



Board of Commissioners

Work Session

October 21, 2025

6:30 PM

AGENDA

1. Call to Order
2. Consideration of Agenda
3. Pre-Application/Enhancing Early Engagement – Eric Marsh, Town Manager, and Michael Elebarger, Interim Planning Director
4. Seniors Active Aging Plan Update – June Greene, Parks and Recreation Director
5. New Business
 - a Continuation Legislative Hearing for Comprehensive Plan 2050 Update – Greg Feldman/Daniel Rauh with WithersRavenel Consultant & Michael Elabarger, Interim Planning Director
 - b Continuation Legislative Hearing for 10-Year Affordable Housing Plan – Ben Helkowski of TPMA, Inc., Mark Perlman of Wake County & Michael Elabarger, Interim Planning Director
6. Adjourn

This meeting is designed as a work session for board members to receive, review, and discuss information prepared by staff. Only staff and board members are allowed to speak during this meeting, without express special permission. Citizens are reminded that during the public comment period of regular board meetings, which occur on the first Tuesday of each month, they have the opportunity to ask questions and express concerns. Citizens are also welcome to contact the Mayor or the board at other times by phone or email.

Amended:

This meeting serves as a working session for board members to receive, review, and discuss information presented by staff. Legislative hearings may also be held during this session. During legislative hearings, members of the public will have the opportunity to speak as outlined by applicable procedures. Outside of these hearings, participation is limited to board members and staff, unless special permission is granted. Citizens are reminded that additional opportunities for public comment are available during regular board meetings, held on the first Tuesday of each month. Residents are also welcome to contact the Mayor or board members at any time via phone or email with questions or concerns.



Memo

To: Mayor Currin and Town Board of Commissioners
From: Planning Department Staff
Date: Meeting Held October 21, 2025, Continued from October 9, 2025
Re: Rolesville 2050 Comprehensive Plan

Background

WithersRavenel, the consultant leading the Comprehensive Plan Update Project, will present the Rolesville 2050 Comprehensive Plan for your review and decision at the October 9, 2025 Town Board of Commissioners' meeting.

The Plan and Appendix are available at the links below:

- Plan: <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:7c7e20bf-98a3-4bbd-bdbb-b8ac57e3854c>
- Appendix: <https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:5648ee1c-d1d9-4a5d-bc0f-6472ddf18029>

Staff Recommendation

Staff recommends approval of the Rolesville 2050 Comprehensive Plan because it updates the 2017 Comprehensive Plan. North Carolina's Chapter 160D requires local governments to adopt either a comprehensive plan or a land use plan to retain zoning authority. As per professional planning best practices, Comprehensive Plans should be updated every 5 – 10 years, or less than every 5 years if the plan is for a growing community.

Proposed Motions

- Motion to (*approve or deny*) the Rolesville 2050 Comprehensive Plan.
- (If approved) Motion to adopt a Statement of Consistency and Reasonableness as the new 2050 Comprehensive Plan updates the 2017 Comprehensive Plan and is therefore reasonable

Or

- Motion to continue the legislative hearing for the Rolesville 2050 Comprehensive Plan to a future Town Board of Commissioners meeting (*provide date certain*)

Attachments

1	Presentation by WithersRavenel
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Rolesville

Rolesville Comp. Plan 2050

Board of
Commissioners
Adoption Meeting
October 9, 2025



WithersRavenel



ROSE
ASSOCIATES



AGENDA:

- Project Timeline Recap
- Community Engagement Events
- Guiding Vision and Recommendations
- Future Land Use Map
- Implementation
- Next Steps

ROLESVILLE 2050



Town of Rolesville Comprehensive Plan

YOUR PROJECT TEAM



Daniel Rauh, AICP
Senior Planner,
Project Manager



Greg Feldman, AICP,
CZO,
Planner / GIS

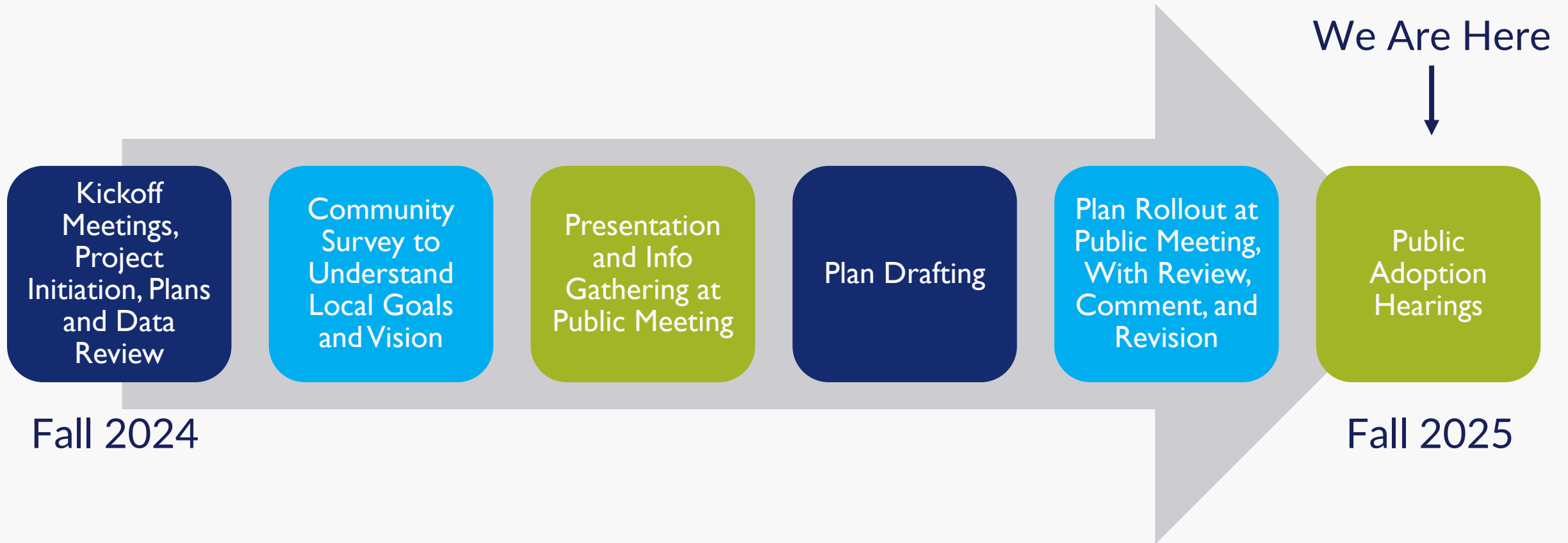


Kathleen Rose ,
CCIM, CRE
President – Rose
Associates



Daniel Bellot ,
Economic/ Market
Analyst – Rose
Associates

Project Schedule



Community Engagement

A community survey was also included as part of the process that stretched from October 2024 – January 2025. We heard from 236 Community members.



October 2024 Fall
FunFest Event

June 2025
Community Open
House



August 2025
Community Open
House

Rolesville 2050 Vision

"In 2050, the Town of Rolesville is a vibrant, walkable community that serves as a regional destination. The Town is interconnected by a network of greenways and trails that allow access to the community's homes, parks, and entertainment options. Town growth has been strategically directed to supply a balance of residential, nonresidential, and civic services to ensure that the community provides its residents with a live/work/play lifestyle. All are welcome in Rolesville, and the community's diversity and people are celebrated through annual events."



Community Vision

Rolesville 2050 Focus Areas

- Transportation

- » Challenges – Over-reliance on major corridors, automobile congestion, rising roadway demands.
- » Opportunities – Multi-modal expansion, greenway development, future funding and transit opportunities.



- Economic Development

- » Challenges – Growing residential tax base, growth constraints for nonresidential development.
- » Opportunities – Achieving a balanced tax base of residential/nonresidential land use, supporting local entrepreneurs, working with property owners to create mutually beneficial development opportunities.



- Land Use & Housing

- » Challenges – Limited commercial attractions, abundance of single-family subdivisions, geographic constraints of the Town.
- » Opportunities – Policy updates through Land Development Ordinance (LDO), enhancing the downtown experience, diversifying residential options while mitigating traffic impacts.



- Parks, Recreation, & Community Character

- » Challenges – Sidewalk and greenway interconnectivity, automobile traffic and community identity, ongoing growth and increasing recreation demand.
- » Opportunities – Promoting the parks and greenway identity of Rolesville, developing policies and plans that support continued park and greenway expansion, local and regional greenway connections.



Rolesville 2050 Recommendations



Strategically update the Town's LDO to limit subdivision driveways onto Main Street.



Establish the 401 Gateway District via small area plans and incentives.



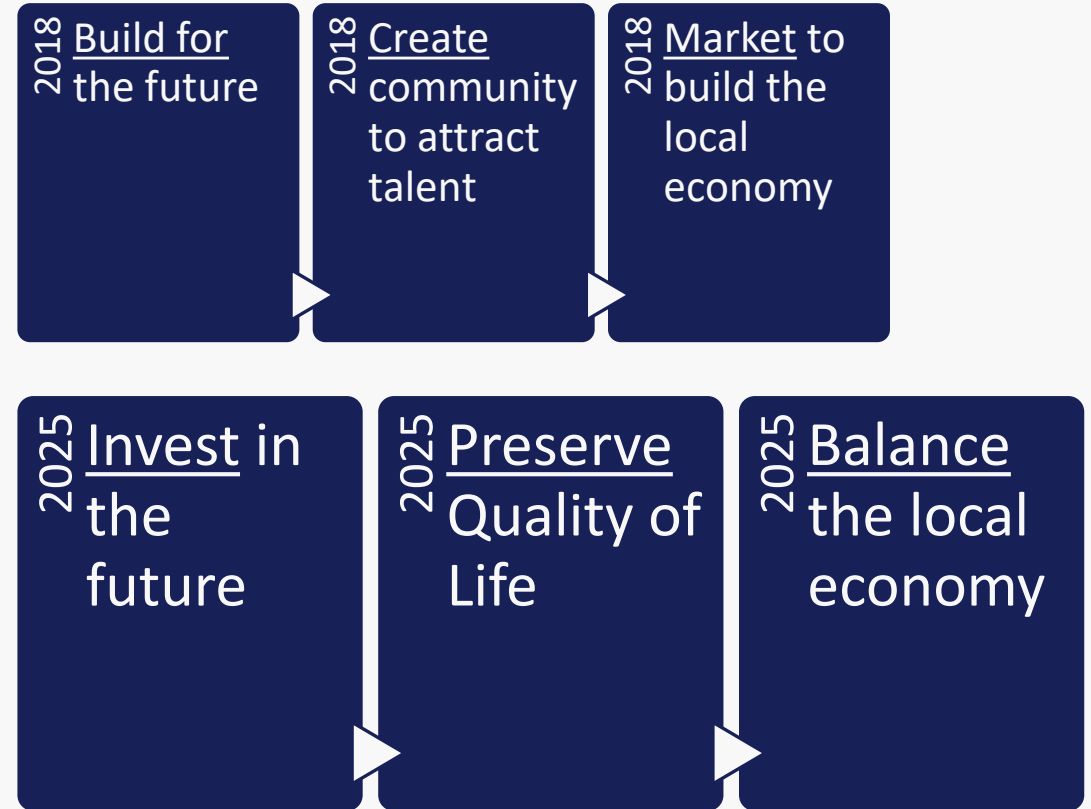
Prioritize context-sensitive infill Downtown (Main Street) to ensure land use and design compatibility.

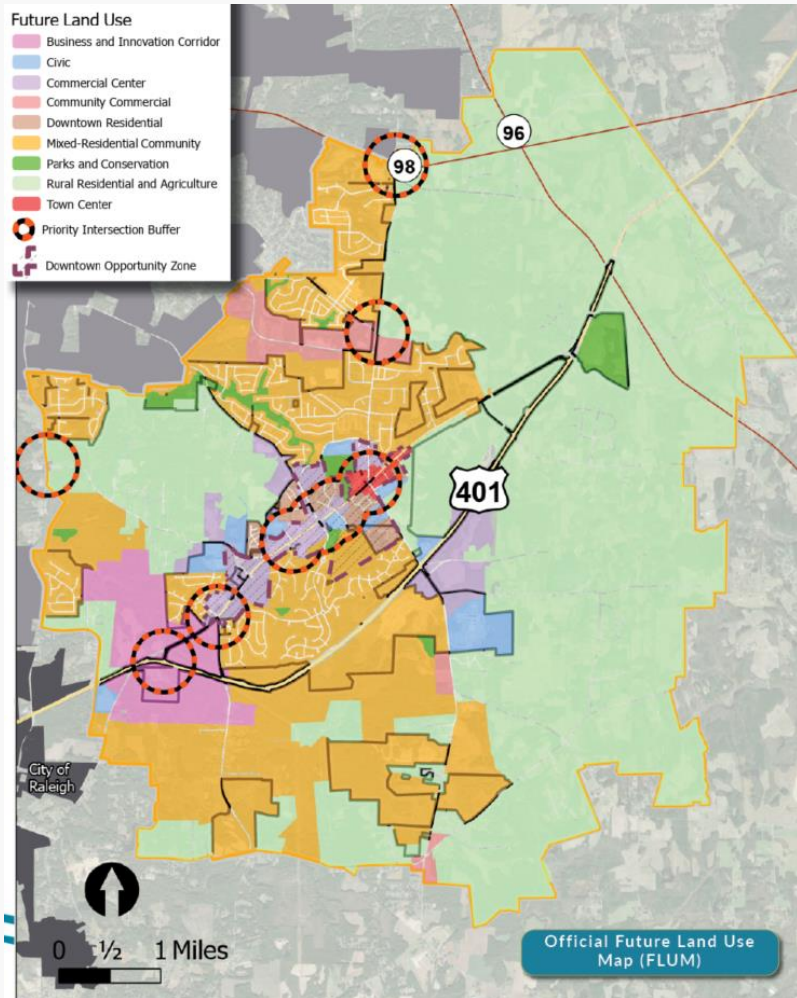


Develop a Parkland Acquisition Policy to support the identification of prime park locations.

Economic Development

- 2025-2030 E.D. Workplan
- Key Themes
 - Invest in the future
 - Preserve quality of life
 - Balance the local economy
- Focus Area: 401 Gateway
 - Prepositioning sites
 - Public-private partnership





DOWNTOWN



Description: These parcels represent the core commercial hub of the community and include residential mixed-use to allow for a walkable downtown lifestyle. Flexibility and diversity of uses allows entrepreneurs to offer new and exciting experiences for residents and visitors alike. Combined with ongoing streetscape and Main Street enhancements, architectural elements and building facades create a unified identity for the downtown that attracts visitors from the greater region.

Design Considerations: Limited parking requirements and utilization of shared parking. Bicycle parking and infrastructure to connect to Main Street. Consider the role and location of future monument signage within the downtown. Explore pocket park development to create recreation and gathering spaces.

Model Uses: Vertical Mixed-Use Retail, Restaurants, and Office Space, Pocket Parks, and Town Services

Compatible Zoning: TC

Economic Development Considerations: Larger scale commercial uses with visibility and accessibility may attract and serve local residents, employees and visitors, while providing an economic and community benefit.

Future Land Use Map (FLUM)

Let's Implement – Commissioner's Role

- Regularly coordinate with the Planning Board, staff, and general public on implementation of action items.
- Establish a clear nexus between land use decisions and Comprehensive Plan consistency.

The logo for 'ROLESVILLE 2050' is displayed in a bold, olive-green, sans-serif font. The word 'ROLESVILLE' is on the top line, and the year '2050' is on the bottom line, centered under the word above it.

ROLESVILLE
2050

Next Steps

- Received Unanimous Planning Board Recommendation of Approval (August 25, 2025)
- Seeking Formal Adoption by the Board of Commissioners Tonight
- Work with staff to select High Priority recommendations for initial implementation of the plan.



- **Questions**
- **Discussion**

Memo

To: Mayor Currin and Town Board of Commissioners
From: Michael Elabarger, Interim Planning Director; Meredith Gruber, Senior Planner; & Tanner Hayslette, Planner I
Date: Meeting Held October 21, 2025, Continued from October 9, 2025
Re: 10-Year Affordable Housing Plan

Housing Plan

Rolesville's first Affordable Housing Plan includes Research and Analysis as well as Strategic Recommendations to implement between 2025 – 2035. The three key goals identified in the plan are:

1. Plan for the Future of Housing;
2. Diversify the Housing Mix;
3. Focus Efforts on Developing a Housing Ecosystem.

The Housing Plan may be adopted by the Town Board of Commissioners as a volume of the Comprehensive Plan.

Staff Analysis and Recommendation

Major objectives from the 2017 Comprehensive Plan include:

- Walkability;
- Greater variety of services, shopping experiences, and restaurants in Rolesville;
- More parks and active recreation;
- Retention of “small-town” feel reflecting a population that comes together to socialize.

Major recommendations from the 2017 Comprehensive Plan include:

- Create a close-knit system of secondary streets.
- Create a diversity of new houses but ensure high quality and limited locations for multifamily units.
- Create more capacity in the local parks and active recreation programs.
- Celebrate Downtown.

Adoption of a Housing Plan supports the major recommendation noted above about creating a diversity of new houses. Staff recommends approval of the 10-Year Affordable Housing Plan.

Planning Board Meeting Held July 28, 2025

A motion to recommend denial of the Housing Plan, with a vote of 4 – 2, passed at the July 28, 2025 Planning Board meeting. Some board members had several concerns, one being that specific programs were not identified in the 10-Year Affordable Housing Plan.

Planning Board Meeting Held September 22, 2025

At the September 22 Planning Board meeting, Planning and Administration Staff addressed the Planning Board's concerns noted at the previous meeting on July 28. Following the discussion of concerns and responses from TPMA, the consultant who prepared the Plan, the Planning Board voted 5 – 0 to recommend approval of the 10-Year Affordable Housing Plan.

Proposed Motions

- Motion to (approve or deny) the Rolesville 10-Year Affordable Housing Plan
- (If approved) Motion to adopt a Statement of Consistency and Reasonableness as the Housing Plan is consistent with Rolesville's Comprehensive Plan, because it supports housing diversity, and is therefore reasonable

Or

- Motion to continue the legislative hearing for the 10-Year Affordable Housing Plan to a future Town Board of Commissioners' meeting (**provide date certain**)

Attachments

1	10-Year Affordable Housing Plan
2	Planning Board Input and Consultant Responses (July 28, 2025 Meeting)
3	Planning Board Comments Synopsis (September 22, 2025 Meeting)

10-Year Affordable Housing Plan



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Executive Summary

The Town of Rolesville, NC has undergone significant changes in recent years, experiencing rapid population growth and housing development as it matures alongside the nearby state capital in Raleigh. However, as the town's population has grown, so have its housing costs. With limited variety in the housing mix, in part due to a restrictive development code, there are limited options for current or future Rolesville residents that would be considered affordable for a vast majority of family and household types.

To address challenges related to housing affordability, the Town of Rolesville partnered with TPMA to gather data, engage stakeholders, and analyze current trends to develop strategies that will guide the future of housing in Rolesville. The following report contains the results of these efforts.

Summary of Findings

- Between 2013 and 2023, both Wake County (23% increase) and the Town of Rolesville (142% increase) have experienced rapid population growth that is expected to continue.
- Rolesville has an affluent population but is still experiencing affordability issues. Roughly 44% of survey respondents with a household income below \$100,000 reported difficulty affording their housing costs.
- Rolesville's housing mix is predominantly comprised of single-family detached homes (~90%), the size and cost of which primarily meet the demand within a wealthy submarket (June 2024 median home sale price was \$639,500).
- There are very few multifamily developments or rental opportunities in Rolesville, even with the recent development of 188 units at Cobblestone Village. The predominance of high-cost, single-family detached homes and owner-occupied housing (88%) could put the town at risk in the event of an economic downturn.
- The lack of diversity within the housing mix leaves little opportunity for households at the ends of the housing life cycle, putting at risk the town's ability to attract younger families or to appropriately house senior residents who are looking to "age in place."
- The lack of affordable housing options may also impact the town's ability to attract and maintain a workforce for its business community or for its essential services.
- Recent strategic planning efforts and development ordinances point to a lack of a shared vision for the future of the community as it continues to grow.

