

A landscape photograph of a field at sunset. The sun is low on the horizon, creating a bright orange glow that fills the sky and reflects on the field. The sky is filled with wispy clouds, and the field is a mix of green and brown grass. In the background, there are rolling hills and mountains under a teal-colored sky.

Empowering Regions through the CEDS

4-State Economic Development Conference
June 1, 2022
Kansas City, MO



Thank you!



The Panel

Jane Reimer, Economic Development Representative
U.S. Economic Development Administration, CO



Sheridan Garman-Neeman, Executive Director
Kaysinger Basin RPC, MO



Brett Schwartz, Associate Director
NADO Research Foundation, DC



And All of You!

“Historically, pandemics have forced humans to break with the past and imagine their world anew. This one is no different. It is a portal, a gateway between one world and the next.”

Arundhati Roy
Author

A person in a dark jacket is holding a large, detailed topographic map outdoors. The map shows green hills, roads, and various geographical features. In the background, another person wearing a bright green vest is partially visible. The scene is set on a light-colored, possibly sandy or gravelly ground.

The CEDS is Your Regional Road Map for Economic Development



The CEDS is a Conduit for Resources to Your Region

We are in a Golden Age for the CEDS

CEDS Content Guidelines: Make it Your Best Friend!

US Economic Development Administration - 030916

Comprehensive Economic Development Strategy (CEDS) Content Guidelines: *Recommendations for Creating an Impactful CEDS*

Contents

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C. Strategic Direction/Action Plan: Strategic direction and an action plan (flowing from the SWOT analysis), which should be consistent with other relevant state/regional/local plans.	11
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- Provides guidance on the required sections of the CEDS
 - Summary Background
 - SWOT
 - Strategic Direction/Action Plan
 - Evaluation Framework
 - Economic Resilience
- Best practices, case studies, and links

www.eda.gov/CEDS

A New Era for the CEDS

From this...

...to this!



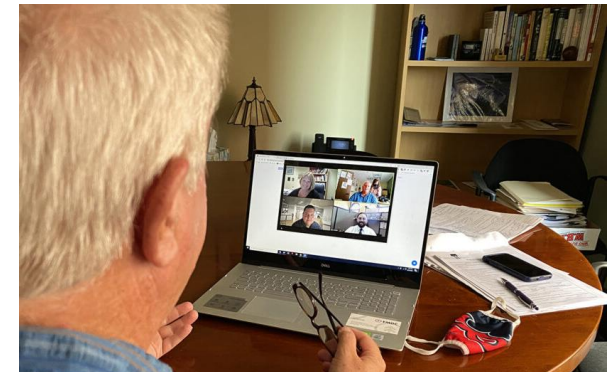
A New Era for the CEDS

From this...



Credit: Everyday Health

...to this!



A New Era for the CEDS

From this...

...to this!



Credit: countingjobs.com.au

The eight capitals	
The capital	The definition
 Individual	The existing stock of skills, understanding, physical health and mental wellness in a region's people.
 Intellectual	The existing stock of knowledge, resourcefulness, creativity and innovation in a region's people, institutions, organizations and sectors.
 Social	The existing stock of trust, relationships and networks in a region's population.
 Cultural	The existing stock of traditions, customs, ways of doing, and world views in a region's population.
 Natural	The existing stock of natural resources—for example, water, land, air, plants and animals—in a region's places.
 Built	The existing stock of constructed infrastructure—for example, buildings, sewer systems, broadband, roads—in a region's places.
 Political	The existing stock of goodwill, influence and power that people, organizations and institutions in the region can exercise in decision-making.
 Financial	The existing stock of monetary resources available in the region for investment in the region.

Credit: Wealthworks.org

A New Era for the CEDS


From this...



Credit: Industry Week

...to this!



The background of the slide is a photograph of a sunset or sunrise over a body of water. The sky is filled with dark, heavy clouds that are illuminated from below by the sun, creating a vibrant orange and yellow glow. The sun itself is a bright, horizontal band of light breaking through the clouds. The water in the foreground is dark with small, shimmering reflections of the light from the sky. In the distance, a city skyline is visible, with several buildings and structures silhouetted against the bright horizon. The overall mood is dramatic and contemplative.

Resilience:

The ability of a region or community to anticipate, withstand, and bounce back from shocks, disruptions, and stresses including:

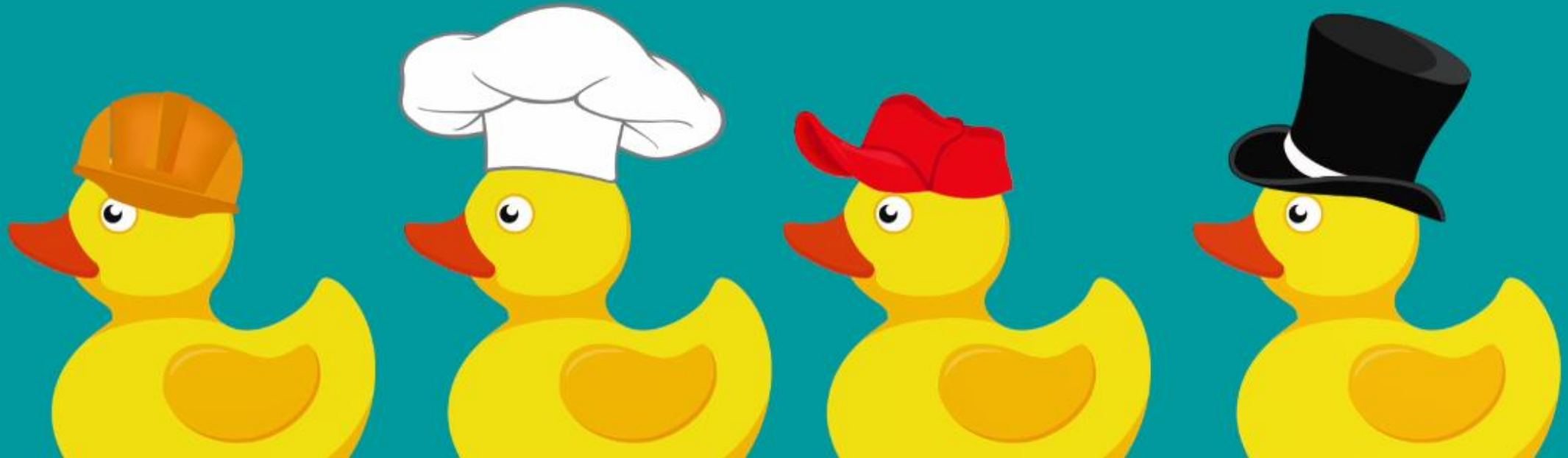
- ❑ Weather-related disasters or hazards / Impacts of climate change
- ❑ The closure of a large employer or military base
- ❑ The decline of an important industry
- ❑ Changes in workforce / effects of automation
- ❑ COVID-19 response & recovery
- ❑ Much more...

