



Elevate Hoover - A \$3.5 Million Capital Campaign Strategic Plan Overview

WHAT IS ELEVATE HOOVER?

- An enhancement of the current joint venture partnership between the **City of Hoover and the Hoover Area Chamber of Commerce**.
- A platform for public and private sector leaders to work together on **shared community and economic development needs, goals, and opportunities**.
- It will establish near-term priorities and develop **multi-year strategic initiatives to be implemented by the Chamber (and other partners as appropriate)**.
- **Funded by public and private stakeholders** through multi-year pledges.
- **Governance and oversight provided by an advisory committee** comprised of investors, Chamber Board Members, and City leaders/staff.

WHY DO WE NEED IT?

Despite Hoover's growth, economic success, excellent schools, and enviable quality of life, **we face challenges to future prosperity, as well as competition from other communities for jobs, investment, and human capital**. Hoover also has many opportunities to enhance its stature as one of the most dynamic and vibrant communities in metro Birmingham, the State of Alabama, and the Southeastern U.S. And because Hoover's needs and opportunities are unique -relative to the region - **we must pursue Hoover-centric objectives and strategies** – even while supporting and participating in regional efforts such as the BBA, GBCVB, and others. Those Hoover-centric efforts will be better aligned and far more effective if they are **developed and delivered via a public-private partnership**.

THE CHAMBER'S RESPONSE:

Elevate Hoover was envisioned by the Hoover Area Chamber of Commerce over a year ago to create such a partnership. Dozens of stakeholders have provided input, ideas, and feedback through focus groups, meetings, and confidential one-on-one interviews. The following **five-year action plan reflects the priorities of Hoover's business leaders, City officials, and others who care about our current and future prosperity**. The Chamber, through Elevate Hoover, will support existing City efforts with a more robust approach to economic & community development by:

- **Creating a forum for public and private sector leaders** and stakeholders to come together to establish shared agendas and priorities.
- **Increasing organizational capacity** to ensure effective implementation and execution of strategic objectives.
- **Ensuring accountability to stakeholders and investors** through appropriate and sound governance and oversight of its initiatives.
- Establishing an **enduring platform for planning/execution of future initiatives** – led by future leaders and focused on future needs and opportunities.
- **Enabling the City's economic development efforts to do more**, with assistance from business leaders and private sector funding.

Objectives	Strategies	Tactics
<p>Increase public awareness and assist the City of Hoover in marketing and raising awareness of economic and community development efforts.</p>	<p><i>Serve as a marketing and research partner for the City of Hoover’s Economic Development Department</i></p>	<ul style="list-style-type: none"> • Create and hire a Brand Marketing Director position at the Chamber. • Hire a Researcher/Data Analyst to ensure accurate, current, and custom information in reports, proposals, and presentations – especially industry, labor, and demographic data used for trend analyses and by external decision-makers. • Engage a firm specializing in economic/community development branding & marketing to develop marketing plans and collaterals. • Convene industry leaders for networking, shared learning, events, and industry collaborations. • Develop & maintain robust web portal, electronic marketing tools (apps, geo-fencing, etc.), social media and print materials. • Publicize and support the City’s efforts in business recruitment, retention, and expansion. • Prepare and distribute an annual report, regular communications, press releases, and updates regarding Elevate Hoover’s work to enhance City efforts in community and economic development
<p>Create a thriving small and mid-size business ecosystem</p>	<p><i>Be the “concierge” for entrepreneurs, start-ups, and small and mid-size business owners to promote and connect businesses to essential resources, people, information, and opportunities.</i></p>	<ul style="list-style-type: none"> • Create a small business brand and “Shop Hoover” marketing campaign and mobile materials. • Convene small and mid-size business owners regularly for public meetings, information-sharing sessions, open hearings, charettes, etc. • Enhance programming and branding within the entrepreneurial council and SBA for small business education and resources. • Develop programming to help entrepreneurs and small businesses access funding, talent, and market opportunities. • Develop a mentoring and retention network of small businesses, start-ups, and entrepreneurs. • Hire Event Manager to begin implementation of small business events & programming.
<p>Encourage people to live, work, play, and start a business in Hoover</p>	<p><i>Create a new public relations and community relations strategy to tell Hoover’s story.</i></p> <p><i>Create and leverage new opportunities and events to bring Hoover businesses and residents together.</i></p>	<ul style="list-style-type: none"> • Contract with a marketing firm to reimagine a new quality of place “brand” for Hoover. • Enhance and grow our communication through digital media platforms and website upgrades. • Create and maintain an “all-inclusive” web portal for “Live, Work & Play in Hoover” to include HD digital cinema, search engine optimization, search engine marketing, social media, digital ambassadors, and mobile apps to connect people with Hoover amenities. (i.e. Employers, Real Estate, Community, Etc.) • Produce collaterals that can be used by local companies for their marketing purposes. • Develop a local and targeted national media strategy to promote Hoover’s top 100 ranking by Livability as a “best place” to live, work, play, and start your own business. • Create “Intro Hoover” – an event that will introduce new residents to Hoover’s neighborhoods, attractions, resources, etc.

