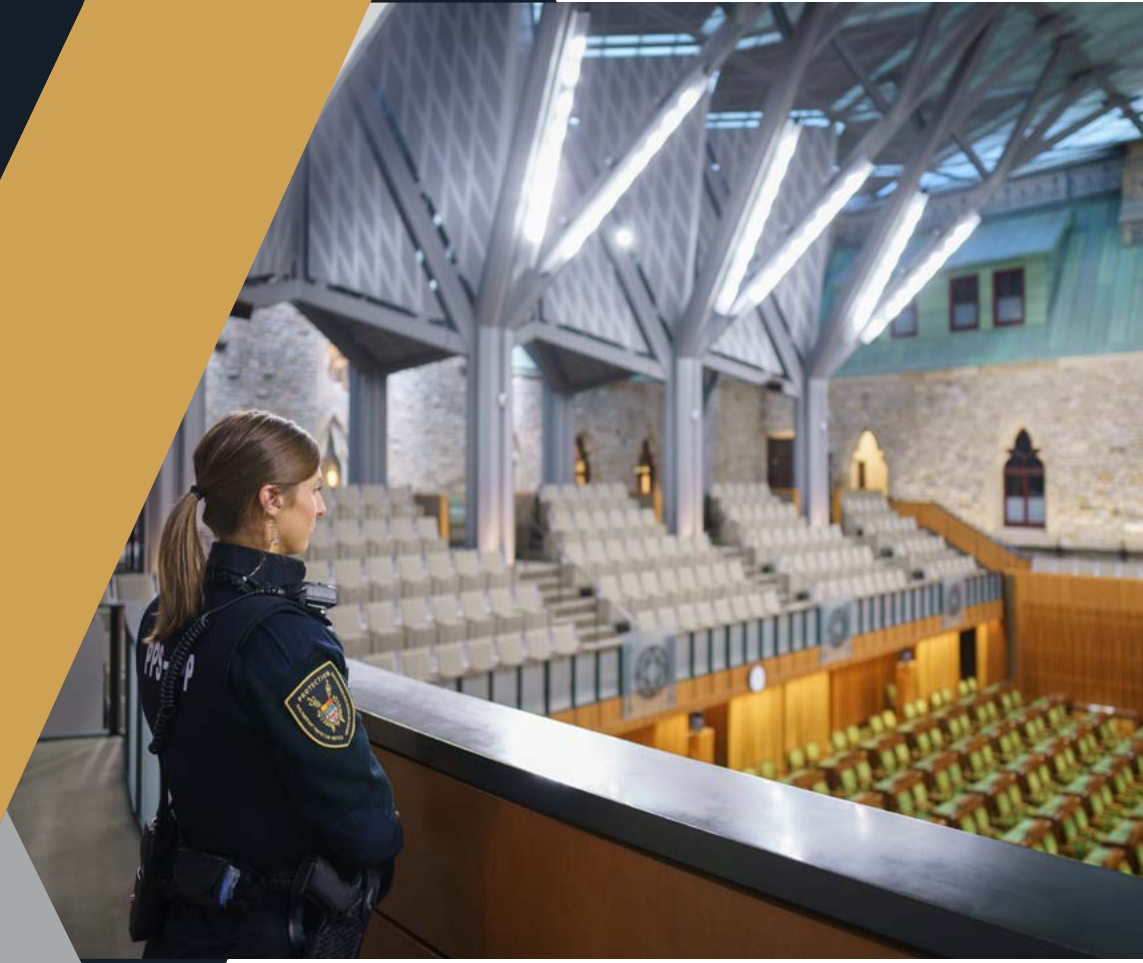




PARLIAMENTARY PROTECTIVE SERVICE  
SERVICE DE PROTECTION PARLEMENTAIRE  
CANADA



# STRATEGIC PLAN

2026-2029



Mitch  
**MONETTE**  
PPS Director

## Message from our **Director**

As Director of the Parliamentary Protective Service (PPS), I am proud to present our **2026–2029 Strategic Plan**. While our mission—to safeguard Canada’s Parliament—has remained constant since our creation in 2015, the context in which we operate continues to evolve.

From the shifting threat environment to the diverse communities we serve, to our growing understanding of how best to support our employees throughout their careers, PPS is at a defining moment in its evolution. This plan reflects not only where we are today, but where we must go next.

