



ENGAGED COMMUNITIES SUSTAINABLE FUTURES

HANOVER AREA YMCA ORGANIZATIONAL IMPACT ROADMAP



»» 2026-2028

MISSION

To put Christian principles into practice through programs that build a healthy spirit, mind and body for all.

CAUSE

At the Y, strengthening community is our cause. Every day, we work side-by-side with our neighbors to make sure that everyone, regardless of age, income or background, has the opportunity to learn, grow and thrive. That's why we focus our work in three areas:

1. **Youth Development:** nurturing the potential of every child and teen
2. **Healthy Living:** improving the nation's health and well-being
3. **Social Responsibility:** giving back and providing support to our neighbors

VISION

“Together, we build connections and communities where everyone is supported, inspired, and empowered to Be, Belong, and Become.”

OUR COMMITMENT

The Hanover Area YMCA is committed to excellence, transparency, and strategic growth to serve our community today and for generations to come. This plan provides a clear roadmap to strengthen our mission, deepen community impact, and build a strong, future-ready YMCA.

STRATEGIC ADVANTAGES



“Traits” using our unique assets and outstanding execution:

- Our ability to meet the needs and expectations of diverse individuals and families with an intergenerational approach.
- Our welcoming and inclusive culture.
- Our geographic reach across the greater South-Central Pennsylvania area.
- Brand recognition – the Y; locally, statewide and nationally.

STRATEGY SCREEN

Set of criteria we will use to discern whether a strategy is congruent with our desired impact and priorities:

- Consistent with our Mission – serving all: supporting our commitment to accessibility, affordability and diversity.
- Promotes the Y’s identity as a charitable, impactful organization.
- Strengthens the Y’s reputation as a safe and nurturing environment.
- Leverages our strategic advantages, specifically as a one-stop venue for families, offering multiple opportunities.
- Enhances our financial viability; has funding sources to cover direct and indirect costs.
- Produces measurable results (Y-USA best practices, industry standards, other nationally recognized standards of performance) in terms of numbers and impact.
- Strengthens relationships with our members, donors, community leaders and partners ultimately increasing membership viability and funding.
- Will not increase long-term capital indebtedness before a sustainable, measurable charitable support plan is created and implemented.
- Demonstrates analysis of unmet needs and underserved groups within our service area.
- Results in mutually beneficial partnerships at the Y and in the community.

ORGANIZATIONAL PRIORITIES

Considering current community trends, organizational capacity, stakeholder feedback, volunteer and staff input, the following priorities are reflective of the potential opportunities available for our YMCA's growth:

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- 1. COMMUNITY ENGAGEMENT**
 - 2. FISCAL SUSTAINABILITY**
 - 3. OPERATIONAL EFFICIENCY**
 - 4. GROWTH & STRATEGIC PARTNERSHIPS**



OUR ORGANIZATIONAL PRIORITIES ARE AN ARTICULATION OF HOW OUR YMCA'S RESPONSE TO OUR COMMUNITY NEEDS WILL BE BROUGHT TO LIFE.