

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

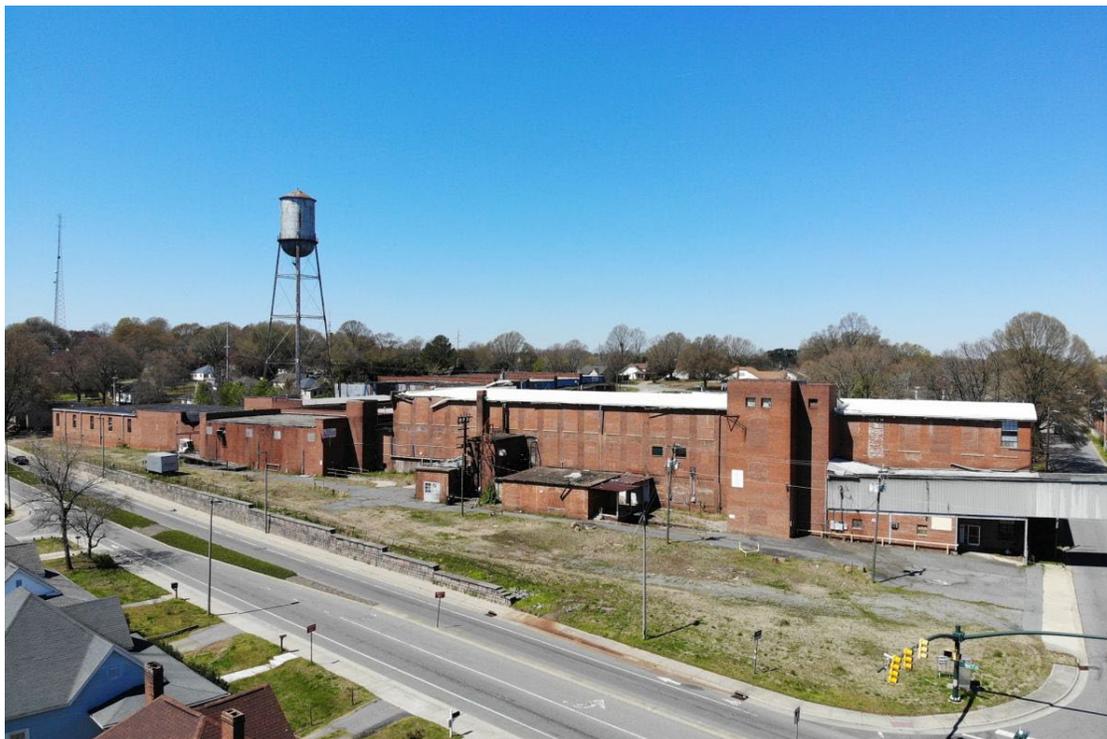
NATIONAL REGISTER OF HISTORIC PLACES

Norcott Mill - Cannon Mills Company Plant No. 10

Concord, Cabarrus County, CA0509, Listed 12/8/2021

Nomination by Heather Fearnbach, Fearnbach History Services, Inc.

Photographs by a drone and Heather Fearnbach, March and July 2019



Southeast oblique, looking northwest from Cabarrus Avenue's south side



Second floor, looking east from 1916 mill

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 Norcott Mill - Cannon Mills Company Plant No. 10

other names/site number N/A

2. Location

street & number 580, 594, 598 Cabarrus Avenue West; 569-581 Flora Avenue NW

N/A not for publication

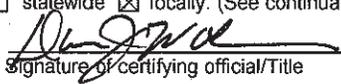
city or town Concord

N/A vicinity

state North Carolina code NC county Cabarrus code 025 zip code 28027

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

11/4/21
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)

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

Category of Property

(Check only one box)

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

Number of Resources within Property

(Do not include previously listed resources in count.)

Contributing	Noncontributing	
8	0	buildings
1	0	sites
1	0	structures
0	0	objects
10	0	Total

Name of related multiple property listing

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

N/A

Number of Contributing resources previously listed in the National Register

N/A

6. Function or Use

Historic Functions

(Enter categories from instructions)

INDUSTRY: Manufacturing Facility

INDUSTRY: Industrial Storage

Current Functions

(Enter categories from instructions)

VACANT: Not in use

COMMERCE/TRADE: Auto repair shop

7. Description

Architectural Classification

(Enter categories from instructions)

Other: Heavy-timber mill construction

Other: Steel-framed, load-bearing-brick-wall mill 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.)

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

Criteria Considerations

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

Property is:

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

Areas of Significance

(Enter categories from instructions)

Industry _____
 Architecture _____

Period of Significance

1916-1971

Significant Dates

1916
 1923
 1927-47
 1956-1963
 1964

Significant Person

(Complete if Criterion B is marked)

N/A

Cultural Affiliation

N/A

Architect/Builder

T. C. Thompson and Brothers, builder, 1916
 Brown and Harry, builder, 1923 addition
 Cannon Mills Company, 1964 additions

Narrative Statement of Significance

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

9. Major Bibliographical References

Bibliography

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

Previous documentation on file (NPS):

- preliminary determination of individual listing (36 CFR 67) has been requested
- previously listed in the National Register
- Previously determined eligible by the National Register
- designated a National Historic Landmark
- recorded by Historic American Buildings Survey # _____
- recorded by Historic American Engineering Record _____

Primary location of additional data:

- State Historic Preservation Office
- Other State Agency
- Federal Agency
- Local Government
- University
- Other

Name of repository: Rubenstein Library, Duke University
Concord Library, Cabarrus County
Kannapolis History Associates' Hinson History Room in
A. L. Brown High School in Kannapolis

Norcott Mill - Cannon Mills Company Plant No. 10
Name of Property

Cabarrus County, NC
County and State

10. Geographical Data

Acreage of Property 6.7 acres

UTM References

(Place additional UTM references on a continuation sheet.)

1 17 35.398526 -80.600723
Zone Easting Northing

2 _____
Zone Easting Northing

3 _____
Zone Easting Northing

4 _____
Zone Easting Northing

See continuation sheet

Verbal Boundary Description

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

Boundary Justification

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

11. Form Prepared By

name/title Heather Fearnbach
organization Fearnbach History Services, Inc. date 2/16/2020
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 E3 Catalyst
street & number P. O. Box 1127 telephone (303) 882-6723
city or town Concord state NC zip code 28026

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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Section 7. Description

Norcott Mill – Cannon Mills Company Plant No. 10 and the surrounding street grid are rotated approximately fifteen degrees from true cardinal direction. However, this document is written as though the industrial complex, Cabarrus Avenue West, and Flora Avenue NW have true east-west orientation.

Setting

Located about 1.5 miles southwest of downtown Concord's central commercial district, Norcott Mill – Cannon Mills Company Plant No. 10 occupies a 6.7-acre parcel in the block bounded by First Street NW to the west, Flora Avenue NW to the north, White Avenue NW to the east, and Cabarrus Avenue West to the south. The nominated area encompasses eight contributing buildings, one contributing site (the walls of a building with a completely collapsed roof), and one contributing structure erected from 1916 through 1964. The 1905 opening of the former Brown Manufacturing Company cotton mill, located on White Avenue NW's east side, spurred the area's development. Although Cannon Mills assumed operation of the Brown Manufacturing Company factory in 1956 and purchased the property upon that concern's 1963 liquidation, the Brown Manufacturing Company plant retained its name and Norcott and Brown mills continued to operate independently, headed by separate management teams, and produce different goods. Modest early-twentieth-century residences built by Brown Manufacturing Company, Norcott Mills, and speculative developers to house mill employees surround the industrial complexes. The area, platted as "Missouri City," was named after Missouri Brown, building contractor and Brown Manufacturing Company co-incorporator Rufus A. Brown's wife.¹ Commercial buildings and dwellings flank Cabarrus Avenue West.

Norcott Mill, which became Cannon Mills Company Plant No. 10 in 1928, is a two-story-on-basement brick building completed in 1916 and enlarged through 1964. The mill fronts Cabarrus Avenue West at the parcel's south end. A small asphalt-paved parking area is adjacent to White Avenue NW. Asphalt-paved and gravel drives provide access to south and west entrances. Grass lawn fills the remaining area between the mill and concrete municipal sidewalks bordering White Avenue NW and Cabarrus Avenue West. Ornamental landscaping was historically nonexistent.

Paved drives extend from White Avenue NW and Flora Avenue NW to the large parking lot that fills the tract's northeast section. Warehouses connected by a concrete loading dock with a flat-roofed canopy span the parcel's west section. The steel water tower and pump house stand on a grass lawn northwest of the south warehouse. The unpaved drive between the cotton warehouses provides First Street NW egress. The area west of the north warehouse is heavily overgrown with volunteer vegetation. A frame hose house is north of that warehouse near Flora Avenue NW.

¹ *Concord Times*, October 27, 1905, p. 3.

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At the parking lot's south end, a long concrete ramp built between 1975 and 2001 supplies access to second-story loading docks at the west end of the mill's north elevation. The ramp has concrete-block foundation walls and tubular-steel guard rails. A short run of steel steps leads to a steel landing at the dock's north end. The landing extends east of the ramp to a single-leaf entrance in the mill's westernmost bay. A straight run of steel steps with tubular-steel railings rises from ground level to that entrance.

The paved area east of the ramp adjacent to the first-story loading docks is at a lower elevation than the parking lot in order to accommodate deliveries and shipments. A terra-cotta-block east retaining wall and concrete-block west retaining wall ameliorate the grade differential. A late-twentieth-century frame walkway with a dimensional lumber railing extends along the east retaining wall to the first-story entrance west of the restroom tower. A tubular-steel railing lines the upper edge of the basement window well's concrete retaining wall adjacent to the tower's north elevation.

Site Evolution (*see also historic photograph and Sanborn maps on pages 47-50*)

T. C. Thompson and Brothers commenced erecting the approximately \$175,000 two-story-on-basement brick Norcott Mill on White Street's west side south of the Brown Manufacturing Company plant in mid-September 1915. The factory began operating in early May 1916.² The earliest available Sanborn map illustrating the mill was created in April 1921. At that time, the complex filled much of the block bounded by Charlotte Street (now Cabarrus Avenue West) to the south, Brown Avenue (later removed north of Charlotte Street to facilitate mill expansion) to the west, Cramer Avenue to the north, and White Avenue to the east, and extended across Brown Avenue to a one-story frame circa 1916 cotton warehouse with a brick opening room in its southeast corner. A frame loading platform spanned the southern two-thirds of the cotton warehouse's east elevation. Other freestanding buildings included a two-story brick office building fronting Charlotte Street at the parcel's southeast corner, a small one-story frame building west of the office, two small frame hose houses and two small frame one-story storage buildings east and south of the mill, and a one-story brick cotton conditioning room south of the mill. An electric substation south of the conditioning room transmitted power to the plant.³

Fire-prone areas such as boiler, picker, and opening rooms; waste houses; and warehouses were separated from manufacturing space. The one-story brick boiler room projects from the mill's south elevation, while the one-story brick picker room spanning the west elevation had a small one-story brick waste house that extended from its southwest corner. Fire suppression features included a 20,000-gallon water

²"Contract Awarded," *Daily Tribune*, September 17, 1915, p. 1; "Local and Otherwise," *Daily Tribune*, September 25, 1915, p. 4; *Concord Times*, September 13, 1915, p. 12; "The Norcott Mills," *Charlotte News*, February 21, 1917, p. 66.

³ Sanborn Map Company, "Concord," April 1921, sheet 19.

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tank mounted on the roof of the two-story restroom tower on the north elevation. A 100,000-gallon stand pipe, three hydrants, and a valve house supplied the sprinkler system.⁴

In February 1923, Gastonia contractors Brown and Harry began erecting a two-story-on-basement brick addition that filled the space between Norcott Mill's east end and White Avenue NW.⁵ This expansion increased the factory's size by approximately one-third and added a stair tower on the south elevation. The May 1927 Sanborn map indicates that the site was otherwise unchanged. A 1938 aerial photograph illustrates four additions south of the cotton warehouse—a cotton loading platform, opening room, storage room, and a waste house. The image resolution is poor, making it difficult to discern other changes, but it appears that the rest of the site generally remained the same. However, as shown on the March 1947 Sanborn map, Cannon Mills had by that time constructed a one-story, frame, five-section warehouse with brick firewalls in three phases north of the 1916 cotton warehouse and Cramer Avenue and west of Brown Avenue. A concrete loading platform spanned the east elevation. Other improvements between 1947 and 1950 included a steel water tower with a 150,000 tank on Cramer Avenue's south side northwest of the 1916 warehouse and a 250,000-gallon reservoir between the office and electric transformer station south of the mill.⁶

The mill's long roof monitor was removed between 1950 and 1956. A one-story brick warehouse was erected southwest of the 1916 cotton warehouse between 1956 and 1963. During the same period, three of the four mill worker houses that fronted Brown Avenue in the block northeast of the mill were demolished to create a parking lot. The fourth house had been demolished by 1968. The portion of Cramer Avenue north of the 1916-1923 mill served as an access drive. In 1964, a two-story, windowless, brick cooling tower was built on the mill's north elevation east of the restroom tower. At the same time, a portion of Brown Avenue between the mill and the opening room was closed to permit construction of a one-story two-section brick warehouse and office addition in that area. Between 1968 and 1975, a corrugated-metal-sheathed elevated passage was built across White Avenue NW, connecting the stair tower on Norcott Mill's south elevation and a second-story entrance in the west bay of Brown Manufacturing Company's south elevation. During the twentieth century's final quarter, the office and the 1927-1938 waste house south of the opening room were demolished, the reservoir filled, the electric transformer station removed, and a long ramp erected at the north elevation's west end to provide second-story loading dock access.⁷

⁴ Ibid.

⁵ "Start Addition to the Norcott Mill," *Daily Tribune*, February 16, 1923, p. 1; "Addition to be Built to the Brown Mill," *Daily Tribune*, February 22, 1923, p. 1.

⁶ Sanborn Map Company, "Concord," May 1927 and March 1947, sheet 23; Cabarrus County GIS, aerial imagery, 1938 and 1950, <http://gis.cabarruscounty.us/gisdataexplorer/> (accessed December 2019).

⁷ The office was demolished after historian Peter Kaplan's 1979 Cabarrus County architecture survey. Cabarrus County GIS, aerial imagery, 1956, 1964, 1968, 1975, 2001, 2019, <http://gis.cabarruscounty.us/gisdataexplorer/> (accessed December 2019); *Tribune*, April 14, 1964.

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Resource List (in inventory order)

Norcott Mill – Cannon Mills Company Plant No. 10, 580 Cabarrus Avenue West,
1916, 1923, between 1956 and 1963, 1964, contributing building
Cotton Conditioning Room, circa 1916, contributing building
East Hose House, circa 1916, contributing building
Cotton Warehouse, 569 Flora Avenue NW, circa 1916, contributing building
Opening Room, 594 Cabarrus Avenue West, erected between 1927 and 1938, contributing site
Warehouse, 598 Cabarrus Avenue West erected between 1956 and 1963, contributing building
Water Tower, erected between 1938 and 1947, contributing structure
Pump House, erected between 1938 and 1947, contributing building
Cotton Warehouse, 573-581 Flora Avenue NW, erected in three stages between 1938 and 1947,
contributing building
North Hose House, erected between 1938 and 1947, contributing building

Inventory List

Each resource is assigned a name based on the initial and/or long-term use. 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 deeds, historic documents, city directories, photographs, newspaper articles, Sanborn Map Company maps, Cabarrus County property record cards and aerial photographs, and architectural style. Primary source repositories include the Cabarrus County Public Library in Concord, the Kannapolis History Associates' Hinson History Room in A. L. Brown High School in Kannapolis, and Rubenstein Library at Duke University in Durham.

The period of significance begins in 1916 with Norcott Mill's completion and continues to 1971. Each resource is designated as contributing or noncontributing to the property's historic significance and integrity. The evaluations are based on age and degree of alteration. Buildings constructed in or before 1971 are considered to be contributing if they retain architectural and historic integrity from the period of significance. Contributing resources must possess integrity of location, design, setting, materials, workmanship, feeling, and association.

In the following inventory list, principal resource headings are in bold and underlined. Dates reflect the year of construction completion. Currently assigned street addresses are referenced. Although the 1916-1923 mill, warehouses, and opening room were functionally connected within the period of significance, originally freestanding plant sections are considered individual resources for National Register purposes. The following inventory enumerates the mill followed by ancillary buildings and structures.

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Norcott Mill – Cannon Mills Company Plant No. 10, 580 Cabarrus Avenue West, 1916, 1923, between 1956 and 1963, 1964, contributing building

Norcott Mill was gradually enlarged and updated to meet manufacturing needs. The two-story-on-basement, seventeen-bay-long and nine-bay-wide, brick 1916 factory was expanded in 1923 with a two-story-on-basement, nine-bay-long and nine-bay-wide, brick east wing. Cannon Mills' humidification and HVAC system installation involved the north cooling tower's construction in 1964. At the same time, the portion of Brown Avenue between the mill and the opening room was closed to permit construction of a one-story two-section brick warehouse and office addition in that area.⁸

The 1916 mill and 1923 addition have very low-pitched gable roofs and redbrick walls executed in five-to-one common bond with quadruple-header-course segmental-arched window and door lintels and cast-stone sills. On the north and south elevations, rectangular second-story openings extend to the top of the parapet between projecting shaped heavy-timber rafter ends. Tall multipane wood sash windows and a central hip-roofed roof monitor with three-foot-tall kneewalls and long bands of windows initially provided ample light. The monitor was removed between 1950 and 1956. Much of the basement is above grade, which allowed for large windows. No original sash survive. Cannon Mills installed multipane steel-frame sash in some openings. Although the majority of the building's window openings were enclosed with brick in conjunction with 1964 air conditioning system installation, original opening size, shape, quantity, and rhythm are clearly discernible as brick lintels and cast-stone sills remain. Brick infill will be removed and historically appropriate sash installed during the rehabilitation. All exterior doors have also been replaced. The mill has rubber membrane and tar and gravel roofs.

The following description begins with the 1923 addition's south elevation and moves clockwise around the building.

The lower two stories of the 1923 addition's south elevation are obscured by a corrugated-metal-sheathed elevated passage built between 1968 and 1975 that spans White Avenue NW, connecting Norcott Mill's stair tower to the second-story entrance in the west bay of Brown Manufacturing Company's south elevation. Steel posts and beams support the passage and frame the five-to-one common bond redbrick walls of the two-bay-wide ground-level room beneath it. The room's east elevation is blind. Two square six-pane steel sash fill small window openings with cast-stone sills on its south elevation.

The 1923 addition's easternmost two ground-level bays contain a basement entrance and a window. The ten-pane-wood-frame door transom is original, but the single-leaf aluminum-frame door and sidelight were installed in the mid-twentieth-century along with the sixteen-pane steel sash with a central eight-pane hopper in the adjacent window opening. First- and second-story window opening are filled with

⁸ *Tribune*, April 14, 1964.

