

**AN OVERVIEW OF THE  
SEVENTY-EIGHT YEAR HISTORY OF  
THE TREFETHEN EVERGREEN IMPROVEMENT  
ASSOCIATION**



**Peaks Island, Maine**

**November, 1990**

**By**

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## TABLE OF CONTENTS

|  | PAGE NOS. |
|--|-----------|
| PREFACE/ACKNOWLEDGEMENTS   | 2         |
| CHAPTER I - The Beginning/The Stage is Set;<br>the 1900's              | 6         |
| CHAPTER II - The Growth Years; 1920-1929                               | 13        |
| CHAPTER III - The Depression and the War Years;<br>1930-1949           | 15        |
| CHAPTER IV - The Rebuilding Years - Welcoming<br>a New Wave; 1950-1959 | 19        |
| CHAPTER V - The Years of Change; 1960-1969                             | 22        |
| CHAPTER VI - The Years of the Locust: 1970-1979                        | 27        |
| CHAPTER VII - The Mature Years; 1980-1989                              | 30        |
| CHAPTER VIII - The End of the Eighties and the 1990's;<br>- The Future | 35        |

## PREFACE/ACKNOWLEDGEMENTS

I volunteered for this task completely unaware of the amount of material available on the subject and the degree of interest shown by almost everyone directly or indirectly connected with the Association. My primary problem, typical with projects of this type, was wading through and tying together the massive amount of data. This data consisted of: newspaper articles, scrapbooks, personal photo albums and letters, the minutes of almost all the Association's meetings over a seventy-eight year period, microfilm newspaper records, magazine articles, and a large variety of published and unpublished books and pamphlets. Acknowledgements must be given to three (3) authors and their works: Jessie Trefethen - "The Family and the Landing," Katherine Stewart - "Peaks Island As it Was," and Mary Dunbar - "The First Twenty Five Years of the TEIA." Unedited sections of their works appear in the various chapters of this document.

What one has to Do when attempting to cover any topic over a period as long as seventy-eight years is to keep a perspective. The subject must be kept in perspective even when that perspective is constantly changing. What was realized after a few feeble attempts at drafting this story was that the story was not really about the Association: the story was about Peaks Island and why people are attracted to it. The Association is part of the attractiveness of the Island, but by no means is it "all important". On the other hand, if the Association, as it has in the past, has as its primary objective the improvement of the quality of life on the Island and the maintenance of island traditions it can be a very important factor in the island experience. Currently many people fear that change or development will ruin the island qualities they cherish. This history, however, demonstrates that the island and the Association have been changing for the last 100 years, but island development and the influx of "new" people does not mean that the island experience will change. Rather the island experience makes people from different walks of life change to conform with it. The key to the Association's future appears to be to support the "island experience" and to remain an integral part of it.

As a final note, it should be understood that many people have given much to the Association. It is however, virtually impossible to recognize everyone and, for this reason, this history has very few references to the Association's benefactors. I found that it was very difficult for people to recollect who had vision and provided the spark of enthusiasm that was needed at a particular point in time to make the Association overcome a problem, or take a new direction. Many people associated events with a group of people and could not, or would not make the distinction between a good follower and a leader. It was felt that being associated with an organization for a number of years should not be the only criteria for whether a person is termed a hero or a heroine; rather it should be what he/she gave or what he/she left behind even if it happened during one season. For ..

this reason, the past presidents and chairpersons have to really be viewed as the champions that have kept the idea alive for 78 years. The past presidents and chairpersons, as well as, membership statistics for the Association from its inception to present are included in the next two pages.

This history is dedicated to the Association's future chairpersons, committee heads, board members and employees. It is intended to be used as a handbook and as a stimulus for change since, as all historians know, **those who know the past can build on it and make the future better.**

TEIA PRESIDENTS/CHAIRMEN 1912-1991

|                       |                        |                         |
|-----------------------|------------------------|-------------------------|
| 1912 Simeon Skillings | 1940 Robert Skillings  | 1965 Rachael Jabine     |
| 1913 N/A              | 1941 Donald Butler     | 1966 Fred Slaney        |
| 1914 F.T. Whitney     | 1942 Donald Butler     | 1967 Perine Rockafellow |
| 1915 NIA              | 1943 Lawrence Burke    | 1968 William Honan      |
| 1917 NIA              | 1944 Lawrence Burke    | 1969 Neil Rook          |
| 1918 John Burke       | 1945 Esther Burke      | 1970 Richard Sarapas    |
| 1919 Ralph Hunt       | 1946 John Honan        | 1971 Richard Sarapas    |
| 1920 Ralph Hunt       | 1947 George Hodgkins   | 1972 Paul Whitney       |
| 1921 Ralph Hunt       | 1948 Francis O'Donnell | 1973 Fay Garman         |
| 1922 Ralph Hunt       | 1949 Chester Libby     | 1974 Fay Garman         |
| 1923 Ralph Hunt       | 1950 Joseph White      | 1975 George Rainbow     |
| 1924 Mary Davies      | 1951 Howard Bryant     | 1976 George Rainbow     |
| 1925 Chester Libby    | 1952 Lawrence Burke    | 1977 Robert Huston      |
| 1926 W.F. Wadsworth   | 1953 Lawrence Burke    | 1978 Gerald Garman      |
| 1927 W.F. Wadsworth   | 1954 Robert Bowman     | 1979 Gerald Garman      |
| 1928 Chester Libby    | 1955 Robert Bowman     | 1980 Fay Garman         |
| 1929 Emma Briggs      | 1956 F. Wallace        | 1981 Dorothy Rainbow    |
| 1930 Embert Robinson  | Demmons                | 1982 Dorothy Rainbow    |
| 1931 W.B. Moulton     | 1957 F. Wallace        | 1983 Howard Kosel       |
| 1932 W.B. Moulton     | Demmons                | 1984 Howard Kosel       |
| 1933 Park K. Rockwell | 1958 Perine            | 1985 John Morris        |
| 1934 Park K. Rockwell | Rockafellow            | 1986 John Morris        |
| 1935 Charles A.       | 1959 Perine            | 1987 Frank Childs       |
| Holden                | Rockafell ow           | 1988 Frank Childs       |
| 1936 Charles A.       | 1960 Robert Huston     | 1989 Steve MacIsaac     |
| Holden                | 1961 Elizabeth Callan  | 1990 Steve MacIsaac     |
| 1937 Allan Blaisdell  | 1962 Elizabeth Callan  | 1991 Dave Norton        |
| 1938 Earl Skillings   | 1963 Robert Huston     |                         |
| 1939 Leroy Snowden    | 1964 Rachael Jabine    |                         |

Senior Club Membership

1912 - 1990

|            |             |
|------------|-------------|
| 1912 - 19  | 1961 - 368  |
| 1922 - 318 | 1962 - 368  |
| 1923 - 344 | 1963 - 373  |
| 1924 - 350 | 1964 - 408  |
| 1925 - 423 | 1965 - 413  |
| 1928 - 210 | 1966 - 470  |
| 1933 - 170 | 1967 - 466  |
| 1934 - 203 | 1968 - 439  |
| 1935 - 190 | 1969 - 455  |
| 1936 - 215 | 1970 - 455  |
| 1937 - 230 | 19'11 - 487 |
| 1938 - 213 | 1972 - 498  |
| 1939 - 283 | 1973 - 548  |
| 1940 - 293 | 19'14 - 545 |
| 1941 - 218 | 1975 - 533  |
| 1942 - 131 | 1976 - 518  |
| 1943 - 110 | 1977 - 527  |
| 1946 - 105 | 19'18 - 498 |
| 1947 - 100 | 1979 - 471  |
| 1948 - 124 | 1980 - 417  |
| 1949 - 124 | 1981 - 400  |
| 1950 - 135 | 1982 - 367  |
| 1951 - 144 | 1983 - 350  |
| 1952 - 191 | 1984 - 358  |
| 1954 - 140 | 1985 - 332  |
| 1955 - 149 | 1986 - 268  |
| 1956 - 165 | 1987 - 270  |
| 1957 - 192 | 1988 - 320  |
| 1958 - 197 | 1989 - 365  |
| 1959 - 239 | 1990 - 310  |
| 1960 - 341 |             |

Junior Club Membership

1959-1990

|            |
|------------|
| 1959 - 100 |
| 1960 - 100 |
| 1961 - 148 |
| 1962 - 127 |
| 1963 - 142 |
| 1964 - --- |
| 1965 -     |
| 1966 - 177 |
| 1967 - 173 |
| 1968 - 123 |
| 1969 - 136 |
| 1970 - 141 |
| 1971 - 124 |
| 1972 - 141 |
| 1973 - --- |
| 1974 - --- |
| 1975 -     |
| 1976 - 90  |
| 1977 - --- |
| 1978 - --- |
| 1979 - 90  |
| 1980 -     |
| 1981 - 100 |
| 1982 - 101 |
| 1983 - 91  |
| 1984 - --- |
| 1985 -     |
| 1986 - 30  |
| 1987 -     |
| 1988 - 25  |
| 1989 - 36  |
| 1990 - 42  |

## CHAPTER ONE: THE BEGINNING/THE STAGE IS SET; THE 1900

The seventy-eight year history of the Trefethen Evergreen Improvement Association from 1912 to the present portrays an organization steeped in the development and lifestyle of Peaks Island.

In the late eighteen and the early nineteen hundreds, the living conditions on Peaks Island were quite unlike those of today. Transportation was difficult, steamboat service meager, roads (if they could be called that), were poor and horses were used to cart goods and people. Cows were pastured everywhere and much of the back shore was a saltwater farm owned by the Blackman family and known as Sweet Pea Farm. The Frellick Farm stretched from the ball field across Pleasant Ave to Island Ave. Barrels were used to catch rainwater for laundry purposes, and community wells and privately owned pumping companies supplied drinking water. Houses were heated and illuminated by an extensive network of carbide gas lines, and the refrigerator of the day was a block of ice in a galvanized lined ice chest. Many of the streets were dark at night since only the main streets were lit by gas lights during the height of the tourist season which spanned the latter part of August through September; flies buzzed about almost everywhere--because city regulations for sewage or garbage had not been formulated. People had their own homes, lived in tents, or stayed at one of the hotels. Houses were lit by gas light which was turned on by inserting a quarter in the meter mounted on the house. Food was kept cold and ice was delivered from the six ice houses on the Island, two of which were located on Ice House and Brackett Ponds. Today with instant Sebago water, cars whizzing about on the roads, and the absence of pastures and animals, it is difficult to visualize that period.

The Forest City area of the Island was famous for the Greenwood Garden Amusement Park and the Gem Playhouse.<sup>1</sup> In the Trefethen-Evergreen section of the island, entertainment took on a less flamboyant, some might say more refined flavor. Distances between Trefethen and Forest City were spanned by means of the "Democrat", a long wagon owned by Captain Trefethen. With two rows of seats facing each other; it was drawn by work horses that were housed in Lowry's stables (now the defunct Webber's Store). Those with more energy could stroll the Dutch Elm lined, gas lighted boardwalk.

