



DOWNTOWN DEVELOPMENT AUTHORITY  
420 N Front St.  
Suttons Bay, MI 49682  
November 14, 2023 at 9:00 am

**AGENDA**

1. Call to Order
2. Roll call and Notation of Quorum
3. Approval of Agenda
4. Members Conflict of Interest on any item on the agenda
5. Approval of Downtown Development Authority Minutes
6. Public Comments/Written Communication.  
PLEASE LIMIT REMARKS TO NO MORE THAN THREE (3) MINUTES
7. Items for Consideration/Action
  - a. Mission North Consultant Proposal
  - b. Project(s) discussion
  - c. 2024 DDA Budget
  - b. 2024 Meeting Schedule
8. Reports
  - a. Manager Update
9. Information and Comments
  - a. Board Members
  - b. DDA Staff
10. Public Comment - PLEASE LIMIT REMARKS TO NO MORE THAN THREE (3) MINUTES
11. Announcements
12. Adjournment



Village of Suttons Bay  
420 N. Front Street  
Suttons Bay, MI 49682  
Downtown Development Authority  
Meeting minutes of October 11, 2023

The meeting was called to order at 9:04 a.m. by Vice-Chairperson Bahle.

Present: Bahle, Derigiotis, Lutke, Millns, Peterson, Wierzba and Young

Absent: Pontius and Popke

Staff present: Fay and Larrea

#### Approval of agenda

Lutke moved, Peterson seconded, CARRIED, to approve the DDA agenda as presented.  
Ayes: 7, No: 0.

#### Approval of Downtown Development Authority Minutes

Clerk Fay stated a correction to the minutes, specifically on the 2<sup>nd</sup> page of the minutes, the last bullet should read, "*Potted* Trees downtown do not typically work." Bahle moved, Lutke seconded, CARRIED, to approve the DDA meeting minutes of September 13, 2023, as corrected. Ayes: 7, No: 0.

#### VS-2023-56 Consultant vs. DDA Committees

Larrea referred to this report found in the packet. He stated he reached out to a couple of individuals with extensive DDA experience; Rob Bacigalupi and John Iacoangeli, for possible contract consulting. A third consultant may be identified as well. The board can interview consultant candidates if they choose too. The board can define what they would like to consultant to assist them with. The contract can be open and ongoing, or specific. Staff is working on the 2024 budget, therefore a decision on a consultant should be made and a budget amount should be decided. The consultant, together with a couple of board members could approach the other taxing entities, noting the tax capture could be significant if other taxing entities would buy in. The entities are looking for project/goal specifics. An example would be wayfinding signs, noting new Village signs already in the parks, and new signs coming that mark municipal parking. New lamp posts are in the Work Plan and could be another idea.

Comments from the DDA board:

- Can the contract consultant assist with grant writing? Larrea stated yes, but grants need to be project/task specific.
- Are there projects the consultant could help the board accomplish?
- Hesitancy to bring in a consultant when the board to date has not accomplished anything.
- Narrow down a project, organize and accomplish it. Prove the DDA board is capable of organizing and completing a project prior to approaching other entities.
- Too soon to contract with a consultant without a plan of identified projects to use the captured funds on.
- Subcommittees can be formed to provide hyper focus on selected projects.
- The board consists of business individuals capable of identifying projects, narrowing down the projects, and working together to accomplish the projects, without a consultant and prior to contracting with a consultant.
- A consultant could assist with high level things, such as approaching the other taxing entities.

Bahle moved, Wierzba seconded, CARRIED, to direct the Village Manager to contact possible consultants and provide a list of consultants at the next DDA meeting.

Ayes: 7, No: 0.

In addition, it was the consensus of the board to place the following on the next DDA agenda for discussion:

- DDA budget
- Project discussion. Board members are to bring ideas for projects they feel strongly about for whiteboard discussion/consideration.

#### Manager Update

Larrea stated the Waterwheel Park project was slated to begin by this time but that the sewer line emergency has taken over, therefore it could be another ten days before KAL can begin working at Waterwheel. He stated the Work plan is submitted to Council quarterly.

