

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 2020–2022.

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 2020 and 2021. The list below contains an overview of the actions that will be

taken by Canada Soccer, its Member Associations (MAs), and Member Organizations, as well as the associated deadlines, for the National Youth Club Licence process.

2020		
Deadline	Organization	Action
By 31.07.2020	Canada Soccer	Confirm and post National Youth Club Licence Criteria and invite letters of intent from member organizations
By 31.08.2020	Member Organizations	Submit a written and signed letter of intent to apply for a National Youth Club Licence
By 01.09.2020	Canada Soccer	Provide a list of potential applicants for the National Youth Club Licence from within its jurisdiction to each MA
By 07.09.2020	Canada Soccer	Provide National Youth Club Licence Application Package to Member Organizations submitting a letter of intent.
By 30.10.2020	Member Organizations	Submit National Youth Club Licence Application Package and all supporting documentation to Canada Soccer Club Licensing Manager
By 31.03.2021	Canada Soccer	Conduct an Application Review Meeting with each organization applying for the National Youth Club Licence
By 31.05.2021	Canada Soccer	Canada Soccer Club Licensing Committee completes reviews of all National Youth Club Licence applications
By 01.06.2020	Canada Soccer	Notification and communication of Canada Soccer Club Licensing Committee decisions to all National Youth Club Licence applicants in writing
Earlier of 15.06.2021 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 licence applications of member organizations submitting appeals
By 30.06.2021 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 31.07.2020	Confirm and post National Youth Club Licence Criteria and invite letters of intent from member organizations
By 01.09.2020	Provide a list of potential applicants from within its jurisdiction to each PTSO
By 07.09.2020	Provide National Youth Club Licence Application Package to Member Organizations submitting a letter of intent
By 31.03.2021	Conduct an Application Review Meeting with each organization applying for the National Youth Club Licence.
By 31.05.2021	Canada Soccer Club Licensing Committee completes reviews of all National Youth Club Licence applications
By 01.06.2021	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 licence applications of member organizations submitting appeals
By 30.06.2021 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 MA

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

Deadline	Action
By 07.09.2020	Confirm membership and standing of applicants for National Youth Club Licence from within jurisdiction
By 30.11.2021	Complete and submit Member Association Endorsement Form for each applicant for the National Youth Club Licence from within jurisdiction.

IV. RESPONSIBILITIES OF THE MEMBER ORGANIZATION

To obtain a Canada Soccer National Youth Club Licence, 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 and Infrastructure Form
- ▶ Technical Form
- ▶ Safety Form and Commitment to Safety
- ▶ Accessibility and Inclusion Form and Commitment to Accessibility and Inclusion
- ▶ 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 MA:

- ▶ President's Commitment
- ▶ Administrative Lead's Commitment
- ▶ Technical Lead's Commitment

The following tables indicate all criteria which must be met by the organization to be granted a National Youth Club Licence for the 2021 and 2022 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 2021 and 2022.

General			
	Criteria	Supporting Documentation	Deadline
	Written and signed letter of intent to apply for a National Youth Club Licence submitted	Letter of Intent	31.08.2020
1-11	Information Form accurately completed and submitted	Information Form	30.10.2020

Technical and Sporting			
	Criteria	Supporting Documentation	Deadline
	Provides a safe soccer experience	Commitment to Safety	30.10.2020
13	Adheres to Canada Soccer Code of Conduct and Ethics	Commitment to Safety	30.10.2020
14	Has a Code of Conduct to Protect Children	Code of Conduct to Protect Children	30.10.2020
15	Has Guidelines for Appropriate/Inappropriate Conduct between Adults/Adolescents and Children	Guidelines for Appropriate/Inappropriate Conduct between Adults/Adolescents and Children	30.10.2020
16	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 Commitment to Safety	30.10.2020
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	30.10.2020
18	Provides an environment that supports physical and emotional safety (free of bully, discrimination, etc.)	Commitment to Safety	30.10.2020