Not Just Bouncing Back...*Bouncing Forward*

“Another way of looking at resilience is the ability not only to bounce back but also to “bounce forward” - to recover and at the same time to enhance the capacities of the community or organization to better withstand future stresses.”

- Urban Land Institute – *After Sandy*

A DIVERSIFIED ECONOMY





Flickr User: Syahmir



Flickr User: Dave Gingrich



Flickr User: Aaron Rosenberg



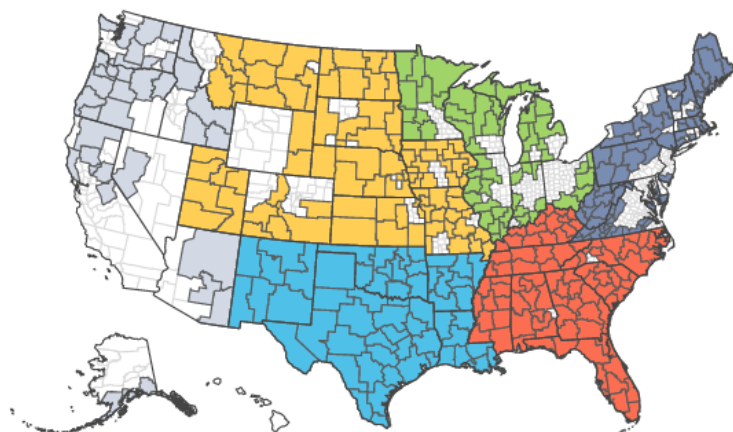
Pexels

CEDS Resource Library

Comprehensive Economic Development Strategies (CEDS) contribute significantly to effective economic development across the United States. This great volume of information has previously been difficult to locate. It tended to be dispersed across countless websites, too often in formats that didn't let users search conveniently for the kinds of information they needed. Now, all CEDS are in a database with sufficient metadata to allow searching based on up to 50 different variables.

Quick Search

Or click on an economic development district in the map:



Guided Approach to Examining CEDS



Report analysis, content and design

We've created 7 key categories and have identified what we are calling "exemplars" of the CEDS within each EDA region. Explore each of the categories and the CEDS exemplars for each—then click on the CEDS to see for yourself!

[Explore by category »](#)



Strategy development

Look up analysis conducted by regions similar to your own based on PCPI, demographics or other key characteristics. Note their strategies since peer regions likely share similar challenges and opportunities.

[Find peers »](#)



Strategic blueprint

What are the best practices to help turn the goals outlined in the CEDS into reality?

<http://www.statsamerica.org/ceds/>



Stronger CEDS, Stronger Regions

CEDS Resource & Training Archive

www.CEDSCentral.com

Taking the CEDS to the Next Level

Equity & Inclusion

In April 2021, *equity* was included for the first time as one of **EDA's investment priorities**, a list of key focus areas that provide the framework to guide the agency's approach to funding projects. The following are examples of CEDS and accompanying resources that place a strong emphasis on equity and inclusive economic development. These plans recognize that a region can only be truly resilient and prosperous when underrepresented voices are heard and inclusive approaches are embraced in all stages of the process.

- **Metropolitan Area Planning Council (Boston, MA)**
MAPC's CEDS centers the issues of equity and inclusion by defining terms, explaining their importance, and framing goals around these issues. The process and plan has three major themes: racial equity, economic resilience, and climate resilience.
- **Southeastern Wisconsin Regional Planning Commission (Waukesha, WI)**
SEWRPC's CEDS recognizes the importance and urgency of confronting the region's equity issues throughout the document. It also includes an "Equity Analysis of Action Plan" that applies an equity lens to all of the CEDS strategies in an effort to evaluate the extent they would benefit people of color and low-income residents.
- **Greater Peoria Economic Development Council (Peoria, IL)**
"The Big Table: Greater Peoria" is the outreach and engagement process that led to the creation of this CEDS. Diversity, equity, and inclusion are infused throughout the goal areas to address systemic barriers to wealth creation and quality of life in the region.
- **Northeast Ohio Areawide Coordinating Agency (Cleveland, OH)**
Though NOACA is not an EDD (it serves as the region's transportation and environmental planning agency), its transportation plan focuses on equity and examines the relationships between transportation and land use, economic development, environmental quality, climate, and health.
- **Region Five Development Commission Rural Communities Equity Action Guide (Staples, MN)**
This guide, one of the first in the nation for rural communities, was created as a road map on how to create equitable economic ecosystems by sharing stories from people who have worked on equity and inclusion in small to mid-sized communities throughout Minnesota. Though Minnesota-focused, the strategies and initiatives featured in the guide are replicable elsewhere.
- **Land of Sky Regional Council Racial Disparity Story Map (Asheville, NC)**
LOSRC has committed itself to eliminating racial disparities and supporting disadvantaged individuals and communities. It has developed an online Story Map to share data based on racial disparities within the region to promote a conversation to help more effectively understand these challenges.