#### Information and Comments

Young requested the next meeting be held on November 14<sup>th</sup> at 9:00 a.m., instead of November 15<sup>th</sup>. It was the consensus of the board to move the next DDA meeting to Tuesday, November 14<sup>th</sup>, at 9:00 a.m.

The meeting adjourned at 9:39 a.m.

Meeting minutes submitted by Shar Fay, Clerk.



November 6, 2023

Rob Larrea, AICP  
Village Manager  
Village of Suttons Bay  
420 North Front Street  
Suttons Bay, MI 49682

**RE: Assistance with Taxing Authority Engagement**

Dear Mr. Larrea:

I am pleased to have the opportunity to provide this proposal to the Village of Suttons Bay to assist its Downtown Development Authority in engaging taxing authorities regarding future DDA efforts. I have extensive experience with DDAs and tax increment financing, which I can bring to bear for the Sutton's Bay Downtown Development Authority.

I look forward to discussing this with you.

Sincerely,

A handwritten signature in black ink, appearing to read "Rob Bacigalupi".

Rob Bacigalupi, AICP  
Mission North, LLC

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Proposal for **Village of Suttons Bay**

## **Assistance with Taxing Authority Engagement**

November 6, 2023

### **INTRODUCTION/SUMMARY**



#### **About Mission North**

Mission North, LLC, began in 2003, offering planning and economic development services to municipalities and downtown organizations. In late 2017, we set out to establish Mission North as a premier consultant for downtown organizations, cities, villages, and those who develop in them. With a focus on placemaking, mobility, and sustainable economics, Mission North is driven by a passion for places of quality and value.

### **PROJECT UNDERSTANDING**

The Village of Suttons Bay established a Downtown Development Authority (DDA) and adopted a development and tax increment financing plan in 2018. At that time, the Township, County, and the Bay Area Transportation Authority opted out of tax capture. The Village is seeking assistance approaching these entities to explore their willingness to opt in.

### **APPROACH**

Mission North will work with the Village Manager and the DDA Board to provide a perspective of the value of Sutton's Bay's downtown to the taxing authorities. We will also establish an understanding of the goals and objectives of the current plan in the context of the authorities. With these in hand, we will assist a team in engaging the taxing authorities. The goals will be to further the understanding of the fiscal impact of Sutton's Bay's downtown and explore how growth in downtown Suttons Bay can assist Township, County, and BATA goals. We understand that the DDA has established a Steering Committee to oversee this effort.



## SCOPE OF WORK

### A. Baseline Information

Develop a package of information that will be used to help frame the value of the DDA's efforts.

#### Tasks

1. Kickoff meeting with Steering Committee to outline messaging.
2. Develop materials supporting the engagement focused on fiscal and economic value to the authorities and the larger community.
3. Review materials with the Steering Committee and establish a schedule for meetings.

*Deliverable:* Supporting material in the form of a slide deck

### B. Engage Taxing Authorities

Meet with taxing authority leaders.

#### Tasks

1. Conduct initial meetings with taxing authorities to present supporting materials and listen to their needs. We expect to meet with each authority separately, though meetings could be combined if the Committee desires.
2. Review and outline an approach with the Steering Committee.
3. Discuss a possible framework with taxing authorities that would include opting into Sutton's Bay DDA TIF capture.

*Deliverable:* Memorandum summarizing the discussion

### C. DDA Board consideration of a framework including opting-in

Report the discussions to the DDA Board and discuss options for opting in.

#### Tasks

1. Attend the DDA Board meeting to present any framework that has been agreed to and discuss the next steps.

*Deliverable:* Summary of next steps.

## FEES FOR WORK

The fee to complete scope items A and B:	<b>\$3,750</b>
Scope item C, if needed:	<b>\$750</b>
Additional meetings, if required:	<b>\$300/meeting</b>



## **PROFESSIONAL STAFF AND EXPERIENCE**

Rob Bacigalupi, AICP, will manage the project and oversee all work. Mr. Bacigalupi has experience handling similar projects, including numerous DDA TIF plan amendments for the City of Traverse City. He is currently working with the Marquette and Elk Rapids DDAs on TIF amendments. A resume and description of selected project profiles follow.



