

CANADA SOCCER CLUB LICENSING SUPPORT MANUAL

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NATIONAL YOUTH CLUB LICENCE

The Canada Soccer Club Licensing Support Manual has been created to guide organizations in the fulfillment of the Canada

Soccer Club Licensing Regulations for a National Youth Club Licence for 2018–2020.

I. GENERAL TIMETABLE AND DEADLINES FOR THE CLUB LICENSING PROGRAM

Canada Soccer has established a timetable and deadlines for implementing the Club Licensing Program in 2018 and 2019. The list below contains an overview of the actions that will

be taken by Canada Soccer, its PTSO members, and Member Organizations, as well as the associated deadlines, for the National Youth Club Licence process.

2018		
Deadline	Organization	Action
By 31.07.2018	Canada Soccer	Confirm and post National Youth Club Licence Criteria
By 07.08.2018	Canada Soccer	Invite letters of intent from select member organizations currently participating in recognized standards-based leagues and any additional organizations as deemed appropriate by Canada Soccer
By 31.08.2018	Identified Member Organizations	Submit a written and signed letter of intent to apply for a National Youth Club Licence
By 01.09.2018	Canada Soccer	Provide National Youth Club Licence Application Package to Member Organizations submitting a letter of intent.
By 01.09.2018	Canada Soccer	Provide a list of potential applicants for the National Youth Club Licence from within its jurisdiction to each PTSO
By 31.10.2018	Member Organizations	Submit National Youth Club Licence Application Package and all supporting documentation to Canada Soccer Club Licensing Manager
By 15.01.2019	Canada Soccer	Review and decision by Canada Soccer Club Licensing Committee regarding all National Youth Club Licence applications
By 22.01.2019	Canada Soccer	Notification and communication of Canada Soccer Club Licensing Committee decisions to all National Youth Club Licence applicants in writing
Earlier of 05.02.2019 or ten (10) business days following the receipt of decision	Member Organizations	Written appeals submitted by applicants to Canada Soccer based on decision of Canada Soccer Club Licensing Committee
15 days from receipt of application for leave to appeal	Canada Soccer	Decision of whether appeal will be granted by Canada Soccer Chair of Appeals Committee and/or Appeals Committee
60 days from receipt of application for leave to appeal	Canada Soccer	Final decision and notification by the Canada Soccer Appeals Committee regarding the license applications of member organizations submitting appeals
By 31.01.2019 or 7 days after the final appeal decision	Canada Soccer	Submission of all licensing decisions by Canada Soccer to governing PTSO, MLS, and CONCACAF

2019

Deadline	Organization	Action
By 31.07.2019	Canada Soccer	Confirm and post National Youth Club Licence Criteria and invite letters of intent from member organizations
By 31.08.2019	Member Organizations	Submit a written and signed letter of intent to apply for a National Youth Club Licence
By 01.09.2019	Canada Soccer	Provide National Youth Club Licence Application Package to Member Organizations submitting a letter of intent.
By 01.09.2019	Canada Soccer	Provide a list of potential applicants for the National Youth Club Licence from within its jurisdiction to each PTSO
By 31.10.2019	Member Organizations	Submit National Youth Club Licence Application Package and all supporting documentation to Canada Soccer Club Licensing Manager
By 15.12.2019	Canada Soccer	Visit each organization applying for the National Youth Club Licence to conduct a Review Meeting
By 15.01.2020	Canada Soccer	Review and decision by Canada Soccer Club Licensing Committee regarding all National Youth Club Licence applications
By 22.01.2020	Canada Soccer	Notification and communication of Canada Soccer Club Licensing Committee decisions to all National Youth Club Licence applicants in writing
Earlier of 05.02.2020 or ten (10) business days following the receipt of decision	Member Organizations	Written appeals submitted by applicants to Canada Soccer based on decision of Canada Soccer Club Licensing Committee
15 days from receipt of application for leave to appeal	Canada Soccer	Decision of whether appeal will be granted by Canada Soccer Chair of Appeals Committee and/or Appeals Committee
60 days from receipt of application for leave to appeal	Canada Soccer	Final decision and notification by the Canada Soccer Appeals Committee regarding the license applications of member organizations submitting appeals
By 31.01.2020 or 7 days after the final appeal decision	Canada Soccer	Submission of all licensing decisions by Canada Soccer to governing PTSO, MLS, and CONCACAF