Resilience & Recovery Planning

As additional **EDA Investment Priorities**, *resiliency* and *recovery* are important themes that must be incorporated into the CEDS. Shocks and stresses don't stop at geographical or jurisdictional boundaries, making the need to prepare and respond to these events a regional effort. The CEDS planning process is therefore an ideal opportunity to position regions for recovery. Below are examples of CEDS and other plans that have effectively infused resilience and recovery planning into CEDS development, including pandemic recovery efforts.

- **Southeast Conference (Juneau, AK)**
Southeast Conference's CEDS contains more than 50 objectives, 4 priority objectives, and regional and industry specific SWOT analyses. It includes the results of a resiliency mapping initiative and a pandemic recovery plan. More than 400 people representing small businesses, tribes, Native organizations, municipalities, and nonprofits were involved in various elements of the planning process. The organization's *Southeast Alaska by the Numbers* document also serves as the CEDS annual update.
- **Western Nevada Development District (Carson City, NV)**
WNDD's CEDS incorporates resilience planning into the document, which was updated in 2021 to address pandemic recovery efforts. This CEDS strives to create an environment that welcomes new businesses and industries to the region to promote a vibrant, resilient, and sustainable economy while strengthening the environment for existing businesses. WNDD and its partners also developed a standalone *Economic Recovery and Resilience Plan* which has been included in the CEDS document.
- **Eastern Maine Development Corporation (Bangor, ME)**
EMDC's CEDS is influenced by the region it serves - a coastal area home to a legacy industry that has been impacted both by the changing climate and shifts in the global economy. The CEDS sets forth a key goal to "Foster Methods of Adaptation and Mitigation to Strengthen the Region's Resilience Against Climate-Related Impacts" and also identifies strategies, best practices, and examples to support small communities impacted by paper mill closures.
- **Coastal Bend Council of Governments (Corpus Christi, TX)**
In response to a variety of shocks impacting its region, CBCOG's CEDS establishes Goals, Objectives, and Strategic Actions that all focus on advancing economic resilience in an era of climate, environmental, and technological change. The CEDS also supports the newly-established *Regional Resilience Partnership* that delivers technical assistance, builds local knowledge, and provides additional capacity to local officials and stakeholders.
- **Greater Portland Economic Development District (Portland, OR)**
GPEDD's CEDS identifies three overarching goals that all support making the region more resilient and equitable: "Foster Upward Economic Mobility," "Support a Competitive Economy," and "Build a Resilient Region." The CEDS is also supported by the *Greater Portland Economic Recovery Plan*, published in October 2020 to ensure an equitable and inclusive recovery from the pandemic.

Data & Mapping

To reach its full potential, a CEDS should be grounded in accurate and accessible data that facilitates a region-wide conversation about economic development. Without a solid understanding of metrics, trends, demographics, and more, a region is at a major disadvantage in planning for the future. The following are examples of EDD-developed CEDS and resources that house important data on key topics to better inform the region on where it is now and where it is going.

- **Centralina Economic Development District (Charlotte, NC)**
Centralina's Interactive Data Portal maintains an up-to-date repository of economic, transportation, workforce, and community information to empower local leaders and stakeholders in their decision-making processes.
- **East Central Florida Regional Planning Council (Orlando, FL)**
The *East Central Florida CEDS Dashboard* provides key metrics driving economic opportunity in the region through data points, charts, and maps highlighting core areas related to people, economy, places, and food systems.
- **Heart of Texas Economic Development District (Waco, TX)**
HOTCOG's online CEDS includes a mapping tool that links to both county and community profiles that include key demographic and economic metrics, including population, housing, income, and workforce.
- **Western Arizona Economic Development District (Kingman, AZ)**
In partnership with students and faculty at the University of Arizona, WAEDO transitioned its CEDS into a virtual web format that allows the document to update itself in the background seamlessly, precisely, and in near real-time. This CEDS is now open-source, and the code can be shared and modified by any interested EDD.
- **Triangle J Economic Development District (Durham, NC)**
This online CEDS in Story Map form provides clear and concise data through charts, infographics, and maps.
- **North Central Pennsylvania Regional Planning and Development Commission (Ridgway, PA)**
The *Regional Impacts Dashboard* allows users to explore a regional map and toggle filters to search investments and impacts by program, county, funding agency, and fiscal year. The dashboard features various tabs with county maps and charts that show the number of impacts by county, program dollar impacts, and overall impact dollars.

Thinking about doing an online CEDS?

Check out our live database at: <https://tinyurl.com/38rhzip5>

Online / Interactive CEDS ☆ 📄 ☁

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A24 fx Does your organization have an online CEDS?

