



Wake Forest Board of Commissioners Work Session
Meeting Agenda
July 02, 2024 at 6:00 PM

1. Presentations

- 1.1. Presentation on the Draft South Main Street Corridor Study
[Agenda Summary](#)
[Draft South Main Street Corridor Study](#)
- 1.2. Presentation on the US 1 Council of Planning Bylaws and Memorandum of Understanding Updates
[Agenda Summary.pdf](#)
[Final Draft Bylaws](#)
[Final Draft Memorandum of Understanding \(MOU\)](#)
- 1.3. Presentation on the feasibility study proposal for a performing arts center from Johnson Consulting.
[Summary for 7.2.2024 mtg.pdf](#)
[Resolution_2024-xx_JohnsonConsulting_Proposal.docx](#)
[Contract_Johnson Consulting Proposal_Town of Wake Forest NC_6.25.24.pdf](#)

2. Discussion of Monthly Financial Report

- 2.1. May Financial Summaries
[Monthly Financial Report_summary.pdf](#)
[May 31, 2024 Financial Summaries.pdf](#)

3. Review of Draft Agenda for Upcoming Regular Meeting

- 3.1. Review of Draft Agenda for Upcoming Regular Meeting
[DraftBOCAgenda_Jul202416.pdf](#)

4. Other Business

- 4.1. Closed Session: NCGS 143-318.11(5) -To establish, or to instruct the public body's staff or negotiating agents concerning the position to be taken by or on behalf of the public body in negotiating (i) the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or

lease.

5. Commissioner Reports

6. Adjournment



Board of Commissioners Work Session Agenda Item Report

Agenda Item No.: 2024-182-
Submitted by: Brad West
Submitting Department: Planning
Meeting Date: July 2, 2024

SUBJECT

Presentation on the Draft South Main Street Corridor Study

Recommendation:

Endorse the Study's findings.

Item Summary:

ATTACHMENTS

- [Agenda Summary](#)
- [Draft South Main Street Corridor Study](#)

Agenda Item: Presentation on the Draft South Main Street Corridor Study

Summary: The Town of Wake Forest's 2019 Comprehensive Transportation Plan (CTP) calls for studying the South Main Street corridor for the purpose of developing strategies for improved access management, including ways to enhance the safety and mobility for all modes of transportation. Last year, the Board of Commissioners authorized this Study, which commenced in August 2023.

The Draft South Main Street Corridor Study analyzed existing conditions on South Main Street and engaged with local agencies, business owners, and residents to develop two, distinct pathways forward to improving the corridor:

Concept A: Partial Optimization was developed to stay generally within the current road right-of-way area, which allows for partial optimization of the corridor. Though constrained, this Concept still aims to significantly mitigate the corridor's challenges with new multi-use paths, roundabouts, improved crosswalks, and planted medians with a lush tree canopy.

Concept B: Full Optimization was developed with no right-of-way constraints and seeks to fully transform South Main Street into a walkable, green gateway into the heart of Wake Forest. Concept B also aims to mitigate some of the corridor's challenges with new bike and pedestrian infrastructure, roundabouts, improved crosswalks, and planted medians with a lush tree canopy.

However, Concept B goes further by providing dedicated, off-street bike lanes, wide sidewalks, and parallel parking. The parallel parking is designed to not only supplement future redevelopment, but offer a safety buffer for cyclist and pedestrians, slow traffic with "optical narrowing", and provide pull-off opportunities for disabled vehicles and emergency response vehicles – which often impede traffic flow.

The Study recommends the Town pursue Concept B and formally adopt the design into the Comprehensive Transportation Plan.

Attachments: Draft South Main Street Corridor Study



SOUTH MAIN STREET CORRIDOR STUDY

COMPLETE



STREETS

PREPARED FOR:

TOWN OF WAKE FOREST
NORTH CAROLINA
JUNE 2024



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REPORT ACKNOWLEDGMENTS

Thank you to all of the organizations and individuals who committed their time, energy, and resources to this effort. This study would not have been possible without the support of many throughout the process. On behalf of the Town of Wake Forest and the Stantec team, thanks to the diverse group of participants whose collective efforts are reflected in this report. They are as follows:

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CHAPTER 1

INTRODUCTION

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1 INTRODUCTION



South Main Street near Forestville Road.

Located within the dynamic Research Triangle, one of the fastest-growing regions in the United States, Wake Forest, North Carolina, represents a quintessential example of rapid small town growth.

Just minutes from the state capital, Raleigh, this once small rural town has transformed into a bustling suburban community. With its population now exceeding 50,000 and continuing to rise daily, Wake Forest faces increasing development pressures. The challenge lies in managing this growth in a manner that is both sustainable and safe. This Study articulates Wake Forest's vision for addressing these challenges, marking a critical step towards guiding its growth and development in a responsible and thoughtful way.

THIS CHAPTER COVERS:

- About this Study
- Why Focus on South Main Street
- About the Process
- Guiding Principles
- Existing Plans & Policies

ABOUT THIS STUDY

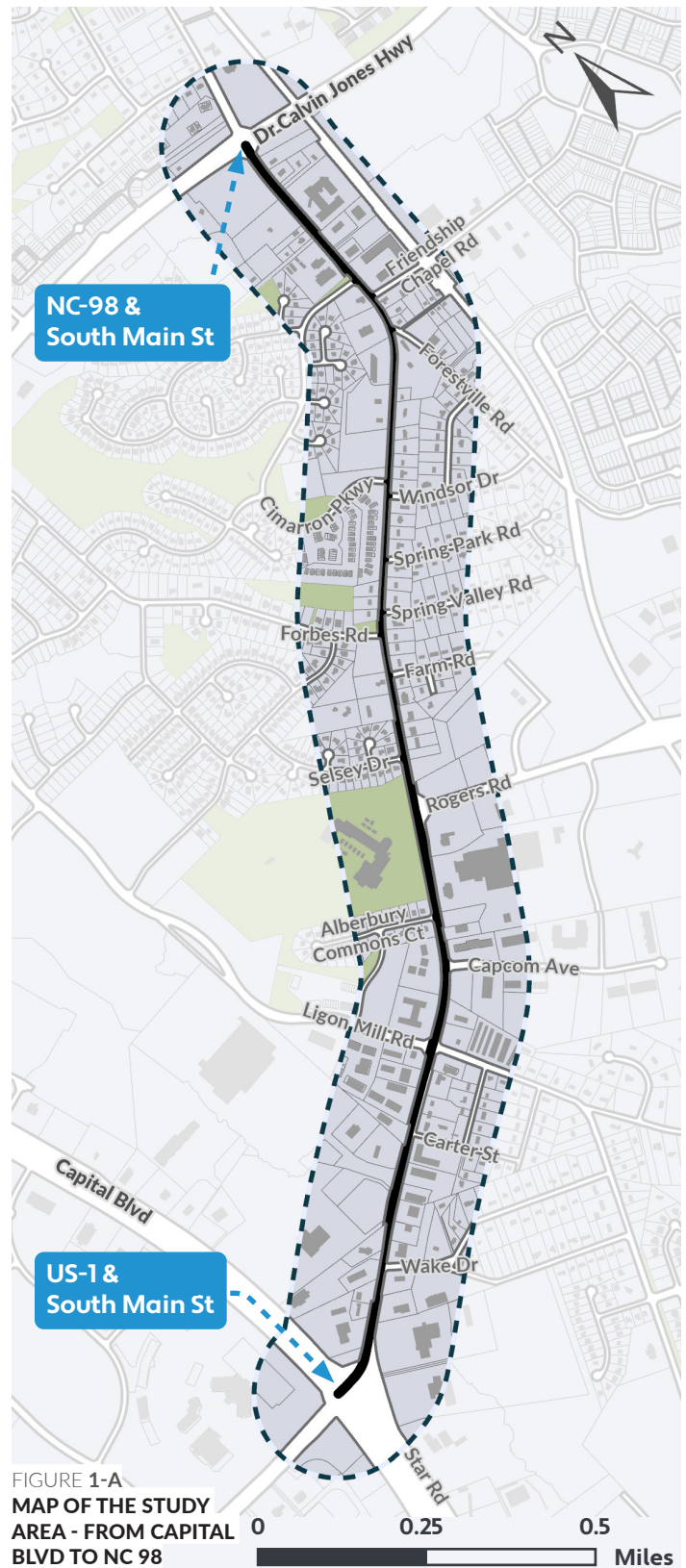
This Study represents a focused examination of South Main Street, which both boasts significant amenities and confronts distinct challenges that are not apparent from a high level perspective. It prompts an essential question: what could a fully envisioned South Main Street look like?

The project team seeks to understand potential future issues along South Main Street and address them proactively. It is important that the foundation for South Main Street's future is robust and well-considered. By delving into the unique difficulties this area faces, the aim is to craft solutions that are truly beneficial for the community.

The culmination of this Study will present a preferred conceptual design, offering a detailed "perspective" for the future of South Main Street. The contents of this document will ultimately be included in an updated Town Comprehensive Transportation Plan (CTP), laying the groundwork for subsequent stages, including securing funding, detailed design development, and eventual construction. This approach solidifies South Main Street as a thriving cornerstone gateway of Wake Forest's identity and development, meeting the needs of the community while preserving its unique character.

THIS STUDY WILL REVIEW:

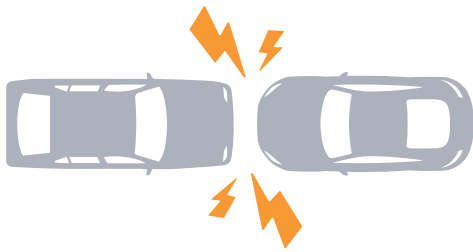
- ➔ The current conditions of South Main Street.
- ➔ What is happening along the corridor today?
- ➔ What does this corridor look like in the future?



WHY FOCUS ON SOUTH MAIN STREET

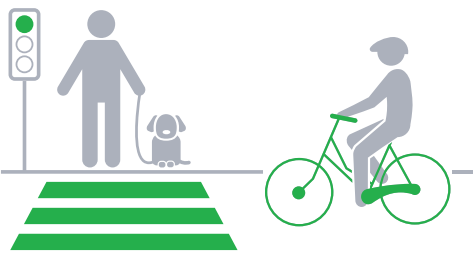
South Main Street represents more than just a roadway thoroughfare; it is a vital artery of community life and economic activity. As part of the rapidly growing Research Triangle area, Wake Forest is experiencing transformative growth that presents both opportunities and challenges. The Town's rich history, dating back to its founding in the early 19th century, contrasts with the contemporary needs of a diversifying and expanding population.

As such, this Study focuses on the segment of South Main Street designated as US-1A, stretching from US-1/Capital Boulevard to NC-98. As this thoroughfare is under the jurisdiction of the North Carolina Department of Transportation (NCDOT), enhancements require collaborative planning and coordination between the Town and NCDOT.



SAFETY CONCERNS

The considerable vehicular traffic on South Main Street, compounded by unrestricted access points, driveways, and left-turn lanes, contributes to a roadway environment with **crash rates significantly exceeding state averages**. Anticipated traffic increases, driven by growth and redevelopment, underscore the urgency of addressing these safety issues now.



CHALLENGES IN TRANSIT, BICYCLE, AND PEDESTRIAN INFRASTRUCTURE

Currently, South Main Street presents considerable challenges for bicyclists and pedestrians. Incomplete sidewalks, abruptly terminating bike lanes with little connectivity, and minimal separation from fast-moving vehicular traffic, degrade the user experience. Improvements to improve safety and accessibility for all users are imperative.



BALANCING DEVELOPMENT AND PRESERVATION

Amidst ongoing development encircling South Main Street, including the adjacent commuter rail S-Line connecting Raleigh and Richmond, the preservation of historic properties along the roadway needs a nuanced approach. This balance aims to accommodate growth while honoring and preserving the historical legacy of the area.

ABOUT THE PROCESS

The South Main Street Corridor Study was conducted from August 2023 through May 2024, unfolding in three distinct phases shown in **Figure 1-B** below:



FIGURE 1-B
PROJECT TIMELINE



Everyone participates.



Getting into the details.



Creating a detailed Action Plan.

INVESTIGATION

The initial phase involved gathering community feedback and performing preliminary data analysis. This stage culminated in an Open House event, which provided a platform for the public to voice their concerns, challenges, and opportunities identified along the corridor.

DESIGN

In the subsequent phase, the project team developed and refined design alternatives. This process included ongoing engagement with the community and stakeholders, including property owners and business owners, to involve a wide range of perspectives. A second Open House was organized to gather input on two proposed design concepts, aiding in the determination of the final preferred design.

REPORTING

The final phase consolidated all collected data and insights into this comprehensive report. Presentations to the Town Council, culminating in the Study's endorsement in June 2024, marked its successful conclusion. This step established the recommendations needed to achieve the community's selected direction for South Main Street.

GUIDING PRINCIPLES

As the role of South Main Street has evolved, so too must its design. In response to this need for change, a set of Guiding Principles was formulated based on comprehensive input from the community. Feedback was received through an extensive engagement process, including surveys, interactive mapping, symposiums, focus groups, and stakeholder outreach. Recommendations are informed by these principles, blending community goals, compromises, and design of stakeholders.



1

Provide Equitable Access:

Provide safe, convenient access for all users, enhancing inclusivity and accessibility.



2

Prioritize Safety:

Reduce transportation conflicts and risks, ensuring a safer environment for everyone.



3

Enhance Connectivity:

Improve the integration of the existing transportation network with key destinations.



4

Promote Sustainability:

Incorporate green infrastructure practices and encourage sustainable mobility options.



5

Engage the Community:

Involve the community to ensure the project reflects the Town's identity and meets its needs.

EXISTING PLANS & POLICIES

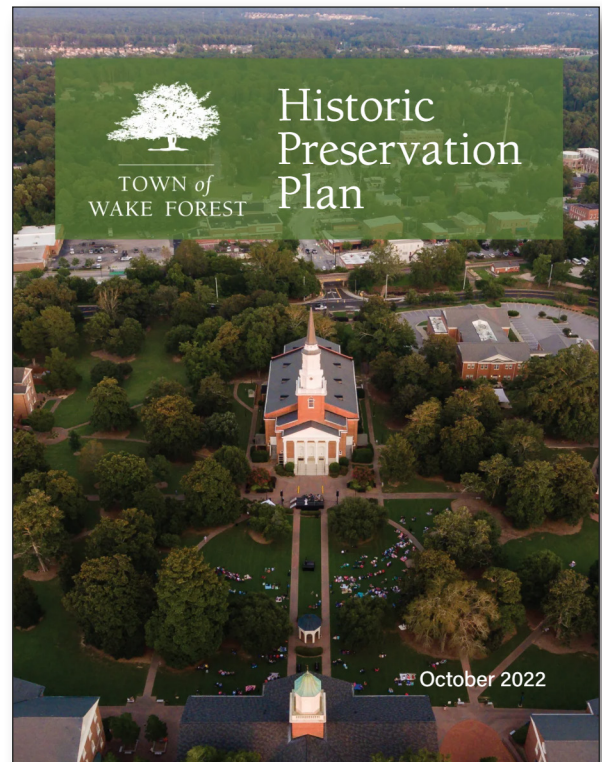
The Town of Wake Forest has diligently prepared for its future growth through comprehensive planning. In alignment with these initiatives, the project team reviewed existing plans prior to analyzing South Main Street.

TOWN OF WAKE FOREST HISTORIC PRESERVATION PLAN (2022)

This Plan establishes key objectives for preserving the Town's historic character:

- It aims to fortify the Historic Preservation Program with necessary resources and support for its mission.
- The plan prioritizes the preservation of the Town's historic character, emphasizing the importance of its architectural and cultural heritage.
- It highlights the goal of enhancing diversity, equity, and inclusion within the preservation program, ensuring the Town's history reflects its diverse population.
- The plan also advocates for community education initiatives to enrich residents' understanding and appreciation of the Town's history.

Most of the historic districts in Wake Forest are concentrated around the downtown area, especially the northern corridor. This information provides a valuable context for future preservation efforts and allows for targeted strategies to be developed. The Plan singles out the Windsor Park Study List Historic District for potential further study and evaluation, and it notes the impacts of new transportation projects, like the S-Line, balancing development needs with preservation efforts.



"While mobility for residents is often improved as a result of these projects, they can often alter the character of historic places if not carefully implemented."

*- From the Historic Preservation Plan
(October 2022)*

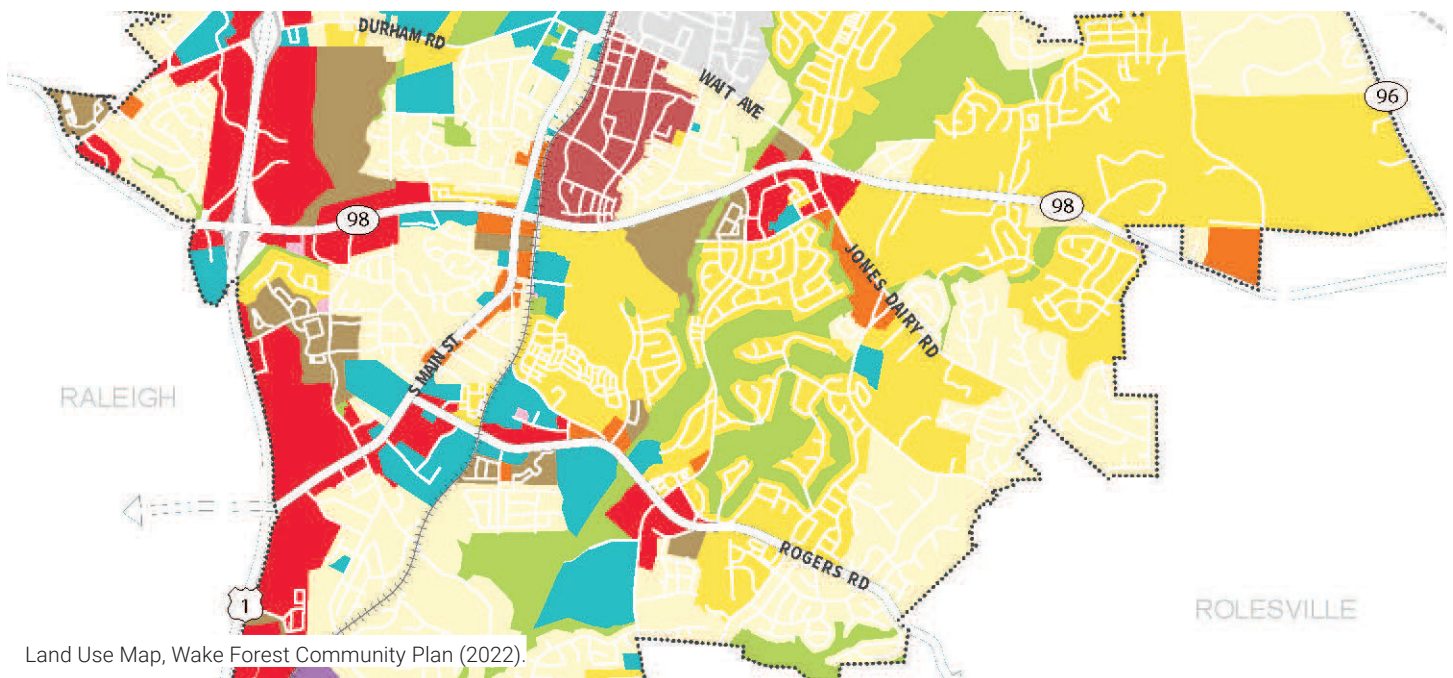
TOWN OF WAKE FOREST COMMUNITY PLAN (2022)

This Community Plan envisions Wake Forest's development and growth, aiming to:

- Achieve a balanced mix of uses,
- Stimulate downtown growth,
- Enhance and maintain green spaces,
- Promote safe and interconnected public transit,
- Preserve the Town's historic charm,
- Offer diverse housing options,
- Support a pedestrian- and bicycle-friendly environment, and
- Encourage strategic growth and unique business ventures.



The Plan advises development within the Town limits using existing infrastructure efficiently to maintain Wake Forest's small-town feel. It suggests redeveloping areas like South Main Street to enhance pedestrian experiences. Envisioning a vibrant, mixed-use community, the Plan sees the S-Line station as a catalyst for transit-oriented development, boosting Town connectivity and accessibility. By prioritizing strategic growth, character preservation, and a sustainable, inclusive community, the Community Plan positions Wake Forest for a thriving and livable future.



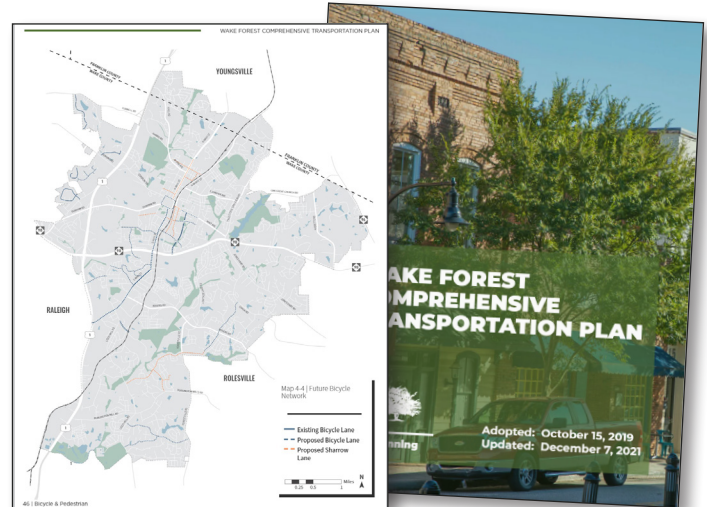
Land Use Map, Wake Forest Community Plan (2022).

TOWN OF WAKE FOREST COMPREHENSIVE TRANSPORTATION PLAN (2019)

Guided by principles of innovation, efficiency, inclusivity, safety, and flexibility, this Plan introduces the concept of the Wake Forest Commuter Rail, or S-Line, which is to feature three potential stations: Downtown Wake Forest, NC98 station Park & Ride (P&R), and the Capital Boulevard Station. Notably, one station is positioned near South Main Street, just south of NC-98, signifying the Plan's commitment to providing safe, efficient, and inclusive transportation options for both residents and visitors.

Specific intersections along South Main Street identified for enhancements include:

- Proposing an interchange at US-1 and South Main Street,
- High-visibility crosswalks proposed at South Avenue and South Main Street,
- Recommended widening at NC-98 and South Main Street, and
- Widening also recommended at Rogers Road and South Main Street.

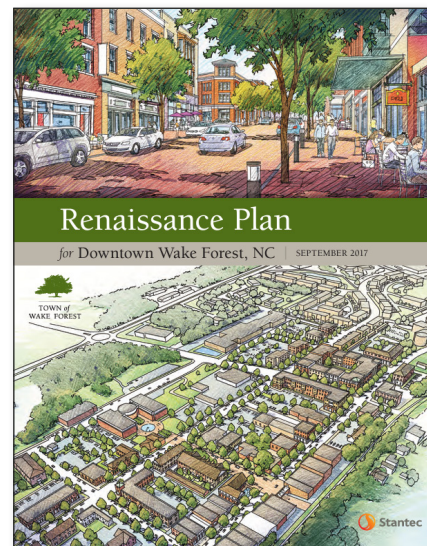


TOWN OF WAKE FOREST RENAISSANCE PLAN (2017)

This Plan sets forth a vision for revitalizing the downtown area of Wake Forest, highlighting a significant gateway at Main Street and NC-98, and proposing retail expansion and development in the vicinity. Additionally, a multi-purpose path along NC-98 is recommended to improve pedestrian accessibility. The Plan is organized around several ambitious goals:

- Enhancing retail opportunities,
- Strengthening connections within the downtown core,
- Managing vehicular traffic effectively,
- Establishing a vibrant destination for both residents and visitors,
- Prioritizing community needs, and
- Identifying potential for development and redevelopment.

The Renaissance Plan's ultimate objective is to transform downtown Wake Forest into a vibrant, welcoming area, aiming to uplift the overall quality of life and attract a broad audience to the downtown space.



OTHER PLANS

WAKE COUNTY DESTINATION STRATEGIC PLAN (2018):

Aimed at showcasing Wake Forest's distinct attributes to draw visitors, this Plan addresses retail enhancements, transportation branding, and the creation of links to key attractions, underscoring the Town's unique appeal.

CONNECT 2050 (2022):

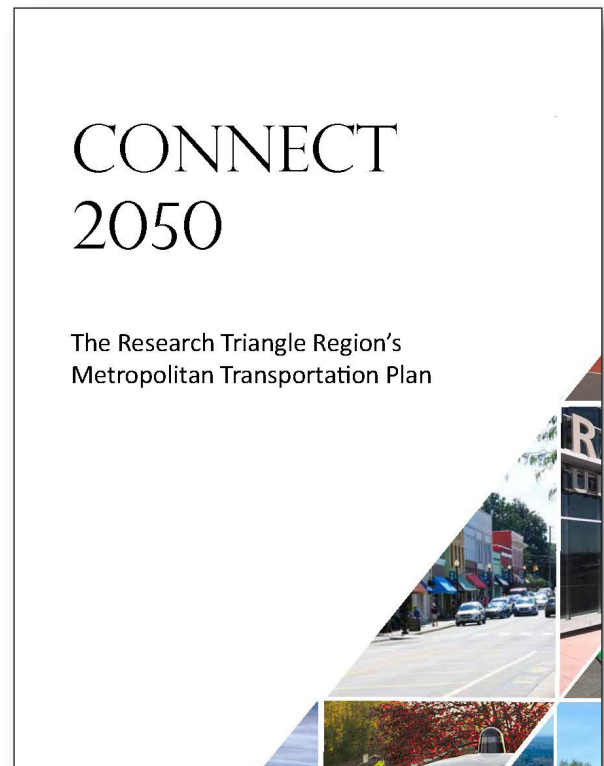
Envisioned by the Capital Area Metropolitan Planning Organization and the Durham Chapel Hill Carrboro Metropolitan Planning Organization, Connect 2050 aims to develop a sustainable transportation framework for the Raleigh and Triangle region. The Plan focuses on:

- Improving regional connectivity,
- Expanding travel choices, and
- Alleviating traffic congestion.

US 1 CORRIDOR STUDY (2006, updated 2014):

This Study explores the feasibility of transforming Capital Boulevard into an access controlled freeway to increase road efficiency, potentially reimagining US-1A with on/off ramps instead of conventional intersections. Given that the South Main Street Study intersects with US-1A, this presents an opportunity for improved traffic flow and connectivity that could significantly impact South Main Street.

As South Main Street serves as a key entry and exit point for Wake Forest, especially from US-1A, any modifications to traffic patterns and roadway configurations on US-1 could influence development patterns, land use, and urban design strategies along South Main Street. As such, the findings from the US 1 Corridor Study are crucial for informing our approach and integrating our efforts within the broader transportation framework of Wake Forest.



Existing condition on US-1 & S. Main Street intersection.

CHAPTER 2

INVESTIGATION

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2 INVESTIGATION



Aerial view of the southern segment of the corridor.



Located in northeastern Wake County, the Town of Wake Forest, a key part of the Research Triangle area, has witnessed significant population growth, with its population reaching 47,600 residents by 2020. This growth, driven by attractive living conditions, economic opportunities, and nearby research and educational institutions, cements the Town's status as an innovation and education hub.

While previous plans provide insights into the development of South Main Street, an understanding of its current conditions is essential for creating a safe and accessible environment for all its users. This analysis encompasses a range of factors, including safety, traffic flow, sidewalk infrastructure, utilities, demographic trends, and land use patterns, forming the foundation of our investigation into this Corridor Study.

THIS CHAPTER COVERS:

- Demographics
- Land Use
- Historical Properties & Districts
- Corridor Profile
- Vehicle Conditions
- Multimodal Conditions
- Crashes & Safety

BACKGROUND & CONTEXT

DEMOGRAPHICS

South Main Street's usage highlights Wake Forest's dynamic growth, with an estimated population of 48,047, increasing at nearly 3% annually. Data (Figure 2-A) shows a community in transition, with a young median age, significant households with disabilities, reliance on personal vehicles for commuting, and minimal walking, biking, or public transit use, emphasizing the need for inclusive and multifaceted transportation solutions.

TOWN OF WAKE FOREST



48,047

Total
Population



+ 2.91%

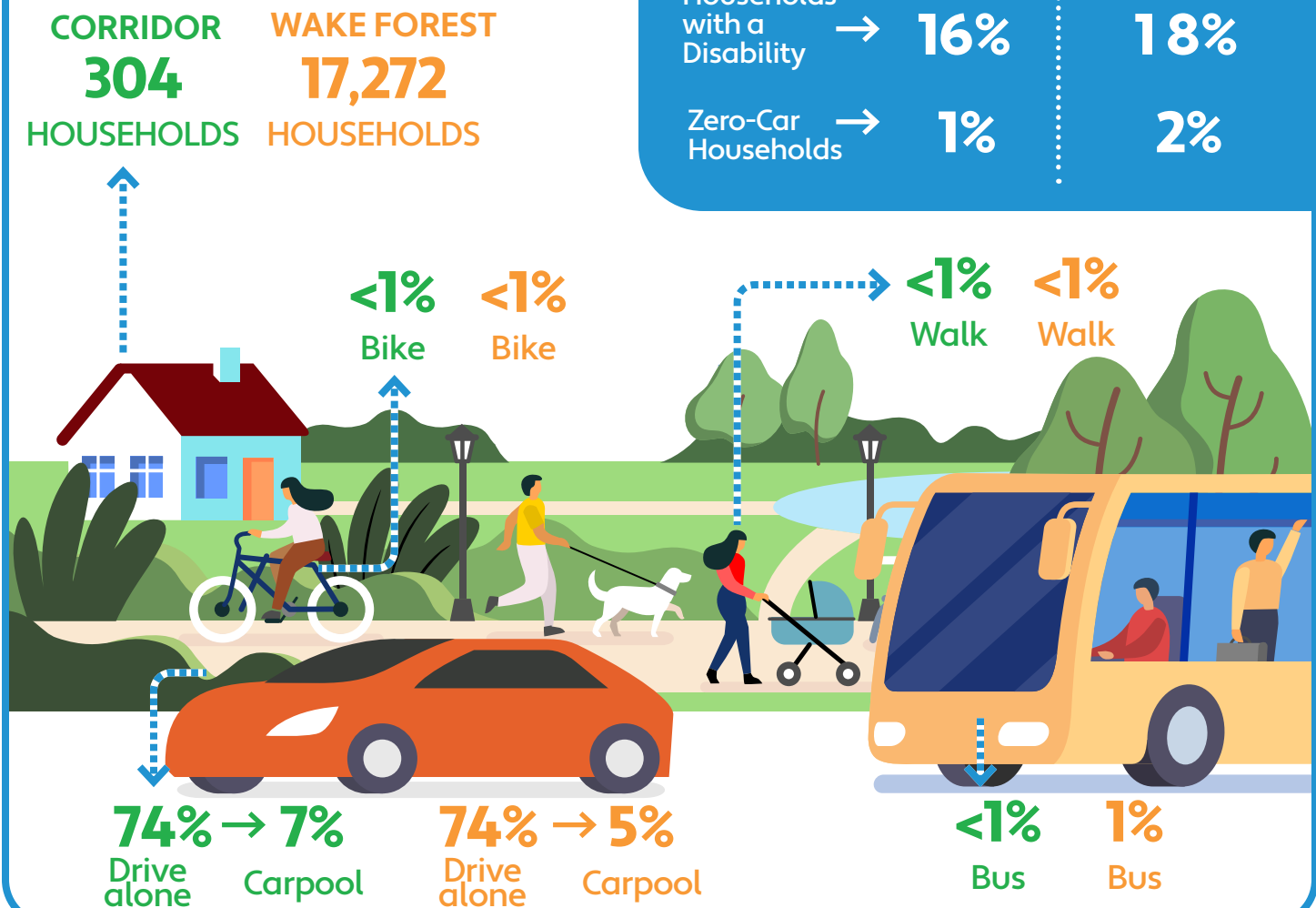
Annual
Growth



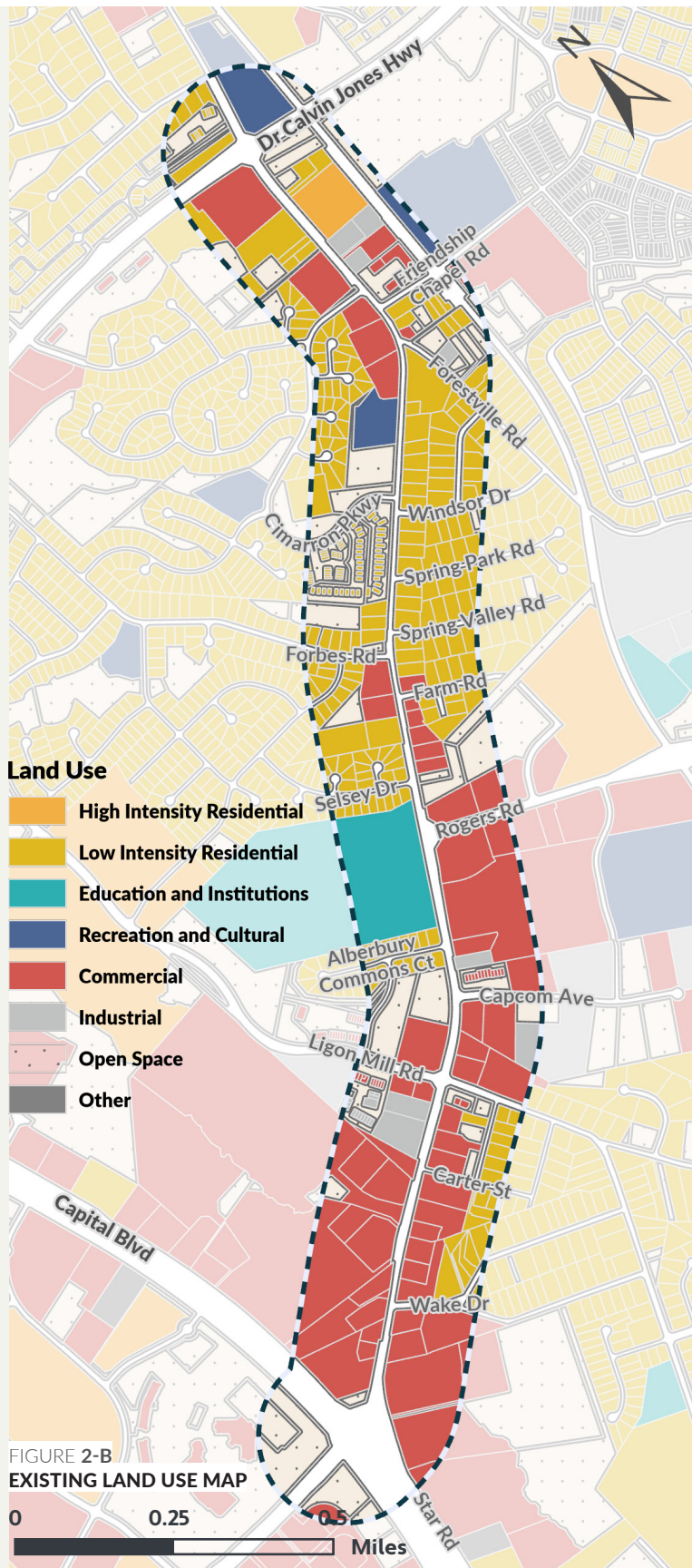
35.7

Median Age

FIGURE 2-A
VISUAL SUMMARY OF WAKE FOREST'S DEMOGRAPHIC PROFILE



Source: U.S. Census Bureau American Community Survey 5-Year Estimates (2018-2022), Commute Characteristics by Sex, Disability Characteristics.



LAND USE

Despite South Main Street's diverse mix of land uses, there are specific opportunities and challenges for development and integration. Notably, the existing configuration of the corridor presents a barrier to creating a cohesive community for those without personal vehicles. This corridor, marked by separate commercial sectors near US-1 and residential areas closer to NC-98, with a school situated between them, exemplifies the critical need for improved pedestrian and public transportation connectivity. This separation challenges the ability of residents to navigate between work, home, and school seamlessly.

Enhancing pedestrian pathways and diverse transportation options along South Main Street is essential to forging safe, accessible connections across these distinct zones. Future planning should prioritize infrastructure enhancements that support pedestrian mobility and public transportation, facilitating a more integrated, car-independent lifestyle that upholds the Town's quality of life and environmental sustainability.

"Make pedestrian traffic safer. Too many people get hit by cars."

- Stakeholder



HISTORIC PROPERTIES & DISTRICTS

Within the South Main Street corridor area, two sites are included in the National Register of Historic Places. Among these, the Purefoy-Chappell House and outbuildings stand out as a significant historical landmark, showcasing architecture and lifestyles from earlier eras. Similarly, the Forestville Baptist Church is a key historical site, reflecting the religious and community life of Wake Forest's past. Both sites are important to Wake Forest's identity, preserving unique narratives that contribute to the town's charm and character.

Historic resources along the South Main Street Corridor include:

- **Friendship Chapel Missionary Baptist Church and cemetery**, NC Study List for National Register of Historic Places, 245 Friendship Chapel Road.
- **Purefoy-Chappell House**, Local Historic Landmark and Individually Listed in the National Register of Historic Places, 1255 S. Main Street.
- **Jones-Madre House**, Historic Preservation Easement held by Capital Area Preservation, Inc, 1269 S. Main Street.
- **Forestville Baptist Church and Cemetery**, Individually listed in the National Register of Historic Places, 1350 S. Main Street.
- **Windsor Park**, NC Study List for National Register of Historic Places, roughly bounded by S. Main Street, Forestville Road, and Windsor Drive.



National Register Listing



National Register Listing Area



Other Important Historic Place *Includes both the national Study List and Capital Area Preservation property*



Other Important Historic Place *Preservation property*

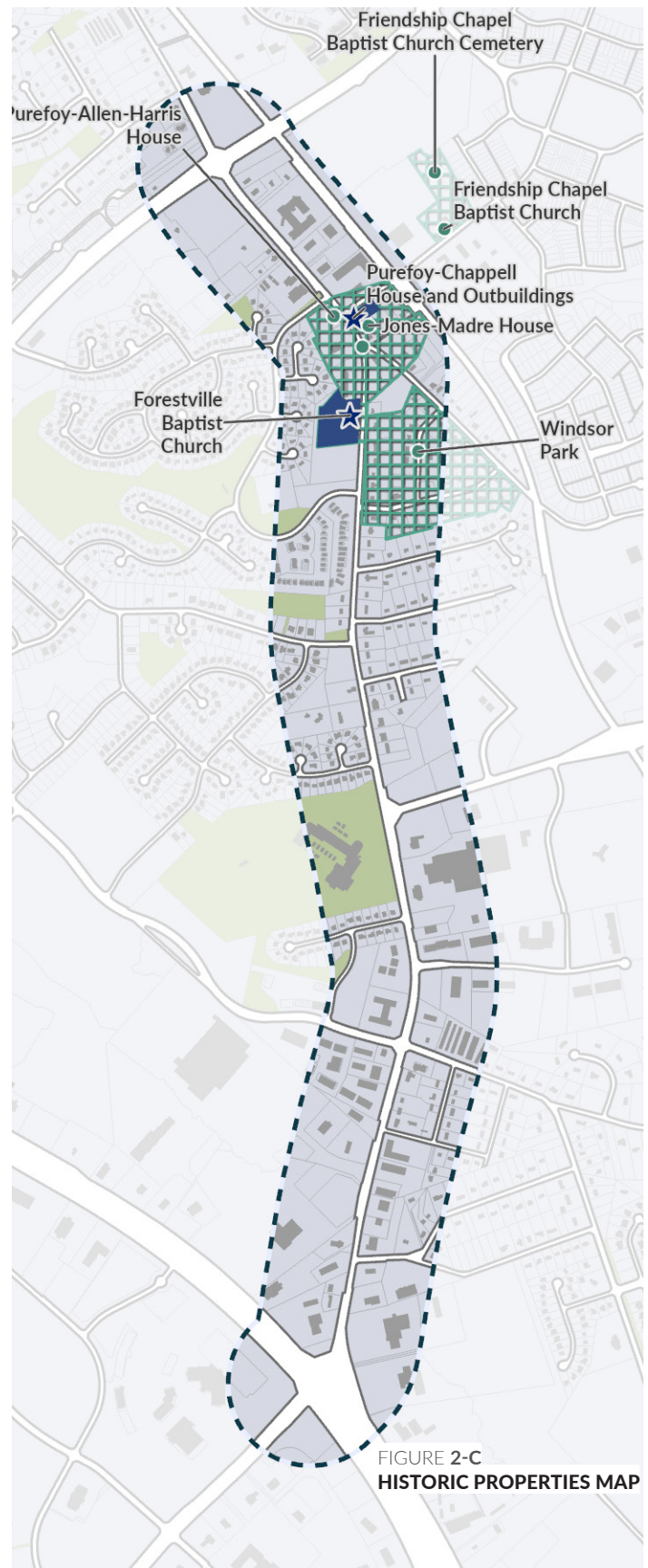


FIGURE 2-C
HISTORIC PROPERTIES MAP



Project team walking the corridor during a site visit.