Since the amalgamation of the services that initially formed PPS, we addressed gaps and redundancies by integrating and streamlining operations across training, administration, posture, and technology. More recently, our focus has been on strengthening alignment across the organization—ensuring that policies, tools, and practices support a shared understanding that every role contributes to a single mission. We have now entered our most critical phase yet: **unification**.

As the seventh Director of PPS, I feel especially privileged to have guided this phase both internally and externally.

Internally, we continue to foster a culture of humble leadership, where learning, accountability, and shared responsibility

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“*Look sharp, be sharp*” serves  
as a daily reminder to keep our  
mission, image, behaviours, and  
commitments aligned.

## Message from our Director (Cont.)

are central to how we operate. Our frontline employees—who represent PPS every day through their professionalism, vigilance, and client engagement—remain central to how we understand and deliver our collective mission. We honour our traditions while intentionally creating new rituals that strengthen our shared identity. We are equally committed to cultivating a workplace that welcomes diversity and is firmly grounded in truth, reconciliation, and equity.

Externally, strong partnerships remain essential to our success. Our mission demands collaboration across parliamentary security, law enforcement partners, and client communities. Through dialogue, professionalism, and continuous improvement, we strive not only to meet professional standards, but to become a centre of excellence in interoperability, and multistakeholder collaboration. Our informal motto “**Look sharp, be sharp**” serves as a daily reminder to keep our mission, image, behaviours, and commitments aligned.

Today, PPS delivers layered, intelligence-led protection in one of Canada’s most symbolic and complex environments. We are well positioned to meet current and emerging challenges while balancing security, client service, and accessibility. Above all, we remain steadfast in our dedication to protecting those who serve and safeguard our democracy.



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## Our mission

PPS protects Canada’s Parliament to support its democratic functions in a safe, secure, and open environment.

## Our vision

PPS is a trusted expert and leader in protective services, driven by purpose, agility, and vigilance. With a united, engaged, and empowered workforce committed to the pursuit of excellence, our strength is in collaboration with partners through integrated and intelligence-led operations.



Message from the

# Speaker of the Senate

Over ten years ago, a new era of security took shape in the Parliament of Canada.

With the creation of the Parliamentary Protective Service (PPS) came a deeper understanding of our shared responsibility and commitment to safeguarding Canadian democracy. Today, your protective mission rests on an operational legacy passed down through generations of security services who have protected Parliament Hill over time.

On behalf of the Senate of Canada, I extend to all PPS employees our collective gratitude for the way you continue to fulfill your mission with a sense of duty, a pursuit of excellence, and an ongoing commitment to honouring parliamentary traditions. In the context of growing threats and global challenges, your ability to balance accessibility and security will remain key, and your commitment to service excellence, collaboration, and continuous learning are more important than ever.

PPS employees are often the first faces we meet and the last ones we see. In this sense, your presence embodies the resilience and stability we seek to uphold with our own work, as we collectively do our part to protect Canadian democracy.

The Honourable,  
**Raymonde  
GAGNÉ, C.M., O.M.**

Speaker of the Senate



SENATE | SÉNAT  
CANADA

*“ On behalf of the Senate of Canada,  
I extend to all PPS employees our  
collective gratitude for the way you  
continue to fulfill your mission.*

Message from the

# Speaker of the House

For more than ten years, the Parliamentary Protective Service (PPS) has been upholding its important mandate to protect the heart of Canada's democracy. Alongside the skills, readiness, and mindset of its employees, it is perhaps the PPS values that are most key to keeping the parliamentary community feeling both safe and welcome.

With your smiles and hellos, you help us start and end each day. With your vigilance and commitment to continuous improvement, you find opportunities to grow, pivot, and learn from all situations. This is critical to ensuring that PPS remains well positioned to face emerging challenges in the years ahead.

More than just a shared workplace for parliamentarians and employees, the Parliament of Canada is the seat of Canadian democracy and, as such, belongs to every Canadian. We thus continue to count on you to effectively balance accessibility and security with Canada's trademark civility and courtesy. I cannot overstate the importance of your mission: how you show up to work each day impacts our collective ability to keep Canada's democracy strong.



HOUSE OF COMMONS  
CHAMBRE DES COMMUNES  
CANADA



The Honourable,  
**Francis  
SCARPALEGGIA**

Speaker of the  
House of Commons

*“ I cannot overstate the importance of your mission: how you show up to work each day impacts our collective ability to keep Canada's democracy strong.”*

# Leadership Commitments

## ACCOUNTABLE LEADERSHIP

*"Own it. Model it. Deliver it."*

We actively contribute to a culture where everyone - at all levels - takes responsibility for their role and actions. We communicate transparently and in a timely manner, and we seek diverse perspectives to support informed decision-making.

