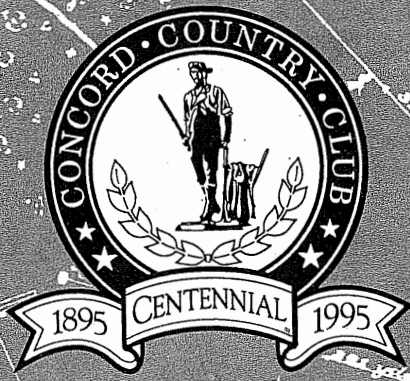
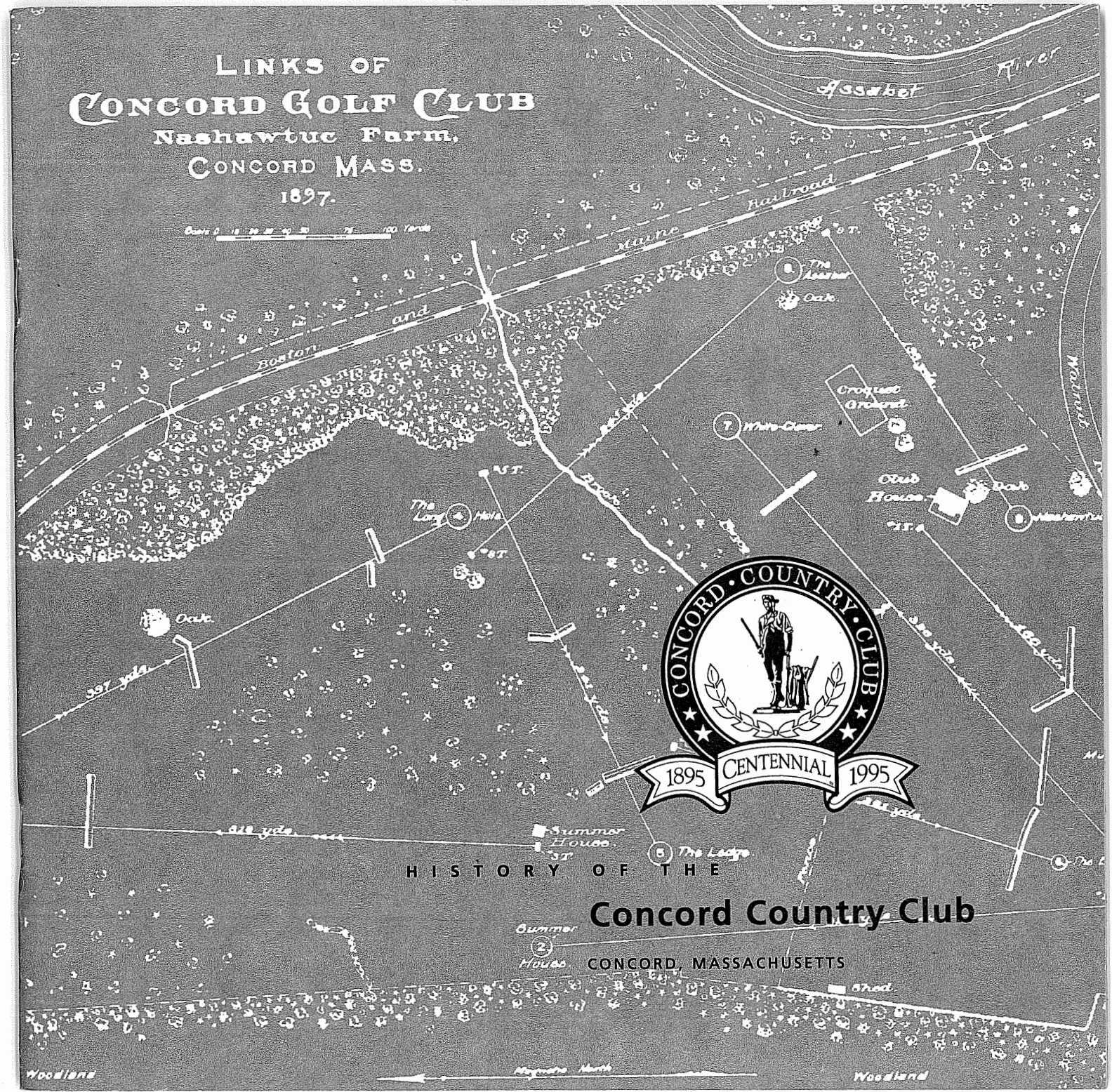


LINKS OF
CONCORD GOLF CLUB
 Nashawtuc Farm,
 CONCORD MASS.
 1897.

Scale 1 2 3 4 5 6 7 8 9 10 100 Yards



HISTORY OF THE

Concord Country Club

CONCORD, MASSACHUSETTS

Woodlawn

Woodland

**FOUNDING MEMBERS OF
THE CONCORD GOLF CLUB**

Grafton St. L. Abbott

John S. P. Alcott

W. Lloyd Bevan

William H. Bowker

Moses B. L. Bradford

Mrs. Moses B. L. Bradford

J. Edward R. Hill

Mrs. Samuel Hoar

Herbert W. Hosmer

Woodward Hudson

Reginald H. Jones

John Maynard Keyes

Nathaniel H. Kirby

George Lombard

Edward P. Merritt

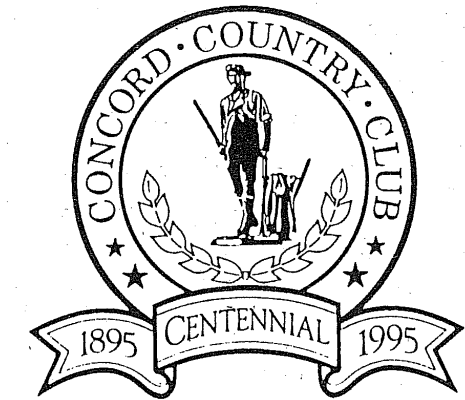
Frank Moore

F. Alcott Pratt

George E. Titcomb

George E. Vialle

Luther H. Wightman



H I S T O R Y O F T H E

Concord Country Club

CONCORD, MASSACHUSETTS

SALLY D. PARKER

F O R E W O R D

For ten years we lived on Nashawtuc Hill, overlooking the site of the original Concord Golf Club. On walks through the present fields and woods we often used to speculate about the location of the old fairways and greens, and once some neighbors unearthed a mashie in their backyard. Curiosity prompted me to look into the Club's records for specific information and I soon became engrossed in the accounts of the growth of the Club and the game of golf itself. The most striking point, decade after decade, was the dedication of the members to the success—and even the survival—of the Club.

What began as a simple chronological listing of developments grew into a study of the Club's entire history. Much of the assembled information was printed for the members in 1982; additions and corrections were made in 1994. The more recent years are condensed as they fall within our own memory span, whereas earlier years are described in more detail.

Many people contributed information and support to this project and I wish to thank them all.

Sally Parker

The Magic of Golf

G O L F C O M E S T O A M E R I C A

1 8 8 8

THE MAGIC OF GOLF has captured people since the 1400s when Scotsmen entertained themselves by hitting feather-stuffed leather balls across fields and dunes with curved sticks. By 1457 so many Scotsmen had forsaken the bow and arrow for the "sticks and featherie" that the crown outlawed the game because of concern that the national defenses were in jeopardy.

ENTHUSIASM FOR THE SPORT prevailed, however, and three hundred years later, in 1774, the first golfing society (Edinburgh) was founded, followed by the formal founding of the St. Andrews golf course in 1754. Courses at that time had from five to eighteen holes, rough greens, and no tees.

AROUND 1790, newspaper ads in New York, Charleston, and Savannah indicate that the social concept of a "golf club" had made an entrance into America but there is no evidence that any of the members played the game. It was not until 1888 that what is today recognized as America's first golf course, St. Andrew's of Yonkers, New York, was begun by a Scottish-American importer named John Reid. He brought home equipment from his trips

abroad and outfitted his friends, who were so enthusiastic that they played the game on their six-hole course even in the snow, using red balls.

THE FIRST NINE-HOLE COURSE was built at Newport, Rhode Island in 1890, and three years later enthusiasm for the game had spread to Chicago where the first eighteen-hole course was built. In 1894 the United States Golf Association was founded to "promote interest in the game of golf, establish and enforce uniform rules. . . ." In 1895 the USGA sponsored the first official U.S. Open, U.S. Amateur, and U.S. Women's Amateur championship tournaments.

DURING THESE EARLY YEARS of golf, most of the sporting rich had their minds on lawn tennis, which had been adapted from indoor court tennis in England in 1873 and which reached America, via Bermuda, in 1874. The first court was at the Staten Island Cricket and Baseball Club. In a year's time lawn tennis had been adopted by most private clubs in the major eastern cities, and in 1881 the United States Lawn Tennis Association was founded. Hence, tennis was well established in this country over a decade before golf was introduced.

T H E P R I T C H A R D L I N K S

Golf Comes to Concord

1 8 9 5

THE INTRODUCTION OF GOLF into the town of Concord is colorfully described by the man responsible, Moses Bradford, in his account of the events which he wrote in 1900: "Among the more modern games, tennis reached the height of its popularity in Concord the summer and autumn of 1895." His friend, Woodward Hudson, had built a court on Hubbard Street and one day after a tournament he and Mr. Bradford ". . . fell upon the subject of 'Golf,' then but just introduced into this country. They both condemned it there and then un-tried. 'Twas expensive,' and 'a fad of the ultra fashionable,' not comparable with tennis or bicycling,' and thus they dismissed it as

neither desirable or possible for Concord."

FOR CHRISTMAS IN 1895 Mr. Bradford received a book on golf plus a "cleek and lofter" (four wood and eight iron) from a recent convert to the game at the Agawam Hunt Club in Providence. As he was confined to a chair most of that winter with a severe case of gout, he spent many hours absorbing the prescribed stances and swings, and learning the rules of the game. By spring he had lost all interest in tennis and he tried to convert his former tennis companion, Mr. Hudson, but without success; nor could he interest any of his other friends in trying the new sport.



