

Golf Course Management

OFFICIAL PUBLICATION OF



AUGUST, 1986

A Dream For All Time



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*A visionary original collaboration
between an accomplished golfer
and a master architect
rematerializes at Pasatiempo.*

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GCSAA Associate Executive Director

On August 11-16, 1986, the United States Golf Association will conduct the 86th U.S. Women's Amateur Championship at the Pasatiempo Golf Club in Santa Cruz, Calif. This is the first national championship ever to be conducted at Pasatiempo in its 57-year history.

Just what is so special about Pasatiempo? And why after so long did the USGA select this site for a prestigious national championship?

Not unlike the USGA's selection of Shinnecock Hills Golf Club for this year's earlier U.S. Open Championship, the selection of Pasatiempo was tied to American golf history and a masterpiece of a golf course. Also, as had been the case with Shinnecock Hills, Pasatiempo once held a rising position in the firmament of golf but had faded into the background over the years.

Pasatiempo has gone through a restoration in recent years

and with this has come renewed recognition as one of America's finest golf courses. The glory of its early days was followed by a decline and years of benign neglect. However, today it stands as a testimony to the golf course industry. Through a concerted effort this old course has been dusted off and a star is being reborn. How many more "sleeping-legend" golf courses could do the same? Perhaps the old course you manage today?

Before The Golf Course

Prior to the gold rush of 1848 — which brought Yankee adventurers and gold seekers to the area — grizzly bears wandered the barrancas and grassy hillsides interspersed with ancient coastal live oaks. Giant coastal redwoods and ferns lined the canyons and the Ohlone Indians hunted deer.

Such was the view seen by Don Gaspar de Portola —

the first European to explore the area. Sent by King Carlos of Spain, the famous explorer Portola landed in October 1769 not far from what was to become Pasatiempo. The journals kept by Portola's expedition tell of the beauty of the area and of its abundant natural resources.

Originally part of the Spanish Land Grant "Rancho Carbonero," in 1838 it became the possession of an English privateer named "Billy" Buckle. Billy and his brother Sammy served with Lord Cochrane's English fleet. Reportedly pirates, they changed their name to Thompson and mystery still surrounds them. To this day, it is rumored that they buried Spanish gold on a knoll that is now the middle of the 16th fairway.

Aptly christened in Spanish by Miss Marion Hollins, "Pasatiempo" translates into English as roughly "Passing Time" or "Pastime." Located a few miles inland and 500

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A Woman Of Her Word Committed To Her Course

During a New Year's Eve party welcoming in January 1, 1921, Marion Hollins made a halfhearted pact with her close friend Louise Dudley and polo great Eric Pedley. The three agreed that the first of them to make a million dollars would pay the other two \$25,000 each.

At the time Miss Marion Hollins was beginning Pasatiempo, she also diverted some of her funds into an oil venture in the Kettleman Hills of the San Joaquin Valley in California. Convinced by an acquaintance that oil would be found, she went to her Eastern contacts and brought Walter P. Chrysler and Payne Whitney into the venture as well.

They struck oil beyond their wildest dreams. In a day when there was no income tax, Marion Hollins netted over \$2.5 million upon sale of the oil leases — one year after the venture began.

On May 16, 1930, Marion gave a dinner party at Pasatiempo for 100 guests. Louise Dudley and Eric Pedley were the guests of honor. Each was presented with \$25,000 (the checks were hidden under their dinner plates as a joke) and Marion Hollins fulfilled a jester's promise made 10 years earlier.

With the crash of the stock market and the onset of the Great Depression, the money Marion gained from the oil venture could not have come at a better time. She would need every penny to keep her dream of Pasatiempo alive.

Even with the financial pressures of the era, Pasatiempo grew and expanded during the 1930s. It became a well-known watering hole for the rich and famous. The list of the regulars read like a combined *Who's Who* of high society, sports and Hollywood. It included Marion's close friends Mary Pickford and Buddy Rogers as well as Babe Didrickson Zaharias and her husband. Nothing was too good for her friends or for Pasatiempo.

The regulars included stars Will Rogers, Joan Fontaine, Jean Harlow, Claudette Colbert, Jack Dempsey and Bing Crosby, to name a few. Socialites like the Rothschilds, Vanderbilts, Crockers, Chryslers and Zellerbachs were frequent guests of Marion. At a time when the country was in a moribund state of depression, Marion Hollins poured her personal finances into Pasatiempo to keep it afloat.

