lying area southwest of Holt Mill, which was known as Sugar Hill, as well as the area northeast of Stone Street and the railroad, which residents called Pine Knot, were razed in the late twentieth century.

¹ Sanborn Map Company, "Graham, N.C.," Sheet 8, January 1924.

² Ibid.; Sanborn Map Company, "Graham, N.C.," Sheet 8, June 1931, and February 1943.

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Charles T. Holt commissioned local builder James R. Montgomery to construct his expansive two-and-one-half-story, frame, Queen Anne-style house at 228 Holt Road (NR 1982) per plans provided by Knoxville, Tennessee architect George Barber.³ Completed in 1897, the dwelling, which occupies a prominent hilltop site on the Haw River's west side southwest of Holt Mill, features an asymmetrical plan, complex gable-on-hip slate roof, turrets, wraparound porch, windows of myriad shapes and sizes, and diverse sheathing materials including weatherboards and decorative wood shingles.

Resource Summary

Granite Mill , 122, 180, 218, 222, 224, and 226 East Main Street 100, 102, 104, 106, 108, and 290 Cone Drive (National Register, 2017)	
Finished Goods Warehouse (Building 1), 1975	NC
Guard House 1, late 1950s–early 1960s	C
Guard House 2, late 1950s–early 1960s	C
Offices and Finished Goods Warehouse (Building 18), 1961, 1963	NC
Lint House, circa 1952	C
Buildings 15-17 and Additions, 1886, 1937, 1948, 1952, 1957	C
Building 9 (1844), Building 10 (1881, 1949), Building 8 (1964), Buildings 2-7 (1967, 1975, 1985), and Building 13 (1980)	C
Dye Storage House and Addition (Building 14), 1973, 1990	NC
Dye House (Building 12), 1947, 1949, 1964, 1966 and Warehouse (Building 11), 1949	C
Boiler House (Building 19), early 1920s, late 1950s–early 1960s, and Smokestack, late 1940s	C
Dam, Floodgate, and Wheel Pit, 1881-1892	C Structure
Fire Pump Control House (Building 20) late 1950s–early 1960s	C
Pump House (Building 21), late 1970s–early 1980s	NC
Electrical Substation, late 1950s–early 1960s	C Structure
Welding Shed (Building 22), late 1950s–early 1960s	C
Hose House, 1967	C
Equipment Shed (Building 23), late 1960s–early 1970s	NC
Water Tank, late 1950s–early 1960s	C Structure
Settling Basin, late 1950s–early 1960s	C Structure
Cora Mill , Stone Street	
Mill, 1895, 1928, 1949, 1964	C
Carpentry Shop/Opening Room/Machine Shop, 1895, between 1924 and 1931	

³ Carl Lounsbury, *Alamance County Architectural Heritage* (Graham: Alamance County Printing Department, 1980), 56.

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Boiler House/Cotton Waste House, 121 Stone Street, 1895, between 1931 and 1943	
Warehouse , 115 Stone Street, 1950, 1970s	C
North Carolina Railroad Tracks and Right-of-Way , 1855	C Structure
Elevated Walkway , 1928, 1956	C Structure
Thomas M. Holt Mill , 205 Stone Street	
Mill, 1892, circa 1897, 1910s, 1934, between 1931 and 1943, between 1943 and the early 1950s, mid-1950s, 1960s, 1970s	C
Smokestack, 1892	C Structure
Boiler House, 1892	C
Picker Room/Drying Room/Dye House, circa 1897-1914, between 1943 and early 1950s	C
Cotton Waste House Ruin, circa 1920	NC Site
Stock Room, between 1931 and 1943, between 1943 and the early 1950s, between the mid-1950s and mid-1960s, 1970s	C

Inventory

The following inventory list starts with an overview of the Granite Mill complex. Individual building descriptions are not included for that property as the 2017 National Register nomination enumerates each resource. The Cora Mill description begins with the south elevation and moves counterclockwise around the building. The Thomas M. Holt Mill narrative moves clockwise from the north elevation. Principal resource headings are in bold and underlined. Subheadings for interconnected buildings are in bold. Actual or approximate completion dates and the dates of any major alterations or additions follow the property name. Construction and alteration dates are based on Sanborn Company maps (issued in January 1924, June 1931, and February 1943), newspaper articles, mill records, historic photographs, and architectural style. Primary source repositories include the Haw River Historical Association Museum and Wilson Library at UNC-Chapel Hill.

The buildings in each plant are arranged so that their central axes have a slightly northeast alignment, but for the sake of simplicity the following narrative description is written as if primary elevations face cardinal directions.

Granite Mill (National Register, 2017): Complex Overview

Granite Mill gradually increased in size during the nineteenth and twentieth centuries as buildings were constructed to facilitate the plant's operation. The complex encompasses a series of interconnected and freestanding one- to five-story brick, concrete, and steel manufacturing and storage buildings erected between 1844 and 1990. The earliest edifice, Building 9, an L-shaped, four-story, heavy-

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timber-frame and load-bearing-brick structure at the complex's northwest corner, is the site's original mill constructed in 1844 and enlarged in 1881. Building 9 adjoins Building 10, a four-story, heavy-timber-frame and load-bearing-brick structure to its south that was completed in 1881 and expanded in 1949. Creation of the extant stone dam, floodgates, and wheel pit west of Buildings 9 and 10 also commenced in 1881 and was finished in 1892. A late 1950s-early 1960s electrical substation is north of Building 9. Cone Mills erected the one-story corrugated-metal-sheathed fire pump control house (Building 20) east of the dam, floodgates, and wheel pit sometime between 1956 and 1967 and the pump house (Building 21) south of the fire pump control house and west of Building 10 between 1972 and 1982.

The complex grew in 1886 with construction of a two-story, heavy-timber-frame and load-bearing brick freestanding mill (Building 15) south of Building 10. The 1937, 1948, and 1957 additions that extend from Building 15's east and south elevations feature steel framing with brick curtain walls. The elevated one-story 1937 and 1957 additions connect Building 15 to Building 16, a four-story-on-basement steel-frame and brick warehouse constructed to the south in 1937. In 1952, Cone Mills built the one-story-on-basement, flat-roofed, brick, steel, and concrete warehouse (Building 17) fronting East Main Street east of Building 16 as well as the small, one-story, rectangular, brick lint house that stands between Buildings 16 and 17. Four metal-sheathed passages link Buildings 16 and 17.

An expansive, steel-frame, metal-clad, tall one-story warehouse (Building 13) erected in 1980 spans the distance between the 1948 addition on Building 15's east elevation and the 1949 addition on Building 10's east elevation. The originally freestanding one-story, low-front-gable-roofed 1973 dye storage house (Building 14) was connected in 1990 to Building 13's east elevation by a sizing room addition. Both are sided with corrugated-metal panels. West of Building 13, a two-level brick boiler house (Building 19), stands between Buildings 10 and 15. Constructed in the early 1920s, the structure was enlarged with a one-story addition in the late 1950s-early 1960s. A tall, round, late 1940s smokestack executed in yellow brick laid in header bond rises east of the boiler house.

Building 13's northeast corner abuts Building 11, a steel-and-brick edifice erected in 1949 to serve as a dye house and later utilized as a warehouse. Like Building 13, although Building 11 has only one level, it rises to two-story height. Building 11, the addition on Building 10's east elevation, and Building 12 (on Building 11's east side), are interconnected. The tall one-story steel-and-brick Building 12 encompasses a 1947 dye house, a 1949 addition at its south end, a 1964 addition at its southeast corner, and a 1966 addition that extends from the east elevation north of the 1964 addition.

The tall one-story, flat-roofed, brick-and-steel warehouse (Building 8) northwest of Building 11 was also erected in 1964. Building 8 adjoins additions to Building 10's east elevation on the south, additions to Building 9's east elevation on the west, and Building 7 to the east.

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Cone Mills constructed three tall one-story, interconnected, brick, concrete, and steel edifices (Buildings 5, 6, and 7) north of Buildings 11 and 12 in 1967. A one-story, steel-frame, metal-sided, late 1950s-early 1960s welding shed (Building 22) stands north of Building 5. To the east, three tall one-story, flat-roofed, brick, concrete, and steel edifices—Building 4 (1967), Building 3 (1975), and Building 2 (1985)—also retain interior connectivity. A small brick 1967 hose house stands south of Building 4 near the south lawn's east end. A one-story, front-gable-roofed, steel-frame, metal-sheathed, late 1960s-early 1970s equipment shed (Building 23) is southeast of Building 2.

A round, dome-roofed, formed-concrete water tank erected between the late 1960s and early 1970s stands northeast of Building 1 at the east edge of the central parking lot. The 1,000,000-gallon reservoir, approximately 20 feet tall with a 100-foot diameter, functioned as part of the property's fire suppression system. A late 1950s-early 1960s 250,000-gallon settling basin is south of the water tank. The two-part structure encompasses a round reservoir with formed-concrete walls and a rectangular open-topped holding tank to the north.

Building 18, located north of Building 17 and east of Building 15, comprises a two-story 1961 warehouse with an east loading dock and a one-story office wing at its north end. A 1963 addition extends from the office's north elevation. Approximately two-thirds of the warehouse (the west section) has been removed with the exception of its poured-concrete foundation.

Two small one-story guard houses constructed in the late 1950s or early 1960s stand outside of the south entrance gate and in the parking lot northeast of the office. A large steel-frame, corrugated-metal-sided warehouse (Building 1) was erected in 1975 on the main entrance drive's east side.

Cora Mill, 1895, 1928, 1949, 1960s, 1964, Stone Street, Contributing Building

Cora Mill's 1895 core comprises three interconnected sections: the three-story factory, one-story carpentry shop at its northeast end, and single-story boiler house southeast of the carpentry shop. Historic additions extend to the north (1928), east (1949), and west (1964), and smaller additions project from the south (1928, 1960s) and southeast elevations (1960s). The 1895 mill is one of only five southern industrial buildings featuring the innovative post-and-beam structural system and zig-zag-shaped curtain walls patented in 1894 by engineer Charles A. M. Praray. As designed, the brick walls featured triangular bays filled with enormous windows that flooded interior spaces with light. Cone Mills Corporation removed the windows and enclosed the openings with brick in conjunction with 1970s air-conditioning installation. However, the rare zig-zag-shaped south and southeast walls are substantially intact and topped with molded metal cornices. The east wall's central portion is encapsulated by the long, rectangular, three-story 1949 addition south of the 1895 carpentry shop. Most of the 1895 mill's north wall was removed to allow for the 1928 addition and its west wall demolished during the 1964 expansion. The heavy-timber interior structural system is extant, but in

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poor condition due to water damage resulting from isolated roof collapse in 2013, which has dramatically accelerated deterioration. Small projecting additions include three one-story, flat-roofed, 1928 and 1960s brick rooms on the south elevation; one- and two-story 1960s additions at the 1895 mill's southeast corner; and a 1960s stair tower on the northwest elevator shaft's north elevation.

The following description begins with the south elevation and moves counterclockwise around the building.

The south elevation comprises the south end of the west 1964 addition, the 1895 stair tower and zig-zag-shaped curtain wall, a 1928 freight elevator shaft, and three one-story 1928 and 1960s additions. The 1964 addition's south elevation is blind. The four-stage brick stair tower that rises at the 1895 building's southwest corner displays finely executed decorative brickwork. A round arch frames the south entrance, where the original double-leaf door has been removed and the transom opening filled with brick. Corbelled cornices surmount the second and third stories above tall, narrow, rectangular, brick-filled windows—two on each floor's south elevation and four at each level of the east and west elevations. The third-story windows are slightly recessed within a segmental-arched panel. The projecting corner pilasters are plain until the third story, where recessed brick courses create a fluted effect that extends to banded-brick capitals. A row of slightly projecting short pilasters fills each elevation beneath the paired, short, round-arched fourth-story window openings that originally contained four-pane sash. The fourth-story cornice features basketweave-patterned panels and flared buttresses that step out at the top. Historic photographs illustrate that the tower's pyramidal hip roof ornamented with hooded oculus windows remained intact through the 1950s. The 1964 expansion encapsulated the lower three stages of the tower's north elevation, which each contained two tall windows, but the fourth stage rises above the addition roof.

The one-story, flat-roofed, square brick addition on the stair tower's west side was likely constructed in conjunction with other 1928 improvements, as it first appears on the June 1931 Sanborn map. A tall multipane steel window and single-leaf door originally pierced the west elevation and a matching sash the south elevation. Both window openings have been enclosed with brick; the west opening retains a cast-stone sill. Two small square metal-louver vents have been installed at its upper corners. A concrete platform with a concrete-block wall at its east end projects from the south elevation.

A rectangular one-story brick 1960s addition extends from the stair tower's east side, beneath the elevated walkway spanning the railroad, to the 1928 elevator shaft. Concrete steps lead to the single-leaf entrance on the addition's west elevation. The walls are blind. The east elevation abuts the elevator shaft at the center of the 1895 building's south wall. Horizontal ten-pane sash were removed from four brick-filled rectangular window openings with cast-stone sills on the shaft's south elevation. The large door opening in the 1895 wall's adjacent bay to the east and one-story, flat-roofed,

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rectangular, windowless addition that spans the remainder of the south elevation were probably added in the 1960s. A single-leaf door pierces the addition's west elevation.

Cone Mills Corporation removed the 1895 mill's west curtain wall to allow for the full-height 1964 expansion that provided additional square footage. The long 1964 west wall is predominantly blind, but includes a small second-story window with a one-over-one aluminum sash at its north end, a third-story loading door opening south of the window, and, south of the wall's center, a bay with loading doors at each level and a single-leaf entrance to its south.

Greenville, S. C.-based architects and engineers J. E. Serrine and Company orchestrated late 1920s plant improvements that included removing most of the 1895 mill's north wall to facilitate expansion in that direction. In December 1928, Burns-Hammonds Construction of Burlington began renovating the three-story mill and erected the three-story, fifty-five-foot wide and seventy-five-foot long north addition that expanded the first-floor picker room as well as the spinning departments on the second and third stories. Builders left a dividing wall between the first floor's north room and the manufacturing area, but created an open floor plan on the upper stories. General updates included new floors, roofs, and comprehensive painting. Greensboro contractor J. R. Russell also worked on the project.⁴

Subsequent renovations resulted in modifications to the north elevation. Original 1928 brick buttresses remain, however, flanking bays that once contained large steel-frame windows on each story. The windows were all removed in the 1970s and the openings filled with brick with the exception of the east bay's second- and third-story openings, which are fitted with tall, louvered, metal panels. At the junction of the 1928 and 1964 additions, slightly west of the north elevation's center, a four-stage 1928 freight elevator shaft projects north from the building footprint and culminates in a corbelled cornice above the roof parapet. Horizontal steel-frame ten-pane sash remain in four rectangular window openings with cast-stone sills on the shaft's west elevation. A three-story, flat-roofed, 1960s stair tower rises on the shaft's north elevation. Two steel-frame four-pane sash with central two-pane hoppers pierce the stair tower's east and west elevations. The blind north elevation contains a single-leaf door.

Most window openings on the east elevation are brick-filled. However, two empty second- and third-story openings in the 1928 addition's north two bays light the upper floors. Louvered, metal panels fill one adjacent opening on each floor. A freight elevator shaft rises to the south at the 1928 addition's

⁴ "Haw River Mills Will Be Started Up Soon," *Burlington Daily Times*, November 30, 1928, p. 1; "Work of Remodeling Cotton Mill Started," *Burlington Daily Times*, December 12, 1928, p. 1; "New Mills at Haw River Be Ready Soon," *Burlington Daily Times*, October 3, 1929, p. 1; "Holt-Granite Manufacturing Company," Series 3.4.1; "Early Views of Tabardrey," Series 4.4.1; "Tabardrey;" January 9, 1929 correspondence, Cone Mills Corporation Records, 1858-1997, Collection 05247, Wilson Library, UNC-Chapel Hill.

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center. The shaft has a corbelled cornice that matches the 1928 north elevator tower, but does not appear on the 1931 Sanborn map. The exposed section of the 1895 curtain wall between the elevator tower and the three-story 1949 east addition retains a molded metal cornice. Portions of the 1895 wall's central section were removed in conjunction with the 1949 addition's construction. However, the south section is substantially intact, albeit partially encapsulated within one- and two-story 1960s additions at the east elevation's south end. The adjacent area is overgrown with dense vegetation. Vines cover the six-bay-wide and one-bay deep 1949 addition, obscuring the fenestration. Historic photographs illustrate large steel-frame multipane sash in the east elevation's north five bays and small square windows in the south bay and on the south elevation. All have been enclosed with brick. A single-leaf door and a corrugated-metal roll-up door secure entrances on the 1960s additions' east elevations.

Interior

The mill's open plan and interior finishes original to each construction phase are substantially intact with the exception of isolated floor and roof collapse due to water infiltration. The zig-zag-shaped 1895 south wall and matching south portion of the east wall are visible. Wood floors and painted brick walls are typical, although some areas erected or renovated after the mid-twentieth century have concrete floors. The original floor system consists of thick plank decking, a diagonal-board middle layer, and a tongue-and-groove hardwood top layer. Long rows of posts divide the manufacturing areas into wide bays that accommodated sizable machinery. Chamfered square wood posts and substantial wood beams comprise the structure in the 1895 mill and 1928 addition. Steel connecting plates secure the posts to the beams. Engineers specified the installation of steel posts and beams to provide supplementary support and as replacements in the early sections and as addition framing beginning in 1949. Steel braces and girders reinforce areas throughout the complex to compensate for heavy equipment's weight and vibration. Original steel steps with round metal railings remain in the 1960s stair tower, but the 1895 tower's wood steps have suffered extensive damage and are no longer passable. Heavy-timber rafters and flush-board decking support rubber membrane and tar and gravel roofs in the 1895 and 1928 sections, while roof systems in additions erected from 1949 through the 1960s comprise steel beams and wood or concrete decking. Water infiltration after partial roof failure near the mill's center in 2013 has resulted in deterioration including floor and ceiling collapse.

Beadboard and vertical boards cover the 1895 entrance vestibule and stair tower's interior walls. At the first floor's south end, doors with horizontal raised panels and glazed multipane upper sections secure two offices with large twelve-pane fixed-wood-sash windows on interior elevations. Some interior doorways are open, but between most manufacturing and warehouse sections metal fire doors slide on steel tracks and are held open by weighted pulleys. The 1924 Sanborn Map shows that the mill's first floor included a picker room at its northwest corner and a dust pit at its northeast corner. In post-1949 industrial areas, fire doors are mounted above door lintels and roll down. Fluorescent lights,

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sprinkler system pipes, and HVAC ductwork hang from the ceilings throughout the manufacturing areas. Surface-mounted metal conduit houses electrical wiring.

Oversized cream-glazed tile with black-glazed tile cove base sheathes the mid-twentieth-century restroom walls. In the 1960s office/storage addition at the building's southeast corner, faux-wood paneling covers one side of the frame partition walls. Gypsum board walls and ceilings, dropped acoustical-tile ceilings, commercial carpet, and paneled single- and double-leaf doors, all of which have suffered extensive water damage, characterize the 1928 addition's first-floor offices, which appear to have been renovated in the 1970s. The second-story offices are similar, but most have faux-wood-paneled frame partition walls. Gypsum board-sheathed walls create a large office at the manufacturing space's northwest corner. Rigid metal and flexible foam ductwork and sizable air handling units remain from the air conditioning systems configured for the plant in the 1970s.