BRADFORD'S LINKS WERE
objects of wonder

DESPITE THE LACK OF SUPPORT, so great was Mr. Bradford's enthusiasm for the game that he and his gardener laid out a nine-hole course, using four forty-foot greens, in the fields and pasture belonging to the Misses Pritchard, bounded by Main Street, Lowell Road and the Concord River. The fairways ranged from 130 to 350 yards. Bradford's account notes that "... these pains and expenses seemed at first only to meet with continued disfavor, if not derision." Thus, in an atmosphere of disapproval, the Pritchard Links were laid out and paid for by Mr. Bradford alone, "with no other golfer or anyone familiar with golf in town." As some of the holes were laid out along the river's edge, he and his course were the objects of wonder to many a canoeist; and strollers came to look over the array of "greens, tees, direction markers, holes, flags, scorecards, all of the best, but with only a six months old player to demonstrate their use."

HEALTH BENEFITS of the game were soon recognized by a local doctor, George Titcomb, who became the first of Bradford's converts. Bradford ordered him some clubs, but they were kept at the Bradfords' house on Main Street, near the links, so that Dr. Titcomb "... need not be seen driving on the street with them, such had been the prejudice or at least the uncertain feeling against the game. Each day, however, brought

some new applicant for a set of clubs, and soon the spirit of the players rose superior to and overcame the spirit of the opposition."

BY THE END OF THE SUMMER there were twenty active golfers who recognized the effort and expense on Mr. Bradford's part in constructing the Pritchard Links and they offered to share this with him. He instead suggested that they form a club and look for more suitable land for their links. The first meeting of this group was held on October 4, 1895; a constitution was drawn up, officers were elected and fees were established (entrance fee—\$5.00; annual dues—\$5.00; summer residents—\$2.50 per week). The club was named the Concord Golf Club.



MR. BRADFORD AND DR. TITCOMB had previously searched for a good location for the new golf course and had settled upon the land around Lee's Hill, or Nashawtuc Farm, which comprised hayfields, pastures, and "a very rough Musterfield recently laid to grass." Despite the abundance of huckleberry bushes, hoofprints and rocks, the two men were so impressed "... by the views from the hill ... and the scenery all about of almost untouched nature, and all so

the crude links

SATISFIED THE CONCORD GOLFERS

NASHAWTUC FARM

Concord Golf Club

beautiful ... " that they approached the owner, William Wheeler, and so interested him in their ideas for a golf course that he gave them the use of the land—and became a member of the Club himself. In thanks the group urged Wheeler to accept the position of president of the new Club; he declined and Mr. Bradford, the prime mover, was elected.

A NINE-HOLE COURSE, designed by Mr. Bradford with advice from the greenkeeper at the year-old Weston Golf Club, was laid out in a few days by Bradford's gardener, and was ready to play in two weeks. The course was bounded on the north by the old Boston & Maine Railroad line along the Assabet River, and on the other three sides by Nashawtuc, Musketaquid and Simon Willard Roads. Six greens were created by simply cutting the grass as short as possible, then pounding and rolling it flat. The three other greens "... were cut out of the side hill and sodded." The Club relocated several greens in the first few years. The yardage, therefore, varied from 2,447 to 2,658 yards. It took an hour, more or less, to play the nine holes.

THE FIRST TOURNAMENT was held three weeks after the first pastures and huckleberry patches were cut down. The scores are an indication of the undeveloped abilities and facilities: best man's score for nine holes, 71 (Moses Bradford); best lady's score, 111 (Grace Keyes). The other scores ranged as high as 140. Shortly afterwards a club match was played against the visiting team from Agawam Hunt Club of Providence and the scores for eighteen holes ran as high as 150-170, "... figures which nowadays," commented Mr. Bradford in 1900, "look hopeless, but at that time were not despised." He also noted that "... visiting golfers declined to revisit the links, it was so crude, in spite of \$500 spent on it that fall;



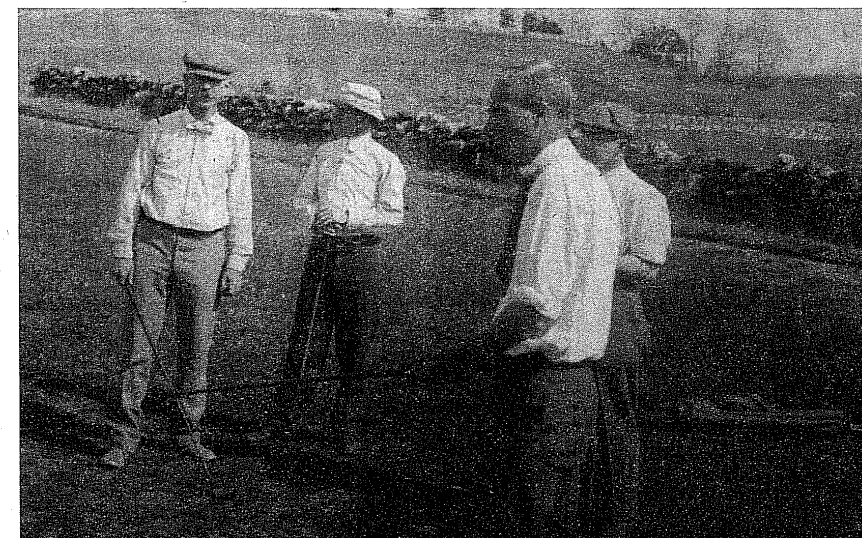
but yet it satisfied the home players, whose game and knowledge of its possibilities were as unformed as their links but whose numbers and enthusiasm continued to grow." By the end of the first season fifty more members had joined, making a total of seventy members in late 1895.

THE SECOND SEASON began with another twenty-six new golfers. Immense quantities of rock were removed from the fairways and piled up alongside and, in some cases, across the fairways. A clubhouse was constructed at the foot of Nashawtuc Hill, below the reservoir, which prompted the Club to enter into a rental agreement with Mr. Wheeler for the land. Hundreds of feet of piping were laid across the former musterfield to tap into the town water at the Wheeler farm. The first professional, George Douglas, was hired to give lessons three days

a week, spending another three days at The Country Club in Brookline. In the fall of that year, 1896, the Club joined the two-year old USGA as the ninth "allied member" from Massachusetts (preceded by The Country Club, Essex County Club, Myopia Hunt Club, and the Lenox, Newton Centre, Wollaston and Salem golf clubs).

FOR THE THIRD SEASON, the membership voted to increase the limit to 125 members as already there were nearly 100 active golfers. Changes were again made in the layout of the holes, and more rocks were removed by manpower and by dynamite. A croquet ground and a lawn tennis court were laid out, and Saturday night entertainments were held in the new clubhouse. The 1897 Club Book shows that Concord won as many golf matches as they lost that year, playing golf club teams from Lexington, Cambridge, Newton Centre, Harvard, Brookline (The Country Club), Lowell (Vesper) and Providence (Agawam Hunt Club). The best scores were nearly half of those two years earlier: best man's score for nine holes, 39; best lady's score, 55. The driving records were 226 yards for men and 171 for women, using solid gutta-percha balls (the present method of golf ball construction was not used until 1902).

IN 1898 THE CLUB JOINED with the Weston Golf Club in employing John Harland, "professional greenkeeper and teacher," each club having him three days a week. Harland had advised the Concord Golf Club about its initial links layout in 1895, the year he had been brought to this country by the Weston Golf Club from a 700-member golf club outside London. Harland was one of the first golf professionals to emigrate from the British Isles; he played in the first U.S. Open at Newport in 1895, tying for fifth place. Under his direction Concord swings, fairways, and scores improved. The best recorded member's score in 1898 was 40; Harland, however, scored 36 on the Concord links twice that year, "... his greatest feat being perhaps [playing] the seventh hole of four hundred yards in three strokes, two of [which] carried him about a foot past the hole, the ball almost dropping in as it passed."



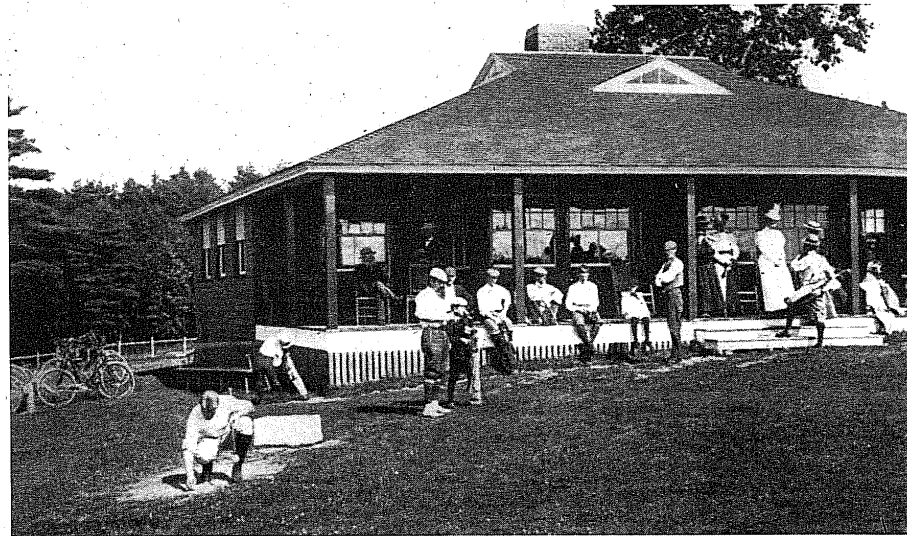
the hazards.
WERE ROCK WALLS, NOT SAND BUNKERS

Team Matches.	
#	AT HOME.
WON.	Cambridge Golf Club (Second), 18-0
	Newton Centre Golf Club, 15-3
	Vesper Country Golf Club, 12-0
	Lexington Golf Club, 23-0
	Brookline Country Club, 26-0
	Agawam Hunt Club, 13-12
LOST.	Harvard Golf Club, 10-14
	Agawam Hunt Club, 2-23
#	ABROAD.
WON.	Cambridge Golf Club (Second), 13-3
LOST.	Agawam Hunt Club, 0-52
	Brookline Country Club, 0-28
	Weston Golf Club, 6-8
	Lexington Golf Club, 9-11
	Newton Centre Golf Club, 2-8
	Vesper Country Club, 15-16
	Won, 120-18.
	Lost, 44-160.
7 Matches won.	8 Matches
164 Holes won.	150

THE ORIGINAL PRITCHARD LINKS, meanwhile, had been given up. It had been the training ground of the first Concord golfers and also the first Concord caddies. Mr. Bradford described the latter as a "... noisy, swearing and cigarette smoking gang of tough little boys ..." who more often than not stepped on a "lost" ball to hide it for their own use later. Mr. Bradford would not tolerate such behavior and he lectured the boys, who were soon willing to change their rude manners when it was discovered that the job of watching a player's ball or carrying clubs could be profitable. The 1897 Club Book outlines their rates: "one caddie watching one ball—10¢ each round; one caddie watching two balls—15¢ each round; one caddie carrying clubs—20¢."