	A	B	C	D
1	Organization	State	Link to Online CEDS	Other Links / Resources
2	Barren River Area Development District	KY	Website: https://planning.bradd.org/comprehensive-economic-development-strategy/	CEDS Update PDF: https://www.bradd.org/index.php/publication
3	Central Arkansas Planning & Development District	AR	Website: https://www.capdd.org/ceds	CEDS PDF: https://07aee3ff-3266-4d06-a01d-b466f9458a61.file
4	Centralina Council of Governments	NC	Website: https://www.centralinaedd.org/plans/	Interactive Data Dashboard: https://www.centralinaedd.org/inter
5	Delaware Valley Regional Planning Commission	PA	Story Map: https://storymaps.arcgis.com/stories/bccd216d22214cfda685de50e4ad45d5	CEDS PDF: https://www.dvrpc.org/economic/ceds/pdf/Final_CED
6	East Central Florida Regional Planning Council	FL	Data Dashboard: https://dashboards.mysidewalk.com/ecfrpc-ceds-dashboard/home	CEDS PDF: https://889165ce-2020-4ef4-8e1b-6d42ae03ec9c.fil
7	East Central Iowa Council of Governments	IA	Website: https://www.regional-vision.org/	Regional Visioning Scorecard: https://www.regional-vision.org/the
8	Heart of Texas Council of Governments	TX	Website/Interactive Map: https://www.hotcog.org/hotedd/ceds	CEDS PDF: https://www.hotcog.org/media/userfiles/subsite_185
9	Kentuckiana Regional Planning and Development Agency	KY	Website: http://kipdaceds.org/	Resilient Kentuckiana website: https://resilientkentuckiana.org/
10	Land of Sky Regional Council	NC	Story Map: https://losrc.maps.arcgis.com/apps/Cascade/index.html?appid=3db8474da7e24f36b59ea25af4b6916e	
11	North Central Pennsylvania Regional Planning & Development Commission	PA	Website for ongoing CEDS & resilience planning process; final product due June '22: https://northcentralpaceds.com/	
12	Region 1 Planning Council	IL	Story Map: https://storymaps.arcgis.com/stories/661e8097852c48b39add7a606c9727c7	CEDS PDF: https://drive.google.com/file/d/19rnkje707DOKtPfm5
13	River Valley Regional Commission	GA	Story Map: https://garc.maps.arcgis.com/apps/Cascade/index.html?appid=1a4494ae6b594e9a9f	NADO Case Study: https://www.nado.org/ceds-spotlight-river-va
14	Santee-Lynches Regional Council of Governments	SC	Website: https://www.santeelynchescog.org/ceds	CEDS PDF: https://static1.squarespace.com/static/55e61d62e4b
15	Southeast Tennessee Development District	TN	Website: https://insight-editor.livestories.com/s/v2/southeast-tennessee-development-%7C-ceds/	CEDS PDF: https://www.sedev.org/published-reports/
16	Southern Puerto Rico Economic Development District	PR	Digital CEDS: https://spredd.digitalceds.com/en/#	CEDS PDF: https://www.eddpr.org/uploads/1/3/2/6/132609399/s
17	Souther Tier West Regional Planning & Development Board	NY	Digital CEDS: https://southerntierwest.digitalceds.com/	CEDS PDF: https://www.southerntierwest.org/uploads/1/2/5/1/12
18	Southern Vermont CEDS (multiple partners)	VT	Website: https://www.sovermontzone.com/ceds	CEDS PDF: https://946ae394-0cf0-44ef-a629-efc14ed4a21f.files
19	Southwest Alaska Municipal Conference	AK	Website: https://insight.livestories.com/s/v2/final-swamc-ceds-2020-2024/a0cb7927-aaa2-4a62-b537-4d413db3f6d1/	
20	Toledo Region CEDS	OH	Story Map: https://storymaps.arcgis.com/stories/02773acea6b64ccc942aa917965fe62b	CEDS PDF: https://falconbgscu-my.sharepoint.com/personal/dheik
21	Triangle J Council of Governments	NC	Story Map: https://storymaps.arcgis.com/stories/35c76ff690604a929155e1077e303aa9	CEDS Executive Summary PDF: https://drive.google.com/file/d/1
22	Western Nevada Development District	NV	Interactive CEDS: https://wndd.org/interactive-comprehensive-economic-development-strategy/	CEDS PDF: https://wndd.org/wp-content/uploads/2020/07/CED2

The Most Effective CEDS Are:

Creative
Engaging
Driven by data
Storytellers





Brett Schwartz

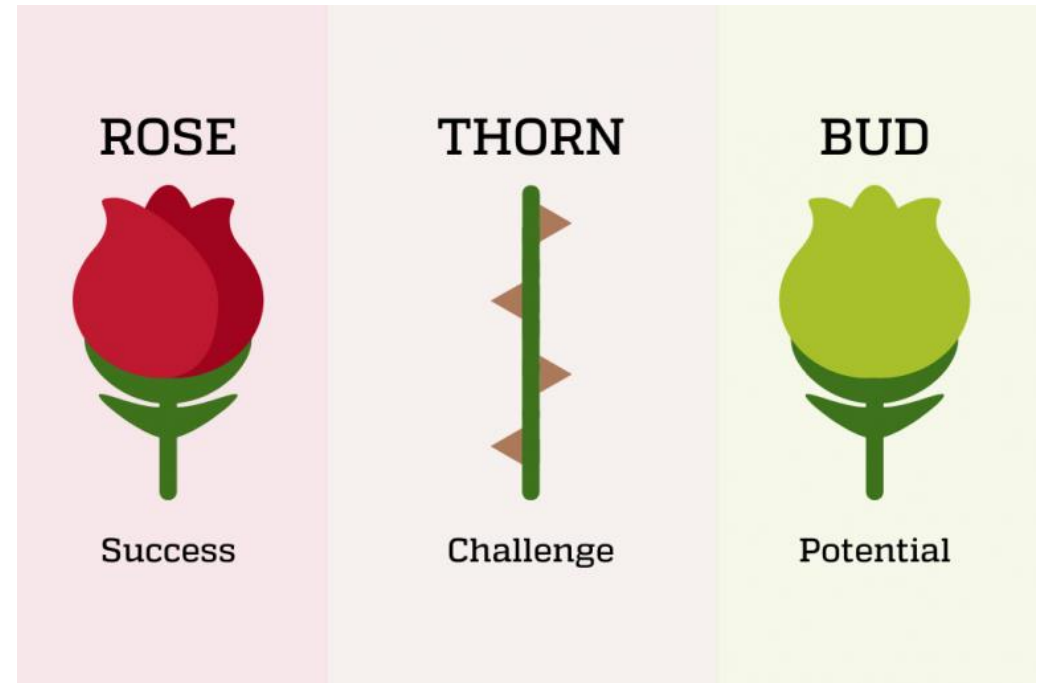
Associate Director
NADO Research Foundation
bschwartz@nado.org

CEDS Meet-and-Greet

Two rounds, six minutes each



+





Empowering Regions through the CEDS:

An Update from EDA – Denver Regional Office

06/01/22

What is a CEDS?

