

FY25 State of the Township

August 25, 2025



FY26 Budget Meetings

Monthly Budget Work Sessions

- 7:00 pm at NGT Town Hall
- Publicly advertised
- Budget discussions only
- Broadcast Live & Recorded (YouTube)
 - Township Website
 - <https://www.newgarden.org/agendacenter>

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Agenda Center

All meetings are held in person at the Township building, located at 299 Starr Road, Landenberg, PA 19350. View current agendas and minutes for all boards and commissions.

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▼ Annual Budget Workshops 2024 2023

Agenda	Minutes	Media	Download
Oct 7, 2024 FY25 General Fund			Download
Sep 9, 2024 FY25-29 Capital Improvement Plan			Download
Aug 26, 2024 FY 2024 State of the Township Brief			Download

- **Mid-July to Mid-August**
 - Staff meetings; FY25 Q2 Budget to Actuals Review; FY25 Amendment (CIP)
- **Monday, August 25th**
 - FY25 State of the Township Brief
- **Monday, September 8th**
 - 5-year CIP FY25-29 (Capital, Airport, Open Space, Fire, Sewer)
- **Monday, September 29th**
 - General Fund Review
 - Public Safety – SCCRPD & AFC Fire/EMS (w/ SCCEMS)
 - General Government & Administration
 - Community Development
 - Parks and Recreation
 - Public Works – Streets, Signs, Stormwater, Recycling/SW, Wastewater
- **Monday, October 6th**
 - General Fund Review
 - Revenues
 - Enterprise Fund Review
 - Airport Fund
 - Open Space Fund
 - Fire Fund
 - Sewer Fund
 - General work session as required
- **Monday, October 14th**
 - General work session as required
- **Monday, October 20th** – Monthly BOS Public Meeting
 - General work session as required

Agenda

1. 2018 Comprehensive Plan & Updated FY26 Priorities

2. FY26 Priority Areas

1. Strong Financial Management
2. Economic Development
3. Infrastructure
4. Public Safety Services
5. Organizational Excellence
6. Community Services
7. Open Space & Trails
8. New Garden Flying Field
9. Energy Efficiency

3. FY26 Priority Summary

1. SWOT Analysis
2. Recommendation



2018 Comp Plan, Board, & Community Priorities



NGT Comprehensive Plan

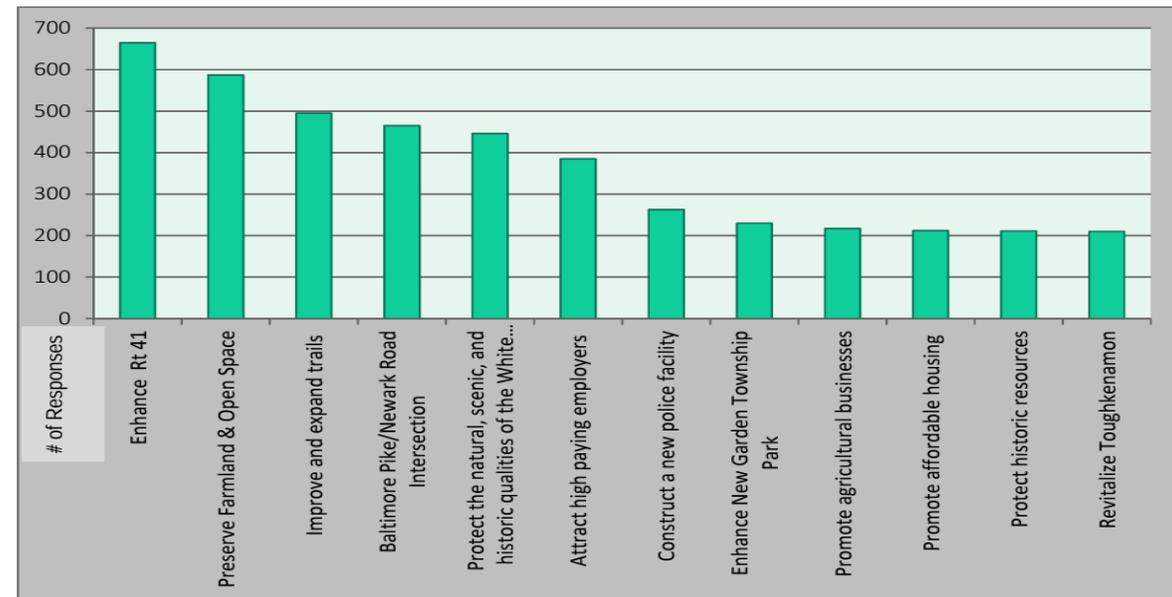
Overview

Currently, the 2018 Comprehensive Plan serves as the framework for recommending policies and funding associated with priority projects and initiatives, including the following identified focus areas:

2018 Comp Plan Priorities

- Route 41 Enhancements
- Open Space & Natural Resources
- Greenways and Trails
- Land Use and Housing
- Transportation
- Economic Development
- Community Facilities
- Historic Resources
- Toughkenamon
- Energy Conservation

Resident Survey Inputs



Project planning requires continuous re-prioritization as projects are completed, and conditions change over time to align public funding with the feasibility of implementation.

FY26 Priorities Update

FY26 Identified Priorities

During the June 16th BOS meeting, there was no change in annual priorities, and to continue focusing on those identified in FY25. The focus areas below reflect the various subcategories & scoring to create “tiers”, that can be aligned with the higher-level 2018 Comp Plan priorities and FY25 Community Survey inputs.

Priority Area	Avg Score (1-9)
1. Strong Financial Management	1.8
2. Economic Development	2.6
3. Infrastructure Investments	2.8
4. Address Rising Cost of Public Safety Services	4.0
5. Organizational Excellence	4.8
6. Enhance Community Services	6.0
7. Maintain a Robust Open Space Program	6.8
8. Grow and Expand New Garden Flying Field	7.4
9. Improve Energy Efficiency	8.8



FY26 Priorities Update

FY26 Priorities Examples

Tier 1

1. Strong Financial Management
 - a. Ex: Establish fiscal policies, a balanced budget, consistent analysis of revenues vs. expenditures, and create cost reductions or efficiencies where feasible
2. Economic Development
 - a. Ex: Missing middle & workforce housing, development of corridor growth areas, industry studies & business recruitment
3. Infrastructure Investments
 - a. Ex: Roads, stormwater, equipment, transportation initiatives
4. Address the Rising Cost of Public Safety Services
 - a. Ex: Regionalization of SCCRPD / AFC where feasible

Tier 2

1. Organizational Excellence
 - a. Ex: Community engagement & communications, technology enhancements
2. Enhance Community Services
 - a. Ex: Enhance shared community services (Public Safety, events, programs, etc.)

Tier 3

1. Maintain a Robust Open Space Program
 - a. Ex: Conservation, parks implementation (Smedley & NG Hills), open space, trails, & greenways, historic resources
2. Grow and Expand New Garden Flying Field
 - a. Ex: Expansion of NGFF (commercial transportation) or ADZ (commercial & industrial development)

Tier 4

1. Improve Energy Efficiency
 - a. Ex: Reduction of carbon footprint, transition of public facilities to green energies, and expand public access to alternative energies



Comp vs Strategic Priorities

Strategic w/ Comp Priorities	Tier(s)
1. Strong Financial Management <ul style="list-style-type: none">• All inclusive	1
2. Economic Development <ul style="list-style-type: none">• Land Use and Housing• Route 41 Enhancements• Transportation• Toughkenamon	1
3. Infrastructure Investments <ul style="list-style-type: none">• Route 41 Enhancements• Transportation• Toughkenamon	1
4. Address Rising Cost of Public Safety Services	1
5. Organizational Excellence <ul style="list-style-type: none">• Community Facilities	2
6. Enhance Community Services <ul style="list-style-type: none">• Community Facilities	2
7. Maintain a Robust Open Space Program <ul style="list-style-type: none">• Open Space & Natural Resources• Greenways and Trails• Historic Resources	3
8. Grow and Expand New Garden Flying Field <ul style="list-style-type: none">• Transportation• Economic Development	3
9. Improve Energy Efficiency <ul style="list-style-type: none">• Energy Conservation	4



Community Inputs

As part of the FY25 Community Survey, the following areas were identified by the community as “Very High” and “High” areas of need and were then aligned with the FY26 Board-identified priorities. The goal is to address as many identified areas of need based on “criticality” but also address the “Medium” priorities based on staff capacity and available funding.

Tier 1; Priority 3 – Infrastructure Investments

Category of Service	Most Important %	Most Important Rank	Satisfaction %
Very High Priority (IS >.20)			
Condition of Township owned roads	80%	1	30%
Mowing & tree trimming along Township owned roads	40%	2	49%
Condition of pavement markings on Township owned roads	33%	4	38%
High Priority (IS .10-.20)			
Condition of bridges within Township	21%	5	44%

Tier 1; Priority 3 – Infrastructure Investments

Category of Service	Most Important %	Most Important Rank	Satisfaction %
Very High Priority (IS >.20)			
Quality of road infrastructure in New Garden Township	56%	1	35%
High Priority (IS .10-.20)			
Safety while walking in New Garden Township	39%	3	49%
Safety while driving in New Garden Township	43%	2	59%
Traffic calming measures on Township streets	27%	4	35%
Availability of paths & walking trails	21%	5	51%
Accessibility of reliable public transportation in New Garden Township	12%	7	18%



Community Inputs

Tier 1; Priority 4 – Address Rising Cost of Public Safety Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %
High Priority (IS .10-.20)			
Visibility of police in neighborhoods	33%	2	59%
Enforcement of speeding laws	25%	4	48%

Tier 2; Priority 6 – Organizational Excellence

Category of Service	Most Important %	Most Important Rank	Satisfaction %
Very High Priority (IS >.20)			
Overall level of public involvement in local decision making	51%	1	27%
Access to information about Township's finances & budget	36%	3	40%
Timeliness of information provided by Township	30%	4	31%
Availability of information on Township services & programs	39%	2	47%
High Priority (IS .10-.20)			
Overall quality of Township's news	21%	6	45%
How easy it is to find information when visiting Township website	26%	5	61%



Community Inputs

Tier 2; Priority 6 – Enhance Community Services & Tier 3; Priority 7 – Maintain a Robust Open Space Program

Category of Service	Most Important %	Most Important Rank	Satisfaction %
High Priority (IS .10-.20)			
Connectivity of trail system	18%	2	36%
Smedley Preserve (former Loch Nairn Golf Course)	16%	3	35%

- As part of the FY26 budget planning process, staff is accumulating inputs to address as many “Very High” and “High” priority areas, that would require the following inputs to improve public perceptions of Township services:
 - Public education
 - Citizen academies, increased communications/outreach, issue-based Town Halls, communications enrollment, etc.
 - Funding
 - Paving issues, staffing capacity (i.e. SCCRPD), etc.
 - Volunteer opportunities
 - Trail maintenance and improvements, Committee participation, etc.
- The Township is also welcome to community inputs to enhance services, based on cost, capacity, feasibility, and legality



FY25 Priorities: Goals & Outcomes



FY 2025 Goals & Outcomes

Priority #1 – Strong Financial Management

- Structurally balance the budget
 - Use of FY24 rollover surplus (not Fund Balance) to minimize tax rate impact, fully leverage Open Space Fund, maximize interest income toward FY25-29 CIP
 - General Fund still not balanced

Priority #2 – Economic Development

- Finalize the Zoning Ordinance and Map Project – Updated to November 2025
- Establish a network to market Township growth corridor opportunities (CCEDC, site selection consultants, development groups)
 - Preliminary discussions with Kennett Square Borough and Kennett Township to establish a regional EDA, with input from CCEDC, Brandywine Valley Tourism, Longwood Gardens, and local non-profits
- Emphasis on tax base growth from pending developments to fund immediate future initiatives (XFRs to CIP)
 - Bancroft Rd Property – Site preparation in progress (**Active**)
 - Thompson Property – Site preparation in progress (**Active**)
 - Sheehan Rd Property – Land Development Application submitted September 2024; Sewer planning in progress (**Active**)
 - White Clay Point Property – Land Development Application submitted July 2025; (**Active**)
 - Also addresses missing middle housing opportunities, stormwater management, transportation enhancements, sewer capacity, historic resource revitalization, increased trail connectivity, and additional retail amenities

Priority #3 – Infrastructure Investments

- Complete Act 209 – Updated to Summer of FY25; Implement traffic impact fee ordinance and Transportation Master Plan (includes recommended enhancements to Rt. 41)
 - Utilize revenue from traffic impact fees to fund engineering and design projects for PennDOT transportation improvements
- Baltimore/Newark Project – Final D&E Complete (to include stormwater); PennDOT community outreach in Fall FY25
- FY25 Paving program – Hillendale Rd (Phase 1); Estimated completion in FY26
- Stormwater
 - Complete PA DEP MS4 BMP (Smedley Preserve); Updated estimated completion of Fall of FY25
 - Establish Stormwater Infrastructure Master Plan with Township Engineer (Asset Management Plan) – In progress
 - Discussed plan with CWRA, WCWA, and BRCA for non-hardscape infrastructure inputs

FY 2025 Goals & Outcomes

Priority #4 – Address Rising Cost of Public Safety Services

- Progressing with planned merger/consolidation with AFC and WG Fire Companies; meetings to discuss governance with surrounding municipalities in Fall FY25

Priority #5 – Organizational Excellence

- Continue to implement technology enhancements that support staff operations
 - Configuration of existing ERP to modernize processes (Online permits, Enhanced reporting, etc.)
 - Migrate e-code to a modern platform pending approval of the Zoning Ordinance
 - Citizen Request Tracker – GIS issue reporting tool to better track public requests for service and provide feedback
- Sustain market-competitive salary/benefits that emphasize organizational retention
 - Pending updated 2025 Chester County Consortium salary survey for FY26 budget planning
- Continue investing in capital equipment replacements that sustain and enhance operations

Priority #6 – Enhance Community Services

- Implement a “National Community Survey” to panel residents and increase community engagement & feedback
 - Increase opportunities for citizen input on Township services
- Coordinate with Chester County Emergency Management to improve local response operations
 - Pending Chester County HMP update to facilitate local EOP; route EMC service through future AFC/WG organization with a Township liaison
- Continue to leverage New Garden Park for scaled community events

FY 2025 Goals & Outcomes

Priority #7 – Maintain a Robust Open Space Program

- Fully leverage the Open Space Fund to implement the Smedley Preserve Master Plan (TBD – grant dependent)
 - Smedley Preserve – DCED MTF (\$300K); Pending DCED Greenway and LSA (\$1M)
 - Total estimated grant funding to cover \$1.5M of project implementation costs of the total \$2.8M of Phase 1 public access improvements, with the primary non-funded expenditure being the restoration of the cartway path/trail (\$850K)
- Use of in-year revenue to fund land acquisitions that enhance trail/greenway opportunities adjacent to existing trail segments

Priority #8 – Grow and Expand New Garden Flying Field

- Leverage the acreage of the non-developed Airport Master Plan and the Township-owned property within the Airport Development Zone to stimulate economic development opportunities at the US Rt 1 & Newark Rd interchange area, currently zoned as a Business Park (pending update of area to “Innovation District”)
 - Site Selection consultant
 - Collaborate with PA BoA to assess the feasibility for larger commercial hangars
 - Onboard commercial rotary (life flight service) or potential rotary flight school
 - Explore PA SITES grant opportunities

Priority #9 – Improve Energy Efficiency

- Continued Sustainable PA Silver status
- Assess opportunities for establishing EV Charging stations at public facilities – Completed Energy Audit to facilitate grant funding to improve energy use and potential EV facilities

FY26 Priorities:

1. Strong Financial Management



Financial Management: Policy

The Government Finance Officers Association (GFOA), through its officially adopted Best Practices endorsement of National Advisory Council on State and Local Budgeting (NACSLB) budget practices and the GFOA Distinguished Budget Presentation Award Program, has recognized financial policies as an essential part of public financial management.

Financial Management Policy Focus Areas

• FY23

- Completed forensic Audit with a focus on increasing internal controls
- Implementation of Staff Recommendation reports for all BOS financial transaction approvals
- Leveraged Act 32 “25% Rule” for using in-year levy EIT Revenue toward park maintenance expenditures in the Open Space Fund

• FY24

- Adoption of Township Fiscal Policy
- Integration of Interest Income investment strategy
- Implemented Purchase Card program – Automate purchasing procedures w/ ERP; Rebate revenue
- Increase modular capacity in ERP
- Consolidated Park and NG Hills Funds into General Fund

• FY25+

- Pursuit of Township credit rating (Moody / S&P)
- ClearGov budget integration with ERP (increase transparency and operational capacity)
- Leverage Act 32 “25% Rule” for using EIT Revenue OS Fund Balance to offset cost for Parks and Open Space

Financial Management: Transparency

- The FY25 Community Survey stated that “Access to information about the Township’s finances & budget” was at 40% satisfaction
- The Township has all financial documentation available in the “Financial Information” and “Agenda Center” areas on <https://www.newgarden.org/> and the YouTube account, and will ensure more communications to connect residents to the information

The screenshot shows the 'Agenda Center' page on [newgarden.org/AgendaCenter](https://www.newgarden.org/AgendaCenter). It features a search bar with options for 'Time Period', 'Start Date', 'End Date', and 'Word or Phrase'. Below the search bar, there is a table of agenda items for the year 2024. The table has columns for 'Agenda', 'Minutes', 'Media', and 'Download'.

Agenda	Minutes	Media	Download
Oct 28, 2024 FY25 Enterprise Funds			Download
Oct 7, 2024 FY25 General Fund			Download
Sep 9, 2024 FY25-29 Capital Improvement Plan			Download
Aug 26, 2024 FY 2024 State of the Township Brief			Download

The screenshot shows the 'Financial Information' page on [newgarden.org/439/financial-information](https://www.newgarden.org/439/financial-information). It displays sections for 'FY 2025 BUDGET' and 'FY 2024 BUDGET'. Each section includes 'Budget Information' and 'Other Information' with links to various documents.

