



BC Association of Social Workers

Strategic Plan 2026–2028

This Strategic Plan outlines the priorities of the BC Association of Social Workers for the 2026–2028 period. Developed in the context of organizational transition, it serves as a roadmap for strengthening our foundations, building capacity for the future, and enhancing the value and support we provide to members. At its core, the plan reflects our ongoing commitment to advancing and elevating the profession of Social Work across British Columbia.

HOW THIS PLAN WAS DEVELOPED

This plan reflects the collective insights and experiences of the Social Work community in British Columbia. Its development was informed by engagement with members, Board leadership, and staff of the BC Association of Social Workers, as well as consideration of the evolving landscape of Social Work practice across the province.

Throughout the process, attention was given to the opportunities and challenges facing the profession, the needs of members, and the important role the association plays in advocacy, professional development, and community building. The result is a focused and practical plan that balances near-term vision organizational priorities with the long-term vision of strengthening and advancing the profession of Social Work in British Columbia.

OUR MEMBERS	OUR ADVOCACY	OUR ORGANIZATION
Professional development, quality engagement, recruitment & retention	Policy influence, legislative engagement, strategic partnerships & public leadership	Strategic governance, operational excellence, and organizational sustainability

FOUNDATION: COMMITMENT TO TRUTH & RECONCILIATION

The BC Association of Social Workers acknowledges the histories and experiences of First Nations, Inuit, and Métis peoples. We recognize social work's role in colonial harms, including residential schools, and commit to truth-telling, accountability, and advancing reconciliation through our governance, advocacy, and practice.

MISSION, VISION, AND VALUES

Mission: We are the professional association of Social Workers in British Columbia and promote the profession of Social Work. We advance Social Work practice and values to create a just and compassionate society.

Vision: A just, equitable, and compassionate society where social workers are recognized, valued, and empowered to create meaningful change.

Values

- Social Justice
 - A commitment to equity, human rights, the environment, and systemic change that confronts oppression, discrimination, and social inequities.
- Professional Excellence
 - The pursuit of the highest standards in social work practice, ethics, and continuous professional development.
- Integrity & Accountability
 - Grounded in transparency, ethical conduct, and responsibility to earn and maintain the trust of the profession and the communities it serves.
- Collaboration & Community
 - Dedicated to building strong, strategic relationships that enhance the collective impact of social work across sectors.
- Inclusion & Diversity
 - A belief in the power of diverse voices, perspectives, and leadership to strengthen the profession and foster belonging.
- Empowerment

Focused on equipping social workers with knowledge, tools, and advocacy resources to lead and effect meaningful, sustainable change.

STRATEGIC PILLAR 1: OUR MEMBERS

Focus: Strengthening member value, engagement, and professional development.

- Expand CPD offerings, including EDI and Indigenous-focused training.
- Increase regional accessibility to professional development.
- Review and implement a sustainable branch framework.
- Develop a formal member engagement plan.
- Relaunch the BCASW Mentorship Program.
- Increase membership and maintain an 80% retention rate through a recruitment and retention strategy.

STRATEGIC PILLAR 2: OUR ADVOCACY

Focus: Elevating the profession's voice through evidence-based, coordinated advocacy.

- Develop a media and communications plan.
- Strengthen social media presence and public engagement.
- Advocate for the removal of exemptions in legislation impacting social work.
- Advance regulation of social work under the Health Professions and Occupations Act.
- Create a legislative and government engagement framework.
- Establish organizational KPIs and a data-informed advocacy model.
- Expand partnerships through a formal MOU and collaboration framework.

STRATEGIC PILLAR 3: OUR ORGANIZATION

Focus: Building strong governance, systems, and financial sustainability.

- Embed EDI principles across policies, procedures, and governance.
- Strengthen board diversity and leadership development processes.
- Evaluate staffing and organizational structure.
- Develop succession and capacity plans.
- Update bylaws and governance policies and create a board training framework.
- Implement modern information management and technology systems.
- Diversify revenue and strengthen fiscal governance.
- Volunteer Framework

LOOKING FORWARD

This Strategic Plan provides a clear, focused roadmap for the next two years. By strengthening our foundations, the BC Association of Social Workers will be well positioned to develop a longer-term strategy that continues to advance the profession and serve members and communities across British Columbia.

WHAT SUCCESS LOOKS LIKE BY 2028

By the end of this strategic period, BCASW will be a stable, trusted, and influential professional association, positioned to lead confidently into a longer-term strategic horizon. Success by 2028 will be reflected in the following outcomes:

- Members experience clear value through accessible, high-quality professional development, meaningful engagement opportunities, and a strong professional identity.
- Membership growth and retention are stable and sustainable, supported by responsive services and clear communication.
- BCASW is recognized as a credible, evidence-informed advocacy voice on issues impacting social workers and the communities they serve.
- The Association has established trusted relationships with government, regulators, sector partners, and media.
- Governance structures, policies, and board supports are modernized, clear, and aligned with best practices.
- Operational systems and staffing structures are sustainable, efficient, and resilient.
- Financial health is strengthened through diversified revenue and sound fiscal governance.
- Truth, reconciliation, equity, and accountability are meaningfully embedded across BCASW's work, relationships, and decision-making.