

Portland Public Library

## Portland Public Library Digital Commons

---

Local Printed Material

Peaks Island Archives

---

11-1990

### **An Overview of the Seventy-Eight Year History of the Trefethen Evergreen Improvement Association, Peaks Island, Maine, Nov 1990.**

Steven J. Maclsaac

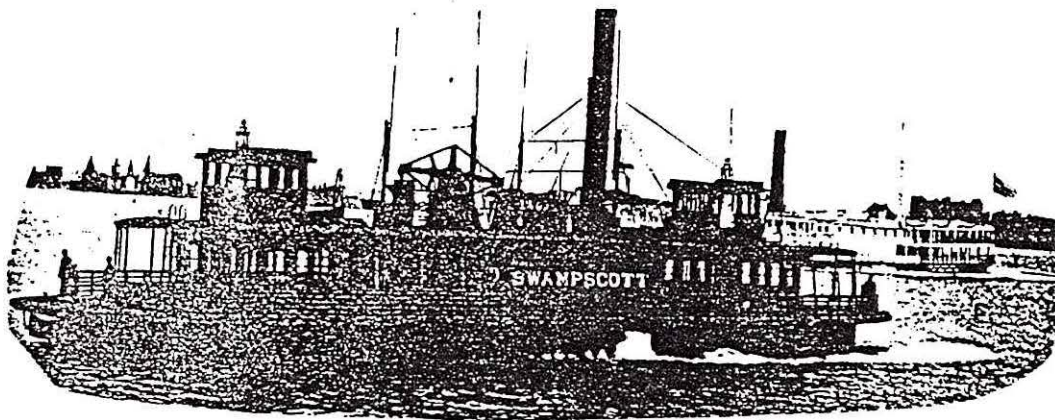
Follow this and additional works at: [https://digitalcommons.portlandlibrary.com/peaks\\_local\\_printed](https://digitalcommons.portlandlibrary.com/peaks_local_printed)

---

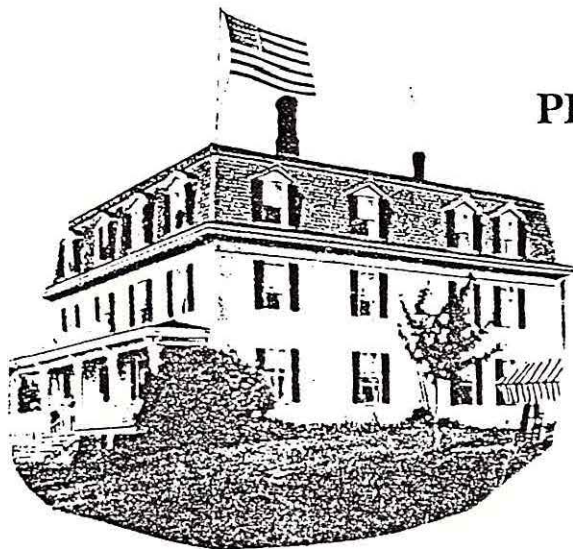
#### **Recommended Citation**

Maclsaac, Steven J., "An Overview of the Seventy-Eight Year History of the Trefethen Evergreen Improvement Association, Peaks Island, Maine, Nov 1990." (1990). *Local Printed Material*. 5. [https://digitalcommons.portlandlibrary.com/peaks\\_local\\_printed/5](https://digitalcommons.portlandlibrary.com/peaks_local_printed/5)

This Book is brought to you for free and open access by the Peaks Island Archives at Portland Public Library Digital Commons. It has been accepted for inclusion in Local Printed Material by an authorized administrator of Portland Public Library Digital Commons. For more information, please contact [schechter@portlib.org](mailto:schechter@portlib.org).



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

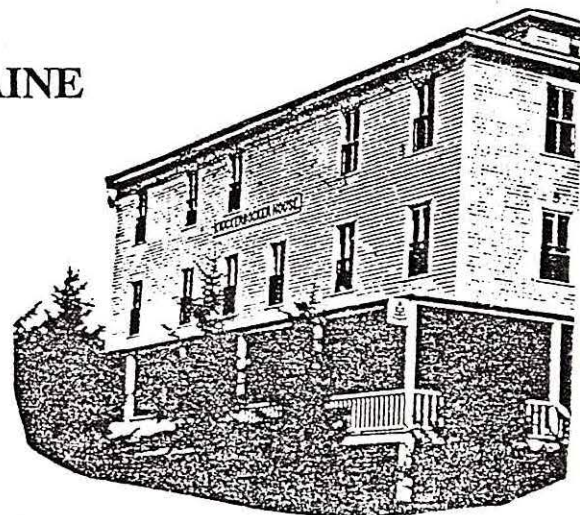


**PEAKS ISLAND, MAINE**

November, 1990

BY

**STEVEN J. MACISAAC**





## TABLE OF CONTENTS

	<u>PAGE NOS.</u>
PREFACE/ACKNOWLEDGEMENTS	2
CHAPTER I - The Beginning/The Stage is Set; the 1900's	6
CHAPTER II - The Growth Years; 1920-1929	13
CHAPTER III - The Depression and the War Years; 1930-1949	15
CHAPTER IV - The Rebuilding Years - Welcoming 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; - 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	N/A	1943	Lawrence Burke	1968	William Honan
1917	N/A	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 Demmons	1981	Dorothy Rainbow
1930	Embert Robinson			1982	Dorothy Rainbow
1931	W.B. Moulton	1957	F. Wallace Demmons	1983	Howard Kosei
1932	W.B. Moulton			1984	Howard Kosei
1933	Park K. Rockwell	1958	Perine Rockafellow	1985	John Morris
1934	Park K. Rockwell			1986	John Morris
1935	Charles A. Holden	1959	Perine Rockafellow	1987	Frank Childs
1936	Charles A. Holden	1960	Robert Huston	1988	Frank Childs
1937	Allan Blaisdell	1961	Elizabeth Callan	1989	Steve MacIsaac
1938	Earl Skillings	1962	Elizabeth Callan	1990	Steve MacIsaac
1939	Leroy Snowden	1963	Robert Huston	1991	Dave Norton
		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	1971 - 487
1938 - 213	1972 - 498
1939 - 283	1973 - 548
1940 - 293	1974 - 545
1941 - 218	1975 - 533
1942 - 131	1976 - 518
1943 - 110	1977 - 527
1946 - 105	1978 - 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'S

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 meagre, 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

<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 "pistois" (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.<sup>2</sup> 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 flannel suits, 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 outfit. 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.

---

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 Audobon 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.<sup>3</sup> 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.

