



BUFFALO & FORT ERIE PUBLIC BRIDGE AUTHORITY

CHIEF OPERATING OFFICER JOB DESCRIPTION

Department: Corporate - Executive

Employee Classification: Non-Union

Salary Grade: 8

Effective Date: January 1, 2018 (Updated 1/1/2025)

POSITION SUMMARY

As a key member of the Executive Management Team, the Chief Operating Officer (COO) reports to the Chief Executive Officer and maintains a strategic role in the overall management of the Authority. The COO serves as the top operating manager of the Authority and works closely with other Executive team members and Managers to execute operational objectives, capital and operational projects within budget constraints and execute operational policies and programs that support the Authority’s strategic plan. The COO will have primary day-to-day responsibility for the management of capital projects and the operational budget and projects including facility maintenance, toll operations, traffic management and the information technology division of the Authority. This includes direct responsibility for the overall budgeting, planning, operation and maintenance of the facilities.

The COO also supervises, trains, coaches and evaluates all operational staff. The Maintenance Supervisor(s), Facilities Engineer Skilled Trades Supervisor/Health & Safety Coordinator, IT Manager and the Operations/Capital Projects Coordinator directly report to the COO. The Operations Supervisors also directly report to the COO. The COO also supervises the Network Administrator and Systems Analyst as well as all employees covered under the Collective Bargaining Agreements.

This position is the top operating position and is responsible for executing and directing the operational goals, policies and objectives that align and support the Authority’s strategic vision as established by the Chief Executive Officer and the Board of Directors. Regular reporting to the Board of Directors, through the Chief Executive Officer and participation at Board meetings is also required.

The COO is responsible for the implementation and maintenance of multiyear capital plans aligned to the strategic plan; management and administration of the operational, human and physical resources of the capital/operational plans to deliver the organizational goals in accordance with legal requirements, Authority policies, procedures and applicable collective agreements.

REPORTING RELATIONSHIPS

Titles of Direct Supervisor	<ul style="list-style-type: none"> • Chief Executive Officer
Titles of Direct Reports	<ul style="list-style-type: none"> • US/Canadian Maintenance Supervisor(s) (currently 1) • Facilities Engineer-Skilled Trades Supervisor/ Health & Safety Coordinator

	<ul style="list-style-type: none"> • IT Manager • Operations/Capital Projects Coordinator • Operations Supervisors (currently 5) • Indirect reports- Network Administrator and Systems Analyst.
Total # of Reports	Nine (9) direct reports with 1+ indirect report(s) which includes all operational staff

QUALIFICATIONS

Education	Minimum Required:	Bachelor Degree in Engineering, Planning, Architecture, Business Administration, or a related field required.
	Preferred:	Master Degree in Engineering, Planning, Architecture, Business Administration or related field would be considered an asset.
Experience	Minimum Required:	<p>Minimum ten (10) years' experience as a Chief Operating Officer in an organization providing services to the public or similar role.</p> <p>Minimum ten (10) years of demonstrated, progressively responsible senior management experience in a facility operations function including: capital construction, personnel management, collective bargaining, budgetary development and oversight, and interagency coordination.</p> <p>Demonstrated competency in strategic planning and business development.</p>
	Preferred:	<ul style="list-style-type: none"> • Ten (10) + years' experience as a Chief Operating Officer in an organization providing services to the public or similar relevant role. • Eight (8)+ years' experience with U.S. and Canadian labour legislations and practices; interpretation, negotiation, mediation and arbitration of collective bargaining agreements. • Successfully demonstrated ability to oversee the total scope of an operations program including management and administrative functions. • Successfully demonstrated human relations experience in dealing with both organized labor and non-represented employees.
Additional Certifications or Designations	Minimum Required:	N/A
	Preferred:	<ul style="list-style-type: none"> • Relevant license, membership or designation at the Executive level i.e. Professional Engineer (P.Eng.), American or Canadian Institute of Architecture, American or Canadian Institute of Certified Planners or similar licensure in good standing.
Additional Job Requirements	Minimum Required:	<ul style="list-style-type: none"> • Proven leadership and organizational abilities. • Outstanding written and oral communication and presentation skills and the ability to work well with all internal teams and external relations. Strong interpersonal, communication, organization and time management skills.

