

ROUTE 66, REVISITED



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A study conducted by Rutgers, The State University of New Jersey in collaboration with Route 66: The Road Ahead Partnership

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Center for Urban Policy Research

Edward J. Bloustein School of Planning and Public Policy

Rutgers, The State University of New Jersey New Brunswick, New Jersey



THE ROAD AHEAD PARTNERSHIP

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ROUTE 66, REVISITED

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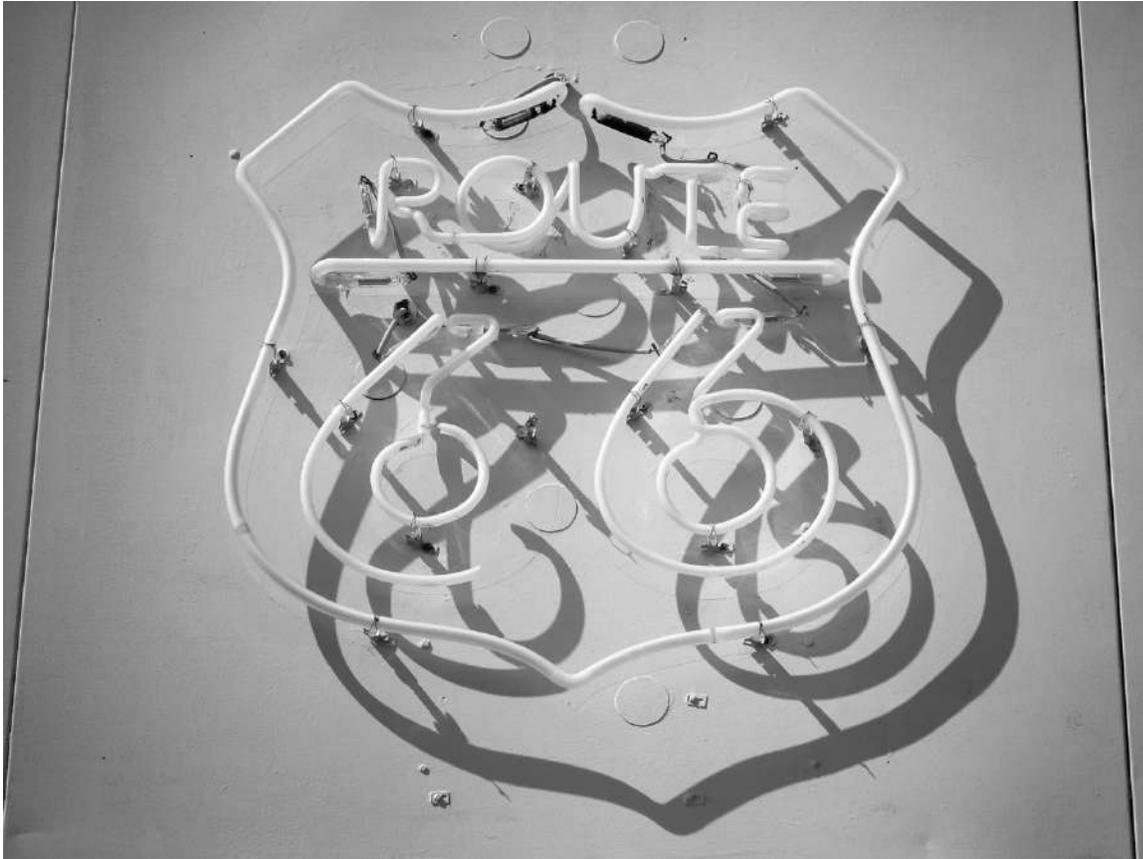
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1.1 Introduction

An Extra Mile on Route 66



Route 66 Shield in neon. Source: Courtesy of Rhys Martin - Cloudless Lens Photography

In 2011, after many years of study, Rutgers University finished a landmark economic impact analysis of Route 66. Conducted in collaboration with the National Park Service (NPS) and the World Monuments Fund (WMF), *The Route 66 Economic Impact Report** worked to capture the diverse history and rich culture of this famed highway. It also started to quantify its great economic contribution. For example, the original study documented annual direct spending related to Route 66 from various sources (e.g., traveler spending and museum budgets) of about \$132 million annually, with additional benefits from multiplier effects to the economy (e.g., \$262 million in overall, direct and multiplier, economic output and \$126 million in wealth creation).

*Listokin, David. et al. (2011) *Route 66 Economic Impact Report Volume 1 and 2*. "Executive Summary." Accessed November 19, 2021

<https://www.wmf.org/sites/default/files/article/pdfs/Route%2066%20Economic%20Impact%20Study%E2%80%94Volume%20I.pdf>

It is now more than a decade later, and Route 66, as it always has, forges ahead in its unique way. During these past years, diverse communities along this affectionately titled “Mother Road” have enjoyed bountiful economic activity and, at the same time, faced daunting economic challenges – in particular the recent global COVID pandemic, which stopped most travel in its tracks. Route 66 has focused on the path forward and warrants revisiting.

Thus, Rutgers University and the Route 66: The Road Ahead Partnership – a nonprofit organization founded in 2016 to preserve, promote and revitalize the historic corridor – conducted this follow-up investigation. While this study is just a start to a continued, needed, much broader-scale analysis, it is opportune to revisit the Mother Road. The current investigation comprises four components:

- 1 – Detailed case study investigation of individual Route 66 communities,
- 2 – Survey of a larger number of communities along the Mother Road concerning economic development,
- 3 – Reconnaissance analysis of the market potential from the household consumption of the population residing near this famed highway and
- 4 – Overview of potential economic development (and other supportive) programs for Route 66.

Study Component One: Case Studies

As was the case in the 2011 report, a major component of the current investigation is case studies. We delve into the history, preservation, economic activity and challenges of a sample of six individual Route 66 communities, including Atlanta, IL, Pontiac, IL, Springfield, MO, Tulsa, OK, Amarillo, TX and Kingman, AZ. The reader can travel along vicariously and enjoy a remarkable range of experiences to be had in these diverse localities – everything from eating pie at the Palms Grill in Atlanta to spending Mother Road Bucks at the Powerhouse in Kingman, making stops at the intriguing locales in between, to appreciate the cultural significance of the murals, neons and even *bardos* found in between.

Each case study documents in-depth the strategies citizens and civic leaders in each community devised to effectively preserve and economically leverage the heritage of Route 66. Each case study is uniformly presented with the following main text and appendix sections:

- 1 – History, Demographic, and Economic Profile of the Case Study Community
 - 2 – Route 66: Historic and Current Highlights of the Mother Road in the Case Study Community
 - 3 – Federal Economic Development Program Utilization and Eligibility in the Case Study Community
 - 4 – State and Local Economic Development Available Programs and Utilization in the Case Study Community
- Appendix A – Iconic Route 66 community site and preservation and economic impacts (detailed examination of an evocative Route 66 place in the case study community)
- Appendix B – Case Study Tables and Maps (Maps and related analysis derived from a spatial data source called PolicyMap)
- Exhibit 1: Detailed case study community population, socioeconomic and housing profile
 - Exhibit 2: Route 66 case study community map and block groups (provides overall context to Exhibits 4-10)
 - Exhibit 3: Programmatic TABULAR summary of major programs in the case study community. These include the Federal: Historic Tax Credit (FHTC), Low income Housing Tax Credit (LIHTC), New Markets Tax Credit (NMTC), Opportunity Zone (OZ), Brownfields (BR), and (state-designated) Enterprise Zones

In tandem with the Exhibit 3 TABULAR programmatic summary are the Exhibits 4-10 MAPS of program eligibility/usage in the case study community with respect to:

- program location for the entire community (block group-delineated),
- program location in context to the Route 66 highway traversing the case study community, and
- program location in context to the Route 66 Corridor (1-mile buffer around the Route 66 highway) traversing the case study community).
- Exhibit 4: FHTC utilization
- Exhibit 5: LIHTC utilization
- Exhibit 6: NMTC eligibility
- Exhibit 7: NMTC utilization
- Exhibit 8: OZ eligibility
- Exhibit 9: BR designation
- Exhibit 10: EZ designation

APPENDIX C – CASE STUDY IMAGES (images, maps and other visual resources referred to in the text and Appendix A)

APPENDIX D – BIBLIOGRAPHY (full citation of the resources referred to in the text and Appendix A).

To illustrate the economic development programmatic analysis and related mapping and other analysis found in the case studies, we present the following example findings from the Tulsa case study:

- There were 33 FHTC projects throughout Tulsa between 2001 and 2018 and nearly all these FHTC projects were concentrated along the Route 66 Corridor on northwest side of Tulsa, near downtown. FHTC activity is mapped at Exhibit 1
- There have been 33 NMTC projects throughout Tulsa between 2007 and 2016. Most of these projects are concentrated in Tulsa’s Downtown, with some projects contained within or near the Route 66 Corridor (see Exhibit 2).

Exhibit 1 — Federal Historic Tax Credit (FHTC)

Tulsa, Oklahoma

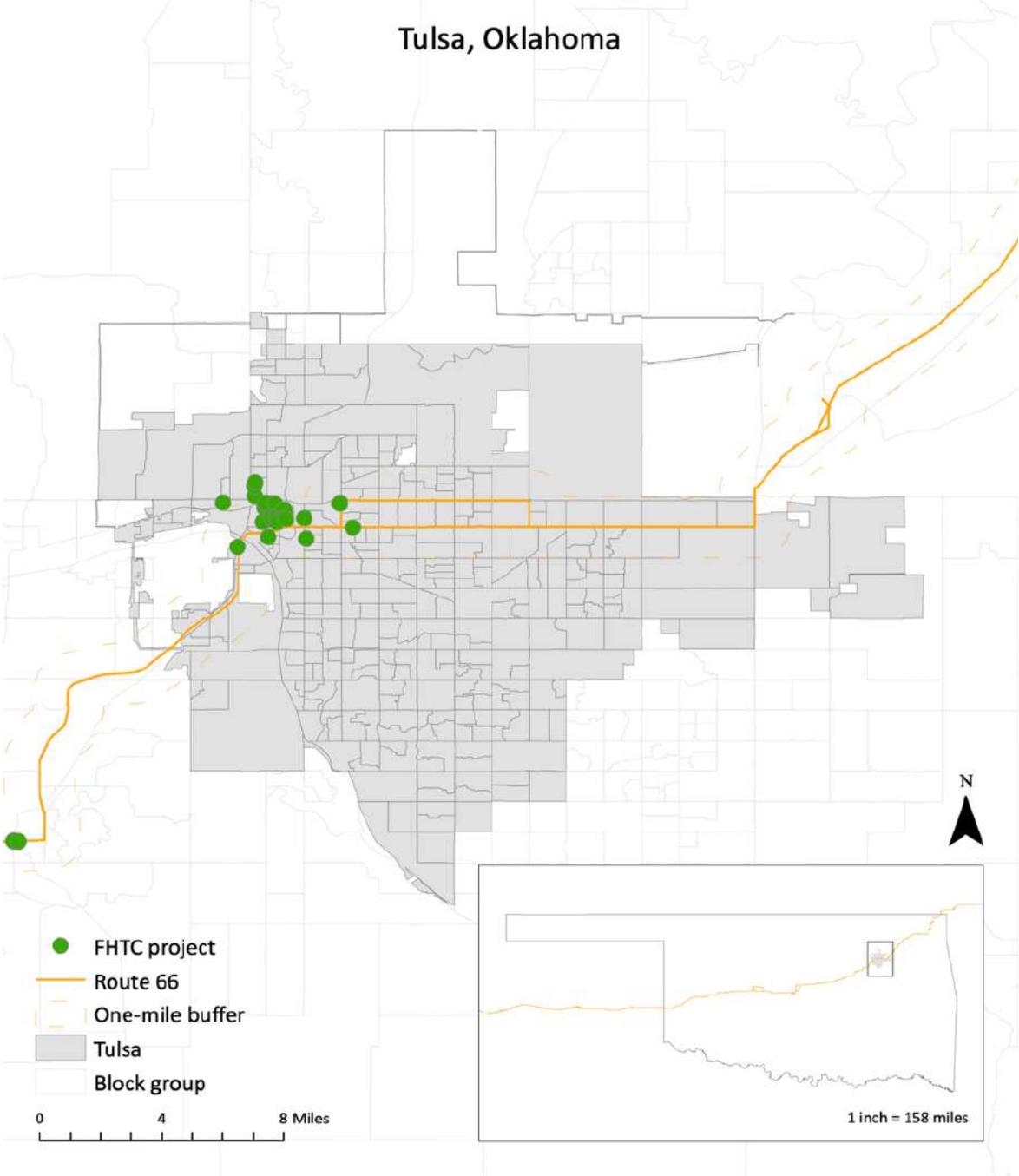
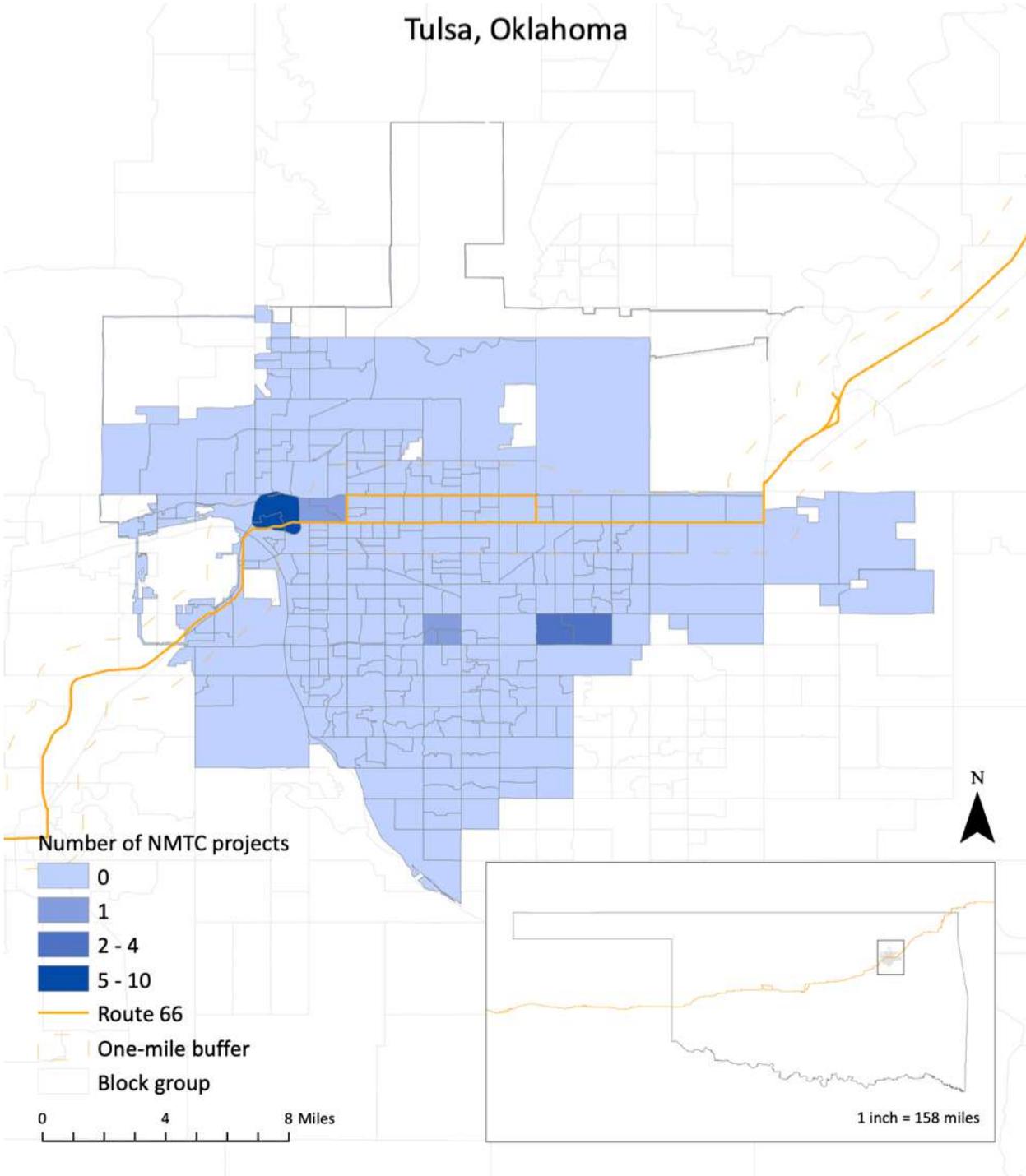


Exhibit 2 — New Markets Tax Credits (NMTC) Projects



– In tandem with the federal assistance are many other efforts to preserve and revitalize Route 66 in Tulsa. Examples include the Lewis Tax Increment Financing (TIF) district and the Tulsa Stadium Improvement District. Nearly unique among Route 66 communities along the 2,400-mile famed highway is Tulsa's Vision 2025 Route 66 Master Plan. The latter provides vital financing to many facets of Route 66 in Tulsa and officially integrates support of many stripes for Tulsa's important stretch of the Mother Road into this community's core planning and capital improvements process.

– Complementing this programmatic analysis, Appendix A in the Tulsa case study presents at length the restoration of the Gold Meadow neon sign, an iconic site in this community's famed Route 66, and details how that restoration has sparked a larger neighborhood revitalization. More broadly, the Tulsa case study describes the many positive preservation and economic benefits of this community embracing its Mother Road heritage, a multi-pronged effort that embraces both restoring older Route 66 icons, such as Meadow Gold, as well as newer attractions that embrace Tulsa's strong connection to this famed highway, such as the Western Gateway Arch. Tulsa resident from a century back, Cyrus Avery, who fought for the creation of Route 66 in the 1920s and has been called "The Father of Route 66," would nod approvingly of contemporary Tulsa embracing and benefiting from its past.

A similar synthesis of quantitative programmatic analysis and measuring facets of Route 66 economic benefits, coupled with in-depth qualitative historic review and storytelling of the people and places of Route 66, characterizes the six case studies presented in the current investigation.

Study Component Two: Economic Development Survey

While case studies provide a micro-scale perspective, the current investigation includes, in tandem, broader macro-scale insights gleaned through an extensive survey. Rutgers University collaborated with the Route 66: The Road Ahead Partnership (R66RAP) in developing this survey. Its objective was to provide insights concerning Route 66 and economic development, including economic development strategies and challenges, resources used, economic development impacts realized, and best practices going forward. The survey was emailed over the period from June to December 2020 by R66RAP to 43 individuals identified by R66RAP as knowledgeable about Route 66 in 19 diverse communities along Route 66. Of the 43 individuals contacted, 21 or about half (49 percent) responded.

The major findings and insights from the different survey sections follow (percentages refer to the share of total respondents indicating “yes” to the posed question):

1. ECONOMIC DEVELOPMENT ENGAGEMENT STRATEGIES
 - a. Face-to face meetings (95%)
 - b. City council/legislative meetings (91%)
 - c. Referencing Route 66 economic development success examples (86%)
 - d. Social media/press (76%)
 - e. Public meetings (62%)
 - f. Other Strategies: (newspapers, social media, and blogging)
2. ECONOMIC DEVELOPMENT CHALLENGES
 - a. Inadequate Route 66 knowledge (62%)
 - b. Apathy/opposition (52%)
 - c. Absentee [negligent] landlords (52%)
3. UTILIZED ECONOMIC DEVELOPMENT PROGRAMS and STRATEGIES
 - a. FEDERAL GOVERNMENT Programs (Some use, but not extensive)
 - i. Federal Historic Tax Credit – FHTC (10%)
 - ii. Opportunity Zones – OZ (10%)
 - iii. New Markets Tax Credits – NMTC (0%)
 - iv. Other mentioned sources of federal assistance included the National Park Service’s Route 66 Corridor Program
 - b. STATE and LOCAL GOVERNMENTS (More extensive utilization compared to federal)
 - i. Hotel/Motel Tax (62%)
 - ii. Zoning and land use (48%)
 - iii. Tax increment financing – TIF (38%)
 - iv. Business Improvement Districts – BID (14%)
 - v. State historic tax credits – SHTC (14%)

- vi. Revolving loan fund (10%)
 - vii. Sales tax rebate (5%)
 - viii. Public bonding (5%)
 - ix. Enterprise Zones (0%)
4. PERCEIVED ROUTE 66 ECONOMIC DEVELOPMENT ENHANCEMENTS (Many enhancements noted)
- a. Enhanced tourism (81%)
 - b. Existing businesses maintained (71%) and new businesses opened (62%)
 - c. Sales tax revenue increase (67%)
 - d. Existing jobs preserved (57%) and new jobs created (52%)
 - e. Commercial building use saved/catalyzed (48%)
 - f. Motor fuels tax increase (33%)
 - g. Property values increased (19%) (this increase may lag, that is, occurred later in time following the above enhancements)
5. ECONOMIC DEVELOPMENT BEST PRACTICES (Multiple Perspectives)
- a. [Financial Assistance]: "Financial resources at federal and state levels to provide opportunities for Route 66 businesses to revitalize historic structures, signage, and cities/towns to improve aging infrastructure"
 - b. [Media]: "Utilizing website and social media to attract international and domestic eyes" and
 - c. [Other Best Practices]: Grassroots initiatives, leadership, partnerships, marketing, and communication.
6. MOST PRESSING CONTEMPORARY ROUTE 66 ECONOMIC PROBLEMS
- a. [The COVID-19 Pandemic]: Frequently mentioned as MAJOR problem. (Note: The survey was conducted from June-December 2020, at a time when the COVID-19 pandemic raged nationally in the U.S.)
 - b. [Financial]: "Very little available in the way of grants to help improve areas and make them attractive to Route 66 travelers if they've fallen into disrepair."
 - c. [Infrastructure and Quality]: "Aging buildings" and" maintenance issues of the road--full of holes and rough areas."
 - d. Other – varied perspectives
 - i. "A young population that may not understand the significance of Route 66 in its heyday"
 - ii. "International travel restrictions...and a lack of awareness about the economic potential of Route 66 tourism in communities" and
 - iii. "Lack of federal designation" and "Competing interests."

Study Component Three: Market Potential from Household Consumption

The third current study section quantifies the significant order of magnitude scale of the household consumption of the residents living in what we identify as the Route 66 Corridor. The latter is a 1-mile Geographic Information System (GIS)-defined buffer area around the 2,400-mile Route 66. Using geo-coded socioeconomic information from a spatial data source called PolicyMap, we identify the household income of those living in the census tracts that intersect the Route 66 Corridor (data from the 2014-2018 five-year sample from the American Community Survey). To that Route 66 Corridor income is applied the household income/household expenditure patterns identified by the federal Bureau of Labor Statistics (BLS). The BLS data shows what share of household income results in total household expenditures, which are further differentiated by categories and subcategories of household expenditures. Major categories of BLS household expenditures include, as examples – food, housing, and transportation – with such categories further differentiated by more granular subcategories. For example, the food category is differentiated by purchases for “food at home” (e.g., food purchased at supermarkets) versus outlays for “food away from home” (e.g., restaurant spending). Transportation consumption comprises numerous subcategories, such as vehicle purchases, gasoline/other fuels, other vehicle expenses, and public/other transportation.

The results of what we acknowledge is a reconnaissance analysis are provided in Summary Table 1 which shows the household income/household expenditures for the entire 2,400-mile Route 66 Corridor, as well as for segments of this corridor in the 8 states over which the Mother Road traverses—going East to West, the states of Illinois, Missouri, Kansas, Oklahoma, Texas, New Mexico, Arizona, and California.

Summary Table 1: Market Potential of Route 66 Corridor (Census Tracts) Income and Household Expenditures in each Route 66 State and the Total Corridor

| Route 66 State | Total Household Income | Total Household Expenditures | Illustrative Component Household Expenditures | | |
|-----------------------|-----------------------------|------------------------------|---|----------------------------|----------------------------|
| | | | Food | Housing | Transportation |
| Illinois | \$48,970,971,300.00 | \$39,400,030,414.22 | \$5,098,752,316.68 | \$12,637,007,086.81 | \$6,725,828,307.61 |
| Missouri | \$39,928,904,600.00 | \$32,101,049,457.74 | \$4,153,276,789.27 | \$10,286,781,292.15 | \$5,479,631,484.90 |
| Kansas | \$242,210,400.00 | \$191,326,922.36 | \$24,624,941.50 | \$60,015,177.64 | \$32,628,954.69 |
| Oklahoma | \$19,276,083,000.00 | \$15,441,162,899.00 | \$2,025,749,088.75 | \$5,137,625,062.41 | \$2,776,581,022.30 |
| Texas | \$3,740,622,400.00 | \$2,710,454,991.04 | \$354,123,959.26 | \$891,353,444.28 | \$488,347,443.40 |
| New Mexico | \$16,591,304,700.00 | \$13,384,242,112.84 | \$1,750,758,157.73 | \$4,579,206,256.26 | \$2,165,162,171.20 |
| Arizona | \$5,223,758,700.00 | \$4,218,143,903.91 | \$552,091,028.73 | \$1,445,436,290.09 | \$682,022,326.18 |
| California | \$76,768,257,400.00 | \$64,652,742,491.18 | \$8,672,581,974.42 | \$23,615,126,756.40 | \$10,231,308,195.38 |
| Total Corridor | \$210,742,112,500.00 | \$172,099,153,192.28 | \$22,631,958,256.35 | \$58,652,551,366.04 | \$28,581,509,905.66 |

Highlights from the Summary Table 1 are:

- The total household income in the full 8-state Route 66 Corridor is estimated at \$210.7 billion, with in tandem total household expenditures of \$172.1 billion.
- Major categories of the total \$172.1 billion full Route 66 Corridor household expenditures include the following purchases: \$22.6 billion for food, \$58.7 billion for housing, and \$28.6 billion for transportation.
- Summary Table 1 further summarizes our findings by each state segment of the full Route 66 Corridor. For example, we estimate that the residents in the Illinois segment of the Route 66 Corridor have a total household income of \$49.0 billion, which supports \$39.4 billion in total household expenditures, comprised of such major spending categories as \$5.1 billion in food, \$12.6 billion in housing, and \$6.7 billion for transportation.

Further granular details of our reconnaissance findings for the full 8-state Route 66 Corridor are found in Summary Table 2. For example, it shows that of the total \$22.6 billion of food expenditures in the entire Route 66 Corridor, \$12.8 billion is comprised of purchases for “Food at home” and \$9.8 billion for “Food away from home.” The housing expenditure of the households in the full 8-state Route 66 Corridor amount to a significant \$58.7 billion comprised of shelter spending (e.g., mortgage and rent outlays) of \$37.0 billion, \$10.5 billion for housing-related utilities/services, \$3.9 billion for household operations/ supplies, and \$5.3 billion for household furnishings/equipment. Transportation is another major consumption of the households in the entire Route 66 Corridor – totaling \$28.6 billion and comprised of \$11.0 billion of vehicle purchases, \$6.1 billion for gasoline/other fuels, \$9.4 billion in other vehicle expenses, and \$2.1 billion for public and other transportation. Further consumption spending of the full Route 66 Corridor households include: \$19.0 billion for personal insurance/pensions, \$13.1 billion for health care, \$8.6 billion for entertainment, \$3.6 billion for education, \$3.2 billion for apparel and services, and further additional spending of \$14.8 billion in the categories detailed in Summary Table 2.

Summary Table 2: Market Potential of Route 66 Corridor (Census Tracts)
Household Expenditures in Full (8-state) Corridor

| | Full Route 66 Corridor | | |
|---------------------------------------|------------------------------|-----------------------------|-----------------------------|
| | Homeowner | Renter | Total |
| Total Income | \$ 117,382,901,594.27 | \$ 93,359,210,905.73 | \$210,742,122,500.00 |
| Total Expenditures | \$86,538,863,301.06 | \$ 85,560,289,891.23 | \$172,099,153,192.28 |
| Food | \$ 10,944,262,853.07 | \$ 11,687,695,403.27 | \$ 22,631,958,256.35 |
| <i>Food At Home</i> | \$ 6,148,368,334.13 | \$ 6,649,949,249.41 | \$ 12,798,317,583.54 |
| <i>Food Away from Home</i> | \$ 4,795,894,518.95 | \$ 5,033,007,510.69 | \$ 9,828,902,029.64 |
| Housing | \$ 26,055,399,505.77 | \$ 32,597,151,860.26 | \$ 58,652,551,366.04 |
| Shelter | \$ 13,999,587,359.78 | \$ 22,982,419,460.77 | \$ 36,982,006,820.55 |
| Utilities/Services | \$ 5,588,697,590.01 | \$ 4,927,421,511.27 | \$ 10,516,119,101.28 |
| Household Operations/Supplies | \$ 2,344,828,886.46 | \$ 1,580,908,429.24 | \$ 3,925,737,315.70 |
| Household Furnishings/Equipment | \$ 3,031,442,686.62 | \$ 2,240,829,053.86 | \$ 5,272,271,740.48 |
| Transportation | \$ 14,738,940,746.53 | \$ 13,842,569,159.13 | \$ 28,581,509,905.66 |
| Vehicle Purchases | \$ 5,984,833,977.24 | \$ 5,006,312,262.12 | \$ 10,991,146,239.37 |
| Gasoline/Other Fuels | \$ 2,918,275,712.44 | \$ 3,172,614,118.75 | \$ 6,090,889,831.19 |
| Other Vehicle Expenses | \$ 4,682,357,201.74 | \$ 4,725,121,649.31 | \$ 9,407,478,851.05 |
| Public/Other Transportation | \$ 1,152,870,761.80 | \$ 937,944,093.33 | \$ 2,090,814,855.13 |
| Personal Insurance/Pensions | \$ 10,831,317,021.95 | \$ 8,161,405,284.98 | \$ 18,992,722,306.93 |
| Healthcare | \$ 7,766,544,017.76 | \$ 5,342,960,893.35 | \$ 13,109,504,911.11 |
| Health Insurance | \$ 5,184,470,703.27 | \$ 3,532,335,358.40 | \$ 8,716,806,061.67 |
| Medical Services | \$ 1,541,645,128.66 | \$ 1,018,387,096.15 | \$ 2,560,032,224.82 |
| Other (Drugs/Medical Supplies) | \$ 1,040,861,563.46 | \$ 791,337,367.63 | \$ 1,832,198,931.08 |
| Entertainment | \$ 5,058,474,680.14 | \$ 3,447,622,116.43 | \$ 8,506,096,796.57 |
| AV Equipment & Services | \$ 1,424,483,969.28 | \$ 1,322,617,669.43 | \$ 2,747,101,638.71 |
| Fees and Admissions | \$ 1,243,867,277.09 | \$ 790,570,084.98 | \$ 2,034,437,362.07 |
| Other (Pet/Toys/Hobbies/Plyg'd Equip) | \$ 2,270,366,056.63 | \$ 1,334,620,672.55 | \$ 3,604,986,729.18 |
| Apparel and Services | \$ 1,590,858,210.93 | \$ 1,646,097,621.74 | \$ 3,236,955,832.67 |
| Cash Contribution | \$ 3,336,231,897.82 | \$ 1,734,264,784.73 | \$ 5,070,496,682.55 |
| Education | \$ 1,655,932,768.46 | \$ 1,880,251,997.02 | \$ 3,536,184,765.48 |
| All Other | \$ 4,559,908,297.09 | \$ 5,222,624,458.32 | \$ 9,782,532,755.41 |

Study Component Four: Overview of Potential Economic Development (and Other Supportive) Programs For Route 66

How can Route 66 communities work to better capture the household consumption of their residents and very importantly to capture tourist spending from the many visitors to this famed highway? While there is surely no “one fits all” strategy, the results and recommendations from the Route 66 economic development survey summarized earlier deserve consideration. Good knowledge and utilization of the many federal and state economic development (and other supportive) programs also is warranted and to that end we present the fourth and last component of the current investigation. This section provides basic information on:

- Major federal tax credits, including the Federal: Historic Tax Credit (FHTC), Low-Income Housing Tax Credit (LIHTC), New Markets Tax Credit (NMTC), and Opportunity Zones (OZ)
- Programs from Economic Development Administration (EDA – a bureau within the U. S. Department of Commerce), including as examples – Public Works, Economic Adjustment and Local Technical Assistance
- Programs from the U. S. Department of Housing Development, including the Community Development Block Grant (CDBG) Program
- Prominent state-enabled local government programs are many and varied. They include:
 - Business Improvement Districts (BID)
 - Enterprise Zones (EZ)
 - Hotel/motel hospitality tax
 - Tax Increment Financing (TIF) Districts
 - Other enhancement districts include Business Development, Business Improvement, Community Improvement, Neighborhood Improvement and Transportation Development/Improvement Districts

Our admittedly reconnaissance-level review of state-enabled local government economic development programs for each of the eight Route 66 states finds the following by state:

ILLINOIS

1. TIF District – real estate tax based
2. Business Development District – sales tax based
3. Business Improvement District – aka: Special Service Area Program
4. Enterprise Zone – sales tax exemptions
5. Hotel/Motel Tax – revenue tax to support tourism/economic development

MISSOURI

1. TIF District – real estate tax based
2. State Supplemental Tax Increment Financing District (When local tax increment financing leaves a gap for a redevelopment project, a municipality can apply for a portion of the new state tax revenues created by the project to be disbursed to cover the financing gap for eligible redevelopment costs on the project.)
3. Community Improvement District – sales tax based
4. Neighborhood Improvement District – sales tax based
5. Transportation Development District – sales tax based
6. Enterprise Zone – sales tax exemptions
7. Hotel/Motel Tax – revenue tax to support tourism/economic development

OKLAHOMA

1. TIF District – real estate tax based
2. Community Improvement District – sales tax based
3. Business Improvement District – sales tax based
4. Enterprise Zone – sales tax exemptions
5. Hotel/Motel Tax – revenue tax to support tourism/economic development

KANSAS

1. TIF District – real estate tax based
2. Business Improvement District – sales tax based
3. Tourism Business Improvement District – sales tax based
4. Enterprise Zone – sales tax exemptions
5. Transient Guest Tax Program – revenue tax to support tourism/economic development

TEXAS

1. TIF District – real estate tax based
2. Municipal Development District – sales tax based
3. Public Improvement District – sales tax based
4. Enterprise Zone – sales tax exemptions

5. Hotel/Motel Tax – revenue tax to support tourism/economic development

NEW MEXICO

1. TIF District – real estate tax based
2. Business Improvement District – sales tax based
3. Local Lodger’s Tax/Hospitality Tax – revenue tax to support tourism/economic development
4. Enterprise Zone – sales tax exemptions

ARIZONA

1. TIF District – real estate tax based
2. Business Improvement District – sales tax based
3. County Improvement District – sales tax based

CALIFORNIA

1. Enhanced Increment Financing District (Updated version of TIF) – real estate tax based
2. Business Improvement District – sales tax based
3. Hotel/Motel Tax – revenue tax to support tourism/economic development
4. Enterprise Zone – sales tax exemptions

Current Study Collaboration and Contributors

This study is the result of a rigorous and creative collaboration between Rutgers University and Route 66: The Road Ahead Partnership. The Rutgers University lead author is David Listokin, a professor at Rutgers Edward J. Bloustein School of Planning and Public Policy and co-director of Bloustein’s Center for Urban Policy Research. The support and involvement of Bill Thomas, Chairman of the Route 66 Road Ahead Partnership, and Kaisa Barthuli, Program Manager for Route 66 Preservation in the National Park Service, was important and is gratefully acknowledged. Rutgers also acknowledges the important data contribution in the current effort afforded by PolicyMap – an entity that provides essential policy data accessible through a state-of-the-art interactive mapping and analytics tool.

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For the Pontiac, Illinois Case History:

Bob Karls, City Administrator of Pontiac

Bob Russell, Former Mayor of Pontiac

For the Tulsa, Oklahoma Case History:

Samantha Extance, Destination Districts Manager of the Tulsa Planning Office

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All those who contributed to *Route 66: Revisited* hope that readers will find in its pages the insight and inspiration they require to go the extra mile on Route 66.

2.1: Route 66 Case Study Communities



Atlanta, Illinois

Pontiac, Illinois

Springfield, Missouri

Tulsa, Oklahoma

Amarillo, Texas

Kingman, Arizona

Route 66 Case Study Community:

2.2.1 Atlanta, Illinois

History, Demographics and Economics

"Perfectly positioned in the center" - Destination Logan County Illinois.

Atlanta is a small community situated in Logan County, Illinois. Atlanta sits nearly perfect in the center of Illinois and marks the halfway point between two major United States cities, Chicago (Illinois) and St. Louis (Missouri).



Image C- 1: Atlanta, Illinois

Early Illinois settlement started along the state's river valleys and forested areas in the nineteenth century. In 1839, Logan County was established and in 1853 the Chicago, Alton & St. Louis Railroad extended through Logan County, making it a strategic location for farmers to settle and ship their produce. In 1853, Atlanta was established as Xenia by settlers from Xenia, Ohio but the community incorporated in 1855 as Atlanta after Mr. Richard Gill, a founder, had suggested naming it Atlanta after his recent visit to Atlanta, Georgia. The development of the railroad and dozens of downtown businesses shaped Atlanta as a boomtown shortly after its incorporation.

Atlanta and surrounding towns are historically prominent as the setting of Abraham Lincoln's early political career as a circuit riding lawyer on the 8th Judicial Circuit throughout the 1840's and 1850's. During his circuit travels, Abraham Lincoln stayed at local Atlanta farms and establishments including the Hoblit "Halfway House" in Atlanta. Abraham Lincoln also served as a personal counselor to Mr. Richard Gill, Atlanta's chief proprietor.

Atlanta's population peaked as a boomtown in 1860 with a recorded population of 2,379. By 1900, however, the population declined to 1,368. Two factors contributing to the community's population loss was the financial panic in 1857 as well as Atlanta residents migrating to the nearby community of Lincoln after the latter was established as the county seat.

Atlanta experienced minor population fluctuations throughout the 20th century. Agriculture dominated the livelihoods of residents throughout Logan County, and the area was characterized by farming landscapes and rural lifestyle. Despite the establishment of Route 66's thoroughfare in Atlanta's downtown in 1926, Atlanta's population modestly maintained less than 2,000 residents over the decades. Between 1950 and 1960 Atlanta saw its largest population gain of 17.8 percent from 1,331 to 1,568 persons, ostensibly because of population then leaving large established urban areas such as Chicago and St. Louis.

Atlanta's population grew from 1,649 in 2000 to 1,766 in 2017, a gain of 7.1 percent over that time span. This was more than double the Illinois' statewide population increase of 3.5 percent over the same 2000-2017 period. Atlanta's population density of 1390.6 persons per square mile in 2017 is also significantly higher than the statewide average of 231.5 persons per square mile. Racial and ethnic composition also mark major differences between Atlanta and Illinois. As of 2017, Atlanta's population was overwhelmingly white (97.7 percent) and contained few Hispanics (of any race-- 0.7 percent) as against the lower Illinois statewide White share of the population (71.9 percent) and the state having a much higher Hispanic population presence (18.8 percent). The age metrics of Atlanta's population (40.3 years median age and 16.9 percent over age 65) are somewhat older than the Illinois average age profile (37.7 years median age and 14.4 percent over age 65).

Turning from population to economic profile, Atlanta's per capita income (\$25, 573) and median household income (\$50, 690) in 2017 were lower than these average metrics for Illinois (\$32, 294 and \$61, 229 respectively). However, Atlanta's population in poverty (7.4 percent) in

2017 was nearly half the statewide poverty share (12.6 percent) and the community's unemployment rate (2.2 percent) was appreciably lower than the statewide average unemployment rate (12.6 percent) in that year. With respect to housing as of 2017, Atlanta had a homeownership rate of 82.4 percent and a median owned home value of \$90,300. This compared to the Illinois statewide profile in the same year of a 66.1percent home ownership rate and \$179,700 median owned state home value. Other Atlanta to Illinois state demographic and housing characteristics are shown in a side-by-side fashion in Exhibit 1 in Appendix B.

Today, Atlanta's economy is mainly dependent on farming and tourism. The tourism industry is predominately driven by Route 66 and Abraham Lincoln enthusiasts or, "Abe Lovers". With the original Route 66 aligned through Downtown Atlanta, many sites constructed then now pay homage to the Mother Road's previous glory such as the Paul Bunyon Statue, the Route 66 Memories Museum and the Route 66 Arcade Museum. More recently, Atlanta's historic downtown has become home to the Route 66 Park and the Logan County Visitors Center, which directs visitors to Route 66 attractions in the Atlanta area. (Current Atlanta Route 66 resources are described shortly in greater detail.) For Abraham Lincoln history enthusiasts, the "Looking for Lincoln" trail throughout Atlanta marks prominent Abraham Lincoln National Heritage sites. Other historical presidential sites include "The Carriage Shed" where Abraham Lincoln stayed during his circuit travels or Turner's Grove where Abraham Lincoln attended a July 4th celebration in 1859. Several other historic sites within Atlanta, such as the Atlanta Public Library (an octagonal library featuring neoclassic details with a clock tower), Downey Building (Italianate inspired building with arch windows built in 1867), and the J.H. Hawes Grain Elevator (Illinois' only fully restored wooden grain elevator) are places listed on the National Register of Historic Places, further cementing the community's historical and cultural provenance. In many respects, Atlanta collectively serves as both a time capsule destination, tirelessly preserving important periods that shaped America over different eras as well as a contemporary 21st century place where people live and work.

Route 66: Historic and Current

Situated in the middle of Illinois, Atlanta was perfectly positioned for Route 66 traversing this state. In 1926, the original Route 66 was constructed through Atlanta's downtown. The Mother Road in this area ran roughly parallel to the Chicago, Alton & St. Louis Railroad, using a pre-existing Illinois state highway, State Bond Issue 4 (SBI 4). SBI 4 was the first paved all-weather road that connected Chicago to St. Louis and is a major reason why Illinois was the first state to have Route 66 paved statewide from end to end. During Prohibition (1920-1933), Route 66 was extensively used for the transportation of illegal alcohol to speakeasies in Chicago and St. Louis, as well as by many law-abiding Americans changing residence and employment, and by 1936 Route 66 was the heaviest traveled long-distance highway in Illinois, bringing much business to Atlanta.

During the height of Route 66, Atlanta's downtown featured distinct landmarks for traveler's amusement and maintenance. Illustrative is the Downey Building. Built in 1867, it was one of the first brick buildings in Atlanta. Its owner and designer, Alexander Downey, implemented a unique design of a two-story Italianate building with distinctive arched windows. Behind a single façade, the building housed two commercial spaces, with a northern façade and a southern façade, both facing the same street.

The northern façade was home to "The Palms Grill" and reflected the liberated spirit of Route 66. Founded in 1934 by Atlanta native James Robert Adams, Adams wanted to establish an eatery because of its proximity to Route 66. His affinity for palm trees and sunny Los Angeles influenced the name and design of his restaurant resulting in a refreshing dining experience. The local paper enthusiastically advertised the restaurant's opening, reading: "*The Palms Grill, East Side Square-On U.S. Route 66-Atlanta, Now Open for Business. Home Cooking, Quick Service, Courteous Treatment. Plate Lunch 25 cents. Regular Dinners and Short Orders Also Served. We Solicit Your Patronage.*"¹ The Palms Grill Café, as with so many other establishments in Atlanta, relied on the constant Route 66 traffic for business. The restaurant was frequented by traveling businessmen, tourists, and sometimes marquee celebrities. It was "the place locals and travelers along the Mother Road gravitated to for five-cent coffee, home-cooked meals, and waitresses with a bit of sass."²

The southern half of the Downey Building was initially occupied by The Exchange Bank of Atlanta, followed by the First National Bank of Atlanta for many of Route 66's formative years.

In the early 1940's as World War II ensued, Route 66 played a significant role in transporting defense equipment and munitions. In 1947, Route 66 was re-aligned out of Downtown Atlanta to accommodate heavier traffic and faster automobiles. After the introduction of the 1956 Highway Act and the Interstate Highway System, Route 66 in Illinois was ultimately replaced by I-55 as the main transportation arterial route. By 1977, the Mother Road was deemed by

¹http://www.illinois-adventures.com/blog/Route_66_Stop:_The_Palms_Grill.html

²<https://www.wmf.org/sites/default/files/article/pdfs/Route%2066%20Economic%20Impact%20Study%E2%80%9494Volume%20II.pdf>

highway engineers as “obsolete” in Illinois and was officially decommissioned on June 27, 1985. The bypassing of the old Route 66 severely affected the economy of communities by the Mother Road. No surprise then that the opening of Interstate 55 gradually shifted business away from Atlanta and the Palms Grill. By the late 1960s, the Palms Grill Café had lost much of its customer base, and in the late 1960s the restaurant finally closed after 30+ years of heralded service. After its closure, the northern façade of Downey Building remained empty for 20 years. The local paper, *Atlanta Argus* occupied the southern façade of the Downey Building in 1960 but fires burnt down their offices in 1973, leaving the southern façade vacant for several years after.

Thanks to much hard work and the help of many coordinate preservation efforts, Atlanta is a proud Route 66 community today and boasts many facets of its Mother Road glory in downtown Atlanta. With many Route 66-linked resources described below (including more detail on the Palms Grill and its recent revival), Atlanta is a premiere Route 66 destination.

Bunyon Giant Statue

A Route 66 icon, the Bunyon Giant is a 19-foot tall, fiberglass statue of a muffler man holding a hot dog. In the 1960s, International Fiberglass produced 150 giant muffler men to promote various roadside businesses. In 1965, Hamlet Stephens purchased a giant muffler man originally holding an ax and swapped it for a hotdog to attract travelers to his restaurant on Route 66 in Cicero, Illinois. Mr. Stephens purposefully misspelt “Bunyan” as “Bunyon’s” to avoid potential copyright issues. A legend was born, and over the next 38 years, “Bunyon’s Statue” became a Route 66 landmark in Cicero. Stephens operated Bunyon’s through January 2003. At that time, he sold the real estate, and was faced with the prospect of relocating the giant. John and Lenore Weiss, representing the Preservation Committee of the Illinois Route 66 Association, approached the family. Even though large cash offers had been made for the giant, the Stephens family generously agreed to keep their Bunyon’s Statue on Route 66, so it could remain a Route 66 icon. Because of its central geographic location, enthusiasm, and support of Route 66, Atlanta, Illinois was chosen as the statue's new home. Bunyon's Statue is now on loan to the community of Atlanta, where he graciously welcomes all Route 66 travelers and children to this friendly, hospitable community. Just around the corner from the statue is the Route 66 Arcade Museum full of vintage arcade games dating from the 1930s through 1980s.

Palms Grill Café

As earlier noted, the locally renowned restaurant, known as “The Grill,” by Atlanta residents, opened in August 1934 in Atlanta’s downtown on Route 66, serving locals and travelers alike. The Grill provided home-cooked meals, plus BINGO games and weekly dances in the backroom. Atlanta’s children took advantage of its weekday “School Children’s Plate Lunch”, which included a “choice of three meats and two vegetables and drink” — all for just .45 cents! The Grill served as the local Greyhound Bus Stop as well. To catch a bus, passengers flipped a switch for the Greyhound bus light right below the Grill’s large neon sign. The original Grill closed in the late 1960’s due to declining business and financial hardship. The Atlanta Library and Museum, along with generous financial support from Atlanta citizens, the Illinois Bureau of Tourism, and the National Park Service's Route 66 Corridor Preservation Project, restored The

Grill so it can once again serve Mother Road travelers and folks of this fair community. In August 2020, The Grill unfortunately closed its doors again due to negative impacts of the COVID-19 pandemic. Efforts are underway to identify a new leaseholder to reopen this Route 66 quintessential dining experience. A more detailed history of the iconic Palms Grill, including its upcoming Phoenix-like reopening is found in Appendix A to this case study.

Wall Dog Murals

Several, large outdoor murals are painted on the sides of various brick buildings along Route 66 in downtown Atlanta. The "Wall Dogs" are a group of professional sign painters from across the country painting murals memorializing local cultural and historical experiences. They travel to various towns during the summer to engage in projects designed to keep this commercial art form alive. Several of Atlanta's murals are re-creations of large advertising signs originally found on commercial buildings and historically depict what travelers would have seen from their car window when traveling Route 66 in its hey days.

Route 66 Construction Exhibit

An abandoned stretch of original Route 66 sits at the north edge of Atlanta. Approximately one-quarter mile long and 18 feet wide, this never paved over stretch of the road was poured in 1924 as part of SBI 4 allowing for two very narrow 9-foot, one-way lanes, later to become Route 66. Using photos from the time, Atlanta hosts an exhibit that interprets the construction techniques used to engineer Route 66. Photos portray teams of mules, horses, and men scraping away dirt to build the road's foundation on which Portland cement was poured to create this new "hard road"— a then miraculous feat of engineering at Route 66's gestation.

Events

While Atlanta does not hold specific Route 66 related annual events, the community occasionally sponsors car shows, during which parts of downtown Atlanta are blocked to accommodate parking for dozens of antique vehicles to be admired. Car shows are popular and tap into the nostalgia of yesteryear's automobiles. At the same time, Atlanta is anticipating the cars of the future and several years ago, the community hosted Illinois' first Electric Vehicle (EV) Car Show, also held on Atlanta's Route 66. This was done in conjunction with the installation of an EV-Charging station, now maintained as a free service by the City for Route 66 travelers and others visiting Atlanta in an electric vehicle.

Federal Economic Development Program Utilization and Eligibility in Atlanta, Illinois, and Environs

Economic development in the United States may be aided by a variety of federal programs to spur economic activity. There are many such aids, and we consider here the utilization of and eligibility for some major federal economic development programs in Atlanta, Illinois, including the Route 66 portion of this community. The programs considered and the time period of programmatic utilization/eligibility are as follows:

- FEDERAL HISTORIC TAX CREDIT—FHTC (2001-2018 implementation). The FHTC provides a 20 percent tax credit over 5 years for qualified investment in historic properties.
- LOW INCOME HOUSING TAX CREDIT—LIHTC (1997-2017 implementation). The LIHTC provides a maximum of a 90 percent credit over 10 years for qualified investment in affordable housing.
- NEW MARKETS TAX CREDIT—NMTC (2019 eligibility and 2007-2016 NMTC implementation). The NMTC provides a 39 percent tax credit over 7 years for qualified investment in Community Development Entities in economically challenged locations.
- OPPORTUNITY ZONES—OZ (2018 eligibility). The OZ program postpones, reduces, or eliminates capital gains taxes for qualified investment in economically challenged locations. The magnitude of the capital gains forbearance depends on the length of the OZ investment.
- BROWNFIELDS (2019 designation). A Brownfields designation indicates both economic challenge (for cleanup and remediation) as well as economic opportunity (special governmental incentives are available for investment in Brownfields).

For the Atlanta programmatic analysis, we used data and mapping tool information for this community from PolicyMap as well as other sources such as the decennial census and the periodic American Community Survey (ACS; in this instance the 5-year 2014-2018 ACS sample). The detailed findings of our analysis are contained in Exhibits 2 through 7 in Appendix B. For orientation in viewing these maps:

1—The maps show the location of Atlanta within Illinois and several nearby sister communities, such as Clinton, Danvers, Heyworth, Lincoln, and the Bloomington-Normal Metropolitan Statistical Area (MSA).

2-- Atlanta is purposely centered in the maps and is further outlined in red for ready identification

3—In each of the maps, Route 66 is shown as a solid (yellow) road line and a larger Route 66 Corridor (1-mile buffer around Route 66 itself) is shown by a dashed (yellow) line.

The overall take-away from the analysis is a null finding, namely that for the programs and time spans indicated above with respect to Atlanta, Illinois (a modest sized community of about 1, 800 persons and 1.3 square miles) there was:

- No FHTC usage over 2001-2018 (Exhibit 2 in Appendix B)
- No LIHTC usage over 1997-2017 (Exhibit 3)
- No NMTC eligibility as of 2019 (Exhibit 4) nor NMTC utilization over 2007-2016 (Exhibit 5)
- No OZ eligibility as of 2018 (Exhibit 6)
- No designated Brownfields as of 2019 (Exhibit 7)

The “no” federal programmatic utilization nor eligibility referred to above pertains to both the Route 66 Corridor within Atlanta (1-mile buffer around the Mother Road) as well as the entire Atlanta, Illinois community physical area. The Atlanta situation, of a Route 66 community having little or no federal economic development programmatic connection may not be unusual, especially for such smaller-scaled jurisdictions as Atlanta along the Mother Road. What is the federal program utilization/eligibility of some of Atlanta’s neighbors? We get a glimpse of that “environs situation” from Exhibits 2-7 in Appendix B. Our reconnaissance analysis of the Atlanta environs shows:

- Very limited FHTC usage in Lincoln and Bloomington-Normal MSA (Exhibit 2);
- More extensive LIHTC utilization in Bloomington-Normal MSA, some LIHTC activity in Lincoln and minor LIHTC activity in Heyworth (Exhibit 3);
- Considerable NMTC eligibility in Lincoln, Bloomington-Normal MSA and Clinton (Exhibit 4), however only limited NMTC utilization just in Bloomington-Normal MSA (Exhibit 5);
- Considerable (scaled to the community size) OZ eligibility in Clinton and Lincoln and very modest-scaled OZ eligibility in Bloomington-Normal MSA (Exhibit 6); and
- No brownfields designation in the Atlanta environs (Exhibit 7).

State and Local Economic Development Programs And Utilization In Atlanta, Illinois

Some prominent state and local economic development programs (local enabled by state authorization) in Illinois include:

- Tax Increment Financing (TIF) District – real estate tax based,
- Business Development District (BDD) – sales tax based,
- Business Improvement District (BID) – aka: Special Service Area Program,
- Enterprise Zone – sales tax exemptions, and
- Hotel/Motel Tax – Revenue tax to support tourism/economic development.

As we shall see shortly, some of these economic development programs are found in Atlanta, but first a brief note on two Atlanta-based organizations that have combined forces with each other and the Logan County Economic Development Partnership over the past 10+ years to foster economic development in the community.

Atlanta Betterment Fund Organization (ABFO)

In 2008, a group of community leaders, concerned about the impending closing of the community's sole remaining grocery store, established the Atlanta Betterment Fund (ABF), with the intent of raising money and volunteer support to save the store. Community involvement was strong. As a result, the ABF, through its ongoing assistance, was able to keep the community's grocery store open for another 10 years. It closed in 2018, however, after it eventually succumbed to the competition with big-box stores in the nearby county seat. The ABF continued, however, expanding its focus to helping retain and sustain Atlanta's other existing businesses and attracting new ones. It continues its work.

Atlanta Economic Development Commission (AEDC)

In 2014, the Atlanta City Council created the Atlanta Economic Development Commission which shares a similar focus with the Atlanta Betterment Fund, namely, to enhance the community's economic base through business retention efforts and initiatives to attract new businesses.

Over the approximate last decade, the ABFO and AEDC have collectively worked with the City of Atlanta to:

- Purchase and develop 15 acres along Interstate 55/Old Route 66 Bypass. Construction of a new six-million-dollar truck stop operation that opened towards the end of 2020.
- Establish a Business Development District in 2020. The BDD began receiving its first allocation of sales tax revenue in fall of 2020, with annual revenue estimated at \$150,000.
- Leverage the City's established TIF program. Over the past five years, TIF funds were used to develop three new Route 66 related tourist attractions. In 2020, TIF funds

have been used to: (1) purchase and renovate an historic building one block off Route 66 as the site of an antique truck restoration and repair shop, (2) help establish a new drive-thru coffee shop on Route 66, (3) reopen the community's Laundromat business, located on Route 66, and (4) repave the parking lot of one of the community's two restaurants, located along the Old Route 66 bypass.

As is detailed in the Appendix B description of the iconic Atlanta Palms Grill, the COVID-19 pandemic was catastrophic to both the fortunes of this eatery and very hard as well on other Atlanta businesses, especially those drawing from Route 66 tourism. But recovery is in the wind as Illinois and the nation emerge from the pandemic economic lockdown. The post-pandemic tourism and travel promotion has begun. In May 2021, the Illinois Office of Tourism launched "Time for Me to Drive," a new campaign to promote travel across the state. This first tourism campaign to air since the onset of COVID-19 last year responds to the pent-up desire of residents and visitors to get out and enjoy Illinois' streetscapes and landscapes safely. The campaign includes television spots, online video, and outdoor communication. Complementing the campaign is a series of itineraries, available for download online.

One in particular, "Making Memories on Route 66," focuses on the attractions along the historic highway. Day 2 on this Mother Road "Memories" features specific things to do in Atlanta. (Enjoy Illinois) "Nothing brings families and friends together for fun and adventure like a road trip," said State Representative Tim Butler (R-Springfield). "I'm proud that my district covers many of the Land of Lincoln's greatest destinations, and I encourage folks to hit the Mother Road and take in the scenic beauty of world-famous Rt. 66." (Enjoy Illinois. 2021, May 12). Hopefully, those words prove prophetic to Illinois Route 66 tourism in general and in tandem Mother Road visitation to Atlanta with associated economic benefit!

APPENDIX A—THE ROUTE 66/ATLANTA, IL
HISTORIC RESOURCE (PALMS GRILL)

Palms Grill Café

Sometime, in the late winter of 2021, the Palms Grill Café, the famous storefront restaurant located at 110 SW Arch St in downtown Atlanta, Illinois – directly on an original alignment of Route 66 – opened to a media fanfare. Though the café had been closed to the public due to the COVID-19 pandemic, David Kindred – Atlanta native and noted sportswriter, who was being interviewed by *60 Minutes* for a story about his late career and his recent book – asked that the interview take place there. (CBS News *60 Minutes*) Bill Thomas, Chairman of the Route 66 Road Ahead Partnership, an organization dedicated to revitalizing and sustaining Route 66 as a national icon and international destination, Past Chairman of the Illinois Route 66 National Scenic Byway program, Past Treasurer of the Atlanta Public Library, local Atlanta resident and Palms Grill Café supporter – gladly obliged. And, in keeping with a long-standing gastronomic tradition associated with this eatery, he made two pies for the occasion (Warnick 2021b).

This was not the café's first re-opening. And thankfully it was not to be the last. But let's begin at the beginning.

The Palms Grill Café opened – for the first time – in August of 1934.

Atlanta native James Robert Adams, who founded the restaurant, created the media fanfare for it. He advertised its opening on August 4th in the *Atlanta Argus*, the local newspaper: "The Palms Grill, East Side Square-On U.S. Route 66-Atlanta, Now Open for Business. Home Cooking, Quick Service, Courteous Treatment. Plate Lunch 25 cents. Regular Dinners and Short Orders Also Served. We Solicit Your Patronage." (National Park Service 2020) From its grand opening through the early 1940s, the Grill advertised dancing, either on a nightly basis or on selected evenings; later, "We specialize in Club Parties" was headlined. In January 1941, the Grill advertised "BINGO - Every Tuesday Night at 8:00" (National Register of Historic Places 2021, 8).

In the early 1930's, Adams, after having spent several years in California, returned to his hometown eager to establish an eatery. Starting a new business during the Great Depression showed a lot of moxie, a trait that would characterize this eatery time and time again, as we shall soon see. He purchased the Downey Building (now an Atlanta landmark) one of Atlanta's first and most impressive brick buildings. Built in 1867, the Italianate building, with its distinctive arched windows, helped give Arch Street its ambiance as well as its name. Adams built out the restaurant in its north side. (National Register of Historic Places 2021, 1). Still fascinated with all things California, especially its palm trees, he named the restaurant Palms Grill Café and modeled its interior after his favorite restaurant in Los Angeles.

The Palms Grill became known for its "blue plate special," its homemade pies, its weekday "School Children's Plate Lunch," and its tall neon sign on the building's façade that spelled out Palms CAFÉ in large letters. At the bottom of the sign was a light that, when lit, indicated that passengers inside the grill were waiting so that the next Greyhound bus coming through town

would stop. (These were the days when much intercommunity travel was done by bus.) The Palms became the center of Atlanta's social life. Throughout the 1940s and 1950s, it continued to be a popular gathering spot, especially for the town's high school students, many of whom held their first jobs there waiting tables or pulling sodas (National Park Service 2021).



Image C-2: Palms Grill Café c. 1940

The restaurant was frequented by traveling businessmen, tourists, and sometimes, even celebrities. Notable was the visit of Max Baer, then heavyweight champion of the world. He stopped at the Palms in 1934, shortly after it opened. He ordered a piece of coconut pie, ate it with relish, tipped each employee a dollar (about \$20 in 2021 terms), and told the cook, "My gosh, woman, that was the best pie I ever ate" (National Park Service 2021).

From the beginning, The Palms Grill Café relied, as did so many other establishments in Atlanta, on the then constant Route 66 traffic for business. However, in the 1960's, Interstate 55 opened and business at the Palms Grill dwindled. No surprise then that in the late 1960s the restaurant closed, and its doors were shuttered for the next 40+ years.

But on April 28, 2009, Phoenix-like, it re-opened due to a community-wide effort and a model Public-Private Partnership.



Image C-3: A view of the Palms Grill Café from the dining room to the door, after the restoration project was complete.

An ambitious fundraising effort to restore the Palms Grill Café raised \$500,000 in grants and private donations over the course of four years from the early 2000s. One of the earliest grants came from the National Park Service’s Route 66 Corridor Preservation Program (Thomas 2021) that ultimately contributed approximately \$55,000 to the building rehabilitation. In addition, the Illinois Bureau of Tourism contributed approximately \$100,000; the Illinois Landmarks Preservation Council, approximately \$10,000; the Atlanta High School Alumni Association, approximately \$147,000. The Atlanta Library and local residents contributed the balance, about \$188,000. The half million dollars so raised financed the interior rehabilitation, a new roof and a brick-by-brick removal, cleaning, and careful reconstruction of the façade (National Park Service 2021).



Image C-4: The Palms Grill Café during the restoration process

In short, the funds underwrote a remarkable two-year renovation. Community leader Thomas explained: “There was nothing from the original café left and all we had were two old photographs that we were able to use sort of as guide for this restoration project”(Thomas 2021).



Image C-5: Dining Room of Palms Grill Café, circa 1940

The details in that “Rosetta Stone” photo informed the restoration, as well as the listing for the Downey Building and the Palms Grill Café in the National Register of Historic Places, which it earned on February 5, 2004:

Entering the front door, there was one square table with four chairs to the right, then a countertop with 4 or 5 stools along the south side of the room. A cash register was located at the front of the counter. Behind the counter was workspace occupied by large coffee urns, a steam table, a cooking grill, and shelves to hold dishes. Immediately to the left when entering the building was a 5-cent slot machine. Also on the left on the room's north side was a row of four, square tables, each with four chairs. Halfway up the entire north wall, from the front to the back of the space, ran a series of framed glass mirrored panels, approximately four feet square each.

Toward the rear of the space was another counter with four stools that was connected to the counter on the south side of the room. In back of the rear counter was a partition approximately 7-8 feet tall that separated the kitchen from the seating area of the cafe. A "pass through" window in the partition allowed waitresses to place and pick up orders. Two "Pepsi Cola" chalkboards above the rear counter were used to display menu items and daily specials. There was also a 7Up menu board, a small placard advertising pies, and various other posters on the wall. An octagonal shaped clock sat on top of the back partition. The floor of Palms Grill was covered in flooring (probably linoleum) that

featured a square, geometric pattern. The ceiling was made of decorative tin panels. And last but not least, according to Billy Johnson, a local resident, behind the kitchen area was the vaunted dance hall, complete with piano (National Register of Historic Places 2021, 8-9) .

Thanks to those photos, stepping into the renovated space is like time travelling. The café is almost exactly as it used to be. There are several period pieces, including a 1947 refrigerator, a 1939 rotary phone, an old pie display case, and a vintage milkshake maker. There is also an antique mechanical cash register, but it is merely for show; behind it is a modern electronic model for actual transactions. The namesake palm trees in the restaurant remain, and additional space has been built to continue the dancing and bingo the old Palms Grill Café provided (Koettters 2009).

The revival of the Palms Grill Café demonstrated the power of an “experience economy,” driven by a venue that engages visitors in a variety of ways. Patty Ambrose, executive director of the Illinois Route 66 Scenic Byway, puts it this way: "It's off the interstate and just as easy to access as a fast-food restaurant. And you have a totally different experience. You have home-cooked meals, you're stepping back into a slower pace where the waitress calls you 'honey' " (Hoekstra 2009). You also have pies: blue-ribbon-award-winning pies! (Illinois Route 66 Scenic Byway 2012)

Unfortunately, on August 2, 2020, the Palms Grill Café closed again.

Like so many enterprises nationwide, it succumbed to the COVID-19 pandemic with the lockdown on travel and eating out. But the pandemic hit to this eatery is not the last word and the Palms Grill intends to rise again. With the COVID-19 crisis receding, the Atlanta Library eagerly seeks the next operator of the Palms Grill. “The Palms Grill Café is a turnkey operation. It is fully equipped and will only require a new manager to supply an initial inventory of food and hire his/her staff to operate it” (Warnick 2021a). The Atlanta Library has received inquiries, and hopes to re-open the Palms Grill Café soon – this time for good.

In the meantime, the *60 Minutes* David Kindred interview has aired, featuring the historic Route 66 streetscape and the Palms Grill entrance to the beautifully restored Downey Building, the front door opened wide to welcome the entire national viewership. The pies on the counter were in plain sight throughout.

Local Impacts

Upon its reopening in 2009, the Palms Grill Café contributed greatly to the Atlanta economy. It, and other new tourist attractions, helped to realize a 43% increase in sales tax versus 2008. (Enjoy Illinois 2013) Also, according to Bill Thomas, it generated seven new jobs for Atlanta residents, ranging from busboys to cooks. It attracted an influx of customers, including both local patrons and Route 66 tourist travelers. He said, “On a weekly basis, there were several hundred visitors, with 60 percent of the visitors are Route 66 travelers, and 40 percent are locals.”

Thomas noted that while it is not possible to precisely track café visits, the number of visits to the Atlanta Museum provide an approximation of restaurant visits. They are co-located in the Downey Building and many visitors spend time at both places. Detailed records of the Atlanta Museum visitations (from 2006 to 2010) reveal that most visitors are out of state and a select few visit from foreign countries. Museum visitation records show that 1,508 total visitors visited the Atlanta Museum in 2009. (For context, the 2009 visitation was considerably higher than in previous years—about 300 to 400 percent greater.) Of the 1,508 visitors to the Atlanta Museum in 2009, 1,366 (91%) of them came from the United States and 142 visitors (10%) came from abroad. Of the 1,366 domestic visitors, the majority (72%) lived in Illinois and the remaining 37% were from out of state.

A more general metric, tour activity, may also speak to the economic contribution of the Palms Grill Café: in 2018 alone, Atlanta attracted over 55 tour buses, along with numerous motorcycle groups and car clubs.

Of course, since then, trends were heavily impacted by the challenges of 2020 and 2021, which pre-empted tourism all along Route 66. But the day will come when the pandemic is way back in the rear-view mirror for Atlanta, and for all the Route 66 sister communities in Illinois and other Mother Road states. Atlanta will be ready to welcome back Route 66 travelers, seeking the numerous “old time” attractions of the Mother Road. No doubt there will be a piece of pie – apple, blueberry, cherry, peach, rhubarb, boysenberry or sour cream raisin (Hoekstra 2009) – waiting for them at the Palms Grill.



Image

C-6: Palms Grill patrons await re-opening

APPENDIX B—CASE STUDY TABLES

Route 66 Profile: Atlanta, IL

| Atlanta Case Study Community Profile (2017) | | | | |
|---|-------------|--------------------|-----------------------|-------------------------|
| | Atlanta, IL | Illinois Statewide | Difference from State | % Difference from State |
| Population Profile | | | | |
| Total Population (2017) | 1,766 | 12,854,526 | N/A | N/A |
| Total Population (2000) | 1,649 | 12,419,293 | N/A | N/A |
| % Population Change (2000 - 2017) | 7.1% | 3.5% | 3.6% | N/A |
| Population Per Square Mile | 1390.6 | 231.5 | 1159.1 | 500.7% |
| Demographic Profile | | | | |
| Race | | | | |
| % of Population White | 97.7% | 71.9% | 25.8% | 35.9% |
| % of Population Black | 0.1% | 14.3% | -14.2% | -99.3% |
| Ethnicity - % Hispanic (Any Race) | 0.7% | 18.8% | -18.1% | -96.3% |
| Median Age of Population | 40.3 | 37.7 | 2.6 | 6.9% |
| % of Population Age 65+ | 16.9% | 14.4% | 2.5% | 17.4% |
| Socioeconomic Profile | | | | |
| Per Capita Income | \$25,573 | \$32,294 | -\$6,721 | -20.8% |
| Median Household Income | \$50,690 | \$61,229 | -\$10,539 | -17.2% |
| % of Population in Poverty (Age 18 to 64) | 7.4% | 12.6% | -5.2% | -41.3% |
| % of Population Unemployed (All Races) | 2.2% | 6.7% | -4.5% | -67.2% |
| % of Population with College Degree* | 16.8% | 33.4% | -16.6% | -49.7% |
| % of Population in Professional / Managerial Position | 23.8% | 37.6% | -13.8% | -36.7% |
| Total Retail Sales, 2012 (\$1,000) | N/A | \$166,634,514 | N/A | N/A |
| Total Retail Sales Per Capita, 2012 | N/A | \$22,352 | N/A | N/A |
| Total Accommodation & Food Sales, 2012 (\$1,000) | N/A | \$27,937,381 | N/A | N/A |
| Total Accommodation & Food Sales Per Capita, 2012 | N/A | \$2.18 | N/A | N/A |
| Housing Profile | | | | |
| Number of Households (Occupied Units) | 772 | 4,818,452 | -4,817,680 | -100.0% |
| % Vacant Units | 6.9% | 9.7% | -2.8% | -28.9% |
| % Owner-Occupied Homes | 82.4% | 66.1% | 16.3% | 24.7% |
| % Single-Unit Detached Homes | 85.8% | 58.9% | 26.9% | 45.7% |
| Median Value of Owner-Occupied Units | \$90,300 | \$179,700 | -\$89,400 | -49.7% |
| Median Goss Rent | \$716 | \$952 | -\$236 | -24.8% |
| % Renter Challenged Affordability** | 18.7% | 45.6% | -26.9% | -59.0% |

Notes

*Bachelor's degree or more (Age 25 Years Old +)

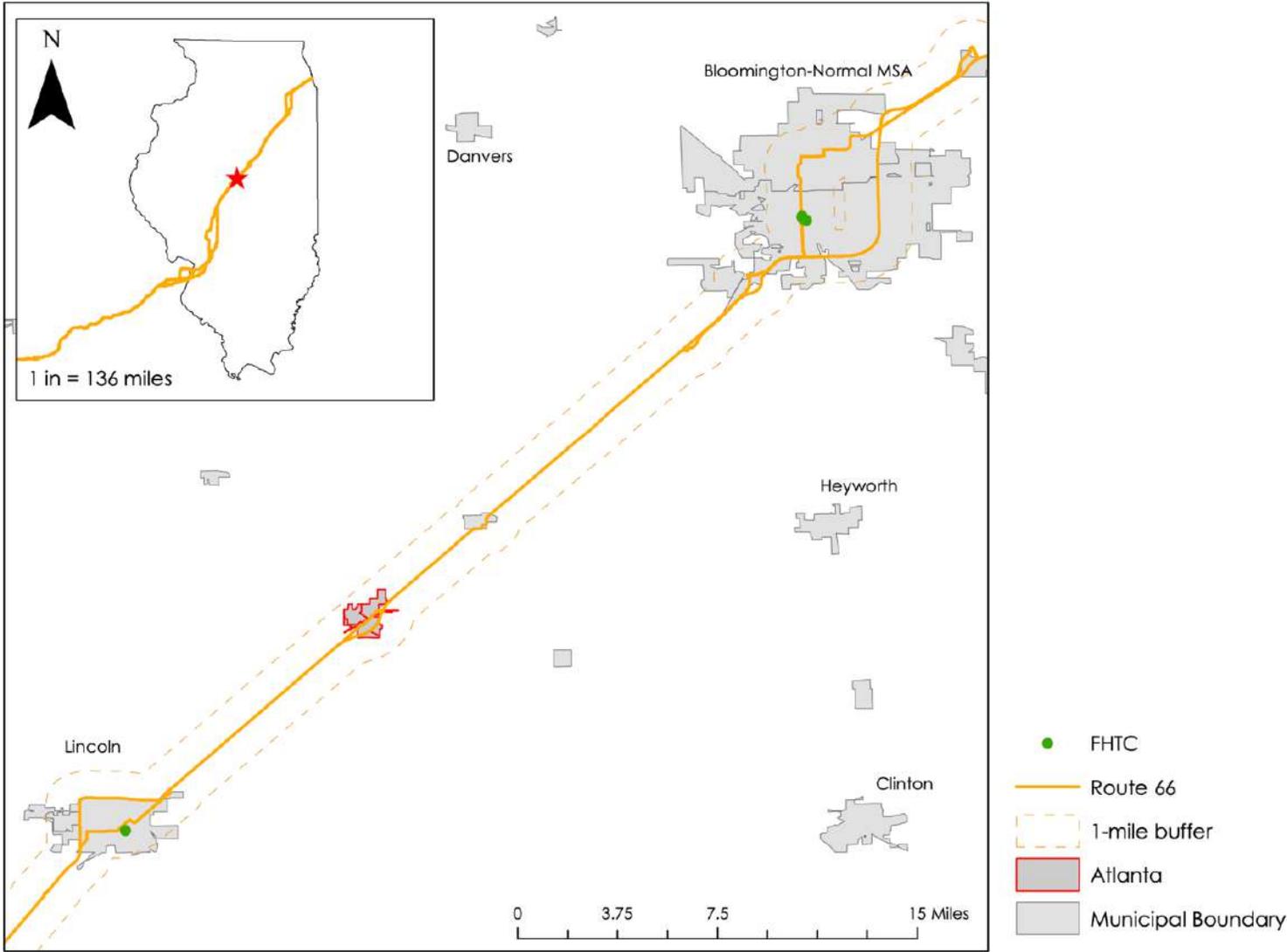
**Paying more than 30% of Income for Rent

All data provided by ACS 2017 unless noted otherwise

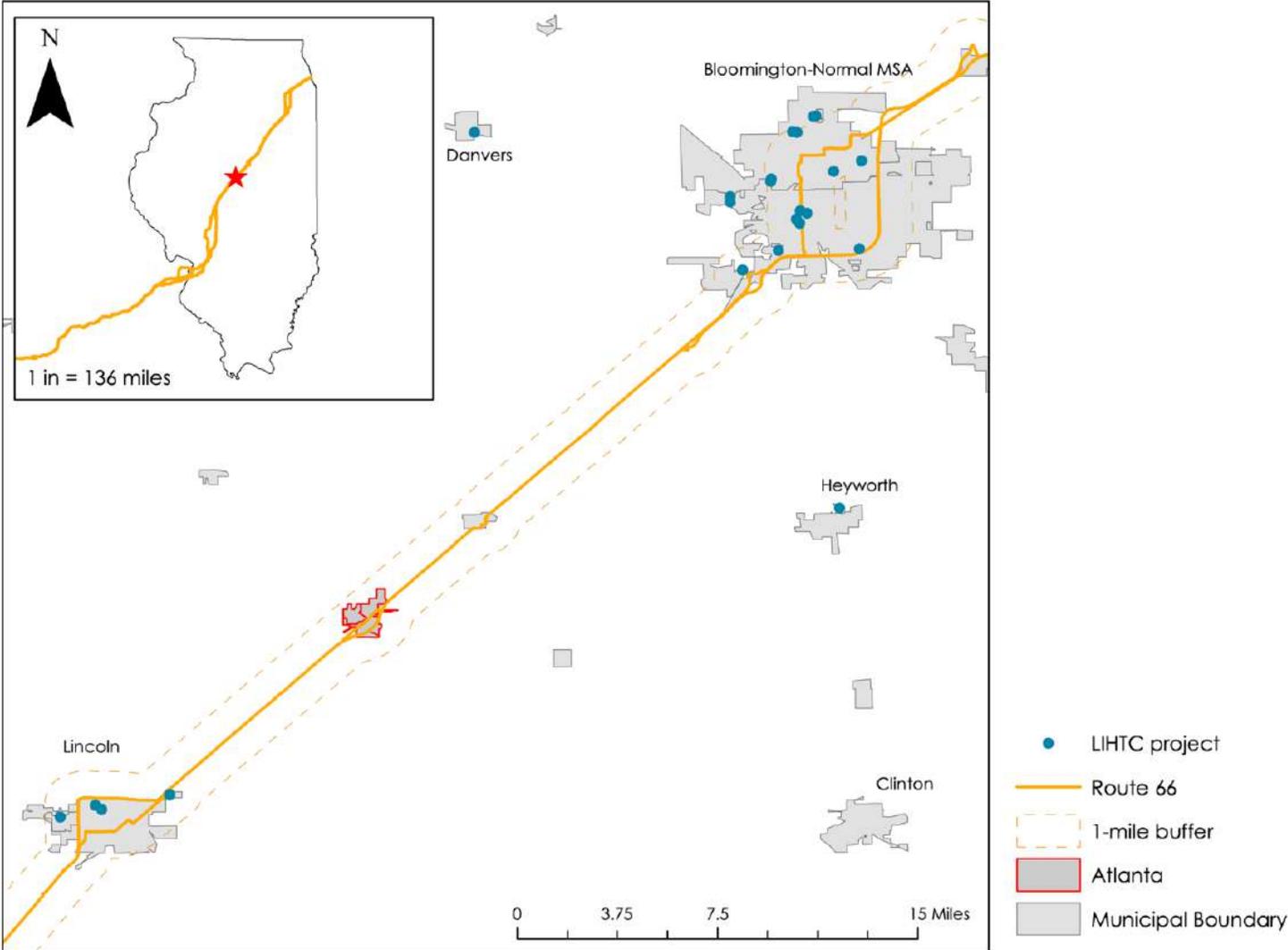
N/A = Not Applicable

Data Source: American FactFinder - Community Facts: https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml?src=bkmmk

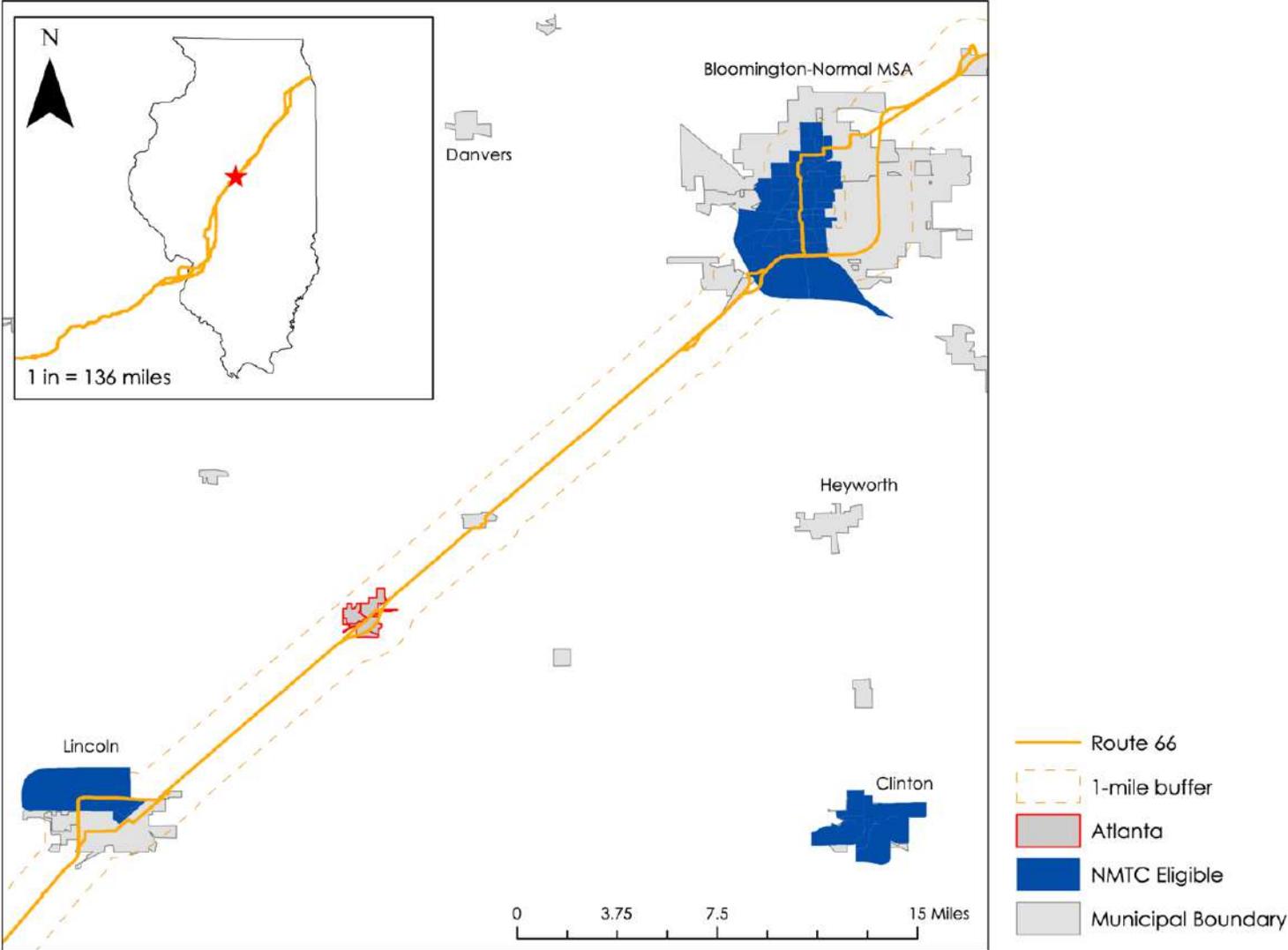
Federal Historic Tax Credit Projects in Illinois from 2001 to 2019



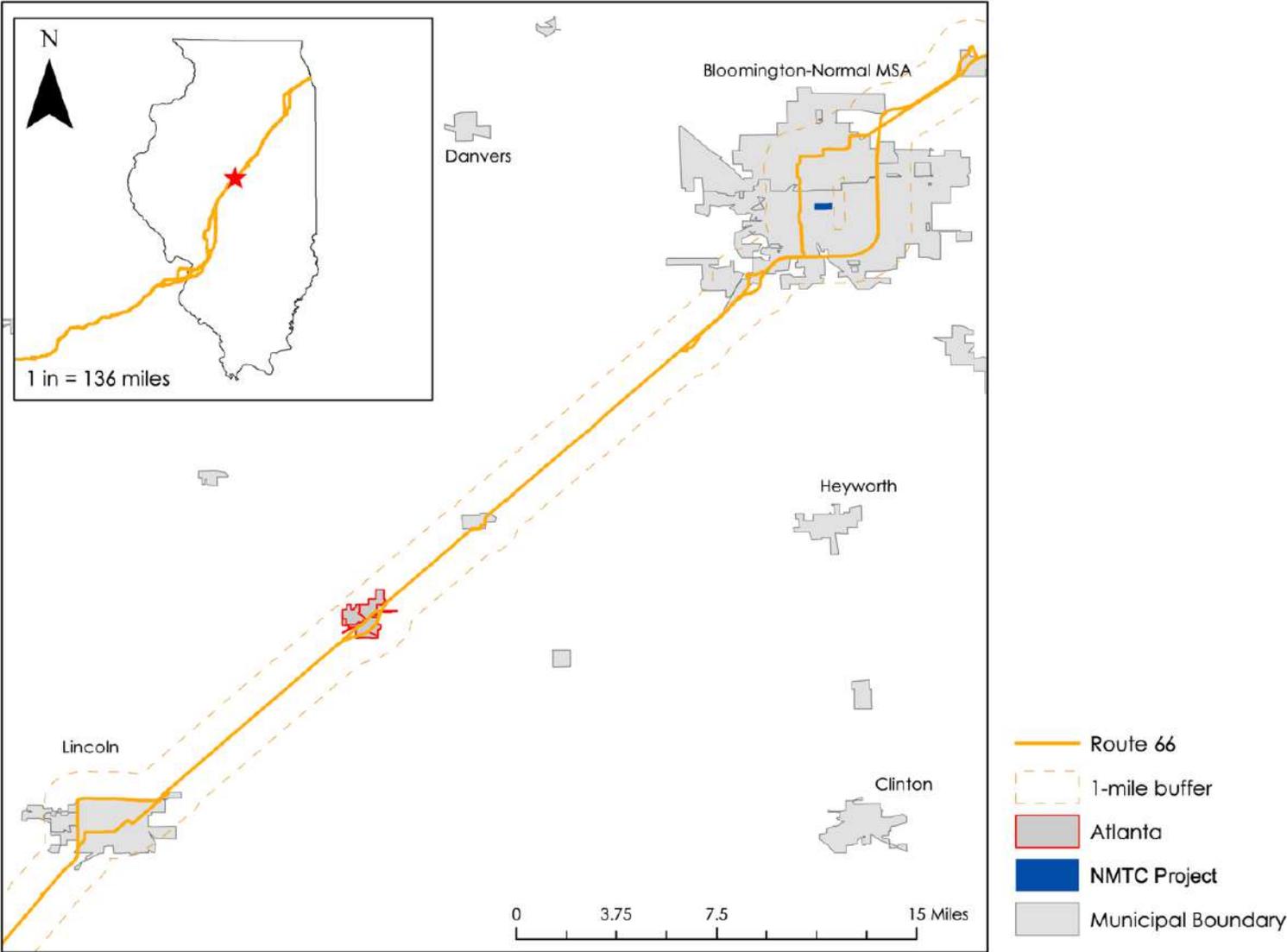
Low Income Housing Tax Credit Projects in Illinois from 1997 to 2018



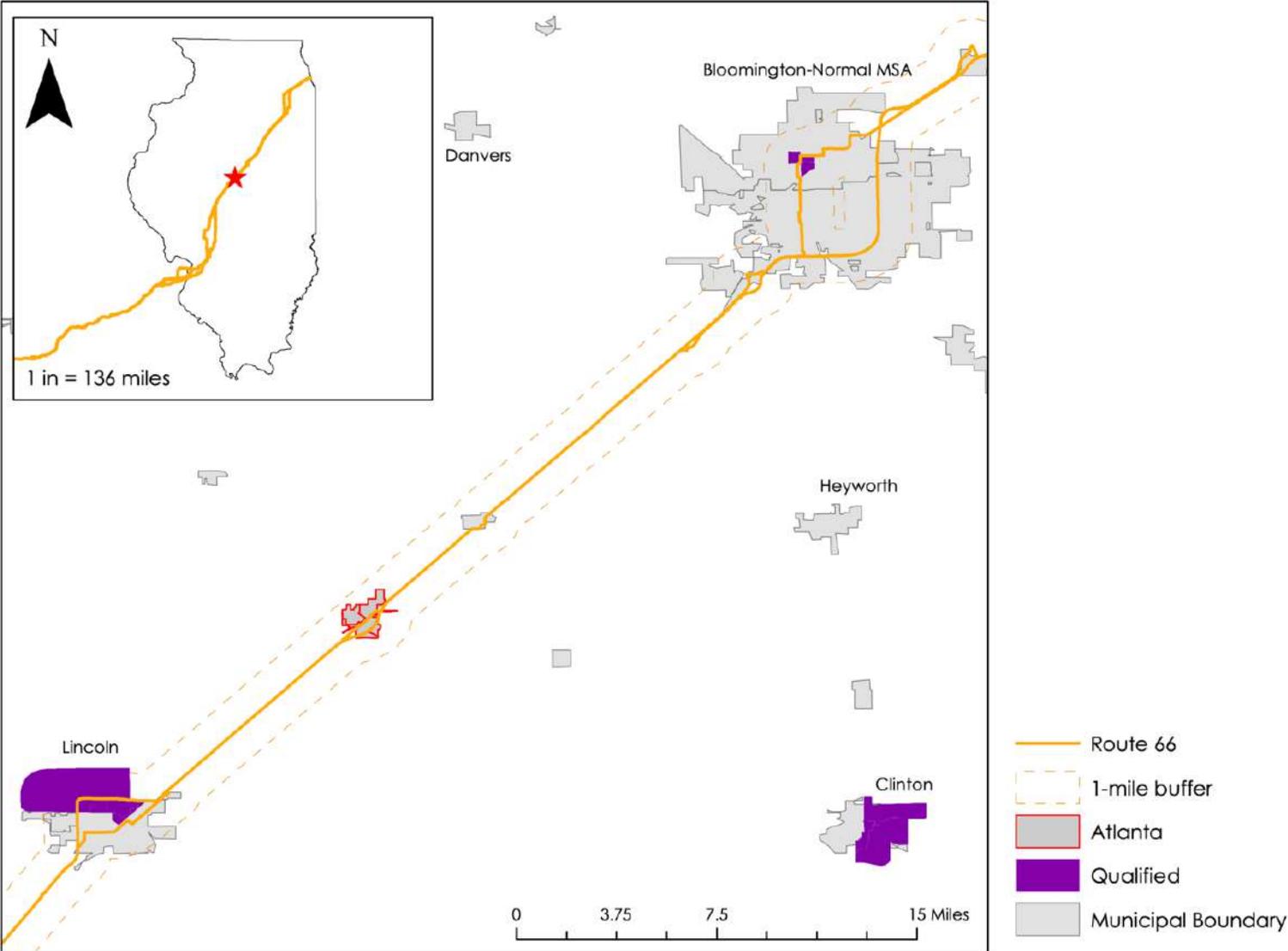
New Markets Tax Credit Eligibility by Block Groups from 2011 to 2015



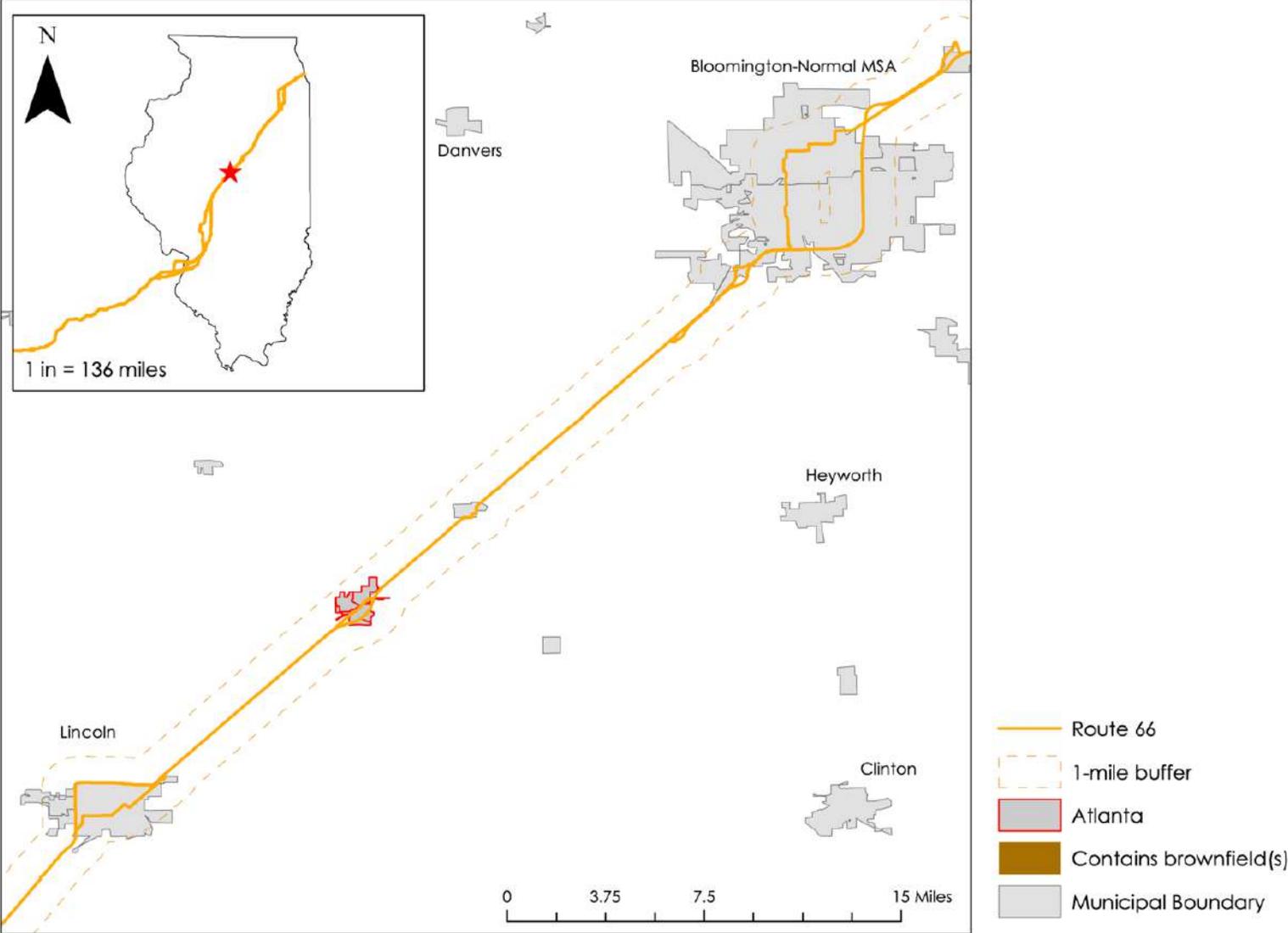
New Markets Tax Credit Projects by Block Groups from 2011 to 2015



Opportunity Zone Eligibility by Block Groups in 2018



Brownfield Presence by Block Groups in 2020



APPENDIX C—CASE STUDY IMAGES

Image C-1:



Title:: Atlanta, Illinois

Source: Creative Commons image http://townmapsusa.com/d/map-of-atlanta-illinois-il/atlanta_il

Image C-2:



Title: Palms Grill Café c. 1940

Source: Courtesy of Bill Thomas

Image C-3:



Title: A view of the Palms Grill Café from the dining room to the door, after the restoration project was complete.

Source: U.S. National Park Service

Image C-4:



Title: The Palms Grill Café during the restoration process

Source: U.S. National Park Service

Image C-5:



Title: Dining Room of Palms Grill Café, circa 1940

Source: National Register of Historic Places

Image C-6:



Title: Palms Grill patrons await re-opening

Source: U.S. National Park Service

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Route 66 Case Study Community: 2.3.1 Pontiac, Illinois

History, Demographics and Economics

Pontiac is a town located in north central Illinois, 33 miles northeast of Bloomington (2020 population of 76,382) and 83 miles southwest of Chicago (2020 population of 2,679,080), and is the county seat of Livingston County (2020 population of 35,582).



Image C-1: Pontiac, Illinois

As was the case in the rest of the United States, Native Americans were the original inhabitants of the area. “Over 600 generations of Native Americans have called the (Livingston County) area home since the last glacier melted 12,000 years ago” (Visit Pontiac f). The plains around what is today Pontiac were originally home to the Illini, Pottawatomie, and Kickapoo Indians (Visit Pontiac a). “Families of European descent have lived here 10 generations or less” (Visit Pontiac f). The arrival of settlers ultimately resulted in conflicts with indigenous tribes. In the spring of 1832, after agreements between the US government and the tribes were challenged, the Blackhawk War broke out. Hostilities ended by September of that year, and the government forced the relocation of the entire Kickapoo tribe and other native groups to government lands located west of the Mississippi River

Hispanics (of any race—5.7 percent) as compared to the lower Illinois statewide White share of the population (71.9 percent) and the state having a much higher Hispanic population presence (18.8 percent.) The age metrics of Pontiac’s population (39.4 years median age with 15.7 percent over age 65) are somewhat older than the Illinois average age profile (37.7 years median age with 14.4 percent over age 65.)

Turning from population to economic profile, Pontiac’s per capita income (\$22,533) and median household income (\$48,119) in 2017 were lower than these average metrics for Illinois (\$32,294 and \$61,229 respectively). In parallel, Pontiac’s population in poverty (17.3 percent) in 2017 was considerably higher relative to the statewide poverty share (12.6 percent.) However, the community’s unemployment rate (6.6 percent) was nearly identical to the Illinois statewide average unemployment rate (6.7 percent) in that year. With respect to housing, as of 2017, Pontiac had a homeownership rate of 66.4 percent and a median owned home value of \$92,300. This compared to the Illinois statewide profile in the same year of a 66.1 percent home ownership rate and \$179,700 median owned home value. Other Pontiac versus Illinois state demographic and housing characteristics are shown in a side-by-side fashion in Exhibit 1 in Appendix B.



Image C-3: Mural of the Williams Mill on the Vermillion River, designed by FranCisco Vargas in his trademark postage stamp style at the corner of Mill and Water St.

A key aspect of the history of Pontiac begins with the history of Livingston County. It was established by an act of the Illinois General Assembly in February of 1837. Formed from parts of LaSalle and McLean Counties, it became the fourth largest county in Illinois with an area of 1,033 square miles. “The first county commissioners decided to locate the county seat on the banks of the Vermilion River” (National Register of Historic Places 8:1-3). On July 26, 1837, they entered into an agreement with landowners Henry Weed, Lucius Young, and Seth Young, who were backed by Jesse Fell. Weed and the Young brothers designed it; they had the townsite of Pontiac surveyed and platted (National Register of Historic Places 8:1-3) around a central square (not a depot as was the case in many other railroad towns of the 1850s) (Road Trip Journeys 2019).



