

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **London Hydro**

Contact Information

Name: **Tania Goodine**

Phone Number: Address:

City: **London** Province: **ON** Postal Code: **N6B 2T5**

E-mail Address (Confirmation e-mail of your application will be sent):

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters): **n/a**

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

Contributions

- **London is the place we call home – it is the centre for family, community commitment, career, and recreation**
 - **Passion for a progressive community that is socially, environmentally and economically thriving. Our collective use of resources, including electricity, needs to consider all of these issues comprehensively to be truly effective.**
 - **Professional experience over my 30+ year career with Libro Credit Union in marketing, human resources, strategy & innovation**
 - **Officer of Libro Credit Union since 2008 as a member of the executive leadership team – experience at Board table, supporting and working with robust governance structure, oversight, highly regulated environment, understanding of finance, budgeting, strategic and business planning, talent management, brand, corporate communications, crisis management**
- Lifelong learner**
- **Excited for the opportunity to commit to and embrace what I expect would be a steep learning curve for the technical knowledge required within London Hydro and public utilities**
 - **Learn more about the history, successes, priorities, opportunities, challenges, so I can offer the best possible generative input**

How will you support the work of a Board or Commission? (max. 3000 characters):

Supporting the work of the London Hydro board includes:

- My commitment to learning, being prepared for topics and issues, asking generative questions, offering insights to expand conversation and thought
- Understanding and fulfilling governance responsibilities to the organization, City of London, customers - including oversight and foresight
- Supporting management by offering perspective based on my unique knowledge and experience
- Being an ambassador in the community to listen, share, represent the interests of London Hydro and its stakeholders

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

SENIOR EXECUTIVE at Libro Credit Union, a highly regulated financial institution

-Officer of the Corporation

o Responsible for compliance with various legislation

o Regular reporting to and engagement with Board & HR Committee for oversight and foresight

-Strategy & Innovation

o Merger – led business case development, strategy and people & culture effort for business combination of multiple credit unions,

o Business model evaluation and innovation through industry disruption

o Human centred design approach to innovation to meet customer needs, grow business

-Human Resources

o Culture and talent management integration through extensive merger

o Led modernization and integration of human resources information system to improve effectiveness and efficiency of HR function

o Ensure strong oversight and compliance with HR legislation, talent & compensation philosophy

-Marketing

o Brand building

o Led digital evolution of marketing strategy and tactics

o Corporate communications & crisis management

TRAINING & EDUCATION

MBA, Marketing & Organizational Behaviour, York University (Schulich), 1990

BA, Honours Psychology, Western University, 1988

Professional Certificates & Courses

- Business Model Innovation, MIT, 2021

- Institute of Corporate Directors, HR Compensation & Committee Effectiveness, 2018

- Executive Certificate in Innovation, Wharton School of Business, 2011

- Professional Certificate in Leadership, Western University, 2003

- Executive Certificate in Marketing, Queen's School of Business, 2000

- Associate Designation, Credit Union Institute of Canada, 1997

- Executive Certificate in Sales Management, Schulich School of Business, 1994

Various conferences and internal courses

Marketing & Communications, Leadership & Supervision, Coaching, Negotiation, Sales Skills

COMMUNITY INVOLVEMENT

- Boys and Girls Club of London, Board of Directors 2012-current (finishing fall 2021)
- Community CarShare Board of Directors, 2014-2016
- London Chamber of Commerce, Marketing Committee, 2009-2014
- Western University, Student Success Centre Advisory Committee, 2011-2014
- Credit Union Industry – various regional and national committees on marketing, business banking, strategy

Attach resume or other document here, if needed: **Tania Goodine resume June 2021.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity:
(optional): **Word of mouth**

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: **7/7/2021 4:40:36 PM**

Tania Goodine, MBA

Executive Portfolio



Overview

Personal Style and Qualifications

- **Strategic:** As a strategic executive, I contribute to our Libro team by seeing and expressing connections across many different business issues, contributing to robust plans, processes and solutions that meet objectives.
- **Develops Others:** Our credit union brand is authentic – we want people to be better off for doing business with us, and I work to support a passionate group of people communicate and deliver what we promise. By engaging so many people and harnessing their collective will to help, we ensure relevance and sustainability in southwestern Ontario.
- **Problem Solver:** Highly focused, I most enjoy using my creativity to explore and build solutions for all kinds of problems and opportunities that will help our member-owners, staff and communities.