FY 2025 BUDGET

- Budget Information
 - Adopted FY2025 Budget Brief
 - Adopted FY2025 Budget No Formulas
 - Adopted FY 2025-29 Capital Improvement Plan Brief
- Other Information
 - FY 2024 State of the Township Brief
 - FY 2025 Budget Planning Calendar

FY 2024 BUDGET

- Budget Information
 - Amended A2 FY2024 Budget Year End No Formulas
 - Amended A2 FY2024 Budget Brief
 - Amended A1 FY2024 Budget July YTD Actuals No Formulas
 - Amended A1 FY 2024 Budget Brief
 - Adopted FY 2024 Budget Brief
 - Adopted FY 2024-28 Capital Improvement Plan Brief
- Other Information
 - FY 2023 State of the Township Brief
 - FY 2024 Budget Planning Calendar

The screenshot shows a YouTube video player for a meeting recording. The video title is 'General Fund- BOS Budget Meeting October 7th, 2024'. The video shows a meeting in progress with several people seated around a table in a conference room. The video player includes a search bar, a play button, and a progress bar.

General Fund- BOS Budget Meeting October 7th, 2024

New Garden Township
149 subscribers

40 views · Streamed 10 months ago



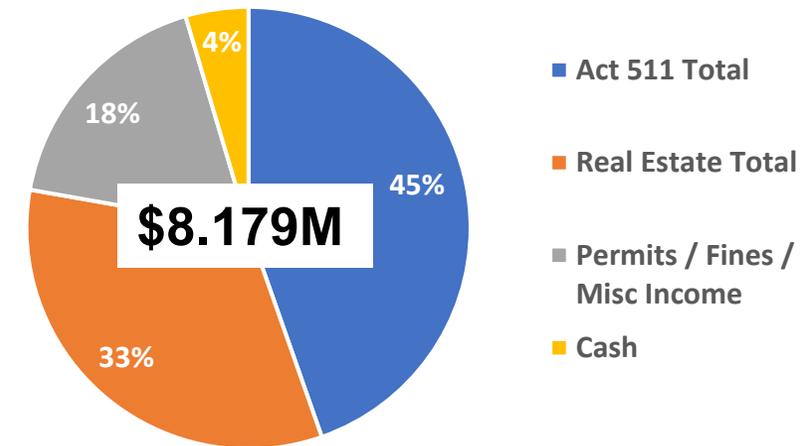
General Fund Revenues

As of FY25, NGT has four primary revenue categories that support the General Fund, which can be split into the following categories:

- **Sustainable – 93.8%**
 - Act 511 Tax (EIT, Transfer, Local Services)
 - Real Estate Tax
 - Misc Revenues (Fees, Permits, etc.)
- **Non-Sustainable – 6.2%**
 - Interest Income (\$150K from “Misc Income” & \$357.1K Use of Cash from FY24 Surplus Rollover)

	FY24 Amended	% of Total	FY25 Adopted	% of Total	YoY % Change
Act 511 Total	\$ 3,459,138.93	41.68%	\$ 3,659,600.00	45.10%	5.80%
EIT	\$ 2,783,072.36	33.53%	\$ 2,950,000.00	36.35%	6.00%
TT	\$ 420,901.00	5.07%	\$ 420,000.00	5.18%	-0.21%
Local Service Tax	\$ 240,415.29	2.90%	\$ 250,000.00	3.08%	3.99%
Amusement Tax	\$ 14,750.28	0.18%	\$ 39,600.00	0.49%	168.47%
Real Estate Total	\$ 2,289,438.06	27.59%	\$ 2,716,341.91	33.47%	18.65%
R/E Tax - Current Year	\$ 1,130,424.61	13.62%	\$ 1,359,831.46	16.76%	20.29%
R/E Tax - Current Year Fire	\$ 343,000.00	4.13%	\$ 392,870.00	4.84%	14.54%
R/E Tax - Current Yr Fire W/C	\$ 26,200.00	0.32%	\$ 26,200.00	0.32%	0.00%
R/E Tax - Current Yr Ambulance	\$ 560,000.00	6.75%	\$ 699,089.00	8.61%	24.84%
R/E Tax - Current Yr EMS	\$ 90,750.00	1.09%	\$ 99,288.00	1.22%	9.41%
R/E Tax- Curent Year Library	\$ 82,600.00	1.00%	\$ 82,600.00	1.02%	0.00%
Real Estate Tax - Prior Years	\$ 56,463.45	0.68%	\$ 56,463.45	0.70%	0.00%
Sub-Total	\$ 5,748,577.00	69.27%	\$ 6,375,941.91	78.57%	10.91%
Permits / Fines / Misc Income	\$ 2,471,627.68	29.78%	\$ 1,445,996.15	17.82%	-41.50%
Cash	\$ 79,158.94	0.95%	\$ 357,146.45	4.37%	351.18%
Total	\$ 8,299,363.62	100.0%	\$ 8,179,084.51	100.0%	-1.45%

FY25 Revenues



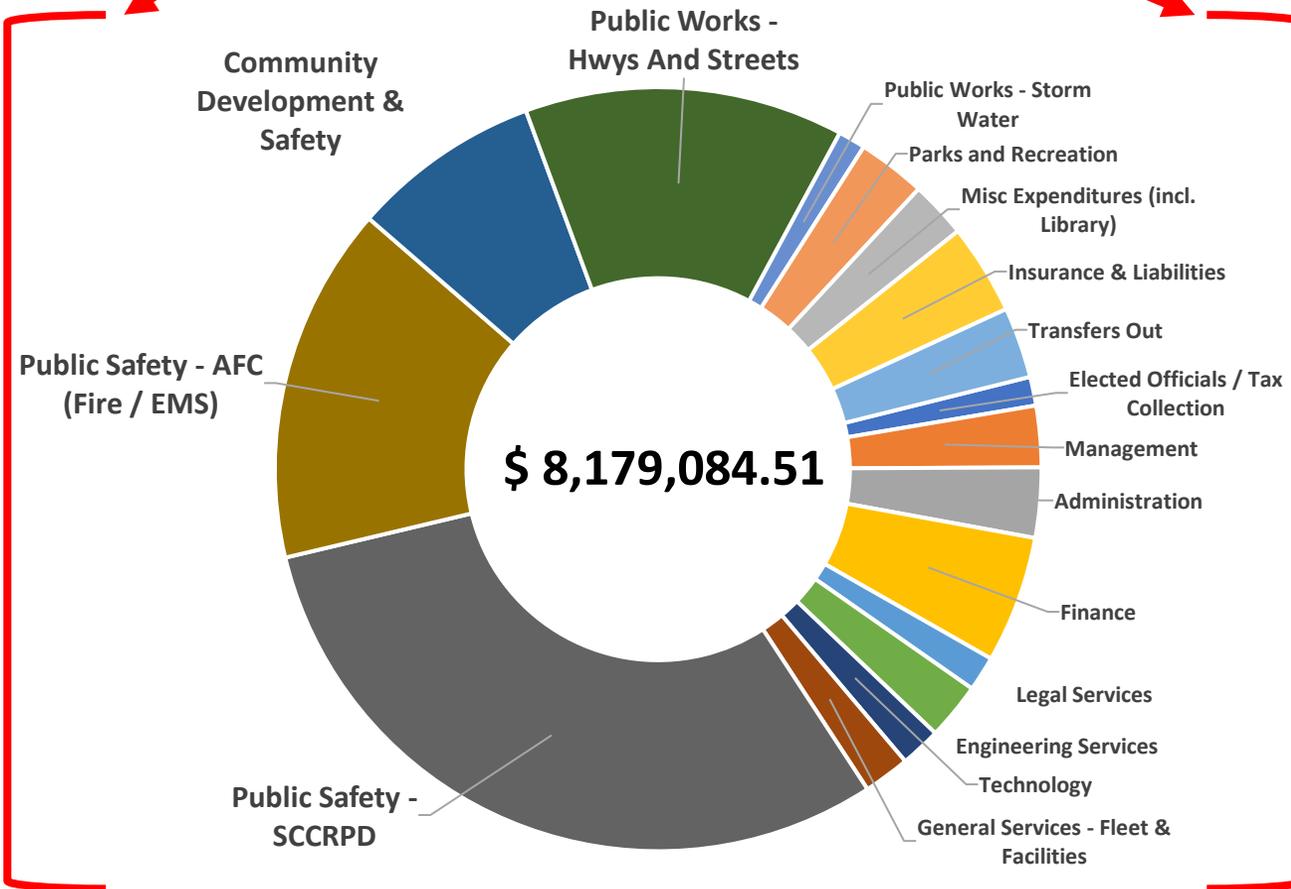
General Fund Expenditures

Expenditures	FY 2024 A1 Amended	FY 2025 Proposed	YoY % Change
Elected Officials / Tax Collection	\$ 102,400.00	\$ 98,925.00	-3.4%
Management	\$ 248,712.24	\$ 280,483.38	12.8%
Administration	\$ 218,800.33	\$ 240,460.00	9.9%
Finance	\$ 424,852.00	\$ 436,077.09	2.6%
Legal Services	\$ 130,000.00	\$ 120,000.00	-7.7%
Engineering Services	\$ 300,000.00	\$ 195,000.00	-35.0%
Technology	\$ 110,800.00	\$ 138,800.00	25.3%
Gen Services - Fleet & Facilities	\$ 158,559.00	\$ 152,786.50	0.0%
Public Safety - SCCRPD	\$ 2,448,224.46	\$ 2,472,834.21	1.0%
Public Safety - AFC (Fire / EMS)	\$ 1,019,950.00	\$ 1,226,447.00	20.2%
Community Dev & Safety	\$ 698,104.62	\$ 649,158.56	-7.0%
Public Works - Hwys And Streets	\$ 1,072,816.64	\$ 1,092,836.57	1.9%
Public Works - Storm Water	\$ 116,500.00	\$ 93,500.00	-19.7%
Parks and Recreation	\$ 282,198.83	\$ 233,412.78	-17.3%
Misc Expenditures (incl. Library)	\$ 176,200.00	\$ 194,600.00	10.4%
Insurance & Liabilities	\$ 191,700.00	\$ 310,663.42	62.1%
Transfers Out	\$ 243,100.00	\$ 243,100.00	0.0%
Total Expenditures	\$ 7,942,918.12	\$ 8,179,084.51	3.0%

67.1% of the General Fund split across **4** functional service areas

32.9% of the General Fund split across **13** functional service areas

FY 2025 Expenditures



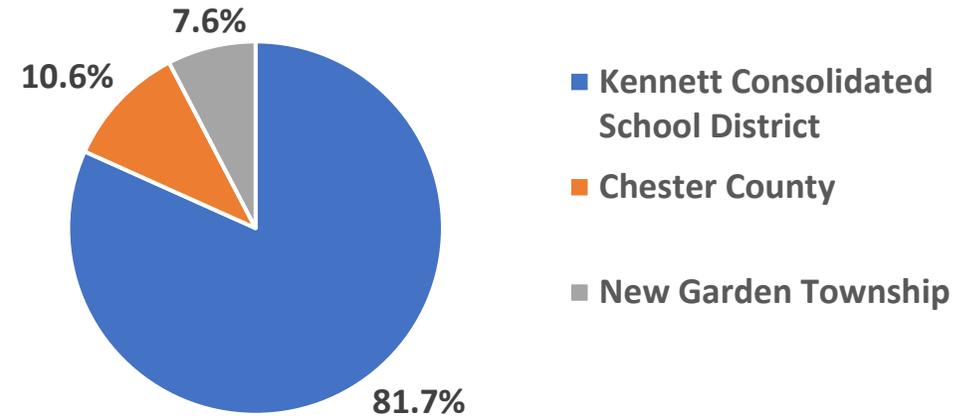
Expenditures	\$ Change
Net Increases	\$ 481,145.99
Net Decreases	\$ (244,979.61)
Net Expenditures Diff	\$ 236,166.38

Revenues – Real Estate Tax

Revenues – Real Estate Tax

- The primary influences on real estate taxes for residents and businesses are:
 - Kennett Consolidated School District = ~82% of all local property taxes
 - The infrequency of Chester County property tax assessments (last updated in 1998) impacts the Township’s ability to align revenue needs with support needs (i.e., Fire services)

FY25 NGT Property Tax % by Gov't Agency



2025 Real Estate Tax Millage % Share					
Median Assessment					
	Tax Rate	% of Total	Annual Cost	Monthly Cost	
	\$				
	186,000.00				
Kennett Consolidated School	34.99	81.7%	\$ 6,508.14	\$ 542.35	
Chester County	4.551	10.6%	\$ 846.49	\$ 70.54	
New Garden Township	3.27	7.6%	\$ 608.22	\$ 50.69	
Total	42.811	100%	\$ 7,962.85	\$ 663.57	



Real Estate Tax Sources

Overall, the value of the land use impacts real estate tax assessments, which impacts tax revenues.

New Garden is ~16 square miles (~10,000 acres), where the majority of its land use (83.4%) is dedicated to three main functions:

1. Residential – 56.51%
2. Mushroom Agriculture – 13.57%
3. Commercial – 13.31%
 - Cold storage facilities, retail shopping centers, automotive/salvage, small office, etc.

Due to the command of these uses in the Township as a percentage of the total assessable property values, the goal would be to ensure that the largest land uses also represent the strongest representation of total property values. However, agriculture-related functions have lower property assessments, which is compounded by a weak commercial tax base, leading to a negative value differential between those land uses and land values.

	Row Labels	Sum of TOT_ASMT	Sum of ACRES	Total Value %	Total Acre %	Value Diff
Township Total Land Use	A	\$ 7,858,390.00	71.51	0.89%	0.71%	0.2%
	C	\$ 92,707,135.00	1,331.82	10.49%	13.31%	-2.8%
• A – Apartment	E	\$ 55,966,750.00	726.59	6.33%	7.26%	-0.9%
• C – Commercial	F	\$ 5,306,310.00	632.06	0.60%	6.31%	-5.7%
• E – Public Facilities	I	\$ 20,233,110.00	230.41	2.29%	0.71%	1.6%
• F – Farm/Agriculture	R	\$ 650,287,911.00	5,656.28	73.58%	56.51%	17.1%
• I – Industrial	U	\$ 222,530.00	2.54	0.03%	0.03%	0.0%
• R – Residential	F-40	\$ 51,160,160.00	1,358.51	5.79%	13.57%	-7.8%
• U – Utilities						
• F-40 – Mushroom Agriculture						
	Grand Total	\$ 883,742,296.00	10,009.72			

Real Estate Tax Sources

How does Land Use impact the Township's Property Tax revenues that fund services?

As of the FY25 Adopted Budget, the Township's real estate tax revenues comprise 35% (or ~\$2.7M) of the Township's total revenue.

The total assessable value of properties of the three main land uses (residential, commercial, & mushroom agriculture) is \$794,155,206.00, which is then taxed at 3.27 mills, with the following revenues to the Township:

Residential

- Total Assessments – \$650,287,911.00
- Total Revenue – **\$2,126,441.47**
 - **25.9%** of Total General Fund revenue (**~78.2%** of Total Real Estate Tax revenue)

Mushroom Agriculture

- Total Assessments – \$51,160,160.00
- Total Revenue – **\$167,293.20**
 - **2.0%** of Total General Fund revenue

Commercial

- Total Assessments – \$92,707,135.00
- Total Revenue – **\$303,152.33**
 - **3.7%** of Total General Fund revenue

Takeaways

- Commercial & Mushroom Agriculture, which accounts for **~27%** of the Township's land use, provides:
 - **5.7%** of total General Fund revenues (**17.3%** of total property tax revenues)



Revenues – Earned Income Tax

Land Use also impacts the Township’s Earned Income Tax revenues.

As of the FY25 Adopted Budget, the Township’s Earned Income Tax (EIT) comprises 36% (or ~\$2.95M) of the Township’s total revenue.

Earned Income Tax has two constraints that limit the potential value to the Township:

- EIT is capped at 1.0% and split 50% with Kennett Consolidated School District for all residential earned income tax.
- For the workforce that lives in another PA municipality that has EIT, that worker’s income tax stays with their municipality

Residential EIT

- ~80% of the Township’s total earned income tax comes from Township residents
 - New Garden share – \$2.36M
 - 28.8% of Total General Fund revenue
 - KCSD share – \$2.36M

Non-residential EIT

- ~20% of the total earned income tax comes from the local industry workforce, which is well representative of Mushroom Agriculture and other “Ag Related” supply chain industries
 - Non-residential EIT revenue – ~\$590K
 - 7.2% of total General Fund revenues

Township EIT Base

- Of the Top 25 businesses by employee count, ranging from 50+ to 300, 16 were Agricultural or “Ag Related” Industries
- Of the Top 25 businesses by average EIT per employee, none were Agricultural or Agriculture Supply Chain
 - The highest-ranked EIT p/ employee for any Agricultural businesses was 353rd of 790
- Revenue from **Residential** Real Estate and EIT comprises **~55%** of ALL Township General Fund revenue
- Revenue from **Commercial & Mushroom Agriculture** Real Estate and EIT comprises **~13%** of **ALL** Township General Fund revenue
 - This assumes that all non-residential EIT comes from existing Commercial and Mushroom Agriculture industries

Capital Fund – Summary

- FY25-29 CIP Summary Overview**

- 76% of all FY25-29 CIP expenditures for Paving, Public Works equipment, and Stormwater Management

	FY 2025 Amended	FY 2026	FY 2027	FY 2028	FY 2029	
Revenue						
Interest Income	\$ 2,422,643.16	\$ 773,500.00	\$ 663,000.00	\$ 663,000.00	\$ 663,000.00	
Transfer from CIP Fund	\$ 243,100.00	\$ 243,100.00	\$ 243,100.00	\$ 450,000.00	\$ 750,000.00	
Grants	\$ 35,000.00	\$ -	\$ -	\$ -	\$ -	
ARPA	\$ -	\$ -	\$ -	\$ -	\$ -	
Liquid Fuels	\$ 390,600.00	\$ 390,600.00	\$ 390,600.00	\$ 390,600.00	\$ 390,600.00	
Budgeted Use of Beginning Cash	\$ 74,284.53	\$ 923,086.08	\$ 1,301,264.90	\$ 288,594.98	\$ -	
Total Revenue	\$ 3,165,627.69	\$ 2,330,286.08	\$ 2,597,964.90	\$ 1,792,194.98	\$ 1,803,600.00	
Expenditures						
Administration	\$ 133,500.00	\$ 50,000.00	\$ -	\$ 100,000.00	\$ -	\$ 283,500.00
Technology	\$ 13,500.00	\$ 32,600.00	\$ 222,600.00	\$ 2,600.00	\$ 2,600.00	\$ 273,900.00
General Services - Fleet & Facilities	\$ 508,480.26	\$ 50,530.44	\$ 190,530.44	\$ 50,530.44	\$ 58,110.00	\$ 858,181.58
Public Works Hwys And Streets (Paving)	\$ 941,578.80	\$ 1,963,980.60	\$ 1,555,159.41	\$ 1,405,889.49	\$ 1,094,000.00	\$ 6,960,608.30
Public Works Hwys And Streets (Other)	\$ 574,185.62	\$ 101,182.72	\$ 101,182.72	\$ 101,182.72	\$ 101,182.72	\$ 978,916.50
Storm Water Management	\$ 236,067.50	\$ -	\$ 396,500.00	\$ -	\$ -	\$ 632,567.50
Parks and Recreation	\$ 143,987.34	\$ 19,892.33	\$ 19,892.33	\$ 19,892.33	\$ 19,892.33	\$ 223,556.64
Kennett Library	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	\$ 100,000.00
Transfers	\$ 512,728.17	\$ -	\$ -	\$ -	\$ 415,714.95	\$ 928,443.13
Total Expenditures	\$ 3,164,027.69	\$ 2,218,186.08	\$ 2,485,864.90	\$ 1,680,094.98	\$ 1,691,500.00	\$ 11,239,673.65
Surplus / Deficit	\$ 1,600.00	\$ 112,100.00	\$ 112,100.00	\$ 112,100.00	\$ 112,100.00	