Summary of Goals and Strategies

Goal 1: Plan for the Future of Housing

- Work to establish and enact a vision for growth
- Consider establishing an affordable housing fund
- Explore possibilities for expanding infrastructure

Goal 2: Diversify the Housing Mix

- Adjust zoning ordinance to allow for greater variety of housing types
- Identify areas best suited for denser development
- Create more opportunities for the development of rental housing
- Consider development fee waivers to address existing gaps in housing stock and encourage new affordable housing development

Goal 3: Focus Efforts on Developing a Housing Ecosystem

- Evaluate capacity of existing staff for meeting current and future needs
- Participate in regional housing efforts and partnerships
- Convene conversations with local builders and developers
- Develop and launch a public education campaign around housing topics



Acknowledgments

The following individuals have provided ongoing support and feedback throughout this project. This report would not have been possible without their dedication, time, and effort.

Town of Rolesville Board of Commissioners

- Ronnie Currin – Mayor
- April Sneed – Mayor Pro Tem
- Lenwood Long – Commissioner
- Michael Paul – Commissioner
- Paul Vilga – Commissioner
- Dan Alston – Commissioner

Town of Rolesville Staff Members

- Meredith Gruber – Planning Director
- Mical McFarland – Economic Development Director
- Eric Marsh – Town Manager
- David Neill – Town Attorney
- Austin Keefer – Planner II
- Sheilah Sutton – Resident Representative and Former Commissioner

Organizational Partners and Stakeholders

- Alliance Group of North Carolina
- Coastal Federal Credit Union
- DHIC
- Habitat for Humanity of Wake County
- Home Builders Association of Raleigh – Wake County
- Kane Real Estate LLC
- Rolesville Chamber of Commerce
- Seniors Helping Seniors
- The Joel Fund
- Town of Rolesville Residents
- Triangle Community Coalition
- Wake County Government
- Wake County Housing Authority

TPMA Consultant Team

- Aaron Finley – Project Lead
- Ashley Sharpley – Project Support
- Ben Helkowski – Project Support
- Erin Brown – Project Support



Introduction

The Town of Rolesville (Rolesville or “the town”) was chartered in 1837 and is the second-oldest municipality in Wake County, NC, behind the City of Raleigh (established in 1792). With a history rooted in agriculture and tobacco farming, much of the land in Rolesville was dedicated to farming and crop production throughout its history. However, Rolesville has changed significantly over the past 15 years. Rapid population growth and housing development has outpaced even that of the rest of Wake County as growth in the state capital region continues to radiate into surrounding areas. This regional growth has led to a sharp increase in demand for housing in Rolesville, significantly driving up housing costs and prices. The corresponding development has primarily been comprised of spacious, single-family detached homes, leaving the town with a lack of diverse or affordable housing.

In response to growing affordability challenges, the Town of Rolesville issued a Request for Proposals (RFP) to help prepare an Affordable Housing Plan that could guide the town as it “seeks to provide diverse and affordable housing options for people of all incomes ranges desiring to live in Rolesville.” At the culmination of the bidding process, the town’s Affordable Housing Committee selected the Indianapolis-based consulting firm of TPMA to prepare the following plan, which was designed to set a 10-year vision, present short-term housing strategies, and provide recommendations for the town to balance affordability, town character, and anticipated growth.

With the support of Town staff, TPMA conducted a series of data collection methods through publicly and privately available databases, facilitated stakeholder engagement workshops and interviews, and reviewed practices and emerging trends to assess the current environment in Rolesville and the wider Wake County area to understand how the housing ecosystem operates. The team then outlined the following goals to help the Town of Rolesville achieve its vision for the future:

-  **Plan for the future of housing**
-  **Diversify the housing mix**
-  **Focus efforts on developing a housing ecosystem**

It is critical that as the Town of Rolesville pursues community housing goals and development, this plan is revisited and revised on a regular basis. It is recommended that the community residents and stakeholders receive progress updates annually and that the plan be revised within 5 years in order to ensure it is up to date with changes in the community’s housing trends and needs.





Research and Analysis

Background

Established in 1837, the Town of Rolesville was the second established town in Wake County, North Carolina. Named after William H. Roles, Rolesville was historically seen as an agricultural and tobacco hub in the county's northeast corridor. Rolesville is home to various greenway trails, local parks, and presents a unique, small-town charm. In 2000, Rolesville had fewer than 1,000 residents. Over a 25-year period, and more rapidly in recent years, the town has experienced astronomical growth, leading to the development of a town that would be unrecognizable to a resident from a generation prior. While this growth has brought economic opportunities and new neighborhoods, it has also put increased pressure on housing availability and affordability. As Rolesville transitions from a small, rural town to a suburban community of commuters and affluent families, ensuring access to affordable housing to meet the needs of both current and future residents is critical for the success and economic resilience of the town.

In June of 2021, the Town of Rolesville adopted a Land Development Ordinance (LDO) to replace the existing Unified Development Ordinance (UDO). The current LDO and zoning codes apply to all areas within the town's corporate limits and parts of unincorporated Wake County, which is referred to as Rolesville's Extra-Territorial Jurisdiction (ETJ). In total, the Town of Rolesville and the ETJ cover roughly 6.12 mi².



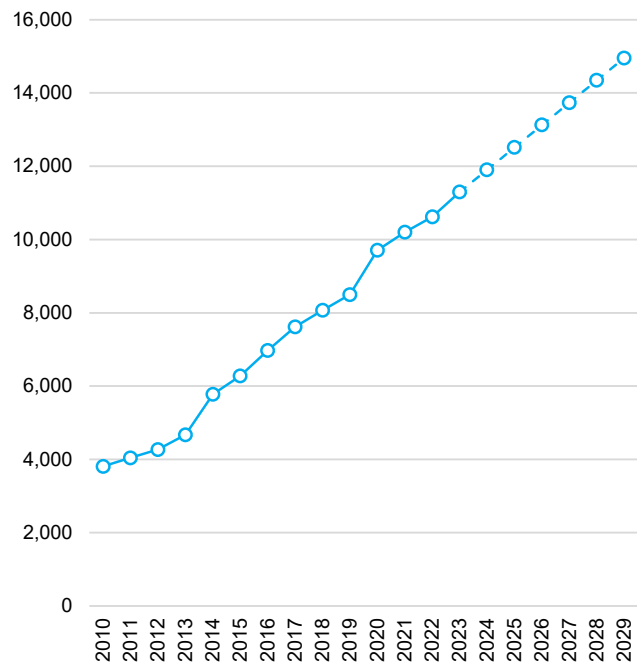
Population and Development Trends

The Town of Rolesville has experienced a disproportionate impact of Wake County's consistent and disruptive population growth over the past decade. In 2010, the town's population was 3,811 residents. By 2020, this number had grown to over 9,700 residents. It reached 11,297 residents in 2023, reflecting a nearly threefold increase over a 13-year period.

This growth is projected to continue through 2029, though at a more moderate pace. Based on current projections from the U.S. Census Bureau (Census), the town is expected to add about 3,700 residents between 2022 and 2029, bringing the population to 14,955.

Figure 1: Population change, 2010 to 2029 (proj.)

Source: Census Bureau Population Estimates Program; projections by TPMA



While the whole of Wake County has experienced rapid population growth, reflecting the broader population growth trend across North Carolina and the greater Raleigh region, Rolesville has greatly outpaced the regional growth. Between 2013 and 2023, Rolesville had a 142% increase in population, compared to 23% in Wake County.



Table 1: Rolesville and Wake County population, 2013 to 2023 (proj.)

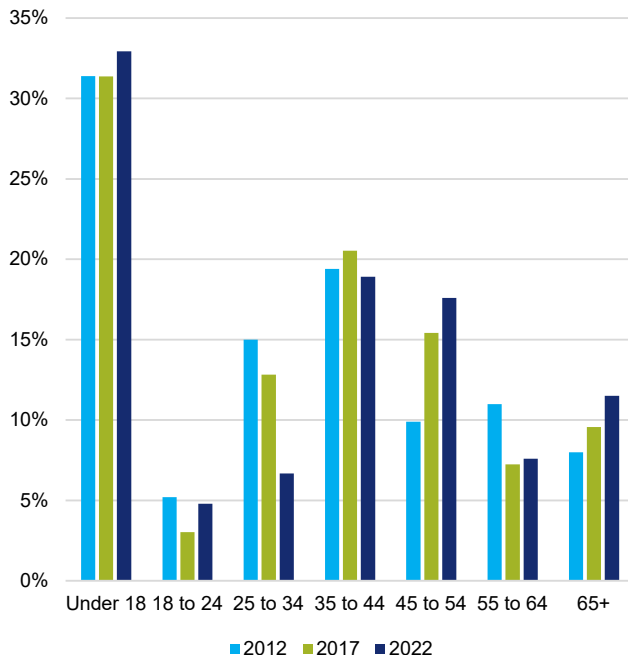
Source: American Community Survey 5-Year Estimates, Esri.

	Rolesville	Wake County
2013	4,668	952,060
2018	8,072 (↑73%)	1,071,706 (↑13%)
2023	11,297 (↑40%)	1,230,371 (↑9%)

Over the past decade, the age distribution in Rolesville has also shifted substantially. Currently one-third of the town's residents are under the age of 18, indicative of the town's attractiveness to families with children. There also have been large increases in the populations of individuals aged 45 to 54 and 65 and older. Notably, the 45 to 54 age group saw the most considerable growth, rising from 10% of the population in 2012 to approximately 18% in 2022. Conversely, there have been declines in the populations of individuals aged 25 to 34 and 55 to 64. The most notable decrease occurred in the 25 to 34 age group, which fell from 15% to 7% between 2012 and 2022. These demographic shifts are likely the result of a lack of housing options that meet the needs of individuals in these age groups.

Figure 2: Population by age

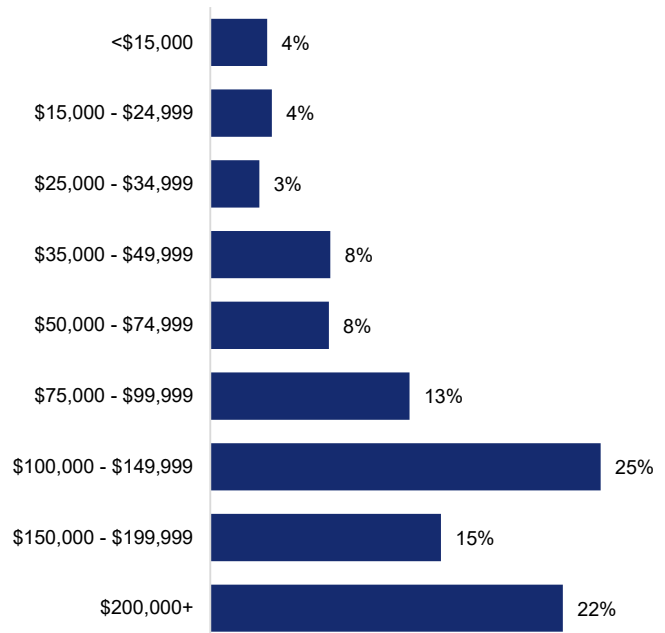
Source: American Community Survey 5-Year Estimates.



The town is home to many high-earning households, with 22% of total households earning an income of over \$200,000 and almost two-thirds of households (62%) with an income of over \$100,000. It is worth noting that Wake County's median household income for 2022 was \$96,734, nearly \$50,000 lower than Rolesville's median household income of \$145,166. Though a wealthier community, more than 1 in 10 households in Rolesville have annual incomes under \$35,000 per year.

Figure 3: Households by income, 2022

Source: American Community Survey 5-Year Estimates.



There is a significant disparity in the financial characteristics of owner-occupied households and renter households. While the growth in the median household income for renter households has outpaced the income growth of owner-occupied households by over ten percentage points, the median income of owner-occupied households still greatly exceeds that of renter-occupied households.



Table 2: Change in median household income, 2018 to 2022

Source: American Community Survey 5-Year Estimates.

	2018	2022	% Change
OWNER-OCCUPIED HOUSING UNITS	\$127,738	\$147,875	↑16%
RENTER-OCCUPIED HOUSING UNITS	\$32,397	\$41,275	↑27%

While an imbalance between the incomes of owner- and renter-occupied households is not uncommon, the size of the disparity seen in Rolesville is unusual. In Rolesville, the median income for renter-occupied households is 28% of the median income for owner-occupied households—while in Wake County, renter households' incomes are equal to roughly 46% of homeowner households.

Table 3: Median household income, Rolesville and Wake County, 2022

Source: American Community Survey 5-Year Estimates.

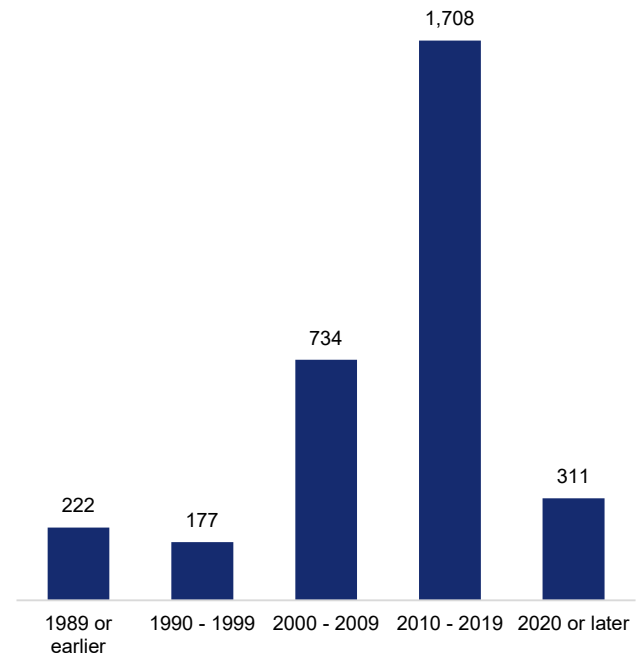
	Rolesville	Wake County
ALL OCCUPIED HOUSING UNITS	\$145,166	\$96,734
OWNER-OCCUPIED HOUSING UNITS	\$147,875	\$125,324
RENTER-OCCUPIED HOUSING UNITS	\$41,275	\$57,972

Residential Development Trends

As the Town of Rolesville has grown over the past 20 years, so has the number of housing units to support the influx of residents. Thus, the vast majority of homes (87.3%) in Rolesville have been built since 2000 as reflected in Figure 4.

Figure 4: Housing Structures by Year Built, 2022

Source: American Community Survey 5-Year Estimates.

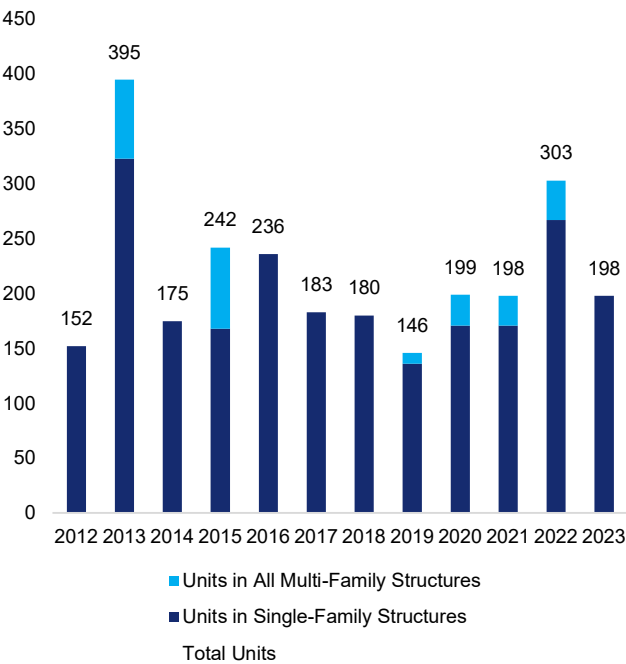


However, these recent developments have only served to create further imbalance within Rolesville's housing mix. Figure 5 shows that single-family units have significantly outpaced the development of multi-family units over the past 12 years.





Figure 5: Rolesville Building Permits by Structure Type¹
 Source: HUD State of the Cities Data Systems Building Permits Database



10-Year Housing Demand

TPMA’s housing demand model, as detailed in the methodology section of this report, estimates additional demand for up to 1,360 housing units over the next ten years, driven by increasing population growth in Rolesville. This number only accounts for future growth and does not include unmet demand for affordable housing. Based on the existing tenure ratios, about 1,200 of these units would be for for-sale housing, with the remaining balance being for rental housing. However, if the Town of Rolesville seeks to diversify its existing housing mix, these units should be allocated to meet those goals.

Table 4: Potential new housing demand

Source: Esri, American Community Survey 5-Year Estimates, TPMA calculations.

	For Sale Demand	For Rent Demand	Total
PROJECTED DEMAND	1,184	172	1,356
PER YEAR	118	17	136

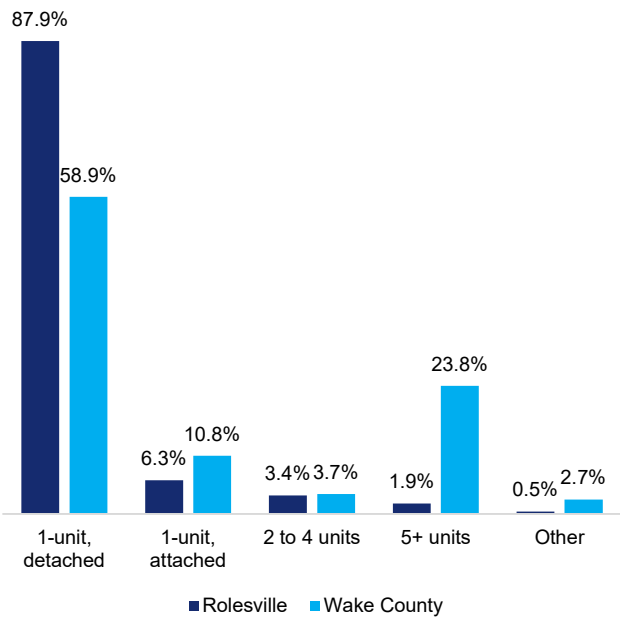
Meeting the potential demand for additional housing units will require concerted effort from the town. If housing demand continues to outpace supply, housing prices will continue to rise, and the availability of affordable housing will continue to dwindle.

Housing Mix

The current housing stock in Rolesville is roughly 90% comprised of single-family detached homes. An imbalance in the housing mix to this degree may put the town’s economic sustainability at risk as communities with higher ratios of single-family detached homes have proven to be more heavily impacted by economic downturns and foreclosure crises.

Figure 6: Housing Units by Units in Structure, 2022

Source: American Community Survey 5-Year Estimates.



¹ 2023 data contain imputed values.