**Rob Bacigalupi, AICP**  
Principal



**Rob helped build one of the premier downtowns in the Midwest through placemaking, economic development, and marketing.** As Executive Director of the Traverse City Downtown Development Authority, Rob helped build one of the strongest small downtown brands in the country. At Mission North, Rob assists downtowns and municipalities in Michigan and beyond with economic development plans, strategic planning, zoning, and transportation.

**Mission North**

- Columbus, IN Downtown Parking Study update, 2022
- Engagement and demand analysis for Bay Area Transportation Authority Transit Master Plan, 2022
- Market studies for seven communities as part of an effort to market downtown properties, 2020 - 2022
- Grosse Pointe Park, MI Parking Study, 2021 - assisted lead consultant MKSK with management strategies
- Tax Abatement Policy, Oscoda Township, MI, 2021
- Downtown Plan, Marquette, MI, 2020 - assisted Smith Group with economic development strategies
- Kalamazoo Downtown Parking & Mobility Study, 2019 - developed management strategies
- Downtown Property Marketing Packages, Alpena, Battle Creek, & Petoskey, 2019 - Michigan EDC Redevelopment Ready Communities (RRC) Pre-Development Services
- Assisted the Bay Area Transportation Authority in identifying sites for a new headquarters, 2019
- Filer Township, MI DDA Development Plan Update, 2019
- Downtown Charlevoix, MI Parking Study, 2018

**Traverse City Downtown Development Authority**

- Oversaw Traverse City Transportation Demand Management study, 2017
- Managed business retention and attraction efforts for Downtown Traverse City, 2000-2017
- Authored a new development and TIF plan for the Old Town district, Traverse City, 2016
- Developed downtown housing strategy for Traverse City, 2016
- Oversaw downtown market study update, Traverse City, 2016

**Certifications and Training**

- Member, American Institute of Certified Planners
- Urban Retail: Essential Planning, Design and Management Practices, Harvard University, 2018

**Education**

- MS Real Estate and Construction Management, University of Denver
- BS Urban Planning, Michigan State University

**Community Service**

- Commongrounds mission-driven real estate cooperative Board, 2022
- Bay Area Transportation Authority, 2000-2017 (served a term as Chair)
- Governor's Complete Streets Advisory Council (Michigan), 2014-2016
- Michigan Downtown Association, 2000-2005 (served a term as Chair)

# Marquette Downtown Plan

Marquette is the largest city in Michigan's Upper Peninsula. While its stature in the U.P. makes it a financial and shopping hub, it's also a popular visitor destination for those looking for a lively urban base near some of the wildest country east of the Mississippi. The Marquette Downtown Development Authority (DDA) engaged a team of consultants, including Rob Bacigalupi of Mission North, to prepare its downtown plan. Though downtown Marquette had recent success with new development, including high-end condo and rental housing, the DDA wanted to focus on broader employment, better housing choice, and enhanced people spaces.



The DDA has followed up on a number of recommendations in the plan. One such recommendation is the expansion of the DDA's tax increment financing, which Mission North is currently assisting them with.

## Services:

- Stakeholder engagement
- Area planning
- Economic development, housing, & transportation strategy development

