

# BUILDING SUCCESSFUL CROSS-SECTOR PARTNERSHIPS

## A Framework from Ohio Corporate Social Responsibility Leaders

Corporate social responsibility reporting creates opportunities for cross-sector collaboration. When corporations partner strategically with community organizations, multiple sectors benefit. Corporate social responsibility (CSR) encompasses how companies measure and report social and environmental impact through community investment and sustainability initiatives. Forum participants identified cross-sector partnerships that have mobilized over \$20 million across Cleveland, Columbus, and Southeast Ohio, spanning outdoor recreation, conservation, health initiatives, workforce development, and economic revitalization.

To identify what makes CSR cross-sector partnerships succeed, the Outdoor Recreation Council of Appalachia (ORCA) and the Economic Recovery Corps convened two CSR Community Forums in 2025. The first session brought together corporate CSR and sustainability leaders from companies maintaining headquarters, offices, or manufacturing facilities in Ohio. The second session convened nonprofit and public-sector leaders with proven track records in securing corporate partnerships. Participants identified shared criteria for partner selection, operational practices that strengthen collaboration, and scalable partnership models that generate measurable economic and community impact.

### *Forum Attendees*

#### **SESSION ONE: CORPORATIONS**

- Robert Flores, **Vice President of Sustainability & Advocacy at Amcor**
- Caitlin Garrity, **Marketing Specialist at Kokosing Solar**
- Jess Leibson, **Economic Recovery Corps Fellow, Session Host and Moderator**
- Sandy Nessing, **former Chief Sustainability Officer at American Electric Power (headquartered in Columbus, Ohio) and Senior Advisor of Environment, Health, Safety, and Sustainability at TRC Companies, Inc**
- **Jessie Powers**, Executive Director at ORCA, Session Host
- Terri Scannell, **Principal Advisor of Sustainability and Environmental, Social, and Governance (ESG) at OhioHealth**

#### **SESSION TWO: COMMUNITY ORGANIZATIONS**

- Peter Bode, **President and CEO at the Nature Center at Shaker Lakes**
- Stella Dilik, **Chief Development Officer at the Western Reserve Land Conservancy**
- Brian Harman, **Senior Vice President of External Affairs at the Columbus Zoo**
- Jess Leibson, **Economic Recovery Corps Fellow, Session Host and Moderator**
- Eric Olsavsky, **Vice President of Community Engagement & Partnerships at Pelotonia**
- Jessie Powers, **Executive Director at ORCA, Session Host**
- Alyssa Yaple, **Senior Director of Strategic Initiatives at the Ohio Department of Natural Resources (ODNR)**

# Strategic Partner Selection: Criteria Across Sectors

Successful CSR partnerships begin with strategic alignment. Both corporations and community organizations described partner selection as a deliberate process driven by shared mission, operational capacity, and commitment to measurable outcomes.

## HOW CORPORATIONS SELECT PARTNERS

Corporate leaders identified mission alignment as the primary criterion for selecting community partners. Corporations prioritize partners whose missions advance their environmental, social, and governance (ESG) goals. Robert Flores, Vice President of Sustainability & Advocacy at Amcor (the world's largest packaging manufacturer with facilities across Ohio), stated: "The ones that we're going to want to partner with on an ongoing basis are the ones that have the greatest alignment to our priorities."

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–Robert Flores, Amcor

Organizations working on environmental conservation, community health, or economic development receive sustained investment when their work supports corporate reporting requirements. "For us, it is [about] human health," stated Terri Scannell, Principal Advisor of Sustainability and ESG at OhioHealth. "[...] You can link [the partnership] to human health," she continued. "I'm always looking for: why do we care about food here? Our goal is zero ounces of food go from an OhioHealth kitchen to the landfill. It is because I can directly link it to methane in our local Franklin County landfill."

Geographic footprint shapes partnership decisions. Companies prioritize communities where they maintain facilities, offices, or significant customer bases—where employees live and work, supply chains operate, and brand presence matters. This geographic focus ensures corporate investment reaches communities with direct operational connections while creating visible impact in locations meaningful to employees and stakeholders.