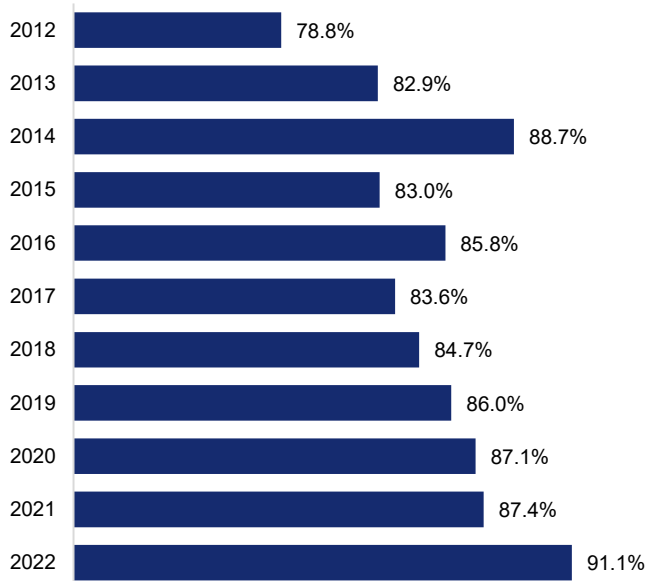


Housing Life Cycle

As Rolesville's percentage of single-family detached homes has increased, so has the Rolesville's homeownership rate, which grew by over ten percentage points from less than 80% in 2012 to over 91% in 2022.

Figure 7: Homeownership Rates over Time

Source: American Community Survey 5-Year Estimates.

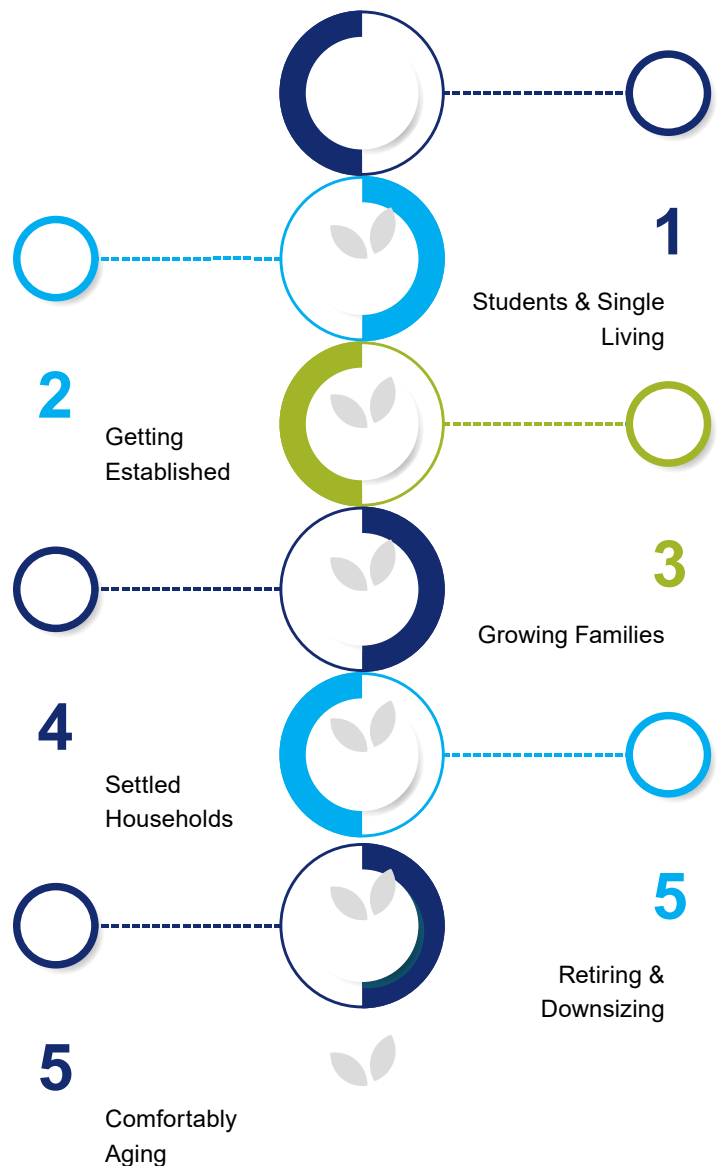


While high homeownership rates may seem like a positive economic indicator for an area, a rate in the ninety-percent range suggests a significant imbalance in housing types that meet a variety of needs.

Sustainable communities offer housing opportunities that meet the needs of a wide range of household types. Whether they be young professionals just getting started in their careers, young families looking for a starter home, service workers who want to be close to their jobs in case of emergencies, or seniors looking to downsize without losing their independence, many of the household types that make up a strong community rely on housing of different shapes, sizes, proximities, and densities.

A helpful tool for determining where gaps exist in a community's housing mix is a typical housing life cycle.

Figure 8: Housing Life Cycle





A typical housing life cycle consists of six phases:



Students and Single Living:

Entry-level households, typically renters who have no children and are living with roommates



Getting Established:

First-time homebuyers, often couples looking for moderately priced homes



Growing Families:

Move-up homebuyers, typically couples with children looking for more space



Settled Households:

Mature families whose children have moved out, or have never had children and are looking for less housing maintenance



Retiring and Downsizing:

Younger independent seniors, may be open to rental or ownership of home, but looking for decreased maintenance with increased accessibility



Comfortably Aging:

Often older women, due to shorter life expectancy for males, who may need to leave single-family homes due to health constraints

Communities with housing that meet these variety of needs are more resilient and are typically characterized by a healthy amount of turnover in their housing market. Communities that only meet the needs of, for example, stages 3 and 4, run the risk of excluding households in other stages of the life cycle, like students, young service workers, or workers in growing industries.

On the other end of the spectrum, communities without suitable options for seniors looking to downsize or comfortably age-in-place run the risk of restricting their housing supply, trapping seniors in large homes they can't take care of and limiting options for those families that are growing, which in turn drives up the prices of the homes that are on the market.

In some cases, there is overlap in the types of housing that can meet the needs of these groups. Townhomes or smaller detached homes (such as accessory dwelling units or those in cottage communities) offer smaller and typically more affordable options; these can be good options for those looking for a starter home, as well as for households interested in downsizing. Currently, Rolesville has very few options that meet these criteria, leaving many young families and seniors without suitable options.

Limited Rental Options

The lack of affordable and market-rate rental options is also an issue for Rolesville. As of the end of 2024, there are roughly 270 renter-occupied housing units in Rolesville. Over one-half (176) of these units are located in two low-income developments built between 2013 and 2015 and are subsidized through federal Low-Income Housing Tax Credits (LIHTC). Of these units, 74 are age-restricted for residents over 55 years of age.

Because these are LIHTC properties, the rent charged in these units can be no higher than what is calculated as "affordable" for a household earning up to 60% of the Area Median Income (AMI) as calculated by the U.S. Department of Housing and Urban Development (HUD). As the area's income increases, so could the amount charged for rent in these developments, which were recently estimated to be charging an average of \$800-\$1,000 per month (although anecdotal evidence suggests that an average of \$1,400 per unit is being charged in the age-restricted community at The Grande).



The remaining rental units spread throughout the city are made up of either manufactured homes or rentals or privately owned townhomes or single-family homes.

Table 5: Rental Housing Stock

Source: Co-Star. American Community Survey 5-Year Estimates.

	Housing Type	Unit Count	% Total Units	Monthly Rent
GRANITE FALLS	Income-Restricted Apartments	72 (.5% vacancy)	16%	\$1,001
THE GRANDE AT GRANITE FALLS	Income- and Age-Restricted Apartments	74 (19.3% vacancy)	16%	\$819
PRIVATE RENTALS	SF Detached / Townhomes	57	12%	\$2,000 ²
MANUFACTURED HOMES	Manufactured Homes	67	15%	-
COBBLESTONE VILLAGE	Market Rate Apartments	188	41%	\$1,961

Cobblestone Village, a multifamily development of 188 units is currently under construction. These 1-, 2-, and 3-bedroom apartments will be market-rate (not subsidized) and are currently being advertised at an average starting rent of \$1,961 per unit.³ The property, which is set to begin renting in early 2025, will increase the town's total rental units by 68%.

With its limited number of rental units, Rolesville faces a significant challenge in terms of both affordability and availability for renters. A search of rental sites found less than ten units available for rent, with a minimum asking price of \$1,750 per month.



² Estimate based on 2022 American Community Survey rental housing cost data

³ <https://cobblestonevillagerolesville.com/>



Housing Costs

Housing affordability and availability have become pressing concerns for many residents in Rolesville as they face rising costs. According to a recent public opinion survey, roughly 1 in 5 residents reported having difficulty affording their housing expenses over the past year. This issue is even more pronounced among households earning less than \$100,000 per year, where 44% of respondents indicated they struggle with housing costs. Understanding these issues is crucial for developing policies to support a diverse range of housing needs.

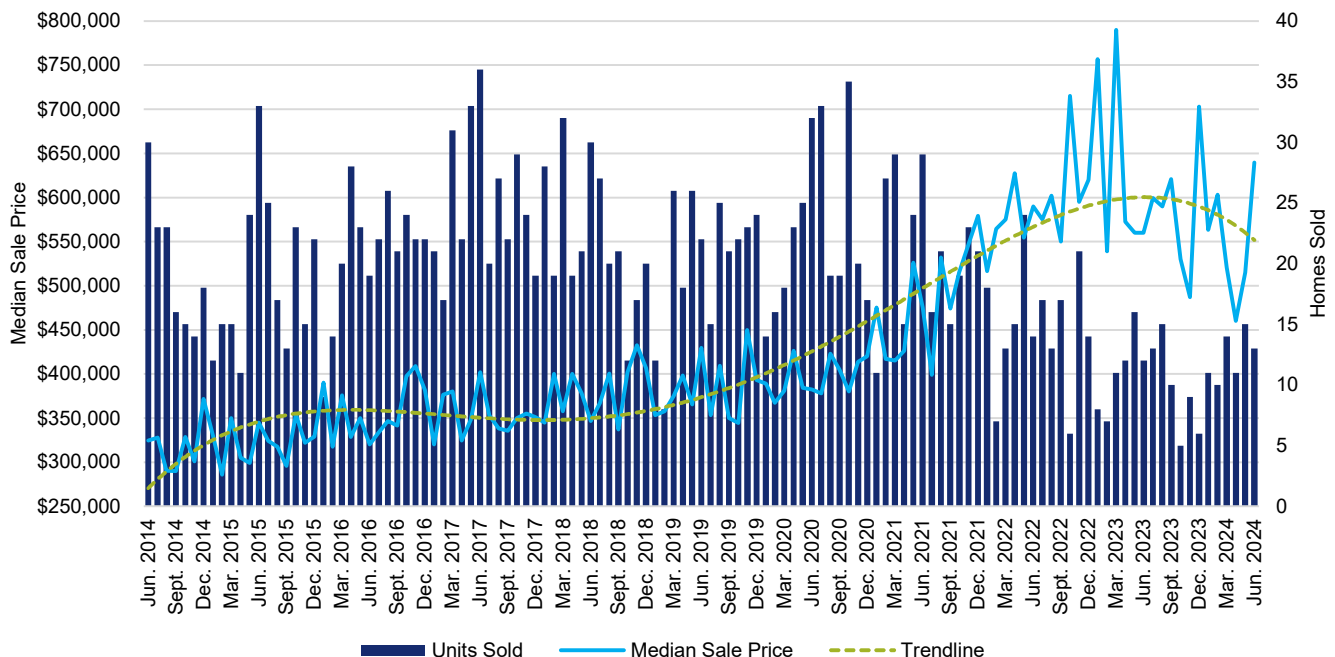
Upward Pressures for Owner-Occupied Housing

As Rolesville has grown, demand for housing has outpaced the supply, as evidenced by the low homeowner vacancy rates, less than 1% for the last five years. This scarcity of available homes results in rising home prices. Since 2020, the median purchase price for single family homes has risen significantly, peaking at \$789,00 in March 2023. While the market has cooled since then, as shown in Figure 9, prices remain above historical prices.

Mortgage rates complicate the issue further. As mortgage rates rise, the monthly housing costs for homebuyers increase, effectively decreasing their purchasing power. For example, a home that might have been within a buyer's budget at a 4% interest rate could become unaffordable with a 6% interest rate, limiting the options for many potential buyers. However, with the Federal Reserve's decision to lower the benchmark interest rate at its September 2024 meeting, mortgage rates are expected to continue to decline, though it may be years before rates reach 4%.⁴

Figure 9: Median Sale Price for Single Family Homes, June 2014 to June 2024

Source: Redfin Data Center



4 "Experts Predict Where Mortgage Rates Are Headed in 2025 as the Fed Cuts Rates." <https://www.realtor.com/news/trends/mortgage-rates-experts-predict-fed-rate-cut/>



Figure 10: Average Rate for 30-Year Fixed Rate Mortgage

Source: Primary Mortgage Market Survey, FreddieMac



The combination of rising home prices and increased mortgage rates has placed significant financial pressure on existing and prospective homeowners in Rolesville. This can be seen through responses to the public opinion survey, where 22% of survey respondents, or 1 in 5, reported facing difficulty affording their home maintenance costs in the past year.

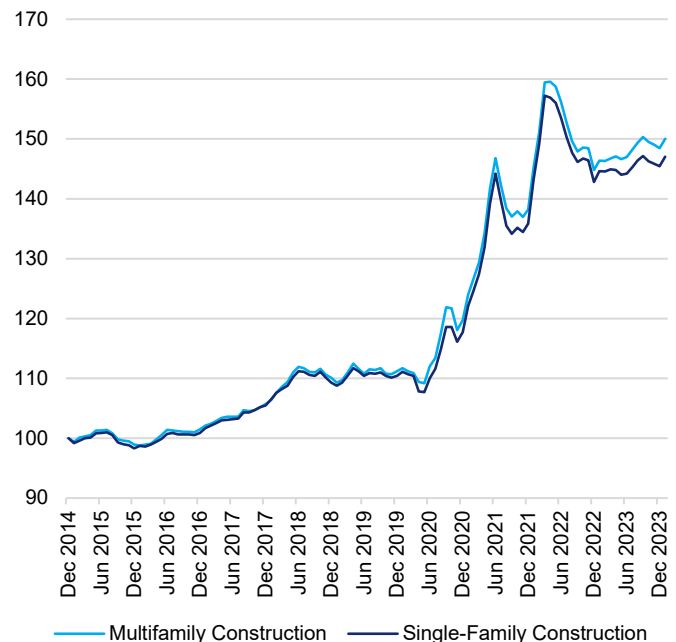


Rising Construction Costs

Construction costs set the baseline for home prices. As construction costs rise, the price floor for the sale price also rises. During the pandemic, supply chain disruptions and increased demand drove up construction prices. Between March 2020 and March 2022, inputs to residential construction, not including land or labor, rose by over 40%, with multifamily construction seeing a slightly larger increase. While construction material prices have dropped slightly since the peak in April 2022, prices still remain substantially above pre-pandemic levels. Further, because land and labor costs are excluded from this, the increase is likely understated. If those components were included, the increase in construction costs would likely be higher. As a result of these cost increases, the production of affordable housing becomes more challenging, as the fixed costs associated with production put upward pressure on the sale price.

Figure 11: Inputs to Residential Construction Producer Price Index, Dec. 2014 to June 2024

Source: US Bureau of Labor Statistics Inputs to Residential Construction PPI Series (201412 = 100)





Finally, Rolesville's zoning codes may also be contributing to the rising cost of housing. In recent years, Rolesville has increased the minimum lot area, width, and setbacks within residential zones. These changes have increased the barriers to development in much of the town and the extra-jurisdictional boundaries, further complicating approval processes and limiting the amount and type of permitted housing development. More information on these zoning changes and their impact will be covered in a later section of this report.

Due to a variety of factors, including those mentioned above, the Town of Rolesville is likely to continue to see heightened housing costs, which will continue to place a strain on current residents and create a significant barrier for those families who would otherwise choose to relocate to the town.



Housing Affordability

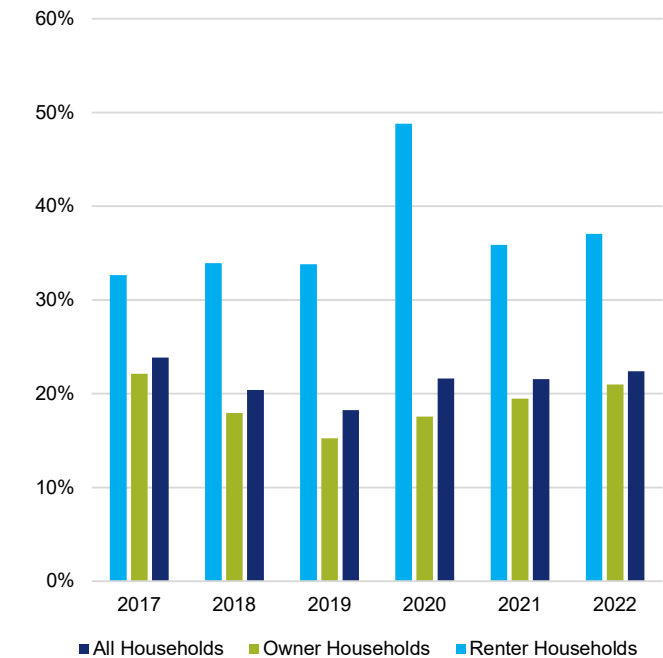
Cost Burden

The U.S. Department of Housing and Urban Development (HUD) has established a metric to assess housing affordability. By this measurement, households that spend more than 30% of their household income on housing costs, which can include mortgage, rent, taxes, insurance, and utilities, are considered cost burdened. Cost burdened households may have difficulty affording other necessities, such as food, transportation, and medical care, and may be forced to make difficult choices between paying for their housing and forgoing other necessities.

Between 2017 to 2019, the overall incidence of cost burden was trending downwards. However, 2020 brought a reversal of that trend, and by 2022, one out of every five households in Rolesville were considered cost burdened. By tenure, renter-occupied households face a higher incidence of cost burden, with nearly 40% of renter households being cost burdened.

Figure 12: Cost Burden by Tenure

Source: American Community Survey 5-Year Estimates.





Workforce Affordability

As both Wake County and Rolesville continue to grow, there will likely be additional importance placed on the needs of local businesses and the regional workforce. And while Rolesville might be best described currently as a commuter or “bedroom” community, the continued development of the local economy will be influenced to some degree by the availability of housing that is suitable and affordable for the local and regional workforce.

The success of the town’s strategic goal to establish a “charming downtown” may well be impacted by the ability of local retailers to be able to recruit and retain a local workforce. Site selection decisions may also hinge on whether there are enough people in the area to garner demand. Furthermore, the presence and long-term prospects for essential service workers and providers can also have significant bearing on the desirability of a community and the ability for existing residents to comfortably “age-in-place.”

Simply put, the ability of workers to live close to their jobs and clientele can have significant impacts on the long-term success of a growing region. The desire for this kind of community is manifest in the town’s strategic plan, which establishes goals to create a “diverse mix of commercial, industrial, and residential development.”⁵ Supporting these goals requires creating a diverse mix of housing to meet the needs of its workforce.



MOST COMMON OCCUPATIONS

According to data from the most recent American Community Survey, the median earnings for the working population of Rolesville was \$70,677 per year. Yet, none of the most common occupations in Rolesville have median annual earnings higher than the town median. These occupations are lower-wage and often retail jobs, where workers can afford maximum monthly housing costs between \$694 and \$1,196 per month.

Table 6: Most Common Occupations and Earnings, Rolesville

Source: Lightcast 2024.3.

