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MARKET ANALYSIS OF HISTORIC GAS STATION PROPERTY

by

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Introduction

This market study for the Standard Oil “Super-Service Station” property located in downtown Janesville Wisconsin was prepared to provide information to those interested in making productive and profitable use of property. Included in the market analysis is an overview of the property and its location, a literature review revealing how like properties have been managed in other communities, an economic outlook for Janesville, and a discussion of property renovation funding opportunities. Lastly, this report provides a situation analysis or “SWOT” of repurposing the gas station property.

Historical Overview

On the corner of Franklin and Wall Street in downtown Janesville resides an historic – yet currently vacant – 1930’s Spanish Colonial-style Standard Oil Service Station. The L-shaped building includes details such as decorative tile insets and red-clay-tile, as well shed-roofed parapets that resemble the tile roofs of typical Spanish Colonial homes of the era. Standard Oil originally constructed this brick super-service station in an effort to take advantage of a prime location on the city’s main thoroughfare, Route 14 (now Business Route 14).

Built as a “super-service station,” Standard Oil consolidate a number of automobile-related activities under one roof and created an attractive “one-stop shop” for customers. The former super-service station housed a sizable showroom to display the newest product lines of tires, batteries, and other automobile accessories. By expanding the products and services sold, the visibility of the business increased and the super station was able to generate supplementary income. A high degree of competitive pressure, coupled with the turbulent economy of the Great Depression, forced petroleum retailers such as Standard Oil to provide a wide variety of reliable products and services to their customers in order to create a competitive advantage in the marketplace. In this regard, Janesville’s super-service station once offered practically any product or service needed to maintain an automobile of the time – from brakes and tires to oil changes and washing. The large service bays were outfitted with latest equipment of the era, including hydraulic lifts (instead of pits), machines to repair tire tubes, and specialized equipment for changing car batteries.

Standard Oil’s super-service station in downtown Janesville housed tire- and automobile-related businesses throughout its existence, with the exception of a period in the late 1970’s when it was vacated for several years. In the early 1980’s, H&H Automotive took over operations and continued to occupy the super-service station for more than twenty years. In 2002, new Janesville police facilities were proposed to be built on the site of the historic service station; however, the building survived the threat of demolition. The City of Janesville now owns the building.

Despite the fact that the Standard Oil super-service station is eligible for listing on the National Register of Historic Places, the future of building has once again come into question (2008 Wisconsin Historical Society Press). Furthermore, the gas station has gained significant notoriety “online,” and is prominently featured on the blog “Fuelish Thoughts: Wisconsin Gas Stations” (visit <http://fuelishthoughts.blogspot.com/>).

Location Overview

The City of Janesville is considering the renovation of the 1930’s super-service station by appropriate investors/developers. Since the building, which is located in what some would consider the “center of city government,” currently crowds the east wall of the police station. Due to its location, the building also runs the risk of being torn down to provide additional parking or green space. However, due to the building’s historic significance and interesting architectural features, renovation of the building by an appropriate investor/developer is an attractive alternative.

Franklin and Wall Street have limited amounts of traffic, but the building is visible from the higher trafficked areas of Milwaukee and Center Avenue. The site on which the former super-service station resides is small, but is surrounded on all sides by well-maintained municipal buildings and passed inspection for toxic substances. The building itself is structurally solid and relatively small, thereby allowing a small business owner to manage the needed renovations to the building and site on which it resides. The building is in dire need of updated repairs including: structural, plumbing, electrical, glass, etc. Furthermore, the amount of parking on-site is limited, but there is ample parking on the streets surrounding the building (Construction Options Inc). The historic super-service station is also within walking distance to three large apartment complex that inhabit the surrounding area. Local residents have the potential to provide adequate foot traffic to the newly developed business that occupies the former super-service station in lieu of the limited traffic generated by Franklin and Wall streets.

There are a variety of businesses and government offices in the immediate vicinity of the site, which could support a retail business that might occupy the gas station (see Appendix A for a listing of area businesses). Notably, furniture retail and home design businesses ranging from an eclectic, used furniture retail store to a custom interior design businesses exist in the area. There are very few, “non-tavern” beverage options such as cafés or restaurants for those shopping, living or working in the immediate area. As discussed in the literature review below, many historic gas stations across the United States have been successfully converted into coffee shops and restaurants. Two local examples include Monty’s Blue Plate Diner in Madison and Sven’s Café in Milwaukee.

