



11333 N. Cedarburg Road  
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Department of Community Development

**ECONOMIC DEVELOPMENT BOARD  
Regular Meeting  
Tuesday, March 24, 2026 - 8:00 AM  
North Conference Room**

**Agenda**

- 1) Call to Order and Roll Call**
- 2) Approval of Meeting Minutes of 02.24.26**
- 3) Emergency Loan Fund Update**
- 4) REVPAR Hotel Room Tax**
- 5) Port Washington Road Market Analysis Recommendations & TID No. 4 and No. 5**
- 6) Staff Updates**
- 7) Announcements**  
The next meeting is Tuesday, April 28, 2026, at 8:00 a.m.
- 8) Adjourn**

DATED: 03/20/2026

/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**  
**Regular Meeting**  
**Tuesday, February 24, 2026 - 8:00 AM**  
**North Conference Room**

**Minutes**

**1) Call to Order and Roll Call**

The meeting was called to order by Chairman Carr at 8:00 a.m.  
Roll Call was taken

**Present:**

Chair Tim Carr, Alderman Gebhardt, Board Member Engel, Board Member Gannon, Board Member Kramer

[Absent: Board Member Colin Boyd, Board Member Tracy Johnson, Board Member Jeff Mclean, Board Member Igne Plautz

**Also present:** Director of Community Development Kim Tollefson and Administrative Assistant Robin Buzzell

**2) Approval of Meeting Minutes for January 27, 2026**

<b>MOTION:</b>	Approve
<b>MOVER:</b>	Board Member Michael Kramer
<b>SECONDER:</b>	Board Member Daniel Gannon
<b>AYES:</b>	Chair Timothy Carr, Alderman William Gebhardt, Board Member Dennis Engel, Board Member Daniel Gannon, Board Member Michael Kramer
<b>NAYS:</b>	None
<b>RESULT:</b>	Approved by Voice Acclamation

**3) Chamber of Commerce Meeting**

A few Board members, along with Director Kim Tollefson, had a meeting with Chamber Executive Director, a representative of the Rockwell Mequon facility and Chamber member

Tim Vertz. The conversation was centered around industrial industry challenges and demands. Issues that were part of the discussion:

- Power/energy needs for automation
- Labor demand
- Transportation challenges (how to get labor to the facility)
- They emphasized that neighborhood amenities are important for employee attraction to their Mequon facility as they are office-based vs. industrial-based.

This feedback regarding the importance of amenities supports the goal of incorporating open space amenities and possible convenience goods at the proposed southwest industrial park.

The issue of the hotel room tax was also mentioned on the conference call and the Chamber commented that Mequon is the only city in the county that does not currently have one. The Chamber collects a large portion of this tax that goes towards tourism.

Board member Kramer reminded the Board that the Chamber members are a great resource in the community to tap into as needed.

Dir. Tollefson stated that OWLT owns a large parcel in the middle of the proposed SW industrial park area, where they have not developed much with the site. They are typically motivated to make some conservation efforts and are required to make it accessible to the public. Once the process is further along with city approvals, Dir. Tollefson and the Mayor plan to meet with OWLT to inquire if they are interested in developing that space that would then provide a desirable open space with amenities for future industrial owners. This could allow exemptions for the industrial owners to develop their sites with greater massing; contribute to an open space fund that would enable the city to partner with OWLT to make attractive open space amenities in which the industrial owners could utilize for centralized and coordinated events such as food trucks or a place to enjoy lunch walks and the outdoors.

The participants felt that it was a productive discussion. Chairman Carr thanked Board member Mike Kramer for facilitating the conference call.

#### **4) Southwest Industrial Fact Sheet**

Dir. Tollefson stated that this item was in the January 2025 Board packet in which all the history was supplied. An update is that the city has executed an agreement with an attorney from Michael Best to negotiate the water utility contract for the third water connection. This has been outsourced in an effort to focus on this connection negotiation and advance the process. This attorney was formerly the City of Wauwatosa attorney who worked specifically on these negotiations with the City of Milwaukee in the past. There is an economic component for the City of Milwaukee; so they are selective who they sell to and may want compensation for the economic benefit generated by development in the city as a result of water service.