At Trefethen, there were musicals, poetry readings, and dances at the Dayburn Casino next to the Landing and in the parlors of the nearby hotels. The Valley View Hotel, standing where the tennis courts are today, was formerly called the

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<sup>1</sup>Note: See "Peaks Island as It Was" by Katherine Stewart for an extensive description of the Greenwoods Gardens and the Forest City entertainment area.

Montreal House since its original clientele were Canadian. It was noted for its restaurant, parlor and bowling alley. Later the bowling alley was turned into a dormitory for the serving women of the hotel.

Miss Charlotte Thomas, a famous hostess from Portland, used to stay at the Valley View with the celebrities who visited her. She had eight wigs of various colors and would wear one or the other to suit her fancy. To cool her head, she was known to take off a wig and sit on it. Her costume always seemed to have the train slightly twisted, so that it fell from her hip. She was Aunt Charlotte to all.

Mr. Ford Parit also went to the Valley View to write his novel called "Peaks Island, a Story of Buccaneer Days"; a very romantic tale in the style of the Brontes. The book was dedicated to Caroline Clifford who died at 101 years of age. It featured a shipwreck in Spar Cove during a wild storm, with Captain Trefethen rescuing the victims. Only a few copies were sold. It came too late, for people were already witnessing melodrama on the stage of the Gem Theatre, a different play every week, more thrilling than anything on the printed page.

Captain Trefethen's Lobster Wharf, which preceded the now ruined CBL Wharf and at least two other wharfs, was so short that no large boat could land except at high tide. The wharf was underlaid by a layer of coal put there by Captain Trefethen after he could not find a way to burn it on the Island since grates were not available. To the left of the wharf in its present location was the Dayburn Casino Dance Hall which would ultimately become the Association's clubhouse. Familiar landmarks around the wharf were scattered lobster shells, the Seagull Cottage owned by Emily Trefethen Howe, and a steaming lobster odor. There was also a little counter where one could buy "pistols" (no claw lobsters) for five cents a piece.

The Oceanic House, a hotel larger than the Valley View, commanded an incomparable view of Diamond Passage and was located above Beacon Hill which is the vacant hill above the Blue Shutter Cottage. The Oceanic was situated on the other side of Pleasant Ave. next to Mrs. Norwood's. The Knickerbocker Hotel which had an open air green lawn bowling alley was located on Knickerbocker Road overlooking Hussey Sound and Pumpkin Knob. Tenting was especially popular on the Trefethen-Evergreen end of the Island since not many cottages had, as yet, been built. Cunner fishing was a popular sport and the area boasted a Cunner Club clubhouse in the area between the Blue Shutter and the Valley View House. Ye Headland Inn was located at the end of Reed Ave. in Josiah's Cove. The Inn later became St. Anthony's by the Sea, a vacation retreat for nuns and finally a prospective restaurant/inn which was being reconstructed by a Mr. Greenlaw when it burnt down in 1982.



The Island at that time was still in the hands of a few old families. The Trefethens, Skillings, Sterlings, Bracketts, Trotts and some others. Today those names are very familiar since the descendants are still active on the Island

Mr. Bennett, a lodger at the Valley View House, had an idea to build an aquarium at the left of Ye Headland Inn in Josiah's Cove. An excavation was made and a floor of concrete was poured to support it. The walkway around the pool was bordered with flowers. There was an office furnished with a desk, a chair, and a bushel basket full of tickets costing ten cents each but none were ever sold. A seal, an eel, and some small fish were placed in the pool, but the seal ate the eel, then ate all the little fish, and died. Children hid their bathing suits in the bushes and then went to the office where Mr. Bennett invariably invited them to use the pool. It proved to be a very good one with piped in sea water which was warmed by the sun. Of course, no one ever paid for the privilege. Mr. Bennett, always benign and courteous, stayed around for a while and then left the next year.

The Valley View House was surrounded by an orchard of cherry, pear, and plum trees up to Island Avenue. It was considered to be one of the three or four finest orchards in Maine. Vegetable gardens of cabbage, turnip, and beet plots extended up to the top of Trefethen Ave., and sheep were pastured in the woodlands. The field between Island Avenue and the Trefethen Shore was laced with irrigation ditches and made into a large plot for cultivated strawberries. Below the stable, more recently Webber's store, were gardens of raspberries and red and white currants. There was a large row of crab apple trees along Trefethen Ave. opposite the hotel, and under them were tables for picnickers. Clambakes were prepared at the Beach, where clams, lobsters, potatoes, corn, and eggs were roasted in rock stoves banked with sea weed.

In the 1880's and 90's there were bath houses along the shore, but no one paraded in a bathing suit as we know them today. Women wore flannelsuits, heavily trimmed with braid. The sleeves came to the wrists, the skirts were below the knee; and when the suits were wet, they dragged heavily around the ankles. Black stockings completed the out fit. Those who braved the cold water of Casco Bay beat a hasty retreat from bath house to water, and a hasty retreat back to the bath house. There was no sun bathing. Sunlight on the body was considered dangerous. Even babies wore sun bonnets on the sands. Women played croquet, considered a ladylike game. In the 1880's the costume considered best was a gingham "Mother Hubbard" that touched the ground, with a wide gingham ruffle swishing around the feet.

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2 The Land for Reed and Prince Avenues was contributed by the Trefethen's and the streets were named after their children.

By the 1890's skirts were still ground length, and large sun hats were tied under the chin with organdy bows. People of leisure were emerging into out-of-door life, but hesitantly and with many reservations. The Valley View House caught fire and was heavily damaged on July 4th, 1909. What was left of it was torn down in 1912, the year the Association was founded.

In the first record book kept by the Association there is an entry dated September 7, 1912 that reads as follows: "At the invitation of the Misses Mabel and Mary Davies, daughters of a well-to-do Portland businessman, a meeting was called at the Davies Cottage for the purpose of considering the advisability of forming an improvement association which would have for its aim the promotion of the welfare of all sections of Peaks Island". There were nineteen people present. Mr. Simeon Skillings of Oak Cottage (now St. Joseph's) was asked to preside. Mr. William H. Simon, Manager of Ye Headland Inn, was appointed Secretary. Then followed a discussion of the needs of the Island. Mr. Skillings was named President, Miss Mary Gilman Davies, Vice President, Miss Almeda Sterling of the Oceanic House, Treasurer. Mr. Charles Sumner Carlton, a singer and teacher of music, was made chairman of the committee on entertainment. A committee appointed to draw up the Constitution and By-Laws was composed of Mr. George H. Briggs, chairman, Mrs. Emily Trefethen Howe and Miss Mabel Davies. Notices of the next meeting were to be posted at the Trefethen Post Office, in Webber's Store, and at Forest City Landing. It should be noted that at this time the Association was without a clubhouse, or funds of any description.

Few people have probably ever given much thought as to why the Association came into being in 1912. Others probably feel, justifiably, that the creation of such organizations was the custom of the times. But why did the Forest City Improvement Association, which was created about the same time, disappear and why do other Island associations operate under different Charters? The reasons for establishing the Association with its unique goals was reflected in the Davies sisters' lifestyle and their island home. The Davies' rambling house faced a magnificent seashore (Davies Cove), surrounded by quiet woods that had been literally combed and brushed. It was like a fairyland. The little paths followed natural contours and there were small hills topped by trees. The woodland growth was mostly of fir, spruce, and pine, with an occasional birch. Rock formations of great beauty stood almost like Druid stones, but the underbrush had been cleared away so that they had a naked look. The Davies Sisters had bought a wild tangle of woodland. They master-minded the clearing of it, leaving rocks and trees as they were. They designed in and around what they found on the site seemingly making the design more plausible than nature itself. They called it a bird sanctuary. It was that and more.

Note: Pages 9-10 were extracted almost verbatim from Jessie Trefethen's Book: Trefethen: The Family and the Landing.

They planted no flowers, but guarded violets, arbutus, lady slippers, anemones in their natural habitat, and carpets of moss sprinkled with white star flowers. If occasionally a long black snake glided across a foot path, you stood still, perhaps you prayed, and eventually walked on. It was just an incident in the scheme of things, to preserve nature and let it take its course.

The Sisters were generous with their reconditioned forest, encouraging people to enter and enjoy it. They may even have envisioned the whole island made clean and perfect. At any rate they saw the crying need of an association that could do what individuals cannot do. And somehow the idea of an association was presented that day. Undoubtedly everyone present thought it had been in their own mind a very long time.

The Davies Sisters wanted no recognition. They turned their wealth to good account. Primarily they wanted everyone to share in a project that was for the greatest good of the Island. Their will stipulated that their interesting home be demolished (1956) and the area given to the Audubon Society. What is really left of their plans and dreams is to be found embedded in the Trefethen-Evergreen Improvement Association.

On September 14, 1912, the second meeting was held at Ye Headland Inn. The welfare of the Island was discussed. Thirty-one members were present, they discussed the new Constitution and By-Laws, and voted them article by article. The name East End Improvement Association was adopted. As a result of this meeting a petition was sent to the Postmaster General in Washington, asking him to extend the term of the summer Post Office at Trefethen, from the 15th of May to the 15th of October. This was the Association's first community betterment project.

On September 21st, a third meeting was held at the Oceanic House, new members were enrolled, and the membership fee was set at twenty five cents. At this meeting the name was changed to the Trefethen Evergreen Improvement Association, by which it has been known ever since. Although the name selected had parochial implications as the organization grew, it would extend welcoming arms to all sections of the Island.

On October 2nd, twenty members met by invitation at the home of Mrs. Georgia Maggi and Miss Brunette Sterling to consider a plan to provide "helpful" literature in a library for the Island.

On October 5th, Mr. Frederick Whitney raised the question of a club room and suggested hiring the second floor of Webber's Store for \$100 a season. With donations of \$5 and \$10 a fund was quickly raised. The matter of the discontinuance of local rural mail delivery was discussed. The members voted to attempt to retain the second Post Office located next to Webber's Store by obtaining Mr. Webber a raise from \$17 per four month season to \$100. Mr. Webber had indicated that before agreeing to a lengthened season he wanted a raise for the current term. Mr.

John T. Skolfield was asked to prepare the petition to the United States Post Master General.

On October 12th, the water shortage was discussed and at that time it was a very serious matter. The water systems of Alderman Edgar Rounds and the Tolman Sisters were showing signs of drying up. Alderman Rounds was pumping water from underground lakes below the Island via four pumping stations which were located at the top of Elizabeth St., behind the Brackett Church, on Park near Pleasant Avenue and on the top of Brackett Ave. These carbide gas powered stations pumped water to a cement standpipe which was located on the top of Brackett Ave. where the current steel water tower is. From there, water was fed by gravity flow through pipes to many of the houses on the Island. In contrast with the Rounds operation, the Tolman sisters pumped water with a windmill in the Tolman Heights area supplying water to all the surrounding houses. Others not serviced by either of these networks shared common dug wells. To deal with the water shortage, the Association joined forces with the Peaks Island Progressive Businessman's Association to lobby for a submerged water pipe connection from Portland to bring Sebago Lake drinking water to Peaks. The idea was to extend the water line that was being laid to service the Army at Fort McKinley on Great Diamond to Peaks.

