



**Wake Forest Board of Commissioners Work Session
Meeting Agenda
January 16, 2026 – at 9:00 AM
All items listed are for discussion and possible action.**

Notice

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 (ADA), the Town of Wake Forest will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities. For individuals with impaired hearing, special equipment is available for use during meetings in the Town Hall board chambers. Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service, or activity of Town of Wake Forest should contact the office of ADA Coordinator [Mickey Rochelle](#) at 919-435-9455 or Town Clerk [Evelyn Wright](#) at 919-435-9432 as soon as possible, but no later than 48 hours before the scheduled event.

Cable & Online Broadcast of Board of Commissioners Meetings

All Board of Commissioners meetings are broadcast live on [WFTV 10](#) beginning at 6 p.m. Meetings are also aired online on the [Public Meetings Portal](#) on the [Town of Wake Forest website](#). Archived meeting videos are also provided and available for one year after the original air date.

Meeting Agendas

The [Board of Commissioners](#) meeting agenda is available to be viewed and downloaded by noon on the Friday prior to the third Tuesday of each month. Citizens may request copies of the agenda or submit questions concerning agenda items by calling the Deputy Town Clerk's office at 919-435-9432. Citizens may also receive a copy of each month's agenda via email by enrolling in the free [E-Notifier](#) subscription service.

Public Hearings

When an agenda item is denoted as a [Public Hearing](#), persons attending shall be permitted to address the Board of Commissioners regarding the item under consideration with those speaking in favor first and those against speaking second. Proponents and opponents shall each be given three minutes of time to speak and may choose to allow one speaker to utilize the time. In the event either proponent(s) or opponent(s) have not designated a speaker to represent the view, each speaker will be allowed three minutes each to express his/her comments, ideas, concerns, expressions, and desires. Only comments on a Public Hearing will be allowed during this time.

Public Comment

During the Public Comment period, anyone wishing to address the Board of Commissioners concerning an issue or topic that is not a public hearing item or an agenda item should complete and submit the Board of Commissioner Public Comment Form on the [Town website](#). Then, during the Public Comment portion of the meeting, Mayor Jones will recognize you and invite you to the podium at which time you will have three minutes to speak. Thank you for your cooperation.

Please note: the January 16, 2026 Board of Commissioners Retreat will not be broadcast live on WFTV 10 or aired online through the Public Meetings Portal; however, the meeting will be recorded and posted at a later date.

1. Presentations

- 1.1 Welcome and Overview
[2026 Retreat Final](#)
- 1.2 Clifton Strengths (all or a portion of this Section may be conducted in closed session to the extent necessary to discuss specific employee characteristics, N.C.G.S. 143-318.11(1)(6))
- 1.3 Public Power Overview (ElectriCities)
- 1.4 Lunch
- 1.5 Public Power Overview (Wake Forest Power (operation, budget, ten-year plan))
- 1.6 Special Events Discussion/Strategic Plan update
- 1.7 Demographics and Trends
- 1.8 Commissioner Comments
- 1.9 Vacant Board Seat Discussion
- 1.10 Closing

Next Annual Retreat: January 15, 2027



BOARD OF COMMISSIONERS WORK SESSION AGENDA ITEM REPORT

Agenda Item No.: 2025-736-
Submitted by: Evelyn Wright
Submitting Department:
Meeting Date: January 16, 2026

Subject

Welcome and Overview

Recommendation:

item Summary:

ATTACHMENTS:

- [2026 Retreat Final](#)



Annual Board Retreat

JANUARY 16, 2026

Please note: The January 16, 2026 Board of Commissioners Retreat will not be broadcast live on WFTV 10 or aired online through the Public Meetings Portal; however, the meeting will be recorded and posted at a later date.

Welcome & Overview



Kip Padgett, CPM, ICMA-CM

TOWN MANAGER

kpadgett@wakeforestnc.gov

919-435-9411



Morning Agenda



1

Welcome & Overview

2

Clifton Strengths*

Break

3

Public Power Overview

4

Lunch

* all or a portion of this Section may be conducted in closed session to the extent necessary to discuss specific employee characteristics, N.C.G.S. 143-318.11(6).

Afternoon Agenda

5

Public Power Overview

6

Special Event Policy Update

7

Strategic Plan Update

Break



Afternoon Agenda

8

Demographics & Development

9

Commissioner Comments

10

Vacant Board Seat Discussion

11

Closing



Clifton Strengths



Break



Public Power





Pathway to Carbon Neutrality

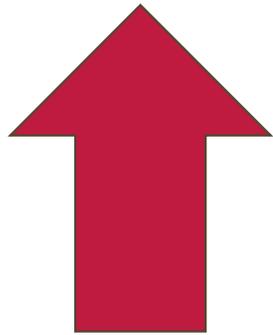
*Wake Forest Board of Commissioners Workshop
January 16, 2026*



Rising Cost Environment Continues

Key Cost Drivers

Over the next decade costs are projected to rise due to:



- Load Growth
- Aging generation
- Decarbonization
- Supply Chain constraints
- Inflation

North Carolina Legislative and Commission Actions

- The North Carolina Senate Bill 266 passed into law eliminating the interim 70% reduction target by 2030 giving more time for technologies to evolve.
- The North Carolina Utility Commission Order on Duke Energy's Integrated Resource Plan (IRP) incorporating SB 266 is not expected until late 2026.
- Duke continues to pursue combining the Duke system (One Utility) with a targeted effective date of January 1, 2027.

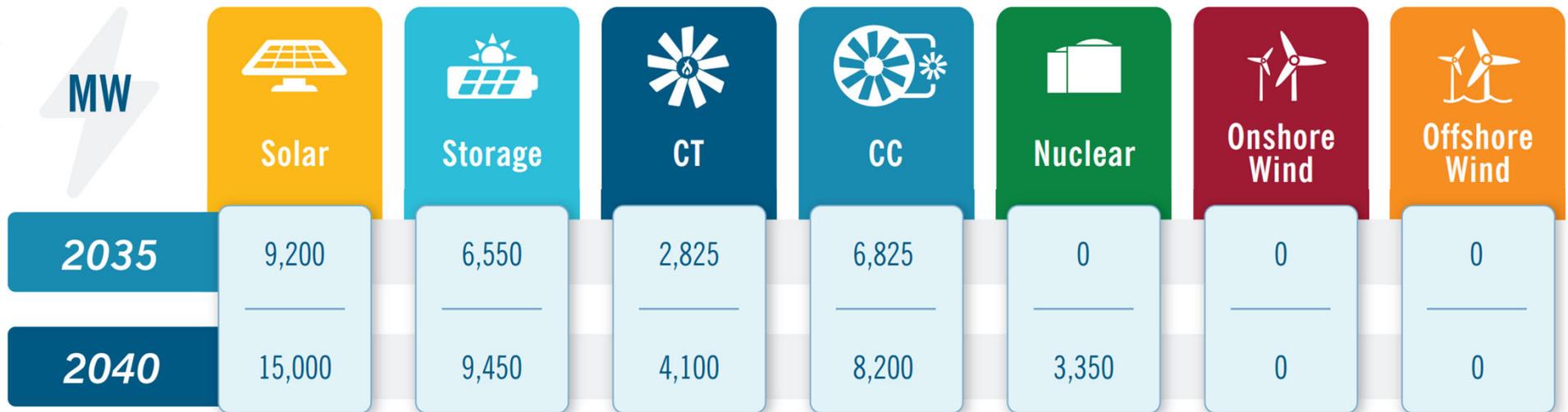
Duke Energy (Combined System) Generation Cost Impact (Recommended Plan)

PVRR (\$B)		Customer Bill Impact (CAGR Monthly Residential Bill Impact)	
2040	2050	2035	2040
\$94.8	\$165.4	2.1% \$30	2.4% \$57

PVRR = Present Value Revenue Requirement
CAGR = Compounded Average Growth Rate

Duke Energy 2025 IRP Resource Additions

Supply-Side Resource Additions by 2035 & 2040 in Recommended Portfolio



North Carolina Eastern Municipal Power Agency (NCEMPA) Wholesale Power Cost Impact

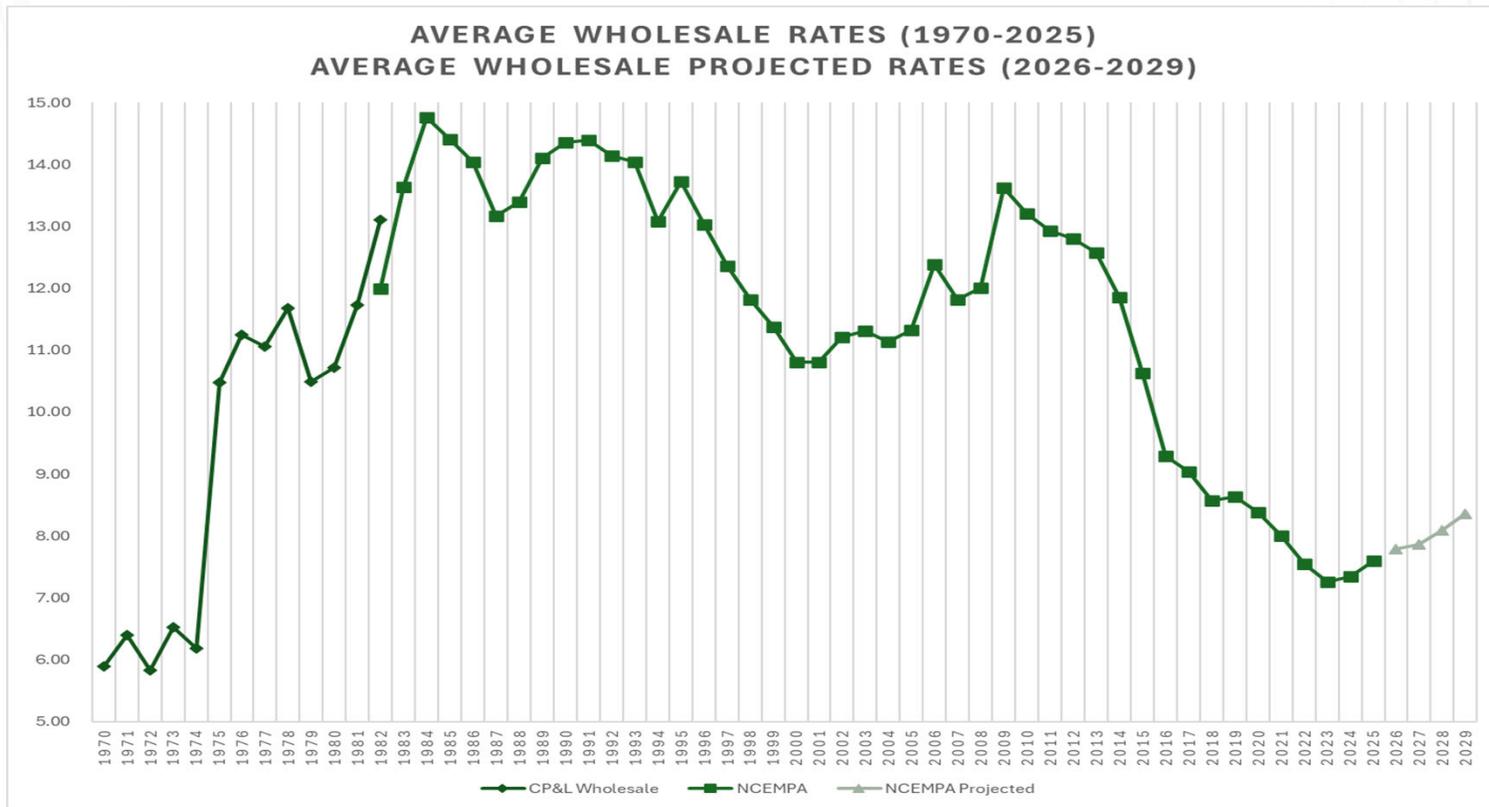
- We anticipate wholesale generation rate increases to follow closely with the Duke combined system retail rate increases (i.e. ~2.5 - 3.5% per year)
- We anticipate that NCEMPA will benefit from the One Utility, however, the magnitude is not clear at this time

- 5-Year Rate Path and Working Capital
PREVIOUS and CURRENT Projections

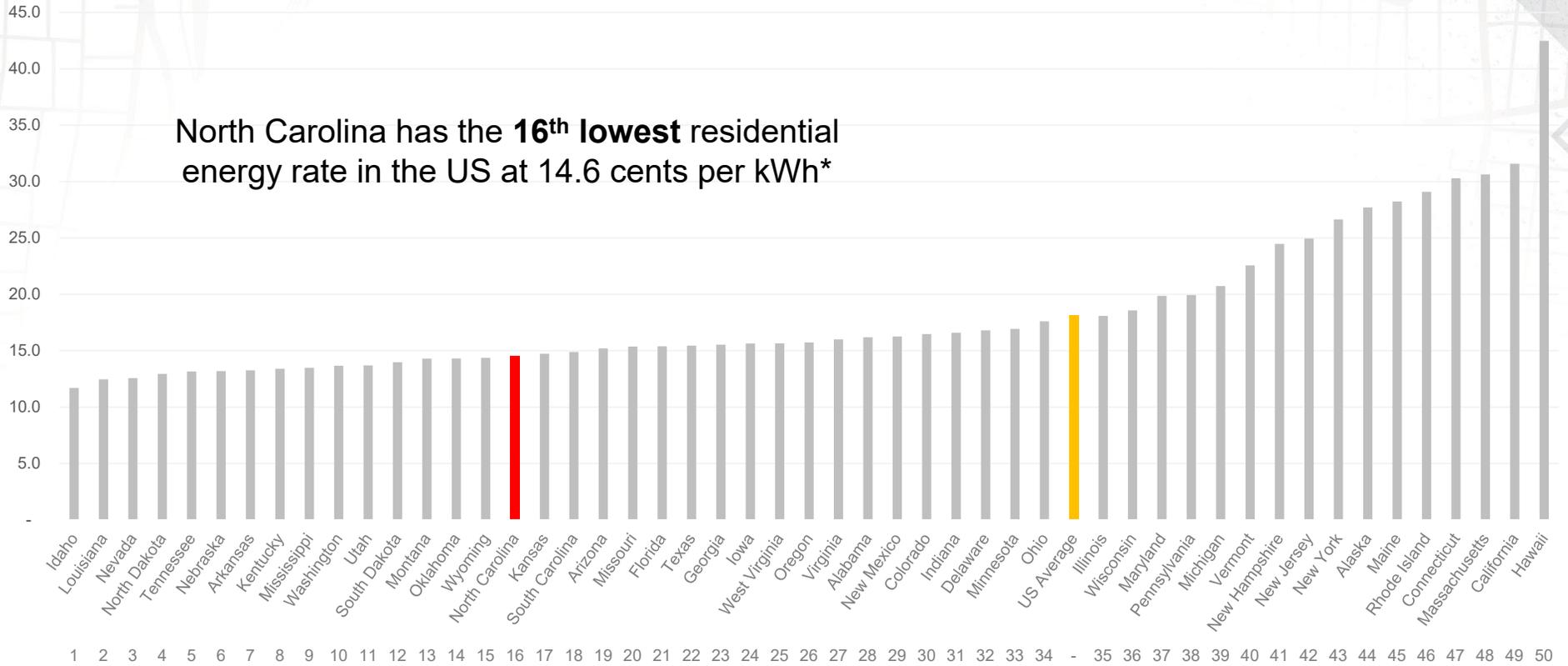
Year	PREVIOUS Projections (Jan 2025 RCM)		CURRENT Projections (NO Duke 1U Merger)			
			Option 1 (5.5% Increase in 2026)		Option 2 (4.5% Increase in 2026)	
	Average Rate Inc. / (Dec.) ^[1] (%)	Cal. YE Working Capital (\$M)	Average Rate Inc. / (Dec.) ^[1] (%)	Cal. YE Working Capital (\$M)	Average Rate Inc. / (Dec.) ^[1] (%)	Cal. YE Working Capital (\$M)
2025		91		101		101
2026	4.5%	89	5.5%	82	4.5%	78
2027	4.5%	97	4.5%	88	5.5%	83
2028	4.5%	92	4.5%	91	4.5%	85
2029	4.5%	89	4.5%	89	4.5%	83
2030	2 – 4%		---	95	---	89
2031 – 2035	2 – 4% per year		2 – 4% per year		2 – 4% per year	

[1] Rate adjustments effective April 1 and exclude impacts of Rider No. 1 and Debt Reserve release return.

How Wholesale Power Costs Have Declined

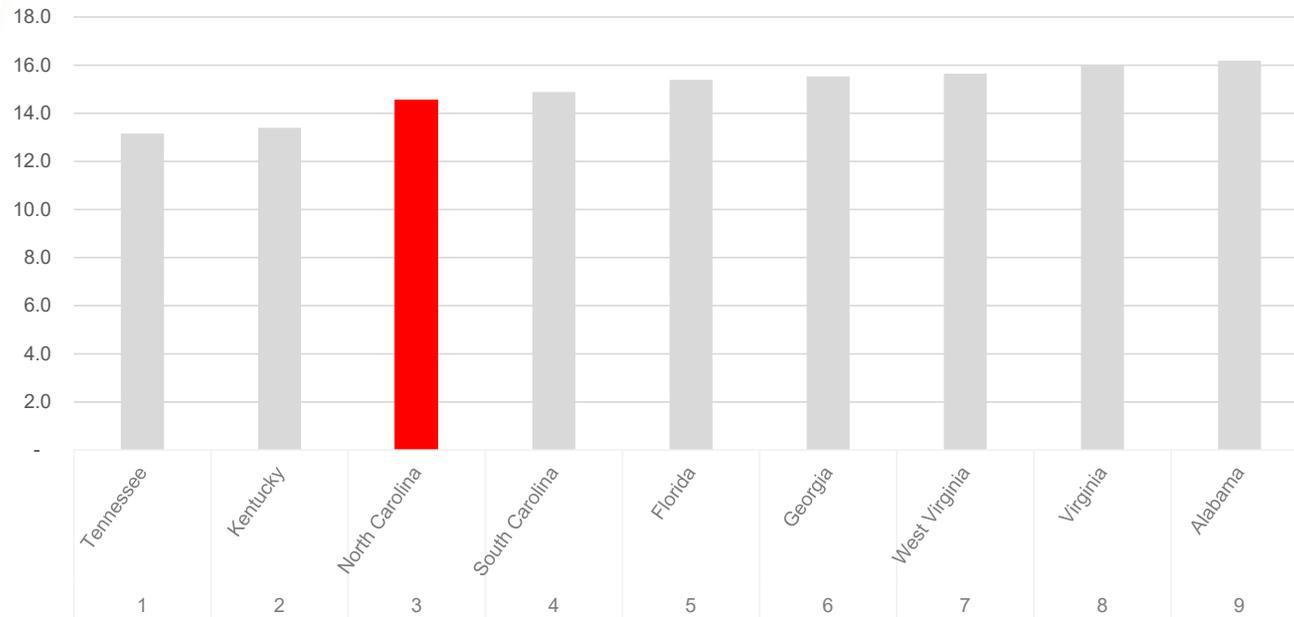


National Residential Rates



Regional Residential Rates

North Carolina has the **3rd lowest** residential energy rate in the Southeast at 14.6 cents per kWh*





ELECTRICITIES
of NORTH CAROLINA, INC.