## Project Details:

- Conducted Fall of 2019 through Summer 2020
- Budget - \$80,340

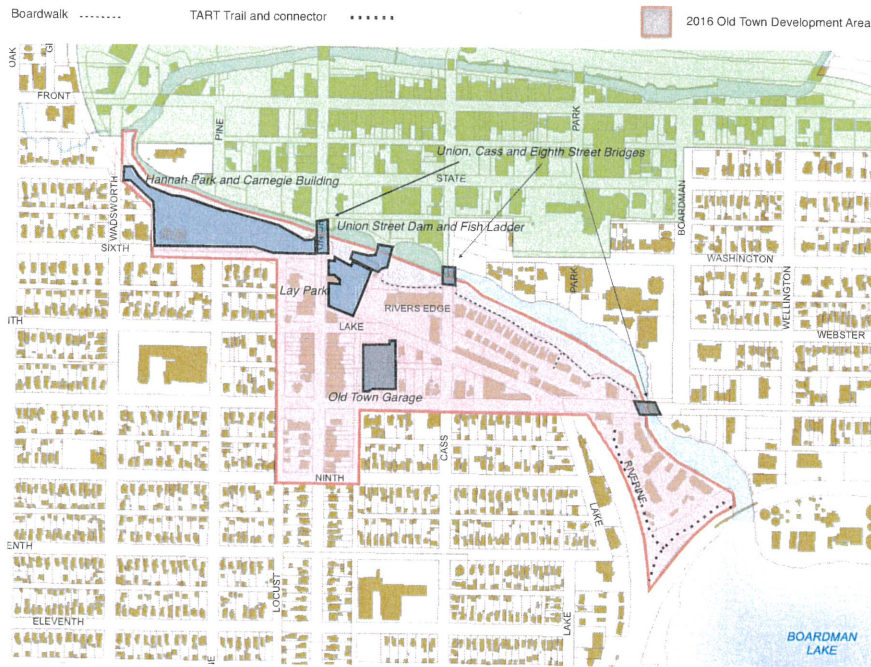
## Contact:

Tara Laase-McKinney  
Executive Director  
Marquette Downtown Development Authority  
phone: (906) 228-9475  
email: [becky@downtownmarquette.org](mailto:becky@downtownmarquette.org)



# Traverse City Old Town Plan

Exhibit 1 - Map of the Development Area w/Public Improvements



While working as Executive Director of the Traverse City Downtown Development Authority, Rob Bacigalupi wrote a new development plan for downtown's Old Town district. He worked with taxing authorities and other stakeholders on the replacement of an expiring development and TIF plan with a new 25-year plan. The DDA has used the plan to fund bridge repairs and as a catalyst for the Lower Boardman (River) Unified Plan and its recommended improvements.

## Services:

- Stakeholder and neighborhood engagement.

- Created video
- Economic and fiscal impact analysis
- Economic development, housing, telecommunications, and transportation strategy development supported in plan

## Project Details:

- Completed December 2016
- Budget - Done in-house

## Contact:

Jean Derenzy, Traverse City DDA CEO  
(231) 922-2050  
email: [jean@downtowntc.com](mailto:jean@downtowntc.com)

2023 AMENDED BUDGET PROPOSAL  
2024 PROPOSED BUDGET

Downtown Development Authority

Revenues	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted	2023 Amended	2023 Proposed	2024 Proposed
Property Taxes - Capture	0	5,241	18,098	27,127	30,000	32,000	32,000	32,000
Tax Penalty and Interest	0	0	0	0	0	0	0	0
Interest Revenue	0	152	7	313	10	1000	1500	1500
Miscellaneous	0	0	1,713	351	0	0	0	0
<b>Total Downtown Development Auth</b>	<b>0</b>	<b>5,393</b>	<b>19,818</b>	<b>27,791</b>	<b>30,010</b>	<b>83,000</b>	<b>83,500</b>	<b>83,500</b>

