



North Carolina Vision 2030: Four Pillars of a Secure Future

nc> | North Carolina
Chamber
Foundation

A Plan for Accelerating Job Growth and Securing North Carolina's Future

“The North Carolina Chamber has become an **invaluable** organization for our state. The development of a clear, long-term strategic plan is crucial in setting the direction for North Carolina. The North Carolina Chamber is poised to promote **growth** and **vitality** for our state by serving as a critical link between the public and private sector. Investing in Vision 2030 ensures North Carolina will continue to **focus** on the pillars critical to job growth – Education & Talent Supply, Competitive Business Climate, Infrastructure & Growth Leadership and Entrepreneurship & Innovation.”

— Anne Lloyd,
Executive Vice President and CFO
Martin Marietta Materials, Inc.

“The North Carolina Chamber is now a **leading** organization for North Carolina. Their **vision** to develop a long-term economic development plan, with the **guidance** of the business community was imperative, as we are expecting 3 million more people living here by 2030. **Investing** in Vision 2030 will allow North Carolina to become a leader in education, develop a stronger, more competitive business climate, promote job retention and creation, improved workforce development and better infrastructure.”

— Stan Kelly,
Regional President, Carolinas Community Banking
Wells Fargo

North Carolina Vision 2030 Campaign Council

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According to the U.S. Census Bureau,

North Carolina's **population** is expected to **grow** by **3 million** people by **2030**.



Yet even as the population has increased in recent years,

our state has been

losing jobs

since 1999.

To meet the needs of the growing population, North Carolina must

create 1 million new jobs by 2030,

or **62,500 jobs per year**.

To empower North Carolina's business community, the North Carolina Chamber Foundation – a nonpartisan, business-led, solutions-oriented organization – developed a long-term strategic plan to produce good jobs.

North Carolina Vision 2030 is a forward-thinking, strategic plan that provides focused economic development initiatives to drive real economic recovery and growth for North Carolinians.



The purpose of Vision 2030 is to provide the following:

1. Long-term focus where policy trumps politics
2. A single business agenda with strategic initiatives aimed squarely at job creation; and
3. Clear metrics, transparency and accountability

To achieve the ambitious goal of job creation, the plan outlines four “Pillars of a Secure Future”:



According to an Organizational Value Proposition® report prepared by Convergent Nonprofit Solutions' Outcomes Lab in early 2014, the creation of 62,500 jobs a year could drive these financial benefits for North Carolina:

- More than \$7.5 billion in total earnings per year
- \$4.1 billion in additional consumer expenditure per year
- Nearly \$652 million in area deposits for North Carolina banks per year

To realize these economic gains in the coming years, the North Carolina Chamber Foundation seeks **investors** to enable full implementation of the important work needed to be done to secure the above benefits.

North Carolina must be a business-friendly state that attracts top employers and employees and provides a high quality of life. Job creation is the key. **Vision 2030** provides the means to deliver it.



The first priority outlined in **Vision 2030** is to develop and maintain strong education and workforce-development systems. Factors that will produce a competitive, diverse, world-class workforce include:

- Effective, innovative public schools (from Pre-K through grade 12) that graduate students prepared for secondary education and 21st-Century jobs
- A strong community college system that works with public schools, the higher education system and North Carolina employers to develop, train and retain a globally competitive workforce
- A world-class university system (public and private) that is demand-driven, responsive to the needs of North Carolina businesses and communities, fosters innovation, and facilitates entrepreneurship



Desired Outcomes

North Carolina will be a **leader** across the nation in children's preparedness in reading and mathematics upon arrival in kindergarten. North Carolina will incrementally **increase** the number of three- and four-year-olds enrolled in preschool to eventually surpass the national average enrollment of **47.6%**.

Reduce the number of fourth graders reading below basic levels by **32%**, and those performing below basic levels in math by **12%**.

Improve the North Carolina high school **graduation** rate to **90%**.

Raise the bar and achieve successful implementation of the internationally benchmarked Common Core State Standards in education.

Lead the nation in community college **enrollment** by maintaining one of the **lowest tuition rates** in the nation.

Increase the number of science, technology, engineering and math (STEM) **degrees** awarded to 18-24-year-olds by **5%**, to exceed the national average of **16.5%**.

By 2020, all community colleges will have **apprentice programs** certified by the Apprenticeship and Training Bureau.

Increase North Carolina's public university **graduation rate** to continue exceeding the national rate, and rank among the top five in the country.



