



**REGIONAL ARTS
COMMISSION**
OF ST. LOUIS

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**Regional Arts Commission
Growth & Development Committee Minutes
January 11, 2024 via ZOOM
10 a.m.**

Committee Members in Attendance

Mont Levy, chair, Rhonda Carter-Adams, Sam Fiorello, Beverly Isom, Roz Johnson, ex-officio

Staff Attendees

Angie Peters, Savannah Babington, Nichole Belford, Tony Chance, Jay Scherder, Jason Schipkowski, Lea Sutherlin

Call to Order & Approval of Minutes

Levy called the meeting to order at 10:02 a.m.

Levy shared the following, regarding RAC's new Growth & Development (G&D) Committee: (1) thanked all members of this Committee for agreeing to serve; (2) G&D committee will reimagine how RAC develops funding; (3) this Committee may be called upon to make connections and some typical fundraising, but will serve as more of a strategic level group; and (4) during this meeting - will address purpose, duties, work plan, and some opportunities that have already surfaced through the work of Peters, VP of Growth & Development.

Levy asked Peters to comment and present the committee overview.

Peters thanked Levy for agreeing to serve as chair, and those who have agreed to serve as committee members, then shared that following: (1) her background and why she (Peters) came to RAC in the role as VP of Growth & Development; (2) RAC no longer being able to solely rely on Hotel/Motel tax revenue for single source of funding; and (3) gave departmental breakdown of Growth & Development and introduced members of the G&D team.

Committee Overview & Fundraising Efforts (Peters)

Peters gave the following overview of the G&D Committee and fundraising efforts: (1) strategic thinking and strategic partnerships; (2) importance of reputation management and awareness; (3) Peters' ongoing meetings with commissioners and stakeholders; (4) recent fundraising efforts; and (5) opportunities for RAC to focus on moving forward.





Approval of Growth & Development Committee Purpose & Duties

Levy reported the following: (1) duties give an idea of committee work in collaboration with staff; (2) job of this Committee, moving forward, is to get direction; (3) Levy read the redrafted purpose statement included in the packet for this meeting, which included the new sentence regarding strategic direction; (4) important to emphasize RAC's role in cultural tourism; and (5) his (Levy's) belief that the for-profit community does not want to see the arts fail.

Levy then asked for comments.

Isom shared appreciation for clearly explained mission and responsibilities.

Carter-Adams asked about the committee's measure of success toward the progress of this new mission in addition to increased funding beyond Hotel/Motel tax revenue.

Levy concurred, and that it must be in a way so as not to compete with grantee constituent agencies.

Fiorello concurred and added that this Committee needs to determine what that means as 'the pond' is small.

Peters noted that G&D will "look outside the pond" as there are some local entities interested in sponsoring RAC's 40th Anniversary Campaign. She added that there might be an opportunity for additional ARPA funds along with 1% for the arts around public art, and that traditional philanthropy will be a small part.

Levy noted that he is hopeful around the possibility of additional ARPA funds as RAC has proven the ability to get dollars out the door quickly.

Angie concurred and shared the following: (1) "success breeds success" and that RAC brings results; (2) gave example of a recent conversation between Cooksey and a national funder who has invited RAC to apply for a large amount of funds which will support the art of music in 2024-2025; and (3) while all partnerships might not bring big dollars, also looking to generate additional reputation, brand management and awareness around RAC.

Levy noted that as this Committee looks for dollars via new/reimagined methods, must be disciplined not to let opportunities for dollars send RAC into a direction not aligned with RAC's mission and strategic plan.

Motion made by Fiorello, seconded by Carter-Adams, and unanimously approved to adopt the Growth and Development Committee Purpose & Duties. Vote was as follows:

Yea –Levy, Carter-Adams, Fiorello, Isom, Johnson

Nay – none

Abstain - none



Levy then reviewed the following: (1) gift acceptance policy – will ask staff to draft for a future meeting; (2) revenues of generation, roles and partners; (3) review and support of RAC fundraising materials – high priority for Angie to develop for the April meeting; (4) plans for RAC's 40th Anniversary Campaign, and the role of this Committee to support those activities and plans; (5) possibly reimagine what it means for RAC to be a 501c3; (6) review what the Board and Staff are doing toward strategic goals in giving efforts; (7) working together to support idea of pursuing partners; (8) review/support cultural tourism efforts; and (9) advise, support and participate in advocacy efforts at the federal, state and local levels. Levy gave kudos to Belford for her incredible work and stated that while he will be unable to participate in Advocacy Day in Jefferson City, he encouraged members of this Committee to try to accommodate these opportunities. Levy then noted that this Committee will meet at least four [4] times per year and invited comments.

Johnson thanked Levy for agreeing to chair and commissioners for being part of this Committee, and staff for being committed to this work along with all else being done. She noted the following regarding this Committee: (1) a long time coming as the pandemic forced tough choices related to funding and slow return of Hotel/Motel tax revenue resulting in somewhat of an urgency; and (2) not a daunting task but a worthwhile investment in everyone's time and effort. Johnson then stated that she is excited about this work and reemphasized that the G&D Committee has no intention of competing with grantees but taking the lead as an organization of good stewardship. She then noted Cooksey's impact on the community in general, the arts community in particular, the staff/team she (Cooksey) has assembled along with her clarity of the mission and how to accomplish it, and that Cooksey will be a huge part of the work of this Committee

Fiorello noted that this is very exciting and gave kudos to Peters, Belford, Scherder, and the entire G&D Team. He added that overall, RAC is fortunate to have such an incredible team. Fiorello then shared an example of an anticipated corporate foundation presence in STL, and possibly looking to connect with this major foundation.

Carter Adams asked how a committee member without corporate connections can still be impactful.

Levy noted the following: (1) this Committee will brainstorm and discuss a list of partners that help tell that story and how G&D Committee members can be valuable; (2) reminded that this is not a "30-day project" but that this Committee exists to lay the foundations, reimagine and think outside the box. Levy then asked Peters to share her thoughts on partner prospects.

Potential Partners for Revenue Generation

Peters reviewed the list of potential revenue opportunities (included in the packet for this meeting) and noted it was generated by Scherder. Peters noted the following: (1) G&D continues to brainstorm on prospective partners and that the G&D team is looking at how to "divide and conquer" the list; (2) gave examples of product branding - company that might use RAC's name, logo and push forth a STL artist; and (3) return on investment of sponsorships.