II. RESPONSIBILITIES OF CANADA SOCCER

In addition to establishing the Club Licensing System, Canada Soccer has opted to accept additional responsibilities with regards to the National Youth Club Licence.

The actions and associated deadlines for these responsibilities are outlined below.

Deadline	Action
By 31.07.2018	Confirm and post National Youth Club Licence Criteria
By 07.08.2018	Invite letters of intent from select member organizations currently participating in recognized standards-based leagues and any additional organizations as deemed appropriate by Canada Soccer
By 01.09.2018	Provide National Youth Club Licence Application Package to Member Organizations submitting a letter of intent.
By 01.09.2018	Provide a list of potential applicants from within its jurisdiction to each PTSO
By 15.01.2019	Review and decision by Canada Soccer Club Licensing Committee regarding all National Youth Club Licence applications
By 22.01.2019	Notification and communication of Canada Soccer Club Licensing Committee decisions to all National Youth Club Licence applicants in writing
15 days from receipt of application for leave to appeal	Decision of whether appeal will be granted by Canada Soccer Chair of Appeals Committee and/or Appeals Committee
60 days from receipt of application for leave to appeal	Final decision and notification by the Canada Soccer Appeals Committee regarding the license applications of member organizations submitting appeals
By 31.01.2019 or 7 days after the final appeal decision	Submission of all licensing decisions by Canada Soccer to governing PTSO, MLS, and CONCACAF
By 31.07.2019	Confirm and post National Youth Club Licence Criteria and invite letters of intent from member organizations
By 01.09.2019	Provide National Youth Club Licence Application Package to Member Organizations submitting a letter of intent.
By 01.09.2019	Provide a list of potential applicants from within its jurisdiction to each PTSO
By 15.12.2019	Visit each organization applying for the National Youth Club Licence to conduct a Review Meeting
By 15.01.2020	Review and decision by Canada Soccer Club Licensing Committee regarding all National Youth Club Licence applications
By 22.01.2020	Notification and communication of Canada Soccer Club Licensing Committee decisions to all National Youth Club Licence applicants in writing
15 days from receipt of application for leave to appeal	Decision of whether appeal will be granted by Canada Soccer Chair of Appeals Committee and/or Appeals Committee
60 days from receipt of application for leave to appeal	Final decision and notification by the Canada Soccer Appeals Committee regarding the license applications of member organizations submitting appeals
By 31.01.2020 or 7 days after the final appeal decision	Submission of all licensing decisions by Canada Soccer to governing PTSO, MLS, and CONCACAF
By 31.07 yearly	Review, revise, and post National Youth Club Licence criteria

III. RESPONSIBILITIES OF THE PTSO

The actions and associated deadlines of the PTSO with regards to the National Youth Club Licence are outlined below.

Deadline	Action
By 31.10.2018	Confirm membership and standing, and endorse applicants for National Youth Club Licence from within jurisdiction
By 31.10.2019	Confirm membership and standing, and endorse applicants for National Youth Club Licence from within jurisdiction

IV. RESPONSIBILITIES OF THE MEMBER ORGANIZATION

To obtain a Canada Soccer National Youth Club Licence and subsequently become eligible to participate in the Canada Soccer Player Development Program in 2019 and beyond, the member organization must meet all criteria for the Canada Soccer National Youth Club Licence or have an Action Plan in place that has been developed in consultation with and approved by Canada Soccer.

