

The Governance – Management Divide

Frank Leonard

UVic Small Business Management Instructor

THE TEACHING MAYOR

Look for Frank Leonard on most nights of the week and it would seem safe to assume the Saanich mayor might be at council meetings or any number of events that come with the job of leading the Capital Region's largest municipality.

But once a week during the winter session you'll find him at the front of a UVic classroom where, quietly, he has taken on the role of teacher, leading a small business management course offered through Continuing Studies.

Not many of his students seem to know about their instructor's double life, and he keeps it under his hat. "I'll tell them at the end of the course," says Leonard, who graduated from UVic in 1982 with an honours degree in history. The business smarts he shares with students come from years of helping to run the family tire business.

An advertisement for instructors prompted his jump into teaching two years ago. "I'd never taught before. I spent the entire summer choosing my text books and writing notes. In my first class I went through my notes and it only took 45 minutes. I thought 'That's great. Now what do I do for the next

two hours?'" Leonard rebounded in time for the next class and he's been going strong ever since.

Business, public service and school life are rewarding but Leonard—now in his second three-year term as mayor after 10 years as a Saanich councillor—hints he isn't quite done with new challenges. He's also working toward his master's in history. "I'll finish my graduate degree and then I'll figure out what I want to do when I grow up."



Eddie Aqwa



EDDIE'S TIRE SERVICE

Authorized Dealer for the complete line of **Dominion Royal Tires**. We feature the Dominion Royal "Air Ride," a new kind of tire that gives you a new kind of ride. We invite you to come in and get acquainted with our complete tire service — and our prompt, courteous attention to all your tire needs.

EDDIE'S TIRE SERVICE

340 E. 10th Ave.

Vancouver, B.C.

FA. 6328

Vern Leonard

Free Check For Wheel Alignment

Electronic Device in Goodyear's Store Helps Prevent Tire Wear

An electronic device to check wheel alignment is the most exciting equipment in the modern service shop established by Goodyear Tire and Rubber at 1691 East Hastings, northwest corner of Commercial.

"The 20-minute check by a certificated mechanic is free," says F. Vernon Leonard, manager of the store. After the check is made we prepare an itemized estimate of the cost of work if any is necessary. Then the car owner can make an appointment for when he wants the work done. If we do it, we re-check results with the electronic visualizer."

"The intricate device uses mirrors fastened on wheels to convey information to the electronic computer which projects its findings on a screen. The motorist reads the screen for result of the 20-minute test.

"Disastrous tire wear results from wheels being out of alignment," says Leonard. "Any one of a number of things from bumping a curb or driving on rough road wear in the ball joints steering wheels to go out of alignment. Even some new cars are out of alignment due to a curb bump or some such cause."

The service store, one of the first in Vancouver for Goodyear, has a set of manufacturer's booklets giving exact specifications for wheel alignment of all cars. Similar equipment is in its store at 2285 West Broadway, north east of Fir.

Other equipment includes a device which balances a wheel. This work is recommended whenever new tires are bought.

SOON PITTED



—Dan Scott Photos
Manager of Goodyear store is F. Vernon Leonard.



Frank the Manager



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■ THE LEONARDS: Tires, just tires for Frank, Vern

Ian McKinn photo

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Lessons from Dad

So my dad had to teach me to ask employees for outcomes – not to direct them on how to do their job

The other thing I learned the hard way is many employees are quite happy for you to step in and do their jobs – if you don't like the way they are doing it – don't do it yourself – coach them on how you want to job done – otherwise they are quite happy to be an audience

Business Experience

Victoria Tire Ltd 1969 – 1996

Frank Leonard and Associates 2014 – present

Westmar Advisors Inc. 2022 – present



Business Guy becomes Governance Guy?

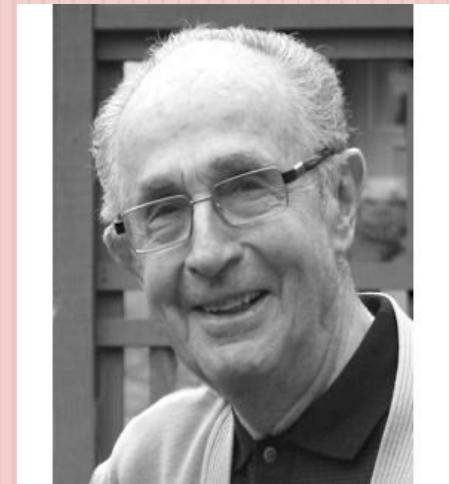
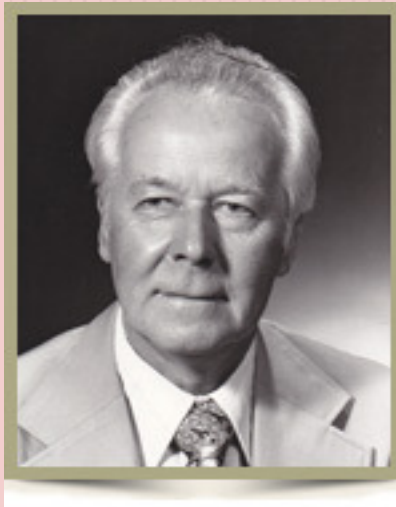
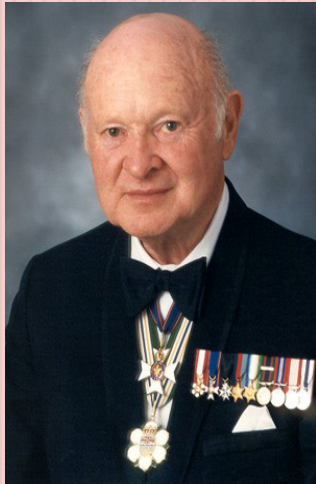
The Governance – Management Divide....