19	Supports the Coaches Association of Canada Responsible Coaching Movement	Signs the CAC Responsible Coaching Movement Pledge. Screenshot confirmation of completion of Responsible Coaching Movement Pledge	30.10.2020
20	Has Rule of Two Guidelines on which it educates players, parents, coaches, and team personnel	Rule of Two Guidelines Commitment to Safety	30.10.2020
21	All coaches and team personnel have completed Respect in Sport Activity Leader training	Coach and Team Personnel List or Implementation Plan	30.04.2021
22	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 List	30.10.2020
23	At least one parent or guardian from each participating family has completed Respect in the Sport Parent Program training	Commitment to Safety Safety Form	Recommendation
24	Facilities and equipment are safe, well-maintained, and in good condition	Infrastructure Form	30.10.2020
25	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 Commit to Kids Certificate	30.10.2020
26	Demonstrates active implementation of the Canada Soccer Guide to Safety	Commitment to Safety Safety Form	30.10.2020
27	Provides an accessible, inclusive, and welcoming soccer environment	Commitment to Accessibility and Inclusion	30.10.2020
28	Provides programming that targets underrepresented groups as outlined in the Canada Soccer Guide to Accessibility and Inclusion	Accessibility and Inclusion Form	31.10.2021
29	Has programs, partnerships, and/or other mechanisms to reduce barriers to participation	Accessibility and Inclusion Form	30.10.2020
30	Promotional materials and program images use inclusive language and images	Accessibility and Inclusion Form	30.10.2020
31	Facilities are accessible to participants of all abilities	Infrastructure Form AODA Policy or equivalent	30.10.2020
32	Demonstrates active implementation of the Canada Soccer Guide to Accessibility and Inclusion	Commitment to Accessibility and Inclusion Accessibility and Inclusion Form	31.10.2021

Technical and Sporting			
	Criteria	Supporting Documentation	Deadline
33-37	<p>Submits a Club Pathway that demonstrates the following:</p> <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	30.10.2020
38	Player Management Pathway describing processes and supports in place to support players in moving through the Club Pathway	Player Management Pathway	30.10.2020
39-46	<p>Submits a Technical Plan that Includes the following:</p> <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	30.10.2020
47-49	<p>Coach Recruitment, Retention, Development, Assessment, Advancement and Recognition Strategy that includes the following:</p> <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	30.10.2020
50-56	<p>Sport Science and Medicine Plan that:</p> <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	30.10.2020

Technical and Sporting			
Criteria	Supporting Documentation	Deadline	
57-59	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	30.10.2020
60	Operates a licensed Canada Soccer Skill Centre	Technical Form	Implementation Plan by 30.04.2021 Operational by 31.10.2021
61	Participates in a U11/U12 Developmental League that aligns to Canada Soccer requirements for Skill Centres	Technical Form	Implementation Plan by 31.10.2021 Operational by 30.04.2022
62	Participates in Canada Soccer Player Development Program or other competitive environment recognized by Canada Soccer	Technical Form	30.10.2020
63	Provides futsal programming	Technical Form	30.10.2020
64-71	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) (2020) ▶ Children's Licence (2022) ▶ Youth Licence (2022) ▶ Canada Soccer Executive Leadership Diploma (2023) 	Information Form	30.10.2020 31.10.2022 31.10.2022 31.10.2023
72	The Technical Lead is committed to ongoing development and education	Technical Lead Commitment	30.10.2020
73	Coach training and/or certification is aligned to programs operated and Canada Soccer and/or PTSO standards	Coach and Team Personnel List	30.10.2020
74	Has a Goalkeeper Coach and provides Goalkeeper Training	Technical Form Technical Plan	30.10.2020
75	Goalkeeper Coach has completed Canada Soccer Goalkeeping Workshop	Technical Form	30.04.2021
76	Has access to an internal Learning Facilitator to deliver Canada Soccer Community Coaching Workshops for the stages at which it offers programming	Technical Form	30.04.2021

Technical and Sporting			
	Criteria	Supporting Documentation	Deadline
77	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	30.10.2020
78	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	30.10.2020
79	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	30.10.2020

Administration and Financial			
	Criteria	Supporting Documentation	Deadline
80	Registers all participants with its governing organization(s)	PTSO Endorsement	30.10.2020
81	Does not interact with non-member organizations unless approved by governing organization(s)	PTSO Endorsement	30.10.2020
82	Has a bank account	Administration and Finance Form	30.10.2020
83	Has a minimum of two signing authorities and requires two signatures on all financial transactions	Administration and Finance Form	30.10.2020
84	Prepares reviewed or audited financial statements	Reviewed or audited financial statements	30.10.2020
85-91	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	30.10.2020
92	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 statements Budget Administration and Finance Form	30.10.2020
93-97	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	30.10.2020 30.10.2020 30.10.2020 Recommendation

Administration and Financial			
	Criteria	Supporting Documentation	Deadline
98-103	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 Administrative Policies	30.10.2020
104	Submits an Organizational Chart	Organizational Chart	30.10.2020
105	Has an identified Administrative Lead with clearly defined responsibilities	Information Form	30.10.2020
106	The Administrative Lead is committed to ongoing development and education	Administrative Lead Commitment	30.10.2020
107-110	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 Human Resource Policies Staff List	30.10.2020
111	Conducts an annual member/customer satisfaction survey and shares results with governing organization(s)	Administration and Finance Form Survey Results	30.10.2020

