

# Missouri Route 66 Corridor Management Plan



Prepared for:

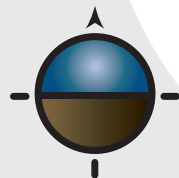
## The Route 66 Association of Missouri

PO Box 8117  
St. Louis, Missouri 63156  
Website: [www.missouri66.org](http://www.missouri66.org)

Contact: Tommy Pike - Association President  
Glenda Pike  
1602 East Dale Street  
Springfield, Missouri 65803-4014  
Phone: 417.865.1318  
Email: [furyon66@earthlink.net](mailto:furyon66@earthlink.net)



Prepared by:



**GRA**  
GREAT RIVER  
ASSOCIATES

2826 South Ingram Mill Road  
Springfield, Missouri 65804  
Phone: 417.886.7171  
Contact: Jerany Jackson, ASLA, MBA  
Spencer Jones, PE  
Email: [JJackson@greatriv.com](mailto:JJackson@greatriv.com)  
[Spencer@greatriv.com](mailto:Spencer@greatriv.com)  
Website: [www.greatriv.com](http://www.greatriv.com)



# Preface

## Acknowledgements

The development of this document, the Missouri Route 66 Corridor Management Plan, has been the undertaking of the Route 66 Association of Missouri, funded by the Federal Highway Administration, and administered by Missouri Department of Transportation. The document was prepared by Great River Associates under the direction of Spencer Jones, P.E. and Jerany Jackson, ASLA, MBA. Great River appreciates the time that many organizations and individuals took to share ideas, discuss their experiences, and review many pieces of this document. Many of the ideas raised by these stakeholders have been incorporated into this document.

Great River Associates had the primary responsibility for developing the content and format of the document. Great River assembled the teams of contributors and reviewers, and provided direction and untiring support as the project came to fruition. Spencer Jones and Jerany Jackson served as the principal writers and editors. They brought to the task both considerable writing skills and a basic understanding of the necessary pieces of a Corridor Management Plan that proved invaluable throughout the process of conceptualizing and creating this document.

Great River gratefully acknowledges the important contribution of their team of experts, who served as core technical advisors for this document. These individuals contributed a substantial amount of tech-

nical material and thoughtful comments on the many drafts and, most importantly, their considerable practical experience in the creation of this Corridor Management Plan. Great River would like to recognize the following staff for their particular contributions: Ryan Evitts, Keith Belt, Josie Bock, and Malissa D. Nowack.

Great River extends special thanks to Glenda, Tommy and Tonya Pike for their extraordinary efforts in supporting and encouraging the production of the docu-

ment. Also, the Route 66 Association of Missouri should be commended and recognized for their effort and enthusiasm in supporting the production of the document under tight deadlines.



Route 66

*"Route 66 holds many memories for me. I always have wonderful thoughts of family trips to California and to see relatives in Arizona. It was the road of dreams."*

## Definitions

**Corridor** is defined as the road or highway right-of-way and the adjacent area that is visible from and extending along the highway. The distance the corridor extends from the highway can

**Plans** are procedures used to achieve an objective. A plan is a set of intended actions through which one expects to achieve a goal.

the executive branch of the American government. These federal agencies are a part of an organizational scheme to divide government labor and expertise among a hierarchy of specialized offices. Legally, according to the Federal Administrative Procedure Act, which governs administrative law, an “agency” is any governmental authority besides Congress and the courts.

**Intrinsic Qualities** refers to the archeological, cultural, historic, natural, recreational, and scenic features that are considered representative, unique, irreplaceable, or distinctly characteristic of an area.

**Local Commitment** refers to the assurance provided by communities along the scenic byway that they will undertake actions, such as zoning and/or other protective measures, to preserve the archeological, cultural, historic, natural, recreational, and scenic integrity of the scenic byway and the adjacent area as identified in the corridor management plan.

**Regional Significance** means characteristics that are representative of a geographic area.

**Scenic Byways** are public roads having special archeological, cultural, historic, natural, recreational, and/or scenic qualities that have been recognized as such through legislation or some other official declaration. The terms



Lawrence County: Route 66 Pavement

vary, with the topography creating more or less available views.