Carpentry Shop/Opening Room/Machine Shop, 1895, between 1924 and 1931⁵

The one-story, front-gable-roofed, brick, 1895 carpentry shop/opening room/machine shop, embellished with decorative brick panels, corbelled cornices, and pilasters with fluted capitals created by recessed brick courses, abuts the mill's east elevation south of the 1928 elevator shaft. The four-bay-wide original section and two-bay-wide north addition are similarly executed. Five east-elevation bays contained large windows. Although all openings are brick-filled, segmental-arched soldier-course lintels and cast-stone sills remain in the original section. An exterior sliding metal loading-bay door was installed in the third bay from the south end when the door opening was modified. A flat-roofed steel-frame breezeway supported by round steel posts shelters the entrances to and concrete sidewalks between the carpentry shop/opening room/machine shop, the boiler house to the southeast, and the 1950 warehouse that is now on a separate parcel to the northeast. Tabardrey Manufacturing Company enlarged the carpentry shop by 1931 to serve as a cotton bale-opening room. It functioned as a machine shop by 1947.⁶

Boiler House/Cotton Waste House, 1895, between 1931 and 1943⁷

The one-story, hip-roofed, brick 1895 boiler house abuts the carpentry shop's southeast corner. The 1924 Sanborn map illustrates a one-story boiler house with a Worthington steam engine in a small southeast room. A narrow hyphen connected the engine room to a 220,000 gallon water reservoir. The boiler house retained its original function in 1931, but was expanded to the east between 1931 and 1943, when it was used to store baled cotton waste.⁸

⁵ As the carpentry shop and boiler house have always been connected to the mill, they are not counted separately.

⁶ Sanborn Map Company, "Graham, N.C.," Sheet 8, January 1924, June 1931, and February 1943.

⁷ The boiler house was initially connected to carpentry shop, and is thus not counted separately.

⁸ Sanborn Map Company, "Graham, N.C.," Sheet 8, January 1924, June 1931, and February 1943.

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A short gable-roofed frame hyphen provides access from the 1949 addition to the 1895 boiler house, where heavy-timber trusses and wood decking support the low-hip-roof pierced by a vinyl-sided roof monitor. A kalamein door secures the entrance on the north elevation. The flat-roofed east 1931-1943 addition of roughly equal size has six-to-one common-bond red brick walls with flat parapets capped with terra-cotta coping. A flat-roofed, vinyl-sided roof monitor and steel-frame windows illuminate the space.

Warehouse, 1950, 1970s, Contributing Building

The one-story, flat-roofed, frame, 1950 warehouse northeast of Cora Mill rests on a parged foundation. Board-and-batten siding sheathes the east elevation fronting Stone Street above painted-brick kneewalls. Sliding doors secured three entrances onto the concrete loading dock that spans the entire wall, but plywood now covers the central entrance and several other openings. A single-leaf door opening and a small window opening have been enclosed with board-and-batten siding. Dimensional lumber posts support the dock's wood-frame corrugated-metal roof. The slightly-deeper south section encompasses a concrete ramp with metal railings and has a painted brick foundation. Buttressed wide wood panels sheathe the windowless north, west, and south elevations.

The grade slopes down to the west, allowing for a basement beneath the one-story, flat-roofed, 1970s addition that extends from the south elevation. The blind red brick common-bond walls comprise seven stretcher courses followed by a course of alternating stretchers and headers. Metal coping caps flat parapets. A concrete ramp leads to the corrugated metal roll-up basement door on the south elevation. A straight steel ladder with a round cage is mounted on the wall west of the door. The flat-roofed freight elevator penthouse rises from the roof. The adjacent concrete-paved area extends from Stone Street to the boiler house and opening room.

North Carolina Railroad Tracks and Right-of-Way, 1855, Contributing Structure

The railroad corridor encompasses the tracks and flanking right-of-way between the two parcels containing mill buildings.

Elevated Walkway, 1928, 1956, Contributing Structure

The 1924 Sanborn map illustrates a "tramway" between the north and south mills. Tabardrey Manufacturing Company constructed the elevated walkway spanning the railroad in 1928 to provide safe passage between the two buildings. Corrugated steel panels sheathe the steel-frame walkway's

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low gable roof and walls. Cone Mills Corporation stabilized the walkway in 1956.⁹ The hardwood floors are in fair condition, but have suffered water damage due to the large number of missing windows.

Thomas M. Holt Mill, 1892, circa 1897, between 1897 and the early 1910s, 1934, between 1931 and 1943, between 1943 and the early 1950s, mid-1950s, 1960s, 1970s, 205 Stone Street, Contributing Building

The Thomas M. Holt Manufacturing Company complex encompasses, from north to south, a two-story 1934 slashing and weaving department addition with a two-story east addition erected between 1943 and the early 1950s, the two-story 1892 mill, a circa 1897 addition on the 1892 mill's south end, and a series of mid-twentieth-century additions that extend from the east and west elevations. The one-story 1892 machine shop between the 1892 mill's east elevation and tall one-story 1892 boiler house was enlarged between 1943 and the early 1950s. The 1892 smokestack north of the boiler house is freestanding, as was the three-section Picker Room/Drying Room/Dye House to the south erected between 1897 and the early 1910s and expanded between 1943 and the early 1950s and between the mid-1950s and mid-1960s. The elevated passage spanning the distance between the 1897 addition's east wall and the drying room's west elevation had been constructed by 1924. Between 1943 and the early 1950s, a shallow hyphen connected the dye house, by then a cloth room, to the 1897 addition's southeast corner. Other modifications include the zig-zag-shaped west 1897 curtain wall's removal in conjunction with the mill's mid-1950s expansion to the west and window enclosure during 1970s air conditioning installation.

The following description begins with the 1934 addition and moves clockwise around the building.

A sizable two-story, two-phase addition with a very low-pitched front-gable roof stands at the complex's north end. The structure, which comprises a 1934 west section and an east addition erected between 1943 and the early 1950s, has brick walls and a formed-concrete foundation. However, corrugated-metal panels have sheathed the north and west elevations since the 1970s. Selective siding removal in July 2019 revealed that the panels are attached to horizontal steel nailing strips that project several inches from the wall plane. In some locations, such as the north elevation's east end, unpainted brick walls and the formed-concrete foundation were encapsulated without modification and are in good condition. In others, brick walls have been painted, window and door openings enclosed with brick or concrete-block, and/or horizontal insulation board adhered to the wall with mastic prior to siding installation. In order to avoid further wall damage, the panels will be left in place until the rehabilitation is underway. Sheathing, nailing strips, and insulation will then be carefully removed;

⁹ "Cone Mills Completes Several Advances," *Daily Times-News*, January 28, 1957, p. 8.

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brick walls repaired; and windows and doors restored in compliance with the Secretary of the Interior's Standards.

Original fenestration is visible from the interior and in historic photographs. Tall regularly spaced windows punctuated the first stories of the 1934 addition's west, north, and east elevations, as well as the north elevation's second story. It appears that numerous smaller windows pierced the east and west elevations' second stories. Most openings are now enclosed with brick. The long, low-gable-roofed monitor with short side walls and operable wood sash windows that ran north-south at the 1934 roof's center was removed between the late 1950s and mid-1960s. The loading docks in the two east bays of the 1934 building's north elevation were added in the 1970s, replacing a central single-leaf door. The ground-level west dock's inside-mounted sliding door has been recently removed. The central dock is elevated above grade and has a corrugated metal roll-up door. Formed-concrete loading platforms facilitate access to those entrances as well as the dock to the east at the mid-twentieth-century addition's center, which no longer has a door. Three small, square, high, brick-infilled window openings are west of that entrance.

The mid-twentieth-century east addition's fully exposed five-to-one common-bond red brick east and south walls are in good condition. Due to the sloping grade, more of the formed-concrete foundation is above ground at the east elevation's north end. Although window configuration varies, all openings have cast-stone sills. Six small openings pierce the north section's first story. The central four openings retain four-pane steel sash. A metal louvered-vent fills the easternmost bay. The westernmost first-story opening, eight taller second-story openings, and a first-story single-leaf entrance are infilled with brick but clearly visible. Supplies and finished goods were conveyed to and from the second story with a steel lift mounted above the tall double-leaf metal door in the seventh bay from the addition's north end. Two twelve-pane steel sash with six-pane central hoppers remain in both stories of the east elevation's west bay. A wide metal louvered vent tops the large brick-infilled second-story window at the south elevation's center. Terra-cotta coping caps the parapet.

The two-story approximately twenty-three-bay-long 1892 mill to the south has a heavy-timber frame and load-bearing brick exterior walls executed in five-to-one common bond with penciled mortar joints. Corbelled brick cornices capped with molded metal cornices top the parapet walls. Segmental-arched window openings and door transoms have been enclosed with brick and plywood. The very low-pitched gable roof allowed for a long, low-gable-roofed monitor with short side walls and operable wood sash windows that ran north-south at its center. The monitor was removed between the late 1950s and mid-1960s.

Historic additions project from the 1892 east elevation. A circa 1934 one-bay-square brick restroom tower with a square metal louvered vent on its east elevation projects near the wall's north end. Immediately south, a straight run of concrete steps leads to a second-story mill entrance added between

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1943 and the early 1950s. The rectangular shed-roofed addition south of the entrance was erected between the mid-1950s and mid-1960s. Plywood panels sheathe blind walls above its five-to-one common-bond red brick foundation. A single-leaf entrance on the east elevation provides basement access. Further south, a rectangular shed-roofed addition with a concrete-block foundation and rolled-asphalt faux-brick siding abuts a two-story, shed-roofed, two-bay-wide and one-bay-deep brick restroom tower. The almost-flat-roofed concrete-block addition south of the tower has a corrugated-metal roll-up door and a single-leaf door on its north elevation. Both of these additions were constructed between 1943 and the early 1950s.

Mill Addition, 1897

A two-story twenty-bay-long circa 1897 addition extends from the 1892 mill's south end. Most of its east wall is encapsulated by mid-twentieth-century additions. The south and west elevations and the flat-roofed two-story southwest entrance and stair tower were covered with corrugated metal siding in the 1960s. Historic photographs indicate that the tower has a curved façade and corbelled cornice. Two square vents pierce the south elevation west of a large loading dock sheltered by a metal-roofed frame canopy supported by square wood posts.

The zig-zag-shaped west 1897 curtain wall was removed in the mid-1950s to allow for expansion in that direction.¹⁰ Regularly spaced, rectangular, horizontal window openings with cast-stone sills punctuated both stories of the addition's south and west elevations. Translucent glass block filled the openings until they were enclosed with brick prior to 1960s corrugated metal siding installation. A series of square vents punctuate the blind west elevation.¹¹

The mid-1950s addition extends north and wraps around the three-bay-square stair and water tower at the 1892 mill's southwest corner. A flat-roofed steel and concrete canopy shelters the tower's replacement single-leaf door and the adjacent door into the mid-1950s addition that provides access to the mill's first floor. The four-stage tower initially had a low-hip roof and featured tall, double-hung, multipane wood sash with multipane transoms in segmental-arched surrounds on the three lower stages and shorter windows of the same type on the fourth level.¹² When the fourth stage, which contained the water tank, was removed in or after the 1970s, a flat roof was constructed atop the third stage. Brick buttresses frame each bay. The east elevation's single window opening has been modified to create a short roof access door. North window openings are completely brick-filled, while west openings are partially enclosed with brick around louvered metal vents. Plywood covers three double-

¹⁰ An 1897 rendering illustrates that the triangular window bay configuration was only employed on the west elevation.

¹¹ "Tabardrey Manufacturing Company," 1950s and 1960s photographs in the collection of the Haw River Historical Association Museum.

¹² "The T. M. Holt Manufacturing Company, Haw River, N. C." rendering in *Eleventh Annual Report of the Bureau of Labor Statistics of North Carolina* (Raleigh: Guy V. Barnes, 1897), 20.

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hung wood sash on the south elevation. A narrow wood stair with a chamfered newel post and no railing rises to the roof. The stair led to a 10,000-gallon steel water tank that required elevation to pressurize the sprinkler system.

1892 Mill, west elevation

The 1892 mill's west elevation was covered with corrugated metal siding in the 1970s. The one-story, flat-roofed, running-bond red-brick mechanical room that extends from the wall's center was likely erected as part of the same air conditioning system installation project. Condensing equipment tops the addition and the adjacent mill roof. A large steel-frame utility door pierces the addition's west elevation. Just north of the mechanical room, three loading docks were added on the mill's west wall in the 1970s or later. Plywood fills the openings.

Interior

The mill retains an open plan and materials original to each construction phase. Wood floors and exposed brick walls are typical, although some areas erected or renovated in the twentieth century have concrete floors. The original floor system consists of thick plank decking, a diagonal-board middle layer, and a tongue-and-groove hardwood top layer. Long rows of posts divide the manufacturing areas into wide bays that accommodated sizable machinery. Chamfered square wood posts and substantial wood beams comprise the structures of the 1892 mill and boiler house and the Praray-designed circa 1897 addition. Steel connecting plates secure the posts to the beams. Engineers specified the installation of steel posts and beams as supplementary support and as replacements in the early sections and as addition framing beginning with the early-twentieth-century dye house. Steel braces and girders reinforce areas throughout the complex to compensate for heavy equipment's weight and vibration. Heavy-timber rafters and flush-board decking support rubber membrane and tar and gravel roofs in the 1892 and 1934 sections, while most roof systems in additions erected from the early 1950s through the 1970s comprise steel beams and wood decking. A portion of the 1897 addition's roof has collapsed near its south end, allowing ongoing water infiltration that is deteriorating structural elements.

Beadboard and vertical boards cover the 1892 stair tower's interior walls at the second- and third-story levels. The steps leading to the third story were replaced with mid-twentieth-century steel and concrete runs and landings secured by metal railings, but the wood steps that once provided access to the tower's fourth stage are intact. A chamfered wood newel post rises at the junction of the lower two steps, corner landing, and upper run. The wood railing has been removed.

All single-leaf doors in manufacturing and warehouse sections have been replaced with or retain original steel fire doors. Some interior doorways are open, but between manufacturing and warehouse

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sections metal fire doors slide on steel tracks and are held open by weighted pulleys. In post-1949 industrial areas, fire doors are mounted above door lintels and roll down. Concrete ramps facilitated the transportation of heavy loads.

In the mid-twentieth-century additions, metal railings secure steel and concrete steps and landings. Frame partition walls have been added throughout the complex to create small storage rooms and offices. In the two-story addition that projects from the 1892 building's southeast corner, faux-wood and faux-tile sheet paneling covers frame partition walls and flush-mounted acoustical-tiles sheathe ceilings. This addition is structurally unstable due to the roof and second floor's partial collapse.

Oversized cream-glazed tile with black-glazed tile cove base sheathes the mid-twentieth-century restroom walls. Fluorescent lights, sprinkler system pipes, and rigid metal and flexible foam HVAC ductwork hang from the ceilings throughout the complex. Electrical conduit is surface-mounted.

Smokestack, 1892, Contributing Structure

A seventy-foot-tall brick smokestack executed in five-to-one common bond rises on the boiler house's north side. The smokestack was likely constructed in conjunction with the 1892 mill and boiler house. Sanborn maps indicate that coal fueled the complex's steam heating system. Portions of the tapered slender square stack have been repaired and repointed, but it retains its original cap embellished with buttressed arches.

Boiler House, 1892, Contributing Building

In order to accommodate massive equipment, the boiler house to the south has a high ceiling and open plan. A tall, round, metal flue and long, low, gabled ventilation monitor with louvered wood walls pierce the low-pitched gable roof's center. Brick buttresses flank each bay beneath the corbelled cornice. Window openings are filled with brick. Plywood covers a large service door opening that had been added near the north elevation's center, while a comparable entrance in the east elevation's south bay is open. The brick in the south wall's first-story east section was replaced around a utility door and the large, square, metal-louver vent above it. A slightly shorter, two-story, flat-roofed, office and warehouse addition erected between the mid-1950s and mid-1960s projects from the west side of the boiler house's south elevation, leaving only a few feet between it and the 1892 mill. A loading bay and a single-leaf door pierce the east elevation of the addition's first story, while two steel-frame windows illuminate the second floor. This addition replaced a small, square, one-story, 1892 equipment room on the boiler house's south elevation that abutted the one-story-on-basement brick machine 1892 shop between the mill's east elevation and the boiler house's southwest corner.

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Picker Room/Drying Room/Dye House, circa 1897-1914, between 1943 and early 1950s, **Contributing Building**

South of the mid-twentieth-century office and warehouse addition, an originally freestanding complex erected between 1897 and 1914 encompasses a two-story, two-bay-wide picker room at its north end; a central two-story seven-bay drying room; and, at the south end, a one-story ten-bay dye house with a chemical room in its southeast corner.¹³

The picker room, probably erected soon after the 1897 addition, features a square, hip-roofed bell tower at its northeast corner. Corbelled cornices cap the five-to-one-common-bond brick walls and the belltower's double-header round-arched openings. Double-header-course, segmental-arched lintels surmount window and door openings. The north elevation comprises five second-story window openings, three window openings in the west first-story bays, and a wide door opening in the east first-story bay. Two window openings pierce the east elevation's second story. All are filled with plywood. Beneath the windows on the east elevation, an external stair connects the picker room to a rectangular shed-roofed two-bay loading dock addition with a concrete-block foundation. A corrugated-metal roll-up door in the south elevation's west bay is operational, while plywood covers the east door. Rolled-asphalt faux-brick siding sheathes the stair and the loading dock's south elevation; plywood panels the loading dock's remaining elevations. Both additions were constructed between the mid-1950s and mid-1960s. The picker room retained its original function until at least 1931, but was a carpentry shop by 1943. At that time, the drying room to the south served as a cotton waste house, and the dye house as a cloth room.

The drying room was initially one-story tall, but a second story was added between 1943 and the early 1950s. Terra-cotta coping caps the parapet. An elevated passage was built by 1924 to facilitate egress between the second floors of the drying room and 1897 addition. In conjunction with the mid-twentieth-century addition's construction, the first-story window openings on the east elevation were reduced in height to allow for much taller second-story sash and a service entrance created in the south first-story bay. A short ramp extends from the concrete landing at the entrance. Window openings have been enclosed with brick.

The dye house to the south, likely constructed in the early 1910s, features an important industrial design element: structural steel posts and beams that carry the weight of a sawtooth roof, which dramatically improved light and ventilation. The steel-frame north-facing windows with tall narrow panes are intact, but the glass has been painted and the windows covered with asphalt shingles from the

¹³ J. E. Serrine, "Thomas M. Holt Mill," circa 1915 sketch floor plan in notebook, "Holt-Granite Manufacturing Company," Folder 9, Box 29, Biberstein, Bowles, Meacham, and Reed Records, MS0148, J. Murrey Atkins Library, Special Collections, UNC-Charlotte; Sanborn Map Company, "Graham, N.C.," Sheet 8, January 1924, June 1931, and February 1943.

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outside. Elsewhere, small square metal panels protect the monitor walls. Shaped rafter ends support deep eaves. The building's southeast corner is canted. The concrete floor includes openings designed to accommodate steel equipment tracks and large, heavy dye vats. Modifications between the mid-1950s and mid-1960s include the installation of large service doors near the east elevation's center and at the west elevation's south end and a door opening near the west elevation's south end into a short brick hyphen connecting to the 1897 addition. The rectangular, shed-roofed, plywood-panel-sheathed addition south of the east entrance and the German-sided shed-roofed addition that extends from the south elevation were constructed during the same period. Both additions have blind walls.¹⁴

Cotton Waste House Ruin, circa 1920, Noncontributing Site

Sanborn maps indicate that the ruinous one-story, front-gable-roofed, German-sided building south of the dye house initially served as a cotton waste house. The residual structure rests on a brick foundation. One large single open bay provides access from the west elevation. The stud wall frame is exposed on the interior and the roof has collapsed. The site is noncontributing due to the poor condition of the waste house.

Stock Room, between 1931 and 1943, between 1943 and the early 1950s, between the mid-1950s and mid-1960s, 1970s, Contributing Building

A freestanding one-story-on-basement, flat-roofed, rectangular, five-to-one-common-bond, red-brick stock room was erected north of the docks on the 1892 mill's west elevation between 1931 and 1943. The structure's canted alignment follows that of the adjacent elevated walkway between Cora and Holt mills. The wedge-shaped brick south addition that connects the stock room and the mill was constructed between 1943 and the early 1950s, the north warehouse between the mid-1950s and mid-1960s, and the rectangular concrete-block flat-roofed west addition during or after the 1970s. Shaped rafter ends support deep eaves and terra-cotta coping caps the parapets. The south elevation is blind. One steel-frame ten-pane steel rectangular sash with a cast-stone sill remains on the west elevation's main level and an eight-pane steel sash in the basement; other similarly sized rectangular window openings are filled with brick or plywood. A double-leaf door on the north elevation provides access to a concrete loading dock and ramp. Steel beams extend from the north warehouse to support the dock's flat-roofed metal canopy, which was added in or after the 1970s. The north warehouse walls are running-bond red brick with the exception of the north elevation's original corrugated-metal-panel-clad upper section. A single-leaf entrance pierces the north elevation.