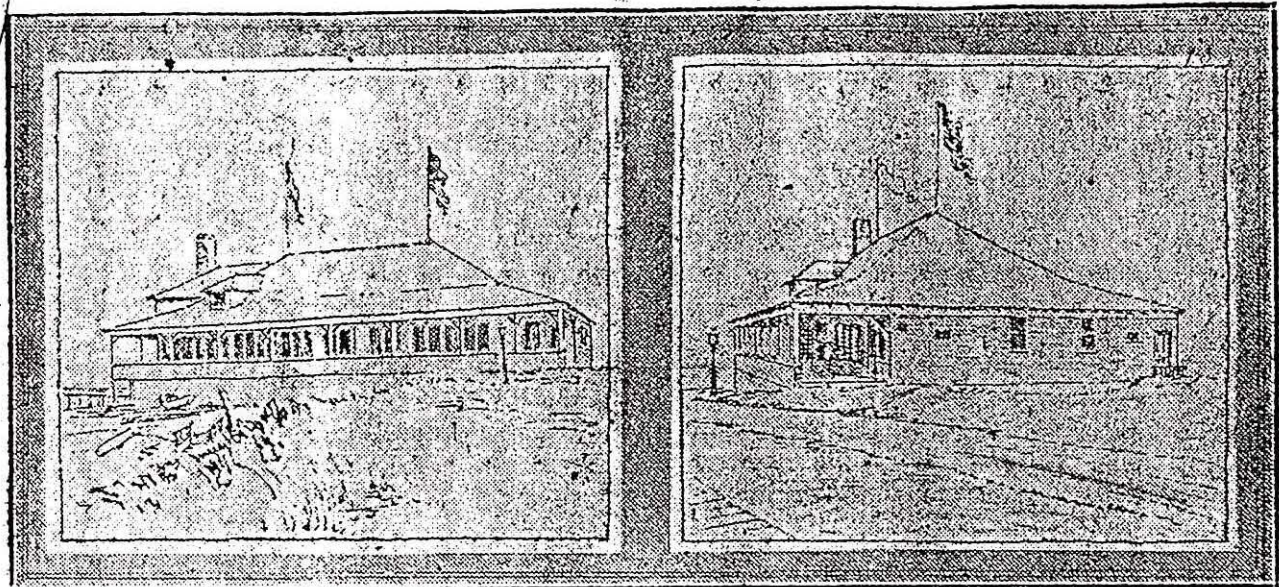
---

<sup>3</sup> The Sebago Water TEIA Committee Report is included in the Appendix.

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



## DAYBURN CASINO, TREFETHEN LANDING, MAY BE PURCHASED FOR CLUB HOUSE BY ISLANDERS



Sketches by John Calvin Stevens.

### TWO VIEWS OF DAYBURN CASINO

The Dayburn casino which is under consideration as a club house by the Trefethen - Evergreen Improvement Association is situated at the head of Trefethen's Landing, commanding a unique view of one of the finest harbors in the world.

Looking up the harbor one sees House Island and beyond that the Cape Shore, Fort Preble, the ship yards, the new bridge and two light houses. With its foreign and coast-wise shipping the aspect of the upper harbor is always changing.

On the west one sees the entire length of the two Diamond Islands, with Falmouth Foreside across the bar. This is the view most beautiful and colorful at sunset, and the rare coloring of our sunsets across the bay

draws many people to the landing at this time of day.

The view to the north is extensive, including Long Island, Little Chebeague, Littlejohn's, Cousins and vistas of the main land in between. These views can never be obstructed and from the proposed verandas which will surround the casino there is a coast line visible from the Cape shore to Prince's Point, at least three miles to the south and eight to the north.

Seven steamboat landings are in plain view and steamboats plying among them are interesting by day and beautiful by night with their many lights reflected in the water.

Occasionally a reg canoe passes, or a sailboat with its expanse of white sail, or a motorboat chugs by. There is

a constant change out on that expanse of water as time and weather change and the bathing beaches, together with facilities for boating, offer an unusual opportunity for water sports.

The casino is built out over the water so there is really only one land view, but that extends from City Point, Peaks Island, to the wooded shore of Evergreen in its changing foliage and its dark ancient Norway pines. The shore line is curving and picturesque, particularly that of Oak Lawn with its sea walls and patches of marsh grass.

The association will be fortunate indeed, if it succeeds in securing properly so admirably located for a club house.

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.

The Greenwood Playhouse  
GREENWOOD GARDEN  
PEAKS ISLAND

NESTLEDDOWN  
EVERGREEN LANDING  
PEAKS ISLAND, MAINE

The family of  
Elizabeth Mander  
will hold in grateful remembrance  
your kind expression

May 28, 1940  
Dear Mrs. Burke:  
Please extend  
to the members  
of the Trefethen-  
Evergreen Ass'n  
my sincere thanks  
for the plant which

MISS DAVEIS  
MAGPIE HOUSE  
TREFETHEN, MAINE

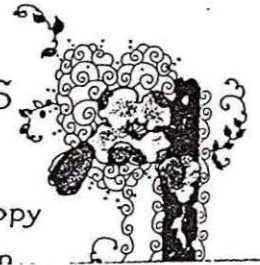
My dear Mrs  
She I

29 Longfellow Street  
Trefethen, Maine  
January 5, 1937

The Trefethen Evergreen Ass'n  
Committee  
Jan. 3 - 1938

With Hearty Thanks

Your remembrance made me happy  
And I send this little token



June 26 - 1938

To the Sunshine Committee and  
members of Trefethen & Evergreen Ass'n  
Kindly express my sincere

SHOREHAVEN COTTAGE  
PEAKS ISLAND  
MAINE

July 30, 1938

To The Members of The Trefethen-  
Evergreen Improvement Association  
2.

Please accept it  
for the  
THANK YOU  
for your FLOWER

### CHAPTER THREE: 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.

The Trefethen-Evergreen Improvement Association

presents

# "Cat O'Nine Tails"

*A Mystery-Comedy in Three Acts*

THE TREFETHEN-EVERGREEN  
IMPROVEMENT ASSOCIATION  
PRESENTS

*The Night of January 16th*  
A COMEDY-DRAMA BY AYN RAND  
DIRECTED BY ROBERT CONNESS



The Trefethen-Evergreen Improvement Association

presents

# "Ann's Little Affair"

*A Comedy in Three Acts*

by

# "CHARLEY'S AUNT"

*A Comedy in Three Acts*

by

BRANDON THOMAS

directed by

ROBERT CONNESS



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 bereaved 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),

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.



# 1944 — Schedule of Events at Club House — 1944

---

Saturday	July 1	Open House — Boy Scout Night
Wednesday	July 5	Business Meeting, Reports and Plans
Saturday	July 8	<b>Navy Night</b> — 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	<b>Coast Guard Night</b> — 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

---

Tuesday	August 1	Regular Meeting and Open House, Girl Scout Night
Saturday	August 5	<b>Army Night</b> — 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	<b>Navy Night</b> — Band Concert and Dance
Sunday	August 27	Evening Service, Navy Chaplain, 8:00 to 9:00 P. M.
Tuesday	August 29	Open House

---

Saturday	September 2	<b>Annual Cabaret</b> — Formal Dance
Sunday	September 3	Evening Services, 8:00 to 9:00 P. M.
Tuesday	September 5	Annual Meeting, Written Reports
Saturday	September 9	<b>Harvest Supper</b> at 7:00 P. M. sharp

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

LAWRENCE M. BURKE, President  
*Trefethen-Evergreen Improvement Association*

#### CHAPTER FOUR: THE 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 advertised 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 Audobon 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 to raise 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

is too old to attend Junior functions; while Senior member functions are not designed to appeal to 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, Admiral 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 downtown, 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 holing 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 attendance 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.

STATE OF MAINE.

Certificate of Organization of a Corporation, under Chapter Fifty-seven of the Revised Statutes, and Amendments thereto.

The undersigned, officers of a corporation duly organized at Peaks Island, in the City of Portland, State of Maine, on the seventeenth day of August, A.D.1914, hereby certify as follows..

The name of said corporation is Trefethen-Evergreen Improvement Association.

The purposes of said corporation are the improvement of Peaks Island, the preservation of its natural beauties, the development of its resources, the promotion of its health, cleanliness and attractiveness, and the advancement of its religious, intellectual and social life; and in connection therewith the maintenance of a Club House for the promotion of social intercourse among its members.

Said corporation is located in the City of Portland, County of Cumberland, State of Maine.

The number of officers is nine, and their names are as follows;

President, Frederic T. Whitney. Vice President, George W. Bliss.