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brick with the exception of the easternmost second-story opening, a portion of which contains a twenty-pane sash with an eight-pane hopper.

West of the passage, the four-stage 1923 entrance and stair tower projects from the south elevation at the 1916 mill and 1923 addition's intersection. The tower replaced an internal stair at the 1916 mill's southeast corner. Cannon Mills increased the tower's height in the 1960s and erected a tall brick windowless freight elevator shaft on its east side. (The original internal elevator was located west of the stair.) The tower's east elevation is blind. Two small, square, six-pane steel sash pierce the fourth stage of its south elevation. Otherwise, brick fills single quadruple-header-course segmental-arched window and door openings. The twelve-pane steel sash with an eight-pane upper hopper in a portion of the west third-stage window opening and the six-pane steel sash in a corner of the second-stage window opening were added in the mid-twentieth century. The late-twentieth-century single-leaf six-panel ground-level door likely replaced a double-leaf door and multipane transom.

All but two window openings on the 1916 mill's south elevation are enclosed with brick. Eight-pane steel sash with projecting header-course sills fill a portion of the second and third second-story window openings west of the stair tower. A corrugated-metal roll-up door and a single-leaf six-panel door have been added in the fourth and fifth basement bays. A flat corrugated-metal canopy supported by slender rectangular steel posts spans the area between the corrugated-metal roll-up door and the freestanding one-story brick 1916 cotton conditioning room (a separately counted resource described later in Section 7) to the south. To the west, a two-story brick mechanical room abuts a longer one-story brick boiler room. Both have flat concrete roofs and blind walls. A double-leaf steel door with a six-pane upper section fills most of the boiler room's south elevation. A tall square brick smokestack rises from the boiler house roof between south elevation window openings.

To the west, the narrow one-story-on-basement 1916 picker room at the main block's west end abuts the redbrick 1964 warehouse and office addition. A single-leaf door provides access to the picker room basement. West of that entrance, a tall, square, redbrick freight elevator shaft was built in conjunction with the 1964 addition. To the south, a poured-concrete ramp with formed-concrete retaining walls topped with tubular steel guard rails leads to the 1964 addition's below-grade basement entrance, secured with a double-leaf plywood door. The addition is windowless due to its original climate control system. The walls are laid in a distinctive common bond comprising five courses of stretchers followed by a course of alternating headers and stretchers. Four square louvered vents pierce the south wall's upper portion. Terra-cotta coping caps the flat east and west parapets. A flat corrugated-metal canopy supported by slender rectangular steel posts shelters the single-leaf six-panel office door near the west elevation's south end and the adjacent concrete loading dock that extends west across a portion of the originally freestanding opening room's south wall.

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The picker room's west wall is encapsulated within the 1964 addition. On the main block's west elevation, the second-story window openings are filled with brick.

The 1964 addition's west and north elevations are blind. The north wall abuts the picker room's north wall, where multipane steel sash have been installed in two window openings. East of the picker room, a straight run of steel steps with tubular-steel railings rises from ground level to a second-story entrance in the westernmost bay of the main block's north elevation. The landing and steel steps facilitate egress to the adjacent concrete ramp, which extends from the parking lot to three second-story loading docks with corrugated-metal roll-up doors.

East of the ramp, a below-grade paved area abuts three first-story loading locks with corrugated-metal roll-up doors. To the east, at parking-lot grade, a single-leaf door has been added in the bay west of the three-bay-wide and one-bay-deep restroom tower. The 1916 restroom tower was two bays wide. The east bay was constructed between 1938 and 1950. It is likely that the window openings were modified at that time. Eight-pane steel sash were installed in six openings (three on each level) in the 1916 tower. The addition has two four-pane steel sash. The second-story sash are exposed, but particle board covers the first-story sash.

A two-story 1964 cooling tower projects from the mill's north elevation east of the restroom tower. The windowless walls are laid in five-to-one-common-bond redbrick. Plywood covers the wide entrance at the north elevation's west end. Tall rectangular louvered vents pierce the north wall's east section and the east wall. A plywood-sheathed wall and single-leaf door fill the below-grade basement entrance bay on the east elevation.

The tower covers six bays of the 1916 mill's north wall, but the east half of the easternmost bay and the 1923 addition's nine-bay north elevation are exposed to the east. All window openings are enclosed, most with redbrick. However, variegated gray concrete masonry units, round metal ducts, and a square louvered metal vent fill portions of the basement windows. All openings on the nine-bay east elevation are filled with redbrick. Square louvered metal vents have been installed in two first- and two second-story bays.

Interior

The mill's open plan and interior finishes original to each construction phase are substantially intact. The exposed 1916-1923 structural system comprises painted brick walls, heavy-timber and steel posts and beams, wide-board roof decking, and hardwood and concrete floors. The wood floor system consists of thick plank decking, a diagonal-board middle layer, and a tongue-and-groove hardwood top layer. A several-inch-thick concrete slab covers the second-story wood floor boards. Long rows of posts divide

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manufacturing areas and warehouses into wide bays that accommodated sizable machinery. In the 1916 mill, square heavy-timber posts and heavy-timber beams were supplemented with steel I-beams and posts in the mid-twentieth century. Slender round steel posts support heavy-timber beams on the 1923 addition's first- and second floors, while more robust steel basement posts carry a heavier load. Throughout the building, steel connecting plates secure posts to beams. Steel braces and girders provide reinforcement to compensate for heavy equipment weight and vibration. Where an addition's construction involved the removal of portions of walls between mill sections, steel posts and beams were added as needed to reinforce openings. The 1964 warehouse and office addition has painted brick walls, steel I-beams and posts, wide-board roof decking, and hardwood and concrete floors.

At most interior entrances, galvanized-sheet-metal-clad, solid-core-wood doors, known as kalamein doors, slide on steel tracks and are held open by weighted pulleys. Sliding and roll-up metal doors secure loading dock entrances. Fluorescent lights and sprinkler system pipes hang from the ceilings. Surface-mounted metal conduit houses electrical wiring. Rigid metal ductwork and sizable air handling units remain from mid-1960s air conditioning and humidification systems configured for the plant.

Frame partition walls have been erected in a few areas. The 1923 addition's southeast first-floor corner was enclosed with painted-plywood in the mid-twentieth-century to create a canteen. Five offices fill much of the south 1964 addition. The canteen and offices have dropped-acoustical-tile ceilings and vinyl-composition-tile floors. The office walls are covered with painted gypsum-board on the exterior and faux-wood paneling on the interior.

The cantilevered mezzanine office at the 1923 addition's southeast second-floor corner overlooks the factory floor. A narrow stair with a solid wood railing leads to a small landing at the single-leaf entrance on the north elevation. The walls comprise large twelve-pane wood sash above a narrow-vertical-board kneewall. Plywood closets with single-leaf plywood doors line the walls beneath the mezzanine. A rectangular, painted-plywood-sheathed, low-ceilinged, late-twentieth-century office abuts the center of the second floor's west wall. On all floors, restrooms have two-panel wood doors, painted brick walls, black-and-white mosaic tile floors, and white porcelain fixtures. The lower portions of restroom walls are parged with concrete.

In the 1916-1923 basement, the 1923 addition's poured-concrete floor is approximately two feet lower than the 1916 mill's wood floor. Narrow horizontal boards enclose the office in the 1923 addition's southeast corner. Much of the north wall is open above a service counter. Two six-pane wood sash flank the single-leaf door on the west elevation. Narrow-vertical-boards sheathe the interior walls beneath the windows. The walls comprise large twelve-pane wood sash above a kneewall. A built-in wood hanging cabinet with a glazed double-leaf door remains at the office's northwest corner.

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The 1964 warehouse and office addition's low-ceilinged basement is characterized by unpainted brick walls, a poured-concrete floor, and square reinforced-concrete posts and beams. The underside of the first-story concrete floor decking is exposed. The 1964 cooling tower basement is finished in a similar manner, but without reinforced-concrete posts and beams due to its narrow width.

Cotton Conditioning Room, circa 1916, contributing building

A flat corrugated-metal canopy supported by slender round steel posts spans the area between the basement service entrance on the mill's south elevation and the freestanding one-story flat-roofed circa 1916 cotton conditioning room to the south. A slightly deeper canopy with a slender rectangular steel corner post shelters the concrete and brick loading dock that spans the room's east elevation. The redbrick walls are laid in five-to-one common bond with quadruple-header-course segmental-arched window and door lintels and cast-stone sills. Window and door openings have been enclosed with brick. A wide opening with a corrugated-metal roll-up door has been added at the north elevation's east end. To the west, a small plywood-sheathed shed-roofed late-twentieth-century storage closet projects from the north elevation's center.

East Hose House, circa 1916, contributing building

The small, flat-roofed, vertical-board-sided hose house north of the mill's east section has a single-leaf board-and-batten door on the south elevation. Siding has been removed from the east elevation. Metal coping protects the roof edges.

Cotton Warehouse, 569 Flora Avenue NW, circa 1916, contributing building

An originally freestanding, one-story, heavy-timber-frame warehouse is located west of the mill. The building has a low-gable roof and rests on a painted brick foundation. Original painted board-and-batten siding sheathes a portion of the east elevation; mid-twentieth-century corrugated-metal panels cover the remaining walls. A sliding wood door remains at the loading dock entrance on the east elevation. The glass in the six-pane wood sash above the door has been painted. A late-twentieth-century steel door has been installed near the north elevation's east end. The remainder of the elevation is blind. The small shed-roofed porch near the west elevation's north end has been enclosed with unpainted plywood. The sash has been removed from the window opening to the south, now filled with plywood. A high six-pane steel sash with a four-pane upper hopper remains near the west elevation's center. A vent has been installed in the window opening to the south. Rafter ends are exposed on the west elevation.

The open, two-bay-wide interior is characterized by concrete floors, heavy-timber posts and beams, and exposed flush-board roof decking. The posts at the building's center are topped with short heavy-timber

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segments with angled ends to bolster the central junction of the heavy-timber roof beams. Insulation and painted-plywood sheathing has been installed between heavy-timber wall framing members. Rollup corrugated-metal doors secure the northwest and northeast entrances. Plywood encloses a storage area abutting the west elevation, two southwest corner offices, and a southeast corner restroom. The east half of the brick south wall is original; the west half replaced a heavy-timber-frame wall, most likely when the adjacent mid-twentieth-century brick mill addition was erected. Fluorescent lights and sprinkler system pipes have been dropped from the ceilings throughout the building.

A flat-roofed canopy comprising heavy-timber beams, flush-board roof decking, and square wood and round steel posts covers the at-grade concrete loading dock abutting the warehouse's east elevation. The canopy extends to the north and south warehouses.

The low-ceilinged partial basement is only accessible from the corridor to the south (described below). One wide and two narrow metal-clad kalamein doors hang on metal tracks at the entrances to a storage area and two restrooms. Square brick posts, heavy-timber beams, and wood decking support the warehouse floor. The basement has a concrete floor.

Opening Room, 594 Cabarrus Avenue West, erected between 1927 and 1938, contributing site

Between 1927 and 1938, the one-story brick opening room and the cotton loading platform that abutted its north elevation were erected south of the 1916 cotton warehouse at a lower elevation. The platform, which was at the same grade as the opening room, connected the south end of the 1916 warehouse's east loading dock to the opening room and the 1916 warehouse basement. The platform became a wide enclosed corridor upon the construction of the 1956-1963 warehouse. The corridor roof system comprises steel I-beams and flush-board decking. A rollup corrugated-metal door secures the loading dock entrance at the east end of the corridor's north elevation. The corridor and opening room have poured-concrete floors.

The opening room's north, south, and east elevations remain. Most of the west wall was removed to facilitate connectivity with the 1956-1963 warehouse. The south wall has the only exterior exposure, as the east and north walls are encapsulated within additions. The south elevation's east section has a stepped parapet. However, the wall's upper western portion suffered damage when the roof collapsed. Heavy-timber beams and flush-board decking support the remaining portion of the roof. The failure of a steel I-beam added during the mid-twentieth century to bolster the roof system may have contributed to its collapse. An interior rollup corrugated-metal door at the opening room's southeast corner provides egress to the 1964 warehouse and office addition. A flat corrugated-metal canopy with slender rectangular steel posts shelters the single-leaf entrance near the south elevation's east end and the adjacent concrete loading

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dock that extends west from the south 1964 warehouse/office addition. The almost-total roof collapse resulted in the opening room's classification as a site for National Register purposes.

Warehouse, 598 Cabarrus Avenue West, erected between 1956 and 1963, contributing building

This one-story, flat-roofed, five-to-one-common-bond redbrick warehouse is southwest of the 1916 warehouse and west of the opening room. Five tall fifteen-pane steel sash with six-pane hoppers pierce both the north and south walls. Four identical sash flank the large corrugated-metal roll-up door on the west elevation. A late-twentieth-century unpainted wood landing provides access to the single-leaf steel door near the west wall's south end. Dense vegetation obscures the north elevation.

The structural system—flat steel trusses, flush-board roof decking, a central steel beam supported by a row of steel posts on concrete plinths, and a poured-concrete floor—is exposed on the interior. The brick walls, including the 1916 warehouse's basement wall at the room's northeast corner, have been painted.

Water Tower, erected between 1938 and 1947, contributing structure

The water tower comprises a riveted steel 140-foot-tall structure with four angled columns that supports a round, conical-roofed, 150,000-gallon steel water tank. Horizontal struts and angled tie rods span the lattice columns, which are bolted to steel base plates and concrete footings. A central vertical riser pipe rises through the pumphouse roof to supply water to the tank. A fixed steel ladder attached to the exterior of the northwest column leads to a 24-inch-wide steel balcony secured by a two-bar, steel pipe, 37 ½-inch-tall railing that encircles the hemispherical bottom tank. A short ladder hangs from a swivel joint attached to a steel rod at the roof's peak. The ladder has the capability to rotate around the tower. A manhole with a hinged cover provides access to the tank from the roof, which is topped with a cast-iron ball finial. The tower's manufacturer has not been identified. Cannon Mills constructed the water tower after the 1938 Cabarrus County aerial photograph of the site was taken and before the 1947 Sanborn map's issuance.

Pump House, erected between 1938 and 1947, contributing building

A shed-roofed pump house executed in five-to-one common bond is at the base of the water tower. The short single-leaf door on the east elevation opens into a mostly below-grade small space containing a pump, pipes, and other equipment. Cannon Mills constructed the pump house after the 1938 Cabarrus County aerial photograph of the site was taken and before the 1947 Sanborn map's issuance.

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Cotton Warehouse, 573-581 Flora Avenue NW, erected in three stages between 1938 and 1947, contributing building

The 1947 Sanborn map is the first to show this one-story five-part cotton warehouse, which appears to have been erected in three stages: two south bays, a central bay, and two north bays. The rear elevations are staggered, with the bays becoming slightly shorter with each construction phase, perhaps to provide additional space for navigation. Brick fire walls executed in five-to-one common bond separate each section. The building was originally clad with painted board-and-batten siding. The battens were removed to allow for mid-twentieth-century installation of corrugated-metal siding on most walls and wide horizontal asbestos siding beneath the canopy. Small sections of metal and asbestos siding have been removed to expose original vertical boards on the south and east elevations. Corrugated-metal panels also cover window openings in the upper portion of the east and west walls. However, five six-pane steel-frame sash remain on each of the north and south elevations. Screen windows have been installed on all but the easternmost window on the north wall. No original doors remain. On the east and west elevations, corrugated-metal rollup and single-leaf six-panel steel doors allow egress to each bay. Some portions of the two south bay's west walls have been removed; others have collapsed.

The open interior is characterized by concrete floors, unpainted brick firewalls, square wood posts, and exposed flush-board roof decking. Each warehouse section is two bays wide. Central posts are topped with short wood segments with angled ends that originally bolstered the central junction of wood roof beams in all sections. However, Cannon Mills replaced the wood beams in the two south bays with steel I-beams in the mid-twentieth century. Each warehouse section was slightly modified during the late-twentieth century. Particle board and plywood sheathe frame walls (the east and west elevations in all bays, the south bay's south wall, and the north bay's north wall) and encloses corner offices and restrooms. Fluorescent lights and sprinkler system pipes have been dropped from the ceilings throughout the building.

A flat-roofed canopy supported by wood and steel beams, flush-board roof decking, and round steel posts covers the concrete loading dock erected by 1947 that abuts the warehouse's east elevation. A brick foundation supports the dock's elevated southern portion, which includes a ramp adjacent to the second bay.

North Hose House, erected between 1938 and 1947, contributing building

The pyramidal-hip-roofed frame hose house north of the north warehouse is sheathed in German siding with the exception of the north elevation's weatherboarded lower half. A double-leaf board-and-batten door remains on the south elevation. Metal coping protects the roof peaks. A portion of the roof's west slope, the west soffit, and the south boxed cornice have collapsed.

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Integrity Statement

Norcott Mill – Cannon Mills Company Plant No. 10 possesses high integrity of location, setting, feeling, association. The plant occupies the parcel associated with its operation from 1916 until 1991. Modest early-twentieth-century residences built by Norcott Mills, Brown Manufacturing Company, and speculative developers to house mill employees surround the industrial complexes. Four mill worker houses that fronted Brown Avenue in the area directly north of the 1916-1923 mill were demolished between 1956 and 1968 to create a parking lot, but the houses facing White Avenue NW and First Street NW on the mill parcel's northeast and west edges remain. The 1964 closure of the portion of Brown Avenue between the mill and the opening room allowed for the construction of a one-story two-section brick warehouse and office addition in that area. Site modifications that occurred during the twentieth century's final quarter—demolition of the office and the 1927-1938 waste house south of the opening room, filling of the reservoir, removal of the electric transformer station, and construction of a long ramp at the north elevation's west end to provide second-story loading dock access—facilitated the plant's ongoing function.⁹

The resources comprising Norcott Mill – Cannon Mills Company Plant No. 10 display high integrity of design, materials, and workmanship from their period of construction and historic modification to accommodate continued use. The buildings remain on original sites and retain character-defining features of early- to mid-twentieth-century industrial architecture. Although the 1923 addition's construction involved the removal of the 1916 mill's east wall, other load-bearing brick exterior walls with segmental-arched and rectangular window openings and segmental- and round-arched door openings remain. Wood sash were removed and most window openings filled with brick in conjunction with 1964 air conditioning system installation. However, original opening size, shape, quantity, and rhythm are clearly discernible as brick lintels and cast-stone sills remain. Brick infill will be removed and historically appropriate sash installed during the rehabilitation. On the interior, heavy-timber and steel posts and beams, triple-thickness wood floors, flush-board roof decking, metal-clad kalamein doors, and firewalls between combustible areas are intact. Mid-twentieth-century modifications include door opening creation to facilitate interior connectivity, supplementary steel post and beam installation, and the removal of the picker room's east wall and its west wall's north end. Plywood and gypsum-board partition walls, vinyl-composition tile floors, and dropped acoustical-tile ceilings were installed to create offices and a canteen. These alterations are minimal in scope and occurred within the period of significance. The 1950s and 1960s additions have brick, steel, and concrete structural systems. The 1964 warehouse/office addition is supported by steel I-beams and posts on the upper level and reinforced concrete beams and posts in the

⁹ The office was demolished after historian Peter Kaplan's 1979 Cabarrus County architecture survey. Cabarrus County GIS, aerial imagery, 1956, 1964, 1968, 1975, 2001, 2019, <http://gis.cabarruscounty.us/gisdataexplorer/> (accessed December 2019); *Tribune*, April 14, 1964.