- Is it a plan or a process?

*A Comprehensive Economic Development Strategy (CEDS) is a **strategy-driven plan** for regional economic development, but it's ALSO. . .*

*. . .a **collaborative planning process** that incorporates a broad array of perspectives -- it brings together firms, institutions, and local governments to better understand, position and leverage regional assets to enhance economic prosperity.*



Why is the CEDS important?

- EDA believes that **good economic development starts with good economic development planning. . .**
 - Capacity building. . .and planning to build that capacity
 - Inherent value in the collaborative planning process
 - Conduit for resources to your region



What makes a strong CEDS?

US Economic Development Administration - 030916

Comprehensive Economic Development Strategy (CEDS) Content Guidelines:

Recommendations for Creating an Impactful CEDS

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- Provides guidance on the required sections of the CEDS
 - Summary Background
 - SWOT
 - Strategic Direction/Action Plan
 - Evaluation Framework
 - Economic Resilience
- Best practices, case studies, and links
- Collection of suggestions and recommendations. . .not a list of additional requirements.

<https://www.eda.gov/CEDS>



What makes a strong CEDS?

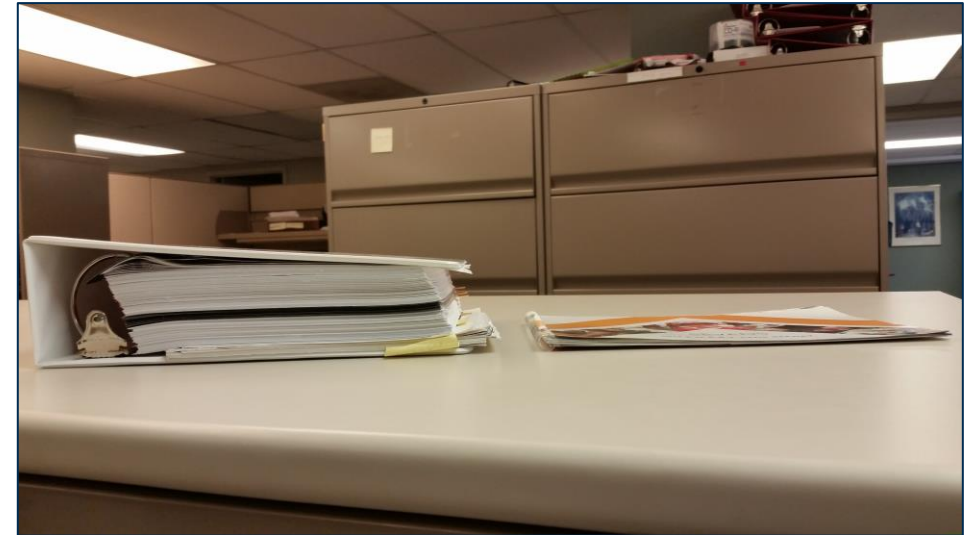
Formatting Recommendations

1. *Keep your audience in mind*

- Target page length
- Executive summary
- Use appendices

2. *Communicate creatively*

- Appealing look-and-feel
- Alternate formats



CEDS circa 2001 (left)

Consider the stakeholders. . .and embrace the flexibility!

What makes a strong CEDS?

Content Recommendations

1. Linking the sections to improve CEDS focus and measurable impact
2. Including key elements such as workforce, broadband, energy, etc.
3. Emphasizing measurable goals/strategies rather than a stand-alone list of projects
4. Integrating/leveraging other planning efforts and resources (cross-pollinate)
5. Infusing economic resilience into the CEDS – broad definition



What's new with the CEDS?

Climate Resilience

- Part of the broader focus on resilience
- Fits well with the asset-focused, regional nature of the CEDS
- Involves assessing how climate change will create new or increased risks . . .and taking steps to better cope with these risks
- Recommended approach:
 - 1) **assessing risks and vulnerabilities**
 - 2) **prioritizing identified actions**
 - 3) **investigating options to implement**
- As usual: heavy on “recommended resources”. . .and no “one-size-fits-all” approach
- Goal = more economic development implementation projects focused on bolstering climate resilience
- Planned release = 2022



How to plan for successful projects with a CEDS?

- Clearly address one or more EDA investment priorities

Equity	Recovery & Resiliency	Tech-Based Economic Development	Exports & Foreign Direct Investment
Workforce Development	Manufacturing	Environmentally – Sustainable Economic Development	

- Results in long-term, sustainable economic impact
 - Must be quantifiable (Evaluation Framework)
 - committed jobs and private investment from benefiting companies
 - estimated number of jobs created/retained and private investment
 - increased capacity for economic development (innovation, entrepreneurial, cluster dev)



How to plan for successful projects with a CEDS?

- Advances CEDS goals and objectives
 - addresses an identified need (SWOT)
 - leverages existing resources (SWOT)
 - EDDs, universities/colleges, workforce boards, career tech, other
 - well formed strategies (Action Plan/ SMART Goals)
- Engages stakeholders and partners
 - inclusive of all relevant stakeholders
 - partnership letters vs support letters



Questions?

