Results from the

ENVISION
2032

ONLINE SURVEY

Survey audience: Current members from The League, APMM and PSATC received email invitations to participate in the survey.

Survey fielding period: November 10 – December 8, 2021

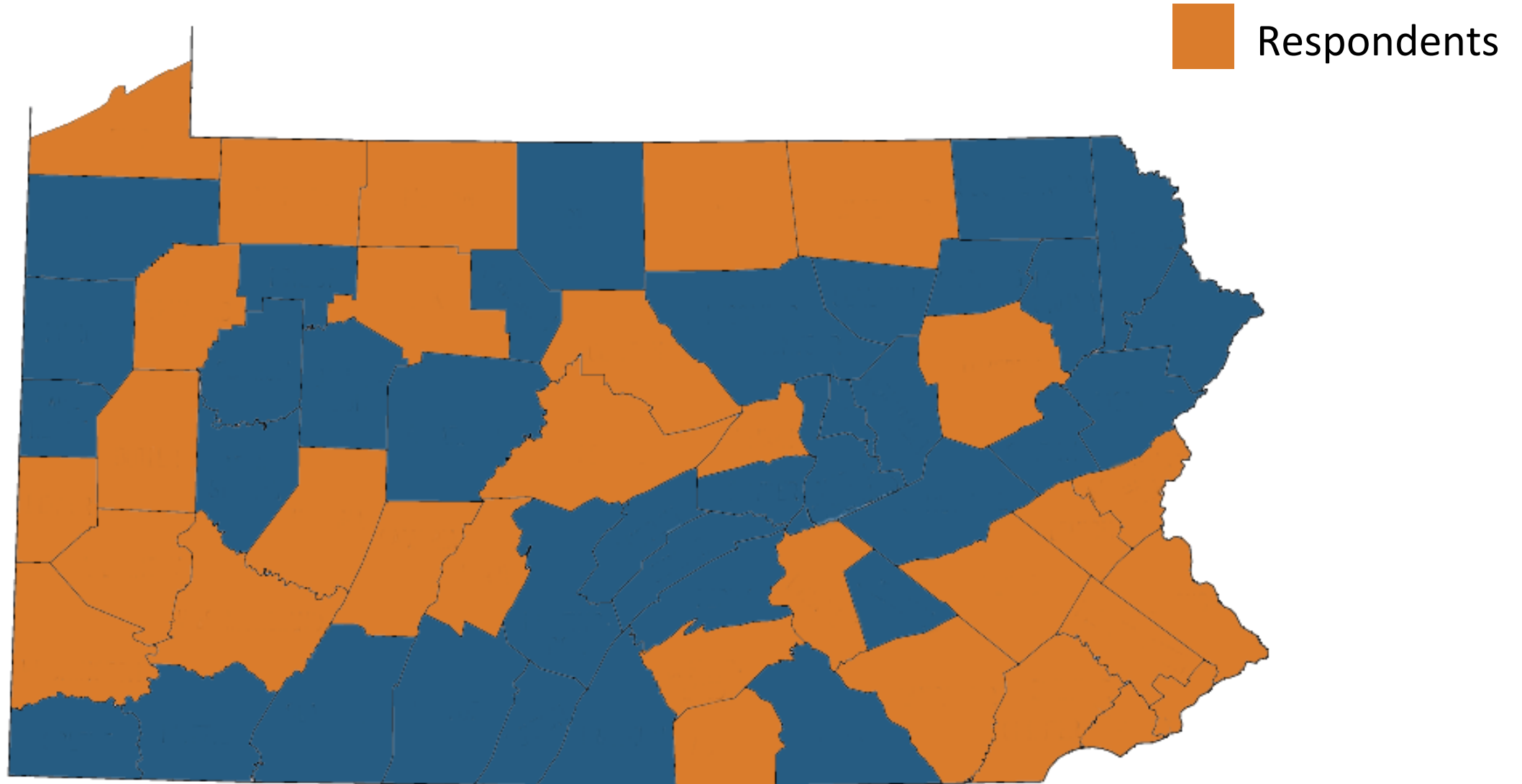**Total number of respondents:** 115

84 Municipalities Represented by 115 Survey Respondents

Adams Township (2)
Bethel Park
Borough of Forest Hills
Borough of Green Tree
Borough of Homestead
Borough of Hummelstown