Another matter of concern were the wooden sidewalks or boardwalks. Plans were advanced to keep them in good repair and extend them to ensure the safety of the walking public. In light of present events, perhaps it is significant that even in the early days the "recklessness" of the Model A and T auto drivers concerned the Association members.

In 1913, furnishings were provided for the club room, over Webber's Store. The Misses Davies were thanked for their gift of card tables. Vesper church services, which were continued into the 1970's, were scheduled for Sunday afternoons at 4:30. At the services, contributions were given to "The Church on the Island." At that time, the Brackett Memorial was the only church on the Island. The first Annual Fair was held that summer on Mrs. Maggi's lawn, and it netted \$190. In October after all bills were paid, the Association had \$407.97 as cash on hand.

**The object or mission of the Association was established. it was to improve Peaks island, to preserve its natural beauties, to develop its resources, to promote its health, cleanliness and attractiveness, and advance its religious, intellectual and social life. It also included the maintenance of a clubhouse for the promotion of social intercourse among its members.** That same year dancing classes were held at the Hall; and there was an exhibition of Danish embroideries. A loud protest was made to the press against a certain kind of publicity being directed at Peaks Island. It was being called "The Coney Island of Maine," and the conservative Trefethen section of the Island was not happy about it. The Association's first Winter dinner was held

that year in the Falmouth Hotel in Portland. This tradition of an off-season get together was to last until well into the 1970's.

The second and third Fairs were held in 1914 and 1915 in the Trefethen Orchard, under apple trees. Pictures taken at the time showed booths and throngs of people milling around. Notables came, among them Mr. Cyrus Curtis of Ladies Home Journal fame. Shortly after those fairs, the roadway levels of Island and Trefethen Avenues were raised by the city causing water sheds, the orchards were drowned out, and the area became the jungle it is today.

## CHAPTER TWO: THE GROWTH YEARS; 1920-1929

In the 1920's the Association, in conjunction with the Forest City Improvement Association, expended great efforts to secure Sebago water for the Island. The Misses Davies, Miss Mitchell, the Reverend Mr. Clancey, and Judge Connolly overcame staggering difficulties which resulted in legislation being passed in Augusta to extend a submerged water cable to Peaks. On May 28, 1920, Sebago water flowed through the mains of Peaks Island! The Association bore three-fifths of the expense of the committee to bring about this great boon to the health and convenience of the Island. The effort was almost lost in the waning moments when against specific instructions to keep the agreement with the legislature quiet a member of the Peaks Island Businessman's Progressive Association gave a public speech in Portland indicating that the legislature had consented to the project. This caused the people in Portland to be concerned that they would have to pay a disproportionate sum for its maintenance. Fortunately, the connection was being finalized when this controversy was initiated and the opening of the line quelled further dissent. In 1922 the Association purchased the Dayburn Casino Dance Hall as its new clubhouse to replace Webber's upstairs hall. The purchase price was \$3,600 plus the land previously obtained to construct a clubhouse.<sup>4</sup> The cash was raised via donations and loans from 110 members including substantial donations from the Association founders and future benefactors Mary and Mabel Davies. The Casino had been built for a dance hall as a business venture by two young men from Boston, but the timing was wrong. With the First World War in progress, there were no young men to dance: and here was a well-made clubhouse in just the right spot, at the head of Trefethen's Landing, "with the best dance floor this side of Boston."

The Association was granted a tax-exempt status by the state in recognition of its commitment to provide: religious services, civic betterments, education oriented programs, use of its hall by other civic or charitable organizations, as well as, its dedication to cheer up the sick or the bereaved (see attached letterheads). During this time, social or entertainment activities were many. They included: Vaudeville shows, house beautiful expos, professional readers and speakers, pianists, solo and duet singers, ballet dancers, magicians, community singing, plays, box lunch suppers, bird lectures by the Davies Sisters. seaplane rides at the Annual Fair and luncheons with the Ladies of Great Diamond.

3 The Sebago Water TEIA Committee Report is included in the Appendix.

4 The TEIA Committee Report related to the decision to purchase the Casino rather than build a new clubhouse is included in the Appendix.

During this decade, many improvements were made to the Club. They included: electricity, a swimming raft, a piano to accompany the choir at the religious services, a bathhouse with lockers under the Club, a flagpole, piazza chairs, a new fireplace donated by the Davies Sisters in memory of their father, a boat landing ramp, new kitchen sink and carbide gas hot water heater, and the antlers from a Texas longhorn steer who jumped off a boat in Portland and was trapped and shot in the Deering lumber yard.

The civic improvements successfully supported by the Association were many: conversion of carbide gas lights to electricity, preventing a piggery from being established by the local garbage man, repair and oiling of streets especially Seashore Ave., construction of a sidewalk from the Club to Evergreen, collection and donation of clothes and money to a family burned out of their home, convincing the Public Utility Commission to allow the Pedersen brothers to continue to run a taxi service even though they were under the legal driving age of 21 (this service was later expanded to include a fleet of cabs providing a very high level of service), obtaining better holiday ferry service, procurement of a motor cycle to provide the police with the capability to prevent break ins at hard to reach cottages.

TEIA also lobbied for: new sewers and better fire protection, in the form of additional hydrants and a new fire truck. It requested the power company to fix a broken oil pipe that was polluting the bay and attempted to save the Dutch Elm trees lining Island Ave. By 1925 membership reached a peak of 423, a figure it was not to attain again until 1966. The Association created a humane society to care for stray dogs, requested reductions in gas/electric and water rates, pleaded with the power company to relocate a dangerously placed pole, and tried to convince the city to construct new trails and paths on the back shore.

By 1928, having paid back the loans from members, the Association was debt free for the first time since it had bought the new clubhouse and a long delayed celebration was staged.



## CHAPTER THREB: THE DEPRESSION AND WAR YEARS; 1930-1949

The decade of the 1930's started with the Great Depression which impacted the Association as it did the rest of the country. The most notable impact was the decrease in membership which fell from a high of 423 in 1925 to 170 in 1933. It was also the decade of the 1934 and 1936 fires. The 1934 fire destroyed the GEM Theatre and the gift shop next to it. The 1936 fire which started in the Jewett Cottage on Torrington Point and proceeded to destroy: the Union House Hotel, a row of stores on the north side of Island Ave. including Augustus Carlson's Restaurant, Brackett's Grocery, Small's Bakery, John Cox's gift shop, and eight cottages. After this disaster, the Association pursued the City to provide new fire apparatus for the Island. In 1930 the first tennis court was constructed. Lawrence Burke, the driving force of this effort, convinced Association members to invest in a tennis court to improve the Island even though it wasn't considered a traditional civic betterment project. He persuaded them to view it as such because it would increase everyone's property values and bring a better class of people to the Island. Masquerade Balls, Vaudeville shows and plays were the most popular forms of entertainment at the clubhouse. Beano was added in 1937 and the Works Progress Administration (WPA) Orchestra and Chorus provided several memorable performances.

Club improvements during this era consisted of: the Senior lounge, tennis court backstop, horseshoe court, billiard table, new raft, and new Senior dance tables acquired second-hand from the Falmouth Hotel.

Civic improvements included: raising funds to retain a doctor, requesting the city to repair the streets, placing signs on the back shore requesting people not to litter or dump, and requesting CBL to keep Trefethen and Evergreen Wharf waiting rooms clean. Major events during this period included: formation of a Drama Club (see sampling of play titles), swearing the Association janitor in as special police officer to maintain order at events, organizing the first tennis tournament in 1933, formation of a Rules Committee, charging non-members a premium to attend Association events, formation of a Hostess Committee to greet people at all events and to provide supervision when the clubhouse was open for use by other community organizations (see attached calendar). In 1935 the first get-together to welcome new members was held, dues were increased from one to two dollars, a twenty-five year history of the Association was written by Mary Dunbar, and honorary (free) memberships were provided to the two Island pastors. The Advisory Board of past presidents established in 1919 was abandoned in the Thirties and replaced with an Executive Board consisting of all the officers and general membership representatives. This board advised the Association President on new directions. The President, however, was free to ignore their advice.



A Junior Club with separate officers and treasury called the Beachcombers was established. However, when its members grew older and joined the Senior Club ranks the succeeding Juniors did not choose to maintain a separate club. Sunshine and Humane Committees were formed: the first took over the Recording Secretary's ancillary function of sending flowers or cards to sick or be eaved members: the second sought to protect the rights of animals.

The changing complexion of the Association is best described in the 1937 annual meeting report provided by outgoing President, Professor A. H. Blaisdell.

"A general survey of the Association's activities leads to the following conclusions:

1. The administrative work of the Association can no longer be placed on the shoulders of the same group of members, year after year. Ill health and slackening physical powers will inevitably prevent some persons from accepting these burdens, no matter how much they may desire to do so. But the problem admits of no real satisfactory solution unless steps are taken to initiate an energetic membership campaign with the objective of materially increasing the size of the membership over that of previous years, particularly with respect to the middle age group which should naturally serve as a reservoir for the active leaders of the Association.
2. A membership problem of some importance is created by those individuals who are sufficiently interested to help out in some of the Association work, but who, for some unknown reason, do not care to become members of the Association. A definite effort should be made to bring these folks into the membership.
3. Another membership problem arises from the fact that not all the parents of the young people who use the Club House are sufficiently interested in the running of the organization.
4. A minor source of irritation is the use by a few individuals of the Club House and ground facilities without being paid up members of the Association, and these persons sometimes delight in boasting of the fact. Steps should be taken to eliminate this practice.
5. The changing complexion of the membership is noticeable in the growth of the younger group (the Beachcombers) who have displayed marked interest in the work of the Association. The importance of their share in the group activities must not be discounted, and every

effort should be made to encourage their fullest participation in the future projects of the Association.

6. The growth in the proportion of younger members and the addition of out-of-state residents to the membership has begun to create a somewhat different outlook as to the primary objectives of the Association. More emphasis is being laid on social and recreational activities and proportionately less on civic matters. But the latter cannot be unduly neglected as long as the Association remains the only effective Island group for maintaining contact with the Portland City government.
7. Increasing interest in social and recreational activities of the Association will mean changes and additions to the Club House, with corresponding changes and additions to the out-of-door recreational facilities.
8. Thoughtful consideration of the foregoing statements, plus the fact that in the future the members may not wish to give so much individual time and effort to the customary social activities, such as suppers, fairs, plays, etc., makes evident the need for a material increase in membership dues. Such an increase may necessitate a more or less complete reorganization of the Association and is therefore worthy of the most careful investigation."

