

United States Department of the Interior
National Park Service

National Register of Historic Places Registration Form

This form is for use in nominating or requesting determinations for individual properties and districts. See instructions in National Register Bulletin, *How to Complete the National Register of Historic Places Registration Form*. If any item does not apply to the property being documented, enter "N/A" for "not applicable." For functions, architectural classification, materials, and areas of significance, enter only categories and subcategories from the instructions.

1. Name of Property

Historic name: Stedman & Fuller Manufacturing Company Complex

Other names/site number: Bourn Rubber Company, Philips-Baker Rubber Company Complex

Name of related multiple property listing:

N/A

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

2. Location

Street & number: 49 Westfield Street

City or town: Providence State: RI County: Providence

Not For Publication: ☐ Vicinity: ☐ N/A

3. State/Federal Agency Certification

As the designated authority under the National Historic Preservation Act, as amended,

I hereby certify that this X nomination request for determination of eligibility meets the documentation standards for registering properties in the National Register of Historic Places and meets the procedural and professional requirements set forth in 36 CFR Part 60.

In my opinion, the property X meets does not meet the National Register Criteria. I recommend that this property be considered significant at the following level(s) of significance:

 national statewide X local

Applicable National Register Criteria:

X A B C D

Signature of certifying official/Title:

Date

Rhode Island Historical Preservation and Heritage Commission

State or Federal agency/bureau or Tribal Government

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

Signature of commenting official:

Date

Title :

State or Federal agency/bureau
or Tribal Government

4. National Park Service Certification

I hereby certify that this property is:

___ entered in the National Register

___ determined eligible for the National Register

___ determined not eligible for the National Register

___ removed from the National Register

___ other (explain:) _____

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

☐

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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 the count)

Contributing

3

Noncontributing

0

buildings

sites

structures

objects

Total

Number of contributing resources previously listed in the National Register 0

6. Function or Use

Historic Functions

(Enter categories from instructions.)

INDUSTRY/PROCESSING/EXTRACTION/*manufacturing facility*

Current Functions

(Enter categories from instructions.)

VACANT/NOT IN USE

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7. Description

Architectural Classification

(Enter categories from instructions.)

LATE VICTORIAN/*Italianate*

NO STYLE

Materials: (enter categories from instructions.)

Principal exterior materials of the property: _____

Foundation: STONE

Walls: BRICK

Roof: SYNTHETICS, TAR & GRAVEL

Other: METAL, STONE

Narrative Description

(Describe the historic and current physical appearance and condition of the property. Describe contributing and noncontributing resources if applicable. Begin with a **summary paragraph** that briefly describes the general characteristics of the property, such as its location, type, style, method of construction, setting, size, and significant features. Indicate whether the property has historic integrity.)

The Stedman & Fuller Manufacturing Company Complex is located at 49 Westfield Street in the West End section of Providence, Rhode Island. The immediate area is characterized by a mix of residential and repurposed industrial buildings. The complex occupies most of a city block bounded by Warren Street on the north, Fuller Street on the east, Westfield Street on the south, and Harrison Street on the west. The complex consists of three interconnected brick industrial buildings built over three different periods. The oldest portion of the complex is the westernmost building, a 2 ½ story, gable-roofed structure constructed in 1885 in the Italianate style (Building 1). The building was first occupied by the Stedman & Fuller Manufacturing Company. The next oldest portion of the complex is a 1-story receiving building located near the northeastern corner of the site (Building 2). The building was constructed for the Bourn Rubber Company ca. 1920. The largest portion of the complex is a 2-story, L-shaped building that abuts Building 1 to the east and Building 2 to the south. This building was constructed for the Phillips-Baker Rubber Company, successor to the Bourn Rubber Company, ca. 1930 (Building 3). Buildings 2 and 3 do

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not reflect any particular architectural style. Despite a few modern cement block accretions, the footprint of this complex has not changed substantially since the 1930s.

There have been alterations to the Stedman & Fuller Manufacturing Company Complex over the years, most commonly the removal and filling in of original doors and windows. The western elevation of the Stedman & Fuller Manufacturing Company Building received multiple accretions over the years, several of which remain. A two-story stair tower was originally centrally located on this elevation. It was subsumed in two phases by nondescript two-story vulcanizing rooms beginning ca. 1920. However, in scale and massing, the complex continues to convey its historic use as a collection of industrial buildings and retains sufficient integrity of location, design, setting, materials, workmanship, feeling, and association to merit listing on the National Register.

Narrative Description

Building 1—Stedman & Fuller Manufacturing Company Building, 1885 (Photos 1-4, 10-11, 14-16, 28-31)

The Stedman & Fuller Manufacturing Company Building was constructed in 1885. The 190' x 50', red brick factory building rises two stories over a raised basement and occupies the full expanse between Westfield and Warren Streets. This is a typical, late 19th century, industrial building. It features an overhanging, shallow gable roof with exposed rafter tails. The four-bay façade faces north onto Warren Street. (The original address was 58 Warren Street, see Figure 4). The main entrance was located in the westernmost bay and led to the company offices, which were located on the ground floor at the northern end of the building. The double-height entrance is marked by a segmental rowlock arch opening. The door, currently boarded up with plywood, is deeply recessed and features a transom light currently filled with glass block. The façade was originally characterized by regularly spaced, segmental arched windows in each bay on the first two floors with two smaller windows centrally placed in the attic story. The openings are now infilled with a combination of plywood, brick, and small, rectangular, mid-20th century windows. The southern elevation is similarly arranged with regularly spaced, segmental arched openings. There is no entrance on this elevation, but rather two, large, central, segmental arch openings that probably served as loading bays. These have quarry-faced granite sills. The west elevation originally featured a two-story projecting stair tower with a shallow gable roof centrally located on the elevation (Figure 2). This was likely the entrance to the factory portion of the building. The tower was enclosed within two vulcanizing rooms built by the Bourn Rubber Company in two phases ca. 1920 and ca. 1950 and converted to an elevator shaft by 1950. The vulcanizing rooms form a two-story brick block that encompasses six bays of the elevation and projects three bays from the main building. They are utilitarian in appearance with minimal fenestration and a flat roof. A brick freight elevator shaft is located one bay south of the vulcanizing rooms addition, and a small, two-story, concrete block stair tower located one bay further south on the elevation is of relatively recent construction. A one-story brick addition added ca. 1920 extended from the vulcanizing rooms to Westfield Street until ca. 1970 (See Figures 8-10).

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While the fenestration has been altered across all elevations, many segmental arch window openings are visible. Most are now bricked-in, glass-brick filled, or partially bricked-in with small, rectangular, mid-20th century windows inserted. The Stedman & Fuller Manufacturing Company Building was acquired by the neighboring Bourn Rubber Company between 1904 and 1908 and connected by a walkway at that time to a cluster of Bourn-built, frame buildings to the east, which housed various aspects of rubber manufacturing. The walkway and frame buildings were demolished for the construction of the buildings described below. The eastern elevation was subsumed by the Phillips-Baker Rubber addition. The wall was entirely removed except at the basement level.

The interior of the Stedman & Fuller Manufacturing Building retains features typical of industrial buildings. These include open floor plates, wood floors (in some places covered with tile), exposed, painted brick perimeter walls, and an exposed structural ceiling system. Single rows of regularly-spaced, round, steel, load-bearing columns that have been painted punctuate the open space on the first and second floors. Ceilings are exposed wood decking with heavy timber wood beams, many of which have been wrapped in fiber cement and painted. The removal of the former eastern wall on the first and second floors ca. 1930 creates a seamless interior transition between the Stedman & Fuller Manufacturing Building and the addition on the main floors. The eastern wall remains in the basement with openings cut just south of the midline. Stairs located along the west elevation within the concrete block are metal with metal handrails. The building has been vacant for some time but was most recently used for commercial and office space and the condition is deteriorated.

Building 2—Bourn Rubber Company Receiving Building, ca. 1920 (Photos 7, 34-39)

The Bourn Rubber Company Receiving Building was constructed ca. 1920 as a receiving building associated with the cluster of frame buildings (no longer extant) housing the various operations of the Company. The 70' x 90', brick building extends five bays along Warren Street and six bays south to the adjoining Phillips-Baker Rubber Company Main Building. It rises one story to a flat roof. A wide garage opening is centered on the north elevation. A pedestrian entrance is located one bay east of the garage entry. Large, rectangular window openings set between brick piers with recessed brick panels beneath them are located in the first, fourth, and fifth bays of this elevation, moving from east to west. The openings are infilled with mid-20th century decorative concrete block with an open, rectangular pattern. Original 6/6 double-hung steel sash remain on the interior. The east and west elevations of the building feature these same window openings regularly arranged between brick piers and recessed, blank brick panels. A second pedestrian entrance is located in the southernmost bay of the east elevation.

The interior of the building is much like that of the Stedman & Fuller Manufacturing Company Building. An open floor plate defines most of the interior volume. The floor is concrete with regularly spaced rows of single, square, steel support columns. The ceiling is exposed with heavy timber wood beams and wood decking. The support columns and ceiling beams are painted. A concrete block office is located along the southern wall. An enclosed wood entry vestibule is located on the northern wall.

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Building 3—Phillips-Baker Rubber Company Main Building ca.1930 (Photos 5-6, 8-9, 12-13, 17-27, 32-33)

The Phillips-Baker Rubber Company Main Building was constructed for the Philips-Baker Rubber Company, successor to the Bourn Rubber Company, ca.1930. The two-story, brick building has a roughly L-shaped plan. It abuts the Stedman & Fuller Manufacturing Company Building (Building 1) on the west, as well as the Bourn Rubber Company Receiving Building (Building 2) on the north. The overall dimensions of this building are 240' (along Westfield Street) x 190'. The roof is flat. This is a pier-and-spandrel building typical of early 20th-century industrial construction. The façade is punctuated by simple brick piers that continue onto the secondary elevations. The main block of the building extends 23 bays along Westfield Street and four bays along Fuller Street. A recessed pedestrian entrance is located in the tenth bay moving from west to east. Window openings between the piers are regularly spaced and rectangular. Presently, window openings are glass-brick filled with rectangular window inserts on the first story of the southwest corner or filled with mid-20th century decorative concrete block with an open, rectangular pattern in all other locations except for the second floor of the entry bay where an original multi-light steel sash with a hopper remains. A large, double garage door of modern construction is found on the east elevation. Modern, single-story, concrete block shipping and receiving rooms extend from the north elevation. Asphalt courtyards open onto Warren Street, occupying the spaces between the Bourn Rubber Company Receiving Building (Building 2) and the Phillips-Baker Rubber Company Main Building (Building 3).

The vacant lots on the north side of the site were occupied by frame dwellings that predated industrial development of the site. One of these, at the corner of Warren and Fuller streets, was converted for office use and was affiliated with the Bourn Rubber Company by 1920. These buildings were demolished between 1955 and 1970.

The interior of the Phillips-Baker Rubber Company Main Building has many of the same overarching industrial features as the rest of the complex, including a predominantly open plan with exposed painted brick perimeter walls, wood floors, and exposed ceiling structure and support columns. Many of the floors have been covered in tile and plywood. The ceiling structure is comprised of large steel beams, many wrapped in fiber cement, with wood decking above, all of which has been painted. Single rows of round, steel support columns that have been painted are regularly interspersed throughout the spaces that remain open. There are multiple stairs throughout the building. The main stair is located along the south wall slightly west of center. It is enclosed within brick walls with metal fire doors opening onto each floor. The stairwell is comprised of metal risers and treads with metal handrails and newel posts. There is also an open metal stair in the portion of the building that was constructed adjacent to the Stedman & Fuller Manufacturing Company Building. A wide, wooden ramp runs from the basement to the first floor at the center of the building.

