



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

[www.cityofmequonwi.gov](http://www.cityofmequonwi.gov)

Department of Community Development

**ECONOMIC DEVELOPMENT BOARD**  
**Regular Meeting**  
**Tuesday, April 28, 2026 - 8:00 AM**  
**Christine Nuernberg Hall**

**Agenda**

- 1) Call to Order and Roll Call**
- 2) Approval of Meeting Minutes from March 24, 2026**
- 3) Port Washington Road Market Analysis Recommendations & TID No. 4 and No. 5**
- 4) RevPar Hotel Room Tax**
- 5) Staff Updates**
- 6) Announcements**  
*The next meeting is Tuesday, May 19, 2026, at 8:00 a.m.*
- 7) Adjourn**

DATED: April 24, 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, March 24, 2026 - 8:00 AM**  
**Christine Nuernberg Hall**

**Minutes**

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

The meeting was called to order by Acting Chair Mike Kramer at 8:00 a.m.

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

**2) Approval of Meeting Minutes**

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

**3) Emergency Loan Fund Update**

Director Kim Tollefson stated each year the Board reviews an annual Revolving Loan Fund report. As part of that, emergency loan funds were offered during the COVID-19 pandemic to support in keeping businesses in the community afloat. Most of the emergency loans have been paid back. There are two regular Revolving Loan funds that have an outstanding balance. Ozaukee Economic Development Executive Director, Kathleen Cady Schilling, who helps administer these programs, is reaching out to one business regarding a past payment. Otherwise, there is a healthy balance.

She reminded the Board that previously these funds were only available for gap financing. Now

the regulations are more broad and if there is a focus or specialized project, or public objective, or particular geographical area in need, the city has the ability to utilize those dollars in connection with this Board establishing what the program should be, what are the objectives are and how the funds would be made available. She encouraged the Board to think about other ideas about how to use these funds and discuss that in the future.

The Board discussed some ideas about how and where to use the available funds and how it could be an aid as an economic tool for local businesses.

The Board asked about the process of how and when delinquent accounts are contacted. Dir. Tollefson answered that Ms. Schilling from OED handles that communication as she is the person that administered the paperwork for the loan. Dir. Tollefson offered to connect with the finance department as well as Ms. Schilling to establish triggers when there are delinquencies related to the loan funds.

#### **4) REVPAR Hotel Room Tax**

Dir. Tollefson stated that the analysis has been received, and it is straightforward and easy to comprehend. They used the same comparable market that was used in the first market study to determine if there was demand for a hotel in the city. They compared the taxes being generated, and the revenue generated from that same set of hotels in the same geographical competitive market. Then they broke it down by county and by hotels. Per the market survey included in the Board packet, it shows that Mequon has the lowest tax generation in the market from the three hotels in the city. She added that even if a 5% or 8% lodging tax was implemented, Mequon would still be one of the two lowest taxing municipalities in the geographical study. Projections of value were included in the analysis at these rates over the next 10 years based on historical data, occupancy rates and room costs. Dir. Tollefson commented that there is an opportunity to achieve some additional revenue for the city.

There was additional discussion about how tourism money is divided between the varying entities and the next steps for the implementation of a hotel tax.

It was acknowledged by Ald. Gebhardt and Dir. Tollefson that it was productive and proactive to engage the consultant to provide the requested information in a timely and efficient manner so that the Board could make decisions on Board objectives.

There was consensus from the Board to keep the room tax implementation effort moving forward.

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

Dir. Tollefson stated that the Port Washington Road market analysis recommendations and action steps were provided in the packet. The next step is reaching out to brokers and developer firms that may be interested in doing some work in the area. In the market analysis, there are a number of sites that the consultant felt would be more ripe for redevelopment for one reason or another. They suggested a priority list of the 13 targeted sites that may be more ready than others. She suggests starting with the higher priority sites and having Board members, along with staff do outreach. This includes developing a list of the correct contact person for each site, coordinating a meeting to educate the property/business owner about what the city has been working on as well as all the tools available to them, understanding their short-term and long-term plan and accessing whether there is an opportunity for a partnership and if and how the city could help.

Once a few meetings have been conducted, a response to the property owners could include how the city may be able to facilitate reinvestment or redevelopment. She suggests that once an understanding of the property owners is obtained, a roundtable discussion with brokers and developers can take place to share the information about potential partnerships and support from outside agencies (M7, WEDC, etc.).

She asked the Board for volunteers to do outreach with her as well as volunteers to work on the roundtable invitees and format.