Embrace It; Don't Fight It!



My Three Wise Men

Lawrie Wallace; Gerry Bryson; Jim Bramley



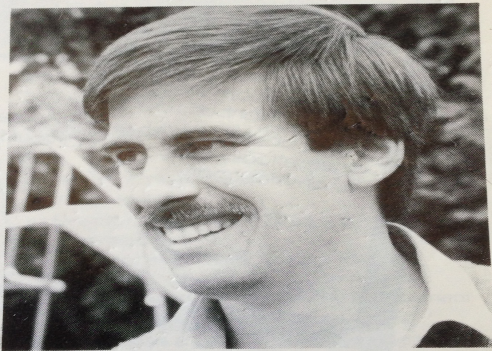
Lessons from my 'wise men'

So let me repeat what I learned from them

- **governance should focus on outcomes**
- **give managers clear direction**
- **ensure they have the resources**
- **limit interference**
- **demonstrate confidence**
- **be accountable and hold them accountable**

Alderman 1986; Regional Board Chair 1990

**PROVEN
TRACK
RECORD**



Elect

Frank Leonard
Alderman in Saanich



Sh*t Happens



An ongoing conversation

A key discussion between Governance and Management:

What do you need from me; here's what I need from you

What do you need from us; here's what we need from you

Frank the Mayor

...ndering the point
New Year's
... long, long ago



Saanich News



Municipal budget council's top priority in 1997

By Corinna Fillion
The Saanich News

The budget, the budget, and the budget. Those are the words that come to mind for Saanich councillors when asked what the key issues will be for them in 1997.

Seven Saanich councillors and Mayor Frank Leonard — Coun. Judy Burrowsoff was unavailable for comment at press time — say in the face of provincial government cutbacks to municipalities, combined with the figures that have added up from the recent snowfall, the budget issue will dominate for at least the first four months of 1997.

"The budget crisis will set the stage for everything we do," says Coun. David Cobbyler. "And the snow is going to add another wrinkle to the budget deliberations."

Saanich councillors are faced with a budget that falls about \$2-million short of what they usually have to work with. Slice off another portion to make up for the cost of snow removal and other services expanded during the recent blizzard, and council has a hard job ahead of them in trying to decide whether to cut services, raise taxes, or go with a combination of both.

"When you look at it's very limited," says Coun. Leif Wergetand. "I think this is one of the issues council will be looking at for the next few months."

Coun. Carol Pickup agrees. "The major issue that we'll be looking at is making do with less resources," she says. But there are other issues that Pickup and her co-council members would like to see brought into the forefront in the new year.

See BUDGET page 5



Coun. Carol Pickup



Coun. Ray Williams

For A Great Deal
For Real
The Real Estate Team



Ron's Great Deal of the Week...\$258,888

This beautifully decorated, modern family home has four bedrooms plus room for two more (extra accommodation roughed in down). Situated on a quiet no thru Saanich street and backing onto a forest and meadow, this home offers privacy and space for a growing family! This is great value, Call Ron now! MLS #105549

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Public Office

Saanich Mayor 1996 - 2014

Saanich Councillor 1986 - 1996

Capital Regional District Board 1997 - 2014

My Ah-ha moment

From these hours and hours of research, I came to realize that I needed to see my role in public life from a broader perspective – a greater purpose – community building

I needed to govern towards outcomes and ensure managers had the direction and resources to achieve those outcomes

Mount View Heights



Over 15 years.....

So I managed the agenda –

I managed the political agenda to get managers the mandate they needed, and then the resources they needed; then I checked in on their progress

Public Sector Leadership

Chair – BC Agricultural Commission

Chair – Saanich Police Board

Chair – Municipal Finance Authority

President – Union of BC Municipalities

Chair – Municipal Pension Plan

Legislative Divides



Corporate Boards

- * Chair – Parkbridge Lifestyle Communities
- * Director – Coast Capital Savings
- * Director – Victoria Airport Authority
- * Director – BC Investment Management Corporation

Governing in the Private or Public Sector

Governing in the private sector or public sector is about establishing clear outcomes – clear objectives – providing the mandate and resources managers needed – and checking in on progress to ensure success

I manage the agenda towards outcomes; I manage the tone at the top; I manage reputation; and I adapt MBWA into Governance with Visibility

For me Governance is choosing what to manage – to have that conversation with the CAO/CEO – I do this/you do that – I'll manage the politics, the council, the board; you manage government operations, the agency, the corporation

Frank Leonard:
Bringing Private and Public Sector
Experience to BC's Agricultural Land
Commission

Saanich Peninsula Chamber of Commerce

October 20, 2016

The
Butchart
Gardens

BOARD CHAIR

BECAUSE

BADASS

MIRACLE WORKER

IS NOT AN OFFICIAL

JOB TITLE

Happy Endings