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basement. The mill is in good condition with the exception of isolated roof collapse at the one-story picker room's north end and the intersection of the 1916 mill and 1923 addition adjacent to the south wall.

The circa 1916 cotton warehouse, circa 1916 cotton conditioning room, and 1956-1963 warehouse are also in good condition. However, other auxiliary buildings have suffered some structural damage. The 1927-1938 opening room's roof failure caused upper courses of the brick south wall to collapse. Portions of the north cotton warehouse's frame rear walls are missing in the three south bays. Mid- to late-twentieth-century modifications were minimal. During the mid-twentieth century, corrugated-metal sheathing applied to the 1916 cotton warehouse's north, east, and southwest walls, but original painted board-and-batten siding covers the north portion of the east elevation. On the 1938-1947 warehouse, also originally sheathed with board-and-batten siding, battens were removed to allow for mid-twentieth-century installation of corrugated-metal siding on most walls and wide horizontal asbestos siding beneath the east canopy. The 1956-1963 warehouse features flat steel trusses, flush-board roof decking, a central steel beam supported by a row of steel posts on concrete plinths, and a poured-concrete floor.

Archaeological Potential Statement

The Norcott Mill – Cannon Mills Company Plant No. 10 industrial complex is closely related to the surrounding environment. Archaeological deposits such as accumulated debris from mill operations, infrastructure such as water pipes and drainage features, and structural foundations which may be present, can provide information valuable to the understanding and interpretation of the property. 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, as well as details of construction processes and the operation of the mill complex can be obtained from the archaeological record. Therefore, archaeological remains may well be an important component of the significance of the property. At this time no investigation has been done to document 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

Norcott Mill – Cannon Mills Company Plant No. 10 is locally significant under National Register of Historic Places Criterion A in the area of industry as one of the ten primary textile manufacturers that drove Concord's economic and physical growth during the twentieth century. The concerns' contributions as manufacturers, employers, consumers of local goods and services, and taxpayers over the course of their operation were enormous. Norcott Mill began manufacturing cotton yarn in 1916 and continued to do so after becoming Plant No. 10 upon the 1928 consolidation of eight Cannon-owned textile manufacturers as Cannon Mills Company. Employee numbers quickly grew from one hundred in 1917 to 250 in 1925. Around 1941, Plant No. 10, headed by D. J. Crowell, met rising cotton yarn demand by almost doubling its number of ring spindles, resulting in equipment quantities of 84 cards, 2,936 twisting spindles, and 23,088 ring spindles. Production rose and the workforce increased by three hundred employees following the complex's 1964 expansion and modernization, making Plant No. 10 Cannon Mills' third largest facility after Plant Nos. 1 and 4 in Kannapolis. Employment remained high, equipment updates continued, and output remained strong through the late 1980s. Fieldcrest Cannon owned Plant No. 10 from 1986 until 1991, when the mill ceased production. The plant's lengthy operation and high level of integrity reflect the textile industry's importance to Concord.

Norcott Mill – Cannon Mills Company Plant No. 10 is also locally significant under Criterion C for architecture as it embodies the distinctive characteristics of early- to mid-twentieth-century industrial design. The 1916 mill and 1923 addition have very low-pitched gable roofs and load-bearing brick exterior walls executed in five-to-one common bond with segmental-arched quadruple-header course window and door lintels and cast-stone window-sills. The internal structure comprises square wood and round steel posts, substantial wood and steel beams and rafters, flush-board roof decking, and triple-thickness wood floors. These intact elements, in conjunction with kalamein doors, external stair and restroom towers, and the separation of fire-prone areas such as warehouses, picker rooms, and boiler rooms from manufacturing areas, were intended to reduce fire risk. The complex includes three warehouses erected circa 1916, between 1938 and 1947, and between 1956 and 1963; a 1927-1938 opening room; a circa 1916 cotton conditioning room; and circa 1916 and 1938-1947 hose houses. All were originally freestanding to minimize fire risk. The circa 1916 and 1956-1964 warehouses and 1927-1938 opening room were connected to each other when the 1956-1964 warehouse was built and to the 1916-1923 mill by 1964 additions. The pre-1947 buildings reflect the persistent use of heavy-timber post and beam structural members and brick walls in early- to mid-twentieth industrial buildings. The 1950s and 1960s additions have brick, steel, and concrete structural systems. The 1956-1963 warehouse features flat steel trusses, flush-board roof decking, a central steel beam supported by a row of steel posts on concrete plinths, and a poured-concrete floor. The 1964 warehouse/office addition is supported by steel I-beams and posts on the upper level and reinforced concrete beams and posts in the basement. The

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period of significance begins in 1916 with Norcott Mill's completion and continues to 1971. The plant's industrial function after 1971 is not of exceptional significance.

Criterion A: Concord's Textile Industry Context

Concord's rapid late nineteenth- and early twentieth-century industrial growth greatly influenced the city's development. In order to take advantage of lower land prices and allow for unfettered expansion, industrialists erected mills and worker housing on the city's outskirts. Concord manufacturers hired thousands of laborers during the nineteenth century's last decades, resulting in the city's inhabitants more than quadrupling between 1880 and 1900. These endeavors contributed to Concord becoming North Carolina's third largest industrial center after Charlotte and Winston by 1900. At that time, Concord's populace of 7,910 included 1,789 African American inhabitants and twenty-five entrepreneurs managed eighty-two manufacturing establishments, ten of which were textile mills.¹⁰ Given the business acumen of the Cannons and other Concord industrialists, most operations successfully weathered the economic challenges wrought by World War I. Beginning in 1915, the federal government engaged Concord's ten textile manufacturers to fulfill military and medical needs. It was in this environment that Norcott Mill began producing cotton yarn in May 1916.¹¹ During the 1920s, Concord's primary textile manufacturers were Brancord Manufacturing Company, Cabarrus Cotton Mills, Cannon Manufacturing Company, Franklin Cotton Mills, Gibson Manufacturing Company, Hartsell Mills Company, Hobarton Manufacturing Company, Kerr Bleaching and Finishing Works, Inc., Locke Cotton Mills Company, Renfrew Manufacturing Company, Roberta Manufacturing Company, and White Parks Mill Company.¹² These concerns continued to draw workers to Concord, which in 1930 had 11,820 inhabitants, 1,966 of whom were African American, comprising almost twenty-seven percent of Cabarrus County's overall population. The forty-two general manufacturing operations in the county generated product valued at \$30,351,926.¹³ Fourteen of those enterprises were cotton mills: ten in Concord, two in Kannapolis, and two in Mt. Pleasant. At Cannon Mills' five Concord plants (Nos. 2, 5, 6, 9, and 10), 2,050 operatives

¹⁰ Concord had approximately 1,600 residents in 1880 and 4,339 in 1890. William R. Merriam, director, *Twelfth Census of the United States, Taken in the Year 1900, Manufactures, Part II* (Washington, D. C.: United States Census Office, 1902), 663.

¹¹ "Concord, N. C.," *Charlotte News*, August 11, 1915, p. 11; News and Observer, *North Carolina Yearbook* (Raleigh: News and Observer, 1915), 130.

¹² "Manufacturing Industries of Cabarrus County," *Concord Times*, October 23, 1922, p. 5; *America's Textile Reporter* (Boston: Frank L. Bennett and Company, Inc.), 1922, 802; News and Observer, *North Carolina Yearbook* (Raleigh: News and Observer, 1923), 68; *Davison's Textile Blue Book*, 1925, 305; "Local Mention," *Daily Tribune*, January 15, 1926, p. 8.

¹³ LeVerne Beales, supervisor, *Fifteenth Census of the United States: Manufactures, 1929, Volume III* (Washington, D. C.: United States Government Printing Office, 1933); 383, 389; Leon E. Truesdell, supervisor, *Fifteenth Census of the United States: 1930, Population, Volume III, Part 2* (Washington, D. C.: United States Government Printing Office, 1932), 351.

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produced yarn, towels, sheets, and gingham, madras, and novelty dress fabric.¹⁴ Textile manufacturing continued to drive Concord's economic and physical growth for most of the twentieth century. However, many companies faced insurmountable challenges during the 1990s when foreign vendors flooded the market with less expensive products. Intense competition within the domestic textile industry, rapidly changing technology, and globalization negatively impacted the market for American goods. Concord factories including Norcott Mill – Cannon Mills Company Plant No. 10 ceased production, resulting in significant job loss.

Historical Background

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.¹⁵

Most early inhabitants of Cabarrus County, created in 1792 from a portion of north Mecklenburg County, operated subsistence farms, in some cases generating enough agricultural yield for surplus to be sold at regional markets. Concord, established in 1796 to serve as the county seat and incorporated in 1798, functioned as the county's commercial and governmental center.¹⁶ On February 16, 1839, prominent Cabarrus County residents incorporated Concord Steam Cotton Factory to produce cotton yarn, fabric, and cast-iron building materials. The thirty-five original subscribers included farmers, merchants, attorneys, and physicians, as well as two wealthy women, Sarah Young and Mary S. Phifer. The concern, which was the first of its type in Cabarrus County, erected a three-story, brick, steam-powered factory one

¹⁴ News and Observer, *North Carolina Yearbook* (Raleigh: News and Observer, 1930), 79.

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), 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.

¹⁶ William S. Powell, *The North Carolina Gazetteer* (Chapel Hill: University of North Carolina Press, 1968), 79, 116.

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mile north of Concord's central business district in 1840, commenced cotton yarn and carpentry nail production, and soon expanded its offerings to include woven goods.¹⁷

Norristown, Pennsylvania, industrialist John McDonald became the plant's second manager in 1841 and assumed its ownership on November 29, 1856. The venture, by then known as Concord Manufacturing Company, initially struggled, but operated at a profit by the Civil War's onset. McDonald supplied the military with uniform cloth during the conflict. His factory, purportedly one of only six functioning North Carolina textile mills in 1866, increased production in the late 1860s, but growing debt and the strain of the 1873 national financial crisis forced its sale.¹⁸

The mill was only idle for a short period, however. Randolph County native John Milton Odell, a successful Concord merchant, paid \$11,700 for ten acres encompassing the factory and associated worker housing at a March 1877 auction. Odell and seven other businessmen subsequently incorporated Odell Manufacturing Company. The concern commissioned the construction of additional resources on the north Concord property: a three-story brick plant in 1882, a two-story adjacent building in 1886, and Forest Hill Mill and a significant quantity of employee houses in 1889. When it commenced production, the 100,000-square-foot Forest Hill Mill was North Carolina's largest textile complex, containing 21,000 spindles and 868 looms. Also in 1889, Odell Manufacturing Company erected Kerr Bleachery, said to be the South's first cloth-finishing facility of its type, near the railroad approximately one mile southwest of the Forest Hill plant. In order to streamline the production supply chain and maximize profit, the firm erected and equipped Buffalo Cotton Mill, located on Magnolia Street north of Kerr Bleachery, to spin yarn for Forest Hill Mill. The concern enlarged Kerr Bleachery in 1897.¹⁹

J. M. Odell served as young Cabarrus County entrepreneur James William Cannon's mentor, inspiring him to invest in a yarn mill and thus initiating the men's dominance of the region's textile industry that

¹⁷ The largest stockholders, listed in descending order of share purchase quantity from thirty to ten, were O. Phifer, Paul B. Barringer, John F. Phifer, Caleb Phifer, Lard Falenweder, H. S. Gorman, John Rogers, E. R. Gibson, D. M. Barringer, Sarah Young, and Daniel Coleman. William Landis agreed to supply the enterprise with machinery in exchange for forty shares of stock. Cotton Steam Factory records, 1839-1902, Folders 1 and 2, Southern Historical Collection, UNC-Chapel Hill.

¹⁸ Caleb Phifer also invested in Cabarrus County's second cotton mill in 1860, partnering with John R. Neisler to house an operation with sixteen looms and 812 spindles in what had formerly been a water-powered frame grist mill adjacent to the Rocky River south of Concord. In 1870, the McDonald family obtained an \$8,000-loan from Salem, N. C., industrialist Henry W. Fries, who later foreclosed on the loan. Cotton Steam Factory records, 1839-1902, Folders 1 and 3; *Branson and Farrar's North Carolina Business Directory for 1866-67* (Raleigh: Branson and Farrar, 1866), 106; *Register*, January 20, 1882; Richard Gary Freeze, "Model Mill Men of the New South: Paternalism and Methodism in the Odell Cotton Mills of North Carolina, 1877-1908," UNC-Chapel Hill, Ph. D. dissertation, 1987, p. 157.

¹⁹ The 1840 mill, 1886 building, Forest Hill Mill, and Kerr Bleachery were destroyed by a series of fires in August 1908. A new Kerr Bleachery plant was constructed in 1909. Cotton Steam Cotton Factory records, 1839-1902, Folder 3; Freeze, "Model Mill Men of the New South," 154-159; Peter R. Kaplan, "Odell-Locke-Randolph Mill," National Register of Historic Places nomination, 1982.

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continued for decades. Cannon, Odell, and five other shareholders incorporated Cannon Manufacturing Company on August 24, 1887, with J. M. Odell as its president. The firm commenced spinning yarn in a two-story, brick, Franklin Street mill in Concord on April 1, 1888, and introduced “Cannon Cloth” and flat-weave towels in 1889. That year, J. M. Odell and J. W. Cannon facilitated improvements to the city’s infrastructure and chartered Concord Electric Light Company, which illuminated streetlights and provided residential power service.²⁰ Electric substations transmitted current to lighting systems at steam-powered industrial plants, which had coal-fueled equipment.²¹

During the 1890s, the Cannons’ textile empire grew to encompass two additional Concord plants—Cabarrus Cotton Mills (1893) and Gibson Manufacturing Company (1899)—as well as Patterson Manufacturing Company (1893) in China Grove, Kesler Manufacturing Company (1895) in Salisbury, and Efird Manufacturing Company (1896) and Wiscassett Mills Company (1898) in Albemarle. Following Cannon Manufacturing Company president J. M. Odell’s 1897 resignation, David F. Cannon assumed that office and J. W. Cannon remained secretary-treasurer. David and J. W. attained full ownership of the conglomerate in 1899. When J. W. became president after David’s 1904 death, his son J. W. Cannon Jr. was elected secretary-treasurer.²²

Ample railroad service bolstered Concord’s development. In 1896, the Southern Railway assumed the operation of the Richmond and Danville Railroad, which had leased since 1871 the line completed through Concord in 1856 by the North Carolina Railroad. In addition to serving area residents, the train drew visitors who noted the city’s progressive spirit and explosive industrial growth.²³

Concord’s industrial concerns hired thousands of laborers during the nineteenth century’s last decades, resulting in the city’s inhabitants more than quadrupling between 1880 and 1900. Despite an economic downturn in 1893, textile production remained strong for most of the 1890s. Cannon Manufacturing Company’s 140 workers processed an average of eight bales of cotton per day for use on 8,736 spindles,

²⁰ Cannon briefly lived in Odell’s Concord home while clerking at the general store owned by his brother David F. Cannon, P. B. Fetzer, and John R. Wadsworth. The four men and J. M. Odell, William R. Odell, and physician W. R. Lilly incorporated Cannon Manufacturing Company. U. S. Census, Population Schedule, 1870; *Daily Citizen*, February 23, 1889, p. 4; Jim Cook, *It is Concord* (Concord, N. C., Jim Cook, 1891); Fieldcrest Cannon, Inc., *A Century of Progress: Cannon Mills Company, 1887-1987* (Charlotte, N. C.: Washburn Press, 1987), 5; Timothy W. Vanderburg, *Cannon Mills and Kannapolis: persistent paternalism in a textile town* (Knoxville: The University of Tennessee Press, 2013), 9-10.

²¹ Sanborn Map Company, “Concord,” January 1892, February 1897, and March 1902.

²² Vanderburg, *Cannon Mills and Kannapolis*, 12; “It Has a Home,” *Daily Standard* (Concord), February 7, 1893, p. 1; *Salisbury Truth*, May 11, 1893, p. 4; “Efird Manufacturing Company,” *Concord Times*, May 28, 1896, p. 3; “Albemarle’s Mills,” *Daily Standard*, May 28, 1896, p. 3.

²³ John P. Coffin, “Concord: A Live Town in N. C.,” *Manufacturer’s Record*, April 13, 1889. The Southern Railway operated the railroad line until merging in 1982 with the Norfolk and Western Railroad to create Norfolk Southern Corporation. Jennifer Davis McDaid, Historical Archivist, Norfolk Southern Corporation, Norfolk, Virginia, email correspondence with Heather Fearnbach, May 12, 2014.

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230 looms, and 54 cards in 1891. Many employees lived in forty-five company-owned houses near the mill at the west end of Franklin Avenue. D. F. Cannon and J. W. Cannon expanded their investment in the textile industry with the 1893 construction of Cabarrus Cotton Mill on Corban Avenue SW in Concord, where 150 employees operated 4,500 spindles and 278 looms by 1895. That year, L. D. Duval superintended Cannon Manufacturing Company's 400 hands, who utilized 17,000 spindles and 500 looms to generate yarn and sheeting from 5,000 bales of cotton.²⁴

J. M. Odell and W. R. Odell's Odell Manufacturing Company Concord payroll included 900 workers in 5 mills who ran 28,500 spindles, 1,326 plaid fabric looms, and 12 looms that wove seamless bags. The Odells also owned Kerr Bag Manufacturing Company, capitalized at \$224,000, which initially operated from the Forest Hill plant. Odell Manufacturing Company workers lived in a mill village north, east, and west of the plant that encompassed 130 houses by 1891 and continued to grow in size. W. R. Kindly and G. W. Patterson operated the 2,080-spindle Patterson Manufacturing Company in Concord, while J. W. Cannon hired 125 laborers to run a mill with the same name, 4,000 spindles, and 130 looms in China Grove. The Cannons partnered with R. E. Gibson to establish Gibson Manufacturing Company of Concord in November 1899. The concern commenced constructing an expansive plant on McGill Avenue NW in 1900.²⁵ These endeavors contributed to Concord becoming North Carolina's third largest industrial center after Charlotte and Winston by 1900. At that time, Concord's populace of 7,910 included 1,789 African American inhabitants. Twenty-five entrepreneurs managed eighty-two manufacturing establishments, ten of which were textile mills.²⁶

Concord textile manufacturing enterprises burgeoned during the early twentieth century. In 1905, merchant and developer Rufus A. Brown and banker Fabius J. Haywood, both of Concord, and Charlotte industrialist Charles W. Johnston capitalized Brown Manufacturing Company with \$181,000 in stock. The concern commissioned prolific Charlotte mill architect and engineer Stuart W. Cramer to design its mill. Rufus Brown was a well-regarded builder and also operated a cotton gin and brick and lumber yards. His crews erected a one-story-on-basement brick factory, completed in early February 1906, on a sizable West Concord tract he owned. Cotton sheeting production commenced on February 13th utilizing

²⁴ One finishing and dyeing plant and seven cotton mills with 60,580 spindles and 2,239 looms operated in Cabarrus County in 1898. Coleman Manufacturing Company is included in the total, with a note that contractors had almost completed the mill's construction. "Summary of the 184 Cotton Mills in Operation in North Carolina," [Raleigh] *News and Observer* Cotton Mill Edition, November 28, 1895, p. 26; *Textile Excelsior*, June 27, 1896; *Branson's North Carolina Business Directory, 1896* (Raleigh: Levi Branson, 1896), 139-140; North Carolina Department of Labor and Printing, *Eleventh Annual Report of the Bureau of Labor Statistics of North Carolina* (Raleigh: Guy V. Barnes, 1898), 17, 27-28, 30-31; Jim Cook, *It is Concord, 1891*; *News and Observer, North Carolina Yearbook* (Raleigh: News and Observer, 1906), 137.

