

Board of Commissioner Goals and Strategic Plan

Planning Board Retreat
September 27, 2023



Topics

- Board of Commissioner Goals & Key Strategic Actions
- Community Survey
- Wake County Strategic Plan

Board of Commissioner Goals

Board of Commissioner Goals and Key Strategic Actions

- Developed early each calendar year
- 2023 Results
 - 6 Focus Areas
 - 28 Goals
 - 69 Key Strategic Actions

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WAKE COUNTY BOARD OF COMMISSIONERS

2023 GOALS



COMMUNITY HEALTH AND VITALITY

CHV 1	Improve public health and well-being by supporting and promoting healthy behaviors and lifestyles.
CHV 2	Improve access to affordable, high-quality medical and behavioral health care.
CHV 3	Support a higher quality of life for vulnerable residents and communities.
CHV 4	All residents have access to food that is safe, affordable, nutritious, and culturally and medically appropriate.
CHV 5	Create and preserve affordable housing.
CHV 6	Prevent homelessness and provide support to County residents experiencing homelessness.

ECONOMIC STRENGTH

ES 1	Every resident has opportunities to succeed and thrive in Wake County's economic prosperity.
ES 2	All households have access to affordable, high-speed internet.
ES 3	Support economic development efforts to bring diverse jobs, talent, businesses, and visitors to Wake County.
ES 4	Support, promote, and celebrate arts and culture.

EDUCATION

E 1	Support early childhood care and education programs that prepare young children for life-long learning and well-being.
E 2	Partner with the Wake County Public School System (WCPSS) to improve all public school students' educational outcomes.
E 3	Provide affordable college education and training programs in partnership with Wake Technical Community College.
E 4	Maintain a long-term funding plan for capital needs at the Wake County Public School System and Wake Technical Community College.



Community Health &
Vitality



Economic Strength



Education



Great Government



Growth & Sustainability



Public Safety



Growth and Sustainability

- GS 1: Preserve and enhance the County residents' quality of life through coordinated land use and transportation planning.
 - GS 1.1: Identify and develop amendments for consideration by the Board of Commissioners to the Wake County Unified Development Ordinance that integrate with PLANWake (the comprehensive land use plan) and establish clear and efficient development reviews and standards.
 - GS 1.2: Collaborate with municipalities to explore and implement policies that increase residential housing supply and density.
 - ✓ GS 1.3: Partner with key stakeholders to develop and implement a countywide vision to strengthen Wake County's quality of place



Growth and Sustainability

- GS 2: Encourage the use of public transit.
 - GS 2.1: Create affordable housing along transit corridors by leveraging public land.
 - GS 2.2: Participate in the planning and execution of multi-modal transportation and commuter rail.



Growth and Sustainability

- GS 3: Preserve and protect a clean and abundant water supply.
 - GS 3.1: Collaborate with the Water Partnership to develop and implement a 50-year One Water Plan to equitably support all aspects of our growing population and preserve our limited natural resources.
 - GS 3.2: Explore interventions to improve well water conditions in vulnerable communities equitably. Provide technical assistance to impacted residents and connect them to resources.



Growth and Sustainability

- GS 4: Preserve open space and expand access to parks, preserves, recreation resources, and greenways.
 - GS 4.1: Pursue facility plans for future parks, greenways, nature preserves, and open space, including discussions about the timing of future bonds and dedicated revenue streams.



Growth and Sustainability

- GS 5: Promote sustainability and address issues associated with climate change.
 - GS 5.1: Support County efforts to achieve clean energy by 2050.
 - GS 5.2: Partner with Wake County Public Schools, Wake Technical Community College, municipalities, and others to identify and implement clean energy projects that increase energy conservation and renewable energy production.

Community Survey



Probolsky Research; Fall 2022

+/- 2% Margin of Error; 95% Confidence Interval

What is the community survey?

Satisfaction Surveys

- Individual, direct use and experience shape opinions.

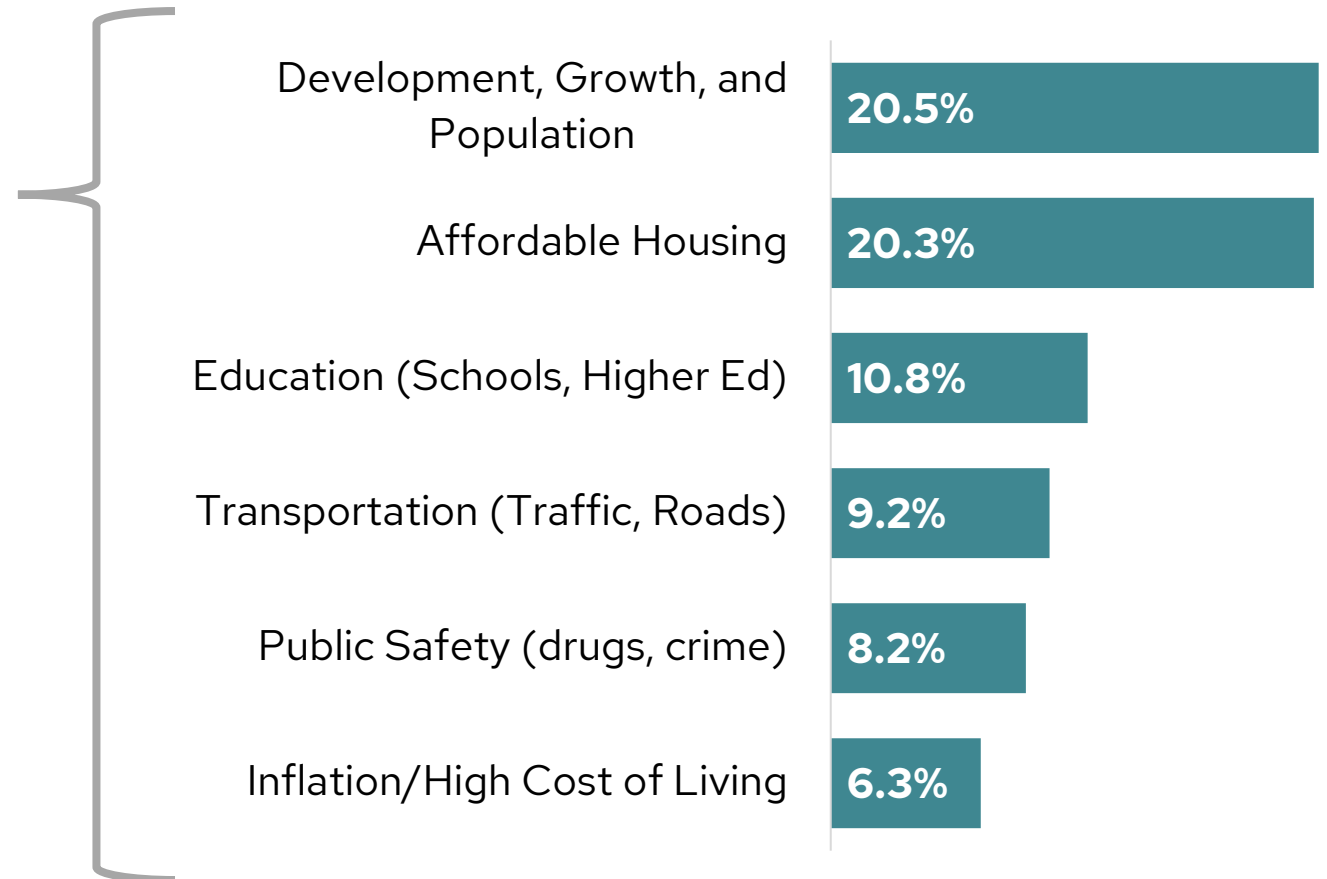
Perception Surveys

- Opinions based on observation
- May include direct use—but also:
 - Observation and feeling
 - Awareness and attitudes
 - Experiences by others (family, friends, co-workers, social networks)
 - Personal beliefs
 - Political beliefs
 - National and regional politics
 - Media and messaging

Community Survey

Most important issues facing Wake County

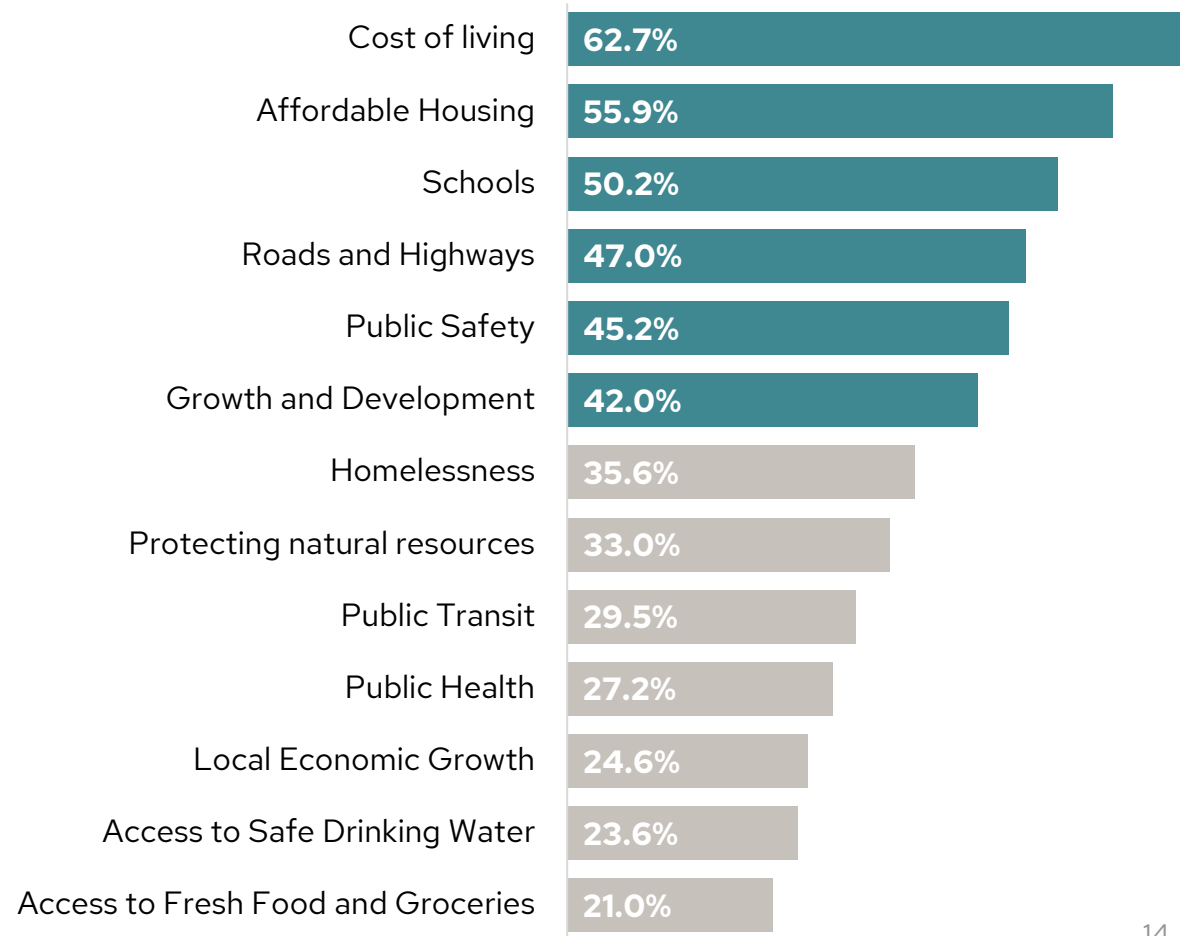
- Open-ended question
- Wake County does not have complete control to impact these issues alone—requires partnerships



Community Survey

What should be Wake County's top priorities?

- Choose all that apply from a list of issues identified in other community engagements
- Top six responses mirror the top six from categories from the open-ended question





Community Health &
Vitality



Economic Strength



Education



Great Government



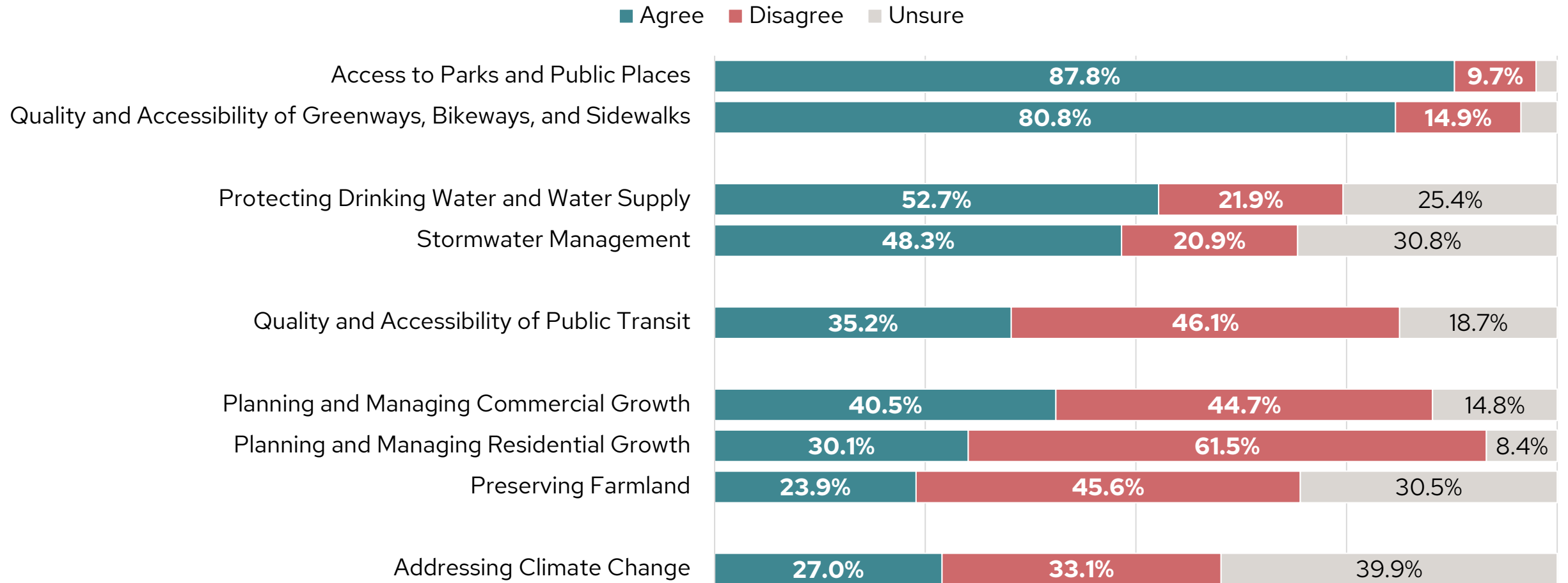
Growth & Sustainability



Public Safety

Priorities: Community Survey

Growth and Sustainability



Priorities: Community Survey

Growth and Sustainability

Strengths

- Access to parks and public places (+78.1%)
- Quality and accessibility of greenways, bikeways, and sidewalks (+65.9%)
- Protecting drinking water and water supply (+30.8%)
- Stormwater management (+27.4%)

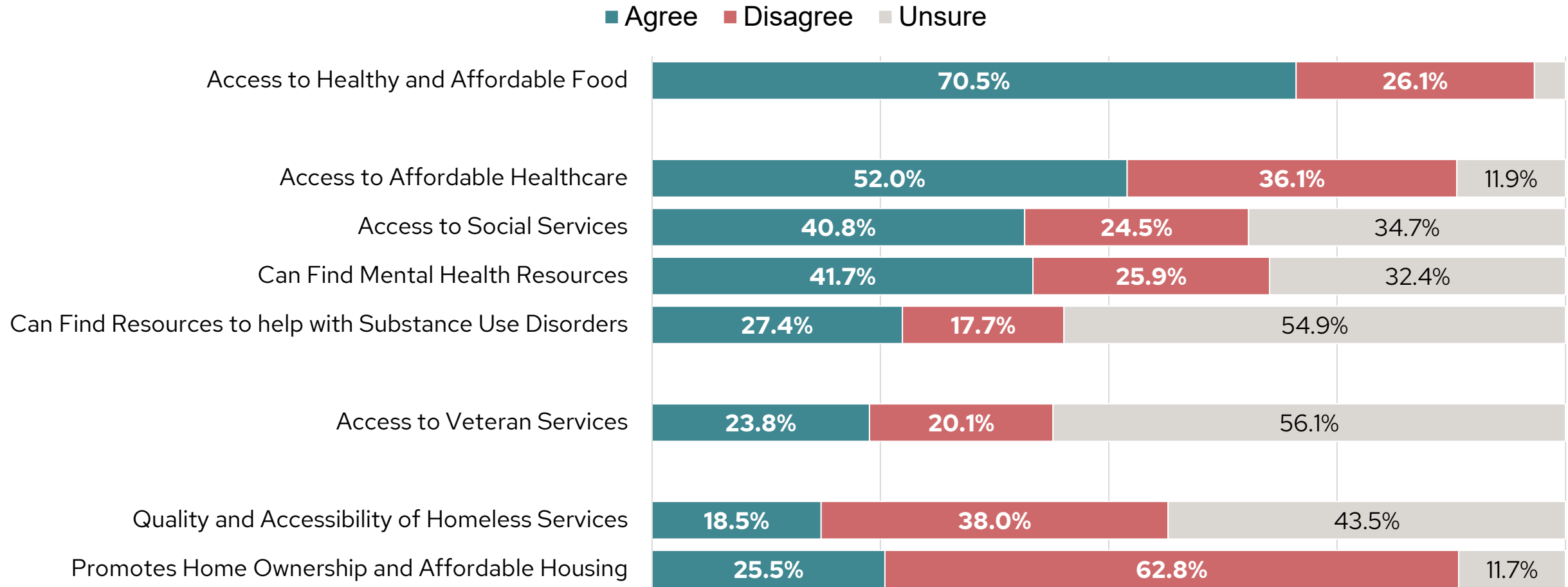
Fair

Opportunities

- Planning and managing commercial growth (-4.2%)
- Addressing climate change (-6.1%)
- Quality and accessibility of public transit (-10.9%)
- Preserving farmland (-21.7%)
- Planning and managing residential growth (-31.4%)

Priorities: Community Survey

Community Health and Vitality



Priorities: Community Survey

Community Health and Vitality

Strengths

- Access to healthy and affordable food (+44.4%)

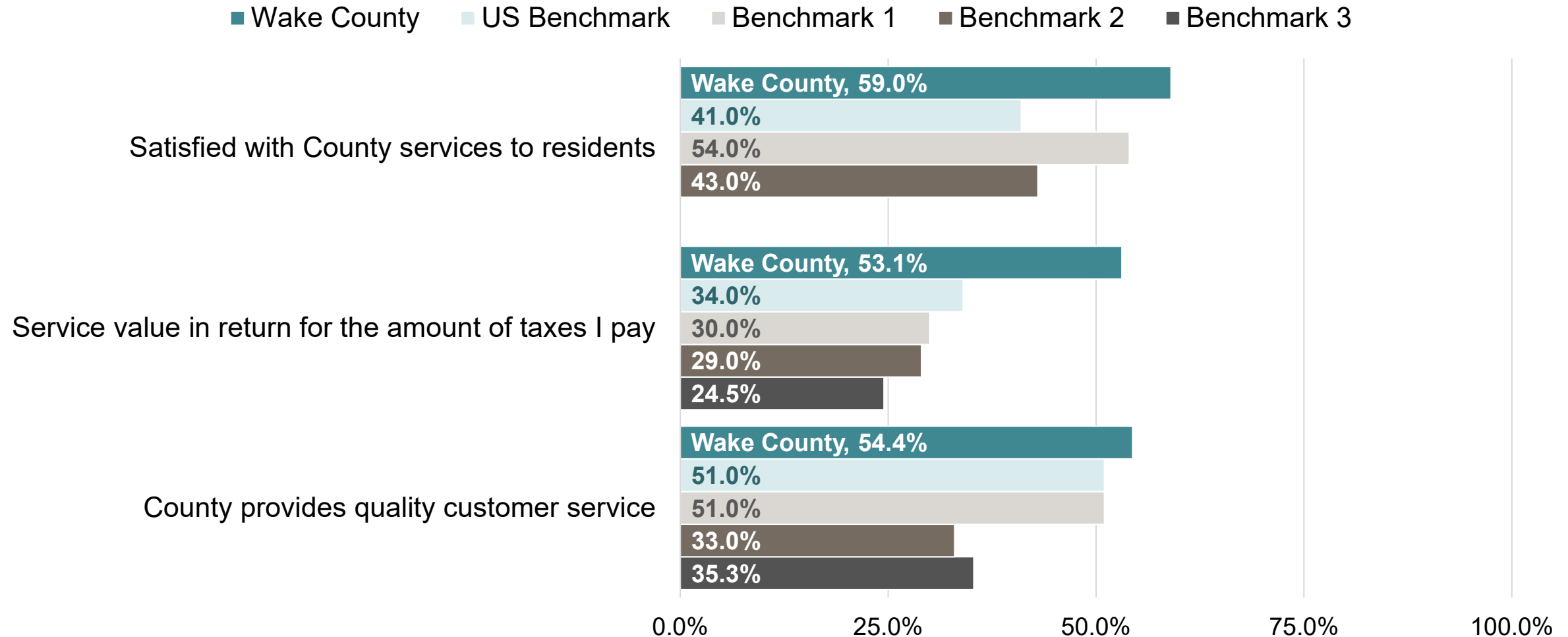
Fair

- Access to social services (+16.3%)
- Access to affordable healthcare (+15.9%)
- Access to mental health resources (+15.8%)
- Find resources to help with substance use disorders (+9.7%)
- Access to veteran services (+3.7%)

Opportunities

- Quality and accessibility of homeless services (-19.5%)
- Promoting home ownership and affordable housing (-37.3%)

Wake County Services and Value



Wake Co Strategic Plan Focus Group

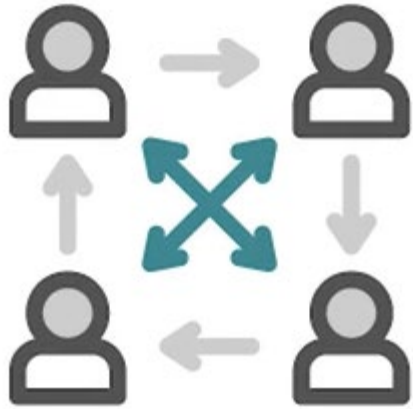
Where are we in our process?

Where are we?

Where we want
to go?

How do we get
there?

- Environmental Scanning
 - Community Survey
 - Community Indicators
 - Demographics
 - Social trends
 - Key performance indicators (KPIs)
 - **Stakeholder Interviews and Focus Groups**
- Share research
- Board of Commissioners crafts the vision
- Update the Mission and Values
- Clarify and finalize
 - Vision, Mission, and Values
 - Desired Outcomes
- Strategies and tactics
 - Community Feedback
- Finalize key performance indicators



Engagement

- 250+ stakeholders groups identified by County staff
- Engagement and outreach efforts through October
- Soliciting feedback to seven questions

Question 1

In an ideal world, how should Wake County look and feel five years from now? What might residents/community members experience in their daily lives?

Question 2

In late 2022, Wake County surveyed the community and asked them to identify their top priorities. The following are some of the issues and topics mentioned most often.

- Affordable housing
- Crime, violence, and public safety
- Development, construction, and growth
- Education
- Homelessness
- Infrastructure
- Jobs and the economy
- Public health
- Roads and traffic
- Teacher and staff pay/support
- Transit services (including bus & rail)

What are your top priorities for Wake County for the next five years? Is anything missing from the above list?

Question 3

Name a few things that Wake County government does well.
Who benefits most from the things Wake County does well?

Question 4

Wake County Government strives to be an organization that solves community-wide issues or problems. How can we improve our ability to address the challenges facing our community? What can we do better?

Three more questions (poll)

One more step. Please use the following link or QR code to answer our poll questions about stakeholders or to provide additional thoughts or comments.

<https://publicinput.com/wakeplanningboard>



Three more questions (poll)

5. Wake County Government values me as a community stakeholder. (Select only one)

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

6. As a community stakeholder, what are your preferred ways of receiving communications from Wake County Government? (Select all that apply)

- ☐ Annual or quarterly progress reports
- ☐ Newsletters
- ☐ Emails
- ☐ Social media
- ☐ Presentations (i.e., in-person or virtual mtgs)
- ☐ County websites
- ☐ Press releases
- ☐ Text messages
- ☐ Phone calls
- ☐ Informal meetings, including face-to-face communication or word of mouth

7. Do you want to share other thoughts or comments?

Other notes to consider

- All responses are due by October 15, 2023
- You may be asked to participate from multiple fronts
- Feel free to comment based on your role or perspective

Thank you for providing your insights

Jason Horton

Strategic Initiatives Director

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919-856-5512

For information about the County's Strategic Plan, please visit:

wake.gov/strategicplan

2023 GOALS



COMMUNITY HEALTH AND VITALITY

CHV 1	Improve public health and well-being by supporting and promoting healthy behaviors and lifestyles.
CHV 2	Improve access to affordable, high-quality medical and behavioral health care.
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ECONOMIC STRENGTH

ES 1	Every resident has opportunities to succeed and thrive in Wake County's economic prosperity.
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EDUCATION

E 1	Support early childhood care and education programs that prepare young children for life-long learning and well-being.
E 2	Partner with the Wake County Public School System (WCPSS) to improve all public school students' educational outcomes.
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E 4	Maintain a long-term funding plan for capital needs at the Wake County Public School System and Wake Technical Community College.



GREAT GOVERNMENT

GG 1	Engage our community to envision the County's future..
GG 2	Embrace diversity, equity, and inclusion.
GG 3	Maintain a culture that values and supports our employees.
GG 4	Improve resident and customer experiences through efficient, high-quality, data-driven service delivery and continuous innovation.
GG 5	Strengthen governance structures and processes that preserve ethics, accountability, and effective decision-making.



GROWTH AND SUSTAINABILITY

GS 1	Preserve and enhance the County residents' quality of life through coordinated land use and transportation planning.
GS 2	Encourage the use of public transit.
GS 3	Preserve and protect a clean and abundant water supply.
GS 4	Preserve open space and expand access to parks, preserves, recreation resources, and greenways.
GS 5	Promote sustainability and address issues associated with climate change.



PUBLIC SAFETY

PS 1	Provide a safe community where all residents feel equally served and protected.
PS 2	Support justice-involved residents rejoining the community through diversion, detention-based programs, and re-entry to improve health and well-being.
PS 3	Provide sustainable, high-quality public safety and emergency management services to meet the community's current and future needs.
PS 4	Ensure that first responders' diversity, health, mental health, and well-being are provided for in all public safety agencies.