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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.)

- ☐ 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 old or achieving significance within the past 50 years

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Areas of Significance

(Enter categories from instructions.)

INDUSTRY

Period of Significance

1885-1969

Significant Dates

1885 (construction of the Stedman & Fuller Manufacturing Building)

ca.1920 (construction of the Bourn Rubber Company Receiving Building)

ca.1930 (construction of the Phillips-Baker Rubber Company Building)

Significant Person

(Complete only if Criterion B is marked above.)

N/A

Cultural Affiliation

N/A

Architect/Builder

Unknown

Statement of Significance Summary Paragraph (Provide a summary paragraph that includes level of significance, applicable criteria, justification for the period of significance, and any applicable criteria considerations.)

Constructed between 1885 and ca.1930, the Stedman & Fuller Manufacturing Company Complex is significant at the local level under Criterion A in the area of Industry for its association with several locally significant manufacturing concerns: the Stedman & Fuller Manufacturing Company, the Bourn Rubber Company, and its successors the Phillips-Baker Rubber Company and the Goodyear Footwear Corporation. The Stedman & Fuller

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Manufacturing Company produced card clothing, a heavy material with closely-spaced wire teeth that covered the large cylinders of mechanized carding machines used in textile production. The Bourn Rubber Company and its successors produced a variety of rubber goods, originating with boots and shoes. The period of significance extends from 1885, when the Stedman & Fuller Manufacturing Company Building was constructed, until 1969, approximately when rubber production at the complex ceased.

Narrative Statement of Significance (Provide at least **one** paragraph for each area of significance.)

The Stedman & Fuller Manufacturing Company

The history of the Stedman & Fuller Manufacturing Company begins in Lawrence, Massachusetts, in the mid-19th century. At that time, Lawrence, along with the Leicester/Worcester area of Massachusetts, was a center of card clothing manufacture in southern New England. Card clothing operations were an important part of the textile industry. Carding was a combing action that allowed raw textile fibers, such as cotton and wool, to be cleaned and straightened so that they could be spun into thread. In the carding process, fibers were separated by a series of wire teeth to align the fibers in the same direction and to remove impurities and short, broken fibers. Once the carding process was complete, the fibers could be drawn and twisted into thread. Initially done by hand, the mechanization of the carding process in the late 18th century was a significant development in the production of textiles. Carding machines typically used large cylinders covered with a thick foundation material through which fine, closely spaced wires were pressed. This material was known as “card clothing.” Carding machines not only increased the rate at which fibers could be processed but they also produced a standardized product.¹

The Stedman & Fuller Manufacturing Company were producers of the card clothing designed for carding machines. The company was named for Samuel M. Stedman (1821-1887) and George A. Fuller (1827-1899). Fuller was born in Leicester, Massachusetts, and began learning the trade of card setting as a teenager. He worked in Lancaster and Philadelphia, Pennsylvania, for some time before returning to Leicester in 1852. He moved to Lawrence, Massachusetts, a couple of years later to work for the firm of Warren and Bryant, established in 1850 as the successor to one of the oldest card clothing manufacturing firms in the country.² It was here that Fuller met Samuel M. Stedman. Stedman was born in Enfield, Maine, and made his way to Lawrence, where he was employed by Warren and Bryant.³ In 1856 the two men purchased half an interest

¹ National Register of Historic Places. *Mechanical Fabric Company*. Providence, Providence, Rhode Island. # 13001059.

² Henry G. Kittredge and A.C. Gould. *History of the American Card Clothing Industry*. (Worcester: The T.K. Earle Manufacturing Company) 1886, 67.

³ “Samuel M. Stedman,” Massachusetts Death Records, 1841-1915. www.ancestry.com.

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in Warren and Bryant and renamed the company Stedman & Fuller.⁴ The firm thrived in Lawrence for nearly three decades. In 1885, the firm was incorporated under the name Stedman & Fuller Manufacturing Company, and relocated to Providence, Rhode Island. Textile production had long been a significant industry in Providence. By the late 19th century, the city was considered the leading production center for wool and worsted goods in the U.S., employing nearly 9,000 workers in 1890.⁵ The scale of the textile industry in Providence was no doubt an attraction for the Stedman & Fuller Manufacturing Company. Stedman, who remained in Lawrence, retired from actively running the business at the time of the move. He died just a few years later, in 1887.⁶

The Stedman & Fuller Manufacturing Company moved into a 2½ -story brick steam mill that had been recently constructed on Westfield Street by an investor, General George Lewis Cooke, for a manufacturing tenant in the West End of Providence⁷ (Building 1). The neighborhood, which is southwest of downtown, was characterized by a mix of residential and industrial development at the time. The vacant lot on which Cooke constructed the building that would become home to the Stedman & Fuller Manufacturing Company was located on a block that included single family residential dwellings as well as industrial buildings by 1882. The property had been part of the holdings of the A. & W. Sprague Company in the 1870s; the Sprague Mowing Machine Company was located to the south across Westfield Street (no longer extant) (Figure 1). The A. & W. Sprague Company was dissolved following the economic depression that followed the Panic of 1873; at the time it was the largest business failure in U.S. History.⁸ By the mid 1880s, General Cooke owned the former A. & W. Sprague Company's properties and renamed the Sprague Mowing Machine Company Building the Laura Building, for his wife. The mill building that the Stedman & Fuller Manufacturing Company later occupied extended the full width of the block between Warren and Westfield streets, and was powered by a steam engine located in the southeast corner of the building, which drew its steam from the Laura Building⁹ (Figures 2-3). Just a few years after moving to Providence, the Stedman & Fuller Manufacturing Company plant was featured in a compilation of significant manufacturing concerns in the city, where it was deemed "the most prominent concern in Providence" that combined the manufacture of leather belting and card clothing. The entry included an illustration of the new building (Figure 4), and highlighted significant features of the plant and its products:

The plant is embraced in a three-story brick building 50 x 200 feet in dimensions, which is fully equipped with all necessary special machinery and appliances, operated by a 25

⁴ William Richard Cutter, "George Alonzo Fuller," *New England Families Genealogical and Memorial* (New York: Lewis Historical Publishing Company) 1915, 2291-2292.

⁵ William McKenzie Woodward and Edward F. Sanderson. *Providence: A Citywide Survey of Historic Resources*. (Rhode Island Historical Preservation Commission) 1986, 56.

⁶ "Death of Samuel M. Stedman," *The Boston Globe*. September 13, 1887, 6.

⁷ "Business Looking Up: A Survey of the Many Manufacturing Concerns in and Around Providence," *The Boston Daily Globe*. December 17, 1884.

⁸ William McKenzie Woodward and Edward F. Sanderson. *Providence: A Citywide Survey of Historic Resources*. (Rhode Island Historical Preservation Commission) 1986, 55.

⁹ Edward Connors & Associates, *Stedman & Fuller/Bourn Rubber Company/Philips Baker Rubber Company Complex Preliminary Determination of Eligibility (PDOE)* 2005.

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horse-power steam engine, and furnishes employment to forty skilled workmen.¹⁰ The products of the works consist of well-stretched oak-tanned leather belting, in all widths, and all styles and kinds of card clothing, set in leather, linen and woolen cloth, cotton and rubber. The company are also dealers in lace, belt, picker, apron and roll leathers, and are importers of worsted machinery...¹¹

The Stedman & Fuller Manufacturing Company Building largely adhered to the standard late 19th century configuration for industrial buildings. Defining architectural characteristics of the building are its long, narrow footprint that extends the full width of a city block, exterior stair tower, heavy wood interior framing, brick exterior walls, shallow gable roof, segmental arched windows, and minimal ornamentation. Combined, this form represented a departure from mills constructed earlier in the century, which were typically domestically scaled, wood frame buildings with light post-and-beam construction, clapboard exterior walls, steeply pitched roofs, and small, rectangular windows. These early mill buildings were extremely susceptible to fire, in large part due to their interior framing systems, which were comprised of light floor planks resting on numerous floor joists, and interior stairs allowing for the rapid spread of fire throughout the building via the air shaft it created. Changes made to structure and design in the 1820s resulted in a gradual change in form. Slow-burning mill construction, a purposefully over-engineered design which was intended to slow the spread of fire and minimize structural failure, was introduced by Providence businessman Zachariah Allen in the 1820s and became widely adopted throughout Rhode Island and New England. The slow-burning mill construction employed heavy wood beams, double thickness planked wood floors often with mortar between layers, and masonry exterior walls, initially stone. This structural system continued to be employed throughout the 19th and into the 20th centuries, even as changes to mill buildings' exteriors were evolving. The exterior stair tower also emerged in the 1820s. Not only did the removal of stairs from the main block of the building reduce the threat of widespread fire, it also allowed for more uninterrupted interior workspace. An exterior alteration that emerged as the 19th century wore on was the use of brick, which became an increasingly common building material for exterior walls, replacing stone towards the middle of the 19th century. Rooflines and building size began to change in the 1860s and 1870s. Steeply pitched gable roofs found on earlier mills were largely replaced by low-pitched gable and flat roofs, and mill buildings began to increase in size. In need of additional light and ventilation as they grew in scale, mill buildings constructed during the final decades of the 19th century devoted increasing wall space to windows, often paired. Segmental arched windows became favored for their ability to distribute wall load onto brick piers between windows. Architectural embellishment was minimal on mill buildings throughout the nineteenth century. Where present, it was typically limited and concentrated around building entrances and stair towers.¹² Employing these advancements in structure and form, the Stedman & Fuller Manufacturing Company Building was a typical 19th century mill building. Additional design elements intended to prevent the spread of fire were added to the building in the late 19th and 20th centuries. These included iron shutters (added by

¹⁰ The building is actually two stories over a raised basement.

¹¹ James P. McKinney and George H. Cook, eds. *The Industrial Advantages of Providence, R.I.* (Providence: Jas. P. McKinney Publishers) 1889, 101.

¹² Woodward and Sanderson, 125-128.

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1899), iron doors between a later addition vulcanizing room and the main building (added by 1920), and automatic sprinklers in a later addition heel room (added by 1920).

The Stedman & Fuller Manufacturing Company conducted business in Providence as an independent card clothing manufacturer with George Fuller as its president and his son-in-law, Arthur Kelley, as its treasurer from 1885 until it was absorbed into the American Card Clothing Company combine five years later. The American Card Clothing Company, incorporated in 1890 and based in Worcester, Massachusetts, purchased virtually all of the card clothing manufacturers in the United States at that time. Fuller remained the manager of the Providence branch and also became a director, and later served as president of the American Card Clothing Company. In the same year that he sold the Stedman & Fuller Manufacturing Company to the American Card Clothing Company, Fuller and Kelley founded the Mechanical Fabric Company in Providence, manufacturers of card clothing foundation material and other rubber products (NR 2013). The plant was located just two blocks south of the Stedman & Fuller Manufacturing Company factory. Fuller remained a significant figure in the field until his death in 1899. The American Card Clothing Company was sold to a Massachusetts syndicate in 1905 and various plants, including the former Stedman & Fuller Manufacturing Company factory, were sold at that time.

The Bourn Rubber Company

As part of the liquidation of the American Card Clothing Company combine in 1905, the former Stedman & Fuller Manufacturing Company building was sold to the Bourn Rubber Company. This local business had a long history in Providence and was steadily developing its plant on neighboring parcels on Westfield Street when it purchased the card clothing factory and absorbed it into its facility.

