



11333 N. Cedarburg Road
Mequon, WI 53092-1930
Phone: 262/242-3100

www.cityofmequonwi.gov

Department of Community Development

ECONOMIC DEVELOPMENT BOARD
Regular Meeting
Tuesday, January 27, 2026 - 8:00 AM
Christine Nuernberg Hall

Agenda

- 1) Call to Order and Roll Call**
- 2) Approval of Meeting Minutes from November 18, 2025**
 - a) Draft Minutes 11.18.25
- 3) SW Industrial Development**
 - a) SW Industrial Development
- 4) 2026 Work Program**
 - a) Staff Memo
- 5) REVPAR Hotel Development Feasibility Analysis**
- 6) Announcements**

The next meeting is Tuesday, February 24, 2026 at 8:00 a.m.
- 7) Adjourn**

DATED: January 23, 2026

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

Minutes

1) Call to Order and Roll Call

Present:

Chair Carr, Alderman Gebhardt, Board Member Boyd, Board Member Gannon, Board Member Kramer, Board Member Plautz
[ABSENT_Board Member Engle, Board Member Johnson, Board Member McLean]

Also present: Mayor Andy Nerbun, Assistant City Administrator Jessica Wolff, Director of Community Development Kim Tollefson, Community Development Administrative Assistant Robin Buzzell.

The meeting was called to order by Chairperson Carr at 8:00 a.m.

2) Approval of Meeting Minutes

Approved by Voice Acclamation

- a) Minutes 10.28.25 DRAFT

Approved by Voice Acclamation

MOTION:	Motion to Approve
MOVER:	Board Member Colin Boyd
SECONDER:	Board Member Daniel Gannon
AYES:	Chair Timothy Carr, Alderman William Gebhardt, Board Member Colin Boyd, Board Member Daniel Gannon, Board Member Michael Kramer, Board Member Inge Plautz
NAYS:	None
RESULT:	Passed

3) REVPAR Hotel Development Feasibility Analysis

a) RevPAR Hotel Development Feasibility Analysis Staff Memo

Director Kim Tollefson stated that the kick-off to Phase I took place in October, which included their initial data analysis, three days spent with city staff and on-site touring. They concluded that the initial summary shows concerns regarding the feasibility of a hotel in the city. At this point, staff does not recommend continuing to Phase II of the scope of service of the contract with REVPAR. She talked through details of the analysis conducted by the consultant which included:

- Narrowed down the 13 potential sites to 5 locations based on location and acreage.
- Concordia University is the highest-demand generator of hotel rooms.
- Shared data from the surrounding markets in which none of the markets are performing well.
- Explained that there are two trending styles; Candlewood Suites & Town Place Suites (or extended stay), which would be the most feasible.
- Most hotels in the downtown market are offering a specialty or specific niche to try to remain competitive.

Their concerns are based on:

- The market is not strong locally, state-wide or nationally.
- Occupancies are low.
- Room rates are low (averaging \$116 and investors look for \$150 to support an investment).
- There are not demand generators along the Port Washington corridor.

She discussed a few other aspects of the analysis which all indicate that the city does not strong statistical results for a new hotel. REVPAR will be communicating the analysis and conclusions to the Common Council.

The Board communicated that the approach taken to sign the contract based on phasing was very wise in terms of limited time committed as well as low exposure financially.

She concluded that REVPAR will give their presentation to the Council on December 9th.

4) SW Industrial

a) Staff Memo

Director Tollefson stated that this project has been on hold in order to complete some financial workshop analysis with the Council as well as waiting for results from the community survey pertaining to questions about modifying and rezoning existing industrial zoning. The survey results have been concluded, and staff are working to put together the necessary process and action steps to continue to move forward with that work in collaboration with Engineering Public Works. There are five components to the process, and it is heavy utility and infrastructure-related work and, because of some vacancies in those divisions, a realistic timeline is not currently able to be formulated. She commented that there may be the need to utilize contracted services for some of the work. The five components are:

1. Finalization of the Sewer Service Master Plan.
2. Sewer Service Area Amendment.
3. Finalize Zoning.
4. Water Connection with Milwaukee.
5. Road Assessment.

In summary, there are many moving parts; heavily focused on the utilities and infrastructure. The Public Works Department needs to be consulted related to timing and costs to determine if contracted services will be necessary due to staffing availability.

She offered to provide the meeting minutes from January, February and March to the Board as a reminder of previous discussions regarding this item.

5) Staff Updates

2026 Meeting Calendar

- a) 2026 Meeting Calendar

Dir. Tollefson stated that the 2026 meeting Calendar is included in the packet.

Dir. Tollefson reviewed the status of ongoing developments in the city as well as projects that have recently been in front of the Planning Commission.

6) Announcements

The next meeting is Tuesday, January 27, 2026, at 8:00 a.m.

7) Adjourn

MOTION:	Adjourn
MOVER:	Board Member Colin Boyd
SECONDER:	Board Member Michael Kramer
AYES:	Chair Timothy Carr, Alderman William Gebhardt, Board Member Colin Boyd, Board Member Daniel Gannon, Board Member Michael Kramer, Board Member Inge Plautz
NAYS:	None
RESULT:	

Meeting adjourned at 9:08 a.m.

Respectfully Submitted,
 Robin Buzzell
 Community Development Administrative Assistant



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Community Development

TO: Economic Development Board
FROM: Kim Tollefson, Director Community Development
DATE: January 27, 2026
SUBJECT: SW Industrial Development

Background:

The Economic Development Board has advanced the policy analysis related to a new industrial district. The details of the analysis and recommendations completed in 2024 and 2025 are attached. In addition, in November of 2025, a report with a timeline and necessary milestones was shared (see attached).

Step One of the timeline includes Public Works review of the sewer service master plan completed by the city consultant in January 2025, which has been confirmed and is recommended.

Step Two requires preliminary financial policy analysis related to the sewer service area amendment conducted by Public Works and Engineering. Planning staff will confirm market conditions status during this step as well.

Staff Recommendation:

Staff recommend the Economic Development Board act by formal vote to approve the master sewer service plan as follows:

1. A master sewer service plan shall be finalized by consultant and include two primary phases; phase 1 shall include the Industrial area only to an extent west on County Line Road (Sewersheds G1, G3, G4 and G5) at a depth and capacity for phase 2 and prospective phase 2 shall include the Residential area to the north (Sewershed G6).
2. Phase I sewer infrastructure expansion and cost estimates for financial planning and funding mechanism policy analysis should **not** include the following:
 - Lift station on Granville Road (Sewersheds P1 and P2)
 - Construction of Phase 2
3. Staff shall return to the Economic Development Board with the financial policy recommendation prior to advancing the plan and financial policy to the Sewer Utility

District.

Attachments:

Draft Technical Memorandum - Southwest Sewer Utility Feasibility Study - Tasks 3 4 - 123024 (002), SOUTHWEST INDUSTRIAL PROCESS EDB 11.18.25, SW Industrial Memo 01.28.25, SW Staff Report 02.25.25, Staff Memo 03.18.25

TECHNICAL MEMORANDUM

DATE: December 30, 2024

TO: Kristen Lundeen, P.E.
Director of Public Works/City Engineer
City of Mequon

FROM: Jonathan Steinbach, P.E.
Project Manager
Baxter & Woodman

SUBJECT: Southwest Sewer Utility Feasibility Study – Tasks 3 & 4

BACKGROUND

The City of Mequon (the City) contracted with Baxter & Woodman to complete a feasibility study to provide public sanitary sewer services to portions of Section 31, located in the southwest corner of the City. The portions of the section that are being contemplated for rezoning for industrial use comprise the study area for this feasibility study. The study area is now primarily undeveloped agricultural lands with a few residential properties and several commercial facilities that are generally located adjacent to the perimeter roads.

Section 31 is currently outside of the City's Sewer Service Area, but is within Southeastern Wisconsin Regional Planning Commission (SEWRPC) and Milwaukee Metropolitan Sewerage District (MMSD) Planning Areas. The City is assessing the capability to provide regional utilities with mainline trunk sewers that can provide service to adjacent properties, rather than requiring each individual development to provide its own service.

Tasks 1 and 2 of the study (Identification of Public Sanitary Sewer Service Options and Identification of Additional Service Areas) were completed earlier this year. The results of those tasks and related discussion are documented in a Technical Memorandum that is included as Attachment 1.

