



Strategic Plan

2026-2030



CERIC

Advancing
Career
Development
in Canada

Promouvoir
le développement
de carrière
au Canada



INTRODUCTION

CERIC is a charitable organization established in 2004 and it is funded in large part by The Counselling Foundation of Canada. CERIC advances education, research and advocacy in career counselling and development in order to increase the economic and social well-being of people in Canada. It seeks to promote career development as a priority for the public good and build career development knowledge, mindsets and competencies.

In the fall of 2025, CERIC initiated a strategic planning process.



Close to 100 people participated in the planning process and provided input to help inform the development of CERIC's new priorities.

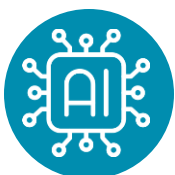
In January 2026, CERIC's Board and leadership team came together to identify the priorities that will guide the organization over the coming five years and chart a course of action that will enhance CERIC's organizational capacity and impact in the field of career development.



WHAT WE HEARD DURING THE PLANNING PROCESS

More than 100 people including Board and advisory committee members, staff, external subject matter experts and career development professionals (CDPs) at large participated in CERIC's strategic planning process. We heard that the depth and breadth of CERIC's work is recognized as a strength. Our educational products and offerings and our research program are highly valued as is our singular ability to convene diverse interestholders in critical conversations about career development.

However, we also heard that factors such as AI and automation, remote work, globalization and geopolitical conflict, economic precarity and declining mental well-being have disrupted and will continue to transform the nature of work in Canada as well as the role and identity of career development and career developers.



WHAT WE HEARD DURING THE PLANNING PROCESS

With the findings of the Environmental Scan in mind, CERIC set out to address the following issues through its priority setting and strategic planning discussions.

- 1 What are the substantive areas in career development that CERIC can/should most impact?
- 2 What does CERIC need to focus on/do to have the greatest impact in these areas (i.e., education, research, policy, etc.)?
- 3 Who does CERIC need to collaborate with and/or influence to have relevance and impact?
- 4 How does CERIC remain financially viable, nimble, responsive and impactful in an unpredictable environment?

With this strategic plan, we remain committed to and will leverage our professional development programs, our educational tools and resources, our research programs, our relationships and partnerships and our convenor role. However, we heard that it is time for CERIC to identify and advance a small number of high-priority areas where we can have measurable impact. Over the coming five years, we will ground our work in our values and pursue long-term impact in three areas of focus. In doing so, CERIC will prepare individuals for the future; enhance the value of career development; and solidify Canada's place as a global career development thought leader.

OUR VISION AND MISSION

At CERIC, we envision:

A Canada where every individual can confidently navigate their career journey with purpose, possibility and support.

At CERIC, our mission is:

We champion and advance career development through learning, research and advocacy to improve the economic and social well-being of people in Canada.



OUR VALUES

These are the core values that underpin CERIC's decisions and actions.



Equity: *We treat everyone with respect.* We create inclusive spaces where diverse perspectives, backgrounds and experiences contribute to meaningful discussions and decision-making, and we address barriers to research, learning and engagement opportunities.



Collaboration: *We cannot do our work alone.* Proudly non-partisan, pan-Canadian and multi-sectoral, we build and sustain respectful, trusting and constructive relationships and partnerships to advance shared goals and to have an impact.



Integrity: *We can be relied upon to demonstrate transparency, openness and accountability.* We foster trust by consistently taking responsibility for decisions and actions that reflect our beliefs and align with our goals.



Bold Leadership: *We are driven by curiosity and committed to excellence.* We embrace adventure and seek out opportunities to respectfully challenge conventional thinking, break new ground and innovate to achieve results that will advance career development.

STRATEGIC PLAN



FIVE-YEAR OUTCOMES

With the implementation of our new strategic plan, CERIC is set to achieve **six key outcomes over the coming five years.**

1

CERIC has stronger relationships with employer and education interestholders.

4

CERIC is a trusted resource for policy-makers.

2

CDPs have increased capacity to address labour market change.

5

The value of CD is recognized by people in Canada.

3

There are stronger connections among local and global CD interestholders.

6

CERIC has increased revenues and diversified revenue sources.