It should be noted that a membership drive sparked by this speech increased the 230 members to almost 300 by the close of the decade.

In 1939 the government took the back shore land from its owners, demolished the cottages located there, and built many concrete and wooden bunkers and buildings. Soldier's Ledge was drilled and blasted during the summer of 1941 to provide a sufficient depth to allow the battleships Missouri and Iowa to navigate Hussey Sound. In 1941 Ye Headland Inn became St. Anthony's by the Sea, a summer retreat for the Sisters of Notre Dame.

These were the war years, and the large decreases in club events and members reflect the times. Membership declined from 293 in 1940 to 100 in 1947. The Oceanic House on Beacon Hill burnt down in 1949, the Knickerbocker had been destroyed by a similar fire a few years earlier. This left the Ye Headland Inn (St. Anthony's by the Sea) as the only vestige of earlier times when hotels were an important part of the lifestyle at the Trefethen end of the Island. Movies were introduced at the Club and became the most popular form of entertainment. Other social activities were: Army and Navy Night dances (see 1944 calendar).

# 1944 – Schedule of Events at Club House — 1944

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|           |         |  |
|-----------|---------|--|
| Saturday  | July 1  | Open House -Boy Scout Night                                    |
| Wednesday | July 5  | Business Meeting, Reports and Plans                            |
| Saturday  | July 8  | Navy Night -Band Concert and Dance                             |
| Sunday    | July 9  | Religious Services, Rev. Harry E. Whiteley, 8:00 to 9:00 P. M. |
| Tuesday   | July 11 | Special Meeting and Open House –P. T. A. Night                 |
| Saturday  | July 15 | Supper, 7:00 P. M. sharp                                       |
| Sunday    | July 16 | Evening Services, 8:00 to 9:00 P. M.                           |
| Tuesday   | July 18 | Regular Meeting then Open House, Calends Club                  |
| Saturday  | July 22 | Coast Guard Night -Band Concert and Dance                      |
| Sunday    | July 23 | Evening Services, 8:00 to 9:00 P. M.                           |
| Tuesday   | July 25 | Open House- American Legion Auxiliary Night                    |
| Saturday  | July 29 | Informal Dance   |

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|          |           |   |
|----------|-----------|---|
| Tuesday  | August 1  | Regular Meeting and Open House, Girl Scout Night    |
| Saturday | August 5  | Anny Night -Big Dance -Vaudeville Show              |
| Sunday   | August 6  | Evening Services, Army Chaplain, 8:00 to 9:00 P. M. |
| Tuesday  | August 8  | Open House, Willing Workers Night                   |
| Saturday | August 12 | Movies and American Legion Night                    |
| Sunday   | August 13 | Evening Services, 8:00 to 9:00 P. M.                |
| Tuesday  | August 15 | Regular Meeting, Catholic Women's Council Night     |
| Saturday | August 19 | Dance and Movies, Sound                             |
| Sunday   | August 20 | Evening Services, 8:00 to 9:00 P. M.                |
| Tuesday  | August 22 | Open House  |
| Saturday | August 26 | Navy Night -Band Concert and Dance                  |
| Sunday   | August 27 | Evening Service, Navy Chaplain, 8:00 to 9:00 P. M.  |
| Tuesday  | August 29 | Open House  |

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|          |             |                                      |
|----------|-------------|--------------------------------------|
| Saturday | September 2 | Annual Cabaret -Formal D a n c e     |
| Sunday   | September 3 | Evening Services, 8:00 to 9:00 P. M. |
| Tuesday  | September 6 | Annual Meeting, Written Reports      |
| Saturday | September 9 | Harvest Supper at 7:00 P. M. sharp   |

Bridge Teas Every Tuesday thru July and August from 2:00 to 5:00 P. M.

LAWRENCB M.BURKE, President  
Trefethen-Evergreen Improvement Association

speakers of general interest , minstrel shows, baked bean suppers, auctions, dancing lessons, adult game nights, exhibition of old style dress, historical descriptions of old Portland, and, the engagement of the Moxie Horse as an Annual Fair attraction.

The major improvements to facilities included: initiating construction of a second tennis court in 1942 (the project was to take an incredible twenty-three years to finish), and minor painting and foundation repair of the clubhouse. Civic betterment projects included: petitioning for a new ferry boat and docks, repair of Trefethen Wharf to allow service to be renewed, instituting a clubhouse library in 1946, lobbying for an addition to the school, requesting permission to attend Army base movies, petitioning for improvements to the Island's telephone service, attempting to find a new doctor, development of a circular to convince people to keep the Island clean, requests for new hydrants, donations to the Brackett Church for their bible school fund, and designation of Arthur Cooley, Religious Activities Chairman, as the first Association honorary lifetime member. This honor meant that Mr. Cooley was not required to pay dues for the rest of *his* life.

A brief footnote to the Association's method of making improvements to its facilities should be mentioned here because it is a tradition (actually an involuntary habit) of the Association and almost everyone who settles on Peaks. This is the use of second hand materials. Throughout this history it will be indicated that a new stove, pool table, or dock was acquired. More often than not this equipment was used prior to it being donated or was purchased second hand which is the primary reason why the articles are replaced so often.

#### CHAPTER FOUR: THB REBUILDING YEARS-WELCOMING A NEW WAVE; 1950-1959

After the war people started to buy cars and travel again. Very soon the Island was discovered by a wave of newcomers and their kids who wanted to enjoy themselves and forget the war years. This group mixed with the old-timers and eventually rejuvenated the Association. These were also the baby boom years: war babies abounded and the Club was the focal point for family activities and youth programs. It should be recognized, however, that the Association was in a dismal state after the war years and near collapse. It was only the diligent efforts of Betty and Bob Huston and Betty Callan that put the organization back on its feet. Membership climbed from a low of 135 in 1950 to 239 in 1959.

The theme of the 1950 Annual Fair was Beachcomber's Bazaar, and in 1954 fair promotional flyers were delivered by the milkman to every house on the Island. Square dances and bean suppers on Saturday night became more popular than the movies which were suspended in 1956. The Association joined forces with the Lion's Club to stage a minstrel show. Other activities included: sewing groups, classes on wood sculpting and fabric stenciling, language classes, art exhibits, travel slide shows and talks. sketch groups, craft days, hobby shows, little (trivia) quizzes, chair caning classes, vocal duets, flower shows, speakers on such subjects as radio technology and war intelligence operations, chorus training, pantomime, singing and dance classes, Monte Carlo/gambling and music nights, spaghetti night dinners, pot luck suppers, nature trips for kids, chicken stew nights and a reactivation of interest in the production of plays.

Clubhouse improvements included: installation of a public address system, paneling of the main room, floodlights for play productions, ice box replaced by electric refrigerator, first tennis court upgraded with most of the help coming from non-members from Forest City (who were allowed to use the facility), a safe was purchased to store records, and major underpinning work. A shuffleboard court was established on the porch. The roof, plumbing, and approach road to the Club were repaired.

The major civic betterment projects included: requesting members not to let their dogs do their duty on the beach, protesting CBL's discontinuance of service to Evergreen, regrading the sidewalk from Trefethen Wharf to Island Ave., starting a Welcoming Committee for newcomers to Peaks, petitioning the Army to open the back shore road and the city to repair it, requesting the Army to reduce the \$10,000 reservation selling price. After the facilities were bought by a developer, the Association again requested that the road be open. A short time later the developer sold the reservation to the CBIDA who opened the road to the public. The Association also requested the City to undertake road repairs and remove abandoned cars and shacks. It assisted the Brackett Church bible school building fund again, cleaned up the back shore after an off-islanders

party to prevent a polio outbreak and petitioned for more police protection against break ins and hot-rodding. The Association contributed to the newly established full-time, all season library, and protested polluted swimming water. It requested more frequent garbage collection, lobbied for an-addition to the elementary school, requested a resuscitation unit for the fire department, and petitioned Casco Bay Lines to: fix holes in wharfs, provide a new car ferry slip, and not to raise freight rates.

During the 1950's, the Association was reshaped. Its membership almost doubled, and as can be seen above, its activities and civic improvement projects increased tenfold. Major events that happened during this period include: five hundred dollars left to the Club in the Davies Sisters will, a complete door to door canvassing of the Island for new members with special emphasis on the Forest City section, Association events were advertise in the Portland newspapers to draw uptown people, and tennis lessons were initiated by Elizabeth Montgomery.

The Association's Executive Committee became concerned about renting the hall to other groups because it did not want to lose its no tax status and get taxed as an income producing dance hall. In 1953 the calendar listing all the Association's activities was provided as a handout to all members for the first time. The 1954 annual meeting was postponed due to a hurricane. A later hurricane (1959) demolished the wharf. A playground program for pre-teens was initiated by President Wallace Demons. Susan Goodwin was the instructor. The Davies Estate provided \$582 for refurbishment of the first tennis court because it was in such a dismal state, as well as, an additional \$1,000 to build a granite block seawall under the back porch to support the fireplace given in memory of their father. Seniors were urged to use the tennis court in the afternoon because the court was not getting much use. The Davies sisters' house was demolished and turned into an Audubon owned bird sanctuary in 1956. Because the demolition company did such a poor job, the Association insisted they return and clean up the area. In 1957, Bob Huston proposed a separate fund to collect donations for a float to provide docking facilities. This fundraising procedure was initiated because the Association President felt that scarce dues money should not support an endeavor which would only be used by a small segment of the membership. The dock proposal was broadened to include a swimming float and a commitment to initiate a sailing fleet to gain enough support toraise sufficient funds. A construction contract for this facility was awarded in 1958 with facilities completed in 1959. Miss Jarrett, a long-time Association member and organizer of the Senior lounge library was made a lifetime honorary member, the second in Association history. A Red Cross swimming instruction program was provided to youngsters from the entire island by Natalie Sanborn and Reverend Davis. The program was a huge success.

A TEIA flag was designed by Colonel Philip Hoomis. The Junior Club suggestion that the fleur de le portion of the design be omitted because it has no relevance to the Association was accepted. A segment of the Board of Governors worried about the Association's spending habits. They felt expenditures should not go past a certain level and that some money should be put in a savings account or invested. A separate fund for trustees was set up and a proposal was also made to develop a five year improvement plan to stretch the investment or savings for new facilities over a longer time span. Finally, mention of Casco Bay Line's refusal to transport the Association's Annual Fair supper ice cream should not be left out. The ice cream melted on the dock because CBL refused to carry freight on Saturday. This signaled a long running feud between the Association and Casco Bay Lines.