Education and Professional Development

- **MBA**, York University, 1990 – major in marketing and organizational behaviour
- **BA**, Western University, 1988 – major in honours psychology
- Commitment to continuous education and learning on topics such as leadership and coaching, innovation, marketing, sales management
- Leadership role with credit union committees at the provincial and national level
- Volunteer in the community with youth-oriented and business organizations

Experience

- Executive Vice President, Strategy & Innovation, Libro Credit Union, 2020-present
- Executive Vice President, Engagement, Libro Credit Union, 2014-2019
- Vice President, Brand, Libro Financial Group, 2008-2013
- Career team member, marketer and leader with Libro

Business Philosophy

“I believe the best way to create value is by harnessing the power of people’s creativity, energy, and desire to contribute. If I am able to help people see and understand a clear vision of success, remove barriers, offer support, and then provide freedom for others to develop creative solutions and their skills, I am being an effective leader who will help team members and Libro succeed.”

Areas of Expertise

Strategy

- Naturally intuitive, and a big-picture, conceptual thinker who is able to translate ideas into actionable tactics – project plans, programs, campaigns, communications plans.
- Have contributed to and led development of strategic planning at Libro for several years as we address fast-changing competitive and technological environment.
- In a team environment, have developed others and helped innovate, lead and refine strategies for different lines of business over time, including the contact centre, web development, mobile, social media, wealth management, and youth segment.
- Regularly contribute to ensuring strategic and brand alignment across lines of business, such as development of *I am Libro* service standards, measurement and reward program.

Brand Management

- Responsible for strategic project to change credit union's name in 2006 – including organization-wide stakeholder consultation, marketing strategy and implementation.
- Engaging team to evolve from promotional to content-based brand building, by finding engaged owners to share stories, and developing advice and community focused content to leverage word of mouth and support conversations.
- Provide leadership to develop a team of professionals to link conceptual strategy to specifics of execution and delivery for results. The Share the Future campaign is an example of linking the brand to tactics for new business growth. With this campaign, Libro has generated record-setting new owner growth during 2013.
- Established and continually evolved measurement and evaluation of brand metrics, including quantitative external market research, owner satisfaction and periodic mystery shopping.

Leadership

- Three decades of experience on Libro's leadership team, including at executive level since 2008.
- Lead teams of marketing & communications, human resources and wealth management staff.
- Have completed 360 degree feedback to understand strengths and areas for development – peers and staff recognize strategic leadership contributions.
- Have held a variety of leadership roles within the credit union system on marketing committees and within local community organizations.
- Have remained committed to continuing education and training to improve leadership skills and ability to lead, develop and support staff at various levels.
- My leadership style is empowering – I focus on gaining a shared understanding of what is required and why, so team members have the freedom to learn, test and develop their management and leadership skills.
- Confident and experienced speaking on behalf of credit union with media and in a variety of public forums.

Areas of Expertise, *continued*

Innovation

- Apply human-centred design concepts to solve problems and leverage opportunities to generate mutual success for customers and the business
- Evolve business model to ensure sustainability through technology-driven industry disruption
- Engage teams and outside partners to research and pilot innovative ideas to ensure desirability, feasibility, and viability. This involves both a higher degree of risk in exploring unproven ideas, balanced with mitigating risks by proceeding with a measured approach.

Marketing

- Experienced with all aspects of the marketing function, honed over three decades.
- Have supported team members to develop increasingly complex marketing, communications and brand plans that include tactics to achieve credit union growth goals, promotional campaigns, research, and corporate communications.
- Team's work has been recognized with multiple awards for corporate brand campaigns, web site design – including CASSIE, International Association of Business Communicators Award of Excellence, and Marketing Association of Credit Union Achievement in Marketing Excellence.
- Completed regular market research to assess brand health and business opportunities.
- Have developed and updated products and lines of business using a product development process that engages staff teams through a committee and change management approach.