These criteria include the completion of the following forms, which must be accurately completed by all member organizations as part of their National Youth Club Licence application:

- ▶ Information Form
- ▶ Technical Form
- ▶ Coach and Team Personnel Form
- ▶ Safety Form
- ▶ Accessibility and Inclusion Form
- ▶ Infrastructure Form
- ▶ Administration and Finance Form
- ▶ Governance Form

In addition, these criteria also include the following organizational and leadership commitments as well as endorsement of the application by the PTSO:

- ▶ President's Commitment
- ▶ Administrative Lead's Commitment
- ▶ Technical Lead's Commitment
- ▶ Commitment to Safety
- ▶ Commitment to Accessibility and Inclusion

The following tables indicate all criteria which must be met by the organization to be granted a National Youth Club Licence for the 2019 and 2020 seasons. The Supporting Documentation indicated must be submitted to the Canada Soccer Club Licensing Manager as a part of the National Youth Club Licence application by the specified deadline.

If the member organization fails to meet ANY of the criteria listed in the tables below and/or develop and adhere to an acceptable Action Plan, the organization may not be granted a National Youth Club Licence for 2019 and 2020.

General			
	Criteria	Supporting Documentation	Deadline
	Written and signed letter of intent to apply for a National Youth Club Licence submitted	Letter of Intent	31.08.2018
1-11	Information Form accurately completed and submitted	Information Form	31.08.2018

Technical and Sporting			
	Criteria	Supporting Documentation	Deadline
13	Provides a safe soccer experience	Commitment to Safety	31.10.2018
14	Adheres to Canada Soccer Code of Conduct and Ethics	Commitment to Safety	31.10.2018

Technical and Sporting			
	Criteria	Supporting Documentation	Deadline
15	Has a Code of Conduct to Protect Children	Code of Conduct to Protect Children	31.10.2018
16	Has Guidelines for Appropriate/Inappropriate Conduct between Adults/Adolescents and Children	Guidelines for Appropriate/ Inappropriate Conduct between Adults/ Adolescents and Children	31.10.2018
17	Has a Policy requiring that any suspicion of child abuse is reported to law enforcement	Policy requiring that any suspicion of child abuse is reported to law enforcement	31.10.2018
18	Has a Policy outlining what to do if you witness inappropriate conduct that is provided to parents, coaches, and team personnel	Policy outlining what to do if you witness inappropriate conduct provided to parents, coaches, and team personnel	31.10.2018
19	Provides an environment that supports participant's physical and emotional safety (free of bully, discrimination, etc.)	Commitment to Safety	31.10.2018
20	Supports the Coaches Association of Canada Responsible Coaching Movement	Signs the CAC Responsible Coaching Movement Pledge	31.10.2018
21	Has a Rule of Two Policy on which it educates players, parents, coaches, and team personnel	Rule of Two Policy	31.10.2018
22	All coaches and team personnel have completed Respect in Sport Activity Leader training	Coach and Team Personnel Form	01.04.2020
23	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	Coach and Team Personnel Form	31.10.2018
24	At least one parent or guardian from each participating family has completed Respect in the Sport Parent Program training	Commitment to Safety	Recommendation
25	Facilities and equipment are safe, well-maintained, and in good condition	Infrastructure Form Commitment to Safety	31.10.2018
26	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	Safety Form	30.04.2019
27	Demonstrates active implementation of the Canada Soccer Guide to Safety	Commitment to Safety Safety Form	31.10.2019
28	Provides an accessible, inclusive, and welcoming soccer environment	Commitment to Accessibility and Inclusion	31.10.2018
29	Provides programming that targets underrepresented groups as outlined in the Canada Soccer Guide to Accessibility and Inclusion	Accessibility and Inclusion Form	31.10.2019