¹⁴ No longer extant elements in this area include a 10,000-gallon reservoir west of the picker and drying rooms that supplied the steam engine. An elevated 10,000-gallon water tower projected from the weave room's southwest corner and fed its sprinkler system. Sanborn Map Company, "Graham, N.C.," Sheet 8, January 1924 and June 1931.

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Integrity Statement

The three functionally related textile plants in the Granite-Cora-Holt Mills Historic District possess good integrity of location, setting, feeling, association, design, materials, and workmanship from their period of construction and historic modification to accommodate continued use. All display character-defining features of early- to mid-twentieth-century industrial architecture and collectively represent Haw River's industrial significance from the mid-nineteenth century until 1997.

The massive, individually National Register-listed Granite Mill anchors the district. Rehabilitation of its brick, steel, and concrete buildings erected between 1881 and 1990 commenced in 2018. The complex comprises two primary clusters of interconnected resources. The north group encompasses the four-story L-shaped Building 9, which is the site's original mill erected in 1844 and expanded in 1881, the adjacent four-story Building 10, also constructed in 1881, and a series of tall one- and two-story additions and warehouses built from 1949 until 1985. A tall one-story 1980 warehouse (Building 13) spans the distance between the north group and the south cluster: the two-story 1886 Building 15 and its additions erected between 1932 and 1952. A third group, northeast of Building 10 and south of Building 7, centers around Building 12, a 1947 dye house that was originally freestanding, and its 1949-1966 additions.

Ongoing plant modification and expansion necessary to meet manufacturing and storage needs did not significantly diminish Granite Mill's integrity. The nineteenth-century heavy-timber-frame structures feature load-bearing brick walls laid in five-to-one common bond with corbelled cornices and segmental-arched window and door openings. Updates such as window replacement and interior partition wall construction or removal are minimal in scope. The brick, concrete, and steel buildings erected at the Granite plant between 1937 and 1967 maintain original structural components as well as many large multipane steel windows. Building 18 (1961, 1963), where approximately two-thirds of the warehouse (the west section) has been removed, leaving the structure without a west wall, is the only edifice that has been substantially altered. Buildings 2, 3, and 13 post-date 1967, but are deemed contributing as they are part of the interconnected mill and warehouse complex. However, they do not individually possess significance for their association with the historic mill. Building 3 (1975) and Building 2 (1985), both tall one-story, sizable, flat-roofed, concrete structures, are situated at a lower grade north of the central parking lot, thus minimizing their presence on the site. Building 13 (1980) and Building 1 (1975) are large, corrugated-metal-sheathed, steel-frame warehouses. Building 1 is physically separated from the rest of the complex by the main entrance drive.

Although the Cora and Holt Mills were also modified to facilitate increased production during the period of significance, the plants have remained substantially intact over decades of continuous use. The 1895 Cora Mill is one of five identified industrial buildings that manifested the innovative post-

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and-beam and zig-zag-shaped curtain wall structural system patented in 1894 by mill engineer Charles A. M. Praray. Cora Mill's south and east 1895 curtain walls and heavy-timber structure are extant, although window openings were brick-infilled in the 1970s. Isolated roof failure in 2013 has resulted in deterioration including floor and ceiling collapse.

The 1892 Holt Mill and boiler house feature heavy-timber framing, load-bearing brick exterior walls executed in five-to-one common bond with penciled mortar joints, and segmental-arched window openings and door transoms. These elements, in conjunction with the low-pitched gable roof, deep eaves with exposed rafter ends, and triple-thickness wood floors, are representative of fire-resistant industrial architecture commonly employed through the early twentieth century. The Praray-designed 1897 addition at the 1892 mill's south end retains its heavy-timber posts and beams, brick east and south curtain walls, and two-story southwest entrance and stair tower. The west zig-zag 1897 curtain wall was removed to allow for the construction of a mid-1950s addition. The south 1897 wall and tower and the mid-1950s addition were covered with corrugated metal siding in the 1960s. A portion of the 1897 addition's roof has collapsed, allowing ongoing water infiltration that is damaging structural elements. However, other sections of the mill, such as the 1934 north addition, are in better condition. The fire-resistant, utilitarian addition has a formed concrete foundation, brick walls, steel posts and beams, wood decking, and wood rafters with chamfered ends.

The Cora and Holt complexes retain significant auxiliary resources. Cora Mill's front-gable-roofed, brick, 1895 carpentry shop/opening room/machine shop is a particularly important survival due to its decorative brick panels, corbelled cornices, and pilasters with fluted capitals created by recessed brick courses. Holt Mill's 1892 boiler house and tall square brick smokestack are intact. The originally freestanding Picker Room/Drying Room/Dye House erected between 1897-1914 is distinguished by the picker room's corbelled bell tower and the dye house's sawtooth roof.

A few freestanding elements of the Cora and Holt complexes have been demolished or are in poor condition. The large, four-story, metal-sided, square 1940s warehouse with a central brick firewall and a low-pitched gable roof that stood east of Cora Mill was removed after the Tabardrey plant ceased operating in 1983. A portion of the four-stage brick elevator tower is all that remains. A tall steel frame supported the steel conical-roofed water tower just north of the warehouse that was likely demolished in conjunction with that building. The circa 1920 cotton waste house south of Holt Mill is ruinous.

Some historic resources on contiguous tracts outside the district boundary have also been demolished. The one-story weatherboarded employee houses that occupied the low-lying area southwest of Holt Mill, which was known as Sugar Hill, as well as the area northeast of Stone Street and the railroad, which residents called Pine Knot, were razed in the late-twentieth century. Likewise, commercial buildings on East Main Street's south side between Granite and Cora mills have been altered or

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removed. However, the commercial corridor was not intrinsically linked to the mills' function and does not possess industrial architectural or historical significance and the vacant tracts do not diminish the district's industrial character.

Archeological Potential Statement

The manufacturing district is closely related to the surrounding environment. Archeological deposits, such as trash middens, infrastructure such as water pipes and reservoirs, drainage features, and structural remains which may be present, can provide information valuable to the understanding and interpretation of the district. In addition, adjacent parcels are likely to contain archeological features associated with employee housing. Information concerning worker health, nutrition, and quality of life, environmental transformations during industrial development, and the effects of technological change on work culture and daily life can be obtained from the archeological record. Therefore, archeological remains may well be an important component of the significance of the property. At this time no investigation has been done to discover these remains, but it is likely that they exist, and this should be considered in any development of the property.

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Section 8. Statement of Significance

The Granite-Cora-Holt Mills Historic District in Haw River, North Carolina comprises three functionally related textile plants on the Haw River's east side in the small Alamance County community of Haw River. The district is locally significant under National Register of Historic Places Criterion A in the area of industry as it encompasses the primary textile manufacturers that drove the community's economic and physical growth from the mid-nineteenth century until 1997. The industrial concerns' contributions as manufacturers, employers, consumers of local goods and services, and taxpayers were enormous. In 1893, the complex was the largest and most productive Alamance County manufacturing operation owned by the Holt family, who were among North Carolina's most successful textile magnates. The mills' workforce increased in conjunction with production capacity, making Haw River Alamance County's second-largest town after Burlington by 1895. Most residents were mill employees or worked for businesses that served them. The complex grew and adapted over time to remain viable. In 1936, the plants were responsible for ten percent of the United States' total corduroy production. Employment remained high, building construction and improvements continued, and production escalated through the 1970s. Granite, Cora, and Holt mills are also locally significant under Criterion C for architecture due to their collection of intact resources that display distinctive elements of late-nineteenth to mid-twentieth-century industrial design. The period of significance begins in 1881, when the 1844 Granite Mill was enlarged and attained its current exterior appearance and the adjacent building was constructed, and continues to 1970. Although the three plants' industrial function and physical expansion continued after 1970, that period is not of exceptional significance.

The Holt family's involvement began in 1858, when Edwin Michael Holt and his son Thomas M. Holt purchased the Trollinger family's Haw River mill, Granite Cotton Factory. The Holts' decision to acquire the mill precipitated their dominance of the region's textile industry for most of the nineteenth and the early twentieth centuries. Thomas Holt organized the textile concern that bore his name in 1876 and headed what grew to be a three-mill complex operated by Granite, Thomas M. Holt, and Cora manufacturing companies.¹⁵ Proximity to the river, where water wheels initially powered Granite Mill's equipment, as well as the North Carolina Railroad line that bisects the Cora and Thomas M. Holt plants, facilitated the endeavors' success.

In 1881, Granite Mill employees operated 8,424 spindles and 220 looms, generating North Carolina's second-largest quantities of cotton yarn. By 1893, members of the extended Holt family owned ten of the nineteen Alamance County cotton mills, including Granite Mill, which was the largest in size and

¹⁵ Brent D. Glass, *The Textile Industry in North Carolina: A History* (Raleigh: North Carolina Department of Cultural Resources, Division of Archives and History, 1992), 15-16, 22; Carole Watterson Troxler and William Murray Vincent, *Shuttle & Plow: A History of Alamance County, North Carolina* (Burlington: Alamance County Historical Association, 1999), 344-350, 355; Julian Hughes, *Development of the Textile Industry in Alamance County* (Burlington: Burlington Letter Shop, 1965), 5.

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production. Five hundred Granite employees then ran approximately 9,000 spindles and 450 looms.¹⁶ As the complex grew to include Thomas M. Holt Mill in 1892 and Cora Mill in 1895, Haw River's population burgeoned to approximately 1,600 residents, making it Alamance County's second-largest town after Burlington. In 1900, approximately 475 Granite, 200 Holt, and 80 Cora workers wove plaids, cheviots, lining, and dress goods. Employee, equipment, and production quantities remained relatively stable through the early 1910s.¹⁷

Granite, Cora, and Thomas M. Holt manufacturing companies continued to prosper during the twentieth century's first decades. Thomas M. Holt Sr.'s nephew Finley L. Williamson led the 1917 reorganization of the three mills as Holt-Granite-Puritan Mills Company, a cotton dress goods producer. Proximity Manufacturing Company, a conglomerate of textile-producing concerns overseen by Greensboro industrialists Sidney S. Paine and Herman Cone acquired the property in 1927 and utilized Granite Mill to prepare corduroy for shipping, thus calling it Granite Finishing Works. The transaction also resulted in the creation of Tabardrey Manufacturing Company to oversee spinning and weaving operations at Cora and Holt mills. In 1936, the Tabardrey and Granite plants generated approximately 3.5 million yards of corduroy, which was reported to be ten percent of the United States' total textile production that year.¹⁸ After Proximity Manufacturing Company became Cone Mills Corporation in 1948, Granite Mill continued to finish corduroy woven at the Tabardrey plant. Following Tabardrey's 1983 closure, Granite employees dyed and finished chamois and flat cloth through 1997.

Granite, Cora, and Holt mills also possess architectural significance as they manifest distinctive elements of late-nineteenth to mid-twentieth-century industrial design. Rehabilitation of the massive, individually National Register-listed Granite Mill's brick, steel, and concrete buildings erected between 1881 and 1990 commenced in 2018. The Granite complex encompasses a series of interconnected and freestanding one- to five-story brick, concrete, and steel manufacturing and storage buildings. The four-story L-shaped structure (Building 9) at the district's northwest corner is the site's original mill erected in 1844 and enlarged by the Holts in 1881. Like the adjoining four-story Building 10, also constructed in 1881, and the two-story 1886 Building 15 that stands to the east, the heavy-timber-frame structure's load-bearing brick walls are laid in in five-to-one common bond with corbelled cornices and segmental-arched window and door openings. The stone dam spanning the

¹⁶ Bess Beatty, *Alamance: The Holt Family and Industrialization in a North Carolina County, 1837-1900* (Baton Rouge: Louisiana State University Press, 1999), 126; State Board of Agriculture. *Hand-Book of North Carolina* (Raleigh: Edwards and Broughton, 1893), 269.

¹⁷ Levi Branson, ed. *Branson's North Carolina Business Directory 1896* (Raleigh: Levi Branson, 1896), 65; Davison Publishing Company, *The Blue Book: Textile Directory: United States and Canada, 1900-1901* (Davison Publishing Company, 1900), 122; *The Blue Book: Textile Directory, 1904-1905*, 134; *The Blue Book: Textile Directory, 1910-1911*, 143.

¹⁸ Troxler and Vincent, *Shuttle & Plow*, 356.

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Haw River and the stone-walled floodgate and wheel pit on its east side built between 1881 and 1892 are important elements of the system that initially powered the mill's equipment. The 1920s boiler house (Building 19) features a central roof monitor that spans stepped parapets on its north and south walls. A tall, round, late 1940s smokestack executed in yellow brick laid in header bond is connected to the boiler house's east elevation.

The buildings and additions erected at the Granite plant between 1937 and 1967 exhibit a functional aesthetic in their form, massing, expressed structures, and open plans with fenestration dictated by interior use. Structural systems uniformly comprise steel I-beams and posts, brick walls, and poured-concrete foundations. However, some elements differ. The 1937 warehouse (Building 16) and the elevated passage that connects it to Building 15's south end have wood roof decking and exposed rafter ends like the plant's earlier buildings. The upper-level warehouse floors are hardwood and the basement poured concrete, while the elevated passage has a steel-panel floor. The 1947 dye house (Building 12) expanded in 1949 (Building 11), the 1948 addition on Building 15's east side, and the 1949 additions east of Buildings 9 and 10 retain wood roof decking and poured-concrete floors. Flat steel trusses support Building 11's roof. Large, multipane, steel sash illuminate the 1937 warehouse and elevated passage as well as the 1947 and 1949 dye houses and the basement dining room of the 1952 warehouse (Building 17), which contains the complex's sole example of tall steel-reinforced concrete columns with mushroom capitals. In the brick-veneered concrete-block 1964 warehouse (Building 8), flat steel roof trusses support wide-board roof decking. Square metal-frame windows light the interior. The four expansive brick and concrete-block edifices (Buildings 4-7) erected in 1967 have precast-concrete roof panels and poured-concrete floors. The walls are blind with the exception of a series of square windows on Building 4's east elevation.

Holt and Cora mills display similar industrial design precepts. The 1892 Holt Mill and boiler house feature heavy-timber framing, load-bearing brick exterior walls executed in five-to-one common bond with penciled mortar joints, and segmental-arched window openings and door transoms. These elements, in conjunction with the low-pitched gable roof, deep eaves with exposed rafter ends, and triple-thickness wood floors, are representative of fire-resistant industrial architecture commonly employed through the early twentieth century. The 1895 Cora Mill is one of five identified industrial buildings in the United States retaining the innovative post-and-beam and zig-zag curtain wall structural system patented in 1894 by mill engineer Charles A. M. Praray. Cora Mill's heavy-timber structure and south and east 1895 curtain walls are extant, although both elevations are partially covered on the exterior by a series of 1928 to 1960s additions. The Praray-designed 1897 addition at the 1892 Holt Mill's south end retains its heavy-timber posts and beams, brick east and south curtain walls, and two-story southwest entrance and stair tower. The sizable two-story, low-pitched gable-roofed building erected at Holt Mill's northeast corner in two phases beginning in 1934 is intact. Both plants retain significant auxiliary resources. Cora Mill's front-gable-roofed, brick, 1895 carpentry shop/opening room/machine shop, is a particularly important survival due to its decorative brick

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panels, corbelled cornices, and pilasters with fluted capitals created by recessed brick courses. Holt Mill's 1892 boiler house and tall square brick smokestack are intact. The originally freestanding Picker Room/Drying Room/Dye House erected between 1897 and 1914 is distinguished by the picker room's corbelled bell tower and the dye house's sawtooth roof, designed to optimize natural light.

Historical Background and Alamance County Textile Industry Context

North Carolina's early textile operations depended on waterpower, making locations along the Haw, Deep, and Catawba rivers, where slate formations create falls and rapids, ideal for manufacturing. German merchant Michael Schenck erected a sawmill, gristmill, and several ironworks in Lincoln County before hiring ironworkers Absolom Warwick and Michael Beam to construct North Carolina's first cotton mill on a Catawba River bank east of Lincolnton in 1813. Only a few other entrepreneurs attempted textile manufacturing before the late 1820s, when the North Carolina legislature approved the incorporations of approximately fifteen new companies. It was not until the late 1830s that industrialists such as Charles Mallet, Francis Fries, John Motley Morehead, John Trollinger, Henry Humphreys, Benjamin Elliot, and Edwin Michael Holt capitalized on the piedmont's available sites, transportation, and labor force to establish textile mills. Henry Humphreys was the first North Carolina manufacturer to experiment with steam power, installing a system in 1828 at his Mt. Hecla Cotton Factory near Greensboro that inspired entrepreneurs including Edwin Michael Holt to invest in textile production.¹⁹

However, Holt and most other factory owners relied upon water as their primary power source through the late nineteenth century. In 1832, John Trollinger built Alamance County's first cotton spinning plant on the Haw River near the farm where the Trollinger family had resided since 1745 and the gristmill established by his grandfather in 1747. Called High Falls Mill, the operation grew to encompass one thousand spindles by 1837. That year, Edwin Michael Holt (1807-1884) and his brother-in-law William A. Carrigan established Holt and Carrigan Cotton Factory on Alamance Creek, purchasing their equipment from northern machine shops and retrofitting an existing building to accommodate 528 spindles. Holt became the mill's sole owner in 1851, and two years later, with the help of an itinerant French dyer, learned how to "color" cotton yarn in myriad shades. He employed a Philadelphia expert to instruct him and two slaves, Sam and Caswell, how to mix indigo dyes.²⁰

Holt attained national recognition as one of the first southern cotton manufacturers to produce colored cloth on a power loom. The fabrics soon became known as "Alamance Plaids." Holt incorporated the business as Alamance Factory in 1853. Four years later, he acquired a second cotton mill, Cane Creek

¹⁹ Glass, *Textile Industry*, 4-10, 14; Troxler and Vincent, *Shuttle & Plow*, 345. "Humphreys" is also spelled "Humphries" in various sources, but as period documents use "Humphreys," that spelling is repeated here.

²⁰ Troxler and Vincent, *Shuttle & Plow*, 344-350; Hughes, *Development of the Textile Industry in Alamance County*, 4.

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Manufacturing Company. That concern had initiated operations in 1830 as a woolen mill, and, following a fire that destroyed its complex, built another factory and began producing cotton fabric in 1836. After reorganizing the bankrupt Cane Creek mill, Holt conveyed it to his oldest son Thomas (1831-1896). With the intention of further expanding their textile business, Edwin and Thomas Holt purchased the Trollinger's second Haw River factory, called Granite Mill, at an 1858 auction.²¹

Benjamin Trollinger, in partnership with his brother John and his nephew William, had erected Granite Mill in 1844 at Trollinger's Ford. Realizing the importance of railroad access to the endeavor's success, the Trollingers subsidized the construction of bridges to carry the North Carolina Railroad over the Haw and Eno rivers and Back Creek. Contractors finished the 260-foot-long, heavy timber Haw River railroad bridge on September 12, 1855, and the Trollingers soon built a ten-room hotel nearby. When train service commenced, the adjacent depot and mill village were called Haw River Station, a name later shortened to Haw River. Spur lines served the mill complex.²² Although the community initially prospered, the larger selection of businesses at Company Shops, a railroad town six miles west that grew to become Burlington, drew more vendors and consumers. The lack of commerce in Haw River was a significant factor in the Trollingers' loss of their property to foreclosure.²³

The Holt family's decision to acquire Granite Mill precipitated their dominance of the region's textile industry for most of the nineteenth and the early twentieth centuries. Thomas Michael Holt purchased his father's interest in Granite Manufacturing Company in 1861 and moved to Haw River with his wife Louisa and their children: Charles Thomas, Cora May, Louisa Moore, Ella Moore, and Thomas Michael Jr. He partnered in 1868 with Louisa's brother, Adolphus Moore, operating as Holt and Moore until 1876, when Moore was murdered. Holt subsequently incorporated Thomas M. Holt Manufacturing Company. He pursued his business interests while engaged in an active political career, serving as a magistrate, county commissioner, North Carolina state senator (1876), member of the North Carolina state house of representatives (1883-1887), speaker of the house by 1885, North Carolina's lieutenant governor (1889-1891) and governor (1891-1893). Holt was also president of the

²¹ Troxler and Vincent, *Shuttle & Plow*, 350-351, 355; Hughes, *Development of the Textile Industry in Alamance County*, 5; Thomas M. Holt, "Early Plaid Making," [Raleigh] *News and Observer Cotton Mill Edition*, November 28, 1895; Glass, *Textile Industry*, 22.