5-Year CIP Expenditure Strategy

- General Fund vs Capital Fund Prioritization
 - The largest planned impact on the General Fund over the next five years comes from the need to fund capital
 - Interest Income reductions – Continued budgeted decrease in Interest Income (\$884K in FY25) due to federal rate cuts
 - FY28 & FY29 Transfer to Capital increase – \$500K increase in General Fund Expenditures to replenish CIP cash
 - 5-year total estimated Expenditure growth without the Transfer to Capital increase – 1.7%
 - 5-year total estimated Expenditure growth with the Transfer to Capital increase – 10.0%
- Added tax revenues from new development are likely to be realized in FY26-30
- Township leverages a “pay-go” cash burn strategy to fund capital, to minimize debt obligations, other than short-term financing for equipment purchases
- From FY24-25, Township staff implemented the following measures to stretch CIP funding:
 1. Increased the use of the Open Space Fund to offset the cost of operations and capital related to Open Space properties
 - Smedley Preserve
 - New Garden Hills
 2. Adjust the PLGIT investment strategy to yield more in maturities within the calendar years to fund Capital projects
- If revenue growth from new development is unrealized, the Township will have to:
 1. Adjust the use of Interest Income in the General Fund & Capital Fund
 - Non-sustainable over the long run due to forecast Federal rate cuts
 2. Reduce Capital expenditures to avoid depletion of the Capital fund balance
 - 80% of planned FY25-29 CIP Expenditures directly support Roads & Stormwater projects (~\$8.6M)
 3. Increase the real estate tax rate
 4. Cut services

Capital Fund – Summary

FY25-29 CIP Cash Flow Overview

- FY25 Beginning CIP Cash balance of \$4.12M
- Projected Interest Income yield of \$884K from FY25 June to December, with updated PLGIT estimates for FY25-29

FY25 (4.0%)	FY26 (3.5%)	FY27 (3.0%)	FY28 (3.0%)	FY29 (3.0%)
\$ 884,000.00	\$ 773,500.00	\$ 663,000.00	\$ 663,000.00	\$ 663,000.00

- Goal to maintain a strong CIP cash buffer for future Transportation & Stormwater projects
- FY25-29 CIP cash plan still emphasizes increased transfer revenue starting in FY28 to maintain a strong CIP cash position

	FY25 Amended	FY26	FY27	FY28	FY29
Net Beginning Cash	\$ 4,198,558.69	\$ 2,657,515.53	\$ 1,852,529.45	\$ 669,364.55	\$ 498,869.57
Added Transfer	\$ 243,100.00	\$ 243,100.00	\$ 243,100.00	\$ 450,000.00	\$ 750,000.00
ARPA	\$ 74,284.53				
Grants	\$ 25,000.00				
Liquid Fuels	\$ 396,600.00	\$ 396,600.00	\$ 396,600.00	\$ 396,600.00	\$ 396,600.00
Total	\$ 4,937,543.22	\$ 3,297,215.53	\$ 2,492,229.45	\$ 1,515,964.55	\$ 1,645,469.57
CIP Expenditures	\$ 3,164,027.69	\$ 2,218,186.08	\$ 2,485,864.90	\$ 1,680,094.98	\$ 1,691,500.00
Cash Remaining	\$ 1,773,515.53	\$ 1,079,029.45	\$ 6,364.55	\$ (164,130.43)	\$ (46,030.43)
Replenished Interest	\$ 884,000.00	\$ 773,500.00	\$ 663,000.00	\$ 663,000.00	\$ 663,000.00
Net Year-end Cash	\$ 2,657,515.53	\$ 1,852,529.45	\$ 669,364.55	\$ 498,869.57	\$ 616,969.57



Capital Fund – Summary

Cash Fund Account	Year End Cash Position (FY21-24)			
	12/31/2021	12/31/2022	12/31/2023	12/31/2024
General Fund	\$ 3,847,431.80	\$ 3,511,949.92	\$ 2,586,094.38	\$ 2,693,840.72
Capital Improvement	\$ 5,290,985.79	\$ 4,475,601.52	\$ 2,647,635.30	\$ 1,888,600.74
Capital Reserve	\$ 40,259.21	\$ 228,590.53	\$ 472,804.80	\$ 476,611.73
Enterprise Funds (Restricted)				
Airport Fund	\$ 156,998.78	\$ 106,378.71	\$ 376,078.63	\$ 1,009,938.97
Airport Capital	\$ 37,078.09	\$ 15,529.68	\$ 19,863.67	\$ 114,733.10
Open Space Fund	\$ 433,871.58	\$ 845,766.85	\$ 1,699,268.87	\$ 781,444.41
Hydrant Fund	\$ 362,843.42	\$ 340,477.36	\$ 391,845.72	\$ 456,093.93
Misc Restricted Funds				
State Checking - Liquid Fuels	\$ 139,164.78	\$ 103,103.24	\$ 104,977.18	\$ 501,214.76
ARPA Funds	\$ 515,146.83	\$ 696,525.09	\$ 495,648.12	\$ -
Misc Restricted Funds (Closed)				
Recreation Fund	\$ 50,901.62	\$ 35,288.06	\$ 98,830.31	\$ 190,461.29
Phase 2 Park Expansion Grant	\$ 110,500.52	\$ 110,701.32	Account Closed	Account Closed
New Garden Hills	\$ 138,150.65	\$ 52,214.40	\$ 93,280.40	\$ 94,045.26
Sewer Fund	\$ 449,438.94	\$ 652,047.73	\$ 618,297.22	\$ 621,899.65
Investment Funds				
PLGIT - Term (Sewer Sale Fund)	\$ 22,011,412.65	\$ 22,000,000.00	\$ 22,854,742.70	\$ 22,316,162.37
General Fund			\$ 303,464.60	\$ 1,044,665.30
PLGIT - Class	\$ 105,445.04	\$ 106,966.67	\$ 112,270.08	\$ 118,579.12
PLGIT - Reserve	\$ 106,185.86	\$ 107,813.36	\$ 113,284.46	\$ 120,003.50
PLGIT - Prime	\$ -	\$ 66,639.19	\$ 77,910.06	\$ 806,082.68
PLGIT - Class	\$ -	\$ 12.26	\$ 20,883.92	\$ 20,883.92
PLGIT - CD Program	\$ -	\$ -	\$ 236,000.00	\$ 236,000.00
Open Space Fund				\$ 1,676,927.64
Dividend Account				\$ 531,797.00



Capital Fund – Summary

- **FY25 Net Cash**
 - Unrestricted
 - General & Capital Improvement
 - Restricted
 - Open Space, Hydrant, Parks & Recreation, Sewer, ARPA, Liquid Fuels
 - Investment
 - Sewer Sale Investment Fund

	12/31/2021	12/31/2022	12/31/2023	12/31/2024
Total General Fund	\$ 3,847,431.80	\$ 3,511,949.92	\$ 2,586,094.38	\$ 2,693,840.72
Total Capital Improvement	\$ 5,470,409.78	\$ 4,807,307.55	\$ 3,785,765.80	\$ 4,699,773.45
Total Open Space	\$ 433,871.58	\$ 845,766.85	\$ 1,699,268.87	\$ 2,458,372.05
Total Hydrant	\$ 362,843.42	\$ 340,477.36	\$ 391,845.72	\$ 456,093.93
Total Airport	\$ 194,076.87	\$ 121,908.39	\$ 395,942.30	\$ 1,124,672.07
Total Parks & Recreation	\$ 189,052.27	\$ 87,502.46	\$ 192,110.71	\$ 284,506.55
Total Sewer Fund	\$ 449,438.94	\$ 652,047.73	\$ 618,297.22	\$ 621,899.65
Total Sewer Sale Investment Fund	\$ 22,011,412.65	\$ 22,000,000.00	\$ 22,854,742.70	\$ 22,316,162.37
Total ARPA	\$ 515,146.83	\$ 696,525.09	\$ 495,648.12	\$ -
Total Liquid Fuels	\$ 139,164.78	\$ 103,103.24	\$ 104,977.18	\$ 501,214.76
Total	\$ 33,612,848.92	\$ 33,166,588.59	\$ 33,124,693.00	\$ 35,156,535.55
Total Less Sewer Investment Fund	\$ 11,601,436.27	\$ 11,166,588.59	\$ 10,269,950.30	\$ 12,840,373.18
Total Less Restricted Funds	\$ 9,317,841.58	\$ 8,319,257.47	\$ 6,371,860.18	\$ 7,393,614.17



FY26 Priorities:

2. Economic Development



Economic Development Overview

What is Economic Development, and why is it critical to the Township's goals?

Per the 2018 Comprehensive Plan, the main goal of economic development is to nurture diverse economic opportunities that support a sustainable and stable tax base, complement the community's character and environment, and optimize use of existing infrastructure and resources.

How is Economic Development achieved for New Garden?

Utilize state (PA DCED) and regional programs (CCEDC) and leverage Township assets (zoning flexibility & municipally owned properties) to attract modern industries that create high-quality and sustainable job opportunities.

Examples of Township opportunities

- Zoning
 - Flexible use development districts
- Airport Development Zone – Performance development agreements
- Coordinate with enterprising landowners
- Grant partnerships

- Market opportunities – PA DCED, CCEDC, SCCCC, Brandywine Valley Tourism



Economic Development Overview

What spurs Economic Development interest?

- Regional location
 - Transportation
 - Workforce
 - Supply chains & logistics
- Local demographics
 - Population & Housing (density and attainability)
 - Incomes – Higher impact on retail-based development
- Available Sites – Dependent on industry
 - Land Use & Zoning
 - Development opportunities (includes governmental incentives)
 - Low cost of ownership (i.e. performance lease or acquisition)
 - Low cost of construction (i.e. “pad-ready sites”)

Based on the above, is New Garden a viable location for high-level economic development?

Strengths

- Regional location (Philadelphia MSA, proximity to Wilmington/I-95)
- Average Median Incomes (AMIs)
- Available sites – Commercial industry turnover, Airport Development Zone, Expanded Innovation District (formerly the “Business Park”)

Weaknesses

- High cost of development
 - Infrastructure (i.e. sewer & stormwater)
- Low density – Lack of workforce opportunities (high cost of living) & Traditional retail attraction

Economic Development Overview

Do New Garden residents want economic development?

Per the FY25 Community Survey, when asked to identify the most needed economic development priorities for the Township, residents most frequently selected two key areas, with the majority of responses stating the benefit of having a stronger tax base.

The identified areas correlate with current Township initiatives:

1. Expanding shopping and dining options (30%)

- Mixed-use development zoning
- Higher-density residential zoning districts in the growth corridors
 - Increased housing units support the market feasibility of service-oriented commercial square footage

2. Increasing the availability of affordable and workforce housing (13%)

- Higher-density residential zoning districts (Village Center, Village Gateway, Mixed Use Corridor, Residential Flex)
 - Requires decreased cost of development, specifically for sewer

• Other recognized needs by the community (with underlying tax base benefits) were an increase of:

- **Professional services (medical, insurance, finance, etc.) (12%)**
 - Earned Income Tax
- **Commercial/industrial growth (10%)**
 - Earned Income Tax
- **Entertainment & recreational venues (12%)**
 - Amusement Tax

Economic Development: Location

New Garden is mostly described as having two types of identities:

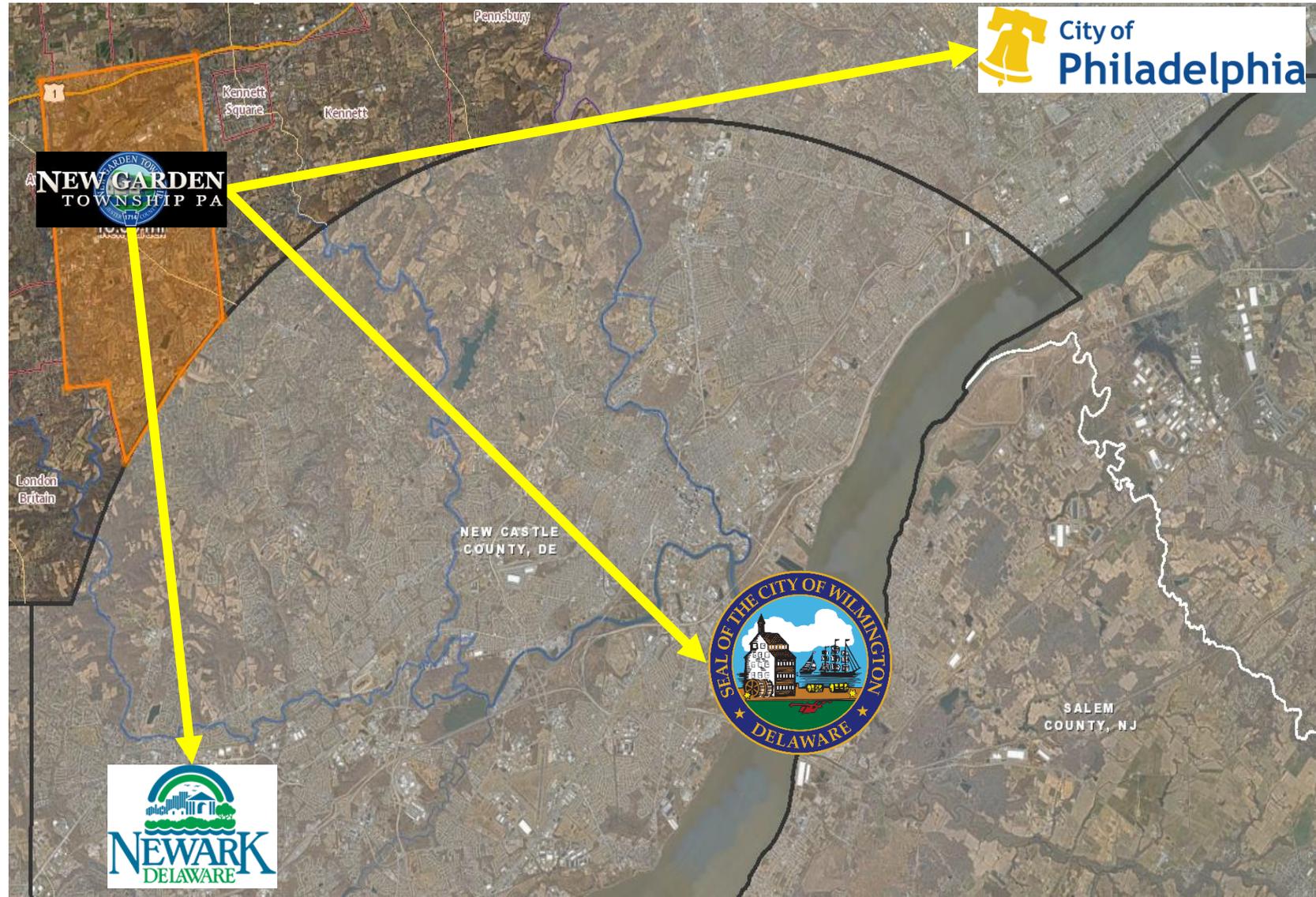
1. Residential “bedroom” community of northern DE (primarily Wilmington)
2. Agricultural, with an emphasis on the mushroom-growing industry

Commuter distances

- 15 miles to Wilmington, DE
- 13 miles to Newark, DE
- 40 miles to Philadelphia, PA

Located between the I-95 mid-Atlantic corridor and US Rt. 1.

Proximity to Philadelphia Intl and New Castle for commercial aviation transportation requirements



Demographics: Population

Population Growth – Historical vs Forecast

New Garden experienced the highest percentage increase in population over the last 30 years (52.2% increase since 1990). This growth spurt occurred with an associated lack of housing density, with the current average of 0.33 houses and 1.13 residents per acre.

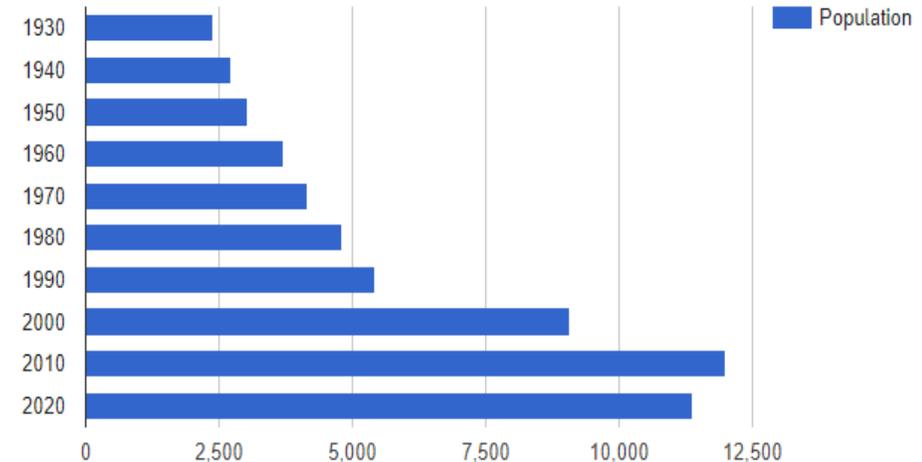
Since 2010, growth has stagnated, and the population decreased as of the 2020 census.

