

**CANADA SOCCER CLUB LICENSING PROGRAM
— INFORMATION MANUAL**

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EXECUTIVE SUMMARY

The Canada Soccer Club Licensing Program is designed to guide member organizations throughout the country toward best principles for organizational development both on and off the field. By raising the standards of member organizations, both the daily playing environment and participant experience are enhanced; thereby improving the overall soccer system in Canada.

The primary goals of the Canada Soccer Club Licensing Program are to:

- ▶ Set clearly defined standards and expectations for member organizations;
- ▶ Recognize excellence in the soccer community;
- ▶ Raise the level of all soccer organizations throughout Canada; and,
- ▶ Drive change in the soccer system.

To achieve these goals, the Canada Soccer Club Licensing Program takes a principles-based approach. Principles provide direction but not detailed prescription, allowing organizations to develop and select the methods by which they will operate based on their available resources and unique situation and context.

The principles of the Canada Soccer Club Licensing Program are grounded in the values being established for the Canadian soccer community to guide the behaviour of all organizations and can be utilized to inform choices, establish impacts, and drive outcomes. The Canada Soccer Club Licensing Program Principles are as follows:

1. Prioritize Fun
2. Emphasize Physical, Mental, and Emotional Safety
3. Provide Developmentally-Appropriate, High Quality Programs
4. Maximize Attraction, Holistic Personal Development, Progression, and Long-Term Engagement
5. Focus on Participant-Centred Decision Making
6. Foster Accessible, Inclusive, and Welcome Environments
7. Act as a Good Corporate and Community Citizen

To achieve the goals and align to the principles, the Club Licensing Program requires a broader scope than simply classifying organizations into different categories. Beyond Classification, which is a traditional staple of licensing and charter programs, the Canada Soccer Club Licensing Program also includes elements of Development and Appraisal.

In comparison to traditional licensing and charter programs, the Canada Soccer Club Licensing Program takes a relatively unique approach. Rather than a front-loaded, input-based classification exercise, the Club Licensing Program firstly outlines the desired behaviours and characteristics of organizations with a goal of stimulating change in the soccer system by driving these positive behaviours. In addition, the back-end, outcome-based

appraisal provides organizations with clear feedback against the key performance indicators aligned to the stated principles and desired behaviours and outcomes.

The first element of the Canada Soccer Club Licensing Program is Classification. Classification is organized around four Pillars; Governance, Administration, Infrastructure and Technical, and a series of different categories that recognize the differences in capacity, sophistication, organization, and goals of organizations operating within the Canadian soccer system.

In order to classify member organizations, a series of categories have been established. At one end of the spectrum, foundational requirements have been developed to be considered a Canada Soccer Quality Soccer Provider. These, along with the conditions and expectations of membership, create the baseline expectations for all member organizations. At the other end of the spectrum, the Canada Soccer National Youth Club Licence recognizes the highest achieving organizations from across Canada and rewards them with the Canada Soccer Approved Youth Soccer Club endorsement and associated MLS Home Grown Player benefits. Organizations achieving this licence display characteristics and demonstrate behaviours aligned with the highest expectations of governance, administration, infrastructure, and technical, support their PTSO and Canada Soccer Pathways, and participate in the highest level of competition in Canada; the Canada Soccer Player Development Program. Between those bookends, the value of additional classification and appropriateness of the requirements and expectations varies across the country. PTSOs have been given more flexibility to develop standards and expectations that align to their regional differences, realities, and state of readiness while incorporating the foundational requirements identified by Canada Soccer into the Provincial/Territorial Youth Club Licence.

Beyond the classification of organizations, Canada Soccer and its member Provincial/Territorial affiliates have a responsibility to support development at the member organization level. Clubs and academies provide the daily training and competition environments for the vast majority of players and coaches in Canada, hence better organizations will produce better coaches and, in turn, better players. In order to support organizational development, Canada Soccer has developed a series of Organizational Profiles, which outline, in broad strokes, the characteristics and behaviours of the different categorizations of organizations in Canada. To support organizations in achieving these expectations, a series of guides outlining best practices and principles in Governance, Management and Operations, Technical, Safety, and Accessibility and Inclusion, have also been developed.

The final element of the Canada Soccer Club Licensing Program is Appraisal. To drive strategic and operational direction and foster a culture of growth, the review process will move toward a 360 Appraisal approach, which includes:

- ▶ Objective Appraisal: Data-based appraisal.
- ▶ Self-Appraisal: The opportunity to reflect on the things that the organization did and does well, those that can be improved, and the learnings from the appraisal period.
- ▶ Bottom Up Appraisal: Appraisal of member, stakeholder, and customer satisfaction.
- ▶ Top Down Appraisal: Appraisal of vertical alignment and achievement of standards, while also identifying areas that require development and support.
- ▶ Peer to Peer Appraisal: Appraisal of horizontal alignment as well as an organization's commitment to collaboration and the overall sense and health of the soccer community.

Following the initial granting of a licence through the Canada Soccer Licensing Program, the appraisal process becomes the means by which continued adherence to the standards and ongoing alignment and contribution to the overall soccer system can be measured. The appraisal process forms an essential element of the overall Canada Soccer Licensing Program.

By taking a principles-based approach to guiding the behaviour and characteristics of member organizations, supporting their ongoing development, and measuring impacts and outcomes, the Canada Soccer Club Licensing Program will enhance the opportunities and experiences available to players in Canada, thereby positively impacting their personal and soccer development and long-term participation and engagement.

SECTION I: INTRODUCTION

The Canada Soccer Club Licensing Program is designed to guide member organizations throughout the country toward best principles for organizational development both on and off the field. Member organizations play an essential role in the development of players, coaches, and officials and provide both the daily playing environment and primary contact for participants. By raising the standards of member organizations, both the daily playing environment and participant experience are enhanced; thereby improving the overall soccer system in Canada.

In developing the Canada Soccer Club Licensing Program, the underlying philosophy is to take “high standards” to “best principles”. Many Provincial/Territorial Soccer Organizations (PTSOs) have existing charters or standards-based programs, which provided a guide for the development of the national standards. By consolidating these programs along with those of Canada Soccer’s governing bodies, CONCACAF and FIFA, it is envisioned that the Canada Soccer Club Licensing Program is vertically aligned (from FIFA through the PTSOs) and integrates best principles from several sources to create a standard that is both high quality and recognizes the unique Canadian soccer landscape. The following PTSOs are recognized for providing information on their existing standards-based programs to support the development of the Canada Soccer Club Licensing Program:

- ▶ BC Soccer
- ▶ Saskatchewan Soccer Association
- ▶ Manitoba Soccer Association
- ▶ Ontario Soccer
- ▶ Fédération de Soccer du Québec
- ▶ Soccer New Brunswick

Beyond those that contributed to this project with existing programs, the feedback from PTSOs and member organizations from across the country was invaluable in developing the Canada Soccer Club Licensing Program and ensuring it is supported. These contributions are recognized and appreciated.

The Soccer Club

Within the Canada Soccer Club Licensing Program, the soccer club is defined as being any organization that is a member of Canada Soccer either directly or affiliated through membership with a PTSO that registers players and coaches and delivers soccer programming. The status of the organization as either not-for-profit or private is not relevant to the eligibility for inclusion in the Club Licensing Program, which is open to traditional not-for-profit soccer clubs, private academies, and any other soccer organization in membership.

For additional information on the Soccer Club, please refer to the Canadian Soccer Association Club Licensing Regulations – National Youth Licence.

Goals of the Canada Soccer Club Licensing Program

The primary goals of the Canada Soccer Club Licensing Program are to:

- ▶ Set clearly defined standards and expectations for member organizations;
- ▶ Recognize excellence in the soccer community;
- ▶ Raise the level of all soccer organizations throughout Canada; and,
- ▶ Drive change in the soccer system.