The next step will be a financial policy analysis and understanding what the City of Milwaukee would be asking from us is an important part of the analysis. The next step would be to present the Council with the cost of all this is and what the potential tax revenue could be. It would also need to be decided on how the city makes these expenditures.

She commented that it is important to get an answer either way on the water connection issue, so a decision can be made about whether to forward the policy decision. She reminded the Board that another hurdle is negotiation needed regarding the necessary road improvements between multiple jurisdictions. This has now shifted to an analysis related to infrastructure and utilities. These are some of the reasons that this item is tentatively on hold for the Board.

### **5) Port Washington Road Market Analysis Recommendations & TID No. 4 and No. 5 Status**

Dir. Tollefson shared a slide presentation related to status of TID 4 & TID 5 as of 2024 Year End; specifically, the current incentives that are offered. Highlights from the presentation include:

#### **TID #4 (South of Mequon Rd, north of Donges Bay Rd):**

- Expenditures to date are \$96K.
- No developer incentives have been executed.
- Redevelopment has occurred.

#### **TID #5 (south of Donges Bay Road).**

- There are some executed developer incentives totaling \$600K.
- Fund expenditure total \$778K.
- Fund balance is \$1.17M.

There was some added increments to both TIDs in 2025 (Arbys, Kiddie Academy, ReFresh medispa). These TIDs were created in 2012 and will close in 2032. There should not be any new incentive contracts about 5 years before the closure of the TID.

The Port Washington Road streetscape project and all development incentive can be paid in full before the closure of the TID.

She reiterated that the strategies for growth and redevelopment that have been achieved include the following:

- Multi-focus, multi-effort approach
- Created TIDS
- Created policy on incentive.
- Streetscaping on Port Washington Road (currently out for bid)
- Intentionally created Ulao Creek zoning districts to allow for distinctive uses and to continue to encourage redevelopment
- Open structure of incentives and now offer a tiered approach:

- Tier 1: Fast Track; pay-as-go; a 5% bonus with \$1.5M value above increase from current value, had to have demolition and a 15-year pay back.
- Tier 2: 15% bonus due to consolidation of multiple parcels.
- Tier 3: Any deal can be negotiated by the Common Council

Other recommendations concluded from the 2024 market analysis include:

- Medical clustering and how to encourage additional development
- In-fill sites; how to develop and attract targeted in-demand uses
- Conclusion of the hotel feasibility analysis

There was discussion among the Board regarding the information relayed about the TIDs and some suggestions about how to handle them going forward. It was concluded that a small group of Board members including Community Development Director Kim Tollefson could do outreach to business owners and developers to inform them about the targeted redevelopment sites, in-fill opportunities and available incentives.

**6) Announcements**

Dir. Tollefson updated the Board about upcoming and ongoing developments.

The next meeting is Tuesday, March 24, 2026, at 8:00 a.m.

**7) Adjourn**

<b>MOTION:</b>	Adjourn
<b>MOVER:</b>	Alderman William Gebhardt
<b>SECONDER:</b>	Board Member Michael Kramer
<b>AYES:</b>	Chair Timothy Carr, Alderman William Gebhardt, Board Member Dennis Engel, Board Member Daniel Gannon, Board Member Michael Kramer
<b>NAYS:</b>	None
<b>RESULT:</b>	Approved by Voice Acclamation

The meeting concluded at 9:34 a.m.

Respectfully Submitted,  
Robin Buzzell, Administrative Assistant



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**Community Development**

**TO:** Economic Development Board  
**FROM:** Kim Tollefson, Director Community Development  
**DATE:** March 24, 2026  
**SUBJECT:** Emergency Loan Fund Update

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**Background:** Please find attached the annual report for the 2025 Revolving Loan Fund Program.

**Status:** There is one remaining payment for one emergency loan and three traditional loans still in process. As a reminder the cash balance can be utilized for various public objectives or programs options should the Board find a strategic and purposeful project.