WAKE COUNTY BOARD OF COMMISSIONERS

2023 GOALS & KEY STRATEGIC ACTIONS



COMMUNITY HEALTH AND VITALITY

CHV 1	Improve public health and well-being by supporting and promoting healthy behaviors and lifestyles.
	<ul style="list-style-type: none">• CHV 1.1: Evaluate and implement the action plan outlined in the Infant Mortality 2020 Workgroup Report to enhance the health outcomes for babies and moms, reduce infant deaths, and reduce related disparities.
	<ul style="list-style-type: none">• CHV 1.2: Increase access to maternal health care, especially for women of color.
	<ul style="list-style-type: none">• CHV 1.3: Enhance the accessibility and diversification of substance abuse treatment options.
CHV 2	Improve access to affordable, high-quality medical and behavioral health care.
	<ul style="list-style-type: none">• CHV 2.1: Address challenges and mitigate impacts to residents associated with state-led Medicaid Transformation through partnerships with the community and the North Carolina Department of Health and Human Services.
	<ul style="list-style-type: none">• CHV 2.2: Evaluate performance and current metrics of behavioral health crisis services to identify additional needs or service gaps and address recommendations with community partners.
	<ul style="list-style-type: none">• CHV 2.3: Leverage data-sharing through medical, health, and human services organizations to implement the Familiar Faces program.
	<ul style="list-style-type: none">• CHV 2.4: Support and enhance suicide prevention efforts.
	<ul style="list-style-type: none">• CHV 2.5: Review the service offerings at Wake County Regional Centers to identify baseline services, potential gaps, and opportunities to enhance services. Implement enhancements that best serve the surrounding communities.
	<ul style="list-style-type: none">• CHV 2.6: Evaluate and improve access to healthcare safety net systems, including primary care, behavioral health, dental, and vision.

CHV 3	Support a higher quality of life for vulnerable residents and communities.
	<ul style="list-style-type: none"> CHV 3.1: Maintain and enhance the quality of life for residents in vulnerable communities through efforts including policy changes, partnerships, workforce development, and the community college.
	<ul style="list-style-type: none"> CHV 3.2: Explore services and programs offered to seniors and residents with disabilities. Implement options that strengthen and expand offerings.
	<ul style="list-style-type: none"> CHV 3.3: Develop and implement animal center strategies to plan for a new facility and location that meet Association of Shelter Veterinarians (ASV) guidelines, prevent surrenders, promote adoption, and engage the community.
CHV 4	All residents have access to food that is safe, affordable, nutritious, and culturally and medically appropriate.
	<ul style="list-style-type: none"> CHV 4.1: Complete the comprehensive Wake County Food Security Plan update. Implement the plan and measure the impact of county-resourced efforts.
CHV 5	Create and preserve affordable housing.
	<ul style="list-style-type: none"> CHV 5.1: Update and implement the Wake County Affordable Housing Plan to increase and preserve the County's legally binding affordable housing inventory.
	<ul style="list-style-type: none"> CHV 5.2: Expand stable, permanent supportive housing opportunities.
	<ul style="list-style-type: none"> CHV 5.3: Collaborate with municipal elected officials to identify and implement strategies for increasing county-wide affordable housing supply.
	<ul style="list-style-type: none"> CHV 5.4: Develop and communicate pathways to homeownership for low-income and special needs populations.
	<ul style="list-style-type: none"> CHV 5.5: Evaluate and enable opportunities to keep residents in their homes.

CHV 6	Prevent homelessness and provide support to County residents experiencing homelessness.
	<ul style="list-style-type: none">• CHV 6.1: Support the HUD Continuum of Care to explore and implement best practice services for populations experiencing homelessness, such as evaluating the feasibility of drop-in sheltering services.
	<ul style="list-style-type: none">• CHV 6.2: Support the HUD Continuum of Care to evaluate the demand for temporary, emergency overnight shelter beds during inclement and life-threatening weather, referred to as White Flag nights. Coordinate with partners to respond to community needs and requests from the Homeless Emergency Response Committee during White Flag declarations.

**ECONOMIC STRENGTH**

ES 1	Every resident has opportunities to succeed and thrive in Wake County's economic prosperity.
	<ul style="list-style-type: none"> ES 1.1: Create a platform to encourage and facilitate socially responsible business practices in the community.
	<ul style="list-style-type: none"> ES 1.2: Increase outreach and education to minority and women-owned business enterprises (MWBE) seeking to do business with Wake County.
	<ul style="list-style-type: none"> ES 1.3: Convene stakeholders to identify, explore, and implement local strategies to foster greater economic mobility. Tactics may include economic support/training, coaching, programs targeted toward adverse childhood experiences, behavioral health, and access to capital.
	<ul style="list-style-type: none"> ES 1.4: Support and encourage businesses that provide employees with a living wage.
ES 2	All households have access to affordable, high-speed internet.
	<ul style="list-style-type: none"> ES 2.1: Work with partners to enhance high-speed internet connectivity options for all residents. Explore methods to reduce barriers, leverage resources, and facilitate the buildout of high-speed internet that enables coverage, speed, and affordability for all residents and improves digital literacy and equity.
ES 3	Support economic development efforts to bring diverse jobs, talent, businesses, and visitors to Wake County.
	<ul style="list-style-type: none"> ES 3.1: Support businesses owned by minorities, women, individuals with disabilities, and veterans.
	<ul style="list-style-type: none"> ES 3.2: Support small-business creation and successful entrepreneurship.
	<ul style="list-style-type: none"> ES 3.3: Strengthen County services and policies that support agribusinesses, including farmland preservation, next-generation farming, and promoting local food systems and agritourism.
	<ul style="list-style-type: none"> ES 3.4: Increase awareness of Wake County as a tourism destination through effective branding, marketing, and recruitment strategies.
	<ul style="list-style-type: none"> ES 3.5: Review and update economic incentive policies that encourage and achieve equity and socially responsible business practices.
ES 4	Support, promote, and celebrate arts and culture.
	<ul style="list-style-type: none"> ES 4.1: Develop and implement a countywide arts plan that fosters and supports the art community and establishes Wake County as an arts destination.



EDUCATION

E 1	Support early childhood care and education programs that prepare young children for life-long learning and well-being.
	<ul style="list-style-type: none"> E 1.1: Develop and implement a plan to expand ThreeSchool, an early learning program for qualifying three-year-old children.
	<ul style="list-style-type: none"> E 1.2: Explore the need for summer and track-out programs and implement recommendations supporting children whose families face barriers to access.
E 2	Partner with the Wake County Public School System (WCPSS) to improve all public school students' educational outcomes.
	<ul style="list-style-type: none"> E 2.1: Support WCPSS efforts to improve the educational outcomes for students with additional needs. Examples include those affected by homelessness, who lack home and family support, face discipline issues, need language access, have special needs, and benefit from individualized educational plans or 504 plans.
	<ul style="list-style-type: none"> E 2.2: Collaborate with WCPSS to determine and partner on school health needs and services, including school nurses, counselors, and other health supports.
	<ul style="list-style-type: none"> E 2.3: Advocate for robust resources and support for public schools from the State of North Carolina.
E 3	Provide affordable college education and training programs in partnership with Wake Technical Community College.
	<ul style="list-style-type: none"> E 3.1: Support Wake Technical Community College's efforts to expand the WakeWorks apprenticeship program.
	<ul style="list-style-type: none"> E 3.2: Explore and support options to make community college opportunities accessible and affordable to Wake County graduates.
	<ul style="list-style-type: none"> E 3.3: Advocate for robust resources and support for community colleges from the State of North Carolina.
E 4	Maintain a long-term funding plan for capital needs at the Wake County Public School System and Wake Technical Community College.



GREAT GOVERNMENT

GG 1	Engage our community to envision the County's future.
	<ul style="list-style-type: none"> GG 1.1: Develop and implement strategies to improve community engagement.
	<ul style="list-style-type: none"> GG 1.2: Increase opportunities for public engagement during the budget process.
GG 2	Embrace diversity, equity, and inclusion.
	<ul style="list-style-type: none"> GG 2.1: Support the "A Better Wake" partnership and launch implementation efforts to address systemic racism and its impacts on communities of color.
	<ul style="list-style-type: none"> GG 2.2: Communicate Wake County government proceedings and services by advancing language access, including non-English and sign languages and other communication barriers.
	<ul style="list-style-type: none"> GG 2.3: Support the capacity-building, development, and implementation of the County's diversity, equity, and inclusivity initiatives.
GG 3	Maintain a culture that values and supports our employees.
	<ul style="list-style-type: none"> GG 3.1: Strengthen employee recruitment, compensation, retention, and upward mobility.
	<ul style="list-style-type: none"> GG 3.2: Demonstrate appreciation for veterans and military families by increasing veteran employment opportunities and recognizing the County's veteran workforce.
	<ul style="list-style-type: none"> GG 3.3: Support active recruitment of justice-involved individuals to fill eligible positions in Wake County.
GG 4	Improve resident and customer experiences through efficient, high-quality, data-driven service delivery and continuous innovation.
	<ul style="list-style-type: none"> GG 4.1: Establish and maintain a county-wide performance management program to support operational excellence.
	<ul style="list-style-type: none"> GG 4.2: Build and deploy the resources to assist departments with obtaining and maximizing effective data analytics.
	<ul style="list-style-type: none"> GG 4.3: Leverage federal, state, private, and nonprofit grant opportunities supporting County services and programs.

GG 5	Strengthen governance structures and processes that preserve ethics, accountability, and effective decision-making.
	<ul style="list-style-type: none"> GG 5.1: Clarify the Board's process to identify federal and state legislative goals.
	<ul style="list-style-type: none"> GG 5.2: Implement improvements to County advisory boards and commissions.
	<ul style="list-style-type: none"> GG 5.3: Enable Commissioners to participate and engage in professional development and leadership opportunities at the local, state, national, and international levels.



GROWTH AND SUSTAINABILITY

GS 1	Preserve and enhance the County residents' quality of life through coordinated land use and transportation planning.
	<ul style="list-style-type: none"> GS 1.1: Identify and develop amendments for consideration by the Board of Commissioners to the Wake County Unified Development Ordinance that integrate with PLANWake (the comprehensive land use plan) and establish clear and efficient development reviews and standards.
	<ul style="list-style-type: none"> GS 1.2: Collaborate with municipalities to explore and implement policies that increase residential housing supply and density.
	<ul style="list-style-type: none"> GS 1.3: Partner with key stakeholders to develop and implement a countywide vision to strengthen Wake County's quality of place.
GS 2	Encourage the use of public transit.
	<ul style="list-style-type: none"> GS 2.1: Create affordable housing along transit corridors by leveraging public land.
	<ul style="list-style-type: none"> GS 2.2: Participate in the planning and execution of multi-modal transportation and commuter rail.
GS 3	Preserve and protect a clean and abundant water supply.
	<ul style="list-style-type: none"> GS 3.1: Collaborate with the Water Partnership to develop and implement a 50-year One Water Plan to equitably support all aspects of our growing population and preserve our limited natural resources.
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GS 4	Preserve open space and expand access to parks, preserves, recreation resources, and greenways.
	<ul style="list-style-type: none"> GS 4.1: Pursue facility plans for future parks, greenways, nature preserves, and open space, including discussions about the timing of future bonds and dedicated revenue streams.
GS 5	Promote sustainability and address issues associated with climate change.
	<ul style="list-style-type: none"> GS 5.1: Support County efforts to achieve clean energy by 2050.
	<ul style="list-style-type: none"> GS 5.2: Partner with Wake County Public Schools, Wake Technical Community College, municipalities, and others to identify and implement clean energy projects that increase energy conservation and renewable energy production.



PUBLIC SAFETY

PS 1	Provide a safe community where all residents feel equally served and protected.
	<ul style="list-style-type: none"> PS 1.1: Develop and implement an action plan to address Criminal Justice system disparities referenced in the "A Better Wake" report.
	<ul style="list-style-type: none"> PS 1.2: Collaborate with community partners to develop and implement a comprehensive gun violence reduction plan using a public health approach.
	<ul style="list-style-type: none"> PS 1.3: Assess local trends and implement strategies to assist crime victims by connecting them to services and resources, especially those in marginalized populations and communities experiencing crime victimization at disproportionate rates.
PS 2	Support justice-involved residents rejoining the community through diversion, detention-based programs, and re-entry to improve health and well-being.
	<ul style="list-style-type: none"> PS 2.1: Provide restorative discipline to assist students and youth involved in the justice system.
PS 3	Provide sustainable, high-quality public safety and emergency management services to meet the community's current and future needs.
	<ul style="list-style-type: none"> PS 3.1: Assess and resolve the challenges associated with the processing and routing of 911 calls through public safety answering points (PSAPs).
PS 4	Ensure that first responders' diversity, health, mental health, and well-being are provided for in all public safety agencies.
	<ul style="list-style-type: none"> PS 4.1: Connect and better support veterans in public safety careers.



Wake County Strategic Plan Community Stakeholder Worksheet

Question 1: In an ideal world, how should Wake County look and feel five years from now? What might residents/community members be experiencing in their daily lives?

Question 2: In late 2022, Wake County surveyed the community and asked them to identify their top priorities. The following are some of the issues and topics mentioned most often.

- Affordable housing
- Crime, violence, and public safety
- Development, construction, and growth
- Education
- Homelessness
- Infrastructure
- Jobs and the economy
- Public health
- Roads and traffic
- Teacher and staff pay/support
- Transit services (including bus & rail)

What are your top priorities for Wake County for the next five years? Is anything missing from the above list?

Question 3: Name a few things that Wake County government does well. Who benefits most from the things Wake County does well?

Question 4: Wake County Government strives to be an organization that solves community-wide issues or problems. How can we improve our ability to address the challenges facing our community? What can we do better?

Question 5: Wake County Government values me as a community stakeholder. (Select only one)

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

Question 6: As a community stakeholder, what are your preferred ways of receiving communications from Wake County Government? (Select all that apply)

- ☐ Annual or quarterly progress reports (written)
- ☐ Newsletters
- ☐ Emails
- ☐ Social media
- ☐ Presentations (i.e., in-person or virtual at meetings)
- ☐ County websites
- ☐ Press releases
- ☐ Text messages
- ☐ Phone calls
- ☐ Informal meetings, including face-to-face communication or word of mouth

Question 7: Do you want to share other thoughts or comments?

Thank you for providing your insights.

For more information on the Wake County Strategic Plan, please visit wake.gov/strategic-plan

Wake County Planning Board Retreat

Commissioner Matt Calabria
September 27, 2023



@wakegov

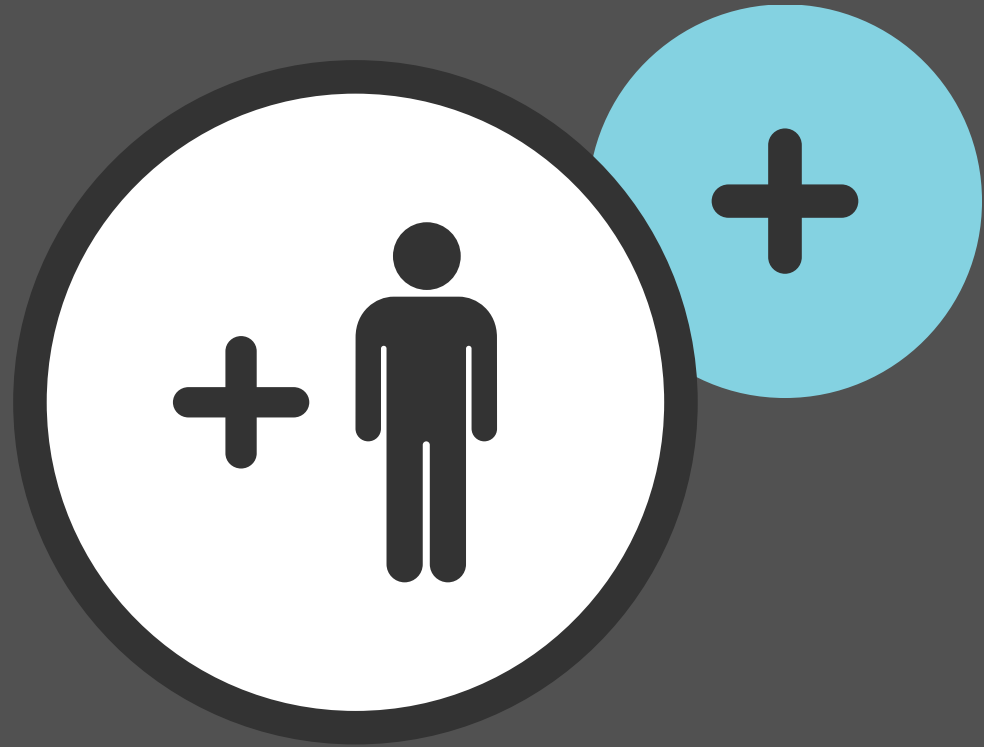


wakegov.com

Wake County is growing by

56

people
per day



Population Size

Wake County's population
is currently estimated at
**1.18 million residents and
440,000 households**

Top 10 largest counties in NC

1. **Wake County**
2. Mecklenburg County
3. Guilford County
4. Forsyth County
5. Cumberland County
6. Durham County
7. Buncombe County
8. Union County
9. Cabarrus County
10. New Hanover County



46% of our new residents are 55+

- Wake County will have more residents over 60 than children under 18 by 2029
- Impacts housing demands and types of services needed

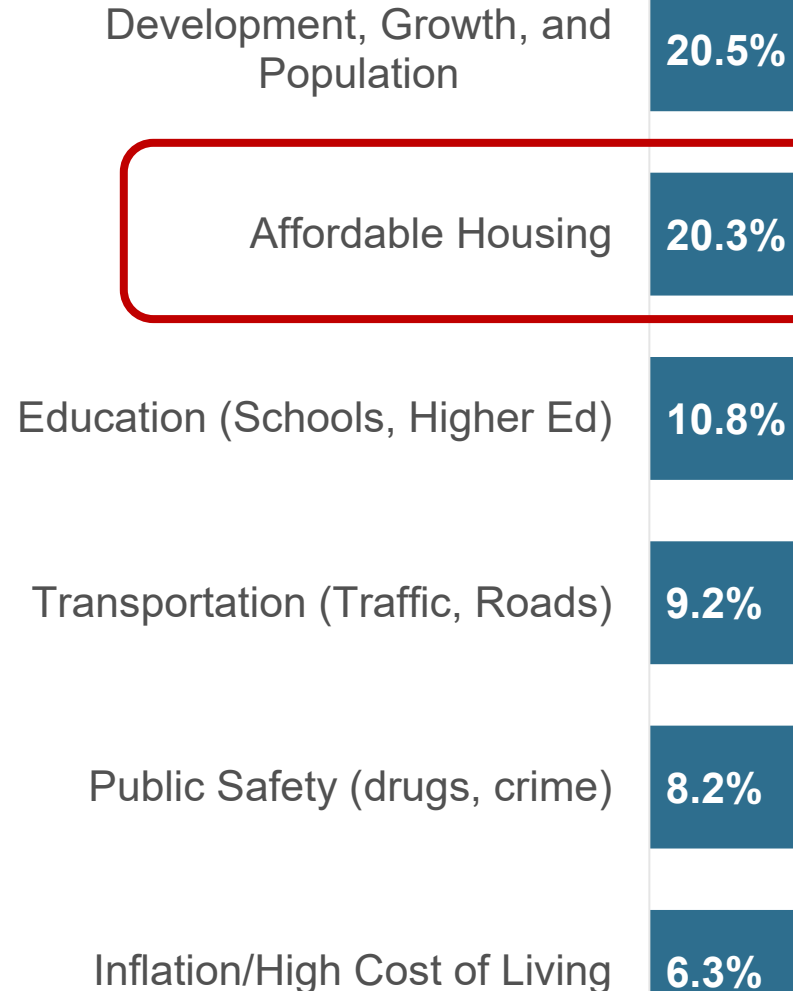


A stylized, light blue map of Wake County is centered in the background of the slide. The map shows the county's irregular shape with various indentations and protrusions.

Importance of Affordable Housing

Most important issues facing Wake County

- Community Survey conducted in fall 2022
- 2,261 respondents, representative sample
- Open-ended question
- Development, growth, and population and affordable housing are the top two issues

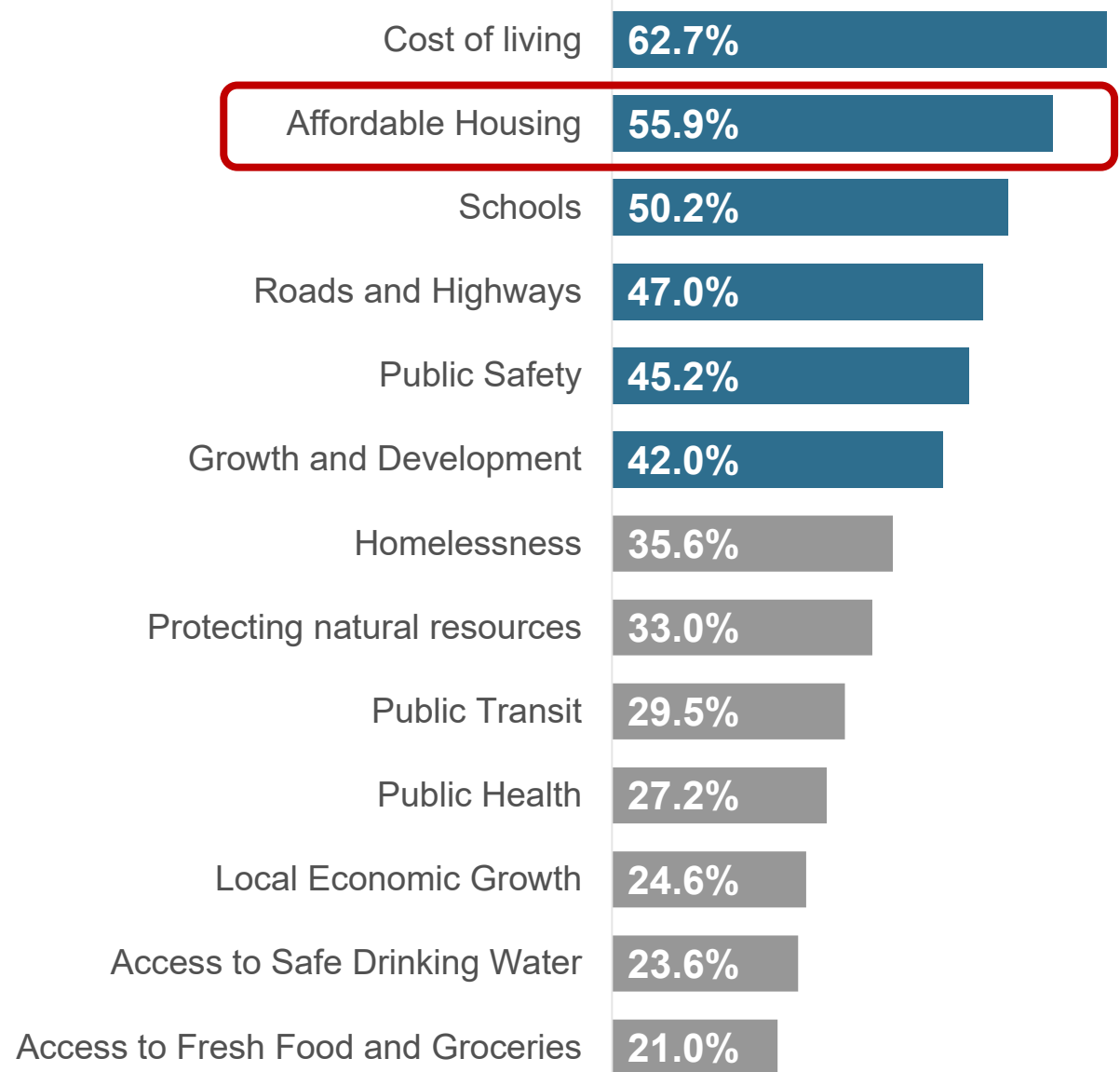


Most important issues facing Wake County

Municipality or Region	Top Priority	Second Priority	Third Priority
Raleigh	Housing Affordability	Development, Growth, and Population	Education
Cary	Housing Affordability	Development, Growth, and Population	Education
Eastern Wake	Development, Growth, and Population	Housing Affordability	Pubic Safety (Drugs, Crime)
Northern Wake	Development, Growth, and Population	Housing Affordability	Education
Southern Wake	Development, Growth, and Population	Housing Affordability	Transportation (Traffic, Roads)
Western Wake	Housing Affordability	Development, Growth, and Population	Education
Unincorporated	Development, Growth, and Population	Housing Affordability	Pubic Safety (Drugs, Crime)

What should be Wake County's top priorities?

- Choose all that apply from a list of issues identified in other community engagements
- Cost of living, affordable housing, and schools exceeded 50% of all responses.
- Top six responses mirror the top six from categories from open-ended question.



Why is Housing Affordability important?

Families & Individuals

Fulfills Basic Human Need for Shelter

Improves Mental & Physical Health

More money for health care, child care, food & other necessities

Community Impact

Reduces Homelessness

Creates Diversity

Helps Ensure a More Vibrant Community

Business Advantage

Employee Retention

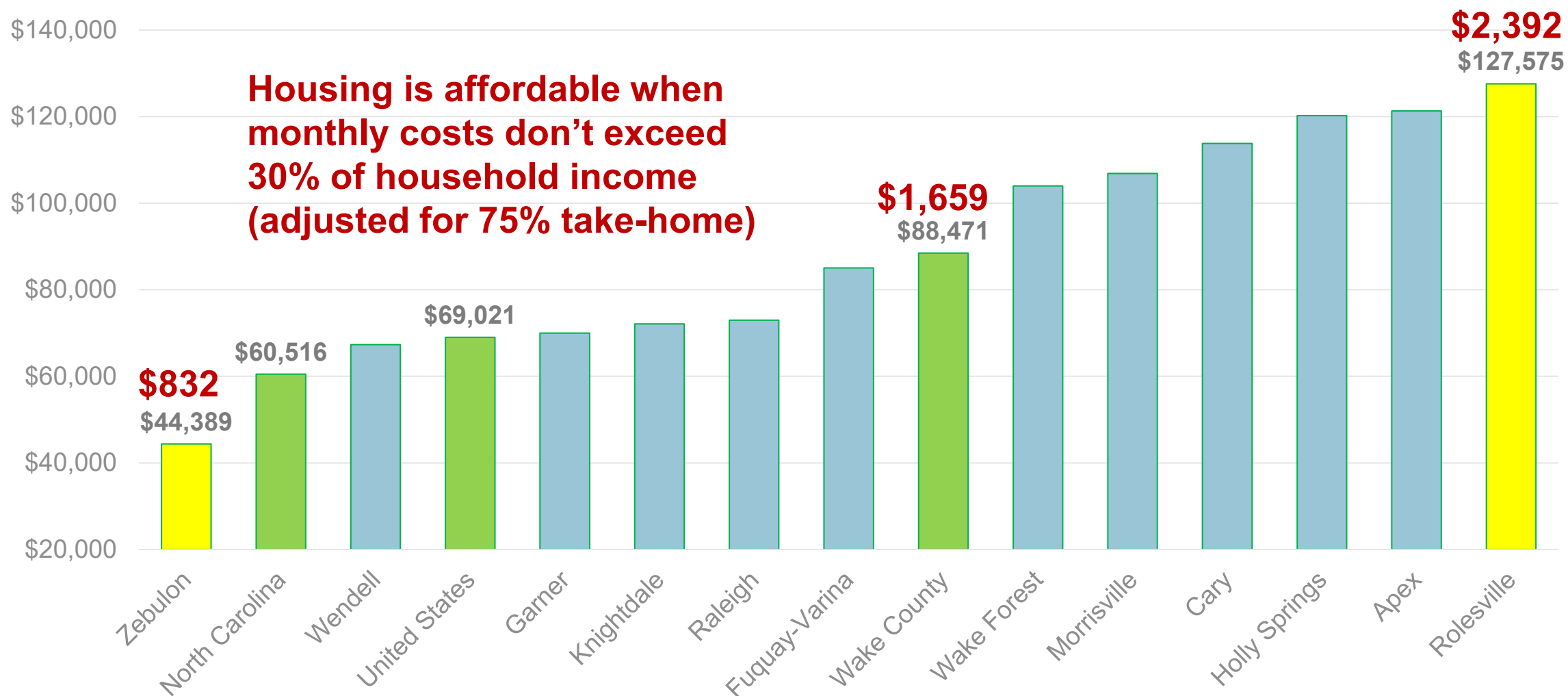
Competitive Recruitment

Economic Growth



What is affordable housing and whom does it serve?