Organizational capacity and consistent alignment with an organization's mission influences how corporations evaluate potential partners. Companies seek partners who can manage investment scale, provide responsive communication, and deliver data for corporate reporting. Corporate leaders described evaluating organizational infrastructure, board composition, and financial stability before committing significant resources, often starting with pilot projects to test alignment before scaling to multi-year commitments.

## HOW COMMUNITY ORGANIZATIONS SELECT PARTNERS

Community organizations evaluate corporate partners by assessing depth of commitment to shared outcomes and connection to place. Leaders described seeking corporations with genuine commitment to their mission rather than transactional relationships. Genuine commitment manifests through multi-year partnerships that allow sustained community impact and organizational stability, signaling corporate investment in long-term outcomes rather than short-term visibility.

Flexibility emerged as a key factor in partner selection. Community organizations value corporate partners who listen to local expertise, adapt to community needs, and allow flexibility in resource deployment. Organizations prioritize corporations that trust their expertise rather than prescribing implementation approaches.

Funding structure shapes partnership viability. Community organizations prefer unrestricted or flexible funding that addresses organizational capacity, not just project-specific grants. Corporate partners who invest in infrastructure, staff development, programs, and core operations enable stronger program delivery. When reporting requirements demand significant staff time relative to grant size, partnerships become difficult to sustain.



## WHERE BOTH SECTORS ALIGN

Both sectors identified responsiveness and honest communication as essential to partnership success. Clear communication, reasonable timelines, and mutual respect for each partner's expertise create conditions for collaboration. "Our best partnerships are the ones that feel comfortable telling us [the] truth throughout the entire process," shared Brian Harman, Senior Vice President of External Affairs at the Columbus Zoo. Organizations on both sides start with pilot projects to test alignment before scaling investment, reducing risk while building trust.

Measurable outcomes create natural alignment between corporate and community priorities, helping fulfill public and private-sector goals simultaneously. Corporations require impact data for ESG reporting and stakeholder communications. "For me, it was always about those things plus impact," explained Sandy Nessing, former Chief Sustainability Officer at American Electric Power. "What's the impact of the partnership? Whether it's the foundation giving dollars or volunteers, what's the impact of that to the organization and to the community?"

Community organizations need demonstrated results to secure future funding. "I think [the] Mid-Ohio Food Collective does a really nice job with its metrics," stated Sandy Nessing. "You know how many meals every dollar provides and the volunteers. You know how many pounds of food. I think that they do a nice job. You can visualize it. You can see the impact, right? It's pretty clear what it is." When partners establish clear metrics from the outset, both sectors benefit from shared accountability and stronger evidence of impact. Robert Flores of Amcor shared, "Ultimately, the project should have key metrics, and this should be identified ahead of time in association with the giving. Here's the expectation and here are the metrics that are going to be valuable to this project."

Long-term commitment strengthens results for both partners. Corporations prefer sustained partnerships that deepen over time rather than constantly rebuilding relationships. Community organizations require multi-year support to demonstrate lasting change. This alignment on partnership duration enables coordinated investment, reduces transaction costs, and increases community impact over time.

## Meeting Partnership Needs Across Sectors

Successful cross-sector partnerships function as exchanges where each partner provides what the other needs. Corporate leaders and community organizations described complementary strengths that, when aligned, create value for both sectors and amplify community impact.

## WHAT CORPORATIONS BRING TO PARTNERSHIPS

Corporations provide financial investment, employee engagement, and strategic resources that strengthen community organizations. Participants described offering multi-year funding commitments, skilled employee volunteers, and technical expertise in marketing, operations, and technology. Corporate partners also provide visibility through communications platforms, networking connections to potential funders, and in-kind resources including space, equipment, and professional services.

Beyond financial capital, corporations offer scale and systems that help community organizations expand reach. Corporate networks enable community work to gain visibility with stakeholders who influence policy and investment decisions. Employee engagement programs connect corporate staff with mission-driven work, creating advocates who understand community needs firsthand.

## WHAT COMMUNITY ORGANIZATIONS BRING TO PARTNERSHIPS

Community organizations provide the local expertise, relationships, and programmatic infrastructure that corporations need to achieve authentic impact. Participants described offering deep community knowledge, trusted relationships with populations corporations cannot reach independently, and program design expertise developed through years of place-based work.