Occupation	2023 Jobs	Median Annual Earnings	Maximum Monthly Housing Cost
WAITERS AND WAITRESSES	53	\$27,773	\$694
COOKS	51	\$33,814	\$845
BUILDING CLEANING WORKERS	50	\$29,689	\$742
CASHIERS	50	\$28,073	\$702
LABORERS AND MATERIAL MOVERS	40	\$34,790	\$870
RETAIL SALESPERSONS	36	\$31,861	\$797
RECREATION AND FITNESS WORKERS	27	\$47,662	\$1,192
MISCELLANEOUS HEALTHCARE SUPPORT OCCUPATION	23	\$47,849	\$1,196
CUSTOMER SERVICE REPRESENTATIVES	23	\$40,117	\$1,003
SUPERVISORS OF FOOD PREPARATION AND SERVING WORKERS	23	\$45,339	\$1,133

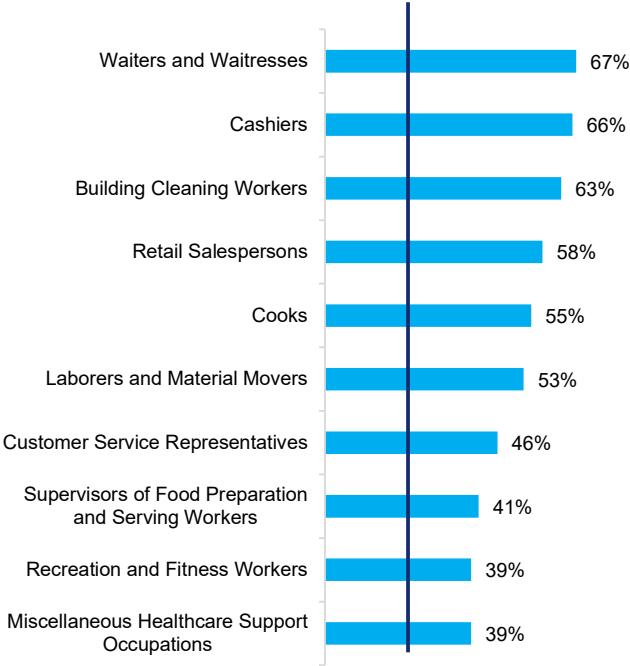


Assuming an average market monthly rental cost of \$1,960, workers from all ten of the most common occupations in Rolesville would be considered cost-burdened due to charged rent without even considering the cost of utilities. Even when looking at the less expensive market cost for a single bedroom apartment of \$1,550, all 10 occupations remain cost-burdened, with 6 of the 10 considered “extremely cost burdened,” spending more than 50% of their income on housing costs.⁶ In order to afford the average market monthly rent of \$1,960, a household would need an annual income over \$78,400, while a 1-bedroom apartment would require an annual income of over \$62,000.

Given the scarce supply of rental opportunities in Rolesville, it is worth exploring the opportunities for homeownership for the local workforce. Based on the median income for these occupations, if workers in these roles were to decide to buy a home, and had a \$15,000 down payment, they would be limited to homes costing less than \$200,000. Miscellaneous healthcare support occupation workers, with the highest annual income, would be able to afford a home up \$186,000, while waiters and waitresses, the lowest earning occupation, would have a budget of about \$119,000.⁷ As this report has already shown, the likelihood of purchasing a home in this price range in Rolesville is quite small.

Figure 13: Percent of Monthly Income for 1-Bedroom Apartment Market Asking Rent⁸

Source: Lightcast 2024, CoStar



⁶ Cobblestone Village is currently advertising 1-bedroom apartments starting at \$1,550 on their website.

⁷ Assumes a 30-year mortgage, 6.09% interest rate (based on the 30-year average from Freddie Mac), a \$15,000 down payment, and private mortgage insurance.

⁸ Line indicates 30% mark



ESSENTIAL WORKERS AND SERVICE PROVIDERS

Essential workers – such as teachers, healthcare providers, and public safety personnel – are vital to the functioning and safety of the community. Wages for these workers vary substantially, from \$29,846 per year for home health and personal care aides, to \$81,830 for registered nurses. Of these occupations, only registered nurses would be able to afford the average market-rate rent in Rolesville without being cost burdened, while firefighters and police officers may be able to afford a 1-bedroom at market rate. Homeownership is also out of reach for workers in these occupations. Registered nurses, with the highest median annual earnings of \$81,830 per year, would have purchase budgets just under \$300,000, according to project team calculations.⁹ As of October 3rd, 2024, of all the homes for sale in Rolesville, none are listed for less than \$300,000.

Table 7: Essential Worker Occupations and Earnings, Rolesville

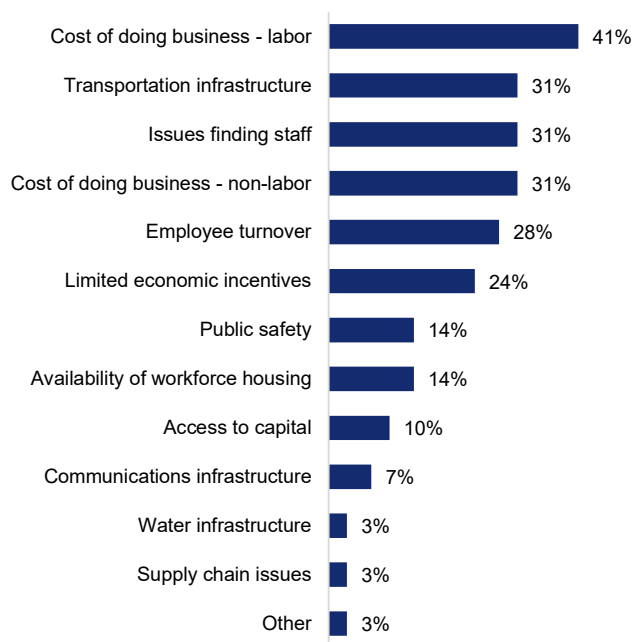
Occupation	Median Annual Earnings	Maximum Monthly Housing Cost
REGISTERED NURSES	\$81,830	\$2,046
EMTS AND PARAMEDICS	\$50,350	\$1,259
HOME HEALTH AND PERSONAL CARE AIDES	\$29,846	\$746
FIREFIGHTER ¹⁰	\$61,568	\$1,539
POLICE OFFICER ¹¹	\$62,510	\$1,563
YEAR 10 TEACHER ¹²	\$58,120	\$1,453

Source: Lightcast 2024.3, Town of Rolesville, Wake County

ECONOMIC IMPACT

This lack of affordable housing is limiting rental and homeownership opportunities for both the town's most common occupations, as well as its essential service providers. This, in turn, impacts Rolesville businesses. When asked to identify the top issues facing Rolesville businesses, just 14% of Rolesville business owners selected workforce housing. However, labor costs, transportation infrastructure, issues finding staff, and employee turnover were among the most commonly identified issues, all of which may be impacted by housing availability and housing costs. Moreover, while just 14% of Rolesville businesses surveyed believe that their business operations have been impacted by housing availability, 32% believe that their business will be impacted by housing availability in the future, indicating the mounting pressure of housing costs on local businesses.

Figure 14: Top Concerns for the Business Community¹³



Source: Town of Rolesville and TPMA Business Survey

⁹ Assumes a 30-year mortgage, 6.09% interest rate (based on the 30-year average from Freddie Mac), a \$15,000 down payment, and private mortgage insurance.

¹⁰ Wage is annual midpoint for Firefighter 2 per Wake County Fire Compensation Administrative Guidelines.

¹¹ Wage is midpoint for Police Officer I per Town of Rolesville website.

¹² Wage is for a Year 10 teacher with a bachelor's degree and without National Board Certification per the Wake County Public School System 2024-2025 salary schedule.

¹³ Respondents could select up to three.

Housing Goals and Policies

As the Town of Rolesville continues to develop, it will be important to regularly convene conversations to help shape the community's shared vision for its continued growth. Recent planning decisions and policies appear to be pulling the town in opposite directions. For example, recent zoning and policy decisions by the Town Commission seem to run counter to the town's Strategic Plan for 2020-2022 and the 2022-2024 update which list the following as goals to achieve "Mindful Growth":

- Create a diverse mix of commercial, industrial, and residential development
- Encourage long-range planning to address growth concerns related to the watershed, diverse housing, traffic, and the environment
- Continue to implement the goals of the Main Street Vision Plan

The Main Street Vision Plan, referenced in the Strategic Plan goals, also establishes a key goal for the town to "promote diverse housing stock for multiple age groups and income levels."

These stated strategies and goals appear in conflict with the Land Development Ordinance (LDO) that was adopted in June of 2021, which bolstered requirements for larger lot sizes, increased setbacks, and a variety of other regulations that function to limit the number and type of new residential units that can be developed.

Similarly, in November of 2024, a rezoning application that would have created commercial development and up to 250 apartments along the Main Street Corridor in Rolesville was unanimously voted down by the Town Commission. This decision appears in conflict with the town's Main Street Vision Plan and Strategic Plan, a recommendation for approval by the Planning Board, and the town's Future Land Use Map, which designates the area for mixed-use development.

Moving forward, a consistent approach that is guided by a shared vision for the future of Rolesville will be a critical component of success for the town and its residents. Ordinances and decision-making that seem to change every couple of years make it difficult for local leaders and developers who want to know what kinds of projects are desired and what the best method is for achieving those results.





Zoning and Policy Barriers

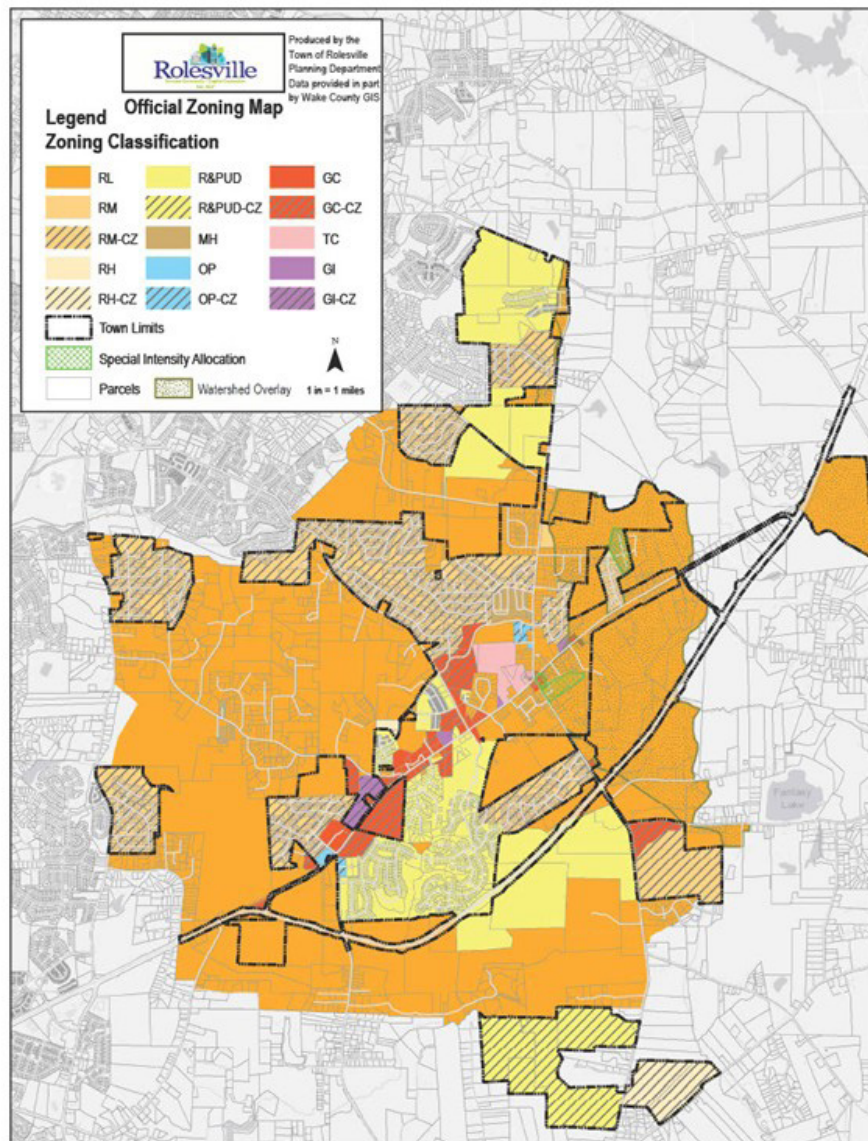
Ultimately, developers will be the ones to craft Rolesville as it grows, and the town's policies will set the expectations that developers must meet. Developers look to the zoning code for clear direction on what can be built, but also for information about what types of housing can most easily be built. Time spent on rezoning or approval processes cost developers money, and they will sometimes shy away from working with a municipality that does not clearly indicate how to navigate those processes, or how long to expect those processes will take to complete.

LOT DIMENSIONS AND CLUSTER DEVELOPMENTS

Developers have indicated to town staff that a number of components in the existing LDO are effectively eliminating opportunities to create a wider mix of housing. Over 75% of Rolesville and the ETJ are zoned as Residential Low (RL) or Residential Medium (RM), which only permits the development of single-family detached homes by right. But the limited amount of land that is allocated for multi-family development is only one piece of the particularly restrictive environment established by the LDO.

Figure 15: Official Zoning Map, Town of Rolesville

Source: Town of Rolesville





Within these single-family zones, the LDO includes unusually onerous restrictions on lot dimensions, requiring that developers make large investments in land on which housing cannot be developed due to large lot sizes and setbacks. For example, in the RL zone, which comprises over 60% of the land use map, lots have minimum front setbacks of 30 ft., rear setbacks of 25 ft., and a total of 25 ft. of side setbacks. These proportions, which are combined with a minimum lot size of nearly a half-acre, require that a developer looking to create a single-family home would have to make an investment in a large area of land that cannot be developed, driving up the sale price necessary to turn a profit. The result of these restrictions is almost certainly a home that would need to bring a sale price of over \$750,000 to be a worthwhile investment for a developer.

The RL and RM zones do offer alternative restrictions that allow for reduced minimums for cluster developments, also known as subdivisions. A developer looking to purchase land for a subdivision is permitted a reduction in minimum lot sizes and setbacks in exchange for a large amount of green space that must equal 40% of the development and must be contiguous. In many cases, this contiguous land amounts to a “buffer” around the perimeter of the subdivision. While these accommodations create some opportunities for higher density within subdivisions, accommodating this type of development is not likely to improve the overall diversity of the local housing supply.

The minimums established in Rolesville's LDO are particularly restrictive for the region. For example, the Town of Knightdale, NC, which is located about 11 miles to the south, is about twice the size of Rolesville. It has a similar income and demographic profile and might serve as a valuable comparison for what Rolesville could look like in another decade or so. In addition to some zones for rural residential development, Knightdale also has zones for low-, medium-, and high-density residential development. However, these zones are notably less restrictive in their minimum lot sizes and setbacks. Also, while Knightdale also has a very small percentage of land dedicated to multifamily development, that percentage is still three times higher than Rolesville's.

	Rolesville	Knightdale
MIN. SETBACK - FRONT	30' / 20' cluster	10'
MIN SETBACK - REAR	25' / 20' cluster	25'
MIN. SETBACK - SIDE	12' / 10' cluster	20% of lot width (5' and 3' under certain conditions)
MIN LOT SIZE (SQ.FT.)	• Low: 20,000/10,000 cluster • Medium: 15,000/8,000 cluster • High: 7,500 SFD/2,000 SFA	N/A
UNITS PER ACRE	• Low: 2/3 cluster • Medium: 3/5 cluster • High: 6 SFD	• Low: 3 • Medium: 8 • High: 12
PERCENT OF ZONED LAND	• Low: 60.2% • Medium: 15.4% • High: 1.2%	• Low: 10.5% • Medium: 15.3% • High: 3.6%



A Vision for Rolesville

Several forms of engagement activities were utilized to ensure Rolesville's community leaders, stakeholders, and residents were given the opportunity to provide input in the process. These included virtual interviews, a public survey, and two on-site stakeholder workshops. A full summary of the workshops can be found in Appendix C, and a summary of the public survey can be found in Appendix D. The following section highlights some of the most important themes surrounding the community's vision for Rolesville's future development.

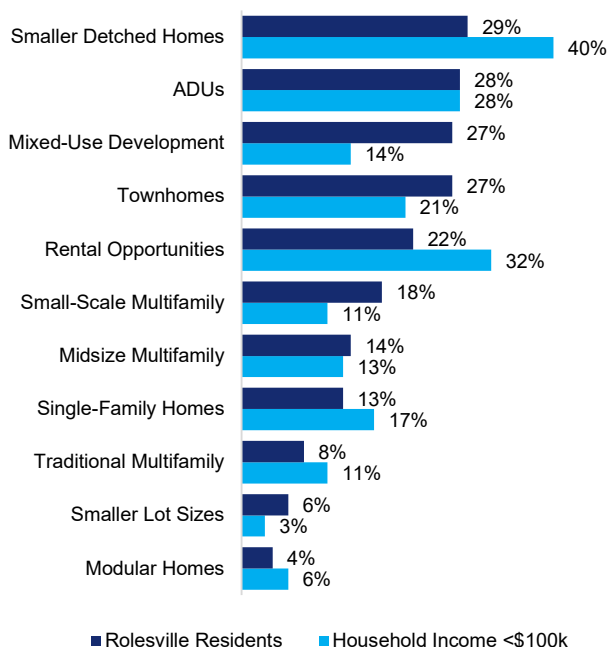
Public Sentiment

The discordance that characterizes the town's approach to housing policy and decisions can also be seen in the public sentiment around these same issues. Respondents to the public opinion survey showed little agreement around development priorities or levels of support for policy initiatives.

When asked to select the housing types that the town should prioritize, no single type was selected by more than 30% of the respondents. However, the five most selected options do indicate some preference for increasing the overall diversity of housing in Rolesville. Only 13% of respondents selected the creation of additional single-family homes as a priority for new housing development.

Figure 16: Priorities for New Development

Source: Town of Rolesville and TPMA Housing Public Opinion Survey

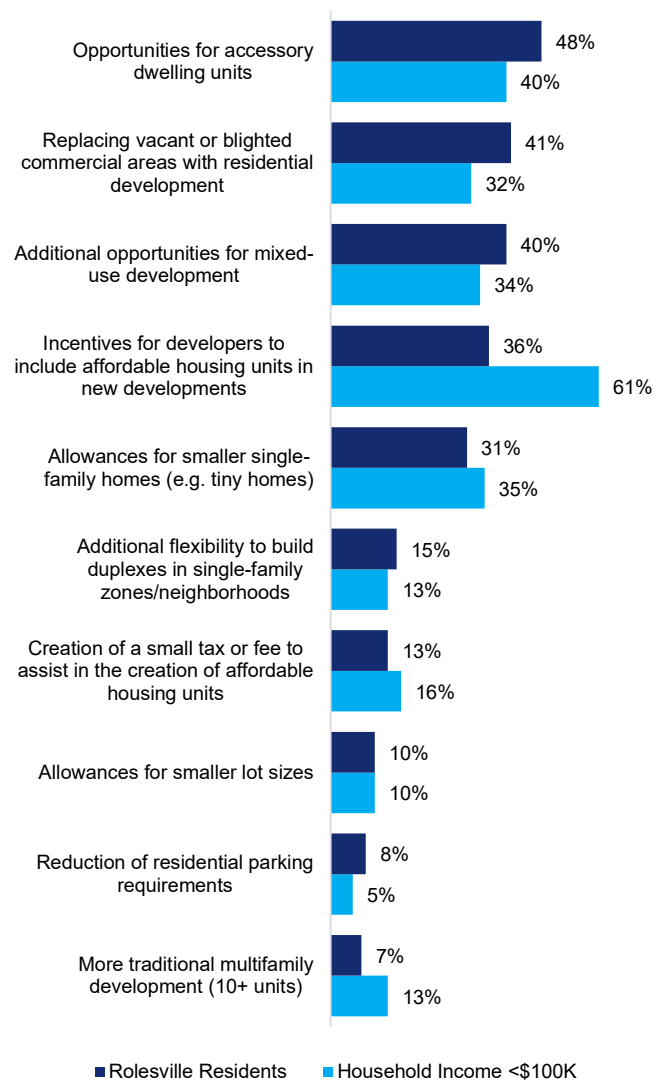


Among households earning less than \$100,000 per year, the priorities were clearer with over 40% selecting "smaller detached homes" and 32% selecting additional rental opportunities.