Technical and Sporting			
	Criteria	Supporting Documentation	Deadline
30	Has programs, partnerships, and/or other mechanisms to reduce barriers to participation	Accessibility and Inclusion Form	31.10.2018
31	Promotional materials and program images use inclusive language and images	Accessibility and Inclusion Form	30.04.2019
32	Facilities are accessible to participants of all abilities	Infrastructure Form	31.10.2018
33	Demonstrates active implementation of the Canada Soccer Guide to Accessibility and Inclusion	Commitment to Accessibility and Inclusion Accessibility and Inclusion Form	31.10.2019
34-38	Submits a Club Pathway that demonstrates the following: <ul style="list-style-type: none"> ▶ Alignment to Provincial/Territorial Pathway ▶ Alignment to National Player Pathway ▶ An established pathway to provide players with access to opportunities for participation in Grassroots, Community, Competitive, and Development/Performance Streams ▶ An established pathway that provides opportunities for players to continue participation in the Soccer for Life stage (senior and masters) 	Club Pathway	31.10.2018
39	Player Management Pathway describing processes and supports in place to support players in moving through the Club Pathway	Player Management Pathway	31.10.2019
40-47	Submits a Technical Plan that Includes the following: <ul style="list-style-type: none"> ▶ Program Descriptions ▶ Program alignment to Long Term Player Development stage-appropriate best principles as outlined by Canada Soccer ▶ Alignment to Strategic and Operational Plans ▶ Holistic approach that includes Physical, Mental, Technical/Tactical, and Social/Emotional development ▶ Yearly Training Plan (YTP) that includes training and competition components for all stages, age groups, levels, and teams in which the organization provides programming ▶ Playing Philosophy and Training Methodology and/or Curriculum aligned to Long Term Player Development model ▶ Game Model aligned to playing philosophy 	Technical Plan	31.10.2018 31.10.2019
48-50	Coach Recruitment, Retention, Development, Assessment, Advancement and Recognition Strategy that includes the following: <ul style="list-style-type: none"> ▶ Targets women in coaching ▶ Focuses on transition of players to coaching roles 	Coach Recruitment, Retention, Development, Assessment, Advancement and Recognition Strategy	31.10.2018

Technical and Sporting			
Criteria	Supporting Documentation	Deadline	
51-57	Sport Science and Medicine Plan that: <ul style="list-style-type: none"> ▶ Is aligned to Technical Plan ▶ Supports physical, mental, and social/emotional development ▶ Includes a Physical Training Plan that includes a stage-appropriate testing protocol ▶ Provides both general group and individual Sport Science training and support ▶ Includes injury prevention, assessment, treatment, and return to play protocols ▶ Includes Anti-Doping Policy and Education Program for Players and Team Personnel 	Sport Science and Medicine Plan	31.10.2019
58-60	Technology Support Plan that: <ul style="list-style-type: none"> ▶ Makes match video available to coaches and players ▶ Has video analysis capabilities 	Technology Support Plan	30.04.2019
61	Operates a licensed Canada Soccer Skill Centre	Technical Form	31.10.2019
62	Participates in a U11/U12 Developmental League that aligns to Canada Soccer requirements for Skill Centres	Technical Form	31.10.2020
63	Participates in Canada Soccer Player Development Program or other competitive environment recognized by Canada Soccer	Technical Form	31.10.2019
64	Provides futsal programming	Technical Form	31.10.2019
65-72	Has an identified Technical Lead with clearly defined responsibilities and the following certification: <ul style="list-style-type: none"> ▶ Community Stream Workshops for all stages at which the organization provides programming ▶ Making Ethical Decisions Workshop and/or Online Evaluation ▶ Respect in Sport Activity Leader Program ▶ B Licence Part 2 (or National B Licence) (2018) ▶ Children's Licence (2021) ▶ Youth Licence (2021) ▶ Canada Soccer Executive Leadership Diploma (2022) 	Information Form	31.10.2018 31.10.2021 31.10.2021 31.10.2022
73	The Technical Lead is committed to ongoing development and education	Technical Lead Commitment	31.10.2018
74	Coach training and/or certification is aligned to programs operated and Canada Soccer and/or PTSO standards	Coach and Team Personnel Form	31.10.2018
75	Has a Goalkeeper Coach and provides Goalkeeper Training	Coach and Team Personnel Form Technical Plan	31.10.2018
76	Goalkeeper Coach has completed Canada Soccer Goalkeeping Workshop (2019)	Coach and Team Personnel Form	31.10.2019