Project Management

- Have led strategic projects that involved developing new lines of business or implementing key initiatives that required broad organizational input and support for success, including
 - contact centre development (1997)
 - web development (1997, 2011)
 - credit union name change (2006)
 - retail demand accounts (1996, 2012)
 - significant merger and business combination (2013-2014)
 - commitment to social purpose, vision and bold strategic plans (2014, 2020).

Role Chronology

Executive Vice President, Strategy & Innovation, Libro Credit Union 2020 – present

- Overall leadership for strategic planning and innovation for long range success through disruption – to grow prosperity in southwestern Ontario by transforming banking.
- Responsible for evolving the credit union business model in pursuit of our core purpose.
- Ensure we evolve and deliver a unique value proposition to our communities and Owners, by inspiring financial happiness.
- Support strong management relations with Libro Board of Directors.

Executive Vice President, Engagement, Libro Credit Union 2014 – 2019

- Overall leadership for stakeholder engagement – staff, Owners, communities – to grow prosperity in southwestern Ontario by transforming banking.
- Lead and develop teams responsible for marketing and communications, human resources and strategy and innovation.
- Responsible for evolving the credit union brand and culture in pursuit of our core purpose.
- Ensured attraction, development and retention of strong talent as an employer of choice.
- Ensured development and delivery of unique value proposition to communities and Owners.
- Supported strong management relations with Libro Board of Directors.

Vice President, Brand, Libro Financial Group 2008 – 2013

- Led teams responsible for marketing, communications, digital channels, and wealth management.
- Responsible for credit union brand strategy and marketing plans to support achievement of business objectives including growth and profitability.
- Represented Libro with media and at various community events.
- Oversaw \$3.4 million marketing budget.
- Oversaw strategy for growth and retention of \$350 million wealth management portfolio, up 55% from \$225 million in 2008.
- Contributed to credit union strategy and results as a member of the executive leadership team.
- Supported strong management relations with Libro Board of Directors.
- Ensured effective communication with various teams across Libro.

Sales & Marketing Manager, Libro Financial Group (St. Willibrord CU) 1990 – 2008

- Responsible for project to review and recommend credit union name change and brand refresh.
- Provided leadership to a growing marketing and communications team
- Developed annual marketing plan and budget.
- Responsible for market research, brand strategy, campaign development to meet business goals.
- Developed and led contact centre channel and team, managed digital channels.

Education & Professional Development

Master of Business Administration

Marketing & Organizational Behaviour, York University (Schulich) 1990

Bachelor of Arts

Honours Psychology, Western University 1988

Professional Certificates & Courses

Business Model Innovation, MIT 2021
 Institute of Corporate Directors, HR Compensation & Committee Effectiveness 2018
 Executive Certificate in Innovation, Wharton School of Business 2011
 Professional Certificate in Leadership, Western University 2003
 Executive Certificate in Marketing, Queen's School of Business 2000
 Associate Designation, Credit Union Institute of Canada 1997
 Executive Certificate in Sales Management, Schulich School of Business 1994

Various conferences and internal courses

Marketing & Communications, Leadership & Supervision, Coaching, Negotiation, Sales Skills

Community & Professional Affiliations

Boys & Girls Club of London

Board of Directors 2012-present

Community CarShare

Board of Directors 2014-2016

Western University

Student Success Centre Advisory Committee 2011-2014

London Chamber of Commerce

Marketing & Communications Committee (Chair, 2012-2014) 2009-2014

Children's Health Foundation

Financial Institutions Fundraising Committee 1991-2004

Central 1 Credit Union

Strategy Advisory Committee 2021-present

Research Advisory Committee 2010-2014

Canadian Credit Union Association

National Marketing Advisory Council 2013-2016

National ATM Accessibility Marketing Advisory Committee 2010-2014

Alliance of Large Ontario Credit Unions

Awareness Working Group 2012-2016

Credential Financial Services

Wealth Management Advisory Council 2008-2011