EXISTING CONDITIONS

CORRIDOR PROFILE

The Corridor Profile graphic, presented on the following page, visually synthesizes information regarding the current conditions of South Main Street. This illustration effectively highlights both positive aspects and challenges, revealing discernible patterns and trends along the corridor.

This profile tells the story of how South Main Street developed as a US Highway Alternate Route (US Alt 1). Despite its proximity to downtown across NC-98, the street is predominantly car-oriented. The land use along South Main Street adopts a “highway commercial” style, characterized by commercial properties with individual driveway entrances. The absence of interconnected, large parking lots results in a high frequency of curb cuts along the sidewalk, posing increased risks for pedestrians. This existing layout underscores the need for strategic interventions to enhance safety and walkability.

WHAT WE LOOKED AT:

- Number of lanes
- Right-of-Way
- Pavement width
- Traffic Volumes
- Posted Speeds
- Vehicle Crashes
- Bicycle & Pedestrian Crashes
- Utilities & Power Lines
- Land Use

Corridor Profile:
visualizes these
characteristics on
Fig. 2-D



HOW TO READ THE CORRIDOR PROFILE:

Each section diagrams a different piece of information about South Main Street. The black center line represents the center of the roadway, so that you can see the differences between each side of the road.

The diagrams below the map are lined up along the intersections. Follow the dotted line up to the map to get context for a particular section. The diagrams are aligned the same way as the map—Northwest to the top.

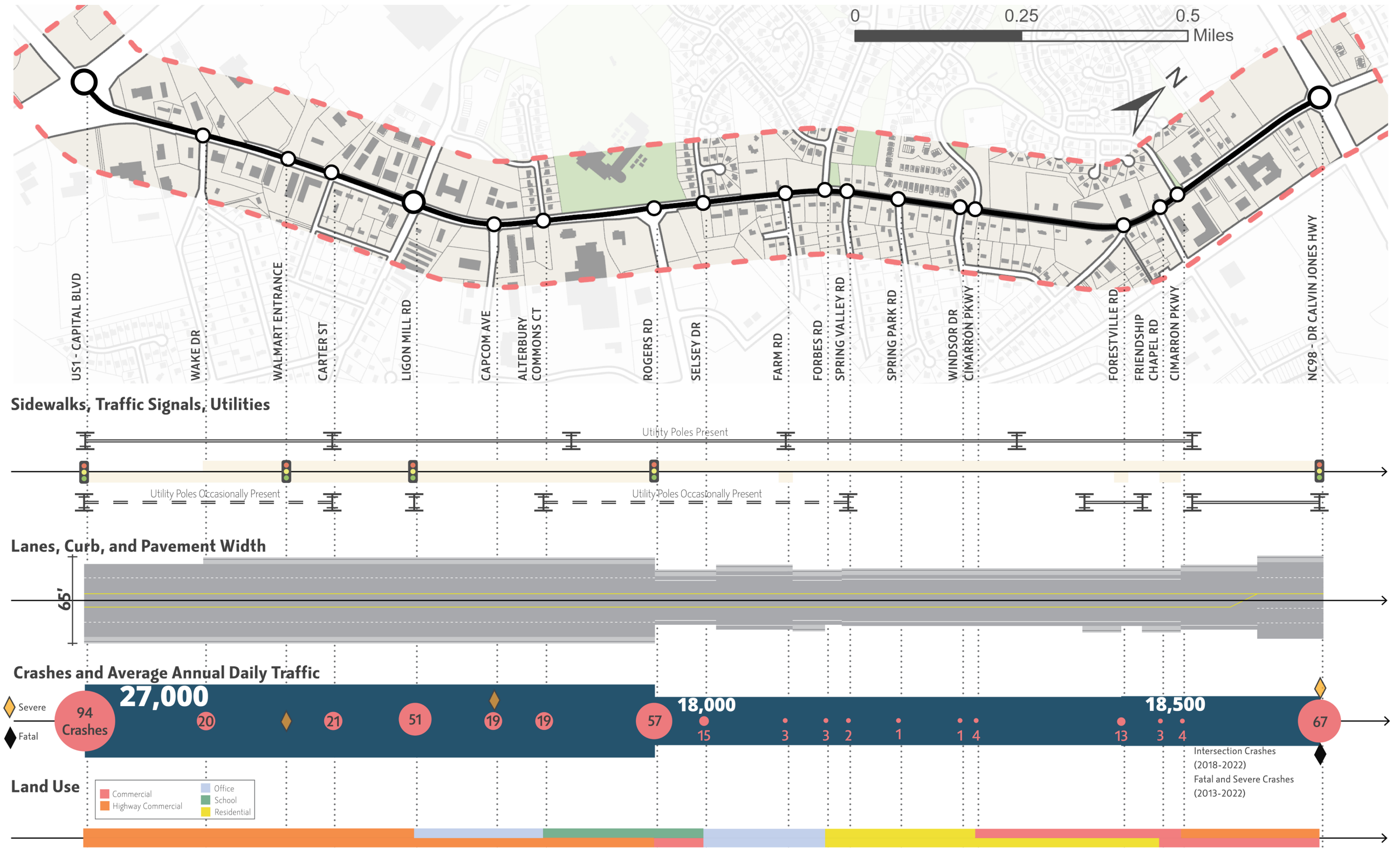


FIGURE 2-D
CORRIDOR PROFILE

EXISTING LANE MEASUREMENTS (CROSS-SECTIONS)

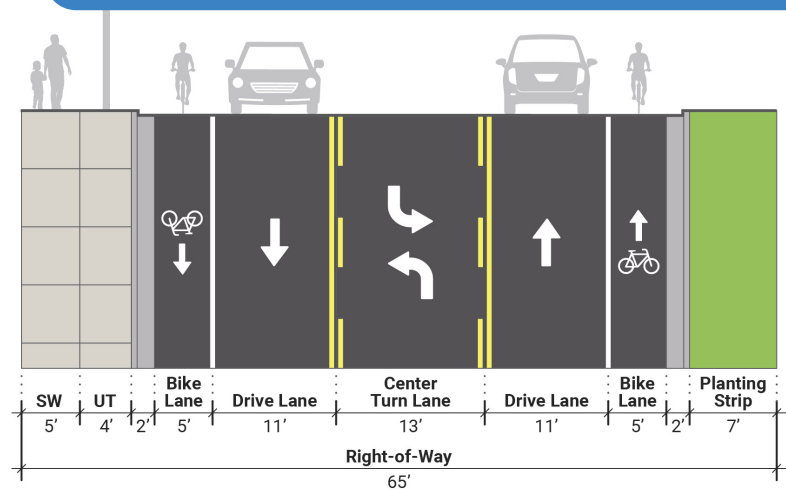
The varying width of South Main Street and the critical role of curbs highlight distinct zones for potential sidewalk enhancements and pedestrian safety improvements.

What does South Main Street look like from Rogers Road to NC- 98?

In this section, South Main Street has:

- Two 11' vehicle lanes
- One center turn lane
- 45 foot wide pavement
- 5 foot sidewalk on one side
- Bike lanes that disappear through intersections

Even though there is sidewalk and bike lane in this part of the road, they are not very comfortable to use.



What is a cross-section?

A “cross-section” is a way to describe the design of a road. It is a way to visualize how big the different parts of the road are. It shows things like: measurements of lane width, if bike lanes are present, and how wide sidewalks are.

What does South Main Street look like from US-1 to Rodgers Road?

In this section, South Main Street has:

- Four 12' vehicle lanes
- One center turn lane
- 60 foot wide pavement
- Occasional 5 foot sidewalks

This is a wide roadway that makes crossing difficult if you are walking or biking.

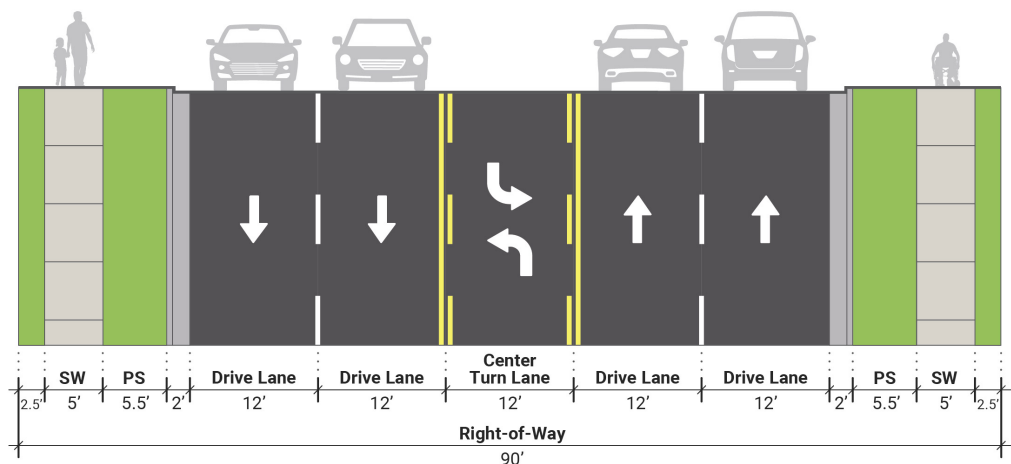


FIGURE 2-E
EXISTING LANE MEASUREMENTS (NORTHERN AND SOUTHERN SEGMENT CROSS-SECTIONS)

VEHICLE CONDITIONS

TRAFFIC VOLUMES

As a gateway to downtown Wake Forest and a primary means of travel for commuters between Wake Forest and the Triangle region, South Main Street supports large volumes of traffic. Between 18,000 to 27,000 vehicles travel the corridor each day, a number typical of large, urban arterials. How these volumes are changing, however, depends upon location. North of Rogers Road, volumes have slowly declined over the past 15 years at a rate of -1% per year. South of Rogers Road, however, the opposite has occurred, with volumes increasing at a rate of nearly +2% per year.

During off-peak periods, these volumes approach the capacity of a roadway between three- to five-lanes. During AM and PM rush hours, however, traffic surges on the corridor, contributing to significant traffic congestion along South Main Street. Congestion, uncontrolled driveways and turning movements create a recipe for crashes: as a result **South Main Street's crash rate is 2.37 times greater than that of similar roads in North Carolina.** Addressing these safety challenges is a key focal point of this study.



Vehicle traffic on South Main Street, off-peak hours.

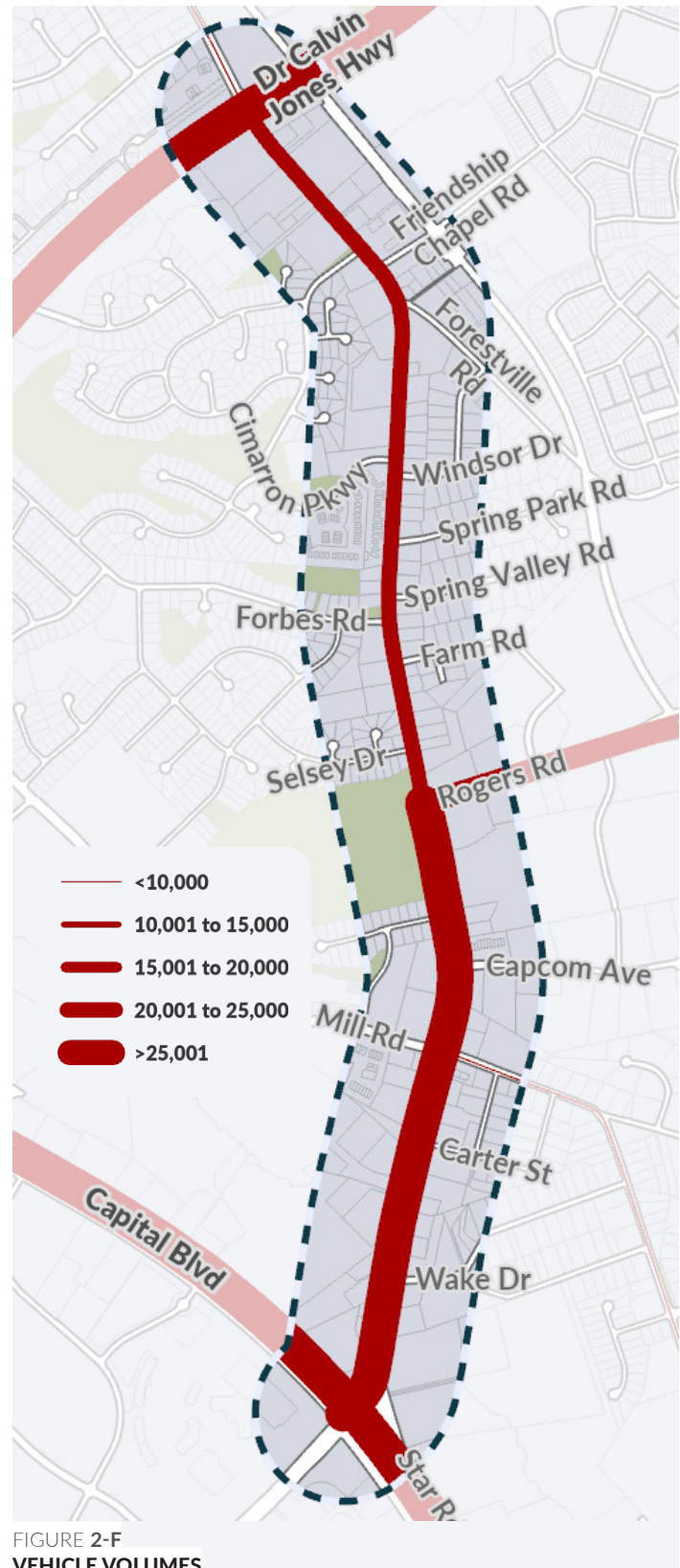


FIGURE 2-F
VEHICLE VOLUMES

BIKING CONDITIONS: DANGEROUS

Bike Lanes:	Inconsistent
Intersections/ Crossings:	Bike lanes disappear at the intersection
Safety:	High vehicle speeds make biking dangerous on South Main Street

WALKING CONDITIONS: POOR

Sidewalks:	Inconsistent
Intersections/ Crossings:	Few crossing opportunities Wide road (difficult to cross)
Safety:	High vehicle speeds make walking dangerous

TRANSIT CONDITIONS: POOR

Frequency:	1 hour 15 minutes (between buses)
Span:	5:45 AM to 6:45 PM (Mon - Fri) 8 AM to 8:30 PM (Sat) No Service Sundays
Stop locations:	High vehicle speeds make walking dangerous

MULTIMODAL CONDITIONS**MULTIMODAL LEVEL OF SERVICE**

South Main Street's current design significantly hinders pedestrian and bicycle activity. While driving conditions may be deemed satisfactory, the same cannot be said for those walking or bicycling. The absence of dedicated bike lanes forces bicyclists to share the road with vehicles, a daunting prospect given the street's high vehicle speeds. Pedestrian experiences fare only marginally better; sidewalks, where they exist, are often in poor condition and discontinuous. The greatest challenge for pedestrians is crossing South Main Street—some may find themselves walking up to a mile to find a safe signalized crossing point. With the roadway's width varying between 45 to 60 feet, crossing becomes a significant barrier for many.

Additionally, the corridor is served by bus routes (the Loop), yet reaching bus stops is complicated by the lack of continuous sidewalks and scarce crossing points. This layout often places transit users on the less accessible side of the road, necessitating risky crossings at busy intersections or indirect routes that double back to a safe crossing, complicating travel for those with mobility challenges or when sidewalks are missing. Enhancements in pedestrian infrastructure and safer, more accessible crossings are essential to support multimodal use of South Main Street, ensuring it caters effectively to all users, not just motorists.



BIKE AND PEDESTRIAN FACILITIES

Bike facilities are fragmented and inadequate along South Main Street. Bike lanes are found only between Rogers Road and Friendship Chapel Road, but lacking separation and connectivity they are rarely used and inadequate for most users.

- ✕

Bicycle Crash
- ✕

Pedestrian Crash
- Bike Lane
- - -

Proposed Bike Lane
- Multi-Use Path
- - -

Proposed Multi-Use Path

Source: North Carolina Pedestrian-Bike Information Network (CPBIN) & Wake Forest Comprehensive Transportation Plan (CTP).

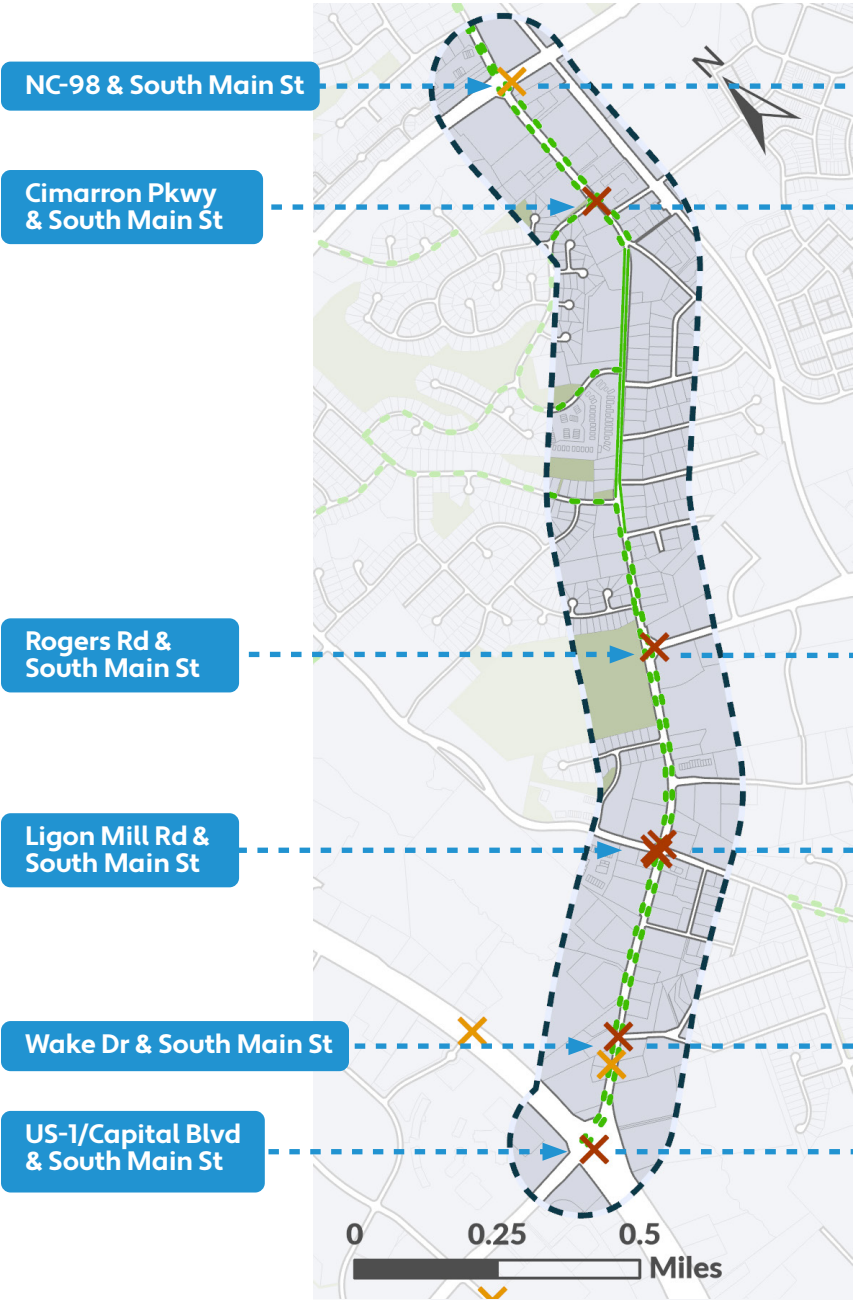


FIGURE 2-G
BIKE FACILITIES AND CRASHES

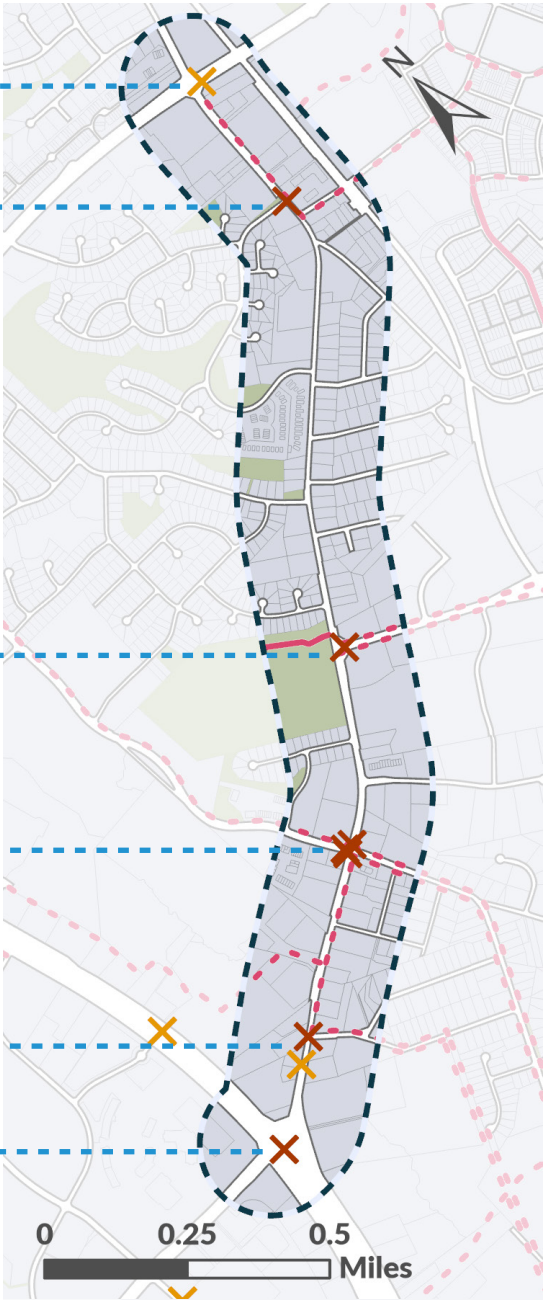


FIGURE 2-H
PEDESTRIAN FACILITIES AND CRASHES

While pedestrians have more continuous sidewalks, crossing locations are critically lacking and invite risky behavior for those needing to reach their destination. Crosswalks exist at the NC 98 / Dr. Calvin Jones Highway, Rogers Road, Ligon Mill Road, and Walmart Drive intersections: **as far as one mile apart.**

- ✕ Bicycle Crash
- ✕ Pedestrian Crash
- Sidewalk
- - - Proposed Sidewalk

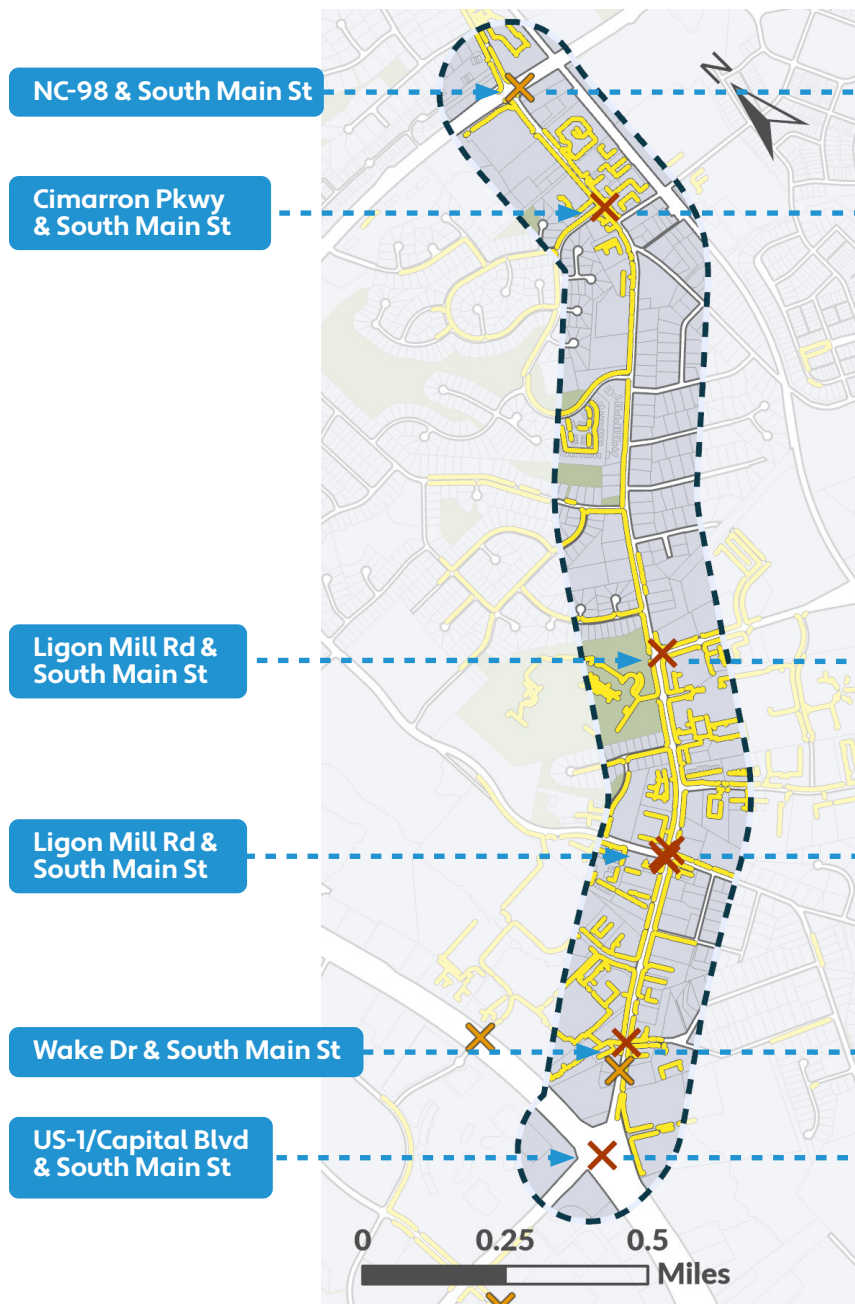


FIGURE 2-I
EXISTING SIDEWALK

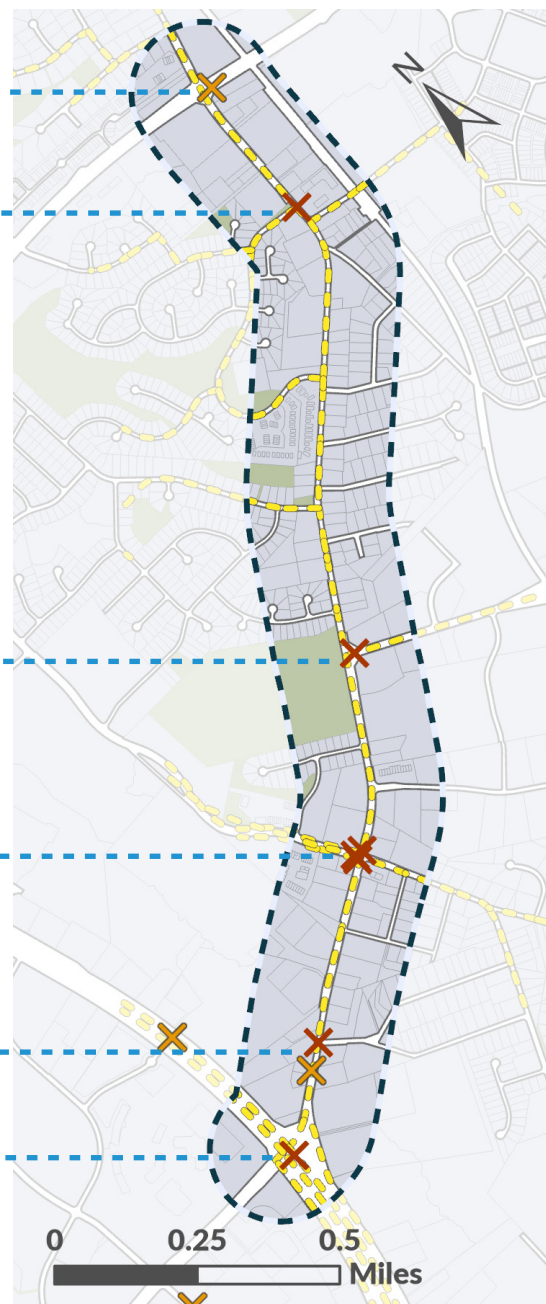


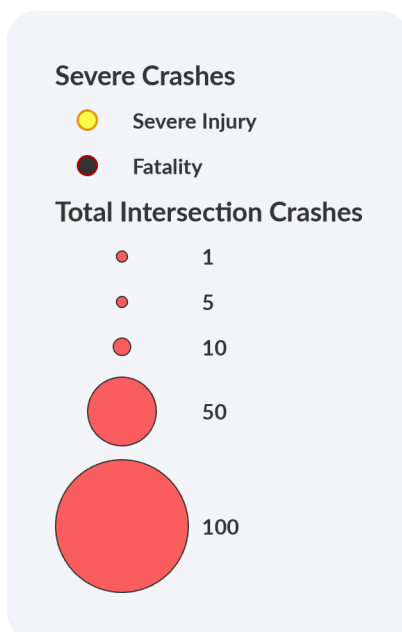
FIGURE 2-J
PROPOSED SIDEWALK

CRASHES AND SAFETY

With a crash rate nearly 2.5x that of similar corridors in North Carolina, there are a number of issues contributing to the high number of crashes and unsafe conditions on South Main Street.

- **Capital Boulevard:** one of the busiest intersections in the region, this is also the highest-crash intersection on the corridor. **Elevation change** and a **free-flowing right turn lane** onto South Main Street create hazards related to the intersections geometric design.
- **Capital Boulevard to Rogers Road:** high volumes and **uncontrolled driveways** create conflicting movements throughout this section.

Limited crossing opportunities for bicyclists and pedestrians also creates hazardous conditions. Pedestrian crashes are predominantly observed between Capital Boulevard and Rogers Road, where higher-intensity land uses and destinations are in greater frequency.



NC-98 & South Main St:
Angle crash involving two vehicles

Capcom Ave & South Main St:
Ran off road crash involving one vehicle

Carter St/Wake Dr & South Main St:
Sideswipe crash involving two vehicles

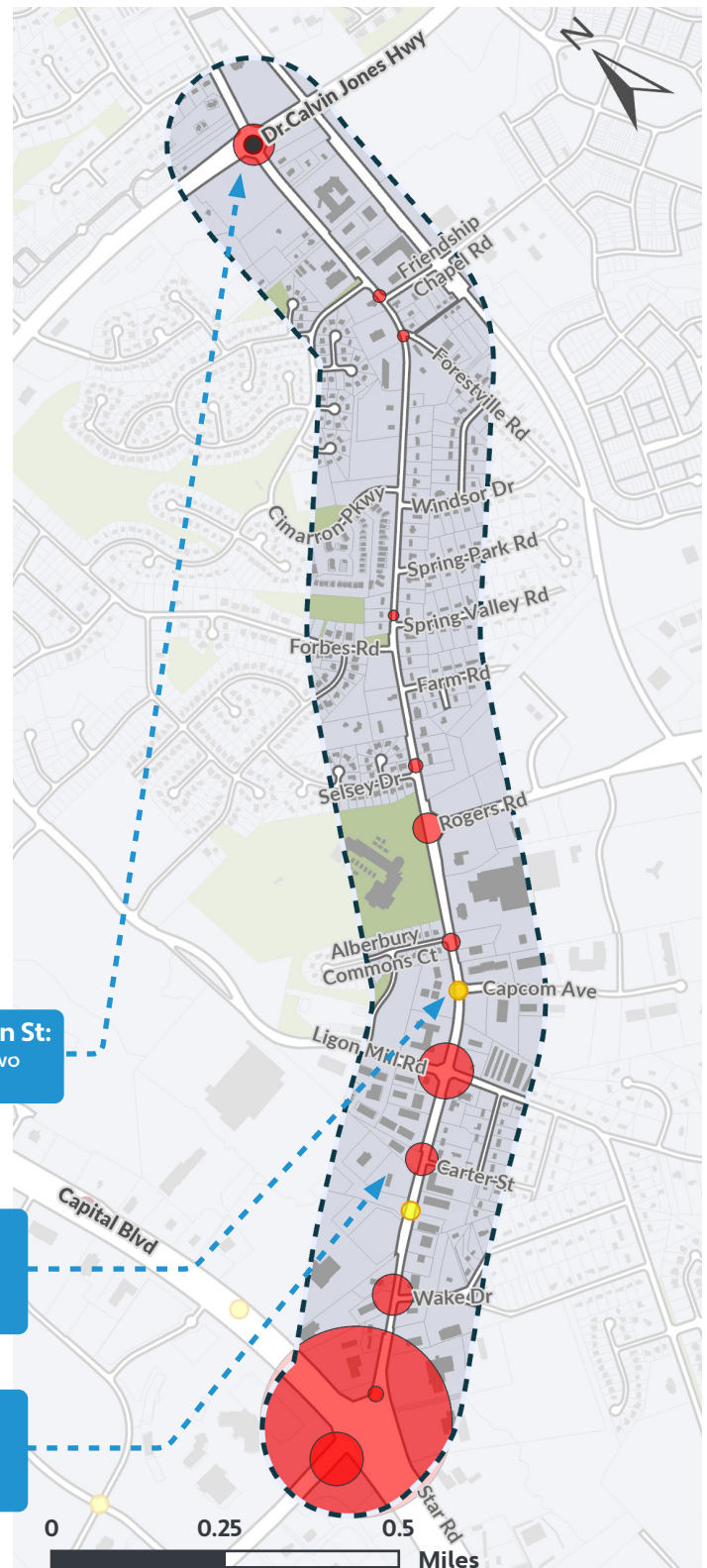
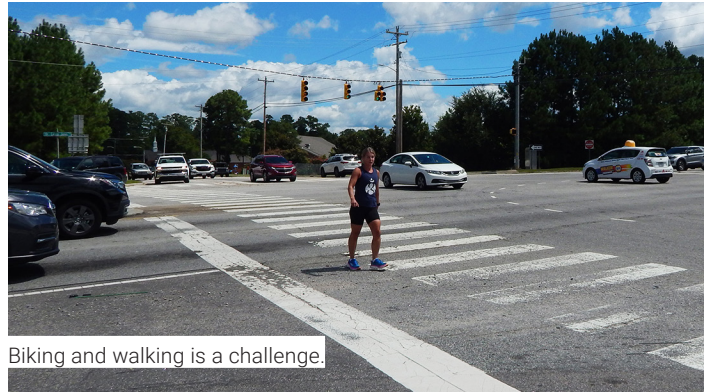


FIGURE 2-K
SEVERE AND TOTAL INTERSECTION CRASHES

KEY TAKEAWAYS

Drivers, bicyclists, and pedestrians have very different experiences on South Main Street.

Wake Forest has grown faster than South Main Street's ability to keep pace. As a result, its design no longer matches its function. For drivers, congestion throughout the day is worsening -- poor during peak hours -- while the lack of continuous bike lanes and sidewalk gaps prevent nearly all users from biking or walking.



Biking and walking is a challenge.

Safety -- for all users of South Main Street -- is a paramount concern.

The factors contributing to South Main Street's safety challenges are numerous -- high traffic volumes, uncontrolled driveways, and unrestricted turning movements to name a few. US 1 / Capital Boulevard, Capcom Avenue, Ligon Mill Road, Rogers Road, and NC 98 / Dr. Calvin Jones Highway are all high-crash locations intersections that make this stretch of road among the most dangerous in North Carolina.



Crashes on South Main Street are common.

Rogers Road is a critical intersection for a growing corridor.

Rogers Road is located near the midpoint of the study area and divides South Main Street into two experiences. One of the highest-crash locations on the corridor, it also marks a change in volumes, as well as the end of bike facilities and the entrance to Wake Forest Middle School. Design solutions at this critical location must both improve traffic operations and address abundant safety concerns.



Rogers Road intersection, looking north.

CHAPTER 3

ENGAGEMENT

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3 ENGAGEMENT

Recognizing the importance of public participation, this Study is grounded in an understanding of the community's views. The project team engaged with neighborhood residents, business owners, and community leaders to uncover issues and strategies beyond what data alone could reveal. Community input activities included online tools like surveys and interactive maps, in-person events such as open houses, and targeted discussions with stakeholders. This approach has incorporated many voices.



Engagement activity on the Corridor Concept Design Boards.

This chapter outlines the project's engagement strategy aimed at capturing insights, concerns, and aspirations from a diverse group of stakeholders, including residents, business owners, bicyclists, pedestrians, and public transit users. This chapter also highlights how community feedback has directly shaped design choices, safety enhancements, and multimodal improvements, leading to a more inclusive, accessible, and vibrant South Main Street.

THIS CHAPTER COVERS:

- Online Engagement
- Advisory Committee Meetings
- Public Meetings
- Key Takeaways

ONLINE ENGAGEMENT

WEBSITE

Designed to offer easy access, the website provided comprehensive details on the study's objectives, timelines, and opportunities for public involvement. It featured updates on project milestones, scheduled meetings, outcomes of past meetings, relevant documents, and visual materials.

Additionally, it outlined various channels through which individuals could contribute their insights and feedback. This digital platform played a pivotal role in engaging thousands of community members, ensuring widespread awareness and participation in the development of the corridor study throughout its progression.

5,006
Website Visits

1,879
Unique Website Visitors



Project Website Sample.

COMMUNITY SURVEY

Concluding in March 2024, the survey provided valuable insights into community concerns and preferences:

790
Total Responses



- A notable safety concern at Rogers Road, especially dangerous for middle school crossings.
- Difficulty in enforcing speed limits, with frequent instances of speeding.
- Identification of South Main Street as a primary destination for shopping/errands and as a major route to highways.
- Highlighted issues include traffic congestion and safety concerns.
- Urgent improvement needed at intersections like Rogers Road, Ligon Mill Road, and Capital Boulevard.
- Community prioritization of improvements: intersections and signals, center medians, and pedestrian facilities.

These results underline a critical community demand for enhanced safety measures, particularly for vulnerable road users like pedestrians and bicyclists.

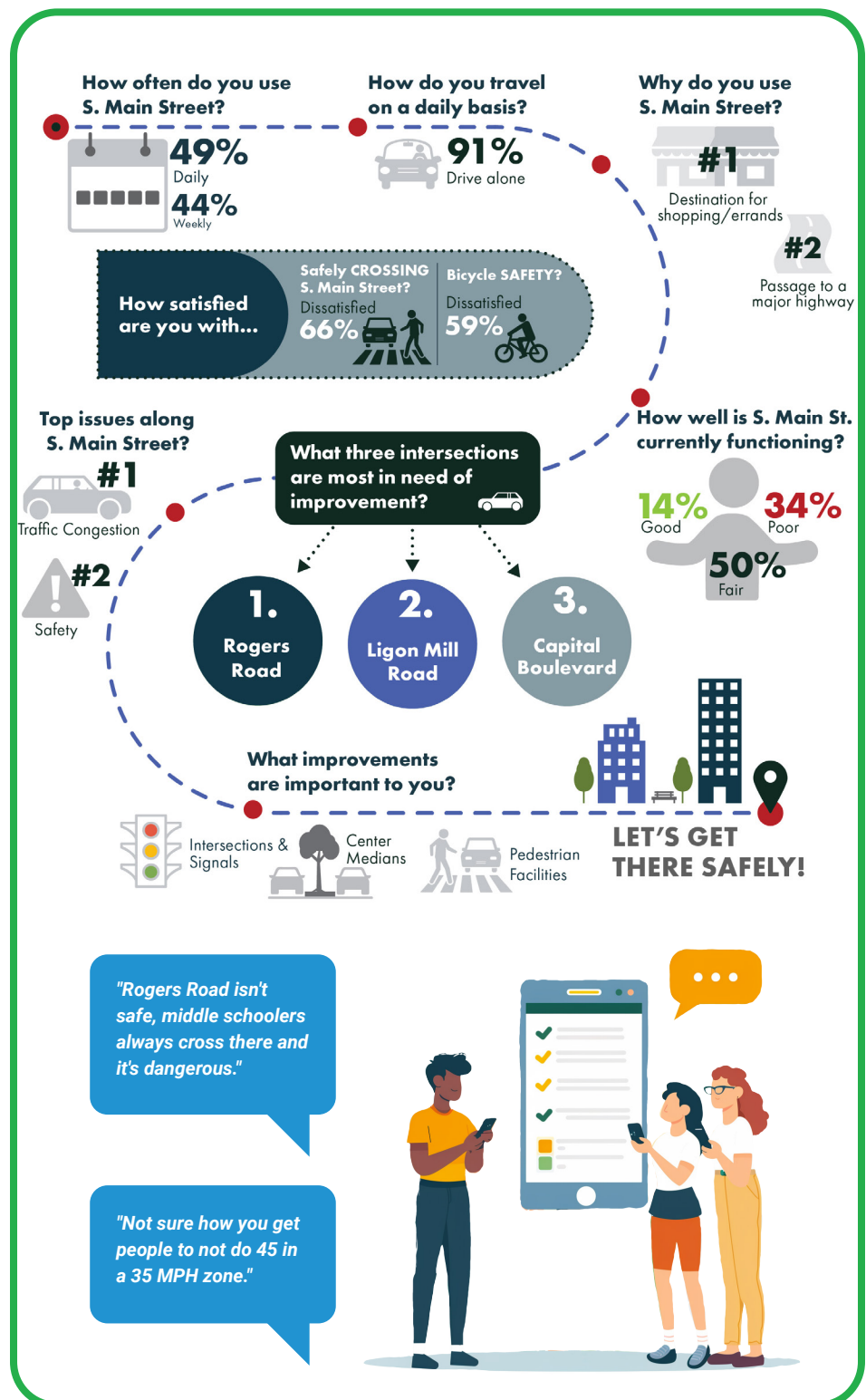


FIGURE 3-A
KEY TAKEAWAYS FROM THE GENERAL SURVEY

BUSINESS SURVEY

Participation from 18 businesses revealed critical insights: a majority of their customers (64%) arrive by driving alone, with lesser numbers carpooling (16%), using transit or rideshare (8%), walking (8%), and biking (1%). These data suggests a predominant reliance on private vehicle travel, yet it simultaneously underscores a latent demand for enhanced multimodal access.