Technical and Sporting			
	Criteria	Supporting Documentation	Deadline
77	Has access to an internal Learning Facilitator to deliver Canada Soccer Community Coaching Workshops for the stages at which it offers programming	Technical Form	30.04.2019
78	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	Technical Form Sport Medicine and Science Plan	31.10.2019
79	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)	Technical Form Sport Medicine and Science Plan	30.04.2019
80	Has access to Medical Staff, which includes at minimum one doctor and one physiotherapist or athletic therapist that is properly certified and licensed	Technical Form Sport Medicine and Science Plan	30.04.2019

Administration and Financial			
	Criteria	Supporting Documentation	Deadline
81	Registers all participants with its governing organization(s)	PTSO Endorsement	31.10.2018
82	Does not interact with non-member organizations unless approved by governing organization(s)	PTSO Endorsement	31.10.2018
83	Has a bank account	Administration and Finance Form	31.10.2018
84	Has a minimum of two signing authorities and requires two signatures on all financial transactions	Administration and Finance Form	31.10.2018
85	Prepares reviewed or audited financial statements	Reviewed or audited financial statements	31.10.2018
86-92	Meets the following financial standards: <ul style="list-style-type: none"> ▶ Net Assets = >0 ▶ Current Ratio = <1.5 ▶ Debt Ratio = <1 ▶ Operating Reserves = >20% or confirmation of financial support equivalent to 20% Operating Reserve ▶ Average Earnings = >0 ▶ Staff Productivity Ratio = >2 ▶ Technical Cost Margin = >20% 	Reviewed or audited financial statements	31.10.2018
93	Provides financial support for Administrative Lead, Technical Lead, Technical Staff (if applicable), and coaches to pursue ongoing development, training and certification.	Reviewed or audited financial statement Administration and Finance Form	31.10.2019

Administration and Financial			
	Criteria	Supporting Documentation	Deadline
94-98	Submits an Operational Plan that includes the following: <ul style="list-style-type: none"> ▶ Marketing and Communications Plan ▶ Financial Development Strategy ▶ Facility Strategy ▶ Community Engagement Strategy 	Operational Plan	31.10.2018 31.10.2019 31.10.2020 31.10.2020 Recommendation
99-105	Has administrative policies that include the following: <ul style="list-style-type: none"> ▶ Compliance with Personal Information Protection and Electronic Documents Act (PIPEDA) or other Provincial legislation that has been deemed substantially similar (if applicable) ▶ Refunds ▶ Collections ▶ Registrations ▶ Procurement ▶ Investments 	Administrative and Finance Form	31.10.2018
106	Submits an Organizational Chart	Organizational Chart	31.10.2018
107	Has an identified Administrative Lead with clearly defined responsibilities	Information Form	31.10.2018
108	The Administrative Lead is committed to ongoing development and education	Administrative Lead Commitment	31.10.2018
109-113	Has a Human Resource Policy that includes the following: <ul style="list-style-type: none"> ▶ Employee responsibilities & behavioural standards ▶ Employment agreements ▶ Performance management ▶ All staff members have completed Respect in the Workplace training 	Administrative and Finance Form	31.10.2018 30.04.2019
114	Conducts an annual member/customer satisfaction survey and shares results with governing organization(s)	Administration and Finance Form Survey Results	31.10.2019

Infrastructure			
	Criteria	Supporting Documentation	Deadline
12	Infrastructure Form accurately completed and submitted	Infrastructure Form	31.10.2018
115	Has a physical space or access to a consistent location as a headquarters for operations	Infrastructure Form	31.10.2018
116	Has a website	Infrastructure Form	31.10.2018
117	Has access to facilities that meet the minimum requirements of the programs that it operates	Infrastructure Form	31.10.2018
118	Has a Facility Strategy that is aligned to Strategic, Operational, and Technical Plans	Infrastructure Form Facility Strategy	31.10.2020