**Balance:** The cash balance at closure in 2025 was approximately \$578K which is an increase of approximately \$40K from 2024 YE.

Attachments:  
12.31.25 RLF Summary

### Revolving Loan Summary 2024 to 2025

Name	Loan Type	12/31/2024 Loan Balance	2025 Loans Issued	2025 Principal Payments	2025 Write Offs	12/31/2025 Loan Balance
Mind+Neurology	Revolving Loan	80,248.09	-	3,356.75		76,891.34
Donges Bay LLC	Revolving Loan	71,820.51	-	9,406.62		62,413.88
Bear Arms	Revolving Loan	16,434.46	-	5,369.05		11,065.41
Form And Fitnesss	Emergency Loan	2,225.03	-	2,225.03		(0.00)
Fresh Start Physical	Emergency Loan	1,590.63	-	1,590.63		0.00
The Colour Bowl	Emergency Loan	1,907.96	-	1,907.96		0.00
Vertz Marketing	Emergency Loan	1,590.63	-	1,590.63		-
The Joxel Group	Emergency Loan	1,273.03	-	1,273.03		0.00
Sixty Five Inc	Emergency Loan	1,590.63	-	1,590.63		-
Ruby Tap	Emergency Loan	1,273.06	-	1,273.05		0.00
Shoot The Moon	Emergency Loan	1,462.77	-	1,218.49		244.28
		<b>181,417</b>	-	<b>30,802</b>	-	<b>150,615</b>

<b>12/31/2024 RLF Cash Balance</b>	<b>541,901</b>
Principal Payments	30,802
Interest Payments	1,793
AP Invoices	(1,960)
Interest Income	5,615
Loans Issued	-
<b>12/31/2025 RLF Cash Balance</b>	<b>578,150</b>



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**Community Development**

**TO: Economic Development Board**  
**FROM: Kim Tollefson, Director Community Development**  
**DATE: March 24, 2026**  
**SUBJECT: RevPar Hotel Room Tax**

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### **Background**

A hotel room tax was discussed by the Council at the financial workshop in May of 2025 in consideration of additional revenue sources. REVPAR Inc. prepared a refined scope for analysis of hotel room tax for the Council's consideration which was approved in January of 2026. Phase I of the analysis is complete including the following:

- Review of existing city and state tax rates
- Review of lodging tax rates in surrounding area
- Assessment of historical analysis of occupancy, revenue of existing hotels to determine potential tax benefit
- Analyze the state requirements for funding use and amounts retained by city

### **Analysis**

Findings and conclusions are based on the market feasibility analysis completed by REVPAR in late 2025. Of tax rates applicable to lodging, the city's total tax is the lowest of comparable, competitive markets. The city is the only municipality not charging a lodging tax. Based on performance and occupancies, potential lodging tax revenue ranges from approximately \$137K to \$295K, with 30% of said revenue allocated to the city's general fund (see table on page 5 of REVPAR's memo). For example, a 5% lodging tax in the city would result in a projected total revenue of \$184K and \$55K for the general fund while also remaining one of the two lowest total applicable tax rates among comparable municipalities.

### **Staff Recommendation**

Planning staff recommends further consideration of lodging tax implementation subject to the following:

1. Evaluation of current city expenditures which are eligible tourism development and promotion programs and expenditures.

2. Consideration of potential future city programming related to tourism development and promotion programs.
3. Assessment of lodging tax implementation process.

Attachments:

REVPAR Letter (Occupancy Bed Tax Analysis Mequon)03.16.26

March 16, 2026

Ms. Kim Tollefson  
 Community Development Director  
 City of Mequon, WI  
 11333 North Cedarburg Road  
 Mequon, WI 53092



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 Alexandria, VA 22314  
 Phone: (703) 838-9707

Email: [ktollefson@cityofmequonwi.gov](mailto:ktollefson@cityofmequonwi.gov)

**Re: Occupancy/Bed Tax Analysis, Mequon, WI**

Dear Ms. Tollefson:

In accordance with our proposal, REVPAR International, Inc. was retained by the City of Mequon to conduct *desktop* research related to the development of an appropriate occupancy/bed tax rate on lodging revenues generated by the three existing hotels and short-term rentals within the City of Mequon, as well as any future lodging units added at a future date.