Community organizations deliver the data and stories corporations require for ESG reporting. Organizations develop outcome measurement systems, collect quantitative impact data, and document authentic success stories demonstrating community change. "I think that's where the storytelling comes into play, and for me

personally, because I've written eighteen different sustainability reports over the course of my time at AEP," shared Sandy Nesson. These organizations also coordinate employee volunteer experiences, ensuring corporate engagement creates meaningful value rather than administrative burden.

## WHERE EXCHANGE CREATES VALUE

The exchange works when what one sector provides directly addresses what the other needs. Corporations seeking impact data benefit from community organizations' measurement systems and storytelling capacity. Community organizations requiring sustained funding benefit from corporate investment when corporations trust their expertise and allow programmatic flexibility.

When corporations invest in organizational capacity rather than restricting funding to specific projects, community organizations strengthen infrastructure that serves multiple partnerships. This capacity investment enables organizations to manage larger investments, serve more community members, and demonstrate greater impact. Forum participants noted that organizations with strong infrastructure can also respond more quickly to emerging opportunities and adapt to changing community needs, creating long-term value for all partners. Trust builds over time as both partners learn how to maximize mutual value, creating partnerships that deepen rather than remain transactional.

## Partnership Exchange Model

### COMMUNITY ORGANIZATIONS NEED

- Flexible, multi-year funding
- Capacity investment
- Partnership autonomy
- Trust in their expertise
- Amplification of community voice

### CORPORATIONS PROVIDE

- Financial investment
- Employee volunteers
- Technical expertise
- Visibility and platform
- Networks and connections

### CORPORATIONS NEED

- Impact data and metrics
- Authentic community stories
- Local credibility
- ESG-aligned outcomes
- Responsive communication

### COMMUNITY ORGANIZATIONS PROVIDE

- Outcome measurement systems
- Community relationships
- On-the-ground expertise
- Mission-driven programs
- Programmatic infrastructure

# Operational Efficiency through Strategic Timing and Delivery

Operational practices determine whether partnerships succeed beyond initial alignment. Participants identified timing, communication, and reporting structures as critical factors that either enable or constrain partnership effectiveness.



## MANAGING TIMING AND CYCLES

Corporate budget cycles and community organization planning cycles often misalign, creating operational challenges. Corporations make funding decisions late in fiscal years, compressing implementation timelines for community partners. Community organizations need lead time to hire staff, develop programs, and coordinate resources. Caitlin Garrity, Marketing Specialist at Kokosing Solar, shared: “Leadership becomes very busy during the summertime. It’s really our ‘hot’ season. So the planning season [is] really fall and winter. We are doing a lot of budget prepping for funding requests and planning.” Multi-year commitments help smooth these timing challenges by allowing organizations to plan beyond annual budget cycles.

Grant decision timelines affect partnership quality. When corporations take months to approve funding while expecting rapid program launch, community organizations struggle to deliver strong results. Clear timelines established upfront allow both partners to align expectations. “I think a year’s worth of data, so you know whether it’s a fiscal year or calendar year. I think that that’s what’s really important. And the cycle is the cycle,” noted Sandy Nessing.

*“Ease of working together matters, whether it be in terms of providing metrics or just responsiveness.”*

*-Robert Flores, Amcor*

## STRENGTHENING COMMUNICATION

Responsive communication emerged as essential to operational success. Both sectors described the importance of timely responses, proactive updates when circumstances change, and regular check-ins beyond formal reporting. “I think a proper kickoff to the partnership is really important too,” shared Brian Harman. “I think you’ve got to work these relationships into your [Customer Relationship Management] (CRM) and just think about how you’re advancing relationships: check-ins, milestones, end of year outcomes.”

Stella Dilik, Chief Development Officer at Western Reserve Land Conservancy, reinforced the necessity of open dialogue: “In partnerships like these, we typically hold monthly check-ins. It can feel like a big commitment, but it keeps everyone aligned. Over time, those regular conversations help build trust and strengthen the relationship beyond where it was at the outset.”