Literature Review of Historic Service Station Renovation

The literature on the renovation of former service stations into newly developed business is plentiful. Perhaps the most notably success story is that of Ben Cohen and Jerry Greenfield who opened an ice cream shop in Burlington, Vermont. In May 1978, with \$12,000 in start-up money, a third of which was borrowed, the two proprietors renovated an old gas station on a corner in downtown Burlington and opened the very first Ben & Jerry’s. From their humble beginnings in a renovated gas station Ben & Jerry’s has grown to be a highly successful producer of super premium ice cream, frozen yogurt, and ice cream novelties in rich and original flavors. Although the huge success that Ben and Jerry’s has had from their startup in a renovated gas station is rare, there are many cases of successful renovations of former service stations.

Steve Goretzko opened Sven’s Café at 2699 South Kinnickinnic Avenue in Milwaukee Wisconsin by turning a vacant gas station into a trendy and attractive meeting spot for local residents in Bay View. During the 1950’s the former gas station was on the busiest gas stations in Milwaukee, but before Gortezko decided to acquire the property it housed a leather manufacture and before that the *Milwaukee Journal* used it as a neighborhood newspaper distribution node. Sven’s has transformed the three-way intersection of Kinnickinnic, Logan, and Russell avenues into a 21st-century, community meeting place, helping define one of the crossroads of Bay View. The European-style café has become very successful by drawing in commuters, passers-by, and those who seek out Goretzko’s large-batch roasted coffee (Bay View Compass). Furthermore, Bob and Patrice Olin have revitalized the abandoned Copeland Service Station on 4924 West Roosevelt Drive in Milwaukee, Wisconsin into a thriving coffee shop. The Sherman Perk coffeehouse is a prime example of an adaptive reuse that was able to utilize city, county, and state funding to turn a dilapidated service station into a profitable business and a community gathering space (2008 Wisconsin Historical Society Press).

Local investors near Mobile, Alabama who were “regulars” as children at local neighborhood store in Spring Hill now own the old Petro Station on Old Shell Road. The three investors bought the old Petro Station and have invested \$650,000 in land and renovations of the former eyesore. The three

investors wanted to own a local place where they could offer customers “necessities” while on the way to the beach or campgrounds in the local area. The three investors claim that there isn’t any other local convenience store that offers the products sold by Bebo’s Spring Hill Market (Press Register Business).

A service station that was built for the Magnolia Petroleum Company of Texas in the 1920’s located at the corner of Daisy L. Gatson Bates Drive and Park Street in Little Rock Arkansas is going to be a future education center. The service station remained in operation into the 1980’s, when it was closed and was acquired by a florist. The florist company used it for storage until 1996 when Central High Museum Inc. purchased the property to be used as a visitor center. The Mobil Foundation assisted in restoring the exterior of the station to its 1957 appearance. The visitor center opened in 1997 for the 40th anniversary of desegregation events at the school. The service station is being converted into Little Rock Central High School National Historic Site’s educational center. The historic appearance of the service station will be kept on the outside, but the interior will be renovated into a classroom space where teachers and students can learn about the past and future of social justice and civil rights (U.S. Department of the Interior).

A pair of entrepreneurs created an upscale eatery and market located at 1501 W. Magnolia Avenue in Fort Worth, Texas. The restaurant, which features seasonal cuisine made from the seasonal local ingredients, is housed in a restored historic filling station. The restaurant co-owners believe that their trendy business location is geared for success. The abandoned 1920’s gas station in the Fairmount Historic District needed major repairs from holes in the roof, broken windows, to doors that didn’t shut. However, the former filling station had the feel and the location that the co-owners were looking for. The historic filling station received an overhauling of the 3,200 square foot station into a modern, relaxing restaurant. A private dining room occupies the former garage service as well as a covered outdoor seating area where the gas pumps once stood gives additional seating. The renovated historic filling station in combination with an excellent location, and a supportive and expanding local neighborhood should generate success in the future for Ellerbe Fine Foods (Fort Worth Business Press).