The Board discussed some of the specific targeted properties and possible opportunities for these sites.

The Board confirmed support in moving forward with the subcommittees to do outreach and to compile the necessary list of contacts, brokers and developers.

**6) Staff Updates**

Dir. Tollefson gave an update about various development projects.

**7) Announcements**

The next meeting is Tuesday, April 28, 2026, at 8:00 a.m.

**8) Adjourn**

<b>MOTION:</b>	Adjourn
<b>MOVER:</b>	Board Member Inge Plautz
<b>SECONDER:</b>	Board Member Daniel Gannon
<b>AYES:</b>	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 Inge Plautz
<b>NAYS:</b>	None

<b>RESULT:</b>	Approved by Voice Acclamation
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The meeting concluded at 9:24 a.m.

Respectfully Submitted,  
Robin Buzzell, Administrative Assistant

DRAFT



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**Community Development**

**TO: Economic Development Board**  
**FROM: Kim Tollefson, Director Community Development**  
**DATE: April 28, 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 attached list of recommended redevelopment sites so we may begin scheduling meetings with the property owners.

Please review the final market analysis report found here:

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

Attachments:

EDB04.28.26Chart\_Lined

						Current			
Parcel #:	Site Address:	Owner(s):	Existing Use:	Acreage:	TID:	Zoning	Anticipated Zoning:	Existing Conditions:	Potential Uses:
8	11700 N PW Road	B&G Realty LLC	Marcus	12.61 ac		B4	B4 -Large Scale	Undeveloped portion   Street Frontage	Quick service   Drive -thru
13	11558 N PW Road	Frankards Land LLC	Metro Market	8.53 ac		B2/PUD	B4 -Large Scale	Undeveloped portion   Street Frontage Large underutilized parking lot	
17	11512-11520 N PW Road	11512 NP Rd LLC	Office	5.57 ac		B3	B4 -Large Scale	Significant vacancy   For Sale	Entertainment   Rec
34	11249 N PW Road	Concord 45 LLC	Vacant bank	.79 ac		B2	B2- Retail/Service with overlay	Vacant   Underutilized	Retail   Food   Office
67	10850 N PW Road	Steins Garden Center Inc	Steins	7.19 ac	TID #4	B2	B2- Retail/Service	Underutilized   Relocation of Steins	Retail   Food   Entertain
77/78	10500-10520 N PW Road	Hold Holdings LLC	Vacant office	4.05 ac	TID #5	B2	B4 -Large Scale	Underutilized   Substandard Conditions	Prime Redevelopment   Entertain
79	10401 N PW Road	Chalet Real Estate LLC	Motel	2 acres	TID #5	B2	B-3 Office/Service	Underutilized   Substandard Conditions	Mix Use
82	1150 W Donges Bay	10448 NP Rd LLC	Vacant	1.25 ac	TID #5	B4/PUD	B4 -Large Scale	Vacant   New Development Adjacent	Single User   Service or Entertain
97	10123 N PW Rd	Charles Day, Day Revocable Trust	Vacant	5.69 ac		B3	B-3 Office/Service	Vacant	Housing
101-105	10050 N PW Rd	Creative Real Estate Dev	Commercial + Vacant	4.82 ac	TID #5	B2	B2- Retail/Service	Underutilized   Substandard Conditions	Cohesive Redevelopment   Mix Use
	10046	10046 N P Rd LLC		assembled					
	10036	Sushila Sharma Family							
	10000	Park Avenue Plaza of Mequon LLC							
	9900-9950	JLT Investments LLC							



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**Community Development**

**TO: Economic Development Board**  
**FROM: Kim Tollefson, Director Community Development**  
**DATE: April 28, 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. REVPAR Inc, findings were discussed at the Board's March meeting as follows:

- The city's total tax is the lowest of comparable, competitive markets.
- The city is the only municipality, from the study area, not charging a lodging tax.
- Potential lodging tax revenue ranges from approximately \$137K to \$295K, with 30% of said revenue allocated to the city's general fund.
- A 5% lodging tax in the city would result in a projected total revenue of \$184K and \$55K for the general fund.
- At 5% lodging tax, the city would remain one of the two lowest total applicable tax rates among comparable municipalities.

The Board recommended the following:

1. Evaluation of current and potential city expenditures which are eligible tourism development and promotion programs and expenditures.
2. Assessment of lodging tax implementation process.

### **Analysis**

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

An initial list of eligible expenditures includes Fun Before the 4<sup>th</sup>, festivals and events organized by the city's Festival Committee, Ozaukee County economic development programs and chamber activities, sports and recreational events, advertisement and marking, tourist services

and development and programming for Mequon Commons.