Single points of contact streamline communication, while frequent staff turnover or unclear contact structures create confusion. Alyssa Yapple, Senior Director of Strategic Initiatives at Ohio Department of Natural Resources, highlighted the importance of maintaining one point of contact: “I have had partners that will go to a local person that has absolutely no idea what is going on. So, I think just respecting a point of contact and chain of command [is crucial].” Defining deliverables, timelines, and success metrics before work begins prevents friction and strengthens operational efficiency.

## STREAMLINING REPORTING

Reporting requirements should be proportional to investment size and aligned with program cycles. Community organizations struggle when small grants require extensive custom reports demanding significant staff time. Several nonprofit leaders noted that small grants requiring extensive customized reports can demand staff time that exceeds the grant’s value, making such partnerships unsustainable for smaller organizations.

“When I think of efficiency,” shared Robert Flores, “I just think about [how] we try to build data systems where all of our data automatically comes into one place. So that when it comes time to issue reports, we’re pulling it from one place. It’s already there.” Timing reporting requests to align with program milestones rather than arbitrary dates improves data quality, as organizations cannot report meaningful outcomes before programs generate results. Flexibility in implementation strengthens outcomes. When circumstances change or community needs evolve, rigid requirements prevent effective adaptation.

# CSR Investment Extends Beyond Financial Capital

Financial investment alone does not create lasting partnerships. Corporate leaders described how engagement beyond funding strengthens both relationships and outcomes. Employee volunteers, technical expertise, and strategic networks complement financial resources, creating value that money alone cannot buy.

## EMPLOYEE ENGAGEMENT STRENGTHENS IMPACT

Employee volunteer programs connect corporate staff directly to community work. Participants described how volunteer experiences build employee understanding of community challenges and corporate investment priorities. "It was great to be able to say [that] our employees picked up over a million pieces of litter during [a] campaign because, once again, data—and we could check that system anytime," stated Robert Flores, referring to the partnership between Berry Global (recently acquired by Amcor) and Litterati. Volunteers bring skills in marketing, technology, operations, and project management that community organizations leverage to build capacity while creating corporate advocates who understand mission-driven work firsthand.

Effective volunteer programs require coordination. Community organizations described the importance of structuring volunteer experiences that create meaningful value rather than administrative burden. Several participants noted that poorly designed volunteer programs can create more work for nonprofits than value, emphasizing the need for upfront collaboration on program structure.

*"The check void of engagement will eventually lead to no check."*  
- Eric Olsavsky, Pelotonia

## TECHNICAL EXPERTISE HELPS BUILD ORGANIZATIONAL CAPACITY

Corporations provide expertise that extends organizational capability beyond what financial grants enable. Participants described receiving support in marketing strategy, financial systems, technology infrastructure, and operational efficiency. This technical assistance helps community organizations strengthen core functions that serve multiple programs and partnerships.

Capacity building investment yields compounding returns. When corporations fund organizational infrastructure rather than restricting support to specific projects, community organizations develop systems that improve all aspects of their work. Stronger infrastructure enables organizations to manage larger investments, serve more community members, and demonstrate greater impact.