THE NUMBER OF GOLF COURSES in this country had grown from forty in 1895, to one thousand by 1900 (150 in Massachusetts).² There were 150 active golfers in the Concord Golf Club that year. The final course had been established, and watering to all nine greens completed. The course length was 2,447 yards, ranging from 164 for the shortest hole to 397

yards for the longest. Rocks continued to be a problem and a special rule was added which permitted a free drop whenever a rock interfered with the play of the ball. The first clay tennis court was built that year, a gift from William Wheeler, owner of the property. The annual running costs



of the entire Club's operation were under \$2,000, the highest item (\$844) being for "the labor of horses and men," and the second highest item (\$250) being for rent of the land.

CONCORD GOLFERS were making their mark upon the Boston area golfing scene by the turn of the century. Mrs. Bradford represented the Concord Golf Club in the Women's National Golf Tournament at the Essex County Club in 1897, winning first place in the handicap

division. She also won first prize at both the Cambridge Golf Club and the Essex County Club women's tournaments that year. Grace Keyes, Ladies' Champion of the Concord Golf Club (for many years) won first prize in the Women's Handicap Tournament at The Country Club of Brookline in 1897. She and Mr. Ballou won first place in the mixed foursomes at Hoosic Whisic Club, with 94 gross, and Mr. Bradford won a first prize that year at Essex.

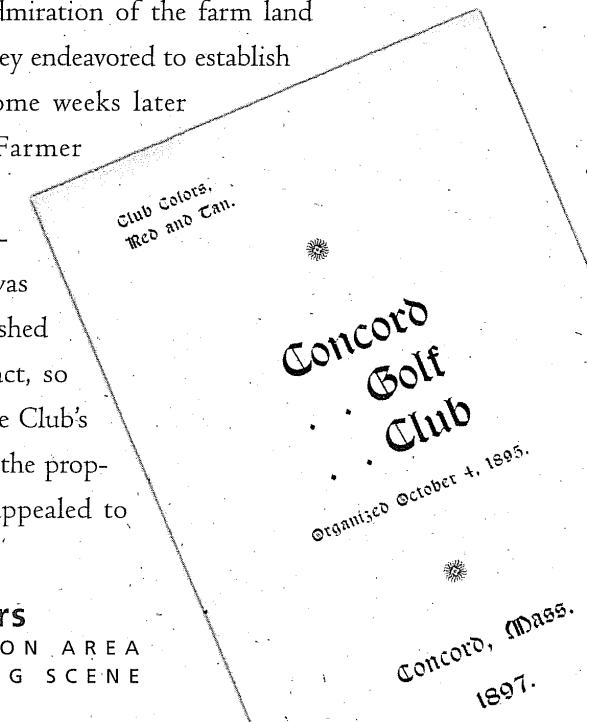
IN 1900 CONCORD was one of the clubs that founded the Women's Golf Association of Boston, later to become the WGAM. Grace Keyes was its treasurer the first year and its president from 1902–1907. She was also the winner of the organization's first championship tournament. (Her contribution to women's golf is evident throughout the Club's records and it was significant that she, being a charter member of the WGAM, presented a trophy to that organization on its fiftieth birthday in 1950.) The Club also was a founding member of the Massachusetts Golf Association in 1903.

A BUSY SCHEDULE of golf, tennis, croquet, teas and dances was enjoyed by the members for the next twelve years. In 1912 the Ladies' Tennis Committee requested permission to build a second court, using its own treasury. The Executive

Board decided it was foolish to invest any more capital in rented land and therefore approached Mr. Wheeler with an offer of \$15,000 to purchase the land they had under lease. He declined the offer and the Board began investigating other suitable properties. Gordon Hutchins (Club president from 1912–1914) later recalled that he and Moses Bradford investigated several sites, including the farm of John Brown "... which was reputed to have the best clover on any farm in Concord owing to ample moisture and good soil." They wanted to get a better look around and one day drove out to the farm on the pretext of buying some firewood. They then engaged Farmer Brown in conversation and by their "... expression of admiration of the farm land and apple trees ..." they endeavored to establish friendly relations. Some weeks later Mr. Hutchins met Farmer Brown and asked if he planned to keep farming. Brown said he was getting too old but wished to keep his farm intact, so Hutchins indicated the Club's interest in purchasing the property, an idea which appealed to the farmer.

Concord golfers

MADE THEIR MARK UPON THE BOSTON AREA GOLFING SCENE



THAT WINTER FARMER BROWN was fatally injured when his horse and buggy were struck by a trolley on Main Street. Judge Prescott Keyes called Mr. Hutchins and told him that among John Brown's papers was a note written by Brown indicating Mr. Hutchins' interest, on behalf of the Concord Golf Club, and the farmer's favorable reaction to the prospect. The Bradley Fertilizer Company also had an interest in acquiring the property for an experimental farm, so Judge Keyes urged Hutchins to move quickly. A special committee looked over the property and talked with the six heirs, all nieces and nephews, who were agreeable to the sale, except that two of the nieces insisted upon a condition that no golf be played on Sunday. The committee explained to Judge Keyes the impossibility of the restriction and "... when faced with this ultimatum the nieces withdrew this condition." The Club offered \$18,000 for the 180 acres plus farm buildings; the heirs held out for \$20,000.

Ginger ale, 5c and 10c per bottle.
 Birch beer, 5c and 10c per bottle.
 Sarsaparilla, 5c and 10c per bottle.
 Tea and crackers or wafers, 15c per person.
 Tea and toast, 20c per person.
 Tea and toast and cake (when ordered in advance), 25c per person.

A SPECIAL MEETING of the Concord Golf Club was held in May 1913 in the town hall; the attending members voted to purchase the Brown Farm for \$20,000, which they would borrow, using the farm as collateral. They also voted to form a new corporation to be called the Concord Country Club, and to transfer all assets and memberships from the Concord Golf Club to the new organization. A Board of Governors was elected and a code of by-laws was adopted. The old Concord Golf Club was to be dissolved by July 13, 1913.

PUBLIC INTEREST IN GOLF soared six months later, by coincidence, after a young, unknown American golfer and former caddie, Francis Quimet, defeated two English golfing stars in a tie-breaking play-off to win the 1913 United States Open at The Country Club in Brookline, his home town. After that, golf was no longer considered just a rich man's game; Americans who earlier knew little about the game suddenly had a desire to play. Following Quimet's victory came a demand for more courses and more teachers. Hence, the new links of the Concord Country Club were constructed on the dawn of an age of tremendous national, as well as local, enthusiasm for the sport.

NEW CORPORATION TO BE CALLED
The Concord Country Club

T H E B U I L D I N G Y E A R S

Concord Country Club

THE NEW CONCORD COUNTRY CLUB received its state certificate of incorporation on June 4, 1913 "... for the purpose of maintaining golf links and tennis courts, encouraging athletic exercises, and establishing and maintaining places for social meetings." At the first meeting of the new Club it was voted to borrow \$10,000 from the Middlesex Institution for Savings for two years at 5% interest, using the property as collateral. An additional \$12,000 was borrowed from the members, on unsecured notes, for ten years at 5% interest. The Club spent \$20,000 for the land and buildings and, in addition, there was a

need for \$1,500 to construct a nine-hole golf course—including piping, \$300 for two clay tennis courts, and \$200 to make the farmhouse temporarily usable as a clubhouse (it had no heat, plumbing, water or electricity).

DONALD ROSS of Pinehurst, North Carolina, then "the country's premier golf course architect,"³ as reported in a 1915 Boston newspaper, "was called in as links architect and he found that, with a comparatively small outlay, a nine-hole course could be laid out on that part of the new property which was fairly well cleared." (The original nine holes designed by Ross in 1913 are still



substantially intact as today's holes #1, 8, 9, and 13-18, although some holes have been lengthened.) "He discovered, also," the article points out, "that there were unexpected and unusual assets in the ground" (fine sand for bunkers, clay for tennis courts and a spring-fed brook for an abundant water supply). The new course opened on the Fourth of July 1914, using temporary greens, and was described by the newspaper as having an "... atmosphere primeval about the whole place. Deer tracks in the woods and occasionally on the putting greens ... and pheasants not an uncommon sight."

THE OLD NASHAWTUC FARM links, in the meantime, were restored to their original state, as required by the lease agreement, using a fund wisely maintained over the years for this purpose. The old clubhouse was sold for \$250 and moved to Nashoba Road, at a cost of \$1,000.

THE ORIGINAL BROWN FARM buildings consisted of the barn (present clubhouse), farmhouse (present White House and former nurses' residence at Emerson Hospital), icehouse (site of today's office) and "cottage" (golf professional's house). In addition, two sheds were removed from the farmhouse; the larger one was sold, and the smaller one was converted for use by the caddies. An ell was removed from the barn

and relocated for use as a horse shed.

A CONTROVERSY AROSE in the first year over which was more suitable for a clubhouse, the barn or the farmhouse. When architect and member Andrew Hepburn, later of Williamsburg fame, heard that an offer to buy and move the barn was being considered by the Board of Governors, he wrote a strong letter arguing against this: "I realize, as everyone does, that it would cost a good deal of money to make a clubhouse out of the existing barn building—but with the building there, the possibility exists—if it goes, the possibility of a clubhouse goes with it.

... The shape of the barn building, its setting seen from the approach, and from the links, its proportions, which would be in keeping with the best type of New England farm houses, all these things are ready made and could only be gotten again at considerable cost. It would be out of the question for the Club to build a new building or enlarge the present house to give the roominess and airiness which the barn has, at less than double the expense of putting the barn itself in condition." The two other architects in the Club, T. Mott Shaw and J. W. Ames, agreed with Mr. Hepburn's views.

A SPECIAL REPORT to the membership in October 1914 expressed doubt that the Club

**CONCORD COUNTRY CLUB
Spring Fixtures
1916**

- April 19 Bogey, 3-4 full handicap
- April 22 Medal, selected 9 holes less 1-3 handicap
- April 29 Bogey, 3-4 full handicap
- May 6 Medal, full handicap
- May 13 Bogey, 3-4 full handicap
- May 18 Woman's Golf association of Boston, Team Match.
- May 20 Bogey, 3-4 full handicap
- May 27 Medal, selected 9 holes less 1-3 handicap
- May 30 Medal, full handicap
- June 3 Bogey, 3-4 full handicap
- June 10 Medal, "Cemetery"
- June 17 Bogey, 3-4 full handicap
- June 24 Medal, full handicap
- July 1 Medal selected 9 holes less 1-3 handicap
- July 4 Bogey, 3-4 full handicap with additional prizes for best medal and best selected nine holes

The fee will be 25 cents in all cases except the competition of July 4th when the charge for entering all three contests will be 50 cents. Entry fee for any two of the events on that day will be 25 cents.
The money must be deposited in the box before commencing play.