*“... at the end of a corridor, a door opens and you see backward through time, you feel the flow of time, and realize you are only part of a great nameless procession.”* John Huston (1906-1987)

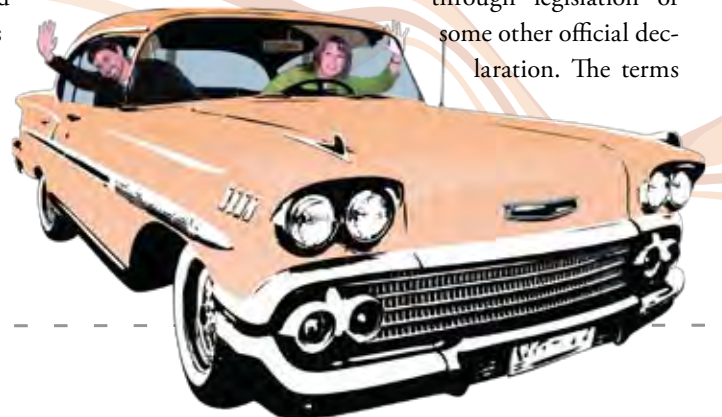
**Management** is the act of getting people together to accomplish goals and objectives.

*“Management is the art of getting things done through people.”* Mary Parker Follett (1868-1933)

*“Plans are nothing; planning is everything.”*  
Dwight D. Eisenhower (1890-1969)

**Corridor Management Plan** refers to a written document that specifies the actions, procedures, controls, operational practices, and administrative strategies to maintain the archeological, cultural, historic, natural, recreational, and scenic qualities of the scenic byway.

**Federal Agency** refers to the U.S. Forest Service, Bureau of Land Management, National Park Service, and the Bureau of Indian Affairs, and their scenic byways programs. Federal Agencies fall under





“road” and “highway” are synonymous. They are not meant to define higher or lower functional classifications or wider or narrower cross-sections. Moreover, the term Scenic Byway, refers not only to the road or highway itself but also to the corridor through which it passes.

**State Scenic Byway** refers to a road or highway under State, Federal, or local ownership that has been designated by the State through legislation or some other official declaration for its archeological, cultural, historic, natural, recreational, and/or scenic qualities.

**An Official Declaration** is an action taken by a Governor or that of an individual, board, committee, or political subdivision acting with granted authority on behalf of the State.



Jasper County: Residential Section

## Executive Summary

### Introduction

This Corridor Management Plan (CMP) was prepared for the Missouri Route 66 Association in an effort to make appli-

plied. The grant was administered by Missouri Department of Transportation.

Corridor management planning is a process by which communities gain a

visitors. The Missouri Route 66 Corridor Management Plan has been developed to preserve, protect and promote the Route 66 corridor as it travels across the State of Missouri.

Website Banner Created For Project



cation for the Missouri Route 66 to be recognized as a National Scenic Byway. Initiated by the Federal Scenic Byways Program, the National Scenic Byways (NSB) Program was established under the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA), and reauthorized in 1998 under the Transportation Equity Act for the 21st Century (TEA21) and later in 2005 under the Safe, Accountable, Flexible, Efficient, Transportation Equity Act: A Legacy for Users (SAFETEA-LU). Under these programs, the U.S. Secretary of Transportation recognizes certain roads as National Scenic Byways or All-American Roads based on their archaeological, cultural, historic, natural, recreational, and scenic qualities. The CMP project was funded by a Federal Highway Administration grant for which the Route 66 Association of Missouri ap-

thorough understanding of a designated scenic or historic byway. A corridor management plan (CMP) is a required element of a byway and outlines plans to involve the local communities to maintain, improve and promote the byway. Generally, the Missouri Route 66 Corridor Management Plan states the vision, strategies and theme for the byway as well as containing suggestions on ways to maintain, enhance or develop the intrinsic qualities of the roadway corridor. The plan includes an assessment of Missouri Route 66's cultural and historic resources of interest to byway visitors, the factors influencing past and future byway related economic and infrastructure development and recommendations for improving the efficiency of transportation along this byway to serve byway

The CMP develops a ten county corridor management plan for the Missouri Route 66 Byway. The plan identifies measures consistent with those previously implemented by neighboring states along the Route 66 corridor and necessary for National Byway and/or All American Road designation. For this CMP, it was necessary to collect and review data about the history, culture, and natural features of the byway, to develop a comprehensive long-range marketing and promotions plan and to discuss economic programs for the Missouri Route 66 communities to guide long-term economic sustainability.