TASK 3 – MASTER TRUNK CONCEPT PLAN

The intent of this task is to provide plan view exhibits showing concept layouts, sizes, and critical elevations for a master trunk system that would serve the proposed industrial area. An additional evaluation was performed to provide a master trunk system for the proposed industrial area that could, in the future, be extended from to serve approximately 621.9 acres of primarily undeveloped agricultural lands and low density residential development to the north of the study area. This additional area was identified and mapped during Task 2 (see Attachment G of the Technical Memorandum for Task 1 and 2).

Sewersheds were delineated for each reach in the master trunk system and are shown with the developed concepts in Attachment 2. The sanitary loading rates identified in Task 1 and Task 2 were revisited for use in the conceptual design of the master trunk sewers. The industrial land use sanitary loading rate was adjusted by increasing the peaking factor to four to address the relatively unknown nature of the type of industries that could utilize the trunk line sewers in the future. This results in a 6000 gallon per developed acre per day sanitary loading rate that was used to conceptually size the trunk line sewers. The residential land use sanitary loading rate used in Task 2 has a peaking factor in excess of four and was maintained for sizing the trunk line sewers. A future residential density of one-acre lots was used based on recommendation from City staff and is consistent with existing development typical in that area of the City.

The design and layout of the trunk line sewers were developed in accordance with the City's Standard Specifications for Land Development, edition dated December 2022. In general, the trunk line sewers would appear to best fit within the existing road right of ways near the north pavement edge of County Line Road, the west pavement edge of Granville Road and the east of pavement edge of Wasaukee Road. Based on our initial review, there appears to be a number of existing utilities along the back slope of roadway ditches and back to the road right-of-way line, which could limit new sewer placement in those areas.

It should be noted that a master trunk system required for future extended service to the additional approximately 621.9 acres, is larger and deeper along County Line Road and Wasaukee Road than would be required to service the proposed industrial area only. Additionally, the topography rises sharply as the Donges Bay Road and Wasaukee Road intersection is approached from the south. Topography then descends sharply as you continue north/northeast to a large low-lying area of wetlands before rising sharply again north of the wetland area. This results in what would have to be a very deep and expensive sewer around the aforementioned intersection in order to cross the wetland area. If the City elected to proceed with a shallower and smaller sewer design that would not cross the wetland area, the additional area that could be served in the future by sewer extension would be limited to a much smaller area near the northeast and southeast corners of the intersection. Much of that more limited area is already developed as residential subdivisions.

TASK 4 – COST ESTIMATE

Baxter & Woodman prepared opinions of probable costs for constructing the Master Trunk Concept Plans developed in Task 3. Construction unit costs for budgeting are based on the preliminary quantities from Task 3 and unit costs reflective of competitive bidding expected in the 2025 construction market. Recommendations for allocation for engineering design fees, easement acquisitions and project contingencies are also provided. Tables showing the opinions of probable cost are included as Attachment 3. General assumptions taken in developing the cost opinions are listed in the tables.

If the City chooses to advance the design of the trunk line sewers, we recommend a detailed geotechnical investigation along the full route of the trunk line sewers be performed early in the design process to confirm assumptions made in the development of the cost opinions.

Attachment 1
Technical Memorandum Documenting Tasks 1 and 2

TECHNICAL MEMORANDUM

DATE: September 17, 2024

TO: Kristen Lundeen, P.E.
City of Mequon

FROM: Jonathan Steinbach, P.E.
Baxter & Woodman

SUBJECT: Southwest Sewer Utility Feasibility Study – Tasks 1 & 2

BACKGROUND

The City of Mequon (the City) contracted with Baxter & Woodman to complete a feasibility study to provide public sanitary sewer services to portions of Section 31, located in the southwest corner of the City. The portions of the section that are being contemplated for rezoning for industrial use are shown on an exhibit in Attachment A and comprise the study area for the feasibility study. The study area is now primarily undeveloped agricultural lands with a few residential properties and several commercial facilities that are generally located adjacent to the perimeter roads.

Section 31 is currently outside of the City's Sewer Service Area, but is within Southeastern Wisconsin Regional Planning Commission (SEWRPC) and Milwaukee Metropolitan Sewerage District (MMSD) Planning Areas. The City is assessing the capability to provide regional utilities with mainline trunk sewers that can provide service to adjacent properties, rather than requiring each individual development to provide its own service.

TASK 1 - IDENTIFICATION OF PUBLIC SANITARY SEWER SERVICE OPTIONS

WASTEWATER SYSTEM CAPACITY

The size and capacity of the MMSD sewer conveyance and treatment facilities are set forth in their 2050 Facilities Plan (<https://www.mmsd.com/government-business/2050-facilities-plan>). The study area is completely contained within the boundaries of MMSD sewershed ME3013. A sewershed map of the City, showing the limits of ME3013, is included in Attachment B. The boundaries of ME3013 extend significantly beyond the study area. The MMSD facilities plan is based on a planned ME3013 peak flow allocation of 3.52 million gallons per day (MGD). Attachment C contains tables from the 2050 Facilities Plan containing baseline and projected buildout information for the sewersheds in the City. These tables show the anticipated buildout of 286 acres of commercial, government, institutional and industrial land uses (266.7 acres for industrial land use) and the increase of nearly 3000 residents within ME3013. The current balance of flow allocation remaining for buildout in ME3013, is 3.42 MGD (97.2% of the total flow allocation) per the table provided by the MMSD in July 2024 and included in Attachment D.

The proposed study area would add approximately 9,000,000 square feet or 206.6 acres of industrial zoned property per the City's Community Development staff. The 2050 Facilities Plan assigns a base sanitary flow for future/buildout industrial land uses at 1500 gallons per acre per day (gpad) with peak hourly flow contribution of 4000 gpad for load allocation planning, when their typical diurnal peaking and infiltration related factors are applied. When applied to the study area this equates to a peak hourly flow addition of about 0.83 MGD, which is less than the 3.42 MGD allocation balance remaining for ME3013. Future use of these properties would need to meet the requirements of an Industrial User in MMSD's Rules and the 2050 Facilities Plan.

Based on the aforementioned data and facilities plan, MMSD staff have verified that there is planned capacity available in their systems for the study area proposed to be added to the City's sewer service area.

CONCEPTUAL SYSTEM LAYOUT

The proposed location of the connection to the MMSD's Metropolitan Interceptor Sewer (MIS) system is at the MMSD-assigned load point for ME3013, which is existing structure 19717. The table in Attachment D provides this assignment and the location of the structure is shown in the MIS record drawing included in Attachment E.

The critical elevation (the lowest level of connection to mitigate risk) established by MMSD in this area of the City is understood to be elevation 138.80 (local datum). Conceptually extending sewer service from the connection point at this elevation shows most of the study area can be served by a gravity sewer system with a smaller portion of the study area requiring a pressure sewer system (see Attachment A for the locations of these areas).

Gravity sewer systems are generally typical and preferred due to the long term operation and maintenance costs associated with pressure sewer systems. Therefore, the area served by pressure sewer systems was minimized during the evaluation. A conceptual layout of the proposed system is also included in Attachment F.

A waterway that generally bisects the study area from west to east is the primary reason for the conceptual layout proposed as well as the division of the pressure and gravity sewer areas. To cross the waterway with adequate cover and slope for a gravity sewer extending from elevation 138.80, the crossing point needs to be near the far west end of the study area. Properties in the northeast area of the study area are generally low lying and without a gravity sewer solution to cross the waterway, thus requiring the pressure system.

Given the MIS connection point and the waterway crossing constraints, the development of system options is limited and placement of the trunk line sewers in the existing right of way (instead of acquiring easements) seems most appropriate for future access and maintenance. Future service into the individual properties would then be as public main extensions or private sanitary sewers connected to the trunk line sewers.

The sewers for the gravity sewer area could be installed with or without the sewers serving the pressure sewer area. At least a portion of the sewers in the gravity sewer area would need to be installed, to serve as the outfall for the sewers in the pressure sewer area.

For the proposed system layout as shown in Attachment F, there would be approximately 12,400 linear feet of gravity sanitary sewer and 500 feet of pressure sanitary sewer (forcemain), including one pumping station near the waterway crossing at Granville Road.

