



11333 N. Cedarburg Road  
Mequon, WI 53092-1930  
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[www.cityofmequonwi.gov](http://www.cityofmequonwi.gov)

## ECONOMIC DEVELOPMENT BOARD

**Tuesday, November 18, 2025 - 8:00 AM**  
**North Conference Room**

### Agenda

- 1) **Call to Order and Roll Call**
- 2) **Approval of Meeting Minutes**
  - a) Minutes 10.28.25 DRAFT
- 3) **REVPAR Hotel Development Feasibility Analysis**
  - a) RevPAR Hotel Development Feasibility Analysis Staff Memo
- 4) **SW Industrial**
  - a) Staff Memo
- 5) **Staff Updates**

2026 Meeting Calendar
- 6) **Announcements**

The next meeting is Tuesday, January 27, 2026, at 8:00 a.m.
- 7) **Adjourn**

DATED: 11/18/2025

/s/ Timothy Carr, Chair

Notice is hereby given that a quorum of other governmental bodies may be present at this meeting to present, discuss and/or gather information about a subject over which they have decision-making responsibility, although they will not take formal action thereto at this meeting. Persons with disabilities requiring accommodation for attendance at this meeting should contact the City Clerk's Office at 262-236-2914, twenty-four (24) hours in advance of the meeting.

Any questions regarding this agenda may be directed to the City Clerk's Office at 262-236-2914, Monday through Friday, 8:00 AM – 4:30 PM.



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**ECONOMIC DEVELOPMENT BOARD**  
**Tuesday, October 28, 2025**  
**8:00 AM**  
**North Conference Room**

**Minutes**

I) Call to Order

**Present:**

- Alderman William Gebhardt
- Board Member Colin Boyd
- Board Member Dennis Engel
- Board Member Daniel Gannon
- Board Member Michael Kramer
- Board Member Tracy Johnson
- Board Member Jeff McLean – **Acting Chair**
- Board Member Inge Plautz
- Chair Timothy Carr -- **Absent**

Acting Chair Jeff McLean called the meeting to order at 8:00 a.m.

II) Consent Agenda Minutes/Reports

**Action**

Board member Engle made a motion to approve the August 25, 2025, meeting minutes.  
Board member Boyd seconded the motion.  
*A voice vote was taken; vote passed (8-0)*

**RESULT:** **Approved [Unanimous]**  
**MOVED BY:** Board Member Engel  
**SECONDED BY:** Board Member Boyd

<b>AYES:</b>	Gebhardt, Boyd, Engel, Gannon, Kramer, Johnson, McLean, Plautz
<b>ABSENT:</b>	Carr

III) RevPar Hotel Development Feasibility Analysis

Director Kim Tollefson stated that the Common Council approved the contract in September and there were two kick-off sessions last week. She reminded the Board that the contract is

structured in a way that allows completion of certain phases of the project and the ability to stop the process at any point. This was deemed the most effective way to manage the costs if the results were not as expected.

Some of the members of the internal review committee participated in the call with REVPAR. The consultants were in town for two days doing site visits, they had a number of interviews with a variety of hotel industry people and staff spent about 3 hours with them as well. Staff got an overview of the data being used, some of the initial reactions to the surface level data, they discussed the process of rating hotels and staff learned what star ratings signify. The star ratings are based on the criteria of the product delivered and the level of service offered.

There was not a conclusion made about the star rating the city will achieve but the objectives that should be a focus include:

- If only certain star/branded hotels are attracted here, is there an opportunity through the zoning process to be selective about location.
- Depending on the type of hotel the city can attract, zoning for those specific locations can be achieved but the city will likely not be a financial partner for the project.
- What role would the city play in attracting the type of hotel that delivers the product, service and other ancillary public benefits desired and how does that partnership get structured with various property owners and the city to possibly financially participate.

Staff accompanied the consultants on site visits, toured the Port Washington corridor, visited some of the major institutions and business areas (even outside of the Port Washington corridor). In addition to the industry interviews the consultants also met with some of the demand generators (i.e. Concordia University).

Her conclusion regarding the kickoff is that she felt as though the consultants have access to a lot of data, they have a methodology to go about this process, and they are eager to deliver data driven results. REVPAR communicated that they should be complete with this phase by the end of this year.

Staff will most likely meet with the consultants in a few weeks to review the preliminary data and then a few more weeks after that meeting, they will complete the data gathering for the first phase. At that point, a decision will need to be made whether to continue to move forward with the next phase.