Committee Work Plan

Levy highlighted the 2024 Work Plan and requested that the fourth quarter meeting (10/10/24) be rescheduled for either September 24 or September 25. He reminded that this will be a fluid work plan and for committee members to feel free to contact him or Peters with any questions.

Levy asked Nichole to report on Advocacy Day.

Belford explained the process for Advocacy Day reported the following: (1) RAC has opportunity to participate in Advocacy Day, February 7, 2024; (2) RAC bus of 50 to Jefferson City, Missouri will go speak with legislators on the importance of supporting the arts; (3) she (Belford) works with Missouri Citizens for the Arts (MAC) and that board reviews and takes concerns to legislators; (4) pushing for more funding for MAC and RAC; (5) she has set appointments for participants to meet legislators on Advocacy Day; and (6) currently have a group of 30, invited anyone interested to participate, and noted that lunch will be included.

Carter-Adams Rhonda requested to participate in Advocacy Day.

Adjournment

Motion made by Levy, seconded by Carter-Adams, and unanimously approved to adjourn the January 11, 2024 Growth & Development Committee meeting at 10:57 a.m.

Votes were as follows:

Yea –Levy, Carter-Adams, Fiorello, Isom, Johnson

Nay – none

Abstain - none

Submitted by
L. Sutherlin, Exec. Asst. & Commission Administrator

Attachments

- Growth and Development Committee Purpose & Duties
- Committee Work Plan
- Potential Partners for Revenue Generation – Sales Proceeds



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**Regional Arts Commission
Growth & Development Committee Minutes
April 11, 2024 via ZOOM
10 a.m.**

Committee Members in Attendance

Mont Levy, chair, Rhonda Carter-Adams, Beverly Isom (10:08a), Roz Johnson, ex-officio

Committee Members Absent

Sam Fiorello

Staff Attendees

Vanessa Cooksey, Angie Peters, Savannah Babington, Nichole Belford, Jay Scherder, Jason Schipkowski, MK Stallings, Lea Sutherlin

Call to Order & Approval of Minutes

Levy called the meeting to order at 10:02 a.m.

Levy then called for the approval of the minutes from the January 11, 2024, Growth & Development Committee meeting.

Motion made by Carter-Adams, seconded by Johnson, and unanimously carried to approve the January 11, 2024 Growth & Development Committee minutes. Votes were as follows:

Yea – Levy, Carter-Adams, Johnson

Nay – none

Abstain - none

Approval of Gift Acceptance Policy

Levy reminded that the Gift Acceptance Policy was included in the packet for this meeting, and asked Peters to comment.

Peters noted that the proposed Gift Acceptance Policy was coauthored with legal counsel (Quarles) and ensures parameters for RAC around fundraising.

Levy then called for the approval of the Gift Acceptance Policy.

Motion made by Carter-Adams, seconded by Johnson, and unanimously carried to approve the Gift Acceptance Policy. Votes were as follows:





Yea – Levy, Carter-Adams, Isom, Johnson

Nay – none

Abstain - none

Review of Case for Support

Levy asked Peters to comment.

Peters shared the following regarding the Case for Support included in the packet for this meeting: (1) it is the first draft; (2) highlights the who, what and how long for RAC; (3) will hopefully encourage donor support; and (4) request for reaction, thoughts, what is missing, etc. from this committee.

Committee discussion/comments regarding the draft Case for Support were as follows: (1) need for clarity on how a gift to RAC will make a difference; (2) importance of identifying the who, why and benefits of donors; (3) suggestion to rearrange components; (4) suggestion to craft a simplified statement/acknowledgment related to tax revenue and need for additional assistance; and (5) whether to use the term 'de-risk' or 'maximize investment' depending on the audience.

Committee members asked for comments from staff.

Belford suggested inclusion of a 'dollar graphic' for additional clarity on goal achievement, increasing demands and lack of increased funding.

Schipkowski noted that this is not stand-alone piece and that the website will be audited and include numbers as economic driver, grantee testimonials, and other deliberate touchpoints for prospective donors.

Peters shared that additional perspectives were welcome, and that this document will be a "leave behind" to help the reader understand more about RAC. Peters added that she and the team will continue to work on this draft and that an updated draft based on today's discussions would be sent no later than April 19, for additional review by this committee.

Peters then made the following announcements: (1) MK Stallings is now officially part of the Growth & Development Team and that his work is further grounding and informing RAC's work, especially in plans/preparations toward RAC's 40th Anniversary; and (2) Cooksey was contacted, and RAC received an anonymous contribution of \$100K as an unsolicited and unrestricted donation. Peters added that this a testament to Cooksey and her hard work.

Discussion/next steps: (1) Cooksey will ask donor if donation can be announced as 'anonymous'; (2) donation will be included in the March 2024 cash flow and in the revenue section of the 990 [as anonymous]; (3) possibly create a special application to highlight how dollars are given and how to



celebrate donations; and (4) consider internal use [before external use] of the \$100K anonymous donation.

Growth & Development Updates

- a. Potential Partners for Revenue Generation (Peters)
Peters shared a PPT and gave an update on potential partners for RAC revenue generation opportunities for 2024-2025 and gave kudos to Scherder for keeping conversations going and closing deals. Peters then invited this committee to recommend additional partnerships.
- b. 2024 Cultural Tourism (Scherder)
Scherder noted that he recently sent out his presentation to commissioners and staff, and highlighted the following: (1) excitement around year two [2] of StlArts.org and major site traffic increase from markets in other cities/states; (2) participation in several events during summer 2024 that will also provide fundraising opportunities; (3) upcoming launch of Phase 2 of StlArts.org, including new features; and (4) new communications staff member, Savannah Babington, a tremendous asset to the Growth & Development team, and to RAC as a whole.
- c. Plans for RAC's 40th Anniversary (Peters)
Peters reminded that she recently shared plans for the 40th Anniversary during the Q1 March Full Commission meeting, and that she would send those PPT slides to this committee.
- d. Commission & Staff Giving Plan (Levy)
Levy began the discussion about commission and staff giving in 2024.

Committee discussion highlights: (1) percentage goal important - dollar amount unimportant; and (2) possibly look at process(es) of other organizations.

