

# Case for Investment

2024-2028



**The Campaign**

For a Greater Chapel Hill-Carrboro

For 80 years, The Chamber for a Greater Chapel Hill-Carrboro has been the most effective leadership organization serving and advancing the business interests of the Greater Chapel Hill-Carrboro region of North Carolina. The Chamber's network includes more than 600 member enterprises that employ more than 95,000 workers in the region. With its strong member network, effective volunteers, and professional staff, The Chamber is building a resilient community where business thrives.

The Chamber has initiated a five-year campaign designed to strengthen the community and fulfill the vision of being a resilient, globally- recognized community with the talent, infrastructure, and investment needed to drive the success of local employers and support world-class education, public amenities, and thriving downtowns.

**The Campaign for a Greater Chapel Hill-Carrboro** builds on past success by focusing on three initiatives that offer our region the most opportunity for economic growth using proven workforce, economic and community development strategies, as well as innovative new ideas. These initiatives are:


- **Invest in Workforce Development**
- **Accelerate Small Business Growth and Improve Business Retention and Startup Support**
- **Increase Housing Supply and Affordability**

Like you, we care deeply about our community and its future. We believe the new direction outlined in this Case for Investment will bring impactful, positive change to our region, which is why we have chosen to invest our time in promoting and fundraising for this plan. Your organization's support is critical to The Campaign's and our region's success.

In partnership with you and other like-minded leaders, we trust that the Greater Chapel Hill-Carrboro region will exceed our expectations for prosperity and growth for all.

With optimism for the future and our warmest personal regards,



  
**Creighton Blackwell**  
Campaign Co-Chair  
Coastal Credit Union



  
**Scott Maitland**  
Campaign Co-Chair  
Top of the Hill Restaurant  
and Brewery

## CAMPAIGN CO-CHAIRS



**Creighton Blackwell**  
Coastal Credit Union



**Scott Maitland**  
Top of the Hill

## HONORARY CABINET MEMBERS



**JB Buxton**  
Durham Tech



**Vakesia Graves**  
Duke Energy



**Kevin Guskiewicz**  
UNC Chapel Hill



**Janet Hadar**  
UNC Health



**Nyah Hamlett**  
Chapel Hill-Carrboro  
City Schools



**Pam Hemminger**  
Former Chapel Hill Mayor



**Lilyn Hester**  
Google



**Damon Seils**  
Former Carrboro Mayor



**Ellen Shannon**  
Triangle Media Partners



**Brian Toomey**  
Piedmont Health

## CAMPAIGN CABINET



**Elie Abou-Rjeileh**  
Olmaz Jewelers



**Sweta Adkin**  
Adkin CPA PLLC



**Manish Atma**  
ATMA Hotel Group



**Lori Doherty**  
Doherty Home  
Inspections



**Ali Evans**  
2022 Leadership Chapel  
Hill-Carrboro President



**Reagan Greene**  
2018 Chamber  
Board Chair



**Kelly Holcombe**  
Blue Cross and Blue  
Shield of North Carolina



**Joel Levy**  
Joel I. Levy  
CPA PLLC



**John Kiley**  
Retired Executive



**Dan Lehman**  
UNC Health



**Chris McClure**  
UNC Chapel Hill



**Lauren Rivers**  
Rivers Agency



**Wes Rowe**  
Wintergreen Hospitality

# WHAT'S INSIDE

PAGE 5

CHALLENGES + GOALS

PAGE 6

FIVE-YEAR PLAN

PAGE 7

**INITIATIVE I:** INVEST IN WORKFORCE DEVELOPMENT

PAGE 8

**INITIATIVE II:** ACCELERATE SMALL BUSINESS GROWTH  
AND IMPROVE BUSINESS RETENTION AND STARTUP SUPPORT

PAGE 9

**INITIATIVE III:** INCREASE HOUSING SUPPLY AND AFFORDABILITY

PAGE 10

NEW FUNDING REQUIREMENTS

PAGE 11

ECONOMIC IMPACT

PAGE 12

2023 CHAMBER LEADERSHIP

## CHALLENGES + GOALS



### Workforce Development

#### THE CHALLENGE

Our community boasts one of the nation's highest percentages of adult residents with advanced degrees and NC's lowest unemployment rate, but the current talent pipeline is broken.

Local employers offer high-paying jobs in compelling career pathways, but struggle to find qualified workers. Residents need better training, pathways, access, and connections to them.

#### THE GOAL

An employer-led talent pipeline that aligns education and training opportunities with high-demand jobs, increasing the social mobility of all residents, while also meeting the workforce needs of employers.



### Business Retention and Small Business/ Entrepreneur Support

#### THE CHALLENGE

Entrepreneurs must overcome a series of hurdles to start and scale their enterprises, and once successful, to stay and grow locally.