2021 Wake median household income

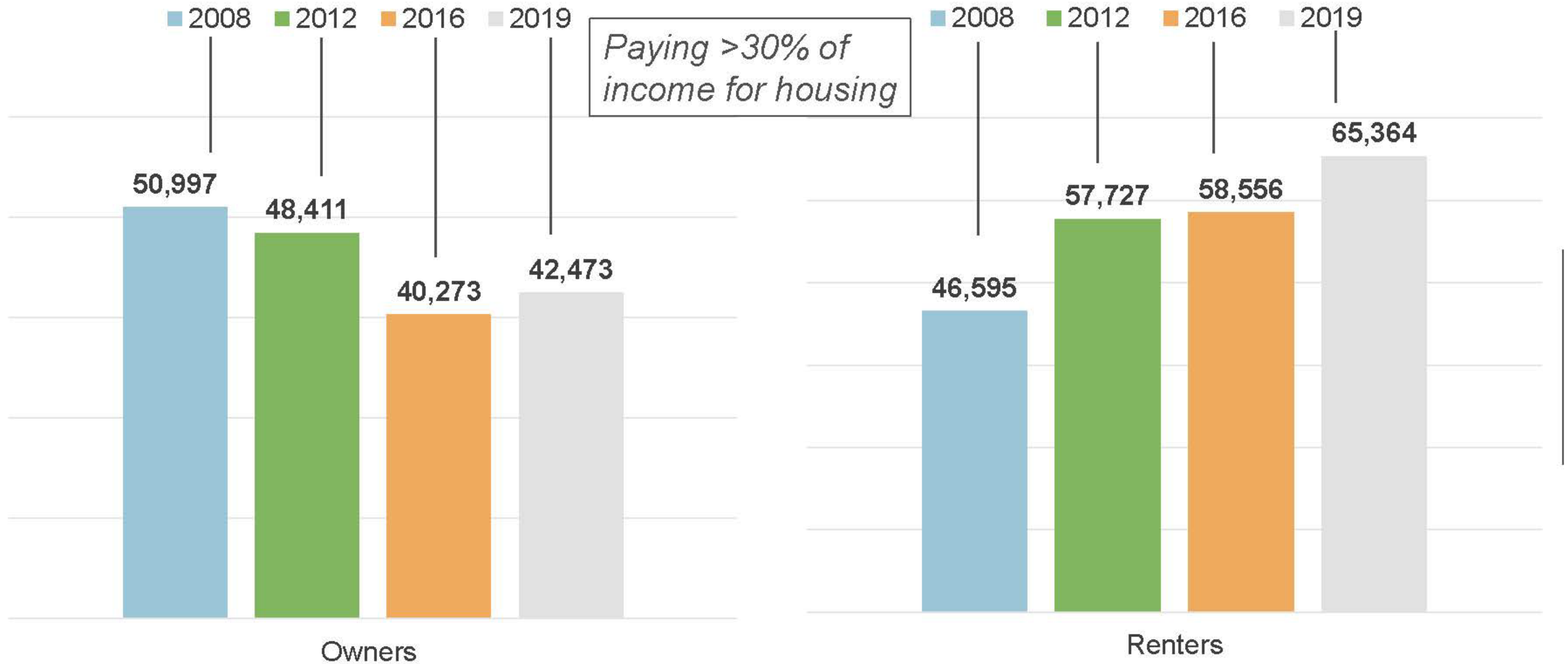


Source: U.S. Census Bureau. 2017-2021 5-year average American Community Survey Estimates.

WAKE COUNTY

Number of cost-burdened rental households increasing

Wake County trends in cost-burdened households by owner/renter status, 2008-2019

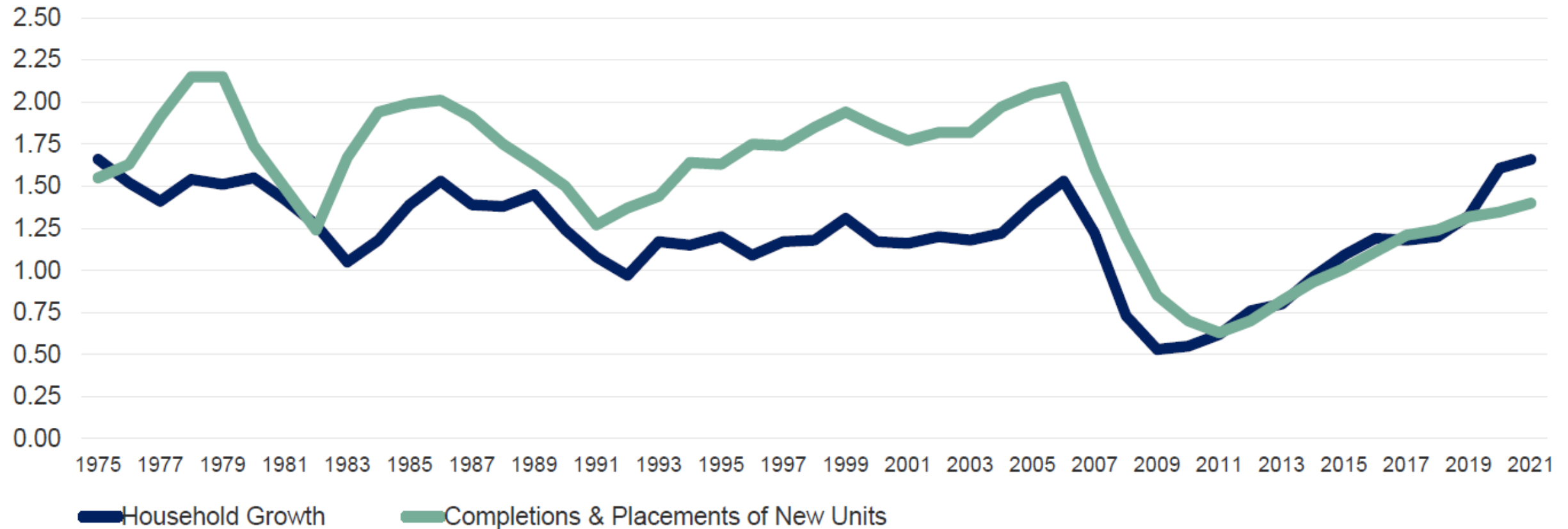


Housing Trends

- Housing inventory shrank
- Costs rose more than incomes
- More units are renter-occupied
- Development is not evenly distributed, follows a pattern
- Permit patterns evidence a “missing middle”
- Homes have changed *qualitatively*

Housing Construction Has Struggled to Keep Pace with Household Growth for a Decade

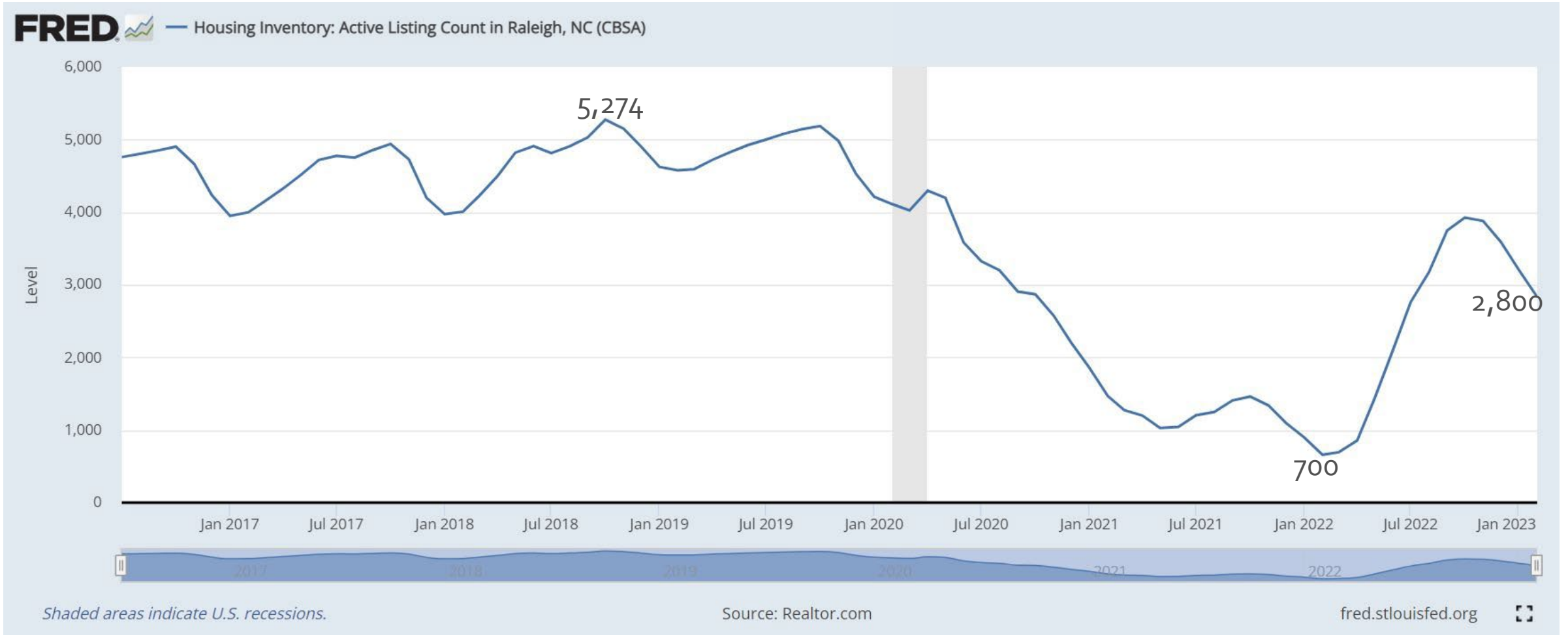
Units (Millions)



Notes: Household growth data are three-year trailing averages. Placements refers to newly built mobile homes placed for residential use.

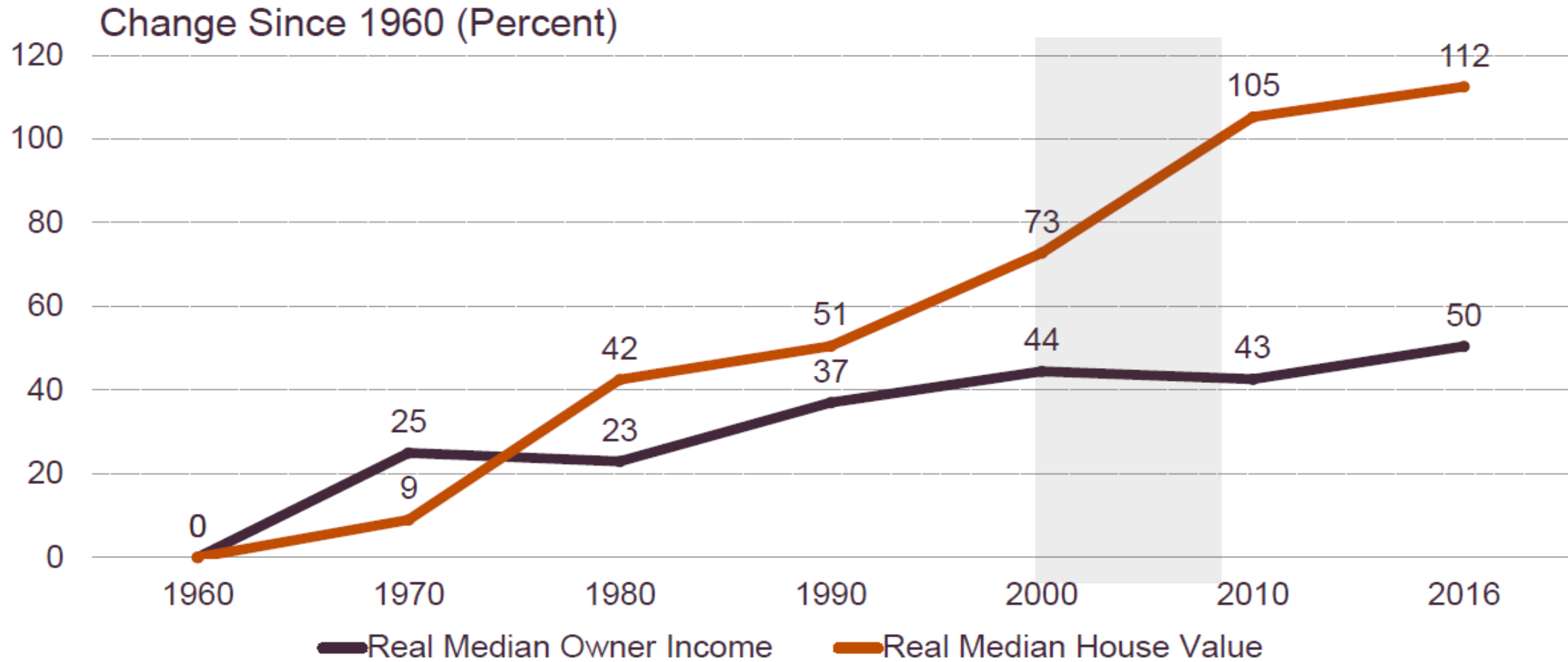
Source: JCHS tabulations of US Census Bureau Housing Vacancy Survey, New Residential Construction data.

Raleigh housing inventory down 46% since 2018



Source: Federal Reserve Bank of St. Louis

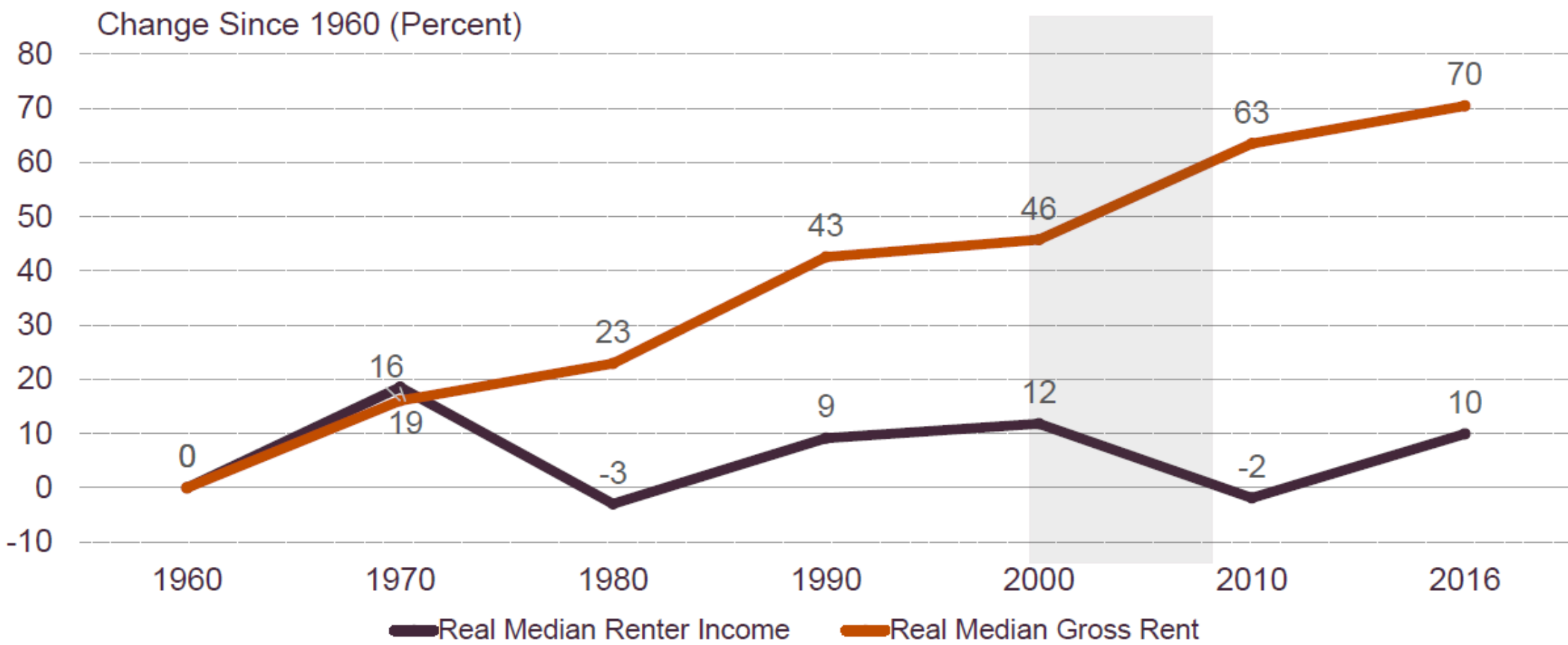
Homeowner Incomes Have Increased More, But Have Still Lagged Home Values



Note: Underlying values are adjusted for inflation using the CPI-U for all items.

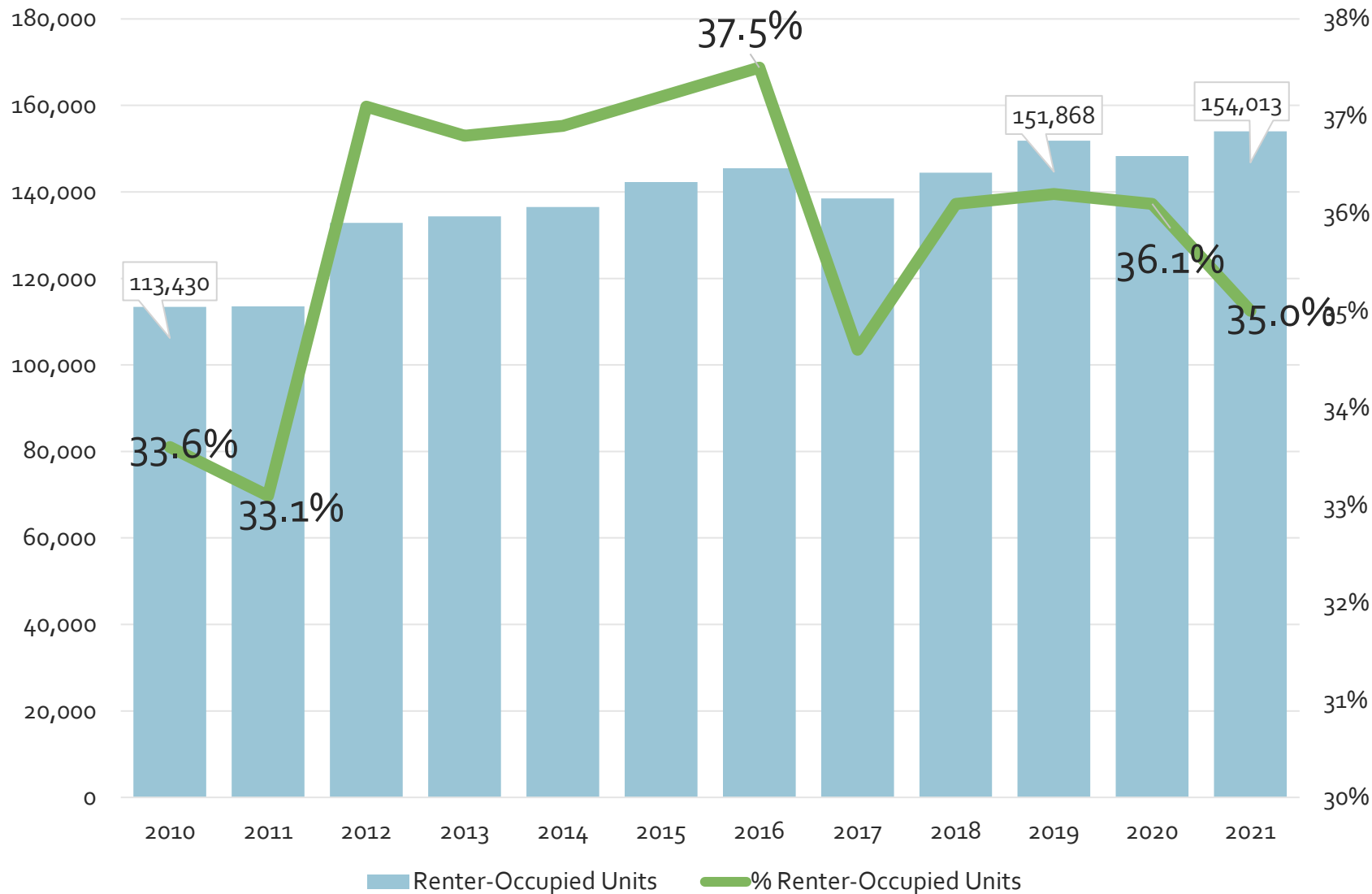
Source: JCHS tabulations of the US Census Bureau, Decennial Census and American Community Surveys via IPUMS USA.

Worsening Affordability Reflects Both Rising Real Housing Costs and Weak Income Growth Among Renters



Note: Underlying values are adjusted for inflation using the CPI-U for all items.
Source: JCHS tabulations of the US Census Bureau, Decennial Census and American Community Surveys via IPUMS USA.

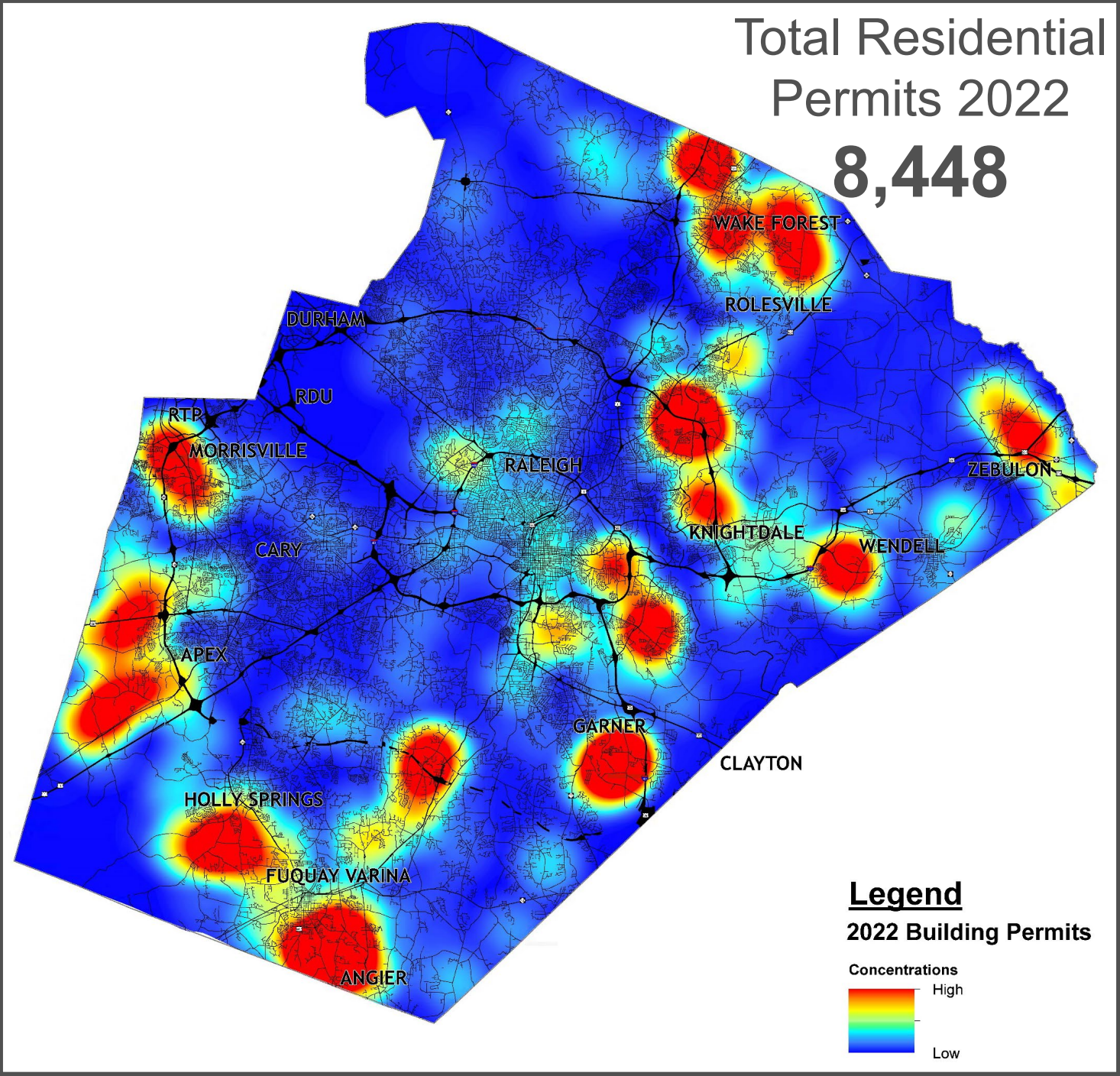
Renter Occupied Units in Wake County



Residential Development

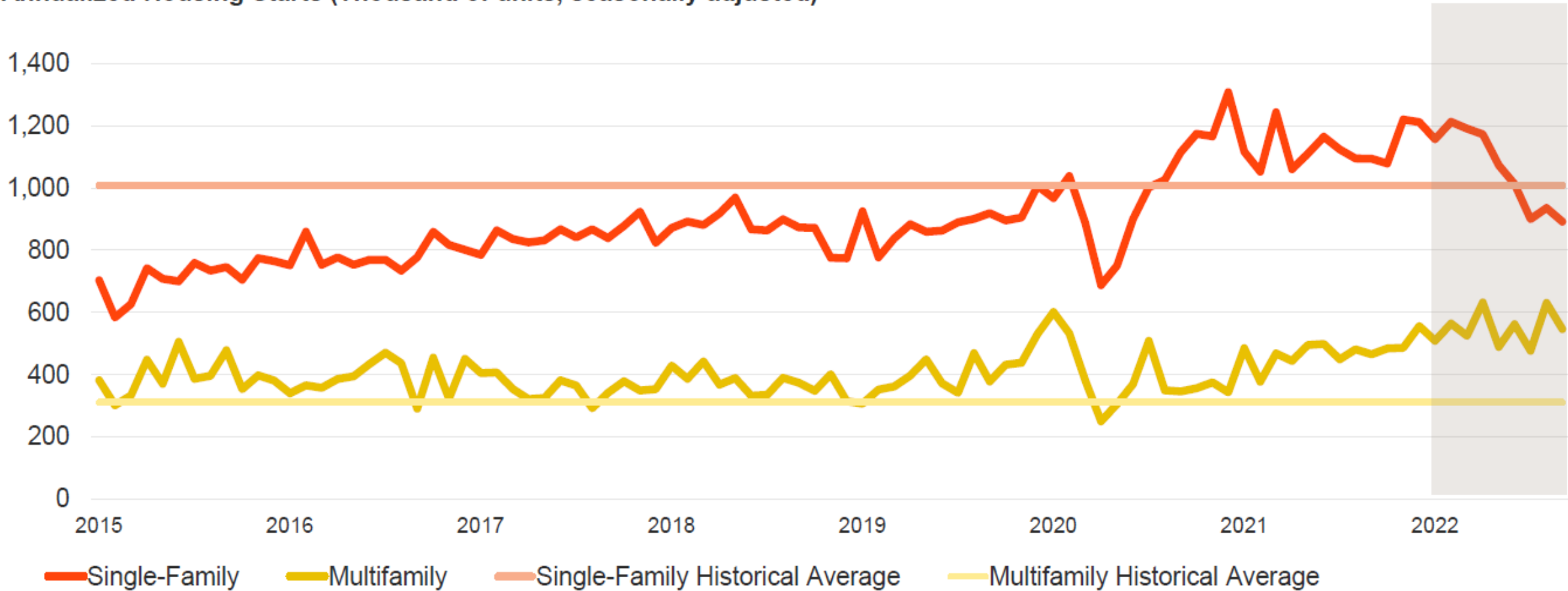
Jurisdiction	Residential Parcels 2022
ANGIER	3
APEX	884
CARY	532
CLAYTON	0
DURHAM	0
FUQUAY VARINA	1569
GARNER	600
HOLLY SPRINGS	485
KNIGHTDALE	210
MORRISVILLE	37
RALEIGH	1848
RDU	0
ROLESVILLE	281
RTP	0
WAKE FOREST	623
WENDELL	374
ZEBULON	383
WAKE COUNTY	619
TOTALS	8448

Residential building permits collected for all municipalities and Wake County as associated to each parcel of property for 2022.