A key finding from the business survey was the unanimous agreement on the necessity for improved safety measures, identifying it as paramount for fostering a conducive business environment. This was closely followed by the expressed need for diversified transportation options to cater to the varied mobility preferences of their clientele. Additionally, the survey highlighted the growing relevance of small-scale delivery services, with significant weekly and daily e-commerce deliveries, contrasting sharply with the infrequent large truck deliveries.

18
Participating
Businesses

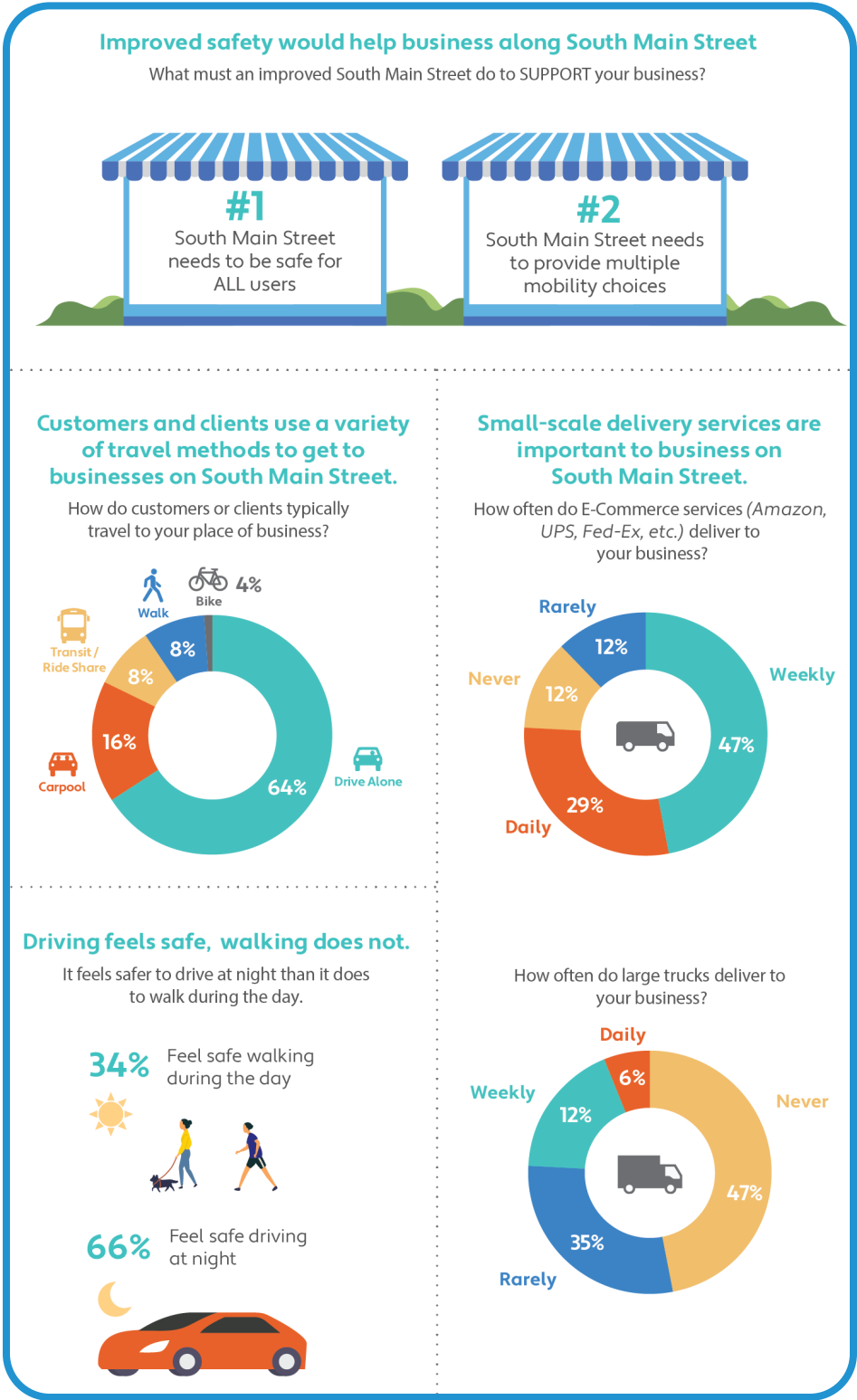


FIGURE 3-B
KEY TAKEAWAYS FROM THE BUSINESS SURVEY

INTERACTIVE MAP

The project team deployed an interactive map in August 2023, promoted through the Town's website and via stakeholder email, as a key component of the South Main Street Corridor Study's engagement strategy. This digital tool aimed to:

- Identify locations of safety hazards,
- Highlight significant community landmarks,
- Pinpoint barriers to biking and walking, and
- Investigate access challenges.

Available until March 2024, the map received 260 responses, yielding crucial insights into community concerns and preferences. Analysis revealed 81 identified safety issues and 69 frequently visited destinations.

Notable feedback highlighted difficulties in executing left turns from Cimarron Parkway, the absence of a safe crossing to the Factory, and pronounced safety risks at the intersection of US-1/Capital Blvd and South Main Street for all modes of transport, emphasizing the urgent need for enhancements to improve the safety and accessibility of these critical areas.

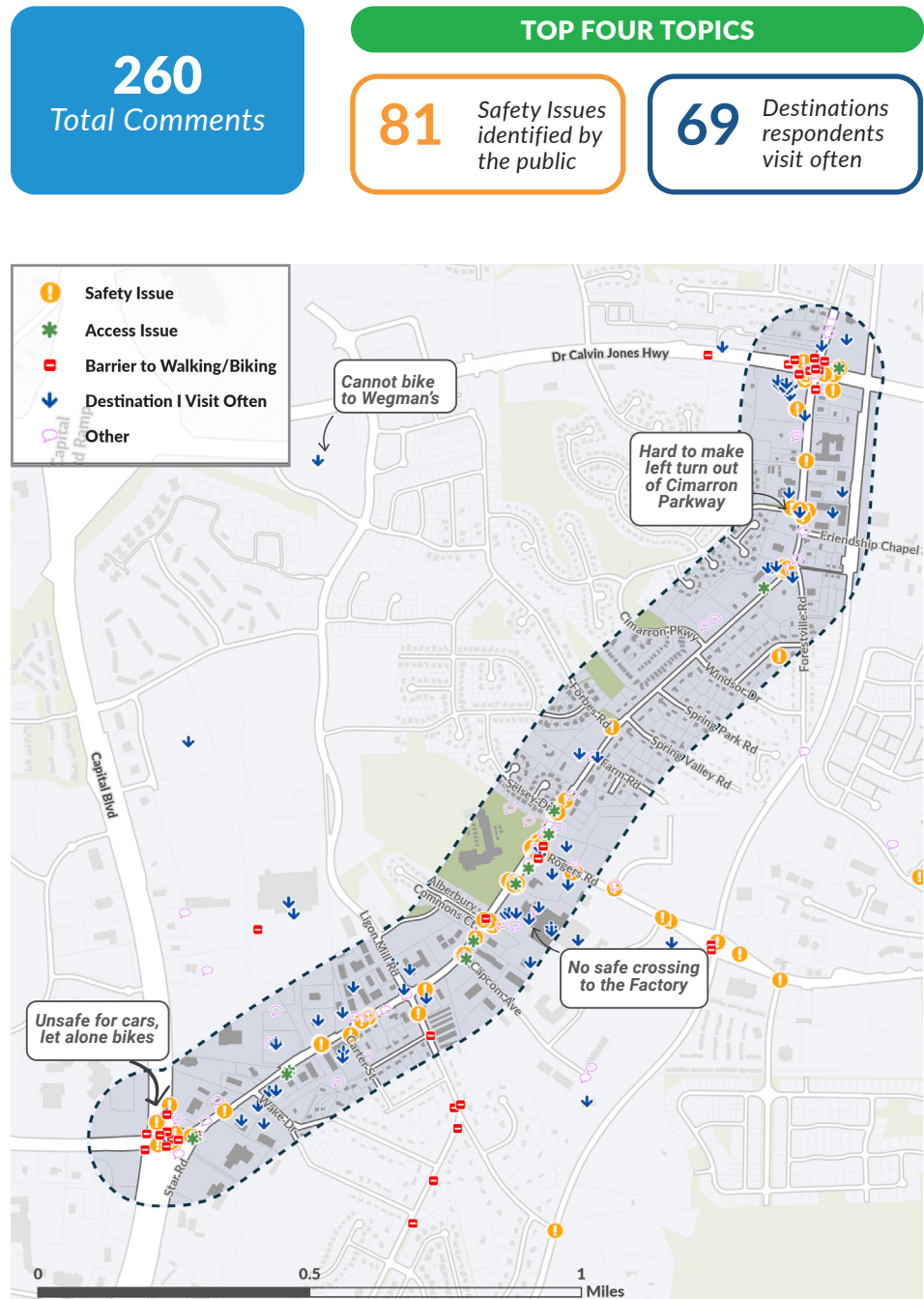


FIGURE 3-C
INTERACTIVE MAP WITH PUBLIC COMMENTS

STAKEHOLDER DISCUSSIONS

FOCUS GROUPS

Focus groups, structured as small group discussions led by professionals, play a crucial role in learning about the primary concerns within a community. These are instrumental in identifying critical issues, gauging community preferences for addressing these concerns, and pinpointing potential obstacles to proposed initiatives.

This diverse group included representatives from the North Carolina Department of Transportation

(NCDOT), local business owners, and Wake County Public Schools, among others. The discussions revealed key themes indicating a disparity in perceived safety between driving and walking along the corridor. Participants generally felt safe driving, even at night, yet expressed significant concerns regarding pedestrian safety during daytime.

WAKE COUNTY
PUBLIC SCHOOLS

BUSINESS
OWNERS

NCDOT



BY THE NUMBERS

5 Sessions held

30 Total attendees

The screenshot displays a virtual meeting interface. On the left, a presentation slide titled "Community Survey Takeaways" is visible. It includes a donut chart showing "DAILY 49%" and "WEEKLY 44%". Below the chart, it lists "Top 3 Pedestrian and Transit treatments" and "Top 3 Streetscape options". To the right of the chart, a list of survey results is shown: "66% Feel safe driving at night", "23% Traffic congestion", "34% Feel safe walking during the day", "9% Poor intersections", "9% Safety", "9% Poor traffic engineering", and "8% Spreading vehicles". Below the survey results, there are four images showing different street scenes. On the right side of the interface, a video call is in progress with several participants. A large circular logo with the letters "BW" is visible in the center of the video call area. Below the logo, the text "West, Brad (External)" is displayed. At the bottom of the interface, a search bar and various icons are visible.

IN-PERSON MEETINGS

Effective community engagement shapes policies and projects that enhance livability and promote active transportation within a community's built environment. Public meetings not only facilitate insights into community preferences and concerns, but also align with its objectives of supporting vulnerable communities. To this end, the project team conducted several public meetings, recognizing these objectives as an important way to obtain detailed feedback on the Corridor Study.

These key engagements were held on September 13th, 2023, and March 13th, 2024, marking significant milestones in the collaborative effort to refine and advance the project goals.

OPEN HOUSE #1

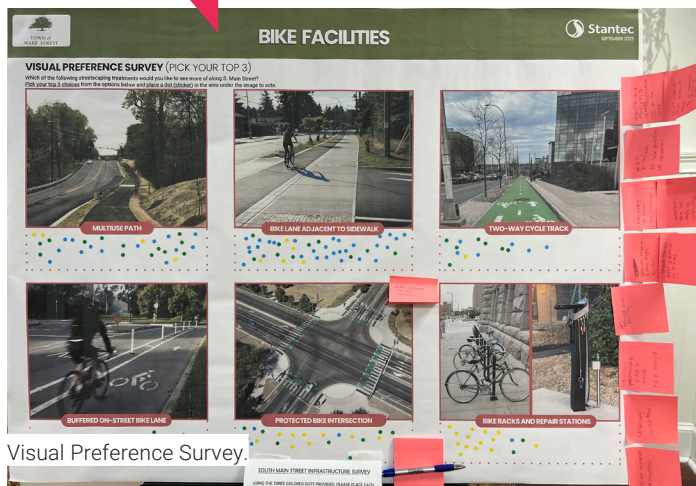


TOP CHOICE

SEPARATED
BIKE LANES

68

Total Attendees



Visual Preference Survey.



Participants on the first Open House event.

The first Open House took place on September 13th, drawing over **60 participants**. The most favored option in the Visual Preference Survey, with 45 votes, advocated for the implementation of Separated Bike Lanes along South Main Street.

Key feedback from attendees highlighted several areas of concern and interest:

- Rogers Road is identified as a critical bottleneck.
- South Main Street is perceived as dangerous for crossing, difficult for turning onto, and notably congested.
- Access to the middle school on South Main Street is limited and unsafe for student crossings.
- The intersection at South Main Street and Capital Blvd (US-1) poses numerous challenges.
- The potential for incorporating roundabouts, specifically proposing one at Rogers Road, was discussed.
- Participants expressed a strong preference for new, protected mid-block crossings to enhance pedestrian safety on South Main Street.
- Additionally, there was significant support for establishing bike lanes adjacent to sidewalks as a top infrastructure improvement for both bicyclists and pedestrians.

OPEN HOUSE #2

The second Open House for the South Main Street Corridor Study convened on March 13th, attended by approximately **125 participants**. During this meeting, attendees were introduced to two conceptual designs for the corridor, each aiming to alleviate the challenges identified on South Main Street. The primary objective was to identify viable strategies for the corridor's issues and to solicit public input on these proposals.

The feedback collected from this session was important in refining and determining a preferred design. This design will subsequently serve as the basis for detailed engineering plans and future construction, pending the availability of funding. This iterative process emphasizes the Study's commitment to addressing South Main Street's challenges through collaborative, community-driven efforts.

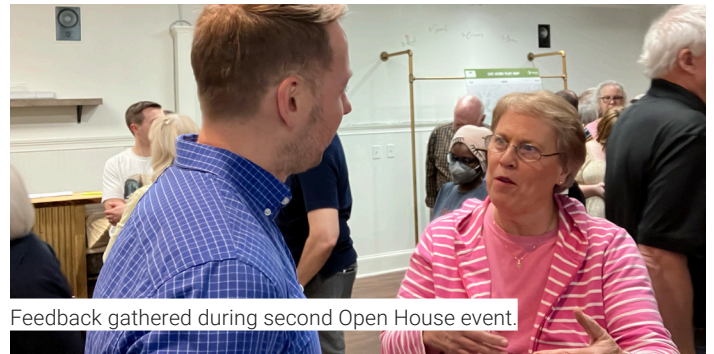


125

Total Attendees



Participants in the second Open House event.



Feedback gathered during second Open House event.



Participants added comments on the Corridor Concept Design.



Attendees provided valuable information about the corridor.

KEY THEMES AND TAKEAWAYS



Residents want separation from traffic, both along and across the corridor.

There is agreement on the necessity for additional crosswalks and a reduction in the distance between safe crossing points. High-visibility crosswalks and mid-block crossings emerged as the top preferences for pedestrian safety enhancements, as well as separated bike lanes for bicyclists, highlighting the community's priority for secure and accessible pedestrian routes.



Congestion and speeding are significant issues for operation and safety.

Traffic patterns fluctuate significantly over the course of the day, leading to bottlenecks during peak usage times and at critical intersections. The combination of wide lanes and suboptimal signal timing contributes to prevalent speeding, imparting a "freeway" atmosphere to the corridor. These factors underscore the urgent need for targeted interventions to enhance traffic management and improve the safety of all road users.



South Main Street is vital to Wake Forest Resident's Daily Routine.

According to survey data, 93% of respondents travel on South Main Street at least once a week, with 49% using the corridor daily. The street serves dual purposes for the community—it is both a hub for shopping and a crucial thoroughfare for traveling beyond Wake Forest. This high level of utilization reflects the corridor's significance to residents' daily routines.

CHAPTER 4

RECOMMENDATIONS

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4 RECOMMENDATIONS

Today, South Main Street serves as an arterial roadway within Wake Forest, primarily accommodating private vehicles. Despite its car-centric design, there is an observable use by pedestrians and bicyclists, emphasizing the need for safer pedestrian crossings and enhanced bicycle infrastructure. The corridor serves two main purposes: facilitating local and through traffic, and acting as a hub for shopping and errands.



Example Complete Street Intersection.

In this context, retrofitting the corridor requires careful consideration of mobility trade-offs to cater to the diverse needs of various users and modes of travel. Creating metrics for evaluation and comparison is a critical step in formulating draft concepts.

By addressing the identified gaps and exploring opportunities to better balance transportation modes, South Main Street has the potential to transform into a Complete Street.

THIS CHAPTER COVERS:

- Best Practices for Complete Streets
- Design Considerations
- Concept Design
- Impacts and Validation

BEST PRACTICES FOR COMPLETE STREETS

WHAT IS A COMPLETE STREET?

A Complete Street is inclusively designed to provide safety and accessibility for all users, regardless of age or ability. It facilitates a secure environment where children can walk to school, older adults maintain independence without driving, and individuals with disabilities can navigate safely.



Example of a Complete Street.

A Complete Street:

- Considers all types of travel modes and users.
- Provides safe travel options for people of all ages and abilities.
- Accommodates both present and future needs.
- Helps a community have a resilient economy.
- Considers public spaces and development in terms of direct and indirect benefits.
- Is a vibrant, attractive place in all seasons.
- Improves the quality of life for people using it.

The National Complete Streets Coalition defines Complete Streets as **pathways designed and operated to allow safe access for all users, including pedestrians, bicyclists, motorists, and transit riders, encompassing a wide range of ages and abilities.**

A Complete Streets approach **is adaptable, requiring customization to meet the specific needs of a community's current and future travel patterns, surrounding development, and land use.** This means that a Complete Street in Wake Forest is distinctively tailored, reflecting the unique needs of its community.

WHAT MAKES UP A COMPLETE STREET?

A Complete Streets approach considers not only the space within the curbs but also the broader environment, including the interaction with buildings along the street, to create a cohesive and functional public realm. The graphic below (**Figure 4-A**) illustrates how a Complete Street integrates three primary “zones,” each serving unique functions and supporting various activities.

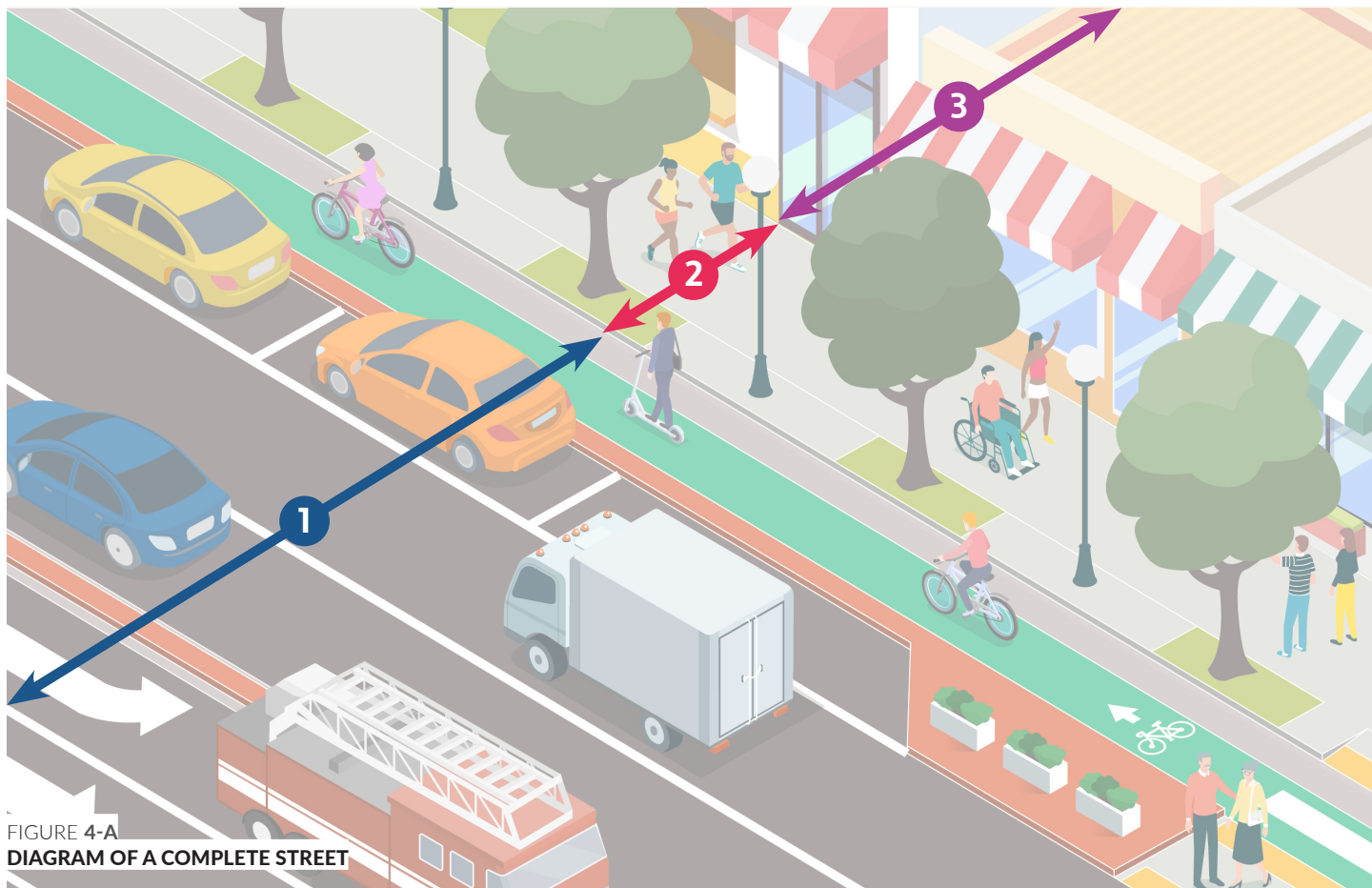


FIGURE 4-A
DIAGRAM OF A COMPLETE STREET

1

THE TRAVEL WAY:

Beyond facilitating vehicle movement, this zone accommodates other forms of travel such as bicycles and scooters, and includes street parking. Located between curbs, it embraces a broader vision of mobility.

2

THE PEDESTRIAN REALM:

Dedicated to pedestrian activities, this area features amenities like lighting, outdoor seating, and street trees. It supports curb use for activities like ridesharing and deliveries, enhancing the interface between public and private spaces.

3

THE BUILDING REALM:

This zone includes businesses, residences, and public spaces that define the community's identity, positioned next to the pedestrian realm. It shapes the street's character and facilitates interaction between the street and its buildings.

EXAMPLES OF COMPLETE STREET TREATMENTS

» Traffic Calming Measures

These are designed to slow down traffic and improve safety for all road users. Examples include speed bumps, raised crosswalks, curb extensions (bulb-outs), and traffic circles or roundabouts. These measures discourage speeding and encourage drivers to be more attentive.



» Pedestrian Crossings

Enhanced crosswalks, including those with flashing lights, high-visibility paint, raised platforms, and pedestrian refuge islands, make it safer for pedestrians to cross busy streets. Audible signals and countdown timers improve accessibility for visually impaired pedestrians.



» Separated Bike Lanes

Separating bike lanes from vehicle traffic with physical barriers offers a safer environment for cyclists, encouraging biking as a viable mode of transportation. These lanes can be delineated by curbs, planters, or parking spaces.



» Sidewalk Improvements

Widening sidewalks, improving lighting, and ensuring they are ADA-compliant enhance pedestrian safety and mobility. Keeping sidewalks well-maintained and free of obstacles is also essential.



» Road Diet

This strategy involves reducing the number of lanes for vehicles to allocate more space to pedestrians and bicyclists. It often includes adding bike lanes or parking and widening sidewalks.



» Improved Signage and Markings

Clear, visible signage and road markings help direct traffic, indicate pedestrian and bike lanes, and warn of upcoming crossings or changes in road conditions, contributing to overall safety.



» Street Trees and Landscaping

Besides their aesthetic value, street trees can act as a natural barrier between pedestrians and vehicles and contribute to traffic calming by creating a psychological narrowing of the roadway.



» Public Lighting Upgrades

Enhancing street lighting improves visibility for all users, making it safer for pedestrians and bicyclists at night and during low-light conditions.



» Speed Limit Reduction

Lowering speed limits, especially in areas with high pedestrian and cyclist traffic, significantly reduces the risk and severity of crashes.



» Community Engagement and Education

Programs that educate drivers, bicyclists, and pedestrians about road safety, including school-based initiatives, can foster a culture of safety and respect among all road users.



DESIGN CONSIDERATIONS

The redesign of South Main Street has been informed by Guiding Principles and the Complete Streets planning framework, drawing on insights from both data analysis—“what the data tells us”—and public input—“what we’ve heard from you.” These considerations serve as a bridge, translating identified key themes into practical design interventions along the corridor. The initial evaluation identified critical areas for design adjustments to advance mobility for all:

GUIDING PRINCIPLES

Early in the project, the team established Guiding Principles to lay the groundwork for the design process, detailed fully in Chapter 1. These principles, reiterated below, steered the redesign of South Main Street:

1 Provide Equitable Access

2 Prioritize Safety

3 Enhance Connectivity

4 Promote Sustainability

5 Engage the Community

These principles also served as a decision-making framework to navigate the necessary compromises inherent in the design process.

Challenges for users include:

- Incomplete and deteriorated sidewalks make pedestrian movement challenging.
- Lack of continuous and separated bike lanes discourages bicycling.
- Long distances between safe crossing points hinder pedestrian access across South Main Street.
- High-speed traffic and wide lanes create a perception of danger for pedestrians and bicyclists.
- The continuous center turn lane on a high-volume road encourages dangerous, unpredictable turning movements.

Opportunities to balance travel modes along South Main Street include:

- Introducing separated bike lanes and sidepaths to provide safe, dedicated spaces for bicyclists and pedestrians.
- Implementing high-visibility crosswalks, pedestrian refuge islands, and curb extensions to improve pedestrian safety and convenience.
- Using traffic calming measures, road diets, and on-street parking to reduce vehicular speeds and create a more welcoming environment for non-motorized users.
- Enhancing multimodal access through improved facilities and connections to existing pedestrian and bicycle networks.
- Expanding the urban tree canopy and green infrastructure to promote a more pleasant and environmentally sustainable corridor.

PREFERRED ACCESS PLAN

The Preferred Access Plan (PAP) serves as the foundational blueprint for the redesign of South Main Street, outlining the ideal multimodal enhancements for the corridor and marking the beginning of the journey towards a full conceptual design. It represents a corridor map (**Figure 4-B**) that delineates proposed treatments, access management strategies, cross-access opportunities, intersection signalization, and other measures aimed at bolstering mobility and connectivity.

The PAP examines key aspects such as:

- Intersections identified for improvements,
- The relationship with surrounding streets, neighborhoods, and public facilities,
- Connections to the existing network of sidewalks and bike paths,
- Major barriers to seamless mobility, and
- Access-management and opportunities for parcel cross-access.

The PAP is in formulating a unified strategy for South Main Street, integrating the project's Guiding Principles into viable solutions for improving the corridor. The PAP serves as an initial tool for proposing potential redesigns, later to be evaluated by both Town personnel and the wider community regarding their practicality and impact.

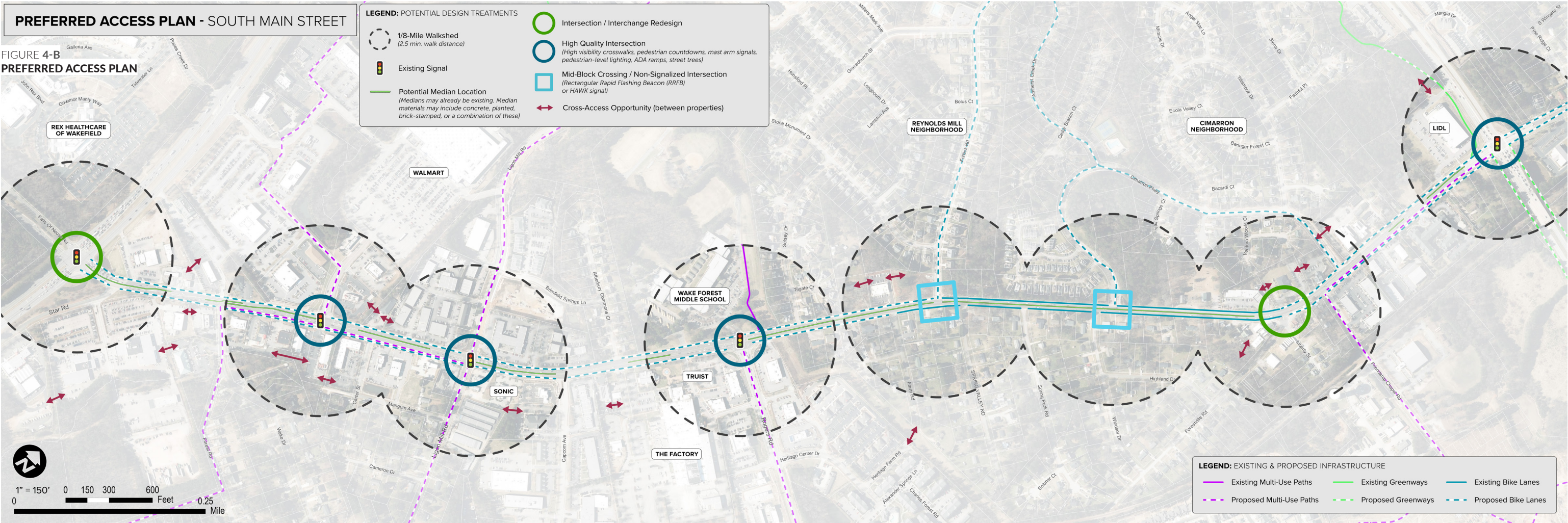


South Main Street (5-lane segment).



South Main Street (3-lane segment).

The PAP outlines an integrated approach to South Main Street's corridor enhancements, harmonizing various design treatments to improve connectivity, median configurations, driveway consolidations, and strategic nodes that contribute to a cohesive pedestrian environment.



ALTERNATIVES DEVELOPMENT

The development of design alternatives for the South Main Street Corridor begins with an evaluation of potential strategies, spanning the southern segment from US-1/Capital Boulevard to Rogers Road and the northern segment from Rogers Road to NC-98. This stage establishes design criteria that define the objectives and standards the proposed designs must fulfill.



FIGURE 4-C
ILLUSTRATION OF A COMPLETE STREET

The main focus for the development of both alternatives for South Main Street was to:

- Simplify access to/from businesses along South Main Street,
- Avoid the need to buy property outside of the existing Right-of-Way,
- Provide safe space for bicyclists and pedestrians,
- Make it easier for people to cross South Main Street,
- Identify key locations to spark reinvestment along South Main Street, and
- Transition this suburban development pattern to a more walkable street.

Both alternatives align with the project's Guiding Principles, informed by the previous analysis of the existing conditions, Complete Streets best practices, and insights from public engagement efforts. While sharing common goals, the alternatives diverge in their approach to intersection design, curb adjustments, and the financial implications of these changes. **Figure 4-D** and **Figure 4-E** in the following pages provide proposed cross-sections of the corridor segments, illustrating the two design solutions developed to address the specific needs of South Main Street.

PROPOSED DESIGN - LANE MEASUREMENTS (CROSS-SECTIONS)

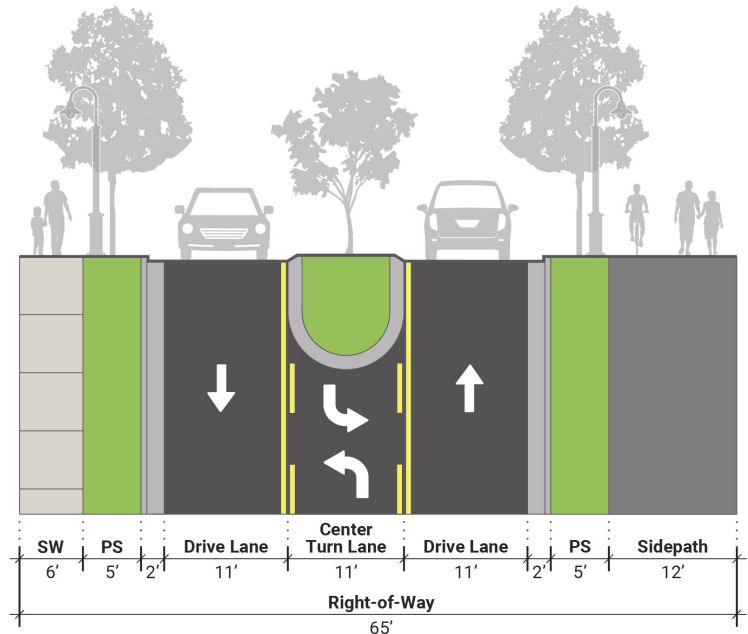
South Main Street is characterized by two distinct sections, with the area north of Rodgers Road differing markedly in appearance and function from the section south of Rodgers Road. The division of the road into travel lanes, medians, and turn lanes is defined as its cross-section.

Northern Section: Rogers Road to NC-98

Concept A: Partial Optimization

Key modifications in this approach include:

- Introduction of a center median for improved traffic delineation, and
- Relocation of bike facilities to a Sidepath above the curb and further from vehicles.

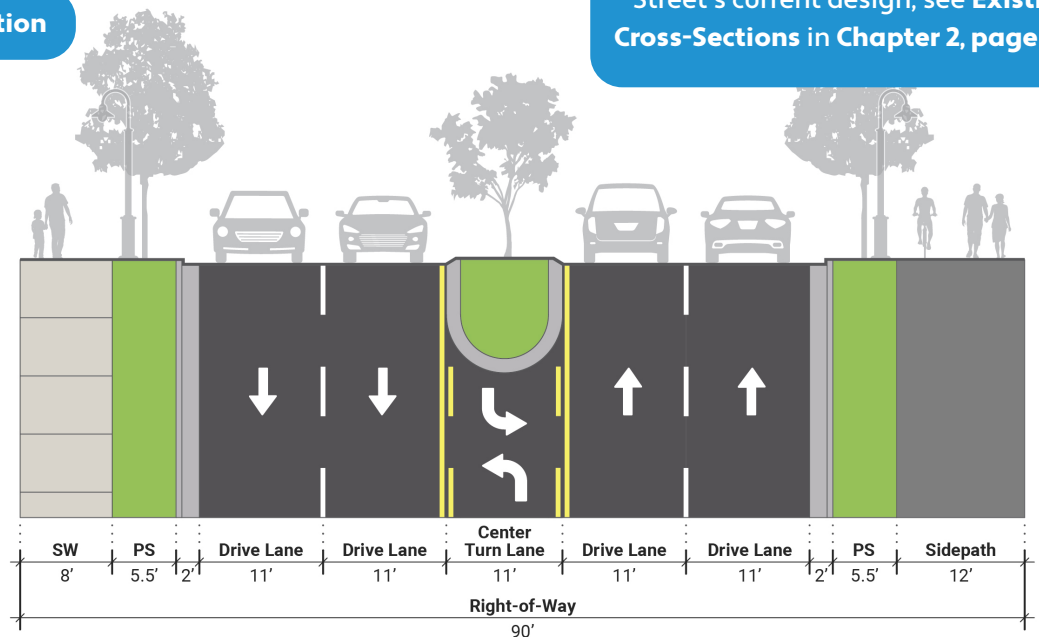


Southern Section: US-1/Capital Boulevard to Rodgers Road

Concept A: Partial Optimization

This concept retains the road's general layout while introducing several modifications:

- Installation of planted medians to improve safety and traffic flow,
- Narrowing of lanes to 11' wide, and
- Addition of a Sidepath to accommodate both pedestrians and bicyclists.



For an overview of South Main Street's current design, see **Existing Cross-Sections** in Chapter 2, page 18.

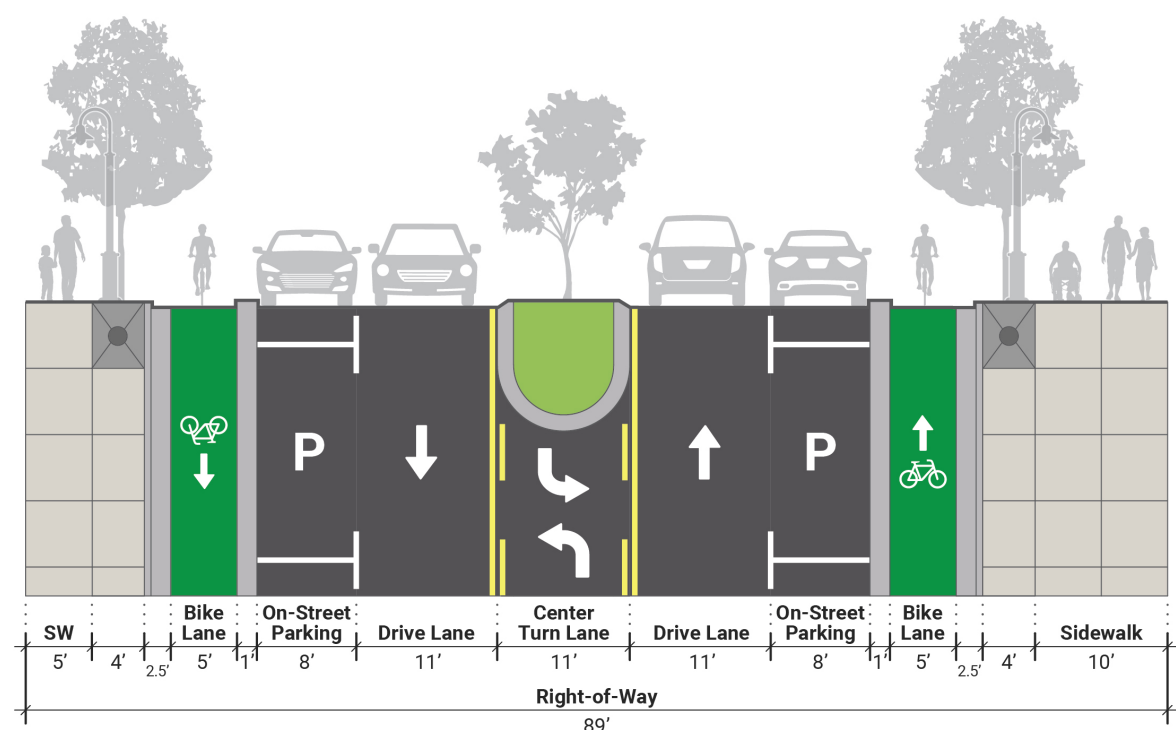
FIGURE 4-D
PROPOSED CROSS-SECTIONS (NORTHERN AND SOUTHERN SEGMENTS)

Northern Section: Rogers Road to NC-98

Concept B: Full Optimization

This approach proposes a significant redesign to include:

- Implementation of parallel parking on both sides to support local commerce,
- Slow traffic down with optical narrowing/peripheral friction,
- Provide an additional barrier to better protect pedestrians and cyclists from vehicular traffic,
- Provide emergency response vehicles adequate pull-off space to deal with emergencies and traffic stops,
- Establishment of a concrete barrier separating vehicle traffic from bike lanes, and
- Wide sidewalks on both sides to facilitate pedestrian movement.



Southern Section: US-1/Capital Boulevard to Rogers Road

Concept B: Full Optimization

Recommendations for a full redesign include:

- Parallel parking to enhance local business access,
- Separated bike lanes for bicyclist safety,
- Wide sidewalks on both sides, enhancing pedestrian accessibility, and
- Like A, B also recommends narrowing lanes to 11' wide and installing planted medians to prevent dangerous and unpredictable turn movements.