²⁵ *Ibid.*; "A \$100,000 Mill," *News and Observer*, November 23, 1899, p. 5.

²⁶ Concord had approximately 1,600 residents in 1880 and 4,339 in 1890. William R. Merriam, director, *Twelfth Census of the United States, Taken in the Year 1900, Manufactures, Part II* (Washington, D. C.: United States Census Office, 1902), 663; "Good Cotton Mill Showing," *Newton Enterprise*, September 7, 1900, p. 4.

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7,860 spindles and 200 looms. Superintendent A. H. Harwell soon managed four hundred workers, many of whom occupied company-built three-to-six-room residences surrounding the industrial complex. The area, platted as “Missouri City,” was named after Missouri Brown, Rufus Brown’s wife. Lots were auctioned to speculators capitalizing on West Concord’s rapid growth as well as individuals who built personal residences. The September 1907 completion of a two-story brick addition at the mill’s east end allowed for the installation of 320 looms.²⁷

Other early-twentieth-century Concord endeavors included J. L. Hartsell and R. S. Young’s 1906 collaboration to create Young-Hartsell Mills Company, which spun yarn and wove damask fabric. That same year J. M. Odell and W. R. Odell incorporated Magnolia Mills Company, a twenty-five-employee yarn spinning operation established by A. C. Summerville in 1902. After three buildings in the north Concord Forest Hill Mill complex owned by the Odells burned in August 1908, George W. Watts purchased the property and established Locke Cotton Mills Company with \$725,000 in capital. J. Locke Erwin and Claude Ramseur served as the entity’s officers. Locke Mill was erected on the site in 1909. L. W. Brander acquired Hanover Manufacturing Company and reorganized as Brander Cotton Mills Corporation, employing sixty workers to weave damask at its southwest Concord plant in 1910.²⁸

Ten cotton manufacturing concerns, only three of which predated 1900, operated in Concord in 1910. The Cannon family owned the three oldest businesses—Cabarrus Cotton Mills, Cannon Manufacturing Company, and Gibson Manufacturing Company—and maximized profit by controlling the manufacturing process from raw material processing to finished product sales. At Cabarrus Cotton Mills, 275 workers wove sheeting, while Cannon Manufacturing Company produced sheeting and towels. Gibson Manufacturing Company’s 550 employees created gingham and madras fabric. J. W. Cannon and Sons employed approximately two hundred workers at Franklin Cotton Mills, where W. E. G. Roberson supervised the operation of 28 carding and 15,000 ring-spinning machines to produce warp yarns. Cannon Mills’ New York office, open since 1904, marketed its products. J. W. Cannon served as the company’s president after his brother David’s 1904 death and E. T. Cannon its secretary and treasurer.²⁹

²⁷ Stuart W. Cramer, *Useful Information for Cotton Manufacturers* (Charlotte, Stuart W. Cramer, 1904), p. 930; *Concord Times*, October 27, 1905, p. 3; “Do You Know?,” *Daily Tribune* (Concord), November 2, 1905, p. 4; “Mill Starts Tuesday,” *Daily Tribune*, February 9, 1906, p. 1; *Daily Tribune*, February 10, 1906, p. 1; February 13, 1906, p. 2; “Auction Sale of Desirable Property,” *Daily Tribune*, December 14, 1906, p. 3; “Great Auction Sale,” *Daily Tribune*, December 15, 1906, p. 6; “Big Improvements at Brown Mill,” *Daily Tribune*, September 10, 1907, p. 1; Sanborn Map Company, “Concord, North Carolina,” June 1911, sheet 14; Peter R. Kaplan, *The Historic Architecture of Cabarrus County, North Carolina* (Charlotte: Craftsman Printing Company, 1981), 32, 148.

²⁸ R. S. Young and J. L. Hartsell had previously attempted to organize a cooperatively-owned cotton mill in 1896. *Concord Times*, June 18, 1896, p. 3; Dockham, *Dockham’s American Report*, 1903, 215; Thompson, *From the Cotton Field to the Cotton Mill*, 260-263; Davison Publishing Company, *The Blue Book: Textile Directory: United States and Canada* (New York: Davison Publishing Company, 1910), 136; Kaplan, “Odell-Locke-Randolph Mill.”

²⁹ *The Blue Book*, 1910, 136; Vanderburg, *Cannon Mills and Kannapolis*, 13.

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Cannon Mills continually constructed, enlarged, and purchased factories, auxiliary buildings, and employee housing. Architect and engineer Stuart W. Cramer orchestrated much of this work. Early-twentieth-century initiatives included the 1906 acquisition of the former Coleman Manufacturing Company complex in Concord to house the newly incorporated Franklin Cotton Mills.³⁰ The largest undertaking, however, was the development of a new mill town called Kannapolis seven miles northwest of Concord. J. W. Cannon purchased approximately seven hundred Cabarrus County acres and four hundred Rowan County acres in 1905 and 1906 to allow for village construction. Birmingham, Alabama-based T. C. Thompson and Brothers, a general contractor who had previously worked for the Cannons, began erecting the Cannon and Patterson Manufacturing Company plants and seventy-five dwellings for mill workers in March 1907. T. C. Thompson and Brothers also created town infrastructure including streets, sidewalks, a lake, water treatment and electric plants, and water, sewer, and electric lines. In late May, J. W. Cannon engaged contractor J. R. Godfrey of Albemarle, North Carolina to build one hundred dwellings for Kannapolis mill workers. Within a year, the two factories, approximately 150 mill employee houses, a recreational building operated by the Young Men's Christian Association (YMCA), a school for white students, commercial buildings, and a paved road between Concord and Kannapolis had been completed.³¹

Given the business acumen of the Cannons and other Concord industrialists, most operations successfully weathered the economic challenges wrought by World War I. Cannon Manufacturing Company moved its headquarters from Concord to Kannapolis in 1915. Beginning that year, the federal government engaged Concord's ten textile manufacturers to fulfill military and medical needs. It was in this environment that C. W. Johnston, F. J. Haywood, W. B. Broadfoot, and others organized Norcott Mills Company in Concord. The business was named in honor of Broadfoot's maternal grandmother, New

³⁰ African American entrepreneur Warren C. Coleman initiated Coleman Manufacturing Company's 1897 incorporation and the mill's 1898 construction. When J. W. Cannon announced the Franklin Cotton Mill addition plans in February 1912, he stated that as many as fifty employee houses would be erected at the same time, but it is not known if the dwelling construction occurred. "The Kannapolis Mills," *Manufacturers' Record*, August 8, 1907, p. 103; T. C. Thompson and Brothers, correspondence with Franklin Cotton Mills, Box 183, Cannon Mills Records, 1836-1983, Rubenstein Library, Duke University; *Daily Tribune*, April 6, 1912, p. 4; "The Franklin Mill to be Enlarged," *Concord Times*, February 29, 1912, p. 1.

³¹ City of Kannapolis, *Kannapolis* (Kannapolis, N. C.: City of Kannapolis, 2008), 1, 4, 15-19 (hereafter abbreviated *Kannapolis*); "Contract is Let," *Evening Tribune* (Concord), September 20, 1906, p. 1; "Busy at Kannapolis," *Evening Tribune*, March 19, 1907, p. 1; "Locals," *Enterprise* (Albemarle), May 30, 1907, p. 3; "The Kannapolis Mills," *Twice-a-Week Tar Heel* (Greensboro), August 13, 1907, p. 3; "The Town of Kannapolis," *Concord Times*, November 5, 1908, p. 5; "Y. M. C. A. in Mill Villages," *Charlotte Observer*, November 11, 1908, p. 6; *Daily Tribune*, December 4, 1908, p. 4; Paul M. Kearns, *Weavers of Dreams* (Barium Springs, North Carolina: Mullett Press, 1995), 288.

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Bern resident Mary Norcott. Investors included Southern Power Company and members of the Cannon family. J. W. Cannon served on the board of directors.³²

C. W. Johnston, president of Highland Park Manufacturing Company in Charlotte since March 1906, also functioned as Norcott Mills' president. Johnston became one of the south's most prominent industrialists through the acquisition and construction of many textile mills. In order to manage them, he established Johnston Manufacturing Company in 1912 with a group of his peers. Most of the stockholders and officers were involved with his other industrial endeavors.³³ Concord was a logical place to expand operations, as Johnston Manufacturing Company owned considerable acreage surrounding its Brown Manufacturing Company plant on Cabarrus Avenue West. Norcott Mills Company purchased E. F. White's 175-acre farm on White Street's west side south of the Brown Manufacturing Company plant for \$10,000, and T. C. Thompson and Brothers commenced erecting the approximately \$175,000 Norcott Mill on the site in mid-September 1915 with a January 1916 completion goal. Salisbury manufacturer G. W. Isenhour and Sons supplied around one million bricks. The mill was designed to accommodate about 12,000 spindles. T. C. Thompson and Brothers may have also constructed the frame cotton warehouse west of the mill. Charlotte builder J. Arthur Bechtler began constructing fourteen four- to six-room houses for mill employees nearby in mid-October 1915.³⁴

Norcott Mill began operating in May 1916. Although Norcott Mill and the neighboring Brown Manufacturing Company plant were completely separate corporate entities and operations, Brown Manufacturing Company superintendent W. G. Broadfoot initially managed both mills. He was assisted by C. E. Davis, who became superintendent upon Broadfoot's late November 1916 departure for New York, where he established Dicks, David, and Broadfoot, a Manhattan-headquartered dye and chemical manufacturer and distributor. By February 1917, Davis oversaw one hundred Norcott Mill workers who produced thirty-gauge yarns with 76 cards and 12,096 ring spindles. The carding department was on the first floor and the spinning department occupied the second floor. Many employees lived in neighboring three- to six-room, weatherboarded, company-owned dwellings with large yards. The houses were

³² "Concord, N. C.," *Charlotte News*, August 11, 1915, p. 11; News and Observer, *North Carolina Yearbook* (Raleigh: News and Observer, 1915), 130.

³³ Charles W. Johnston, assisted by his brother E. H. Johnston, his son Richard Horace Johnston, and other executive staff including T. W. Church, Donald R. Jonas, Fred Kreuger, and Charles J. Stockes, managed a conglomerate of North Carolina plants that included Anchor Mills in Huntersville, Brown Manufacturing Company in Concord, Eastern Manufacturing Company in Selma, Johnston Manufacturing Company in Charlotte, Norcott Mills Company in Concord, Park Yarn Mills in Kings Mountain, Union Mills Company in Monroe, Worth Spinning Company in Stony Point, and Spinners Processing Company in Spindale, as well as Belton Yarn Mill in Texas. *American Cotton and Wool Reporter*, June 14, 1906, p. 776; "Mr. Stokes Succeeds Mr. Constable," *CN*, June 21, 1906, p. 5; Young and Young, *Textile Leaders of the South*, 766.

³⁴ "Contract Awarded," *Daily Tribune*, September 17, 1915, p. 1; "Local and Otherwise," *Daily Tribune*, September 25, 1915, p. 4; *Concord Times*, September 13, 1915, p. 12; "Local and Otherwise," *Concord Times*, October 21, 1915, p. 6, and October 28, 1915, p. 5; "The Norcott Mills," *Charlotte News*, February 21, 1917, p. 66.

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electrified in July 1917 and window screens were added in April 1918.³⁵ Businesses in commercial buildings flanking Cabarrus Avenue West catered to mill employees.

The nature of Norcott Mill's production during World War I is unknown, but the concern likely supplied yarn to manufacturers with War Department contracts. Cannon Manufacturing Company's military requisitions in 1918 included its entire durable low-lint cotton towel production run, which averaged around three million pieces each month. Orders dropped sharply at the war's end, however, and tax code changes dramatically impacted the company's finances. Cannon suffered \$3.5-million in cancelled government contracts and paid increased taxes that exceeded the company's profit in 1919.³⁶

Over the next few years, labor unrest exacerbated the textile industry's financial losses resulting from declining product demand. Workers organized strikes nationwide. In August 1921, the North Carolina militia oversaw the process of returning mill operatives, including almost six thousand in Concord and Kannapolis, to work after two-and-a-half months of walk-outs. Union representatives dispersed without achieving their goals. Following this crisis, Cannon Manufacturing Company experienced a significant loss when its president J. W. Cannon died on December 19, 1921. His youngest son Charles Albert Cannon assumed the company's leadership, guiding the Cannon Group as its holdings grew to include Cabarrus Cotton Mills, Cannon Manufacturing Company, Franklin Cotton Mills, Hobarton Manufacturing Company, Gibson Manufacturing Company, and Norcott Mills Company in Concord and Kannapolis; Barringer Manufacturing Company in Rockwell; Kesler Manufacturing Company in Salisbury; and Patterson Manufacturing Company in China Grove, in addition to stock in other North Carolina, Georgia, and Alabama mills.³⁷ Cannon Mills' contributions as a manufacturer, employer, consumer of local goods and services, and taxpayer were enormous. In 1921, for example, the concern paid one-third of Cabarrus County's total property tax assessments.³⁸

Cannon Mills applied a trademarked label to their goods in 1923 and initiated a national campaign to promote their brand the next year. Production escalated with increased product demand. In February 1923, Gastonia contractors Brown and Harry began erecting a two-story-on-basement brick addition at Norcott Mill's east end to house equipment including 6,244 twisting spindles, warpers, and spoolers. Brown and Harry built a two-story-on-basement brick addition at Brown Manufacturing Company at the

³⁵ Much of the mill village remains. "Directors of New Mill Hold Annual Meeting," *Daily Tribune*, February 16, 1916, p. 1; "Mr. W. G. Broadfoot is to leave Concord," *Daily Tribune*, November 16, 1916, p. 1; "The Norcott Mills," *Charlotte News*, February 21, 1917, p. 66; "Norcott Mill," *Daily Tribune*, July 12, 1917, p. 4; "Norcott Mill News," *Daily Tribune*, April 18, 1918, p. 4; Davison Publishing Company, *Davison's Textile Blue Book: United States and Canada* (New York: Davison Publishing Company, 1917), 231; Sanborn Map Company, "Concord," April 1921, sheet 19.

³⁶ Vanderburg, *Cannon Mills and Kannapolis*, 41-43.

³⁷ "Three Charlotte Mills Running," *Winston-Salem Journal*, June 3, 1921, p. 1; Vanderburg, *Cannon Mills and Kannapolis*, 54-56.

³⁸ "False Impressions Corrected," *Concord Times*, December 12, 1921, p. 2.

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same time. In 1925, C. D. McDonald supervised 250 employees who produced 20- to 40-gauge yarns on 75 carding machines and 12,096 ring spindles. Charles W. Johnston remained Norcott Mills' president and F. J. Haywood its secretary and treasurer until January 1926, when Haywood assumed the presidency. Other textile concerns operating in Concord during the early 1920s were Brancord Manufacturing Company, Cabarrus Cotton Mills, Cannon Manufacturing Company, Franklin Cotton Mills, Gibson Manufacturing Company, Hartsell Mills Company, Hobarton Manufacturing Company, Kerr Bleaching and Finishing Works, Inc., Locke Cotton Mills Company, Renfrew Manufacturing Company, Roberta Manufacturing Company, and White Parks Mill Company. Two knitting establishments—G. H. Y. Hosiery and Hoover Hosiery—also reported significant production.³⁹

Norcott Mills operated under that name until its July 6, 1928, consolidation with eight other Cannon-owned operations (twelve plants)—Barringer Manufacturing Company (Rockwell), Cabarrus Cotton Mills (two plants in Concord and Kannapolis), Cannon Manufacturing Company (three plants in Concord, Kannapolis, and York, South Carolina), Franklin Cotton Mills (Concord), Gibson Manufacturing Company (Concord), Hobarton Manufacturing Company (Concord), Kesler Manufacturing Company (Salisbury), Norcott Mills (Concord), and Patterson Manufacturing Company (China Grove)—as Cannon Mills Company, headquartered in Kannapolis. The plants, thereafter referred to by numbers 1-11, produced cotton yarn, fabric, towels, and sheets. The Norcott Mill complex became known as Cannon Mills Company Plant No. 10 and continued to function as a yarn spinning facility.⁴⁰

In 1930, Concord's 11,820 inhabitants, 1,966 of whom were African American, comprised almost twenty-seven percent of Cabarrus County's overall population. The forty-two general manufacturing operations in the county generated product valued at \$30,351,926.⁴¹ Fourteen of those enterprises were cotton mills: ten in Concord, two in Kannapolis, and two in Mt. Pleasant. At Cannon Mills' five Concord plants (Nos. 2, 5, 6, 9, and 10), 2,050 operatives utilized 127,632 spindles and 2,290 looms to produce yarn, towels, sheets, and gingham, madras, and novelty dress fabric. At Plant No. 10, superintendent L. C. Harmon oversaw 250 workers who utilized 75 cards and 12,096 ring spindles to produce cotton hosiery yarn.⁴²

³⁹ "Start Addition to the Norcott Mill," *Daily Tribune*, February 16, 1923, p. 1; "Addition to be Built to the Brown Mill," *Daily Tribune*, February 22, 1923, p. 1; "Manufacturing Industries of Cabarrus County," *Concord Times*, October 23, 1922, p. 5; *America's Textile Reporter* (Boston: Frank L. Bennett and Company, Inc.), 1922, 802; News and Observer, *North Carolina Yearbook* (Raleigh: News and Observer, 1923), 68; *Davison's Textile Blue Book*, 1925, 305; "Local Mention," *Daily Tribune*, January 15, 1926, p. 8.

⁴⁰ "Cannon Mills Company," <http://www.secretary.state.nc.us/Search/profcorp/4602529> (accessed August 2019); Fieldcrest Cannon, Inc., *A Century of Progress; Kannapolis*, 63-65.