Jane Reimer

Community & Economic Development Planner

U.S. Department of Commerce

Economic Development Administration

1244 Speer Boulevard, Suite 431

Denver, CO 80204

(303) 844-4090

jreimer@eda.gov



CEDS PLANNING

Collaboration From The Start





Serving Bates, Benton, Cedar, St. Clair, Vernon, Hickory,
and Henry Counties in West Central Missouri

KAYSINGER BASIN REGIONAL PLANNING
COMMISSION

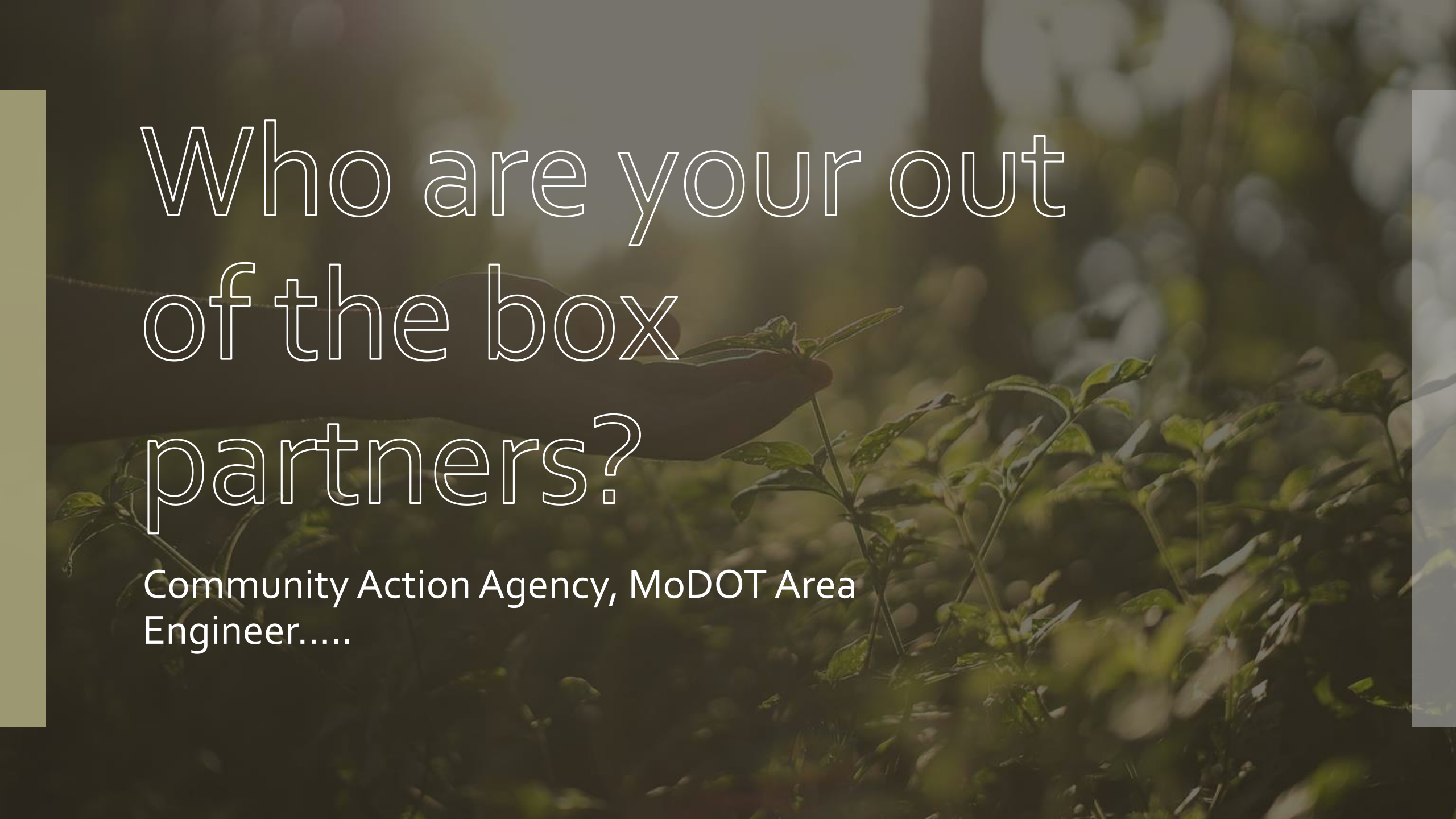


Stand up if developing a strategic economic development plan is your favorite thing in the world?

A hand holding a small plant against a blurred forest background. The image is overlaid with a semi-transparent dark layer to make the text stand out. There are vertical bars on the left and right sides of the image.

Who are your natural partners?

Board, Members, Community Champions,
Economic Development...

A hand is shown holding a small green plant with several leaves. The background is a soft-focus image of dense green foliage, creating a bokeh effect. The overall tone is natural and organic. The text is overlaid on the left side of the image.

Who are your out of the box partners?

Community Action Agency, MoDOT Area
Engineer.....

The background of the slide is a blurred image of a map with several colorful pushpins (blue, yellow, white) pinned to it. The map appears to be a world map with various colored lines representing borders or routes. The text is overlaid on the left side of the image.