But the economy finally proved too much for her indomitable spirit and her personal financial resources. In December of 1938, exactly one year after she was seriously injured when a drunk driver smashed into her car, the money had run out and she was forced to take out a note on her beloved Pasatiempo. The end of her personal dream came a few years later when Pasatiempo was foreclosed on in November 1940.

In ill health, Miss Hollins moved back to Pebble Beach and again was given employment by her old friend Samuel F.B. Morse. She died of cancer on August 27, 1944, in Monterey Peninsula Hospital. Pasatiempo had been her life. Friends said that when Pasatiempo collapsed so too did Miss Marion Hollins. The game of golf lost a great woman competitor and business person — she was a lady ahead of her time.



Miss Marion Hollins was photographed (second from left) on Pasatiempo's opening day with Cyril Tolley (on Hollins' right) and (on her left) Bobby Jones and Glenna Collett.

feet above the Monterey Bay, its rolling hills and wooded barrancas provide a commanding and tranquil view of the bay. The view is said to be the best in the entire Monterey Bay area. Pasatiempo has been hailed as Alister MacKenzie's "other masterpiece" and as the "elegant dream" of 1921 Women's National Amateur Champion Marion Hollins.

Miss Marion Hollins

How very charismatic this great golfer must have been. Born in East Islip, Long Island, N.Y., she was the only girl



Bunkers above the bay — coupled with sweeping undulations — make Pasatiempo's greens uniquely memorable scenes for players and spectators alike.

in a family with four brothers. She grew up on a large farm and was encouraged to ride and play golf. She became proficient at both. Her father, until he lost his large fortune, was a financier who had at one time been in business with J. P. Morgan. Undoubtedly, the sibling rivalry of four brothers

and the encouragement of caring parents spurred Marion on to become a very competitive athlete — and a very savvy business person who retained her father's Eastern business contacts.

A woman of large proportion, she was known to march around the streets of New York as one of the suffragettes. She built the Women's National Golf Club on Long Island — a course that has since been lost to land developers. Many have suggested that she was the greatest all-around woman athlete of the 1920s.

From the early 1920s to 1940, Marion Hollins was an entrepreneur and promoter of women's sports. She promoted junior golf, tennis and riding. Some today would call her a feminist — but she did more than talk about it.

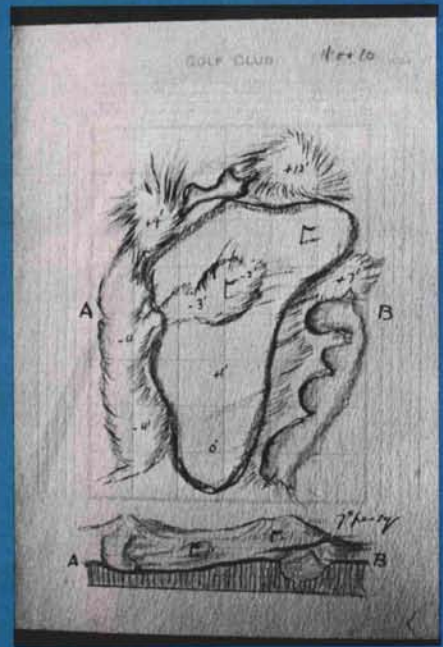
It still comes as a surprise to people today when they are told that Miss Marion Hollins was the force behind the creation of one of America's most exclusive private clubs — Cypress Point Golf Club. In the 1920s, at a time when women were just beginning to exercise their newly won right to vote, Marion was serving on the first executive committee at the Cypress Point Club. It was here that she struck up her friendship with the renowned golf course architect Dr. Alister MacKenzie.

What golfer in the world today is not familiar with the breathtaking view from the tee of the 16th hole at Cypress Point? It has surely become one of the most photographed holes in golfdom. Were it not for Miss Hollins, that hole would probably not exist.

It was Hollins who convinced MacKenzie to design the hole. She stated its present location would be a good place for a par three — and after some debate she promptly ended the discussion by plopping down a ball and hitting it across the ocean with her 2-wood. Her ball landed neatly where the 16th green sits today. MacKenzie was convinced — and the rest became history.

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These drawings (and those on following pages) are reproductions of Dr. Alister MacKenzie's originals for the construction of Pasatiempo. Notation of alternative numbers for some of the holes was provided to allow for final routing of layout, which hadn't been finalized at the time these drawings were made.