A similar renovation in Madison, Wisconsin occurred with Monty’s Blue Plate Diner. This is a perfect example of a successful adaptive reuse project because Ed Linville and co-developer Joe Krupp transformed an abandoned gas station into a restaurant right out of the days of Richie and Fonzie in the popular television series “Happy Days.” The gas station was perfect site to create an attractive diner due to its high visibility and the reuse of the building was a cost effective alternative to new construction (Corporate Report Wisconsin). Additionally, a pair of entrepreneurs in the Madison area took advantage the potential that abandoned gas stations contain. Michael Dix and his partner John Kuehl leased a gas station in disrepair on Monroe Street and worked diligently to get the store operational. On August 22, 1986 the partners were able to open Michael’s Frozen Custard, which became an instant success due to great service, comfortable atmosphere, and high quality product. Soon after the opening the Monroe Street store the partners were looking to expand their operations and once again decided to renovate a gas station this time in Verona, WI. This store opened its doors on October 5, 1987 and was filled with automobile memorabilia to link it back to its former days as gas station. Due to the continued success of the first two stores the partners were able to renovate another gas station this time as diner with stainless steel exterior and red booth interior on Atwood Avenue in Madison. This store opened on May 10, 1989 and added another successful link to the chain of Michael’s Frozen Custard restaurants in renovated gas stations (Michael’s Frozen Custard History).

A 1,000 square foot former filling station in downtown Leslie, Michigan is being turned into Leslie’s only downtown flower shop. The new flower shop Blossom Etc. is located on 200 South Main Street in Leslie and due to its expansion it will also sell gourmet coffee, soaps, gift baskets, and chocolate.

The entire former gas station is being renovated and remodeled to be usable as a flower shop. The city manager of Leslie states that it's thrilling to have a new business making an investment and renovating an underutilized building. The city has worked hard to make the downtown attractive to businesses and will create additional foot traffic and activity downtown. The owner believes that the new location will be a big player in the downtown area because of the new addition of gourmet coffee and tea will encourage potential customers to stop in and visit to create a destination place.

The Long Island Bakery in Queens New York at the corner of 11th Street and 47th Road will be utilizing the abandoned Getty Gas Station. The renovation of the gas station involves the conversion of the gas station mechanics garage into a warm, inviting, and sustainable environment, and to incorporate the idea of a bakery into the architecture of the former gas station. The process began by remodeling the exterior by introducing steel channels and wooden dough rollers into the skin of the building that replaced the decaying masonry façade with an innovative rain screen. Additionally the asphalt parking lot will be replaced with concrete block and grass to help reduce the heat island effect and create an inviting atmosphere (LIQCITY).

Examples of published reuse projects that turned abandoned or underutilized service stations into newly developed successful businesses are extensive, and specifically interest in historic Wisconsin gas stations has been revived. As a result of the release of the Wisconsin Historical Society documentary "Fill'er Up: The Glory Days of Wisconsin Gas Stations" (to view the program, visit <http://www.wisconsinstories.org/fillerup/video.cfm>), a book of the same name was published in 2008 by authors Jim Draeger and Mark Speltz. A list of local historic gas stations, along with their current use) are shown in Appendix B.)

Current Economic Outlook for Janesville

As with the nation and state as a whole, economic conditions in Janesville have suffered recent setbacks, including business closures and high unemployment rates. Nearly two years have passed since General Motors (GM) ended production in December of 2008 in Janesville, WI. The closing of the GM plant saw 5,000 jobs and other auto-related firms, such as Lear Corporation that built seats for Chevy Tahoes, wiped out. The loss of the Janesville's auto industry has created an aura of uncertainty for future growth of Janesville's economy (Channel 3000).

The current scenario for Janesville and its residents, more than a year after the closing of the GM plant and the subsequent auto-related firms has been filled with hard choices and hard times. Many who were laid off because of the plant closure have been forced to pursue returning to school for the first time in decades to be able to switch into different careers, or perhaps relocate to GM plants that are currently still operational. Additionally, Janesville has yet to figure out a way to lure the thousands of jobs needed to in a post-GM economy, but mild improvements keeps business leaders looking ahead (Milwaukee Journal Sentinel).

The Wisconsin Department of Workforce Development reported in May that Rock County, in which Janesville resides, added 300 jobs from March to April, resulting in a drop in the county's unemployment rate from 12.8 percent to 11 percent. This dramatic improvement has caused the unemployment rate to drop to its lowest level in 16 months. At 11 percent, the Janesville area is now the only Metropolitan Statistical Area (MSA) with double-digit unemployment. However, the local employment gain comes as many local dislocated workers continue to exhaust their unemployment benefits. Nonetheless, Janesville's jobless rate of 12.8 percent in March was the highest among the state's 12 largest Metropolitan areas, and now at 11.3 percent Janesville has only the sixth highest rate in the state (Gazette Xtra).