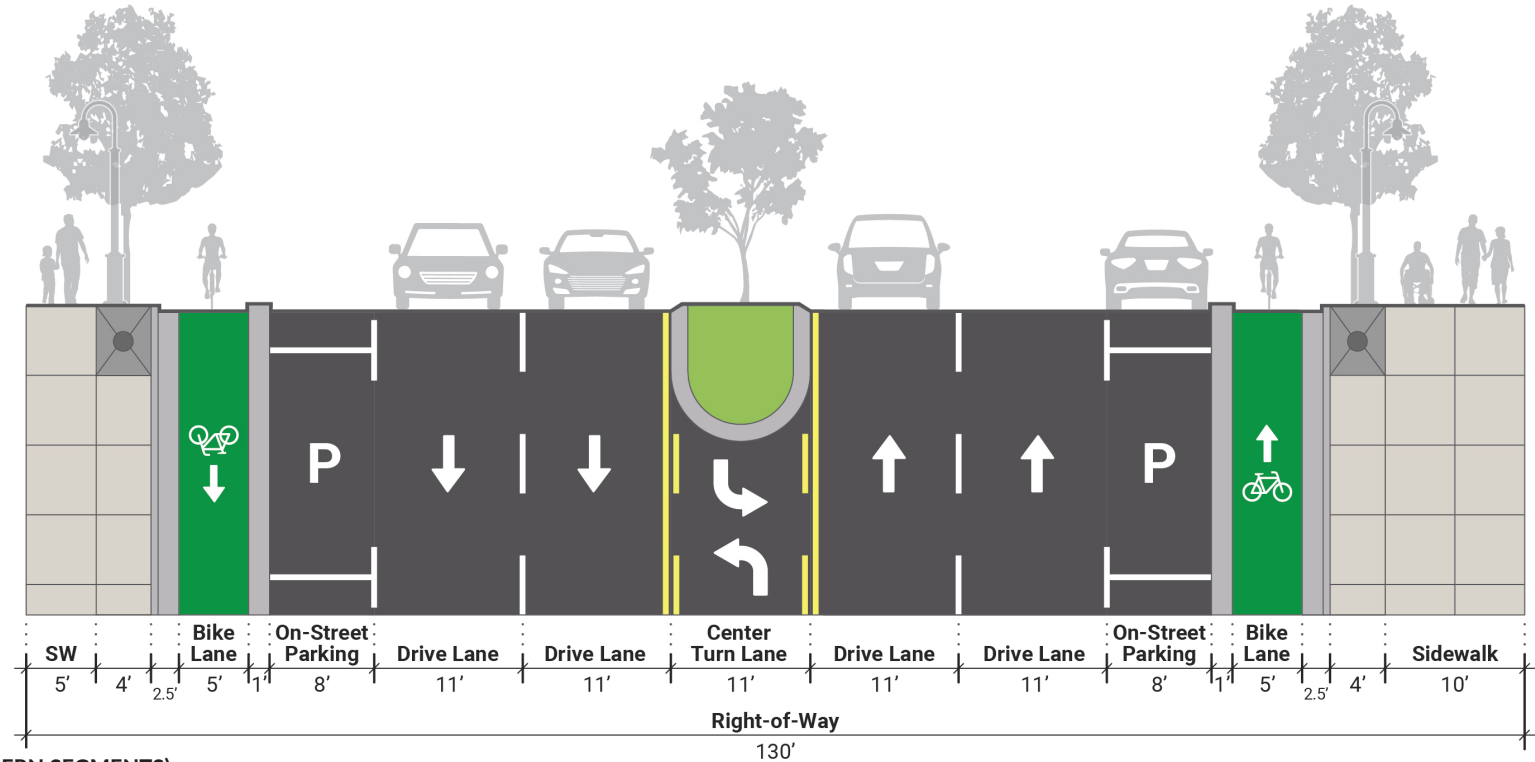


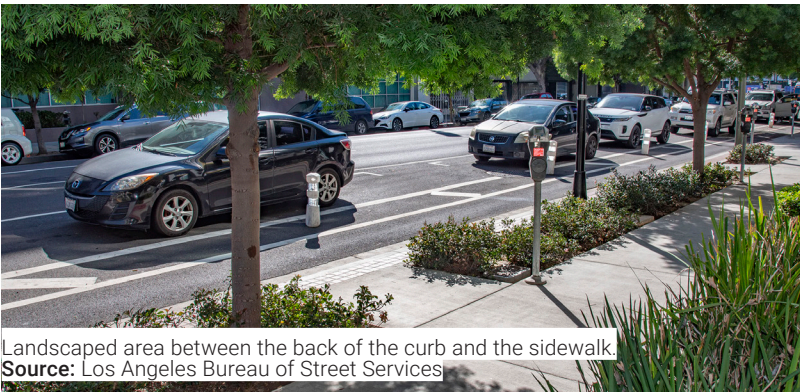
FIGURE 4-E
PROPOSED CROSS-SECTIONS (NORTHERN AND SOUTHERN SEGMENTS)



A buffered bike lane, with parallel parking spots to slow down traffic.
Source: Scott Keeler (Tampa Bay Times)



Wide pedestrian sidewalks in a commercial street context.
Source: City of Artesia (CA)



Landscaped area between the back of the curb and the sidewalk.
Source: Los Angeles Bureau of Street Services



Planted median with street trees to provide shade and visually narrow the roadway.
Source: Savino Miller Design Studio

DESIGN CRITERIA

Design criteria consist of guidelines and specifications that a design must meet. They are the “what” and “why” of the design process, providing a framework for what needs to be achieved. Their primary purpose is to set clear, measurable goals and limitations that guide the design process.

For the proposed redesign of the South Main Street corridor, four key criteria have been defined to address both present and anticipated challenges:

- **Safety:** Does the design make South Main Street safer for all users?
- **Bicycle & Pedestrian:** Does the design enhance the experience and usability of the corridor for biking and walking?
- **Capacity:** How does the design impact the surrounding natural and built environment?
- **Impacts:** How does the design impact traffic flow and capacity on South Main Street?

These criteria inform the development of design alternatives that enhance safety, promote active transportation, optimize traffic flow, and minimize adverse impacts on the community and environment.

"Cars speed way too fast here to beat the light (@ NC 98)"

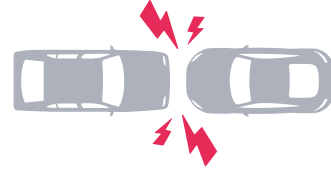
"Cannot bike to Wegmans"

"There needs to be traffic control near Walmart entrance (signalized)"

- Public Feedback Comments

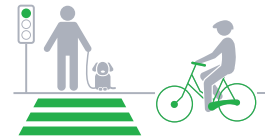
SAFETY

Evaluates whether the design contributes to a safer environment for all corridor users.



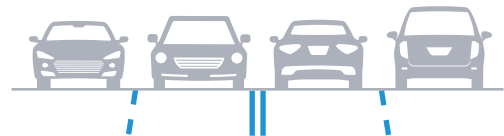
BICYCLE & PEDESTRIAN

Assesses the design's effectiveness in improving the corridor's functionality and appeal for bicyclists and pedestrians.



CAPACITY

Considers the design's impact on traffic flow and overall capacity of South Main Street.



IMPACTS

Examines the potential effects of the design on the local natural and built environments.



DESIGN ELEMENTS

Design elements are the “how” of the design process, focusing on the creation and composition of the design itself. As part of the approach towards concept development, the design team selected specific design elements that will be used to realize these concepts.

Feedback from residents, stakeholders and team members at this stage helped make adjustments to these elements, so that the outcome of this iterative process gives way to a full concept design.

ROUNDAABOUTS

Modern roundabouts accommodate large vehicles, including fire trucks and ambulances, without causing delays, featuring:

- **Aprons:** Provide traversable sections for large vehicles to pass over.
- **Design Vehicle Standards:** Accommodate large truck turning radii within the roundabout’s dimensions.
- **Curb-to-Curb Width:** Widen entrance and exit curb widths for easier navigation.
- **Roll Curbs:** Facilitate transition from roadway to apron with sloped curbs.

Compared to signalized intersections, roundabouts offer:

- **Continuous Traffic Flow:** Avoid complete vehicle stops by yielding at entry.
- **Traffic Calming:** Reduce entry speeds to between 15 and 20 mph, improving safety.
- **Predictable Movement:** Minimize severe collision types with counterclockwise flow.



Example of a roundabout.



Roundabouts can accommodate large trucks.



Aerial view of a roundabout design.

HIGH-QUALITY INTERSECTIONS

To improve pedestrian and bicyclist crossings on South Main Street:

- **Curb Extensions:** Shorten crossing distances and provide green infrastructure opportunities, like stormwater curb extensions.
- **High-Visibility Crosswalks:** Improve visibility and potentially reduce pedestrian crashes by up to 40%, according to Federal Highway Administration (FHWA) studies.
- **Pedestrian Refuge Islands:** Offer a safe midway point for crossing wider intersections.



Example of a high-quality intersection.

SEPARATED BIKE FACILITIES

Feedback highlighted a preference for separation from traffic:

- **Separated Bike Lanes:** Use curbing or parked cars to horizontally and vertically separate bicyclists from traffic, enhancing safety.
- **Sidepath:** Combine bikeway and walkway for bicyclists and pedestrians, raising them above street level.
- **Intersection Treatments:** Enhance visibility with green paint and markings for bike lanes; sidepaths allow bicyclists and pedestrians to share crosswalks.



Example of a separated bike lane at an intersection.

URBAN TREE CANOPY

Trees along South Main Street serve multiple purposes:

- **Traffic Calming:** Serve as vertical elements and perceived enclosure slow vehicle speeds.
- **Cooling Effect:** Provide shade that can significantly reduce surface temperatures, cooling the area.
- **Stormwater Management:** Absorb excess stormwater through the roots, reducing runoff.
- **Enhanced Safety:** Provide a buffer between pedestrians/bicyclists and vehicular traffic, improving overall safety and experience.



Example of a tree-lined typical street.

ENHANCED ACCESSIBILITY IMPROVEMENTS

To provide an inclusive and accessible for all users:

- **Universal Design Principles:** Apply universal design principles to ensure transportation infrastructure accommodates all users, including elderly individuals and those with disabilities.
- **Ensure American with Disabilities Act (ADA) Compliance:** Make all infrastructure compliant with ADA, including accessible sidewalks and crossings.



Example of an ADA-compliant curb ramp.

GREEN INFRASTRUCTURE FOR STREETS

To enhance transportation supportive sustainability and resilience efforts

- **Bioswales and Rain Gardens:** Incorporate bioswales and rain gardens along streets to manage stormwater, improve water quality, and enhance the aesthetic appeal of transportation corridors.
- **Permeable Surfaces:** Increase use of hardscape materials in paved areas used for walking or parking that are permeable allowing for better management of stormwater on site.



Example of a bioswale integrated into a suburban street.



Example of permeable pavers in a pedestrian-friendly streetscape.
Source: Unilock



Example of rain gardens planted with native plants.
Source: Ballard Green Streets Project



Participants during the first Open House event.



Existing conditions on the corridor.



Participants providing feedback on the corridor design during the second Open House event.

CONCEPT DESIGN

This section introduces two, high-level concept design alternatives for the South Main Street corridor, offering strategies focused on access management, intersection improvements, and enhanced multi-modal connectivity. Leveraged from previous data analysis and community feedback, each of these two distinct concept designs is crafted to address the challenges identified along the corridor effectively.

The following pages will show a more detailed exploration of these proposed design alternatives, laying the groundwork for the future development of detailed engineering plans once a preferred design is selected and the necessary funding is secured.

WHAT WE LOOKED AT:

- Concept A: Partial Optimization
- Concept B: Full Optimization
- Ligon Mill Road Intersection
- Rogers Road Intersection
- Forbes Road Roundabout
- Cimarron Parkway Roundabout
- Forestville Road Roundabout

**Corridor Concept
Design Options:**
Visualize these
designs on Fig.
4-F and Fig. 4-L



roadway configuration—five lanes in the southern segment and three lanes in the northern segment—while introducing a central median that, in specific sections, transitions to a center turning lane or dedicated left-turn lanes near key intersections. This median enhances pedestrian safety and provides opportunities for greenery, contributing to the corridor's aesthetic appeal. The design also proposes a reduction in vehicle lane widths from 12-13 feet to 11 feet, a measure intended to calm traffic and improve vehicular safety.

BY THE NUMBERS

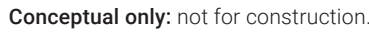


457 Added street trees

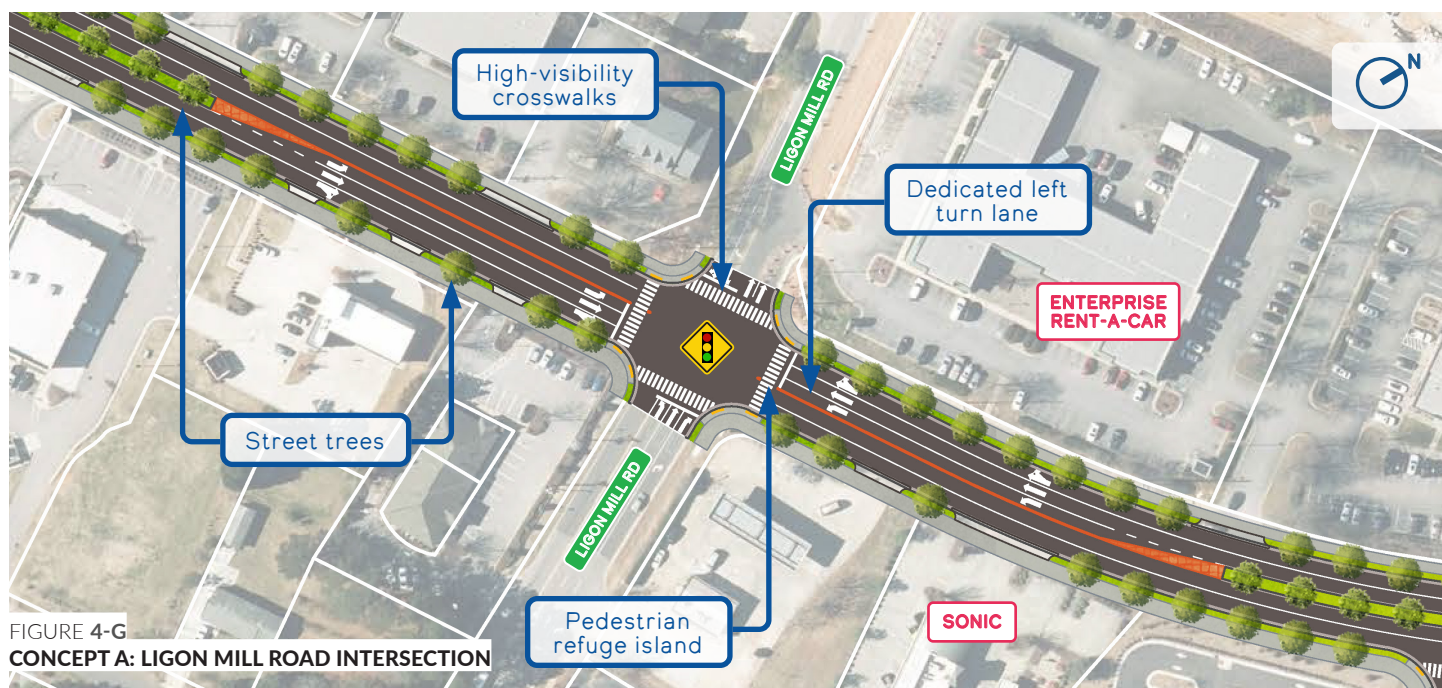
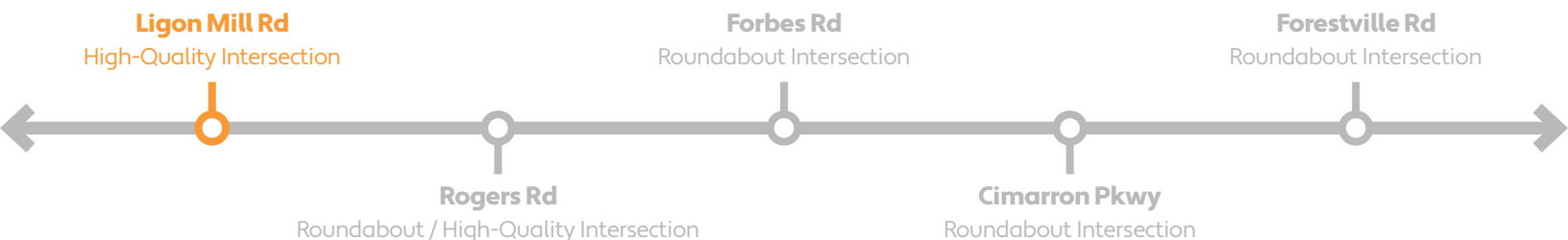
4 *New roundabouts to reduce vehicle speeds*



Northern Section: Rogers Rd to 98 Bypass
South Main Street: Proposed 3-Lane Section



CONCEPT A: LIGON MILL ROAD INTERSECTION



RECOMMENDATIONS

- **Cross-Section:** Four-lane divided/five-lane section, with median islands where indicated.
- **Lane Width:** 11 ft travel lanes.
- **Bike Facilities:** Continuous 12 ft sidepath on one side (northbound), with a 5.5 ft planting strip buffer.
- **Pedestrian Facilities:** Continuous sidewalks (minimum 8 ft width) along southbound side, with a 5.5 ft planting strip buffer. High-visibility crosswalks with a narrow pedestrian refuge island.
- **Traffic Calming/Speed Management:** 11 ft wide center median island to reduce speeds and allow for left turn movements as it approaches intersection.
- **Streetscaping & Lighting:** Street trees planted in accordance with NCDOT Guidelines for Planting within Highway Right-of-Way, and pedestrian-level lighting. Small canopy street trees proposed for the center median.
- **Other Features:** ADA-compliant curb ramps at all approaches.

SNAPSHOT: 5-LANE SECTION (BETWEEN LIGON MILL RD & ROGERS RD)

Existing 5-Lane Section along South Main Street.

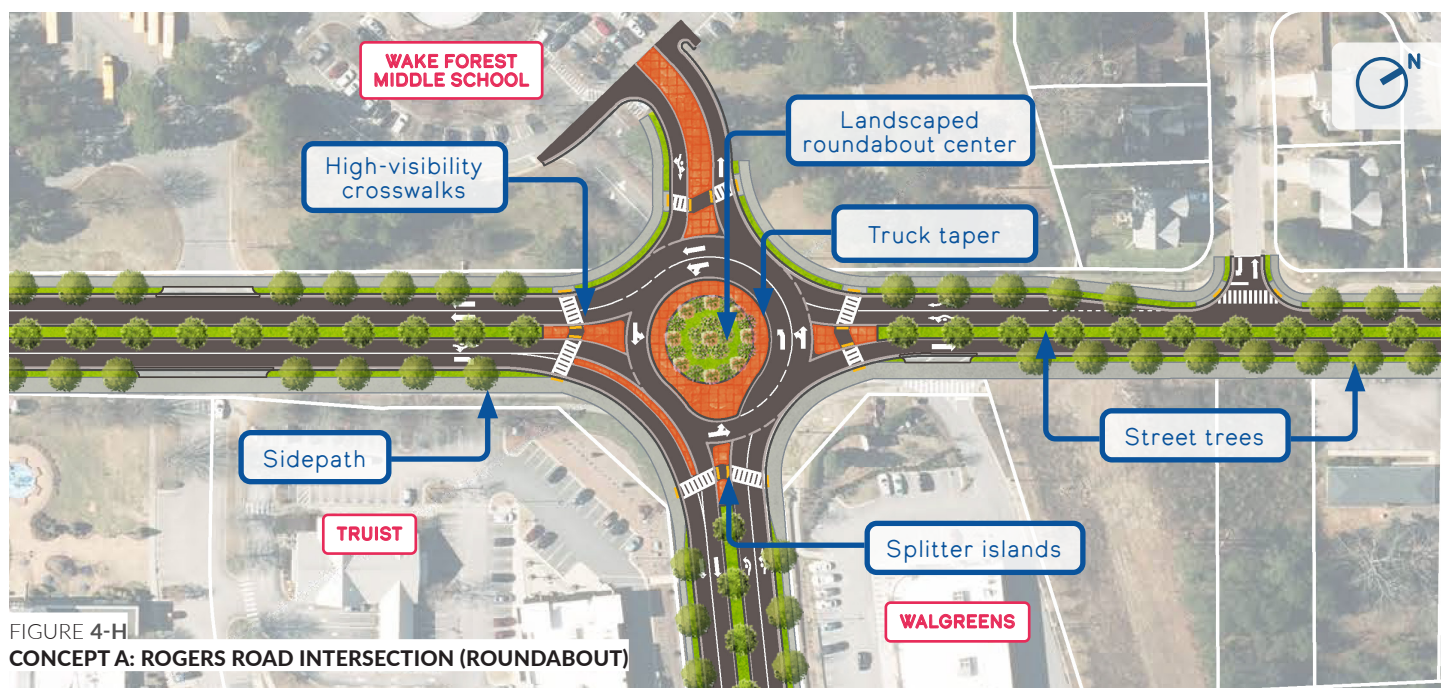
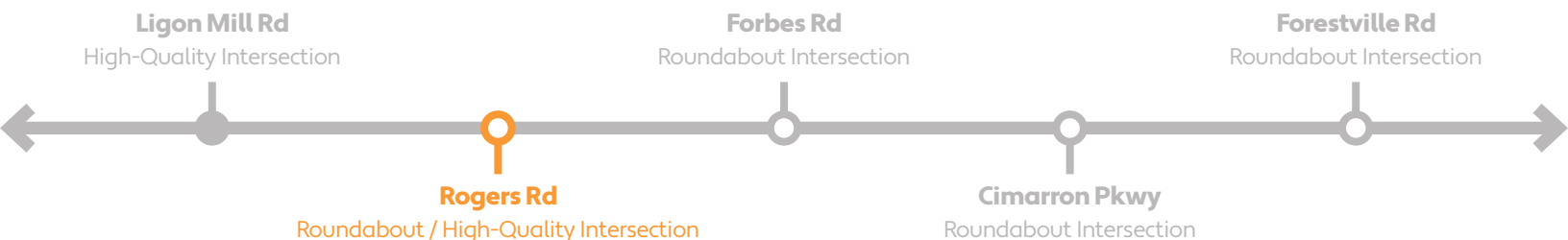
This segment of the corridor envisions a transformation of the southern section of South Main Street from the existing five-lane section to a proposed four-lane divided/ five-lane section with median islands that allow for turning movements in key access areas.

The proposed design includes a continuously buffered sidewalk and a sidepath, further enhancing the public realm and creating walking-friendly environments through the integration of street trees, landscaping, and quality streetscapes to bring multiple benefits that extend well beyond simply improving pedestrian safety.



Proposed 5-Lane Section along South Main Street (Photosim).

CONCEPT A: ROGERS ROAD INTERSECTION



RECOMMENDATIONS

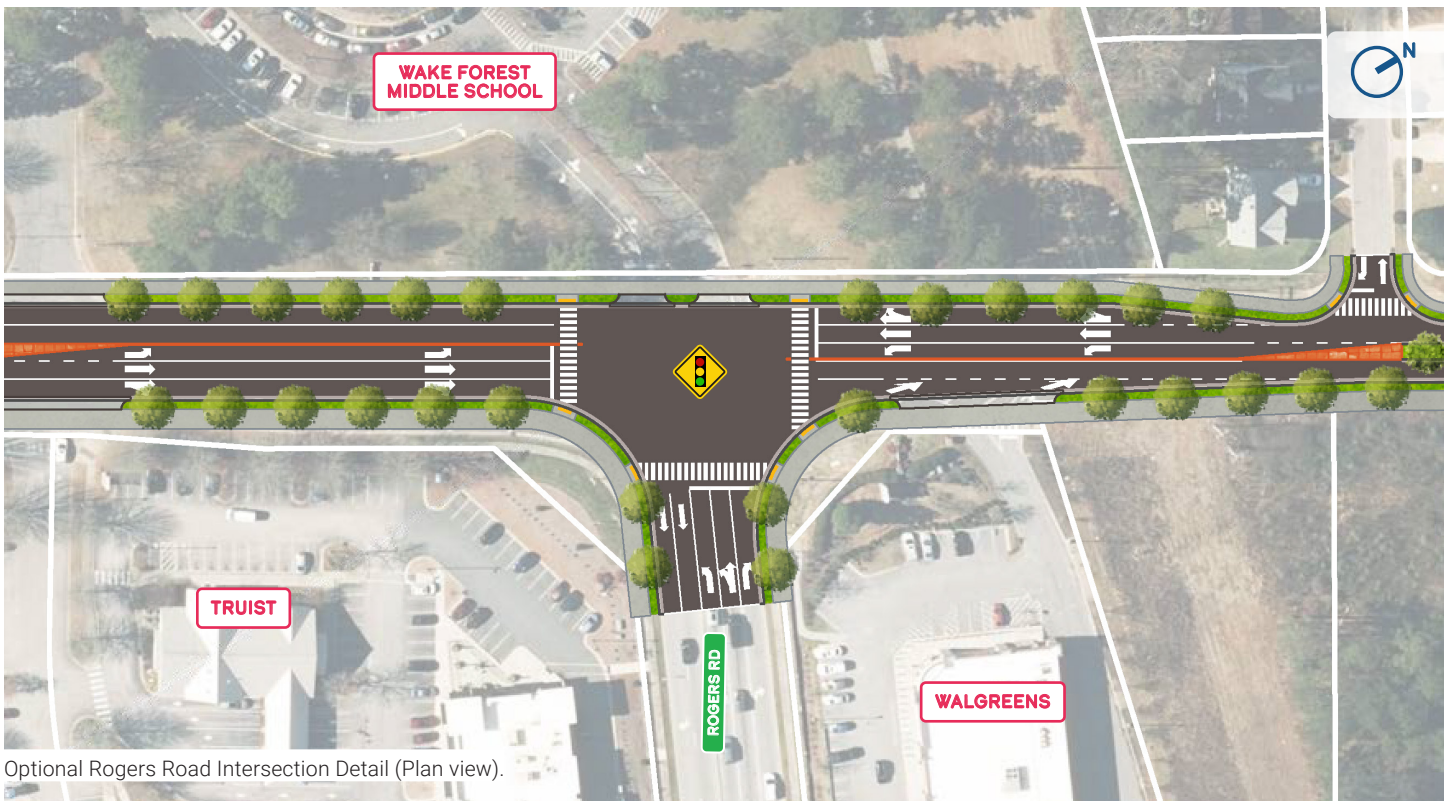
- **Cross-Section:** Four-lane divided/five-lane section, with median islands where indicated. This treatment gives way to the roundabout intersection elements.
- **Lane Width:** 11 ft travel lanes.
- **Bike Facilities:** Continuous 12 ft sidepath on one side (northbound), with a 5.5 ft planting strip buffer. Bicyclists traveling through the roundabout will share sidewalk with pedestrians when crossing.
- **Pedestrian Facilities:** Continuous sidewalks (minimum 8 ft width) along southbound side. High-visibility crosswalks with splitter islands.
- **Traffic Calming/Speed Management:** Drivers travel counterclockwise around the central island, yielding to traffic already in the circle and to pedestrians and cyclists in crosswalks.
- **Streetscaping & Lighting:** Street trees and pedestrian-level lighting before the roundabout. Landscaped roundabout center.
- **Other Features:** ADA-compliant curb ramps at all approaches. Truck apron around the central island to allow for turning movements.

SNAPSHOT: OPTIONAL ROGERS RD INTERSECTION ALTERNATIVE

Existing view of Rogers Road Intersection, looking towards the Middle School.

Two primary redesign alternatives have been considered: the introduction of a roundabout, as depicted in **Figure 4-H**, versus a traditional signalized intersection, illustrated below. Roundabouts are known to reduce the incidence of high-speed collisions and serious injuries by allowing a continuous, slower traffic flow and reducing vehicular conflict points. Conversely, even with enhanced signal timing, traditional intersections often grapple with the risk of right-angle and left-turn accidents.

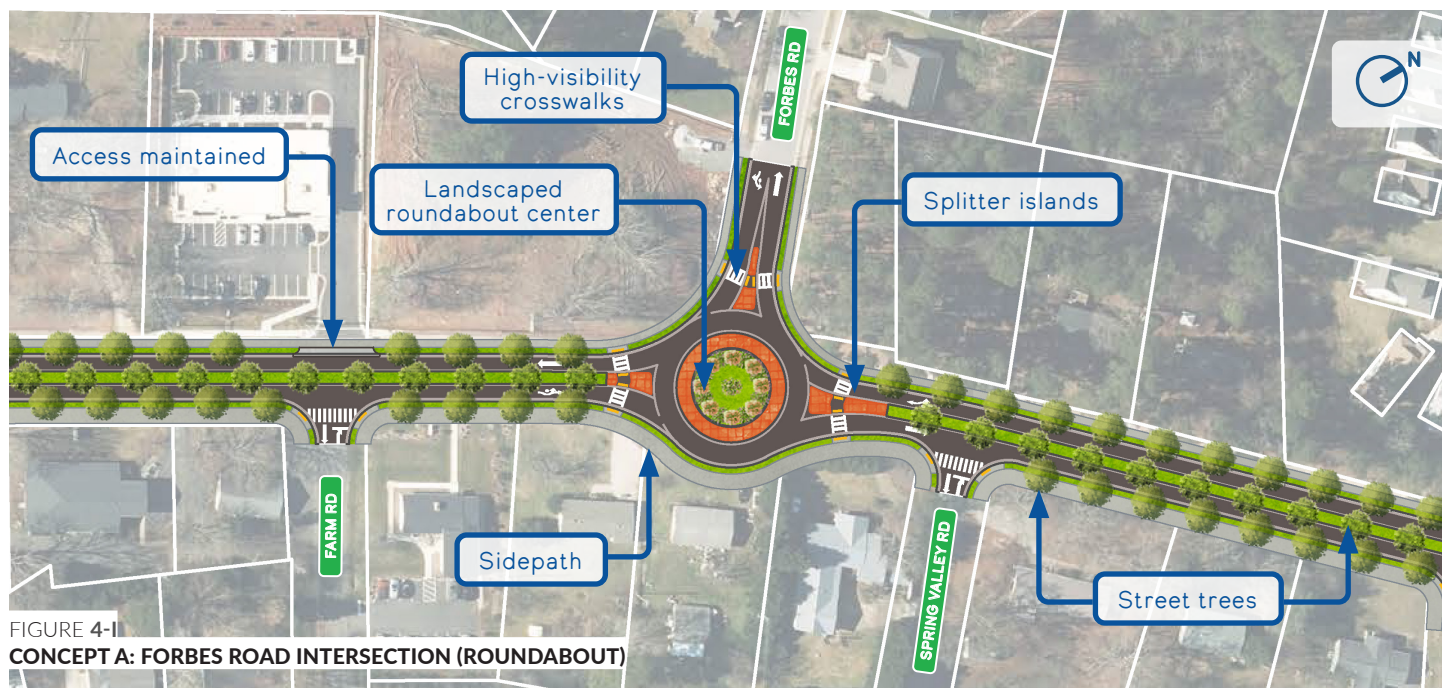
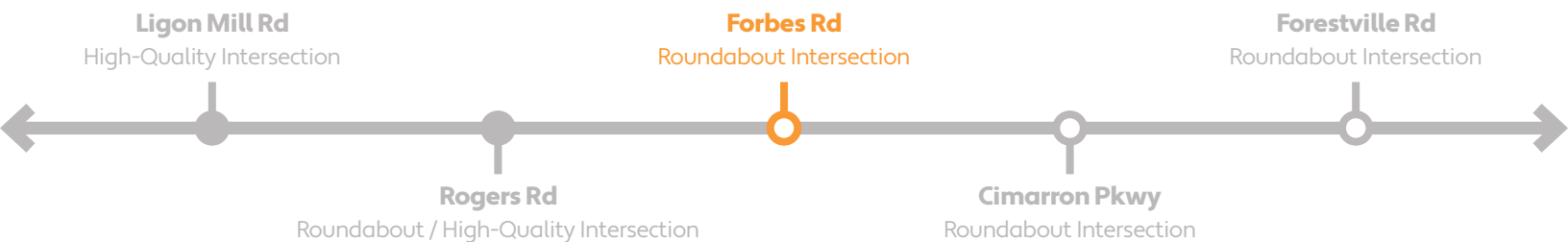
Although roundabouts need considerable space, traditional intersections tend to be more familiar to drivers and might be perceived as simpler to navigate, especially by those who are unfamiliar with roundabouts.



Optional Rogers Road Intersection Detail (Plan view).

Note: Alignment in this section does not reflect final engineering design. Final design subject to further review.

CONCEPT A: FORBES ROAD INTERSECTION



RECOMMENDATIONS

- **Cross-Section:** Two-lane divided/three-lane section, with median islands. This treatment gives way to the roundabout intersection elements.
- **Lane Width:** 11 ft travel lanes.
- **Bike Facilities:** Continuous 12 ft sidepath on one side (northbound), with a 5 ft planting strip buffer. Bicyclists can use sidepath following same rules as pedestrians, crossing at designated crosswalks.
- **Pedestrian Facilities:** Continuous sidewalks (minimum 6 ft width) along southbound side. High-visibility crosswalks to be easily noticeable by drivers.
- **Traffic Calming/Speed Management:** Single-lane configuration encourages a steady but slower pace that facilitates safer merges and turns, efficiently managing varying volumes of traffic and easing congestion during peak travel times.
- **Streetscaping & Lighting:** Landscaped central island that can include low-height shrubs, flowers, and groundcovers. LED lighting fixtures recommended.
- **Other Features:** ADA-compliant curb ramps at all approaches. Truck apron around the central island to allow for turning movements.

SNAPSHOT: FORBES RD ROUNDABOUT

Existing Forbes Road & South Main Street intersection (aerial).

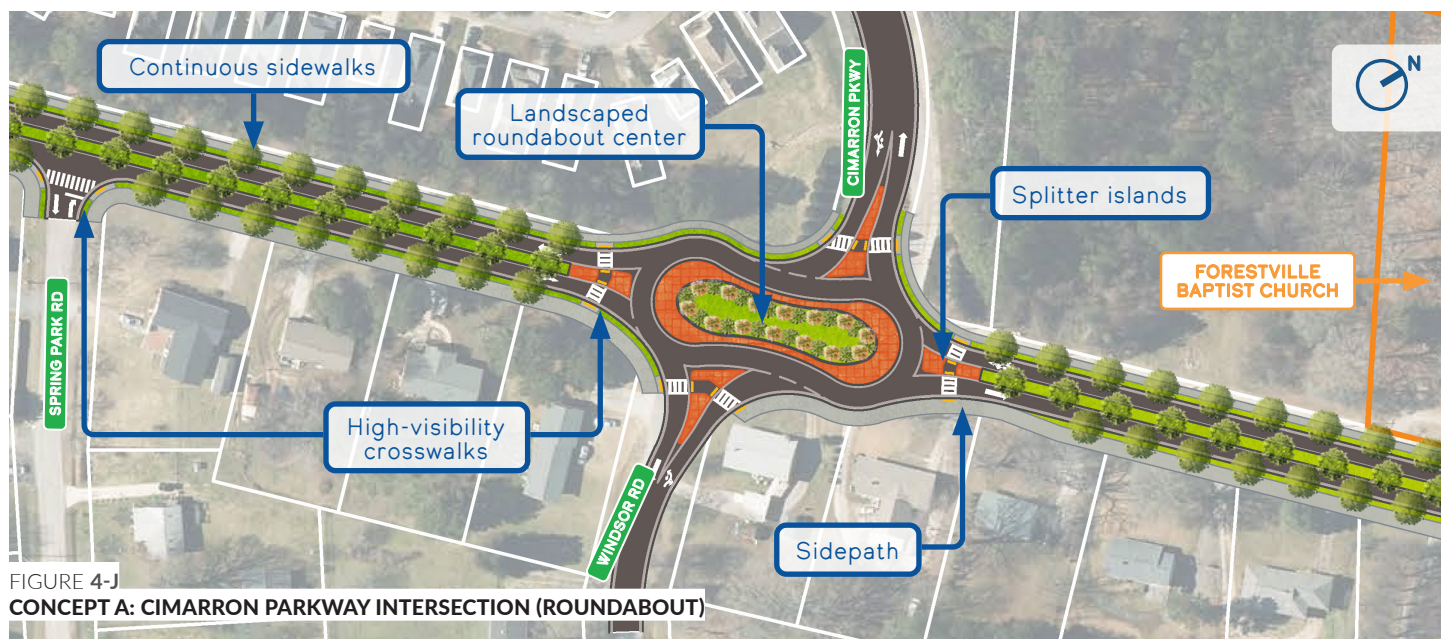
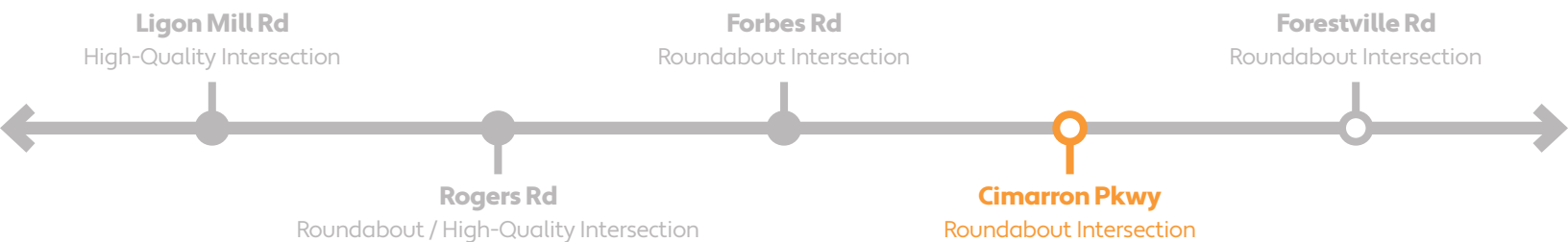
The proposed redesign for the Forbes Road intersection features a single-lane, three legged roundabout. This type of roundabout features a single circulating lane around a landscaped central island and three approaches (or legs).

This treatment aims to simplify entry and exit decisions for drivers, reducing the potential for collisions. Entry points are gently curved to slow incoming traffic, promoting safety as vehicles merge into the circular flow. This configuration also supports pedestrian and bicyclist movements through clearly defined crosswalks and paths.



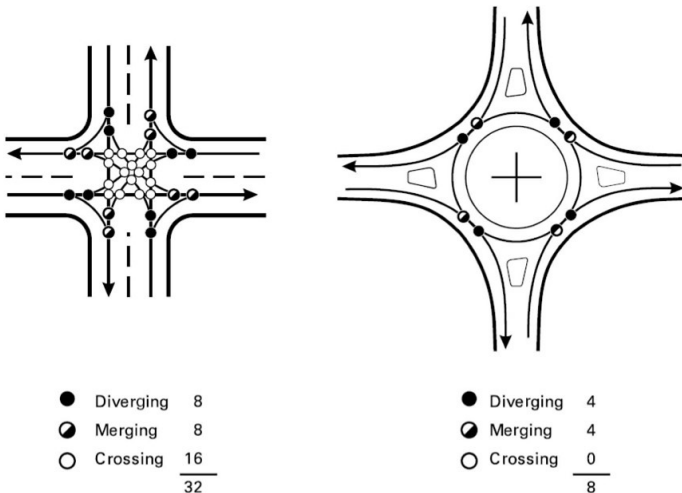
Proposed Forbes Road & South Main Street roundabout (aerial render).

CONCEPT A: CIMARRON PARKWAY INTERSECTION

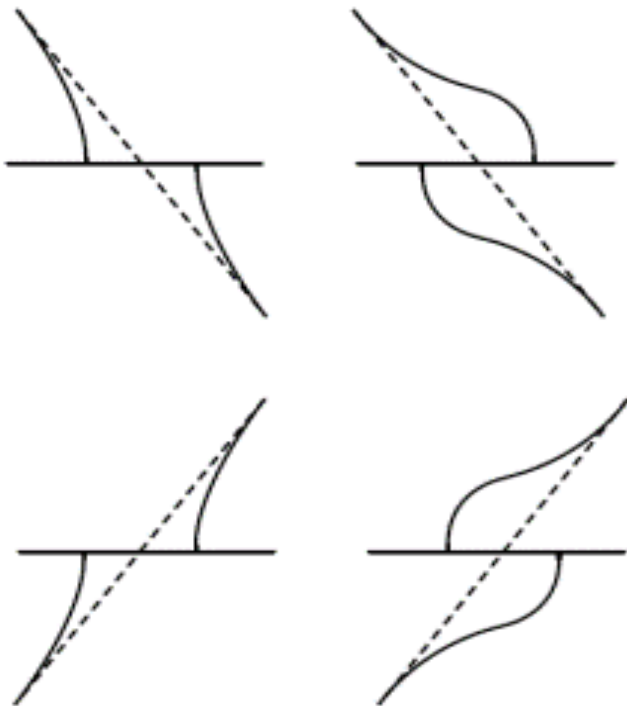


RECOMMENDATIONS

- **Cross-Section:** Two-lane divided/three-lane section, with median islands.
- **Lane Width:** 11 ft travel lanes.
- **Bike Facilities:** Continuous 12 ft sidepath on one side (northbound), with a 5 ft planting strip buffer before the Windsor Drive crossing.
- **Pedestrian Facilities:** Continuous sidewalks (minimum 6 ft width) along southbound side. High-visibility crosswalks and splitter islands at each approach provide safety refuge to reduce crossing distance.
- **Traffic Calming/Speed Management:** Roundabouts are effective at slowing traffic while maintaining flow and minimizing delay. The proposed peanut roundabout addresses the unsafe offset of side streets, essentially blending two intersections into a single roundabout.
- **Streetscaping & Lighting:** Landscaping and decorative paving materials (bricks, stamped concrete or cobblestones) to provide durable surfaces. Bollard lights or other lower-height fixtures can provide illumination without contributing to light pollution in this mostly residential segment.
- **Other Features:** ADA-compliant curb ramps at all approaches.