²² The North Carolina Railroad leased the railroad line that runs through Haw River to the Richmond and Danville Railroad in 1871. The Southern Railway operated the line from 1896 until merging in 1982 with the Norfolk and Western Railroad to create Norfolk Southern Corporation. Hughes, *Development of the Textile Industry in Alamance County*, 5, 17; Jennifer Davis McDaid, Historical Archivist, Norfolk Southern Corporation, Norfolk, Virginia, email correspondence with Heather Fearnbach, May 12, 2014.

²³ John Trollinger founded High Falls Manufacturing Company with Jesse Gant in 1840. High Falls Manufacturing Company was reorganized as Hopedale Mill around 1904. Hughes, *Development of the Textile Industry in Alamance County*, 5.

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North Carolina Railroad for sixteen years and the North Carolina State Grange, an agricultural advocacy organization, for thirteen years.²⁴

The Holt mills suffered challenges including a sharp rise in the cost of cotton and substantial losses of the male labor force during the Civil War years, but remained in operation and supplied the Confederate military with uniform cloth. At the war's end in April 1865 the plants were poised to increase production. That month, Thomas Holt initiated brick-making in order to expand the Granite Manufacturing Company complex. Noted public speaker Claudius B. Denson, who, like Holt, was a North Carolina Agricultural Association director, asserted that Holt was the first southern textile manufacturer to reestablish ties with northern commission houses and machine companies, which he accomplished during a November 1865 visit. The following spring, Granite Mill employees operated 1,152 spindles. Also in 1866, Edwin Holt relinquished active control of Alamance Factory to a partnership—E. M. Holt and Sons—that he created with his sons James Henry Holt (1833-1897), William Edwin Holt (1839-1917), Lynn Banks Holt (1842-1920), and son-in-law James Nathaniel Williamson. His youngest son Lawrence Shackelford Holt (1851-1937) was to become a partner when he came of age in 1872.²⁵

E. M. Holt and Sons acquired additional land on the Haw River north of High Falls Mill from John Trollinger's estate in 1867 and constructed Carolina Mill (SL 2010) in 1869, initially weaving blue denim, called "overall goods," and eventually also producing striped denim. Carolina Mill contained three thousand spindles and sixty looms, more than doubling the Holts' manufacturing capability. In 1878, Edwin assisted James and William with the purchase of Joseph and Levi Vincent's 38.9-acre property, which encompassed a sawmill, a gristmill, and a tobacco processing factory, just north of Carolina Mill. By 1879, 594 Alamance County textile workers operated 31,236 spindles and 1,238 looms at six cotton spinning and weaving plants including Granite Mill. In 1880, the Holt brothers obtained an additional 148.2 acres and began constructing Glencoe Cotton Mill (NR 1979), the last water-powered plant the Holts built on the Haw River. Lynn Banks Holt acquired a 1,000-spindle cotton mill in Graham from Calvin Donnell and James Sidney Scott in 1886 and renamed it Oneida (NR 2014) after the New York town where he bought much of the equipment.²⁶

²⁴ Troxler and Vincent, *Shuttle & Plow*, 356; Hughes, *Development of the Textile Industry in Alamance County*, 17-18.

²⁵ Claude B. Denson lauded Holt's achievements at the North Carolina Agricultural Association's annual meeting in October 1893. Thomas Holt, who farmed throughout his life, was a member and director of the association. C. B. Denson, *An Address in Memory of Thomas M. Holt* (Raleigh: Benson and Christopher, 1899), 7, 10-11; "Mills at Haw River," [Raleigh] *News and Observer Cotton Mill Edition*, November 28, 1895, p. 28; Whitaker, *Centennial History of Alamance County*, 119; Beatty, *Alamance*, 124-125.

²⁶ James Henry Holt and his wife Laura Cameron Moore had seven sons and one daughter, all of whom were involved in the textile industry. By the late 1880s, James Henry Holt and his sons were Carolina Mill's sole owners. *Ibid.*; Mable S. Lassiter, "Carolina Mill was part of Holt textile dynasty," *Burlington Times-News*, September 1, 1990, D4; Don Bolden, "Holt's 19th-century textile empire included Carolina Mill," *Burlington Times-News*, September 21, 1986, 2D; Don Bolden, "Community's life centered around Carolina Cotton Mill," *Burlington Times-News*, February 12, 1984; Don Bolden,

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As the Holts' myriad enterprises prospered, they invested in plant improvements. In 1871, Thomas Holt and Adolphus Moore purchased additional looms for Granite Mill, where workers wove cotton sheeting and plaids marketed primarily to local vendors. The concern expanded the complex the following year.²⁷ In 1881, the company doubled the mill's square footage and increased capacity by adding looms, constructing another dye house and weave room, installing a Corliss steam engine, and erecting a stone dam. That year, employees operated 8,424 spindles and 220 looms, generating North Carolina's second-largest quantities of cotton yarn after a Gaston County mill. Between 1883 and 1886, the concern received eleven train car loads of machinery, which approximately 450 employees used to generate \$300,000-worth of fabric each year. By that time, the company's reputation for quality woven goods garnered high national and international demand. Agents including George Brandt sold the concern's yarns and cloth. The Holts also owned the four-story brick roller mill erected south of Granite Mill in 1881 and powered by a hydraulic turbine. The building replaced the Trollingers' earlier grist mill and overshot waterwheel, which Thomas Holt had acquired in 1871.²⁸

Thomas Holt, his son Charles Thomas Holt (1858-1900), and his daughters Cora, Louisa, and Ella's husbands—physician Edwin Chambers Laird, attorney Alfred William Haywood, and Charles Bruce Wright—incorporated Granite Cotton Mills in 1889. The siblings and their spouses and heirs remained the Haw River operation's officers and principal stockholders until 1927.²⁹ Although Thomas Holt retired from public service due to declining health in 1893, at the conclusion of his term as governor, he continued to expand his business interests. Members of the extended Holt family then owned ten of the nineteen Alamance County cotton mills, including Granite Mill, which was the largest in size and production. Five hundred Granite employees ran approximately 9,000 spindles and 450 looms in 1893.³⁰

Alamance in the Past (Burlington: P. N. Thompson Printing Co., Inc., 1979), 11-12, 88-89; Troxler and Vincent, *Shuttle & Plow*, 351; Whitaker, *Centennial History of Alamance County*, 140, 164.

²⁷ "Property upon which insurance is wanted," Granite Cotton Factory and Haw River Flouring Mills, Bound Letter Book, May 1874-1875, pp. 6-7, 15, in the collection of the Haw River Historical Association Museum; "Granite Mills," *North Carolina Gazette*, November 27, 1879, p. 4.

²⁸ The no-longer-extant grist mill operated independently of the textile mills. "Mills at Haw River," [Raleigh] *News and Observer Cotton Mill Edition*, November 28, 1895, p. 28; Hughes, *Development of the Textile Industry in Alamance County*, 18; Beatty, *Alamance*, 126; Troxler and Vincent, *Shuttle & Plow*, 356.

²⁹ Cora May Holt married Edwin C. Laird in 1880. Louisa Moore Holt married Raleigh attorney Alfred W. Haywood in May 1883. Ella Moore Holt married Charles Bruce Wright. North Carolina General Assembly, "An act to incorporate Granite Cotton Mills," *Laws and Resolutions of the State of North Carolina passed by the General Assembly at its session of 1889* (Raleigh: Josephus Daniels, 1889), 304-310; "Mr. Alfred W. Haywood Dies at Haw River," [Alamance] *Gleaner*, December 7, 1916.

³⁰ "A Great Industry," *Scottish Chief* (Maxton), June 27, 1893, p. 1; State Board of Agriculture. *Hand-Book of North Carolina* (Raleigh: Edwards and Broughton, 1893), 269.

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That year, North Carolina's total operating cotton mill count of 140 did not include six mills under construction throughout the state, one of which was another Holt endeavor in Haw River: Thomas M. Holt Manufacturing Company. The concern, named in honor of its proprietor, reused the name of the earlier company that Thomas operated from the Granite Mill complex. Thomas Holt, Charles T. Holt, A. W. Haywood, and B. S. Robertson incorporated the business in February 1893. Thomas had in 1892 solicited a twenty-five-thousand-dollar loan from Durham tobacco magnate Benjamin Duke in order to build a new cotton mill. The *Manufacturers' Record* announced on April 8, 1892, that construction would begin that spring and included the plant in its June 24th list of recently completed industrial buildings. By October 1893, employees wove cotton gingham (check-patterned) fabric on 150 looms.³¹ Granite and Holt mills' workforce increased in conjunction with production capacity and spurred the community's growth. With approximately 1,600 residents, Haw River was Alamance County's second-largest town after Burlington in 1895.³²

In November 1895, the *Raleigh News and Observer* reported that North Carolina contained more cotton mills than any other Southern state, with an overall count of 184 including 18 Alamance County concerns, 13 of which the Holt family owned. The Holts' Haw River operations were the county's largest in terms of equipment and employees. Charles Holt served as Thomas M. Holt Manufacturing Company's president and B. S. Robertson its treasurer. The company's 360 employees generated cotton gingham and cheviot (twill) fabric with 7,168 spindles, 252 looms, and 28 cards. Thomas Holt headed Granite Manufacturing Company, for which B. S. Robertson also functioned as treasurer. Superintendent J. Thompson oversaw the Granite plant where 475 workers spun cotton yarn and wove plaid, striped, suiting, and sheeting fabric on 8,500 spindles, 434 looms, and 58 cards. Thomas Holt stated in November 1895 that a third factory under construction at the time to house Cora Manufacturing Company would bring the concern's total Haw River capacity to 22,834 spindles and 940 looms.³³

According to George C. Mabry, then principal of Graham's African American school, skilled black brick mason and plaster contractor William Alexander Rogers of Graham, a nine-man regular crew, and day laborers erected Cora Mill's walls. African American brick masons and plasterers Franklin Pears Chavis and David Wiley Mayo also labored on the project. Mabry noted that although most mill

³¹ Ibid.; *Manufacturers' Record*, April 8, 1892, p. 44, and June 24, 1892, p. 35; "Bills Ratified and Now Laws," *Charlotte Observer*, March 1, 1893, p. 2; "Burlington News," *Asheville Daily Citizen*, December 18, 1893, p.1; "Mills and Manufacturers," *Charlotte Observer*, December 31, 1893, p. 4; Beatty, *Alamance*, 127 ;

³² Burlington's population was around 3,500 and Graham's about 1,500 in 1896. Levi Branson, ed. *Branson's North Carolina Business Directory 1896* (Raleigh: Levi Branson, 1896), 65.

³³ Cora Manufacturing Company announced its intention to build a cotton mill in the August 9, 1895, issue of the *Manufacturers' Record*, p. 31. "Mills at Haw River," and "Summary of the 184 Cotton Mills in Operation in North Carolina," and Thomas M. Holt, "Early Plaid Making," [*Raleigh*] *News and Observer Cotton Mill Edition*, November 28, 1895; Davison Publishing Company, *The Blue Book: Textile Directory of the United States and Canada, 1894-1895* (New York, New York: Davison Publishing Company, 1894), 91, 94.

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operatives were white, black workers cut wood, hauled coal, fueled engines, drove teams, and manned freight boats.³⁴

The financial panic of 1896 likely slightly diminished the Haw River mills' output, but the *Manufacturers' Record* reported in October 1896 that Cora Manufacturing Company was planning to install additional equipment. In 1897, Cora Mill workers utilized 7,000 spindles and 250 looms to produce cotton goods. Granite and Holt mills maintained approximately the same amount of equipment as each entity had operated in 1895.³⁵ Cora Mill's completion and Holt Mill's circa 1897 expansion demonstrated the concerns' late-nineteenth-century growth and prosperity, as did the selection of the prolific Providence, Rhode Island, firm Charles R. Makepeace and Company to design the innovative structures. Employees enjoyed the ample light and ventilation provided by zig-zag curtain walls filled with enormous windows.

In 1898, D. A. Hopkins Company of Charlotte supplied Granite Mill with equipment including an electrical switchboard, six-hundred-light dynamo, and supplies sufficient to rewire much of the plant.³⁶ These updates fueled production escalation and enabled the Holts to better serve their broad national vendor and client network. A ledger book documents that from 1897 through 1899 the company's business associates were based in thirty-three American states as well as Canada.³⁷

The Holts constructed numerous dwellings and boarding houses to accommodate their employees. Modest one-story frame dwellings occupied the low-lying area southwest of Thomas M. Holt Mill, which was known as Sugar Hill, as well as the area northeast of Stone Street and the railroad, which residents called Pine Knot. The earliest houses stood east of Granite Mill. Additional residences, mostly one-story frame, but some two-story brick, lined winding streets on the Haw River's west side. Mill workers rented dwellings for one dollar per room a month in 1904, a rate that remained constant through the 1930s.³⁸

³⁴ George C. Mabry, *Sketch of Alamance County* (1895) in the Stephen Beaugard Weeks Papers, Collection #762, Southern Historical Collection, Wilson Library, University of North Carolina at Chapel Hill, and the *Gleaner*, October 17, 1895, p. 1; U. S. Census, Population Schedules, 1900-1920; death certificates.

³⁵ *Manufacturers' Record*, October 23, 1896, p. 212; Bureau of Labor Statistics of North Carolina, *Eleventh Annual Report* (Raleigh: Guy V. Barnes, 1897), 30.

³⁶ *Manufacturers' Record*, April 29, 1898; "Granite Mill," *Warren Record*, October 28, 1898, p. 2.

³⁷ "Cloth Purchase Record and Shipment of Goods, 1897-1899," Series 1.3, Cone Mills Corporation Records, Wilson Library, UNC-Chapel Hill. The Cone Mill Corporation papers housed at UNC-Chapel Hill's Wilson Library and the Haw River Historical Association's collection include some materials related to the Holt family's operation of Granite Mill, Cora Manufacturing Company, and Thomas M. Holt Manufacturing Company. However, very few documents related to the nineteenth and early-twentieth century construction and daily operation of the mills in Haw River survive.

³⁸ "History of Cone Mills, 1912-1937," Series 5.1, Cone Mills Corporation Records, UNC-CH.

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The Holt siblings, along with their spouses and adult children, oversaw the Haw River mills' operation during the late-nineteenth and early-twentieth centuries. After Thomas Holt's April 11, 1896, death, Charles T. Holt, Edwin C. Laird, and Alfred W. Haywood continued to serve as the company's executives. Thomas M. Holt Jr.'s involvement in the family business began auspiciously, but he died on January 6, 1897, at the age of twenty-five. Forty-four-year-old Charles Holt died on December 13, 1900. Alfred W. Haywood led the mill's management team from 1900 until his death on December 3, 1916. Dr. Laird remained involved with the company's board and served as the Haw River mill village's physician for a short time, but never held an active role in the company's administration.³⁹

Employee, equipment, and production quantities remained relatively stable through the early 1910s. In 1900, approximately 475 Granite Manufacturing Company workers produced plaids, cheviots, lining, and dress goods on 8,500 ring spindles, 436 looms, and 44 cards. Thomas M. Holt Manufacturing Company employed 200 men, women, and children to generate plaids and cheviots with 7,168 ring spindles, 252 looms, and 12 cards. Cora Manufacturing Company's 80 employees wove plaid and cheviot fabric. The 1901 incorporation of Holt-Granite Manufacturing Company consolidated the three plants' administration. In 1905, the concern's 650 employees utilized 18,656 ring spindles, 863 narrow looms, and 63 cards to produce plaids, cheviots, and chambrays. In 1910, 600 workers operated 20,928 ring spindles, 688 narrow looms, and 71 cards.⁴⁰

Holt-Granite Manufacturing Company secretary and treasurer Cicero Pilades Albright, known as "C. P.," engaged Charlotte architect Richard C. Biberstein to assess the Haw River plants' condition in January 1915. Per Biberstein's request, the concern enumerated machinery purchases totaling \$82,471 since 1901 and \$25,395-worth of equipment repair and industrial building and mill village improvement expenditures from 1910 through 1914. Biberstein inventoried each mill's contents and sketched rough site plans in a notebook. It is unclear what else his scope of work may have entailed, but it does not appear that any significant construction ensued following his consultation.⁴¹

In 1915, Holt-Granite Manufacturing Company owned 130 acres in Haw River, upon which three sizable plants housed approximately 21,000 ring spindles, 684 narrow looms, and all other equipment needed to manufacture colored cotton fabrics. The complex valued at \$605,600 also included two dye houses, a finishing plant, mill worker houses, a community building operated by the Y. M. C. A., and a stable. The four-story brick roller mill south of the Granite Mill between East Main Street and the

³⁹ "Death of Charles T. Holt," *Union Republican*, December 20, 1900, p. 2; Hughes, *Development of the Textile Industry in Alamance County*, 17-24; Beatty, *Alamance*, 126; Troxler and Vincent, *Shuttle & Plow*, 356.

⁴⁰ Davison Publishing Company, *The Blue Book: Textile Directory: United States and Canada, 1900-1901* (Davison Publishing Company, 1900), 122; *The Blue Book: Textile Directory, 1904-1905*, 134; *The Blue Book: Textile Directory, 1910-1911*, 143.

⁴¹ "Holt-Granite, Haw River," notebook, "Holt-Granite Manufacturing Company," Folder 9, Box 29, Biberstein, Bowles, Meacham, and Reed Records, MS0148, J. Murrey Atkins Library, Special Collections, UNC-Charlotte.

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railroad produced flour. Ample railroad access and water, steam, and electric power was available. Company promotional materials asserted that the Haw River was not only an abundant natural power source but a “magnificent open sewer” that transported dye waste and other refuse away from the village.⁴²

The Holts’ significant contributions to Alamance County’s economy continued through the twentieth century’s first decades, as the family owned 23 of the county’s 27 textile mills and operated 78 percent of the county’s spindles and 83 percent of its looms by 1919. The Haw River complex and Edwin Holt’s son Lynn Banks Holt’s textile enterprise were the family’s largest operations. L. Banks Holt Manufacturing Company, established in 1909, consolidated his interests in Oneida, Alamance, Bellemont, and Carolina mills. In 1928, the company employed two thousand people and the mills collectively encompassed 28,256 spindles with an output valued at \$1,500,000.⁴³

Thomas M. Holt Sr.’s nephew Finley L. Williamson led the 1916 reorganization of the three Haw River mills—Granite Mills and Cora and Thomas M. Holt Manufacturing Companies—as Holt-Granite-Puritan Mills, a cotton dress goods producer. The company then employed 120 men, 51 women, and 60 children who ran approximately 23,000 spindles and 1,100 looms. Men earned between \$1.00 and \$3.50 per 60-hour work week, while women’s wages ranged from \$1.00 to \$2.50. A 1919 *Charlotte Observer* article estimated that the mill village included 130 houses of two to eight rooms. A graded school for white children completed in 1904, a small frame school for African American youth, and five churches—Baptist, Christian, Holiness, Methodist, and Methodist Episcopal—served the community’s approximately two thousand residents.⁴⁴

In 1925, Holt-Granite-Puritan Mills employees operated 22,304 ring spindles, 800 looms, and 67 cards. Williamson retained his position as president until financial difficulties in the 1920s proved to be insurmountable, forcing the company to sell the property. Proximity Manufacturing Company of Greensboro partnered with the Textile Development Company of Boston, Massachusetts, to acquire

⁴² “Holt-Granite Manufacturing Company,” Series 3.4.1, Cone Mills Corporation Records, Wilson Library, UNC-Chapel Hill.