Single-Family Construction Has Turned Down Sharply But Multifamily Market So Far Continues on Upward Trajectory

Annualized Housing Starts (Thousand of units, seasonally adjusted)

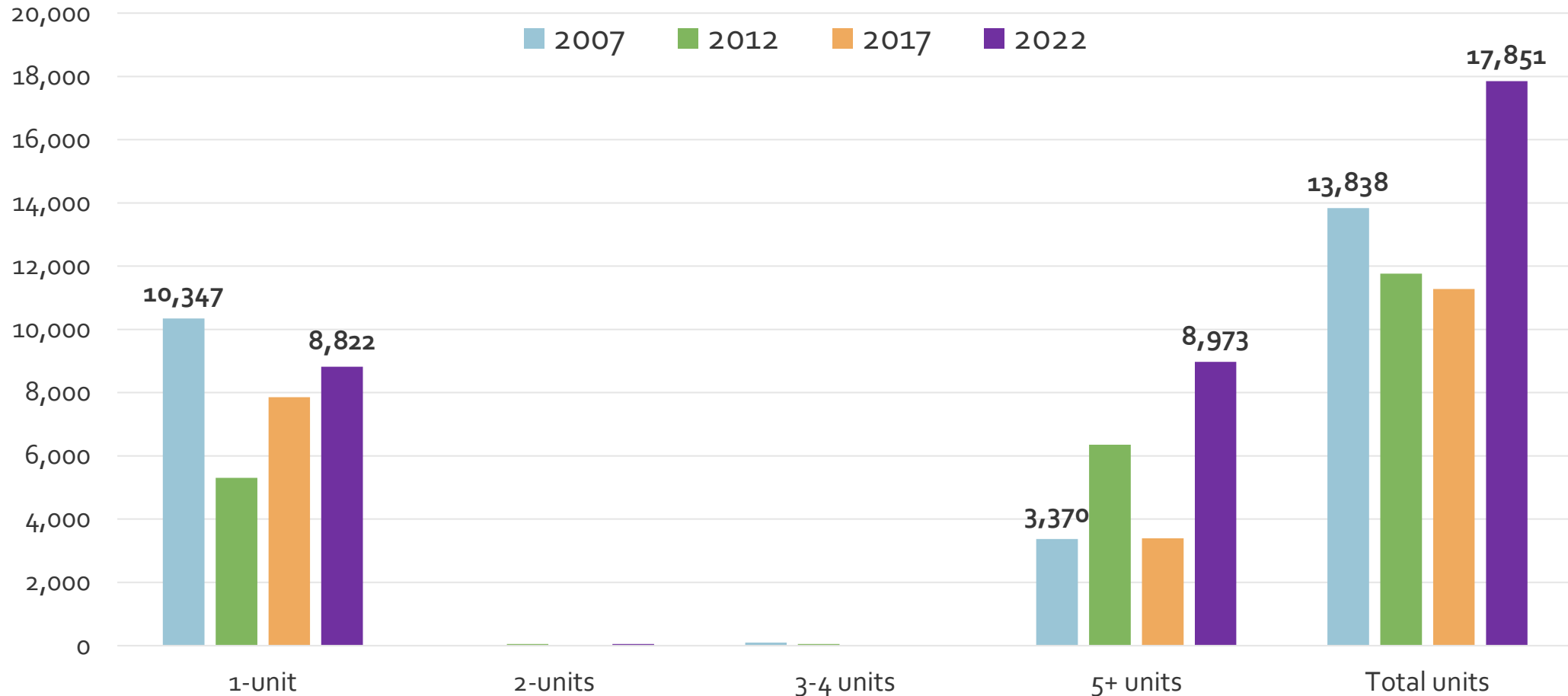


Note: Single-family and multifamily historical averages are of seasonally adjusted monthly data from January 1990 to September 2022.

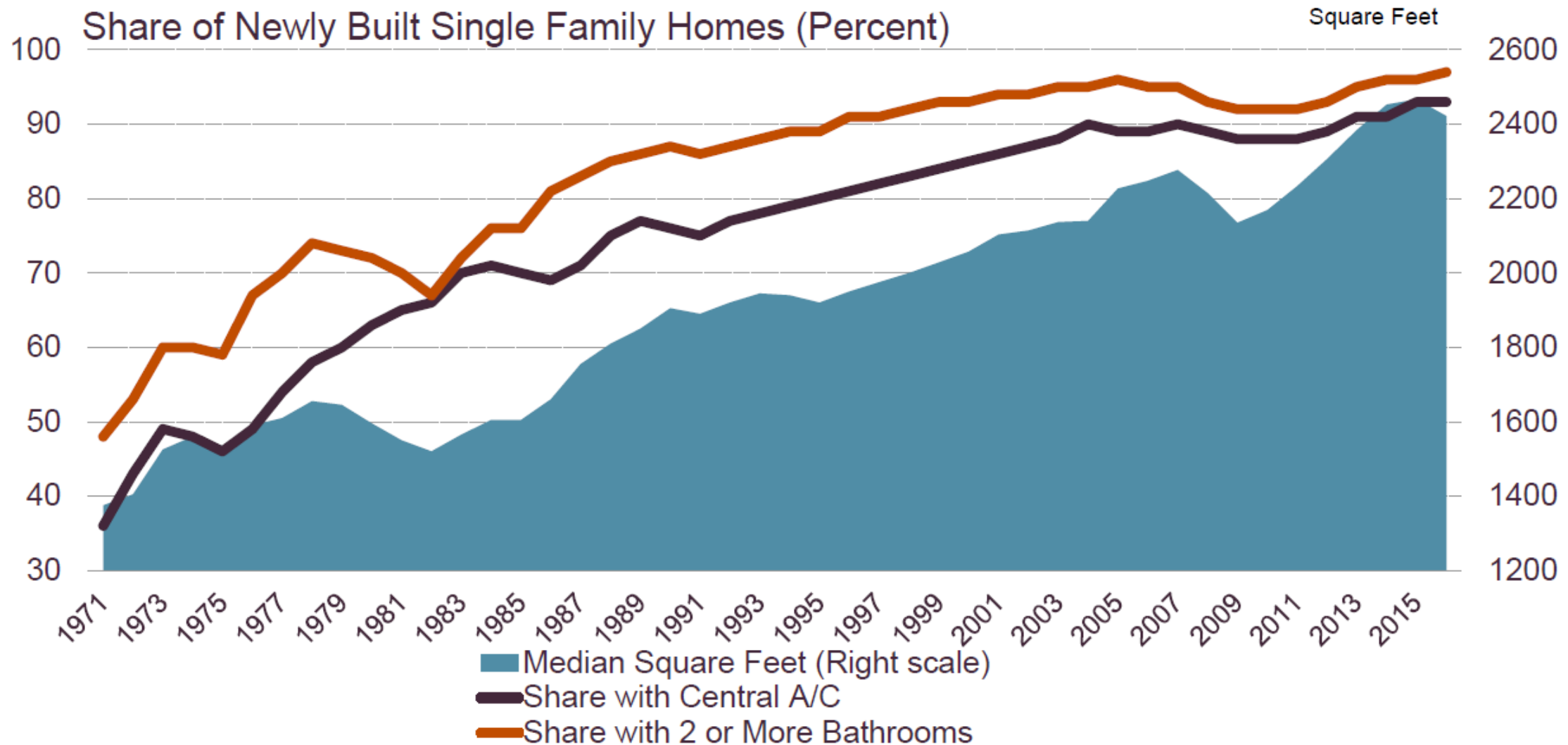
Source: JCHS tabulations of US Census Bureau, New Residential Construction data.

Permitted Housing Units Wake 2007-2022

Reported Permitted Housing Units - Wake County



One Reason for the Higher Cost of Housing is That New Homes Have Gotten Larger and Have More Amenities



Note: Single family homes only.

Source: JCHS tabulations of the US Census Bureau, New Residential Construction.



What Wake is Doing

Affordable Housing Preservation Fund

**\$61.7
million**

Investment by Wake, Raleigh,
Self-Help Ventures Fund &
private banks, to date

- Launched in 2022
- Loans help acquire or preserve naturally occurring affordable units, keep rents low using low-income housing tax credits.
- 62 units preserved to date
- Goal to preserve +3,170 affordable units in 15 years.

Launch Major Repair Community Development Program

\$1.3 million investment

- Assist low-income homeowners with repairs
- Available to people living below the AMI
- Up to \$90,000 budget per home

Result

Help homeowners continue living in their safer, more structurally sound homes



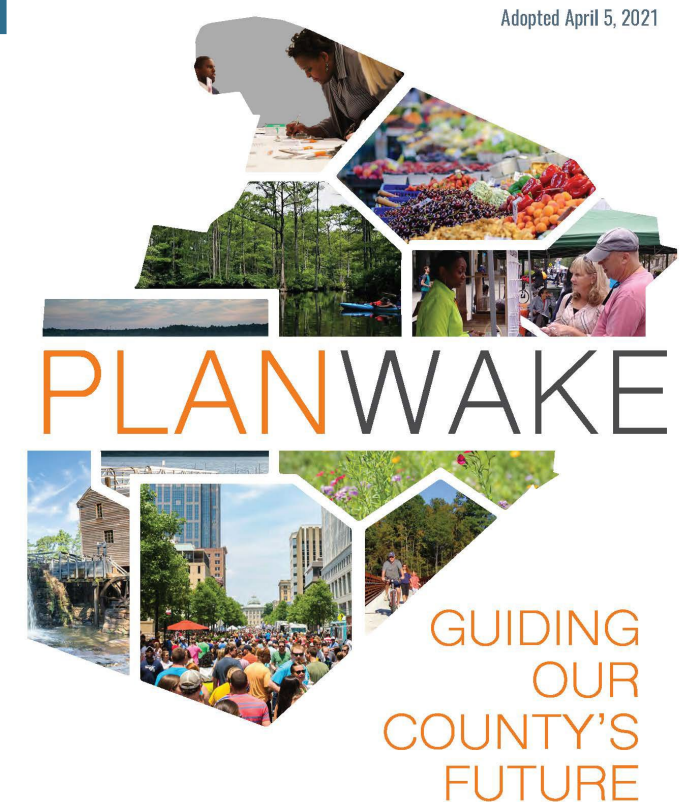
Encouraging Density

- County and town ordinances that encourage density do 3 things:
 - Accommodate growth the market demands
 - Mitigate sprawl
 - Allow transit-oriented development
- Board of Commissioners Goals for 2023
 - Growth and Sustainability Goal 1: “Preserve and enhance the County residents’ quality of life through coordinated land use and transportation planning.”
 - Key Strategic Action 1.2: “Collaborate with municipalities to explore policies that increase residential housing supply and density.”
- Wake convenes and collaborates with 12 municipalities

PLANWake

Comprehensive Plan Adopted in April 2021

- Direct growth toward towns and cities to promote dense mixed-use developments that are walkable.
- Protect open space, natural areas and farmland in rural areas of the County.

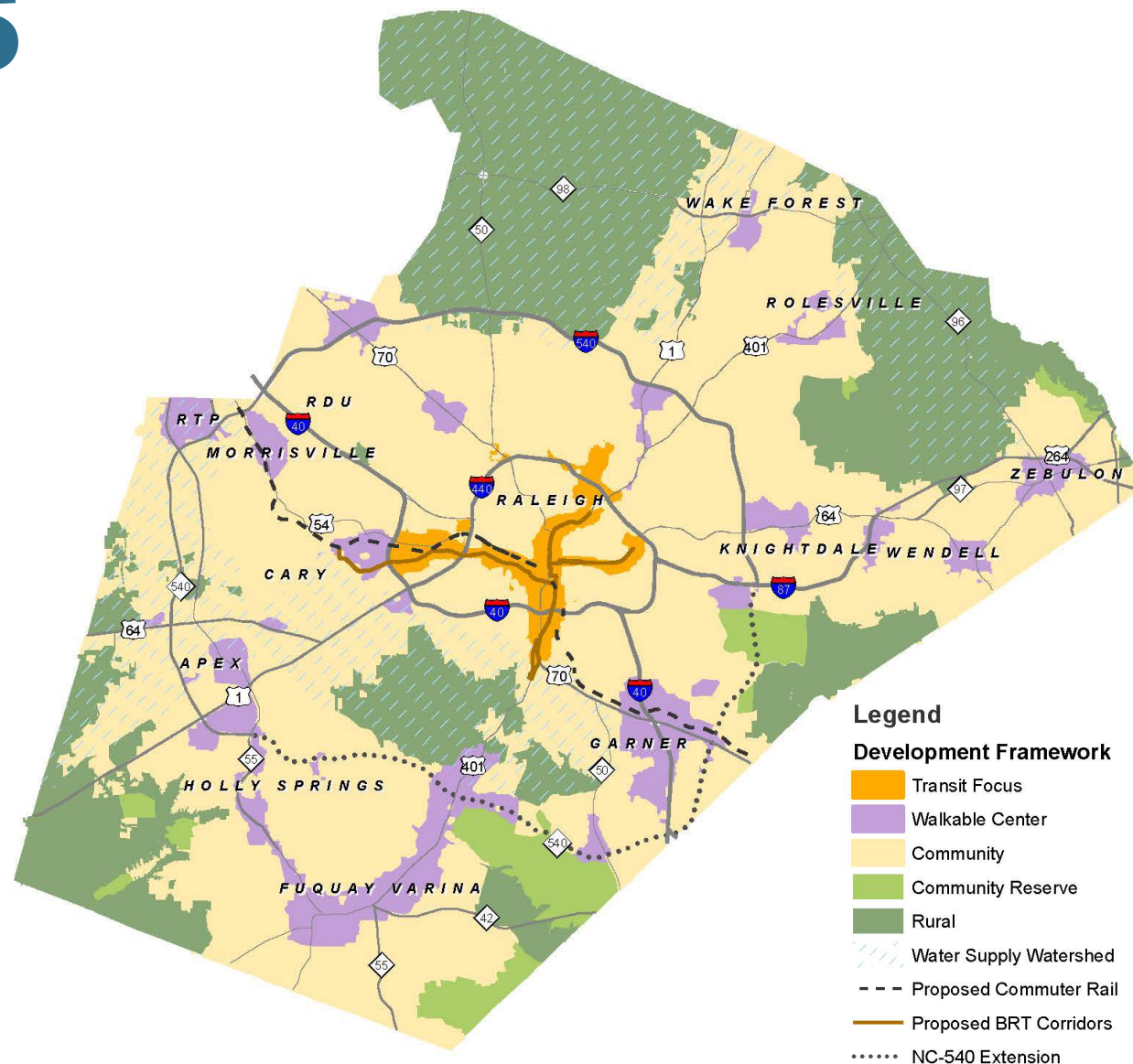


PLANWake: MTS

Municipal Transition Standards

- Requires developments near municipal limits (within 2,500 ft of municipal water or sewer) to talk with that town about:
 - Annexation
 - Connection to municipal utilities
 - Development under the town's standards.
- When it's possible, developments can be built at much higher density, receive municipal services, and achieve better connection to transit systems.

PLANWake Development Framework



Transit-Oriented Development

- Wake County Transit Plan:
 - Use bus lines, BRT and commuter rail to bring a transit stop within walking distance of:
 - +55% of Wake County homes
 - 4 out of 5 Wake County jobs
- More walkable, bikeable communities supported by reliable transit are healthier.
- Triangle region is expected to grow by 750,000 people by 2040*
 - That could add 700,000 vehicles to the roads, increasing congestion



*Source: Triangle Regional Model (ITRE)

A faint, light blue outline of Wake County is centered in the background of the slide.

Wake County Leadership and Its Goals

Wake County Board of Commissioners

- 7 commissioners from 7 districts but elected county-wide
- 4-year staggered terms
- Changes coming
 - In 2024 the 7 existing seats will run within their districts
 - In 2026 two new commissioners will run at-large
- Meetings twice a month, one at 2 p.m. & one at 5 p.m.
- Public comment period allows any resident 3 minutes to share their thoughts



Charge to the Planning Board

- Help all people
 - Not everyone can attend meetings, voice concern
- Exercise good judgment
- Apply expertise
 - Utilize unique professional & personal experience
 - Continue developing relevant expertise
- Scan for opportunities for creative solutions

Planning Board Responsibilities

- Operate semi-independently
- Communicate decisions — and reasoning
- Work collaboratively with BOC and Wake County staff
- Advance BOC Goals and Strategic Plans

2023 BOC Goals



GROWTH AND SUSTAINABILITY

GS 1

Preserve and enhance the County residents' quality of life through coordinated land use and transportation planning.

GS 2

Encourage the use of public transit.

GS 3

Preserve and protect a clean and abundant water supply.

GS 4

Preserve open space and expand access to parks, preserves, recreation resources, and greenways.

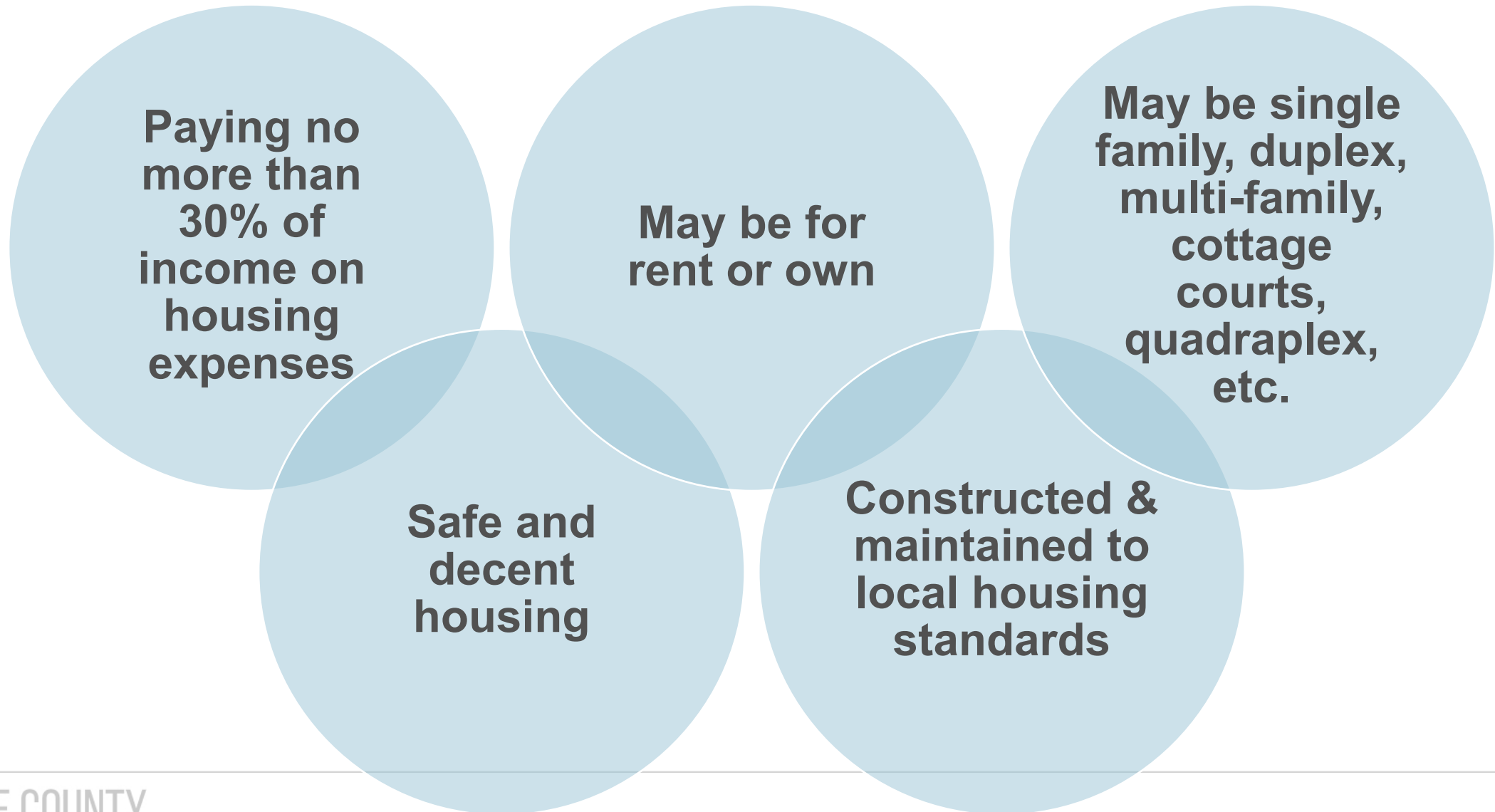
GS 5

Promote sustainability and address issues associated with climate change.



Questions?