Dir. Tollefson responded to a question from the Board and communicated that REVPAR indicated that the product would most likely be a 3+ story building, consisting of the number of rooms a 4-star hotel would want to attract, the footprint going up instead of out is most cost effective construction desirable to a developer. She explained that zoning can be structured to allow for greater height for certain uses that demand it and standards for design criteria can be established for what a 3-story, or higher structure, would be required. Added process to allow the Council to negotiate certain requirements can also be added to provide additional confidence to the Council for allowing 3-story or higher structures.

Mayor Nerbun stated that he believes that the ideal location for a potential hotel is between the freeway and Port Washington Road where it is not located next to immediate residential housing and there are mostly commercial uses located on the other side.

The Board discussed some of the scenarios of a potential hotel in the city and the varying levels of hotels.

Dir. Tollefson mentioned that the direction from staff is to stay contained within the Port Washington Road corridor. If it is determined that another geographical area of the city is deemed a more desired location, there is the ability to stop this contract and decide whether other geographical areas should be explore with an alternative scope.

In conclusion, the preliminary results should be ready within the month and hopefully available to report to the Board at the November 18<sup>th</sup> meeting.

#### IV) Status Update on Negotiations to Amend the City of Mequon's Water Supply Contract with the City of Milwaukee Water Works

Director Tollefson stated she had hoped to have an update on the residential piece but the meeting with the developer keeps getting pushed back due to the readiness of the developer, but there is a meeting scheduled for tomorrow where staff believe they will learn more about how the proforma is shaking out there for residential development.

She said that memo in the packet is from the City Attorney, Brian Sadjak, regarding the third water connection negotiation feedback. She reminded the Board that quite a bit of work has been done on both the zoning analysis and the sewer service analysis. The previous memo regarding this item was in reference to the estimated costs of expansion of the sewer service and what potential revenue could potentially be generated based on current industrial development in Mequon, Menomonee Falls and Germantown. That information will need to be updated the longer this item is paused.

She stated that the next step will be for staff to work with the Public Works Director to outline the steps and the timeline associated with the process. While waiting for the water connection contract to be negotiated, the Board could make the decision to formally request the sewer service expansion, which is 6-9 month process. The Board could continue to drill down on the extent of the sewer expansion as well as review and finesse the zoning standards to have it ready and prepped for Council approval. The process could continue to Council for approval with the condition that it would not go into effect until other milestones are met.

There was some discussion among the Board about the third connection and extending the sewer infrastructure.

#### V) Community Survey Results

Director Tollefson stated the Community Survey results are final and there were some items on the survey that the Board has been dealing with; Port Washington Road, residential, SW industrial zoning and the feedback overall was positive for all these items.

There was some general discussion about the survey results.

VI) Staff Updates

Dir. Tollefson gave a quick update on recent developments and projects in the city.

VII) Announcements

The next meeting will be Tuesday, November 18, 2025, at 8:00 a.m.

VIII) Adjourn

**Action**

Board member Kramer made a motion to adjourn the meeting.

Board member Boyd seconded the motion.

*A voice vote was taken; vote passed (8-0)*

The meeting concluded at 8:49 a.m.

Respectfully Submitted,

*Kim Tollefson*

*Director of Community Development*



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**Community Development**

**TO: Economic Development Board**  
**FROM: Kim Tollefson, Director Community Development**  
**DATE: November 18, 2025**  
**SUBJECT: RevPAR Hotel Development Feasibility Analysis Staff Memo**

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**Background**

Background

The Hotel Development Feasibility contract with REVPAR, Inc. has multiple phases of work, and the contract requires city authorization to proceed with subsequent phasing to ensure a cost-effective and efficient approach to the market analysis findings.

A kick-off project discussion to review the objectives, phase 1 work and timing as well as a site visit by REVPAR occurred in October. The REVPAR team spent time in Mequon and the surrounding communities evaluating conditions as well as conducting interviews with a variety hotel representative and demand generators. Phase 1 data analysis occurred post the site visit.

REVPAR Inc. and staff meet on Friday, November 14th to discuss market conditions and Phase I findings. Staff will provide an update of the findings at our meeting.

END OF MEMO



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**Community Development**

**TO: Economic Development Board**  
**FROM: Kim Tollefson**  
**DATE: November 18, 2025**  
**SUBJECT: Staff Memo**

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**Background**

Background: The Economic Development Board has developed preliminary recommendations considering industrial land uses in the southwest area of the city. Advancement of the policy work was contingent upon financial planning workshops held by the Common Council and the results of a community survey – both completed in 2025. With those efforts now complete, the following outlines the necessary process and action steps associated with a new industrial business development.