Infrastructure			
	Criteria	Supporting Documentation	Deadline
12	Infrastructure Form accurately completed and submitted	Infrastructure Form Facility List	30.10.2020
112	Has a physical space or access to a consistent location as a headquarters for operations	Infrastructure Form	30.10.2020
113	Has a website	Infrastructure Form	30.10.2020
114	Has access to facilities that meet the minimum requirements of the programs that it operates	Infrastructure Form	30.10.2020
115	Has a Facility Strategy that is aligned to Strategic, Operational, and Technical Plans	Infrastructure Form Facility Strategy	30.10.2020

Governance			
	Criteria	Supporting Documentation	Deadline
116	Is a Member in Good Standing with its governing organization(s)	PTSO Endorsement	30.10.2020
117	Is a legal entity	Governance Form Letters of incorporation or other proof of legal status Legally valid declaration outlining the business status, ownership structure (if applicable), and control mechanism	30.10.2020
118	Is compliant with the by-laws, policies, and directives of its governing organization(s)	PTSO Endorsement	30.10.2020
119	Works in harmony, aligning values and operations with its governing organization(s)	PTSO Endorsement	30.10.2020
120	Is compliant with all applicable requirements of governments (e.g., nonprofit statutes) and regulatory bodies (provincial sport regulators) within whose jurisdiction it operates	Governance Form	30.10.2020
121	Holds an Annual General Meeting	Governance Form AGM Minutes	30.10.2020
122	Submits Letters of Incorporation and By-Laws	Letters of Incorporation and By-Laws	30.10.2020
123	Submits a Vision, Mission, and Values Statement	Vision, Mission, and Values Statement	30.10.2020
124-127	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 Governance Policies Board of Directors List	30.10.2020 31.10.2021 31.10.2021 30.10.2020
128-130	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 Governance Policies	31.10.2021
131	Utilizes board committees including standing committees for audit/finance and nominations (NFP)	Governance Form Governance Policies	31.10.2021
132	Has processes for the professional development of its directors (e.g. director orientation and ongoing education)	Governance Form Governance Policies	Recommendation
133	Organizes a biennial governance development workshop with a Canada Soccer designated expert	Governance Form	Recommendation

134	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 Governance Policies	31.10.2021
135	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 Governance Policies	31.10.2021
136	Selects, compensates, and provides oversight of the organization's Administrative Lead	Governance Form Governance Policies	30.10.2020
137	Adopts and utilizes a strategic plan as the basis of its planning and decision-making	President's Commitment Governance Form Governance Policies	30.10.2020
138	Approves an annual operating plan and budget, prepared by the Administrative Lead, based on the strategic plan	Governance Form Strategic Plan Operational Plan Budget	30.10.2020
139	Submits a Strategic Plan	Strategic Plan	30.10.2020
140	Has policies and processes for the administration of discipline, misconduct, and inappropriate behaviour (ALL) that are independent of the Board of Directors (NFP)	Discipline, misconduct, and inappropriate behaviour Policy and Processes	Policy and Process 31.10.2020 Independent from BoD 31.10.2021
141	Has policies and processes for the administration of dispute resolution (ALL) that are independent of the Board of Directors (NFP)	Dispute Resolution Policy and Processes	Policy and Process 31.10.2020 Independent from BoD 31.10.2021
142	Has policies and processes for the administration of appeals that are independent of the Board of Directors	Appeals Policy and Processes	Policy and Process 31.10.2020 Independent from BoD 31.10.2021

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 30.10.2020	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 06.11.2020	Club Licensing Manager	Completed National Youth Club Licence Application Packages are shared with Club Licensing Committee Members
By 26.02.2021	Club Licensing Committee	Club Licensing Committee meets (either virtually or in person) to review all applications using the following process: <ul style="list-style-type: none"> 01. Technical Criteria (including infrastructure relating to technical programs) 02. Financial Criteria 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 15.03.2021	Club Licensing Committee	Club Licensing Committee develops a preliminary report for each application based on the review
By 31.03.2021	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 MA in jurisdiction may be included in this meeting at the discretion of Canada Soccer
By 31.05.2021	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 01.06.2021	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 30.10.2020	Criteria must be met at the time of application in advance of 31.10.2020	If Criteria is not met, Licence may not be granted
Deadline after 30.10.2020	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 communicated 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 Offence = Warning 2 nd Offence = Organization placed under review* 3 rd Offence = 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 offences 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.