TOURNAMENT COMMITTEE.

could attract more members or keep its present 275 members without a clubhouse, and it expressed concern as to income depletion from reduced entrance fees and dues, then \$20 and \$15 respectively, if such a situation should develop. The committee observed that "... there is a strong feeling that the Club should be simple and should be within the reach of a large number,"

and it therefore did not recommend an increase in the dues. However, the report goes on to say "... that to hold all of our present members, to attract more members from Concord and to induce non-residents to become members, we must make the Club grounds a place that attracts. The [club]house, whatever it is, should be with its setting a place that has some distinction—that is simple and comfortable and that makes one remember it as a pleasant place to be. ... We are not able to imagine alterations to the present [farm]house that will ever make it meet these qualifications. It seems to us that it will always remain commonplace."

RENOVATION OF THE BARN for a clubhouse was approved by the membership in the fall of 1914, with the estimated \$5,000 cost to be borrowed from the members. A contract was entered into with I. J. Beharrel of Concord Junction to do the bulk of the work, under the supervision of the three architect members (Ames drafted the blueprints, Shaw made a clay model and Hepburn drew a colored sketch of the "living room," or main hall). The cupola was removed, a twelve-foot-wide "piazza" built along the entire south side, locker rooms installed in the lower level, and the main hall, dining room, kitchen, and pantry were created. Hard pine floors were laid over the

barn's wide planks and Mr. Hepburn stated in a letter to the builder, "I wish to repeat again . . . that no matter how successful the rest of the building may be, if the floor of the main room is not absolutely satisfactory [and squeaks] the entire membership will be disappointed and insist on having the floor torn up and relaid. . . ."

THE FINAL COSTS for the clubhouse project came to \$7,050. In addition to the \$5,000 borrowed from the members, \$600 was given outright, \$1,600 was raised from the sale of timber and another \$500 was raised by "entertainments." Furnishings and extras were also donated: piano, tables and chairs, tea sets, pictures, antique weathervane, pool table, and many plants and shrubs—with the services of the donor's gardener included. The light fixtures for the main-floor rooms were made at the Concord Reformatory. In the meantime some members cancelled their notes in return for Life Memberships. The Finance Committee in 1915 stated in its report: "The Club owes its existence to those who gave it money and who took its notes and bonds."

DOUBLES ITS MEMBERSHIP
 —————
Concord Country Club Getting Along
Famously
 —————
It Has Features Unique for This
Locality
 —————
Lumber Just Left for a Toboggan
Chute

TO SUPPLEMENT the income from dues and entrance fees, the Club had other sources of revenue: the sale of cord wood (\$5.50 a cord, delivered, in 1915) and lumbering were major enterprises which required supervision by a Forestry Committee.

Potatoes, beans, hay, maple syrup, apples, ice, and even sawdust and humus were sold. All labor was provided by the members themselves. Profit from golf balls, new and retrieved, also went into the treasury. The "cottage" at the entrance was rented for many years (\$10 per month in 1915) and clubhouse rentals and guest fees brought in roughly \$200 a year. Oftentimes when a specific item was needed (awnings, for example), a special entertainment (tea, bridge party, dance) was held to raise the money.

AN ENTHUSIASTIC MEMBERSHIP of 325–380 individuals in the years from 1914–1924 began, often with private funds, activities that reflected the interests of the time and made the Club more truly a country club. In 1915 a swimming pool was created by damming the brook on the present seventh hole, with access

from the town road nearby. It was a 20 x 50 foot hole in the ground, 4–6 feet deep, with wooden sides, a sand bottom, boardwalks and a tent for the ladies to dress in. A letter written by Pliny Jewell to Moses Bradford in 1915 speaks of the "big time at the Club, particularly at the pool, on Labor Day. . . ." In 1921 the size of the pool had doubled, and there were bathhouses for men and women. A notice went out saying ". . . [the pool] has been pumped dry, the sides scrubbed, the

mud shoveled out from the bottom and clean sand dumped in. Deep springs maintain a constant flow of clear, cool water at a temperature averaging ten degrees lower than Walden Pond during the hot weeks."

A FISH AND GAME COMMITTEE stocked the Jenny Dugan Brook with trout, and strict regulations were imposed on the size and number of fish to be taken. It would appear that fishermen both upstream and downstream were profiting more than the members, and this sport was discontinued after eight seasons.

DURING WINTER MONTHS people were confined to Concord, and they endeavored to make the weekends more enjoyable by using the Club facilities for winter sports. The same dam that provided swimming also provided ice skating. A toboggan chute was built on the former hill of today's eighth fairway, and runs were made all the way across the first fairway. Skiing, too, was encouraged. An announcement for the winter of 1915 states that ". . . there are many gentle slopes to provide mild thrills and on which short jumping may be attempted." The clubhouse remained open in the winter during the years when these winter sports were popular.

Concord Country Club.

Pine Kindling for Sale.

Dear Member:
 The Club will, very soon, have ready **FOR SALE** some sixty cords of the best Pine Kindling. We are offering this to you at just about cost to the club.

Please write or phone your orders to Mr. Hansen at the Club, telephone 180. Price \$14.00 per cord; or \$7.00 per half cord, split and delivered. 50 cents per cord additional when basketed to basement.

Please render the Club a decided service by ordering generously AND NOW.

Sincerely,
 WOOD COMMITTEE.

Concord, Mass., February 14, 1922

THE NEW FACILITIES required employees to run things. The first person hired was the greenkeeper, Mr. Starbard. He lasted one year and then came Edwin Hansen who worked in this capacity for thirty years. He was hired at \$70 per month, plus rooms in the old farmhouse. A housekeeper, Miss Burr, was hired for \$20 per month, a guaranteed \$10 profit on food sales, plus rooms and utilities. The first golf professional was Arthur Johnson from the Duxbury Yacht and Golf Club. In 1917 he was hired to clean and repair clubs, give lessons and be in charge of the caddies. His contract specifically stated that "the professional shall work on the links and the profit on golf balls shall go to the Club." From 1919-1930 Walter Johnson, formerly of the Commonwealth Club in Newton, was the pro; his salary was \$75 per month plus lunch.

THE IMPACT OF WORLD WAR I is clearly reflected in the Club records. Dues of members in the service were remitted, and it is noted in 1918 that thirty Club members were then serving in the armed forces and those at home would have to support the Club functions more than before to keep it solvent. Two open golf tournaments were held: one to benefit the Red Cross, the other to benefit the French Relief Fund. In 1919 the Tennis Committee reported on the poor conditions of the courts due to the labor shortage. Men at Ft. Devens and the Bedford V. A. Hospital, if introduced by a member, were granted free golfing privileges. The first War Tax on Club Dues was levied in November 1919 (this tax was never lifted—in 1937 the name was simply changed to the Federal Excise Tax on Club Dues).

THE STRAIN put on the Club by the war prompted a proposal for an increase in the membership limit and in the annual dues. The membership figure in 1917 was 325 individuals and the proposed increase of twenty-five openings was voted down, as the golf course was becoming "uncomfortably crowded." However, the annual dues were raised from \$15 to \$20, but not without much ado. Some members suggested a classified membership instead of the \$5 dues increase; however, a special study committee reported it had "... considered the question of classified membership, that is an extra charge for golf or higher dues for those who play golf, but while they felt that the expenses of the course were a heavy share of the total expenses for the year, they believed at the same time that it should be recognized that golf is the interest about which the Club centers, so to speak, and that members should be encouraged to play rather than pay a charge which might prevent those from using the course who now play at least occasionally. At the comparatively low dues of \$20 the committee did not feel that any such classification should be made. The committee also considered

the question of value given, and based upon the charge of similar clubs, were forced to the conclusion that the \$5 increase will still leave the dues at an extremely low figure." The increase was voted and all of the Club's facilities and activities remained open to all, supported by all.

CONCORD COUNTRY CLUB
POP CONCERT
 and
DANCING
 SATURDAY, JUNE 16, AT 8.30 O'CLOCK.

Don't miss this Last Great Festa of the Primavera. Why sit at home, sempre doloroso? Come and increase your tempo! Come be allegro! Come in your bellezza. Dolee far niente.

COOLING DRINKS. TEMPTING ICES.
 SOOTHING SMOKES

Serious Music. Light Music. Jazz

Tables for any number may be reserved by telephoning Mrs. Brooks not later than June 15th.
(The sixty-day guest rule is waived)

Admission, \$1.10
(Proceeds, if any, for Victrola Fund)

ENTERTAINMENT COMMITTEE.
 MRS. THEODORE L. SMITH.
 MRS. WALTER K. SHAW.
 RAYMOND F. BALDWIN.
 W. HAROLD D. TAYLOR.
 MRS. EDWIN D. BROOKS, CHAIRMAN.

P.S.—Watch the bulletin board at the Club for announcement of Sunday Teas.



CONCORD COUNTRY CLUB
 CONCORD, MASSACHUSETTS



Open Tournament, 18 Holes Medal Play
 Saturday, October 6, 1917

Entire proceeds are to be given to the American Red Cross
 Post entry, starting times assigned by telephone, 113 W Concord. Entrance fee One Dollar.
 Club may be reached from Concord Station, Fitchburg Division, Boston & Maine Railroad by electric car or livery.

Concord Country Club

THE GOLDEN DECADE

1920 - 1930

INTEREST IN ALL SPORTS grew rapidly after World War I. The twenties were deemed the most colorful years in the history of sports, "an age of champions, of extraordinary events and superb performances, an age of public idolatry and fabulous purses."⁴ They were the years of Red Grange, Jim Thorpe, Jesse Owens, Babe Ruth, Jack Dempsey, Johnny Weismuller, Bill Tilden and Bobby Jones.

NO SPORT MOVED FASTER in the twenties than golf and "it so inspired its devotees that it became a kind of cult."⁵ Knickers, long stockings, neckties with V-neck sweaters and the flat-crown cap became the golfing costume. Leading this

flamboyant group were Bobby Jones, Walter Hagan and Gene Sarazen, top men here and abroad throughout the decade.