The central figures in the Bourn Rubber Company were George O. Bourn (1809-1859), and his son Augustus O. Bourn (1834-1925). George Bourn began his rubber business as early as 1838, producing rubber boots and shoes at 69 ½ Westminster Street through the mid 1840s. By 1852 he was manufacturing rubber shoes on Dorrance Street in downtown Providence.¹³ He had a number of business associates over the years, as reflected in the various names under which his business was known: Bourn & Winslow (1840-1842), George O. Bourn (1842-1847), Bourn & Brown (1847-1851), and Bourn, Brown, and Chaffee (1851-1861).¹⁴

George Bourn's son, Augustus, joined Bourn, Brown & Chaffee after graduating from Brown University in 1855; he became a partner when his father died in 1859 (Figure 5). The firm was incorporated as the Providence Rubber Company in 1861. Augustus Bourn founded the National Rubber Company in Bristol, Rhode Island, in 1864, which he merged with the Providence Rubber Company in 1867. The National Rubber Company (known as the National India Rubber Company after 1888) became a principal employer in the town of Bristol, employing over 1,500

¹³ 1838, 1841, 1844, 1852 Providence city directories.

¹⁴ Joseph O. Hall, Jr. *Biographical Dictionary of the Manufacturers and Businessmen of Rhode Island at the Opening of the 20th Century*. (Providence: J.D. Hall & Co.), 1901, 23.

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workers and achieving an annual product valued at \$3,000,000 by 1890. The Bristol plant consisted of twenty-seven buildings on eighteen acres and was reportedly the largest rubber manufacturing plant in the country at the end of the 19th century.¹⁵ The Providence plant, no longer extant, was located at the corner of Clifford and Dorrance streets, with offices at 5 and 7 Exchange Place (now Kennedy Plaza).¹⁶ The company manufactured shoes and boots, rubber clothing (such as raincoats), rubber belting and hoses, and various other rubber goods including doormats, footballs, and pharmaceutical supplies. Augustus Bourn continued his affiliation with his rubber enterprises and also entered politics as a state representative for Bristol beginning in 1876 and as governor of Rhode Island from 1883 to 1885. He left Rhode Island in 1889 for Rome, Italy, where he served as Consul-General of the United States until 1893. When he returned to Rhode Island, the Providence branch of the National Rubber Company was reorganized as the Bourn Rubber Company and located on Westfield Street in 1894. The company was incorporated in 1901.¹⁷

Prior to the introduction of the Bourn Rubber Company to Westfield Street in 1894, two other rubber manufacturers had occupied the site adjacent to the Stedman & Fuller Manufacturing Company: Brown & Co. and Studley Brothers. Brown & Co. began operating at 43 Westfield Street on the corner of Fuller Street in 1878¹⁸ (Figure 1). Studley Brothers was on site by 1883.¹⁹ By the late 1880s, the Brown & Co. rubber plant was operating as the Goodyear Rubber Boot and Shoe Company, incorporated in 1888 by William Brown, Jr., Augustus Bourn, and Philip H. Coyle. The Studley Brothers plant was joined to the Goodyear plant by a one-story connector and was utilizing its steam power²⁰ (Figure 3).

The Bourn Rubber Company consolidated these earlier factories in 1895 (Figure 7). Within a few years, the Bourn Rubber Company had expanded the complex to include several one- and two-story frame buildings behind the Westfield Street buildings and enlarged the former Studley Brothers building (Figure 8). None of the buildings associated with this period of expansion are extant today. According to a 1901 publication highlighting leading Rhode Island manufacturers, the Bourn Rubber Company employed 250 people at the turn of the 20th century. It goes on to describe the operations: "The plant on Westfield Street is equipped with all of the modern rubber-working machinery, and the finest grade of rubber boots and shoes are made here, and a great variety of patterns are turned out."²¹

The next major expansion of the rubber plant occurred in the early 20th century, when the Bourn Rubber Company purchased the former Stedman & Fuller Manufacturing Company Building following the dissolution of the American Card Clothing Company combine. The building was

¹⁵ Robert Grieve and John P. Fernald. *The Cotton Centennial 1790-1890* (Providence: J.A. & R. A. Reid Publishers) 1891, 143.

¹⁶ 1864-1884 Providence City Directories.

¹⁷ Hall, *Biographical Dictionary*, 23.

¹⁸ 1878 Providence City Directory.

¹⁹ "John M. Studley," *India Rubber World*, vol. 28 (Philadelphia: Bill Brothers Publishing Company) 1903, 273.

²⁰ 1889 Sanborn Fire Insurance Map.

²¹ Hall, *Biographical Dictionary*, 23.

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connected to the rubber plant by an iron clad passage. The Bourn Rubber Company expanded further in 1918. A trade journal from that year reported that the company's business exceeded its capacity on Westfield Street, and the company began construction of a new mill on nearby Waldo Street that would be dedicated to the production of rubber-covered wire; this would allow the Westfield plant additional space for continued boot and shoe production. Between the Westfield and Waldo street plants, the Bourn Rubber Company employed 680 workers.²² Anticipating further growth, the company also purchased lots adjacent to the Westfield Street Plant on Warren Street.²³ These lots were occupied by frame dwellings that predated industrial development of the block. Two of these houses were demolished for the construction of a one-story brick and concrete receiving building by 1920 (Building 2). A machine shop was constructed at the rear of the corner lot at 44 Warren Street, and that dwelling was later expanded and converted to an office with a fire-proof vault (no longer extant) (Figure 8). The death of Augustus Bourn in 1925 heralded change for the Bourn Rubber Company. Though the plant long associated with the Bourn family continued to produce rubber products until the late 1960s, it was no longer associated with the Bourn family after 1925.

The Phillips-Baker Rubber Company

Victor B. Phillips purchased the Bourn Rubber Company for \$150,000 in 1925. Phillips was an electrical engineer who was a partner in the firm Crecelius & Phillips, a general engineering practice in Cleveland, Ohio. He had been associated with the Cleveland Railway since 1911 prior to partnering with L.P. Crecelius in 1921.²⁴ Phillips ran the rubber company as its president while continuing to reside in Ohio. His business partner, Charles H. Baker, resided in Rhode Island and served as vice-president. The company was renamed the Phillips-Baker Rubber Company and continued to produce rubber boots and rubber-soled canvas shoes in the Bourn Plant. During the Phillips-Baker ownership, the frame buildings that comprised the 19th century rubber facilities were demolished and replaced with a large, brick, L-shaped building that extended from the former Stedman & Fuller Manufacturing Company building to Fuller Street (Figure 9). This building was constructed ca.1930.

Like the Stedman & Fuller Manufacturing Company Building, the Bourn Rubber Company Receiving Building and the Phillips-Baker Rubber Company Main Building feature brick walls and minimal ornamentation. However, built several decades later, they differed in important respects. The scale of Phillips-Baker Rubber Company Building at approximately 240' x 190' is much larger than the Stedman & Fuller Manufacturing Building, which at 50' x 190' was sizable for its day, but appears modest by comparison. Structurally, the Phillips-Baker Rubber Company Main Building employed steel post and beam construction rather than the heavy timber mill construction of the 19th century, and its wall structure, as well as that of the Bourn Rubber Company Receiving Building, incorporated brick piers, allowing for significantly larger window openings. These windows had flat, rather than arched, lintels. Finally, the flat roofs of these

²² "We are Also Strong on Rubber Goods," *Providence Magazine*, January 1924, 11.

²³ "The Rubber Trade in Rhode Island," *The India Rubber World*, February 1, 1918, 306.

²⁴ "V.B. Phillips, Consultant: Assistant to Vice-President of Cleveland Railways Joins Mr. Crecelius in Engineering Firm," *Electric Railway Journal*. (April 2, 1921), 662.

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buildings, rather than gabled, complete the more streamlined look of industrial buildings constructed in Providence in the 1920s and 1930s. Fire prevention methods employed in these buildings included iron shutters on the Bourn Rubber Company Receiving Building, and automatic sprinklers and fire doors on all floors of the Phillips-Baker Rubber Company Main Building.

In 1936, the Phillips-Baker Rubber Company was liquidated due to unresolved labor disputes.²⁵ The plant was auctioned in 1937. The sale included not only the real estate, machinery and equipment contained within the plant, but also patents and trademarks owned by the company. The advertisement for the auction claimed that the property was, “one of the finest and most modernly equipped plants of its kind,” and was housed in modern, well-maintained buildings. The production capacity was reportedly several million pairs of shoes annually.²⁶ The Goodyear Footwear Corporation, incorporated in 1935 in Delaware, purchased the plant in 1937. Charles H. Baker became the vice president of the Goodyear Footwear Corporation and later served as its board chairman. The Goodyear Footwear Corporation continued to operate as a boot and shoe manufacturing plant until the late 1960s (Figure 10). This marked the end of the plant’s association with rubber manufacturing. Klitzner Industries, a local jewelry manufacturer established in 1907 as the Harry Klitzner Company, moved its operations into the plant by 1971. Klitzner Industries was the last tenant of the plant. An RFP for its redevelopment was issued in 2018.

Industrial Development in the West End neighborhood of Providence

The Stedman & Fuller Manufacturing Company and the Bourn Rubber Company, its predecessors and successors, were part of Providence’s expanding industrial development during the 19th and early 20th centuries. During this period, Providence became a major manufacturing hub known predominantly for its production of textiles, base metals, and jewelry among other goods, including rubber products. The expansion of the textile industry in New England in the mid-19th century was due in part to the invention of various machines and equipment that improved the spinning and weaving processes. Providence became a center of the production of this equipment. The card clothing produced by the Stedman & Fuller Manufacturing Company, and later the American Card Clothing Company, contributed to the processing of textiles and the growth of industry in Providence. The production of rubber goods, though a smaller portion of Providence’s manufactured products than textiles, was still a significant business, generating \$10 million of goods in 1904 alone.²⁷

A key factor in the growth of industrial activity in Providence was the introduction of steam powered factories, which allowed manufacturers to locate mills away from water sites that had traditionally powered production. This innovation, initiated in Providence in 1827, contributed

²⁵ “Company Announces Plant Abandonment,” *The Miami Herald*, April 23, 1937, 27.

²⁶ “At Public Auction: The Complete Plant of the Phillips-Baker Rubber Company,” *The Philadelphia Enquirer*, August 7, 1937, 23.

²⁷ William McKenzie Woodward and Edward F. Sanderson. *Providence: A Citywide Survey of Historic Resources*. (Rhode Island Historical Preservation Commission) 1986, 57.