When asked which housing policies they supported, respondents indicated the highest level of support for "opportunities for accessory dwelling units," but still no single policy received majority support from all respondents. When filtered for households making less than \$100,000, "incentives for developers to include affordable housing units in new developments" was the most supported policy at 61% support.

Figure 17: Support for Housing Policies

Source: Town of Rolesville and TPMA Housing Public Opinion Survey





Vision for the Future

Building consensus can be challenging, especially when it comes to politically charged topics such as affordable housing. Nonetheless, efforts to find common ground in preparing and planning for future growth are likely to benefit all parties. At the stakeholder engagement sessions, participants were asked to write statements reflecting their vision for the future of housing in Rolesville. From these statements, unifying themes emerged, which included:

- Maintaining the community-centered, small-town feel
- Balancing commercial and industrial growth with the preservation of green spaces
- Diversifying the housing stock to meet a range of housing needs and preferences
- Ensuring the housing market meets the needs of all residents, particularly first-time home buyers, seniors, low-income residents, and those with disabilities.

With this information, the following vision statement was crafted:

Rolesville is a town that fosters its small-town charm while ensuring that all residents are met with inclusivity and can confidently build their homes, families, and businesses in the community. The town's housing market offers a diverse range of housing options that meet the needs of any resident in terms of size, density, and design while also maintaining affordability across income levels.

This vision statement seems to match similar statements made in planning and strategic documents for the town. The next step in achieving this vision will be to establish concrete protocols and policies to help enact it.





Strategic Recommendations

Goal 1: Plan for the Future of Housing

As Rolesville continues to grow and experience additional demand for housing, town leadership should work with community members and elected officials to establish a vision for the future of the community. These efforts will help to guide future development decisions. Best practices from other communities experiencing this type of growth indicate that a plan for incremental growth allows for a community to develop naturally in response to the developing needs of its residents. In communities that resist growth or do not plan accordingly for it, more sudden and disruptive shifts are experienced once the demand and cost of living reach a breaking point. In order for Rolesville to appropriately plan for and adapt to incremental and managed growth, a plan for the future that embraces change while maintaining the qualities most important to its residents should be established early and amended often. To this end, it is recommended that this plan be revisited within 5 years to stay in line with the community's priorities and needs and that Rolesville stakeholders and residents receive annual updates on the plan's progress.

Goal 1 Recommendations:

-  Work to establish and enact a vision for growth
-  Consider establishing an affordable housing fund
-  Explore possibilities for expanding infrastructure

Best Practices:

Establishing an Affordable Housing Trust Fund – Knightdale, NC

Though it is difficult for smaller communities to establish dedicated funding for affordable housing due to scale constraints, it can be done.

Knightdale, NC, a township that neighbors Rolesville, recently completed an affordable housing plan early in 2024. The plan recommended that the township organize first-year commitments to establish the fund, establish annual dollar receipt goals, and set annual replenishment targets.

When selecting funding sources, communities must ensure the revenue stream is substantial enough to meaningfully support affordable housing activities while providing reliable, consistent funding rather than one-time contributions. Local economic conditions need careful evaluation to confirm funding sustainability, particularly in softening housing markets. Officials must also assess how potential funding sources are currently being used to avoid creating gaps in other essential services. Political and stakeholder support is crucial for implementing new fees or redirecting existing revenue streams, and some funding mechanisms may require state or voter approval through ballot measures.

Common funding sources include:

- Linkage fees from new commercial development, which create a direct connection between development activities and affordable housing support
- Document recording fees, which can be allocated partially to the trust fund with support from elected officials
- Bond issues, which require community approval through ballot measures
- Government appropriations, though these typically provide only one-time funding without guaranteed ongoing support¹⁴

¹⁴ Housing Trust Funds: <https://localhousingsolutions.org/housing-policy-library/housing-trust-funds/>



Goal 2: Diversify the Housing Mix

Like the general Wake County area, Rolesville has experienced rapid population growth and the resulting increase in demand and housing costs, indicating a need for continued housing development. With limited land available, Rolesville should prioritize diversified housing types such as mixed-use developments. The expansion of the existing housing mix to include a wider variety of housing types will help to ensure the long-term success and economic resilience of the area. Policy decisions that place continued emphasis on large, luxury single-family homes are likely to place the town and its residents at greater risk of economic downturns and foreclosures while simultaneously making it increasingly difficult for a new generation to start and raise families in the area. Zoning policy should create more opportunities for a wider set of housing types, including rental opportunities. Leadership in Rolesville should also focus on laying the groundwork for future efforts around affordability, specifically for working families.

Goal 2 Recommendations:



Revise zoning to promote diverse housing types through strategic area identification and expanded development opportunities.



Create more opportunities for the development of rental housing



Consider development fee waivers to address existing gaps in housing stock and encourage new affordable housing development

Best Practices:

Diversifying the Housing Mix, South Bend IN

South Bend, IN made significant amendments to its zoning policies in 2021 to address missing middle housing. The city allows the construction of duplexes, cottage courts, and ADUs by right in all single-family zones. Small multifamily buildings (containing 3-4 units for apartments or 308 for townhomes) are allowed in multiple zones, also expanded in 2021.

The SMART Housing Program, Austin TX

Austin's SMART housing program offers a variety of incentives for private developers to preserve and create additional housing for low-to-moderate-income households, as well as people with disabilities. Projects that set aside affordable units, both for renters and homeowners, can qualify for fee waivers on 29 different fees. The amount of fees waived depends on the percentage of units meeting affordability requirements, and requirements can differ depending on the area.

Fee waivers work to incentivize specific types of development and can be applied under specific conditions and in targeted areas to better fit the community's needs. Lowering the barrier of entry, especially for small and local developers, can improve their ability to build at a profitable rate that still allows for affordable housing.



Goal 3: Focus Efforts on Developing a Housing Ecosystem

Addressing housing needs often requires a collaborative effort from many community organizations, regional partnerships, and local leaders. As a developing community, efforts should be made to participate in ongoing conversations around housing and to forge new partnerships where gaps exist. In many cases, communities that take a hands-on approach to working with local and small-scale developers and community organizations can gain an advantage over communities that take a more passive role in residential development. Communities that are best positioned to meet their housing needs and goals are often those communities that take a hands-on approach to identifying barriers and working with partners to overcome them. Some of these efforts should start with educating residents about the needs of the community and gaining consensus around housing issues.

Goal 3 Recommendations:



Evaluate capacity of existing staff for meeting current and future needs



Participate in regional housing efforts and partnerships



Convene conversations with local builders and developers



Develop and launch a public education campaign around housing topics

Best Practices:

San Mateo County and Local Jurisdictions Collaborative Efforts

To meet the demand for housing in Rolesville, the Town will need to work closely with Wake County government.¹⁵ 21 Elements is an example of a county working with all 21 of its jurisdictions to address housing issues collectively. The effort works to connect jurisdictions with the resources and tools needed to increase and maintain housing affordability. Member jurisdictions meet regularly to discuss policy barriers and upcoming local and regional initiatives and work to address housing challenges collectively.

Cabarrus/Iredell/Rowan HOME Consortium

Through funding support from the federal Home Investment Partnerships (HOME) Program, the Cabarrus/Iredell/Rowan HOME Consortium is a collaborative effort including Cabarrus, Iredell, and Rowan Counties and partner municipalities to strengthen public-private partnerships and expand the supply of affordable housing in the region. A lead entity, the City of Concord, is responsible for managing the program and ensuring the group adheres to federal guidelines and proper stewardship of funds. This effort presents a model for counties, municipalities, and regions to work in tandem to collectively bolster regional housing ecosystems that meet local needs.

¹⁵ Wake County has demonstrated a history of commitment to affordable housing initiatives across the county and was an active participant in the development of this plan.



Appendix A: SWOT Analysis

As Rolesville continues to grow and attract new residents, the town's housing ecosystem plays a critical role in shaping its future development and quality of life. A SWOT analysis (strengths, weaknesses, opportunities, and threats) provides a structured framework for assessing the key factors influencing the housing landscape. This analysis highlights the town's strengths, identifies areas where improvement is needed, explores opportunities, and examines potential external threats that could impede progress. It draws insights from the discovery process, stakeholder engagement sessions, and survey data.

Strengths

As Rolesville experiences continued growth, strategic utilization of community assets will be crucial for sustainable development. A primary advantage is the community's strong economic foundation, evidenced by an Area Median Income (AMI) that exceeds Wake County averages. This economic position suggests a significant proportion of residents in high-wage employment, potentially providing the town with enhanced fiscal flexibility. This financial capacity could be strategically directed toward establishing affordable housing initiatives, including development gap financing, down payment assistance programs, and other targeted housing accessibility measures.

The town's relatively compact size presents another distinct advantage: a closely-knit community network characterized by shared interests and aligned long-term objectives for community prosperity. This social cohesion can be leveraged to foster meaningful resident engagement, build consensus around affordable housing initiatives, and develop sustainable community support systems.

Additionally, Rolesville has demonstrated a clear commitment to environmental preservation, with community members consistently prioritizing the protection of natural landscapes, trail systems, and greenspace networks. These environmental assets serve as vital community connectors, promoting both physical and social well-being among residents while enhancing overall quality of life. Their preservation and strategic integration into development plans will remain fundamental to maintaining Rolesville's community character and vitality.

Weaknesses

The Town of Rolesville faces several significant challenges in addressing its housing needs. The absence of a cohesive housing vision impedes the development of coordinated strategies to address emerging housing challenges. While community surveys indicate broad acknowledgment of affordable housing needs, there appears to be limited consensus on implementable solutions. This disconnect is particularly evident in the public's response to proposed housing initiatives, where specific policy solutions have failed to garner substantial community support.

The current housing landscape is characterized by a predominance of single-family, detached homes, reflecting a lack of housing diversity. This homogeneity can be attributed to existing land use policies that have historically limited alternative housing types. Whether intentionally or not, these regulatory frameworks have resulted in exclusionary outcomes that constrain housing expansion and accessibility.

Opportunities

As a newer, growing community, Rolesville is positioned to shape its future development trajectory. The town can use both public and privately owned land for housing development. Local municipalities can market publicly owned land for housing projects and select a development project that meets the needs of the area and its residents. Furthermore, Rolesville can work to develop partnerships with private landowners and communicate housing priorities outlined in this plan. The Town must work with these private landowners to understand how to create and finance viable projects. Furthermore, Wake County and its communities currently have a preferential point for LIHTC applications. Due to its lack of access to amenities, Rolesville is not presently seen as a viable destination for LIHTC.¹⁶ However, there is an opportunity to work with Wake County Government and spur economic development efforts to increase Rolesville's competitiveness for this funding.

¹⁶ <https://nchousing.org/housing-scholars-series-how-groceries-shopping-centers-and-pharmacies-shape-the-location-of-north-carolinas-affordable-housing/#:~:text=While%20each%20state's%20QAP%20is,unit%2C%20along%20with%20other%20criteria.>



A particularly valuable opportunity for Rolesville is its position within the resource-rich Triangle Area region, despite current limitations in local funding and affordable housing programs. The town has demonstrated its ability to engage regional stakeholders, as evidenced by strong participation from program and service providers in stakeholder interviews and planning sessions. Key regional organizations, including DHIC, Habitat for Humanity, the Home Builders Association of Raleigh-Wake County, and County Government, have shown a willingness to support Rolesville's housing initiatives. This network of engaged partners represents a significant resource for advancing the town's housing development objectives.

Threats

While Rolesville's location within the Triangle region offers numerous advantages, it also presents significant challenges to maintaining housing affordability. As the region continues to experience robust economic and population growth, Rolesville residents face increasing pressure from rising housing costs, potentially forcing long-term community members to relocate due to affordability concerns.

A substantial institutional challenge stems from North Carolina's status as a Dillon's Rule state, which significantly constrains municipalities' ability to implement innovative affordable housing strategies. Under this framework, local governments are restricted to executing only strategies explicitly permitted by state legislation. This limitation prevents municipalities from utilizing various tools that have proven effective in other jurisdictions, such as mandatory inclusionary zoning, the donation of public land to for-profit developers, and rent control. These restrictions fundamentally limit Rolesville's ability to address housing affordability through local policy initiatives.



Appendix B: Research Methodology

Discovery

To begin this project, TPMA reviewed a collection of plans and documents to become acquainted with the established local and regional goals and values. These documents include:

- Town of Rolesville Bicycle Plan
- Town of Rolesville Greenway Plan
- Rolesville Moves Community Transportation Plan
- Rolesville Parks and Recreation Master Plan
- Rolesville Comprehensive Plan
- Mainstreet Vision Plan
- Rolesville Economic Development Strategic Plan
- Rolesville Commercial Growth Feasibility Study
- Rolesville Land Development Ordinance and Town Code
- Wake County Multi-Jurisdictional Hazard Mitigation Plan
- Wake County “PlanWAKE” Comprehensive Plan
- Wake County Development Framework Map
- Wake County Land Use Plan
- Wake County Social Equity Atlas
- Wake County Housing Resource Guide
- Wake County Affordable Housing Plan

Additional resources were used to gather current demographic and housing data including both public and third-party sources, including:

- U.S. Census Bureau
- Bureau of Labor Statistics
- Esri
- Lightcast
- CoStar
- Redfin

Engagement

Facilitated Stakeholder Planning Sessions

In February 2024, TPMA facilitated two in-person workshops with housing experts in Rolesville and the greater Wake County area to begin to ascertain the community’s vision for the future of housing opportunities in Rolesville. In addition, stakeholders were asked to identify opportunities and challenges around housing development in the area, assets within the region, and potential strategies that may fit the community’s vision and needs. A summary of findings from these sessions can be found in Appendix C.

Stakeholder Interviews

As TPMA began to gather online data and findings from the facilitated stakeholder planning sessions, the project team coordinated one-on-one or small-group stakeholder interviews. These interviews aimed to gather information from housing experts such as developers and builders, nonprofit organizations, town and county governments, and state-wide housing organizations. Topics of discussion included housing development barriers and challenges, programs to promote the development and maintenance of housing, zoning codes, and other measures necessary to support housing development. Overall, the project team conducted eight one-on-one and small group interviews.



Analysis

Public Opinion Survey

In May of 2024, the project team created and distributed a public opinion survey in partnership with the Town of Rolesville. The public opinion survey was used to collect the public's perceptions and attitudes toward housing efforts. To increase accessibility, the survey was available online or on paper and included English and Spanish-language versions. Survey topics included:

- Household location and demographic information
- Preferences for housing types and amenities
- Levels of support for various housing types
- Levels of support for a variety of housing-related policy changes
- Factors impacting decisions about where to live

A total of 298 individuals participated in the survey. Survey results were largely representative of the demographic makeup of Rolesville, which did result in an overwhelming majority of participants being homeowners of single-family homes. Participants also tended to skew towards household incomes greater than \$100,000 and just over half of participants were between the ages 35 to 54.

Business Community Survey

In addition to the public opinion survey, the project team distributed a business survey to collect information from the local business community on their perceived impact on housing affordability and availability. The survey also asked what level of support businesses were interested in and/or able to offer various potential housing initiatives. The survey was conducted from May to July of 2024. In total, 36 employers completed surveys.

Housing Demand Model

TPMA developed a housing demand model that forecasts demand for new for-sale and for-rent housing units for the next ten years, broken down into five- and ten-year increments. The custom housing demand model built for this project anticipates demand based on two market segments: demand from new households and demand from existing households. Estimates of demand from these two segments of the population are combined to build the total potential demand for new housing in Rolesville over the next ten years.

To predict demand from new households, the project team collects data on historic population growth from the US Census Bureau. With this information, the project team creates a time series analysis to build five-year population projections. To extrapolate to ten years, the growth rate over the first five years is assumed to remain constant over the next five years. Additionally, the percentage of individuals living in group quarters, the average household size, and the propensity to own or rent are assumed to remain constant.

Every year, some households may choose to move from one home in Rolesville to a new home within the town. This serves as the basis for demand from existing households. Using household projections, as discussed above, geographic mobility data, and estimates of demand for new housing, demand from existing households is calculated.

Workforce Affordability Analysis

To provide more context on housing affordability, project team members analyzed earnings associated with common jobs and essential occupations and compared the earnings to housing costs in Rolesville.

As the comparison of single occupations to overall household incomes and housing costs could potentially be misleading (individual incomes do not necessarily equate to household incomes), the affordability analysis uses the cost of one-bedroom rental units where possible to calculate housing costs for single-income-earners. Because of the limited number of rental units in Rolesville, these incomes are also compared with for-sale opportunities to understand what housing options may be affordable. This analysis provides insight into the housing needs of Rolesville workers and an understanding of what may be affordable for them.



Appendix C: Engagement Summary

Activities and Themes

Visioning Themes

The Question

Participants were asked to write a statement reflecting their vision for the future of housing in Rolesville.

The Response

While participants developed a wide range of vision statements focused on different aspects of Rolesville's future affordable housing landscape, a few themes were present across the board. These include:

- Rolesville centering community and inclusivity and maintaining the town's small-town charm.
- Balancing the need for commercial and industrial growth with the wish to improve and expand green spaces such as greenway and trail systems, parks, and other recreational amenities.
- Diversifying the housing stock to meet a diversity of housing needs and preferences, including a range of size, density, and design options.
- Ensuring the housing market meets the needs of all residents, especially groups like first-time home buyers, seniors, low-income residents, and those with disabilities.

Recommended Vision Statement

Rolesville is a town that fosters its small-town charm while ensuring that all residents are met with inclusivity and can confidently build their homes, families, and businesses in the community. The town's housing market offers a diverse range of housing options that meet the needs of any resident in terms of size, density, and design while also maintaining affordability across income levels.

Challenges

Participants were asked to write down as many housing-related challenges experienced in Rolesville as possible on sticky notes. They organized these challenges into categories as a group and identified top priorities to address in the following activity.

Funding and Resources

- Lack of incentives for affordable housing development
- Gap funding for affordable projects from local/state/federal sources and public funding in general
- Land, construction, and other development costs increasing
- In need of funding for emergency shelters, transitional housing, and youth housing/foster care
- Watershed limiting land to build on

Policies, Ordinances, and Regulations

- Government bureaucracy slowing down potential progress, change, and overall development.
- Outdated or inefficient zoning ordinances
- Lack of improvements to support development for the "missing middle" like multifamily, du/tri/quadplexes, smaller single-family homes, and overall housing type diversity.
- Land use history of essentially only single-family housing, and an unclear appetite for expanding policies to support other types.

Infrastructure

- Utility challenges, especially regarding Raleigh's regulations for accessing the city's water
- Growth resulting in increased traffic and infrastructure stressors
- Pedestrian impact, and connectivity via sidewalks, greenways, and trails
- Accessible housing
- Transportation infrastructure, especially public transport



Collaboration and Capacity Building

- Market readiness for a shift in the vision for Rolesville housing
- Watershed limitations
- The private sector's willingness to consider income-based/affordable housing
- Inter-jurisdictional and regional coordination, including the need for support from the DOT.

Other

- Misconceptions regarding what affordable housing is and who it is meant to serve
- Stigmas surrounding different housing types and a lack of education in that area
- Perceived preference for large single family detached housing

Goal Development

After identifying their key challenges, participants were asked to create goal statements for each challenge. They then spent time first independently and then in groups, brainstorming what strategies and actions needed to take place to reach that goal.