Besides her activities as a national polo champion, Marion Hollins played in 14 Women's Amateur Golf Championships and won the 1921 Amateur, defeating Miss Alexa Stirling 5 and 4. (It should be remembered that the Women's



Dr. Alister MacKenzie would be proud to see his handiwork here as it appears today, with his original design concepts given renewed life for new generations of golfers.

Amateur was the country's national championship until 1946 when the Women's Professional Golf Association inaugurated the Women's Open.) Additionally, Marion Hollins served as the captain of the first United States Curtis Cup team in 1932.

When Harry P. Hollins' business suffered in the early 1920s, the Hollins family moved to the Monterey area. It was here that Marion met Samuel F. B. Morse, the president of Del Monte Properties. He was impressed by her status as a national golf champion, her all-around athletic prowess and her business acumen. He hired her as his athletic director.

While working for the real estate development of Pebble Beach and Del Monte Properties, Miss Hollins was also out exploring the Monterey Bay area in pursuit of her private dream — to build her own championship golf course. She wanted to build the best golf course of the day — one that would surpass Pebble Beach. It was a dream not unlike Bobby Jones' desire to build Augusta National.

Her search eventually took her to the sunny north side of the Monterey Bay. One day in the late 1920s, as she rode horseback over the hills above Santa Cruz and gazed over the sparkling Monterey Bay below, it became clear that the search for the site had concluded. Like the explorer Portola before her, she was struck by the beauty of that unique place.

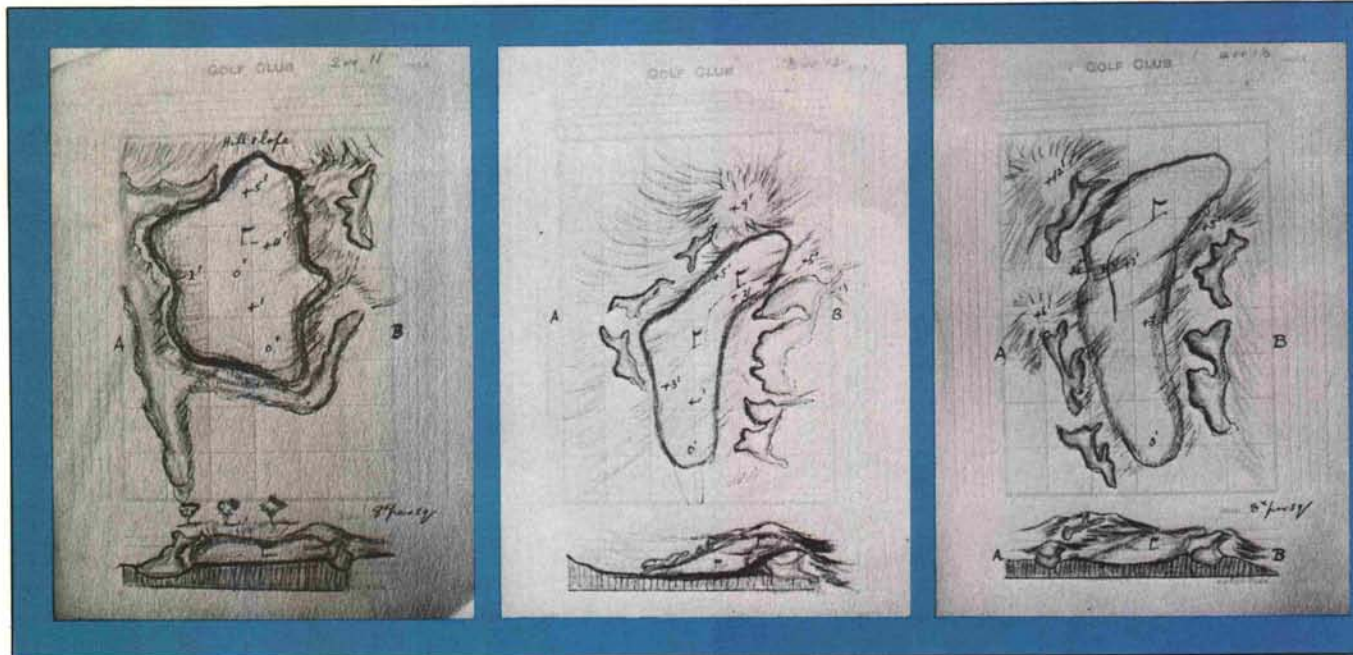
On January 12, 1928, Miss Marion Hollins officially announced her intentions to build the golf course. She commissioned Dr. Alister MacKenzie to design for her "the greatest golf course in the world" and the project was underway — Pasatiempo would be born the following year.