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to the industrial development of neighborhoods south of downtown Providence. The site of the Stedman & Fuller Manufacturing Company Complex on Westfield Street falls within the boundaries of Providence's West End, bordering the largely residential Elmwood neighborhood. This area was primarily agricultural - comprised of sparse farms and country estates - until the middle of the 19th century. Industrial development was introduced in the early 19th century with the construction of ice houses on Benedict and Mashapaug ponds and expanded midcentury with the introduction of large factories.²⁸ The New England Butt Company on Pearl Street and the Windsor & Brown gun manufactory (later part of the Jones Warehouse complex) on Central Street were some early industrial occupants of the neighborhood. The center of industrial activity in the neighborhood in the 1860s was the vicinity around Long Pond (filled by the 1880s). The Elmwood Cotton Mills opened on Daboll Street in 1866 and the area north of the pond was industrialized in the 1860s and 1870s with the construction of the Providence Gas Company gasometer on Westfield Street and the A. & W. Sprague ironworks factory between Cromwell and Sprague streets. The collapse of the A & W. Sprague Company in the panic of 1873 led to the sale of its real estate and additional industrial development of this area took hold, increasing in the late 19th and early 20th centuries. This development included the Stedman & Fuller Manufacturing Company Building and the various rubber factories which merged into the holdings of the Bourn Rubber Company, all steam-powered factories. It also included the A.T. Cross Factory across Warren Street, and a number of factories across Harrison Street: The Providence Lithograph Company and the Ada Building, which housed several jewelry enterprises, as well as George Fuller's Mechanical Fabric Company further east on Cromwell and Sprague streets. The largest plant in the West End was the Gorham Manufacturing Company, constructed in 1890 on Adelaide Avenue.²⁹

²⁸ Benedict Pond was filled in the 1930s.

²⁹ William McKenzie Woodward and Edward F. Sanderson. *Providence: A Citywide Survey of Historic Resources*. (Rhode Island Historical Preservation Commission) 1986, 38.

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Complex

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Woodward, William McKenzie and Edward F. Sanderson. *Providence: A Citywide Survey of Historic Resources*. (Rhode Island Historical Preservation Commission) 1986.

Maps (listed chronologically)

1875 G.M. Hopkins, *City Atlas of Providence, Rhode Island*

1882 G.M. Hopkins, *Atlas of the City of Providence, R.I. and Environs*

1885 Barlow’s Insurance Surveys, *Laura F. Cook Estate Providence, R.I.* Survey No. 8377

1889 Sanborn Fire Insurance Maps, Providence (also, 1899, 1920, 1951, 1956)

1895 Everts and Richards. *New Topographical Atlas of Surveys, Providence County, R.I.*

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1918 G.M. Hopkins, *Plat Book of the City of Providence, R.I.*

1937 G.M. Hopkins, *City of Providence Plat Map.*

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 # _____
- ☐ recorded by Historic American Landscape Survey # _____

Primary location of additional data:

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

Name of repository: _____

Historic Resources Survey Number (if assigned): _____

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10. Geographical Data

Acreage of Property 1.38 acres

Use either the UTM system or latitude/longitude coordinates

Latitude/Longitude Coordinates

Datum if other than WGS84: _____

(enter coordinates to 6 decimal places)

- | | |
|-----------------------|---------------------|
| 1. Latitude: 41.81043 | Longitude: -71.4260 |
| 2. Latitude: | Longitude: |
| 3. Latitude: | Longitude: |
| 4. Latitude: | Longitude: |

Or

UTM References

Datum (indicated on USGS map):

☐ NAD 1927 or ☐ NAD 1983

- | | | |
|----------|-----------|-----------|
| 1. Zone: | Easting: | Northing: |
| 2. Zone: | Easting: | Northing: |
| 3. Zone: | Easting: | Northing: |
| 4. Zone: | Easting : | Northing: |

Verbal Boundary Description (Describe the boundaries of the property.)

The boundaries of the Stedman & Fuller/Bourn Rubber/Phillips-Baker Rubber Company Complex are contiguous with those of the City of Providence Tax Assessor's Plat 30 Lot 355.

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Boundary Justification (Explain why the boundaries were selected.)

The boundaries of this 1.38-acre parcel encompass the mill buildings and original land holdings associated with the Stedman & Fuller Manufacturing Company and the Bourn Rubber/Phillips-Baker Rubber Companies which operated under single ownership by 1905.

11. Form Prepared By

name/title: Roysin Younkin
organization: MacRostie Historic Advisors
street & number: 313 Washington Street Suite 308
city or town: Newton state: MA zip code: 02458
e-mail: ryounkin@mac-ha.com
telephone: 617-499-4099
date: November 19, 2020

Additional Documentation

Submit the following items with the completed form:

- **Maps:** A **USGS map** or equivalent (7.5 or 15 minute series) indicating the property's location.
- **Sketch map** for historic districts and properties having large acreage or numerous resources. Key all photographs to this map.
- **Additional items:** (Check with the SHPO, TPO, or FPO for any additional items.)

Photographs

Submit clear and descriptive photographs. The size of each image must be 1600x1200 pixels (minimum), 3000x2000 preferred, at 300 ppi (pixels per inch) or larger. Key all photographs to the sketch map. Each photograph must be numbered and that number must correspond to the photograph number on the photo log. For simplicity, the name of the photographer, photo date, etc. may be listed once on the photograph log and doesn't need to be labeled on every photograph.

Stedman & Fuller Manufacturing Company
Complex

Name of Property

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Photo Log

Name of Property: Stedman & Fuller Manufacturing Company Complex

City or Vicinity: Providence

County: Providence

State: RI

Photographer: Kim Smith

Date Photographed: September 2019 and June 2020

Description of Photograph(s) and number, include description of view indicating direction of camera:

Photo 1 of 39 Building 1: Stedman & Fuller Manufacturing Company Building (left) south elevation, facing northwest.

Photo 2 of 39: Building 1: Stedman & Fuller Manufacturing Company Building, west and south elevations, facing northeast.

Photo 3 of 39: Building 1: Stedman & Fuller Manufacturing Company Building, west elevation, facing east.

Photo 4 of 39: Building 1: Stedman & Fuller Manufacturing Company Building, north elevation, facing southeast.

Photo 5 of 39: Building 3: Phillips Baker Rubber Company Building, east elevation, facing southwest.

Photo 6 of 39: Building 3: Phillips Baker Rubber Company Building, north elevation, facing south.

Photo 7 of 39: Building 2: Bourn Rubber Company Receiving Building east and north elevations, facing southwest.

Photo 8 of 39: Building 3: Phillips Baker Rubber Company Building, east and north elevations, facing southwest.

Photo 9 of 39: Building 3: Phillips Baker Rubber Company Building, south elevation, facing northwest.

Photo 10 of 39: Building 1: Stedman & Fuller Manufacturing Company Building, basement facing southwest.

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Photo 11 of 39: Building 1: Stedman & Fuller Manufacturing Company Building, basement facing southwest.

Photo 12 of 39: Building 3: Phillips Baker Rubber Company Building, basement facing southwest.

Photo 13 of 39: Building 3: Phillips Baker Rubber Company Building, basement facing southwest.

Photo 14 of 39: Building 1: Stedman & Fuller Manufacturing Company Building, first floor facing north.

Photo 15 of 39: Building 1: Stedman & Fuller Manufacturing Company Building, first floor facing north.

Photo 16 of 39: Building 1: Stedman & Fuller Manufacturing Company Building, first floor facing south.

Photo 17 of 39: Building 3: Phillips Baker Rubber Company Building, first floor facing west.

Photo 19 of 39: Building 3: Phillips Baker Rubber Company Building, first floor facing south.

Photo 19 of 39: Building 3: Phillips Baker Rubber Company Building, first floor facing southeast.

Photo 20 of 39: Building 3: Phillips Baker Rubber Company Building, first floor facing southwest.

Photo 21 of 39: Building 3: Phillips Baker Rubber Company Building, first floor facing west.

Photo 22 of 39: Building 3: Phillips Baker Rubber Company Building, first floor facing southeast.

Photo 23 of 39: Building 3: Phillips Baker Rubber Company Building, first floor facing southeast.

Photo 24 of 39: Building 3: Phillips Baker Rubber Company Building, first floor facing northeast.

Photo 25 of 39: Building 3: Phillips Baker Rubber Company Building, first floor facing southeast.

Photo 26 of 39: Building 3: Phillips Baker Rubber Company Building, first floor facing south.

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Photo 27 of 39: Building 3: Phillips Baker Rubber Company Building, second floor facing southeast.

Photo 28 of 39: Building 1: Stedman & Fuller Manufacturing Company Building, second floor facing northeast.

Photo 29 of 39: Building 1: Stedman & Fuller Manufacturing Company Building, second floor facing northeast.

Photo 30 of 39: Building 1: Stedman & Fuller Manufacturing Company Building, second floor facing northwest.

Photo 31 of 39: Building 1: Stedman & Fuller Manufacturing Company Building, second floor facing northwest.

Photo 32 of 39: Building 3: Phillips Baker Rubber Company Building, second floor facing southwest.

Photo 33 of 39: Building 3: Phillips Baker Rubber Company Building, second floor facing east.

Photo 34 of 39: Building 2: Bourn Rubber Company Receiving Building, first floor facing north.

Photo 35 of 39: Building 2: Bourn Rubber Company Receiving Building, first floor facing east.

Photo 36 of 39: Building 2: Bourn Rubber Company Receiving Building, first floor facing northwest.

Photo 37 of 39: Building 2: Bourn Rubber Company Receiving Building, first floor facing north.

Photo 38 of 39: Building 2: Bourn Rubber Company Receiving Building, first floor facing southwest.

Photo 39 of 39: Building 2: Bourn Rubber Company Receiving Building, first floor facing southwest.

Stedman & Fuller Manufacturing Company
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Additional Documentation

FIGURES

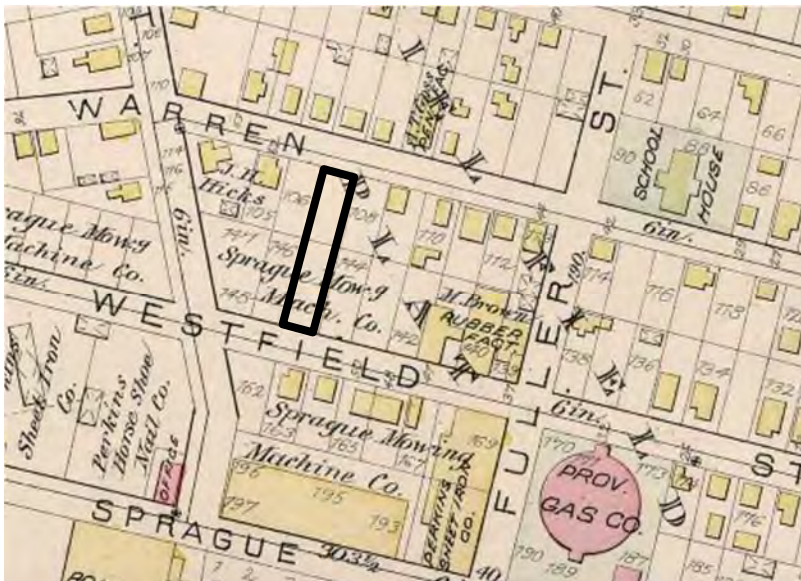


Figure 1: Detail from G.M. Hopkins, *Atlas of the City of Providence, R.I. and Environs* (1882) showing the undeveloped future site of the Stedman & Fuller Manufacturing Building (outlined).

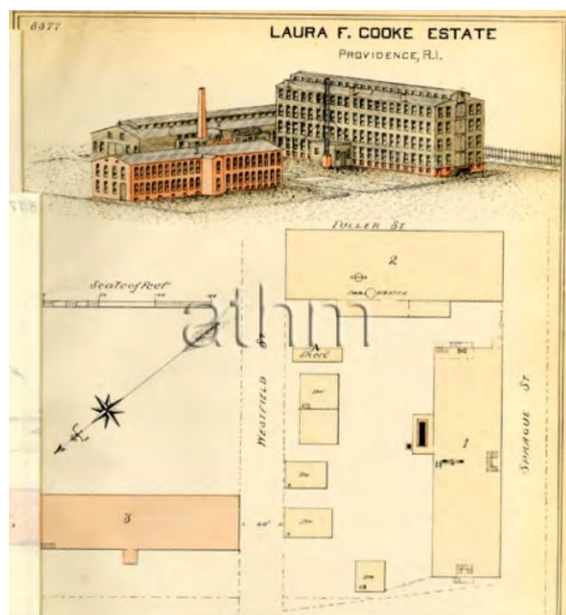


Figure 2: Detail from plan of *Laura F. Cook Estate*, *Barlow's Insurance Survey* (1885) showing the Stedman & Fuller Manufacturing Company building (left) in relation to the former Sprague Mowing Machine Company Building (right), later known as the Laura Building, across Westfield Street.