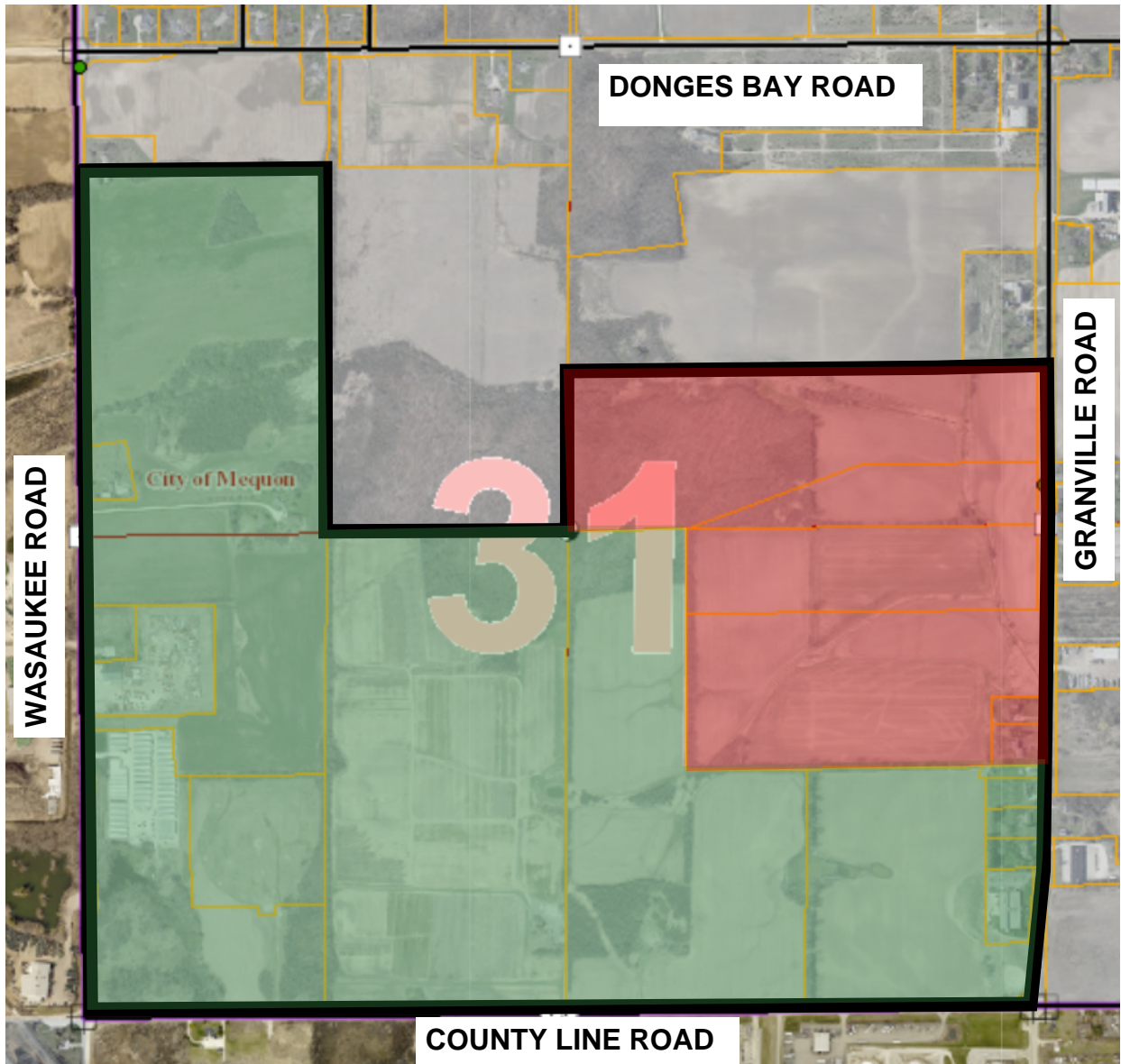
TASK 2 - IDENTIFICATION OF ADDITIONAL SERVICE AREAS

Baxter & Woodman reviewed the constraints to extending sanitary sewer service beyond the study area from the infrastructure proposed in Task 1. Based on topography, slope and cover of sewers, and the concept layout developed for Task 1, a potential service study area was identified and is shown on the exhibit in Attachment G. The potential service study area is about 621.9 acres and is fully within ME3013. It is primarily a mix of undeveloped agricultural lands and low density residential developments. While the nature of future development in the potential service study area is not unknown at this time, it was assumed that the sanitary demand would be best estimated as low density residential development. Full development of the potential service study area would increase the resident population served by MMSD in this area by about 1555 persons.

The 2050 Facilities Plan assigns a base sanitary flow for future/buildout residential land uses at 54 gallons per capita per day (gpcd) with peak hourly flow contribution of 1248 gpcd for load allocation planning, when their typical diurnal peaking and infiltration related factors are applied. When applied to the potential service study area, this equates to a peak hourly flow addition of about 1.94 MGD (2.77 MGD when flows from Task 1 are added), which is less than the 3.42 MGD allocation balance remaining for ME3013.

Based on the aforementioned data and facilities plan, MMSD staff have verified that there is planned capacity available in their systems for the potential service study area that could be added to the City's sewer service area.