SNAPSHOT: PEANUT ROUNABOUTS

Skewed Roadway and Roundabout Conflict Points Comparison.



Geometric Realignment of Skewed Roadways.

Roundabouts bring together two or more crossing roadways along a shared circular roadway, not only moving vehicular traffic in the same direction, but also at similar speeds. This results in significant reduction in conflict points and collision severity at those points. Whereas a traditional 4-way, signalized intersection has 32 conflict points, a roundabout in the same location only has 8 conflict points – including 0 crossing (the most dangerous) conflict points:

Skewed intersections are exceptionally dangerous. They require drivers to contort their bodies to judge on-coming traffic, divert drivers' vision and attention from their intended direction of travel, allow higher turning movement speeds, and create longer crossing distances for pedestrians. By connecting two consecutive roundabouts, peanut roundabouts address both safety and intersection operation.

- Horizontal curves on the primary route reduces the speed of thru traffic.
- Offsetting entrance and exits for side streets reduces construction cost and property impacts.
- Vehicles are accommodated, but forced to lower speeds, improving bike and pedestrian safety.
- The unique design creates a landmark, defining the intersection and a neighborhood gateway.

When upfitting existing intersections, construction is always constrained by existing geometry. Realigning skewed roadways to intersect at perpendicular angles (into a "T" shape) increases safety but causes the crossings to become offset and create two 3-way intersections in rapid succession. This reduces the operational performance of the intersection.

CONCEPT A: FORESTVILLE ROAD INTERSECTION

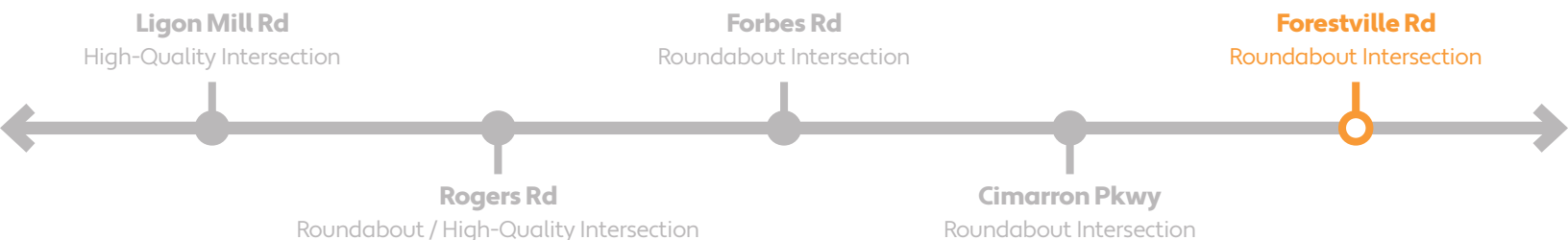


FIGURE 4-K
CONCEPT A: FORESTVILLE ROAD INTERSECTION (ROUNDAABOUT)

RECOMMENDATIONS

- **Cross-Section:** Two-lane divided/three-lane section, with median islands. This treatment gives way to the roundabout intersection elements.
- **Lane Width:** 11 ft travel lanes.
- **Bike Facilities:** Continuous 12 ft sidepath on one side (northbound), before the Liberty Street crossing and reduction to a 5 ft sidewalk for the segment before Friendship Chapel Road to accommodate for historic properties.
- **Pedestrian Facilities:** Continuous sidewalks (minimum 6 ft width) along southbound side.
- **Traffic Calming/Speed Management:** Increased safety due to lower speeds and fewer conflict points, reduced congestion, and enhanced aesthetics. Simplified traffic flow for drivers.
- **Streetscaping & Lighting:** Opportunity to incorporate public art into central island to celebrate local culture or history. Native and seasonal plantings recommended. Aesthetic lighting can be used to highlight landscaping and other features.
- **Other Features:** All hardscaping and landscaping features to comply with accessibility standards.

CONCEPT B: FULL OPTIMIZATION

Concept B: Full Optimization aims to fully transform South Main Street into a walkable, green gateway into the heart of Wake Forest, without being constrained by existing right-of-way boundaries. This ambitious concept suggests widening the right-of-way to 130 feet in the southern section and to 89 feet in the northern section of the corridor. It features a holistic enhancement of bicycle and pedestrian pathways, the introduction of roundabouts, high-visibility crosswalks, and medians filled with lush greenery. Additionally, it integrates green

infrastructure within curb bump-outs, significantly bolstering stormwater management while supporting local biodiversity, thereby infusing unique charm into the corridor. Concept B plans for 5-foot-wide bicycle lanes that are physically separated from vehicular lanes by barriers, such as a 1-foot monolithic curb adjacent to an on-street parking lane, or by differences in elevation. This includes curb-level 10-foot-wide sidepaths to provide safer navigation through roundabouts. It also proposes the expansion of sidewalks and the strategic placement of

on-street parking, which serves not only to facilitate access, but also to create an 8-foot-wide buffer zone enhancing safety for pedestrians and bicyclists. This buffer, positioned between the separated bicycle lanes or sidewalks and the roadway, also serves to calm traffic by creating a visual narrowing of the road. The thoughtful incorporation of on-street parking provides designated areas for disabled vehicles and emergency services, aimed at reducing interruptions to traffic flow.

BY THE NUMBERS



305 On-street parking spots



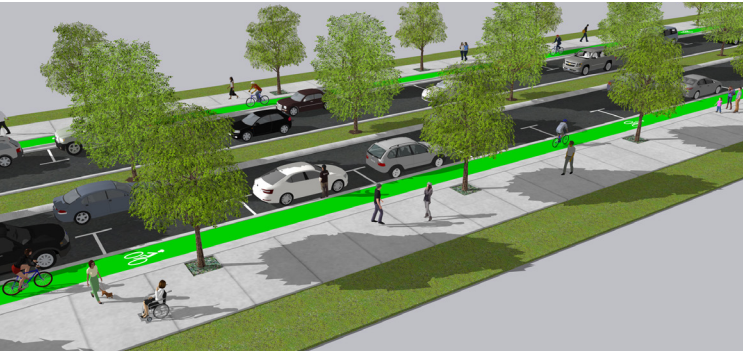
434 Added street trees



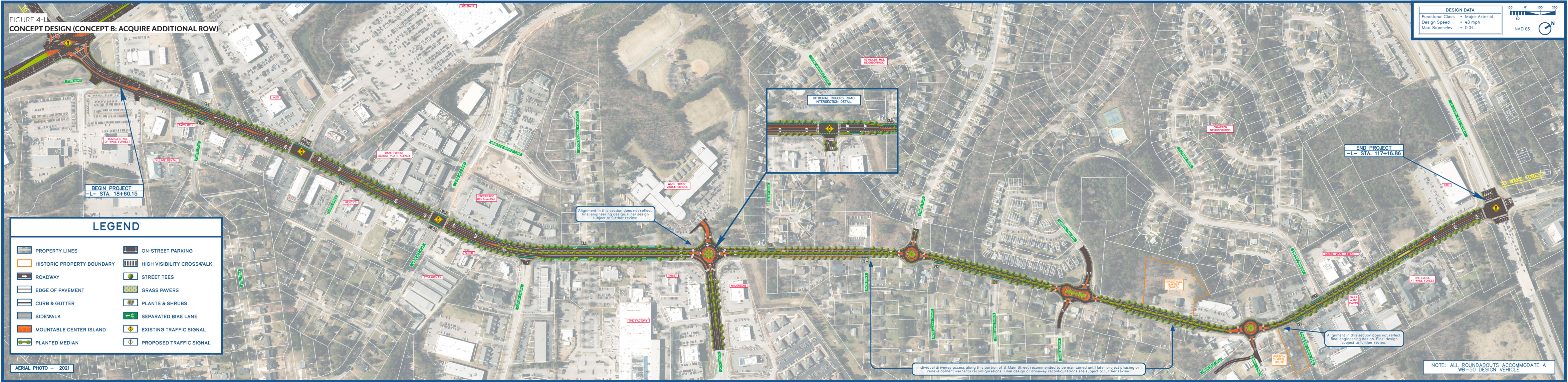
3.8 Miles of new separated bike lanes



Southern Section: US-1/Capital Blvd to Rogers Rd
South Main Street: Proposed 5-Lane Section

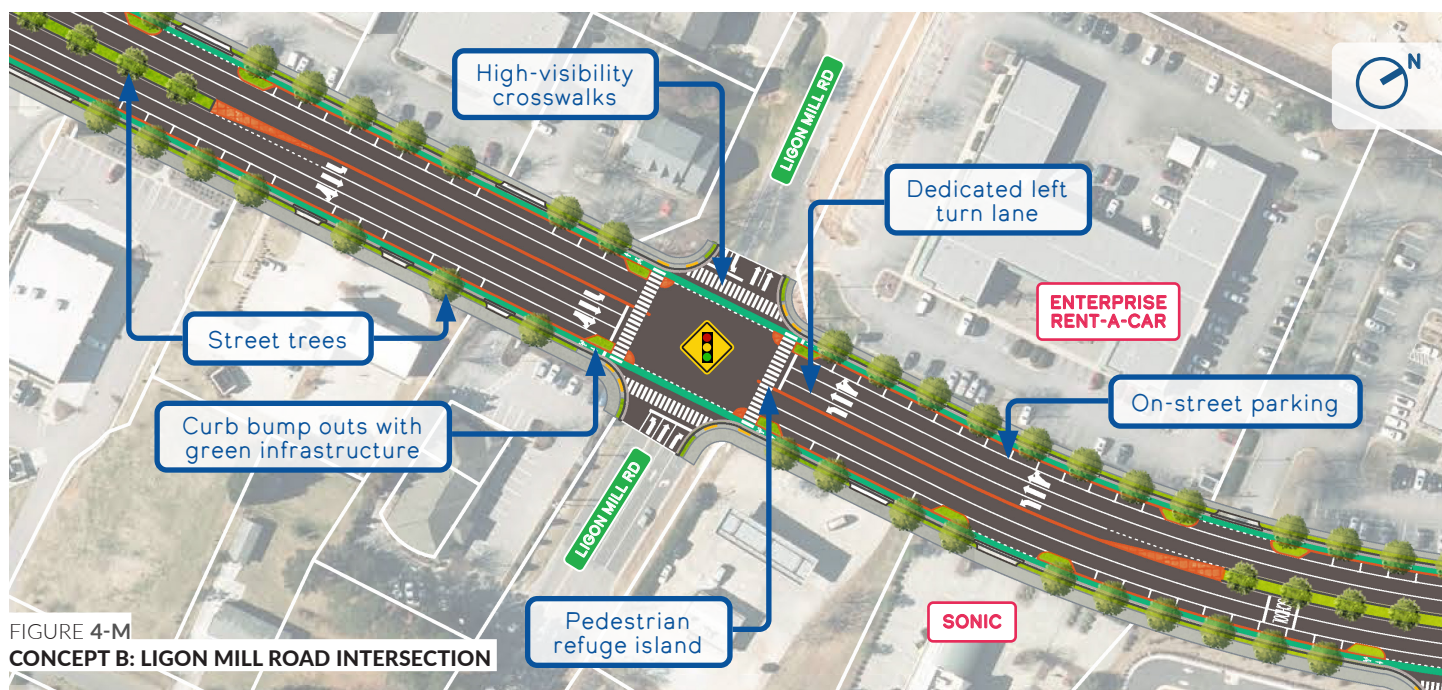
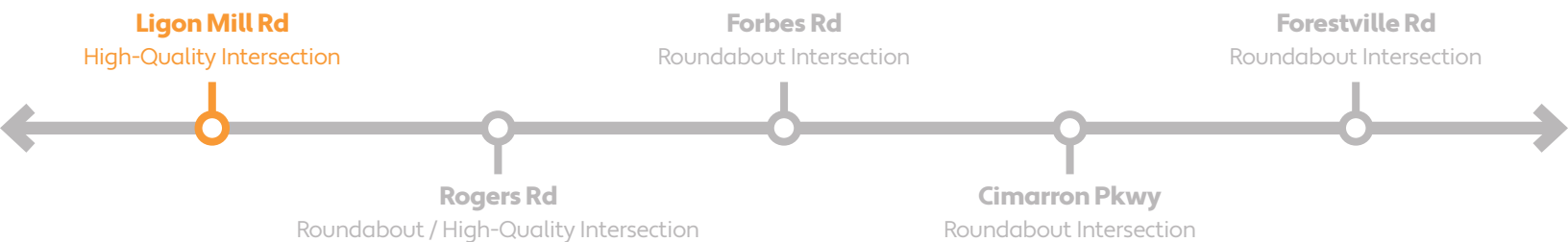


Northern Section: Rogers Rd to 98 Bypass
South Main Street: Proposed 3-Lane Section



Conceptual only: not for construction.

CONCEPT B: LIGON MILL ROAD INTERSECTION



RECOMMENDATIONS

- **Cross-Section:** Four-lane divided/five-lane section, with median islands where indicated. On-street parking (8 ft wide) on both sides.
- **Lane Width:** 11 ft travel lanes.
- **Bike Facilities:** Continuous 5 ft separated bike lanes with a 1 ft wide curb between the bike lane zone and on-street parking for both sides of the road.
- **Pedestrian Facilities:** Continuous sidewalks (10 ft wide along northbound side and 5 ft wide on southbound side), with a 4 ft planted or brick pavers buffer. High-visibility crosswalks on all sides of intersection.
- **Traffic Calming/Speed Management:** 11 ft wide center median island to reduce speeds and allow for left turn movements as it approaches intersection.
- **Streetscaping & Lighting:** Street trees every 20 feet line both sides of the roadway on the planting strip buffer, and pedestrian-level lighting. Smaller street trees proposed for the center median.
- **Other Features:** ADA-compliant curb ramps. Green infrastructure integrated into curb bump outs to enhance pedestrian safety and manage stormwater.

SNAPSHOT: LIGON MILL RD INTERSECTION

View of Ligon Mill Road intersection (Existing).

For the area around the Ligon Mill Road intersection, public feedback highlighted a strong desire for improved and expanded sidewalks, bike lanes, and paths that are safely separated from vehicular traffic. Featuring separated 5 ft bike lanes on each side of the road, buffered by a 1 ft raised curb and adjacent to on-street parking the proposed redesign for this section includes more walkable and bike-friendly environments that encourage active transportation and recreation. Additionally, curb bump outs integrated with green infrastructure serve to enhance pedestrian safety and manage stormwater more effectively. These considerations aim to support a more resilient and ecologically friendly urban environment.



Photosim of Ligon Mill Road intersection (Proposed).

CONCEPT B: ROGERS ROAD INTERSECTION

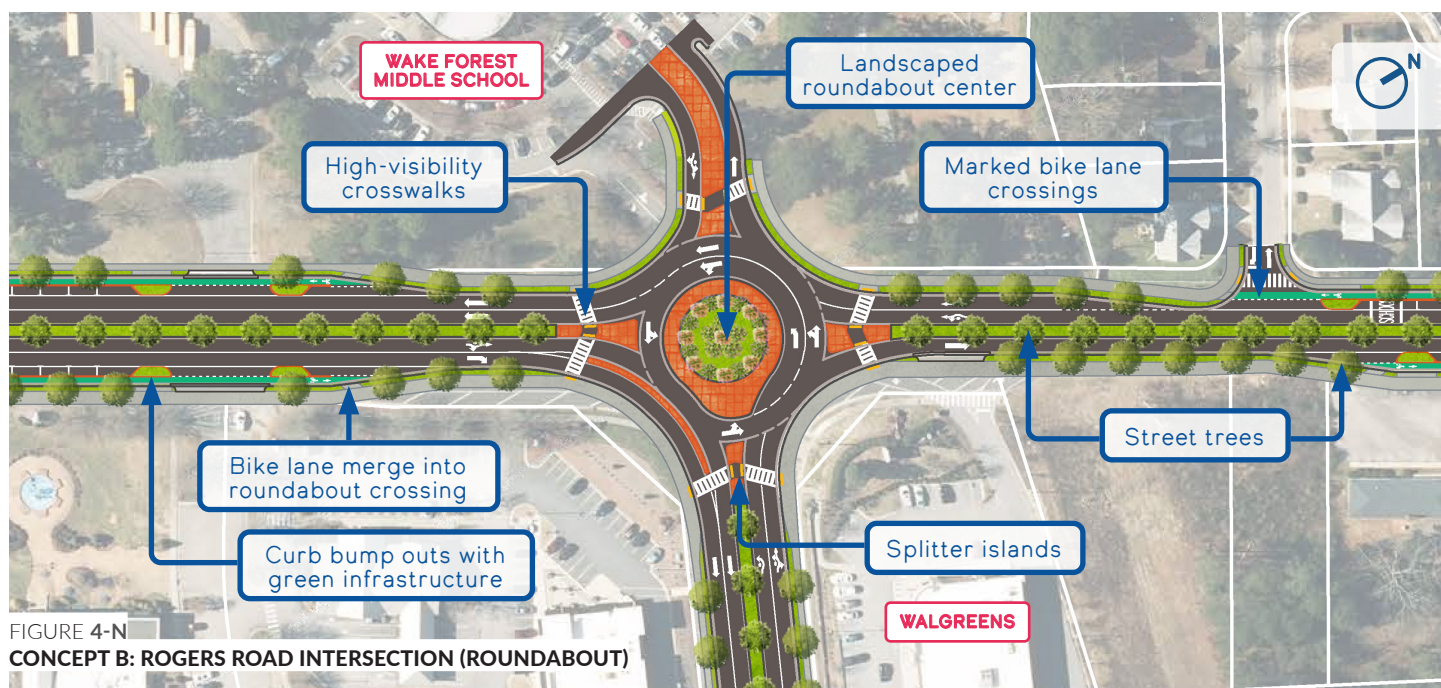
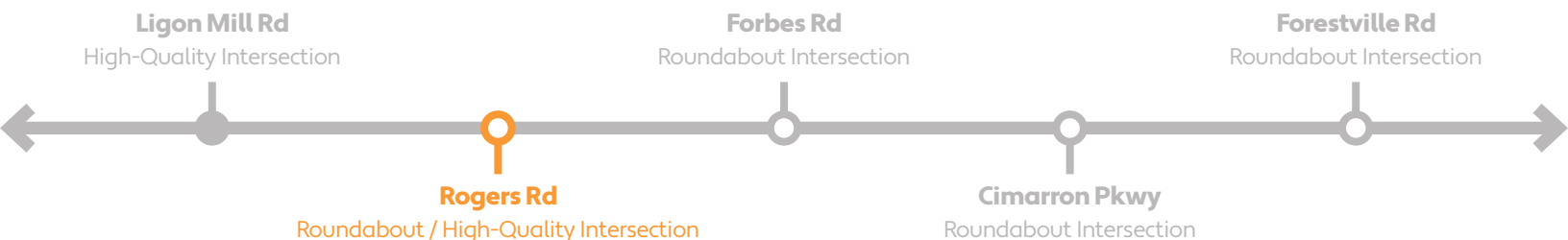


FIGURE 4-N
CONCEPT B: ROGERS ROAD INTERSECTION (ROUNDABOUT)

RECOMMENDATIONS

- **Cross-Section:** Four-lane divided/five-lane section, with median islands where indicated. This treatment gives way to the roundabout intersection elements.
- **Lane Width:** 11 ft travel lanes.
- **Bike Facilities:** Continuous 5 ft separated bike lanes with a 1 ft wide curb for both sides of the road. Bicyclists traveling through the roundabout will share sidewalk with pedestrians when crossing.
- **Pedestrian Facilities:** Continuous sidewalks (10 ft wide along northbound side and 5 ft wide on southbound side), with a 4 ft planted or brick pavers buffer. High-visibility crosswalks with splitter islands.
- **Traffic Calming/Speed Management:** Drivers travel counterclockwise around the central island, yielding to traffic already in the circle and to pedestrians in crosswalks.
- **Streetscaping & Lighting:** Street trees and pedestrian-level lighting before the roundabout. Landscaped roundabout center.
- **Other Features:** ADA-compliant curb ramps at all approaches. Truck apron around the central island to allow for turning movements. Green infrastructure integrated into curb bump outs.

SNAPSHOT: DIRECT TRANSITION TO SIDEPATH BEFORE THE ROUNDABOUT (BIKE LANE MERGE)

Example of a bike lane transition into a sidewalk or sidepath.

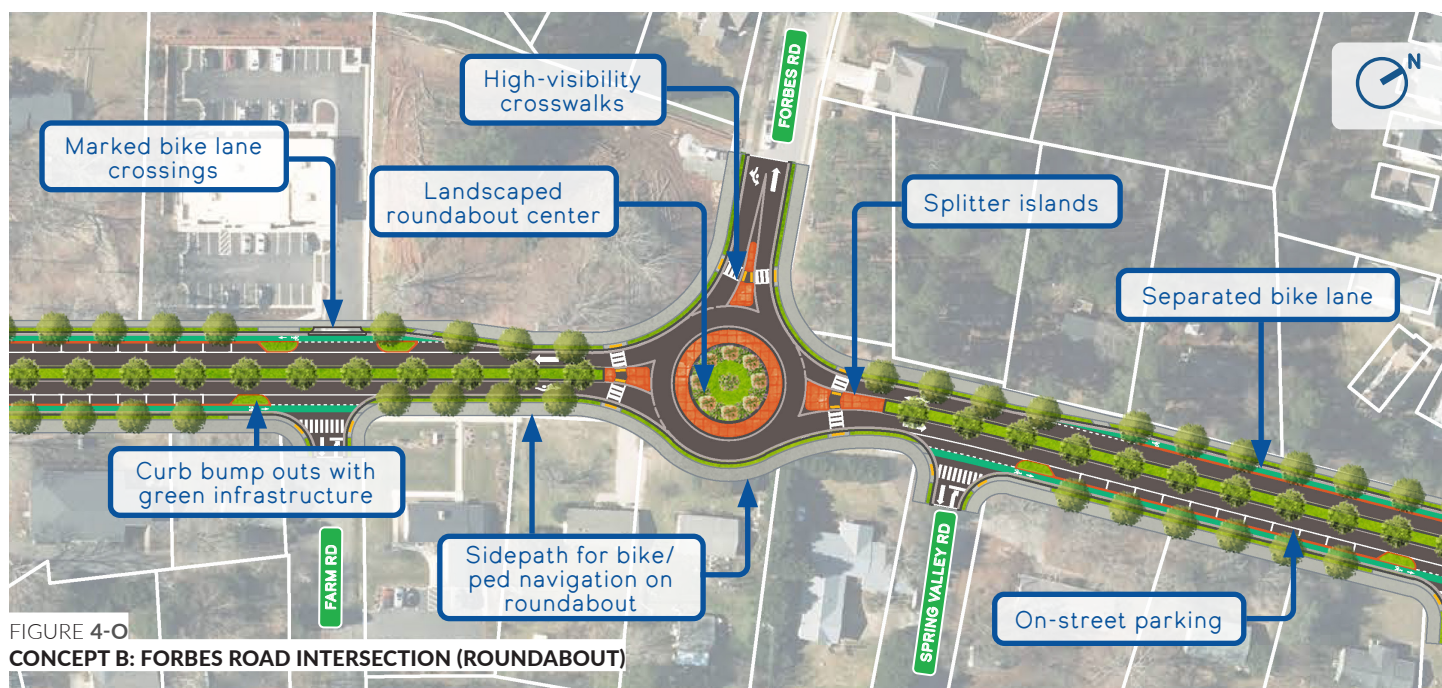
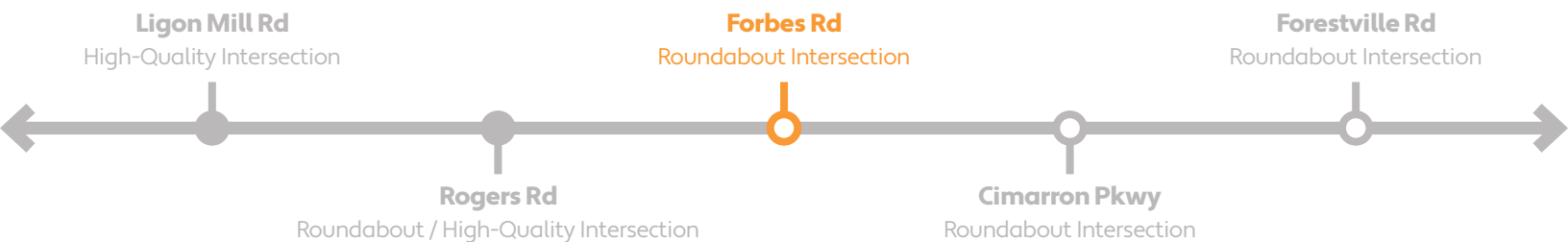
Source: Maricopa Association of Governments

Navigating roundabout efficiently and safely with a combination of bike lanes and sidepaths requires careful design to accommodate all users while minimizing conflicts and maintaining flow. For the proposed Concept B redesign alternative, bike lanes can transition into a sidepath well before the roundabout. This design diverts bicyclists off the roadway, merging them with pedestrians on a shared path that circumnavigates the roundabout externally. This treatment aims to reduce conflicts between bicyclists and motor vehicles within the roundabout; as well as providing a clearer and safer route for bicyclists who may not be comfortable navigating the roundabout with motor traffic.



Diagram of proposed bike lane transition into sidepath for navigation along roundabout intersection.

CONCEPT B: FORBES ROAD INTERSECTION



RECOMMENDATIONS

- **Cross-Section:** Two-lane divided/three-lane section, with median islands. This treatment gives way to the roundabout intersection elements.
- **Lane Width:** 11 ft travel lanes.
- **Bike Facilities:** Continuous 5 ft separated bike lanes with a 1 ft wide curb for both sides of the road. Bicyclists can use 10 ft sidewalk following same rules as pedestrians, to cross at designated crosswalks.
- **Pedestrian Facilities:** Continuous sidewalks (10 ft wide on both sides), with a 4 ft planted buffer. High-visibility crosswalks to be easily noticeable by drivers.
- **Traffic Calming/Speed Management:** Single-lane configuration encourages a steady but slower pace that facilitates safer merges and turns, efficiently managing varying volumes of traffic and easing congestion during peak travel times.
- **Streetscaping & Lighting:** Landscaped central island that can include low-height shrubs, flowers, and groundcovers. LED lighting fixtures recommended.
- **Other Features:** ADA-compliant curb ramps at all approaches. Truck apron around the central island to allow for turning movements.

SNAPSHOT: 3-LANE SECTION (BETWEEN ROGERS RD & FORBES RD)

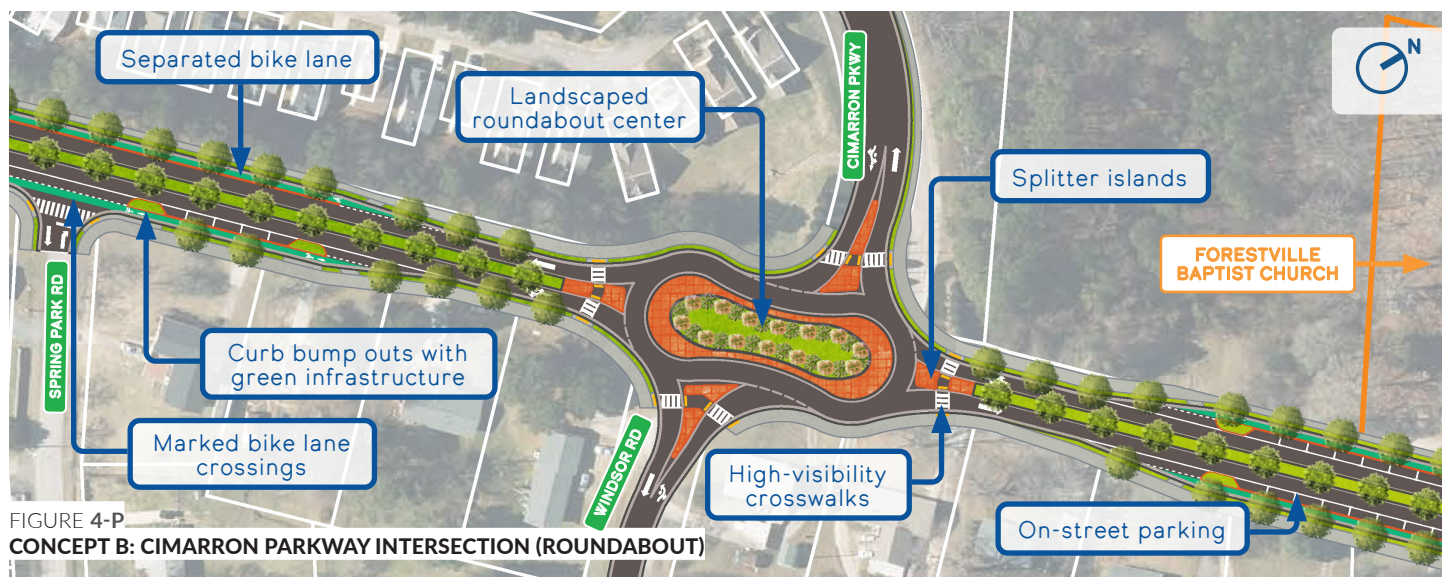
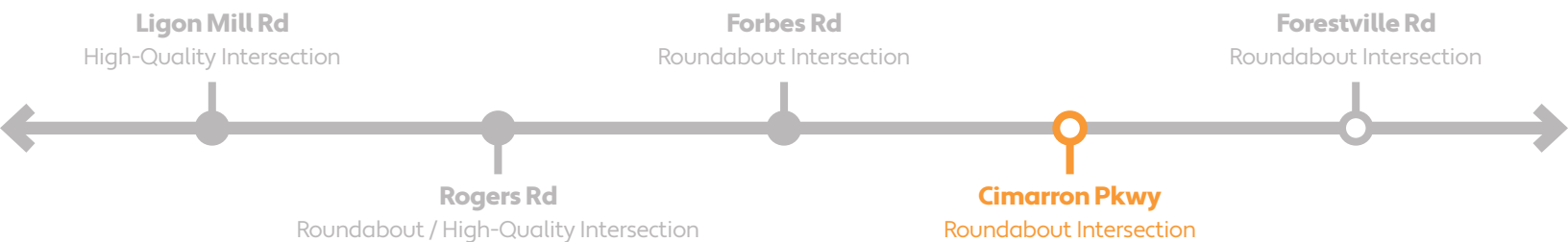
Existing 3-Lane Section along South Main Street.

The act of walking or cycling in pleasant, tree-lined areas increases the likelihood of engaging in exercise routines. As such, in the northern segment of the corridor, the proposed two-lane divided/three-lane section with median islands, still allows for turning movements in areas identified as a priority to maintain access. Between the bike lane raised curb buffer and the on-street parking, there is a 9 ft of separation between the bike lanes and the road, further enhancing the level of protection for both bicyclists and pedestrians. These improvements seek to support a higher quality of life for residents, offering both immediate and long-term benefits for communities.



Proposed 3-Lane Section along South Main Street (Photosim).

CONCEPT B: CIMARRON PARKWAY INTERSECTION



RECOMMENDATIONS

- **Cross-Section:** Two-lane divided/three-lane section, with median islands. On-street parking (8 ft wide) on both sides (ahead and past the intersection).
- **Lane Width:** 11 ft travel lanes.
- **Bike Facilities:** Continuous 5 ft separated bike lanes with a 1 ft wide curb for both sides of the road. Bicyclists can use 10 ft sidewalk following same rules as pedestrians, to cross at designated crosswalks.
- **Pedestrian Facilities:** Continuous sidewalks (10 ft wide on both sides), with a 4 ft planted buffer before the Windsor Drive crossing. High-visibility crosswalks.
- **Traffic Calming/Speed Management:** Roundabouts are effective at slowing traffic while maintaining flow, and minimizing delay. The proposed peanut roundabout is necessary because of the offset intersections, essentially blending two roundabouts into one.
- **Streetscaping & Lighting:** Landscaping and decorative paving materials (bricks, stamped concrete or cobblestones) to provide durable surfaces. Bollard lights or other lower-height fixtures can provide illumination without contributing to light pollution in this mostly residential segment.
- **Other Features:** ADA-compliant curb ramps at all approaches. Green infrastructure integrated into curb bump outs.

CONCEPT B: FORESTVILLE ROAD INTERSECTION

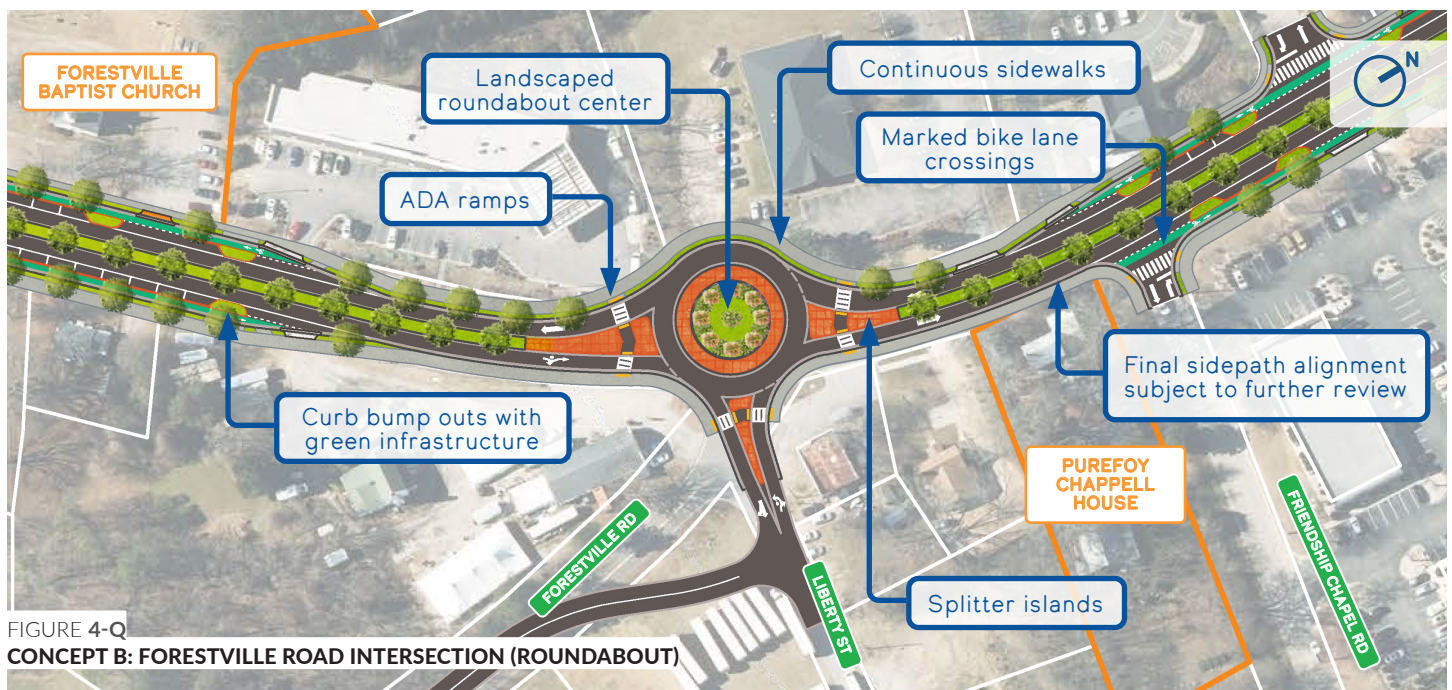
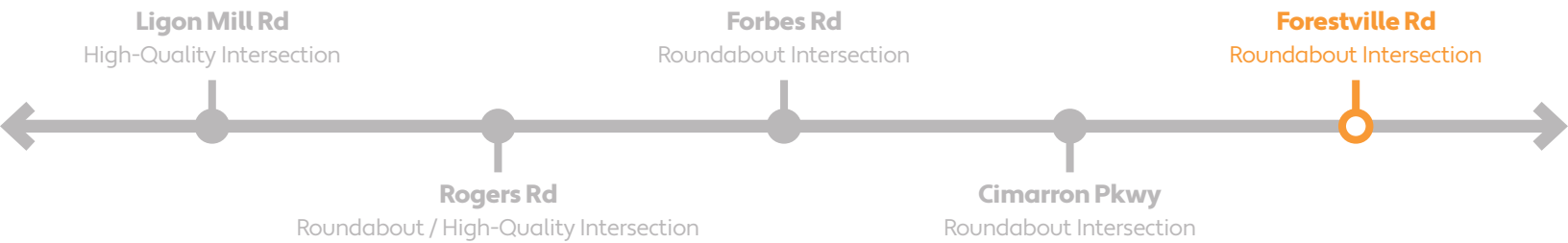


FIGURE 4-Q
CONCEPT B: FORESTVILLE ROAD INTERSECTION (ROUNDAABOUT)

RECOMMENDATIONS

- **Cross-Section:** Two-lane divided/three-lane section, with median islands. On-street parking (8 ft wide) on both sides (ahead and past the intersection).
- **Lane Width:** 11 ft travel lanes.
- **Bike Facilities:** Continuous 5 ft separated bike lanes with a 1 ft wide curb for both sides of the road, and bicyclists can use 10 ft sidewalk following same rules as pedestrians, to cross at designated crosswalks.
- **Pedestrian Facilities:** Continuous sidewalks (10 ft wide on both sides), and transition to a 5 ft sidewalk for the segment before Friendship Chapel Road to accommodate for historic properties.
- **Traffic Calming/Speed Management:** Increased safety due to lower speeds and fewer conflict points, reduced congestion, and enhanced aesthetics. Simplified traffic flow for drivers.
- **Streetscaping & Lighting:** Opportunity to incorporate public art into central island to celebrate local culture or history. Native and seasonal plantings recommended. Aesthetic lighting can be used to highlight landscaping and other features.
- **Other Features:** All hardscaping and landscaping features to comply with accessibility standards.

IMPACTS AND VALIDATION

HOW DO THESE CONCEPTS COMPARE TO EACH OTHER?

Upon comparison, the two concepts present a discernible trade-off between spatial demands and the scope of infrastructural adjustments required. **Concept A: Partial Optimization** aims to integrate pedestrians and bicyclists within the right-of-way by incorporating a median and pathways, representing a minimally invasive design. However, this method might provide less comprehensive bikeway than entirely separated lanes.

Conversely, **Concept B: Full Optimization** introduces separated bike lanes and on-street parking, significantly enhancing safety and convenience for both bicyclists and motorists, albeit at the cost of more extensive alterations to the current street layout. This approach potentially offers greater support to commercial uses by creating parking options while fostering a bike-friendly environment. Through this comparison, we aim to highlight the distinct trade-offs, benefits, and opportunities presented by each design.

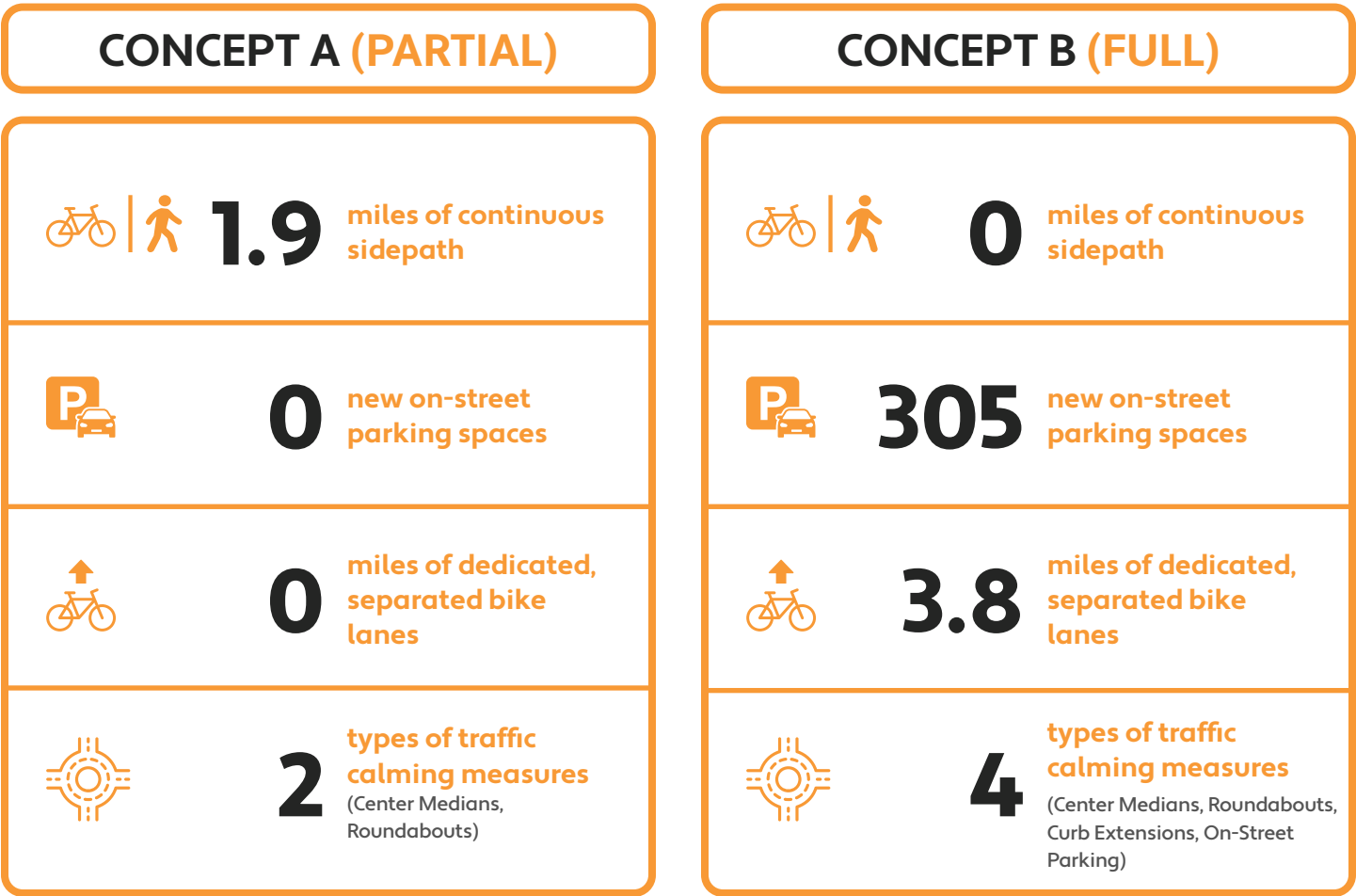


FIGURE 4-R
KEY FEATURES OF EACH DESIGN ALTERNATIVE

The ultimate decision must balance community preferences, spatial constraints, and long-term visions for South Main Street.