*Assessment of lodging tax implementation process.*

Room taxes would be applied to each of the three (3) hotels operating in the city as well as all short-term rentals (applications and permits are required for such operations within the city). A room tax of 5-8% should be considered. The city must establish a commission and/or contract with a tourism entity. It is possible that the city must do both and that requirement is being vetted by the city attorney. A commission requires 4 to 6 members, one of which shall represent the WI hotel and motel industry. The city, as a whole or a specific zone, may be designated as the tourism district. At least 70% of the revenue from room taxes must be spent on tourism promotion and development, which includes tangible, physical construction. An ordinance must be adopted by the Common Council and there are annual reporting requirements to the WI Department of Revenue.

**Recommendation:**

Staff recommends development of a draft implementation plan and ordinance for review and consideration by the Board at the May meeting, for presentation to the Common Council at its financial workshop in June 2026.

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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 Suite 320  
 Alexandria, VA 22314  
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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

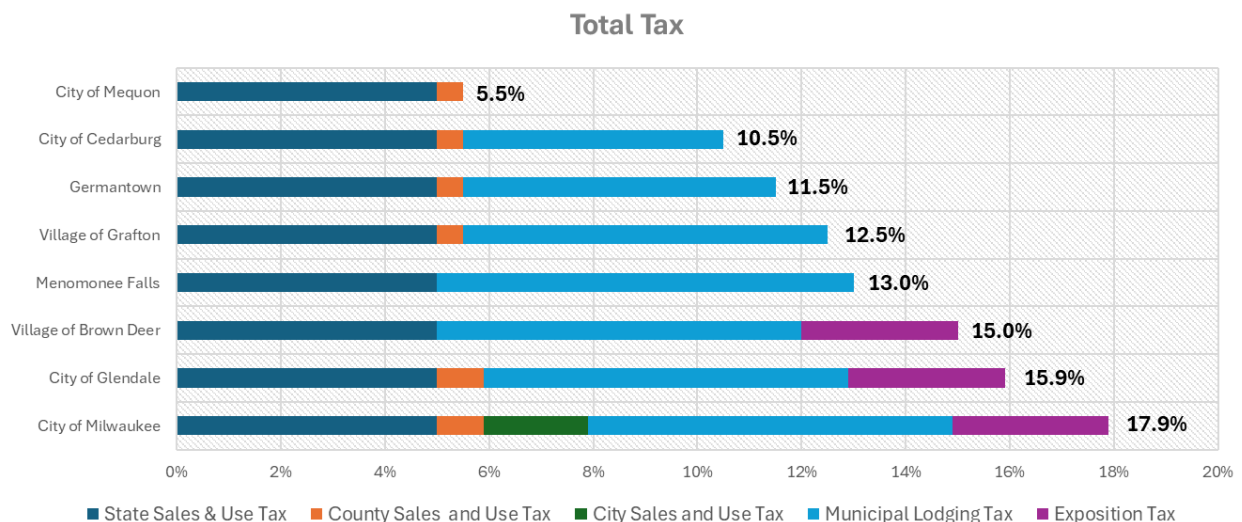
As demonstrated in the preceding table, all seven municipalities around the City of Mequon where hotels are located have lodging taxes ranging from 5.0 to 8.0 percent.