Many believe, however, that recent job growth indicates that the economy has reached its low point in terms of employment. According to the August 2010 *Wisconsin Economic Outlook* report produced by the Wisconsin Department of Revenue, Division of Research & Policy (see Appendix C for the full report), employment and income are expected to rise in 2010. Wisconsin has already realized an increase of more than 25,400 jobs since December 2009, with manufacturing jobs up 10,900. Personal consumption has also increased by 3.5 percent due to increasing levels of employment and more hours being worked, as well as a lower savings rate. Furthermore, historically low interest rates, coupled with an improving job outlook, sets the stage for profitable investment. Despite positive economic signs, the near-term state of Janesville's economy still remains uncertain.

Funding Renovation & Redevelopment

In order to pursue funding for this project, a clear "champion" (either an individual or a group) for the renovation of the historic gas station must emerge. Securing incentives and financing is most certainly a time-consuming endeavor, but not impossible. Two key alternatives to traditional financing are possible for the repurposing of the historic gas station in Janesville at the corner of Franklin and Wall Streets: Historic Preservation Tax Incentives and Tax Incremental Financing.

Wisconsin Historic Preservation Tax Incentives

As described in *Appendix D: Historic Preservation Tax Incentives*, federal tax incentives "provide a 20% investment tax credit to owners who substantially rehabilitate their income-producing certified historic structures. In Wisconsin, the tax incentive program is administered by the Wisconsin Historical Society's Division of Historic Preservation. Furthermore, the State of Wisconsin also offers an additional 5 percent supplement to the already established 20% federal income tax credit. This supplemental 5 percent credit "can be deducted from Wisconsin income taxes by persons who qualify for the 20% federal program; and receive National Park Service approval **before** any physical work (including demolition) is begun on the project." Such tax credits provide the City of Janesville incentive to retain ownership of the historic gas station. Appendix E also provides more details on the tax incentive program available for historic buildings.

Tax Incremental Financing

One of the possible tools of financing available for redevelopment is Tax Incremental Financing (TIF), a way of publically financing development in community improvement projects. TIF is a tool used for future gains in taxes to finance current improvements, which will theoretically create the conditions necessary for future gains. When a TIF is started, there is typically a resulting increase in the land value of the surrounding area, with which comes increased tax revenues (a tax increment). TIF dedicates tax increments within a certain defined district to finance debt issued in distressed or under-developed areas where development might not otherwise occur. TIF funds are generally used to pay for real estate improvements including but not limited to sidewalks, utility upgrades, or construction projects.

While the beneficial possibilities of Tax Incremental Financing provide theoretic advantages, its proposal is always based on pro-forma expectations. As a result, unanticipated economic forces may propel the results to levels unanticipated by both consultants and planners. These results may overperform the pro-forma to the benefit of the district (resulting in an early payoff) or underperform the pro-forma, thus tempting failure. As a result, properties that have been genuinely negatively impacted by economic and physical condition are among the best candidates for TIF. This may be the case in Janesville.

Situation Analysis

Based on the research completed for this report, we are able to summarize the internal strengths and weaknesses of the property, along with the external opportunities and threats that influence the prospect of the project. The SWOT chart shown below details strengths and opportunities that are overwhelmingly positive, while existing weaknesses and threats to the prospect of the repurposing of the gas station may be managed.

One of the strengths of the site is the variety of foot traffic in the area generated by those who work in the immediate vicinity, such as government employees and area retail workers. Local businesses such as furniture and home design retail shopping, Studio Allegro (music lessons), YMCA, and Chase Bank all drive traffic to the area. It is also worth noting that two large apartment buildings (e.g., Regency House Riverplace and The Cotton Mills) are located across the street from the gas station site, and it has been confirmed that residents in these buildings are middle income, with limited subsidized housing units – therefore apartment renters could also represent a significant potential market for local businesses.

The building itself is unique architecturally, and historically significant, and naturally piques the interest of those who pass by the location. A resurgence of interest in historic places has emerged in popular culture as evidenced by a myriad of renovation and historic preservation television programs (for example, “If These Walls Could Talk”), renovation-themed magazines, and retail business catering to the renovator market (e.g., www.rensup.com). Environmentally friendly, or “green” construction and building practices has also lead to an increase in “repurposing” of buildings rather than demolishing them. Also, somewhat ironically, vintage gas station properties have gained notoriety in Wisconsin due to the Wisconsin Historical Society video documentary “Fill’er Up: The Glory Days of Wisconsin Gas Stations,” followed by the release of a book of the same name. While the building does require a significant level of renovation, the gas tanks have already been removed, thereby eliminating the need to undertake a tank cleanup process.