The Creation Of Pasatiempo

Through her father's old contacts, Marion Hollins secured the backing of an English financier, F. C. Cecil Baker, and purchased 570 acres of the Rancho Carbonero site.

Her initial plans mapped out nine miles of roads, six miles of bridle paths, park areas, tennis courts and a championship golf course with homesites. The development eventually included riding stables, a steeplechase race track, swimming pool and an eight-acre beach club. Marion Hollins would have nothing but the best — she even imported the clay for the tennis courts from England and France.

Alister MacKenzie layed out the 18-hole golf course but due to the demands of his many projects around the world, he was only intermittently on the site during the construction. Jack Fleming, a renowned greenkeeper and golf course architect in his own right, constructed the golf course under



the direction of MacKenzie. Fleming, an early member of GCSAA whose son John is currently the golf course superintendent at San Francisco's Olympic Club, had worked in the same capacity with MacKenzie and Hollins on the Cypress Point project.

Men with horses and scrapers labored a year and a half to construct the course. It was a slow process — made more so by Marion, who demanded that they attempt to save every oak tree.

Finally, opening day arrived — and it was a gala kickoff.

High Heels Taboo

The local paper ran a story on the opening day with the headline "High Heels Taboo." The story reported, "When many heels cut into the turf it is left in terrible condition that only a long period of idleness can remedy . . ." The article gives evidence that local knowledge of golf was somewhat limited at the time of Pasatiempo's debut.

Nevertheless, the course opened September 8, 1929,

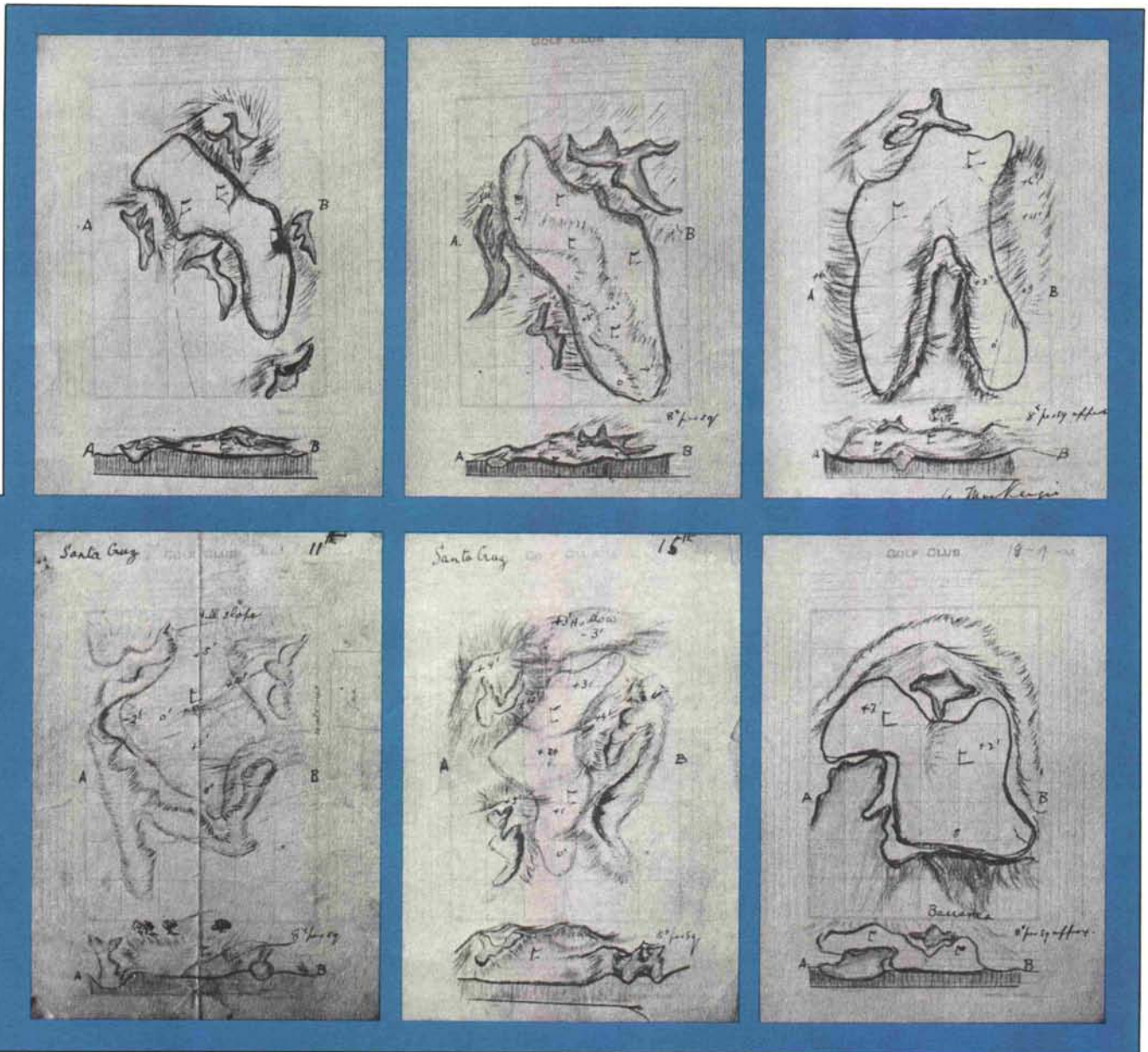
with a memorable exhibition match featuring the era's greatest golfers. The foursome consisted of Marion Hollins, Glenna Collett (six-time national champion), Cyril Tolley (British Amateur champion) and the immortal Bobby Jones. The illustrious group teed off with a large gallery (for those days) of over 3,000 viewing the match. Jones was familiar with the work that MacKenzie had done at Cypress Point — and he was so impressed by the course Dr. Alister MacKenzie had designed at Pasatiempo that they went on together to build Augusta National.

