



BROOKE HENDERSON
2018 & 2025 CHAMPION

2026

VOLUNTEER MANUAL

MARSHALS

AUGUST 17 - 23, 2026 • ROYAL MAYFAIR GOLF CLUB





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Committee Job Description

The Marshals Committee is responsible for the safety and well-being of players, spectators, media, and officials during and after play each day. It would be impossible to have a well-run and successful golf tournament without excellent Marshalls (sometimes known as gallery management.)

The purpose of this Committee is twofold.

1. Ensure fair play and give all competitors a chance to play their very best.
2. Ensure the safety and comfort of the spectators and allow them to enjoy the play.

The task is not always an easy one and requires the attention of a well-organized and hardworking Committee.

Key Information

- This committee is the largest committee that operates at the tournament. Having multiple Co-Chairs and/or area captains is helpful.
 - 18 hole captains are required to be recruited
 - 4-6 area captains can also prove to be valuable additions to the committee if the co-chairs and vice chairs don't have the capacity to take on this role.
- A sample Marshal Committee organizational chart is available in the appendix.
- Marshals are needed, when the course is open to the public, for every hole for every day of the competition, pro-am and practice rounds.
- It is beneficial for marshals to be familiar with golf and it's etiquette but is not required.
- Generally, crowds at the CPKC Women's Open are well behaved and are there to watch the golf. Avid golf fans and families make up a large majority of attendees.



- Marshals must also be efficient, practical, and tactful. Above all, they must be always courteous. Marshals should never order persons in a gallery to do anything; they should ask them politely.
- Make sure marshals do not accept their positions with the expectation that their job is going to give them an unobstructed view of the golf tournament. Their attention should be focused on the gallery, not watching play.
- The Adopt-a-Hole Program is a great way to recruit significant numbers of Marshals. Work with Golf Canada to recruit groups for this program.
 - A volunteer dedicated to the recruitment of these groups has proven effective for other host clubs.
 - Adopt-a-Hole Groups need to assign a hole captain, this person will also be your main point of contact for communication.
 - Assigning groups or clubs to specific holes should be a joint venture between the Marshal Committee Chair, the Host Club Chairs, and Golf Canada staff to make it as equitable as possible.
 - More information about Adopt-a-Hole is available in the appendix.
- The Marshal Committee will operate out of the Volunteer Centre. Check-in and shift changeover will be busy times of day and enough volunteers at the check-in desks should be planned for.
- The most enjoyable experience for Marshals is to have them rotate positions on their hole every 5-6 groups. This helps keep it interesting.
- Approximate Marshals needed per hole
 - par 3 holes - approx. 5-7 Marshals per shift
 - par 4 holes - approx. 8-10 Marshals per shift
 - par 5 holes - approx. 10-12 Marshals per shift



- Additional marshals will be required where there are crosswalks, bleachers, skyboxes, concessions, corporate tents and other areas where there may be play-interfering noise.
- A group of Roving Marshals and a captain for the group is important to have in place. These marshals will move from hole to hole with marquee groups, or support areas that are seeing significant spectator flows.
- A group of volunteers dedicated to check-in of volunteers is also good to have. This can help streamline processes when large number of marshals show up for their shifts.
- In the past, a marshal specific orientation has been hosted immediately following the general volunteer orientation on Microsoft Teams.
 - This is a high level orientation that talks about general expectations. Hole specific orientations should be provided by Hole Captains on a marshal's first shift.

Ideal number of volunteers: 500

Committee Hours of Operation

Wednesday - Sunday 7:00 A.M. – 7:00 P.M.

Please note that these times will vary depending on tee times, split tees etc. Times also vary based on an individual's hole location and when play has completed at their hole.

Tasks and Timelines

Pre-Tournament	<ul style="list-style-type: none">• Actively recruit volunteers• Recruit and appoint Area Captains and Hole Captains.• Attend Committee Chair Meetings• Connect with Golf Canada to ensure roles and responsibilities are understood.
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	<ul style="list-style-type: none"> • Work on volunteer schedule and assign volunteers to shifts in the Trust Event Volunteer Management System. • Attend the general volunteer orientation. <ul style="list-style-type: none"> • Marshals are generally asked to stay on the call once others have left to have their own orientation. • Meet with Golf Canada Operations team to understand the roping plan for the course. • Meet with Area Captains and Hole Captains to ensure they are comfortable with their roles and are aware of the golf course set-up.
Tournament Week	<ul style="list-style-type: none"> • Work with the Golf Canada staff to ensure successful operation of the tournament. • Lead and manage the volunteers. • Act as an on-site supervisor to the volunteers and help with any on-site training for volunteers. • Coordinate replacements, or act as a replacement for any volunteers that cannot attend a shift. • Ensure volunteers get adequate breaks and are rotated through the various positions. • Work with the director of security and Golf Canada staff to ensure marquee groups have additional rovers with them.
Post Tournament	<ul style="list-style-type: none"> • Complete post-event committee chair feedback report.