Secretary, John E. Clanoy. Treasurer, Louise B. Burke. Trustees,

John T. Skolfield, John Oakes Burke, T.Olin Merriman, Embert G.

Robinson, and James M. Berry.

WITNESS our hands this eighteenth day of August, A.D.1914.

Frederic T. Whitney President.

Louise B. Burke Treasurer.

John T. Skolfield

John Oakes Burke Trustees.

James M. Berry

T. Olin Merriman

State of Maine.

Cumberland, ss. September 12, A.D.1914. Then personally appeared the within named Frederic T. Whitney, and made oath to the foregoing certificate by him signed, that the same is true.

Before me, Daniel J.J. Reardon, Notary, Public, Notarial Seal.

State of Maine.

Attorney General's Office. Sept. 18, A.D.1914. I hereby certify that I have examined the foregoing certificate, and the same is properly drawn and signed, and is conformable to the constitution and laws of the State.

Scott Wilson, Attorney General.

STATE OF MAINE  
Cumberland, ss. REGISTRY OF DEEDS  
Received, SEP 19 1914 190  
at 9 H. M. A.M. and recorded  
in Book 48 Page 457

Attest:

*Frank R. Clark*  
Registrar.

*Q. Linn Copy of Record*  
ATTEST: *Frank R. Clark*  
REGISTRAR

State of Maine.

Cumberland, ss. September 10, A.D.1914. Then personally appeared the within named Louise B. Burke, John T. Skolfield, John Oakes Burke, James M. Berry, T. Olin Merriman, and severally made oath to the foregoing certificate by them signed, that the same is true.

Before me, Benjamin Thompson, Justice of the Peace.

## 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 drives, 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 drainage 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 Aug. 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 straights 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

o 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 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 downfront. 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 off-season. 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

---

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."

## BIBLIOGRAPHY

- Jones, Herbert G., Isles of Casco Bay, Bond Wheelwright, 1946.
- Sterling, Ansel B., An Island Speaks, privately published 1980.
- McLaughlin, Peter, The Casco Bay Islands, Casco Bay Lines, undated.
- Trefethen, Jessie B., Trefethen the Family and the Landing, House of Falmouth, Inc. 1960.
- Stewart, Katharine, Peaks Island as it Was, H.S. Kinsman Company Inc. 1962.
- Frellick, Arlette, Landmarks of Peaks Island, Calends Study Club, Temple V. Robinson published 1953.
- Dunbar, Mary E., Resume of the First Twenty-five Years of Trefethen-Evergreen Improvement Association, unpublished 1937.
- TEIA, Association Meeting Minutes 1912-1990, unpublished.
- TEIA, newspaper article scrapbooks 1949-1960.
- Jaquith, Mary, personal scrapbook.
- Stewart, Katherine, Peaks Island, Maine (A Brief History), unpublished 1968.
- Goold, Nathan, History of Peaks Island and Its People - Short History of House Island Portland, ME, Lakeside Press, 1897.
- Baker, Richard, Field Guide to Birds and Wildflowers of Casco Bay and Island Vanity Press, 1976.
- Ecumenical Group of Peaks Island, Peaks Island, Maine, Our Island is a Gem Directory and Recipe Book, privately published, 1970.
- Ecumenical Group of Peaks Island, Peaks Island 1776-1976 Bicentennial Directory, Recipe Book, Leon S. Clough Editor, 1976.

large delegation of residents from all parts of Peaks Island. Mr. Ralph W. E. Hunt, the able president of our association, presided at this meeting. At this time the kind offer of Rev. J. E. Clancy, secretary of this association, to act as secretary to the water committee, was accepted.

Your committee then applied for a conference with his Honor, Mayor Clarke, which was granted. The full committee attended this conference and His Honor promised his support to your committee, and also offered the services of the city solicitor to protect the city of Portland.

Through the kind efforts of Mr. G. Waldon Smith your committee was fortunate in obtaining a conference with his Excellency, Governor Carl E. Milliken. This conference was held at the Falmouth Hotel and was attended by the full committee and His Honor, Mayor Clarke.

As a result of this conference His Excellency, Governor Milliken, offered to use his influence to procure an opportunity for your committee to present our case before the special session of the 79th Legislature. His Excellency also assured us that he would embody our case in his message to the Legislature and bring the matter to the attention of that body as an emergency measure.

Your committee reported the conferences with His Excellency to the association and it was the unanimous vote of the association to back the water committee to its fullest extent both morally and financially.

By the advice of the association the committee employed the services of Judge Joseph E. F. Connolly to represent our association in any legal manner that was necessary.

At this time it was the opinion of your committee that the advice of an expert hydraulic engineer be obtained. Your committee engaged the services of such an expert who, after spending two days in preliminary investigation, reported to your Chairman. The information so received was of great value and was tendered without charge.

Your committee felt that the above vote of this association expressed not only the confidence of the association in its water committee, but also the most hearty co-operation in the great task that the committee were undertaking. Bearing this in mind your committee suggested the idea of raising money to partially defray the expenses which your committee knew were about to arise. Having the interest of our cause at heart, although not then a member, Mr. John Cragg donated books containing printed certificates to be sold to form a fund for defraying such expenses as might accrue in the handling of the water situation.

Valuable assistance was rendered by the disposal of water certificates at a Sunday evening service held at the Island Church at which time the sum of fifteen dollars and forty-seven cents was raised and added to the water fund. Right here the committee wishes to thank all those who sold and bought the coupons to help the good cause.

On the eve of the assembly of the 79th Legislature, special session, your committee was informed that it was imperative to register our

# Report of the Water Committee of the Trefethen-Evergreen Improvement Association

Together with the Financial Statement, and the Report of Judge Joseph E. F. Connolly, Counsel for the Association.

These reports are published under the vote of the Association passed at the meeting June 26, 1920.

## Report of Water Committee

PORTLAND, ME., June 26, 1920.

To the Members and Officers of the Trefethen-Evergreen Improvement Association:

Inasmuch as the purpose for which the Water Committee of this association was appointed has been accomplished, the committee beg to submit the following report:

On August 23, 1919, a committee was appointed by vote of this association to look into the possibilities of relieving the serious conditions then prevalent on Peaks Island for lack of water. President John Oakey Burke appointed John G. McGregor, chairman, together with Messrs. W. T. Bradford and Charles Stevens as associates.

Your committee after going thoroughly over the situation, interviewing insurance underwriters interested in Peaks Island property, His Honor, Mayor Clarke, and numerous business men, reported the result of their findings to this association, which proved the situation more serious than realized.

At this time the committee stated that in their opinion definite results could be obtained only by dealing with higher authority than that represented by the Peaks Island Water Corporation. The Chairman of the water committee at this time asked an enlargement of the committee. His request was granted and Miss Anna Mitchell and Miss Mary Davies were added to the committee.

The next meeting of the water committee was held at the home of Miss Anna Mitchell, and as a result of this meeting a night letter was composed through the combined efforts of the committee and several members of the association who had been invited to attend, asking for an immediate conference with the Public Utilities Commission in regard to the water situation on Peaks Island.

The Public Utilities Commission granted the request of your committee, and a party consisting of Miss Mitchell, Miss Davies, Messrs. Anderson, Vantres, and McGregor went to Augusta and succeeded in getting the full board of the Public Utilities Commission to come to Peaks Island for a public hearing. This hearing was held the evening of the day following the conference in Augusta. At this public hearing were representatives of the Peaks Island Corporation and a very

dispense with the services of Mr. Clancy as secretary to the water committee. This action became necessary because of Mr. Clancy's attitude toward the policies and agreements laid down by your committee. On one occasion he accepted an invitation to make a public speech on the activities of the water situation, although sincerely urged to refrain from so doing, this public speech being in direct opposition to your committee's policy and agreement with all participants in the cause.