Levy suggested that this topic be revisited, and that he will ask Johnson to assist with a fall 2024 campaign for commissioners, and asked Cooksey and Peters to consider the idea of a campaign for staff.

Levy then reminded that the next Growth & Development Committee meeting is scheduled for July 11, and that the next iteration of the fundraising brochure would be sent to this committee for additional comments and preparation for executing.

Adjournment

Isom left meeting @11:01 a.m.

Motion made by Levy, seconded by Carter-Adams, and unanimously approved to adjourn the April 11, 2024 Growth & Development Committee meeting at 11:08 a.m.



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Votes were as follows:

Yea –Levy, Carter-Adams, Johnson

Nay – none

Abstain - none

ATTACHMENTS

- Growth & Development Committee Meeting Minutes, January 11, 2024
- Gift Acceptance Policy
- Case for Support
- Potential Partners for Revenue Generation Chart

Submitted by

L. Sutherlin, Exec. Asst. & Commission Administrator





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**Regional Arts Commission
Growth & Development Committee Minutes
September 25, 2024 via ZOOM
10 a.m.**

Committee Members in Attendance

Mont Levy, chair, Beverly Isom, Roz Johnson, ex-officio

Committee Members Absent

Rhonda Carter-Adams, Sam Fiorello

Staff Attendees

Angie Peters, Savannah Babington, Nichole Belford, Jay Scherder, Jason Schipkowski, MK Stallings, Lea Sutherlin

Call to Order & Approval of Minutes (Levy)

Levy called the meeting to order at 10:04 a.m.

Levy then called for the approval of the minutes from the July 11, 2024, Growth & Development Committee meeting.

Motion made by Isom, seconded by Johnson, and unanimously carried to approve the July 11, 2024 Growth & Development Committee minutes. Votes were as follows:

Yea – Levy, Isom, Johnson

Nay – none

Abstain - none

Levy called for the following reports.

Sources of Revenue Generation (Levy/Peters)

Peters shared the following: (1) RAC has explored various strategies for revenue generation as part of the initiative to diversify income sources; (2) an overview of RAC's current position and direction being taken; (3) two key principles from discussions including [a] expansion of revenue streams beyond a single source, and [b] aim to avoid competing with the organizations financially supported by RAC; and (4) moving forward - five specific strategies being prioritized including [a] 50/50 raffle, which has been performing exceptionally well under Jay's leadership, [b] co-funding/Sponsorship -where RAC puts in along with other funders, [c] government funds – success of ARPA and thanks to those who attended wrap party, [d] Grants - over \$500K - for Theory of Change work already completed, work being done and as RAC moves forward, and [e] passive including Hotel/Motel Tax Revenue and contributions.





Discussion held as follows: (1) setting achievable goals/strategies in each of the above reported on categories for the remainder of this year and into next year; (2) continued thoughts toward best path forward for maximizing success for 50/50 raffle and possible discussions with CAT; and (3) notifying full commission to assist when applying for large-scale grants.

\$2M from Sale of 6128

Endowment Fund (Discussion)

Levy discussed the following regarding funds from the sale of the 6128 Delmar building, which are currently held as a board-designated endowment: (1) the designation allows the Commission to make decisions about the use of the funds; (2) given the current uncertainties surrounding hotel/motel revenue and the ongoing St. Louis Convention Center expansion, the prevailing sentiment is to retain these funds for the near future and assess the situation as it develops; (3) being open to discussions about potential uses for these funds, while also noting that interest earned on the endowment is being reinvested to grow the reserve; (4) authority to make decisions regarding the funds; and (5) input on future planning.

Isom inquired about the initial options discussed when establishing the endowment fund.

Levy noted that there had not been a prior detailed discussion due to the lengthy process of selling the building and that the funds are currently characterized as a "do no harm" reserve, which is not part of the organization's cash flow but serves as an additional financial cushion. Levy further noted that the original intention was to reinvest the proceeds into a new physical location for the organization, but given the current office situation, there is no immediate need for such a commitment.

Johnson highlighted the importance of a thoughtful decision-making process regarding the stewardship of these funds, acknowledging the considerable amount of money involved. Johnson then expressed agreement with the cautious approach and emphasized the flexibility it provides for future opportunities.

Levy concluded that the current strategy would be to maintain the status quo, allowing the funds to grow through interest earnings and invited any further thoughts on the matter from the group.

40th Birthday Events (Levy/Peters)

Commissioner Giving in Honor of 40th

The following discussion was held regarding the 40th Anniversary events of the organization, focusing on fundraising and community engagement: (1) emphasis on the need for diversification of revenue and the potential role of the Commission in fundraising efforts; (2) distinction between political appointees and traditional nonprofit board members regarding expectations for giving; (3) idea of launching a 40th anniversary giving campaign, with modest goals, and the possibility of creating a Commissioner fund to support specific initiatives or an endowment; (4) possibility of an episodic initiative aimed at encouraging contributions without strict goals; (5) importance of having a clear purpose for fundraising to stimulate higher levels of giving; and (6) suggestions for a subcommittee to help define the campaign's focus.



Peters then outlined the two main events planned for the 40th Anniversary (1) a business community breakfast and (2) a large celebratory party for the arts sector.

List Potential Sponsors (Discussion)

Peters shared the following regarding potential sponsors for the 40th Anniversary: (1) steps to engage potential partners and sponsors; (2) highlighted the importance of reaching out to vendors and organizations that have expressed interest in collaboration, including Stifel, Anderson Technology, Anthem Blue Cross Blue Shield, and Armanino; (3) ongoing discussions with Nestle Purina and PNC; and (4) input on additional contacts that may be beneficial for sponsorship.

Levy suggested sharing the list of potential sponsors with this committee and possibly the entire commission for further ideas and input.

Johnson agreed and suggested adding this topic to the agenda of an upcoming meeting, while also being open to distributing the information via email if necessary.