Borough of Pen Argyl
Borough of Sayre
Borough of State College (3)
Camp Hill Borough
Chartiers Township
Churchill Borough
City of Altoona (2)
City of Bradford (3)
City of Coatesville
City of Franklin
City of Harrisburg
City of Johnstown
City of Lancaster
City of New Kensington (2)
City of Pittston
City of Reading (2)
City of Saint Marys (2)
City of Warren
College Township
Cranberry Township
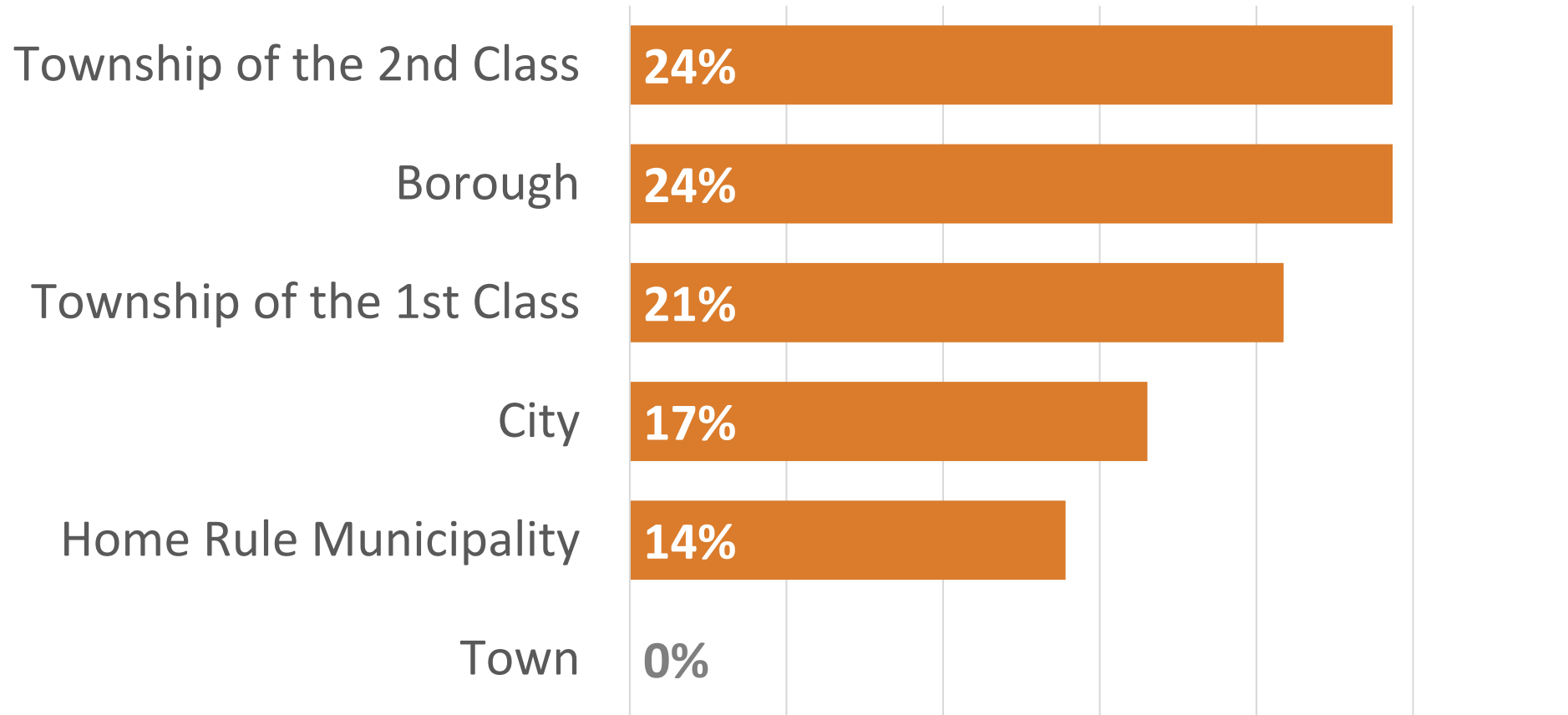Cumru Township (2)
Darby Township