		<ul style="list-style-type: none"> • Possesses strong business acumen skills for the preparation and justification of business cases and value propositions. Possesses the ability to justify business expenditures by identifying costs, benefits, Return on Investments, opportunities, and risks. • Ability to analyze complex issues, evaluate alternative solutions, develop sound conclusions and recommend a course of action. • Knowledge of cross-border matters, trends, directions, regulatory considerations and major issues and the ability to apply this knowledge appropriately to diverse situations. • Knowledge of laws, rules, regulations, contracts and leases pertinent to the facility operations. • Ability to interpret and apply bargaining unit contracts and administrative rules and regulations affecting departmental operations and personnel matters. • Supervisory skills including training, assigning, monitoring and evaluating work, counseling and disciplining staff and processing grievances. • Maintain a customer focus. Possess knowledge of the values and practices that align customer needs and satisfaction as one of the primary considerations in business decisions, and the ability to leverage that information in creating customized customer solutions. • Ability to establish and maintain effective working relationships with key stakeholders including Board of Directors, employees, Federal Inspection Services, public officials, private and community organizations and the general public.
	Preferred:	<ul style="list-style-type: none"> • Proficient knowledge of federal and provincial/ state legislation relates to the operations of a bi-national border crossing. • Thorough and proficient knowledge of bridge operations and applicable international border crossing practices and legislation.

ESSENTIAL FUNCTIONS

1	<p>Operations Management</p> <ul style="list-style-type: none"> • Align the day-to-day operation of the applicable departments with established processes and protocols within the Authority's strategic vision and objectives. • Leads and coordinates the planning, execution and oversight of strategic initiatives and operations including budgeting, risk management strategy, reporting and analytics. • Assess and effectively manage all of the risks associated with the Authority's objectives and activities to ensure alignment with the Authority's risk appetite and risk management. • Lead and motivate the applicable departments. Plan and direct the work of operations supervisory and technical staff including coaching, training, assignment of work, planning and reviewing work, evaluating work performance, establishing performance measures and completing performance evaluations. Coordinate activities, maintain standards, allocate personnel, select new employees, and administer discipline framework. 	45 / 100%
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	<ul style="list-style-type: none"> Respond to complaints or questions regarding the facility operations and takes appropriate action to resolve problems. Represent the Authority on various Boards and Committees as assigned; interface with federal inspection agencies and the general public. Prepare a variety of written reports, agenda items, and other materials; review and edit reports prepared by support staff. Assist in negotiating collective agreements, ensuring that work rules support Authority goals. Recommend and implement operational changes to enhance effectiveness and/or efficiency of resources. Plan, develop and implement customer service improvements based upon input received from customers, tenants, federal inspection agencies and other stakeholders. Monitor and review compliance with regulatory authorities related to facilities maintenance and inspection, etc. 	
2	Policy Development <ul style="list-style-type: none"> Develop policies and procedures in order to improve controls over key areas and enhance overall productivity. Develop and implement a plan to support information technology requirements throughout the organization. 	15 / 100%
3	Capital Projects <ul style="list-style-type: none"> Plan and direct the capital construction program including bridge maintenance and rehabilitation, building renovations, and plaza improvements. Develop, administer and monitor the departmental operating and long-term capital budgets. Initiate and lead public meetings related to capital projects in order to garner input from affected citizens and elected officials. 	20 / 100%
4	Management <ul style="list-style-type: none"> Hire, assign, coordinate, and manage engineering and other technical consultants and contractors. Develop scope of services and negotiate and administer associated contracts. Develop, lead and manage supervisors. Develop, implement and evaluate department plans, policies, and procedures to achieve annual work plan goals and objectives. Develop talent by creating engaged, inclusive and diverse teams. Demonstrate energy and the desire to succeed; follow through on commitments; pushes self and empowers others to deliver exceptional results. Demonstrate service excellence and cultivate professional relationships with all internal and external customers by meeting or exceeding their expectations. Represent the CEO as assigned in specific areas. 	20 / 100%

CORE COMPETENCIES

These competencies reflect the most critical skills and behaviors required to carry out the accountabilities of the job. This is not an exhaustive list of all behaviors or skills expected or required of the job.