This publicity on the part of Mr. Clancy was followed by the issuance of the Referendum by the Portland Water District. The appearance of this Referendum to the tax payers of Portland was a staggering blow to our cause, and might have easily wrecked the entire work of the water committee up to that date. In spite of this Referendum and also the fact that persistent rumors were being circulated to the effect that your water committee had passed out of existence and ceased their efforts to obtain water for Peaks Island, your committee continued, however, in their established policy with a stronger determination than ever to win.

About this time the Business Men's Progressive Association was formed on Peaks Island, and your chairman in behalf of the water committee sent greetings and suggested that any assistance which they might be able to offer in the furtherance of our water cause would be gladly received and sincerely appreciated.

In view of the fact that the report of our counsel, Judge Connolly, has been so recently received, accepted and published, it is not necessary to give herein another detailed report of the numerous conferences which were necessary to obtain the final adjustment to actually bring Sebago water to Peaks Island.

On May 28, 1920, Sebago water flowed for the first time through the mains of Peaks Island and your committee realized that their efforts of ten strenuous months were crowned with success.

On June 12th your committee asked for and received for the first time a bill from Judge Joseph E. F. Connolly for his services to date. The amount of this bill was \$460.00, and same was approved by the water committee and paid June 15th.

The water committee feels that this report would be incomplete without extending its sincere thanks and expressing its grateful appreciation to those members and friends who so willingly and generously gave their time, money and sympathy to our cause; to Judge J. E. F. Connolly for his untiring efforts in our behalf, realizing that through his unceasing faithfulness our cause triumphed; to Judge Cleaves and his associates on the Public Utilities Commission and for their faithfulness to our cause; and to His Excellency the Governor of the State of Maine for the courtesies so graciously extended.

Respectfully submitted,

JOHN G. MCGREGOR,  
Chairman.  
W. T. BRADFORD,  
Vice Chairman.

proposed bill on the following day. With the consent of the water committee President Hunt, Mr. W. T. Bradford and your Chairman met our counsel, Judge Connolly, at his office and he prepared a temporary act for registration the following day. Inasmuch as the above mentioned representatives of the committee worked with Judge Connolly until the small hours of the following morning, it was arranged with Rev. J. E. Clancy to deliver the temporary act to the State House for registration.

On the day assigned, your committee appeared with their counsel at a hearing before the Committee of Legal Affairs with the result that immediate relief for Peaks Island was favored. Aid was promised by attaching the emergency clause to our bill.

At this point our able counsel, Judge Connolly, applied his full strength with untiring zeal, holding conference after conference, ever alert to take advantage of every possible opportunity in order to draw a bill that would result in obtaining Sebago water for Peaks Island. Such was finally drawn by our counsel and in due time was adopted, reported and passed. The signature of His Excellency Governor Milliken made the bill a law. By the passage of this law relief to Peaks Island in her water question became a certainty. This was the first great victory for our cause.

The work of your committee was not yet finished, however, as there was still much to be done to protect our interests. It became necessary to attend numerous hearings and conferences in order that the full enactment of the bill might be secured and no rights lost.

Owing to the fact that the water situation was at this time entirely in the hands of the Public Utilities Commission it was agreed by all concerned that no publicity be given by any of the participants.

About this time Miss Anna Mitchell and Mr. Charles Stevens left Portland for their winter homes. Your Chairman left for Boston some time after, leaving Miss Mary Davies and Mr. W. T. Bradford, Rev. J. E. Clancy as acting secretary to the committee, and President Ralph W. E. Hunt, with the situation well in hand. Mr. Bradford, fully familiar with all the details of the situation, accepted the position of acting chairman during the temporary absence of the Chairman. Your water committee continued to do the most able work under Mr. Bradford's direction and was in close touch with every detail pertaining to the many steps taken by our attorney in hastening the actual bringing of Sebago water to Peaks Island.

Your committee laid out a policy during the early weeks of its activities. Believing our cause to be a just one, your committee early realized the importance of carrying on the campaign in a dignified manner, always bearing in mind that our policies, as your committee, should always impress the public of the high and sincere motives of our association. This policy of your committee received most favorable commendation from the Public Utilities Commission. It was openly praised also by the counsel of the opposition.

Your committee regrets to state that it seemed best at this time to

domestic and municipal purposes, with the result that the members of the Committee were unanimously in favor of granting immediate relief, and promised aid, through passage of such Legislation as might be deemed sufficient, by attaching to our bill what is commonly known as the emergency clause.

The original bill had been amended so that on its passage the territory of the Island would become a part of the Water District, but this provision provoked considerable opposition, for apparently good cause, and on the recommendation and advice of members of the Committee on Legal Affairs, I agreed to an amendment which would eliminate this feature, though I did so reluctantly.

This amendment necessitated a second trip to Augusta, when counsel for the parties to the litigation met members of the Legal Affairs Committee and under their direction and advice a bill was drawn, adopted and reported. At this session, all of counsel waived or conceded points in order to frame a bill, which under the circumstances met with the substantial approval of all.

In due course this bill was passed and, receiving the approval of His Excellency, Governor Milliken, became law.

Under the bill it was necessary for us to show to the Public Utilities Commission that the local Water Company was not furnishing an adequate supply of water; and that health, welfare and comfort of the inhabitants of the island required the same.

Immediately after the passage of the act, through the committee-men and Doctor Black, we were able to get the evidence required and awaited hearing. The Commission acting on its own initiative by order dated December 30, 1919, appointed January 28, 1920, as the date, at which time we appeared. At this time it was pointed out to the Commission that certain persons contemplated testing the legality of the enactment of the legislation as an emergency measure, and fearing to become involved in litigation, which, even were we successful, must postpone action and in compliance with any order the Commission might, we urged a continuance to a later date, which made it impossible for this legal question to be raised, and yet, it was not so far distant that we would thereby lose any rights. This was effected by a withdrawal or annulment of the former order and the substitution of a new one, setting the eighteenth day of February, A. D. 1920, as the date for hearing.

Just prior to the January 28th meeting, Rev. Mr. Clancy organized the Business Men's Progressive Association composed of the business men of the Island and from and after their organization this body rendered valuable aid in furthering the cause.

On January 7th at their regular meeting they voted to join with us, and employed me to act as their counsel. The Business Men's Association was represented at the January 28th meeting by Rev. Mr. Clancy and a good sized delegation.

By decree of the Public Utilities Commission dated February 25, A. D. : Commission made many favorable findings, but did not annou al decision.

## Report of the Treasurer

June 26, 1920.

Mrs. Walter Elwell, Treasurer of the Trefethen-Evergreen Improvement Association, made the following report for the Water Committee:

Services of Judge Joseph E. F. Connolly.....	\$464.00	
Expenses of Water Committee.....	46.15	
		\$512.15
Receipts from sale of Certificates Trefethen-Evergreen Im-		
provement Association:		
Forest City District.....	\$ 30.00	
Trefethen-Evergreen District.....	111.00	
Collection at Island Church.....	15.47	
Donation by Peaks Island Business Men's Progressive		
Association .....	50.00	
Balance paid from Treasury of Trefethen-Evergreen		
Improvement Association.....	305.68	
		\$512.15

Respectfully submitted,

MRS. WALTER ELWELL,

Treasurer of Water Committee of  
Trefethen-Evergreen Improvement Association.