Doylestown Borough (3)
East Coventry Township
East Hanover Township
East Hempfield Township
Erie
Etna Borough (2)
Ferguson Township (2)
Fox Chapel Borough
Gettysburg Borough
Halfmoon Township
Hampden Township
Harris Township (4)
Hopewell Township
Indiana Borough (2)
Jenkintown Borough
Lewisburg (6)
Lock Haven
London Grove Township
Lower Merion Township (2)
Lower Southampton Township
Mansfield Borough
Media
Municipality of Kingston
Municipality of Murrysville (3)
Neville Township
Newtown Township
North Versailles Township
North Whitehall Township

Oakmont Borough
Patterson Township
Patton Township (2)
Penn Township
Philadelphia
Phoenixville Borough
Ross Township
Schuylkill Township
Susquehanna Township
Swarthmore
Thornbury Township (2)
Tinicum Township
Township of Abington
Township of Lower Paxton
Township of Moon
Township of O'Hara
Township of Robinson
Township of Upper Gwynedd
Township of Upper St. Clair
Upper Allen
Upper Chichester Township
Upper Gwynedd
Upper Moreland Township (3)
Upper Providence Township
Upper Uwchlan Township
West Norriton (2)
Whitemarsh Township
Worcester Township

n=115

Respondents are located in 31 counties.

Respondents

n=115

A good mix of municipalities responded.

- Township of the 2nd Class: 24%
- Borough: 24%
- Township of the 1st Class: 21%
- City: 17%
- Home Rule Municipality: 14%
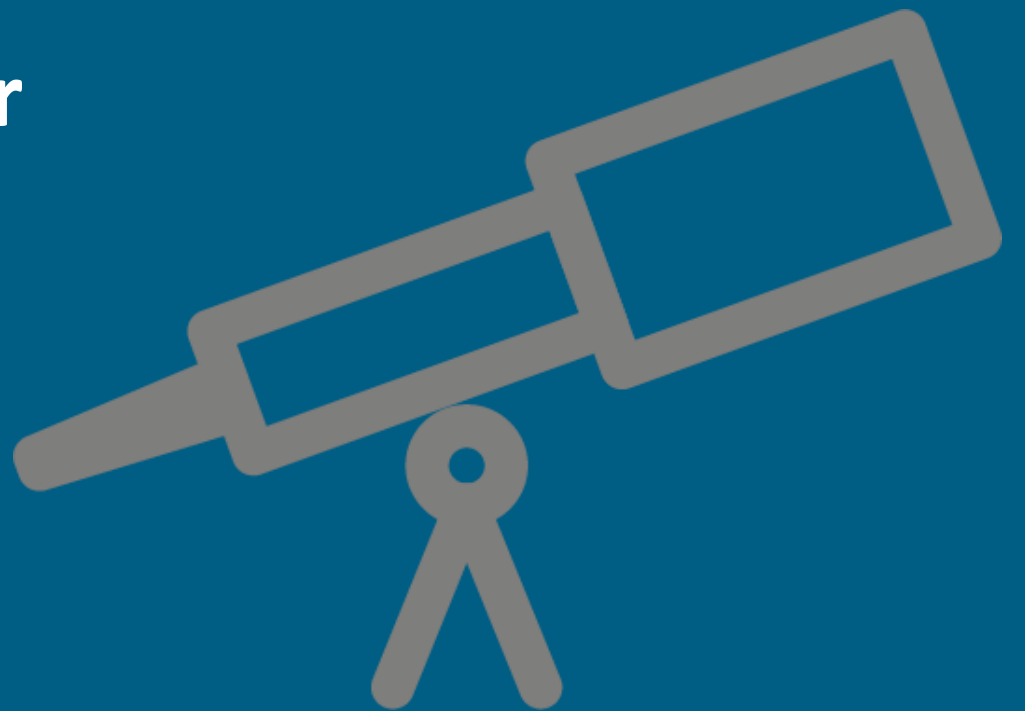- Town: 0%

n=115

Municipalities of nearly all sizes responded.