### Structure of the document

The Corridor Management Plan (CMP)





document is structured to foster an understanding of the need for the CMP and afford an overview of the process undertaken to create the CMP. The intention is to first reconnect the reader with the history of U.S. Route 66 and Missouri Route 66, then to describe the process and methodology undertaken to develop the CMP. Each important step of the process is discussed in a chapter devoted to the subject matter. From public involvement and intrinsic resources to corridor mapping and wayfinding, the Route is identified and the intrinsic qualities are described and identified. Existing conditions, analysis of the corridor, the role of Route 66 in our education system, marketing and promotion as well as economic opportunities in the corridor are also explored. Finally, the CMP contains a toolbox intended to assist the communities and counties in the facilitation of improvements, while also preserving the unique nature of the Byway. The toolbox is broken into five categories: strategies and studies, programs, planning and development, design and funding. The categories are presented in a step by step progression from the beginning of the process through the ultimate execution of concepts through funding and implementation. The toolbox's intended use is for a community to select the level where they need to focus effort. For example, smaller communities with no comprehensive type plans in place would start with a strategy or study in an effort to identify needs and opportunities. A larger community that

may be implementing the objectives of a comprehensive plan may be all the way through the design process on a Route 66 project, so funding would be most valuable tool for them. The toolbox gives all the communities in the corridor the opportunity to select tools that best fit the development opportunities that may exist for them.

disagreements (e.g., among participants and between participants and agencies), and yield more widely accepted decisions (National Research Council, 1989, 1996). In the case of Missouri Route 66, public involvement can help leaders better understand the public's view of protection, preservation and promotion issues and help stakeholders better understand critical action plan items.



Webster County: Old Gas Station

### ***Public Involvement***

Public involvement is an essential and integral part of any public space plan development process. Done well, it can improve the knowledge base for decisions, clarify the nature and extent of agreements and

An important part of the information gathering process for the Corridor Management Plan (CMP) was collecting public input through a public meeting process. Meetings were held in each of the ten counties that the Route 66 travels through in the State of Missouri in an

effort to communicate about the CMP to stakeholders. These stakeholders were comprised of community leaders, business owners, residents and travelers of the

with regard to the significance that Route 66 has for the state, local communities and individuals, and identifying opportunities for the preservation, protection

or building. Byway stakeholders seek to maintain, protect, enhance, interpret, and present the intrinsic resources to byway users for their education and enjoyment.

Classic Car Show - Courtesy of David J. Eslick



Road. The public meetings allowed vital input to be collected with regard to the significance that Route 66 has for the state, local communities and individuals. Additionally, opportunities for the preservation, protection and promotion of the resources associated with Route 66 and the value that they provide to the economy were identified through answers to a five question survey administered to attendees.

During the public meetings, it was important to introduce the National Scenic Byway and the All American Road programs and discuss the benefits that could be derived from participating in those programs. A vital part of the public involvement process was collecting input

and promotion of the resources associated with Route 66 and the value that they provide to the economy.

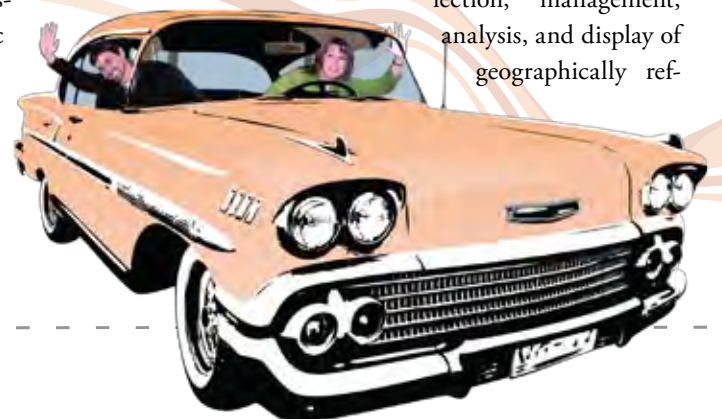
### ***Intrinsic Resources***

Intrinsic resources for Missouri Historic Route 66 represent the characteristics of national significance for the Route as it travels through the state. The characteristics contain one-of-a-kind features that do not exist anywhere else. Intrinsic qualities are broken into six categories: archaeological, cultural, historic, natural, recreational, and scenic features. These qualities are considered to be representative, unique, irreplaceable, or distinctly characteristic of a place, view, site

Intrinsic qualities are the essence of a scenic byway. Identification of the Intrinsic Resources is the primary method used to establish whether a corridor meets the guidelines established by the National Scenic Byway Program. The National Scenic Byway Program defines and ranks a road's resources and amenities by these intrinsic qualities. The Intrinsic Resources of the Missouri Route 66 Byway are those characteristics which best represent the national significance of the Route 66 roadway. The information gathered for, and presented in the CMP shows that Missouri Route 66 demonstrates that a richness and diversity of resources are found along the Route.