Participants suggested a range of goals actions to support an affordable housing plan for the Town of Rolesville. Themes included policy and regulatory changes, dedicated funding sources, meeting the needs of specific populations, development priorities and plans, and reaching the public. Below is a summary of these themes and the related actions suggested by participants.

Policy and Regulatory Changes

- Aligning plans, ordinances, and regulations under common goals (Y)
- Ordinances that incentivize developers to create more diverse and affordable housing options (G)
- Reassess the UDO, especially land use and zoning requirements in order to identify barriers and find ways to incentivize affordable development (Y)
- Improve/expedite permitting process for “desirable” housing types and affordable housing (Y/R)

Dedicated Funding Sources

- Town funded partnerships that incentivize and prioritize sustainable development practices (Y)
- Ordinances that create solutions for private development to pay for transportation/roads (G)
- Work with county, state, and federal bodies to assess potential funding sources (G/Y/R)

Meeting the Needs of Vulnerable Populations

- Creation of housing programs for vulnerable populations, including veterans, low-income households, seniors, single parents, and non-citizens (G/Y/R)
- Expand bus availability to meet the needs of community members like seniors, students, and shift workers (Y)
- Partner with local organizations and builders to increase the number of accessible housing units in the town (R)
- Increase access to funding to upfit current homes for accessibility or subsidize moves to more accessible housing (Y)
- Expedite development for most at-risk populations (Y)



Development Priorities and Plans

- Work with developers and builders to better understand limitations and potential solutions/incentives to build affordable housing (Y)
- Prioritize higher density and mixed-use development (Y/R)
- Study and visit regions to use as benchmarks and identify best practices that can be implemented in Rolesville (G/Y)
- Better study and inventory the housing landscape and stock in Rolesville (Y)
- Begin partnering with Habitat and other similar local organizations (G)
- Prioritize public private partnerships (Y)
- Leverage public lands for future development (G)
- Investigate future roadway and transit expansions in identifying ideal residential development areas (Y)
- Improve existing utility infrastructure, potentially install own system for Rolesville (R)
- Investigate potential micro transit solutions, potentially partnering with existing programs in Raleigh (Y/R)

Education and Outreach

- Educate the public on what affordable housing is, different housing types and densities, and the benefits they provide to the community (G)
- Help the public better understand how the development process works (G)
- Better educate public officials on affordable housing and development, including what is best suited for available land and how it can benefit the community (G)
- Regularly meet with stakeholders to understand what incentives/plans are well received and would work well in the community (G/Y)
- Engage the public throughout the process e.g. surveys, public meetings, public communications (G)



Appendix D: Public Opinion Survey

Town of Rolesville Housing Survey

The Town of Rolesville, in partnership with its consultant, TPMA, is preparing an Affordable Housing Plan with the goal of informing decisions to address current and future housing issues throughout the town and the surrounding area.

The questions in this survey will provide insight into public opinions about housing affordability, needs, and types of development.

No personal or other identifying information will be provided to town departments, staff, or elected officials. All information collected in this survey will be reported only in the aggregate and will be fully anonymized.

1. Do you live in Rolesville?

- Yes
- No

2. If you live in Rolesville, what neighborhood do you live in?

- Averette Ridge
- Barrington
- Broughton Townhomes
- Carlton Pointe
- Cedar Lakes
- Chandlers Ridge
- Drayton Reserve
- Elizabeth Springs
- Grande at Granite Falls
- Granite Acres
- Granite Crest
- Granite Falls
- Granite Ridge
- Hampton Pointe
- Heritage East
- Lakes at Rolesville
- Perry Farms
- Pine Glen
- Stonewater
- Sunset Manor
- Terrell Plantation
- PJD
- Villages at Rolesville
- Wall Creek
- Other: _____

3. How long have you lived in Rolesville?

- Less than 1 year
- 1-5 years
- 6-10 years
- More than 10 years



4. If you don't live in Rolesville, what is your zip code?

5. Are you interested in moving to Rolesville?

- Yes
- No

6. Do you currently own or rent your home?

- Own
- Rent
- Other _____

7. Which of the following best describes your current residence?

- Duplex
- Modular home (manufactured or other pre-fabricated structure)
- Multifamily (apartment or condominium)
- Single-family/Detached home
- Tiny home
- Townhome
- Other: _____

8. Which of the following best describes your commute to work?

- I work in the office/on-location exclusively.
- I work from home/remote exclusively.
- I work hybrid-remote (split time between home and office/on-location).
- I am not currently working.
- Other: _____

9. If you commute to your job, how much time does it typically take (one way)?

- Less than 10 minutes one way
- Between 10 and 30 minutes one way
- Between 30 and 60 minutes one way
- Over 60 minutes one way
- I am not currently working/I do not commute to my job.
- Other: _____

10. Over the past twelve months, have you had difficulty affording your housing costs?

- (Housing costs can include: mortgage or rent payments, homeowners or renters insurance, property taxes, homeowners association fees, and/or utilities)
 - Yes
 - No
 - Other: _____

11. If you are a homeowner: Are you having difficulty with the cost of maintaining your home? (including: repairs, yard maintenance, septic system, water softeners, HVAC, etc.)?

- Yes
- No

12. If you live in Rolesville, are you considering moving out of Rolesville in the next 5 years?

- Yes
- No

13. If you live in Rolesville and are considering moving out, why are you considering moving out of Rolesville? (Select all that apply)

- Access to public transportation
- Availability of jobs in the area
- Commute time
- Cost of home or renters insurance
- Cost to buy a home
- Cost to rent a home
- Lack of available housing options
- Lack of senior-friendly housing (65+ years of age)
- Proximity to amenities or services
- Property taxes
- Other: _____



14. **If you do not live in Rousesville and are interested in moving to Rousesville**, are any of the following barriers when considering moving to Rousesville? (Select all that apply.)

- Access to public transportation
- Availability of jobs in the area
- Commute time
- Cost of home or renters insurance
- Cost to buy a home
- Cost to rent a home
- Lack of available housing options
- Lack of senior-friendly housing (65+ years of age)
- Proximity to amenities or services
- Property taxes
- Other: _____

15. **If/when you move to your next home, which type(s) of home would you consider?** (Select all that apply.)

- Apartment
- Condominium
- Townhome
- Duplex
- Single-family/Detached home
- Tiny home
- Modular home (manufactured or other pre-fabricated structure)
- I have no intention to move to another home
- Other: _____

16. **Please rank the following factors in order of importance for *you* when choosing a home, with 1 being the most important and 9 being the least important.**

- _____ Proximity to schools
- _____ Proximity to my job
- _____ Proximity to parks/green space
- _____ Proximity to shopping/groceries
- _____ Proximity to restaurants/bars
- _____ Proximity to public transportation
- _____ Proximity to major roadways
- _____ Having a yard
- _____ Having limited maintenance

Please indicate your level of agreement for each of the following statements on a scale of 1 to 5. (Circle one number for each statement)

17. **There is currently a wide range of housing options in Rousesville for people of various incomes and stages of life.**

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

18. **The Town should maintain the existing housing mix.**

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Housing costs will cause current Rousesville residents to leave town.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

19. **People who work in Rousesville are not able to live in Rousesville because of housing costs.**

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree



20. There are not enough small housing options in Rolesville for older residents who are looking to downsize.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

21. First time home buyers have reasonably priced options to purchase in Rolesville.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

22. The cost of housing is a barrier to people who would like to live in Rolesville.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

23. The high cost of housing in Rolesville will negatively impact essential services such as health care, public safety, and education.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

24. Rolesville has enough rental options to support demand.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

25. New housing development in Rolesville should prioritize creating additional: (Select all that apply)

- Small-scale multifamily developments (duplex, triplex, quadplex)
- Midsize multifamily developments (5 to 9 units)
- Traditional multifamily developments (10+ units; apartments & condominiums)
- Rental housing opportunities
- Mixed-use commercial/residential development
- Townhomes
- Accessory dwelling units (e.g., "in-law suite")
- Single family detached homes
- Smaller detached homes (e.g. tiny homes or cottages)
- Smaller lot sizes
- Modular homes (manufactured or other pre-fabricated structure)



26. Which of the following housing policies would you support in Rolesville? (Select all that apply)

- Additional flexibility to build duplexes in single-family zones/neighborhoods
- Additional opportunities for mixed-use development (combination of commercial and residential uses)
- Allowances for smaller lot sizes
- Allowances for smaller single-family homes (e.g. tiny homes)
- Opportunities for accessory dwelling units (e.g., "in-law suite")
- Replacing vacant or blighted commercial areas with residential development
- More traditional multifamily development (apartment and condo buildings with multiple stories and 10+ units)
- Incentives for developers to include affordable housing units in new developments
- Creation of a small tax or fee to assist in the creation of affordable housing units
- Reduction of residential parking requirements
- To meet the needs of its older adult residents, the Town of Rolesville needs more: (Select all that apply)
- ADA-accessible housing
- Age-restricted communities (55+)
- Independent and assisted living communities
- Single-level living options
- Dedicated affordable housing options for seniors
- Smaller homes

27. Which of the following best describes your *annual household income* (including all income earners who contribute to housing costs):

- *Note: All personal information collected in this survey will remain anonymous. This question will help researchers determine the representativeness of survey results.*

- Less than \$25,000
- \$25,000 - \$34,999
- \$35,000 - \$49,999
- \$50,000 - \$74,999
- \$75,000 - \$99,999
- \$100,000 - \$149,999
- \$150,000 - \$199,999
- \$200,000 or more

28. Which of the following best describes your age:

- 18 to 24 years
- 25 to 34 years
- 35 to 44 years
- 45 to 54 years
- 55 to 64 years
- 65 to 74 years
- 75 years or older

29. How many people, including yourself, live in your home?_____

30. Are there children (less than 18 years old) living in your home?

- Yes
- No

31. Are there non-senior adults (18-64 years old) living in your home?

- Yes
- No

32. Are there senior adults (65 years+) living in your home?

- Yes
- No



33. Including yourself, how many people in your household are currently employed (either full-time or part-time)?_____

34. In the space below, please provide any additional comments you have regarding housing in Rolesville:

Thank you for completing this survey!

The information collected from these questions will be presented in an Affordable Housing Plan that will be completed later this year.



Appendix E: Summary of Business Survey Results

In May and June 2024, TPMA administered a survey to local businesses, to better understand the impact that housing is having on local businesses, as well as to identify potential opportunities for them to participate in efforts to address housing challenges. In total, 36 businesses completed the survey.¹⁷ A summary of findings from this survey is reported below.

Location of Business	Count	Percentage
ROLESVILLE	31	89%
OUTSIDE OF ROLESVILLE, BUT WITHIN WAKE COUNTY	2	6%
OUTSIDE OF WAKE COUNTY	2	6%

Industry	Rolesville Businesses	All Respondents
ACCOMMODATION AND FOOD SERVICES	3.2% (1)	2.8% (1)
EDUCATION	12.9% (4)	13.9% (5)
FINANCE AND INSURANCE	9.7% (3)	13.9% (5)
HEALTH CARE AND SOCIAL ASSISTANCE	16.1%(5)	13.9% (5)
PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES	3.2%(1)	8.3%(3)
REAL ESTATE AND RENTAL AND LEASING	12.9% (4)	13.9% (5)
RETAIL TRADE	22.6% (7)	19.4% (7)
OTHER	19.4% (6)	13.9% (6)

Number of Employees	Rolesville Businesses	All Respondents
0 TO 4	38.7% (12)	47.2% (17)
5 TO 9	32.3% (10)	27.8% (10)
10 TO 19	3.2% (1)	2.8% (1)
20 TO 49	6.5% (2)	5.6% (2)
50 TO 99	9.7% (3)	8.3% (3)
100 OR MORE	9.7% (3)	8.3% (3)

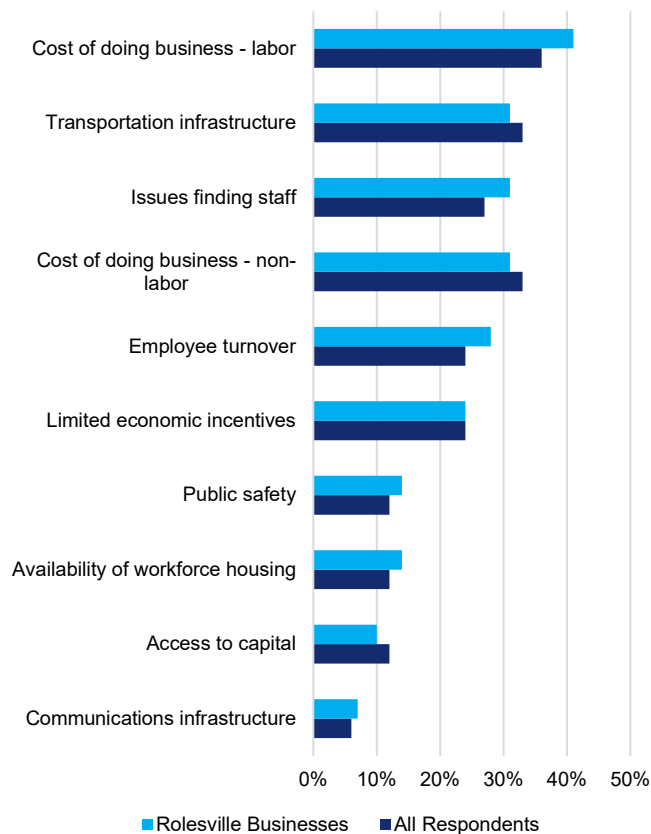
Where the Majority of Employees Live	Rolesville Businesses	All Respondents
ROLESVILLE	20.0% (7)	22.9% (8)
OUTSIDE OF ROLESVILLE, BUT WITHIN WAKE COUNTY	57.1% (20)	60.0% (21)
OUTSIDE OF WAKE COUNTY	5.7% (2)	8.6% (3)
I DON'T KNOW	5.7% (2)	8.6% (3)

Tenure of the Majority of Employees	Rolesville Businesses	All Respondents
RENT	32.3% (10)	27.8% (10)
OWN	58.1% (18)	63.9% (23)
OTHER	9.7% (3)	8.3% (3)

¹⁷ Respondent counts may vary by question; respondents were not required to answer every question.



Most Important Issues Facing Business Owners¹⁸



Has lack of housing availability impacted your business operations?

	Rolesville Businesses	All Respondents
YES	12.9% (4)	11.1% (4)
NO	67.7% (21)	69.4% (25)
I DON'T KNOW	19.4% (6)	19.4% (7)

Main impact felt by businesses that have been impacted by housing availability:

- Housing is becoming more and more expensive making it difficult for people (particularly young people) to move into the area. This puts a strain on the already small applicant pool.
- Land costs in the non watershed land prices are very high. We NEED to find a way to get commercial and higher density ordinances for the land that is in the watershed. There is prime commercial land along 401. Rolesville desperately needs a higher commercial tax base and we are missing out on prime land / development areas.
- More housing brings more people in, better for business
- The cost of Rental properties and housing rates/cost really limits who can live in Rolesville. With the average cost of housing at \$350,000 and rental properties of 900 square feet at \$1300. that means your school teachers and policemen have to live somewhere else - not in Rolesville.

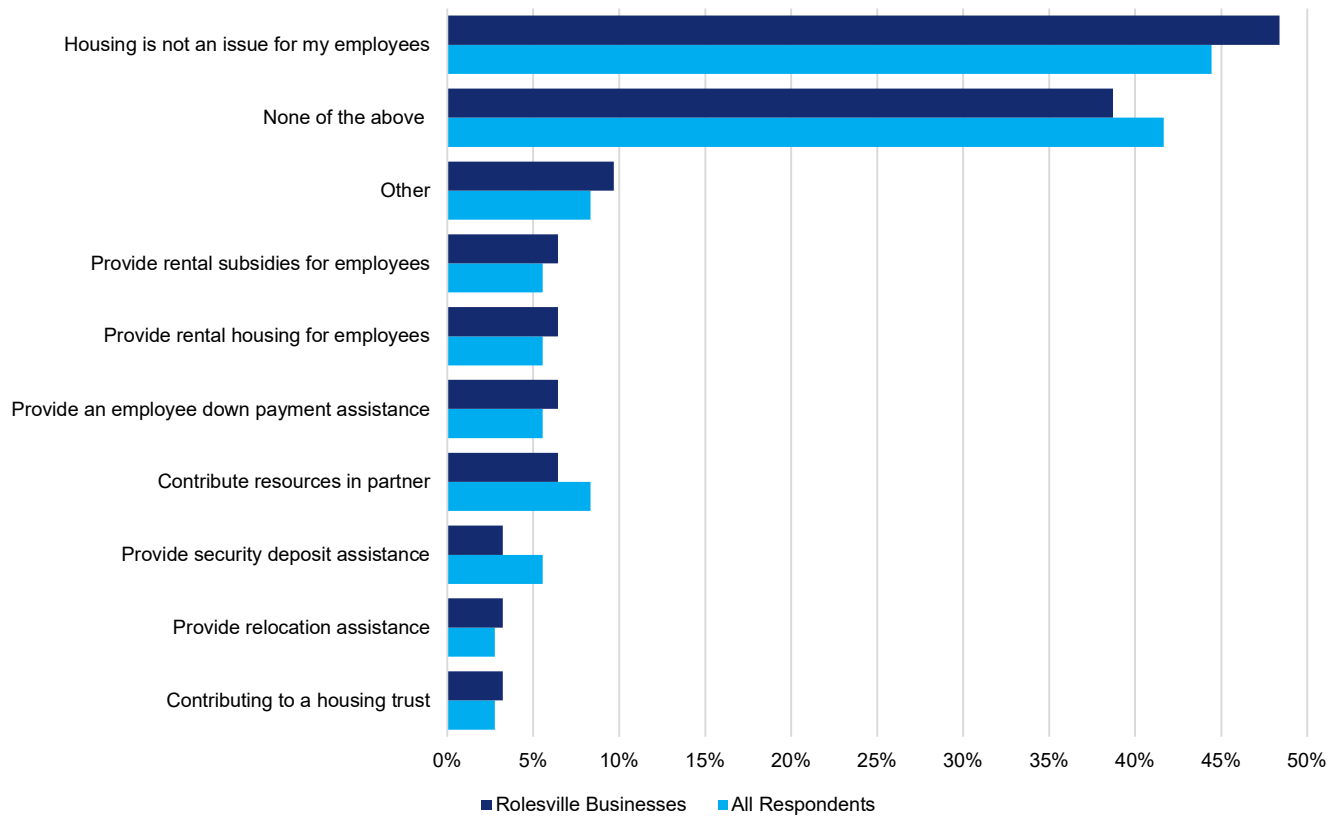
Do you believe that a lack of housing availability will impact your business in the future?

	Rolesville Businesses	All Respondents
YES	32.3% (10)	30.6% (11)
NO	45.2% (14)	47.2% (17)
I DON'T KNOW	22.6% (7)	22.2% (8)

¹⁸ Respondents were asked to pick top three issues.



Actions Businesses Would Consider Taking to Increase the Availability of Workforce Housing





Rolesville's 10-Year Affordable Housing Plan

Comment List from Planning Board

July 28th, 2025

Summary:

The Board collectively expressed their thoughts on the plan including their desire for more tangible, actionable and outcome-oriented recommendations and steps of implementation, specifically on or about the creation and operation of affordable housing programs or other direct means of putting eligible persons into designed affordable housing products. They also mentioned and touched on where the future potential of development opportunities in the Little River Watershed (which is limited by environmentally based land use intensity restrictions), and the appropriateness of some of the Plan's referenced case studies (noted as being communities unlike Rolesville).

