



BOWLS CANADA BOULINGRIN



COMPETITION REVIEW & RESTRUCTURING FINAL REPORT

May 2017

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Competition Restructuring Report

Preface

This report outlines the revised Bowls Canada Boulingrin national competition structure that will take effect in 2018. It is the result of more than two years of research, analysis and consultation of bowlers, umpires, tournament organizers, coaches and bowls administrators. Although many options were considered and reviewed through this comprehensive process, the final decisions made by the Bowls Canada Board of Directors were determined to be the best fit for the sport of bowls with respect to developmental appropriateness and sport sustainability at all levels.

It is impossible to design a competition structure that will meet with the approval of every Canadian bowler. As such, the final decisions contained in this report have been carefully considered to best represent a balanced approach to:

- providing a clear pathway for bowler development,
- address existing concerns with the current competition structure,
- meet the priority competition principles as validated over the course of the review process, and
- create a model that will help clubs, PSOs and BCB develop a bowler development pathway that will help grow the sport.

Purpose

The purpose of this document is to present the restructured national competition model for the sport of bowls in Canada and to provide the rationale explaining why these decisions were made.

Background

- Along with all Canadian national sport organizations, Bowls Canada Boulingrin (BCB) is required to complete a review and restructuring of our competition model to ensure that it aligns with Long-term Athlete Development (LTAD) principles in general and with the specific Bowls LTAD pathway (Appendix C).



What is meaningful competition?



- A competition review is defined as the process of *analyzing* a sport's competition structure, rules, and calendar to determine whether it supports the athlete development pathway outlined in your LTAD framework.
- Competition restructuring is defined as the process of *selectively changing* competition structure, rules, and calendar to address the issues you found, optimizing the role of competition in serving athlete development.
- An initial review of the bowls competition structure in Canada was undertaken from 2014-2015 and a Review Working Group was struck. This review involved a survey of bowlers of all levels across the country, evaluations of the current championships by the participants, a collection of participation data by province, and in-depth interviews done with the Match or Competition Chair of each provincial bowls association. The results of that review identified the following:
 - The overall participation in bowls national and provincial championships was on a downward trend. Fewer bowlers were entering provincial playdowns and consequently there were less participants in national events.
 - There was no clear link between the national competition structure and athlete development or bowler retention.
 - For many national events there was not a clear understanding of whether the purpose of the event was to celebrate domestic excellence or to provide a step in an international qualification process.
 - Finding hosts for both provincial and national championships was becoming more of a struggle each year as clubs cited deteriorating facilities, volunteer burnout and lack of funding as reasons for not hosting events.
 - It is becoming increasingly difficult to find qualified umpires to officiate at national events.
- An additional review was undertaken to examine the competition structure of leading bowls nations to identify what could be learned and applied within the Canadian system.
- A Competition Review and Restructuring Summit was held in Toronto, Ontario in February, 2016 to look at the results of the review process, identify the parameters of the restructuring options, clarify rationales, and design the next steps of the process.
- A key outcome from this Summit was a national recognition that while it would not be possible to find a single model that met the need of every Canadian bowler, it was possible to identify a set of guiding principles that a competition structure must meet. Principles were established at the Summit and later validated for a priority ranking electronically. (See Table 1 "Principles for a Bowls Competition Model")
- All provincial bowls associations were invited to host a "Mini" Competition Review and Restructuring Summit over the spring and summer of 2016 to analyze their unique provincial circumstances either as a face to face workshop or a webinar. Bowls Manitoba took advantage of this opportunity and hosted a face to face "Mini" one-day Summit in early June.
- A "Call for Proposals" was sent out in August 2016 to all of the Provincial Associations and to all participants of the National Summit requesting proposals that would improve the competition structure of bowls in Canada. Formal proposals were received from Bowls Manitoba, Darryl Fitzgerald (ON), Nick Watkins (ON), and Dave Cox (AB). Informal feedback was provided by Bowls New Brunswick and Gary Laurence (SK).
- In the fall of 2016, the BCB Board of directors appointed an Analysis Working Group to produce a set of recommendations using the review analysis, Summit report, and submitted proposals. This

working group represented a collective of various areas of expertise, including long-term athlete development, umpiring, high performance development, club development, facilities, coaching, event organization, competition and administration at various levels. This group analyzed all information, feedback and proposals gathered to date and, using the “Principles for a Bowls Competition Model”, established recommendations for a national bowls competition model. An “Analysis Report” was subsequently prepared.

- Following the release of the Analysis Report in January 2017 to the provincial bowls associations, a series of in-depth webinars were scheduled with each provincial association with the exception of Bowls New Brunswick Boulingrin which declined to participate. The webinars provided an opportunity for both clarification regarding the report contents and questions from the provincial delegates. All provincial associations were asked to provide feedback on the report specific to how the various options and recommendations might impact their province.
- Each provincial association determined who would attend their webinar and who would provide the feedback. This varied from representatives of the Board, to existing standing committees such as a Competition Committee, to ad hoc working groups struck specifically for this purpose.
- This consultation phase took place over a six-week period from mid February to end of March, 2017.
- All provincial reports and feedback were then analyzed and provided to the BCB Board of Directors for their consideration prior to making final decisions.

Table 1: Principles for a Bowls Competition Model

<p>1. Clear, “seamless” development pathway for bowlers</p>	<p>This principle refers to the need for a competition model that allows participants to compete in appropriate levels and types of competition that encourage development and bowler retention.</p> <p>Seamless: This means that there are incremental steps of competition challenges linked to LTAD stages such that the difference between levels of competition is not so great that athletes can’t make the transition, or so small that there is little to-differentiate between the different levels of competition.</p> <p>Clear: Athletes, coaches, and parents understand how athletes enter and progress through the competition system. For example, it is clear what the most appropriate types of competitions are for new bowlers and equally clear what are the most appropriate types of competitions for highly experienced and competitive bowlers.</p>
<p>2. Quality Events</p>	<p>Each competition has a level of support (e.g. coaches, officials) and infrastructures (facilities, equipment) appropriate at each athlete stage. Event quality is matched to athlete needs and abilities system-wide. In other words, a quality competition has the appropriately trained officials, coaches, volunteers and is played on a facility that allows for the athletes to compete at a level of competition appropriate for their LTAD stage of development.</p>
<p>3. Supports strong club and PSO system</p>	<p>The competition system is structured to benefit development of clubs. Event requirements and calendars are designed with club needs in mind and promote partnering with sanctioning bodies. Provincial bodies strengthen as clubs develop resulting in Provincial events that are well attended and well supported.</p>

<p>4. Meaningful Competition</p>	<p>Competition should be used intentionally across the sport system to foster bowler development at all stages. Ideally, each event has a preparation or performance purpose. Meaningful competition matches the appropriate competition environment or level with the appropriate skill development of the bowler. Meaningful competition is purposeful and fun: it provides a logical skill progression for the athlete; an opportunity for learning and growth in a safe atmosphere; and rewards success and proficiency. It also means that participants experience a level of challenge – there is close competition between the participants and “blow outs” or lopsided scores rarely appear.</p>
<p>5. Bowls competition is affordable and accessible</p>	<p>This principle recognizes a system-wide progression of event fees and travel time/cost. A healthy system maximizes early stage participation by keeping the sport affordable and accessible. This principle also recognizes that as competition “level” goes up, so do the costs. This principle also recognizes the feedback from bowlers over the last few years that indicates competitions are becoming cost-prohibitive. The competition model must look to find ways to make competition more economical at all levels.</p>
<p>6. Properly periodized for optimal training and performance</p>	<p>This principle refers to where competitions are placed in a calendar. It recognizes that performance will have peaks and valleys and that an ideal calendar will align with a period where the majority of performers will likely be at their very best performance. This also means that provincial playdown cycles align with national competitions to allow for bowlers to continue to improve in performance, “peaking” at the national competition. It also means considering that the calendar needs to allow for training to be organized and planned in advance of a competition. Finally, this principle refers to the need to consider the ‘typical’ rate of progress that can be expected over the course of a season for bowlers at each development stage.</p>
<p>7. Balances training and preparation</p>	<p>This principle refers to the need to ensure the competition calendar provides enough time to train and prepare leading up to competitions. At a high performance level, this includes considering athletes’ ability to juggle physical, mental, and emotional preparation while undertaking a course of routine exercises and proper diet to prepare for an event. At a provincial level, this means that bowlers need adequate time to train and play on the greens before heading to their first “playdown” competition. At a local level, this would mean that bowlers have the opportunity to learn and practise before playing in their first tournament.</p>
<p>8. Recognizes climate and geography challenges</p>	<p>Local, regional, national competition calendars adapted to Canadian environmental conditions. National events should be held later in the year so greens are in their best possible condition. Location must be taken into account as some provinces get heavy rain, droughts, etc. Distribution of key events among all regions is important, however, there is also a recognition that national level events must be played at facilities that are able to accommodate the volume of play and provide the quality of playing surfaces expected of a championship tournament.</p>

<p>9. Competition within Canada continuously improves</p>	<p>Competition at all levels is based on clear principles, evaluated regularly using data-based evidence against clear benchmarks, and revised as needed using innovative practices (regular competition review). In other words, are we building a model that enables us to reflect each year on how we can be better next year in both improving bowler performance overall at all levels and running quality events.</p>
<p>10. Aligned with multi-sport and international events</p>	<p>Close alignment of club, PSO, NSO calendars with each other, and with Canadian/ International Games. Efficiency and resource- sharing maximized. Rules harmonized.</p>

Criteria for Consideration

It was recognized that there is no single model that will meet everyone’s needs and desires. When evaluating the options and provincial feedback, the Board needed to consider the overall value to Bowls Canada as an organization in terms of aligning Long-term Athlete Development principles with bowler development at all levels. They also considered the contribution that the model could make to helping Canadian bowlers develop into the best bowler they can be at the level they wish to participate....be it social or competitive. Additionally, they considered the health and welfare of the sport as a whole for current and future growth.