## Report of Judge Connolly

TO THE TREFETHEN-EVERGREEN ASSOCIATION:

Messrs. Ralph W. E. Hunt, President; John G. McGregor, William T. Bradford, Charles Stevens, Misses Mary Davies, Anna Mitchell, Committee on Water Supply.

*Gentlemen and Ladies:*

Because of the pressure of business requiring constant attention, I have been compelled to neglect reporting on the matter of procuring for Peaks Island a supply of water, which matter you committed to my charge in October, 1919.

Prior to October, your Committee having organized, began propa- ganda to direct attention to the urgent need of the Island for a steady, dependable supply of pure water. So compelling was the Committee's agitation and arguments that His Excellency, Governor Milliken, became interested and granted your Committee a conference, after which he took a decided stand in our favor, and undoubtedly his attitude, advocacy and recommendation of your cause was the most potent feature of the campaign, vitalizing it and stamping your demand as a real, crying, municipal need.

On the eve of the assembling of the seventy-ninth Legislature, Special Session, we prepared an act for presentation to the members, and in due season it was referred to the Committee on Legal Affairs. We appeared on the day assigned, as did counsel for the Portland Water District, Peaks Island Corporation and the City of Portland, and went to hearing upon the merits of the proposal. Many members of the Association attended and voiced the need and desire for water for sanitary,



In April the Water District, being unable to agree with the Peaks Island Corporation on the price to be paid by the latter for water, petitioned the Public Utilities Commission to fix the same and we being notified, attended. At this meeting a full and frank discussion was had and later a decree made which was equitable and fair.

Later the Peaks Island Corporation complained against itself and reference to its rates and we were again ordered to attend and did so on May 10th. At this time, a schedule was presented which was in the main points satisfactory, but we felt that in some particulars the rates asked would be unjust and opposed their establishment. By decree of the Public Utilities Commission dated May 13, 1920, we were sustained substantially.

Since then no matters requiring action have been presented and we see no cause for further hearing, unless it be at some distant date, upon some minor question of water rates.

The people of Peaks Island are, we think, very fortunate in being able to get such immediate relief, and are greatly indebted to many of our public officials, and public spirited men for assistance and counsel.

Your Association is indebted to His Excellency Governor Milliken for many kindnesses; to Senator Hale, who responded most heartily when called on; to the Chairmen and members of the Public Utilities Commission, Messrs. Cleaves, Trafton and Greenlaw, who many times deferred personal matters that our hearings might be expedited; to Senator Charles E. Gurney and Senator P. P. Baxter and Representatives John T. Fagan, Frederick W. Hinckley and Edgar E. Rounds for their assistance, support and encouragement at Augusta; to City Solicitor Frank and His Honor Mayor Clarke, who joined with us in the original proceedings.

It would be unfair to close without reference to counsel of the Water District and counsel and officers of the Peaks Island Corporation. We must acknowledge many favors from the hands of these men. When we sought information which they were not bound to give us, we found them most frank and obliging. None of these did or said anything more than they were in duty bound to say or do in the discharge of their duty to their clients, and we acknowledge our thanks to Messrs. David E. Moulton, Eugene L. Bodge and William Skelton, the counsel mentioned.

I acknowledge a great indebtedness to the Rev. Mr. Clancy. I called on him many times for assistance and information and looked to him for much of our evidence.

The Business Men's Association after its organization did splendid work and I promise great things for Peaks Island if it and this Association, working in concert and harmony, ever again seek to advance the Island's interest.

In conclusion, may I thank you Gentlemen and Ladies of the Committee and your Association for your patience with me, and as well for your ready response when called upon.

Respectfully submitted,

JOSEPH E. F. CONNOLLY.

By reason of illness I was unable to attend this hearing, but did engage the Hon. Willford G. Chapman to represent both this and the Business Men's Association, and his charge for his service is to be rendered to me.

At this February 25th hearing, it developed that the government pipe line to the reservation at Fort McKinley was unsatisfactory and it was hoped that we might induce the Government to bear a large share of the expense of permanent construction. We were anxious to do this because we were informed of the great expense of a permanent line, an expense much beyond the ability of the Islanders to bear, and also because we found that many who had favored the proposition, declined further to support it when they were informed that it would mean an increase in water rates for the whole district.

This information was sent out quite properly in a post card canvass of water takers, made by the district, and as well by public utterances of its counsel.

All concerned conceded the wisdom of an endeavor to bring the general government in as a party to the expense and each agreed to further the idea in his own way. The Chairman of the Public Utilities Commission, Hon. Benjamin F. Cleaves, had taken the matter up in December with the Honorable Frederick Hale, United States Senator, and later through the solicitation of others, Senator Hale used his good offices and we were regarded by conferences December 7th with representatives of the War Department who canvassed the matter thoroughly but finally decided against the venture. Their investigation occupied some weeks and turned against perhaps, because of the hesitancy of the government to share in any venture and also perhaps because it was thought the government line would be ample for its needs.

We again met and the Water District officials, still hopeful of government aid, proposed a temporary pipe line which would cost in dollars what a permanent line would cost in hundreds, and being eager to get water on the island this summer, under the assurance that the temporary line could and would be built in due season, we consented to let the matter of a decision on the permanent line remain in abeyance.

Had we gone on and been successful in securing an order that the District be saddled with the great expense of a permanent line, we would no doubt have become involved in costly litigation, which would easily consume a year before final determination.

Immediately after it was agreed that the temporary line would suffice for the present, the Water District officials contracted for the purchase and manufacture of the necessary pipe, and soon after its delivery commenced laying it upon the harbor bottom, completing the job much sooner than was expected and supplying water through the line to the Island residents May 23, 1920. The pipe is of wrought iron, complied with a patented joint and is laid from a point under the Eastern Promenade across the lower harbor bottom. It is confidently believed that the line will give no trouble. The contractor had, at any rate, the advantage of knowing the trouble which occurred in laying and maintaining the paralleling government line, and could thus avoid them.

## Report of Committee Favoring Dayburn Casino

The Committee appointed to secure estimates on plan to change the Dayburn Casino into a Club House for this Association submits the following report:

First there is a bid of Mr. Linus Seely, which is as follows:

"September 30, 1921.

Mr. Frank S. Harris,  
Peaks Island, Maine.

Dear Sir:—

At your request I have made a careful survey of the Dayburn Casino building, its foundation and the wharf extending beyond, at Trefethen's Landing, Peaks Island.

I find that this building is heavily timbered and well constructed, with Long Leaf yellow pine sills and girders, founded on substantial hackmatack piles that set on ledge and on stone, at the short end of the building, and on firm ground over the rest of the building. The stones under a couple of the piles near the shore need pinning up with stone. While the piling of the wharf in front of the building is in good condition, some of the outer logs behind the front row of piles in the crib work have been carried away and some of the stone has been washed out. I would recommend that a timber or log be placed behind the front row of piles and bolted to them, and a couple of ton loads of stone be dumped behind the timber. This would give ample protection to the foundation of the building.

The timber in this structure seems to be perfectly sound and in excellent condition.

I contract to remove the outer walls, carry them in about thirteen and one half (13½) feet to the edge of the dance floor and rebuild from floor to roof, practically as shown on drawings of John Calvin and John Howard Stevens, with the exception of the omission of the two large bays and the fireplace. I also contract to furnish and hang thirteen new doors.

To put a partition across the room, twelve feet high, with large double doors and to make a lounge, (doors of present entrance to be used).

To make a second story over the lounge by placing 2x10 joists placed sixteen (16) inches on center, twelve feet in height from the floor, over which will be laid a cottage flooring, laid with the bead side down.