The energy behind public power

www.electricities.com

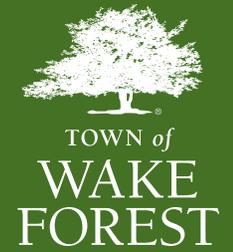
STAY CONNECTED

-  @ElectriCitiesNC
-  @ElectriCitiesNC
-  @ElectriCitiesNC
-  [company/electricitiesnc](https://www.linkedin.com/company/electricitiesnc)
-  [NC Public Power Channel](https://www.youtube.com/channel/UC...)



Lunch





Wake Forest Power

2026–2035 Long-Range Plan Overview

STRATEGIC PLAN



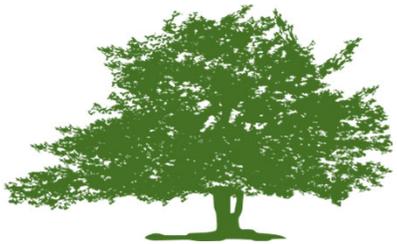
GOAL
1

Chris Terrell

Electric Utility Director

cterrell@wakeforestnc.gov

919-435-9572





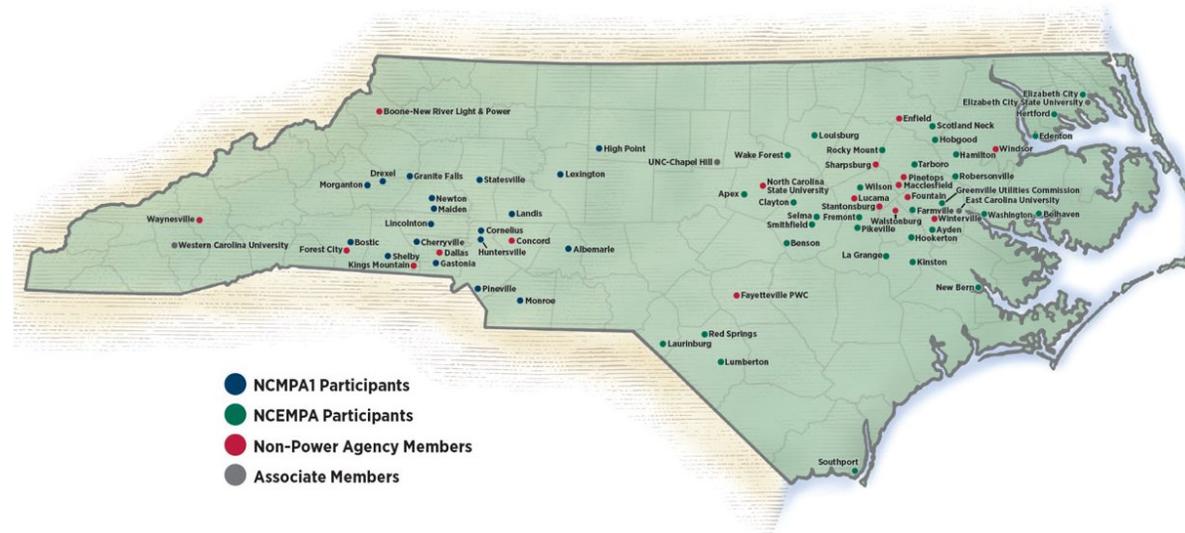
Agenda

- Overview of Public Power in North Carolina
- History of Wake Forest Power
- Wake Forest Power system snapshot
- 10-year long-range plan
- Findings and recommended system improvements
- Questions & discussion

North Carolina Public Power

Public power utilities are like our public schools and libraries: a division of local government, owned by the community, run by boards of local officials accountable to the citizens.

There are 73 Municipalities across the state that own and operate an electric distribution system, illuminating nearly 1.3 million people in North Carolina



The Public Power Advantage



Reliability

N.C. public power customers experience 42% fewer outages and are without power 36% less time compared to both investor-owned utilities (IOUs) and rural electric co-op customers

Local Control

Public power utilities are owned and operated by the communities they serve. Decisions about policies, rates, and investments are made locally.

Investment in Community

Public power utilities operate on a not-for-profit basis, reinvesting revenue into system improvements, maintenance, and customer benefits rather than shareholder dividends.





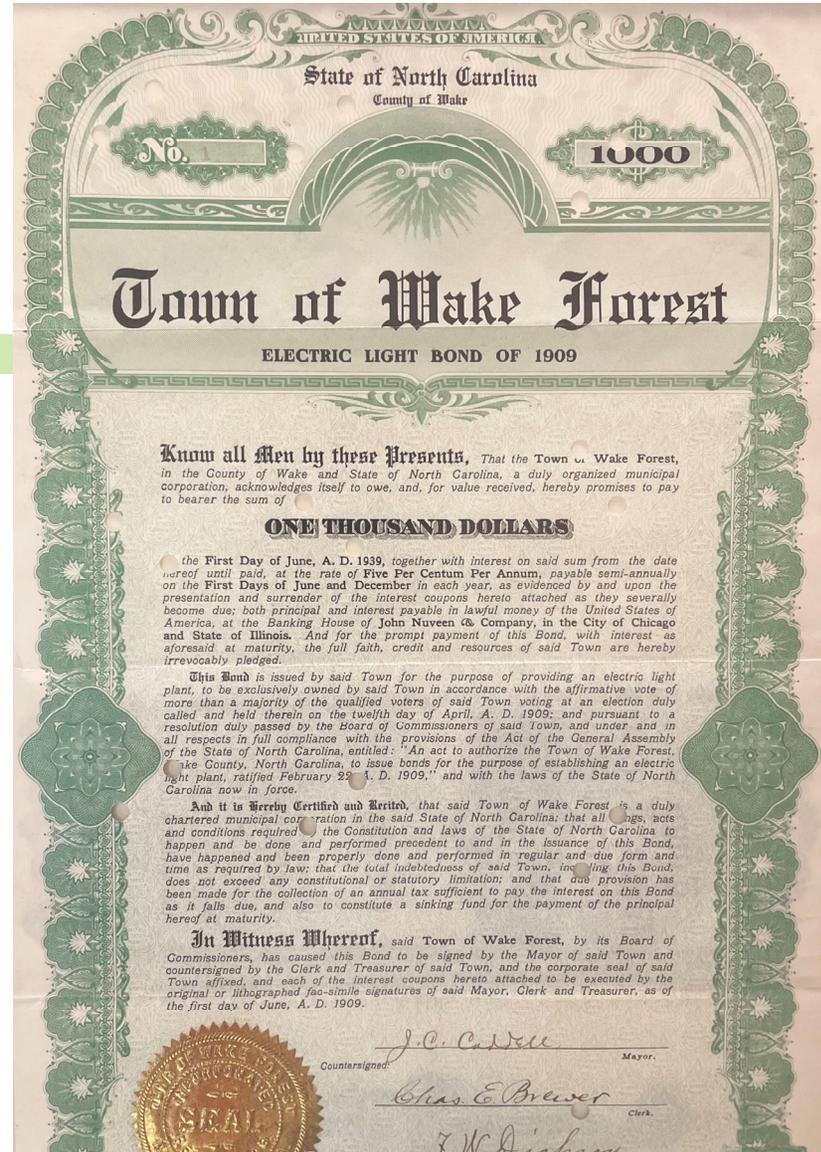
Wake Forest Power - History

- Public power community since 1909
- Started as small municipal utility supporting downtown and the college
- Expanded alongside town development, annexation, and population growth
- Joined NCEMPA, partnering with 32 other public power communities in eastern NC



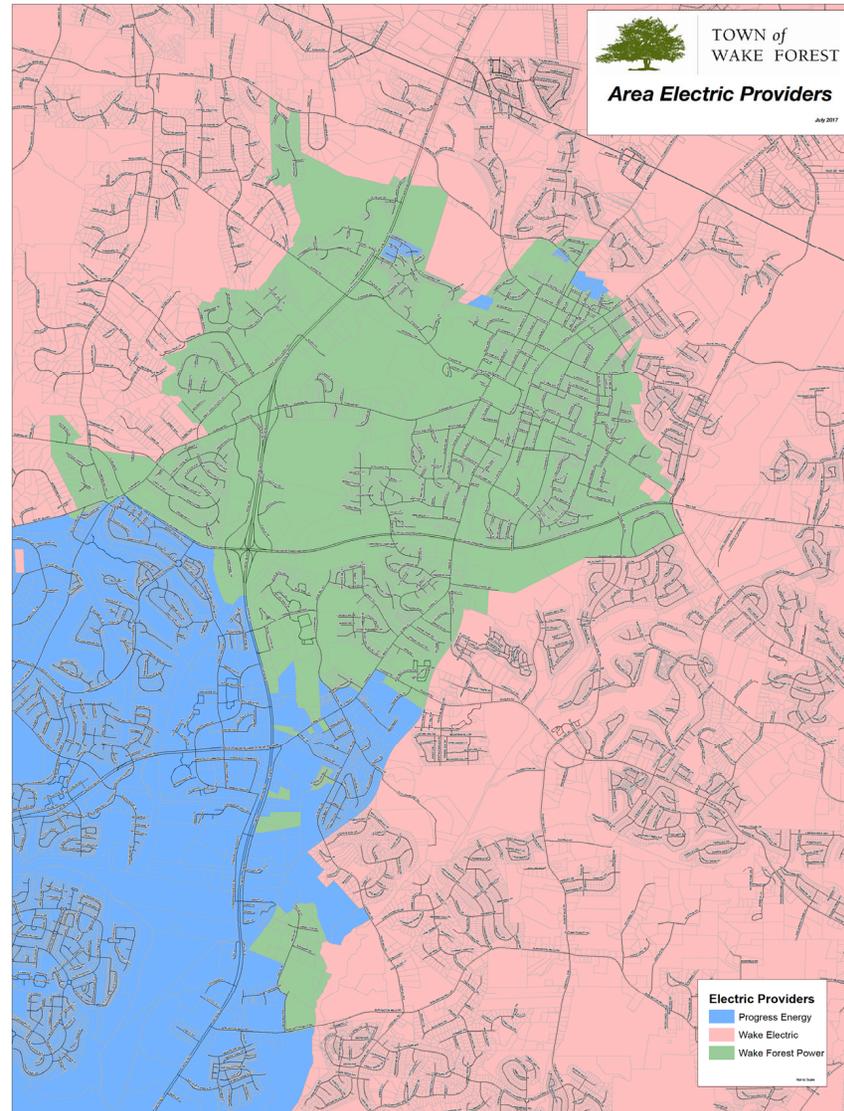
Wake Forest Power - Funding

- Enterprise fund
- BOC rate philosophy



Wake Forest Power - Service

- 9,200+ customers
- Two 115 kV transmission-fed substations
- 40-megawatt annual peak
- Operating at 13,200 volts
- 2,188 transformers
- 99.9% service reliability rate
- Strong operational focus: safety, reliability, load growth planning, and system resilience



Forecasted System Growth

- 2024 system peak: **48.1 MW**
- 2035 projected system peak: **56.15 MW**
- Growth driven by:
 - Significant residential development
 - Commercial expansion and increased load density
 - Continued economic growth of region
- Medium forecast used to ensure planning
- flexibility and conservative design



Why a 10-Year Long-Range Plan?

- Ensures Wake Forest Power is prepared for growth
- Provides roadmap for reliable, efficient, and economical service
- Identifies required upgrades before load exceeds system capacity
- Coordinates long-term investment decisions with realistic load forecasts
- Improves resilience and reduces outage duration through strategic upgrades
- Maintains that infrastructure can handle emergency “n-1” scenarios (one substation offline)



Plan Considerations

- Historical system loads and growth trends
- Population growth, commercial development, and new subdivisions
- Current substation and feeder capacity limits
- Voltage performance across long feeder circuits
- Power factor and system loss analysis
- Contingency planning for substation or feeder outages
- Opportunities to reduce line losses and improve voltage quality
- Input from management, engineering, and operations staff



Key Findings

- System operating well overall, but long-term growth will stress some circuits
- “n-1” contingency (one substation offline) would overload feeders without upgrades
- Phase balancing can reduce capital needs but not eliminate future overloads
- Several areas require improved sectionalizing for quicker outage isolation
- New feeder from John B. Cole - most effective reliability improvement



Contingency (n-1) Improvements

- Without improvements, John B. Cole's Feeders would exceed **149% load** if Highway 98 goes offline
- Additional express feeder and double-circuit sections ensure safe operation
- Reclosers minimize the number of affected customers during faults
- Enhances system resilience during storms and major outage events



Recommended System Improvements

Highway 98 Substation

- Install two mid-line 3-phase reclosers (Circuits 3S and 3N)
- Improves outage isolation and reduces restoration time

John B. Cole Substation

- Add a new Circuit 5 express feeder
- Rebuild portions of line to double-circuit design
- Install mid-line recloser on Circuit 1

Total Long-Range Plan Cost: \$447,500

- Highway 98 Reclosers: \$100,000
- John B. Cole Improvements: \$347,500

Goal

High-impact reliability improvements at a modest cost relative to system size and load growth



Questions?





Special Events Discussion and Policy Update

JANUARY 2026 BOARD RETREAT



Lisa Hayes

ORGANIZATIONAL PERFORMANCE
DIRECTOR

lhayes@wakeforestnc.gov

919-435-9415





#1

Special Event Overview

#2

Existing Conditions

#3

Balance

STRATEGIC PLAN

Our GOALS



Types of Events

- Town Events
- Community Events
- Rentals
- Typical Department Programs/Internal Training



Event Components



- Multiple Departments
- Multiple Resources
- Graphics, Branding, Press Releases, Social Media posts, etc.
- Planning/Meetings/Debriefings
- Safety Protocols and Emergency Management
- Sponsors
- Equipment

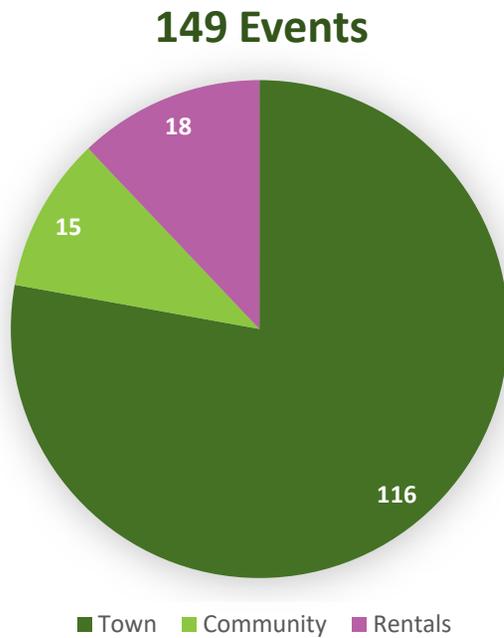


Event Support

- Communications
- Police
- Fire
- Public Works
- Planning
- WF Power
- WFCAA
- Organizational Performance
- Downtown Development
- Facilities
- PRCR
- RC
- Inspections
- HR



Yearly Events



Town Events:	116
Community Events:	15
Police Rental:	18
Total Events:	149



Event Times





Calendar

Search this site

2025

Jan Feb Mar
 Apr **May** Jun
 Jul Aug Sep
 Oct Nov Dec

Today is Wednesday, January 7, 2026

May 2025

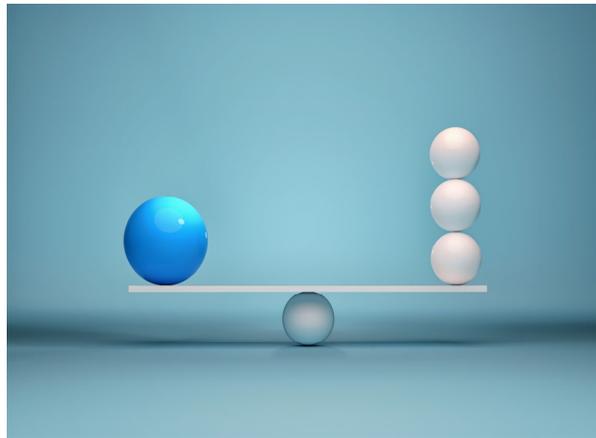
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
27 Six Sundays in Spring	28	29 + Add	30 5:00 pm - 9:00 pm Planning 101	1 11:15 am - 1:30 pm National Day of Prayer	2	3 10:00 am Meet in the Streets 11:00 am Wakefield Rotary
4 Six Sundays in Spring	5 Cinco de Mayo Memorial Flag Raising Ceremony 5:00 pm CAMPO's US-1 Oper	6 6:00 pm - 7:00 pm BOC Work Session	7 5:00 pm - 9:00 pm Planning 101	8 1:00 pm WFPD Car Seat Check 2:30 pm WFPD Ice Cream Social 3:00 pm NCFST Mobile Market	9 Friday Night on White	10
11 Six Sundays in Spring	12	13 6:00 pm - 7:00 pm Planning Board Meeting	14 5:00 pm - 9:00 pm Planning 101	15 6:00 pm - 8:00 pm BOA Meeting	16	17 10:00 am - 12:30 pm NC Brewery Running Series
18 Six Sundays in Spring	19	20 6:00 pm - 7:00 pm BOC Meeting	21 11:00 am WFPD BBQ Fundraiser 5:00 pm Planning 101	22 3:00 pm - 5:00 pm NCFST Mobile Market	23	24 Family Movie Night at Johnson Holding Park Aquatic Center
25 Six Sundays in Spring	26 Memorial Day (Town Office)	27 6:30 pm - 8:30 pm Historic Preservation Comm	28 National Senior Health & Fitness	29	30	31

- Calendars in View
- Calendar
 - Holiday
 - Internal Events
 - External Events

- My Wake Forest
- Departments
- Budget Management
 - Center for Active Aging
 - Communications
 - Downtown Development
 - Economic Development
 - Engineering

Today's Reality

- Importance of Quality-Of-Life events
- Growing Community
- BOC and Advisory Board requests



- Employee Work/Life Balance
- Capacity of existing manpower and resources to maintain top quality events and high level of service

Policy Update - Insurance Requirements



Why Update Recommended Insurance?