The Club Licensing Program outlines best principles for member organizations across the pillars of Governance, Administration, Infrastructure, and Technical and provides support and guidance in achieving them. By meeting the licensing criteria, member organizations demonstrate their commitment to excellence, while participating players (and their parents), coaches, officials, and organizers can have confidence in the quality of the organization within which they participate.

In Canada, there has been a call for strong leadership in the development of a more standardized soccer system and consistent, actively-enforced, standards throughout¹ The Canada Soccer Club Licensing Program is designed to serve this purpose and guide member organizations to enhanced levels of achievement.

Principles of the Canada Soccer Club Licensing Program

To achieve the goals outlined above, the Canada Soccer Club Licensing Program takes a principles-based approach. Principles provide direction but not detailed prescription, allowing organizations to develop and select the methods by which they will operate based on their available resources and unique situation and context.

“As to methods, there may be a million and then some, but principles are few. The man who grasps principles can successfully select his own methods. The man who tries methods, ignoring principles, is sure to have trouble.”

— Harrington Emerson

The principles of the Canada Soccer Club Licensing Program are grounded in the values being established for the Canadian soccer community to guide the behaviour of all organizations and can be utilized to inform choices, establish impacts, and drive outcomes. The Canada Soccer Club Licensing Program Principles are as follows:

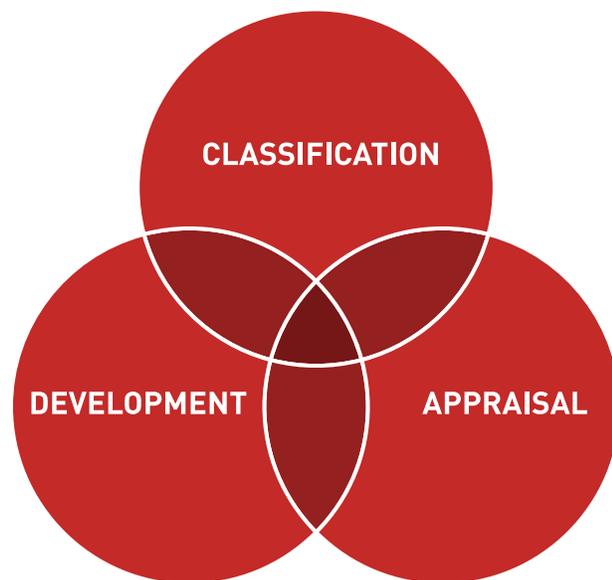
1. Prioritize Fun
2. Emphasize Physical, Mental, and Emotional Safety
3. Provide Developmentally-Appropriate, High Quality Programs

¹ An Analysis of the Implementation of Long Term Player Development in Grassroots Canadian Soccer, Capitis Consulting, January 2017

4. Maximize Attraction, Holistic Personal Development, Progression, and Long-Term Engagement
5. Focus on Participant-Centred Decision Making
6. Foster Accessible, Inclusive, and Welcoming Environments
7. Act as a Good Corporate and Community Citizen

Elements of the Canada Soccer Club Licensing Program

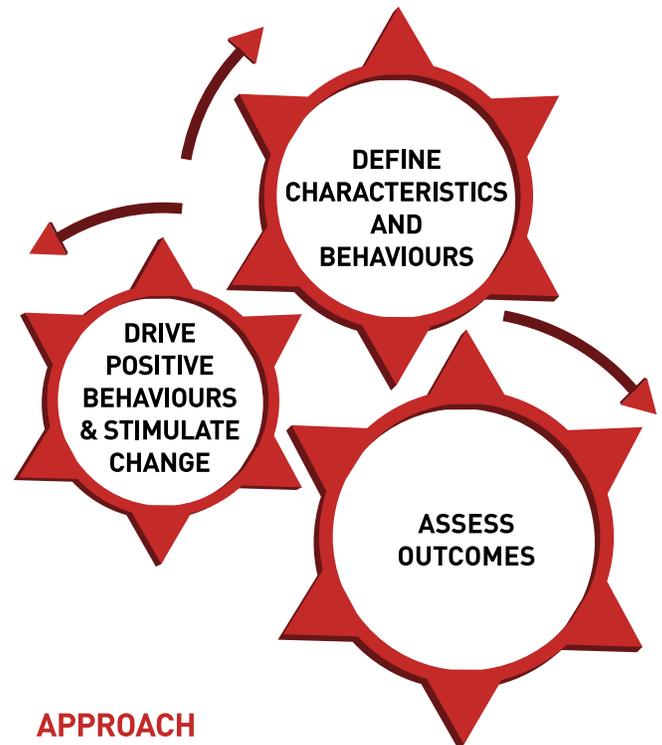
To achieve the goals and align to the principles, the Club Licensing Program requires a broader scope than simply classifying organizations into different categories. Beyond Classification, which is a traditional staple of licensing and charter programs, the Canada Soccer Club Licensing Program also includes elements of Development and Appraisal, which will be described in greater detail within this document.



Approach to Club Licensing

In comparison to traditional licensing and charter programs, the Canada Soccer Club Licensing Program takes a relatively unique approach. Rather than a front-loaded, input-based classification exercise, the Club Licensing Program firstly outlines the desired behaviours and characteristics of organizations with a goal of stimulating change in the soccer system by driving these positive behaviours.

In addition, the back-end, outcome-based appraisal provides organizations with clear feedback against the key performance indicators aligned to the stated principles and desired behaviours and outcomes.



APPROACH

- ▶ Define Characteristics and Behaviours of soccer organizations in each category.
 - ▶ Club Profiles
 - ▶ Performance Indicators
- ▶ Stimulate change by driving positive behaviours
- ▶ Assess outcomes against expectations
 - ▶ 360 Appraisal

SECTION II: CLASSIFICATION

The first element of the Canada Soccer Club Licensing Program is Classification, which targets the goal of setting clearly defined standards and expectations for all member organizations. Classification is organized around four Pillars and a series of different categories that recognize the differences in capacity, sophistication, organization, and goals of organizations operating within the Canadian soccer system.

Pillars of the Canada Soccer Club Licensing Program

To guide development from the boardroom, through the office, to the field, the Canada Soccer Club Licensing Program outlines standards across four pillars: Governance, Administration, Infrastructure, and Technical. Model organizations are equally committed to quality in all areas of their governance and operations. Without strong governance structures and administrative systems, it is difficult to sustain high calibre technical programming.

Governance

Governance refers to the policies, processes, systems and controls by which an organization is run. Good governance provides strategic leadership and decision making to achieve the desired organizational outcomes in a manner consistent with the vision, mission and values of the organization.

In a not-for-profit organization, “governance must meld the passion and dedication of volunteers into a focused governance team, operating with integrity and striving to enhance the experiences of the participants, and the performance and reputation of the sport”.² Although the governance structure differs slightly in a for-profit organization, the requirements for strong leadership, direction, policies, and controls remain essential to the success of all organizations.

Administration

Administration is defined as the process of running an organization. This includes the management of staff, volunteer, and financial resources as well as the day-to-day operations of the organization. Strength in administration ensures an organization can meet the requirements of its governing organization(s), communicates well with stakeholders, and has the resources to deliver the organization’s strategic plan and achieve high level outcomes.

Infrastructure

Infrastructure includes the physical and organizational structures and facilities needed for the operation of a member organization. From a fundamental level, a soccer organization requires adequate playing facilities and equipment to deliver programming; however, model organizations also require space for administrative activities and online infrastructure. While the specific infrastructure needs may differ from organization to organization, all member organizations require adequate infrastructure to be successful.

Technical

The technical elements of the Canada Soccer Club Licensing Program address on-field programming and support. Model organizations move beyond program delivery and have created sophisticated pathways, systems, and plans for development. Criteria outline high quality technical programs and services that include intentional and developmentally appropriate approaches to player development, support for training, certification, and development of coaches, and guidance for program development. The ability to meet ambitious standards in technical programs and services allows member organizations to access higher levels of competition and provide enhanced opportunities for their participants.