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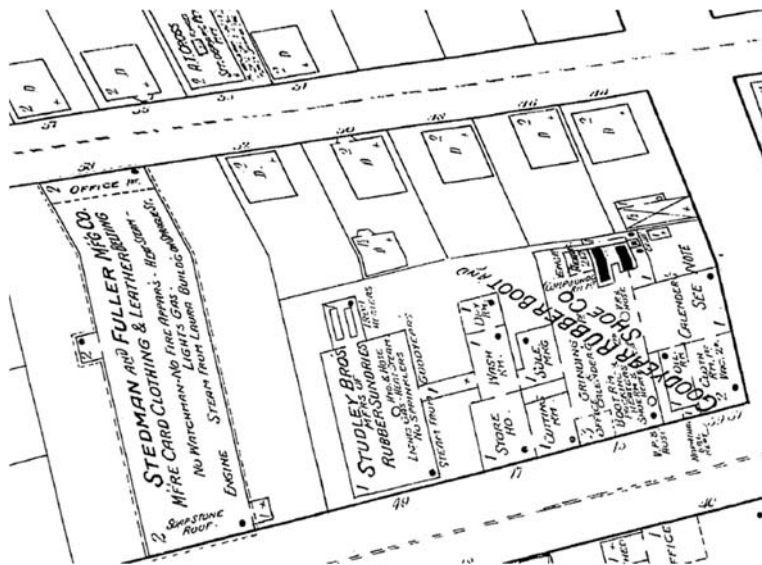


Figure 3: Detail from Sanborn Fire Insurance Map of Providence (1889, Sheet 19_a), showing the new Stedman & Fuller Manufacturing Company Building as well as the rubber manufacturers on the block.

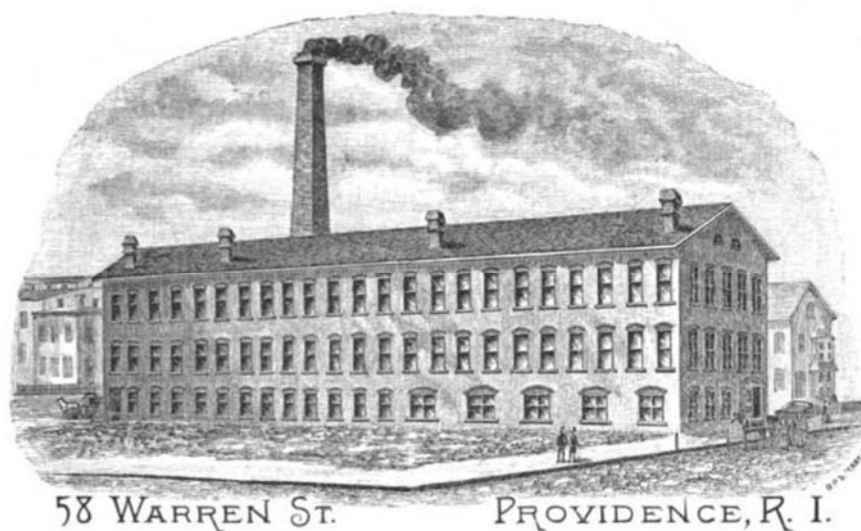


Figure 4: Illustration of the Stedman & Fuller Manufacturing Company Building featured in *Industrial Advantages of Providence and Environs* (1889).

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Figure 5: Augustus O. Bourn, son of George O. Bourn, former Governor of Rhode Island and principal figure in the operation of the Bourn Rubber Company. Image featured in *History of the State of Rhode Island and Providence Plantations* (1920).



Figure 6: Detail from Everts and Richards, *New Topographical Atlas of Surveys, Providence County, R.I.* (1895) showing the Stedman & Fuller Manufacturing Company Building, at the time owned by American Card Clothing Co., as well as the Bourn Rubber Company consolidation of rubber manufacturers on site.

Stedman & Fuller Manufacturing Company
Complex

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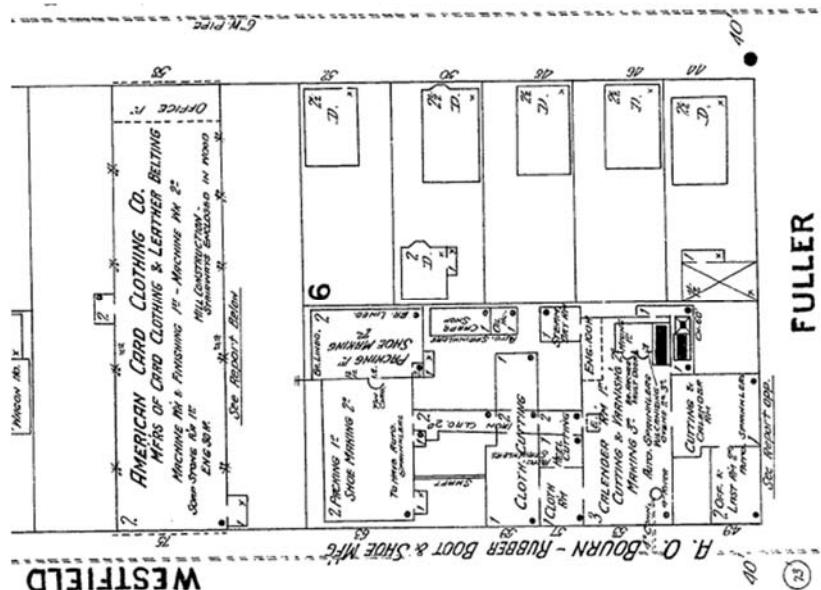


Figure 7: Detail from Sanborn Fire Insurance Map of Providence (1899-1900, Sheet 71) showing the Stedman & Fuller Manufacturing Company Building, at the time owned by American Card Clothing Co., as well as the Bourn Rubber Company Complex of frame buildings that preceded the current ca.1930 brick buildings.

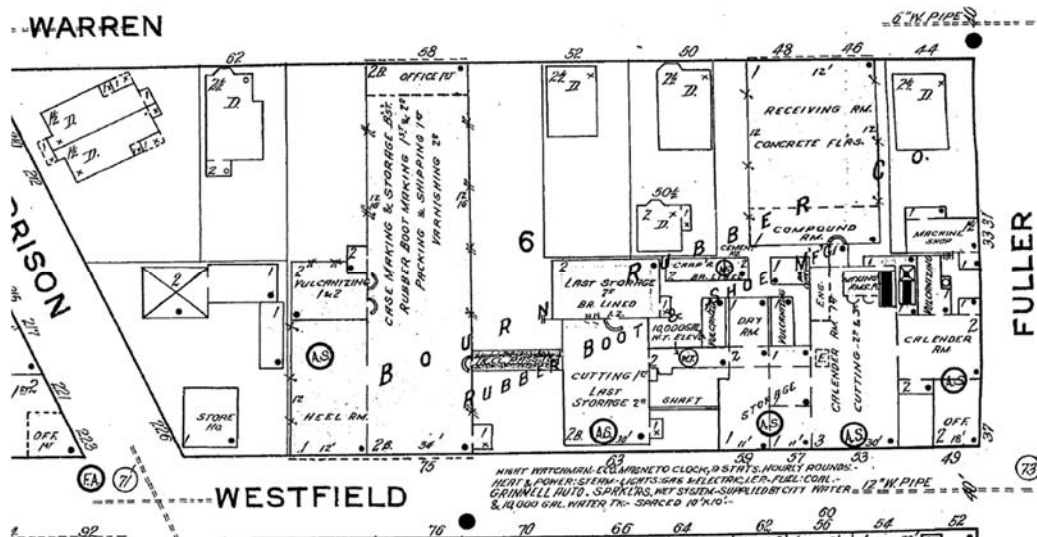


Figure 8: Detail from Sanborn Fire Insurance Map of Providence (1920-21, Sheet 71) showing the Bourn Rubber Company complex, which includes the former Stedman & Fuller Manufacturing Company Building, and the newly constructed receiving building on Warren Street.

Stedman & Fuller Manufacturing Company
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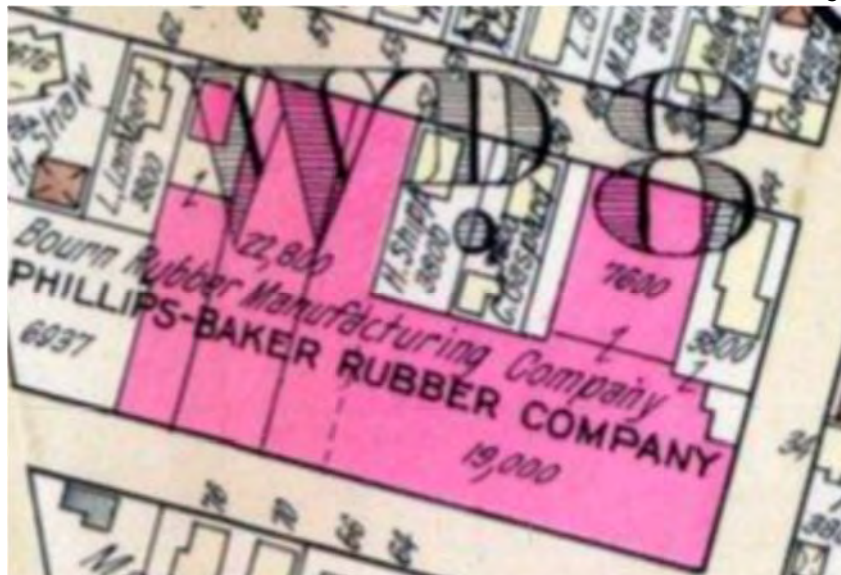


Figure 9: Detail of the G.M. Hopkins, *City of Providence Plat Map* (1937) showing the Phillips-Baker Rubber Company complex in its present-day configuration.