## TEAMWORK

*"Stronger Together."*

We recognize that effective teamwork starts with self-awareness and positive engagement: the ability to actively support, contribute, and listen, so that we achieve goals together.

# Our Core Values



New Value!

## ◆ **RESPECT** *We value all people*

- We show the utmost appreciation for the dignity, diversity, and worth of all people, including our colleagues, partners, clients, visitors to Parliament Hill, and selves.
- We value the different backgrounds, experiences, world views, and expertise that each of us brings, recognizing that together, our differences drive better decisions, increase innovation, fuel our performance, and contribute to a culture where everyone can be their best selves.
- We take pride in having a workplace that is inclusive, equitable, and respectful.

## ◆ **PROFESSIONALISM** *We value professional conduct*

- As experts in our fields, no matter our role within the organization, we seek to excel by conducting our work with proficiency.
- We deliver on our mandate while applying the highest standards of behaviour.

## ◆ **INTEGRITY** *We do what is right*

- We perform our duties in an ethical, honest, transparent, non-partisan, and fair manner.
- We show uncompromising adherence to doing the right thing and to acting truthfully and honourably.
- We act with integrity even in the absence of scrutiny.

## ◆ **TEAMWORK** *We are stronger together*

- We show up for one another: at times stepping up to lead, at other times following and providing support.
- We share knowledge, skills, and experience to help everyone work better and achieve more together.
- We take collective responsibility for our actions and results, knowing our success depends on working as one unified team committed to protecting Parliament.

## ◆ **LEADERSHIP** *We have the courage to shape a better future*

- We empower others by shaping an environment that spurs us to achieve our objectives through our unique contributions.
- We inspire others by example, motivating each other to be the best we can be.
- We demonstrate resiliency and flexibility, quickly recovering from and adjusting to any challenges.
- We are real, vulnerable, transparent human beings who speak the truth, value each other's contributions, and invest in each other's growth.
- Leadership is the culmination and active practice of all our core values.

## ◆ **ACCOUNTABILITY** *We accept responsibility*

- We foster an environment that encourages every person to be accountable for their decisions and actions.
- We take ownership for the quality of our work as individuals and as team members, with a focus on achieving a successful outcome for all.
- When things do not work out as planned, we take the opportunity to learn and share.



# Priorities

The **2026–29 Strategic Plan** builds on the investments we made in our previous strategic plan in threat analysis, protective intelligence, and developing our people and culture. **Together**, these objectives form a strategic ecosystem, and all converge to achieve our protection mandate and advance our vision.