The “boom and bust” growth patterns have led to a consistently aging demographic, where 76% of residents intend to retire in place (FY25 Community Survey).

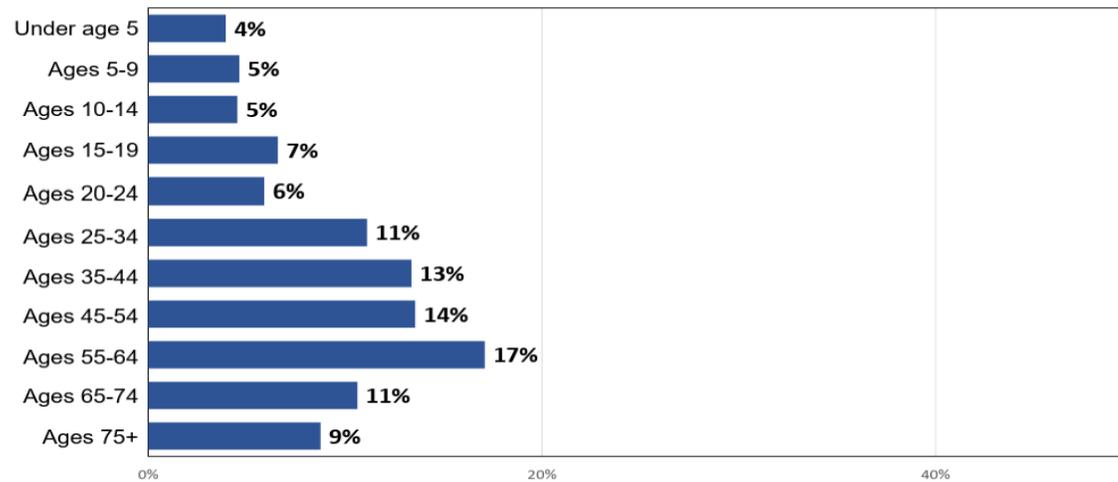
Per the CCPC, census data is showing two concerning trends for the Township:

- From 2010 to 2023:
 - The number of children (infant – 9) dropped 49%
 - The number of young adults (25-44) dropped 25%
 - The number of seniors 60 and over increased by 135%.

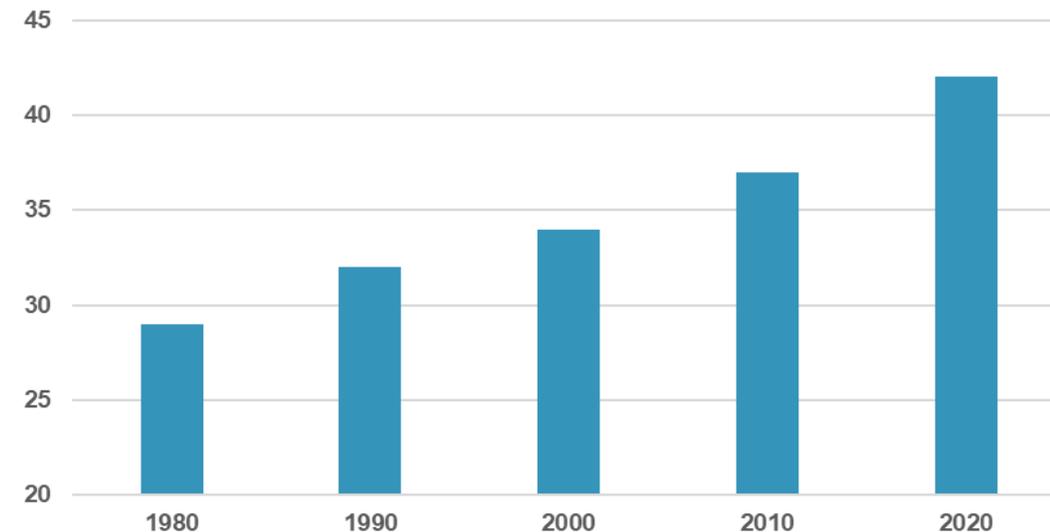
New Garden Township 1930 - 2020 Population



Q27. Including Yourself, How Many People In Your Household Are... by percentage of respondents



NGT Median Age: 1980-2020



Demographics: Housing

Housing Market Impacts on Affordability

• In 2017, the Township's four zip codes had the following **average** housing market prices:

- 19350 (Landenberg) – \$387,140
- 19311 (Avondale) – \$361,110
- 19348 (Kennett Square) – \$381,448
- 19374 (Toughkenamon) – \$247,746

• As of 2025 YTD, the same four zip codes have increased significantly:

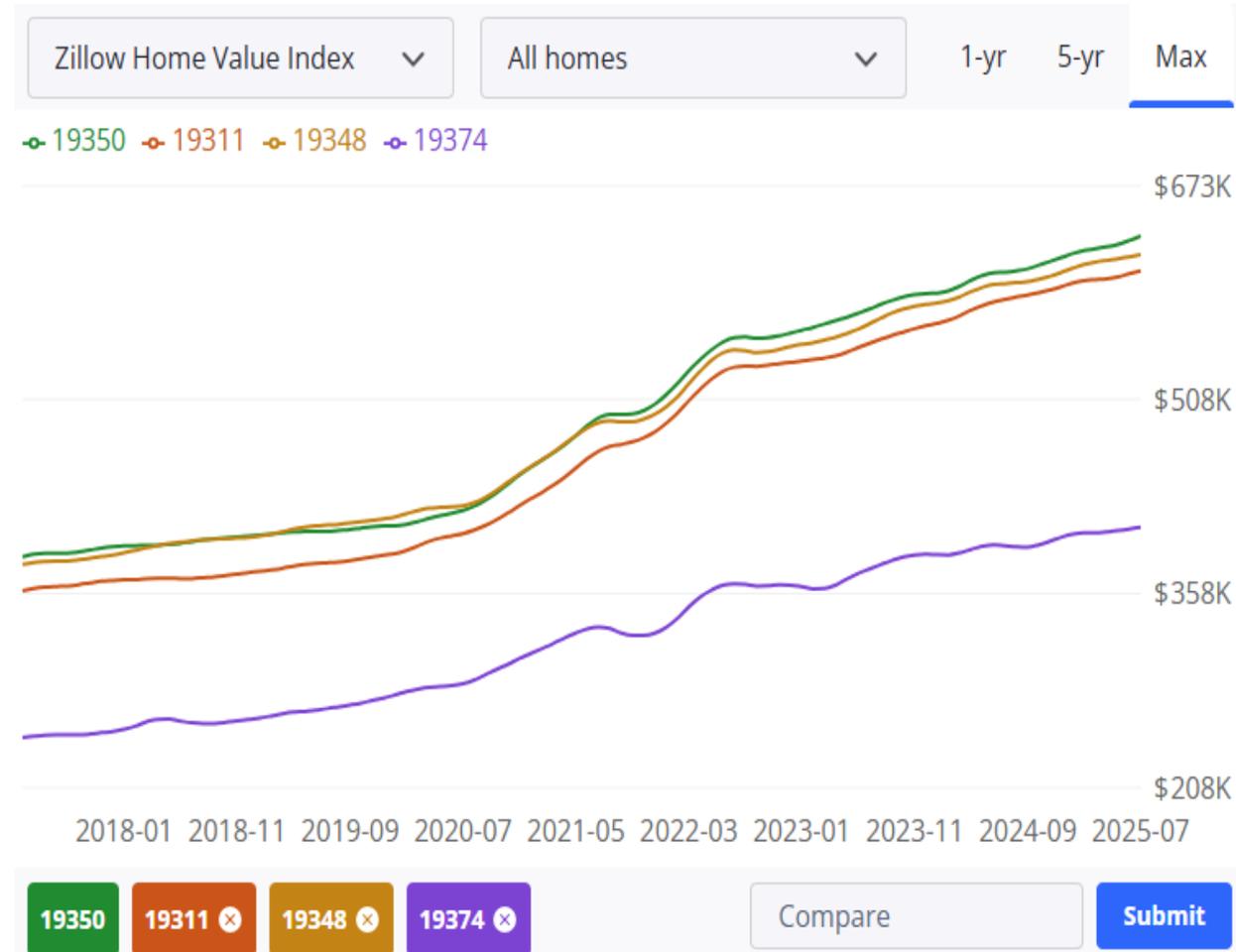
- 19350 (Landenberg) – \$635,163 **(+64.1%)**
- 19311 (Avondale) – \$608,393 **(+68.5%)**
- 19348 (Kennett Square) – \$620,745 **(+62.7%)**
- 19374 (Toughkenamon) – \$410,186 **(+65.6%)**

• AMIs needed to afford a home in New Garden

• Assume the 30% net income and 20% down “rules of thumb”

- 2017 – Average home cost @ 4.5% – \$344K
 - Recommended AMI – ~\$80K
- 2025 – Average home cost @ 6.5% – \$568K
 - Recommended AMI – ~\$155K

• In less than a decade, the recommended AMI to afford a home **doubled**

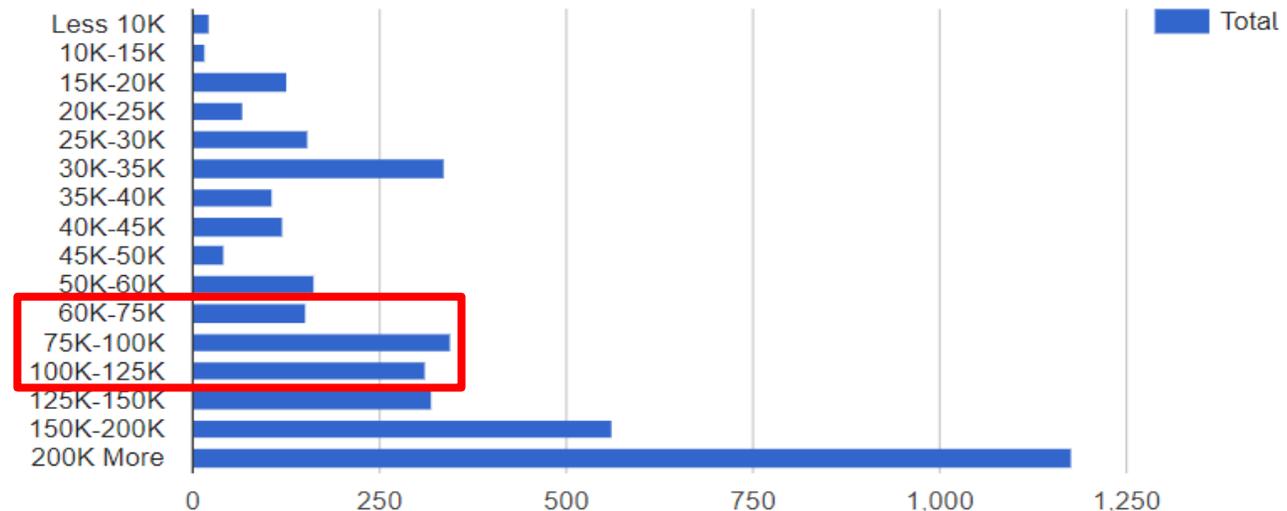
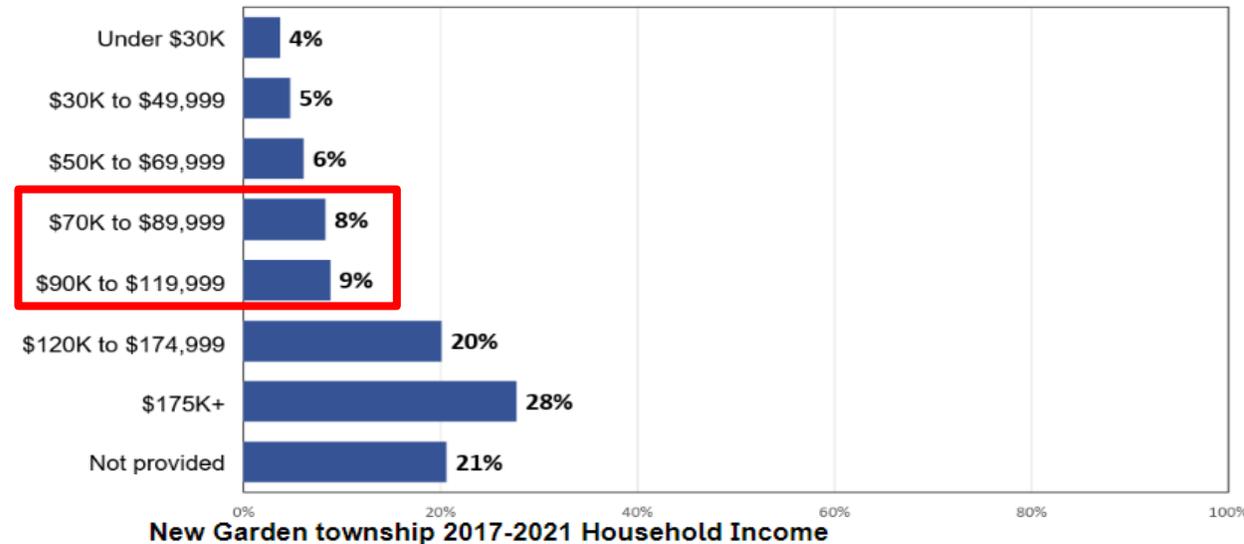


Demographics: Income

Average Median Household Income (AMI)

- New Garden Township has a relatively strong median household income of \$129,292.00
 - However, the DVRPC 5-yr moving average from 2017-2021, reflects that this is more of a product of a significant high and low end of household incomes within the Township
- Although the Township's strong median AMI serves as a positive for economic development purposes, the "aging in place" trend with stagnant housing poses a long-term risk to future declines in Earned Income Tax, given that PA does not tax on retirement income and:
 - 37% of the Township is over the age of 55
 - 14% of the Township is between the ages of 45 and 54
 - Housing affordability (~\$568K) is likely to attract older age buyers, which cycles the "aging in place" trend
- The strategy to create more missing middle housing is intended to replenish the 20 to 44 age bands of potential buyers, where the following housing costs would be supportive to that demographic:
 - Assume the 30% net income and 20% down "rules of thumb"
 - Average home cost @ 6.5% – \$395K
 - Recommended AMI – 108K
- For AMIs < 108K, there will continue to be an issue to solve the "missing middle" issue with new market rate development opportunities, and the Township will need to explore adding more workforce/affordable housing developments

Q34. Would You Say Your Total Annual Household Income Is... by percentage of respondents



Economic Development: Goals

Focus areas for future economic development?

- Increase tax base to support local services
 - ~\$350K+ structural deficit as of FY2025
 - Funded by FY24 General Fund rollover surplus
 - Increase funding levels for Capital projects
 - Paving, Transportation Enhancements, Stormwater Retrofits
 - Ability to diversify and scale revenues to abate future increases in property tax rates
- Leverage future development to incentivize PennDOT enhancements along state-owned transportation corridors within the Township's growth corridors (Rt 41, Baltimore Pike, Newark)
 - Limited existing population density (AADT) to justify PennDOT investment to enhance corridors
- Diversify commercial land use that spurs modern economic prosperity and creates local job opportunities, specifically with industries that enhance the Township's tax base
- Promote more missing middle housing opportunities that address:
 - Availability – Overall lack of housing inventory and diversity of unit types
 - Attainability – Average single-family unit market price in NGT as of Summer 2025 – ~\$568K
 - Workforce – A sizable portion of the population has AMIs <\$108K which represents a workforce retention risk to the Township's larger industries (Mushroom Agriculture, Cold Storage, Manufacturing)

FY26 Priorities:

3. Infrastructure



Infrastructure: Budget Impact

For the FY25 Adopted Budget

- Real Estate tax revenue (~\$2.7M) represents 33.5% of Total General Fund Revenue (~\$8.2M)
 - Real Estate tax and Earned Income tax revenue represent 69.8% of Total General Fund Revenue
- The primary demand of tax revenue is to fund General Fund operations, the majority (~67%) of which supports:
 - Southern Chester County Regional Police – 30.5% (~\$2.5M)
 - Avondale Fire Company & Southern Chester County EMS – 14.9% (~\$1.2M)
 - Public Works – 14.4% (~\$1.2M)
 - Community Development & Life Safety – 7.8% (~\$650K)
- Capital Transfers (\$243K) represent 2.9% of the Township’s Total General Fund Expenditures
 - Assuming CIP transfers are solely funded by Real Estate Tax (which it isn’t), for the average assessed household of \$186K, that equates to **\$17.60 per year** of real estate tax revenue that is allocated toward capital transfers, which supports the “pay go” cash strategy to fund projects such as paving, transportation, and stormwater improvements

2025 Real Estate Tax Millage % Share					
Median Assessment	\$				
		Tax Rate	% of Total	Annual Cost	Monthly Cost
Kennett Consolidated School District		34.99	81.7%	\$ 6,508.14	\$ 542.35
Chester County		4.551	10.6%	\$ 846.49	\$ 70.54
New Garden Township		3.27	7.6%	\$ 608.22	\$ 50.69
Total		42.811	100%	\$ 7,962.85	\$ 663.57