Image C-4 and 5: Murals of Chief Pontiac and Jesse W. Fell painted in Pontiac in 2009 by Judy Grossman. Jesse Fell named Pontiac after the famous Ottawa Indian chief who rebelled against the British in the mid 1760s.

But Jesse Fell named it.

In a letter dated December 25th, 1875, he explained his choice: “Being associated somewhat with the early history of your city and county, it will, I trust, not be deemed intrusive to state very briefly, why Pontiac came to be the name of your county seat. I have always commiserated the lot of the original inhabitants of our common country, and in view of their certain and rapid

extinction, have favored the perpetuation of some of their favorite names. When, therefore, in olden times, my friend, Henry Weed, the first settler and proprietor of what is now your county seat, applied to me to draft a petition for the post office, I inserted the name of Pontiac, that being the name of a distinguished Indian Chief” (Strawn 1909, 788-9).

The settlers promised to build a bridge across the Vermilion River, donated land for a public square, a jail and a pen to hold stray domestic animals and committed \$3,000 for the erection of public buildings including a courthouse (Illinois Route 66 Scenic Byway 2020).

As it turned out, establishing the county seat (as mentioned above) and building a courthouse suited to its needs was easier said than done. In fact, as 1837 and 1838 came and went with no courthouse in sight, residents from surrounding towns began trying to move the county seat elsewhere.

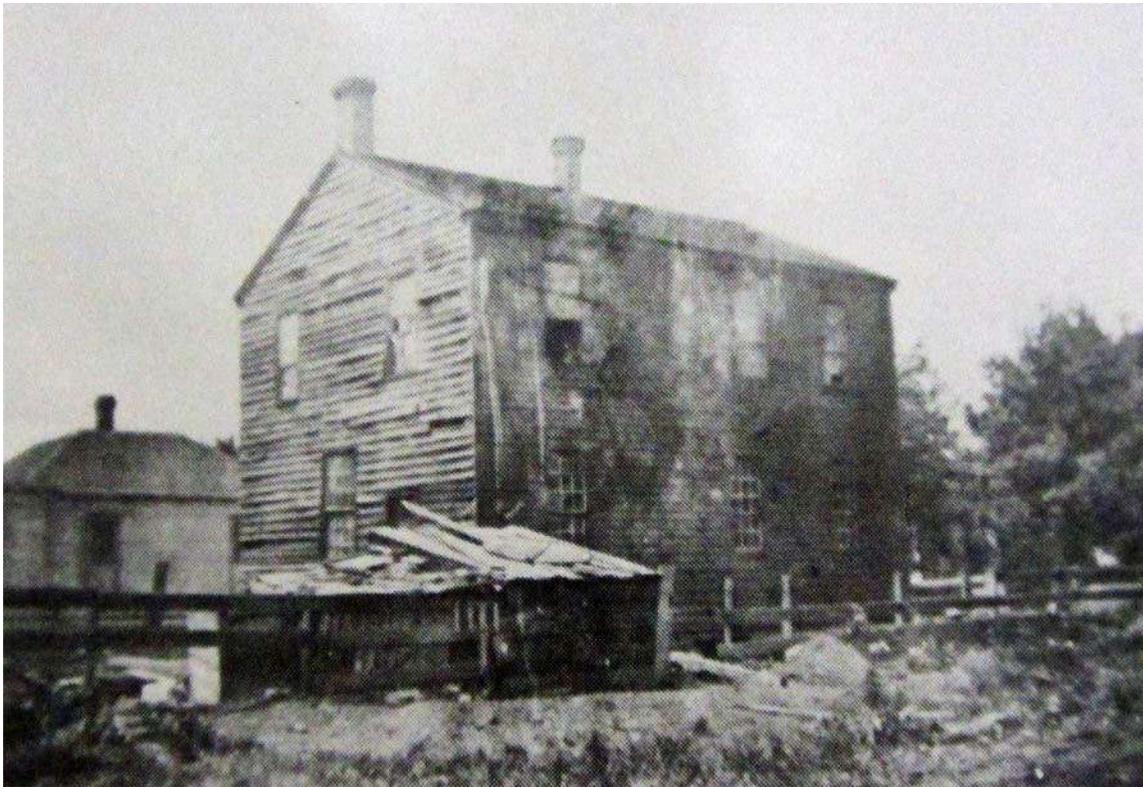


Image C- 6: Livingston County's First Courthouse – outgrown by 1856

“The first courthouse...was not erected until 1839-1840. It was a two-story frame building, 20x30 feet, constructed at a cost of \$800, and sited on the lot which came to be known as the Courthouse Square. [But] by 1856, it was realized that the first courthouse was too small. It was moved so that a second and larger courthouse could be built” (National Register of Historic Places 8:1-3).



Image C-7: Livingston County's Second Courthouse - destroyed by fire on July 4, 1874.

The second courthouse was a two-story brick structure, gabled with a pediment, and a bell tower. It was constructed for \$14,000.

The next year Pontiac became incorporated as a town...After the Civil War ended, Livingston County began to develop more rapidly, and became devoted to agriculture, stock-raising, and coal-mining. With this expansion, "it was soon realized that the...courthouse was all too small and insignificant looking." [according to the 1909 edition of Strawn's *History of Livingston County*.]

On July 4, 1874, the second courthouse burned down along with a block of buildings south of it (National Register of Historic Places 8:1-3).

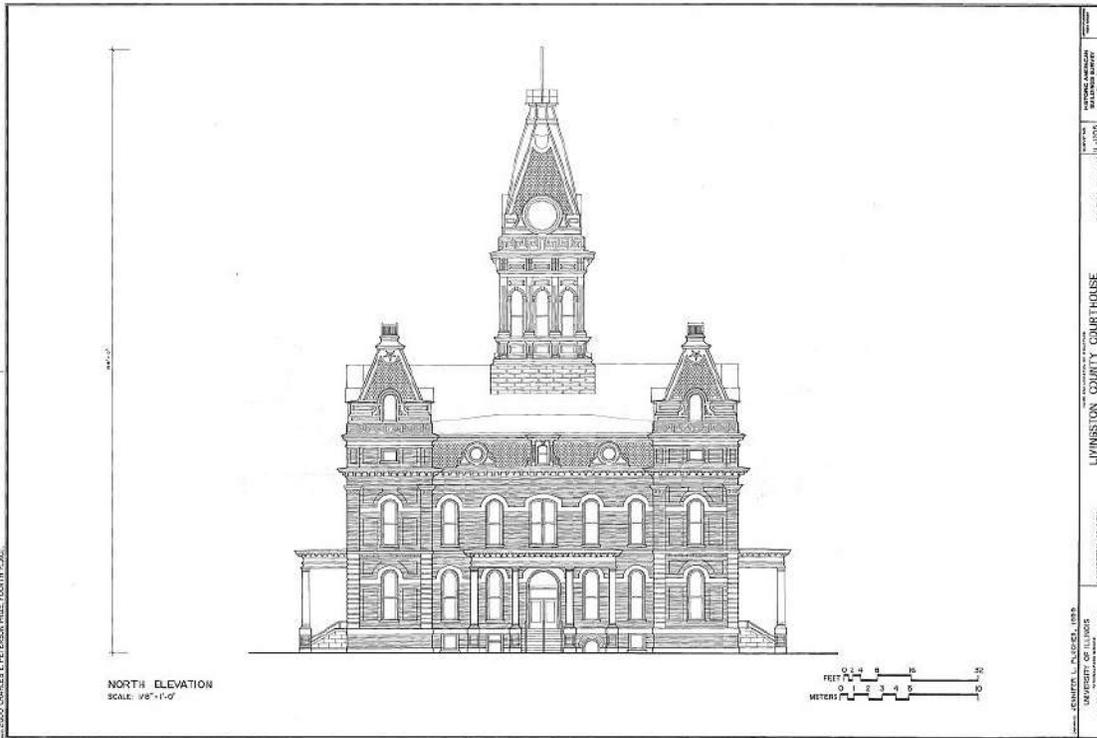


Image C-8: Historic American Buildings Survey of the North Elevation of the Livingston County Courthouse, Pontiac, Livingston County, IL.

Plans were considered for a new courthouse. Out of ten plans, the plan submitted by architect JC Cochrane of Chicago was selected by the County Board of Supervisors. The Board felt that although "it cost more money it was the only one which for size, fire-proof qualities and solidity would answer the purpose, and was indeed, in the matter of taste and elegance, much in advance of any other." The contractors for this third and present courthouse were Colwell, Clark and Company, of Ottawa. Construction began in late 1874 and was accepted by the Board of Supervisors on November 5, 1875. At a cost of approximately \$75,000, "it was considered elegant and economical" (National Register of Historic Places 8:1-3).

Indeed, it still is: The neo-classical structure, put on the National Register of Historic Places in 1986, is the current courthouse. Having recently undergone a multi-million dollar restoration, it serves as the center of Pontiac's historic, geographic and cultural life. As Bob Karls, Pontiac City Administrator, said in a recent interview, "The downtown grew up around it...it is a showplace" (Russell and Karls 2021).



Image C-9: The third and current Livingston County Courthouse, the southern elevation

It is the site of several important monuments: The Abe Lincoln Statue on the South Side of the Courthouse, 100 W Washington St, Pontiac, IL 61764 and the Livingston County Civil War Monument, dedicated to its soldiers and sailors.



Image C-10 with detail: The Abe Lincoln Statue on the South Side of the Courthouse

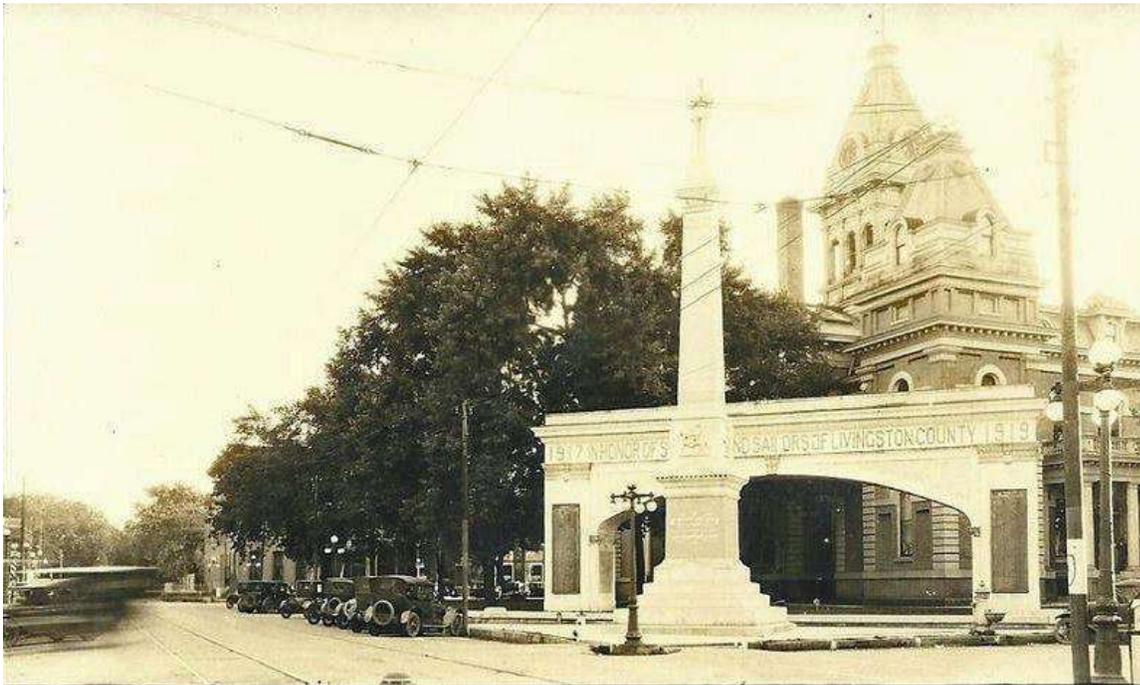


Image C- 11: The Soldiers and Sailors Civil War Monument

Throughout the history of Pontiac, the Livingston Courthouse has welcomed visitors to Pontiac. In fact, a tradition of extending warm personal greetings to visitors has been honored in particular by two mayors of Pontiac: Silas A. Rathbun, who served for six years during the early 1900s and Bob Russell, who served for more than ten years in the early 2000s.



Image C-12: Silas A. Rathbun, prominent merchant and mayor of the town of Pontiac: 1889-1901, 1903-1905, and 1911-1913. (Portrait taken around 1900 at the Bloomington Illinois studio of Albert M. Marton)

Mayor Silas Rathbun had the honor of welcoming Theodore Roosevelt to Pontiac in 1903 for what may have been the shortest presidential dedication in history (Jensen 2021).

After the completion of the [Soldiers and Sailors] Monument, a committee drawn from the various Grand Army posts all over the county was appointed to look after the unveiling. President Theodore Roosevelt was invited to deliver the address on this occasion and promptly accepted. The date was set for June 3, 1903. On that day Pontiac was crowded with old soldiers and citizens from all over the county and the people of Pontiac had made great preparations for the event. However, the weather was against

the proceedings, and a severe rain storm, accompanied by thunder and lightning, arrived about two hours previous to the arrival of President Roosevelt. When the special train bearing the President arrived...the storm was at its height. Rain was pouring down in torrents and the streets of Pontiac were a sheet of water...Mounting the platform and facing an audience of less than a dozen people, President Roosevelt delivered...[a three-sentence address and then left,] not having been in Pontiac over fifteen minutes (Visit Pontiac c).



Image C-13: Mayor Bob Russell greeting car club members at the Livingston County Courthouse

Bob Russell, who served as mayor of Pontiac for more than ten years, made it a point to greet arriving busloads of Route 66 tourists, which earned him the enduring honorary, if unofficial, title of “Mayor of Route 66” (Warnick 2019).

“His hospitality proved to be a key element in the renaissance of Pontiac’s downtown and became a model for other Route 66 communities. The former mayor said, ‘During my time as mayor, I have seen new business development in our city, as well as the expansion of several existing businesses. I have watched our empty downtown buildings be renovated and now occupied with quality stores that attract shoppers from many surrounding towns and cities.’ For scores of Route 66 tourists, the mayor’s greeting when they stepped off their tour buses was the first memorable contact of their westward Route 66 journeys. The gesture made a big impression” (Warnick 2019).

“I saw the impact it had,” Former Mayor Russell said in a recent interview. “I tried to meet every tour bus I could. We would greet them and give them a city pin. And we would take a lot of pictures. The tour bus operators would call ahead and let us know, ‘They want to meet the mayor.’”

Bob Karls added, “It is part of our local DNA to make the visitor feel welcome...particularly the international visitors. They point out that their political leaders are behind walls and they never interact with them. And here they were shaking hands with the mayor of Pontiac.”

“Our first tourism director [Betty Estes] kept a red carpet in her car, that had the Pontiac logo on it, and no matter where she was, if she met someone, she would roll out that red carpet” (Russell and Karls 2021).

Thus, Pontiac proves that no matter the date of the greeting – in the 1900’s or the 2000s – everyone is always welcome on Route 66.

Route 66: Historic And Current

The Pontiac Trail was built as a "hard road" (hard-surfaced but unpaved, packed dirt) from Chicago to St. Louis in the 1910s. State Route 4, built in 1922 along side it (Road Trip Journeys 2019), was the first paved road between Chicago and Saint Louis. When Route 66 was created in 1926, its first alignment followed Route 4, so that road's designation was changed. This contributed to Illinois' distinction as the first of the eight states through which Route 66 passed to have its segment paved – at that time, much of the route across the country was still a gravel or dirt road (Route66RoadTrip.com).

In the years 1943 to 1944 a bypass with 4-lanes was planned and built, west of the business district. Designed to make the highway safer and faster, it was finished in 1954. However, by 1958, the bypass was bypassed. Ultimately, the new Interstate I-55 bypassed it all: Route 66 was decertified in 1977 (Road Trip Journeys 2019).

Federal Route 66 highway signs disappeared. The route could not be found on maps. But “most of its 2,448 miles of pavement still existed and could be driven – if one knew where to look! By 1984...a movement was already developing to resurrect the old road, put up new road signs, and restore it to the maps and atlases of the world. The first state Route 66 association was formed in February 1987. On March 5, 1989, 15 people met in Pontiac. From there a core group of Illinois Route 66 fans began meeting to form an association in Illinois (Route 66 Association of Illinois).

The Route 66 Association of Illinois was formally established in October 1989.

[An important goal of the association is] to convince federal and state governments that Route 66 should receive special designation as a historic or scenic highway. In the Spring of 1995 IDOT [Illinois Department of Transportation] put up historic signs along Route 66 in Illinois...

Each year, the association sponsors a weekend motor tour on Route 66 on the second weekend in June... The tour stops for music, meal, fun and fellowship in as many as eight cities along the way (Route 66 Association of Illinois).

One of its major accomplishments was the creation of the Route 66 Association of Illinois Hall of Fame Museum.



Image C-14: Route 66 Association of Illinois Hall of Fame Museum.

In 2004, the museum was relocated to 110 W. Howard Street, an old fire station just a block north of the courthouse. “It commemorates the people, places and events that gave Route 66 its special character. It features include plaques and displays honoring members of the Hall of Fame, as well as many other exhibits of historic and unusual interest” (Route 66 Association of Illinois).

Of particular note is the museum’s tribute to iconic Route 66 artist Bob Waldmire whose work sparked national interest in preserving Route 66. “Many of Bob’s drawing and mural paintings and large murals are reproduced here, alongside the 1972 VW camper and the big old Chevy schoolbus RV in which Bob traveled and lived...Bob’s VW van and his hippy-dippy appreciation of the human and natural history of Route 66 inspired the countercultural character “Fillmore” in the movie Cars” (Jensen 2021).

Located at the same place (110 W. Howard Street) is the International Wall Dogs Sign and Mural Exhibit. It is dedicated to both the history of outdoor wall sign painting and the modern Walldogs (Swormstedt), an international collective who get together in places around the world to paint large signs and public murals. Their visit to Pontiac in 2009, and the attendant transformative experience, was detailed in a Rutgers University study on Route 66 as follows: “The ‘Chief City Runs with the Dogs’ Festival took place over four days in June 2009. The Walldogs, including over 150 artists, were painting at 18 different sites while other events, including Heritage Days, Hang Loose, the Mighty Vermilion Duck Race, and the Pontiac Woman’s Club Garden Walk, took place simultaneously” (Rutgers 2010, 96-104).

In the aftermath, Mayor Bob Russell wrote: “When I walked around on that Sunday evening at the end of the event, and looked at all the murals, I still couldn’t believe what I had just seen happen. The many buildings that just a few months before were looking old and tired, now looked new and alive. A long-time city resident came up to me and said, ‘This city hasn’t looked this good in 40 years’. I agreed with him” (Swormstedt).

In a recent interview, the former mayor said the impact of the Walldog event, and the restorations the city undertook to prepare for it, has persisted. “It was a two year process to make this happen. We spent over \$100,000 to restore the facades to put these murals on. Ever since, I’ve never been downtown, and I’m downtown almost every day, without seeing someone taking pictures of our murals. The people are drawn in; they go to our restaurants, they shop in our stores” (Russell and Karls 2021).

Dr. Robert Roarty, who works with the Pontiac Tourism Dept., wrote, in 2012, “Pontiac, like most small Midwestern towns, has continually struggled to maintain economic viability in its central business district. The competition from regional malls, large discounters and internet commerce, combined with aging buildings that were built in the late 1800s, has resulted in the decline of the downtown Pontiac business district...

“The impact of the Murals on Main Street event was both immediate and long-lasting. For the four days of the extended June weekend, the downtown business district was more alive than it had been in years...Many of the older buildings in the downtown business district were spruced up prior to the event with new paint, brickwork and other improvements. The net effect of this renovation is a marvelous and lasting change in the appearance of the city center area.

“The new murals have given the city’s tourism bureau an entirely new asset to promote. Visitors continue to come to Pontiac to marvel at the beauty of the new murals. These 18 new murals not only add beauty to the city, but serve as highly visible reminders of Pontiac’s social, commercial and political history. Senior citizens, school groups, clubs and organizations from around the state have made our murals a popular attraction. Route 66 heritage travelers, who come to visit the Route 66 Hall of Fame and Museum, find so much more to see and do in the city that they frequently stay far longer than they originally anticipated. These longer stays have resulted in increased economic activity for the entire Pontiac business community...

“Pontiac’s impressive collection of murals is also directly responsible for the city gaining two new attractions. In 2010, Tim Dye, an avid collector of Pontiac and Oakland automobiles, came to Pontiac to see our murals. While exploring the city, he stuck up a conversation with the manager of the Walldog Museum about the town, the murals and the city’s prospects for the future. The result of that conversation, and many subsequent conversations, was Mr. Dye’s decision to open the Pontiac-Oakland Automobile Museum in Pontiac last year [located at 205 N. Mill St., facing the west side

of Courthouse] (Swormstedt), [named for “The Oakland Motor Car Company, formed in 1907 by Edward Murphy, founder of Pontiac Buggy Company. In 1909, the company became part of General Motors. By 1926, the company was in full production of the Pontiac and the higher-priced Oakland. “The Pontiac brand was created by General Motors President Alfred Sloan. It was intended to be priced between the \$525 Chevrolet and the \$900 Oldsmobile” (Smucker 2015)].

In a similar case, the International Society of Guilders learned about Pontiac through the internet and was impressed by our city’s collection of murals... the Society decided to base its organization’s national museum here [which is located at 217 North Mill Street.]

In 2010, 2011, and so far in 2012, the number of tourists who visit Pontiac has increased dramatically. The average annual increase hovers around 40% for each of the last three years. The impact of the 2009 festival will continue to be felt by the citizens of Pontiac, and the many visitors who come here, for many years (Swormstedt).

Pontiac has sustained tourist’s interest in the downtown with popular Walking Tours, which are delineated with footprints painted on the sidewalk. They guide tourists past the murals, and in the warm weather, tourists can also appreciate Pontiac’s 15 miniature “Art Cars,” painted by local artists and art groups (Quillen 2019). These unique expressions of Route 66 culture continue to define Pontiac’s downtown streetscape.

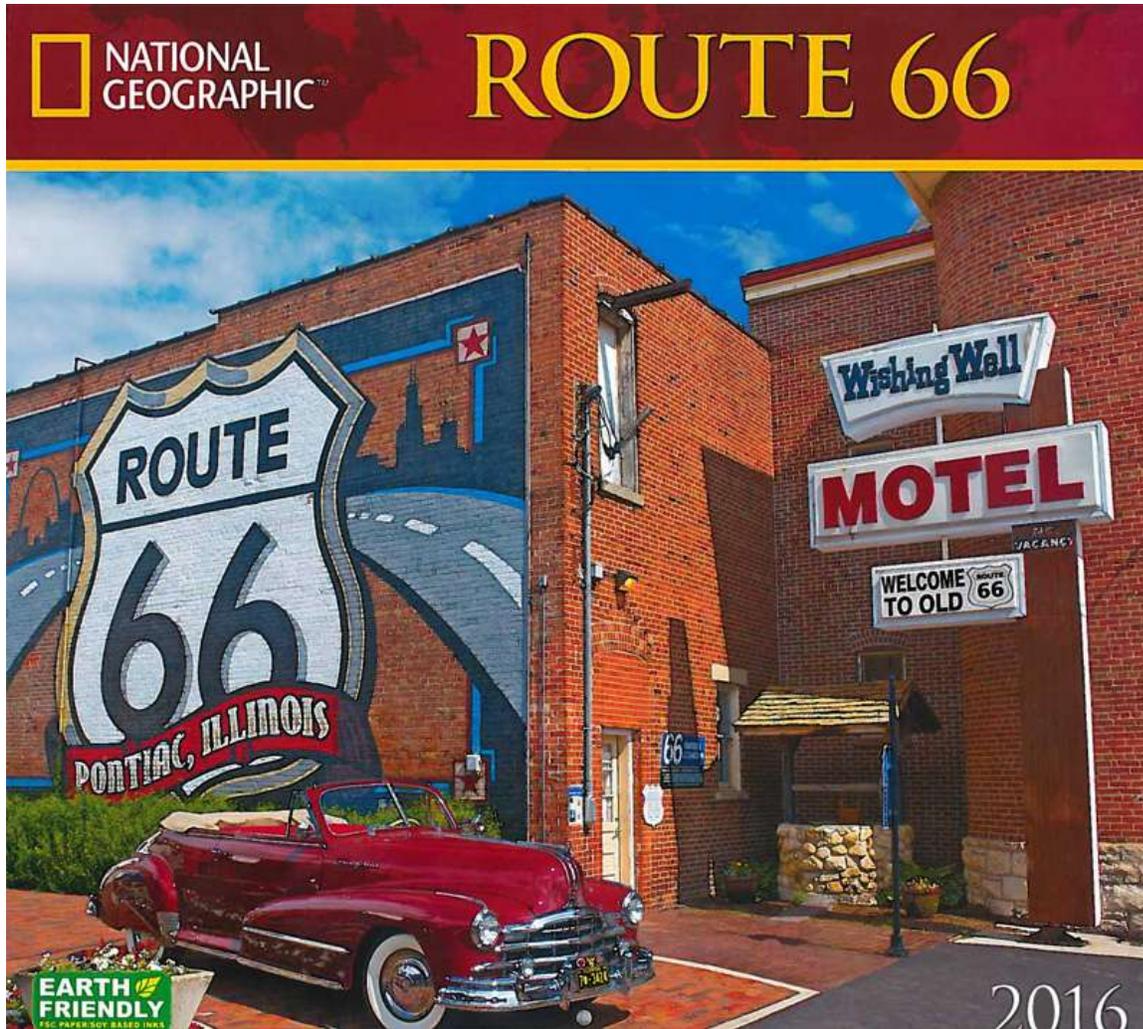


Image C-15: The Pontiac Route 66 Shield on the Cover of the National Geographic 2016 Calendar.

The impact of the murals continued to be felt in 2016 when the Shield Mural, painted on the back of the Hall of Fame and Museum in Pontiac, was selected for the cover image of the 2016 Route 66 wall calendar published by National Geographic.

According to Tim Dye...of the Pontiac-Oakland Automobile Museum ...in June of 2014, a man named Jonathan Mortenson came into the museum and started to ask about what sites in Pontiac would make good photographs. Mortenson explained that he was working on a calendar for the National Geographic Society. Tim contacted Pontiac Mayor Bob Russell who met with the photographer and gave him a brief tour of the city's many attractions, including the Route 66 Shield Mural. Tim then offered to provide one of the museum's classic Pontiac automobiles to enhance the photograph. Later, Dye received an email informing him that the classic car and the Route 66 mural would be on the cover of the National Geographic calendar. (Warnick 2015b)

In a recent interview, Bob Russell noted, “We’ve been in about every magazine you can think of.” To which Bob Karls, Pontiac City Administrator added, “Including the Sports Illustrated Swimsuit Issue.” (Russell and Karls 2021).

Federal Economic Development Program Utilization and Eligibility in Pontiac, Illinois

Economic development in the United States may be aided by a variety of federal programs to spur economic activity. There are many such aids, and we consider here the utilization of and eligibility for some major federal economic development programs in Pontiac, Illinois, including the Route 66 portion of this community. The programs considered and the time period of programmatic utilization/eligibility are as follows. [NOTE: the substance of information below has not been changed. It is simply now formatted per the way this same text is formatted in the Amarillo Case Study – which, I believe, is much easier to read.]

1. **Federal Historic Tax Credit – FHTC (2001-2018 implementation):** The FHTC provides a 20 percent tax credit over 5 years for qualified investment in historic properties.
2. **Low Income Housing Tax Credit – LIHTC (1997-2017 implementation):** The LIHTC provides a maximum of a 90 percent tax credit over 10 years for qualified investment in affordable housing.
3. **New Markets Tax Credit – NMTC (2019 eligibility and 2007-2016 NMTC implementation):** The NMTC provides a 39 percent tax credit over 7 years for qualified investment in Community Development Entities in economically challenged locations.
4. **Opportunity Zones – OZ (2018 eligibility):** The OZ program postpones, reduces, or eliminates capital gains taxes for qualified investment in economically challenged locations. The magnitude of the capital gains forbearance depends on the length of the OZ investment.
5. **Brownfields (2019 designation):** A Brownfields designation indicates both economic challenge (for cleanup and remediation) as well as economic opportunity (special governmental incentives are available for investment in Brownfields).
6. **Enterprise Zones – EZ (2020 designation):** EZs are economically challenged areas where government offers new or expanding businesses investing in such locations an array of incentives including tax breaks, regulatory exemptions, and other aids (e.g., lower consumer sales tax and tax credits for job retention or creation). There are both federal and state EZs, with some similarities, and our analysis here focuses on state of Oklahoma designated EZs.

For the Pontiac programmatic analysis, we used data and mapping tool information for this community from PolicyMap as well as other sources such as the decennial census and the periodic American Community Survey (ACS; in this instance the 5-year 2014-2018 ACS sample). The detailed findings of our analysis are contained in Appendix B in a series of exhibits as follows:

- **Exhibit 1**— Population, Socioeconomic, and Housing Profile – key data presented for overall community context and previously referred to in our case study presentation.
- **Exhibit 2**—Route 66 Economic Impact—context map showing the community’s jurisdictional boundaries, the location of Route 66 traversing the community, and the community’s block groups, the latter used for spatially indicating the community’s programmatic utilization/eligibility in later exhibits.
- **Exhibit 3**—Programmatic Tabular Summary— multiple component table with a series of figures summarizing FHTC, LIHTC, NMTC, OZ, Brownfields and EZ presence and activity in the community.
- **Exhibit 4**—Federal Historic Tax Credit –map showing FHTC activity in the community with respect to overall community jurisdictional boundaries, community block groups, and Route 66 within the community. The presence of Route 66 is shown in two forms: Route 66 road line (indicated by solid yellow line) and Route 66 Corridor (1-mile buffer around the Route 66 road line, with the Corridor indicated by a dashed yellow line).
- **Exhibit 5**—Low Income Housing Tax Credit—map showing federal LIHTC activity in the community and presented in same spatial format as explained in Exhibit 4.
- **Exhibits 6 and 7**—New Markets Tax Credits—maps showing federal NMTC eligible areas (Exhibit 6; eligible area in darker shade) and NMTC activity (Exhibit 7—scalar by number of NMTC, with greater activity in darker coloration shade) and presented in same spatial format as Exhibit 4.
- **Exhibit 8**—Opportunity Zones—map showing federal OZ eligible investment areas (in darker coloration shade) and presented in same spatial format as Exhibit 4.
- **Exhibit 9**—Brownfields—map showing federal designated brownfields (in darker coloration shade) and presented in same spatial format as Exhibit 4.
- **Exhibit 10**—Enterprise Zones— map showing state designated EZ areas (in darker coloration) and presented in same spatial format as Exhibit 4.

As noted, the full Pontiac programmatic detail is contained in Exhibits 1-10 in Appendix B to this case study. For ready synthesis, the highlights of the Pontiac programmatic follow.

OVERALL COMMUNITY and ROUTE 66 PROFILE (Exhibits 1-3)

- Home to a population of 12,974 residents, Pontiac’s city center is directly transected by Route 66 on a Northeast to Southwest direction – the same orientation that Route 66 follows throughout the State of Illinois.

- Pontiac's 8.10 square miles is divided by the US Census Bureau into 15 distinct block groups, which were used to determine the community's spatial programmatic utilization/eligibility.

FEDERAL HISTORIC TAX CREDIT (Exhibits 3 and 4)

- No FHTC projects were pursued within Pontiac between 2001 and 2018.

LOW INCOME HOUSING TAX CREDIT (Exhibits 3 and 5)

- A total of 4 LIHTC projects were completed throughout Pontiac between 1997 and 2017. These comprised in total 155 housing units (147 or 95 percent low-income) and a \$32,212 median annual project subsidy.
- The 4 LIHTC projects are concentrated around the middle section of Pontiac, adjacent to its city center. All 4 LIHTC projects are contained within Pontiac's Route 66 corridor.

NEW MARKETS TAX CREDITS (Exhibits 3 and 6-7)

- Of the 15 Pontiac block groups, 4 (27 percent) are NMTC program eligible. Nearly all of these NMTC eligible block groups are located in the northern end of Pontiac. There is roughly a similar northerly to central incidence of NMTC eligibility in this community's Route 66 corridor.
- No NMTC projects have been completed in these NMTC eligible block groups in Pontiac between 2007 and 2016.

OPPORTUNITY ZONE (Exhibits 3 and 8)

- Of the 15 Pontiac block groups, 4 (27 percent) have been designated as Opportunity Zones. These four block groups mirror the NMTC eligible block groups, with nearly all located in the northern end of Pontiac, and a northern-central incidence in this community's Route 66 corridor.

BROWNFIELDS and ENTERPRISE ZONES (Exhibits 3 and 9-10)

- None of the 15 Pontiac community block groups contain brownfields or have been designated as Enterprise Zones. In parallel, there are no designated brownfields nor Enterprise Zones in Pontiac's Route 66 corridor.

State and Local Economic Development Programs and Utilization in Pontiac, Illinois

Some prominent state and local economic development programs (local enabled by state authorization) in Illinois include:

- Tax Increment Financing (TIF) District – real estate tax based,
- Business Development District (BID) – sales tax based,
- Business Improvement District (BID) – aka: Special Service Area Program,
- Enterprise Zone – sales tax exemptions, and
- Hotel/Motel Tax – Revenue tax to support tourism/economic development.

The programs used to the greatest effect in Pontiac – Tax Increment Financing Districts and the Hotel/Motel Tax – are elaborated on below:

Tax Increment Financing

Pontiac created two TIF districts in 1986: a Downtown TIF District and an Interstate TIF District. As Mayor Bob Russell noted in 2013, the downtown TIF district, combined with new development there, generated about \$1.8 million per year.

Pontiac combined these two districts so that the taxes coming in from the Interstate District could flow into the Downtown District. This allowed Pontiac to accomplish so much more in revitalizing the Downtown.

Between the time the Downtown TIF was established and the close of the 2020 tax year, (the last available year of reporting) the TIF generated \$39,873,029 in revenue. Of that total, the largest revenue component was derived from a property tax increment (\$10,945,517) and other gains reaped from a combined local and state sales tax increment (\$1,399,530), bond proceeds (\$4,352,000) and other sources. Distributions of the revenue were made for an array of purposes in the district. For example, \$87,710 was allocated for museum development, specifically for assistance to the Pontiac Oakland Automobile Museum and other monies were allocated for tuck pointing (essential to façade maintenance in Pontiac), and for digital signs, park development, parking lot paving, support to the Pontiac elementary and high schools and other purposes.

Similarly, between the time the Interstate TIF was established and the close of the 2020 tax year, (the last available year of reporting) the TIF generated \$22,687,673 in revenue, all garnered from a property tax increment. Distributions of the revenue were made to support development in the TIF district. One notable example is the TIF monetary support allocated to the Greater Livingston County Economic Development Council (GLCEDC). The GLCEDC supports both existing and new enterprises through an array of incentives including a robust grant

program that, for example, awards Building Improvement Grants to small businesses that rehab vacant space or improve existing structures. (GLCEDC). This TIF also supported web/economic development.

Hotel/Motel Tax

With a revitalized Downtown, tourism grew, and in turn, so did Hotel tax receipts. This was, and still is, key to funding tourism efforts. For example, the growth of tourism attracted Hampton Inn to Pontiac in 2016, which has had a very positive impact on Hotel tax revenue. Dun & Bradstreet projects the hotel's revenue to be \$411,295. (Dun & Bradstreet)

The Hampton Inn was welcomed by Pontiac for an array of reasons, one being its name recognition. Another reason for Pontiac to welcome the franchise, which was reported at the time, is the Hampton Inn landmarks program, which has benefited many Route 66 communities (Warnick 2015a). The "Save a Landmark" campaign is "dedicated to refurbishing historical, fun and cultural landmarks that reside along North America's highways. Landmark refurbishments include painting, cleaning, replacing siding and doors, and landscaping, as well as other preservation and beautification efforts Hampton hotel volunteers...support. The program has provided hundreds of hours and more than \$3.5 million toward the research, attention and preservation of America's roadside landmarks for future generations" (Hampton Inn). "In addition, Hampton Inn sponsored the Route 66 Caravan...which provided Route 66 Roadside Attractions signs at selected landmarks and added much publicity for the Mother Road" (Warnick 2015a).

APPENDIX A—THE ROUTE 66/PONTIAC, IL
HISTORIC RESOURCE
(THE WALDMIRE MEMORIAL MURAL)

The Waldmire Memorial Mural on the Rathbun Building

“Welcome to Pontiac, Illinois.”

If you, like many other Route 66 enthusiasts, travel the route from east to west, you will approach Pontiac, Illinois heading south. The “original” Route 66, which in Pontiac is also known as Main Street or Route 10, drives directly to the heart of the Downtown, where it makes a right turn.

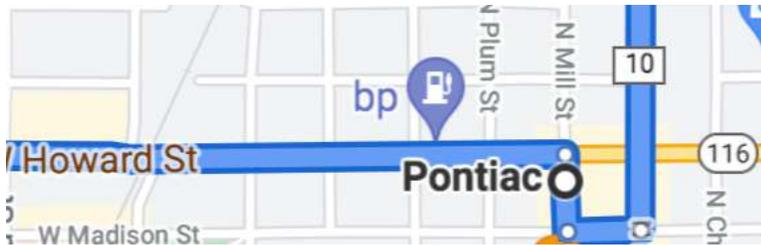


Image C-16: The path of Route 66 through Pontiac

That turning is significant. It brings you, front and center, to the Livingston County Courthouse.



Image C-17: The Livingston County Courthouse, north elevation, in Downtown Pontiac

Resplendent in its Second Empire style – with its “stone quoins, belt courses, modillions, cornices, patterned roof tiles...mansard roof, four corner towers, and central clock tower” (National Register of Historic Places 1986, 7), the county courthouse is the historic, geographic and cultural center of the city.

As a historical center, it witnessed a chilling event in 1880 when a convicted murderer (Johannes DeBoer) of a local woman (Ellen Marin) had to be protected from infuriated local residents by the state National Guard. That proved only a temporary reprieve as DeBoer was ultimately executed in the county jail in March 1880 (Strawn 1909)

As a geographic center, it witnessed a transformational event in 2009: The “Chief City Runs with the Dogs” Festival took place over four days in June of that year. As mentioned previously, during this festival, Pontiac hosted a group of sign and mural artists from all over the globe known as Walldogs. These artists honor a long standing tradition of painting wall

advertisements that capture a sense of nostalgia and historic significance – a tradition evidenced by “ghost signs” in cities of all sizes (Rutgers 2010, 96-104) including the one seen here (Warnick 2010):

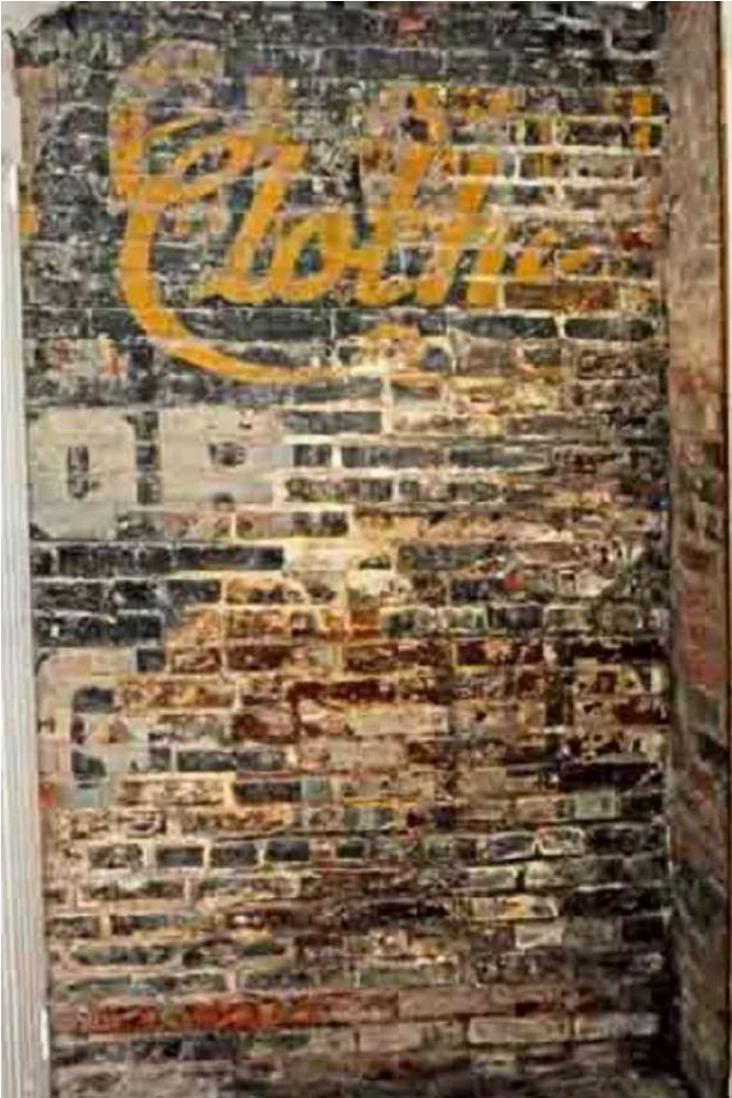


Image C-18: Renovations on an old building in downtown Pontiac, Ill., for the soon-to-open International Walldog Mural and Sign Art Museum revealed a long-forgotten “ghost sign.”

During the “Chief City Runs with the Dogs” Festival in Pontiac, over 150 artists painted 18 different murals in the course of four days (Rutgers 2010, 96-104). Those murals, which now number 23 and are signified on the map below by red dots, surround the Livingston County Courthouse.

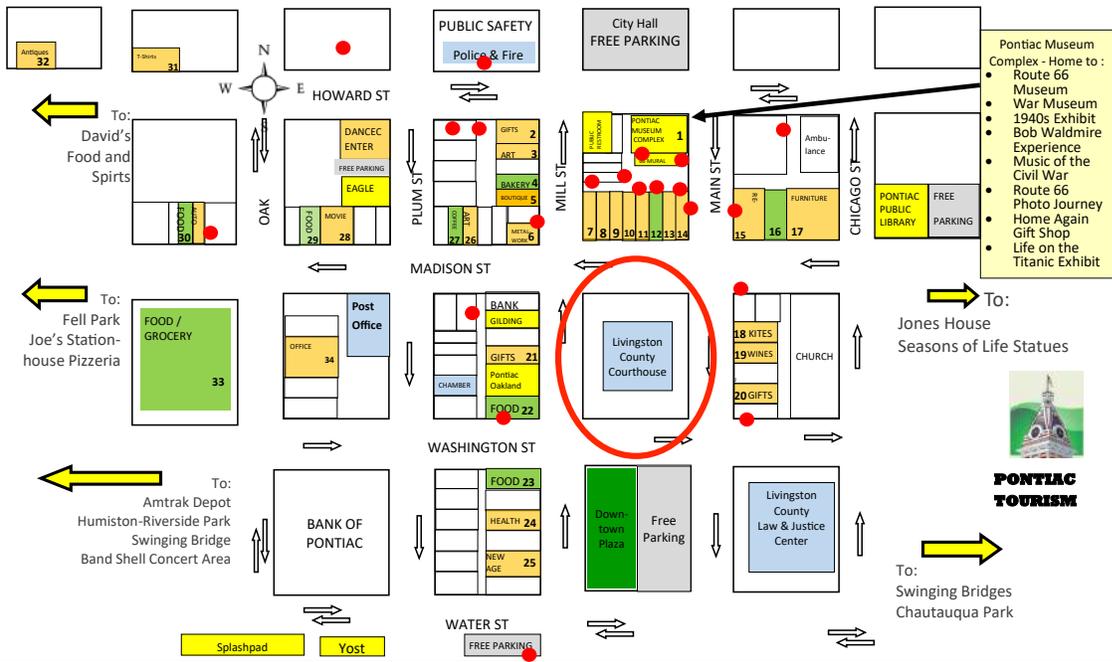


Image C-19: Schematic of Pontiac's attractions, including the 23 murals, indicated by red dots

But one mural in particular, the Waldmire Memorial Mural, painted in 2011, is an example of how the Livingston County Courthouse serves as the cultural center of Pontiac, and by extension, as a cultural center for Route 66 itself.



Image C-20: Waldmire Memorial Mural

This mural, completed in May 2011, sits diagonally across from the courthouse, at the corner of Main and Madison. It honors Bob Waldmire, an American artist who is well known for his

artwork of U.S. Route 66. “Waldmire grew up on Route 66 but did not find a connection to it until he drove on the road from Arizona to Illinois in the fall of 1987. He took it as a detour after encountering a traffic-dense interstate and figured the frontage road would be less impacted. He found it fascinating to drive down a piece of 66 and started wondering how many pieces he could cover as he made his way to Illinois. As a travelling map-making artist, he thought of the idea to draw a map of old Route 66 because he was inspired by his trip. This jump started his involvement with 66 as an artist which lined up with what he refers to as the ‘revival’ of Route 66” (Wikipedia 2020). He told the Chicago Tribune, “The reason I became a traveling artist was to avoid having a real job. It was about being free to move. Wanderlust.” In 2004, he was awarded the National Historic Route 66 Federation’s John Steinbeck Award for contributions to the preservation of “The Mother Road.” He even spent some of his life operating a Welcome Center in Hackberry, Arizona (Mulka 2018).

According to his family,

Being the son of Ed Waldmire Jr., he is often associated with the Cozy Dog Drive In restaurant in Springfield, Illinois (on U.S. Route 66), where the elder Waldmire (along with his friend Don Strand) created the corn dog.

One of Waldmire’s modified vehicles, an orange 1972 Volkswagen Microbus, was the inspiration for the character “Fillmore” from the animated motion picture *Cars*.

Waldmire was a well-known snowbird, spending his winter months in Arizona’s Chiricahua Mountains in a self-sufficient home of his own design. During the summer, he traveled the country, but based himself in his native Central Illinois, living in a converted Chevrolet school bus near Springfield...

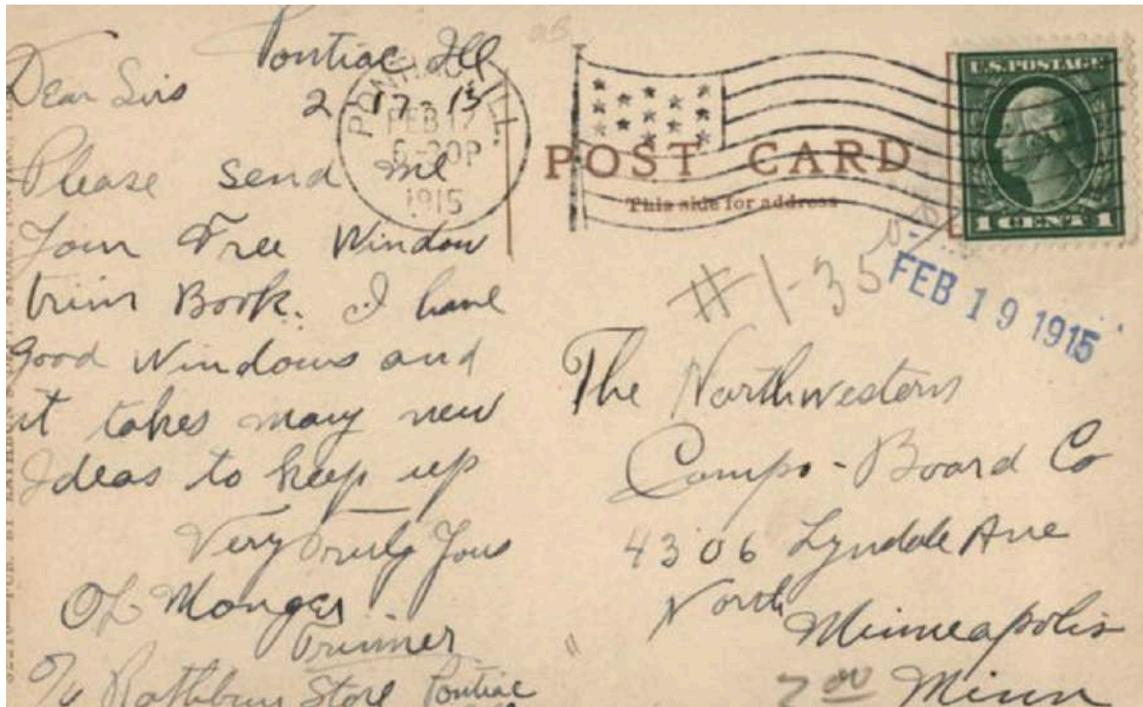
On December 16, 2009, Waldmire died from cancer (Waldmire).

“The mural honoring Bob Waldmire showcases the artistic style for which he was known. He actually started the design of this mural before he passed in 2009, and his family and 500 friends helped to finish the artwork and make it a true memorial. The mural is aptly 66 feet in length, showcasing the entire route. If you stand close enough to the mural, you will notice hundreds of handprints. Each person that worked on the mural and felt that they had been touched by Bob’s art left a hand print” (Mulka 2018).

Those handprints, in addition to honoring Waldmire, serve to wave you down, and call your attention to the building where the mural is affixed. It is a significant opportunity for preservation. The building, located at 101 East Madison Street, is the former home of the Rathbun Department Store. It was owned by Silas Rathbun, the former Mayor of Pontiac, Illinois who as stated earlier, greeted Theodore Roosevelt on a particularly rainy day. Though

retail businesses have in the past operated successfully on the street level, today the storefronts are empty. In addition, its beautiful arched windows, many broken and boarded up, can be seen on its second and third floors, offering silent testimony to hard times. As in so many other cities in the country, the COVID pandemic has taken a toll. As Bob Karls, Pontiac City Administrator said in a recent interview, "COVID changed everything" (Russell and Karls 2021).

It wasn't always this way, as a postcard sent on February 17, 1917 attests:





Images C-21 and 22: 1917 Postcard of the Rathbun Department Store

On that date, OL Monges, Trimmer of the Rathbun Department Store requested a Free Trim Book from the Northwestern Camps Board Company of Minneapolis, Minnesota. Monges says, in words that seem to suggest how aspirations for a brighter future may still be fulfilled, "I have good windows and it takes many ideas to keep up."

As of this writing, The Rathbun Building is for sale. Listed in July of 2020 for \$200,00, its price in late-2021 was \$149,900.

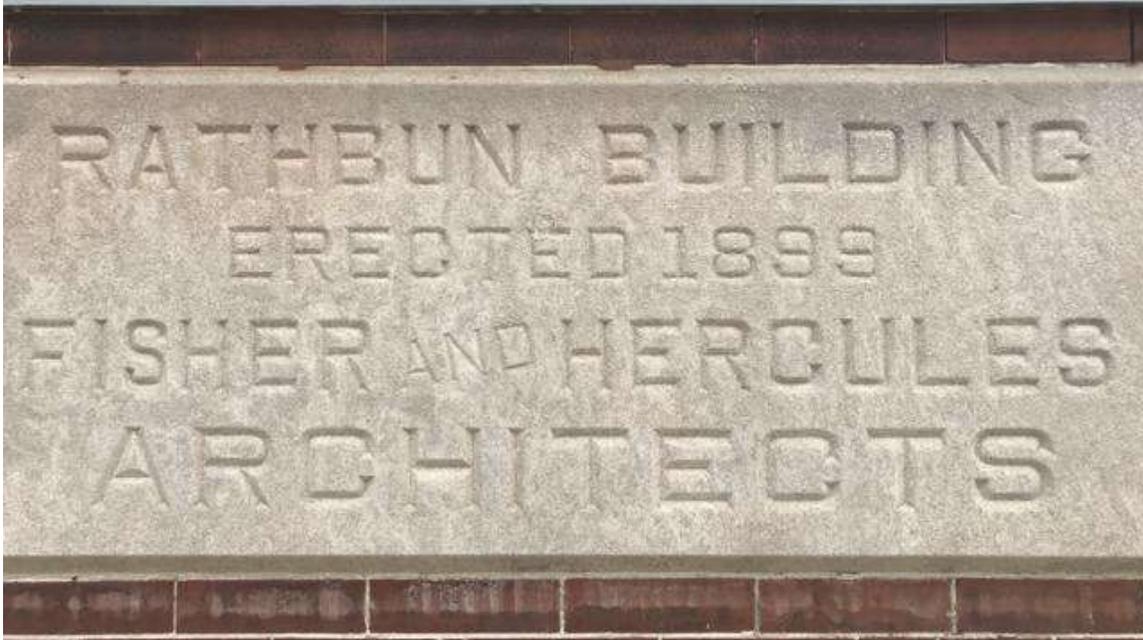


Image C-23: The cornerstone atop the Rathbun Building

Its real estate listing says: “Own a Piece of History in Downtown Pontiac! The 3-Story "Rathbun Building" on the corner of Main & Madison St. is being offered for sale & presents numerous possibilities for a creative investor...2nd & 3rd Floors need substantial work but offer massive potential.”

When asked about it, former Mayor Russell said. “We’ve dreamt of putting everything in it you could think of.” Bob Karls added, “The first floor was retail. The second floor was office space. The third floor was a dance hall, with beautiful woodwork and a gentleman’s club upfront. It was a major stop for most of the swing bands in the 20s and 30s. A lot of those elements are still intact” (Russell and Karls 2021).



Image C-24: The Rathbun Building is for sale

Indeed, the potential, and the work of restoration, are massive. But since 2009, Pontiac has seen an aggregation of creative entrepreneurs, many who were attracted by the existence of the murals in Pontiac, and established businesses in the vicinity of the Livingston County Courthouse. (See Local Impacts below.) As Bob Karls said, “despite the pandemic, the bottom didn’t fall out. We still have a strong base of retailers. And with the 100th anniversary coming of Route 66, I think we will be in a stronger position than in 2019.” Former Mayor Russell added, “It all been predicated on how we started 12 or 14 years ago with the 66 museum and the Walldogs. It just keeps branching out.” (Russell and Karls 2021).

One can easily imagine the retail space of the first floor and the loft space of the second and third floors of the Rathbun Building attracting tomorrow’s creative entrepreneurs: the ones who will reimagine the post pandemic shopping experience and in-person office environment, who will inspire their employees and serve their clientele, and who will foster a vibrant economy and culture to ensure that all the traditions so well honored in Pontiac survive and thrive in the future.

If so, it would only serve to echo the words of welcome Bob Waldmire wrote on the invitation to his last art show” (MikeR66 2013):

“Come as you are. Leave different.”

Local Impacts

As mentioned previously, the 2009 “Chief City Runs with the Dogs” Festival had both immediate and long-term effects. As former Mayor Bob Russell remarked: “Many buildings that just a few months before were looking old and tired, now looked new and alive.” But the visual transformation of downtown attracted many devoted to the art form, and an even larger artisanal community.



Image C-25: Route 66 Association of Illinois Hall of Fame and Museum

Thus today, 110 West Howard Street, the address of the Route 66 Association of Illinois Hall of Fame and Museum, anchors what is known as the Pontiac Museum Complex. This consortium of cultural sites and experiences includes “the Walldog Mural and Sign Art Exhibit, dedicated to

the preservation and appreciation of the outdoor wall advertising signs painted in the days before electronic mass media. [It also houses] the Bob Waldmire Experience on the 2nd floor. (Visit Pontiac d). “Many of Bob’s drawing and mural paintings and large murals are reproduced here, alongside the 1972 VW camper and the big old Chevy schoolbus RV in which Bob traveled and lived...Bob’s VW van and his hippy-dippy appreciation of the human and natural history of Route 66 inspired the countercultural character “Fillmore” in the movie Cars” (Jensen 2021).

But continuing interest in the murals has attracted a wider circle of artisans. For example,

In June of 2012, the Society of Gilders formally opened the Museum of the Gilding Arts in the city of Pontiac, Illinois. Initially part of the Walldogs Mural Museum...the City of Pontiac gave the Society of Gilders the entire ground floor of 217 North Mill St in 2015 [when the Walldog Mural Museum was moved to the Pontiac Museum Complex.] (Society of Gilders) The focus of the Museum of the Gilding Arts is the history, craft, and use of gold and silver leafing in architecture and in decoration throughout a history that dates back to the days of the ancient Pharaohs of Egypt. There are examples of gold and silver leaf, artifacts used in the application of the precious metal leaf, and displays showing how leaf was manufactured. The museum features items from the Society of Gilders’ Swift Collection. The M. Swift and Sons Company manufactured gold leaf in Hartford, CT, and began its operations in 1887. (Visit Pontiac e)

Of course, the City of Pontiac continues to welcome mural artists, who carry on the Walldog tradition. Tang Dongbai, an internationally known, award-winning artist, painted the 24th outdoor mural in downtown Pontiac on June 18, 2015 at 423 W. Madison Street.

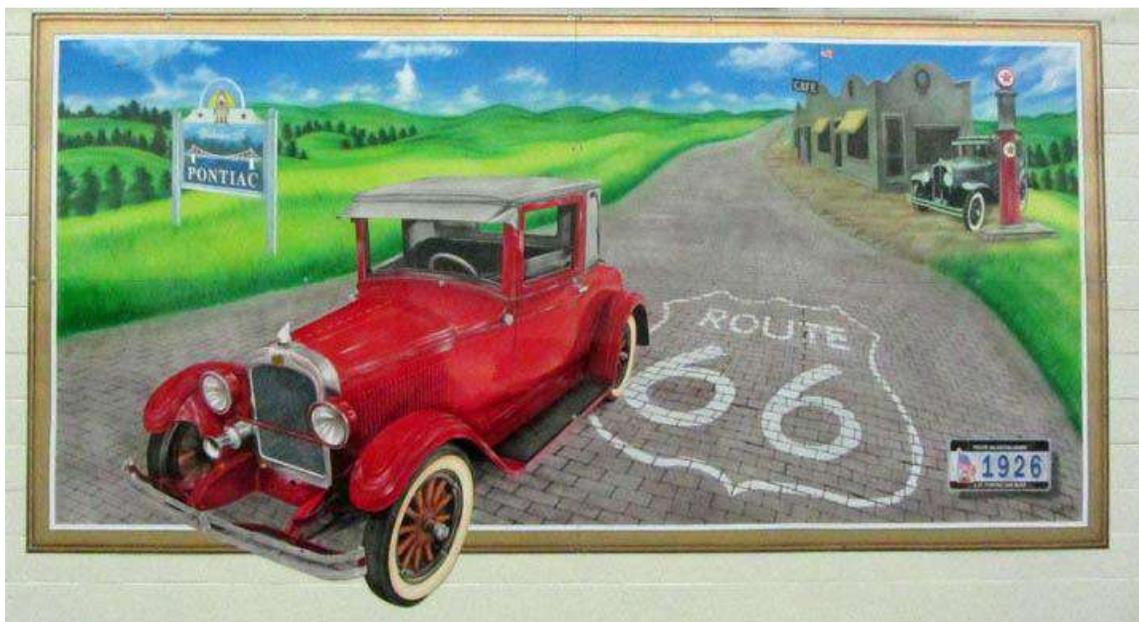


Image C-26: 1926 - Route 66 & the Pontiac Auto: the 24th Pontiac II mural, is located at located in the 400 block of West Madison St.

“The mural portrays a red 1926 Pontiac driving past a cafe on Route 66. The vehicle Dongbai used for reference is currently on display in the Pontiac-Oakland Museum and Resource Center...Like the vehicle, work on Route 66 also began in 1926, after the Bureau of Public Roads launched the nation’s first federal highway system. Like the Mother Road, which was a cobbling of existing local, state and national road networks, the new mural ties Pontiac automobiles to Route 66 and the city of Pontiac to the international interest in Route 66.

“Since Route 66 and the Pontiac automobile are centerpieces of our tourism efforts, we thought it would be great to have a mural that would combine them,” City Administrator Bob Karls said. “With 1926 being the beginning of both of them, we thought that was a neat way to tie them together.” (Smucker 2015)

Dongbai, who became interested in Pontiac after reading about the Walldogs museum on the Internet, offered classes in basic, intermediate, and advanced airbrush painting techniques in Pontiac up until 2019.

Of course, the impact of the 2009 “Chief City Runs with the Dogs” Festival has been felt beyond the limits of downtown. It has created a domino effect that has spurred wide-ranging economic growth. According to former Mayor Bob Russell, the many visitors that Pontiac attracts, in turn, attracted Hampton Inn, which decided to locate on South Deerfield Road. In turn, the presence of the Hampton Inn clinched the 2018 decision made by the agriculture business, Precision Planting, to place their Precision Technology Institute (PTI) in Pontiac, Illinois. They built their 200-acre agronomic research site right next to it. They were attracted by the land surrounding the site, but also the proximity of the Inn. (Russell and Karls 2021).

In turn, this attracted Wally’s, a massive visitor center that calls itself the “Home of the Great American Road Trip.” It features 76 Gas pumps and 30,000 square feet of retail space. It is located three minutes away from the Hampton Inn and Precision Planting on Holiday Road, along Route 66. “[This location is] roughly the midway point between the two major Midwest cities of Chicago and St. Louis. The decision on where to build the inaugural Wally’s was a culmination of years of driving this corridor and looking for a good midpoint that has accessibility, visibility, easy on and off exits, and a strong and viable workforce and community.” (Romano 2021)

As Mayor Russell recalls, “Two gentlemen from the company driving up and down Route 66, stopped in and asked who can we talk to about economic development. They had heard so much about Pontiac, that is why they chose us.” Construction began in 2019. At that time, city leaders anticipated that it would create 140 new jobs. (Kwangwari III 2019) Wally’s had its Grand Opening on October 16, 2020 and has been a great success. According to Mayor Russell, it is “probably the largest revenue generator in Pontiac.”

An August 2022 review on Yelp, explains why: “This is the coolest gas station I've ever seen. Think gas station meets Walmart meets family road trip...Stop at this place and check it out for yourself, especially if you are on a road trip with the kids. They'll love it too.” (Yelp 2022)

As Mayor Russell said of all this development, “It was predicated on how we started years ago, with the 66 Museum, the Walldogs. It just keeps branching out.” (Russell and Karls 2021).

APPENDIX B—CASE STUDY TABLES

Exhibit One – Population, Socioeconomic, and Housing Profile

| Pontiac Case Study Community Profile (2017) | | | | |
|---|--------------------|---------------------------|------------------------------|--------------------------------|
| | Pontiac, IL | Illinois Statewide | Difference from State | % Difference from State |
| Population Profile | | | | |
| Total Population (2017) | 12,974 | 12,854,526 | N/A | N/A |
| Total Population (2000) | 13,148 | 12,419,293 | N/A | N/A |
| % Population Change (2000 - 2017) | -1.3% | 3.5% | -4.8% | N/A |
| Population Per Square Mile | 359.1 | 231.5 | 127.6 | 55.1% |
| Demographic Profile | | | | |
| Race | | | | |
| % of Population White | 87.5% | 71.9% | 15.6% | 21.7% |
| % of Population Black | 9.7% | 14.3% | -4.6% | -32.2% |
| Ethnicity - % Hispanic (Any Race) | 5.7% | 18.8% | -13.1% | -69.7% |
| Median Age of Population | 39.4 | 37.7 | 1.7 | 4.5% |
| % of Population Age 65+ | 15.7% | 14.4% | 1.3% | 9.0% |
| Socioeconomic Profile | | | | |
| Per Capita Income | \$22,533 | \$32,294 | -\$9,761 | -30.2% |
| Median Household Income | \$48,119 | \$61,229 | -\$13,110 | -21.4% |
| % of Population in Poverty (Age 18 to 64) | 17.3% | 12.6% | 4.7% | 37.3% |
| % of Population Unemployed (All Races) | 6.6% | 6.7% | -0.1% | -1.5% |
| % of Population with College Degree* | 13.7% | 33.4% | -19.7% | -59.0% |
| % of Population in Professional / Managerial Position | 23.1% | 37.6% | -14.5% | -38.6% |
| Total Retail Sales, 2012 (\$1,000) | \$264,375 | \$166,634,514 | N/A | N/A |
| Total Retail Sales Per Capita, 2012 | \$12,492 | \$22,352 | -\$9,860 | -44.1% |
| Total Accommodation & Food Sales, 2012 (\$1,000) | \$19,832 | \$27,937,381 | N/A | N/A |
| Total Accommodation & Food Sales Per Capita, 2012 | \$1.52 | \$2.18 | -\$0.66 | -30.1% |

Route 66 Profile: Pontiac, IL

| Housing Profile | | | | |
|---------------------------------------|----------|-----------|------------|--------|
| Number of Households (Occupied Units) | 4,622 | 4,818,452 | -4,813,830 | -99.9% |
| % Vacant Units | 7.8% | 9.7% | -1.9% | -19.6% |
| % Owner-Occupied Homes | 66.4% | 66.1% | 0.3% | 0.5% |
| % Single-Unit Detached Homes | 66.3% | 58.9% | 7.4% | 12.6% |
| Median Value of Owner-Occupied Units | \$92,300 | \$179,700 | -\$87,400 | -48.6% |
| Median Goss Rent | \$673 | \$952 | -\$279 | -29.3% |
| % Renter Challenged Affordability** | 43.0% | 45.6% | -2.6% | -5.7% |

| Notes | | | | |
|--|--|--|--|---|
| *Bachelor's degree or more (Age 25 Years Old +) | | | | |
| **Paying more than 30% of Income for Rent | | | | |
| All data provided by ACS 2017 unless noted otherwise | | | | |
| N/A = Not Applicable | | | | |
| Data Source: American FactFinder - Community Facts | | | | https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml?src=b |

Exhibit Two - Route 66 Case Study Community

Pontiac, Illinois

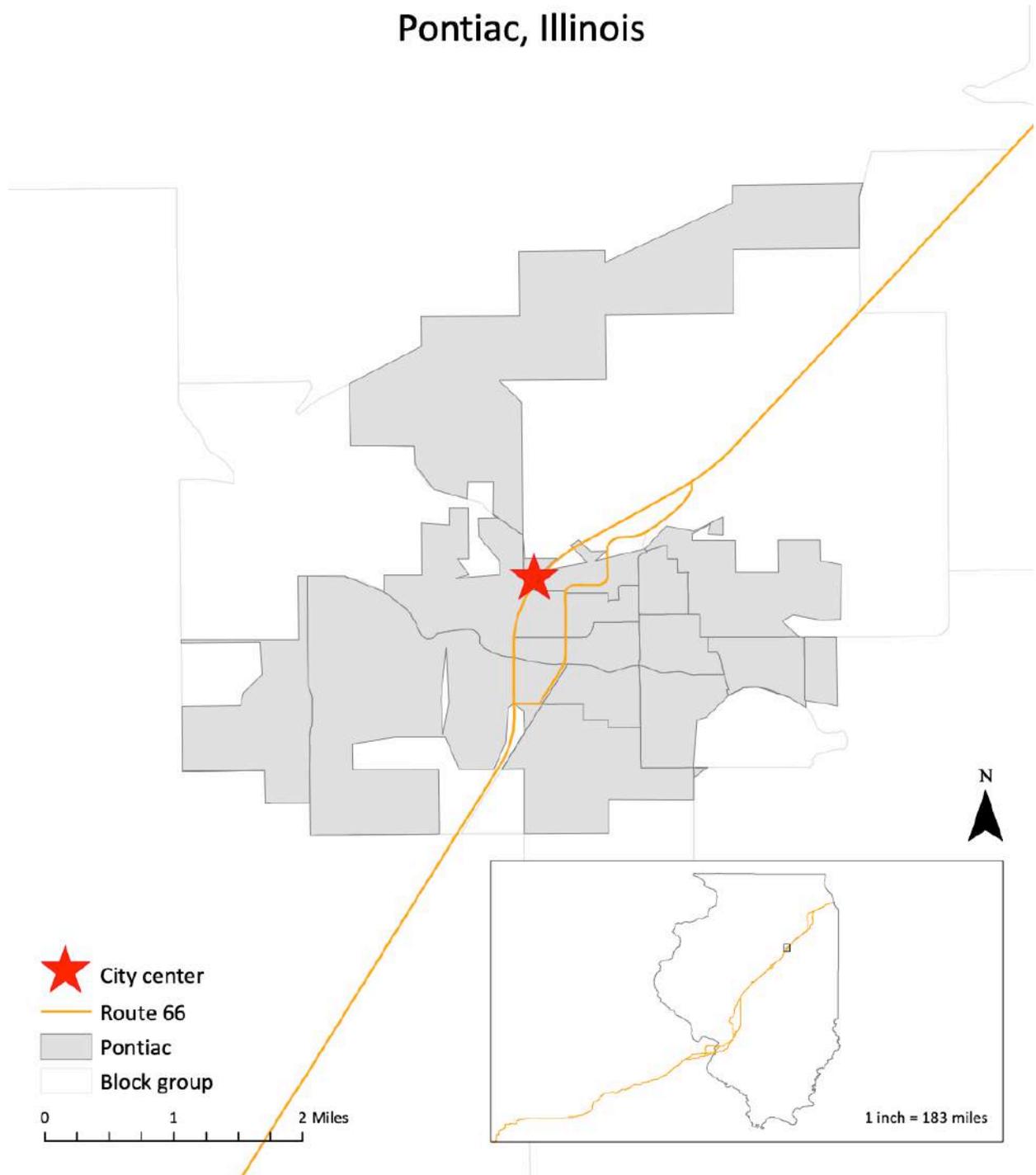


Exhibit Three - Programmatic Tabular Summary

The following table summarizes key information for the City of Pontiac, based on American Community Survey 2014-2018 five (5)-year estimates as well as economic development data from PolicyMap.

| POPULATION | | |
|--|---------|----------|
| Area (Square Miles) | | 8.10 |
| Block Groups | | 15 |
| FEDERAL HISTORIC TAX CREDIT (FHTC) | | |
| Total Number of FHTC Projects (2001-2018) ¹ | | 0 |
| Median Project Approval Year | | |
| Median Project Cost | | |
| Primary Project Category ² | | |
| Multi-Family Housing | | |
| Single Family Housing | | |
| Commercial | | |
| Office | | |
| Hotel/Bed and Breakfast | | |
| School | | |
| Theatre | | |
| Industrial | | |
| Hospital | | |
| Public | | |
| Other | | |
| Not Indicated | | |
| LOW INCOME HOUSING TAX CREDIT (LIHTC) | | |
| Total Number of LIHTC Projects (1997-2017) ³ | | 4 |
| Projects Currently Active in LIHTC Program | 25.00% | 1 |
| Project Rent or Income Ceiling ⁴ | | |
| 50% AMGI | 0% | 0 |
| 60% AMGI | 100.00% | 4 |
| Not Indicated | 0% | 0 |
| Median Annual Allocated Amount | | \$32,212 |
| LIHTC (CONT.) | | |
| Total Number of Units | | 155 |
| Low Income Units ⁵ | 94.84% | 147 |
| Units Below Rent or Income Ceiling ⁶ | 5.16% | 8 |
| NEW MARKETS TAX CREDIT (NMTC) | | |
| Block Groups with NMTC Eligibility (2019) ⁷ | 26.67% | 4 |
| Total Number of NMTC Projects (2007-2016) ⁸ | | 0 |
| OPPORTUNITY ZONE (OZ) | | |
| Block Groups Designated as Qualified OZ (2018) ⁹ | 26.67% | 4 |
| BROWNFIELD | | |
| Block Groups that Contain Brownfield(s) (2019) ¹⁰ | 0% | 0 |
| ENTERPRISE ZONE (EZ) | | |
| Block Groups with Designated EZ(s) (2020) ¹¹ | 0% | 0 |

¹ The number of all FHTC projects approved since October 1, 2001, through September 30, 2018.

² The category item first listed for each project's Category description.

³ The number of all LIHTC-funded projects placed in service from 1997 through 2017.

⁴ The elected rent or income ceiling as percentage of area median gross income (AMGI).

⁵ The number of units indicated as low-income.

⁶ The number of units indicated as below elected rent or income ceiling.

⁷ The number of all block groups that meet the Community Development Financial Institutions (CDFI) Fund's NMTC eligibility requirement in 2019.

⁸ The number of all NMTC projects reported from 2007 through 2016.

⁹ The number of all block groups nominated and designated as Qualified OZs in 2018.

¹⁰ The number of all block groups that contain brownfield(s) in 2019.

¹¹ The number of all block groups with designated EZ(s) in 2020.

Exhibit 4—Federal Historic Tax Credit

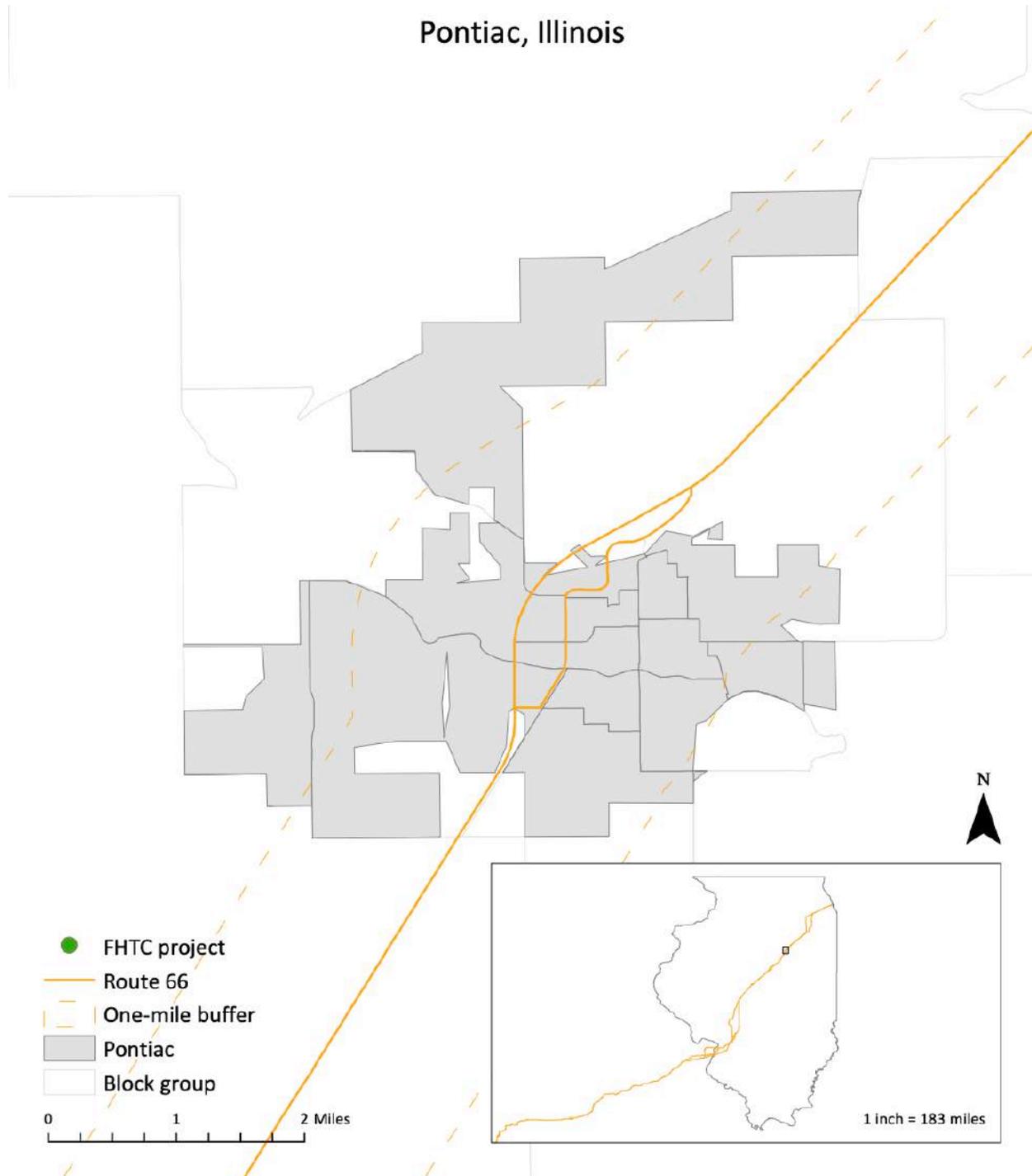


Exhibit 5—Low Income Housing Tax Credit

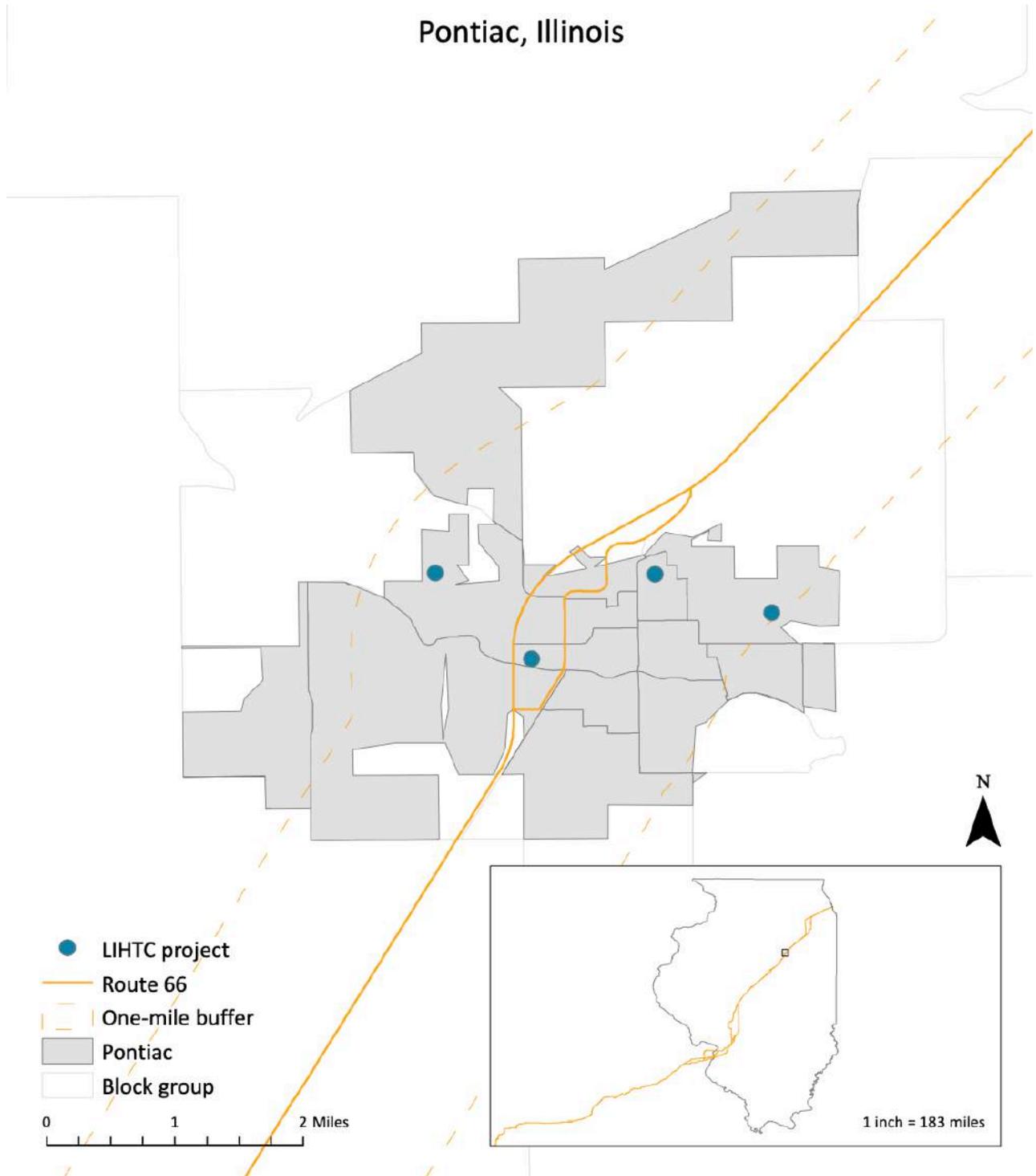


Exhibit 6—New Markets Tax Credits Eligibility

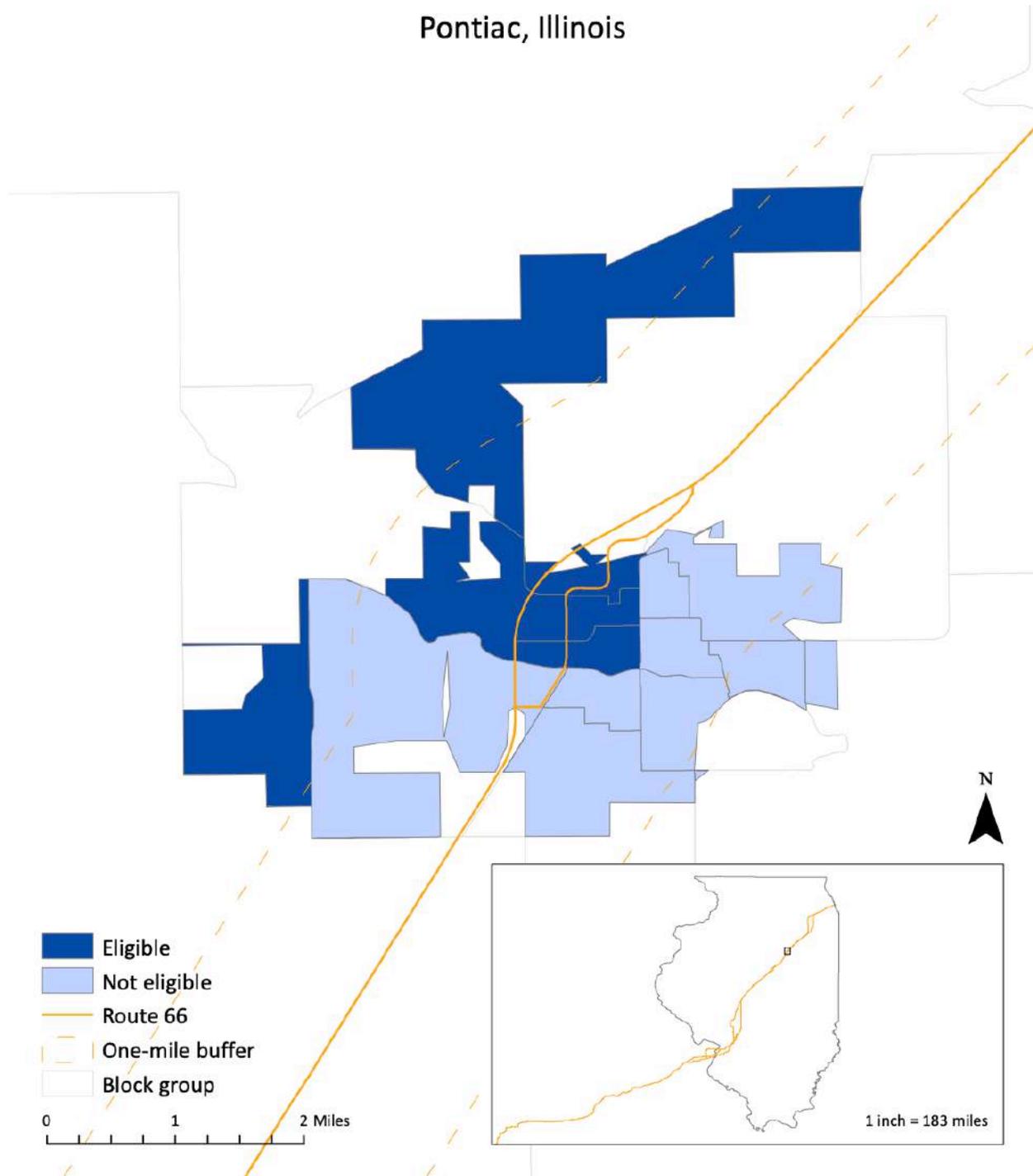


Exhibit 7—New Markets Tax Credits Projects

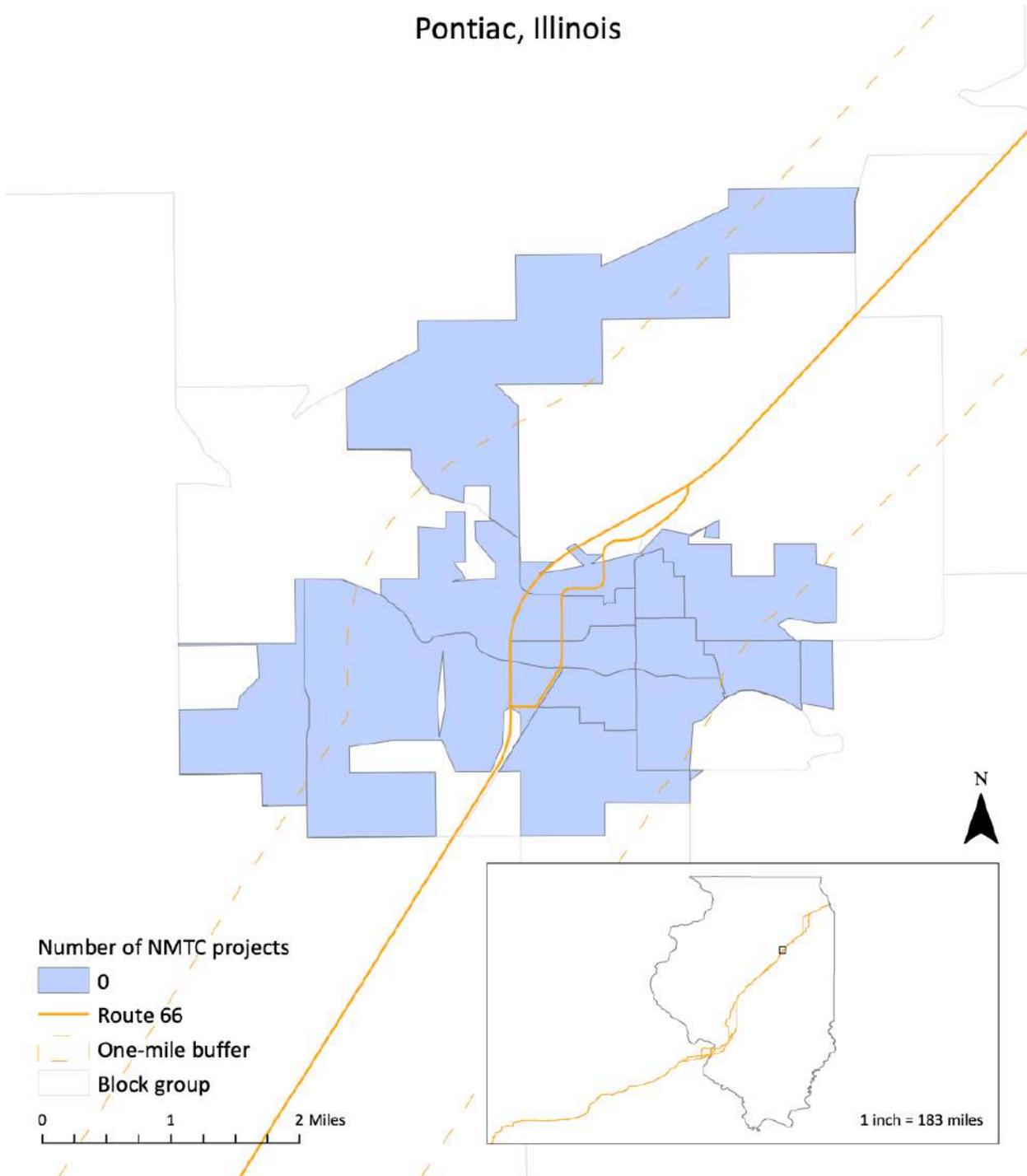


Exhibit 8—Opportunity Zones

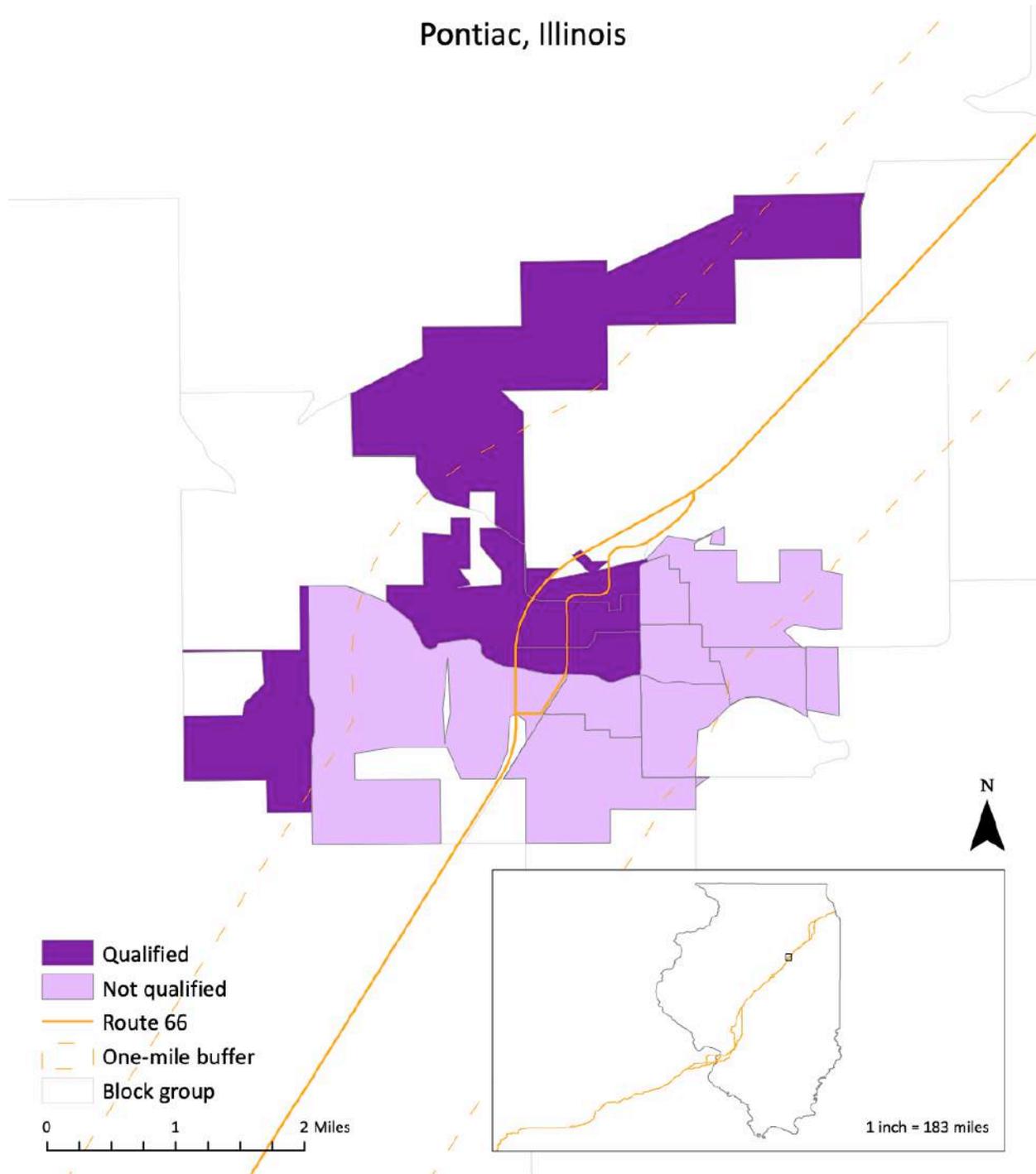


Exhibit 9—Brownfields

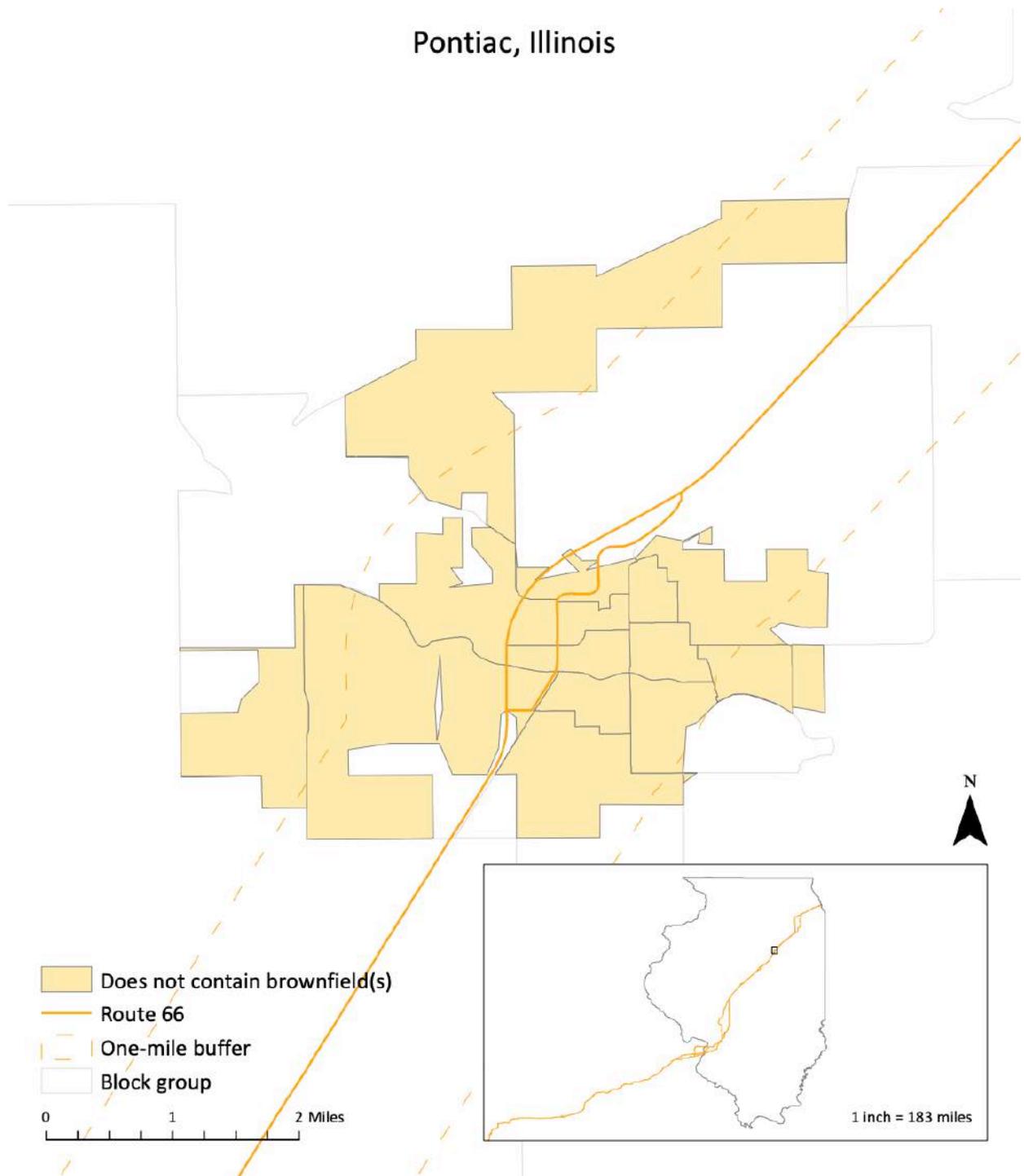
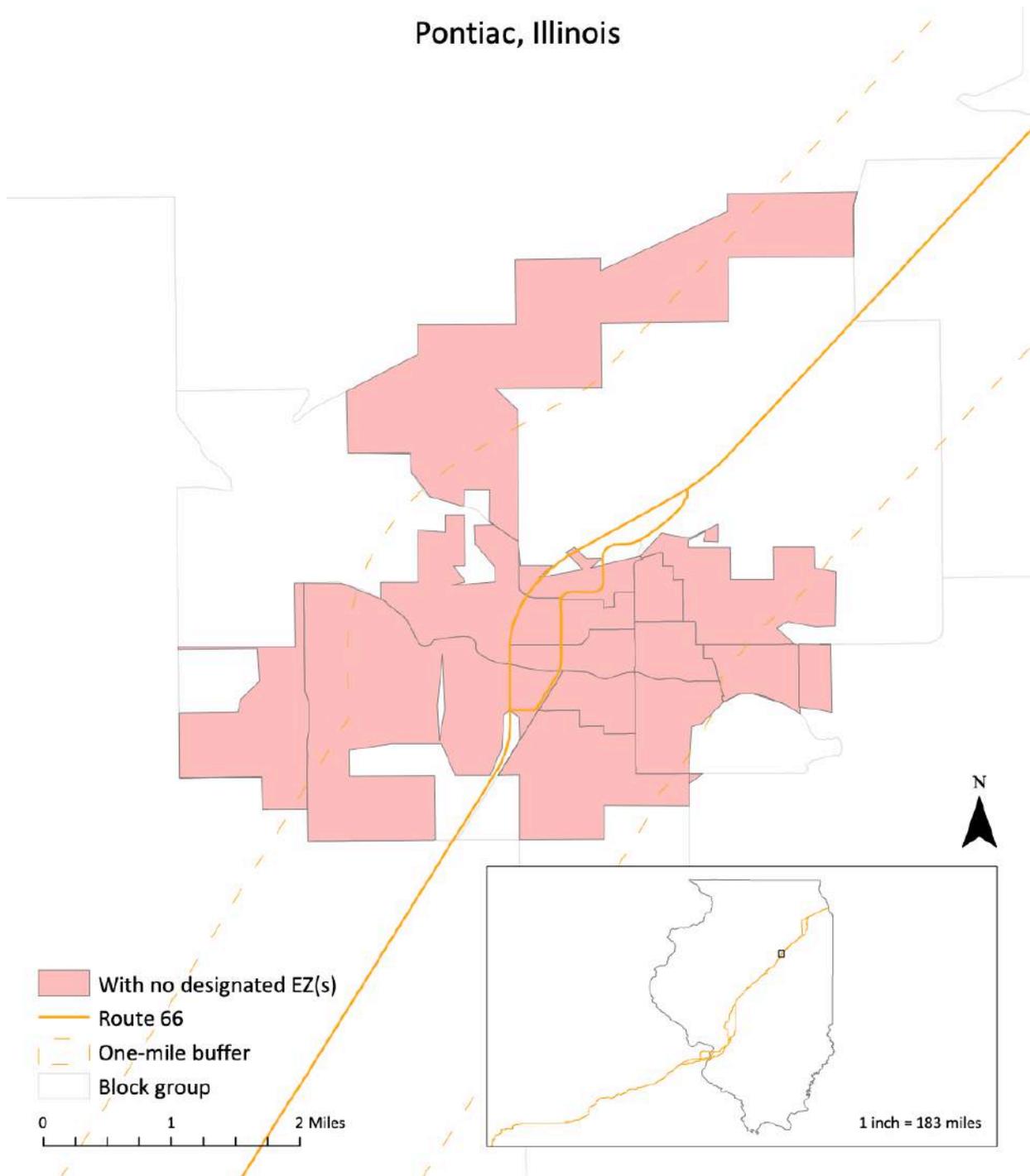


Exhibit 10—Enterprise Zones



APPENDIX C—CASE STUDY IMAGES

Image C-1:



Title: Pontiac, Illinois

Source: Creative Commons image. http://townmapsusa.com/d/map-of-pontiac-illinois-il/pontiac_il

Image C-2:



Title: Map of Pontiac, 1869

Source: Courtesy of Ted's Vintage Maps <https://tedsvintageart.com>

Image C-3:



Title: Mural of the Williams Mill on the Vermillion River, designed by FranCisko Vargas in his trademark postage stamp style at the corner of Mill and Water St.