⁴¹ LeVerne Beales, supervisor. *Fifteenth Census of the United States: Manufactures, 1929, Volume III* (Washington, D. C.: United States Government Printing Office, 1933); 383, 389; Leon E. Truesdell, supervisor. *Fifteenth Census of the United States: 1930, Population, Volume III, Part 2* (Washington, D. C.: United States Government Printing Office, 1932), 351.

⁴² News and Observer, *North Carolina Yearbook* (Raleigh: News and Observer, 1930), 79; *Davison's Textile Blue Book*, 1930, 301.

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Cannon Mills supported local civic organizations and bolstered employee morale by providing amenities including community centers and recreational facilities, sponsoring athletic teams, and hosting banquets, parties, and picnics. Successful home beautification and gardening endeavors were awarded with cash and other prizes at regularly held competitions. The company subsidized educational programs and outings for adults and children ranging from day trips to week-long summer camps. Baseball, softball, volleyball, and football were popular pastimes for Cannon employees, who competed with other textile mill workers statewide and also organized interdepartmental competitions at large Cannon plants.⁴³ In 1930, superintendent L. C. Harmon endeavored to improve the caliber of Plant No. 10's baseball team by recruiting skilled players with incentives including five-cent-per-hour raises, a significant addition to the typical ten- to twenty-cent hourly wage.⁴⁴

The textile industry faced challenges nationwide during the early 1930s. In addition to the economic depression, more efficient equipment and mechanization transformed manufacturing operations and resulted in mill 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. Cannon Mills' continued resistance to labor reform inspired some of its Concord employees, including Plant No. 10 workers, to participate in the walk-out, but Kannapolis employees did not. 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.⁴⁵

Cannon Mills' sales and profits decreased as a result of the depression, but the corporation remained solvent, a feat that garnered national recognition. Charles Cannon provided guidance to the Hoover and Roosevelt administrations, New Deal agencies, and the Federal Reserve Bank of Richmond. He was determined to keep his plants in operation, even if they generated a surplus. Despite the company's declining revenue, it retained most of its workers, updated facilities, and introduced new products.⁴⁶

⁴³ *Kannapolis*, 57, 61, 68, 74; Kearns, *Weavers of Dreams*, 168.

⁴⁴ R. G. Utley and Scott Verner, *The Independent Carolina Baseball League, 1936-1938* (Jefferson, NC: McFarland and Company, 1999), 30-32.

⁴⁵ *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 and Company, 1987), 202-208, 295-298, 350-354; Crawford, *Building the Workingman's Paradise*, 194-195; Vanderburg, *Cannon Mills and Kannapolis*, 94, 100-101.

⁴⁶ Vanderburg, *Cannon Mills and Kannapolis*, 94, 100-101.

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Cannon Mills maintained its existing equipment during the depression, reporting no new spindle or loom additions between 1930 and 1935. That year, at Plant No. 10, superintendent R. Riggs oversaw 275 workers who utilized 69 cards, 4,608 twisting spindles, and 12,096 ring spindles to produce cotton hosiery. In 1936, the company sold \$38,302,927-worth of goods, realizing a \$5,587,632 profit.⁴⁷ By the time Cannon Mills celebrated its fiftieth anniversary in 1937, approximately seventeen thousand employees produced towels, sheets, blankets, and hosiery in eleven North and South Carolina plants.⁴⁸ The business's reorganization as Cannon Mills, Inc., became effective on December 30, 1937.⁴⁹

Although a late 1930s recession slowed the country's recovery from the Great Depression, 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 including Cannon Mills 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 7,830 of Cabarrus County's 59,393 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. Worker demographics changed as 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.⁵⁰

Charles Cannon executed agreements with the War Department whereby Cannon Mills supplied the military with vast quantities of towels and sheets. In 1941, the five Concord plants (Nos. 2, 5, 6, 9, and 10), contained 524 cards, 1,616 looms, 6,496 twisting spindles, and 129,012 ring spindles. Kannapolis Plants 1 and 4 housed 21 combs, 1,229 cards, 8,325 looms, 24,610 twisting spindles, and 259,964 ring spindles. Products included yarn, towels, sheets, and gingham, madras, novelty dress, and tire fabric. Plant No. 10, headed by D. J. Crowell, met rising cotton yarn demand by almost doubling its number of

⁴⁷ News and Observer, *North Carolina Yearbook* (Raleigh: News and Observer, 1935), 105; Vanderburg, *Cannon Mills and Kannapolis*, 100.

⁴⁸ Davison's *Textile Blue Book*, 1935, 240; Hazel Mizelle, "Cannon Mills Employ 17,000 in Carolinas," *Charlotte Observer*, July 11, 1937.

⁴⁹ "Cannon Mills Company," <http://www.secretary.state.nc.us/Search/profcorp/4602529> (accessed August 2019).

⁵⁰ Spencer B. King, Jr., *Selective Service in North Carolina in World War II* (Chapel Hill: University of North Carolina Press, 1949), 321; Leon E. Truesdell, supervisor, *Sixteenth Census of the United States: 1940, Population, Volume I* (Washington, D. C.: United States Government Printing Office, 1942), 775; Marilyn M. Harper, et. al. *World War II and the American Home Front* (Washington, D. C.: The National Historic Landmarks Program, October 2007), 3, 13-16.

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ring spindles, resulting in equipment quantities of 84 cards, 2,936 twisting spindles, and 23,088 ring spindles.⁵¹ Labor shortages ensued when 5,300 employees enlisted in the armed services during World War II, but the company attempted to attract and retain workers including women by raising wages to 37.5 cents per hour in 1941 and again to at least 55 cents per hour in 1945. This resulted in a significant increase in labor cost as Cannon Mills then employed around 20,000 workers. However, company sales rose 78 percent between 1939 and 1945, and net profits increased 133 percent.⁵² It was likely during this period that a series of cotton warehouses, an opening room, and a warehouse were erected at Plant No. 10 (Norcott Mill).⁵³ Cannon Mills' promise to provide employment and housing for returning World War II veterans resulted in the creation of the Servicemen's Personnel Department, which served 3,500 applicants.⁵⁴

The economy remained strong until a short recession in 1948-1949 that was counteracted by the Korean War's onset in 1950. Cannon Mills embarked on plant modernization and new product marketing campaigns and implemented cost-cutting measures in an effort to sustain profits. Items such as bedspreads and coordinated draperies, introduced in 1949, bolstered interest in the company's goods. Cannon also began producing upholstery fabric and drapery material to sell by the yard.⁵⁵

Ten Concord plants generated a diverse array of cotton products in 1950: Brown Manufacturing Company, Locke Cotton Mills, Roberta Manufacturing Company, the Stead and Miller Company, White Parks Mill Company, and Cannon Mills' five factories (Nos. 2, 5, 6, 9, and 10). At Plant No. 10 (Norcott Mill), Dewey Daves supervised hosiery yarn production utilizing 84 cards, 20,688 ring spindles, and 3,840 twisting spindles. Cannon Mills' Kannapolis staff, including purchasing agents C. H. Dry and A. W. Fisher, handled administrative tasks.⁵⁶ Brown Manufacturing Company's approximately 750 employees produced flannel and gingham fabrics with 90 cards, 15,216 ring spindles, and 590 looms in 1955. Cannon Mills assumed the plant's operation in 1956 and added equipment by 1959, when workers utilized 96 cards, 17,658 ring spindles, and 740 looms to weave cotton sheeting. Cannon Mills purchased the Brown Manufacturing Company factory and associated acreage upon that concern's 1963 liquidation. However, the Brown Manufacturing Company plant retained its name and Norcott and Brown mills

⁵¹ *Davison's Textile Blue Book*, 1941, 235.

⁵² Vanderburg, *Cannon Mills and Kannapolis*, 105-106, 113; "Pay Raise Permitted for Cannon Workers," *Raleigh News and Observer*, February 28, 1944.

⁵³ Sanborn Map Company, "Concord, North Carolina," May 1927, updated in 1947, sheet 23.

⁵⁴ Kannapolis History Associates restored and furnished the house at 905 King Street in Kannapolis, the sole surviving Cannon Mills Company dwelling erected for World War II veterans, in 1992 and continues to operate it as a museum honoring all U. S. military veterans. Vanderburg, *Cannon Mills and Kannapolis*, 116; *Kannapolis*, 122.

⁵⁵ Cannon Mills, "Cannon: The inside story on Cannon Mills' quality products," 8; Vanderburg, *Cannon Mills and Kannapolis*, 116, 119-121.

⁵⁶ *Davison's Textile Blue Book*, 1950, 308-309.

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continued to operate independently, headed by separate management teams, and produce different goods.⁵⁷

Union organization efforts at Cannon Mills plants failed again during the 1950s, but employee advocacy for pay and benefit increases continued to include walk-outs. At the decade's end, widespread mill closures due to strikes resulted in low profit margins, which triggered a 10.7 percent decline in Cannon Mills' stock value between June 1959 and January 1960. However, the company weathered the economic challenges of the period and soon invested in the construction of what was said to be the world's largest distribution center, completed in Kannapolis in 1963, as well as the modernization and acquisition of plants in Concord and elsewhere. Growing demand for general-purpose and specialty textiles, including fabric for military use during the Vietnam War, fueled the early 1960s plant improvement campaign. Profit margins increased after President Lyndon B. Johnson enacted the Agriculture Act of 1964, which among other items reestablished a one-price cotton system. The legislation eliminated a forty-dollar-per-cotton-bale tax on American cotton that had been assessed only on manufacturers within the United States, thus allowing domestic producers to reduce textile prices in hopes of minimizing inexpensive foreign textile appeal. Immediately following the cotton tariff's removal, Cannon Mills announced plans to update Plant No. 10 (Norcott Mill) with new equipment, air conditioning and humidification systems, and building expansions. Seven hundred and fourteen Draper shuttle-less looms were installed in weave rooms. Norcott Mill was enlarged with a one-story west warehouse/office addition and cooling tower. The company anticipated that production would double and Plant No. 10's workforce would increase by three hundred employees following the 1964 modernization, making it Cannon Mills' third largest facility after Plant Nos. 1 and 4 in Kannapolis. The Norcott and Brown factories flanking White Avenue NW were physically connected between 1968 and 1975 by an elevated passage spanning the street.⁵⁸

African American mill hands encompassed only 3.3 percent of the nation's textile manufacturing workforce in 1960, yet southern manufacturers generated approximately eighty-nine percent of the textiles produced in the United States the following year. Civil rights activism, legislation, and lawsuits soon brought radical change to the textile industry, forcing mill labor integration. Cannon Mills hired a few Black laborers to execute janitorial, shipping, or site work through the mid-twentieth century, but it was not until 1962 that the company first engaged African American women to fill production positions. Corine Lytle Cannon and Mary Lee Harris were the initial hires, followed within two weeks by Lorine Cowry, Katie McErie, Dorothy Forrester, and Earline Alexander, all in Kannapolis. The African American employee ratio burgeoned in 1963. However, as was common in textile mills, Cannon's Black

⁵⁷ Davison's *Textile Blue Book*, 1955, 248; Davison's *Textile Blue Book*, 1959, 195; Cabarrus County Deed Book 324, p. 393; T. H. Wingate, "Cannon Mills Plans Major Expansion," *Daily Independent*, April 14, 1964, pp. 1, 3.

⁵⁸ Vanderburg, *Cannon Mills and Kannapolis*, 145, 159, 161, 168-169; T. H. Wingate, "Cannon Mills Plans Major Expansion," *Daily Independent*, April 14, 1964, pp. 1, 3; *Tribune*, April 14, 1964; Davison's *Textile Blue Book*, 1965, 3-69; "Old Gibson and Brown Mills," *Cannon News*, October 15, 1979, p. 6.

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employees encountered systemic discrimination in the form of inequitable work assignments, production sabotage, and a dearth of advancement opportunities. The Civil Rights Act of 1964 attempted to abolish practices such as these, but it met with great resistance from textile manufacturers. Many corporations, including Cannon Mills, faced class-action lawsuits in the late 1960s as African American laborers continued to experience pervasive discrimination. Following 1970s legal settlements, personnel training, and company restructuring, Cannon Mills' 22,000-laborer workforce grew to include about 5,500 African American employees by the early 1980s.⁵⁹

Charles Cannon headed Cannon Mills until 1962, after which executive vice president Don S. Holt became president and CEO. Cannon chaired the board of directors until his death on April 2, 1971, at the age of seventy-eight. Holt then also assumed board chairmanship. He oversaw the company for three years, followed by Harold Hornaday in 1974 and Otto Stolz in 1979. The late 1970s recession triggered a 1982 takeover by Los Angeles investor David H. Murdock, who, immediately after assuming the company's management, laid off workers, sold mill houses, and modernized and consolidated plants. Employees in China Grove, Concord, Kannapolis, Rockwell, and Salisbury were given the opportunity to purchase the dwellings they had been leasing at below-market rates in 1983. At that time, approximately six thousand Kannapolis residents occupied about sixteen hundred company-owned houses, most of which had been constructed before 1928. In fall 1985, Murdock initiated negotiations with Fieldcrest Mills in Eden, N. C., which resulted in the companies' January 1, 1986, merger to create Fieldcrest Cannon. Plant No. 10 was sold in 1991. Although plagued with financial losses and labor issues, Fieldcrest Cannon operated until late 1997, when the Texas-based Pillowtex Corporation acquired its assets. Pillowtex was only able to sustain production until July 30, 2003, when it closed sixteen plants nationwide, resulting in the loss of 6,450 jobs, 4,800 of which were in North Carolina. Kannapolis, where 3,984 employees were laid off, was particularly devastated.⁶⁰

Equipment at Plant No. 10 comprised 84 cards, 20,688 ring spindles, and 3,480 twisting spindles in 1970. By 1973, J. A. Towery supervised approximately one thousand employees. Cannon Mills updated factories again during the 1970s. In 1977, Plant No. 10 received high efficiency carding machines and a Bale-O-Mat, which blended cotton fibers. Although yarn production ceased between 1982 and 1985, weaving continued. However, the workforce dwindled to 350 employees by December 1988. In early 1989, Fieldcrest Cannon consolidated sheeting manufacture at Plant Nos. 4, 7, and 16, resulting in the

⁵⁹ Specific employee demographics are unavailable for each Cannon Mills plant. Vanderburg, *Cannon Mills and Kannapolis*, 169, 175-176; Timothy J. Minchin, *Hiring the Black Worker: The Racial Integration of the Southern Textile Industry, 1960-1980* (Chapel Hill: University of North Carolina Press, 1999), 3, 9, 176, 178, 180; Victoria Morris Byerly, *Hard Times Cotton Mill Girls* (Ithaca, New York: Cornell University, 1986), 149-160.

⁶⁰ Vanderburg, *Cannon Mills and Kannapolis*, 173, 191-197, 204-206, 272; Kearns, *Weavers of Dreams*, 159; Fieldcrest Cannon, Inc., *A Century of Progress*; 9.

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transfer of some Plant No. 10 sheeting department employees and equipment to those facilities.⁶¹ Plant No. 10's weaving department functioned until Fieldcrest Cannon sold Norcott and Brown mills to Ascot Realty Corporation in 1991. Most of the complex has since been vacant. DPM of the Carolinas, Inc. conveyed the property to Dickens Industrial, LLC, in April 2007. Four months later, Dickens Industrial, LLC, sold the plant to Evangel Worship Center, Inc., which conveyed the property to E3 Catalyst in April 2021.⁶² Norcott Mill – Cannon Mills Company Plant No. 10 remains vacant, but an automobile repair business leases one of the north warehouse sections. The former Brown Manufacturing Company complex serves as a storage facility.

Criterion C: Industrial Architecture Context

In the first purpose-built industrial buildings erected in the United States, designers 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, "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. Heavy-timber framing members that were at least twelve inches square with chamfered edges effectively slowed the progress of fire, particularly when used in combination with a floor system that encompassed three- to four-inch-thick plank decking covered with waterproof paper and topped with hardwood floors. The floor system was left exposed underneath in order to avoid the use of flammable ceiling materials and finishes. Chamfering the corners of beams, posts, and girders removed splinters that could ignite easily.⁶³

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

⁶¹ Davison's *Textile Blue Book*, 1970, 241; "Plant 10 Gets New Equipment," *Cannon News*, March 14, 1977, p. 4; Cannon Mills, "Plant 10," September 24, 1973, and Cannon Mills, "Prepared Statement," December 14, 1988, Kannapolis History Associates' Hinson History Room, A. L. Brown High School, Kannapolis.

⁶² Cabarrus County Deed Book 792, p. 65; Deed Book 7445, p. 77; Deed Book 7739, p. 316; Deed Book 15144, p. 155.

⁶³ 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.

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appeal while serving important structural functions. Stair towers were often the most ornate elements of an industrial complex, featuring complex roofs and decorative masonry.⁶⁴

Standards imposed by machinery manufacturers and insurance companies also guided industrial architecture's evolution. 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.⁶⁵

North Carolina industrialists benefited from the contributions of resident engineers who disseminated specifications dictating best practices in mill layout and design. Innovators in this discipline included South Carolina native Daniel A. Tompkins, sent by the Pittsburgh-based Westinghouse Engine Company to Charlotte in the early 1880s to sell and coordinate the installation of the company's equipment in the region. Tomkins became a driving force in the southern textile industry, partnering with Charlotte grain merchant R. M. Miller in 1883 to establish the D. A. Tompkins Company, an engineering firm. The company created plans for over one hundred mills, including Brown Manufacturing Company in Concord, as well as other industrial buildings.⁶⁶

Thomasville, North Carolina, native Stuart Warren Cramer, who began his career with the D. A. Tompkins Company, was another highly-influential mill engineer. Cramer set up his own Charlotte firm in 1895, and by 1915 had designed almost one-third of the new mills erected in the South during that period. In addition to preparing plans for mills, Cramer equipped facilities with textile production machinery of all types, some of which he invented. His salesmen, based in Charlotte and Atlanta offices, travelled throughout the country. Cramer's innovations in textile mill climate control garnered him international recognition, and he is credited with conceiving the term "air conditioning." Cramer often served his clients as a business advisor as well as a designer. For example, he installed an air-

⁶⁴ Betsy Hunter Bradley, *The Works: The Industrial Architecture of the United States* (Oxford: Oxford University Press, 1999), 15-21, 230-234; Glass, *Textile Industry*, 38.

⁶⁵ Glass, *Textile Industry*, 38; John A. Collins Jr., "Extinguishing Textile Mill Fires," *Textile World*, March 4, 1922, p. 81.

⁶⁶ Thomas W. Hanchett, *Sorting Out the New South City: Race, Class, and Urban Development in Charlotte, 1875-1975* (Chapel Hill: University of North Carolina Press, 1998), 50; Stuart W. Cramer, *Useful Information for Cotton Manufacturers* (Charlotte, Stuart W. Cramer, 1904), p. 930.

