



Tacoma Anchor Institutions Network

City of Tacoma | Media and Communications

Government Performance and Finance Committee

September 17, 2019

ITEM #1



OVERVIEW



- What are anchor institutions and what is an anchor network?
- How we got here
- Next Steps for a Tacoma Anchor Collaborative

What are anchor institutions?



- Anchors are businesses that are rooted in place, have significant investments in a community, and are highly unlikely to relocate or disinvest in the community they are located.
- As institutions rooted in place, anchor institutions are uniquely positioned to address economic disparities by intentionally focusing employment and workforce development strategies on communities most impacted by adverse economic conditions.

3

What is an anchor network?



- A partnership between several anchors in a given community, with a common agenda is referred to as an anchor collaborative or network.

Anchor Partners

- MultiCare Health Systems
- CHI Franciscan Health
- University of Puget Sound
- University of Washington- Tacoma
- Bates Technical College
- Tacoma Community College
- Tacoma Public Schools
- Tacoma Housing Authority
- Greater Tacoma Community Foundation
- City of Tacoma

4

BACKGROUND



- 2016, staff travels to Cleveland
- Fall 2017, The City hires The Democracy Collaborative (TDC) to explore a collaborative strategy in Tacoma.
 - TDC focuses on building community wealth through place-based strategies such as Anchor Institutions that creates more equitable and inclusive outcomes for all.
- February 26-27 2018, TDC and the City hosted half day workshops to develop strategies for local hiring and procurement.

5

ALIGNMENT TO TACOMA 2025



Tacoma 2025 Focus Area	Relevant Indicators	Anchor Opportunity
Economy / Workforce	<ul style="list-style-type: none"> • Increase number of diverse, livable wage jobs • Increase the number of infrastructure projects and improvements that support existing and new business developments • Increase the percent of people relocating to the city and affordability of housing compared to neighboring jurisdictions 	<p>Anchor institutions are major local employers. In addition to direct hiring, anchor institutions can influence an employment ecosystem through supporting other local businesses.</p> <p>Example: Through its Vision 2010 initiative, University Hospitals in Cleveland, OH changed the culture of inclusion and local spending via a project labor agreement. Leveraging construction spending dollars, UH was able to support existing local, minority, and women-owned businesses; create new jobs; and influence companies to open local offices in Cleveland.</p>

6



ALIGNMENT TO TACOMA 2025



Tacoma 2025 Focus Area	Relevant Indicators	Anchor Opportunity
Livability	<ul style="list-style-type: none"> Improve access and proximity by residents of diverse income levels and race/ethnicity to community facilities, services, infrastructure, and employment 	<p>While many anchor strategies begin with hiring and procurement, anchor institutions can also support housing, infrastructure, and other community facilities.</p> <p>Example: Through its investment portfolio, Bon Secours Health System, has helped build more than 800 units of affordable housing and helped to develop a community land trust.</p>

7



ALIGNMENT TO TACOMA 2025



Tacoma 2025 Focus Area	Relevant Indicators	Anchor Opportunity
Education	<ul style="list-style-type: none"> Increase the number of college students that find employment and remain in Tacoma after post-secondary completion 	<p>Developing the capacity of the local community is critical to the success of anchor strategies. This begins by recognizing local assets and resources, and creating avenues for residents to live into their full potential.</p> <p>Example: Tacoma Public Schools' Teach 253 program fosters a pathway for local high school students who pursue undergraduate degrees in education to work as educators within Tacoma Public Schools upon graduation..²⁵</p>

8



ALIGNMENT TO TACOMA 2025



Tacoma 2025 Focus Area

Relevant Indicators

Anchor Opportunity

Civic Engagement

- Increase the percentage of residents who believe they are able to have a positive impact on community and express trust in the public institutions in Tacoma

Anchor institutions can strengthen civic engagement and community connections by supporting staff to show up as employees and neighbors.

Example: In addition to local hiring and procurement initiatives in targeted neighborhoods, Rush University Medical Center in Chicago, IL has added volunteerism as a key pillar of their anchor strategy, and solicits participation in decisions that are relevant to the community.

9



ALIGNMENT TO TACOMA 2025



Tacoma 2025 Focus Area

Relevant Indicators

Anchor Opportunity

Accessibility and Equity

- Increase the number of Tacoma households that have livable wage jobs within proximity to the city

Anchor institutions can leverage shared resources to help entry level employees understand and be prepared for available career pathways. In this way, anchors can help transform a paycheck into a stable, living wage opportunity.

Example: Johns Hopkins University & Health System's HopkinsLocal program provides entry level employees with coaching and other support systems—with a focus on residents with the greatest barriers to employment.

10

AUGUST 15 KICKOFF



- Reviewed the Anchor Collaborative Report from TDC
- Showed examples of how this work has been successful elsewhere
- Broke into 3 teams: Leadership, local hiring, and local procurement
- Set goals and timelines for 2019 for each group

11

NEXT STEPS



- Next convening – October
- Draft network MOU and goals by end of 2019
- Launch the network in 2020

12



Tacoma Anchor Institutions Network

City of Tacoma | Media and Communications

Government Performance and Finance Committee

September 17, 2019

ITEM #1