Objectives	Strategies	Tactics
<p>Informed Business Community</p>	<p><i>Serve as the community’s convener to foster dialogue and to create needed resources and solutions.</i></p> <p><i>Create multi-media platforms for communications, advocacy, and business intelligence.</i></p>	<ul style="list-style-type: none"> • Conduct policy research to articulate Hoover’s value proposition and analyze new legislative issues, while supporting regional strategies through information and communication • Create avenues (surveys, meetings, networking events) for local businesses to voice concerns, needs, and impediments. • Create ad hoc task forces to find solutions to most serious and prevalent issues facing Hoover businesses. • Serve as clearinghouse for resources and contacts to assist local businesses (permitting, regulatory, legal, finance, etc.) • Continue to partner with regional agencies and area Chambers addressing issues effecting the region. • Optimize external marketing, public relations efforts, and social media outlets, to effectively convey the City of Hoover’s “We’re open for business” message.
<p>Government Relations</p>	<p><i>Serve as liaison for small and mid-size businesses to local and state governments.</i></p> <p><i>Increase volunteer participation in the Chamber’s Government Relations Committee to champion business interests with elected officials</i></p>	<ul style="list-style-type: none"> • Create a Public Policy Director position for a Chamber presence at government meetings and to research legislative and community advancement initiatives. • Coordinate legislative days at all levels of government to give Hoover’s interests an appropriate “voice.” • Identify and inform policymakers on key issues impacting small and mid-size businesses or the local business climate. • Host public meetings with elected officials, business, and community leaders to discuss emerging legislative issues impacting Hoover residents. • Create a legislative bill tracker and “scorecard” to monitor bills that may affect Hoover businesses. • Continue to partner with regional agencies and area Chambers to address regional issues
<p>Act as a community partner for diversity, inclusion, and belonging</p>	<p><i>Communications to increase awareness of Hoover as a culturally diverse, safe, and welcoming community.</i></p> <p><i>Support diversity in Hoover’s business leadership</i></p> <p><i>Measure and monitor diversity in the business community and workforce</i></p>	<ul style="list-style-type: none"> • Formal collaborations with businesses, community stakeholders, nonprofits, churches, educators, government, and others to respond to issues around diversity, identify and foster diverse leader, and improve the quality of life for all. • Work with appropriate partners to support minority business start-ups and to foster an inclusive entrepreneurial ecosystem. • Create an annual Supplier Diversity Plan • Develop and maintain a web-based tool (or app) to connect minority-owned business with corporations, governments, and agencies in search of diverse suppliers and vendors. • Create a diversity “scorecard” with indicators to evaluate, measure, and amplify efforts in the areas of organizational agility, talent acquisition, and supplier diversity. • Identify and advance community programming to support targeted populations in the region. • Contract with a grant writer to research, write proposals and develop annual funding plan.

