



Hockey Manitoba Governance Transition

Member FAQ – How Your Voice Is Heard

As Hockey Manitoba transitions to a modern governance structure, members have asked one central question:

“How will Minor Hockey Association concerns actually be heard?”

This document outlines the formal process that will be in place once the governance transition and staff restructuring are complete. The Board of Directors governs Hockey Manitoba through strategy, policy, and oversight, while day-to-day operational decisions are managed through the structured process below.

1. How will Minor Hockey Associations raise concerns?

Minor Hockey Associations (MHAs) will communicate concerns through their **Area Representative**.

Area Representatives will:

- Collect and document regional concerns
- Identify common themes across associations
- Submit compiled reports to the **Director of Provincial Operations (DPO)**

This ensures concerns are formally tracked and not lost through informal channels.

2. What happens once a concern reaches Hockey Manitoba?

Once submitted to the DPO:

- The concern is categorized (operational, discipline, development, policy, etc.)
- The scope is assessed (isolated, regional, or provincial)
- Risk and urgency are evaluated
- If the issue is shared by multiple MHAs, it is flagged for structured review

If review is required, the concern is referred to the appropriate **Operational Committee**.

3. What is the “Three Pillars” framework?

All major reviews, proposals, and pilot projects must be evaluated using Hockey Manitoba’s Three Pillars model:

Pillar 1 – Membership Feedback & Engagement

Input from impacted Minor Hockey Associations and stakeholders.

Pillar 2 – Data-Supported / Concept-Proven Plan

Evidence-based analysis, financial review, and operational feasibility.

Pillar 3 – Alignment with the Strategic Plan

Consistency with Hockey Manitoba’s long-term direction and governance authority.

This framework ensures decisions are:

- Transparent
- Data-driven
- Strategically aligned
- Not reactionary

4. What is the role of Operational Committees?

Operational Committees:

- Review concerns referred by the DPO
- Conduct analysis using the Three Pillars
- Gather data and stakeholder input
- Develop structured recommendations
- Assess financial and risk implications

Once complete, their recommendation is forwarded to the Advisory Committee.



5. What does the Advisory Committee do?

The Advisory Committee:

- Reviews recommendations from Operational Committees
- Confirms alignment with the Three Pillars
- Advisory Committee reviews the submission and provides a formal recommendation to the CEO
- Provides an added layer of transparency and accountability

This structure ensures no single individual carries decision-making responsibility alone.

6. Who makes the final decision?

The CEO retains final decision-making authority for operational matters.

- Confirms governance alignment
- Reviews legal and financial implications
- Approves final implementation
- Directs staff for execution

The *Director of Provincial Operations (DPO)* manages operational execution, staff, regions, and committees, while the CEO maintains oversight.

Pilot Projects – How Innovation Works

Members have also asked how new programs (such as pilot projects) will be approved and evaluated.

7. How are pilot projects approved?

A Pilot Project may operate for one year when **two of the three pillars are satisfied**:

1. Data-Supported / Concept-Proven Plan
2. Alignment with the Strategic Plan

Once those two pillars are met:

- The Operational Committee may recommend pilot approval
- Advisory Committee reviews the submission and provides a formal recommendation to the CEO
- The CEO retains final decision-making authority for operational matters
- The DPO oversees implementation

The pilot then operates for one full season.



8. What happens after the pilot year?

Before a pilot becomes permanent, the third pillar must be satisfied:

Membership Feedback & Engagement

This requires:

- Structured feedback collection
- Survey data from impacted MHAs
- Evidence of success and viability
- Review of unintended consequences

Only if membership feedback supports continuation will the pilot:

- Become permanent; or
- Expand provincially

If membership feedback does not support continuation, the pilot will sunset unless otherwise directed under exceptional circumstances.

9. How does this improve transparency?

At the Semi-Annual meeting, members asked for:

- Clearer communication
- Less reactionary decisions
- Better member engagement
- Documented accountability

This governance structure ensures:

- Concerns are formally tracked
- Widespread issues trigger structured review
- Decisions are supported by data
- Membership input is required before permanent change
- Final authority is clearly defined
- Oversight remains at the executive level



10. What does this mean for Minor Hockey Associations?

Under this structure:

- Your concerns will follow a documented pathway.
- Common issues will trigger provincial review.
- Innovation will be tested before permanent adoption.
- Decisions will align with the Strategic Plan.
- Transparency and accountability will be embedded in the process.

Hockey Manitoba's goal is simple:

Deliver stable governance, strong operations, and a structure that listens to and supports its membership.

This process ensures member concerns are documented, reviewed consistently, and addressed through clear accountability rather than informal or inconsistent channels.