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conditioning system at Loray Mill in Gastonia in 1908 and became the company's president four years later. Cramer established and led the American Cotton Manufacturers Association and the National Council of American Textile Manufacturers. He invested in textile concerns including Highland Park Manufacturing Company in Charlotte and Mayes Manufacturing Company in the Gaston County community of Mayesworth, which became known as Cramerton in 1922. The mill complexes and the associated housing that Cramer designed at those and other locations featured efficient layouts that demonstrated his integrated work flow concepts.⁶⁷

Cannon Manufacturing Company commissioned Cramer to design new industrial complexes, improve existing ones, and oversee building completion and equipment installation. T. C. Thompson and Brothers executed much of the construction work. The contractor's documented projects include Cannon plant completion in Concord and China Grove in 1907 and Kannapolis and Concord in 1912. That year, T. C. Thompson and Brothers erected the Franklin Cotton Mill additions and warehouse that Cramer may have designed.⁶⁸ Norcott Mill's architect has not been identified. T. C. Thompson and Brothers commenced building the plant in 1915 and finished early the next year.⁶⁹

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 light and ventilation. Steel truss roof systems spanned open interiors that accommodated sizable equipment and allowed for flexibility as manufacturing needs changed.⁷⁰

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

⁶⁷ Ibid., 107; *Charlotte Observer*, June 22, 1912, p. 10; "Mr. Cramer is made president of Loray," *Charlotte Evening Chronicle*, December 26, 1912, p. 6; Thomas S. Morgan, "Stuart Warren Cramer" in William Powell, ed., *Dictionary of North Carolina Biography, Vol. 1* (Chapel Hill: University of North Carolina Press, 1989), 455; Catherine Westergaard, "Stuart W. Cramer," *North Carolina Architects and Builders: A Biographical Dictionary*, <http://ncarchitects.lib.ncsu.edu/people/P000275> (accessed December 2014).; Mattson, Alexander and Associates, Inc., "Loray Mill Historic District," National Register Nomination, 2001, Section 8, pages 36-37.

⁶⁸ "The Kannapolis Mills," *Manufacturers' Record*, August 8, 1907, p. 103; T. C. Thompson and Brothers, correspondence with Franklin Cotton Mills, Box 183, Cannon Mills Records, 1836-1983, Rubenstein Library, Duke University.

⁶⁹ "Contract Awarded," *Daily Tribune*, September 17, 1915, p. 1; "Local and Otherwise," *Daily Tribune*, September 25, 1915, p. 4; "Local and Otherwise," *Concord Times*, October 21, 1915, p. 6.

⁷⁰ Bradley, *The Works*, 144-147.

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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.⁷¹

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.⁷² Gropius's streamlined design for the 1911 Fagus Factory in Germany, which features steel-frame multipane curtain walls, was also internationally influential.⁷³

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

⁷¹ Ibid.

⁷² "Art: Industrial Architect," *Time*, August 8, 1938; Bradley, *The Works: The Industrial Architecture of the United States*, 248, 248-258.

⁷³ 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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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.

Steel Water Towers

During the late nineteenth century, when burgeoning industrial development fueled population growth throughout the United States, municipalities attempted to combat unsanitary conditions and the spread of disease that frequently accompanied urban density by improving and expanding municipal water and sewer systems. Factories required large water reservoirs for operation and fire suppression. As myriad factors influenced the amount of naturally available ground and surface water, communities installed infrastructure to facilitate efficient and reliable water collection, purification, storage, and dispersal. Networks of pipes and pumps conveyed water to storage and treatment facilities and then on to consumers. In- and above-ground reservoirs and wood and steel tanks contained water sufficient to meet daily demand and combat fires. Steel water towers, which became common in the late 1890s, allowed for durable and affordable water storage. The elevated tanks were often mass-produced models available at reasonable cost.⁷⁴

Industrialists typically purchased standard factory-generated steel water tower components from specialized manufacturers. Structural-steel elements not only had the capacity to carry heavy loads, but were extremely durable and resistant to wind shear. Framing systems might include I, T, H, and box-shaped columns, posts, and beams as well as reinforcing plates, struts, angles, and webs. Steel columns could be riveted together, creating strong connections, and tended to be smaller and lighter than heavy-timber or iron framing members. This allowed for taller towers. In order to reduce oxidation and achieve fire resistance, steel members were often coated with intumescent paint.⁷⁵

Local Architectural Context: Concord Textile Mills

Norcott Mill – Cannon Mills Company Plant No. 10 is locally significant under Criterion C for architecture as it embodies the distinctive characteristics of early- to mid-twentieth-century industrial design. When historian Peter R. Kaplan undertook the Cabarrus County architecture survey in 1979, he documented late-nineteenth and early-twentieth-century Concord textile mills including Buffalo Cotton Mill on Magnolia Street, Cabarrus Cotton Mill at 323 Corban Avenue SW, Gibson and Hobarton

⁷⁴ Gregory R. Mathis, et. al., "Steel Water Towers Associated with South Dakota Water Systems, 1894-1967: An Historic Context," prepared for the South Dakota State Historical Society, September 2012, pp. 19, 34.

⁷⁵ Bradley, *The Works*, 144-145.

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Manufacturing Companies at 325 McGill Avenue NW, and the Odell-Locke-Randolph Cotton Mill at 1 Buffalo Avenue NW. In areas then just outside of the city limits, Kaplan identified the complexes utilized by Brown Manufacturing Company and Norcott Mills on Cabarrus Avenue West and Franklin Avenue NW, Coleman-Franklin-Cannon Mill at 625 Main Street SW, and Young-Hartsell Cotton Mill on Old Charlotte Road SW.⁷⁶ Most have been demolished, but Norcott Mill – Cannon Mills Company Plant No. 10, Coleman-Franklin-Cannon Mill (NR 2015), Cabarrus Cotton Mill, Gibson Manufacturing Company, and Odell-Locke-Randolph Cotton Mill (NR 1983) comprise a comparable collection of plants that began functioning during the late nineteenth century and subsequently expanded. Brown Manufacturing Company is not discussed in the contextual overview as the 1905 mill and 1923 addition are encapsulated within expansions and 1960s brick-veneer facades and interior access was not possible.

Norcott Mill – Cannon Mills Company Plant No. 10, Coleman-Franklin-Cannon Mill, Cabarrus Cotton Mill, Gibson Manufacturing Company, and Odell-Locke-Randolph Cotton Mill share structural characteristics—heavy-timber frames with load-bearing brick exterior walls executed in five-to-one common bond and segmental-arched window and door openings—as well as embellishments such as brick corbelling capping stair towers. Fire-proofing measures include chamfered heavy-timber posts and beams, plank floors, metal-clad doors, projecting stair towers, and separate boiler and engine rooms. Large, double- and triple-hung, wood sash windows and monitor and sawtooth roofs provided ample light. As the twentieth century progressed, curtain walls consisting of bands of large metal-frame windows and brick sheathing allowed for maximum light and ventilation while enclosing concrete and steel structures.

Odell Manufacturing Company's northwest Concord plant, the city's largest during the late nineteenth century, remains a strikingly intact example of industrial architecture from that period. The mill complex occupies a prominent corner lot containing three buildings erected in 1882, 1899, and 1909 within the block bounded by Peachtree and Buffalo Avenues and Church and Locust Streets. The 1882/1909 mill's southeast facades front Buffalo Avenue, while the 1899 structure is oriented so that its long elevations parallel Church and Locust Streets. The former factory, called Odell-Locke-Randolph Cotton Mill in reference to its sequential proprietors, ceased functioning for manufacturing purposes in 1974. A consortium of investors rehabilitated the complex in the 1980s to house retail establishments, offices, and condominiums.

Odell Manufacturing Company expanded its production capability with the 1882 construction of a three-story, fourteen-bay-wide and five-bay-deep building on the northeast side of the 1840 mill that the company had acquired in 1877. The 1882 heavy-timber-frame structure features load-bearing brick exterior walls executed in five-to-one common bond with large, segmental-arched window and door openings and deep eaves. A four-stage stair tower with a corbelled cornice projects from the southeast

⁷⁶ Kaplan, *The Historic Architecture of Cabarrus County*, 69-70, 87, 122-123, 144, 146, 149.

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elevation. The mansard roof that originally capped the tower has been removed. The Coleman Manufacturing Company mill's builders employed the same general construction principles and executed a similar tower in 1898.

In 1899, Odell Manufacturing Company erected a one-story-on-basement brick weave room northwest of the 1882 mill that features a long monitor that almost spans the low gabled roof's full length and tall triple-hung windows in segmental-arched surrounds that provide ample light. The twenty-five-bay-long and ten-bay-wide building's crenellated three-stage entrance tower faces Locust Street. Like Coleman Manufacturing Company, the engine and boiler rooms that projected from the main block for fire safety purposes have been removed.⁷⁷

Southern Cotton Mills was in the process of negotiating its purchase of the Odell Manufacturing Company complex when an August 1908 fire decimated the 1840 mill and the 1886 and 1889 buildings, resulting in their demolition. Durham industrialist George W. Watts acquired the property and commissioned the construction of the enormous one-story on basement sawtooth-roofed addition to the 1882 mill's west elevation that was completed in 1909.⁷⁸ The forty-bay-wide and eighteen-bay-deep structure complements the 1882 mill in its bracketed eaves and load-bearing brick exterior walls executed in five-to-one common bond with large, segmental-arched window and door openings. The expansive double- and triple-hung wood-sash windows have been rehabilitated. The building's distinctive sawtooth roof employs sloped southwest faces and almost-vertical northeast faces that contain bands of six-foot-tall windows. The 1907 weave rooms erected at Gibson Manufacturing Company and Young-Hartsell Mill also featured sawtooth roofs.

The earliest sections of Cabarrus Cotton Mill at 323 Corban Avenue SW are similar in appearance to those at Odell-Locke-Randolph and Coleman-Franklin-Cannon Mills. Kaplan's research indicates that the complex encompasses a two-story brick 1893 mill, weave rooms completed in 1897 and between 1902 and 1906, and a large 1927 addition. The June 1911 Sanborn map illustrates three two-story brick mills. A large brick weave room illuminated by a long roof monitor extends from Mill No. 1's east end. Three brick cotton warehouses and a brick office stood to the north, while a three frame warehouse and one brick warehouse with attached rooms for cotton waste, pressing, and storage were southeast of the mill. Heavy-timber posts and beams support the pre-1920s sections, while steel posts and beams used in conjunction with brick wall systems characterize later additions. The mill became known as Cannon Mills Company Plant No. 5 after Cannon Manufacturing Company's 1928 consolidation and received

⁷⁷ Sanborn Map Company, "Concord," June 1911, sheet 11.

⁷⁸ Kaplan, "Odell-Locke-Randolph Mill."

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significant updates and expansions in 1948 and 1960. Most of the window openings throughout the complex were enclosed with brick in conjunction with mid-1960s air conditioning installation.⁷⁹

Gibson Manufacturing Company erected a three-story mill with a six-stage stair tower from 1900 to 1903, a one-story weave room in 1907, and a finishing building in 1924. The tower, embellished with a round-arched door opening that originally contained a double-leaf door and transom; tall, narrow, arched, paired windows in the upper five stages; and a corbelled cornice, faces the railroad tracks. The Gibson Manufacturing Company complex and Hobarton Manufacturing Company's one-and two-story, brick, 1924 mill to the south functioned as Cannon Mills Company Plant No. 6 after 1928. Brick veneer added to the original mill façade in the 1960s unifies the building at what is now 325 McGill Avenue NW and later additions. Most windows have been enclosed with brick.

Coleman-Franklin-Cannon Mill comprises a two-story-on-basement 1898 mill with a one-story-on-basement picker room and machine shop addition erected by March 1902 and a two-story-on-basement 1912 addition. The heavy-timber-frame mill has load-bearing brick exterior walls executed in five-to-one common bond with corbelled belt courses and segmental-arched window and door openings; a four-stage stair tower; and a very low-pitched gable roof with projecting rafter ends.⁸⁰

Although Cabarrus Cotton Mill and Gibson Manufacturing Company have been modified to accommodate evolving industrial function, they still retain important character-defining features. Coleman-Franklin-Cannon Mill, Odell-Locke-Randolph Cotton Mill, and Norcott Mill – Cannon Mills Company Plant No. 10 are even more intact. The simply-executed, utilitarian, early- to mid-twentieth-century buildings all reflect the design principles espoused by Tompkins and Cramer as well as the transition from heavy-timber to structural-steel framing.

Norcott Mill – Cannon Mills Company Plant No. 10's buildings and additions erected between 1916 and 1964 exhibit a functional aesthetic in their form, massing, expressed structural systems, and open plans with fenestration dictated by interior use. The 1916 mill and 1923 addition have very low-pitched gable roofs and load-bearing brick exterior walls executed in five-to-one common bond with segmental-arched quadruple-header course window and door lintels and cast-stone window-sills. The brick walls are cost-effective, durable, fire-resistant, and require little maintenance. The internal structure comprises square wood and round steel posts, substantial wood beams and rafters, flush-board decking, and triple-thickness wood floors. These intact features, in conjunction with kalamein doors, external stair and restroom towers, a sprinkler system, and the separation of fire-prone areas such as warehouses, picker rooms, and boiler rooms from manufacturing areas, were standard means of reducing fire risk. Alterations are

⁷⁹ Kaplan, *The Historic Architecture of Cabarrus County*, 70; Cabarrus County property records; Sanborn Map Company, "Concord," June 1911, sheet 12.

⁸⁰ Heather Fearnbach, "Coleman-Franklin-Cannon Mill," National Register of Historic Places nomination, 2015.

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minimal. Other than the removal of the 1916 mill's east wall during the 1923 expansion, additions typically only involved door opening creation to facilitate interior connectivity.

Mid-twentieth-century warehouse, office, and cooling tower additions have poured-concrete foundations and reinforced-concrete and steel columns, posts, and beams. 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, multipane windows provided light and ventilation. Most window openings were filled with brick in conjunction with mid-1960s air conditioning installation. However, original opening size, shape, quantity, and rhythm are clearly discernible as brick lintels and cast-stone sills remain. The 1964 additions are windowless due to original climate control systems.

Many auxiliary buildings in Concord textile mill complexes have been demolished since Peter Kaplan undertook the Cabarrus County architecture survey, making extant resources even more significant. Odell-Locke-Randolph Cotton Mill included an office and company store, a dye house, storage sheds, and a six-part, circa 1890 cotton warehouse characterized by brick firewalls between each section, board-and-batten end walls, and standing-seam metal roofs.⁸¹ None are extant. However, an early 1910s office, two cotton warehouses built in 1902-1910-1926 and 1927-1938, two early 1930s hose houses, and a storage building, garage, and two pump houses constructed between 1947 and 1950 remain at Coleman-Franklin-Cannon Mill.⁸²

The Norcott Mill – Cannon Plant No. 10 complex contains a broad array of contributing resources representing the full scope of operations at twentieth-century textile manufacturing plants: three warehouses erected circa 1916, between 1938 and 1947, and between 1956 and 1964; a 1927-1938 opening room; a circa 1916 cotton conditioning room; and circa 1916 and 1938-1947 hose houses. All were originally freestanding to minimize fire risk. The circa 1916 and 1956-1964 warehouses and 1927-1938 opening room were connected to each other when the 1956-1964 warehouse was built and to the 1916-1923 mill by 1964 additions. The pre-1947 buildings reflect the persistent use of heavy-timber post and beam structural members and brick walls in early- to mid-twentieth industrial buildings. Mid-twentieth-century fire-resistant corrugated-metal wall cladding and roofing unifies the 1916 and 1938-1947 cotton warehouses' multiple parts, as do the shed-roofed loading docks associated with the buildings. The 1950s and 1960s additions have brick, steel, and concrete structural systems. The 1956-1963 warehouse features flat steel trusses, flush-board roof decking, a central steel beam supported by a row of steel posts on concrete plinths, and a poured-concrete floor. The 1964 warehouse/office addition is supported by steel I-beams and posts on the upper level and reinforced concrete beams and posts in the basement.

⁸¹ Kaplan, *The Historic Architecture of Cabarrus County*, 29.

⁸² Fearnbach, "Coleman-Franklin-Cannon Mill."

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Plant No. 10's water tower, erected between 1938 and 1947, comprises a riveted steel 140-foot-tall structure with four angled columns that supports a round, conical-roofed, 150,000-gallon steel water tank. Horizontal struts and angled tie rods span the lattice columns, which are bolted to steel base plates and concrete footings. A central vertical riser pipe rises through the pumphouse roof to supply water to the tank. The tower's manufacturer has not been identified.

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Section 10. Geographical Data

Verbal Boundary Description

The Norcott Mill – Cannon Mills Company Plant No. 10 National Register boundary encompasses the 6.7-acre Cabarrus County tax parcel number 5620-23-7893 and an approximately nineteen-foot-wide strip of public right-of-way to the east bordering White Avenue NW that contains the mill's east end. The boundary is indicated by the bold line on the enclosed map. Scale: one inch equals approximately one hundred feet.

Boundary Justification

The National Register boundary encompasses the property historically associated with Norcott Mill – Cannon Mills Company Plant No. 10 and provides an appropriate setting. Brown Manufacturing Company is not included with the boundary for several reasons. Although Cannon Mills assumed operation of the adjacent Brown Manufacturing Company factory in 1956 and purchased the property upon that concern's 1963 liquidation, the Brown Manufacturing Company plant retained its name and Norcott and Brown mills continued to operate independently, headed by separate management teams, and produce different goods. The overall integrity level of the Brown Manufacturing Company plant has not been determined as the 1905 mill and 1923 addition are encapsulated within expansions and 1960s brick-veneer facades, interior access was not possible, and the property is separately owned.