It must be easier to start and grow a business and better organize the innovation ecosystem with clearer pathways to engage the complex network of business-support organizations.

#### THE GOAL

Establish a more cohesive system that improves business growth and retention, increases access to assistance and resources, and focuses efforts on starting and growing Black, Latinx, and refugee owned enterprises.



### Housing Affordability and Availability

#### THE CHALLENGE

Local rent for a two-bedroom apartment is now \$1,563, a 29% increase since 2019, and 52% of Orange County renters are spending more than the recommended 30% of household income on rent.

Orange County has 10,500 more jobs than housing units, and a recent Chapel Hill study identified a dramatic local housing shortage and recommended adding 500 new housing units per year for the next 20 years.

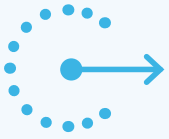
#### THE GOAL

Support local employee recruitment, retention, and future job growth by adding 600 units each year to keep up with existing demand, and prioritize housing affordability by adding 1,500 units of Affordable Housing.

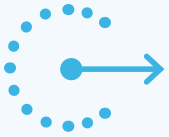


## FIVE-YEAR PLAN

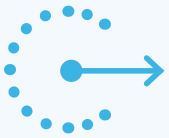
The Campaign builds on The Chamber's work of serving and advancing the business interests of Greater Chapel Hill-Carrboro through the implementation of three key initiatives outlined below. Each initiative will be executed and supported alongside the public and private investors and local community partners.



**Initiative I:**  
Invest in Workforce Development

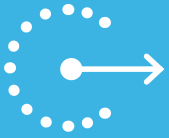


**Initiative II:**  
Accelerate Small Business Growth and Improve  
Business Retention and Startup Support



**Initiative III:**  
Increase Housing Supply and Affordability





# Initiative I: Invest in Workforce Development

## INITIATIVE DETAILS

- Create and staff an employer-led Workforce Council to develop an effective talent pipeline strategy and better manage local workforce development efforts and initiatives.
- Commission a biennial Regional Workforce Analysis benchmarking current workforce composition and hiring needs.
- Increase access to affordable early childhood care and education, both improving parent participation in the workforce and supporting early childhood development.
- Expand work-based learning opportunities for students and re-careering adults.
- Strengthen partnerships with schools, community colleges, and universities to maximize public/private investment in local workforce development.

## OUTCOMES

**80% adults**  
“workforce-ready”  
with a post-secondary  
degree, certificate,  
or credential

**5,000 more**  
Orange County  
residents employed



**80% of  
students**  
reading on grade level  
by end of 3rd grade

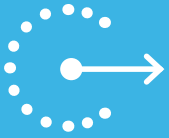
**80% of high  
school students**  
eligible to attend a  
UNC System School  
(19+ ACT score)

**200 more**  
childcare slots  
are available

**<4% unemployment  
+ >60% Workforce  
Participation Rate**

Annual Budget: \$80,420  
Five-Year Budget: \$402,100





# Initiative II: Accelerate Small Business Growth and Improve Business Retention and Startup Support

## INITIATIVE DETAILS

- Map the strong network of entrepreneurial support systems to improve business access to local support organizations, services, and resources.
- Improve the regulatory and policy landscape to better support business success and reduce government friction that slows local business growth and retention.
- Hire a director of minority business success to advance new business starts and existing business retention and growth with a focus on Black, Latinx, and refugee populations.
- Improve access to resources and networks (grants, training, banking, contracts, referral network, capital, business planning, peers, certifications, and customers).

## OUTCOMES

**5,000 more**  
jobs in  
Orange County

**400 new**  
Black, Latinx, and  
refugee-owned  
enterprises

**1,000**  
**net new**  
Orange County  
businesses

**\$2 billion**  
in new  
investment

**Black and  
Hispanic per capita  
income grows faster  
than average per  
capita income**

**\$250 million**  
in funding announced

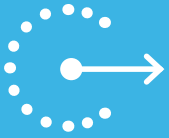


**750**  
patents  
filed

Annual Budget: \$127,600  
Five-Year Budget: \$638,000







## Initiative III: Increase Housing Supply and Affordability

### INITIATIVE DETAILS

- Create and staff a Housing Innovation and Advocacy Partnership of public/private partners to champion policy solutions that will increase local housing supply and affordability.
- Make housing easier and less expensive to build by identifying available land, regulatory reforms, and streamlining the development approval processes.
- Accelerate adoption of employer-sponsored and employer-supported housing.
- Expand the municipal services boundary to enable the extension of water/sewer services needed to support denser housing development.
- Work with elected officials and policy makers to achieve housing supply and affordability targets with public progress tracking and reporting.