## NETWORKS CREATE LASTING VALUE

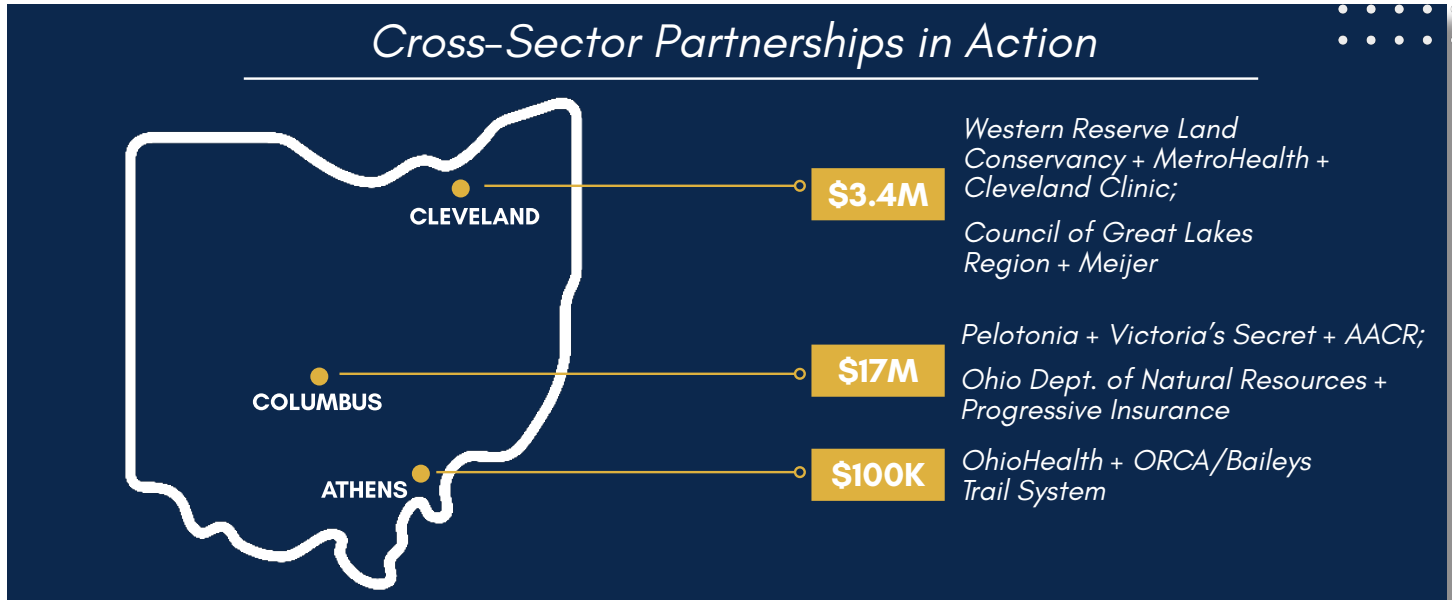
Corporate networks provide community organizations access to stakeholders who influence policy and investment decisions. Participants described how corporate introductions connect community work with potential funders, government officials, and business leaders. These connections amplify community voice and expand resources available to address local challenges. Corporate platforms also give community stories wider reach through stakeholder reports and public communications.

Partnerships deepen when both sectors invest in relationship building beyond transactional exchanges. "We like to invite people to do things with us," noted Stella Dilik. "So, we have a conservation education outreach program. Sometimes, just inviting somebody to join you on one of these little easily accessible trips is enough to get them somewhat attached to you if they have the time and the inclination to give to you." Long-term relationships create operational efficiencies as partners develop shared understanding, smoother collaboration, and the ability to respond quickly to emerging opportunities.



# Success Stories from Ohio: Scalable CSR Partnership Models

Ohio leaders demonstrated cross-sector partnerships connecting corporate ESG priorities with measurable community and economic outcomes. Participants described collaborations spanning health research, environmental conservation, public safety, and outdoor recreation infrastructure. These collaborations demonstrate how corporate CSR investment catalyzes additional funding, create jobs, and strengthens regional economies while advancing corporate sustainability goals. These partnerships generated over \$20 million in combined investment while establishing replicable models for other regions.



## WESTERN RESERVE LAND CONSERVANCY + METROHEALTH + CLEVELAND CLINIC

*Proving the Health Benefits of Nature/ Partnership Model: Multi-Sector Research Collaboration*

Western Reserve Land Conservancy partnered with MetroHealth and Cleveland Clinic to track health outcomes related to greening interventions in urban environments. The four-year partnership secured \$2.4 million from the Office of Minority Health, with healthcare partners contributing medical expertise and research infrastructure in-kind. The partnership emerged through Western Reserve's established relationships with healthcare leaders who recognized shared interest in community health outcomes.

Conservation organizations gain access to health research capacity they cannot build independently. Healthcare systems advance population health goals through community-based environmental interventions. The partnership generates economic value beyond direct investment through reduced healthcare costs from preventive environmental interventions and expanded green infrastructure employment.

**Replication potential:** Conservation and outdoor recreation organizations can partner with healthcare systems by framing environmental work as public health intervention, jointly pursuing grants that position both partners as solutions to health challenges while generating data proving nature's health benefits.