Infrastructure: Paving Program

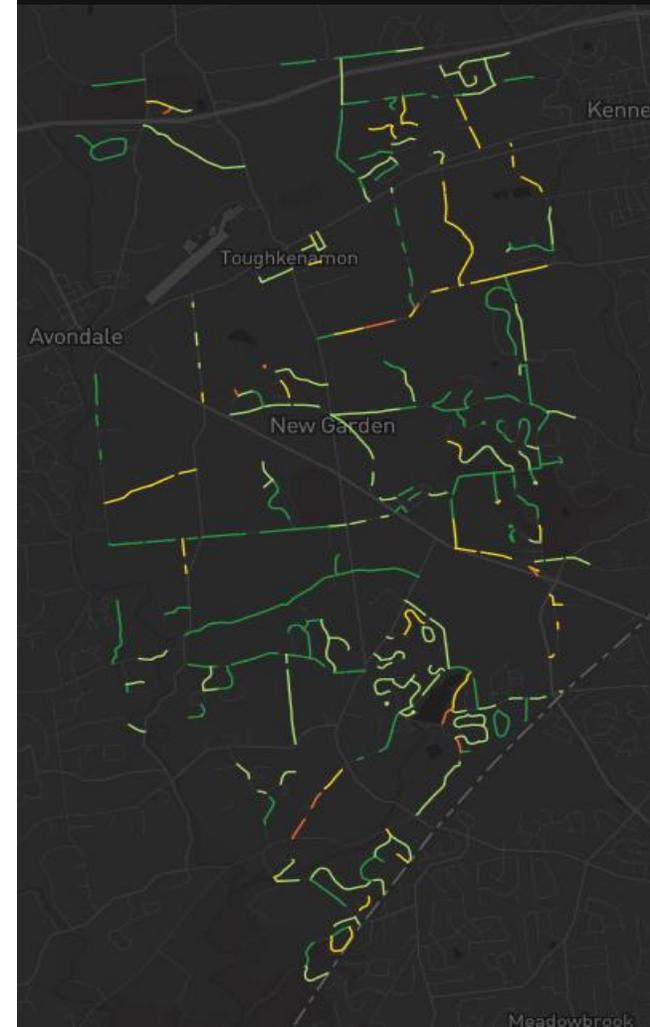
- Second-class Townships are responsible for the maintenance of Township-owned equipment and facilities, which include the purchasing of materials, equipment, machinery, and the construction, repair, and maintenance of roads.
- Best management practices dictate a ~20-year replacement cycle for all linear mileage of roadway, which to date translates to roughly 3 miles per year for the Township at an estimated cost of ~\$1.5M to \$1.7M annually.
 - Currently, the Township leverages three sources of revenue to fund all Capital projects, including the annual Paving Program
 - **Interest Income** – sourced from Township fund balance and sewer sale investment fund
 - Allocated to support all CIP projects, not just paving (equipment replacements, stormwater projects, etc.)
 - Forecast to decrease due to Federal Reserve rate outlook
 - \$884K as of FY25, down from \$1.2M in FY24
 - **Capital Fund Balance** – replenishable “pay-go” cash fund for CIP initiatives to avoid long-term debt
 - Budgeted annual transfers to Capital Reserves are \$243K (non-sustainable)
 - The township’s goal is to grow transfers to reserves through additional revenue from development
 - **Liquid Fuels Tax (Paving only)** – sourced from PA gas tax and distributed to municipalities
 - Equates to ~\$400K annually (forecast to decrease due to public EV adoption)
 - Decreased 11% since 2019
- All three primary Capital Revenue sources are non-sustainable (if Capital Transfers are not sufficient)

Infrastructure: Paving Program

- In all, New Garden Township has 60+ miles of Township-managed roadways, which are divided into 167 different segments.
- Biannually, the Township leverages Better Roads Mobility Intelligence (formerly RoadBotics), which is a paving condition analysis tool that analyzes a national database and provides a score per segment based on a 1-5 scale (5 being worst)
 - The score is for the entire segment, not just the “hot spots”
 - The Township does not chase “hot spots” as a determination to pave an entire segment
 - Resident requests are appreciated but do not determine final decision-making
- The Township leverages this data to formulate a 5-year capital paving strategy to address the most critical needs for the entire Township
- The last assessments were in 2022 and 2024
 - 2022 – 1.57 average score
 - 2024 – 1.84 average score
- More assessments are needed to create a true threshold, and the 2026 assessment will be conducted with the added major paving initiatives complete:
 - Hillendale Rd – FY25 & FY26
 - New Garden Rd (Rt. 41 to Newark) – FY26
 - Old Limestone – (FY26)

New Garden, PA 2024

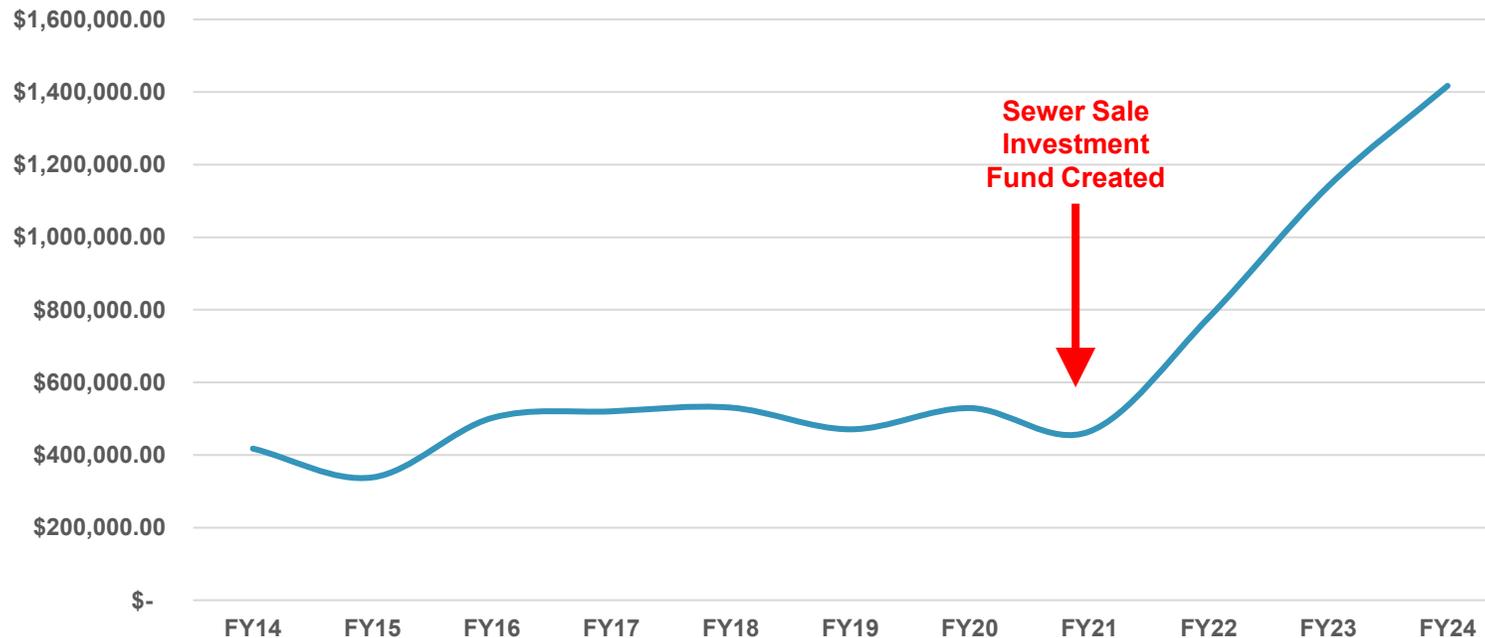
63 mi 1.84 82 100



Infrastructure: Paving Program

- The Township's ability to pave roads is dependent on the ability to source sufficient revenues to fund both General Fund operations and Capital expenditure priorities
- Historically, with limited tax revenues, the Township leveraged only the state-allocated Liquid Fuels Tax revenue to fund paving operations
- With the added interest income generated by the invested fund balance of the remaining proceeds from the sale of the sewer system, the Township was able to increase paving expenditures by 70.5% since 2014, mostly within the last few fiscal years
 - This increase still requires the use of the Capital fund balance, which is unsustainable given the Township's total revenues, meaning there will be a required reduction in paving expenditures to preserve and rebuild the Capital fund balance
 - The goal of the Township was to get through the most critical projects (i.e., Starr Rd, Pemberton Rd, & Hillendale Rd)

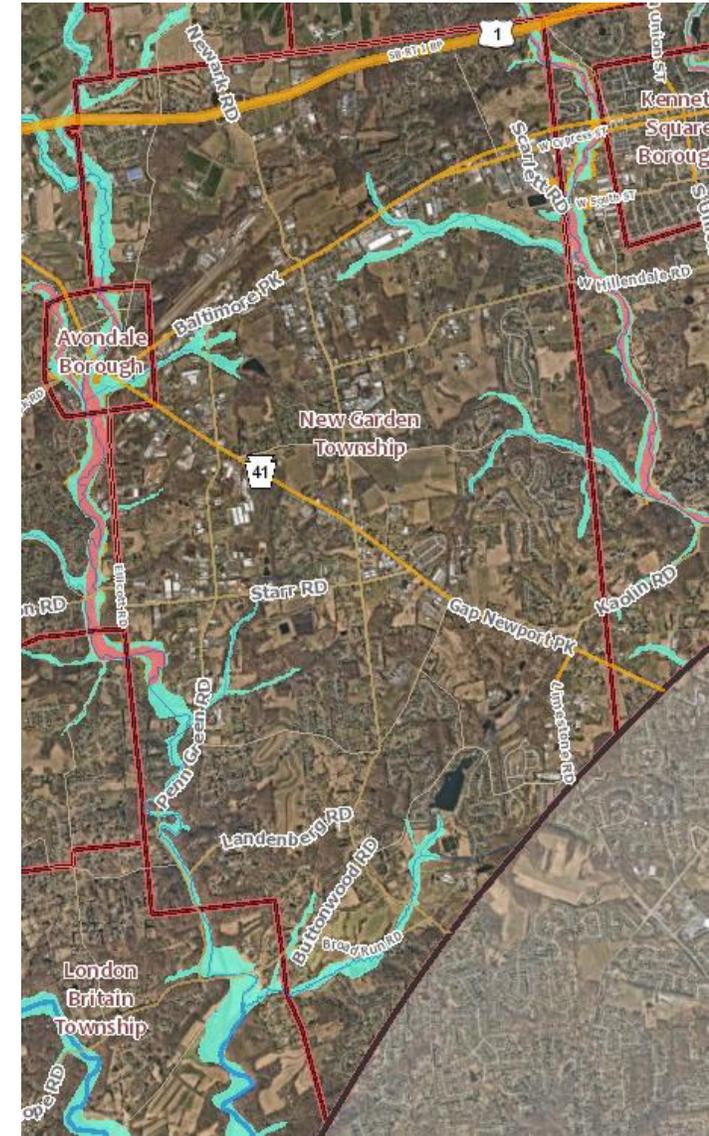
NGT Annual Paving Program - Total Expenditures



Infrastructure: Stormwater

A Stormwater Management program permits the Township to address multiple stormwater issues such as:

- PA DEP MS4 Permit
 - Unfunded mandate to implement BMPs that reduce net stormwater impacts
 - Current BMP is for sediment reduction
 - New Garden's requirement is ~334K pounds of sediment per year
 - Township committed to a comprehensive BMP capital project to meet DEP's net sediment reduction requirements at the Smedley Preserve, rolling over the use of \$415K in previously committed ARPA funds
- Infrastructure management program split into two categories:
 - Asset management
 - Master replacement plan for all stormwater infrastructure assets within the Township
 - Culverts, Pipes, Drains, Inlets, Ponds, etc.
 - The Township does not have a comprehensive stormwater master plan based on assessed in-line depreciation and material condition for all stormwater infrastructure assets
 - Operational management
 - Ongoing daily maintenance cost to fund labor toward stormwater preventative maintenance actions such as streambank mowing, inlet inspections, small repairs, etc.
 - Cost of labor
 - Cost of commodities
- The Township's stormwater program is primarily funded through the General Fund (labor and materials), which provides limited funding to proactively address critical stormwater issues



Infrastructure: Stormwater



New Garden Township stormwater risk exposure:

- Bounded by two major watersheds:
 - EB White Clay Creek
 - WB Red Clay Creek
- Raised elevation in the middle along Rt. 41
 - “Sheeting” impact of heavy saturation and drainage accelerating, with water flowing from higher to lower elevation points
- Trough area along Baltimore Pike
 - Significant impact on Toughkenamon
- Compounded by the lack of existing infrastructure and limited funding to retrofit, means that NGT has a **high-risk** exposure to the impacts of future significant stormwater events

Infrastructure: Stormwater

The Township currently has two Stormwater projects identified as capital priorities over the next year, mostly for small basin repairs and pipe replacements, to mitigate flooding and topping issues in those areas:

- Mercer Mill Rd Culvert – \$245,000.00 – FY25
- Wilkinson Dr Culvert – \$396,500.00 – FY27

Toughkenamon Flooding

The Township assessed the financial impact of retrofitting degraded stormwater infrastructure in Toughkenamon:

- High-end option – \$4.1M
- Low-end option – \$790K

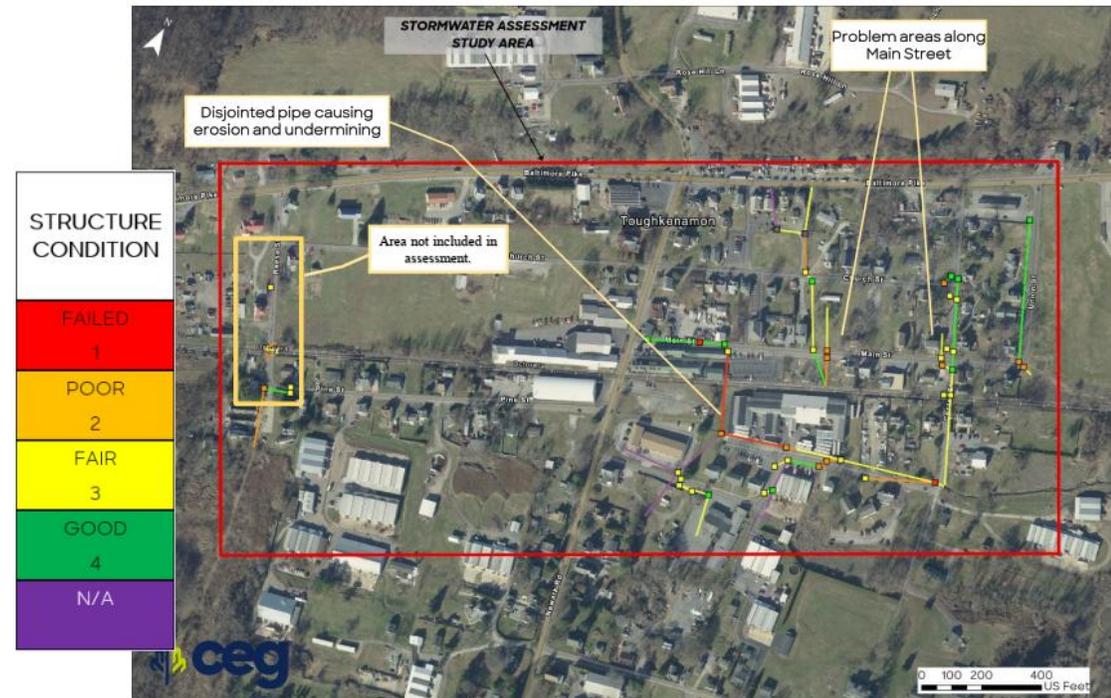
Based on discussions with PennDOT, the goal is to leverage the Baltimore Pike / Newark Rd project to address Toughkenamon stormwater issues at no cost to the Township

Stormwater Fee

A stormwater management fee (“rain tax”) establishes a separate Stormwater Management Fund as the funding resource to address stormwater management issues

Equitable Stormwater Fees are based on assessed Environmental Resource Units (ERUs), which are calculated from the net impervious surface on a property, rather than an added tax rate based on property values

In New Garden, this would be a significant impact on the community, specifically Mushroom Agriculture, due to the expansive amount of impervious surface areas on those properties



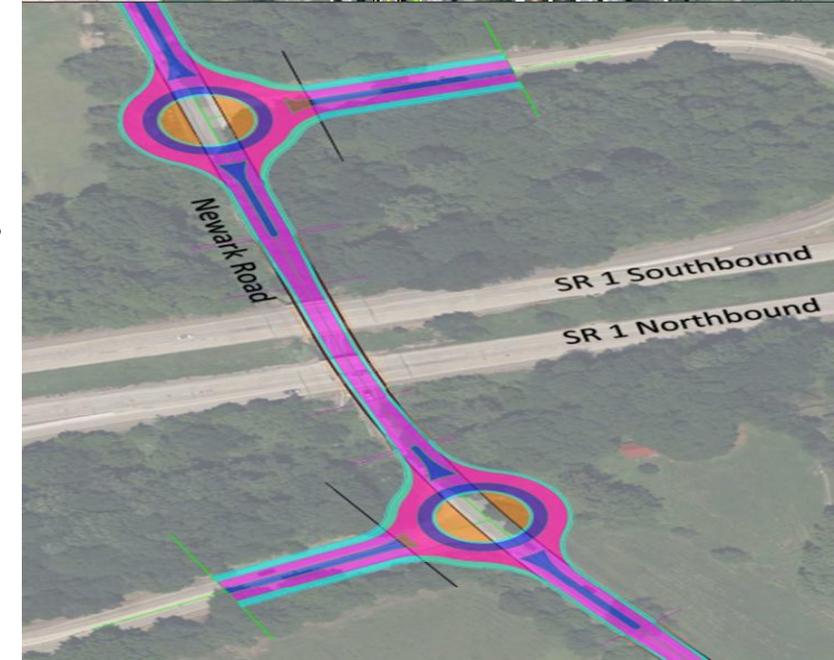
Infrastructure: Transportation

There are significant PennDOT-funded transportation projects currently in the design and engineering phases that involve enhancements to the following intersections:

- Baltimore Pike / Newark Rd Intersection – PennDOT
 - Township MEF grant with DCED funded \$600K in preliminary design with Bowman
 - Final design started in November 2023 between PennDOT & Bowman
 - Re-alignment, added capacity and turn lanes, pedestrian improvements, stormwater, traffic signal updates, and lighting
 - Advertise for construction in FY27 – 2-year construction timeline
 - Estimated completion – FY29
- US Rt 1/Newark Interchange
 - Part of the US Rt. 1 Reconstruction initiative
 - Pavement reconstruction and roundabouts for both ramp interchange areas
 - Address substandard bridge under-clearances, ramps, shoulders, & culverts
 - Still in the preliminary design phase, limited Township involvement
 - Estimated completion – FY30

A pending initiative is the Rt. 41 & Rt. 7 interchange, which is a confluence of 6 roadways within 900 ft, and requires significant investment to retrofit that section of the Township

- Inputs from the Rt. 41 Corridor Study, Act 209, and the community will assist the Township in moving that project forward



Infrastructure: Transportation

- The Rt. 41 Corridor Study, Act 209, and Zoning project initiatives have helped establish an understanding of the necessary transportation improvements needed along the Township's growth corridors, which include:
 - Route 41
 - Baltimore Pike
 - Newark Rd (north of Route 41 to US 1)
 - US 1 Interchange area
- As future development occurs, the Township will leverage Act 209 impact fees to invest toward enhancing off-site intersections to ensure sustainable traffic conditions in the community
- In the near term, among the 24 studied intersections in the Act 209 Transportation Service Area, the Township will begin to prioritize improvements to advance discussions with PennDOT