Growth & Development Department Updates (Levy)

Levy called for the following updates from the Growth and Development team:

Marketing & Communications (Scherder)

Scherder provided the following update: (1) StLAarts.org - noting the conclusion of their tourism campaign for the year, with plans for a smaller campaign in late fall and winter, 1.3 million unique users on the website, with hopes to reach 1.5 million by year-end; (2) StLAarts.org engagement metrics showed users were spending more time on the site, with notable interest from cities like Chicago, Dallas, and Atlanta; (3) while he (Scherder) and Schipkowski built the site, the majority of the work has been done by Schipkowski, with kudos also to Babington; and (4) StLAarts.org is on par with leading tourism websites nationwide.

Scherder then highlighted the success of social media efforts, particularly on Instagram, where followers have doubled from 9,000 to nearly 18,000, and mentioned a shift in sponsorship strategy, focusing on supporting emerging festivals and community initiatives, such as an art fair for veteran artists. Scherder noted that plans for the 40th anniversary of the organization include partnerships with local businesses and fundraising events.

Research & Evaluation (Stallings)

Stallings shared that 77 people have registered, including scholarship recipients, for the Arts & Health Symposium – October 21-22, 2024. He noted that there has been significant interest in scholarships, and the overarching goal is to reach 100 attendees.

External Relations (Belford)

Belford shared that plans for Arts Advocacy Day – February 5, 2025 are underway, and in collaboration with the Missouri Citizens for the Arts, where they aim to enhance advocacy efforts across the state.



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Open Discussion (Levy)

Levy proposed that this Committee hold a 30-minute Zoom meeting regarding the Board giving project before the Annual Board Meeting on November 21, potentially on November 7.

Adjournment

Motion made by Isom, seconded by Johnson, and unanimously approved to adjourn the September 25, 2024 Growth & Development Committee meeting at 11:05 a.m.

Votes were as follows:

Yea – Levy, Isom, Johnson

Nay – none

Abstain - none

ATTACHMENTS

- Growth & Development Committee Meeting Minutes, July 11, 2024
- List of Potential Sponsors for 40th Birthday

Submitted by

L. Sutherlin, Exec. Asst. & Commission Administrator





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**Regional Arts Commission
Growth & Development Committee Minutes
November 7, 2024 via ZOOM
9 a.m.**

Committee Members in Attendance

Mont Levy, chair, Rhonda Carter-Adams, Beverly Isom,

Committee Members Absent

Sam Fiorello

Roz Johnson, ex-officio

Staff Attendees

Angie Peters, Savannah Babington, Nichole Belford, Jay Scherder, Jason Schipkowski, MK Stallings, Lea Sutherlin

Call to Order & Approval of Minutes (Levy)

Levy called the meeting to order at 9:05 a.m.

Levy then called for a motion to approve the minutes from the September 25, 2024, Growth & Development Committee meeting.

Motion made by Carter-Adams seconded by Isom and unanimously carried to approve the September 25, 2024 Growth & Development Committee minutes. Votes were as follows:

Yea – Levy, Carter-Adams, Isom

Nay – none

Abstain - none

Commissioner Giving in Honor of RAC's 40th Birthday

Levy gave the following update on proposed Commissioner giving in honor of RAC's 40th Birthday: (1) determining commissioner involvement for RAC's 40th Anniversary; (2) discussion held during August 29 meeting with follow-up review from Levy and Peters; (3) ideas included in the packet for this meeting; and (4) commissioner fundraiser/gift to create a mural in honor of RAC's first 40 years.

Discussion held as follows regarding a commissioner gift to create a mural in honor of RAC's first 40 years: (1) Carter-Adams asked if gift donations would include current and past commissioners; (2) discussion regarding dollar amount/goal; (3) Peters suggested reviewing ARPA murals as a guide for dimensions, cost and setting parameters; (4) Scherder suggested possibly including 'paint by numbers' sessions for the project; (5) Schipkowski shared info from the ARPA Mural Project; (6) Isom noted that this could be an opportunity not just for this project, but to





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further engage former commissioners in long term fundraising efforts; and (7) Levy noted that this would be a culminating and lasting event from RAC's 40th.

Levy called for a motion to approve a recommendation to move forward with a fundraising project with an initial goal of \$50K to commission a mural commemorating the 40 years of RAC and that we seek to raise this money from among current and past commissioners.

Motion made by Carter-Adams, seconded by Isom and unanimously approved to move forward with a fundraising project with an initial goal of \$50K to commission a mural commemorating the 40 years of RAC and that we seek to raise this money from among current and past commissioners. Votes were as follows:

Yea – Levy, Carter-Adams, Isom

Nay – none

Abstain - none

Levy asked Peters and Sutherlin to request addition of a Growth & Development Committee report on the Annual Board Meeting agenda, November 21, 2024, to present the approved recommendation.

2024 Work Plan Review

Peters reviewed the 2024 Work Plan as follows: (1) Growth & Development (G&D) is a brand new committee; (2) G&D is now part of a RAC department; (3) great staff members and great commissioner support; (4) commissioner thoughts and great questions have helped inform the work being done; (5) funds raised during this first year; (6) Scherder's efforts around 50/50; and (7) conversations with potential funders and partners this year, creating a tremendous runway.

2025 Work Plan Draft/Review

Peters reviewed the 2025 work plan draft as follows: (1) current asks that will happen throughout 2025, and beyond; (2) setup and laying the foundation has been the focus for 2024; (3) framework in place; (4) welcome input/ideas from this committee; and (5) solidifying Theory of Change that will inform the 2025 work plan for this committee as will the overall RAC work plan.

Levy noted that while waiting for the finalization of Theory of Change, concrete goals are needed for the 2025 work plan. Levy further noted that not only review but accountability is needed to get certain things done, and goals set should be attainable.

Peters agreed and noted that review of purpose and duties for 2025 is key as there may be additional/new members for this committee. Peters added that Lea will send meeting dates for 2025 following the November 21 Annual Board Meeting.

Adjournment

Motion made by Levy, seconded by Isom, and unanimously approved to adjourn the November 7, 2024 Growth & Development Committee meeting at 9:30 a.m. Votes were as follows:





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Yea – Levy, Carter-Adams (proxy), Isom

Nay – none

Abstain - none

ATTACHMENTS

- Growth & Development Committee Meeting Minutes, September 25, 2024
- Commissioner Giving Options – Draft
- 2024 Work Plan
- 2025 Work Plan - Draft

Submitted by

L. Sutherlin, Exec. Asst. & Commission Administrator





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**Regional Arts Commission
Growth & Development Committee Minutes
January 27, 2025 via ZOOM
10 a.m.**

Committee Members in Attendance

Mont Levy, chair, Rhonda Carter-Adams, Sam Fiorello, Jerry Gennaria

Committee Members Absent

Kristin Johnson*

Beverly Isom

Staff Attendees

Vanessa Cooksey, Angie Peters, Savannah Babington, Jay Scherder, Jason Schipkowski, MK Stallings, Lea Sutherlin

Call to Order & Approval of Minutes (Levy)

Levy called the meeting to order at 10:03 a.m.