Classification within the Canada Soccer Club Licensing Program

In order to classify member organizations, a series of categories have been established. At one end of the spectrum, a series of foundational requirements have been developed to be considered a Canada Soccer Quality Soccer Provider. These, along with the conditions and expectations of membership, create the baseline expectations for all member organizations. At the other end of the spectrum and tied to access to the Canada Soccer Player Development Program (PDP) and benefits of MLS domestic player status, Canada Soccer has developed a classification that recognizes the leading organizations in Canada; the National Youth Club Licence. Between those bookends, the value of additional classification and appropriateness of the requirements and expectations varies across the country. PTSOs have been given more flexibility to develop standards and expectations that align to their regional differences, realities, and state of readiness while incorporating the foundational requirements identified by Canada Soccer into the Provincial/Territorial Youth Club Licence.

² Pursuing Effective Governance in Canada’s National Sport Community, Sport Canada — November 2011

Club Licensing Program Classification



Canada Soccer Club Licensing Program Standards for Quality Soccer

The Canada Soccer Standards for Quality Soccer are designed to outline the minimum expectations of member organizations in Canada. It is expected that all member organizations provide a developmentally appropriate, safe, enjoyable, accessible, inclusive and welcoming playing environment for their participants, which differentiates it from non-member soccer and unorganized play. In order to be considered as a quality soccer provider, member organizations must also be in good standing with their governing organization(s) and meet the expectations of membership.

For the detailed list of requirements for the Canada Soccer Standards for Quality Soccer, refer to Section 5.1.



Provincial/Territorial Youth Club Licence

Between the Canada Soccer Standards for Quality Soccer and National Youth Club Licence, each PTSO has been given some autonomy and authority to develop a Provincial/Territorial Youth Club Licence that aligns to their regional realities and state of readiness. Canada Soccer has developed recommended criteria for a two-tiered Provincial/Territorial Youth Club Licence that can be adopted or adapted to meet the needs of each PTSO. In some jurisdictions, a two-tiered model is suitable; however, others may be better suited to a single classification or require nothing beyond the Standards for Quality Soccer. Should PTSOs choose to adapt the recommended Provincial/Territorial Youth Club Licence criteria, Canada Soccer has established a series of foundational requirements that must be included and is responsible for approval of the criteria established by the PTSOs.

For additional information on the Provincial/Territorial Youth Club Licence, please refer to the following links:

- ▶ BC Soccer
- ▶ Alberta Soccer Association
- ▶ Saskatchewan Soccer Association
- ▶ Manitoba Soccer Association
- ▶ Ontario Soccer
- ▶ Quebec Soccer Federation
- ▶ Soccer New Brunswick
- ▶ Soccer Nova Scotia
- ▶ Prince Edward Island Soccer Association
- ▶ Newfoundland and Labrador Soccer Association
- ▶ Yukon Soccer Association

- ▶ Northwest Territories Soccer Association
- ▶ Nunavut Soccer Association

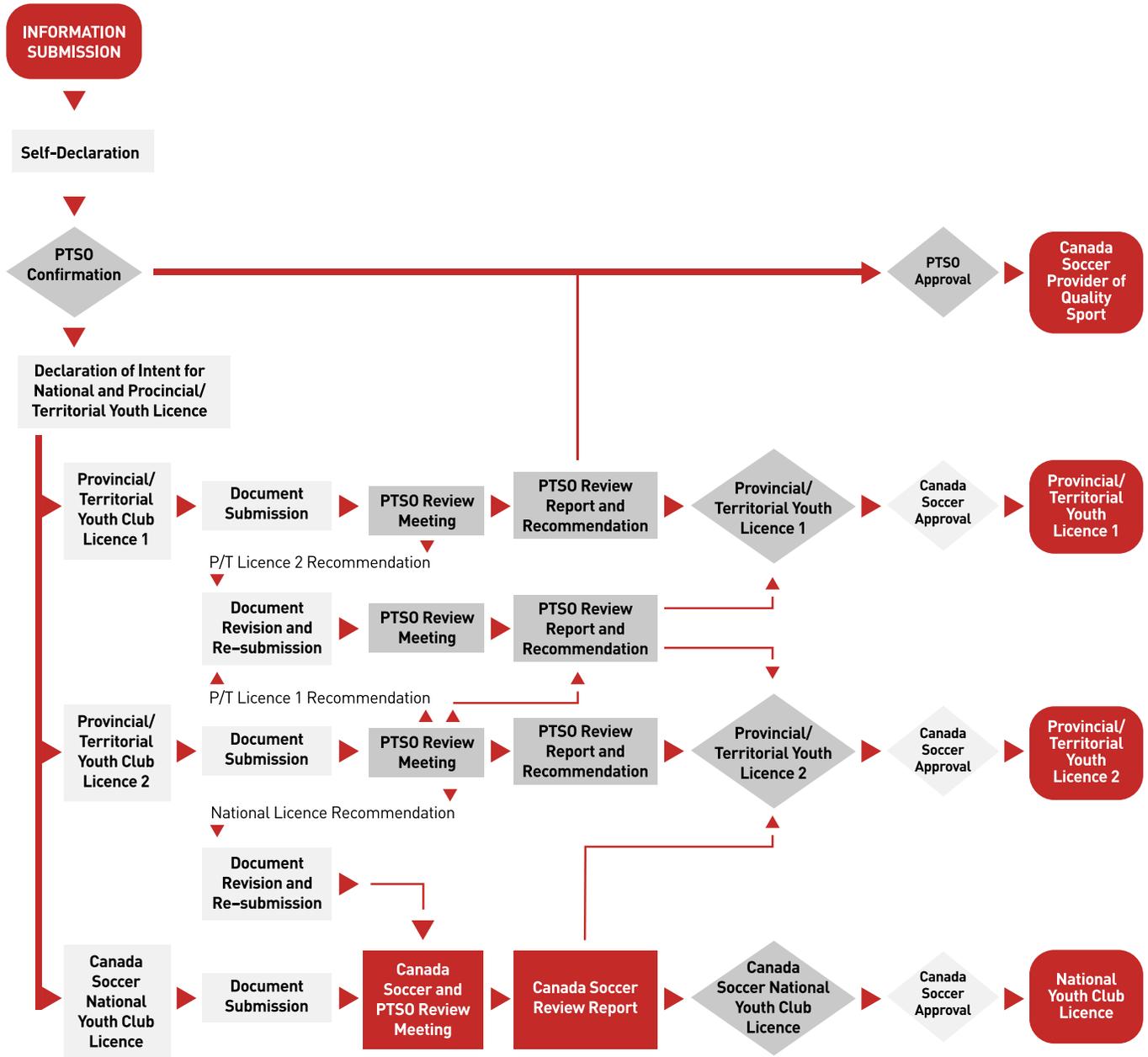
Canada Soccer National Youth Club Licence

The Canada Soccer National Youth Club Licence recognizes the highest achieving organizations from across Canada and rewards them with the Canada Soccer Approved Youth Soccer Club endorsement and associated MLS Home Grown

Player benefits. Organizations achieving this licence display characteristics and demonstrate behaviours aligned with the highest expectations of governance, administration, infrastructure, and technical, support their PTSO and Canada Soccer Pathways and participate in the highest level of competition in Canada; the Canada Soccer Player Development Program.

For the detailed list of requirements for the Canada Soccer National Youth Club Licence, refer to Section 5.2.

Canada Soccer Club Licensing Program Pathway



Canada Soccer Club Licensing Regulations

In support of the Club Licensing Program, Canada Soccer has developed the Canadian Soccer Association Club Licensing Regulations — National Youth Club Licence, which has been approved by the Canada Soccer Board of Directors. The Regulations describe the criteria to obtain the National Youth Club Licence, as well as the regulations related to application, review, and issuing of the licence.