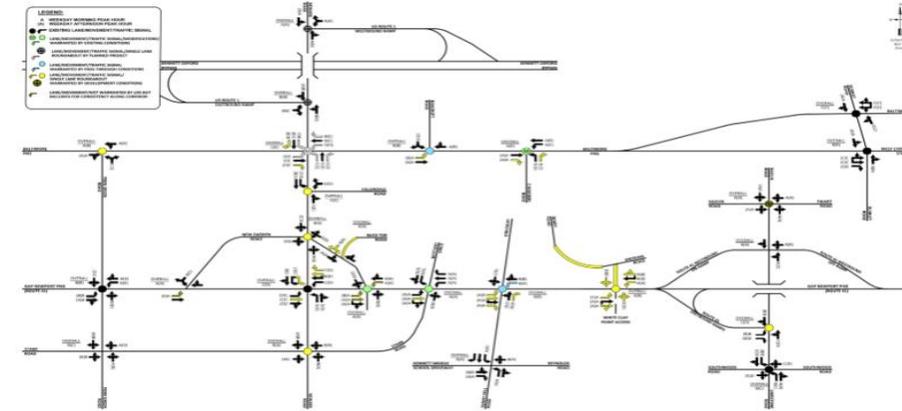


FIGURE 11
2035 Future Development Peak Hour Levels of Service - Improvements



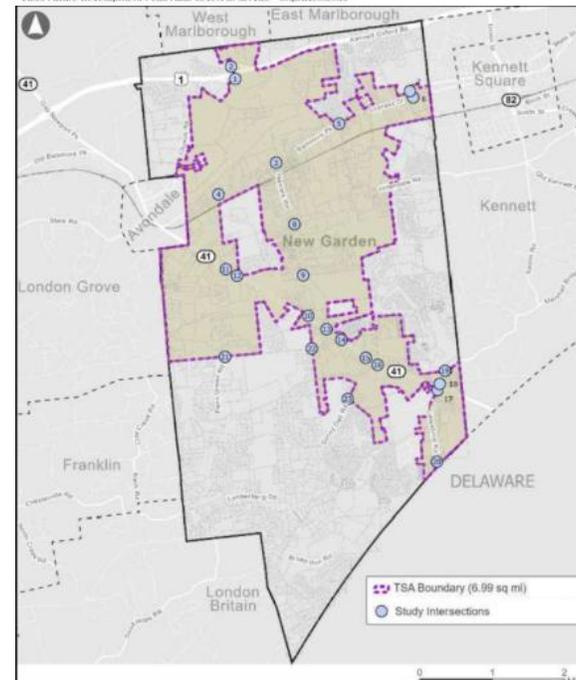
GRAPHIC LEGEND

Planned Improvements / Recommended Improvements	
Intersection Improvement	Bicycle Improvement
Gateway Treatment	Turn Lane Improvement
Roundabout	Crossing Enhancement
Sidewalk/Sidepath	Streetcape Improvement
	Low Cost Safety Improvements (Unsignalized)
	Monitor for Capacity Improvements and Traffic Control

Gateway Treatment
Intersection Improvement
Turn Lane Improvement
Streetcape Improvement

- Consistent three-lane cross-section with a center turn lane throughout the corridor in the township
- General goals and objectives to improve the "appearance, function, and safety" of the corridor
- Township gateways and consistent streetscapes for different areas of corridor

New Garden Comprehensive Plan (2018)



FY26 Priorities:

4. Public Safety Services



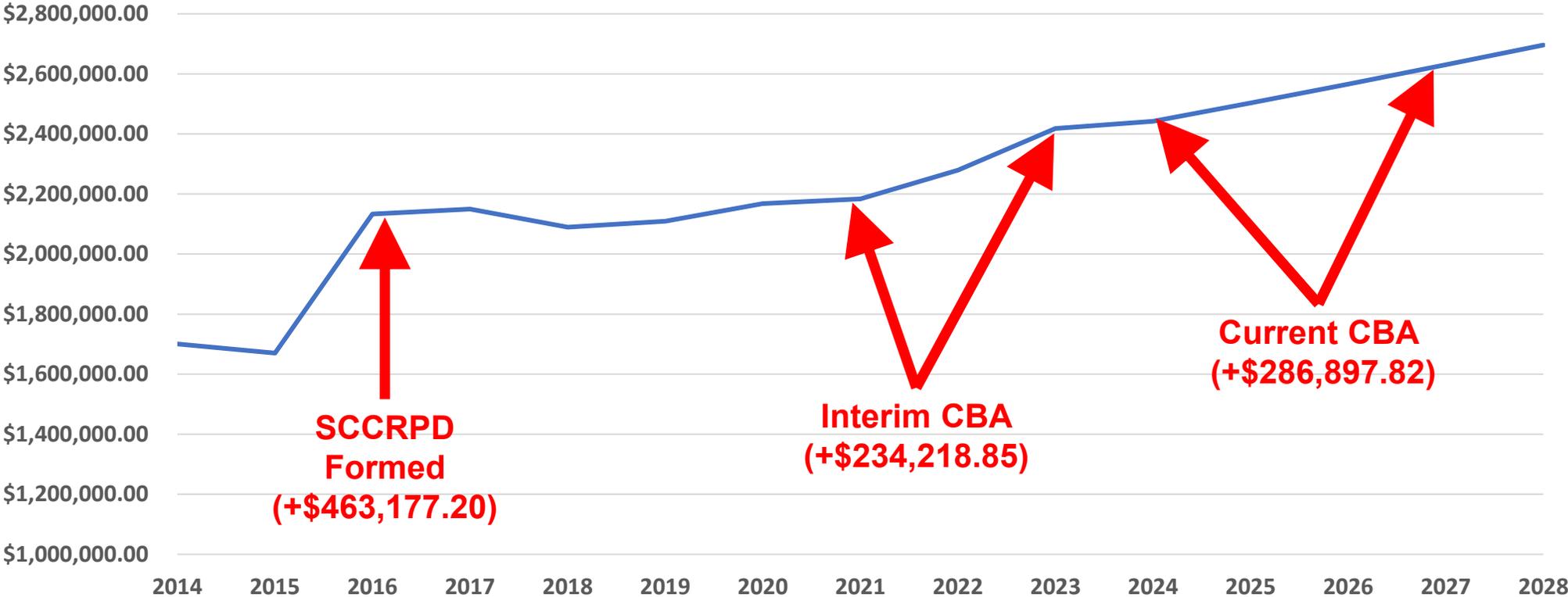
Public Safety: Overview

Overview

- As a Second-Class Township that is authorized to provide Police and Fire/EMS services, there are significant funding obligations required to provide strong public safety services.
- New Garden's General Fund is the only source of funding for annual contributions for Public Safety organizations
 - For each organization, the Township is the primary source of municipal revenue
- Southern Chester County Regional Police
 - Accredited governmental policing organization with an appointed Full-time Chief Executive (Police Chief)
 - 80/20 fund distribution between New Garden Township (\$2.4M) and West Grove Borough (\$616K) to support SCCRPD's total budget of \$3.5M
 - Ratified by the 2016 Intermunicipal Agreement (IMA)
 - Established Public Safety Commission with three (3) voting members, with a 2:1 alternating majority between New Garden and West Grove
- Avondale Fire Company (Fire & BLS)
 - Non-profit organization; Board of Directors
 - No Full-time Chief Executive
 - No municipal governing Commission
 - Township contributes \$1.19M as of FY25 (includes SCCEMS) as a municipal contribution for Fire/EMS services
 - Township contribution represents ~80% of all AFC municipal revenue, which is roughly half of the total AFC budget (~\$2.2M)
- Southern Chester County EMS (ALS Only)
 - Non-profit organization; Board of Directors
 - Full-time Chief Executive
 - No municipal governing Commission
 - Comprised of 17 regional municipalities, making it one of the largest wholesale public safety service providers in Chester County

Public Safety: SCCRPD

Township Expenditures - SCCRPD (FY14-28)



Public Safety: SCCRPD

- Geographically, SCCRPD is situated in an area with some established Full-Time policing agencies and mostly state-policed municipalities, providing little opportunity for regionalization given the gap for municipal police funding and no-cost state-policing agreements

SCC Municipal PD Costs as of FY25:

SCCRPD – \$3.5M

- NGT – \$2.4M
- WG – \$616K
- AB – \$140K

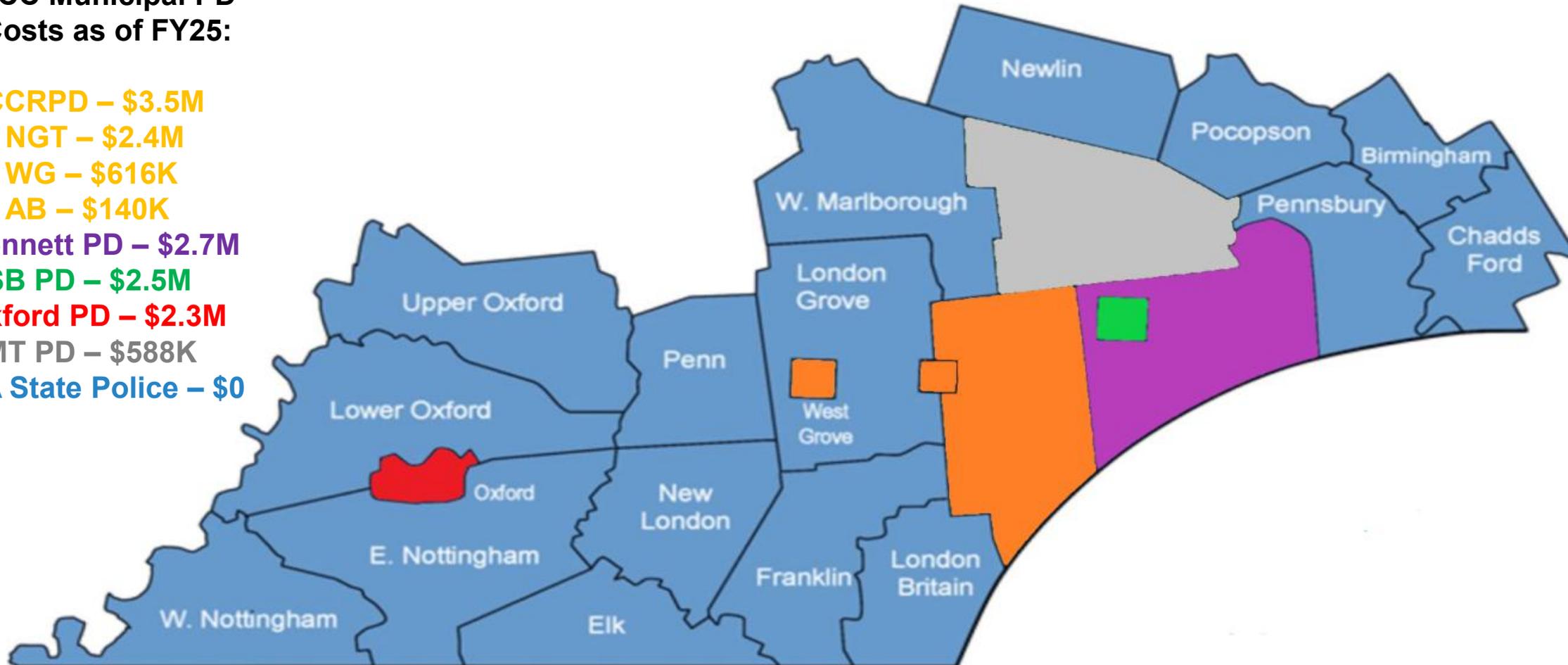
Kennett PD – \$2.7M

KSB PD – \$2.5M

Oxford PD – \$2.3M

EMT PD – \$588K

PA State Police – \$0



Public Safety: SCCRPD

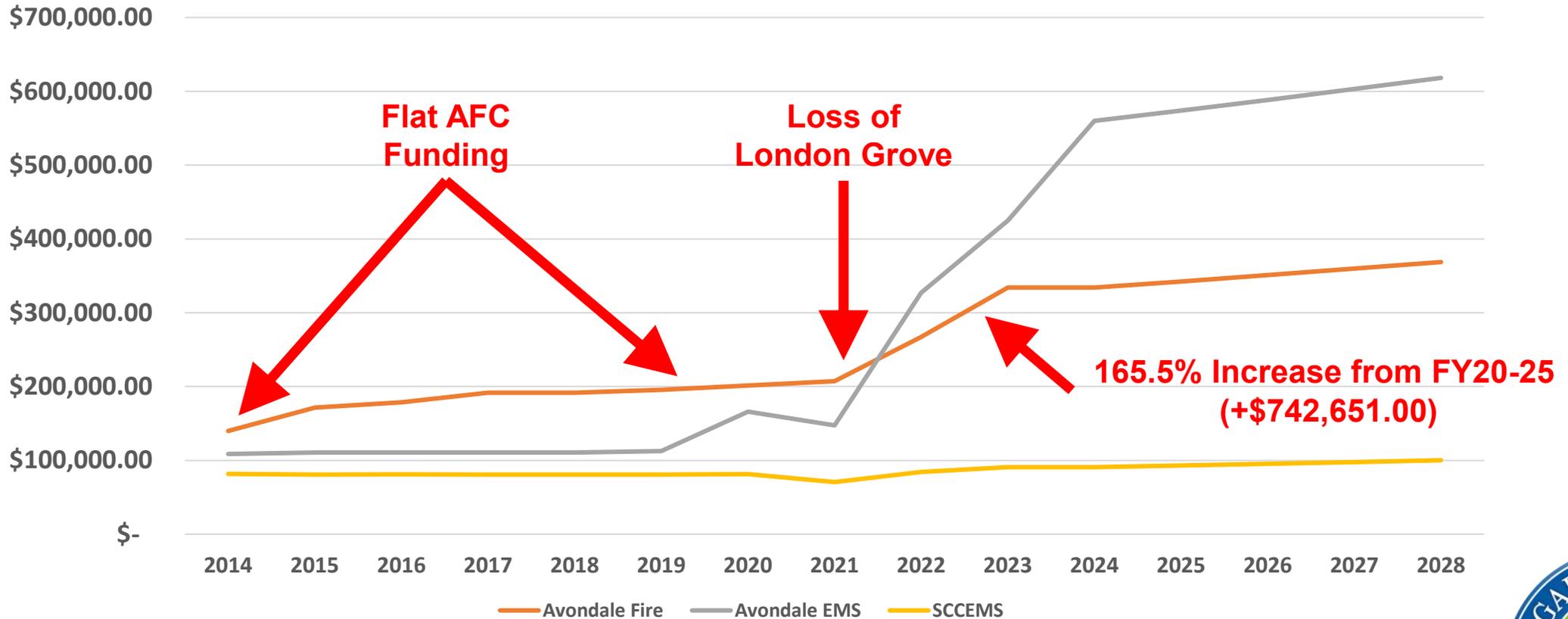
SCC Municipalities w/ Police	Millage Rate	Population	EIT?	SCC Municipalities w/o Police	Millage Rate	Population	EIT?
Oxford	13.53	5,736	Yes	London Britain	5.80	3,179	Yes
Kennett Square	11.45	5,936	Yes	Franklin	2.50	4,433	Yes
West Grove	5.50	2,770	Yes	Pocopson	2.20	4,455	Yes
Avondale	5.00	1,274	Yes	West Marlborough	2.00	819	Yes
East Marlborough	4.88	7,306	Yes	Birmingham	1.90	4,082	Yes
Kennett	3.60	8,289	Yes	Pennsbury	1.49	3,876	Yes
New Garden	3.27	11,363	Yes	West Nottingham	1.32	2,764	Yes
Average	6.75			London Grove	1.25	8,797	Yes

- In Southern Chester County, the primary impact on the municipal millage rate is whether or not that locality has a Police Department.
 - Average Property Tax With PD – 6.28
 - Without PD – 1.43
- Of those municipalities without Police, that are more populated (>5K) and have Earned Income Tax, the average Real Estate Tax is 0.61.
 - As a comparison, London Grove has a FY25 GF budget of \$6.5M, compared to New Garden with \$8.2M
 - Without Police, New Garden’s General Fund would be \$5.8M
- With population growth along US Rt. 1 expected to increase over the next few decades, the cost disparity between municipalities that fund Police versus those that do not will significantly increase

London Britain	5.80	3,179	Yes
Franklin	2.50	4,433	Yes
Pocopson	2.20	4,455	Yes
West Marlborough	2.00	819	Yes
Birmingham	1.90	4,082	Yes
Pennsbury	1.49	3,876	Yes
West Nottingham	1.32	2,764	Yes
London Grove	1.25	8,797	Yes
New London	1.00	5,810	Yes
Newlin	0.75	1,358	No
Penn	0.53	5,644	Yes
Upper Oxford	0.50	2,560	Yes
Elk	0.26	1,698	Yes
Lower Oxford	0.25	5,420	Yes
East Nottingham	0.00	8,982	No
Average	1.43		

SCC Municipalities w/o Police	Millage Rate	Pop. >5K	EIT?
London Grove	1.25	8,797	Yes
New London	1.00	5,810	Yes
Penn	0.53	5,644	Yes
Lower Oxford	0.25	5,420	Yes
East Nottingham	0.00	8,982	Yes
Average	0.61		

Public Safety: AFC & SCCEMS



- Township contribution to SCCEMS has increased 9% since 2007 (+\$7,600.00)
- SCCEMS is comprised of 17 regional municipalities, making it the largest wholesale public safety service provider in Chester County