Elements of the work include the following (please see attached process outline for further detail):

- Finalization of the Sewer Service Master Plan
- Sewer Service Area Amendment
- Zoning and Land Use Amendments
- Water Connection Contract
- Road Assessment and Multi-Jurisdictional Agreements

The outline is incomplete with regards to all estimated costs and timelines and is subject to finalization of multiple city departments' 2026 work programs. In addition, the process is heavily reliant on utility coordination for sewer and water. The associated city position for utility coordination is currently vacant, which may then demand services from a consultant. Therefore scope, timing and cost for a consultant are not yet determined. Nonetheless, staff wants to familiarize the Board with the level of effort to complete the policy analysis and status of each work element.

Staff intends to evaluate the process and further develop the action steps, timing and cost for the Board's meeting in January 2026.

Attachments:

SOUTHWEST INDUSTRIAL PROCESS EDB 11.18.25

## **SOUTHWEST INDUSTRIAL PROCESS**

### **SEWER SERVICE ANALYSIS | MASTER PLAN: 90% COMPLETE**

- Public Works | Engineering Consultation for Completeness  
Cost: 0\$ | Timeline: 30 days  
EDB Recommendation  
Timeline: January 2026

### **SEWER SERVICE AREA AMENDMENT: 0% COMPLETE**

#### **PHASE ONE:**

- Public Works | Engineering Financial Policy  
Cost: TBD | Timeline: TBD
- EDB Financial Policy Recommendation  
Timeline: TBD
- Sewer Utility Financial Policy Recommendation | Common Council Action  
Timeline: TBD

#### **PHASE TWO:**

- Public Works | Engineering Prepares Sewer Service Amendment Authorization by Resolution  
Cost: TBD | Timeline: TBD  
Recommendation Includes Conditions related to conditions, milestone ancillary action items and sizing
- EDB Sewer Service Amendment Authorization Recommendation  
Timeline: TBD
- Sewer Utility Sewer Service Amendment Authorization Recommendation | Common Council Action  
Timeline: TBD

#### **PHASE THREE:**

- SEWRPC | MMSD | DNR Considers Amendment  
Cost: TBD\$ | Timeline: 6-9 Months  
\*If approved, the parcels are now included
- Sewer Utility | Common Council Action to Amend Official City Maps

## **SOUTHWEST INDUSTRIAL PROCESS**

### **ZONING | LAND USE AMENDMENT: 90% COMPLETE**

- Planning Consultation for Completeness
- Planning Consultation with Property Owners + Market Experts  
Cost 0\$ | Timeline: 90-120 days
- EDB Zoning and Land Use Map | Text Amendment Recommendation
- Planning Commission Zoning and Land Use Map | Text Amendment Recommendation
- Public Welfare Committee | Common Council Zoning and Land Use Map | Text Amendment Recommendation  
Cost 0\$ | Timeline: 90 days  
\*Effective Date to be determined

### **WATER CONNECTION CONTRACT w CITY OF MILWAUKEE: INITIATED**

- City Attorney Initiated  
Unknown Scope, Cost and Timeline

### **ROAD ASSESSMENT | AGREEMENT: 10% COMPLETE**

- Public Works | Engineering Road Program  
Complete
- Public Works | Engineering | Planning Road Improvement Determination  
Cost 0\$ | Timeline: 90-120 days
- EDB Road Improvement and Financial Policy Recommendation  
Cost TBD | Timeline: TBD
- Public Works | Common Council Road Improvement and Financial Policy Recommendation  
Cost TBD | Timeline: TBD
- Public Works | Engineering Intergovernmental Agreements | Memorandums of Understanding  
Cost TBD | Timeline: TBD
  1. City of Milwaukee
  2. Village of Germantown
  3. Ozaukee County

# DRAFT

## ECONOMIC DEVELOPMENT BOARD 2026 Updated Meeting Schedule

**Meeting Start Time is 8:00 a.m.**

MEETING DATE
January 27 <sup>th</sup>
February 24 <sup>th</sup>
March 24 <sup>th</sup>
April 28 <sup>th</sup>
May 19 <sup>th</sup>
June 23 <sup>rd</sup>
July 28 <sup>th</sup>
September 29 <sup>th</sup>
October 27 <sup>th</sup>
November 17 <sup>th</sup>
<b>No December meeting unless needed</b>

**NOTES:**

- \* ALL MEETINGS WILL BE HELD IN THE NORTH CONFERENCE ROOM AT 8:00 AM UNLESS THE AGENDA SPECIFIES OTHERWISE.
- \* MEETINGS WILL OCCUR THE 4<sup>th</sup> TUESDAY OF EVERY MONTH WHETHER THE BOARD HAS MET A QUORUM OR NOT AS LISTED ABOVE.
- \* AN AGENDA OR PACKET WILL BE POSTED THE FRIDAY BEFORE THE MEETING.

11/10/25