TO ACCOMMODATE MORE MEMBERS, the membership list was increased by twenty-five spaces in 1929, and both dues and entrance fees were raised. In the matter of the membership increase, the Board commented "... if the interest in golf increases as fast during the next ten years as it has in the last ten, then the membership is already perhaps too large to take care of the golf traffic." (Nationally, the number of golfers tripled from 1913-1923.)⁶ The Green Committees in the early twenties, however, were more concerned

about the damage done to the course by the Deaconess Association's cows on the east side and by the fires caused by cinders from the New Haven Railroad's steam engines on the west side.

THERE WAS INCREASED PRESSURE from the growing number of golfers in 1925 to expand the golf course to a full eighteen holes, as much of the Club's indebtedness had been repaid. At the Annual Meeting that year it was voted to hire Donald Ross to design a second nine holes, for a fee of \$1,000. It was also voted to build two additional tennis courts and to hire a tennis professional to teach the junior members in particular. Bill Tilden was to tennis what Walter Hagen was to golf: a colorful, dynamic figure who popularized the sport among the middle class. Tennis at the club was booming; in 1926 there was a busy schedule of inter-club matches and team matches with other clubs, including Framingham, North Andover and Monoosnock Country Clubs.

DESIGN WORK PROCEEDED on the new golf links between 1926 and 1928 while the members cut down trees and Mr. Ross visited periodically to view the newly opened landscapes. Building the tennis courts, however,

had to be postponed when the allocated funds were unexpectedly required to provide staff housing after the old farmhouse was suddenly sold to Emerson Hospital. The house was sold for \$1,500 plus fill charges, and in 1926 Comeau Contractors moved the house, using mostly horse-power, down the road to the hospital—at the sacrifice of only one maple tree. The removal of the house gave the Club a parking lot but it took away the housing of the greenkeeper and housekeeper. A new house for the greenkeeper was built



DONALD J. ROSS
GOLF COURSE ARCHITECTURE AND CONSTRUCTION
PINEHURST, NORTH CAROLINA

ASSOCIATES
WALTER B. HATCH
N. AMHERST, MASS.
J. B. MOGVERN
WYNEWOOD, PA.

November 12, 1925.

Mr. David A. Baldwin,
Middlesex School,
Concord, Mass.

Dear Mr. Baldwin:-

I have your kind favor of November 9th, stating that the Board of Governors of the Concord Country Club have accepted my terms as architect for the new nine holes. My fee is One Thousand Dollars (\$1,000.00) which is to be paid in four semi-annual installments of \$250.00 each.

I will undertake this work next spring and will advise you several weeks in advance of my visit to the property. If I can be of any service in the meantime, please write me.

Thanking you for this opportunity to help you and assuring you of my co-operation in connection with this work, I am

Yours very truly,
Donald J. Ross

DJR/N

that year for \$5,500 and the rooms over the kitchen were given over to the housekeeper (the "cottage" by the entrance continued to be rented for income purposes). The membership limit was increased by thirty individuals in 1926 to help off-set these expenses and to prepare financially for the future developments.

CONSTRUCTION WORK

on the new tennis courts and additional golf holes was authorized at the 1928 Annual Meeting. Initiation fees, green fees and Life Membership fees were all raised. In addition, the governors were authorized to sell secured second mortgage bonds to the members in an amount not to exceed \$25,000; within six months \$22,000 of bonds had been sold and the work began.

A GALA CELEBRATION WAS HELD on the Club's 35th anniversary in October 1930 to open the 18-hole golf course. Herbert Hosmer, a founding member of the original golf club, drove out the first ball. Greenkeeper Edwin Hansen and his son were presented with \$50 bonuses for their extra efforts in completing the



new holes that fall. Many of the course's features would one day be recognized as Donald Ross signatures: "Small, raised, contoured greens . . . with crowns and slopes that punish the imperfect chip . . . and carefully placed spacious bunkers . . . characterize the Ross look and perhaps the entire Golden Age."

THE TENNIS COMMITTEE remarked at the Annual Meeting in 1930 on the enthusiasm about the new tennis courts, particularly among the junior members. The juniors from the time the Club began were among the most enthusiastic athletes. Throughout the Club's history the children of members have enjoyed much the same privileges on the golf course, tennis courts and

at the swimming pool as they do today. Junior exchanges in tennis and golf were made with clubs throughout the years, and the Middlesex School Golf Team has been granted the use of the golf course since 1904.

ANOTHER INCREASE IN MEMBERSHIP was voted at the Annual Meeting of 1930, to help relieve the financial squeeze. This was achieved by reclassifying the membership into four categories: Active, Life, Junior and Honorary. The limit of Active Members was set at 400 individuals. There were some who felt that the reclassification should be done by activity instead—as in 1915, when, faced with a major expenditure, a certain number of members wanted to create a separate golf membership that would assume a higher percentage of the running costs. The Board's position in 1930 on this proposal was

again one of opposition because "... one of the greatest reasons for the past success of the Club is that all members have been on the same basis, each having rights to all privileges of the Club, and because it feels that the playing of golf, which was the primary reason for the founding of the Club, might be so expensive that some of our members could not afford to enjoy the golfing privileges." As in 1915, the majority agreed to uphold this founding principle.

Concord Country Club.

On Saturday evening, October 27th, there will be a Costume Dance at the Country Club from 9.00 to 12.00 o'clock. Costumes must represent the Titles of Songs. Prizes will be awarded for the most beautiful, the funniest, and the most original. Grand March at ten o'clock sharp. Don't miss it.
Admission \$1.50.

Concord, Mass., October 15, 1923.

ENTERTAINMENT COMMITTEE.

CONCORD COUNTRY CLUB

In compliance with the spirit of the proclamation of President Coolidge, the Concord Country Club will be closed on Friday, August 10th.
The Governing Board requests that golfers refrain from playing on that day as a tribute to the memory of our late President, Warren G. Harding.

Richard J. Eaton,
Secretary.

August 8, 1923.

Concord Country Club

HARD TIMES

THE GOLDEN AGE OF SPORTS ENDED with the Depression and clubs everywhere folded under the pressures of taxes and assessments they could not pay. The number of clubs in the USGA fell from 1,234 in 1930, to 750 in 1936.⁸ The winds of change were blowing and in 1930 Walter Johnson, golf pro for eleven years, died after a short illness, and his young assistant, Harold Cahoon, was appointed to fill the position.

AN ASSOCIATION WAS BEGUN that was to last nearly half the Club's history. Harold was known to three generations of Concord golfers as teacher and friend, and his unselfish dedication to the Club in the difficult years of the thirties and early forties are not to be forgotten. Many members today recall Harold working in the Maynard mills part-time because in 1932 the Club had to cut his salary in half (as well as the greenkeeper's). He also spent countless hours working on the links as Mr. Hansen was getting old and there were no funds to hire additional labor. In those difficult days when resignations were coming in every month, and dues were not, those in position to help the Club survive

did so in one way or another, and no one gave more than Harold.

TO BOLSTER THE TREASURY, Term Memberships were eagerly offered to fifty people in 1931 (only eighteen accepted) and also "to such high school, college, and graduate school students as may . . . be approved by the Board." Entrance fees and dues were raised again in 1931, and the Active Membership limit was increased to 425 people. It is significant to note that in 1932 only one of the founding members of the original Concord Golf Club remained within the membership, Herbert Hosmer, and an Honorary Membership was bestowed upon him.

WINTER SPORTS WERE DISCONTINUED in 1931 for lack of interest and funds, and the clubhouse was shut for the winter months. In 1932 the members contributed \$2,000 to enable the Club to cooperate with the Town Committee for the Unemployed by offering work on the golf course (this was different from the government-funded work projects between 1936 and 1943 under the New Deal which created so many *public athletic facilities*).



THE FINANCIAL PINCH in 1937, as in 1915 and 1930, caused sentiment among the non-golfers to create a separate golf membership which would assume a greater share of the costs of the Club. Once again, such a motion was voted down, ". . . the majority feeling that as it was a club for the benefit of everyone the burden should be shared by all." Hence, the entrance fee was raised by \$25 and the annual dues by \$5 per person. At the same meeting it was voted to reinstate, without initiation fee, any former member who had resigned during the years of 1930-1936. Raises were given that spring to Harold Cahoon and Edwin Hansen for the first time in six years.

Hansen worked ceaselessly all fall and most of the winter, using a two-man cross-cut saw and a tractor, in an effort to clean up the mess. Comeau Contractors were hired to do the major lumbering, and the logs were stored in Warner's Pond until ready for sawing.

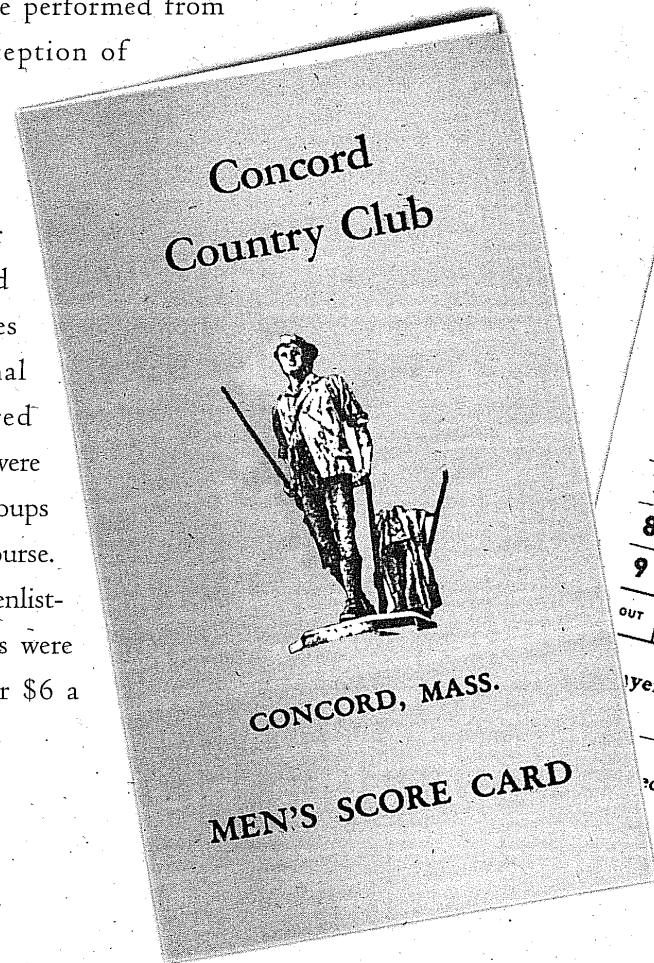
HAVING BARELY SURVIVED the thirties, the Club continued to be threatened by financial and membership problems in the forties when World War II drew many members into active service. In 1943 the list of members had shrunk to "the all time low" of 315 Active Members, 38 of whom were away in the Armed Forces and therefore exempt from paying dues.

