



Tacoma Anchor Network Update

City of Tacoma | Office of Strategy, Engagement, and Communication

Economic Development Committee
August 31, 2021



1

OVERVIEW



- Overview and History of the Network
- Mission, Priorities and Core Activities
- Working Groups
- Next Steps



2

2

What are Anchor Institutions?



Anchor institutions are organizations that are rooted in place and wield significant economic and social influence. Often public or nonprofit organizations, they are unlikely to relocate or disinvest from the locations in which they are rooted.



3

3

Tacoma Anchor Network




- **Tacoma Anchor Network** member institutions are Tacoma's large place-based public, non-profit or municipal institutions who have committed to collaborate with the intention of advancing the Network's goals and dedicate staff time and other resources to that effort.




4

4

Current Members




- Bates Technical College
- City of Tacoma
- Greater Tacoma Community Foundation
- Metro Parks Tacoma
- MultiCare Health
- Pierce County Transit
- Tacoma Community College
- Tacoma Housing Authority
- Tacoma Public Schools
- University of Puget Sound
- University of Washington, Tacoma
- Virginia Mason Franciscan Health




5

5

History



- The Tacoma Anchor Network was launched in 2018 as a method of implementing Tacoma 2025, particularly around economy and workforce.
- 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.



6

6

History



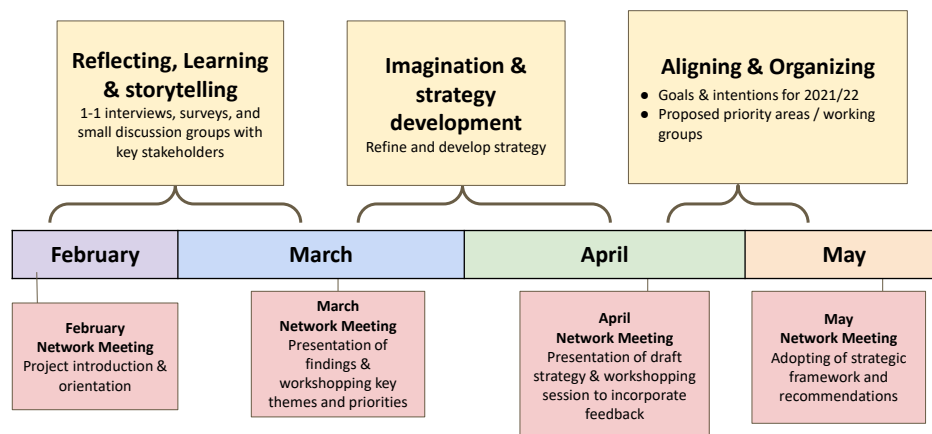
- COVID-19 saw a shift from past work
- Throughout 2020 and 2021, the Network served as an information hub to coordinate COVID-19 responses between anchor institutions.
- In 2021 the Network adopted an anti-racist approach to its collaborative work through its Strategic Framework



7

7

Strategic Framework Process



8

8

TAN Mission Statement



- 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.



9

9

Core 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 the Tacoma Equity Index.



10


10



Core Activities

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| Shifting Operational Dollars and Practices: Examine and adapt business and workplace practices at all levels, in order to create a lasting shift toward a culture of racial equity. | Coordinated Investments: Align capital investments, grantmaking, or in-kind investments of staff resources or infrastructure to positively influence the social determinants of health. |
| Collective Policy Advocacy: Advocate to policy-making bodies in order to advance the adoption of successful practices and strategies the Network is piloting, and/or remove barriers to adopting practices that are more equitable. | Information Sharing and Mutual Support: Communicate across organizations to respond to emerging needs more quickly; share success and failures that can support each other's learning and growth; and normalize transparency and openness between organizations. |

11



Convenings

| Monthly Network Meetings | Bi-Annual Working Retreats | Bi-Annual Leadership Summit | Working Groups Organized Around Specific Projects |
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| Purpose Information sharing, accountability, relationship building Format Virtual 1.5 - 2 hours Ideal Participant Regular participation of core anchor champions who are actively engaged as points of contact from each institution Occasional participation of executive leaders, subject matter experts, and other decision makers connected to the work | Purpose Setting or refining goals; providing feedback to working groups; celebrating progress; reflecting on obstacles and setbacks; prioritizing areas of work; and workshopping ideas in real time together Format In person once we're able Half or full day Ideal Participant Champions and points of contact from each institution; participants from working groups; subject matter experts and decision makers relevant to current topics | Purpose Engaging executive leaders in successes, big challenges, and key decisions of the Network Format Lunch or breakfast meeting 90 minutes Ideal Participant Regular participation from CEOs and presidents (or designated representatives) from each anchor institution; occasional participation from other leaders and decision makers within the community | Purpose These groups will be structured around a specific goal (e.g. launching a career pathway program), co-chaired by working group members, and will exist as long as they are needed to fulfill their scope of work. Format Ad hoc and unique to each group; generally 1 - 2 meetings per month, with additional work between meetings Ideal Participant Relevant anchor staff, decision makers, and other partners and subject matter experts |

12

Initial Working Groups



The Network has identified four initial working groups:

- **Workforce Development:** The Network will develop and coordinate pathways for in demand careers and apprenticeships focused on addressing barriers to workforce participation for low and no-income residents.
- **Procurement Landscape:** In partnership with Emerald Cities Collaborative (ECC) and Health Care Without Harm (HWH) , the Network will analyze the economic impact of local anchor institutions, with the goal of sharing baseline data with the community and identifying opportunities for local procurement and investment together.



13

13

Initial Working Groups



- **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 expand the structures needed to support collaboration in the coming years, and develop actions to shift the way anchors do business.



14

14

NEXT STEPS



- Development of working groups and projects – Through 2021
- Building support and awareness of the network – Through 2021
- Launch first leadership summit – 2022



15

15



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16