In the late Fifties then President Wallace Demons proposed and had adopted a modification to the Constitution's membership provision to establish a permanent Junior Club for youngsters 13-17. Ernold Goodwin, Jr. was the first president. This provision signaled a major turning point for the Association. Up until this time, children of members were allowed to use Association facilities, but were not recognized as a separate entity. Through the early years of the Association, the emphasis had been on seniors. The Juniors or Beachcombers Club as they called themselves briefly in the Thirties were few, were well mannered, and were integrated into the fabric of the Senior Club long before their eighteenth birthday. In contrast, the juniors of the late Fifties and Sixties were the baby boomers; there were lots of them and rock and roll and lifestyle changes which popularized their attitudes rather than their parents' attitudes kept them younger longer and less willing to emulate their elders. This new lifestyle coupled with the disappearance of the Forest City Improvement Association in the Forties produced a large number of younger people from all over the Island whose parents were not Association members, but who were anxious to participate in Association activities. To the Association's credit, it met this challenge by absorbing these youngsters as new members. New programs were established for this group-- frequent dances, boat trips, tennis and sailing lessons, participation in the fair, pool and ping pong rooms, horseshoe and basketball facilities, and fishing and swimming docks. Nevertheless assimilation of the Juniors into what had been strictly a Senior Club, at times wasn't easy. For this reason a Membership Committee was established to screen Junior applicants, especially unruly Juniors, and to suspend anyone for breaking the rules. To the credit of this committee and the Seniors in charge of Junior activities (Eleanor Goodwin, Dorothy Desmond, Dolores Martin, etc.) only one Junior was ever officially denied membership and only a small number had to be disciplined. It should be noted that today the Association, because of another change in lifestyles, has problems integrating into its Senior activities the 18-20 year old age group who in accordance with its Senior member definition are no longer Juniors. This group





## CHAPTER FIVE: THE YEARS OF CHANGE; 1960-1969

During this period, the Association leased its first juke box and built a Junior lounge. Membership climbed: from 341 in 1960 to 455 in 1969. Junior swimming contests were introduced, as well as, a Senior Beatnik Ball, a Shipwreck/Beach Party and a Bermuda Shorts Dance, a Swedish Smorgasbord Supper and Down the Bay Dance Cruises. Juniors began car washes to earn money. A Junior dress code was imposed. Brackett Church parishioners catered the Fair supper and indicated their displeasure with kitchen conditions. The Association participated in the Casco Bay Interclub Sailboat Races (1966) and played host to state-wide Invitational Tennis Tournament.

Improvements to the clubhouse facilities included: new front steps and a reconstructed entrance way: new men's and ladies' rooms: new underpinning on the front end of Club: catches on all windows: new tennis backstop fencing: tennis benches and a ton of new court topsoil: new kitchen dishwasher; hot water heater: pine paneling of ancillary rooms; and interior painting. Convenience adjustments included: outside water fountain; purchase of adjacent land for a parking lot and driveway construction for the lot, removal of potholes in the circular drive in front of the club: painting the exterior of the clubhouse: new flooring and rockers for the piazza; a pool table for the Juniors and a piano for the Seniors; new electric light fixtures, stereo amplifier and a picture window for the stage.

Civic betterments took on a different focus. Strangely, the Association did not take a position on the Casco Bay Island Development Association supported International Center for United Nations Foreign Diplomats atop Battery Steele and the alternative proposal to turn the area into a State Park like Silver Sands. It appeared that the Association agreed with the direction of the Casco Bay Island Development Association, of which it was a member, which supported Project Oceanside (the International Center). Later when the project failed to gain federal agency financial commitments, many of the Association's members invested \$1,000 in a lottery for the lots on the back shore. (Each participant got one lot.) These funds were combined with those provided by the State to finance a park in front of Battery Steele and in back of the waterfront lots and were used to purchase the Army reservation from the developer.

The civic betterments the Association supported were: appeals to the Governor (to no avail) to fix the storm damaged Trefethen Wharf, welcoming a new island doctor, expressing concern about Casco Bay Line's deteriorating service and the condition of the Island's wharfs, and review of a potential State Port Authority takeover of CBL. The Association erected a community bulletin board on the side of Webber's Store, donated \$25 to the Osteopathic Hospital for the purchase of a oxygen tent in memory of Dr. Sweeney's wife, donated to a fund to erect a shelter and wharf railing Downfront, lobbied for better police

protection, contributed towards a Peaks Island descriptive (marketing) brochure, requested more equitable telephone rates for summer residents, donated to Peaks Island Committee to support a Fourth of July Celebration and provided ice cream to the entire Island population at the opening of the new car ferry pier. TEIA opposed King Resources proposal to construct an oil refinery on Long Island. It made efforts to improve garbage collection, lobbied for a new dump, and helped clear overgrown footpaths.

Because membership was so high (455), a proposal was made and defeated to raise dues and cancel the fair, the biggest fundraiser. Rejection of the motion was based on the feeling that the fair promoted friendship among the members. Later in the decade, dues were raised from \$1.00 to \$2.50 for adults and from \$0.50 to \$1.00 for Juniors if parents were members, \$1.50 if not. The first Cut the Brush Day by volunteer members, and the first Junior/Senior play were initiated. The first telephone (a pay phone) was installed in the Club as an experiment in 1960. It should be noted that the first time a telephone was proposed -- for installation was 1935 when it was defeated as an unnecessary expense. This phone was eventually removed by the phone company because it did not generate enough revenue.

A poem, "A Little Bit of History," describing the creation of the Club and purchase of the Dayburn Casino written by Ann Elwell in 1966 was given to the Association and posted in the Senior lounge.

#### A Bit of History

First we met around at houses  
Next we turned to Webber's store  
Till we grew so large in numbers  
We had room, but needed more  
Where could quarters be provided  
What would house the multitude  
That assembled at some meetings,  
Especially when there was food?

None existed at Trefethen  
Or the shores of Evergreen  
So the need of a new Club House  
Could by each of us be seen.

Many weeks we weighed the question:  
Where will be the proper place?  
Will we build it on the hill-top  
Where already we have space.

Or would we prefer the Dayburn  
Close beside the water's edge?  
Every member must be canvassed  
Made to vote and not to hedge.

People came to gain admission  
To our membership that year,  
By the dozens without urging,  
For their vote was very dear.

Finally the referendum  
Was submitted to us all  
We must plainly show our colors,  
Whether we should stand or fall.

And when all the votes were counted,  
You all know how it came out.  
It was that we buy the Dayburn  
Which we have without a doubt.

It has meant long terms of toiling,  
Teas and bridge parties galore  
Fairs and dances every summer  
Quilting bees and some more.

But to most of us here gathered.  
Now that all the work is done.  
We remember it with pleasure  
After all we had some fun.

And though maybe in improvements  
We've not made our record big  
We did get Sebago water  
Even though we had to dig.

Also the electric lighting  
We did what we could to get  
And we hope in other measures  
To succeed and do more yet.

Best of all our debt is cancelled  
We can pay up all we owe  
Even then we'll have a nest egg  
So we feel that we can crow.

The sailing program was initiated with six turnabout  
Sailboats--four purchased by the Association, one donated by  
Admiral Huston, and one loaned by Mr. Childs. All boats came in  
kits and were assembled by the volunteer labor of members. The  
Association bought its Orchard Beach front lot from Lawrence  
Burke for \$500.00.

The Friendship/Sunshine Committee was told not to provide  
funds to families on relief and to confine to the summer months  
its activities which consisted of sending flowers and cards to  
the sick. A Correspondence Secretary was appointed to handle  
Civic Betterment and Sunshine type correspondence. *This*  
appointment seems to have signaled an end to both Committees

since prior to this appointment it was considered a privilege to be on either committee. Problems with the behavior of Juniors prompted a new policy on who recommends new Junior members. A claim was made that 1/3 of all island boys 13-17 have police records and therefore must be screened more thoroughly than had been the custom. Games of chance were eliminated at the fair and Miss Peaks Island of 1962, Jan Sullivan, appeared at the Annual Fair. The Newman camp (a squatter's shanty) located near the tennis court was demolished. The Davies Estate contributed \$500 to assist in completion of the second tennis court, which was finished during this period but as stated earlier took an incredible 23 years. Tracing the fits and starts of court construction is a real comedy ranging from heavy equipment not being available during the war, to the futile attempt to use hand labor, to the new heavy equipment contractor dying just before he was to start the job. A second float was added. The Association received its first refund from the Casco Bay Light and Power since it was their policy to share profits with religious and non-profit institutions. The Association accepted the Seagull Cottage and \$2,000 from the Emily Trefethen Howe Estate in 1963. The acceptance was delayed for a year due to the requirement in the will to place a plaque in the Club commemorating the gift. This impasse was resolved when it was decided that the Seagull Cottage could be considered "the Club" and the plaque was placed on the porch wall of the cottage.

In 1964, the Junior Club protested the all encompassing power of the Association's president and led a movement for organizational reform. Jessie Trefethen was made the third honorary lifetime member.

In 1965, the single-decision maker (president) form of government with the powerless Executive Board of Officers and three members at large was replaced with a twenty-one member Board of Governors elected in staggered terms of three years. This new form of government was adopted in response to: (1) the growth of the club membership which was approaching the 600 person range at this time, (2) the increased duties to be performed, and (3) the desire of the membership to have more participation in decision making.

This change had a major impact on the Association for many reasons. First there was a real divergence of opinion as to the effectiveness and commitment of a Board with shared responsibility vs. a president with a single vision and the dictatorial power to carry it out. The proponents for the continuation of the presidential form of government argued strenuously that it was impossible and not productive to attempt to meet the needs of every interest group within the Association. They felt that it was difficult enough to accomplish one or two major projects in the typical two year tenure of a president without diluting his/her focus by having a group trying to do everything. The proponents for the Board of Governors format argued that in the past presidents often ignored the desires of a

majority of the membership and that even if fewer things actually got done they would be the right things. One of the biggest proponents of the board approach was the Junior Club because past presidents had not listened to their proposals and would not let the Juniors administrate the funds they had collected. After almost three years of debate the Board of Governors form of government was adopted and met for the first time in June, 1966. As sequels to the story: the first elected Chairman, Amiral Huston, refused to accept the position of Chairman as a final protest against this organizational entity and in 1970 the Junior Club was given representation on the Board.

An executive committee of the Board of Governors was established to make decisions concerning the safety and financial integrity of the Club in the off-season.

The first and only member (Junior or Senior) to be officially disapproved because of undesirability was recorded. It should, however, be recognized that people who didn't dress properly, did not properly maintain their houses, or did not have advanced educational credentials had a hard time finding an Association membership application. An initiation fee was established more to encourage/coerce people not to drop out than to obtain more revenue from new members. Club pendants were sold at the 1967 fair. Myrtle Peffle took over Recording Secretary from Theresa Cram who held the position for a great many years. To encourage non-member participation in Association activities, a calendar of Club events was posted in Feeney's, Webber's, Howard's Market, on the Trefethen and Evergreen docks, uptown, on the other islands, and at Forest City Landing. A swimming pool was proposed because of beach pollution caused by the Club's and John Allen's waste pipes. The swimming pool was abandoned when not enough members agreed to donate \$150 plus additional assessments for continuing maintenance. A septic system for the Club and Allen's was considered a cheaper, more beneficial solution to the pollution problem. The long-standing fight between the Association and CBL broke out again when CBL wanted to charge a freight cost to carry the cabaret band's instruments. The case went before the Public Utilities Commission with both parties eloquently stating their positions. The Association was represented by Dick Sarapas, who was the Association's President at the time. Both parties were reprimanded for being pigheaded and wasting other people's time. It is, however, a hilarious story well documented in the minutes of many Board of Governors meetings. Finally, membership lists were made available to all members for the first time.