n=115
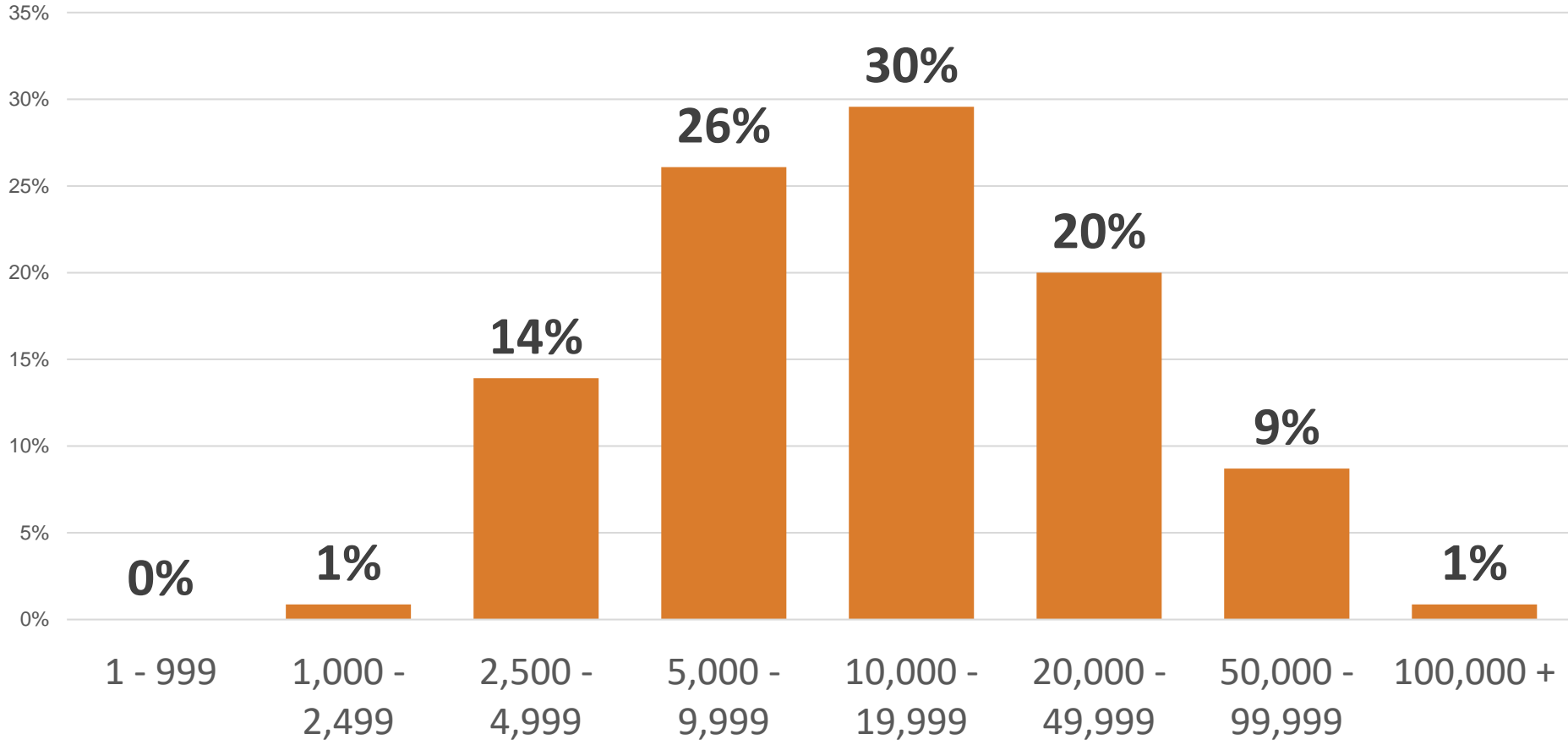
FORECASTING THE FUTURE