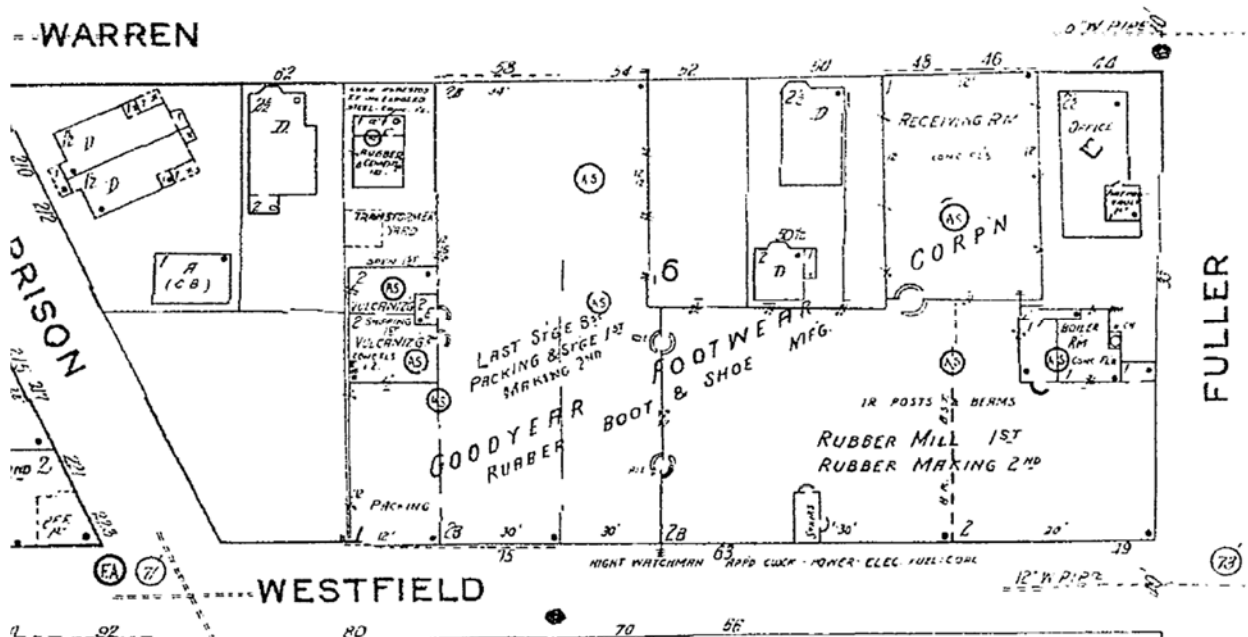


Figure 10: Detail from Sanborn Fire Insurance Map of Providence (1920, revised 1956, Sheet 71) showing the plant under Goodyear Footwear Corporation's ownership, the last rubber manufacturer to occupy the complex.

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Paperwork Reduction Act Statement: This information is being collected for applications to the National Register of Historic Places to nominate properties for listing or determine eligibility for listing, to list properties, and to amend existing listings. Response to this request is required to obtain a benefit in accordance with the National Historic Preservation Act, as amended (16 U.S.C.460 et seq.).

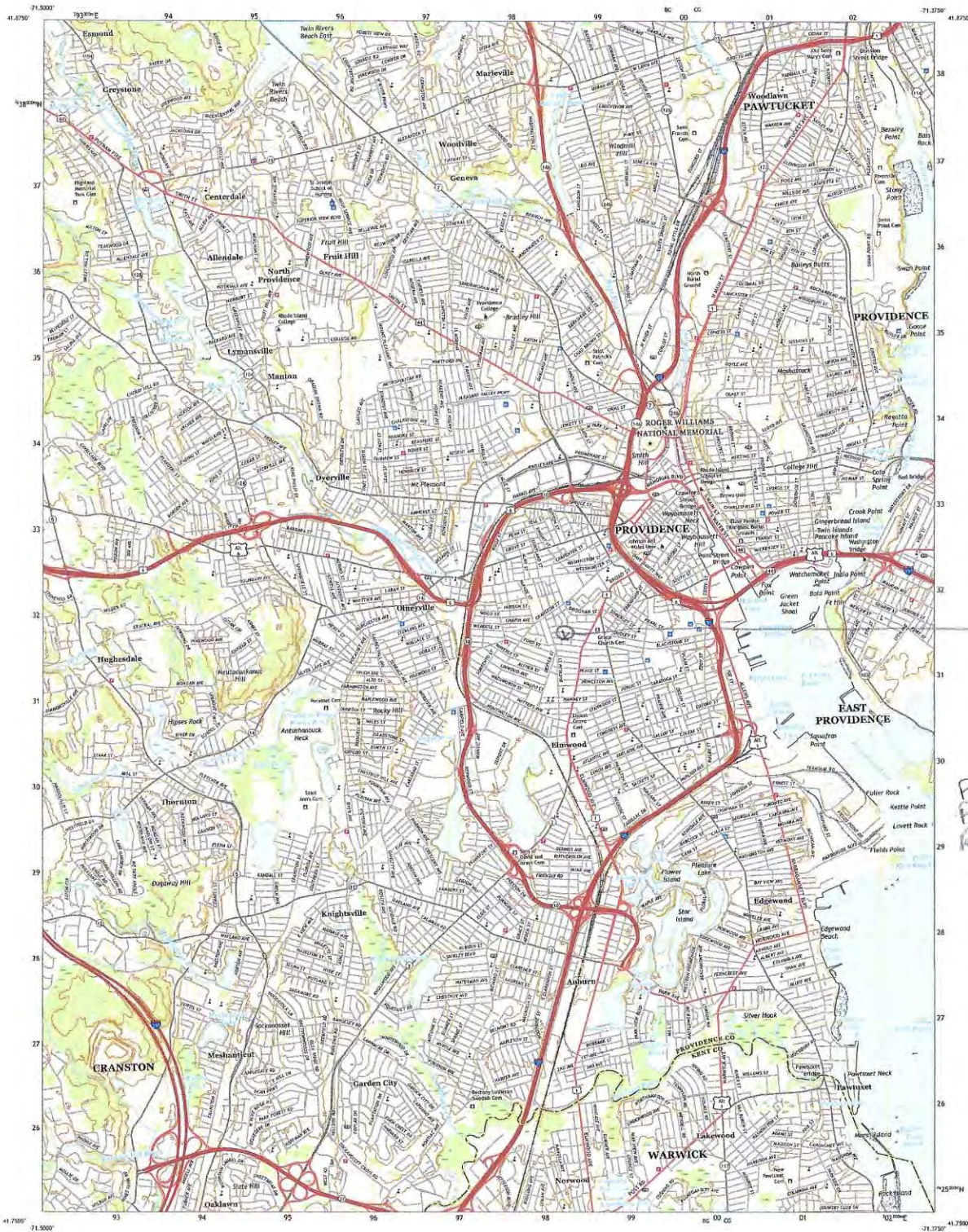
Estimated Burden Statement: Public reporting burden for this form is estimated to average 100 hours per response including time for reviewing instructions, gathering and maintaining data, and completing and reviewing the form. Direct comments regarding this burden estimate or any aspect of this form to the Office of Planning and Performance Management, U.S. Dept. of the Interior, 1849 C. Street, NW, Washington, DC.



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U.S. GEOLOGICAL SURVEY

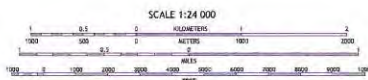
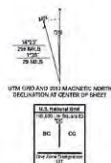


PROVIDENCE QUADRANGLE
RHODE ISLAND
7.5-MINUTE SERIES



Stedman and
Fuller/
Bourn
Rubber co/
Phillips-Baker
Rubber co.
Complex
Providence
Providence city
Rhode Island

Produced by the United States Geological Survey
North American Datum of 1983 (NAD83)
Map Projection: UTM
Datum: NAD83
Horizontal Datum: NAD83
Vertical Datum: NAVD83
Scale: 1:24,000
Date: July 2014
Author: USGS
Editor: USGS
Reviewer: USGS
Cartographer: USGS
Printer: USGS
Distributor: USGS
Sponsor: USGS
Funding: USGS
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Version: 1.0
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Availability: Free
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CONTAINING METERS 10 FEET
NORTH AMERICAN DATUM OF 1983

This map was produced in conformance with the
National Geospatial Program's Topographic Standard, 2011.
A metadata file associated with this product is available at: www.usgs.gov



1	2	3	4	5	6	7	8
1	2	3	4	5	6	7	8
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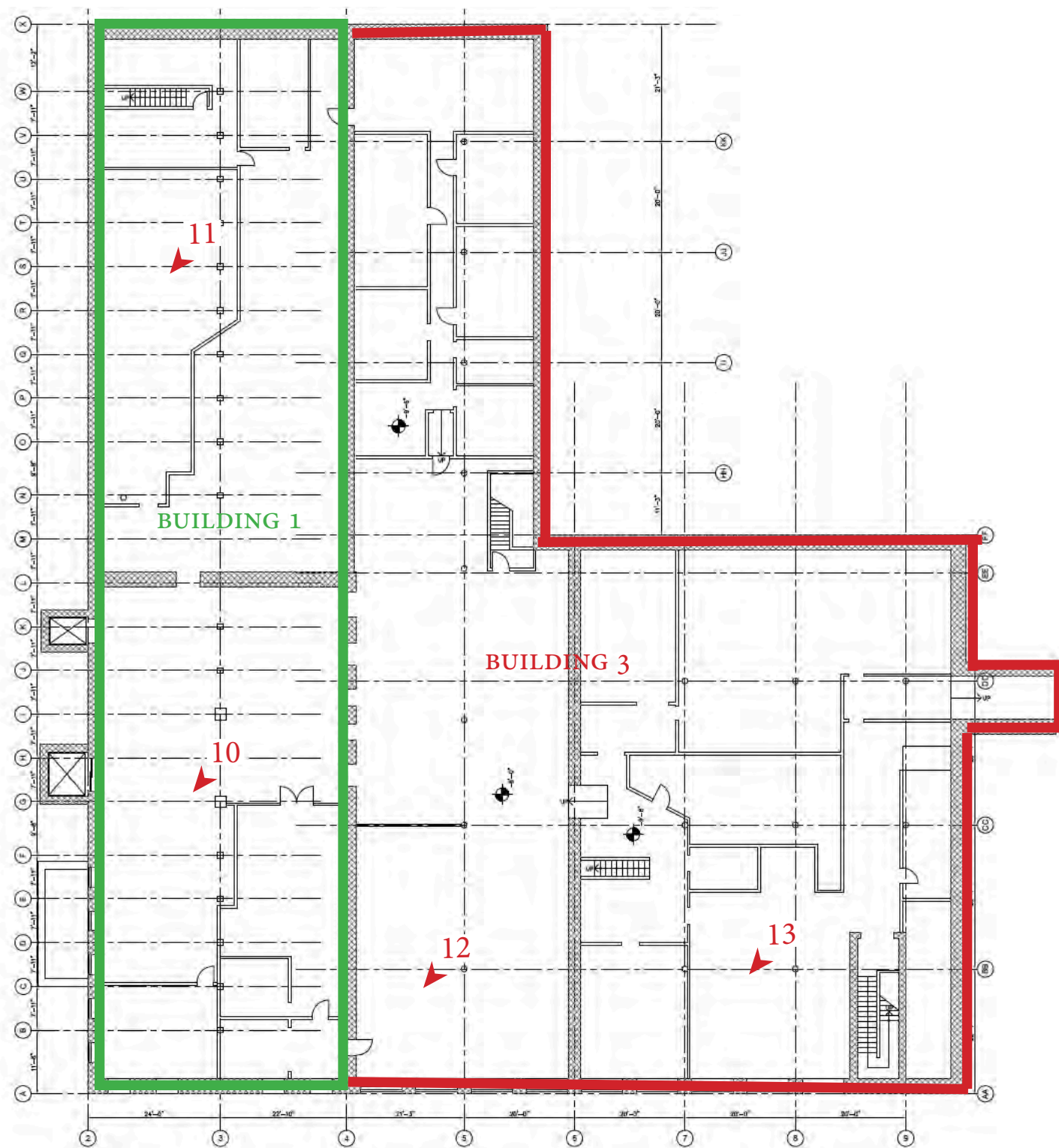
PROVIDENCE, RI
2018