Board of Governors meetings were reduced from eight to five and only the annual meeting was open to the public. The annual/membership meeting was moved from Tuesday to Saturday and the Board meetings were moved from Monday to Sunday. These revisions were made in response to the Island becoming more of a weekend retreat than a full-time vacation residence.

## CHAPTER SIX: THE YEARS OF THE LOCUST; 1970-1979

In the 1970's, the purpose of the Association, so eloquently drafted by the founders, was expanded to include the Internal Revenue Service's "non-profit social club organization language" which exempted the Association from paying Federal income tax. By this time (1978) the Club had come full circle, or at least the philosophy of some of its members had. Two types of non-profit status were available from the IRS; one for benevolent organizations that run youth programs or are dedicated to charitable or community improvements like the Lions Club; the second is to support the social purposes of a group. For some unexplained reason, the Association opted for the pure social club status. This move capped a decade wherein the Association was virtually bankrupted by bad luck and very lax management. This language did not, however, keep the Association from continuing to pay property taxes to the city which commenced in the early 70's when the Club was reclassified from a property tax exempt "benevolent society dedicated to island improvements and providing educational, youth and religious programs" to a social club.

During this era, the state tennis finals continued to be held on the TEIA courts, deemed the best in Maine. Cookouts on North Beach were initiated. The Junior dress code was dropped. Other activities included the establishment of: a golfing instruction program, touch football matches, a Prince of Fundy trip, Senior lounge piano bar duets, Junior pancake brunches, establishment of a basketball/volleyball court, sailing and tennis films, a Bicentennial ball, happy hours preceding covered dish suppers, and Vespers becoming more ecumenical (a Catholic service was added). Bake sales were instituted to support cabarets because attendance was falling off at all events except mixers and Sunday brunches. One of the innovative activities of this era was the Tuesday evening forums. A sampling of the programs presented at this event include: transcendental meditation, a discussion of social security/medicare programs, folk music, stamp collecting instruction, travel slide shows, arts and crafts, and hobby descriptions/presentations.

Facility improvements included: new backstairs leading to the dock, ceiling lights, a new stove and sink for the kitchen, a shed for the trash barrels, the walling off of the circular road, approval of the third tennis court, a new swimming and fishing float, a concrete boat launching ramp, a new septic system for clubhouse and Seagull Cottage (in 1974 one of the first on the Island). Other new additions included: a new pool table: new roof; tennis court backstop, better drainage and court reconstruction: porch posts, storm windows, and building underpinnings.

Civic betterments during this era included: review of City plans for Island-wide sewerage treatment facilities: and payment of \$125 to CBDIA for legal fees for various improvement or



development projects. A short while later the Association would vote not to make further contributions to CBDIA because it was not consulted on projects beforehand. The Association sponsored an island cleanup program; also more police protection was obtained because the Association encouraged members to report incidents. The Association requested more patrolling of law enforcement personnel during activity nights and requested parking lot lighting from Central Maine Power because members and their guests automobile gas tanks were being syphoned dry in the parking lot. The Board of Governors pledged \$2,000 for the new Health Center and many Junior and Senior activities donated receipts to the new Center. The Association paid off its pledges to the Center early: also members were urged to participate in other Health Center benefit events. The Association participated in: the selection of the site for the new ferry terminal uptown, and the removal of the Dutch Elm trees lining Island Ave, between the school and Evergreen. Unlike the earlier tree removal project downfront, these trees were removed because they were diseased not to make room for development.

For one reason or another, the Association during this era did not participate in or develop a position on the establishment of a day care center on the Island, the construction of a combination library/police/community center, the oil spill cleanup following the holding of the Tanker Eagle Charger on Hussey Sound Ledge, or the proposed Island secession from the City of Portland. This inactivity was probably due to the spontaneous nature of these occurrences and availability of federal grant programs which eliminated the need for fundraising efforts.

Major events occurring during this period included: the completion of the third tennis court, which was financed mostly by donations. Because of changing demographics, the Junior Club membership decreased while the age level of the members became lower. To explain, up to this time the Junior Club, although officially open to teenagers 13-17, catered to youngsters 13 to 18 or 19 and the dances were attended by the 15-19 year old age group. Since this time the Junior Club has really only served the 13-15 or 16 year old age group. Concern was raised about the lack of programs for under 13 year olds and the attendane of underage (e.g. under 21 years of age) Seniors at Cabarets. Charles Holden was made the fourth honorary lifetime member after 40 years in the office of Treasurer, and Myrtle Peffle resigned from the Club Secretary position due to ill health. Captain Rainbow took over the sailing program after the death of Admiral Huston. All the wooden turnabouts were replaced with new fiberglass updated models. Mooring rentals were developed as a new source of income while boat storage under Club was eliminated because of abandoned boats and non-payment. The procurement of the CBL wharf and associated land was discussed to protect Association property in the event that a marina developer opted to pursue this land. Attendance at both Junior and Senior events began to drop. A motion to discontinue one cabaret because of

low attendance was defeated. A Rules Committee was established. Because of the size of the Club membership (548) and the Association's "seemingly" lucrative position. (which was in reality not good because of high expenses, low dues and the handling of activity fees) a proposal was made to limit the size of the Club; but the motion was defeated. People stopped volunteering because they thought the Club could afford to hire help or because they felt the hired help did not work hard enough. Perry Rockafellow stepped down (1977) as head of the Tennis Committee and a Women's Auxiliary to the House Committee was established.

In 1971 the Association's property tax exemption status was overturned by the city and it was compelled to pay property taxes for the first time because Vespers had been discontinued. As it turned out the discontinuance was temporary but no attempt for city reconsideration of the tax status was ever made by the Association. The exemption was granted by the state in 1914 in a State Organization Charter (see attached copy). Apparently the city removed the exemption without even a hearing. Why this transgression was never bitterly opposed is a real mystery. Perhaps it did not become an issue because taxes were very low in the Seventies and Association revenues were thought to be high. This occurrence caused a new club rental policy which is to rent to any organization, but with no publicity.

In 1974 the Federal Workmen's Compensation Law was applied to Association's employees requiring very significant Association contributions.

In 1976 volunteerism had declined and most Association work was being done by contractors for greatly increased costs. By 1977, fixed asset maintenance expenses on the enlarged physical plant outstripped operating income because activities fees were being kept by the Committees and used to support tennis court, dock, and sailboat expansions rather than asset renewal of all the Association's facilities.

In 1978, the Trustees separate investment account was tapped to pay maintenance expenses for the first time. A hurricane caused extensive damage to the Club forcing the Association to borrow \$13,500 from the Federal Small Business Administration Loan Fund to make emergency repairs. The Association's reclassification by the Internal Revenue Service from a benevolent society to a social club caused the Davies Estate, the benefactor of the Association for many years, to disqualify the Club as eligible for contributions. Also, funds had to be borrowed from members to pay expenses.

In the late seventies the use of Seagull Cottage became part of Club Manager's compensation package. Thus the rental income previously generated from this facility was foregone.



In the Seventies, the Association became a deficit operation for the first time in its history. A dues increase was needed as soon as possible to ameliorate the financial crises, but a one year wait was required by the Association's Constitution and Bylaws. A few well-off members lent funds to cover the deficit. No membership list was available to allow a solicitation to be made for donations from the general membership. The need for \$300,000 liability insurance for Board of Governors was recognized but could not be afforded. At this juncture, well meaning but misinformed members expressed the opinion that contributions/donations to civic betterment projects had caused the financial woes and requested that donations to other organizations or causes be discontinued.

## **CHAPTER SEVEN: THE MATURE YEARS; 1980-89**

The 1980's signaled a new era for the Association. Gone were the days of free spending and low dues. Operating costs, especially tennis court maintenance, property taxes, insurance, employee payroll, and loan repayment costs were substantial. New activities had to be viewed not only on a break-even basis, but also as fundraisers since oftentimes dues did not cover operating costs.

Membership decreased possibly because dues were higher and programs were fewer. Because of its financial condition, the Association was forced to reduce its activities and many senior citizens, parents with younger children, and non-activity people who did not care for tennis, boating facilities or sailing were not attracted. The Association was unable to interest these groups in joining or could only retain them for a single season.

Also, people (both existing and potential new members) were not as outgoing or as willing to participate in group activities as in previous times. Many people journeyed to the Island to be alone or with a few close friends or family to enjoy the Island's beauty and were unwilling to partake in participatory events like card games and cabarets. However, they were more than willing to subscribe to non-participatory, purely entertainment events like concerts, variety and slide shows. The Association seems to have been focusing its attention on days gone by rather than trying to get a grasp on the new attitudes and desires of people being attracted to the Island in the Eighties.

In addition, a small group of long time, very dedicated members who utilized the Club facilities to the maximum unknowingly snubbed new or potential members by appearing to be the disinterested owners of the Club. The snubbing caused the club to be referred to in a derogatory fashion as the yacht or tennis club by the snubbees. In the past new members had been a precious commodity and long time members who did not spend a great deal of time at the Club were anxious to meet new members and exchange and compare backgrounds, interests, and opinions.

Another possibly for declining membership was the non-existence of a membership list making it impossible to recruit non-members since no one knew who belonged and who didn't. Many members took advantage of this ludicrous situation by not paying dues but using all the facilities like a paid up member. In addition, dues and activity fees were not properly accounted for resulting in activity fees being counted as dues and membership figures being inflated. The inflated membership figures diffused efforts to begin serious membership drive but also led people to believe that nothing was seriously wrong with the programs being offered.

The few events on the calendar were not well publicized (no milkman dropped a fair flyer on everyone's doorway as in years

gone by) and, as indicated, no attempt was made to aggressively recruit new members such as the door to door canvassing done in the Fifties. The final oversights of the Eighties leading to decreased membership may have been the abandonment of Civic Betterment (1900s-1950s), Religious (1912-1970s) and Youth (1960s-1970s) programs. Many Islanders belonged to the Association even though they never attended an event simply because they wanted to endorse the good works sponsored by the organization. When they felt the good works were no longer being sponsored they ended their allegiance.

The activities provided during this era included: Sunday brunches, aerobic dancing, ballet and tap dancing lessons, house tours, wine and cheese parties, Once Upon a Time Cabaret, make your own submarine sandwich and game nights for Juniors, arts and crafts and hobby nights, covered dish suppers, North Beach family cookouts, Schooner Fair concerts, galas (buffet food provided at a cabaret), transit district speakers, auctions, and Junior gumball (bicycle) road rally, swimming races, sandcastle building contests, and piazza parties.