CEDS : Community Economic Development Strategy

Funded by the Economic Development Administration

**SET VI- Stronger Economies Together,
funded by the USDA**

Kaysinger's CEDS Planning Process was concurrent with the USDA SETVI Process

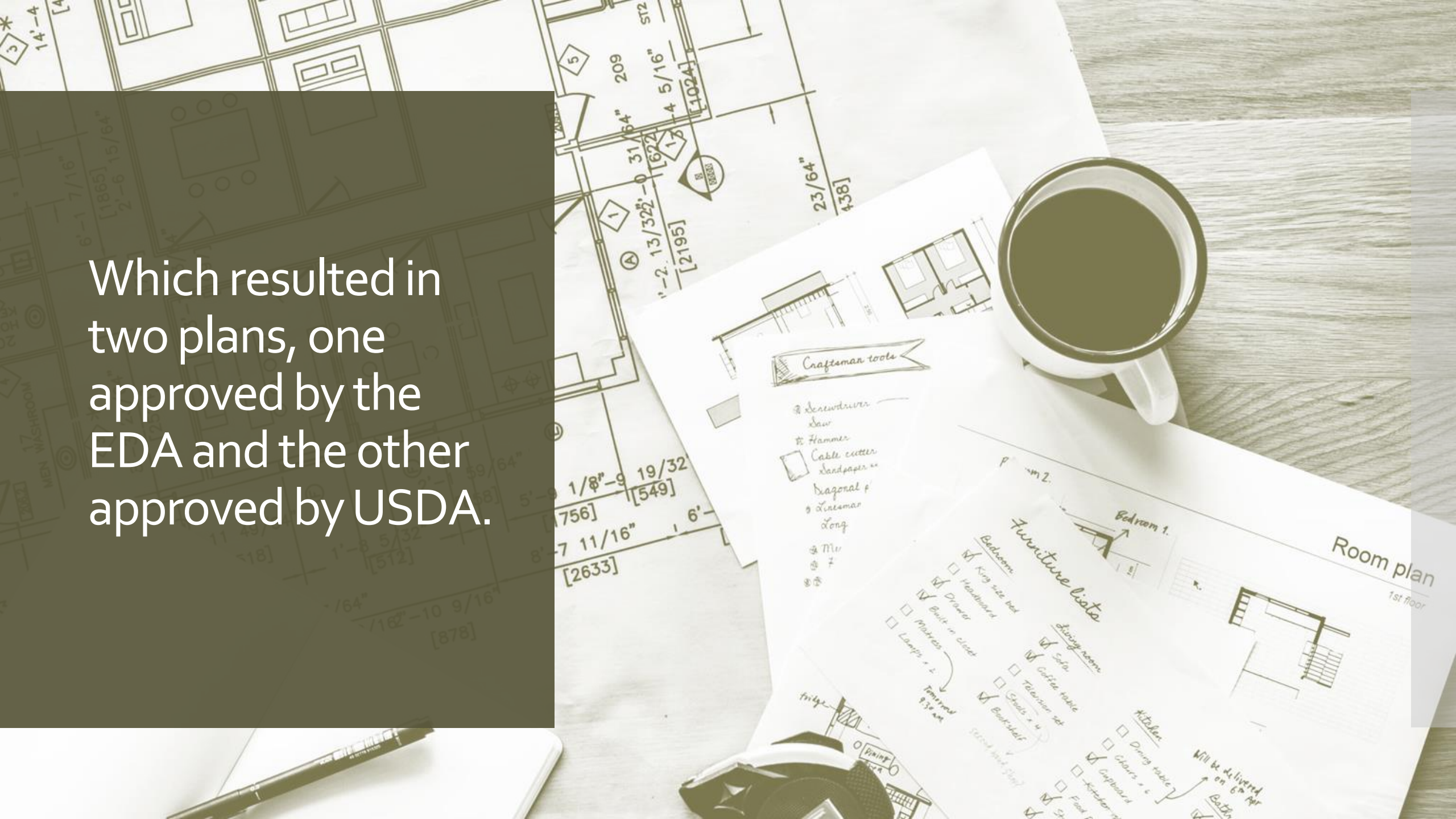


United States
Department of
Agriculture

Rural Development

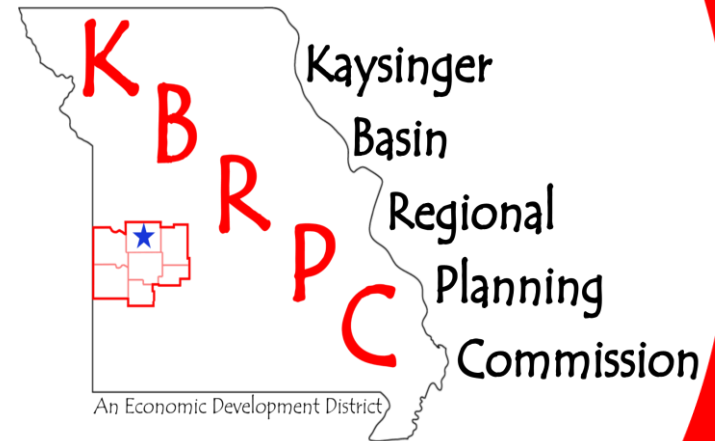


Which resulted in two plans, one approved by the EDA and the other approved by USDA.



Kaysinger Basin

Regional Economic Development Plan
2017-2022



We brought
along multiple
collaborators
in the process.

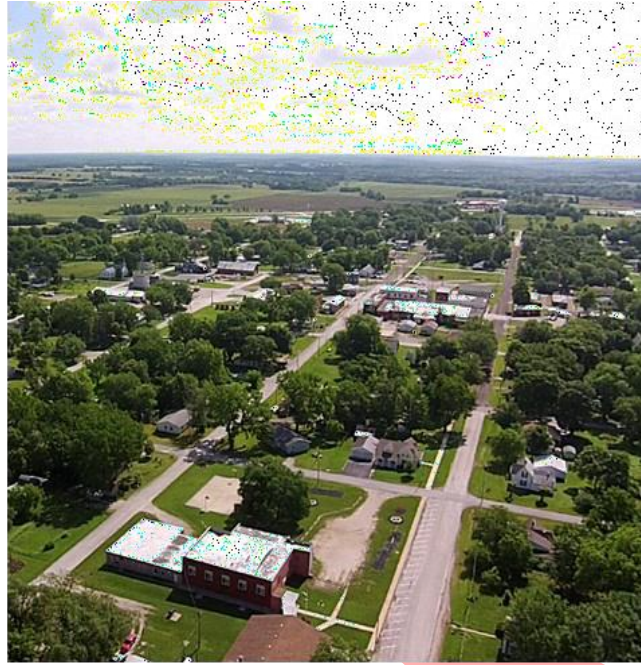






Main Objectives

- We seek to improve regional transportation, broadband and municipal infrastructure in order to support community economic development.
- By 2022 we will improve the economic vitality of the KBRPC region through business retention & expansion, tourism, small business development, new agricultural and agri-preneur opportunities and workforce development opportunities.



Through the CEDS process, we were able to use the data to develop a workable strategy that would help to advance our region's Main Street economy to restore economic dynamism.

Rural means you do it all! Our regional economic development team works in placemaking, BRE, Business attraction and small business development. The unique opportunities presented by each county dictates the work they do.