III. CULTIVATE TALENT

Five-Year Budget: \$1.75 million

Objectives	Strategies	Tactics
Home-grown talent for local businesses	<p><i>Identify employer needs, opportunities, and skills gaps.</i></p> <p><i>Create Business-Education-Career Training Facility partnerships.</i></p> <p><i>Support Young Professionals</i></p>	<ul style="list-style-type: none"> • Hire a Director of Workforce Development to lead all efforts and collaborations with partners. • Retain specialty firm to develop comprehensive PR/Marketing strategies focused on talent. • Conduct Workforce Skills Analysis survey to understand needs of Hoover businesses. • Develop GIS mapping of regional talent assets and workforce pipelines to balance supply and demand. • Enable conversations between business/industry and training & educational institutions. • Reimagine YP Hoover to create opportunities for learning and networking, civic involvement, and overall investment in the future of Hoover. • Launch Workforce in Industry Council (WIN)
Be employers of choice	<p><i>Recognize top employers to work for in Hoover.</i></p> <p><i>Market, publicize and celebrate top companies, emerging companies, and employers of all sizes in talent attraction efforts.</i></p>	<ul style="list-style-type: none"> • Create a Top Places to Work “brand” for Hoover companies to highlight their values. • Create a Top Places to Work Honors and Awards program and recognition event. • Create a Best Workplaces annual report and incorporate it into all marketing, PR, and social media. • Use the reimagined YP Hoover’s social media strategy to promote employers and tell “employee stories.” • Develop a talent-to-employer bridging and onboarding program for Hoover’s top employers and industries. • Develop a talent asset map and regional workforce pipeline mapping report
Attract talent to Hoover	<p><i>Partner with City of Hoover and other regional organizations in marketing Hoover to targeted audiences.</i></p> <p><i>Collaborate on workforce development initiatives.</i></p> <p><i>Use social media to engage talent outside of the Hoover area.</i></p>	<ul style="list-style-type: none"> • Add a Workforce Marketing Coordinator position to support the Director of Workforce Development in the management and coordination of partners. • Partner with City and retained agency to create & maintain a “one-stop-shop” web portal and social media/digital ambassador program for working in Hoover. • National marketing & PR efforts to promote and feature Hoover companies, careers, and livability. • Target professionals outside the region with Hoover roots to “come home.” • Partner with BBA’s “Onboard BHM” program to better connect young workers with the community. • Support Hoover employers’ efforts at regional College-to-Career fairs and industry events to match interns, graduating seniors, and recent graduates with area employers and jobs. • Optimize external marketing, attraction and PR efforts and leverage social media and new technologies to effectively convey the Hoover talent message.

Total Elevate Hoover Five-Year Budget: \$3.5 million

Accountability, Oversight of Investments & Outcomes

The funds needed to implement the Hoover Area Chamber of Commerce’s Elevate Hoover Initiative will be sought from those with a vested interest in the Hoover Area’s economic future – businesses, public institutions, community leaders, and individual stakeholders. The Hoover Area Chamber of Commerce Board of Directors along with major campaign investors will provide oversight of invested funds and program implementation. In order to track progress, implement strategic activities, and demonstrate tangible returns to its investors, Elevate Hoover will strategically pursue meaningful goals using performance-based measurements **to be achieved by the end of the five-year cycle**. Elevate Hoover’s leaders and staff will be held accountable to their investors.

Quantitative Goals & Key Implementation Targets

- Increase Hoover’s labor participation rate by 2%
- Increase Hoover’s annual sales tax revenues by approximately 2%
- Increase percentage of total population in Hoover by approx. 4.9%
- Increase visitors and spending annual impact by approx. \$10 million or at least 20% by end of the plan.

Pillar #1 Foster Economic Growth:

- Hire Brand Marketing Director and Data Researcher/Analyst position no later than in second quarter of 2024.
- Engage a marketing/public relations consulting firm specializing economic development, talent attraction and quality of place marketing/branding in first quarter of 2024. (RFP 11/23)
- Hire Event Marketing Manager by end of year of 2024.
- Finalize strategies, materials, and begin execution of a targeted national media marketing strategy and campaign in first quarter of 2025.
- Begin small business ecosystem development and programming late in second quarter of 2025.

Pillar #2 Be the Voice of Business:

- Hire Public Policy Director position no later than end of first quarter of 2025.
- Formalize data, research, programming and volunteer structure for small business, minority, and entrepreneurial initiatives in first quarter of 2024.
- Begin policy research and data gathering activities for local businesses in the summer of 2024.
- Contract with independent grant writer for research and development of grant funding in fourth quarter of 2025.
- Have full implementation of Informed Business Community, Government Relations, and Diversity & Inclusion strategies by third quarter of 2025.