fire dept and village capture rev, based on incr in tv

no contributions from gen fund beg 2018

Expenditures	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted	2023 Amended	2023 Proposed	2024 Proposed
Administrative Wages	2,810	3,021	2,538	3,052	3,200	3,400	3,400	3,600
FICA Contribution	212	217	195	221	245	260	260	280
Medical Insurance	177	172	275	295	400	400	400	400
Workers Compensation	14	16	15	9	50	50	50	50
Retirement Contribution	281	298	253	309	320	340	340	360
Life, AD&D Insurance	30	29	26	31	45	45	45	40
Unemployment Insurance	80	0	0	0	25	25	25	30
Office Supply	40	73	92	91	100	100	100	100
Operating Supplies	0	0	0	0	170	170	170	170
Engineering Services	0	0	0	0	0	0	0	0
Legal Services	207	246	250	209	3,000	1,000	1,000	3,000
Audit Services	0	0	0	0	250	250	250	300
Contractual Service	0	0	0	0	1,000	1,000	1,000	15,000
Postage	0	0	0	0	50	50	50	200
Printing & Publishing	0	0	0	0	0	0	0	1,000
Capital Outlay	0	0	0	0	1,000	1,000	1,000	5,000
<b>Total Downtown Development Auth</b>	<b>3,851</b>	<b>4,072</b>	<b>4,070</b>	<b>4,217</b>	<b>9,855</b>	<b>9,090</b>	<b>9,090</b>	<b>29,530</b>

office admin wage

DDA portion of audit (2%)  
2024 Consultant

Available, not assigned specifically

<b>Total Expenditures</b>	3,851	4,072	4,070	4,217	9,855	9,090	9,090	29,530
<b>Total Revenues</b>	0	5,393	19,818	27,791	30,010	83,000	83,500	83,500
<b>Excess Revenues or Expenses (-)</b>	-3,851	1,321	15,748	23,574	20,155	73,910	53,970	53,970
<b>Beginning Fund Balance</b>	29,146	25,295	26,616	42,364	65,938	65,938	139,848	139,848
<b>Ending Fund Balance</b>	25,295	26,616	42,364	65,938	86,093	139,848	139,848	193,818



2024 MEETING SCHEDULE  
FOR THE  
VILLAGE OF SUTTONS BAY

PLANNING COMMISSION		DDA		VILLAGE COUNCIL		ZBA	
January	10 5:00 P.M.	January	10 9:00 A.M.	January	*16 5:30 P.M.	January	17 5:30 P.M.
February	14 5:00 P.M.			February	*20 5:30 P.M.	February	24 5:30 P.M.
March	13 5:00 P.M.	March	13 9:00 A.M.	March	18 5:30 P.M.	March	20 5:30 P.M.
April	10 5:00 P.M.			April	15 5:30 P.M.	April	17 5:30 P.M.
May	8 5:00 P.M.	May	8 9:00 A.M.	May	20 5:30 P.M.	May	15 5:30 P.M.
June	12 5:00 P.M.			June	17 5:30 P.M.	June	19 5:30 P.M. Holiday
July	10 5:00 P.M.	July	10 9:00 A.M.	July	15 5:30 P.M.	July	17 5:30 P.M.
August	14 5:00 P.M.			August	19 5:30 P.M.	August	21 5:30 P.M.
September	11 5:00 P.M.	September	11 9:00 A.M.	September	16 5:30 P.M.	September	18 5:30 P.M.
October	9 5:00 P.M.			October	14 5:30 P.M.	October	16 5:30 P.M.
November	13 5:00 P.M.	November	13 9:00 A.M.	November	18 5:30 P.M.	November	20 5:30 P.M.
December	11 5:00 P.M.			December	16 5:30 P.M.	December	18 5:30 P.M.
					* Tuesday following Holiday		
UTILITY/MARINA COMM		GENERAL SERVICE COMMITTEE		ADMIN/PERSONNEL COMM		COMMITTEE OF THE WHOLE	
January	8 8:30 A.M.	January	9 8:30 A.M.	January	10 8:30 A.M.	February	6 8:30 A.M.
March	4 8:30 A.M.	March	5 8:30 A.M.	March	6 8:30 A.M.		
April	1 8:30 A.M.	April	2 8:30 A.M.	April	3 8:30 A.M.		
June	3 8:30 A.M.	June	4 8:30 A.M.	June	5 8:30 A.M.	May	7 8:30 A.M.
August	5 8:30 A.M.	August	6 8:30 A.M.	August	7 8:30 A.M.		
October	7 8:30 A.M.	October	8 8:30 A.M.	October	9 8:30 A.M.	September	3 8:30 A.M.
November	4 8:30 A.M.	November	5 8:30 A.M.	November	6 8:30 A.M.		
						December	3 8:30 A.M.