Attachment A
Conceptual Industrial Study Area



Conceptual Industrial Study Area Boundary

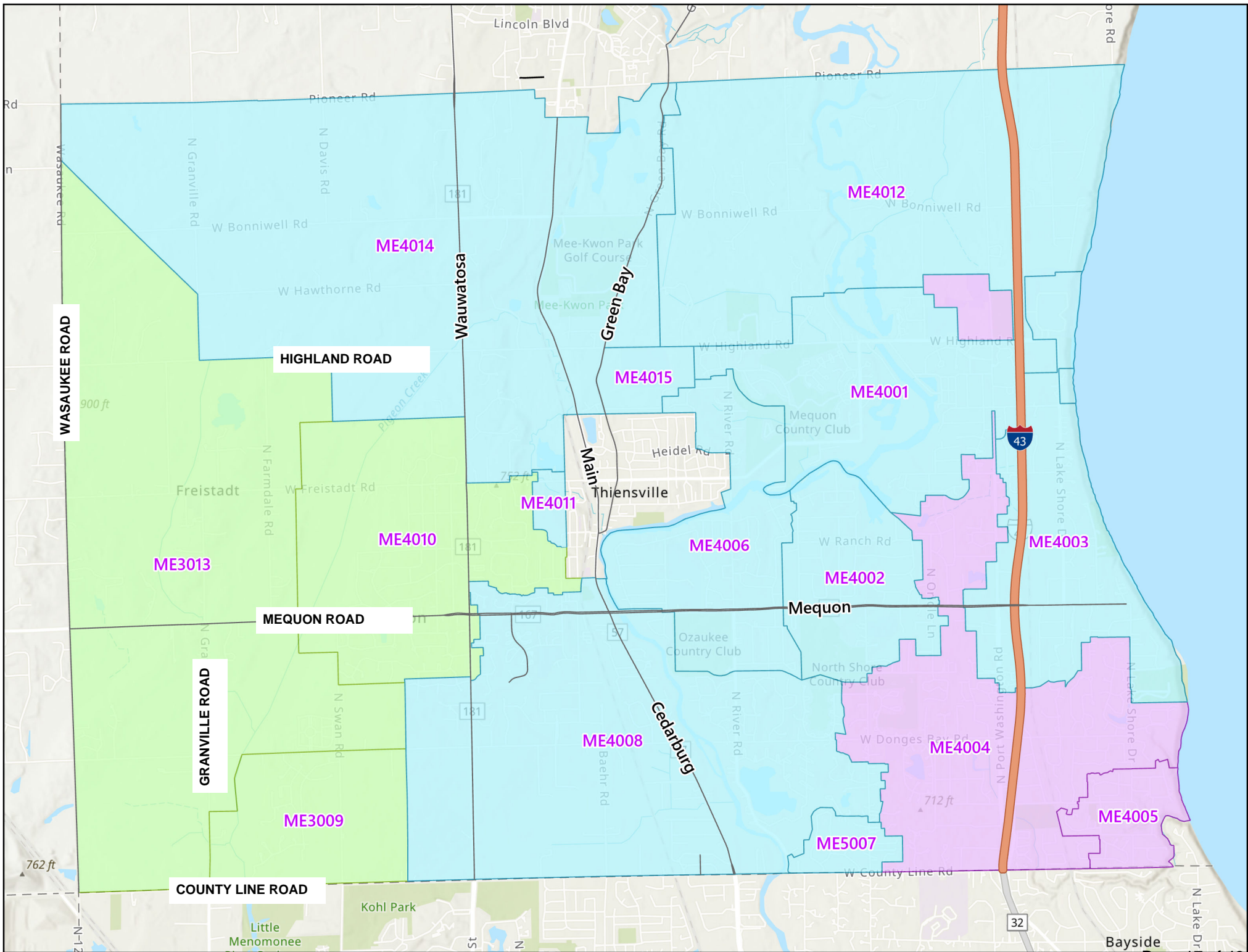


Able to be Served by Gravity System



Requires Pumped System

Attachment B
MMSD Sewersheds in Mequon



Attachment C
Mequon Tables from MMSD 2050 Facilities Plan

**TABLE 46
POPULATION AND HOUSEHOLDS IN THE CITY OF MEQUON BY SEWERSHED**

Sewershed	Baseline - Year 2010		Future - Year 2035		Buildout - Year 2050	
	Population	Households	Population	Households	Population	Households
ME3009	809	278	909	327	992	357
ME3013	1,046	373	2,884	1,076	4,012	1,497
ME4001	2,540	1,069	2,565	1,133	2,651	1,172
ME4002	1,743	621	1,705	635	1,726	643
ME4003	1,218	495	1,254	534	1,310	558
ME4004	4,694	1,979	6,048	2,670	6,984	3,084
ME4005	460	159	439	159	439	159
ME4006	1,566	571	1,540	589	1,569	600
ME4008	3,406	1,416	10,103	4,410	14,218	6,207
ME4010	2,236	764	3,528	1,260	4,360	1,557
ME4011	60	20	57	20	57	20
ME4012	2,005	380	5,627	1,656	7,833	2,422
ME4014	1,047	369	1,829	717	2,322	926
ME4015	161	50	157	51	157	51
ME5007	119	39	125	43	131	45
Totals	23,110	8,583	38,770	15,280	48,761	19,298

**TABLE 47
COMMERCIAL AND INDUSTRIAL LAND USE IN THE CITY OF MEQUON BY SEWERSHED**

Sewershed	Baseline - Year 2010			Future - Year 2035			Buildout - Year 2050		
	Commercial Land Use (acres)	Industrial Land Use (acres)	Gov & Inst Land Use (acres)	Commercial Land Use (acres)	Industrial Land Use (acres)	Gov & Inst Land Use (acres)	Commercial Land Use (acres)	Industrial Land Use (acres)	Gov & Inst Land Use (acres)
ME3009	3.3	11.7	-	3.3	21.3	-	3.3	27.0	-
ME3013	12.1	5.7	9.4	13.5	172.4	20.0	14.4	272.4	26.4
ME4001	14.8	4.9	37.1	15.4	5.4	49.2	15.7	5.7	56.4
ME4002	2.0	-	49.4	2.0	-	55.4	2.0	-	59.0
ME4003	129.3	-	94.2	146.6	41.3	120.5	157.0	66.0	136.3
ME4004	62.3	15.2	53.9	153.2	15.0	66.3	207.8	14.8	73.7
ME4005	-	-	-	-	-	-	-	-	-
ME4006	1.2	-	64.1	1.6	-	66.7	1.8	-	68.3
ME4008	90.3	255.5	56.7	167.7	394.4	60.5	214.2	477.8	62.7
ME4010	6.8	-	2.0	14.7	-	7.9	19.4	-	11.5
ME4011	-	-	14.9	-	-	27.5	-	-	35.1
ME4012	4.8	-	8.2	129.7	127.9	35.7	204.6	204.6	52.2
ME4014	14.9	6.1	21.4	52.8	6.1	23.7	75.6	6.1	25.1
ME4015	-	-	63.5	-	-	123.4	-	-	159.3
ME5007	-	-	-	-	-	-	-	-	-
Totals	341.8	299.1	474.8	700.5	783.8	656.8	915.8	1074.4	766.0

**TABLE 48
SIMULATED SEWERSHED FLOWS IN THE CITY OF MEQUON BY SEWERSHED**

Sewershed	Sewershed Area (acres)	Est. Sewered Area (acres)	Baseline - Year 2010			Future - Year 2035			Buildout - Year 2050		
			Average BSF (MGD)	Average DWF (MGD)	Peak Hourly Flow (MGD)	Average BSF (MGD)	Average DWF (MGD)	Peak Hourly Flow (MGD)	Average BSF (MGD)	Average DWF (MGD)	Peak Hourly Flow (MGD)
ME3009	909.2	909.2	0.052	0.058	1.520	0.072	0.086	1.682	0.085	0.105	1.688
ME3013	5140.3	0.0	0.025	0.025	0.025	0.443	0.627	3.522	0.662	0.921	3.522
ME4001	1641.4	1641.4	0.186	0.213	4.589	0.201	0.234	4.651	0.214	0.251	4.713
ME4002	919.0	919.0	0.177	0.255	2.704	0.183	0.263	2.731	0.187	0.268	2.755
ME4003	1488.1	1488.1	0.156	0.204	4.171	0.272	0.329	4.357	0.344	0.406	4.501
ME4004	2516.5	2516.5	0.492	0.576	7.285	0.713	0.831	7.767	0.853	0.990	8.179
ME4005	342.3	342.3	0.046	0.068	0.981	0.046	0.068	0.981	0.046	0.068	0.981
ME4006	1227.9	1227.9	0.103	0.199	6.317	0.107	0.205	6.335	0.109	0.209	6.371
ME4008	3814.6	3814.6	0.467	0.590	19.596	1.157	1.401	20.911	1.576	1.893	22.656
ME4010	1963.4	1963.4	0.131	0.158	9.940	0.218	0.263	10.119	0.274	0.329	10.368
ME4011	80.7	80.7	0.005	0.012	0.396	0.017	0.026	0.435	0.025	0.034	0.445
ME4012	3772.6	0.0	0.007	0.007	0.007	0.718	0.799	1.367	1.081	1.204	2.334
ME4014	5708.2	0.0	0.019	0.019	0.019	0.185	0.300	0.780	0.248	0.397	1.760
ME4015	204.6	0.0	0.000	0.000	0.000	0.069	0.081	0.454	0.105	0.119	0.454
ME5007	190.0	190.0	0.005	0.015	0.708	0.006	0.016	0.722	0.006	0.017	0.867
Totals	29918.7	15093.1	1.872	2.400	58.259	4.408	5.530	66.815	5.814	7.210	71.593

BSF - Base Sanitary Flow
DWF - Dry Weather Flow
MGD - Million Gallons per Day

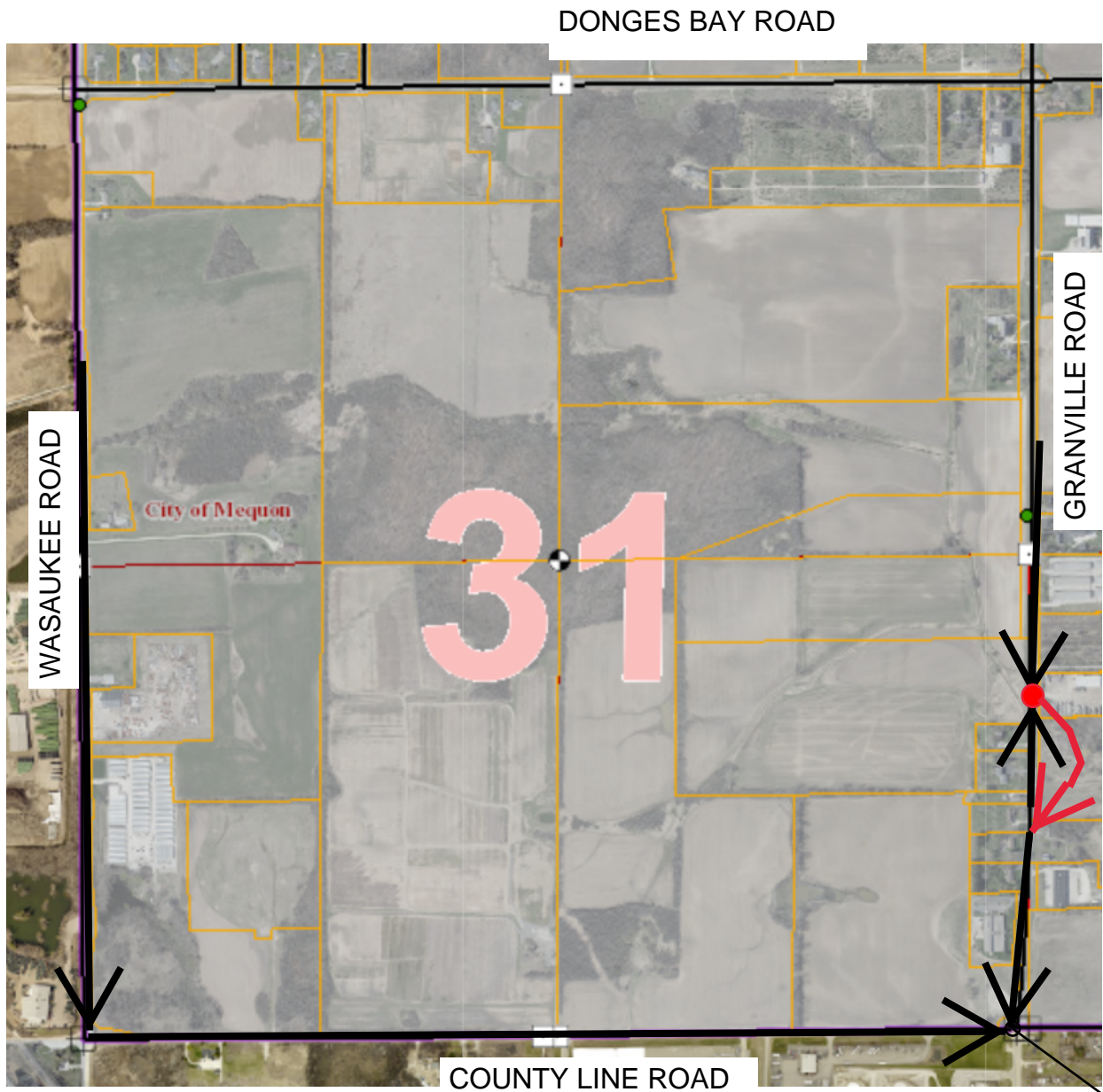
Attachment D
Current Mequon Sewershed Flow Allocations
from MMSD