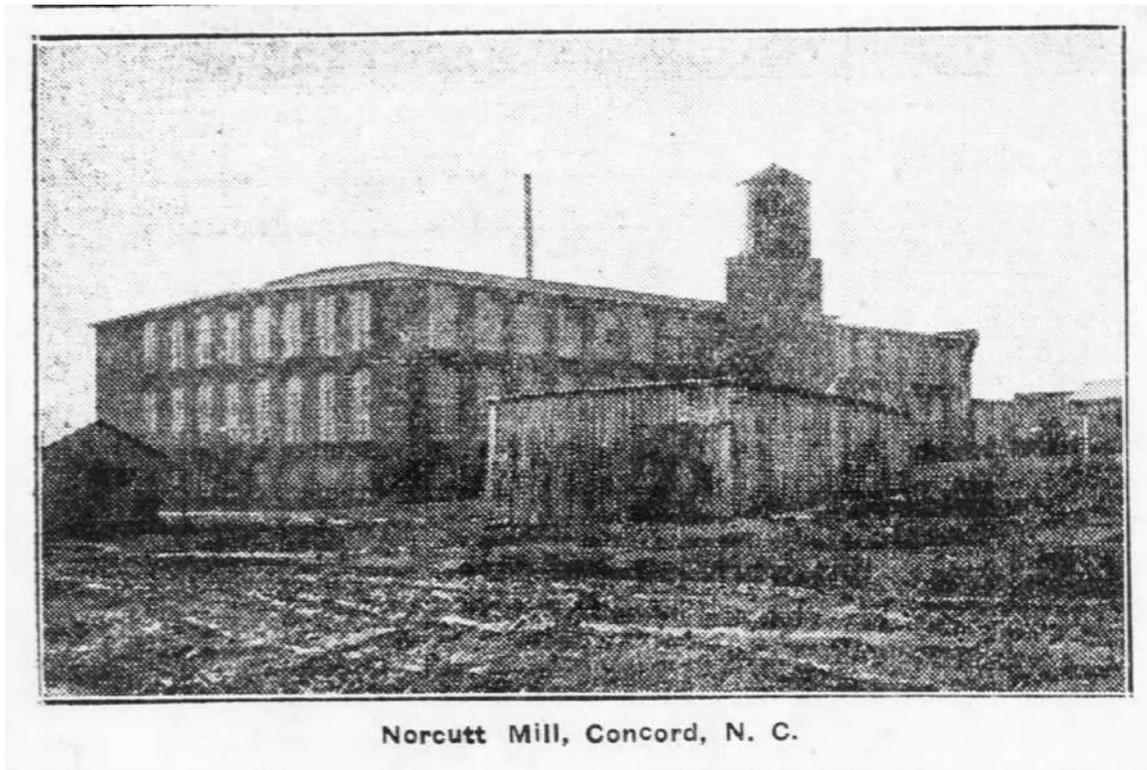
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Documentary Images



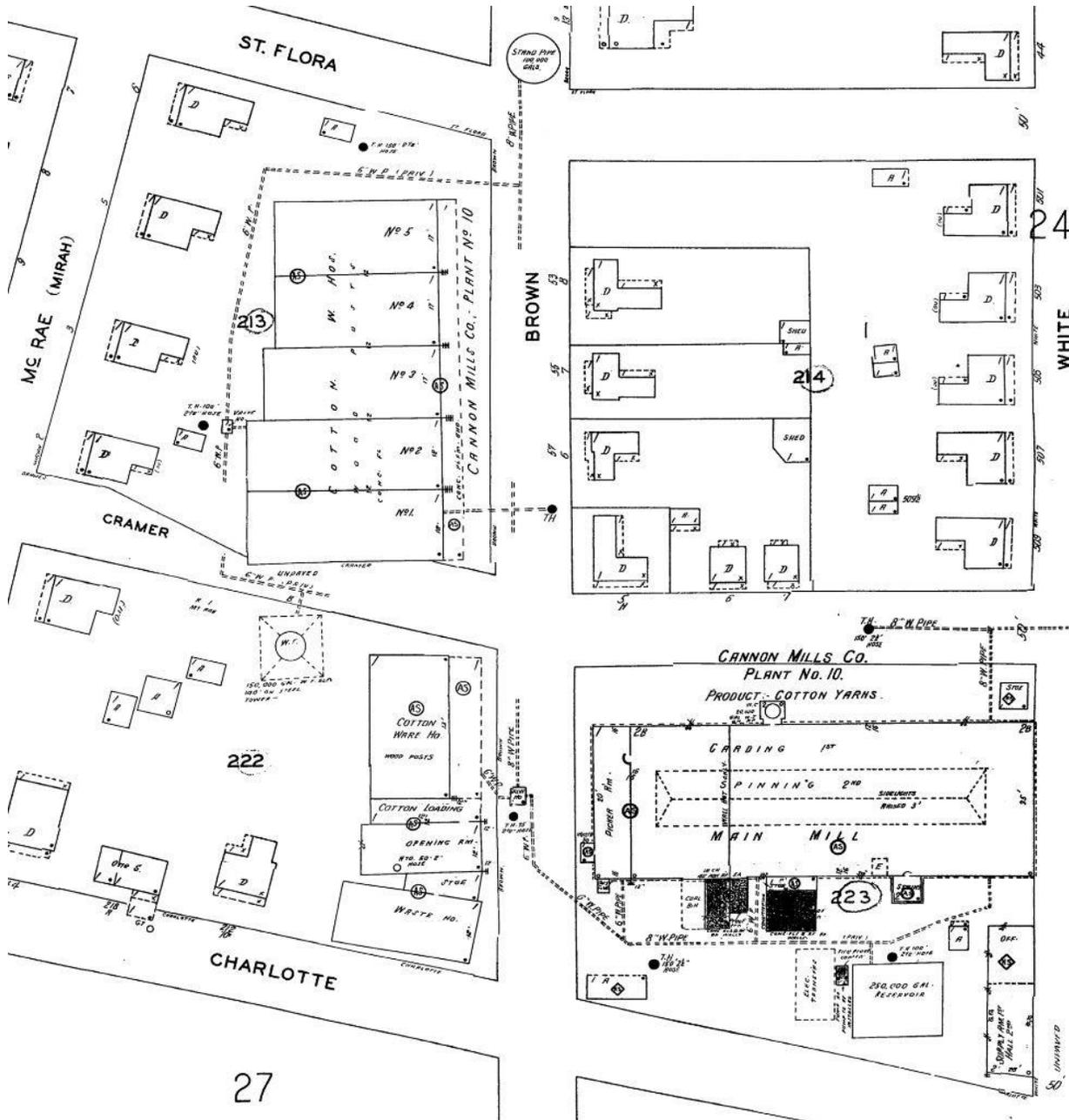
“The Norcott Mills,” *Charlotte News*, February 21, 1917, p. 66

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Sanborn Map Company, "Concord," March 1947, sheet 23

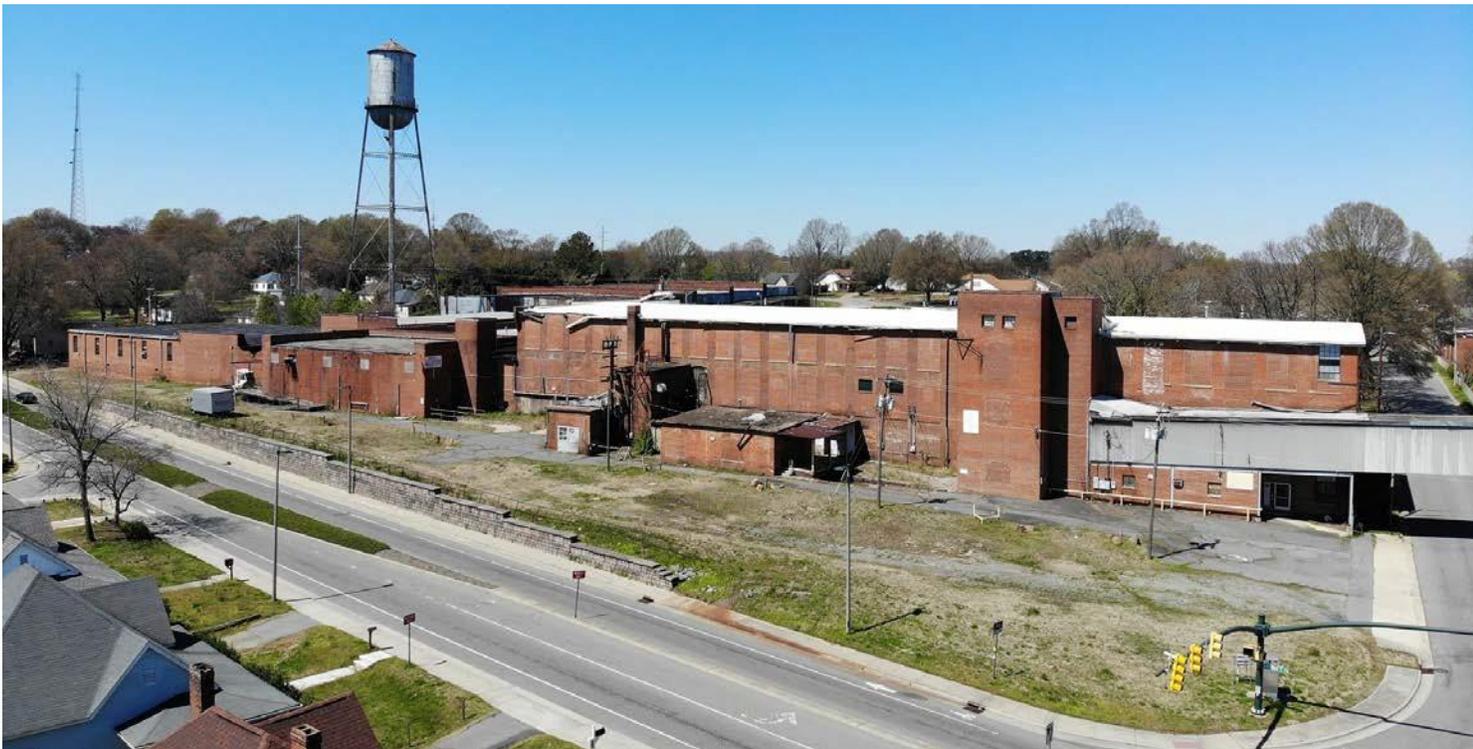
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Norcott Mill – Cannon Mills Company Plant No. 10
Cabarrus County, NC

Photographs



**1. Norcott Mill – Cannon Mills Company Plant No. 10, southeast oblique
Looking northwest from Cabarrus Avenue's south side, taken by drone on March 29, 2019**

The following photographs (2-12) were taken by Heather Fearnbach, 3334 Nottingham Road, Winston-Salem, NC, on July 1, 2019. Digital images located at the North Carolina SHPO.

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2. Warehouse erected between 1956 and 1963 at mill's west end, southwest oblique
3. Norcott Mill – Cannon Mills Company Plant No. 10, northwest oblique



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Norcott Mill – Cannon Mills Company Plant No. 10
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4. Norcott Mill – Cannon Mills Company Plant No. 10, north elevation

5. Norcott Mill – Cannon Mills Company Plant No. 10, 1923 and 1964 additions, northeast oblique



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Norcott Mill – Cannon Mills Company Plant No. 10
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6. Norcott Mill – Cannon Mills Company Plant No. 10, basement, looking west from 1923 addition
7. Norcott Mill – Cannon Mills Company Plant No. 10, first floor, looking east from 1916 mill



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8. Norcott Mill – Cannon Mills Company Plant No. 10, second floor, looking east from 1916 mill
9. Circa 1916 cotton warehouse, north elevation



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10. Water tower and pump house erected between 1938 and 1947, looking southwest

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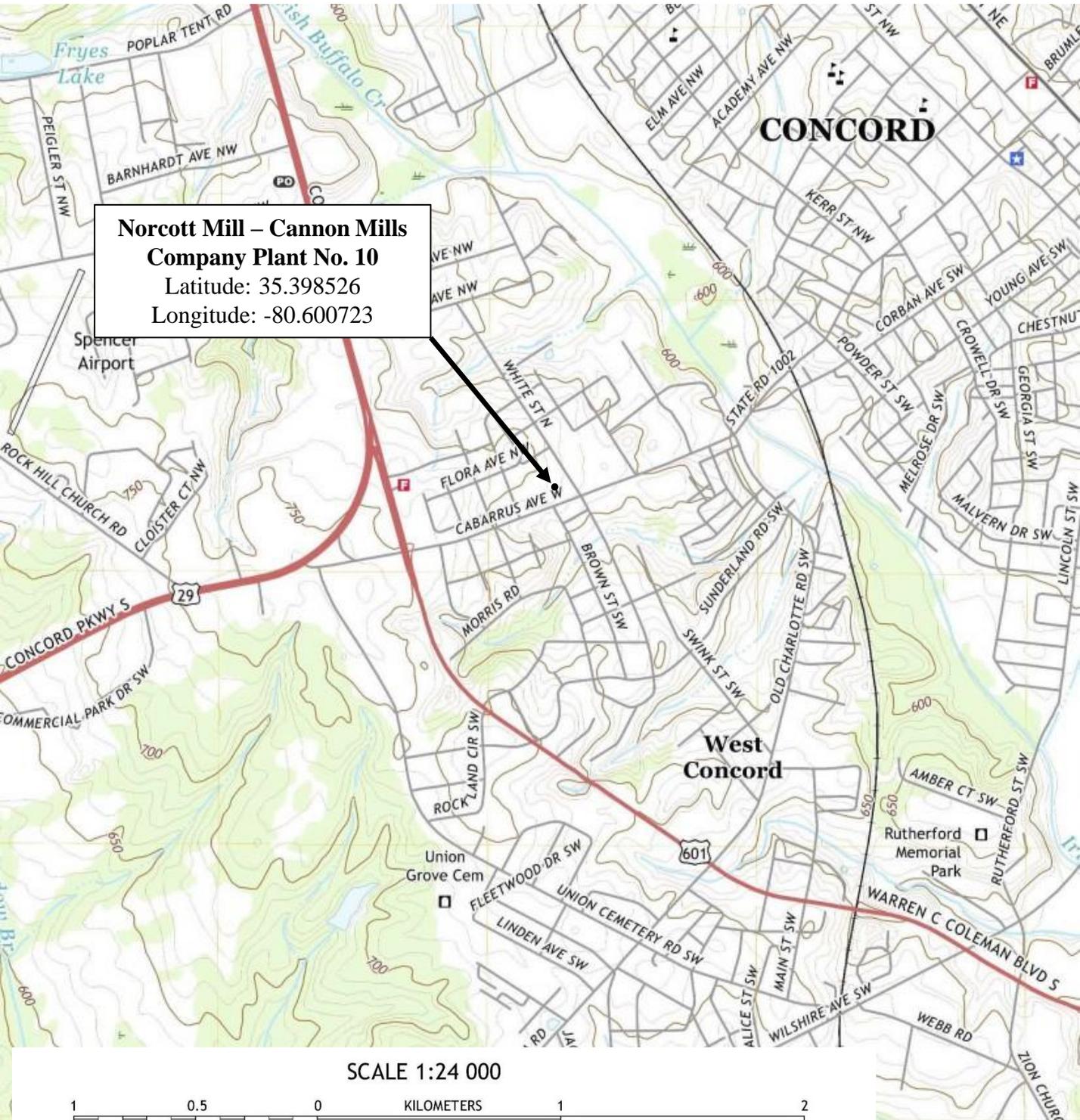


- 11. Cotton warehouse, erected in three stages between 1938 and 1947, southeast oblique
- 12. North hose house, erected between 1938 and 1947, southwest oblique

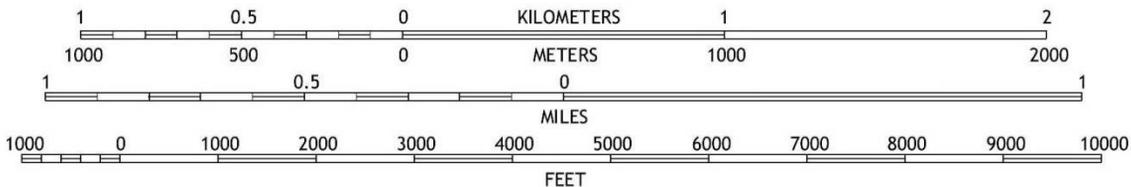


Norcott Mill – Cannon Mills Company Plant No. 10
580, 594, 598 Cabarrus Avenue West; 569-581 Flora Avenue NW
Concord, Cabarrus County, North Carolina
National Register Location Map

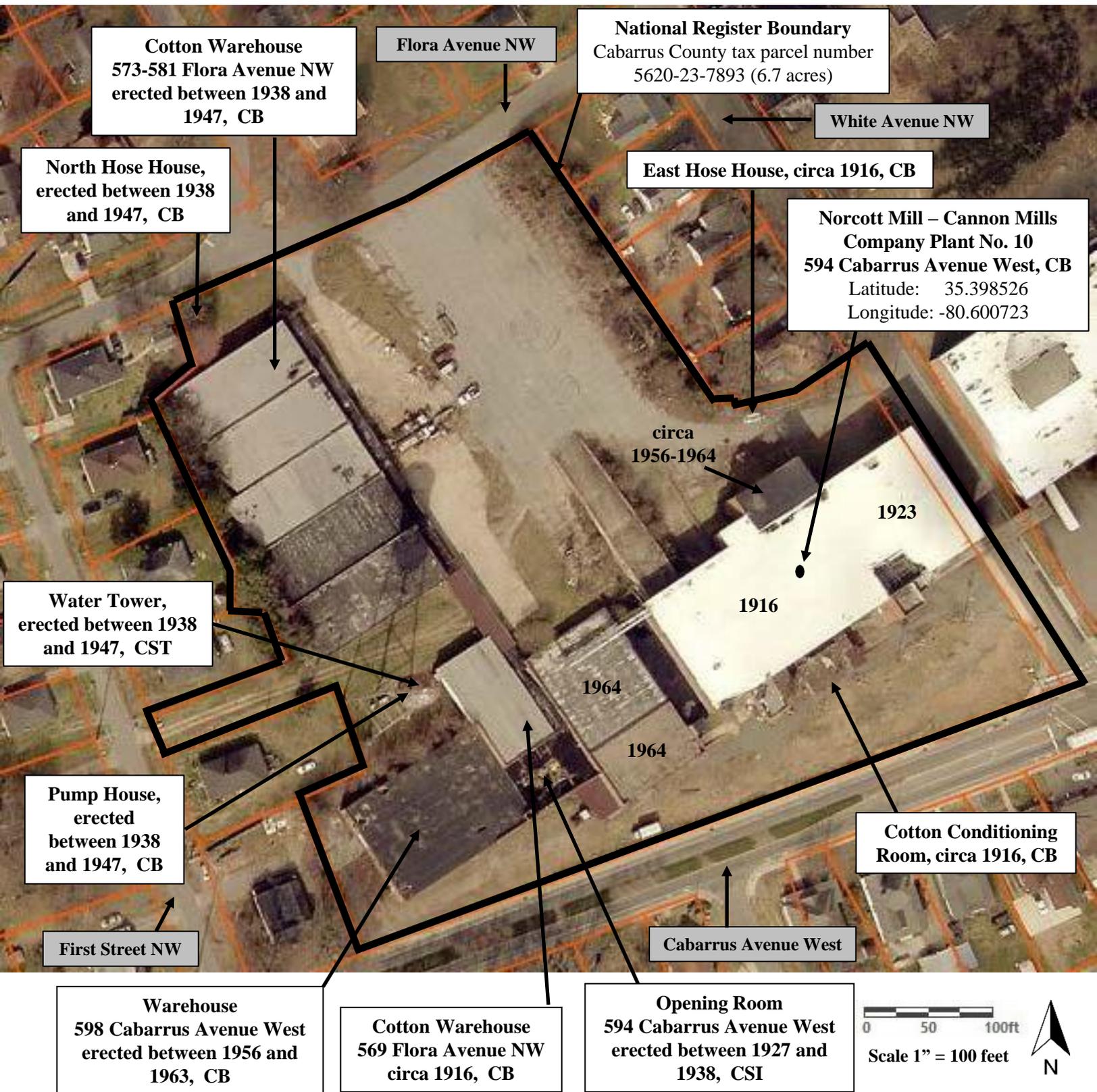
U. S. Geological Survey
Concord Quadrangle, 2019