In response, the following memo summarizes our findings, conclusions, and recommendations relative to the creation of an occupancy/bed tax in Mequon, Wisconsin. These findings and conclusions are based on the market feasibility study completed in November 2025 for the City of Mequon, as well as additional desktop research and analysis on occupancy/bed tax completed in February and March 2026.

### Tax Rates Applicable to Lodging

Following a review of Wisconsin state law as pertains to sales, use, and lodging taxes for hotels, motels, and other lodging providers, as well as the local taxes paid by area hotels, the following table summarizes the actual taxes paid on hotel stays in Mequon and the surrounding municipalities that offer a variety of lodging products.

Tax Rates Applicable to Lodging in Mequon and the Surrounding Municipalities						
Municipality	State Sales and Use Tax	County Sales and Use Tax	City Sales and Use Tax	Municipal Lodging Tax	Exposition Tax <sup>(1)</sup>	Total Tax
<b>Ozaukee County</b>						
City of Mequon	5.0%	0.5%	--	None	--	5.5%
Village of Grafton	5.0%	0.5%	--	7.0%	--	12.5%
City of Cedarburg	5.0%	0.5%	--	5.0%	--	10.5%
<b>Milwaukee County</b>						
Village of Brown Deer	5.0%	0.9%	--	7.0%	3.0%	15.9%
City of Glendale	5.0%	0.9%	--	7.0%	3.0%	15.9%
City of Milwaukee	5.0%	0.9%	2.0%	7.0%	3.0%	17.9%
<b>Waukesha County</b>						
Menomonee Falls	5.0%	0.0%	--	8.0%	--	13.0%
<b>Washington County</b>						
Germantown	5.0%	0.5%	--	6.0%	--	11.5%

Source: State of Wisconsin and various municipalities; compiled by REVPAR International, Inc.

### State Sales and Use Tax

All lodging guests are required to pay the Wisconsin sales and use tax, which is a 5.0 percent tax imposed on the sales price of retailers who sell, license, lease, or rent tangible personal property, certain coins and stamps, certain leased property affixed to realty, or certain digital goods, or sell, license, perform, or furnish taxable services in Wisconsin, including hotels and short-term rentals.

### County and City Sales and Use Tax

Likewise, county and city sales tax, which varies by municipality, is paid on all rooms related revenue generated by a hotel. All Wisconsin counties have a 0.5 percent sales tax rate except Waukesha (included in our analysis) and Winnebago Counties, which have no sales tax, and Milwaukee County (included in our analysis), which has a 0.9 percent sales tax. The City of Milwaukee also has a 2.0 percent city sales and use tax.