Levy then called for a motion to approve the minutes from the November 7, 2024, Growth & Development Committee meeting.

Motion made by Carter-Adams seconded by Fiorello and unanimously carried to approve the November 7, 2024 Growth & Development Committee minutes. Votes were as follows:

Yea – Levy, Carter-Adams, Fiorello, Gennaria

Nay – none

Abstain - none

Levy welcomed everyone to the meeting and noted that some of the agenda items would be more substantive (for this meeting), while others were more about preparing for future meetings. Levy then asked Peters and/or Cooksey to share bit of background on Kristin Johnson and reminded that while she was brought on as a non-commissioner member, she is an important addition to the Growth & Development (G&D) Committee.

Cooksey shared the following overview: (1) Edward Jones community relations lead reached out and shared that they were impressed with RAC's efforts and wanted to make a donation; (2) at the end of 2024, Edward Jones returned with an additional/increased two-year pledge amount, along with the opportunity for one of their leaders to join RAC's G&D committee; (3) EJ proposed Kristin Johnson because of her deep ties to the arts community, currently chairs the board of COCA, and is passionate about the arts; and (4) Kristin Johnson will act as RAC's liaison with Edward Jones to build a long-term, mutually beneficial relationship.





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Cooksey asked Peters to comment.

Peters shared the following regarding Johnson: (1) Chief Transformation Officer at Edward Jones and very engaged in the community; (2) has a rich background in the arts; (3) former ballerina, now an avid runner and has been involved in several arts organizations, including Fashion Fund; and (4) serves on the Mercy Board and understands the connection between arts and health.

Peters noted that G&D is excited about the way Edward Jones, through Johnson, is setting the standard for public-private partnerships and that this collaboration will be key as RAC looks toward the 40th anniversary and beyond.

Levy and Cooksey briefly mentioned enhancing fundraising efforts and ongoing discussions held with grantees to ensure they understand that RAC is not in competition for funding but rather working collaboratively to enhance the overall ecosystem.

Levy then noted that Johnson will be an excellent representative as RAC starts to address how to move forward with its initiatives.

Carter Adams agreed that Johnson is a “fantastic” addition and asked how she would be incorporated as a liaison.

Levy noted the following: (1) while Johnson is not a commissioner, she has been invited to join as a non-voting G&D committee member; (2) approved with input from Board Chair-elect Gennaria and validation from RAC’s Governance Committee, and felt assured that inviting her as a non-voting member was fitting; and (3) Johnson was made aware of this status in advance and expressed her approval.

Carter Adams also asked if the recent Edward Jones two-year pledge was unrestricted like that of the first gift earlier in 2024.

Cooksey confirmed that as per the Edward Jones lead, the pledge is unrestricted.

Discussion held as follows: (1) integrating the two aspects of the G&D Committee focus on development and growth and engaging others in that mission; (2) through this committee, have conversation on how RAC defines ‘competition’; (3) a drafted statement that can be taken to the full Commission for approval – one that benefits RAC constituents and makes a substantive case in the community; (4) commitment in recent years to fundraise but not in competition with grantees; (5) Theory of Change [ToC] framework – transformative work positioned to have positive impact in the STL region and requires funding beyond Hotel/Motel Tax Revenue; (6) ongoing conversations about diversifying revenue; and (7) additional discussion on TOC, and next action steps and role of commissioners.

Levy asked Peters to report on the remainder of agenda items.





Peters noted that she would report on agenda item #4 at the April meeting and reported on agenda item #5 - FY 2025 Development Goal.

FY 2025 Development Goal

Peters presented the FY 2025 Development Goal of \$1M as follows: (1) through grants [government and foundations]; (2) sponsorships of RAC's 40th Birthday Bash; and (3) contributions (individuals and corporate philanthropy).

Fiorello asked if the development goal includes the Edward Jones commitment.

Peters noted that the Edward Jones commitment could possibly help surpass the goal.

Levy added that if successful, the \$50K Board commissioned mural will also help achieve the goal.

Carter-Adams asked if the list provided were new or recurring grant opportunities.

Peters stated that the list consisted of new opportunities.

Levy asked status of government applications and opportunities.

Peters shared that G&D worked with an external person last year and will continue working with her in 2025 as government grant application is an ongoing process.

Commissioner Funded Mural in Honor of RAC's 40th Birthday

Peters shared the following: (1) reminded [at the November 2024 Annual Board meeting] shared ideas and were empowered through a motion and vote to continue exploring this and determine what would work best; (2) hopeful to reach a consensus on the timeline and the goal of \$50K, which serves as the criteria for the mural; (3) discussed the process; (4) asked for feedback/thoughts; and (5) will collaborate with the Public Art Committee who will handle criteria.

Discussion held as follows: (1) whether the ask should be to the current commissioners and former commissioners for support; (2) possibly present 'ask' at the March full commission meeting; (3) Stallings and Sutherlin compiling list of former commissioners; (4) important to consider everyone's financial capacity; (5) structure payments to allow for pledges over time and/or allow for recurring monthly payments; (6) creating a specific target with specific giving tiers to engage businesses willing to contribute; (7) capital campaign approach with clear messaging on goals and methods – allowing for team collaborations; and (8) development of a clear framework before the March full commission meeting.

Peters noted that the 40th Anniversary provides a fantastic opportunity to reconnect and engage with people, and that potential mural locations can be explored during promotion of this project.

Levy asked if location selection could be expedited.



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Peters stated that it could be possible once certain criteria for the mural location is confirmed.

Cooksey suggested conducting a survey of commissioners to gather their ideas for potential addresses and added that RAC also has information from the St. Louis mural project that could aid in identifying suitable locations.

Levy agreed. He thanked Peters for leading the charge for the mural project and noted that her analysis has helped create a sound approach going forward.