Every recommendation was also analyzed against the *Principles for A Bowls Competition Model* identified in Table 1. Further, every recommendation was examined against the concerns that had been identified throughout the review process by stakeholders such as Provincial Bowls Associations, competitive bowlers, social bowlers, umpires, coaches, and the Directors and leaders of Bowls Canada. These concerns included:

- Recognition that overall participation is down, especially in fours.
- There is an ongoing struggle to get facilities: quantity & quality of greens, number of greens, number of volunteers, cost, and time are all major factors.
- While expectations for quality are increasing for host venues and events, financial resources are becoming more scarce.
- Provinces need to host a provincial event that leads to a meaningful national event as basic requirement for recognition by provincial government funders.
- The current model has no clear link between national competitions and athlete development
- Social and recreational bowlers feel disconnected from the current model as there is no clear link between national structure and bowler retention
- There is confusion amongst stakeholders around the “purpose” for current events
- BCB spends \$80,000 - \$100,000 each year on National competitions and this is still not enough to adequately fund venues, umpires, event, etc.

Finally, based on the outcomes and discussion of the 2016 National Competition Summit, the Board considered a list of what was absolutely necessary for a successful national competition structure as displayed in the Tables 2 and 3.

Table 2

"Must Haves"	Rationale
National events must consider the requirements of the alignment for provincial formats.	A national event must have a format that can be affordably implemented at a provincial playdown level. This contributes to the seamless athlete development pathway. It is not sensible to implement something at the national level that creates administrative stress and burdens on the provincial associations and their member bowlers.
National events and their corresponding provincial playdown events must be appropriately balanced with the needs of social and recreational bowlers when it comes to facilities and volunteers	Recreational bowlers represent over 90% of our membership. It is essential that facilities are available for social play and tournaments for Bowls for Life participants and for training and competition of the bowlers in the Learn to Bowl, Train to Play and Learn to Compete stages of LTAD.
National events need to move geographically around for hosting	This ensures that the costs of hosting an event are shared across the country. It also prevents volunteer and facility overuse. A sustainable competition structure should result in positive legacies for a facility and these should also be shared across the membership.
Shortened overall length of events	The cost of the current structure with respect to time was a common theme from all stakeholders. The most efficient way to reduce cost is to shorten the time frame. This also eases the burden on volunteers, facilities and time away from work and personal life for participants.
Format aligns with development to international play for those competitions that are identified as "Train to Compete" competitions	It is essential that we identify the purpose of our national championships. Those championships identified as part of the high performance development pathway need to provide opportunities for athletes to learn and develop. For example, three-bowl pairs is becoming a staple for international competitions, our bowlers need an opportunity to play and practice this format in a meaningful competition environment.
Be "hostable" (e.g., consider number of required quality rinks/greens, number of volunteers, costs, etc.)	A common concern echoed by stakeholders is the struggle to find hosts for provincial and national events. A national competition format must take into consideration the reality of the number of clubs across Canada that only have one or two greens and the number that have three or more. We also need to consider the stress placed on a host facility with respect to required volunteer hours and costs to prepare greens to host a national event.
Have at least one Canadian Championship every year	It is developmentally appropriate for bowlers to have a national championship to aspire to each year. Events that are qualifiers for an annual World Bowls sanctioned event must be held on an annual basis. Finally, annual hosting provides opportunities to maintain promotion momentum.

"Must Haves"	Rationale
Have a Canadian Championship made up of Provincial Champions	Provincial funding for many provincial bowls associations is dependent on having a competition model and athlete development pathway that directly develops provincial bowlers to a national competition program. As such, in order to ensure the continued funding of our provincial members, we need to ensure they have a meaningful championship structure for which they are able to qualify bowlers in both the Excellence Stream and the Competitive for Life Stream.
Have Youth age-dependent event	This is a population that needs to be nurtured for growth of the sport. This is also an area that can be linked to potential for more access to provincial funding programs specific to the Learn to Compete stage of LTAD.
Have Seniors age-dependent event	This population is the majority of our membership and there continue to be many competitive senior bowlers. This population exemplifies why bowls is a sport for life and a championship event celebrates this aspect.
Have an event to determine a Canadian Champion for the World Bowls Champion of Champions	World Bowls eligibility requirements state that the only way an entry is eligible to enter the World Champion of Champions event is to be 'crowned' champion of their country through a sanctioned competition format. The potential of being the entry to this international event inspires many Canadian bowlers to participate in a competition model.
Have an Indoor Championship to determine a representative for the World Cup	Hosting an indoor championship is valuable for many reasons. With the majority of the international competitions being held in the southern hemisphere for the foreseeable future, it is becoming essential for northern hemisphere countries to provide a meaningful indoor competition format. As well, to further expand the game in Canada, indoor play must be further developed. Hosting an indoor event is a meaningful part of our athlete development pathway.
Competitions must serve a talent identification purpose.	Specific competitions need to be clearly identified as talent identification opportunities. Scouts and/or selectors need to be present at these events with the sole purpose of watching athletes. Clearly identifying these events allows athletes to make purposeful choices about where they will choose to invest their time and finances. This also allows for a clear link in the athlete development pathway from <i>Learn to Compete</i> to <i>Train to Compete</i>

Table 3

"Want to Haves"	Rationale
High quantity greens of superior quality	While this is highly desirable, this requires substantial financial investment into local greens. This may not be immediately possible but is something that should be identified in the next version of the BCB strategic plan.
Have men and women at the same venue	In order to make events more "hostable", it was recognized that hosting separate men's and women's events may be necessary. This would be in line with other team sports such as Curling, Hockey, Soccer, Basketball, etc. This will continue to be examined on an annual basis pending host facility locations.
Maximize opportunities for bowlers	National championships should provide unique opportunities for many bowlers rather than many opportunities for a small select group of bowlers. The rationale being that overall participation will increase by providing additional unique opportunities instead of having the same group of bowlers attend all events. This was balanced with the recognition that many of the provinces currently have only a small group of competitive bowlers available to fill competition spots for all events.
Subsidies for individual bowlers	Currently BCB provides a travel subsidy to the provincial associations to contribute to the financial support of bowlers attending the national competitions. It is desirable to continue to find a way to support athletes as long as Bowls remains ineligible for "athlete carding" programs (which provide support directly to identified athletes).

In addition to considering all of the above information, the formats of competitions of other bowls countries, the formats of other Canadian sports, the various proposals submitted by BCB stakeholders, the input of the provincial associations at the various consultation points, and the ideas generated at the National Summit were all part of the final analysis and decision making.

National Competitions: Target Audience and Purpose Summary

Five competitions were identified as part of the national competition model. Table 4 identifies the targeted LTAD stage of the competition and the primary purposes of the event. The target LTAD stage and event purpose were key considerations in the formats for each event.

Table 4

National Competition Event	Targeted Audience: LTAD Stage	Purpose of the Event
Canadian Lawn Bowls Championships	Mostly <i>Train to Compete</i> but overlapping with entry to <i>Train to Excel</i>	This Canadian Championships is identified as a proving ground for athletes aspiring to compete internationally for Canada, and as such, it serves as an important event for talent identification purposes. This event targets those athletes who aim to be high performers and fall in the train-to-compete/train-to-excel stages of BCB’s LTAD pathway. The format of this event considers how it will best help bowlers develop along a high performance pathway.
Canadian Singles Championships – Outdoor and Indoor	Mostly <i>Train to Compete</i> but overlapping with entry to <i>Train to Excel</i>	While these events identify an entrant to the respective international events (Champion of Champions and World Cup), they are also an important proving ground for athletes aspiring to compete internationally for Canada as a member of the national squad. As such, the format for these events place more emphasis on bowler development than on the respective international conditions of play.
Canadian Youth Championships	Younger ages should be <i>Learn to Compete</i> with the older category already firmly established as <i>Train to Compete</i>	The primary purpose of this event is to help youth develop their skills in an age and stage appropriate manner. This is also a way to identify a youth national team which provides significant funding opportunities for provincial associations with their respective funding partners. While there continues to be a World Youth Championship, this national championship serves as an opportunity to identify potential participants to the international event.
Mixed Pairs Championship	<i>Competitive for Life</i>	The purpose of the Mixed Pairs Championship is to celebrate bowlers who are in the Competitive for Life stage of development and to provide a forum for what is the most popular format of all provincial events. This event provides significant participation and growth opportunities for provincial associations through their playdown formats.
Senior Triples Championships	<i>Competitive for Life</i>	The purpose of the Senior Triples Championship is to recognize and celebrate the “age-experienced” demographic of our sport with a meaningful championship event . This demographic represents a large majority of our membership.

Canadian Lawn Bowls Championship (CLBC) and Outdoor Singles Championship

Purpose and Targeted Participants

The Canadian Lawn Bowls Championships and Canadian Outdoor Singles Championships primarily target *Train-to-Compete* athletes. However, it is recognized that there is overlap with athletes who are entering or are in the *Train-to-Excel* stage. Similarly, some athletes who are in the later stages of the *Learn-to-Compete* stage may also be present at these events.

The Canadian Lawn Bowls Championships is identified as a proving ground for athletes aspiring to compete internationally for Canada, and as such, it serves as an important event for talent identification purposes. This event **targets those athletes who aim to be high performers** and fall in the train-to-compete/train-to-excel stages of BCB’s LTAD pathway. The format of this event considers how it will best help bowlers develop along the “excellence” or “high performance” pathway.

World Bowls rules state that participants at the World Champion of Champions Tournament must be the current national champion and cannot be selected. The Canadian Outdoor Singles Championships is the qualifying event to identify the Canadian participant to the World Champion of Champions Tournament. This Canadian championship is also an important proving ground for athletes aspiring to compete internationally for Canada as a member of the national squad. As this event is the only national outdoor singles competition, the format for this event **places more emphasis on bowler development** than on mimicking the respective international conditions of play.