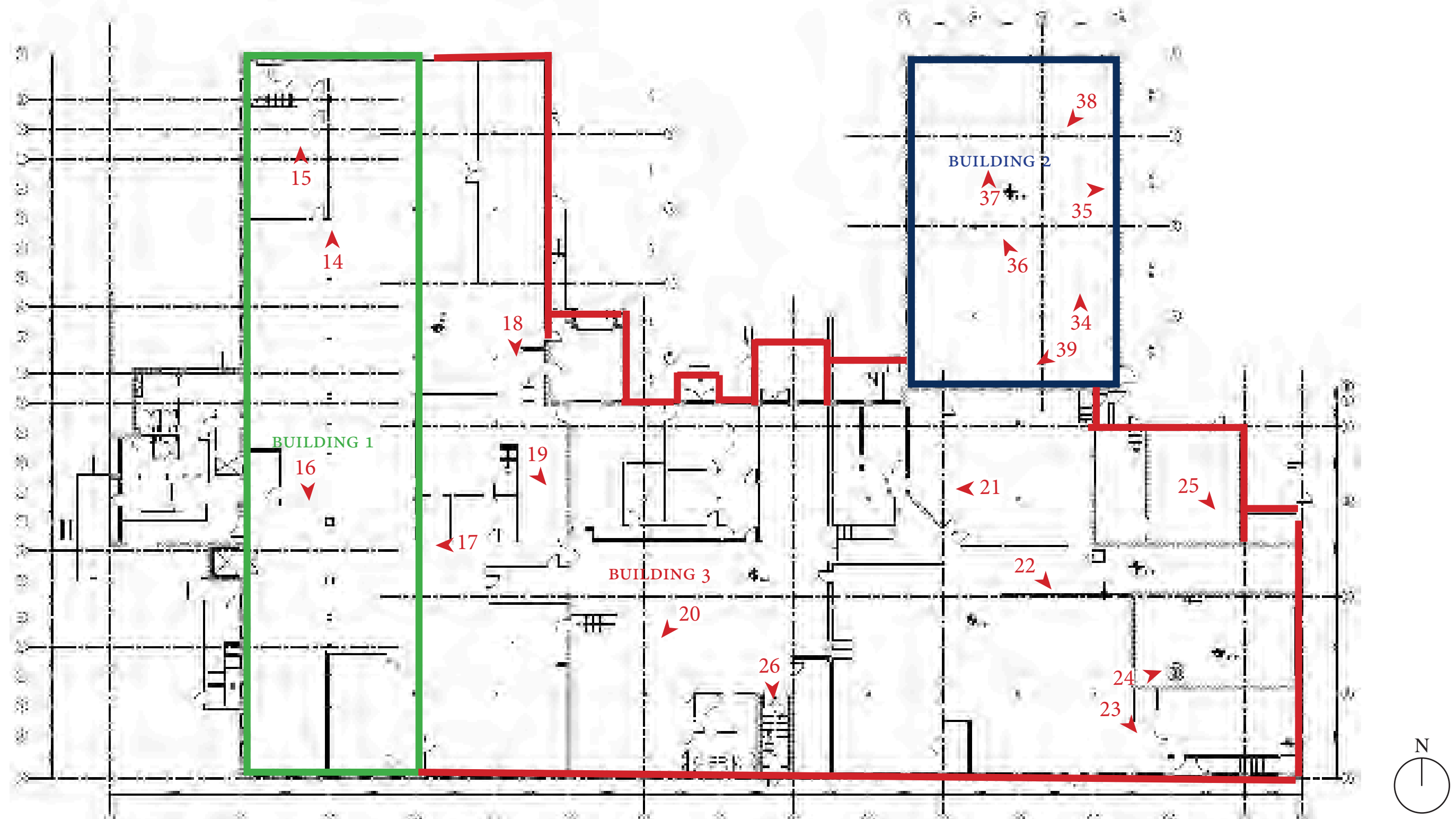
Stedman & Fuller Manufacturing Company Complex
49 Westfield Street, Providence, RI 02907

National Park Service
National Register Nomination
Assessors Map and Photo Key



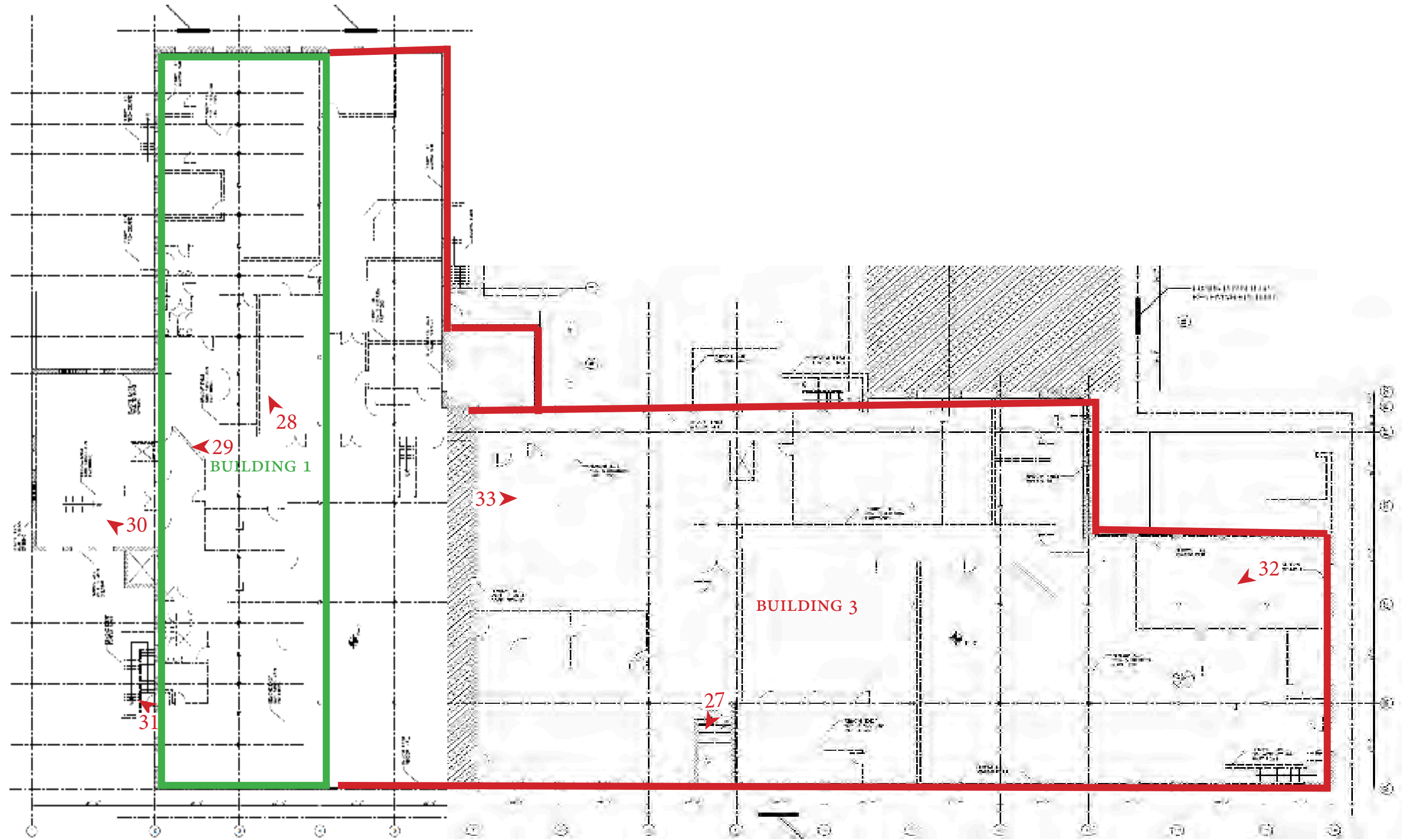
Stedman & Fuller Manufacturing Company Complex
49 Westfield Street, Providence, RI 02907

National Park Service
National Register Nomination
Basement Plan
Building and Photo Key



Stedman & Fuller Manufacturing Company Complex
49 Westfield Street, Providence, RI 02907

National Park Service
National Register Nomination
First Floor Plan
Building and Photo Key



Stedman & Fuller Manufacturing Company Complex
49 Westfield Street, Providence, RI 02907

National Park Service
National Register Nomination
Second Floor Plan
Building and Photo Key



1. Building 1: Stedman & Fuller Manufacturing Company Building (left), south elevation facing northwest.



2. Building 1: Stedman & Fuller Manufacturing Company Building, west and south elevations, facing northeast.



3. Building 1: Stedman & Fuller Manufacturing Company Building, west elevation, facing east.



4. Building 1: Stedman & Fuller Manufacturing Company Building (right), north and west elevations, facing southeast.



5. Building 3: Phillips Baker Rubber Company Building, east elevation, facing southwest.



6. Building 3: Phillips Baker Rubber Company Building, north elevation, facing south.



7. Building 2: Bourn Rubber Company Receiving Building (foreground), east and north elevations, facing southwest.



8. Building 3: Phillips-Baker Rubber Company Building, east and north elevations, facing southwest.



9. Building 3: Phillips-Baker Rubber Company Building, south elevation, facing northwest.



10. Building 1: Stedman & Fuller Manufacturing Company Building, basement facing southwest.



11. Building 1: Stedman & Fuller Manufacturing Company Building, basement facing southwest.



12. Building 3: Phillips Baker Rubber Company Building, basement facing southwest.



13. Building 3: Phillips Baker Rubber Company Building, basement facing southwest.



14. Building 1: Stedman & Fuller Manufacturing Company Building, first floor facing north.



15. Building 1: Stedman & Fuller Manufacturing Company Building, first floor facing north.



16. Building 1: Stedman & Fuller Manufacturing Building, first floor facing south.



17. Building 3: Phillips Baker Rubber Company Building, first floor facing west.



18. Building 3: Phillips Baker Rubber Company Building, first floor facing south.



19. Building 3: Phillips Baker Rubber Company Building, first floor facing southeast.



20. Building 3: Phillips Baker Rubber Company Building, first floor facing southwest.



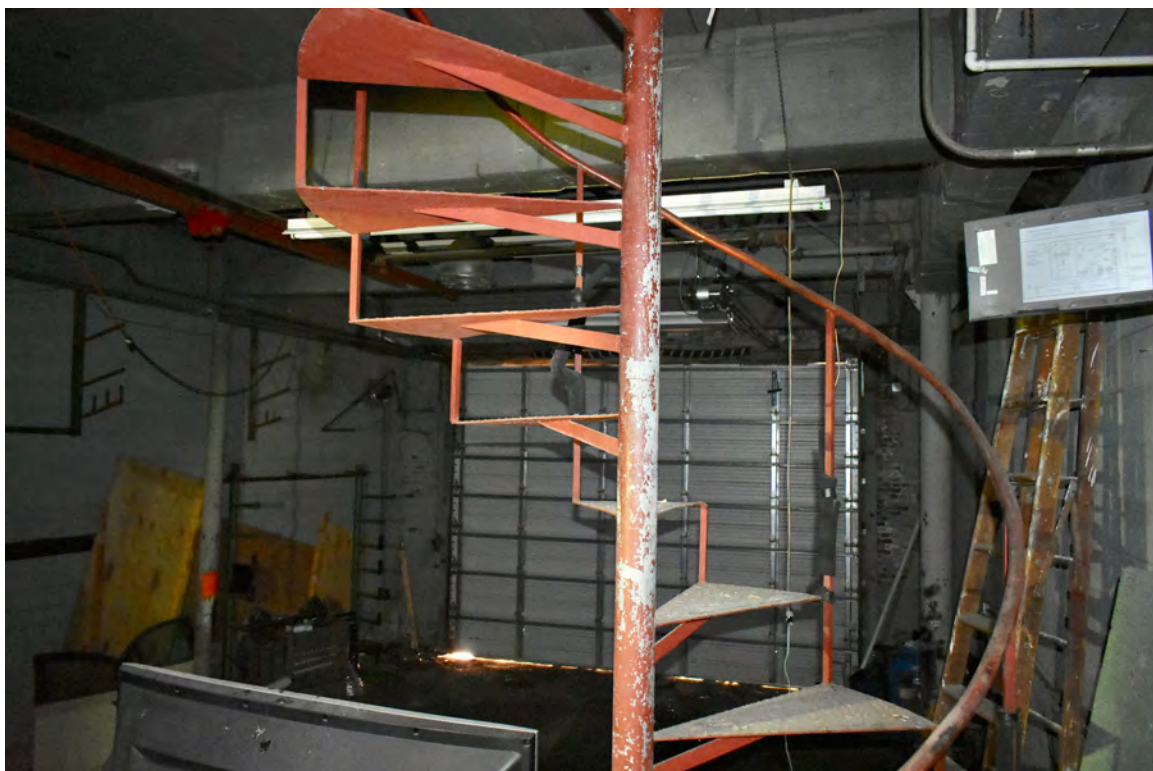
21. Building 3: Phillips Baker Rubber Company Building, first floor facing west.