Source: Artist, FranCisko Vargas/Courtesy of the Walldogs
http://thewalldogs.com/dt_gallery/pontiac-il-2009/

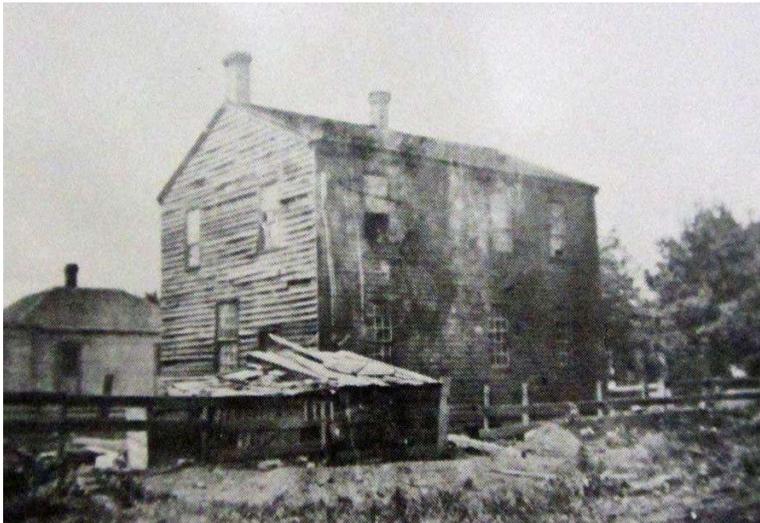
Images C- 4 and 5:



Title: Murals of Chief Pontiac and Jesse W. Fell painted in Pontiac in 2009 by Judy Grossman. Jesse Fell named Pontiac after the famous Ottawa Indian chief who rebelled against the British in the mid 1760s.

Source: Artist, Judy Grossman/Courtesy of the Walldogs
http://thewalldogs.com/dt_gallery/pontiac-il-2009/

Image C-6:



Title: Livingston County's First Courthouse – outgrown by 1856

Source: Image courtesy of Visit Pontiac. <http://visitpontiac.org/2158/Livingston-County-Courthouse>

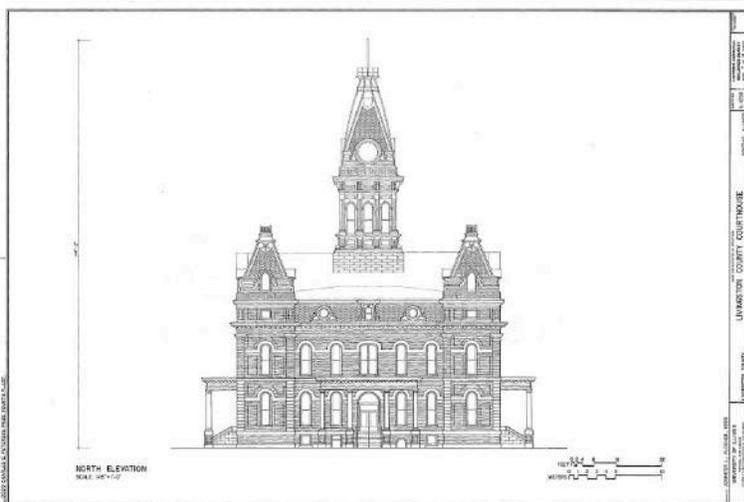
Image C-7:



Title: The County's Second Courthouse - destroyed by fire on July 4, 1874.

Source: Image courtesy of Visit Pontiac <http://visitpontiac.org/2158/Livingston-County-Courthouse>

Image C-8:



Title: Historic American Buildings Survey of the North Elevation of the Livingston County Courthouse, Pontiac, Livingston County, IL.

Source: Historic American Buildings Survey. (1933) Livingston County Courthouse, Pontiac, Livingston County, IL. Photograph retrieved from the Library of Congress.

<https://www.loc.gov/resource/hhh.il0844.sheet/?sp=7>

Image C-9:



Title: The third and current Livingston County Courthouse, the Southern elevation

Source: Image courtesy of Visit Pontiac <http://visitpontiac.org/2158/Livingston-County-Courthouse>

Image C-10 with detail:



Title: The Abe Lincoln Statue on the South Side of the Courthouse

Source: Image courtesy of Visit Pontiac <http://visitpontiac.org/2160/Lincoln-Statue>

Image C-11:



Title: Civil War Monument

Source: Image courtesy of Visit Pontiac <https://www.visitpontiac.org/gallery.aspx?PID=62>

Image C-12:



Title: Silas A. Rathbun, prominent merchant and for 6 years, mayor of the town of Pontiac.
(Portrait taken around 1900 at the Bloomington Illinois studio of Albert M. Marton)

Source: Kathleen/Old Photos Found. <http://oldphotosfound.blogspot.com/2015/03/rathbun-silas-a.html>

Image C-13 :



Title: Mayor Bob Russell greeting car club members at the Livingston County Courthouse

Source: Image courtesy of Visit Pontiac [@pontiactourism](http://visitpontiac.org)

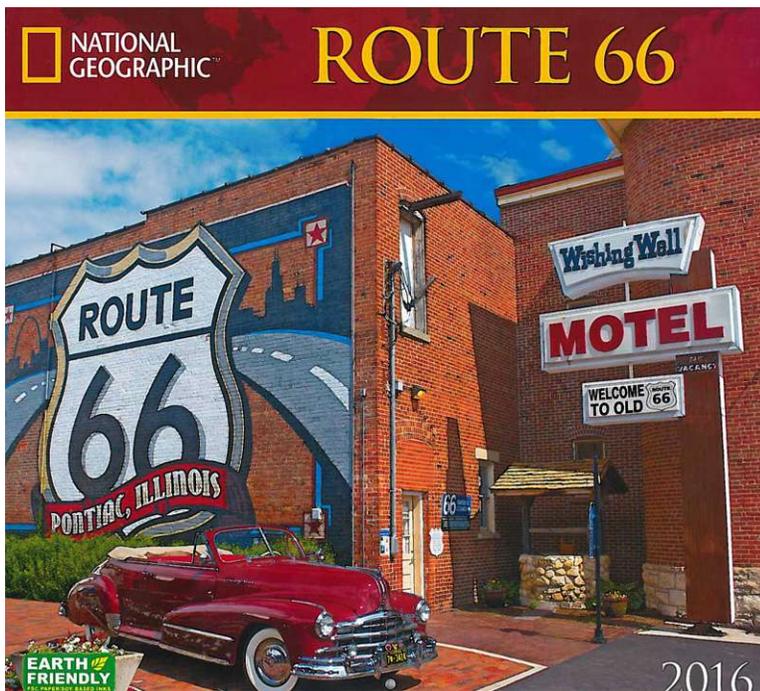
Image C-14:



Title: Route 66 Association of Illinois Hall of Fame Museum.

Source: Image courtesy of Visit Pontiac

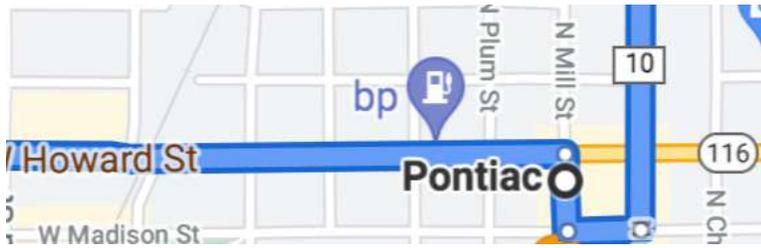
Image C-15:



Title: The Pontiac Route 66 Shield on the Cover of the National Geographic 2016 Calendar

Source: Image courtesy of Visit Pontiac <https://www.route66news.com/2015/08/23/pontiac-shield-featured-on-cover-of-national-geographic-route-66-calendar/>

Image C-16:



Title: The path of Route 66 through Pontiac

Source: Courtesy of "www.Route66RoadTrip.com"

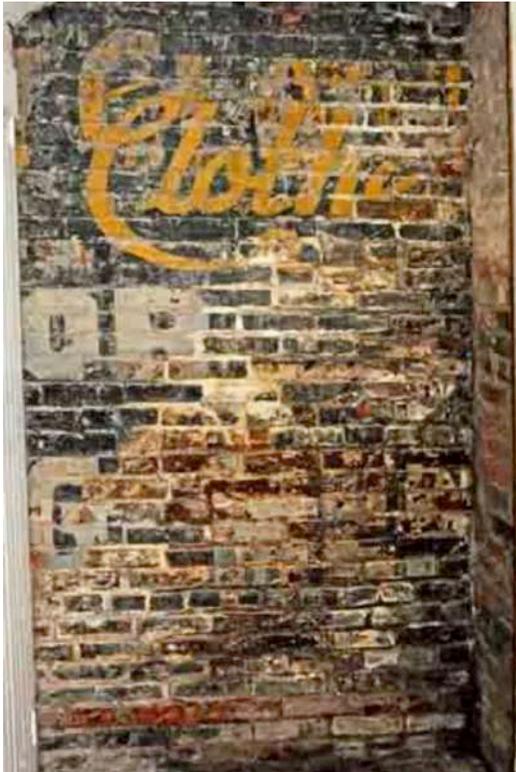
Image C-17:



Title: The Livingston County Courthouse, north elevation, in Downtown Pontiac

Source: Image courtesy of Visit Pontiac <https://www.visitpontiac.org/2284/Shopping-in-Pontiac>

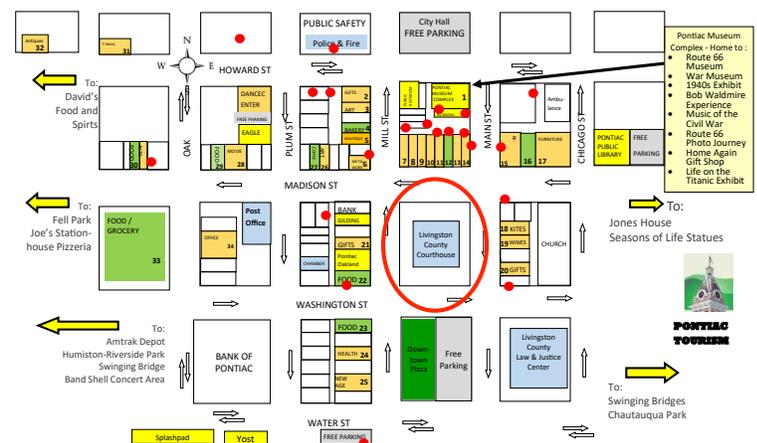
Image C-18:



Title: A long-forgotten “ghost sign” on an old building in Pontiac revealed during renovations for the soon-to-open International Walldog Mural and Sign Art Museum (Warnick 2010)

Source: Image courtesy of Visit Pontiac

Image C-19:



Title: Schematic of Pontiac’s attractions, including the 23 murals, indicated by red dots

Source: Image courtesy of Visit Pontiac

<http://visitpontiac.org/DocumentCenter/View/975/Downtown-Pontiac-Map->

Image C-20:



Title: Waldmire Memorial Mural

Source: Courtesy Illinois Route 66 Association Hall of Fame and Visit Pontiac, IL. Special thanks to Ellie Alexander, Liz Vincent and Mary Jones for their assistance.

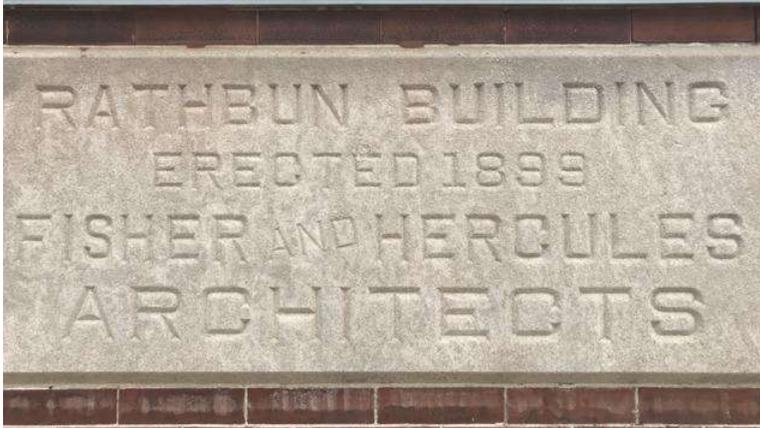
Images C-21 and 22



Title: 1917 Postcard of the Rathbun Department Store

Source: <https://www.cardcow.com/554437/pontiac-illinois-rathbuns-department-store/>

Image C-23:



Title: The cornerstone of the Rathbun Building
Source: Courtesy David Wayman, R.E. Dynamics

Image C-24:



Title: The Rathbun Building for sale
Source: Courtesy David Wayman, R.E. Dynamics

Image C-25:



Title: Route 66 Association of Illinois Hall of Fame and Museum

Source: Image courtesy of Visit Pontiac <https://www.visitpontiac.org/2192/Route-66-Museum>

Image C-26:



Title: 1926 - Route 66 & the Pontiac Auto. The 24th Pontiac II mural, located in the 400 block of West Madison Street

Source: Image courtesy of Visit Pontiac <http://visitpontiac.org/2164/1926---Route-66-the-Pontiac-Auto>

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Route 66 Case Study Community: 2.4.1 Springfield, Missouri

History, Demographics and Economics

Springfield, Missouri is geographically located in the southern portion of Missouri and nearly the middle of the continental United States. The territory of Missouri was in the Louisiana Purchase of 1803 and became a state in 1821.



Image C-1: Springfield, Missouri

The first European-American settlers began arriving in the Springfield area in 1830 and by 1835, a small town began to form. Settler John P. Campbell created the original town plat, comprised of 50 acres and in 1838, the town was first incorporated.

In 1838, the U.S. Government forcibly removed 60,000 Native Americans from their occupied land in the Southeastern United States and relocated them to areas west of the Mississippi River. The path covered over 5,000 miles and 9 states, including Missouri, and resulted in terrible hardships to the displaced Native Americans. The event would become known as the “Trail of Tears.” In 1987, the National Trails System of the National Park Service designated the

Trail of Tears a historic trail. A portion of that path passes through Springfield in what is known today as Old Wire Road (Holcombe 1883).

By 1861, Springfield's population had reached approximately 2,000. Its proximity to St. Louis made the area an active battleground in the early years of the Civil War. Springfield grew rapidly in the post-Civil War era, experiencing a growth spurt from 6,522 in 1880 to 21,850 people in 1890 (National Register of Historic Places 1999, 9). By 1900, the city's population stood at 23,267, reached 66,731 by 1950, and 151,580 in 2,000.

The contemporary population and socioeconomic profile of Springfield is summarized in Exhibit 1 in Appendix B. In 2017, the city's population was 165,785 people; of that total 88.2% were white, 4.5% black, and 4.5% Hispanic. For context, Missouri's statewide racial and ethnic profile in that same year stood at 82.4% white, 11.6% black, and 4% Hispanic. Springfield's population density of 2,029.6 people per square mile was a quantum higher than the statewide 88.4 people per square mile. In 2017, the city still consisted of 61.9% single-unit detached homes and had a 10.2% vacancy rate. (All data from the American Community Survey--ACS)

The Springfield, Missouri Chamber of Commerce lists the largest 2018 employers as Cox Health (11,669 employees), Mercy Hospital Springfield (10,950), and Walmart (5,372).

Route 66: Historic and Current

On April 30, 1926, Springfield officials first proposed the name of the highway extending from Chicago to Los Angeles. The transcontinental highway would be called Route 66 and Springfield, they claimed, would be recognized as the birthplace of the Mother Road. The city served as an important stop along this famed highway for several decades, with many mom-and-pop diners and automobile service stations along the Mother Road in Springfield. By 1930, the community's population had reached nearly 57,527 and Springfield saw steady population growth in the years the highway remained active: 66,731 by 1950, 95,685 by 1960 and 120,096 by 1970. (Peters, 2016)

As befits the Birthplace of Route 66, Springfield honors its heritage. Missouri State University's Duane G. Meyer Library, located at 850 S John Q Hammons Parkway, houses an archive of information about Route 66 including a collection of oral histories, donated in 2011 by the Route 66 Association of Missouri. The interviews in the collection cover all aspects of the building and planning of the road, as well as the Interstates' effects on Route 66 and roadside businesses (National Park Service b).

While the Oral History project tells, the Springfield Visitor's Center shows. The Route 66 Springfield Visitor Center, which is located at 815 E. St. Louis Street and serves more than 8,000 people annually, recently installed a mural on its west- and south-facing windows.



Image C-2: Rebecca Rehagen in front of the mural on the The Route 66 Springfield Visitor Center

Created by local artist Rebecca Rehagen, it depicts a variety of scenes, many of which evoke its Route 66 landmarks (CVB Public Relations Team). For example, the panel featuring the Abou Ben Adhem Shrine Mosque is a standout.



Image C-3: Abou Ben Adhem Shrine Mosque

The Abou Ben Adhem Shrine Mosque was built in 1923 and hailed as the largest auditorium west of the Mississippi River. The red brick and unique architecture make the property one of the most recognizable buildings along Route 66 in Springfield. This facility was built and is still owned by the Shriners International Masonic Society who has since established its headquarters in Tampa, Florida. The Mosque was placed on the federal National Register of Historic Places in 1982. Today, the building hosts Shriners conventions, dances, circuses, and other entertainment.

History Museum on the Square is a 7-exhibit museum celebrating the rich history of Springfield. The museum first opened in 1976 and has occupied several buildings throughout its history. In 2019, the museum relocated to an 18,000 square foot location along the historical Route 66. The museum sits directly on Springfield's Park Central Square, a central hub for various commercial destinations in the city. The museum's most popular exhibit is an interactive 66-foot-long timeline paying tribute to the Mother Road with electronic interactive displays and replica neon signs. Other museum exhibits include Voices of History, Trolleys and Transportation, Wild Bill Hickok and the American West, Civil War in Springfield, Pioneers and

Founders at the Crossroads and Native Crossroads at the Spring (an exhibit depicting the Native American's that first occupied the land). The museum is also part of the National Park Service's Trail of Tears Passport Program, a creative method to attract visitors that allows them to secure a stamp in a Trail of Tears travel booklet and track sites they visit along the trail. Funding for the Native American museum's renovation came largely from private donations and grants at various levels of government (History Museum on the Square, n.d.).

Other privately held enterprises located on Route 66 similarly honor its heritage in Springfield:

In 1990, business owner Guy Mace bought his first collector vehicle while running a manufacturing company in a 20,000 square foot factory in downtown Springfield. The collection has since grown to nearly 70 automobiles and the factory has transformed into the Route 66 Car Museum. The museum houses varying classic automobiles including the truck from the 1939 movie "Grapes of Wrath" in which the fictional Joad family drives west along Route 66 to California. The museum is privately owned by Mr. Mace, an enthusiast who turned a passion for collecting cars into a Springfield attraction paying homage to the automobile and the first transcontinental highway.

Additionally, "eight sandstone cottages built in 1938," located along Route 66 and known today as the Best Western Route 66 Rail Haven Motel, ...was listed on the National Register of Historic Places effective May 10, [2010] (Warnick 2010).

Another private business on Route 66, Steak N Shake located at 1158 E. St. Louis Street, is also listed on the National Register of Historic Places. It is noted for its Route 66-era features, which remained unchanged: "The rooftop and street-side neon signs, the painted wooden sign overlooking the parking lot's southern end, the curb service window and the kitchen's cook line, stainless steel counters and tile floor (Warnick 2012).

Perhaps the greatest manifestation of pride in Route 66 heritage is the yearly Birthplace of Route 66 Festival. The 3-day event is planned by several local organizations including the Route 66 Association of Missouri and the Downtown Springfield Association. Activities include car shows, motorcycle shows, live music and parades. Visitors have been attending the event for nine consecutive years to pay tribute to the vibrant culture and art of Route 66 and to enjoy downtown Springfield establishments. The festival drew a reported 65,000 visitors in 2019. Founders of the festival have created a charitable organization called The Mother Road Foundation. The 501(c)(3) corporation raises money through raffles, events and contributions and the funds secured are donated to a cause chosen by the Board of Directors. In 2018 and 2019, the Mother Road Foundation donated over \$70,000 to the Shriners Children's Hospital, a healthcare system with 22 North American facilities. While the hospital system does not have any locations in Springfield, it shares a connection to the city through the Abou Ben Adhem Shrine, the historic building for the Shriners fraternity (Hickman 2020).

Federal Economic Development Program Utilization and Eligibility in Springfield, MO

Economic development in the United States may be aided by a variety of federal programs to spur economic activity. There are many such aids, and we consider here the utilization of and eligibility for some major federal economic development programs in Springfield, Missouri, including the Route 66 portion of this community. The programs considered and the time period of programmatic utilization/eligibility are as follows. [NOTE: the substance of information below has not been changed. It is simply now formatted per the way this same text is formatted in the Amarillo Case Study – which, I believe, is much easier to read.]

1. **Federal Historic Tax Credit – FHTC (2001-2018 implementation):** The FHTC provides a 20 percent tax credit over 5 years for qualified investment in historic properties.
2. **Low Income Housing Tax Credit – LIHTC (1997-2017 implementation):** The LIHTC provides a maximum of a 90 percent tax credit over 10 years for qualified investment in affordable housing.
3. **New Markets Tax Credit – NMTC (2019 eligibility and 2007-2016 NMTC implementation):** The NMTC provides a 39 percent tax credit over 7 years for qualified investment in Community Development Entities in economically challenged locations.
4. **Opportunity Zones – OZ (2018 eligibility):** The OZ program postpones, reduces, or eliminates capital gains taxes for qualified investment in economically challenged locations. The magnitude of the capital gains forbearance depends on the length of the OZ investment.
5. **Brownfields (2019 designation):** A Brownfields designation indicates both economic challenge (for cleanup and remediation) as well as economic opportunity (special governmental incentives are available for investment in Brownfields).
6. **Enterprise Zones – EZ (2020 designation):** EZs are economically challenged areas where government offers new or expanding businesses investing in such locations an array of incentives including tax breaks, regulatory exemptions, and other aids (e.g., lower consumer sales tax and tax credits for job retention or creation). There are both federal

and state EZs, with some similarities, and our analysis here focuses on state of Oklahoma designated EZs.

For the Springfield programmatic analysis, we used data and mapping tool information for this community from PolicyMap as well as other sources such as the decennial census and the periodic American Community Survey (ACS; in this instance the 5-year 2014-2018 ACS sample). The detailed findings of our analysis are contained in Appendix B in a series of exhibits as follows:

- **Exhibit 1**— Population, Socioeconomic, and Housing Profile – key data presented for overall community context and previously referred to in our case study presentation.
- **Exhibit 2**—Route 66 Economic Impact—context map showing the community’s jurisdictional boundaries, the location of Route 66 traversing the community, and the community’s block groups, the latter used for spatially indicating the community’s programmatic utilization/eligibility in later exhibits.
- **Exhibit 3**—Programmatic Tabular Summary— multiple component table with a series of figures summarizing FHTC, LIHTC, NMTC, OZ, Brownfields and EZ presence and activity in the community.
- **Exhibit 4**—Federal Historic Tax Credit –map showing FHTC activity in the community with respect to overall community jurisdictional boundaries, community block groups, and Route 66 within the community. The presence of Route 66 is shown in two forms: Route 66 road line (indicated by solid yellow line) and Route 66 Corridor (1-mile buffer around the Route 66 road line, with the Corridor indicated by a dashed yellow line).
- **Exhibit 5**—Low Income Housing Tax Credit—map showing federal LIHTC activity in the community and presented in same spatial format as explained in Exhibit 4.
- **Exhibits 6 and 7**—New Markets Tax Credits—maps showing federal NMTC eligible areas (Exhibit 6; eligible area in darker shade) and NMTC activity (Exhibit 7—scalar by number of NMTC, with greater activity in darker coloration shade) and presented in same spatial format as Exhibit 4.
- **Exhibit 8**—Opportunity Zones—map showing federal OZ eligible investment areas (in darker coloration shade) and presented in same spatial format as Exhibit 4.
- **Exhibit 9**—Brownfields—map showing federal designated brownfields (in darker coloration shade) and presented in same spatial format as Exhibit 4.
- **Exhibit 10**—Enterprise Zones— map showing state designated EZ areas (in darker coloration) and presented in same spatial format as Exhibit 4.

As noted, the full Springfield programmatic detail is contained in Exhibits 1-10 in Appendix B to this case study. For ready synthesis, the highlights of the Springfield programmatic follows.

OVERALL COMMUNITY and ROUTE 66 PROFILE (Exhibits 1-3)

- Home to a population of 165,785 residents, Springfield is transected by Route 66 from East to West, directly north of the city’s center.

- Springfield's 82.35 square mile jurisdiction is divided into 135 block groups by the United States Census Bureau. This geographic division was used to determine the community's spatial programmatic utilization/eligibility.

FEDERAL HISTORIC TAX CREDIT (Exhibits 3 and 4)

- 89 FHTC projects were pursued throughout Springfield between 2001 and 2018. The median project cost was \$844,974, 55% involved multi-family housing, 26% commercial, 3% office and the remainder other uses.
- Nearly all these FHTC projects are concentrated directly in the center of Springfield, abutting the Route 66 corridor transecting the city

LOW INCOME HOUSING TAX CREDIT (Exhibits 3 and 5)

- 46 LIHTC projects throughout Springfield were developed between 1997 and 2017. These comprised in total 2,437 housing units (2,252 units or about 92% low-income) and a \$524,000 median annual project subsidy.
- The 46 LIHTC projects are well-distributed throughout Springfield, with LIHTC projects evenly spread throughout the entirety of the city's jurisdiction, with some in or near the community's Route 66 corridor.

NEW MARKETS TAX CREDITS (Exhibits 3 and 6-7)

- Of the 135 Springfield block groups, 85 (63 percent) are NMTC program eligible. All of these NMTC eligible block groups are located within the central portion of Springfield, surrounding the Route 66 corridor
- There have been 14 NMTC projects throughout Springfield between 2007 and 2016. Most of these projects are concentrated in Springfield's northern portion, surrounding the Route 66 corridor.

OPPORTUNITY ZONE (Exhibits 3 and 8)

- Of the 135 Springfield block groups, 27 (20 percent) have been designated as Opportunity Zones. Nearly all of these designated Opportunity Zones in Springfield are concentrated on the northern portion of the city, with OZs in and near the Route 66 corridor.

BROWNFIELDS and ENTERPRISE ZONES (Exhibits 3 and 9-10)

- Of the 135 Springfield block groups, 57 (42 percent) contain federally designated brownfields. These block groups are largely found in the northern half of the city, with brownfields comprising a large portion of the area in or near the Route 66 corridor.
- Of the 135 Springfield block groups, 133 (98 percent) are designated as Enterprise Zones. Nearly all of the City of Springfield is contained within an Enterprise Zone and the same is true concerning this community's Route 66 corridor.

State and Local Economic Development Programs and Utilization in Springfield, Missouri

Some prominent state and local economic development programs (local enabled by state authorization) in Missouri include:

- Tax Increment Financing (TIF) District – real estate tax based
- State Supplemental Tax Increment Financing District (When local tax increment financing leaves a gap for a redevelopment project, a municipality can apply for a portion of the new state tax revenues created by the project to help cover the financing gap for eligible redevelopment costs on the project.)
- Community Improvement District – sales tax based
- Neighborhood Improvement District – sales tax based
- Transportation Development District – sales tax based
- Enterprise Zone – sales tax exemptions
- Hotel/Motel Tax – Revenue tax to support tourism/economic development

As discussed below, some of these economic development programs are found in Springfield, as well as other supportive planning and other efforts.

Hotel Tax

Springfield City Code Chapter 70, Article V requires hotels and motels to pay a 5% tax on the gross rental receipts of transient guests. Hotel owners have the option to pass the 5% tax on to their customers. Projected hotel tax revenues for the city 2020-2021 budget are estimated to be just under \$1.5 million. The tax is significantly lower compared to the 7% revenue generated hotel tax of nearby St. Louis and Kansas City. The Springfield Hotel Tax is the primary source of funding on the debt service for existing municipal bonds dedicated to the redevelopment of Jordan Valley Park in 2011 (Annual Budget, 2021).

College Street Corridor Plan

The Springfield College Street Corridor Plan (CSCP) was prepared in 2012 and serves as a guide to stimulate private investment confidence by making cosmetic improvements to this area's walking and driving corridor areas. College Street is a historic part of Springfield and Route 66, serving as the location for the annual Route 66 Festival. The CSCP provides development suggestions and capital improvements that could help facilitate private investment, including attractive light poles and sidewalks. The improvements also include art, signs and a park - all

dedicated to celebrating the history of Route 66. While CSCP does not provide specific economic incentives for businesses in the area, addressing the physical blight may very well be followed in turn by forthcoming targeted economic incentives (City of Springfield, 2010).

Kearney Street Corridor Plan

A plan was approved in 2018 to remove blight and redevelop the Kearney Street Corridor in central Springfield. The plan encouraged the creation of the Land Clearance for Redevelopment Authority (LCRA), a city board appointed pursuant to Missouri's Land Clearance for Redevelopment Authority Law. The LCRA oversees property tax abatements and bond approvals to spur private investment. Kearney Street is part of historic Route 66 and includes Rest Haven Court, one of the few original Route 66 motels remaining in the city (City of Springfield 2018).

Route 66 Association of Missouri

The Route 66 Association of Missouri is a non-profit corporation established to preserve, promote, and develop Route 66 by acting as an umbrella organization for cooperative promotions, distribution of educational data and sharing of resources. The organization maintains a library of historical resources related to Route 66 in Missouri and develops presentations to various groups interested in the Mother Road in this state. Route 66 Association of Missouri is a membership-based organization that uses its funds to assist local businesses and host the annual Birthplace of Route 66 Festival in Springfield.

**APPENDIX A – THE ROUTE 66/SPRINGFIELD, MO
HISTORIC RESOURCE
(THE BIRTHPLACE OF ROUTE 66 FESTIVAL)**

The Annual Birthplace of Route 66 Festival

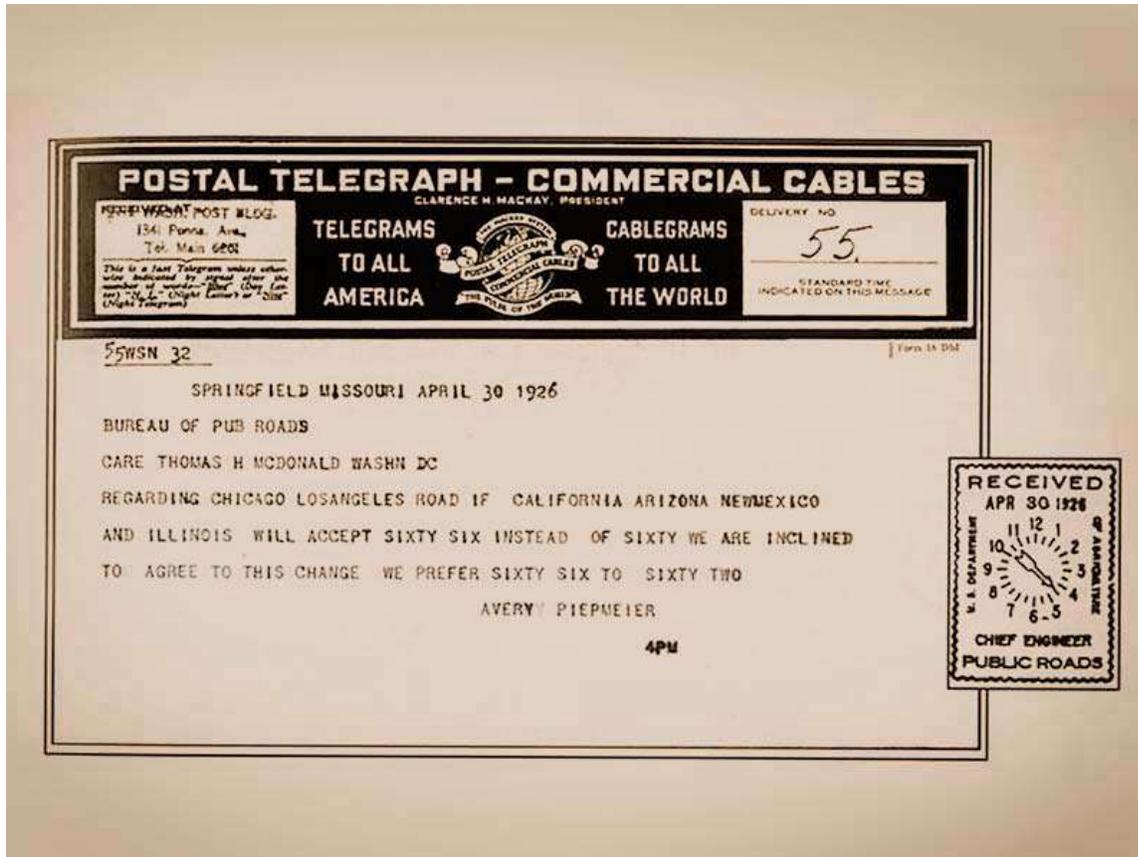


Image C-4: The famous telegram sent by Avery and Piepmeier from Springfield on April 30, 1926 to Thomas McDonald in Washington, DC

This might be the most unique birth certificate ever issued.

Sent via the Postal Telegraph-Commercial Cables Company, it documents the moment on April 30, 1926, at 4:30 pm when Cyrus Avery, native Tulsan and Father of Route 66, and B. H. Piepmeier, chief engineer for Missouri's highway commission – along with John Page, Oklahoma state highway engineer and John Woodruff, developer and future president of the U.S. 66 Highway Association– telegraphed the immortal words, “We prefer 66” (McConnell 2016 b, 2019). It is the document that established the identity of the highway that became the Main Street of America.

Some quibble about this.

As this report about the upcoming 2026 centennial of Route 66 noted: “Nov. 11, 1926 remains the most commonly acknowledged birth date for the Main Street of America...[but] debate rages on whether Nov. 11 can be called the Mother Road's birthday. A few sources give it as

April 30, which was when road officials in Springfield, Missouri, in 1926 assigned the number 66 to the Chicago-to-Los Angeles highway — hence that city crediting itself as the “birthplace of Route 66” and its fast-growing annual festival of the same name.

However, the highway wasn’t officially commissioned until Nov. 11 that year. The numerical assignment would have been worthless without the official act that approved it” (Warnick, 2017).

However, if one reasons that the date of its commissioning constitutes Route 66’s birthday, then what would one conclude about the date of its decommissioning? “After 59 years, the iconic Route 66 enter[ed] the realm of history on June 27, 1985, when the American Association of State Highway and Transportation Officials decertifie[d] the road and vote[d] to remove all its highway signs” (History.com Editors 2009). It would have to represent the date of its demise.

Clearly Route 66 lives. Its April 30th birthday makes it a prototypical Taurus:

A “strong, rock solid, reliable, practical, patient...master builder-producer...While other[s] may offer concepts and ideas at a meeting, Taurus will listen quietly and then at some point say, “Give me a deadline, a crew, and a budget, and I will get things done—precisely to specifications.” Taurus is the sign that turns ideas into tangible reality” (Miller).

Thus, Springfield, having seen Cyrus Avery’s idea become reality, deserves its recognition as the Birthplace of Route 66. It celebrates this status with an annual festival. Such a fête is true to its birthright: the day Route 66 was born, there was a huge party in progress:



Image C-5: “Springfield’s 1926 Rotary convention held ‘one of the largest and most spectacular parades ever seen by the Springfield public, reported the Leader on April 29.” (McConnell 2016b)

Friday, April 30, 1926, was a very busy day in Springfield, Missouri. Several thousand Rotarians were in town to attend the convention of the Fifteenth District, which included the states of Arkansas, Missouri, Oklahoma, and Kansas...The convention officially began on Thursday morning and concluded on Friday evening.

Late Thursday afternoon, a large parade of Rotarians and others — “one of the largest and most spectacular parades ever seen by the Springfield public” — marched down Walnut Street and around the downtown area. When the conference sessions concluded at 9:30 p.m. on Thursday, “the rest of the night will be devoted to dancing on the square, where traffic has been barred by an action of the city council; parades, band concerts and street stunts.” Friday evening promised to be equally raucous, if not more so.

It must have been a crowded, noisy, festive street scene, especially in the late afternoon and early evening.

“Stunts, impromptu parades, gay parades of a dozen hilarious visitors, singing and shouting as they made their way along brilliantly lighted streets, in fact every

conceivable festivity which might add to the joyous nature of a great celebration, featured the first evening of the fifteenth district Rotary convention last night...Both the square and St. Louis street, as far east as the mosque, had been illuminated until the light was equal to that of day, and until a late hour last night were crowded with persons thoroughly imbued with the spirit of festivity” ...

[T]he meeting [attended by Avery and Piepmier] almost certainly occurred in the Colonial Hotel, at least at the time the telegram was sent to DC, because... the famous telegram was sent from the Postal Telegraph office in the Colonial Hotel, not from the nearby, newer, competing Western Union office on St. Louis Street just west of the front entrance of the Woodruff Building ... With thousands of Rotarians in town at that time, it would not make sense for someone trying to send an urgent telegram to Washington, DC, at 4:00 p.m. on Friday afternoon to even attempt crossing the street, full of pedestrians (including roving bands of raucous Rotarians), cars, trucks, and streetcars, when there were telegraph offices on both sides of the street, virtually directly across from each other” (Peters 2016).

This account of the festivities that occurred on the day Route 66 was born aligns well with the map shown here, created for the 9th annual celebration of Route 66’s birthplace, held in 2019. Wending its way from left to right, from College Street through Park Central Square, to St. Louis Street, the map features two notable sites: the Abou Ben Adhem Shrine Mosque [a non religious affiliated Morrocan-style structure built in 1923 (McConnell 2016a)] and Sky Eleven [formerly the Woodruff Building. Built in 1911, and ten stories tall, it was the city’s first “skyscraper” (McConnell 2019)].



Image C-6: Map for the 9th Annual Birthplace of Route 66 Festival

The Shrine Mosque is not a Shriner thing...it’s a Springfield, a Missouri thing, according to Shriner Douglas Pitts, who serves as a trustee and historian for the mosque.

Even though the Shrine Mosque dates back to 1923, Abou Ben Adhem — the tribe behind the mosque — originated two decades earlier. The early 1900s was a popular

time for fraternal organizations, says Pitts, who notes that one out of three men was a member of such groups. “So it was a big thing,” he says. “There was a growing population.”...[therefore] in 1920, the temple voted to erect the Shrine Mosque.

Ground was broken the next year, but the day involved more than moving some dirt. Twelve hours of continuous entertainment were also on the schedule: “Following the parade and the ground breaking ceremony a ceremonial will be held at Conventional Hall, followed by a banquet at the Masonic temple on Walnut Street at 6:30. A dance will be given at Milligan’s hall following the banquet and at 12 o’clock the Midnight Follies will be given at the Landers-Orpheum theater as the closing feature.” (McConnell 2016a)

The Woodruff Building was renamed Sky Eleven and during the 2015 Birthplace of Route 66 Festival, John Woodruff was honored:

The Birthplace of Route 66 Festival in Springfield is now underway, with officials this afternoon formally kicking off the fifth annual event with a plaque dedication in honor of John T. Woodruff.

On April 30, 1926, a group of businessmen including John T. Woodruff sent a telegram from Springfield to the Bureau of Public Roads with a suggestion of “66” as the number for the then new Chicago to Los Angeles Road...

The ceremony took place in front of Sky Eleven, the new premium student housing unit that held its ribbon cutting Thursday. The structure was formerly The Woodruff Building, one of several buildings that Woodruff helped develop in the downtown decades ago, according to History Museum on the Square Director John Sellers. (Harvey 2015)

The map clearly shows that Springfield appreciates its heritage, honors its iconic architecture – and loves a great party. The first Birthplace of Route 66 Festival, back in 2011, started small. According to Rusty Worley, Downtown Springfield Association Executive Director, it was a “glorified block party.” But by 2019, the event had grown – a lot. (Downtown Springfield Association 2019).

Fueled by a worldwide passion for Historic Route 66, the festival’s attendance was 65,000 over two days (Scott 2021). The event took place on Route 66, in and around Park Central Square in Downtown Springfield, complete with vendors, a parade, a poker run, a 6.6K race, live music (Downtown Springfield Association 2019).



Image C-7: 2019 Birthplace of Route 66 Festival in progress. Sky Eleven and the Abou Ben Adhem Shrine Mosque can be seen in the background.

It superseded attendance records for the 2017 festival, which itself shattered the previous record:

The Springfield Business Journal reported total attendance over the past weekend was 53,000, which exceeded last year's record of 38,000 by an astonishing 40 percent.

During the event celebrating Springfield's historical connection to the Mother Road, 451 classic cars were on display along with 2,900 motorcycles. The event, free to attendees, collected \$9,000 in car-show registration fees to benefit the city's West Central neighborhood encompassing most of downtown, Scott said. Officials were unable to provide an economic impact estimate by deadline.

The majority of the crowd — 32,000 people — came out on Saturday for the event that closed down a large portion of downtown, including Park Central Square. The festival included 72 vendors, including Civil Kitchen, Sun Solar and Gene's Gallery, and 32 musical acts, such as Three Dog Night and Big & Rich.

The festival, which just completed its seventh year, has grown quickly in popularity. The city, no doubt influenced by the steady stream of Route 66 tourists, has embraced the Mother Road in recent years (Warnick 2017b).

The steering committee for the event had projected that attendance would top 75,000 in 2020.

However, as any good astrologer could have predicted, it was not meant to be. Uranus, the planet of disruption, began a seven-year transit of Taurus on March 6th, 2019. Whether you believe in the predictive value of astrology or not, the arrival of Uranus coincided with the start of a world wide pandemic. (Its last transit coincided with the Great Depression and the Second World War.)

The 2019 Birthplace of Route 66 Festival was cancelled due to COVID concerns. So was the 2020 festival, and its many planned events, which were to include a car show, a Charity Bike Show, the Gypsy Tour Poker Run benefitting the Combat Veterans Motorcycle Association and the 6.6K Run/Walk (Wert 2021).

Instead, the festival committee hosted an event of a different kind: “Get Your ‘Stick’ on Route 66.” On Saturday, August 14, they hosted a COVID-19 vaccination event 3-5 p.m. Saturday, Aug. 14 at the Route 66 Car Museum, 1634 W. College St. Those who received their first or second dose of either the Pfizer or Moderna vaccines, or the one-dose Johnson & Johnson vaccine received free admission to the museum, a \$15 value (Birthplace of Route 66 Festival 2021).



Image C-8: The Feszter, 1932 Ford Highboy, finally raffled off in 2021.

In addition, they went ahead with a raffle of a 1932 Ford Highboy hotrod, sponsored by the Mother Roadster Foundation. “Also known as the ‘Feszter,’ [it] proved [in 2020] to be the car that we just couldn’t give away. As a result of Covid 19 and the cancellation of many festivals, we ultimately had to postpone the giveaway of the Mother Roadster until 2021...Custom built with brand new parts by Tony Curry of Show Me Rod and Custom & Currys Hot Rod, The Mother Roadster Foundation raised more money than it ever has in a single year or on a single car [and] gave a record-breaking amount of \$50,000 to Shriners Children’s Hospital. The winner

Accordingly, city officials and neighborhoods have been working along the historic stretch of road, particularly between Grant Avenue and Kansas Expressway, due west of where the main events of the Birthplace of Route 66 Festival are held. Street improvements like new light poles and sidewalks have already been made. More recently, a roadside park was created, reminiscent of the old-school roadside parks where people stopped as they traveled down Route 66.



Image C-10: Plan for expansion of the Roadside Park

One day, when the pandemic is in the rearview mirror, the festival will once again cruise down Route 66. Undoubtedly, it will grow in size in the years ahead, so Springfield plans to expand that Roadside Park, to create entrances at Grant Avenue and Kansas Expressway, and to build a clock tower and visitors' kiosk (Spivak 2018) – amenities that will give the Birthplace Festival plenty of room to expand.

Of course, disruptive Uranus will remain in Taurus until 2026, the year of Route 66's centennial and the occasion of its biggest birthday bash yet. Expect fireworks.

Local Impacts

Even though the Birthplace of Route 66 Festival has gone dark for two years running, it has nonetheless proven an invaluable Route 66 resource, benefitting Missouri and Springfield. “After a long application process championed by Missouri's Route 66 association and a Springfield-based civil engineering company, the stretch of Route 66 that runs through the Show-Me State was recently declared an ‘All-American Road’ by the U.S. Department of Transportation” In that application, the Birthplace of Route 66 Festival was listed, along side the St. Louis Arch, as something on Route 66 particular to Missouri of national significance (Holman 2021).

There is \$16 million in federal funding tied to this designation. Mark Falzone, President of Scenic America, a national nonprofit focused on scenic byways and similar resources said, “The good news is, it's actually more than has been allocated for the past nine years,” His group is seeking \$325 million in taxpayer byway spending for places like Missouri Route 66 to be included in the next highway funding bill or the Biden administration’s \$2 trillion infrastructure plan.

“Depending on what Congress approves, All-American Road funding ‘could pay for something as big as a visitor center to help encourage tourism, or it could pay for something as small as designing the educational literature that goes into that visitor center,’ Falzone said. It could pay for other projects, like building a scenic overlook in a place where there’s a beautiful view. Anything related to the byway and its intrinsic qualities is fair game” (Holman 2021).

In addition, during the hiatus of the Birthplace of Route 66 Festival, the National Park Service’s Route 66 Corridor Preservation Grant Program has stepped up to keep Springfield’s party spirit alive on Route 66. The program provides grant assistance for eligible historic preservation, research, oral history, interpretative, and educational projects related to historic Route 66. Since 2001, 158 projects have been awarded \$2.37 million, with \$3.69 million in cost-share match, totaling \$6.06 million in public-private investment toward the revitalization and commemoration of the Route 66 corridor.

For 2021, Missouri State University was awarded an NPS Grant of \$7,484 for a Missouri Route 66 Music and Entertainment Project. The Cost-Share Match was \$15,011

Southwest Missouri has a long musical tradition and with it entertainment venues that naturally developed along Route 66. Some of these venues were grand entertainment palaces with elaborate architectural statements, such as the Gillioz Theater and the Shrine Mosque in Springfield...This project will focus on musical venues to offer a broad look of the community memory fostered by Route 66. While local residents enjoyed and benefited from these musical entertainment venues, so did Route 66 travelers and of

course the musicians themselves. In a Greater Springfield oral history interview, Irv Logan, grandson of Alberta Ellis (owner of Alberta's Hotel), remembered entertainers traveling through the region in the segregated environment that created the Chitlin Circuit, many who stayed at Alberta's Hotel. The project will aid current and future generations in understanding the importance and impact of these musical entertainment venues and the connection to American culture. Grant funds will support researchers to identify and research venues, and record a minimum of 12 oral history interviews in the greater Springfield, Missouri area. The oral histories will be made available online to the general public, free of charge through the Missouri State University Libraries online Collection Guide (National Park Service a).

APPENDIX B—CASE STUDY TABLES

Exhibit 1 – Population, Socioeconomic, and Housing Profile

| Springfield Case Study Community Profile (2017) | | | | |
|---|-----------------|--------------------|-----------------------|-------------------------|
| | Springfield, MO | Missouri Statewide | Difference from State | % Difference from State |
| Population Profile | | | | |
| Total Population (2017) | 165,785 | 6,075,300 | N/A | N/A |
| Total Population (2000) | 151,567 | 5,595,211 | N/A | N/A |
| % Population Change (2000 - 2017) | 9.4% | 8.6% | 0.8% | N/A |
| Population Per Square Mile | 2029.6 | 88.4 | 1941.2 | 2195.9% |
| Demographic Profile | | | | |
| Race | | | | |
| % of Population White | 88.2% | 82.4% | 5.8% | 7.0% |
| % of Population Black | 4.5% | 11.6% | -7.1% | -61.2% |
| Ethnicity - % Hispanic (Any Race) | 4.5% | 4.0% | 0.5% | 12.5% |
| Median Age of Population | 32.8 | 38.4 | -5.6 | -14.6% |
| % of Population Age 65+ | 14.9% | 15.7% | -0.8% | -5.1% |
| Socioeconomic Profile | | | | |
| Per Capita Income | \$21,878 | \$28,282 | -\$6,404 | -22.6% |
| Median Household Income | \$34,775 | \$51,542 | -\$16,767 | -32.5% |
| % of Population in Poverty (Age 18 to 64) | 27.7% | 20.0% | 7.7% | 38.5% |
| % of Population Unemployed (All Races) | 6.1% | 5.4% | 0.7% | 13.0% |
| % of Population with College Degree* | 27.7% | 28.2% | -0.5% | -1.8% |
| % of Population in Professional / Managerial Position | 32.2% | 35.9% | -3.7% | -10.3% |
| Total Retail Sales, 2012 (\$1,000) | \$4,329,465 | \$90,456,581 | N/A | N/A |
| Total Retail Sales Per Capita, 2012 | \$26,694 | \$15,036 | \$11,658 | 77.5% |
| Total Accommodation & Food Sales, 2012 (\$1,000) | \$578,727 | \$12,430,310 | N/A | N/A |
| Total Accommodation & Food Sales Per Capita, 2012 | \$3.61 | \$2.08 | \$1.53 | 73.8% |
| Housing Profile | | | | |
| Number of Households (Occupied Units) | 72,765 | 2,386,203 | -2,313,438 | -97.0% |
| % Vacant Units | 10.2% | 13.7% | -3.5% | -25.5% |
| % Owner-Occupied Homes | 44.9% | 66.9% | -22.0% | -32.9% |
| % Single-Unit Detached Homes | 61.9% | 70.4% | -8.5% | -12.1% |
| Median Value of Owner-Occupied Units | \$111,600 | \$145,400 | -\$33,800 | -23.2% |
| Median Goss Rent | \$711 | \$784 | -\$73 | -9.3% |
| % Renter Challenged Affordability** | 48.3% | 42.3% | 6.0% | 14.2% |
| Notes | | | | |
| *Bachelor's degree or more (Age 25 Years Old +) | | | | |
| **Paying more than 30% of Income for Rent | | | | |
| All data provided by ACS 2017 unless noted otherwise | | | | |
| N/A = Not Applicable | | | | |
| Data Source: American FactFinder - Community Facts: https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml?src=bkml | | | | |

Exhibit 2 - Route 66 Case Study Community

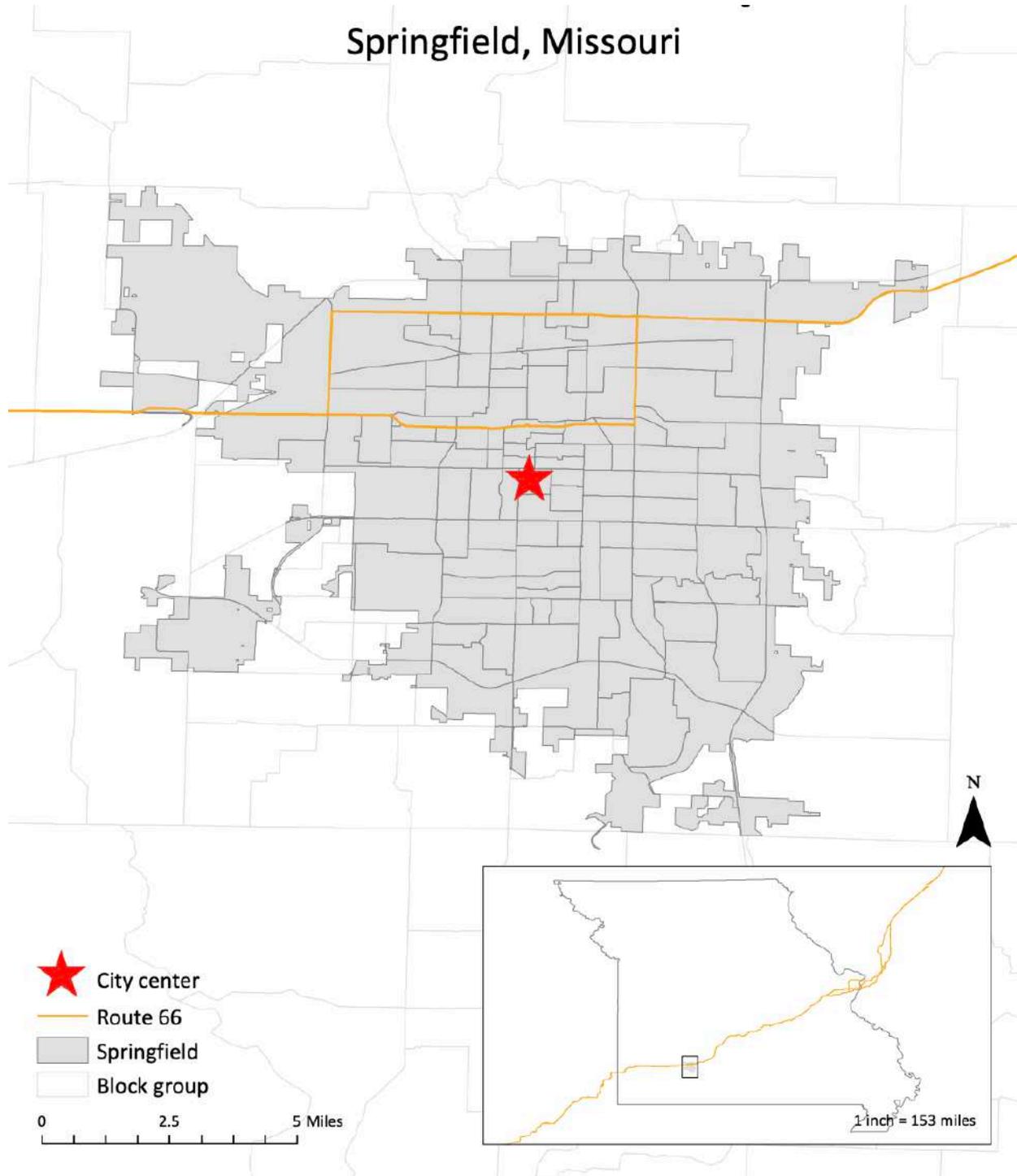


Exhibit 3 - Programmatic Tabular Summary

The following table summarizes key information for the City of Springfield, based on American Community Survey 2014-2018 five (5)-year estimates as well as economic development data from PolicyMap.

| POPULATION | | |
|--|---------|-----------|
| Area (Square Miles) | | 82.35 |
| Block Groups | | 135 |
| FEDERAL HISTORIC TAX CREDIT (FHTC) | | |
| Total Number of FHTC Projects (2001-2018) ¹ | | 89 |
| Median Project Approval Year | | 2007 |
| Median Project Cost | | \$844,974 |
| Primary Project Category ² | | |
| Multi-Family Housing | 55.06% | 49 |
| Single Family Housing | 6.74% | 6 |
| Commercial | 25.84% | 23 |
| Office | 3.37% | 3 |
| Hotel/Bed and Breakfast | 1.12% | 1 |
| School | 0% | 0 |
| Theatre | 1.12% | 1 |
| Industrial | 1.12% | 1 |
| Hospital | 0% | 0 |
| Public | 0% | 0 |
| Other | 3.37% | 3 |
| Not Indicated | 2.25% | 2 |
| LOW INCOME HOUSING TAX CREDIT (LIHTC) | | |
| Total Number of LIHTC Projects (1997-2017) ³ | | 46 |
| Projects Currently Active in LIHTC Program | 100.00% | 46 |
| Project Rent or Income Ceiling ⁴ | | |
| 50% AMGI | 0% | 0 |
| 60% AMGI | 28.26% | 13 |
| Not Indicated | 71.74% | 33 |
| Median Annual Allocated Amount | | \$524,000 |
| LIHTC (cont.) | | |
| Total Number of Units | | 2,437 |
| Low Income Units ⁵ | 92.41% | 2,252 |
| Units Below Rent or Income Ceiling ⁶ | 0% | 0 |
| NEW MARKETS TAX CREDIT (NMTC) | | |
| Block Groups with NMTC Eligibility (2019) ⁷ | 62.96% | 85 |
| Total Number of NMTC Projects (2007-2016) ⁸ | | 14 |
| OPPORTUNITY ZONE (OZ) | | |
| Block Groups Designated as Qualified OZ (2018) ⁹ | 20.00% | 27 |
| BROWNFIELD | | |
| Block Groups that Contain Brownfield(s) (2019) ¹⁰ | 42.22% | 57 |
| ENTERPRISE ZONE (EZ) | | |
| Block Groups with Designated EZ(s) (2020) ¹¹ | 98.52% | 133 |

¹ The number of all FHTC projects approved since October 1, 2001, through September 30, 2018.

² The category item first listed for each project's Category description.

³ The number of all LIHTC-funded projects placed in service from 1997 through 2017.

⁴ The elected rent or income ceiling as percentage of area median gross income (AMGI).

⁵ The number of units indicated as low-income.

⁶ The number of units indicated as below elected rent or income ceiling.

⁷ The number of all block groups that meet the Community Development Financial Institutions (CDFI) Fund's NMTC eligibility requirement in 2019.

⁸ The number of all NMTC projects reported from 2007 through 2016.

⁹ The number of all block groups nominated and designated as Qualified OZs in 2018.

¹⁰ The number of all block groups that contain brownfield(s) in 2019.

¹¹ The number of all block groups with designated EZ(s) in 2020.

Exhibit 4—Federal Historic Tax Credit

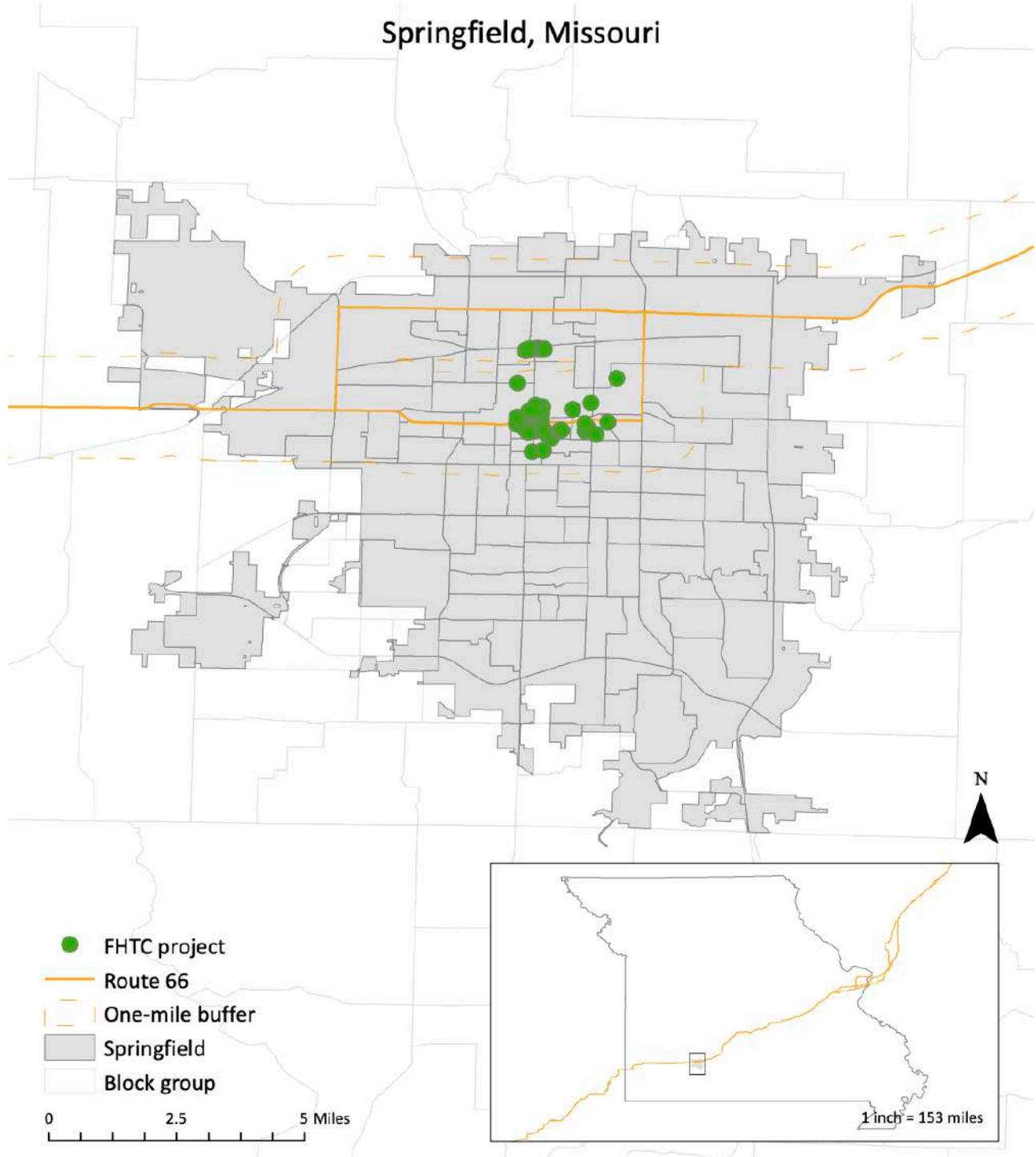


Exhibit 5—Low Income Housing Tax Credit

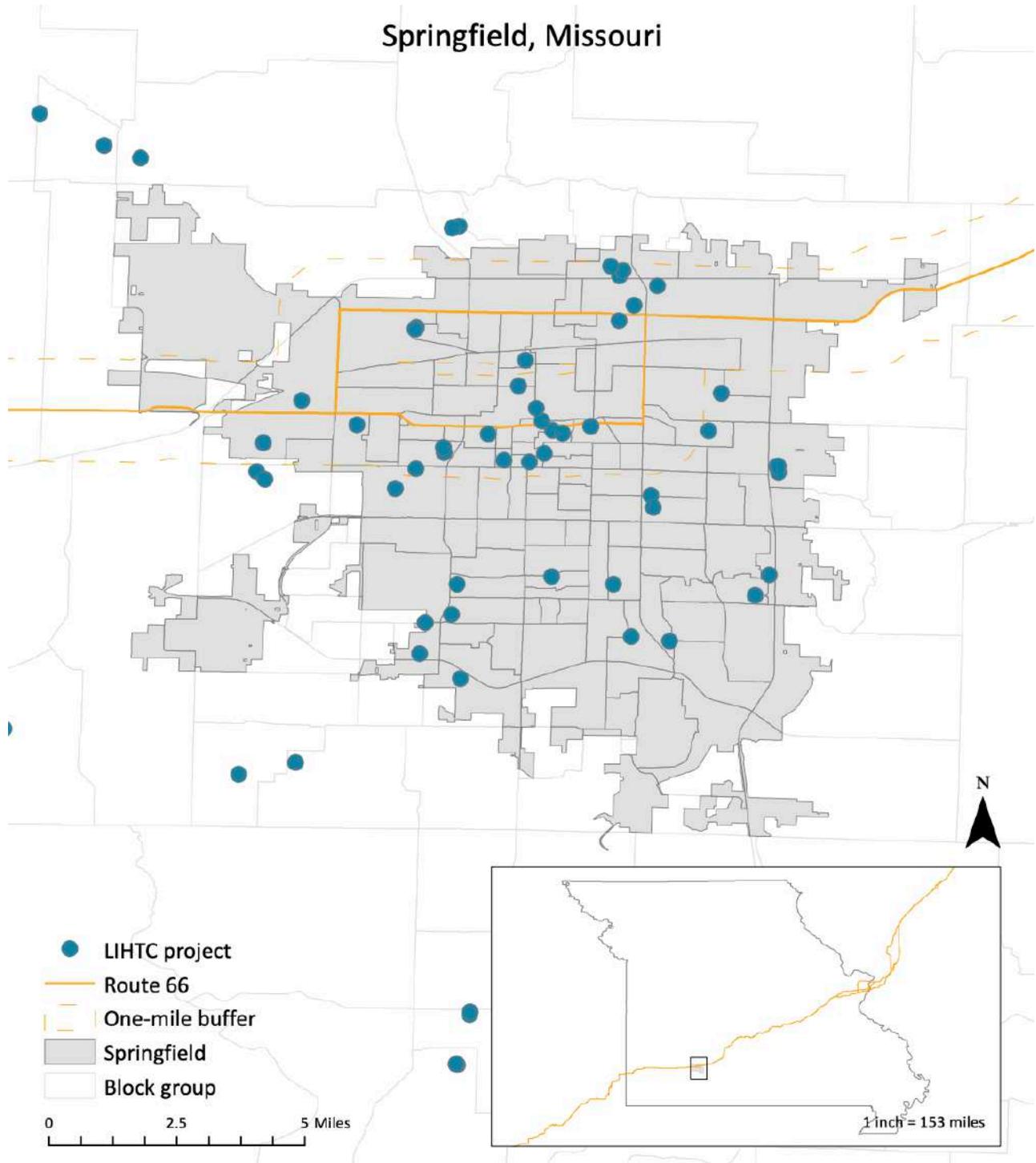


Exhibit 6—New Markets Tax Credits Eligibility

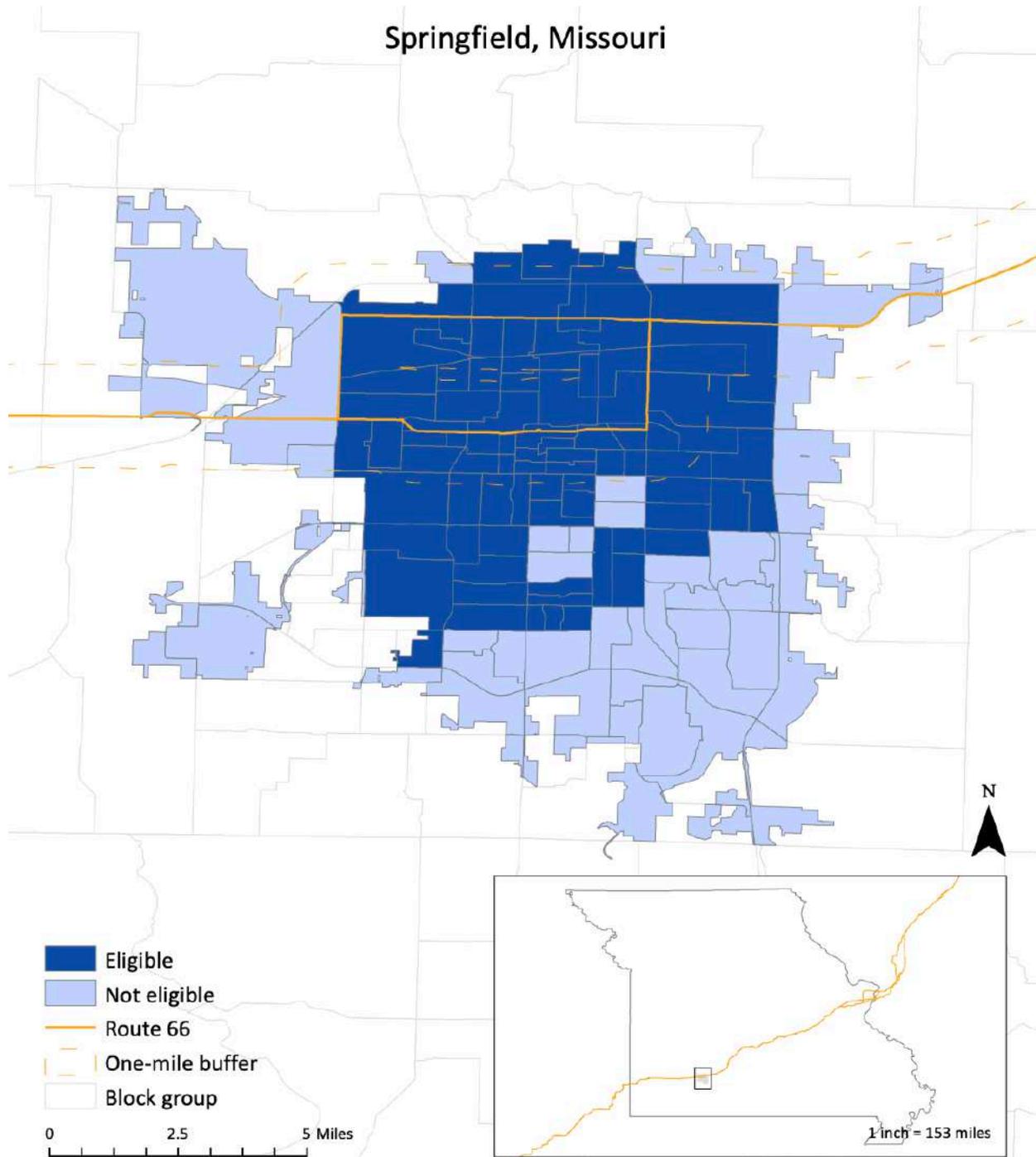


Exhibit 7—New Markets Tax Credits Projects

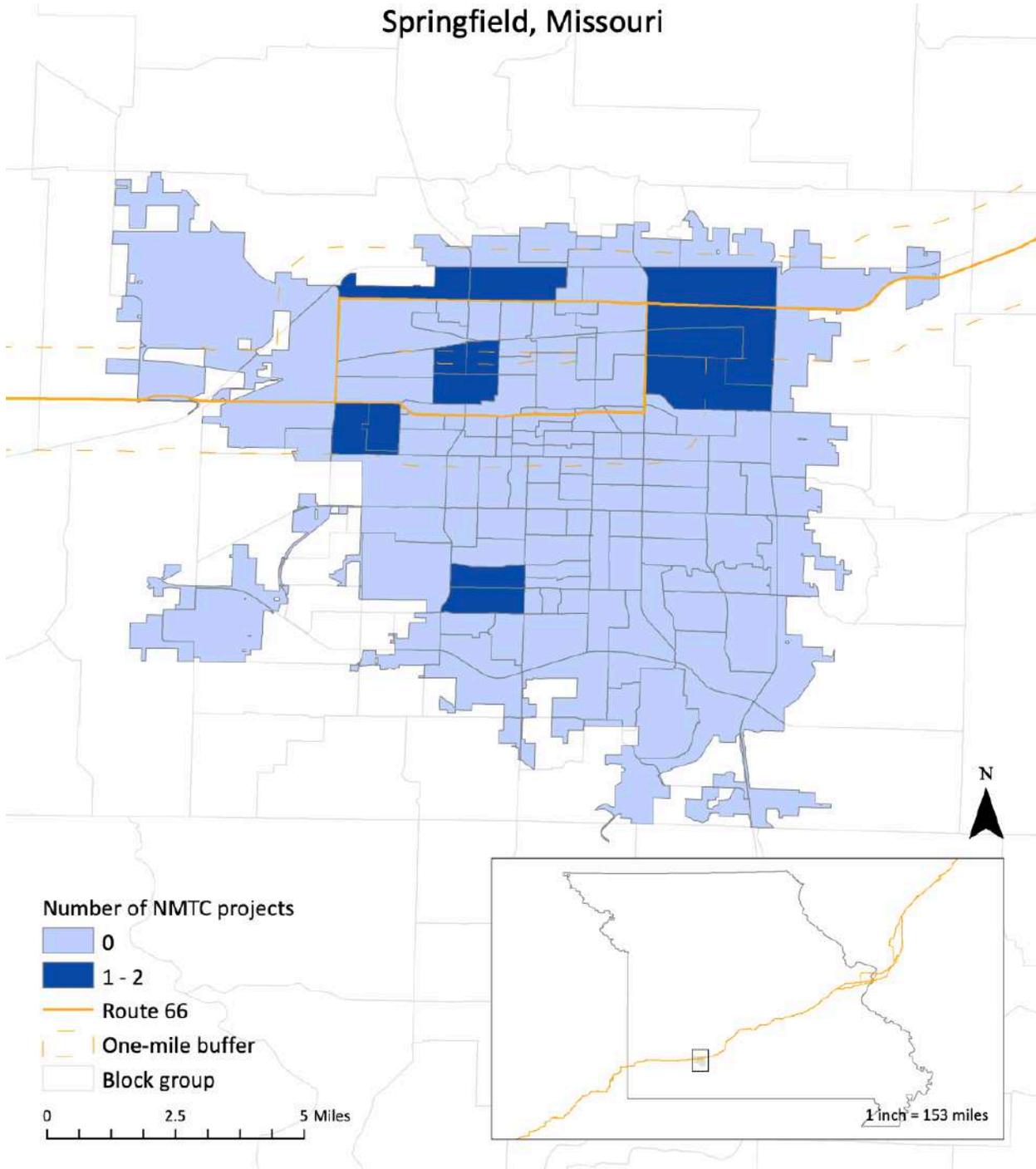


Exhibit 8—Opportunity Zones

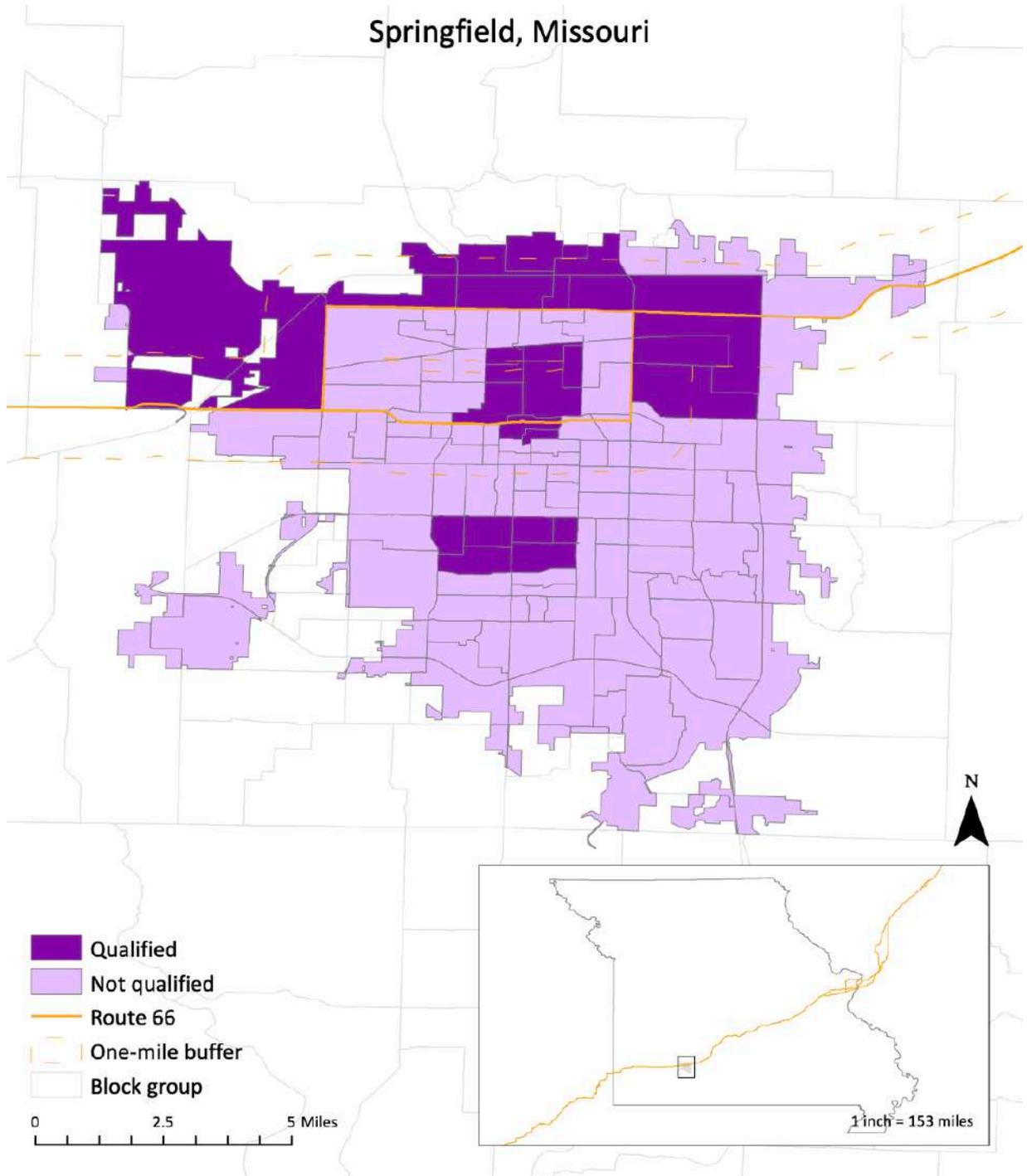


Exhibit 9—Brownfields

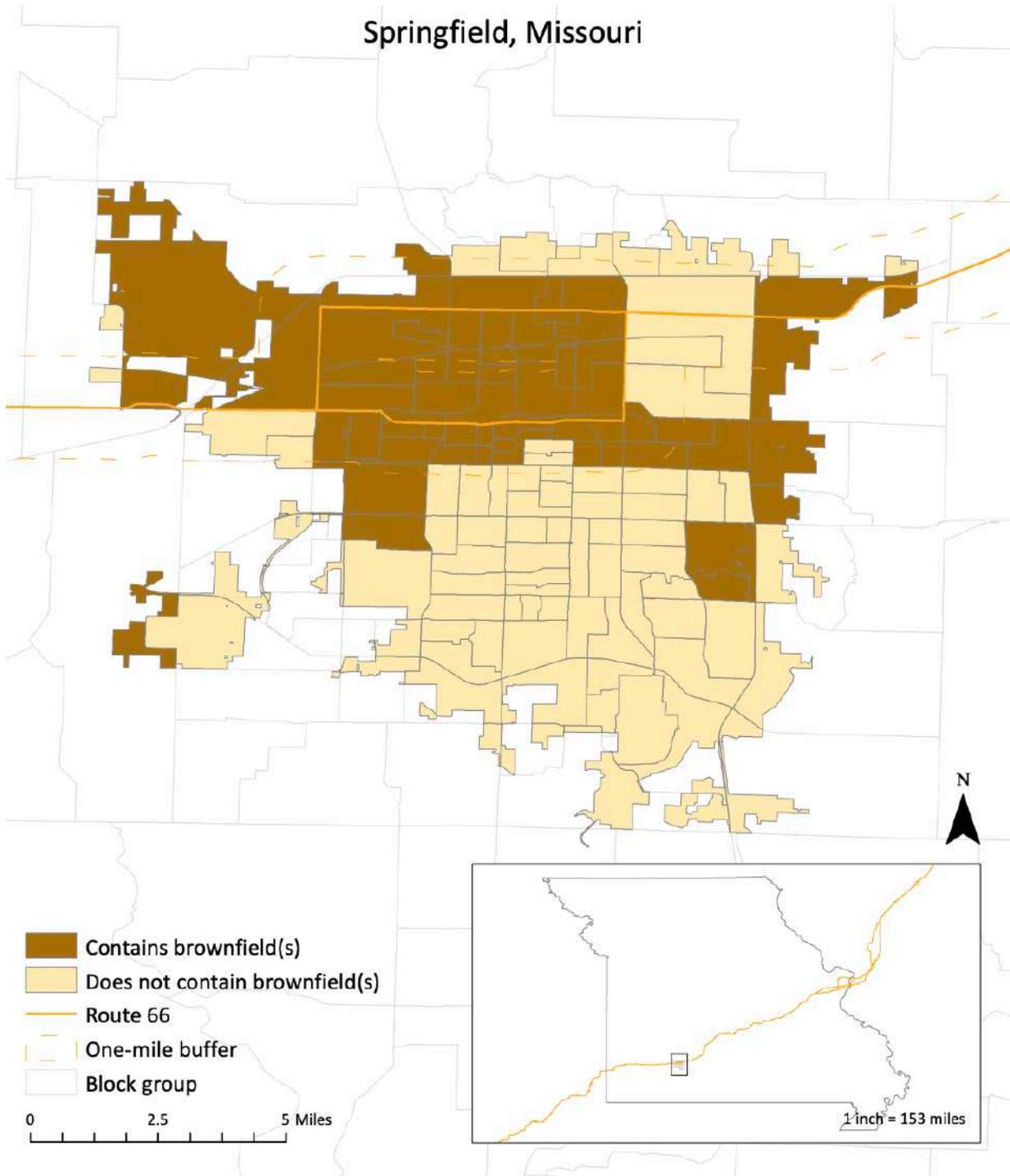
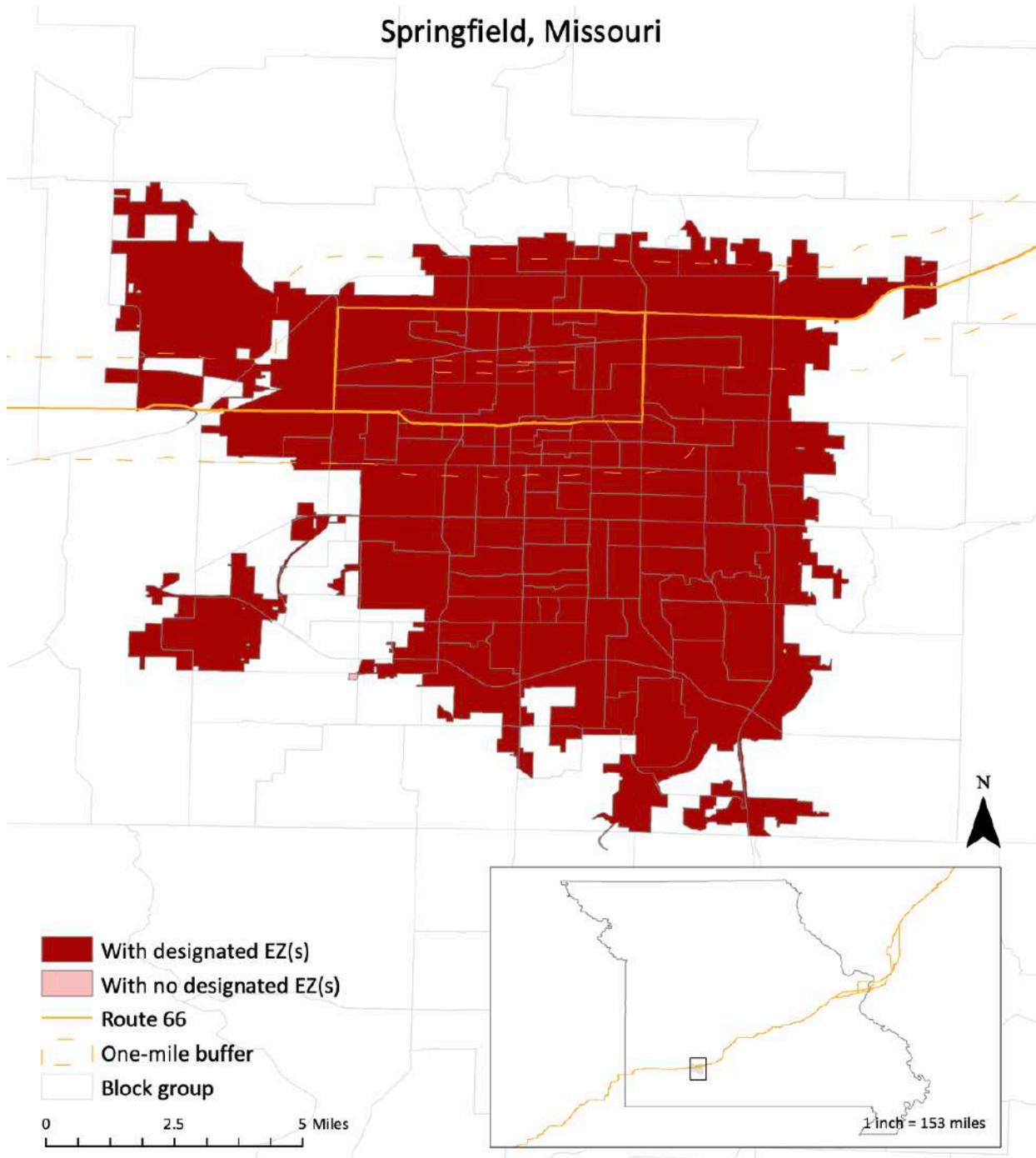


Exhibit 10—Enterprise Zones



APPENDIX C—CASE STUDY IMAGES

Image C-1:



Title: Springfield, Missouri

Source: Creative Commons image, http://townmapsusa.com/d/map-of-springfield-missouri-mo/springfield_mo

Image C-2:



Title: Rebecca Rehagen in front of the mural on the The Route 66 Springfield Visitor Center

Source: Courtesy Rebecca Rehagen

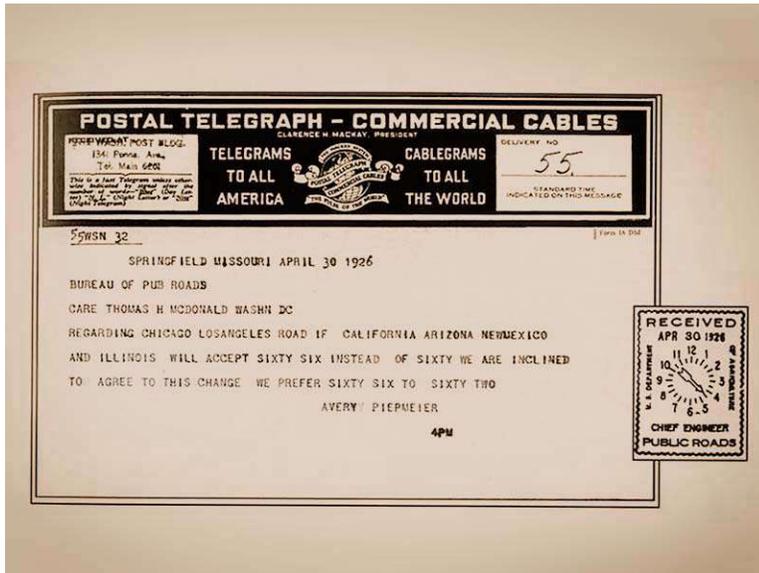
Image C-3:



Title: Abou Ben Adhem Shrine Mosque

Source: AbeEzekowitz – Creative Commons,
https://commons.wikimedia.org/wiki/File:Abou_Ben_Adhem_Shrine_Mosque.jpg

Image C-4:



Title: The famous telegram sent by Avery and Piepmeier from Springfield on April 30, 1926 to Thomas McDonald in Washington, DC.

Source: Image in the public domain.

Image C- 5:



Title: Springfield's 1926 Rotary convention held "one of the largest and most spectacular parades ever seen by the Springfield public," reported the Leader on April 29. (McConnell 2019)

Source: Photo courtesy of The History Museum on the Square

Image C-6:



Title: Map for the 9th Annual Birthplace of Route 66 Festival

Source: Courtesy City of Springfield. <https://www.route66festivalsgf.com/maps-guide/>

Image C-7:



Title: 2019 Birthplace of Route 66 Festival in progress. Sky Eleven and the Abou Ben Adhem Shrine Mosque can be seen in the background.

Source: Courtesy City of Springfield. www.itsalldowntown.com

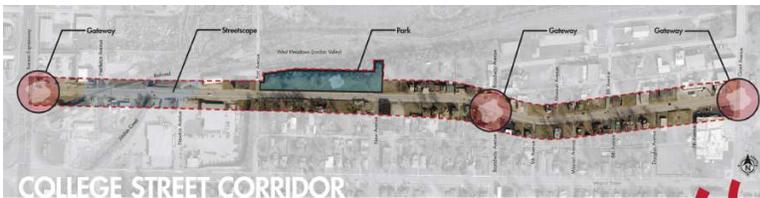
Image C-8:



Title: The Feszter, 1932 Ford Highboy, finally raffled off in 2021.

Source: Courtesy of The Mother Roadster Foundation www.motherroadsterfoundation.com

Image C-9:



Title: Map of the College Street Corridor, indicating planned improvements

Source: Courtesy of City of Springfield. College Street Corridor Final Concept Presentation <https://www.springfieldmo.gov/DocumentCenter/View/3635/Final-Concept-Presentation-PDF?bidId=>

Public domain

APPENDIX D— BIBLIOGRAPHY

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Route 66 Case Study Community: 2.5.1 Tulsa, Oklahoma

History, Demographics and Economics

Tulsa, Oklahoma is an important city in the history of Route 66, known as the Capital of Route 66, a claim validated by Tulsa's Cyrus "Cy" Avery's role as "The Father of Route 66" (Kelly 2014). Avery was a member of the federal board that developed the first U. S. Highway system. Thinking of his hometown interests, Avery wanted a highway through Tulsa, and he made sure that Route 66 traversed through the heart of and mightily contributed to this city. (Kelly 2014) We return to Avery and Route 66 shortly after first presenting a brief Tulsa history and context.



Image C-1: Tulsa, Oklahoma

Situated in northeastern Oklahoma, Tulsa is the state's second-largest city with a population of 413,066 as of 2020. It lies about 100 miles northeast of Oklahoma City, which is the capital and largest city in Oklahoma. Early inhabitants of the area were members of the "Five Civilized Tribes" that included the Cherokee, Chickasaw, Choctaw, Creek, and Seminole Nations. The tribes were forced to relocate in the 1820s from their ancestral lands in the Appalachians and the regions that are now the states of Alabama, Georgia, Mississippi and Florida (National Park Service n.d.-a). Throughout the 1820s, as these Native American tribes and whites settled in eastern Oklahoma, it was primarily a farming community.

"In 1882...the St. Louis and San Francisco Railroad established the city," and it began to grow very rapidly (Gregory n. d.). The presence of a railroad and of a nearby coal mine aided the

growth of Tulsa as it began to attract more residents and businesses, along with other services such as a school, a fire department, a bank, churches and hotels. In time, Tulsa was officially incorporated as a city in 1898. Shortly after its incorporation, Tulsa experienced an astounding population boom, driven by the discovery of world-renowned oil reserves in nearby areas. In the census of 1900, Tulsa's population stood at 1,390 residents, which grew to 7,298 by the time Oklahoma became a state in 1907, while for the 1910 census it boasted a population of 18,182 (Gregory n. d.). During the 1920s, Tulsa was recognized as the "Oil Capital of the World," with its well-established oil industry. New complementary industries had begun moving to town, such as aviation, manufacturing and the development of a number of auxiliary services in what we today would call the hospitality sector (e.g., hotels and meeting events, such as the International Oil Exposition). With this oil boom and burgeoning industries, Tulsa's population soared to an astounding 141,258 in 1930, almost doubling its 1920 population (72,075) and about eight-fold its 1910 population (18,182). There was little change in the population from 1930 to 1940 (142,157), the decade of the Great Depression, but Tulsa's population boomed once again in the aftermath of World War II: 182,740 persons in 1950; 258,271 in 1960; 330,350 in 1970; and 360,919 in 1980. The population growth slowed down in the following decades until it reached 401,352 in 2017 and 413,066 as of 2020. (See Appendix B, Exhibit 1)

Examining Tulsa's population metrics as of 2020, (See Appendix B, Exhibit 2) this city accounts for about 10% of Oklahoma's population, and with 2,091 residents per square mile, its population density is far higher than the rest of the state (57.7 people per square mile). Tulsa's racial composition differs noticeably from the state as a whole: Tulsa's White population share (63.6%) is lower than the state average (73.2%); its Black population share (15.0%) is conversely higher than the rest of the state (7.8%); and it also has a higher Hispanic (any race) share of the population (17.1%) relative to the statewide Hispanic presence (11.7%). Tulsa's overall population is also slightly younger than the statewide average (median age of 35 citywide versus 37 median age statewide).

As is detailed in Exhibit 1 in Appendix B, as of 2020, Tulsa has a more educated population (e.g., higher share of college graduates), lower unemployment, and a higher per capita income than Oklahoma's average, but its median household income is lower and the percentage of its population in poverty is slightly higher than the statewide average. While almost two-thirds (66.1%) of Oklahoma statewide households own their homes, that share is about half (51.5%) in Tulsa. The city's median home value (\$143,400) is about the same as that statewide (\$142,400). While median monthly gross rents in Tulsa (\$839) are near that of the statewide median gross rent (\$818), a larger share of Tulsa's renters (42.6%) is financially challenged (defined as paying

more than 30% of income for rent) relative to this affordability metric's statewide incidence (39.3%).

Tulsa's economy retains some of its historical ties to energy, as it is home to two Fortune 500 energy companies (ONEOK and Williams Companies), and several other energy and finance firms. As for its "motorist" history, the Fortune 1000 company Dollar-Thrifty Automotive Group is headquartered in Tulsa, and more than 26 miles of Route 66 pass through the city. Aviation is still a leading industry in Tulsa as well; American Airlines' Maintenance Base is in Tulsa, employing over 5,500 (600 of those jobs added in 2019 alone), and this airline recently invested \$550 million in new Tulsa projects and facility upgrades (American Airlines 2020).

Tulsa is also the seat of Tulsa County, and it is home to the University of Tulsa and Oral Roberts University, as well as the host to satellite campuses for other Oklahoman universities. Many of these universities contribute to the local economy in terms of education, healthcare, and planning and economic development.

Route 66: Historic and Current

As mentioned earlier, Tulsa’s importance to Route 66 is personified by its connection to Cyrus Avery, “The Father of Good Roads in Tulsa County,” a transplant and prominent businessman in the early 1900s in Tulsa. He was an avid highway advocate and member of the federal board appointed to create the Federal Highway System in 1925. He fought for the creation of Route 66, a transnational highway that would benefit communities along its route. More broadly, Tulsa’s transportation entrepreneurship began early in the 1900s. After the first discovery of nearby oil deposits at Red Fork in 1901, the city experienced a boom in population, and Tulsa’s de facto leaders of the time, the Commercial Club, began their endeavors to transform Tulsa into the transportation hub for what was viewed as the heartland of the nation. It was an auspicious moment, for by the time Oklahoma gained statehood in 1907, Tulsa had the beginnings of a public school system, and it “boasted railroads, banks, hotels, a college, theatres, a growing population, and great wealth” (Kelly, 2014, 23).



Image C- 2: Statue of Cyrus Avery at Cyrus Avery Centennial Plaza

Cy Avery had a commercial start as a farmer and, ever an entrepreneur, bought up thousands of acres near Tulsa where he established a prosperous farming operation. However, Avery was also deeply invested in Tulsa's larger development and worked assiduously to enhance his community's future. For example, Avery wound up donating much of his land to establish the Mohawk Park and the Tulsa Municipal Airport. On another part of his farm, "he built a gas station, motor court, and café, [and] the Old English Inn" near a road that would eventually become part of Route 66 (Kelly 2014). After ascending into the local business and political hierarchy, Avery would eventually become County Commissioner and held a leadership position within the Commerce Club for over 25 years, before becoming involved with highway advocacy groups that would eventually lead to the creation of Route 66. It is much due to Avery's efforts that Oklahoma contains 400 miles of the Mother Road, the most of any state, about 28 of which run through Tulsa, officially making it "where the East meets West" (Kelly 2014).