Affordable Housing Components



BOC Functions

- Creating county ordinances (laws)
 - Non-discrimination ordinance, farmland preservation ordinance
- Working on economic development packages
- Planning and funding capital improvements
- Acquiring and preserving open space
- Passing the county budget
 - Funding for the Wake County Public School System, Wake Tech and the Wake County Sheriff's Department
 - Funds innovative programs like affordable housing, Wake EMS, libraries
- Communicate with the community through correspondence and events like this, talking with community members about their priorities

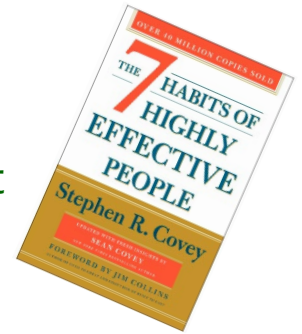
Regional Transit Update

CAMPO

Chris Lukasina

The Short Version

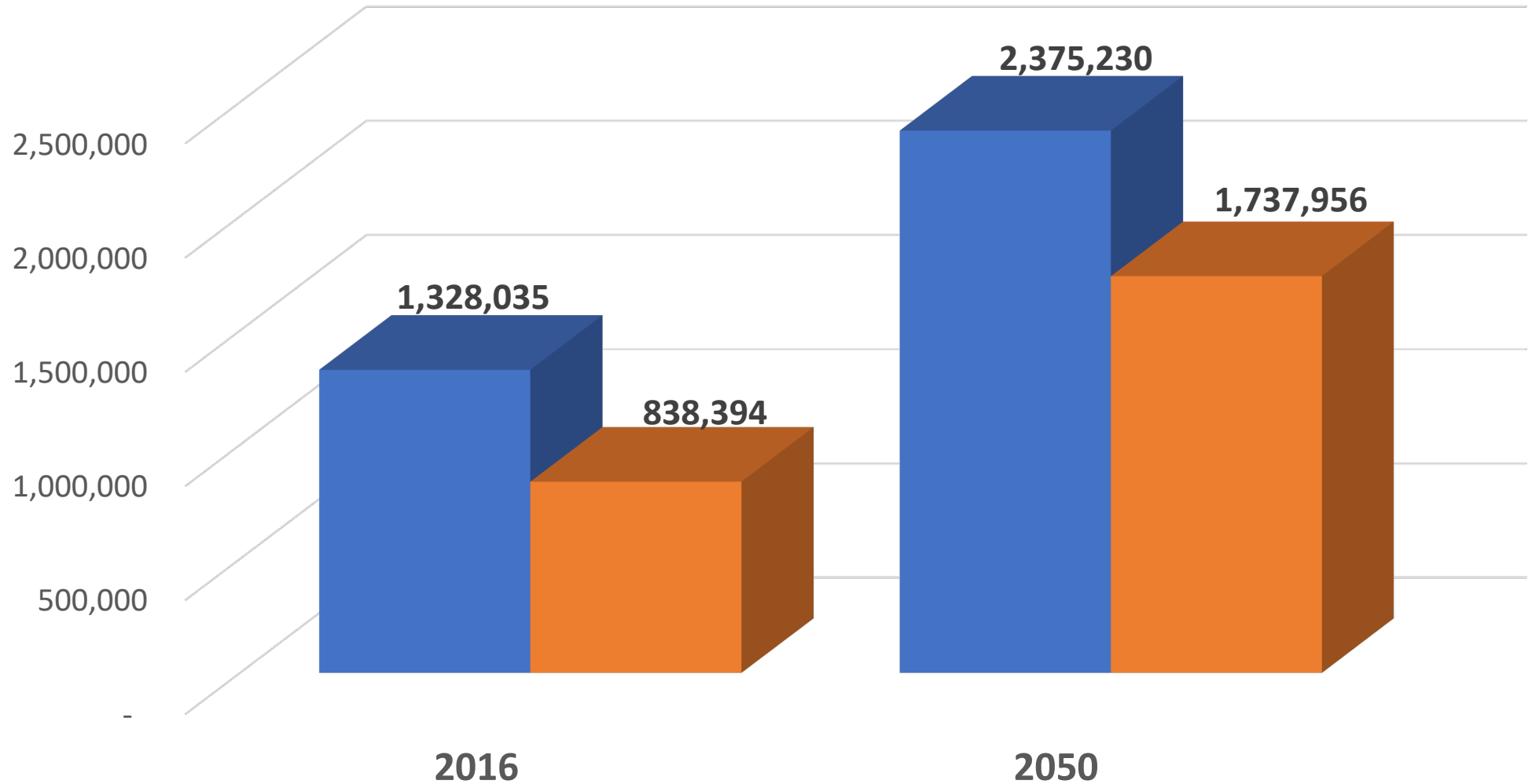
- ✓ The Triangle is REALLY fast growing; a voice for the people not yet here or not yet grown is important
- ✓ We have a regional transit vision – always have and always will – it gets lost in the shuffle and lacks clarity
- ✓ Our development patterns, markets and workforces are regional, but most decision-making – and day-to-day management – is not
- ✓ For regional connection, we should focus on the development patterns and travel markets of tomorrow, and invest accordingly, building on the way things are today
- ✓ Transit technologies should follow travel market service characteristics, not the other way around
- ✓ Regional connection has been too focused on conventional commuter rail and express buses, with predictably mediocre results; we can:
 - ❖ “begin with the end in mind” and
 - ❖ “be proactive” for a better solution – it might be one already implemented in other places (Hint: it may not be BRT)
- ✓ We need lots of oars in the water (committed partners), and should row together



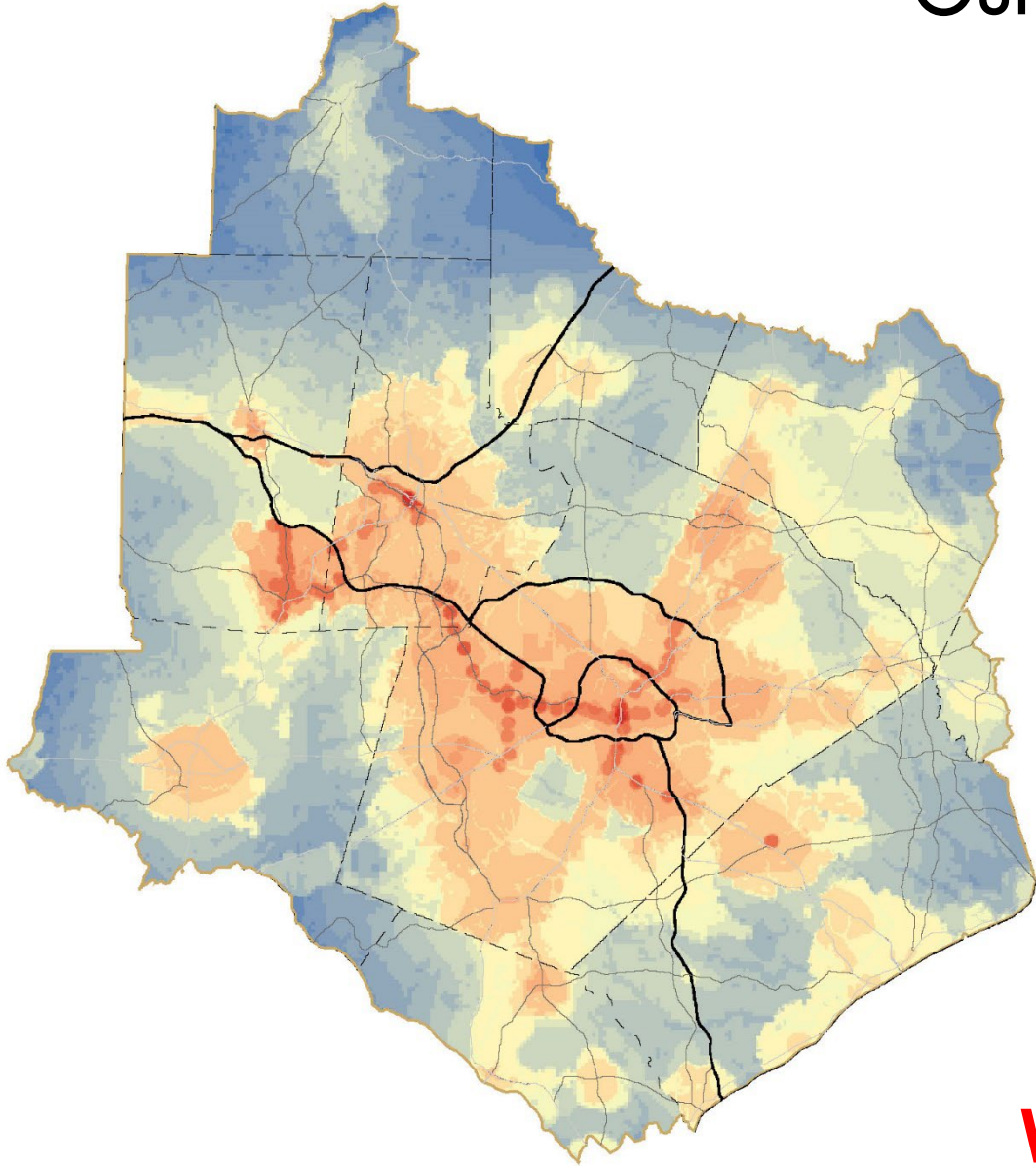
- ✓ Bold and persistent leadership, creative and collaborative planning, and hard work can produce meaningful outcomes

Population & Employment 2016-2050

■ Population ■ Employment



Our Future Planned Growth Framework

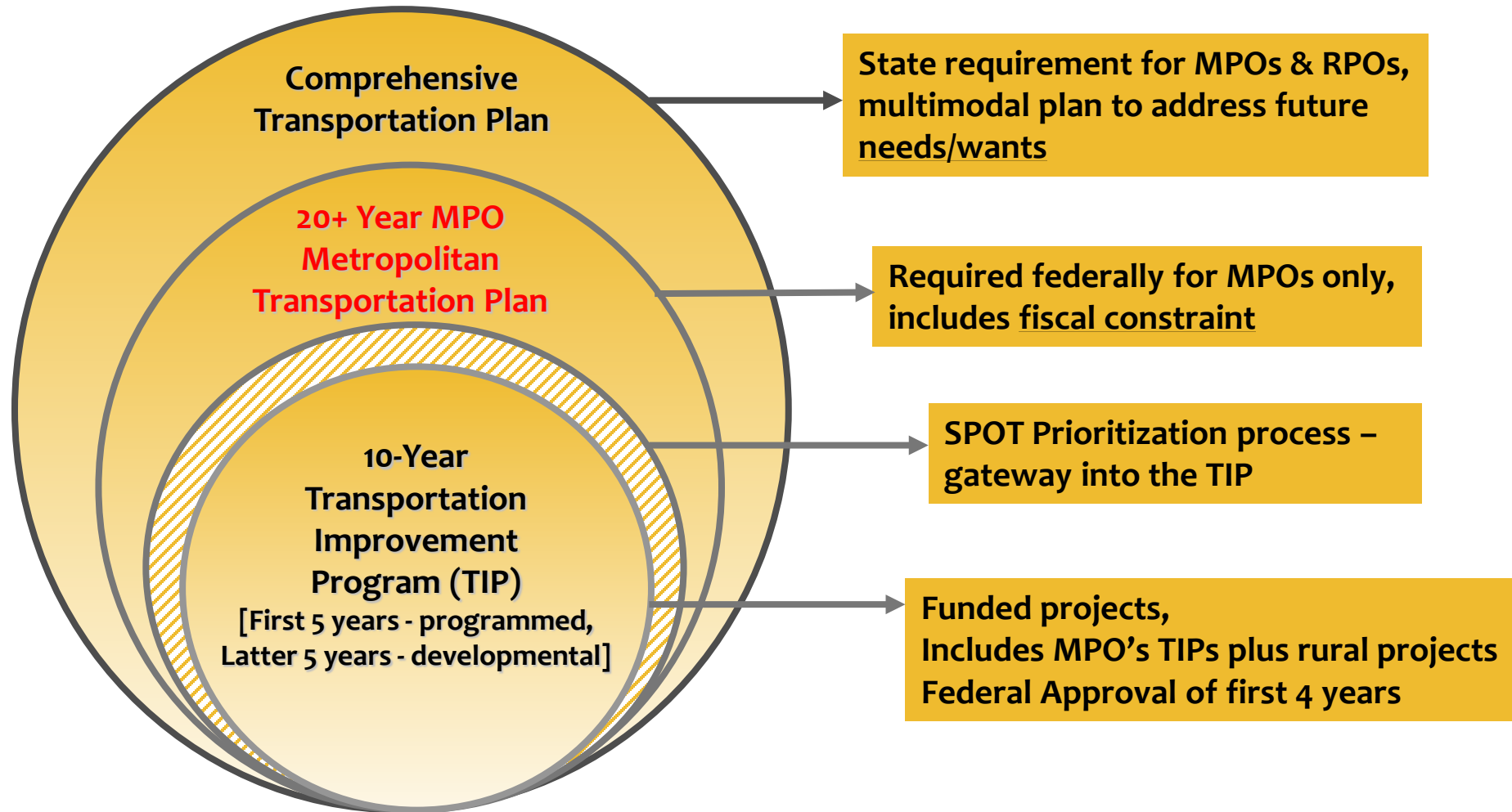


Community Plans is the starting point, with added focus on:

1. Anchor institutions – increased asserted development
2. Mobility hubs – more intense, mixed use development in ~2 dozen places; largely at previously identified “activity centers” in CommunityViz
3. Frequent transit corridors (Travel Choice Neighborhoods) – TOD development on developable parcels
4. Affordable housing opportunity sites – asserted “LIHTC-like” projects on undeveloped public land through GIS-based criteria

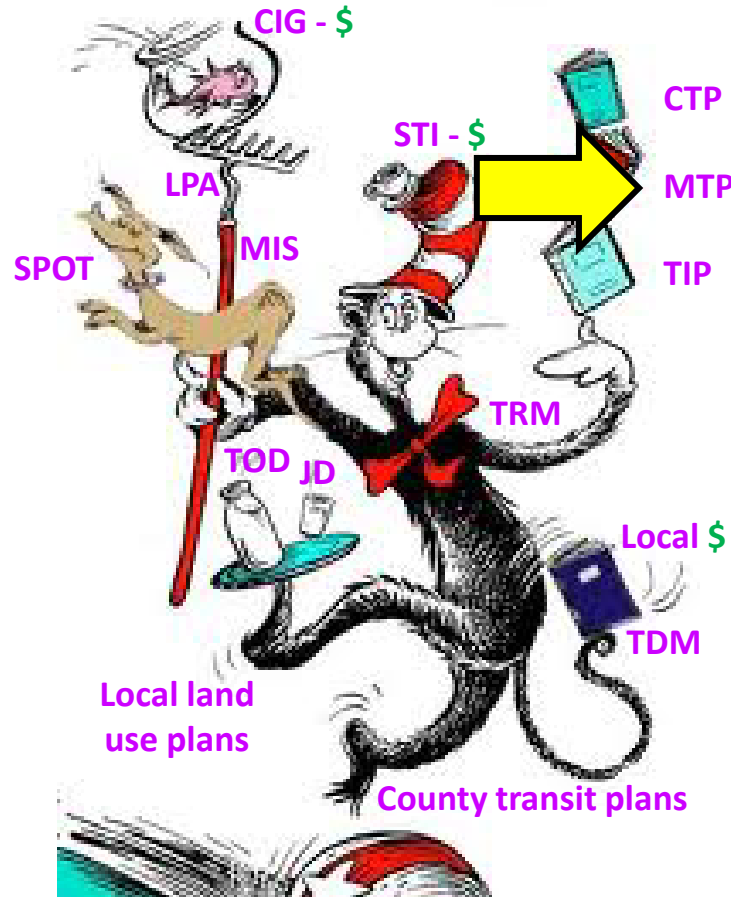
Will this future actually happen?

What We Plan Together (simplified version)



Find the Regional Transit Vision

-- or, why transit planning seems confusing: because it is --



Actual Decision-Making Organizations

- 2 Metropolitan Planning Organizations
- NCDOT (multiple geographic & modal divisions)
- GoTriangle + 6 local/university transit systems
- Counties (transit plan → sales tax, vehicle fee)
- Cities & Counties (land use policies → TOD)
- North Carolina Railroad (if in its corridor)
- Federal Transit and/or Railroad Administration(s)
- Anchor Institutions (land use & transit)
 - Universities
 - Medical Centers
 - Research Triangle Park
 - RDU

But Where Did This Regional Transit Vision First Come From?

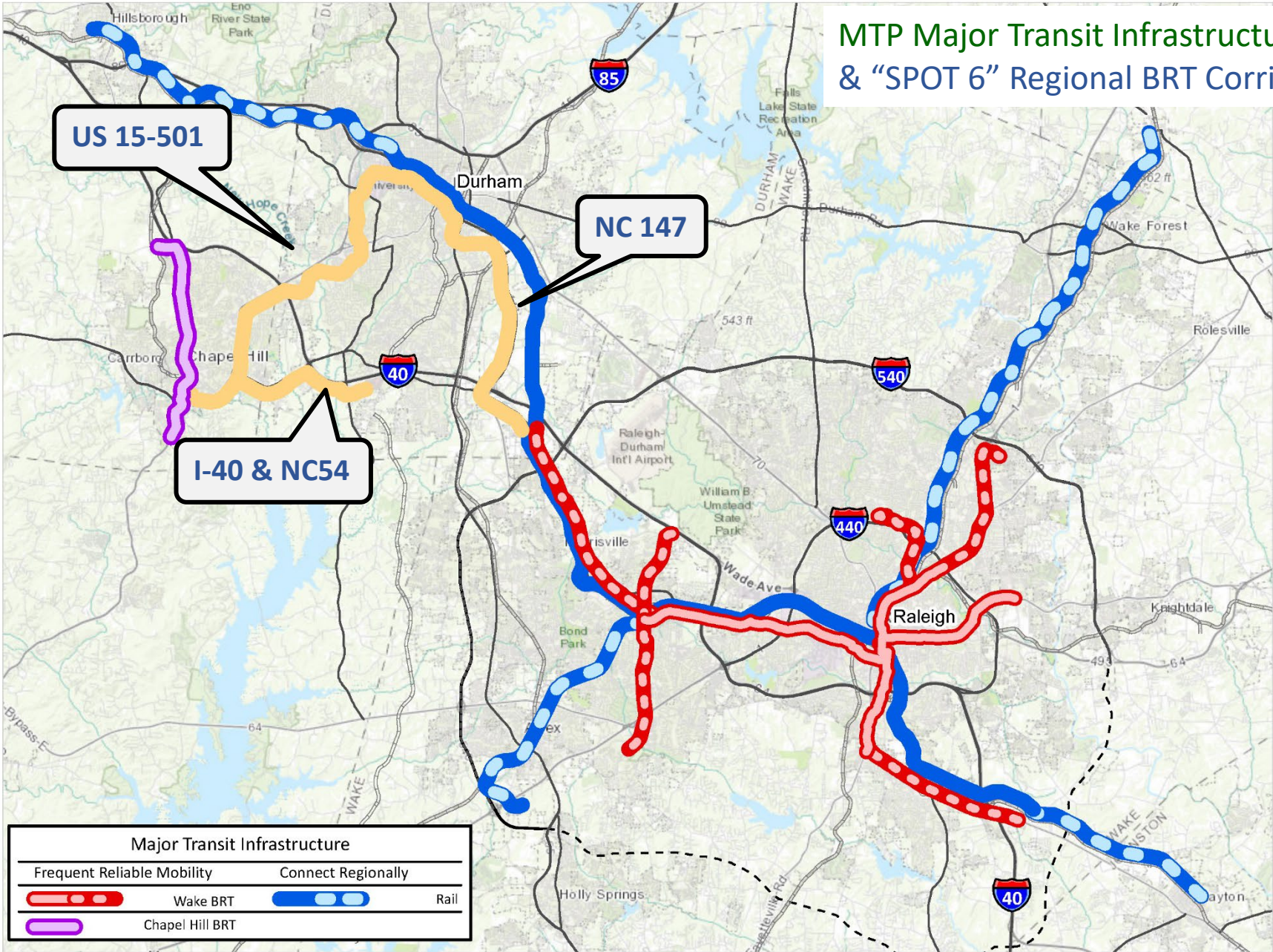
Special Transit Advisory Commission (2007-08)

- 29 people appointed by the region's 2 Metropolitan Planning Organizations (MPOs), which are responsible for approving federal Long Range Transportation Plans and Transportation Improvement Programs
- Charge: “assist [the MPOs] in the development of the Regional Transit Vision Plan” ... “deliver to the region's two MPOs a set of recommended major transit investments to serve the Triangle”



A Bit More Coherent-Looking Transit Vision from the MTP

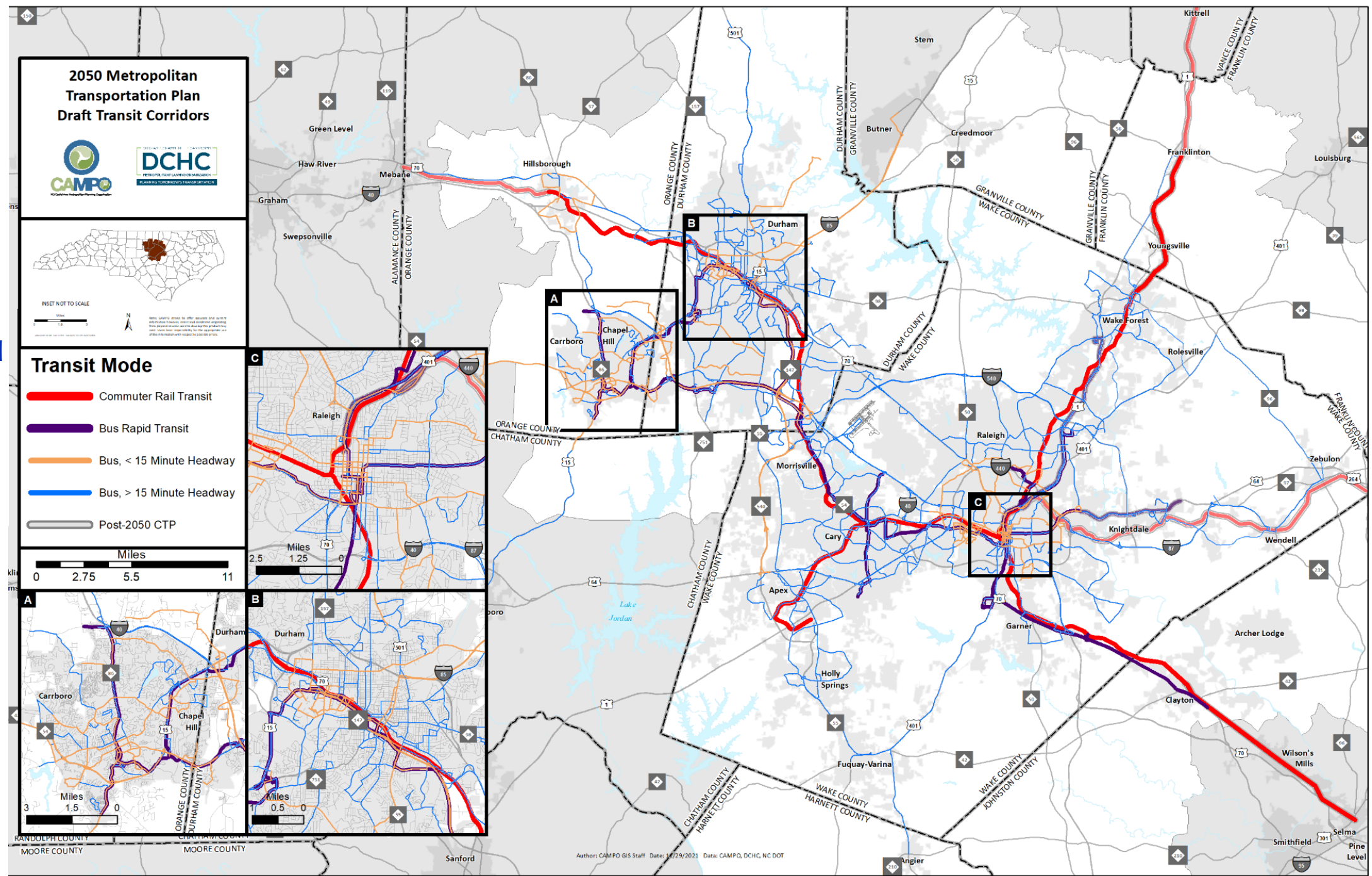
(Showing major transit infrastructure after removal of the DO LRT and replacement with new DCHC BRT corridor options)



* SPOT 6 was subsequently cancelled

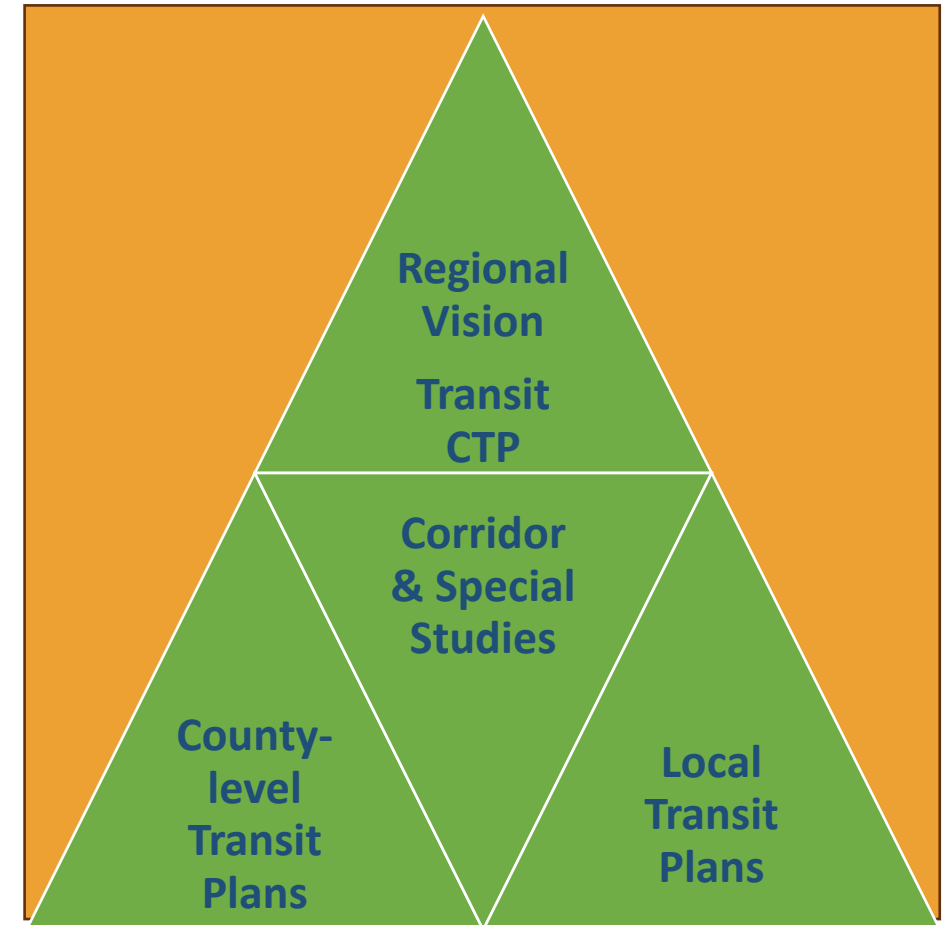
A Bit More Coherent- Looking Transit Vision from the MTP

(Showing the full
transit network
across the
Research
Triangle region)

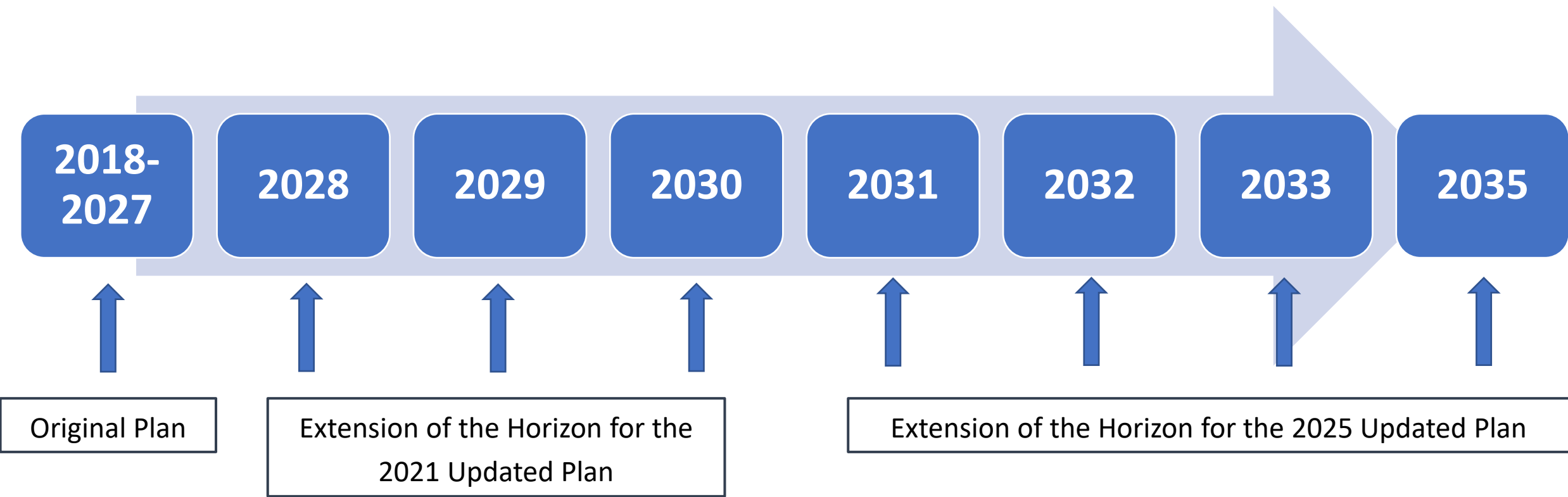


Transit Planning Activities that feed into the MTP

- STAC & Regional Vision (Transit CTP)
- Regional Special Studies
 - Corridor Studies
 - Modal Studies
- Local Transportation Plans
- Transit Plans
 - Wake Transit Plan
 - Durham Transit Plan
 - Orange Transit Plan