- Increased share of Town resources in claims
- Trend for more lawsuits, larger verdicts and growing settlement values
- Protect town resources and taxpayer dollars



Current Insurance Requirements

- \$2 million comprehensive general liability policy
- \$3 million liquor liability policy including general liability
- \$5 million general liability for motorized parade



Recommended Requirements

Event Type	Insurance Requirement	Tier Definition	Event Examples
Tier 1	\$2 million	Fewer than 200 people Limited town services if no closure of public right of way No inflatables, tables, food trucks, tents, alcohol, stages*	Jingle Bell Walk National Day of Prayer CROP Hunger Walk
Tier 2	\$5 million	All other events including events with serving alcohol	Meet in the Street Wake Forest Pride Festival Cars & Carnivores Forest Fest Road Races
Motorized Parade	\$5 million	As defined by policy	

Questions?





Strategic Plan Update

JANUARY 2026 BOARD RETREAT



Agenda



- 1 **2022-2027 Strategic Plan**
- 2 **Plan Process**
- 3 **Next Steps**
- 4 **2022 Data**

2022-2027 Strategic Plan



1

2022-2027 Strategic Plan



- Vision Statement
- Mission Statement
- Core Values
- Five Goals
- 17 Priorities



Plan Process



2

Process



RAFTELIS

- Consultant Guided Assistance
- Kicked off in April 2021
- Data Collection
- Engagement Process
- Adoption & Implementation



Data Collection

- Review of existing information (plans, surveys, etc.)
- Individual meetings with the Mayor and Board of Commissioners
- Community Focus Groups
- Staff Engagement
- Developed Environmental Scan to capture data
- Completed a SWOT analysis



Engagement Process

- Mayor and Board of Commissioners perspectives
- Workshops with Senior Leadership Team
- Four Community Focus Groups
- Surveys
- Community Input on Draft Strategic Plan



Adoption and Implementation

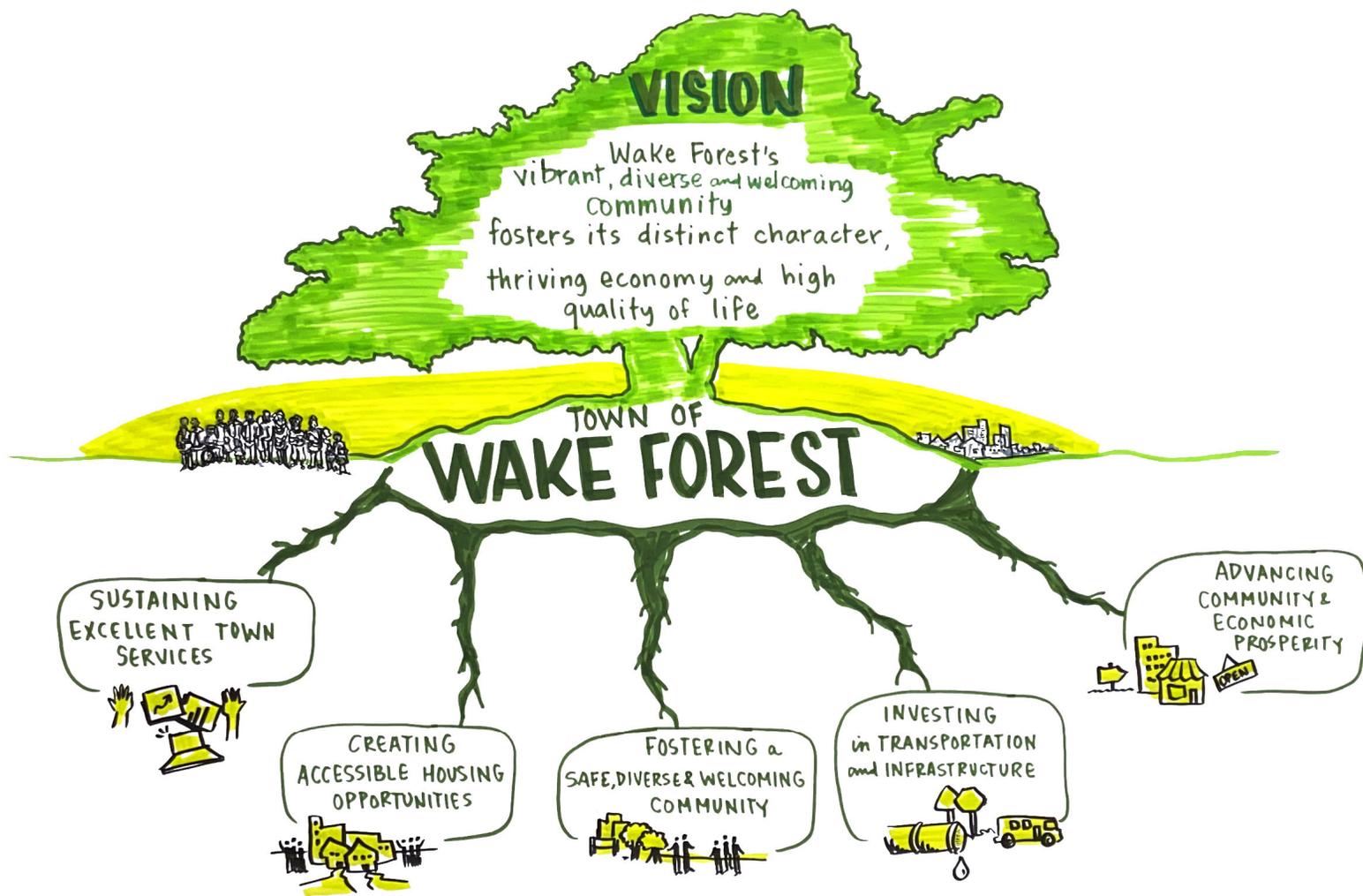
- Effective July 2022
- Staff Rollout
- Continuous Alignment and Accountability
- Quarterly Tracking



Strategic Plan Refresh - 2027



3



Strategic GOALS

What to Expect

- Consultant assistance with the process
- Review of existing information (plans, surveys, etc.)
- Workshops with the Mayor and Board of Commissioners
- Workshops with key staff
- Engage Wake Forest



Questions?



Break





Wake Forest Demographics and Development Trends

2026 BOARD OF COMMISSIONERS RETREAT



Brad West, AICP, CZO

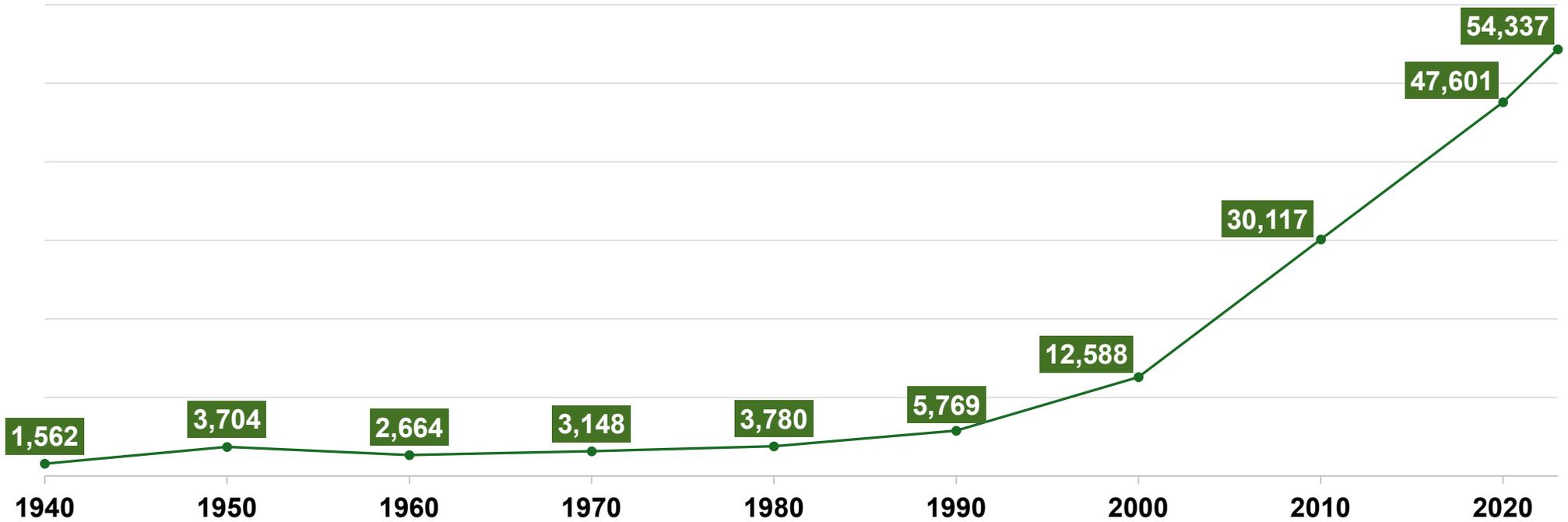
LONG RANGE PLANNING MANAGER

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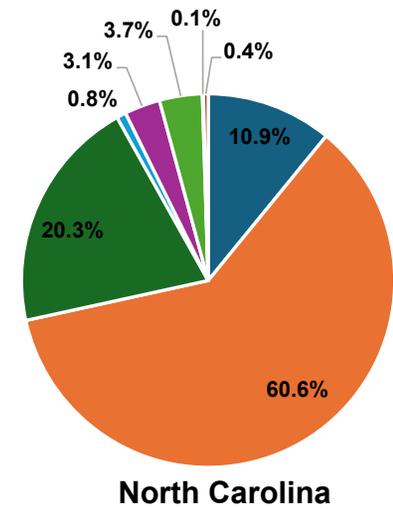
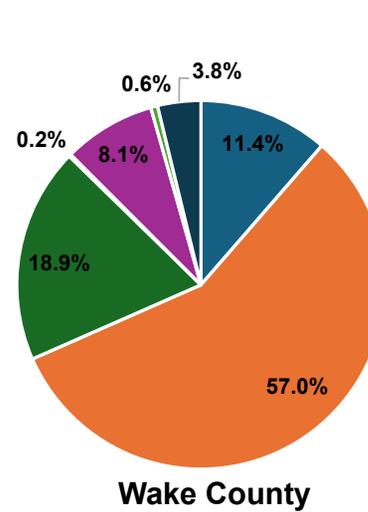
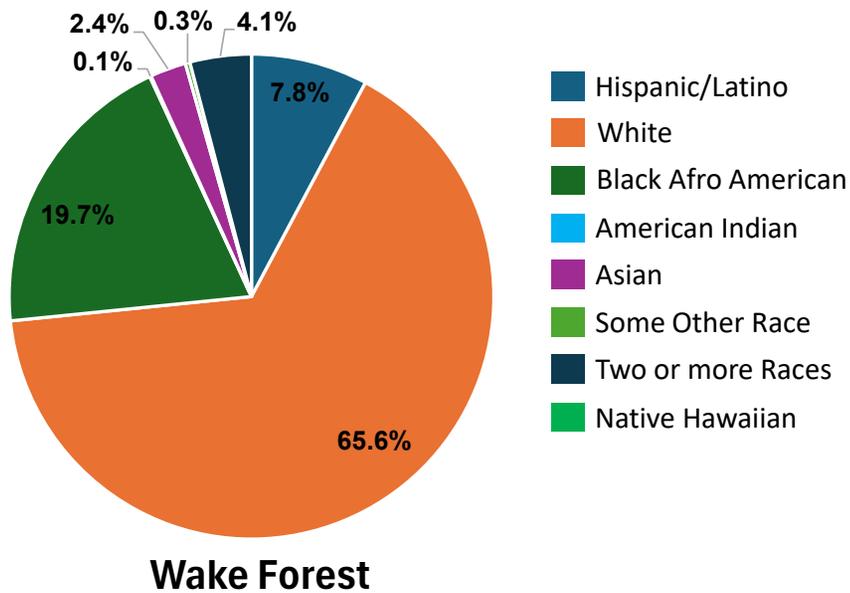


Wake Forest Population Growth 1940-2023



Source: United States Census Bureau, Wake Forest Planning Department

Wake Forest Racial Demographics 2023

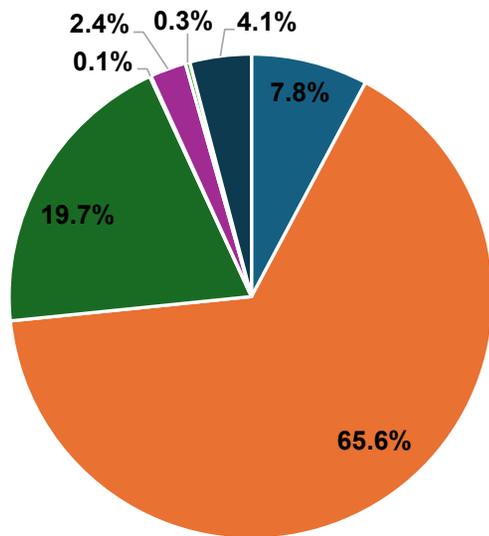


Source: United States Census Bureau, Wake Forest Planning Department

AS1 Planning Notes: There are a couple of grammatical items on the maps that Planning has asked GIS to correct, but the substance won't change. As I mentioned earlier this month, some of the demographic data is from the 2023 ACS, so it will be the same as last year's presentation.

Snyder, Allison, 2026-01-05T15:53:12.258

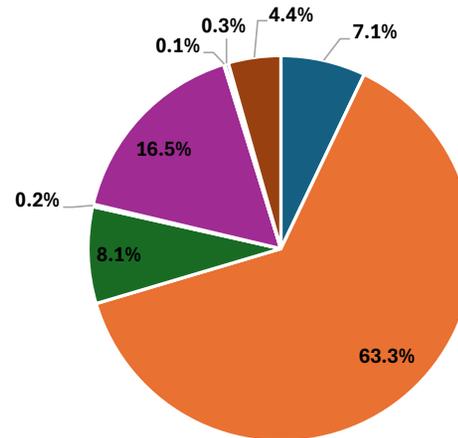
Wake Forest Racial Demographics 2023



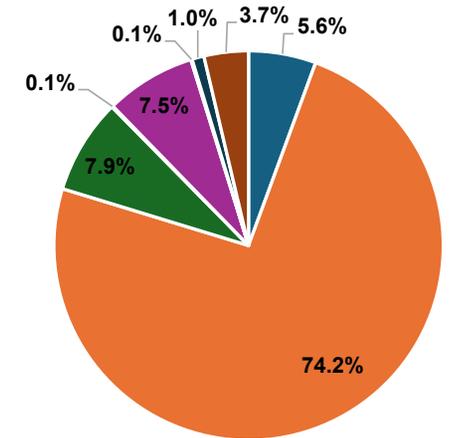
Wake Forest

Source: United States Census Bureau, Wake Forest Planning Department

- Hispanic/Latino
- White
- Black Afro American
- American Indian
- Asian
- Some Other Race
- Two or more Races
- Native Hawaiian

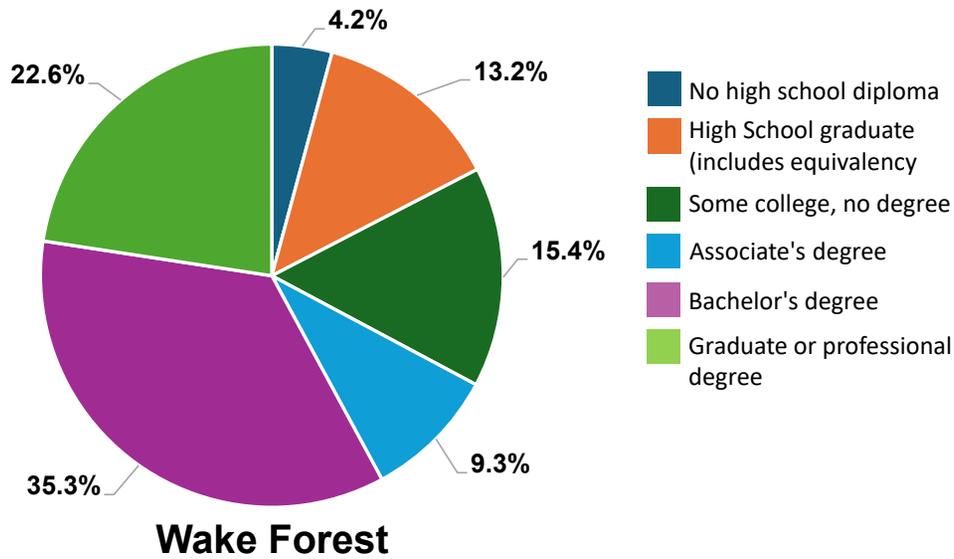


Apex



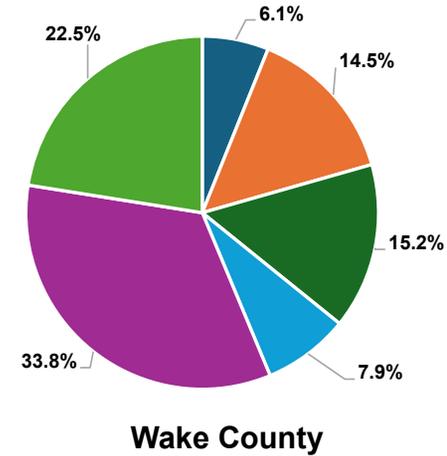
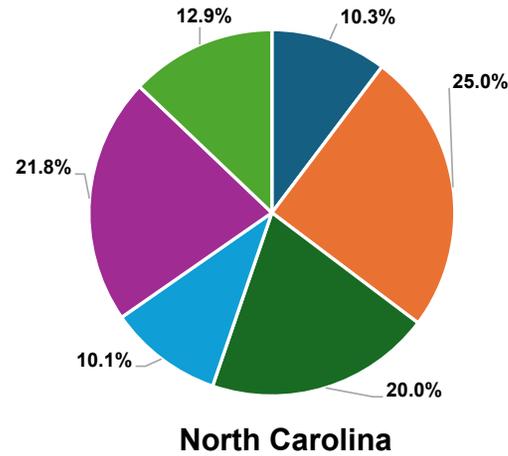
Holly Springs