Other Committee Interactions

Other committees Admissions and Spectator Services may interact with	Reason
Ambassadors	<p>Many spectators may inquire about information on the golf course or where to go. Ambassadors have those answers and are often located near large map boards near the entrance.</p> <p>If a particular area appears to be a problem point, an Ambassador can be assigned to that area.</p>
Communications	This committee uses a number of radios, a good working relationship with this committee is important.
Corporate Hospitality	Marshals and Corporate Hospitality Volunteers will work together to ensure spectators in the hospitality suites are staying quiet when play is coming through.
Shuttle Committee	This committee will operate volunteer shuttles to help get volunteers out to their holes.
Volunteer Security	During the tournament the marshals work very closely with the Security regarding use of cameras by spectators and possible removal of boisterous or unruly spectators



Appendix: Guidelines that can be shared with Marshals

Guidelines - All Marshals

- Be courteous to both players and spectators.
- Do not engage in conversation with players unless the player initiates the conversation.
 - Speaking to players to help direct them where to go to the next hole is acceptable.
- Do not move or talk as players prepare to hit their shots or putts.
- Avoid blocking the gallery's view by kneeling or sitting when players are addressing their ball.
- Verbal commands are by far the most effective way to control crowds and should be carried out well before the player addresses the ball in a firm, loud and polite manner (i.e. "Stand Please" "Quiet Please").
- The crowd will react to you better if they are informed as to what is expected of them. This should be done prior to the players' arrival.
- In the event of trouble, notify your Hole Captain or Area Captain, who will call for outside assistance. Never attempt to handle a difficult situation or unruly spectators on your own, call for security.
- Never attempt to give a player a ruling in any form; notify your Hole Captain or Area Captain, who will call for a Golf Canada or LPGA Tour Referee through the radio system.
- Do not drink alcoholic beverages before or during your shift.
- The fairway grass and rough cannot stand a lot of traffic and it is imperative that spectators be always kept off, other than designated crosswalks.
- Golf Canada will go through the appropriate accredited staff/officials/volunteers during orientation, so Marshals are aware of who they are.



- It is a good idea to re-check the roping in the area each morning before the start of play. Should there be any issues with the roping, have your hole captain with a radio contact Golf Canada Operations team for assistance
- Depending on where Marshals are located, a shuttle may be available to escort them to their post. Those Marshals that are stationed close to the clubhouse, will be expected to walk to their post.

Guidelines - Tee Marshals

- Clear a path to the tee for the players; in most cases a rope chute is created by Golf Canada staff to help with the flow of players and caddies around the course. The Marshals Committee may work together with the operations crew to come up with the best solutions.
- Monitor the entrance gate and ensure that all of the group, including the caddies, walking scorers, and standard bearers are through before closing the ropes.
- Ensure spectators are behind the ropes.
- Always screen the crowd for unauthorized use of cameras. If seen, contact security through your Hole Captain or Area Captain and provide a description of what the offender is wearing and in which direction he/she went. Phone Cameras are permitted. Large professional style cameras are only to be used by accredited media.
- Check operation of crosswalk, if applicable, and signal to the Crosswalk Marshal ahead to close off once the players have finished on the previous hole.
- Vocalize prior to the player addressing the ball. If possible, inform spectators what is expected of them prior to the players arriving. Try to vocalize, in a friendly manner, to remind the spectators that cell phones should be placed on vibrate and in your pocket for Thursday-Sunday rounds.
- Do not stand directly behind the players when they are about to address the ball



- Hold up arms and/or caps before the player makes her stroke.
- When vocalizing, ensure you are not disturbing other players in your immediate area or on an adjacent hole.
- Each tee may be supplied with large orange flags that are waived in the direction of the ball flight. This is beneficial for the marshal in the landing area, as they will be able to clearly see the direction of the golf ball once it is hit. Quiet paddles may also be used.
 - If a player asks that flags not be used, please honor the request.