Restructured Format -- Canadian Lawn Bowls Championships (CLBC)

Format - CLBC	Discussion
<p>The Canadian Lawn Bowls Championships will be comprised of Pairs and Fours events and immediately followed by the Canadian Outdoor Singles Championships.</p>	<p>The rationale discussed was that by reducing the number of events, and consequently the number of participants, there would be less expense involved in sending teams and put less of a strain on the provinces to field an entry in both events.</p> <p>While Pairs was unanimously supported across the country, there was considerable discussion between Triples versus Fours. Ultimately, Fours was supported as its test of high performance skill and concentration was considered to be an appropriate fit for the Train-to-Compete athletes. It was also recognized that without a national pathway, many provinces might choose to not provide provincial competition opportunities to play which would then eliminate a development opportunity for bowlers aspiring to compete in this discipline at an international level.</p>
<p>Each provincial bowls association is eligible to send a minimum of one Pairs and one Fours entry based on provincial playdown results, with the exception of Ontario which will continue to be allowed to send two entries for each event.</p>	<p>The discussion focused on ensuring that this championship allows for provincial representation across the country. Not only would this support provincial funding models and provincial LTAD models, but an event that had representation from coast to coast would contribute to the national identity of the Championship.</p>

Format - CLBC	Discussion
<p>Should a province not have an entry for an event, that spot will be filled using the existing roll-down process. BCB and the National Competition Committee will continue to look for ways to administer this process more efficiently.</p>	<p>There was discussion of employing a random 'wildcard' process that would eliminate the need to contact provinces one by one in a linear format. However, it was seen that the current rolldown process provided a more fair and equitable approach to second entries. It was also recognized that this process may not be needed as much with the elimination of the third event. It was widely recognized that implementation of the current rolldown process was administratively unwieldy and a more efficient process needs to be identified.</p>
<p>Multi-provincial teams will not be considered at this time.</p>	<p>As smaller participation provinces who do not usually send a full team, New Brunswick and Prince Edward Island were approached to see if combining forces to create a single representative team would be of value. Both associations indicated that it would not only negatively impact their provincial funding, but that the lack of provincial identity would further suppress participation in the championship model.</p>
<p>The schedule will consist of three games per day for round robin play</p>	<p>This will reduce the overall time for the event, thus reducing the costs for accommodations and food and freeing up the greens of host facilities earlier.</p>
<p>The basic conditions of play for the Fours event will comprise of two-bowls per competitor per end. A full game would consist of 18 ends played within in a 2.75 hour time limit during round robin play. The single respot rule will be implemented.</p>	<p>There was considerable discussion to reducing the number of ends for the Fours games so that three games per day could be more easily accomplished. Introducing the respot rule will help to ensure that three games per day are completed, while simultaneously mimicking international conditions of play. Additionally, by reducing the time allowed, it will encourage Canadian bowlers to develop strategies for implementing the faster style of play found internationally.</p>
<p>The basic conditions of play for Pairs will comprise of three-bowls per competitor per end. A full game would consist of 18 ends played over 2.5 hours during round robin play. The single respot rule will be implemented.</p>	<p>Three-bowl pairs is the international format. Implementing this format at our national championships will serve to provide an opportunity to prepare to compete at the highest levels. Combined with the single respot rule, this will mimic international conditions of play while allowing for slightly shorter games.</p>
<p>Participants in the CLBC Pairs and Fours ARE eligible to compete in the Canadian Outdoor and Indoor Singles in the same competitive year at the NATIONAL level.</p>	<p>One of the primary reasons for running the Outdoor Singles following the Canadian Lawn Bowls Championships was to encourage participants already qualified for the first event to try to qualify for the second. This should increase the participation at outdoor single playdowns across the country and contribute to a high level of competition at the national championship.</p>
<p>The entry fee will be raised to \$100/person per event.</p>	<p>This entry fee reflects the rising cost of running a national championship program and the increasing expectations of national competitors.</p>

Restructured Format -- Canadian Outdoor Singles Championships

Format – Outdoor Singles	Discussion												
<p>There will be a capped entry of 24 male and 24 female participants. The 24 entries will be distributed across four sections of six players each playing a full round-robin, with the top two in each section advancing to single knockout playoffs.</p>	<p>It is recognized that a Singles championship event with more than ten provincial entries results in a stronger competitive field. However, based on the last four years of competition, it appears that the Canadian competition system is not yet mature enough to embrace a fully open competition model. This is based on the fact that over half the entries at a given event were local bowlers – many of whom were not yet at the Learn-to-Compete stage of development, let alone the Train-to-Compete stage of development. Further, the open system has created a disconnect with the existing Provincial Singles Championships that is not desirable for overall system development.</p>												
<p>Entries will be allocated as follows:</p> <table border="0" data-bbox="201 741 570 846"> <tr> <td>BC 4</td> <td>MB 2</td> <td>NB 1</td> <td>Host 1</td> </tr> <tr> <td>AB 3</td> <td>ON 4</td> <td>NS 3</td> <td></td> </tr> <tr> <td>SK 3</td> <td>QC 2</td> <td>PEI 1</td> <td></td> </tr> </table>	BC 4	MB 2	NB 1	Host 1	AB 3	ON 4	NS 3		SK 3	QC 2	PEI 1		<p>This distribution is based on both size of population and provincial development of singles play at this stage of development level. The distribution will be monitored on an ongoing basis.</p>
BC 4	MB 2	NB 1	Host 1										
AB 3	ON 4	NS 3											
SK 3	QC 2	PEI 1											
<p>A rolldown process will be implemented should there be less than 24 entries. Upon completion of the rolldown process, if there are still fewer than 24 entries, then a cross-over may be included to ensure as many players as possible play five round robin games.</p>	<p>The existing rolldown process for non-open events will be implemented when there are less than 24 entries. If there are still not 24 entries, the draw will be designed based on the number of entries existing upon completion of the rolldown process. There was a strong feeling across the country that an entry must be earned to compete at this event and not ‘filled’ by alternative means. There was also considerable discussion around ensuring that the event maintains a competitive field filled by players who demonstrated their ability through a provincial play down process.</p>												
<p>Schedule to allow for 5 games/day alternating between genders using a “first rink available” style of scheduling.</p>	<p>This style of scheduling allows for players being sent to play as soon as a rink is available. This means there is no set starting time after the official start of the day. Genders will rotate (i.e. Men play at 9:00 am, with women competing as soon as a rink is available). This means there is no official break for lunch or between games, and allows for five games to be completed per day (3 men’s games/2 women’s games; 3 women’s games/2 men’s games for days 1 & 2 of round robin). Care will need to be taken to work with Host Organizing Committees to ensure that some sort of a mid-day break would allow for change of direction of play as required.</p>												
<p>The format of play will be 21 shots in sectional and post-sectional play and the single respot will be used.</p>	<p>The 21 shot format is played at both Commonwealth Games and World Bowls Championships. This is the only opportunity to play this format in singles play at a national level. As such, although it does not match the Champion of Champion sets play format, it was felt that it is in the best interest of overall bowler development to implement the shots play format. The winners would be encouraged to enter their provincial playdowns for the Indoor Singles Championships in order to practice and experience sets play tactics.</p>												

Format – Outdoor Singles	Discussion
Prize money will be eliminated as this is no longer an open event, however, equitable travel support for the World Champion of Champions will continue.	Prize money for this event was not sustainable.
The existing draw policy will be revised with updated principles for distributing competitors into sections for singles play.	This concept was raised multiple times during the final consultation phase. As such, the Board has directed that the Draw Policy be updated to reflect a more equitable distribution of competitors across sections based on a full draw of 24 and to also address fundamental principles which can be applied in situations with less than 24 competitors.

Competition Principles Applied

Pairs/Fours and Outdoor Singles Events Analysed by Competition Principles	
Principle	Analysis
<i>Clear Pathway</i>	<ul style="list-style-type: none"> • PSO to National pathway is simple – advance through provincial playdowns. • Pathway to international play is simple for World Champion of Champions: winners become the Canadian representative. • Events will be used as talent identification opportunities at which representatives of National Squad Selection Committees will be present. • While the format does not mirror international multi-event formats, it does allow participants to develop strategies and tactics to prepare for international formats such as shots play in singles, the number of bowls in international pairs and the quicker style of play in international fours.
<i>Supports PSO system</i>	<ul style="list-style-type: none"> • Provincial associations expressed that the two events followed by outdoor singles better supported their participation and logistical challenges for playdown formats. • Easier for clubs to host in that two or three green facilities could conceivably host this event.
<i>Quality Events</i>	<ul style="list-style-type: none"> • Allows for top players to compete, will have national accredited umpires, still BCB’s pinnacle event
<i>Meaningful Competition</i>	<ul style="list-style-type: none"> • One less event means that the drain on the existing pools of Train-to-Compete athletes will be reduced. However, the Eastern provincial associations have identified that this may have a negative impact on participation due to the low numbers of Train-to-Compete athletes in their respective provinces at this time. This will need to be carefully monitored. • Singles as a separate event will provide more opportunities for top provincial players across the country. Moving back to the provincial playdown system will ensure that the winner is the national ‘champion of champions’.
<i>Affordable / Accessible</i>	<ul style="list-style-type: none"> • Saves 3 or 5 days (depending on # of greens available at host facilities) from current format of Pairs/Triples/Fours national championships plus separate Singles championships • Eliminates separate singles event

Sample Schedules

Games cannot start much before 9:00 am due to noise bylaws in many locations (cutting the greens/rolling the greens each morning). A sample schedule for the Canadian Lawn Bowls Championships could look the following:

PAIRS

Game 1: 9:00 – 11:30 am

Game 2: 1:15 pm – 3:45 pm

Game 3: 4:15 – 6:45 pm

FOURS

Game 1: 8:45 am – 11:30 am

Game 2: 1:15 pm – 4:00 pm

Game 3: 4:30 pm – 7:15 pm **OR** 6:45 pm – 9:30 pm

This schedule would allow for either a 2-green or a 3-green venue to host this event. For a 2-green venue, 15 rinks would be required, it would take 4 days to complete the round robin, and there would be byes. For a 3-green venue, 20 rinks would be required, it would take three days to complete the round robin, and there would be no byes. This substantially reduces the amount of time to host the event, as it currently takes five days to complete the round robin. This also makes the event more “hostable” by allowing 2-green or 3-green facilities to host. It also allows for a shorter time period on the greens during the peak UV ray period.