Pillar #3 Cultivate Talent:

- Hire Director of Workforce Development by second quarter of 2024.
- Begin workforce skills surveys in fourth quarter of 2024.
- Have upgraded technical and digital assets in place by third quarter of 2024. (GIS, Geofencing, etc.)
- Hire Workforce Marketing Coordinator by second quarter of 2025.
- Complete development and roll out new website, web-based apps, portals, and digital media strategies for workforce marketing late in third or early in fourth quarter of 2025.
- Implement full talent attraction, retention, and development programming by fall of 2025.

Projected Economic Impact and Return on Investment for Elevate Hoover

Impact Measure	Increased Population Spending	Increased Visitor Spending
Jobs	3,185	122
Income	\$214,281,029	\$4,841,313
Value Added	\$310,124,105	\$7,733,465
Output	\$559,027,898	\$13,806,544
Disposable Income	\$182,781,718	\$4,129,640
Consumer Spending	\$176,018,794	\$3,976,843
Savings Deposit Potential	\$6,762,924	\$152,797
County Tax Revenue	\$1,697,151	\$79,520
County - Municipalities Tax Revenue	\$3,873,251	\$174,333
County - Special Taxing Districts Revenue	\$1,921,967	\$89,054
State of Alabama Tax Revenue	\$11,439,554	\$421,980
Private Sector Return on Investment ROI	Population & Tourism	\$19.78 : \$1.00
Public Sector ROI	Population & Tourism	\$6.27 : \$1.00

- **Returns on investments in Elevate Hoover** will be very positive. In 2023 dollars, 5 years of growth in population and visitor spending, from proposed marketing efforts will return \$19.78 to the business community in average corporate profits for every \$1.00 invested. For every \$1.00 invested by local government, \$6.27 will be returned in the form of new tax revenue. The public sector ROI is less than the private ROI because it does not include State or federal taxes since they would not be investors. *The projected new state and federal tax revenues generated are detailed in the full analysis.

- **The goal to increase population** by 4.9% will fill 1,756 direct jobs created by the City of Hoover, income of \$129.6 million, value added of \$164.7 million, and new output (new business) of \$299.3 million. These are the initial and “direct” impacts that will multiply from the impact of sales, income, spending and saving. The initial impacts will multiply to create; 3,185 jobs, a multiplier of 1.81 and \$214.3 million of income, a multiplier of 1.65. Value added will multiply by 1.88 to total \$310.1 million, and output (total business) by 1.87 to total \$559.0 million.

- **The goal to increase visitor spending** by \$10 million will also create direct jobs, income, value added and output. After the initial impacts multiply, increased visitor spending will create; 122 jobs, a multiplier of 1.39 and \$4.8 million of income, a multiplier of 1.67. Value added will multiply by 1.78 to total \$7.7 million, and output by 1.82 to total \$13.8 million.
- **In 2023 dollars, the 5-County study area and its’ taxing units will receive** a total of \$7,492,369 in new annual taxes from the population increase, and \$342,907 from increased visitor spending. Total income of \$214,281,029 from the 4.9% population increase will create disposable income, spending and savings. In 2023 dollars, total income after taxes, will create disposable income of \$182,781,718, consumer spending of \$176,018,794 and \$6,762,924 in savings deposit potential. Total income of \$4,841,313 from a \$10 million increase in visitor spending, will create \$4,129,640 in disposable income, \$3,976,843 in consumer spending, and \$152,797 in savings.

Elevate Hoover Top 10 Spending Categories Increased Population & Visitor Spending

Rank	Spending Category	Spending in Millions
1	Housing	\$59.2
2	Transportation	\$32.8
3	Food	\$22.3
4	Personal insurance and pensions	\$20.2
5	Health care	\$14.9
6	Entertainment	\$9.2
7	Cash contributions	\$6.8
8	Apparel and services	\$4.3
9	Education	\$3.1
10	Personal care	\$2.0

Source: NCDS, Economic Strategy Center IMPLAN Input/Output model for Hoover, Alabama - Table 1. Two sets of impacts: one from *increased population* and another set of impacts from *increased visitor spending*. Economic impacts include “direct, indirect, and induced” impacts and these are measured by: jobs, income, value added, and output (total business activity). Impacts also include spending, savings, and new tax revenue. New output and tax revenue are used to calculate the return on investment for both private and public investors. Table 1 summarizes projected 5-year total economic impacts in 2023 dollars from *Elevate Hoover* activities that will increase population and visitor spending.