Culture & Human Capital Development (Managing & Influencing Others)	<ul style="list-style-type: none"> Manages and oversees all operations employees' performance and departmental objectives. Manages, influences and mentors performance. Effectively presents ideas and proposals, information and materials to influence decisions or provide information in response to the Board, the media and other
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	<p>influential internal and external contacts. Prepares and responds to inquiries that require considerable thought and deliverance before execution.</p> <ul style="list-style-type: none"> • Mentors and fosters employees at all levels as an A+ Ambassador. • Identifies succession opportunities; mentors and develops future potential leaders of the Authority. • Fosters a respectful and inclusive work environment. • Aligns operations departmental goals with strategic direction of the Authority. • Fosters teamwork and optimizes cross training opportunities. • Manages and oversees employee goals, plans, deadlines that are reasonable and achievable to fulfill the Authority's mission. • Manages employee performance and behavior in strengths and weaknesses by rewarding good performance, utilizing tools for development and the performance management policy for corrective actions. • Encourages forward thinking ideas and process improvements. • Recognizes and rewards employees for their achievements. • Acknowledges and recognizes employees for their contribution/s. • Expresses pride in departmental accomplishments. • Creates ways to make work challenging and rewarding. • Influences positive change and decisions that support the mission of the Authority. • Identifies and resolves challenges that impact culture and morale.
<p>Negotiating & Reasoning Skills</p>	<ul style="list-style-type: none"> • Negotiates and/or reviews all financial/ project specific contracts as it relates to operations on behalf of the Authority. • Establishes and cultivates internal and external relationships that require reasoning, influencing and negotiating skills for contracts, operations and public relations that vary in complexity, length and cost. • Decisions are made fairly and transparently to achieve the objectives of the Authority. Decisions are not influenced for personal gain. • Communication skills and fact finding research abilities are required for the purpose of reasoning and influencing effective decision making.
<p>Integrity & Confidentiality (required to handle sensitive and proprietary information.)</p>	<ul style="list-style-type: none"> • Represents the Authority at the Executive level with the highest level of professional integrity and is cognizant of the direct impact of their leadership style and behavior on the organization. • Cultivates relations built on mutual respect and trust with a direct impact on the Authority's reputation, credibility and culture. • Exercises good judgement and acquired relevant knowledge to make fair, ethical and reasonable decisions. • Communicates clearly, consistently and effectively by using clear, respectful language and a level of detail appropriate to the audience to achieve a positive impact and engagement. • Utilizes expertise and enforces fairness practices of Authority policies, rules and regulations with an appropriate level of transparency to build credibility and establish accountability. • Uses body language and visual image to convey confidence and composure reflective of an Executive with the Authority. • Understands the Executive level fiduciary responsibilities by consistently applying best practices. • Applies knowledge and exercises discretion to safe guard the Authority's private and confidential information in accordance with U.S. and Canadian privacy and freedom of information legislation.
<p>Risk Factors (Health & Safety, Financial, Legal, Public Image positive)</p>	<ul style="list-style-type: none"> • Health & Safety Risk- The COO is legally responsible in compliance with safety legislation for ensuring a safe workplace as an Officer of the Authority. Influences a work safe culture and ensures compliance. Position is responsible for mitigating the health and safety risk to the Authority and the employees.

and negative to the Authority.)

- Financial Risk- financial and fiduciary responsibilities of managing the Authority's funds and an annual operating budget of approximately \$7,200,000 and a five-year capital budget of \$175,000,000 (variable).
- Legal Risk- decisions with legal ramifications requires institutional and acquired knowledge to comply with legal obligations within the position's scope of work. Failure to comply would have significant public, financial and legal impact to the Authority. Retains corporate counsel when required, fact finds and presents evidence for legal cases and makes final decisions for all major employment decisions such as termination. The COO may be a representative of the Authority before a court of law. The COO is required to maintain Authority records and a strict level of confidentiality bound by privacy legislation to protect the integrity of the Authority and Authority employees.
- Public Image (Authority Reputation) Risk- the COO must maintain and uphold a positive image of the Authority at all times while representing the Authority. Negative consequences as a result of misconduct at the Executive level would have a significant impact on the Authority's public image.

Awareness
(Awareness of effectively managing time and resources, work safe practices, consequences to actions, bringing best practices to the Authority.)

