



# META CENTRE STRATEGIC PLAN 2026-2029

PREPARED BY:



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## A MESSAGE FROM OUR CEO

At Meta Centre, we are guided by a clear belief that every person deserves the opportunity to live with dignity, purpose, and a true sense of belonging in their community. Our focus is on expanding possibilities—ensuring individuals are supported in ways that respect their uniqueness, enable meaningful participation, and allow them to thrive as valued members of society.

This strategic plan reflects the collective insight of the people we support, their families, our staff, and our partners. It builds on a strong foundation of service excellence while positioning Meta Centre to respond thoughtfully and proactively to a sector that continues to evolve in both complexity and opportunity. For our Board and stakeholders, it provides a focused, accountable, and forward-looking framework to guide decision-making, investment, and impact over the next three years.

Looking ahead, Meta Centre will take a focused and integrated approach to strengthening both service quality and long-term sustainability. We will enhance consistency across programs so individuals and families can rely on a safe and meaningful experience, while continuing to invest in a skilled and engaged workforce. At the same time, we will evolve thoughtfully—modernizing our systems, strengthening partnerships, and expanding inclusive housing options to better meet growing and changing needs.

Together, these strategic directions position Meta Centre as a strong, responsive, and forward-thinking organization—well-equipped to deliver meaningful outcomes today while building capacity for the future.

This is a plan grounded in optimism and ambition. It reflects confidence in our people, clarity in our direction, and a shared commitment to continuous improvement.

With focus, partnership, and purpose, we are well positioned to strengthen our impact and ensure better outcomes for every person we support.

Joe Passaretti  
Chief Executive Officer, Meta Centre



## OUR VISION:

A community where all persons thrive as valued, respected citizens leading dignified, fulfilling lives.

## OUR MISSION:

Meta offers a wide spectrum of services and personalized supports to help people live inclusive, engaged and enriched lives in the community.

## CORE VALUES:

- Person-Centred Support or Choice
- Compassion
- Inclusiveness
- Respect & Dignity
- Excellence, Quality & Innovation
- Integrity & Accountability
- Partnership & Collaboration
- Safety

# THE STRATEGIC PLANNING PROCESS

Beginning in January 2026, Meta Centre (Meta), with the support of People Minded Business (PMB), embarked on an inclusive strategic planning process, as depicted below. The purpose of this process and the resulting strategic plan is to establish clear priorities and objectives that will guide Meta’s decisions and actions over the next five years, driving momentum and enabling meaningful, positive change.



PMB researched the environment in which Meta operates, including local, regional, and provincial trends. Using an inclusive process of consultation, collaboration, and co-creation, Meta learned firsthand about what matters most to **330** people representing all the key constituent groups.





## A WORD FROM PEOPLE SUPPORTED

Meta’s Mission is to offer “a wide spectrum of services and personalized supports to help people live inclusive, engaged and enriched lives in the community.” It is important to highlight the experiences of the people supported by Meta. PMB collected 37 surveys and spoke with 9 people with lived experience through a focus group.

People describe Meta as a place where they feel comfortable, cared for, and connected. Many emphasized the importance of relationships with staff, describing them as very loving and supportive, and noting that staff make them feel happy and help them find activities they enjoy. Programs and experiences, such as outings, creative activities like Frame by Frame, and opportunities to learn new skills, are also valued. For many, Meta feels like home, where they can build friendships and feel a sense of belonging.

# TRENDS

The developmental services sector is undergoing a significant transformation, marked by rapid shifts and emerging challenges. To stay effective and resilient, organizations like Meta must remain agile and responsive. As part of its strategic planning efforts, Meta took into account the following key trends and themes:

- Ongoing Shift to Individualized Funding Models
- Persistent Workforce Shortages and Burnout
- Growing Waitlists and Access Challenges
- Severe Affordable Housing Shortages for People with Disabilities
- Aging of People Supported, Families, and the Workforce
- Rising Mental Health Needs Across All Age Groups
- Increased Focus on Equity, Diversity, Inclusion, and Belonging
- Technological Disruption and Digital Equity Gaps
- Growing Demand for Integrated and Collaborative Service Models

# ASSETS

Each organization has a unique ability to shape the future, build on the resources, assets, and strengths it can deploy against the challenges and opportunities it is facing. Below are frequently mentioned assets that surfaced via constituent input.

- Deeply rooted culture of care
- Shared sense of purpose
- Long-tenured staff, continuity, and institutional memory
- Strong front-line teamwork
- Stable, high-quality supported group living
- Broad, integrated service platform
- Strong partner relationships
- Leadership and governance provide stability and credibility
- Willingness to support individuals with increasing complexity
- Organizational scale and financial stability
- Strong base of trust built through consistent experience



## META'S STRATEGIC PRIORITIES

### **Priority 1 – Consistent High-Quality Support of Meaningful Lives**

Every person supported, and every family and caregiver, should be able to rely on a safe, respectful, and engaging experience. Meta will strengthen consistency in service delivery across all homes, programs, and services so that people supported and families experience the same high-quality supports, communication, and level of care. As needs become more complex, Meta will continue to adapt its approaches to ensure supports remain responsive, skilled, and person-centred, enabling the people we support to live meaningful and fulfilling lives.

### **Priority 2 – An Engaged, Skilled, and Inclusive Workforce**

Meta will build a more intentional and integrated workforce approach to ensure employees are engaged, supported, and set up to succeed. This includes strengthening the overall employee experience to improve retention and enable career growth—so staff can build long-term careers at Meta delivering consistent, high-quality supports. Building on the commitment of its current team, Meta will continue to invest in developing a skilled, connected, and diverse workforce, while enhancing long-term sustainability in a changing labour market.



### **Priority 3 – Sustainable Growth and Diversified Revenue**

Meta will take a measured and intentional approach to strengthening its capacity for long-term sustainability and growth. We will enhance our core systems, infrastructure, and operating practices to better support its size and complexity, improve efficiency and decision-making, and reduce operational risk. This will help us to successfully explore opportunities to diversify revenue and expand services over time.

### **Priority 4 – Expanded and Sustainable Housing Options**

Meta will take a proactive and strategic approach to housing to respond to growing demand and increasingly complex support needs. We will pursue new models, partnerships, and development opportunities to expand capacity and improve choice, which includes renewing and adapting existing homes to meet accessibility and evolving needs. This will ensure people supported have access to safe, appropriate, and sustainable housing and create more opportunities for those not currently, or not appropriately, served by the system.