Governance			
	Criteria	Supporting Documentation	Deadline
119	Is a Member in Good Standing with its governing organization(s)	PTSO Endorsement	31.10.2018
120	Is a legal entity	Governance Form Legally valid declaration outlining the business status, ownership structure (if applicable), and control mechanism	31.10.2018
121	Is compliant with the by-laws, policies, and directives of its governing organization(s)	PTSO Endorsement	31.10.2018
122	Works in harmony, aligning values and operations, with its governing organization(s)	PTSO Endorsement	31.10.2018
123	Is compliant with all applicable requirements of governments (e.g., nonprofit statutes) and regulatory bodies (provincial sport regulators) within whose jurisdiction it operates		31.10.2018
124	Holds an Annual General Meeting	Governance Form AGM Minutes	31.10.2018
125	Submits Letters of Incorporation and By-Laws	Letters of Incorporation and By-Laws	31.10.2018
126	Submits a Vision, Mission, and Values Statement	Vision, Mission, and Values Statement	31.10.2018
127-130	Has a Board of Directors that is responsible for the affairs of the organization and: <ul style="list-style-type: none"> ▶ Is no larger than the optimal size (8–12 directors) ▶ 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 ▶ All members have completed Respect in the Workplace training 	Governance Form	31.10.2018 31.10.2020 31.10.2020 30.04.2019
131-133	Has director recruitment policies and processes which ensure that the board has: <ul style="list-style-type: none"> ▶ The requisite competencies and knowledge to carry out its governing functions (NFP) ▶ A composition that reflects diversity (i.e., gender, ethnicity, visible minorities, age) (NFP) 	Governance Form	31.10.2020
134	Utilizes board committees including standing committees for audit/finance and nominations (NFP)	Governance Form	31.10.2020
135	Has processes for the professional development of its directors (e.g. director orientation and ongoing education)	Governance Form	Recommendation
136	Organizes a biennial governance development workshop with a Canada Soccer designated expert	Governance Form	Recommendation

Governance			
	Criteria	Supporting Documentation	Deadline
137	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	President's Commitment Governance Form	31.10.2020
138	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)	President's Commitment Governance Form	31.10.2020
139	Selects, compensates, and provides oversight of the organization's Administrative Lead	Governance Form	31.10.2018
140	Adopts and utilizes a strategic plan as the basis of its planning and decision-making	President's Commitment Governance Form	31.10.2019
141	Approves an annual operating plan and budget, prepared by the Administrative Lead, based on the strategic plan	Governance Form	31.10.2018
142	Submits a Strategic Plan	Strategic Plan	31.10.2019
143	Has policies and processes for the administration of discipline (ALL) that are independent of the Board of Directors (NFP)	Discipline Policy and Processes	30.04.2019
144	Has policies and processes for the administration of appeals and dispute resolution that are independent of the Board of Directors	Appeals and Dispute Resolution Policy and Processes	30.04.2019
145	Has policies and processes for the administration of ethical violations (ALL) that are independent of the Board of Directors (NFP)	Ethical Violations Policy and Processes	30.04.2019

V. CLUB LICENCE REVIEW PROCESS

The review of applications for the Canada Soccer National Youth Club Licence will utilize the following process. To obtain a National Youth Club Licence, member organizations must participate in a review meeting.