Opening Comment:

There seem to be some discrepancies with the level of detail in which the plan goes into. Based on our conversations with Town Staff and other representatives from the Town of Rolesville, we opted to take an approach that provides high-level recommendations to the town. Affordable housing can be a contentious topic and the group felt that higher-level strategies would be more palatable for the community. Each community is at a different stage of live. Rolesville, being a younger, small community will need to agree upon a vision for the future. The group felt this plan will set Rolesville up for success by allowing flexible approaches to affordable housing efforts.

Bulleted List:

- How little this plan does regarding the creation of programs.
 - One recommendation speaks to this but does not address what kind of program it would be or what type of program would be the most beneficial to Rolesville. Wants a start of a program that would help people get into housing. The only way to make things affordable is to give people money.
 - No programs to incentivize or allow for smaller (1-story) homes (potentially in the Watershed). Desire one program to provide financial assistance for the buyer or developer and one program to place the housing that residents can afford.

- *Based on our discussions, the development of Rolesville specific programs would be difficult for the town to create any programs on its own. Given its size, it would be difficult to leverage tax dollars to make a significant impact on housing affordability. It may also build resentment towards affordable housing efforts (as indicated in the public opinion survey). The Opportunities section on page 48 mentions an opportunity of existing within the Triangle region and leveraging the existing programs at the county-level. It was also recommended on page 40 (Goal 1: Plan for the future of housing; Recommendation 2) that Rolesville should consider establishing an affordable housing fund). Should Rolesville elect to pursue this recommendation, it should be developed in consultation with Wake County government to identify what use might generate the greatest impact in the town of Rolesville, based on County-wide existing efforts.*
- Goal recommending the Town to work with builders and developers to better understand limitations and potential solutions and incentives to build affordable housing.
 - Does not know how this helps build affordable housing as no developer has come to the Town wanting to do anything like that. How does incentivizing development (waiving fees) carry over to the buyer?
 - *The South Bend example, while it may not be a perfect comparison community, adjusted zoning codes to allow for a more diverse housing supply. This is an action item that Rolesville can and should consider, based on review of its zoning codes. Ultimately, the data shows that the housing stock in Rolesville is dominated by large, single family homes. Part of this is because of zoning restrictions. By adjusting zoning to allow for smaller homes, Rolesville can work with developers (especially small developers) to create smaller, more affordable options.*

Per fee waivers carrying over to developers. This is a topic that is up for debate and we see where the criticism is coming from. There are developers out there who are solely after profit. However, that is not the case across the board. The Home Builders Association of Wake County and its member organizations, as well as Habitat for Humanity – Wake County seemed eager and ready to work with local municipalities on affordable housing developments but need support on expedited processes, fee waivers, etc. to make the numbers work. One potentially successful example is the town-owned property behind the Town Hall building. Rolesville put out an RFP for a developer to build affordable units on town-owned property. While we (the

consultants) are unsure of the status of the project, several organizations bid on the project with perspectives on how to include affordable developments. More information on development incentives can be found here:

<https://www.localhousingsolutions.org/housing-policy-library/reduced-or-waived-fees-for-qualifying-projects/>

- Goal regarding prioritizing density and mixed-use development.
 - Not a big fan of encouraging more dense development in Rolesville right now. Concerned with how Rolesville would maintain its small-town feel, infrastructure limitations, and traffic concerns.
 - *Similar to the example above, this is a heavily debated topic and we understand the concerns that have been raised.*

Goal 1: Plan for the Future of Housing; Recommendation 1: Work to establish and enact a vision for growth – is what puts Rolesville in a peculiar position. It is incredibly difficult, some theorize impossible for communities to adopt a no-growth strategy AND maintain affordability. These sentiments are partially what keep this plan high-level. Rolesville has conflicting sentiments about the community it wants to become. Most/all individuals want their children to be able to stay in the community or return after school and/or allow senior residents to age in place. However, people also want to maintain current character of communities to remain in place. This puts Rolesville in a difficult position because most of the housing inventory are single-family detached homes. However, both can exist with intentional and thoughtful planning and development.

Furthermore, part of the traffic challenges are a result of sprawl that has occurred in Rolesville and neighboring communities. Cars, trucks, and larger motorized vehicles are required for residents to get from point A to point B. Getting dinner, groceries, socializing with friends, going to work, are all activities that require vehicles, thus increasing traffic. Denser, mixed-use development can mitigate this by creating opportunities for people to walk or bike to their destinations as opposed to driving.

This cannot be fixed overnight, but coordinating development efforts in consultation with experienced transportation planners and county representatives should be incorporated into Rolesville's future growth planning.

- The appropriateness of some of the Plan’s referenced case studies.
 - Concerned with the applicability of some of the case studies as they are not applicable to the size of Rolesville. Don’t see a lot of the recommendations keeping Rolesville as a small town.
 - *The case studies are not necessarily meant to be “comps”/comparable communities, rather examples of best practices that have been implemented across the country. The Knightdale example was used for establishing and affordable housing trust fund because that was one of the primary recommendations where size of community would have an impact on decision-making/the implementation process. For other examples such as adjusting zoning codes, implementing fee waivers, collaborative efforts with county government, etc. that are less tied to community size were included because of their standard of practice.*
- Potential of affordable housing developments within the Little River Watershed.
 - *Not sure if a comment is needed. This was discussed often during engagements. Ultimately, with our conversations with Rolesville Town staff representatives, we decided to keep the report high-level and let town staff work on this topic with County staff.*
- Need what Wake Forest did in the 70’s and 80’s which are single story ranch affordable housing communities. Single story homes are not being built in Rolesville.
 - *Not sure if comment is needed. Again, this topic is a bit contentious, but our stance is that Rolesville needs to execute a plan to incorporate many different housing types, not only single-story ranch style. While building smaller, starter homes is a piece of the puzzle, there are many other efforts, such as multifamily, townhomes, mixed use, that should be considered.*
- What was the intended purpose of this plan?
 - *The intended purpose of this plan was to help Rolesville establish a vision and high-level plan for affordable housing. The Introduction provides additional context:*

“With the support of Town staff, TPMA conducted a series of data collection methods through publicly and privately available databases, facilitated stakeholder engagement workshops and interviews, and reviewed practices and emerging trends to assess the current environment in Rolesville and the wider Wake County area to understand how the housing ecosystem operates. The team then outlined the following goals to help the Town of Rolesville achieve its vision for the future:

- *Plan for the future of housing*
- *Diversify the housing mix*
- *Focus efforts on developing a housing ecosystem*

It is critical that as the Town of Rolesville pursues community housing goals and development, this plan is revisited and revised on a regular basis. It is recommended that the community residents and stakeholders receive progress updates annually and that the plan be revised within 5 years in order to ensure it is up to date with changes in the community's housing trends and needs."

- At what point does the Town make these recommendations regulatory? Are there any case studies on how to start implementing this plan?
 - *As mentioned earlier, based on our conversations with town staff, we opted to create a high-level plan that would be more palatable for the community members and allow for flexible implementation. Ultimately, the plan should serve as a community-informed guide of how to proceed toward increase affordability. It is up to town staff on how to best implement the plan.*
- Does not think that this is a start. Think it has a very strategic framework where we are not being specific and not defining what affordable housing means to Rolesville. What are the goals for the community? Questioning the process in other words is it typical for municipalities to do a plan and then create their vision or to create their vision and then create a plan with the framework to execute.
 - *Understood and that can be helpful. We are defaulting to our collaborative decision making processes with town staff again here. As a collective, we felt a more specific plan may have put the town in a challenging position.*
- Desire for more tangible, actionable and outcome-oriented recommendations and steps of implementation.
 - *Same response as above.*
- People that have grown up here cannot come back due to the Town's lack of affordable housing.
 - *Understood. See response above.*

Rolesville's 10-Year Affordable Housing Plan Comment Synopsis

From the Planning Board meeting held on September 22, 2025

Planning Board Member(s): The Plan is unchanged, and responses (to the Planning Board's questions and input) have been provided.

Staff: Correct; TPMA, the consultant, provided responses to the Planning Board's input.

Planning Board Member(s): (Reiterating) The consultant responded to the Planning Board's input and the Plan is unchanged.

Staff: Correct. The plan can be edited after adoption by the Town Board based on the Board's input.

Planning Board Member(s): A plan is outlined strategies, and the programs then address the strategies. Then, you come back after that, and you create programs that basically fulfill those strategies. Is that accurate?

Staff: Staff concurred and stated that every project has a scope which defines the intended content, breadth, and limits of in this case a Plan.

Planning Board Member(s): What are the five basic strategies of this plan?

Staff: Please refer to the Plan.

Planning Board Member(s): So, we're basically at the point to say does Rolesville want a 10-Year Affordable Housing Plan and that is what we are looking at.

Staff: The Board of Commissioners initiating the project, asking Staff to contract with a consultant, have the consultant prepare a plan, and then review the plan is the initiation of a Housing Plan which would translate into Housing Programs.

Planning Board Member(s): So, the first process is do we want a plan? Yes. The next step would be to start the foundation and then that feedback and that information would be coming back through the Planning Board as well, right? To further discuss and work with the Board of Commissioners.

Staff: The Board of Commissioners will determine what types of programs the Town pursues – Staff would expect that to have multiple public input opportunities, especially as part of the budgeting process.

Planning Board Member(s): On July 28th, the Draft Plan was presented. Now is the question, does the Town want a Housing Plan?

Staff: The presented Plan is a complete Draft – it will be up to the Board of Commissioners as to if or how it gets revised.

Planning Board Member(s): Working with Wake County was mentioned – has the County provided feedback on the Plan?

Staff: The County has been presented with the Draft Plan, and a representative is planned to attend and partake in the presentation to the Board of Commissioners on October 9th.

Planning Board Member(s): The Plan will go to the Board of Commissioners with the Planning Board's Recommendation of Denial, plus the July 28th comments and consultant responses – correct?

Staff: Yes – the Plan will be accompanied by the Planning Board's input and either the July 28th Recommendation or a recommendation made tonight (September 22nd).

Planning Board Member(s): Confirming – the Board of Commissioners will receive the Plan.

Planning Board Member(s): Will the Planning Board's comments be used to update the Plan before the presentation to the Board of Commissioners?

Staff: No, the summary documents of the July 28th Planning Board meeting – including the consultant responses – plus a summary of dialogue from the September 22nd Planning Board meeting will accompany the Draft Plan presented to the Board of Commissioners.

Staff: The Board of Commissioners is going to see the full Draft Plan and then all the Planning Board questions and input. The Plan is then in the hands of the Board of Commissioners, and they can adopt it as is, or they can seek to amend it as they like.

Planning Board Member(s): When the Planning Board makes comments or suggestions on a Rezoning (or Text Amendment) application, changes are made to reflect that. Why does that happen but when the Planning Board provides input on the Housing Plan, it is not triggering revisions – why?

Staff: Private Developments (or LDO language, which is law) is not analogous or the same as a Town Policy Plan. Planning Board feedback is incorporated by including it as attachments with the Draft Plan.

Planning Board Member(s): The Planning Board thinks ideas like land acquisition and land trusts should be in the Draft Plan – if the Plan is not being revised to include that before the Plan is presented to the Board of Commissioners, when might that occur?

Staff: The Board of Commissioners will receive the Draft Plan and the Planning Board’s input, and the Board of Commissioners can then decide if those items should be in the Plan, thus triggering revisions.

Planning Board Member(s): What is the definition of affordable housing in this Plan then as it is going to be presented to the Board?

Staff: Staff expressed that there are many and multiple ways to define “affordable housing” and the Board of Commissioners is ultimately going to create that definition for Rolesville and for the implementation of and moving forward with this Plan (if adopted).

Your FOR Info FYI

Town of Rolesville
Board of Commissioners
Work Session

October 21, 2025

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Financial Update

For month ending September 30, 2025

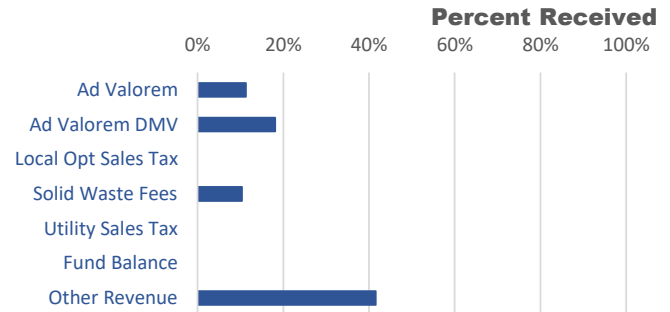


General Fund

The General Fund budget is established by the annual budget ordinance. These appropriations expire on June 30 of each year.

Revenues

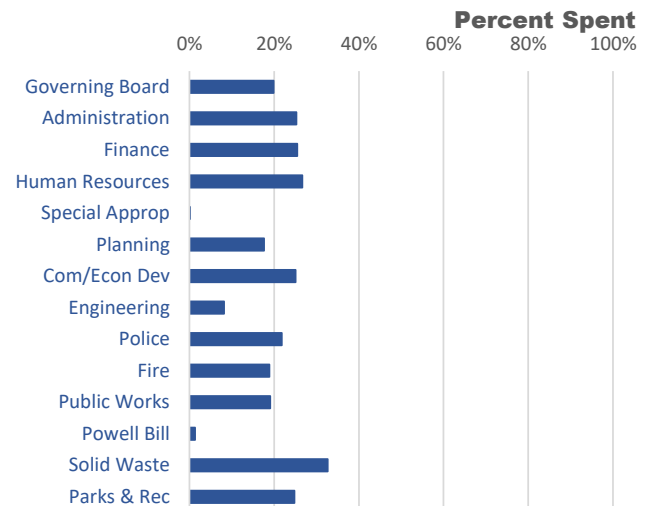
	FY24-25 Actual	FY25-26 Budget	FY25-26 YTD	YTD %
Ad Valorem	9,178,620	9,570,000	1,079,372	11%
Ad Valorem DMV	800,705	820,000	148,504	18%
Local Opt Sales Tax	3,624,139	3,615,000	-	0%
Solid Waste Fees	1,123,622	1,237,100	128,399	10%
Utility Sales Tax	702,465	670,000	-	0%
Fund Balance	-	1,608,435	-	0%
Other Revenue	2,947,633	5,264,240	2,189,057	42%
Total	18,377,184	22,784,775	3,545,333	16%



Expenditures

	FY24-25 Actual	FY25-26 Budget	FY25-26 YTD	YTD %
Governing Board	179,372	236,330	46,987	20%
Administration	1,035,601	1,232,330	311,401	25%
Finance	758,107	841,640	214,455	25%
Human Resources	345,874	342,610	91,227	27%
Special Approp	2,006,966	5,906,190	8,699	0%
Planning	1,313,211	1,337,435	235,545	18%
Com/Econ Dev	199,205	271,770	68,190	25%
Engineering		485,800	39,633	8%
Police	4,291,721	4,512,950	984,784	22%
Fire	1,384,487	2,741,550	516,866	19%
Public Works	1,093,696	1,234,390	235,697	19%
Powell Bill	16,325	1,050,000	13,867	1%
Solid Waste	1,531,717	1,223,000	399,543	33%
Parks & Rec	1,270,943	1,368,780	339,416	25%
Total	15,427,224	22,784,775	3,506,310	15%

Fund Balance Change 2,949,960



GENERAL FUND NOTES

- Overall, the General Fund is performing as expected. Some revenues have up to a 3-month lag in receipt.
- Department expenditures are generally within expected levels.
- Solid Waste is higher than the benchmark due to acquisition of the new yard waste compactor truck early in the year.

Administrative Budget Transfers

The governing board has authorized the Town Manager to approve transfers up to \$50,000. The transfers below occurred during this reporting period.

Date	FROM: Department / Line-Item	TO: Department / Line-Item	Amount	Explanation

<none>

Financial Update

For month ending September 30, 2025



Capital Funds

Capital budgets are typically established by a project ordinance, and the budget appropriation is valid for the life of the project.

Capital Projects Fund (Current Fiscal Year)

	FY24-25 Actual	FY25-26 Budget	FY25-26 YTD	FY25-26 YTD %
Revenues				
Streets-related	1,348,595		353,929	
Parks-related	1,468,122		416,792	
Fund Balance Approp		2,657,400		0%
All Other Revenues	58,543	2,045,470	14,598	1%
Transfer In	1,285,000	1,028,000		0%
Total	4,160,261	5,730,870	785,319	14%

Expenditures

Streets & Sidewalks	293,188	598,177	9,196	2%
Parks & Greenways	1,491,434	2,012,790	233,564	12%
General	601,633	3,119,903	102,073	3%
Transfer Out	-			
Total	2,386,255	5,730,870	344,832	6%

Fund Balance Change 1,774,006 440,487

LAPP Grants Fund (Current Fiscal Year)

	FY24-25 Actual	FY25-26 Budget	FY25-26 YTD	FY25-26 YTD %
Revenues				
All Other Revenues	227,189		54,142	
Grants - Federal	3,436,908	578,886	-	0%
Grants - State	117,263	1,080,000	-	0%
Grants - Local		652,718	-	0%
Reimbursements	423,312	363,641	-	0%
Transfer In	-	5,162,438	-	0%
Total	4,204,672	7,837,683	54,142	

Expenditures

LAPP Project	4,462,699	4,421,208	25,292	1%
Wallbrook	423,312	1,683,757	8,992	1%
ADA Curb Ramps	189,472	-	-	
Water/Sewer	67,281	1,732,719	-	0%
Total	5,142,764	7,837,684	34,284	

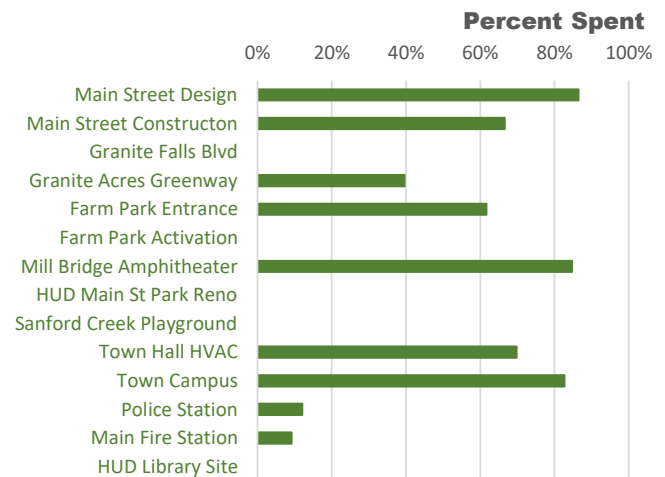
Fund Balance Change (938,092) 19,858

Utility Projects Fund (Current Fiscal Year)

	FY24-25 Actual	FY25-26 Budget	FY25-26 YTD	FY25-26 YTD %
Revenues	92,916	-	21,897	
Expenditures	-	-	-	
Fund Balance Change	92,916	-	21,897	-

Project Ordinances (Multiple Fiscal Years)

Project	Budget	Project to Date Actual	% Spent
Main Street Design	2,873,994	2,485,013	86%
Main Street Construction	23,403,339	15,599,940	67%
Granite Falls Blvd	200,000	-	0%
Granite Acres Greenway	323,500	128,093	40%
Farm Park Entrance	1,550,000	955,877	62%
Farm Park Activation	460,000	-	0%
Mill Bridge Amphitheater	470,000	398,421	85%
HUD Main St Park Reno	406,000	-	0%
Sanford Creek Playground	52,000	-	0%
Town Hall HVAC	80,000	55,825	70%
Town Campus	2,652,000	2,193,940	83%
Police Station	1,120,000	135,206	12%
Main Fire Station	1,350,000	124,200	9%
HUD Library Site	325,000	-	0%