For additional information, please refer to the Canadian Soccer Association Club Licensing Regulations — National Youth Club Licence.

Roles and Responsibilities

The Canada Soccer Club Licensing Program is a partnership between Canada Soccer, PTSOs, and participating member organizations. Canada Soccer oversees the program, including the development, review, and updating of criteria for the Standards for Quality Soccer and National Youth Club Licence and approves the criteria for the Provincial/Territorial Youth Club Licence. In addition, Canada Soccer issues the licence to member organizations meeting the required standards. Finally, Canada Soccer is also responsible for training and education about the Licensing Program and providing support and assistance to PTSOs on implementation and management.

The PTSOs play an essential role in the success of the Canada Soccer Club Licensing Program. This role includes development, review, and updating of criteria and organization of the Provincial/Territorial Youth Club Licence and the implementation and management of the program within their jurisdiction. Of primary importance, PTSOs will be responsible for confirming the registration and standing of applicant member organizations and reviewing and appraising applicants within their jurisdiction, excluding the National Youth Club Licence.

Finally, member organizations pursuing licensing are responsible for providing the required evidence that the criteria are being continually met. This includes uploading of documentation and support for ongoing assessment; including, several technical and operational visits and reviews, as well as a year-end performance appraisal.

For additional information on the roles and responsibilities within the Canada Soccer Club Licensing Program, please refer to the Canada Soccer Club Licensing Support Manual.

Benefits of the Canada Soccer Club Licensing Program

Beyond the intrinsic motivation to align operations to best practices and principles, the benefits to member organizations of participation in the Club Licensing Program are built around a four-corner approach: Reward, Recognition, Differentiation, and Access to Competition. These benefits will evolve over time as the soccer landscape changes and Club Licensing Program becomes more established. Although not all of these benefits will appeal or be applicable to every organization,

in support of an organization's commitment to be the "best version of themselves," they add additional value to entering into the Club Licensing Program.

► Reward

At the National Youth Club Licence classification, member organizations will be rewarded with the Canada Soccer Approved Youth Soccer Club endorsement and receive the associated MLS Home Grown Player benefits. Additional rewards associated with the various classifications are also being considered and may be added to the Licensing Program over time.

► Recognition

Member Organizations meeting the criteria of each classification within the Club Licensing Program will be recognized accordingly. A directory of organizations within each classification will be posted on the Canada Soccer website and organizations will receive official recognition from Canada Soccer and/or their PTSO, which can be posted on their website.

► Differentiation

In a crowded marketplace, the use of classification within the Club Licensing Program as a means of differentiation from other programs and organizations may provide significant benefit in player recruitment. While non-licensed organizations may provide quality programs and services, in Canada, this can only be confirmed through the Club Licensing Program. This element of quality control, may also be of benefit in less densely populated areas or those with fewer programming options, as participating players (and their parents) can have confidence in the quality of the organization within which they participate.

► Access to Competition

In the short-term access to competition is associated only with the National Youth Club Licence, as holders will have the opportunity to participate in the Canada Soccer Player Development Program (PDP). As the Licensing Program becomes more established and linked to competition structures beyond the PDP, the requirement to reach a specific classification may be linked to the opportunity to access certain competitions at either the Canada Soccer and/or PTSO levels.

Why should we be involved?



SECTION III: DEVELOPMENT

Beyond the classification of organizations, Canada Soccer and its member PTSOs have a responsibility to support development at the member organization level. Clubs and academies provide the daily training and competition environments for the vast majority of players and coaches in Canada, hence better organizations will produce better coaches and, in turn, better players. In order to support organizational development, Canada Soccer has developed a series of Organizational Profiles, which outline, in broad strokes, the characteristics and behaviours of the different categorizations of organizations in Canada. In order to support organizations in achieving these expectations, a series of guides outlining best practices and principles in Governance, Management and Operations, Technical, Safety, and Accessibility and Inclusion, have also been developed.

Organizational Profiles

To recognize differences between member organizations and encourage and reward growth and development, while maintaining an inclusive approach, the Canada Soccer Club Licensing Program includes categories of recognition. The Organizational Profile outlines the general characteristics and behaviours of organizations in each category and forms the basis of the Licensing Program.

The Canada Soccer Standards for Quality Soccer is designed to be inclusive of all member organizations in good standing. The Provincial/Territorial Licence 1 and 2 identify a variety of best practices and principles both on and off field. Finally, the Canada Soccer National Youth Club Licence outlines the highest standards of governance, administration, infrastructure, and technical within the Canadian youth soccer system.

Organizational Profile: Canada Soccer Standards for Quality Soccer

General Profile

The Canada Soccer Standards for Quality Soccer are designed to outline the minimum expectations of member organizations in Canada. It is expected that all member organizations provide a developmentally appropriate, safe, enjoyable, accessible, inclusive and welcoming playing environment for their participants, which differentiates it from non-member soccer and unorganized play. In order to be considered as a quality soccer provider, member organizations must also be in good standing with their governing organization(s) and meet the expectations of membership.

Characteristics and Behaviours

Governance

- ▶ Is located in Canada.
- ▶ Is a Member in Good Standing with its governing organization(s).

- ▶ Is compliant with the by-laws, policies, and directives of its governing organization(s).
- ▶ Has basic governance structures.
- ▶ Adheres to Canada Soccer Code of Conduct and Ethics.

Administration

- ▶ Registers all participants with its governing organization(s).
- ▶ Has basic management and operational structures.
- ▶ Distributes information from Canada Soccer and its governing organization(s) to its participants.

Infrastructure

- ▶ Has access to appropriate facilities and equipment to provide its programming.

Technical

- ▶ Provides a safe, accessible, and inclusive soccer experience.
- ▶ Provides an enjoyable soccer experience focused on long term participation.
- ▶ Operates programming that is aligned to Long Term Player Development stage-appropriate best principles. (RECOMMENDATION)

Organizational Profile: Provincial/Territorial Youth Club Licence — Level 1

General Profile

The Provincial/Territorial Youth Club Licence — Level 1 of the Canada Soccer Club Licensing Program builds on the characteristics and behaviours of an organization in the Canada Soccer Standards for Quality Soccer with a balance of expectations across the governance, administration, infrastructure, and technical pillars. The characteristics and behaviours of the Provincial/Territorial Youth Club Licence — Level 1 are designed to recognize high quality grassroots, community, and competitive organizations that have developed their governance and operations. Organizations achieving the Provincial/Territorial Youth Club Licence — Level 1 demonstrate their commitment to quality and to providing an enhanced participant experience.

Characteristics and Behaviours

- ▶ Demonstrates the Characteristics and Behaviours from the Canada Soccer Standards for Quality Soccer.

Governance

- ▶ Has basic governance documents.
- ▶ Is a registered legal entity, compliant with all relevant legislation and Canada Revenue Agency requirements.

- ▶ Has basic planning documents to guide the organization.
- ▶ Works in harmony, aligning values and operations, with its governing organization(s).

Administration

- ▶ Is financially viable.
- ▶ Has basic management and operational policies and practices.
- ▶ Has an identified Administrative Lead with clearly defined responsibilities.
- ▶ The Administrative Lead is committed to ongoing development and education.
- ▶ Provides financial support for Administrative Lead, Technical Lead, Technical Staff (if applicable), and coaches to pursue ongoing development, training and certification.
- ▶ Has sufficient and appropriate staff to deliver its programs
- ▶ Provides or facilitates financial support to players with financial barriers to participation.

Infrastructure

- ▶ Has an actively maintained online presence.
- ▶ Has access to facilities and equipment to provide enhanced programming.