2050

Sewershed ID	Municipality	Watershed	Load Point	Leg	Allocation(MGD)	Balance Remaining (MGD)	% Remaining	Last Allocation Change
ME3009	Mequon	Menomonee	19717	H	0.168	(0.000)	(0%)	12/21/23 2:00PM
ME3013	Mequon	Menomonee	19717	H	3.497	3.425	98%	12/21/23 2:00PM
ME4001	Mequon	Milwaukee	20306	B2	0.124	0.124	100%	
ME4002	Mequon	Milwaukee	20306	B2	0.051	0.051	100%	
ME4003	Mequon	Milwaukee	20306	B2	0.330	0.315	96%	9/8/22 12:48PM
ME4004	Mequon	Lake Michigan	20306	B2	0.894	0.784	88%	6/10/24 9:59AM
ME4005	Mequon	Lake Michigan	20306	B2	0.000	0.000	0%	
ME4006	Mequon	Milwaukee	14853A	A3	0.054	0.028	52%	2/15/23 7:19AM
ME4008	Mequon	Milwaukee	14853A	A3	3.060	2.441	80%	6/8/23 6:47AM
ME4010	Mequon	Menomonee	14853A	A3	0.428	0.428	100%	
ME4011	Mequon	Milwaukee	14853A	A3	0.049	0.049	100%	
ME4012	Mequon	Milwaukee	20306	B2	2.326	2.326	100%	
ME4014	Mequon	Milwaukee	14853A	A3	1.740	1.725	99%	5/21/20 10:13AM
ME4015	Mequon	Milwaukee	14853A	A3	0.454	0.454	100%	
ME5007	Mequon	Milwaukee	14859	A2	0.158	0.158	100%	

Attachment E
MMSD MIS Record Drawing

Attachment F
Conceptual System Layout



Connection to MIS Structure 19717

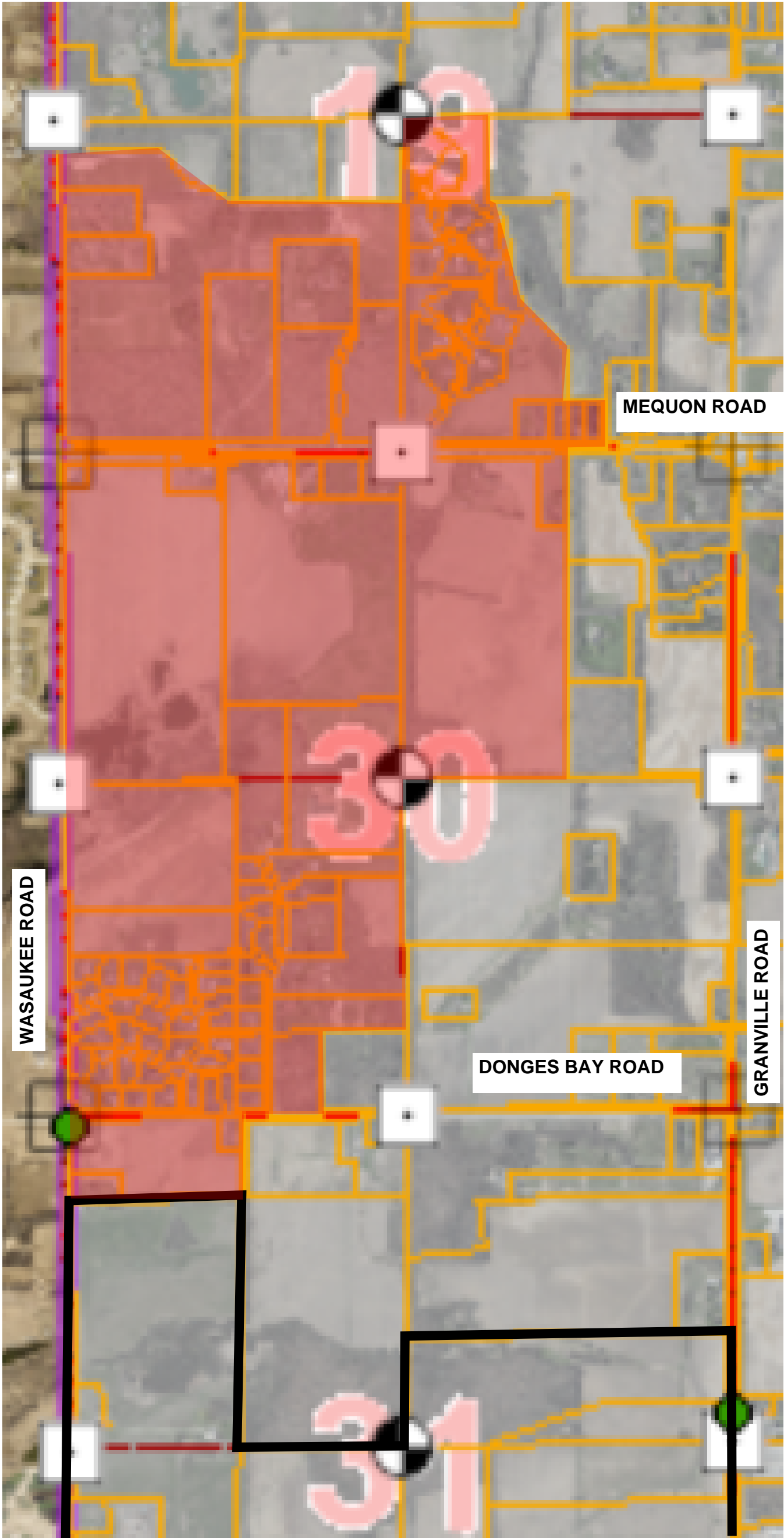


Conceptual Gravity Trunk Sewer with Flow Direction



Conceptual Lift Station and Pressure Sewer with Flow Direction (Installed in Street ROW)