⁴³ Troxler and Vincent, *Shuttle & Plow*, 351; McBride Holt, “Interesting Observations are made by McBride Holt in Letter to Lifelong Friend,” letter to Thomas P. Moore published in *Daily Times-News*, April 21, 1936, p. 9; John W. Harden, *Alamance County: Economic and Social* (Chapel Hill: University of North Carolina Press, 1928), 41, 44.

⁴⁴ M. L. Shipman, commissioner, *Thirtieth Annual Report of the Department of Labor and Printing of the State of North Carolina* (Raleigh: Edwards & Broughton Printing Company, 1916), 64-65; Ernest H. Miller, *Directory of Burlington, Graham, and Haw River, NC, 1909-1910* (Asheville, NC: Piedmont Directory Company, 1909), 12; “Many Employees of Holt-Granite Mills Have Been Steadily With Company for Forty Years Past—Fine Co-operation,” *Charlotte Observer, Textile Progress Edition*, January 3, 1919.

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the Haw River complex for \$295,100 on April 14, 1927. Village residents were given the opportunity to purchase houses in conjunction with the ownership transfer.⁴⁵

The following year, Textile Development Company president Sidney S. Paine, who then resided in Greensboro, and other investors established Tabardrey Manufacturing Company with Paine as its president, Thomas A. Hagan vice-president, W. T. Brooks secretary, and Herman Cone treasurer. The company name is an amalgamation of those of Sidney Paine's son Tad and twin daughters Barbara and Audrey. The mill north of what is now Main Street subsequently functioned as Granite Finishing Works, while the plants south of the road, formerly Cora and Thomas M. Holt Manufacturing Companies, operated under the auspices of Tabardrey Manufacturing Company.⁴⁶

The Granite and Tabardrey plants reported in 1928 that 1,700 workers operated 22,304 spindles that generated \$1,700,000-worth of product. The following year, 340 employees bleached, dyed, and finished corduroy fabrics at Granite Mill, while the other two mills housed spinning and weaving operations. During the reorganization period, Greenville, S. C.-based architects and engineers J. E. Serrine and Company planned plant updates and expansions. In December 1928, Burns-Hammonds Construction of Burlington began renovating the three-story Cora Mill and erecting a three-story north addition. Greensboro contractor J. R. Russell also worked on the project. Other improvements included new equipment installation at Granite Mill.⁴⁷

Tabardrey Manufacturing Company initially wove heavy-duty cotton moleskin intended for men's pants and jackets and Proximity Print Works in Greensboro finished the "gray" moleskin. However, given the demand for corduroy, Tarbardrey's 140 workers began weaving corduroy on the plant's 320 looms on May 1, 1930. The 50-employee Granite Finishing Works prepared the resulting corduroy yardage for shipping, which commenced in June. In the early 1930s, Cone Export and Commission Company promoted myriad colors and weights of 36-inch-wide corduroy at wholesale costs ranging from 32 to 72 cents per yard.⁴⁸

⁴⁵ Davison Publishing Company, *Davison's Textile Blue Book: United States and Canada* (New York: Davison Publishing Company, 1925), 314; "Tabardrey Manufacturing Company," Series 3.6.1; "Granite," Series 4.4.1, Cone Mills Corporation Records, UNC-CH; "Tabardrey and Granite: 50 years of corduroy," *The Textorian*, December 4, 1980, p. 1; Troxler and Vincent, *Shuttle & Plow*, 356.

⁴⁶ Ibid.

⁴⁷ "Haw River Mills Will Be Started Up Soon," *Burlington Daily Times*, November 30, 1928, p. 1; "Work of Remodeling Cotton Mill Started," *Burlington Daily Times*, December 12, 1928, p. 1; "New Mills at Haw River Be Ready Soon," *Burlington Daily Times*, October 3, 1929, p. 1; "Holt-Granite Manufacturing Company," Series 3.4.1, "Early Views of Tabardrey," Series 4.4.1; "Tabardrey," January 9, 1929, correspondence, Cone Mills Corporation Records, UNC-CH; Hughes, *Development of the Textile Industry in Alamance County*, 24-25.

⁴⁸ *Davison's Textile Blue Book, 1930-1931*, 308; Herman Cone, "This Great Textile Industry Has Been Developed During a Rapidly Changing Period in Nation's History," *Daily News*, February 21, 1937, p. 10B; "Corduroy Records, 1930-1936," Series 1.2; "Tabardrey," Series 4.4.1; "Cone Mills Units at Haw River," April 28, 1949; "Tabardrey," Series 4.4.1; Herman

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Proximity Manufacturing Company's acquisition of the Haw River mills was part of its consolidation of enterprises across the state that began in the late 1920s and continued through the 1940s. The Cones had conducted business with the state's leading industrialists for almost forty years under the auspices of Cone Export and Commission Company, established in 1891 to market fabric for southern textile companies. The concern was a selling agent for many North Carolina businesses including those owned by the Holts. Brothers Moses H. Cone and Ceasar Cone of Baltimore were the family's first textile manufacturers, beginning with their 1887 investment in what became Asheville Cotton Mill in 1892. The following year, the Cones sought to streamline the textile production process by creating Southern Finishing and Warehouse Company, which bleached, packed, and shipped fabric to vendors nationwide, thus filling a niche market previously dominated by Northern manufacturers. In 1895, the Cone family took advantage of the cotton fields, gins, warehouses, and railroad lines available in Greensboro at minimal cost to establish Proximity Manufacturing Company, which wove denim. In 1899, the concern introduced a very finely woven flannel, produced by its Revolution Cotton Mills in Greensboro. Also in that city, the company's 270-loom White Oak denim plant opened in 1905, its Revolution Cotton Mills bleachery commenced operating in 1909, and its Proximity Print Works began manufacturing multicolored printed fabrics in 1912.⁴⁹

Cone Export and Commission Company garnered a contract to supply Levi Strauss and Company with denim in 1915 and, two years later, became the first manufacturer to utilize dyes other than indigo to create denim in colors other than blue. During the 1920s, the company responded to changes in the textile industry by absorbing smaller operations. North Carolina acquisitions included Salisbury Cotton Mill in 1920, Eno Cotton Mill in Hillsborough in 1926, and, in 1927, two Rutherford County concerns: Cliffside Mills in Avondale and Haynes Mills in Cliffside.⁵⁰

Cone, "Tarbardrey-Granite 25-year Report," address given at anniversary celebration in Haw River on December 11, 1954, Wilson Library, UNC-Chapel Hill.

⁴⁹ "The Proximity Mill at Greensboro, N. C.," *Manufacturers' Record*, February 7, 1896, pp. 25, 32-33; "Trailing Yard of Denim Through World's Largest Denim Mill," *Charlotte Observer*, March 2, 1928, pp. 10, 12; "Tabardrey," Herman Cone, "Tarbardrey-Granite 25-year Report;" "The Cone Mills in North Carolina, "Forty Years of Textile Progress," *Cotton*, October 1938, Series 4.4.1, Cone Mills Corporation Records, UNC-CH; Cone Export and Commission Company, *Half Century Book, 1891-1941* (Greensboro: Cone Export and Commission Company, 1941), unpaginated; Julien Elfenbein, "The Cone Story: Part One," *Linens and Domestic*, May 1953; Alex Coffin, "The Cone Family," *The North Carolina Century: Tar Heels Who Made a Difference, 1900-2000* (Charlotte: Levine Museum of the New South, 2002), 133; Beatty, *Alamance*, 147.

⁵⁰ Cone Mills Corporation remains the exclusive supplier for denim used in Levi's 501 jeans worldwide. Cone Mills Corporation, *A Century of Excellence: The History of Cone Mills, 1891 to 1991* (Greensboro: Cone Mills Corporation, 1991), 25-26; Elfenbein, "The Cone Story: Part One;" Julien Elfenbein, "The Cone Story: Part Two," *Linens and Domestic*, June 1953.

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The company offered a wide range of amenities to its workforce, selling items such as coal and wood at less than wholesale cost. Proximity Manufacturing Company owned Textile Dairy near White Oak Mills in Greensboro and a stock farm north of that city that supplied beef and pork to the company stores that served its workers. The concern encouraged its employees to beautify their surroundings by providing free seeds, plants, bulbs, and garden tilling; offering horticultural classes and consultation with the company's landscape architect; and sponsoring competitions for the most productive gardens and attractive yards. Home economics classes covered topics such as basic nutrition, menu planning, meal preparation, fruit and vegetable preservation, sewing, and house furnishing.⁵¹

In 1931, Proximity Manufacturing Company's Haw River holdings included two stores and forty-eight dwellings, one of which was a six-room, brick, 1930 supervisor's house and garage erected by Greensboro contractors Harwell and Stutts. The remaining mill village homes were owner-occupied. The welfare department provided health care and community recreational and educational opportunities. The company employed nurses to supply preventative care instruction and home visits. Company-funded schools provided day and evening classes for children and adults. The Young Men's Christian Association oversaw the Haw River community center. Mill workers formed baseball, softball, and basketball teams that provided a social outlet. During the summer months, employees and their families could avail themselves of a company-built lake and at Camp Herman north of Greensboro for up to ten days.⁵²

The textile industry faced numerous challenges during the early 1930s. More efficient equipment and mechanization that transformed manufacturing operations resulted in employee layoffs. Job loss, decreased pay, and poor working conditions made unions more appealing. These factors set the stage for mill workers across the South to participate in the General Textile Strike of 1934, which closed down plants throughout the region. On Labor Day, September 3 of that year, 65,000 North Carolina mill employees organized in support of union causes and refused to work. The specific nature of Haw River mill workers' response is unknown. However, the strike and its aftermath dramatically impacted workers throughout North Carolina. Many mill owners fired known union members and sympathizers. Union efforts were not in vain, as the Roosevelt administration's social and economic reform programs eventually resulted in the institution of a forty-hour work week and increased worker pay.⁵³

⁵¹ Pearl Wyche, "Welfare Work in Cone Mill Villages," *Daily News*, June 15, 1930; Ethel Thomas Dabbs, ed., "Visiting the Mills," *Textile Bulletin*, April 27, 1933, pp. 24, 26-27; "History of Cone Mills, 1912-1937," Series 5.1, Cone Mills Corporation Records, UNC-CH; Lassiter, "Carolina Mill was part of Holt textile dynasty."

⁵² "Cone Mills Were Pioneers in Community Welfare Work," *Charlotte Observer*, March 2, 1928, pp. 3, 14, 16; Pearl Wyche, "Welfare Work in Cone Mill Villages," *Daily News*, June 15, 1930; "History of Cone Mills, 1912-1937," Series 5.1; "The Cone Mills in North Carolina," Series 5.1; "Forty Years of Textile Progress," *Cotton*, October 1938, Wilson Library, UNC-Chapel Hill; Haw River Historical Association, "Change at Tabardrey," *The Shuttle*, September 2002

⁵³ *New York Times*, September 4, 1934; Jacquelyn Dowd Hall, James Leloudis, Robert Korstad, Mary Murphy, Lu Ann Jones and Christopher B. Daly, *Like a Family: The Making of the Southern Cotton Mill World* (New York: W.W. Norton

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Cone Export and Commission Company successfully marketed a wide range of corduroy colors, widths, grades, and finishes produced in Proximity Manufacturing Company's Haw River plants during the 1930s. Facility updates were nominal until 1934, at which time a slashing and weaving room designed to accommodate model P looms was erected at the Holt Mill's northeast corner. In 1935, 320 employees utilized 17,080 ring spindles, 416 twisting spindles, 662 narrow looms, and 100 cards to produce grey moleskin, corduroy, and suede. Granite Mill's machine shop was enlarged that year. In 1936, the Tabardrey and Granite plants generated approximately 3.5 million yards of corduroy, which was purported to be ten percent of the United States' total textile production that year.⁵⁴ Proximity Manufacturing Company expanded the Granite plant in 1937 with a four-story-on-basement warehouse (Building 16) and the elevated passage that connects it to Building 15's south end.

Military contracts to support the United States' participation in World War II soon spurred burgeoning industrial production. America's goal to become "the arsenal of democracy" benefited large corporations—more than half of the \$175 billion-worth of government contracts awarded between 1940 and 1944 went to thirty-three nationally-known firms who had demonstrated their capacity to produce large quantities of quality goods—as well as small businesses, finally remedying the high unemployment rates that lingered after the recession. Approximately 7,176 Alamance County residents served in the military during the war, and those left behind were occupied with the war effort in a variety of ways, from participating in bond drives to filling vacant positions at mills and factories that accelerated their production to meet the needs of servicemen and women. Industrial jobs rose by seventy-five percent in the South over the course of World War II, with traditionally underemployed groups such as women, African Americans, and the elderly receiving invaluable education, training, and experience. Output soared after May 1943, when President Franklin D. Roosevelt established the Office of War Mobilization to coordinate a diverse array of support endeavors including manufacturing, scientific research, and agricultural production. Proximity Manufacturing Company increased production and employee compensation during this period, raising hourly rates approximately 124 percent between 1939 and 1947.⁵⁵

and Company, 1987), 202-208, 295-298, 350-354; Margaret Crawford, *Building the Workingman's Paradise: The Design of American Company Towns* (London and New York: Verso, 1995), 194-195.

⁵⁴ Davison's *Textile Blue Book, 1935-1936*, 246; "Corduroy Records, 1930-1936," Folder 1 of 2, Series 1.2; "Early Views of Tabardrey," and "Tabardrey," Series 4.4.1, Cone Mills Corporation Records, UNC-CH; Troxler and Vincent, *Shuttle & Plow*, 356.

⁵⁵ Spencer B. King, Jr., *Selective Service in North Carolina in World War II* (Chapel Hill: University of North Carolina Press, 1949), 321; "Annual Reports, 1946-1947," Series 2.1, Cone Mills Corporation Records, UNC-CH; Marilyn M. Harper, et. al. s(Washington, D. C.: The National Historic Landmarks Program, October 2007), 3, 13-16.

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President Sidney S. Paine, treasurer Herman Cone, and secretary W. T. Brooks continued to head Tabardrey Manufacturing Company in 1941. The concern was among those supplying the United States military with fabric. Superintendent A. Holmes managed 325 employees who produced grey moleskins, corduroys, and suedes utilizing 17,584 ring spindles, 416 twisting spindles, 662 narrow looms, and 100 cards. Greensboro buyer S. Bluhm procured the company's cotton. A. C. Goodwin of Greensboro was the purchasing agent and Cone Export and Commission Company the selling agent. In 1944, the plant's 390 workers operated the same amount of equipment with the exception of ring spindles, which increased in quantity to 18,904.⁵⁶

In 1945, Proximity Manufacturing Company undertook a restructuring that resulted in a corporation of that name with five plants—Proximity and White Oak in Greensboro, Tabardrey in Haw River, Edna in Reidsville, and Pineville in its namesake town (south of Charlotte)—as well as eight subsidiary manufacturing companies—Asheville Cotton Mills, Cliffside Mills (Cliffside and Haynes plants, Rutherford County), Eno Cotton Mills (Hillsboro), Florence Mills (Florence Mill, Forest City, N. C., and American Spinning Division, Greenville, S. C.), Minneola Manufacturing Company (Gibsonville), Revolution Cotton Mills (Greensboro), Salisbury Cotton Mills, and Cone Finishing Company (Print Works plant, Greensboro, and Granite plant, Haw River). The conglomerate also included Cone Export and Commission Company of New Jersey, which marketed products ranging from denim to corduroy, jeans, drills, twills, fancy flannels, cotton flannels, print cloths, combed yard fabrics, coverts, suitings, towels, and washcloths from offices in New York City, Greensboro, Boston, Baltimore, Chicago, San Francisco, Los Angeles, Dallas, Nashville, and St. Louis. Proximity Manufacturing executives such as board chairman Bernard M. Cone; president Herman Cone; vice-presidents Saul F. Dribben, Clarence N. Cone, Sydney M. Cone Jr., and Sidney S. Paine; treasurer Ceasar Cone; and comptroller and secretary Harold W. Smith had been involved with company endeavors for many years. The concern operated as Proximity Manufacturing Company for only a few years, however, before becoming Cone Mills Corporation in 1948.⁵⁷

A series of additions that allowed Granite Finishing Works' to increase production capacity following World War II necessitated the demolition of late-nineteenth-century structures east of Building 10 including the picker room, the carding/weaving building, and the dye house. In their place, Cone Mills erected a dye house (Building 12) in 1947 and expanded it in 1949 (Building 11). The 1948 addition on Building 15's east side almost doubled the structure's square footage. Additions east of Buildings 9 and 10 were completed in 1949, as was the two-story brick addition on Cora Mill's east side. In April of that year, Granite Finishing Works employed 190 workers and Tabardrey's 520-person workforce

⁵⁶ *Davison's Textile Blue Book, 1941*, 240; *Davison's Textile Blue Book, 1944*, 252.

⁵⁷ "Fourteen Carolinas Textile Plants Planning to Merge," *Daily Times-News*, October 11, 1945; "Annual Reports, 1946-1947," Series 2.1; "Minute Book, Tabardrey Manufacturing Company, Haw River, N. C.," Series 3.6.2, "Minute Book, Tabardrey Manufacturing Company, Haw River," Series 3.6.2; "Tabardrey," Series 4.4.1, Cone Mills Corporation Records, UNC-CH.

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operated eight hundred looms. Arthur Makin superintended the Tabardrey plant, while Percy C. Beatty oversaw the Granite plant's operation with the assistance of manager F. A. Whitney.⁵⁸

In 1950, Granite Finishing Works' net sales totaled \$3,341,275 with \$120,555 in profit. In order to meet increased storage needs, Cone Mills erected a one-story-on-basement warehouse (Building 17) in 1952. Tabardrey's loom count was unchanged in 1950, but workforce size decreased. When administrators calculated projected budget expenditures based upon task, they delineated only 233 employees: 110 carders, 75 spinners, 24 drawers, 14 rovers, 4 pickers, 2 spoolers, 2 twisters, 1 warper, and 1 slasher. The 1950s expansion of Holt Mill's 1897 addition to the west and south provided space for additional equipment. Although Tabardrey's net sales amounted to \$5,721,959 in 1954, the plant's operating profit was only \$111,921.⁵⁹

In 1955, Granite employees bleached, dyed, and finished the corduroy produced at the Tabardrey plant, which housed 18,928 spindles, 800 looms, and 100 cards. Tabardrey workers generated eight million yards of corduroy in 1956, when the Cone Mills Corporation installed a cloth cutting table, spinning equipment, and looms to weave wide corduroy fabric. The concern also stabilized the elevated walkway spanning the railroad, updated the Haw River community house, and sold the remaining company-owned houses adjacent to the plants that year. At the Granite plant, Cone Mills replaced the finishing range and bleaching and cutting machines and added restrooms, showers, and locker rooms. Equipment modernization projects during the next few years continued to improve efficiency. In 1959, Tabardrey's 417 employees operated 18,296 spindles, 778 looms, and 100 cards. The Granite plant employed 385 men and women.⁶⁰

Cone Mills Corporation remained a pioneer in the American textile industry, becoming the first company to manufacture and market stretch denim in 1962, develop permanent press fabrics in 1964, and introduce bleached denim in 1969. As production escalated, Granite Finishing Works completed in 1961 a one-story office building and a finished goods storage warehouse with a multi-bay loading dock close to the highway. Cora Mill received a three-story brick west 1964 addition and one- and two-story 1960s additions on the south and east elevations. In 1965, Tabardrey's 377-person workforce included fifty-nine employees with twenty-five or more years of service. The corduroy plant contained 18,672 spindles and 749 looms. Granite Finishing Works' 431 employees dyed corduroy and velveteen and prepared it to be shipped to vendors. When technological advances

⁵⁸ "Cone Mills Units at Haw River," April 28, 1949, Series 4.4.1, Cone Mills Corporation Records, UNC-CH.