### Municipal Lodging Tax

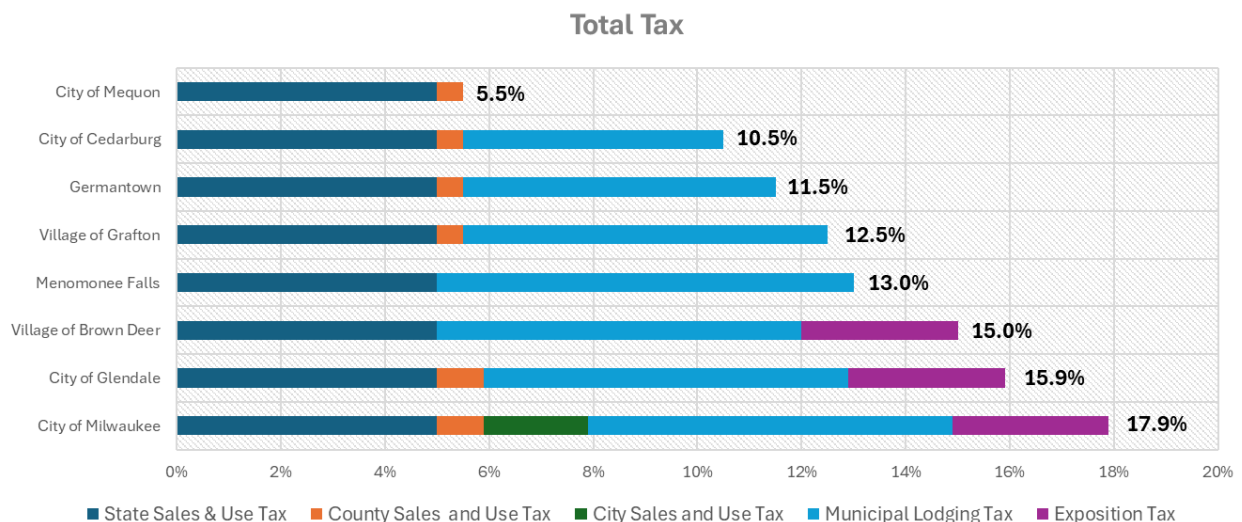
As demonstrated in the preceding table, all seven municipalities around the City of Mequon where hotels are located have lodging taxes ranging from 5.0 to 8.0 percent.

### Exposition Tax

Exposition tax is imposed on lodging, food and beverage sales, and automobile rentals in municipalities located wholly or partially within Milwaukee County. The exposition tax on lodging in Milwaukee County is currently 3.0 percent.

### Total Tax

As the following graph illustrates, the taxes charged by the City of Mequon are the lowest of all surrounding jurisdictions because Mequon does not charge any dedicated lodging tax. The surrounding municipalities all charge a lodging tax rate ranging from 5.0 to 8.0 percent, which results in higher rates compared to Mequon.