Wake Forest Educational Attainment 2023

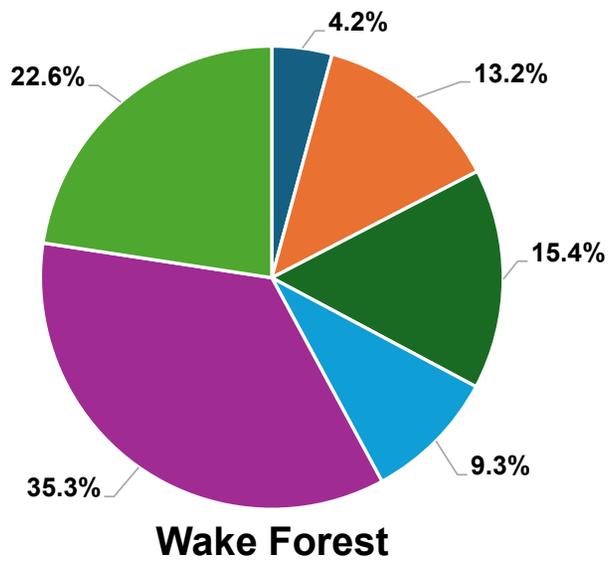


Source: United States Census Bureau, Wake Forest Planning Department

- No high school diploma
- High School graduate (includes equivalency)
- Some college, no degree
- Associate's degree
- Bachelor's degree
- Graduate or professional degree

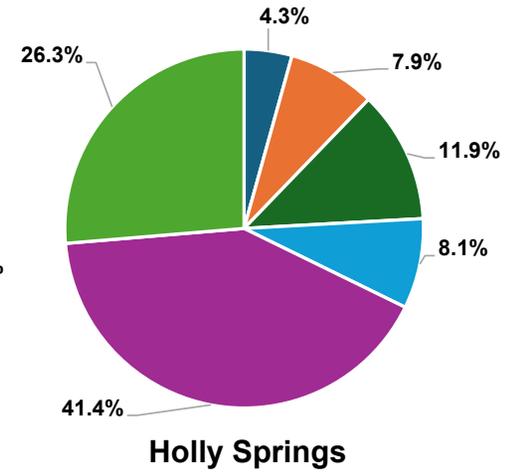
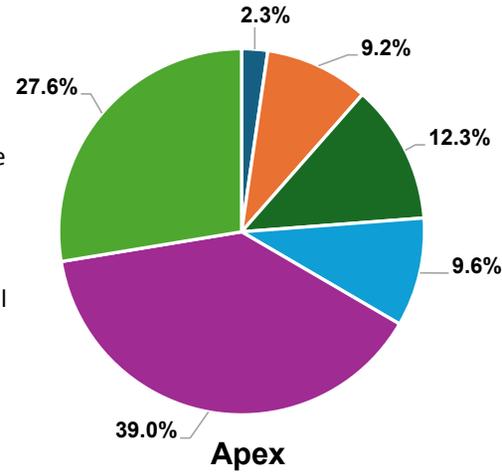


Wake Forest Educational Attainment 2023

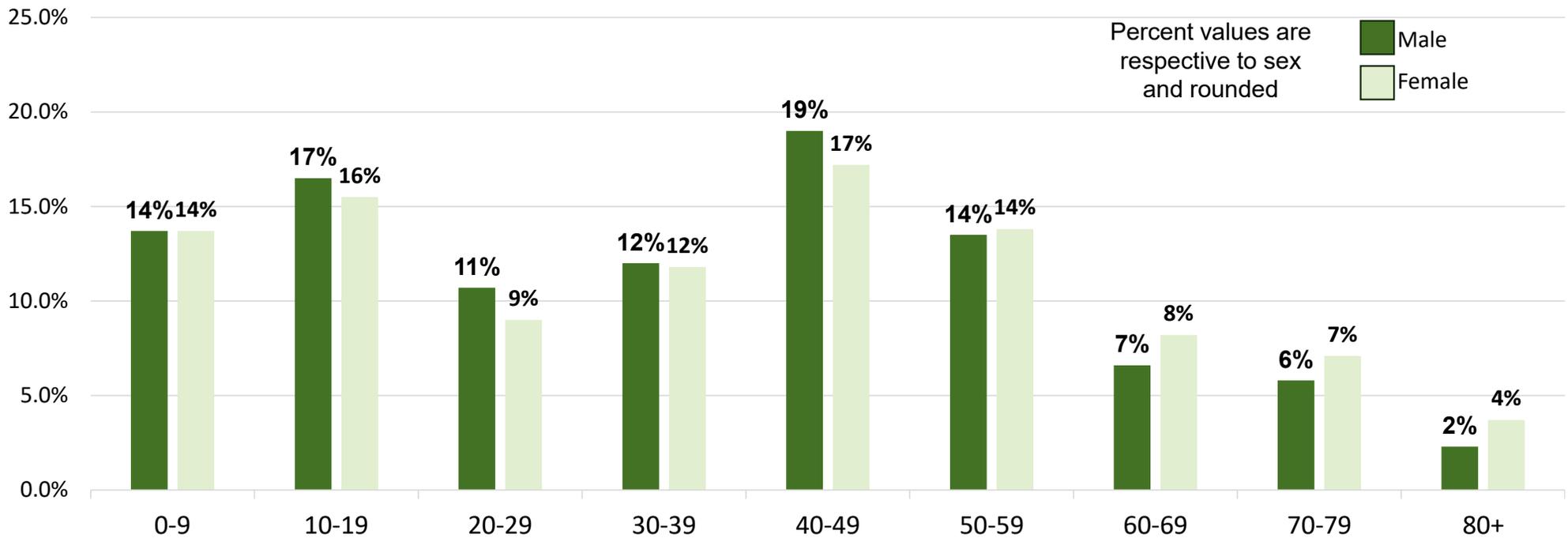


Source: United States Census Bureau, Wake Forest Planning Department

- No high school diploma
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- Some college, no degree
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- Bachelor's degree
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Wake Forest Age Demographics 2023

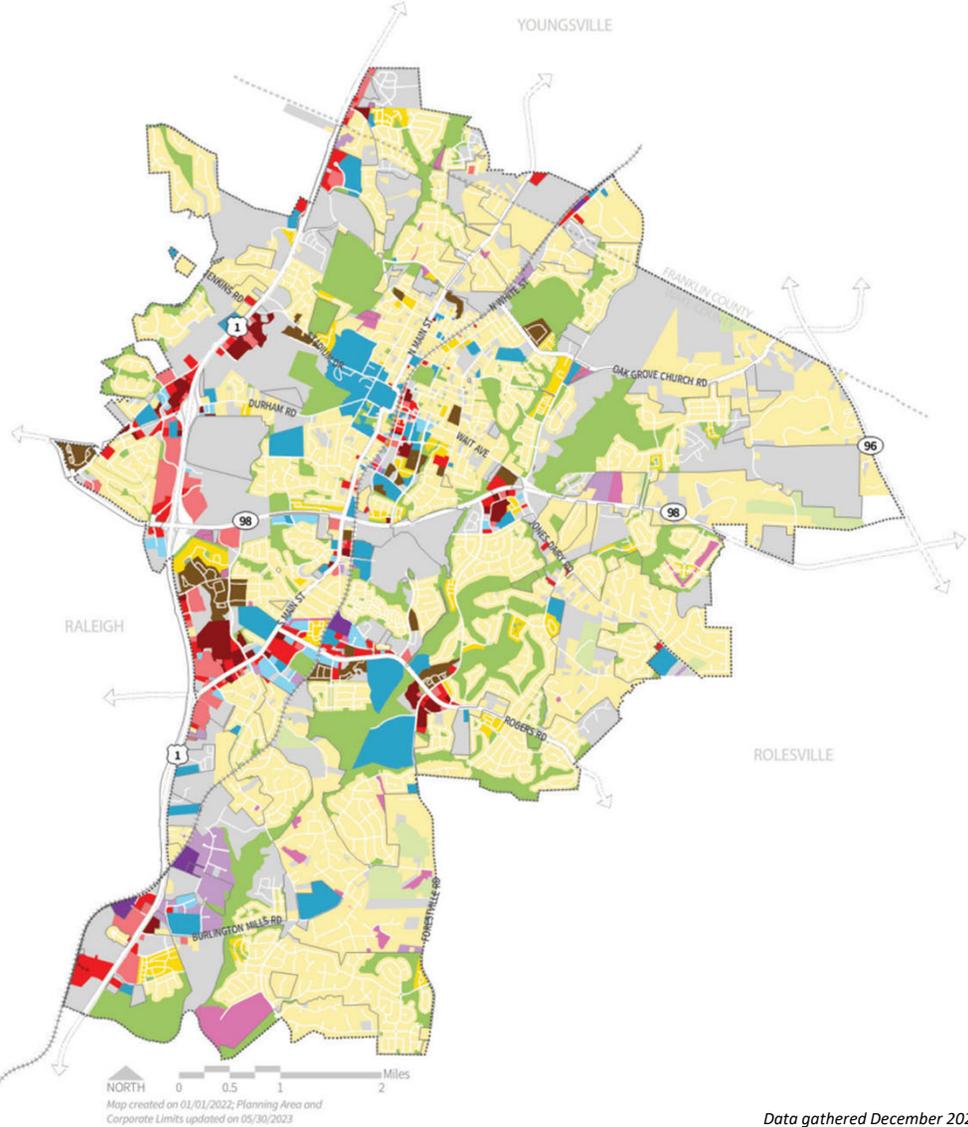


Source: United States Census Bureau, Wake Forest Planning Department

Wake Forest Existing Land Uses (2022)

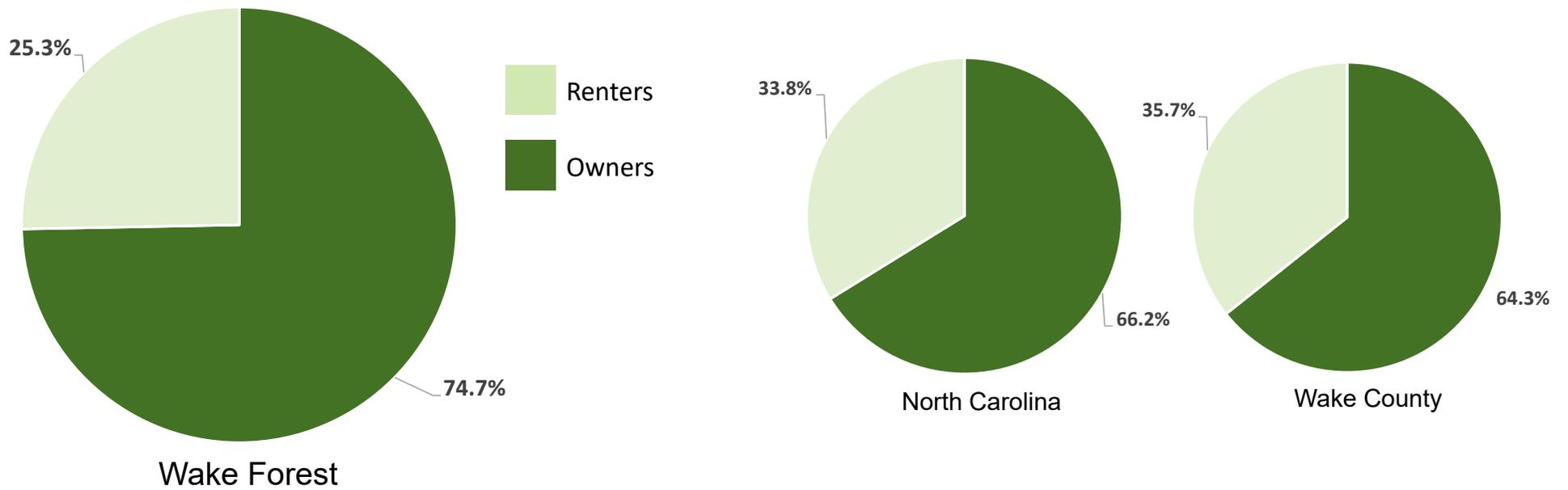
Area of Corporate Limits	Area of Planning Area
20.6 square miles	22.5 square miles

Existing Land Use Type	Area (Acres)	Percent of Planning Area
Single-Family Detached	6,349.9	44.1%
Single-Family Attached	389.1	2.7%
Multifamily	260.4	1.8%
Mixed Use	2.2	0.02%
Mixed Commercial	196.8	1.4%
Commercial Retail	302.8	2.1%
Commercial Service	304.5	2.1%
Heavy Industrial	50.2	0.3%
Light Industrial	186.2	1.3%
Office	128.9	0.9%
Public/Semi-Public	66.0	0.5%
Parks & Open Space	2,229.0	15.5%
Agriculture	233.7	1.6%
Utility	211.6	1.5%
Redevelopable/Vacant Land	3,410.6	23.7%



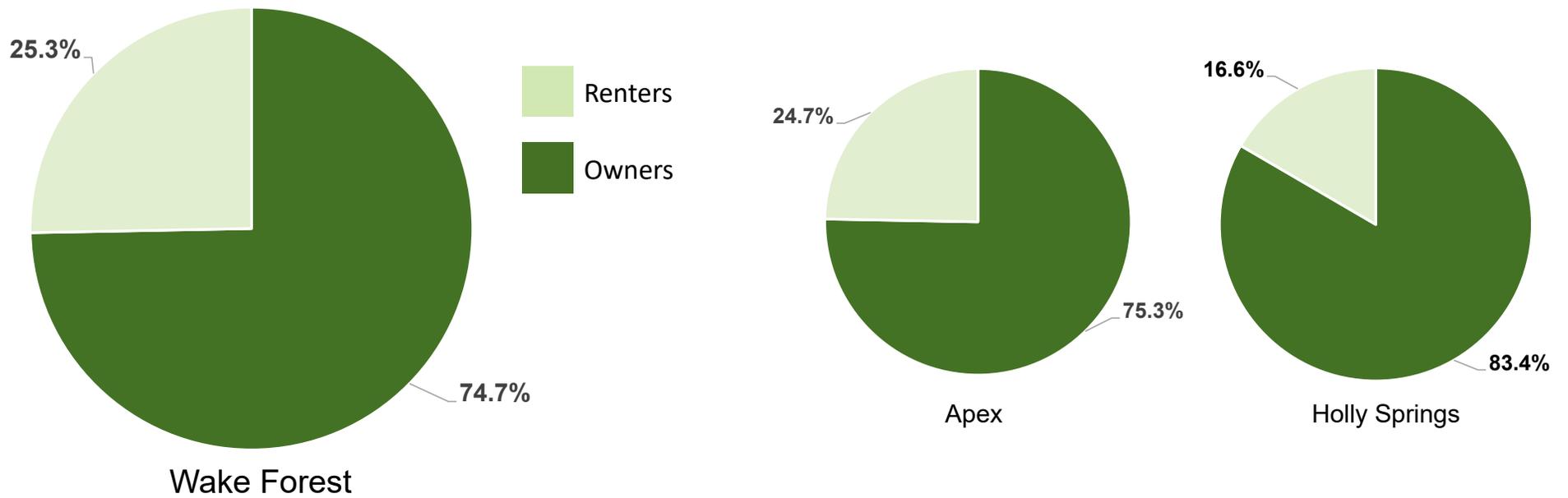
Data gathered December 2024

Wake Forest Housing Tenure 2023



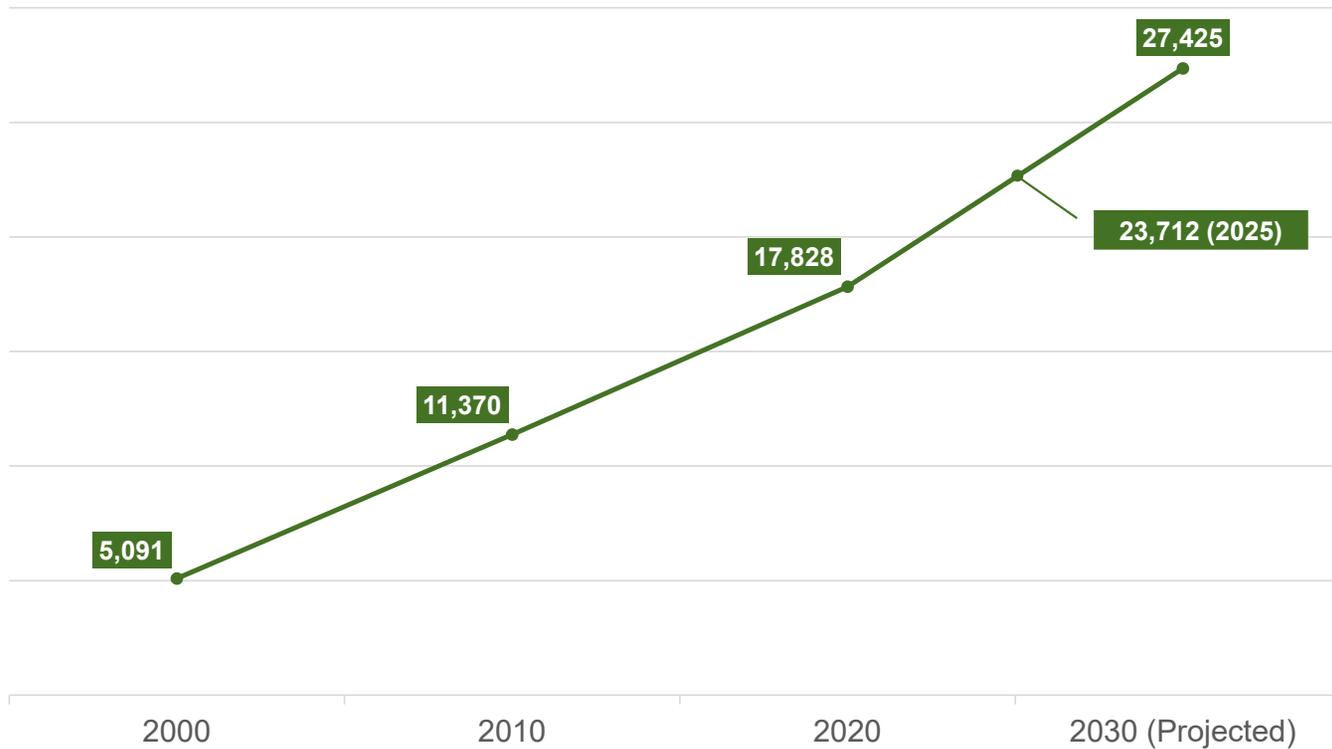
Source: United States Census Bureau, Wake Forest Planning Department