⁵⁹ "All Plants Data," Series 2.1, and A. M. Pullen and Company, "Cone Mills Corporation, Greensboro, North Carolina, Report on Audit, year ended December 31, 1954," Series 5.3.2, Cone Mills Corporation Records, UNC-CH; "Financial Data on 18 Leading Textile Companies – for Fiscal Year 1953," *America's Textile Reporter*, May 27, 1954.

⁶⁰ *Davison's Textile Blue Book, 1955*, 257, 632; *Davison's Textile Blue Book, 1959*, 203, 540; "Cone Mills Completes Several Advances," *Daily Times-News*, January 28, 1957, p. 8; "Cone Mills Continues Program of Modernization, Improvement," *Daily Times-News*, February 2, 1959, p. D2.

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allowed these fabrics, traditionally made of cotton, to incorporate synthetic fibers, the requisite dying and finishing processes required additional space. Cone Mills Corporation therefore continuously updated buildings and equipment at the Granite and Tabardrey plants, which received steam heating systems, refurbished floors, fresh paint, and more effective lighting and machinery, as well as extensive landscaping and parking lot paving, throughout the 1960s.⁶¹

Daniel Construction Company erected four expansive edifices (Buildings 4-7) at the Granite plant in 1967. The project required approximately 469 tons of structural steel supplied by Trojan Steel Company. Building 4 (33,920 square feet) and Building 7 (33,925 square feet) were general-purpose warehouses. Cone Mills stored bolts of bleached cloth in the 15,885-square-foot Building 5. Building 6 (11,600 square feet) housed wet fabric processing. In 1970, Granite employed 500 workers.⁶²

On August 20, 1970, Cone Mills Corporation vice-president Earle Stall Jr. announced plans to lay off 140 Tabardrey workers, about 36 percent of its 384 employees, due to diminishing corduroy demand. At that time the company's twenty-four plants in four states—North Carolina, South Carolina, Texas, and New Jersey—comprised a combined workforce numbering around 14,000 people.⁶³

Granite Mills' production burgeoned as the 1970s progressed. In October 1974, Granite Finishing Works general manager William H. Ritter promoted Gene Whitener to the position of assistant general manager, Sam Clary to plant superintendent, and Marshall Boyce to technical superintendent. The following year, the company commissioned the construction of a 30,000-square-foot, greige goods warehouse (Building 3). Hildebrand Crane Service of Greensboro erected the building's steel frame. Granite Mills finished 3.5 million yards of corduroy annually in the late 1970s, generating the world's largest output of the fabric.⁶⁴ Air conditioning installation in the Granite and Tabardrey plants during the 1970s resulted in mill window enclosure with brick.

Corduroy's subsequent precipitous decline in popularity resulted in Cone Mills' 1983 decision to cease production at the Tabardrey plant. The mill complex was idle for several years. On May 1, 1987, Cone Mills Corporation conveyed the former Cora and Thomas M. Holt Manufacturing Company

⁶¹ "Cone Mills Reports High Mark of Volume, Quality for 1961," *Daily Times-News*, February 5, 1961, p. D4; "Cone Mills Reports Good Year," *Daily Times-News*, February 4, 1963; *Davison's Textile Blue Book, 1965*, 3-76, 16-57; "Cone Mills' Plants Have Notable Year," *Daily Times-News*, February 7, 1966, E4; *A Century of Excellence: The History of Cone Mills*, 27, 37.

⁶² Cone Mills Corporation inter-company correspondence, November 25, 1966, "Granite Finishing Company," Series 5.4.4, Cone Mills Corporation Records, UNC-CH; *Davison's Textile Blue Book, 1970*, 548.

⁶³ "Tabardrey Plant Has Fire Damage," *Daily Times-News*, March 5, 1970, p. B1; Kathy Stark, "Tabardrey Plant's Operations Cut," *Daily Times-News*, August 20, 1970, p. B1.

⁶⁴ W. O. Leonard, Cone Mills Corporation inter-company correspondence, October 28, 1974, "Granite Finishing Company," Series 5.4.4, Cone Mills Corporation Records, UNC-CH; Richard Bierck, "'Walking the Plank' Takes Nerve," *Daily Times-News*, September 11, 1975, p. B1; Troxler and Vincent, *Shuttle & Plow*, 356.

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mills to Alamance Properties, Ltd. Subsequent owners were Vertex Industries, Inc., Vertex Sportswear, Inc., D. H. Griffin Container Service, Durham-based investment company MERD, Inc., and Haw River HDC II, LLC. Cora Holdings LLC acquired two tracts comprising 12.8 acres in December 2018. The parcel boundaries exclude the railroad tracks and right-of-way between the tracts.⁶⁵

The Granite plant maintained chamois and flat cloth dyeing and finishing operations through 1997, with employee numbers rapidly decreasing from approximately 530 workers in 1991 to a 102-person workforce in 1994. Financier Wilbur Ross acquired Burlington Industries in November 2003 and Cone Mills Corporation in February 2004 and combined them to create International Textile Group in March 2004.⁶⁶

In November 2004, Cone Mills Corporation sold the Granite plant to Haw River Business Center, LLC. The approximately thirty-one-acre tract has since been divided into six tax parcels. Haw River Business Center, LLC, retains ownership of all but the 3.37-acre lot containing three warehouses (Buildings 2-4) as well as the parking lot east of Building 2. Confluence, LLC, purchased that tract in October 2012. The warehouses built from 1967 through 1985 are leased to tenants for industrial storage.⁶⁷

Industrial Architecture Context

Many of North Carolina's nineteenth-century textile producers adapted existing frame buildings to serve as their first mills. Such structures, which usually had rough-sawn wood floors and wood-shingle roofs, often resembled large residential or agricultural buildings as they were typically located in rural settings along the rivers and streams that generated their power. Edwin Michael Holt and William A. Carrigan's frame 1837 mill on Alamance Creek, was one of the piedmont's earliest sizable textile mills.⁶⁸ In the first purpose-built industrial buildings erected in the United States, engineers and architects strove to accommodate machinery in a manner that allowed for efficient access to power sources as well as maximum utilization of natural light and ventilation. By the mid-nineteenth century,

⁶⁵ Alamance County Deed Book 550, p. 49; Deed Book 677, p. 883; Deed Book 726, p. 741; Deed Book 787, p. 885; Plat Book 34, p. 93; Plat Book 37, p. 3; Plat Book 43, p. 20; Deed Book 1696, p. 614; Deed Book 1903, p. 584; Deed Book 2407, p. 407; Deed Book 2475, p. 118; Deed Book 3085, p. 274; Plat Book 67, p. 479; Deed Book 3839, pp. 913-918.

⁶⁶ Troxler and Vincent, *Shuttle & Plow*, 357; "Ross to merge Burlington and Cone Mills," *Charlotte Business Journal*, March 17, 2004.

⁶⁷ Alamance County Deed Book 2160, p. 881; Deed Book 3157, p. 626;

⁶⁸ Betsy Hunter Bradley, *The Works: The Industrial Architecture of the United States* (Oxford: Oxford University Press, 1999), 16-17; Glass, *Textile Industry*, 16-17; Laura A. W. Phillips, "Alamance Mill Village Historic District," National Register of Historic Places nomination, 2007.

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“slow-burn” masonry construction, with load-bearing brick walls, exposed heavy-timber framing, thick plank floors, gabled roofs, large operable windows and transoms, and metal fire doors predominated.⁶⁹

During the late nineteenth century, steam and electric power availability encouraged factory movement to urban areas in close proximity to railroad lines and sizable potential employee pools. Mill and factory design evolved from a process whereby owners worked with builders who erected edifices based on mutually understood norms to a field dominated by professionally-trained engineers who rendered plans for industrial buildings and supervised their execution. Although the construction of durable, economical structures was the primary objective, variegated, patterned, and corbelled brick and cast-stone accents were employed as an inexpensive means to increase aesthetic interest. Expressed pilasters, stringcourses, water tables, window sills, arched door and window lintels, and exterior stair towers enhanced visual appeal while serving important structural functions. Stair towers were often the most ornate elements of an industrial complex, featuring complex roofs and decorative masonry.⁷⁰

Standards imposed by machinery manufacturers and insurance companies also guided industrial architecture’s evolution during the late nineteenth century. In order to minimize fire risk, stairwells, which could serve as conduits for fire movement between floors, were located in projecting stair towers. Brick interior walls and galvanized-sheet-metal-clad, solid-core-wood doors, known as kalamein doors, separated the mill sections where fires might start or spread rapidly. These heavy doors would automatically close in the case of a fire, as the heat would melt a soft metal link in the door’s counterweight assembly and the door would slide shut on the sloped metal track. As an additional precaution, water reservoirs and elevated water tanks supplied automatic sprinkler systems in many industrial complexes. In order to achieve sufficient altitude to pressurize the sprinkler system, tanks needed to be at least twenty-five feet higher than sprinkler heads and were thus typically housed on the upper floor of stair towers or mounted on freestanding steel frames.⁷¹

During the twentieth century’s first decades, architects and engineers continued to plan manufacturing complexes that were similar in appearance to earlier industrial buildings. However, new materials, technology, and forms manifested efficiency, modernity, and economic progress. Mill and factory designers specified steel and reinforced-concrete columns, posts, and beams in conjunction with brick, concrete, terra cotta block, or tile curtain walls that provided structural bracing but did not carry any weight. Bands of steel-frame multipane windows and roof monitors provided workers with abundant

⁶⁹ Sara E. Wermiel, “Heavy Timber Framing in Late-Nineteenth-Century Commercial and Industrial Buildings,” *APT Bulletin: Journal of Preservation Technology*, Volume 35, No. 1, 2004, 56.

⁷⁰ Bradley, *The Works*, 15-21, 230-234; Glass, *Textile Industry*, 38.

⁷¹ Glass, *Textile Industry*, 38; John A. Collins Jr., “Extinguishing Textile Mill Fires,” *Textile World*, March 4, 1922, p. 81.

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light and ventilation. Steel truss roof systems spanned open interiors that accommodated sizable equipment and allowed for flexibility as manufacturing needs changed.⁷²

Although structural systems for some late-nineteenth-century industrial buildings included cast-iron or wrought-iron columns or steel posts and beams, high cost greatly limited the materials' use until the early twentieth century. The ability to withstand the weight and vibrations of heavy machinery without failing contributed to the widespread use of structural-steel construction by the 1910s, as did the ease of fabricating framing systems from standard factory-generated parts. Typical elements include I-, T-, H-, and box-shaped beams and posts; round columns; reinforcing plates; and angles, which serve as braces, tension members, struts, or lintels. Steel components could be riveted together, creating strong connections, and tended to be smaller and lighter than heavy-timber or iron framing members. This allowed for wider and taller buildings with more square footage for equipment. The popularity of flat roofs and sizable roof monitors also resulted in structural-steel framing prevalence. In order to reduce oxidation and achieve fire resistance, steel members were coated with intumescent paint; sprayed with a thin mixture of cement, sand, and water called gunite; or encased in concrete.⁷³

Concrete construction technology also improved during the early twentieth century. Engineer Claude A. P. Turner patented a structural system comprised of concrete mushroom columns and formed-concrete floors in 1908 after utilizing it in his plans for Minneapolis's 1906 Johnson-Bovey Building. He then designed the first American bridge supported by the columns, which carried Lafayette Avenue over the Soo Line in St. Paul, Minnesota. The Cameron Avenue Bridge over Falling Branch Creek in Winston-Salem, completed in 1920, possesses statewide engineering significance as North Carolina's only such structure employing reinforced-concrete mushroom columns to carry a concrete slab span. The technology was often used in mill construction, appearing in North Carolina factories such as those erected in Winston-Salem by R. J. Reynolds Tobacco Company beginning in 1915 and the six-story knitting mill that P. H. Hanes Knitting Company built in 1921.⁷⁴

⁷² Bradley, *The Works*, 144-147.

⁷³ Ibid.

⁷⁴ As construction drawings for the Cameron Avenue Bridge have not been located, the engineer is unknown. However, R. J. Reynolds Tobacco Company commissioned the bridge's construction as part of its development of the surrounding neighborhood for its employees. J. E. Serrine and Company, architects and engineers of many of the company's structures, specified mushroom columns for buildings erected during that period. A. S. Macolmson, "The Mushroom System of Reinforced Concrete Building Construction," *Engineering-Contracting*, September 4, 1907, p. 137; Lichtenstein Consulting Engineers, Inc., "Bridge ID No. 330373," North Carolina Department of Transportation Historic Bridge Inventory Report, 2003; Nannie M. Tilley, *The R. J. Reynolds Tobacco Company* (Chapel Hill: University of North Carolina Press, 1985), 307; *Manufacturers' Record*, August 26, 1915 and October 14, 1915; Anita Scism and Spencer Gung, "R. J. R. Downtown Buildings, 1875-1950: A Historical Perspective," unpublished report prepared for R. J. Reynolds Tobacco Company, March 12, 2002.

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Albert Kahn was one of only a few American architects who specialized in industrial building design during the early twentieth century. In many of his commissions, traditional load-bearing walls were replaced with curtain walls containing large steel-frame windows, and monitor roofs provided illumination and ventilation. His office supplied factory plans to hundreds of American industrialists including automobile manufacturers Packard, Chrysler, Ford, and General Motors, as well as for international clients. At the Packard Motor Car Company Forge Shop (1910) in Detroit, Kahn used a steel structural frame to support a traveling crane mounted to the roof trusses and glass curtain walls to allow for maximum light and air circulation. He minimized the exterior walls' bay articulation by specifying narrow steel columns of about the same size as steel window sashes. Kahn's firm continued to employ bands of steel windows in conjunction with masonry or concrete screens to conceal steel structural framing in edifices such as the Industrial Works (circa 1915) in Bay City, Michigan. The firm's design for the Dodge Half-Ton Truck Plant in Detroit, completed in 1937, was a much more sophisticated building with tall glazed curtain walls reminiscent of Walter Gropius's Bauhaus School (1926) in Dessau, Germany.⁷⁵ Gropius's streamlined design for the 1911 Fagus Factory in Germany, which features steel-frame multipane curtain walls, was also internationally influential.⁷⁶

Modernist architectural principles such as simplicity, efficiency, affordability, and intrinsic material expression were inherently applicable to industrial buildings. Industrial architecture continued to reflect these tenets as the twentieth century progressed. Building materials and labor were in short supply during World War II, but when construction resumed after the war's end, steel and reinforced-concrete industrial edifices with masonry (brick, tile, or concrete) curtain walls predominated. Fire-resistant corrugated metal and asbestos panels were often used as warehouse sheathing. Windows decreased in size and number in the 1960s as central air conditioning became prevalent. Artificial lighting replaced natural light sources.

Industrial Architecture in Haw River

The locally significant Granite-Cora-Holt Mills Historic District is eligible for the National Register under Criterion C in the area of architecture as it embodies distinctive characteristics of industrial building technology and design from the mid-nineteenth through the mid-twentieth centuries and the skill of myriad craftsmen, contractors, architects, and engineers responsible for their construction in

⁷⁵ "Art: Industrial Architect," *Time*, August 8, 1938; Bradley, *The Works: The Industrial Architecture of the United States*, 248, 248-258.

⁷⁶ Gropius, the highly influential founder of the German design school known as the Bauhaus, which operated from 1919 until 1933, taught at Harvard's Graduate School of Design beginning in 1937. Bradley, *The Works*, 250; Henry-Russell Hitchcock Jr. and Philip Johnson, *The International Style: Architecture since 1922* (New York, W. W. Norton & Company, 1932, 20; Henry-Russell Hitchcock Jr., *In the Nature of Materials: The Buildings of Frank Lloyd Wright, 1887-1941* (New York: Da Capo Press, Inc., 1942), 52, 92-93, Figures 99 and 328-338; "Gropius House," <http://www.historicnewengland.org/visit/homes/gropius.htm> (accessed August 2015).

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Haw River. The people or firms who designed some of the nineteenth- and early-twentieth-century edifices have not been identified. However, the rare contributions of engineer Charles A. M. Praray to Cora Mill's 1895 design and Thomas M. Holt Mill's circa 1897 expansion are well documented. Architect and engineer Joseph E. Surrine's Greenville, South Carolina-based firm planned improvements to the Cora and Thomas M. Holt plants in 1928. Proximity Manufacturing Company and Cone Mills Corporation engineers and architects rendered drawings for the entire complex's mid-twentieth-century additions and improvements.

The district's earliest buildings retain character-defining features of nineteenth-century industrial architecture. At Granite Mill, the original edifice erected in 1844 and expanded in 1881 is a four-story L-shaped structure (Building 9) adjacent to the Haw River in the complex's northwest quadrant. Like the adjoining four-story Building 10, also constructed in 1881, and the two-story, 1886 Building 15 which stands to the east, the heavy-timber-frame structure's load-bearing brick walls are laid in five-to-one common bond with corbelled cornices and segmental-arched window and door openings. Buildings 9 and 10 feature stepped parapets that rise above almost-flat roofs. Stepped rafter ends support Building 15's deep eaves. Brick buttresses with concrete caps were added at regular intervals to insure the west wall's stability. The Holt Mill and boiler house erected south of East Main Street in 1892 are comparable, as they employ heavy-timber framing in conjunction with load-bearing brick exterior walls executed in five-to-one common bond with penciled mortar joints. The segmental-arched window openings and door transoms are typical for the period. Double-thickness floors, chamfered square wood posts, and substantial wood beams also remain at each plant.

The Holts consulted mill engineer Charles A. M. Praray as they expanded the Haw River complex. Praray, who was then employed by the prolific Providence, Rhode Island, firm Charles R. Makepeace and Company, had in April 1894 patented an industrial building design that comprised an innovative post-and-beam structural system and zig-zag-shaped curtain walls with triangular bays filled with enormous windows. The exterior walls, which had separate foundations, provided horizontal bracing rather than carrying the building's load, a significant deviation from typical heavy-timber-frame and load-bearing brick wall construction. His plans for the 1895 Cora Mill and Holt Mill's circa 1897 expansion manifested this concept. The Historic American Engineering Record has documented only three other southern textile plants that display Praray's system: Dixie Mill in LaGrange, Georgia (1896); Selma Cotton Mill in Selma, Alabama (1897); and Georgia Western Cotton Mills, in Douglasville, Georgia (circa 1900). Although most of these buildings have been modified by expansions and window enclosures that obscure Praray's design intent, Selma Cotton Mill, which remains in use by Phillis Cigar Company, retains exposed zig-zag walls with an impressive array of original windows.⁷⁷ Cora and Holt mills derive particular significance from being the only place that

⁷⁷ Charles A. Praray, born in 1848, began his career as a carpenter and gained experience with mill construction before working for Makepeace. Praray established his own Providence, Rhode Island, firm, Charles A. M. Praray and Company,

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Praray's distinctive late-nineteenth-century structural system can be studied in North Carolina. Also, the four-stage brick stair tower that rises at Cora Mill's southwest corner displays finely executed decorative brickwork including corbelled cornices, projecting plain and fluted corner pilasters with banded-brick capitals, and a fourth-story cornice with basketweave-patterned panels and flared buttresses that step out at the top.

The random-course granite dam spanning the Haw River west of Granite Mill and the granite-walled floodgate and wheel pit on the dam's east side are also important early survivals as they provide insight into mid-to-late nineteenth-century hydroelectric power generation technology. Contractors Long and Anderson commenced constructing the 640-foot-wide and 12-foot-tall dam in 1881 and finished the project in 1892 at an approximate cost of \$25,000.⁷⁸ The floodgate, which has three segmental-arched openings, is at the north end of a six-sided, thick-walled enclosure with a south section designed to contain steel water wheels. Arched openings at the enclosure's south end emptied water into the tail race to move it downstream. Following the mill's complete shift to electric power, the dam, floodgate, and wheel pit supplied water for the complex's fire suppression system.