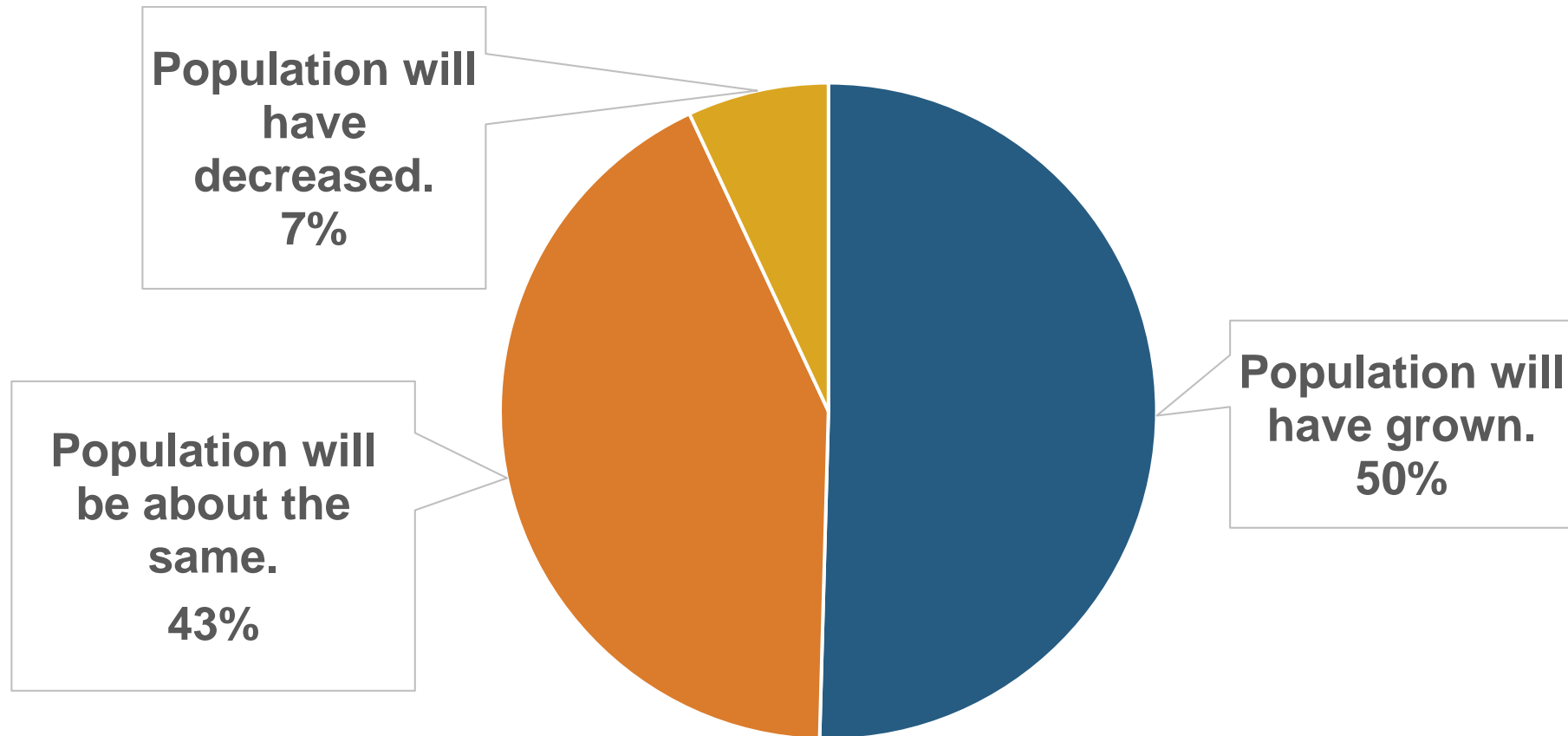
These findings will fuel our table discussions today.