Carter-Adams concurred and noted that everyone's engagement has been valuable.

Levy called for additional reports.

Cooksey discussed the Theory of Change (ToC) and Fundraising Strategy as follows: (1) a robust internalization process for ToC has been developed which will be presented at upcoming meetings, including the Executive Committee and the full Commission meeting; and (2) asked for feedback, insights, and suggestions from this committee to refine and improve the ToC and its internalization process.

Levy suggested that clarifying the next steps sooner would help this Committee better understand where resources are needed, and where financial support should be targeted.

Cooksey then discussed an area of potential growth - cultural tourism, and noted that enhancing RAC's leadership role in cultural tourism could more effectively garner private-sector funding, and that this is an opportunity to scale impact in a way that aligns with the organization's core mission.

Carter-Adams asked whether there are any examples of organizations successfully tying their Theory of Change to fundraising efforts.

Cooksey shared the following initiative examples in detail: (1) guaranteed basic income for artists; (2) arts and health sector collaboration; (3) approach to amplifying RAC's presence by engaging with other sectors and communities, especially through collaborations with entities like StLouisArts.org and work around the Music at the Intersection Festival – noting that these efforts serve to attract new visitors to St. Louis, while also scaling their impact with targeted marketing campaigns.

Cooksey then noted that overall, the Theory of Change is designed to scale the organization's impact, concentrating on areas with the greatest potential for transformation. She emphasized that the goal is to reinvest funds into the sector to help more organizations grow and thrive.

Carter-Adams thanked Cooksey for helping to make the ToC more visual through the examples.

Levy concurred.

Fiorello left mtg @ 10:49a





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Adjournment

Motion made by Levy, seconded by Carter-Adams and unanimously approved to adjourn the January 27, 2025 Growth & Development Committee meeting at 11:01 a.m. Votes were as follows:

Yea – Levy, Carter-Adams, Fiorello (left 10:49a), Gennaria

Nay – none

Abstain - none

ATTACHMENTS

- Growth & Development Committee Meeting Minutes, November 7, 2024
- Commissioner Funded Mural Information

Submitted by

L. Sutherlin, Exec. Asst. & Commission Administrator

* Non-voting member





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**Regional Arts Commission
Growth & Development Committee Minutes
April 17, 2025 via ZOOM
10 a.m.**

Call to Order & Committee Members in Attendance

Levy called the April 17, 2025, Growth & Development Committee meeting to order at 10:03 a.m. and asked Lea to conduct the Committee roll call. Members in attendance: Mont Levy, chair, Rhonda Carter-Adams 10:06a, Gerad Ewing, Beverly Isom, *Kristin Johnson (*Non-Voting Committee Member)

Motion made by Levy, seconded by Isom, and unanimously approved to convene the April 17, 2025 Growth & Development Committee meeting to order at 10:03 a.m.

Votes were as follows:

Yea – Levy, Carter-Adams 10:05, Ewing, Isom (acknowledged – Johnson)

Nay – none

Abstain - none

Committee Members Absent

Sam Fiorello

Jerry Gennaria, ex-officio

Staff Attendees

Vanessa Cooksey, Angie Peters, Savannah Babington, Jay Scherder, Jason Schipkowski, Mk Sadiq, Tracey Morgan, Lea Sutherlin

Approval of Minutes (Levy)

Levy called for a motion to approve the minutes from the January 27, 2025 Growth & Development (G&D) Committee meeting.

Motion made by Levy seconded by Isom and unanimously carried to approve the January 27, 2025 Growth & Development Committee minutes. Votes were as follows:

Yea – Levy, Carter-Adams, 10:05, Ewing, Isom, (acknowledged – Johnson)

Nay – none

Abstain - none





Levy reported on the following: (1) recent conversations with Peters regarding the direction and priorities of RAC, particularly within the Growth and Development Department which is led by Peters; (2) as Chair of this committee, his eagerness to gain insight on the department's goals/objectives and the initiatives currently in progress; (3) emphasis on the importance of using RAC's limited resources efficiently and acknowledged the need for further discussion - inclusive of the two G&D committee members who were unable to attend this meeting; (4) reconsider the idea of possibly fundraising for a mural while considering RAC's overall financial situation and capabilities in developing additional funds; and (5) crucial discussions needed for aligning efforts and resource allocation with the G&D department's activities and the community's needs.

Levy then asked Peters to call for the following reports.

Growth & Development Updates

Peters acknowledged/concurred with Levy's insights and reported the following: (1) emphasized the importance of positioning and messaging in current context, particularly considering challenges and potential funding opportunities related to RAC; and (2) G&D team member Babington prepared a PowerPoint presentation for this meeting which included [a] President & CEO Sharing, [b] Positioning and Messaging, [c] Arts & Culture Investor Data, and [d] Revenue Diversification/Raise \$1M in 2025. Peters noted that those upcoming reports would focus on revenue diversification, particularly how they present themselves and their work to stakeholders.

Peters then asked Cooksey to share the following:

Cooksey gave the following two (2) updates:

St. Louis Sports Commission: (1) recently completed her 1:1 with Board Chair Gennaria and indicated that an email update would be sent to all Commissioners, as follow-up regarding RAC's phone call from the STL Sports Commission - and that organization's desire to boost amateur sporting events in St. Louis [as mentioned in her/Cooksey's report at the full March Board meeting]; (2) the STL Sports Commission's belief that by taking a portion of RAC's funds, STL Sports Commission impact could grow; (3) the STL Sports Commission is a private nonprofit organization composed of a diverse board of corporate leaders; and (4) while the STL Sports Commission is pursuing a portion of RAC's resources, it is essential to ensure that this does not come at the expense of the arts sector, which could face negative consequences similar to those experienced during the COVID-19 pandemic.

Holy Joe Society: (1) a recent open records/Sunshine Request from the Holy Joe Society [HJS], a conservative group, which investigates financial matters; (2) HJS's intentions are seen as unhelpful to the organizations being scrutinized; (3) assurance that RAC staff is prepared to respond to this request under legal guidance; (4) emphasized the need for growth, clear messaging about RAC's contributions to the region, and the importance of organizational sustainability; and (5) noted that more detailed information would be provided in the near future.