The second pillar of this strategic plan addresses North Carolina's competitive business climate as compared to other states' rankings. **Vision 2030** breaks down issues that impact competitiveness into **eight key areas**:

1. Taxes

- Amend business taxes to become competitive with the level of state and local business taxes in other states and countries. Taxes on mobile capital investments must also be competitive.
- Apply the benefits principal to taxes, assuring they are in line with benefits received. Improve the stability over the economic cycle that provides sufficient built-in, long-run revenue growth without the need for continuous rate changes.
- Maximize simplicity and voluntary compliance of the new tax system to be understandable and transparent with low compliance costs for taxpayers and administrators.
- Develop predictable tax liabilities with stable tax laws. Improve these areas to maximize voluntary compliance.

2. Health Care

- Develop a strategy for educating North Carolina residents on the importance of a healthy lifestyle and management of chronic conditions, improving their quality of life while reducing health care costs.
- Educate North Carolinians to be more cognizant of the costs of health care.
- Implement a strategy to shift reimbursement for health care from paying for quantity to paying for quality and outcomes that drive value for patients, payers and providers.
- Eliminate the duplication of costs and efforts by shifting from a silo approach to a real system of care focused upon the entire episode of care.
- Identify clearly which core health care services are critical to prioritize and protect.

3. Workers' Compensation

- Become a leader for achieving a fair and balanced way to help injured employees while lowering transaction costs of workers' compensation.

4. Tort Reform and the Legal Climate

- Achieve measurable improvements making North Carolina's legal system faster, fairer and more predictable. Improving these areas will drive our state's ranking from the middle to the top of the list.

5. Regulatory Environment

- Increase regulatory efficiency that balances job creation and environmental protection by creating a more streamlined and transparent rulemaking process.
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6. Unemployment Insurance

- Pay our debts to the federal government as quickly as possible and restore the system to a position of solvency, affordability and integrity.
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7. Right-to-Work Status

- Protect our right-to-work statute in order to be as competitive as possible in the site-selection process.
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8. Government Efficiency

- Establish spending priorities, and identify and eliminate the leaks that drain scarce dollars away from these priorities.

Desired Outcomes

- Lower North Carolina's corporate tax rate to be competitive and ensure long-term economic growth. Business and personal income tax rates are lowered to be competitive with other states.
- Create \$7,545,070,887 in new payroll across the state for every 62,500 primary jobs created in eight industry segments: business services; distribution and electronic commerce; aerospace vehicle defense; education and knowledge creation/educational support; education and knowledge creation/research; financial services/investment activities; financial services/insurance; and medical devices.
- Obtain a Top 10 ranking among states for legal climate and fairness of litigation environment, improving from the ranking of 20 in the 2012 State Liability Systems Survey.
- Secure a number one ranking from Forbes for regulatory climate.
- Obtain through expansion, incubation and recruitment new direct primary jobs with an average salary of \$57,865.70 and new indirect jobs with an average salary of \$40,497.60.
- North Carolina's unemployment rate will consistently remain below the national unemployment rate.
- Increase the amount of personal income in North Carolina by \$5,281,549,621.
- Implement a statewide health care program that makes health care more affordable, accessible and available to residents.



North Carolina's workforce has adapted over the years from working primarily in tobacco, textiles and furniture, to a more diversified employment base spanning multiple industries.

The third pillar in **Vision 2030** will help facilitate innovations and advances to bolster North Carolina's leadership in technology, pharmaceuticals, finance, food processing and manufacturing.



Desired Outcomes

Elevate our entrepreneurship and **innovation** rankings to be in the Top 10 in all areas measured by the U.S. Chamber of Commerce's *Enterprising States Policies that Produce* for Entrepreneurship and Innovation.



Obtain a **Top 10** ranking nationwide for **high-tech GDP**.

Improve North Carolina's **legal climate** so it ranks consistently in the top five states in each of the areas identified by business organizations as key measures for a leading lawsuit climate.

Be among the **top five states** for venture capital, private equity and capital formation, based on improvements in the treatment of this type of investment, and adoption of policies to **promote** capital formation that do not overly impede upon the free market.

Obtain a Top 10 ranking in **positive tax policy** for entrepreneurship and small businesses.

Emerge and be identified as one of the top states for **entrepreneurship** and small businesses when it comes to tax policies.





By 2030, North Carolina’s population is expected to grow by approximately 20 percent to 12 million, making us the seventh most populous state in the country. The fourth pillar of **Vision 2030** addresses sufficient infrastructure maintenance and improvements to meet the demands required by this growth.

Sufficient physical infrastructure – including transportation, water and sewer, energy and broadband – is required for good jobs and a secure future.

Energy

- Make available land and offshore permits for energy exploration and hydraulic fracturing.
- Serve as a leader in research on safe and environmentally conscious methods of energy exploration.

Broadband

- Use public-private partnerships to leverage North Carolina Research and Education Network (NCREN) to provide high-speed Internet access to the state’s underserved citizens and businesses.

