

Minister of Transport
and Leader of the Government
in the House of Commons



Ministre des Transports
et leader du gouvernement
à la Chambre des communes

Ottawa, Canada K1A 0N5

June 15, 2026

Lorraine Cunningham
Chairperson of the Board
Pacific Pilotage Authority
1000-1130 West Pender Street
Vancouver BC V6E 4A4

Dear Lorraine:

As Minister of Transport, I am writing to set out my expectations of you in your capacity as Chairperson of the Board of Directors of the Pacific Pilotage Authority. I recognize the important role that the corporation plays in Canada's marine sector and its continued contribution to delivering results for Canadians.

While the Pacific Pilotage Authority is a Crown corporation that operates at arm's length from the Government of Canada, Canadians do not necessarily differentiate between Crown corporations and the Government itself. It is from this perspective that I ask the Pacific Pilotage Authority to consider the expectations outlined below.

The Prime Minister set out core priorities in his May 21, 2025, mandate letter to all ministers. Drawing from these, I have identified areas where the Pacific Pilotage Authority could help advance the Government's priorities and policy objectives.

Bringing Down Costs for Canadians

As the Government works towards spending less on its operations, Crown corporations are also expected to review costs with the objective of finding efficiencies and savings. It is important that individually and collectively we do our part to find improvements, wherever possible, to allow more investment to be made in the people and businesses in our communities and to strengthen the Canadian economy into the strongest in the G7. Crown corporations are also expected to continue to modernize their operations, service delivery, and workforce models, including through digital transformation and, where appropriate, the responsible use of artificial intelligence.

In that context, I am seeking your commitment that government relations firms are not engaged to provide advice on managing relationships within the Government of Canada, as such services are not considered warranted and could lead to unnecessary costs.

Cyber Security and Resilience

The transportation sector is a foundational element of Canada's national critical infrastructure and, as such, remains vulnerable to cyber threats. I encourage all Crown corporations to continue working with the Department and the Canadian Centre for Cyber Security to strengthen cyber security measures, including through the implementation of cyber security sensors, in order to safeguard services and support Canada's broader cyber defence posture.

One Canadian Economy and Procurement

As Canada continues to face a challenging trade reality, we need to redouble our collaborative efforts to strengthen our economic resilience and move toward One Canadian Economy. The Pacific Pilotage Authority and other Crown corporations in the Transport portfolio have been issued a directive by the Governor in Council under section 89 of the *Financial Administration Act* to align their policies, guidelines, and practices with the Buy Canadian Procurement Policy Framework and policy instruments thereunder (collectively, the Framework) in a manner consistent with their respective mandates and to report on the implementation of the directive in their next corporate plans. As such, the Pacific Pilotage Authority must conduct its procurements in accordance with the Framework, including prioritizing Canadian materials (e.g., steel, aluminum, wood products), suppliers, and content to the greatest extent possible as allowed thereunder.

As a key economic enabler, the Pacific Pilotage Authority is expected to conduct its day-to-day business in a manner that maximizes economic benefits for Canadians. In the current economic context, this includes ensuring that operational expenditures, technology investments, and infrastructure development support Canadian workers, businesses, and sustainable economic growth, where possible.

Good Governance

As Chairperson, your primary responsibility is to lead the Board and ensure that it functions effectively and in the long-term best interests of the corporation. You are also the corporation's principal point of contact with the Minister, and regular communication with the deputy head is expected. The Board is responsible for overseeing the corporation's business and affairs and, in carrying out this role, is expected to ensure that the corporation's strategic direction aligns with the Government's broad policy objectives and priorities, that key risks are identified and managed appropriately, that the corporation has the systems and management practices it needs to operate effectively, and that the Board stands behind the integrity of the corporation's information.

The Chief Executive Officer (CEO) is the key link between the Board and management and is accountable to the Board for the management and performance of the corporation. Just as the Board is accountable for the stewardship of the corporation, it is expected to hold the CEO accountable for results.

As always, your legal and ethical obligations as a public office holder remain paramount. All appointees must abide by the [Terms and conditions applying to Governor in Council appointees](#) and I encourage you to revisit the document regularly. All boards should also ensure ongoing compliance, both for their organization and for themselves, with the requirements of the *Conflict of Interest Act* and all other applicable policies, regulations and legislation.

Transparency and accountability remain critical priorities and pillars for earning Canadians' trust. As such, I expect fulfillment of the recent requests from my officials for the Crown corporations in the Transport portfolio to report on board remuneration in all future annual reports. Please also ensure that the Pacific Pilotage Authority is fully compliant with the expanded public reporting requirements in the *Access to Information Act*, which requires institutions to proactively publish specific information known to be of interest to the public on the <https://open.canada.ca/en> portal.

I also expect the Pacific Pilotage Authority to uphold an environment of proactive communication through effective engagement with my office and the Department. This includes ensuring that emerging issues, risks, or significant developments are communicated promptly and transparently.

The Pacific Pilotage Authority's next Corporate Plan should reflect how it intends to fulfill the above expectations.

I look forward to continued collaboration with you and your team and encourage the Pacific Pilotage Authority to sustain a strong working relationship with Transport Canada officials.

Please extend my appreciation to the Board of Directors, senior management, and staff for their ongoing service to Canadians.

Yours sincerely,



The Honourable Steven MacKinnon, P.C., M.P.
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