The key weakness is the condition of the building. The building clearly needs extensive renovation, but this weakness can be marketed as an opportunity for the right investor: “bring back” the building and do so with an environmentally-friendly, and historically-accurate approach. The need for extensive renovation also provides the opportunity to complete a renovation that most correctly reflects the era of the building, rather than deal with a shoddy prior renovation that must be re-done. The cost of renovation can be creatively managed through grants and tax incentives. For example, the Copeland Gas Station in Milwaukee, was awarded a site assessment grant, a facade improvement grant, and a retail start-up grant – all from the City of Milwaukee. Those grants, along with historic preservation tax credits allowed Copeland Gas Station owner to deduct 25 percent of the project cost from his state and federal income taxes. Appendices D and E provide more details regarding the Wisconsin Historic Preservation Tax Incentive program. In Jones County Iowa, a historic gas station was converted into the National Motorcycle Museum – thereby accessing state grant funds to support the renovation of the building to accommodate the exhibits (www.iowahistory.org).

The main threat of “lack of interested investors” can also be address through this market study – there are many positive aspects of this project that were not previously fleshed out and organized in a meaningful way. Marketing the opportunity to restore the gas station property at Franklin and Wall Street in Janesville should be positioned on the basis of its downtown location and its historic significance. Janesville is a thriving community, despite the recent economic downturn. Entrepreneurs recognize the opportunity this property represents in the long-term. Success of this project will most likely require a cooperative effort by both private and public efforts – public awareness of the property must be raised and municipal officials that manage resources must also be informed of the property’s potential.

SWOT

<p>Strengths</p> <ul style="list-style-type: none"> • Located in the downtown “government center” • Historic and architecturally significant structure • Passed inspection for toxic substances • Building is structurally solid • Ample square footage for most small businesses • Unique floor plan could accommodate two related businesses • Ample street parking 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Property and building requires renovation • Not on main street – lacks high visibility • No physical room for expansion (landlocked) • Limited on-site parking
<p>Opportunities</p> <ul style="list-style-type: none"> • Downtown businesses, apartments, and governmental offices nearby • Area businesses (and residents) drive shoppers & foot traffic • Few basic retail businesses in the vicinity (café/coffee shops, bakery, dry cleaner, flower shops, restaurants, etc.) • Many successful repurposing of historic gas station projects in WI (concept proven) • Consumer spending in Wisconsin is increasing • Currently, historically low interest rates • Redevelopment tax incentives • Historic preservation tax incentives • Tax Incremental Financing district • Resources of Forward Janesville and other local business support organizations 	<p>Threats</p> <ul style="list-style-type: none"> • Severe downturn in the region’s economic climate • Potential rise of interest rates in early 2011 • Expansion of police facilities • City of Janesville lacks interest in the property • Pursuit of financing is time consuming • Lack of identified, qualified investors

Conclusion

The Standard Oil “Super” Service Station located in downtown Janesville, Wisconsin is an architecturally significant building that has thus far avoided demolition while many other historic buildings have not. The building qualifies for listing on the National Registry of Historic Places, and thereby also qualifies for special tax credits. A significant interest in the bygone days of the original gas and service stations – as evidenced through popular culture – is also an important factor to consider. Many historic gas stations throughout the state have been successfully renovated and repurposed. The concept of “renovation champion” is also a common thread in successful historic gas station properties – those who spearhead such a project must be passionate about restoring a piece of local history.

The advantages of renovating this key building in the downtown “government center” are numerous, including area attractiveness and providing new retail opportunities to those who live, shop, and work in the area. The key to capturing the attention of investors is creative marketing of the property to potential businesses. Market research shows that past repurposing of such buildings have been retail in nature, with a significant majority becoming food establishments or coffee shops – retail venues that are sadly lacking or non-existent in downtown Janesville. The building also easily lends itself to housing more than one business, providing an entrepreneurial opportunity for two complementary businesses to occupy the space (e.g., coffee shop and flower shop, restaurant and gift shop, etc.). Creative leveraging of the building’s historic nature will be key – both financially and from a marketing perspective – in reinventing the vintage Standard Oil “Super” Service Station in Janesville.