Public Safety: AFC & SCCEMS

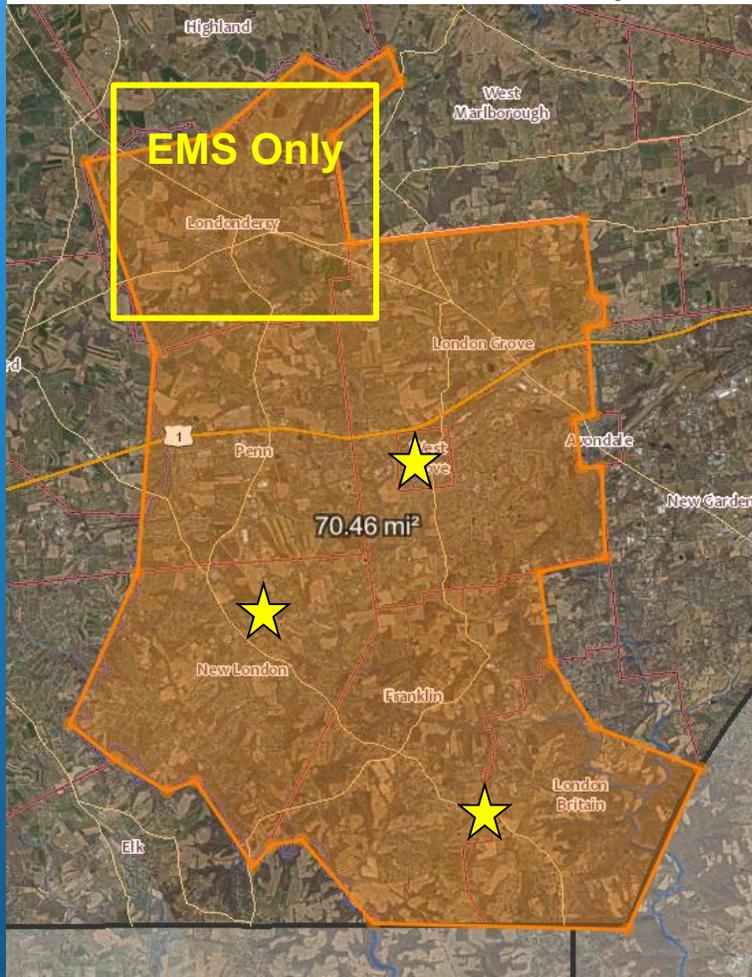
Overview

- Township historically underfunded Avondale Fire Company requests
 - AFC sourced revenue from other municipal partners or grants, donations, and fundraisers
 - Heavy reliance on volunteer staff to support 24/7 shifts based on the level of apparatus
- The loss of London Grove in 2021 as a regional partner (at the time, an estimated revenue loss of ~\$300K annually), significantly pushed the cost of Fire & EMS service to New Garden, which was compounded by:
 - EMS billing revenue recovery performance
 - Single station capacity with limited personnel, BLS & ALS required response posture, and over-extended coverage area = net decreased cost efficiency and operational inefficiency
 - EMS Billing improved with a change in provider in mid-FY23, but the larger issue of decreased insurance-covered reimbursements remains
 - Medicaid cuts (starting in FY27)
 - Continued decrease in volunteer staffing support, requiring an increase in paid staff
 - AFC volunteer support has decreased by 67% since 2015
 - Rising cost of Fire/EMS apparatus (Ladder Trucks, Pumpers, Ambulances)
- Over the last 5 years, these factors led to a 165.5% cost increase for Total Fire/EMS services

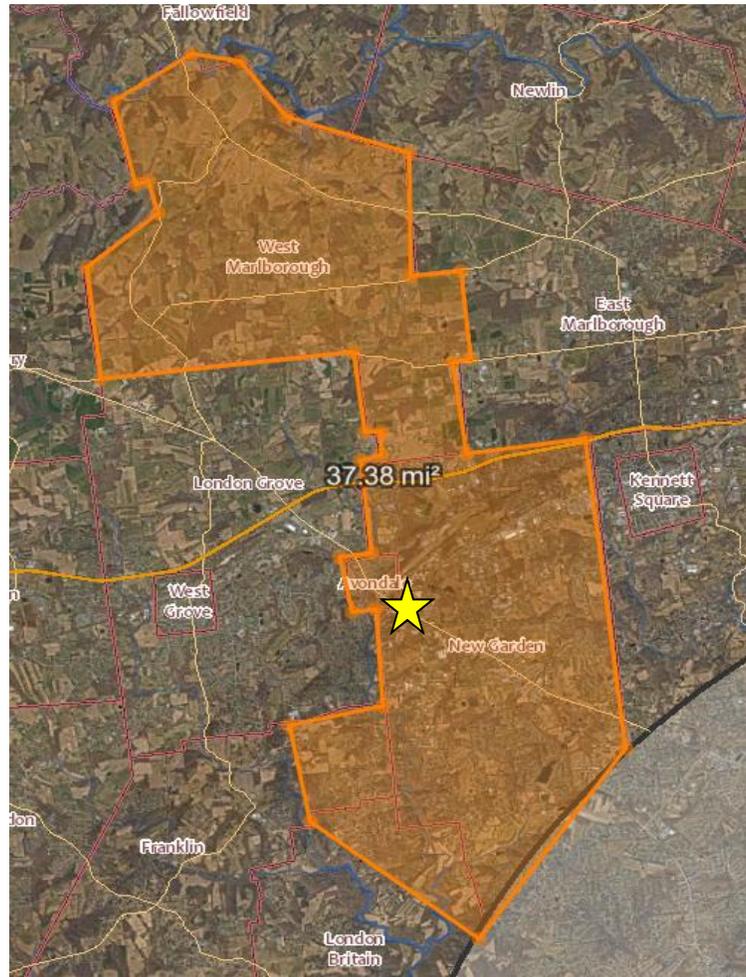
Public Safety: AFC & SCCEMS

- Geographically, AFC is situated between two larger Fire commissions (Kennett and West Grove)

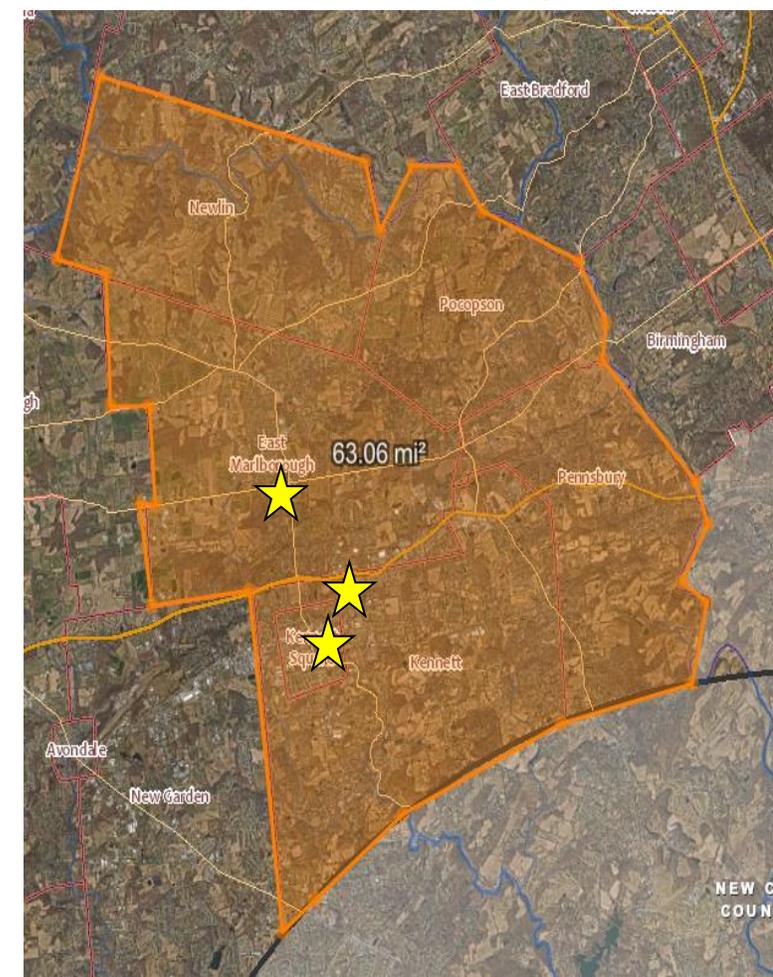
West Grove FC Territory



Avondale FC Territory



KFERC Territory



Public Safety: Regionalization

- Southern Chester County Regional Police
 - Primary constraint to further regionalization is that any joining municipality has a perceived loss of local control or a significant cost increase from a state policing contract
 - Example of surrounding municipalities with state police:
 - London Grove
 - Penn
 - West Marlborough
 - Franklin
 - London Britain
 - Consolidation requires the disestablishment of joining police unions and CBAs
 - Consolidation requires a reduction in personnel of joining agencies
- Avondale Fire Company
 - Since the Fall of FY24, the Avondale and West Grove Fire Companies have agreed to pursue consolidation to build a more sustainable regionalized organization and save the service, with the support of Rob Brady Consulting
 - To date, each company has conducted an exhaustive review of internal services
 - Starting in August 2025, representatives from each partnering municipality are meeting to establish potential governance models to create:
 - Municipal governance & oversight
 - Appointment of Chief Executive
 - There are 9 participating communities, including: New Garden, London Grove, Avondale, West Grove, Penn, Franklin, London Britain, New London, and West Marlborough
 - Comprises half of the SCCEMS municipalities
 - The plan is to implement the consolidated model as of January 1st, 2027

FY26 Priorities:

- 5. Organizational Excellence**
- 6. Community Services**



Community Characters

Historic

Agri-Industrial

Safe

Rural

Natural

Family-oriented

Active

Scenic

Suburban



Community = Services

Safe

- SCCRPD
- Avondale Fire & EMS
 - SCCEMS
- Public Works & Emergency Management
 - Streets / Signs / Signals / Stormwater
- Community Development & Safety
 - Code Enforcement, Rental Inspections, Fire Marshal, Emergency Management

Agri-Industrial / Suburban / Rural / Historic

- Community Development & Safety
 - Land use, Planning/Zoning, Building Permits

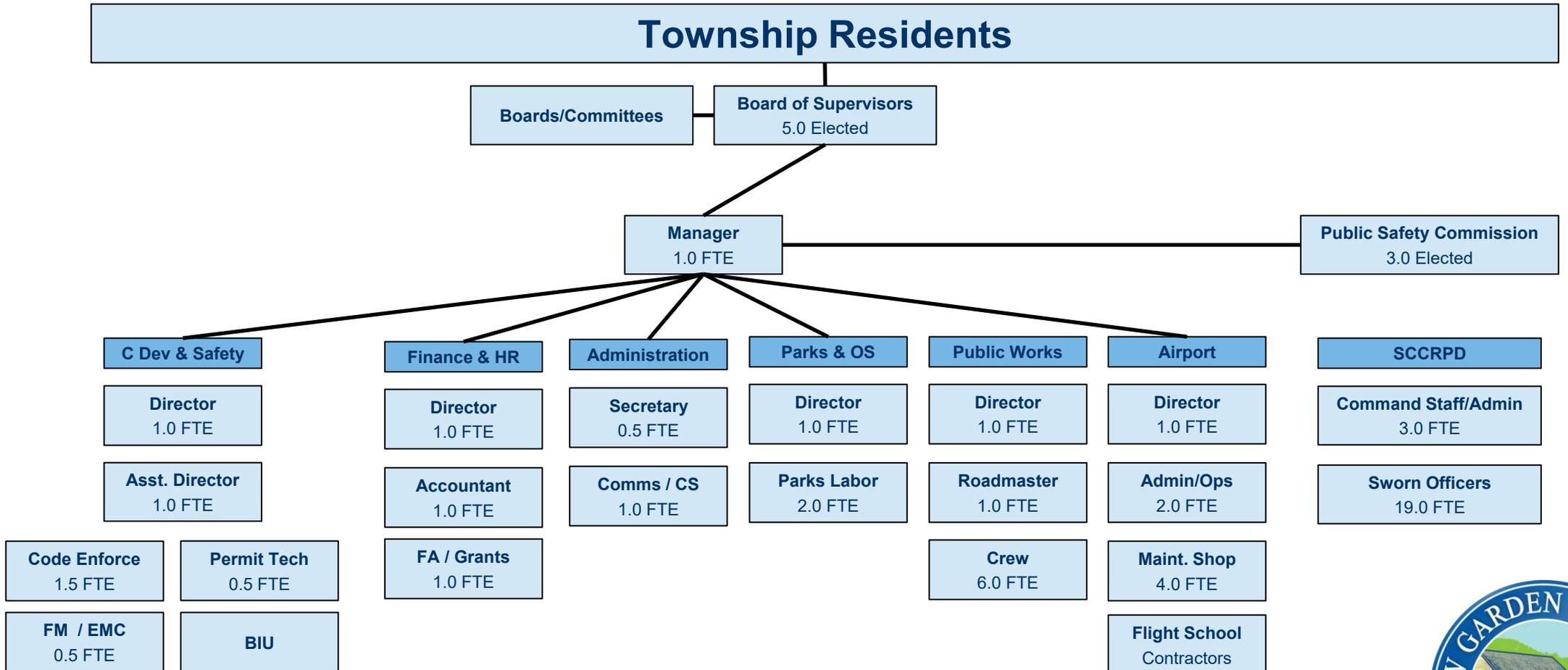
Natural / Scenic / Family-Oriented / Active

- Parks and Recreation
- Open Space
 - Trails
- Airport

Terms not included, but required for oversight and compliance:

- Administration – Management, Policy (internal/external), Human Resources, Finance, Budget, Grants, Payroll, Benefits
- Communication – Customer Service, Feedback, Announcements
- Compliance – Solicitor / Engineering

Organizational Chart



Community Survey Feedback

Community Survey Feedback

The priorities for Organizational Excellence and Enhancing Community Services have similar goals:

- To increase engagement and communications through technology, events, programs, and other initiatives to better connect resident expectations with Township levels of service.

The identified “Very High” and “High” priorities in the FY25 Community Survey across all services are opportunities to increase satisfaction levels by enhancing public engagement (Infographics, Spotlights, Citizen Academies) as well as increased funding (as feasible)

Focus Areas

- Very High Priority
 1. Overall level of public involvement in local decision making
 2. Access to information about Township's finances & budget
 3. Timeliness of information provided by Township
 4. Availability of information on Township services & programs
 5. Condition of Township owned roads
 6. Mowing & tree trimming
- High Priority
 1. Overall quality of Township's news
 2. How easy it is to find information when visiting Township's website
 3. Visibility of police in neighborhoods
 4. Enforcement of speeding laws
 5. Condition of bridges within Township
 6. Connectivity of trail system
 7. Smedley Preserve (former Loch Nairn Golf Course)



FY26 Priorities:
7. Open Space, Greenways & Trails



Open Space: Overview

Overview

Types of Acquisitions

The following options proposed to the landowner are a Conservation/Agricultural Easement, a Fee Simple Purchase, or a combination of both.

- Conservation easement
 - For financial payment, the landowner agrees to a set of protocols established by a Land Trust or County to limit development. Future maintenance costs are borne by the landowner. The Land Trust or County periodically assesses the landowner's compliance with the protocols. The easement exists in perpetuity and remains in effect when the property is sold.
- Agricultural easement
 - Ensures that the land perpetuity remains in agricultural production by removing most or all of its non-agricultural development potential.
- Fee simple purchase
 - The Township owns and maintains the property and can develop it as it sees fit
 - Fee simple purchases, **when paired with more restrictive regional grants**, do not permit the Township with the autonomy to develop the property (i.e. New Garden Hills and Smedley Preserve)

Use of Open Space Revenue for Maintenance & Implementation

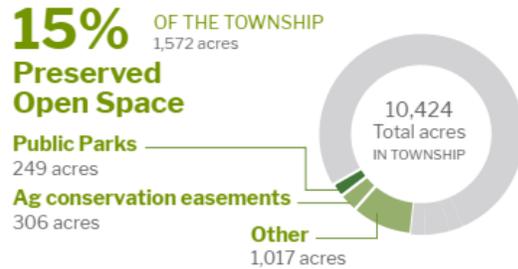
- Since FY23, the Township has leveraged the Act 32 "25% Rule" to utilize Open Space revenue and fund balance to offset General and Capital Fund expenditure impacts that support Open Space maintenance operations and project implementations, with a FY25 shift toward use of OS Fund Balance.
- Open Space EIT – Act 32 Section 4
 - "(i) annually, up to 25% of **any accumulated balance of the fund** from the levy authorized by referendum, to develop, improve, design, engineer and maintain property acquired for an open space benefit or benefits
- This narrows the use of in-year revenues and fund balance for future Open Space land acquisitions, with an emphasis to seek more conservation and agricultural easements with matching grant funds in lieu of fee simple purchases

Open Space: Land Use

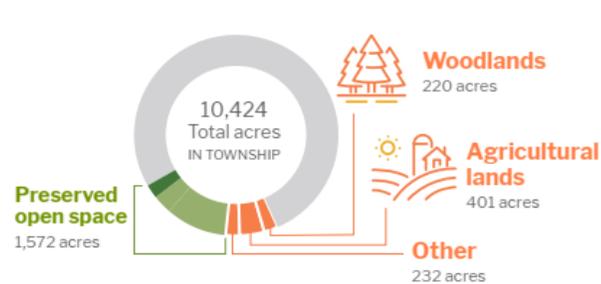
Land Use and Open Space

- In 2005, the Township adopted an Open Space Referendum to tax an additional 0.125% on top of the 1% Township Earned Income Tax (EIT), to create an open space fund for future land preservation to maintain the Township's rural character and lower costs for community services (i.e., public safety & schools) stemming from residential growth
- To date, the Township has a combined network of over 1,500 acres (~15% of the Township) of open space in the form of parks, conservation and agriculture easements, with an opportunity to secure ~8% more in additional Township Open Space priority areas

Inventory



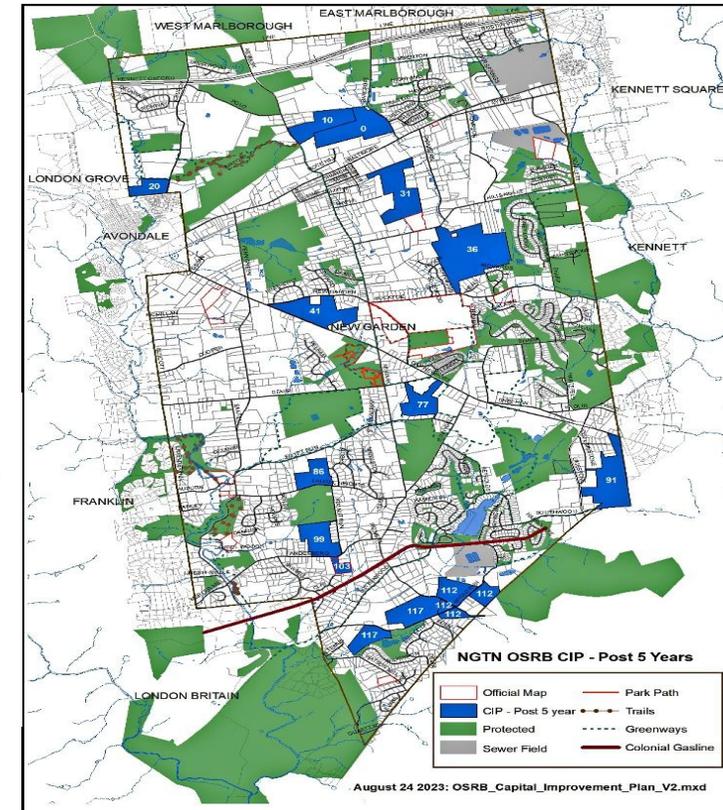
Opportunities



31 parcels over ten acres totaling 853 acres remain in areas of the township outside planned growth areas, indicating significant potential preservation opportunities.