Cash & Investments

By Fund

General Fund	17,460,850
Capital Projects Fund	11,276,063
LAPP Grants Fund	5,525,464
Utility Projects Fund	2,114,361
Total	36,376,738

By Type

Checking	911,394
Investment	35,465,345
Total	36,376,738

Parks and Recreation Director: June Greene
Administrative Support Specialist: Nara Stevens
Athletic Program Coordinator: Mark Pittman
Athletic Program Coordinator: Brandon Metzel
Cultural Program Coordinator: Tina White
Parks Superintendent: Eddie Henderson
Special Events Coordinator: Kristen Stafford



Athletic Programs Update

Current:

Fall Baseball/Softball:

- Fall season began 9/8

Fall Flag Football:

- Fall season began 9/8

Fall Soccer:

- Fall season games started 9/8
- Playoffs start 10/21
- Season plans to end on 10/27

Winter Basketball:

- Registration opened 9/8
- Practices start 11/5
- Games plan to start 12/10

• **2025 Fall Registration Athletic Numbers (as of 9/24/2025):**

Sport	Residents	Non-Residents	Total
Fall Soccer	133 (57%)	104 (43%)	237
Fall Baseball/Softball	137 (52%)	127 (48%)	264
Fall Flag Football	50 (52%)	47 (48%)	97
Winter Basketball	0	0	0
TOTAL	270 (55%)	225 (45%)	495

Rentals Update

- **Facility & Shelter Rentals (2nd QT 2025)**

Space	Residents	Non-Residents	Total Rentals	Gross Profit
Amphitheater	0	0	0	\$ 0
Community Center	12	3	15	\$4324
Gazebo	0	0	0	\$0
Shelter A	2	7	9	\$525
Shelter B	9	13	22	\$1190
Shelter C	4	3	7	\$345
Shelter D	1	0	1	\$75
Redford Place Park Shelter	0	0	0	\$0
TOTAL	28 (52%)	26 (48%)	54	\$6459

Special Events Update

• 3rd QT Special Events 2025

Events	Date/Time	Attendance
Rolesville 4 th Celebration	Friday, July 4, 2025 5:00 pm – 9:30 pm	~13,000
Blood Drive	Friday, July 18, 2025 9:00 am – 3:00 pm	41
Litter Sweep	Saturday, August 2, 2025 9:00 am	2
Music at Mill Bridge	Saturday, August 16, 2025 5:30 pm – 7:30 pm	80
Movies at the Middle	Friday, August 22, 2025 8:30 pm	35
Movies at the Middle	Friday, September 5, 2025 8:15 pm	21
911 Event	Thursday, September 11, 2025 6:00 pm – 8:00 pm	50
Blood Drive	Friday, September 19, 2025 9:00 am – 3:00 pm	40
Music at Mill Bridge	Saturday, September 20, 2025 5:30 pm – 7:30 pm	110
Eat. Well. Wake (6 events total)	2 nd & 3 rd Wednesday of each month 11:00 am	18
TOTAL EVENTS	15	TOTAL ATTENDANCE
		1,697

• 4th Quarter 2025 Special Events



October 2025

- Litter Sweep
- October 4th



November 2025

- Fall FunFest
- November 1st
- Veterans Day Celebration
- November 11th
- Holiday Food Drive
- November 17th
- Blood Drive
- November 21st



December 2025

- Litter Sweep
- December 6th
- Tree Lighting
- December 8th
- Holiday Food Giveaway
- December 19th

Cultural Programs Update

- **Enrollment (3rd Quarter):**

Program	Residents	Non-Residents	Total
Bingo - July	10	4	14
Bingo – August	11	6	17
Bingo – September	13	10	23
Zumba - July	13	7	20
Zumba - August	16	5	21
Line Dancing – August- September Session	7	14	21
Beginner Ballet – September	4	4	8
Hip-Hop TOTs – September	6	0	6
Summer Camp Week 4	20	4	24
Summer Camp Week 5	20	4	24
Summer Camp Week 6	20	4	24
Summer Camp Week 7	21	3	24
Summer Camp Week 8	22	3	25
Summer Camp Week 9	13	0	13
The Golden Years Expo	22	51	73
Crokinhole – September 25 th	6	2	8
TOTAL	224(65%)	121(35%)	345

- **Upcoming Offerings in 4th Quarter:**

- Hip Hop Harvest Youth Dance Class 1B
- Beginner Ballet 1B
- Tumbling Basics 1B
- Heart & Soul Expression – Inclusive Cooking Class
- Bingo
- Line Dancing
- Zumba
- Teen Mixed Media Drawing

- Schools Out(side)!
 - Senior Trip: The NC State Fair
 - Senior Trip: The Biltmore
 - Senior Trip: Caesars Virginis
 - Crokinole
 - Humana Health Talks
- October 2: The aging brain
November 20th: Tips to Prevent Falls
December 4th: Tips for Better Sleep

Project & Facilities Updates

- The Town will be receiving over \$400,000 in grant money from the federal government for a renovation and repair work project at Main Street Park. Staff have hired an engineering firm to conduct an environmental review before work can start on this project and this review is scheduled to be completed by the end of October.
- Staff are currently working on the next step of activating the Farm, which includes redesigning the planned event center into a multipurpose center with a gym, classrooms, offices, a full commercial kitchen and more. A recommendation to the Board of Commissioners to hire ADW to complete this work will be heard at the October 9th meeting. Staff are also working to hire a fencing company to remove the existing NCDOT fence and replace it with a more decorative black chain link fence.
- Staff is working with the Town Attorney to acquire the second easement required for the Granite Acres greenway connection. Staff was awarded a 100k grant for this project in January of 2025.
- A new light at the Mill Bridge Nature Park Amphitheatre has been installed, which has helped greatly with safety when concerts are over and adds to the overall aesthetic of the newly renovated space. There are some areas of the turf that have struggled with the weather this year and staff are about to hire a company to improve the turf for next year's events.
- Staff are now finalizing an updated greenway map and have used the training from this project to update the map with newly added sections of greenway to Town. The Town has now over 12 miles of trails with more currently being built in Parker Ridge, Rolesville Crossing, Wallbrook and other developments.
- A sign company has been hired to install 18 greenway rules signs along multiple sections of the Town's greenways. This is the first phase of installing this signage and includes some of the Town's earliest greenways as well as some of the newer ones.
- Staff has hired companies to continued scheduled maintenance projects: top dressing the athletic fields in July, invasive plant removals at Main Street Park and weed treatments for the athletic fields for this fall.
- Eddie took a Contracting for Construction and Design Services class with the UNC School of Government in September. This class has helped him learn a lot more about the process local governments go through to design and build horizontal and vertical structures.
- Staff held the first Tree Board meeting on August 29th. The various positions of the Tree Board were voted in and members voted on the Town's first Landmark Tree.



ROLESVILLE FIRE DEPARTMENT

FYI Report July-September 2025

Interim Chief: Jacob Butler

ONGOING/COMING SOON

- Fire Prevention and Education classes for Kindergarten, 1st Grade, and 2nd Grade students at local elementary schools throughout the month of October, focusing on fire safety awareness and emergency preparedness.
 - Rolesville Elementary School
 - Sanford Creek Elementary School
 - Jones Dairey Elementary School
 - Rolesville Charter Academy



- Live fire training has been scheduled in partnership with our mutual aid departments from Wake Forest, Wendell, Youngsville, New Hope, and Hopkins. The training will take place at the Town Campus site, providing an excellent opportunity to strengthen interoperability, enhance firefighting skills, and build teamwork across departments.

Incident Count by Month

Months in Incident Date	Incident Number
01/2025	101
02/2025	84
03/2025	104
04/2025	86
05/2025	91
06/2025	130
07/2025	124
08/2025	122
09/2025	113

Incidents by Type

Incident Type Group	Incident Number
100 - Fire	33
300 - Rescue & EMS	541
400 - Hazardous Condition	23
500 - Service Call	76
600 - Good Intent Call	145
700 - False Alarm	136
900 - Special Incident	1

PROMOTIONS

Volunteer Officers are the backbone of the Rolesville Fire Department — they serve as leaders, teachers, and trusted advisers within our organization.

We are proud to announce that Jeff Harrell and Ryan Lynn have been promoted to the rank of Volunteer Lieutenant. Please join us in congratulating them on this well-deserved achievement and in thanking them for their continued dedication and service to our community.





To: Mayor and Board of Commissioners

From: Isaac Poelman, Public Works Director

Date: October, 2025

Subject: Public Works Department – FYI October 2025

Overview

Over the past several months, the Public Works Department has remained focused on maintaining essential services, supporting community growth, and improving operational efficiency. Below is a summary of departmental activities, completed projects, and ongoing initiatives.

Operations and Maintenance

- **Mowing and Grounds Maintenance:** Completed regular mowing cycles for all town-maintained properties, rights-of-way, and parks. Adjusted schedules during heavy rainfall to maintain standards.
 - **Athletic Field Preparation:** Prepped and maintained ballfields daily throughout the recreation season.
 - **Work Orders and Requests:** Responded to numerous citizen and departmental work orders, including street maintenance, sign repairs, and ROW cleanups.
 - **Solid Waste Coordination:** Addressed multiple missed garbage/recycling collection calls in coordination with the contracted hauler, ensuring prompt resolutions.
 - **Storm Response:** Cleared debris and inspected stormwater structures following several summer storm events.
-

Capital and Infrastructure Support

- **Street Maintenance:** Assisted Engineering with asphalt patching and pavement assessments for upcoming resurfacing plan.
-

- **Traffic Calming and Safety:** Collected and reviewed speed data for multiple residential areas; collaborated with the traffic calming committee to evaluate requests for calming devices and develop a formal Traffic Calming Policy.
 - **Facility and Lighting Coordination:** Worked with Duke Energy, Wake Electric, and Planning staff to review light pole adjustments and coordinate new streetlight installations in growing neighborhoods.
 - **Parks and Facilities:** Supported the Parks & Recreation Department and Admin in the Chamber remodel and ongoing site improvement projects.
-

Departmental Improvements

- **Safety and Compliance:**
 - Developed a **Silica Exposure Control Program** in compliance with OSHA 29 CFR 1926.1153.
 - Continued work on a comprehensive **Safety Playbook** for onboarding and training.
 - Conducted equipment and facility inspections to improve accountability and readiness.
 - **Training and Professional Development:** Staff attended safety briefings, equipment operation refreshers, and cross-training within divisions.
 - PW staff completed 2 Silica Exposure training courses.
 - One maintenance Technician completed OSHA 30 General Industry Training.
 - **Fleet and Equipment:** Evaluated maintenance schedules and replacement needs; implemented improved tracking for preventive maintenance.
-

Community Support and Collaboration

- Assisted Planning, Economic Development, and Parks staff with site visits and coordination on new development projects.
 - Supported special events setup and breakdown for summer community events.
 - Maintained active communication with residents and other departments to ensure service reliability and responsiveness.
-

Looking Ahead

- Finalizing the Traffic Calming Policy.
- Implementing department-wide Safety Playbook and refresher training.
- Preparing for fall/winter grounds maintenance and holiday decorations.
- Evaluating new equipment options to improve efficiency and reduce downtime.

Respectfully submitted,

Isaac Poelman

Public Works Director

Town of Rolesville

October 21, 2025

To: Mayor Currin and Town Board of Commissioners
From: Planning Department Staff
RE: **Planning Department FYI**



Rose Bower, Michael Elabarger, Tanner Hayslette, Michele Raby, and Meredith Gruber

GovWell

Functionality and operations of Rolesville's new online portal platform for development review, GovWell, is moving smoothly (for a brand new tool that is still working out the expected kinks). The Technical Review Committee (TRC) is working through eight application submittals made in October. Use of the new GovWell platform supports the Focus Areas of Intentional Growth and Strong Organization by creating a better and more efficient customer service system that also improves Employee capacity to provide better customer service.

Site Construction Activity Updates

All Development Project Applications are available on the Town's website, listed in alphabetical order: <https://www.rolesvillenc.gov/planning/development-projects>

Selected construction activity updates are noted below:

- 302 S. Main St., The Learning Center, is in early stages of site work and preparation.
- 306 S. Main St., Scooters drive-thru coffee store, is close to exterior building completion and on-site work appears to be very close to concrete and paving work.

- 414 S. Main St., indoor recreation/entertainment complex, received its primary Building Permit and has been staging construction materials for several weeks. Foundation and then vertical construction should be imminent.
- Redford Place, Parker Ridge, is very close to the first townhome building construction in its' Phase 1, behind the Food Lion.
- Wallbrook has much activity including site clearing, grading, and preparation on Lots 7, 8 (Hall of Fame Car wash), 9, 10, and 11 (7-Eleven); lots 3, 4, 5A (Chase Bank), 5B (Chipotle), and 5C are also in some form of preparation. The townhome component has begun active marketing for the leasing of units.

Text Amendments in Review

Currently, there are two active Text Amendment (TA) applications: TA-25-07 and TA-25-08. Text Amendment applications, and other related documents, are available on the Town's website: <https://www.rolesvillenc.gov/project/0-ldo-text-amendments-2025>.

TA-25-07 Sign Ordinance Update

- Applicant: (Town-Initiated)
- This Text Amendment application has not yet been scheduled for a Planning Board meeting.
- Planning Staff are working on updating LDO Section 6.1. Signs to address the Town Board of Commissioners' concerns as well as inconsistencies found throughout the document.

TA-25-08 Hospital Use

- Applicant: Toby Coleman, Smith Anderson
- This Text Amendment application is scheduled for the October 27, 2025 Planning Board meeting.
- The application requests to make 'Hospital Use' permitted by right as a condition of a conditional zoning district.

Rezoning Applications in Review

There are five Rezoning (REZ) applications currently in review: REZ-24-05, REZ-25-03, REZ-25-04, REZ-25-05, and REZ-25-06.

REZ-24-05 – Atticus Woods – Wait Avenue

- Webpage: <https://www.rolesvillenc.gov/project/wait-avenue-2028-2200-2206-2216-2232>
- Applicant: Paul C. Schmidt, Ardent Building, LLC
- Location: 2028, 2200, 2206, 2216, and 2232 Wait Avenue
- Current Zoning: R&PUD and Residential Low (RL)
- Proposed Zoning: Neighborhood Center (NC)
- Proposed Uses: Single Family Attached and Detached Dwellings, Commercial Development
- Planning Board Meeting: October 27, 2025
- Legislative Hearing: TBD

REZ-25-03 – 625 Averette Road

- Webpage: <https://www.rolesvillenc.gov/project/625-averette-road>

- Applicant: David Peoples, Azure Development LLC
- Location: 625 Averette Road
- Current Zoning: R&PUD
- Proposed Zoning: Residential High Conditional Zoning District (RH-CZ)
- Proposed Uses: Single Family Attached and Detached Housing
- Planning Board Meeting: October 27, 2025
- Legislative Hearing: TBD

REZ-25-04 – Opal at Main

- Webpage: <https://www.rolesvillenc.gov/project/opal-main>
- Applicant: Robert J. Hayes, Grand Communities, LLC
- Location: 204 W. Young Street and one unaddressed property on N. Main Street
- Current Zoning: Residential Low (RL)
- Proposed Zoning: Residential High Conditional Zoning District (RH-CZ)
- Proposed Use: Single Family Attached Dwellings
- Planning Board Meeting: TBD
- Legislative Hearing: TBD

REZ-25-05 – Scarborough Village

- Webpage: <https://www.rolesvillenc.gov/project/scarboro-village-fka-apartments-201-s-main>
- Applicant: Matthew Shuey, Comm Dev LLC
- Location: Unaddressed property on S. Main Street, 201 S. Main Street, and 200 School Street
- Current Zoning: Residential Low (RL)
- Proposed Zoning: General Commercial Conditional Zoning District (GC-CZ) & Residential High Conditional Zoning District (RH-CZ)
- Proposed Uses: Single Family Attached Dwellings and Commercial Development
- Planning Board Meeting: September 22, 2025
- Legislative Hearing: TBD

REZ-25-06 – WakeMed Walls Cove

- Webpage: <https://www.rolesvillenc.gov/project/wakemed>
- Applicant: Thomas Cavender, WakeMed
- Location: Portion of 5036 Walls Cove Lane
- Current Zoning: Residential Low (RL)
- Proposed Zoning: Commercial High Conditional Zoning District (CH-CZ)
- Proposed Use: Medical
- Planning Board Meeting: TBD
- Legislative Hearing: TBD

MEMORANDUM

TO: Board of Commissioners

FROM: Virginia H. Jones, Interim Human Resources Director

DATE: October 15, 2025

RE: Human Resources FYI Update – 2nd Quarter Report FY2025

Town of Rolesville Human Resources Team



Pictured are Lily Richardson, Human Resources Analyst (left) and Virginia (Ginny) Jones, Interim Human Resources Director (right).

Executive Summary:

The purpose of this report is to provide a high-level overview of the Human Resources Department's achievements, challenges, and trends for the second quarter of FY2025.

The Human Resources Department continues to serve the Town and its employees assisting in the areas of recruitment and talent, compensation and

benefits, performance management, training and development, employee relations, compliance with labor law, and strategic planning. Human Resources is responsible for managing the employee lifecycle, from hiring and onboarding to managing employee issues and ensuring a safe and compliant work environment.

During this quarter we have worked to meet the Town's objective to invest in our workforce. We continue to position the Town of Rolesville as an employer of choice by strategically focusing on initiatives that reflect the Town's commitment to a talented, well-supported team. Examples include the following budget initiatives:

- Provided all permanent employees with a minimum 4.3% increase, established separate pay plans for General and Public Safety employees, and created career ladder programs for selected positions.
- Joined the North Carolina Health Insurance Pool (NCHIP) to provide health insurance and ancillary benefits at a price that is more affordable than what might be available in the individual commercial market. This allows the Town to control costs and minimize the impact of large claims thus leading to more predictable and stable premiums.
- Transitioned to a Focal performance evaluation date. The purpose of this transition is to conduct all performance evaluations at the same time, which simplifies administration, ensures fairness, and aligns performance with organizational goals.

Other Achievements:

- **Kicked off the Town's first Employee Appreciation Week.** This was the Town's opportunity to reach out to all employees by creating recognition experiences that were heartfelt, fun, and memorable in appreciation for their dedicated and hard work.
- The Town contacted the Department of Labor and requested voluntary health and safety assessments of Town facilities with the objective of ensuring we provide a safe and healthy work environment for town staff and visitors. The Town received results, recommendations, and other information that we continue to address in our efforts to provide a safe and healthy workplace.

- Continue to partner with PoliHire, executive search firm, to help fill the three current Town leadership positions (Fire Chief, Human Resources Director, and Planning Director).

New Hires:



Cheyenne Umphlette onboarded 7/14/25 as a Police Officer I



Ryan Mooring onboarded 7/14/25 as a Senior Police Officer



Christian Van Alstine onboarded 8/4/2025 as a Maintenance Worker I



Walker Scarboro onboarded 10/6/25 as a Maintenance Worker I



Stephanie Whitaker onboarded 10/6/2025 as a Police Officer I

Key Metrics:

Headcount:	71 Full time equivalent personnel
Voluntary turnover rate:	2%
Time to hire:	30-45 days
Number of recordable workers' compensation claims	4
Retirements	.01%

Conclusion:

In summary, the second quarter marked a period of strong performance for the Human Resources Department, with many challenges and achievements. While the department observed some disruption due to the departure of the Human Resources Director, our team effectively covered essential HR duties, communicated transparently with staff to rebuild trust, and found an interim human resources director to help mitigate long-term consequences. Our focus for the third quarter will be on updating our new hire/onboarding process, implementing training and development programs, and updating the Town's personnel policy. This is all in keeping with the Town's strategic plan.