For the Singles, 24 players can be easily divided into four sections of six, playing a full round robin over two days with the top two players from each pool advancing to playoffs where a single knockout will determine the winner. A sample schedule for the Singles round robin might look like play starting at 9:00 am for one gender with the other gender starting their play as soon as a rink comes available. One gender would play three games and the other two games on Day 1 and then flipping for Day 2 which allows the full five games to be completed within two days.

Timing in Competition Calendar

As the pinnacle competition of the BCB competition calendar, athletes need ample time to prepare and train. Provinces also need ample time to administer provincial playdowns. The current format of playing in mid August shortens an already short time frame. Looking at weather patterns across the country and evaluating the success of running other national championship events in early/mid-September, it was recommended that the Canadian Lawn Bowls Championships and Canadian Outdoor Singles Championship be run in early September. However, this was not seen as sustainable participation-wise by a majority of provincial associations. As a result, the events will remain in August, but will be run at the end of August.

Summary of the Canadian Lawn Bowls Championships and Outdoor Singles Restructuring

- An entry of 10 provincial teams with Ontario continuing to receive two entries.
- Format will include only 3-bowl pairs and 2-bowl fours (no triples) and use the single respot rule.
- A time limit of 2.5 hours for 18 ends of Pairs and 2.75 hours for 18 ends of Fours will be implemented.
- Entries for the Singles Championship be capped at 24 entrants per gender
- Singles format will consist of four bowls, 21 shots up, in excess of 21 shots shall not count
- “First rink available” style of play with no set starting times after the official start of the day be used for the Singles
- As a non-open event, there will be no prize money for the Singles, but travel support for the winners to attend the World Champion of Champions will continue.

- The Draw Policy will be modified to implement a non-random distribution of players into sections.
- Spots not filled by provincial entries will be filled by the rolldown process for both events.
- The Outdoor Singles will immediately follow the Canadian Lawn Bowls Championships and both events will be organized by the same host.
- Competitors playing in the Canadian Lawn Bowls Championships will be eligible to play in the Outdoor Singles should they qualify through their provincial play down process.
- Both events will run at the end of August and be completed before Labour Day.
- Entry fees will be \$100/player per event

Canadian Youth Championships

Targeted Participants

The primary purpose of this event is to **help youth develop their skills** in an age and stage appropriate manner. This is also a way to **identify a youth national team which provides significant funding opportunities for most provincial associations** with their respective funding partners. As long as there continues to be a World Youth Championships, this national championship serves as an opportunity to identify potential participants for the international event. Younger athletes should be in the *Learn-to-Compete* with the older category already firmly established in the *Train-to-Compete* stage of development.

Restructured Format -- Canadian Youth Championships

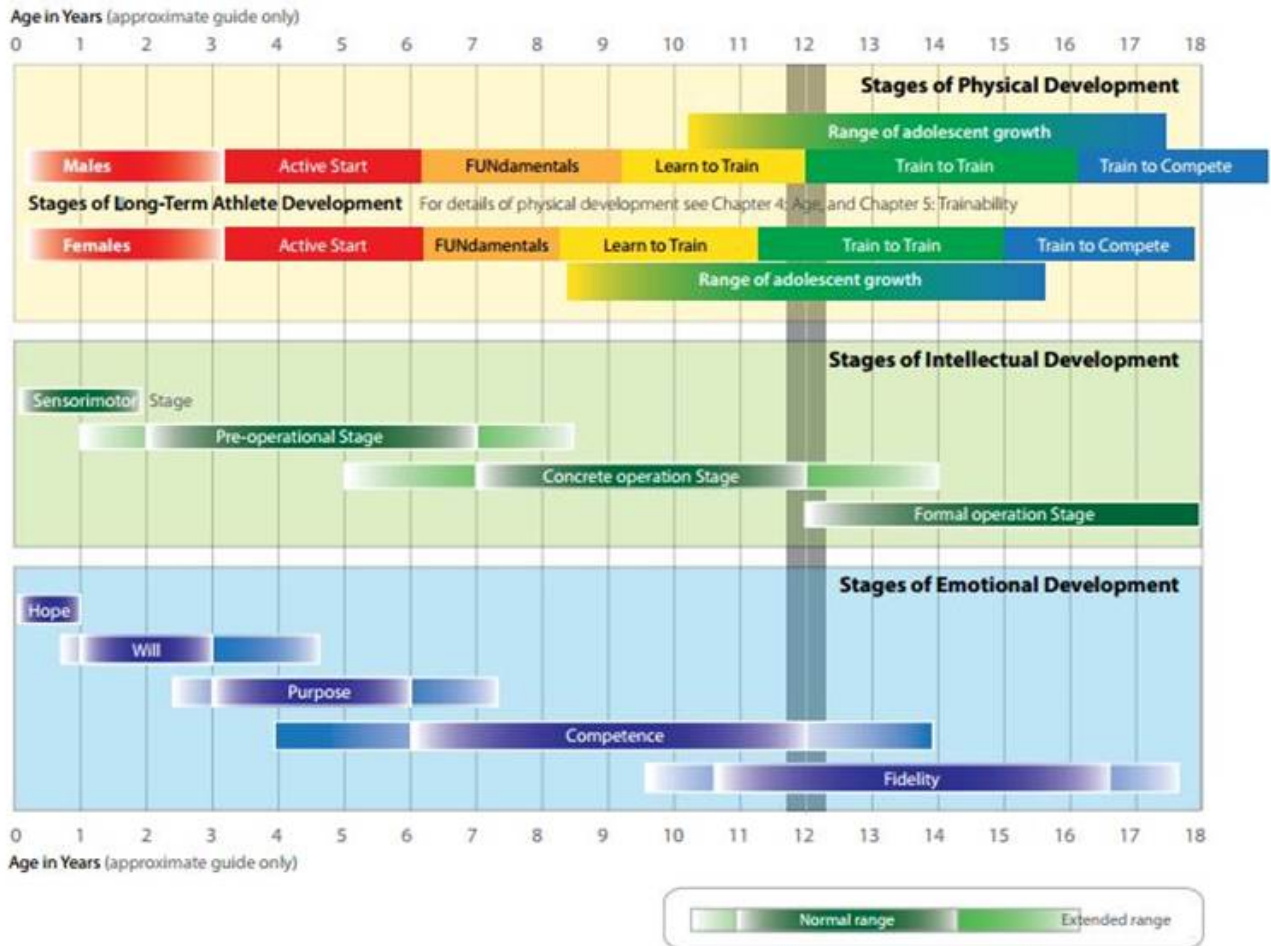
Format	Discussion
<p>The Junior and Under 25 Championships will be amalgamated into a single event called the Canadian Youth Championships (CYC).</p>	<p>A recurring theme amongst the participant feedback was the length of time it takes to complete separate Junior, Forster-Lang Pairs, and Under 25 events; it is costly to both participants and hosts.</p> <p>The format of amalgamating the events is believed to be more palatable to all competitors and will contribute to increasing the participation at this event.</p> <p>Amalgamation will also create a more efficient use of greens for the host facility.</p>
<p>The CYC will include age specific singles events played concurrently and an open pairs event with a schedule that has singles events in the mornings and pairs events in the afternoon.</p>	<p>Based on the World Youth Championships schedule, this format will help athletes develop the skills and tactics required for international play. It will also allow for a greater competitive emphasis on the Pairs event and provide an improved development opportunity.</p>
<p>The CYC have two age categories:</p> <ul style="list-style-type: none"> • 'Under 25' (U25) category where the player must be at least 18 years and not be 25 years of age at the beginning of the next World Youth Championships • 'Under 18' (U18) category whereby participants must be a minimum of 12 years at the start of the Canadian Youth Championships event and not be 18 before the start of the next World Youth Championships 	<p>This format aligns with World Youth Championship age requirements which is important as the U25 age category will continue as a qualifier to the international event.</p> <p>Separating into these two age categories is looking to better achieve meaningful competition balance amongst the participants. It recognizes development disparities between those under 12 and those in mid-late teens and aligns with LTAD research showing that competition and participation is more meaningful when youth play and compete with peers at a similar stage of development.</p> <p>As more youth are recruited into the game, more age categories could be created, but for the current situation there is not a large enough pool (yet) to create additional age categories.</p>

Format	Discussion
<ul style="list-style-type: none"> • U25 Singles format will remain consistent with current format and play to 21 shots. • U18 Singles format will remain consistent with current format and play to 18 shots. • Pairs event will remain open and run similar to the current Forster-Lang Pairs event for the first year and will be re-evaluated for 2019. • Single respot rule will be implemented for all events. 	<p>Having the U25's play to 21 shots will prepare them for the format of play at the international level. Having the U18's play to 18 shots recognizes that the majority of these athletes are at a lower stage of development than the U25s. Playing only to 18 shots allows them more time to implement tactical decisions and provides an appropriate level of challenge. All athletes should be concentrating on continuing to demonstrate the best technique possible throughout the game. It is recognized that athletes are able to execute correct technique for longer as they move through the development pathway.</p>
<p>Entry fees for this event were not discussed and will need further consideration.</p>	<p>There have been concerns raised that the "free" entry fee for the Juniors does not necessarily contribute to increased participation as intended. There have also been questions raised regarding the costs for the entry to the U25 events and whether or not they are the appropriate fee level for this age demographic.</p>