- Vision Development/Alignment- Keeps the Authority's mission, values and strategic direction at the forefront of decision making and actions; ensures alignment of the strategic plan and practices with the Authority's mission and values.
- Strategic- Understands how the Authority may be required to evolve in light of internal and external trends and influences; cognizant of the long term strategic vision; builds a shared long-range organizational vision with others. Committed to course of action to achieve long-range goals and influences others to translate vision into action.
- Diversity leveraging- Fosters diversity and inclusiveness, respects and relates well to people from varied backgrounds, understands diverse worldviews, and is sensitive to group differences; sees diversity as an opportunity, challenges bias and intolerance.
- Transparent- Evaluates, establishes and supports consistent policy and program applications in all facets, enforces equal employment opportunity best practices, policies and programs that impact each individual's human rights, provides an open door policy and process for employees to voice their opinions or concerns freely and confidentially without fear of reprisal.
- Conflict Resolution- Manages and resolves conflict by utilizing appropriate interpersonal communication styles and techniques to reduce tension and/or conflict in a constructive manner, encourages healthy difference in opinions and influences outcomes that are beneficial to the Authority.
- Proactive- Perceives the future impact and implications of business decisions and forecasted outcomes and responds accordingly.
- Organizational Development- Influences a learning and development culture, recognizes and plans for overall or division specific succession and development growth opportunities.
- Motivator- Influences and impacts Authority culture and team dynamics by driving and motivating positive work practices, providing challenging work opportunities, organizational, divisional and departmental development opportunities.
- Interpersonal Aptitude- maintains professional composure, listens to others opinions, presents initiatives and achieves buy in at all levels of business relations.
- Communications & Presentations- Highly effective communicator. Speaks, presents and writes clearly and positively, outlines clear objectives and expectations, responds to day to day and more complex questions in various oral and written communication styles and formats. Constructs informal, formal and complex documentation on behalf of the Authority.
- Financially Conscientious- Continuously measuring the cost benefit impact to the Authority.
- Safety Conscientious- Cultivates a safe work culture with a commitment to a safe workplace, ultimate responsibility for overall safety program, continuously improving

	<p>and mitigating safety risks, rewards safe work practices, responsible for responding to critical injuries and major emergencies.</p>
<p>Accountability (Reliability, deadlines, budget, short term and long term decision making.)</p>	<ul style="list-style-type: none"> • Accountable for overseeing the Operations division of the Authority. • Accountable for developing short and long term strategic vision, direction and work plans for the operations department. • Accountable for multiple changing priorities, adjusting workflow, resource allocation, financial and cultural changes in support of the strategic vision. • Applies leadership principles, methodologies and philosophies to the Authority. • Accountable for all major compliance, financial, legal, contractual decisions that significantly impact the Authority. • Accountable for self and holding others accountable for abiding by the rules and regulations set forth by Authority policies, providing and expecting quality, timely and cost effective results. • Work responsibilities are not covered when absent. May acquire additional responsibilities or reassign duties and deadlines when direct reports are absent.
<p>Action (Initiative to deliver results.)</p>	<ul style="list-style-type: none"> • External Awareness- Stays current on local and international political changes and social trending that may impact the Authority in the short and long term by acquiring knowledge through learning opportunities, media platforms and attending relevant functions. • Innovation- Develops new insights, establishes and implements innovative best practice programs and process initiatives, fosters collective creativity and ideas; • Results Driven- Consistently maintains high levels of productivity; sustains long working hours when necessary, works with vigor, effectiveness and determination over a sustained period. • Building Coalitions- with board members, customers, employees, government agencies, consultants, community organizations and other affiliate interests to meet mutual goals and objectives. • Leading Change- Adapts, initiates and directs changes in culture, work assignments and priorities; adapts and defines behavior and work methodology and expectations in response to new information, changing conditions, or unexpected obstacles; approaches change positively and adjusts behaviors and organizational goals and timelines accordingly. • Establishes and executes corporate and departmental engagement events and programs. Communicates and coaches with a vision and inspires motivation; engages with internal and external team members to align productivity, resolve challenges, removes barriers, utilizes effective management style to impact staff, team, project productivity and development; modifies leadership style to meet situational requirements; helps team stay focused on the overall objective while managing within a context of multiple directives. • Develops plans and delegates departmental goals utilizing each position’s unique skill and ability to achieve the objective. • Executes work plans and schedules, managing multiple projects simultaneously with continuously changing priorities, shifting projects; balances task requirements and individual abilities; sets challenging yet achievable goals for self and overall department. • Facilitates the implementation and acceptance of change within the workplace; encourages others to seek opportunities for different and innovative approaches to addressing challenges and opportunities. • Seeks opportunities and calculates risks to accomplish results. • Is committed to best practices, values leading practices and approaches.
<p>Attitude (Positive, professional attitude, excellence in</p>	<ul style="list-style-type: none"> • A+ Ambassador who upholds the highest degree of expected performance and behavioral traits that emulates an A+ role model.

customer service, enhancing the Peace Bridge brand, team oriented).