Attachment G
Potential Service Study Area

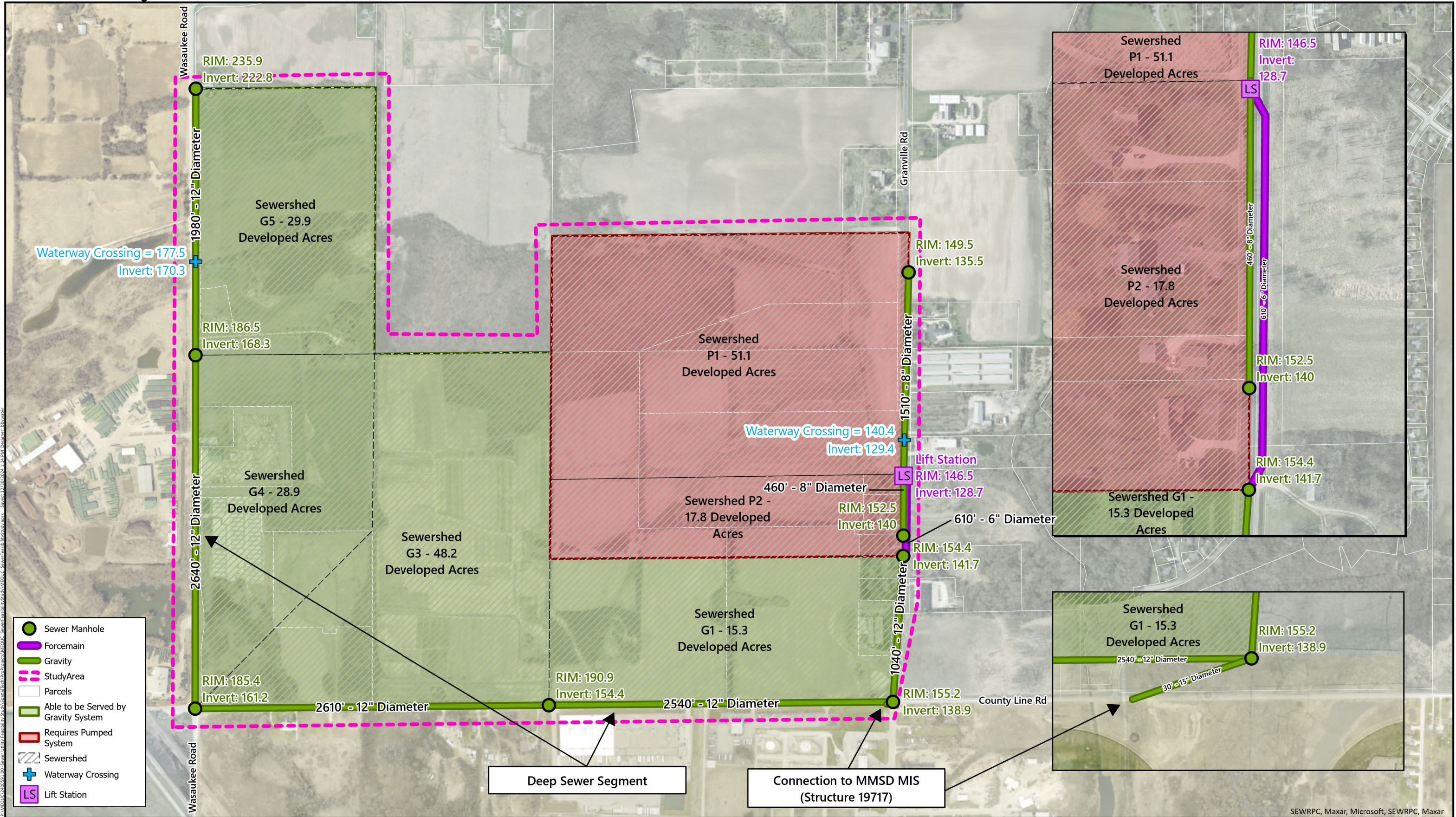


Conceptual Industrial Study Area Boundary

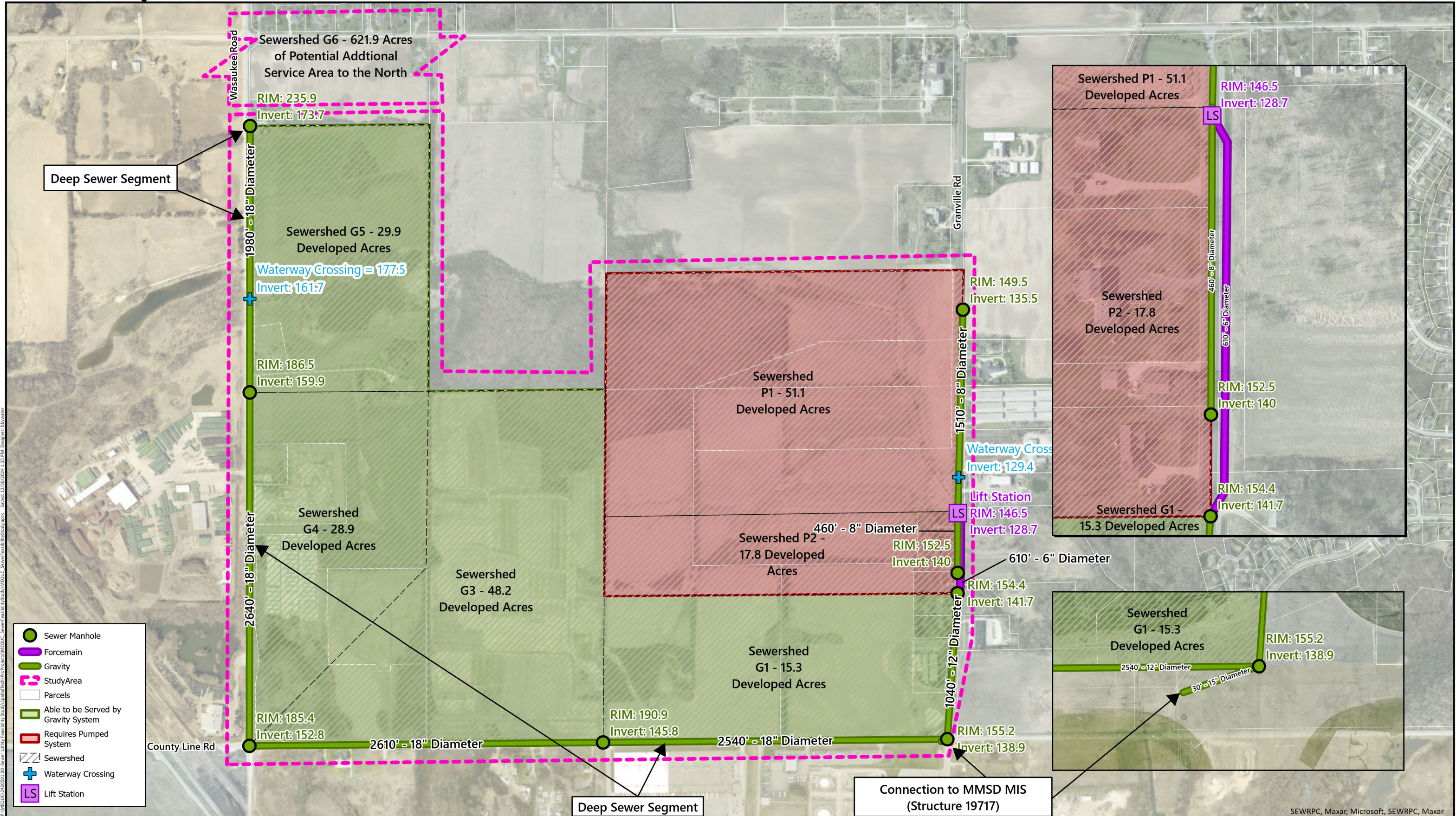


Area (Parcels) Outside Study Area that Could be Served

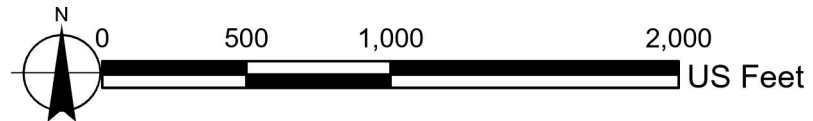
Attachment 2
Master Trunk Concept Plans



P:\MEQUON\2400591.00 - Sewer Utility Feasibility Study\GIS\MapDocs\MEQUON - Sewer Feasibility Study\MFC01C - Sewer Feasibility Study\MFC01C - Sewer Feasibility Study.mxd - Sheet: 12/20/2024 1:14 PM, Designer: bbrameter



Source(s): Water Data received from MGP Feb 2020 and revised for B&W 2020 Water Master Plan



Attachment 3
Opinions for Probable Cost

CITY OF MEQUON, WI
SOUTHWEST SEWER UTILITY FEASIBILITY STUDY - TASK 4
Service for Industrial Study Area Only

ITEM	UNIT	UNIT PRICE	QUANTITY	COST
20" Dia. Jacked Steel Casing (Waterway Crossings)	L.F.	\$1,000	400	\$400,000
8" Dia. Gravity Sewer (G.B.F.) (10'-15' Depth)	L.F.	\$240	620	\$148,800
8" Dia. Gravity Sewer (G.B.F.) (15'-20' Depth)	L.F.	\$290	1,350	\$391,500
12" Dia. Gravity Sewer (G.B.F.) (10'-15' Depth)	L.F.	\$260	2,290	\$595,400
12" Dia. Gravity Sewer (G.B.F.) (15'-20' Depth)	L.F.	\$310	1,670	\$517,700
12" Dia. Gravity Sewer (G.B.F.) (20'-25' Depth)	L.F.	\$350	1,840	\$644,000
12" Dia. Gravity Sewer (G.B.F.) (25'-30' Depth)	L.F.	\$430	2,720	\$1,169,600
12" Dia. Gravity Sewer (G.B.F.) (30'-35' Depth)	L.F.	\$470	1,790	\$841,300
12" Dia. Gravity Sewer (G.B.F.) (35'-40' Depth)	L.F.	\$520	500	\$260,000
15" Dia. Gravity Sewer (G.B.F.) (15'-20' Depth)	L.F.	\$350	30	\$10,500
6" Force Main (G.B.F.)	L.F.	\$270	610	\$164,700
Lift Station (Approx. 400,000 GPD)	EA.	\$750,000	1	\$750,000
Cast-in-Place Connection to MMSD MIS	EA.	\$150,000	1	\$150,000

SUMMARY OF ESTIMATED COSTS	
Total Construction Cost	\$6,043,500
Legal, Easements, Engineering (12%)	\$725,220
Contingency (20%)	\$1,208,700
Total Estimated Cost	\$7,977,420

Assumptions and Notes:

1. Anticipated 2025 construction market conditions.
2. L.F. piping unit costs include access structures/manholes (approximately every 300'), demolition and restoration.
3. Adequate electrical power is available at/near the lift station site.
4. Favorable soil conditions present for underground construction.