Peters highlighted the structure of the Growth and Development Department, which includes team members specializing in creative services, marketing communications, partnerships, research and evaluation, and events. She (Peters) emphasized the department's goal of expanding and diversifying revenue and encouraged questions



throughout the presentation and mentioned that there will be a significant portion of time dedicated to open discussion afterward to explore future directions. Peters then called for the following reports:

Marketing

Jason Schipkowski, Creative Services Manager reported the following: (1) emphasized the importance of refining RAC's core messaging, especially considering its 40th anniversary; (2) highlighted the need for a clear articulation of RAC's impact and value to the region; (3) following a brainstorming session led by Jerry Gennaria, the organization is working collaboratively to develop concise messaging [expressed thanks to Gennaria for hosting/leading that session at TOKY]; and (4) the main message states that RAC is the leading public investor in arts and culture in the St. Louis area with supporting messages focused on four key points: [a] Invest, [b] Amplify, [c] Lead, and [d] Inform. Schipkowski then mentioned ongoing efforts to refine this messaging by creating audience-specific communications, with an aim to ensure consistency and cohesiveness across all communications, enhancing RAC's role as a regional leader. Schipkowski noted that the finalized messaging will be shared with commissioners and staff to maintain continuity.

Johnson asked if there were any considerations for connecting RAC's efforts to regional economic development and growth.

Schipkowski confirmed and emphasized that this would be a key focus area and explained that the team is developing supporting points under the "we invest" pillar, which will be informed by specific data and investment examples, and noted that the team will use case studies, anecdotes, and quotes from various stakeholders to demonstrate impact and build support for their initiatives in a tangible way.

Cooksey added the significance of sharing specific details as RAC celebrates its 40th anniversary, and noted the following: (1) over the past four decades, RAC has invested over \$115 million into a sector that now contributes \$1 billion in economic activity to the region; and (2) notably, RAC has invested more than \$13 million in the St. Louis Symphony Orchestra, which is the second largest and oldest symphony in the country, and this consistent investment has fostered growth in the sector. Cooksey noted that she aims to highlight these specifics to effectively communicate RAC's achievements and future commitments.

Research & Evaluation

Mk Sadiq, Manager for Research and Evaluation presented the following: (1) two graphs illustrating funding patterns within the region's arts organizations - one graph focused on organizations with annual expenditures under \$500,000, while the other examined those spending over \$500,000; (2) data from the Zoo Museum District was excluded, as it is publicly funded; (3) organizations spending less than \$500,000 usually operate as single-program entities, often reliant on grants from the commission to maintain their activities, such as youth camps or fairs; (4) the impact of the COVID-19 pandemic is evident, as over 650 organizations faced significant declines between 2020 and 2022, although some showed signs of recovery; (5) the trend remained downward heading into 2023, raising concerns about the sustainability of these arts organizations; (6) larger organizations, which typically have more robust fundraising capabilities, are experiencing tightening financial conditions, marking a critical moment for the arts sector's future; and (7) the upcoming 2024 data is anticipated to shed more light on these trends.



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Levy asked if these organizations are receiving PPP funds.

Sadiq noted that while many organizations received assistance, the challenge remains in accurately understanding how these entities generate their revenue, and that data that is sometimes limited or unavailable, especially for smaller organizations that do not disclose enough information through the 990-tax form. Additional discussion was held.

Communications & Partnership

Jay Scherder, Communications and Partnerships Director reported on the following: (1) shared information about an upcoming RAC 40th Anniversary documentary trailer, which will air on Channel 11 in August; (2) RAC partnership with the STL Battlehawks to launch a 50/50 raffle starting April 26, aimed at generating revenue and enhancing fan experience during games, with potential for playoffs; (3) successful events with City Museum, like the "Paint the Spindles" event, and plans for a November event featuring local artists; (4) RAC partnership with 4 Hands Brewing Company – RAC will receive annual donations from that company's citywide beer sales, featuring unique packaging that showcases local mural artists; (5) collaborations with The Factory in Chesterfield for pre-show parties aimed at highlighting local artists, along with a fundraising program where special drinks benefit RAC; and (6) the importance of partnerships with local hotels to enhance guest experiences and attract more traffic to area arts and sports events.

Cooksey added the importance of increasing awareness of the Regional Arts Commission (RAC) among the broader St. Louis community, beyond those already engaged in the arts sector. She (Cooksey) commended the efforts of Schipkowski and Stallings and noted that RAC plays a crucial role in funding activities that benefit the public, even those who may not directly participate in arts events. Cooksey then stressed that familiarizing the general population with RAC is vital.

40th Birthday Bash

Tracey Morgan-Harris, ARPA for the Arts Lead outlined the following: (1) initiatives that have allocated \$10.6 million back to the St. Louis community, including income replacement for artists affected by COVID, the St. Louis Mural Project with 28 murals across 14 wards, and a film project supporting local filmmakers; (2) invited everyone to RAC's upcoming 40th birthday bash on August 28th at Union Station Midway, noting the majority of proceeds will come from \$19.85 tickets, symbolizing the organization's founding year; and (3) emphasized the event will celebrate St. Louis's cultural vibrancy with performances and food.

Peters added details about sponsorships for the event and reaffirmed it is meant as a celebration rather than a traditional fundraiser, aiming to secure various sponsorships to enhance the budget.

Additional discussion held regarding financial overview, highlighting anticipated revenue from ticket sales and grants, and emphasizing a goal for increased funding for the organization.

Peters then reviewed the revenue diversification chart included in the packet for this meeting as follows: (1) overview of the projected revenue based on recent discussions; (2) RAC's applications for grants; (3) highlighted generous support from Edward Jones; (4) overall, RAC is seeking approximately half a million dollars this year from





various sources beyond the hotel-motel tax; and (5) cautioned that these projections are uncertain, as they depend on securing grants and sponsorships as she clarified the total financial picture.

Open Discussion (Levy)

Levy opened the discussion by thanking the staff for providing detailed activity reports and specific numbers related to the expected outcomes of those activities. He invited committee members to share their reactions to the presented information and encouraged them to consider how these activities could influence RAC's ability to secure additional funding beyond the hotel-motel tax.

Committee members shared their thoughts on the necessity of finding funding sources beyond the hotel-motel tax.

Additional discussion held regarding the STL Sports Commission and the need for additional conversation on diversifying revenue.