### OUTCOMES

**1,500 new**  
units of  
Affordable Housing

**\$10  
million+**  
Affordable Housing  
bond scheduled

**3,000 new**  
residential  
units built



**\$10  
million+**  
Revolving Loan/Housing  
Trust Fund created

Annual Budget: \$72,200  
Five-Year Budget: \$361,000



## PROPOSED FUNDING REQUIREMENTS

	Annual Goal	Five-Year Goal
<b>Initiative I:</b> Invest in Workforce Development	\$80,420	\$402,100
<b>Initiative II:</b> Accelerate Small Business Growth and Improve Business Retention and Start-Up Support	\$127,600	\$638,000
<b>Initiative III:</b> Increase Housing Supply and Affordability	\$72,200	\$361,000
<b>Total Funding Need</b>	<b>\$280,220</b>	<b>\$1,401,100</b>



## CAMPAIGN ECONOMIC IMPACT

The Campaign economic development strategy was created to deeply influence and positively impact the local economy, The following figures help illustrate the projected overall economic impact based on the creation of 5,000 new jobs in Orange County.



**5,000**

New primary jobs created

**1,800**

Calculated new indirect jobs created

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**6,800 TOTAL NEW JOBS BY 2028**



**\$391M**

Total annual direct payroll

**\$517M**

Total direct and indirect annual payroll



**\$306M**

New annual disposable personal income

**\$286M**

New annual consumer spending

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**\$1.55B IN NEW WAGES PAID THROUGH 2028\***

\*Assuming even annual job growth of 1,000 per year

Disposable Personal Income: Personal Income less Personal Tax and Nontax Payments

Net Personal Consumption Expenditures: Disposable Personal Income less Personal Savings, Interest, and Personal Transfer Payments



## 2023 CHAMBER LEADERSHIP

### Officers and Executive Committee Members

**Lori Doherty**, Chair, Doherty Home Inspections  
**Dan Lehman**, Vice Chair, UNC Health  
**Sweta Adkin**, Treasurer, Adkin CPA PLLC  
**Vakesia Graves**, Immediate Past Chair, Duke Energy  
**Aaron Nelson**, President and CEO, The Chamber  
**Betsy Harris**, Vice Chair for Government Affairs, Armacell  
**Connolly Walker**, Vice Chair for Membership, Harris and Company Insurance  
**Chris Peronto**, Vice Chair for Strategy, Healthcare Strategist  
**Tola Oguntoyinbo**, Vice Chair for Technology, ShineBiG Feedback  
**Creighton Blackwell**, Chair of The Partnership, Coastal Credit Union  
**Robert Saunders**, General Counsel, Brooks Pierce Law Firm

### Directors

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**Manish Atma**, Atma Hotel Group  
**Jes Averhart**, Jes & Co.  
**Donna Bell**, Congruence Counseling Group  
**La-Tasha Best-Gaddy**, Infinity Bridges  
**Tim Dalton**, Truist  
**Greg Fitch**, Fearington Village and Fitch Creations  
**Rory Gillis**, Triangle Digital Partners  
**Dr. Nyah Hamlett**, Chapel Hill-Carrboro City Schools  
**Mayor Pam Hemminger**, Town of Chapel Hill  
**Kelly Holcombe**, Blue Cross and Blue Shield of North Carolina  
**Joel Levy**, Joel I. Levy, CPA PLLC  
**Scott Maitland**, Top of the Hill Restaurant and Brewery  
**Chris McClure**, UNC Chapel Hill  
**Poonam Nandani**, Hendrick Southpoint Auto Mall  
**Jennifer Player**, Habitat for Humanity of Orange County  
**Eliazar Posada**, Posada Strategy Consulting  
**Anna Richards**, Orange County Board of County Commissioners  
**Caroline Riggsbee**, Pinnacle Financial Partners  
**Michael Rodriguez**, Subway  
**Wes Rowe**, Wintergreen Hospitality  
**Mayor Damon Seils**, Town of Carrboro  
**Mark Sherburne**, The Carolina Inn  
**Ryan Stewart**, Trinsic Residential Group

### Staff

**Jensen Anderson**, MSW, Director of Community Engagement and Assistant to the President  
**Rebecca Dickenson**, Vice President for Membership  
**Hayley Loftus**, Communications and Business Support Specialist  
**Aaron Nelson**, IOM, President & CEO  
**McKenzie Steagall**, Director of Programs and Member Engagement





Investing in our community's future means addressing our unique local challenges head-on. With strategic investments aimed at workforce development, small business growth, and housing affordability, we are building a brighter, more prosperous, and more resilient Greater Chapel Hill-Carrboro where opportunity flourishes.



**Aaron Nelson**  
The Chamber  
President and CEO

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[carolinachamber.org/campaign](http://carolinachamber.org/campaign)



**The Chamber**  
For a Greater Chapel Hill-Carrboro