STRATEGIC PRIORITIES

To achieve our planned results, CERIC has identified three areas of focus – these will drive our decisions, investments and actions in the years to come.

Over the next 5 years CERIC will focus on achieving long-term and measurable impact in three priority areas:

Equip People Across Canada for the Future

Increase the capacity of career development professionals to navigate the labour market of the future.

Enhance understanding of and appreciation for proactive, preventative and lifelong career development among people in Canada.

Enhance the Value of Career Development

Raise awareness about the essential value of CD and CDPs to Canada's economy among regional and national governments.

Strengthen the recognition of CD among employers, educators and the public.

Solidify Canada's Role as a CD Thought Leader

Strengthen the CD ecosystem, abroad and here at home, to encourage knowledge sharing, collaboration and innovation among diverse CD interestholders and experts.

EQUIP PEOPLE ACROSS CANADA FOR THE FUTURE

Factors such as AI and automation, remote work, globalization and geopolitical conflict, economic precarity and declining mental well-being have disrupted and will continue to transform the nature of work in Canada, and as such, the role and identity of career development and career developers.



GOALS:

- Increase the capacity of CDPs to navigate the labour market of the future
- Enhance understanding of and appreciation for proactive, preventative and lifelong career development among people in Canada



OBJECTIVES:

- Increase the availability of and access to relevant information and resources that will enable CDPs to navigate labour market disruptions
- Collaborate with key interestholders across the country to develop, implement and monitor strategies that improve career literacy among people in Canada, building from an initial focus on youth and marginalized populations



ENHANCE THE VALUE OF CAREER DEVELOPMENT

Career development is essential workforce infrastructure for Canada's economy. CD interestholders can be invaluable resources to policy-makers and governments as they address significant economic shifts and changes facing the workforce today and in the future. CDPs possess unique capabilities that are critical in helping individuals and employers adapt to changes, transitions and disruptions in the labour market.



GOALS:

- Raise awareness about the essential value of CD and CDPs to Canada's economy with regional and national governments
- Strengthen the recognition of CD with employers, educators and the public



OBJECTIVES:

- Collaborate with key partners to strengthen the influence of CD with government, policy-makers and at economic and labour market policy tables
- Collaborate with key partners to increase the recognition of CD among employers and educators as well as their access to tailored CD resources



SOLIDIFY CANADA'S ROLE AS A CD THOUGHT LEADER

Evidence-informed inquiry and innovative research in career development depends on the knowledge, experience and voices of diverse interestholders. CERIC is ideally positioned to leverage our diverse relationships and body of knowledge to shape and strengthen CD perspectives, and position Canada as a CD thought leader.



GOAL:

- Strengthen the CD ecosystem, locally and globally, by driving knowledge sharing, collaboration and innovation among diverse CD interestholders and experts



OBJECTIVES:

- Increase CERIC's engagement and visibility at national and global CD tables that advance career development
- Create and promote research, learning and knowledge exchange through dynamic and reciprocal collaboration with local and global CD interestholders



STRATEGIC ACCELERATORS

These cross-cutting factors overlap with and impact all three areas of focus.

To meet our strategic goals, we will keep these accelerators in sight and leverage them to enhance our success.

Nurture Relationships and Partnerships

Pursue strategic relationships, intentionally encouraging diversity in thought to advance impact in priority areas.

Align our Core Functions

Curate, create, adapt and share information, tools and resources relevant to our priority areas of focus.

Pursue research and policy priorities that will advance our priority areas of focus.

Strengthen Organizational Capacity

Enhance and optimize the organization's financial model to support sustainability.

Leverage technology, information and evidence to inform our decisions, influence decision-makers and measure organizational impact.

Strengthen, leverage and align organizational competencies and structures.

NURTURE RELATIONSHIPS AND PARTNERSHIPS

We are not alone in this work. The strength of our many partnerships has enabled CERIC to leverage our skills and amplify our impact on the sector. We will continue to build strategic partnerships with CDPs, funders, policy-makers and other interestholders to advance our strategies and our impact.