This room would be suitable for storage purposes, could be made into a janitor's room, at any time, or used for any other purpose that you might elect.

Will build stairs to this second story as shown on plans.

The present hand rail around the dance floor will be made into a railing to go around the piazza.

By a slight change in the arrangement of partition, as shown on plans, the kitchen and coat room would be located at the East end of the building, with a door entering kitchen from the outside. Size of kitchen 13x17 ft. Size of coat room 10x13 ft.

The new woodwork on the building to be given two coats of lead and oil to match old work in color and the old work to be touched up wherever made necessary by the alterations.

The roof to be given a coating of Liquid Roof Seal. When this is done the roof would, in my opinion, last eight years or more and would last many years after this with renewed applications.

I have estimated that to replace this building at the present time would cost from thirteen thousand to thirteen thousand five hundred dollars.

My bid for this work as specified would be eighteen hundred and eighty dollars. (\$1,880.00.)

Respectfully submitted,

(Sd.) LINUS SEELY."

It is possible that Mr. Seely is unknown to some of you. We went to Mr. John Howard Stevens for suggestions as to contractors and Mr. Seely is the one that he advised us to see. Mr. Stevens tells us that Mr. Seely has had a wide experience in alterations of buildings, as well as in the building of new structures, and particularly is familiar with the construction of sea walls and buildings by the sea, having done a great deal of building in Casco Bay both for the government and for private parties. His letter is as follows:

"September 30, 1921.

Mr. Frank S. Harris,  
Peaks Island, Maine.

Dear Mr. Harris:

Your inquiry as to Mr. Linus Seely received and we are very glad to answer by saying that to our certain knowledge Mr. Seely has had long experience as a builder, he is thoroughly competent, and will be found absolutely trustworthy in any dealings you may have with him.

Sincerely yours,

(Sd.) JOHN CALVIN STEVENS."

We interviewed Mr. E. A. Drown after receiving the Seely estimate and you will notice that he has agreed to put in considerable more work than was suggested in the Seely bid.

"I agree to pin up with stone, as suggested by the contractor, the two piles at the north side of building, and at the southwest corner to place horizontally four large timbers back of the piling at the front of this corner and also four large timbers back of the piling at the side of this corner, all these timbers to be bolted and tied back securely and back of these timbers to fill in not less than six ton of large stone.

All this to be done by me before the date of settlement, if sale is made.

(Sd.) A. E. DROWN,

Peaks Island,  
October 1st, 1921."

After Mr. Drown had signed this agreement, we submitted it to Mr. Seely, and he wrote us as follows:

"Oct. 1st, 1921.

Mr. Frank S. Harris:

Dear Sir:

I have carefully examined Mr. A. E. Drown's proposition to repair the sea wall adjacent to the Dayburn Casino.

The specifications of the repairs to be made to the cribwork, I consider very satisfactory, and can assure you that the work when done will give ample protection to the foundation of the Casino building.

The building sets so far back from the face of the dock that there is, as a matter of fact, little danger to the foundation of the building from encroachment of the sea; but the proposed work will certainly eliminate any possibility of future difficulty for many years.

Yours truly,

(Sd.) LINUS SEELY."

Regarding the ground which has been so generously offered to the Association by Mrs. Emily T. Howe you will note that it is offered without restriction except the right to cross this ground to have access to the cottage now occupied by her sister, and that the land will revert to her or her heirs whenever the Association ceases to occupy the Casino as a Club House.

She writes as follows:

"To the Trefethen Evergreen Ass.—Should the Ass. acquire the property known as the Dayburn, I desire to donate a piece of land adjoining that now owned by E. A. Drown on which the

Casino stands. This land has a frontage of fifty ft. on Trefethen Ave. and runs back about 83 ft. containing approximately 4,200 ft.

In order to reach the cottage now occupied by my sister, Mrs. Brimmer, I wish to reserve the right to cross the property at any time.

Should the Ass. for any reason dispose of the Casino and cease to occupy it as a Club House then this land I am deeding shall revert to me or my heirs.

(Sd.) EMILY T. HOWE."

As to the ground across the street which it is proposed to use for amusement purpose the following letter certainly needs no comment.

"The land across the street from the Casino and on the waterfront running 110 ft. on Trefethen Ave. and south to the property of Edgar Allen 154 ft. we will lease to the Ass. for the nominal price of one dollar per year for a term of five years.

E. T. HOWE."

WM. H. TREFETHEN by  
E. T. HOWE."

You will notice that the contractor has failed to estimate for a fireplace for the lounge but this does not mean that we shall suffer from cold during the early spring or late fall in this meeting place for—

"The stone chimney and fireplace with its iron crane, andirons and furnishings, will be a gift from the wife and daughters of Edward H. Daveis, in memory of his life-long appreciation of the beautiful views of Casco Bay and his desire that others should enjoy them." This generous offer to the Association we are sure will be appreciated by all of us and whether we decide on the Dayburn Casino, to alter into a meeting place for our Association, or not, we are sure all sincerely thank Mrs. Daveis and her daughters for their kindly offer.

Taking all the things so far presented to you into consideration, your Committee feels that they are presenting an exceedingly attractive proposition for your consideration.

The club could surely be ready for occupancy in the early spring of the 1922 season.

If it was decided upon and the means of financing it provided, it could be ready for use within sixty days.

Regarding the financing, this of course is not within the province of this Committee, but we wish to call your attention to a few figures.

The cost of the building is \$5,000, \$3,600 of which is cash and \$1,400 in the lot we now own, which is accepted in part payment

## Report of Committee on Proposed New Club House on Association Land on the Hill

October 1, 1921.

To the Officers and Members of the Trefethen Evergreen Improvement Association:

Your Committee instructed to bring in a report on a Club House on its lot on the hill, have performed their duties and respectfully submit the following report:

We find that the Association several years ago, after careful consideration of other projects, including the purchase of the "Dayburn" Casino, unanimously decided to buy the lot on the hill as the best site on the island for a Club House, all things considered. Your Committee after careful investigation are of the same opinion and think they acted wisely for the benefit of all. The appeal of the beautiful location, high and dry, and a splendid opportunity, with a large amount of land for outdoor amusements, is irresistible, including as it does a new and up-to-date Club house with no future expensive repairs and maintenance, which would be the case in the older building now under consideration by the other Committee.