22. Building 3: Phillips Baker Rubber Company Building, first floor facing southeast.



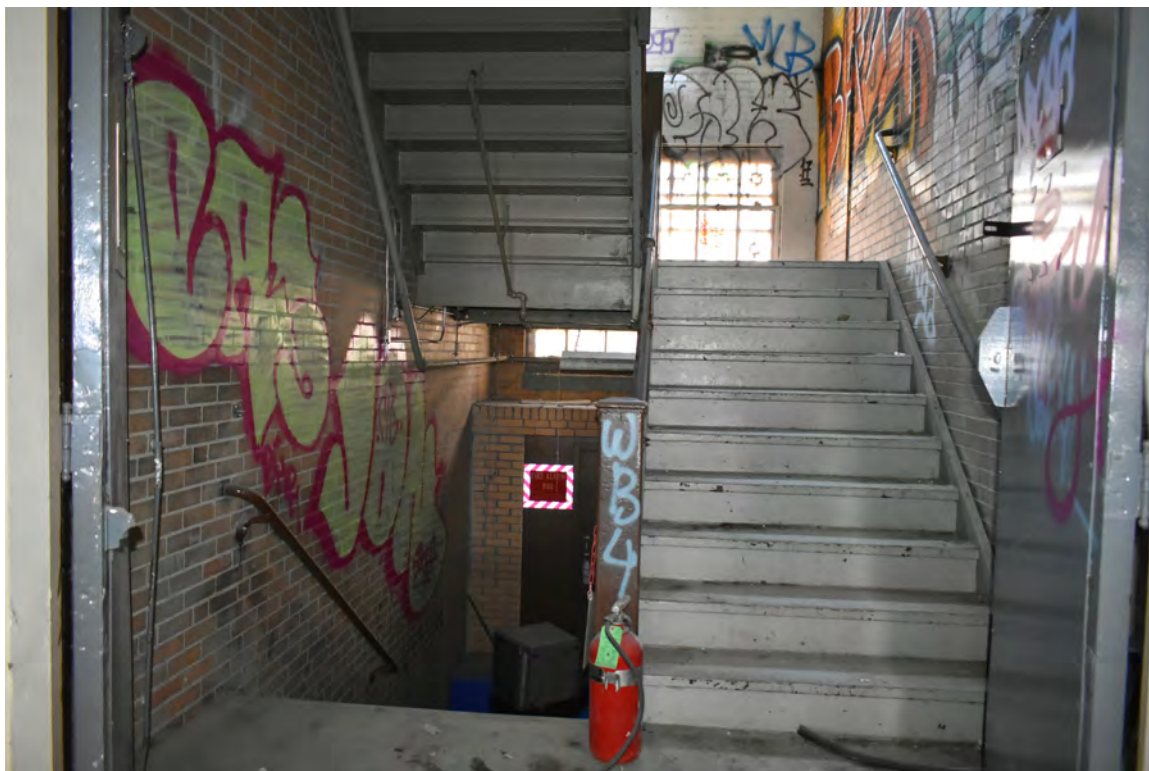
23. Building 3: Phillips Baker Rubber Company Building, first floor facing southeast.



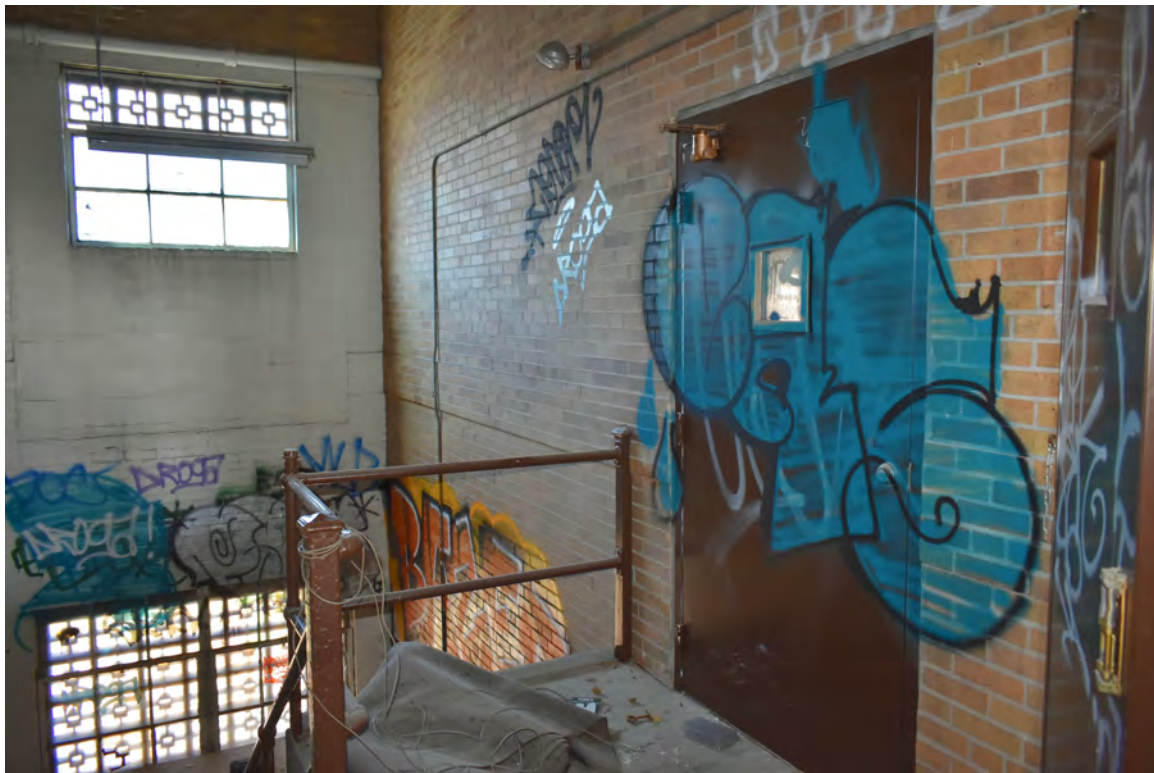
24. Building 3: Phillips Baker Rubber Company Building, first floor facing northeast.



25. Building 3: Phillips Baker Rubber Company Building, first floor facing southeast.



26. Building 3: Phillips Baker Rubber Company Building, first floor facing south.



27. Building 3: Phillips Baker Rubber Company Building, second floor facing southwest.



28. Building 1: Stedman & Fuller Manufacturing Company Building, second floor facing northwest.



29. Building 1: Stedman & Fuller Manufacturing Company Building, second floor facing west.



30. Building 1: Stedman & Fuller Manufacturing Company Building, second floor facing northwest.



31. Building 1: Stedman & Fuller Manufacturing Company Building, second floor facing northwest.



32. Building 3: Phillips Baker Rubber Company Building, second floor facing southwest.



33. Building 3: Phillips Baker Rubber Company Building, second floor facing east.



34. Building 2: Bourn Rubber Company Receiving Building, first floor facing north.



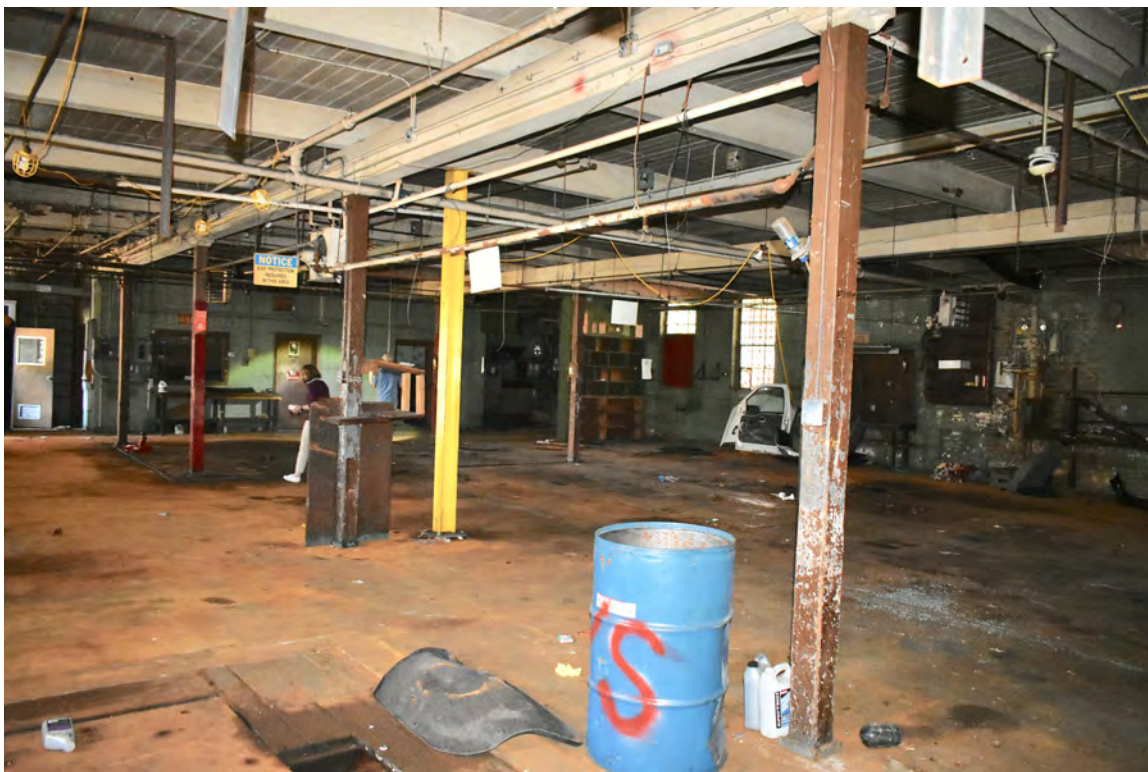
35. Building 2: Bourn Rubber Company Receiving Building, first floor facing east.



36. Building 2: Bourn Rubber Company Receiving Building, first floor facing northwest.



37. Building 2: Bourn Rubber Company Receiving Building, first floor facing north.



38. Building 2: Bourn Rubber Company Receiving Building, first floor facing southwest.



39. Building 2: Bourn Rubber Company Receiving Building, first floor facing southwest.