THE RELIEF from financial concerns was brief; in the fall of 1938 the famous hurricane swept over the Club's grounds, causing a total of \$7,200 in damages (half of this amount was recovered by the sale of the resulting lumber to the Federal government). Those who witnessed the devastation tell of not being able to see entire fairways due to the vast number of fallen trees, and of greens torn and gouged by broken limbs. Harold and Mr.

Just as Harold Cahoon had begun his career with the Club in the troubled times of 1930, another young man, Nary Sperandio, began his dedicated service to the Club in the bleak year of 1945, replacing Edwin Hansen who retired after thirty years as greenkeeper. Harold and Ruth Cahoon had, by this time, taken over the stewardship of the Club.

ONLY UPKEEP JOBS were performed from 1942-1945, with the exception of extending the watering system to holes #2-5 in order to save hundreds of dollars lost every year for reseeding. "Quiet and selective" membership drives were conducted, Provisional Memberships were offered at \$50 a year, and green fees were lowered to encourage large groups of non-members to use the course. Officers and "recommended enlisted men" in the armed forces were granted use of the Club for \$6 a month.

ACROSS THE NATION 400 golf courses closed between 1941-1946, many forever.⁹ Careful control of expenditures by the governing boards, income from Provisional Members and servicemen, some limited borrowing, and the Cahoons' and Nary's efforts enabled the Concord Country Club to survive.



Yardage is from Middle of Tee to Middle of Green
Men: White Markers

Hole	YARDS	Par	St'rk	Self	Part.	Opp.	Opp.	Won	Lost
1	468	5	11						
2	434	4	1						
3	397	4	5						
4	397	4	3						
5	430	4	7						
6	198	3	15						
7	336	4	13						
8	362	4	9						
9	153	3	18						
OUT	3175	35							

Player _____

and _____

REPLACE DIVOTS
SMOOTH SAND
IN TRAPS

Hole	YARDS	Par	St'rk	Self	Part.	Opp.	Opp.	Won	Lost
10	401	4	6						
11	359	4	10						
12	173	3	16						
13	343	4	14						
14	415	4	2						
15	180	3	17						
16	435	5	12						
17	492	5	4						
18	370	4	8						
IN	3168	36							
OUT	3175	35							
TOTAL	6343	71							

INVITE FASTER MATCHES
TO PLAY THROUGH

NEW IDEAS, OLD PRINCIPLES

Concord Country Club

WITH THE RETURN OF WORLD PEACE, sports again became the focus of much national attention. In golf, PGA purses ran \$10,000 per tournament and it became a popular spectator sport. More people took up the game, including youngsters; the Junior Amateur Tournaments for

boys and girls were established in 1948 and 1949 respectively. The first Women's PGA Tournament was held in 1946; the LPGA was formed in 1949. In the forties and fifties there emerged three great names in golf—Hogan, Nelson and Snead; in the sixties came Palmer, Nicklaus, and Player. The number of clubs registered with the USGA in 1930 was 1,234; by 1958 the number had risen to 5,358.¹⁰

THE POPULARITY OF GOLF increased tremendously during the fifties, for both spectators and participants; this has been attributed to the beginning of national telecasts of major PGA tournaments, with purses topping \$1 million by 1958, and the image of a golf-playing U.S. President, Dwight Eisenhower, from 1952-1960. In response to the country's enthusiasm for golf, three monthly magazines devoted entirely to the sport (Golf World, Golf Digest and Golf Magazine) began publication between 1947 and 1958.

IN THE FIFTIES the Club was swamped with applications for membership for the first time since its incorporation in 1913. The president's

report in 1954 mentions "the greatest activity in our history . . . and a full membership list." The additional entrance fees enabled some long overdue maintenance projects, but the increased income was generally offset by spiraling costs. In 1963 there were over 100 people on the waiting list that dated back five years. The pressure of rising costs and a long waiting list prompted a reclassification of memberships into family units in 1963, and this resulted in 37 family openings. The Annual Report that fall states that no crowding of the facilities had been noticed following this increase.

THE REVITALIZED MEMBERSHIP of the early sixties wanted a swimming pool to round out the Club's facilities (the original pool had given way to the new golf holes in 1930). The issue came to a vote at the Annual Meeting of 1963 and, as happened several times in the past when a large capital expenditure was in the offing, the suggestion of separate memberships for the different activities was put before the members at the meeting. A two-hour debate ensued. The traditionalists wanted all the Club's activities to remain open to every member, and young parents wanted a complete range of choice for their children. However, the \$70,000 price tag, which meant eight years of assessments, was too

much for many of the older members who would never use the pool, and for many of the retired and young members it would impose a hardship. The yeas, in favor of a pool paid for by all, beat the nays 146 to 122 (a two-thirds vote was not required then).

TENNIS REGAINED ITS MOMENTUM nationally in 1963 when McKinley and Ralston brought home the Davis Cup to the United States for the first time since 1937. Suddenly America went tennis-crazy. The tremendous increase in tennis-playing Club members resulted in the construction of two all-weather courts in 1969, and a tennis pro shop and new practice area in 1974. Two more courts were added in 1980.

BY 1980 THERE WERE MORE tennis courts, an expanded golf course, a modern swimming pool and improved clubhouse facilities, but overall the physical set-up was very much like it had been fifty years earlier. The privately funded extra activities had altered according to the times (paddle tennis had replaced lawn bowling and trout fishing) and social activities had also changed (cookouts had replaced costume balls and tea parties).

THE CAUSES OF FINANCIAL PRESSURES in the sixties and seventies, recession and inflation, may not have been as dramatic as the

Depression and the World Wars, but nevertheless they inflicted their own marks: dues and initiation fees had to be increased repeatedly to keep pace with the economy. Initiation fees for a family unit went from \$300 (1963) to \$500 (1966), \$750 (1969), \$1,000 (1971) and \$1,500 (1982). The dues during the same period escalated from \$200 to \$750 per family. Careful supervision by governing boards kept the Club's expenditures in proportion to its income. At the spring meeting in 1963 it was pointed out that "measured by national standards, the Concord Country Club should be considered a small membership club, with relatively small operating costs. . . . For example, over the past ten years, while the cost of maintaining our golf course has increased, it continues to be about half of the national average cost of maintaining an 18-hole golf course. . . . The Board feels quite strongly that it is desirable to preserve the essential character of the Club as we know it to the extent possible while still operating on a break-even basis."

HOW WAS IT POSSIBLE to remain in control of the financial situations that arose in the past thirty years and still keep the cost of membership within reason? The Annual Report of 1966 summed it up by stating, "For members who avail themselves of the Club facilities our present scale

of dues represents a tremendous value. This has been due in large measure to staff which has always given 'above and beyond' and also to real membership participation and pride—particularly by those who have served on committees. This is what has made the Concord Country Club the excellent family club it has always been." In 1980, in order that the Club continue to attract young families and maintain its "family club" character, in the face of fees two and a half times those of 1966, a Junior Family Membership classification with lower fees was established, and the number of all Active Family Memberships was increased by twenty.

MANY GOLF COURSES CLOSED between 1950 and 1980 and were sold to developers—soaring operating costs and poor management were the primary reasons. Yet the Concord Country Club, it was reported at the 1975 Annual Meeting, ". . . had a very successful year in all areas of operation and in the further development of our facilities. This is due not only to our capable staff, but also to the efforts of Committee Members and Governors, most of whom have served the Club for many years. . . . These efforts have provided a continuity of purpose that is extremely important to a private, independent club. . . . At the 1975 spring meeting

of the Massachusetts Golf Association the subject of emphasis was the operational and financial crisis that most clubs are belatedly attempting to deal with. Many recommendations made were ones that our Club had long ago instituted. . . . The fact that our Club has a lower dues structure than other comparable MGA member clubs, and was one of the very few clubs with ten members present at an all-day Saturday meeting speaks for itself."

AGAIN, IN 1978, the Annual Report points out, "At a time when country clubs in general are concerned with dwindling memberships and staggering overhead expense, we find ourselves in the position of having an ever-expanding waiting list and lower dues than almost any other private club in Massachusetts." It goes on to say that ". . . our dues structure represents a tremendous value in these times and the credit is due to our competent staff and committees and the participation of all members in the operation of the Club."

TIME AND AGAIN throughout its long history, the prime factor that has influenced the Club's course has been the unhesitating contribution by the members—of money, of manpower, of professional advice, of time and most of all, of interest and concern.

Concord to test champs

September date for 34th tourney

By Ernie Roberts
Special to the Globe

In keeping with its tradition of appealing and challenging sites, the Boston Globe Tournament of MGA Club Champions will move to Concord CC for its 34th annual competition on Sept. 21.

Although never before the venue for the Globe's tournament, venerable Concord offers the desired location, conveniently west of Boston, to enable 1987 club champions from all over Massachusetts to compete in this one-day, stroke-play event.

It also will offer the varied amateur field an opportunity to experience one of the Bay State's oldest, best-conditioned courses.

The original Concord course was constructed in 1895 along the Concord River during golf's earliest days in this area. The present layout was begun in 1913, with nine holes on Farmer Brown's property and increased to 18 holes 15 years later under famed architect Donald Ross.

A qualifying site for seven Mass. Amateur championships, Concord long has been recognized as a narrow, demanding golf course, deceptively difficult despite its 6,439-yard length.

"Patience and shotmaking are necessary at Concord," once remarked Francis Ouimet, who enjoyed playing there with business associates and friends.

TEERING IT UP FOR THE NINETIES

Concord Country Club

"GOLF IN THE EIGHTIES BOOMS—and booms," the editors of *Golf Magazine* summarized in 1988. *The Boston Globe* that year called golf "the sport of the '90s" and pointed out an "acute [national] shortage of golf courses, brought on by the lack of affordable and available land near major metropolitan areas, where most golfers live." The newspaper observed that the "baby boomers," now age forty, were investing in "something tangible, [like] a country club membership"—especially after the collapse of the stock market in 1987. The Director of the Massachusetts Golf Association was quoted as saying there were seventy-five private golf clubs in Massachusetts in 1988 that ". . . you can't join . . .