Technical

- ▶ Operates programming that is aligned to Long Term Player Development stage-appropriate best principles.
- ▶ Has basic technical planning to guide its programs and services.
- ▶ Has an established pathway to provide players with access to opportunities for participation in Grassroots, Community, Competitive, and Development/Performance Streams.
- ▶ Has an established pathway that provides opportunities for players to continue participation in the Soccer for Life stage (senior and masters).
- ▶ Educates coaches, players, and parents about the Provincial/Territorial and National Player Pathways and Long-Term Player Development model. (RECOMMENDATION)
- ▶ Has an identified and qualified Technical Lead (refer to Category Requirements for specifics) with clearly defined responsibilities.
- ▶ Technical Lead is committed to ongoing development and education.

- ▶ Has coaches and team personnel who are properly trained and/or certified for the groups/teams with which they work and competitions in which they participate.

Organizational Profile: Provincial/Territorial Youth Club Licence — Level 2

General Profile

The Provincial/Territorial Youth Club Licence — Level 2 of the Canada Soccer Club Licensing Program identifies organizations committed to achieving the highest expectations of the Grassroots, Community, and Competitive Streams and targets those with aspirations of moving in to the Development/Performance Stream. Organizations achieving the Provincial/Territorial Youth Club Licence — Level 2 are making an enhanced commitment across each of the pillars, which requires significant resources to achieve.

Characteristics and Behaviours

- ▶ Demonstrates the Characteristics and Behaviours from the Provincial/Territorial Youth Club Licence Level 1.

Governance

- ▶ Has advanced governance structures and documents and commits to ongoing governance development.
- ▶ Has advanced, long-term, planning documents that include measures of success.

Administration

- ▶ Is in strong financial health and demonstrates fiscal responsibility and appropriate deployment of resources.
- ▶ Is competently managed and operated and demonstrates appropriate human resource and financial management practices.
- ▶ Deploys appropriate resources toward administration and operations.
- ▶ Has enhanced marketing and communication plans and capabilities.

Infrastructure

- ▶ Deploys appropriate resources toward infrastructure access and development.
- ▶ Has a physical space as a headquarters for operations. (RECOMMENDATION)
- ▶ Has access to enhanced facilities to allow for advanced programming.

Technical

- ▶ Deploys appropriate resources toward technical programs, services, staffing, and support.
- ▶ Is aligned to its Provincial/Territories and National Player Pathways.
- ▶ Has advanced technical planning documents that align to the Strategic Plan and Long-Term Player Development principles and include short and long-term goals.
- ▶ Has an Annual Plan for all programming, which includes periodized training and competition strategies and schedules aligned to the competition(s) in which it participates for the Learning to Train, Training to Train, Training to Compete, and Soccer for Life stages.
- ▶ Has a playing philosophy and training methodology and/or curriculum that is consistent with Long Term Player Development recommendations across all stages.
- ▶ Understands and implements Canada Soccer Player and Position Profiles and Characteristics.
- ▶ Educates coaches, players, and parents about the Provincial/Territorial and National Player Pathways and Long-Term Player Development model.
- ▶ Operates advanced, year-round programming.
- ▶ Has programs that remove barriers to participation for and/or target under-represented groups.
- ▶ Has a Technical Lead with enhanced certification (refer to Category Requirements for specifics).
- ▶ Has access to an internal Learning Facilitator to deliver Canada Soccer Community Coaching Workshops for the stages at which it operates.
- ▶ Has access to a Goalkeeper Coach and provides goalkeeper-specific training opportunities.
- ▶ Has a strategy for coach recruitment, retention, development, assessment, and recognition that includes targeting women in coaching.
- ▶ Offers non-certification coach development and mentorship opportunities and provides coaches with access to appropriate support.
- ▶ Coaches are committed to ongoing development and education.
- ▶ Has a Physical Training Plan that includes stage-appropriate testing protocol.

Organizational Profile: Canada Soccer National Youth Club Licence

General Profile

The Canada Soccer National Youth Club Licence recognizes the highest achieving organizations from across Canada and rewards them with the Canada Soccer Approved Youth

Soccer Club endorsement and associated MLS Home Grown Player benefits. Organizations achieving this licence display characteristics and demonstrate behaviours aligned with the highest expectations of governance, administration, infrastructure, and technical, support their PTSO and Canada Soccer Pathways and participate in the highest level of competition in Canada; the Canada Soccer Player Development Program.

Characteristics and Behaviours

- ▶ Demonstrates the Characteristics and Behaviours from the Provincial/Territorial Youth Club Licence Level 1 and 2.

Governance

- ▶ Has optimal governance structures, processes and policies or is committed to their development.
- ▶ Demonstrates a commitment to continual improvements to its existing governance structures/ processes;

Administration

- ▶ Has advanced management and operational practices.
- ▶ Has advanced operational planning documents that align to the Strategic and Technical Plans.
- ▶ Has enhanced community engagement plans, capabilities, and practices. (RECOMMENDATION)
- ▶ Has advanced financial practices, development plans, and resources.

Infrastructure

- ▶ Has access to a physical space as a headquarters for operations.
- ▶ Has access to advanced facilities to allow for the delivery of optimal developmental programming.
- ▶ Has a facility strategy aligned to Strategic, Operational, and Technical Plans.

Technical

- ▶ Has a Technical Plan that aligns to the Long-Term Player Development Model.
- ▶ Has a Game Model that is aligned to the playing philosophy.
- ▶ Has Player Management Pathway and associated support mechanisms.
- ▶ Supports a holistic approach to player development that takes in to account Physical, Mental, Technical/ Tactical, and Social/Emotional development.
- ▶ Operates optimal, standards-based, programming.
- ▶ Participates in the highest level of competition available.
- ▶ Has a Technical Lead with advanced certification (refer to Category Requirements for specifics).

- ▶ Has access to Learning Facilitator(s) to deliver Coach Licensing Workshops as guided by Canada Soccer and/or governing organization(s).
- ▶ Has a Sport Science and Medicine Plan aligned to the Technical Plan.
- ▶ Provides access to appropriate sport science and medicine expertise and support.
- ▶ Has access to appropriate technology to support player and coach development.

Canada Soccer Club Licensing Program Guides

In support of the Organizational Profiles, a series of Guides have been developed, including:

1. Canada Soccer Guide to Club Governance
2. Canada Soccer Guide to Club Management and Operations
3. Canada Soccer Guide to Technical
4. Canada Soccer Guide to Safety
5. Canada Soccer Guide to Accessibility and Inclusion

These Guides expand on the characteristics and behaviours outlined in the Profiles and address why they are important and best principles and practices for successfully implementing and achieving them at the member organization level. To that end, organizations are encouraged to use the Guides as a core reference guide in the development of their organizations.

The Guides are not instruction manuals, nor policy documents! They are aimed at helping organizations to be the best they can be, providing positive experiences for their players, coaches, match officials and volunteers. Whether an organization is striving to reach a higher category of Club Licence classification or not, all affiliated organizations are encouraged to follow the principles, directions, and standards laid out in the Guides, purely for their own benefit, and at their discretion.

SECTION IV: APPRAISAL

Appraisal is the act of assigning value. In general, in the soccer community in Canada, organizational review is done informally and from bottom up (i.e. Club/Academy to District, District to Province/Territory, Province/Territory to National Association). To drive strategic and operational direction and foster a culture of growth, it is important that the review process move toward a 360 Appraisal approach, which includes:

- ▶ **Objective Appraisal:** Data-based appraisal.
- ▶ **Self-Appraisal:** The opportunity to reflect on the things that the organization did and does well, those that can be improved, and the learnings from the appraisal period.
- ▶ **Bottom Up Appraisal:** Appraisal of member, stakeholder, and customer satisfaction.
- ▶ **Top Down Appraisal:** Appraisal of vertical alignment and achievement of standards, while also identifying areas that require development and support.
- ▶ **Peer to Peer Appraisal:** Appraisal of horizontal alignment as well as an organization's commitment to collaboration and the overall sense and health of the soccer community.