### ***Corridor Mapping***

A key component of the Corridor Management Plan and a requirement of the NSB program is the clear identification and representation of the corridor and where the intrinsic resources are located along the corridor. For the Missouri Route 66 Corridor Management Plan, Geographic Information Systems (GIS) mapping was utilized. GIS, integrates hardware and software technologies used in the collection, management, analysis, and display of geographically ref-



enced information. The various types of information within a GIS work together to represent the real world on a computer much like traditional maps represent the world on paper. Natural features such as lakes and streams and man-made features such as roads, bridges, cities, historical sites, and counties can all be graphically represented in a GIS. Information about these features is also included in the database structure of a GIS for analysis as well as data management.

GIS has helped establish consistency in the mapping and planning process used during the design of the corridor management plan for Missouri Route 66. This robust set of technologies has provided a sound database foundation for the future analysis of the geospatial data, as well as, an aesthetic venue for the graphic representation of this analysis. The Missouri Route 66 corridor maps are included in the individual county folders of the CMP document. The maps show the main driving Route, called the Primary Route, and the Alternate Route alignments that served as Route 66 for a time in history. The individual road segments that comprise Missouri Route 66 were verified and precisely located through real-time, kinematic survey using a Global Positioning System (GPS) unit. The segments of the Primary and Alternate Routes are color-coded by year to reflect changes in Route 66 through time.

Also included on the maps are points of

interest along the Corridor that have historical and tourism significance. These points were precisely located through collection by a GPS survey. Since the focus of this document is corridor management, only those points of interest that fall within the primary, secondary, or complimentary corridors, as defined by the CMP, were included in the GIS database and map sets. Geospatial data layers that make up the Route 66 geodatabase include: Missouri Route 66, Missouri highways, county roads, points of interest, National Register of Historic Places sites and districts, Department of Natural Resources public lands, parks, rivers, airports, post offices, cemeteries, churches, bridges, cities and towns, and county boundaries.

### *Analysis of Existing Conditions*

For the Missouri Route 66 Corridor Management Plan the analysis of the existing conditions is important because it provides information regarding the cross section of the road, bridges and roadside development, as well as design elements which drove the decision-making for why the roadway was planned and constructed. In this section of the CMP, design recommendations for future improvements are given. Additionally, a discussion about multimodal transportation opportunities and connectivity is presented. Information regarding the number of miles, the breakdown of responsibility for operation and maintenance, number of bridges and

their condition is included in the Analysis of Existing Conditions chapter. An evaluation of the volume of traffic in different areas and accident data is included as well. Additional consideration was given to the larger recreational vehicles and tour buses, to demonstrate that the Missouri Route 66 can accommodate those users.

The goal of the information in this chapter is to evaluate the existing conditions and promote a safe roadway which accommodates the local communities that use the road for traveling from home to work or business, and the tourists who enjoy the numerous resources that Missouri Route 66 has to offer. This analysis is done in an effort to promote a safe and acceptable travel corridor.

### *Wayfinding*

In order for the Missouri Route 66 Byway to be easily identifiable and for the traveler's of the byway to identify and connect with the resources, it is important to establish a wayfinding plan which provides the directions to and information about the byway. This can be accomplished with a comprehensive wayfinding plan. A successful wayfinding system orients users in space, establishes a clear destination, and directs users through space from one point to the next.

As some traveler's have experienced, finding Route 66 can be an adventure and a challenge requiring a good sense of di-



rection, several maps and guidebooks, a navigator, and patience to decipher the highway's various alignments. Recently published guides to the highway and publications by state Route 66 associations

### ***Education***

In order for the Missouri Route 66 Byway to be successful, it is important to educate the general public of the Route and

Education and awareness support the Missouri Route 66 Vision, build a knowledgeable constituency for supporting the corridor's goals and strategies, encourage a sense of stewardship among visitors and stakeholders, and help educate the traveling public. An education strategy increases resource management, and emphasizing our culture, economics, and state history. There are a number of ways for travelers to explore, learn, and gain greater knowledge to encourage the promotion and stewardship of the Route by future generations, the Education chapter discusses strategies to achieve these goals.