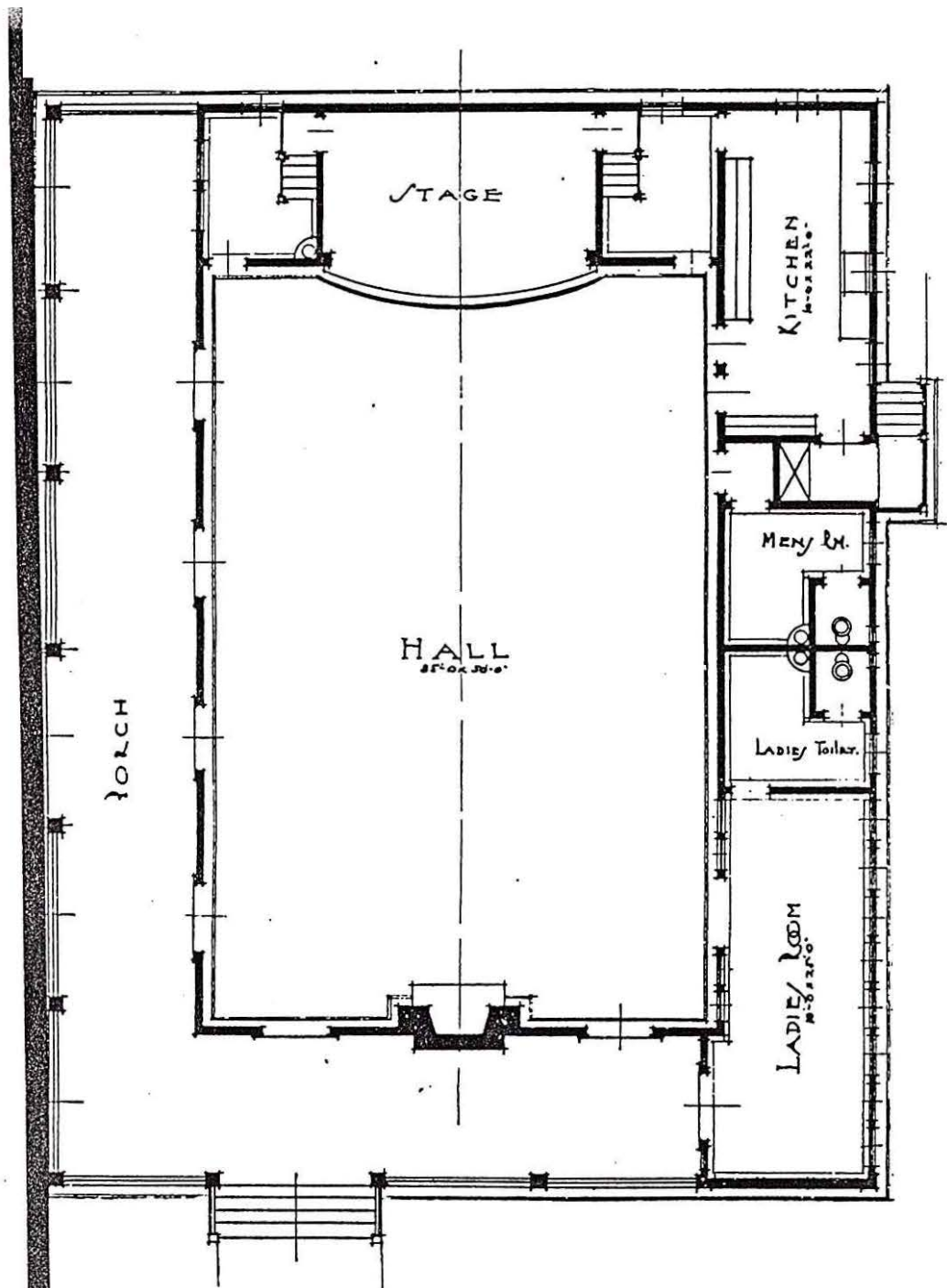
We wish especially to emphasize the fact that our lot is bounded on four sides by a wide road which gives us a square that could not be encroached on by outside building.

We have looked thoroughly into the type and cost of different buildings and are submitting for your approval, the one which we recommend (with a picture of the building and detail plan of the floor space), the cost to be \$6,500. In connection with this proposition we would say that the contractors, who are reliable people, guarantee this price, and at the same time are willing to work on a commission basis, which they think will save us considerable money. We wish to make this phase of the situation plain; take for instance the building costing \$6,500, they guarantee that it shall not cost us any more than that, and, if under the commission plan it costs less, we get the benefit; if it costs more than the guaranteed price it is their loss not ours.

We trust that this report will meet with the approval of the Association and can assure you that this Committee have been honestly working for what seemed to them (outside of any personal feeling that they might have) the best interests of the Association, not only for today, but for the future. We know that financing a new building on land that we already own would be easy and practical.

Respectfully submitted,  
W. T. BRADFORD,  
D. W. SCHWARZ,  
F. N. CALDERWOOD,  
JOHN T. SKOLFIELD,  
T. OLIN MERRIMAN,

Committee on Proposed New Club House  
on the Association's Land on the Hill.



Floor Plan of Proposed New Club House on Association Land on the Hill.

at this valuation, the price we paid for it, by Mr. Drown. The estimate for alterations is \$1,880. Thus we have to provide \$3,600 plus \$1,880 or a total of \$5,480, to have the building altered into a Club House for our use, and considering the amount now available in our treasury this does not look like a difficult plan to finance, not any more nor as much as any other plan we have as yet heard proposed.

Now what do we get for our \$6,880, made up of the three items, \$3,600 cash, \$1,800 alterations, and \$1,400 land?

A building which our contractor estimates would cost \$13,000 to build at this time.

A lot of ground for which \$1,000 was paid about twenty years ago before the sea wall was laid and the ground filled in to make this lot its present size. This work cost \$2,500.

A wharf and the shore rights that go with it which at the present time brings in a revenue of \$100 per year, with a contract on the part of the lessee to keep in order, to return to the lessor in good order at the termination of lease, and to rebuild if destroyed or repair if injured during the life of the lease or any renewal thereof.

It is only fair to include the value of lot deeded to us by Mrs. Emily T. Howe in case purchase is consummated and also the lease of a property, practically for no consideration, 110 ft. by 154 ft., about 16,940 square feet on the shore front, taxes paid, for a term of five years.

In view of these facts you are securing for \$6,880 a property worth not less than \$15,000.

Now let us consider what kind of a home we are securing.

The Club will have living room or lounge 20x40 ceiled and partitioned off from a dance floor in such a way that the two rooms may be thrown into one with a beautiful fireplace at the north end.

A dance room suitable and attractive for any entertainment or meeting, 40x60.

A room 20x40 over the lounge for present use for storage or later for any other purpose at very little expense, kitchen, coat room, toilets, stage, space for dining room, or other rooms all surrounded by piazza on two sides and a large part of the third side, thirteen and a half feet wide.

Let us briefly call attention to some of the advantages we see in the location.

Its beautiful location as to view must be appreciated by all of us for from our piazzas we see a large part of Casco Bay from Portland bridge to islands ten miles down the bay; among them

House Island and much of Portland harbor, and of all the shipping coming in or going out of the harbor, the Diamond Islands: the Cape Shore, Falmouth Foreside, Long Island, and in the distance Little Chebeague, Cousins, Littlejohn, and many others.

You have here one of the most wonderful bodies of water in the world; why go away from its shores to select a home for your Association?

From here the evening scene is particularly beautiful when we have a fine sunset, and this is the rule here; I know of no place in the world that can surpass those we see over and between the Diamond Islands and reflected in the waters of the bay.

Visitors come from every state in the Union to this Casco Bay because of its well known beauty; why not locate where they will see us and know that we exist. No one could cross Portland harbor or go out by any channel, or go down the bay to any island without seeing us.

We want to prosper and grow and do good to the community; will not the prominent and attractive position of our home aid us to do so?

Will the location not also give us more general satisfaction? In meeting friends from the boat or waiting for boats, in watching the bathers, in watching our children play on the beach, if we have children, or watching the children of others. The placing of bath houses under the building for the use of our members and many other advantages all seem to us very necessary. The possibility of this lovely site for our home being used for another purpose that might not be for the good of this end of the island is a thing we mention late but it is nevertheless important.

We leave the matter in your hands, feeling faith and confidence in our proposition being for the best interests of our Association, and only regretting that the matter was not in more competent hands to bring out all the advantages of this location.