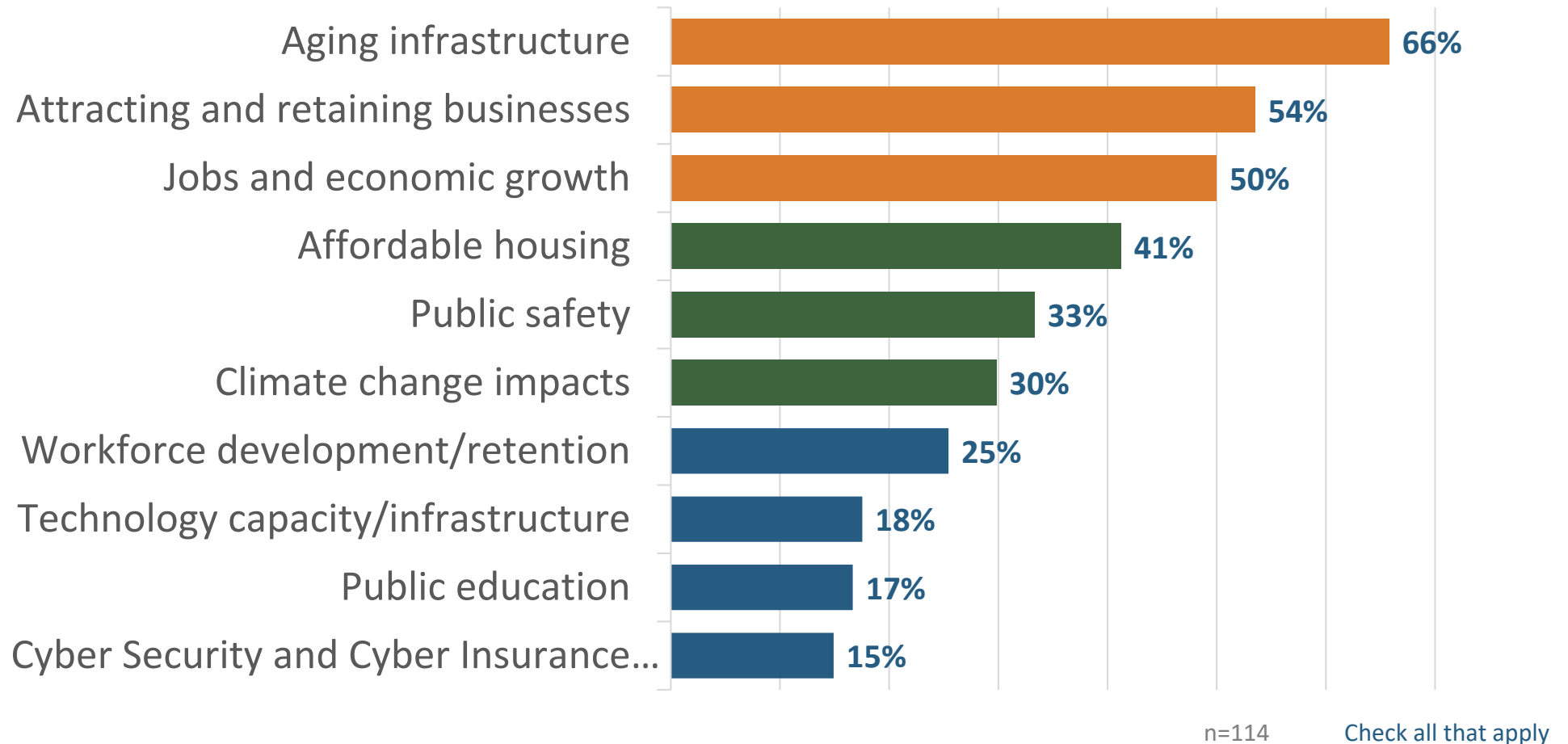**How does your municipality match up or differ?**