Avery's importance to Tulsa is evidenced by an extensive archive of materials housed at the Oklahoma State University – Tulsa Library. The library, as part of Research Route 66 – the collaboration between the National Park Service (NPS) and archival institutions along the route – makes research materials available for the purpose of education, preservation and management of the historic Route 66 corridor. It maintains the OSU-Tulsa Cyrus Stevens Avery Collection, given to the library by Joy Avery in 2004. One notable holding is a typescript of his speech, "Why U.S. 66" delivered to the U.S. Highway 66 Association. It is the history of the interstate highway movement and his own outline for a Highway Master System in his own words (Avery 1927). In addition, the Tulsa Route 66 Commission sponsored a filmed interview with Cyrus Avery's three grandchildren to talk about their grandfather and Route 66.

Tulsa's prominence was marked by the development of a bustling, vibrant city, featuring exquisite Art Deco buildings throughout the community and eclectic housing styles in its neighborhoods. Some important historic buildings and neighborhoods are located along portions of Route 66 in Tulsa, allowing for a glimpse into the city's past. Among these historic, designated landmark buildings are the Tulsa Monument Company, the Casa Loma Hotel, and the Sinclair Service Station, but there are dozens more along Route 66 in and near Tulsa that are eligible or potentially eligible to become officially designated historic places (INCOG n.d.)

During the post-World War II era of economic growth, automobiles became more accessible to the masses. This, coupled with Tulsa's population boom, led to heavy congestion on Route 66 in and near the city. The Turner Turnpike and Will Rogers Turnpike were built in 1953 and 1957, respectively, to relieve auto congestion. They were subsequently aligned with I-44 once the Interstate system was implemented, effectively bypassing Route 66. This ultimately led to the diversion of most traffic out of Tulsa's once booming downtown economic corridor, which would bring about decades of economic decline to areas where Route 66 had once proudly traversed in and near Tulsa.

Today, Tulsa is very different than it was during Route 66's heyday. By the 1960s and 1970s and beyond, many communities along Route 66 faced hardships due to traffic being redirected to the Interstate Highway system, rather than flowing through their downtowns, and many of those communities struggled to recover financially. In tandem in this era, the neighborhoods along Tulsa's portion of Route 66, on, 11th Street, Southwest Boulevard, and the Admiral corridor, were similarly challenged by the Interstate Highway hegemony. Many Tulsa motels, with considerable street frontage, shut down, giving way to successive land uses that took advantage of the large land parcels, but were not pedestrian- or tourist-friendly, such as light industrial factories and used car lots. While some Tulsa motels near Route 66 managed to stay afloat despite the decline in tourism, more were demolished (Dodge 2006).

This sustained time of hardship for the local economy along Route 66/11th Street/Southwest Boulevard/Admiral Place in Tulsa eventually spurred some locals into action. In 2003, after nearly three decades of economic decline, Tulsa's Vision 2025 economic development master plan was released, a blueprint for change developed by city officials working in tandem with local businesses and residents. (See the detailed examination of Vision 2025 that follows later in this report.)

This was a defining and long-term economic enhancement plan that, while aiming to revitalize the entire city, also contained \$15 million dollars exclusively dedicated to specific Route 66 improvements. Few cities along the Mother Road's 2,400-mile length have so incorporated Route 66 explicitly in their official city land use and economic development plans.

Tulsa, as other American cities, has experienced periods of economic decline and uncertainty. Yet Tulsa's sustained regional and national importance in the oil and aeronautical industries have helped it overcome some turbulent times, and it is working to realize a brighter future. The promise of a brighter future is in part based on a revitalized Route 66 corridor in Tulsa and environs. Luckily, some shrewd local business owners, nonprofits and astute city officials were able to renew interest and investment in Tulsa's historic Route 66 corridor. This, coupled with its Native American heritage and other attractions, has considerably contributed to the growth of Tulsa's tourism—an important community and regional economic activity.

As far as Route 66 tourism is concerned, Oklahoma's Lieutenant Governor Matt Pinnell has said that he will make Route 66 the "main focus of tourism promotions statewide" (Oklahoma, n.d.). Pinnell also oversees the Oklahoma Department of Tourism and Recreation and serves on the Oklahoma Department of Commerce's executive committee focusing on small business growth, entrepreneurship, and workforce development. Pinnell's economic development and tourism enhancement actions will build on the previous Oklahoma governor's and state legislature's efforts through the Oklahoma Route 66 Centennial Commission.

For Tulsa as a whole, the Regional Chamber of Commerce’s projections are positive, and they expect to see “continued growth in tourism and business travel to Tulsa,” which has experienced its largest growth in air passengers in the last 20 years.

Ultimately, all of these contributions and painstaking efforts can help shape future development along Route 66 in and near Tulsa and can help realize the city’s quest to transform itself into a nationally attractive, multimodal, sustainable community.

Vision 2025: Route 66 Master Plan

As mentioned earlier, Vision 2025 is a long-term economic development plan for the Tulsa Metropolitan Area, by which “voters of Tulsa County approved a one-penny, 13-year increase in the Tulsa County Sales Tax” for regional development and reinvestment. It began as a grassroots movement in May 2002, led by local business people and property owners who, along with Tulsa voters, were dissatisfied with the then stagnant local economy. Local, county, and city elected officials supported these grassroots efforts without which the movement would not have been successful. The plan envisioned exciting civic projects to uplift Tulsa’s economy. It was adopted in 2003, and many of its projects are still ongoing or pending as it is a long-term revitalization quest. (See the detailed examination of Vision 2025 that follows later in this report.)

Among the plan’s finished Route 66-related projects was the installation of the Gateways, built at the entrances of Tulsa from either side of Route 66, and the placement of 30 historic markers along both Route 66’s current alignment on 11th Street, Southwest Boulevard, and Admiral Place as well as its 1926-1932 alignment on the city’s Admiral Place. In all, 21 Route 66 thematic capital projects were funded and implemented.

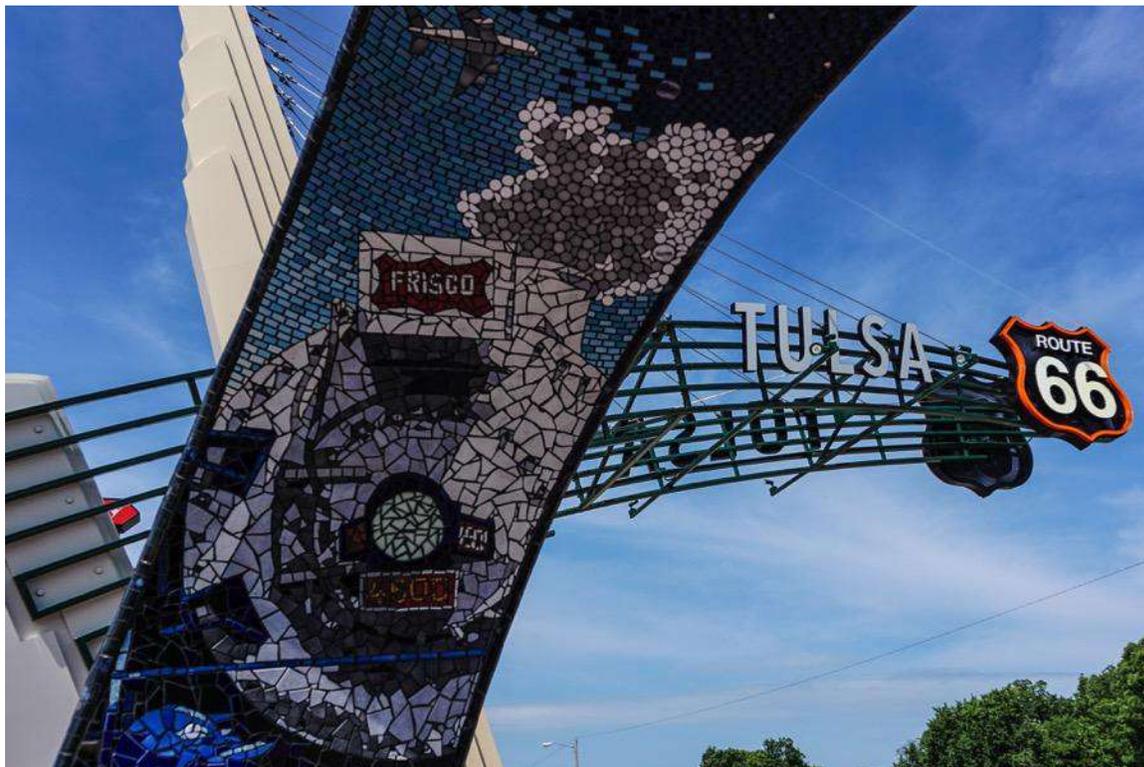


Image C-3: Western Gateway and “Floating Hangar” mosaic sculpture dedicated to the transportation history of the city.



Image C-4: Eastern Gateway, built in 2014 to bring attention to the city's heritage, and a nearby historic marker.

The Cyrus Avery Centennial Plaza

The Cyrus Avery Centennial Plaza was erected at the western entrance into downtown Tulsa, next to the historic Cyrus Avery Route 66 Memorial Bridge (currently closed). The plaza honors Cyrus Avery for his contributions to Tulsa and Route 66, featuring a sculpture of him and his family aboard a Ford Model T encountering an oncoming horse-drawn carriage (Vision 2025, 2005).

Vision 2025's centerpiece for Route 66, still in the planning process, is a proposed mixed-use development that is architecturally unique and features a thematically curated Route 66 Interpretive Center. The development will be located on a two-acre site on Route 66 with views of the Arkansas River and the Tulsa downtown skyline. The Interpretive Center will complement the nearby Route 66 Skywalk, Avery Centennial Plaza, East Meets West Sculpture, and the replica Motel Neon Sign Park on Avery Plaza Southwest. The site offers elevated views of the historic Cyrus Avery Route 66 Memorial Bridge, which is on the National Register of Historic Places. Amenities include River Trails, Gathering Place, and future recreational opportunities on the riverfront.



Image C-5: Potential concept rendering of a mixed-use Route 66 interpretive center as published in the Tulsa World.

The mixed-use development concept is a small boutique hotel, loft apartments, office space and structured parking. The hotel and common areas' design will be themed to represent the allure of Route 66 and a restaurant, including outdoor seating, will capture the ambiance of the Arkansas River and the downtown central business district. Indoor and outdoor programming for special events will further activate the site.

The Route 66 Interpretive Center will be a capstone for completed Vision 2025 redevelopment and preservation projects and the eight Route 66 Commercial Districts that have grown through the efforts of Tulsa's entrepreneurs. Importantly, the development will serve as a destination both for Tulsa and Oklahoma in the national and international tourism industry.

Envisioned as a private - public venture, the City of Tulsa issued a Request for Proposal (RFP) to solicit development teams with a desired concept and the resources to build, own and operate the development. Proposals to the RFP were submitted in early 2022. (See previous Rutgers Report that outlines that previous RFP for development of this site.) The City of Tulsa evaluated them all and recommended one for further discussion and evaluation. The goal is to have the facility open for the 2026 Route 66 Centennial celebration.

Finally, in addition to these implemented and planned Route 66 enhancements and additions, several additional projects were made possible thanks to Vision 2025's long-term planning efforts and the funding made available via its four propositions, some of which are listed below.

Route 66 Historical Village

Located on the outskirts of southwest Tulsa, the open-air Route 66 Historical Village, opened in 2013, is dedicated to the city’s history as related to the “oil, refining and transportation industries” (Travel Oklahoma, n.d.). Conveniently located along both Route 66 and I-244, the Historical Village features a visitors’ center modeled after the cottage-style Phillips 66 gas stations from the 1920s and 1930s, a restored Frisco 4500 Steam engine with car and caboose, as well as a 154-foot oil derrick. The oil derrick was built with Vision 2025 funds enhanced by a \$400,000 Oklahoma Centennial grant.



Image C-6: Frisco 4500 Steam Engine located at the Route 66 Historical Village

As Dennis Whitaker, Tulsa Planner, noted in a recent interview, subsequent “Improve Our Tulsa” funding cycles have underwritten further improvements to the site. The most recent addition to complement the restored train is the Red Fork Train Depot, dedicated and opened to the public in October 2021 (Whitaker 2021).

“The original Red Fork Train Depot was established in 1883 in Red Fork, Indian Territory, as a railhead on the Arkansas River. [Red Fork was incorporated into Tulsa in 1927.] The Depot brought thousands of people to Tulsa during the oil boom in the early 1900s before its demolition...Route 66 Historical Village ha[s] constructed a replica of the Depot, designed by Tulsa architect Keith D. Robertson...The 5,000-square-foot facility...located in the heart of the Route 66 Village...will serve as a community center” (Marshall 2021).

The Route 66 Historical Village was made possible by Vision Tulsa funding (\$3 million was used to build the train depot) and Improve Our Tulsa funding (\$550,000 was used to create the visitor’s center). In addition to the public investment, the village was made possible by private donations and countless volunteer hours.



Image C-7: Red Fork Train Depot at the Route 66 Historical Village

Route 66 Main Street

Route 66 Historical Village is a part of Route 66 Main Street in historic Red Fork. Route 66 Main Street is rich in both Tulsa and Route 66 history. The area is best known for being the place where oil was first discovered in Tulsa County! Today, the district offers an eclectic mix of restaurants, shopping, art galleries, events, and Route 66 attractions peppered between Tulsa's industrial and manufacturing complex.

Tulsa Route 66 Main Street was designated as a national Main Street program in 2007 and was the first main street designated by Tulsa. The City of Tulsa provides annual operational support of \$40,000 (a total investment from 2007-2021 of \$600,000). From 2007-2021, the district has seen \$270,506,698 in private reinvestment, 112 building rehabilitations, and 88 business openings, relocations, or expansions in the district, according to the Oklahoma Main Street 2021 Reinvestment Report. Route 66 Main Street has a facade grant program to help businesses refurbish their buildings, co-leads a free microenterprise course to incubate entrepreneurs and small businesses for their corridor, and organizes district clean ups, events, and programs. The district is home to PatriotFest, the East Meets West Gala, Art Crawl on 66, and the 918 Food Festival.

Meadow Gold District

The Meadow Gold District is a "mixed-use community district" with chic shopping spaces, dynamic dining, and notable points of interest that cannot be found anywhere else in the city. The district is home to Meadow Gold Market Days, Meadow Gold Mash-Up Cruise, Dog Days of Summer, and various art events organized by the district's galleries. The district is located along Route 66/11th Street in Tulsa, which gets its name from the historic Meadow Gold Dairy sign, originally located at the corner of 11th and Lewis (Chiappetta 2019).

The iconic sign went dark in the 1990s, but thanks to the efforts of the National Park Service, National Trust for Historic Preservation, Tulsa Foundation for Architecture, the Oklahoma Route 66 Association," and other revitalization efforts (including Vision 2025 assistance), the sign was relocated to 11th and Quaker, and shines today in all its neon glory. The saving of this iconic sign is described in more detail in Appendix A to this case study.



Image C-8: Meadow Gold sign at sunset

Adding to the attraction of visiting the Meadow Gold sign is that it is but a few steps away from Buck Atom, the Space Cowboy Muffler Man (Tulsa Foundation for Architecture n.d.). The Muffler Man is a nod to Route 66's heyday when the iconic giant muffler men were a common sight at filling stations and various stops along Route 66 and other popular highways in the U.S. The 21-foot-tall statue "reiterates the importance of public art in the city," and it helps cement the significance of Route 66 in the district's identity (Collins n.d.).

The importance of public art is underscored by Tulsans' willingness to fund it. Buck Atom was created with public dollars of a different kind; the project raised \$24,480 via Go Fund Me, private donations from local foundations and businesses, and in-kind donations of materials and services from small businesses.



Image C-9: Buck Atom, the Space Cowboy Muffler Man

The Meadow Gold sign lends more than its name to the district. Its history in Tulsa continues to inspire a civic determination that has sustained the ongoing revitalization of the district. This is evidenced by the formation of the Meadow Gold District Business Association (formed in 2022) and by the numerous new businesses that have developed since it was restored. These include fine art galleries and vintage stores, auto shops and souvenir stands, iconic older establishments such as Ike's Chili, which opened its doors in 1908. The growth of the area is evident in increasing property values. In 2005, 1,500 feet of commercial corridor from Peoria Avenue to Trenton Avenue was valued at \$6,051,600.00. In 2022, that same 1,500 linear feet is now valued at \$45,567,527.00.



Image C-10: The Mother Road Market

The Tulsa Market District

The Tulsa Market District is an innovative, entrepreneurial district and home to Route 66 attractions, restaurants, bars, art galleries, and retail shops. The Tulsa Market District is returning to the roots of what made Route 66 so impactful: a focus on local businesses and makers while at the same time reimagining the sense of adventure and exploration innate in Route 66 culture that gives visitors a taste of Tulsa. The district is home to live concerts, Mother Road Market Birthday Bash, live cooking demonstrations and classes, and festivities for Tulsa’s Global Entrepreneurship Week.

The anchor and economic catalyzer of the district is Mother Road Market, Oklahoma’s first and only nonprofit food hall where people can enjoy food, drinks, cooking demos, live music, and even play Route 66 themed mini golf (Mother Road Market n.d.). The Mother Road Market epitomizes the Route 66 spirit of civic determination. “Constructed in 1939, the building started out as a grocery distribution warehouse, strategically located on...historic Route 66...[The market] opened in November 2018, claiming to be Oklahoma’s first nonprofit food hall” (Abello 2021).

Today it houses “the Kitchen 66 Launch Program — a kitchen incubator inside the market, funded by the Lobeck Taylor Family Foundation, which also owns and runs the market itself...Over 150 businesses have gone through the incubator program, helping to fill up Mother Road Market, and they’re starting to move out into locations in the neighborhood, too. It’s all part of a plan to revitalize a historic car-centric corridor into a more pedestrian- and transit-friendly district full of local businesses” (Abello 2021).

New development in the district supports a more walkable environment and a repurposing of vacant or blighted property. The Fernweh Shopping Center, built across from Mother Road Market on Lewis Ave., offers additional commercial space where there once was vacant land. Market Station, now housing local retail, food, and co-working space, was once an abandoned warehouse and gas station. Most notably is the \$60 million dollar redevelopment of the former Tulsa Welding School lot located on the north side of 11th Street & Lewis Ave. Plans for the 4.4-acre site include “256 one- to three-bedroom apartment units, retail and restaurant space, and a community gathering area” (Trotter 2021). NOMA, short for North of Market, is supported by a \$5 million dollar development agreement between the City of Tulsa and developer, ITULSA. More redevelopment is on the horizon for the district.

In short, both the Meadow Gold District and the Tulsa Market District have made effective use of their locations and history and, aided by plans and policies such as Vision 2025 and various historic tax credits, created an attractive and welcoming place for residents and visitors alike.

Kendall Whittier Main Street

Once a thriving 1920s community in Tulsa, Kendall Whittier Main Street was home to the city’s first suburban shopping district. The construction of Interstate Highway 244 ran right through the middle of Kendall Whittier, leading to its downfall. The area did not begin to recover until the 2010s. A neighborhood plan in 1991 was produced with funds from the nearby University of Tulsa and other neighborhood churches and businesses, and federal funds through the Tulsa Development Authority, with the goals of revitalizing the retail center, improving the housing stock and enhancing its affordability, and making infrastructure improvements. In 2010, a nonprofit was founded and “got to work to transform the seedy ‘red light’ district of Tulsa... [and it eventually became] one of 32 Main Street programs in the state of Oklahoma” (Kendall Whittier Main Street n. d.).

The City of Tulsa provides annual operational support of \$40,000 (a total investment from 2010-2021 of \$480,000.) The Kendall Whittier Main Street program includes a portion of 11th Street, from Columbia Avenue to Zunis Avenue, as well as an original alignment along Admiral Place, and its efforts proved to be well worth it as the area is once again a thriving, diverse community in Tulsa, with new businesses opening every year, 100% occupancy rates (even during the COVID-19 pandemic), and multiple art shows and Hispanic heritage events throughout the year. Today, the district houses Tulsa's oldest independent theater, art studios and classes, music venues, a production studio and print studios in addition to several other locally-owned businesses.

Kendall Whittier is Tulsa's unofficial brewery district, a hub of Hispanic culture, and home to the Tulsa Farmers' Market. Kendall Whittier Main Street has a facade grant program to help businesses refurbish their buildings, a relief and capital improvements grant program, a public art program titled Kendall Whittier Walls, a holiday decorating incentive, and hosts Kendall Whittier Community Day in addition to more frequent clean ups.

Inevitably, more can be done. According to the neighborhood organization Kendall Whittier Incorporated, some challenges to the Whittier Square area remain from the nearly four decades of neighborhood deterioration. The neighborhood has pockets of "systemic poverty," where residents' incomes fall below the federal poverty level and households are challenged by poor nutrition and food insecurity (Kendall Whittier Incorporated n.d.).

A main street's work is never done, it continues and evolves. From 2010-2021, Kendall Whittier has seen \$158,247,218 in private reinvestment, 158 building rehabilitations, and 83 business openings, relocations, or expansions in the district, according to the Oklahoma Main Street 2021 Reinvestment Report. The culmination of this ongoing work resulted in a crowning achievement for a main street - in 2020, Kendall Whittier was named a Great American Main Street award winner which recognizes communities for their excellence in comprehensive preservation-based commercial district revitalization nationally.

Blue Dome District

The Blue Dome District is a well-known hub of Tulsa's downtown nightlife scene. With a diverse offering of pubs, restaurants, and watering holes, which host the best in local bands and entertainment, the Blue Dome District presents a laid-back atmosphere favored by many of Tulsa's creative younger generation. The district is a hub of event activity as the home of Tulsa's St. Patrick's Day Festival, Route 66 Marathon, and Tulsa Tough to name just a few. As a part of downtown Tulsa, the district benefits from the Tulsa Stadium Improvement District for beautification, branding, security, economic incentives, and other services administered by the Downtown Tulsa Partnership. In addition, there is also a project specific TIF in the Blue Dome District for the development of Santa Fe Square.

Santa Fe Square is a \$125 million mixed use development in the Blue Dome District on one of Route 66's original alignments. The project is led by Elliot Nelson and his partners to reimagine an under-utilized parking lot into a vibrant, pedestrian-oriented public square to complement the streetscape that makes downtown walkable and bikeable.

Santa Fe Square includes plans for an office building, parking garage, two multi-family residential buildings with a total of 185 units and 30,000 square feet of retail and restaurant space. The expansive plaza will feature a 30 foot by 50-foot digital screen, similar to the Media Wall in the AT&T Discovery District in Dallas, TX and will be the first of its kind in Tulsa. Construction is underway and the entire square is anticipated to be completed in 2024 (Canfield 2022).

In Tulsa, Route 66 traverses eight unique commercial districts: Blue Dome District, Route 66 Main Street, Meadow Gold District, Kendall Whittier Main Street, Tulsa Market District, Cathedral District, University District, and the Gateway District. The latter three districts are areas of needed focus for public and private investment.

University District

Surrounding the University of Tulsa, the district is an eclectic mix of local and chain restaurants, shopping, services, and historic homes. The University District has a youthful feel with lots of dining and service options. The district's activities and events center around the university: home games, lectures, concerts, Greek Week, and Homecoming.

Gateway District

Located in the fastest growing part of the city, the Gateway District is a multicultural district with local and chain restaurants, shopping, services, lodging and vintage motels, and Route 66 attractions. The district is home to a Graffiti Mural event and the Admiral Flea Market.

Cathedral District

The Cathedral District boasts a rich combination of faith, life, business, and culture. People from all over Tulsa are drawn downtown every day by six historic churches, Tulsa Community College, and up-and-coming entertainment and dining hot spots.

Desert Hills Motel



Image C-11: The iconic neon sign of the Desert Hills Motel

The Desert Hills Motel, home to one of the most famous neon signs in Tulsa, was built in 1953. The motel is located at 5220 East 11th Street in Tulsa, a Route 66 alignment since 1933. It is one of 30 hotels and motels located within 600 feet of the corridor. In addition, the Desert Hills Motel is considered a historic Route 66 structure. (Tulsa Planning 2020, 23; Hinckley 2014) It has been restored while many other motels in Tulsa, including the emblematic Motel 66 and the Brookshire Motel, were demolished.

When Jack Patel, owner of the Desert Hill Motel, undertook its renovation in the 1990s, he paid particular attention to the restoration of its iconic sign. He spent thousands of dollars of his own money, and by 2006, it was the only fully restored motel sign along the 11th street corridor. At that time, 90% of his business was locals needing weekly or monthly stays. But during the peak season of July, August, and September, most of his overnight visitors are Route 66 tourists from other countries – mostly Western Europe and Japan. (Dodge 2006,) No doubt, that sign is a beacon.

The Campbell Hotel



Image C-12: The Campbell Hotel & Event Center

A more recent example of an upscale preservation project is The Campbell Hotel, which opened in 2011 and restored the original 1927-vintage Casa Loma Hotel. It was purchased by Group M Investment in 2008 and placed on the National Register of Historic Places due to the cultural significance of its location along Route 66 just outside of downtown Tulsa. After being placed on the federal National Register of Historic Places in the Fall of 2010 (Wright 2011), the Campbell's renovations were completed in 2011. In its early Casa Loma days, it served as a hotel choice for it was "out-of-town" for travelers along Route 66 and it offered the convenience of being located atop multiple stores. While there are other buildings in the same Mission/Spanish Colonial Revival style, the Campbell Hotel is the only such hotel with this unique architecture in Tulsa (About the Campbell n.d.).

Tulsa has 105 listings on the National Register of Historic Places, of those listings thirteen are located on Route 66: Blue Dome Historic District (2012), Casa Loma Hotel (2010), Circle Theater (2003), Cities Service Station #8 (2011), Daniel Webster High School (2021), Eleventh Street Bridge (1996), Phillips 66 Station #473 (2004), Sinclair Service Station (1996), Tracy Park Historic District (1982), Tulsa Monument Building (2008), Vickery Phillips 66 Station (2004), White City Historic District (2001), and Whittier Square Historic District (2012).

Cities Service Station #8



Image C-13: The Cities Service Station #8, at 1648 SW Boulevard in Tulsa, Oklahoma, was built in 1940 and was listed on the National Register of Historic Places in 2011.

Built in 1926 on Route 66, just across the Arkansas River from downtown Tulsa, this former gas station was rebuilt in 1940 and expanded in the 1950s and later restored with support from a National Park Service grant and is now home to an architecture studio and is listed in the National Register of Historic Places. This property is an example of the adaptive reuse of an iconic structure. The site also features one of several iconic neon signs restored with the help of a city grant program (Route 66 News n.d.).

Vickery Phillips 66 Station



Image C-14: The newly restored Vickery Phillips 66 Station as an Avis Rent-a-Car

The Vickery Phillips 66 Station is a unique example of an original Cotswold Cottage style service station, popular across the country in the 1920s-1930s. It was a service station until the 1970s. When business declined after Route 66 traffic was diverted to the Interstate Highway, it was sold and served primarily as a paid parking lot. Fortunately, the building was kept intact and in 2004 was placed on the National Register of Historic Places.

Its restoration was aided with grants from the NPS Route 66 Corridor Preservation Program and utilized federal and state historic tax credits (explained shortly). Functionally, the original station building continued an automobile connection and is used as the office for a car rental company. While the station does not lie on the original or realigned Route 66 (it is on Elgin Ave. and 6th St, about halfway between the two segments), it is a testament to the history of Tulsa and Route 66, and it serves as a prime example of functional adaptive reuse and historic preservation (NPS National Park Service n. d.-b).

Illustrative Tulsa Route 66-Themed Events

There is a proliferation of Route 66-themed events in Tulsa, especially as we lead up to the Centennial. A Route 66 Marathon is held in November each year. (It was virtual in 2020 because of the COVID-19 pandemic.) Started in 2006, the Williams Route 66 Marathon draws about 12,000 participants from all 50 states and 10 countries. It is a weekend-long event, with a health and fitness expo that is free and open to the public, a 5k run on Saturday, a half and full marathon on Sunday, and other fun events for participants of all athletic capabilities and interests. The 5k race takes place in the downtown area, with the start and finish line located at the Guthrie Green on Cameron Street and Boston Avenue. Both marathon events start in Downtown Tulsa on 7th and Main Street and end at the Guthrie Green. Logistically, the only significant portion of the race on Route 66 crosses the Arkansas River, headed west, then turns around and returns to downtown over Southwest Boulevard over the river which runs parallel to the Route 66 Bridge. There are five other intersections where runners cross the Mother Road. The event contributes an estimated \$8 million to Tulsa's economy (Williams Route 66 Marathon n.d.).

Route 66 PatriotFest is another annual heritage event; held annually in May. It began in 2017, and the proceeds benefit veterans. The event includes a classic car and motorcycle show and cruise, pin up contest, live music, food, shopping from local vendors, and kids' activities. The focal point of the event is a community unfurling of 75' x 50' American Flag.

During the holiday season, the Annual Route 66 Twinkle Tour is organized by the Tulsa Route 66 Commission. The event promotes shopping locally for the holiday season, enjoying businesses' holidays lights and décor, and promoting Tulsa's neon signage.

Smaller scale events are just as impactful. On a monthly basis, three events drive foot traffic to Route 66: Meadow Gold Market Days, Shop 66 Saturdays, and Art Crawl on 66.

In 2022, the inaugural AAA Route 66 Roadfest was held in Tulsa and Oklahoma City. The event attracted 8,000 attendees nationally. The event featured live music, classic car show, Route 66 themed mini-golf, pinewood derby, shopping, lectures, and modular exhibits of Route 66 history through the decades. The exhibits were immersive, and each decade included performers in period costume to interact with attendees. AAA Route 66 Roadfest is planning to expand to other states as we move closer to the Route 66 Centennial.

Vision 2025: Tulsans Speak with One Voice

Vision 2025 – Tulsa’s comprehensive, long range growth plan and package – merits greater presentation. It began in 2000, when Tulsa, Oklahoma learned how not to engage the community. On Nov. 7, 2000 (Canfield 2011), the City of Tulsa brought forward plans for civic projects that, while needed, were rejected by voters.

In contrast, Tulsa County proposed four detailed area improvement projects called “4-to-Fix-the-County” that were approved. Tulsa examined the difference between voter rejection and approval, and distilled principles for garnering public support and enacting useful policy:

1. officials must be specific,
2. ballot questions must be presented in menu, and
3. proposals must be inclusive of the greater area (Tulsa County).

From that point on, both city and county government engaged the public per those principles. In May of 2002, Tulsa County sponsored Dialog 2025 where representatives from all Tulsa area municipalities came together to discuss the needs and opportunities for regional growth. In July of the same year the City of Tulsa sponsored the Mayor’s Vision Summit. Both activities gave every interested citizen a chance to have a voice and add substance to the future. The citizen-directed, non-profit organization TulsaNow also hosted what was called the “Battle of the Plans” in October 2002, again to provide a forum for individual citizen ideas to meld for the benefit of the greater community (Tulsa County).

As a result, City and County governments developed a united visionary planning opportunity for the Tulsa region. Together they held the “Dialog/Visioning 2025 Citizen’s Summit” in November 2002, a televised event that welcomed all citizens of the greater Tulsa area. This was followed by summits and topical meetings in areas of interest such as Education, Downtowns and Neighborhoods, and the Arkansas River to provide even more opportunity for input and a forum in which to present project ideas.

In addition, the Indian Nations Council of Governments (INCOG), a regional planning and coordination agency composed of members from local and tribal governments, established a website to facilitate citizen proposals by email (Tulsa County).

These combined efforts became the “Vision Process.” A Leadership Committee was formed to guide the project selection process and a Coordination Committee helped to process the proposals. In total, over 300 proposals were submitted which, if all were fully funded, would have required public investment of over \$4 billion. That amount needed to be winnowed and through an exhaustive selection process, the proposal list was reduced to \$885 million for 32

projects, that evolved into the four propositions that formed the foundation of Vision 2025.

- Proposition 1, the only one which did not go into effect, was a \$350 million incentive plan to attract Boeing, one of the world’s leading airplane manufacturers. (Boeing ultimately decided to build a new aviation manufacturing plant in North Charleston, South Carolina.)
- Proposition 2 was a much smaller Vision segment that secured \$22 million for American Airlines, a leading employer in Tulsa for more than 50 years, to retain their maintenance facilities in Tulsa and to expand employment opportunities.
- Proposition 3 was a \$350 million effort to be invested in education and healthcare and to attract major university medical systems. It provided funding for OU-Tulsa, OSU-Tulsa, NSU-Broken Arrow, Langston-Tulsa, Tulsa Community College-Southeast Campus and for instruction material for the nearly 107,000 children attending Tulsa County public schools.
- Proposition 4 called for \$157 million worth of capital improvements to parks, trails, community centers, the river, attractions and community infrastructure, including funds for the restoration of the Meadow Gold sign (Tulsa County). It made the case for including Route 66 in the Vision 2025 package, which resulted in Route 66 enhancement projects securing a \$15 million allotment out of the overall capital package approved by voters (Avrami 2014, 28). The allotment was reserved solely for improvements along Historic Route 66, including “streetscaping, lighting, signage, intersection improvements, 11th Street bridge repair and enhancements” (Vision 2025 n.d.).

Proposition 4 paved the way for the surge of rehabilitation projects along Tulsa’s Route 66 corridor, which became even more feasible when coupled with other federal and state historic preservation and economic development incentives described shortly. As Route 66 was explicitly recognized by Tulsa as important to its historical, cultural legacy and economic development, the city developed a Route 66 Master Plan.

The Plan identifies notable resources located along the Route 66 corridor in Tulsa, calls for historic preservation where possible and for the protection of culturally important structures on or adjacent to this corridor. The plan also proposes several enhancement projects, all of which call for a unification of the infrastructure elements along Route 66/11th Street/Southwest Boulevard/Admiral Place, such as distinct, time-specific lighting, banners, signage, traffic signs, and sidewalk furnishings – e.g., benches, bus stops, planters, and trash cans (Vision 2025, 2005).

According to Tulsa Planner Dennis Whitaker, the engagement of the citizens and voters of Tulsa made all the difference. He said various passionate groups of Route 66 enthusiasts, speaking

with one voice, advanced these improvements. They made a unified presentation to the Leadership Committee that included car hops on roller skates serving chocolate malts. He said, “Fortunately their combined efforts, supported by return-on-investment tourism dollars, resulted in a place on the ballot for 15 million dollars” (Whitaker 2021).

By taking into consideration many different viewpoints, the City of Tulsa and Tulsa County were able to build the trust and support of the people around the initiative. When “Vision 2025” was presented to voters on September 9, 2003, it passed as a comprehensive, diverse growth package to better the regional economic health and build community facilities for the benefit of every citizen. Voters approved a one-penny, 13-year increase in the Tulsa County Sales Tax for regional economic development and capital improvements. As one pundit put it, “It is time to pitch in a penny or turn out the lights, and Tulsans are not the fleeing kind.” (Tulsa County) The proposals outlined in “Vision 2025” were all well supported by voters; “not one proposal received less than 60% approval” (Canfield 2012).

Continued investment was supported in subsequent Vision Tulsa packages as well. According to Rhys Martin, President of the Oklahoma Route 66 Association, Tulsa Route 66 Commissioner, and Board Member of the Route 66 The Road Ahead Partnership, “We had a public meeting ...to determine the focus that [city residents] wanted with our...money. Neon was the big winner of the day and it directly led to our neon sign grant, which is arguably our most popular initiative that wasn't related to large capital projects. People felt like they owned the process and knew that we took their feedback seriously” (Route 66 The Road Ahead and Rutgers Survey 2021).

Mention must be made of the COVID-19 pandemic that raged in 2020 and 2021. Today, as it recedes in communities all along Route 66, citizens of the greater Tulsa area are considering what the community needs to recover and restart. Tulsa Planner Dennis Whitaker acknowledged that the pandemic has had an impact on business, most especially retail and the arts, but he added, “To my knowledge, we lost few businesses on Route 66.” (Whitaker 2021).

Vision 2025 projects continue to be strong along with the long-term impact of Vision Tulsa initiatives that have served the city well. Dennis Whitaker said, that throughout the pandemic, “The funding stream was consistent and our annual appropriations to fund ongoing initiatives did not experience any shortfall or delay. Street rehabilitation projects were also continuing to go forward. Our programs, including our matching grant programs, went on without interruption” (Whitaker 2021). More discussion on planning efforts to further the goals of Route 66, including Vision 2025, the Tulsa Route 66 Master Plan, Vision Tulsa, and the Tulsa Route 66 Commission follows later in this report.

Federal Economic Development Program Utilization and Eligibility in Tulsa, Oklahoma

Economic development in the United States may be aided by a variety of federal programs to spur economic activity. There are many such aids, and we consider here the utilization of and eligibility for some major federal economic development programs in Tulsa, Oklahoma, including the Route 66 portion of this community. The programs considered and the time period of programmatic utilization/eligibility are as follows.

1. **Federal Historic Tax Credit – FHTC (2001-2018 implementation):** The FHTC provides a 20 percent tax credit over 5 years for qualified investment in historic properties.
2. **Low Income Housing Tax Credit – LIHTC (1997-2017 implementation):** The LIHTC provides a maximum of a 90 percent tax credit over 10 years for qualified investment in affordable housing.
3. **New Markets Tax Credit – NMTC (2019 eligibility and 2007-2016 NMTC implementation):** The NMTC provides a 39 percent tax credit over 7 years for qualified investment in Community Development Entities in economically challenged locations.
4. **Opportunity Zones – OZ (2018 eligibility):** The OZ program postpones, reduces, or eliminates capital gains taxes for qualified investment in economically challenged locations. The magnitude of the capital gains forbearance depends on the length of the OZ investment.
5. **Brownfields (2019 designation):** A Brownfields designation indicates both economic challenge (for cleanup and remediation) as well as economic opportunity (special governmental incentives are available for investment in Brownfields).
6. **Enterprise Zones – EZ (2020 designation):** EZs are economically challenged areas where government offers new or expanding businesses investing in such locations an array of incentives including tax breaks, regulatory exemptions, and other aids (e.g., lower consumer sales tax and tax credits for job retention or creation). There are both federal and state EZs, with some similarities, and our analysis here focuses on state of Oklahoma designated EZs.

For the Tulsa programmatic analysis, we used data and mapping tool information for this community from PolicyMap as well as other sources such as the decennial census and the periodic American Community Survey (ACS; in this instance the 5-year 2014-2018 ACS sample). The detailed findings of our analysis are contained in Appendix B in a series of exhibits as follows:

- **Exhibit 1**— Population, Socioeconomic, and Housing Profile – key data presented for overall community context and previously referred to in our case study presentation.
- **Exhibit 2**—Route 66 Economic Impact—context map showing the community’s jurisdictional boundaries, the location of Route 66 traversing the community, and the community’s block groups, the latter used for spatially indicating the community’s programmatic utilization/eligibility in later exhibits.
- **Exhibit 3**—Programmatic Tabular Summary— multiple component table with a series of figures summarizing FHTC, LIHTC, NMTC, OZ, Brownfields and EZ presence and activity in the community.
- **Exhibit 4**—Federal Historic Tax Credit – map showing FHTC activity in the community with respect to overall community jurisdictional boundaries, community block groups, and Route 66 within the community. The presence of Route 66 is shown in two forms: Route 66 road line (indicated by solid yellow line) and Route 66 Corridor (1-mile buffer around the Route 66 road line, with the Corridor indicated by a dashed yellow line).
- **Exhibit 5**—Low Income Housing Tax Credit—map showing federal LIHTC activity in the community and presented in same spatial format as explained in Exhibit 4.
- **Exhibits 6 and 7**—New Markets Tax Credits—maps showing federal NMTC eligible areas (Exhibit 6; eligible area in darker shade) and NMTC activity (Exhibit 7—scaled by number of NMTC, with greater activity in darker coloration shade) and presented in same spatial format as Exhibit 4.
- **Exhibit 8**—Opportunity Zones—map showing federal OZ eligible investment areas (in darker coloration shade) and presented in same spatial format as Exhibit 4.
- **Exhibit 9**—Brownfields—map showing federal designated brownfields (in darker coloration shade) and presented in same spatial format as Exhibit 4.
- **Exhibit 10**—Enterprise Zones— map showing state designated EZ areas (in darker coloration) and presented in same spatial format as Exhibit 4.

As noted, the full Tulsa programmatic detail is contained in Exhibits 1-10 in Appendix B to this case study. For ready synthesis, the highlights of the Tulsa programmatic analysis follow.

OVERALL COMMUNITY and ROUTE 66 PROFILE (Exhibits 1 and 2)

- Home to a population of 402,223 residents, Tulsa is transected by Route 66 on an east to west orientation. Locally called “Eleventh Street,” “Southwest Boulevard,” and “Admiral Place,” Route 66 in Tulsa travels through Tulsa and crosses the Arkansas River through West Tulsa.
- Tulsa’s 197 square mile area is spatially framed by the US Census Bureau into 332 block groups, which were used to determine the community’s spatial programmatic utilization/eligibility (Exhibits 1-3).

FEDERAL HISTORIC TAX CREDIT (Exhibits 3 and 4)

- Tulsa is an active participant in the State Historic Preservation Office’s Certified Local Government Program. Under this program, local governments enforce appropriate historic preservation zoning ordinances, participate in the National Register of Historic Places process, and receive federal matching funds for local development preservation programs.
- 33 FHTC projects throughout Tulsa between 2001 and 2018. The median project cost was \$2.6 million; 58% involved multi-family housing, 24% commercial, 6% office and the remainder other uses.
- Nearly all these FHTC projects are concentrated along the Route 66 Corridor on northwest side of Tulsa, near downtown.
- Tulsa has extensively used the federal historic tax credit in its downtown as is indicated in the examples in the chart below:

| Historical tax credit projects in downtown Tulsa | |
|--|-------------------------------|
| From 2006 to 2014, 13 rehabilitation projects have received funding reimbursements through historical tax credits. | |
| Building | Funding reimbursements |
| Mayo Hotel | \$ 44.0 million |
| Mayo Office Building | \$ 31.7 million |
| Tulsa Paper Company (Woody Guthrie Center) | \$ 30.7 million |
| 1969 Tulsa City Hall | \$ 17.4 million |
| Atlas Life Insurance | \$ 14.0 million |
| PPG Warehouse | \$ 4.9 million |
| Philtower | \$ 4.2 million |
| Robinson Packer Building | \$ 2.7 million |
| Casa Loma Hotel | \$ 1.7 million |
| 217 West Latimer Street | \$281,000 |
| Vickery Station | \$200,000 |
| Cities Service Station No. 8 | \$161,000 |
| 901 North Denver | \$147,000 |
| Total | \$152 million |
| <i>Source: Oklahoma State Historic Preservation Office</i> | |

LOW INCOME HOUSING TAX CREDIT (Exhibits 3 and 5)

- 37 LIHTC projects throughout Tulsa between 1997 and 2017. These comprised in total 3,515 housing units (2, 679, or about three-quarters low-income) and a \$600,000 median annual project subsidy.

- The 37 LIHTC projects are well distributed throughout Tulsa, with significant numbers of LIHTC projects contained either within or on both the north and south sides of the Route 66 Corridor.

NEW MARKETS TAX CREDITS (Exhibits 3 and 6-7)

- Of the 332 Tulsa block groups, 170 (51 percent) are NMTC program eligible. A supermajority of these NMTC eligible block groups is contained in the northern end of Tulsa (north of the Route 66 corridor).
- There have been 33 NMTC projects throughout Tulsa between 2007 and 2016. Most of these projects are concentrated in Tulsa's Downtown, with some projects contained within or near the Route 66 Corridor.

OPPORTUNITY ZONE (Exhibits 3 and 8)

- Of the 332 Tulsa block groups, 34 (10 percent) have been designated as Opportunity Zones. Like NMTC, most designated Opportunity Zones in Tulsa are concentrated in the northern side of the city. There are OZs on the majority of Route 66 in Tulsa. OZs are designated from Harvard Ave. extending almost to the Arkansas River through the downtown portion of the route. Additionally, across the river, on the Southwest Blvd. portion of Route 66, there are OZs on almost the entire corridor. BROWNFIELDS and ENTERPRISE ZONES (Exhibits 3 and 9-10)
- Of the 332 Tulsa block groups, 28 (8 percent) contain federally designated brownfields. These 28 block groups are largely found in a north to south orientation from the northern side of Tulsa (near the city's border with Turley) through the city's downtown and south of the Arkansas River near West Tulsa, along the Route 66 Corridor.
- Of the 332 Tulsa block groups, 152 (46 percent) are designated as Enterprise Zones. The distribution of these Enterprise Zones resembles the distribution of Opportunity Zones and NMTC eligible areas, with a high concentration in the north end of the city and with some EZ designated locations in or near the Route 66 Corridor.

OTHER PROGRAMS

- In addition to the above listed public assistance programs, there were other aids germane to Route 66 in Tulsa, for instance, the Eugene Field neighborhood on Route 66 in West Tulsa received a \$30 million revitalization grant from the U.S. Department of Housing and Urban Development. This will provide much needed low-income and missing middle housing for the city.

NOTE: See PartnerTulsa's map (<https://tulsa.ecdev.org/#li-modal>) for more up-to-date snapshot of TIFs, Opportunity Zones, and Vision Tulsa projects located in Tulsa (and on Route 66).

State and Local Economic Development Programs and Utilization in Tulsa, Oklahoma

Some prominent state and local economic development programs (local enabled by state authorization) in Oklahoma include:

- Tax Increment Financing (TIF) District – real estate and sales tax based,
- Business Development District (BDD) – sales tax based,
- Business Improvement District (BID) – aka: Special Service Area Program,
- Enterprise Zone – sales tax exemptions, and
- Hotel/Motel Tax – Revenue tax to support tourism/economic development.

The most significant of these programs include:

- Tax Increment Financing Districts (TIF)

In 1992, Oklahoma enabled the Local Development Act, which allows local governments to establish TIF districts. Tax increment financing is a tool whereby any tax increase that would occur from real estate improvements within a district is set aside for infrastructure improvements exclusively within the same district. This tool is used to attract new development in underdeveloped or struggling areas, and its duration is typically 20-25 years. Most TIF districts in Tulsa expire after 25 years or once the payments for the improvements are complete, whichever comes first. Tulsa has sixteen active TIF Districts, four project areas, and four districts that are not active.

Of more immediate importance to Route 66 is the *11th and Lewis Corridor Project Plan and Supporting Increment Districts*. The Tulsa Market District forms a cross along Route 66/11th Ave and Lewis Ave. The Route 66 segment stretches from US 75 in the west to just past S. Delaware Ave in the east. It encompasses about one block to the north and south from Route 66, whereas the Lewis Ave section stretches from E Archer St in the north to E 12th St in the south. The main proposed Lewis TIF projects are for the area immediately surrounding the intersection of Route 66 and Lewis Ave. The projects are designed to promote investment in the area and encourage high-density, mixed-use development, mixed-income (and affordable) housing, and pedestrian safety and accessibility by capitalizing on Route 66's growing popularity.

The 11th & Lewis TIF is unique because it is a public-private partnership between the City of Tulsa and the Lobeck Taylor Family Foundation (LTFF). LTFF advance-funded the TIF so that streetscaping and placemaking could happen sooner rather than when enough funds accrued. Now, as the TIF funds accrue, they will pay back the foundation for the amount that was advanced funded.

The other active TIF on Route 66 is Santa Fe Square TIF and the Downtown Area TIF, which supports the Blue Dome District.

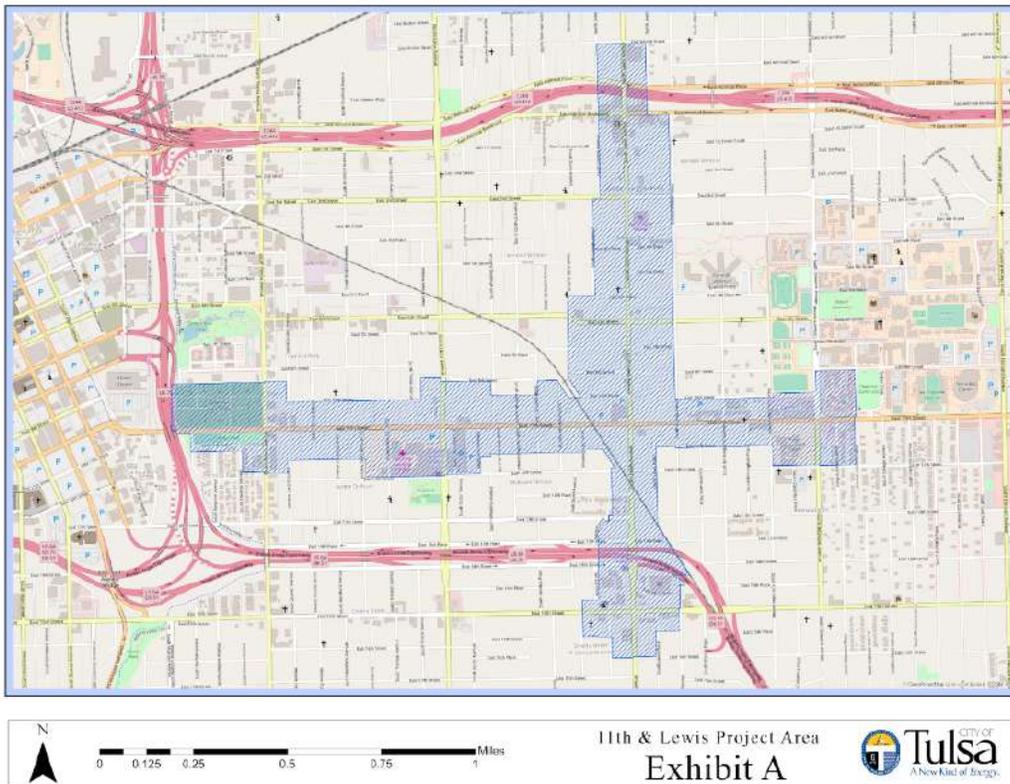


Image C-15: Tulsa's 11th and Lewis Project Area is a TIF project encompassing a valuable stretch of Route 66/11th Street

- Lodging Tax

Oklahoma has a lodging tax which applies to hotels, motels, or other hospitality facilities subject to the statewide lodging tax levy (e. g., Airbnb), used primarily to raise funds for promoting tourism, parks and recreation and related economic development activities in Tulsa and the state. Compared to other jurisdictions, the Oklahoma 5% lodging tax is relatively modest (Lansford, Woods, n.d.).

- Business Improvement Districts (BID)

A BID is a strategy to improve the business climate and investment in a designated district through marketing, security and physical enhancements and other activities. These activities are primarily funded from fees charged to benefiting properties within the district as well as through other means. There is a Tulsa BID called the “Tulsa Stadium Improvement District (TSID)” that comprises properties located within the Inner Dispersal Loop. The highway loop encircles Tulsa’s downtown and bisects Route 66 on both the western and eastern sides of the downtown, encompassing approximately 15 blocks of the road (Crowley 2010).

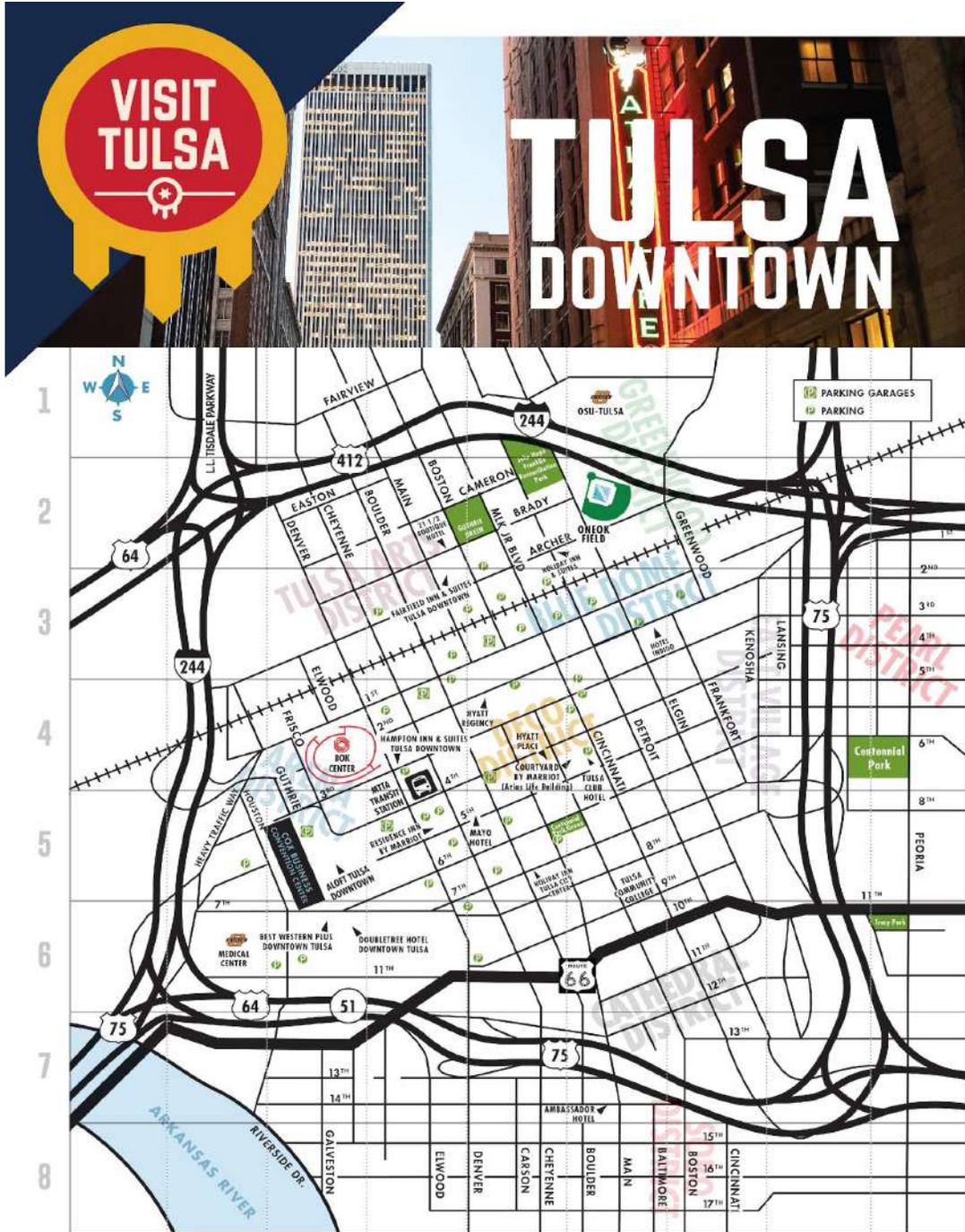


Image C-16: Location of Route 66 within the Inner Dispersal Loop and its proximity to the Historic Greenwood District

Slightly more than six-tenths (62.2%) of TSID's fees are allocated to a fund for debts and other obligations related to ONEOK field (a Texas League baseball stadium located in the historic Greenwood district adjacent to the downtown), while about four-tenths (38.8%) is given to the Downtown Coordinating Council (now known as the Downtown Tulsa Partnership), an entity in charge of enhancements throughout the TSID. Total TSID fees for fiscal year 2020 amounted to nearly \$3.5 million, leaving about \$1.3 million for the DCC to allocate towards "maintenance, beautification, public safety and livability services, mobility and public realm planning projects, and place- enhancement initiatives" (DCC Impact Report FY 2020, n.d.).

Kendall Whittier also has a BID. The Kendall Whittier Improvement District is an active assessment district that supports increased services in Kendall Whittier in order to create a more vibrant, walkable commercial district. The BID was established in 2022 and will expire in 2027. Annually, the BID generates a total of \$48,000 to support expanded services and placemaking efforts including, beautification, landscaping, trash removal, lighting, parking lot maintenance, and security services. The current BID builds off two previous BIDs in the district, called the Whittier Square Improvement District, which ran from 1998-2008 and was renewed again for 2010-2020. The Whittier Square Improvement District funded street sweeping, landscaping, trash removal, capital improvements and maintenance, and special projects.

A variety of these federal/local programs (as well as the Tulsa area sales tax initiative and Route 66 master plan) were used in the Meadow Gold iconic case detailed in Appendix A that follows.

In addition to the financial investment the City of Tulsa has made in Route 66, they have also created the Tulsa Route 66 Commission to support and assist all ongoing efforts locally and statewide with both public and private entities involved in Route 66 matters. It's led by city-appointed volunteers and elected officials who serve to create and help implement specific strategies and plans to encourage economic development and promotion for Route 66. There are five subcommittees for the various strategies and plans: Preservation & Design, Finance, Marketing, Economic Development, and Governance.

The Tulsa Route 66 Commission requested an update to the Route 66 Master Plan in 2020 and requested further plan updates to track progress in subsequent years. In addition, the commission provides investment in Route 66 landmarks and assets, advocacy in investment, growth, and opportunities on Route 66, marketing Tulsa's stretch of Route 66 as a tourist destination on a national and international scale, implementing events and programs to stimulate economic development, creating, and managing financial incentives and resources. The Tulsa Route 66 Commission has an annual appropriation of approximately \$265,000, or \$3.6 million over thirteen years.

Looking towards the future, the Oklahoma Legislature created its own state body-- the "21-member Oklahoma Route 66 Centennial Commission-- to plan, coordinate and implement a statewide effort celebrating the 100th anniversary of Historic Route 66" (Oklahoma Historical Society). The Commission sponsored a convention, held in December 2019, which was attended by various stakeholders and representatives from every Oklahoma city along Route 66. Attendees were tasked with the creation of a centennial master plan that would "include suggestions for exhibits, programs and events focused on Route 66," raising awareness of its "cultural impact through popular culture," and promoting public and private investment to "encourage further preservation of assets along the route" (OHS) Like many other Route 66 communities, Tulsa is planning well ahead in order to make the most of this important 2026 occasion.

APPENDIX A—THE ROUTE 66/TULSA, OK
HISTORIC RESOURCE
(THE MEADOW GOLD NEON SIGN)

The Meadow Gold Neon Sign

The Meadow Gold neon sign stands today at the intersection of 11th Street and Quaker Avenue in Tulsa. This famous Route 66 landmark once stood only for corporate advertising. It now stands for civic determination.



Image C-17: The Meadow Gold neon sign at 11th Street and Quaker Avenue in Tulsa.

Meadow Gold is a brand long known for quality dairy products. The U.S. Patent Office granted the Beatrice Company a trademark for it on November 12, 1901, making it the first trademarked butter (Beatrice Companies 1975, 8). Meadow Gold became the Beatrice companies most important and innovative brand: it was the first butter sold in a sealed package, the first butter advertised in a national magazine, and the first ice cream established as a national brand. (Hoover 2021). And in what was almost certainly another first – or at least proof of Route 66’s early adopter status – it was promoted via a neon sign.



Image C-18: The Meadow Gold neon sign at 11th Street and Lewis Avenue in Tulsa.

Beatrice erected it in 1934 atop a small building at 11th Street and Lewis Avenue, 16 blocks east of its current location. The sign had two faces, each 30 feet by 30 feet, making it the largest in Tulsa. During the early post–World War II period, the sign dominated the landscape just as the brand dominated the market (Wells 2009). In 1941, Beatrice produced 70 million pounds of butter, and in its annual report that year, celebrating the 40th anniversary of the Meadow Gold brand, it declared: “the Company is not trying to be the largest in the business, but we are endeavoring to continue [to be] one of the best...” (International Directory of Company Histories 2021).

Over time, the Meadow Gold brand was sold, sold and sold again, a revolving corporate orphan.

The sign itself fared no better. By the time Tulsa’s Route 66 was bypassed by interstate highways in the 1950s, neon signs had become passé: the Meadow Gold luster had faded. Neglected, the iconic sign began to deteriorate. By the 1990s, the sign was dark and the

building supporting it was a car dealership.

But the iconic sign didn't languish too long. In 2005, Tulsa preservationists and the larger community joined in a wider effort to save Route 66's neon signs. They collaborated with the National Park Service to save the Meadow Gold sign. This group first convinced the car dealership's owner, Chris Nickel, to donate the sign to the City of Tulsa (Foster 2009). Claude Neon Federal Sign (CNFS) of Tulsa was then charged with the intricate tasks of dismantling and restoring the sign: a painstaking process, accomplished one handmade metal and porcelain letter at a time. CNFS also replaced the deteriorated metal structure on which it is mounted.

With the sign restored, it needed a new home, and one was found at 11th Street (Route 66) and Quaker Avenue in Tulsa (Jones 2018)—about one mile west of its original location. The new site, smack on Tulsa's Route 66, had a history of its own. In 1892, it was deeded to the Creek Indian Tribe by the United States government, pursuant to a treaty signed 20 years earlier. In 1901, it was deeded to Clarissa Perryman Bell, who was half-blood Creek Indian. Two years later in 1903, under the Homestead Act, it became part of her allotment of 40 acres. Bell and her husband farmed the land, but then sold it in 1914. In 1934, the land was sold to Robert W. Brinlee, who established The Brinlee Grocery and Market, which served the needs of travelers along Route 66 for more than 40 years. However, shortly after 11th Street lost its designation of Business Route 66, the market closed. The site was then owned by three generations of the Ferrell family, who ultimately converted the land into a parking lot. When Markham D. Ferrell learned the sign needed a new home, and that his property was only eight blocks west of its original Route 66 location, he graciously donated it (Radnor 2018). An appropriate base was needed for the refurbished sign, so a low-lying one-story brick support pavilion (mimicking how Meadow Gold was originally sited) was built with a prominent Route 66 (Oklahoma) road sign embedded in its mantel.

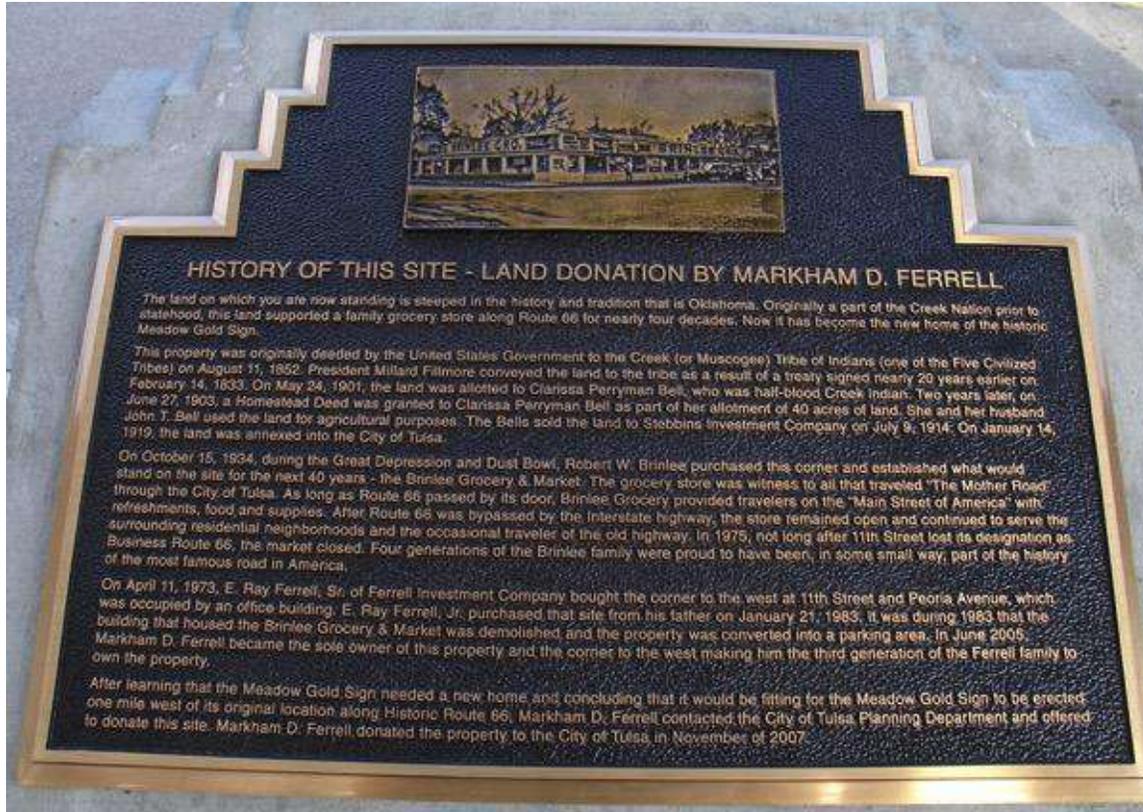


Image C-19: Plaque honoring donation of the land where the Meadow Gold sign now stands

All this took the herculean effort of many dedicated organizations and individuals. At the helm was the Tulsa Foundation for Architecture (TFA), assisted by the Oklahoma Route 66 Association, the City of Tulsa, Tulsa County, Oklahoma state government, and other dedicated entities and persons. Funding for the project came from multiple sources, as is often the case when preservation is attempted. These sources included a \$15,000 federal grant through the Route 66 Corridor Preservation Program of the National Park Service, \$850,000 from Vision 2025 and the donation of land valued at \$60,000, and fundraising in Oklahoma and nationwide spearheaded by the Tulsa Foundation for Architecture and the Oklahoma Route 66 Association. An appeal to Route 66 “Road Warriors” raised nearly \$8,000 in just a few weeks, in heartfelt increments from \$5 to \$1,000. All told, about \$933,000 was raised from all sources, including in-kind contributions.

Special attention must be given here to the contribution of the City of Tulsa and Tulsa County, particularly the provisions of the remarkable Vision 2025 program, (See the previous detailed examination of Vision 2025 in this report.) This robust urban planning and financing process, initiated in 2002, resulted in a uniquely effective plan and finance mechanism that produced remarkable results.

Additionally, when the Tulsa Route 66 Commission received funds, a maintenance fund was established for repairing Route 66 assets, like the Meadow Gold sign as it requires regular, ongoing maintenance. Not only was there a one-time investment to save the sign, but there is continued investment by the City of Tulsa to keep it lit and in good working order.

Few communities along Route 66 have undertaken planning on this community-wide scale, accompanied by an important public financing source area citizens agreed to provide. Tulsa's experience can be instructive to other communities with similar goals: It shows how to turn urban planning and policy into practice; it proves that where there is civic will, there's a way.

Vision 2025 has been the best alternative to turning out the lights in Tulsa. The city continues to prove it is better to light a neon sign than curse the darkness.

The relighting of Meadow Gold

The dedication of the refurbished Meadow Gold sign took place on May 22, 2009. The then executive director of the Tulsa Foundation for Architecture, Lee Anne Zeigler exclaimed, "I am overjoyed! It's a dream come true...It's more than a sign. It lives in people's hearts and memories" (Foster 2009, Wells 2009). Tulsa city planner Dennis Whitaker declared, "It's just really unique" and "something that Tulsans are remarkably excited about" (Foster 2009).

In fact, the Meadow Gold sign is technically better than the one Tulsans remember. Originally, the sign used argon enhanced with mercury, the latter a toxic material. During the restoration, the argon-mercury mix was replaced with the safer and brighter-glowing neon gas.

The Meadow Gold sign now shines brighter than it ever did before!



Image C-20: Meadow Gold sign glows again.

Local Impacts

The Meadow Gold sign has helped cast the entire City of Tulsa in a literal new light, especially regarding its Mother Road heritage.

On Tuesday, September 15, 2020, a Lights-On Event was held at the Avery Plaza Southwest neon sign park. Mayor G.T. Bynum thanked Bill LaFortune, his predecessor, for his initiative in Vision 2025, which funded the \$500,000 plaza (Schlotthauer 2020). The Avery Plaza Southwest project was included in the Tulsa Route 66 Master Plan, developed as a part of Vision 2025 (Ellis 2020).

The 20-foot-tall neon signs – the Will Rogers Motor Court, Tulsa Auto Court, and Oil Capital Motel, replicas of ones that stood at past motels on Route 66 in Tulsa – stand just across the Arkansas River from the Cyrus Avery Route 66 Centennial Plaza and East Meets West bronze sculpture. Those two attractions bookend the historic Eleventh Street Bridge, and officials hope that together they will continue to bring Mother Road-enthusiasts to Tulsa (Ellis 2020).

Architect David Hoffer, who designed the neon sign replicas, spoke of his and Rhys Martin's efforts to get the designs as historically accurate as possible. They used a handful of old photos to determine original colors and other aspects such as whether there was animation. Tulsa celebrates its Route 66 heritage. The faithful reproduction of historic Mother Road places and artifacts reflects its respect for that heritage.

There is still work to be done. Route 66-adjacent business owners wishing to restore their neon signs have the opportunity to partner with the city. Since April 2019, the Vision Tulsa Route 66 Neon Sign Grant Program has awarded matching grants totaling more than \$315,844 for 54 new neon signs along today's Route 66 in Tulsa, according to the Tulsa Route 66 Commission.

Making Progress on Route 66: Vision 2025, the Tulsa Route 66 Master Plan, Vision Tulsa, Plan 66, and the Tulsa Route 66 Commission

The success of the Neon Sign Grant Program was aided by the creation of the Tulsa Route 66 Commission. It was formed after a third round of funding allocated another \$3.6 million to Route 66 beautification projects. The Commission, put in place to oversee and manage the projects, immediately began working with local planners to create an Overlay District that follows both original and current Route 66 alignments.

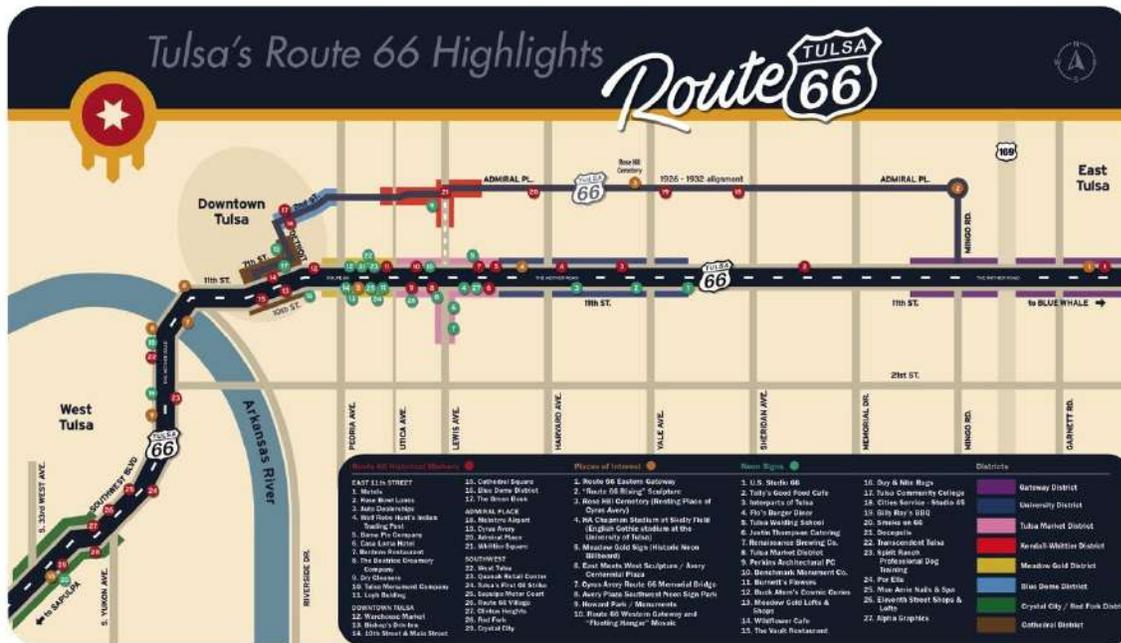


Image C-21: Tulsa's two Route 66 alignments: the 1926 through 1932 alignment and the 1932 through decommissioning alignment

As Dennis Whitaker explained in a recent interview, The Overlay District is defined by a 300-foot boundary, north and south, of both Route 66 alignments [the 1926 through 1932 alignment, and the 1932 through decommissioning alignment] and 600 feet where it intersects with major arterials. Within those boundaries, special programs can be enacted that create incentives for things beyond usual zoning concerns. The Neon Sign Matching Grant Program provides a good example: The Overlay District allows signs to be larger and located further in right of ways, which would have been more difficult and costly under typical zoning. Tulsa matches 50% up to \$10,000 provided neon or led lighting represents 25% of the area of a sign and that the sign identifies a business entity. By 2022, over 54 neon signs were funded by matching grants – a number that continues to grow monthly (Whitaker 2022).

Then City Councilor Blake Ewing said, “I think Route 66, obviously, with its history, is a great

opportunity for us to dress it up a bit. And nothing does that better than neon signs. This is exactly why we put the overlay tool into the new zoning code, so that we could target areas that are special throughout the city and shape language for those areas to achieve a unique and desired outcome” (Canfield 2018).

The impact of Vision 2025, Tulsa Route 66 Master Plan projects, Vision Tulsa, Plan 66, and the creation of the Tulsa Route 66 Commission have spurred interest in other initiatives of all kinds.

Michael Sager says he purchased Tulsa’s abandoned Vickery Phillips 66 Station in 2002 because he considered it a work of art, albeit one in need of repair and restoration. ‘I bought it, and then I was wondering what to do with this tiny postage stamp-size building.’

Sager was still trying to determine what to do when he received a call from Avis, asking him if he would consider putting a rental office in the building. ‘Avis wanted to embrace an historic artifact related to transportation,’ says Sager. ‘All of a sudden I had a tenant and Avis had a historic location.’ The building, located in what had been a derelict area of Tulsa, is now an anchor for the revitalized Blue Dome Historic District, says Sager. With the addition of a bike shop and bowling alley nearby, as well as several retail shops, the lights are now on at night, and people can rent a car without going to the airport,’ says Sager. ‘It’s all coming from a series of neglected buildings on Route 66 that nobody had wanted’ (Orsini 2012).

The importance of Tulsa’s Vision 2025 to preserving the city’s Route 66 heritage, is borne out by the many Mother Road-aiding enhancements that have been realized from this initiative. As of 2021, 21 Vision 2025 Route 66-related projects, in addition to the Meadow Gold Neon Sign Restoration and the Avery Plaza Southwest Neon Sign Park, have been completed in Tulsa (Tulsa County 2012b)

1. Historic Markers: This project is complete, September 2006.

Tulsa’s two Route 66 alignments include thirty thematic signs installed in the sidewalk at locations that represent Tulsa’s history. Included are tributes to aviation heroes Amelia Earhart and Charles Lindberg, who flew into an airport abutting Route 66; the Wolf Robe Hunt Trading Post; the Negro Motorist Green Book, and the cemetery of the Father of Route 66, Cyrus Stevens Avery. Signs include narrative and most also display historic images. Tourists experience pieces of Tulsa’s history and the Route’s history through commemorative

plaques complete with maps, stories, and photos.

2. Cyrus Avery Memorial Bridge: Bridge Stabilization is complete, January 2008.

The bridge, with its iconic Art Deco architecture, is listed on the National Register of Historic Places. The construction was innovative at the time, using reinforced concrete with eighteen arches to stretch a quarter mile across the Arkansas River. It became the justification Cyrus Avery gave to federal authorities to align the new highway through Tulsa in 1926. Although closed to traffic and pedestrian use, the bridge was stabilized in 2008 in hopes of revitalizing it for recreational and commercial uses in the future. Since its stabilization, Tulsa experienced a historic flood in 2017 that stressed all riverfront infrastructure and buildings. Efforts are ongoing to preserve and reimagine the bridge.

3. Cyrus Avery Centennial Plaza: This project is complete, July 2008 and the “East Meets West” bronze statue is complete, November 2013.

The Plaza, flanked by the flags of the eight states of Route 66, hosts the East Meets West bronze sculpture; the Route 66 Skywalk pedestrian bridge offers a panoramic view of the sculpture, the downtown skyline, the Cyrus Avery Route 66 Memorial Bridge, the Arkansas River, and a century-old oil refinery that helped make Tulsa the one-time Oil Capital of the World. Tourists may enjoy walking, jogging or biking the River Parks trails along the Arkansas River. Together with the Oklahoma Centennial Commission, Vision 2025 funds were enhanced by a \$400,000 grant to create the plaza and skywalk.

4. Frisco Train Site: The Vision 2025 portion of this project is complete, July 2009.

Detailed earlier within this Tulsa Case Study on pp. 12-13.

5. 11th St. and Yale Ave. Intersection: This project is complete, August 2013.

“Cultural Crossroads” features four intersection crosswalks displaying the emblems of each state Route 66 traverses, and a Route 66 shield is embedded in the center of the intersection. On two streetscaped corners are bronze plaques with photos and stories of the surrounding neighborhood’s early days; one corner has a “Tulsa Route 66” clock. Stories include the abutting neighborhood of Tudor Revival homes and its park, listed on the National Register of Historic places; and a school where students deposited donated metal for World War II efforts. An early corner shopping center, the area is still commercially vibrant, and is near Expo Square, home of the Golden Driller and the Pavilion, an Art Deco gem. This project was enhanced with \$365,000 in funds from Oklahoma

Scenic Byways.

6. Red Fork Streetscaping: This project is complete, October 2011.

Southwest Blvd - Red Fork area: The block includes the remaining early commercial architecture of west Tulsa from when development first began after the discovery of oil. Tourists get a glimpse into the past of the area that served residents, travelers and oil field workers. Illustrating the point that Route 66 is still relevant, an aviation services company located its main office in a portion of the historic buildings, along with an art gallery and other professional services. Across the street is a railroad-themed restaurant and adjacent art studio.

7. Southwest Blvd Streetscaping: This project is complete, 2015.

Southwest Blvd - Arkansas River to West 23rd St.: This streetscaping project provides visual improvements to the sidewalk including an 18" concrete border and Route 66 shields. Tulsa began growing rapidly in the early 1900s after the discovery of oil, and when refineries were built west of the Arkansas river. This segment of Route 66 was vital to connecting the nearby oil refineries to downtown, where civic and oil industry leaders were collaborating to develop Tulsa into an economic and cultural center.

8. Gateways: This project is complete, September 2015.

East and West Gateways: Serving as a grand welcome for tourists approaching Tulsa from all points west of Chicago or east of Santa Monica, each gateway is nearly 35 feet tall and extends over nearly twenty feet to the centerline of the road. Motorists drive underneath the gateway and a neon-style lighted Tulsa Route 66 Shield. A smaller feature on the outbound lane serves to thank tourists for having visited Tulsa. Motorists are greeted with a sweeping architectural welcome to Tulsa, reminiscent of the Streamline and Zig Zag Art Deco style of architecture that was popular in Tulsa when Route 66 was launched in 1926.

9. Southwest Boulevard Streetscape Improvements 33rd W. Ave. to 27th W. Ave. & West Gateway Plaza and Historic Plaques: This project is complete, April 2020.

Improvements to the corridor included landscaping, sidewalks with stamped concrete bands and Route 66 shields, and streetscaping. Commemorative plaques were installed at the plaza around the Western Gateway outlining Tulsa's transportation and oil history. The project also included the creation of the Route 66 Historical Village's neon sign.

10. 11th Street (89th E. Ave to Garnett Rd.) Streetscaping, Landscaping, Wayfinding Signage,

and the 11th St. & Mingo Plaza: This project is complete, August 2012.

This segment is a tree-lined boulevard with “Tulsa Route 66” banners, a large, themed wayfinding sign, and an interpretive plaza. At the Mingo Road intersection of the 1926-1932 alignment and the current Route 66 alignment, a streamline architectural sign board directs motorists to the two alignments, Route 66 Rising, and the plaza, which includes kiosks and bronze plaques telling local stories, and a map of Route 66 Vision 2025 projects. The site overlooks a one-and-a-half-mile linear greenway with water features, walking trails, and picnic areas.

11. Pearl Preservation: The original project is ongoing.

Consists of multiple projects which began in the Meadow Gold and Pearl District areas; their first project was the fabrication and installation of the two clocks on the restored Meadow Gold neon sign. The clocks were installed in November 2016. Pearl Preservation also contributed to the restoration of the Meadow Gold neon sign and the pavilion. Other projects are ongoing.

12. Howard Park Monuments: This project is complete, February 2017.

Detailed within this Tulsa Case Study on p. 58.

13. Southwest Boulevard Property Improvements (Frisco Train Site): This project is complete, April 2020.

Detailed within this Tulsa Case Study on pp. 12-13.

14. “Floating Hangar Mosaic”: This project is complete, March 2016.

Detailed within this Tulsa Case Study report on p. 57.

15. Informational Road Signs: This project is complete, December 2019.

Recognizing the value for tourists to easily identify the Route 66 alignments, specially designed green overhead signs were created and installed on the traffic signal mast arms throughout the city’s major intersections, branding streets with a recognized historic Route 66 symbol. Tourist feedback requested that wayfinding signs be installed to more easily identify how to travel the corridor. Overhead signage identifies both the street name, block number, and Route 66 designation. The City of Tulsa is currently working with the Oklahoma Route 66 Association and Oklahoma Department of Transportation (ODOT) to install state

wayfinding signage within city limits for continuity of wayfinding signage.

16. Route 66 Rising (Traffic Circle Artwork): This project is complete, December 2018.

Detailed within this Tulsa Case Study report on p. 57.

17. Kendall Whittier Pedestrian Lighting: This project is complete, March 2020.

Surplus acorn pedestrian lighting was relocated and installed in Kendall Whittier to complement the historic district and enhance safety. This was not a master plan project, though it was funded by Vision 2025.

18. Route 66 Planters: This project is complete, 2007.

48 thematic Route 66 planters were installed throughout Tulsa's 28-mile stretch of Route 66.

19. Meadow Gold Neon Sign Restoration & Pavilion: This project is complete, May 2009.

Detailed within this Tulsa Case Study on pp. 14-15 and 43-48.

20. Route 66 Traffic Signage: This project is complete, 2013

Installation of overhead traffic signal Route 66 wayfinding signage throughout the City of Tulsa.

21. Mixed Use Development with Route 66 Interpretive Center at the intersection of Route 66 and Riverside Drive: This project is ongoing.

Detailed within this Tulsa Case Study on pp. 10-11.

Route 66 Master Plan

In addition to Vision 2025 related projects, the City of Tulsa undertook the creation of a Route 66 Master Plan and an update Plan 66 as requested by the Tulsa Route 66 Commission. It includes four goals, fifteen strategies, and eighty-two actions. As of November 2022, all goals and all strategies have been implemented. Work is ongoing on actions outlined in the plan.

Plan 66 guides preservation, revitalization, and the promotion of Route 66 tourism through capital projects and policy mechanisms. With the adoption of the Vision 2025 sales tax package with Route 66 projects specifically in mind, the mayor's office created a Design Recommendation Committee to direct the new funding toward preservation and revitalization efforts. The Committee included business owners, leaders of non-profit organizations, citizens, and elected members of the City Council. The Committee also featured a professional consulting team of engineers, architects, historians, and landscape architects. City engineering and planning staff coordinated the team's efforts. The Committee's efforts resulted in the

Route 66 Enhancements and Promotion Master Plan of Development, which included a marketing strategy, and a project implementation plan list of capital projects and non-capital recommendations for near term and long-range implementation. The entire budget of \$15 million was allocated in the project list. The Vision 2025 Oversight Committee, the Board of Tulsa County Commissioners, and the Tulsa Mayor approved the Master Plan, including the project implementation plan in December 2005. (See [https://vision2025.info/.](https://vision2025.info/))

Route 66 Bus Rapid Transit (BRT)

One of Plan 66's goals aligned with an earlier recommendation from Metropolitan Tulsa Transit Authority (MTTA) to improve accessibility by promoting multi-modal transportation on Route 66. The Route 66 corridor was identified as a location for the expansion of the BRT service. The new Route 66 Bus Rapid Transit (BRT) route will run from East Tulsa to Downtown along a portion of E. 11th Street, intersecting with the existing BRT route along Peoria Avenue. The very nature of the street itself is also undergoing change, with bike lanes being installed and the number of driving lanes being reduced. Soon, there will be a new Bus Rapid Transit (BRT) system traversing a section of the route. As part of the Route 66 BRT planned route, the Tulsa Planning Office conducted a BRT Land Use Framework Study. The transit station area land use study evaluated the areas around seven of the 19 future BRT station location areas, recommended land use changes that can maximize public investment, and addressed which land uses would provide the most successful outcomes for the private properties that border the BRT station sites. More information can be found here:

[https://tulsaplanning.org/programs/projects/peoria-brt-land-use-framework/.](https://tulsaplanning.org/programs/projects/peoria-brt-land-use-framework/)

Bike Lane Implementation and Partnership

Bike lanes were installed on the majority of 11th Street as part of implementation and funding of the Tulsa area GO Plan coordinated with the Indian Nations Council of Governments (INCOG). Funding for the implementation of creating a Safe Street for All came from the voter approved tax package, Vision Tulsa.

More information can be found here:

https://www.incog.org//Transportation/transportation_bikeped.html.

The Oklahoma Department of Transportation led a statewide effort and worked with local governments including INCOG, City of Tulsa, and Tulsa County to garner support and plan a statewide US Bike Route 66 (USBR66) from Quapaw, OK on the Kansas border to Erick, OK on the Texas border. ODOT will be working with local jurisdictions to install USBR66 signage across the entire state. Oklahoma joins Kansas and Missouri in designating a path through the state as part of USBR66, a national route for cyclists. Signs for the bike route will be installed in 2022-

2023 in Tulsa and statewide.

More information can be found here: <https://www.route66news.com/2022/05/28/oklahoma-unveils-new-u-s-bicycle-route-66-bicycle-signs-that-will-be-posted/>.

In addition to lanes and signage, the city has established a key partnership with nonprofit, Tulsa Bike Share (also known as This Machine), to increase accessibility to reliable transportation for all Tulsans. This Machine is a nonprofit transforming the Tulsa community by providing a high quality, convenient and affordable bicycle transit system that connects people to the places where they live, work, and play. This Machine bike share includes over 200 bikes and 45 stations, operating 365 days per year. In conjunction with the new bike lanes on Route 66, they have installed bike stations along the corridor to help connect people to places where they want to go. More information can be found here: <https://thismachinetulsa.com/>.

Art on Route 66:

There has been an explosion of public and private art on Route 66 in Tulsa. There are over 30 murals on Tulsa's stretch of Route 66, each depicting different art styles and exploring various parts of Tulsa history and culture.

In East Tulsa, Jackie Dutton, owner of Mad Dog Liquors, organizes an annual Graffiti Mural event which results in fresh artistic perspectives. In 2018, the Route 66 Rising sculpture was completed. The sculpture was erected at the former site of Cyrus Avery's motel on the Admiral Place alignment and embodies the entrepreneurial spirit of those who traveled Route 66 to escape the Dust Bowl. The sculpture is 30' by 90' and symbolizes the resurgence of the Mother Road. Route 66 Rising is well-placed among Tulsa's fastest growing area due to Tulsa's immigrant and refugee population.

Private investment in art, aside from murals, has included sculptures like the Whisk in the Tulsa Market District, robots and "Mr. Dreams" Paper Moon in the Meadow Gold District, a community painted piano in Kendall Whittier, and more. There is also an ongoing community art project, the Art Gremlin at Mother Road Market, which is an homage to Cadillac Ranch in Amarillo, TX.

In West Tulsa, there are three publicly funded art installations - the Floating Hangar Mosaic at Crystal City, the monuments at Howard Park, and on the east bank of the river, the East Meets West sculpture at Cyrus Avery Centennial Plaza.

The Floating Hangar Mosaic, installed in 2016 next to the Western Route 66 Gateway, resembles "two rotary gears, one larger than the other, driving a drill bit into the ground. The mosaic tiles inside depict various stages of transportation history in Tulsa, from a steam locomotive to the Ford Model-A to the Space Shuttle — parts of which were manufactured

here” (Route 66 News, 2016).

The Howard Park Monuments are three Indiana limestone obelisks hand-chiseled to illustrate Tulsa’s beginning modes of transportation, Native American presence, early industries, Art Deco, and cultural themes. The monuments were created collaboratively between artist Patrick Sullivan, art consultant Sharon Sullivan, and graphic designer Jayson Warnock. Tribal greetings in the languages of the Cherokee, Muscogee (Creek), and Osage Nations greet tourists with the phrase, “Hello, how are you?” presented in tribal script and English phonetic pronunciation. The history of Southwest Tulsa’s rail, oil, and cattle industry, along with Tulsa’s cultural features, such as Tulsa’s Western Swing Music, are represented.

The East Meets West sculpture is the focal point of Cyrus Avery Centennial Plaza and was dedicated in 2012. The sculpture depicts a scene consisting of two statues, one of a horse-drawn carriage and one of Cyrus Avery’s family in a Model T traveling down Route 66. The Averys suddenly come across an oil field waggoneer whose team of horses are scared by the new sounds of a combustion engine. The statues span 40 feet and weigh 10 tons. Almost 1,000 pieces of bronze were put together by artist Robert Summers to create the scene.

Please see the bibliography for more information on Art on Route 66.

**APPENDIX AA— NOT ONLY NEON:
COMMEMORATING THE TULSA RACE
MASSACRE**

Not Only Neon: Commemorating the Tulsa Race Massacre

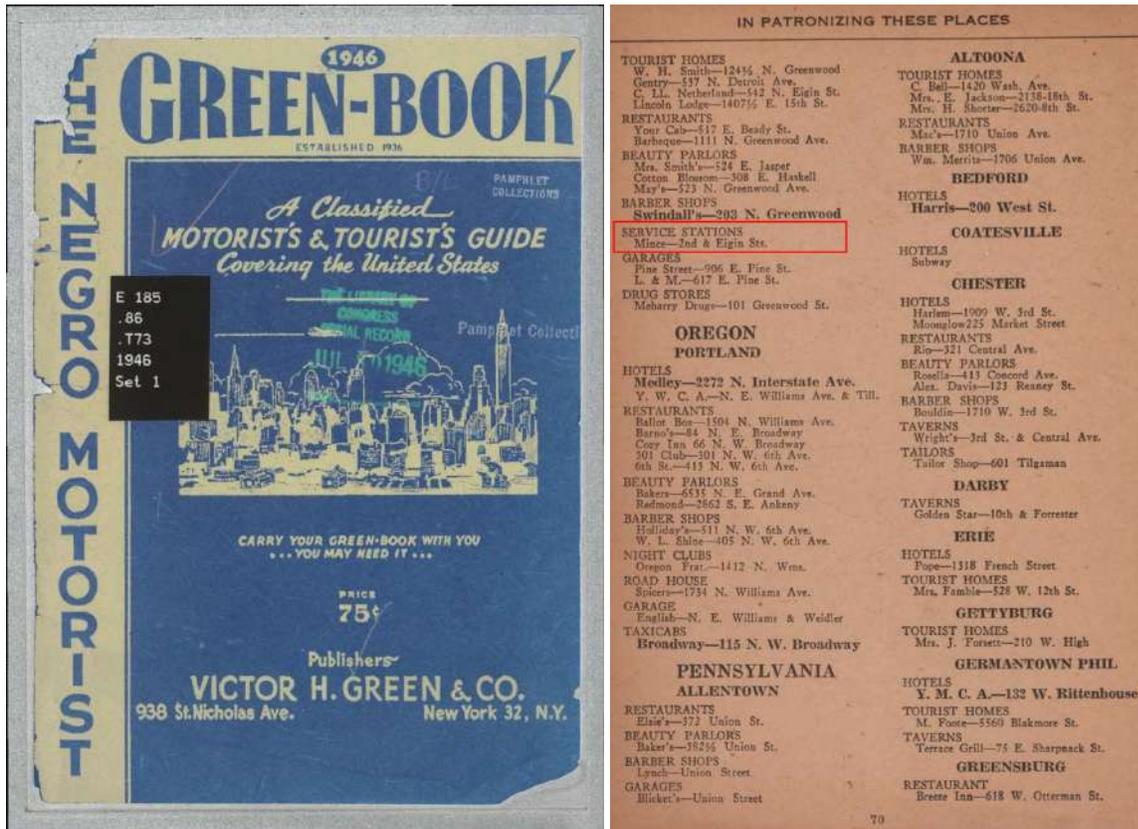
Not only neon

At the time of this writing, the Centennial of the Tulsa Race Massacre has captured the nation's attention. Nowhere was the emotion of this felt more keenly than in Tulsa. This city continues to take steps to reckon with this event and this commemoration had financial support of the city and the state.

One small but heartfelt provision within the Vision 2025 plan was an initiative to restore the plaques in the Greenwood section that memorialize this neighborhood's loss. As projects were finalized for Vision 2025 more than a decade ago, approximately \$20,000 in city improvement project grant funding was set aside for historical markers in Tulsa's downtown Greenwood District. (Goforth 2019) Ultimately, nearly \$41,000 was secured from the city to place dozens of bronze plaques to memorialize Black-owned businesses destroyed in the 1921 massacre (Morris 2019).

Carlos Moreno, the author of *The Victory of Greenwood* (2021), recently made a walking tour of the plaques. His book explores an ironic, and not widely known, part of the history: "The neighborhood had a second renaissance led by Black Tulsans after the massacre, rebuilding even bigger than before" (Brewer).

The vibrancy of the community is evidenced by a Tulsa listing in the Green-book, published between 1936 and 1967, which identified "services and places relatively friendly to African-Americans so they could find lodgings, businesses, and gas stations that would serve them along the road" (Negro Motorist Green-book).



Images C-22, 23: Tulsa Green-book entry from 1946

According to Tulsa Planner Dennis Whitaker, “we identified in the Green-book an automobile service station with two bay doors on the original Route 66 alignment downtown. It is an existing building. It has been transitioned to food and entertainment, but the architecture of the facility is intact. We installed an ‘information roadside’ with a historic image and a story telling of those travelers at that time.” It is located immediately adjacent to the Greenwood district and the original alignment of Route 66 (Whitaker 2021).



Image C-24: 2nd and Elgin Ave., Tulsa, former Green-book listing

The Greenwood District rebuilt after the massacre and was bustling once again, as can be confirmed by photos from the Tulsa Historical Society's archive; As desegregation created housing and economic opportunities outside of the area, the district struggled economically. Over the longer term the area became a focus of urban renewal which severed the district and neighborhood by constructing the highway interchanges through the district. The interstate dealt a devastating blow to both historic Route 66 and the Greenwood residential neighborhood. When he was interviewed in May by NBC News about his book, Moreno stopped at the numerous plaques on the sidewalk along Greenwood Avenue, commemorating the people and businesses lost over the last century, including one where Dr. A.C. Jackson, who was killed during the massacre in 1921, once lived and another that commemorates the Dreamland Theater, where residents enjoyed musicals and revues. (Brewer)

However, not all the plaques are faring as well, and Tulsans are responding.



Image C-25: Commemorative Plaques in the Greenwood District, missing or damaged.

“Now, as the [Greenwood] centennial nears, many of the plaques are damaged, in disrepair or missing altogether. Amanda DeCort, who was the executive director of the Tulsa Foundation for Architecture, was the preservation planner for the city of Tulsa at the time the markers were first placed in the Greenwood District. She has been a part of an effort to ‘figure out what plaques are missing and what can be done about it.’” (Goforth 2019)

The plaques that were missing, damaged, or worn were replaced in 2021. The Streets and Stormwater Department manages the inventory of plaques and replaces them as needed, using the maintenance fund. There is still a desire to expand the installation of plaques further North of the historic 100 block downtown. Planning and funding efforts for historic plaque expansion are ongoing.

Local Impacts

Greenwood is a historic freedom colony in Tulsa, Oklahoma. As one of the most prominent concentrations of African-American businesses in the United States during the early 20th century, it was popularly known as America's "Black Wall Street". Today, the district empowers and supports the businesses in Greenwood and is working on making the district a vibrant, thriving area.

While Greenwood was established and rebuilt well before, the Historic Greenwood District Main Street was designated as a national Main Street program in 2020. The City of Tulsa provides annual operational support of \$50,000 (a total investment to date of \$150,000.00). From 2020-2021, the destination district has seen \$17,911,500 in private reinvestment, 6 building rehabilitations, and 1 business openings, relocations, or expansions in the district. Additionally, there were 926 volunteer hours logged, according to the Oklahoma Main Street 2021 Reinvestment Report.

In 2021, the district commemorated the centennial of the Tulsa Race Massacre with year-long events and programming. In 2022, the Greenwood District was added to the National Register of Historic Places and is currently pursuing designation as a national landmark. In the past five years, Greenwood has seen tremendous development and energy with the creation of the 36 St N Food Truck Park, Pathway to Hope trail, and museum Greenwood Rising, the establishment of business resources like the Black Wall Street Business Center, Greenwood Women's Business Center, and Black Tech Street, and the grand opening of USA BMX headquarters. Development is ongoing with the historic Kirkpatrick Heights Master Plan and Evans-Fintube site redevelopment. The district is home to Legacy Fest, Greenwood Farmers' and Artisan Market, and one of the largest Juneteenth celebrations in the U.S.