Both options reflect a deep commitment to improving safety, accessibility, and the overall quality of the public space. For its significant improvement of the corridor experience, both for drivers, bicyclists and pedestrians, as well as its potential for economic development and sustainability, **Concept B: Full Optimization** was chosen by the Board of Commissioners as the preferred alternative.

FIGURE 4-S
CONCEPT DESIGN
ALTERNATIVES
COMPARISON MATRIX

Legend

- Significant Improvement
- Partial Improvement
- No Improvement

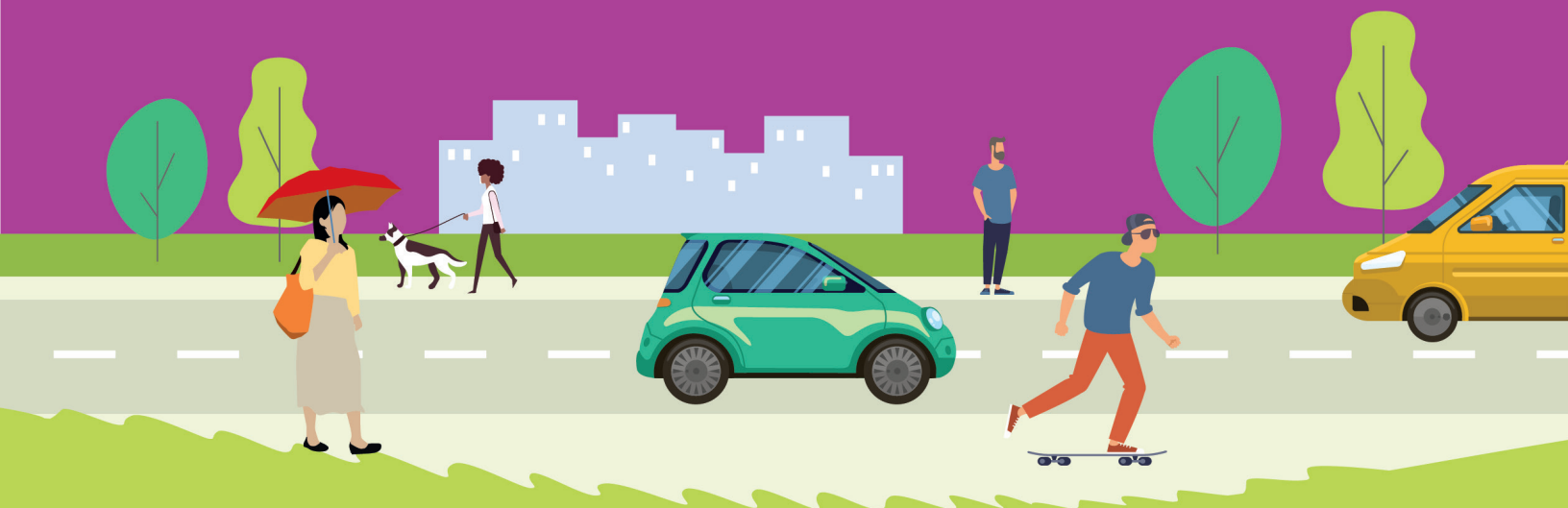
	Concept A No ROW Acquisition	Concept B Acquire Additional ROW
Safety <i>Does the design make South Main Street safer for all users?</i>		
Conflict Points <i>Reduces points where two vehicles can collide with each other or bicyclists & pedestrians.</i>		
Traffic Speeds <i>Includes design treatments like roundabouts and "side friction" to reduce traffic speeds.</i>		
Bike & Pedestrian Safety <i>Includes separation from traffic for biking & walking with physical barriers for ease of use.</i>		
Emergency Response <i>Includes pulloff areas for emergency services & disabled vehicles to allow uninterrupted traffic flow.</i>		
Bike & Pedestrian Improvements <i>Does the design enhance the experience & usability of the corridor for biking walking?</i>		
Sidewalk Gaps & Usability <i>Filling in missing sidewalk links, dead-ends, and sharing space with bicyclists.</i>		
Bike Gaps & Usability <i>Filling in missing bikeway links, dead-ends, and sharing space with pedestrians.</i>		
Crosswalk Enhancement <i>Includes visibility, pedestrian refuges, and opportunities for signal improvements.</i>		
Capacity <i>How does the design impact traffic flow and capacity on South Main Street?</i>		
Intersection Wait Times <i>How long it takes to pass through an intersection or turn onto a street?</i>		
Automobile Volume Capacity <i>How many automobiles can the design support?</i>		
Bike & Pedestrian Capacity <i>How many bicyclists and pedestrians can the design support?</i>		
Parking Capacity <i>Are there opportunities to increase parking for existing & future development?</i>		
Impacts <i>How does the design impact the surrounding natural and built environment?</i>		
Adjacent Properties <i>Minimizes the physical impacts to properties along the corridor.</i>		
Stormwater Infrastructure <i>Provides opportunities for rain gardens, bioretention swales, and underground retention.</i>		
Increased Tree Canopy & Vegetation <i>Provides opportunities for shade trees and plantings.</i>		

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CHAPTER 5

IMPLEMENTATION

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5 IMPLEMENTATION



Example of redesign strategies along the corridor.

◀ The success of the South Main Street Corridor Study ultimately rests on Wake Forest and NCDOT leaders' ability to turn its vision into a reality.

This chapter outlines the roadmap for the implementation phase and breaks down the process into actionable stages, necessary steps, timelines, resources, and stakeholder responsibilities required. Additionally, this section presents potential funding sources, partnerships, and regulatory considerations critical for a successful implementation. By providing a clear and structured implementation strategy, this chapter guides the redevelopment of the South Main Street corridor from concept to completion with the continued involvement of the Wake Forest community.

THIS CHAPTER COVERS:

- Cost Estimates
- Funding Strategies

COST ESTIMATES

This section provides an overview of Concept B, the chosen design for further development. This decision reflects a choice to pursue a full transformation of the corridor, enhancing its functionality and public realm appeal. The following tables (Figure 5-A and Figure 5-B) break down the projected expenses associated with elements of the redesign.

CONCEPT B: COST ESTIMATE

Construction Total	\$ 14,703,000
Mobilization (5%)	\$ 740,000
Preliminary Engineering Design (15%)	\$ 2,210,000
Construction Engineering Inspections (15%)	\$ 2,210,000
Contingency (30%)	\$ 4,410,000
TOTAL	\$ 24,273,000

FIGURE 5-A
CONCEPT B: COST ESTIMATE

- The quantities shown here, rounded up to the nearest 10,000 dollars, have formed the basis for construction cost estimates, using standard unit cost values from similar corridor projects.
- There will be unforeseen site conditions, right-of-way acquisition costs, and additional material costs identified during the engineering design stage.
 - **Right-of-way acquisition costs were not included in developing this estimate** as they may vary greatly based on local real estate conditions and individual property owners at the time of construction.
 - A 15% design fee and 30% contingency are assumed.
 - These estimates are for 2024 costs and subject to change following full surveys and final design.

CONCEPT B: CONSTRUCTION COST BREAKDOWN

LINE ITEM	QUANTITY	UNIT COST	LINE ITEM COST
Concrete Sidewalk	11,200 sf	\$ 40	\$ 448,000
Concrete Median	33,500 sf	\$ 50	\$ 1,675,000
C&G Construction	40,500 lf	\$ 85	\$ 3,442,500
Drainage Improvements	1.9 mi	\$ 400,000	\$ 760,000
Thermoplastic Markings	1.9 mi	\$ 25,000	\$ 47,500
ADA Curb Ramp	66 each	\$ 5,000	\$ 330,000
Pavement Resurfacing	53,000 sy	\$ 100	\$ 5,300,000
Utility Relocations	40 each	\$ 20,000	\$ 800,000
Utility Relocations below ground	1.9 mi	\$ 1,000,000	\$ 1,900,000
CONSTRUCTION TOTAL			\$ 14,703,000

FIGURE 5-B
CONCEPT B: CONSTRUCTION COST BREAKDOWN

FUNDING STRATEGIES

This Study is just the first step in the process to improve South Main Street. Moving this project from planning phases to design and construction requires the coordinated efforts of many stakeholders from Wake Forest, the Capital Area MPO, NCDOT, and others, and a well thought-out strategy to fund each stage. There are three main categories of transportation funding available for this project:

STATE FUNDING: THE COMPLETE STREETS PROCESS

One option for design and construction of these improvements is through the **State Transportation Improvement Program (STIP)**. Updated every two years, this program schedules and provides funding for all transportation projects that receive State or Federal funding. Projects are selected through a process called Prioritization, which evaluates all projects for their benefits to overall mobility and cost-effectiveness.

Once a project is programmed for funding through prioritization, Complete Streets elements of the design are vetted through the **States Complete Streets Evaluation Methodology**.



STATE TRANSPORTATION IMPROVEMENT PROGRAM (STIP)

A 10 year State and Federal-mandated plan that identifies the construction funding for and scheduling of transportation projects throughout the state.

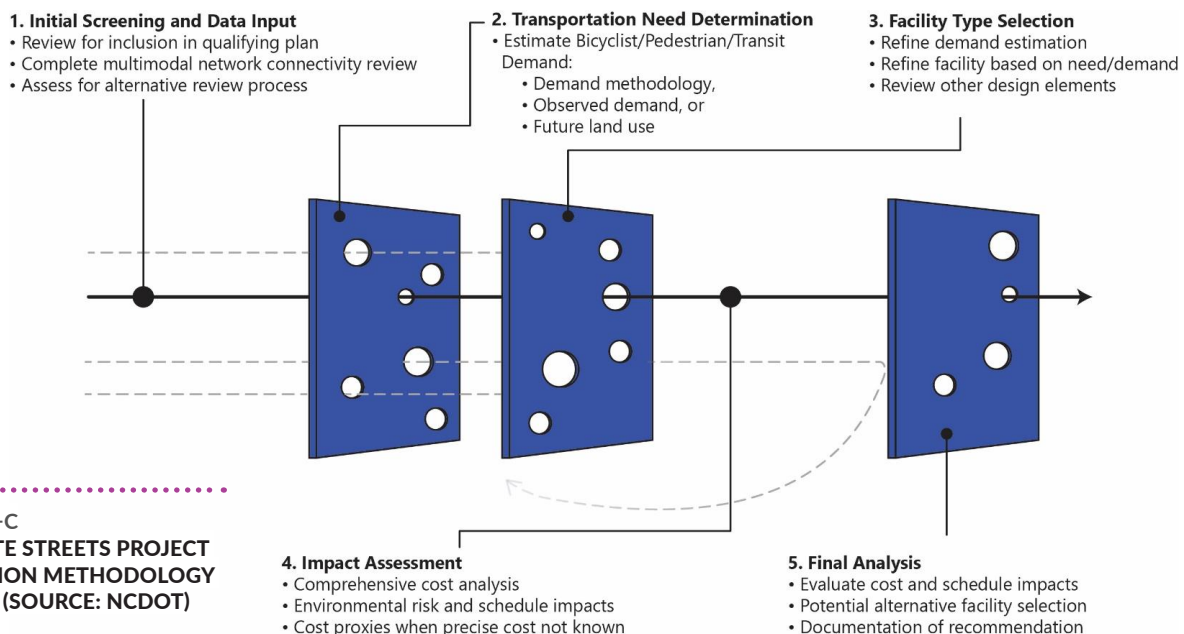


FIGURE 5-C
COMPLETE STREETS PROJECT
EVALUATION METHODOLOGY
PROCESS (SOURCE: NCDOT)

HOW ARE BICYCLE AND PEDESTRIAN IMPROVEMENTS EVALUATED AND CONSTRUCTED?

Bike and pedestrian elements of transportation projects are evaluated through the **Complete Streets Evaluation Methodology**. Depending on results, NCDOT may pay for some – or even all – multimodal elements as part of a project. There are four main requirements:

1. The project must be part of an adopted Comprehensive Transportation Plan;
2. The project's design must meet NCDOT standards: the Roadway Design Manual, AASHTO standards and eligible bike or pedestrian facility types;
3. The project must have a clear transportation purpose; and
4. There must be a local maintenance agreement in place.

Steps to get this project built through State funding:

- **Step 1:** Endorse this plan and amend the local Comprehensive Transportation Plan.
- **Step 2:** Coordinate with CAMPO to amend the Metropolitan Transportation Plan.
- **Step 3:** Amend local bike and pedestrian or other mobility plans to reference this Plan's recommendations.

WHAT'S THE LOCAL MATCH REQUIREMENT?

Federal and State formula funds typically require a 20% local match. For bike and pedestrian improvements, the NCDOT's cost-share depends upon whether the facilities are (1) in a plan (CTP or other locally adopted plan), (2) need is identified, or (3) a "betterment".

- **In a plan and need identified:** NCDOT pays 100% of cost.
- **Not in a plan and need identified:** Town pays 15% of cost.
- **Betterment:** Town pays 100% of cost.



A typical example of a one way traffic jam in North Carolina.



Example of walkable mixed use area (Raleigh, NC).



Example of bicycle and pedestrian improvement projects.

REGIONAL FUNDING: LOCALLY ADMINISTERED PROJECTS PROGRAM (LAPP)

The Locally Administered Projects Program (LAPP) is a funding program of the Capital Area MPO (CAMPO) that allocates certain federal funding program dollars to implement local transportation projects. Each year, the MPO identifies the proportions of investments in different project categories, like Roadways, Bike & Pedestrian, and Transit projects - all of which require Complete Streets elements.



LOCALLY ADMINISTERED PROJECTS PROGRAM (LAPP)

The LAPP was first adopted by the CAMPO on October 20, 2010. The program is used by the MPO to prioritize and program local transportation projects in the region that utilize federal funding and are the responsibility of the MPO (such as Surface Transportation Block Grant Program - Direct Allocation (STBGP-DA), Congestion Mitigation for Air Quality (CMAQ), etc.).

WHAT PROJECTS ARE ELIGIBLE?

- **Roadways:** Roadway projects must be eligible for federal aid, meaning major collector or higher on the federal aid system.
- **Safety:** Any road is eligible for safety projects.
- **Bike & Pedestrian:** Projects must show a clear transportation purpose, transporting users from one place to another.

WHAT OTHER CONDITIONS ARE REQUIRED?

- **MTP-compliant:** the project must be included in the Metropolitan Transportation Plan.
- **Local sponsorship:** the NCDOT division or Town must be responsible for all reporting requirements.

WHAT'S THE LOCAL MATCH?

LAPP funded projects require a minimum 20% local match, with higher contributions improving competitiveness. Local matches must be committed in order to receive LAPP funding.



Example of walkable & bikeable mixed use area (Raleigh, NC).



Example of bicycle improvement projects.

GRANT OPPORTUNITIES

Grant programs may be one source of funding. At both the federal and state levels, grant programs exist for the planning, design, and construction of transportation improvements. These grants are largely competitive in nature, and are not guaranteed, so the Town should research carefully which grant programs to target for funding, and communicate with agencies in advance to ensure the project is a good fit. Due to the complexity of these grant programs, outside consultation may be necessary.

ACTIVE TRANSPORTATION INFRASTRUCTURE INVESTMENT PROGRAM (ATIIP)

- **Funding Type:** Grant, 20% local match
- **Funding Entity:** United States Department of Transportation, Federal Highway Administration
- **Application Entity:** CAMPO, Town of Wake Forest
- **Additional Details:** The Active Transportation Infrastructure Investment Program (ATIIP) is a new competitive grant program created by the Bipartisan Infrastructure Law to construct projects to provide safe and connected active transportation facilities in active transportation networks or active transportation spines. ATIIP projects will help improve the safety, efficiency, and reliability of active transportation networks and communities; improve connectivity between active transportation modes and public transportation; enhance the resiliency of on- and off-road active transportation infrastructure; help protect the environment; and improve quality of life in disadvantaged communities through the delivery of connected active transportation networks and expanded mobility opportunities.
- **Making Wake Forest Competitive:** The Active Transportation Infrastructure Investment Program (ATIIP) favors large, transformative multimodal projects. Emphasize South Main Street's importance as a part of Wake Forest's mobility spine.



THE ACTIVE TRANSPORTATION INFRASTRUCTURE INVESTMENT PROGRAM (ATIIP)

The ATIIP grants will allow communities to identify, prioritize, and implement improvements to the largest barriers to safe, accessible, and equitable pedestrian and bicycle network connectivity through the development of infrastructure that will provide substantial additional opportunities for walking and bicycling.



Bike and pedestrian infrastructure allow for less carbon intensive trips.

ECONOMIC ADJUSTMENT ASSISTANCE AND PUBLIC WORKS

- **Funding Type:** Grant, often requires 20% local match. The office has discretion to pay 100%, however.
- **Funding Entity:** United States Department of Commerce: United States Economic Development Administration
- **Application Entity:** grants.gov
- **Additional Details:** Assists state and local interests in designing and implementing strategies to adjust or bring about change to an economy. This is a flexible program, and aims to help hundreds of communities plan, build, and put people back to work through construction or non-construction projects designed to meet local needs.
- **Making Wake Forest Competitive:** Emphasize how this project improves economic diversity and resilience. Discuss downtown development and catalyst sites.



PROMOTING RESILIENT OPERATIONS FOR TRANSFORMATIVE, EFFICIENT, AND COST-SAVING TRANSPORTATION (PROTECT)

- **Funding Type:** Grant
- **Funding Entity:** United States Department of Transportation, Federal Highway Administration
- **Application Entity:** grants.gov
- **Additional Details:** This program emphasizes creating resilient infrastructure in the face of extreme weather and climate change.
- **Making Wake Forest Competitive:** Emphasize how the complete streets process will include items that improve stormwater management. For example: curb and gutter, street trees, and other relevant items.



REBUILDING AMERICAN INFRASTRUCTURE WITH SUSTAINABILITY AND EQUITY (RAISE)

- **Funding Type:** Grant
- **Funding Entity:** United States Department of Transportation, Office of the Secretary
- **Application Entity:** grants.gov
- **Additional Details:** RAISE funding is much more flexible than other grant programs, so this makes it highly competitive. Rural communities tend to do better at securing money, because half of the RAISE money is dedicated to rural communities.
- **Making Wake Forest Competitive:** When the Notice of Funding Opportunity is released, read the information to learn what the grant is emphasizing this year. Last year, local impact, persistent poverty, and historically disadvantaged communities were emphasized.



SAFE STREETS FOR ALL (SS4A)

- **Funding Type:** Grant
- **Funding Entity:** United States Department of Transportation
- **Application Entity:** Directly to Department of Transportation (see Notice of Funding Opportunity when it comes out)
- **Additional Details:** This grant seeks to eliminate roadway deaths and serious injuries. The grant seeks to prioritize locations that see a disproportionate number of roadway deaths/injuries.
- **Making Wake Forest Competitive:** A safety action plan is required to apply for implementation funding. The grant program also offers grants to develop a safety action plan.



BONDS

Finally, Wake Forest can consider bond issuance to fund construction of the project. Bonds are a common method for municipalities to raise capital for large-scale infrastructure projects by borrowing money from investors that will be repaid with interest over time. These bonds may be structured in a number of ways to finance all or part of a project.



Example of a roundabout construction project.



Example of a Complete Streets project.

TYPES OF BONDS

- **General Obligation Bonds (GO):** These bonds are backed by the full faith and credit of the Town and may require voter approval. They are typically used for projects that benefit the public at large, such as roadway improvements. In North Carolina, only GO Bonds may be used to fund transportation projects (except for public transportation facilities).
- **Revenue Bonds:** These bonds are repaid from a specific revenue source linked to the project, such as increased tax revenues from enhanced commercial activities along the redesigned South Main Street.

BENEFITS

- **Stable Funding Source:** Bonds provide a significant upfront sum that can cover substantial project costs without immediate fiscal strain on the jurisdiction's budget.
- **Community Investment:** By investing in critical infrastructure, the project can stimulate economic growth, enhance property values, and improve quality of life.
- **Flexibility:** Different types of bonds can be tailored to match the funding needs of the project with appropriate repayment strategies based on the anticipated economic benefits.

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SOUTH MAIN STREET CORRIDOR STUDY

TOWN OF WAKE FOREST | NORTH CAROLINA



Board of Commissioners Work Session Agenda Item Report

Agenda Item No.: 2024-188-
Submitted by: Emma Linn
Submitting Department: Planning
Meeting Date: July 2, 2024

SUBJECT

Presentation on the US 1 Council of Planning Bylaws and Memorandum of Understanding Updates

Recommendation:

Item Summary:

ATTACHMENTS

- [Agenda Summary.pdf](#)
- [Final Draft Bylaws](#)
- [Final Draft Memorandum of Understanding \(MOU\)](#)

Agenda Item: Presentation on the US 1 Council of Planning Bylaws and Memorandum of Understanding Updates

Summary: The US 1 Council of Planning Bylaws and Memorandum of Understanding (MOU) are being updated to make administrative amendments, reflect member updates, and include the high-speed rail corridor (S-Line).

Attachments: Final Draft Bylaws
Final Draft Memorandum of Understanding (MOU)

US 1 Corridor Council of Planning Bylaws

ARTICLE I - NAME

The name of this body shall be the US 1 Corridor Council of Planning, hereinafter referred to as the Council of Planning.

ARTICLE II - PURPOSE

The purpose and goals of the Council of Planning shall be to:

1. Meet on a regular basis to discuss land use and transportation issues along the portion of the US 1 Corridor and the Southeast High Speed Rail that lies between I-540 in Wake County, through northern Wake County and Franklin County, to the Vance County line.
2. Monitor development along the US 1 Corridor and the Southeast High Speed Rail project and gauge progress on the implementation of the 2006 US-1 Corridor Study and the 2012 US 1 Phase II Corridor Study.
3. Monitor development along the Southeast High Speed Rail corridor and gauge progress on the implementation of the 2017 SEHSR Record of Decision and future design work by NCDOT.
4. Provide an opportunity to comment and give feedback on development projects of regional significance taking place along the Corridor.
5. Make recommendations to local governments, the Capital Area Metropolitan Planning Organization (MPO), GoRaleigh, the Kerr Area Rural Transit System (KARTS), the North Carolina Department of Transportation (NCDOT), and GoTriangle, on issues of concern along the US 1 Corridor.
6. Coordinate, monitor, and provide recommendations for land use planning activities within the study corridor.
7. Undertake other mutually agreed upon tasks to enhance transportation system development and land use coordination along the Corridor.

ARTICLE III – MEMBERS

Section 1 – Membership:

The Council of Planning shall consist of one or more professional staff persons from local governments along the Corridor and invited persons from chambers of commerce and economic development agencies, and NCDOT. The initial membership shall include representatives from the following agencies

REGULAR MEMBERS

- Franklin County
- Wake County
- City of Raleigh
- Town of Wake Forest
- Town of Youngsville
- Town of Franklinton
- GoRaleigh
- Kerr Area Rural Transit System
- GoTriangle
- Capital Area Metropolitan Planning Organization
- North Carolina Department of Transportation – Division 5
- North Carolina Department of Transportation – Rail Division

Persons invited to Council of Planning meetings shall include but are not limited to representatives from the following agencies:

INVITED AGENCIES

- Kerr-Tar Council of Governments
- Kerr-Tar Rural Planning Organization
- NCDOT- Transportation Planning Branch
- Central Pines Regional Council

Each member present shall have been appointed by his/her respective local government, agency, or organization to sit on the Council of Planning. Voting privileges shall be extended to regular member agencies only. Each regular member agency shall be able to cast one (1) vote on all matters for which voting is called for, irrespective of the number of persons present at that meeting representing that agency.

Section 3 - Administration

The Capital Area MPO shall serve as the administrative staff to the Council of Planning. The Capital Area MPO shall appoint a Secretary for the Council of Planning.

ARTICLE IV - OFFICERS

Section 1 - Officers Defined:

The officers of the Council of Planning will consist of a Chair and a Vice-Chair serving annual terms. The Chair and Vice-Chair shall each be a representative from one of the “regular member” communities on the Council of Planning. A member of the Capital Area MPO staff shall serve as Secretary for the Council of Planning.

Section 2 - Duties of Officers:

Duties of the Chair include, but shall not be limited, to:

- Preside at all meetings of the Council of Planning.
- Decide all points of order or procedure.
- Work with Capital Area MPO to draft meeting agendas.
- Call special meetings of the Council of Planning, as needed.

The Vice-Chair shall conduct the duties of the Chair in the event of the Chair’s absence.

Should neither the Chair nor Vice-Chair be able to preside at a meeting, regular members present shall elect a person to serve as a Chair for that meeting. Such person elected shall have all the powers, duties and responsibilities of the Chair for that meeting.

Section 3 - Election of Officers:

The Councils of Planning shall elect a Chair and Vice-Chair at the first meeting of each calendar year. Officers are eligible for consecutive terms, and no term limit shall be applied.

ARTICLE V - MEETINGS

Section 1-Regular Meetings:

Meetings will be held on a quarterly basis on dates, times and locations to be determined by the Council of Planning membership and the Chair. Meeting notices and agendas are to be mailed in sufficient time for them to have been received by each Council of Planning member, but not later than seven (7) days prior to the meeting date.

Section 2 - Special Meetings:

Special meetings may be called by the Chair, or at the request of any regular member petitioning the Chair. Whenever possible, at least seven (7) days notice shall be given. In no event shall a special meeting be called with less than forty-eight (48) hours notice.

Section 3 - Workshops:

The Council of Planning may choose to hold workshops from time to time. Notice for all workshops shall be provided in the manner as regular meetings of the Council.

Section 4 - Attendance:

Each member is expected to attend each regular meeting and each special meeting provided at least seven (7) days notice is given of the latter. Any member absent from three (3) consecutive meetings will lose active membership status, and thus will not be counted towards a quorum. Active membership status shall be immediately reinstated upon attendance at a regular meeting.

Section 5 - Agenda:

The agenda is a list of considerations for discussion at a meeting. Any member of the Council can place items on the agenda prior to its distribution, so long as they are presented to the Secretary prior to distribution of the agenda to the Council of Planning membership. Additional items may be placed on the regular agenda following discussion of the last item on the regular agenda, as long as a majority concurrence of the present and eligible regular voting membership is received.

Section 6- Quorum:

A quorum of the Council of Planning shall be required to hold a meeting. Any regular or special meeting will be cancelled without a quorum present. A quorum shall consist of a minimum of seven members being present from the regular membership agencies, as depicted in Article III, Section 1 herein.

Section 7-Voting Procedures:

Each regular member agency shall be given one (1) vote on all matters for which a vote is called for. The Chair may vote on any matter as the representative from his/her community.

The Chair may call for a vote on any issue, provided that a motion has been made and seconded and such motion is generally within the purposes of the Council of Planning as set forth in Article II herein and provided the issue is on the agenda as outlined in Article V, Section 5. A majority vote of the regular membership communities present at the meeting vote shall be sufficient for approval of matters coming before the Council of Planning. By approval of a majority of the remaining regular membership communities present, one or more voting members may withdraw from voting on an issue due to a

conflict of interest. If all members present representing a regular committee abstain from voting, such community shall be considered to have voted in the affirmative on the matter at hand, unless such community shall have been previously excused from voting on said matter.

In the absence of any direction from these rules or other duly adopted voting procedures pursuant to certain approval actions, Robert's Rules of Order will designate procedures governing voting. Any vote or resolution will be non-binding for any affected agency, and a statement indicating such will be included on any resolution. One function of the Council of Planning is to provide an advisory recommendation for proposed land use and transportation proposals in the corridor that are of regional significance.

The Council of Planning will generally not vote on matters involving minor local land use or minor NCDOT transportation decisions in the corridor. However, the Council of Planning reserves the right to make a communal recommendation when those decisions have the potential to significantly affect (positively or negatively) US-1 corridor or SESH operations.

ARTICLE VI - APPROVAL/AMENDMENTS TO RULES OF PROCEDURE

Initial adoption and any subsequent amendment to these rules of procedure shall require the affirmative vote of at least a majority of the Council of Planning's regular members, at a regular meeting, provided that written notice of the proposed amendment has been received by each member at least thirty (30) days prior to the meeting at which the amendment is to be considered and provided that such amendment does not conflict with the US-1 Corridor Memorandum of Understanding adopted by each regular member, any locally adopted regulation, or any State statute.

The US-1 Corridor Council of Planning approved these Bylaws on _____.
These Bylaws were updated by the US 1 Corridor Council of Planning upon mutual adoption by all parties of the 2014 Memorandum of Understanding, effective on _____..

Chair
US 1 Corridor Council of Planning

Secretary
US 1 Corridor Council of Planning

Capital Area Metropolitan Planning Organization US 1 Corridor Council of Planning

Memorandum of Understanding Between

the Counties of Franklin, and Wake; the City of Raleigh; the Towns of Wake Forest, Franklinton, and Youngsville; the GoRaleigh; the Kerr Area Rural Transit System; the GoTriangle; the Capital Area Metropolitan Planning Organization, and the North Carolina Department of Transportation

THIS MEMORANDUM OF UNDERSTANDING is made and entered into on the date herein below last written, by and between the **Counties of Franklin and Wake the City of Raleigh and the Towns of Wake Forest, Franklinton, and Youngsville; the GoRaleigh; the Kerr Area Rural Transit System; GoTriangle; the Capital Area Metropolitan Planning Organization, and the North Carolina Department of Transportation** for land use and transportation planning purposes along Highway U.S. 1 and the Southeast High Speed Rail Line referred to hereinafter as the Corridor.

Background

Between November 2005 and September 2006, a project to study the US 1 Corridor between Interstate Highway 540 in Wake County and Park Avenue/US 1A in Franklin County was funded by the North Carolina Capital Area Metropolitan Planning Organization (NC Capital Area MPO), the City of Raleigh, Town of Wake Forest, the North Carolina Department of Transportation (NCDOT), and Triangle Transit (now GoTriangle). This is referred to as the US 1 Corridor Study Phase I. Subsequently, between December 2011 and September 2012, a project to study the US 1 Corridor from Park Avenue/US 1A to the Vance County line in Franklin County was conducted. This is referred to as the US 1 Corridor Study Phase II. In 2024 the Council, in agreement with NCDOT Rail Division, expanded its scope of duties to include corridor preservation for the Southeast High Speed Rail (SEHSR) project that runs roughly parallel to the US 1 Highway.

[The term “Corridor” in this Memorandum refers the area lying roughly within one thousand feet in either direction of the centerline of the US 1 right of way and proposed alignment for the SEHSR between the Corridor’s crossing at Interstate 540 in Wake County, and to the Vance County line in Franklin County.]

Increased development pressures along the US 1 corridor, and the resulting vehicular burdens, have stressed the roadway’s capability to serve as a reliable transportation facility for its many users. Moreover, all parties recognized four key factors: 1) considerable physical improvement will be required to address corridor issues; 2) current and foreseeable future land uses along the corridor need to be evaluated before making any capital investment in improving the roadway itself, 3) the need to preserve future right-of-way and ensure connections to existing and new developments must be addressed, and 4) transportation planning must seek to include balanced, multi-modal improvements.

US 1 Corridor Study Phase I: Beginning with this broad consensus, the NC Capital Area MPO, the City of Raleigh, the Town of Wake Forest, NCDOT and Triangle Transit hired the consulting firm of RS&H to perform the US 1 Corridor Study Phase I. The contract for these planning services was executed in November 2005; and the consultant’s analysis began shortly thereafter.

Public Information Workshops were held in the Town of Wake Forest on March 14, 2006 and July 27, 2006. The consultant’s work has been guided by a steering committee comprised of representatives of all municipalities and counties having land use planning jurisdiction over property along the Corridor. Also included in this steering committee were representatives of economic development, the Wake County Public School System, private sector and neighboring planning organizations affected by the

US 1's capacity, NCDOT, and the four transit organizations that have or can provide service to the area. In particular, corresponding to various Corridor segments show the existing and proposed land uses for each segment. These segment maps also display the recommended improvements to the US-1 roadway and to roads and streets connected to US 1 within the Corridor.

US 1 Corridor Study Phase II: The NC Capital Area MPO hired the consulting firm of Parsons Brinckerhoff, Inc. to perform the Corridor Study Phase II. The contract for these planning services was executed in December 2011; and the consultant's analysis began shortly thereafter.

Public Information Workshops were held in the Town of Franklinton on March 6, 2012 and July 19, 2012. The consultant's work has been guided by a steering committee comprised of representatives of all municipalities and counties having land use planning and transportation planning jurisdiction over property along the Corridor. Also included in this steering committee were representatives of economic development, private sector and neighboring planning organizations affected by the US 1's capacity, NCDOT, and two transit organizations that have or can provide service to the area. In particular, corresponding to various Corridor segments show the existing and proposed land uses for each segment. These segment maps also display the recommended improvements to the US 1 roadway and to roads and streets connected to US 1 as well as Southeast High Speed Rail within the Corridor.

Southeast High Speed Rail Incorporation: In the Summer of 2023, the US 1 COP requested the NC Capital Area MPO explore, with NCDOT Rail Division, the inclusion of the SEHSR project into the Council's scope of work. In December 2023 the SEHSR was awarded a \$1.09 billion federal grant for design and construction. A workshop on this collaboration was held Feb. 9, 2024 with the relevant stakeholders. The US 1 COP directed the NC Capital Area MPO to update the MOU and Bylaws to capture the expansion of duties.

Understanding

- 1. Parties to this Understanding:** The Parties are:
 - A. The municipalities and the counties having direct jurisdiction over 1) land use ordinances and determinations of whether land uses within the US 1 Corridor Study Area are in compliance with such ordinances; or 2) public investments along the corridor.
 - B. The inter-governmental planning organizations having administrative duties for transportation planning along the US 1 Corridor.
 - C. The North Carolina Department of Transportation (NCDOT) Divisions that 1) oversee project management of roadway and rail projects (i.e. U-5307 or the SEHSR) along the Corridor 2) review local development traffic impact analysis and 3) issuing body for driveway permitting and road construction.
- 2. Corridor Study Recommendations:** Each Party commits to accept the recommendations as compiled within the US 1 Corridor Study Report (RS&H, 2006), the US 1 Corridor Study Phase II Report (Parsons Brinckerhoff, 2012) and the Southeast High Speed Rail Record of Decision (ROD, 2017) and to ensure that consistent and compatible land use decisions are made within the Party's jurisdiction as well as extraterritorial jurisdiction along the corridor.

Furthermore, as U-5307A-D and SEHSR advance through design to construction and more detail on final impacts are refined, each Party recognizes the need to consider the approved federal environmental documents and designs in their recommendations. The Council can also consider updated project design plans in their recommendations.

- 3. Transportation Management:** Each Party recognizes the current limitations to the transportation infrastructure, and therefore commits to a multi-jurisdictional approach to address transportation improvements. The transportation improvements include and are not limited to:
- A. access management and cross-sectional expansions,
 - B. multi-modal improvements (bicycle-pedestrian, transit, etc),
 - C. site planning standards for the corridor and its frontage/backage road system, and
 - D. creating a local connectivity plan for local road access as a complement to improvements along US 1.
- 4. Inducements to Other Parties:** Each Party understands that a commitment to its respective component of the US 1 Corridor Plan and SEHSR has induced other Parties to make like commitments for its respective segments of the Corridor insofar as that Party has jurisdiction over the land uses within its US 1 Corridor Plan and SEHSR segment.
- 5. Future Collaboration Among Parties:** The US 1 Corridor Plan designates that certain areas along the Corridor require collaboration where their land use jurisdiction boundaries of parties abut. In such cases, each Party commits its best efforts to undertake that collaborative planning, including providing direction to its planning staff and/ or consultants involved in such planning purposes.
- 6. Council of Planning:** This Council shall be chosen from but not limited to the members of the Capital Area MPO, and shall be comprised of at least one representative from each Party, knowledgeable in regional planning issues. The Parties agree that, over time, periodic reviews of the land uses and public investment along the Corridor will be required. Mindful of future growth and planned transportation improvements, in the spirit of effective collaboration and prudent long-range planning, and in light of the inclusion of Franklin County with the US 1 Corridor Study Phase II completion, the Parties agree to include the Town of Franklinton to the established Council of Planning for the Corridor. The Council will serve as an advisory group, and will meet periodically to:
- A. Review all land use developments and transportation projects of regional significance, working in tandem with the NCDOT District Engineers. [The term “regional significance” in this Memorandum of Understanding refers to land-use and highway projects that will have a major impact on congestion and travel movements (i.e. interchange construction, “big box” retail, single-family subdivisions of or above one-hundred lots, etc].
 - B. Review any changes to the US 1 Corridor Plan, and will coordinate community involvement activities when necessary to ensure the integrity of the Plan.
 - C. Coordinate, monitor, and provide recommendations for land use planning activities within the study corridor.
- Members listed in this document shall incorporate the Council of Planning advisory role into their development review process.
- 7. Future Actions Affecting Land Uses Along the Corridor:** All parties recognize that future governmental entities may not be contractually bound by the adoption of this Memorandum of Understanding. In recognition of this limitation, the Parties commit to periodically review the status

of land use and public investment decisions along the Corridor. The Parties, in good faith, further commit to:

- A. review the recommendations of the Council of Planning; and
 - B. meet periodically with other Parties regarding emerging issues along the Corridor. The intent of these periodic meetings is to promote discussions of municipal and/or county goals, plans and strategies for maintaining effective development patterns, public investment and transportation flow along the Corridor.
8. **MPO:** The NC Capital Area Metropolitan Planning Organization commits to considering Transportation Plan amendments as necessary to incorporate US 1 and SEHSR Corridor elements; and working for inclusion of these Corridor projects on the State Transportation Improvement Program as appropriate.
9. **NCDOT:** NCDOT recognizes the importance of and appreciates the long-range land use planning envisioned by the Plan. All Parties agree that NCDOT's only responsibility under this MOU is to share information relating to transportation planning within the area and promptly inform about changes to the plan that may impact the corridor's full implementation and local development. It is understood by all Parties that NCDOT does not have the authority to approve or dictate land use plans. To that end, NCDOT will consider the Plan and incorporate elements of it, as appropriate, in future long range transportation plans and the Driveway Permitting process. NCDOT will consider individual projects along the US 1 Corridor and the SEHSR for inclusion in the State Transportation Improvement Program as deemed appropriate by NCDOT and in accordance with all state and federal laws and regulations.

IN WITNESS WHEREOF, the Parties as listed, but not limited to, through their duly authorized representatives, have executed this Memorandum of Understanding and have attached maps relating to their respective jurisdictions, effective this _____ day of _____, 20.