Peters noted that an additional meeting of this committee might need to be held prior to its next scheduled meeting on 7/10.

Adjournment

Motion made by Ewing, seconded by Carter-Adams and unanimously approved to adjourn the April 17, 2025 Growth & Development Committee meeting at 11:01 a.m. Votes were as follows:

Yea – Levy, Carter-Adams, Ewing, Isom (acknowledged – Johnson)

Nay – none

Abstain - none

ATTACHMENTS

- Growth & Development Committee Meeting Minutes, January 27, 2025
- Revenue Diversification 2020-2025 Chart
- 40th Birthday Bash Possible Sponsors

Submitted by
L. Sutherlin, Exec. Asst. & Commission Administrator



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**Regional Arts Commission
Growth & Development Committee Minutes
October 9, 2025 via ZOOM
10 a.m.**

Call to Order & Committee Members in Attendance

Levy called the October 9, 2025, Growth & Development Committee meeting to order at 10:02 a.m. and asked Lea to conduct the Committee roll call. Members in attendance: Mont Levy, chair, Gerad Ewing, Beverly Isom, Jerry Gennaria, ex-officio,

Yea – Levy, Ewing, Isom, Gennaria

Nay – none

Abstain - none

Committee Members Absent

Rhonda Carter-Adams

Sam Fiorello

*Kristin Johnson (**Non-appointed Committee Member*)

Staff Attendees

Vanessa Cooksey, Angie Peters, Savannah Babington, Jay Scherder, Jason Schipkowski, Mk Sadiq, Tracey Morgan, Lea Sutherlin

Approval of Minutes (Levy)

Levy called for a motion to approve the minutes from the April 17, 2025 Growth & Development (G&D) Committee meeting.

Motion made by Isom seconded by Ewing and unanimously carried to approve the April 17, 2025 Growth & Development Committee minutes. Votes were as follows:

Yea – Levy, Ewing, Isom, Gennaria

Nay – none

Abstain - none

Levy then asked Peters to present the following reports.

Updates Since the April 17 Meeting

Peters shared the following updates:





Revenue Diversification Chart: (1) included in packet for this meeting which included fundraising efforts since 2020; (2) some efforts continue to be viable - as an example, Scherder is working on 50/50 partnership with the Battlehawks for 2026; and (3) wanted to share this chart to provide good information and data.

Annual Board + Staff Retreat Survey Results

Levy noted the following: (1) over the past two years, this committee has focused on exploring whether diversifying revenue should be a primary goal for the Growth and Development Committee; (2) discussions held regarding the purpose and effectiveness of this focus, considering if meaningful outcomes could be achieved for the committee's benefit; (3) revenue diversification chart reflects various initiatives, including internal fundraising efforts; and (4) this committee has reflected on its identity, role, and capacity as fundraisers, and also addressed these questions at this year's annual board and staff retreat. Levy then asked Peters to share the survey results related to these efforts.

Peters shared a slide with survey results from the June 2025 Annual Board and Staff Retreat, focusing on fundraising priorities as follows: (1) key question was how ambitious RAC should be in expanding its fundraising efforts for the ecosystem; and (2) the results indicated a preference to keep efforts modest—"not big"—favoring steady progress, raising a small amount, testing the market, and considering larger initiatives later once proof points are established. Peters also emphasized that many ongoing efforts could continue internally, with or without this committee.

Discussion/Recommendation for the Future of the Growth & Development Committee (VOTE)

Levy emphasized the following: (1) fundraising is not the primary responsibility of Commissioners; (2) RAC must meet constituent expectations without competing with constituents; and (3) from a staff perspective, although Peters has contributed in many areas, she was not hired as a development specialist and fundraising remains challenging; (4) given these considerations, this committee is at a crossroads and should decide whether to continue operating if the main goal isn't fundraising; and (5) suggested that community requests could be more episodic rather than part of a sustained development effort. Levy asked Cooksey and/or Peters to comment.

Cooksey shared the budget tracking chart and noted the following: (1) RAC's primary revenue source does not support the needs of the sector as a whole; (2) the consensus is that the most successful fundraising initiative during the past few years was driven by arts and culture organizations and RAC staff - resulting in ARPA for the Arts; (3) currently, there's no need for a dedicated board driven committee for opportunities; (4) community and staff should identify opportunities, present them to the full committee for input and approval, and work collaboratively to find additional income sources and close budget gaps; and (5) ultimate goal is to dissolve this committee as a working committee of the board.

Isom expressed her agreement with the idea of dissolving this committee and noted that "it makes sense" and does not prevent board members and staff from collaborating on opportunities in the future.

Ewing noted that as a newer member of the commission, this seems in line with progress made so far.



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Gennaria noted that it is important for a body like this to reduce complexity, as it is to add new initiatives. He (Gennaria) expressed his support of eliminating this committee in favor of putting board efforts in other places.

Levy called for a motion to ask Governance Committee to dissolve the Growth & Development Committee, as a standing committee of the Regional Arts Commission of St. Louis (RAC), with the caveat that the opportunity to raise funds outside of Hotel/Motel Tax revenue is not diminished.

Motion made by Isom, seconded by Gennaria and unanimously approved to ask Governance Committee to dissolve the Growth & Development Committee, as a standing committee of RAC, with the caveat that the opportunity to raise funds outside of Hotel/Motel Tax revenue is not diminished.

Next Steps

Peters expressed sincere gratitude for this committee's hard work, effort, and time invested, and noted that progress was made possible through collaboration, and many solutions were discovered.

Adjournment

Motion made by Gennaria, seconded by Isom and unanimously approved to adjourn the October 9, 2025 Growth & Development Committee meeting at 10:20 a.m. Votes were as follows:

Yea – Levy, Ewing, Isom, Gennaria

Nay – none

Abstain – none

Levy acknowledged and expressed his appreciation for the dedicated efforts of the members of this committee, as well as the ongoing commitment of the staff in their tireless work, and noted his agreement with Gennaria that moving forward with the sunset of this committee is the right decision.

ATTACHMENTS

- Growth & Development Committee Meeting Minutes, April 17, 2025
- Revenue Diversification 2020-2025 Chart

Submitted by
L. Sutherlin, Exec. Asst. & Commission Administrator