Deadline	Responsibility	Action
By 31.10.2018	Canada Soccer	Canada Soccer appoints a Club Licensing Committee, which includes the Club Licensing Manager as well as at least one individual with expertise in the areas of finance, technical, governance, and administration
By 07.11.2018	Club Licensing Manager	Completed National Youth Club Licence Application Packages are shared with Club Licensing Committee Members
By 15.12.2018	Club Licensing Committee	Club Licensing Committee meets (either virtually or in person) to review all applications using the following process: 01. Financial Criteria 02. Technical Criteria (including infrastructure relating to technical programs) 03. Administrative Criteria (including infrastructure relating to administration) 04. Governance Criteria The review process may be concluded at any time if the application fails to meet the required criteria
By 31.10.2018	Canada Soccer	Canada Soccer appoints a Club Licensing Committee, which includes the Club Licensing Manager as well as at least one individual with expertise in the areas of finance, technical, governance, and administration
By 07.11.2018	Club Licensing Manager	Completed National Youth Club Licence Application Packages are shared with Club Licensing Committee Members
By 15.12.2018	Club Licensing Committee	Club Licensing Committee develops a preliminary report for each application based on the review
By 08.01.2019	Canada Soccer	Club Licensing Committee representative(s) meets (either virtually or in person) with the President (or designate), Administrative Lead, and Technical Lead of each applicant to review the preliminary report and develop an action plan to address areas of concern, if necessary Representatives of the PTSO in jurisdiction may be included in this meeting at the discretion of Canada Soccer
By 15.01.2019	Canada Soccer	Canada Soccer Club Licensing Committee meets (either virtually or in person) to review and approve the action plan (if necessary) and finalize the preliminary report and decision regarding all licence applications
By 22.01.2019	Canada Soccer	Notification and communication of Canada Soccer Club Licensing Committee decisions to all applicants in writing

VI. CATALOGUE OF SANCTIONS

As per the Canada Soccer Club Licensing Regulations, a Catalogue of Sanctions will be established. The table below contains a list of sanctions which correspond to specific Club Licensing criteria as well as a more general scale of sanctions

that may be applied at the discretion of the Canada Soccer Club Licensing Committee. If an organization is unable to meet one or more of the criteria, the applicable sanction(s) shall be enforced.

Criteria	Action	Sanction(s)
Deadline of 31.10.2018	Criteria must be met at the time of application in advance of 31.10.2018	If Criteria is not met, Licence will not be granted
Deadline after 31.10.2018	Review of application against Criteria: <ul style="list-style-type: none"> ▶ If Criteria is met to the satisfaction of the Club Licensing Committee, no further action is required ▶ If Criteria is met but additional development is required or the Criteria is not met, a mutually agreed upon Action Plan is developed to meet the criteria in advance of the deadline and signed by the President 	N/A
Action Plan Criteria	Member Organization must submit a progress report against the Action Plan to the Club Licensing Manager in advance of the deadline indicated in the Action Plan and at minimum twice per year in advance of April 30 and October 31. <ul style="list-style-type: none"> ▶ Failure to submit a progress report 	1 st Offense = Warning 2 nd Offense = Organization placed under review* 3 rd Offense = Removal of Licence
General Scale of Sanctions applicable to all Criteria	At the sole discretion of the Club Licensing Committee, the sanctions indicated may be applied to a Member Organization for any of the following or any additional circumstance as determined by the Club Licensing Committee. <ul style="list-style-type: none"> ▶ Failure to achieve the Criteria in advance of the deadline outlined in the Action Plan ▶ Failure to achieve the Criteria to the satisfaction of the Club Licensing Committee in advance of the deadline outlined in the Action Plan ▶ Failure to maintain Criteria during the licensing period ▶ Failure to meet the minimum Appraisal standard Repeated sanctionable offenses may result in increased sanctions.	01. Development or revision of Action Plan 02. Meeting with Club Licensing Committee Representative(s) 03. Written warning 04. Monetary Sanction (Fine) 05. Organization placed under review* 06. Removal of Licence

* Organizations placed under review may forfeit all or some licence benefits during the period under review at the sole discretion of the Club Licensing Committee. Organizations meeting the expectations outlined in the Action Plan developed to support the review process in the timelines indicated within the Action Plan will have the full licence benefits restored. Organizations placed under review multiple times may face additional sanctions at the sole discretion of the Club Licensing Committee, up to and including removal of the Licence.