Other fire safety features, such as the kalamein doors between manufacturing areas, stair and elevator towers, workshops, and engine, boiler, and equipment rooms still found throughout the complex, were standard components of industrial architecture. Sprinkler systems had been installed in all manufacturing areas by 1924.⁷⁹ The early 1920s brick boiler house (Building 19) and late 1940s smokestack are freestanding in order to reduce the potential for fire to spread through the complex. The boiler house's open interior, high ceiling, and concrete floor facilitated equipment installation, service, and replacement.

in early 1898, and in April opened a Charlotte office with William Whittam Jr., previously general manager of Clark Mile End Mills in Newark, New Jersey. After his death in Connecticut in 1910, his son Charles W. Praray, who had designed and superintended mills, assumed management of the Providence office. Charles A. Praray, "Improvement in Buildings," Patent No. 518,274, April 17, 1894, United States Patent Office; New England Cotton Manufacturers' Association, *Transactions of the New England Cotton Manufacturers' Association, No. 64* (Waltham, Massachusetts: E. L. Barry, 1898), 27, 37; "A New Firm of Mill Architects and Engineers," *Providence Journal of Commerce*, Vol. 6, No. 3 (March 1898), p. 61; "New Firm in Town," *Charlotte Observer*, April 24, 1898, p. 8; "Mill News," *Charlotte Observer*, May 4, 1898, p. 6; "Springs Cemetery," typewritten gravemarker list in the Charles R. Hale Collection of Connecticut Cemetery Inscriptions, Connecticut State Library, Hartford, Connecticut; Zephaniah W. Pease, *History of New Bedford* (New York: Lewis Historical Publishing Company, 1918), 288-289; Jet Lowe, "South Elevation of Selma Cotton Mill," Historic American Engineering Record photograph, Library of Congress Prints and Photographs Division, Washington, D. C.; Lisa Pfueller Davidson, "Through the Mill: Documenting the Southern Textile Industry," *CRM*, No. 4, 2000, pp. 16-17.

⁷⁸ Hughes, *Development of the Textile Industry in Alamance County*, 18; Swain, et. al., *North Carolina Geological Survey Bulletin No. 8*, 153.

⁷⁹ Sanborn Map Company, "Graham, N.C.," Sheet 8, January 1924 and June 1931.

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Distinctive sawtooth roof monitors, which were common in the northeast United States and England in the late-nineteenth and early-twentieth centuries but infrequently utilized in North Carolina, consist of a sloped south face and an almost-vertical north face with bands of tall windows that allow more light to penetrate interior spaces. Holt Mill's early-twentieth-century dye house features this important industrial design element. Structural steel posts and beams carry the weight of the sawtooth roof. The steel-frame north-facing windows with tall narrow panes are intact, although the glass has been painted and the windows covered from the outside.

Tabardrey Manufacturing Company engaged architect and engineer Joseph E. Surrine's Greenville, South Carolina-based firm to plan improvements to the Cora and Holt plants in 1928. The full scope of work is unknown, as the only available drawing from the commission is J. E. Surrine and Company's site plan of the Cora, Holt, and Granite complex and mill village. The firm had established a relationship with the Cone family prior to undertaking work in Haw River through its design of buildings for Proximity Manufacturing Company, Proximity Print Works, Revolution Cotton Mills, and White Oak Cotton Mills, all in Greensboro.⁸⁰ The 1928 Haw River additions manifest J. E. Surrine and Company's typical use of riveted structural-steel columns, beams, and trusses in conjunction with brick exterior walls in order to create fire-resistant, flexible work spaces.

Buildings and additions erected between 1934 and 1967 exhibit a functional aesthetic in their form, massing, expressed structural systems, and open plans with fenestration dictated by interior use. Brick and concrete-block walls are cost-effective, durable, fire-resistant, and require little maintenance. Structural systems comprise reinforced-concrete and steel columns, posts, and beams and poured-concrete foundations. These elements supported heavy equipment and minimized vibration. High ceilings and open floor plans accommodated sizable equipment. As buildings and additions constructed through the 1950s were not originally air-conditioned, large multipane steel windows provided light and ventilation. Some windows were enclosed with brick in conjunction with 1970s air conditioning installation. The Granite Mill warehouses erected in 1964 and 1967 have only a few windows.

The sizable two-story, low-pitched gable-roofed building erected at Holt Mill's northeast corner in two phases beginning in 1934 is a good example of affordable, fire-resistant, utilitarian construction. The structure comprises a formed concrete foundation, brick walls, steel posts and beams, wood decking,

⁸⁰ "Haw River Mills Will Be Started Up Soon," *Burlington Daily Times*, November 30, 1928, p. 1; "Work of Remodeling Cotton Mill Started," *Burlington Daily Times*, December 12, 1928, p. 1; "New Mills at Haw River Be Ready Soon," *Burlington Daily Times*, October 3, 1929, p. 1; "Plat of Property and Village, Haw River Plant, Proximity and Tabardrey Manufacturing Companies, Haw River, N. C.," Sheet 18-A, July 23, 1929, in the collection of the Haw River Historical Association Museum; "Expansion Program at Cone Mills May Cost Over \$250,000," *Daily News*, July 1934, p. 1; John E. Wells, "Joseph Emory Surrine," 2009, *North Carolina Architects and Builders: A Biographical Dictionary*, <http://ncarchitects.lib.ncsu.edu/people/P000303> (accessed July 2014).

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and wood rafters with chamfered ends. The completely utilitarian edifice was erected with cost-effective materials to serve a specific manufacturing purpose, in this case slashing and weaving. Steel beams allowed for wider spans and fewer posts, which accommodated sizable machinery.

Granite Mill's Building 16, a four-story-on-basement, red brick, 1937 warehouse, and the elevated passage that connects it to Building 15's south end, have wood roof decking and exposed rafter ends like the plant's earlier buildings. The warehouse walls are executed in running bond punctuated by random courses comprising alternating stretchers and headers. The eight-bay-long and four-bay-wide building has a very low-pitched-gable roof system with projecting rafter ends that create deep eaves. Terra-cotta coping caps flat parapets on the east and west elevations. Corbelled cornices ornament the slightly recessed bays. Bands of multipane steel sash with concrete sills and lintels remain in each third- and fourth-story bay and the elevated passage. The upper-level warehouse floors are hardwood and the basement poured concrete, while the elevated passage has a steel-panel floor.

Granite Mill's 1947 dye house (Building 12) expanded in 1949 (Building 11), the 1948 addition on Building 15's east side, and the 1949 additions east of Buildings 9 and 10 retain wood roof decking and poured-concrete floors. Flat steel trusses support Building 11's roof. Large, multipane, steel sash illuminate the 1947 and 1949 dye houses and the basement dining room of the 1952 warehouse (Building 17), which contains the complex's sole example of tall steel-reinforced concrete columns with mushroom capitals. In the brick-veneered concrete-block 1964 warehouse (Building 8), flat steel roof trusses support wide-board roof decking. Square metal-frame windows light the interior. The four expansive brick and concrete-block edifices (Buildings 4-7) erected in 1967 have precast-concrete roof panels and poured-concrete floors. The walls are blind with the exception of a series of square windows on Building 4's east elevation.

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Granite-Cora-Holt Mills Historic District
Alamance County, NC

Section 10. Geographical Data

Latitude/Longitude Coordinates

Granite Mill (district's 31-acre north area)

- A. Latitude: 36.092889 / Longitude: -79.368893
- B. Latitude: 36.093743 / Longitude: -79.365825
- C. Latitude: 36.092866 / Longitude: -79.365079
- D. Latitude: 36.091883 / Longitude: -79.364878
- E. Latitude: 36.091407 / Longitude: -79.365269
- F. Latitude: 36.089943 / Longitude: -79.366320
- G. Latitude: 36.088921 / Longitude: -79.368048
- H. Latitude: 36.090856 / Longitude: -79.369217
- I. Latitude: 36.091526 / Longitude: -79.369271

Cora Mill and Thomas M. Holt Mill (district's 17.8-acre south area)

- J. Latitude: 36.091277 / Longitude: -79.365137
- K. Latitude: 36.091458 / Longitude: -79.364695
- L. Latitude: 36.091241 / Longitude: -79.363755
- M. Latitude: 36.089939 / Longitude: -79.362234
- N. Latitude: 36.089547 / Longitude: -79.362049
- O. Latitude: 36.088418 / Longitude: -79.363261
- P. Latitude: 36.087297 / Longitude: -79.365151
- R. Latitude: 36.087545 / Longitude: -79.365344
- S. Latitude: 36.088069 / Longitude: -79.364515
- T. Latitude: 36.089505 / Longitude: -79.365998
- U. Latitude: 36.089848 / Longitude: -79.365896

Verbal Boundary Description

The boundaries of the Granite-Cora-Holt Mills Historic District are indicated on the attached map. The Granite Mill tract (district's north area) encompasses approximately thirty-one acres north of East Main Street, while Cora and Thomas M. Holt mills (district's south area) occupy six parcels totaling 17.8 acres south of East Main Street and west of Stone Street. The railroad tracks and right-of-way initially utilized by the North Carolina Railroad and owned since 1982 by Norfolk Southern Corporation that bisect the Cora and Thomas M. Holt plants are contained within the south tract's boundary, as is the elevated 1928 walkway spanning the railroad. The boundaries follow tax parcel

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Alamance County, NC

lines with only one exception. In the Granite Mill tract, the three-foot-wide southwest leg of Alamance County tax parcel number 171660, which extends from the wooded area southwest of a late 1960s-early 1970s Cone Mills equipment shed (Building 23) south to Gravel Street, has been excluded from the district. The National Register boundary thus intersects tax parcel number 153174's east lot line and continues north, west, and south along parcel lines.

Boundary Justification

The Granite-Cora-Holt Mills Historic District comprises a functionally related industrial complex on the Haw River's east side in the small Alamance County community of Haw River. The district boundaries encompass all of the historic industrial resources associated with Granite, Cora, and Thomas M. Holt mills on the 31-acre north tract and 17.8-acre south tract and provide appropriate setting. Four early- to mid-twentieth-century commercial buildings remaining on East Main Street's south side between Granite and Cora mills were excluded from the boundary as the commercial corridor was not intrinsically linked to the mills' function and does not possess industrial architectural or historical significance. The industrial resources are spatially discrete and visual continuity is not a factor in the district's significance. Thus, the property meets National Park Service conditions for a discontinuous district.

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Granite-Cora-Holt Mills Historic District
Alamance County, NC

Additional Documentation: Current Photographs

Photographs by Heather Fearnbach, 3334 Nottingham Road, Winston-Salem, NC, in May 2014 and April 2019. Digital images located at the North Carolina SHPO.



1. Granite Mill, Building 10, west elevation, looking northeast

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Granite-Cora-Holt Mills Historic District
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2. Granite Mill, Building 15, west elevation, looking southeast (above)
3. Granite Mill, Building 16, southwest oblique (below)



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Granite-Cora-Holt Mills Historic District
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- 4. Granite Mill, Building 3, north elevation, looking southwest (above)
- 5. Cora Mill, southwest oblique (below)



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6. Cora Mill, northwest oblique (above) and 7. Cora Mill, east elevation, north end, with carpentry shop at left in foreground and warehouse at right (below)



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Granite-Cora-Holt Mills Historic District
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8. Thomas M. Holt Mill, east elevation, north section; 1892 mill and additions at left and 1934 addition at right (above) and 9. Thomas M. Holt Mill, east elevation, central section; picker room/drying room at left and 1892 smokestack and boiler house at right (below)



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Granite-Cora-Holt Mills Historic District
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10. Thomas M. Holt Mill, east elevation, south end; early 1910s dye house
11. Thomas M. Holt Mill, west elevation, looking southeast



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12. Thomas M. Holt Mill, west elevation, looking northeast (above)
13. Thomas M. Holt Mill, northwest oblique (below)



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14. Warehouse, elevation, looking northwest

Additional Documentation: Historic Images



Figure 1. CoraMill, west elevation, soon after 1895 construction
photograph from the Haw River Historical Association Museum's collection

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Granite-Cora-Holt Mills Historic District
Alamance County, NC

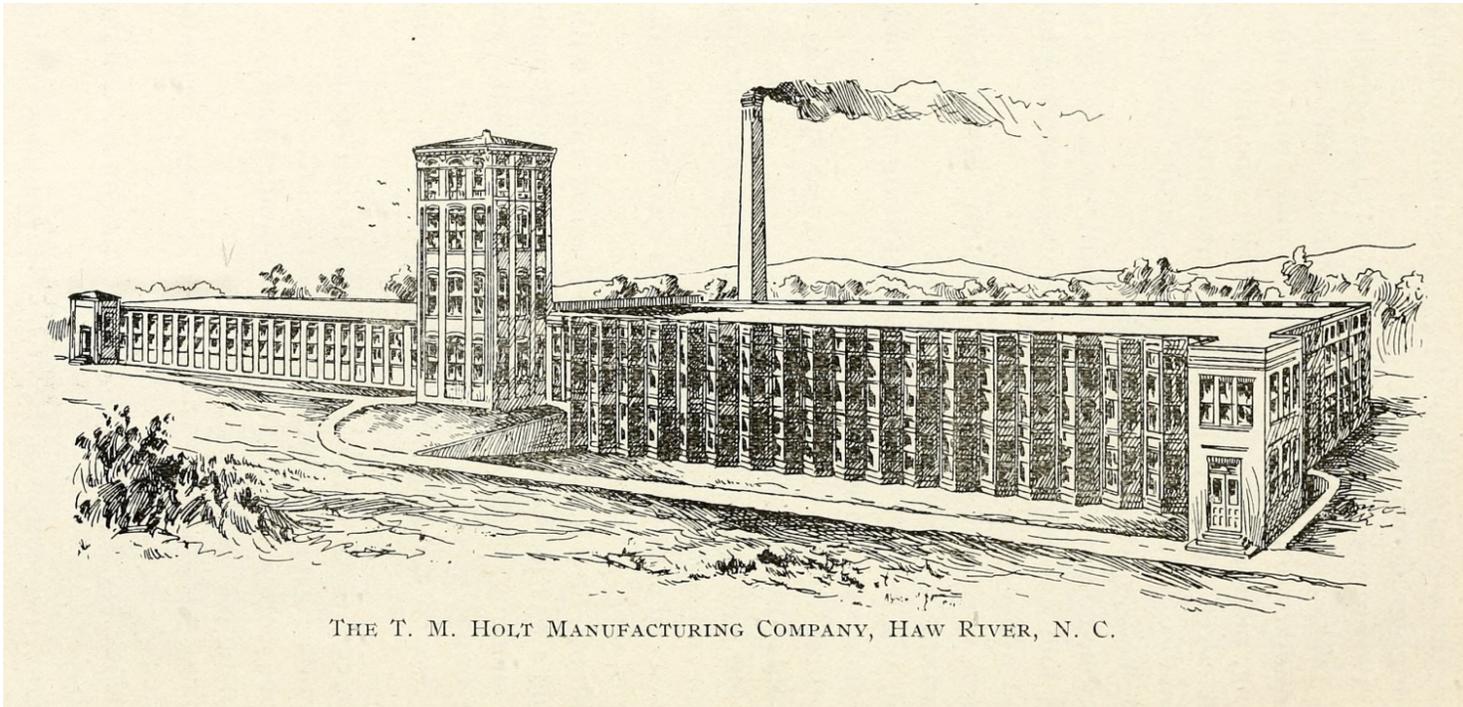


Figure 2. Thomas M. Holt Mill, west elevation
Eleventh Annual Report of the Bureau of Labor Statistics of North Carolina, 1897, p. 20

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Figure 3. Cora Mill, southwest oblique, circa 1950s
Haw River Historical Association Museum

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Granite-Cora-Holt Mills Historic District
Alamance County, NC

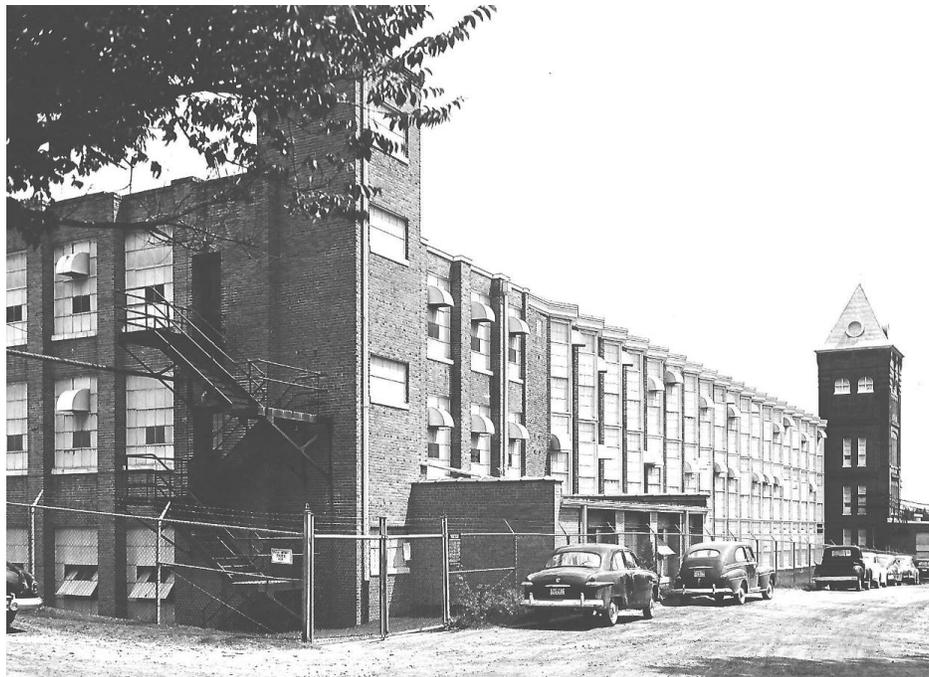
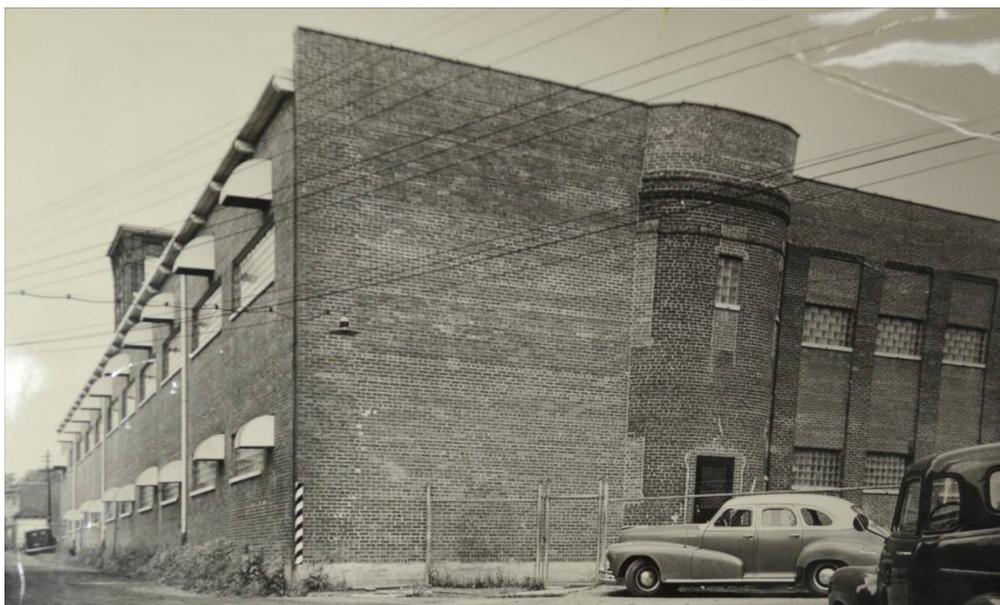


Figure 4. Cora Mill, northwest oblique, 1950s (above), and Figure 5. Thomas M. Holt Mill, southwest oblique, mid-1950s (below), Haw River Historical Association Museum