Bridge luncheons and the winter reunion dinner were dropped because of lack of interest. Duplicate bridge and military whist were almost cancelled due to lack of attendance, but their death was postponed by the institution of a card game instruction program and the admittance of non-members.

During this time, a new Social Committee Chairperson was advised to reduce the number of proposed activities because they would not draw members and not enough volunteers could be found to run them. This advice was based on the assumption that the same market (e.g. the small group of long time members previously described) would not attend an event every weekend and sufficient volunteers were not available because of the limited number of active Board members. A few members tried to convince the Board of Governors that if events were designed to appeal to a number of interests and well marketed they should be able to draw break even or better crowds composed of different people. The final element of the logic was the more people drawn to activities, the more potential new members and the more volunteers available to run additional events. The difficulty with this proposal is someone has to do the extra work needed during the development period. There were very few volunteers from the 21 member Board of Governors because: some board members were not outgoing, others wanted to support only functions endorsed by the majority and others had conflicts with their own social or work activities.

Physical improvements during the era included: tennis court arainage improvements, construction of flower beds, refurbishment of the Senior lounge, a new stereo and tape recorder, repaired septic pump, new pool and ping pong tables, and tennis court line brush. Major kitchen renovations including new refrigerator, sinks, and entry doors. These improvements were planned over a

three year period, but were finished one year early because of member donations including proceeds from a raffle of a Claude Montgomery portrait. New dingy, screens and a screen door in the Senior lounge, new dock dedicated to Captain Rainbow on the 25th anniversary of first dock, tennis court and dock rule signs, a new picnic table provided by the Junior Club and a new wheel barrel to allow the manager to clean the beach. Items discussed but not acted on included: a display case for pictures of tennis and sailing champions, a cover for one tennis court, and a more sophisticated fire protection system.

As previously indicated, during this entire period, there was a very noticeable lack of Association sponsored civic improvement projects due primarily to the orientation of the Association as a social club, and the desire of some Association members not to spend Association funds for "outside" causes. Another element that contributed to this non-interest in island improvement programs was an unawareness of how much money was available at the end of each year since the committees did not adhere to spending projections and by the time expenditure figures were assembled oftentimes indicating a small surplus was available the summer was gone. As an aside, it should be noted that the IRS does not permit a non-profit organization like the Association to make even a small profit and retain it year after year.

The three biggest civic issues during this time period were the: creation of a publicly owned Inter-Island Transit District, new Island zoning and the creation of a sewage treatment facility. Since one of the Club's most prominent members was on the Board of the Transit District, one must assume that the Club's knowledge of this event was up to date. Likewise the Island re-zoning and sewage facility proposals, although they involved no Association participation, were very well publicized.

The major events happening during this period included: The closing of Webber's Store causing the Club to consider if it wanted to sell sandwiches and candy bars to swimmers; it decided it would not. Perine Rockafellow's election to the Maine Hall of Fame and the dedication of the 1980 Annual Fair to him. He was also named the Association's fifth honorary life time member. A requirement for chaperones to arrive sober and stay that way at Junior activities was implemented after the Juniors started emulating the chaperones. Member ID stickers were introduced for members' use on boats and tennis rackets. The kitchen was inspected and found to be a health hazard while the clubhouse electrical system was declared a fire hazard. Signs indicating "Members Only, Private Beach and Parking Lot" disappeared after the first day, causing the signing program to be shelved. The Association's safe with all the Association's seventy odd years of paperwork inside was sold by mistake at the silent auction. The buyer refused to give the safe back when a refund of his money was offered but gave the papers back; the end result is that Association papers must now be stored at a member's home.

After George Rainbow died, a fund was established in his memory; \$1,070 was collected which was used with \$6,000 of the Club funds to build a new dock, dedicated to him.

Younger children were banned from the Club, only Juniors aged 13 or children going into the eighth grade were admitted. Volunteer work day attendance was dismal. There is a feeling expressed by the Chairman that members must be personally contacted to assure attendance at these activities. The elderly Membership Secretary suggested he needed an assistant, and a Correspondence Secretary was quickly named with the hope that after eight years without a membership list a list could be produced by this appointee. The Manager took over tennis court maintenance as well as Junior activities and was provided with a full-time assistant. A Club T-shirt was designed and sold at the fair.

The dues were raised almost yearly. Reduced rates for the elderly were introduced for the first time in 1984 to minimize the impact of the dues increases, but were to be forgotten by future boards. Fixed asset renewals were paid out of a depreciation fund for the first time (1980). Yet in 1981 contributions to the depreciation fund had to be minimized because of higher than anticipated operating expenses. The tennis program exceeded budget by \$400; the deficit was made up by contributions. A request was made and approved for a due date earlier than August 15th for dues and activity fees. It was felt the earlier date should minimize the dues tracking function and should improve cash flow. The need for \$300,000 of liability insurance to protect the Board of Governors from being sued by anyone hurt on club facilities which had been first recognized in the late Seventies was enacted even though many felt the Club could not afford it. The Association again was in precarious financial straits because activity groups did not turn in all funds collected, but used them instead to supplement their budgets. A suggestion was made (but not enacted) to project expenses over a five year period and to have dues and activity fees pooled into a general fund for all expenses.

Rental moorings, a good money-maker, was abandoned due to advice from the Club's insurance company. Only two guest moorings were retained. The tennis court annual maintenance costs continued to increase. Budgets were tight. The need for fundraisers and for better publicity for activities was recognized, but not acted on. Bulk mail rates as a method to send out mailings to members was investigated, but found to be no cheaper than stamped mail. The suggestion that the tennis courts be opened to non-members was defeated. Constitution changes related to the scheduling of Board meetings and the lowering of the annual meeting quorum requirement were enacted.

Betsy Huston was given a plaque contributed by Rod MacLeod recognizing her father's outstanding contributions to the Association. There was an indication that there was a need for

more programs for the older generation. Also some members felt that rules were not applied uniformly to all members and non-members. The Sailing Committee identified the need for new sails and a crew program, as well as, one new, larger boat. A number of members of the Board of Governors felt that the Club should place more emphasis on civic improvements. There was a recommendation that dances be for members only, and that dues be raised to cover the funds lost due to not opening the dances to the general public. This proposal was refuted as not feasible since it was felt that members would not tolerate the increase in dues. It was decided that the Board members running each event would decide whether it would be open or closed to the general public. A recommendation was made and passed to forbid smoking in the main hall and to register guests. A membership list was finally obtained in 1986 after almost eight years without one. The Association's liability was raised to \$3 million to cover possible suits due to such things as under-age drinkers at Senior cabarets and youngster's being hurt while diving off the pier.

As can be seen by the description of the above situation, the Association's bubble of prosperity and good luck broke during the Seventies and most of the Eighties were devoted to a retrenchment with little chance of recovery because of the faulty organizational structure adopted in the 1960s which inhibited change and caused a lack of leadership. Membership had decreased from 417 in 1980 to 268 in 1986 and even that was an optimistic figure since as previously indicated activity fee income appeared to be mixed with member dues income. A more important statistic, however, was "active" members and by the mid-eighties this figure was abysmally low. Most members were elderly and did not participate in Association activities. Other were new members (surprisingly there were [and still are] quite a few, most of whom did not pay initiation fees) who did not participate because they were never asked and generally did not renew their membership the following year. Only a small contingent of 50-60 active members actually were active in the operation of the Association. By the mid-eighties all of these people had been Association officers and heads of committees (many had been through two or three tours). This group wanted to bring in "new blood" (members who had not been officers or committee heads) to carry the load and come up with new ideas to reinvigorate a stale organization in a steady state of decline. Other evidence of decline included: no mission or objectives, no membership recruitment program, no operating budget, no planned capital renewal program, no marketing program, employees who had no accountability, no sailing program, an uninspired Junior program, almost total abandonment of the elderly who made up a good deal of the membership, a fixation on liability such that no new improvements (e.g. public swimming raft and/or a children's playground) would be considered if a suit could possibly result, and a feeling that social events had to make money or break even, but must be designed to appeal to only the current 50-60 active members. As can be seen the Association had evolved into an organizational basketcase.

As a final note to the Eighties the two principal change inhibitors should be described. The first is the concept that every monetary action must be voted by the entire 21 member Board<sup>5</sup>; the second is the concept that all Association employees work for Committee Chairpersons rather than the Chairperson of the Board. Both of these concepts result in control being so diffuse that it is virtually impossible to institute change unless the Chairperson is willing to spend a large percentage of his/her time lobbying board members and committee chairpersons.

5 Note: Careful analysis of the Association's By-laws refutes this accepted, but untrue concept. The By-laws indicate that the Chairperson can authorize, without Board approval, any sum for expenditure he/she sees fit as long as the Finance Committee Chairman concurs.



## **CHAPTER EIGHT: THE END OF THE EIGHTIES AND THE 1990'S - THE FUTURE**

By the end of the Eighties, a newly constituted Board of Governors set out to reinvigorate the Association. Membership increased at the rate of 40-50 members per year between 1987-1989 (e.g. from 268 to 365). This was due to a very active membership recruitment program (flyers were distributed to every house on the Island several times) and the creation of a computerized membership system. The system identified prospective new member candidates based on preset profiles (e.g. age, property owner status, existence of children, etc.) and allowed non-renewing members to be sent a reminder. The Junior program was significantly expanded, a new Pre-teen program, and a Senior women's craft day were instituted. In addition social activities were increased to one every weekend and redesigned to appeal to families and a diversity of groups. Perhaps the most significant innovation was redefining the mission of the Association in the newsletter/calendar transmitted to all members. The theme in the newsletter (which was one of the few things not requiring a Board vote) was one of outreach and wholesomeness. The newsletter talked about youth programs, about family activities and civic improvements not about a social club and this new direction attracted new members.

More attention was paid to tracking the overall financial position of the Association than had happened in previous years. A budgeting process was started and the planned commitment of funds to multi year capital renewal and deferred maintenance projects got under way after a seven year hiatus. The sailboats were upgraded, piling work was done under the Seagull, a new "second-hand" finger dock and club launch were obtained and many small, but meaningful improvements were made such as: a glassed-in poster/public notice display box mounted outside the Club next to the front doors, a membership flyer rack located next to the inside entry door, rocking chairs for the porch, artfully painted trash barrels placed at strategic (high trash) points around the Island and picnic tables for the orchard above the beach. Gerald Garman, House Committee Chairman for eighteen years, was named an honorary lifetime member of the Association. The sixth to be given this honor in the Association's seventy-eight year history.

Unfortunately, in 1990 a substantial rise in dues and activity fees and an economic downturn led to a loss of forty members and a reversal in the two year trend of increasing membership.

During this time of progress, an official redefinition of the mission of the Association was not enacted by the Association's Board. This lack of a definitive direction makes the life of the Association's Chairman much harder than it should be.