Twenty-one days later, September 29, 1929, the stock market crashed. That day, known as "Black Friday," signaled the beginning of the Great Depression and eventual hard times for Pasatiempo.

The Modern Age

One of Pasatiempo's more intellectual members is fond of quoting Dicken's, *A Tale of Two Cities*. This gentleman

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of eternal youth will seize the appropriate moment and state, "It was the best of times, it was the worst of times."

With some modification, this opening commentary on the French Revolution can indeed be applied to Pasatiempo. It has seen the best of times and the worst of times in the past. Through a careful restoration over the past eight years,

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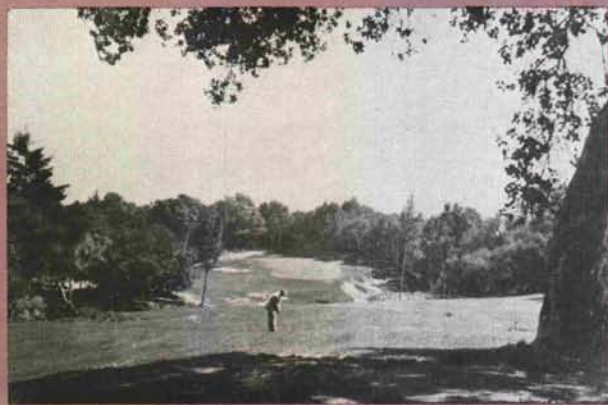
A Master Architect

Dr. Alister MacKenzie was born on August 30, 1870, in Yorkshire, England, in the small hamlet of Normanton just south of the border of Scotland. A physician by profession, he served in the Medical Corps of the British Army during the Boer War in Africa.

During the campaign he was so impressed by the Boer's use of camouflage that he began to study their techniques in great detail. He later established the British Army's School of Camouflage and began to apply principles of the art to his passion for golf and the design of golf courses. Blending with the natural terrain while preserving nature's beauty became his hallmark in designing golf courses.



Dr. Alister MacKenzie (above), as immortalized in his clan's tweeds (circa 1930).



Dr. MacKenzie (above) photographed in 1929 while making an approach shot to his favorite par-four hole — Pasatiempo's 16th (long rumored to be the site where English pirates buried Spanish gold nearly two centuries ago). At right: Dr. MacKenzie — in his plus fours — tees it up (circa 1930).

Author of the book *Golf Course Design And The Art of Greenkeeping*, he was one of the world's few truly great golf course architects. He is best known for his designs of the Royal Melbourne, Cypress Point and Augusta National, yet his personal favorite was what faded into one of his least known — Pasatiempo.