### 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.

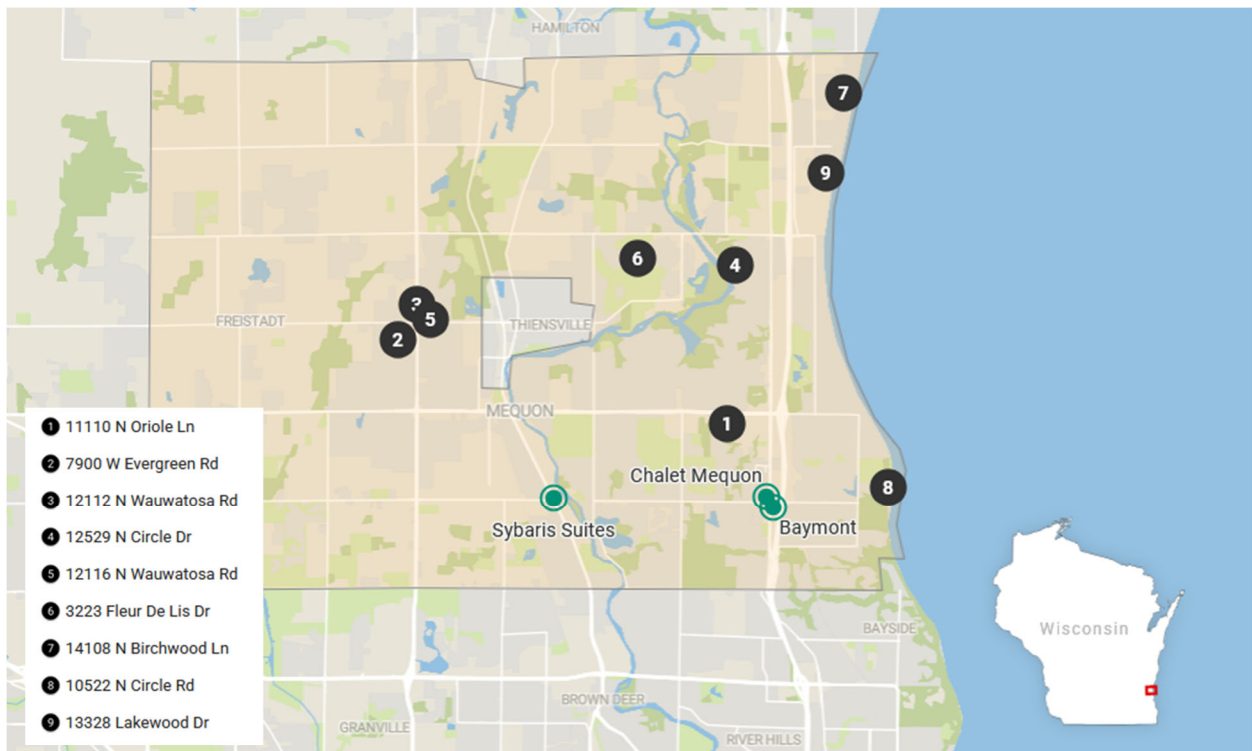


## City of Mequon Lodging Market Performance

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.

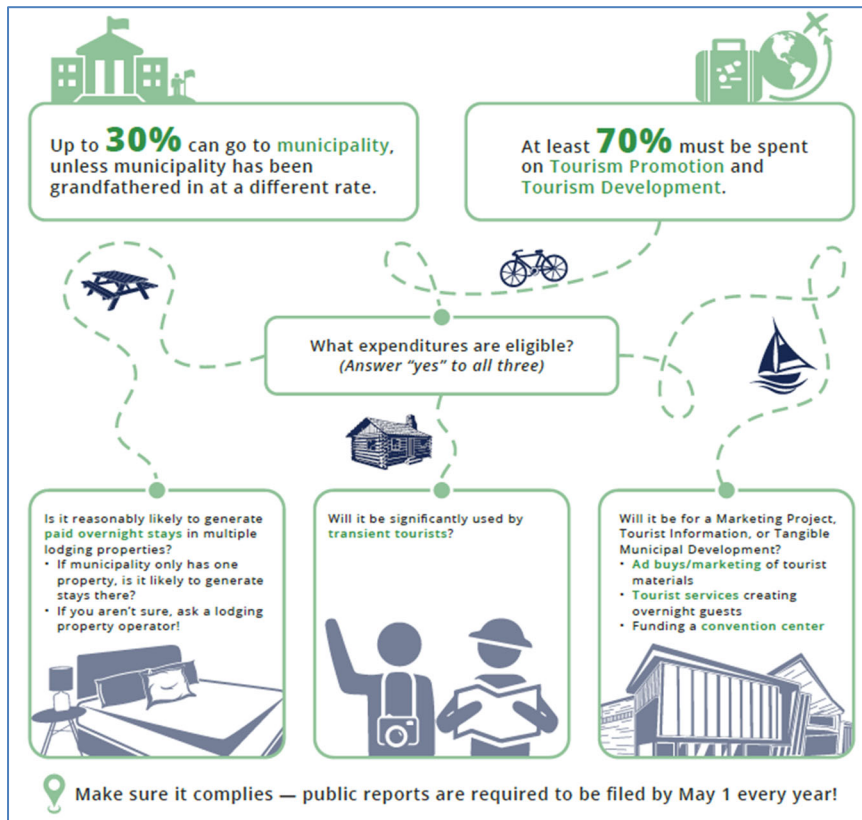
Based on the foregoing, the adjacent table provides a summary of the estimated historical and projected operating performance for the Mequon lodging market, which is comprised of the three traditional hotels with 136 rooms and the 10 short-term rentals with 32 bedrooms. We have assumed that no new supply 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*