



TO: Elizabeth Pauli, City Manager
FROM: Tanisha Jumper, Office of Strategy, Engagement, and Communications Director
COPY: Economic Development Committee; Tadd Wille, Executive Liaison; City Clerk's Office
PRESENTER: Bucoda Warren, Strategic Initiatives Coordinator;
SUBJECT: Tacoma Anchor Network Strategic Framework Update
DATE: August 31, 2021

PRESENTATION TYPE:

Informational Briefing

SUMMARY:

The purpose of this memo is to Tacoma Anchor Network's participatory strategic planning process conducted between February and May 2021. The goals of this process were to clarify the mission and priorities of the Network; reflect on the history of the Network to elevate strengths and areas for improvement; and establish a roadmap and guidelines for the Network as it continues to develop.

BACKGROUND:

The Tacoma Anchor Network was launched in 2018 to support the community priorities identified in the Tacoma 2025 strategic planning process, particularly economy, workforce, livability, accessibility and equity, education, and civic engagement. The report *Establishing an Anchor Network in Tacoma* articulated the initial alignment between anchor institutions and City of Tacoma priorities, and outlined a process for continued collaboration.

Between 2018 and 2019, the City facilitated regular convening of anchor stakeholders, building a strong sense of connection and trust. In January 2020, the Network convened to outline priorities and goals, and made significant progress. However, the onset of the COVID-19 pandemic brought a pause to long-term planning and goal setting.

Throughout 2020 and 2021, the Network served as an information hub to coordinate COVID-19 responses between anchor institutions.

ISSUE:

The Tacoma Anchor Network's participatory strategic planning process from February-May 2021 resulted in a strategic framework that clearly states the Network's intentions of contributing to a more equitable future for Tacoma, while also leaving room for adaptability, learning and growth within the Network. The framework is comprised of a mission statement, Network priorities, and core anchor activities as well as more clarity around Network membership, meeting structure, collaborative decision making, and organizational development.

The Tacoma Anchor Network increases coordination between Tacoma's place-based institutions in order to facilitate equitable economic development, reduce health and economic disparities across Tacoma, and adopt an anti-racist approach to addressing systemic inequities.

The Network is committed to strengthening community trust in institutions; improving community health, safety, and wellbeing; and building an economy that allows everyone in Tacoma to achieve their full potential.



Tacoma Anchor Network Priorities:

The Network is uniquely positioned to address local disparities by focusing on three priority areas:

- Hiring: Creating pathways to connect all Tacoma residents to local, stable, and living wage employment and careers.
- Purchasing: Increasing purchasing and contracting from local businesses, with a focus on minority- and women-owned businesses.
- Investing: Aligning investments to address root causes of housing insecurity and other disparities highlighted in Tacoma's Equity Index.

In May 2021, the Network aligned around four initial working groups. The goal is to achieve some measurable successes in 2021, lay the groundwork for future working groups, and strengthen the Network's capacity. Throughout the summer of 2021, these groups will clarify their goals and report to the Network on their progress as they move forward.

- Healthcare Apprenticeship Pathways: In partnership with the National League of Cities and Workforce Central, the Network will develop pathways for healthcare careers and apprenticeships focused on addressing barriers to workforce participation for low and no-income residents.
- Local Procurement Landscape: In partnership with Emerald Cities Collaborative and Health Care without Harm, the Network will conduct an analysis of the economic impact of local anchor institutions, with the goal of sharing baseline data and identifying opportunities for local procurement and investment with the community.
- Addressing Affordable Housing: The Network will survey the landscape of opportunities for anchor institutions to invest in development of affordable housing in Tacoma with the goal of identifying an impactful project in 2021.
- Organizational Capacity: The Network will explore funding and resource needs to adequately support collaboration in the coming years.

ALTERNATIVES:

This is an information briefing only. There is no fiscal impact.

FISCAL IMPACT:

This is an information briefing only. There is no fiscal impact.

RECOMMENDATION:

This is an information briefing only. There is no fiscal impact.