Competition Principles Considered

Youth Events Weighed Against Top Five Competition Principles	
<i>Principle</i>	<i>Analysis</i>
<i>Clear Pathway</i>	<ul style="list-style-type: none"> • Clearly identifies a way to qualify for the World Youth Championships • Mirrors international level for Under 25 event • Continuing to provide distinct age categories with a progression in development provides definite steps along the Bowler Pathway • Having a 'mini' development camp that is linked to the high performance program also contributes to solidifying the development pathway.
<i>Supports PSO system</i>	<ul style="list-style-type: none"> • Easy for provinces to implement • Requires 2 greens instead of 1
<i>Quality Events</i>	<ul style="list-style-type: none"> • Encourages more meaningful competition by targeting more bowlers who are in the pubescent and beyond stages of development • Mini-Camp included to encourage development of team tactics and strategies • Easier to schedule for umpires, volunteers, etc. as there are fewer days
<i>Meaningful Competition</i>	<ul style="list-style-type: none"> • Implementing a minimum age prevents situations where a child is competing against someone who has reached adult-like physical strength and size. • Better addresses bowler development needs as illustrated in the graphic "Stages of Development for Children and Youth"
<i>Affordable / Accessible</i>	<ul style="list-style-type: none"> • Eliminates 3 days by holding events simultaneously

Stages of Development in Children and Youth



DEFINITIONS:

Concrete operation stage: abstractions such as game plan/team strategy can be difficult to grasp

Formal operation stage: ability to think about abstractions is prevalent. Logical thought & deductive reasoning emerges; systematic long-term planning becomes part of thought process.

Competence: children begin judging/comparing their and others' behaviour. They recognize differences in abilities and if they judge themselves to be inferior to others, they may withdraw from participation.

Fidelity: encompasses the self-reflection period of one's youth. Important for children to explore their own world and thoughts without pressure from parents/coaches

Taken from Canadian Sport For Life: Long Term Athlete Development 2.0, p. 37

http://sportforlife.ca/wp-content/uploads/2016/06/CS4L-2_0-EN_April16_webpdf.pdf?x96000

Sample Schedules

The two singles events will run concurrently in the morning with pairs in the afternoon. It is also recommended that a training camp be implemented each year for both the Under 18 and Under 25 athletes. This camp would be run by a member of the High Performance Committee, a national or regional coach, or a member of the High Performance Squad. A critical part of this camp would focus on development of team tactics and strategies that young athletes often are not exposed to in their day to day play. A potential schedule could look like the following:

Day 1:	Bowl/Shoe inspection, training camp
Days 2 & 3:	Two rounds of singles in the morning for both U18 and U25 athletes; Two rounds of Forster-Lang Pairs in the afternoon
Day 4:	Two rounds of singles in the morning for both U18 and U25 athletes; playoffs and finals for Forster-Lang Pairs in the afternoon
Day 5:	Playoffs and Finals for all singles events

*Note: This schedule may change based on number of entrants

Timing in Competition Calendar

The timing of this event in the Competition Calendar has long been debated. This event will move to mid-August to provide more time for training and preparation. Given that the majority of the participants are not able to access regular training until late June or early July, running the national championships for this population less than six weeks later does not provide enough development time. However, recognizing that school may start as early as the third week of August for many of these participants, there is not a lot of room in the calendar to push out further.

Summary of the Canadian Youth Championships

- The Junior and Under 25 Championships will be amalgamated into the Canadian Youth Championship
- There will be two age categories for singles (Under 18 and Under 25) further separated into male and female categories. The singles events will run concurrently.
- There will be an open pairs event similar in nature to the existing Forster-Lang Pairs event.
- The Under 25 age category will continue as a qualifier for the World Youth Championships
- A minimum age restriction requiring athletes to be at least 12 years old will be implemented for the Under 18 category
- Under 25 age eligibility continue to align with the World Youth age eligibility requirement
- A “mini” training/development camp will be incorporated into the start of the Youth Championship
- The singles events will run in the mornings followed by pairs in the afternoons.

Senior Triples and Mixed Pairs

Targeted Participants

The purpose of these events is quite different from that of the Canadian Lawn Bowls Championships. For the Mixed Pairs and the Senior Triples, the purpose is to provide **meaningful competition for bowlers in the Competitive-for-Life stage of development**. For the Seniors, there is an additional purpose to recognize and **celebrate the “age-experienced” demographic of our sport** with a meaningful championship event. As such, the purposes and target demographics for the Mixed Pairs and the Seniors are different from that of the other events.

Throughout the provincial association final consultation stage, there was a common theme from coast to coast that many bowlers feel that there is “no point” to participating in provincial playdowns because the “same people always win”. This theme coincides with the decline in the provincial playdown entry data. Further, given that less than 5% of our membership are on the “excellence” or “high performance” pathway, there is a clear need to protect some championship participation opportunities for those bowlers who are in the Competitive-for-Life stream. Finally, after analyzing the participation demographics across the country, it is clear that there is not yet a large enough population to sustain championship events that are essentially the same event, but serve different streams of bowlers.

While many options were proposed and considered, it was ultimately decided that the current format of a Mixed Pairs and a Senior Triples best addressed the competition principles and best served the bowls community.

Restructured Format – Mixed Pairs and Senior Triples

Format	Discussion
Number of entries to remain at 10 provincial entries (with Ontario receiving two entries). Should a province not have an entry for an event, that spot will be filled using the existing roll-down process. BCB and the National Competition Committee will continue to look for ways to administer this process more efficiently.	There was discussion of a random ‘wildcard’ process that would eliminate the need to contact provinces one by one in a linear format. However, it was seen that the current rolldown process provided a more equitable approach to second entries. It was widely recognized that implementation of the current rolldown process was administratively unwieldy and more efficient process needs to be identified.
The single respot rule will be used for both events.	There was overall support for this issue. There was indication that while the single respot changes the strategy of the game, implementing it at the national level potentially makes games shorter and challenges bowlers to apply strategies that will gain advantage with the single respot.
Mixed Pairs will consist of 3-bowl pairs over 18 ends with a 2.5 hour time limit on round robin games.	<ul style="list-style-type: none"> • Rationale for this change was to meet the “affordability” issue that was raised as a barrier to participation. • Making the event shorter cuts expenses for all. • 3-bowl pairs provides a reasonable format at the national level that allows participants to complete 3 games per day without overly taxing the participants

Format	Discussion
<p>The Senior Triples age limit will be raised to 65 years of age and phased in over five years starting in 2018:</p> <p>2018: 61 years 2019: 62 years 2020: 63 years 2021: 64 years 2022: 65 years</p>	<p>This is based on the fact that there are many 60-year-old athletes who currently compete in the Majors and are competing at a high level: “60 is the new 50”. The Senior Triples Championships are meant to honour elder bowlers who no longer compete at the same intensity level as their younger peers, but still have a strong desire to compete and challenge their limits.</p>
<p>Senior Triples will consist of 2-bowl triples over 16 ends with a 2.5 hour time limit on round robin games.</p>	<ul style="list-style-type: none"> • Rationale for this change was to meet the “affordability” issue that was raised as a barrier to participation. • Making the event shorter cuts expenses for all.
<p>Increase participation opportunities for Competitive-for-Life bowlers by restricting participation for these events at the national level:</p> <ul style="list-style-type: none"> • Participants in the CLBC Fours and Pairs are NOT eligible to compete in the Canadian Mixed Pairs Championships and/or Canadian Senior Triples in the same competitive year at the NATIONAL level and vice versa (i.e., does not impact PSO playdowns) • Participants in the Canadian Outdoor Singles are NOT eligible to compete in the Canadian Mixed Pairs Championships and/or Canadian Senior Triples in the same competitive year at the NATIONAL level and vice versa (i.e. does not impact PSO playdowns) • Participants in the Canadian Indoor Singles are NOT eligible to compete in the Canadian Mixed Pairs Championships and/or Canadian Senior Triples in the same competitive year at the NATIONAL level and vice versa (i.e. does not impact PSO playdowns) • Participants in the CYC U25 and U18 categories are NOT eligible to compete in the Canadian Mixed Pairs Championships in the same competitive year at the NATIONAL 	<ul style="list-style-type: none"> • <i>Increase participation opportunities for Competitive for Life (C4L) bowlers by restricting participation to those not competing in CLBC</i> • Provide increased opportunities to increased #of bowlers • Provide dedicated competition opportunities for this stream • Minimizes impact on provincial playdown participation by only enforcing the restriction at the national level

Format	Discussion
<p>level and vice versa (i.e. does not impact PSO playdowns)</p> <ul style="list-style-type: none"> Participants in the Canadian Mixed Pairs Championships are NOT eligible to compete in the Canadian Senior Triples Championships in the same competitive year at the NATIONAL level and vice versa (i.e. does not impact PSO playdowns) 	
<p>The scheduling norm for both the Mixed Pairs and the Senior Triples will be three games per day during the round robin.</p>	<ul style="list-style-type: none"> Rationale for this change was to meet the “affordability” issue that was raised as a barrier to participation. Making the event shorter cuts expenses for everyone. With six provinces supporting this format and one indicating that they were not opposed, there was clear majority support for this.
<p>The entry fee for these events will be \$100/person per event.</p>	<p>This entry fee reflects the rising cost of running a national championship program and the increasing expectations of national competitors.</p>

Competition Principles Considered

Senior Triples/Mixed Pairs Events Weighed Against Top Five Competition Principles	
<i>Principle</i>	<i>Analysis</i>
Clear Pathway	<ul style="list-style-type: none"> PSO to National level is simple Provides two meaningful championships for the Competitive-for-Life stream
Supports PSO system	<ul style="list-style-type: none"> Easy for provinces to implement These events will continue to be relatively easy to host requiring only one green for Mixed Pairs and two greens for Senior Triples. Consideration could be given should a province or particular venue wish to host both events concurrently.
Quality Events	<ul style="list-style-type: none"> More opportunity for Competitive-for-Life athletes to participate
Meaningful Competition	<ul style="list-style-type: none"> Increasing Seniors’ age limit enforces more comparable skill level among Senior athletes Making Senior and Mixed Pairs events separate and not allowing athletes to compete in both events encourages more balanced playing field per event Does not allow for athletes who competed in the ‘excellence stream’ events to compete, making the field more balanced
Affordable / Accessible	<ul style="list-style-type: none"> Shortening the event reduces the accommodation, food and other extraneous costs associated with competition. One less day of umpire requirements and greens preparation also reduces the hosting costs.