APPENDIX B—CASE STUDY TABLES

Exhibit One – Population, Socioeconomic, and Housing Profile

| Tulsa Case Study Community Profile (2020 – unless otherwise indicated) | | | | |
|---|------------------|-------------------------------|----------------------------------|------------------------------------|
| | Tulsa, OK | Oklahoma Statewide | Difference from State | % Difference from State |
| Population Profile | | | | |
| Total Population (2020) | 413,066 | 3,959,353 | N/A | N/A |
| Total Population (2000) | 393,049 | 3,450,654 | N/A | N/A |
| % Population Change (2000 - 2020) | 5.1% | 14.7% | -9.6% | N/A |
| Population Per Square Mile | 1,173.7 | 57.7 | 1,116.0 | 1,934.1% |
| Demographic Profile | | | | |
| Race | | | | |
| % of Population White | 63.3% | 73.2% | -9.9% | -13.5% |
| % of Population Black | 15.0% | 7.8% | 7.2% | 92.3% |
| Ethnicity - % Hispanic (Any Race) | 17.1% | 11.7% | 5.4% | 46.2% |
| Median Age of Population | 35 | 37 | -2.0 | -5.4% |
| % of Population Age 65+ | 14.4% | 16.2% | -1.8% | -11.1% |
| Socioeconomic Profile | | | | |
| Per Capita Income | \$31,753 | \$29,873 | \$1,880 | 6.3% |
| Median Household Income | \$49,474 | \$53,840 | -\$4,366 | -8.1% |
| % of Population in Poverty (Age 18 to 64) | 18.3% | 15.6% | 2.7% | 17.3% |
| % of Population Unemployed (All Races) | 7.1% | 6.1% | 1.0% | 16.3% |
| % of Population with College Degree* | 31.3% | 26.1% | 5.2% | 19.9% |
| % of Population in Professional / Managerial Position, 2016 | 35.8% | 34.1% | 1.7% | 5.0% |
| Total Retail Sales, 2012 (\$1,000) | \$7,542,161 | \$50,256,231 | N/A | N/A |
| Total Retail Sales Per Capita, 2012 | \$19,143 | \$13,174 | \$5,969 | 45.3% |
| Total Accommodation & Food Sales, 2012 (\$1,000) | N/A | \$7,121,153 | N/A | N/A |
| Total Accommodation & Food Sales Per Capita, 2012 | N/A | \$1.90 | N/A | N/A |

| Housing Profile | | | | |
|---------------------------------------|-----------|-----------|------------|--------|
| Number of Households (Occupied Units) | 163,368 | 1,493,569 | -1,330,201 | -89.1% |
| % Vacant Units | 12.9% | 14.2% | -1.3% | -9.1% |
| % Owner-Occupied Homes | 51.5% | 66.1% | -14.6% | -22.2% |
| % Single-Unit Detached Homes | 62.1% | 72.9% | -10.8% | -14.8% |
| Median Value of Owner-Occupied Units | \$143,400 | \$142,400 | \$1,000 | 1.0% |
| Median Goss Rent | \$839 | \$818 | \$21 | 2.5% |
| % Renter Challenged Affordability** | 42.6% | 39.3% | 3.3% | 8.4% |

Notes

*Bachelor's degree or more (Age 25 Years Old +)

**Paying more than 30% of Income for Rent

All data provided by ACS 2017 unless noted otherwise

N/A = Not Applicable

Data Source: American FactFinder - Community Facts: https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml?src=bkr

Exhibit Two – Route 66 Economic Impact

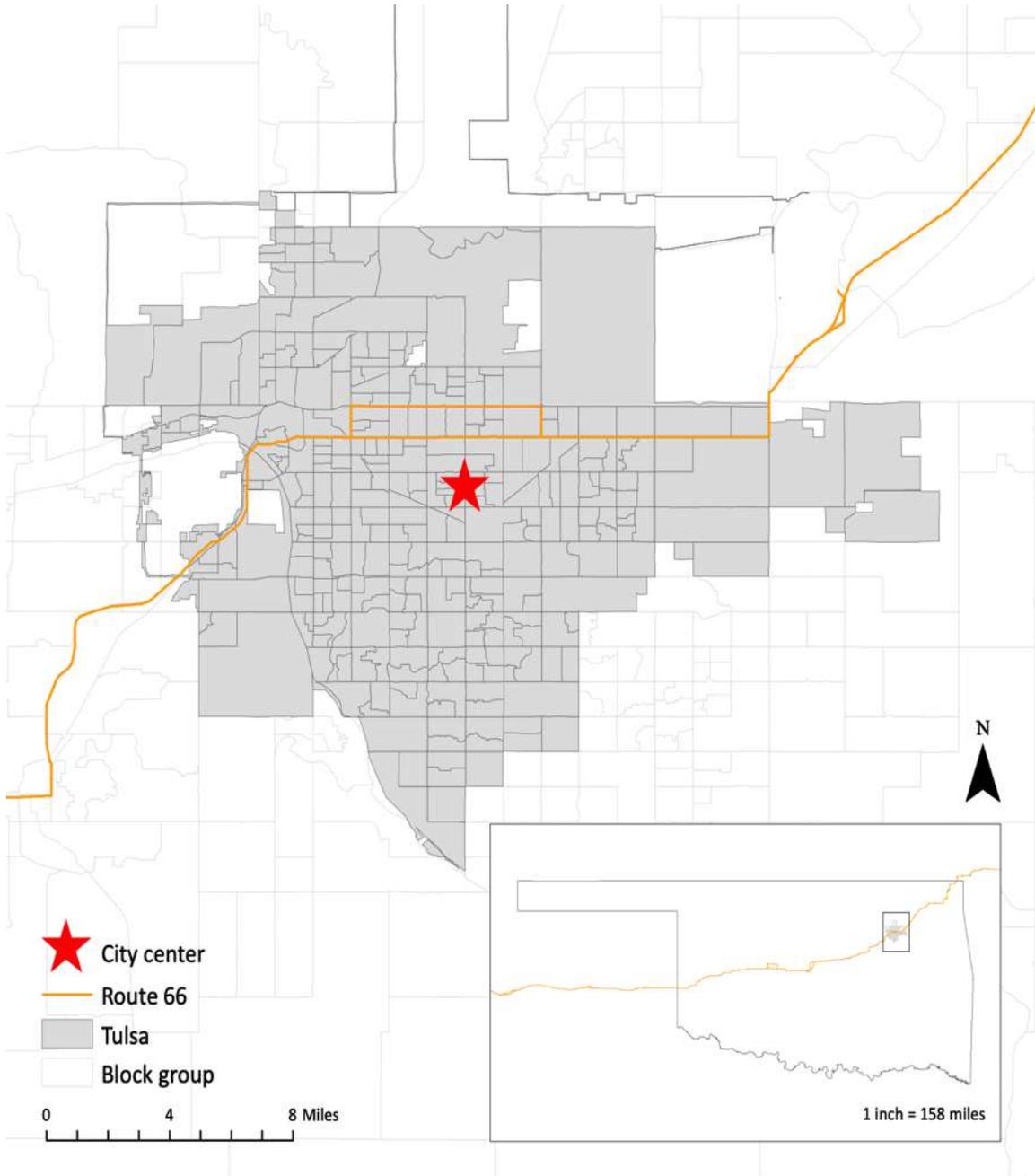


Exhibit Three – Programmatic Tabular Summary

The following table summarizes key information for the City of Tulsa, based on American Community Survey 2014-2018 five (5)-year estimates as well as economic development data from PolicyMap.

| POPULATION | | |
|---|---------|-------------|
| Population | | 402,223 |
| Population Density (Persons per Square Mile) | | 2,036 |
| Area (Square Miles) | | 197.52 |
| Block Groups | | 332 |
| FEDERAL HISTORIC TAX CREDIT (FHTC) | | |
| Total Number of FHTC Projects (2001-2018) ¹ | | 33 |
| Median Project Approval Year | | 2014 |
| Median Project Cost | | \$2,687,256 |
| Primary Project Category ² | | |
| Multi-Family Housing | 57.58% | 19 |
| Single Family Housing | 3.03% | 1 |
| Commercial | 24.24% | 8 |
| Office | 6.06% | 2 |
| Hotel/Bed and Breakfast | 6.06% | 2 |
| School | 0% | 0 |
| Theatre | 0% | 0 |
| Industrial | 0% | 0 |
| Hospital | 0% | 0 |
| Public | 0% | 0 |
| Other | 3.03% | 1 |
| Not Indicated | 0% | 0 |
| LOW INCOME HOUSING TAX CREDIT (LIHTC) | | |
| Total Number of LIHTC Projects (1997-2017) ³ | | 37 |
| Projects Currently Active in LIHTC Program | 100.00% | 37 |
| Project Rent or Income Ceiling ⁴ | | |
| 50% AMGI | 2.70% | 1 |
| 60% AMGI | 16.22% | 6 |
| Not Indicated | 81.08% | 30 |
| Median Annual Allocated Amount | | \$600,000 |

| LIHTC (cont.) | | |
|--|--------|-------|
| Total Number of Units | | 3,515 |
| Low Income Units ⁵ | 76.22% | 2,679 |
| Units Below Rent or Income Ceiling ⁶ | 1.02% | 36 |
| NEW MARKETS TAX CREDIT (NMTC) | | |
| Block Groups with NMTC Eligibility (2019) ⁷ | 51.20% | 170 |
| Total Number of NMTC Projects (2007-2016) ⁸ | | 33 |
| OPPORTUNITY ZONE (OZ) | | |
| Block Groups Designated as Qualified OZ (2018) ⁹ | 10.24% | 34 |
| BROWNFIELD | | |
| Block Groups that Contain Brownfield(s) (2019) ¹⁰ | 8.43% | 28 |
| ENTERPRISE ZONE (EZ) | | |
| Block Groups with Designated EZ(s) (2020) ¹¹ | 46.08% | 153 |

¹ The number of all FHTC projects approved since October 1, 2001, through September 30, 2018.

² The category item first listed for each project's Category description.

³ The number of all LIHTC-funded projects placed in service from 1997 through 2017.

⁴ The elected rent or income ceiling as percentage of area median gross income (AMGI).

⁵ The number of units indicated as low-income.

⁶ The number of units indicated as below elected rent or income ceiling.

⁷ The number of all block groups that meet the Community Development Financial Institutions (CDFI) Fund's NMTC eligibility requirement in 2019.

⁸ The number of all NMTC projects reported from 2007 through 2016.

⁹ The number of all block groups nominated and designated as Qualified OZs in 2018.

¹⁰ The number of all block groups that contain brownfield(s) in 2019.

¹¹ The number of all block groups with designated EZ(s) in 2020.

Exhibit Four — Federal Historic Tax Credit (FHTC)

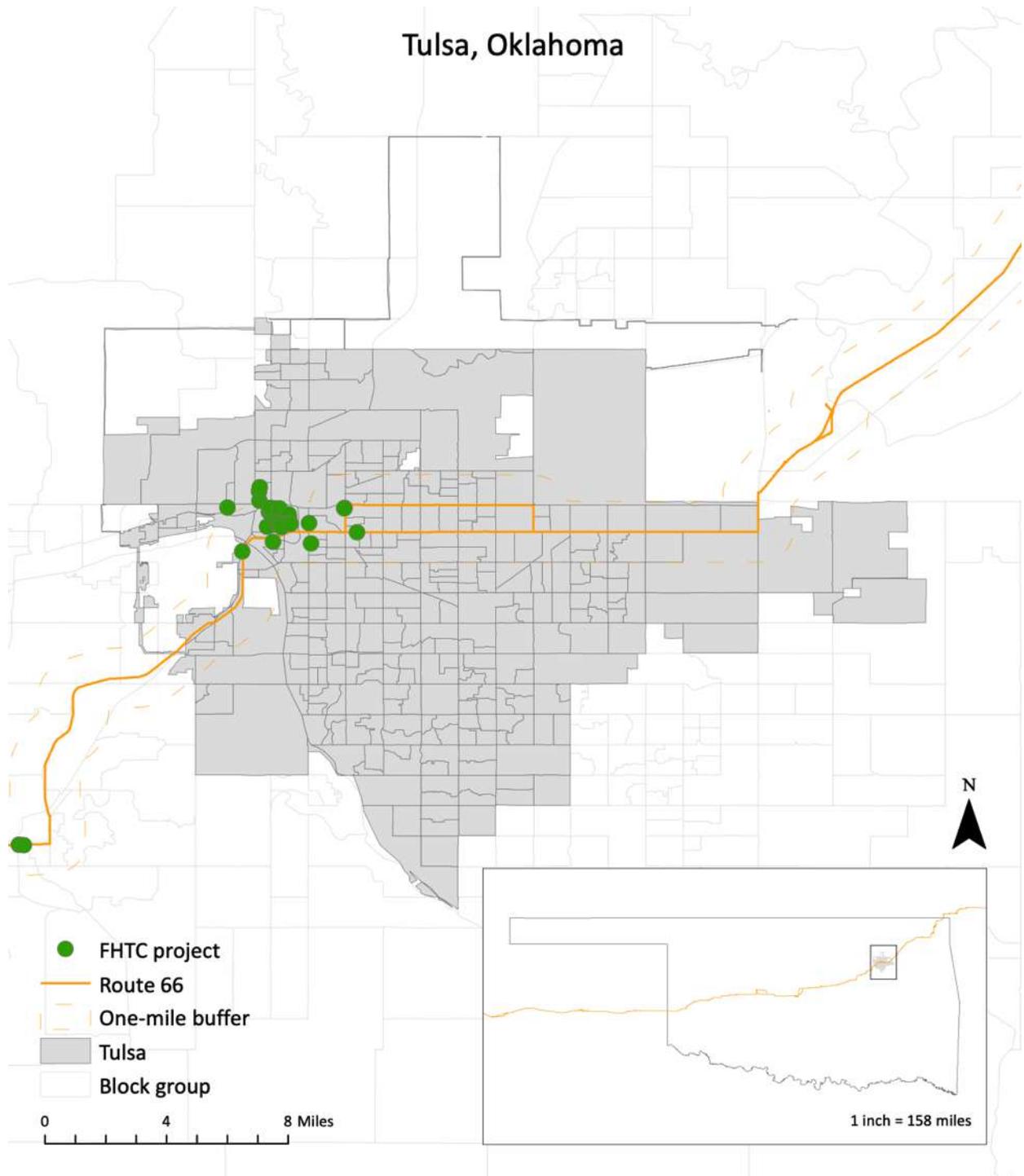


Exhibit Five — Low Income Housing Tax Credit (LIHTC)

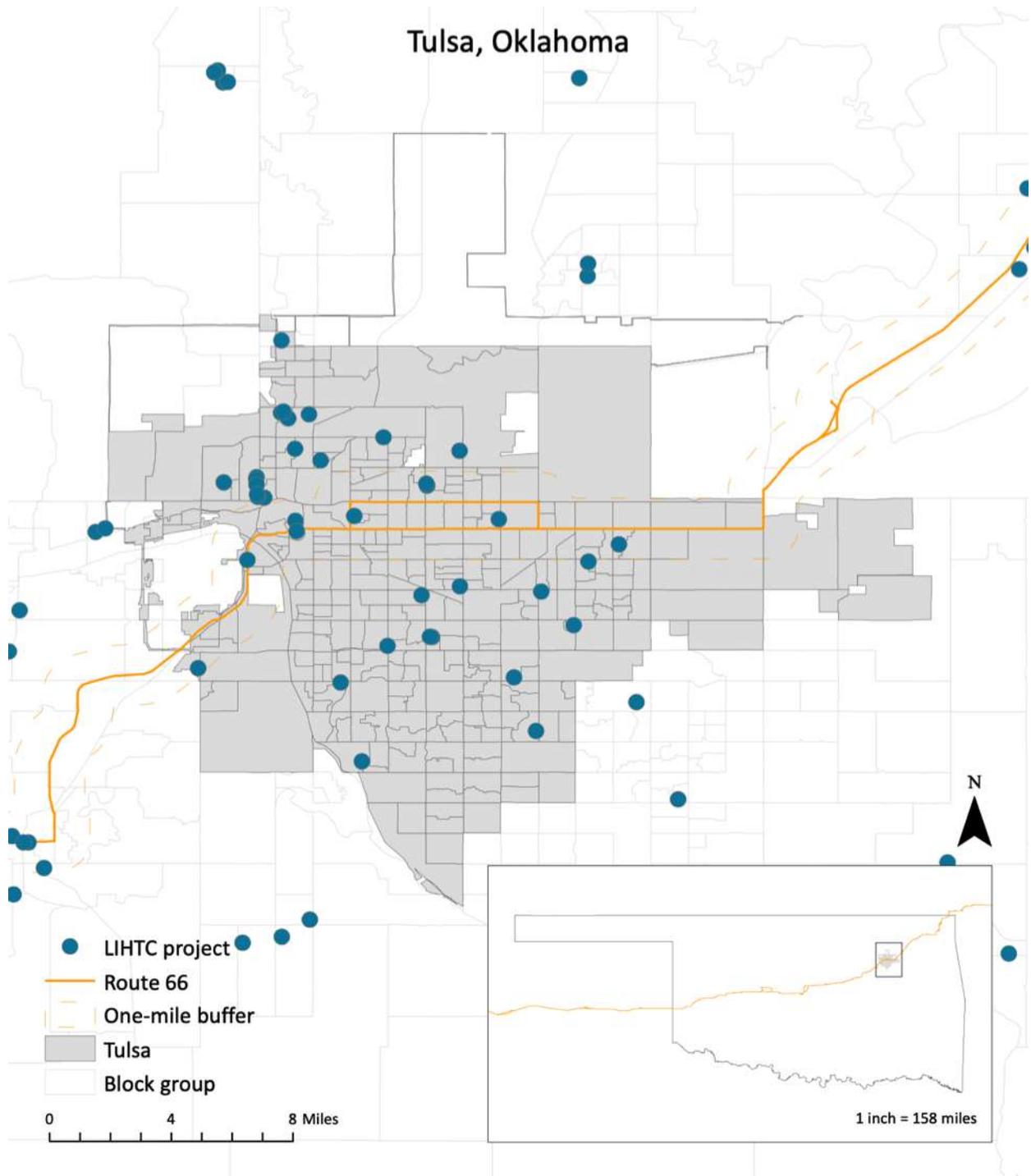


Exhibit Six — New Markets Tax Credit (NMTC) Eligibility

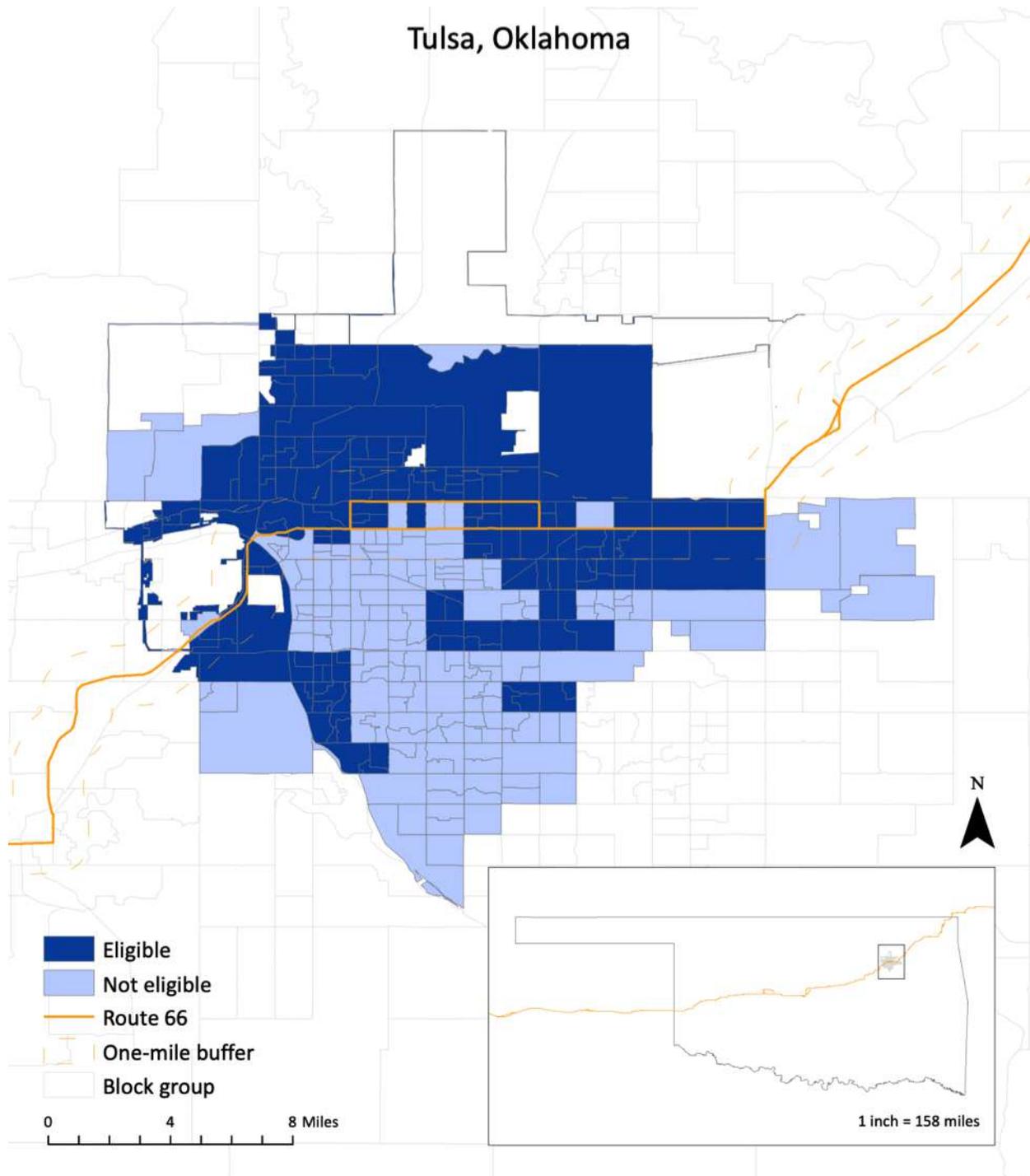


Exhibit Seven — New Markets Tax Credits (NMTC) Projects

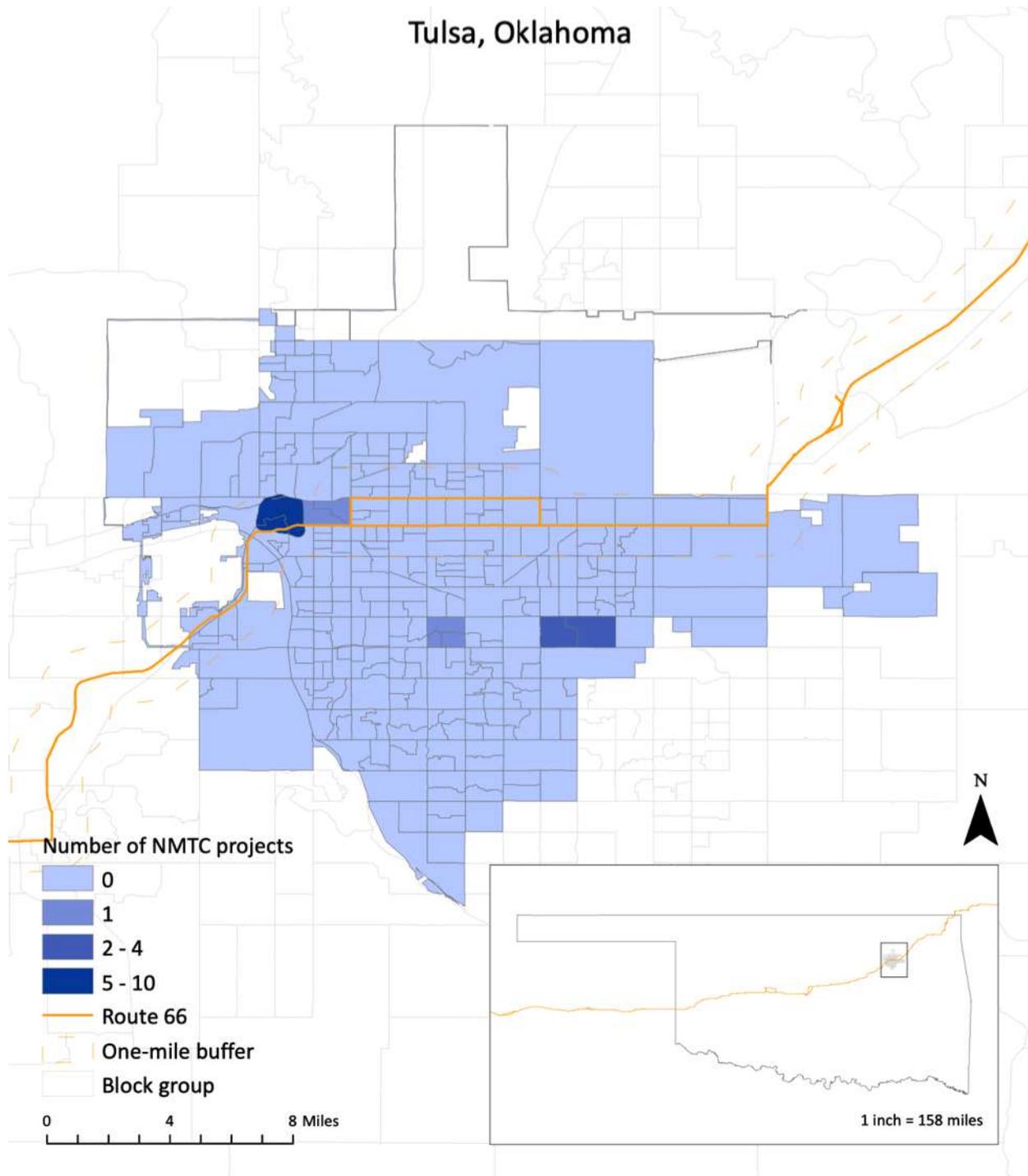


Exhibit Eight — Opportunity Zones (OZ)

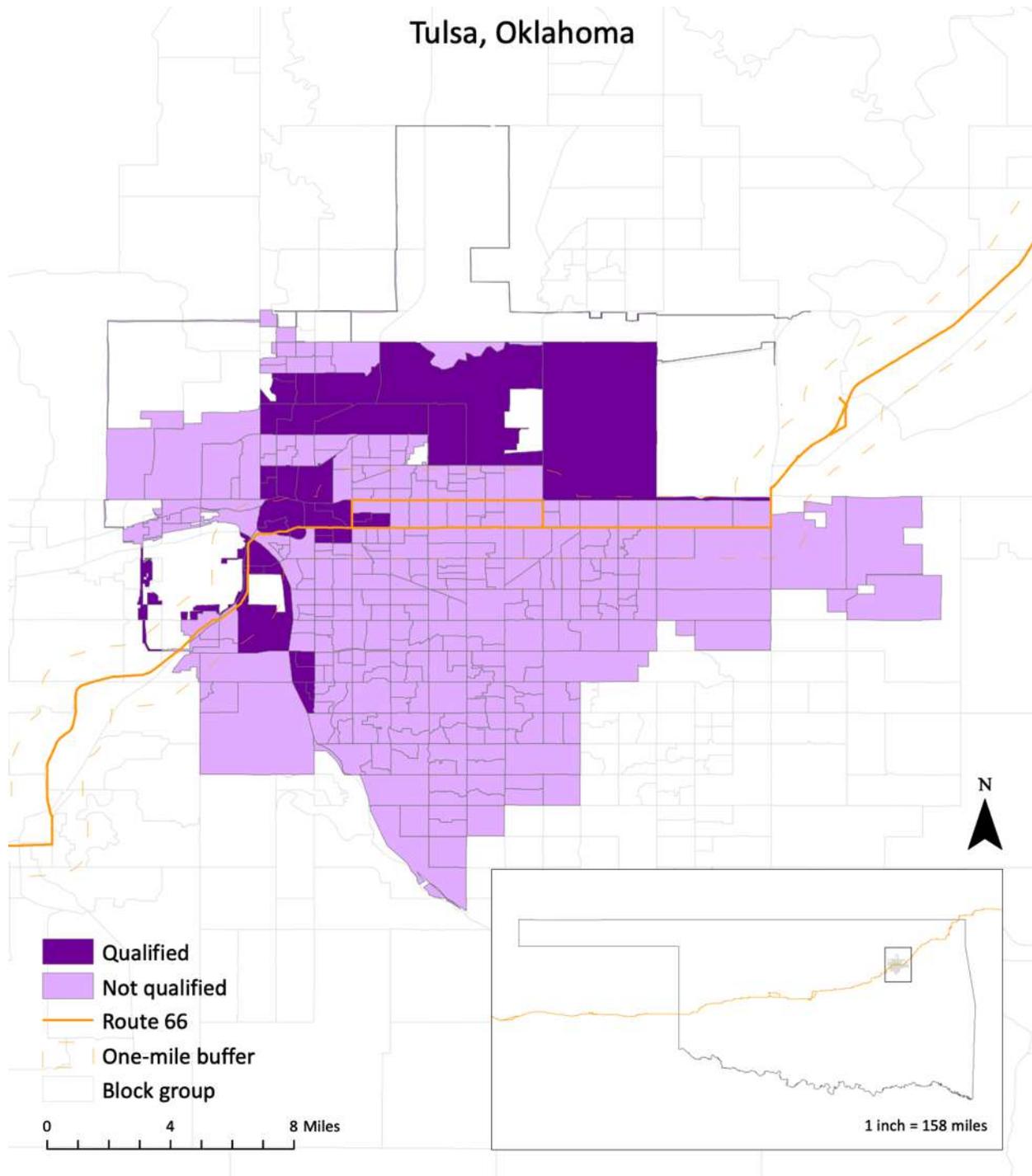


Exhibit Nine — Brownfields

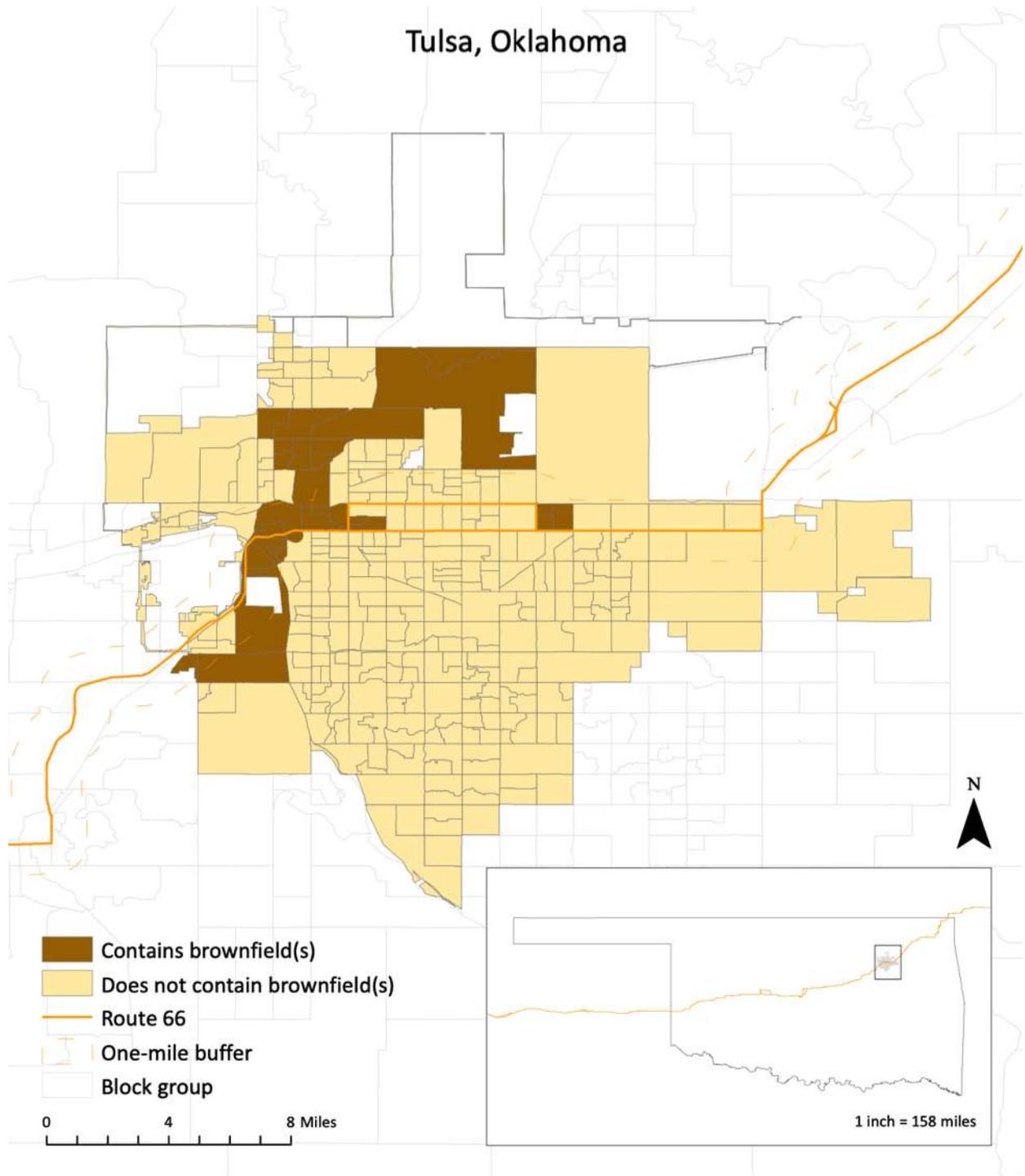
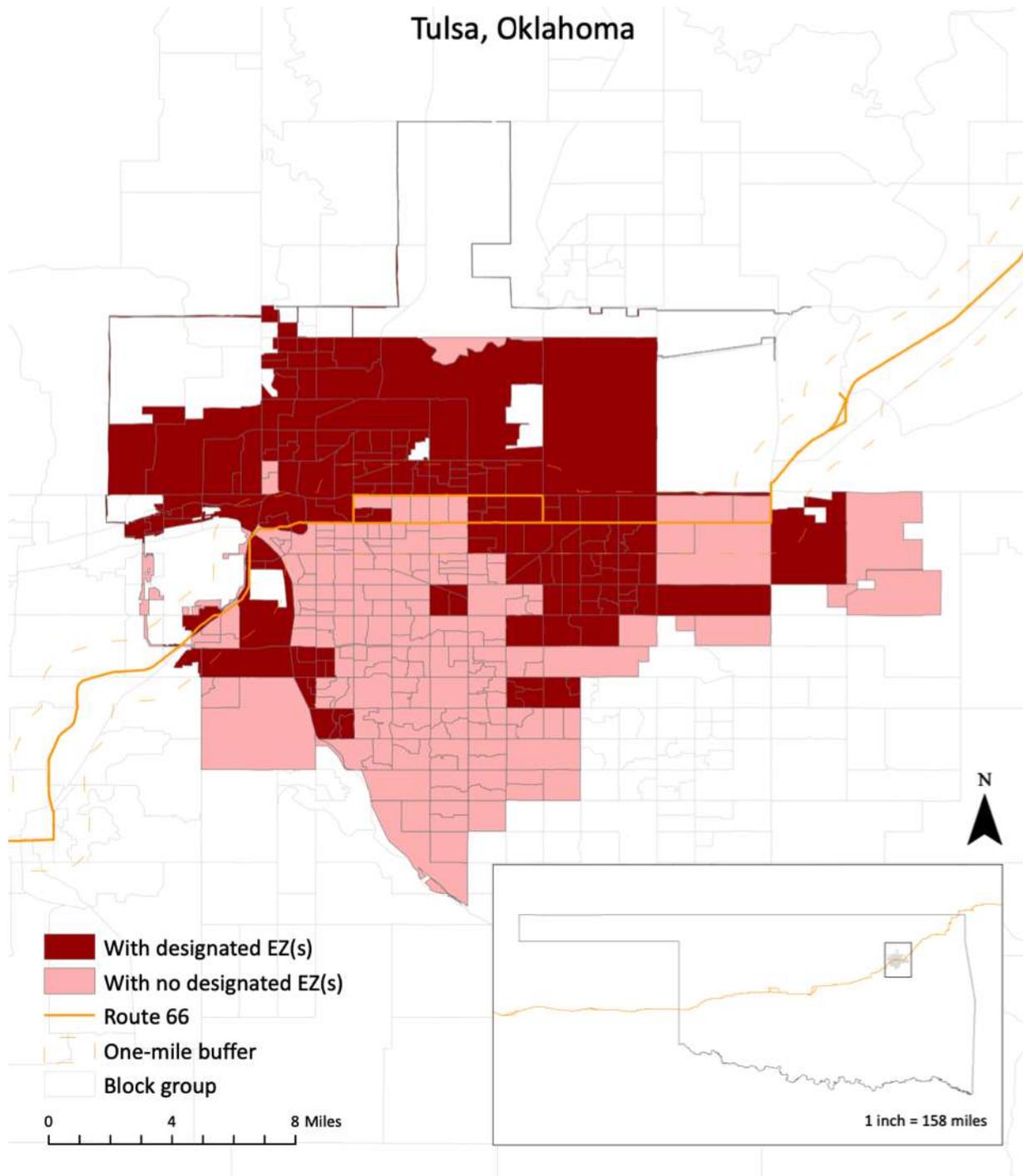


Exhibit Ten — Enterprise Zones



APPENDIX C—CASE STUDY IMAGES

Image C-1:



Title: Tulsa, Oklahoma

Source: Creative Commons image, http://townmapsusa.com/d/map-of-tulsa-oklahoma-ok/tulsa_ok

Image C-2:



Title: Statue of Cyrus Avery at Cyrus Avery Centennial Plaza

Source: Courtesy of Rhys Martin - Cloudless Lens Photography

Image C-3:



Title: Western Gateway and “Floating Hangar” mosaic sculpture dedicated to the transportation history of the city.

Source: Courtesy of Rhys Martin - Cloudless Lens Photography

Image C-4:



Title: Eastern Gateway, built in 2014 to bring attention to the city’s heritage, and a nearby historic marker.

Source: Courtesy of Rhys Martin - Cloudless Lens Photography

Image C-5:



Title: Potential concept rendering of a mixed-use Route 66 interpretive center as published in the Tulsa World.

Source: Tulsa World

Image C-6:



Title: Frisco 4500 Steam Engine located at the Route 66 Historical Village

Source: Courtesy of Rhys Martin - Cloudless Lens Photography

Image C-7:



Title: Red Fork Train Depot at the Route 66 Historical Village

Source: Courtesy Tulsa People Magazine

Image C-8:



Title: Meadow Gold sign at sunset

Source: Courtesy of Rhys Martin - Cloudless Lens Photography

Image C-9:



Title: Buck Atom, the Space Cowboy Muffler Man

Source: Courtesy of Rhys Martin - Cloudless Lens Photography

Image C-10:



Title: Mother Road Market

Source: Courtesy of Rhys Martin - Cloudless Lens Photography

Image C-11:



Title: The iconic neon sign of the Desert Hills Motel

Source: Courtesy of Rhys Martin - Cloudless Lens Photography

Image C-12:



Title: The Campbell Hotel & Event Center

Source: Courtesy of Rhys Martin - Cloudless Lens Photography

Image C-13:



Title: The Cities Service Station #8, at 1648 SW Boulevard in Tulsa, Oklahoma, was built in 1940 and was listed on the National Register of Historic Places in 2011.

Source: Aekupp Creative Commons image:

https://commons.wikimedia.org/wiki/File:Sinclair_Service_Station.jpg

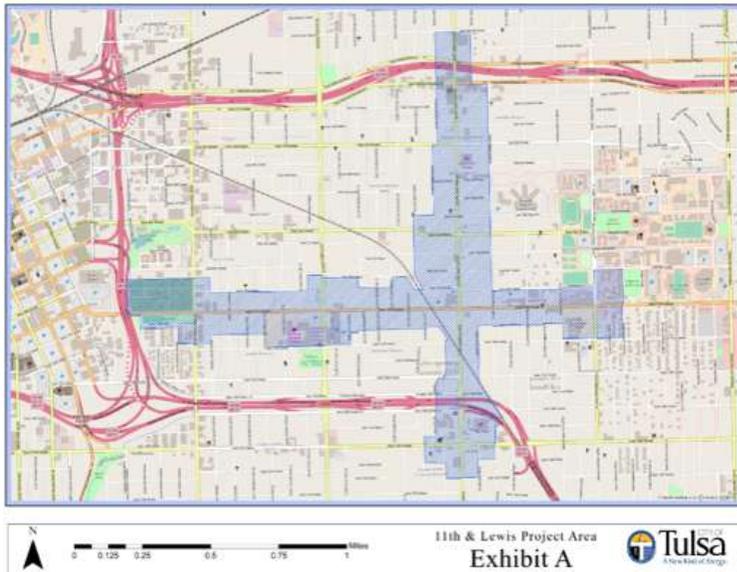
Image C-14:



Title: The newly restored Vickery Phillips 66 Station as an Avis Rent-a-Car

Source: US National Park Service

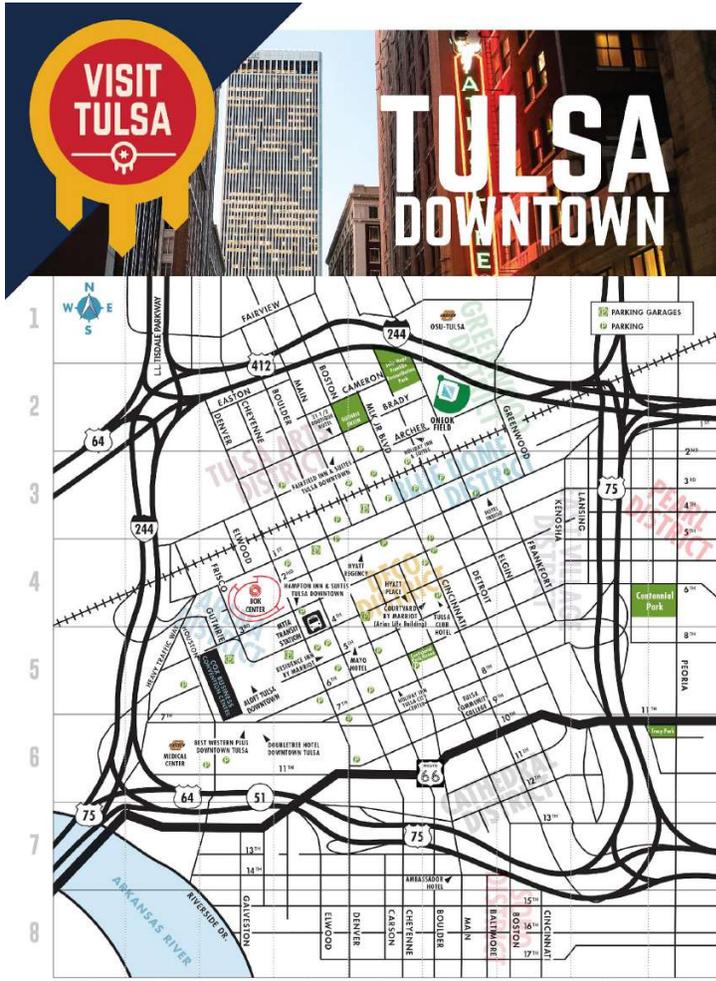
Image C-15:



Title: Tulsa's 11th Street and Lewis Avenue Project Area is a TIF project encompassing a valuable stretch of Route 66/11th Avenue

Source: Courtesy City of Tulsa

Image C-16:



Title: Location of Route 66 within the Inner Dispersal Loop and its proximity to the Historic Greenwood District

Source: Courtesy VisitTulsa. (December 2022).

Image C-17:



Title: The Meadow Gold neon sign at 11th Street and Quaker Avenue in Tulsa.

Source: Courtesy of Rhys Martin - Cloudless Lens Photography

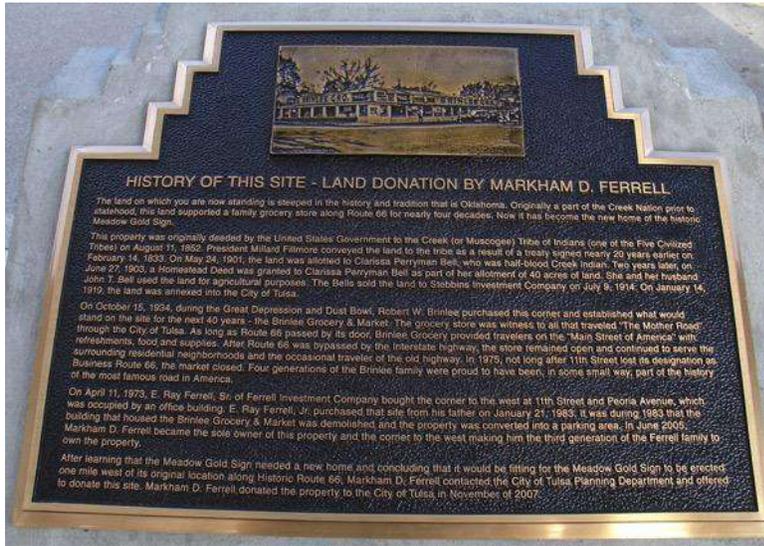
Image C-18:



Title: The Meadow Gold neon sign at 11th Street and Lewis Avenue in Tulsa.

Source: Beryl Ford Collection/Rotary Club of Tulsa, Tulsa City-County Library and Tulsa Historical Society <https://digitalcollections.tulsalibrary.org/digital/collection/p15020coll1/id/335/rec/1>

Image C-19:



Title: Plaque honoring donation of the land where the Meadow Gold sign now stands

Source: Galen R Frysingner www.galenfrysingner.com

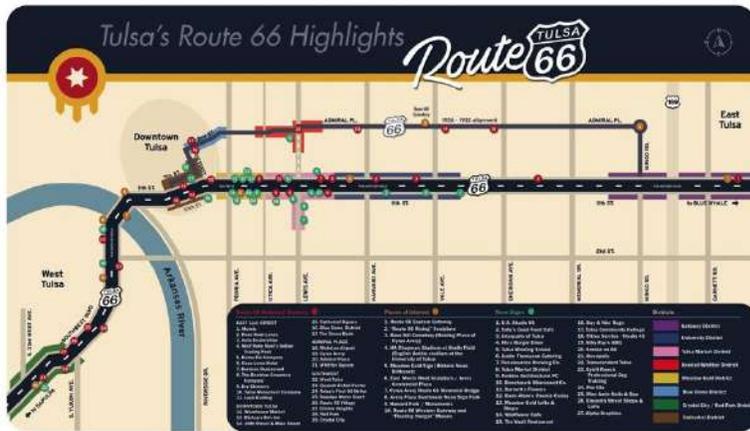
Image C-20:



Title: Meadow Gold sign glows again.

Source: U.S. National Park Service

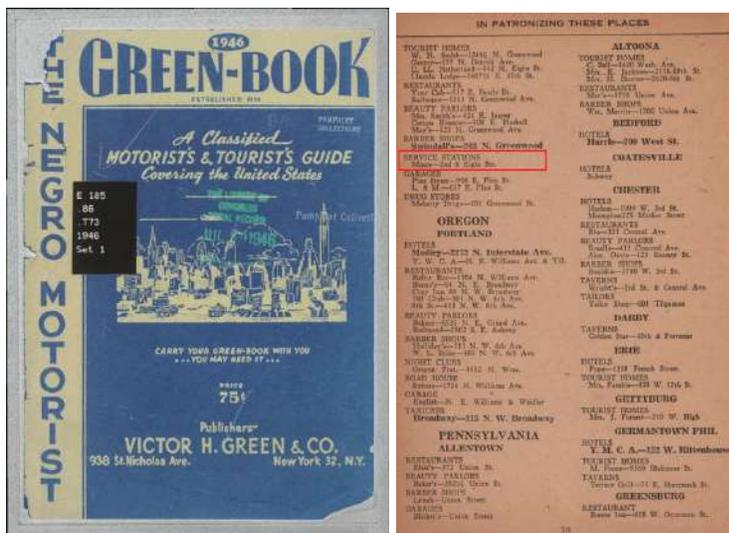
Image C-21:



Title: Tulsa's two Route 66 alignments: the 1926 through 1932 alignment and the 1932 through decommissioning alignment

Source: Tulsa Route 66 Commission, VisitTulsa, and Tulsa Planning Office.

Images C-22, 23:



Title: Tulsa Green-book entry from 1946

Source: Library of Congress

Image C-24:



Title: Commemorative Plaques in the Greenwood District, missing or damaged.

Source: Dylan Goforth/The Frontier

Image C-25:



Title: 2nd and Elgin Ave., Tulsa, former Green-book listing

Source: Courtesy of Rhys Martin, Cloudless Lens Photography

APPENDIX D— BIBLIOGRAPHY

Art on Route 66

More information on Art on Route 66 can be found at the sites listed here:

- <https://tulsaplanning.org/programs/supporting-programs/route-66-neon-grants/route-66-rising-sculpture/>
- <https://www.route66news.com/2018/12/11/route-66-rising-sculpture-in-tulsa-is-finished/>
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Route 66 Case Study Community: 2.6.1 Amarillo, Texas

History, Demographics and Economics

Amarillo is a city located in the northern Panhandle region of Texas with a vibrant history of cattle ranching and transcontinental highways.



Image C-1: Amarillo, Texas

In the late 1800s, cattle rancher Charles Goodnight chose a section in the Texas Panhandle along the Fort Worth and Denver City Railroad and started the JA Ranch. The proximity to the railroads made the area attractive to merchants. In 1887 J.I. Berry established a town that became the county seat for Potter County, Texas. One year later, Henry B. Sanborn purchased land to the east of Goodnight's location that was on higher ground. In 1893, the new town established by Sanborn would become the county seat of Potter County. The boom of the cattle industry and the access to the freight railroad led to the rapid growth of the area. In 1899, the citizens of Amarillo voted to incorporate as a community and elected Warren Wetzel as the city's first mayor. By 1900, the population had reached 1,442 (Anderson 2010).

In the early 20th century, the town continued to grow and established a hospital, school systems, and a light and water company. In 1918, natural gas was discovered in the region along with some of the world's most productive helium fields. The United States Government

established a helium plant that would later be crucial to Army aviation success in World War II. By 1920 the population of Amarillo reached nearly 16,000.

The city saw its greatest population growth in the 1950s nearly doubling from 74,443 in 1950 to 137,969 in 1960. During this period of time, Route 66 was realigned and designations and directions of local streets in Amarillo changed several times:

The route was originally the main line of U.S. Route 66, which turned north on Fillmore Street (concurrent with US 87) to the current Business IH 40. A new alignment along Amarillo Boulevard was built ca. 1953, and in mid-1954 the old alignment (west of Fillmore Street) was designated Loop 279 and signed as Business US 66 (Business US 66 continued north on Fillmore Street to new US 66). At some point, Fillmore Street became one-way northbound, and westbound Business US 66 was moved to either Taylor Street or Pierce Street. When US 66 was decommissioned in Texas in 1985, the Business US 66 designation was dropped (Amarillo Route 66 Historic Association b).

This decommissioning was inevitable as Interstate 40 was completed entirely in 1968 and according to traffic engineers, diminished the necessity of Route 66 as the east to west thoroughfare through Amarillo.

In recent decades, Amarillo has continued to attract businesses, universities, and tourists, while maintaining its the historic roots and heritage of the Mother Road. Its population grew to 228,575 in 2017 making the community the 14th most populous city in Texas.

According to the Amarillo Chamber of Commerce, the largest employers (+3,000 employees) in Amarillo include the Amarillo Independent School District (5,364), Tyson Foods (4,400), CNS Pantex (3,203), and BSA Health System (3,200).

The Amarillo socioeconomic and housing profile (derived from the 2017 American Community Survey) is summarized and set in context to State of Texas characteristics in Exhibit 1 in Appendix B. In brief, Amarillo in 2017 contained a population of about 229,000 and grew nearly one-quarter in size (23.6%) since 2000 (185,000 persons). For context, the Texas statewide population increased by a yet higher near one-third (31.5%) between 2000 through 2017. In terms of race and ethnicity, Amarillo in 2017 was predominately white (83.5%) with a considerable Hispanic presence (30.0%). For statewide context, the Texas population in the same year had a lower (74.6%) white share and higher (38.9%) Hispanic share. Amarillo's median household income in 2017 was \$52,841 and it had a 14.2 percent poverty rate. For perspective, the Texas statewide parallel metrics in the same period was a somewhat higher median household income of \$57, 051 and a near equivalent poverty rate (14.1%). Amarillo had a homeownership rate of 64 percent and such owned homes had a median value of \$126, 675. Texas statewide had a near equivalent homeownership share (62.0%) and a higher median

value (\$151,500) of owner-occupied homes. For further Amarillo to state of Texas characteristics, see Exhibit 1 in Appendix B.

Route 66: Historic and Current

The city began to flourish in the early 1920s when construction began on Route 66 connecting Chicago to Los Angeles. In 1921, the portion of the highway passing through Amarillo was paved and the historic Sixth Street created. (Sixth Avenue is the legal name of the street but locals refer to it as Sixth Street.) The American automobile quickly created a national reliance on oil and gas in the 1930s. The geographic location of the city close to several natural gas resources gave Amarillo a clear economic advantage along the highway. The economic advantages and ease of transportation nearly tripled the population, reaching just over 43,000 by 1930 (Anderson, n.d.).

From 1926-1970, the city saw several businesses open that capitalized on its location along the famous Route 66; Paramount Theatre, Big Texan Steak Ranch, and the Cadillac Ranch are several of the historic sites still attracting visitors today. These sites helped create a culture and atmosphere unique to the Route 66 experience in the Texas Panhandle. Sixth Street and the Big Texan Steak Ranch are two sites that still exist in 2020 that are being used to shape economic development in the city.



Image C-2: Sixth Street Historic District

Sixth Street in Amarillo is a collection of commercial buildings with associations to the glory days when Route 66 passed through the community. The street hosts over 100 antique shops, restaurants and bars and is listed on the National Register of Historic Places. The architecture

and development on the street represent elements of Spanish Revival and Art Deco and are a reflection of the city's diverse history mixed with the road culture of America's first transcontinental highway. Today's travelers are welcomed on the street by a Route 66 mural at the eastern end.



Image C-3: Big Texan Steak Ranch

The Big Texan Steak Ranch is a restaurant and motel famous for the “Texas King” challenge. If customers can finish a 72-ounce steak in less than one hour, they receive their meal for free and the restaurant adds their names to the Hall of Fame list. The restaurant opened along Route 66 in 1960 and moved to its current location along Interstate 40 in 1977 (about six miles from downtown Amarillo.) The restaurant and supporting motel and RV park facilities are located in the city's East Gateway Tax Increment Reinvestment Zone (TIRZ), described later in greater detail.

Amarillo is also home to events and festivals that capitalize on the history and culture of the city being on the iconic Route 66. An annual Route 66 Festival is presented by Amarillo Route 66 Association. The festival features music, food and classic car shows. The Historic 6th on Route 66 Association is comprised of fans and merchants who want to keep the history of the highway alive. Members gather weekly from May to October to cruise down Sixth Street in antique cars and celebrate the past.

Federal Economic Development Program Utilization and Eligibility in Amarillo, Texas

Economic development in the United States may be aided by a variety of federal programs to spur economic activity. There are many such aids, and we consider here the utilization of and eligibility for some major federal economic development programs in Amarillo, Texas, including the Route 66 portion of this community. The programs considered and the time period of programmatic utilization/eligibility are as follows.

1. **Federal Historic Tax Credit – FHTC (2001-2018 implementation):** The FHTC provides a 20 percent tax credit over 5 years for qualified investment in historic properties.
2. **Low Income Housing Tax Credit – LIHTC (1997-2017 implementation):** The LIHTC provides a maximum of a 90 percent tax credit over 10 years for qualified investment in affordable housing.
3. **New Markets Tax Credit – NMTC (2019 eligibility and 2007-2016 NMTC implementation):** The NMTC provides a 39 percent tax credit over 7 years for qualified investment in Community Development Entities in economically challenged locations.
4. **Opportunity Zones – OZ (2018 eligibility):** The OZ program postpones, reduces, or eliminates capital gains taxes for qualified investment in economically challenged locations. The magnitude of the capital gains forbearance depends on the length of the OZ investment.
5. **Brownfields (2019 designation):** A Brownfields designation indicates both economic challenge (for cleanup and remediation) as well as economic opportunity. (Special governmental incentives are available for investment in Brownfields.)
6. **Enterprise Zones – EZ (2020 designation):** EZs are economically challenged areas where government offers new or expanding businesses investing in such locations an array of incentives including tax breaks, regulatory exemptions, and other aids (e.g., lower consumer sales tax and tax credits for job retention or creation). There are both federal and state EZs, with some similarities, and our analysis here focuses on state of Oklahoma designated EZs.

For the Amarillo programmatic analysis, we used data and mapping tool information for this community from PolicyMap as well as other sources such as the decennial census and the periodic American Community Survey (ACS – in this instance the 5-year 2014-2018 ACS sample). The detailed findings of our analysis are contained in Appendix B in a series of exhibits as follows:

- **Exhibit 1** – Population, Socioeconomic, and Housing Profile – key data presented for overall community context and previously referred to in our case study presentation.
- **Exhibit 2** – Route 66 Economic Impact – context map showing the community’s jurisdictional boundaries, the location of Route 66 traversing the community, and the community’s block groups, the latter used for spatially indicating the community’s programmatic utilization/eligibility in later exhibits.
- **Exhibit 3** – Programmatic Tabular Summary – multiple component table with a series of figures summarizing FHTC, LIHTC, NMTC, OZ, Brownfields and EZ presence and activity in the community.
- **Exhibit 4** – Federal Historic Tax Credit – map showing FHTC activity in the community with respect to overall community jurisdictional boundaries, community block groups, and Route 66 within the community. The presence of Route 66 is shown in two forms: Route 66 road line (indicated by solid yellow line) and Route 66 Corridor (1-mile buffer around the Route 66 road line, with the Corridor indicated by a dashed yellow line).
- **Exhibit 5** – Low Income Housing Tax Credit – map showing federal LIHTC activity in the community and presented in same spatial format as explained in Exhibit 4.
- **Exhibits 6 and 7** – New Markets Tax Credits – maps showing federal NMTC eligible areas (Exhibit 6; eligible area in darker shade) and NMTC activity (Exhibit 7—scalar by number of NMTC projects, with greater activity in darker coloration shade) and presented in same spatial format as Exhibit 4.
- **Exhibit 8** – Opportunity Zones – map showing federal OZ eligible investment areas (in darker coloration shade) and presented in same spatial format as Exhibit 4.
- **Exhibit 9** – Brownfields – map showing federal designated brownfields (in darker coloration shade) and presented in same spatial format as Exhibit 4.
- **Exhibit 10** – Enterprise Zones – map showing state designated EZ areas (in darker coloration) and presented in same spatial format as Exhibit 4.

As noted, the full Amarillo programmatic detail is contained in Exhibits 1-10 in Appendix B to this case study. For ready synthesis, the highlights of the Amarillo programmatic follow.

OVERALL COMMUNITY and ROUTE 66 PROFILE (Exhibits 1-3)

- Home to a population of 228, 575 residents, Amarillo is transected by Route 66 on an east to west orientation directly north of its city center.
- Amarillo’s 101 square mile area is spatially framed by the US Census Bureau into 170 block groups, which were used to determine the community’s spatial programmatic utilization/eligibility.

FEDERAL HISTORIC TAX CREDIT (Exhibits 3 and 4)

- 5 FHTC projects were pursued throughout Amarillo between 2001 and 2018. The median project cost was \$1.6 million; 80% involved multi-family housing, and 20% (1 project) involved office uses.
- These FHTC projects are concentrated together along the Route 66 Corridor near the city’s center.
- Developers used the FHTC to renovate the historic Barfield Building that sits on Amarillo’s notable Sixth Street portion of Route 66. It was renovated and reopened on Aug. 5, 2021 as The Barfield on Amarillo's notable Sixth Avenue portion of Route 66 in downtown.
- The remaining 4 FHTC projects are multi-family properties located in downtown Amarillo.

LOW INCOME HOUSING TAX CREDIT (Exhibits 3 and 5)

- 39 LIHTC projects throughout Amarillo were developed between 1997 and 2017. These comprised in total 2,679 housing units (1,857, or about 69% low-income) and a \$844,465 median annual project subsidy.
- The 39 LIHTC projects are well-distributed throughout Amarillo, with most of the LIHTC projects contained within the central and western ends of Amarillo. LIHTC projects are found in and adjacent to Amarillo’s Route 66 corridor.

NEW MARKETS TAX CREDITS (Exhibits 3 and 6-7)

- Of the 170 Amarillo block groups, 79 (49 percent) are NMTC program eligible. A supermajority of these NMTC eligible block groups are contained in the center of Amarillo, with NMTC eligibility similarly centrally clustered in the city’s Route 66 corridor.
- There have been 6 NMTC projects throughout Amarillo between 2007 and 2016. These projects are concentrated in the western side of the city, on both the northern and southern sides of the Route 66 corridor

OPPORTUNITY ZONE (Exhibits 3 and 8)

- In 2018, the Governor of Texas designated 628 census tracts in Texas as Opportunity Zones as part of the 2017 Tax Cuts and Jobs Act which created the OZ program. There was 1 census tract designated as an Opportunity Zone in Amarillo consisting of 3 block groups. The census tract is made up of Amarillo's downtown area and parts of the city's Barrio Neighborhood. Route 66 passes through the western portion of the zone (Opportunity Zones, 2017). For context, of the 170 Amarillo block groups, 3 (2 percent) have been designated as Opportunity Zones. All 3 of these block groups are located adjacent to the Route 66 corridor directly in the Amarillo city center.

BROWNFIELDS and ENTERPRISE ZONES (Exhibits 3 and 9-10)

- Of the 170 Amarillo block groups, none contain federally designated brownfields.
- Of the 170 Amarillo block groups, 54 (32 percent) are designated as Enterprise Zones (EZs). Most of Amarillo's EZs are by the city's center. Further, most of these EZs are located on the northern and southern sides of the Route 66 corridor in the city's center. The Amarillo Center City Tax Increment Reinvestment Zone, described shortly in greater detail, is in Amarillo EZs.

State and Local Economic Development Programs and Utilization in Texas

Prominent state and local economic development programs were established as a catalyst for development. They create various types of tax benefits to stimulate business and residential development in Amarillo and also indirectly improve The Mother Road.

The state and local economic development programs (local enabled by state authorization) in Texas include:

- Tax Increment Financing (TIF) District – real estate tax-based Tax Increment Reinvestment Zone
- Municipal Development District – sales tax based
- Public Improvement District – sales tax based
- Enterprise Zone – sales tax exemptions
- Hotel/Motel Tax – Revenue tax to support tourism and economic development

Some of these and other economic development programs are elaborated on further below:

Tax Increment Reinvestment Zone

Two Tax Increment Reinvestment Zones (TIRZ) in Amarillo capture the projected increase in tax revenue created by developments in the city, and reinvest those funds into additional public and private development projects. The Amarillo Center City TIRZ was created in 2006 and the East Gateway TIRZ was created in 2016.

The Amarillo Center City TIRZ focuses on revitalization of the downtown area but does not include the historic Sixth Street. The project has established a dedicated revenue stream for facilitating new private investment and the improvement of infrastructure in the area. The original goals for the plan included 300 hotel rooms and 2,100 residential units to be built within the first 7-year term. The TIRZ has a 30-year term and is scheduled to end in December 2036. Details of the TIRZ were created in an outsourced Strategic Action Plan completed in March 2008 by Gideon-Toal Management Services. (More description of the Amarillo Center city TIRZ is found in Appendix A.)

The East Gateway Zone is located east of the downtown area and includes the historic Big Texan Steak Ranch. A study done in August 2019 by Brailsford & Dunlavey, Inc. forecasted the

Big Texan as the “demand driver” for future development in the zone. Opportunities exist within the TIRZ for the Big Texan to expand and redevelop its underperforming truck facilities and RV park into modern facilities that celebrate the heritage of Route 66. A follow-up study completed in June 2020 determined the restaurant alone would not be a big enough catalyst to promote development in the zone. The study suggested instead that the theme of future development focus on sports tourism and events-related venues to provide economic support to the iconic Route 66 restaurant and hotel. The study showed an existing demand in Amarillo for various indoor athletic courts and a current lack of supply. The plan showed a willingness of Amarillo to look to the future of economic development, while still acknowledging the history of the Big Texan and its relationship to Route 66 and the culture of the city (East Gateway Initiative 2019).

Public Improvement Districts

Amarillo currently has ten Public Improvement Districts with a combined 2019/2020 budget of \$1.8 million. Located in various residential subdivisions throughout the city, these districts were created to provide special landscaping amenities to the residents living there. PID revenue will increase in 2020 due to new plats brought on in 2019. The assessments fund the operation and maintenance of the PIDs along with any related debt service. Most of the Public Improvement Districts are located on the western side of the city in residential areas south of Route 66 (Annual Budget FY19-20, 2020).

Hotel Tax

Amarillo has a hotel occupancy tax of 7% on non-permanent residents with an additional 2% tax for the Amarillo-Potter Events Venue District. A large portion of the tax is allocated to support and encourage travel and tourism in the community, with half of the revenue being appropriated to conventions and tourism through a contract with the Convention and Visitor Bureau. Revenue generated by the hotel tax in 2017/2018 was \$6.9 million and estimated revenue for 2019/2020 is \$7.3 million. In addition to the contract with the Convention and Visitor Bureau, the hotel tax revenue offsets the operating loss at the Amarillo Civic Center complex. The Hotel Tax indirectly impacts Route 66 through the various hotel developments in the East Gateway Zone centered around the Big Texan and planned sports facilities (Annual Budget FY19-20, 2020).

Organizations created to celebrate Route 66

Several government and non-profit organizations have been created in the last several decades to leverage historical Route 66 for economic development in Amarillo. While the organizations have varying levels of outreach and influence, they all focus on using Route 66 to improve the local economy.

Center City of Amarillo

In 1991, a group of community leaders began to share their concerns about the decline of Amarillo's historic downtown. Center City of Amarillo was created and is now a nationally recognized member of both the Texas and national Main Street programs. Center City is a nonprofit organization dedicated to the historic preservation and revitalization of Downtown Amarillo. Center City spearheaded the application and designation of the Amarillo Cultural District of the Texas Commission on the Arts in 2016. The organization's vision is that Amarillo's historic downtown will be a destination neighborhood that bridges the past and the future. Some of their programs include organizing historical tours and administering facade grants in partnership with the City of Amarillo. Through reporting to the Texas Main Street statewide organization, Center City reports investments of over \$520 million into Amarillo since becoming an official Main Street City in 2002.

Amarillo Economic Development Corporation

The Amarillo Economic Development Corporation was created to foster economic development and manage revenue for economic development purposes from the city sales tax. The organization implements business recruitment programs and local business retention programs, as well as guidance and financial assistance to local businesses. Amarillo EDC is made up of a five-member board appointed by the City Council and has a staff of 9 employees. The organization has been instrumental in bringing new businesses to Amarillo and has assisted numerous existing small businesses with various grants and incentive programs. The Amarillo EDC recognizes the strategic advantage of the city's connection to Route 66, but acknowledges a multitude of other modes of transportation that now benefit city businesses including rail and air.

Historic 6th on Route 66 Association

The Historic 6th on Route 66 Association, a 501 C (6) organization, is comprised of merchants and fans of the historic highway. The group receives funding from memberships and supports efforts to drive traffic to merchants along the Mother Road in Amarillo (Amarillo Route 66 Historic Association). A Corridor Signage Project, a shared effort with state and local officials that, worked to post road signs identifying Route 66 throughout Amarillo. It is highlighted by members as a major accomplishment. (See further detail in Appendix A.)

**APPENDIX A – THE ROUTE 66/AMARILLO, TX
HISTORIC RESOURCE
(THE SIXTH STREET HISTORIC DISTRICT)**

The Sixth Street Historic District

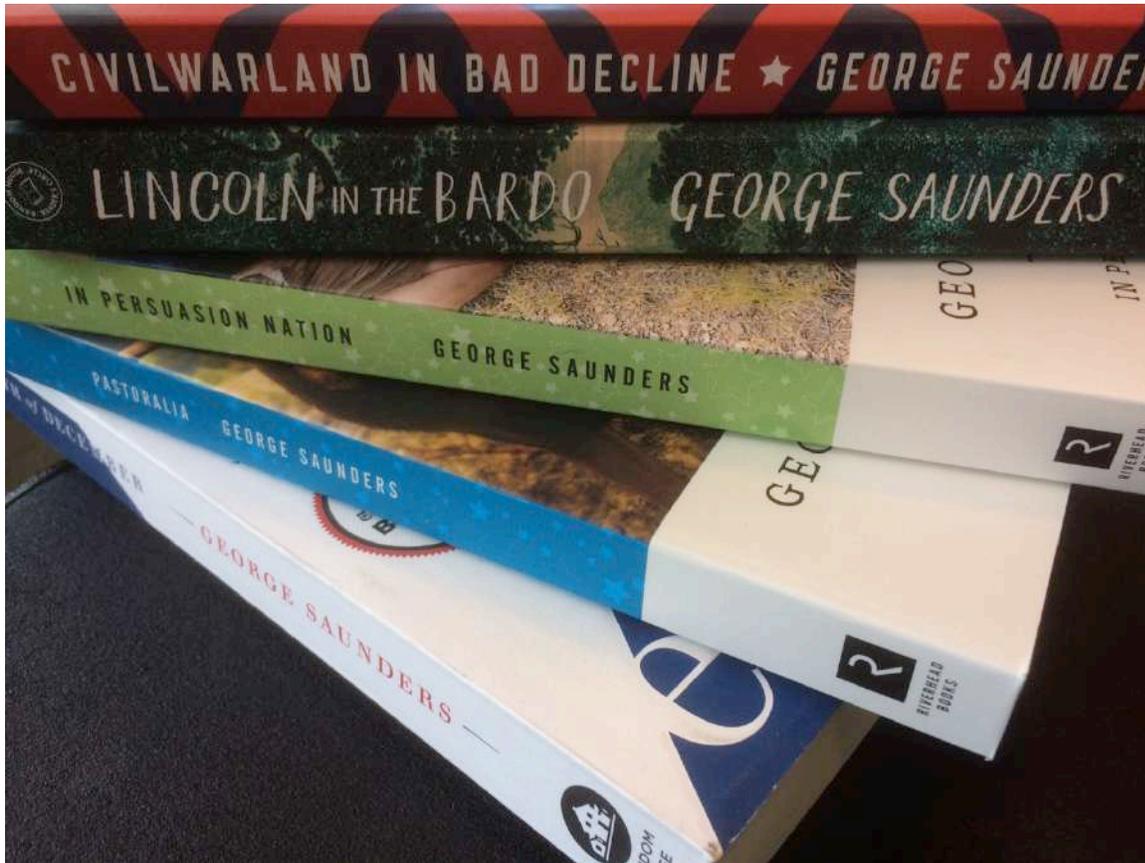


Image C-4: Books written by George Saunders, winner of the MacArthur Fellowship (2006), four National Magazine Awards (1994, 1996, 2000, 2004), and a PEN/Malamud Award (2013), finalist for the PEN/Hemingway Award (1996), the O. Henry Award (1997), the National Book Award (2013) and the Booker Prize (2017) (Jansen, Adams 2018)

George Saunders – author of *CivilWarLand in Bad Decline*, a *New York Times* Notable Book about a theme park in financial straits, and *Lincoln in the Bardo*, the Booker-Prize-winning novel about “a strange purgatory where ghosts mingle, gripe, commiserate [and] quarrel” (Penguin Random House 2021) – is a native son of Amarillo, Texas. His genius lies in breathing life into these “bardos:” intermediate states of existence between two lives on earth, a provisional here and now between the past and the future, where “what was” contends with “what’s next.”

He explains where this genius comes from: “We used to go to Amarillo every summer for two weeks to visit my mother’s family and it was just this wonderful, sacred pilgrimage we’d make every year... In Amarillo in the 70s there was this outdoor shopping mall that was called Las

Tiendas, and it was one of the first themed malls that I'd ever seen. It had kind of an Old Mexico theme. And I think that place had a lot to do with those later theme-park stories that I wrote. There was something magical about being in that altered environment" (Meyer 2017).

Today, people still make such pilgrimages to Amarillo, particularly its Sixth Street Historic District, located on Route 66: some come and only visit, but some others, who recognize a magical bardo when they see one, stay and make a difference.

The Sixth Street Historic District



Image C-5: Amarillo's Sixth Street Historic District

The Sixth Street Historic District, in its entirety, is a kind of bardo. The federal National Register of Historic Places designated it the "U.S. Route 66–Sixth Street Historic District" on July 11, 1994 (United States Department of the Interior National Park Service 1994). It comprises 13 blocks [one mile] of commercial development ...[that] runs along an east-west axis between Georgia and Forrest Avenues... The district – Amarillo's most intact collection of commercial buildings that possess significant associations with the highway – has elements of Spanish Revival, Art Deco, and Art Moderne design. These buildings represent the historic development phases of the early 20th century and the evolving tastes and sensibilities of American culture (Texas Historical Commission). "While most retain their integrity of location, setting, feeling and association, changes such as installation of new windows, synthetic siding, and incompatible roof treatments...obscures the original character of [some] historic propert[ies]" (United States Department of the Interior National Park Service 1994).

Visitors wishing to see this bardo, this mash-up of passing time and changing taste, for themselves should start at the corner of Sixth Street and Georgia, where the sign reads, "You are now entering Historic 6th Street."



Image C-6 Signage at the start of the Sixth Street Historic District

In this preserved streetscape – where the paved road, dating back to 1942, covers the original Route 66 brick road of 1927 (Road Trip Journeys 2019), where antique shop storefronts showcase beautiful artifacts of southwestern culture from all different eras – you can enter which ever portal to the past that you please. If there are ghosts on Sixth Street, and some swear there are, they are inspiring Amarillo’s entrepreneurs who are hard at work, redefining their particular past to produce the future.

Visitors can seek them out in the Historic District’s 25 Antique shops (or in its 12 restaurants or its 10 bars) (Amarillo Chamber of Commerce). Notable among the antique stores are 5 A’S Antiques at 2204 W 6th Avenue, L Cluck & Wilcox at 2700 W 6th Avenue, and Sixth Street Antique Mall at 2715 W 6th Avenue (Smith 2020). But the one not to be missed is The Nat. Located at 2705 SW Sixth Street, between South Florida and South Georgia Streets, near the end of the historic district, it is a destination antiques, arts and home wares emporium. It has deftly and creatively navigated from “what was” to “what’s next.” (It is here that Michael Teele, a theater professional and New York City resident who travels regularly to Amarillo, found an exceptional example of Depression-era glass to add to his collection.)



Image C-7 and 8: Colorful Depression-era glass, purchased from the Nat in Amarillo

See you on Sixth...that's the tagline of The Nat, which has lived lots of past lives on Sixth Street.



Image C-9: The Nat, present day.

In its current incarnation, it “houses over 100 area vendors who all have something special to offer. This is more than an antique shop, it’s a beautifully curated reminder that there ARE artists in the panhandle – good ones at that” (Patrick). The Nat is owned and operated by Kasey Robinson Tam who has, “single-handedly revolutionized home decor shopping in Amarillo... she’s started a revival of sorts.” (Patrick)

In its original incarnation, it was something else entirely. “It opened in 1922 as a natatorium, a fancy word for swimming pool” (Kanelis 2015). Local architect Guy Carlander designed it as an open-air facility, surrounding a community swimming pool that measured a humongous “Texas Big” 36 by 101 feet. The following year he enclosed it to accommodate year-round use.

But in 1926, J. D. Tucker purchased the Natatorium. He covered the swimming pool with 10,000 square feet of maple dance floor and the “The Nat” began its next life, as a popular ballroom (Texas Historical Commission 2017).



Image C-10: The Nat's dance floor

He reimagined the interior adding some Art Deco ornamentation, neon lighting and, on the second floor, new sitting areas and private rooms (National Park Service) which may or may not have housed a gambling operation (Texas Historical Commission 2017).



Image C-11: The Nat, featuring its Route 66-facing signage

In the early 1930s, Amarillo businessman Harry Badger bought The Nat. It became The Nat Dine and Dance Palace. He gave it its distinctive castle-like façade (Texas Historical Commission 2017) – block clad in stucco veneer (National Park Service) – and added an entrance to the dance hall area to attract the then growing number of motorists from Route 66 (Texas Historical Commission 2017). The high turrets at the corners, the crenellated parapet, the pointed arch above the primary entrance and the deep-set windows and doors introduced at that time are still visible today (National Park Service). For the next two decades, it featured big bands led by the likes of Duke Ellington, Harry James, Guy Lombardo and Benny Goodman (Kanelis 2015).

In the 1940s, Dr. William Maddox purchased The Nat. It remained a musical club along Route 66, but attracted a new clientele, servicemen stationed at Amarillo Air Force Base. This is where George Saunders of Bardo fame, re-enters the story. “Emotionally as a kid I always identified as a Texan,’ Saunders said. ‘My mom’s from Amarillo. My dad was in the Air Force. They met at a dance in Amarillo or something...” (Meyer 2017)...most likely at The Nat.

During the 1950s the establishment evolved. Musical tastes changed and so did The Nat. Buddy Holly, Little Richard, and Roy Orbison played there (Texas Historical Commission 2017)...but not Elvis Presley, though a legend persists that he did. (Actually, he appeared downtown.) According to Tam, The Nat’s current owner, “Many people still think Elvis played at The Nat” (Kanelis 2015).

Another persistent legend is that The Nat is haunted. In fact, The Nat has been the site of paranormal investigations (Jasinski). Tam recalled one such investigation she conducted herself: "a couple was in the store browsing near the back of the first floor. We heard a loud crash," Tam said, "so we ran back to see what had happened. The couple tried to tell us that a ghost had knocked some merchandise over...Unfortunately – for them – we had cameras that recorded what really happened. They had done it" (Kanelis 2015).

Recently, the COVID-19 pandemic created an all too real bardo of tragic loss, which a of this writing is slowly receding. It has taken a toll on The Nat, and on the all the businesses located in the Historic District. But clearly, despite the disruption, the Nat's connection to the community remained strong. On Facebook in December 2020, The Nat posted, "The Celebration looked a little different this year, but that doesn't mean we're any less excited about taking home the Best of Amarillo Antiques award for the third year in a row." Currently, The Nat's online community consists of 5,800 people who like it and 6,200 people who follow it on Facebook.



Image C-12: The Nat, celebrating its “Best of” status

The Nat attributes its success to the creativity of its crew: “Gifted with extraordinary creativity and a passion for home design, the people who make up *The NAT* – our store associates, designers, merchandisers, and vendors – truly love what they do...In our store, there are beautiful, ever-changing vignettes that create a delightful experience for our devoted customers. We pride ourselves on having the most creative, inspiring, dedicated people you’ll ever meet” (Tam). The creativity of that talent pool overflows along The Sixth Street Historic District. It is flowing through other special districts – the San Jacinto Neighborhood and the Cultural District – that encompass it. From there, it runs for miles.

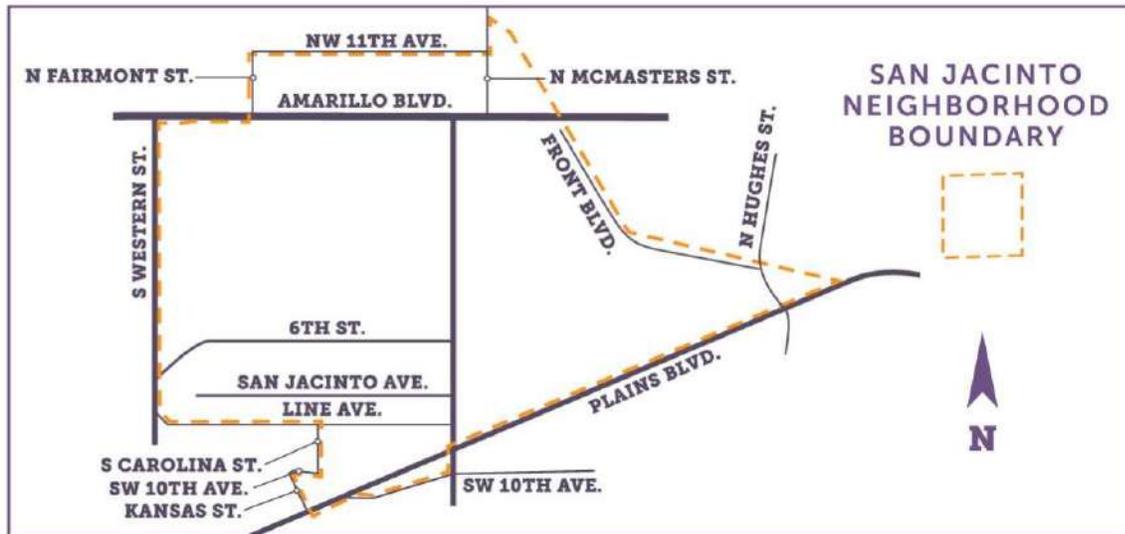
The San Jacinto Neighborhood

Image C-13: The San Jacinto Neighborhood, with Sixth Street – Route 66 – at its heart.

In its original incarnation, in 1909, San Jacinto Heights was a “streetcar suburb” (City of Amarillo Planning and Development Services 2020, 18), a community located along streetcar lines farther out from urban centers. Urban settlement changed after electric streetcars were introduced in 1887, when it became clear they dramatically reduced travel times. It was now possible to live in enclaves on urban peripheries and work in city centers. Streetcar operators offered low fares and free transfers to attract people from different economic classes and encourage more families to seek housing in these master-planned, highly controlled communities. “Unlike railroad suburbs which grew in nodes around rail stations, streetcar suburbs formed continuous corridors. Because the streetcar made numerous stops spaced at short intervals, developers platted rectilinear subdivisions where homes, generally on small lots, were built within a five- or 10-minute walk of the streetcar line” (Planetizen).

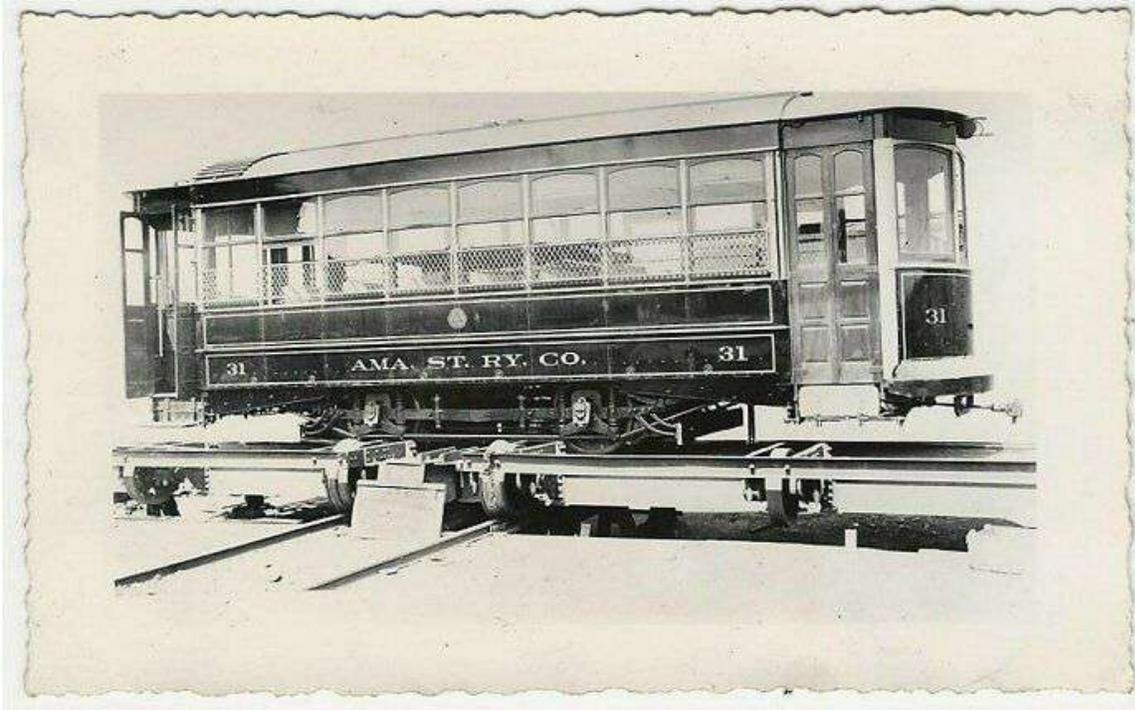


Image C-14: Amarillo Street Railway Company, Car # 31

San Jacinto was just this kind of local real estate venture. The Amarillo Street Railway Company, chartered in 1906, began operating on January 1, 1908. It eventually grew to a length of nine miles (Burns). However, San Jacinto grew too slowly compared to other locations. In the following decade, development patterns in Amarillo favored neighborhoods south of the central business district (City of Amarillo Planning and Development Services 2020, 18). By 1921, there were only 86 homes in San Jacinto (Amarillo Route 66 Historic Association; Burns). Sparsely populated (City of Amarillo Planning and Development Services 2020, 18), San Jacinto Heights was not incorporated into the city until 1925 (Road Trip Journeys 2019).

San Jacinto had the spirit but not the scale to support the enterprise. “The system was sold at a sheriff’s sale on September 14, 1917 to G. Gordon Brownell who immediately ended service a month later on October 19th. The city purchased the property and restarted operations on July 5, 1920 but with perennial losses afflicting the company it made its final run on September 1, 1923 and the rails were later sold for scrap” (Burns).

Another line, the Amarillo Traction Company, was formed in 1909 by N.A. Brown to serve the San Jacinto Heights area. “Service began on June 23, 1911 and the system originally used gasoline-powered rail cars but upgraded the line with electrified, overhead trolley wire in 1913. As was so often the case with such operations it could never turn a profit and shutdown in 1920” (Burns).

The city took over the line, and operated it in the red for the next three years. Public largesse could last just so long and in June of 1923 the trolley operations came to a halt. However, Amarillo banker W.H. Fuqua had a big idea. A committee was visiting Amarillo in August, searching for a suitable city in which to locate a college. Fuqua asked the city to keep operating the system until the committee could make a determination. The city agreed. Everything was done to make a good impression when the committee came to town. The streetcars, operating at full capacity, were filled with happy people: they were riding free and their expectations were riding high. Despite the deceptive “Potemkin Village” trolley operation, the college went to Lubbock, Texas and the streetcars went nowhere. Operations halted for good on September 1, 1923 (Payne Barnett 2013). Such was the fate of many trolley operations throughout America in that era as trolley tracks were ripped out and this mode of efficient and clean transportation sank beneath the waves, seemingly forever.

Well, not really forever.



Image C-15: Trolley Express

Almost 90 years later, Ken Spenser, a creative Sixth Street entrepreneur who owned two Sixth Street antique stores, had a big marketing and tourism idea. Spenser acquired a 1991 Chance diesel trolley (untracked), with seating for 22, and single handedly, reinstated trolley service in San Jacinto. From 2012, until he retired in 2019, his Trolley Express traversed Polk Street, toured the historic Wolflin residential area, and of course, transported shoppers up and down Sixth Avenue. Kasey Robinson Tam of the Nat saw how this enterprise benefited Sixth Street, the San Jacinto neighborhood, and beyond. “This [is] a huge attraction and... a way to connect with downtown. Even for the locals, it would be a fun thing to do”(Beileu 2012).

The planners of San Jacinto noticed as well.

In 2020, the San Jacinto Neighborhood Plan, which complements the 2010 Amarillo Comprehensive Plan, thoroughly analyzed the characteristics and conditions of the neighborhood and gained consensus for goals among stakeholders. (City of Amarillo Planning and Development Services 2020, 5) For example, Amarillo’s Planning and Development Services unit asked business owners what had influenced them to locate their businesses in the San

Jacinto neighborhood; in reply, – 47.5% indicated that it was its historic character, and 40% indicated 6th St./Route 66 influenced their decision. As a result of this finding, the plan set its goals:

The first goal of its *Economic Development* effort is to build upon the success of the Sixth Street businesses and encourage new entrepreneurs to establish their businesses within San Jacinto.

The first goal of its *History and Culture* efforts is to honor the legacy of Historic San Jacinto and the heritage that makes the neighborhood one-of-a-kind (City of Amarillo Planning and Development Services 2020, 53).

To achieve the economic development goal, Amarillo’s Planning and Development Services unit proposed a Sixth Street Public Improvement District, which collects an additional assessment from property owners and/or businesses on top of property or sales taxes ... to fund services and improvements within San Jacinto, including funding professional branding and marketing materials to promote Sixth Street businesses, providing ambassadors to welcome visitors, incentivizing property improvements, such as a façade improvement program and underwriting special events, large and small (City of Amarillo Planning and Development Services 2020, 56-57)

To achieve the history and culture goal, the Amarillo’s Planning and Development Services unit projected a \$25,000 seed money expenditure to establish a trolley tour. (City of Amarillo Planning and Development Services 2020, 68)

Next stop, 1000 Polk Street.

The Cultural District

1000 Polk Street is the location of the Bivins Mansion—an embodiment of a Horatio Alger American success tale that was Texas scaled. “Built in 1905, for Lee Bivins who was said to be the largest individual cattle rancher in the world when he died. He and his brothers came to Amarillo in 1890 from Tennessee and laid claim to enormous amounts of land. This house was built and designed by the Echols brothers; it is two and a half stories with a Richardsonian entrance arch, huge tapering columns and other classical details” (Friends of the THC).



Image C-16: The Bivins Mansion

Perhaps its most compelling architectural feature is its porch. Every year it serves as the stage for Jazztober, a series of free live jazz concerts, traditionally held on Tuesday nights in October. Except for October of 2020, because...bardo.

The year 2021 was different. Jazztober was back and bigger than ever on October 5, 12, 19 and 26 (Center City of Amarillo, Jazztober). This was a result of this year’s easing of pandemic restrictions, and also due to the Texas Commission on the Arts designating Amarillo a cultural art district in 2016. This designation was a project of Center City of Amarillo, a private nonprofit and nationally recognized member of Texas Main Street under the auspices of the Texas

Historical Commission and the National Main Street Center. According to Beth Duke, Executive Director of Center City, “Center City went after that designation. We were concerned that no cities north of Lubbock had been designated” (Duke 2021). Amarillo was the first location in the Texas Panhandle to be recognized as such (Montes 2016).



Image C-17: Map of the Amarillo Cultural District, with Sixth Street forming its upper boundary

Downtown is the location for Center City and the center of the Cultural District: Duke says the Cultural District “has funny boundaries because it was drawn to include so many of our important sites.” It comprises the Historic Downtown (Center City of Amarillo, Cultural District), Historic Route 66, the Wolflin residential and retail area and other important cultural sites, such as the Amarillo Little Theatre, one of the oldest continuously operating community theatres in the country, and the old Sunset Center shopping mall, which currently houses the Amarillo Art Institute (Duke 2021).

The designation entitles the district to seek a share of the \$1.5 million in grants that Texas Commission on the Arts awards to non-profits and local government agencies in the cultural art districts in the state. Upon receiving the designation, Duke said the city intended to seek grants to support cultural initiatives like community arts celebrations and High Noon on the Square...and best of all, the annual Jazztober concert series, on the porch, in front of the Bivins Mansion (Montes 2016).

The district has also secured a \$75,000 matching grant for wayfinding and signage downtown. Duke explained, “These signs have arrows on the front to point you in the right direction, but

photos and information on the back to tell you why you want to go there. In fact, there's one that directs you, and tells you all about The Nat."

Five miles beyond Sixth Street

Go five miles west of Amarillo, past Arnot Road and the Happy Tracks Horse Motel, and you will find an enormous white barn standing alongside Interstate 40.



Image C-18: From 6th Collective opens its doors

It is the home of From 6th Collective, a cultural hub in Amarillo, a haven for the city's artisans and makers. It is the latest creative enterprise of Kasey Robinson Tam, the owner of The Nat on

Sixth Street (Boyett 2020). From 6th Collective focuses on vintage furniture, eclectic textiles, unique gift items, as well as a variety of works created by local artists (From 6th Collective).

It began as an outlet for The Nat but, took on a life of its own when Tam saw it could help improve the overall visibility of Amarillo’s creative community. She recognized the need to spotlight the wide variety of artisans, makers, and designers in the area. “I have never seen anything like this,” she says of the Collective. “We wanted to create a place that showed that businesses do not have to compete against one another. They can collectively work together and support one another.”

Tam also saw that “No one is really getting out of their neighborhoods’...A resident of south Amarillo might find her way to Wolflin Square and Dotsy’s but never encounter Blue Sage Pottery on Sixth. Likewise, a frequent Sixth Street shopper might never step into The Burrowing Owl’s location at 34th and Coulter” (Boyett 2020).

Tam further noted that “many I-40 travelers never leave the highway – even to venture just a mile to that historic stretch of Amarillo on Historic 6th Street.” From 6th Collective has a prominent advertising presence along I-40, which advertises Amarillo itself. “There’s no way tourists can come in here and not think, ‘Oh my gosh, Amarillo is so much cooler than I thought it was,’” she says (Boyett 2020).



Image C-19: From 6th Collective signage

Phase I of the property is complete and includes a large retail facility that showcases small businesses, a full-service interior design studio and a creative education classroom. (From 6th Collective). It's exactly the kind of altered space, so particular to Amarillo that could inspire a future artisan or designer...or Booker Prize winning author.



Image C-20: George Saunders

It recalls George Saunders words: “I remember having a revelation: I was wandering around [Las Tiendas]—I was maybe 13 or something—and I was trying to figure out the rest of my life...I remember kind of working through it logically, thinking, ‘Well, if I did something artistic I could do it until I was 90. If I’m a baseball player, I’m done at 28!’...There are so many Texas influences and Texas memories because I also lived in Amarillo for most of my 20s on-and-off... So that place is deep in my heart” (Meyer 2017).

Local Impacts

Beth Duke is proud of all the work City Center has done as a member of Texas Main Street under the auspices of the Texas Historical Commission and the National Main Street Center. She makes special mention of one outcome in particular: the establishment of Amarillo's first Tax Increment Reinvestment Zone (TIRZ). It was adopted in 2006, prompted by the fact that, while the property values for the City had more than doubled since 1985, Downtown was almost stagnant with a less than 2% property appreciation growth rate. She said, "It sets a baseline tax rate for 30 years, and as properties appreciate, the incremental revenues can only be reinvested in that zone. It has brought about \$15 million worth of investment into the Downtown" (Duke).

Since the implementation of Center City TIRZ #1 in downtown Amarillo, there has been an increase in total property value in the zone of approximately \$100 million. Rebates and grants have been awarded to a wide array of projects that have helped bring housing and commercial space to downtown Amarillo. The funds are used to fill financing gaps for the private sector, making projects possible that would not be feasible without this assistance (Duke).

The TIRZ has aided projects that have helped revitalize older facilities as well as incentivize new construction. The first infill building in downtown Amarillo since the 1980's was built on the former site of the Opera House at Polk and 7th in 2018. The TIRZ is also providing needed financial assistance for urban design and streetscape projects. Grant funds help support the urban design requirements for private property owners for street trees, sidewalks, and lighting (Duke).

Additional funding will help support the downtown wayfinding project – in particular its signs (Duke). Perhaps the largest sign of all will be the one on the water tower that has overlooked Sixth Street since the 1960s.

A group of three organizations, including the Historic 6th Street Association, the San Jacinto Association and the Route 66 Association of Texas, are partnering with the city of Amarillo to paint a Route 66 logo on the tower to promote this stretch of Route 66.

The idea to paint a Route 66-related logo on the water tower began more than a decade ago. Dora Meroney, the secretary and treasurer of the Historic 6th on Route 66 association and a board member of the San Jacinto Neighborhood Association, said. "It gets repainted every 10 to 12 years," she said. "Last time it was painted, one of the other merchants that was on the street, and a member of the association at the time, he approached the city about painting a Route 66 on it. Since the water tower had just been painted, they said well, you will have to wait until the next cycle. This is the next cycle."

The water tower request became one of the key components of the San Jacinto Neighborhood Plan, a document centered around the rejuvenation of the neighborhood which was adopted.

The city has paid for the base level paint, with the other materials being the cost of the association. Meroney said the organizations are in the midst of fundraising for the project, having raised more than \$5,000 from donations thus far, which have come from six states and two countries...[She believes] this addition to the water tower would bring more people down to Route 66 and bring more exposure to the shops along that stretch of road. It would also be beneficial to those growing up in the San Jacinto neighborhood.

After a total of \$18,000 was raised, the Amarillo City Council voted to move forward with the project.

“One of the things that it’s going to do for us is that it’s going to build pride for the kids growing up in this neighborhood, that hey, they’ve got something that is unique to them,” she said. “(This would) be a part of Amarillo history, San Jacinto history and Route 66 history. It’s going to bring more people to town. It’s going to bring more people to our neighborhood.”