Guidelines – Landing Area Marshals

- Arrange a system with the Tee Marshals to have them signal you as to which way the ball is going - this may prevent a lost ball or injury to a spectator.
- Watch all shots hit into your area and if a ball is hit beyond the ropes, move to that location.
- Should the ball land where it is not easily seen or when the ball lands outside the ropes, protect the ball by standing near it with your feet approximately 18-24 inches away from the ball. Never interfere with the ball in a penalty area.
 - Use an irrigation flag to mark the ball location if you have one.
- Do not leave the ball until assistance or the player arrives.
- Engage assistance from another marshal to remove ropes in the intended line of flight and move the gallery so that the player has full latitude with his swing.
- You may have to position a marshal behind the crowd to stop any movement or noise.
- Once the player has hit her shot, restore the ropes to their original position as soon as possible.
 - Hammers for stakes will be available from area captains.
- Refrain spectators from moving on until after all players have hit their shots.



- The Landing Area Marshals will be provided with a supply of irrigation flags to insert into the ground near a player's ball in the rough to assist the competitor in locating their ball. Further tips on using these flags will be given to the Marshal Chairs who will in turn inform the volunteers.

Guidelines - Crosswalk Marshals

- Crosswalks are for spectator movement and are not designed for allowing better visibility for spectators. It is imperative that all spectator traffic be kept moving. Crosswalks will be setup by Golf Canada Operations crew when roping the course and will be identified by "crosswalk poles," which are approximately 12' in height and marked with an "X" so that spectators can clearly see them above the crowd.
- Marshals should monitor crosswalks so that the crosswalk area is clear as players behind prepare to make their shots.
- Crosswalk areas should have "drop ropes" and should be closed when traffic is prohibited. This also applies if you leave your station to assist in a landing area.
- Co-ordinate crossover movement with marshals on the other side. Develop signals to advise when the crosswalk should be closed; this should also be the case with the Tee Marshals in some cases.
- Crosswalks should be open as much as possible without interfering with the movement of play. If crowds become "bottled up" they will eventually break through the ropes and disregard your instructions.
- When crosswalks get heavy traffic, keep pedestrian traffic between the openings - DO NOT allow them to go over or under the ropes. It is advisable to have rope guides, which you can hold onto and move into the fairway to guide the flow.
- Always keep the crowds informed of when you intend to open the crosswalk; they can help you control others.



- For safety and if it is possible, let golf carts go first.

Guidelines - Greens Marshals

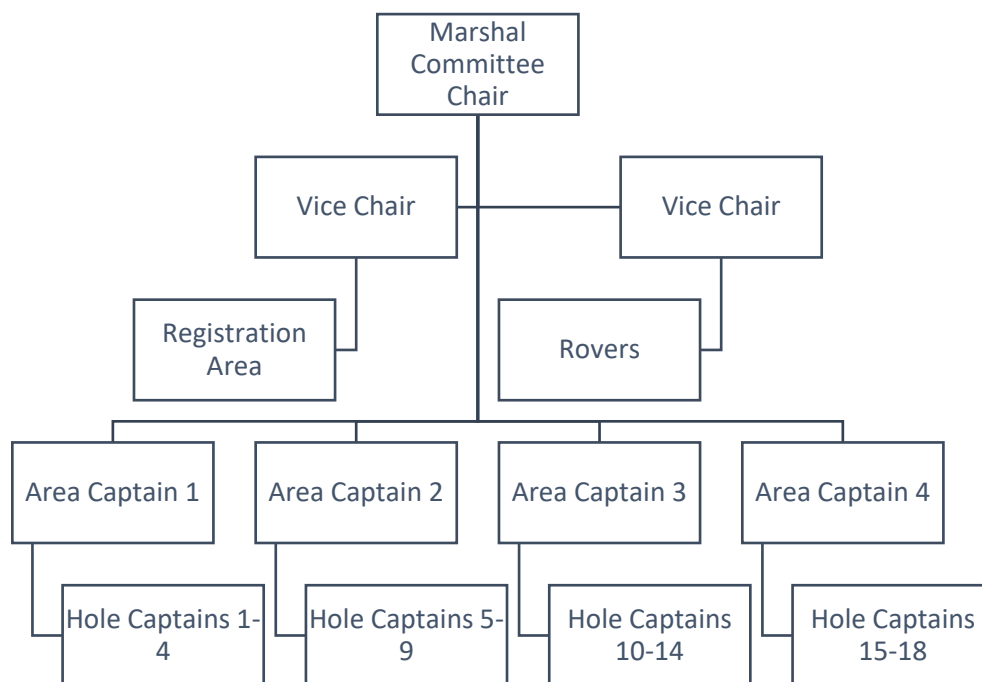
- It is of utmost importance to have spectators remain quiet and as motionless as possible around the greens. Announce before the players arrive what you want the spectators to do (i.e. remain still until all players have putt out.)
- In addition to the gallery, marshals are also required where there are bleachers and corporate tents (such as skyboxes, which are typically located in very close proximity to a green).
- Arrange for the gallery rows to be seated, if possible, to increase spectator visibility.
- Follow format for 'Landing Area Marshals' if a ball misses the green and goes beyond the ropes
- Ensure that only players and caddies walk on the putting surface
- Hold up arms and/or cap well before the player addresses his ball
- You may have to help clear an exit path from the green when there are large crowds
- Remember vocalizing is the best method of controlling large galleries.