Water

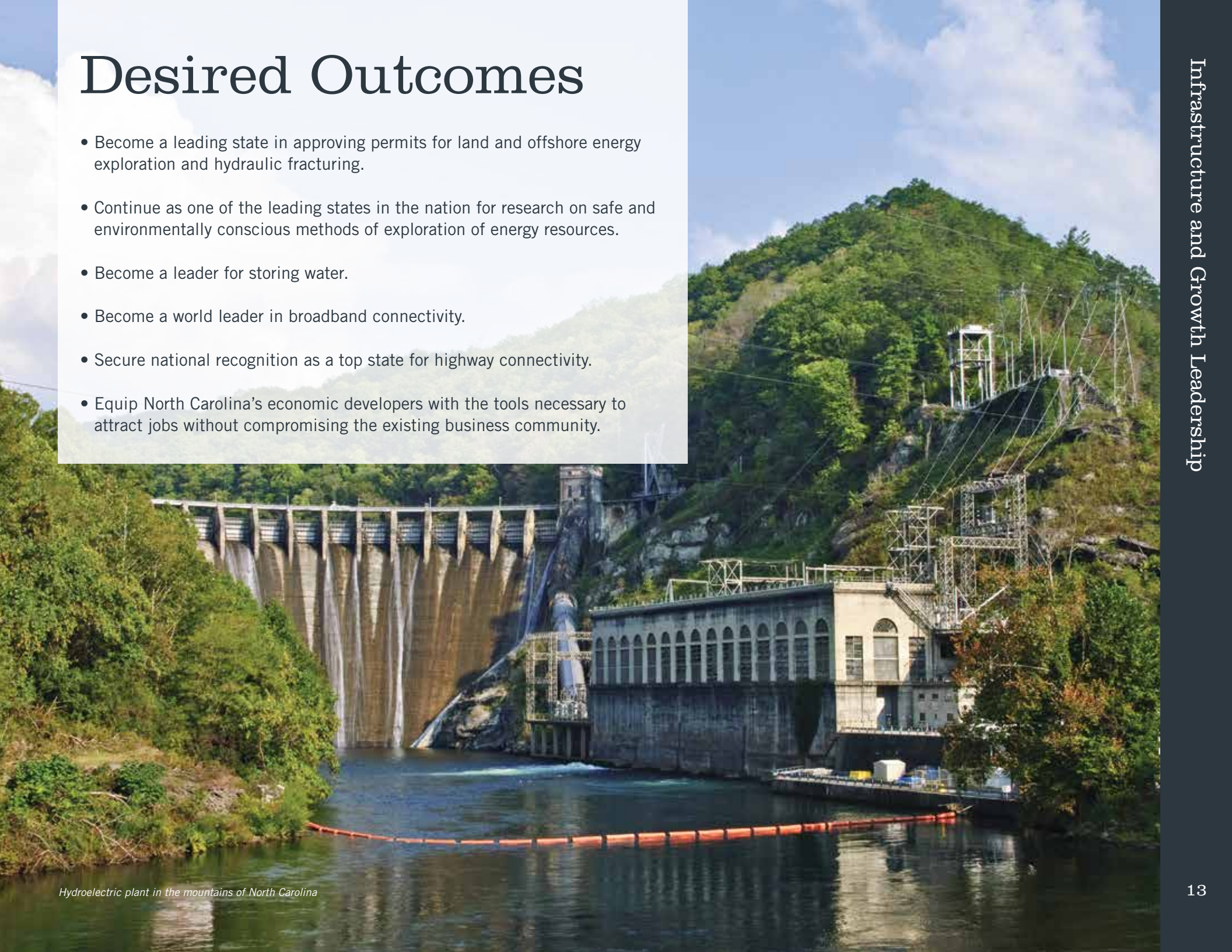
- Increase water supply planning and development.
- Implement new techniques and technologies to become a leader in water storage.
- Establish a program to preserve potential water storage sites, and capture and reuse storm water for lawn and landscape irrigation and other non-potable purposes.
- Create a program to expand and facilitate the re-use of highly treated wastewater as “reclaimed water.”
- Develop strategies that use state-of-the-art financial modeling and processes to plan for rainwater treatment, water distribution and wastewater treatment that are prepared for increased demand and growth.

Transportation

- Become nationally recognized as a top state for highway connectivity.
- Develop a well-established State Freight Plan and Freight Advisory Committee in order to increase our competitiveness and freight mobility.
- Build one of the top ports on the East Coast.
- Implement a sustainable funding strategy for transportation.
- Achieve an effective intergovernmental transportation strategy that increases options for connectivity of major freight and commerce-related movement.