Wake Forest Housing Tenure 2023



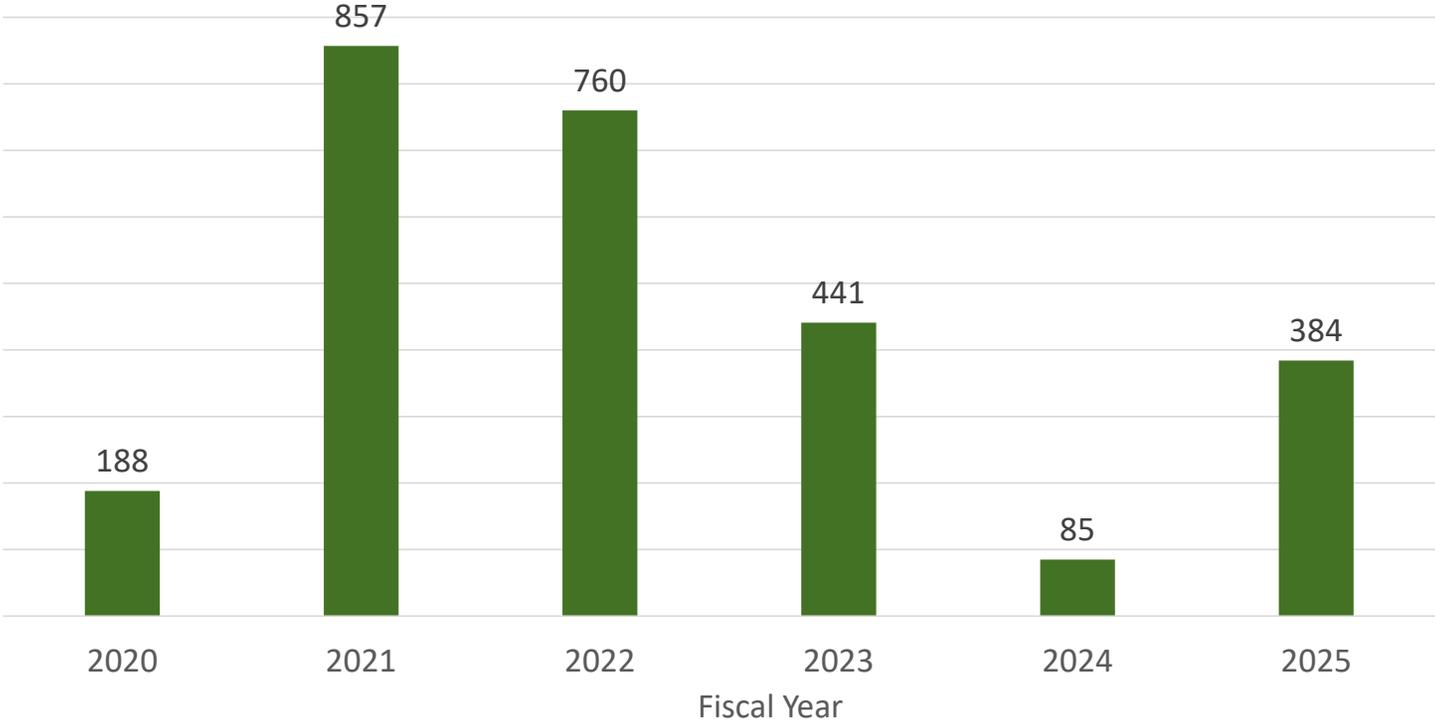
Source: United States Census Bureau, Wake Forest Planning Department

Wake Forest Total Housing Units 2000-2030



Source: United States Census Bureau, Wake Forest Planning Department

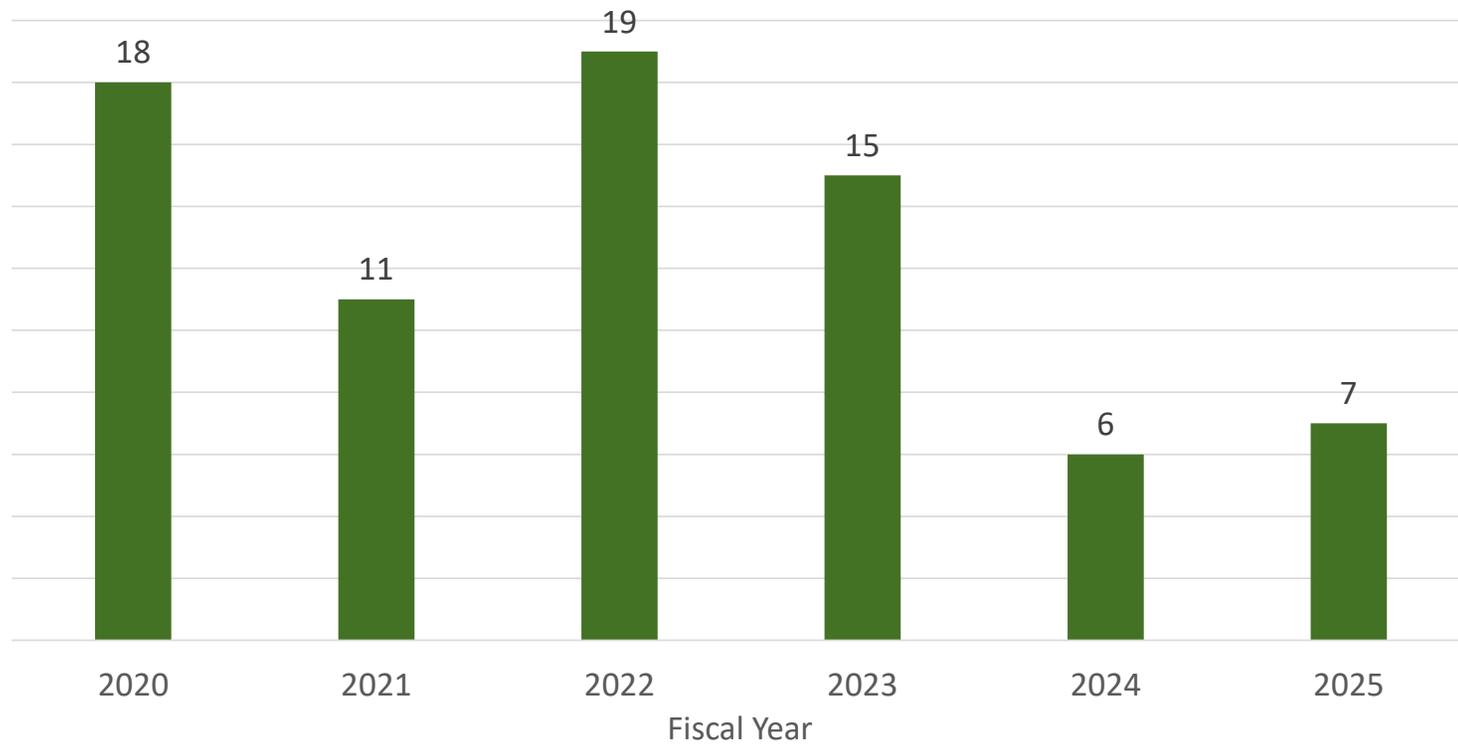
Wake Forest Multi-Family Unit Building Permits FY 2020-2025



Total Multi-Family Units: 2,715

Source: Wake Forest Inspections and Planning Departments

Wake Forest Commercial / Non-Residential Building Permits FY 2020-2025

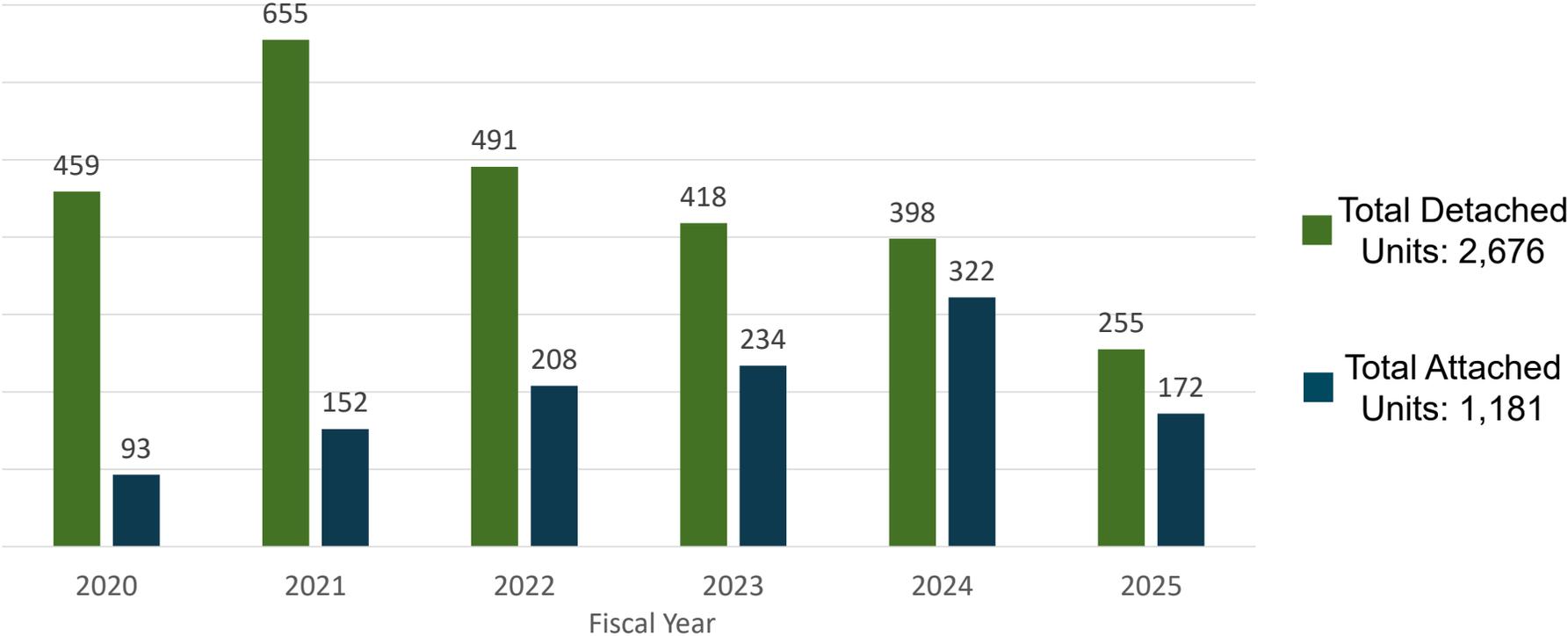


Total New Commercial Structures: 76

Note: Count excludes fit up permits

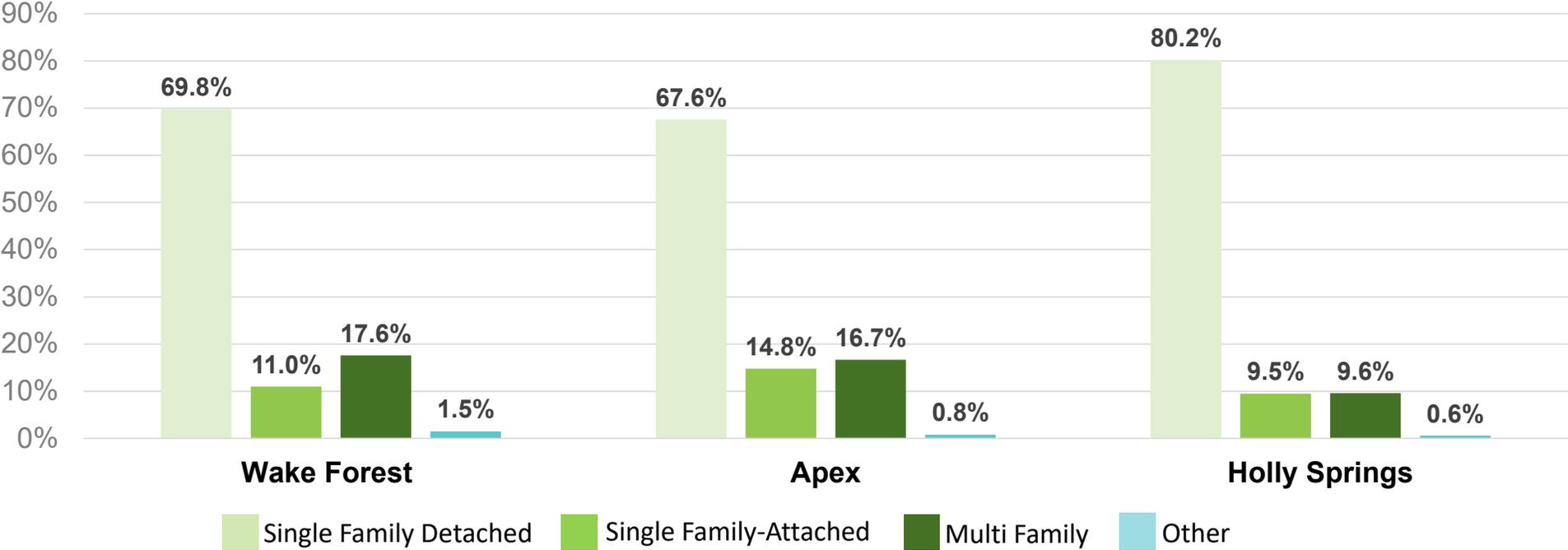
Source: Wake Forest Inspections and Planning Departments

Wake Forest Single-Family Dwelling Building Permits FY 2020-2025



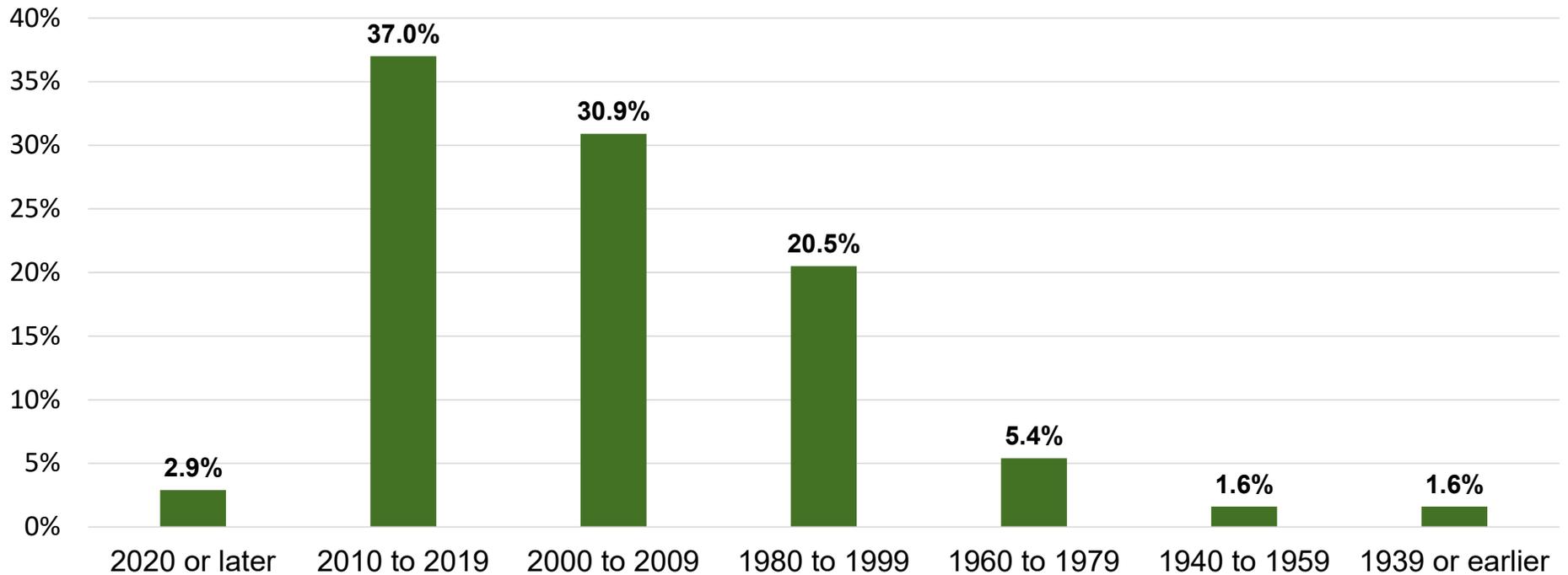
Source: Wake Forest Inspections and Planning Departments

Regional Share of Housing Types 2023



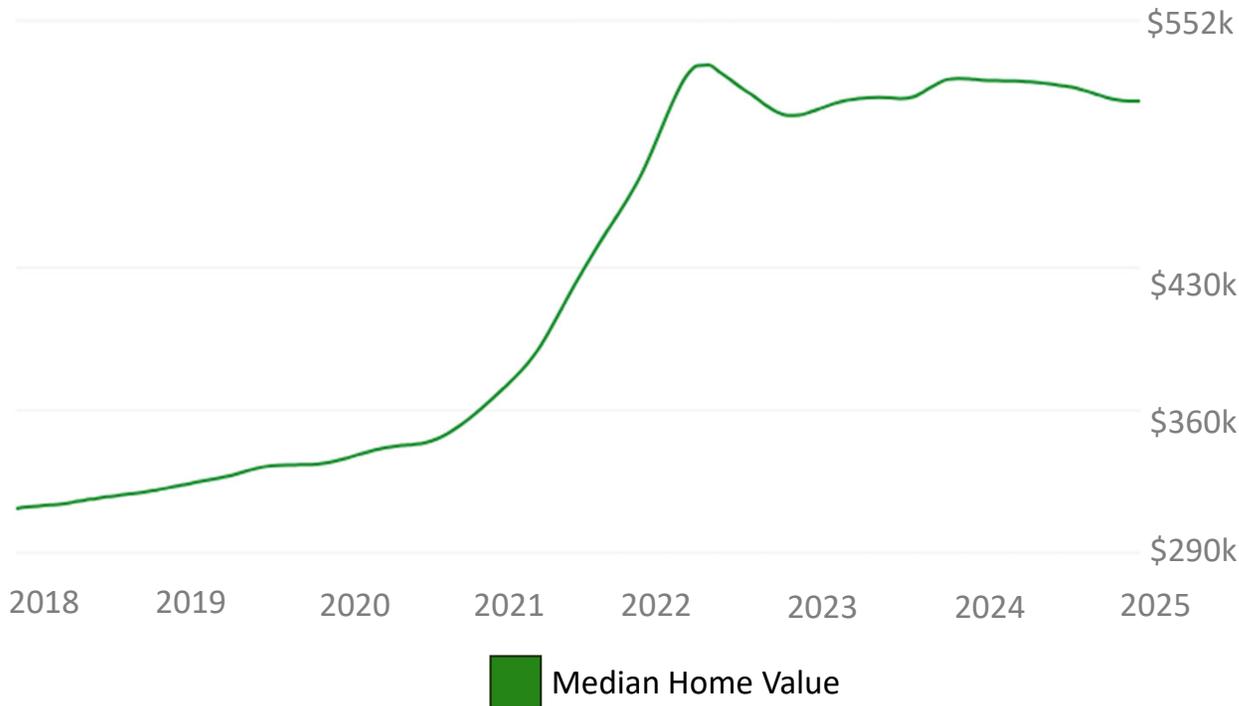
Source: United States Census Bureau, Wake Forest Planning Department

Wake Forest Years Housing Structure Built 2023



Source: United States Census Bureau, Wake Forest Planning Department

Wake Forest Single-Family Statistics



Oct 2025

Median Home Sales Price:
\$540,750

Median Home Value:
\$512,802

Home price “affordable” to
Raleigh MSA Median Family
Income: **\$466,309***

Source: Zillow Analytics, HUD

*Assumes 5% Down Payment and no monthly debt payment. Estimate based on FY 25 HUD Raleigh MSA Income Limits for 4-person family. \$413,102 with \$500 monthly debt payments.