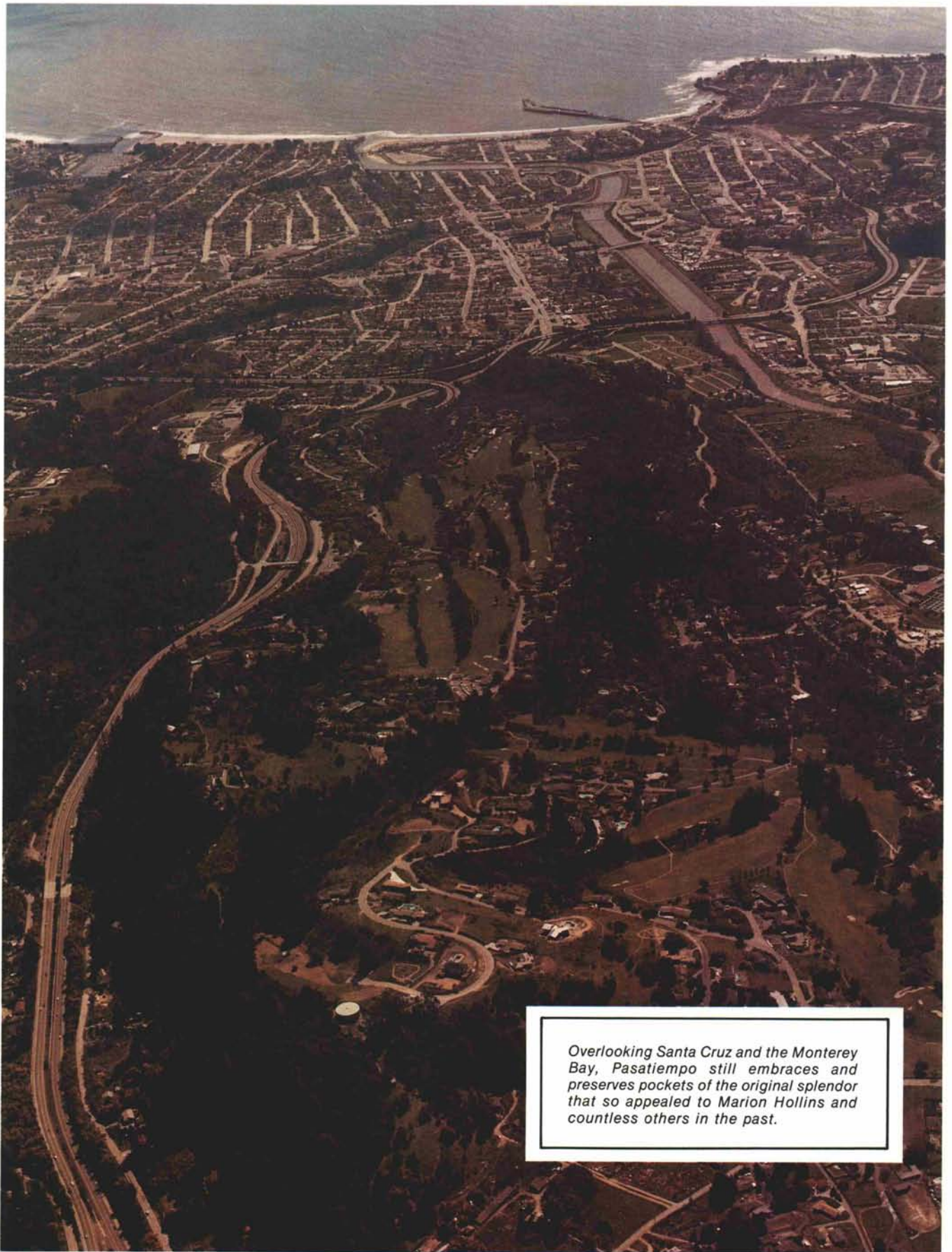
A man who had traveled extensively the world over designing golf courses, he thought so highly of his creation at Pasatiempo that he established his permanent residence there adjacent to the 6th fairway. From his home at Pasatiempo he could look down that fairway and on a clear day see the distant cliffs of Cypress Point across the glistening Monterey Bay.