Meroney...is an Amarillo native, raised near Route 66, [said] the addition of the Amarillo 66 logo to the water tower would mean a lot to her. “...The city of Amarillo finally gets how important Route 66 is, not just to Amarillo but to the state of Texas” (Gay 2021).

Now all the signs are pointing to the 100th Anniversary of Route 66 in Amarillo in 2026. Duke says that Amarillo is busy planning for it. “With the pandemic winding down, we are hoping to see the return of tourism from around the world, especially from Germany, Australia and Japan.” For all those in the business of producing the future in Amarillo, it's the perfect time to start.

APPENDIX B—CASE STUDY TABLES

Exhibit One – Population, Socioeconomic, and Housing Profile

| Amarillo Case Study Community Profile (2017) | | | | |
|---|--------------|-----------------|-----------------------|-------------------------|
| | Amarillo, TX | Texas Statewide | Difference from State | % Difference from State |
| Population Profile | | | | |
| Total Population (2017) | 228,575 | 27,419,612 | N/A | N/A |
| Total Population (2000) | 184,934 | 20,851,820 | N/A | N/A |
| % Population Change (2000 - 2017) | 23.6% | 31.5% | -7.9% | N/A |
| Population Per Square Mile | 498.2 | 105.0 | 393.2 | 374.5% |
| Demographic Profile | | | | |
| Race | | | | |
| % of Population White | 83.5% | 74.6% | 8.9% | 11.9% |
| % of Population Black | 6.5% | 12.0% | -5.5% | -45.8% |
| Ethnicity - % Hispanic (Any Race) | 30.0% | 38.9% | -8.9% | -22.9% |
| Median Age of Population | 34.7 | 34.3 | 0.4 | 1.2% |
| % of Population Age 65+ | 12.7% | 11.7% | 1.0% | 8.5% |
| Socioeconomic Profile | | | | |
| Per Capita Income | \$27,398 | \$28,985 | -\$1,587 | -5.5% |
| Median Household Income | \$52,841 | \$57,051 | -\$4,210 | -7.4% |
| % of Population in Poverty (Age 18 to 64) | 14.2% | 14.1% | 0.1% | 0.7% |
| % of Population Unemployed (All Races) | 3.9% | 5.6% | -1.7% | -30.4% |
| % of Population with College Degree* | 22.0% | 28.7% | -6.7% | -23.3% |
| % of Population in Professional / Managerial Position | 30.6% | 35.9% | -5.3% | -14.8% |
| Total Retail Sales, 2012 (\$1,000) | \$4,067,856 | \$356,116,376 | N/A | N/A |
| Total Retail Sales Per Capita, 2012 | \$20,834 | \$13,666 | \$7,168 | 52.5% |
| Total Accomodation & Food Sales, 2012 (\$1,000) | \$514,091 | \$54,480,811 | N/A | N/A |
| Total Accomodation & Food Sales Per Capita, 2012 | \$2.63 | \$2.09 | \$0.54 | 25.9% |
| Housing Profile | | | | |
| Number of Households (Occupied Units) | 83,988 | 9,430,419 | -9,346,431 | -99.1% |
| % Vacant Units | 10.6% | 11.1% | -0.5% | -4.5% |
| % Owner-Occupied Homes | 63.8% | 62.0% | 1.8% | 2.9% |
| % Single-Unit Detached Homes | 70.4% | 65.3% | 5.1% | 7.8% |
| Median Value of Owner-Occupied Units | \$126,675 | \$151,500 | -\$24,825 | -16.4% |
| Median Goss Rent | \$820 | \$952 | -\$132 | -13.9% |
| % Renter Challenged Affordability** | 42.1% | 44.3% | -2.2% | -5.0% |
| Notes | | | | |
| *Bachelor's degree or more (Age 25 Years Old +) | | | | |
| **Paying more than 30% of Income for Rent | | | | |
| All data provided by ACS 2017 unless noted otherwise | | | | |
| N/A = Not Applicable | | | | |
| Data Source: American FactFinder - Community Facts: https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml?src=bkml | | | | |

Exhibit Two – Route 66 Case Study Community

Amarillo, Texas

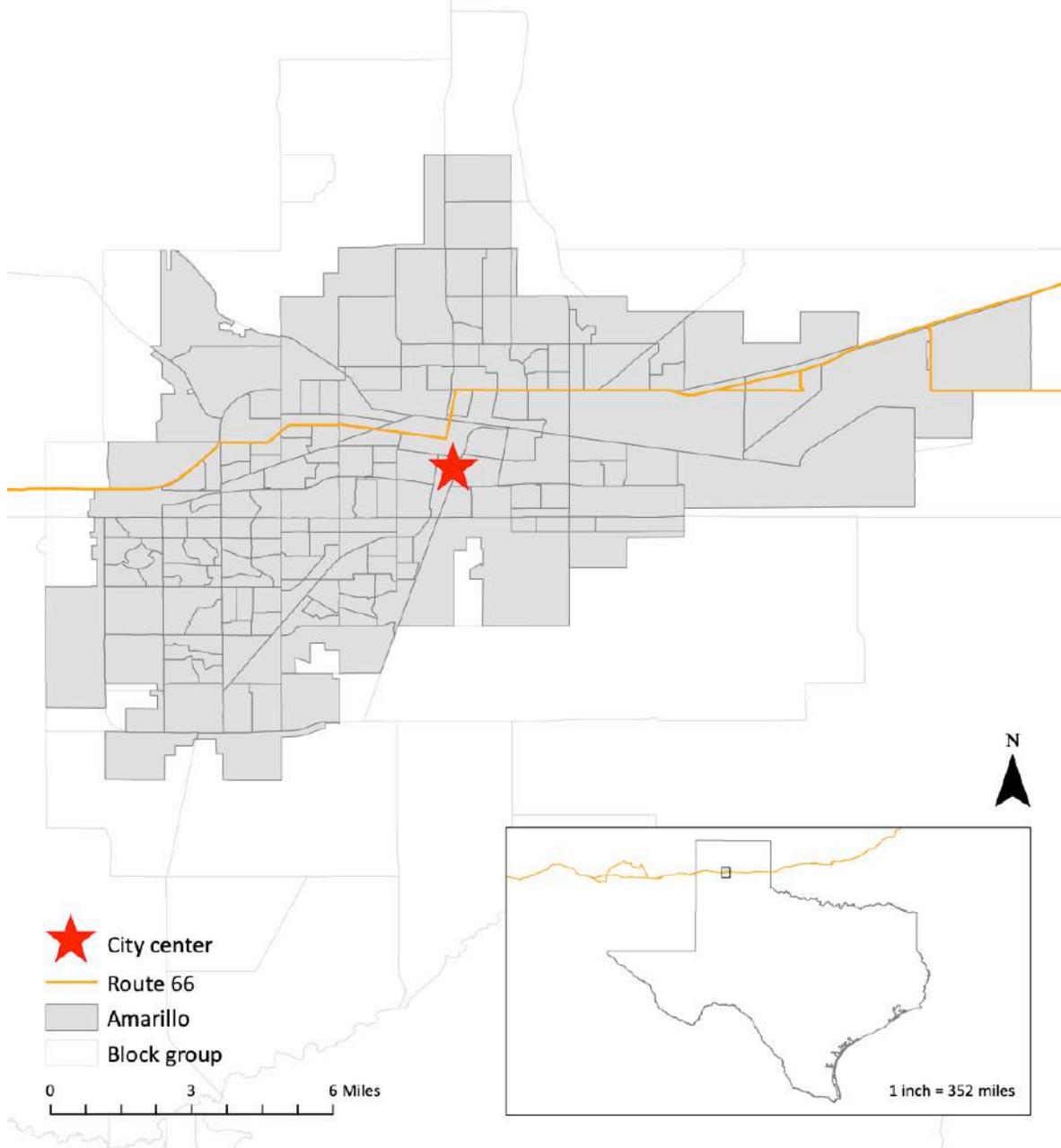


Exhibit Three – Programmatic Tabular Summary

The following table summarizes key information for the City of Amarillo, based on American Community Survey 2014-2018 five (5)-year estimates as well as economic development data from PolicyMap.

| POPULATION | | |
|--|--------|-------------|
| Area (Square Miles) | | 101.61 |
| Block Groups | | 170 |
| FEDERAL HISTORIC TAX CREDIT (FHTC) | | |
| Total Number of FHTC Projects (2001-2018) ¹ | | 5 |
| Median Project Approval Year | | 2014 |
| Median Project Cost | | \$1,639,919 |
| Primary Project Category ² | | |
| Multi-Family Housing | 80.00% | 4 |
| Single Family Housing | 0% | 0 |
| Commercial | 0% | 0 |
| Office | 0% | 0 |
| Hotel/Bed and Breakfast | 20.00% | 1 |
| School | 0% | 0 |
| Theatre | 0% | 0 |
| Industrial | 0% | 0 |
| Hospital | 0% | 0 |
| Public | 0% | 0 |
| Other | 0% | 0 |
| Not Indicated | 0% | 0 |
| LOW INCOME HOUSING TAX CREDIT (LIHTC) | | |
| Total Number of LIHTC Projects (1997-2017) ³ | | 39 |
| Projects Currently Active in LIHTC Program | 64.10% | 25 |
| Project Rent or Income Ceiling ⁴ | | |
| 50% AMGI | 0% | 0 |
| 60% AMGI | 15.38% | 6 |
| Not Indicated | 84.62% | 33 |
| Median Annual Allocated Amount | | \$844,465 |
| Total Number of Units | | 2,679 |
| Low Income Units ⁵ | 69.32% | 1,857 |
| Units Below Rent or Income Ceiling ⁶ | 2.05% | 55 |
| NEW MARKETS TAX CREDIT (NMTC) | | |
| Block Groups with NMTC Eligibility (2019) ⁷ | 46.47% | 79 |
| Total Number of NMTC Projects (2007-2016) ⁸ | | 6 |
| OPPORTUNITY ZONE (OZ) | | |
| Block Groups Designated as Qualified OZ (2018) ⁹ | 1.76% | 3 |
| BROWNFIELD | | |
| Block Groups that Contain Brownfield(s) (2019) ¹⁰ | 0% | 0 |
| ENTERPRISE ZONE (EZ) | | |
| Block Groups with Designated EZ(s) (2020) ¹¹ | 31.76% | 54 |

¹ The number of all FHTC projects approved since October 1, 2001, through September 30, 2018.

² The category item first listed for each project's Category description.

³ The number of all LIHTC-funded projects placed in service from 1997 through 2017.

⁴ The elected rent or income ceiling as percentage of area median gross income (AMGI).

⁵ The number of units indicated as low-income.

⁶ The number of units indicated as below elected rent or income ceiling.

⁷ The number of all block groups that meet the Community Development Financial Institutions (CDFI) Fund's NMTC eligibility requirement in 2019.

⁸ The number of all NMTC projects reported from 2007 through 2016.

⁹ The number of all block groups nominated and designated as Qualified OZs in 2018.

¹⁰ The number of all block groups that contain brownfield(s) in 2019.

¹¹ The number of all block groups with designated EZ(s) in 2020.

Exhibit 4 – Federal Historic Tax Credit

Amarillo, Texas

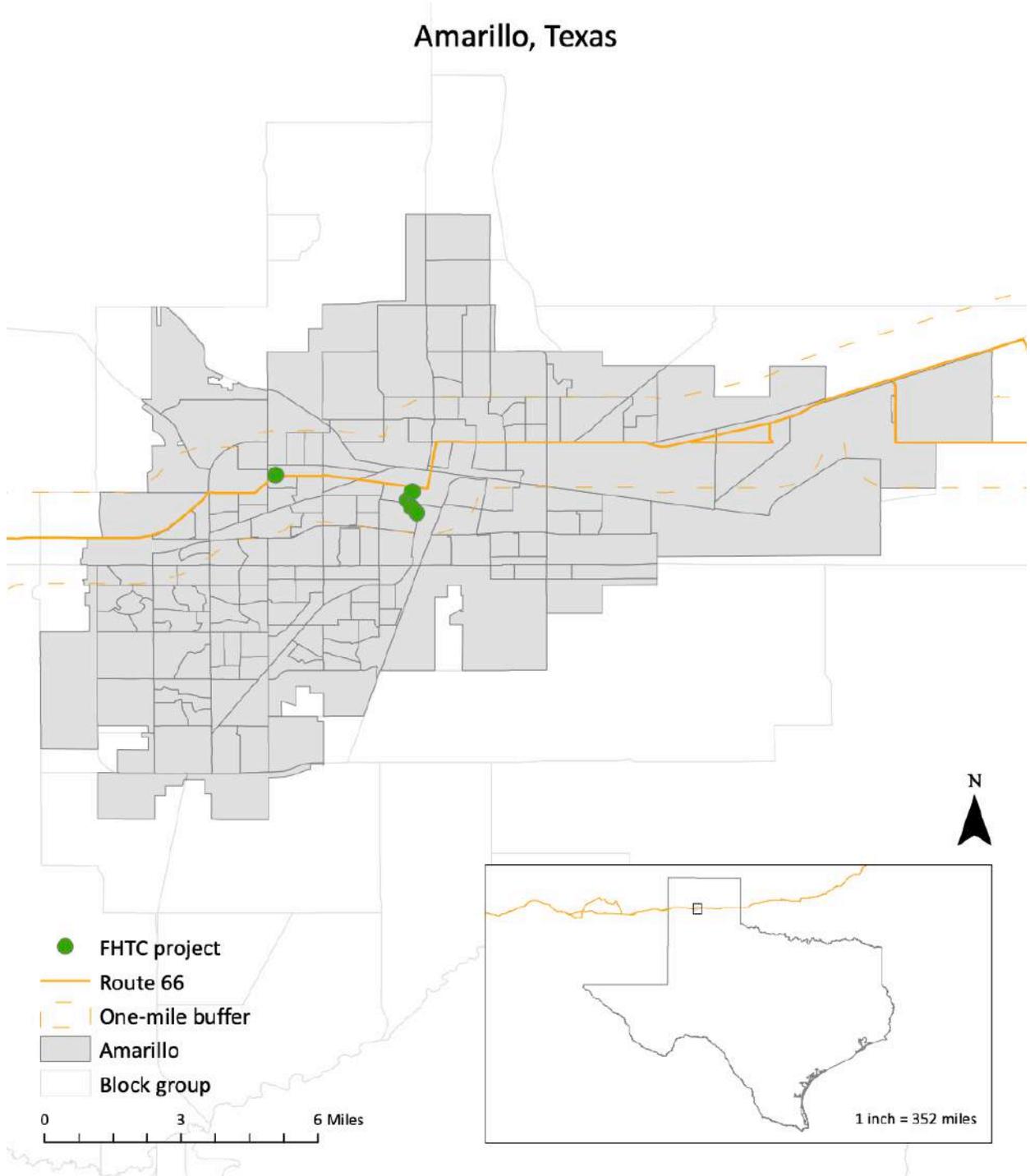


Exhibit 5 – Low Income Housing Tax Credit

Amarillo, Texas

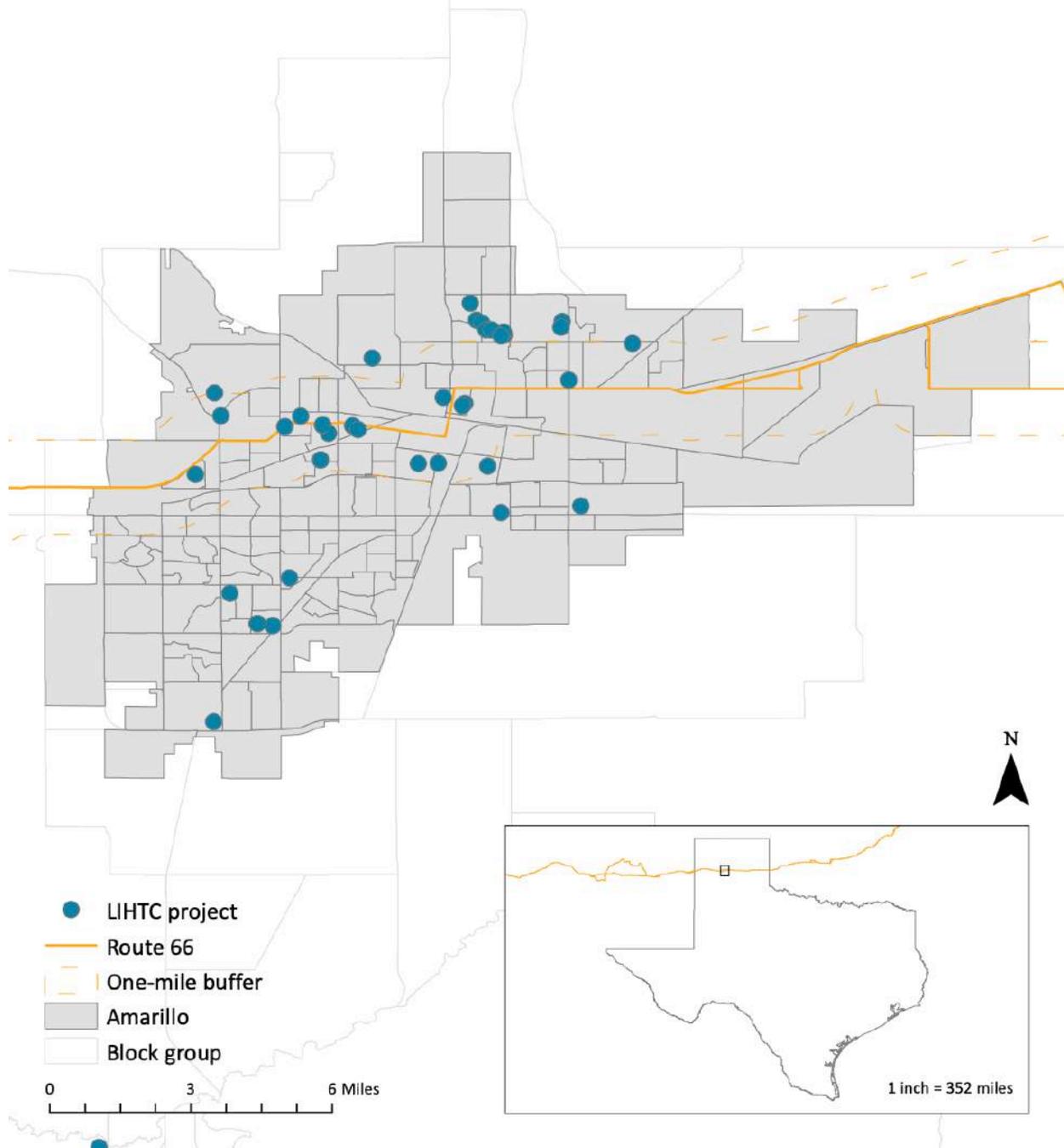


Exhibit 6 – New Markets Tax Credits Eligibility

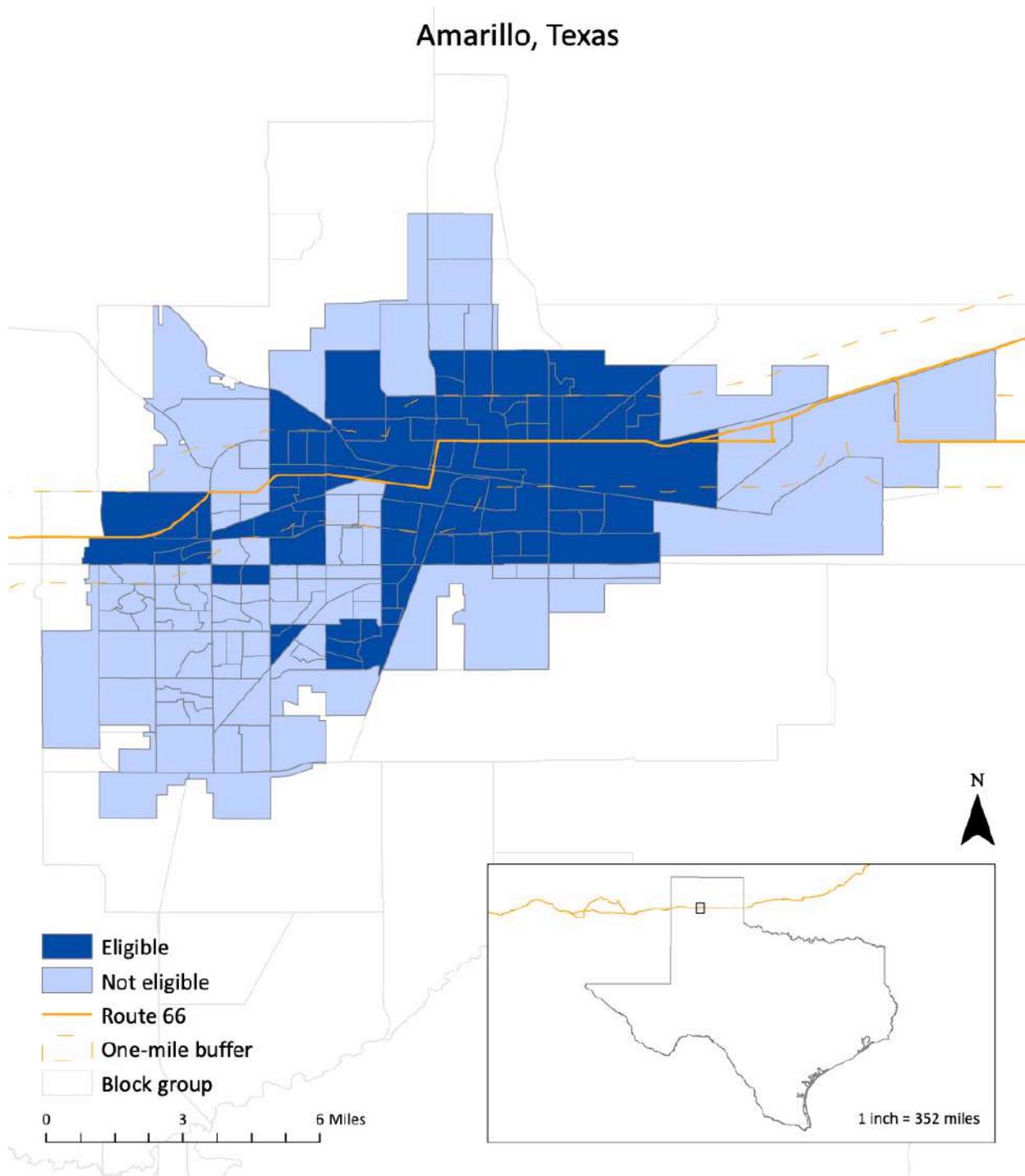


Exhibit 7 – New Markets Tax Credits Projects

Amarillo, Texas

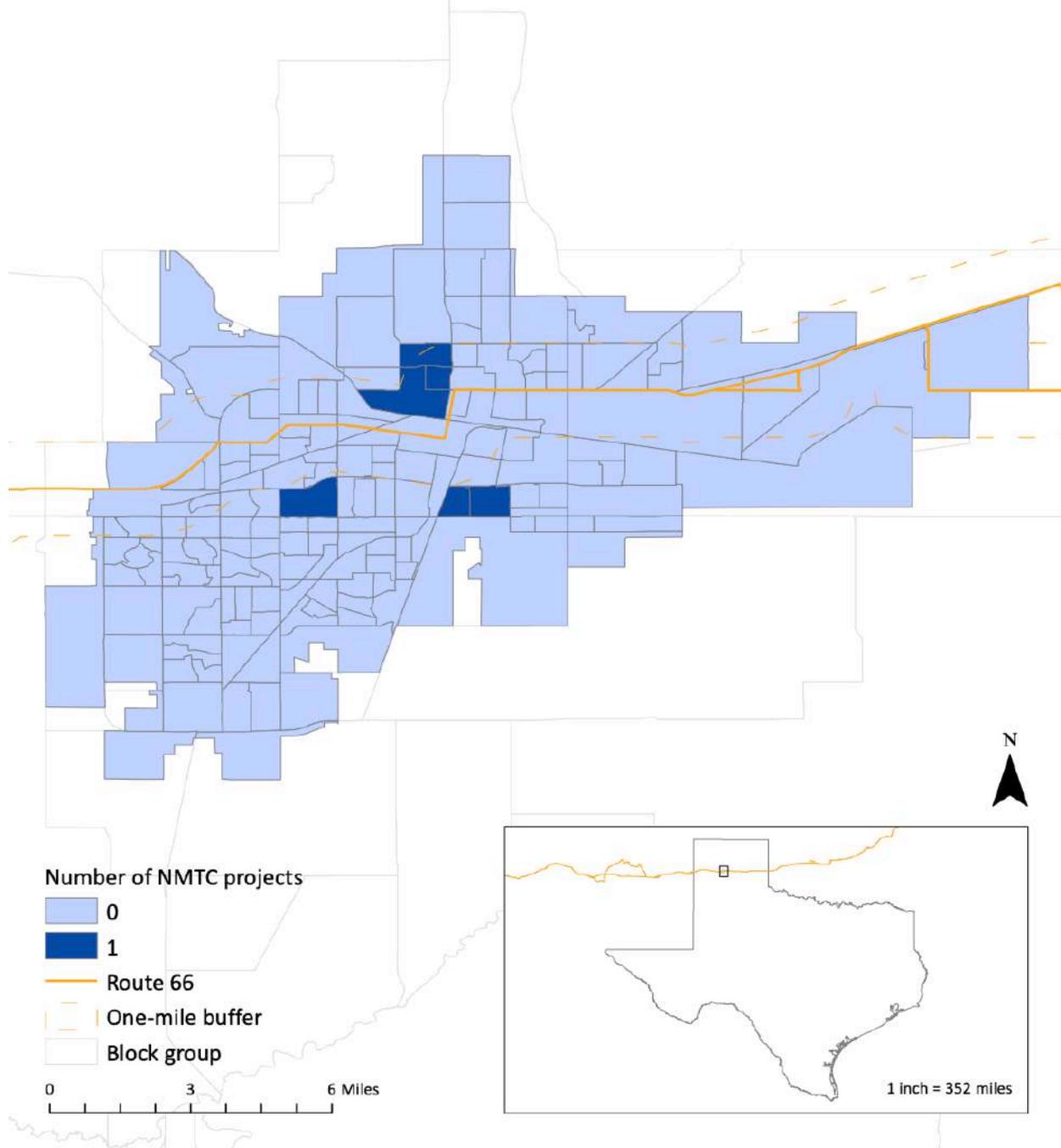


Exhibit 8 – Opportunity Zones

Amarillo, Texas

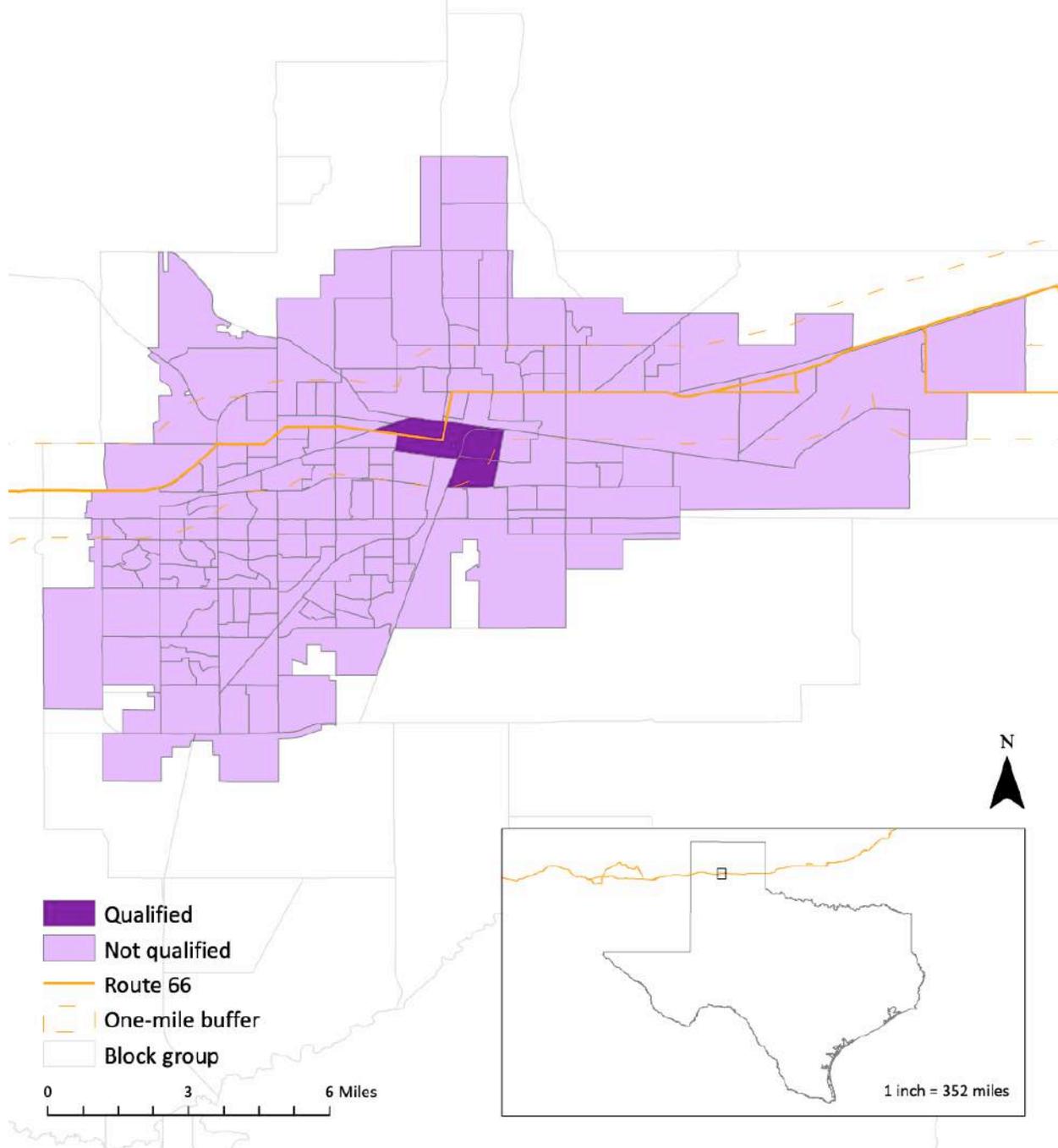


Exhibit 9 – Brownfields

Amarillo, Texas

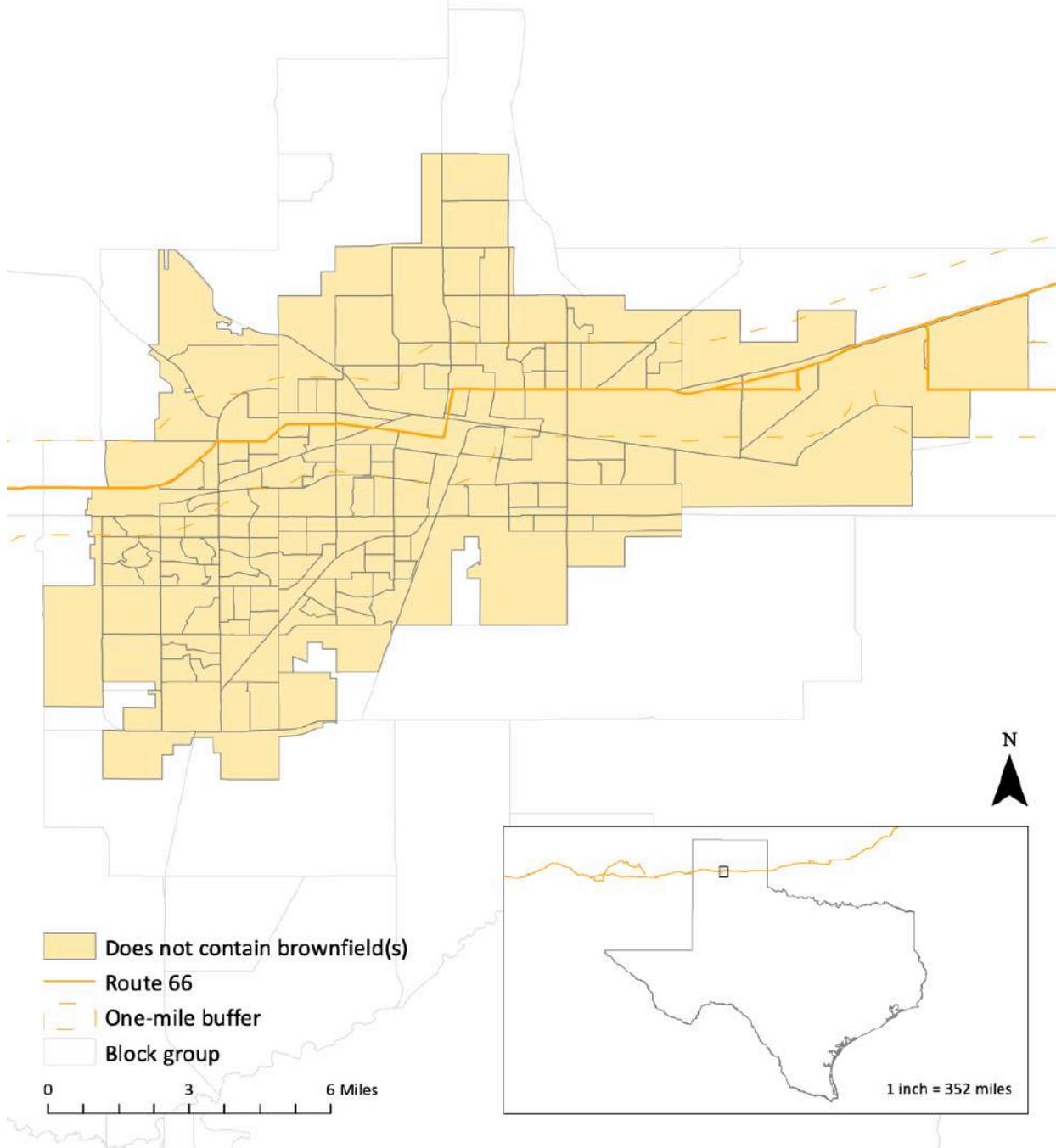
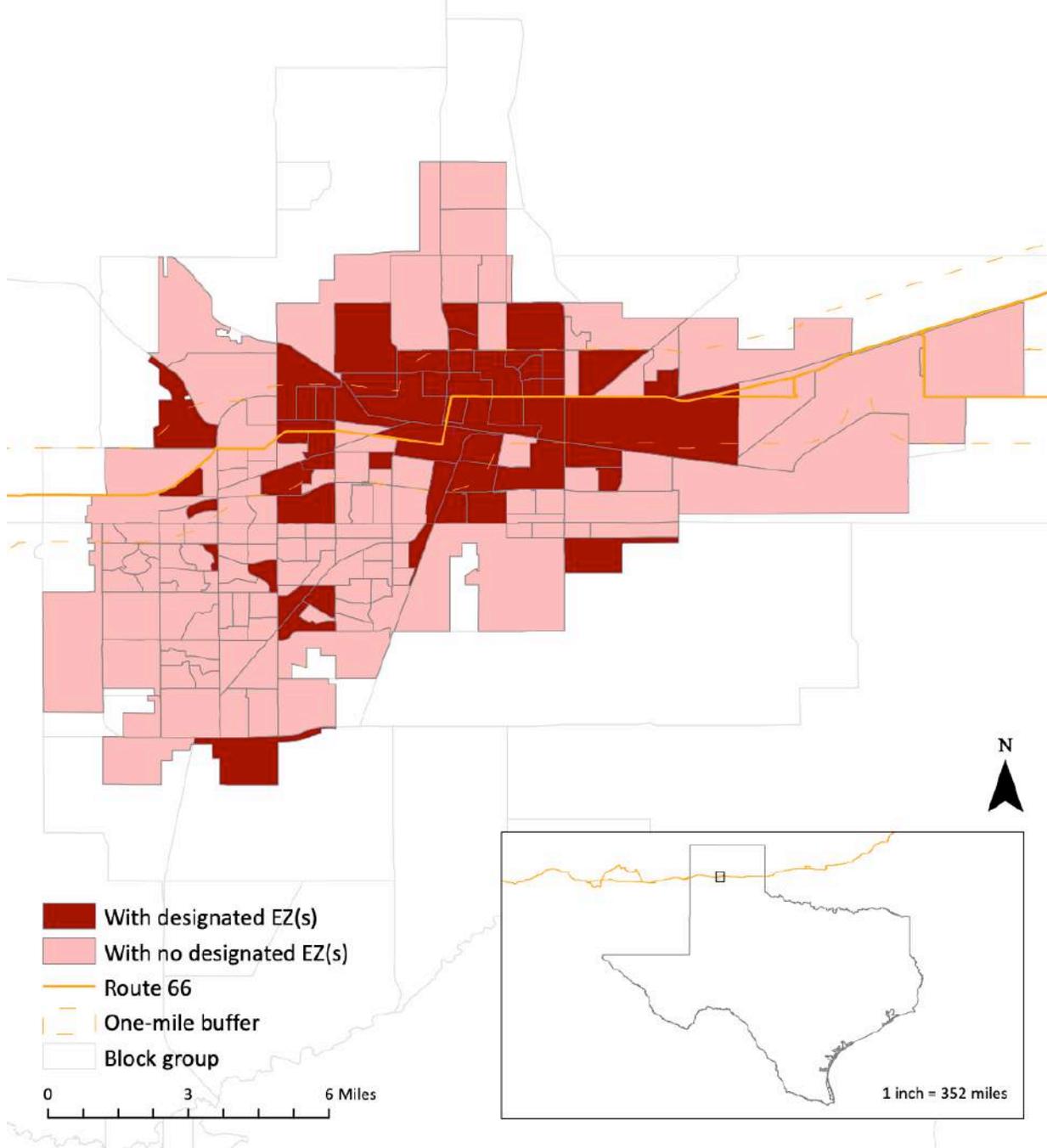


Exhibit 10 – Enterprise Zones

Amarillo, Texas



APPENDIX C—CASE STUDY IMAGES

Image C-1:



Title: Amarillo, Texas

Source: Creative Commons image, http://townmapsusa.com/d/map-of-amarillo-texas-tx/amarillo_tx

Image C-2:



Title: Sixth Street Historic District

Source: Creative Commons image: BriceWi999
https://commons.wikimedia.org/wiki/File:US_Route_66-Sixth_Street_Historic_District_View_20140916.jpg

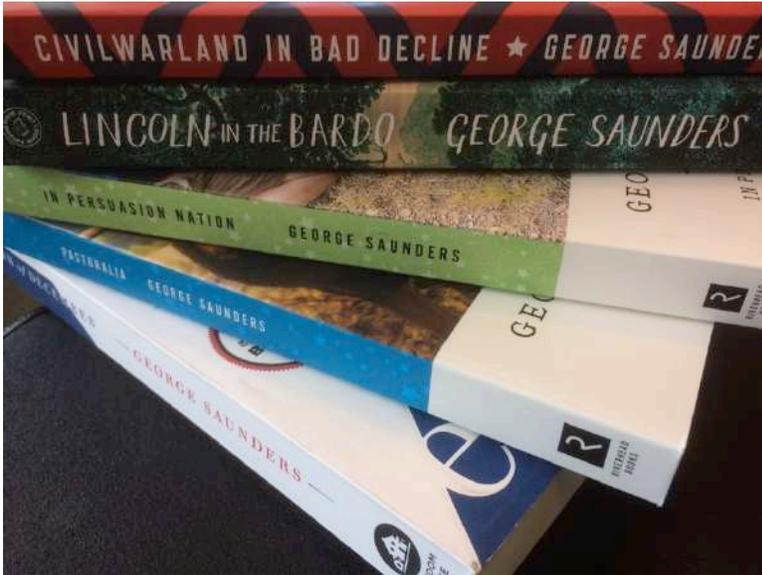
Image C-3:



Title: Big Texan Steak Ranch

Source: Creative Commons image: Who What Where Nguyen Why a/k/a Anonymous Cow
https://commons.wikimedia.org/wiki/File:Amarillo_Texas_Big_Texan_Steak2_2005-05-29.jpg#/media/File:Amarillo_Texas_Big_Texan_Steak2_2005-05-29.jpg

Image C-4:



Title: Books written by George Saunders, winner of the MacArthur Fellowship (2006), four National Magazine Awards (1994, 1996, 2000, 2004), and a PEN/Malamud Award (2013), having also been a finalist for the PEN/Hemingway Award (1996), the O. Henry Award (1997), the National Book Award (2013) and the Booker Prize (2017) (Jansen, Adams 2018)

Source: Carol Cofone

Image C- 5:



Title: Amarillo's Sixth Street Historic District

Source: Google <https://www.theroute-66.com/amarillo.html>

Image C- 6:



Title: Sign welcoming visitors to the Sixth Street Historic District

Source: Photo courtesy of Visit Amarillo.

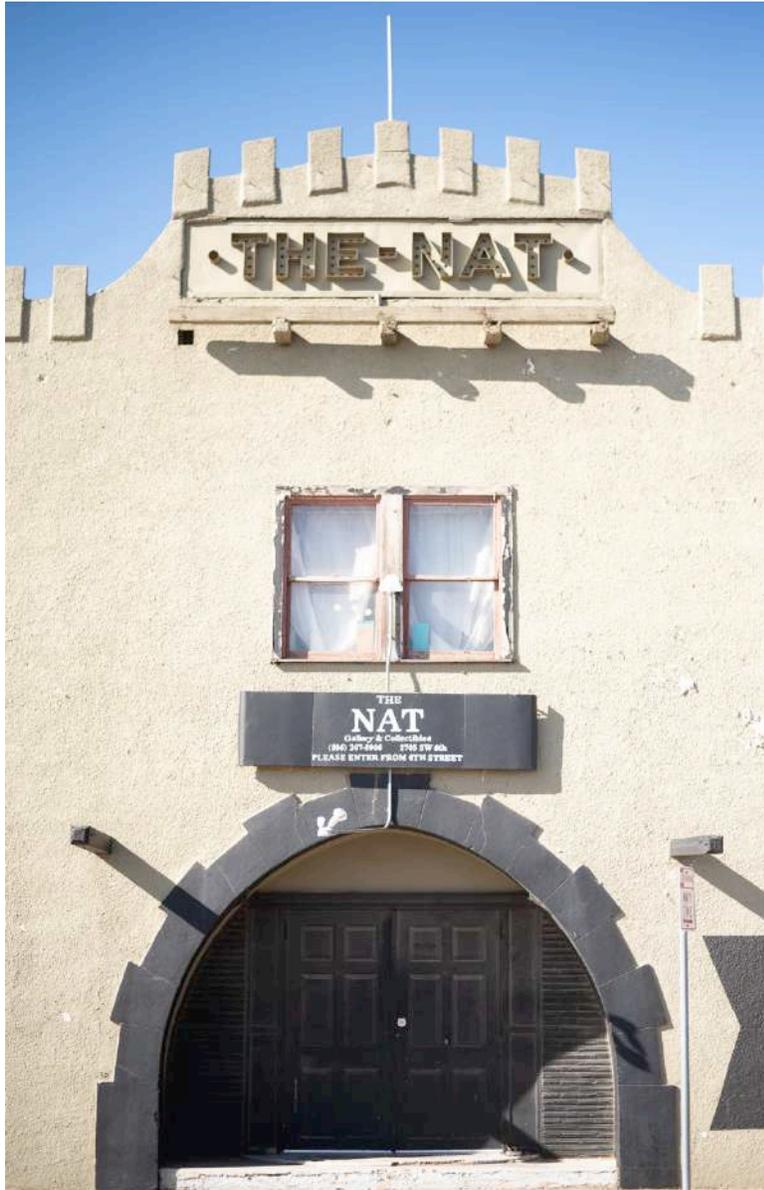
Images C-7 and 8:



Title: *Colorful Depression-era glass, purchased from the Nat in Amarillo*

Source: Courtesy of Michael Teele

Image C-9:



Title: The Nat, present day.

Source: Courtesy of The Nat/From 6th Collective

Image C-10:



Title: The Nat's dance floor

Source: United States Department of the Interior National Park Service

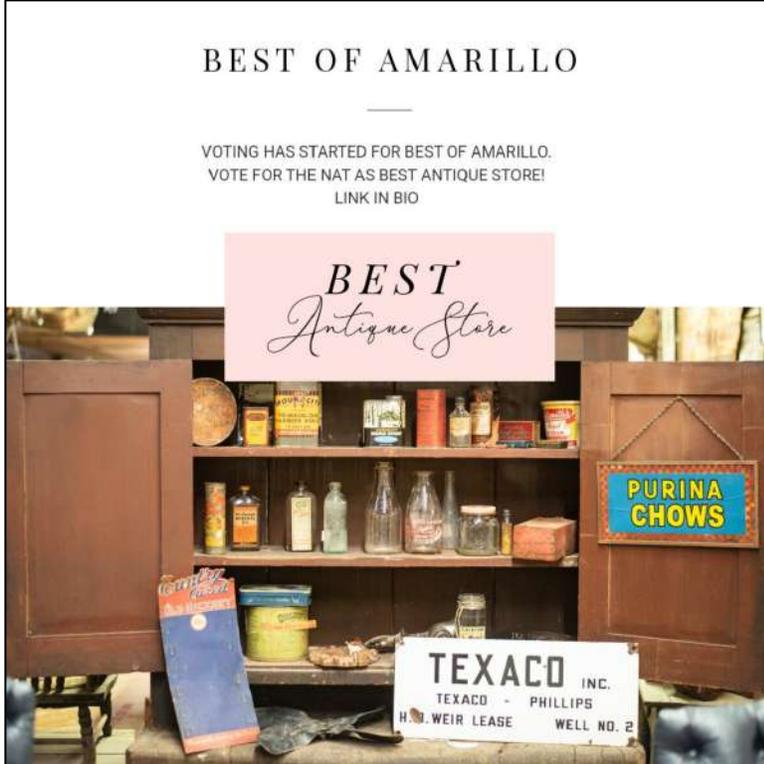
Image C-11:



Title: The Nat, featuring its Route 66-facing signage

Source: United States Department of the Interior National Park Service

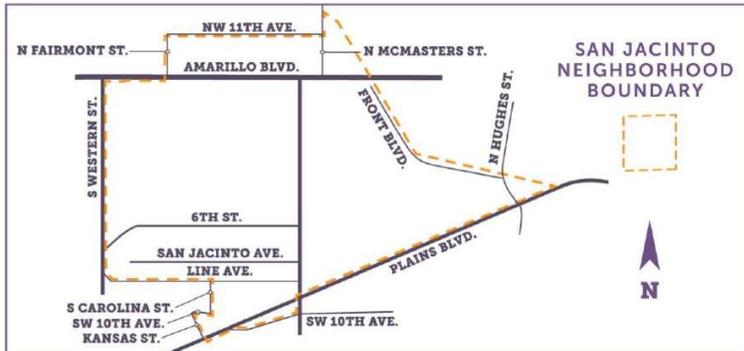
Image C-12:



Title: The Nat, celebrating its “Best of” status

Source: Courtesy of The Nat – <https://www.thenatrout66.com/blog>

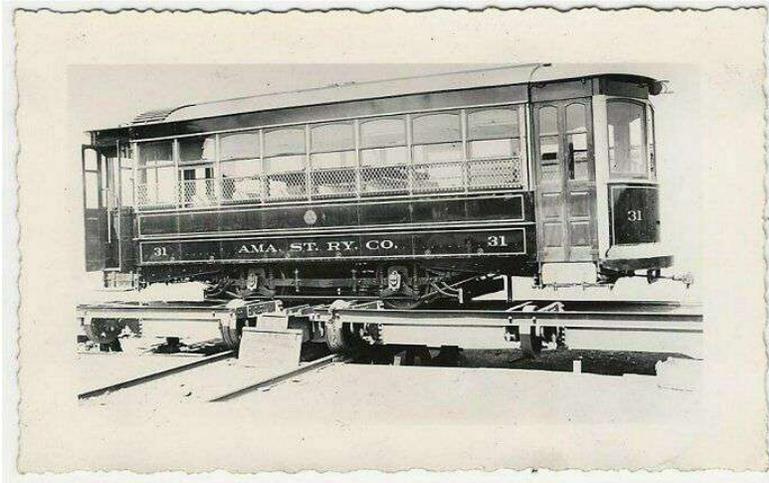
Image C-13:



Title: The San Jacinto Neighborhood, with Sixth Street – Route 66 – at its heart.

Source: Courtesy of the City of Amarillo
<https://www.amarillo.gov/Home/Components/News/News/587/>

Image C-14:



Title: Amarillo Street Railway Company, Car # 31

Source: Courtesy of Kuno-Senpai <https://www.ebay.com/itm/352789469832>

Image C-15:



Title: Trolley Express

Source: Courtesy of Amarillo Convention & Visitors Bureau

Image C-16:



Title: The Bivins Mansion

Source: Creative Commons image: Pi3.124

https://commons.wikimedia.org/wiki/File:Bivins_Home_at_1000_South_Polk,_Amarillo,_north_side.jpg

Image C-17:



Title: Map of the Amarillo Cultural District, with Sixth Street forming its upper boundary

Source: Courtesy of Center City Amarillo

Image C-18:



Title: From 6th Collective opens its doors
Source: Courtesy of The Nat/From 6th Collective

Image C-19:



Title: From 6th Collective signage

Source: Courtesy of The Nat/From 6th Collective

Image C-20:



Title: George Saunders

Source: David Shankbone <https://commons.wikimedia.org/w/index.php?curid=2766593>

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Route 66 Case Study Community: 2.7.1 Kingman, Arizona

History, Demographics and Economics

The city of Kingman, Arizona is in the northwestern part of the state near the Nevada border, situated in the Hualapai Valley between the Cerbat and Hualapai Mountain Ranges. Approximately one hundred miles southeast of Las Vegas (Nevada) and 196 miles northwest of Phoenix (Arizona), Kingman is a dominant community between these two cities.



★ Designed by TownMapsUSA.com

Image C-1: Kingman, Arizona

The earliest recorded inhabitants of the region were the Hualapai, or “People of the Tall Pines”, who consider the area to be their ancestral homeland. Kingman was later established during the expansion of the Last American Frontier in the West. In 1857, under President James Buchanan’s orders, Lieutenant Edward Beale was directed to survey a road that would connect

Fort Defiance in the then Territory of New Mexico with Fort Mohave on the Colorado River (by the 35th parallel). In 1859, using camels for transport, Lieutenant Beale built the 1,000-mile wagon road that traveled through present day Kingman and inevitably became known as the Beale Wagon Road. During this road's development, Lieutenant Beale discovered a water spring (designated as Beale Springs) that would later drive and support the development of Kingman and western Arizona.

Beale Springs is now part of the expansive Cerbat Foothills Recreation Area with miles of hiking and mountain bike trails. The springs is at the base of Coyote Pass. This pass is used by U.S. 93, and soon by I11. At Beale Springs and in the pass are traces of the mid-19th century Mohave Prescott Toll Road and a 1914 highway as well as remnants of U.S. 466 (Hinckley 2021).

Throughout the 1870s, soldiers from nearby Fort Mohave led various scouting expeditions and discovered gold and silver. In combination with the subsequent influx of miners seeking economic opportunity and the goal of ranching in the valley's lush grasses, the area of Kingman was deemed promising for settlement and expansion, resulting in the subjugation of the original Native American inhabitants.

In the early 1880s, Lewis Kingman from the Atchison, Topeka, and Santa Fe Railroad surveyed the way parallel to Beale's Wagon Road for the Atlantic and Pacific right of way between Albuquerque, New Mexico and Needles, California. In 1882, as railroad tracks were being laid, a nascent settlement along the railroad was christened as Kingman, after Lewis Kingman. After the tracks were completed, more businesses began to open in Kingman, including a saloon, a hotel, and a restaurant, activity spurring rapid community growth. (GoKingman.com a) In 1887, Kingman became the county seat of Mohave County igniting further growth and cementing itself as an important supply and shipping center for area miners and ranchers. In 1890, Kingman's population was about 300 residents and by 1900, after the gold strike in the nearby Black Mountains, the community had grown to a population of approximately 500 (Kingman History, n.d.). In 1907, Kingman built its current train depot [(two previous ones were destroyed by fire) (Hinckley 2021)] and in 1914, the National Old Trails Road (a transcontinental trail connecting Baltimore to Los Angeles) was developed through Kingman, either following or running parallel to or in the proximity of the pre-existing Beale Wagon Road (Hinckley 2021). Kingman was established as a critical transportation corridor.

In the early 1900s, there was an ebb and flow to the mining industry. Many mines remained productive into the 1930s. But restrictions introduced during World War II led to numerous mine closures and a decline in the mining industry. Ranching continued to be a major industry and a Yucca Fiber Factory that produced rope from the root-plant fibers also proved to be successful. With the National Old Trails Road, and then Route 66 in the mid-1920s, the city developed a thriving tourism industry. It revived the region's economic vitality and growth. (Hinckley 2021). Shortly after, in 1929, Kingman was chosen as a refueling and supply stop for the Transcontinental Air Transport. To oversee the construction and development of the airfield, luminary Charles Lindbergh visited Kingman on several occasions. For the airfield's

inauguration, Charles Lindbergh and Amelia Earhart were both present at the ribbon cutting and Port Kingman became the first commercial airport in the state of Arizona. (The terminal building for the TAT Port Kingman airfield still stands. It is the headquarters for Brown Drilling) (Hinckley 2021).

When in town, Lindbergh, and other notables, stayed at the Beale Hotel, a local beloved guesthouse owned by Thomas Devine, father of famous actor Andy Devine (namesake for Andy Devine Avenue, the Kingman Route 66 corridor.) Buster Keaton headquartered there in 1925 during filming of *Go West*. Author Louis L'Amour did bouts of amateur boxing at the Sump, the saloon in the basement, during the 1920s (Hinckley 2021).

The founding of Route 66 and Port Kingman ushered in a whole new era of travel, growth, and prosperity to Kingman. The onset of World War II supported the growth of the city, as the US Army Air Forces (USAAF) chose Kingman as an important aerial gunnery training base. Kingman Army Airfield became the largest USAAF gunnery training facility, instructing over 36,000 gunners. It was also a school for military navigators. After the war it was a storage depot and in 1947 housed one of the largest concentrations of military aircraft in the world. One of the last WWII era control towers still stands at the airfield. (Hinckley 2021).

Today it is known as the Kingman Airport and Industrial Park, an important resource and one located along Route 66. According to Applied Economics, a Phoenix based Economics Research and Consulting Firm, “The Airport can accommodate all types of general aviation aircraft including large corporate jets and aviation business hangers. The airport is home to 95 based aircraft along with more than 190 aircraft in storage. There are also 12 on-airport businesses including a restaurant, air medical services, aircraft repair, aircraft refurbishment, specialty and maintenance services and county and federal government aviation operations. The fully developed Kingman Industrial Park is located adjacent to the airport and is a significant employment center for the city with 69 businesses and close to 2,600 employees. The Kingman Municipal Airport and Industrial Park combined created a total economic impact of \$574.3 million in Kingman and Mohave County in FY18...[These benefits] include impacts from airport administration, on-airport businesses, the short line railroad and businesses in the Industrial Park” (Applied Economics 2019,1).

Throughout the 1950s and 1960s, Route 66 in Kingman accommodated thousands of vacationers and business travelers. With all this burgeoning economic and other activity, Kingman’s population grew markedly over the 20th century from 900 in 1910 to 2,275 by 1930, 3,342 by 1950, 7,312 by 1970, 13,336 by 1990 and 20,069 by the year 2000.

Today, Kingman continues to grow. Between 2000 and 2017, the population grew from 20,069 to 28,855, an increase of 43.8%. This outpaced the statewide growth rate of 32.7% over the same time span. The population density in Kingman, 768.4 persons per square mile, far exceeds that of sparsely settled Arizona on average (59.7).

Demographically, Kingman is 88.3% White and has a median age of 41.7 years, compared to the statewide average figures of 77.5% White and 37.2 years, respectively. Nearly 1 in 4 (23%) of Kingman’s residents are 65 or older, in comparison to 16.2% of the total population in Arizona of that senior age. Residents of Kingman are less likely to identify as Hispanic, standing at a 13% share, compared to the statewide Hispanic average of 30.9% (ACS 5-year data, 2017).

Kingman residents are relatively less affluent than their statewide counterparts. The median household income for the city is \$44,092 compared to the statewide average of \$53,510, a difference of 17.6%. The percentage of people aged 18 to 64 living in poverty in Kingman is 21.8%, surpassing the statewide figure of 16.3% (ACS 5-year data, 2017). Kingman’s unemployment rate in 2017 was 3.7%, considerably below the state rate of 7.1%.

The median value of an owner-occupied home in Kingman in 2017 (pre-pandemic) stood at \$127,900, significantly below the state median value of \$193,200. Median rent was similarly lower in Kingman with an average monthly rent of \$823 relative to the statewide median of \$972 in 2017. Despite this lower rental cost, almost half (48.1 %) of renter households in Kingman had “challenged affordability” (i.e., paid more than 30% of their income for housing), somewhat higher than the statewide average (45.2%) of all Arizona renter households that experienced this housing challenge. Further Kingman’s population, housing and economic characteristics and their relationship to the state average profile are detailed in Exhibit 1 in Appendix B (ACS 5-year data, 2017).



Image C-2: Welcome sign to Kingman, Arizona

Today, Kingman’s main economic drivers are manufacturing, recreation, tourism, and transportation. With favorable lower taxes, proximity to California and a location midway between Las Vegas and Phoenix, Kingman attracts industries and warehouse services from the entire region. Kingman is also located on the main line of the Santa Fe Burlington Railroad

connecting Los Angeles with Chicago (Hinckley 2021). Top employers are Kingman Regional Medical Center, American Woodwork, Walmart, and [Mohave](#) Community College.

Kingman is also home to various recreational areas, including [Hualapai Mountain](#) Recreation Area, Lakes Mohave, Havasu and Mead, and the Grand Canyon Skywalk. Also, the vehicle access road to the bottom of the Grand Canyon is located on Hualapai tribal land about 45 miles west of Kingman on Route 66. White water rafting is offered by the tribe from this point. Grand Canyon Caverns sixty miles west is a Route 66 resort dating to 1927 (Hinckley 2021). Lastly, as the self-described “Heart of Historic Route 66”, Kingman draws on Mother Road travelers from far beyond city limits, making the city an international destination.

Route 66: Historic And Current

The city of Kingman, Arizona has many historic, cultural, and economic ties to Route 66. In fact, the route played such a large part in the city's identity that the proud motto for the city is the "Heart of Route 66." The route runs diagonally through the city from the northeast to the southwest and intersects with Interstate 40 near the city's downtown area.

Prior to the arrival of Route 66 in Kingman in 1926, the primary roadway through Kingman was the National Old Trails Road, which was utilized by travelers heading west to California. It was almost constantly improved and at times realigned during its history in Kingman. The road was very popular with tourists traveling to see sites in the southwest such as the Grand Canyon. Edsel Ford traveled the road for this reason in the summer of 1915 and kept a detailed journal noting road conditions and services.

As previously mentioned, Kingman owes much of its economic activity to its proximity to major transportation networks, like the Santa Fe Railroad which "birthed" Kingman, to the Boulder Dam Highway, US 466, Route 66, and now, I-40. I-11 has been surveyed through the area and construction will commence shortly (Hinckley). Route 66 in Kingman was heavily utilized by vacationers and tourists from the 1950s to the 1960s. Some of the main industries that catered to these visitors were restaurants, hotels, and automotive shops. Tourism and recreation continue to be some of the key industries in Kingman to this day, along with manufacturing, aviation, healthcare and transportation, distribution, and logistics (City of Kingman, n.d.).



Image C-3: 1940's postcard of Route 66 in downtown Kingman, Arizona

Today, Route 66 in Kingman is known as Andy Devine Avenue, named for a long-time Kingman resident who became a famous actor from the 1930s to the 1970s, and was mainly known for the characters he portrayed in Western films. Andy Devine was also a pioneer in the development of children's television programs. His career spanned more than 50 years and included an array of television appearances including on the iconic *Twilight Zone*. The Devine Family was a prominent family in Kingman and as mentioned previously, in 1906 Andy Devine's father purchased the Hotel Beale (now on the National Register of Historic Places). In honor of the late actor, Kingman changed the name of its in-town Route 66 Front Street to Andy Devine Avenue in 1955 during a special episode of a popular television show – *This Is Your Life* (Hinckley 2021) After Andy Devine's passing in 1977 the city continues to celebrate Andy Devine Days annually every September with a parade and rodeos (GoKingman.com a).



Image C-4: Downtown Kingman, Arizona today

Although Route 66 was officially decommissioned in 1985, Kingman still holds dearly to the memory of the Mother Road, which is evidenced by that highway's tourism draw to the city. Kingman is also known in popular culture due to its connection to Route 66, with the community having been specifically referenced in the famous 1946 Bobby Troup song "(Get your Kicks on) Route 66" (Road Trip Journeys, 2019). Kingman's main tourist attractions

continue to be related significantly to the nostalgia surrounding the Mother Road, like the Powerhouse Visitor Center, which is home to the Arizona Route 66 Museum and many other Route 66-related places described below.

Powerhouse Visitor Center: The Kingman Powerhouse, originally named Desert Power & Water Company Electric Power Plant, was constructed in 1907 to supply power to Kingman and area mines. In 1938, the Desert Power & Water Company Electric Power Plant was operationally replaced by Hoover Dam. The obsolete plant sat idle for decades. In 1997, the old Powerhouse was rescued by a group of concerned citizens and converted into Kingman’s Visitor Information Center. The center is now home to the Arizona Route 66 Museum, Bob Boze Bell’s “The 66 Kid” gallery and the Route 66 Electric Vehicle Museum, making it an ideal stop enroute through Kingman and Route 66. The Powerhouse site is described in greater detail in Appendix A in this case study.



Image C-5: Powerhouse Visitor Center

The Arizona Route 66 Museum: Housed in The Powerhouse Visitor Center, The Arizona Route 66 Museum opened in 2001. Los Angeles Times journalist Reed Johnson noted the visitor center as an “Impressive New Route 66 Museum” in his article [“An Asphalt Odyssey”](#). The museum contains multiple displays including a life size prairie schooner depicting the travel and travelers along early trade routes, including Beale Wagon Road; a John Steinbeck’s Grapes of Wrath exhibit describing the troubles of thousands of Dust Bowl refugees who traveled along Route 66 during the Great Depression; a 1950 Studebaker Champion car that illustrates the

good automobile-centric times of the post-war era; as well as storefronts, murals, vintage photos and an hour-long movie that tells the story of Route 66 in Arizona. The museum today continuously buzzes with visitors travelling through Kingman.

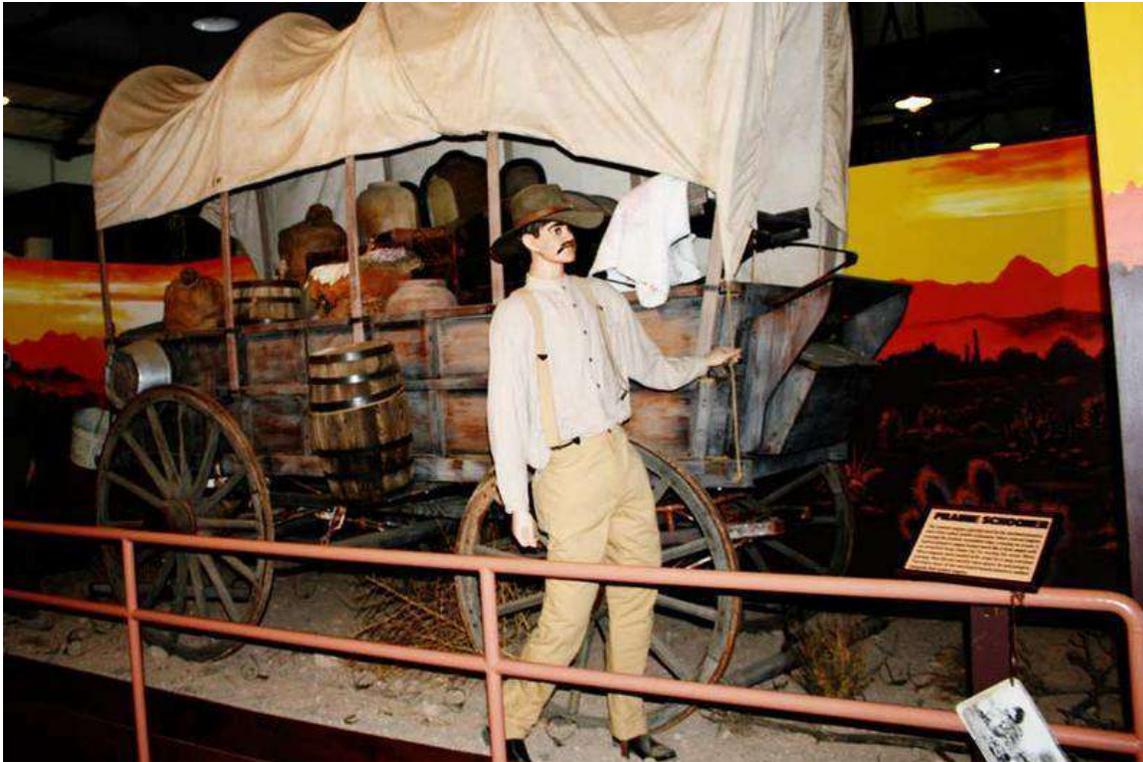


Image C-6: Schooner exhibit in Route 66 Museum

Hotel Beale: Yet another attraction is this iconic local hotel. Constructed in 1900, replete with a distinctive rooftop sign, it was purchased in 1906 by Tom Devine. It was very successful for many decades, but it now awaits restoration and reopening as described below:

This iconic piece of Kingman history is perhaps one of the most recognizable landmarks in the area. Built in 1900, the hotel began as the primary lodging for the passengers of the Santa Fe railroad and, later, the travelers of Route 66. In 1906, the hotel became the most prominent hotel in the area, serving patrons who traveled on the Santa Fe line. Sadly, the hotel has been abandoned for 20 years. Fortunately, there are talks of restoring it to its former glory. If you want to visit this old beauty, it can be found at 325 E. Andy Devine Ave. in downtown Kingman (Tomaszewski 2020).



Image C-7: Hotel Beale in Downtown Kingman

Other Route 66 attractions: A sampling of other Mother Road-related attractions in Kingman includes:

Route 66 murals—found in the Mohave Museum of History and Arts, an important cultural institution that works to preserve and showcase the rich and varied history of Northwestern Arizona, including its Native American heritage. Other Route 66 murals can be found at the Kingman Water tanks, TNT Auto – these murals were painted by noted artist Bob Waldmire whose work is also displayed there (Hinckley 2021) – and other locations including the Ramada Inn.



Images C-8 and C-9: Murals around Kingman, AZ depicting life on Route 66

Iconic diners and restaurants—Kingman’s culture has been shaped by these attractions. Mr. D’s Route 66 Diner, an internationally recognized classic, opened in 1938 as the Kimo Cafe (KI for Kingman and MO for Mohave County.) Other cafes, such as the Casa Linda Café, Lockwood Café, and the Jade Restaurant are closed, but the buildings that housed these establishments remain (Hinckley 2021). They stand as important time capsules of the community’s varied history. For example, Charlie Lum was born in Canton China in 1912, moved to Kingman in 1922 and opened the Jade Restaurant in 1951. This eatery was strategically located by the Arcadia Lodge, which dates to 1937. In its heyday it attracted guests from near and far.

Motels— Kingman has an array of original Route 66 motels. Most are now monthly rentals; a few are being refurbished. The latter include the Siesta Motel, 1929, El Trovatore Motel, 1939, Hilltop Motel, 1955, an old Holiday Inn and Ramada Inn built in 1964, the Ramblin’ Rose that opened as a Travel Lodge in the mid 1960s, and several other motels built during the 1950s (Hinckley 2021).

Gas Stations—Kingman boasts numerous iconic facilities that catered to motorists, such as the Old Texaco Gas Station, Old Trails Garage, and the Mobil Service Station. The latter, for example was an early 1950s facility containing an office, canopy and garage, and still proudly displays an iconic early 1960s Mobil sign. Dunton Motors is of particular note. Built in 1946, and owned by the same family ever since, it is now a classic car dealership and auto museum, where a model by Willem Bor, known for his miniatures of buildings and vehicles from the past, is on display. The original owner N.R. Dunton owned a garage in Goldroad Arizona on Route 66 since 1926, and built the world famous Cool Springs in 1926. The D in Mr. D’s Diner – next door to Dunton Motors Dream Machines – stands for Roy Dunton. The current owner, Scott Dunton, is president of the Kingman Route 66 Association (Hinckley 2021).

Route 66 Events— To this day, the city holds events related to Route 66, like the monthly car shows that take place in an event called “Chillin’ on Beale Street” and the annual “Fun Run” in which classic automobiles drive the 140 mile stretch of Route 66 from Seligman to Kingman. The event stimulates local businesses along the “Fun Run” stretch and helps foster a sense of community for residents and car enthusiasts alike (Historic Rt 66 Association of Arizona, 2021). In addition, the city hosted its second annual Kingman Route 66 Fest in October of 2022, an initiative which grew out of Kingman hosting the prestigious International Route 66 Festival in August 2014.

In short, while not its only attraction, Route 66 is an important draw for visitors to Kingman, as Natalie Tomaszewski (2020) states:

This iconic stretch of paved road is like traveling back in time to the 1950s. The road was so iconic that it persists in popular culture even to this day. The historic stretch of road is lined with vintage gas stations, souvenir shops, and diners that hark back to the route’s glory days. When you get there be sure to get your very own Arizona 66

Passport. This cute pamphlet is a travel guide complete with a map that shows all the notable landmarks. Another thing: check out the various diners that line the road. These quirky diners offer 1950-inspired menus for you to try. And lastly, a visit would not be complete without taking a selfie with the iconic Route 66 shield that is everywhere.

Federal Economic Development Program Utilization and Eligibility in Kingman, Arizona

Economic development in the United States may be aided by a variety of federal programs to spur economic activity. There are many such aids, and we consider here the utilization of and eligibility for some major federal economic development programs in Kingman, Arizona, including the Route 66 portion of this community. The programs considered and the time period of programmatic utilization/eligibility are as follows.

1. **Federal Historic Tax Credit – FHTC (2001-2018 implementation):** The FHTC provides a 20 percent tax credit over 5 years for qualified investment in historic properties.
2. **Low Income Housing Tax Credit – LIHTC (1997-2017 implementation):** The LIHTC provides a maximum of a 90 percent tax credit over 10 years for qualified investment in affordable housing.
3. **New Markets Tax Credit – NMTC (2019 eligibility and 2007-2016 NMTC implementation):** The NMTC provides a 39 percent tax credit over 7 years for qualified investment in Community Development Entities in economically challenged locations.
4. **Opportunity Zones – OZ (2018 eligibility):** The OZ program postpones, reduces, or eliminates capital gains taxes for qualified investment in economically challenged locations. The magnitude of the capital gains forbearance depends on the length of the OZ investment.
5. **Brownfields (2019 designation):** A Brownfields designation indicates both economic challenge (for cleanup and remediation) as well as economic opportunity (special governmental incentives are available for investment in Brownfields).
6. **Enterprise Zones – EZ (2020 designation):** EZs are economically challenged areas where government offers new or expanding businesses investing in such locations an array of incentives including tax breaks, regulatory exemptions, and other aids (e.g., lower consumer sales tax and tax credits for job retention or creation). There are both federal and state EZs, with some similarities, and our analysis here focuses on state of New Mexico designated EZs.

For the Kingman programmatic analysis, we used data and mapping tool information for this community from PolicyMap as well as other sources such as the decennial census and the periodic American Community Survey (ACS; in this instance the 5-year 2014-2018 ACS sample).

The detailed findings of our analysis are contained in Appendix B in a series of exhibits as follows:

- **Exhibit 1**— Population, Socioeconomic, and Housing Profile – key data presented for overall community context and previously referred to in our case study presentation.
- **Exhibit 2**—Route 66 Economic Impact—context map showing the community’s jurisdictional boundaries, the location of Route 66 traversing the community, and the community’s block groups, the latter used for spatially indicating the community’s programmatic utilization/eligibility in later exhibits.
- **Exhibit 3**—Programmatic Tabular Summary— multiple component table with a series of figures summarizing FHTC, LIHTC, NMTC, OZ, Brownfields and EZ presence and activity in the community.
- **Exhibit 4**—Federal Historic Tax Credit –map showing FHTC activity in the community with respect to overall community jurisdictional boundaries, community block groups, and Route 66 within the community. The presence of Route 66 is shown in two forms: Route 66 road line (indicated by solid yellow line) and Route 66 Corridor (1-mile buffer around the Route 66 road line, with the Corridor indicated by a dashed yellow line).
- **Exhibit 5**—Low Income Housing Tax Credit—map showing federal LIHTC activity in the community and presented in same spatial format as explained in Exhibit 4.
- **Exhibits 6 and 7**—New Markets Tax Credits—maps showing federal NMTC eligible areas (Exhibit 6; eligible area in darker shade) and NMTC activity (Exhibit 7—scalar by number of NMTC, with greater activity in darker coloration shade) and presented in same spatial format as Exhibit 4.
- **Exhibit 8**—Opportunity Zones—map showing federal OZ eligible investment areas (in darker coloration shade) and presented in same spatial format as Exhibit 4.
- **Exhibit 9**—Brownfields—map showing federal designated brownfields (in darker coloration shade) and presented in same spatial format as Exhibit 4.
- **Exhibit 10**—Enterprise Zones— map showing state designated EZ areas (in darker coloration) and presented in same spatial format as Exhibit 4.

As noted the full Kingman programmatic detail is contained in Exhibits 1-10 in Appendix B to this case study. For ready synthesis, the highlights of the Kingman programmatic follow.

OVERALL COMMUNITY and ROUTE 66 PROFILE (Exhibits 1 and 2)

- Home to a population of 28,855 residents, Kingman is transected by Route 66 on a Northeast to Southwest direction.
- Kingman’s 37 square mile area is spatially framed by the US Census Bureau into 19 block groups, which were used to determine the community’s spatial programmatic utilization/eligibility (Exhibits 1-3).

FEDERAL HISTORIC TAX CREDIT (Exhibits 3 and 4)

- No FHTC projects were pursued in Kingman between 2001 and 2018.

LOW INCOME HOUSING TAX CREDIT (Exhibits 3 and 5)

- There were 9 LIHTC projects throughout Kingman between 1997 and 2017. These comprised in total 545 housing units (421 or about 77% low-income) and a \$625,207 median annual project subsidy.
- The 9 LIHTC projects are mostly concentrated in the center of and to the western side of the Route 66 corridor (one-mile buffer area around the Route 66 roadway) in Kingman.

NEW MARKETS TAX CREDITS (Exhibits 3 and 6-7)

- Of the 19 Kingman block groups, 13 (68 percent) are NMTC program eligible. A supermajority of these NMTC eligible block groups are contained in the western end of Kingman as well as to the western portion of Kingman's Route 66 corridor.
- There were no NMTC implemented projects pursued throughout Kingman between 2007 and 2016.

OPPORTUNITY ZONE (Exhibits 3 and 8)

- Of the 19 Kingman block groups, 3 (68 percent) have been designated as Opportunity Zones. Most of these block groups are located in the eastern and central portions of Kingman with the same orientation with respect to the Route 66 corridor.

BROWNFIELDS and ENTERPRISE ZONES (Exhibits 3 and 9-10)

- Of the 19 Kingman block groups, 4 (21 percent) contain federally designated brownfields. These are divided between block groups located both on the very western and eastern edges of the city and the same orientation with respect to the community's Route 66 corridor.
- Of the 19 Kingman block groups, 2 (10 percent) are designated as Enterprise Zones (EZs). One of these block groups is located on the very northern edge of Kingman, while the other is located on the eastern boundary of the city. A small segment of an EZ is contained in the Kingman Route 66 corridor and to the immediate adjacent east of this corridor.

State and Local Economic Development Programs and Utilization in Kingman, Arizona

Some prominent state and local economic development programs (local enabled by state authorization) in Arizona include:

- Business Improvement District (BID) – sales tax based
- County Improvement District – sales tax based

Kingman has used some of these programs for both community-wide and Route 66-specific economic development enhancement. For example, there are two Business Improvement District (BID) programs, which focus on the Kingman downtown Route 66 area, but in tandem have city-wide benefits concerning such activities as facade restoration and improvement. The restoration and adaptive reuse of the iconic Kingman Powerhouse (detailed in Appendix A in this case study) was enabled in part from proceeds from the Kingman (hotel) room tax.

Broader Perspective on Economic Development and Preservation of Route 66 in Kingman, Arizona

Kingman Main Street – which is part of Main Street, the historic-themed economic and cultural revitalization program fostered by the National Trust for Historic Preservation – has initiated a multifaceted project that includes public art, the renewal of the Route 66 Walk of Fame project and the development of a narrated self guided walking tour of the historic business district and Route 66 corridor. The walking tour was launched at the 2022 National Road Trip Day proclamation event in Kingman on May 27, 2022. Tour signs, affixed to buildings or on sign stands, feature historic images, captions, and a QR code linked to audio files for narration. The website (<https://kingman.tours>) features a then and now photo, extended caption and the audio file for each site.

This initiative includes several features designed to enhance the potential of The Powerhouse, a central component in the development of Route 66 related tourism within the city, to serve as a portal to downtown Kingman. For example, a Route 66/Kingman drive thru arch – a joint project between the Historic Route 66 Association of Arizona and the City of Kingman – was installed in July 2018; the beckoning neon “KINGMAN” letters were installed on the arch and first lit up in December 2019.

In addition, the Powerhouse Visitor Center is now serving as a gateway to the historical trail system Kingman has been developing. It includes the White Cliffs Wagon Wheel Trail, an old wagon road that was used to bring ore down from the Stockton Hill Mines to the railroad.



Image C-10: Welcome to Kingman sign

Phase 1 was completed in 2021. In Phase 2 of the project, the downtown trail connector will be completed thanks to a \$99,000 grant for the City of Kingman, approved earlier this year by the Arizona State Parks Board (City of Kingman 2022).

APPENDIX A—THE ROUTE 66/KINGMAN, AZ
HISTORIC RESOURCE
(THE POWERHOUSE)

The Powerhouse

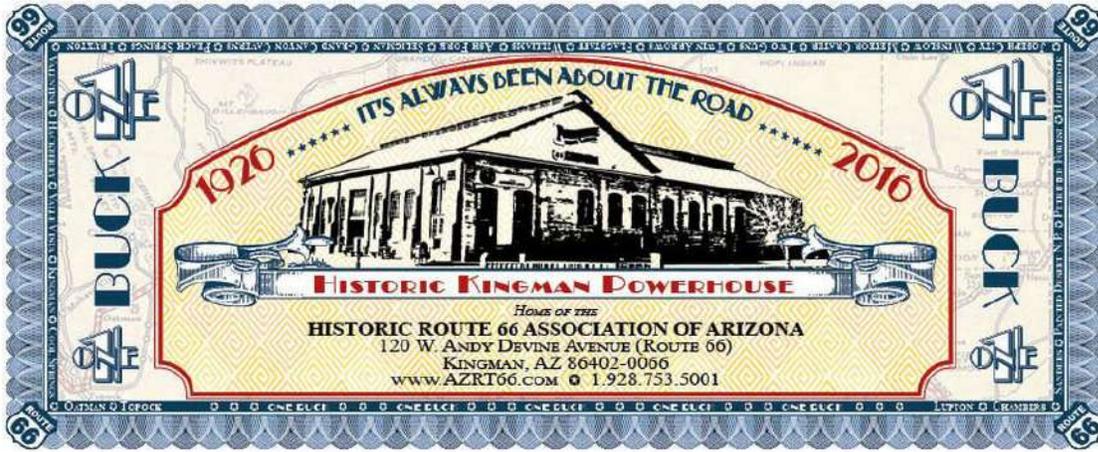


Image C-11: Back of a Mother Road Buck, depicting the Historic Kingman Powerhouse

Any visitor who enters the Historic Kingman Powerhouse, located at 120 W. Andy Devine Avenue, on Route 66 in Kingman Arizona, gains access to an economy – and a currency – unlike any other. “Mother Road Bucks”, issued by the Historic Route 66 Association of Arizona and circulated through its Gift Shop in the Powerhouse, are accepted to purchase all sorts of memorabilia (Noble 2017). But visitors may not be aware that this kind of currency harkens back to the earliest days of Kingman, when its mining community was paid in scrip, a common practice in developing communities in the late 19th and early 20th centuries. Since this practice severely restricted Kingman’s cash flow and the growth of the local economy, enterprising merchants found inventive ways to attract the miner’s business and promote trade (Augustine 2016). The merchants minted their own tokens, such as this one from John Mulligan’s Brunswick Bar, worth 12 ½ cents, the going price for a drink:



Image C-12: Drink token issued by John Mulligan's Brunswick Bar, located in the Historic District at 315 East Andy Devine Street, on Route 66, Kingman, in his half of the hotel which he divided with his estranged business partner, after they fell out over the affections of Mulligan's wife, Sara Marie Lynch (Weiser-Alexander 2019).

But it took more than drink tokens to fulfill the commercial potential of the mining town of Kingman. When F. E. Monteverde, Jr. came to Kingman (Messersmith 2009), "electric power was still a new commodity and not particularly available in small rural towns. But Kingman, situated conveniently with railroad access, was perfectly positioned to run juice to nearby mining towns" (Noble 2012). So in 1906, Monteverde and his four partners recognized that the mining companies and their many employees represented a ready-made market, and planned to build a modern power and water plant in Kingman to serve them. Thus, on June 6 of that year, the Desert 'Power & Water' Company was born.



Image C-13: Desert Power & Water Co. marker, posted to the right of the entrance to the Powerhouse

The new enterprise was incorporated under the laws of the Territory of Arizona with a capitalization of \$1,000,000 (about \$30 million in 2021 dollars.) The Company then bid out the construction of the oil-fired, steam-generating power plant. The Tracy Engineering Company of Los Angeles won with a bid \$156,000 (about \$4.7 million in 2021 dollars) (Proctor 1918, 70). With the McCafe Contracting Company of Los Angeles as the contractor (Wikipedia 2021), "Ground breaking...took place around June 10, 1907 and construction was underway by the

middle of July. The first building (...the plant is really three buildings, joined to form one) was to be 60 feet wide by 110 feet long. The walls were constructed of poured concrete, 18 inches thick and nearly 20 feet high. Upon completion of the walls, an iron truss roof was put into place” (Messersmith 2009).

Perhaps unsurprisingly, given the tenor of the then Gold Rush times (Noble 2012), financial mismanagement ensued (Proctor 1918). The Tracy Engineering Company purchased control of the Desert Power and Water Company and pushed to complete what had become a \$300,000 project (almost double the original \$156,000 bid). “During the last three months of 1908, poles made from California cedar were being erected, miles of heavy copper wire was being strung, and interior work on the plant was being completed. Brick to enclose the boilers and the cooling tower was nearly finished. Last, but not least, the giant stacks had been put in place” (Messersmith 2009).

By 1909, finishing touches – including the final stringing of wire, electrical and water connections, the installation of the transformers, switchboard and boilers – were complete. A trial run was conducted prior to full start-up. In mid-August 1909, J.E. Perry became the first Kingman resident to be powered up by the new plant. By October of that year, almost all of the Kingman businesses were electrically lighted and many of the residences followed suit. In only three years, “Kingman and the surrounding area had been ‘electrically ushered’ into the Twentieth Century with all the benefits and problems it would bring. Mining would flourish as never before and the future of Northwest Arizona looked very bright indeed” (Messersmith 2009).

But by 1927, times – and management – were changing. W.B. Foshay Company of Minneapolis purchased the property and created the Public Utilities Consolidated Corporation of Arizona to run the Powerhouse. In 1935, the Citizens Utilities Company of Delaware subsequently purchased the plant and two years later upgraded it with a 5,000 horsepower turbo-generator (Messersmith 2009). During the early 1930s, the Desert Water and Power Co supplied the power to build the Hoover Dam, a literally monumental Depression-era achievement. The Hoover Dam dynamo of electrical generation, however, idled the Kingman plant by 1938 (Warnick 2017 b). For a brief period, the Kingman facility served as the Hoover Dam’s back up plant. But after that, it was neglected for many years (Messersmith 2009). The Kingman power plant ultimately became a salvage yard, a shadow of its former humming persona.

Adaptive reuse

In 1984, Lilia Bumbullis and Cynthia McCafferty, Kingman residents, looked at the Powerhouse, and much like F.E. Monteverde almost 80 years earlier, saw its potential benefit to the Kingman community (Wikipedia 2021). Inspired by the growing societal interest in adaptive reuse – the repurposing of industrial and warehouse buildings for new use – they sought to rehabilitate the old building. Adaptive reuse of a resource like the Powerhouse could offer Kingman – or any community – the ability to maintain its cultural heritage, the potential to prevent a significant but neglected building from blighting the streetscape, and the opportunity to create a new draw to Kingman’s downtown. It also could spare future demolition expenses and provide access to the use of attractive federal historic tax credits and local tax incentives (Master Class 2020).

Bumbullis and McCafferty “formed a group known as ‘The Powerhouse Gang.’ The group began a fund-raising pitch: ‘Join the Powerhouse Gang—Electrify Kingman.’ The ‘Gang’ incorporated in 1984 and by 1986, Citizens Utilities deeded the Powerhouse to the Gang as a tax write-off...The building was placed on the [National Register of Historic Places](#) on May 14, 1986” (Wikipedia 2021). Toby Orr, Kingman general contractor, joined the effort and became the force behind getting it completed. Bumbullis received Kingman’s Women Making History Award in 2016 for her contribution to the effort (Women Making History).

After a structural report was completed in 1987, the City of Kingman and the Powerhouse Gang received a grant from the Arizona State Historic Preservation Office for a historic building analysis and detailed structural report (Messersmith 2009). Architect Don Ryden was chosen to create a set of as-built drawings to document the resource. Those drawing proved exceptionally useful to William Otwell, FAIA, the architect who won the competition to restore the 24,605 square-foot Powerhouse. He said, “When I first saw it, it was a recycling center. You couldn’t even see the interior. It was full of junk.”



Image C-14: The Powerhouse, before

Even so, the Powerhouse Gang clearly saw what they wanted: a Kingman Visitor Center; a gallery devoted to Carlos Elmer – a photographer whose work became famous in the pages of the influential *Arizona Highway* magazine; the Route 66 Museum – dedicated to telling the history of travel, and how it shaped the city, the state and the country; and the Route 66 Café. Otwell saw what it would take for the renovation to serve these purposes. He created a second floor in what was essentially a loft space. In the center he placed elevators to the second floor, where he located a Community Meeting Room and the bathrooms. He also provided for a metal staircase, giving the interior an industrial look authentic to the Powerhouse.

Otwell explained his philosophy of restoration. He said, “In my view, the more original elements you save, the more valuable something is. It’s just like when you restore a classic car. When I restored the ’57 Chevy my dad bought when I was seven, I rebuilt the engine myself... I saved all the original parts that I could.” Evidence of this philosophy is clearly visible in the Powerhouse, particularly in its concrete walls. Otwell said, “My goal was to save all the original finishes. The Powerhouse and the train depot nearby [which Otwell also restored] were both built around 1906. They were among the first poured concrete buildings ever built. The concrete was board formed, and the boards were wired. In this climate, some of those wires have survived; you can still see them. You can see the texture of the boards in the cement. They were proud of it. They didn’t paint it; they wanted to show it off.”

“Because they weren’t exactly sure about how the concrete would work in this application, they built it like a stone building. It has pilasters like buttresses that go up and step back. Really, the scale of it, with its soaring roof and its buttresses, it’s almost like a cathedral.”

Not everything is original to the days when the Desert Water and Power Company built the building. Otwell explained that the windows were beyond repair. “The wind here blows hard, and picks up sand, so the mullions in the windows were blasted away. But Marvin Window replicated them” (Otwell 2021). Also, the original roof was replaced with an identical material (Otwell 2016).

Central to the story of how the Powerhouse was restored is how it was financed. Otwell said, “Bill Schilling, who is now retired but then was with the Kingman Planning Department, was the grant wizard.” Typically, adaptive reuse projects are financed by Federal Historic Tax Credits. But the Powerhouse, thanks to its proximity to the railroad and the train depot, and its role in the growth of mining – and freighting – in Kingman, was eligible for financing under the Intermodal Surface Transportation Efficiency Act (ISTEA) (Otwell 2021). As the City of Kingman Resolution Number 3040 details, \$468,240 in ISTEA funds, were matched locally by \$117,060 in funds, sourced from the City of Kingman Room Tax, the Heritage Fund and the Powerhouse “Gang.” (City of Kingman 1996)

The grants required Otwell to meet Federal and State Highway Department regulations and prepare the plans to their specifications and monitor the construction, which was a three-phase, five-year effort (Otwell 2016). But it was more than worth it. As Otwell said, “the Powerhouse went from a community eyesore to a community gem” (Otwell 2021). The renovation was recognized in 1999, winning the Outstanding Project Award from the Arizona Department of Commerce for the Powerhouse, Kingman, Arizona and in 2002, winning the Governor’s Heritage Honor Preservation Awards (Otwell 2016, 2021). Also, due to the success of this project, and others like it, Otwell was elevated to Fellowship in the American Institute of Architects in 2016.



Image C-15: The Powerhouse, after

By 1997, the renovation was complete. “An October 22, 1997 front-page article in [The Kingman Daily Miner](#), the local paper, said that ‘...the building officially begins its new life as a visitor center designed to generate tourism energy’” (Wikipedia 2021). In September of 2001, just as the Powerhouse Gang had envisioned, the Arizona Route 66 Museum, operated by the Mohave Pioneers Historical Society, opened during Kingman's Annual Andy Devine Days celebration, ready to tell the story of the evolution of travel along the 35th parallel that became Route 66 (City of Kingman Office of Tourism). Appropriately, two model trains on tracks circle the interior of the building (Messersmith 2009).

Re-adaptive reuse

Ten years after the Powerhouse opened, its progress towards achieving its full potential was evaluated. A 2008 enhancement study was conducted to understand how well it was serving the Kingman community, and those who visit it.



Image C-16: The Re-adapted Powerhouse, Kingman, Arizona

But Kingman did not act on the findings of the study until 2017, a lag common in often-complicated preservation projects. The city raised more than a quarter of a million dollars – including a \$220,241 federal grant and another \$55,000 from the local Economic Tourism and Development Commission and the Historic Route 66 Association of Arizona – and embarked on a remodeling of the interior of the original restoration (Warnick 2017 b). The project was coordinated by Burley Hambrick of the Kingman Public Works Department, and construction was completed by Toby Orr, the same contractor who was instrumental to the original restoration in 1996 and 1997 (Warnick 2017 b).

The 2017 improvements included moving the visitor help desk to the center of the downstairs visitor center lobby where it was easier to find, relocating the Tourism management office which opened up space for vending machines and a seating area, adding lighting, adding

oversized reference maps and large printed pictures, adding brochure holders, painting railings, and renovating the entry to the Arizona Route 66 Museum (Noble 2021). At the time of the renovation, Rob Owen, Kingman's Public Works director said, "They're looking at redoing the signage, both interior and exterior – banners, directional signage. They're looking at new display units for local businesses, tour information, all that kind of stuff...The whole purpose...is to improve the visitor experience" (Warnick 2009).

Local Impacts

Clearly, the visitor experience was improved by the re-adaptation of the Powerhouse's adaptive reuse. Foot traffic at the visitor center increased by 13% between 2017 and 2018, and by another 40% in 2019 – the actual number of visitors went from 120,261 in 2012 to 183,347 in 2019, an increase of 52% in the two years following the renovation. Since the renovation made the visitor center much more group friendly, tour bus traffic accounted for a good portion of the increase. The visitor center saw a 163% increase in group-visitation in two years, from a baseline of 609 tour groups (motor coaches, shuttles, etc.) in 2017, to 838 in 2018, and 1,603 in 2019. (These positive trends continued until COVID slow-the-spread measures were taken) (Noble 2021).

So tourists, arriving on foot or by bus, to visit the remodeled Powerhouse...



Image C-17: The Route 66 Drive Thru Shield

...can now help themselves to a remarkable array of literature about historic Kingman and use it to navigate the adjacent Historical District (Myers, Garrison1985)...

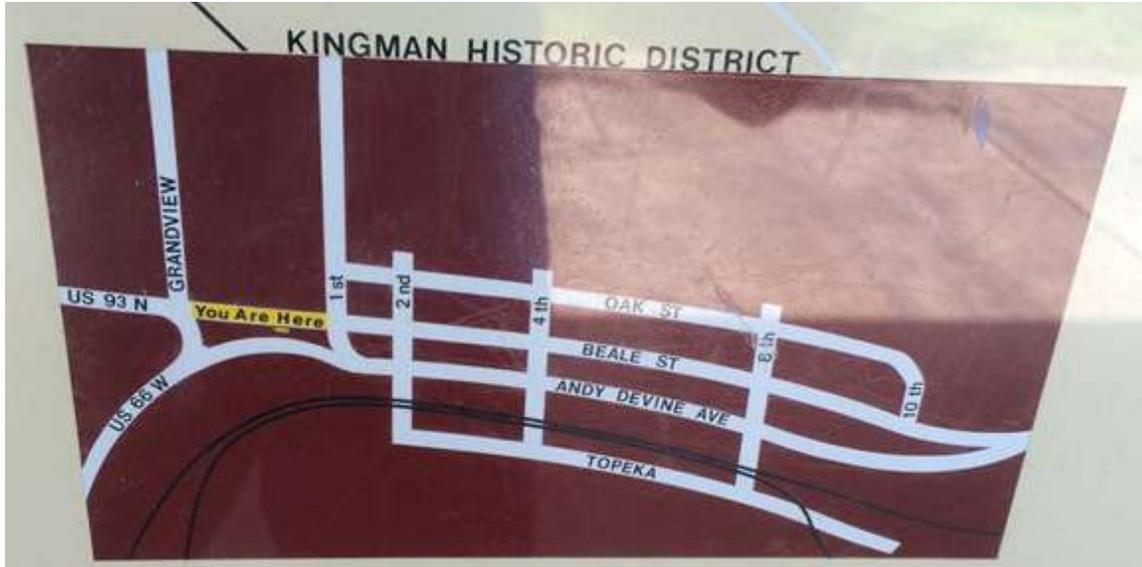


Image C-18: Map of Kingman Historic District on display at the Powerhouse

...which is only a 6-minute walk – along Route 66, aka Andy Devine Avenue – from the Powerhouse.

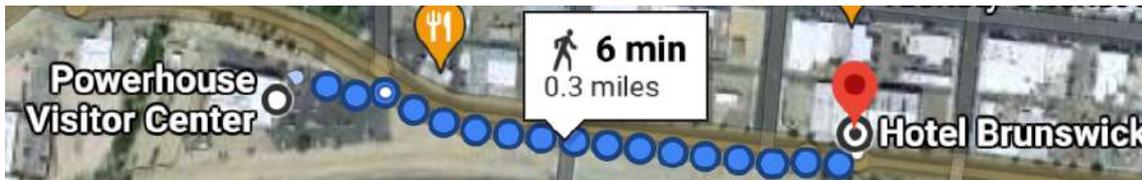


Image C-19: The 6-minute walk from the Powerhouse to the Hotel Brunswick, where unfortunately, drink tokens are not now being accepted.

As a result, the community has become aware of the potential in the historic district, and acted on it. For example, a grassroots initiative has recently developed a neon night historic district walking tour (Route 66 The Road Ahead and Rutgers Survey 2021).

Of course, improving the visitor experience was not quite the whole purpose: remodeling was intended also to increase the revenue of the Powerhouse—in order to keep it saved for future generations. The improvements added a café/rest area to the Powerhouse complete with seating and vending machines for tourists. The remodel also increased both the size and revenue of the gift shop, which had been previously limited by space. Thanks to its expansion, gift shop sales were projected to increase by \$50,000 in the first year following the renovation (Warnick 2009, 2017).

There was no projection of how many of those \$50,000 would be Mother Road bucks.

APPENDIX AA—THE ROUTE 66/GOLDEN VALLEY,
AZ: WEST OF KINGMAN, EAST OF OATMAN
HISTORIC RESOURCE
(THE COOL SPRINGS CAMP)

The Cool Springs Camp

Between Kingman and Oatman in the northwest corner of Arizona, there is a strip of the historic road that is as empty as the desert it divides. This is not the place to find a cozy café to soak in the local folklore, nor the place to admire the warm glow of neon signs, flashing in pinks and blues and yellows and greens—commonplace on other well-known parts of this highway. Heading westward, the desolate landscape stretches on through the eastern edge of the Mojave Desert, where Route 66 passes through the notorious Black Mountains, so steep and treacherous that apprehensive drivers would once hire a tow truck from N.R. Dunton Garage (who built the first iteration of Cool Springs in about 1926) (Hinckley 2021) at the top of the pass to help with the ascent. It is a landscape that sets the scene for an intriguing history of the life of Cool Springs Camp.