As can be imagined, being the Chairperson of an organization with such a long history and such a chaotic management structure



can be both an interesting study in the dynamics of human interaction and a tremendously frustrating experience.

Unless the Chairperson is satisfied with the status quo or wants to devote full-time to: politicking the Board for new directions and managing the actual delivery of services, he/she feels like a caretaker of a very lackluster organization with tremendous untapped potential.

If one agrees that the purpose of the organization is to improve the quality of life of all the members (only 39% of the membership participate in the tennis or dock programs) and potentially all the people on Peaks and to promote interaction between the diverse groups: then the following adjustments in the Association's Organizational and management structure should be considered:

#### REVISED DUES/FEE STRUCTURE

Finding a dues and activity fee structure that is more acceptable to a wider audience should be the Association's top priority. Implementing, in stages, one all inclusive fee for dues and activities (for example: \$200-250/family; \$100-125 for an individual; \$25-50 for the elderly) would seemingly be more popular and easier to administer than the current laundry list of fees. Under this scheme: any member could use the tennis courts; the sailing instruction and the pre-teen programs would be expanded to accommodate all those interested; the floats and punt would be unlocked and accessible to all; moorings would be dispensed using a lottery; and two or three major events would be free to all members and very expensive to non-members. The elimination of the initiation fee for new members should also be considered since almost half the new members do not pay it. The fee was originally established to retain existing members not to penalize new members. The initiation fee is an idea that has never worked and is out of place with a newer, more open Association direction.

#### FULL-TIME STAFF/CENTRALIZED MANAGEMENT

o Moving from a mix of volunteer and paid help to an all paid staff (e.g., paid sailing instructor, another tennis instructor, and a full-time social/membership director) is a direction whose time has come. This is necessary because most members work longer hours today) many work two jobs and want to spend their off hours with family or friends not running an activity or event at the Association. Under this proposal all employees would report to the Club Manager rather than Committee Heads and the Club Manager \*would report solely to the Chairperson. Work would be pre-planned at the beginning of the summer then replanned and monitored via weekly meetings between the Chairperson and Manager. Committee Heads would be welcome to attend these weekly sessions. Under this concept all employees would be interchangeable and therefore more productive (e.g.

\*manager currently reports to the House Committee chairperson

tennis person also does Pre-teen: youngster hired to clean halls helps out, or does sailing, etc.). Most importantly a significant portion of the Club Manager's and his staff's salary (15-20%) should be commission or incentive based and be tied to: increases in memberships, money earned at activities above the break even point, and, maintaining a balance between commendations and complaints (see suggestion/complaint box described below).

As all past chairpersons know, all new activity proposals can only come to fruition if the necessary staff (volunteer or paid) to run the event can be recruited. Most people, including board members, are completely unaware that acquiring qualified paid staff (e.g. Club Manager, Pre-teen Director, Tennis or Sailing Instructors) is just as difficult as obtaining volunteer staff. This is because: ( 1 ) the Association's season is extremely short; ( 2 ) the Association typically offers part-time, rather than full-time employment: ( 3 ) none of the jobs offered pay well; ( 4 ) the right people for the jobs oftentimes live off the island and commuting is too much of a hassle for a part-time low paying job; and, ( 5 ) the person is not given proper direction, or encouraged to be creative. One way to rectify this critical situation is to turn the Seagull Cottage into a camp counsellors' residence and to advertise in the newspapers (under the summer camp personnel heading) for: ( 1 ) a head counsellor (Club Manager): ( 2 ) a second tennis instructor: ( 3 ) a sailing, swimming and boating instructor, ( 4 ) a pre-teen and senior citizens program director; and ( 5 ) social/membership director. These five ( 5 ) employees would also do activity setups and maintenance work. They would replace five ( 5 ) current paid full and part-time employees and five ( 5 ) part-time volunteers.

The advantage of this approach is that staff could be obtained because: lodging, full-time employment, and the ability to be creative and to obtain incentive pay would be part of the employment contract.

Implementation of the above two would provide the Association with: qualified, motivated, full-time employees and the ability to monitor performance and provide direction from a central point of control.

#### DETERMINING THE MARKET

o In order to better market itself the Association should decide what it is, and what it wants to be; then do everything it can to market that image to perspective customers. Basically the market the Association attracts now is 25-50 year olds who play tennis (31%), another group who have children, but do not play tennis (25%), and an older 61-80+ year old group (45%). The Association does not attract new elderly members, young adults or middle age people who do not play tennis, and who do not have kids.

Does the Association want to market itself to the elderly (both existing and new members), and to the young and non-tennis playing adults? Obviously the current elderly events (e.g., bridge, whist and even the Tuesday craft day) have trouble attracting people, however, the Eagle Island trip did well. Is the solution more active events for the elderly, or more events designed for all age groups because today's elderly are more robust and would rather mix with younger people than be restricted to peer groups? Likewise with the 18-25 year olds and the non-tennis playing, childless 25-50 year olds who are not attracted to the Association because their needs are not addressed. A full time paid Social/Membership Director would have the time and the skills necessary to address these questions properly, however, the Board must determine the job scope (markets to be pursued) for this person. It should be recognized that designing new activities is difficult, but selling them to the targeted market is paramount. The selling might take several years.

#### MARKETING THE PRODUCT

o New ways to market activities and memberships should be considered. If a full-time Social/Membership Director is hired, he/she should pursue these tasks. Obviously pre-selling tickets to events is better than just putting up signs. The next step might be joining with other island organizations in the construction of a ticketron type kiosk downtown. The distribution of flyers to people as they come off the boat also has considerable merit, but should be done well in advance of the activity. A door to door canvassing for members, as well as, receptions to induce non-members to join has merit only if new members are desired and sincerely welcomed by existing members. The Social Director must keep in touch with member preferences, attitudes, and reactions to existing programs so changes can be made as soon as possible, or in the following year (see suggestion/complaint box described below). For example, the Pre-teen program tried to cover too large an age group this past year causing many youngsters to drop out and the Director to become disillusioned. Next year it should do 7-9 or 10-12 year olds not both. Another advantage of the Social Director is his/her responsibility would be the matching of new members to existing members with similar interests; this would take the heat off the long time members who perhaps want to do more selective socializing.

#### NEW REVENUE SOURCES

o Because of the Association's increasing expenses, revenue sources other than dues and activity fees should be actively pursued. The most obvious short range ones are: another activity like the fair (e.g. Las Vegas night or something as lucrative) and club rentals in the offseason. Rentals alone could equal or exceed the fair proceeds. During the May 15 to June 23rd and August 25 to October 15th time

period, it would be very easy to turn the Club over to a professional meeting manager who would handle all aspects of the rental business including the provision of insurance and portable heaters. An added benefit would be a longer season for club members who could have access to the facilities between events. The feeling that the Association's facilities should not be shared with outsiders or worrying about fires or damage (which would be covered by the meeting manager's insurance not the Association's) is outweighed by what the Association could do with the money to further its mission.

o Possible long range revenue sources are to change the Association's tax status and to build a marina. Currently the Association for tax purposes is considered a social club which provides relief from federal taxes, but provides no income tax deduction for members donating cash, or materials and provides no relief from city property taxes. If the tax change is fiscally feasible (legal fees if not done on a volunteer basis could be sizable), it could provide the following benefits: (1) the ability to provide a tax deduction to members desiring to make gifts to the Association, (2) grants from the Davies and other private and public foundations, and (3) possible relief from the property tax. Ideally the goal could be to reclassify the Association to the tax exempt class used by the Lion's Club at Greenwood Gardens.

Currently the Association's Boating program contributes the lowest amount of revenue to the Association's Treasury (34 participants at \$75/person) for the highest replacement value and highest liability risk. The amount charged should be significantly increased, but only after significant improvements are made in the accommodations and services provided. Already many long time members who are serious boaters have abandoned the Club's "cheap, but rinky dink" boating facilities for those of Jones Landing. A private developer has offered to build the Association a marina on the site of the old Trefethen CBITD pier. If the Association can obtain the land from CBITD, he will build the facility at no charge to the Association, operate it for five (5) years, then turn it over to the Association. It should be noted that once the old pier's pilings are gone the Corp of Engineers and other environmental organizations will not allow such a facility to be built.

Another significant source of income is mooring rentals (conservatively \$200-300/unit per season). There is currently room for forty (40) moorings in front of the Club (40 x \$200 = \$8,000/yr). Approximately six years ago, the Club's insurance agent recommended that mooring rentals be abandoned due to the liability associated with the lax method the Club administered the rentals. Basically, the agent felt that if the Club was to take the income from the rentals it must provide supervision and

safety services or be accused of negligence.<sup>6</sup> In addition, the pool of volunteer labor needed to put in, take out and maintain the moorings had decreased over the years. Shortly thereafter, the Club abandoned rentals and encouraged members to apply for individual mooring permits. Currently approximately 34 of the mooring spaces belong to individuals. It is recommended that coupled with the new staffing and management plan proposed above the Association: (1) provides an adequate level of mooring supervision and safety services with the proposed full time expanded paid staff; (2) rents the six (6) "free" mooring spaces currently available; and (3) acquires additional spaces as individuals let their permits lapse.

#### CREATING A NEW LOOK

o More ways to make the Club more hospitable should be pursued. Since first impressions are lasting, the Association should attempt to outwardly demonstrate that it welcomes new members and has activities for all ages. Too often potential new members see only the tennis players and the boats surrounding the raft and immediately come to the conclusion that the Association is an elite tennis or yacht club. The following existing steps were positive moves in this direction: the poster/notice box, the membership application flyer rack, the trash barrels the picnic tables and the rocking chairs. A children's playground (the City has indicated a willingness to accept the liability for this facility) and a swimming raft would be excellent second steps. A coke and candy machine, public access to toilets, a pay phone and a suggestion/complaint box are other steps that could be taken to make members and potential new members feel more closely attached, or drawn to the Association. Also some thought should be given to encouraging more older members or community groups (e.g. music association) to use the hall for functions at no, or minimal charge.

As a conclusion to this history, the paragraph included in the preface should be repeated:

"The Association is part of the attractiveness of the Island, but by no means is it "all important". On the other hand, if the Association, as it has in the past, has as its primary objective the improvement of the quality of life on the Island and the maintenance of island traditions it can be a very important factor in the island experience. Currently many people fear that change or development will ruin the island qualities they cherish. This history, however, demonstrates that the Island and the Association have been changing for the last 100 years, but island

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6 It should be noted that the proposed full time staff member in charge of sail boat instruction and maintenance could provide the supervision necessary for the moorings and could also provide lifeguard/swimming instructor services for a new swimming raft; thereby decreasing the liability of this proposed facility to a minimal or non-existent level.

development and the influx of "new" people does not mean that the island experience will change. Rather the island experience makes people from different walks of life change to conform with it. The key to the Association's future appears to be to support the "island experience" and to remain an integral part of it by changing its management structure."