Appendices

Appendix A: Business Located Near Franklin & Wall Streets (two-block radius)

Appendix B: Current Use of Historic Gas Stations (90 mile radius of Janesville)

Appendix C: Wisconsin Economic Outlook, August 2010 42 pages

Appendix D: Wisconsin Historical Society - Historic Preservation Tax Incentives 6 pages

Appendix E: Wisconsin Historical Society - Guidelines for Planning Historic Preservation Tax Credit Projects 10 pages

Appendix A: Active business Located Near Franklin & Wall Streets (two-block radius, as of June 2010)

Milwaukee St.

- Chase Bank
- Phones Plus
- Republican Party
- Edible Arrangements
- Elliot Law Offices
- Associated Collectors Inc.
- Richter Reality
- Combs & Associates – Land Survey & Civil Engineering
- Edward Jones
- Rumor- Studio Lounge & Boutique

River St. Businesses:

- Plaza Furniture
- Driving School
- Off the Wagon Bar & Grill
- The Liquor Hole Saloon

Dodge St. Businesses:

- YMCA
- Post Office

Jackson St. Businesses:

- Kenley Pharmacy
- Attorney
- All Season Runner assessment

Appendix B: Current Use of Historic Gas Stations (90 mile radius of Janesville)

Darlington, WI 404 Main Street

Up for Sale as of 2007

Mineral Point, WI 110 South Chestnut Street

Currently Up for Sale

Monroe, WI 1323 Ninth Street

Ecowater Systems

Platteville, WI 340 South Chestnut Street

B&B's Service Station and fuel-delivery service

Prairie du Sac, WI 105 Water Street

Midway Oil Company

Rockbridge, WI 1082 Lodge Street

South Lancaster, WI 7697 Hurricane Road

Private Residence

Spring Green, WI 137 South Winsted

Street/State Highway 23

Cabochon Gems & Designs (and Photography)

Burlington, WI 148 West Chestnut Street

Just Paws Dog & Cat Grooming

Cedarburg, WI N58W6189 Columbia Road

Pagoda Fine Jewelry

Town of Emmet, WI N1085 Highway 26

Office Space

Fond du Lac, WI 117 North Main Street

Precision Locksmithing

Glendale, WI 7575 North Port Washington Rd

Phillips Gas Station

Hartland, WI 252-256 West Capitol Drive

Private Residence

Janesville, WI 720 Center Avenue

Restored cottage-style gas station not in use

Jefferson, WI 109 North Center Avenue

Kenosha, WI 2122 Sixtieth Street

(either International Auto Sports or Flower Shop
= conflicting reports)

Kewaunee, WI 302 Ellis Street

Parkos Oil Co Inc (Mobil Gas Station)

Madison, WI 1129 South Park Street

Clark Gas Station

Madison, WI 202 East Washington Avenue

Pahl Tire Company

Madison, WI 2502 Monroe Street

Parman's Service Station (No Gasoline)

Madison, WI 2089 Atwood Avenue

Monty's Blue Plate Diner

Madison, WI 2531 Monroe Street

Michael's Custard

Madison, WI 3826 Atwood Ave

Michael's Custard

Verona, WI 407 W. Verona Ave

Michael's Custard

Madison, WI 950 South Park Street

Shell Oil Company Station

Mequon, WI 11209 North Cedarburg Road

Towne Market Mobil station

Milwaukee, WI 4924 West Roosevelt Drive

Sherman Perk Coffee Shop

Muskego, WI S98 W 12578 State Trunk Hwy 36

Durban Hill Auto Sales & Service

Genoa City, WI N1055 Tombeau Road

Private Residence Workshop

Pulaski, WI 159 West Pulaski Street

Pulaski Chamber of Commerce

Stoughton, WI 480 East Main Street

Melton Motors (Used-Car dealership)

Waterford, WI 28407 North Lake Drive

Waterford, WI 100 South Jefferson Street

Uncle Harry's Frozen Custard

Watertown, WI 501 South Third Street

West Allis, WI 1647 South 76th Street

A Petroliana Museum

Appendix C: Wisconsin Economic Outlook, August 2010 (see document attachment to email)

Appendix D: Wisconsin Historical Society - Historic Preservation Tax Incentives (see document attachment to email)

Appendix E: Wisconsin Historical Society - Guidelines for Planning Historic Preservation (see document attachment to email)