## PROGRESSIVE INSURANCE + OHIO DEPARTMENT OF NATURAL RESOURCES

*Boating Safety and Drowning Prevention/ Partnership Model: Public-Private Partnership*

Progressive Insurance invested over \$500,000 in Ohio Department of Natural Resources to advance boating safety across Ohio's state park system, funding life jacket loaner stations and safety infrastructure. The partnership succeeds through clear alignment between Progressive's boating safety priorities and ODNR's public safety mission. The safety infrastructure investment generates economic multiplier effects by enabling increased park visitation and supporting Ohio's \$12 billion outdoor recreation economy.

**Replication potential:** State agencies and public sector organizations can engage in carefully structured partnerships with private-sector entities to address public safety or recreation infrastructure needs, demonstrating how shared problem-solving can deliver public benefit.



## PELTONIA + VICTORIA'S SECRET

*Empowering Female Cancer Researchers/ Partnership Model: Intermediary Partnership Model*

Pelotonia partnered with Victoria's Secret and the American Association of Cancer Research to support female cancer researchers globally. The partnership began with a \$10 million pledge and has grown to approximately \$16 million over five years. Victoria's Secret approached Pelotonia during a brand revitalization period, seeking authentic community partnerships aligned with women's empowerment messaging. Beyond direct research funding, the partnership generates economic value through Columbus' growing reputation as a cancer research hub, attracting talent and additional research investment to the region.

**Replication potential:** Local nonprofits can scale impact through corporate partnerships connecting local giving with national or global outcomes, presenting partnership proposals during corporate strategic planning cycles when companies reassess brand positioning and CSR priorities.

## MEIJER + COUNCIL OF THE GREAT LAKES REGION

*Microplastics Cleanup/ Partnership Model: Regional Coalition with Funding Leverage*

Meijer invested \$1 million in the Council of the Great Lakes Region to address microplastics cleanup across Great Lakes port cities. The Council provides regional coordination that individual communities cannot achieve independently, maximizing corporate investment impact across multiple jurisdictions. The partnership's leverage strategy turned \$1 million corporate investment into \$3+ million total project funding through matching public dollars, creating economic multiplier effects across regional port economies.

**Replication potential:** Regional organizations coordinating multi-jurisdictional initiatives offer corporations efficient partnership structures that create impact across their operational footprint, demonstrating how single investments generate multi-state impact.

## OHIOHEALTH + THE OUTDOOR RECREATION COUNCIL OF APPALACHIA (ORCA)

*Building the Baileys Trail System/ Partnership Model: Anchor Institution Community Investment*

OhioHealth invested \$100,000 in ORCA to support the Baileys Trail System in Southeast Ohio, connecting outdoor recreation infrastructure with community health priorities. ORCA presented trail development to OhioHealth as preventive health infrastructure, demonstrating how outdoor recreation access addresses obesity, mental health, and chronic disease prevention in underserved rural communities. The trail system generates economic impact beyond health outcomes through outdoor recreation tourism, supporting local businesses and creating job opportunities in rural Southeast Ohio where economic diversification remains critical.

**Replication potential:** Rural recreation organizations can partner with healthcare systems by demonstrating how outdoor access addresses health disparities and provides preventive health infrastructure, presenting trail and recreation infrastructure as preventive health investment with measurable health outcomes and economic development benefits.

## What Makes These Partnerships Work

Ohio partnerships share common characteristics regardless of sector focus or investment scale. Partners established clear metrics before work began, ensuring corporate reporting needs aligned with community outcomes. Multi-year commitments enabled strategic planning rather than annual grant cycles. Organizations combined financial investment with non-financial contributions including expertise, networks, and employee engagement. Successful partnerships demonstrated flexibility when circumstances required adaptation, with partners trusting each other's expertise rather than prescribing implementation details.

Mission alignment drives partnership success. When corporate ESG priorities connect directly with community organization missions, both partners advance their goals while communities benefit from coordinated investment. The partnerships featured here demonstrate diverse applications across health, environment, safety, and recreation sectors, offering adaptable frameworks for regions seeking to build similar collaborations.