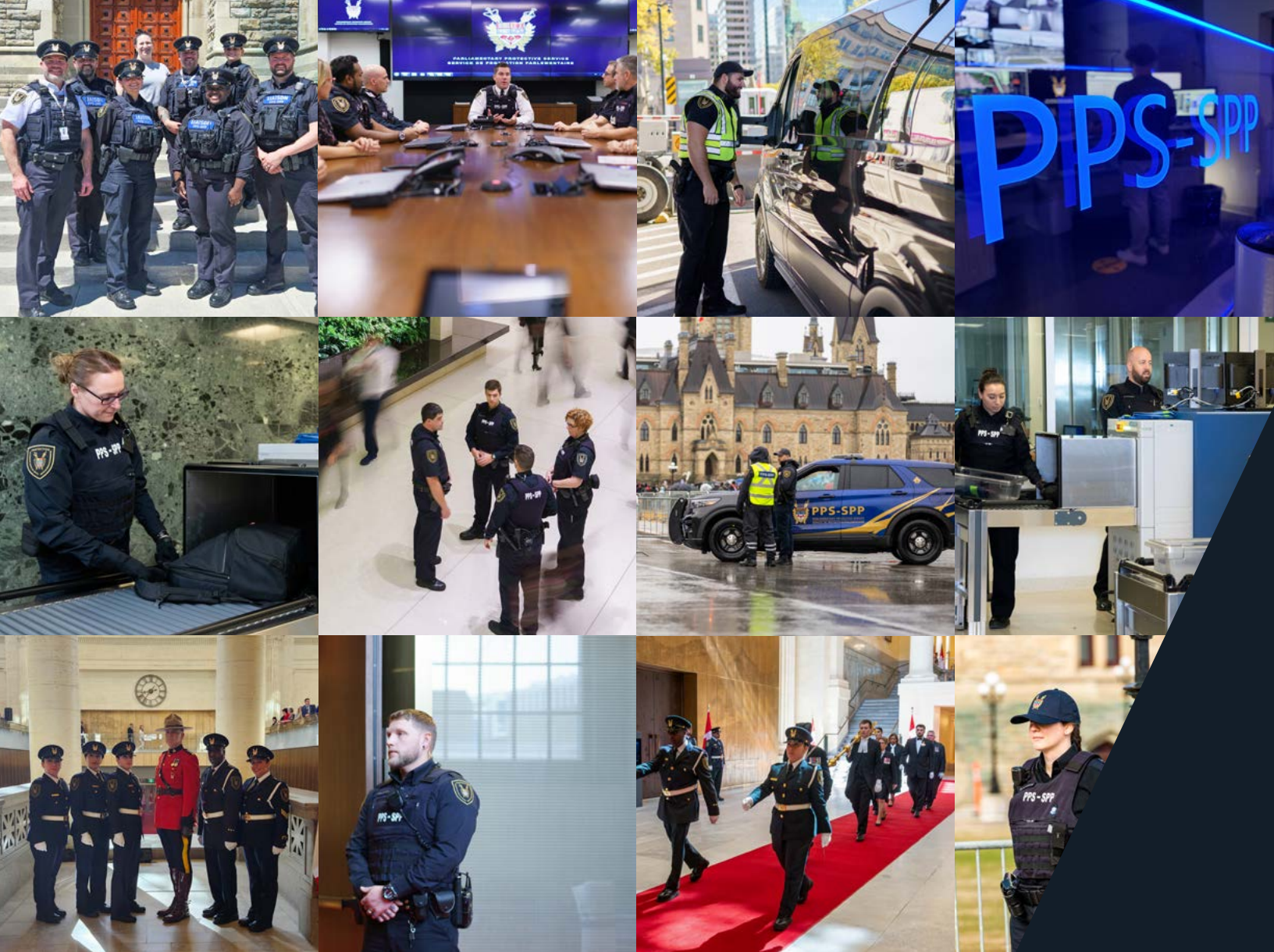
**PPS envisions a future where we:**

- PROTECTION:** Defend and respond to the changes in the threat landscape by continuously evolving our protection capabilities.
- WORKFORCE:** Are a unified team grounded in duty, client service, and operational excellence with a growth-mindset.
- PARTNERSHIPS:** Anticipate, prepare for, and respond to threats to Parliament by working in close collaboration with our partners, communities, and interest groups.
- WORKPLACE:** Deliver exceptional service by operating as one unified team by optimizing our work practices.





	PROTECTION	WORKFORCE	PARTNERSHIPS	WORKPLACE
OBJECTIVES	<p>Transform and continually enhance our protective services to proactively address evolving threats to Parliament.</p>	<p>Foster a unified, cohesive, and engaged workforce committed to the mission, delivering exceptional service in the pursuit of excellence.</p>	<p>Build and strengthen trusted partnerships with parliamentary, security, law enforcement, international partners, and community stakeholders to collectively protect Parliament and all those in attendance.</p>	<p>Optimize the organizational foundations of PPS to ensure sound stewardship and organizational effectiveness.</p>
FOCUS AREAS	<ul style="list-style-type: none"> <li>• Enhance our deterrence, detection, and response capabilities.</li> <li>• Enhance intelligence capabilities.</li> <li>• Implement the recommendations from our recent threat analysis.</li> <li>• Strengthen our ability to assess operational effectiveness and readiness.</li> <li>• Modernize our Operations Training Program.</li> <li>• Enhance support for Operations during and after major events.</li> <li>• Enhance organizational resilience.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance leadership and professional growth.</li> <li>• Enhance PPS's culture and traditions.</li> <li>• Strengthen support for employee psychological safety and well-being.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish PPS's commitment to Truth and Reconciliation.</li> <li>• Strengthen partner and stakeholder trust in PPS.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance organizational effectiveness and efficiency.</li> </ul>



## For more information

If you would like to have more information about our services, or have any questions, please contact us at:

[communications@pps-spp.parl.gc.ca](mailto:communications@pps-spp.parl.gc.ca)



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