Anticipated Population Trends

In the next 10 years, about **half of respondents expect their populations to increase.** Only 7% anticipate a decrease in population.

Population will have decreased.
7%

Population will be about the same.
43%

Population will have grown.
50%

n=115

Anticipated concerns: Top ten for the next ten years.

Highest on the list are **aging infrastructure**, **attracting and retaining businesses**, **and jobs and economic growth**.

Concern	Percentage
Aging infrastructure	66%
Attracting and retaining businesses	54%
Jobs and economic growth	50%
Affordable housing	41%
Public safety	33%
Climate change impacts	30%
Workforce development/retention	25%
Technology capacity/infrastructure	18%
Public education	17%
Cyber Security and Cyber Insurance…	15%

n=114   Check all that apply

Lesser concerns over the next ten years.

Concern	Percentage
Broadband access	14%
Opioid crisis	14%
Poverty	12%
Racial equity	11%
Crime	11%
Disaster preparedness	11%
Political dysfunction	10%
Public health	5%
Homelessness	3%
Other	12%
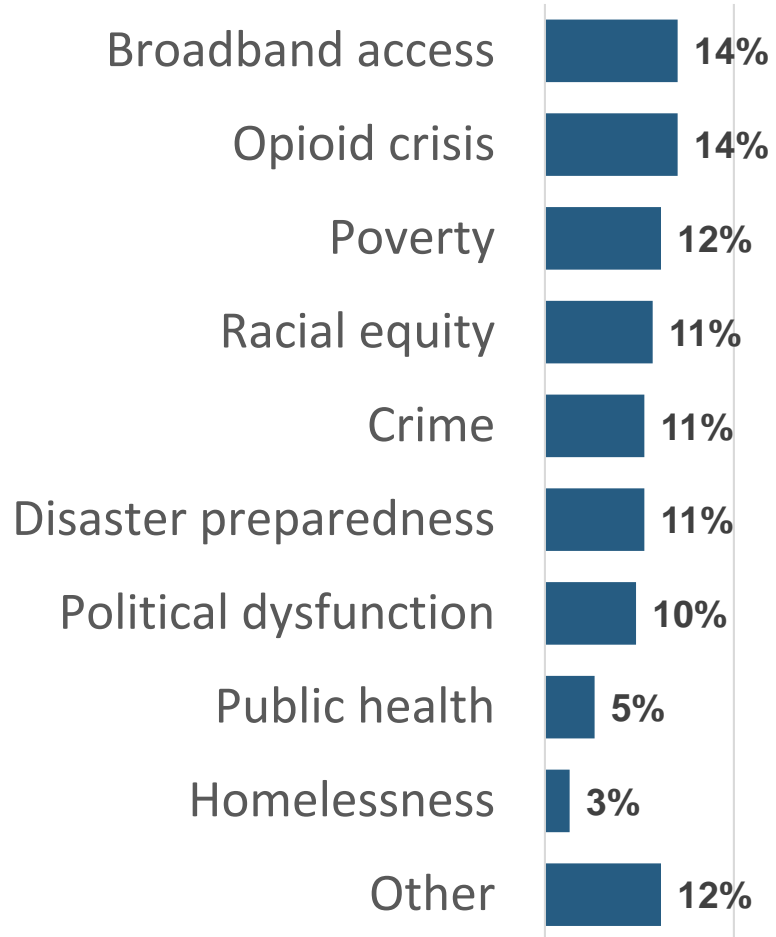
'Other' responses included:

Fire services (6%)

Stormwater management (4%)

Fiscal sustainability/taxes (4%)

What municipalities told us about their current and future priorities.

Public Health & Safety

Municipal Finance

Community Development & Infrastructure

Equity and Civic Engagement

Transparency and Accountability

Local Government Modernization

Public Health & Safety

Most municipalities are currently, or plan to, address public safety in multiple ways. Less than half are adding community staff/programs.