Cool Springs first opened in 1926, around the same time the first travelers took to Route 66. The original structures of Cool Springs Camp included a Mobil Oil Station and a café. Business was modestly successful, as Cool Springs benefitted from a guaranteed customer base: virtually any traveler about to go through the treacherous Goldroad and Sitgreaves pass through the Black Mountains would stop at Cool Springs to fill up their stomachs and their gas tanks. (Another campground option for travelers, Ed's Camp, was located just to the west. Established by Ed Edgerton, a geologist, who arrived in Oatman from Michigan in about 1919, it featured a small café, cabins and a gas station that operated until the Route 66 bypass in 1953. The site is abandoned today.) (Hinckley 2021)

Cool Springs underwent several ownership changes over the years, but was almost always run by a husband and wife team, giving Cool Springs a real “Mom and Pop” feel. In the 1930s, James Walker and his family moved from Huntington, Indiana to take up residence at Cool Springs. While James maintained the service station, his wife prepared food, and his children helped out wherever they could. It was during this time that Cool Springs became more of an actual camp with the addition of eight cabins, intended for travelers who wanted to be particularly well-rested before the next leg of their journey.

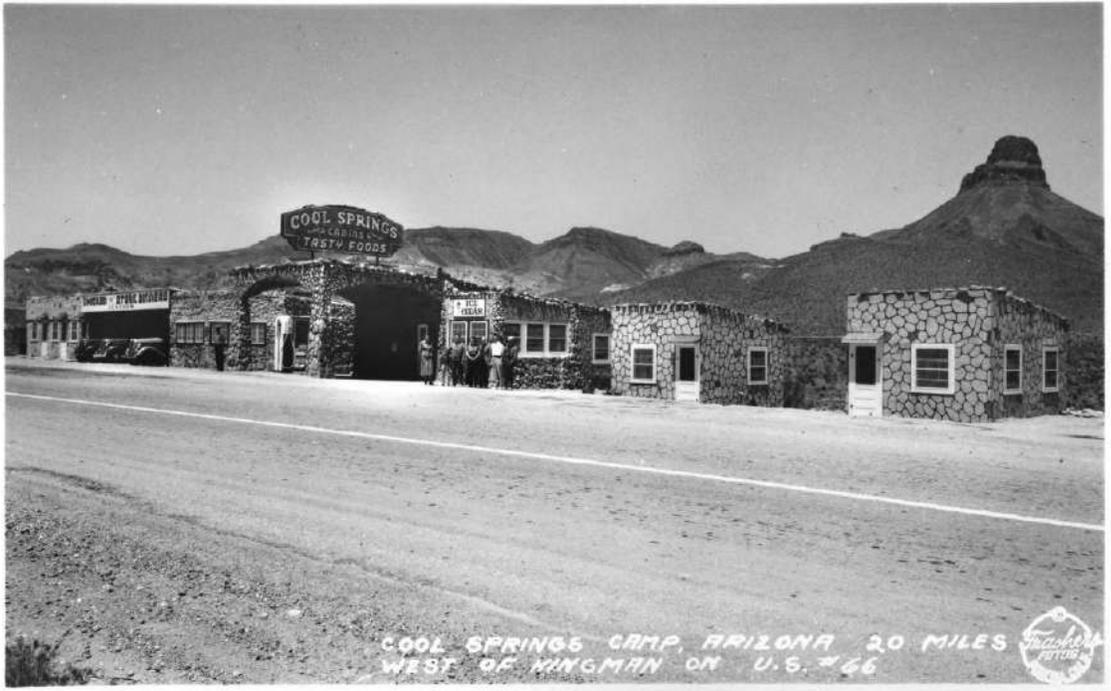


Image C-18: Cool Springs, with cabins

The Walkers split in the early 1940s, leaving James' wife to run the station, the café, a garage and the cabins on her own for a brief period until she remarried to Floyd Spidell. Under their ownership, business continued to improve as Route 66 travel increased. By the late 1940s, in step with the nationwide post-war prosperity, Cool Springs enjoyed its most prosperous times. Word circulated through travelers' circles that exceptional chicken dinners were to be found at the café.



Image C-19: Cool Springs, in its heyday

All that prosperity came to a halt in 1953 when Route 66 was rerouted, essentially draining the lifeblood from Cool Springs. The new Yucca Bypass cut out the challenging Black Mountains – a convenient development for motorists, but a devastating blow to Cool Springs. Business faltered and the Spidell’s divorced. Another husband and wife team, Chuck and Nancy Schoenerr, Floyd Spidell’s niece, came to take over operations of Cool Springs in 1957. Cool Springs only hung on for a few more years until it was finally destroyed in a fire in 1966. Any structure that did remain was blown out of the ground during a film shoot for the 1991 movie “Universal Soldier,” starring Jean Claude Van Damme. Cool Springs seemed fated to succumb to the unforgiving nature of the Mohave desert, a forgotten symbol of early Route 66.

It took the dedication of one individual to put Cool Springs back on the map. That individual is Ned Leuchtner, a real estate agent from Chicago. He discovered the remains of Cool Springs in 1997 while traveling out west and immediately recognized its uniqueness. He took it upon himself to bring Cool Springs back to life. In 2001, he successfully purchased the property from former owner Nancy Schoenerr Waverka after convincing her of his intent to return Cool Springs to its former dignity. In 2004, with the help of general contractor Dennis De Chenne, Leuchtner began the laborious restoration process. Using old photographs of Cool Springs in its heyday, Leuchtner and De Chenne transformed the crumbling camp to a mirror of its original.

(The only parts of the original building that remained after the fire and the filming of the movie are the white stone of one wall and a column) (Hinckley 2021).



Image C-20: Cool Springs in 2008 after restoration.

When looking now at the dark rock exterior of Cool Springs Camp, which seems to be carved from the surrounding desert crags, it is hard to believe that at one time this durable roadside service station was a pile of rubble. Despite its vintage service pumps and convincing appearance, Cool Springs no longer dispenses gas, but inside the old service station is a thriving gift shop and art gallery showcasing the history of Cool Springs and the area around it.

Cool Springs reopened in 2005 and has been attracting a steady stream of adventurous tourists interested in learning about the edgier personality of Route 66. The site is continually expanding: beginning in 2005, the old café by the service station was redone into the aforementioned art gallery/museum, and construction began in 2008 to restore one of the former traveler's cabins.

Other automotive-related memorabilia and further attractions lure visitors. Prominently displayed are two vintage Chevy Trucks. "The first one is a 1953 3600. It was a utility truck at a campground in Wisconsin near Wisconsin Rapids. Called 'Old Sally', Leuchtner trailered her on a flatbed down to the station.



Image C-21: 1953 Chevy Truck 3600

The other Chevy truck is a 1951 2-ton wrecker with a Holmes lift kit...[that] was used as a prop for the movie ‘Universal Soldier’” (Leuchtner 2005). Not interested in cool trucks? Then Cool Springs has a Memory Garden with two sculptures (“Risen” and “Hearts with Wings”) by New York artist Mike Kelly, installed in May 2012 (Cool Springs).

While Route 66 may no longer be a complete road, its history does not have to be incomplete as well. Though small, Cool Springs plays an integral role in putting together the patchwork narrative of Route 66. It is in these small sites that we learn about the multifaceted nature of Route 66, the individuals and the locales that characterized the journey across the Mother Road. People like Ned Leuchtner prove that sometimes it only takes one person to keep the story of Route 66 alive. Although these solitary service stations are now tourist sites, their past as functional necessities remind us of the challenges of early automobile travel which we often take for granted in our efficient modern highway system. It is this sense of discovery, of having obtained new insight that creates memories, that perpetuates the Route 66 saga for generations to come.

Local Impacts

Cool Springs is a unique case in our collection of Route 66 sites because of its remote location, about 20 miles from any town. Because it is so far removed, assessing any sort of economic benefit to a host or “nearby” community is a challenge. It may be more accurate to say that rather than directly impacting Kingman or Oatman, its two closest towns, Cool Springs more broadly contributes to Arizona Route 66 tourism offerings, which in turn increases traffic through Kingman or Oatman as towns along Route 66.

For example, Cool Springs receives its share of publicity, which has the potential to yield increases in visitation for both Cool Springs and surrounding Route 66 attractions. An episode of the Travel Channel’s *Great Weekends*, “Gettin’ My Kicks on Route 66,” (broadcast in May 2010) features Cool Springs. Samantha Brown, the host of *Great Weekends*, shared this with her fans:

I love driving and I also love shooting driving sequences. [...] Driving along Route 66 you are reminded of a young America still filled with such hope and promise. With all that’s going on right now in the world and us as a country I really ache for a time I was never even a part of. But that’s the allure of this trip, to turn back time and feel things more simply I guess. In our traveling world these days we want hotels with wave pools and restaurants that serve 5 different types of cuisine, we want to be entertained constantly and we want to make sure we are overloaded in our options of what to do. So just driving in a car stopping at an old gas station to enjoy a soda? Now that’s a vacation. Funny story with Cool Springs Gas Station; when we went in for a snack all they had were cans of soda. It was also a knick-knack and souvenir shop and I spied in the back an old green glass coca-cola bottle. The owner happily rinsed it out with hot water and soap and then we poured the 2009 can of coke into something that looked more appropriate for the place. Once we were done the scene, sitting outside some motorcycles pulled over saw my drink and said, “They have bottles of coke? Great!”

Sharlene Fouser, former byway coordinator of the Historical Route 66 Association of Arizona, explained,

Cool Springs is dependent on travelers going between Oatman and Kingman. In a complementary fashion, sites such as Cool Springs help reinforce the area’s Route 66 heritage, and thus contribute to increases in tourism for these towns. Recognizing this mutually supportive relationship, the Association has worked to help publicize Cool Springs (and other area Route 66 attractions).

Cool Springs is a small refurbished Mobil Gas station [...] Inside is a small gift shop, and some memorabilia. The owner hires George to manage everything from the running of the gift shop to the gas station itself. George is a wonderful manager [...] but] does not

have a budget for advertising Cool Springs beyond maintaining a webpage and producing flyers which he prints off and distributes. Fortunately, the Association has recently started a new marketing initiative focused on providing better visibility to communities and sites such as Cool Springs which may otherwise be missed.

The marketing initiative has earned Cool Springs a place on the Association's distributed travelers' maps and brochures. A section on Cool Springs and its history is also publicized as a designated stop of the Annual Route 66 Fun Run, which is hosted by the Association. The Fun Run is a volunteer-driven, grassroots fundraising event, which takes place the first weekend of May. The three-day event is open to all vehicles, including busses, bikes, RVs, station wagons and "anything with wheels that runs...!" Would the Fun Run happen without Cool Springs? Yes. Does Cool Springs contribute to the Route 66 character of the Fun Run and more broadly to area Route 66 tourism? Yes again—with emphasis!

Since the Fun Run's inception in 1988, it has helped to generate widespread enthusiasm for Route 66 and other Arizona Mother Road sites. According to Sharlene Fouser, the Fun Run had 841 cars registered for 2011. Tom Spear, the former executive vice president of the Historic Route 66 Association of Arizona, noted to the *Kingman Daily Miner* that registration was "running about 5 percent better than at the same time last year." Local newspapers reported crowds of four thousand people that traveled the designated Fun Run route to the smaller Arizona communities between the starting point, Seligman and the Run's destination, Topock/Golden Shores.

Along the 140-mile stretch, vendors, restaurants, hotels are all impacted positively from the patronage of Fun Run participants and spectators. According to Joshua Noble, Deputy Director of Economic Development and Tourism in Kingman, revenues from the Fun Run have been used for an array of community projects, such as Powerhouse renovations in Kingman, Frontier Motel neon sign renovation in Truxton, and Standing on the Corner Park improvements in Winslow. Yet, its financial impact is not its only benefit. "We call it a Friend-raiser instead of a Fundraiser because it generates [so much] goodwill."

Unfortunately, the pandemic stopped the Fun Run in its tracks. The event was cancelled for both 2020 and 2021. In 2022 the Fun Run was thankfully resumed and had an impressive 883 registrants – more than any year!

Beyond the impact of the Fun Run, visitors continue to seek Cool Springs out on their own initiative. Among Arizona's many Route 66 attractions, visitor feedback indicates that Cool Springs is a welcome travel stop located on the long mountainous stretch between the communities of Kingman and Oatman. One Route 66 traveler from Nanaimo, Canada took home this impression of Cool Springs on his road trip:

In April 2009, my wife and I visited Laughlin, Nevada and took a day to do some Route 66 exploring in the area. I had heard from friends that the stretch of Route 66 from

Kingman to Oatman was unique and incredible for beauty and its potential danger for careless drivers. Both friends' statements proved to be absolutely correct.

However the real treasure for us was the discovery of Cool Springs, a recently recovered and restored business with a rich history on Route 66. It has a little museum with lots of artifacts, some light refreshments including Route 66 Root Beer and some nice souvenirs. It is free to enter and well worth the stop as you head over to Oatman. The setting is stunning, with a mountain in the background, which I believe is Thimble Mountain. The peace you feel there is amazing.

We returned to Laughlin once again in September '09 and couldn't wait to visit Cool Springs once again. There had been some minor changes and it is clear that the restoration is ongoing. It is clearly a labor of love and of history. Route 66 explorers will love this spot. Those just wishing to find one of the most spectacular places on Earth won't be disappointed either (Trip Advisor).

Other visitors rave about the site. One Trip Advisor post from a 2018 visitor stated: "Make sure to stop here. Great photo ops and the owner of the shop will take your photo staged perfectly with all Route 66 signage clearly seen in the photo. Of course, there is a gift shop and goodies to purchase. The items are reasonably priced but if you don't need anything remember to drop a dollar or so in the donation jar to keep this old time Route 66 gas station open" (Trip Advisor).

In sum, Cool Springs is a cool and special Route 66 attraction. It was saved in its current form by the visionary Ned Leuchtner. But its future depends on those who are willing to care about it. Like many other Route 66 sites, Cool Springs needs a succession of caretakers that appreciate the Mother Road's special and unique qualities. As reported in 2017:

The owner of Cool Springs Camp, on Oatman Road, aka old Route 66, between Oatman and Kingman, Arizona, needs a caretaker to look over the historic property.

Owner Ned Leuchtner said one caretaker he enlisted early last year is moving to Colorado to set up a Wounded Warrior retreat, and another is moving on to Truxton, Arizona.

As for the prospective new caretakers, Leuchtner said by text: "It can be a couple with a motor home coming down for the winter. I just want someone on site who loves Route 66 is a little handy and wants to enjoy living at one of the coolest places on Earth.

"There is electric, fresh well water and septic. And miles of beauty all around. I can pay the utilities, and they can stay for free. Depending on other skills, we can figure out wages" (Warnick 2017 a).

APPENDIX B—CASE STUDY TABLES

Exhibit One – Population, Socioeconomic, and Housing Profile

| Kingman Case Study Community Profile (2017) | | | | |
|---|-------------|-------------------|-----------------------|-------------------------|
| | Kingman, AZ | Arizona Statewide | Difference from State | % Difference from State |
| Population Profile | | | | |
| Total Population (2017) | 28,855 | 6,809,946 | N/A | N/A |
| Total Population (2000) | 20,069 | 5,130,632 | N/A | N/A |
| % Population Change (2000 - 2017) | 43.8% | 32.7% | 11.1% | N/A |
| Population Per Square Mile | 768.4 | 59.7 | 708.7 | 1186.3% |
| Demographic Profile | | | | |
| Race | | | | |
| % of Population White | 88.3% | 77.5% | 10.8% | 13.9% |
| % of Population Black | 1.5% | 4.3% | -2.8% | -65.1% |
| Ethnicity - % Hispanic (Any Race) | 13.0% | 30.9% | -17.9% | -57.9% |
| Median Age of Population | 41.7 | 37.2 | 4.5 | 12.1% |
| % of Population Age 65+ | 23.0% | 16.2% | 6.8% | 42.0% |
| Socioeconomic Profile | | | | |
| Per Capita Income | \$23,580 | \$27,964 | -\$4,384 | -15.7% |
| Median Household Income | \$44,092 | \$53,510 | -\$9,418 | -17.6% |
| % of Population in Poverty (Age 18 to 64) | 21.8% | 16.3% | 5.5% | 33.7% |
| % of Population Unemployed (All Races) | 3.7% | 7.1% | -3.4% | -47.9% |
| % of Population with College Degree* | 15.3% | 28.4% | -13.1% | -46.1% |
| % of Population in Professional / Managerial Position | 31.4% | 35.7% | -4.3% | -12.0% |
| Total Retail Sales, 2012 (\$1,000) | \$896,132 | \$84,716,542 | N/A | N/A |
| Total Retail Sales Per Capita, 2012 | \$31,625 | \$12,927 | \$18,698 | 144.6% |
| Total Accommodation & Food Sales, 2012 (\$1,000) | \$74,559 | \$13,996,635 | N/A | N/A |
| Total Accommodation & Food Sales Per Capita, 2012 | \$2.63 | \$2.14 | \$0.49 | 23.1% |
| Housing Profile | | | | |
| Number of Households (Occupied Units) | 11,058 | 2,482,311 | -2,471,253 | -99.6% |
| % Vacant Units | 10.6% | 15.6% | -5.0% | -32.1% |
| % Owner-Occupied Homes | 65.5% | 63.1% | 2.4% | 3.8% |
| % Single-Unit Detached Homes | 77.6% | 63.9% | 13.7% | 21.4% |
| Median Value of Owner-Occupied Units | \$127,900 | \$193,200 | -\$65,300 | -33.8% |
| Median Goss Rent | \$823 | \$972 | -\$149 | -15.3% |
| % Renter Challenged Affordability** | 48.1% | 45.2% | 0.029 | 0.064159292 |
| Notes | | | | |
| *Bachelor's degree or more (Age 25 Years Old +) | | | | |
| **Paying more than 30% of Income for Rent | | | | |
| All data provided by ACS 2017 unless noted otherwise | | | | |
| N/A = Not Applicable | | | | |
| Data Source: American FactFinder - Community Facts: https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml?src=bkmk | | | | |

Exhibit Two - Route 66 Case Study Community

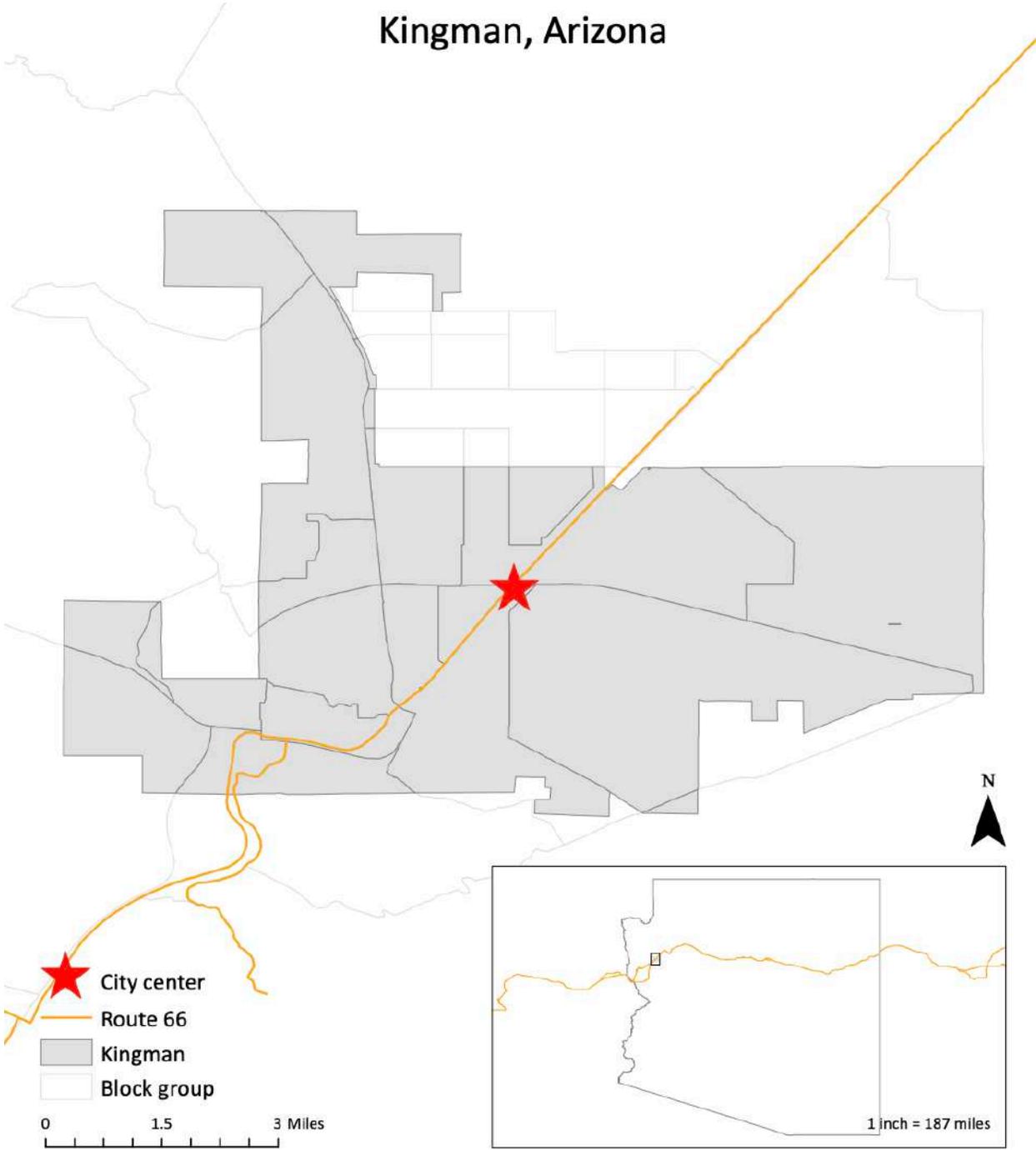


Exhibit Three - Programmatic Tabular Summary

The following table summarizes key information for the City of Kingman, based on American Community Survey 2014-2018 five (5)-year estimates as well as economic development data from PolicyMap.

| | | |
|--|-----------|---|
| Area (Square Miles) | 37.55 | |
| Block Groups | 19 | |
| FEDERAL HISTORIC TAX CREDIT (FHTC) | | |
| Total Number of FHTC Projects (2001-2018) ¹ | 0 | |
| Median Project Approval Year | | |
| Median Project Cost | | |
| Primary Project Category ² | | |
| Multi-Family Housing | | |
| Single Family Housing | | |
| Commercial | | |
| Office | | |
| Hotel/Bed and Breakfast | | |
| School | | |
| Theatre | | |
| Industrial | | |
| Hospital | | |
| Public | | |
| Other | | |
| Not Indicated | | |
| LOW INCOME HOUSING TAX CREDIT (LIHTC) | | |
| Total Number of LIHTC Projects (1997-2017) ³ | 9 | |
| Projects Currently Active in LIHTC Program | 88.89% | 8 |
| Project Rent or Income Ceiling ⁴ | | |
| 50% AMGI | 0% | 0 |
| 60% AMGI | 11.11% | 1 |
| Not Indicated | 88.89% | 8 |
| Median Annual Allocated Amount | \$625,207 | |
| Block Groups Designated as Qualified OZ (2018) ⁷ | 15.79% | 3 |
| BROWNFIELD | | |
| Block Groups that Contain Brownfield(s) (2019) ¹⁰ | 21.05% | 4 |
| ENTERPRISE ZONE (EZ) | | |
| Block Groups with Designated EZ(s) (2020) ¹¹ | 10.53% | 2 |

¹ The number of all FHTC projects approved since October 1, 2001, through September 30, 2018.

² The category item first listed for each project's Category description.

³ The number of all LIHTC-funded projects placed in service from 1997 through 2017.

⁴ The elected rent or income ceiling as percentage of area median gross income (AMGI).

⁵ The number of units indicated as low-income.

⁶ The number of units indicated as below elected rent or income ceiling.

⁷ The number of all block groups that meet the Community Development Financial Institutions (CDFI) Fund's NMTC eligibility requirement in 2019.

⁸ The number of all NMTC projects reported from 2007 through 2016.

⁹ The number of all block groups nominated and designated as Qualified OZs in 2018.

¹⁰ The number of all block groups that contain brownfield(s) in 2019.

¹¹ The number of all block groups with designated EZ(s) in 2020.

Exhibit 4—Federal Historic Tax Credit

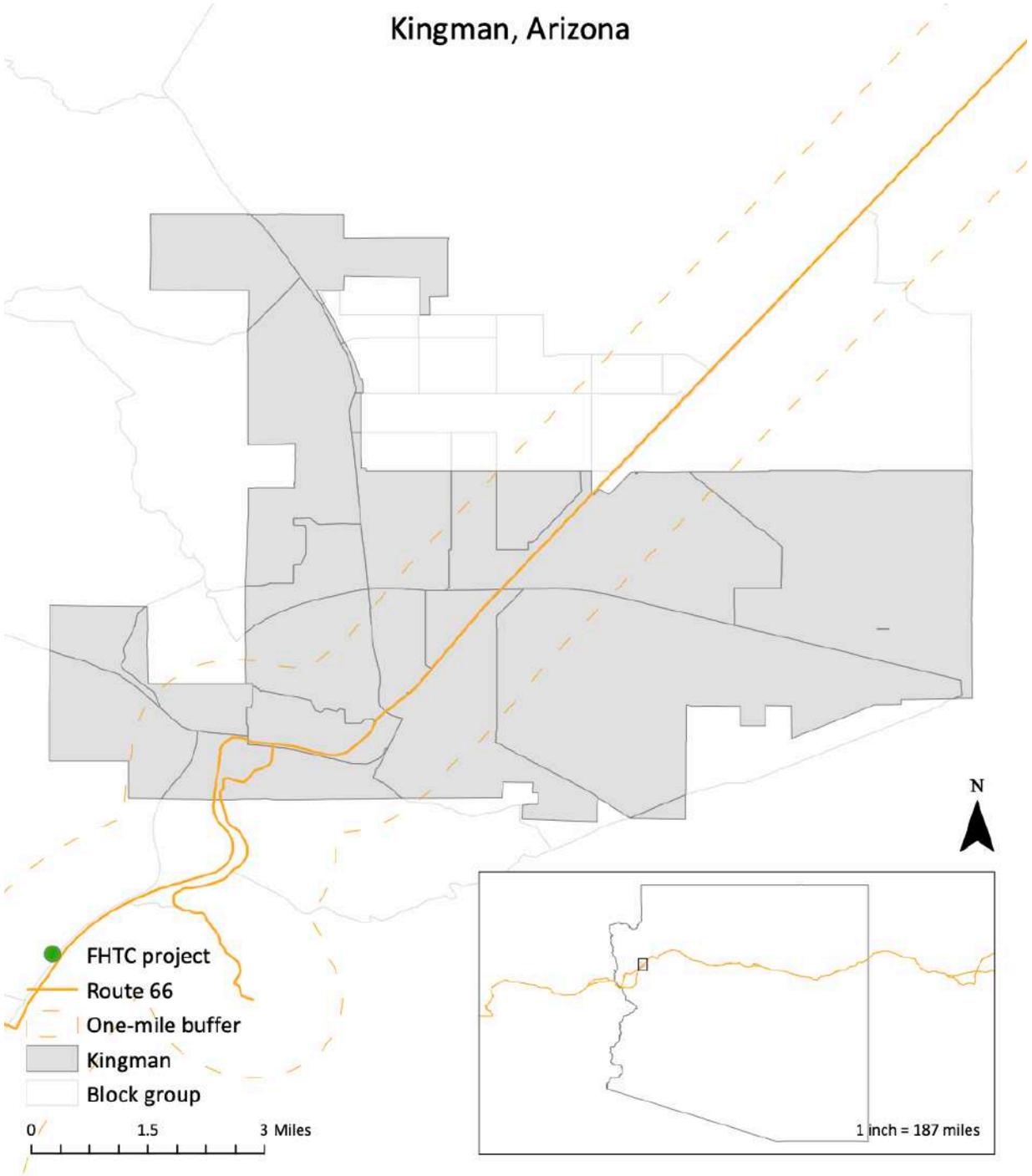


Exhibit 5—Low Income Housing Tax Credit

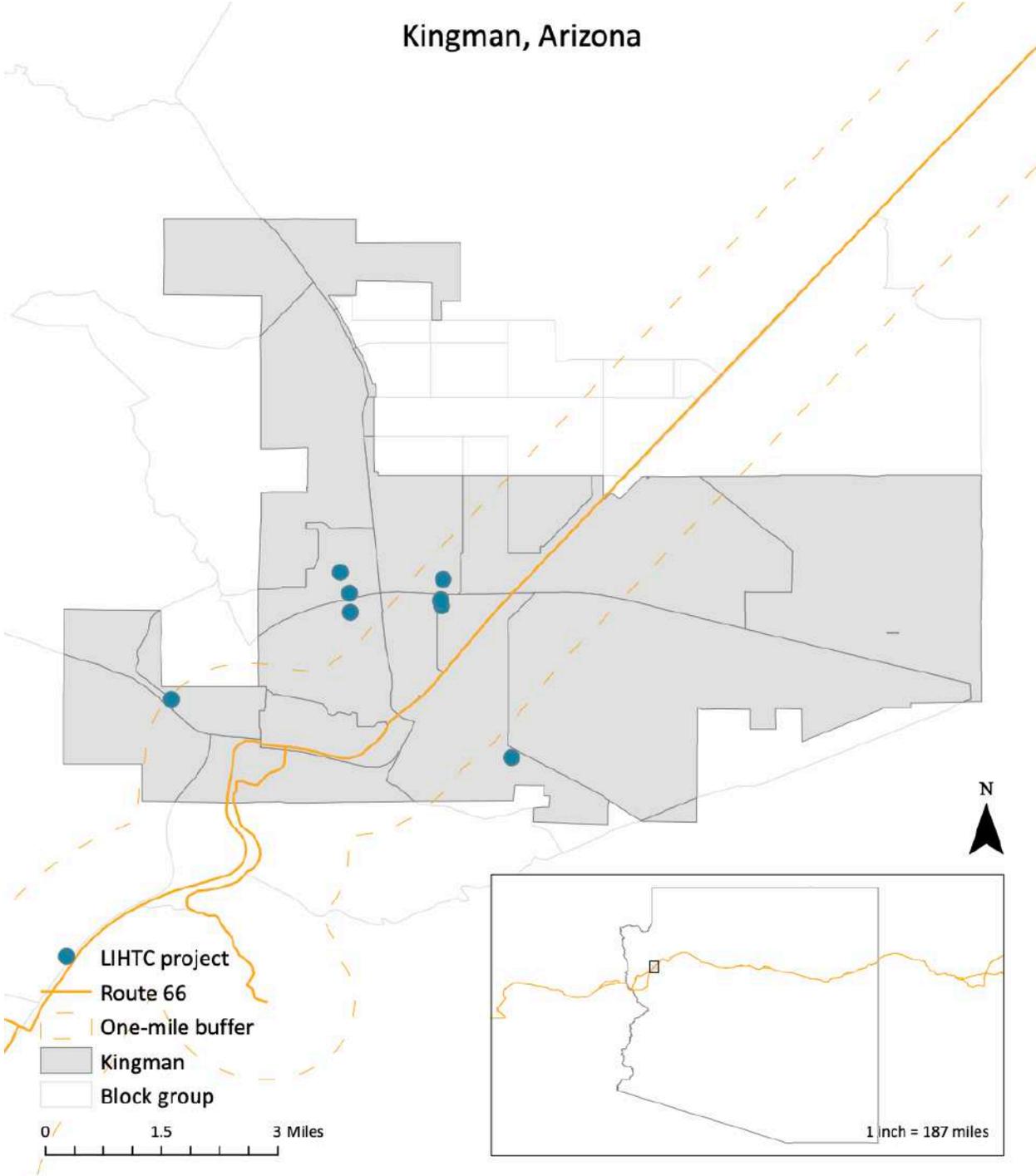


Exhibit 6—New Markets Tax Credits Eligibility

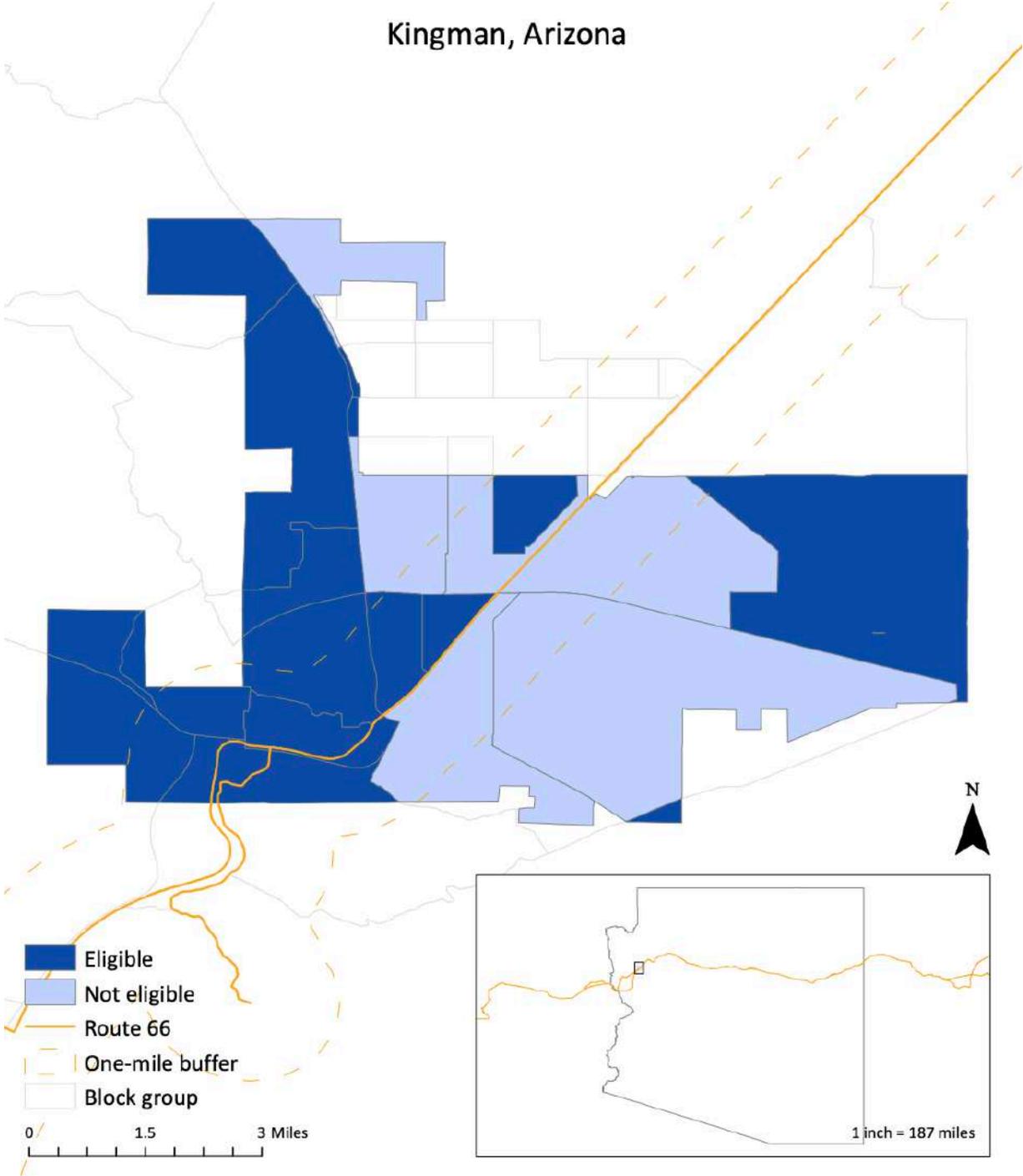


Exhibit 7—New Markets Tax Credits Projects

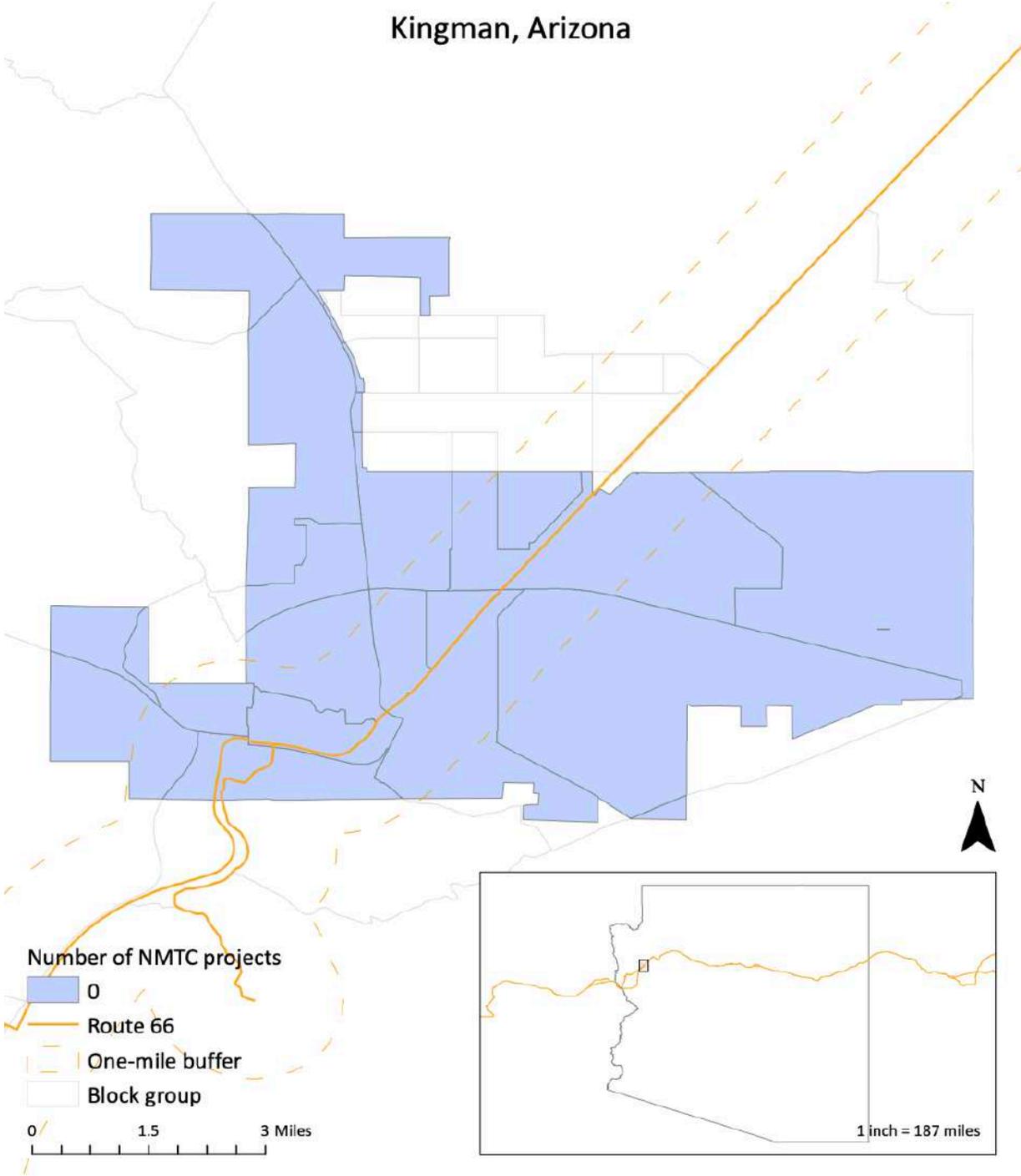


Exhibit 8—Opportunity Zones

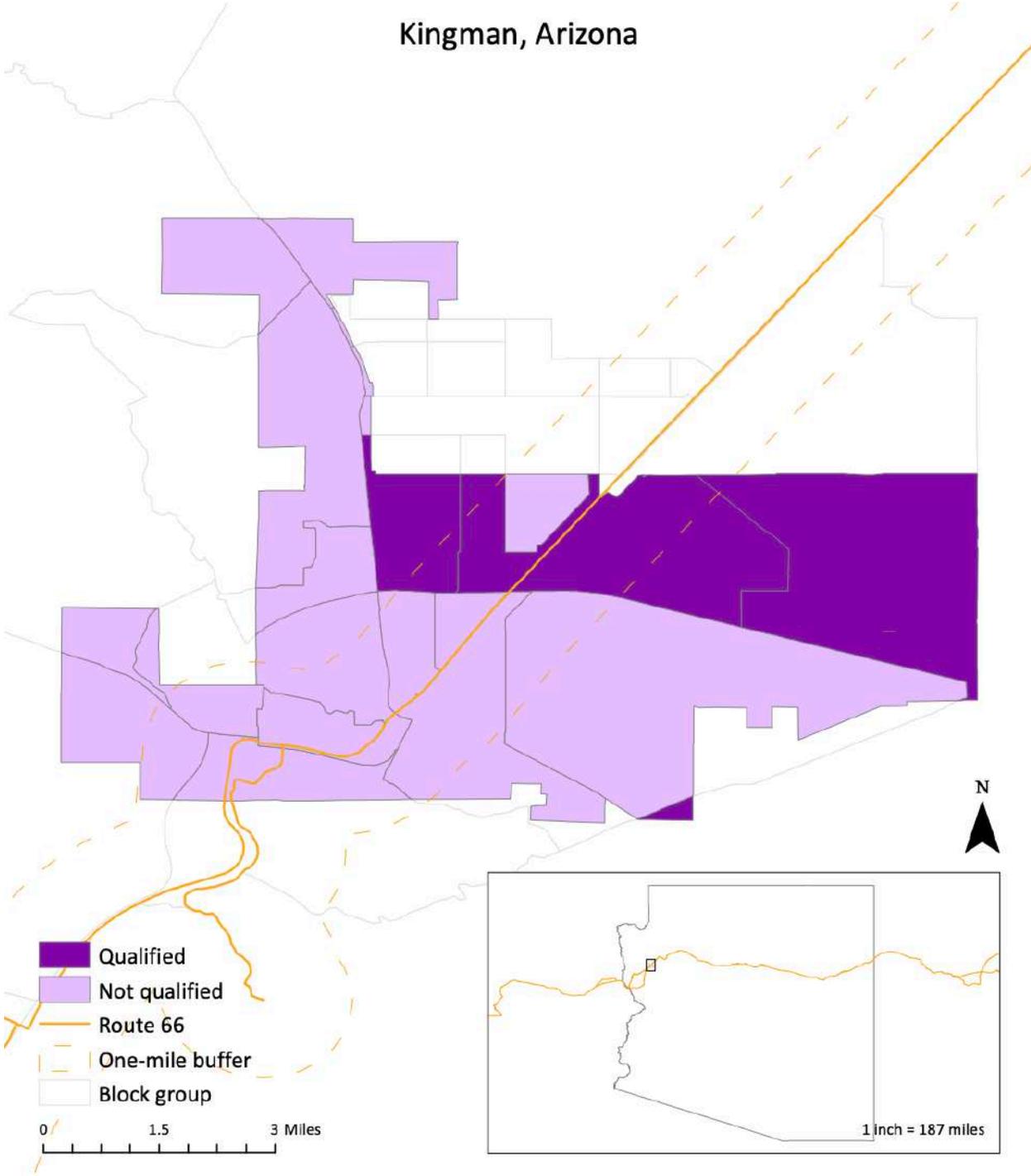


Exhibit 9—Brownfields

Kingman, Arizona

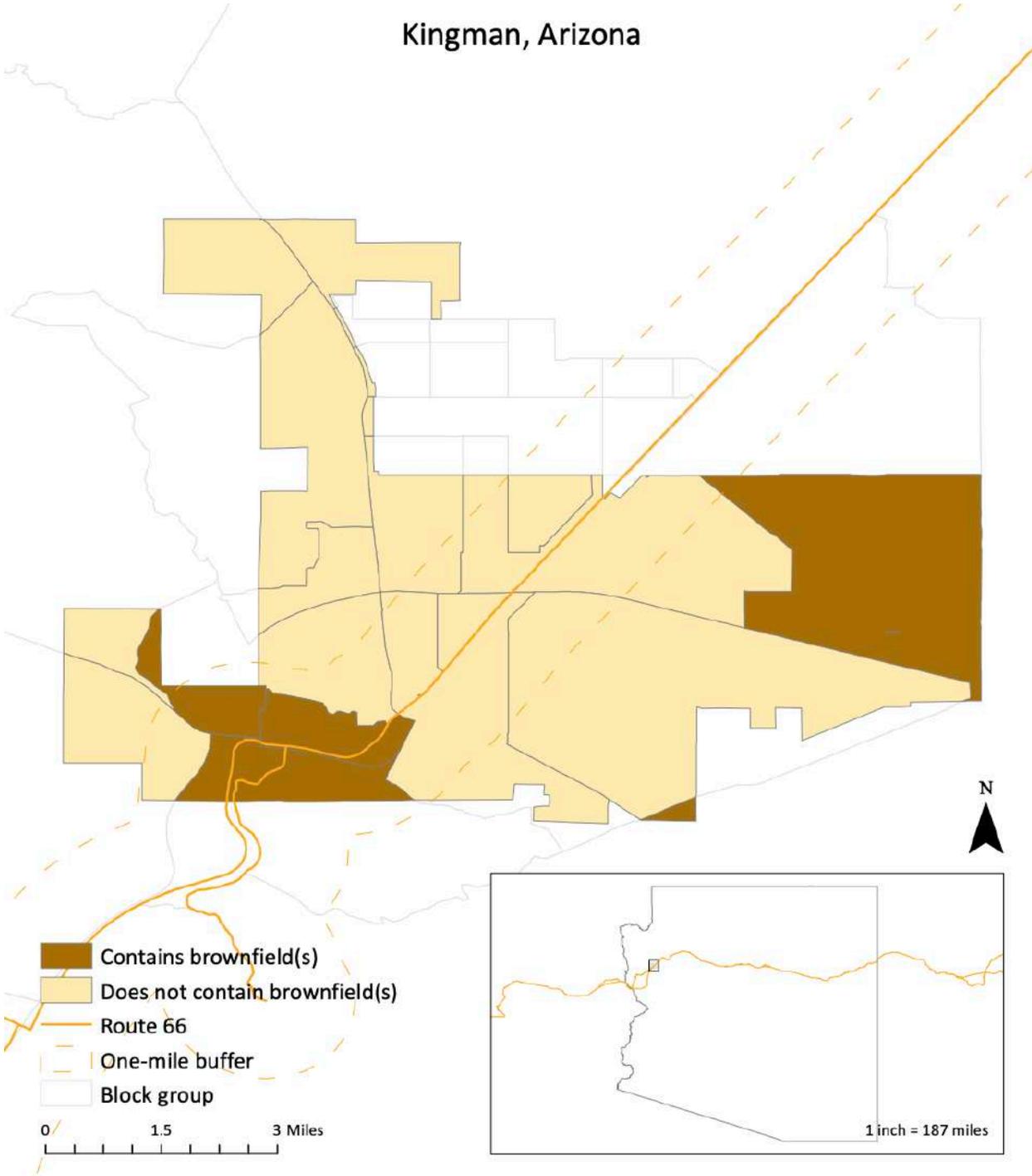
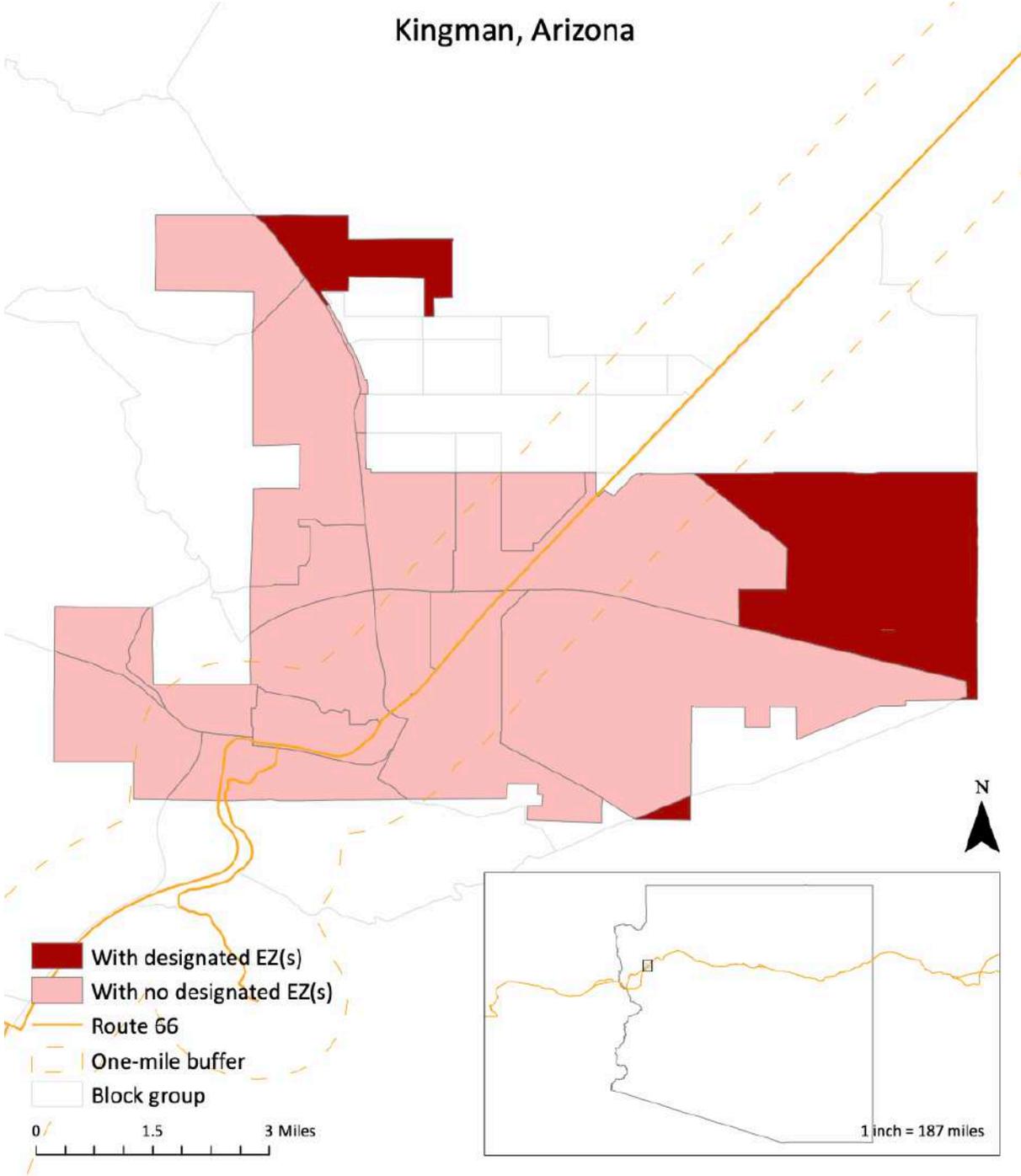


Exhibit 10—Enterprise Zones



APPENDIX C—CASE STUDY IMAGES

Image C-1:



★ Designed by TownMapsUSA.com

Title: Kingman, Arizona

Source: Creative Commons image http://townmapsusa.com/d/map-of-kingman-arizona-az/kingman_az

Image C-2:



Title: Welcome sign to Kingman, Arizona

Source: City of Kingman Office of Tourism

Image C-3:



Title: 1940's postcard of Route 66 in downtown Kingman, Arizona

Source: Public Domain

Image C-4:



Title: Downtown Kingman, Arizona today

Source: Marine 69-71: Creative Commons : https://kids.kiddle.co/Image:Kingman-Kingman_Historic_Commercial_District-2.jpg

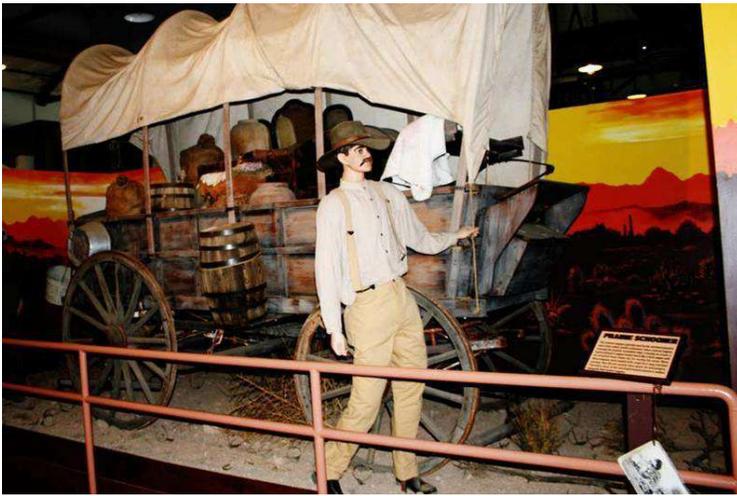
Image C-5:



Title: Powerhouse Visitor Center

Source: City of Kingman Office of Tourism

Image C-6:



Title: Schooner exhibit in Route 66 Museum
Source: City of Kingman Office of Tourism

Image C-7:



Title: Hotel Beale in Downtown Kingman
Source: Marine 69-71: Creative Commons : https://kids.kiddle.co/Image:Kingman-Building-Hotel_Beale-1900.jpg

Images C-8 and C-9:



Title: Murals around Kingman, AZ depicting life on Route 66

Source: City of Kingman Office of Tourism

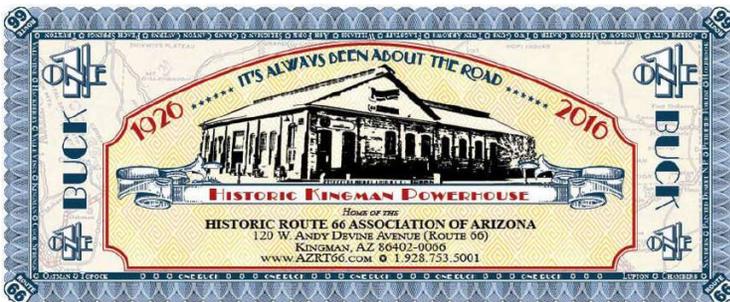
Image C-10



Title: Welcome to Kingman sign

Source: Courtesy of Jim Hinckley

Image C-11:



Title: Back of a Mother Road Buck, depicting the Historic Kingman Powerhouse

Source: Historic Route 66 Association of Arizona Gift Shop.

<https://www.route66giftshop.com/mother-road-buck/>

Image C-12:

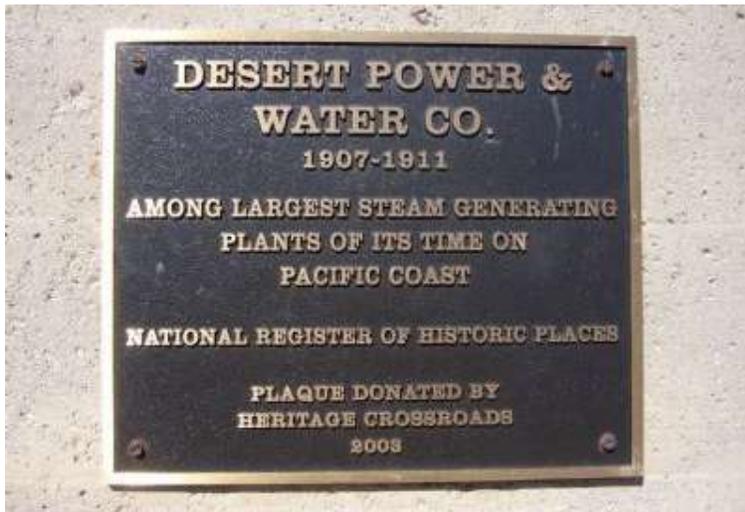


Title: Drink token issued by John Mulligan's Brunswick Bar, located in the Historic District at 315 East Andy Devine Street, on Route 66, Kingman, in his half of the hotel which he divided with his estranged business partner, after they fell out over the affections of Mulligan's wife, Sara Marie Lynch (Weiser-Alexander 2019).

Source: Courtesy of Tom Wall, Independence, MO

<https://www.ebay.com/itm/203507309279?hash=item2f61fb1adf:g:q38AAOSwKINg2WRU>

Image C-13:



Title: Desert Power & Water Co. marker, posted to the right of the entrance to the Powerhouse

Source: Bill Kirchner, March 17, 2010, HMdb.org, <https://www.hmdb.org/m.asp?m=29361>

Image C-14:



Title: The Powerhouse, before
Source: Mohave Museum of History & Arts

Image C-15:



Title: The Powerhouse, after
Source: Courtesy of William Otwell, Architects: <http://otwell-architects.net/restoration/powerhouse/>

Image C-16:



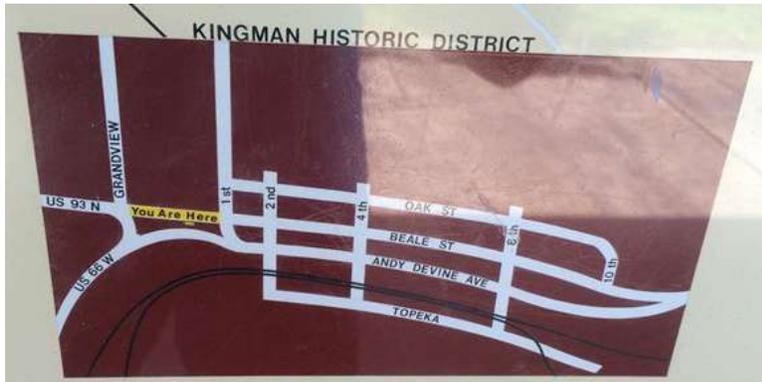
Title: The Re-adapted Powerhouse, Kingman, Arizona
Source: (Creative Commons) Marine 69-71 https://en.wikipedia.org/wiki/User:Marine_69-71/My_pictures_of_historic_Structures#/media/File:Kingman-Building-Desert_Water_and_Power_Co-1907-2.jpg

Image C-17:



Title: The Route 66 Drive Thru Shield
Source: City of Kingman Office of Tourism

Image C-18:

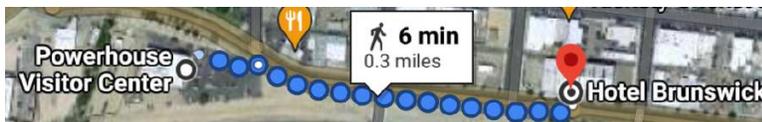


Title: Map of Kingman Historic District on display at the Powerhouse

Source: bluesnote, HMdb.org,

<https://www.waymarking.com/gallery/image.aspx?f=1&guid=8baab568-5f1c-41de-9f7d-d076404d6760>

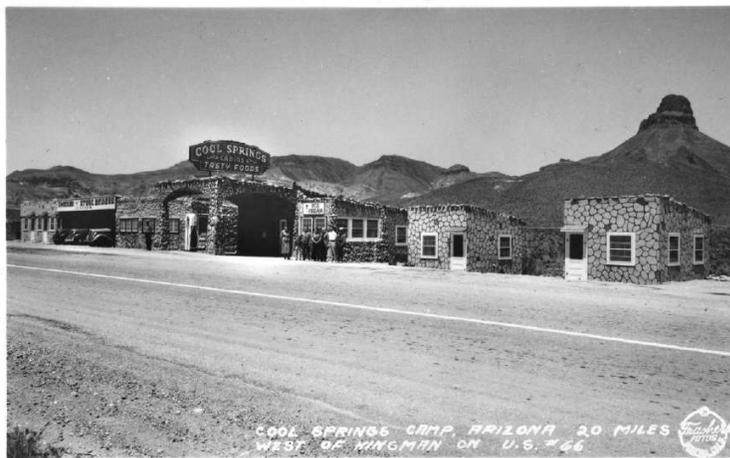
Image C-19:



Title: The 6-minute walk from the Powerhouse to the Hotel Brunswick in the Historic District, where, as of this writing, drink tokens are not being accepted.

Source: Google Maps

Image C-20:



Title: Cool Springs, with cabins

Source: Courtesy of Jim Hinckley

Image C-21:



Title: Cool Springs, in its heyday

Source: Courtesy of Jim Hinckley

Image C-22:



Title: Cool Springs in 2008 after restoration.

Source: Courtesy of Elliot Koepfel: cali49.com/mojave/2014/11/26/rt-66-cool-springs-camp-az

Image C-23:



Title: 1953 Chevy Truck 3600

Source: Courtesy of Elliot Koepfel: cali49.com/mojave/2014/11/26/rt-66-cool-springs-camp-az

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3.1: Survey of Route 66 and Economic Development

Survey of Route 66 and Economic Development

BACKGROUND

Running about 2,400 miles from Chicago, Illinois to Santa Monica, California (traversing eight states from east to west – IL, MO, KS, OK, TX, NM, AZ, and CA – Route 66 is an extremely rich and diverse historic and cultural corridor. Affectionately referred to as the “Mother Road,” the diverse communities along this famed highway both host considerable economic activity while facing inevitable economic challenges. A 2011 study of Route 66 by Rutgers University, an analysis conducted in collaboration with the National Park Service (NPS) and the World Monuments Fund (WMF), documented annual direct spending related to Route 66 from various sources (e.g., traveler spending and museum budgets) of about \$132 million annually, with additional benefits from multiplier effects to the economy (e.g., \$262 million in overall, direct and multiplier, economic output and \$126 million in wealth creation.)* The study also pointed to facets of economic challenge, such as about one-seventh of the approximate 5.5 million persons living along Route 66 earned an income under the official-designated poverty level.

Route 66 has faced and overcome adversity in the past and will surely do so in the future as the Mother Road has inherent potential and passionate advocates. The Route 66 Road Ahead Partnership (hereinafter R66RAP) is a nonprofit organization with the mission of preserving and revitalizing this famed highway. Rutgers University has collaborated with R66RAP in developing an extensive survey of economic development and Route 66. The objective of the survey was to provide insights concerning Route 66 and economic development, including economic development strategies and challenges, resources used, economic development impacts realized, and best practices going forward. This information was unavailable from secondary resources. The survey was emailed by R66RAP to 43 individuals identified by R66RAP as knowledgeable about Route 66 in 19 diverse communities along Route 66. These communities included:

- Kingman, Arizona
- Winslow, Arizona
- San Bernardino, California
- Galena, Kansas
- Atlanta, Illinois
- Joliet, Illinois
- Litchfield, Illinois
- Pontiac, Illinois
- Springfield, Illinois
- Cuba, Missouri
- Springfield, Missouri
- Albuquerque, New Mexico
- Tucumcari, New Mexico
- Clinton, Oklahoma
- Miami, Oklahoma
- Stroud, Oklahoma
- Tulsa, Oklahoma
- Amarillo, Texas
- Shamrock, Texas

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SURVEY OVERVIEW AND MAJOR FINDINGS

The survey was administered over the period from June to December 2020. Of the 43 individuals contacted, 21 or about half (49 percent) responded. The survey comprised 53 questions, including both pre-coded questions (e.g., “yes” or “no”) as well as open-ended for reply as deemed appropriate by the respondent. These questions were grouped into the following categories:

1. Respondent Contact Information (Question #1)
2. Overall Economic Development Engagement Strategies (Questions #2-8)
3. Economic Development Challenges (Questions #9-13)
4. Specific Economic Development Tools, Strategies, Processes, and Policies
 - a. Federal Programs (Questions #14-20)
 - b. State and Local Programs (Questions #21-40)
 - c. Private or Other Strategies (Questions #41-46)
5. Economic Impact, Best Practices, and Other (Questions #47-53)

A copy of the questions of the full survey is contained in Appendix A. The replies to the pre-specified answer questions, by number and percentage of responses, are contained in Appendix B. Some of the open-ended replies were in tandem grouped into broad categories of responses to identify the major categories of insights and the frequency of these responses and these replies are shown as well in Appendix B. Further, example excerpts of the full uncoded open-ended survey responses are presented in thematic Exhibits 1-7 that are shortly presented. Respecting confidentiality, no specific individual respondents nor their home communities are identified by name in presenting the survey findings.

The detailed survey findings by questionnaire section are presented momentarily and highlights of the major findings are presented here. In this “executive summary,” the percentages refer to the share of total respondents answering “yes” to the posted question (e.g., use of federal or state government tax credit) and are presented in descending order of frequency of the “yes” replies.

1. Economic Development Engagement Strategies

- Face-to face- meetings (95%)
- City council/legislative meetings (91%)
- Referencing Route 66 economic development success examples (86%)
- Social media/press (76%)
- Public meetings (62%)
- Other Strategies:
 - Newspapers
 - Social media
 - Blogging

The most frequently mentioned effective engagement strategies were face-to-face conversation, comparative examples, and public/other meetings.

Illustrative qualitative (open-ended) insights concerning engagement strategies include:

- [Face-to-Face]: “One on one conversations with policy makers always have a better impact;”
- [From Public meetings]: “People felt like they owned the process and knew that we took their feedback seriously;”
- [Comparative Examples]: “Shared examples of how communities are benefiting [from Route 66] helps decision makers overcome skepticism;” and
- [Social Media]: “We put out data about visitor spending often [and] we make sure to promote Route 66 in social media and print ad[s] as much as possible.”

2. Economic Development Challenges

- Inadequate Route 66 knowledge (62%)
- Apathy/opposition (52%)
- Absentee[negligent] landlords (52%)

Respondents also mentioned the challenges of financing and inflexible zoning.

Illustrative qualitative (open-ended) insights concerning economic development challenges include:

- [Apathy]: "Apathy and lack of knowledge both play a huge part;"
- [Absentee Landlords]: "Absentee/unreasonable landowners are the most challenging;"
- [Opposition]: "Local, vocal small groups [and residents in surrounding neighborhoods to core Route 66 area] that don't want to embrace the historical significance and potential of tourists in a small town;"
- [Money]: "Money is always a challenge;"
- [Scope of Work]: "Revitalizing the route is a unique challenge because it is an atypical economic development concept and is large in scope;" and
- [Zoning]: "Zoning codes were not created to retro fit older buildings and for new construction to the historic character of the era."

3. Utilized Economic Development Tools and Policies

A. Federal Government Programs (Some use, but not extensive)

- Federal Historic Tax Credit –FHTC (10%)
- Opportunity Zones—OZ (10%)
- New Markets Tax Credits—NMTC (0%)

Other mentioned sources of federal assistance included the National Park Service’s Route 66 Corridor Program.

Illustrative qualitative (open-ended) insights concerning federal programs include:

- [FHTC]: “Most of the spending I’ve been involved in has come from an annual stipend [for Route 66 purposes] from a [city] tax package [not FHTC];”
- [NMTC]: “I am not aware of them [NMTC];”
- [Opportunity Zones]: “[Do] not have Opportunity Zones” and “They [OZ] just became available and it’s too early to tell their impact;” and
- [NPS Route 66 Corridor Program]: “Helped with several projects over the years [neon sign and historic cinema restoration];”

*B. State and Local Governments (More extensive utilization compared to federal)**

- Hotel/Motel Tax (62%)
- Zoning and land use (48%)
- Tax increment financing—TIF (38%)
- Business Improvement Districts—BID (14%)
- State historic tax credits—SHTC (14%)
- Revolving loan fund (10%)
- Sales tax rebate (5%)
- Public bonding (5%)
- Enterprise Zones (0%)

* About two-thirds (67%) of the respondents answered “yes” to the utilization of a more general (i.e. not itemized program- specific) category of “Other State and Local Programs.”

Illustrative qualitative (open-ended) insights concerning state and local programs include:

- [Hotel/Motel Tax]: “Hotel/Motel tax funds have been used...to fund...printed materials to attract developers...ads in tourism related magazines and websites, maintenance of Route 66 attractions...streetscape work to improve the look of Route 66...[and] wayfinding signs to direct visitors to tourist attractions;”
- [Zoning and Land Use]: “We did put a Zoning Overlay in place that relieved neon sign restrictions along our Route 66 corridor;” and
- [Tax Increment Financing]: “TIF...funds...were used to support a [downtown] Facade Improvement Grant Program [and] to develop a new, outdoor exhibit/attraction along an abandoned section of Route 66.”

C. Other Tools and Strategies

In terms of other tools and strategies, respondents referenced private sector funding, Route 66 Association (or similar Mother Road support group) assistance, “Friends” (of Route 66 sites), and aid from historic preservation entities (e.g., State Historic Preservation Office and National Trust for Historic Preservation-Main Street Program), and community colleges and foundations.

4. Perceived Route 66 Economic Development Impacts (Many enhancements noted)

- Enhanced tourism (81%)
- Existing businesses maintained (71%) and new businesses opened (62%)
- Sales tax revenue increase (67%)
- Existing jobs preserved (57%) and new jobs created (52%)
- Commercial building use saved/catalyzed (48%)
- Motor fuels tax increase (33%)
- Property values increased (19%) [This increase may lag, that is, it occurred later in time following the above enhancements]

Illustrative qualitative (open-ended) insights concerning Route 66 economic impacts include:

- Sales tax revenue...went up over 40% annually during the five primary months of the tourist season – as a result, we believe, of increased Route 66 tourism in the community. At least five new Route 66 related businesses were created as a result of [local] efforts to leverage the road for economic development purposes."
- "We went from an approximate 75% downtown building occupancy to about 95% occupancy. Businesses that were on the verge of closing were able to remain open and see their business pick up about 15%. We increased tourism to the point where we were successful in getting a new Hampton Inn... [added about \$500,000 in new tax revenues and 25 employees.] Commercial buildings that were in bad repair were given new facelifts and the brick and mortar were restored."
- "Tourism increased dramatically and has become a major part of our economy. It continues to put us on the map and draw in new businesses. A new \$18,000,000 travel service center was recently opened...(will add another \$500,000 in tax revenue and will create in excess of 100 jobs)."

5. Economic Development Best Practices (Multiple Perspectives)

- [Financial Assistance]: “Financial resources at federal and state levels to provide opportunities for Route 66 businesses to revitalize historic structures, signage, and cities/towns to improve aging infrastructure;”
- [Media]: “Utilizing website and social media to attract international and domestic eyes;” and
- [Other Best Practices]: Grassroots initiatives, leadership, partnerships, marketing, and communication.

6. Most Pressing Contemporary Route 66 Economic Problems

- [The COVID-19 Pandemic]: Frequently mentioned as MAJOR problem. (Note: The survey was conducted from June-December 2020, at a time when the COVID-19 pandemic raged nationally in the U.S.)
- [Financial]: “Very little available in the way of grants to help improve areas and make them attractive to Route 66 travelers if they've fallen into disrepair.”
- [Infrastructure and Quality]: “Aging buildings” and” maintenance issues of the road-- full of holes and rough areas.”
- Other—varied perspectives:
 - “A young population that may not understand the significance of RT 66 in its heyday;”
 - “International travel restrictions... and a lack of awareness about the economic potential of Route 66 tourism in communities;” and
 - “Lack of federal designation;” and” Competing interests.”

CONCLUSION

Like the United States as a whole, Route 66 communities have recently been adversely impacted from the COVID-19 pandemic, making the leveraging of Route 66's history and cultural significance for economic development yet a greater necessity. The admittedly reconnaissance (21 respondent) survey provides a glimpse on how Route 66 communities have approached economic development. While there are efforts to engage and jumpstart the leveraging of Route 66 for economic development through various means (e.g., face-to-face communication, citing successful Mother Road examples of economic gain, and public meetings), these efforts are sometimes met with apathy, absentee/negligent landlords or other problems that challenge full realization of this highway's economic potential. The public economic development tools are disproportionately state and local government-based, such as tapping a hotel/motel tax, or implementing tax increment financing and business improvement districts. Federal government assistance is helpful, with appreciative survey respondent mention of the Route 66 Corridor grants from the National Park Service; at the same time, however, there appears to be only modest Mother Road utilization of some of the major contemporary federal tax incentives for preservation and economic development (Historic Tax Credit, New Markets Tax Credit and Opportunity Zones) and the reasons for that disconnect needs to be better understood. Much clearer are the perceived benefits of Route 66-themed economic development, with respondents overwhelmingly touting enhanced tourism, business, tax, employment and other gains from national and international visitors to this storied highway and inclusive communities. With other organizations, public, private and non-profits, the Route 66 Road Ahead Partnership has an important role to play in maximizing into the future vigorous economic development along the Mother Road.

APPENDIX A— THE FULL SURVEY

Route 66 Economic Development Survey

1. What is: Your name, your telephone number, your email address, and the city/state in which you live. *

Getting Started with Your Efforts

We'd like to learn more about how your community began its efforts to use Route 66 to improve your local economy.

What specific actions were used to begin the process of convincing people/groups (both public and private) in your city/area to leverage Route 66 for its economic development potential?

2. Were public meetings held? *

Yes

No

3. Was the issue of leveraging Route 66 for economic development raised at City Council meetings – or similar legislative meetings – at least one time or more? *

Yes

No

Other:

4. Was social media and/or the press used to educate local/regional residents about the economic development potential of Route 66? *

Yes

No

Other:

5. Were face-to-face or one-on-one conversations/meetings used with public/private decision makers to communicate with them about using Route 66 for economic development purposes?

*

Yes

No

Other:

6. Were places where Route 66 had had a positive economic development impact shared as examples to help engage decision makers? *

Yes

No

Other:

7. Which of the actions noted above were the MOST EFFECTIVE? Can you explain WHY? [Feel free to comment on more than just one.]

8. What OTHER actions were used to engage people/groups (both public and/or private) in your community to leverage Route 66 for its economic development potential?

Challenges

Challenges in your efforts to leverage Route 66 for economic development purposes probably arose. Can you provide information regarding those challenges, please.

9. Did you encounter apathy and/or out-right opposition to your community's efforts to leverage Route 66 for economic development purposes? *

Yes

No

Other:

10. Did your community have to deal with absentee land owners/landlords in its efforts to leverage Route 66 for economic development purposes? *

Yes

No

Other:

11. Was a lack of knowledge regarding Route 66 itself ever an issue or challenge? *

Mark only one oval.

Yes

No

Other:

12. What OTHER, if any, challenges arose in your community's efforts to leverage Route 66 for economic development purposes?

13. Of the items above, which were the MOST CHALLENGING? Can you explain WHY? [Feel free to comment on more than one.]

Tools – Strategies – Processes – Policies

Please share information regarding specific funding or other implementation tools and strategies your community used to leverage Route 66 for economic development purposes. Over the next several screens, we'll ask about Federal programs, State & local government programs, and Other strategies available to leverage Route 66 for economic development.

Federal Program Assistance

The following questions ask about the use of various Federal assistance programs.

14. Did your community use "Federal Historic Tax Credits" when it worked to leverage Route 66 for economic development purposes? *

Yes

No

I am not familiar with "Federal Historic Tax Credits".

15. If "Federal Historic Tax Credits" were used for Route 66 enhancement, can you provide brief details, such as the number of years this credit was used, the dollar amount of the project[s] on which credits were used, or any other metric related to use of this program. If "Federal Historic Tax Credits" were not used, can you briefly explain why not?

16. Were "New Market Tax Credits" [NMTC] used when your community worked to leverage Route 66 for economic development purposes? *

Yes

No

There are no New Market Tax Credit-eligible locations in our community.

I am not familiar with "New Market Tax Credits".

17. If "New Market Tax Credits" were used for Route 66 enhancement, can you provide brief details, such as the number of years this credit was used, the dollar amount of the project[s] on which credits were used, or any other metric related to your use of this program. If "New Market Tax Credits" were not used, can you briefly explain why not?

18. Were "Opportunity Zones" used when your community worked to leverage Route 66 for economic development purposes? *

Yes

No

There are no "Opportunity Zones" in our community.

I am not familiar with "Opportunity Zones".

19. If "Opportunity Zones" were used for Route 66 enhancement, can you provide brief details, such as the number of years this program was used, the dollar amount of the projects, or any other metric related to use of this incentive. If "Opportunity Zones" were used, can you briefly explain why not?

20. If ANY OTHER Federal programs [such as from the Economic Development Administration, Housing and Urban Development, or National Park Service Route 66 Corridor Preservation Program] were used for Route 66 enhancement, can you please note which ones, and describe the social, preservation, etc. impact.

State and Local Government Assistance

The following questions ask about the use of various state and local government assistance programs.

21. Were State Historic Tax Credits used when your community worked to leverage Route 66 for economic development purposes? *

Yes

No

Our state does not offer State Historic Tax Credits.

I am not familiar with State Historic Tax Credits.

22. If "State Historic Tax Credits" were used for Route 66 enhancement, can you provide brief details, such as the number of years this program was used, the dollar amount of the project[s], or any other metric related to use of this incentive. If "State Historic Tax Credits" were not used, can you briefly explain why not?

23. Were funds from a Tax Increment Financing [TIF] program or similar program used as part of your community's efforts to leverage Route 66 for economic development purposes? *

Yes

No

Our community does not have a TIF program.

I am not familiar with TIF programs.

24. If "TIF" funding was used for Route 66 enhancement, can you provide brief details, such as the number of years this program was used, the dollar amount of the project[s], or any other metric related to use of this incentive. If your community didn't use "TIF" funding, can you briefly explain why not?

25. Was an "Enterprise Zone" used as part of your community's efforts to leverage Route 66 for economic development purposes? *

Yes

No

Our community does not have an Enterprise Zone.

I am not familiar with Enterprise Zones.

26. If an "Enterprise Zone" was used for Route 66 enhancement, can you provide brief details, such as the number of years this program was used, the dollar amount of the project[s], or any other metric related to use of this program. If your community didn't use this incentive, can you briefly explain why not?

27. Was a "Business Improvement District" [BID] used as part of your community's efforts to leverage Route 66 for economic development purposes? *

Yes

No

There are no Business Improvement Districts in our community.

I am not familiar with Business Improvement Districts.

28. If a "Business Improvement District" was used for Route 66 enhancement, can you provide brief details, such as the number of years this program was used, the dollar amount of the BID-aided project[s], or any other metric related to use of this program. If your community didn't use a "BID", can you briefly explain why not?

29. Was a "Hotel/Motel Tax" program used as part of your efforts to leverage Route 66 for economic development purposes? *

Yes

No

Our community does not have a Hotel/Motel Tax program.

I am not familiar with Hotel/Motel Tax programs.

30. If a "Hotel/Motel Tax" program was used for Route 66 enhancement, can you provide brief details, such as the number of years this program was used, the dollar amount of the aided project[s], or any other metric related to use of this incentive. If your community didn't use funds from a "Hotel/Motel Tax" program as a tool, can you briefly explain why not?

31. Was a "Sales Tax Rebate" program used as part of your community's efforts to leverage Route 66 for economic development purposes? *

Yes

No

Our city does not have a Sales Tax Rebate program.

I am not familiar with Sales Tax Rebate programs.

32. If a "Sales Tax Rebate" program was used for Route 66 enhancement, can you provide brief details, such as the number of years this program was used, the dollar amount of the aided project[s], or any other metric related to your use of this incentive. If you community did not use a "Sales Tax Rebate" program, can you briefly explain why not?

33. Was a "Revolving Loan Fund" [or similar tool] used as part of your community's efforts to leverage Route 66 for economic development purposes? *

Yes

No

Our community does not have a Revolving Loan Fund.

I am not familiar with Revolving Loan Funds.

34. If a "Revolving Loan Fund" was used for Route 66 enhancement, can you provide brief details, such as the number of years this tool was used, the dollar amount of the aided project[s], or any other metric related to use of this incentive. If your community didn't use a "Revolving Loan Fund", can you briefly explain why not?

35. Was "Public Bonding Authority" used as part of your community's efforts to leverage Route 66 for economic development purposes? *

Yes

No

Public Bonding Authority is not available in our community.

I am not familiar with what Public Bonding Authority is.

36. If "Public Bonding Authority" was used for Route 66 enhancement, can you provide brief details, such as the number of years this program was used, the dollar amount of the aided project[s], or any other metric related to use of this program. If your community didn't use "Public Bonding Authority," can you briefly explain why not?

37. Were Zoning and/or other land-use regulations used as part of your community's efforts to leverage Route 66 for economic development purposes? *

Yes

No

38. If zoning and/or other land-use regulations were used for Route 66 enhancement, can you provide brief details, such as the number of years this was used, the dollar amount of the Route 66 project[s] encouraged, or any other metric related to use of this strategy. If your community didn't use zoning and/or other land-use regulations, can you briefly explain why not?

39. Were ANY OTHER state and/or local government program used by your community efforts to leverage Route 66 for economic development purposes? *

Yes

No

40. If other state and/or local government programs were used for Route 66 enhancement, can you provide brief details, including the name of each program, the number of years each program was used, the dollar amount of the projects involved, or any other metric related to use of these programs.

Private or Other Strategies

The following questions ask about the use of private or other strategies used.

41. Were any private sector or private sources of funding in your community to leverage Route 66 for economic development purposes? *

Yes

No

42. If private sector and/or private sources of funding were used for Route 66 enhancement, can you provide brief details, including the nature of such private participation, the number of years used, the dollar amount of the project[s] involved, or any other metric related to use of these sources of funding.

43. Did your community participate in the "Main Street" program affiliated with the National Trust for Historic Preservation Main Street Center?

Yes

No

I am not familiar with the Main Street Program.

44. If your community took part in the Main Street program to enhance Route 66, can you provide brief details, including the number of years, the improvements accomplished as part of the program, the dollar amount of the Main Street enhancements, or any other metric related to use of the Main Street program.

45. If your community is no longer involved in the Main Street program, can you briefly state why?

46. Did your community receive ANY OTHER PRIVATE SECTOR or HISTORIC PRESERVATION ORGANIZATION assistance sources as part of its effort to leverage Route 66 for economic development purposes? If so, please briefly provide information about those sources.

Economic Impact – Best Practices – Other

47. In what ways have you seen tangible or quantifiable success because of your efforts to leverage Route 66 to improve your local economy? Please check as many of the items below as apply. *

Check all that apply.

Sales tax revenue has increased.

Motor fuel tax revenue has increased.

Hotel/Motel tax revenue has increased.

Property values have increased.

New businesses have opened.

New jobs have been created.

Existing businesses have been helped to stay in business.

Existing jobs have been maintained.

Commercial buildings have been saved and/or put to business-use again.

Tourism visits to the community have increased.

Other:

48. Can you provide specific details regarding any of the items you checked in the preceding question? *

49. What programs, tools, resources and/or policies would you recommend as "BEST PRACTICES" for leveraging Route 66 for economic development?

50. What are the most severe economic problems facing Route 66 today:

51. How can the Route 66 Road Ahead Partnership best facilitate economic development in Route 66 communities?

52. Briefly describe how the COVID-19 pandemic has impacted Route 66 activity in your community [e.g. impact on businesses, sites, attractions, and events] to date and what are future plans to safely accommodate and encourage Route 66 activity in your community?

53. Are there any other thoughts or recommendations you wish to share concerning economic development and Route 66 in your community?

Thank You

Your assistance in providing information about your efforts to leverage Route 66 for economic development purposes is greatly appreciated. This content is neither created nor endorsed by Google.

APPENDIX B—
PRE-SPECIFIED ANSWER REPLIES
OPEN-ENDED REPLIES

DETAILED SURVEY FINDINGS

The detailed survey findings follow in the text below and in seven exhibits. Our presentation follows the sequence of the survey sections and summarizes for each section as well as for individual numbered questions (Q1, Q2, etc.) the QUANTITATIVE responses (e.g., the percentage of respondents who answered “Yes” that a certain strategy was effective) and also presents example QUALITATIVE responses and comments (e.g., explanation why a certain strategy was effective.) The survey quantitative and qualitative findings are presented by the survey’s four major substantive areas of inquiry:

- 1. Public Engagement Strategies**
- 2. Challenges to Using Route 66 for Economic Development**
- 3. Utilized Economic Development Tools and Policies**
- 4. Economic Impacts and Best Practices**

1. Public Engagement Strategies (Question 2-8)

The survey’s first section explored the ways in which Route 66 communities have incorporated members of the public as well as public/private decision makers in economic development deliberations. The quantitative responses to the posed questions (Q) follow, with the percentages below referring to the respective reply share (percentage--%) of total responses that replied “Yes” to the indicated strategy and are listed in descending order of Yes responses.

Public Engagement Strategies Employed by Percentage of Respondents:

- **Face-to-face meetings/conversations with public/private decision makers (Q5):** 95% of Respondents.
- **City Council/legislative meetings (Q3):** 91% of respondents.
- **Referencing concrete example of Route 66 economic development success (Q6):** 86% of respondents.
- **Social media/press (Q4):** 76% of respondents.
- **Public meetings (Q2):** 62% of respondents.

When given the option to expand upon these utilized strategies in an open-ended response, the top two most referenced strategies (Q7) were face-to-face conversations and comparative Route 66 successful economic development examples. Other strategies identified by respondents’ responses (Q8) included stakeholder meetings and programming.

Exhibit One highlights some of the individual open-ended qualitative responses, explanations, and insights from both Questions 7 and 8 below:

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| Exhibit One | |
| <i>Public Engagement Strategies: Illustrative Insights/Explanations/Examples from Survey Respondents to Survey Questions (Q)</i> | |
| Most Effective Strategy (Q7) | |
| Face-to Face Meetings | “One on one conversations with policy makers always have a better impact;” We have spent a lot of time with city leaders....[and]...we always start that conversation with the fact that our location along the most famous road in America has been key to our economic development efforts.” |
| Council, Legislative, and Other Meetings-- | [From Public meetings] ...” People felt like they owned the process and knew that we took their |

Route 66, Revisited: Survey of Route 66 and Economic Development

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| | feedback seriously;" "Meetings and local stakeholder support have been critical to the success of Rt. 66 in ____." |
| Referencing Concrete Examples of Route 66 Economic Development Success | "Shared examples of how communities are benefiting. Helps decision makers overcome skepticism;" "We had examples of communities that had implemented programs that were successful with leveraging Rt 66." |
| Other Engagement Actions (Q8) | |
| "Hold public meetings...[Engage] local news in Route 66 development so it keeps the subject top-of-mind for our citizens...touch base with local business owners on 66 regularly." | |
| "Blogging and Social media have proven to be the most cost-effective way to reach domestically and internationally." | |
| "Collect survey information from such sources as [Route] 66 Passports, guestbook at our Visitors Center [and] engagement on our Facebook page. These are shared to highlight the enthusiasm and dedication of Route 66 focused travelers." | |
| "We put out data about visitor spending often. We make sure to promote Route 66 in social media and print ad[s] as much as possible.... would love to see the state tourism department include us in more stuff in their promotions." | |
| "Route 66 signage, activities, and improvements. Examples: "new Route 66 era pylon at the visitors center and museum and Route 66 shield drive-thru;" annual... Route 66 festival;" "painted and furnished....museum....built a park around it and put benches for people to relax...built a gazebo and refreshed Coca-Cola Mural." | |

2. Challenges of Using Route 66 for Economic Development (Questions 9-13)

Respondents were posed three questions on the prominent challenges encountered by their Route 66 communities in implementing economic development strategies. The quantitative responses below refer to the percentage of total responses that replied “Yes” to the indicated challenge and are listed in descending order of Yes responses.

- **Lack of Route 66 knowledge (Q11):** 62% of respondents.
- **Apathy/opposition (Q9):** 52% of respondents.
- **Absentee landlords (Q10):** 52% of respondents.

When given the option to expand upon these challenges in an open-ended response, the top two most common challenges identified by respondents were apathy and finances. Some illustrative qualitative insights in the form of open-ended comments concerning the above challenges follow in **Exhibit Two**:

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| Exhibit Two | |
| <i>Challenges to Leverage Route 66 For Economic Development: Illustrative Insights/Explanations/Examples from Survey Respondents to Survey Questions</i> | |
| Most Challenging (Q13) | |
| Apathy /Lack of Knowledge or Follow-Through | “Apathy and lack of knowledge both play a huge part. We had a man who worked for the CVC who was working with us, but he was let go and his replacement is not doing anything for Route 66.” |
| | "Apathy - many feel Route 66 doesn't have a sustainable future or [they] have other priorities." |
| | “City Tourism office expressed little to no interest [in multiple Route 66 events].” |
| | “Lack of managing inbound leads and not having a solid outbound marketing presence.” |
| Absentee Property Owners | "Absentee/unreasonable landowners are the most challenging, for sure. One of our historic properties, is owned by a gentleman that has several properties here. He hasn't |

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| | <p>secured the property and it's caught fire several times. It's slated for demolition, actually, and he is totally uninterested in saving the property. It's technically for sale but at an exorbitant price. That part of town has several issues with landowners that aren't interested in improving the area, which causes a spiral of problems.”</p> |
| Opposition/Skepticism | <p>"Residents in surrounding neighborhood. They keep the district from being able to host events that would bring out the full potential of the district.”</p> |
| | <p>“Local, vocal small groups that don’t want to embrace the historical significance and potential of tourists in a small town.”</p> |
| | <p>“Unless people saw for themselves – first hand – that tourists were coming to ___ because of Route 66, it was hard for them to believe this was possible.”</p> |
| | <p>“Getting the City Council and concerned taxpayers to buy into the idea (including me).\”</p> |
| Finances/Other | <p>“Money is always a challenge.”</p> |
| | <p>"Revitalizing the route is a unique challenge because it is an atypical economic development concept and is large in scope. Developer meetings and ongoing attention and interest to the concept provide momentum, however.”</p> |
| | <p>“Zoning codes were not created to retro fit older buildings and for new construction [to] maintain the historic character of the era.”</p> |

3. Utilized Economic Development Tools and Policies (Questions 14-46)

The survey’s third section explored the usage of a variety of economic development programs available to communities on the federal, state, and local levels as well as private sources. In terms of federal programs related to economic development, respondents were asked about the Federal Historic Tax Credits (FHTC), New Markets Tax Credits (NMTC) and Opportunity Zones (OZ). The quantitative responses to the posed questions (Q) follow, with the percentages below referring to the respective reply share (percentage--%) of total responses that replied “Yes” to the indicated federal program for Route 66 purposes and are listed in descending order of Yes responses.

- **Federal Historic Tax Credits (Q14):** 10% of respondents
- **Opportunity Zones (Q18):** 10% of respondents
- **New Markets Tax Credits (Q16):** 0% of respondents

Most respondents indicated that either their communities have never used these programs, or they did not know (i.e., were not aware of the identified program and/or did not know of the program’s local utilization.) For the FHTC, 57 percent reported their communities had not used this tax credit while 33 percent reported not knowing about the program or if their communities used it. For the NMTC, 33 percent of respondents reported that their communities had not used the program, while 57 percent did not know. Lastly, 71 percent of respondents reported that their communities have not used the OZ program. As this program was only created in 2017, analysis of the utilization of the OZ program may be too early to tell.

Some illustrative qualitative insights in the form of open-ended comments concerning the above federal programs, as well as survey input regarding other federal programs (Q20), such as the National Park Service’s Route 66 Corridor Preservation Program, follow in **Exhibit Three:**

| Exhibit Three | |
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| <i>Utilized Economic Development Tools and Strategies—Federal Governmental Programs: Illustrative Insights/Explanations/Examples from Survey Respondents to Survey Questions (Q15, Q17, Q19, Q20)</i> | |
| Federal Historic Tax Credit (FHTC) and New Markets Tax Credits (NMTC) and Opportunity Zones (OZ) (Q15, Q17, Q19) | |
| FHTC | "Most of the spending I've been involved in has come from an annual stipend [for Route 66 purposes] from a [city] tax package [not FHTC]." |
| NMTC | "Not aware of them." |

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| OZ | “Not aware of them;” |
| | “[Do] not have Opportunity zones;” |
| | “They [OZ] just became available and it’s too early to tell their impact;” |
| | “Opportunity Zones are ... in place and have been used along the Route 66 corridor but not for development of Route 66 oriented projects.” |
| Other Federal Programs --National Park Service Route 66 Corridor (Q20) | |
| NPS Route 66 Corridor—While one respondent mentioned “We didn’t know about the NPS at that time” and another said, “We have not, but would be interested in doing so,” there were numerous references to the Route 66 Corridor program utilization and positive impacts: | |
| “The NPS Grant program helped with several projects over the years, including the relocation and refurbishment of our ____ neon sign and the facade of the ____ Cinema. The Cinema has since emerged as [the community’s] go-to arthouse cinema and has helped revitalize the entire district around it. The [neon] sign, likewise, has inspired a business district to build up around it. Landmarks are important for wayfinding and identity.” | |
| “I wrote a grant several years ago for the ____ Motel and [secured} \$26,000. As far as I know no one else in ____ has applied even though I tried to convince several businesses to apply.” | |
| “Yes, sign restoration projects.” | |
| “Yes, several corridor preservation matching grants.” | |
| “Our community applied for - and received - three grants from the National Park Service's Route 66 Corridor Preservation Program.” | |
| Other Federal Programs (Q20) | |
| “We received a Byways Grant for Route 66 promotions.” | |
| “We did get an EDA grant to restore the ballroom of the ____ Theatre, an important part of visitor development on Route 66 in our region. The Friends of the [theatre] and the City of ____ worked together for the \$500,000 match.” | |
| “Federal grants were likely used during the development of the ____ Visitor Center and ____ Route 66 Museum [and] the visitor center and museum have become a beacon to Route 66 travelers.” | |
| “CDBG [Community Development Block Grant from U. S. Department of Housing and Urban | |

Development] for micro enterprise business assistance.”

In terms of state and local programs related to economic development, respondents were asked about State Historic Tax Credits (SHTC) available in the respondents’ respective states, potential Tax Increment Financing (TIF) programs, Enterprise Zones (EZ), Business Improvement District (BID), Hotel/Motel Tax, Sales Tax Rebate, Revolving Loan Fund, Public Bonding Authority and Zoning programs and policies. The quantitative responses to the posed questions (Q) follow, with the percentages below referring to the respective reply share (percentage--%) of total responses that replied “Yes” to the indicated state/local program and are listed in descending order of Yes responses.

- **Hotel/Motel Tax (Q29):** 62% of respondents
- **Zoning and Land Use (Q37):** 48% of respondents
- **Tax Increment Financing (Q23):** 38% of respondents
- **Business Improvement Districts (Q27):** 14% of respondents
- **State Historic Tax Credits (Q21):** 14% of respondents
- **Revolving Loan Fund (Q33):** 10% of respondents
- **Sales Tax Rebate (Q31):** 5% of respondents
- **Public Bonding Authority (Q35):** 5% of respondents
- **Enterprise Zones (Q25):** 0% of respondents

Some illustrative qualitative insights in the form of open-ended comments, explanations, and insights concerning the above state and local programs follow in **Exhibit Four**:

Exhibit Four

Utilized Economic Development Tools and Strategies—State and Local Governmental Programs: Illustrative Insights/Explanations/Examples from Survey Respondents to Survey Questions (Q)

Hotel/Motel Tax (Q30)

“The lodging tax supports our Tourism Department. We have 5 staff members who work at the museums; marketing and promoting our city as a Route 66 destination.”