Respectfully submitted,

MRS. EMILY T. HOWE,

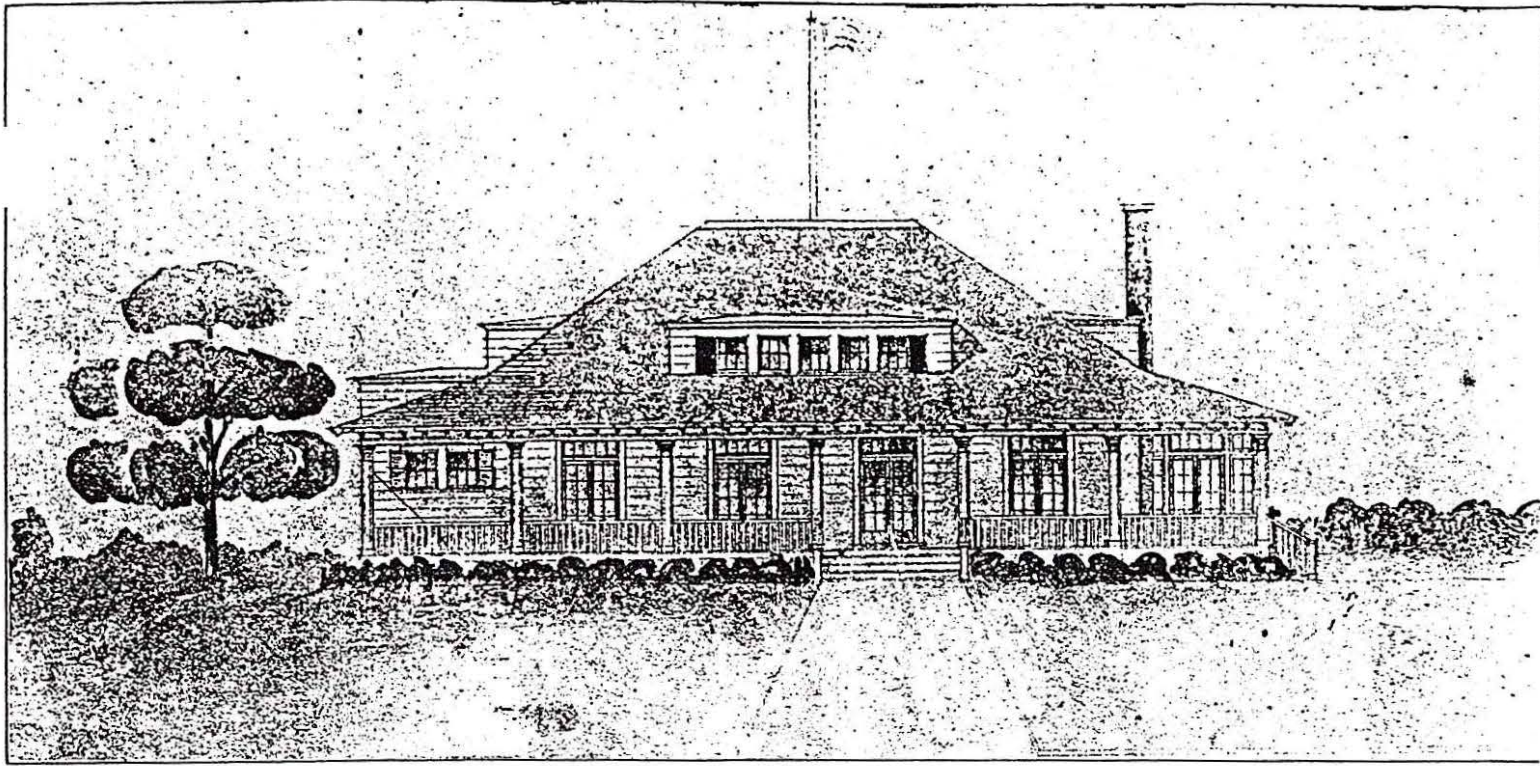
MISS MARY DAVEIS,

F. T. WHITNEY,

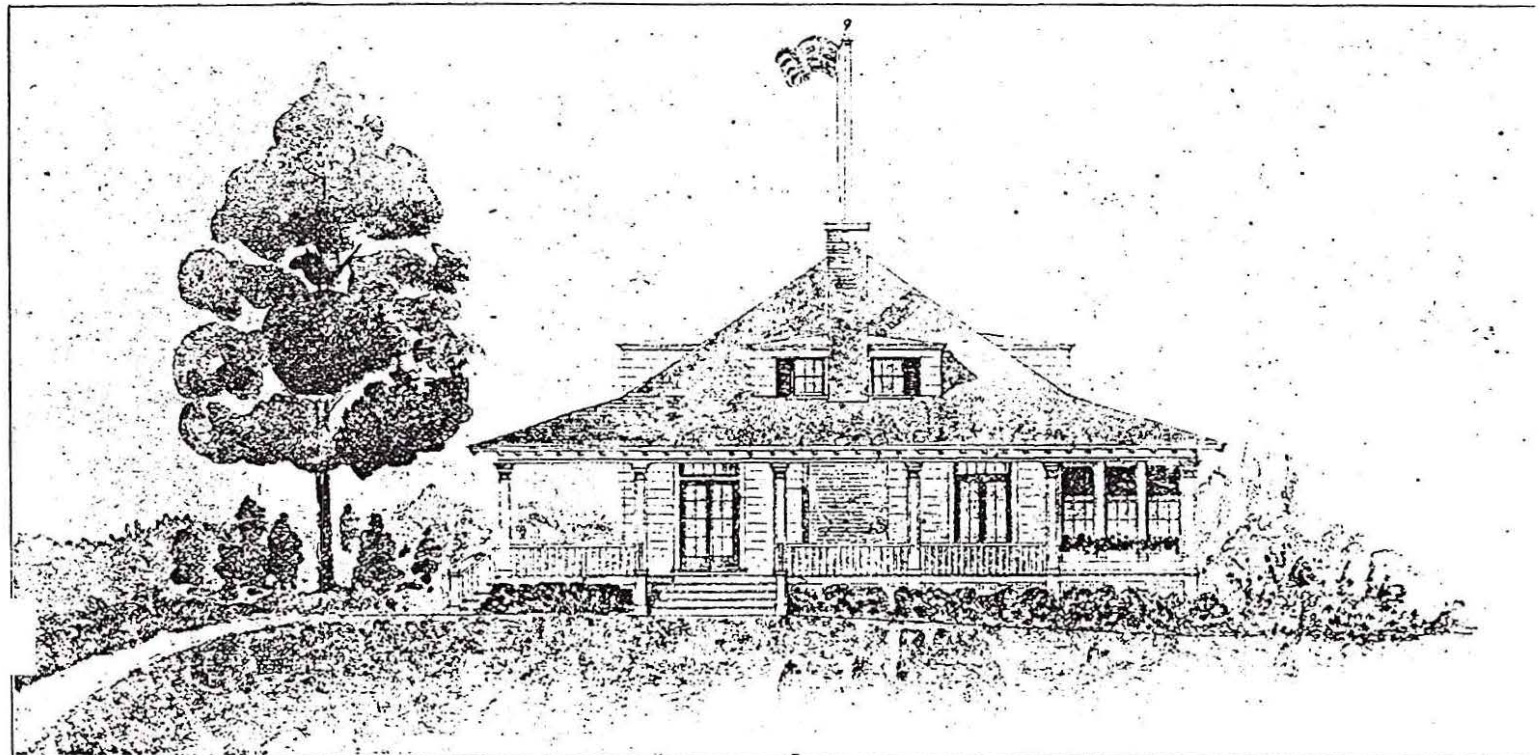
ARTHUR C. LIBBY,

FRANK S. HARRIS,

*The Dayburn Committee.*



Front Elevation of Proposed New Club House on the Association Land on the Hill.



End Elevation of Proposed New Club House on the Association Land on the Hill