CITY OF MEQUON, WI
SOUTHWEST SEWER UTILITY FEASIBILITY STUDY - TASK 4

Service for Industrial Study Area with Potential Additional Service Area to North

ITEM	UNIT	UNIT PRICE	QUANTITY	COST
20" Dia. Jacked Steel Casing (Waterway Crossing)	L.F.	\$1,000	200	\$200,000
30" Dia. Jacked Steel Casing (Waterway Crossing)	L.F.	\$1,500	200	\$300,000
8" Dia. Gravity Sewer (G.B.F.) (10'-15' Depth)	L.F.	\$240	620	\$148,800
8" Dia. Gravity Sewer (G.B.F.) (15'-20' Depth)	L.F.	\$290	1,350	\$391,500
12" Dia. Gravity Sewer (G.B.F.) (10'-15' Depth)	L.F.	\$260	700	\$182,000
12" Dia. Gravity Sewer (G.B.F.) (15'-20' Depth)	L.F.	\$310	340	\$105,400
18" Dia. Gravity Sewer (G.B.F.) (15'-20' Depth)	L.F.	\$360	580	\$208,800
18" Dia. Gravity Sewer (G.B.F.) (20'-25' Depth)	L.F.	\$430	950	\$408,500
18" Dia. Gravity Sewer (G.B.F.) (25'-30' Depth)	L.F.	\$500	2,200	\$1,100,000
18" Dia. Gravity Sewer (G.B.F.) (30'-35' Depth)	L.F.	\$560	2,620	\$1,467,200
18" Dia. Gravity Sewer (G.B.F.) (35'-40' Depth)	L.F.	\$620	2,620	\$1,624,400
18" Dia. Gravity Sewer (G.B.F.) (40'-45' Depth)	L.F.	\$730	220	\$160,600
18" Dia. Gravity Sewer (G.B.F.) (45'-50' Depth)	L.F.	\$850	150	\$127,500
18" Dia. Gravity Sewer (G.B.F.) (50'-55' Depth)	L.F.	\$1,100	150	\$165,000
18" Dia. Gravity Sewer (G.B.F.) (55'-60' Depth)	L.F.	\$1,300	150	\$195,000
18" Dia. Gravity Sewer (G.B.F.) (60'-65' Depth)	L.F.	\$1,600	130	\$208,000
21" Dia. Gravity Sewer (G.B.F.) (15'-20' Depth)	L.F.	\$410	30	\$12,300
6" Force Main (G.B.F.)	L.F.	\$270	610	\$164,700
Lift Station (Approx. 400,000 GPD)	EA.	\$750,000	1	\$750,000
Cast-in-Place Connection to MMSD MIS	EA.	\$175,000	1	\$175,000

SUMMARY OF ESTIMATED COSTS	
Total Construction Cost	\$8,094,700
Legal, Easements, Engineering (12%)	\$971,364
Contingency (20%)	\$1,618,940
Total Estimated Cost	\$10,685,004

Assumptions and Notes:

1. Anticipated 2025 construction market conditions.
2. L.F. piping unit costs include access structures/manholes (approximately every 300'), demolition and restoration.
3. Adequate electrical power is available at/near the lift station site.
4. Favorable soil conditions present for underground construction.



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

Background: The Economic Development Board is considering industrial land uses in the southwest area of the city and discussions have been pending the results of sewer service analysis.

As a reminder, the impetus for the land use discussion was two residential development concepts located in the central area of the city, south of the Mequon Business Park, and located on Light Industrial (B-5) zoned lands. While some policymakers believed residential land uses in the proposed location may have merit, the Council directed staff to consider the potential for future industrial land uses elsewhere in the community. Staff advanced those policy discussions per the Board’s direction for both the southwest area of the city for industrial and for new residential uses in the central area. The changes would include the following:

- Substantiate the current Rural Industrial zoned land with specificity of use and development standards.
- Master plan the utilities and infrastructure.
- Conversion of industrially zoned land to residential south of the Mequon Business Park.

Staff also administered outreach to all property owners in each study area and discussed the location, marketability with regional agencies to determine demand and criteria of business operations. Based on this, staff advanced draft zoning district regulations and determine the conditions of infrastructure including sewer, water and roads. As result, Council executed a contract in 2024 for the sewer service and the Board vetted the analysis results from Tasks 1 and 2 of the contract scope. The following addresses the results of the analysis from Task 3 and 4.

Sewer Service Analysis:

Task 3 addressed a master sewer trunk concept plan to serve the intended industrial area and an extended area that could serve future residential land uses that were previously identified under a staff housing analysis (approximate timeframe was 2012 and resulted in the development of Central Growth and Ulao Creek neighborhoods). The extended area for residential land use contemplates one dwelling/ 1 acre densities. Task 4 completes opinions of cost estimates for constructing the master trunk system, including design fees, easement acquisitions and contingency. The following summarizes the results of the sewer analysis to-date (please see Baxter & Woodman Technical Memorandum date December 30,2024 for additional details):

Study Area	Acreage	Development Opportunity	Cost/Acre	Total Cost
SW Industrial Area	286 acres	9M Sq. Ft.	27,867 / acre	\$7.97M
Extended Residential Area	336 acres	200 Dwellings*	8,065/acre	\$2.71M
Total	622 acres		\$17,170/acre	\$10.68M
* Acrege of already developed lands discounted from study area				

Infrastructure: The city constructed public sewer main for a portion of the central growth residential development through special assessment. The cost of the project was approximately \$1.4M and an average cost per acre of \$5,150. The added cost per acre is attributed to the following:

- Users on only one side of the public roads
- Required lift station
- Greater depth to mains
- There are unknown direct customers

Additional infrastructure needs exist including public water, road construction and any additional landscaping or signage desired for identity.

Next Steps: The Economic Development Board should consider the following:

- A lift station is included in the cost estimate to serve a portion of the study area, should that area remain within the sewer service area contemplated for the project or should the area be reduced in size and therefore need for lift station to be eliminated.
- Should the City consider value engineering the project for installation sewer main for only a portion of the study area, like implementation for Central Growth, with further exploration of funding mechanisms.
- Should the City serve the study area with only public water and scale the zoning and expectations of industrial development that is warehouse, storage, etc.

Staff Report from February 25, 2025

Background: The Economic Development Board is considering industrial land uses in the southwest area of the city and discussions have been pending the results of sewer service analysis.

As a reminder, the impetus for the land use discussion was two residential development concepts located in the central area of the city. Since then, further financial policy discussions are occurring about appropriate locations for new development relative to the generation of tax base that balances the single-family residential contribution. Staff advanced those policy discussions per the Board's direction for both the southwest area of the city for industrial and for new residential uses in the central area. The changes would include the following:

- Substantiate the current Rural Industrial zoned land with specificity of use and development standards. *Draft regulations have been created.*
- Master plan the utilities and infrastructure. *City consultant has completed four of five tasks associated with the scope of services.*
- Conversion of industrially zoned land to residential south of the Mequon Business Park. *Pending decision-making related to new industrial area.*

Staff also administered outreach to all property owners in each study area and discussed the location and marketability with regional agencies to determine demand and criteria of business operations.