**US 1 Corridor Council of Planning
Memorandum of Understanding
Approved by CAMPO Transportation Advisory Committee – November 15, 2006
Updated -- November 29, 2013
Updated -- ,2024**

Seal

CITY OF RALEIGH

(Clerk)

By

Mayor

**US 1 Corridor Council of Planning
Memorandum of Understanding
Approved by CAMPO Transportation Advisory Committee – November 15, 2006
Updated -- November 29, 2013
Updated -- ,2024**

Seal

TOWN OF WAKE FOREST

(Clerk)

By _____
Mayor

**US 1 Corridor Council of Planning
Memorandum of Understanding
Approved by CAMPO Transportation Advisory Committee – November 15, 2006
Updated -- November 29, 2013
Updated -- ,2024**

Seal

TOWN OF YOUNGSVILLE

(Clerk)

By _____
Mayor

**US 1 Corridor Council of Planning
Memorandum of Understanding
Approved by CAMPO Transportation Advisory Committee – November 15, 2006
Updated -- November 29, 2013
Updated -- ,2024**

Seal

FRANKLIN COUNTY

County Manager

By _____
Chairman

**US 1 Corridor Council of Planning
Memorandum of Understanding
Approved by CAMPO Transportation Advisory Committee – November 15, 2006
Updated -- November 29, 2013
Updated -- ,2024**

Seal

WAKE COUNTY

County Manager

By _____
Chairman

**US 1 Corridor Council of Planning
Memorandum of Understanding
Approved by CAMPO Transportation Advisory Committee – November 15, 2006
Updated -- November 29, 2013
Updated -- ,2024**

Seal

GORALEIGH

Clerk

By

Chairman

**US 1 Corridor Council of Planning
Memorandum of Understanding
Approved by CAMPO Transportation Advisory Committee – November 15, 2006
Updated -- November 29, 2013
Updated -- ,2024**

Seal

KERR AREA RURAL TRANSIT SYSTEM

Clerk

By _____
Chairman

**US 1 Corridor Council of Planning
Memorandum of Understanding
Approved by CAMPO Transportation Advisory Committee – November 15, 2006
Updated -- November 29, 2013
Updated -- ,2024**

Seal

GOTRIANGLE

Clerk

By

Chair

**US 1 Corridor Council of Planning
Memorandum of Understanding
Approved by CAMPO Transportation Advisory Committee – November 15, 2006
Updated -- November 29, 2013
Updated -- ,2024**

Seal

CAPITAL AREA MPO

Director

By _____
Chair

**US 1 Corridor Council of Planning
Memorandum of Understanding
Approved by CAMPO Transportation Advisory Committee – November 15, 2006
Updated -- November 29, 2013
Updated -- ,2024**

Seal

STATE OF NORTH CAROLINA AND
DEPARTMENT OF TRANSPORTATION

By _____
Secretary of Transportation

Approved for Execution By _____
Assistant Attorney General

**US 1 Corridor Council of Planning
Memorandum of Understanding
Approved by CAMPO Transportation Advisory Committee – November 15, 2006
Updated -- November 29, 2013
Updated -- ,2024**

Seal

TOWN OF FRANKLINTON

Clerk

By _____
Mayor



Board of Commissioners Work Session Agenda Item Report

Agenda Item No.: 2024-216-

Submitted by: Terry Savary

Submitting Department: Administration

Meeting Date: July 2, 2024

SUBJECT

Presentation on the feasibility study proposal for a performing arts center from Johnson Consulting.

Recommendation:

Item Summary:

ATTACHMENTS

- [Summary for 7.2.2024 mtg.pdf](#)
- [Resolution_2024-xx_JohnsonConsulting_Proposal.docx](#)
- [Contract_Johnson Consulting Proposal_Town of Wake Forest NC_6.25.24.pdf](#)

Agenda Item: Presentation of the feasibility study proposal for a performing arts center from Johnson Consulting

The Renaissance Centre staff requested proposals for a venue feasibility study to renovate or build a new performing arts center for the Town of Wake Forest. Staff recommends retaining the services of Johnson Consulting in association with Theatre Consultants Collaborative for this study. Johnson Consulting and Theatre Consultants Collaborative will analyze the feasibility, impact, sustainability, and viability of a proposed performing arts center on the cultural landscape of the Wake Forest community. The study will include key community stakeholders' input, market analysis, financial feasibility, site analysis, and a review of the current cultural offering within the Town of Wake Forest and surrounding areas. The study is expected to take approximately 20 weeks to complete and will cost \$94,105.00.

Staff is requesting approval to execute a professional services contract with Johnson Consulting for this study.

RESOLUTION 2024-xx

RESOLUTION AUTHORIZING PROPOSAL FROM JOHNSON
CONSULTING
TOWN OF WAKE FOREST, NORTH CAROLINA

WHEREAS, the Town of Wake Forest has received a proposal from Johnson Consulting, a consulting firm that specializes in the development, improvement, and operation of performing arts and cultural centers and other public assembly facilities and districts, to analyze the feasibility, impact, sustainability, and viability of a proposed performing arts center on the cultural landscape of the Wake Forest community.

WHEREAS, the attached proposal outlines the detailed scope of work along with the various areas to be evaluated and analyzed. Results from the study will provide information and direction for the Board of Commissioners to consider the need of a performing arts center for the Town.

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Town of Wake Forest authorizes the Town Manager and the Chief Financial Officer to accept proposal as submitted by Johnson Consulting and work collectively with the Director of the Wake Forest Renaissance Centre to provide the analysis as outlined in the scope.

This the 16th day of July 2024.

Mayor Jones, Vivian A. Jones

ATTEST:

Theresa Savary, Town Clerk

PERFORMING ARTS CENTER FEASIBILITY STUDY - CONTRACT



SUBMITTED TO

Town of Wake Forest, NC



SUBMITTED BY

Johnson Consulting
in association with
Theatre Consultants Collaborative



DATE

June 25, 2024



**JOHNSON
CONSULTING**

Consulting Agreement

THIS AGREEMENT is made effective on the 25 of June, 2024 (the "Effective Date") by and between:

The Town of Wake Forest (the "Client")

- and -

C.H. Johnson Consulting, Inc.
an Illinois Corporation d/b/a Johnson Consulting
(the "Consultant")

WHEREAS, the Consultant proposes to provide the Client with certain consulting services which generally consist of services for a Performing Arts Center Feasibility Study;

WHEREAS the Consultant possesses, and has access to, the certain training, expertise, and competence to perform such services; and

WHEREAS the Client desires to have the Consultant perform consulting services for the Client and the Consultant desires to perform such services for the Client.

NOW THEREFORE in consideration of the mutual covenants and undertakings contained herein, and other good and valuable consideration (the receipt and sufficiency of value is hereby acknowledged) and subject to and on the terms and conditions herein set forth, the parties hereto agree as set forth below.

ARTICLE 1: INTERPRETATION

1.1 Definitions.

Unless the context otherwise requires, the following terms and expressions shall have the meanings set forth below whenever used in this Agreement:

"Additional Services" means those services over and above the services required to be performed by the Consultant under the terms of this Agreement and which have been approved in advance by the Client in writing.

"Commencement Date" means the date on which the Consultant begins providing the Consulting Services, pursuant to the terms and conditions of this Agreement.

"Consultant's Representative" means the Consultant's representative named in Exhibit "A", responsible to oversee, supervise, and assume primary responsibility for providing the Consulting Services hereunder;

"Consulting Services" means those services, duties, functions, tasks, and deliverables to be provided by the Consultant as described in the Consultant's Response to Request for Proposals dated May 6, 2024 for the

preparation of a Performing Arts Center Feasibility Study, attached hereto as Exhibit “A” and incorporated herein;

“The Client Representative” means the individual named in Exhibit “A”, responsible to oversee and supervise the provision of the Consulting Services;

“Project” means the purpose for which the Consulting Services are undertaken, as described in Exhibit “A”; and

“Completion Date” means the date on which the Consulting Services and all tasks and deliverables have been provided to the Client in accordance with the terms and conditions of this Agreement.

ARTICLE 2: CONSULTING SERVICES

2.1 Services.

The Client hereby engages the Consultant as an independent contractor to provide the Consulting Services. The terms and conditions of this Agreement shall apply to all such services provided during the Project. The Consultant’s services and compensation under this Agreement have been agreed to in anticipation of the orderly and continuous progress of the Project.

2.2 Standards of Performance.

(a) The Consultant acknowledges, warrants and represents that it and all employees, and approved subcontractors, and agents it assigns to perform the Consulting Services hereunder, possess the necessary qualifications, knowledge, skills, expertise, and experience and the Consultant agrees to perform the Consulting Services to the standards of a specialist in the area of the Consulting Services to be provided to the Client under this Agreement. The Consultant acknowledges, warrants, and represents that if the Consultant, or its employees, approved subcontractors or agents, has (or have) a professional designation (i.e. lawyer, architect, engineer) then such person or persons shall be in good standing with the professional association or body governing such profession including the payment of all required dues, insurance levies, etc. and the Consultant.

(b) The Consultant shall, at all times during the Term, act in the best interest of the Client and shall perform the Consulting Services in a competent, good, workmanlike, and professional manner using due care and diligence.

(c) In performing the Consulting Services, the Consultant shall comply with all applicable laws, orders, regulations, ordinances, standards, codes, and other rules, licenses and permits of all lawful authorities and applicable regulatory bodies.

(d) The Consultant shall, at no cost to the Client, provide all services and take any and all action as may be necessary to remedy any defects or deficiencies in the Consulting Services which arise from the negligent acts or omissions of the Consultant or its Key Personnel, or by any failure to perform the Consulting Services in accordance with the provisions of this Agreement.

2.3 Project Timeline.

The Consultant shall provide all labor and work required for the performance of the Consulting Services and shall begin providing the Consulting Services upon the Client's Representative authorization to proceed, diligently perform and deliver the Consulting Services to the Client in accordance with the general schedule of tasks and deliverables to be provided during the Project as set forth in Exhibit "B", Project schedule.

2.4 Hours.

The Consultant shall be free to determine the hours of the day during which it will perform the Consulting Services, provided, however, the Consultant agrees to the extent possible to endeavor to make itself and its Key Personnel available to the Client during the Client's normal business hours Monday to Friday.

2.5 Cooperation.

The Consultant and its personnel shall cooperate with any other contractors or consultants retained by the Client to undertake related work or programs for the Project.

2.6 Revisions to the Scope of Services.

Any changes to the scope of the Consulting Services to be performed by the Consultant shall be made by written amendment of this Agreement signed by both parties.

ARTICLE 3: PERSONNEL, REPRESENTATIVES AND REPORTING

3.1 Personnel.

(a) The Consultant may assign to the provision of the Consulting Services such personnel as it deems necessary to complete the Consulting Services, the Client, may, from time to time, review the qualifications, skill, competence and number of personnel assigned to the provision of the Consulting Services by the Consultant, the Client and Consultant acknowledge and agree that there are key individuals designated by the parties as key personnel (the "Key Personnel"), who are important for the efficient and effective performance of the Consulting Services. As of the date of this Agreement the Key Personnel, if any, are identified in Exhibit "A".

(b) Prior to replacing any of the Key Personnel described above, the Consultant will consult with the Client.

(c) If, in the opinion of the Client, the Consultant has assigned personnel to provide the Consulting Services who are unqualified, incompetent or otherwise unsuitable, the Consultant shall replace such personnel with personnel with the qualifications, skills and competence suitable to the Client.

3.2 Representatives.

Each of the Consultant's Representative and the Client's Representative shall have the authority to transmit information and instructions to one another and to act on behalf of and bind the Consultant and the Client, respectively.

3.3 Independent Contractor.

It is specifically agreed and understood that the Consultant will at all times be an independent contractor, and not an employee, agent, or servant of the Client in connection with the performance of the Consulting Services as set forth in this Agreement. Consultant will (a) not enter into any contract, agreement or other commitment, or incur any obligation or liability, in the name or otherwise on behalf of the Client; (b) not be entitled to participate in any plans, arrangements or distributions by the Client or its affiliates or subsidiary companies pertaining to or in connections with any pension, stock, bonus, insurance, profit sharing or similar benefits for the Client's regular employees; and (c) retain full control over the manner in which it performs the Services. This Agreement shall not be construed to create a joint venture, partnership, or similar association between the parties or as imposing upon either party hereto any partnership or similar duty or obligation or liability to the other party hereto or to any third party.

3.4 Agency.

It is specifically agreed and understood that the Consultant is not an agent of the Client and nothing herein shall be construed as creating an agency relationship or similar association between the parties or as imposing upon either party to it any agency or similar duty or obligation or liability to the other party or to any third party.

3.5 Accounting and Audit of Fees

The Consultant shall maintain books of account of the Consulting Services rendered and the Reimbursable Expenses (as defined in Section 4.3), if any, in accordance with generally accepted accounting principles and practices and in a manner compatible with the Consultant's established system of accounts. The Consultant shall make available to the Client such books and records for audit purposes upon the request of the Client at reasonable times during the Term and for a period of two years thereafter.

ARTICLE 4: FEES & EXPENSES

4.1 Fees – General.

The fees payable to the Consultant and for the Consultant's personnel for the Consulting Services to be provided for the Term are set out in Exhibit "A".

4.2 Fees and Terms of Payment.

(a) The Consultant's compensation for the Consulting Services shall be the fees and any Reimbursable Expenses as described in Exhibit "A". Such fees and the Reimbursable Expenses shall be the sole remuneration for the Consulting Services, and the Consultant shall not receive any other benefits or remuneration from the Client and is not a member of any deferred compensation plan, pension plan, or bonus plans of the Client.

(b) Fees for the Project shall be billed to the Client on a monthly basis, based on completion of each task. An invoice for the first portion of work completed shall be submitted no earlier than thirty (30) days after the applicable Commencement Date of the Project, and payable net 30 days. Notwithstanding anything to the contrary in this Agreement, the Client's obligation to pay for fees is expressly contingent upon the Client's satisfaction with the completion, delivery, and execution of all tasks and deliverables identified in Exhibit "A".

(c) Reimbursable Expenses, if any, shall be billed to the Client on a monthly basis as incurred.

4.3 Reimbursable Expenses.

(a) In addition to the fees set forth in Exhibit "A", the Client shall reimburse the Consultant for Reimbursable Expenses. As used in this Agreement, "Reimbursable Expenses" shall mean those expenses, without any increase or mark-up, which the Consultant reasonably, necessarily, and actually incurs in the course of providing the Consulting Services and which the Client has first approved for reimbursement prior to such expenses being incurred.

(b) Notwithstanding the foregoing, to the extent that there are any expenditures or costs later anticipated, the Consultant shall not be authorized to incur such expenditures or costs, nor shall the Client be obligated to reimburse the Consultant for the same, unless such expenditures or costs were first presented to and thereafter approved in writing by the Client. Total Reimbursable Expenses during the duration of the Project shall not exceed \$10,000.00 (ten thousand dollars).

4.4 Additional Services.

The Client shall pay the Consultant for Additional Services provided under this Agreement in accordance with the schedule of rates set forth in Exhibit "A", which rates will be escalated by 5% (five percent) on January 1, 2025. The Consultant shall not provide any Additional Services unless approved by the Client in writing and in advance of any such Additional Services being provided.

4.5 Invoices for Fees, Reimbursable Expenses, and Additional Services.

The Consultant shall prepare all invoices in accordance with the Consultant's standard invoicing practices modified as necessary to conform with the terms and conditions of this Agreement. The Consultant shall provide to the Client copies of pertinent records to the extent necessary to verify the amounts invoiced.

4.6 Approval of Invoices.

(a) The Client shall verify the invoices and approve them for payment. Payment shall be made by the Client to the Consultant within thirty (30) days of receipt of the invoice of the amount approved by the Client, provided that the Client may withhold payment to such an extent as may be necessary to protect the Client from loss on account of:

- (i) the Consultant not making satisfactory progress,
- (ii) defects or deficiencies in the Consulting Services provided by the Consultant not corrected,

- (iii) an amount reasonably required by the Client to protect it against claims for unpaid bills and accounts related to the provision of the Consulting Services, including solicitor and client costs incurred by the Client in dealing with such claims, or
- (iv) the fees and reimbursable expenses relating to work done by the Consultant which is not within the scope of the Consulting Services.

(b) Should the Client not approve the full amount claimed in any invoice, it will provide the Consultant with a statement indicating the amount withheld and the reason for withholding payment. The amount withheld will be payable to the Consultant on correction of the default by the Consultant, the Consultant providing the Client with security satisfactory to the Client or an agreement being reached between the Client and the Consultant on the amount payable to the Consultant of the amounts withheld pursuant to this provision, the dispute will be resolved in accordance with the provisions of Article 12.10.

4.7 Disputed Invoices; Non-Waiver.

In the event of a disputed or contested invoice, only that portion so contested may be withheld from payment, and the undisputed portion shall be paid. Neither payment by the Client of any amount due to the Consultant under this Agreement, nor acceptance by the Client of a portion of the Consulting Services, shall be deemed to be an acceptance by the Client of the Consulting Services or a waiver of any of the rights by the Client may have against the Consultant under this Agreement.

ARTICLE 5: TERM; TERMINATION; WORK PRODUCT OWNERSHIP

5.1 Term.

This Agreement shall become effective when signed by both the Client and the Consultant, and shall continue in full force and effect for so long thereafter as any Consulting Services remain uncompleted. Notwithstanding the foregoing, the Consultant anticipates to complete the Consulting Services and provide all deliverables in final form to the Client not later than 20 weeks from the date of this contract, unless mutually agreed to.

5.2 Termination for Cause by the Client

(a) The Client shall have the right to terminate this Agreement immediately upon written notice to the Consultant and without further liability hereunder if at any time during the Term the Consultant shall:

- (i) File for bankruptcy protection, whether voluntarily or involuntarily, or makes an assignment for the benefit of creditors, or can no longer pay its debts as they become due;
- (ii) Commit an act of fraud, dishonesty, or serious misconduct;
- (iii) Fail to abide by or perform any of the terms and conditions of this Agreement or any modification hereto, and fail to correct the default or provide an acceptable schedule for the correction of the default within five (5) working days of being given notice by the Client to do so;

- (iv) Default or neglect to carry out any portion of the Consulting Services in accordance with this Agreement or any modification hereto, and fail to correct the default or provide an acceptable schedule for the correction of the default within five (5) working days of being given notice by the Client to do so; or
- (v) Fail to make payment when due to subcontractors or suppliers.

5.3 Termination for Cause by Consultant

The Consultant shall have the right to terminate this Agreement immediately upon written notice to the Client and without further liability hereunder if at any time during the Term, the Client shall:

- (a) Commit an act of bankruptcy;
- (b) Be guilty of fraud or dishonest or serious misconduct; or
- (c) Breach or fail to observe or perform any of its material obligation or the conditions of this Agreement through no fault of the Consultant. However, in the case of the Client's failure to make payment to Consultant of an undisputed invoice, this Agreement shall not terminate as a result of such failure unless the Consultant provides to the Client written notice of termination for non-payment and the Client fails to pay the undisputed invoice in full within thirty (30) days.

5.4 Termination for Convenience by the Client.

The Client may, for its own convenience, terminate the Consultant's right to proceed with any portion or all of the Consulting Services by delivering written notice to the Consultant Representative at least fifteen (15) days in advance of the desired termination date. Such termination shall be without prejudice to any claims that the Client may have against the Consultant, and shall not affect the obligations and duties of the Consultant with respect to any portions of the Consulting Services not terminated.

5. Effect of Termination.

- (a) Upon termination under Articles 5.2, 5.3, or 5.4, the Consultant shall be paid a pro rata portion of the lump sum fee for the applicable phase of the Project during which any Consulting Services were actually provided but in no event, shall the Consultant be entitled to loss of anticipated profits or consequential damages.
- (b) Apart from the payments specified in this Article 5.5, the Consultant shall not be entitled to any further payment or compensation of any nature or kind arising from, or relating to, the early termination of this Agreement.

5.5 Ownership of Work Product

- (a) All Consulting Services performed hereunder shall constitute "work made for hire" by the Client, and the Client shall own all rights, title, and interest in and to all reports, documents, techniques, know-how, specifications, plans, notes, drawings, designs, pictures, inventions, data, information, and other items authored, produced, created, collected, developed, discovered, or made by the Consultant in connection with the Consulting Services, together with an and all patent, copyright, trade secret, trademark, and other intellectual property rights in any such materials (collectively the "Work Product"), whether or not copyrightable or patentable, or otherwise capable of protection by any other intellectual property right, developed, created, or invented by the Consultant or by any employee of Consultant or agent or subcontractor to the Consultant, and resulting from the Consulting Services,

shall be the sole and exclusive property of the Client to use for any purpose by the Client without any additional compensation to the Consultant and the Client shall own all copyrights, trade secrets, patents or other intellectual property rights, and all extensions and renewals thereof throughout the world in all such Work Product (collectively "Intellectual Property Rights"). The Consultant hereby grants, conveys, and assigns to the Client, without separate compensation, all Intellectual Property Rights in all the Work Product that the Consultant has or may hereafter acquire.

(b) The Consultant further agrees to give the Client such information and execute all such additional instruments and documentation as may be reasonably required to vest and/or evidence the assignment of all such Intellectual Property Rights in the Work Product to the Client.

(c) Each of the Client and Consultant own (or its third-party licensors own) any preexisting materials that each provides or utilizes in connection with the Consulting Services and the performance of the parties' respective obligations under this Agreement. To the extent that any preexisting materials of Consultant are contained in the Work Product, Consultant grants to the Client:

- (i) an irrevocable, nonexclusive, worldwide, paid-up license to use, execute, reproduce, display, perform, distribute (internally and externally) copies of, and prepare derivative works based upon such preexisting materials and derivative works thereof, and
- (ii) the right to authorize others to do any of the former.

ARTICLE 6: CONFIDENTIALITY

6.1 Confidentiality.

During the course of providing the Consulting Services hereunder to the Client it is understood that the Consultant may have access to information confidential and proprietary to the business of the Client and unless otherwise agreed in writing by the Client, the Consultant shall use and disclose such Confidential Information only as expressly set out in this Agreement, and only for the provision of the Consulting Services and any deliverable items contemplated by this Agreement.

6.2 Disclosure to Subcontractors and Agents.

All Confidential Information shall be held in confidence and shall not be disclosed to any person except the Consultant's employees, subcontractors, and agents who require such Confidential information in order for the Consultant to fulfill its obligations under this Agreement, provided that Consultant's subcontractors and agents have been informed of the confidential nature of the Confidential Information and execute a form of non-disclosure agreement with Consultant prior to any disclosure of Confidential information to them in a form that contains terms and conditions substantially similar to those contained in this Agreement. The provisions set forth in this Article shall remain in effect for three (3) years from the disclosure of each item of Confidential Information, notwithstanding the earlier Completion Date, termination, or expiration of this Agreement.

6.3 Exception to Confidentiality.

Notwithstanding the above, the Consultant shall not be liable for disclosure of any Confidential Information if:

- (a) It is now or hereafter becomes available to the public other than by way of disclosure by the Consultant;
- (b) It was known by the Consultant prior to disclosure by the Client;
- (c) It was developed or created independently by the Consultant;
- (d) It becomes available from other sources through no fault of the Consultant;
- (e) It was disclosed with and in accordance with the terms of prior written approval of the Client; or
- (f) The disclosure is required by law.

6.4 No Rights Granted.

It is expressly understood by the parties that, except for the right to use Confidential Information for the purposes contemplated herein, the Client does not grant to the Consultant any other rights whatsoever in such information. In no case shall the Consultant acquire any ownership rights and/or proprietary interest in the Confidential Information or other information of the Client.

6.5 Obligation on Completion Date, Termination, or Expiration.

Upon the Completion Date, or the termination or expiration of this Agreement, or at any other time, all Confidential Information in the possession of the Consultant shall, if requested in writing by the Client, be either returned to the Client or destroyed if so directed. In the event of a breach or threatened breach by Consultant of the provisions of this Article, the Client shall be entitled to an injunction restraining the Consultant from disclosing, in whole or in part, such Confidential Information.

ARTICLE 7: REPRESENTATION AND WARRANTIES

7.1 Representations and Warranties.

The Consultant hereby covenants and represents and warrants to the Client, as follows:

- (a) The performance of the Consulting Services shall not create any conflict of interest, either ethically, professionally, or otherwise, in relation to any services provided by the Consultant to any other party prior to, during, or subsequent to this Agreement;
- (b) The Consultant represents and warrants to the Client that the Consultant is a corporation duly incorporated and organized, validly subsisting and in good standing under the laws of its jurisdiction of incorporation and has all requisite power and authority to execute, deliver and perform its obligations under this Agreement;

(c) The Consultant represents and warrants to the Client that it has taken all necessary corporate action and received all required approvals and that this Agreement therefore constitutes a legal, valid and binding obligation of the Consultant enforceable in accordance with its terms; and

(d) That Consultant is the sole author of any Work Product developed for the Client hereunder; that the Work Product is original and has not been previously published in whole or in part; that the Work Product is not in the public domain in any country; that the Work Product does not infringe any intellectual Property Right of a third party; that the Work Product does not contain any material that is libelous or defamatory, or which violates or invades any right of privacy or publicity; and that the Work Product contains no material that is harmful so as to subject the Client to liability to any third party or otherwise contrary to law.

These representations and warranties shall survive the Completion Date, and the termination or expiration of this Agreement.

ARTICLE 8: INSURANCE

8.1 Insurance.

(a) The Consultant shall, at its sole cost, purchase and maintain in full force during the Term of this Agreement the following insurance coverage, with limits of liability not less than those set forth below. Additional coverage may be required based upon services to be rendered.:

(i) Comprehensive general liability insurance in respect to the Consulting Services and operations of the Consultant, including products/completed operations, contractual liability, bodily injury and property damage, and independent contractor's coverage with policy limits of not less than one million (\$1,000,000.00) per occurrence, with the Client named as an additional insured with respect to the performance of the Consulting Services. Such policy shall include blanket contractual coverage and a cross liability clause, and shall provide for a minimum of thirty (30) days prior written notice to the Client upon any cancellation or material change in coverage;

(ii) All risk insurance on any personal property, tools, or equipment to be used by Consultant in performing or providing the Consulting Services, to full replacement value;

(iii) To the extent available and applicable to the Consultant, Workers' Compensation insurance or similar insurance in accordance with the statutory requirements of the State of Illinois and/or the State of North Carolina, whichever is more stringent, for all its employees engaged in performing the Consulting Services. Where Workers' Compensation insurance coverage or similar insurance is not available to the Consultant, it shall provide the Client with a letter outlining the reasons for lack of coverage and provide the Client with proof of employer's liability insurance; and

(iv) Standard automobile liability insurance in the minimum amount of one million dollars (\$1,000,000.00) per occurrence in respect of bodily injury, death, and property damage (but only if the Consultant uses one or more vehicles in performing the Consulting Services).

The Consultant shall provide the Client with confirmation of coverage and, if required, a certified true copy of the policies certified by the authorized representative of the insurer together with copies of any amending endorsements on the Commencement Date or as soon thereafter as is practical, and from time to time during the Term as and when requested by the Client.

8.2 Additional Insurance.

During the Term, the Client's Representative may, by written notice, require the Consultant to obtain additional insurance or to alter or amend the insurance policies required under this Article. The Consultant shall provide the Client, at its request, with proof of such additional insurance or amended policies. The Client will pay the Consultant the cost of any additional insurance the Client's Representative may require the Consultant to obtain pursuant to this Article to the extent that the Consultant incurs additional cost and expense for providing the additional insurance required by this Article.

8.3 Deductibles and General.

The Consultant shall, at its sole cost, be responsible for the full amount of all deductibles of all insurance policies required under this Article. All insurance policies required herein shall provide that the insurance shall not be cancelled or changed in any way without the insurer giving at least ten (10) calendar days written notice to the Client. All insurance policies shall be purchased from insurers registered in and licensed to underwrite insurance in all of the jurisdictions in which the Consulting Services are being performed. Such policies shall contain a waiver of any right of subrogation or recourse by the Consultant's insurer against the Client or its employees, agents, affiliates or other consultants. Where the Consultant fails to comply with the requirements of this Article, the Client may take any action reasonably necessary to effect and maintain the required insurance coverage on the Consultant's behalf and the Client may deduct the cost thereof, plus the amount of any damages incurred by Client, from any payments that may become due the Consultant.

ARTICLE 9: DELEGATION AND SUBCONTRACTING; APPROVED SUBCONTRACTORS

9.1 Delegation and Subcontracting.

The Consulting Services shall be performed in accordance with the Contract Documents and in a complete and professional manner with the standard degree of skill and care exercised by reputable personnel and/or subcontractors using the Consultant's standard skill, attention, and diligence. The Consultant shall be solely responsible for all portions of the Consulting Services, and shall be responsible to the Client for the acts and omissions of the Consultant's employees, its subcontractors and their agents and employees, and other persons performing the Consulting Services on behalf of the Consultant, if any. The Contractor shall not delegate any of its obligations under this Agreement or subcontract any portion or all of the Consulting Services other than as described in Exhibit "A", without the prior written consent of the Client, which consent shall not be unreasonably withheld.

ARTICLE 10: INDEMNITY

10.1 Indemnity.

The Consultant, to the fullest extent permitted by law, shall indemnify, defend, and hold harmless the Client, Client's officers, directors, and employees from and against any actions, claims, damages, liens, demands, liabilities, costs, and expenses of every nature and kind whatsoever (including attorneys' fees and all court or arbitration or other dispute resolution costs) which may be brought against or suffered by the Client or which the Client may incur, sustain, or pay arising out of or in connection with any negligent act or omission, default, breach of warranty, or misrepresentation of the Consultant, its employees, agents, or subcontractors in any way incidental to the Consulting Services or this Agreement.

10.2 Limitation.

Notwithstanding the foregoing, and except for damages to the Client resulting from Consultant's breach of its obligations under this Agreement, or arising from claims against the Client by third parties claiming that the Work Product infringes such third parties' intellectual property rights, the Consultant's liability to the Client shall be limited to the amount of fees to which it is entitled for the Consulting Services under this Agreement or the amount of insurance available to the Consultant to satisfy such liability claim(s), whichever is greater.

10.3 Survival.

This indemnity shall survive the Completion Date, or the expiration or termination of this Agreement.

ARTICLE 11: NOTICES

11.1 Notices.

Any notices or other communications required under this Agreement shall be in writing and shall be deemed to have been duly given if delivered personally, mailed by certified mail (return receipt requested), or sent by overnight delivery service, electronic mail, or facsimile transmission (with electronic confirmation of successful transmission) to the parties at the following addresses:

(a) If to the Client:
Kip Padgett, Town Manager
Town of Wake Forest
301 S. Brooks Street
Wake Forest, NC 27587
O: (919) 435-9411
E: kpadgett@wakeforestnc.gov

(b) If to the Consultant:
Charles H. Johnson IV
6 East Monroe Street – Suite 500
Chicago, IL 60603

O: 312.447.2001

C: 847.778.5693

E: cjohnson@chjc.com

Or at such other place or places or to such other person or persons as shall be designated in writing by a party to this Agreement in the manner herein provided.

ARTICLE 12: MISCELLANEOUS

12.1 Counterparts.

This Agreement may be executed in one or more counterparts, each of which shall be deemed to an original, but all of which together shall constitute one and the same instrument.

12.2 Further Assurances.

The parties to this Agreement shall from time to time execute such further documents and instruments and do all acts and things as the other party may reasonably require to carry out or better evidence or perfect the purpose of this Agreement.

12.3 Severability.

If any one or more of the terms, provisions, covenants or restrictions of this Agreement shall be determined by a court of competent jurisdiction to be invalid, void or unenforceable, the remainder of the terms, provisions, covenants and restrictions shall remain in full force and effect, and the invalid, void or unenforceable provisions shall be deemed severable.

12.4 Waiver.

The failure by either party to insist upon the performance of any one or more terms, covenants, or conditions of this Agreement shall not constitute, and shall not be construed to constitute, a waiver or relinquishment of any right granted hereunder or of any future performance of any such term, covenant, or condition, and the obligation of either party with respect hereto shall continue in full force and effect, unless such waiver shall be in writing signed by the party to be charged.

12.5 Survival.

The provisions of this Agreement which by their nature are intended to survive the termination, cancellation, completion or expiration of this Agreement, including but not limited to any expressed limitations of or releases from liability, indemnifications, and warranties shall continue as valid and enforceable obligations of the parties notwithstanding any such termination, cancellation, completion, or expiration.

12.6 Successors and Assigns.

This Agreement shall be binding upon and ensure to the benefit of each of the Consultant and the Client and their respective successors and permitted assigns. This Agreement and any of the rights, interest, or obligations hereunder may not be assigned or delegated by the Consultant without the prior written consent of the Client.

12.7 Written Amendments and Modifications.

No amendment or modification of this Agreement shall be effective or enforceable unless made in writing and signed by both parties hereto.

12.8 Remedies.

Notwithstanding any other provision of this Agreement, the Client shall have, in addition to any and all remedies at law and without the posting of a bond or other security, the right to an injunction, specific performance, or other equitable relief necessary to prevent or redress the violation of any of the Consultant's obligations under, or a breach or threatened breach of any term or covenant of, this Agreement.

12.9 Inconsistencies.

In the event of any inconsistencies or conflicts between the terms of this Agreement and any schedules, appendices or other documents attached to and forming part of this Agreement, the terms of this Agreement shall prevail, unless otherwise stated in this Agreement.

12.10 Dispute Resolution

In the event of a dispute or alleged breach arising under this Agreement each party agrees that, prior to instituting any claim against the other party in a court of competent jurisdiction, such party shall attempt in good faith to reasonably cooperate with the other party to resolve any dispute to each party's commercially reasonable satisfaction within thirty (30) days of the receipt of notice from the party alleging the dispute. Such notice shall include a description of the nature of the dispute, claims, reason for such claims and documentation of any alleged money damages allowable under the terms of this Agreement. The parties acknowledge that the objective of utilizing informal resolution of a dispute is to resolve any such dispute promptly and with the intent of avoiding litigation. Any proposals to resolve any such dispute shall be made without prejudice to either party. The parties shall continue to perform their respective obligations under this Agreement until the dispute is resolved. Notwithstanding the foregoing, nothing contained herein shall preclude a party from bringing an action to enjoin, obtain an order for specific performance, or obtain other equitable relief, and be reimbursed the costs, expenses, and reasonable attorney fees against the other party to enforce the obligations in this Agreement.

IN WITNESS WHEREOF the parties hereto have executed and delivered this Agreement by their duly authorized officers as of the date(s) indicated below but effective as of the Effective Date.

C.H. Johnson Consulting, Inc.

Name & Title: Charles H. Johnson IV,

Date: 6/25/24

C.H. Johnson Consulting, Inc.

Charles H. Johnson IV

Addresses for Notice:

Consultant

Charles H. Johnson IV
Johnson Consulting
6 East Monroe Street – Suite 500
Chicago, IL 60603
O: 312.447.2001
C: 847.778.5693
E: cjohnson@chjc.com

Town of Wake Forest

Name & Title: Kip Padgett, Town Manager

Date:

Client

Kip Padgett, Town Manager
Town of Wake Forest
301 S. Brooks Street
Wake Forest, NC 27587
O: (919) 435-9411
E: kpadgett@wakeforestnc.gov

EXHIBIT A



4. PROJECT UNDERSTANDING

The Town of Wake Forest (“Town” or “Client”) is seeking proposals to analyze the feasibility, impact, sustainability, and viability of a proposed performing arts center on the cultural landscape of the Wake Forest community. The study Johnson Consulting and Theatre Consultants Collaborative (“Consulting Team”) will perform will include key community stakeholders’ input, market analysis, financial feasibility, site analysis and a review of the current cultural offerings within the Town of Wake Forest and surrounding areas.

Johnson Consulting and Theatre Consultants Collaborative specialize in performing arts and event venues and Johnson Consulting has worked on hundreds of these projects across the nation, including in North Carolina and several similar communities to Wake Forest, many of which are in college communities, where town and gown relationships are important. Theatre Consultants Collaborative will bring a wealth of knowledge regarding performing arts center planning, along with their extensive local knowledge which will be invaluable for assisting with stakeholder outreach. The detailed analysis and recommendations prepared by our Team will provide the Town with the critical information to make the most informed decisions by determining the potential performing art center’s market opportunity, economic viability and performance and the optimal size and scale of the proposed performing arts center.

The results will serve as an objective, defensible foundation for communication with the general public, stakeholders about the purpose this potential venue fulfills in terms of strengthening the local economy as well as the resident and tourism experience in Wake Forest.

For an engagement of this nature, the following questions need to be addressed:

1. Market Perspective and Community Engagement: What is the overall assessment of the market? Which venues will the new performing arts center, compete with, or impact, and how will they perform vis-à-vis peer facilities in regional markets? Who will utilize the venue and what are their needs, desires and expectations, both from a patron and performing arts organization perspective? What are the community and local users’ opinions on the need for a new performing arts center? How will a new performing arts center impact other regional venues?

2. Program Considerations: What size and type of facility can the market support? What are the physical and technological attributes the venue should have? What is the optimal configuration to capitalize on the market trends and site attributes, and ensure flexible use of space today and in the future? How will the potential user groups impact the programming and demand of the performing arts center, considering performance and rehearsal needs? What site attributes offer the best opportunities for community and economic benefit? How can site design be optimized for

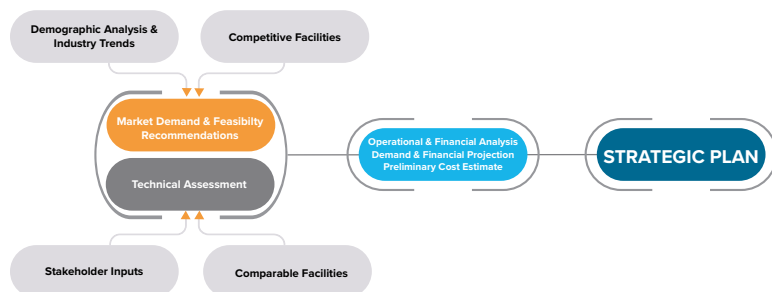
effective operations, but most importantly, enjoyment for the community and visitors.

3. Operations and Financing: How will the performing arts center operate from a demand and financial perspective? What is the anticipated demand calendar and 10-year pro forma for the venue? What is the optimal approach to financing and funding the venue? Are there creative tools that can be used, such as capital giving campaigns, New Market Tax Credits, Economic Opportunity Zone funding? How should the facility be managed and operated? What is the cultural, job creation and economic impact to the community?

Answering these questions is our standard practice and provides our Clients with the information they need to make informed decisions about the pursuit of the Project.

APPROACH

The Consulting Team has developed a nationally recognized multi-task approach to determining project feasibility and providing business planning for performing arts center projects. We have used this process for hundreds of feasibility projects across the country and the world. A summary of our approach is provided below. Please note that while we have included all items requested in the RFP, based on our many years of conducting similar engagements, we have organized our scope of work in a slightly different manner as certain tasks are needed to be complete in order to inform the tasks that follow.



PHASE I: MARKET RESEARCH AND ANALYSIS

TASK 1 – PROJECT ORIENTATION & INITIAL FIELDWORK

To initiate the process, we will hold workshops with Client Representatives to confirm the objectives of the study, develop clear lines of communication, review project methodology, and prepare a project work plan with deliverables and deadlines. Topics to be covered include:

- Review any proposed project planning or discussions that have occurred to date, from a site location, physical, and business-planning standpoint, and any prior work or analyses that may have been conducted by, or for the Town of Wake Forest.

- Meet with the Client representatives and stakeholders for the Project and discuss their objectives for the feasibility study. Stakeholders may include Town Staff from Administration, Renaissance Centre, Finance, Planning, Engineering, Facilities, Downtown Development and Economic Development, as needed.
- Review the Town's near and long-term economic development objectives.
- Identify specific markets and niches for use of the new performing arts center. For these projects to be successful, they must appeal to an array of audiences and attract many types of events. Our Consulting Team is expert in identifying and evaluating the full cross-section of audiences that must come to venues to make them appealing to both promoters and taxpayers.
- Identify competitive/comparable markets for use in benchmarking.
- Utilize our Team's extensive database of performing arts research developed for cities of similar size and demographics for benchmarking.

We will also use this initial orientation as an opportunity to initiate fieldwork. Fieldwork activities will include:

- Tour Wake Forest and the surrounding local area.
- Tour and profile the existing performance and event facilities in Wake Forest and surrounding areas.
- Perform potential user group interviews, including community theater, music and dance groups, local public officials and community leaders, businesses, and other stakeholders, to solicit a broad range of input and to acquire a complete coverage of the market area.
- Review and inventory of existing theatre, arts and cultural organizations – identify appropriate contacts and resources necessary to ensure complete review and assessment of issues and specific data.

TASK 2 – ECONOMIC, DEMOGRAPHIC AND DESTINATION MARKET ANALYSIS

Performing arts centers have three distinct markets—a primary demographic trade area, a secondary area, and, if done correctly, a trade area that can pull from a much larger regional area, if the facility and its surrounding environment is compelling and if the programming strategies are superb. Our Consulting Team will define the potential catchment areas for a new performing arts center and conduct a economic and demographic market analysis. Our efforts will focus a significant amount of research into income and education levels, arts and cultural participation rates, and other key market factors that are unique to the success of performing arts facilities. This data provides strong indicators of overall facility feasibility, sustainability, performance, and target market groups.

Our analysis will provide an objective, realistic assessment

of the market's strengths, weaknesses, opportunities, and threats (SWOT). Among the data to be analyzed will be:

- Population and demographic trends and their impact on demand for arts, cultural and meeting space as it relates to attendance at performing arts events.
- Esri, CoStar, & Placer AI Analysis.
- Current and target economic sectors and major employers.
- The current arts facilities in Wake Forest and organizations that do not have a permanent facility.
- Current and likely future trends in the performing arts, social and meetings industries.
- Profile of the small- to mid-sized performance venue market to include site and facility layout, amenities, and capacity.
- Inventory of public, non-profit, and private arts and cultural organizations, groups, institutions, schools, colleges and universities in the area. This will assist us in determining existing users as well as potential users of the performing arts center located in Wake Forest.
- Hotel, retail and restaurant supply and growth patterns. This will allow us to interpret the local community's ability to host larger events.
- Transportation and assets.
- Other data points and topics as identified.

TASK 3 – PERFORMING ARTS AND CULTURAL TRENDS

We will use our Consulting Team's extensive experience to determine and document industry trends, such as industry growth sectors, including, live music, theater, and family events, promoter trends, venue selection criteria, technology, overall industry health, and other factors that will influence the success of this Project. In addition to our industry experience, Johnson Consulting uses several industry resources to develop performing arts center trend information including PollStar, the International Association of Venue Managers, National Endowment for the Arts Survey of Public Participation in the Arts, and Destination Marketing Association International, and Placer AI data to understand macro level visitation trends for similar developments.