Sample Schedules

Games cannot start much before 9:00 am due to noise bylaws in many locations (cutting the greens/rolling the greens each morning). A sample schedule for either event could look like the following:

Option 1

Game 1: 9:00 am – 11:30 am

Game 2: 1:15 pm – 3:45 pm

Game 3: 4:15 – 6:45 pm

Option 2

Game 1: 9:00 am – 11:30 am

Game 2: 1:45 pm – 4:15 pm

Game 3: 6:30 pm – 9:00 pm

These sample schedules aim to provide adequate recovery time between games while also respecting the need to limit sun exposure during peak UV ray periods.

Timing in Competition Calendar

Senior Triples and Mixed Pairs may be run concurrently in the calendar year. These events will continue to be run after the Canadian Lawn Bowls Championship events. In order to avoid inclement weather of late September and to maximize provincial play down calendars, these events will be targeted to run in mid September.

Summary of the Mixed Pairs and Senior Triples Championships

- An entry of 10 provincial teams with Ontario continuing to receive two entries and a roll-down process implemented for unfilled spots
- Adjust the Senior Triples to 2-bowl triples, 16 ends, 2.5-hour time limits for round robin games and complete 3 games per day
- Adjust the Mixed Pairs to 3-bowl pairs, 18 ends, 2.5-hour time limits for round robin games and complete 3 games per day
- Increase the age restriction for Senior Triples by one year increments over a five-year period starting in 2018.
- Create restrictions barring participants of the excellence stream events from competing in either Mixed Pairs or Senior Triples Championships at the national level in the same calendar year

Indoor Championships

While there was considerable discussion around the Indoor Championships, there is a recognition that with only one quality indoor facility in all of Canada, there is not a lot of room to restructure this event. However, this does not mean that change is not required around this event. Currently, provinces East of Ontario rarely participate in this event which results in primarily “Western” flavour to the participant population. The athletes that tend to have the most success in this event are those that have access to the host facility on a regular basis. That being said, there is evidence to suggest that success can be found by training on alternative indoor surfaces such as those found in multi-sport indoor facilities.

It appears that the primary reasons for provinces to not support this event revolve around cost and access to facilities. Many provinces lack an indoor facility for hosting a playdown competition. While some provinces host their Indoor playdown on an outdoor artificial surface, there is still not a direct correlation to playing on an indoor surface. The host facility for the Indoor Championships is located on the west coast of Canada in one of the country’s most expensive cities. Many bowlers do not wish to invest the costs to attend the event, only to be “blown away” by bowlers who train regularly on the indoor surface.

With the Canadian seasonal weather patterns limiting the amount of time that can be spent on outdoor greens, it is clear that being able to play indoors would significantly increase the time available to play bowls on an annual basis. As such, it would seem to make sense that putting efforts into developing the indoor game across the country would better benefit the sport overall rather than looking to eliminate or reduce this championship event.

Targeted Participants

The Canadian Indoor Singles Championships are intended to primarily target *Train-to-Compete* athletes. However, it is recognized that there is overlap with athletes who are entering or are in the *Train-to-Excel stage*. Similarly, some athletes who are in the later stages of the *Learn-to-Compete* stage may also be present at these events.

As a qualifier for the World Cup Indoor Singles, the Canadian Indoor Singles Championships is identified as a proving ground for athletes aspiring to compete internationally for Canada, and as such, it also serves as an important event for talent identification purposes. This event **targets those athletes who aim to be high performers** and fall in the train-to-competite/train-to-excel stages of BCB’s LTAD pathway. The format of this event considers how it will best help bowlers develop along the “excellence” or “high performance” pathway.

Format -- Canadian Indoor Singles Championships

The Canadian Indoor Singles Championships format will remain as sets play with the single respot. The winners of the Canadian Outdoor Singles will be encouraged to enter their provincial playdowns for the Indoor Singles so that they may experience and practice the sets play format that is played at the World Champion of Champions.

The event will continue to serve as the qualifier for the World Cup Indoor Singles tournament. Consideration will be given to providing travel support to the winners of this event that is equitable to the support given to the winners of the Outdoor Singles. This will continue to be dependant on the available financial resources and priorities of BCB.

The entry fees for this event will be increased to \$100/person to reflect the rising costs of supporting quality national championships.

Next Steps

Identifying cost effective and sustainable solutions to develop indoor bowls across Canada will need to be the focus of future analyses and should be considered for inclusion as a priority within the next strategic plan. Additionally, it is recommended that this also be considered for inclusion within provincial bowls associations' next iterations of their strategic planning.

Additional Competition Considerations

Planning for the Future: Bowls Festivals and Open Events

Hosting a festival that celebrates bowls and provides an opportunity for social and recreational participation is desirable from both a recruiting aspect and a marketing aspect. Bowls Festivals are an important part of the development culture in countries such as Scotland, England, Australia and New Zealand. Starting up a Canadian open festival would require a significant investment from a 'champion' facility. While not financially possible within the immediate future, this was highlighted here as a desirable goal for the future and for consideration as part of BCB's next strategic plan.

Hosting a competitive event that attracts top bowlers from across Canada and internationally is desirable in that it provides a quality competition for Canadians to compete in and could be beneficial from a marketing aspect. This would require a significant investment from a 'champion' facility as well as dedicated administrative support. Again, while this is not financially possible within the immediate future, it is highlighted here as a desirable goal for the future for possible consideration for BCB's next strategic plan.

Another potential consideration for the future would be the creation of a network of open development camps that are run throughout the country. Linking a regional coaching network to the national coaching network allows for up and coming athletes of all ages to receive formal coaching and be exposed to the high performance program. It also exposes the high performance program to more athletes across the country. Many of these camps are being run across the country already on a provincial basis and formally linking them in with an organized regional coaching network would serve to strengthen overall development across the nation.

Single Respot Rule

There was an overall recognition that the single respot rule does encourage a faster overall pace to the game for the majority of participants. However, the ability to purposefully burn an end was also recognized as a strategy that encouraged the development of accuracy for drive shots and a tactical component of the game that was exciting to play and watch. As such, the Board of Directors has directed the national Competition Committee to consider the implementation of a limited ability to burn an end. For example, possibly allowing each team the ability to declare one dead end per game. Such a proposal would be brought before the Presidents' Council to solicit provincial feedback before implementation would be considered.

Financial

As mentioned throughout this report, the financial implications of participating in and hosting national competitions must be taken into account. Throughout the review and restructuring process, financial considerations were reviewed and analyzed. Using past events as a predictor, it is estimated that implementing this restructured model would decrease the overall cost of hosting events to both BCB and host facilities. Additionally, costs to participants will be reduced due to the shorter time frame of most events. However, it is also recognized that demands of running a national competition program overall continue to rise.

An increase in event fees to \$100 per participant per event will allow for BCB to continue to support a national championship program and work towards a model of continual improvement to enhance all national events. This adjustment also reflects the rising cost of implementing a quality national championship event.

Greens Legacy

The quality of greens in Canada is largely seen as inadequate for hosting quality national events. Numerous causes have been cited for this: lack of funding at local levels, municipally owned greens being controlled by city officials who prioritize aesthetics over technical needs, lack of knowledge at the local level, lack of access to expert resources, and lack of equipment, to name a few.

In order for our national championships to be the best they can be, they need to be played on the best greens possible. In order to achieve that, BCB must look to a sustainable solution that not only enhances the greens for the event, but leaves a legacy of knowledge within a host club. There are many ways that BCB could work towards achieving this:

- hiring a knowledgeable greens expert to visit host clubs two or three times a year to provide recommendations and help the clubs create a plan to ensure their greens are in top condition.
- Directing resources to a host club for the specific use of improving the greens.
- Working collaboratively with the host club's identified provincial bowls association greens expert.
- Creating a formal network of greens experts across the country.
- Creating a legacy fund to which clubs could apply for grants to help improve their greens.

In order to determine which of these solutions is cost effective and sustainable at a national level, this is also an area that needs dedicated research. Identifying facility development and maintenance as a strategic priority should be considered for BCB's strategic plan.

Rotation Schedule

The ability to forecast locations and potential host venues for national championships is imperative. Ideally, host venues should be identified 18-24 months in advance. This allows time for planning, fund raising, and any modifications or upgrades that many need to be done to the host facilities. These key principles guide the identification of host facilities:

- That provinces share in hosting of national events
- That the events move across the country
- That the best facilities host championship events

- That the CLBC/Outdoor Singles are rotated equally between East and West given that not every province has the capacity to host this event
- That we support a schedule that allows the maintenance of Legacy Facilities such as the Regina Lawn Bowls Club in Saskatchewan, Juan de Fuca Club in Victoria, British Columbia and Commonwealth Club in Edmonton, Alberta. In order to continue to preserve these four green facilities, it is necessary to continue to demonstrate an ongoing hosting need to both the province and municipality in which they reside.

An update to the National Not-for-Profit Act legislation required a governance restructuring of all national not-for-profit organizations. BCB implemented this in late 2012. Prior to this, the hosting schedule for national championships was determined by a Board which had direct provincial representation. In view of the above principles, provincial collaboration to determine a rotational schedule for hosting national championships is still critically important. It is also essential that this collaboration happen in a format that allows the provinces to discuss challenges and concerns.