Since then, we
have done so
many great
things
together!

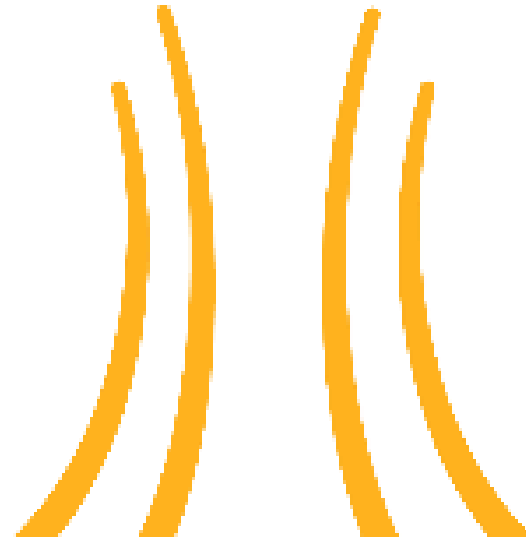
Outcomes:



An MOU between Kaysinger Basin RPC and West Central Missouri Community Action Agency was executed, formalizing the commitment to work on the objectives and goals of the plans together.



We started a
Community
Development
Corporation



NEW GROWTH
FROM DEEP ROOTS

From Deep Roots Comes New Growth

We work with partners to build more of what we want, need, and love here.

Entrepreneurs



Food & Ag



Rural Living



START HERE

Business Acceleration Network



START HERE Business Acceleration Network





St. Clair County

Economic Development

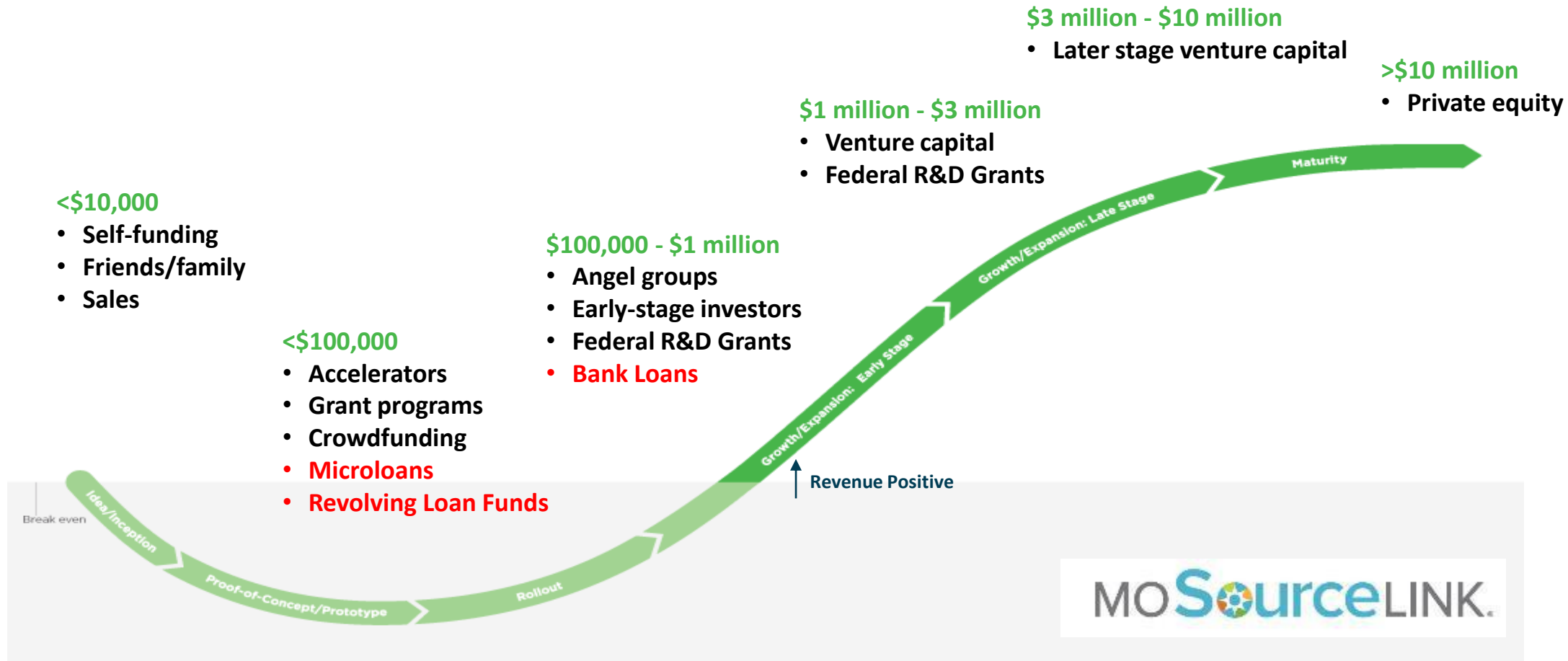
"Growing opportunities to prosper"

BUILD VC

VERNON COUNTY, MO
ECONOMIC DEVELOPMENT

Business Capital Continuum

Start Here. Grow Here. Stay Here.



START HERE business teamwork



Building the pipeline of bankable rural business borrowers.



TECHNICAL ASSISTANCE



CREDIT BUILDING



MICROENTERPRISE FINANCING



A regional Trail Planning Effort that led to the Butterfield Experience and the Pomme De Tour







kaysinger
BASIN RPC

sgarman@kaysinger.com
660-885-3393

A landscape photograph of a sunset over a field of tall, golden-brown grass. The sun is a bright, glowing orb on the horizon, casting a warm orange and yellow light across the sky and the field. The sky is filled with soft, wispy clouds that catch the low light of the sun. In the distance, dark silhouettes of rolling hills or mountains are visible against the bright horizon. The overall mood is peaceful and contemplative.

Questions and Conversation