Guidelines - Rover Marshals

- Some groups, particularly the last few on Saturday and Sunday, attract large enough crowds that additional marshals are needed to assist the marshals on each hole in the movement of players from tee to green and with the control of the additional spectators.
- The position of these marshals is equally important inside and outside the rope lines. Inside the ropes, they can assist Tee, Fairway and Green Marshals in their duties. Outside the ropes, they can control the gallery noise that would otherwise go undetected from inside the ropes.

- Rover Marshals should help Hole Marshals see that galleries do not break rope lines behind the final group of each day. Spectators must remain behind the rope lines until the final group has completed play on that hole.

Appendix – Marshal Committee Organizational Chart





Appendix – Area Captain and Hole Captain Roles and Responsibilities

Adapted from: <http://volunteers.cspgolf.com/training/marshall-training>

Area Captain

An Area Captain is assigned to a certain group of holes to monitor. It is important that they are introduced and get to know the hole captains in their area. Area Captains should be familiar and knowledgeable of the Marshall Committee duties.

Roles and Responsibilities

- Ensure Hole Captains have a good understanding of how their hole will operate during the tournament (landing zones, crosswalks, player movement, etc.)
- Assist Hole Captains in ensuring their holes are properly staffed and the marshals are performing their role appropriately
- Assist Hole Captains in troubleshooting and understanding player transition areas, crosswalks, managing large crowds.
- This may include assisting with adjustments to marshall locations/positions or increasing staffing.
- The Hole Captain may need to step in and assist as a marshall and call the Roving Marshalls captain for more marshals.
- Communicate regularly with Marshal Committee Co-Chairs, other area captains, and hole captains.
- Communicate with Golf Canada Operations Staff and Security Staff as required
- This is usually required when there are issues with roping, or when there are large crowds following groups.



The Area Captains are problem solvers and troubleshooters. They are connected by radio to the Marshall Committee Co-Chairs, other Area Captains, and Hole Captains. By keeping a close eye on the activities and movement in and around their territory, they should be able to identify and remedy potential trouble spots before they become such.



Hole Captains

Hole Captains are assigned to a hole and lead the group of marshals on that hole. It is best if there are two captains per hole, or a captain and vice-captain. One captain should be always on site and at the hole with their marshals. The captains can determine how they want to divide duties and schedules together.

Roles and Responsibilities

- Schedule all marshals that are assigned to your hole through the Trust Event system.
- Training on this system is provided through Golf Canada.
- Provide volunteers and overview of the hole and hole specific training as required.
- Communicate regularly with Area Captain and other Hole Captains in your immediate area. Communicate emergencies with security personnel.
- Understand the movement of players and caddies for your hole.
- Understand the movement of spectators around your hole.
- Upon arrival at the hole each day, check that all ropes and stakes are in proper position and no repairs need to be made.
- Ensure marshals have the items they need for the role. These items can be picked up in the volunteer centre when they check-in for their shift. These items also need to be returned to the volunteer centre at the end of the shift.
 - Ball locator flags
 - Quiet signs
 - Orange flags or paddles for tee marshals
 - Rotate marshals around to the different positions throughout their shift.
- Ensuring all volunteers get a chance to be at all locations is very important. A common complaint is not enough rotation.
- Ensure marshals have bathroom and snack breaks as required.