As such it is recommended that the matter of the rotation schedule be addressed by the Presidents' Council on a regular basis. At minimum, this review should take place on a quadrennial basis to address fluctuations in the membership demographic and facility capacity. It is also important that BCB maintain up to date information on facility capacity and quality for hosting events. This can be done through a collaborative facility survey with BCB's provincial members. A survey of this nature would not only help identify which clubs might have the capacity and desire to host a national event, but also provincial and regional events. This would also be an opportunity gather information regarding the status of greens across the country.

Recommended Competition Models at Club and Provincial Levels

The recommended changes to national championships is a major part of the competition structure, but not all of it. The LTAD needs of bowlers who have not yet reached the national stage must still be considered. Development of bowlers is vital to the future success of the sport. In order to align all competitions in Canada with BCB's LTAD plan, the following suggestions and recommendations were put together to help clubs align with best player development practices. Currently BCB is working on the development of a comprehensive New Bowler Strategy that will provide recommendations for training and competition at the Learn-to-Bowl and Train-to-Play stages. Once the New Bowler Strategy is released, BCB will focus on a Developing Bowler Strategy. In the meantime, the following recommendations for competition models at the various stages have been included to provide guidance to the provincial bowls associations.

Learn-to-Bowl Stage:

At this stage, potential bowlers are new to the sport and may know very little about bowls. To motivate them to join the club, they must be given the opportunity to play. Often new bowlers are bogged down with too much detail and instruction. This is not enjoyable for the bowler and will not lead to increased bowler retention. It is therefore recommended that competitions targeted at this stage of development take the following thoughts into consideration.

- Increase the time actually spent playing and reduce the time spent talking at new bowlers
- Introduce modified competition formats that encourage players to experience different positions (No player should be told they are only to be a lead for the next 5 years).
- Take physical development into consideration. For example, young juniors should have fun activities, play more team games and should play less than 25 shots in singles
- Focus on modified games that allow for the implementation and practice of specific skills and tactics -- Games such as 4-3-2-1 (cut-throat), or rotating position are ideal
- Games need to be **short** (4-8 ends max) to ensure that new bowlers are practicing good technique before they fatigue.
- Four bowl pairs provides lots of opportunity to practice and play. It also provides opportunities to practice lead and skip positions.
- Teach the basic hand signals (e.g. how to centre the jack and which hand to play) and explain the finer points of the game only when they are relevant

Train-to-Play Stage:

At this stage of development, bowlers have now joined the club and have very minimal experience in playing bowls. In order to continue their development, small amounts of frequent instruction should continue to be given. Ideally, a trained Club Coach will be able to work with these bowlers to develop their knowledge and skillset in a fun and friendly environment. Competition ideas to promote development at this stage include:

- Some form of open triples game where teams are made up of an experienced bowler and a non-experienced bowler (i.e. provincial champion with non-provincial champion)
- Purposeful practice with a qualified coach should be started here (not just competing all the time!)
- 18 shots in Singles

- Basic rules should be taught here, such as:
 - Minimum length for a jack
 - How to measure
 - touchers
 - boundaries
 - etiquette in the head
 - basic foot faulting
 - scoring
 - mat placement (2 metres)
 - jack placement at the spot (2 metres)
- continue to teach hand signals

Learn-to-Compete Stage:

At this stage of development, bowlers are now getting more competitive and should be competing in regional tournaments and club leagues. There should be more emphasis on coaching and player development. It is advised that players experience every aspect of the game at this stage, and so they should be able to play in any position. No player should be pigeon-holed into a specific position yet, as their development is still largely dependent on being able to learn to play every position. Furthermore, early stage developing bowlers should not be forced to play a position they are unwilling to play in a competition setting.

- Develop in every position
- Avoid specializing in a specific position
- Club leagues and tournaments
 - Aussie Pairs and Snowball style (rotate position) are ideal
- 21 shots in singles
- Should learn most of the rules by now

Train-to-Compete Stage:

At this stage of development, athletes should be competing in provincial playdowns leading to national championships. There should be a priority on training and coaching. In order to develop their skillset, less bowls should be used as they should be able to make every bowl count and not need to throw as many to adjust.

- Less bowls should be used
- 21 shots in singles
- # of ends should be similar to national/international standard
- 3-bowl pairs/2-bowl triples should be used
- Players should be competing in provincial playdowns and national championships

Train-to-Excel Competitions

This stage of development is not touched upon in the report as it lies within the jurisdiction of the international federation World Bowls and the BCB High Performance Committee. International competitors should work closely with the High Performance Committee to continue to develop their skills.

Executive Summary of Restructured National Championship Model

An extensive review process was conducted over two years including collection of participation data, interviews with provincial association representatives, surveys of bowlers, examination of best practices of international bowls federations and similar Canadian sport associations. A national summit with designated provincial representatives was hosted to review and consider this data. Various proposals were submitted and then analyzed against bowls specific competition principles and the Bowls LTAD pathway and a series of recommendation options was released. Provincial associations and national technical committees provided feedback on the options. Using all of this information, the BCB Board of Directors made the final decisions based on what they believed to be the best overall fit for the sport of bowls with respect to developmental appropriateness and sport sustainability at all levels. The revised structure will be implemented effective for 2018.

Canadian Lawn Bowling and Outdoor Singles Championships

- The Canadian Lawn Bowls Championships (CLBC) will consist Fours and Pairs by 10 provincial team entries (two entries for Ontario) in round robin format of 3 games/day to determine medal rounds:
 - Two-bowl Fours will be played over 18 ends in a 2.75-hour time limit for round robin play,
 - Three-bowl Pairs will be played over 18 ends in a 2.5-hour time limit for round robin play.
 - Single respot rule in effect for all events
- The Outdoor Singles will run immediately following the CLBC by the same host:
 - The entries will be capped at 24 per gender according to a pre-determined provincial distribution,
 - Participants will be distributed across four pools of six with the top two of each pool advancing to post-sectional play, existing draw policy to be revised to allow for an equitable distribution of participants across pools,
 - Play to 21 shots in round robin play and post-sectional play, with single respot rule in effect,
 - Play 5 games per day (3 of one gender, 2 of the other) with “First rink available” style scheduling to allow games to begin as soon as a green is available.

Senior Triples and Mixed Pairs Championships

- Distinct Senior Triples and Mixed Pairs Championships will be held.
- Senior Triples format: 2-bowl triples, 3 games per day, 2.5-hour time limit, 16 ends.
- Mixed Pairs format: 3-bowl pairs, 3 games per day, 2.5-hour time limit, 18 ends.
- Bowlers competing in ‘excellence stream’ events will not be eligible to compete in Senior Triples or Mixed Pairs Championships at the **national** level in the same calendar year.

Canadian Youth Championships

- Amalgamated Canadian Youth Championships with separate U18 and U25 age categories that run concurrently for male and female singles events along with an open pairs event.
- Singles will be played in the mornings and pairs in the afternoons.
- A ‘mini’ development camp will be included as part of the overall event.
- U25 category will continue to be the qualifier to the World Youth Championships

Indoor Singles Championships

- The existing format of the Indoor Singles Championship will remain at status quo for Indoor Singles Championships

Financial Considerations

- In order to reflect the rising costs of running a national championship program, entry fees will be raised to \$100/person per event. The entry fees for the Canadian Youth Championship are currently under review.

Rotational Schedule and Identification of Host Facilities

- The rotation schedule will be addressed by the Presidents' Council and approved by the BCB Board of Directors on a regular basis.
- Key principles will guide the identification of host facilities:
 - That provinces share in hosting of national events
 - That the events move across the country
 - That the best facilities host championship events
 - That the CLBC/Outdoor Singles are rotated equally between East and West given that not every province has the capacity to host this event
 - That consideration be given to the hosting needs of Legacy Facilities

National Calendar

- Slightly modify the calendar of outdoor competition to allow for more optimal greens conditions and extend the amount of time provinces have to complete their playdowns by:
 - Moving the Youth Championships to mid-August,
 - Moving the Canadian Lawn Bowls and Outdoor Singles Championships to late August,
 - Running the Mixed Pairs and Senior Triples Championships in the same time frame in mid-September.

Future Considerations for BCB's Next Strategic Plan

- Consider development of a long-term plan to host additional events such as open tournaments, festivals and international competitions.
- Investigate a strategy to identify sustainable solutions to enhance greens for national championship events.
- Explore sustainable solutions for maintaining, improving and developing bowls facilities across Canada.
- Further investigate strategies to grow the indoor game.
- Develop comprehensive resources and strategies to assist provincial associations and local clubs implement recommended competition models for all stages of bowler development.