Peer Single-Family Statistics

Wake Forest, NC

Median Home Sales Price
\$540,750

Median Home Value
\$512,802

Holly Springs, NC

Median Home Sales Price
\$575,000

Median Home Value
\$582,592

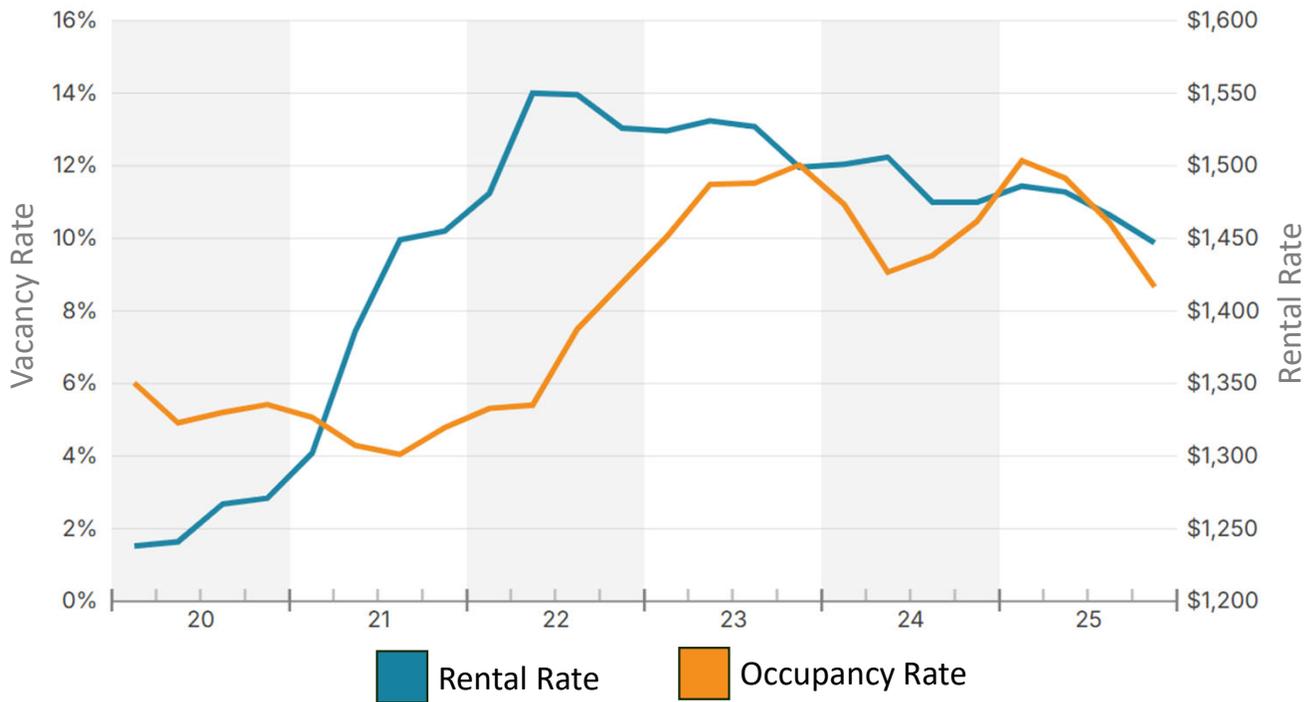
Apex, NC

Median Home Sales Price
\$575,833

Median Home Value
\$600,202

Source: Zillow Analytics. Note: As of October 2025.

Wake Forest Multi-Family Statistics



Source: Costar

Dec 2025

Average Monthly Rent for 1 Bedroom Unit: **\$1,342**

Average Monthly Rent for 2 Bedroom Unit: **\$1,545**

Average Vacancy Rate: **8.4%**
(down from 14.9% in 2024)

Peer Multi-Family Statistics

Wake Forest, NC

Average Monthly Rent for 1
Bedroom Unit: **\$1,342**

Average Monthly Rent for 2
Bedroom Unit: **\$1,545**

Average Vacancy Rate: **8.4%**

Holly Springs, NC

Average Monthly Rent for 1
Bedroom Unit: **\$1,375**

Average Monthly Rent for 2
Bedroom Unit: **\$1,697**

Average Vacancy Rate: **7.7%**

Apex, NC

Average Monthly Rent for 1
Bedroom Unit: **\$1,625**

Average Monthly Rent for 2
Bedroom Unit: **\$1,846**

Average Vacancy Rate: **20.7%**

Source: Costar. Note: As of December 2025.

Wake County Public Schools



Wake County Public Schools

Students in Wake Forest

Wake Forest represents **4%** of the student population in WCPSS.



students

There are 6,947 students within corporate limits and 219 more within planning jurisdictions, for a total of

7,166 WCPSS students living in Wake Forest.

Wake Forest students represent approximately

4% of the total student population in WCPSS.

schools

	<i>Students attending from within Wake Forest</i>			Percent of Total Student Body
	corporate limits	planning jurisdictions		
Heritage Elementary	529	+ 1	= 530	89%
Heritage Middle	828	+ 34	= 862	88%
Heritage High School	1174	+ 16	= 1190	69%
North Wake College and Career Academy	44	+ 1	= 45	14%
Richland Creek Elementary	524	+ 20	= 544	88%
Wake Forest Elementary	338	+ 4	= 342	71%
Wake Forest Middle	509	+ 12	= 521	56%
Wake Forest High School	1445	+ 74	= 1519	73%

student totals are based on the 20-day head count for the 2025-26 school year and exclude pre-K students

Wake County Public Schools

New Schools Included in the CIP *(as of Dec 2025)*

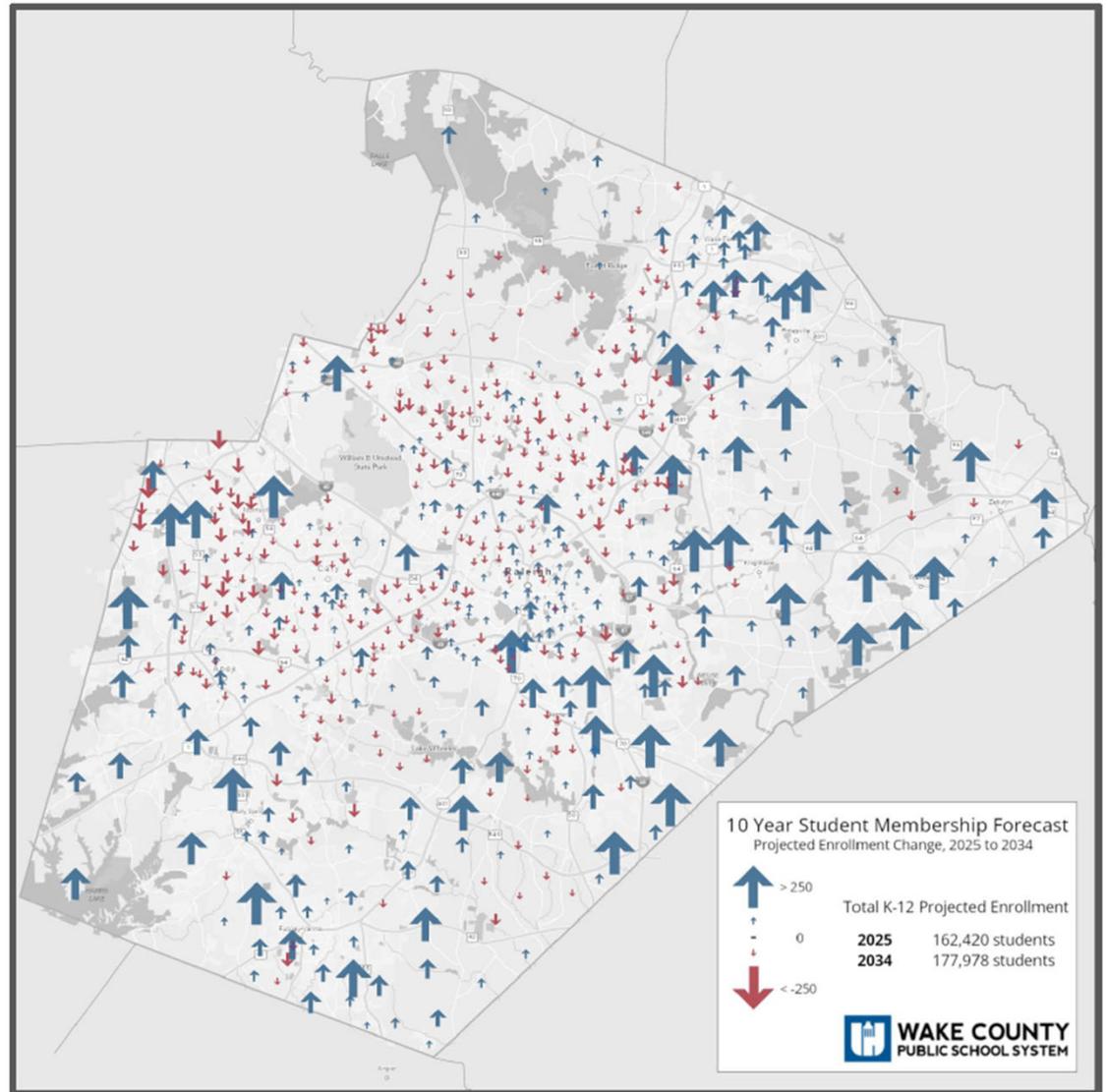
School Name	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Bowling Road ES	E49/ 920333						
Pleasant Plains ES	E53 ES/ 920537						
Rex Road ES	E52 ES/ 920541						
Felton Grove HS	H12 HS/ 920418						
Hilltop Needmore ES	Fuquay-Varina ES*	E44 ES*					
Morrisville HS			H14 HS*				
NEW (Parkside) MS/ Wake EC of Infor. & Biotech.						M19 MS*/ H11 EC*	
Poole Road ES						E28 ES*	
Marshburn Road ES					Wendell ES*	Wendell ES*	E57 ES*
New School: A new school opened/ opening in the current school year that already has an approved attendance area.							
New School: A new school opening with a unique base attendance area that requires an approved attendance area.							
Swing Space: A new school serving as a swing space for an existing school's renovation before opening with its own population.							
Future School: A new future school site that will open with a unique base attendance area.							

The current **WCPSS 7-Year Capital Improvement Plan (CIP)** as of December 2025.

*This seven-year plan is designed with flexibility, so that it may be reviewed annually by WCPSS staff and Wake County Planners.
Note: Market volatility, scope changes & design/ construction schedules have the potential to impact scheduled project completion dates.

Wake County Public Schools

Projected enrollment change for WCPSS between 2025-2034



Questions?