Future of Open Space Program

- Over the next decade, the OSRB has identified 1,027.3 acres of property within the Township as viable for preservation to establish trails and greenways, and for general protection
- To ensure the ability of sustainable growth and continued preservation, the Township will have to prioritize between open space initiatives and new development



Open Space: Priorities

In 2008, the Township established a Greenways and Trails map as a priority to better connect areas in the community.

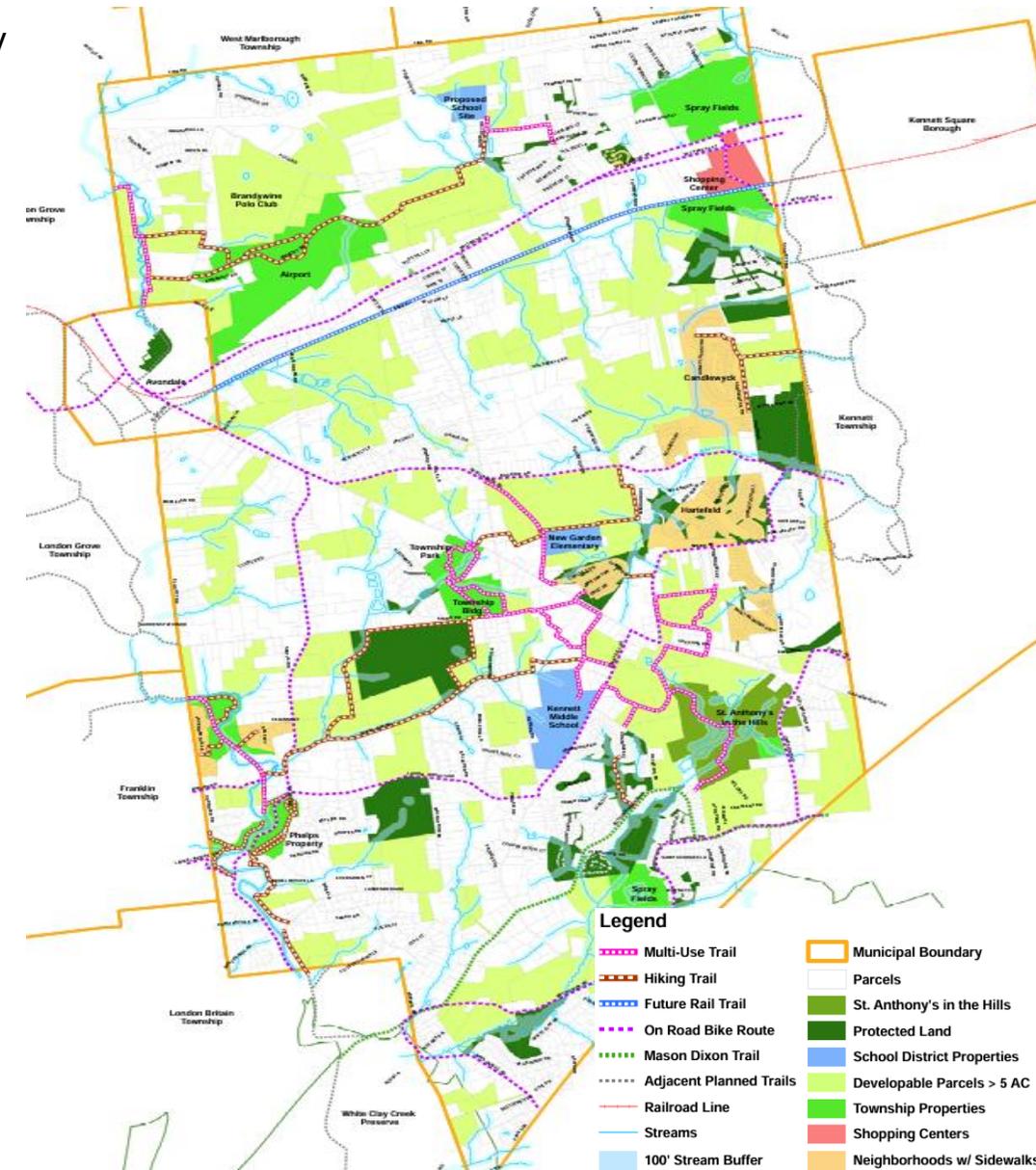
This sentiment still exists today as the Community Survey responses highlighted as a high priority issue about the connectivity of the trail system

Per the 2018 Comprehensive Plan, the goal of the program was to provide residents with an integrated network of greenways and trails that:

- Promote health and wellness
- Provide for safe, bike and pedestrian connections between neighborhoods, natural areas, schools, commercial districts and cultural and recreational facilities
- Provide valuable corridors for wildlife and habitat diversity.

As an enabling mechanism, open space funding serves a dual purpose to preserving properties and creating the opportunity to implement trails per the adopted greenways map where feasible.

However, the financial capacity to preserve properties, implement trails, create park access, and maintain those facilities, primarily with the use of open space funding is constrained, and would require an increase in supportive General Fund revenue if publicly supported.



Open Space: Projects

Currently, there are two major park implementation initiatives leveraging Open Space Fund capacity, with the FY25 Community Survey stating how the Smedley Preserve initiative is a high priority:

- Smedley Preserve (former Loch Nairn Golf Course) – **\$4.6M**
 - Access, restrooms, pedestrian safety, signage, trail improvements, and preserve restoration (tree and meadow plantings)
 - Awarded \$300K DCED MTF Grant (30% match)
 - Pedestrian crossing improvements
 - Pending award for \$1M LSA Grant (no match) and DCED Greenways Grant \$250K (15% match) – Fall FY25

With the activation of White Clay Point as a neighboring project, there are still several planning details required to illustrate park accessibility as well as potential sources of revenue to help activate the park, considering the limited bandwidth of the Open Space Fund

- New Garden Hills (former St. Anthony's in the Hills) – **TBD**
 - Similar strategy of state grants, existing park funds, sale of nonprotected site assets – pool, parking, amphitheater, etc.

New Garden Township - Smedley Preserve - LSA Grant Request Scope Change

Phase 1		
Safety & security	Design & permitting	\$ 345,000.00
	Pedestrian crossing	\$ 335,070.00
	Foot bridges	\$ 92,000.00
	Fencing	\$ 119,025.00
	Hazard trees	\$ 57,500.00
	Preserve sign	\$ 10,350.00
SUBTOTAL		\$ 958,945.00
Phase 2		
Park access & restrooms	Preserve entrance	\$ 234,600.00
	Parking	\$ 525,900.00
	Coposting restroom	\$ 287,500.00
	Gates	\$ 34,500.00
	Plant materials - Formal	\$ 50,887.50
SUBTOTAL		\$ 1,133,387.50
Phase 3		
Trails & amenities	Trail paving/resurfacing	\$ 879,801.75
	Signs, kiosks, wayfinding	\$ 11,500.00
	Benches, picnic tables	\$ 20,700.00
SUBTOTAL		\$ 912,001.75
Phase 4		
Beauty screening	BG Planting buffer	\$ 165,600.00
	Farm Planting buffer	\$ 70,725.00
SUBTOTAL		\$ 236,325.00
Phase 5		
Restoration of natural features	Plantings - Trees	\$ 790,625.00
	Plantings - Meadows	\$ 225,170.00
	Big pond removal	\$ 127,650.00
SUBTOTAL		\$ 1,143,445.00
TOTAL		\$ 4,384,104.25

Pedestrian crossing \$ 335,070.00

Since applying for LSA funding, the Township was awarded Multimodal grant funds for the crossing

Preserve entrance \$ 234,600.00

Parking \$ 525,900.00

With the pedestrian crossing from Phase 1 being funded by the Multimodal grant, we are shifting our LSA funding request to the Preserve Entrance and Parking elements of Phase 2 - both key components for providing public access to the Preserve. The revised cost estimate will total \$760,500.00 plus the associated engineering costs

FY26 Priorities:
8. New Garden Flying Field



NGFF: Overview

Overview

- Purchased in 2007 to provide premier customer service for the general aviation and business community
 - State Grant - \$2.2M
 - Township Funds - \$731K
- Adopted Airport Master Plan in 2010 to address capital improvement projects to enhance the airport operating environment
- Use of Federal Aviation Administration (FAA) and PA Bureau of Aviation (BOA) grant funding to fund capital projects with a 90/10 or 75/25 local match obligation to the Township
 - Airport Fund serves as the mechanism for local match grant obligations, sustained by investment income and budgeted surplus to maintain sufficient fund balance to continue capital expansion efforts
- Major Federal/State vs. Township funded capital improvement projects
 - FY09-10 – Parallel taxiway (\$2.9M / \$72K)
 - FY13 – West Hangar (\$271.4K / \$90.5K)
 - FY14 – Runway reconstruction (\$7.1M / \$372.6K)
 - FY22 – Reconstruct and widen runway (\$680K / \$34K)
 - FY23 – Terminal improvement (\$881.2K / \$147K)
 - FY24 & FY25 – Reconstruct East parallel taxiway (\$1.6M / \$83K)
 - To date, the Township has received **~\$13.4M** in Federal/State funding while spending **~\$799.1K** in Airport funds
- While building capacity, Township also implemented the following customer service enhancements to establish a reputation as a premier fixed-base operator (FBO) hub for aviation commuters and home-based customers:
 - Established flight school – NGFC – bought by Township in FY23
 - Aviation Maintenance & Restoration – added Garmin avionics in FY23
 - Scaled annual events – Air Show, Run the Runway, Future Aviators Camp
 - Other additional programs

NGFF: Airport Development Zone

Overview

- The Township owns ~96 acres (ADZ) directly north of the airfield which has been a designated growth opportunity for expanding the airport and supporting new industries
- The goal is to pursue ADZ opportunities that align with larger Township **and** Airport growth goals
 - If associated with the Aviation industry, seek opportunities for businesses that increase the usage of the runway environment
 - Align potential added Aviation industry requirements with future Airport enhancements
 - Runway extension – Increase to +4K feet
 - Aviation fuel upgrade (Jet A 1) – Supports larger commercial and military-grade aircraft
 - Larger hangars
 - Terminal expansion
 - Commercial buildings
- Non-aviation-specific industries
 - Focus on uses that address Township goals such as creating jobs and diversify the industry base – Increase EIT



FY26 Priorities:

9. Energy Efficiency



Energy Efficiency: Overview

Value of Sustainability

- In 2018, New Garden received a Silver Level certification from the Sustainable PA program, which is an extension of the PA Municipal League (PML) and Sustainable Pittsburgh.
 - As of 2016, DCED uses this designation to assess for grant funding viability
 - The Township is 1 of only 6 localities in Chester County listed as a Sustainable Community
 - The Sustainable PA designation is a tiered certification (Committed, Bronze, Silver, Gold, Platinum) based on performance criteria set by the program's 131 policies and practices that define a sustainable community.
 - Township to assess areas of improvement as part of an effort to increase its level of certification

Opportunity for EV Stations

- The growing adoption of electric vehicles nationally, from 4% in 2020 to 18% as of 2023 (and rising), also places an expectation of future EV infrastructure being implemented within local communities, both at private businesses as well as public facilities.
- The cost of EV infrastructure implementation can be offset by state grants; however, there is still an associated charging cost for the stations, which are either publicly subsidized or a “pass-through” expense for the end user.
- Before implementation, staff would recommend a public sentiment analysis be performed before the pursuit of grant funding to implement the charging stations, as well as where (i.e. Town Hall, New Garden Park, New Garden Flying Field, etc.)

CHESTER

- [East Goshen Township](#)
- [West Whiteland Township](#)
- [Caln Township](#)
- [New Garden Township](#)
- [West Bradford Township](#)
- [West Chester Borough](#)



FY26 Priority Summary



SWOT Update – FY26

<p>Strengths</p> <ul style="list-style-type: none">• Community Planning – Identify improvements and liabilities<ul style="list-style-type: none">• Zoning, Act 209, Master Plans, Update Comp Plan (FY27)• Cash assets<ul style="list-style-type: none">• General & Capital, Restricted Funds, OS Fund• Sewer Investment Fund• Core services<ul style="list-style-type: none">• Public Safety, Schools, Township• New Garden Flying Field	<p>Weaknesses</p> <ul style="list-style-type: none">• Second-Class Township tax code• No foreseeable Chester County reassessment• Low density within growth areas<ul style="list-style-type: none">• Constrains viable commercial• Need to replace existing infrastructure<ul style="list-style-type: none">• Roads and stormwater• Structurally Unbalanced budget• Existing utility infrastructure – Cost of development
<p>Opportunities</p> <ul style="list-style-type: none">• Natural growth corridors<ul style="list-style-type: none">• US Rt 1 / Rt. 41 / Baltimore Pike / Newark Rd.<ul style="list-style-type: none">• Mixed use• Transportation enhancements• Toughkenamon Village<ul style="list-style-type: none">• Affordable/workforce housing• Neighborhood retail amenities• Walkability• Township-owned land – ADZ (~96 acres)• OS Fund to implement Park initiatives<ul style="list-style-type: none">• Expand trails• Preserve properties	<p>Threats</p> <ul style="list-style-type: none">• Development NIMBY-ism• Loss of planned developments• Other service cost impacts – Utilities, School District, County• Macro-economic impacts<ul style="list-style-type: none">• Inflation, rates, political uncertainty (rates, wages, development interest)• Impact on Township costs for services• Extreme weather impact on infrastructure

FY 2026 Goals & Outcomes

Priority #1 – Strong Financial Management

- Structurally balance the budget
 - Continue to maximize use of FY24 rollover surplus (not Fund Balance) to minimize tax rate impact, fully leverage Open Space Fund, maximize interest income toward FY26-30 CIP
 - General Fund still not balanced

Priority #2 – Economic Development

- Finalize the Zoning Ordinance and Map Project – Updated to November 2025
- Establish a network to market Township growth corridor opportunities (CCEDC, site selection consultants, development groups)
 - Preliminary discussions with Kennett Square Borough and Kennett Township to establish a regional EDA, with input from CCEDC, Brandywine Valley Tourism, Longwood Gardens, and local non-profits
- Continue active development projects
 - Bancroft Rd Property – In progress (**Active**)
 - Thompson Property – In progress (**Active**)
 - Sheehan Rd Property – Land Development Application submitted September 2024; In progress (**Active**)
 - White Clay Point Property – Land Development Application submitted July 2025; (**Active**)
 - Also addresses missing middle housing opportunities, stormwater management, transportation enhancements, sewer capacity, historic resource revitalization, increased trail connectivity, and additional retail amenities

Priority #3 – Infrastructure Investments

- Coordinate with Bowman, PennDOT District 6, local state legislators, & SAVE to identify priority intersection projects
 - Emphasis on Rt. 41 & Rt. 7 Interchange
- Baltimore/Newark Project – Support PennDOT community outreach and FY26 permitting
- FY26 Paving program – Hillendale Rd (Phase 2)
- Stormwater
 - Establish Stormwater Infrastructure Master Plan with Township Engineer (Asset Management Plan) – In progress
 - Discussed plan with CWRA, WCWA, and BRCA for non-hardscape infrastructure inputs
 - Support ongoing BRCA initiatives (Scarlet Run, Bucktoe Creek, etc.)

FY 2026 Goals & Outcomes

Priority #4 – Address Rising Cost of Public Safety Services

- Finalize AFC/WG merger analysis and planning for FY27 implementation
 - Includes governance structure
 - Assess for financial and service level impact

Priority #5 & #6 – Organizational Excellence & Enhance Community Services

- Establish a community outreach strategy
 - Increased communications and programs
 - Township Manager “AMAs”
 - Citizen Academy
- Continue investing in new governmental technologies that sustain and enhance operations
- Continue to leverage New Garden Park for scaled community events
 - Discussions on future programming for Smedley Preserve and New Garden Hills
- Sustain market-competitive salary/benefits that emphasize organizational retention
 - Pending updated 2025 Chester County Consortium salary survey for FY26 budget planning
- Explore additive maintenance programs where feasible (ex: ROW maintenance)

Priority #7 – Maintain a Robust Open Space Program

- Fully leverage the Open Space Fund to implement the Smedley Preserve Master Plan (TBD – grant dependent)
 - Smedley Preserve – DCED MTF (\$300K); Pending DCED Greenway and LSA (\$1M)
 - Total estimated grant funding to cover \$1.5M of project implementation costs of the total \$2.8M of Phase 1 public access improvements, with the primary non-funded expenditure being the restoration of the cartway path/trail (\$850K)
- Use of in-year revenue to fund land acquisitions that enhance trail/greenway opportunities adjacent to existing trail segments

FY 2026 Goals & Outcomes

Priority #8 – Grow and Expand New Garden Flying Field

- Leverage the acreage of the non-developed Airport Master Plan and the Township-owned property within the Airport Development Zone to stimulate economic development opportunities at the US Rt 1 & Newark Rd interchange area, currently zoned as a Business Park (pending update of area to “Innovation District”)
 - Site Selection consultant
 - Collaborate with PA BoA to assess the feasibility for larger commercial hangars
 - Onboard commercial rotary (life flight service) or potential rotary flight school
 - Explore PA SITES grant opportunities

Priority #9 – Improve Energy Efficiency

- Continued Sustainable PA Silver status
- Assess opportunities for establishing EV Charging stations at public facilities – Completed Energy Audit to facilitate grant funding to improve energy use and potential EV facilities



Future Township Risks

1. Macro-Economic Conditions

- Interest rates
- Recession
- Stagflation vs Inflation – Cost of community service impacts

2. Sustainable Growth

- Impact of existing infrastructure conditions to support future development
 - Sewer, Stormwater, Transportation
- Lack of opportunities to support workforce housing
- Preservation vs Development balance

3. Unsuccessful Public Safety Regionalization

- Barrier to entry challenges
- Pensions
- CBA Issues
- Local partisanship

4. Emergency Infrastructure Expenditures

- Increase in frequency and severity of extreme weather events
- Impact on weak existing infrastructure



Questions?