- Integrity- Executive level professional with a high degree of integrity, respectful, consistent demeanor and approach to internal and external relations, trustworthy of the Authority's greatest assets and transparent with every decision on behalf of the Authority.
- Influential- Promotes a positive workplace culture of inclusion, engagement and recognition.
- Adaptability- open to and supports change, initiates and embraces positive culture change initiatives, adapts to evolving demographics, education and technological advances.
- Discretion- utilizes discretion and integrity to protect confidential and privileged information.
- Customer service oriented- emulates, supports and encourages all staff to deliver customer service with excellence by providing a friendly, welcoming experience to every customer interaction. Resolves complex challenges at the highest level.
- Business acumen mindset- creates and manages human, financial and information resources strategically with a commitment to continuous improvement. Abides by and consistently applies the policies of the Authority that outline rules and regulations and expected behaviors. Commits to the overall organizational objectives by ensuring departmental goals are achieved. Attends external functions that promote and enhance the Authority financially, operationally or publicly.

INTERNAL & EXTERNAL RELATIONS

Internal	Employee – explain operational procedures/policies and ensure procedures/policies are consistently followed.
	Other departments – provide information regarding capital projects, facility management, the operational budget, and human resources.
	Board of Directors and Committees of the Board – assist in developing strategic direction, provide key information regarding projects and budgets, help with key decision making, prepare presentations and reports for key meetings.
	Operations Department – provide guidance and define department procedures/policies, provide training and disciplinary action where appropriate; direct department activities and objectives.
	Executive Management Team – provide advice to GM and CFO on operational and capital matters and financial implications with proposed changes; participate in strategic planning discussions; collective bargaining discussions with Union.
External	Regulatory Body – policies and procedures to ensure compliance with capital project management, operations, health and safety and environmental standards. Ensure compliance requirements are met.
	Consultants, Attorneys & Advisors – explain company policy to ensure compliance with required standards (i.e. construction consultants, health and safety consultants, governmental agencies, attorneys, etc.). Ensure engagements with consultants stay on deadline, budget and meet scope of work.
	Supplier – approve funding for large purchases based on budget, makes final decision on supplier award and contractual obligations.
	Contractor – define scope of work and coordinate to complete project. Negotiate contract and additional services to be performed.
	Federal Inspection Agencies – Represent the Authority and assist with necessary information gathering, ensure compliance with standards.

Labour Relations– negotiate collective agreements and associated contracts.

QUANTIFIED JOB CONTEXT


- Approves departmental invoices >\$1,000 or as determined by the Authority’s procurement policy.
- Can be designated by CEO (in their absence) to approve invoices >\$10,000 (excluding Pension invoices).
- Ensures compliance with annual operating expense and capital budgets (see limits noted above).

WORKING CONDITIONS

- The work environment is representative of the anticipated encounters, stressors and challenges while performing the essential functions at the Executive level. As the final decision maker for major financial and operational decisions and a partner in the strategic planning of the future of the Authority, full mental and cognitive functional abilities are imperative at the Executive level.
- The work performed is carried out primarily in an office environment which requires working at a desk work station working significant hours while viewing, analyzing and typing, working with multiple screens and software, managing and implementing multiple project initiatives, adapting to continuously shifting priorities, presenting and influencing decisions with effective communication, dealing with the stress of others, listening and communicating verbally and in writing, addresses and resolves sensitive issues, attends onsite and offsite meetings and working beyond forty (40) hours per week.
- Requirement to travel overnight is minimal. Ability to travel between the U.S. and Canada onsite is required.
- Reasonable accommodations may be made to individuals with disabilities to perform the essential functions.

APPROVAL

By approving this job description, those signing are agreeing that the above describes the appropriate qualifications and principal functions and responsibilities for the position.

Authorized Official	Title	Signature	Date
Ron Rienas	Chief Executive Officer		01/01/2025
Karen Costa	Chief Financial Officer/Human Resources Manager		01/01/2025

IMPORTANT NOTE

The Buffalo & Fort Erie Public Bridge Authority reserves the right to change, amend or disuse this job description at any time. This document is intended to provide an overview of the required responsibilities and qualifications.

The Buffalo and Fort Erie Public Bridge Authority is an Equal Opportunity Employer.