[because] they're just too crowded."

As a result of the high demand and no new facilities, existing clubs were operating at their maximum capacity.

AT THE CONCORD COUNTRY CLUB a waiting list of over 150 names, a wait of six to seven years to get in, and a stack of new applications for membership prompted a temporary freeze on both acceptances and new applications during 1986. A Membership Committee was appointed to evaluate and reorganize the entire process, thus relieving the Board of Governors from this responsibility in the future.

A LONG-RANGE PLANNING COMMITTEE was appointed in 1986 to assess the physical needs of the Club and the priorities voiced by the membership and staff. Questionnaires were sent to all members; committee heads and staff were interviewed. The committee's progress report at the 1987 Annual Meeting concluded, "Clearly the most significant result of our work to date . . . is the confirmation that the low key, informal, family atmosphere which has prevailed over the years be preserved while at the same time, these attributes and the Club's facilities are enhanced to



CONCORD COUNTRY CLUB
OLD ROAD TO NINE ACRE CORNER
CONCORD, MA 01742

the extent the membership is willing and able to finance such improvements." Between 80–90% of the responses to the survey favored keeping one membership category for all the activities, no full-time dining room, no bar and no increase in the number of active members.

THE FINAL REPORT of the Long-Range Planning Committee in 1988, after two years of work, concluded that "... our facilities are presently tired, difficult and expensive to maintain, poorly located, and inefficiently laid out for the ease of operation—not at all surprising for a plant which grew piece by piece for almost seventy five years ... [during which] relatively little has been spent in and around the clubhouse area. ..." In all the studies and surveys the clubhouse was shown to be the area of greatest concern, due largely to its central use by all members and its age. Other recommendations were improvements to the golf and tennis shops and to the pool dressing rooms, a separate snack bar, additional parking, a relocated office and improved traffic routes for both pedestrians and vehicles.

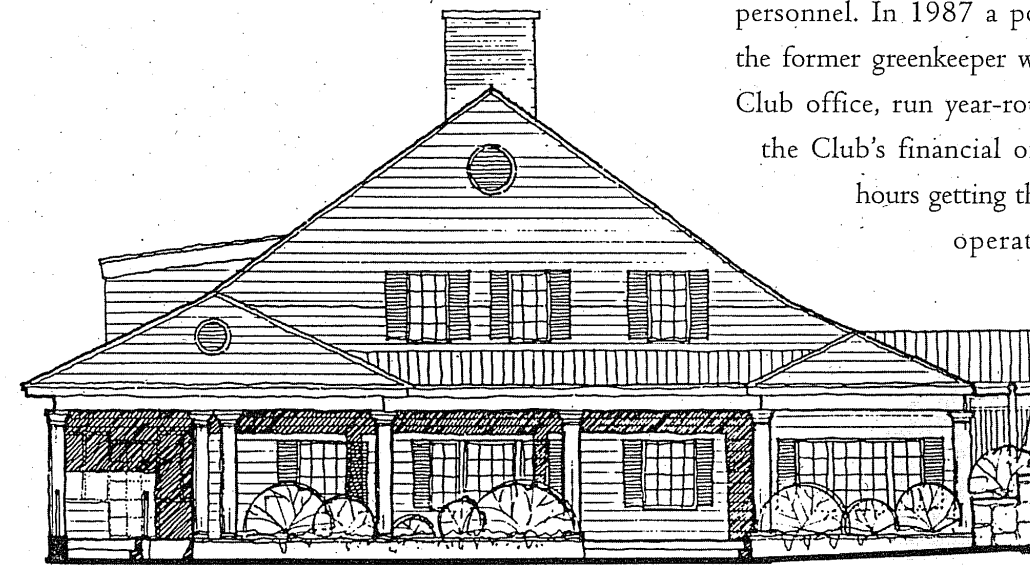
THE BOARD OF GOVERNORS worked with the consulting architects from Boston throughout the winter of 1988–1989 in an effort to incorporate the entire "wish list" into a workable



and affordable plan. When the cost estimator added up the final specifications the total came to \$2,225,000. A special meeting of the members was called in May 1989 to vote on the renovations package, with recommended financing to be an assessment, refundable upon resignation or death. The members rejected the proposed plan as too ambitious. Another meeting was called a month later to vote on modified clubhouse renovations only, with an alternative for delaying the locker room portion. This time the members voted to proceed with the work for \$1,145,000, including the locker rooms. Essential items in the first proposal, which were not included in this price, would have to be put off to a future date.

PRIOR TO VOTING on the proposed changes, the Board pointed out that "while the costs are high, they reflect the penalty for operating on a shoestring for so long." The funds for the major improvements were to come from the members, and so that future members would pay their fair share, initiation fees were increased in

1989 from \$1,260 to \$6,500. The dues more than doubled, from \$750 to \$1,820, in the decade from 1982–1992. The latest figures remain well below the average fees at private clubs in eastern Massachusetts, as surveyed by *The Boston Globe* in 1994: "... the average membership fee is \$15,600 and the average family dues are \$3,274." The president's report to the membership in 1992 comments on the Club's healthy financial condition "... despite the continuing woes of the New England economy," and the 1993 treasurer's report credits the continued success to "... a commitment by the Board of Governors, committee members, and group heads to operate within established budgets."



THE GOLF SHOT ON THE MOON, hit by astronaut Alan Shepard in 1971, dramatized the age of new technologies and ideas which gradually influenced everyday life. New approaches and methods were introduced in all major areas of the Club during the 1980's by new staff members who brought vigor and creativity to their work: Jock Hopkins, Golf Professional 1974–1993, Cindy White Bartick, Caterer 1980–1994, Dick Fell, Tennis Professional 1982–1994, and Dick Duggan, Golf Course Superintendent 1986–present. By the mid-eighties at the Concord Country Club, computerized handicapping, billing, rental booking and ordering had become essential, necessitating new equipment and personnel. In 1987 a portion of the house of the former greenkeeper was adapted for the first Club office, run year-round by a secretary and the Club's financial officer who spent many

hours getting the new computer system operational. By 1991, with

annual revenues in excess of \$1 million, the Club had clearly grown too large for volunteer fiscal management. The first Business Manager,

THE clubhouse WAS THE MOST IN NEED OF RENOVATION

Jim MacKay, was hired to handle the day-to-day office and accounting responsibilities, to coordinate all aspects of the Club operations, and act as a liaison between Board, committees and staff.

THE SPACE AGE heightened our awareness of our own planet as well as others; conservation and preservation of our natural resources became major concerns. In 1986 the Green Committee, aided by new Golf Course Superintendent Dick Duggan, embarked on a long-range plan "to preserve and enhance the original Donald Ross character" of the golf course. Using modern methods of agronomy, changes were introduced to promote healthier turf. An extensive tree pruning and clearing program was begun to restore sunlight to the course which had been lost over the fifty years since the last Forestry Committee of volunteer members worked year-round, with direction from an arborist at Harvard University's Arnold Arboretum. Many tees, greens, and bunkers have been rebuilt; the eighth hole was redesigned to eliminate the hill; a complete and accurate watering control system was installed; a memorial tree-planting program was established; and most drainage problems were corrected.

A DREDGING PROGRAM, designed to preserve the water storage capacity of the Club's

ponds and brook, was carried out in 1989–1990 after a lengthy process of environmental applications and hearings, town inspections and wetlands permits. This was a far cry from the treatment of the same Jenny Dugan Brook sixty years earlier, which a Boston newspaper reported in 1915 "... ran a wayward course until [Donald] Ross got after it, transferring its course in places so as to fit in with his scheme for the golf course ... using the waste from the bunkers that were installed ..." and into which gravel was dumped by the 1932 Green Committee "to keep balls from sinking out of sight in the soft mud."

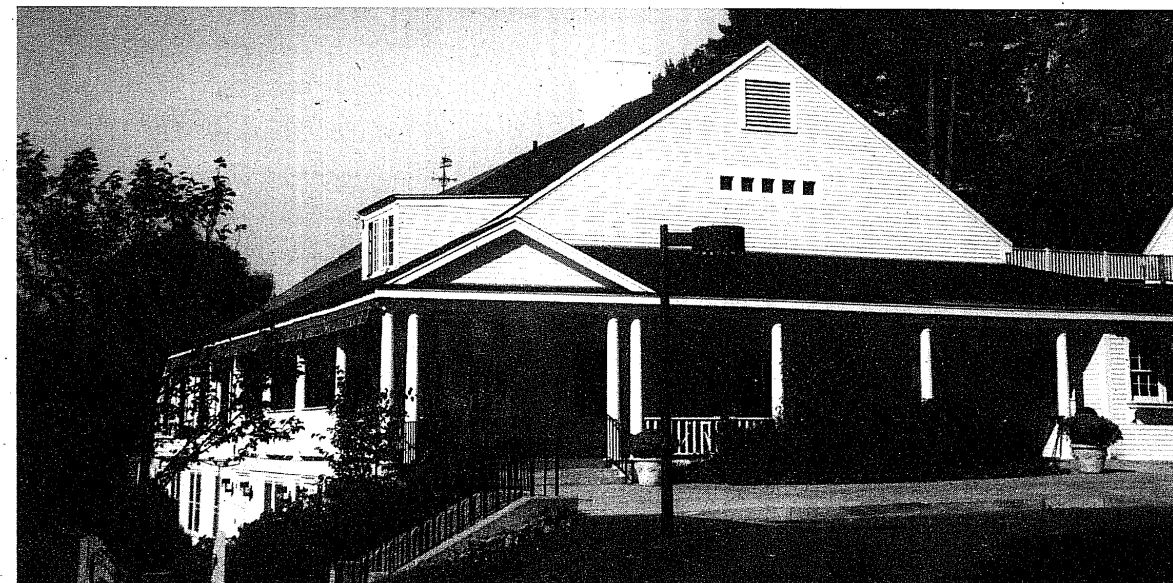
WORK WAS QUICKLY HALTED by the town when, during dredging of one of the ponds in 1989, it was learned that an endangered species of salamander was threatened, causing costly delays until the salamanders completed their annual migration. Strict environmental permits and monitoring were also required in 1989–1990 for the removal of forty-year-old gasoline storage tanks and replacement of the Club's septic system.