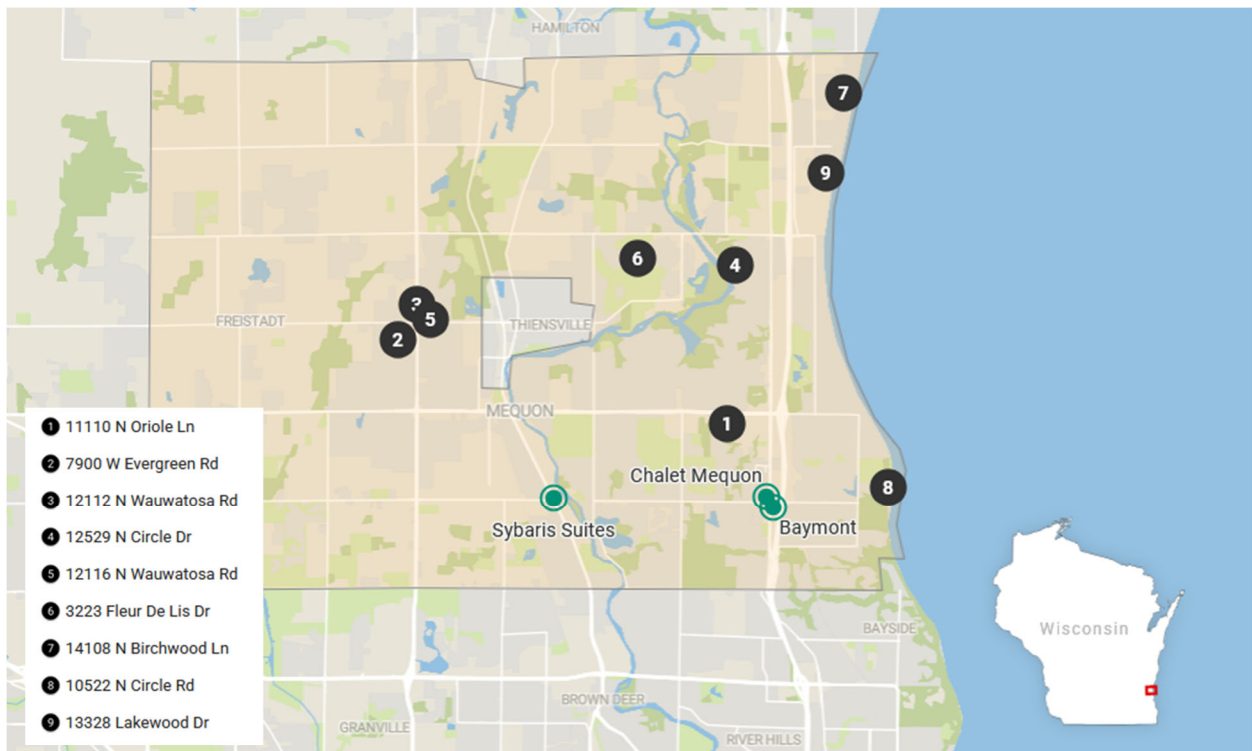


## City of Mequon Lodging Market Performance

Specific to the City of Mequon lodging sector, there are currently three traditional hotels offering 136 total rooms, as summarized in the table to the right. There are also 10 short-term rentals registered with the City of Mequon that range in size from one to five bedrooms and offer a total of 32 bedrooms. These units are also subject to current and future sales and lodging taxes for rentals of less than 30 consecutive days. The following map illustrates the location of the three hotels and the 10 short-term rentals. Please note that Short-Term Rental #3 (the “12112 N Wauwatosa Road” address) has two short-term rentals.

City of Mequon Traditional Lodging Market			
Hotel	Chain Scale	Rooms	Year Open
Baymont Inn Mequon	Midscale	51	1995
Chalet Motel	Independent	53	1958
Sybaris Pool Suites	Independent	32	1980
<b>Total</b>		<b>136</b>	<b>--</b>

Source: CoStar; compiled by REVPAR International, Inc.



The rooms revenue for the three Mequon hotels and the short-term rentals was not publicly available. Therefore, we reviewed *CoStar* data available for the North Milwaukee submarket. *The CoStar Group* is the leading provider of commercial real estate information and analytics, including aggregate operating data on hotels that participate in their survey. With only three hotels, the City of Mequon’s hotel market does not meet *CoStar*’s *minimum* requirement of four hotels for us to pull a market report, and, often, independent hotels such as those in Mequon do not participate.

Based on our interviews with management of the Mequon hotels, as well as those in the surrounding market area, we assumed that the historic occupancy, average room rate, and rooms revenue for the midscale, economy, and independent hotels in the North Milwaukee submarket are representative of the performance levels of the three Mequon hotels. Please note that *CoStar* does not track the performance of short-term rentals. There are other commercial services that estimate short-term rental performance; however, given

the limited number of short-term rental units in Mequon at 32 bedrooms, we have chosen to apply the North Milwaukee submarket from CoStar data to the short-term rental market, as well.

During the course of our research and analysis, which included discussions with representatives from major hotel brands and local individuals knowledgeable about the hotel market, we did not identify any hotels currently proposed for development in Mequon.