“Hotel/Motel tax funds have been used since 2015 to fund such items things as printed

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| <p>materials to attract developers...ads in tourism related magazines and websites, maintenance of Route 66 attractions...streetscape work to improve the look of Route 66... wayfinding signs to direct visitors to tourist attractions.”</p> |
| <p>“[Hotel/Motel Tax used for] Signage, tracking original [Route 66] routes, [and] promoting. The CVB [Convention Visitors Bureau] constantly promotes Route 66. It would be hard to put a \$ amount to that. Route 66 is integrated in almost everything we do.”</p> |
| <p>“The hotel tax is the primary source of funding for the Visit [community] (CVB) function where 99% of Route 66 advertising for [several counties] is created, placed and used for data.”</p> |
| <p>Tax Increment Financing (Q24)</p> |
| <p>“TIF funds were used to prepare building for Hall of Fame Museum.”</p> |
| <p>“TIF program began in 2010. Funds from it were used to support a Facade Improvement Grant Program - which a couple businesses/organization[s] along Route 66 in [the] downtown ... used. TIF funds were also used to develop a new, outdoor exhibit/attraction along an abandoned section of Route 66 on the north edge of town.”</p> |
| <p>“Previous [TIF used for] streetscaping. New TIF for streetscaping [will be used] on different segment of the [Route 66] corridor.”</p> |
| <p>” This [TIF] is brand-new, so there has been no impact yet. However, the intersection of ____ (near Mother Road Market) is a TIF district that will soon see significant road improvements made possible by this new TIF.”</p> |
| <p>Business Improvement District (Q28)</p> |
| <p>“A new BID has recently been established.... It hasn't yet been used to help fund Route 66 projects, but I am sure it will be.”</p> |
| <p>“At [earlier] time we did not have...It has now been implemented and will be used for new [projects.]”</p> |
| <p>"We had one and it just expired for street cleaning and trash removal.”</p> |
| <p>Revolving Loan Fund (Q34)</p> |
| <p>“Businesses do participate, but not 100% for Route 66 enhancement, it’s mainly restaurants that would fall into this category for this particular loan and many of those places have closed due to covid19.”</p> |
| <p>Enterprise Zone (Q26)</p> |
| <p>“...our enterprise zones were only recently created....To my knowledge, they've not initiated</p> |

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| any economic development here yet.” |
| “Not aware it could be utilized. Will consider that when new projects are started.” |
| Public Bonding Authority and Zoning and Other Public Support (Q36, Q38, Q39) |
| “A county sales tax initiative was approved by voters; a portion was bonded up front while revenues accumulated over time.” |
| “We did put a Zoning Overlay in place that relieved neon sign restrictions along our Route 66 corridor; combined with a 50% matching neon sign grant program, this has encouraged over a dozen businesses to restore or build new neon in Route 66 in a little over a year.” |
| “The City's planning department created a ... Corridor plan. Neighbors and small business owners encouraged the focus on [community's Route 66] heritage...and related themes as a point of pride in the corridor.” |
| “Strategic Plan for developing a section of the Route 66 corridor into [revitalized] Downtown area was implemented to provide infrastructure improvements, Route 66 Roadside Park, and other phased development.” |
| “This last year the City hired an outside marketing firm to evaluate the City's assets and long-term strategy. A new logo and campaign were designed around specific niches that the City needed to harness one being Route 66.” |
| “Route 66 Specialty License Plate program [from state government].” |

On the private strategies front for Route 66-themed economic development, 67 percent of respondents reported that their communities have used private sector sources of funding for economic development (Q39). Among respondents, 52 percent also reported their community having been a part of the Main Street program, administered by National Trust for Historic Preservation’s National Main Street Center (Q43). Some illustrative qualitative comments, explanations, and insights in the form of open-ended remarks concerning private sector or other sources of support follow in **Exhibit Five**:

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| Exhibit Five |
| <i>Utilized Economic Development Tools and Strategies—Private Sector and Other Programs: Illustrative Insights/Explanations/Examples from Survey Respondents Survey Questions (Q)</i> |
| Private Sector Funding (Q42) |
| “Early on in...efforts to leverage Route 66 for economic development purposes, the community conducted private fundraising efforts, including a campaign that raised approximately \$150,000 to help with [Route 66 building and restaurant] restoration...The |

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| <p>community also established an endowment fund by raising over \$135,000. These funds now produce approximately \$5,000 annually in interest, which is used to award [community] 'Betterment Grants,' ...with over \$30,000 distributed thus far [since 2013]."</p> |
| <p>"Private sector rehabilitation of Route 66 buildings and business development [for] ongoing 10 years."</p> |
| <p>"Private donations provided assistance with the Route 66 Festival [and]...Park and additional streetscape materials."</p> |
| <p>Route 66 Association Assistance (Q42)</p> |
| <p>"The local Route 66 Association...has been funding murals through membership for years. This probably has been the single largest private/organization funded impact."</p> |
| <p>"...supports came from business owners involved in the Route 66 Association."</p> |
| <p>"Route 66 Association...has funded city representation at events such as Miles of Possibility Conference and European Route 66 Festival for five years. The association, working with the city and property owners, has funded murals, facade renovations, and neon sign restoration as well as acquisition for ten years."</p> |
| <p>Other Assistance (Q44 And Q46)</p> |
| <p>"SHPO [State Historic Preservation Office] survey of historic structures;" "Cultural Arts District;" "Historic Preservation Foundation."</p> |
| <p>"Main Street [initiative from National Trust of Historic Places] has worked on public arts projects."</p> |
| <p>"Main Street was assisting in a monthly First Friday event prior to COVID. Now, they are trying to do some small business spotlight videos."</p> |
| <p>"Community College has developed community education programs on area history including Route 66 and how this history can be used to enhance tourism initiatives."</p> |
| <p>"Friends of [historic theater] donations."</p> |
| <p>"Our community has researched and used two different private foundations [for Route 66 purposes]. We have written numerous grants to each and received over the years."</p> |

4. Economic Impacts & Best Practices (Questions 47-53)

The final section of the survey examined the impacts of using Route 66 for economic development as well as the current and future problems facing the Route 66 communities. In terms of the positive impacts seen due to Route 66-themed economic development efforts, the following percentage of respondents have observed the following:

- 81 percent observed **tourism** had increased following economic development efforts, the most cited success by the respondents.
- 71 percent reported that **existing businesses** had been able to stay in the communities due to the economic development.
- 67 percent observed **sale tax revenue** increases in their communities.
- 62 percent observed **new businesses** had opened since economic development was pursued.
- 57 percent reported that **existing jobs** had been preserved.
- 52 percent noted having seen **new jobs** created as a result of leveraging Route 66 for economic development.
- 48 percent observed **commercial buildings** had been saved and/or had begun to be used for commercial and businesses uses again.
- 43 percent reported seeing the increase in **hotel/motel** tax revenues.
- 33 percent observed seeing an increase in **motor fuel tax** revenues.
- 19 percent saw a rise in **property values**, the least commonly cited result of economic development efforts. (Property value appreciation may lag, that is occur later than the previously cited Route 66 enhancements of tourism, revenues, and jobs.)

Some illustrative qualitative insights in the form of open-ended comments concerning the positive impacts of Route 66-based economic development and recommended best practices to realize such development follow in **Exhibit Six**:

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| <p>Exhibit Six</p> <p><i>Route 66 Economic Development Impacts and Economic Development Best Practices: Illustrative Insights/Explanations/Examples from Survey Respondents to Survey Questions (Q)</i></p> |
| <p>Route 66 Tangible or Quantifiable Economic Impacts (Q 47 And Q48)</p> |
| <p>"We went from an approximate 75% downtown building occupancy to about 95% occupancy.</p> |

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| <p>Businesses that were on the verge of closing were able to remain open and see their business pick up about 15%. We increased tourism to the point where we were successful in getting a new Hampton Inn. This added about \$500,000 in new tax revenues and added about 25 employees. Commercial buildings that were in bad repair were given new facelifts and the brick and mortar were restored. Tourism increased dramatically and has become a major part of our economy. It continues to put us on the map and draw in new businesses. A new \$18,000,000 travel service center was recently opened. It is anticipated this will add another \$500,000 in tax revenue and will create in excess of 100 jobs."</p> |
| <p>"Sales tax revenue...went up over 40% annually during the five primary months of the tourist season – as a result, we believe, of increased Route 66 tourism in the community. At least five new Route 66 related businesses were created as a result of [local] efforts to leverage the road for economic development purposes."</p> |
| <p>"Nearly a dozen new businesses have opened along various sections of Route 66 and across the city since the corridor plan was completed in 2014. These businesses leveraged the popularity of the Mother Road."</p> <p>"Due to a renewed interest in Route 66, [community] has seen an uptick in travelers making overnight stays, spending money at local attractions, hotels/motels, and restaurants. This interest has spurred some revitalization of existing Route 66 buildings as well as purpose-built structures on the corridor."</p> |
| <p>"People used to skip [our community] when they [were] traveling; now people want to come through and see...our neon signs [and other Route 66 attractions]. They know more about some of our dining options and museums before they get here. Many new businesses have opened...over the last few years, many of which lean into the Route 66 identity heavily."</p> |
| <p>"Route 66 is a driving force for tourism...especially International [based.]"</p> |
| <p>"The tourists have helped local restaurants stay in business, encouraged, main street business to stay updated."</p> |
| <p>"We have not quantified sales tax and ad valorem yet, but have counted new businesses, created a Rt 66 Commission and seen an increase of tourism as verbally reported by businesses."</p> |
| <p>"We have focused on the Route 66 traffic and promoted businesses to that market."</p> |
| <p>Route 66 Economic Development Best Practices (Q49 And Q53)) – Varied Perspectives</p> |
| <p>Financial Assistance</p> |
| <p>"TIF and BID programs are, in my opinion, two of the most effective means of leveraging Route 66 for economic development purposes. "</p> |

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| "The TIF District has provided the funding for the majority of our projects." |
| "Local funding dedicated to Rt 66 preservation, enhancement and promotion;" "Business district funding." |
| "Financial resources at federal and state levels to provide opportunities for Route 66 businesses to revitalize historic structures, signage, and cities/towns to improve aging infrastructure." |
| "Utilizing website and social media to attract international and domestic eyes;" "advertising on Rt 66 publication." |
| "TV and Radio personalities could promote Route 66 and more people can promote it on social media when financing is a problem." |
| "We have had great success in attracting media attention (we were featured in the New York Times and mentioned on the Today Show!) that helped keep excitement about the potential for placemaking and economic development." |
| Grassroots Initiative, Leadership, Widespread Promotion, Partnerships, Marketing and Communication. |
| "A grassroots initiative working with area car clubs and the [local] Route 66 Association... host receptions for groups making the city a favored destination. Local author and historian facilitates dinner presentations for groups. Grassroots initiatives have developed a neon night historic district walking tour. Virtual presentations developed for visitors before they travel. A grassroots initiative has created a social media network to magnify city, organization and business marketing. Live stream programs have been developed to provide event organizers with a promotional platform. Historic properties listed for sale are promoted on the grassroots social media network." |
| "Once we saw an uptick in visitors and realized the possibilities, our tourism team and City Council put endless effort into promoting Rt. 66. I personally made many phone calls to try to convince businesses of the opportunities Rt. 66 brings. Probably the most important success aspect of our program was to get council and citizens involved in making our visitors feel special. We tried to greet every tour bus and make them feel comfortable in touring our city. We bought a trolley with TIF funds to take our visitors on city tours. The city worked with tour operators to set up special events when we knew they were coming." |
| "Healthy communication city-wide...everyone has to be involved and know when groups or events are coming to town to capitalize on being open and offering specials." |
| "[Our city's] success...in creating a tourism destination...is a reflection of excellent leadership over many years [by] the Mayor, Former Mayor, City Manager and the entire City Council [who] have worked tirelessly...supported thing outside the box and have faith in our team to |

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| plan and implement projects that will bring economic vitality.” |
| "It is imperative to develop cooperative partnerships between city, grassroots organizations and business owners that foster development of a sense of community and community purpose. This includes educational programs that create awareness of area history, the monetary benefits of historic preservation and the economics of Route 66 tourism." |
| “Imperative to develop community education programs, cooperative marketing arrangements, innovative [vacation] promotion and [Route 66] centennial awareness initiatives.” |
| “Identify Route 66 assets, create a plan, secure funding and create a marketing plan.” |
| Programmatic Toolbox, Demonstrated Route 66 Economic Development Success, and Maximize Existing Resources. |
| "A toolbox of various programs and resources to provide detailed information about other communities and their successes and how they accomplished their Route 66 improvements [and] sound data showing the economic impact in towns and cities that have invested in their Route 66 corridor...." |
| "Promote and identify areas that have gained from Route 66." |
| "We've taken advantage of the tools, promotional opportunities and educational benefits offered by many agencies, to name a few: The State Office of Tourism; The Route 66 Scenic Byway; The Heritage Corridor Convention and Visitors Bureau; Main Street Program; [and] College [participation]." |

Lastly, respondents were asked about the most pressing problems facing Route 66 today. Reflecting the current global realities during the time of the survey’s implementation (June-December 2020—when the U. S. faced a severe pandemic), the most referenced current problem facing Route 66 was COVID-19. Respondents most commonly attributed reduced numbers of visitors, reduced sales and cancelled events as the biggest consequences of the pandemic on their communities’ economic fortunes. Varied beyond-COVID challenges to Route 66 were mentioned as well related to financing, infrastructure, quality of the Mother Road, generational knowledge (i.e. younger generation not fully knowing about Route 66 and its heritage/contribution) and other concerns (see Exhibit 7.) In terms of the actions that the Route 66 Road Ahead Partnership can do to foster increased economic development along the Mother Road, respondents gave varied suggestions relating to enhanced communication, engagement (among stakeholders, the public and others), providing data (e.g., on proven Route 66 economic prowess), financial assistance and other (e.g., advocacy for National Trail designation; again see Exhibit 7.)

Some illustrative qualitative insights in the form of open-ended comments concerning Route 66’s pressing problems and the recommended role that the Road Ahead Partnership should follow to facilitate enhanced economic development in Mother Road communities are found in **Exhibit Seven**:

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| <p>Exhibit Seven</p> <p><i>Route 66 Most Pressing Problems and Road Ahead Partnership Actions to Facilitate Economic Development: Illustrative Insights/Explanations/Examples from Survey Respondents To Survey Questions (Q)</i></p> |
| <p>Most Pressing Contemporary Route 66 Economic Problems—Not Covid-Specific (Q50)</p> |
| <p>“Financial”</p> |
| <p>“Very little available in the way of grants to help improve areas and make them attractive to Route 66 travelers if they've fallen into disrepair.”</p> |
| <p>“Local funding for public projects [and] private start- up capital.”</p> |
| <p>“Infrastructure and Quality”</p> |
| <p>"Maintaining the quality and mapping of the route so people will want to travel the route. The state does not address maintenance issues of the road. Full of holes and rough areas that those with the era cars are becoming hesitant to travel.”</p> |
| <p>“Aging buildings and infrastructure...”</p> |
| <p>"A young population that may not understand the significance of RT 66 in its heyday.”</p> |
| <p>“International travel restrictions...and a lack of awareness about the economic potential of Route 66 tourism in communities.”</p> |
| <p>“Lack of federal designation.”</p> |
| <p>“Competing interests.”</p> |
| <p>Covid-19 Impact on Route 66 (Q50 And Q52) (Context— Survey Implemented June-December 2020 When Pandemic Raged Nationally in U. S.)</p> |
| <p>“I'm very concerned about the amount of businesses that will not survive the Covid-19 pandemic...Our downtown district has lost several businesses in the past few months. Our hotel tax is down 50%. With the travel industry seeing such devastation, I expect it will be a few years before we see visitor numbers return to pre-Covid years. Without the economic support from our many visitors, both domestic and international, it will be hard for many to</p> |

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| survive.” |
| “It's had a large impact. The best businesses tell me that their numbers are at about their worst winter-month levels. I fear many of them will be closing this fall and winter because the summer wasn't as profitable as it normally is.” |
| "Traffic to the downtown has decreased by an estimated 85% based on the last figures from our Tourism Dept.” |
| “We had to cancel the Route 66 annual festival that brings approximately 65,000 national and international festival attendees. Severely reduced number of travelers has hurt businesses along the route and attractions that cater to Route 66 travelers. Hopeful to have the festival next year.” |
| “We lost 22 bus tours that stop in town for day trips.” |
| "75% fewer Route 66 visitors.” |
| “It's killed foot traffic. Hotel tax is down 25%. Visitor spending will see a huge decrease...” |
| “We are currently working on a joint plan - the City, Convention & Visitors Bureau and our downtown business district on a ‘safe travels’ campaign that will include a road trip angle and Route 66 themes.” |
| “Business closures, dramatic decline in tours, and the canceling of events into early 2021. To encourage Route 66 activity, videos are being developed that highlight hiking and mountain bike trails accessed via Route 66, walking tours are being promoted, the Route 66 corridor ... is being promoted to vintage car clubs, social media is being used to promote hiking [along] alignments of Route 66 as well as the National Old Trails Road.” |
| Recommended Route 66 Road Ahead Partnership Actions to Facilitate Route 66 Economic Development (Q51) |
| “Communicate Route 66 Economic Accomplishments/Potential.” |
| “Need to take our success story to all the communities along Rt. 66. The Road Ahead will play a big part in this.” |
| “Provide sound and accurate data to support the positive impact of tourism on Route 66.” |
| “The Road Ahead can design and administer programs that help municipal leaders see the clear benefit of leveraging Route 66 for economic development - and become motivated to take steps to do so in their communities.” |
| “Quantify return on investment.” |
| “Foster Financial Assistance, Marketing, and Other Support” |

"Grant/Loan program or perhaps something nationally focused for collateral (app, guide) so that people can stay on 66 when the signage isn't so good."

"Connecting the communities with common marketing collateral and multi-community-based involvement."

"Creating a National Historic Trail with some federal dollars to help support preservation and promotional opportunities along the road." "Assist development of community [Route 66] education programs."

4.1 Route 66 Household Consumption Market Potential

Summary

Besides being an historic and cultural icon, the 2,400-mile Route 66 comprises a huge market potential – just from the household consumption of the population that lives along this famed highway.

This current analysis quantifies the significant order of magnitude scale of the household consumption of the residents living in what we identify as the Route 66 Corridor. The latter is a 1-mile Geographic Information System (GIS)-defined buffer area around the 2,400 mile Route 66. Using geo-coded socioeconomic information from a spatial data source called PolicyMap, we identify the household income of those living in the census tracts that intersect the Route 66 Corridor. To that Route 66 Corridor income is applied the household income/household expenditure patterns identified by the federal Bureau of Labor Statistics (BLS). The BLS data shows what share of household income results in total household expenditures, which are further differentiated by categories and subcategories of household expenditures. Major categories of BLS household expenditures include, as examples – food, housing, and transportation – with such categories further differentiated by more granular subcategories. For example, the food category is differentiated by purchases for “food at home” (e.g., food purchased at supermarkets) versus outlays for “food away from home” (e.g., restaurant spending). Transportation consumption comprises numerous subcategories, such as vehicle purchases, gasoline/other fuels, other vehicle expenses, and public/other transportation.

The results of what we acknowledge is a reconnaissance analysis are provided in Summary Table 1 which shows the household income/household expenditures for the entire 2,400-mile Route 66 Corridor, as well as for segments of this corridor in the 8 states over which the Mother Road traverses—going East to West, the states of Illinois, Missouri, Kansas, Oklahoma, Texas, New Mexico, Arizona, and California.

Highlights from the Summary Table 1 are:

- The total household income in the full 8-state Route 66 Corridor is estimated at \$210.7 billion, with in tandem total household expenditures of \$172.1 billion.
- Major categories of the total \$172.1 billion full Route 66 Corridor household expenditures include the following purchases: \$22.6 billion for food, \$58.7 billion for housing, and \$28.6 billion for transportation.
- Summary Table 1 further identifies our findings by each state segment of the full Route 66 Corridor. For example, we estimate that the residents in the Illinois segment have a total household income of \$49.0 billion, which supports \$39.4 billion in total household expenditures, comprised of such major spending categories as \$5.1 billion in food, \$12.6 billion in housing, and \$6.7 billion for transportation.

Further granular details of our reconnaissance findings concerning household income, household expenditures (Total and by major expenditure categories and then more detailed subcategories) are found in Tables 1-9, organized as follows:

- Table 1—Total (8-state) Route 66 Corridor
- Table 2—Illinois Route 66 Corridor
- Table 3—Missouri Route 66 Corridor
- Table 4—Kansas Route 66 Corridor
- Table 5—Oklahoma Route 66 Corridor
- Table 6—Texas Route 66 Corridor
- Table 7—Arizona Route 66 Corridor
- Table 8—California Route 66 Corridor

As mentioned, Tables 1-8 present more granular detail than the overall findings in Summary Table 1. For example, Table 1 shows that the \$172.1 billion of total household expenditures in the full 8-state Route 66 Corridor are about evenly divided between the consumption of homeowners (\$86.5 billion) and households who rent their housing (\$85.6 billion). Of the total \$22.6 billion of food expenditures in the entire Route 66 Corridor, \$12.8 billion is comprised of purchases for “Food at home” and \$9.8 billion for “Food away from home.” Table 2 quantifies that of the \$5.1 billion of total food consumption by residents in the Illinois portion of the Route 66 Corridor, \$3.0 billion comprises “Food at home” and \$2.1 billion is for “Food away from home.” Of the total \$6.7 billion of transportation outlays in the Illinois segment, subcategories include: \$2.7 billion for vehicle purchases, \$1.4 billion for gasoline/other fuels, \$2.2 billion for other vehicle purchases, and \$0.4 billion for Public/other transportation.

We encourage the reader to peruse the detail contained in Tables 1-9, while at the same time it is important to acknowledge the reconnaissance order of magnitude frame of our analysis. Further, this reconnaissance investigation must be viewed as only a first step. The dollar figures contained here are what are to be expected given the BLS household income/expenditure patterns. That is NOT the same as what consumption is actually captured or found within the Route 66 Corridor. For example, the fact that the expected full “Food at home” consumption of all the households along the entire Route 66 Corridor is estimated at \$12.8 billion surely does not mean that the \$12.8 billion outlay actually occurs within or near the Corridor. Say for the point of illustration that the actual within/near Corridor “Food at home” spending is \$10.0 billion, then the “untapped potential” would stand at \$2.8 billion. With supermarket-type sales estimated at \$500 per square foot, that translates into potential 5.6 million square feet of potential supermarket development along the entire 2,400-mile Route 66 Corridor. That is the type of future granular “facts on the ground” analysis needed to quantify the “untapped

potential” and then to figure how to capture some of that latent potential to better economically bolster the communities along Route 66.

Methodology

How were the calculations in this report conducted? In a broad stroke – we start with the total household income of the households living in the Route 66 Corridor, then apply the BLS breakout of total-income-to-total-annual-expenditures, with the latter then differentiated by expenditures by type. We do this in the current analysis for the Route 66 Corridor – census tracts.

To more fully elaborate, the Route 66 Corridor comprises a 1-mile Geographic Information System (GIS) defined buffer around the 2,400-mile Route 66. Where that Route 66 Corridor intersects any Census tract along the 2,400-mile roadway, we then compile the total population and other population characteristics (e.g., household income) of all the intersected census tracts. That data is derived from PolicyMap.

We then apply the BLS Household expenditure matrix to the aggregate household income of all the intersected Route 66 Corridor census tracts. The BLS has data that shows the relationship between INCOME (Income before taxes) and AVERAGE ANNUAL CONSUMER EXPENDITURES – TOTAL and by COMPONENT/SUBCATEGORY of EXPENDITURES (e.g., total food component and the 2 subcomponents of “Food at home” and “Food away from home.”)

For example, the BLS data for all households in the United States indicated that in 2019:

- Average income before taxes of all consumer units was \$82,852.
- Average annual expenditures were \$63,036, or 76.1% of the income.
- The average \$63,036 in expenditures is then further identified by the BLS by major component and many subcomponents.
- Example: Of the \$63,036 in annual expenditures, \$8,169 was spent on food (13% of total expenditures.)

Of the \$8,169 spent on food

- \$4,643 was spent on “Food at Home” (7.4 % of annual expenditures)
- \$3,526 was spent on “Food away from home” (5.6% of annual expenditures)

This income-to-total-expenditure-by-component (e.g., "Food") and subcomponent (e.g., "Food at home" and "Food away from home") conveys what is the organizational principle and how to calculate the expenditures (total and component/subcomponent). It is too gross a measure, however, to use the OVERALL national BLS income to expenditure profile, so we use a finer grained BLS income/expenditures data that is cross tabulated by REGION of the U.S. (Midwest, Northeast, South and West) and by HOUSING TENURE (owner vs. renter).

Note:

- Three Route 66 states – IL, MO, KS – are in Midwest region, so for these three states, we apply the Midwest/tenure BLS household expenditure matrix.
- Two Route 66 States OK, TX – are in South Region, so for these states we apply the South/tenure BLS household expenditure matrix.
- Three Route 66 States NM, AZ, CA – are in West Region, so for these states we apply the West/tenure BLS household Expenditure matrix.

For example, the TOTAL household income of all the households (owner and renter) in the entire census tracts that intersect the Route 66 Corridor in Arizona is \$ 5,223,758,700. We further estimate that total household income in the Arizona Route 66 Corridor is apportioned as follows:

- OWNER – \$3,446,239,420
- RENTER – \$1,777,519,279

Let us return to the Arizona example calculation. Arizona is in the WEST region of the U.S. and the BLS data shows the income-expenditure profile of HOMEOWNER versus RENTERS. That BLS matrix shows for example for OWNER tenure in the WEST region that:

- Income before taxes: \$105,793
- Average annual expenditures: \$80,458 (76.05% of income)
 - Average Food Expenditure: \$10,140 (12.60% of total expenditures)
 - Food at Home: \$5,603 (6.96% of total expenditures)
 - Food Away from Home: \$ 4,538 (5.64 % of total expenditures).

In parallel, the BLS data shows for RENTER tenure in the WEST region that:

- Income before taxes: \$58,526
- Average annual expenditures: \$52,589 (89.86% of income – notice much higher share than the 76.1% share observed above for national all households)

Route 66 Household Consumption Market Potential

- Average Food Expenditure: \$7,302 (13.89% of total expenditures)
 - Food at Home: \$4,045 (7.69% of total expenditures)
 - Food Away from Home: \$3,257 (6.19 % of total expenditures)

WITH THE BLS WEST REGION OWNER/RENTER TEMPLATE calculated, we then apply these numbers to the household income of the AZ owner and renter households in the Route 66 Corridor in this state that was previously calculated:

- OWNER: \$3,446,239,420 income
- RENTER: \$1,777,519,280 income

- OWNER: Income – \$3,446,239,420
 - Annual total expenditures: \$ 2,620,865,078 (76.05% of income)
 - Average Food Expenditures: \$330,228,999 (12.60% of total expenditures)
 - Food at Home: \$182,412,209 (6.96% of total expenditures)
 - Food Away from Home--\$147,816,790 (5.64% of total expenditures)
- RENTER: Income – \$1,777,519,280
 - Annual total expenditures: \$ 1,597,278,825 (89.86% of income)
 - Average Food Expenditures: \$221,862,029 (13.89% of total expenditures)
 - Food at Home: \$122,830,742 (7.69% of total expenditures)
 - Food Away from Home: \$98,871, 559 (6.19% of total expenditures)
- OWNER and RENTER

While you need to separately calculate the income/ household expenditures for OWNERS and RENTERS, in showing the RESULTS, owner and renter portions are SUMMED and shown as ONE UNIT/ONE NUMBER. So, for the Route 66 Corridor as it intersects census tracts in AZ, the TOTAL (owner AND renter) expenditures and TOTAL (again owner and renter) for FOOD would show as follows:

- TOTAL EXPENDITURES: \$ 4,218,143,904 – the sum of \$2,620,865,079 (owner) and \$1,597,278,825 (renter)
 - Food Expenditures: \$552,091,029 – the sum of \$330,229,000 (owner) and \$221,862,029 (renter)

Route 66 Household Consumption Market Potential

– Food at Home: \$305,242,951 – the sum of \$182,412,210 (owner) and \$122,830,742 (renter)

– Food Away from Home: \$246,688,350 – the sum of \$147,816,790 (owner) and \$98,871,559 (renter)

The other BLS expenditure components beyond FOOD for AZ would follow and would have parallel calculations (see Table 7).

For Other Route 66 States other than Arizona, the same procedure is used.

APPENDIX B—MARKET POTENTIAL TABLES

Route 66 Household Consumption Market Potential

Summary Table 1: **Market Potential of Route 66 Corridor** (Census Tracts) Income and Household Expenditures in **each Route 66 State and the Total Corridor**

| Route 66 State | Total Household Income | Total Household Expenditures | Illustrative Component Household Expenditures | | |
|-----------------------|-----------------------------|------------------------------|---|----------------------------|----------------------------|
| | | | Food | Housing | Transportation |
| Illinois | \$48,970,971,300.00 | \$39,400,030,414.22 | \$5,098,752,316.68 | \$12,637,007,086.81 | \$6,725,828,307.61 |
| Missouri | \$39,928,904,600.00 | \$32,101,049,457.74 | \$4,153,276,789.27 | \$10,286,781,292.15 | \$5,479,631,484.90 |
| Kansas | \$242,210,400.00 | \$191,326,922.36 | \$24,624,941.50 | \$60,015,177.64 | \$32,628,954.69 |
| Oklahoma | \$19,276,083,000.00 | \$15,441,162,899.00 | \$2,025,749,088.75 | \$5,137,625,062.41 | \$2,776,581,022.30 |
| Texas | \$3,740,622,400.00 | \$2,710,454,991.04 | \$354,123,959.26 | \$891,353,444.28 | \$488,347,443.40 |
| New Mexico | \$16,591,304,700.00 | \$13,384,242,112.84 | \$1,750,758,157.73 | \$4,579,206,256.26 | \$2,165,162,171.20 |
| Arizona | \$5,223,758,700.00 | \$4,218,143,903.91 | \$552,091,028.73 | \$1,445,436,290.09 | \$682,022,326.18 |
| California | \$76,768,257,400.00 | \$64,652,742,491.18 | \$8,672,581,974.42 | \$23,615,126,756.40 | \$10,231,308,195.38 |
| Total Corridor | \$210,742,112,500.00 | \$172,099,153,192.28 | \$22,631,958,256.35 | \$58,652,551,366.04 | \$28,581,509,905.66 |

Table 1: Market Potential of Route 66 Corridor (Census Tracts) Household Expenditures in **Full (8-state) Corridor**

| | Full Route 66 Corridor | | |
|---------------------------------------|------------------------------|-----------------------------|-----------------------------|
| | Homeowner | Renter | Total |
| Total Income | \$ 117,382,901,594.27 | \$ 93,359,210,905.73 | \$210,742,122,500.00 |
| Total Expenditures | \$86,538,863,301.06 | \$ 85,560,289,891.23 | \$172,099,153,192.28 |
| Food | \$ 10,944,262,853.07 | \$ 11,687,695,403.27 | \$ 22,631,958,256.35 |
| <i>Food At Home</i> | \$ 6,148,368,334.13 | \$ 6,649,949,249.41 | \$ 12,798,317,583.54 |
| <i>Food Away from Home</i> | \$ 4,795,894,518.95 | \$ 5,033,007,510.69 | \$ 9,828,902,029.64 |
| Housing | \$ 26,055,399,505.77 | \$ 32,597,151,860.26 | \$ 58,652,551,366.04 |
| Shelter | \$ 13,999,587,359.78 | \$ 22,982,419,460.77 | \$ 36,982,006,820.55 |
| Utilities/Services | \$ 5,588,697,590.01 | \$ 4,927,421,511.27 | \$ 10,516,119,101.28 |
| Household Operations/Supplies | \$ 2,344,828,886.46 | \$ 1,580,908,429.24 | \$ 3,925,737,315.70 |
| Household Furnishings/Equipment | \$ 3,031,442,686.62 | \$ 2,240,829,053.86 | \$ 5,272,271,740.48 |
| Transportation | \$ 14,738,940,746.53 | \$ 13,842,569,159.13 | \$ 28,581,509,905.66 |
| Vehicle Purchases | \$ 5,984,833,977.24 | \$ 5,006,312,262.12 | \$ 10,991,146,239.37 |
| Gasoline/Other Fuels | \$ 2,918,275,712.44 | \$ 3,172,614,118.75 | \$ 6,090,889,831.19 |
| Other Vehicle Expenses | \$ 4,682,357,201.74 | \$ 4,725,121,649.31 | \$ 9,407,478,851.05 |
| Public/Other Transportation | \$ 1,152,870,761.80 | \$ 937,944,093.33 | \$ 2,090,814,855.13 |
| Personal Insurance/Pensions | \$ 10,831,317,021.95 | \$ 8,161,405,284.98 | \$ 18,992,722,306.93 |
| Healthcare | \$ 7,766,544,017.76 | \$ 5,342,960,893.35 | \$ 13,109,504,911.11 |
| Health Insurance | \$ 5,184,470,703.27 | \$ 3,532,335,358.40 | \$ 8,716,806,061.67 |
| Medical Services | \$ 1,541,645,128.66 | \$ 1,018,387,096.15 | \$ 2,560,032,224.82 |
| Other (Drugs/Medical Supplies) | \$ 1,040,861,563.46 | \$ 791,337,367.63 | \$ 1,832,198,931.08 |
| Entertainment | \$ 5,058,474,680.14 | \$ 3,447,622,116.43 | \$ 8,506,096,796.57 |
| AV Equipment & Services | \$ 1,424,483,969.28 | \$ 1,322,617,669.43 | \$ 2,747,101,638.71 |
| Fees and Admissions | \$ 1,243,867,277.09 | \$ 790,570,084.98 | \$ 2,034,437,362.07 |
| Other (Pet/Toys/Hobbies/Plyg'd Equip) | \$ 2,270,366,056.63 | \$ 1,334,620,672.55 | \$ 3,604,986,729.18 |
| Apparel and Services | \$ 1,590,858,210.93 | \$ 1,646,097,621.74 | \$ 3,236,955,832.67 |
| Cash Contribution | \$ 3,336,231,897.82 | \$ 1,734,264,784.73 | \$ 5,070,496,682.55 |
| Education | \$ 1,655,932,768.46 | \$ 1,880,251,997.02 | \$ 3,536,184,765.48 |
| All Other | \$ 4,559,908,297.09 | \$ 5,222,624,458.32 | \$ 9,782,532,755.41 |

Route 66 Household Consumption Market Potential

Table 2: **Market Potential of Route 66 Corridor** (Census Tracts) Household Expenditures in **Illinois**

| | Illinois | | |
|---------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| | Homeowner | Renter | Total |
| Total Income | \$ 30,016,562,278.61 | \$ 18,954,409,021.39 | \$48,970,971,300.00 |
| Total Expenditures | \$ 22,623,482,989.39 | \$ 16,776,547,424.83 | \$39,400,030,414.22 |
| Food | \$ 2,869,727,115.60 | \$ 2,229,025,201.08 | \$ 5,098,752,316.68 |
| <i>Food At Home</i> | \$ 1,632,394,515.67 | \$ 1,328,639,098.66 | \$ 2,961,033,614.33 |
| <i>Food Away from Home</i> | \$ 1,237,332,599.93 | \$ 900,386,102.42 | \$ 2,137,718,702.35 |
| Housing | \$ 6,674,797,146.15 | \$ 5,962,209,940.65 | \$ 12,637,007,086.81 |
| Shelter | \$ 3,499,119,825.13 | \$ 3,940,771,413.61 | \$ 7,439,891,238.74 |
| Utilities/Services | \$ 1,525,790,506.66 | \$ 1,058,607,652.76 | \$ 2,584,398,159.42 |
| Household Operations/Supplies | \$ 576,585,770.09 | \$ 324,881,583.35 | \$ 901,467,353.44 |
| Household Furnishings/Equipment | \$ 778,902,356.85 | \$ 445,973,809.87 | \$ 1,224,876,166.72 |
| Transportation | \$ 3,848,305,712.23 | \$ 2,877,522,595.38 | \$ 6,725,828,307.61 |
| Vehicle Purchases | \$ 1,586,188,443.65 | \$ 1,111,348,169.53 | \$ 2,697,536,613.19 |
| Gasoline/Other Fuels | \$ 754,809,190.73 | \$ 608,414,601.54 | \$ 1,363,223,792.27 |
| Other Vehicle Expenses | \$ 1,241,293,120.39 | \$ 975,066,674.18 | \$ 2,216,359,794.57 |
| Public/Other Transportation | \$ 265,684,914.09 | \$ 182,271,225.98 | \$ 447,956,140.08 |
| Personal Insurance/Pensions | \$ 2,858,175,597.59 | \$ 1,593,607,454.95 | \$ 4,451,783,052.54 |
| Healthcare | \$ 2,198,748,941.24 | \$ 1,214,719,582.42 | \$ 3,413,468,523.66 |
| Health Insurance | \$ 1,479,254,391.27 | \$ 826,549,378.94 | \$ 2,305,803,770.21 |
| Medical Services | \$ 415,854,648.15 | \$ 203,367,432.69 | \$ 619,222,080.84 |
| Other (Drugs/Medical Supplies) | \$ 303,639,901.82 | \$ 184,802,770.79 | \$ 488,442,672.61 |
| Entertainment | \$ 1,396,413,505.01 | \$ 659,467,421.78 | \$ 2,055,880,926.80 |
| AV Equipment & Services | \$ 386,810,831.45 | \$ 286,064,563.00 | \$ 672,875,394.45 |
| Fees and Admissions | \$ 305,290,118.68 | \$ 133,749,950.55 | \$ 439,040,069.23 |
| Other (Pet/Toys/Hobbies/Plyg'd Equip) | \$ 704,312,554.88 | \$ 239,652,908.24 | \$ 943,965,463.12 |
| Apparel and Services | \$ 644,574,704.63 | \$ 643,856,228.82 | \$ 1,288,430,933.45 |
| Cash Contribution | \$ 749,858,540.15 | \$ 343,868,169.39 | \$ 1,093,726,709.54 |
| Education | \$ 376,579,486.93 | \$ 436,269,554.78 | \$ 812,849,041.72 |
| All Other | \$ 1,006,302,239.84 | \$ 816,001,275.58 | \$ 1,822,303,515.43 |

Route 66 Household Consumption Market Potential

Table 3: Market Potential of Route 66 Corridor (Census Tracts) Household Expenditures in Missouri

| | Missouri | | |
|---------------------------------------|-----------------------------|-----------------------------|----------------------------|
| | Homeowner | Renter | Total |
| Total Income | \$ 24,657,716,923.30 | \$ 15,271,187,676.70 | \$39,928,904,600.00 |
| Total Expenditures | \$ 18,584,521,245.09 | \$ 13,516,528,212.64 | \$32,101,049,457.74 |
| Food | \$ 2,357,395,833.90 | \$ 1,795,880,955.37 | \$ 4,153,276,789.27 |
| <i>Food At Home</i> | \$ 1,340,963,748.64 | \$ 1,070,457,908.09 | \$ 2,411,421,656.74 |
| <i>Food Away from Home</i> | \$ 1,016,432,085.25 | \$ 725,423,047.28 | \$ 1,741,855,132.53 |
| Housing | \$ 5,483,148,170.76 | \$ 4,803,633,121.39 | \$10,286,781,292.15 |
| Shelter | \$ 2,874,423,304.31 | \$ 3,175,000,591.17 | \$ 6,049,423,895.48 |
| Utilities/Services | \$ 1,253,391,712.49 | \$ 852,898,981.08 | \$ 2,106,290,693.57 |
| Household Operations/Supplies | \$ 473,648,133.62 | \$ 261,750,584.07 | \$ 735,398,717.69 |
| Household Furnishings/Equipment | \$ 639,845,217.71 | \$ 359,312,165.40 | \$ 999,157,383.11 |
| Transportation | \$ 3,161,269,168.86 | \$ 2,318,362,316.04 | \$ 5,479,631,484.90 |
| Vehicle Purchases | \$ 1,303,006,828.95 | \$ 895,390,959.01 | \$ 2,198,397,787.96 |
| Gasoline/Other Fuels | \$ 620,053,395.30 | \$ 490,187,457.44 | \$ 1,110,240,852.74 |
| Other Vehicle Expenses | \$ 1,019,685,535.51 | \$ 785,591,688.03 | \$ 1,805,277,223.54 |
| Public/Other Transportation | \$ 218,252,288.24 | \$ 146,852,275.74 | \$ 365,104,563.98 |
| Personal Insurance/Pensions | \$ 2,347,906,603.97 | \$ 1,283,937,605.23 | \$ 3,631,844,209.20 |
| Healthcare | \$ 1,806,207,135.76 | \$ 978,675,235.76 | \$ 2,784,882,371.52 |
| Health Insurance | \$ 1,215,163,671.94 | \$ 665,934,278.17 | \$ 1,881,097,950.11 |
| Medical Services | \$ 341,612,277.25 | \$ 163,849,066.91 | \$ 505,461,344.16 |
| Other (Drugs/Medical Supplies) | \$ 249,431,186.57 | \$ 148,891,890.68 | \$ 398,323,077.24 |
| Entertainment | \$ 1,147,112,337.35 | \$ 531,319,692.08 | \$ 1,678,432,029.42 |
| AV Equipment & Services | \$ 317,753,642.02 | \$ 230,476,488.31 | \$ 548,230,130.33 |
| Fees and Admissions | \$ 250,786,790.84 | \$ 107,759,656.04 | \$ 358,546,446.88 |
| Other (Pet/Toys/Hobbies/Plyg'd Equip) | \$ 578,571,904.49 | \$ 193,083,547.73 | \$ 771,655,452.22 |
| Apparel and Services | \$ 529,499,029.74 | \$ 518,742,066.61 | \$ 1,048,241,096.35 |
| Cash Contribution | \$ 615,986,582.47 | \$ 277,047,696.12 | \$ 893,034,278.60 |
| Education | \$ 309,348,895.51 | \$ 351,493,641.46 | \$ 660,842,536.98 |
| All Other | \$ 826,647,486.78 | \$ 657,435,882.58 | \$ 1,484,083,369.36 |

Route 66 Household Consumption Market Potential

Table 4: **Market Potential of Route 66 Corridor** (Census Tracts) Household Expenditures in **Kansas**

| | Kansas | | |
|---------------------------------------|--------------------------|-------------------------|--------------------------|
| | Homeowner | Renter | Total |
| Total Income | \$ 175,445,225.89 | \$ 66,765,174.11 | \$ 242,210,400.00 |
| Total Expenditures | \$ 132,233,066.75 | \$ 59,093,855.60 | \$ 191,326,922.36 |
| Food | \$ 16,773,403.88 | \$ 7,851,537.63 | \$ 24,624,941.50 |
| <i>Food At Home</i> | \$ 9,541,259.98 | \$ 4,680,009.84 | \$ 14,221,269.83 |
| <i>Food Away from Home</i> | \$ 7,232,143.89 | \$ 3,171,527.79 | \$ 10,403,671.68 |
| Housing | \$ 39,013,837.83 | \$ 21,001,339.81 | \$ 60,015,177.64 |
| Shelter | \$ 20,452,171.12 | \$ 13,881,007.28 | \$ 34,333,178.40 |
| Utilities/Services | \$ 8,918,165.17 | \$ 3,728,848.74 | \$ 12,647,013.91 |
| Household Operations/Supplies | \$ 3,370,113.46 | \$ 1,144,365.70 | \$ 4,514,479.16 |
| Household Furnishings/Equipment | \$ 4,552,643.26 | \$ 1,570,902.00 | \$ 6,123,545.26 |
| Transportation | \$ 22,493,144.24 | \$ 10,135,810.45 | \$ 32,628,954.69 |
| Vehicle Purchases | \$ 9,271,187.93 | \$ 3,914,622.39 | \$ 13,185,810.32 |
| Gasoline/Other Fuels | \$ 4,411,819.97 | \$ 2,143,084.85 | \$ 6,554,904.82 |
| Other Vehicle Expenses | \$ 7,255,292.92 | \$ 3,434,583.28 | \$ 10,689,876.20 |
| Public/Other Transportation | \$ 1,552,914.33 | \$ 642,033.74 | \$ 2,194,948.07 |
| Personal Insurance/Pensions | \$ 16,705,885.86 | \$ 5,613,336.67 | \$ 22,319,222.53 |
| Healthcare | \$ 12,851,571.78 | \$ 4,278,738.75 | \$ 17,130,310.53 |
| Health Insurance | \$ 8,646,164.02 | \$ 2,911,444.67 | \$ 11,557,608.70 |
| Medical Services | \$ 2,430,648.52 | \$ 716,343.20 | \$ 3,146,991.72 |
| Other (Drugs/Medical Supplies) | \$ 1,774,759.24 | \$ 650,950.88 | \$ 2,425,710.11 |
| Entertainment | \$ 8,161,963.40 | \$ 2,322,913.74 | \$ 10,484,877.15 |
| AV Equipment & Services | \$ 2,260,888.94 | \$ 1,007,636.29 | \$ 3,268,525.23 |
| Fees and Admissions | \$ 1,784,404.67 | \$ 471,121.98 | \$ 2,255,526.65 |
| Other (Pet/Toys/Hobbies/Plyg'd Equip) | \$ 4,116,669.80 | \$ 844,155.47 | \$ 4,960,825.27 |
| Apparel and Services | \$ 3,767,505.21 | \$ 2,267,924.74 | \$ 6,035,429.95 |
| Cash Contribution | \$ 4,382,883.68 | \$ 1,211,244.21 | \$ 5,594,127.89 |
| Education | \$ 2,201,087.27 | \$ 1,536,719.65 | \$ 3,737,806.92 |
| All Other | \$ 5,881,783.60 | \$ 2,874,289.94 | \$ 8,756,073.55 |

Route 66 Household Consumption Market Potential

Table 5: **Market Potential of Route 66 Corridor** (Census Tracts) Household Expenditures in **Oklahoma**

| | Oklahoma | | |
|---------------------------------------|-----------------------------|----------------------------|----------------------------|
| | Homeowner | Renter | Total |
| Total Income | \$ 11,965,997,894.86 | \$ 7,310,085,105.14 | \$19,276,083,000.00 |
| Total Expenditures | \$ 8,670,562,074.62 | \$ 6,770,600,824.38 | \$15,441,162,899.00 |
| Food | \$ 1,096,972,704.88 | \$ 928,776,383.87 | \$ 2,025,749,088.75 |
| <i>Food At Home</i> | \$ 619,959,939.96 | \$ 521,237,241.30 | \$ 1,141,197,181.26 |
| <i>Food Away from Home</i> | \$ 477,012,764.92 | \$ 407,539,142.57 | \$ 884,551,907.49 |
| Housing | \$ 2,594,980,772.07 | \$ 2,542,644,290.34 | \$ 5,137,625,062.41 |
| Shelter | \$ 1,323,207,823.00 | \$ 1,693,537,212.54 | \$ 3,016,745,035.54 |
| Utilities/Services | \$ 616,304,669.73 | \$ 469,468,319.75 | \$ 1,085,772,989.48 |
| Household Operations/Supplies | \$ 227,148,935.68 | \$ 132,728,418.81 | \$ 359,877,354.49 |
| Household Furnishings/Equipment | \$ 306,912,153.90 | \$ 176,594,919.32 | \$ 483,507,073.21 |
| Transportation | \$ 1,585,734,552.69 | \$ 1,190,846,469.61 | \$ 2,776,581,022.30 |
| Vehicle Purchases | \$ 695,023,525.03 | \$ 466,081,567.87 | \$ 1,161,105,092.90 |
| Gasoline/Other Fuels | \$ 309,261,970.47 | \$ 260,779,894.55 | \$ 570,041,865.02 |
| Other Vehicle Expenses | \$ 482,887,306.36 | \$ 403,346,021.19 | \$ 886,233,327.56 |
| Public/Other Transportation | \$ 98,561,750.83 | \$ 60,800,259.89 | \$ 159,362,010.72 |
| Personal Insurance/Pensions | \$ 1,060,158,911.86 | \$ 608,970,242.31 | \$ 1,669,129,154.18 |
| Healthcare | \$ 794,107,457.31 | \$ 438,826,278.96 | \$ 1,232,933,736.27 |
| Health Insurance | \$ 555,731,620.22 | \$ 309,323,338.12 | \$ 865,054,958.34 |
| Medical Services | \$ 133,808,999.47 | \$ 77,895,293.18 | \$ 211,704,292.64 |
| Other (Drugs/Medical Supplies) | \$ 104,566,837.63 | \$ 51,607,647.65 | \$ 156,174,485.28 |
| Entertainment | \$ 452,992,417.70 | \$ 253,522,569.10 | \$ 706,514,986.80 |
| AV Equipment & Services | \$ 148,038,444.29 | \$ 115,794,659.42 | \$ 263,833,103.71 |
| Fees and Admissions | \$ 129,109,366.31 | \$ 52,897,838.85 | \$ 182,007,205.16 |
| Other (Pet/Toys/Hobbies/Plyg'd Equip) | \$ 75,324,675.80 | \$ 84,991,344.73 | \$ 160,316,020.53 |
| Apparel and Services | \$ 248,819,466.32 | \$ 216,107,024.55 | \$ 464,926,490.87 |
| Cash Contribution | \$ 298,818,341.24 | \$ 129,664,214.73 | \$ 428,482,555.97 |
| Education | \$ 157,568,255.96 | \$ 165,144,472.49 | \$ 322,712,728.45 |
| All Other | \$ 380,409,194.58 | \$ 296,098,878.41 | \$ 676,508,072.99 |

Route 66 Household Consumption Market Potential

Table 6: **Market Potential of Route 66 Corridor** (Census Tracts) Household Expenditures in **Texas**

| | Texas | | |
|---------------------------------------|---------------------|---------------------|---------------------|
| | Homeowner | Renter | Total |
| Total Income | \$ 2,290,045,699.74 | \$ 1,450,576,700.26 | \$ 3,740,622,400.00 |
| Total Expenditures | \$ 1,659,367,114.03 | \$ 1,051,087,877.01 | \$ 2,710,454,991.04 |
| Food | \$ 209,937,996.62 | \$ 144,185,962.64 | \$ 354,123,959.26 |
| <i>Food At Home</i> | \$ 118,647,571.81 | \$ 80,918,394.04 | \$ 199,565,965.85 |
| <i>Food Away from Home</i> | \$ 91,290,424.80 | \$ 63,267,568.61 | \$ 154,557,993.41 |
| Housing | \$ 496,625,907.02 | \$ 394,727,537.25 | \$ 891,353,444.28 |
| Shelter | \$ 253,234,741.60 | \$ 262,909,670.73 | \$ 516,144,412.33 |
| Utilities/Services | \$ 117,948,028.33 | \$ 72,881,635.22 | \$ 190,829,663.55 |
| Household Operations/Supplies | \$ 43,471,630.86 | \$ 20,605,147.99 | \$ 64,076,778.85 |
| Household Furnishings/Equipment | \$ 58,736,669.05 | \$ 27,415,111.84 | \$ 86,151,780.89 |
| Transportation | \$ 303,476,954.05 | \$ 184,870,489.35 | \$ 488,347,443.40 |
| Vehicle Purchases | \$ 133,013,196.95 | \$ 72,355,865.96 | \$ 205,369,062.91 |
| Gasoline/Other Fuels | \$ 59,186,375.58 | \$ 40,484,233.65 | \$ 99,670,609.23 |
| Other Vehicle Expenses | \$ 92,414,691.12 | \$ 62,616,616.18 | \$ 155,031,307.30 |
| Public/Other Transportation | \$ 18,862,690.40 | \$ 9,438,810.20 | \$ 28,301,500.60 |
| Personal Insurance/Pensions | \$ 202,892,594.37 | \$ 94,538,321.75 | \$ 297,430,916.12 |
| Healthcare | \$ 151,975,822.14 | \$ 68,124,675.18 | \$ 220,100,497.31 |
| Health Insurance | \$ 106,355,593.43 | \$ 48,020,259.83 | \$ 154,375,853.26 |
| Medical Services | \$ 25,608,288.29 | \$ 12,092,693.17 | \$ 37,700,981.46 |
| Other (Drugs/Medical Supplies) | \$ 20,011,940.41 | \$ 8,011,722.18 | \$ 28,023,662.59 |
| Entertainment | \$ 86,693,424.76 | \$ 39,357,585.22 | \$ 126,051,009.98 |
| AV Equipment & Services | \$ 28,331,511.15 | \$ 17,976,301.65 | \$ 46,307,812.79 |
| Fees and Admissions | \$ 24,708,875.24 | \$ 8,212,015.24 | \$ 32,920,890.48 |
| Other (Pet/Toys/Hobbies/Plyg'd Equip) | \$ 14,415,592.53 | \$ 13,194,304.97 | \$ 27,609,897.50 |
| Apparel and Services | \$ 47,618,924.38 | \$ 33,549,086.64 | \$ 81,168,011.02 |
| Cash Contribution | \$ 57,187,679.91 | \$ 20,129,451.98 | \$ 77,317,131.89 |
| Education | \$ 30,155,320.95 | \$ 25,637,510.98 | \$ 55,792,831.93 |
| All Other | \$ 72,802,489.84 | \$ 45,967,256.02 | \$ 118,769,745.86 |

Route 66 Household Consumption Market Potential

Table 7: **Market Potential of Route 66 Corridor** (Census Tracts) Household Expenditures in **New Mexico**

| | New Mexico | | |
|---------------------------------------|-----------------------------|----------------------------|----------------------------|
| | Homeowner | Renter | Total |
| Total Income | \$ 11,040,581,394.50 | \$ 5,550,723,305.50 | \$16,591,304,700.00 |
| Total Expenditures | \$ 8,396,362,150.52 | \$ 4,987,879,962.32 | \$13,384,242,112.84 |
| Food | \$ 1,057,941,630.96 | \$ 692,816,526.77 | \$ 1,750,758,157.73 |
| <i>Food At Home</i> | \$ 584,386,805.68 | \$ 383,567,969.10 | \$ 967,954,774.78 |
| <i>Food Away from Home</i> | \$ 473,554,825.29 | \$ 308,749,769.67 | \$ 782,304,594.96 |
| Housing | \$ 2,592,647,359.71 | \$ 1,986,558,896.55 | \$ 4,579,206,256.26 |
| Shelter | \$ 1,451,815,732.90 | \$ 1,462,721,952.86 | \$ 2,914,537,685.76 |
| Utilities/Services | \$ 497,574,569.76 | \$ 259,974,119.62 | \$ 757,548,689.38 |
| Household Operations/Supplies | \$ 245,760,929.48 | \$ 88,396,891.46 | \$ 334,157,820.94 |
| Household Furnishings/Equipment | \$ 299,191,755.77 | \$ 129,465,404.34 | \$ 428,657,160.10 |
| Transportation | \$ 1,400,889,476.60 | \$ 764,272,694.60 | \$ 2,165,162,171.20 |
| Vehicle Purchases | \$ 543,804,757.34 | \$ 258,646,269.32 | \$ 802,451,026.66 |
| Gasoline/Other Fuels | \$ 281,868,480.06 | \$ 186,373,274.37 | \$ 468,241,754.43 |
| Other Vehicle Expenses | \$ 442,787,101.40 | \$ 262,629,820.22 | \$ 705,416,921.62 |
| Public/Other Transportation | \$ 132,429,137.80 | \$ 56,623,330.69 | \$ 189,052,468.49 |
| Personal Insurance/Pensions | \$ 1,046,388,467.07 | \$ 481,535,426.97 | \$ 1,527,923,894.03 |
| Healthcare | \$ 674,877,253.07 | \$ 277,710,405.78 | \$ 952,587,658.85 |
| Health Insurance | \$ 438,091,032.69 | \$ 176,793,782.92 | \$ 614,884,815.60 |
| Medical Services | \$ 149,856,770.59 | \$ 58,994,491.94 | \$ 208,851,262.53 |
| Other (Drugs/Medical Supplies) | \$ 87,033,806.87 | \$ 41,827,284.48 | \$ 128,861,091.35 |
| Entertainment | \$ 473,676,797.85 | \$ 206,480,721.79 | \$ 680,157,519.63 |
| AV Equipment & Services | \$ 130,341,996.15 | \$ 70,660,605.30 | \$ 201,002,601.44 |
| Fees and Admissions | \$ 128,150,497.41 | \$ 51,311,929.48 | \$ 179,462,426.90 |
| Other (Pet/Toys/Hobbies/Plyg'd Equip) | \$ 215,184,304.29 | \$ 84,508,187.01 | \$ 299,692,491.29 |
| Apparel and Services | \$ 28,072,055.22 | \$ 24,375,537.67 | \$ 52,447,592.88 |
| Cash Contribution | \$ 387,686,561.80 | \$ 101,296,008.67 | \$ 488,982,570.46 |
| Education | \$ 187,842,748.65 | \$ 94,751,603.61 | \$ 282,594,352.26 |
| All Other | \$ 546,100,613.16 | \$ 358,329,888.34 | \$ 904,430,501.50 |

Route 66 Household Consumption Market Potential

Table 8: **Market Potential of Route 66 Corridor** (Census Tracts) Household Expenditures in **Arizona**

| | Arizona | | |
|---------------------------------------|----------------------------|----------------------------|----------------------------|
| | Homeowner | Renter | Total |
| Total Income | \$ 3,446,239,420.06 | \$ 1,777,519,279.94 | \$ 5,223,758,700.00 |
| Total Expenditures | \$ 2,620,865,078.96 | \$ 1,597,278,824.95 | \$ 4,218,143,903.91 |
| Food | \$ 330,228,999.95 | \$ 221,862,028.79 | \$ 552,091,028.73 |
| <i>Food At Home</i> | \$ 182,412,209.50 | \$ 122,830,741.64 | \$ 305,242,951.13 |
| <i>Food Away from Home</i> | \$ 147,816,790.45 | \$ 98,871,559.26 | \$ 246,688,349.72 |
| Housing | \$ 809,276,542.07 | \$ 636,159,748.02 | \$ 1,445,436,290.09 |
| Shelter | \$ 453,174,015.99 | \$ 468,410,390.74 | \$ 921,584,406.73 |
| Utilities/Services | \$ 155,314,383.86 | \$ 83,252,034.82 | \$ 238,566,418.68 |
| Household Operations/Supplies | \$ 76,712,536.49 | \$ 28,307,514.21 | \$ 105,020,050.70 |
| Household Furnishings/Equipment | \$ 93,390,591.13 | \$ 41,458,966.63 | \$ 134,849,557.76 |
| Transportation | \$ 437,277,745.16 | \$ 244,744,581.02 | \$ 682,022,326.18 |
| Vehicle Purchases | \$ 169,744,810.04 | \$ 82,826,814.65 | \$ 252,571,624.69 |
| Gasoline/Other Fuels | \$ 87,983,253.10 | \$ 59,682,688.22 | \$ 147,665,941.33 |
| Other Vehicle Expenses | \$ 138,212,862.98 | \$ 84,102,475.16 | \$ 222,315,338.15 |
| Public/Other Transportation | \$ 41,336,819.03 | \$ 18,132,602.99 | \$ 59,469,422.01 |
| Personal Insurance/Pensions | \$ 326,622,761.52 | \$ 154,203,057.56 | \$ 480,825,819.09 |
| Healthcare | \$ 210,658,162.84 | \$ 88,931,761.38 | \$ 299,589,924.22 |
| Health Insurance | \$ 136,747,018.34 | \$ 56,615,028.42 | \$ 193,362,046.76 |
| Medical Services | \$ 46,776,731.38 | \$ 18,891,924.72 | \$ 65,668,656.10 |
| Other (Drugs/Medical Supplies) | \$ 27,166,987.45 | \$ 13,394,435.37 | \$ 40,561,422.82 |
| Entertainment | \$ 147,854,863.32 | \$ 66,121,736.52 | \$ 213,976,599.85 |
| AV Equipment & Services | \$ 40,685,332.52 | \$ 22,627,787.65 | \$ 63,313,120.16 |
| Fees and Admissions | \$ 40,001,271.68 | \$ 16,431,722.31 | \$ 56,432,993.99 |
| Other (Pet/Toys/Hobbies/Plyg'd Equip) | \$ 67,168,259.13 | \$ 27,062,226.57 | \$ 94,230,485.70 |
| Apparel and Services | \$ 8,762,493.55 | \$ 7,805,827.42 | \$ 16,568,320.97 |
| Cash Contribution | \$ 121,013,619.13 | \$ 32,438,224.44 | \$ 153,451,843.57 |
| Education | \$ 58,633,785.85 | \$ 30,342,496.46 | \$ 88,976,282.31 |
| All Other | \$ 170,461,445.20 | \$ 114,748,700.31 | \$ 285,210,145.51 |

Route 66 Household Consumption Market Potential

Table 9: **Market Potential of Route 66 Corridor** (Census Tracts) Household Expenditures in **California**

| | California | | |
|---------------------------------------|-----------------------------|-----------------------------|----------------------------|
| | Homeowner | Renter | Total |
| Total Income | \$ 31,362,879,134.38 | \$ 45,405,378,265.62 | \$76,768,257,400.00 |
| Total Expenditures | \$ 23,851,469,581.70 | \$ 40,801,272,909.49 | \$64,652,742,491.18 |
| Food | \$ 3,005,285,167.29 | \$ 5,667,296,807.13 | \$ 8,672,581,974.42 |
| <i>Food At Home</i> | \$ 1,660,062,282.89 | \$ 3,137,617,886.74 | \$ 4,797,680,169.63 |
| <i>Food Away from Home</i> | \$ 1,345,222,884.41 | \$ 2,525,598,793.10 | \$ 3,870,821,677.50 |
| Housing | \$ 7,364,909,770.16 | \$ 16,250,216,986.24 | \$23,615,126,756.40 |
| Shelter | \$ 4,124,159,745.71 | \$ 11,965,187,221.85 | \$ 16,089,346,967.57 |
| Utilities/Services | \$ 1,413,455,554.02 | \$ 2,126,609,919.28 | \$ 3,540,065,473.30 |
| Household Operations/Supplies | \$ 698,130,836.77 | \$ 723,093,923.67 | \$ 1,421,224,760.44 |
| Household Furnishings/Equipment | \$ 849,911,298.95 | \$ 1,059,037,774.47 | \$ 1,908,949,073.41 |
| Transportation | \$ 3,979,493,992.70 | \$ 6,251,814,202.68 | \$10,231,308,195.38 |
| Vehicle Purchases | \$ 1,544,781,227.35 | \$ 2,115,747,993.39 | \$ 3,660,529,220.74 |
| Gasoline/Other Fuels | \$ 800,701,227.23 | \$ 1,524,548,884.12 | \$ 2,325,250,111.35 |
| Other Vehicle Expenses | \$ 1,257,821,291.05 | \$ 2,148,333,771.06 | \$ 3,406,155,062.11 |
| Public/Other Transportation | \$ 376,190,247.08 | \$ 463,183,554.11 | \$ 839,373,801.18 |
| Personal Insurance/Pensions | \$ 2,972,466,199.70 | \$ 3,938,999,839.54 | \$ 6,911,466,039.24 |
| Healthcare | \$ 1,917,117,673.63 | \$ 2,271,694,215.12 | \$ 4,188,811,888.75 |
| Health Insurance | \$ 1,244,481,211.36 | \$ 1,446,187,847.33 | \$ 2,690,669,058.70 |
| Medical Services | \$ 425,696,765.01 | \$ 482,579,850.34 | \$ 908,276,615.35 |
| Other (Drugs/Medical Supplies) | \$ 247,236,143.47 | \$ 342,150,665.60 | \$ 589,386,809.06 |
| Entertainment | \$ 1,345,569,370.74 | \$ 1,689,029,476.20 | \$ 3,034,598,846.95 |
| AV Equipment & Services | \$ 370,261,322.77 | \$ 578,009,627.82 | \$ 948,270,950.59 |
| Fees and Admissions | \$ 364,035,952.25 | \$ 419,735,850.54 | \$ 783,771,802.79 |
| Other (Pet/Toys/Hobbies/Plyg'd Equip) | \$ 611,272,095.72 | \$ 691,283,997.84 | \$ 1,302,556,093.56 |
| Apparel and Services | \$ 79,744,031.89 | \$ 199,393,925.30 | \$ 279,137,957.19 |
| Cash Contribution | \$ 1,101,297,689.43 | \$ 828,609,775.19 | \$ 1,929,907,464.62 |
| Education | \$ 533,603,187.34 | \$ 775,075,997.58 | \$ 1,308,679,184.92 |
| All Other | \$ 1,551,303,044.09 | \$ 2,931,168,287.13 | \$ 4,482,471,331.22 |

5.1 Route 66 Potential Economic Development (and other supportive) Programs

Economic Development Perspective and Route 66

"Economic Development is the process of creating wealth through the mobilization of human, financial, capital, physical and natural resources to generate marketable goods and services. The economic developer's role is to influence the process for the benefit of the community through expanding job opportunities and the tax base." - American Economic Development Council.

The diverse communities that reside along the 2,400 miles of Route 66 – extending east to west from Chicago, Illinois to Santa Monica, California and traversing the states of Missouri, Kansas, Oklahoma, Texas, New Mexico and Arizona in between – constitute an extremely rich and diverse historic and cultural corridor. They host considerable economic activity (Data below from Rutgers University analysis of American Community Survey data for 2014-2018 for the Route 66 Corridor – the 1-mile buffer area around the Mother Road—information secured from PolicyMap):

- Total household income of the population living in the census tracts that intersect the Route 66 Corridor (1-mile buffer around this famed highway) is about \$210 billion – a sizeable market.
- Numerous Route 66 communities are thriving economically (e.g., almost 700,000 households residing in the census tracts that intersect Route 66 Corridor earn above \$100,000 annually)

Also, they face economic challenges – some inevitable, some almost completely unforeseen:

- Route 66 communities face economic challenges. For example, about one-eighth (12%) of the families living in the census tracts that intersect the Route 66 Corridor have poverty-level incomes.
- Economic difficulties to Route 66 have been exacerbated by the COVID-19 pandemic.

Accordingly, the citizens and civic leaders in Mother Road localities continually seek to identify and deploy economic strategies to effectively mobilize their human, financial, capital, physical and natural resources related to Route 66 for the benefit of their communities. In fact, there is a wealth of strategic programs available to them—and this section overviews major economic development (and other supportive) programs of potential use to the Route 66 community.

Federal and State Government Economic Development and Other Community Enhancement Programs of Potential Assistance to Route 66 Communities

Prominent federal tax credit programs include:

- Federal Historic Tax Credit (FHTC)
- Low-Income Housing Tax Credit (LIHTC)
- New Markets Tax Credit (NMTC)
- Opportunity Zones (OZ)

The chart below details the economic benefits they confer:

| Program (Year Started) | Credit % | Period (when tax credit is taken) | Availability |
|------------------------|---|-----------------------------------|---|
| FHTC (1978) | 20% | Over 5 years | As of Right |
| LIHTC (1986) | Up to 90% | 10 years | State Per Capita (about \$2) and competitive distribution |
| NMTC (2000) | 39% | 7 years | Finite Annual Allocation and competitive distribution |
| OZ (2017) | Defer, reduce, or eliminate capital gains | 5 to 10 years | As of right |

In addition, federal Economic Development Administration (EDA), Housing and Urban Development (HUD), Enterprise Zones and Brownfields programs are available to assist the economic development in Route 66 communities.

The Federal Historic Tax Credit (FHTC)

It is important to note that tax law changes, enacted between 1975 and 2017, have affected historic preservation investment:

1. Pre-1975—New construction favored
2. 1976 Tax Act

Route 66, Revisited: Potential Economic Development (and other supportive) Programs

- a. 5-year deduction of low-moderate income housing rehabilitation expenditure
 - b. Penalty against demolition of National Register of Historic Places properties
 - c. Easement counts as charitable donation
3. 1981 Economic Recovery Tax Act (ERTA)
- a. Eliminated 2a and 2b above
 - b. Introduced Investment Tax Credits (ITC)
 1. 15% ITC for non-historic, income producing nonresidential property 30 years+
 2. 20% ITC for non-historic, income producing nonresidential property 40 years+
 3. 25% ITC for all historic income-producing properties (including residential)
 4. ITC can be applied against “regular” or “active” income
 5. Tax credits applied at investment onset
4. 1986 Tax Reform Act (TRA)
- a. 15%-20% ITC (see 3b.1 and 3b.2 above) reduced to 10% ITC (non-historic buildings built before 1936)
 - b. 25% ITC for historic properties reduced to 20%
 - c. Tax credits applied at investment onset
5. 2017 Tax Cuts and Jobs Act (TCJA)
- a. 10% non-historic, nonresidential credit eliminated
 - b. 20% historic credit taken over 5 years

The following are the criteria to qualify for the federal Historic Tax Credit (FHTC):

1. Certified Historic Structure
 - a. Individually listed in National Register of Historic Places *or*
 - b. Building located in registered historic district and certified by NPS as contributing to district’s historic significance
 - c. Part 1 certification
2. “Substantial Rehabilitation”
 - a. “Rehab” = capital item that is depreciable over a 24-month period

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- b. Substantial = *greater* than \$5,000 *or* adjusted basis (adjusted basis = purchase price + improvements less depreciation)
3. Certified Rehabilitation
 - a. Rehabilitation consistent with historic character
 - b. Has to meet the Secretary of the Interior Standards
 - c. Part 2/Part 3 certification
4. Investment Tax Credit (ITC) Characteristics
 - a. ITC is *dollar for dollar* credit (unlike depreciation whose value depends on taxpayer's tax bracket)
 - b. IT is in *addition* to depreciation of building

Low-Income Housing Tax Credit (LIHTC)

1. Authorized in 1986 and made permanent in 1980
2. Provides two tiers of annual credit – 4%(uncapped in amount) and 9% (capped in amount) for a 10-year period, thus providing a 40% to 90% total credit on qualified expenditures for providing affordable housing
3. A 30% credit basis boost is available in “Qualified Census Tracts’ (lower-income, higher poverty areas) and housing developments in “Difficult to Develop Areas.”
4. Minimum affordable housing set aside (Usually much higher shares)
 - a. At least 20% of the housing units affordable to households earning up to 50% of Area Median Income (AMI)
 - b. At least 40% of the housing units affordable to households earning up to 60% of AMI
5. Affordability criteria – Rent plus utility allowance cannot exceed 30% of tenant income.

New Markets Tax Credit (NMTC)

1. Enacted in 2000, program offered by the Community Development Financial Institutions (CDFI) Fund (which itself was created in 1994).
2. NMTC provides a tax credit for qualified equity investment (QEI) in Community Development Entities (CDEs). CDEs provide loans, investment, or other financial aid to low-income communities (LIC). About 40% of the U. S. qualifies for an LIC for NMTC/CDE investment.
3. The NMTC is a 39% credit taken over a 7-year period.

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- a. 5% in each of the first 3 years
 - b. 6% in each of the final 4 years
4. The CDE makes qualified low-income community investments (QLICIs). There are various QLICIs, such as investing in or lending to a qualified active low-income community business (QALICB), offering financial counseling, and/or investing in or lending to other CDEs.
 5. The NMTC is administratively complex involving the CDFI (which competitively awards the tax credits), CDE, investors making a QEI, and with the CDE then making a QLICI.

Opportunity Zones (OZ)

1. This program was created by the Tax Cuts and Jobs Act of 2017 with the objective of spurring economic investment in economically distressed areas, called Opportunity Zones (OZs), within communities
2. Opportunity Zones were nominated by each state and these areas were then certified by the U.S. Treasury. Almost 9,000 census tracts nationally were certified as such zones.
3. Taxpayers who make investments in OZs (invest in a Qualified Opportunity fund – QOF) can defer, reduce, or eliminate capital gains taxes depending on the length of the OZ investment.
 - a. For example, the original amount of capital gains on which a Qualified Opportunity fund (QOF) investor has to pay deferred taxes is reduced by 10% if the QOF investment is held for 5 years, and 15% if held for 7 years. Capital gains taxes are entirely excluded if the investment is held for at least 10 years.
 - b. The amount of the capital gains taxes that can be deferred or shielded is uncapped.
4. There are various permissible investment types in Opportunity Zones, including as examples:
 - a. Commercial real estate new construction and renovation in OZs.
 - b. Opening new businesses in OZs.
 - c. Expansion of existing businesses in OZs.
 - d. Large expansions of businesses already located in OZs.

Enterprise (EZ) And Similar Zones

Route 66, Revisited: Potential Economic Development (and other supportive) Programs

1. An enterprise zone (EZ) is a geographic area that has been granted special tax breaks, regulatory exemptions, or other public assistance to encourage private economic development and job creation in typically economically challenged areas. (Hayes 2020)
2. Such areas may also be referred to as Empowerment Zones, Enterprise Communities, Renewal Communities or other titles (e.g., “Empire Zones in New York state and “Renaissance Zones” in Michigan)

Enterprise Zones can be established under *both State and Federal Programs* (Good Jobs First).

1. State EZs
 - a. While each state specifies specific criteria for an EZ area designation, typical criteria are “Blight” or Distress” conditions (e. g., high unemployment, job and population loss and lower income).
 - b. State EZs provide various incentives for investment in such areas, including:
 - i. Property tax abatements; Investment tax credits (against corporate income tax); Job creation tax credits (against corporate income tax); Inventory tax exemption; Sales, franchise, and use tax exemptions or reductions; Lower utility rates; Financial assistance through low interest loans and/or bond financing; and/or Employment training grants
2. Federal EZs
 - a. The federal Empowerment Zones, Enterprise Communities, and Renewal Communities (EZ/EC/RC) programs provide assistance for social services and other aids, such as:
 - i. Employment credits (zone hiring credits);
 - ii. Business expansion subsidies (EZ facility bonds - issued by state or local government; capital gains tax exemption - EC only; and special accelerated depreciation for small businesses - EZ only); and
 - iii. Qualified Zone Academy Bonds (QZAB) (education bonds specific to EZ/EC).

Brownfields

Brownfields Programs, offered by the Environmental Protection Agency, represent a challenge and an opportunity:

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1. A brownfield is a property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.
2. There are more than 450,000 brownfields in the U.S.
3. Cleaning up and reinvesting in these properties increases local tax bases, facilitates job growth, utilizes existing infrastructure, takes development pressures off of undeveloped, open land, and both improves and protects the environment.

Programs from Economic Development Administration (EDA – a bureau within the U. S. Department of Commerce)

There are many EDA programs available to communities along Route 66: (U.S. Economic Development Administration)

1. **Public Works:** Empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment.
2. **Economic Adjustment:** Assists state and local interests in designing and implementing strategies to adjust or bring about change to an economy. The program focuses on areas that have experienced or are under threat of serious structural damage to the underlying economic base. Revolving Loan Fund (RLF) Program supplies small businesses and entrepreneurs with the gap financing needed to start or expand their business.
3. **Planning:** Supports local organizations with short and long-term planning efforts. The Comprehensive Economic Development Strategy (CEDS) Content Guidelines provide suggestions, tools, and resources for developing comprehensive economic development strategies.
4. **Build to Scale (formerly known as Regional Innovation Strategies):** The Build to Scale (B2S) Program builds regional economies through scalable startups and includes three competitions supporting entrepreneurship, acceleration of company growth and increased access to risk capital across regional economies.
5. **Trade Adjustment Assistance for Firms:** A national network of 11 Trade Adjustment Assistance Centers to help strengthen the competitiveness of American companies that have lost domestic sales and employment because of increased imports of similar goods and services.
6. **Research and National Technical Assistance:** The RNTA program funds research, evaluation, and national technical assistance projects that promote competitiveness and innovation in distressed rural and urban regions.

7. Local Technical Assistance: Helps fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in distressed areas from making optimal decisions on local economic development issues.

HUD Community Development Block Grant (CDBG) Program

Authorized by Title 1 of the Community Development Act of 1974, the CDBG program provides annual grants on a formula basis to states, cities, and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons. (U. S. Department of Housing and Urban Development (HUD))

1. CDBG Assistance – Eligible CDBG-supported activities include:
 - a. Planning
 - b. Economic development
 - c. Acquisition or real property
 - d. Clearance and Site preparation
 - e. Property disposition
 - f. Public facilities and improvements
 - g. Removal of architectural barriers
 - h. Utilities
2. CDBG funds may be used for “special economic development.” This includes various assistance by the grantee or a nonprofit sub-recipient (e.g., for acquisition, construction, rehabilitation, and/or installation of commercial or industrial buildings) as well as assistance to private for-profit entities (e.g., grants, loans, and/or technical assistance).
3. CDBG Section 108 Loan Guarantee Program provides communities a source of financing for economic development, housing rehabilitation, public facilities, and large-scale physical development projects.

Prominent state-enabled local government programs are many and varied. They include:

- Business Improvement Districts (BID)
- Enterprise Zones (EZ)
- Hotel/motel hospitality tax
- Tax Increment Financing (TIF) Districts

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- Other enhancement districts include Business Development, Business Improvement, Community Improvement, Neighborhood Improvement, and Transportation Development/Improvement Districts

State-Enabled Local Economic Development Programs In The Eight Route 66 States

Illinois

1. TIF District – real estate tax based
2. Business Development District – sales tax based
3. Business Improvement District – aka: Special Service Area Program
4. Enterprise Zone – sales tax exemptions
5. Hotel/Motel Tax – Revenue tax to support tourism/economic development

Missouri

1. TIF District – real estate tax based
2. State Supplemental Tax Increment Financing District [When local tax increment financing leaves a gap for a redevelopment project, a municipality can apply for a portion of the new state tax revenues created by the project to be disbursed to cover the financing gap for eligible redevelopment costs on the project.]
3. Community Improvement District – sales tax based
4. Neighborhood Improvement District – sales tax based
5. Transportation Development District – sales tax based
6. Enterprise Zone – sales tax exemptions
7. Hotel/Motel Tax – Revenue tax to support tourism/economic development

Oklahoma

1. TIF District – real estate tax based
2. Community Improvement District – sales tax based
3. Business Improvement District – sales tax based
4. Enterprise Zone – sales tax exemptions
5. Hotel/Motel Tax – Revenue tax to support tourism/economic development

Kansas

Route 66, Revisited: Potential Economic Development (and other supportive) Programs

1. TIF District – real estate tax based
2. Business Improvement District – sales tax based
3. Tourism Business Improvement District – sales tax based
4. Enterprise Zone – sales tax exemptions
5. Transient Guest Tax Program – Revenue tax to support tourism/economic development

Texas

1. TIF District – real estate tax based
2. Municipal Development District – sales tax based
3. Public Improvement District – sales tax based
4. Enterprise Zone – sales tax exemptions
5. Hotel/Motel Tax – Revenue tax to support tourism/economic development

New Mexico

1. TIF District – real estate tax based
2. Business Improvement District – sales tax based
3. Local Lodger's Tax/Hospitality Tax – Revenue tax to support tourism/economic development
4. Enterprise Zone – sales tax exemptions

Arizona

1. TIF District – real estate tax based
2. Business Improvement District – sales tax based
3. County Improvement District – sales tax based

California

1. Enhanced Increment Financing District [Updated version of TIF] – real estate tax based
2. Business Improvement District – sales tax based
3. Hotel/Motel Tax – Revenue tax to support tourism/economic development
4. Enterprise Zone – sales tax exemptions

Summary of State-Enabled Local Government Economic Development Tools in the Eight Route 66 States

1. Tax Increment Financing – TIF – (Property Tax) – 8 states – IL, MO, KS, OK, TX, NM, AZ CA. (Note: in MO there is a State Supplemental TIF District and in CA, the TIF is called Enhanced Increment Financing District.)
3. Enterprise Zone (Sales Tax Exemption) – 7 states – IL, MO, OK, KS, TX, NM, CA
4. Hotel/Motel Tax (For Tourism/Economic Development) – 7 states – IL, MO, KS, OK, TX, NM, CA. In NM it is called Local Lodging Tax/Hospitality Tax. In KS it is called Transient Guest Tax Program.
5. Business Improvement District – BID – (Property Tax) – 6 states – IL, KS, OK, NM, AZ, CA.
6. Variations of improvement, development, and other districts:
 - a. Business Development District – IL
 - b. Community Improvement District – MO, OK
 - c. Transportation Improvement District – MO
 - d. Neighborhood Improvement District – MO
 - e. Municipal Development District – TX
 - f. Public Improvement District – TX
 - g. Tourism Business Improvement District – KS
 - h. County Improvement District – AZ

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6.1 Introduction

ROUTE 66, REVISITED

A User's Guide

for the Municipal Leadership of Route 66 Communities



Route 66 in Odell, IL. Source: Courtesy of Rhys Martin - Cloudless Lens Photography

William Thomas

Chairman of the Route 66 Road Ahead Partnership

ROUTE 66, REVISITED

A User's Guide

for the Municipal Leadership of Route 66 Communities



Route 66 in Odell, IL. Source: Courtesy of Rhys Martin - Cloudless Lens Photography

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| <i>The Differentiation Principle</i> | <i>Page 6.7</i> |
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Amarillo, Texas

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Kingman, Arizona

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Paving the Way



Route 66 in Odell, IL. Source: Courtesy of Rhys Martin - Cloudless Lens Photography

In 2011, Rutgers University undertook a landmark economic impact study of Route 66, one that demonstrated the positive effects of heritage tourism and historic preservation and justified continuing investment along Route 66. Conducted in collaboration with the National Park Service (NPS) and the World Monuments Fund (WMF), *The Route 66 Economic Impact Report** effectively captured the diverse history and rich culture of Route 66. It also quantified its great economic potential.

It is now a decade later, and this famed highway warrants revisiting. Thus, Rutgers University, the Route 66: The Road Ahead Partnership – a nonprofit organization founded in 2016 to preserve, promote and revitalize the historic corridor – conducted this follow-up investigation. It features a set of six comprehensive case studies that look closely at the experience of individual Route 66 communities, including Atlanta, IL, Pontiac, IL, Springfield, MO, Tulsa, OK, Amarillo, TX and Kingman, AZ and an in depth investigation into the programs, both at the Federal and state levels, that can help community efforts succeed.

The general reader can travel along vicariously and enjoy a remarkable range of experiences to be had along the route – everything from eating pie at the Palms Grill in Atlanta to spending Mother Road Bucks at the Powerhouse in Kingman, making stops at the intriguing locales in between, to appreciate the cultural significance of the murals, neons and even *bardos* found in between.

*Listokin, David. et al. (2011) *Route 66 Economic Impact Report Volume 1 and 2*. "Executive Summary." Accessed November 19, 2021

<https://www.wmf.org/sites/default/files/article/pdfs/Route%2066%20Economic%20Impact%20Study%20Volume%20I.pdf>

But the municipal management professional can do even more. In the 445 pages of *Route 66: Revisited* you will find a wealth of resources: principles, approaches and the specific tools used successfully on Route 66, with detailed examples from several Case Study Communities to inspire your thinking about how to use Route 66 to improve its local economy.

This User's Guide is designed to help you navigate the study easily, so that you get the most out of resources it offers. Thus, it is divided into two sections:

66 Ways to Succeed, which outlines the principles, approaches and tools detailed in the study and, and

Situated on Route 66, which outlines the programs effectively used by the Case Study Community, so that you can consider your community's situation. By taking a closer look at the specific programs these cities undertook, you can determine how your community can use Route 66 to improve your local economy.

In both sections, hyperlinks are provided to send you directly to the content that interests you most.

The Road Ahead Partnership is proud to bring you this study, and this guidance to help you get the most out of it. It is a manifestation of our mission: to revitalize and sustain Route 66 as a national icon and international destination, for the benefit of all Route 66 communities, travelers, and businesses and attractions. By sponsoring and sharing it, we hope to strengthen existing collaborative partnerships, and forge new ones, all along Route 66. Onward and upward.

66 Ways to Succeed

Consider key principles, approaches and tools – all proven ways to leverage Route 66 – and determine how they might help your community improve its local economy.

The Differentiation Principle

When a community is able to differentiate itself from other places in the Route 66 tourism market it increases its chances of attracting more visitors, which in turn can improve its economic base.

People traveling Route 66 are often seeking authentic things and experiences that help them feel part of what can be referred to as the idiosyncratic nature of Route 66. This relates to the sum of the feelings a person has when seeing historic buildings, meeting interesting people, discovering the history of Route 66, and having unique experiences along the way.

People make choices regarding where and when they visit places. The more distinct and unique your community is in terms of what it has to offer, the more tourists you will be attracted to your town. A proven principle in the world of tourism is that it is helpful for a community to differentiate itself from other places.

See what Atlanta, Illinois developed to distinguish its place in the Route 66 tourism market.

Link #1 – Examples of assets/experiences Atlanta developed to distinguish itself [Link to page 2.2.6-2.2.7]

See what Pontiac, Illinois developed to distinguish its place in the Route 66 tourism market.

Link #2 – Examples of assets/experiences Pontiac developed to distinguish itself [Link to page 2.3.14-2.3.18]

See what Springfield, Missouri developed to distinguish its place in the Route 66 tourism market.

Link #3 – Examples of assets/experiences Springfield developed to distinguish itself [Link to page 2.4.4-2.4.7]

See what Tulsa, Oklahoma developed to distinguish its place in the Route 66 tourism market.

Link #4 – Examples of assets/experiences Tulsa developed to distinguish itself [Link to page 2.5.9-2.5.26]

See what Amarillo, Texas developed to distinguish its place in the Route 66 tourism market.

Link #5 – Examples of assets/experiences Amarillo developed to distinguish itself [Link to page 2.6.5-2.6.6]

See what Kingman, Arizona developed to distinguish its place in the Route 66 tourism market.

Link #6 – Examples of assets/experiences Kingman developed to distinguish itself [Link to page 2.7.7-2.7.13]

Next Steps

After reading about efforts taken by the communities included in the set of Case Studies, see if the following questions help you begin your own differentiation process.

Do you have physical assets, experiences or aspects of your history related to Route 66 that might differentiate your community and be used as a starting point for leveraging Route 66?

- What parts of the original Route 66 roadway and landscape do you still have?
- What historic buildings do you have that are along or adjacent to Route 66?
- What interesting aspects of your community's history are associated with Route 66?
- What experiences are interesting or unique to your community, which are either directly connected to Route 66 or which can be offered to people traveling Route 66?

Answering these questions is a way to start identifying your community's connection/contributions to the idiosyncratic Route 66 experience. The bigger the list you can produce, the more opportunities for differentiation you will have to work with.

A Strategic Approach

There are challenges when it comes to leveraging Route 66 to improve a local community. There is either too much to do or you don't know what to do. You can't do everything at once. Everything takes time to accomplish. There is never enough money. So do you just sit and spin because of these challenges? If you do, you'll get nowhere.

The key to moving forward is to adopt a *strategic approach*. This involves identifying specific things you want to achieve, then focusing your work on accomplishing them.

See how Atlanta, Illinois took a strategic approach to using a Route 66 asset to improve its local economy.

Link #7 – Atlanta's Palms Grill Café project. [Link to pages 2.2.13-2.2.18]

Link #8 – Local Impacts of Atlanta's Palms Grill Café [Link to page 2.2.19]

See how Pontiac, Illinois took a strategic approach to using a Route 66 asset to improve its local economy.

Link #9 – Pontiac's Murals project. [Link to pages 2.3.26-2.3.38]

Link #10 – Local Impacts of Pontiac's Murals project [Link to page 2.3.35]

See how Springfield, Missouri took a strategic approach to using a Route 66 asset to improve its local economy.

Link #11 – Springfield's Birthplace of Route 66 Festival project. [Link to pages 2.4.15-2.4.23] Link #12 – Local Impacts of Springfield's Birthplace of Route 66 Festival project [Link to page 2.4.24-2.4.25]

See how Tulsa, Oklahoma took a strategic approach to using a Route 66 asset to improve its local economy.

Link #13 – Tulsa's Meadow Gold Sign project. [Link to pages 2.5.43-2.5.48]

Link #14 – Local Impacts of Tulsa's Meadow Gold Sign project [Link to page 2.5.49]

See how Amarillo, Texas took a strategic approach to using a Route 66 asset to improve its local economy.

Link #15 – Amarillo, Texas Sixth Street Historic District project. Link to pages 2.6.15-2.6.33]

Historic District Project [Link to page 2.6.34]

See how Kingman, Arizona took a strategic approach to using a Route 66 asset to improve its local economy.

Link #17 – Kingman's Powerhouse project. Link to pages 2.7.21-2.7.29.]

Link #18 – Local Impacts of Kingman's Powerhouse project. Link to page 2.7.30

Link #19 – The Cool Springs Camp. Link to pages 2.7.33-2.7.37.]

Link #20 – Local Impacts of The Cool Springs Camp [Link to page 2.7.38-2.7.40]

Next Steps

After reading about how the Case Study communities identified specific tourist assets to develop, see if the following questions help you begin to think through your own strategic approach.

Identify 1 or 2 or 3 specific assets your community has on which you want to focus. To do

so, ask the following questions:

- What buildings/sites/signs/etc. associated with Route 66 do you think can be most attractive to tourists, if you develop them?
- Which one or two of your experiences identified above in Item #1 above are the most unique – and thus present strategic opportunities?
- What aspect of your history is something no other [...or few other] Route 66 communities can tell?

Strategically using Route 66 to improve your local economy is a multi-year process. It has to begin somewhere/sometime, however, so identify the initial things you think are the most attractive/unique, then map out a plan for how you will turn each one into a tourist asset. Once you identify and understand your community's potential Route 66 assets, you can then move forward by focusing on the ones that are the most strategic to use.

Economic Development Tools

After you identify the 1 or 2 or 3 specific assets on which you want to focus, a major factor related to moving forward with a strategic approach will likely be money. Securing funds for a project via grants or by putting in place specific economic development tools can be daunting and take time. Accept this fact, but don't let it stop you.

Rather, learn how to get money to support what you want to do then take action to carry out what you have learned.

See what economic development tools Atlanta, Illinois used to both leverage Route 66 specifically and improve its overall economic base in general

Link #21 – Atlanta's Public/Private Partnership [Link to page 15]

Link #22 – Community Based Organizations Atlanta created to specifically enhance its economy [Link to page 10 – paragraph 2 & 3]

Link #23 – Specific economic development tools Atlanta's Community Based Organizations organizations used [Link to page 10 – paragraph 3]

Link #24 – Grant programs Atlanta used to develop its Palms Grill Café project [Link to page 15]

See what economic development tools Pontiac, Illinois used to both leverage Route 66 specifically and improve its overall economic base in general

Link #25 – Pontiac's Combined Downtown and Interstate TIF Districts – [Link to pages 2.3.23 (paragraphs 3-6) – 2.3-24 –(paragraph 1)]

Link #26 – Pontiac's Hotel Motel Tax [Link to page 2.3.24 – paragraph 2]

See what economic development tools Springfield, Missouri used to both leverage Route 66 specifically and improve its overall economic base in general

Link #27 – Springfield's Hotel Motel Tax [Link to page 2.4.12 – paragraph 3]

Link #28 – Springfield's College Street Corridor Plan [Link to page 2.4.12 (paragraph 4) – 2.4.13 (Paragraph1)]

Link #29 – Springfield's Kearney Street Corridor Plan [Link to page 2.4.13 (Paragraph 2)]

Link #30 – Springfield's Community Based Organization – the Route 66 Association of Missouri – that enables cooperative promotions, distribution of educational data and sharing of resources. [Link to page 2.4.13 (Paragraph 2)]

See what economic development tools Tulsa, Oklahoma used to both leverage Route 66 specifically and improve its overall economic base in general

Link #31 – Tulsa's 11th and Lewis Corridor Project Plan and Supporting Increment Districts ("Lewis District") designed to promote investment and increase density. [Link to page 2.5.36 (Paragraph 3) - 2.5.37 Paragraph 1]

Link #32 – Tulsa's "Tulsa Stadium Improvement District (TSID)" [Link to

Link #33 – Tulsa's participation in the Oklahoma Route 66 Centennial Commission [Link to (Paragraphs 3)]

See what economic development tools Amarillo, Texas used to both leverage Route 66 specifically and improve its overall economic base in general

Link #34 – Amarillo's Center City TIRZ and East Gateway TIRZ are designed capture and reinvest the projected increase in tax revenue created by developments in the city [Link to page 2.6.11 (Paragraphs 4-6) - 2.6.12 (Paragraph 1)]

Link #35 – Amarillo's Public Improvement Districts [Link to page 2.6.12 (Paragraph 2)]

Link #36 – Amarillo's Hotel Tax [Link to page 2.6.12 (Paragraph 3)]

Link #37 – Amarillo's Route 66 focused Governmental and Nonprofit Organizations [Link to pages 2.6.12 (Paragraph 4) – 2.6.13 (Paragraphs 1-3)]

See what economic development tools Kingman, Arizona used to both leverage Route 66 specifically and improve its overall economic base in general

Link #38 – Kingman's Business Improvement Districts and Hotel Tax [Link to page 2.7.17 (Paragraph 2)]

Next Steps

After reading about the specific economic development tools the several Case Study communities used to secure funds for projects, see if the following questions help you begin to think through tools and funding sources available to your community.

Does your community have access to – or is it willing to establish – any of these standard economic development tools:

- Tax Increment Financing District [TIFF]
- Hotel/Motel Taxes
- Business Improvement Districts [BID]
- Private Fundraising Campaigns
- Federal and State Level Grant Programs

The first three funding sources above are especially important, because they can be created and controlled on the local level by a community. A municipal government can create its own TIFF and BID districts and – in most states – institute its own hotel/motel tax. Funds raised via these sources can be used for a number of qualified expenses that can directly support tourism development efforts.

Private fundraising is also a valuable tool, because it provides opportunities to tap into the natural desire people and groups of people [like civic organizations and alumni groups] have to help their community. More often than not, when people are presented a clear vision of how a tourism project can help their town, they respond with financial support.

Grant programs exist on both the state and Federal level, even if it seems like they are few and far between – not to mention competitive. Regardless, it is important to include them in your efforts to secure funding for a project. A key one for Route 66 communities is the National Park Service's Route 66 Corridor Preservation Cost Share Grant Program.

It is now a decade later, and Route 66, as it always has, forges ahead in its unique way. During the past ten years, diverse communities along this affectionately titled "Mother Road" have enjoyed bountiful economic activity and, at the same time, faced daunting economic challenges – in particular the recent global COVID pandemic, which stopped most travel in its tracks. Route 66 has focused on the path forward and warrants revisiting.

Thus, Rutgers University and the Route 66: The Road Ahead Partnership – a nonprofit organization founded in 2016 to preserve, promote and revitalize the historic corridor – conducted this follow-up investigation. While this study is just a start to a continued, needed,

much broader-scale analysis, it is opportune to revisit the Mother Road. The current investigation comprises four components:

- 1 – Detailed case study investigation of individual Route 66 communities,
- 2 – Survey of a larger number of communities along the Mother Road concerning economic development,
- 3 – Reconnaissance analysis of the market potential from the household consumption of the population residing near this famed highway and
- 4 – Overview of potential economic development (and other supportive) programs for Route 66.

Situated on Route 66: Case Studies

Compare your community's situation to that of each Case Study Community.

In the expansive study, Route 66: Revisited, you'll read about five aspects of each of the Case Study Communities located on the highway that are related to its work to leverage Route 66 to improve its local economy. You'll be able to identify connections and similarities between your community and those included in the Case Study. These examples can provide information, motivation, and guidance for your efforts to use Route 66 to improve your local economy.

For your convenience, the hyperlinks in the pages that follow will give you access whatever section of a case study holds the greatest interest for you or is most relevant to your community's goals.

ATLANTA, ILLINOIS CASE STUDY

[Atlanta's History, Demographics, and Economics](#) [Link #39 to page 2.2.2]

[Atlanta & Route 66: Historic and Current Information](#) [Link #40 to page 2.2.5]

[Federal Economic Development Programs – Those Eligible to and Utilized by Atlanta, Illinois](#)
[Link #41 to page 2.2.8]

[State and Local Economic Development Programs – Those Eligible to and Utilized by Atlanta, Illinois](#) [Link #42 to page 2.2.10]

[The Palms Grill Café – Atlanta's signature project used to leverage Route 66 to improve its local economy](#) [Link #43 to page 2.2.13 (Paragraph 2)]

PONTIAC, ILLINOIS CASE STUDY

Pontiac's History, Demographics, and Economics [Link #44 to 2.3.2]

Pontiac's & Route 66: Historic and Current Information [Link #45 to page 2.3.14]

Federal Economic Development Programs – Those Eligible to and Utilized by Pontiac, Illinois
[Link #46 to page 2.3.20]

State and Local Economic Development Programs – Those Eligible to and Utilized by Pontiac, Illinois [Link #47 to page 2.3.23]

Mural Project – Pontiac's signature project used to leverage Route 66 to improve its local economy [Link #48 to page 2.3.26]

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SPRINGFIELD, MISSOURI CASE STUDY

Springfield's History, Demographics, and Economics [Link #49 to page 2.4.2]

Springfield & Route 66: Historic and Current Information [Link #50 to page 2.4.4]

Federal Economic Development Programs – Those Eligible to and Utilized by Springfield, Missouri [Link #51 to page 2.4.8]

State and Local Economic Development Programs – Those Eligible to and Utilized by Springfield, Missouri [Link #52 to page 2.4.12]
Improving Missouri's Economy [Link #53 to page 2.4.15]

Birthplace of Route 66 Festival – Springfield's signature project used to leverage Route 66 to

TULSA, OKLAHOMA CASE STUDY

Tulsa's History, Demographics, and Economics [Link #54 to page 2.5.2]

Tulsa's & Route 66: Historic and Current Information [Link #55 to page 2.5.5]

Federal Economic Development Programs – Those Eligible to and Utilized by Tulsa, Oklahoma
[Link #56 to page 2.5.30]

State and Local Economic Development Programs – Those Eligible to and Utilized by Tulsa, Oklahoma [Link #57 to page 2.5.36]

Meadow Gold Sign Project – Tulsa's signature project used to leverage Route 66 to improve its local economy [Link #58 to page 2.5.43]

AMARILLO, TEXAS CASE STUDY

Amarillo's History, Demographics, and Economics [Link #60 to page 2.6.2]

Amarillo & Route 66: Historic and Current Information [Link #61 to page 2.6.5]

Federal Economic Development Programs – Those Eligible to and Utilized by Amarillo, Texas
[Link #62 to page 2.6.7]

State and Local Economic Development Programs – Those Eligible to and Utilized by Amarillo, Texas [Link #63 to page 2.6.11]

Sixth Street Historic District – Amarillo's signature project used to leverage Route 66 to improve its local economy [Link #64 to page 2.6.15]

KINGMAN, ARIZONA CASE STUDY

Kingman's History, Demographics, and Economics [Link #65 to page 2.7.2]

Kingman & Route 66: Historic and Current Information [Link #66 to page 2.7.7]

Federal Economic Development Programs – Those Eligible to and Utilized by Kingman, Arizona [Link #67 to page 2.7.14]

State and Local Economic Development Programs – Those Eligible to and Utilized by Kingman, Arizona [Link #68 to page 2.7.17]

Powerhouse Project – Kingman's signature project used to leverage Route 66 to improve its local economy [Link #69 to page 2.7.18]

Cool Spring Camp Project – Arizona's unique Route 66 tourism asset that contributes to two local economies [Link #70 to page 2.7.33]