Sewer Service Analysis:

Task 3 addressed a master sewer trunk concept plan to serve the intended industrial area and an extended area that could serve future residential land uses that were previously identified under a staff housing analysis (approximate timeframe was 2012 and resulted in the development of Central Growth and Ulao Creek neighborhoods). The extended area for residential land use contemplates one dwelling/ 1 acre densities. Task 4 completes opinions of cost estimates for constructing the master trunk system, including design fees, easement acquisitions and contingency. The following summarizes the results of the sewer analysis to-date from the Baxter & Woodman Technical Memorandum date December 30,2024, which was included in the Board's January 2025 packet materials.

Study Area	Acreage	Development Opportunity	Cost/Acre	Total Cost
SW Industrial Area	286 acres	9M Sq. Ft.	27,867 / acre	\$7.97M
Extended Residential Area	336 acres	200 Dwellings*	8,065/acre	\$2.71M
Total	622 acres		\$17,170/acre	\$10.68M
* Acreage of already developed lands discounted from study area				

Infrastructure: The city constructed public sewer main for a portion of the central growth residential development through special assessment. The cost of the project was approximately \$1.4M and an average cost per acre of \$5,150. The added cost per acre is attributed to the following:

- Users on only one side of the public roads
- Required lift station
- Greater depth to mains
- There are unknown direct customers

Additional infrastructure including public water, road construction and any additional landscaping or signage desired for identity will be additional expenditures.

Preliminary Analysis:

The Board requested preliminary cost | benefit analysis. The Board chose to leave the construction and cost (\$750K) of the lift station in the analysis. The following estimates a range of scenarios:

Full Industrial Potential

The following chart summarizes value and payback period based on the following:

- Entire SW Industrial Zoning Area is included in the SSA
- All properties develop except OWLT
- All industrial properties develop within Year 1
- Lift station is constructed
- Entire public sewer main for industrial area constructed
- Future residential value and cost estimate for expansion is NOT included

Full Industrial Potential (OWLT out)				
Acreage / Sq. Ft.	PROJECT VALUE			
	Estimate 1 Mequon	Estimate 2 M Falls	Estimate 3 Gtown	
152.50 Acres / 6,642,900	\$ 66,637,925.00	\$ 108,199,970.00	\$ 289,178,430.00	
	PROJECT TAX BASE			
	\$ 974,246.00	\$ 1,581,883.00	\$ 4,227,788.00	
		AVG Value		154M
		AVG Tax Base		2.26M
		ROI		3.5 YRS*
*only if all development occurs in YR 1				

Partial Industrial Potential

The following chart summarizes value and payback period based on the following:

- Entire SW Industrial Zoning Area is included in the SSA
- OWLT land is not developed
- Only some industrial properties develop within Year 1
- Lift station is constructed
- Partial public sewer main for industrial area constructed thus partial cost
- Future residential value and cost estimate for expansion is NOT included

Partial Industrial Potential (OWLT out)			
Acreage / Sq. Ft.	PROJECT VALUE		
	Estimate 1	Estimate 2	Estimate 3
	Mequon	M Falls	Gtown
98 Acres / 4268880	\$ 42,823,060.00	\$ 69,531,784.00	\$ 185,832,696.00
	PROJECT TAX BASE		
	\$ 626,073.00	\$ 1,016,554.00	\$ 2,716,874.00
		AVG Value	99.4M
		AVG Tax Base	1.45M
		ROI	2.75 YRS*
*only if partial development occurs in YR 1			

Full Industrial Potential + Residential Zoning Area

The following chart summarizes value and payback period based on the following:

- Entire SW Industrial Zoning Area and Residential Zoning Area are included in the SSA
- OWLT land is not developed
- All industrial properties develop within Year 1
- Lift station is constructed
- Entire public sewer main for industrial area constructed and sized for residential area
- Future residential value and cost estimate for expansion is included
- Future residential value and cost estimate for expansion on pace to develop within Year 1*
- Future residential value and cost estimate for expansion on pace to develop within Year 1-6** at an average of 35 homes/year.

Full Industrial Potential (OWLT out) + Residential Zoning Area				
Acreage / Sq. Ft.	PROJECT VALUE			
	Estimate 1	Estimate 2	Estimate 3	
	Mequon	M Falls	Gtown	
152.50 Acres / 6,642,900	\$ 66,637,925.00	\$ 108,199,970.00	\$ 289,178,430.00	
Apprx 200 homes**	\$140,000,000			
PROJECT TAX BASE				
	\$ 974,246.00	\$ 1,581,883.00	\$ 4,227,788.00	
	2.1M			
		AVG Value	294M	
		AVG Tax Base	4.38M	
		ROI	2.4 YRS*	
		ROI	8.4 YRS**	
*only if all development occurs in YR 1				
**35 homes/year				

Next Steps:

- Recommendation of Sewer Service Area (SSA)
- Recommendation of master sewer service plan
- Recommendation of the physical portion of the main
- Recommendation of funding mechanism

Staff have the following preliminary recommendations:

- A lift station may not be necessary due to sewer service through a master plan.
- Future residential areas could be allowed at 1 unit/acre, or greater, but less than the current 5 unit / acre and develop with private sewage disposal and private wells for water service.

These two factors contribute 3.46M\$ to the current estimated 10.68M\$ cost of public sewer main. There is an additional policy factor related to total city population to consider.

- Given additional costs for public water and roads, the unpredictable pace of industrial development and uncertainty related to owner interest in selling, a partial expansion is the least risk adverse.
- Staff could explore options and cost estimates for partial expansion.
- Staff could discuss development opportunities with property owners and industrial brokers regarding interest and pace of development again, since it was last discussed in 2023.
- Depending on pace and type of industrial use interest, staff will continue to evaluate the option to serve the study area with only public water and scale the zoning and expectations of industrial development to warehouse, distribution and storage to limit the sewer demand.

Background: The Economic Development Board is considering industrial land uses in the southwest area of the city and discussions have been pending the results of sewer service analysis. Staff advanced policy discussions per the Board’s direction for both the southwest area of the city for industrial and for new residential uses in the central area. The changes would include the following:

- Substantiate the current Rural Industrial zoned land with specificity of use and development standards. *Draft regulations have been created.*
- Master plan the utilities and infrastructure. *City consultant has completed five of five tasks associated with the scope of services.*
- Conversion of industrially zoned land to residential south of the Mequon Business Park. *Pending decision-making related to new industrial area.*

Since the February Board meeting, staff addressed the following to further our policy decisions:

- Property owner input is generally consistent from previous outreach.
- M7 and Ozaukee County suggest pace of industrial is slower than 2023.
- Industrial investment companies have positive response to city inquiry – stating workforce is not an issue, but timing of supply | demand will dictate pace. Pace of development is normalized, not slow.
- M7, Ozaukee County and industrial investment companies indicate public infrastructure is critical.
- Property owner readiness is important as a key indicator to market and investors.
- Sewer infrastructure funding mechanisms identified (see attached).
- Water infrastructure funding mechanisms identified -
- Meeting requested with OWLT.

Sewer Infrastructure Funding Mechanisms:

Task 5 addressed the funding mechanisms for design and construction. Of those identified, the City has utilized 1) Development Build and Contribute, 2) Special Assessments and 3) TIDs. The City could borrow funds options 2 and 3, with the Sewer Utility and development tax revenue paying off borrowed funds.

Water Infrastructure Funding Mechanisms:

Of the funding mechanisms identified above, the City has utilized the same options listed above for water infrastructure expenditures. The Water Utility must borrow the funds.

Staff Recommendations:

- Recommend a Sewer Service Area Amendment for the Industrial area only to an extent west on County Line Road based on property owner input and commitment.
- First phase of sewer infrastructure expansion and cost estimate should not include the following:

1. Lift station on Granville Road
2. Properties on Wausaukee Road
3. Future residential area north of Donges Bay Road.

This recommendation reduces \$3.46M of the \$10.68M cost estimate.

- Staff revised assessment of total cost associated with sewer and water infrastructure as well as road improvements and alignment with appropriate funding mechanism(s).

Next Steps:

- Common Council Committee of the Whole consensus on the above recommendations and acceptable funding mechanism options and revised zoning.
- Initiate SSA and rezoning.
- Build partnerships between property owner readiness, M7, Ozaukee County.
- Market sites and City readiness regarding financial partnership for infrastructure.



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www.cityofmequonwi.gov

Community Development

TO: Economic Development Board
FROM: Kim Tollefson, Director Community Development
DATE: January 27, 2026
SUBJECT: Staff Memo

The work associated with two major policy initiatives including Port Washington Road the SW Industrial sewer service analysis will continue into 2026. In addition, staff work with REVPAR Inc. on the policy analysis for a hotel room tax will be conducted in Q1.. The Board should discuss any other work program efforts desired for the year.

Attachments:
None