Our Consulting Team will define the universe of facility types and quality levels that serve the multifaceted cultural, arts and events industry. The definitions will profile the market from the smallest to largest facility type, and facility quality levels from low quality to high quality allowing for the client group to get a sense of what is most appropriate for the Wake Forest community using industry specific terms and definitions. The Consulting Team will also highlight what types of events use specific types of spaces, including, but not limited to:

- Business meetings, product launches, educational speaking series (“TED Talks”), weddings, parties, recreational programming, etc.
- Performing arts including opera, classical music concerts, popular music concerts, dance, theater, comedy, storytelling, and other performing arts programs.
- Performing Arts educational programs, training classrooms and studios.
- Other event types as identified by market research.

TASK 4 – REVIEW OF EXISTING PERFORMING ARTS VENUES

This Task is critical to understanding if there is an area of opportunity for a new performing arts center based on the existing supply of facilities in the regional area. The Consulting Team will identify performing art centers and cultural arts facilities in the Town of Wake Forest and region and their performance schedule, and determine implications for a new performing arts center by identifying trends in the area’s market absorption, maximum capacity, and un-accommodated business. We will compile statistical data on the size, quality, location, and performance of these facilities, including demand and operating information, as well as the impact to the region. We will also assess the level of competition for both content and visitation from comparable and competitive facilities within 100 miles (i.e. low competition, moderate competition, high competition).

TASK 5 – STAKEHOLDER ENGAGEMENT

Building on the previous tasks, Johnson Consulting with the assistance of Theatre Consultants Collaborative will work with Client representatives to identify potential project stakeholders, partnerships and synergies. We will interview select local arts organizations as well as regional and national event promoters, event planners, area universities, corporate entities, school districts, and other potential user groups identified. This will include individual meetings with Town of Wake Forest community elected officials, and other major stakeholders. These discussions and outreach will gain insight into community support and need for a new performing arts center, and what space(s) they are currently utilizing.

We will conduct a series of focus group meetings to solicit input and feedback, build understanding and support for the program recommendations, and identify partnerships and relationships that can successfully carry the Project forward through implementation.

- We will form our focus groups around distinct categories of stakeholders related to the performing arts center, and ask them specific questions, as follows:
- **Potential Partners and Tenants** such as local performing arts groups and traveling tours. We will ask specific

questions of these groups regarding their physical and operational needs for the performing arts center, the ability of potential partners to provide financial and other resources, and the rental fee capacity of these organizations based on the current rental fee structure in the marketplace.

- **Event Promoters and Planners** who are active in the local, regional and national touring concert and event markets. We will ask specific questions about the qualities they would seek in a new performing arts center, the types of events they could attract to the marketplace, perceived strengths and weaknesses of the Town of Wake Forest as a destination for events, peer pricing and competition strategies, and key factors for success.

TASK 6 – ANALYSIS OF NATIONAL COMPARABLE FACILITIES

In conjunction with the Town and other key stakeholders, we will select five national comparable performing arts centers that may offer innovative ideas with respect to facility development or performance in the Town of Wake Forest. We will then interview facility management and compile statistical data on the size, quality and performance of these facilities/markets, including demand and operational information, as follows and as available:

- Physical profile, development cost, funding approach and history.
- Profile of past, current, and future event calendars, event attendees’ origin and event program satisfaction, and operating performance, including:
 - Number of events and attendance by type.
 - Trends in recent event and attendance demand.
 - Revenues and Expenses, by type.
 - Analysis of rental fee structures, based on information provided by facility management.
 - Profile of management/ownership structures and funding mechanisms.
 - Analysis of local economic and demographic factors, such as population, per capita income, corporate and employment base, age breakdown, and others, which affect demand.
 - Analysis of local environment and support infrastructure including hotel rooms, retail, restaurants, key attractions, transportation, etc.
- Placer AI Analysis to source where visitors are coming from.
- Future expansion plans.

Johnson Consulting has developed a substantial database of financial and operating data for performing art centers throughout the U.S. Our analysis will provide real world operating data and financial performance results that will

be one of the primary inputs into our demand and financial analysis. Case study information on comparable and competitive facilities will be fully profiled in our report.

PHASE II – PROGRAM/CONCEPT RECOMMENDATIONS AND LOCATION IDENTIFICATION

TASK 7 – RECOMMENDATIONS

The preceding market and demand analysis will assist in the development of a proposed building program and recommended operating model as well as site recommendations. Our Consulting Team will use information gathered from the preceding tasks to determine the appropriate performing arts program and support space product that the Town of Wake Forest will absorb, if any, over the next five to 10 years. We will also comment on their associated land uses components that could complement the venue and shared amenities.

Our Consulting Team will provide recommendations relating to the facility's program, including options for optimal configuration and the overall size of the venue, commenting on and advising on the list of needed facility attributes. This task includes Theatre Consultants Collaboration assisting with the development of a space program for new or expanded facilities based on the findings of the previous stakeholder meetings and other research conducted in the prior task. Additionally, we will recommend optimal pricing levels for facility rentals as well as optimal staffing requirements needed. Our Consulting Team will use this information to determine the appropriate performing arts product that the Town and the regional market can accommodate over the next 10 years.

Recommendations will include items related to, but not limited to the following:

- Number, size, quality and type of performance and event spaces (back-of-house, small theater, rehearsal space, auditorium, reception space, dressing rooms, kitchen, lobby, and other needs as identified by the market research), based on optimal event footprints and consideration to making the space multi-functional so that potential uses may include a variety of institutional, civic and corporate uses.
- Number, size, quality and type of meeting and breakout spaces, catering facilities, etc.
- Facility rental fees based on the types of users and events.
- Desired and required amenities that may be necessary to accommodate the facility.
- Staffing requirements needed to operate the amphitheater.
- Phasing for future expansions or related adjacent development opportunities.

TASK 8 – SITE ANALYSIS

Theatre Consultants Collaboration will lead this task, evaluating potential sites relative to theatre operations. Building upon our initial field work investigations and discussions with Client Representatives and other key stakeholders, the Consulting Team will identify the amount of land needed to build the recommended facility, and analyze potential sites six potential sites (small, medium, and large) for the potential performing arts venue and analyze their appropriateness.

Our analysis will identify site characteristics including:

- Preliminary program requirements: size and functional requirements.
- Relationship to surrounding development, including existing community elements such as hotel rooms, restaurants, entertainment, retail, or other facilities in the Town.
- Optimal site and building design considerations.
- Hotel supply connections.
- Relationship with the existing transportation and connectivity network, including parking requirements; pedestrian, bicycle, transit and vehicular circulation and accessibility (this work will be preliminary in nature).
- Impacts of development on existing community.
- Integration with other economic or community development efforts.
- Impact on existing businesses, hotels and tourism.
- Potential Impact on Public/Private financing.
- Land availability for potential future expansion.
- Environmental considerations.
- Visibility.
- Cost.
- Others as identified.

We will then rank the six potential sites for the proposed performing arts venue utilizing Johnson Consulting's proprietary Site Ranking Matrix based upon their suitability for accommodating the recommended building program, market demand performance, total cost considerations, potential for expansion, and proximity to required support amenities. We will identify the opportunities and constraints for siting the project in the recommended target area. Additionally, we will apply a qualitative summary for decisions made as it relates to design, connectivity and the community as their impacts can be less apparent in a strictly quantitative review.

As part of this task, Theatre Consultants Collaboration will develop cost models for each site per size of proposed facility: low, medium, and high seating capacity.

PHASE III – FINANCIAL PROJECTIONS

TASK 9 – DEMAND PROJECTIONS

Once the development program and potential site has been agreed upon by Client representatives, the Consulting Team will prepare finalized demand projections for the proposed venue and outline the potential demand by market segment/ event type for the first 5 years of operation. The following data and analysis will be included as part of this Task:

- Complete analysis and demand profile of existing performing arts, cultural and event centers in the region—Demand, demographic pull, market penetration, programming, physical attributes, operating and capital funding, revenue and expense profile, ownership structure, operational and organizational structure.
- Analysis of any previous projections that have been prepared.
- Summarization of demand calendars for three to five comparable or example facilities that are the approximate size of the prospective facilities.
- Development of long-range demand projections addressing the number of shows and events, number of event days, number of attendees, and the amount of space needed for various event types over a 5-year period.
- Detailed interviews of regional arts groups, financial partners—corporations, foundations, philanthropists, for both capital support and programming support.
 - ‘ **BOTTOM-UP’ APPROACH:** reflecting current demand as identified in the market and demand analysis, annual repeat events, turned away events, and transfers from other locations, and
 - ‘ **TOP-DOWN’ APPROACH:** reflecting analysis of comparable facility demand, relative levels of supply and demand in the overall market and anticipated future market share.

TASK 10 – FINANCIAL PROJECTIONS

Based on our extensive knowledge of performing arts center operations and experience with similar facilities, we will develop estimates of income from various sources, including shows, events, grants and fundraising and contractually obligated income streams such as, but not limited to, sponsorships, advertising, and concessions. As part of the analysis, we will develop a detailed financial model for the new venue that includes a full discussion of assumptions and considers all factors that will affect the performance of the facilities. The model will generate a financial pro forma statement that summarizes a 5-year projection of revenues, expenses (including a projection of the annual surplus or subsidy needed for each of the first 10 years) and net

operating income throughout the period of the projections. This will include estimates per square foot to build new.

Revenues will include: ticket sales, space rentals, concessions, novelties, advertising, parking, service charges, and others specific to this Project. Expenses will include: payroll, utilities, repairs and maintenance, advertising and marketing, security, insurance, management expense, capital reserves for replacement, and others identified.

The analysis will document a recommended approach to the management and delivery of services. Details on staffing, food and beverage, parking, and other major line items affecting the operation will enable the reader to clearly understand the revenue and expenses; and therefore, the overall financial performance of the performing arts center.

Our analysis will also discuss the pros and cons of public ownership and operation versus public funding of the venues with private management as well as the implications of a completely private development.

At the end of this Task, the reader will be provided with a clear understanding of how the proposed facility is projected to perform based on different financing, management, and ownership structures. It will also provide a comprehensive analysis of the impact of the performing arts center on other existing venues.

TASK 11 – ECONOMIC AND FISCAL IMPACT ANALYSIS

Based on the facility’s projected demand schedule and assumptions regarding origin of attendees, as well as the local and regional tax structure, our Consulting Team will project the economic, social and fiscal impacts that will accrue in the local market as a result of the annual operations at the performing arts center as well as the one-time construction impacts. The analysis will consider direct spending impacts, and indirect and induced impacts, fiscal impacts, and local employment and income impacts based on standard multipliers of direct impacts that are refined based on local market conditions. Economic impact is defined as incremental new spending in an economy that is the direct result of certain activities, facilities, or events.

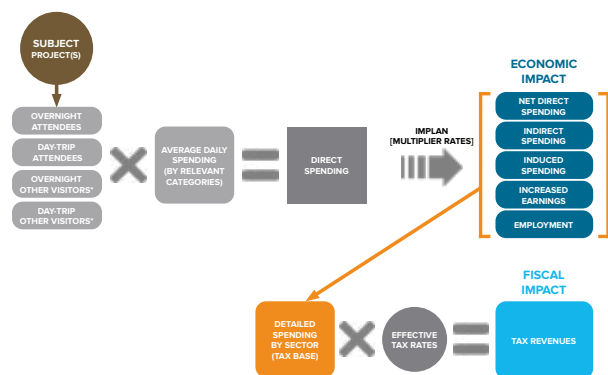
The presentation of our economic and fiscal impact analysis will include the following:

- **DIRECT SPENDING** – is an expression of the spending that occurs as a direct result of the events and activities that occur at the venue. For example, a patron’s expenditures on hotel rooms, shopping, and meals are direct spending.
- **INDIRECT SPENDING** – consists of re-spending of the initial or direct expenditures, or, the supply of goods and services resulting from the initial direct spending at the venue. For example, a patron’s direct expenditure on a

restaurant meal causes the restaurant to purchase food and other items from suppliers. The portion of these restaurant purchases that are within the local, regional, or state economies is counted as an indirect spending.

- **INDUCED SPENDING** – represent changes in local consumption due to the personal spending by employees whose incomes are affected by direct and indirect spending. For example, a waiter at the restaurant may have more personal income as a result of the hotel guest's visit. The amount of the increased income the waiter spends in the local economy is called an induced spending.
- **TOTAL SPENDING** – is the sum of direct spending, indirect spending, and induced spending.
- **INCREASED EARNINGS** – measures increased employee and worker compensation related to the Project being analyzed. This figure represents increased payroll expenditures, including benefits paid to workers locally. It also expresses how the employees of local businesses share in the increased outputs.
- **EMPLOYMENT** – measures the number of jobs supported in the study area related to the spending generated as a result of the events occurring in the multi-purpose center. Employment impact is stated in a number of full-time equivalent jobs.

It may also be helpful in obtaining final funding grants and ongoing operating support by communicating how the Project can help drive demand to the area, how much employment will occur and how much tax revenue will be generated.



TASK 12 – FUNDING AND MARKETING STRATEGIES

Our Consulting Team has extensive municipal and not-for-profit finance experience and private sector development experience in North Carolina and throughout the U.S. We will use our collective experience to judge what the market and financial models indicate, to help consider how to execute the Project. Previously, we have identified multiple private sector funding sources, created operating districts, and helped authorities create Tax Increment, Special Assessment and Tourism Development Zones and many other forms of finance support districts. We also have created special park districts and not-for-profit entities to help fund and operate amphitheaters, arts and cultural centers, sports complexes, hotels, conference centers, arenas, and real estate development districts.

Drawing on our experiences in markets across the country, and discussions with the Town of Wake Forest and other stakeholders, our Consulting Team will recommend potential funding sources for the new performing arts center. We will provide sustainable funding models and associated business model for each funding model. We will review public initiatives such as tax increment financing, the market's capacity in lodging or meals taxes, etc. In addition, we will explore the joint partnerships whereby the Town and another entity would both contribute to financing cost for shared usage. We will draw upon examples of communities that have taken these various approaches. The report will set the stage for developing funding applications and deliberations regarding phasing, planning, and subsequent implementation.

We will offer a specific discussion regarding revenue sources that are available to public and private facilities, including benefactor naming rights and other specialized revenue streams, such as advertising, and based on market conditions.

Our Consulting Team will provide a top-level marketing strategy to support the programming. It will outline an effective marketing plan to serve the proposed scope and function of the facility, considering the community and proven methods for success in the Town of Wake Forest.

REPORTS, MEETINGS AND DELIVERABLES

We are noted for the clarity and quality of our reports and all communications. The following are deliverable products that we will provide at a minimum to the Town of Wake Forest:

- **DRAFT REPORT:** Will be provided to the Town of Wake Forest. The Draft Report will include an Executive Summary and fully documented findings and recommendations and be accompanied by appropriate graphics and presentation material. Following the issuance of the Draft Report, the Consulting Team will meet with Client representatives to discuss key recommendations and receive input and guidance.
- **FINAL REPORT:** We will provide a fully documented Final Report, it will include a succinct Executive Summary addressing all the Town of Wake Forest's comments and refinements received throughout the study period.
- **PRESENTATION:** A PowerPoint presentation detailing our findings and recommendations will be provided on-site to discuss our findings from the feasibility and business plan.
- We have budgeted for a minimum of three in-person meeting sessions – at kickoff, a mid-point workshop, and to present our findings and recommendations. Our staff may also be in the market to conduct fieldwork at other points during the study. We will be available for meetings and workshops during these fieldwork trips, and via conference calls throughout the duration of the study. We will work closely with the Town of Wake Forest, and others as appropriate to ensure the timely delivery of a study that accurately meets your needs and requirements and addresses all relevant questions and concerns that arise.

6. PROJECT COST

			TASK 1 Project Orientation and Initial Fieldwork		TASK 2 Economic, Demographic, and Destination Market Analysis		TASK 3 Performing Arts and Cultural Industry Trends		TASK 4 Review of Existing Performing Arts Facilities		TASK 5 Stakeholder Engagement		TASK 6 Analysis of National Comparable Facilities	
Consultant	Role	Hourly Rate	Hours	Total Fee	Hours	Total Fee	Hours	Total Fee	Hours	Total Fee	Hours	Total Fee	Hours	Total Fee
1 Charles Johnson	President, Project Executive	\$350.00/hr	4	\$1,400	4	\$1,400	3	\$1,050	2	\$700	3	\$1,050	2	\$700
2 Ryan Johnson	Principal, Project Manager	\$225.00/hr	8	1,800	8	1,800	6	1,350	4	900	5	1,125	6	1,350
3 Brandon Dowling	Project Advisor	\$225.00/hr		-		-		-		-		-		-
4 Sarah Emmerton	Project Advisor	\$225.00/hr		-		-		-		-		-		-
5 Johnson Consulting	Project Analyst	\$200.00/hr	10	2,000	20	4,000	18	3,600	20	4,000	15	3,000	25	5,000
6 Robert Long	Principal, Theatre Consultants Collaborative	\$220.00/hr	8	1,760		-		-		-	15	3,300		-
7														
8				-		-		-		-		-		-
9				-		-		-		-		-		-
10				-		-		-		-		-		-
Totals:			30	\$6,960	32	\$7,200	27	\$6,000	26	\$5,600	38	\$8,475	33	\$7,050

			TASK 7 Recommendations		TASK 8 Site Analysis		TASK 9 Demand Projections		TASK 10 Financial Projections		TASK 11 Economic and Fiscal Impact Analysis		TASK 12 Funding and Marketing Strategies	
Consultant	Role	Hourly Rate	Hours	Total Fee	Hours	Total Fee	Hours	Total Fee	Hours	Total Fee	Hours	Total Fee	Hours	Total Fee
1 Charles Johnson	President, Project Executive	\$350.00/hr	4	\$1,400	4	\$1,400	6	\$2,100	4	\$1,400	3	\$1,050	2	\$700
2 Ryan Johnson	Principal, Project Manager	\$225.00/hr	8	1,800	8	1,800	10	2,250	10	2,250	6	1,350	8	1,800
3 Brandon Dowling	Project Advisor	\$225.00/hr		-		-		-		-		-	8	1,800
4 Sarah Emmerton	Project Advisor	\$225.00/hr		-		-		-		-		-		-
5 Johnson Consulting	Project Analyst	\$200.00/hr	15	3,000	10	2,000	18	3,600	25	5,000	20	4,000	3	600
6 Robert Long	Principal, Theatre Consultants Collaborative	\$220.00/hr	10	2,200	6	1,320		-		-		-		-
7														
8		\$0.00/hr		-		-		-		-		-		-
9				-		-		-		-		-		-
10				-		-		-		-		-		-
Totals:			37	\$8,400	28	\$6,520	34	\$7,950	39	\$8,650	29	\$6,400	21	\$4,900

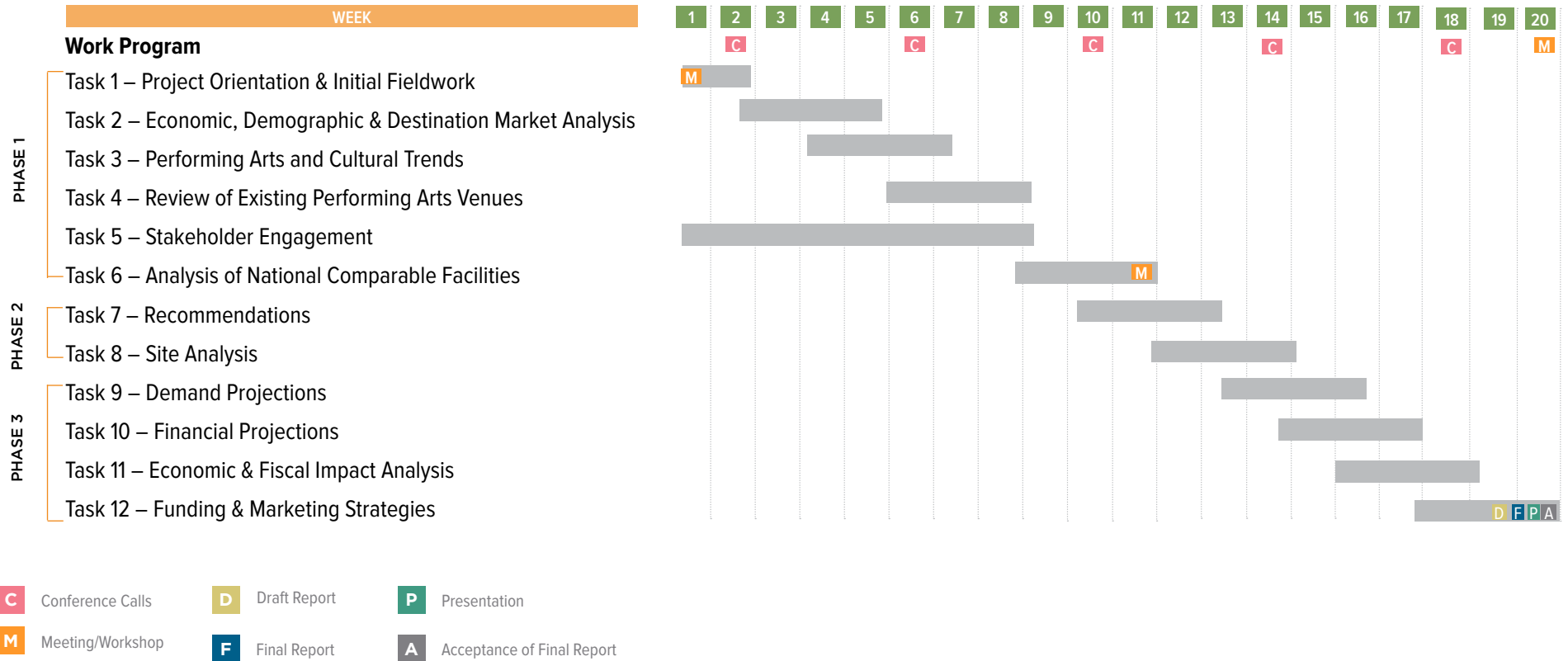
Consultant	Role	Hourly Rate	Hours	Fee	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours
Johnson Consulting														
1 Charles Johnson	President, Project Executive													
2 Ryan Johnson	Principal, Project Manager													
3 Brandon Dowling	Project Advisor												-	
4 Sarah Emmerton	Project Advisor												-	
5													-	
6													-	
7													-	
8													-	
9													-	
10													-	
Totals:			0	0	\$0	0	\$0						374	\$84,105
Total Anticipated Fee Budget:		\$	84,105											
Maximum Expense Budget:		\$	10,000											
Total Budget Based on Hourly Rates:		\$	94,105											
Total Hours			374											

EXHIBIT B



5. PROJECT SCHEDULE

We anticipate that the study will take approximately 20 weeks to complete and we commit to meeting all of your timeframe requirements including a final deliverable prior to August 30th, 2024.



* Schedule is tentative and subject to change



Board of Commissioners Work Session Agenda Item Report

Agenda Item No.: 2024-225-

Submitted by: Aileen J. Staples

Submitting Department: Administration

Meeting Date: July 2, 2024

SUBJECT

May Financial Summaries

Recommendation:

Item Summary:

ATTACHMENTS

- [Monthly Financial Report_summary.pdf](#)
- [May 31, 2024 Financial Summaries.pdf](#)

Agenda Item: Monthly Financial Report

Summary: Staff prepares monthly financial reports for each of the respective operating funds for which an annual budget is authorized by the Board of Commissioners. The reports are accompanied by highlights during respective month for each fund.

Attachments: Financial summaries

Town of Wake Forest

May 31, 2024

GENERAL FUND HIGHLIGHTS:

- Total year-to-date revenues are at 83.54% of annual budgeted amounts.
- Current year ad valorem taxes are ahead of prior YTD by over \$3.1 million.
- Eight distributions of sales tax received through **May - \$10.7 million**
 - This is **6.1% higher** than previous year currently.
- Due to current interest rate environment, investment income is higher than projected in all funds.
- Total year-to-date expenditures are at 88.95% of appropriations (includes encumbrances).
- Net increase YTD (*increase in fund balance*) is **\$395,000**. Revenues will continue to be recognized for the FY 23-24 through September (sales tax and other state shared resources). Expenditures will be accrued through mid-August for FY 23-24. Also, keep in mind that any transfers into or out of General Fund will be completed in June.
 - Preliminary projection is a **slight increase** in fund balance for the fiscal year ending June 30, 2024.

DEBT SERVICE FUND HIGHLIGHTS:

- \$616,101 in debt service payments made in May.
- Net increase YTD (*increase in fund balance*) is **\$2,093,813**.

WF BIP:

- Other financing sources represents transfer from General Fund.
- Expenditures are below expected guideline (92%).

DMSD HIGHLIGHTS:

- Ad valorem taxes have exceeded budgeted amounts and are over \$9,900 ahead of prior YTD.
- Transfers to Debt Service fund and General Fund (façade improvements) made in December.
- Transfer to General Fund for downtown plan update made in March.

WFRC HIGHLIGHTS:

- Expenditures are at 83.84% which is below the guideline (92%).
- Other financing sources represents transfer from General Fund for personnel costs.

May 31, 2024 - Financial Summaries – page 2

ELECTRIC FUND HIGHLIGHTS:

- Total year-to-date revenues are at 97.14% of budgeted amounts.
- Total expenses are at 119.32% (includes encumbrances) – **without inventory/generator encumbrance – 93.1%.**
 - Purchase for resale – power for May **(\$1,201,418)** is paid in June and not reflected in the attached.
 - Purchase order for generator replacement (\$3,863,690) included in encumbrances.
 - Generators are expected to arrive in FY 25 and will be financed.
- Net gain YTD is **\$1,008,444**

NOTE – Per our cost of service and rate study update in 2023, rate adjustments will be needed in FY 2025 and FY 2026. Consensus of the Board at the 2023 planning retreat was to implement smaller more frequent increases. Projections for FY 25 and FY 26 are 2.5% increases to the residential energy charge.

AMERICAN RESCUE PLAN ACT (ARPA):

- Report is a “life to date” (LTD) meaning everything reported is cumulative from the beginning – July 2021.
- Due to reporting and accounting requirements, funds received to date are shown as “deferred revenue” and is recorded as revenue as we incur expenditures over the next few years. For monthly reporting purposes, it is shown that all funds have been received.
- Funds must be encumbered (or under contract/obligated) by December 31, 2024, and expended (paid) by December 31, 2026.

GENERAL FUND
May 31, 2024

Monthly Target Percentage

92.00%

Department	Amended Budget	YTD Actual	Encumbrances	Remaining Budget (including encumbrances)	% Budget Used (includes encumbrances)	PY YTD Actuals
REVENUES						
Ad Valorem Taxes	\$ 39,073,440	\$ 39,385,479	-	\$ (312,039)	100.80%	\$ 36,288,443
Other Taxes	55,000	52,270	-	2,730	95.04%	46,057
Unrestricted Intergovernmental	18,435,300	12,429,008	-	6,006,292	67.42%	11,837,718
Restricted Governmental	2,797,540	2,931,806	-	(134,266)	104.80%	1,765,442
Permits and Fees	2,663,675	2,694,218	-	(30,543)	101.15%	2,665,799
Other Revenue	2,098,670	1,822,855	-	275,815	86.86%	1,737,816
Sales and Services	5,229,360	3,881,501	-	1,347,859	74.23%	3,106,536
Investment Earnings	1,612,500	1,603,660	-	8,840	99.45%	957,476
Other Financing Sources	12,173,415	5,485,308	-	6,688,107	45.06%	1,460,806
General Fund Total	\$ 84,138,900	70,286,105	-	13,852,795	83.54%	\$ 59,866,094

Department	Amended Budget	YTD Actual	Encumbrances	Remaining Budget (including encumbrances)	% Budget Used (includes encumbrances)	PY YTD Actuals
EXPENDITURES						
410 Board of Commissioners	\$ 470,885	\$ 349,890	\$ -	\$ 120,995	74.30%	\$ 247,959
412 Legal Services	472,600	371,576	-	101,024	78.62%	364,901
420 Town Manager's Office	1,034,650	873,870	75,094	85,686	91.72%	820,719
421 Town Clerk	250,500	226,473	-	24,027	90.41%	-
422 Organizational Performance	506,680	450,331	-	56,349	88.88%	-
423 Budget Management	232,785	155,300	-	77,485	66.71%	-
425 Communications	1,302,800	1,129,306	17,911	155,584	88.06%	1,003,735
430 Human Resources	1,226,410	1,071,322	11,806	143,282	88.32%	1,026,561
431 Risk Management	483,730	459,993	400	23,337	95.18%	-
435 Downtown Development	526,785	439,504	-	87,281	83.43%	333,785
440 Financial Services	1,319,185	1,264,781	5,832	48,572	96.32%	1,694,482
445 Information Technology	2,281,575	1,937,536	41,481	302,559	86.74%	1,523,644
480 Inspections	2,412,675	2,047,163	-	365,512	84.85%	1,750,371
490 Planning	4,509,425	2,973,757	475,498	1,060,170	76.49%	2,092,793
500 Public Facilities	4,573,085	2,721,685	1,574,200	277,200	93.94%	2,408,118
510 Police	16,746,575	15,198,022	180,371	1,368,182	91.83%	12,967,948
520 Fire	12,750,650	11,165,171	275,136	1,310,342	89.72%	9,827,330
530 Public Works Administration	354,565	268,777	41,445	44,343	87.49%	255,858
535 Urban Forestry	530,750	448,836	650	81,264	84.69%	390,493
540 Engineering	1,800,185	1,341,104	153,009	306,071	83.00%	1,712,876
545 Stormwater Management	646,560	353,038	135,637	157,885	75.58%	-
550 Fleet Maintenance	653,895	545,473	-	108,422	83.42%	489,421
560 Streets	3,902,780	3,345,599	317,208	239,972	93.85%	2,480,620
580 Solid Waste	6,240,600	5,009,299	29,000	1,202,301	80.73%	4,117,717
620 Parks and Recreation	10,399,280	7,900,877	1,612,696	885,708	91.48%	3,759,442
999 Transfers	8,509,290	7,842,493	-	666,797	92.16%	6,711,638
General Fund Total	\$ 84,138,900	69,891,177	4,947,374	9,300,348	88.95%	\$ 55,980,412

General Fund - Net Gain (Loss)

\$ 394,928

\$ 3,885,683

Debt Service Fund
May 31, 2024

Monthly Target Percentage

92.00%

Department	Amended Budget	YTD Actual	Remaining Budget (including encumbrances)	% Budget Used (includes encumbrances)	PY YTD Actuals
REVENUES					
Restricted Governmental	\$ 1,290,595	1,543,750	(253,155)	0.00%	1,286,484
Permits and Fees	707,610	645,713	61,898	0.00%	581,145
Investment Earnings	30,520	28,647	1,874	0.00%	33,074
Other Financing Sources	6,078,775	5,577,627	501,148	91.76%	4,755,886
General Fund Total	\$ 8,107,500	7,795,736	311,764	96.15%	\$ 6,656,588

Department	Amended Budget	YTD Actual	Remaining Budget (including encumbrances)	% Budget Used (includes encumbrances)	PY YTD Actuals
EXPENDITURES					
440 Financial Services	\$ 762,870	\$ 9,148	\$ 753,722	\$ -	\$ 3,020
445 Information Technology	397,135	393,604	3,532	99.11%	402,234
480 Building Inspections	54,455	50,920	3,535	93.51%	100,158
490 Planning	12,595	6,296	6,299	49.98%	-
500 Public Facilities	617,190	569,160	48,030	92.22%	872,101
510 Police	673,215	684,671	(11,456)	101.70%	728,895
520 Fire	290,355	279,712	10,643	96.33%	269,086
535 Urban Forestry Division	8,555	8,546	9	99.90%	8,546
540 Engineering	6,985	3,523	3,462	50.44%	3,523
550 Fleet Maintenance	20,715	14,621	6,094	0.00%	8,547
560 Streets	1,620,525	1,234,664	385,861	76.19%	1,774,803
570 Powell Bill	1,522,590	1,162,789	359,801	76.37%	866,775
580 Solid Waste	235,605	144,143	91,462	61.18%	80,311
620 Parks and Recreation	1,884,710	1,140,125	744,585	60.49%	968,762
General Fund Total	\$ 8,107,500	5,701,923	2,405,577	70.33%	\$ 6,086,761

Debt Service Fund - Net Gain (Loss)

\$ 2,093,813

\$ 569,827

Wake Forest Business and Industry Partnership Fund (BIP)
May 31, 2024

Monthly Target Percentage

92.00%

Department	Amended Budget	YTD Actual	Encumbrances	Remaining Budget (including encumbrances)	% Budget Used (includes encumbrances)	PY YTD Actuals
REVENUES						
Sales and Services	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -
Other Revenue	2,500	15,261	-	(12,761)	610.46%	2,000
Other Financing Sources	550,700	435,600	-	115,100	79.10%	334,826
WFRC Fund Total	\$ 553,200	450,861	-	102,339	81.50%	\$ 336,826

Department	Amended Budget	YTD Actual	Encumbrances	Remaining Budget (including encumbrances)	% Budget Used (includes encumbrances)	PY YTD Actuals
EXPENDITURES						
415 Economic Development	\$ 553,200	\$ 379,079	\$ -	\$ 174,121	68.52%	\$ 177,125
WFRC Fund Total	\$ 553,200	379,079	-	174,121	68.52%	\$ 177,125

WFBIP Fund - Net Gain (Loss) **\$ 71,782** **\$ 159,701**

DMSD Special Revenue Fund
May 31, 2024

Monthly Target Percentage

92.00%

Department	Amended Budget	YTD Actual	Encumbrances	Remaining Budget (including encumbrances)	% Budget Used (includes encumbrances)	PY YTD Actuals
REVENUES						
Ad Valorem Taxes	\$ 155,570	\$ 159,910	-	\$ (4,340)	102.79%	\$ 149,919
Investment Earnings	9,430	19,058	-	(9,628)	202.10%	10,256
Other Financing Sources	-	-	-	-	0.00%	-
DMSD Special Revenue Fund Total	\$ 165,000	178,969	-	(13,969)	108.47%	\$ 160,175

Department	Amended Budget	YTD Actual	Encumbrances	Remaining Budget (including encumbrances)	% Budget Used (includes encumbrances)	PY YTD Actuals
EXPENDITURES						
Transfers In (Out)	\$ 165,000	\$ 148,800	-	\$ 16,200	90.18%	\$ 75,639
DMSD Special Revenue Fund Total	\$ 165,000	148,800	-	16,200	90.18%	\$ 75,639

Downtown District - Net Gain (Loss)

30,169

84,536

Wake Forest Renaissance Centre
May 31, 2024

Monthly Target Percentage

92.00%

Department	Amended Budget	YTD Actual	Encumbrances	Remaining Budget (including encumbrances)	% Budget Used (includes encumbrances)	PY YTD Actuals
REVENUES						
Sales and Services	\$ 249,710	\$ 180,416	\$ -	\$ 69,294	72.25%	\$ 152,376
Other Revenue	140,700	128,797	-	11,903	91.54%	108,347
Other Financing Sources	757,785	671,632	-	86,153	88.63%	533,651
WFRC Fund Total	\$ 1,148,195	980,845	-	167,350	85.42%	\$ 794,374

Department	Amended Budget	YTD Actual	Encumbrances	Remaining Budget (including encumbrances)	% Budget Used (includes encumbrances)	PY YTD Actuals
EXPENDITURES						
626 Wake Forest Renaissance Centre	\$ 1,148,195	\$ 957,200	\$ 5,500	\$ 185,495	83.84%	\$ 814,859
WFRC Fund Total	\$ 1,148,195	957,200	5,500	185,495	83.84%	\$ 814,859

WFRC Fund - Net Gain (Loss) **\$ 23,644** **\$ (20,485)**

WAKE FOREST POWER (ELECTRIC FUND)
May 31, 2024

Monthly Target Percentage

92.00%

Department	Amended Budget	YTD Actual	Encumbrances	Remaining Budget (including encumbrances)	% Budget Used (includes encumbrances)	PY YTD Actuals
REVENUES						
Charges for Services	\$ 22,616,900	\$ 21,934,203	-	\$ 682,697	96.98%	\$ 18,967,098
Sales Tax - Utility	1,567,350	1,524,599	-	42,751	97.27%	1,314,804
Other Revenue	471,000	478,604	-	(7,604)	101.61%	308,076
Investment Earnings	49,750	50,994	-	(1,244)	102.50%	52,067
Other Financing Sources	250,925	254,017	-	(3,092)	0.00%	149,500
Electric Fund Total	\$ 24,955,925	24,242,417	-	713,508	97.14%	\$ 20,791,545

Department	Amended Budget	YTD Actual	Encumbrances	Remaining Budget (including encumbrances)	% Budget Used (includes encumbrances)	PY YTD Actuals
EXPENDITURES						
840 Electric - Billing & Collections	\$ 598,220	\$ 588,725	\$ -	\$ 9,495	98.41%	\$ -
850 Electric - Operations	\$ 23,739,160	22,164,089	6,542,812	(4,967,741)	120.93%	19,514,674
860 Electric - Tree Trimming	618,545	481,158	-	137,387	77.79%	259,591
Electric Fund Total	\$ 24,955,925	23,233,973	6,542,812	(4,820,859)	119.32%	\$ 19,774,266

Electric Fund - Net Gain (Loss) \$ - **1,008,444** **1,017,280**

AMERICAN RESCUE PLAN ACT (ARPA)
05/31/2024 (Cumulative - Life to Date)

Monthly Target Percentage

N/A

							N/A
Department	Amended Budget	LTD Actual	Encumbrances	Remaining Budget	% Budget Used	PY YTD Actuals	
REVENUES							
Restricted Governmental	\$ 14,541,000	14,541,846	-	(846)	100.01%	-	
Investment Earnings	-	800,299	-	(800,299)	0.00%	-	
Other Financing Sources	-	-	-	-	0.00%	-	
General Fund Total	\$ 14,541,000	15,342,145	-	(801,145)	105.51%	\$ -	
Department	Amended Budget	LTD Actual	Encumbrances	Remaining Budget	% Budget Used	PY YTD Actuals	
EXPENDITURES							
445 Information Technology	\$ 1,030,000	\$ 674,005	\$ 3,306	\$ 352,689	65.76%	\$ -	
525 Public Safety (ARPA)	2,800,000	1,284,047	1,936,784	(420,831)	115.03%	-	
540 Engineering	6,325,000	1,007,627	416,944	4,900,429	22.52%	-	
638 Other Improvements	4,386,000	3,180,215	18,071	1,187,714	72.92%	-	
General Fund Total	\$ 14,541,000	6,145,894	2,375,105	6,020,001	58.60%	\$ -	
ARPA Fund - Net Gain (Loss)		\$ 9,196,251					\$ -



Board of Commissioners Work Session Agenda Item Report

Agenda Item No.: 2024-221-

Submitted by: Terry Savary

Submitting Department: Administration

Meeting Date: July 2, 2024

SUBJECT

Review of Draft Agenda for Upcoming Regular Meeting

Recommendation:

Item Summary:

ATTACHMENTS

- [DraftBOCAgenda_Jul202416.pdf](#)



Wake Forest Board of Commissioners

Draft Meeting Agenda

July 16, 2024 at 6:00 PM

All items listed are for discussion and possible action.

Call to Order

Pledge of Allegiance

1.Approval of Agenda

2.Approval of Minutes

- 2.A. June 4, 2024 Work Session
June 18, 2024 Regular Meeting

3.Presentations

4.Public hearings / Public Comment

- 4.A. Public Comment: If anyone would like to address the Board of Commissioners on an item other than a public hearing item during the time of public comment, please sign up with the Town Clerk prior to the meeting. Each speaker is asked to limit comments to 3 minutes. Please provide the clerk with copies of any handouts you have for the Board. Although the Board is interested in hearing your concerns, speakers should not expect Board action or deliberation on subject matter brought up during the Public Comment segment. Topics requiring further investigation will be referred to the appropriate Town Staff and may be scheduled for a future agenda. Thank you for your consideration of the Board of Commissioners, staff and other speakers.

5.Consent Agenda

(A Consent Agenda is a group of items passed with a single motion and vote. These matters are of a generally routine nature. No debate is allowable on any item included on the Consent Agenda. If a Commissioner or any citizen of Wake Forest or its ETJ wants separate consideration of any item, it may be removed from the Consent Agenda by request.)

- 5.A. Approval of the US 1 Council of Planning Bylaws and Memorandum of Understanding Updates

5.B. Kroger Opioid Settlement

6.Legislative Items

7.Planning Items

8.Administration and Financial Items

9.Public Services Items

10.Parks and Recreation Items

11.Public Safety Items

12.Other Business

12.A. Department Monthly Reports

12.B. Wake County Tax Release

12.C. Commissioner Reports

13.Adjournment



Board of Commissioners Work Session Agenda Item Report

Agenda Item No.: 2024-217-

Submitted by: Kip Padgett

Submitting Department: Administration

Meeting Date: July 2, 2024

SUBJECT

Closed Session: NCGS 143-318.11(5) -To establish, or to instruct the public body's staff or negotiating agents concerning the position to be taken by or on behalf of the public body in negotiating (i) the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or lease.

Recommendation:

Item Summary:

ATTACHMENTS

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