# Action Steps: Building Effective Cross-Sector Partnerships

Organizations seeking to initiate or strengthen cross-sector partnerships can apply practices that CSR Community Forum Ohio leaders identified as essential to success.

The following steps reflect what works across sectors, investment scales, and partnership models:

FOR CORPORATIONS	FOR COMMUNITY ORGANIZATIONS	FOR REGIONAL INTERMEDIARIES & COALITION CONVENERS
<ul style="list-style-type: none"> <li>• Identify community partners whose missions directly advance your ESG reporting priorities</li> <li>• Start with pilot projects in communities where you maintain facilities, offices, or significant customer presence</li> <li>• Establish clear metrics and reporting timelines before funding begins, ensuring deliverables align with your fiscal year</li> <li>• Invest in organizational capacity, not just project-specific grants, to strengthen partner infrastructure</li> <li>• Provide non-financial resources: employee volunteers, technical expertise, and network connections</li> <li>• Commit to multi-year funding to enable strategic planning and deeper community impact</li> <li>• Build regular communication into partnership structures: monthly check-ins, annual reviews, transparent budget discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Frame your work in terms that align with corporate ESG priorities: health outcomes, environmental impact, economic development, workforce development</li> <li>• Develop data systems that track quantitative outcomes and capture compelling stories corporations need for stakeholder communications</li> <li>• Present clear ROI demonstrating how partnership investment generates measurable community change</li> <li>• Build organizational capacity to manage larger investments: financial systems, outcome measurement, responsive communication</li> <li>• Coordinate employee volunteer experiences that create value rather than administrative burden</li> <li>• Seek corporate partners willing to provide flexible funding and trust your programmatic expertise</li> <li>• Leverage corporate networks to access additional funders, policymakers, and strategic partners</li> </ul>	<ul style="list-style-type: none"> <li>• Position your organization as the coordinating entity that removes barriers for multiple partners</li> <li>• Demonstrate capacity to contract services, coordinate efforts across multiple organizations, and consolidate reporting</li> <li>• Articulate how your coordination creates efficiency: one corporate partner funds multiple community outcomes</li> <li>• Build coalitions connecting corporate CSR priorities with public sector agencies, nonprofits, and community groups</li> <li>• Frame partnerships around shared outcomes that benefit all sectors: economic development, health equity, environmental sustainability, workforce development</li> <li>• Develop outcome measurement systems that serve multiple partners' reporting needs simultaneously</li> <li>• Leverage initial partnerships to unlock additional funding from public sources, creating multiplier effects</li> </ul>

## Next Steps

Cross-sector partnerships succeed when both partners invest in relationship building, establish clear expectations, and commit to flexibility as circumstances evolve. The frameworks and action steps presented here offer starting points for organizations seeking to develop partnerships that deliver measurable economic and community impact while advancing corporate and community goals. Organizations positioned as regional conveners can leverage these frameworks to build coalitions that remove barriers, coordinate efforts, and demonstrate outcomes at scale. The insights shared by Ohio's corporate, nonprofit, and public sector leaders throughout these forums confirm what Ohio's examples demonstrate: effective collaboration amplifies what each sector contributes, creating community impact that exceeds what any single partner could achieve alone.

## About ORCA and the Economic Recovery Corps

The Outdoor Recreation Council of Appalachia (ORCA) is a council of governments advancing outdoor recreation, regional collaboration, and community development across Southeast Ohio. ORCA manages the Baileys Trail System and leads cross-sector initiatives that strengthen the region through nature-based investment.

The Economic Recovery Corps (ERC) is a new, collaborative initiative designed to accelerate recovery from the COVID-19 pandemic in distressed communities and regions throughout the U.S. by connecting organizations with the talent and capacity needed to advance new ways of doing economic development that promote economic resilience and transformative change. ERC is funded by the Economic Development Administration (EDA) under the CARES Act and led by the International Economic Development Council (IEDC) in partnership with six leading national organizations: Center on Rural Innovation (CORI), International City/County Management Association (ICMA), National Association of Counties Research Foundation (NACo RF), National Association of Development Organizations Research Foundation (NADO RF), National League of Cities Institute (NLCI), and RAIN Catalysts.



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