Desired Outcomes

- Become a leading state in approving permits for land and offshore energy exploration and hydraulic fracturing.
- Continue as one of the leading states in the nation for research on safe and environmentally conscious methods of exploration of energy resources.
- Become a leader for storing water.
- Become a world leader in broadband connectivity.
- Secure national recognition as a top state for highway connectivity.
- Equip North Carolina's economic developers with the tools necessary to attract jobs without compromising the existing business community.



Hydroelectric plant in the mountains of North Carolina

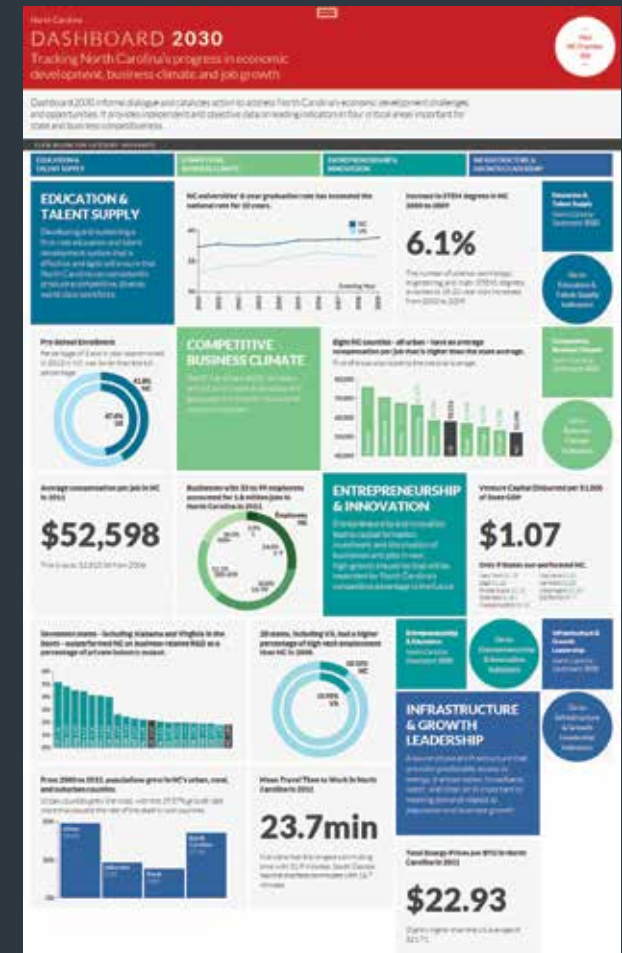


In addition to bolstering the four pillars, there is a critical messaging component tied to this campaign. Strategic tactics that will help tell our story of job creation include:

- Continue frequent and consistent media outreach and engagement on positive economic growth stories
- Schedule events to provide updates on progress made toward the outlined goals
- Issue frequent press releases, and provide briefings on economic development accomplishments to the public, investors and stakeholders
- Publish and distribute timely newsletters and other materials
- Secure feedback and suggestions from top investors on profiles and story angles to highlight
- Broaden support for the Vision 2030 strategic plan and long-term vision by continuing to engage the business community
- Publish an annual report that includes a progress report on the state's economic growth as well as North Carolina Chamber Foundation progress

Measuring Progress

The North Carolina Chamber Foundation has contracted with RTI International to develop a tool to measure progress on key metrics and success. **Dashboard 2030 (ncdashboard.net)** is designed to provide clear metrics, transparency and accountability. The data is housed online and is accessible, without charge, to anyone with Internet access.



www.ncdashboard.net

Job creation is essential to growing North Carolina's economy. To meet the needs of our growing population, and therefore our workforce, we need to create 1 million jobs by 2030. That breaks down to about 62,500 jobs per year.

The North Carolina Chamber Foundation has developed a comprehensive strategic plan to create jobs and maintain economic viability.

To fund the initial five years of operations for implementing the **Vision 2030** strategic initiatives, funding requirements are:

Education and Talent Supply	\$3,460,000
Competitive Business Climate	\$3,630,000
Entrepreneurship and Innovation	\$2,080,000
Infrastructure and Growth Leadership	\$2,190,000
Communications and Investor Relations	\$660,000
Total Five Year Budget	\$12,020,000

The creation of 62,500 jobs a year is expected to return these **annual** benefits to North Carolina:

More than **\$7.5 billion** in total earnings

\$4.1 billion in additional consumer expenditure

Nearly **\$652 million** in area deposits for North Carolina banks

Dashboard 2030 (ncdashboard.net) will be one of the key components used to measure progress and ensure accountability.

Although the groundwork to produce these results has been laid, there is still much work to do. **Successful attainment of the \$12,020,000 goal will put this plan into action.**

Your support is needed!

Make your pledge and invest in **Vision 2030** so that all of North Carolina will realize these very attainable returns. To find out more about how your investment in **Vision 2030** can pay dividends for decades to come, contact:

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