	Actively Addressing Now	Planning to Address in the Future	No Plans to Address
Upgrading or replacing **essential public safety infrastructure.**	67%	22%	11%
Implementing **new training programs** for law enforcement and other public safety personnel.	66%	22%	12%
Engaging in **inter-municipal cooperation** to provide police, fire or emergency medical services.	49%	30%	22%
Investing in **prevention and intervention programs** to reduce criminal activity.	47%	26%	28%
Adding community service staff or programs (e.g., mental health outreach).	21%	25%	53%

Community Development & Infrastructure

Most municipalities are **actively addressing infrastructure projects** and **environmental concerns.** More than half **are investing in economic development**.

	Actively Addressing Now	Planning to Address in the Future	No Plans to Address
Undertaking **major infrastructure projects** (e.g., roads, bridges, storm water)	84%	13%	3%
Enhancing water, air quality, recycling, or other **environmental concerns.**	70%	22%	9%
Investing in economic development to build and sustain a robust local economy.	58%	27%	15%
Addressing **affordable housing.**	32%	34%	35%
Working to ensure your community has **broadband access.**	30%	31%	38%

Municipal Finance

Finding ways to share costs fairly and regional problem-solving are the top current and planned actions. More than half also view finance laws as a priority.

	Actively Addressing Now	Planning to Address in the Future	No Plans to Address
Determining ways to **share service costs across all users fairly** (e.g. public safety, public infrastructure)	54%	29%	17%
Employing regional problem-solving to spread costs and serve constituents.	43%	38%	19%
Advocating for updates to municipal finance laws and practices to prevent municipal distress.	23%	35%	42%
Addressing the impact of **tax-exempt properties.**	17%	27%	56%

Local Government Modernization

Three quarters are **focused on training** and the majority are **expanding technology use, investing in cyber security, and collaborating with community partners**.

	Actively Addressing Now	Planning to Address in the Future	No Plans to Address
Ensuring local officials and staff receive **training.**	76%	19%	4%
Expanding the use of technology to enhance operations and constituent services.	68%	28%	4%
Investing in **cybersecurity** solutions.	60%	23%	17%
Collaborating with community partners to solve problems (e.g., businesses, universities).	55%	32%	13%

Transparency & Collaboration

Most municipalities are **actively working to ensure open and accessible government and collaborating** with state lawmakers and neighboring governments.

	Actively Addressing Now	Planning to Address in the Future	No Plans to Address
Adopting mechanisms that ensure open and accessible government.	**85%**	**12%**	**4%**
Establishing and maintaining **productive partnerships with state lawmakers** and officials.	**85%**	**11%**	**4%**
Establishing and maintaining productive **partnerships with contiguous municipalities and your county.**	**78%**	**20%**	**2%**

Equity & Civic Engagement

More than three quarters of municipalities are **involving residents.** Nearly two-thirds are **fostering connections between diverse residents** and **embedding diversity, equity and inclusion (DEI) in policies and operations**.

	Actively Addressing Now	Planning to Address in the Future	No Plans to Address
Actively involving residents in the decisions and activities of your municipality.	82%	14%	4%
Helping build relationships and connections among residents from diverse ethnic, cultural, religious, socioeconomic groups.	64%	27%	9%
Embedding DEI as core principles in your community's policies and operations.	63%	27%	10%
Building awareness and understanding among residents regarding **civic issues, rights, and responsibilities.**	59%	30%	12%

Please grab a pen and input form and answer the first question:

Looking ahead, what are your top 1-2 concerns for your municipality?

ENVISION 2032
Charting the Future for Pennsylvania's Municipalities

Our 10-Year vision will articulate what municipal leaders view as essential to ensuring strong, healthy, vibrant municipalities throughout Pennsylvania.

1. **Looking ahead, what are your top 1-2 concerns for your municipality?**

2. **FUTURE FOCUS—Public Health & Safety:** How are municipalities' roles changing? What will be needed to ensure municipalities are able to meet the needs of their communities?

3. **FUTURE FOCUS—Modernizing Local Government:** What will be different about how municipalities operate 10 years from now? What will be needed to ensure municipalities have the capacity and means to achieve their modernization goals?