His favorite golf course also contained what he described as his favorite par-four hole — the 16th. As he described it, "The sixteenth green is a garden spot. After playing a drive over the point of the hill you hesitate to spoil the delightful quiet of this grassy velvet nestling in the trees. It is indeed a beautiful par four." Could the Spanish treasure that was rumored to have been buried on the site of this hole have prejudiced MacKenzie's view?

MacKenzie lived at Pasatiempo in its heyday. While at a New Year's party in the Pasatiempo Clubhouse on the evening of December 31, 1933, MacKenzie was struck by an attack of angina pectoris. He was taken to his home off the 6th fairway where after six days in bed he peacefully passed away at 1 p.m. on January 6, 1934.

On January 9, 1934, MacKenzie's wife had his ashes scattered over Pasatiempo golf course. On numerous occasions since, grounds workers out on the course in the evenings have reported observing a ghostly image of a golfer in a kilt, wandering the property and nodding his head in approval or disapproval.





Overlooking Santa Cruz and the Monterey Bay, Pasatiempo still embraces and preserves pockets of the original splendor that so appealed to Marion Hollins and countless others in the past.

it is once again beginning to see the best of times today. After finally being purchased by a group of local residents



Amidst trees and atop hills where explorers and Indians once wandered, golfers today can enjoy the rich heritage of a challenging course that has tested some of this century's best-known competitors.

in the early 1970s, money was made available to begin a process of careful restoration.

In order to begin the restoration, a search was launched for documents, plans and old photographs of the development. An appeal was written to stockholders of Pasatiempo and old friends of Miss Marion Hollins requesting assistance in this pursuit. An enormous response followed, helping the management of Pasatiempo know details of course construction and initial design. Information was gathered that showed how the golf course had evolved over the years of decline. Evidence of original bunkers, greens, tees and tree placement came forth.

Once this initial information-gathering phase was completed, golf course architect Ronald Fream was commissioned to work with the management of Pasatiempo and its board to develop a detailed master restoration plan — to get all approved changes and reinstated design concepts on paper.

After many months of meetings and presentations, the board of directors approved the plans just in time for Pasatiempo's 50th anniversary in 1979. From there it has simply been a matter of setting priorities and funding construction projects.

As each project to reconstruct a tee or a bunker or a tree line was completed, an amazing transformation began to occur. Once again, Pasatiempo began to receive more outside play — rounds of golf began to skyrocket and people around the West began to speak of Marion Hollins and Pasatiempo again. And revenues began to grow at a rapid rate. More and more money became available to put back into the golf course, and wise management did just that. The increased revenues went into equipment, material, personnel and construction.

Recognition continued to grow and *Golf Digest* named the course to its prestigious top 50 public courses in America.

Today it has climbed to the top 25.

Having hosted the NCAA Western Intercollegiate since its inception in 1947, many of the top men golfers have competed at Pasatiempo. Bob Rosburg, Ken Venturi, Tom Watson and Bobby Clampett have all tested their games in competition at Pasatiempo. And this year's number two money winner on the LPGA Tour, Juli Inkster, grew up near the 14th fairway.

Yes, Pasatiempo is once again becoming world renowned. Thanks to a lot of people, the course is again something that Miss Marion Hollins would be proud of and that Alister MacKenzie would approve of.

Dean Gump, Pasatiempo golf course superintendent and a GCSAA member, reports that they have been preparing for the Women's Amateur for some time. He explains, "Though the USGA didn't place great demands on us, we have been working to expedite some projects. Over the past two years we have completely reconstructed all the bunkers around the greens and installed extensive drainage around the course. We've also completed a lot of work in the area of heavy tree pruning and removing overgrown brush from barrancas.



A scene from Pasatiempo's past: Joey Rey (center) congratulating two youthful golfers, Ken Venturi (left) and Bob Rosburg (right), circa 1950.

"Pasatiempo has just retained the services of Robert Trent Jones, Jr., to update our master restoration plan. This will include restoring the 3rd and 11th greens back to the original MacKenzie form.

"Due to the age of the greens and the original construction employed, they do not take the heavy play well. To correct this we'll be employing the Cambridge Soil System to renovate them with the least disturbance.

Though many years have passed in time since Miss Hollins lost her beloved Pasatiempo, golf today is regaining this small piece of its elegant past. And if you should be fortunate enough to attend this year's 86th Women's Amateur, don't be surprised at all if you should see a few ghostly images in the gallery — smiling their enthusiastic approval for a long, long overdue championship. □