Working Groups, Summit Participants and PSO Webinar Consultations

Review Working Group	Analysis Working Group	2017 PSO Webinar Consultations – Participants
Don Caswell George Boxwell Jackie Foster Jake Schuknecht Harry Carruthers Dave Cox Katie Gardner Anna Mees	Darryl Fitzgerald Nick Watkins Dave Cox Jake Schuknecht Anna Mees	Prince Edward Island Lawn Bowling Association Lawn Bowls Association of Alberta Bowls Saskatchewan Lawn Bowls Nova Scotia Ontario Lawn Bowls Association Bowls Manitoba Quebec Lawn Bowling Federation Bowls BC

2016 National Summit Participants

	Delegate	Role
ON	Paul Jurbala	Canadian Sport 4 Life Expert / Facilitator
BC	Steven Santana	Nominated representative of Bowls British Columbia, Competition Chair
AB	Val Wilson	Nominated representative of LBAA, member of LBAA LTAD committee
SK	Gary Laurence	Nominated representative of Bowls Saskatchewan, Past President
MB	Marilyn Baron	Nominated representative of Bowls Manitoba, Past President
ON	Dave Burrows	Nominated representative of OLBA, Coaching Coordinator
ON	Ian Howard	Nominated representative of OLBA
QC	Ann Dittmar	Nominated representative of Quebec Lawn Bowls Federation, President
NB	Gloria McLaughlin	Nominated representative of Bowls New Brunswick Boulingrin, President
NS	Dale Kidd	Nominated representative of Lawn Bowls Nova Scotia, President
PEI	Richard Gallant	Nominated representative of Lawn Bowls PEI, Treasurer
AB	Dave Cox	National Competition Committee
ON	Don Caswell	High Performance Committee
BC	George Boxwell	High Performance Committee
NS	Jackie Foster	Competition Review and Restructuring Working Group
ON	Jake Schuknecht	Competition Review and Restructuring Working Group
ON	Darryl Fitzgerald	Competition Review and Restructuring Working Group
ON	Nick Watkins	National Officiating Committee
BC	Ian Tyzzer	BCB President
SK	Murray Pituley	BCB Treasurer
AB	Pat Vos	BCB Secretary
BC	Mary Wright	BCB Director
BCB	Anna Mees	Executive Director
BCB	Katie Gardner	Technical Coordinator

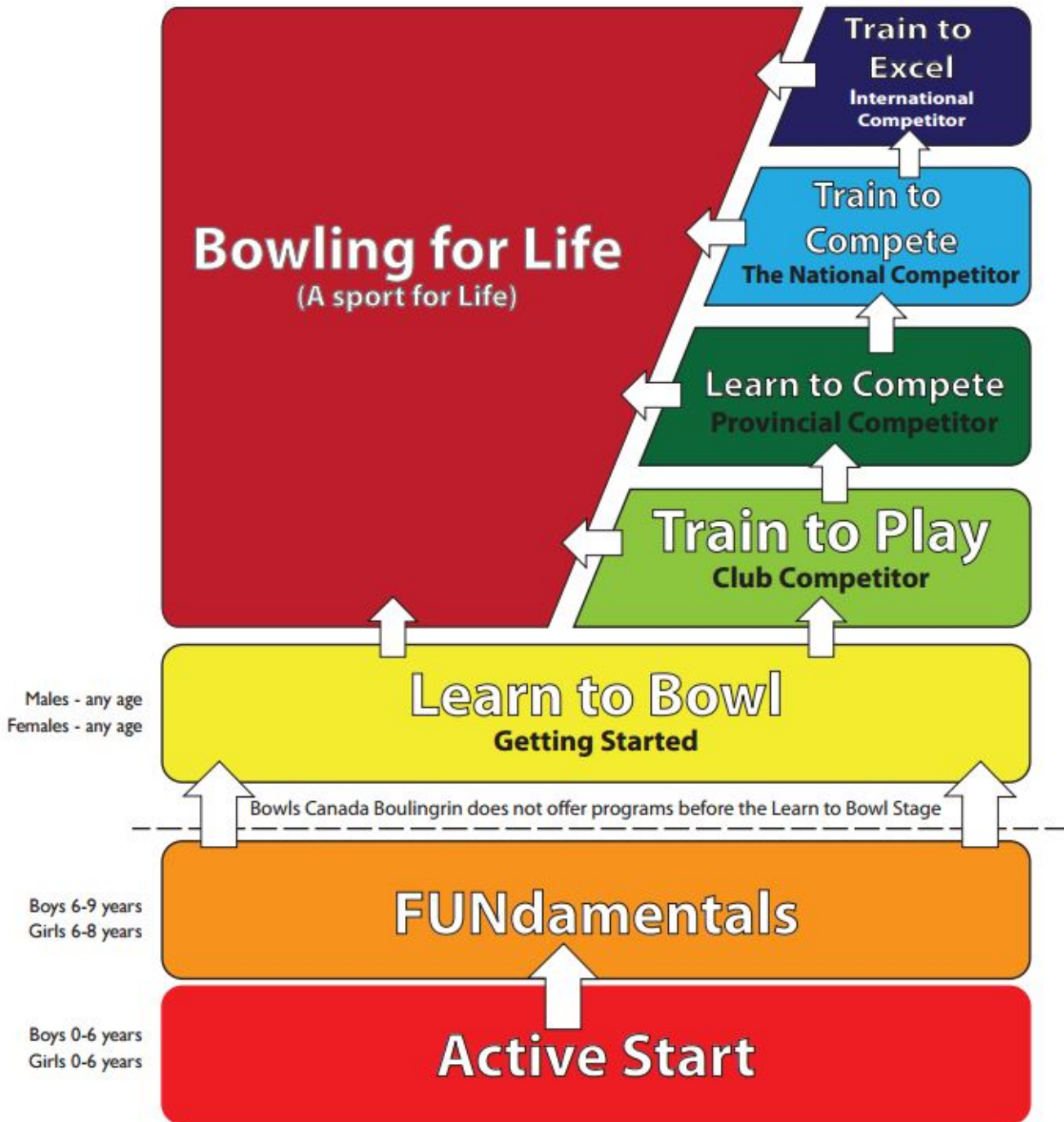
Appendix A: Proposed 2018 Calendar for National Championships

Note: This schedule assumes 2-green facilities. Hosting at a 3 or 4 green facility would require less days for each event. There is also room to move slightly by a day or so for each event pending host facility needs and capacity.

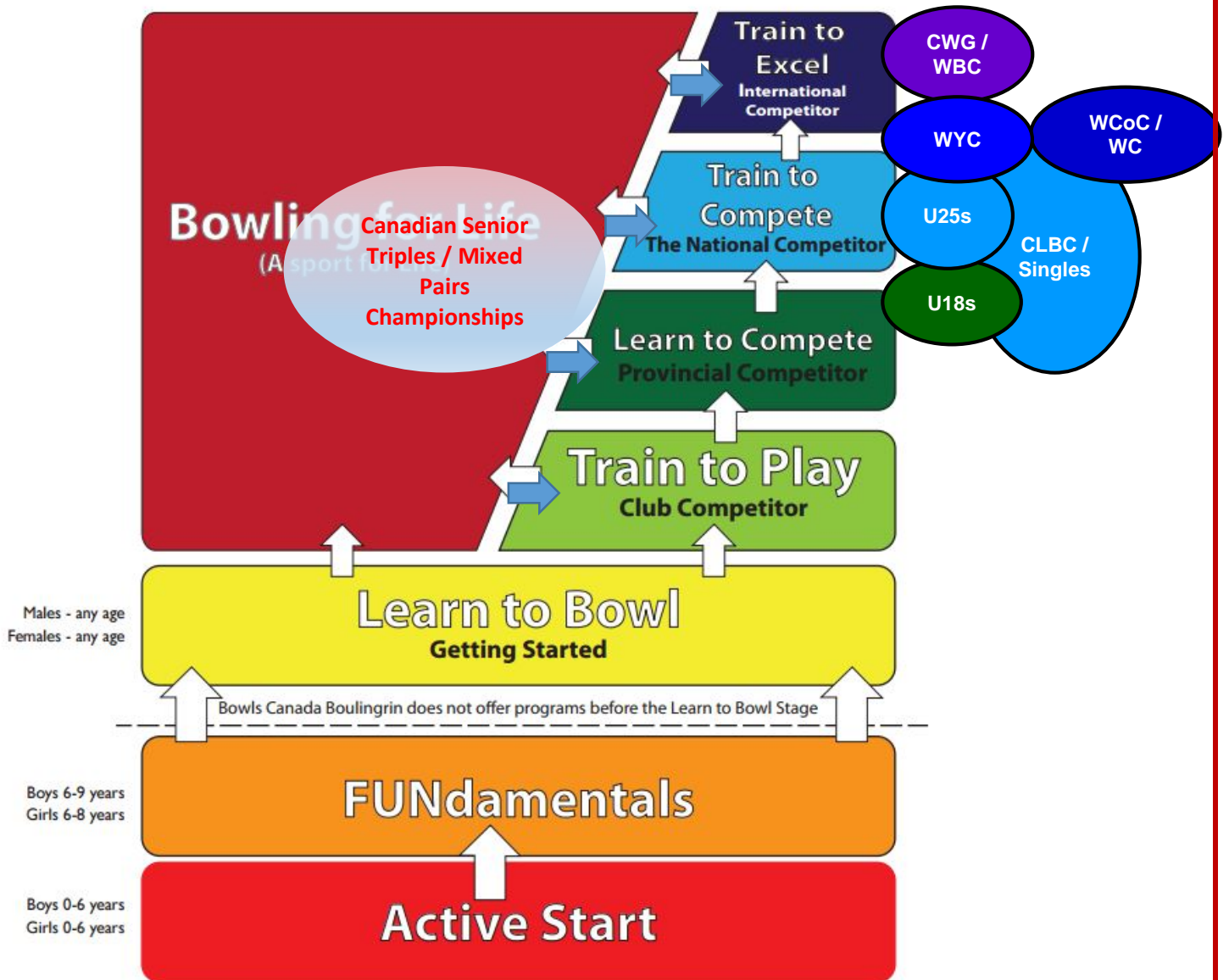
August 2018						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14 Canadian Youth Championships	15 Canadian Youth Championships	16 Canadian Youth Championships	17 Canadian Youth Championships	18 Canadian Youth Championships
19	20	21	22 Majors - Registration	23 Majors	24 Majors	25 Majors
26 Majors	27 Majors - Finals Singles - Registration	28 Singles	29 Singles	30 Singles	31 Singles - Finals	

September 2018						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3 Labour Day	4	5	6	7	8
9	10	11 Mixed Pairs/Senior Triples	12 Mixed Pairs/Senior Triples	13 Mixed Pairs/Senior Triples	14 Mixed Pairs/Senior Triples	15 Mixed Pairs/Senior Triples
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Appendix B: Bowler Development Pathway



Appendix C: National Competition Model and Bowler Development Pathway



Legend

- CWG** = Commonwealth Games
- WBC** = World Bowls Championships
- WCoC** = World Champion of Champions
- WC** = World Cup for Indoor Singles
- WYC** = World Youth Championships
- CLBC** = Canadian Lawn Bowls Championships
- U25s** = Under 25 category for Canadian Youth Championships
- U18s** = Under 18 category for Canadian Youth Championships