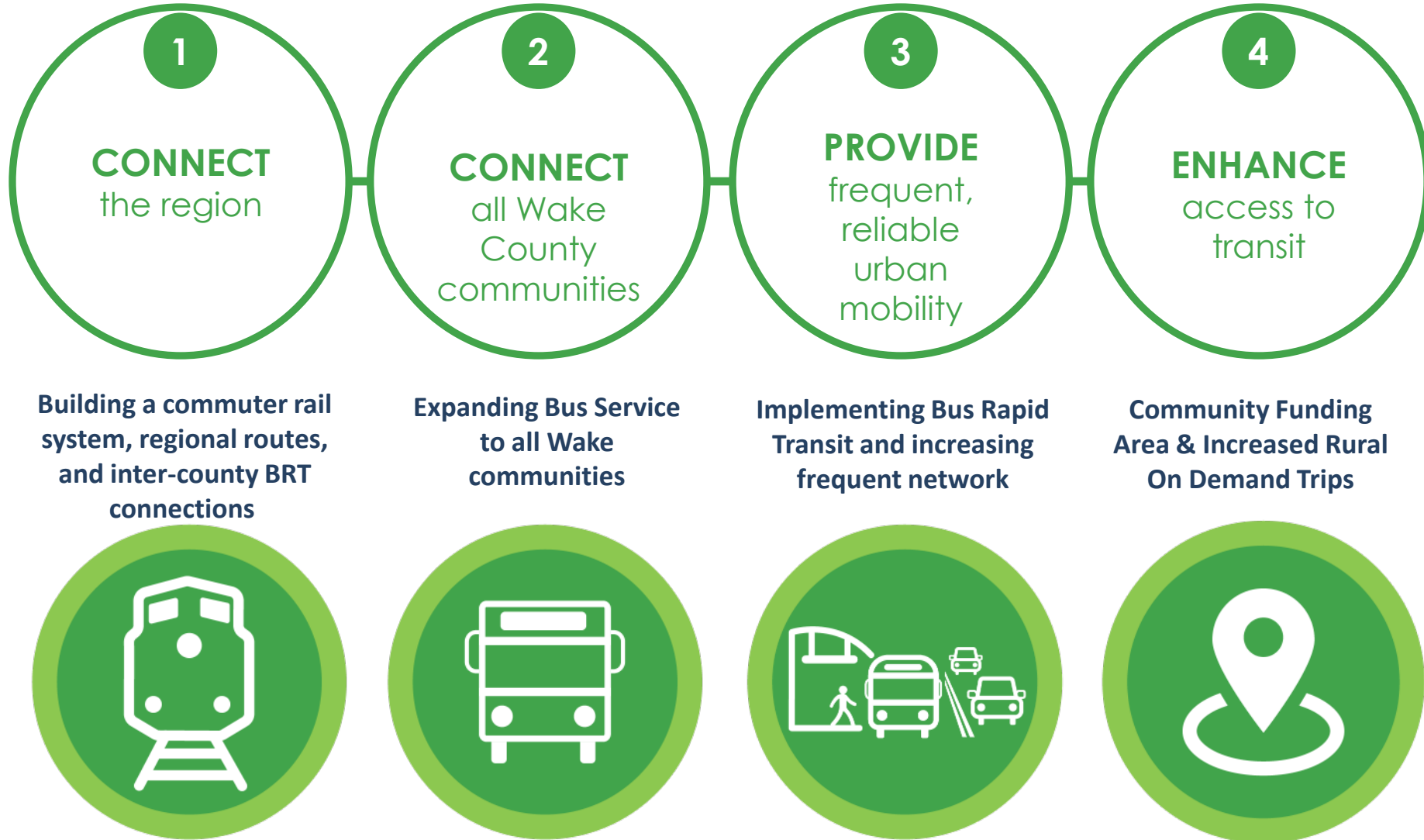


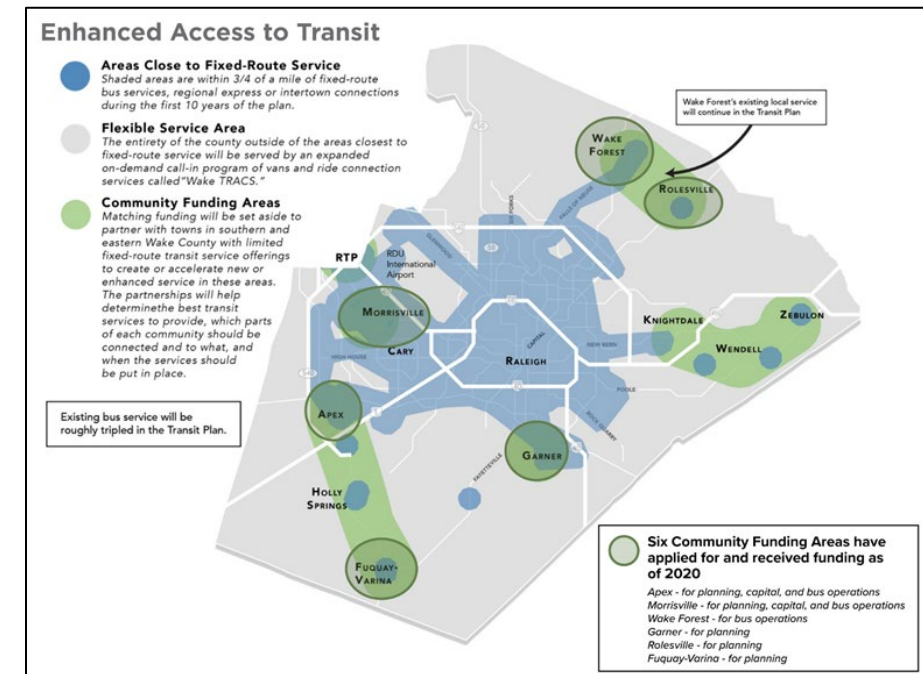
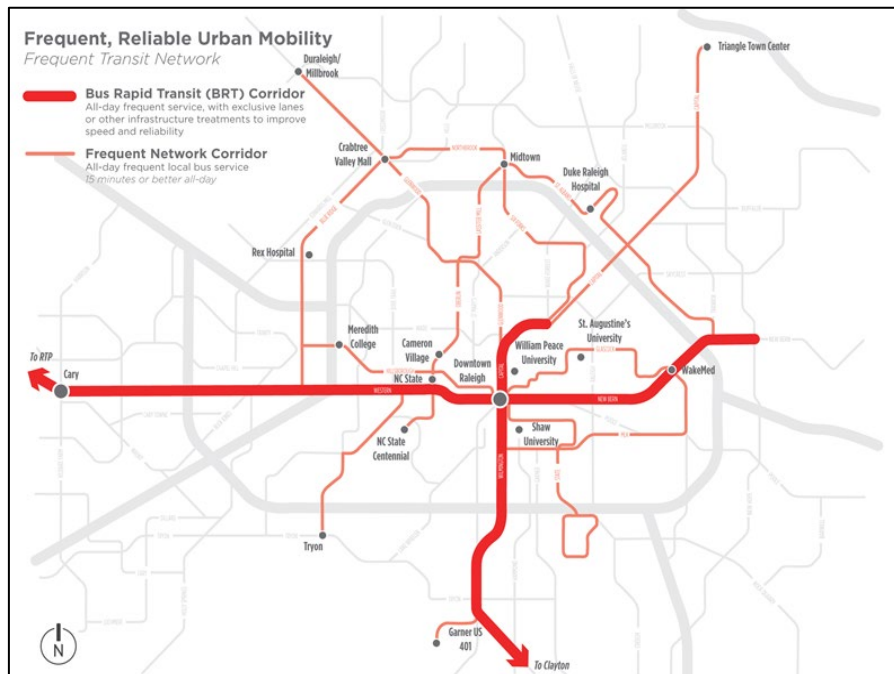
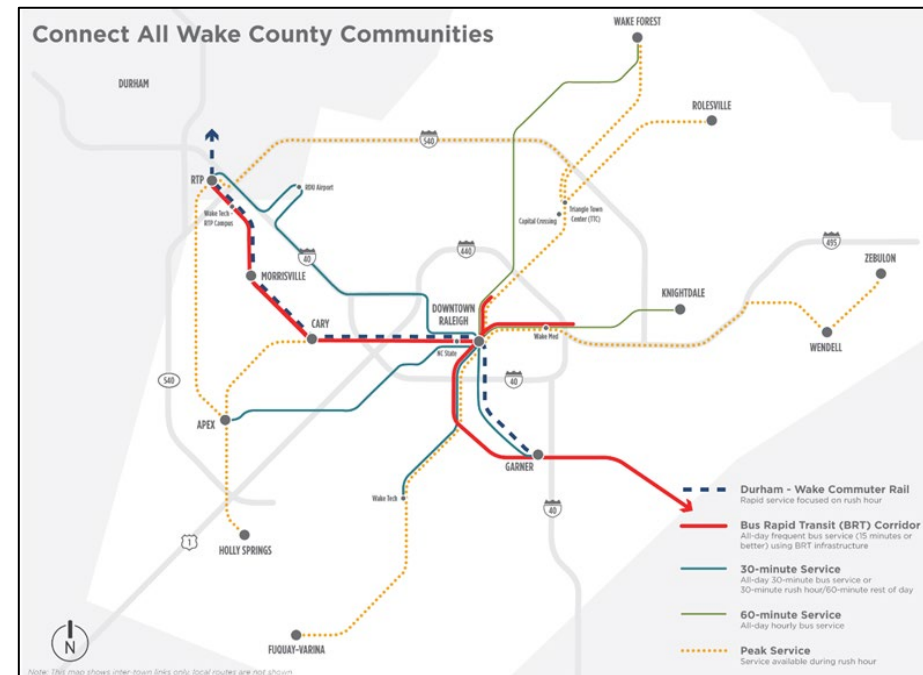
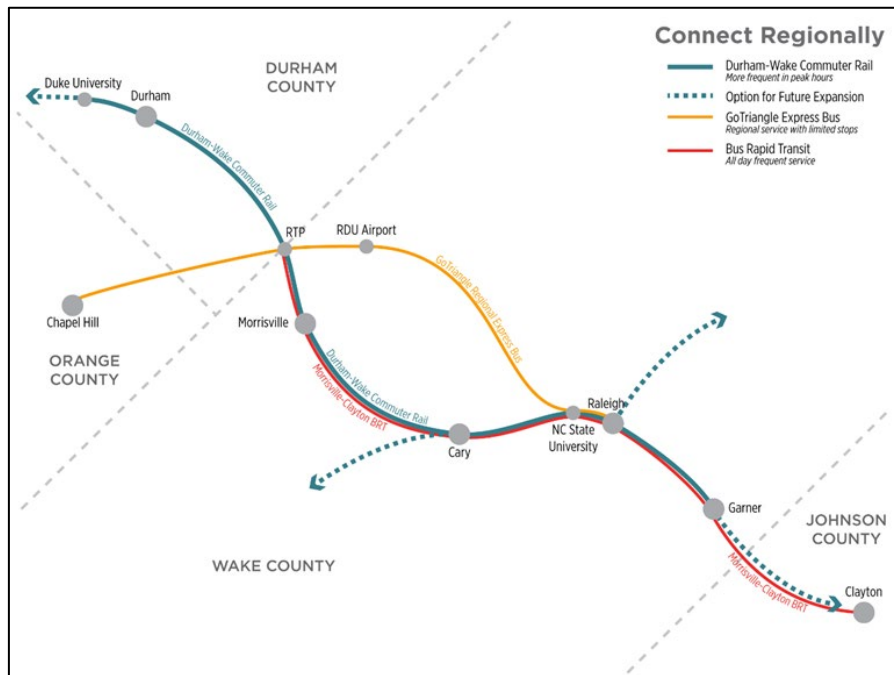
Wake Transit Plan Horizon



Wake Transit Plan: Four Big Moves

In November 2016, Wake County voters approved a transit-dedicated half-cent sales tax investment.





Wake Transit Funding Sources

The Wake Transit Plan is moving through implementation

Funding Sources

½ cent sales tax*

Vehicle Rental Tax

\$7 County vehicle registration fee

\$3 increase to regional vehicle registration*

State & Federal support for new services



FY 2024 Revenue Source	Amount
Half-Cent Local Option Sales Tax	\$120.0 million
Vehicle Rental Tax	\$4.8 million
\$7 Vehicle Registration Tax	\$6.8 million
\$3 Vehicle Registration Tax	\$2.9 million
Other: Federal, State, Fares (currently suspended), Debt Proceeds, Transit Provider Contributions, Allocation from Capital Fund Balance	\$2.2 million
TOTAL	\$136.7 million

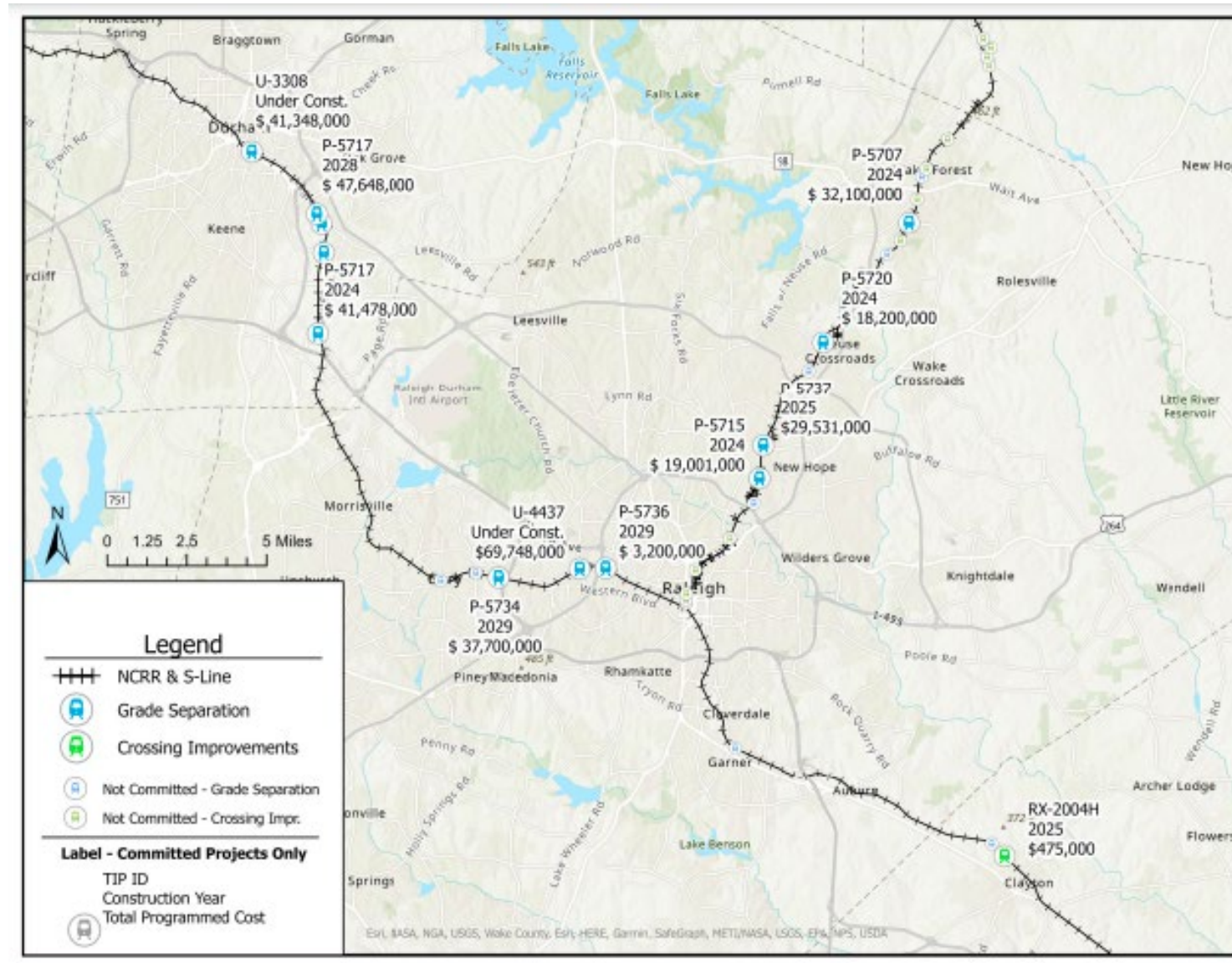
**State legislation requires proceeds supplement and not replace existing funds allocated for public transportation systems.*

Regional Rail Progress

- Commuter rail study findings released by GoTriangle in 2022 showed an estimated cost of \$3.2 billion for the project
- CAMPO and DCHC MPO created regional rail subcommittees to review and consider next steps
- Three joint meetings of subcommittees have occurred
- Review/level set on the regional rail vision
- Ongoing discussion about new/alternative paths forward, current opportunities, and potential initial recommendations

Regional Rail Progress

- ❖ This map shows **\$340 million** in investments that are either currently under construction or in the programmed part of the current STIP along the NCRR and S-Line where the 2050 MTP has passenger rail services planned.
- ❖ NCDOT federal funding success
- ❖ Do we have a good handle on how these investments directly contribute to those passenger rail services, or if there are actions we could take to ensure they would?



WAKE BRT PROGRAM | OVERVIEW

PRE-CONSTRUCTION

- New Bern Avenue – 2025

FINAL DESIGN

- Southern Corridor – 2028

PRELIMINARY DESIGN

- Western Corridor – 2029

PLANNING STUDY

- Northern Corridor – beyond 2030
- Garner to Clayton Extension
- Cary to Research Triangle Park (RTP) Extension



NEW BERN AVENUE

401

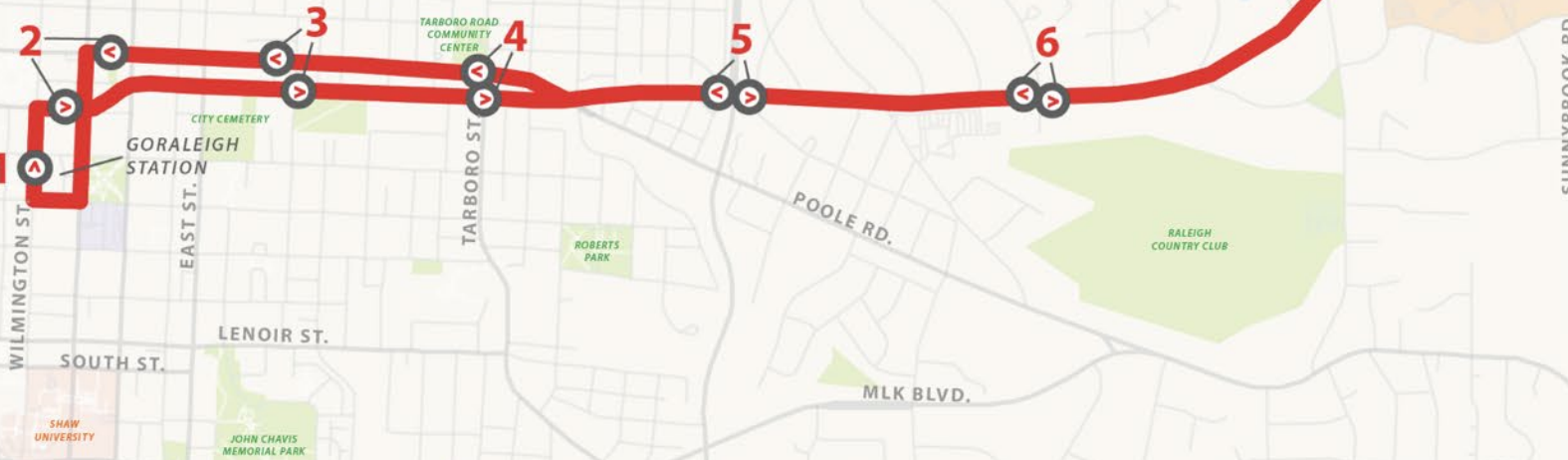
OVERVIEW

- 5.39 MILES | 3.3 MILES DEDICATED
- TEN (10) STATIONS, 19 PLATFORMS
- SEVEN (7) 60' ARTICULATED BUSES

NEXT STEPS

- CONSTRUCTION – FALL 2023

RALEIGH 1



STATION	DIRECTION	NAME
1	Outbound	GoRaleigh Station
2	Outbound Inbound	Morgan at Blount Edenton at Blount
3	Outbound Inbound	New Bern at Swain Edenton at Swain
4	Outbound Inbound	New Bern at Tarboro Edenton at Tarboro
5	Outbound Inbound	Raleigh Blvd
6	Outbound Inbound	King Charles
7	Outbound Inbound	Medical District
8	Outbound Inbound	Trawick Rd
9	Outbound Inbound	Corporation Pkwy
10	Outbound Inbound	New Hope Rd East Raleigh

WAKE BRT PROGRAM | NEXT STEPS

New Bern

- Final approvals for design through NCDOT
- Advertise for construction bid end of September 2023
- Continue coordination with NCDOT and FTA

Southern Corridor

- Begin final design September 2023
- Continue coordination with Garner, NCDOT and FTA

Western Corridor

- Select final design consultant
- Submit Small Starts Ratings August 2024
- Continue coordination with Cary, NCDOT and FTA

Northern Corridor MIS

- Public engagement on alignment alternatives
- Refinement and detailed screening of remaining alternatives

WAKE BRT PROGRAM | OVERVIEW

PRE-CONSTRUCTION

- New Bern Avenue – 2025

FINAL DESIGN

- Southern Corridor – 2028

PRELIMINARY DESIGN

- Western Corridor – 2029

PLANNING STUDY

- Northern Corridor – beyond 2030
- Garner to Clayton Extension
- Cary to Research Triangle Park (RTP) Extension



Questions?

Population & Growth



@wakegov



wakegov.com

Where We Stand

3,144 counties in U.S.

47 with **2020** Census Count >1M

4 with $\geq 3\%$ growth since **2020** Census

1 in North Carolina

Wake County Population

1,175,021
residents

Data Source: U.S. Census Bureau. July 1, 2022 County Population Estimates..

5 Fastest Growing Counties in U.S. with ≥ 1 Million Residents, 2022

Collin County, TX

8.6%

Wake County, NC

4%

Hillsborough County, FL

3.7%

Maricopa County, AZ

3%

Travis County, TX

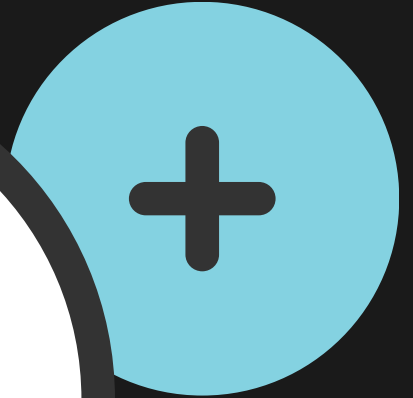
2.8%

County growth rate, April 1, 2020 – July 1, 2022

45,568

Growing by

56 PEOPLE
A DAY



PLANWake Comprehensive Plan

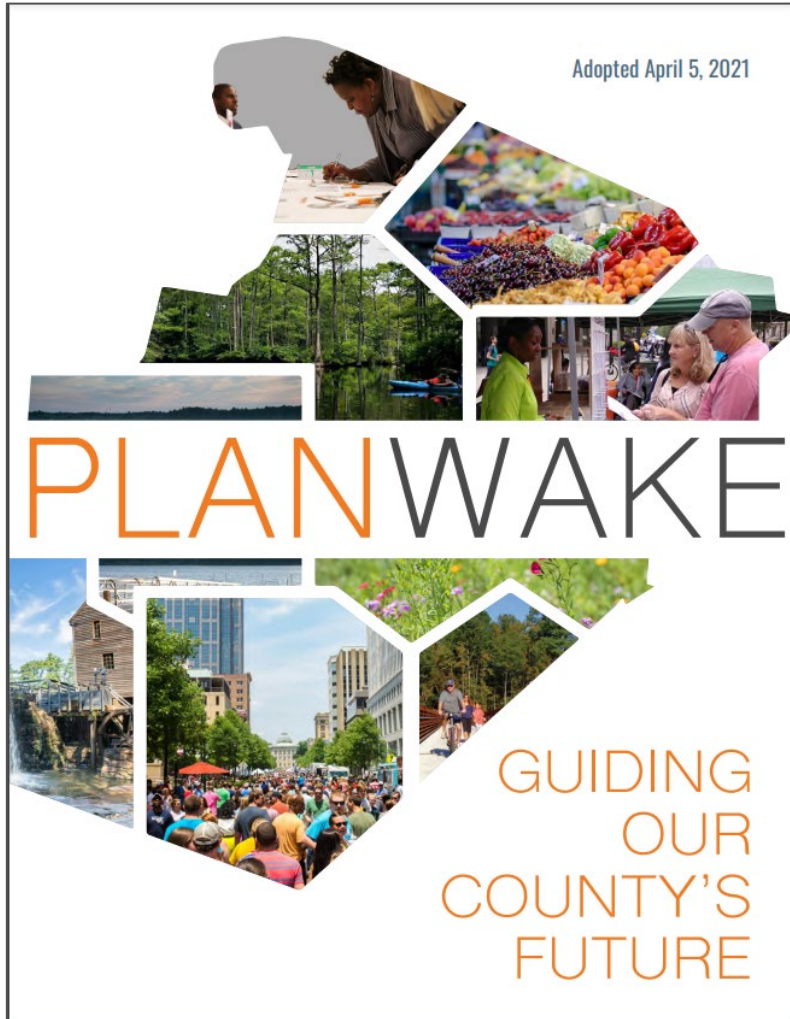
***“Direct Growth Towards
Towns & Cities”***



@wakegov    

wakegov.com

Wake County Comprehensive Plan - PLANWake

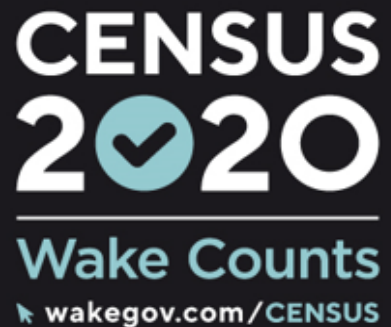


Community Perspectives:

1. Change is needed to plan for growth
2. Direct growth toward towns and cities
3. Protect open space and natural areas
4. Create walkable spaces and places

6 of the 12 cities and towns in NC with 15,000 or more population growth between 2010 and 2020 were in Wake County

*Reflects part of the municipal population residing within Wake County only.