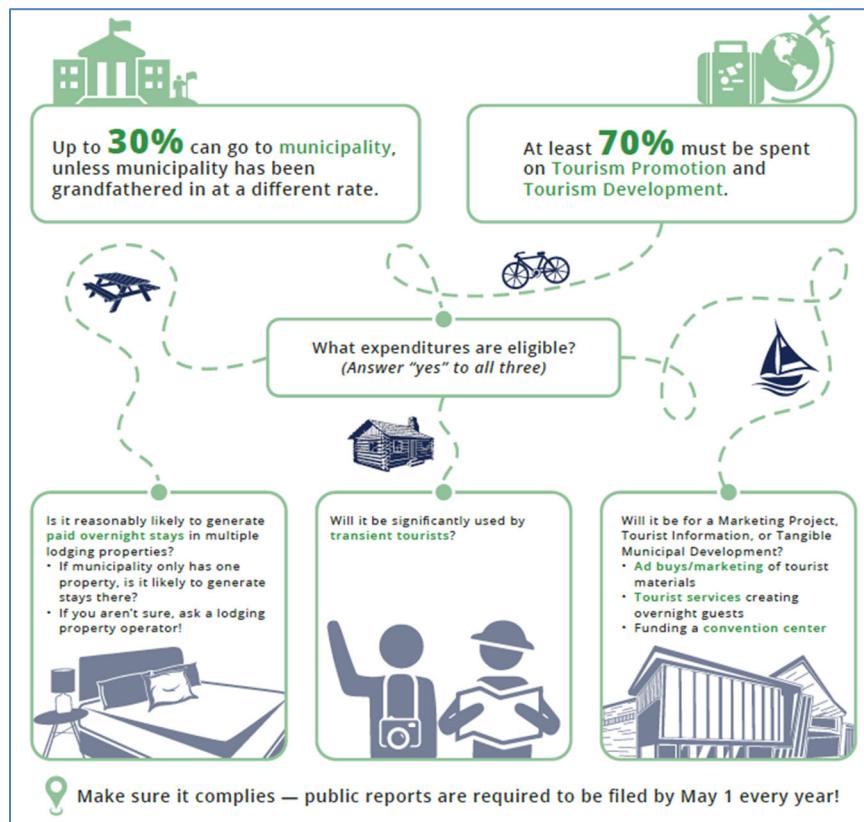
Based on the foregoing, the adjacent table provides a summary of the estimated historical and projected operating performance for the Mequon lodging market, which is comprised of the three traditional hotels with 136 rooms and the 10 short-term rentals with 32 bedrooms. We have assumed that no new supply will be added to the Mequon lodging market, therefore the occupancy is projected to stabilize at 52.0 percent. Furthermore, we have assumed that the average daily rate will increase at the rate of inflation, or by 3.0 percent.

### Tax Allowed Uses

Next, in accordance with our proposal, we reviewed the allowed uses of the local lodging tax. As demonstrated in the adjacent graphic, the state of Wisconsin law allows municipalities to impose a local lodging tax but requires that at least 70 percent be

Historical and Projected Operating Performance of the Mequon Lodging Market				
Year	Annual Occupancy	Average Daily Rate	RevPAR	Rooms Revenue
<b>Historical Performance</b>				
2023	52.0%	\$90.00	\$46.80	\$2,869,776
2024	50.0%	\$87.00	\$43.50	\$2,667,420
2025	52.0%	\$86.00	\$44.72	\$2,742,230
<b>CAGR <sup>(1)</sup></b>	<b>0.0%</b>	<b>(2.2%)</b>	<b>(2.2%)</b>	<b>(2.2%)</b>
<b>Projected Performance</b>				
2026	52.0%	\$89.00	\$46.00	\$2,824,497
2027	52.0%	\$91.00	\$47.00	\$2,909,232
2028	52.0%	\$94.00	\$49.00	\$2,996,509
2029	52.0%	\$97.00	\$50.00	\$3,086,404
2030	52.0%	\$100.00	\$52.00	\$3,178,997
2031	52.0%	\$103.00	\$53.00	\$3,274,367
2032	52.0%	\$106.00	\$55.12	\$3,372,598
2033	52.0%	\$109.00	\$56.68	\$3,473,775
2034	52.0%	\$112.00	\$58.24	\$3,577,989
2035	52.0%	\$115.00	\$59.80	\$3,685,328
<b>CAGR <sup>(1)</sup></b>	<b>0.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>

Note: <sup>(1)</sup> Compound Annual Growth Rate.  
Source: CoStar; compiled by REVPAR International, Inc.



spent on tourism promotion or tourism development, with no greater than 30 percent entering the municipality's general fund.

### Tax Revenue Estimates (Historical and Projected)

With the foregoing in mind, the following table provides 10 years of estimated lodging tax revenue that could be generated from the lodging (rooms) revenue of the existing lodging supply in the City of Mequon at two levels - 5.0 percent and 8.0 percent - based on the range of lodging taxes being assessed in the surrounding municipalities (as presented in our earlier table.) We then estimated the allocation of the lodging tax revenue for tourism development and the city's general fund.