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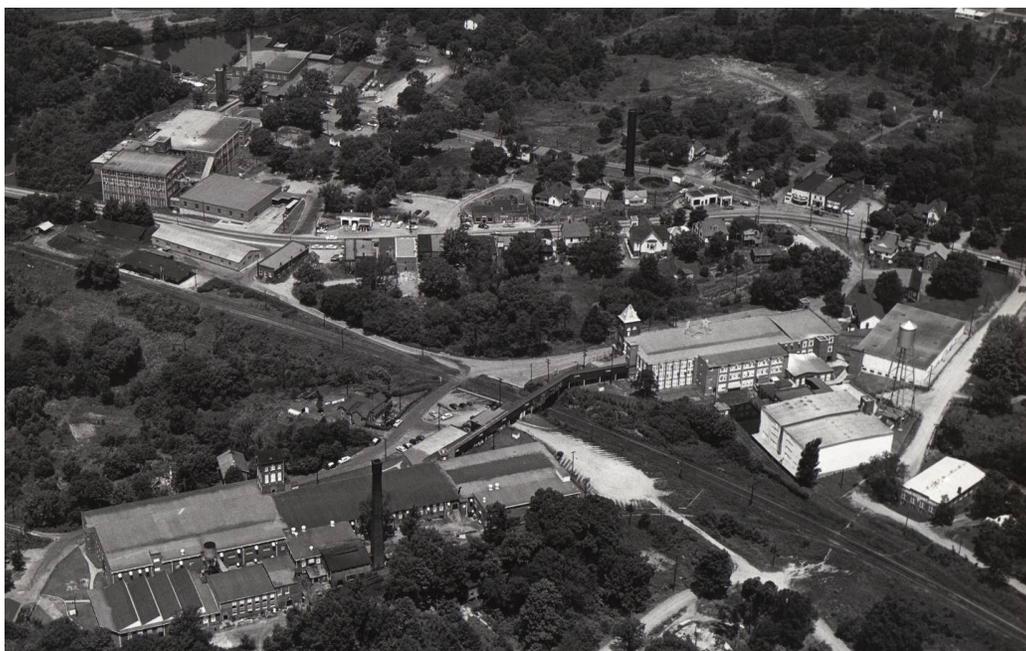
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Figures 6 and 7. Cone Mills Tabardrey Plant, looking east, mid 1950s (above) and west (below) toward Granite Mill, Haw River Historical Association Museum



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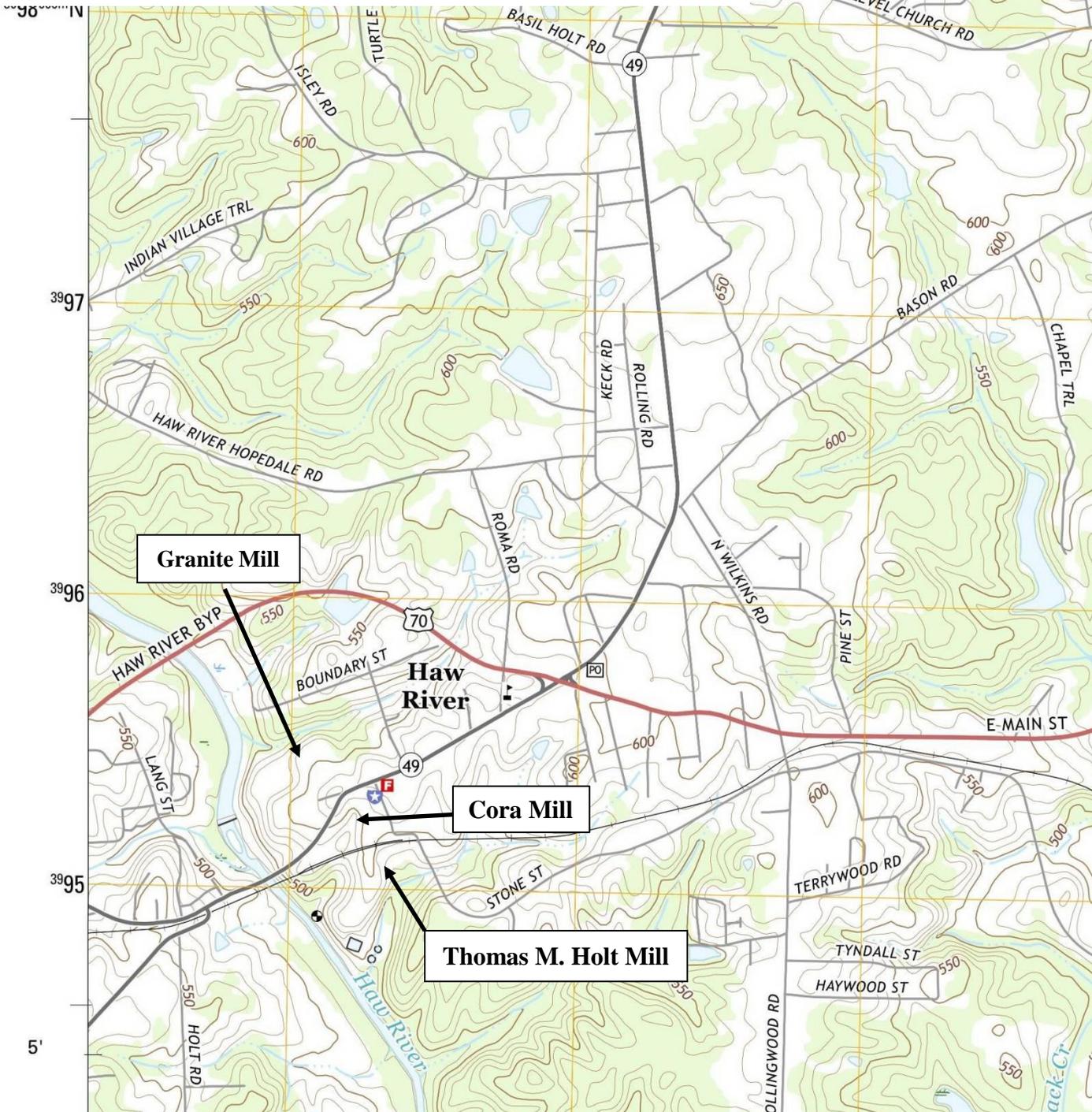
Granite-Cora-Holt Mills Historic District
Alamance County, NC



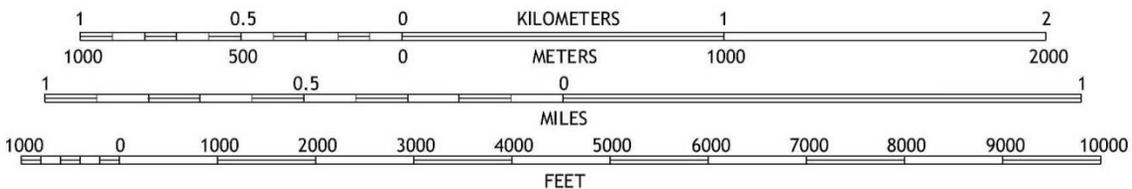
Figure 8. Cone Mills Tabardrey Plant, late 1960s, looking south
Haw River Historical Association Museum

Granite-Cora-Holt Mills Historic District
Granite Mill, 122, 180, 218, 222, 224, and 226 East Main Street;
100, 102, 104, 106, 108, and 290 Cone Drive
Cora Mill, Stone Street; Warehouse, 115 Stone Street
Thomas M. Holt Mill, 205 Stone Street
Haw River, Alamance County, North Carolina - Location Map

U. S. Geological Survey
 Mebane Quadrangle, 2016



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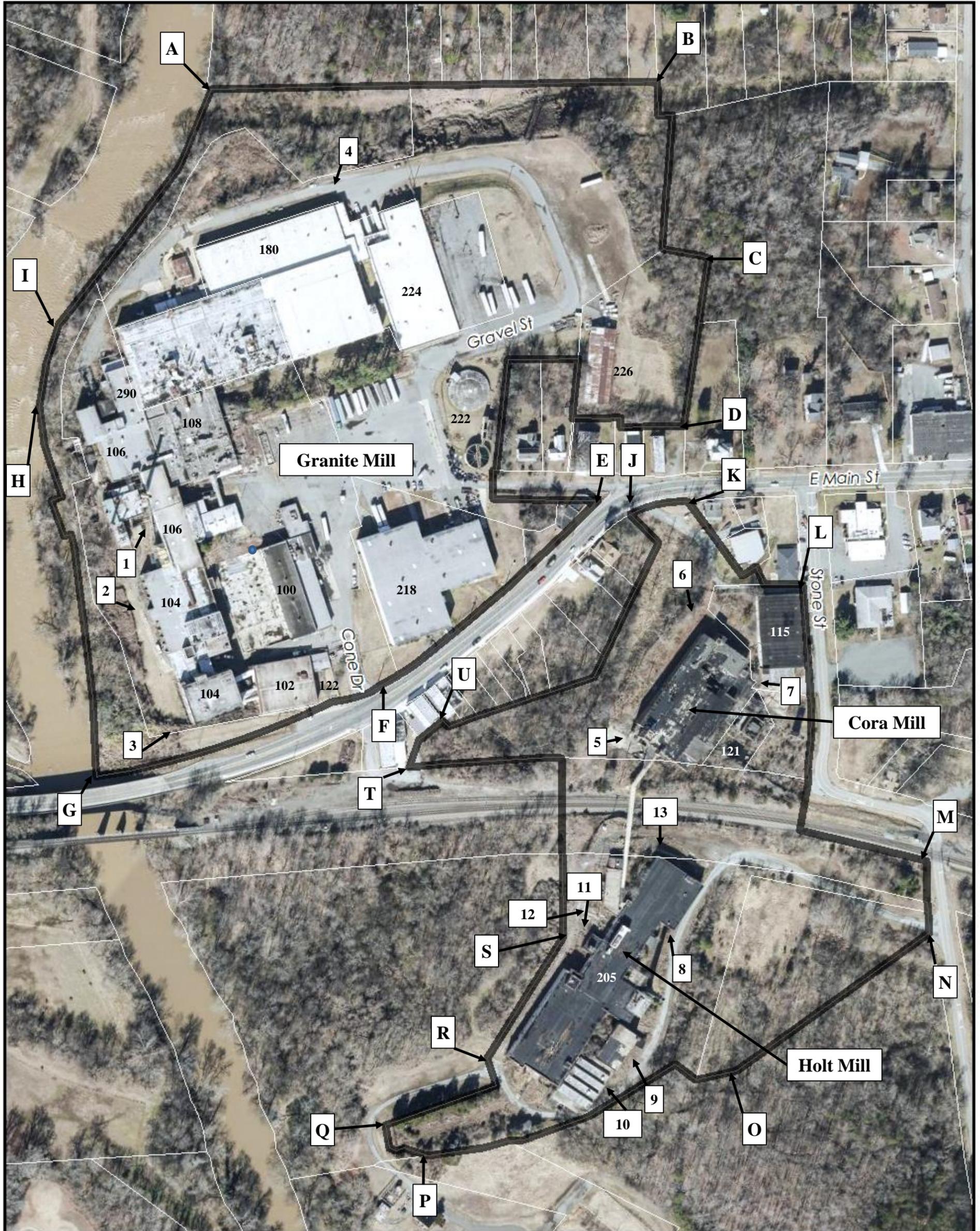


Granite - Cora - Holt Mills Historic District

Haw River, Alamance County, NC

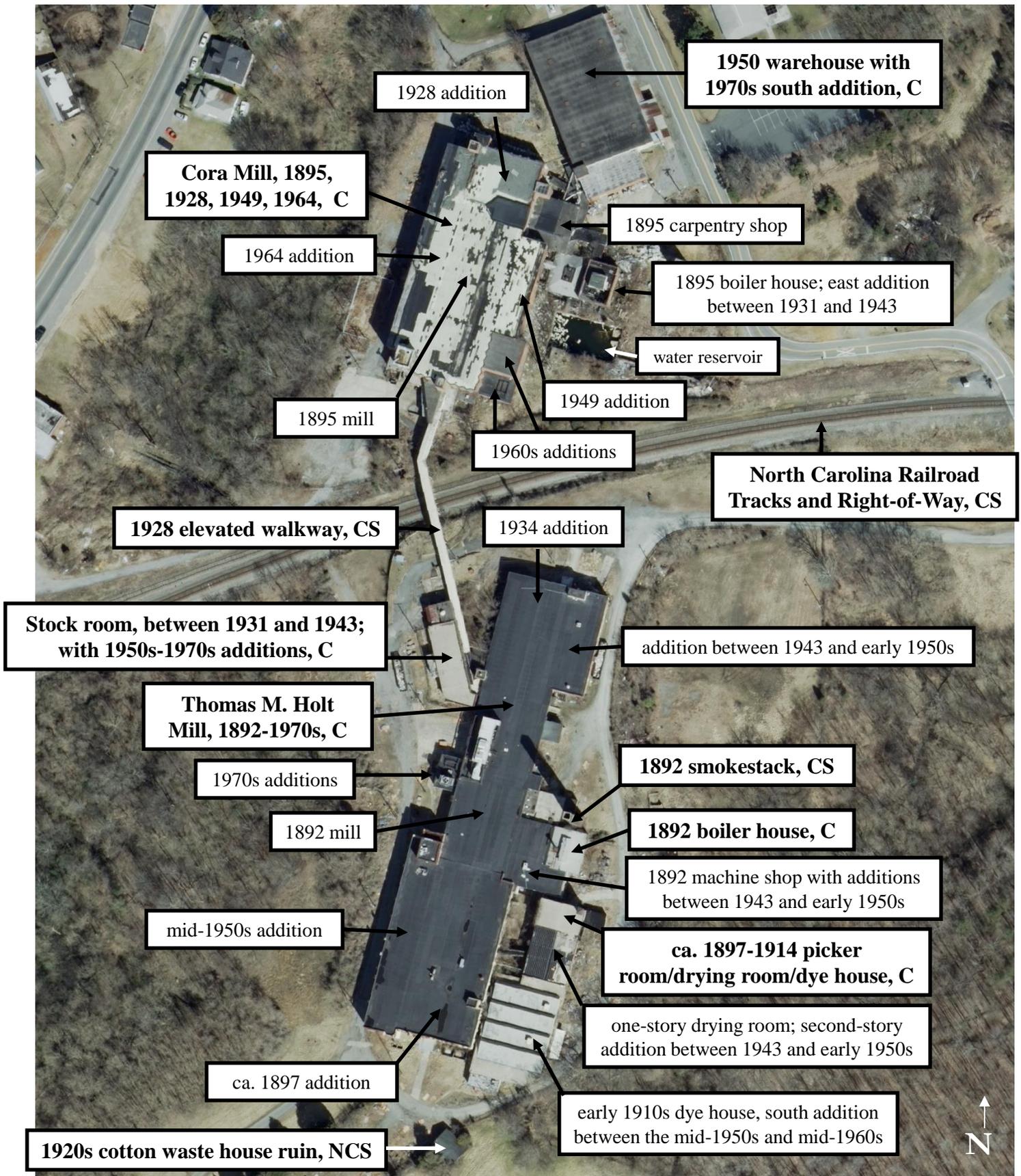
National Register
Boundary Map and
Photograph Views

Map created January 28, 2020 with 2018 aerial imagery

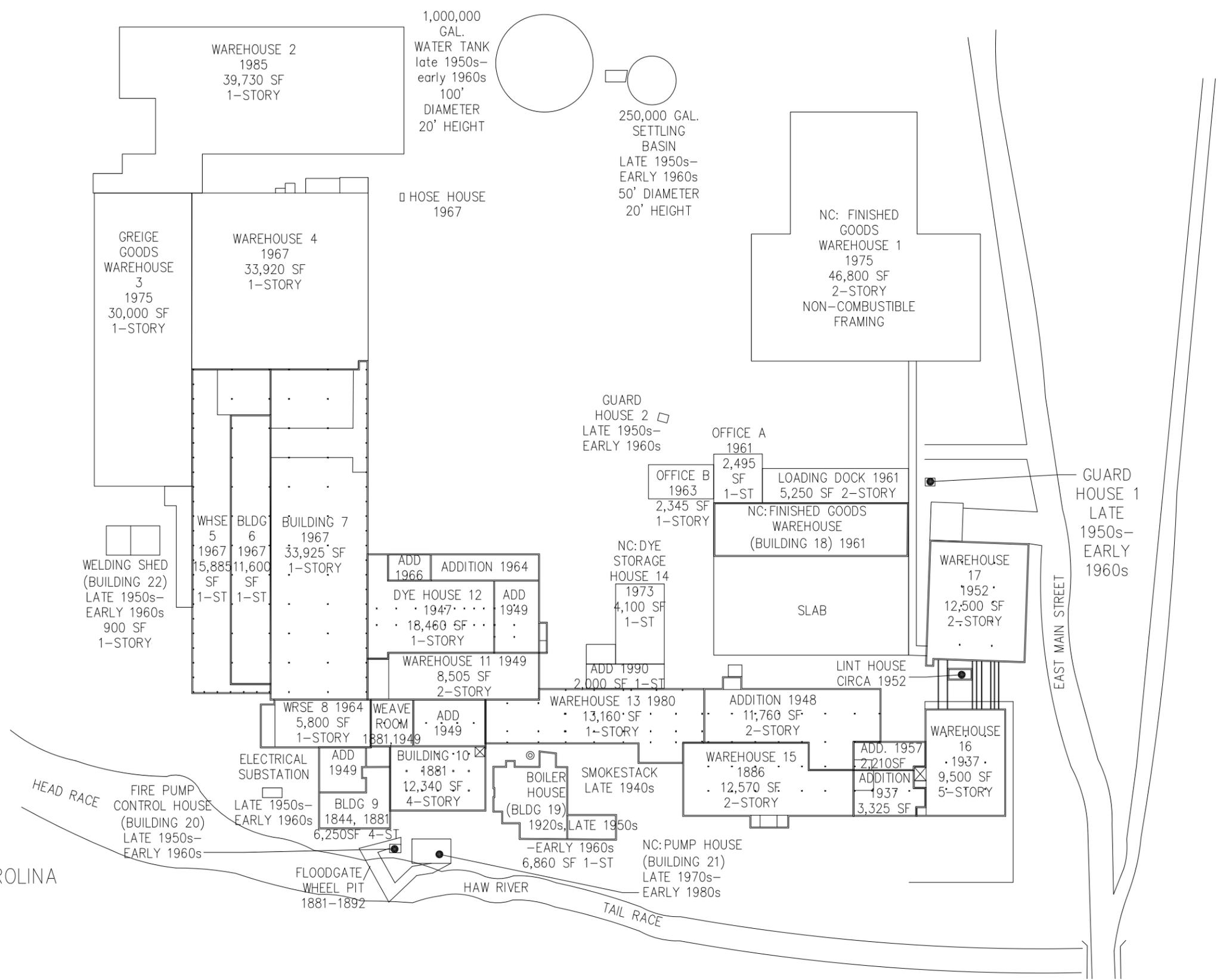


 <p>200 100 0 200 Feet</p> <p>Address Numbers</p> <p> District Boundary</p> <p>A-U Latitude/ Longitude Coordinates</p> <p> Photo Views</p>	<p>Granite-Cora-Holt Mills Historic District</p> <p>Granite Mill, 122, 180, 218, 222, 224, and 226 East Main Street; 100, 102, 104, 106, 108, and 290 Cone Drive</p> <p>Cora Mill and Thomas M. Holt Mill, 115, 121, and 205 Stone Street</p> <p>Haw River, Alamance County, North Carolina</p>
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**Cora Mill and Thomas M. Holt Mill, 115, 121, and 205 Stone Street
Haw River, Alamance County, North Carolina
Site Plan**



NC: EQUIPMENT SHED (BLDG 23)
 LATE 1960s-EARLY 1970s
 8,000 SF
 1-STORY



KEY:
 NC = Non Contributing Building

GRANITE MILL, EAST MAIN STREET,
 HAW RIVER, ALAMANCE COUNTY, NORTH CAROLINA
 RATIO ARCHITECTS, INC.
 JANUARY 24, 2017