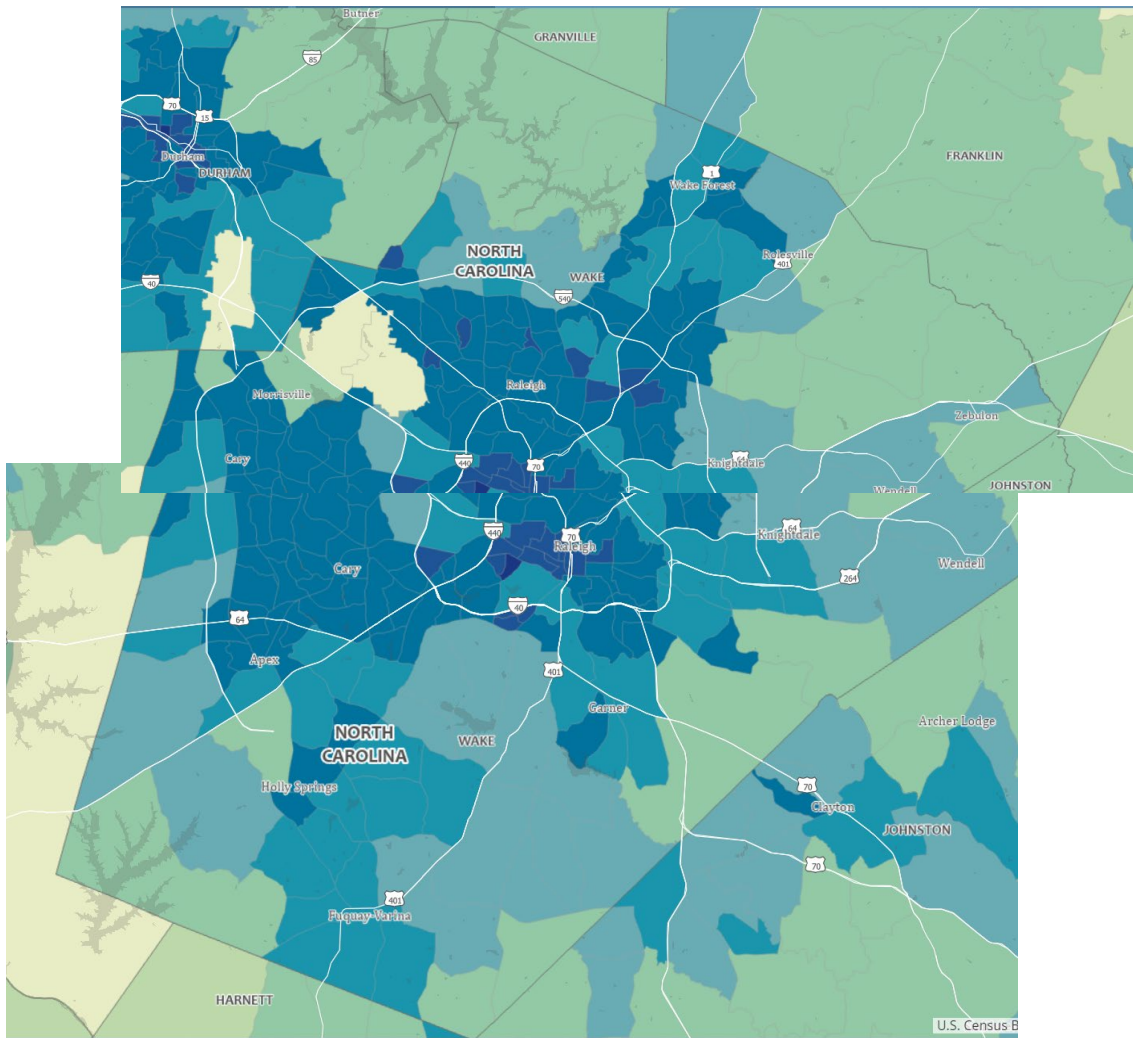
Geography	2020 Census	2010 Census	Numeric Growth	Growth Rate
Wake County	1,129,410	900,993	228,417	25%
Raleigh*	466,106	402,825	63,281	16%
Cary*	171,012	133,812	37,200	28%
Apex	58,780	37,476	21,304	57%
Wake Forest*	46,097	29,218	16,879	58%
Holly Springs	41,239	24,661	16,578	67%
Fuquay-Varina	34,152	17,937	16,215	90%

6 of the 12 cities and towns in NC with 15,000 or more population growth between 2010 and 2020 were in Wake County

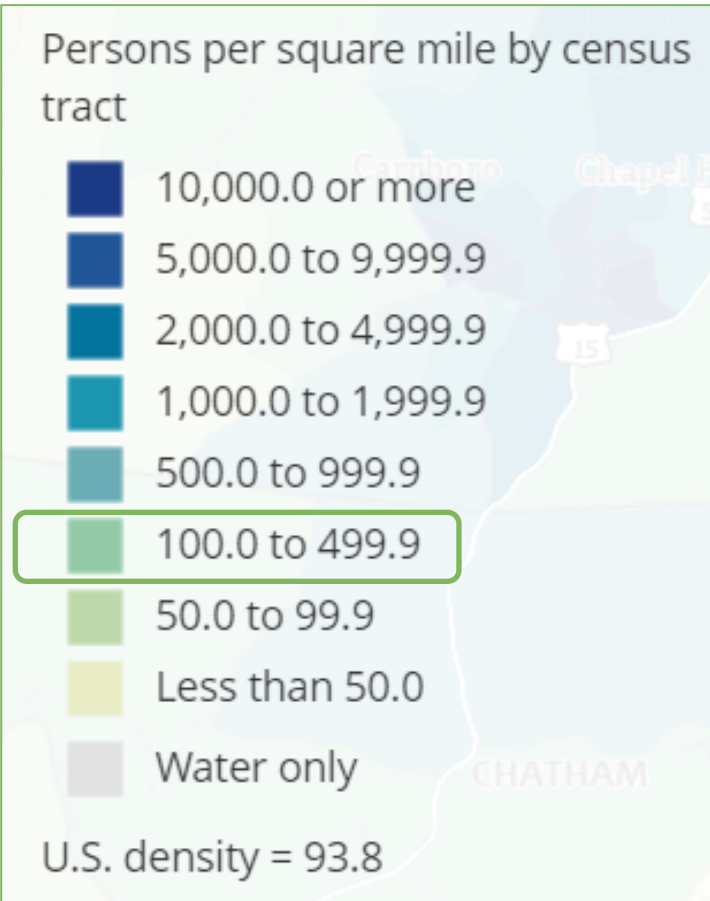
*Reflects part of the municipal population residing within Wake County only.

Geography	2020 Census	2010 Census	Numeric Growth	Growth Rate
Wake County	1,129,410	900,993	228,417	25%
Morrisville*	29,423	18,576	10,847	58%
Knightdale	19,435	11,401	8,034	70%
Rolesville	9,475	3,786	5,689	150%
Garner	31,159	25,745	5,414	21%
Wendell	9,793	5,845	3,948	68%
Zebulon	6,903	4,433	2,470	56%
Incorporated	924,399	715,818	208,581	29%
Unincorporated	205,011	185,175	19,836	11%

2020 Population Density by Wake Census Tracts

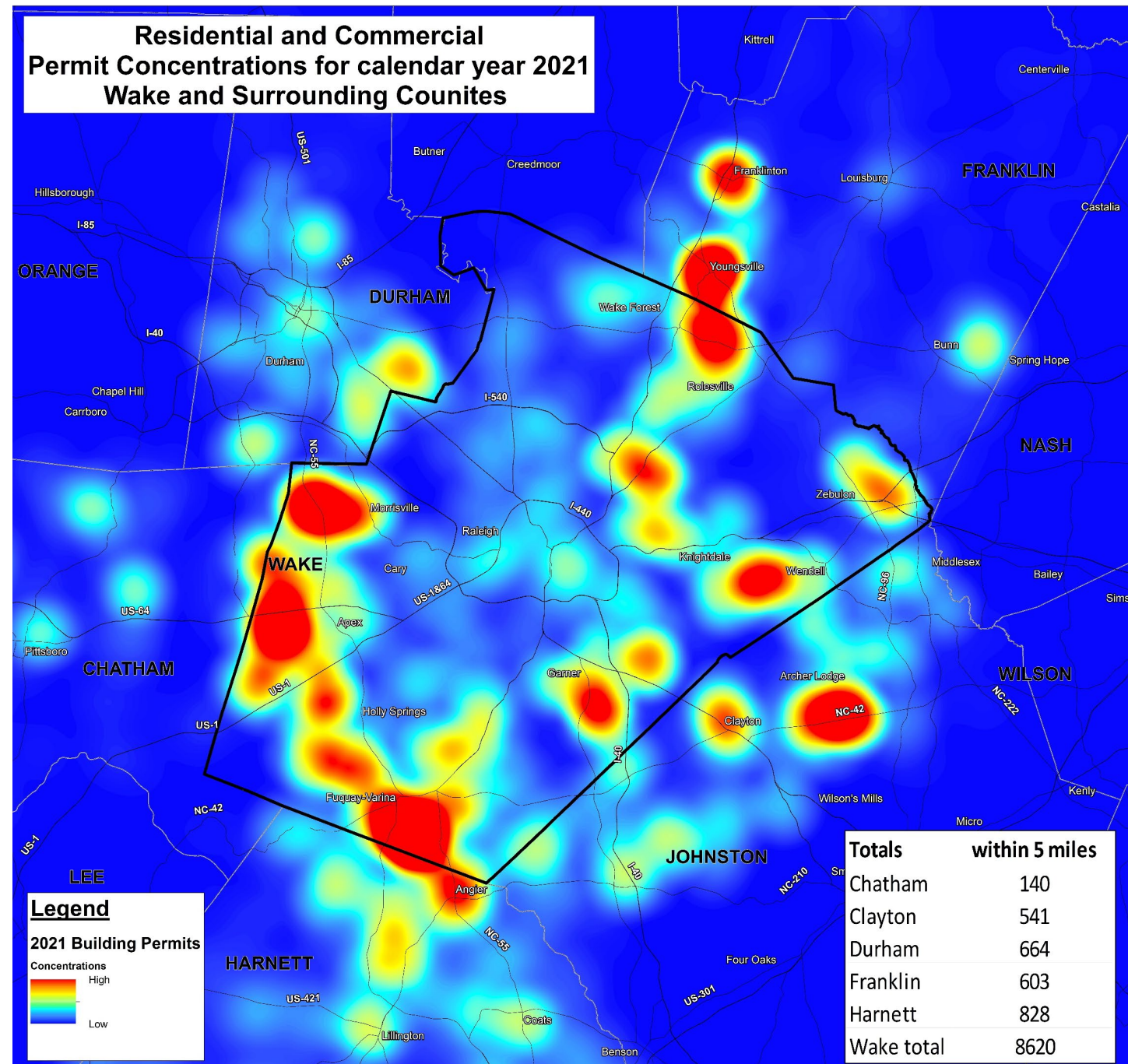


Wake County Density = 1,353.3



2021 Development & Growth Surrounding Wake County







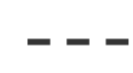


The density of permits reflects the New Residential and Commercial building permits collected for “Collar Counties” around Wake for calendar year 2021. The estimated count reflects the number of permits applied within an influential range of 5 miles from the border of Wake County.

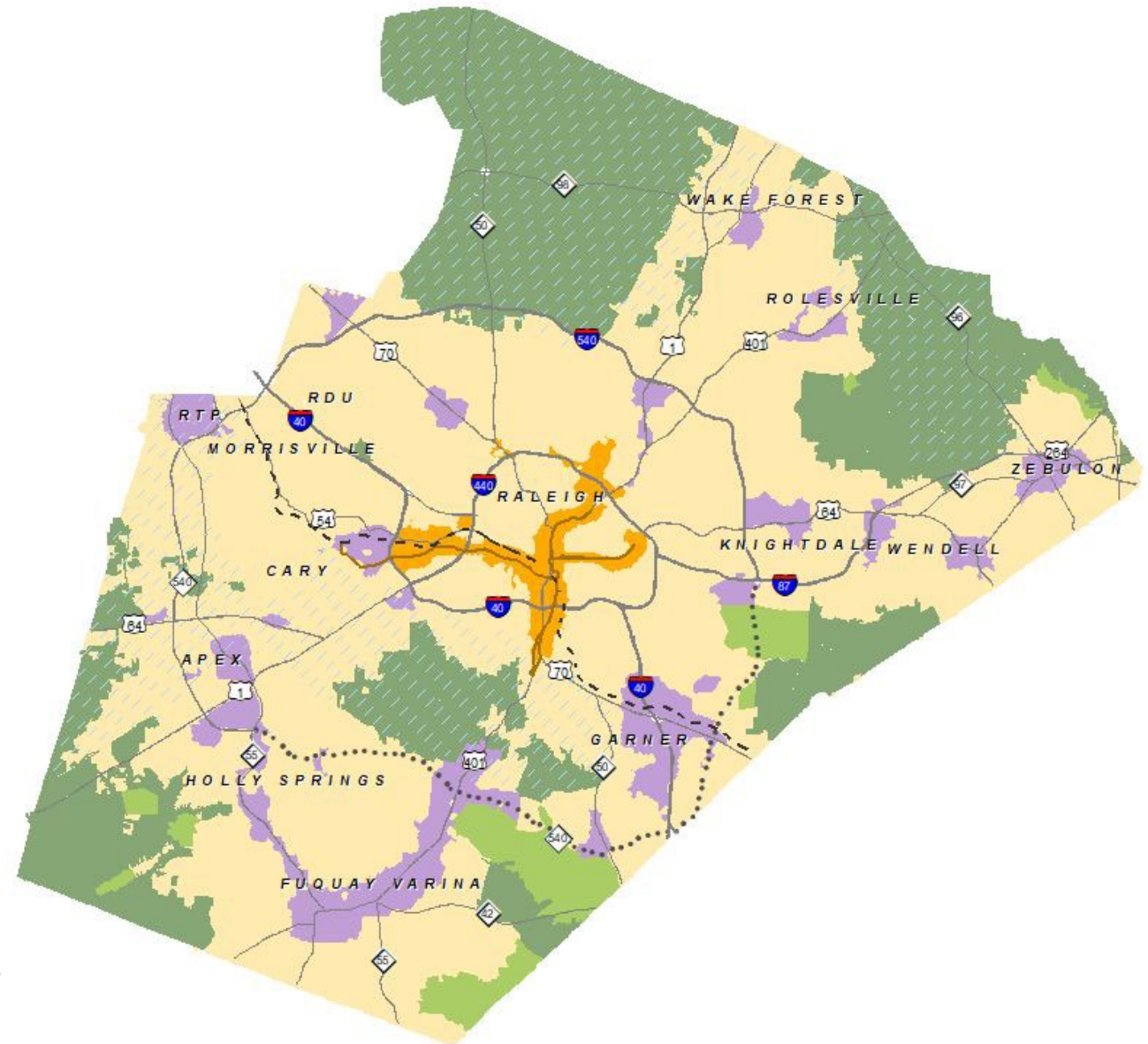


Growth Framework Map

Legend

Development Framework

-  Transit Focus
-  Walkable Center
-  Community
-  Community Reserve
-  Rural
-  Water Supply Watershed
-  Proposed Commuter Rail
-  Proposed BRT Corridors
-  NC-540 Extension



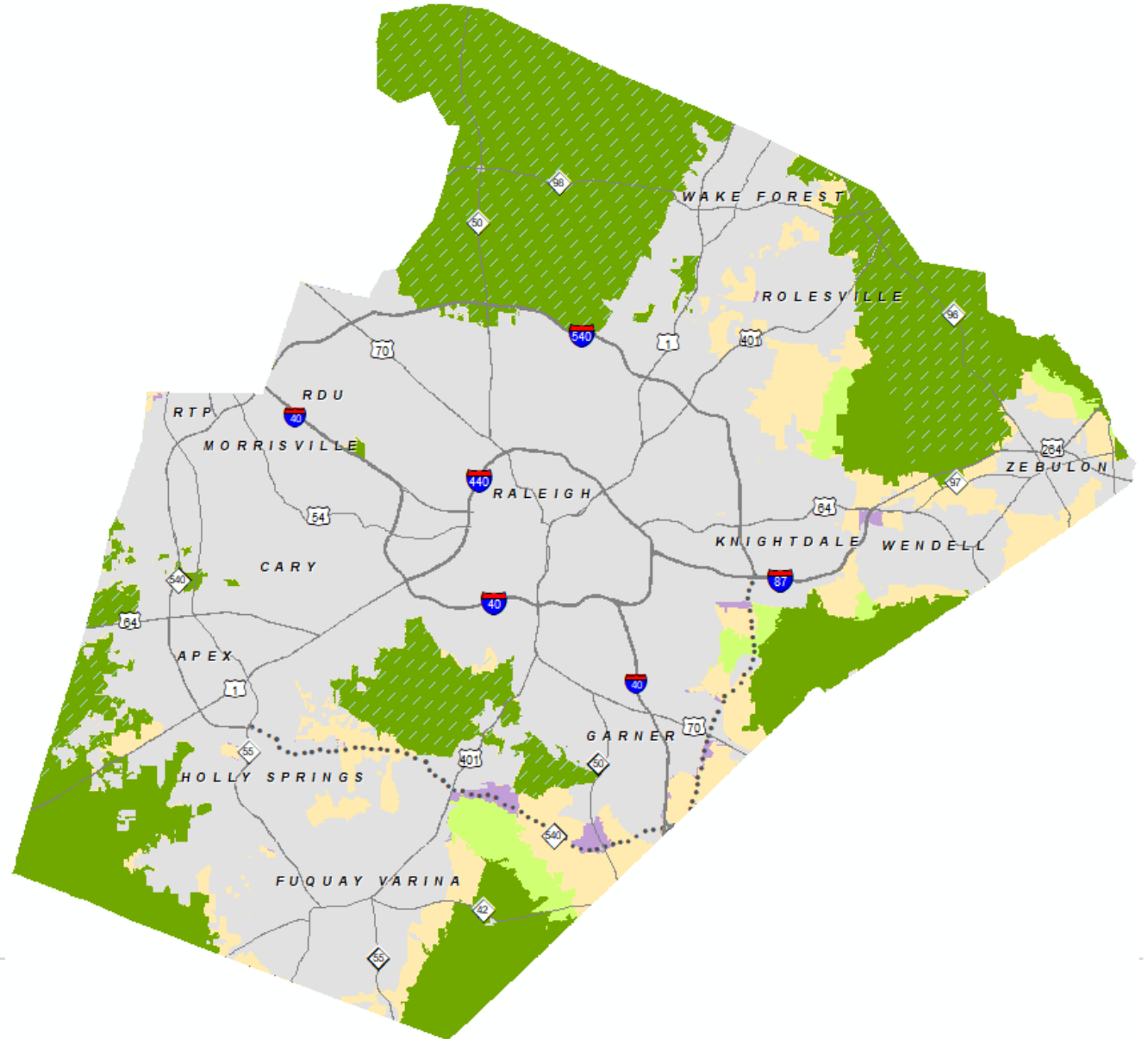
County Jurisdiction

County Boundary:*
835 square miles
(Land Area)

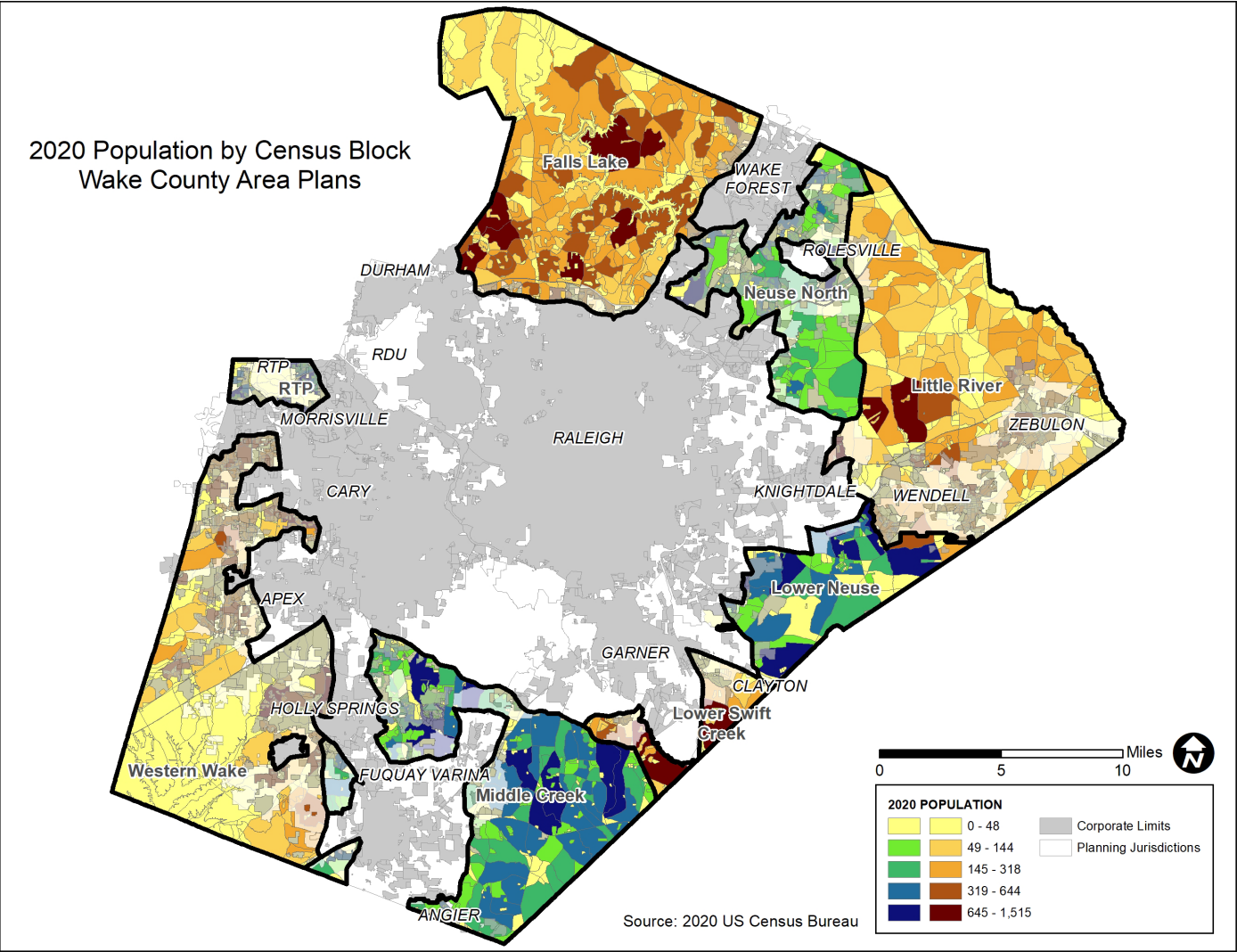
* 22 sq miles of water area

Municipal Planning
Jurisdiction:
506 square miles

County Planning
Jurisdiction:
329 square miles



Wake Planning Areas



Area Plan	2020 Census Population
Lower Swift Creek	7,418
Middle Creek	54,535
Lower Neuse	15,962
Little River	39,277
Neuse North	45,118
Western Wake	55,595
Falls Lake	47,958

Other Land Use Plan Elements

- Municipal Annexation Boundary Agreements & Municipal Comp Plans
 - Agreement among municipalities aligned with each municipal comprehensive plan
- Extra-territorial Planning Jurisdiction (ETJ)
 - Requested by municipalities, recommended by PB, granted/denied by County BOC
 - Criteria used by County staff to evaluate ETJ requests
- Municipal Transition Standards (MTS)
 - Encourage/require development near municipalities to connect to utilities
- Interlocal Agreements: Swift Creek & Little River WSWS
 - Collaborative agreements with municipal partners on land use classifications and development standards

PLANWake Work Areas



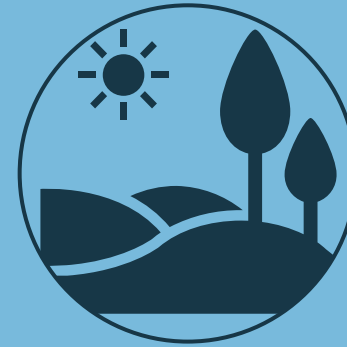
Land Use Policies ✓

- Watershed Policies
- Activity Centers/ Commercial Uses
- Planning for Rural Areas
 - Enhanced Voluntary Agricultural District (EVAD)



Area Plans ✓

- Area Land Use Plan Assessment/ Prioritization
- Plan Updates
- Community Engagement Standards