### ***Marketing & Promotional Branding***

This chapter fo the CMP discusses target audiences, the visitor experience, wayfinding, as well as, integrated affiliate and content marketing. All of these components should be considered in a marketing and promotions campaign. Ultimately, the chapter focuses on a discussion of a marketing plan for Missouri Route 66. All of the components for a state-wide marketing approach are discussed and identified.

It is recognized that in order for Missouri Route 66 to be preserved, protected and recognized, it is important for the businesses to be successful and profitable. It is through these businesses that Missouri Route 66 will be sustainable. Without the businesses and their support, Missouri Route 66 will not



All Roads Lead Somewhere

are available, and have aided in addressing some of these issues. This CMP has provided a consistent database of information regarding the alignments and resources of the corridor. The goal of wayfinding for Missouri Route 66 is to establish a system of presenting this information in a clear and concise method giving travelers the ability to navigate and receive communicative information within the Route 66 corridor environment. Wayfinding is not just about building maps, it's a process of exposing users to information that leads to more decisions.

the benefits which can be derived from its promotion and preservation. It is important for the regulatory agencies to understand the impact to the communities for economic growth and for the historical asset that it is. It is also important for future generations to be educated about its history and how protecting the physical elements as well as Route 66 heritage are important and will be of benefit to their generation. All of these educational components are necessary for the Missouri Route 66 Byway to reach its fullest potential.



have the support, financially nor politically, that is required to maintain its integrity and legacy. The advantages that marketing and promotional branding bring to the forefront have always been a key component of Route 66.

### ***Economic Development***

In order for the Missouri Route 66 Byway to be viable, it needs to be sustainable. This sustainability will come in the form of economic growth and opportunity. The needs in many communities outgrow the financial ability to meet those needs. The Missouri Route 66 Byway seeks to identify growth potential and an action plan to capitalize on this growth. This is why, in recent years, many regions and states have recognized that scenic byway routes like Missouri Route 66 have value not only for aesthetics and preservation, but also as a way to promote desirable forms of tourism and increase income in regions. There is excellent potential to draw significant additional volumes of visitors to byway attractions and communities. The principal benefit of the corridor management plan project would be to encourage access to future commercial sites, particularly those associated with facilities which would expand the opportunities for goods and services or experience for the traveler's along the Route.

### ***Toolbox***

This toolbox has been developed to provide solutions for the Route 66 communities and counties for the implementation of strategies and studies, programs, planning and development design, and funding that will preserve, protect and promote the Missouri Route 66 Corridor. Because viable communities rely on having a diverse economic base, many of the tools focus on economic development for Missouri Route 66 corridor. The tools described here are accepted standards of practice that have been utilized by numerous communities all across the state and the nation. These tools are intended to help communities grow, attract new businesses, and maintain or create a diverse economy that it is resilient when changes occur in the national and international economies. The tools also recognize that to compete in the world economy, communities must work together as a region rather than in isolation; that is, it takes a region to supply the ingredients a successful business needs; the workforce, the housing, the training and education, the transportation network, and the technology. Because Missouri Route 66 is a linear community, it is imperative entities work together when possible to protect, promote and preserve the corridor, especially with regard to commerce.

### ***Conclusion***

The ultimate intent of this document is to recognize, protect, and promote Missouri's Route 66 as one of America's most outstanding roads. All the information discussed above has been compiled into this corridor management plan in an effort to identify the significance of Missouri Route 66.

This plan is a required step in the Missouri Route 66 formal application for the National Scenic Byway Program. This program recognizes two types of byways; National Scenic Byways and All-American Roads. It is the goal of this document to represent that the Missouri Route 66 meets and exceeds the requirements for recognition as an All-American Road. Recognition as such accesses funding opportunities that will highlight and market the intrinsic resources of the Route thereby creating interest and economic growth along the corridor.

*"Like life, the intensity of the experience changed moment-to-moment, excitement building as we discovered the remnants of another time."*