THE COMPLEXITIES of dealing with many aspects of running the business which the Concord Country Club has become contrasts sharply with its humble origins nearly one hundred years ago. In 1900, a time of growing

national interest in the game of golf, Moses Bradford—the man responsible for introducing golf into the Town of Concord, and the first president of the Concord Golf Club—observed that "... the new century opened on a prosperous, healthy and enthusiastic Club, possessed of a convenient clubhouse and ... good links." As that century nears its end, golf's popularity has turned it into a dynamic business; as the Concord Country Club approaches its centennial celebration in 1995, recent annual reports pay tribute to its healthy financial condition, full and enthusiastic membership, attractive and functional clubhouse, restored historic golf course and refurbished tennis and pool facilities. The scale of things may have changed since 1900, but not the basic components. Beyond

these things, moreover, is the extra, intangible quality—call it Yankee simplicity or old-fashioned tradition—which has prevailed as a fundamental part of the Club's character throughout its long history. Looking ahead to the Concord Country Club's second century, a recent Club president voiced the thoughts of many:

"Over the past ten years, the various Boards of Governors have attempted to preserve the essential character of the Club, but some change is inevitable. There will undoubtedly be further improvements to the Club facilities and perhaps a change in the composition of the membership. One can only hope that the Club will move thoughtfully and slowly in making these changes in order to preserve for as long as possible its 'special character'."



Capital Expenditures

COMPARISONS

GOLF

Construct nine-hole course (two weeks' time)	1895	\$ 500
Construct nine-hole course (one year's time)	1913	1,590
Construct nine-hole course (two years' time)	1929-30	31,000
Construct one new green (fifth hole)	1993	27,500

TENNIS

Construct two clay tennis courts	1913	\$ 300
Construct two clay tennis courts	1930	2,150
Construct two all-weather tennis courts	1969	25,000
Construct two Har-tru tennis courts	1980	35,000

SWIMMING

Build swimming pool complex, including dam, boardwalks and bathhouse	1915	\$ 950
Build swimming and wading pool complex, including dressing rooms and landscaping	1964	70,000

CLUBHOUSE

Construct architect-designed clubhouse, including locker rooms	1896	\$ 2,000
Convert Brown barn to present clubhouse	1915	7,050
Remodel clubhouse, including locker rooms, and enlarge kitchen and terrace	1989-90	1,425,000

PRO SHOPS

Construct golf pro shop (under porch of clubhouse)	1917	\$ 80
Construct new golf pro shop	1961	3,000
Construct new tennis pro shop	1974	9,500
Enlarge and improve golf pro shop	1990	18,000

OTHER BUILDINGS

Build house for greenkeeper	1926	\$ 5,500
Build new maintenance building	1961	30,000
Renovate golf pro's house	1975	17,000

WATERING SYSTEM FOR GOLF COURSE

Piping to nine greens, Nashawtuc Farm (using town water)	1900	\$ 350
Watering system, 18 holes, Brown Farm	1930 & 41	9,000
Replace all piping and pump; enlarge pond on first hole for major watering supply	1953 & 58	20,000
Install automatic watering system, 18 holes	1977 & 81	50,000

Notes

1. *The U.S. Open, 1895–1965*, Tom Flaherty, p. 12
2. *The Concise Encyclopedia of Sports*, Keith W. Jennison, editor, p. 59
3. *Golf in America, the First One Hundred Years*, G. Peper and *Golf Magazine*, editors, p. 278
4. *Pictorial History of American Sports*, John Durant, p. 141
5. *The American Way in Sport*, John R. Tunis, p. 111
6. Flaherty, p. 34
7. Peper, p. 110
8. Tunis, p. 103
9. *The New Encyclopedia of Sports*, Frank G. Memke, p. 515
10. Tunis, p. 108

Photographs

- page 5. Eighth Green, Concord Golf Club, 1897
6. Golf Links, Concord Golf Club*
 7. Fifth Green, Concord Golf Club*
 8. Ninth Green, Concord Golf Club, 1897
 9. Seventh Tee, Concord Golf Club*
 10. Clubhouse and First Tee, Concord Golf Club, 1897
 13. John Brown Farm, 1913
 20. Clubhouse, Concord Country Club, 1920*
 22. Golf Links, Concord Country Club, 1920*
 25. Clubhouse Interior, Concord Country Club, 1920*
 35. Clubhouse, Concord Country Club, 1994

*Courtesy of Concord Free Public Library

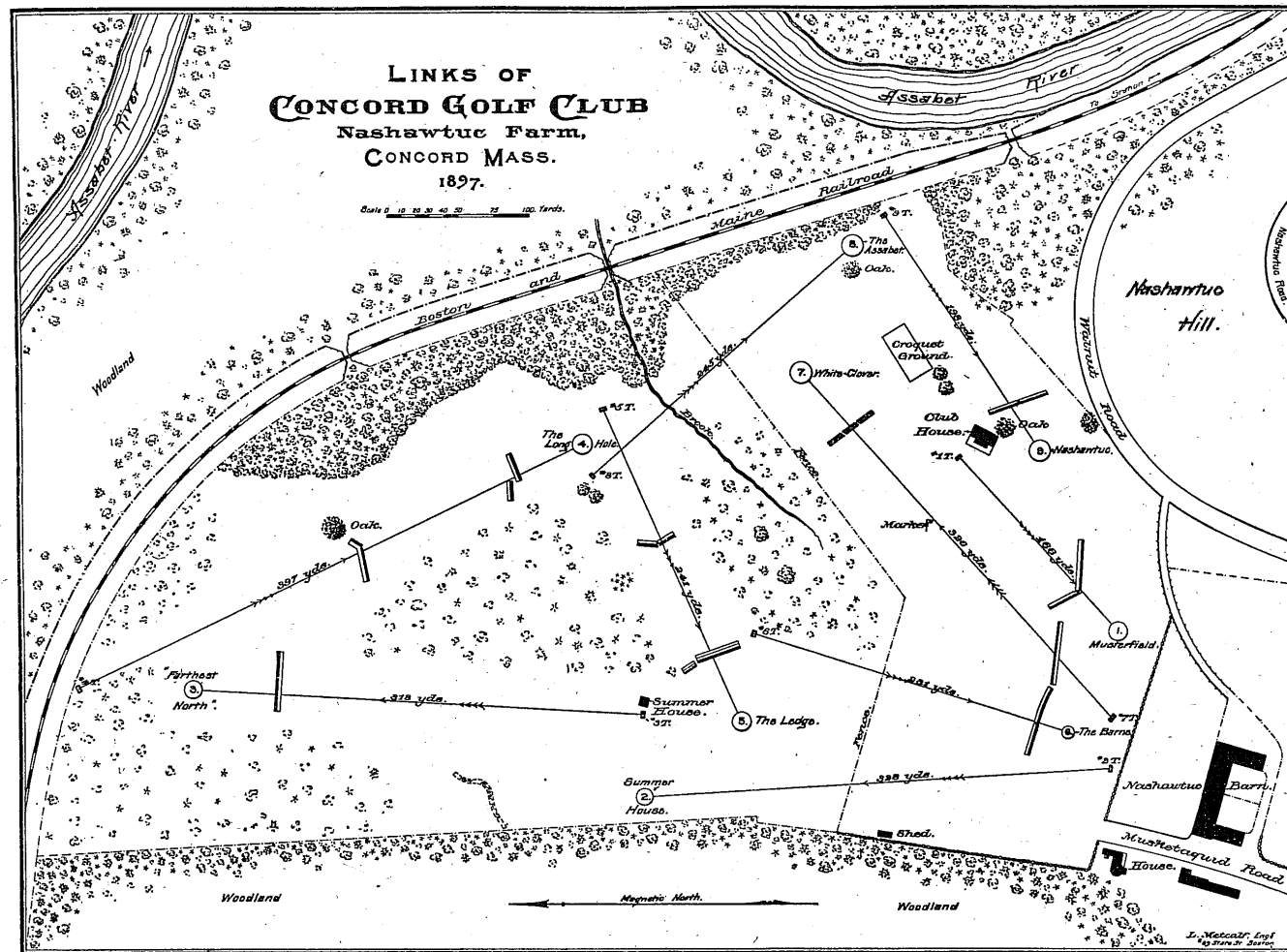
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"Account of the Acquisition of the Concord Country Club Property" by Gordon Hutchins, 1965; *Concord Golf Club 1897*; *Concord Golf Club 1901*; Concord Golf Club Records 1898–1913; Concord Country Club Records 1913–1994; "Golf in the Goosefeather Ball Days" from *Hobbies Magazine*; "The Origin and Development of the Concord Golf Club" by Moses B. L. Bradford, 1900.



CLUB PRESIDENTS

CONCORD GOLF CLUB

Moses B. L. Bradford	1895-1903
J. Pierce Sewell	1903-1904
George S. Keyes	1904-1906
Grafton St. L. Abbott	1906-1908
Moses B. L. Bradford	1908-1912
Henry W. Dunn	1912
Gordon Hutchins	1912-1913

CONCORD COUNTRY CLUB

Gordon Hutchins	1913-1914	Franklin R. Johnson	1961-1964
Pliny Jewell	1914-1916	Robert D. Parks	1964-1966
Henry S. Thompson	1916-1917	Henry S. Thompson, Jr.	1966-1968
R. Heber Howe	1917-1919	Everett H. Parker	1968-1971
Herbert S. Townsend	1919-1921	John M. Eaton, Jr.	1971-1973
David A. Baldwin	1921-1928	Richard W. Bingaman	1973-1975
Arthur B. Brooks	1928-1931	Martin F. Peterson	1975-1977
Henry B. Kidder	1931-1935	John F. Flavin	1977-1979
Charles G. Edgerton	1935-1938	L. Sumner Hopkins	1979-1981
Charles B. Johnson	1938-1941	Richard L. Brandhorst	1981-1983
Hubert M. Wardwell	1941-1946	Warren F. Davis	1983-1985
Pliny Jewell, Jr.	1946-1950	Bradford S. Kingman	1985-1987
A. Lawrence Peirson, Jr.	1950-1952	Gertrude F. Cutler	1987-1989
W. Lawrence Marshall, Jr.	1952-1954	William E. Mattison, Jr.	1989-1991
Kenneth L. Hayes	1954-1956	Kenneth L. Grinnell	1991-1993
John Adams	1956-1959	Robert F. Loverud	1993
James W. Tyson	1959-1961		