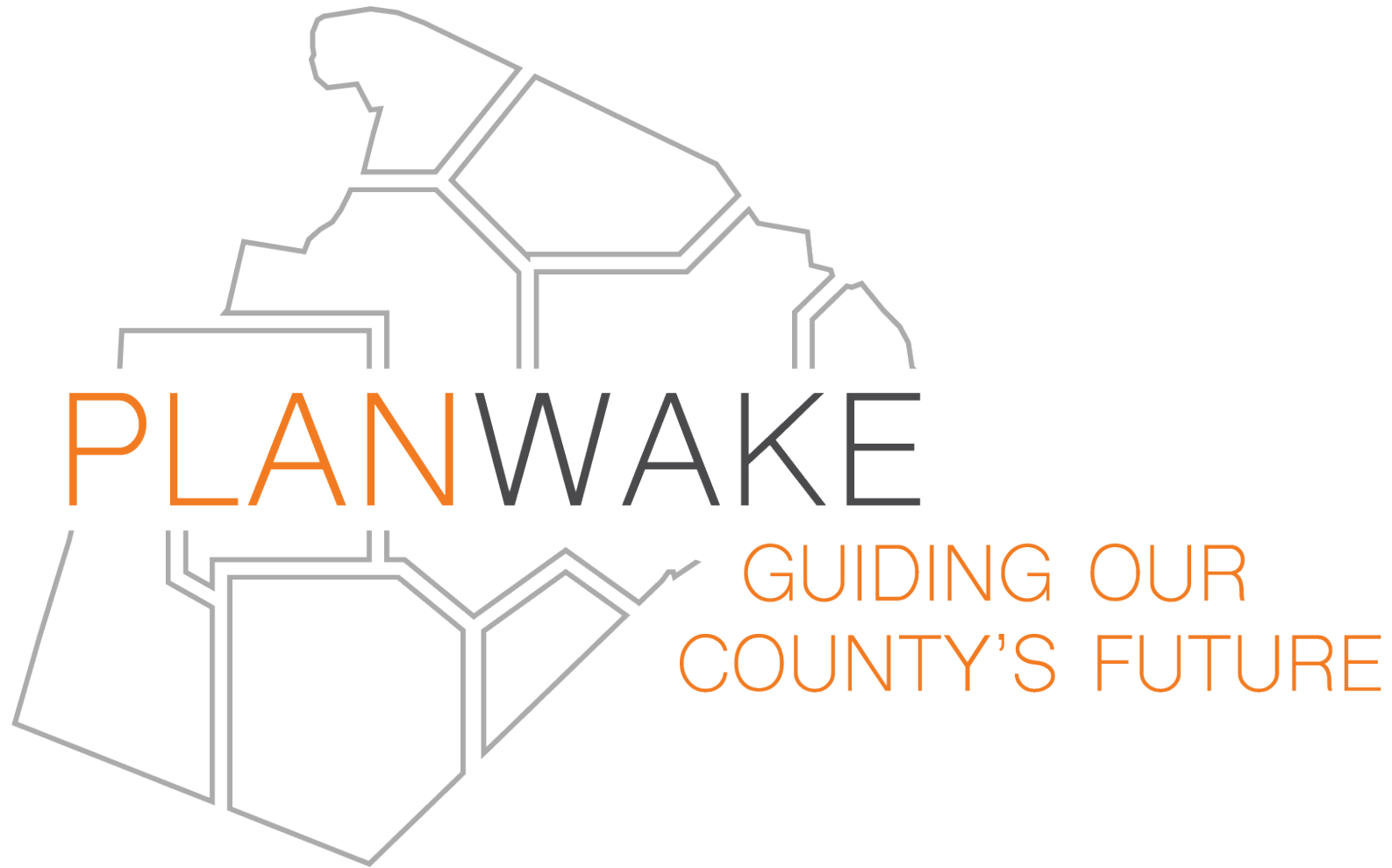
UDO Amendments ✓

- Municipal Transition Standards (MTS)
- Adjust Incentives (Development Standards)
- Subdivision Regulations
- Zoning Districts



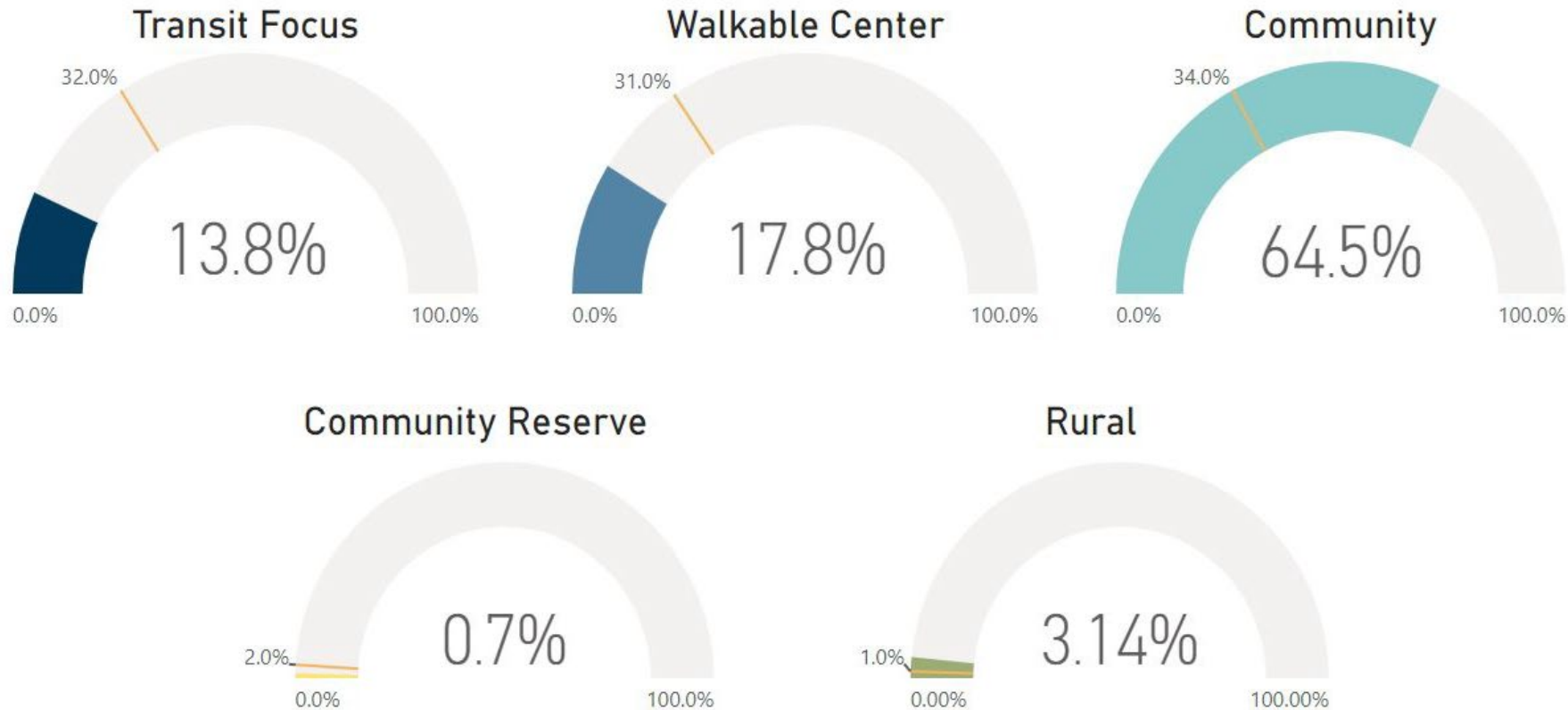
Performance Metrics ✓

- Create Simple Tools for Reporting
- Connect Metrics to Area Plans
- Associate PLANWake initiatives with other County metrics



PLANWake Metrics – Intentional Development

Intentional Development Since Implementation of PLANWake (Calendar Year 2021)



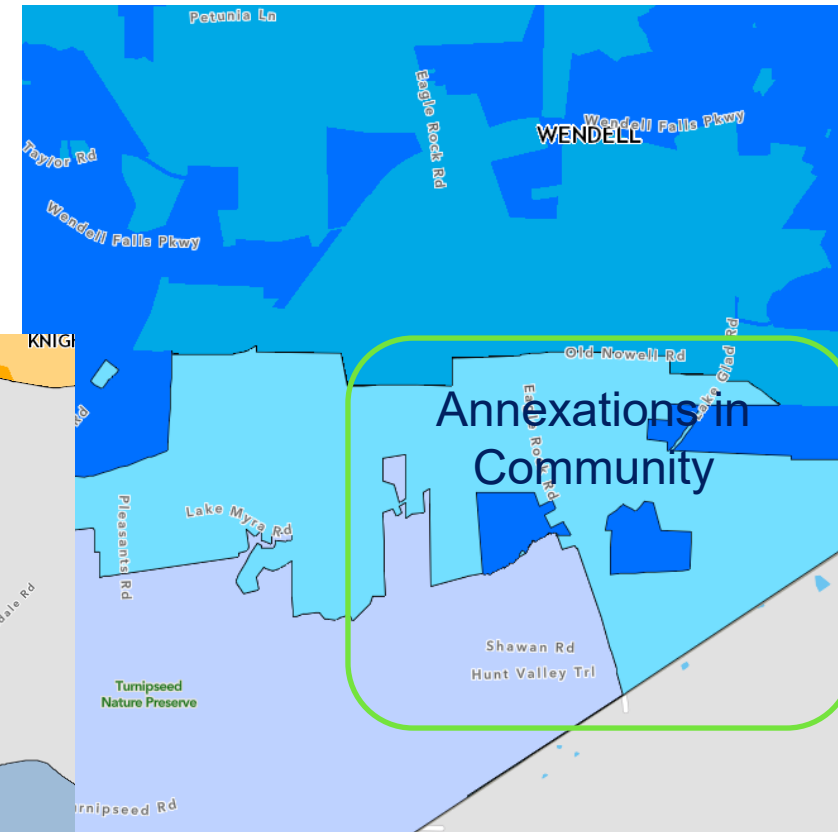
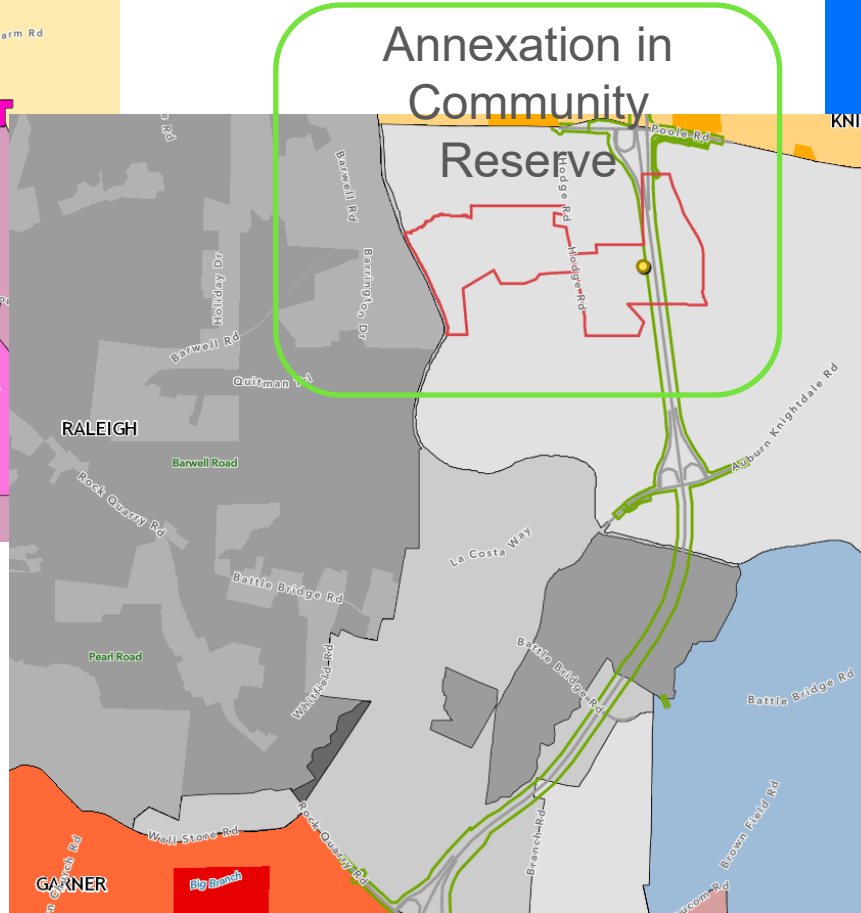
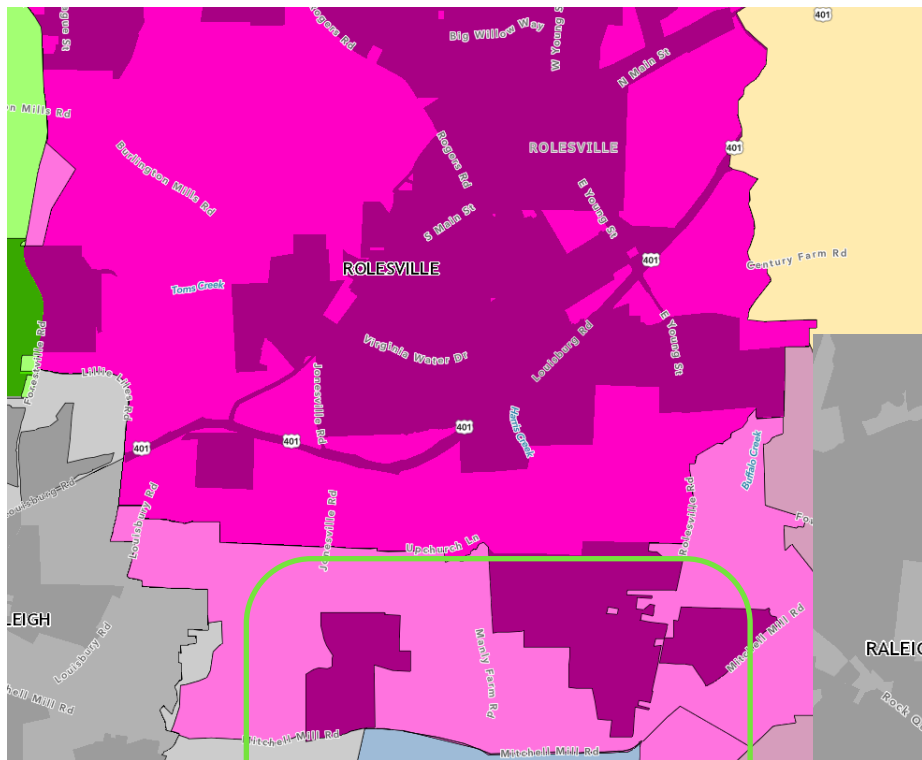
Note: Gauges show the actual distribution of development (shaded area) and targets (line) for each intentional development category.

PLANWake Metrics – Intentional Development

● Transit Focus, Actual Percent of Units ● Walkable Center, Actual Percent of Units ● Community, Actual Percent of Units ● Community Reserve, Actual Percent of Units ● Rural, Percent of Units

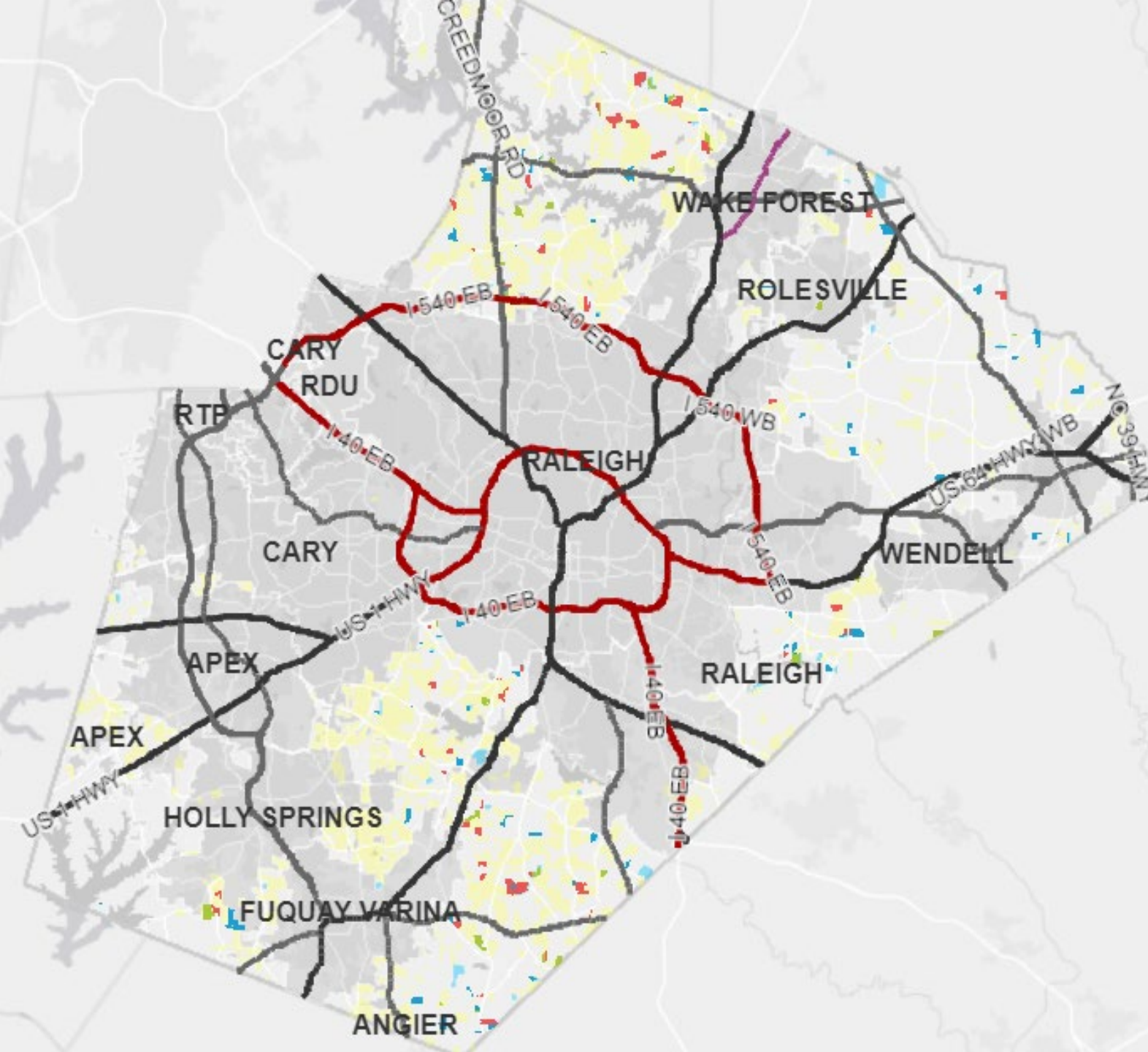


PLANWake Metrics – Intentional Development



PLANWake Metrics – Intentional Development

Wake County Planning's [development map](#), an interactive map, shows pending and recently approved projects in the County's jurisdiction.



Wake County Development Review

- Final
- Preliminary
- Construction

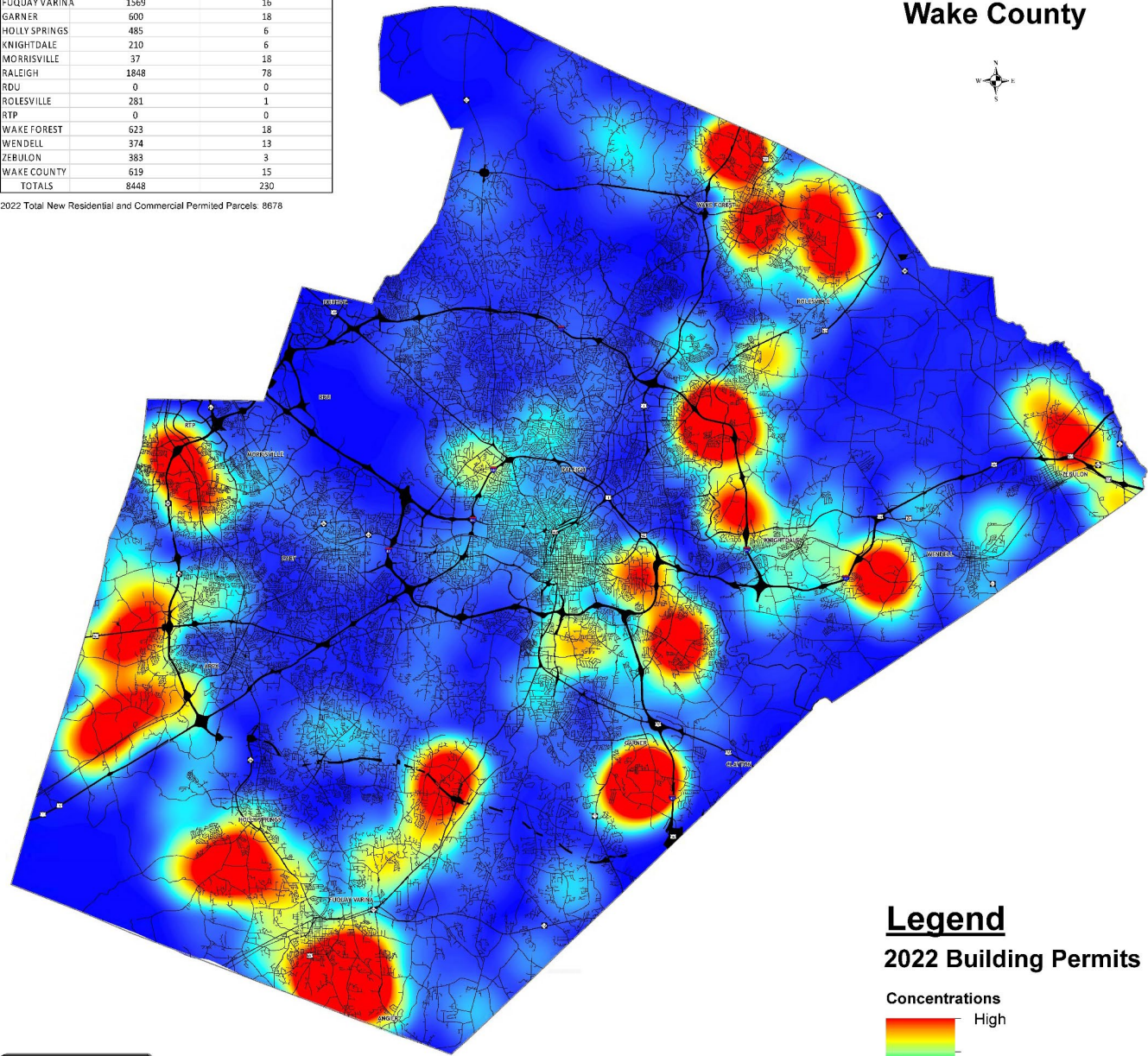
Subdivisions in Wake County, NC

- Existing
- Preliminary

Municipal Planning Jurisdictions

JANUARY	5	0
APEX	884	14
CARY	532	24
CLAYTON	0	0
DURHAM	0	0
FUQUAY VARINA	1569	16
GARNER	600	18
HOLLY SPRINGS	485	6
KNIGHTDALE	210	6
MORRISVILLE	37	18
RALEIGH	1848	78
RDU	0	0
ROLESVILLE	281	1
RTP	0	0
WAKE FOREST	623	18
WENDELL	374	13
ZEBULON	383	3
WAKE COUNTY	619	15
TOTALS	8448	230

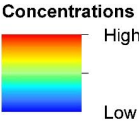
2022 Total New Residential and Commercial Permitted Parcels: 8678



Permit Concentrations
2022
Wake County



Legend
2022 Building Permits

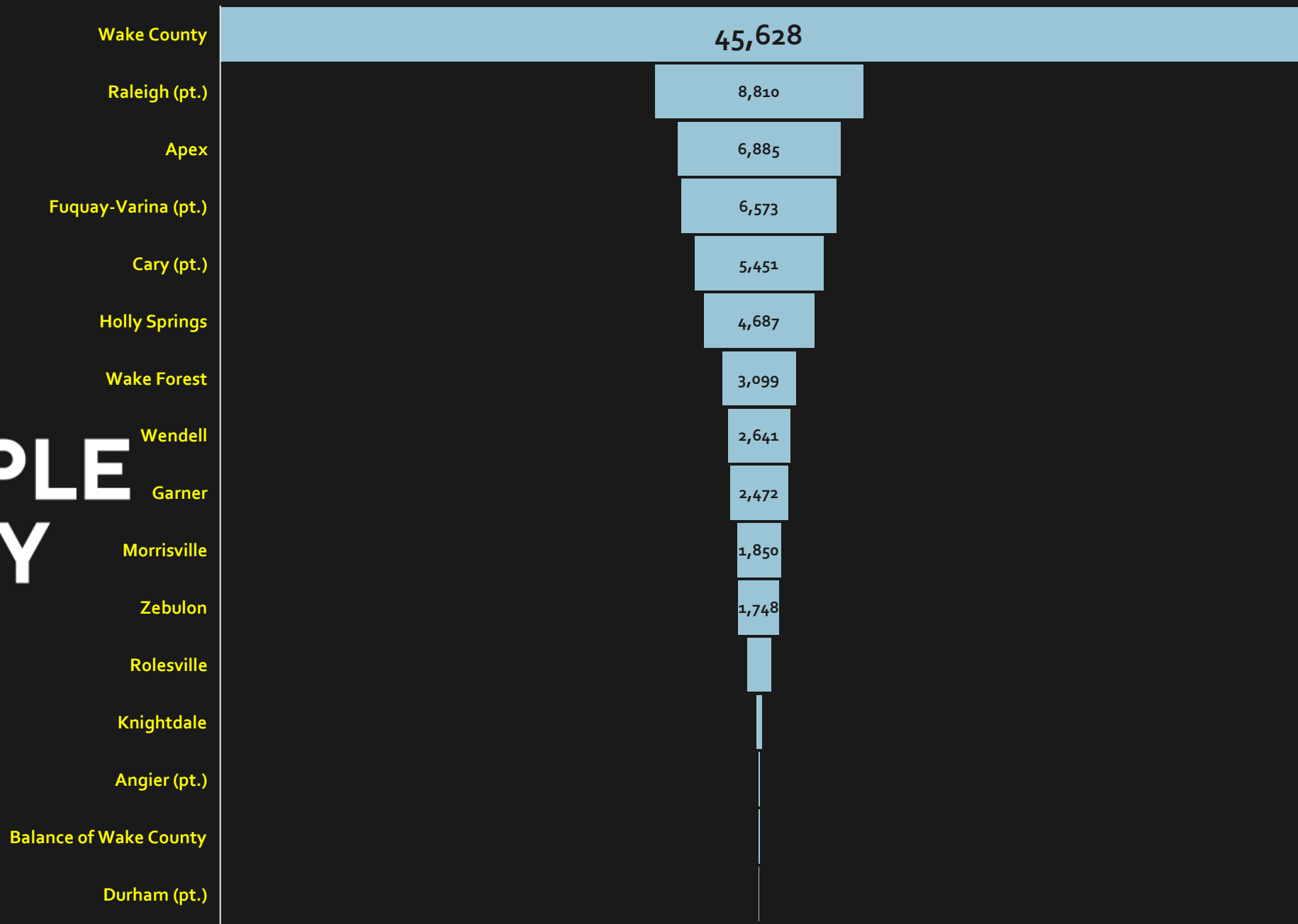


Total New Residential & Commercial
Permits 2022 = 8,678

The density of permits reflects New Residential and Commercial building permits collected for all municipalities and the county as associated to each parcel for 2022.

Jurisdiction	Residential Parcels 2022	Commercial Parcels 2022
ANGIER	3	0
APEX	884	14
CARY	532	24
CLAYTON	0	0
DURHAM	0	0
FUQUAY VARINA	1569	16
GARNER	600	18
HOLLY SPRINGS	485	6
KNIGHTDALE	210	6
MORRISVILLE	37	18
RALEIGH	1848	78
RDU	0	0
ROLESVILLE	281	1
RTP	0	0
WAKE FOREST	623	18
WENDELL	374	13
ZEBULON	383	3
WAKE COUNTY	619	15
TOTALS	8448	230

Growing by
**56 PEOPLE
A DAY**



Data Source: U.S. Census Bureau. July 1, 2022 County and Sub-County Population Estimates..

Population & Growth Insights & Inquiries?



@wakegov    

wakegov.com