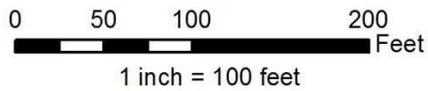
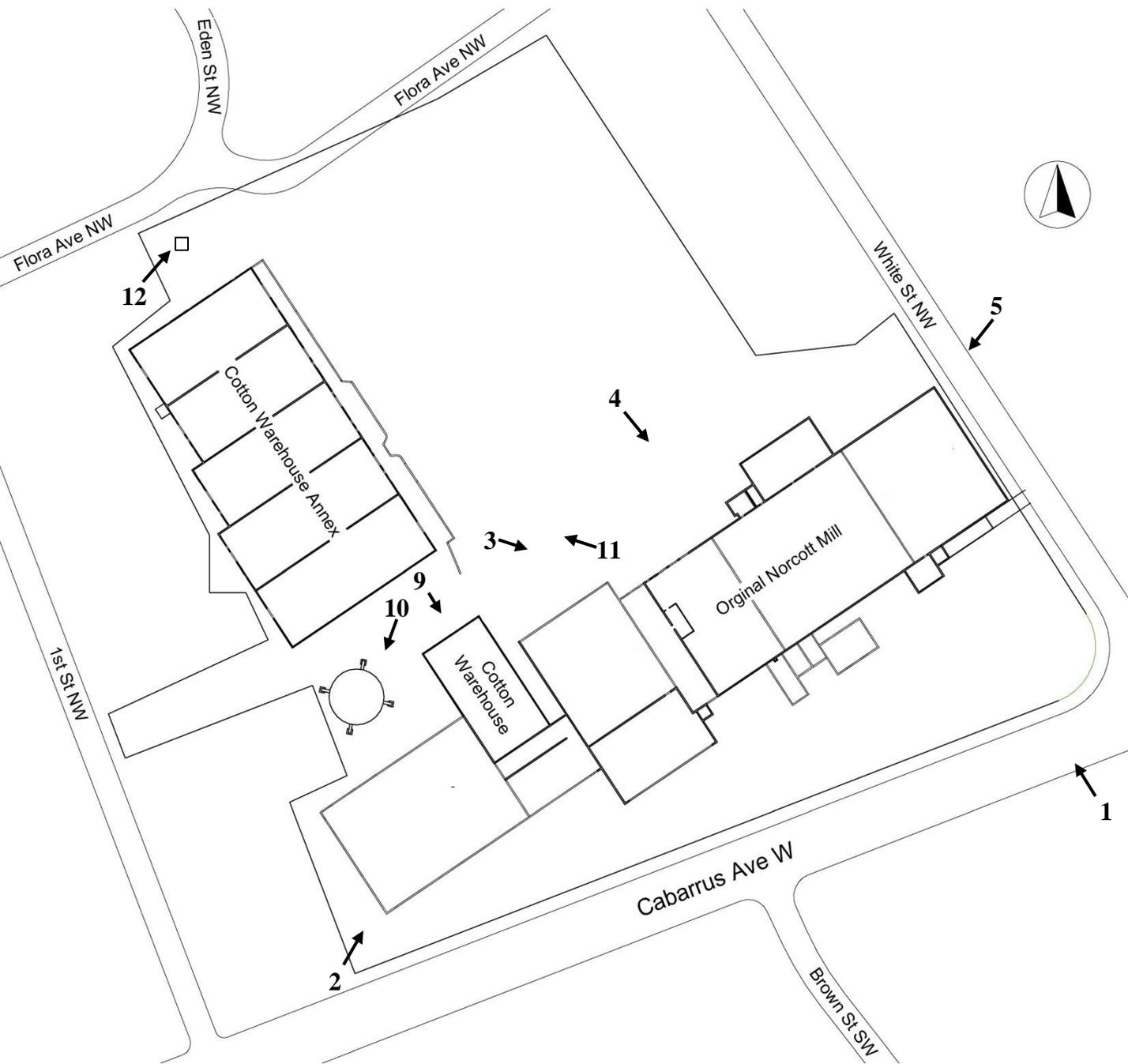
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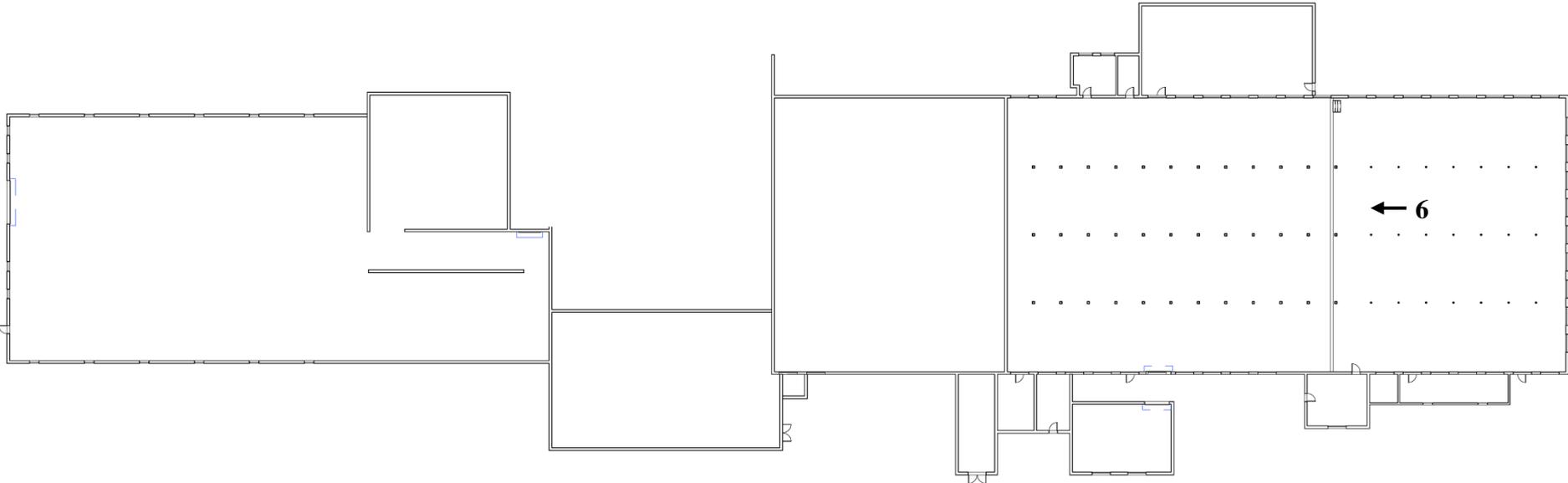
Norcott Mill – Cannon Mills Company Plant No. 10
 580, 594, 598 Cabarrus Avenue West; 569-581 Flora Avenue NW
 Concord, Cabarrus County, North Carolina
 National Register Boundary Map and Site Plan



Norcott Mill – Cannon Mills Company Plant No. 10
580, 594, 598 Cabarrus Avenue West; 569-581 Flora Avenue NW
Concord, Cabarrus County, North Carolina
Site Photograph Key

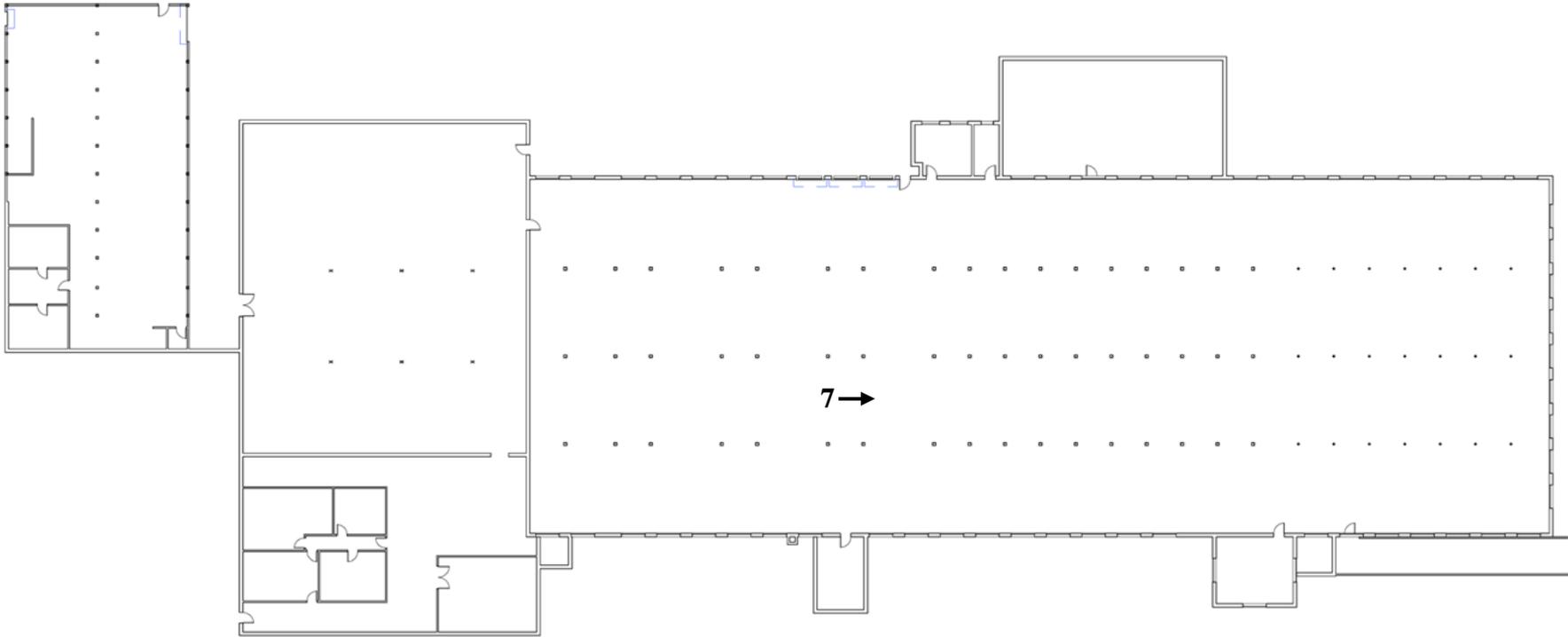


Norcott Mill – Cannon Mills Company Plant No. 10
580, 594, 598 Cabarrus Avenue West; 569-581 Flora Avenue NW Concord, Cabarrus County, North Carolina
Basement Plan and Photograph Key

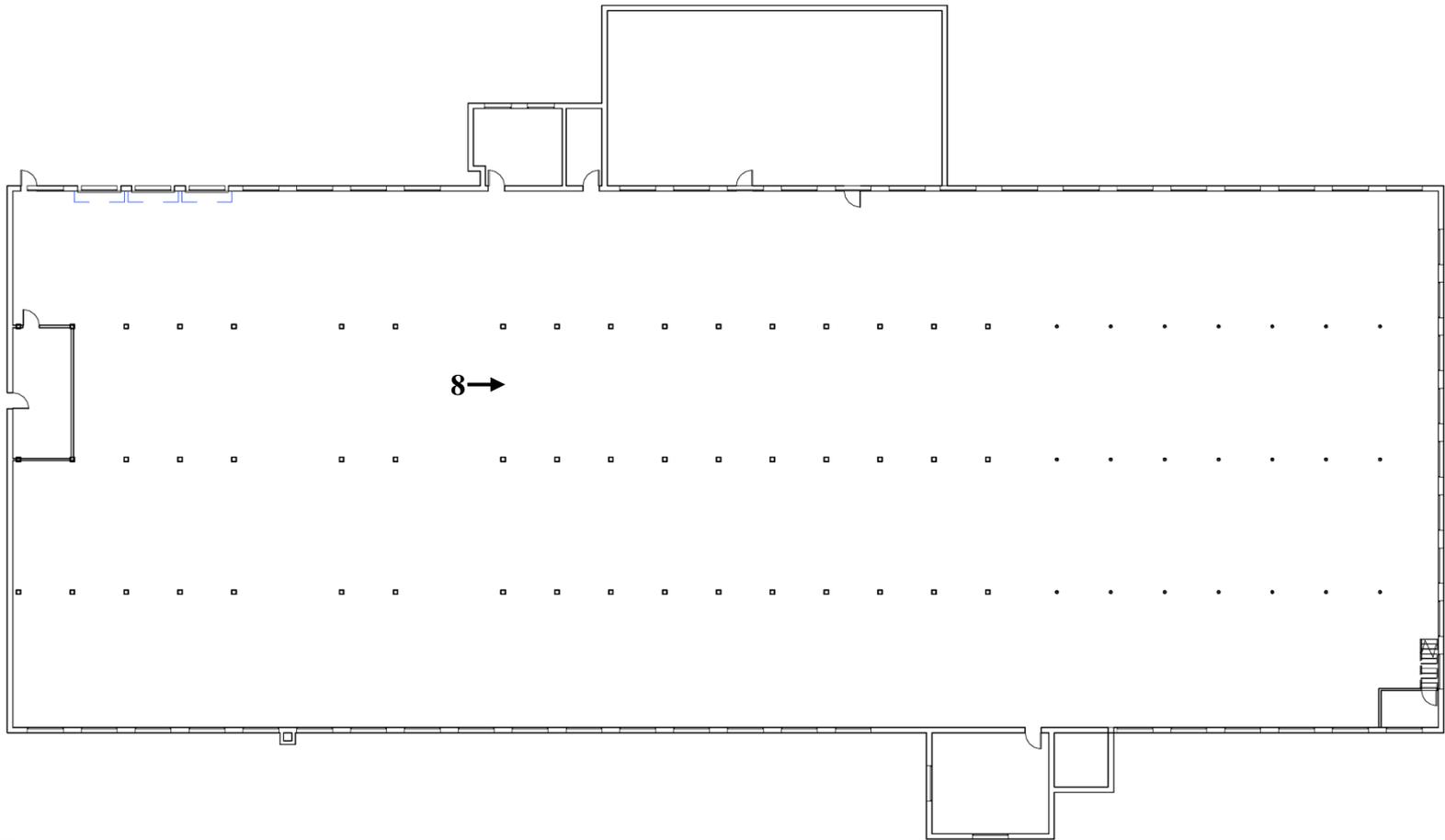


Plan created by Michael Phillipps, Legacy Drafting Services in January 2020
Photo views annotated by Heather Fearnbach, Fearnbach History Services, Inc. in July 2021

Norcott Mill – Cannon Mills Company Plant No. 10
580, 594, 598 Cabarrus Avenue West; 569-581 Flora Avenue NW Concord, Cabarrus County, North Carolina
First Floor Plan and Photograph Key

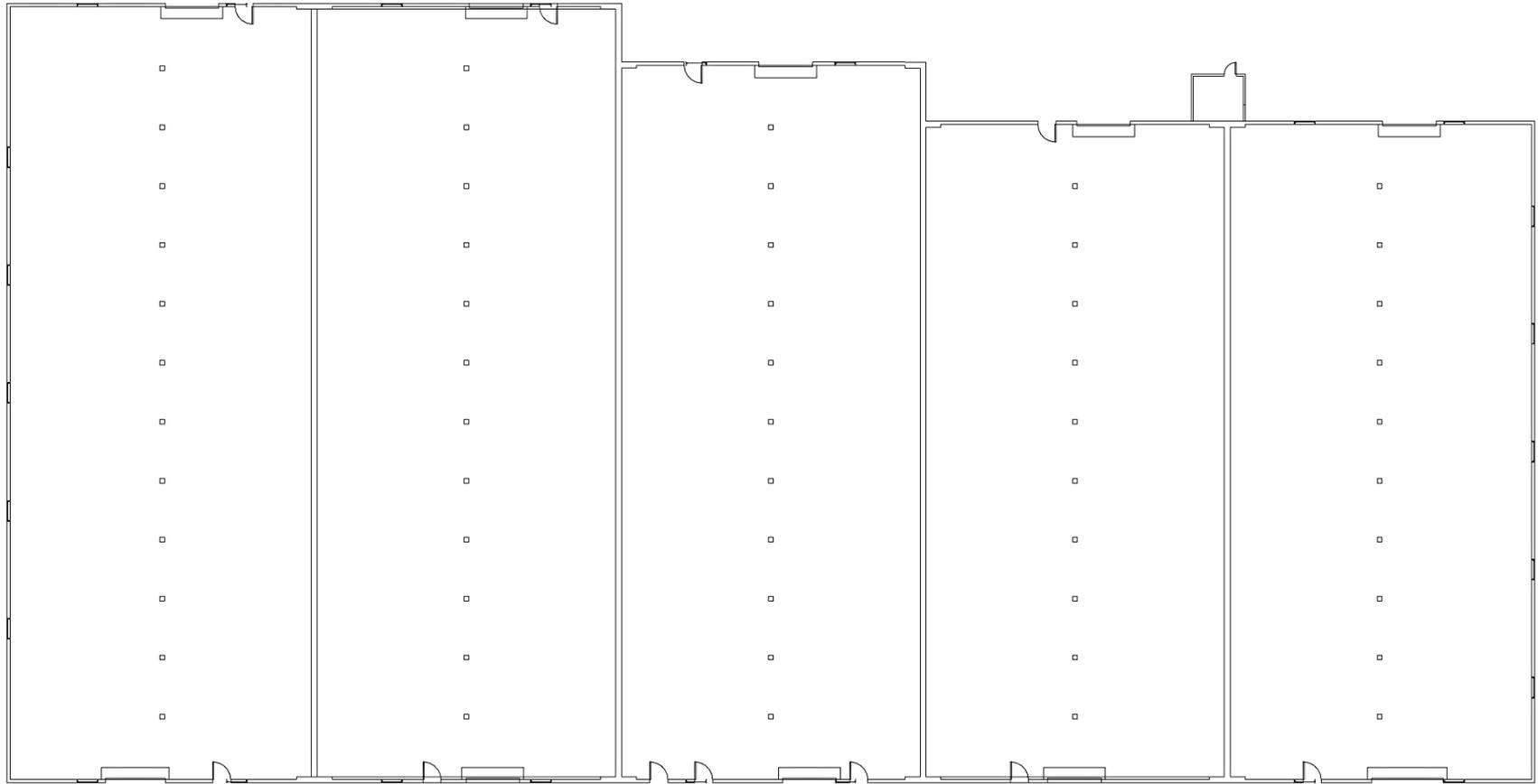


Norcott Mill – Cannon Mills Company Plant No. 10
580, 594, 598 Cabarrus Avenue West; 569-581 Flora Avenue NW Concord, Cabarrus County, North Carolina
Second Floor Plan and Photograph Key



Plan created by Michael Phillipps, Legacy Drafting Services in January 2020
Photo views annotated by Heather Fearnbach, Fearnbach History Services, Inc. in July 2021

Norcott Mill – Cannon Mills Company Plant No. 10
580, 594, 598 Cabarrus Avenue West; 569-581 Flora Avenue NW Concord, Cabarrus County, North Carolina
Warehouse Floor Plan



Plan created by Michael Phillipps, Legacy Drafting Services in January 2020
Photo views annotated by Heather Fearnbach, Fearnbach History Services, Inc. in July 2021