GOAL:

- Pursue strategic relationships with diverse interestholders to advance impact in priority areas



OBJECTIVES:

- Review and strengthen partnerships and relationships to ensure that we continue to convene diverse communities, locally and globally, with emphasis on Indigenous peoples, rural/remote communities, recent newcomers to Canada and young people in collaborative discussions
- Expand the global reach and impact of Cannexus by convening and connecting diverse local and global CD experts and interestholders



ALIGN AND LEVERAGE OUR CORE FUNCTIONS

CERIC has decades of proven leadership in the CD sector. We can leverage our produced educational, research and policy advocacy content to advance our strategies, influence policy and amplify the work of our partners and like-minded organizations.



GOALS:

- Curate, create, adapt and share information, tools and resources relevant to our priority areas of focus
- Pursue research and policy priorities that will advance our priority areas of focus



OBJECTIVES:

- Review and leverage our existing tools and resources to maximize their value to interestholders and to advance our priority areas of focus, beginning with Careers 2040 and the Beyond Decent Work Playbook
- Review and strengthen the research and scholarship/funding programs to align within and drive priority areas of focus



STRENGTHEN ORGANIZATIONAL CAPACITY

Data, evidence and collaborative technologies enable us to work better together, identify needs, develop strategies and track our impact. Funding flexibility and sustainability allows us to invest in good ideas, create opportunities to innovate and establish long-term programs that drive change.

GOALS:

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- Leverage technology, information and evidence to inform decisions, influence decision-makers and measure organizational impact
 - Enhance and optimize the organization's financial model to support sustainability
 - Strengthen, leverage and align organizational competencies and structures

OBJECTIVES:

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- Review, update and maximize our information systems
 - Develop and implement a revenue generation strategy to increase and diversify revenue sources, including government, foundations, corporate, partner, individual and fee-for-service sources
 - Review board governance frameworks, committee and staffing structures and workplans to ensure that they are aligned and advancing strategic areas of focus

ACKNOWLEDGEMENTS

CERIC extends its sincere thanks to the members of our Board of Directors, advisory committees, staff and community partners who contributed their insights to the development of this strategic plan.

We gratefully acknowledge the financial support of The Counselling Foundation of Canada, which made this work possible.

Special thanks to **Sonja Nerad**, SN Management, for guiding and facilitating the strategic planning process.



As part of the planning process, a Strategic Planning Steering Committee, comprised of Board members and staff, was established to help guide and inform the development of the plan. We recognize the contributions of its members:

- **Meghan Lavallee**, Executive Director, Apprenticeship Manitoba (Board Chair, CERIC)
- **Keka DasGupta**, Founder, The Art of Life-ing (Vice Chair, CERIC)
- **Tony Botelho**, Managing Director, University of British Columbia (Treasurer/Secretary, CERIC)
- **Kay Castelle**, Executive Director, CERIC
- **Sharon Ferriss**, Senior Director, Marketing & Communications, CERIC

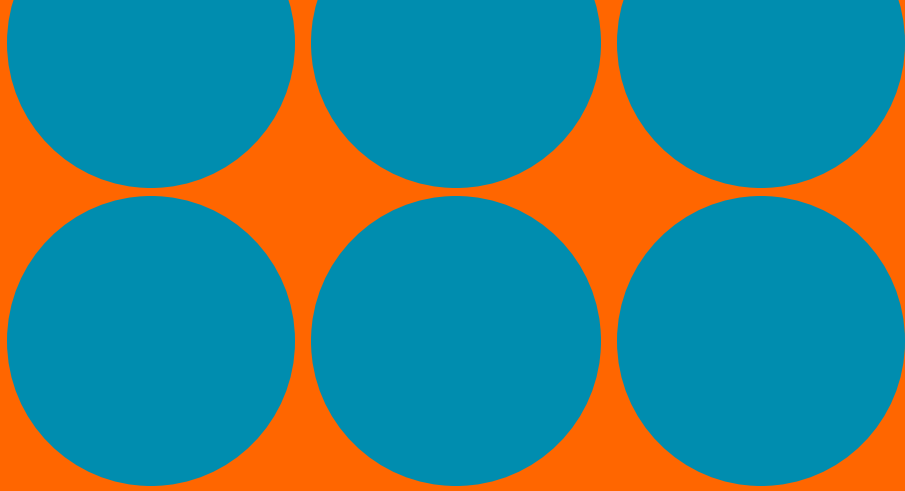




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