Estimated Lodging Tax Revenue City of Mequon, WI							
Year	Rooms Revenue	Scenario 1: 5.0% Lodging Tax			Scenario 2: 8.0% Lodging Tax		
		Total \$ Amount (at 5.0%)	70% to Tourism Development	30% to General Fund	Total \$ Amount (at 8.0%)	70% to Tourism Development	30% to General Fund
<b>Hypothetical Lodging Tax Revenues Using Historical Lodging (Rooms) Revenue Performance</b>							
2023	\$2,869,776	\$143,489	\$100,442	\$43,047	\$229,582	\$160,707	\$68,875
2024	\$2,667,420	\$133,371	\$93,360	\$40,011	\$213,394	\$149,376	\$64,018
2025	\$2,742,230	\$137,112	\$95,978	\$41,133	\$219,378	\$153,565	\$65,814
<b>Hypothetical Lodging Tax Revenues Using Estimated Future Lodging (Rooms) Revenue Performance</b>							
2026	\$2,824,497	\$141,225	\$98,857	\$42,367	\$225,960	\$158,172	\$67,788
2027	\$2,909,232	\$145,462	\$101,823	\$43,638	\$232,739	\$162,917	\$69,822
2028	\$2,996,509	\$149,825	\$104,878	\$44,948	\$239,721	\$167,805	\$71,916
2029	\$3,086,404	\$154,320	\$108,024	\$46,296	\$246,912	\$172,839	\$74,074
2030	\$3,178,997	\$158,950	\$111,265	\$47,685	\$254,320	\$178,024	\$76,296
2031	\$3,274,367	\$163,718	\$114,603	\$49,115	\$261,949	\$183,365	\$78,585
2032	\$3,372,598	\$168,630	\$118,041	\$50,589	\$269,808	\$188,865	\$80,942
2033	\$3,473,775	\$173,689	\$121,582	\$52,107	\$277,902	\$194,531	\$83,371
2034	\$3,577,989	\$178,899	\$125,230	\$53,670	\$286,239	\$200,367	\$85,872
2035	\$3,685,328	\$184,266	\$128,986	\$55,280	\$294,826	\$206,378	\$88,448

Source: REVPAR International, Inc.

Four of the seven municipalities have a 7.0 percent lodging tax, and the average lodging tax rate of the municipalities is 6.7 percent. A 5.0 percent lodging tax rate would yield the same combined lodging and sales tax rate as Cedarburg and would be the lowest in the area. An 8.0 percent lodging tax rate would position the combined lodging and sales tax just below the Milwaukee County hotels, which are the highest in the area.

Please note that there are other significant assumptions underlying these estimates. As such, *this letter is subject to change pending receipt of new or additional information and should be primarily for internal use only.*

We would be pleased to hear from you should you need further interpretation or amplification of the following findings.

Sincerely,  
REVPAR International, Inc.

*REVPAR International, Inc*



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**Community Development**

**TO: Economic Development Board**  
**FROM: Kim Tollefson, Director Community Development**  
**DATE: March 24, 2026**  
**SUBJECT: Port Washington Road Market Analysis Recommendations & TID No. 4 and No. 5**

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### **Background**

As part of the EDB's 2026 work program, staff and members intend to further the recommendation of the Port Washington Road Market Analysis. The Board discussed reaching property owners and a selection of brokers or development companies to advance redevelopment opportunities. At our meeting staff will discuss each of the recommendations and focus on each of the 13 redevelopment sites to advance a strategy for outreach. Strategies include the following:

- Individual meetings with property owners.
- Outreach to prospective brokers and development companies either on an individual basis or through a round table presentation.
- Consideration of networking and showcase with interested firms to present recent Town Center success and new opportunity with a direct mailer and package of ED tools available.
- Engagement and assistance from Oz Co Economic Development, Chamber of Commerce, WEDC and M7.

Please review the final market analysis report found here:

<https://mequonwi.portal.civicclerk.com/event/739/files/agenda/434>

Attachments:

None