Appendix: Adopt-a-Hole Information

This is the Adopt-a-Hole information package for the 2025 CPKC Women's Open held at Mississauga Golf and Country Club.



2025 CPKC Women's Open Adopt-A-Hole

Golf Canada would like to invite your club to Adopt-A-Hole at the 2025 CPKC Women's Open. This is a wonderful opportunity for your golf club or community group to be represented by your members at the 2025 CPKC Women's Open. Your club/group will be given a hole at the tournament to marshal to ensure an enjoyable experience for players and spectators.

Championship signage will identify your group as the official marshals of a specified hole during tournament week, meaning you will be represented on both a national and international platform. Interested groups will be responsible for providing volunteers from Monday, August 18 – Sunday, August 24, 2025. You will be responsible for providing a minimum of 20 volunteers to cover the required shifts throughout the week. *If reaching 20 volunteers is a concern, please send an email to hdaniels@golfcanada.ca.*

Volunteers are required to work at least 4 shifts, over 4 days during the championship. Shifts are generally 6 hours long. The volunteer package is \$65 until early bird ends December 3, 2024. The package then increases to \$80. Please see the [volunteer website](#) for the list of great items included in your volunteer package. Other benefits include recognition of your group on the course, the experience of being inside the ropes at a professional sporting event and witnessing the world's greatest golfers compete.

One volunteer must be designated as the main contact for the group (hole captain). They will be the main contact before and during the event and should be prepared to help to recruit and schedule volunteers. All volunteers from your group, including the hole captain must register in the volunteer system. Holes will be adopted on a first come, first served basis. Hole assignments are based upon the number of volunteers registered, not the date we receive your intent form. We recommend that interested clubs and community groups encourage members to submit application forms as soon as possible.

Please see the 2025 CPKC Women's Open Adopt-A-Hole Intent form below followed by the steps on how to register as a Marshal.

Please contact us if you have further questions:
Hannah Daniels, Tournament Coordinator
hdaniels@golfcanada.ca

Thank you for your interest and we look forward to hearing from you!



2025 CPKC Women's Open Adopt-A-Hole

Mississauga Golf and Country Club
August 18-24, 2025

How to Register:

1. Return the Adopt-A-Hole Intent Form (next page) to Hannah to express your interest in participating in our Adopt-A-Hole program and designate a club representative.
2. Have members register to volunteer online at <https://www.cpkcwomensopen.com/volunteer/>
3. Encourage members to complete volunteer registration as early as possible.
4. 20 volunteers are required to secure a hole. You will be confirmed as an official Adopt-A-Hole club once enough applications have been received. Remember, holes are assigned based upon the number of volunteers registered, not the date we receive your Intent Form. In the past, positions have filled up in March prior to the championship.
 - a. If reaching 20 volunteers is a concern, please reach out to Hannah.

Steps to register as a Marshal for the CPKC Women's Open:

1. Open this link <https://www.cpkcwomensopen.com/volunteer/> to begin volunteer registration
2. Complete registration form
 - a. Please select MARSHALS as your FIRST preference committee.
Note: if a volunteer does not indicate Marshals as their first preference committee, they will not be guaranteed a spot on the Marshal committee.
 - b. Please note your club/group name in the CLUB AFFILIATION box to ensure you are assigned to the correct hole
3. Once the registration is submitted, we ask that you notify your club contact (hole captain) to add you to their list.

Thank you for volunteering!



**2025 CPKC Women's Open
Adopt-A-Hole Intent Form**

Mississauga Golf and Country Club
August 18-24, 2025

GENERAL INFORMATION

Group/Club Name	
Main Contact Name (First and Last Name)	
Phone Number	
Email Address	

I understand:

- This form states our group's intention to participate in the Adopt-A-Hole program but that a hole will not be held for my group until 20 volunteers have submitted their application forms, assuming that there are holes still available.
- All volunteers are required to register to volunteer [here](#) and that all volunteers are required to work a minimum of 4 shifts.
- Someone from my group will act as a Hole Captain and will be the main contact between my group, the CPKC Women's Open tournament office and the Marshal Chair.

SIGNATURE: _____