Jennifer Currin, AICP, CZO

PLANNING DIRECTOR

jcurrin@wakeforestnc.gov

919-435-9517



Development Trends



Developed vs. Undeveloped Land Area

Developed Land vs Undeveloped Land

Town Limits

Developed acreage = 8,910 or 68%

Undeveloped acreage = 1,578 or 12%

ETJ

Developed acreage = 747 or 53%

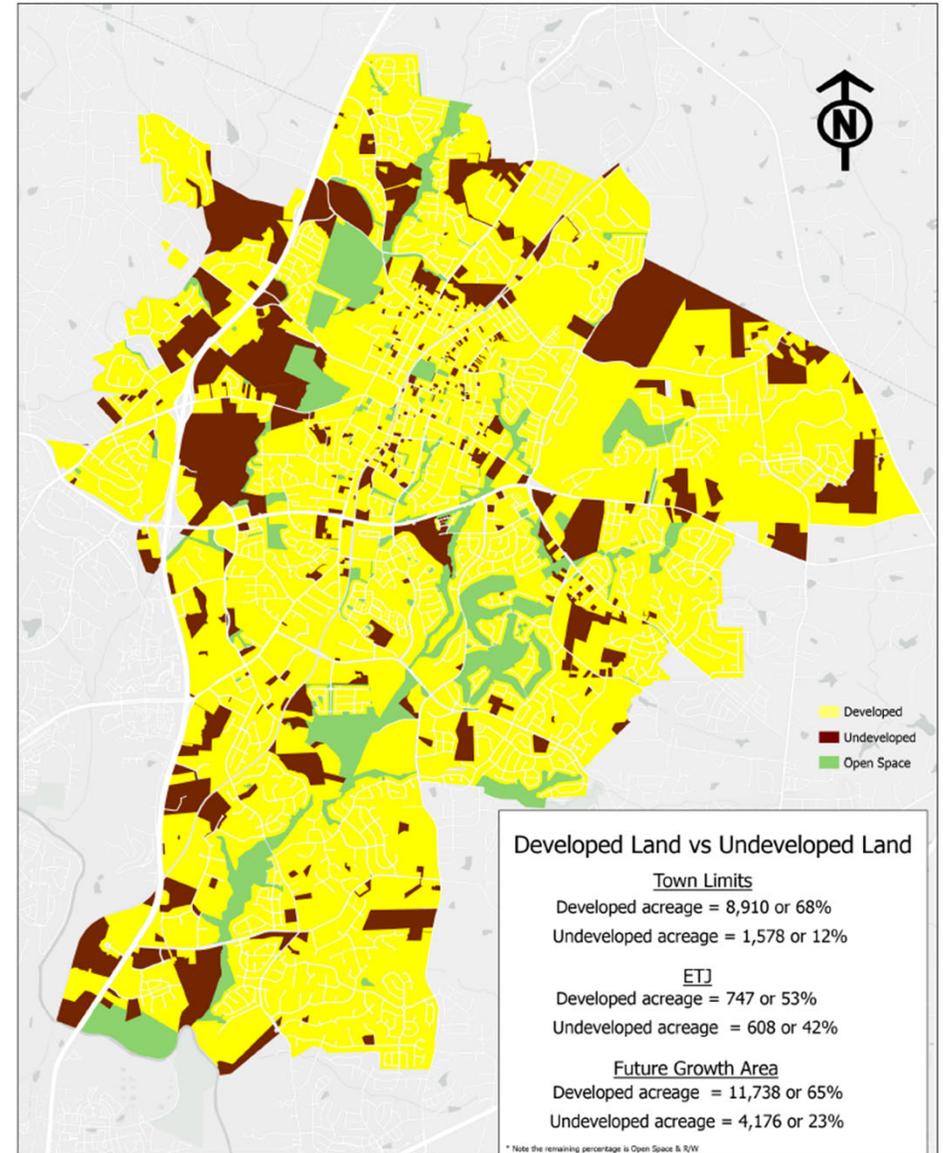
Undeveloped acreage = 608 or 42%

Future Growth Area

Developed acreage = 11,738 or 65%

Undeveloped acreage = 4,176 or 23%

* Note the remaining percentage is Open Space & R/W



Created By: Town of Wake Forest IT Dept on 12/30/2025

Not to Scale

Developed & Undeveloped Land Area*

Developed Land vs Undeveloped Land

Town Limits

Developed acreage = 8,910 or 68%

Undeveloped acreage = 1,277 or 9.7%

Approved Development acreage = 301 or 2.3%

ETJ

Developed acreage = 747 or 53%

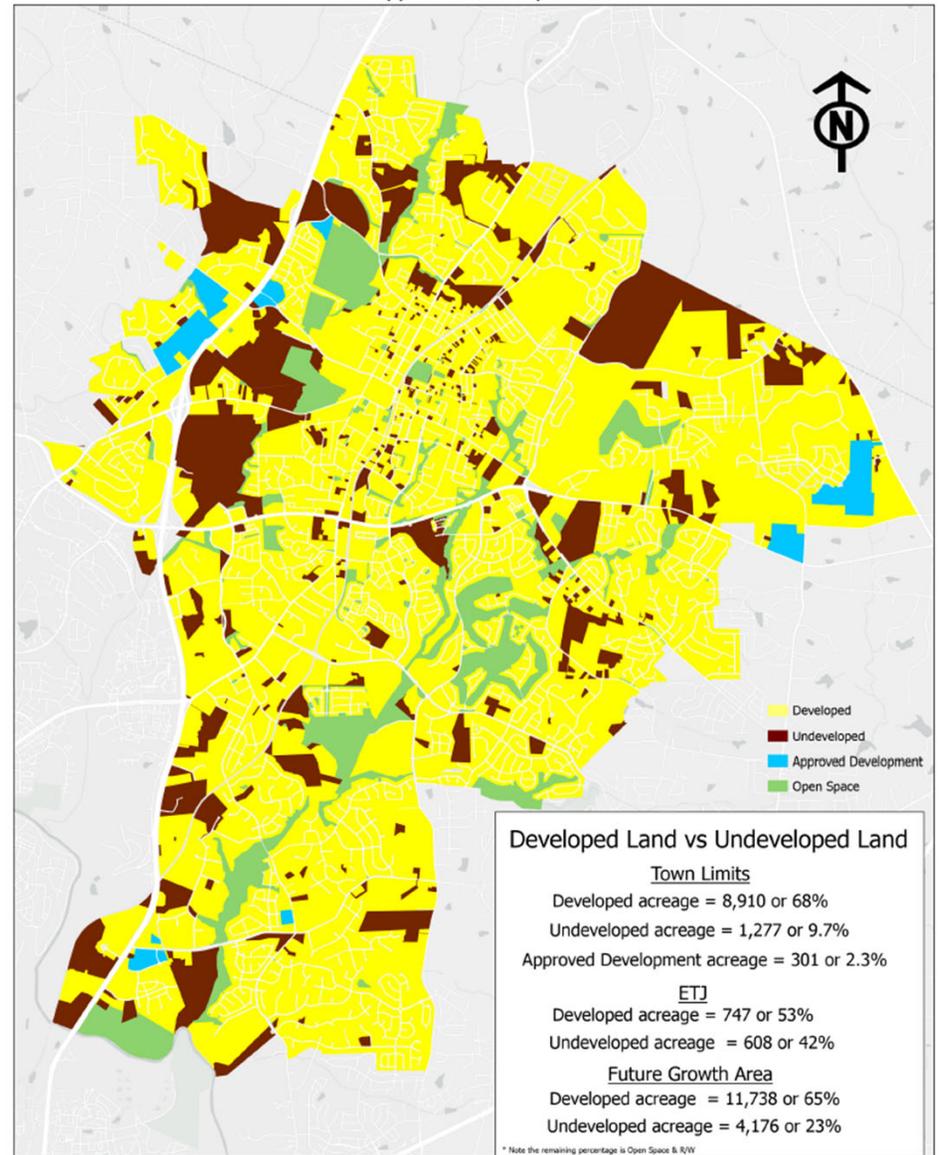
Undeveloped acreage = 608 or 42%

Future Growth Area

Developed acreage = 11,738 or 65%

Undeveloped acreage = 4,176 or 23%

* Note the remaining percentage is Open Space & R/W



Built Residential vs. Commercial Land Areas

Residential vs Commercial Land

Residential Land

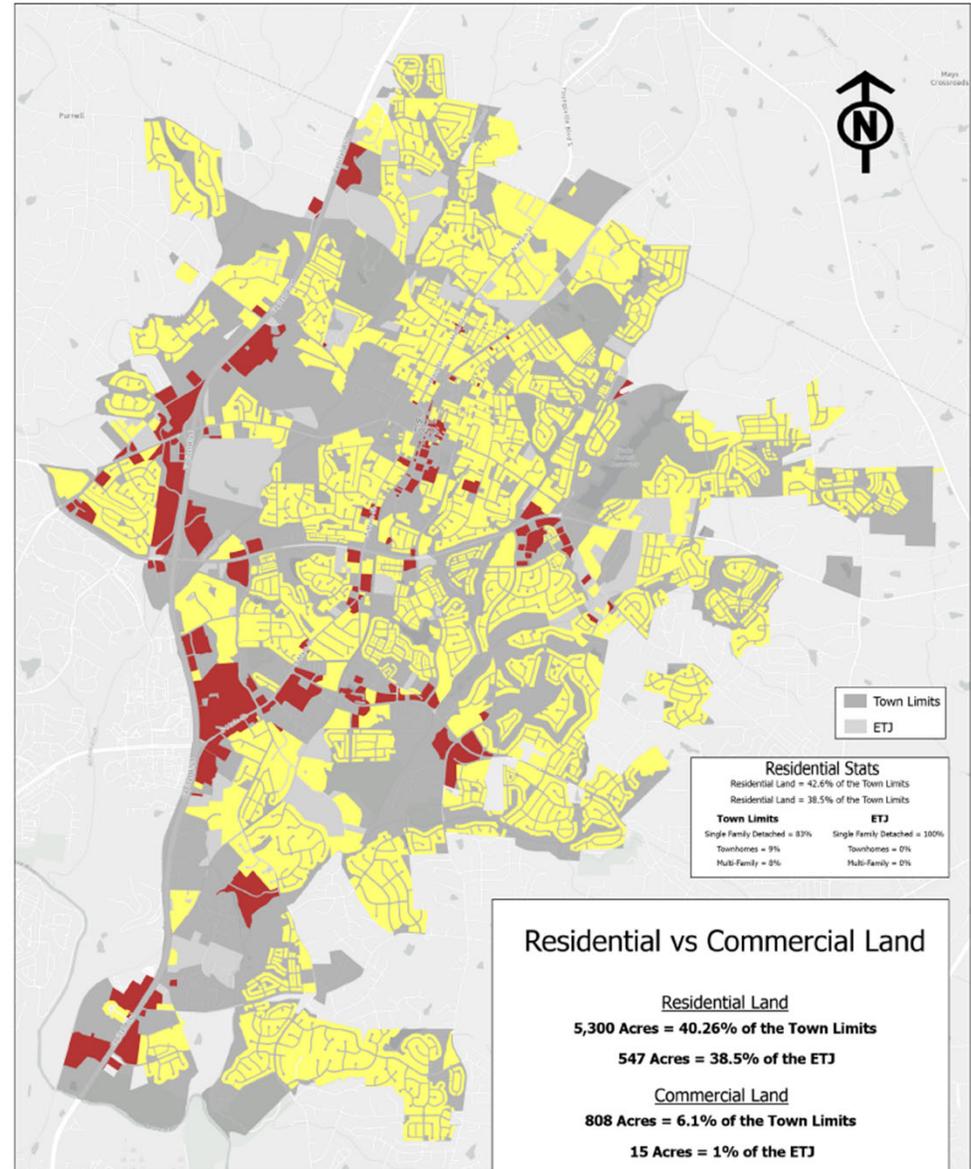
5,300 Acres = 40.26% of the Town Limits

547 Acres = 38.5% of the ETJ

Commercial Land

808 Acres = 6.1% of the Town Limits

15 Acres = 1% of the ETJ



Residential vs Commercial Land

Residential Land

5,300 Acres = 40.26% of the Town Limits

547 Acres = 38.5% of the ETJ

Commercial Land

808 Acres = 6.1% of the Town Limits

15 Acres = 1% of the ETJ

Existing Residential Land Use Classification

Residential Stats

Residential Land = 42.6% of the Town Limits

Residential Land = 38.5% of the ETJ

Town Limits

Single Family Detached = 84%

Townhomes = 6%

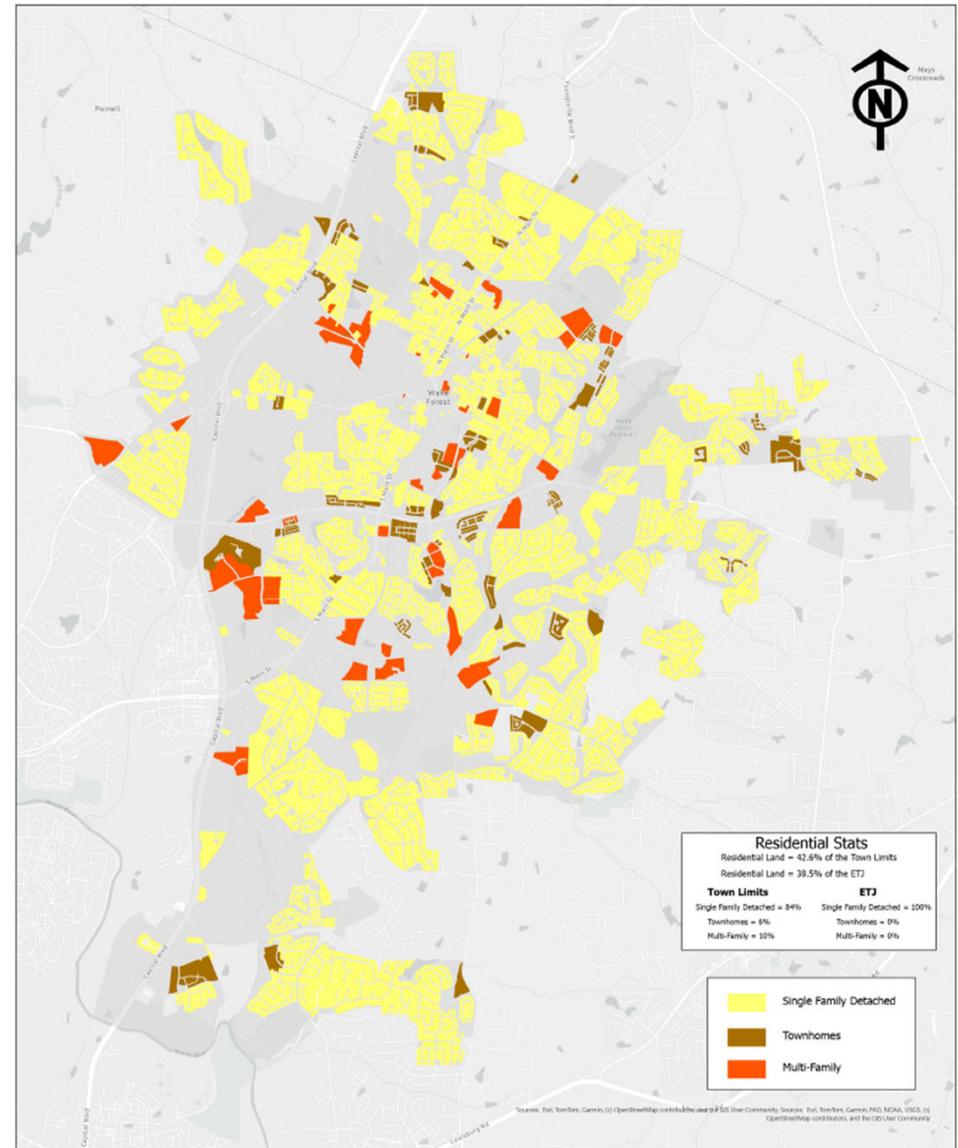
Multi-Family = 10%

ETJ

Single Family Detached = 100%

Townhomes = 0%

Multi-Family = 0%



Existing & Approved Residential Land Use Classification

Residential Stats

Residential Land = 44.5% of the Town Limits

Residential Land = 38.5% of the ETJ

Town Limits

ETJ

Single Family Detached = 82%

Single Family Detached = 100%

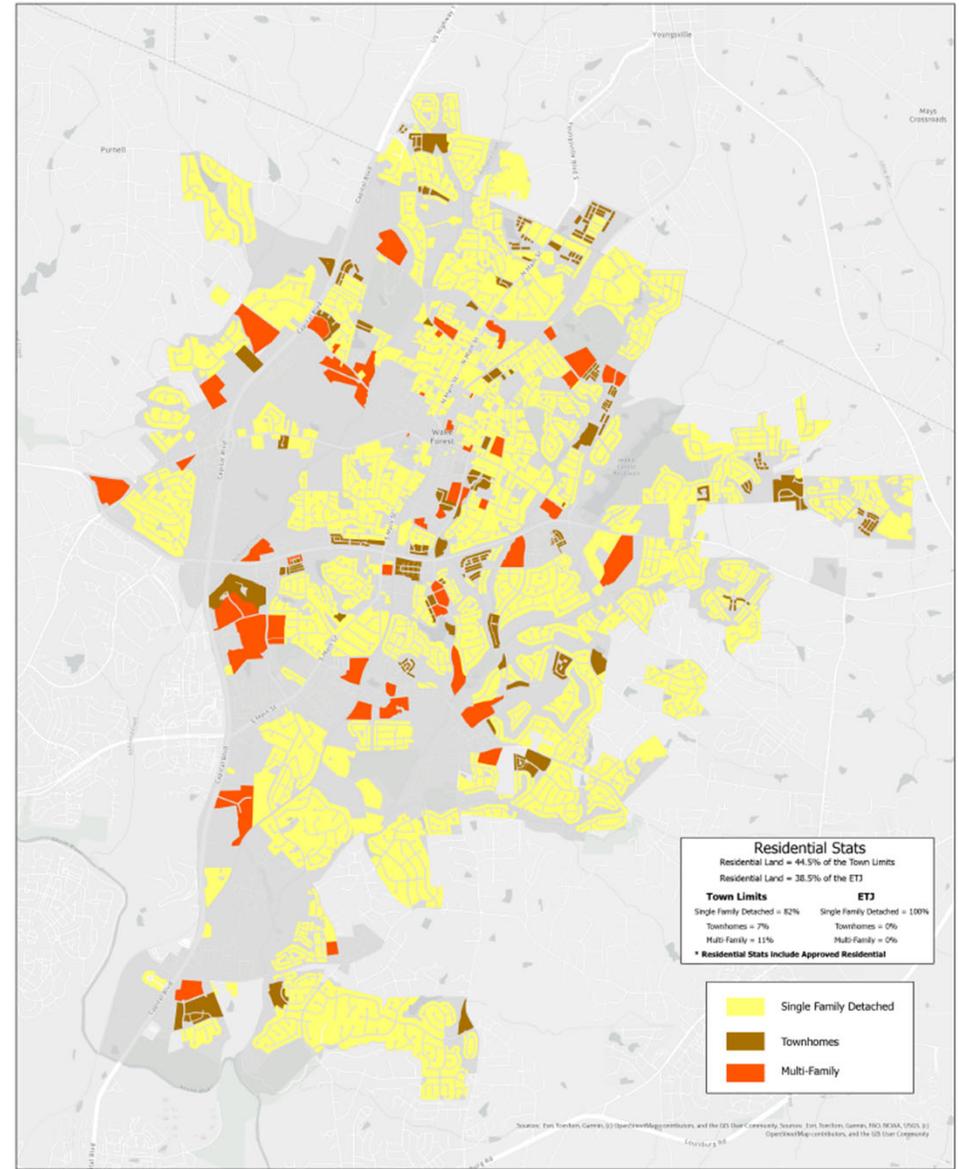
Townhomes = 7%

Townhomes = 0%

Multi-Family = 11%

Multi-Family = 0%

* Residential Stats include Approved Residential



Estimated Dwelling Type Percentage

Dwelling Type	Dwelling Type Units Approved (%)	Estimated Buildout Population (%)
Multifamily	23.8%	20.8%
Townhomes & Condos	17.2%	18.5%
Single Family Detached	55.5%	59.4%
Group Home	3.4%	1.3%



Land Use Revenue-to-Expense Ratio

Residential Land Use:

- Revenue-to-expense ratio of 0.83
- For every \$1 in property tax and other revenues generated by residential development, the Town spends \$1.20 on public services
- Net cost burden

Commercial Land Use:

- Revenue-to-expense ratio of 1.82
- For every \$1 generated by commercial property and other revenues generated by commercial development, the Town spends \$0.55 on public services
- Helps subsidize the higher cost of serving residential areas



Source: Creative Economic Development Consulting (CDEC)

Land Use Revenue-to-Expense Ratio

Open Space Land Use

- Does not generate revenue
- Minimal expenditures for maintenance and routine services
- Adds environmental and recreational value contributing to the quality of place
- Must be balanced with fiscal realities

Key Takeaways

- Communities thrive when balance is struck between residential, commercial, and open space
- Commercial development is essential because it carries the town's financial Burden



Source: Creative Economic Development Consulting (CDEC)

Land Use Revenue-to-Expense Ratio

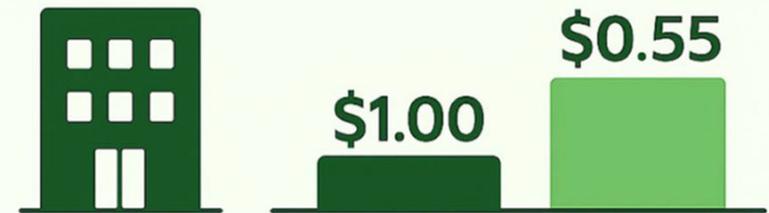
Costs exceed revenues



For every \$1 in revenue,
the Town spends \$1.20.

0.83:1

Revenues exceed costs



For every \$1 in revenue
the Town spends only \$0.55.

1.82:1

Commercial development pays for itself
and subsidizes services town-wide.

Source: Creative Economic Development Consulting (CDEC)