Through 360 Appraisal a more detailed review of an organization is possible. For 360 Appraisal to be effective, it is essential that the time be taken to move through the process of building Awareness (I know about the Club Licensing Program and Appraisal Process), Education (I understand why these programs are important), Buy-in (I believe in the purpose of these programs and their ability to achieve it), and Support (My actions align with my beliefs and I am actively engaged in these programs) at all levels of the soccer system. An important aspect of this process is to ensure the Performance Indicators, quantifiable measures used to evaluate the success of an organization, are fair, accepted, and accurate.

Following the initial granting of a licence through the Canada Soccer Licensing Program, the appraisal process becomes the means by which continued adherence to the standards and ongoing alignment and contribution to the overall soccer system can be measured. The appraisal process forms an essential element of the overall Canada Soccer Licensing Program.

Appraisal Process

Under Development.

Appraisal Schedule

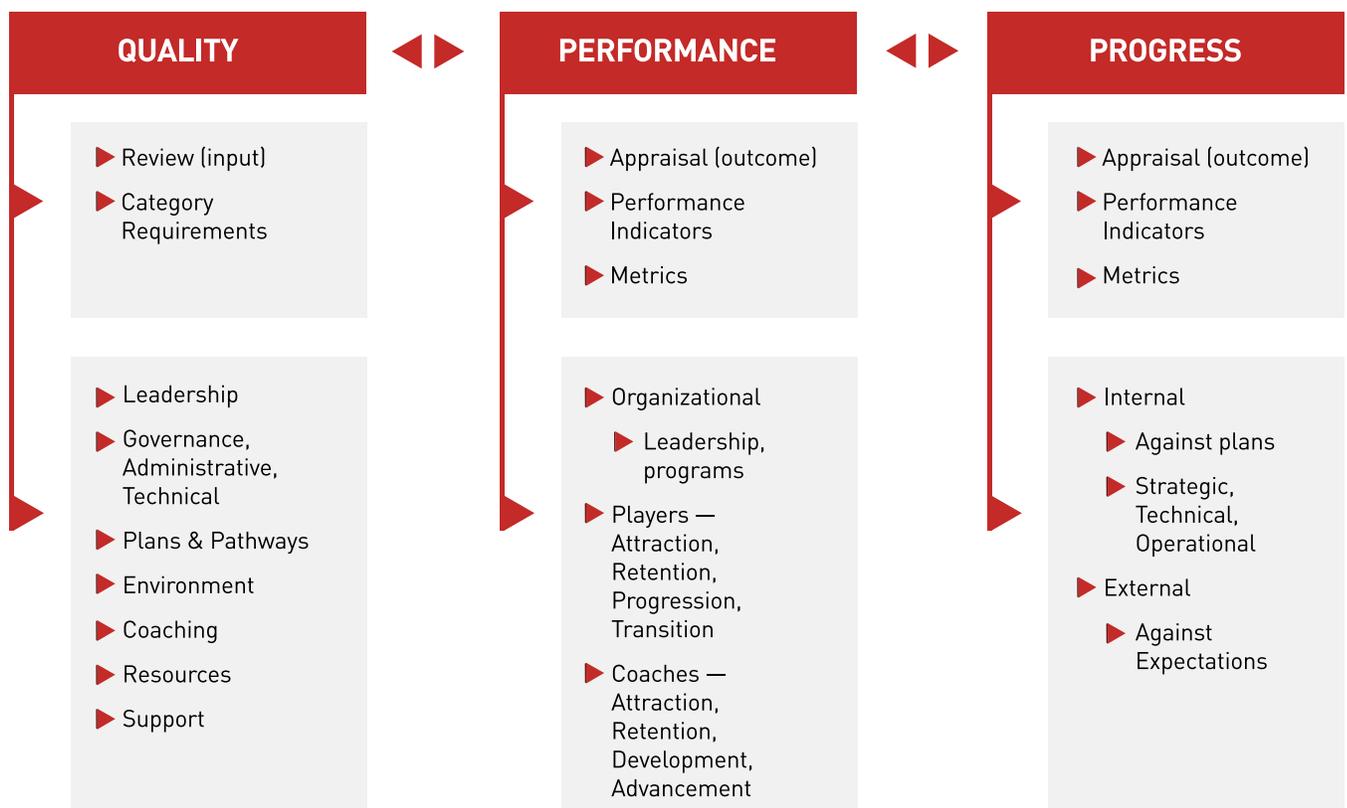
Category	Appraisal	
	Type	Frequency
Canada Soccer Standards for Quality Soccer	Objective Appraisal	Yearly
	Self-Appraisal	2 Years
	Top Down Appraisal	4 Years
	Bottom Up Appraisal	4 Years
	Peer-to-Peer Appraisal	N/A
Provincial/Territorial Youth Club Licence 1	Objective Appraisal	Yearly
	Self-Appraisal	Yearly
	Top Down Appraisal	4 Years
	Bottom Up Appraisal	2 Years
	Peer-to-Peer Appraisal	N/A

Category	Appraisal	
	Type	Frequency
Provincial/Territorial Youth Club Licence 2	Objective Appraisal	Yearly
	Self-Appraisal	Yearly
	Top Down Appraisal	2 Years
	Bottom Up Appraisal	Yearly
	Peer-to-Peer Appraisal	4 Years
Canada Soccer National Youth Club Licence	Objective Appraisal	Yearly
	Self-Appraisal	Yearly
	Top Down Appraisal	2 Years
	Bottom Up Appraisal	Yearly
	Peer-to-Peer Appraisal	2 Years

Performance Indicators

Performance Indicators are the measurable values that demonstrate the effectiveness, efficiency, performance, progress, and quality of the member organization. A review of performance indicators provides the required information to determine if the member

organization has the characteristics and demonstrates the behaviours outlined in the Organizational Profile. It also offers appropriate indicators of performance and provides guidance on how to achieve the desired outcomes during the licensing period.



Players	
Attraction	New players to the sport (% of total registrations)
	New players to the organization (% of total registrations)
Retention	Players who return to the organization from the previous year (% of total registrations)
	Players from the previous year who have left the organization but continue to play soccer (% of total registrations)
Progression	Number of players progressing to Youth National Teams and NEX
	Number of players progressing to Professional Club Academies
	Number of players progressing to REX
	Number of players progressing to Provincial/Regional Team and Canada Soccer Player Development Program
	Number of players progressing to College and University programs
	Number of players progressing to Professional Clubs and National Teams
Transition	Players transitioning into coaching roles
	Players transitioning into officiating roles
	Players transitioning into administrative roles
	Players transitioning into volunteer roles
	Players transitioning into other roles within the soccer community
Coaches	
Attraction	New coaches to the sport (% of total coaches)
	New coaches to the organization (% of total coaches)
Retention	Coaches who return to the organization from the previous year (% of total coaches)
	Coaches from the previous year who have left the organization but continue to coach soccer (% of total coaches)
Development	Coaches completing Canada Soccer Community Stream Workshops
	Canada Soccer Community Stream Workshops provided by organization
	Coaches actively participating in non-certification professional development opportunities (% of total coaches)
	Non-certification professional development opportunities provided by organization
Advancement	Number of coaches entering into C Licence
	Number of coaches successfully completing C Licence evaluation
	Number of coaches entering into Children's Licence
	Number of coaches successfully completing Children's Licence evaluation
	Number of coaches entering into Youth Licence
	Number of coaches successfully completing Youth Licence evaluation
	Number of coaches entering into B Licence Part 1
	Number of coaches successfully completing B Licence Part 1 evaluation
	Number of coaches entering into B Licence Part 2
	Number of coaches successfully completing B Licence Part 2 evaluation
	Number of coaches entering into A Licence
	Number of coaches successfully completing A Licence evaluation

Leadership	
Board of Directors	Performance indicators under development
Administrative Lead	Performance indicators under development
Technical Lead	Performance indicators under development
Programs	
Enjoyable	Performance indicators under development
Safe	Performance indicators under development
Developmentally Appropriate	Performance indicators under development
	Performance indicators under development
Accessible and Inclusive	Performance indicators under development
	Performance indicators under development
Progress Against	
Strategic Plan	Under development
Operational Plan	Under development
Technical Plan	Under development
Club Licensing Program Action Plan	Under development

Metrics

Metrics are standards of measurement by which efficiency, performance, progress, or quality of a plan, process, or product can be assessed³. The metrics for the Canada Soccer Club Licensing Program provide the specific measures by which achievement of the standards are attained and appraised.

In order to establish appropriate metrics, first a baseline must be developed. From there, specific metrics can be developed for each of the performance indicators.

³ www.businessdictionary.com

SECTION V: CHECKLISTS, TOOLS, SAMPLES, TEMPLATES, EXPERTS

In conjunction with the PTSOs, a collection of tools, templates, and samples are available to member organizations to assist in their development, and expertise established at the national and provincial/territorial levels, as well as a pool of external consultants developed to provide additional guidance, as necessary.

Please click on the link below to access the associated information:

1. [Club Licensing Program Tools](#)
2. [Club Licensing Program Samples and Templates](#)
3. [Club Licensing Program Experts — Canada Soccer and PTSOs](#)
4. [Club Licensing Program Experts — External Consultants](#)

5.1 CANADA SOCCER STANDARDS FOR QUALITY SPORT

Organizations applying for recognition as a Canada Soccer Quality Soccer Provider must submit the following information to Canada Soccer:

1	Organization Name
2	Location
3	District/Region (if applicable)
4	Province/Territory
5	Membership Status
6	President — Name, Contact Information (phone and email)
	Program Information:
7	Stream(s) of Participation (Grassroots, Community, Competitive, Development, Performance)
8	Stage(s)/Age(s) of Participation
9	Gender(s) of Participation
10	Club Infrastructure Form — Facilities

Organizations applying for recognition as a Canada Soccer Quality Soccer Provider must meet the following criteria:

Safe:

11	Adheres to Canada Soccer Code of Conduct and Ethics
12	Has a Code of Conduct to Protect Children
13	Has Guidelines for Appropriate/Inappropriate Conduct between Adults/Adolescents and Children
14	Has a Policy requiring that any suspicion of child abuse is reported to law enforcement
15	Has a Policy outlining what to do if you witness inappropriate conduct that is provided to parents, coaches, and team personnel
16	Provides an environment that supports participant's physical and emotional safety (free of bullying, discrimination, etc.)
	Supports the Coaches Association of Canada Responsible Coaching Movement:
17	Has a Rule of Two Policy on which it educates players, parents, coaches, and team personnel
18	All coaches and team personnel have completed Respect in Sport Activity Leader training
19	All coaches and team personnel have completed proper Background Screening, including a Criminal Record Check (CRC) with Vulnerable Sector Check (VSC) or Enhanced Police Information Check (E-PIC) within the last 3 years
20	Facilities and equipment are safe, well-maintained, and in good condition

Enjoyable:

21 Is committed to providing an enjoyable soccer experience for all participants

22 Is focused on long term participation

Developmentally Appropriate:

23 Programming considers Long Term Player Development (LTPD) stage-appropriate principles

Playing Formats are aligned to Canada Soccer Guidelines:

24 Number of players on the field and on a team

25 Size of ball, goals, and field

26 Length of game

27 Coach to Player Ratio

28 Coaches are trained and/or certified appropriately for the program in which they coach

Accessible, Inclusive, and Welcoming:

29 Provides programming that targets underrepresented groups as outlined in the Canada Soccer Guide to Accessibility and Inclusion

30 Has programs, partnerships, and/or other mechanisms to reduce barriers to participation

31 Appreciates diversity to ensure everyone feels safe and that they belong regardless of ability and background

32 Coaches are culturally sensitive and programs include culturally appropriate activities

33 Facilities are accessible to participants of all abilities

Meets the Expectations of Membership with its Governing Organization(s):

34 Is a Member in Good Standing with its governing organization(s)

35 Is compliant with the by-laws, policies, and directives of its governing organization(s)

36 Registers all participants with its governing organization(s)

37 Does not interact with non-member organizations unless approved by governing organization(s)

5.2 CANADA SOCCER NATIONAL YOUTH CLUB LICENCE

The Canada Soccer National Youth Club Licence recognizes the highest achieving organizations from across Canada and rewards them with the Canada Soccer Approved Youth Soccer Club endorsement and associated MLS Home Grown Player benefits. Organizations achieving this licence display characteristics and demonstrate behaviours aligned with

the highest expectations of governance, administration, infrastructure, and technical, support their PTSO and Canada Soccer Pathways, and participate in the highest level of competition in Canada; the Canada Soccer Player Development Program.

Organizations applying for the Canada Soccer National Youth Licence must submit the following information to Canada Soccer:

1	Organization Name
2	Location
3	District/Region (if applicable)
4	Province/Territory
5	Membership Status
6	President — Name, Contact Information (phone and email)
7	Administrative Lead - Name, Position, Contact Information (phone and email), Job Description
8	Technical Lead - Name, Position, Contact Information (phone and email), Qualifications, Job Description
Program Information:	
9	Stream(s) of Participation (Grassroots, Community, Competitive, Development, Performance)
10	Stage(s)/Age(s) of Participation
11	Gender(s) of Participation
12	Club Infrastructure Form – Facilities, Website, other official online locations (Facebook, Twitter, Instagram, YouTube, etc.)

Organizations applying for the Canada Soccer National Youth Licence must meet the following criteria:

Technical & Sporting Criteria:

Provides a safe soccer experience:	
13	Adheres to Canada Soccer Code of Conduct and Ethics
14	Has a Code of Conduct to Protect Children
15	Has Guidelines for Appropriate/Inappropriate Conduct between Adults/Adolescents and Children
16	Has a Policy outlining what to do if you witness inappropriate conduct that is provided to parents, coaches, and team personnel
17	Has a Policy requiring that any suspicion of child abuse is reported to law enforcement
18	Provides an environment that supports participant's physical and emotional safety (free of bully, discrimination, etc.)
Supports the Coaches Association of Canada Responsible Coaching Movement:	

19	Has a Rule of Two Policy on which it educates players, parents, coaches, and team personnel
20	All coaches and team personnel have completed Respect in Sport Activity Leader training
21	All coaches and team personnel have completed proper Background Screening, including a Criminal Record Check (CRC) with Vulnerable Sector Check (VSC) or Enhanced Police Information Check (E-PIC) within the last 3 years
22	At least one parent or guardian from each participating family has completed Respect in the Sport Parent Program training (RECOMMENDATION)
23	Facilities and equipment are safe, well-maintained, and in good condition
24	At least one individual from the organization has completed Commit to Kids online training and this individual is identified as the primary liaison for child protection with contact information provided to Coaches, Team Personnel, and Parents
25	Demonstrates active implementation of the Canada Soccer Guide to Safety
	Provides an accessible, inclusive, and welcoming soccer environment:
26	Provides programming that targets underrepresented groups as outlined in the Canada Soccer Guide to Accessibility and Inclusion
27	Has programs, partnerships, and/or other mechanisms to reduce barriers to participation
28	Promotional materials and program images use inclusive language and images
29	Facilities are accessible to participants of all abilities
30	Demonstrates active implementation of the Canada Soccer Guide to Accessibility and Inclusion
	Submits a Club Pathway that demonstrates the following:
31	Alignment to Provincial/Territorial Pathway
32	Alignment to National Player Pathway
33	An established pathway to provide players with access to opportunities for participation in Grassroots, Community, Competitive, and Development/Performance Streams
34	An established pathway that provides opportunities for players to continue participation in the Soccer for Life stage (senior and masters)
35	Player Management Pathway describing processes and supports in place to support players in moving through the Club Pathway
	Submits a Technical Plan that includes the following:
36	Program Descriptions
37	Program alignment to Long Term Player Development stage-appropriate best principles as outlined by Canada Soccer
38	Alignment to Strategic and Operational Plans
39	Holistic approach that includes Physical, Mental, Technical/Tactical, and Social/Emotional development
40	Yearly Training Plan (YTP) that includes training and competition components for all stages, age groups, levels, and teams in which the organization provides programming

41	Playing Philosophy and Training Methodology and/or Curriculum aligned to Long Term Player Development model
42	Game Model aligned to playing philosophy
43	Coach Recruitment, Retention, Development, Assessment, Advancement and Recognition Strategy
44	Strategy targets women in coaching
45	Strategy focuses on transition of players to coaching roles
	Sport Science and Medicine Plan that:
46	Is aligned to Technical Plan
47	Supports physical, mental, and social/emotional development
48	Includes a Physical Training Plan and stage-appropriate physical testing protocol
49	Provides both general group and individual Sport Science training and support
50	Includes injury prevention, assessment, treatment, and return to play protocols
51	Includes Anti-Doping Policy and Education Program for Players and Team Personnel
	Technology Support Plan that:
52	Makes match video available to coaches and players
53	Has video analysis capabilities
54	Operates a licensed Canada Soccer Skill Centre
55	Participates in a U11/U12 Developmental League that aligns to Canada Soccer requirements for Skill Centres
56	Participates in Canada Soccer Player Development Program or other competitive environment recognized by Canada Soccer
57	Provides Futsal programming
58	Has an identified Technical Lead with clearly defined responsibilities
	Technical Lead holds the following current and valid certification at minimum:
59	Community Stream Workshops for all stages at which the organization provides programming
60	Making Ethical Decisions Workshop and/or Online Evaluation
61	Respect in Sport Activity Leader Program
62	B Licence Part 2 (or National B Licence) (2018)
63	Children's Licence (2021)
64	Youth Licence (2021)
65	Canada Soccer Executive Leadership Diploma (2022)
66	The Technical Lead is committed to ongoing development and education
67	Coach training and/or certification is aligned to programs operated and Canada Soccer and/or PTSO standards

68	Has a Goalkeeper Coach and provides Goalkeeper Training
69	Goalkeeper Coach has completed Canada Soccer Goalkeeping Workshop (2019)
70	Has access to an internal Learning Facilitator to deliver Canada Soccer Community Coaching Workshops for the stages at which it offers programming
71	Has access to an Integrated Support Team that includes properly certified experts in Nutrition, Mental Skills Training, Performance Analysis (Physiology and Biomechanics), as well as the Physical Training Provider and Medical Staff
72	Has access to a qualified Physical Training Provider who is responsible for development and oversight of Physical Training Plan in conjunction with Technical Lead and coaches (as applicable)
73	Has access to Medical Staff, which includes at minimum one doctor and one physiotherapist or athletic therapist that is properly certified and licensed
Administration & Financial:	
74	Registers all participants with its governing organization(s)
75	Does not interact with non-member organizations unless approved by governing organization(s)
76	Has a bank account
77	Has a minimum of two signing authorities and requires two signatures on all financial transactions
78	Prepares reviewed or audited financial statements
Meets the following financial standards:	
79	Net Assets = >0
80	Current Ratio = <1.5
81	Debt Ratio = <1
82	Operating Reserves = >20% or confirmation of financial support equivalent to 20% Operating Reserve
83	Average Earnings = >0
84	Staff Productivity Ratio = >2
85	Technical Cost Margin = >20%
86	Provides financial support for Administrative Lead, Technical Lead, Technical Staff (if applicable), and coaches to pursue ongoing development, training and certification
Submits an Operational Plan that includes the following:	
87	Marketing and Communications Plan
88	Financial Development Strategy
89	Facility Strategy
90	Community Engagement Strategy (RECOMMENDATION)

	Has administrative policies that include the following:
91	Compliance with Personal Information Protection and Electronic Documents Act (PIPEDA) or other Provincial legislation that has been deemed substantially similar (if applicable)
92	Refunds (when are refunds applicable or not?)
93	Collections (when should the club remove program access for unpaid program fees?)
94	Registrations (governing registration windows, early-bird or multi-sibling discounts, waitlists, program exchanges/credits)
95	Procurement (governing what procurement process must be employed for purchases of varying size (ranging from staff purchase to full structured RFP)
96	Investments (outlining broad direction (and risk tolerance) of the investment of the organization's capital reserves)
97	Submits an Organizational Chart
98	Has an identified Administrative Lead with clearly defined responsibilities
99	The Administrative Lead is committed to ongoing development and education
	Has a Human Resource Policy that includes the following:
100	Employee responsibilities & behavioural standards
101	Employment agreements
102	Performance management
103	All staff members have completed Respect in the Workplace training
104	Conducts an annual member/customer satisfaction survey and shares results with governing organization(s)
Infrastructure:	
105	Has a physical space or access to a consistent location as a headquarters for operations
106	Has a website
107	Has access to facilities that meet the minimum requirements of the programs that it operates
108	Has a Facility Strategy that is aligned to Strategic, Operational, and Technical Plans
Governance:	
109	Is a Member in Good Standing with its governing organization(s)
110	Is a legal entity
111	Is compliant with the by-laws, policies, and directives of its governing organization(s)
112	Works in harmony, aligning values and operations, with its governing organization(s)
113	Is compliant with all applicable requirements of governments (e.g., nonprofit statutes) and regulatory bodies (provincial sport regulators) within whose jurisdiction it operates
114	Holds an Annual General Meeting

115	Submits Letters of Incorporation and By-Laws
116	Submits a Vision, Mission, and Values Statement
	Has a board of directors that is responsible for the affairs of the organization and:
117	Is no larger than the optimal size (8-12 directors)
118	Is comprised of individuals who do not hold simultaneously a position of director, employee or contractor of another organization with which the organization has an ongoing relationship
119	All members have completed Respect in the Workplace training
	Has director recruitment policies and processes which ensure that the board has:
120	The requisite competencies and knowledge to carry out its governing functions (NOT FOR PROFIT ONLY)
121	A composition that reflects diversity (i.e., gender, ethnicity, visible minorities, age) (NOT FOR PROFIT ONLY)
122	Utilizes board committees including standing committees for audit/finance and nominations (NOT FOR PROFIT ONLY)
123	Has processes for the professional development of its directors (e.g. director orientation and ongoing education) (RECOMMENDED)
124	Organizes a biennial governance development workshop with a Canada Soccer designated expert (NOT FOR PROFIT ONLY) (RECOMMENDED)
125	Has clear lines of accountability for the board and management, in which the board (together with its standing committees) is responsible solely for the governing of the organization and management is responsible for administering programs, program structures, services, human resources, and day-to-day operations including finances
126	Is a 'policy board' that defines the relationships between the board of directors, the administrative lead, the judicial bodies, and the stakeholders by Governance Policies that are approved by the board (i.e., policies related to board and administrative lead roles and responsibilities, evaluation of the administrative lead's performance, risk mitigation, conflict of interest, board self-evaluation, and succession planning)
127	Selects, compensates, and provides oversight of the Administrative Lead
128	Adopts and utilizes a strategic plan as the basis of its planning and decision-making
129	Approves an annual operating plan and budget, prepared by the Administrative Lead, based on the strategic plan
130	Submits a Strategic Plan
131	Has policies and processes for the administration of discipline (ALL) that are independent of the Board of Directors (NOT FOR PROFIT ONLY)
132	Has policies and processes for the administration of appeals and dispute resolution that are independent of the Board of Directors
133	Has policies and processes for the administration of ethical violations (ALL) that are independent of the Board of Directors (NOT FOR PROFIT ONLY)