Town Owned & Private Open Space Land Area

Open Space Land Area

Open Space acreage within the Town limits

2,331 Acres = 17.7% of the Town Limits

52% = Town Owned

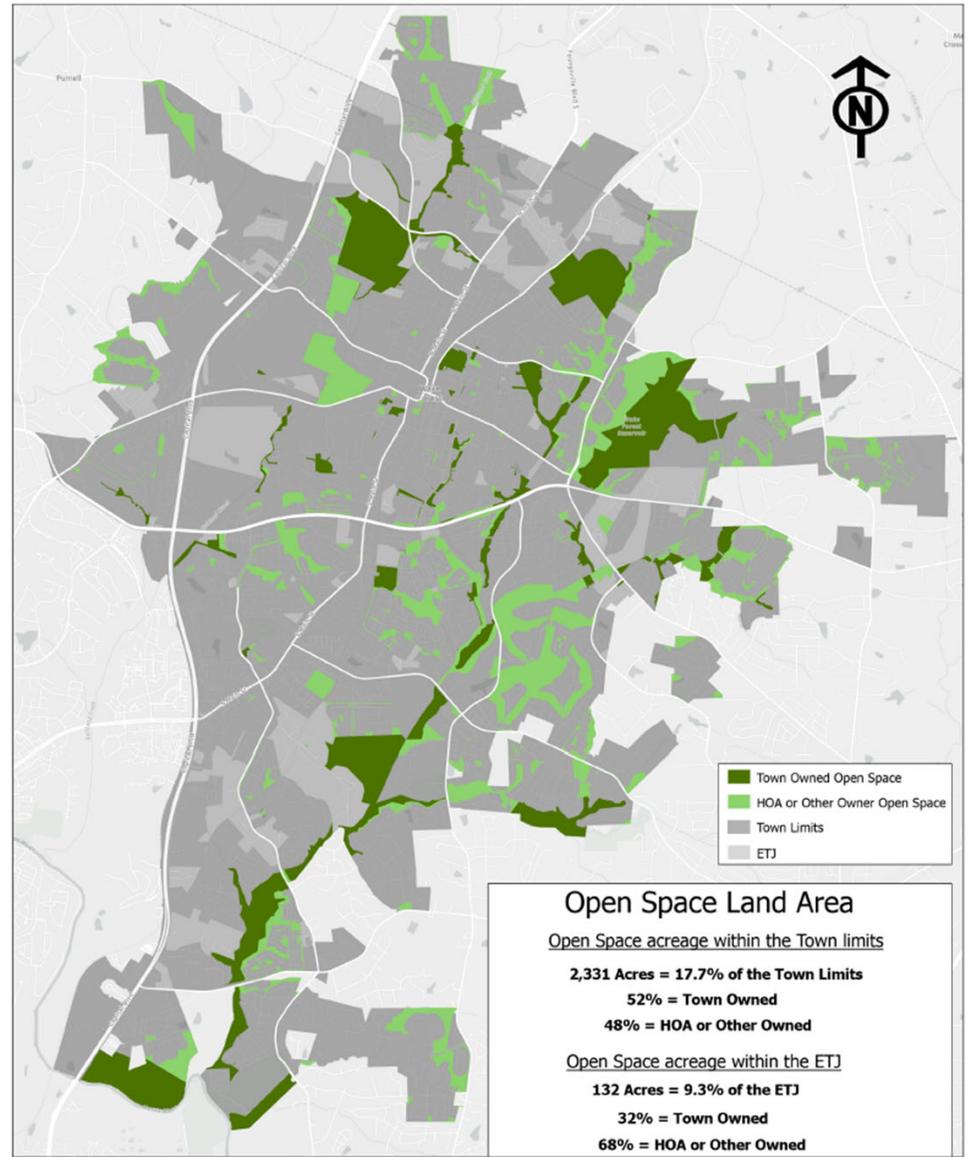
48% = HOA or Other Owned

Open Space acreage within the ETJ

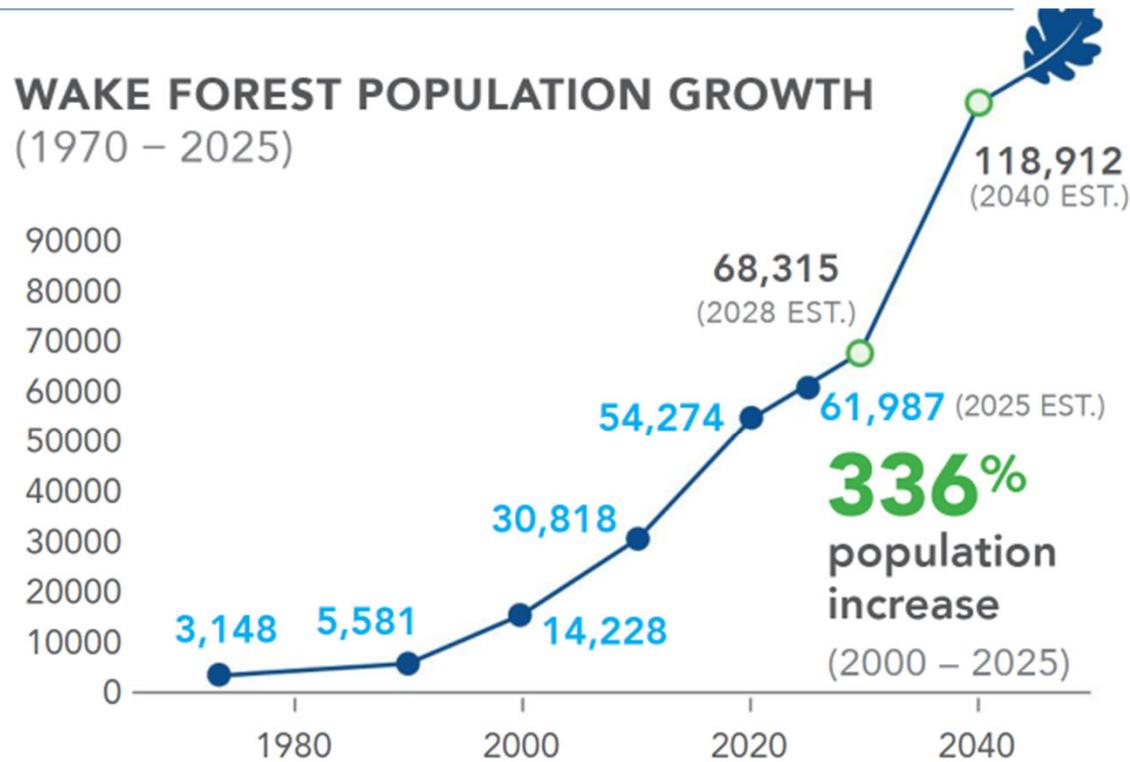
132 Acres = 9.3% of the ETJ

32% = Town Owned

68% = HOA or Other Owned



Wake Forest Population Growth



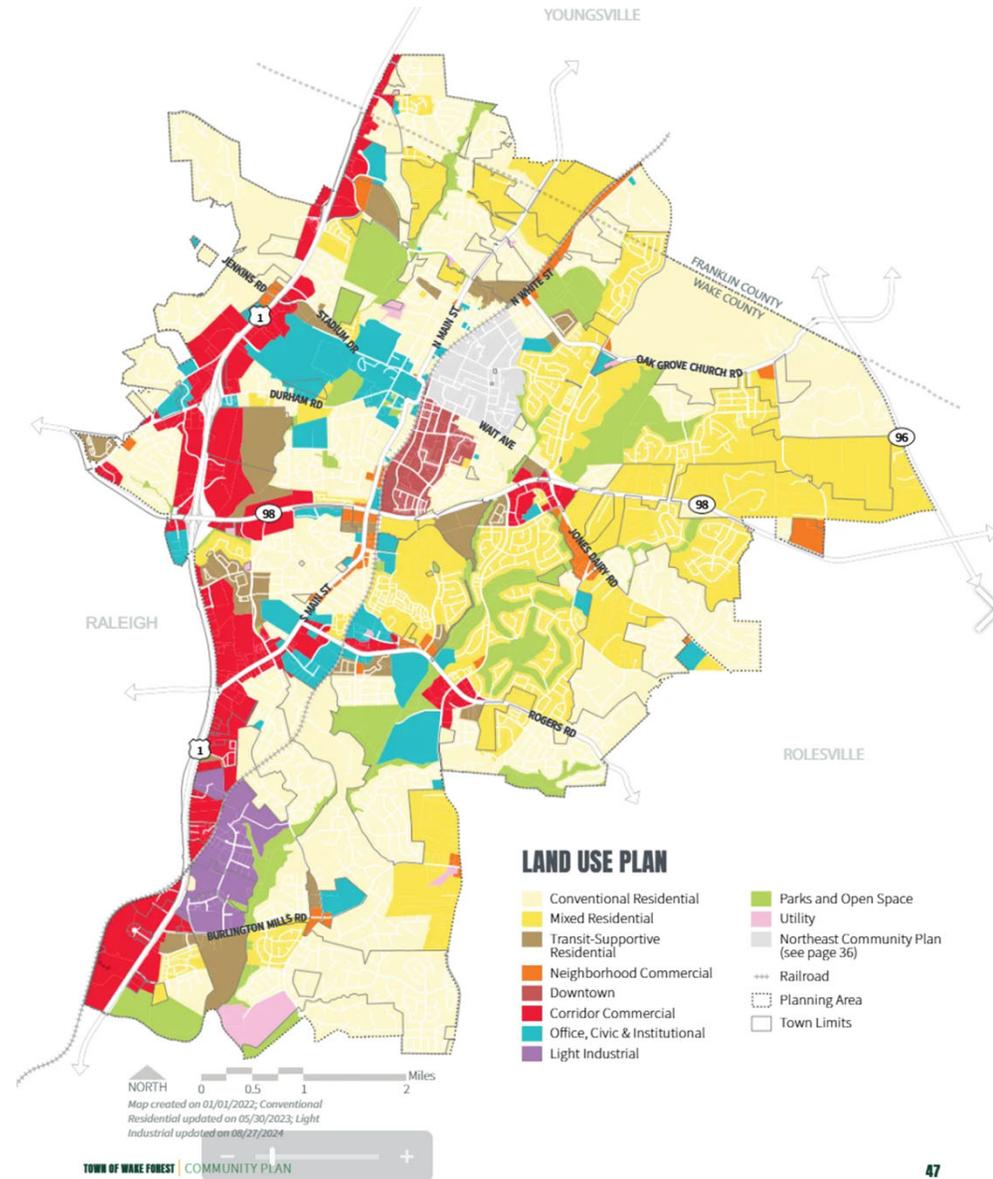
Source: Office of State Budget and Management, US Census and Wake Forest Planning Department

Land Use Map


 TOWN of
 WAKE FOREST

Long Range Planning

Defining our vision
 Identifying ways to save our history



Residential vs. Nonresidential Community Plan Land Areas

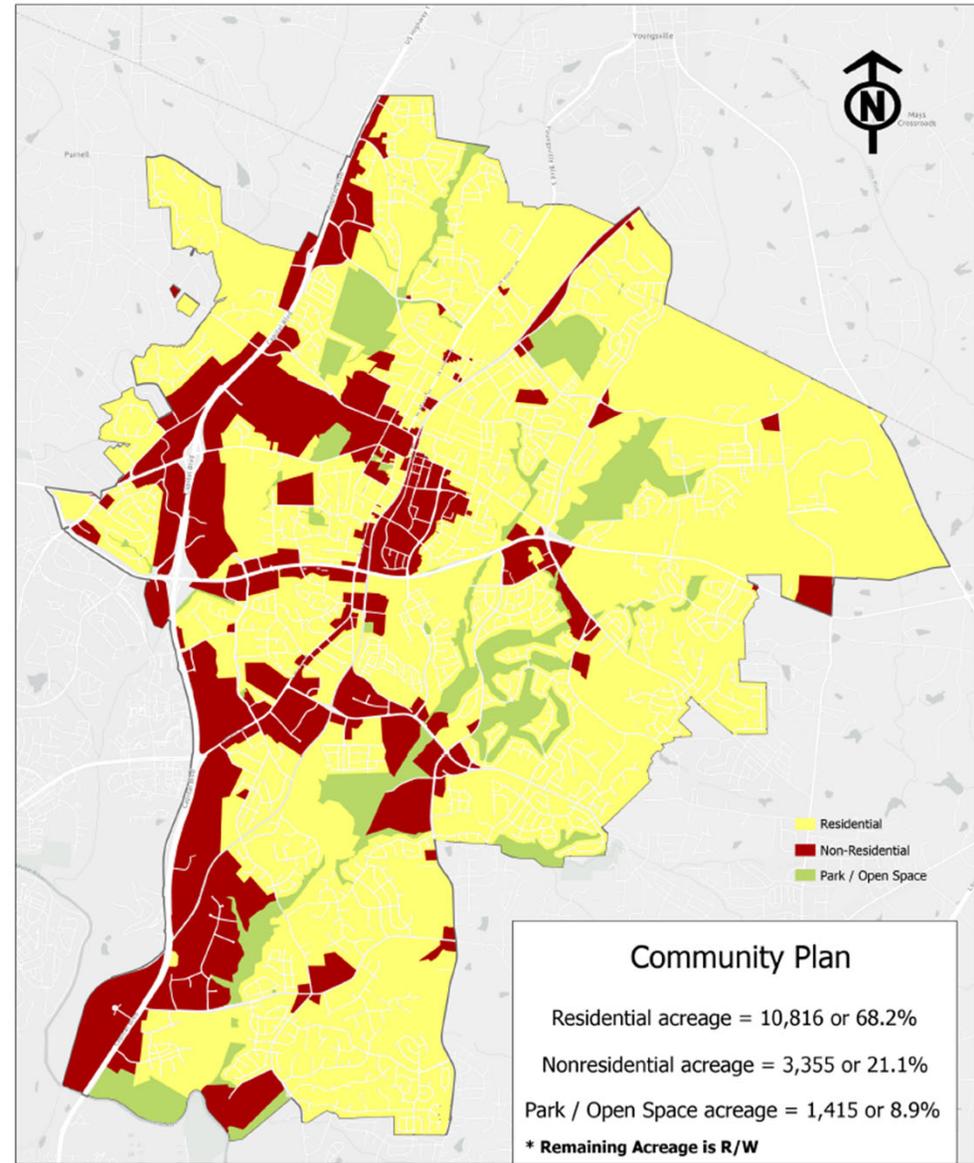
Community Plan

Residential acreage = 10,816 or 68.2%

Nonresidential acreage = 3,355 or 21.1%

Park / Open Space acreage = 1,415 or 8.9%

*** Remaining Acreage is R/W**



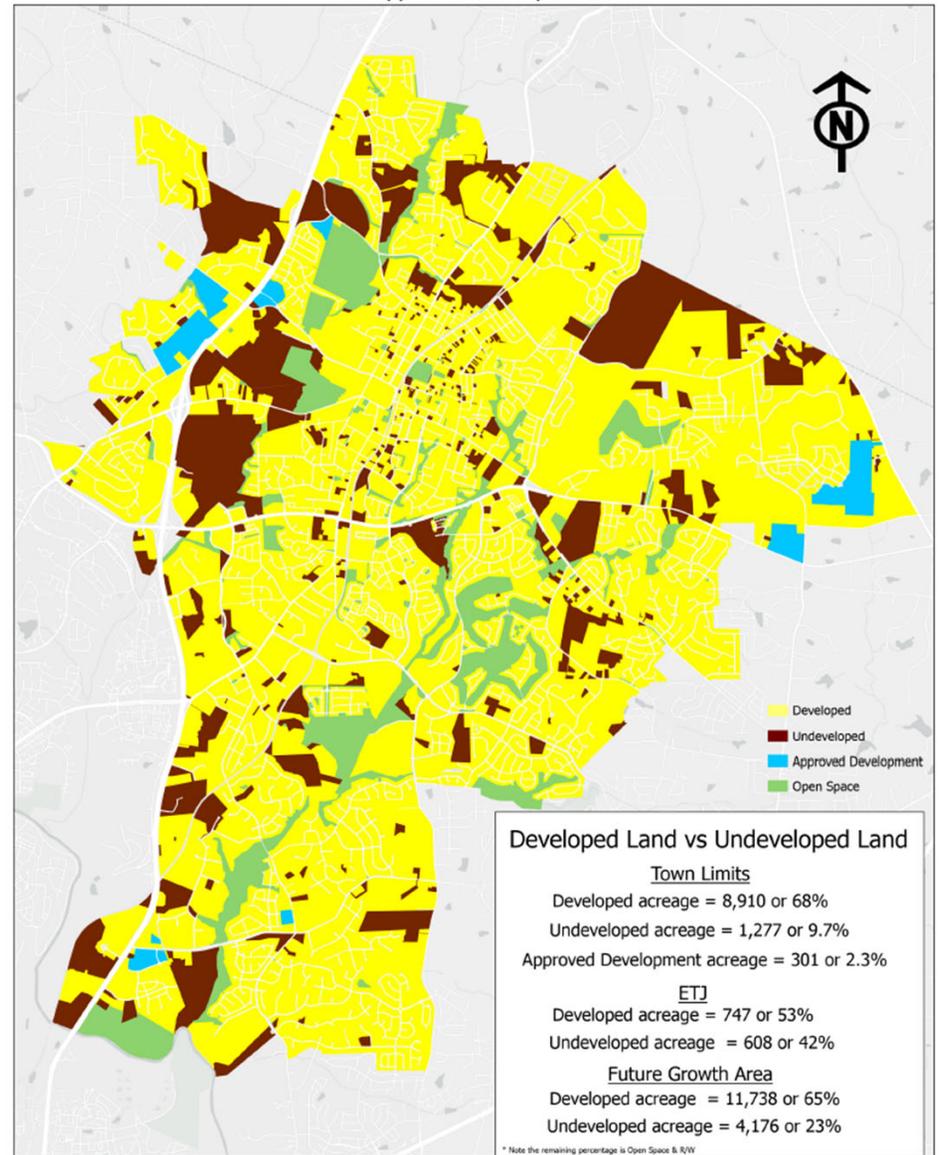
Developed & Undeveloped Land Area*

Key Takeaways:

- Defined growth boundaries
- Undeveloped acreage
- Infill and existing development assemblages



*with approved developments



Created By: Town of Wake Forest IT Dept on 12/31/2025

Not to Scale

Questions?



Commissioner Comments



Vacant Board Seat Discussion



Closing



Next Retreat
January 15, 2027





BOARD OF COMMISSIONERS WORK SESSION AGENDA ITEM REPORT

Agenda Item No.: 2025-737-
Submitted by: Evelyn Wright
Submitting Department:
Meeting Date: January 16, 2026

Subject

Clifton Strengths (all or a portion of this Section may be conducted in closed session to the extent necessary to discuss specific employee characteristics, N.C.G.S. 143-318.11(1)(6))

Recommendation:

item Summary:

ATTACHMENTS:



BOARD OF COMMISSIONERS WORK SESSION AGENDA ITEM REPORT

Agenda Item No.: 2025-738-
Submitted by: Evelyn Wright
Submitting Department:
Meeting Date: January 16, 2026

Subject

Public Power Overview (ElectriCities)

Recommendation:

item Summary:

ATTACHMENTS:



BOARD OF COMMISSIONERS WORK SESSION AGENDA ITEM REPORT

Agenda Item No.: 2025-739-
Submitted by: Evelyn Wright
Submitting Department:
Meeting Date: January 16, 2026

Subject
Lunch

Recommendation:

item Summary:

ATTACHMENTS:



BOARD OF COMMISSIONERS WORK SESSION AGENDA ITEM REPORT

Agenda Item No.: 2025-740-
Submitted by: Evelyn Wright
Submitting Department:
Meeting Date: January 16, 2026

Subject

Public Power Overview (Wake Forest Power (operation, budget, ten-year plan))

Recommendation:

item Summary:

ATTACHMENTS:



BOARD OF COMMISSIONERS WORK SESSION AGENDA ITEM REPORT

Agenda Item No.: 2025-741-
Submitted by: Evelyn Wright
Submitting Department:
Meeting Date: January 16, 2026

Subject

Special Events Discussion/Strategic Plan update

Recommendation:

item Summary:

ATTACHMENTS:



BOARD OF COMMISSIONERS WORK SESSION AGENDA ITEM REPORT

Agenda Item No.: 2025-742-
Submitted by: Evelyn Wright
Submitting Department:
Meeting Date: January 16, 2026

Subject

Demographics and Trends

Recommendation:

item Summary:

ATTACHMENTS:



BOARD OF COMMISSIONERS WORK SESSION AGENDA ITEM REPORT

Agenda Item No.: 2025-743-
Submitted by: Evelyn Wright
Submitting Department:
Meeting Date: January 16, 2026

Subject

Commissioner Comments

Recommendation:

item Summary:

ATTACHMENTS:



BOARD OF COMMISSIONERS WORK SESSION AGENDA ITEM REPORT

Agenda Item No.: 2025-744-
Submitted by: Evelyn Wright
Submitting Department:
Meeting Date: January 16, 2026

Subject

Vacant Board Seat Discussion

Recommendation:

item Summary:

ATTACHMENTS:



BOARD OF COMMISSIONERS WORK SESSION AGENDA ITEM REPORT

Agenda Item No.: 2025-745-
Submitted by: Evelyn Wright
Submitting Department:
Meeting Date: January 16, 2026

Subject
Closing

Recommendation:

item Summary:

ATTACHMENTS: