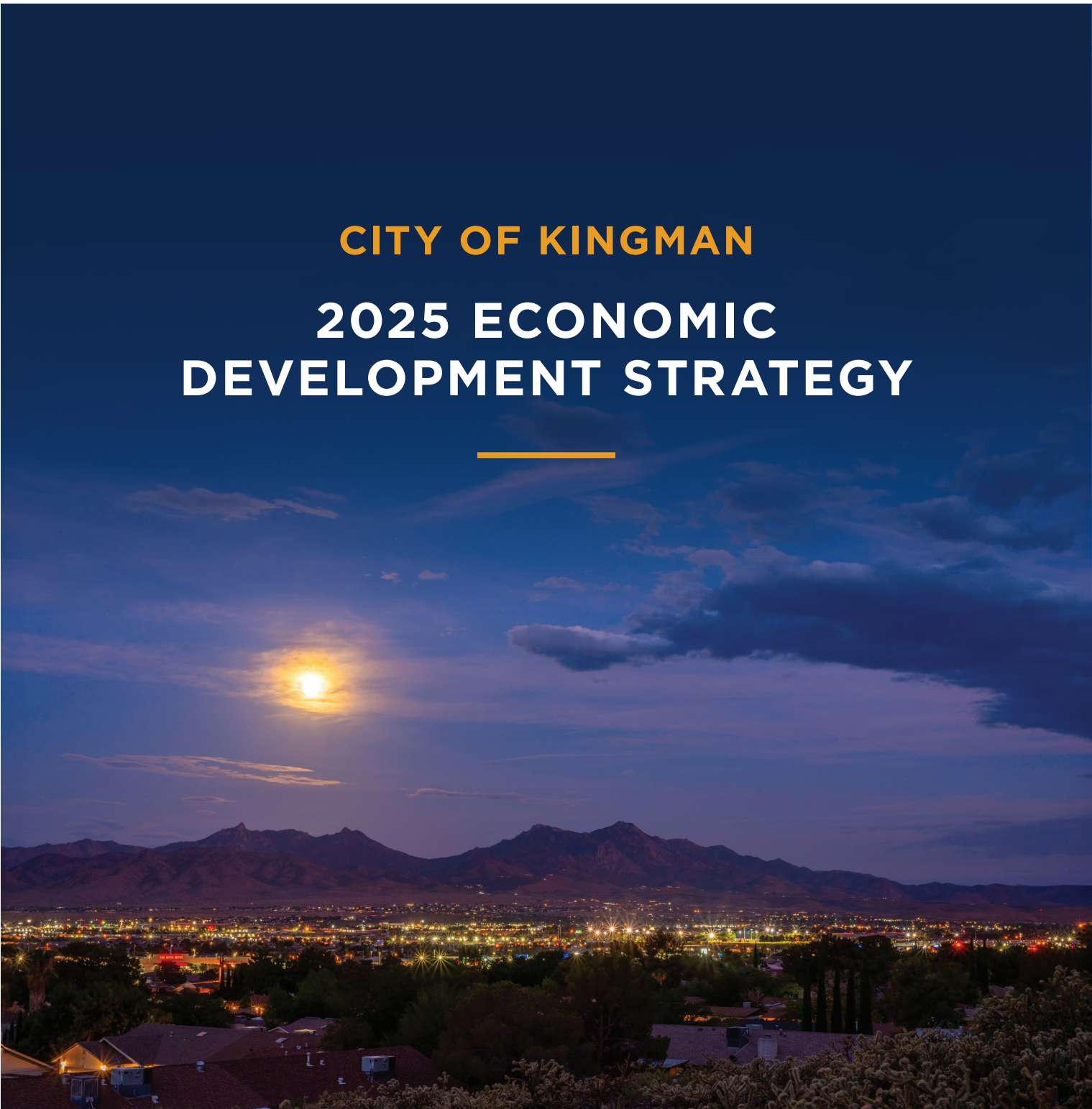


CITY OF KINGMAN

**2025 ECONOMIC
DEVELOPMENT STRATEGY**



**CONNECTING
PEOPLE, PROPERTY
AND POTENTIAL**



2025 Kingman Economic Development Strategy

GOAL

Position Kingman as Northwest Arizona's leading destination for advanced industry, vibrant commerce, rich cultural heritage, and exceptional quality of life—celebrated through its arts, historic preservation, and distinctive sense of place.

MISSION

Activate land, partnerships, talent, and placemaking that draws on Kingman's cultural and heritage assets to build a thriving, inclusive economy and exceptional quality of life.

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INTRODUCTION: WHY THIS PLAN, WHY NOW

The 2025 Kingman Economic Development Strategy is a look forward – relooking at competitive position, understanding economic growth and shifts (current and future) that affect key economic drivers and market opportunities to continue the efforts began in 2019. It is rooted in the General Plan vision and guided by the principle that economic development is not simply about growth — it is about shaping Kingman into a place of opportunity, resilience, and regional leadership.

This strategy aligns the City’s efforts in investment attraction, job creation, business support, and community development. It builds on the foundation of the 2019 Strategy and 2023 Update while reflecting the measurable progress achieved between 2020 and 2024 and market shifts.

Kingman’s Economic Development: *Evolution as a Team and Program*

Over the past five years, the City’s Economic Development team has delivered strong results. What began as a basic program has evolved into a high-performing, multi-dimensional economic development operation that:

- **Works from a model organized around three economic drivers:** *traded sector, local-serving economy, and the visitor economy*
- **Executes effectively** *across business recruitment, retention, workforce alignment, and placemaking*
- **Proactively addresses** *constraints such as infrastructure readiness, inventory of ready sites, and regulatory navigation*



FIGURE 1 – *Economic Drivers, overlay and intersections of growth opportunity, ripple effects and economic impact creating robust economies.*

- **Leverages strong partnerships** *with state, regional, and community-based organizations*
- **Demonstrates innovation in launching new initiatives** *from downtown revitalization and small business tools to aviation growth and tourism branding.*

Grounded in Data: *A City on the Rise*

Kingman has seen meaningful economic and demographic progress. Since 2019:

- **Population** *has grown by 11% to more than 34,500, with the fastest growth among prime working-age adults (20–44).*
- **Median income** *rose 29%, reflecting both job creation and improved job quality.*
- **Taxable sales** *exceeded \$1.2 billion in 2024 — with over half from retail — signaling strong consumer demand.*

- **Traded-sector establishments** expanded by 66%, driven by growth in industrial, construction, and logistics uses.
- **Nonresidential permit valuations** rose 269% from 2018 to the current 2025 YTD, increasing from \$5.7 million to \$21.2 million, showing a dramatic expansion in commercial and industrial investment.

The Road Ahead: Opportunities and Challenges

Kingman’s growth is strong but not automatic. To sustain and elevate its economic performance, the city must continue navigating structural challenges — many of which are beyond its direct control — while positioning itself for next-stage opportunities. Key considerations include:

Challenges to Navigate:

- **Available land and buildings** - limited inventory of buildings and of infrastructure-ready sites – for industrial, commercial and professional office uses.
- **Infrastructure needs** — particularly in areas like the Airport Industrial Park and industrial park expansion — investment is needed to meet industry expectations.
- **Workforce constraints** – shortages across fields, including manufacturing, aviation, trades, and healthcare.
- **Rising competition** - regional peers with aggressive incentives and marketing platforms (e.g., Casa Grande, Goodyear, Cedar City).
- **Transition to Tier 2 Regional Hub** - Kingman is well-positioned to move from a Tier 3 participant to a Tier 2 regional hub as these challenges are mitigated.

Opportunities to Build On:

- **Strengthening Reputation as an Advanced Manufacturing Location:** Kingman is gaining visibility for its location advantages, affordability, and alignment with regional industrial trends — positioning it well for precision manufacturing, aviation components, and clean tech – all growth industries.
- **Strategic Infrastructure Investments:** Opportunities for local businesses are being created through new industrial lands and other enhancements at the Kingman airport, the, I-40 TradePort infrastructure and planning for I-11 connectivity will open up possibilities for logistics, aviation, and industrial development.
- **Advanced Manufacturing Training Center (AMTC):** A purpose-built talent pipeline asset that differentiates Kingman from many peer cities and supports targeted industry attraction.
- **Downtown and Visitor Sector Revitalization:** A new tourism strategy and brand (“Explore Kingman”) are elevating the city’s profile and identity, tapping into Route 66 nostalgia, outdoor tourism, and experience-based commerce.
- **Healthcare and Professional Sector Growth:** Rising demand for specialty care, outpatient services, senior living, and professional firms due to an aging population and steady in-migration creates a strong market opportunity in Kingman. Anchored by Kingman Regional Medical Center and its Mayo Clinic partnership, Kingman is positioned as the regional hub for healthcare expansion and the growth of supporting professional services such as legal, financial, and technical firms.
- **Business-Friendly Climate:** Continued streamlining of permitting, marketing of opportunity zones, and consistent business retention outreach reinforce Kingman’s identity as a place where businesses are heard and supported.

Bold, Forward Thinking

Goal: *Strategic Positioning Statement*

To unify economic development efforts, this Strategy adopts the following **goal** as its aspirational identity:

“Position Kingman as Northwest Arizona’s leading destination for advanced industry, vibrant commerce, and memorable visitor experiences.”

This goal aligns with the City’s General Plan vision and reflects a shift from planning to leadership. It honors the strengths that are working — affordability, location, workforce alignment, and quality of place — while calling for clear direction and continued momentum.

Strategy Foundation: *Location & Sector Analysis Process*

The 2025 Strategy is anchored in a series of technical working papers¹ as part of the assessment and strategy foundation.

Each of these papers analyzed economic indicators, assets, gaps, industry sectors (growth potential), and provided insights to define clear opportunity areas and constraints.

Moving Forward: *Strategic Focus*

Kingman is evolving as a regional hub and niche location for business and industry and has done an excellent job since 2019 in advancing this position. With a growing population, strategic location along I-40 and

TECHNICAL WORKING PAPERS

- General Plan Alignment
- Economic Data & Key Performance Indicators
- Economic Centers & Corridors
- Competitive Position Evaluation
- Economic Drivers: Traded Sector, Local-Serving Sector, Visitor-Driven Sector

a foundation of strong public-private partnerships, the city is poised to grow its economy in intentional, diversified, and resilient ways with continued focus on:

- 1. Strengthen Kingman’s Core Economic Assets**
Build on foundational strengths such as downtown vitality, innovation and business hubs, strategic sites, and workforce pipelines — enhancing the capacity to attract investment, talent, and visitation.
- 2. Capitalize on High-Opportunity Sectors**
Advance industries with strong growth potential, regional relevance, or local community benefit — including advanced manufacturing, health care, logistics, tourism, and visitor-serving enterprises.
- 3. Remove Barriers to Inclusive Economic Growth**
Align public and private resources to overcome key obstacles, including lack of shovel-ready land and buildings, talent pipelines and workforce housing gaps, infrastructure limitations, continual refinement for regulatory efficiencies, and access to opportunity for all residents.

1. Technical Working Papers (7) provided as assessment and strategy foundation – 1) Background review of General Plan, Elements, 2019-2023 ED Plan Update and Work Accomplished, 2) Economic Indicators, 3) Economic Centers & Corridors, 4) Competitive Position Evaluation, 5) Traded Sector, 6) Local-Serving, 7) Visitor Driven – separate documents.

1.0 COMPETITIVE ASSESSMENT AND STRATEGIC RESPONSE

Kingman is building a credible and investable position in the highly competitive landscape of mid-market cities targeting advanced industry, logistics, and entrepreneurial investment.

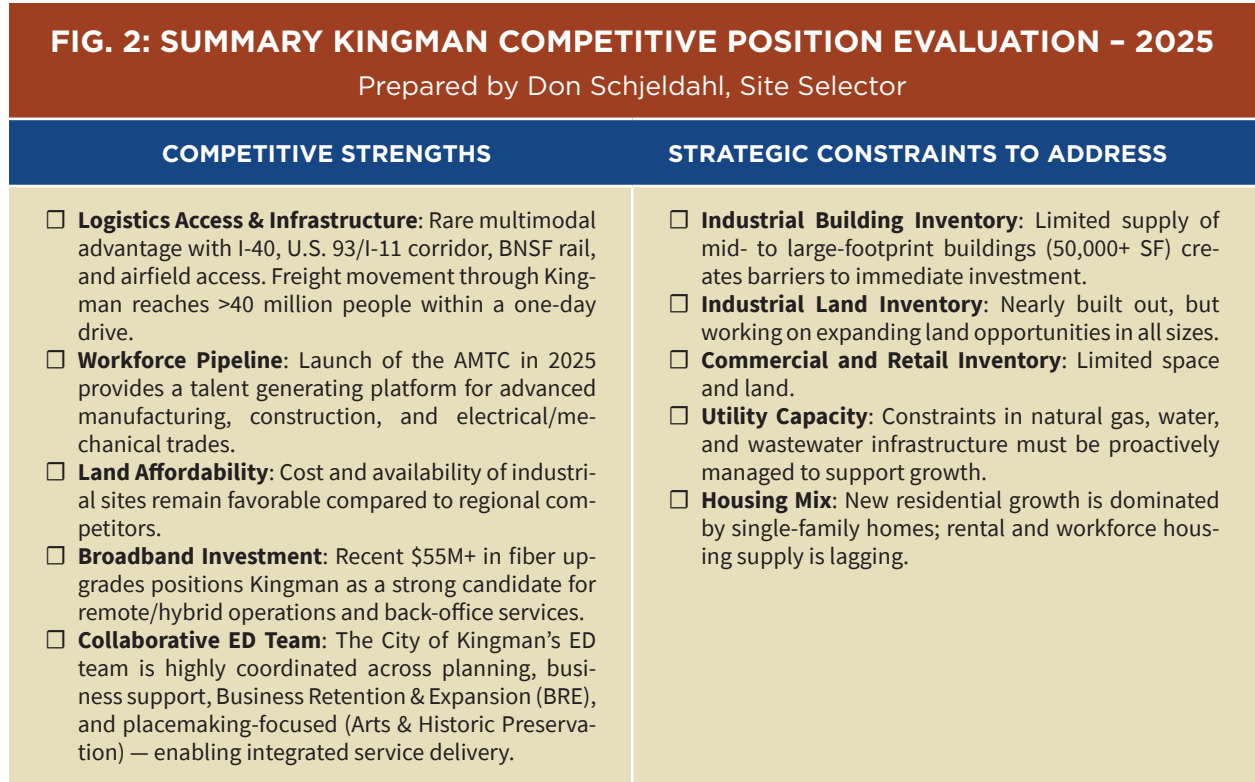
Competing areas such as *Casa Grande and Goodyear (AZ), Cedar City (UT), and Mesquite (NV)* are competitive on some of the same value proposition factors as Kingman – and also working to expand their industrial base, modernize infrastructure, and attract new employers.

A **Competitive Position Evaluation²** was completed as part of this Strategy using a framework developed by national site selector Don Schjeldahl, assessing six

critical factors: market access, workforce, real estate, infrastructure, business climate, and quality of place.

The findings validate that Kingman offers meaningful and growing strengths—particularly in logistics, land affordability, and workforce alignment—and has a clear opportunity to establish itself as a Tier 2 Regional Hub for industry and investment (key targets). To do so, the community must continue to address infrastructure and space readiness gaps, while refining its marketing and site development tools to compete effectively with better-known peers, along side enhancing its sense of place through thoughtful placemaking that leverages preservation, public art, and other cultural assets..

2. Technical Working Paper : Competitive Position



1.1 Strategic Objective – Competitive Position

Continue to Position Kingman as a credible, cost-advantaged Tier 2 Regional Hub³ location for business investment by enhancing infrastructure readiness, workforce alignment, and market visibility.

1.2 Strategic Actions – Competitive Position

1. Land Availability & Infrastructure Readiness

- Continue to prioritize land availability and shovel-ready sites with extended utilities.
- Continue advancing the Kingman Crossing Interchange development area (commercial and retail).
- Continue advancing Flying Fortress Interchange (industrial and aviation-relation).
- Continue advancing Patriot Rail redesign (logistics and circulation).
- *Long term:* When proposed industrial lands are released/acquired, Phase II should include a site readiness review/documentation⁴ as lands are ready.
- *Long term:* Continue to participate in the advancement of the I-40 TradePort Corridor⁵ and TradePort Hub position, continue concept development such as the Truck Mobility Complex unlocking logistics transload/sort/inventory access.
- *Long term:* Continue to monitor infrastructure capacity for signs of constraining development.

3. A Tier 2 Regional Hub is a community in a growth phase, shifting from primarily locally oriented to a recognized economic region.

4. REDI Site, Site Selectors Guild, <https://siteselectorsguild.com/about/redi-sites/>

5. <https://i40tradeportcorridor.com/>

2. Industrial Real Estate Solutions

- Explore shell-building program with pre-approved footprints (flex, 10K–100K SF).
- Most competitor cities are using and promotion state-wide incentives provided by Arizona Commerce Authority including Quality Jobs Tax Credits, Qualified Facility, R&D credits, manufacturing equipment exemptions, tax relief and accelerated depreciation, Opportunity Zones 2.0 (depends on federal policy). These programs should be articulated as part of Kingman’s value proposition.

3. Talent Development & Retention

- Leverage AMTC and MCC partnerships as a leading *differentiator* to create a highly productive workforce in all skills for traded sector industries and businesses.
- Use AMTC model in other sectors – professional, health care.
- Expand Business Retention & Expansion (BRE) engagement to include medical and professional sectors.
- *Long term:* support housing diversification strategies to attract and retain young workers and mid-career professionals.

4. Marketing & Differentiation

- Launch a “Prospectus 2.0” platform with industry-specific value proposition profiles (advanced manufacturing, healthcare, logistics, etc.).
- Lead with AMTC – training the next generation of productive workers.
- Redesign site selection webpages to lead with market access, costs, and workforce (Kingman’s key strengths) and add value proposition profiles and tools.

2.0 ECONOMIC CENTERS & CORRIDORS PORTFOLIO

Kingman’s economic future depends on the readiness and performance of its key economic centers and commercial corridors. These areas represent the physical “portfolio” of opportunity across the city and serve as the foundation for growth in the Traded Sector, Local-Serving Sector, and Visitor-Driven Economy.

Unlike some peer communities that focus on a singular economic center, Kingman’s strategy spans a distributed set of nodes — each with its own economic role, real estate profile, infrastructure needs, and market strengths. These centers align with traded, local and visitor sectors and can be seen on a [visual web real estate portfolio tool](#) created for this project.⁶

Economic Centers Supporting each Sector

TRADED SECTOR	<ul style="list-style-type: none"> <input type="checkbox"/> Airport Industrial Park is nearing buildout and requires infrastructure expansion and land use planning for adjacent properties. <input type="checkbox"/> Flying Fortress Interchange Area has emerging potential with planned infrastructure, strong highway access, and rail adjacency — an ideal candidate for the next-generation employment hub. <input type="checkbox"/> Bank Street / Santa Rosa Clusters host smaller industrial users and support businesses but lack coordinated planning or shared infrastructure vision.
LOCAL-SERVING SECTOR	<ul style="list-style-type: none"> <input type="checkbox"/> North Stockton Hill Road remains the city’s core retail corridor, with ongoing development but limited walkability and fragmented signage and site planning. <input type="checkbox"/> Kingman Crossing is a greenfield opportunity area with a conceptual site plan and direct access from the planned I-40 interchange. <input type="checkbox"/> KRMC Medical District continues to grow organically but lacks coordinated master planning and district branding. <input type="checkbox"/> Historic Downtown has seen revitalization but faces challenges with infill, parking, and underutilized parcels. The recent revitalization project has improved the aesthetics and attractiveness for development; challenges remain in attracting the local population and visitors to downtown.
VISITOR SECTOR	<ul style="list-style-type: none"> <input type="checkbox"/> Historic Downtown / Route 66 Corridor is the symbolic and strategic heart of Kingman’s tourism brand, with potential for destination-oriented lodging, food, and retail. <input type="checkbox"/> West Beale Gateway is a key arrival point in Kingman but remains underbuilt and under branded (long-term future project).

6. Technical Working Paper Economic Centers & Corridors, accomplishing ERIS web GIS mapping tool, Kingman Real Estate Portfolio, <https://storymaps.arcgis.com/stories/5302d2add65c49a0a3a6114b5ff7b4e4>, prepared by Thatch Moyle.

2.1 Strategic Objective – Economic Centers & Corridors

Maximize the value of Kingman’s economic centers and corridors by investing in site readiness, promoting their unique functions, and aligning development with user-driven opportunities.

2.2 Strategic Actions – Economic Centers & Corridors

1. Advance Infrastructure in Traded Sector Centers to Support Growth

- Continue prioritizing infrastructure readiness to unlock large-scale development potential.
- Continue to coordinate land use and utility planning now to ensure continued capacity for large-scale industrial users.

2. Activate Smaller Industrial Zones as Flex & Innovation Hubs

- Position Bank Street and Santa Rosa corridors as sites for small-scale developers and flex space users (e.g., trades contractors, clean-tech suppliers, specialty manufacturing).
- Package these spaces as part of a “Right-Size Space Strategy” targeting growing companies needing sub-25,000 SF buildings with fast delivery timelines and limited capital risk.

3. Use a Real Estate Portfolio Approach with Value-Based Storytelling

- Shift web marketing tools to emphasize location, character, role of each center/corridor, not just available sites — creating a story of Kingman’s development potential.
- Use mapping tool to highlight a *Real Estate Portfolio* of centers, available properties in centers, available spaces and links to key information or prospectus (i.e., trade area data for retail) that adds to the story.

4. Address Limited Building Supply with Strategic Concepts

- Explore pre-approved development footprints or shell buildings to accelerate delivery in priority centers.
- Highlight build-to-suit opportunities and promote smaller-scale development with fast-track permitting to fill demand in both traded and local-serving sectors.

5. Downtown Kingman: A Heritage Growth Node

- Continue to reframe marketing Downtown as a specialty growth node – distinctive center with a focus on unique retail, small-scale hospitality, and experience-driven enterprises that align with Route 66 heritage — lean into the visitor market audience as an attractor.
- Promote adaptive reuse and micro-investment, encourage small-scale developers and entrepreneurs to invest in downtown spaces—promote facilitated permitting, fee waivers/deferrals, small business financing that reduces risk for creative infill projects.

6. Site and Development Areas that support Destination Development Through Recreation and Events

- Continue feasibility exploration of the youth sports complex or tournament venue.
- Leverage Kingman’s outdoor assets (trails, terrain, climate) to frame investment zones for lodging diversity — such as glamping, RV resorts, or trail-linked hospitality.

3.0 ECONOMIC DRIVERS - STRENGTHENING & DIVERSIFYING THE ECONOMIC BASE

Kingman’s economy is powered by a diverse set of **economic drivers** — sectors that generate jobs, investment, and community value. These include the **Traded Sector**, **Local-Serving Sector**, and **Visitor-Driven Sector**.

While each sector has distinct characteristics, they operate in a **mutually reinforcing ecosystem**.



Traded-Sector includes industries that export goods or services beyond the region, such as advanced manufacturing, aviation, and logistics. These industries that bring outside dollars into the region.



Local-Serving businesses recirculate those dollars through retail, healthcare, and services; typically meeting the demand needs of existing residents and workforce.



Visitor-Driven enterprises generate export revenue by attracting spending from non-residents – lodging, dining, recreation, arts, history, Route 66-related attractions and experienced based businesses.

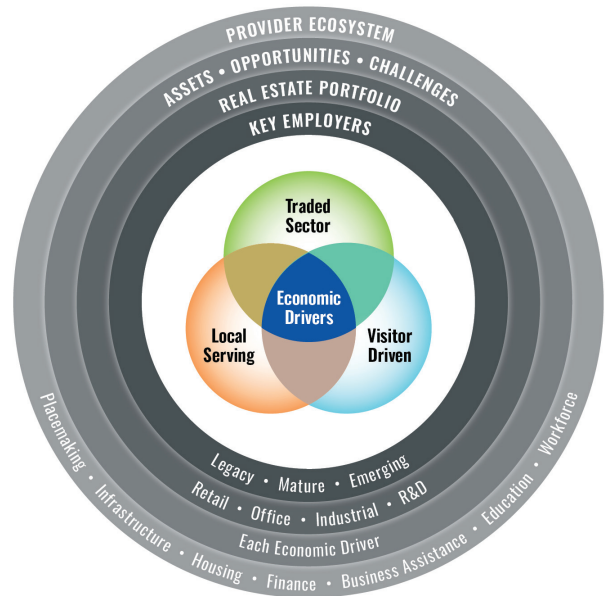
While these sectors are distinct in how they generate revenue, they often overlap in physical space, workforce, and infrastructure needs. *A growing traded-sector employer may rely on local-serving childcare or health providers; a visitor experience may spark downtown retail activity; and housing demand generated by new jobs affects local services.*

This interconnectedness means that strategies for one sector must consider the ripple effects — and reinforcing opportunities — in others. **Figure 3** illustrates this relationship. At the center are the three economic drivers, surrounded by a set of shared influences that shape their performance. These include:

- Key employers anchoring job creation and investment.
- The real estate portfolio, which determines what space is available and development-ready.
- A mix of assets, opportunities, and constraints unique to each driver.
- A provider ecosystem of partners in education, infrastructure, permitting, finance, workforce, arts, culture and heritage — all of whom contribute to the success of Kingman’s economy.

Each of the following sub-sections will highlight the status, strategic objective, and key actions for Kingman’s three core economic drivers.

FIGURE 3 – Economic Drivers are mutually reinforcing ecosystem influenced by internal and external factors.



3.1 Economic Driver: Traded Sector

Kingman’s traded sector provides a healthy economic foundation. In 2024, Kingman’s traded-sector employers accounted for approximately:

- 3,873 jobs (41% of countywide traded-sector employment)
- 405 establishments (66% growth since 2018)
- \$215 million in direct and indirect economic output
- An average wage of \$62,032, 70% higher than the citywide average

Kingman’s Traded Sector includes a strong cluster of metal fabrication, precision machining, aerospace MRO (maintenance, repair, and overhaul), industrial manufacturing, logistics, and environmental services. Prominent employers located in and near the Kingman Airport Industrial Park include Kingman Airline Services, Straube’s Aircraft Services, Patriot Rail, Desert Mountain Corporation, and AMPS Manufacturing.

The Airport Industrial Park, which serves as the core of the Traded Sector, is at over 90% occupancy. In response, the City and its partners are actively working to unlock additional development-ready land, investing in infrastructure, and improving multimodal connectivity to maintain momentum.

Kingman’s competitive edge for traded-sector growth lies in the **intersection of infrastructure, affordability, and workforce pipeline:**

- ✓ **Transportation & Market Access:** Direct access to I-40, BNSF rail, and Kingman Airport enables regional and national movement of goods. Rail-served land and the planned I-40 TradePort offer long-term potential for transload, logistics, and light industrial uses.

MANUFACTURING TRAINING CENTER (AMTC)

The AMTC is Kingman’s anchor workforce asset for advanced industry. It delivers hands-on training in precision machining, welding, electrical systems, and other high-demand skills, directly aligned with employers’ needs.

By producing job-ready talent locally, the AMTC strengthens Kingman’s value proposition for business attraction and expansion.

- ✓ **Industrial Land Pipeline:** Releasing additional Airport Industrial Park parcels and evaluating zoning and infrastructure needs for future expansion.
- ✓ **Skilled Workforce:** The **Advanced Manufacturing Training Center (AMTC)**, in partnership with MCC, is aligned with key industry needs — particularly metals, avionics, and component assembly.
- ✓ **Proximity to Materials:** While Nucor Steel is located outside city limits, its presence in the region strengthens the case for metal-based supply chain businesses, fabrication, and assembly that could locate within Kingman proper.
- ✓ **Cost Advantage:** Land and utility costs remain significantly lower than other metro areas, reinforcing Kingman’s role as a Tier 2 production and logistics location — supporting overflow or expansion from markets like Phoenix, Las Vegas, or Southern California.

3.1.1 Traded Sector Strategic Objective

Advance Kingman’s position as a preferred Tier 2 regional hub for high-value industrial growth by aligning infrastructure, workforce, and marketing around target sectors.

3.1.2 Traded Sector Strategic Actions

1. Priority 1 – Continue to Expand Site Readiness and Capacity

- Finalize the release and entitlement of new parcels within and adjacent to the Airport Industrial Park.
- Complete critical utility extensions and identify parcels suitable for rail-served development.
- Evaluate infill or redevelopment options in Bank Street and Santa Rosa areas for smaller-scale industrial/flex operations.

2. Align Recruitment with Target Sectors

- Prioritize outreach to advanced manufacturing businesses in:
- Light metals and machining
- Aerospace MRO and component production
- Packaging and logistics equipment
- Clean energy and solar-related hardware
- Link recruitment strategies to available assets (land, rail access, training pipelines).

3. Continue Strengthening the Workforce Pipeline

- Continue BRE calls in coordination with partners to address existing business needs, showcase expansions (survey indicated several ready to expand).

- Support expansion of AMTC programs in electrical assembly, machining, and aerospace technologies and other traded sector fields such as professional services and management companies (administrative offices).
- As part of BRE, coordinate with employers to update training needs annually and ensure pipeline alignment.

4. Modernize Marketing Tools

- Complement existing *Locational Advantages* with Traded Sector Prospectus 2.0, combining:
- Vision of future - what is in the pipeline that will transform the region
- Sector-specific value propositions
- Operating cost comparisons
- GIS-based site visualization
- More real-world business stories and metrics

5. Promote Long-Term Strategic Assets

- Continue public-private collaboration on the I-40 TradePort as a long-term investment in logistics and intermodal capability.
- Position TradePort as a complementary asset to the Airport Industrial Park, supporting future growth.

3.2 Economic Driver: Local Serving Sector

The local-serving sector—retail, professional services, and healthcare—accounts for **over 40% of all jobs in Mohave County** and nearly one-third of all establishments. It is a direct driver of Kingman’s livability, quality of life, and resident satisfaction. Strong performance here not only supports residents but also enhances Kingman’s appeal to traded-sector employers and visitors.

Retail recruitment operates differently from trad-ed-sector industry attraction. While manufacturing and logistics decisions hinge on workforce, transpor-tation, and cost, retail location decisions are often driven by population size, household income, and daily traffic counts—the “rooftops” that create cus-tomer demand. This means that while Kingman may aspire to attract first-tier big-box retailers (e.g., Cost-co, Target), market fundamentals may better align

with second-tier or smaller-format regional and na-tional brands in the near term.

The City has built a strong foundation for retail attrac-tion through its partnership with **The Retail Coach**, which extends staff capacity by supplying market analytics, retail leakage reports, and direct access to decision-makers. High-quality marketing tools—including a professional retail prospectus, psycho-

Market Gaps & Opportunities – Asset-to-Opportunity Linkage

RETAIL & HOSPITALITY	<p>Gap: Mid-market apparel, general merchandise, and specialty grocery (e.g., Sprouts, Aldi) Asset Link: Trade area population of over 100,000; I-40 and Route 66 visitor traffic; lower occu-pancy costs than regional competitors.</p> <p>Gap: Family and casual dining (e.g., Panera, Blaze Pizza, Applebee’s) Asset Link: Concentration of national hotel chains and tourism base creates ready evening/ weekend customer base.</p> <p>Gap: Outdoor recreation retail and outfitting Asset Link: Proximity to Hualapai Mountains, Lake Havasu, and off-road trail systems supports outfitter and gear retail.</p> <p>Gap: Boutique hotels, unique lodging, and extended-stay formats Asset Link: Route 66 heritage, growing sports tourism potential, and limited current supply of “experience-based” lodging.</p>
PROFESSIONAL SERVICES	<p>Gap: Legal and financial services, insurance, and tax preparation Asset Link: Aging population, strong in-migration of retirees, and regional hub function create sustained demand.</p> <p>Gap: Marketing and digital consulting services for small and mid-sized businesses Asset Link: The existing small business assistance programs, new co-working space and a supportive entrepreneurial ecosystem can help fill this gap and provide a platform for growing professional service firms in response to local market demand</p> <p>Gap: Co-working and flexible office space Asset Link: New co-working space opening, remote workers and small firms seeking lower costs and lifestyle advantages compared to metro areas.</p>
HEALTHCARE	<p>Asset Link: KRMC’s role as a hub for outlying rural areas; patient demand exceeding current capacity.</p> <p>Gap: Diagnostic centers (MRI, X-ray, lab testing) Asset Link: Regional draw of patients to Kingman and under-capacity in current imaging ser-vices.</p> <p>Gap: Specialty practices (geriatrics, orthopedics, dermatology) Asset Link: Older age profile in trade area and recruitment opportunities tied to KRMC partner-ships.</p>

graphic reports, and gap analysis—allowing the City to present a compelling case to target brands.

Healthcare is a second anchor of the local-serving economy. **Kingman Regional Medical Center (KRMC)** is emerging as the regional healthcare hub, drawing patients from across Northwest Arizona. With an aging population and steady immigration from California and Nevada, demand is growing for specialty care, urgent care, diagnostics, and wellness services.

The local-serving base also benefits from an emerging small business and entrepreneurial ecosystem, with a business incubator planned to support startups, retail concepts, and service-based enterprises. This “**grow your own**” approach can help fill market gaps and add unique businesses that differentiate Kingman from other regional centers.

3.2.1 Local Serving Sector Strategic Objective

Strengthen Kingman’s position as the retail, healthcare, and service hub of Northwest Arizona by targeting right-fit brands, expanding medical capacity, and growing the small local business base to meet documented market demand.

3.2.2 Local Serving Sector Strategic Actions

1. Retail & Hospitality Recruitment

- Continue leveraging The Retail Coach partnership to target brands that align with population size, spending power, and documented retail leakage.
- Target retail gaps in mid-market apparel, grocery, and experiential dining aligned with available space or new developing space.
- Continue to promote infill and redevelopment opportunities.

2. Healthcare Expansion

- Convene KRMC and healthcare stakeholders to identify service gaps and growth priorities.
- Target urgent care, diagnostics, and specialty providers to meet aging population needs.
- Support medical office development and co-location opportunities near KRMC.

3. Small Business & Entrepreneur Development – *Grow Your Own Model*

- Launch and market the planned small business incubator as a hub for entrepreneur and startup support, co-working, technical assistance and financing. This becomes a base for other programs.
- Consider a “Pop-Up to Permanent” program tied to **Route 66 events** and the **adaptive reuse of downtown buildings**—leveraging the visitor-driven foot traffic and downtown’s character to incubate small, unique businesses (see next page).
- Consider establishing a small/micro loan program to help to fill the gap between the more institutional loan programs available and the needs of start-ups. Offering \$5,000–\$20,000 in either forgivable grants or deferred-payment microloans to help new or expanding businesses cover start-up, build-out, or equipment costs (see next page).



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Pop-Up to Permanent Activation Program

- 1. Adaptive Building Reuse:** package existing façade improvement (or signage) grant and potentially some design/space estimating service to encouraging property owners (or new businesses) to initiate/create space in downtown buildings for retail, professional services, and food concepts tied to the *Pop-Up to Permanent Program* entrepreneur program.
- 2. Pop-up to Permanent Pathways:** work with Small Business Development Center to create seasonal (Route 66 Fun Run, Chillin' on Beale, holiday markets) “test your concept” retail opportunities during major events using key spaces where property owners are participating in reuse of buildings, connect successful participants with coaching, financing, and incubator support to transition into permanent locations.
- 3. Key Pop-Up to Permanent Program Elements :**
 - Partnership with property owners** to secure low-cost or no-cost short-term leases.
 - City/partner marketing** to drive foot traffic and awareness.
 - Support services** (mentorship, financing guidance, design help).
 - Clear graduation path** into permanent space once proven viable.

Example: Centro San Antonio – “Pop Up Primavera” & “Holidays on Houston Street”: This initiative offered no-cost, short-term retail spaces to local creators and small businesses in downtown San Antonio. For example, the “Holidays on Houston Street” popup featured seven women-owned businesses in vacant storefronts during the holiday season, generating over \$50,000 in revenue and some transitioning to permanent locations. <https://centrosanantonio.org/centro-pop-up-primavera>

Small/Micro Loan Program Potential

- Partner with local banks and credit unions to leverage *Community Reinvestment Act* (CRA) commitments, using them as funding or loan servicing partners.
- Bundle capital with wraparound support — business planning, marketing, permitting navigation, and coaching — delivered through Kingman’s incubator and partner organizations.
- Offer forgivable terms (e.g., grant conversion after 24 months of successful operation) or begin repayment after a two-year grace period to allow stabilization.
- Prioritize projects in target locations.
- Encourage participation in the “**Pop-Up to Permanent**” pathway, using grant or loan funds to help entrepreneurs transition from temporary to permanent locations.



3.3 Economic Driver: Visitor Driven

Kingman’s tourism economy generating \$146.7 million in direct travel spending supporting over 1,000 jobs — nearly 10% of all employment. The city’s location as the gateway to Northwest Arizona, its identity on historic Route 66, and its proximity to outdoor destinations such as Grand Canyon West and the Hualapai Mountains position it as both a pass-through hub and a basecamp for extended exploration. Visitors are drawn by a mix of cultural heritage, car culture, outdoor recreation, and affordable Americana experiences.

The *Explore Kingman Strategic Plan (2024–2025)* sets a clear course built around three priorities — **Tourism Promotion, Destination Development, and Collaboration** — and the City has already invested in high-quality branding, a robust visitor center, active event programming, key initiatives in cultural heritage placemaking (arts and historic preservation) as well as public art installations and new visitor attractions. The opportunity now lies in adding amenities, experiences and things to see/visit that increase overnight stays, diversify lodging, and encourage repeat visits from both out-of-state and in-state travelers.

3.3.1 Strategic Objective

Increase Kingman’s visitor economy by enhancing its destination appeal, extending visitor stays, and creating memorable, “can’t-get-at-home” experiences that convert pass-through traffic into repeat, higher-value tourism.

3.3.2 Strategic Actions

1. Tourism Promotion

- Expand targeted marketing to capture one-third of statewide travelers who take intra-state trips car clubs, motorcycle groups, outdoor enthusiasts, and Arizona metro markets.

- Continue leveraging “Explore Kingman” brand across platforms with consistent messaging, add destination taglines to reinforce identity as the *Basecamp for Adventure*.

2. Cultural Heritage Placemaking (Arts & Historic Preservation)

- Integrate placemaking into destination development by weaving cultural and heritage elements into gateways, parks, streetscapes, and event spaces to create a distinct sense of place for residents and visitors.
- Continue to advance the Public Art initiative launched with ASU Project Cities, building a coordinated program to expand murals, sculptures, and creative works into high-visibility public spaces.
- Continue plans and activation to develop the Lewis Kingman Park Art Park as a destination for community gathering and cultural expression, incorporating interactive and interpretive elements.
- Continue placement of sculptures and other permanent installations to reinforce Kingman’s identity and enhance its visual appeal along key corridors and downtown.
- Complete the citywide historic property inventory, ensure eligible sites are listed on the National Register of Historic Places and Arizona State Historic Register, and expand local historic overlay districts.
- Use inventory findings to identify and prioritize high-potential historic assets for cultural adaptive reuse—transforming buildings tied to Kingman’s railroad, mining, Route 66, and Western film heritage into visitor attractions, cultural venues, and economic drivers.
- Pursue grants and partnerships to fund preservation, restoration, and interpretation projects, including installing plaques and

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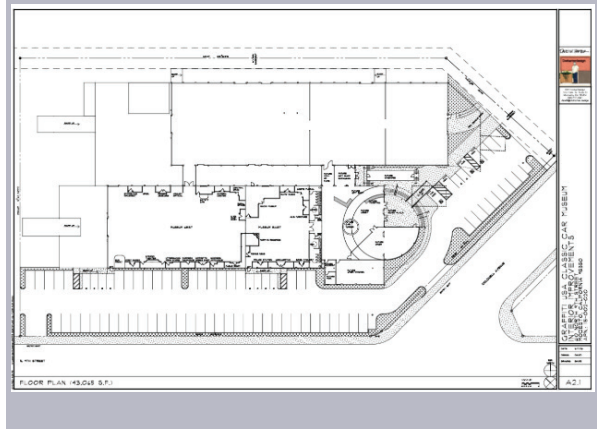
wayfinding that share the stories of significant sites, buildings, and events.

3. Expand Destination Branding Partnerships

- Consider launching a co-branding program for lodging, dining, and retail businesses to incorporate *Explore Kingman* and *Route 66* branding into signage, décor, merchandise, and marketing materials. Provide a “brand kit” with logos, style guidelines, and storytelling prompts so visitors experience a consistent, immersive destination feel.
- **Leverage the Tourism Initiative Grant** to incentivize businesses to adopt co-branding elements, enhance façade design, or create Route 66–themed customer experiences.
- **Curate Branded Visitor Touchpoints** encourage lodging and retail partners to offer Route 66– or Kingman-branded amenities (custom mugs, water bottles, tote bags, apparel) that visitors can purchase or receive as part of a package.
- **Unify visitor experience along key corridors with co-branding** efforts to create a connected “storyline” from arrival to departure.

4. Destination Development

- Identify developers, businesses and entrepreneurs to assist with creating diverse lodging — boutique motels, Route 66–themed accommodations, glamping, and/or adventure hubs tied to trails and recreation.
- Collaborate with Parks & Recreation to integrate special events, guided adventures, and seasonal outdoor programs into tourism packages.
- Continue advancing feasibility and partnership development for a youth sports complex to drive sports tourism.



- Identify other creative destination venues, such as Graffiti Museum in Modesto, CA that serves as multipurpose venue, including selling vintage cars, conference area, and a 50’s restaurant. <https://www.graffitiusamuseum.com/vision-2/>

5. Collaboration & Market Expansion

- Create seasonal programs for winter visitors and snowbirds seeking extended stays, linked to outdoor recreation and cultural events.
- Strengthen cross-promotion with regional destinations to encourage Kingman as a multi-day hub for Route 66 and northwest Arizona attractions.

4.0 IMPLEMENTATION FRAMEWORK

Kingman’s ability to execute its Economic Development Strategy rests on a foundation that is already strong — a supportive City Council, proactive, integrated and sector focused Economic Development team, coordinated City departments, and engaged community partners.

The focus going forward is not to rebuild this foundation, but to refine and strengthen it, aligning resources with the highest-impact opportunities.

4.1 Implementation Framework

- **Prioritize Capacity:** Focus staff time and resources on initiatives with the greatest return, while phasing new efforts based on available bandwidth and budget.
- **Integrate Across Departments:** Continue close coordination between Economic Development, Planning, Public Works, Parks, and Tourism to align infrastructure, place-making, and business recruitment.
- **Track & Report Progress:** Use Key Performance Indicator (KPI) dashboard (economic, sector-specific, workforce, and quality-of-place metrics) to measure progress and adjust tactics.
- **Engage the Community:** Leverage the Citizen Academy and public workshops to keep residents informed and involved in shaping Kingman’s economic future.
- **Embed Flexibility:** Maintain the ability to adapt to emerging trends, market shifts, and new opportunities without losing momentum on core priorities.

4.2 Near-Term Emphasis Areas

- Continue strategic infrastructure investment to unlock site readiness and corridor potential.
- Deepen industry-specific recruitment and retention efforts in *Traded Sector* priority targets.
- Advance *Local Serving* small business, retail, and healthcare hub development.
- Build out *Visitor-Driven* destination amenities, branding, and corridor connectivity.
- Continue to build, navigate and position long-term opportunities such as the I40 Tradeport Corridor partnership.
- Kingman’s partnerships are a competitive advantage and should continue to be leveraged to accelerate outcomes.



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4.3 Kingman Economic Development Strategy 2025 – Overview

Mission: Activate land, partnerships, and talent to build a thriving, inclusive economy for the people of Kingman.

Goal: Position Kingman as Northwest Arizona’s leading destination for advanced industry, vibrant commerce, and exceptional quality of life.

Focus:

- Strengthen Kingman’s Core Economic Assets
- Capitalize on High-Opportunity Sectors
- Remove Barriers to Inclusive Economic Growth



STRATEGIC OBJECTIVES		STRATEGIC ACTIONS
Competitive Position	Strengthening Kingman’s competitive advantages to attract and retain high-value investment.	<ul style="list-style-type: none"> ● Advance industrial and commercial site readiness. ● Expand infrastructure to meet target industry needs. ● Update operating cost profiles for site selectors. ● Integrate marketing into a unified recruitment package.
Economic Centers & Corridors	Leverage Kingman’s portfolio of centers and corridors to drive growth across all economic drivers.	<ul style="list-style-type: none"> ● Promote smaller sites like Bank Street/Santa Rosa for flex space. ● Tell the story of centers as connected economic assets. ● Advance infrastructure in traded-sector hubs. ● Continue sports complex feasibility study.
Traded Sector	Position Kingman as a competitive Tier 2 hub for advanced manufacturing, logistics, and other target industries.	<ul style="list-style-type: none"> ● Align targets with local assets (Industrial Park, Patriot Rail). ● Develop prospectus 2.0 with operating cost comparisons. ● Advance I-40 TradePort development in partnership. ● Support workforce pipelines via MCC/AMTC alignment.
Local Serving Sector	Strengthen retail, healthcare, and professional services to meet resident needs and capture market gaps.	<ul style="list-style-type: none"> ● Leverage Retail Coach network for recruitment. ● Address gaps in hospitality, retail, and professional services. ● Support adaptive reuse and pop-up-to-permanent programs. ● Explore small business grant/micro-loan program.
Visitor Driven Sector	Enhance Kingman’s appeal as a base camp destination for Route 66, outdoor adventure, and heritage tourism.	<ul style="list-style-type: none"> ● Support lodging diversity (boutique, glamping, vintage). ● Expand amenities that brand Kingman and Route 66. ● Leverage Tourism Initiative Grant program. ● Collaborate with Parks Dept. for trail and event tie-ins.
Implementation Framework	Maximize the impact of strong partnerships, coordination, and community engagement.	<ul style="list-style-type: none"> ● Continuing strong leadership and vision from Council ● Continue cross-departmental coordination. ● Leverage EDAC, citizen academy, and partner networks. ● Prioritize initiatives based on capacity and impact. ● Engage private sector in shared investment strategies.

REFERENCE: TECHNICAL WORKING PAPER SYNOPSIS

The **Technical Working Papers are background documents** of the research, on-site field investigations and interviews. These internal working papers reflect observations and findings from the team. As strategic planning proceeds each step is assessed and evaluated with a working paper developed identifying observations, findings and strategic considerations “**notes**” to be considered for in drafting the 2025 Economic Development Plan:

- Documents Kingman’s current conditions and trends in key economic areas.
- Identify assets, opportunities, and constraints that influence growth.
- Serve as a reference for staff for annual updates.

Snapshot of Each Working Paper

1. General Plan Alignment & ED Plan Evolution

Reviews Kingman’s General Plan economic development elements and compares them to the 2019–2023 plan. Highlights progress made and how the strategy has evolved toward implementation and measurable outcomes. Ensures alignment of General Plan and ED Strategy.

2. Economic Data & KPIs

Provides baseline economic, demographic, and workforce data. Includes population growth, employment, taxable sales, wage trends, and key industry performance — forming benchmarks for measuring progress. Measure progress over past five years.

3. Economic Centers & Corridors

Profiles Kingman’s major employment and activity centers — traded sector hubs, retail/medical districts, and visitor-driven areas — framing them as a real estate portfolio with growth potential.

4. Competitive Position

Uses a national site selector evaluation (Don Schjeldahl framework) to rate Kingman’s strengths, weaknesses, and opportunities across market access, workforce, real estate, infrastructure, business climate, and quality of place.

5. Economic Driver – Traded Sector

Analyzes Kingman’s base-export industries, including manufacturing, logistics, and professional services. Review industry fits and growth in these industry sectors. Identifies target sectors, assets, and workforce alignment needs.

6. Economic Driver – Local Serving

Examines industries serving residents (retail, healthcare, professional services). Uses retail gap analysis, highlights recruitment priorities, and explores small business/entrepreneurship opportunities.

7. Economic Driver – Visitor Driven

Supplements the *Explore Kingman Strategic Plan*. Supports the plan on tourism promotion, destination development, and collaboration with an emphasis on enhancing the visitor amenities from and economic development standpoint.

REFERENCE: ACRONYMS & TERMS

- ACA** – Arizona Commerce Authority
- ADOT** – Arizona Department of Transportation
- AMTC** – Advanced Manufacturing Training Center
- APS** – Arizona Public Service (utility company)
- BNSF** – Burlington Northern Santa Fe Railway
- BRE** – Business Retention & Expansion
- CRA** – Community Reinvestment Act
- ED** – Economic Development
- EDAC** – Economic Development Advisory Commission
- GIS** – Geographic Information Systems
- I-11** – Interstate 11 (U.S. highway corridor)
- I-40** – Interstate 40 (U.S. highway corridor)
- KRMC** – Kingman Regional Medical Center
- MCC** – Mohave Community College
- MRO** – Maintenance, Repair, and Overhaul (aviation industry)
- R&D** – Research and Development
- RFP** – Request for Proposals
- SF** – Square Feet
- SWOT** – Strengths, Weaknesses, Opportunities, Threats
- Tier 2** – A term used for a community transiting from locally oriented to regionally focused, with measurable improvements in population growth, employment base, infrastructure investment, and regional influence.
- TPT** – Transaction Privilege Tax
- USDA** – United States Department of Agriculture
- US DOT** – United States Department of Transportation (context: federal highway/transportation funding)
- U.S. 93** – U.S. Highway 93 (corridor connecting to I-11)
- WWTP** – Wastewater Treatment Plant (context: infrastructure)

Looking Back with Pride, Moving Forward with Purpose

Since the launch of Kingman's Economic Development Strategy in 2019, the City Council's forward-thinking leadership and the dedication of community partners have transformed vision into results. Together, the economic development team has been strengthened, advancing retail and industrial projects, investing in infrastructure, and fostering a thriving environment for business, tourism, and quality of life.

The momentum is real—and growing. With the pending release of federal FAA lands for development, continued transload and rail upgrades, and the construction of the Advanced Manufacturing Training Center, Kingman is poised for its next chapter. The upcoming Route 66 Centennial will shine an international spotlight on the community, bringing new visitors, investment, and opportunities.

These achievements are only the beginning. The years ahead promise an even stronger Kingman—where strategic partnerships, innovative planning, and community pride come together to create lasting prosperity.

The City of Kingman Economic Development Team is ready to tackle obstacles and challenges and move forward strategic objectives and actions to ensure a quality and economically robust Kingman.

Tourism – Powerhouse Visitor Center

120 W Andy Devine Ave
Kingman, AZ 86401
928-753-6106

Contact our team here:
www.explorekingman.com/contact-us/

Economic Development

7000 Flightline Dr
Kingman, AZ 86401
928-565-1415

Contact our team here:
www.choosekingman.com/about/contact-us

City of Kingman – City Complex

310 N 4th Street
Kingman, AZ 86401
928-753-5561



CITY OF KINGMAN

2025 ECONOMIC DEVELOPMENT PLAN

APPENDIX

WORKING PAPERS:

- 1. General Plan Alignment & ED Plan Evolution**
- 2. Economic Data & KPIs**
- 3. Economic Centers & Corridors**
- 4. Competitive Position**
- 5. Economic Driver – Traded sector**
- 6. Economic Driver – Local Serving**
- 7. Economic Driver – Visitor Driven**

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CITY OF KINGMAN
2025 ECONOMIC
DEVELOPMENT PLAN

WORKING PAPER

**GENERAL PLAN, ED
ELEMENTS 2019-2023 &
RELATED DOCUMENTS**

City of Kingman

Project: 2025 Economic Development Plan Update

Working Paper: General Plan, Economic Development Element, 2019/2023 ED Plan Comparison & Evolution, Reference Documents

Date: June 2025

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Working Paper: General Plan, Economic Development Element, 2019/2023 ED Plan Comparison & Evolution, Reference Documents

Date: June 2025

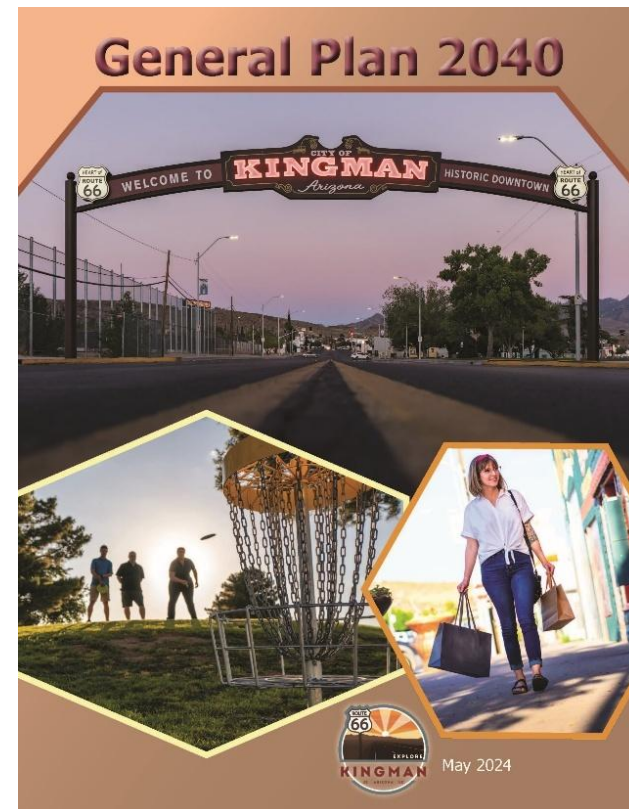
The purpose of this Working Paper is to review policy documents, vision and goals, compare and contrast 2019-2023 plans, review items completed and those still outstanding – analyze and understand the evolution of progress, alignment with other plans and strategies to inform the 2025 Economic Development Strategy (EDA).

- Alignment ensures economic development efforts are **not just market-responsive, but policy-aligned**—reinforcing a coordinated approach across City departments and community partners.

Framing the Economic Development Strategy with Kingman’s 2040 General Plan

The Economic Development Strategy fits within the City of Kingman’s broader planning framework, the 2040 General Plan and its elements. The **General Plan** is the City’s foundational policy document—established through community input and adopted by Council—that guides Kingman’s growth, land use, and quality of life over a 20-year horizon. General Plan Elements and ED Strategy alignment:

- **The General Plan sets the "why"** — defining long-term priorities for land use, infrastructure, economic resilience, and quality of life.
- **The Economic Development Strategy is the "how"** — providing specific, actionable steps to carry out the General Plan’s goals, policy and direction.
- The strategy focuses on near-term execution while remaining grounded in the General Plan’s guiding values and cross-cutting elements, goals and policies (e.g., Growth Areas, Cost of Development, Trails and Tourism).



City of Kingman

Project: 2025 Economic Development Plan Update

Working Paper: General Plan, Economic Development Element, 2019/2023 ED Plan Comparison & Evolution, Reference Documents

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1.0 Kingman 2040 General Plan Elements: Economic Development-Relevant Priorities

While the full General Plan functions as a comprehensive, long-term roadmap for land use and city policy, several of the nine “Elements” intersect directly with the goals of economic development where coordination and collaboration with other departments will occur.

Key General Plan Elements Linked to Economic Development:

1. Growth Areas Element

Intent: Direct development toward designated nodes to optimize land use, infrastructure investment, and service delivery.

Link to EDS: The Economic Centers & Corridors section (Airport, Kingman Crossing, Rancho Santa Fe, Downtown) directly supports this by focusing on infrastructure and zoning alignment that makes these areas investment ready.

2. Cost of Development Element

Intent: Ensure new development pays its fair share of infrastructure needs while maintaining the city’s fiscal sustainability.

Link to EDS: Shovel-ready sites, coordinated infrastructure, and long-term tax base growth supports this by identifying areas where public/private investment can generate strong fiscal returns.

3. Parks, Trails, and Open Space

Intent: Promote quality of life, health, and tourism.

Link to EDS: Ties to the Visitor-Driven Economy strategy — particularly branding Kingman as an outdoor recreation basecamp, advancing wayfinding, and connecting tourism to trails, Route 66, and cultural assets.

4. Land Use & Urban Design

Intent: Encourage mixed-use and infill development, especially in Downtown and near corridors.

Link to EDS: Directly supports the Local-Serving Economy and Downtown as a cultural/entrepreneurial hub.

5. Circulation & Mobility

Intent: Ensure transportation networks support both residents and commerce.

Link to EDS: Infrastructure gaps in employment corridors, interchanges (e.g., Kingman Crossing), and last-mile goods access are priorities for economic growth and workforce accessibility.

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1.1 Kingman 2040 General Plan Vision

The **vision statement in the Kingman 2040 General Plan** serves as a unifying expression of the community’s aspirations—crafted through public input and adopted by Council to guide how the city grows, evolves, and invests over the next two decades. It informs every element of the plan, including land use, transportation, economic development, and quality of life. While broad in scope, this vision provides the foundation upon which specific strategies—like this Economic Development Strategy—are built and measured.

As noted in the chart below the City has a strong, grounded vision in the General Plan.

Suggest the 2025 EDS instead of having a vision for Economic Development adopt an umbrella "stretch goal" in the EDS to serve a more aspirational and motivational purpose.

Chart 1 2040 General Plan Vision

The City of Kingman General Plan Vision	2019 ED Vision	2023 ED Vision
<p>Kingman is a city with strong growth, a thriving history, welcoming community and strong housing and employment opportunities.</p> <p>Kingman provides opportunities for commercial, industrial, residential, and tourism within a dynamic economy with a strong labor force, and unmatched living and working environment.</p> <p>Kingman provides tourism and recreation opportunities to residents and visitors that are safe, clean and engaging.</p> <p>Kingman is the <i>place to be</i>.</p>	<p>An actionable aspiration vision was provided:</p> <p><i>To enhance Kingman’s competitiveness, business climate, and quality of life by supporting business retention, investment, and workforce development.</i></p>	<p>Refined with more focus on an actionable aspirational vision:</p> <p><i>To position Kingman as a thriving hub for traded-sector industries, local-serving businesses, and tourism—through ready sites, coordinated investment, and strong community partnerships.</i></p>

City of Kingman

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1.2 2025 EDS – Use an overarching Economic Development Goal

Why create a stretch vision goal aligned with General Plan

1. An aspirational goal to inspire forward momentum and positioning within the context of the region of being a leader
2. A bolder identity (moving Kingman from a participant to a “leader”)
3. Signal a next-level phase of development (like 2025–2030)

Overarching Economic Development Goal: Position *Kingman as Northwest Arizona’s leading destination for advanced industry, vibrant commerce, and memorable visitor experiences.*

Chart 2 – 2025 Economic Development Strategy Update – Aspiration Goal

ASPIRATIONAL GOAL: Position Kingman as Northwest Arizona’s leading destination for advanced industry, vibrant commerce, and memorable visitor experiences			
Goal Alignment with Kingman’s General Plan			
Theme	ED Goal	General Plan Vision	Alignment
Leadership/Identity	“Leading destination”	“Kingman is the place to be”	Shared aspiration and identity
Industry & Commerce	“Advanced industry, vibrant commerce”	“Commercial, industrial... strong labor force”	Consistent economic priorities
Quality of Life	“Exceptional quality of life”	“Unmatched living and working environment”	Strong alignment on community and livability
Tourism & Recreation	Implicit in “destination”	“Tourism and recreation opportunities”	Support as part of broader strategy
Workforce	“Advanced industry” implies skill	“Strong labor force”	Reinforces talent as foundation

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1.3 2040 General Plan – Economic Development Element Goals, Objectives & Policies

Kingman’s General Plan has an Economic Development Element with goals, objectives and policies. To ensure the Economic Development Strategy and the General Plan do not conflict with the strategy - goals, objectives and actions in the General Plan Economic Development Element (City’s guiding document) were reviewed in context with the strategy update.

Chart 3 – 2040 General Plan ED Element Goals, Objectives & Policies

2040 General Plan ED Element		
Goals	Objectives	Policies
1 Encourage a mix of uses that provide a more even economic base and not just in a few industries.	Achieve a variety of employment opportunities for a variety of education levels and skills.	<ol style="list-style-type: none"> 1) Track business industries and encourage projects which provide underserved industries. 2) Work to attain businesses which offer a variety of salary and skill opportunities. 3) Be a forward-looking community for new technologies and innovative companies for new industry opportunities.
2 Provide a diverse and skilled workforce.	Achieve a variety of employment opportunities for a variety of education levels and skills.	<ol style="list-style-type: none"> 1) Encourage partnerships with local schools and institutions to engage students and create high workforce skills. 2) Encourage opportunities for technology and innovation industries to grow partnerships. 3) Centralize the Economic Development Department within the city in a shared co-work space.
3 Strengthen the downtown core.	Prioritize redevelopment, revitalization and infill efforts as part of the economic development strategy.	<ol style="list-style-type: none"> 1) Work with property owners and businesses to provide parking solutions. 2) Partner with Chamber of Commerce for business improvement programs. 3) Provide funding opportunities list for downtown businesses. 4) Encourage public offices to remain downtown. 5) Update code to accommodate reuse and infill parcels.

City of Kingman

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<p>4 Attain more regional and national employers in Kingman.</p>	<p>Make Kingman more attractive for employers.</p>	<ol style="list-style-type: none"> 1) Seek partnerships and incentives to attract investment. 2) Identify funding for a new economic development strategy. (Az Commerce Authority & WACOG) 3) Attract compatible businesses to support existing employers. 4) Finalize Kingman Industrial Park Phase Two Master Plan. 5) Work with C&S and Federal Aviation Administration to complete land release for the 760 Kingman Industrial Park Phase Two. 6) Recruit regional and national employers through partnerships.
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1.4 Progress Toward 2040 General Plan Goals (2020–2024)

Chart 4 – 2040 General Plan Goals – Actions - Outcomes

2040 General Plan Goals	Representative Activities (2020–2024)	High Level Outcomes
<p>1. Mix of Uses & Economic Diversity</p>	<ul style="list-style-type: none"> ▪ Targeted sector projects (Frito-Lay distribution, Allo Communications, ISCO Industries) 	<ul style="list-style-type: none"> ▪ New industrial park tenants in manufacturing and logistics filled underserved sectors
<p>2. Skilled Workforce</p>	<ul style="list-style-type: none"> ▪ Broadband investment, co-working programs, Bird mobility pilot ▪ MCC SBDC small business and workforce training programs 	<ul style="list-style-type: none"> ▪ Enabled tech investment, e-mobility launch, and support for flexible work environments ▪ Kingman led Mohave County in capital investment and job creation through MCC partnerships
<p>3. Strengthen Downtown Core</p>	<ul style="list-style-type: none"> ▪ 2020–2022 Zoning Code update and infill incentives ▪ Co-hosted events, business mix expansion, chamber-municipal coordination ▪ Utility assistance, Facebook grants, Local First AZ memberships 	<ul style="list-style-type: none"> ▪ Boosted business visibility and downtown engagement with local leadership ▪ Streamlined development process, increased infill and façade program use downtown ▪ Targeted relief during COVID, boosted recovery and stability in downtown

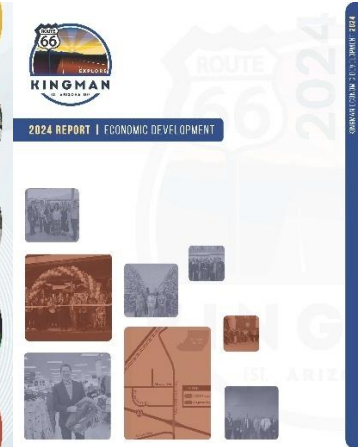
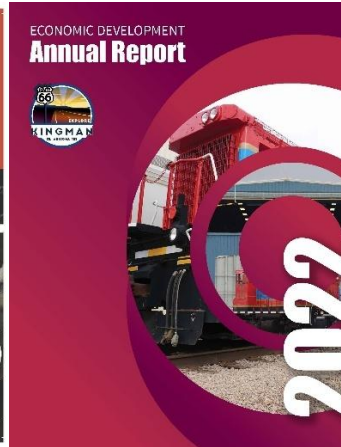
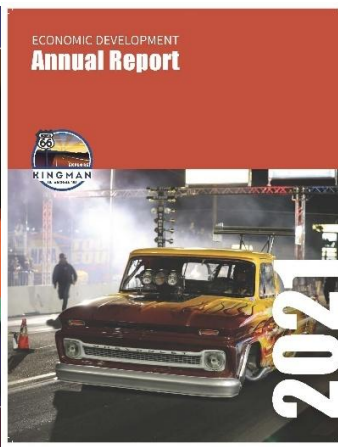
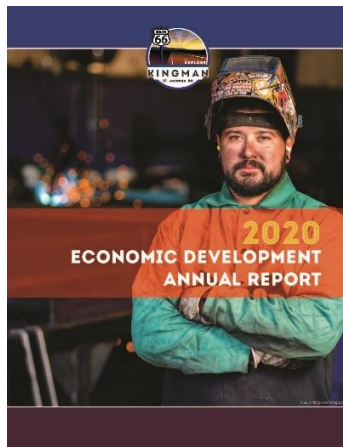
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<p>4. Attract Regional/National Employers</p>	<ul style="list-style-type: none"> ▪ Advanced manufacturing, logistics tenants recruited to Industrial Park ▪ City land sales, industrial expansions, and site prep initiatives ▪ Completed 2019 plan, 2023 strategy update, and EDAC engagement ▪ Industrial expansion planning, land use conversions, IGM planning ▪ Industrial land sales and attraction of FedEx, Frito-Lay, ISCO, Allo, and others ▪ Rancho Santa Fe Parkway interchange and infrastructure expansion 	<ul style="list-style-type: none"> ▪ Accelerated absorption and investment in shovel-ready land for economic uses ▪ Created implementation-focused planning aligned with General Plan priorities ▪ Increased cluster development, with national and regional firms creating job density ▪ Infrastructure investment aligned with industrial access, supports future site development ▪ Multiple expansions and new infrastructure projects initiated ▪ Substantial job creation and industrial land sales, major brands now operating in Kingman
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City of Kingman

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2.0 Kingman Economic Development Strategy Evolution (2019-2023) & Actions

This section of the working paper focuses on the Economic Development Strategies - the strategic intent from the 2019 Plan, refined approaches in the 2023 Update, and detailed implementation actions taken from the 2020–2024 Annual Reports. Chart 5 is high level overview of the plans, actions and status/insights. includes staffing structure and a 'Status/Insight' column to guide refinement for the 2025 Strategy Update. Chart 6 further outlines strategies and initiatives in both plans. This overview helps to understand where we were and where we are.

Chart 5 – Economic Development 2019-2023 Plans – Actions – Status/Insight

Category	2019 Plan (Strategic Intent)	2023 Update (Refined Approach)	Actions Taken (2020–2024)	Status / Insight
Vision & Goals	Strengthen economic competitiveness, support business, enhance quality of life, focus on long-term resilience.	Structured around 3 drivers (Traded, Local, Visitor); action-focused vision under 'Kingman Forward'.	<ul style="list-style-type: none"> - Reframed vision in ED branding and reports. - EDAC alignment meetings. - Integrated language in grants, tourism, and site materials. - Consistent use of branding across departments. - Reaffirmed annually with measurable framing. 	Vision remains stable and effective. 2025 can sharpen value proposition by driver and audience.
Workforce Development	Identified as gap; limited strategy beyond noting shortages and low attainment.	Introduced MATC concept; focus on pipelines for trades and manufacturing; aligned with MCC and KAMMA.	<ul style="list-style-type: none"> - MATC program site coordination begun - Youth Career Expo launched - Career-connected learning events - AAED/IEDC training for ED staff. - 50+ youth exposed to ED careers - Growing partnerships with MCC and CTE - Employers reporting stronger linkages. 	Became central strategy. 2025 plan should continue to expand implementation across drivers.
Traded Sector Development	Support existing industry, attract new employers; identified	Refocused on siting strategies, readiness, industrial land	<ul style="list-style-type: none"> - 45+ BRE visits - ALLO broadband installed; - I-40 Trade Port launched; 	Strong trajectory. Land readiness and BRE tools are in place—target, land and building still constraint.

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Category	2019 Plan (Strategic Intent)	2023 Update (Refined Approach)	Actions Taken (2020–2024)	Status / Insight
	infrastructure and zoning barriers.	expansion, and attraction tactics.	<ul style="list-style-type: none"> - 755-acre land release in progress - ZoomProspector launched - Attendance at IEDC, AAED events. - 111 jobs added in 2022 - New development at Airport - Expanded prospect leads. 	
Local-Serving Economy	Support business districts, improve service delivery, enhance neighborhood vitality.	Focused on leakage recapture, corridor stabilization, and retail outreach.	<ul style="list-style-type: none"> - Retail Business Visitation Program - Broker and Chamber coordination - Res. 5129 incentives - Façade and infill site support. - Multiple openings in Stockton Hill and Beale - Increased permit valuation - Improved corridor occupancy - Retail CRM 	Effective structure in place. Using Retail Coach. Future focus: identified gaps in retail, grocery, medical, neighborhood hubs, code support, alignment with space.
Downtown Development	Recognized potential; called for activation, arts, and business support.	Partnered with Main Street; emphasized creative sector, events, and placemaking.	<ul style="list-style-type: none"> - Main Street org formalized - Murals, parklets, façade grants - Co-hosted events (Fest, Cookie Crawl) - Retail clustering map - Historic building reuse support. - 30K+ SF reactivated - Multiple ribbon cuttings - 12+ storefront improvements. 	Lots completed with infrastructure and revitalization. Major win. Continue progress to make downtown an economic anchor. 2025 plan could support more destination oriented, housing, upper-story, and outdoor space. Constraint, limited trade area, visitor potential.

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Category	2019 Plan (Strategic Intent)	2023 Update (Refined Approach)	Actions Taken (2020–2024)	Status / Insight
Visitor Economy	Route 66 focus; lacked structure or branding.	Launched Explore Kingman; added event strategy, lodging data, and wayfinding.	<ul style="list-style-type: none"> - Attended national trade shows - Managed 309 events (2022) - Led visitor guide creation and social campaigns. - 13M+ visitors - Hotel tax and traffic growth - Website sessions doubled. 	Now fully activated. This has concentrated focus with continued refinement and market understanding. Focus on group travel, Route 66 storytelling, and tourism investment tools. Continue to look at destination-oriented facilities.
Sites & Real Estate	Noted constraints; limited inventory and readiness.	Prioritized five zones (Airport, Crossing, Rancho Santa Fe, Downtown, Industrial infill).	<ul style="list-style-type: none"> - Created GIS inventory - Road access (Rancho Santa Fe) funding plan - Zoning reviews initiated - Cross-dept. project teams activated. - 755 acres moving forward - Site marketing visible in pitch kits - Staff coordinating permit streamlining. 	Strong alignment with strategy. 2025 must continue the infrastructure development and land availability (and buildings)...value proposition is there.
Marketing & Outreach	No site selector tools or clear messaging; outdated web presence.	Developed modern branding, targeted outreach, and partner-aligned media strategy.	<ul style="list-style-type: none"> - Built ChooseKingman.com + Explore Kingman - Ran digital campaigns - Engaged influencers and travel media. - 192K Explore Kingman sessions (2024) - Thousands reached via ads/events - PR exposure via travel publications. 	Professional platform in place. 2025 can build ambassador program and recruitment kits by driver.
Small Business Development	Encouraged but no structure;	Partnered with MCC SBDC and Chamber; added ribbon	<ul style="list-style-type: none"> - Business counseling referrals - Public events 	Clear momentum. Room to grow with incubator programs and shared spaces.

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	referred to SBDC as key partner.	cuttings, visibility, and support tracking.	<ul style="list-style-type: none"> - Incentives promoted - Entrepreneur resource coordination. - \$4.8M in capital investment (2022) - 27 startups launched - 50+ jobs created. 	
Placemaking & Code	Mentioned blight issues; no programs proposed.	Added beautification, murals, lighting, pedestrian enhancements.	<ul style="list-style-type: none"> - Funded façades and murals - Code enforcement coordinated with ED - Downtown and gateway corridor focus. - Multiple sites improved - Community image upgraded - State-level award recognition. 	Tactical and effective. 2025 should integrate with wayfinding and signage expansion.
Organizational Structure & Staffing	Not detailed in 2019 plan.	Clarified roles for EDAC, created Action Teams, aligned staff by focus area.	<ul style="list-style-type: none"> - Built team: Director (Bratley), Tourism Mgr (Noble), 2 PMs (Shaffer, Curtis), Admin (Lewis) - Monthly coordination with Chamber, MCC, Airport. - Stable and visible team - Staff lead most implementation directly - Regular community engagement. 	High-capacity team for city size. Specialized contractor support maybe needed for

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2.1 Economic Development 2019-2023 Tactical & Strategic Initiatives (Cross-Sector)

Chart 6 – Economic Development 2019-2023 Tactical & Strategic Initiatives

Initiative	2019 Plan	2023 Status/Update
Adopt Vision & Goals	Initiated	Completed and integrated into Council priorities
Action Teams	Recommended	In progress, partially implemented with EDAC oversight
Leadership Training	Recommended	Conducted internally via Chamber, City staff
Business Retention Program	Traded sector focus	Expanded to include retail; Bludot CRM in use
Marketing & Branding	Fragmented efforts	ChooseKingman.com + collateral developed
Downtown Main Street	Forming stage	Formalized, active with recurring events
Real Estate Readiness	Limited inventory, poor visibility	Substantial improvements; Zoom Prospector tools and interchange projects progressing
Talent Pipeline	Identified as weak	Collaboration with KAMMA ongoing; advanced manufacturing training center initiated
Zoning Code	Outdated	Updated in 2021
Public Space & Code Enforcement	Noted as a problem	Code enforcement actions and façade improvements underway

2.3 Challenges & Remaining Gaps

Identified in Both Plans:

- Labor pool aging and talent pipeline erosion
- Limited industrial real estate (especially light manufacturing space)
- Infrastructure constraints (e.g., single airport park access)
- Lack of stakeholder alignment and occasional governance fragmentation

- Urban sprawl and commercial vacancy affecting perception and investment

2023 Improvements address many of these—but gaps persist in talent development (especially K–12 alignment), some zoning conflicts, and long-term infrastructure investment pacing.

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3.0 Kingman EDS Findings & Strategic Considerations – 2019-Current

The City of Kingman’s Economic Development Team has grown, is well organized along areas of focus and built a strong and effective model for driving economic progress. The Team is results-oriented and achievements exceed those of other cities larger than Kingman.

Staffing:

Bennett Bratley – Director

Josh Noble – Tourism Services Manager

Sylvia Shaffer – Project Manager

Terri Curtis – Project Manager

Lisa Lewis – Administrative Coordinator

Functional Alignment:

Tourism and business development led by different project managers

Staff are assigned to downtown, industrial, and retail initiatives, along with event/tourism execution

Since 2019 the team, with this good leadership, has demonstrated the ability to deliver across a broad and complex economic development platform—advancing initiatives in workforce, industrial growth, small business support, tourism, downtown revitalization, and infrastructure.

Their work has not only produced tangible results but has also proactively addressed constraints that could impede future growth. Through sustained partnerships, strategic planning, and a

commitment to implementation, the team has laid a solid foundation for continued momentum and long-term economic resilience.

4.0 Kingman Key Findings from this Working Paper

- **Alignment with the General Plan:** The current strategy is aligned with the 2040 General Plan’s core elements — Growth Areas, Cost of Development, Land Use, and Parks & Open.
- **Momentum in All ED Drivers:** From traded-sector readiness, business locations to local-serving business support and launching a visitor strategy.
- **Organizational Strength:** The ED team has grown in capacity and structure, using data tools, site selector platforms, strategic partnerships, and cross-department coordination.
- **Infrastructure and Sites:** Significant movement has occurred on critical infrastructure and industrial land readiness.
- **Workforce Pipeline Activation:** Strategic alignment with MCC, KAMMA, and the Advanced Manufacturing Training Center anchor talent development opportunities.
- **Downtown:** Revitalization efforts and programs have made significant progress.

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5.0 Potential Strategic Considerations 2025 Update

- Refine each economic driver (Traded, Local, Visitor) with its own clear value proposition? And possibly with different audiences (e.g., site selectors vs. entrepreneurs vs. visitors)?
- Workforce development has become a central strategy, not just for manufacturing. Room to extend similar pipelines and partnerships to healthcare, tech, and small business sectors?
- While industrial land access has improved, buildings seem to remain a constraint (nationally) might explore pre-permitting, spec development, or adaptive reuse options?
- Continue corridor stabilization and identification?
- Continuing tourism strategy expansion - group travel, Route 66 storytelling, destination infrastructure?
- General Plan Element Growth Areas prioritize infrastructure and zoning updates in target corridors?
- Housing and mobility challenges intersect with business attraction and workforce retention, is it time to address?
- Consider integrating placemaking, signage, and public space upgrades into employment areas?

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6.0 Reports & Data that Inform Economic Development

6.1 Economic Development Dept. Annual Reports

- 2024 Economic Development Department Annual Report
- 2023 Economic Development Department Annual Report
- 2022 Economic Development Department Annual Report
- 2021 Economic Development Department Annual Report
- 2020 Economic Development Department Annual Report

6.2 Growth Indicators

- Retail vacancies dropped to 5.4%, lowest in five years (2024)
- \$10 million in downtown streetscape, infrastructure improvements (2024)
- 54% increase in hotel stays (2024)
- 69% increase in restaurant revenues (2024)
- 38% increase in foot traffic downtown (2024)

6.3 New Businesses

- Total of 120 new business licenses (2024); retail, restaurants, several local-owned retailers downtown; two new hotels; three warehouse/distribution centers
- 20+ new businesses (2023)
- 32 new businesses; +111 jobs; 566,000 SF (2022)
- 30 new businesses; 307+ jobs; 694,800 SF (2021)

6.4 Initiatives / Projects

- \$50,000 state arts grant for additional murals (2024)
- I-40 Trade Port Corridor Intelligent Data Platform (2024); continuous monitoring of truck movements & infrastructure conditions

- Rancho Sante Fe Parkway Infrastructure (2024); connects I-40 and Kingman Airport Industrial Park; opens 1,000 acres for industrial and commercial development; Phase I ETA early 2025; completion ETA mid-2026
- Downtown Revitalization Phase II (2024)
- Dross Remediation Project (2023); contaminated soil clean up at Airport
- Kingman Industrial Park Transloading facility completed (2023); Patriot Rail \$2.25 M investment to expand capacity; 10 acres; 2 tracks
- MCC's Advanced Manufacturing Training Center at Airport (2023) announced 36,000 SF for training and dedicated makerspace
- Revised ExploreKingman.com, amenities and signage added; events & campaigns (2023)
- Frito-Lay distribution center (2022)
- Electric bike & scooter rentals (2022); data on rides, distance, etc.
- 12 public projects: library remodel, community college expansion, hospital, courthouse, schools, medical (2021)

6.5 Data

- Demographic profile, point in time, some workforce & wages (2024, 2023, 2022, 2021)
- Traffic counts (2024, 2023, 2021)
- Some visitor data (2024, 2023, 2022, 2021); revenue, spending, visitor countries & states
- New businesses opened (2024, 2023, 2022, 2021)
- Construction permits (2022, 2021)
- Airport economic impact (2022)

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6.6 City Manager Monthly Reports

Downtown Infrastructure Project

- Currently Phase 1 (of 3)
- Beale Street from 2nd to 3rd (Ph 1); 3rd to 4th (Ph 2); 4th to 6th (Ph 3)
- Pedestrian & bike friendly improvements and amenities
- ADA compliant sidewalks, ramps & driveways
- Landscaping, wayfinding, street furniture
- Construction phase is “estimated to be completed in June 2024.”

6.7 Council Focus Areas (5.12.25)

In addition to the General Plan the Council has annual focus areas, listed below.

1. Livability

Kingman is and will stay a desirable community to live in. As citizens of Kingman, we will actively promote our pride in Kingman.

2. Service Optimization

We shall employ innovative and cutting-edge practices, keeping the City at the forefront of technologies that optimize services.

3. Economic Prosperity

Kingman will attract and retain higher paying jobs, resulting in more retail and growth opportunities, which increases city revenue.

4. Communication and Teamwork

Working together within the organization and with the community, we will effectively disseminate information and ideas for the betterment of Kingman.

5. Partnerships

Working TOGETHER with internal and external stakeholders, we are powerful! Together, we are more efficient. Together, we are more effective. Together, we are more transformative. Together, we have better outcomes.

6. Culture

We will have an expectation of excellence and take pride in our community while developing partnerships with those who serve. We will cultivate a thriving work environment through professionalism, accountability, and safety.

7. Water Sustainability

Kingman is committed to protecting its groundwater through education and awareness programs and by collaborating with legislators to develop sound water management policy. As Kingman citizens, we will strive to conserve water and be mindful of our water footprint.

6.8 Mohave County Strategic Plan (CEDs) (2023-27) – an EDA Plan includes Kingman

Mohave CEDs County Vision

Mohave County is recognized as the most desirable and business-friendly place in rural Arizona in which to locate and conduct business. Mohave County’s welcoming and attractive destination brings in visitors from all over the world.

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Mohave County CEDS Focus Areas and Goals

- New and Expanding Businesses—Mohave County is attractive to new businesses with higher paying jobs and large capital investments.
 - Business Retention and Expansion—Local companies are supported through the County business retention and expansion program, including entrepreneurs and small businesses. Needed resources to grow and expand companies are offered increasing jobs and taxes.
 - Workforce and Education—A Strong educated and trained workforce is present throughout Mohave County.
 - Affordable Workforce Housing—Mohave County has an abundance of affordable workforce housing.
 - Infrastructure—Mohave County has greenfield sites for new development in each District.
 - Collaboration—County-wide organizations as well as counties and states that touch the county collaborate to encourage strong economic growth.
 - Tourism and Film—Mohave County is a top tourism and film destination.
- Proactively connect with existing businesses to understand and respond to local business’ needs. The BR&E program will sustain and increase local jobs, preserve and increase local tax revenue, maintain or diversify the local economy, and maintain or diversify access to goods and services.
 - Create an environment that successfully supports diverse, geographically dispersed, and globally competitive industries. As a support to industry, provide access to career pathways, workforce resources, and training facilities to create a knowledge-based and educated workforce.
 - Expand affordable workforce housing to support local needs and encourage growth throughout Mohave County.
 - Identify available land in each District and needed infrastructure and marketing materials to each site.
 - Maintain and improve relationships through collaboration to promote economic development, tourism, and film and advance sustainability within the County.
 - Utilize the impact of our natural and local resources to grow Mohave County through tourism and film. Increase awareness of tourism and film locations for idiosyncratic excursions within the County and neighboring communities.

Mohave County CEDS Strategies

- Research, analyze, understand, and pitch Mohave County’s potential by recruiting targeted industry clusters with companies. All companies should pay higher wages and offer insurance to their employees as well as give back to the community.

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7.0 Document List

- 1) 2019 Economic Development Strategy Plan
- 2) 2020 Kingman EcoDev Annual Report
- 3) 2020 Parks Open space Trails-Recreation Master Plan
- 4) 2020 ECDEV Annual Report for Web
- 5) 2021 Econ Dev Annual report
- 6) 2021 Estimating the Purchasing Power of Traffic
- 7) 2021 Kingman EcoDev Annual Report
- 8) 2021 Kingman Retail Prospectus
- 9) 2022 BRE Survey Industrial Park & Airport
- 10) 2022 EcoDev Annual Report
- 11) 2022 Kingman community Survey Report
- 12) 2022 Kingman Utility Cost Comparison
- 13) 2022 REDC Economic Impact for Ingman Industrial Park
- 14) 2023 Kingman Airport & Industrial Park Report
- 15) 2023 Retail Coach Community Demographics
- 16) 2023 Retail Trade Area Psychographic Profile
- 17) 2023 Transportation Master Plan
- 18) 2023-2027 Mohave County Strategic Plan CEDS
- 19) 2024 Retail Prospectus
- 20) 2024 Retail Trade Area Demand Outlook
- 21) 2024 Retail Trade Are Demographic Profile
- 22) 2024 Retail Trade Area Market Profile
- 23) 2024 Secondary Retail Trade Area Demand Outlook
- 24) 2024 Secondary Retail Trade Area Market Profile
- 25) 2024 Value of Kingman Terminal Railway
- 26) 2024 General Plan
- 27) 2024 Survey Industrial Park - Community College
- 28) Cit of Kingman AZ Locational Advantages
- 29) Kingman Map Tourism Recreation
- 30) Kingman Crossing Interchange Development
- 31) City Council Focus Areas
- 32) 5-Yr Recommended CIP
- 33) Kingman 2023 Economic Impact of Travel
- 34) Annual Comprehensive Financial Report
- 35) Flying Fortress <https://azdot.gov/projects/northwest-district-projects/i-40-rancho-santa-fe-traffic-interchange>
- 36) West Kingman Interchange <https://azdot.gov/projects/northwest-district-projects/i-40us-93-west-kingman-traffic-interchange>
- 37) 2024.07.10 Survey Results _ Mfg
- 38) The Economic Impact of Travel, Kingman 2023 Preliminary Estimates
- 39) Explore Kingman Strategic Plan – Tourism Strategic Plan



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2025 ECONOMIC
DEVELOPMENT PLAN

WORKING PAPER
**ECONOMIC DATA
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The intent of this Working Paper is to provide a clear and data-informed foundation for the 2025 EDS. Reviews and interprets key takeaways regarding current economic conditions, demographic trends, employment data, and sector performance to better understand the dynamics driving Kingman's economy.

1.0 Kingman Economic Snapshot (2019–2024)

Chart 1 – Demographic Indicators

Demographic Indicator	2019	2020	2021	2022	2023	2024	% Change (2019 - 2024)
Population	31,000	31,800	32,500	33,200	33,850	34,500	11%
Labor Force	15,800	16,000	16,200	16,500	16,800	17,000	8%
Employed	14,850	14,900	15,200	15,500	15,700	15,900	7%
Unemployed	950	1,100	1,000	1,000	1,100	1,100	16%
Unemployment Rate (%)	6%	7%	6%	6%	7%	7%	1%
Labor Force Participation Rate (%)	49%	49%	49%	49%	49%	50%	1%
Median Age	43	43	44	44	44	45	5%
Median Income (\$)	\$48,000	50,000	52,500	56,360	60,418	62,000	29%
Manufacturing Wage (\$)	\$45,500	46,000	47,000	48,500	50,200	51,500	13%
Average Wage (\$)	\$39,000	40,000	41,200	43,000	44,800	46,000	18%
Bachelor's Degree or Higher (%)	17%	18%	18%	18%	19%	19%	2%

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1.1 Key Insights from Chart 1-Demographic Indicators 2019-2024

1.1 Strong Population & Income Growth Signals Broad Economic Momentum

- Population grew 11% in five years — a healthy rate indicating sustained in-migration and community expansion.
- Median income rose 29%, outpacing inflation and showing rising wages, better job quality, or higher household earners.
- Manufacturing wages (+13%) and average wages (+18%) also reflect upward trends in Kingman's labor market compensation.

Takeaway: Growing — becoming more economically productive. Income and wage growth support a stronger tax base and consumer demand.

1.2 Labor Market Is Expanding, But Unemployment Is Sticky

- Labor force expanded by 8% and employment rose 7%, but unemployment rate remaining at 6–7%.
- Labor force participation stayed flat at 49–50%, which is low by national standards (62–63% is typical).

Takeaway: While more people are working, a portion of the population is still not in the workforce. This may reflect aging demographics, childcare gaps, or skill mismatches.

1.3 Educational Attainment Remains Flat

- Bachelor's degree attainment rose only slightly (from 17% to 19%), with no meaningful increase since 2021.
Takeaway: Without improvements in education levels, it may be harder to attract higher-value industries or grow mid-to-high skill talent locally. Certainly, the AMTC will be an anchor advantage to key industries in trades and an indicator the Kingman is serious about training and skilling up.

1.4 Aging Population Continues

- Median age increased from 43 to 45 — consistent with trends from the age distribution chart.
Takeaway: Combined with flat labor participation, this reinforces the need to think about succession in the workforce, retiree services, and young household attraction.

1.5 Key Takeaways for Economic Development

- Continue attracting working-age households to support employer growth and balance aging trends.
- Target upskilling and education access to increase the pool of mid- and high-skill talent.
- Focus on inclusive employment strategies to raise participation — especially among women, older adults, and underserved communities.
- Leverage wage growth momentum to position Kingman competitively for new investment and talent retention.

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2.0 Kingman Demographic Snapshot (2019–2024)

Chart 2 – Demographic Age Snapshot

Estimated Population by Age Group 2019-2024					
Year	Under 20	Age 20-44	Age 45-64	Age 65-74	Over 75
2019	7,750	9,920	7,130	4,030	2,170
2020	7,886	10,240	7,314	4,198	2,162
2021	7,962	10,562	7,475	4,355	2,145
2022	8,034	10,890	7,636	4,482	2,158
2023	8,124	11,170	7,786	4,604	2,166
2024	8,211	11,454	7,935	4,726	2,174

2.0 Key Insights from Chart 2-Estimated Population by Age Group 2019-2024

2.1 Modest but Consistent Growth Across All Age Groups

Every age group saw moderate increases in absolute population, reflecting overall city growth — from 31,000 to 34,500 over six years.

2.2 Prime Working-Age (20–44) is the Fastest-Growing Segment

- It increased by over 2,200 residents (from 9,920 in 2019 to 12,180 in 2024).
- This group grew faster than any other, signaling a potential opportunity to expand labor supply, attract employers, and focus on workforce housing and childcare infrastructure.

2.3 Under-20 Population Is Stabilizing or Slightly Declining

- Despite overall population growth, the number of youth rose only 375 over five years.
- This may suggest plateauing school enrollment or fewer young families relocating — a trend worth watching for K-12 planning or future workforce sustainability.

2.4 Older Adult Cohorts Continue to Rise

- Age 65–74 and Over 75 combined increased by 570 residents from 2019 to 2024.
- This reinforces the need to plan for healthcare workforce, senior services, and age-friendly infrastructure.

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2.5 Working-Age Cohort (45–64) Shows Modest but Steady Growth

- Added 660 residents over five years.
- Indicates retention of experienced workforce and potential for transition into part-time, consulting, or mentoring roles.

2.6 Key Takeaways for Economic Development

- 1) *Workforce readiness*: With strong growth in the 20–44 range, Kingman is well-positioned to support talent-intensive sectors (e.g., advanced manufacturing, health care, logistics).
- 2) *Housing strategy*: The surge in working-age residents points to the importance of starter homes, rentals, and infill housing near job centers.
- 3) *Healthcare and services planning*: Aging demographics suggest a rising need for geriatric care, assisted living, and age-in-place amenities.
- 4) *Youth pipeline*: With under-20 growth slowing, there's value in recruiting and retaining young families and supporting high-quality K–12 and early childhood systems.

2.7 Data & Media Sources

Demographic, Labor, and Wage Data

- U.S. Census Bureau / American Community Survey (ACS)
<https://www.census.gov/programs-surveys/acs>
Used for population, median age, labor force participation, educational attainment, and income data.

- Data USA – Kingman, AZ Profile
<https://datausa.io/profile/geo/kingman-az>
Used for educational attainment, employment, median income, and age metrics.
- City-Data – Kingman, AZ
<https://www.city-data.com/city/Kingman-Arizona.html>
Used to confirm wage estimates and labor force dynamics.
- ZipAtlas – Kingman, AZ Labor Stats
<https://zipatlas.com/us/az/kingman.htm>
Used for labor force participation, unemployment rate, and workforce size estimates.
- Redfin & Zillow Housing Market Snapshots
<https://www.redfin.com/city/9547/AZ/Kingman/housing-market>
<https://www.zillow.com/home-values/46039/kingman-az>
Used for cross-checking wage and affordability context with home prices and incomes.

2.8 Modeling Assumptions (Internal Estimate/Forecast)

Where explicit year-by-year data was not published, year-over-year growth figures were interpolated or projected from ACS 5-year trends and known city statistics.

Wage and labor force growth were estimated based on historical trends, supported by Kingman's annual reports and Arizona Commerce Authority regional benchmarks.

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3.0 Understanding Kingman's Economic Drivers

A resilient and balanced economy depends on the strength of its three primary economic drivers: **Traded Sector**, **Local-Serving**, and **Visitor-Driven** businesses. Each plays a distinct role in generating jobs, income, investment, and community vitality. While they encompass diverse industries and customer bases, their combined performance shapes the health of the overall economy.

The **Traded Sector** brings outside dollars into the region by exporting goods and services. **Local-Serving** businesses provide everyday needs, circulate income locally, and support quality of life. **Visitor-Driven** activity injects new spending into the economy and supports place-based vibrancy and image.

No single driver can sustain economic momentum alone. A strategic focus on all three — and on how they interact — is essential to building a robust, adaptable, and inclusive local economy.



The following sections explore each of these drivers in greater detail, using available data and recent trends.

Overall Outlook for Kingman's Market Drivers

Chart 3 – Overall Outlook Market Drivers

Driver	Recent Performance	Relative to State/National	2025+ Outlook
Traded Sector	Strong establishment & investment growth, but mixed job growth	Better in establishment growth; behind in job gains	Opportunity-rich if workforce & real estate are addressed
Local-Serving	Steady growth in population & sales; weak in healthcare jobs	Similar in population; weaker in key job segments	Growth likely, but workforce gaps may widen
Visitor Driven	Establishments up, jobs down; sales healthy	Behind in job recovery; aligned in tourism trends	Strong upside if length-of-stay and programming improve

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4.0 Traded Sector: Foundation for Regional Competitiveness

The **Traded Sector** represents the portion of Kingman's economy that produces goods or services sold beyond the local market — regionally, nationally, or globally. These industries bring new dollars to the community, can create high-value jobs, raise the Gross Regional Product (GRP) and generate tax revenue that supports public services and infrastructure. Because traded-sector businesses are not solely dependent on local demand, they are essential to economic diversification, resilience, and long-term growth.

This section reviews data on Kingman's Traded-Sector performance since 2018, including establishment growth, employment, wages, and construction activity. It also explores state and national trends that may influence this driver of the economy — such as supply chain realignment, workforce shifts, and industrial investment.

Chart 4 – Traded Sector Indicators

Indicator	2018	2023	2024	Growth	County 2024	% Share
Establishments in Traded Sector Industries (CBP/QCEW)	244	384	405	65.9%	1,508	26.8%
Construction	107	173	179	67.3%	758	23.6%
Manufacturing	54	65	63	16.6%	166	37.9%
Information	11	21	20	81.8%	65	30.7%
Professional Services	68	103	107	57.4%	407	26.3%
Management of Companies	3	23	37	1133.3%	112	33.0%
Jobs in Traded Sector Industries (CBP/QCEW)	3,252	3,913	3,873	19.1%	9,471	40.9%
Construction	996	1,824	1,877	88.5%	4,395	42.7%
Manufacturing	1,533	1,196	1,203	-21.5%	2,961	40.6%
Information	209	188	245	17.2%	815	30.1%
Professional Services	474	620	452	-4.6%	1,110	40.7%
Management of Companies	41	85	96	134.1%	190	50.5%
Average Manufacturing Wage (QCEW)	\$46,090	\$57,157	\$62,032	34.6%	\$62,032	100%
New Nonresidential Permit Valuation	\$5,736,548	\$10,361,847	\$13,053,537	127.5%		
<i>Sources: Census County/Zip Code Business Patterns for Kingman and Mohave County, 2018 and 2022; Bureau of Labor Statistics, Quarterly Census of Employment and Wages for Lake Havasu-Kingman MSA, 2018 and 2022; City of Kingman Building Permit Reports.</i>						
<i>NAICS 55 Management of Companies = Corporate or regional HQ, Holding companies, Centralized Adm Offices, shared service centers (back-office).</i>						

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4.1 Traded Sector Driver Trends 2018-2024

Kingman's traded-sector industries have shown **strong and steady expansion** since 2018. This expansion has outpaced regional averages, an indicator of Kingman's position as a small but growing hub for export-oriented economic activity.

- *Overall growth*: Establishments in traded-sector industries rose from 244 in 2018 to over 405 in 2024, a 66% increase.
- Construction saw the largest absolute and percentage growth, expanding by nearly 68%, suggesting strong local/regional demand and investment.
- Professional Services grew ~56%, indicating an expanding base of firms in engineering, design, consulting, and back-office support.
- Information and Media sectors, though small in number, nearly doubled — showing signs of digital diversification.
- Manufacturing increased sharply between 2018–2022, then dipped slightly, suggesting a peak and stabilization trend.

4.2 Traded Sector Regional & National Trends

- Kingman's growth in traded sector establishments (+66.5%) and nonresidential construction (+127.6%) outpaces national averages. U.S. manufacturing establishments grew roughly 10–15% over a similar period (2018–2024).
- Manufacturing jobs in Kingman, however, declined 21.5%, which diverges from modest national growth in reshoring

and advanced manufacturing jobs but could indicate increased automation and productivity gains

- *Arizona Outlook*: The state continues to benefit from onshoring, advanced manufacturing investments (semiconductors, aerospace), and infrastructure spending — trends that ripple outward into rural metros like Kingman through supply chain and workforce spillover.
- *Federal Investment*: Infrastructure and CHIPS Act funds are bringing capital into transportation, energy, and manufacturing, which could benefit Kingman-based suppliers or logistics hubs.
- *Tariffs and Trade Policy*: Ongoing global uncertainty — including tariffs on materials (steel, aluminum), energy price volatility, and shifts in foreign sourcing — may affect construction and manufacturing input costs.
- *Workforce Access*: Nationally, workforce constraints (retirements, skills mismatch) are affecting medium-sized employers. Kingman's response — via the MCC Manufacturing Training Center — is timely and strategic and is an anchor value proposition.

4.3 Key Takeaways from Traded Sector Data & Research

- Traded-sector growth is broad-based, not limited to one niche — with construction, manufacturing, and services all contributing.

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- The city's investment in infrastructure and talent is positioning it well for the next wave of industrial and technical growth.
- Monitoring input costs, workforce retention, and sector-specific incentives will be essential to maintaining momentum.

4.4 Key Value Propositions for Kingman to Leverage for Traded Sector

- *Industrial Land Readiness:* Continued site development at Airport, Kingman Industrial Park and Flying Fortress Parkway enhances attraction potential.
- *Workforce Pipeline Development:* Programs through MCC and partnerships with KAMMA show that Kingman can grow its own talent for light or heavy manufacturing, technical trades and lean into automation and AI technology in these fields
- *Strategic Location:* Kingman's logistical crossroads is a situation for distribution, specialized fabrication, and component supply to Phoenix, Las Vegas, and Southern California which will likely growth (see Working Paper Economic Driver: *Traded Sector*).
- *Affordability:* Lower operating and real estate costs compared to metro areas, a key selling point for cost-sensitive manufacturers.

4.5 Construction Specific Demand Driver of Traded Sector

A significant portion of local contractors, specialty trades, and engineering services work on projects **beyond city boundaries**

— regional housing, commercial, industrial, and infrastructure builds exporting labor and services, bringing external dollars into the Kingman economy.

Key drivers of construction demand in Kingman include:

- Ongoing population and housing growth, especially from inbound migration and retirees.
- Industrial site development at the Airport and Flying Fortress Parkway Interchange.
- Expansion of public infrastructure projects (e.g., transportation, utilities, broadband).
- Increased investment in downtown and adaptive reuse.
- Regional subcontracting opportunities in Laughlin, Bullhead, and surrounding rural Mohave County.

4.6 Construction Sector: Regional Context & Kingman Implications

- Arizona's construction sector remains a key economic engine, driven by population growth, infrastructure investment, and industrial site development across rural and metro areas.
- State-level capital investments (e.g., I-40 corridor improvements, energy and broadband expansion) are fueling regional construction demand.
- Labor shortages and rising materials costs continue to affect build timelines across the state — with skilled trades in high demand.

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- The state has seen a rise in construction-related manufacturing (e.g., prefab, modular, truss plants), which may ripple into Mohave County in future years.

4.7 Key Takeaways for Construction Sector

- Construction is a core traded-sector strength, exporting both services and products (e.g., site prep, framing, specialty trades) beyond city limits.
- Growth in this sector mirrors Kingman's broader economic expansion — housing, industrial sites, commercial infill — and reinforces its role in enabling other industries.
- Labor capacity remains a limiting factor, underscoring the need for local training pipelines in carpentry, electrical, HVAC, and heavy equipment operation.
- Residential construction plays a dual role for this sector — meeting housing needs and supporting workforce attraction and retention.
- If Kingman seeks to recruit skilled workers and students (e.g., for advanced manufacturing or healthcare), align housing supply with talent development goals.
- Opportunity to position Kingman as a hub for industrial workforce training, supported by affordable housing, modern infrastructure, and a responsive construction sector.

4.8 Kingman's Construction Sector Value Propositions

- Skilled, growing contractor base — diverse services from framing to commercial contracting.
- Affordable land and flexible permitting — conducive to development at multiple scales.
- Proximity to growth markets (Vegas, Phoenix, Laughlin) — enabling regional subcontracting and trade service exports.
- Supportive ecosystem — MCC trades training, modular interest, and city-level emphasis on land readiness and planning.
- Direct link to workforce strategy — residential construction underpins talent recruitment, retention, and Kingman's positioning as a hub for advanced manufacturing and technical training.
- Platform for future innovation — opportunity to pilot workforce housing, modular methods, and design-forward infill tied to zones (e.g., near MCC, airport, downtown).

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5.0 Local-Serving Sector: Foundation for Community Vitality

The Local-Serving Sector encompasses the businesses and services that meet the everyday needs of Kingman’s residents, workers, and surrounding trade area. These include retail, personal services, healthcare, education, real estate, and other essentials that sustain quality of life and ensure a self-sufficient community.

Chart 5 – Local-Serving Indicators

Indicator	2018	2023	2024	2025 YTD	% Growth	County 2024	% Share of County
Population Growth							
City of Kingman	31,315	35,167	35,657	36,186	16%		
Mohave County	208,393	224,366	228,107	229,306	10%		16%
Taxable Sales	943,773,080	1,214,442,635	1,234,347,347	1,190,959,390	26%	5,347,786,139	22%
Retail	514,646,779	643,901,787	642,636,947	612,076,153	19%	2,782,280,422	22%
Restaurant (incl additional tax)	112,357,837	128,843,482	130,520,724	121,619,995	8%	511,040,319	24%
Remote Sales	na	55,848,156	66,858,252	72,069,054	29%	381,768,522	19%
Residential Rentals	7,138,660	17,919,933	18,041,288	9,056,868	27%	na	
Construction	40,913,436	27,853,287	37,632,752	53,972,574	32%	624,268,170	9%
Commercial Rentals	25,345,921	40,225,691	19,508,920	28,748,336	13%	na	
All Other	243,370,448	299,850,299	319,148,465	293,416,411	21%	1,048,428,706	28%
Establishments in Local-Serving Industries (CBP/QCEW)	657	796	797		21%	2,773	29%
Utilities	7	6	5		-27%	22	24%
Wholesale	46	69	72		55%	214	34%
Retail	165	182	179		9%	604	30%
Transportation & Warehousing	57	75	76		34%	163	47%
Finance & Insurance	46	66	67		47%	239	28%
Real Estate	39	60	60		55%	314	19%
Administrative & Support Services	52	68	69		33%	290	24%
Educational Services	9	8	10		12%	41	23%

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Indicator	2018	2023	2024	2025 YTD	% Growth	County 2024	% Share of County
Health Care & Social Assistance	130	166	166		27%	549	30%
Other Services	106	96	93		-13%	337	27%
Jobs in Local-Serving Industries (CBP/QCEW)	11,838	12,002	12,467		5%	29,848	42%
Utilities	39	27	26		-33%	318	8%
Wholesale	559	963	1,124		101%	1,942	58%
Retail	4,062	4,091	4,122		1%	10,070	41%
Transportation & Warehousing	1,020	996	1,006		-1%	1,503	67%
Finance & Insurance	462	457	496		7%	1,242	40%
Real Estate	153	250	262		72%	734	36%
Administrative & Support Services	863	1,345	1,430		66%	2,665	54%
Educational Services	284	220	233		-18%	662	35%
Health Care & Social Assistance	3,756	2,872	2,982		-21%	9,102	33%
Other Services	641	780	786		23%	1,610	49%
Average Local-Serving Wage (QCEW)	\$40,427	\$51,461	\$52,543		30%	\$52,543	100%
Housing Affordability (see note)		94	96	117	25%	90	107%
Median Single-Family Sale Price	na	\$293,000	\$300,000	\$262,450	-10%	\$371,500	81%
Median Household Income		\$60,418	\$62,717	\$67,867	12%	\$73,800	85%
<p><i>Sources: Arizona Department of Revenue, Monthly Sales Tax Collections by Industry for Cities; Arizona Office of Economic Opportunity, Population Estimates 2018-2024; Census County/Zip Code Business Patterns for Kingman and Mohave County, 2018 and 2022; Bureau of Labor Statistics, Quarterly Census of Employment and Wages for Lake Havasu-Kingman MSA, 2018 and 2022; Redfin (median single family sale price) May 2023-May 2025; National Association of Realtors (average mortgage rate 2023-2025); Census Bureau QuickFacts (median household income), 2023; Department of Housing and Urban Development, Income Limits, 2023-2025.</i></p>							
<p><i>Note: Housing affordability index compares the annual payments on the median priced home assuming a 30-year fixed rate mortgage and a 20% down payment to median household income assuming a 25% qualifying ratio. A value of 100 means that a family with the median income has exactly enough income to qualify for a mortgage on a median priced home.</i></p>							

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5.1 Local Serving Driver Trends 2018-2024

- Population growth supports local-serving economy, 31,300 in 2018 to 35,700 in 2024, a 14% increase, 2.21% average annual growth.
- Taxable sales growth from \$944M in 2018 to over \$1.23B in 2024, reflects increased consumer activity, new business formation, and inflation-adjusted growth.
- Kingman's share of Mohave County's population has remained steady (15.6%), but its economic concentration is increasing, shown by year-over-year taxable sales outpacing countywide growth.
- YTD taxable sales figures suggest continued upward momentum, even in the face of national retail slowdowns.

5.2 Regional & National Trends Influencing Local-Serving Sectors

- Demographic shifts (aging population, smaller households) are reshaping demand — increasing needs for healthcare, home services, and convenience retail.
- Inflation and consumer confidence are moderating national retail growth, but smaller markets seeing spending stay stable, thanks to affordability and retiree in-migration.
- Work-from-home migration and regional mobility drives growth in non-metropolitan markets.
- National labor shortages in retail and service sectors may challenge local-serving businesses unless workforce

pipelines are strengthened (particularly in retail, food service, and caregiving).

5.3 Key Takeaways for Kingman

- Local-serving businesses are growing in both scope and value, with strong taxable sales indicating robust internal demand.
- The sector is sensitive to population dynamics, making workforce housing, childcare, and talent retention key.
- Healthcare and personal services will likely see outsized demand growth due to Kingman's aging demographics.

5.4 Value Propositions for the Local-Serving Economy

- Steady population growth and trade area pull support the ongoing expansion of local service offerings at a slow rate.
- Affordable operating costs and commercial rents should create opportunities for small business formation.
- Downtown revitalization and neighborhood reinvestment should strengthen for independent niche businesses and services.
- Healthcare, education, and personal services offer room for targeted growth that supports quality of life and job creation.
- Regional anchor role — Kingman increasingly serves as the commercial hub for northwestern Mohave County and I-40 travelers.

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6.0 Visitor-Driven Sector: Gateway to Identity and Economic Impact

The Visitor-Driven Sector captures the economic activity generated by travelers, tourists, and temporary guests who spend money in Kingman while exploring or working in the region. This includes spending on lodging, dining, retail, fuel, attractions, and events. Though often seasonal or discretionary, visitor spending brings new dollars into the local economy, supports small businesses, and enhances community vibrancy.

In Kingman, the visitor economy is tied to its location on Route 66, providing a unique and recognizable identity, proximity to national parks, and growing reputation as an adventure tourism destination.

Chart 6 – Visitor Serving Indicators

Indicator	2018	2023	2024	% Growth	County 2024	% Share of County
Establishments in Visitor-Serving Industries (CBP/QCEW)	121	146	156	28%	502	31%
Arts, entertainment, and recreation	9	22	26	181%	59	43%
Accommodation and food services	112	124	130	16%	443	29%
Jobs in Visitor-Serving Industries (CBP/QCEW)	3,530	3,427	3,391	-4%	7,815	43%
Arts, entertainment, and recreation	197	68	76	-61%	644	12%
Accommodation and food services	3,333	3,359	3,315	-1%	7,171	46%
Average Visitor-Serving Wage (QCEW)	\$20,489	\$26,574	\$28,832	41%	\$28,832	100%
Hotel Taxable Sales	\$36,002,665	\$43,248,523	\$43,463,560		\$139,782,882	31%

Sources: Arizona Department of Revenue, Monthly Sales Tax Collections by Industry for Cities; Census County/Zip Code Business Patterns for Kingman and Mohave County, 2018 and 2022; Bureau of Labor Statistics, Quarterly Census of Employment and Wages for Lake Havasu-Kingman MSA, 2018 and 2022.

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6.1 Visitor-Driven Trends: 2018–2024

- Taxable sales from tourism-influenced categories rose from \$944 million in 2018 to \$1.23 billion in 2024, a 31% increase.
- Kingman's share of total Mohave County taxable sales climbed to 22.3% in 2024, indicating its growing dominance as a regional stop for travelers.
- Population support for visitor services has grown steadily, but visitor traffic likely contributed to a higher sales-per-capita ratio than resident demand would alone.
- Year-to-date 2025 total taxable sales have already reached 2024 total hotel taxable sales suggesting sustained strength despite national concerns about inflation and travel costs.

6.2 Regional & National Tourism Trends Influencing the Market

- Post-COVID rebound in domestic travel, road trips, and heritage tourism has benefited smaller, drivable destinations.
- Travelers increasingly seek authentic, experiential visits tied to history, culture, and small-town charm — a direct match for Kingman's Route 66 identity.
- Inflation and fuel prices have slowed international travel but favored road travel and close-to-home getaways.
- National trends show rising interest in eco-tourism, rail and RV travel, outdoor experiences, and film-tourism — aligning with Kingman's assets.

- Tourism workforce shortages are affecting hospitality, food service, and recreation staffing across the U.S., requiring investment in talent pipelines and livability.

6.3 Key Takeaways for Kingman

- It is the fastest-growing source of external revenue.
- Route 66 branding, proximity to key attractions and steady population growth amplify regional tourism relevance.
- Downtown improvements, events, and cultural programming remain critical to driving traffic into sustained local spending.
- Kingman can increase its visitor yield by expanding overnight stays, improving lodging inventory, and adding signature experiences (which it is doing).

6.4 Value Propositions for Visitor-Driven Economy

- Gateway to Route 66 — one of the best-preserved, experience-rich segments of the iconic highway, attracting global markets.
- Strategic location — equidistant from Las Vegas, Grand Canyon, and Phoenix.
- Tourism strategy, launch and branding — investment in coordinated marketing, signage, and visitor infrastructure.
- Year-round potential — mild winters, festivals, and access to outdoor activities enable a 12-month tourism economy.

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7.0 Tracking Progress: Key Performance Indicators (KPI's)

Kingman has made meaningful progress in tracking the performance of its economic development efforts. Through its annual reports, implementation updates, and the ChooseKingman.com platform, the City regularly monitors activity across business attractions, site development, tourism, and downtown revitalization. This includes tracking metrics such as new business locations, jobs supported, taxable sales, permit valuations, and industrial park impact.

These practices reflect a solid foundation — especially in aligning indicators with sector-specific goals and highlighting visible outcomes year-over-year.

7.1 Refining the Approach: Toward a Structured KPI Framework

As Kingman moves into its next strategic phase, there is an opportunity to formalize and expand performance measurement into a *dashboard model* that supports more consistent tracking, benchmarking, and communication with stakeholders. This could include:

7.2 Core Economic & Demographic Indicators

Measured quarterly or annually to track baseline health and momentum:

- Population and labor force trends
- Unemployment rate and labor force participation
- Median income and wage levels

- Housing starts and affordability
- Educational attainment

7.3 Sector-Specific KPIs – Measure Growth & Share of County

- **Traded Sector:**
 - 1) Establishments
 - 2) Jobs
 - 3) Average Manufacturing Wage
 - 4) New Nonresidential Permit Valuation
 - 5) Industrial Building Occupancy Rate (locally track)
 - 6) Capital Investment
 - 7) Business Attraction/Expansions (locally tracked)
- **Local-Serving:**
 - 1) Taxable Sales by Category
 - 2) Establishments
 - 3) Trade Area Growth
 - 4) Average local-serving Wage
 - 5) Housing Affordability
 - 6) Business License Issued
 - 7) Commercial Vacancy Rates (locally track)
- **Visitor-Driven:**
 - 1) Establishments
 - 2) Jobs
 - 3) Average Visitor-Serving Wage
 - 4) Hotel Taxable Sales
 - 5) Annual Visitor Spending
 - 6) Explore Kingman Website/Social Media Metrics
 - 7) Event Attendance (locally track)

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7.4 Sector Specific – Text Driven vs. Dashboard

- Project status and progress
- Surveys

7.5 Geographic Focus Areas

Performance by corridor or center (e.g., Airport, Industrial Park, Downtown, Kingman Crossing) to align with place-based strategies.

7.6 Workforce Development & Pipeline Metrics

Enrollments by sector or occupation training, completions, employer partnerships, and program participation through MCC and other workforce entities.

7.7 Community Capacity & Implementation Tools

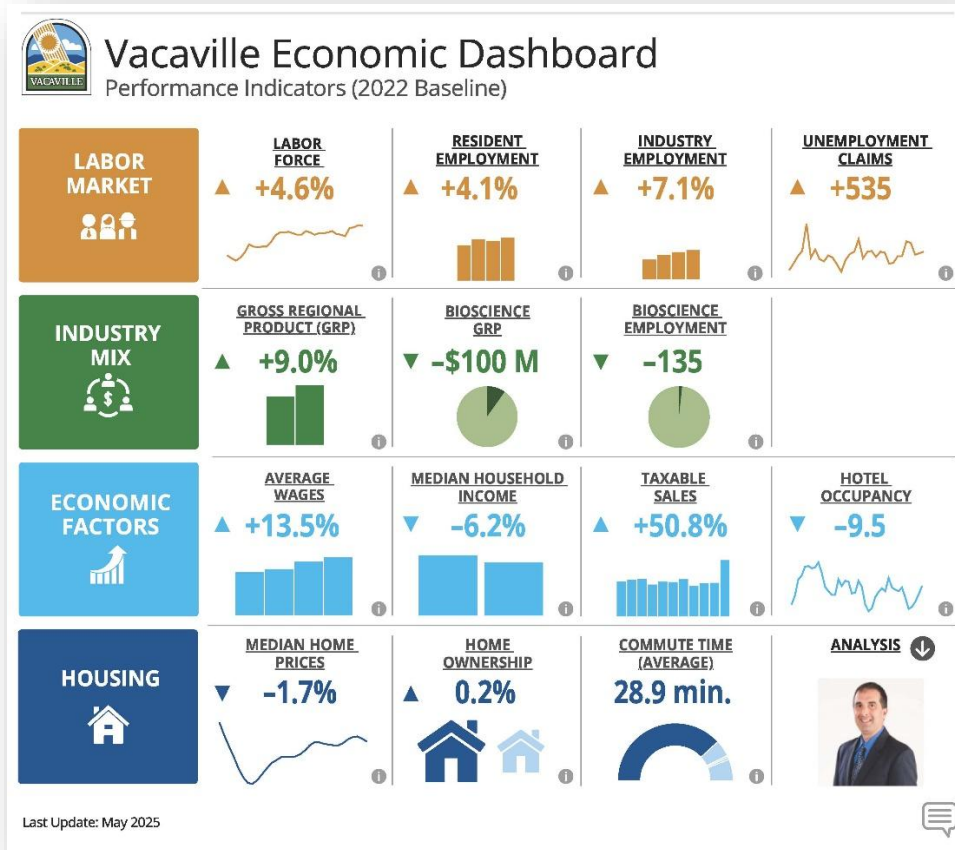
Tracking engagement, policy updates, funding secured, and process improvements (e.g., permitting timelines, zoning changes).

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CITY OF KINGMAN
2025 ECONOMIC
DEVELOPMENT PLAN

WORKING PAPER
**ECONOMIC CENTERS
& CORRIDORS**

City of Kingman

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This working paper identifies Kingman’s most critical economic centers and corridors—areas where commerce, employment, development, and infrastructure investment intersect. It provides a snapshot of existing assets, planned projects, opportunities, and challenges across the centers **as it relates to each economic driver – traded sector, local-serving and visitor driven.**

Kingman’s geography, infrastructure, and regional connections shape where economic activity occurs. Employment clusters like the Airport Industrial Park support export-driven businesses, while corridors such as Stockton Hill and Beale Street provide local goods and services. As new interchanges, training centers, and zoning updates come online, these districts are entering a period of transformation that warrants coordinated attention.

1.0 Identified Growth Areas – 2040 General Plan

The following area were identified in Kingman’s 2040 General Plan as Growth Areas:

- 1) Rancho Santa Fe
- 2) West Beale Street (gateway from Vegas)
- 3) Grace Neal Parkway Corridor (connector from Stockton Rd to Airport)
- 4) Airport Industrial Park
- 5) Santa Rosa (along Louise Avenue between Flying Fortress Parkway & Kingman Park Estates; surrounded by existing development)
- 6) Bank Street (near Kingman Industrial Park)
- 7) North Stockton Hill (primary commercial center)

2.0 Real Estate Data: Availability & Land Costs in Kingman – Overview

2.1 Industrial & Traded Sector Land

- *Industrial land listings average \$28,500 per acre* (Data from Crexi: 37 properties listed, avg. price \$679K per parcel)
- Featured listing: a 48-acre heavy-industrial parcel on I-40 offered at \$1.44M (\$30,000/acre), zoned M2 with possible seller financing
- Larger-format options available: a 132-acre I-40 frontage parcel listed for \$3.96M (\$30,000/acre)

2.2 Commercial & Mixed-Use Land (Local-Serving / Visitor)

- Crexi reports average commercial land prices around **\$30,000/acre** with median parcel size of ~17 acres; total listings exceed 1,300 acres across Kingman
- Stock available along key corridors: for example, 3-acre parcels on Stockton Hill listed and 4.9-acre lots along Hualapai Mountain Rd near \$2.35M (\$480K/acre)
- Larger 43-acre Route 66 parcel listed under \$25,000/acre — indicative of development opportunities in visitor-centric zones

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2.3 What This Tells Us: Strategic Context by Economic Driver

Traded Sector

Kingman offers *affordable and sizable industrial-zoned land* — roughly \$28K–\$30K/acre, ideal for logistics, manufacturing, or contractor parks.

- Recent sales and listings show demand in 40–130 acre parcels along I-40 and airport industrial zones, supporting TradePort and I-40 corridor strategies.

Local-Serving & Visitor Sectors

- Smaller parcels (1–5 acres) on commercial corridors range from **\$100K to \$500K/acre**, reflecting demand where visibility or location is premium.
- Visitor-focused parcels along Route 66 and Downtown are competitively priced (\$25K–\$50K/acre), offering potential for tourism and mixed-use activation.

Chart 1-Average Land Cost Comparison

Average Land Cost per Acre by Economic Sector and Region (2024 Estimates)				
Sector	Kingman	Las Vegas	Phoenix Metro	Victor Valley, CA
Local-Serving/Commercial	\$125,000	\$500,000	\$600,000	\$725,000
Traded/Industrial	\$28,500	\$250,000	\$180,000	\$325,000
Visitor/Mixed-Use	\$30,000	\$275,000	\$350,000	\$400,000

Source References:	
Kingman, AZ 1. Crexi Listings, LandSearch, and RealMo (2023–2024) 2. Sample properties: Kingman Industrial Park, Stockton Hill Rd, Route 66 parcels	Las Vegas, NV 1. Colliers Las Vegas Industrial Market Report (2023 Q4) 2. Crexi and LoopNet land listings for Clark County 3. Las Vegas Global Economic Alliance reports
Phoenix Metro, AZ 1. CBRE Phoenix Land Market Report (2023) 2. Landsearch.com and LoopNet regional listings for Maricopa County 3. Valley Partnership and City of Phoenix ED data (aggregated)	Victor Valley, CA (High Desert Region) 1. CoStar and Cushman & Wakefield Land Reports (2023–2024) 2. San Bernardino County Land Listings 3. Victorville Economic Development Department data

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3.0 Key Economic Centers by Economic Driver

3.1 Traded Sector: Airport & Industrial Corridors

- **Airport Industrial Park** – Kingman’s largest employment center, supported by Patriot Rail, Unisource upgrades, and the new AMTC workforce facility. Opportunities include FAA land release (790 acres).
- **Flying Fortress interchange**, and potential to tie into Airport Industrial Park at north end of Flying Fortress Parkway for aviation MRO development.
- **Bank Street and Santa Rosa** – Emerging sites for industrial expansion, contingent on infrastructure extension and shovel-ready status.

3.2 Local-Serving: Retail & Medical Corridors

- **North Stockton Hill** – Kingman’s primary commercial district. Stable, but opportunities exist to diversify retail mix and activate vacant parcels.
- **Downtown** – Revitalization efforts are underway via infrastructure upgrades and streetscape improvements. Momentum is building, but vibrancy and mixed-use development are still needed.
- **South Kingman Crossing (Planned)** – A transformative multi-use development combining retail, housing, entertainment, and a convention center. Tied closely to KRMC access and new interchange infrastructure.
- **Medical District (KRMC Area)** – Expanding need for healthcare services and supportive uses. Opportunity to cluster medical offices, housing, and workforce education nearby.

3.3 Visitor-Driven Areas

- **Historic Downtown & Route 66 Corridor** – Cultural and tourism assets centered on the Powerhouse Museum, Route 66 attractions, and event venues. Upcoming Route 66 Centennial in 2026 presents a major branding and activation opportunity.
- **West Beale Gateway** – Undercapitalized entrance corridor with visibility from Las Vegas. Aesthetic improvements, signage, and event activation could elevate its appeal.
- **Tourism Events & Activation Zones** – First Fridays, Comic Con, and museum programming show strong promise but need conversion strategies for overnight stays and higher visitor spending.

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4.0 Key Corridors – Economic Value

4.1 I-40 TradePort Corridor: Strategic East-West Supply Chain Connector

The I-40 TradePort Corridor represents Kingman’s **primary east-west logistics opportunity zone**, leveraging direct access to I-40, proximity to the Kingman Airport Industrial Park, and growing interest from warehousing, freight, and value-added logistics operations.

This corridor already serves as a throughput for regional truck and freight movement.

Key Assets

- Direct adjacency to I-40 and Flying Fortress Interchange (under development).
- Immediate access to Patriot Rail spur, linking to Class I rail system.
- Industrial-zoned land with potential for expansion (Bank Street, FAA lands).
- Near-term infrastructure investments planned.
- An affordable alternative to congested rail and highway corridors in California and Phoenix.

Traffic & Freight Context

The ADOT Traffic Monitoring Division tracks Average Annual Daily Traffic (AADT) on I-40 and cross routes via its TDMS platform. While specific local counts require deeper access, published studies confirm that traffic at the I-40/US-93 interchange is nearing capacity levels—leading to a redesigned, free-flow interchange currently under

construction (expected completion by 2027) to accommodate projected growth for at least the next 20 years.

A coalition of regional stakeholders, led by Kingman, was designated a USDOT Regional Infrastructure Accelerator for the TradePort Corridor. Seed funding of \$974K supports early-stage RIA planning, reflecting national recognition of Kingman’s logistics potential.

In broader Arizona, freight volumes between Los Angeles and Phoenix have increased over 30% year-over-year, with I-40 serving as a primary route for distribution traffic. Arizona now ranks among the top 10 North American markets for warehouse leasing, reinforcing Kingman’s strategic alignment

Key Strategic Takeaways

1) Infrastructure Scaling Is Underway

The I-40/US-93 interchange is already funded and started construction in 2024. It is designed to handle current and future traffic without congestion, making it a critical asset for freight throughput.

2) Multi-Modal Connectivity

With access to Patriot Rail’s spurs and proximity to I-40 freight flow, positioned for rail-to-truck transload hubs, value-added logistics, and warehouse activities.

3) Regional Supply Chain Role

With rising freight volumes and warehouse demand in Arizona, Kingman can serve as a cost-effective logistics node — offering lower-cost operations while maintaining excellent access to West Coast markets.

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4.2 Interstate 11 (I-11) Logistics Hub (Future Vision)

The future I-11 corridor proposes a north-south economic corridor extending from Nogales, Arizona to Las Vegas and beyond. Kingman is geographically central to this alignment and has the potential to serve as a gateway logistics and transload hub between key Southwestern and Mexican markets.

Key Assets

- Kingman logical crossover points between I-40 and the I-11 alignment.
- Proximity to future Arizona-Mexico trade flows, particularly ag and manufacturing.
- Potential for long-haul truck depot, inland port functions, and build-to-suit logistics centers.
- Designated infrastructure priority area in state and federal planning.

Traffic & Infrastructure Context¹

- The US 93 corridor north of Kingman has been largely upgraded to a 4-lane divided highway, positioning it as the future path of Interstate 11 once it meets federal standards.
- Over \$155 million in ADOT funding is currently allocated to improvements between Wickenburg and the Nevada state line, including 11 miles of highway widening and land acquisition in the Kingman area.
- A Tier 1 Environmental Impact Statement (EIS) and Record of Decision (ROD) for I-11 between Nogales and Wickenburg were approved in November 2021, defining a 2,000-foot-wide corridor alternative.

- In early 2025, the Federal Highway Administration (FHWA) and Arizona Department of Transportation (ADOT) agreed to reevaluate the Tier 1 EIS following a lawsuit from conservation groups concerned with environmental impacts, public lands, and endangered species. This re-evaluation is underway, with a public comment period planned in early 2026.
- Tier 2 studies (for detailed corridor alignment and engineering) are currently funded only for the segment between Buckeye and Wickenburg.
- No significant funding or timelines have been approved for segments south of Wickenburg toward Phoenix or Nogales. As of now, no construction is scheduled.
- ADOT is constructing a direct interchange between I-40 and US-93 west of Kingman to support future I-11 traffic flow. The project began in 2024 and is expected to be completed by 2026.

Key Strategic Takeaways

- While full I-11 buildout is uncertain and likely years away, Kingman is already enhancing its infrastructure readiness— notably through the I-40/US-93 interchange—which positions the city to benefit from north-south corridor opportunities.
- The **planned I-11 corridor** could significantly enhance goods movement, market access, and logistics potential if realized— adding weight to Kingman’s TradePort and industrial recruitment positioning.

¹ Source: Arizona Dept of Transportation, 2023 ED Strategy

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5.2 Kingman Municipal Airport (IGM)

Future aviation MRO opportunities that will require master planning and identification of specific sites and businesses. There is plenty of acreage and facilities to support the build-out of a robust aviation MRO at IGM. The 2021 IGM Master Plan does not reference a plan for supporting or building out an aviation MRO-focused sector.

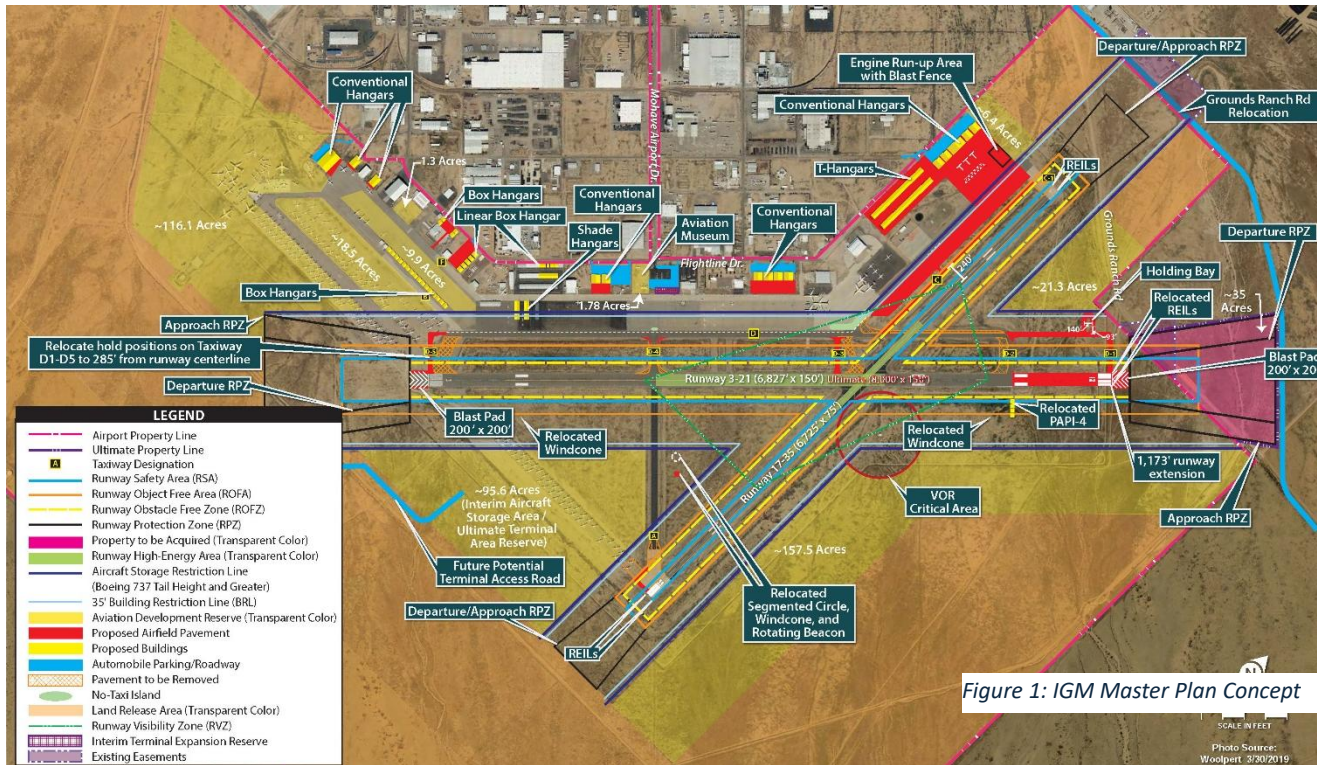


Figure 1: IGM Master Plan Concept

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5.3 Flying Fortress Interchange

Currently under construction, this AZDOT funded interchange will provide second access into the Airport Industrial Park from the south. A second access into the park is critical when considering that the primary access passes under the rail line and any disruptions or accidents would block access into the park.

Project Overview

- Location: Interstate 40 at Flying Fortress Parkway in Kingman
- Scope: Construction of a full traffic interchange to connect I-40 with Flying Fortress Parkway, located near Kingman’s Municipal Airport and Industrial Park.
- Lead Agency: Arizona Department of Transportation (ADOT) in partnership with the City of Kingman

Key Features

- Four-lane parkway over I-40
- On- and off-ramps in all directions
- Signalized intersection improvements
- New bridge construction over the interstate
- Designed to support long-term growth, ease congestion, and improve logistics access

Economic Growth Potential

1. Commercial and Industrial Development
 - Connects directly to Kingman’s 1,100+ acre industrial park
 - Opens up thousands of acres for commercial, warehousing, and logistics-related uses
 - Strengthens the corridor along future Interstate 11, creating a strategic node for interstate commerce
2. Retail & Hospitality
 - Enables access to future developments including hotels, gas stations, warehouse retailers, and large-scale event or expo venues

- Ideal for national chain anchors and support services for industrial workforce (e.g., food services, clinics, financial services)
3. Health & Education Synergy
 - Potential for medical offices and training facilities due to high demand in Kingman's aging population
 - Feasible site for a satellite healthcare hub or community college tech campus

Timeline & Project Phases

- Construction Began: Early 2023
- Expected Completion: Late 2025 (per ADOT)

Project Phases

1. Bridge and Roadway Construction
 - Parkway overpass and ramp development
2. Ramp Connections and Signals
 - Interchange functionality and traffic signal installation
3. Infrastructure Integration
 - Utility relocations, street paving, pedestrian facilities
4. Opening to Public Access
 - Targeted for late 2025, phased business development begins post-opening

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Strategic Advantage

- Serves as Kingman’s eastern growth engine
- Anchors city’s long-term land use plan
- Boosts Kingman’s position as a Southwest logistics hub



Figure 2: Flying Fortress Parkway Alignment

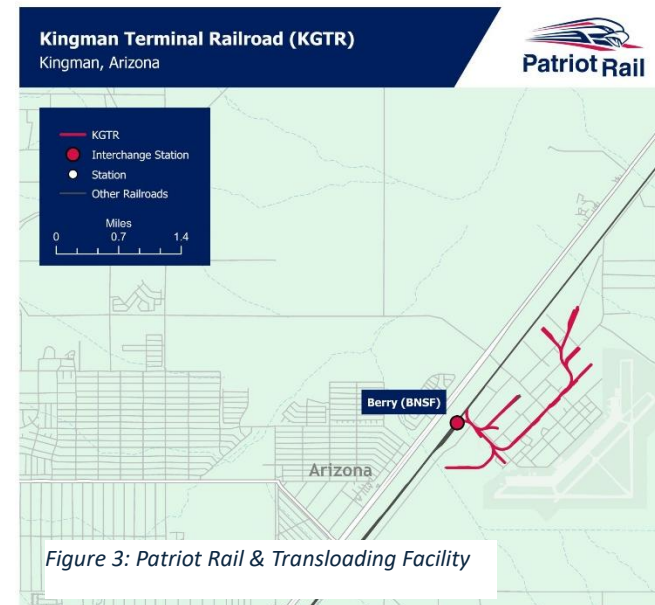
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5.4 Patriot Rail Transloading Facility and Loop Extension

In 2023 Patriot Rail installed a rail-to-truck transloading facility at the Industrial Park consisting of two tracks totaling 1,400 feet that can handle 1,000 annual carloads.

- Situated on 9.5 acres with two tracks totaling 1,400 feet, enabling direct rail-to-truck operations and handling up to 1,000 carloads annually.
- Serves as a short-line feeder railroad that interchanges with BNSF, connecting Kingman to national freight networks.
- Shippers using KGTR often realize *10–40% cost savings* compared to all-truck transport, especially for heavy or bulk goods such as aggregates, petroleum products, plastics, lumber, and equipment
- Rail connectivity is a compelling incentive for manufacturers and logistics firms. Approximately 15 companies in the industrial park rely on KGTR services and contribute nearly 400 direct jobs and a \$27.3 million payroll annually
- Positions Kingman as a candidate for TradePort Corridor planning, aligning with I-40 and intermodal investments.



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5.5 West Kingman Interchange Project

Project Overview

- Location: West side of Kingman, Arizona, where Interstate 40 intersects with U.S. Route 93
- Project Sponsor: Arizona Department of Transportation (ADOT)
- Purpose: Construct a new system interchange to seamlessly connect I-40 and future I-11, streamlining traffic flow between Phoenix and Las Vegas—two of the Southwest’s largest metro areas.

Design Scope

- Freeway-to-freeway system interchange (grade-separated, directional ramps)
- New flyover ramps to replace at-grade or partial-access connections
- Elimination of conflict-prone merge points
- Roadway improvements on connecting corridors to accommodate increased volumes

Economic Growth Potential

1. Regional Freight & Trade Corridor Development

- Enhances Kingman’s role as a logistics bridge between California, Nevada, and Arizona
- Positions Kingman as a strategic node in the CANAMEX Corridor and future I-11 (Las Vegas to Mexico)
- Reduces freight delays and increases attractiveness for distribution centers, freight-forwarders, and e-commerce logistics

2. Commercial Real Estate & Mixed-Use Potential

- Unlocks new development areas west of Kingman
- Increases land value and investor interest in retail pads, truck stops, convenience clusters, and business parks
- Potential for office campuses or hotel chains that benefit from fast interstate access

3. Tourism & Mobility Enhancements

- Facilitates smoother travel to Hoover Dam, Grand Canyon West, Lake Mead, and historic Route 66 attractions
- Supports Kingman’s growing position as a regional base for adventure and outdoor tourism

Timeline & Project Phases

- Environmental Assessment Completed: Final EA approved by FHWA
- Design Completion: In progress
- Right-of-Way Acquisition: Underway
- Construction Start: Projected for 2025, pending funding finalization

Phases of Development

1. Environmental Clearance (Complete)
2. Final Design & Engineering (2023–2024)
3. Land Acquisition & Utility Relocations (2024)
4. Construction Launch (Expected 2025)

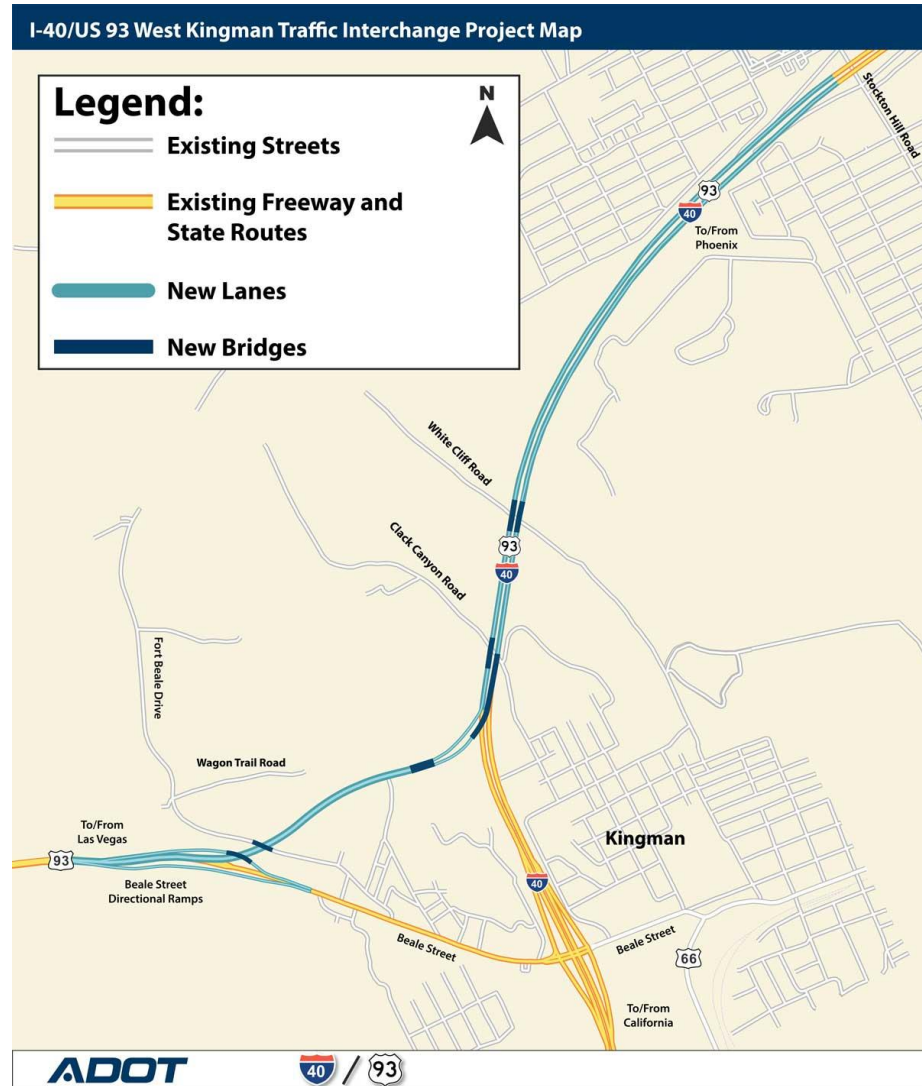
Strategic Importance

- Final missing link for freeway-to-freeway connection between Las Vegas and Phoenix

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- Enhances the Interstate 11 Corridor through Kingman
- Supports economic diversification via transportation-driven development



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6.0 Local-Serving (Commercial Districts & Corridors)

Kingman has seven shopping centers, including downtown, totaling approximately three-million square feet. With the new highway interchanges coming online soon and the connectivity to the medical center, there will be opportunities to grow the local-serving market to serve existing residents as well as attract outside investment and those looking to move to the area.

1. **Downtown-Type Centers**
 - Historic, walkable, **visitor-serving and boutique-oriented**
2. **Corridor/Boulevard Centers**
 - Auto-oriented, **local-serving or big-box retail**, often along arterial roads
 - Includes: *Stockton Hill Plaza, Hill Top Plaza, Frontier Shopping Center, Kingman Square*

Chart 2 – Historic Downtown, Shopping Center & Clusters

	Center Name	Location	Description
1	Historic Downtown Kingman	Beale Street & Andy Devine Corridor	A standalone commercial center with visitor-serving retail, cafes, cultural institutions, and events. Anchored by Powerhouse Visitor Center and museums.
2	Stockton Hill Plaza	4055 N Stockton Hill Rd	Commercial strip with multiple tenants near the heart of Stockton Hill corridor.
3	Kingman Square	3125 Stockton Hill Rd	Safeway and Safeway Fuel Station, Dollar Tree, Marshalls
4	Stockton Hill Walmart Anchor	Stockton Hill & Airway Ave	Big-box anchor area that includes Walmart Supercenter, Smiths, Ross, Petco and surrounding services. Not a formal mall but a defined commercial district.
5	Frontier Shopping Plaza	Stockton Hill &	Smaller shopping plaza with Tractor Supply Co, Ascend Staffing and a vacant 99 Cent Store (temporarily used as Spirit Halloween)
6	Hill Top Plaza	2601 N. Stockton Hill Rd	Neighborhood-oriented retail plaza serving north Kingman. More than 10 retailers in this plaza.
7	Harbor Freight and Cal Ranch	3340 E. Andy Devine Ave	Major tenants include Harbor Freight, Cal Ranch and Bashas Market.

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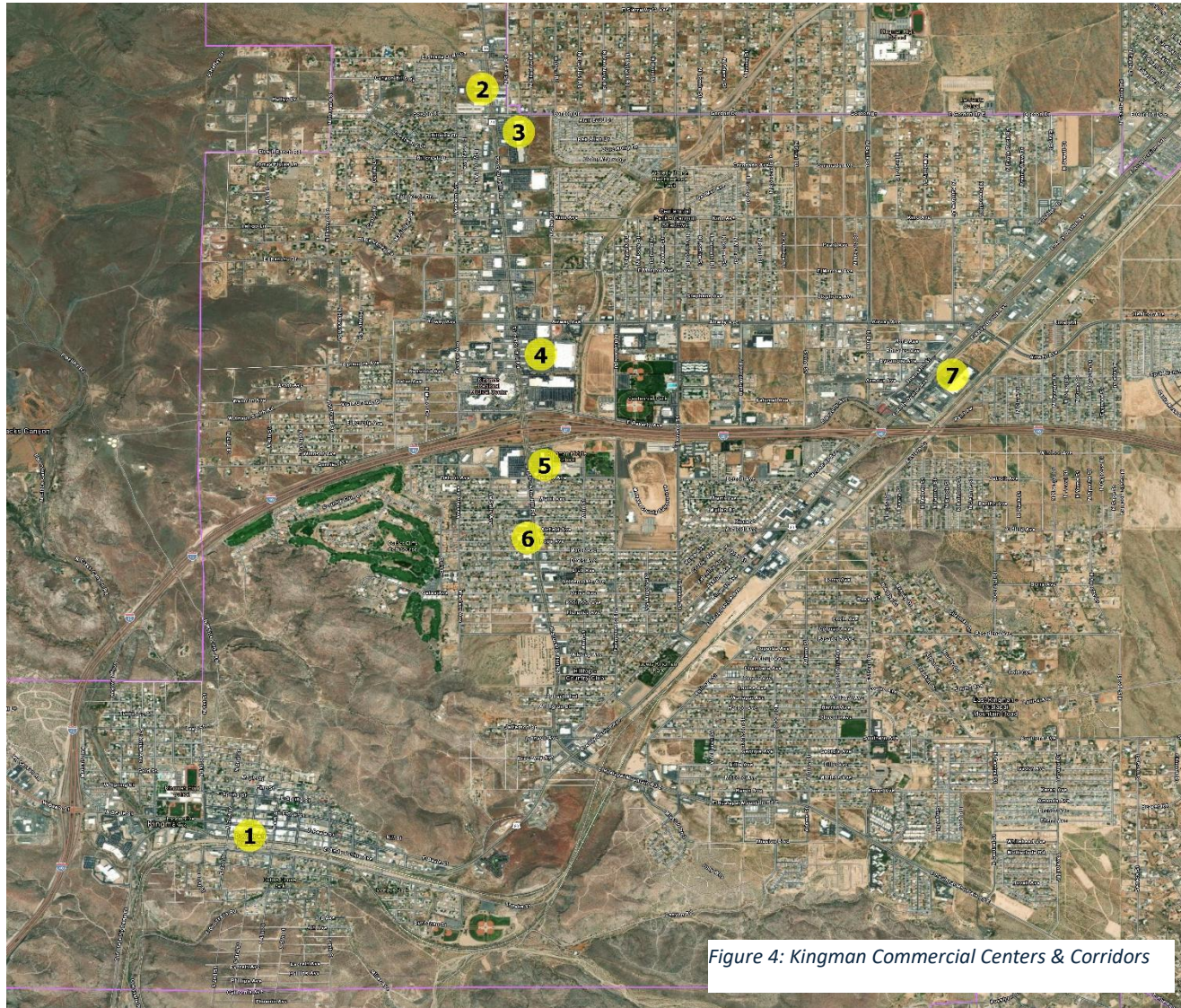


Figure 4: Kingman Commercial Centers & Corridors

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6.1 Interchange Development – I-40 & South Kingman Crossing

Location & Context

The City of Kingman is actively advancing plans for a major interchange development along I-40, between the Andy Devine and Flying Fortress Parkway exits. The site encompasses approximately 160 acres of city-owned land situated just south of the freeway. It lies directly across from the Kingman Regional Medical Center (KRMC), which plays a critical role in the project's potential to boost regional connectivity.

Conceptual Site Plan Highlights

The **South Kingman Crossing Conceptual Site Plan** (dated April 29, 2024) outlines a mixed-use development across two major parcels (93.45 acres and 57.84 acres), combining commercial, residential, hospitality, and community uses.

Retail & Commercial Components

- Retail Anchors (Large-Scale): Designed for department stores and national chains like Target, Kohl's, or Best Buy.
- Warehouse Club Retail (128,500 sq. ft.): Potential tenants include Costco or Sam's Club.
- Minor Anchors: Envisioned for drugstores (e.g., CVS, Walgreens), mid-sized retailers, and pet stores.
- General Retail Pads: Meant for restaurants, personal services, banks, dental/urgent care facilities, etc.

Hospitality & Entertainment

- Three hotel sites, one with a convention center (~20.5 acres), catering to high-end brands like JW Marriott, Hyatt, etc.
- Theatre pad: Could host a Regal, Harkins, or AMC.

- BigShots Golf facility (8.35 acres) for entertainment and recreation.
- Outdoor amphitheater and a multi-use event/recreation **center** (e.g., indoor soccer stadium, aquatic center, rodeo venue).

Residential Development

- High-Density Residential (~11.8 acres): Including two-story apartments and townhomes (1–3 bedrooms).
- Three Community Pods: Marked as "Community 1–3", likely intended for phased or integrated residential development.

Public Amenities

- Fire Station (included in site layout).
- Green Spaces: Two green park areas and designated drainage/retention zones (ADOT and community easement).
- Extensive internal road network with multiple access roads connecting to the main arterial roads and I-40 frontage.

Development Opportunity & Economic Impact

- 1) Strategic Infrastructure Catalyst
 - This new interchange acts as a growth anchor, with I-40 access as a key enabler of regional mobility and logistics efficiency.
 - It also enhances east-west traffic flow and relieves congestion at other exits (notably Andy Devine Ave).
- 2) Economic and Community Benefits
 - Retail & Service Expansion: The development will bring national retailers, medical offices, restaurants, and financial services to underserved areas.

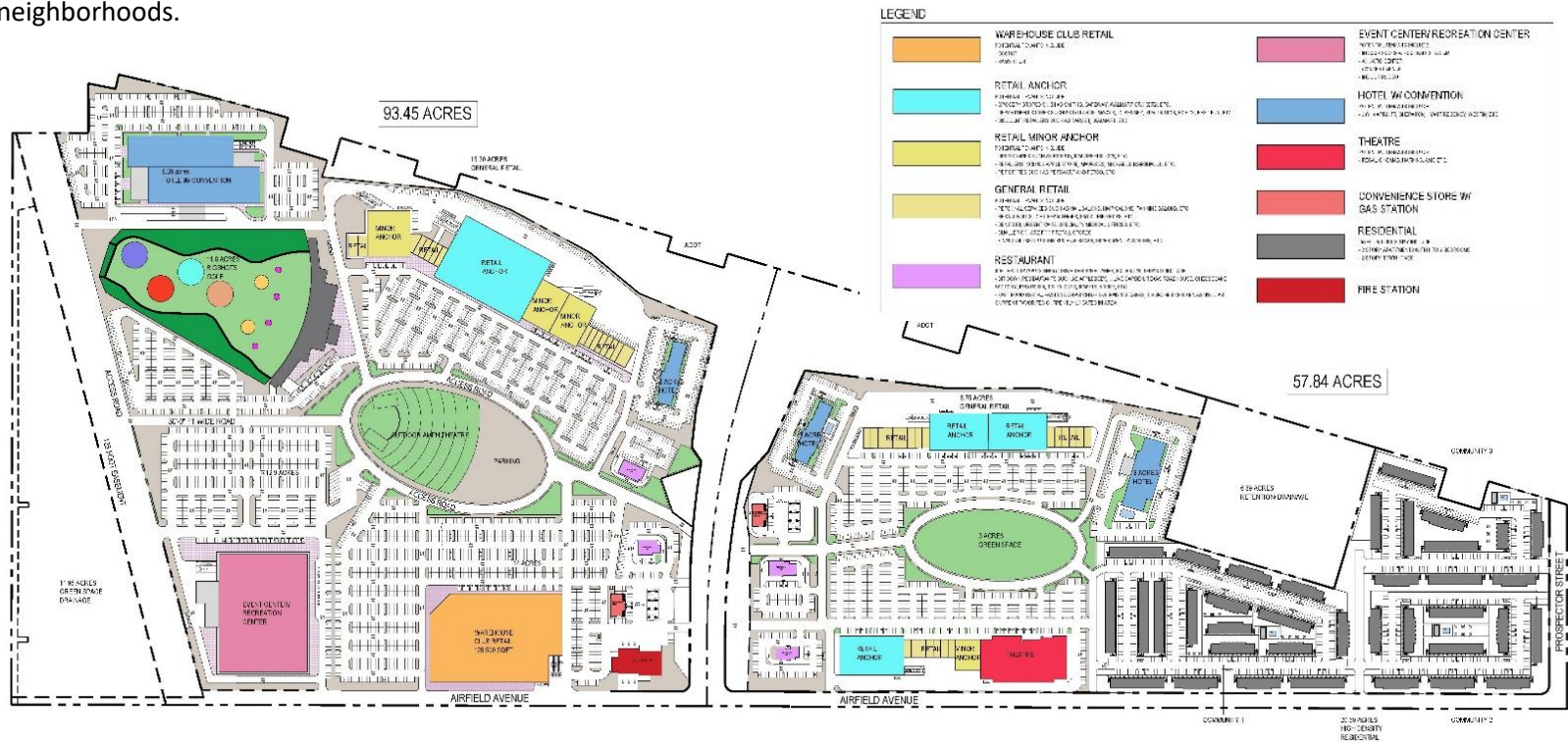
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- Hospitality Revenue: With multiple hotels and a convention center, tourism and business travel will boost city revenues.
- Job Creation: Estimated hundreds of construction and permanent jobs across retail, hospitality, and medical sectors.
- Increased Tax Base: Substantial sales tax and property tax revenue gains expected.
- Enhanced Livability: Through entertainment venues, community amenities, green space, and walkable neighborhoods.

Strategic Considerations

- Partnerships with KRMC are underway to align regional medical access and service expansion.
- The city is working with consultants and developers to maximize the value of the 160-acre site and align with Kingman's long-term economic development strategy.



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KINGMAN CROSSING INTERCHANGE DEVELOPMENT	
Asset Type	Details
Retail Anchor	Major retailers (e.g., Walmart, Target, Kohl's)
Warehouse Club	128,500 sqft; Potential tenants: Costco, Sam's Club
Theatre	Movie theater (e.g., Regal, AMC, Harkins)
BigShots Golf	Entertainment facility, 8.35 acres
Event Center/Recreation	Indoor stadium, aquatic center, rodeo
Outdoor Amphitheater	3 acres
Hotel with Convention Center	20.5 acres; high-end hotel brands
Hotel	Two additional hotels, 15.3 and 8.75 acres
General Retail	Multiple pads for restaurants, medical offices, banks
Minor Anchors	Mid-sized retail (CVS, Walgreens, etc.)
Residential	11.8 acres high-density; apartments & townhomes
Community Areas	Three residential communities
Fire Station	Emergency services station
Green Space & Drainage	11.95 acres of green space + retention areas

6.2 Downtown Infrastructure Project

Completed in 2024, the purpose of the downtown infrastructure project is to upgrade aging infrastructure, improve safety and accessibility, and create a more vibrant, walkable downtown that supports economic development and tourism.

Goals & Vision

The project is aligned with the City's long-term vision for a resilient, inclusive, and economically vibrant downtown.

Project Goals:

- Modernize infrastructure to support growth.
- Enhance pedestrian safety and accessibility.
- Improve visual identity and community pride.
- Support sustainability through green infrastructure and efficient water use.
- Encourage business development and downtown housing.

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Key Design Elements

The design concepts focus on a mix of infrastructure improvements, beautification efforts, and functionality enhancements across the downtown grid.

- Complete Streets Design: Incorporates all modes of travel including vehicles, bikes, and pedestrians with improved crosswalks and ADA compliance.
- Streetscape Enhancements: New sidewalks, landscaping, and street lighting. Updated stormwater management systems to replace aging drainage.
- Gateway Monuments & Wayfinding: Visual elements like entry signage and thematic wayfinding that reflect Kingman’s Route 66 heritage.
- Utility Replacements: Replacement of old water and sewer lines to prevent future disruptions and improve service capacity.
- Traffic Calming Measures: Narrower vehicle lanes, curb extensions, and pedestrian plazas to slow down traffic and prioritize pedestrian safety.

Economic Opportunities from Project

- Stimulates Local Business: Improved walkability and aesthetics attract more visitors and increase foot traffic to shops and restaurants.
- Tourism Growth: Enhances Kingman’s appeal as a Route 66 destination, supporting heritage tourism and cultural events.
- Property Value Increases: Modern infrastructure and amenities raise the value of adjacent properties and attract private investment.

Challenge

- Connecting the Powerhouse and Route 66 Museum to Downtown. The powerhouse is a critical anchor/bookend to the downtown, but that activity at the museum doesn’t translate to greater activity more than 1-2 blocks from the museum. Part of that lack of connectivity is due to the busy roadway bisecting the corridor, but pedestrian and streetscape improvements currently under construction will work to alleviate that.



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6.3 Kingman Regional Medical Center (KRMC),

- **Increasing Demand for Medical Services and Ancillary Uses:** With an aging population, the demand for medical services and those businesses that support the larger Kingman Regional Medical Center facilities will only grow and increase in the future. Understanding that growth and key areas of programming and medical service will be an opportunity for both the City and KRMC.

6.4 Existing Building Stock: Availability, Space & Cost

Kingman’s commercial real estate market offers limited but some existing building inventory across industrial, warehouse, flex, office, and retail categories. While supply is modest, costs are notably competitive, particularly compared to larger regional markets. Chart 3 – Building Stock

Asset Type	Typical Sizes	Lease Rates (\$/SF/year)	Notes on Availability & Use
Industrial	15,000 to 620,000 SF	\$11–\$11.25	Industrial Blvd & Airport Park. Largest available unit 620k SF at 4200 N Industrial.
Flex & Light Industrial	1,200 SF units	\$14–\$15	Shell units with roll-up doors at 4030 Stockton Hill.
Retail / Commercial	1,000–5,000 SF	\$11–\$12 (retail pads & small shops)	Available along Stockton Hill and Beale corridors.
Office / Medical	3,200 SF	\$11	Single-suite properties (e.g., Airway Ave).

- **Industrial and warehouse rentals remain affordable** (\$11/SF/year), supply chain firms, light manufacturers, or logistics occupiers seeking scale at a distance from metro congestion.
- **Flex units** (1,200 SF) ideal for start-ups, specialized workshops, or small owner-operators, with modern amenities and competitive rates in the Stockton Hill corridor.

- **Retail and office rents** are particularly attractive for corridor links and infill redevelopment—supporting local-serving growth in downtown and neighborhood centers.

Sources

- Showcase & RealMo listings: industrial and warehouse lease rates (~\$11/SF) and availability details.
- LoopNet listing: flex space at 4030 Stockton Hill with rates at \$14–15/SF.
- Showcase and CityFeet detail small office and retail suites \$11–\$12/SF in corridor centers.

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7.0 Corridor Infill and Connectivity

Development connectivity is essential to a well-functioning and economically vibrant community. It ensures that residential areas, employment centers, commercial districts, schools, and recreational assets are physically and functionally linked through thoughtful land use, transportation networks, and infrastructure.

Strong connectivity enhances access to jobs, services, and amenities; reduces transportation burdens; and creates more cohesive, inclusive neighborhoods. Communities that prioritize connectivity are better positioned to attract talent, foster local commerce, and achieve long-term sustainability.

As Kingman continues to grow, the city's older commercial corridors—particularly Stockton Hill Road, Beale Street east of I-40, and portions of Hualapai Mountain Road—present opportunities for targeted infill development:

- Vacant or underutilized parcels along commercial corridors (especially Stockton Hill and Beale east of I-40).
- Older strip centers with high turnover or structural obsolescence.
- Retail leakage data suggesting unmet demand could be captured locally if land and buildings were reactivated.
- Discussions in past strategy documents about redevelopment potential, especially in high-visibility nodes with good infrastructure.

While corridor infill is often led by city planning and zoning functions, it directly impacts Kingman's economic performance and district vitality. Economic development can play a strategic role in identifying and promoting infill opportunities that align with market demand — particularly in older commercial nodes where vacancy, underuse, or land fragmentation hinders reinvestment.

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8.0 Capital Improvement Projects - City

Chart 4 – Capital Improvement Projects (CIP)

Project Description	FY25	FY26	FY27	FY28	FY29	5-Year Total
Recreation Center	\$100,000	950K		15M		\$16,050,000
Sunbelt Sports Park	\$ 4,163,185	3.4M		14M		\$21,623,758
Dross Site Cleanup	\$20,000,000					\$20,000,000
I-11 Flying Fortress Parkway Traffic Interchange & Parkway	\$ 64,215,962	0	0	0	0	\$ 64,215,962
I-11 Kingman Crossing Blvd. Traffic Interchange	\$ 41,842,010	0	0	0	0	\$ 41,842,010
Santa Rosa Transmission Line	\$8,453,000					\$8,453,000
I-11 Kingman Crossing Blvd Southern to I40	\$ 9,327,500	0	0	0	0	\$ 9,327,500
O-11 Airway Ave Prospector St to Flying Fortress Parkway	\$ 5,856,850	0	0	0	0	\$ 5,856,850
Industrial Park Roads	\$ 580,835	0	0	0	0	\$ 580,835
Grace Neal Sewer Main	\$ 5,100,000	0	0	0	0	\$ 5,100,000



CITY OF KINGMAN
2025 ECONOMIC
DEVELOPMENT PLAN

WORKING PAPER
**COMPETITIVE
POSITION**

City of Kingman

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Introduction & Working Paper Purpose

This working paper assesses Kingman’s competitive position for attracting and retaining corporate investment, particularly within the context of advanced industry, logistics, and **entrepreneurial** growth.

While the other working papers focus on specific economic drivers, real estate conditions, or sector-based opportunity areas, this evaluation offers a high-level, cross-cutting view of how Kingman stacks up on the core factors that matter most to **site selectors and business decision-makers** and assessed through the eyes of a corporate site selector looking for those community characteristics that meet the needs of a corporate facility making significant investments in a facility and community.

This report is based on the applied evaluation criteria of national site selector **Don Schjeldahl**, whose methodology is widely used to assess mid-market and rural locations for competitiveness in attracting advanced industry investment.

These criteria were originally introduced in the 2023 Economic Development Strategy Update and remain a relevant, structured lens for evaluating local strengths and addressing critical gaps.

The evaluation is organized around six core factors:

1. Market Access & Transportation Infrastructure
2. Workforce, Education & Talent Pipeline
3. Real Estate
4. Infrastructure
5. Business Climate
6. Quality of Place

Each factor is scored using the following scale:

- **WEAKNESS** – A limiting factor that may deter investment and requires action
- **NEUTRAL** – Not a competitive disadvantage, but lacks unique advantages
- **STRENGTH** – A competitive asset that supports recruitment and growth

Ratings are informed by project documentation, site visit and physical review, and strategic benchmarking.

For each factor, potential mitigation/improvement actions are listed that are underway or outlined as suggested considerations to support future improvements and sustain competitiveness.

At the end additional notes are provided for website and marketing competitive positioning.

Competitive Position Factors	WEAKNES	NEUTRAL	STRENGTH	Observations	Mitigation & Improvement Actions
FACTOR: MARKET ACCESS & TRANSPORTATION INFRASTRUCTURE					
Distribution radius and network			x	<ul style="list-style-type: none"> Kingman is within a 1-day truck haul to >40 million people, including LA, Phoenix, San Diego, Las Vegas, and parts of Texas. Kingman sits at the convergence of Interstate 40, U.S. Route 93 (future I-11), and the BNSF rail line, offering direct east-west and north-south freight mobility. The city's multimodal access is rare for a market of its size. 	<p>This factor reinforces the City's competitiveness for logistics and advanced manufacturing. The value proposition for market access is:</p> <ul style="list-style-type: none"> Interstate 11 (I-11) has been federally designated and is planned to run through the region, enhancing Kingman's north-south trade connectivity with Phoenix, Las Vegas, and ultimately Mexico. The I-40 Freight Corridor is receiving increased national attention and investment due to its role in long-haul goods movement from the Southern California ports.
Highway access to industrial parks and employment centers provides at least two routes for trucks and employee vehicles.	x			<ul style="list-style-type: none"> Currently there is a single point of entry into the Airport and Industrial Park via East Mohave Airport Drive. 	<p>The Flying Fortress interchange will provide secondary access to the area from the south when completed in 2027.</p> <p>Continued city support for the project and road extension is recommended.</p>
Access routes to employment centers are free of impediments such as low clearance bridges, weight restricted bridges and roadways, tunnels, grade level rail crossings, and traffic congestion.	x			<ul style="list-style-type: none"> The single point of entry into the Airport Industrial Park is East Mohave Airport Drive which includes an underpass crossing at the BNSF rail line. A single access point poses the risk of road closure. Several park businesses including Interstate Group and Dillon Transportation experience restricted access when the rail spur is in us. 	<p>Planning is now underway for a redesigned Patriot Rail/BNSF interchange point and the Flying Fortress interchange will provide a second unimpeded access point. This will eliminate restrictions on vehicle movement within the park.</p>
Local and regional highways and roadways do not impose time-of-day restrictions on the free flow of vehicles.		x		<ul style="list-style-type: none"> Traffic congestion and other road impediments are not a factor in vehicle access at the Industrial Airport Industrial Park. 	<p>Continued support for the Patriot Rail/ BNSF interchange point project by the city and stakeholders is encouraged.</p>

Competitive Position Factors	WEAKNESSES	NEUTRAL	STRENGTH	Observations	Mitigation & Improvement Actions
				<ul style="list-style-type: none"> Aside from periodic restriction of vehicle movement caused by Patriot rail movements, there are no barriers to park ingress/egress. 	
<p>There is a commercial airport within a 90-minute drive.</p>		x		<ul style="list-style-type: none"> Harry Reid International Airport (LAS) in Las Vegas, NV is a 100-minute drive from Kingman. 	<p>Continued support for services that provide transportation alternatives to/from LAS is encouraged. Reliable LAS access will help moderate the 100-minute commute.</p> <p>Corporate managers often place 60 minutes as the preferred time limit.</p>
<p>Access to rail cargo service and ocean ports is available to serve industry.</p>			x	<p>Patriot rail via BNSF connects to the Port of Los Angeles (USLAX) and the Port of Long Beach (USLGB).</p>	<p>Current access for container, freight, and bulk movements to and from Kingman will be enhanced once a redesigned Patriot Rail / BNSF interchange point is implemented.</p> <p>Continuing support for this project is encouraged.</p>
<p>Road infrastructure supports pedestrian-friendly downtown and access to commercial and retail centers. Local roadways connect residents and visitors to amenities and recreational opportunities.</p>		x		<ul style="list-style-type: none"> The recent downtown infrastructure project, replacing elevated curbs with pedestrian-friendly walkways and streetscaping along a four-block section of Beale Street, has greatly enhanced Kingman’s pedestrian-friendly downtown. Kingman’s overall development can be described as a sprawl pattern, with growth along major transportation corridors. There are no commercial/retail “power centers” but rather strip development dominates. Retail opportunities extend along Stockton Hills Road, Route 66 and Highway 40 frontage. The road network connects residents and visitors to both active and passive recreational amenities including local parks and the Hualapai Mountains. 	<p>Continued support for highway and street improvements is encouraged. This should include:</p> <ul style="list-style-type: none"> Kingman Crossing interchange and connection to Kingman Crossing via surface streets Enhanced surface street connector between Route 66 and Stockton Hill Road in support of retail and commercial development

Competitive Position Factors	WEAKNES	NEUTRAL	STRENGTH	Observations	Mitigation & Improvement Actions
				<ul style="list-style-type: none"> The I-40/US -93 interchange project, now under construction, will eliminate delays that can occur on the main route between Las Vegas and Kingman. 	

Competitive Position Factors	WEAKNESS	NEUTRAL	STRENGTH	Observations	Mitigation & Improvement Actions
FACTOR: WORKFORCE, EDUCATION, TALENT PIPELINE					
<p>The area workforce can supply community needs with the number of workers, desired work ethic, and appropriate skillsets required for business success.</p>	x			<ul style="list-style-type: none"> ▪ The number of workers and overall skills profile of Kingman’s workforce shows that there is still a deficit of workers to meet the needs of employers. ▪ Employers report the need for skilled workers and workers willing to learn and with a desired work ethic. ▪ Breweries, distribution, and advanced manufacturers report hiring success from local or regional talent, especially for entry-level positions. ▪ Aging population and tight housing options could reduce availability of younger service and tech labor. 	<p>In addition to the training is there a need to recruit workers as part of a strategy? Is there a pipeline of students graduating that will stay?</p> <p>This may need to be queried to existing businesses on where they are getting talent – locally, regional or the greater Southwest US?</p>
<p>The education system produces workers that have skills aligned with industry needs and the needs of a rapidly changing global economy.</p>		x		<ul style="list-style-type: none"> ▪ MCC conducted a survey in 2024 of companies in the Airport Industrial Park. The purpose of the survey was to identify what training resources employers need to be successful. ▪ The Western Arizona Vocational Education’s (WAVE) Career and Technical Education District (CTED) is active in preparing students for specific careers through vocational and technical training. 	<p>Continued support for implementing career training based on the input from local employers is important. These include:</p> <ul style="list-style-type: none"> • Advanced Manufacturing Training Center (AMTC) scheduled to open in August 2025 • Co-location of the Kingman ED, SBDC and WAVE at the Andy Devine/Fairgrounds Blvd currently in planning <p>Well-designed training programs give employers confidence that workforce needs can be met.</p>
<p>Population and demographic forecasts reflect a growing pipeline of new workers, e.g., population growth, balanced age distribution.</p>		x		<ul style="list-style-type: none"> ▪ Population and demographics present a mixed picture for the workforce pipeline. According to ESRI American Community Survey (ACS), for the period 2024-2029 population growth rate is forecast at 4.43%, greater than both Mohave County and the State of Arizona. At the same time, Kingman has an aging population, with a decreasing rate of those in the new worker pipeline. 	<p>Labor shortage is a national trend along with an aging population. This should be watched. If the trend continues, Kingman may even want to consider recruiting working-age families.</p>

Competitive Position Factors	WEAKNES	NEUTRAL	STRENGTH	Observations	Mitigation & Improvement Actions
FACTOR: REAL ESTATE (see Working Paper 3: Economic Centers & Corridors real estate details)					
<p>The community maintains an inventory of available</p> <p>1) industrial buildings ranging from 2,500 square feet industrial condos to 100,000+ square feet standalone buildings;</p> <p>2) development-ready commercial and retail sites are available in a variety of sizes and configurations and</p> <p>3) High-profile sites visible from major roadways are available for end-users requiring public exposure and advertising appeal.</p>		x		<p>The City of Kingman uses GIS Planning’s Zoom Prospector website platform to list available buildings and sites. According to a review of the GIS Planning website:</p> <ul style="list-style-type: none"> ▪ There are numerous in-fill sites zoned for industrial and commercial development scattered across the Kingman area ▪ There is an absence of large sites (10+ acres) and buildings (50,000+ square feet) ▪ There are large tracts available in areas without utility service 	<p>The shovel-ready sites are being addressed with on-going work to expand the industrial park through the FAA land release.</p> <p>Infrastructure extension (roads, water, sewer, power) to large, high-potential parcels to improve shovel-readiness is prioritized.</p> <p>Consider a library of pre-approved building footprints (e.g., 10,000 SF, 25,000 SF, 50,000 SF, 100,000 SF) and flex buildings that are pre-engineered and can be fast-tracked through planning and design review. These could be aligned with any current existing sites along corridors or parks. Could lower upfront costs for developers.</p>
<p>Property and community profiles are up to date and comprehensive. A comprehensive property profile includes interior and exterior photos, maps, a description of the site or building, ownership info, lease or sale price, neighboring land uses, location of utility lines, utility line and system capacities, planned upgrades to infrastructure, utilities, and roadways.</p>		x		<p>GIS Planning’s Zoom Prospector property profiles include site photos, maps, site/building descriptions, a broker contact, the sale or lease price, electric and sewer service, and the distance to the closest interstate or highway. It is clunky to use and does not tell Kingman’s story or its advantages and investments. Hard to pull value proposition.</p> <p>The profile also has a link back to the Kingman Economic Development webpage for information on target industries and stories of successful business site selections.</p>	<p>Consider replacing Zoom Prospector with a different online platform. Many site selection professionals see the Zoom Prospector tool as cumbersome to use.</p> <p>Alternative could be a more interactive map that tells story of the existing parks and locations with Kingman’s value proposition which is updated quarterly as the properties are not that extensive with high turnover.</p> <p>Or explore LocationOne (LocationOne Property Marketplace). The platform provides property search for industrial and commercial real estate with detailed listings, high-quality images, and interactive maps.</p>

Competitive Position Factors	WEAKNESSES	NEUTRAL	STRENGTH	Observations	Mitigation & Improvement Actions
<p>The status of environmental issues and development history is known for each available property. Topics addressed include known hazardous wastes, incompatible up-wind land uses, other manmade adverse conditions, flood plains, wetlands, endangered species, poor soil conditions, and other conditions that may restrict development.</p>	x			<p>The site/building profiles do not disclose whether properties are impacted by contaminants, floodplains, wetlands, poor soils or other conditions that may pose a risk or impact development.</p>	<p>Keep available property listings up to date and inclusive of information about environmental conditions or have available upon request.</p>
<p>Industrial parks, business parks, and retail centers have a positive modern image. Community development is guided by design controls, e.g., building materials, landscaping, signage, lighting, and setbacks.</p>		x		<ul style="list-style-type: none"> ▪ The Airport Industrial Park and retail centers scattered throughout the city do not have defined architectural stylings or common design elements that create a sense of arrival to a district, a center, or business park. ▪ Signage and wayfinding is of higher quality at the Airport Industrial Park. ▪ Refinement of the downtown Kingman/Route 66 branding has enhanced the city's appeal. 	<p>Kingman's overall economic development effort is to be applauded for thoughtful branding and marketing undertakings. Implementing wayfinding and design standards to industrial, commercial, and residential districts will heighten the <i>sense of place</i> that makes Kingman a more desirable location.</p>
<p>Neighboring development does not detract from the image and operating environment of industrial parks, office parks, and retail centers. Zoning codes and covenants are in place to prohibit development that negatively impacts neighboring properties.</p>		x		<ul style="list-style-type: none"> ▪ Within the Airport Industrial Park heavy industrial operations dominate. Many tenants have unscreened laydown yards and staging areas. ▪ In conversation with the City Manager and City Planner, there was no mention of the zoning code being an issue about protecting unwanted elements that may conflict with neighboring properties. 	<p>As the Airport Industrial Park continues to attract tenants, the city should consider designating areas within the park for higher end development. This can include establishing standards for screening laydown yards and design standards to improve the overall aesthetic of the park.</p>
<p>Fire stations in proximity to real estate being considered for development have the equipment and training to address challenges imposed by current and targeted industries. Water lines are looped to ensure reliable</p>		x		<p>The Kingman area is well served by firefighting capabilities and community presence:</p> <ul style="list-style-type: none"> ▪ Kingman Fire Department central station and three substations are strategically located across the city 	<ul style="list-style-type: none"> • Continue to invest in public safety to maintain community confidence in these services. • Monitor changing needs for these services, especially at the Airport

Competitive Position Factors	WEAKNES	NEUTRAL	STRENGTH	Observations	Mitigation & Improvement Actions
high-pressure water.				<ul style="list-style-type: none"> ▪ The Northern Arizona Fire District Station 32 is located 3 miles west and south of the airport ▪ Kingman Fire Department operates a modern training facility 	Industrial Park where the needs of business operations evolve over time.
Industrial real estate is in proximity to employee amenities such as shopping, restaurants, recreational facilities, and other activities that help attract and retain employees.	x			<ul style="list-style-type: none"> ▪ Employee amenities proximate to employment centers are limited options. There are no shopping centers or restaurants directly serving the Airport Industrial Park. ▪ Transportation services to the Airport Industrial Park are limited. Employers report employees commute via bike multiple miles along Route 66. The absence of bike lanes makes this travel dangerous, particularly at night and during inclement weather. ▪ Locally accessible trails and recreational facilities are limited. 	<ul style="list-style-type: none"> • This ranking will improve with the buildout of the proposed Kingman Crossing commercial center and the Flying Fortress interchange project. • Support the attraction of food and retail tenants to the Airport Industrial Park that align with work schedules. ▪ Improve transportation access for workers who do not have reliable private vehicles. This can include bike trails along Route 66, expanded bus schedules and customized ride-share services (already used by some employers).

Competitive Position Factors	WEAKNES	NEUTRAL	STRENGTH	Observations	Mitigation & Improvement Actions
FACTOR: INFRASTRUCTURE					
Utility services are positioned to meet the needs of a growing community.	x			<ul style="list-style-type: none"> ▪ Utility services currently meet community needs but there is uncertainty over meeting future requirements. Based on input received from water, wastewater, electric, and natural gas providers, capacity issues could hinder future growth. ▪ Broadband infrastructure is the exception. Kingman has a modern up to date fiber network. 	<ul style="list-style-type: none"> ▪ Continue to press forward with utility providers to coordinate efforts to address near and long-term requirements.
Water treatment systems have excess capacity to support business and residential growth, services are reliable and redundant, are of high-quality, and are reasonably priced relative to other locations in the region.	x			<ul style="list-style-type: none"> ▪ Water needs are provided by Kingman’s Water Department. Ground water is pulled from the Hualapai Valley Groundwater Basin. In December 2022, the Arizona Department of Water Resources designated the basin as an Irrigation Non-expansion Area (INA), which curbs the expansion of new irrigated acreage. This designation will help to secure water resources for use by Kingman. ▪ The city uses approximately 9,000 acre-feet of water per year, while agriculture users outside the city use 45,000 acre-feet of water. Ag use of this resource has put a strain on available capacity. ▪ The community, including the Airport Industrial Park, has done a good job of recruiting non-water-reliant tenants and businesses. However, future water capacity issues may arise that could slow area growth. 	<ul style="list-style-type: none"> ▪ Continue to document efforts underway to address water capacity issues. This will give prospective investors confidence that these issues are getting attention. ▪ Consider producing a report¹ that compares water rates and connection fees for Kingman and communities that compete with Kingman for investment. Make this report part of the value proposition for locating in Kingman.
The wastewater treatment system has excess capacity to support business and residential growth, services are reliable and redundant,	x			<ul style="list-style-type: none"> ▪ Wastewater is handled by the City of Kingman’s Wastewater Department. The city maintains two treatment plants; the downtown plant serves the downtown area; the Hilltop collection system and 	<ul style="list-style-type: none"> ▪ Continue to document efforts underway to address wastewater capacity issues, both hydraulic capacity and BOD loading. This will give prospective

¹ Kingman Economic Development had a 2021 Metro Comp Operating Cost Model. This model could be updated with current rates, more details and notes on status of infrastructure as report and a tracking tool of progress. The cost model should be updated annually. It would also identify other operating costs sensitivity for industry and business.

<p>are of high-quality, and are reasonably priced relative to other locations in the region</p>			<p>treatment plant serves the rest of the City of Kingman and the Airport Industrial Park. All flows to this plant are gravity fed. The hilltop treatment plant treats about 1,650,000 gallons per day.</p> <ul style="list-style-type: none"> ▪ Adoption of water conservation measures has increased BOD concentration in the waste stream, putting a strain on the treatment plant. Plant expansion will be required to accommodate future growth. 	<p>investors confidence that these issues are getting attention.</p> <ul style="list-style-type: none"> ▪ Consider producing a report that compares wastewater rates and connection fees for Kingman and communities that compete with Kingman for investment. Make this report part of the value proposition for locating in Kingman.
<p>Electric power systems have excess capacity to support business and residential growth, services are reliable and redundant, are of high-quality, and are reasonably priced relative to other locations in the region.</p>	x		<ul style="list-style-type: none"> ▪ UniSource Energy is the electric provider for the region. Unisource serves the Airport Industrial Park through a recently upgraded 200-megawatt substation located in the park. The upgrade adds capacity to meet future growth. ▪ Unisource is in the planning process of increasing output capacity at their Black Mountain generating plant located in Griffith 15 miles southwest of Kingman. The need for more generation is reflected in UniSource having to buy expensive power from the market during peak usage, primarily during extreme summer heat. ▪ The Black Mountain expansion will require a new 230 kilovolt transmission line connected at the Griffith substation. The Black Mountain generating station is powered by natural gas provided by Unisource’s natural gas division (see natural gas supply constraints below). ▪ When natural gas supplies increase and the Black Mountain project moves forward, Kingman will be in a good position relative to electricity. While pricing is now competitive, long-term costs and capacity remain uncertain. 	<ul style="list-style-type: none"> ▪ Continue documenting and supporting efforts underway to address electric power capacity issues. This will give prospective investors confidence that these issues are getting attention. ▪ Consider producing a report that compares electric power rates for the Kingman area and communities that compete with Kingman for investment. Make this report part of the value proposition for locating in Kingman.
<p>Natural gas systems have excess capacity to support business and residential growth, services are reliable and redundant, are of high-quality, and are reasonably priced relative to other locations in the region.</p>	x		<ul style="list-style-type: none"> ▪ UniSource Energy Services is the natural gas provider for the region. Gas is sourced from wells in Texas. The Kingman service area is at the end of a distribution spoke, a factor that limits the amount of gas that can be delivered to the area. A Unisource representative indicated that by 2028 the system will be at capacity. 	<ul style="list-style-type: none"> ▪ Continue to document and push forward efforts underway to address natural gas capacity issues. This will give prospective investors confidence that these issues are getting attention. ▪ Consider a report that compares natural gas rates and connection fees for

			<ul style="list-style-type: none"> ▪ A new gas transmission line designed to ease constraints is now being discussed. Unisource reports, “We are reactive and not proactive in addressing gas capacity at this time.” ▪ Expansion of the Black Mountain Generating Station further complicates natural gas resources. Natural gas in support of economic growth currently has an uncertain future. 	<p>Kingman and communities that compete with Kingman for investment. Make this report part of the value proposition for locating in Kingman.</p>
<p>Broadband telecom services have an excess capacity to support business and residential growth, services are reliable and redundant, are of high-quality, and are reasonably priced relative to other locations in the region.</p>		x	<ul style="list-style-type: none"> ▪ There are a handful of broadband service providers in Mohave County. In recent years, ALLO made large investments in fiber lines to now be the primary provider of high-speed broadband in Kingman and the Airport Industrial Park. ▪ ALLO, along with Wecom, completed the installation of fiber lines throughout rural areas of Kingman and Mohave County. With more than \$55 million invested in recent broadband projects, this utility is strong and ready to meet future demand. 	<ul style="list-style-type: none"> ▪ Document the ALLO/Wecom investment in Kingman as a differentiator from competing communities. ▪ Include this information in the Metro Comp Operating Cost Model comparing broadband rates and capacity for Kingman and communities that compete with Kingman for investment. Make this report part of the value proposition for locating in Kingman. ▪ This asset is a great sales point for trade sector businesses in professional services and management of companies (administrative offices).

Competitive Position Factors	WEAKNESSES	NEUTRAL	STRENGTH	Observations	Mitigation & Improvement Actions
FACTOR: BUSINESS CLIMATE					
<p>Community leaders understand the needs of local business and industry as these needs relate to real estate, infrastructure, transportation, and workforce.</p>			x	<p>The City of Kingman Economic Development Team is well versed in real estate, infrastructure, transportation and workforce needs of local business. For example, working with Mohave Community College, the city conducts business surveys, most recently in 2024, to understand the needs of existing businesses as it relates to workforce training. That survey helped inform AMTC programming, particularly as it relates to skilled manufacturing and readying high schoolers for the workforce.</p>	<p>Continue to engage with business and industry to gauge their needs moving forward.</p> <p>Potential for biannual or quarterly meetings for check-ins with businesses and key employers.</p> <p>Kingman is viewed positively by local and regional developers, which helps accelerate interest and real estate transactions.</p>
<p>The community can demonstrate a transparent development process that includes expedited permitting and time and cost estimates for projects.</p>			x	<p>The Kingman Economic Development Team works together with the Planning Department to ensure that applications and permitting are delivered in a timely and streamlined manner. In addition, permit and development fees are considered reasonable when compared to county and regional jurisdictions.</p>	<ul style="list-style-type: none"> ▪ Consider posting testimonials from businesses that have gone through the permitting process. ▪ Show a permit fee comparison between Kingman and other jurisdictions.
<p>The economic development team has an up to date understanding of local strengths and weaknesses related to business development.</p> <p>Resources are allocated to mitigate shortcomings to align the community with investment opportunities.</p>			x	<p>Since the adoption of the 2019 Economic Development Strategic Plan, Kingman’s Economic Development team has demonstrated exceptional strategic execution and adaptability.</p> <p>The team has evolved into a high-performing, cross-functional unit that actively addresses constraints in infrastructure, workforce, site readiness, permitting, business services, and place-based economic development.</p> <p>Through sustained action, strong internal coordination, and responsiveness to private-sector input, they have translated strategic priorities into measurable outcomes — from business recruitment and site development to tourism growth and entrepreneurial ecosystem support. They are leading the city’s economic transformation</p>	<p>Continue to focus on the following:</p> <ul style="list-style-type: none"> ▪ Invest in staff capacity — with budget, professional development, and support resources — to maintain execution at scale as more complex opportunities emerge. ▪ Routine, public-facing reporting (e.g., quarterly dashboards or project trackers) to document progress, reinforce transparency, and maintain alignment with strategic goals. ▪ Flexible funding toolkit (grants, incentives, cost-share models) to help the team address high-priority challenges in infrastructure, site development, and workforce gaps. ▪ Internal cross-department coordination (e.g., planning, public works, tourism,

Competitive Position Factors	WEAKNES	NEUTRAL	STRENGTH	Observations	Mitigation & Improvement Actions
				across all platforms including community understanding and engagement in economic growth through workshops and citizen’s academy.	<p>housing) to integrate economic development into all aspects of city-building.</p> <ul style="list-style-type: none"> External partnerships with Mohave County, MCC, ATMC, ACA, and private developers to broaden the city’s ability to deliver on multi-agency initiatives.
<p>The community supports local employers through an active and collaborative business retention and expansion program (BRE).</p> <p>The program documents the needs of individual businesses and then connects them with a network of organizations who can address issues.</p> <p>Stakeholders and economic development partners are coached in messaging (e.g., everyone has an elevator pitch for selling the community).</p>			x	<p>Kingman’s Economic Development team has built a proactive and collaborative BRE program that extends well beyond formal survey efforts. Periodic business surveys (e.g., 2024 BRE Survey with manufacturers and expanding firms), its approach also includes ongoing outreach, relationship-building, and individualized support for businesses of all sizes — including small businesses, startups, and industrial anchors.</p> <p>The team regularly meets with companies to discuss challenges, facilitate solutions, and coordinate with regional partners like MCC, the Chamber, and ACA. This networked approach reflects a true service mindset, where BRE is integrated into daily operations and not treated as a standalone initiative.</p>	<p>Recommended actions:</p> <ul style="list-style-type: none"> “BRE Partner Playbook” that defines roles, messages, and referral pathways for all partners (e.g., City staff, Mohave EDC, Chamber, MCC), ensuring consistency and shared outcomes. Include strategic growth sectors, such as healthcare and aging services, which are becoming increasingly important due to demographic trends. Pilot industry-specific BRE roundtables to foster ongoing dialogue and collaborative problem-solving (e.g., manufacturing, medical services, professional firms).
<p>How does the community evaluate itself against competitors and create differentiation from these market competitors?</p>			x	<p>Arizona Competitors</p> <ol style="list-style-type: none"> Casa Grande, AZ - Aggressively attracting manufacturing (e.g., Lucid Motors, Kohler). Major I-8/I-10 crossroads with strong utility capacity and land banking. Goodyear, AZ - Phoenix metro west valley city with Class A industrial parks. High utility reliability, strong workforce, and excellent branding. Coolidge / Eloy, AZ - Gaining traction with manufacturing and distribution (e.g., Nikola Motors). Benefit from Casa Grande’s industrial ecosystem spillover and lower land costs. <p>Regional / Out-of-State Competitors</p>	<p>These cities often share Kingman’s advantages — proximity to growth of metros, transportation corridors, and access to lower-cost land. However, Kingman’s triple-modal transportation, Nucor Steel presence, and growing training infrastructure (AMTC) offer points of differentiation.</p>

Competitive Position Factors	WEAKNES	NEUTRAL	STRENGTH	Observations	Mitigation & Improvement Actions
				<p>4. St. George, UT - Fast-growing city with strong lifestyle amenities and industrial park development. Competes for firms that want access to Southwest markets with a pro-business climate and skilled workforce.</p> <p>5. Mesquite, NV - Smaller-scale but close to Las Vegas; competes on land availability and tax climate. Popular distribution and back-office manufacturing overflow.</p> <p>6. Pahrump, NV (<i>less direct but occasionally mentioned</i>) - Competes in attracting firms priced out of Las Vegas or California. Targets low-cost land and alternative energy/light manufacturing.</p>	

Competitive Position Factors	WEAKNES	NEUTRAL	STRENGTH	Observations	Recommended Actions
FACTOR: QUALITY OF PLACE					
<p>The community makes ongoing investments in public safety, education, and general welfare of its citizens.</p>			x	<ul style="list-style-type: none"> ▪ Kingman leadership continues to demonstrate a forward-looking philosophy through their actions. Among recent projects are the downtown infrastructure project, construction of two highway interchanges (Flying Fortress now underway, Kingman Crossing in planning), and upgrading the I-40/US 93 West Kingman Traffic Interchange. ▪ The upcoming opening of AMTC will further aid both employees and employers. ▪ The community continues to address issues relating to hospital operations and related health services. 	<ul style="list-style-type: none"> ▪ Continue to post updates on the interchange projects and the Andy Devine Avenue pedestrian improvements in front of the Powerhouse. ▪ Promote the opening of AMTC to the community and regional media. Work with businesses interested in sending workers to AMTC for upskilling or reskilling. ▪ Use AMTC as an anchor asset, differentiator for marketing to manufacturing and construction industries.
<p>Lifestyle, cultural, and recreational amenities support a positive view of the community as a desirable place to live.</p>		x		<ul style="list-style-type: none"> ▪ Diversity in lifestyle amenities is a challenge identified by the Kingman Economic Development Team. The downtown infrastructure project and associated events (First Fridays, etc.) have created a more vibrant and active downtown. However, building vacancies are a sign that the downtown area is underdeveloped. ▪ The limited choice of restaurants, unique shopping experiences, and entertainment venues community wide are said to be a common complaint. ▪ Recreational amenities in the area include city parks, trails, golf courses, and Hualapai Mountain. Despite these amenities, Kingman does not yet project an “outdoor recreation” 	<ul style="list-style-type: none"> ▪ Continue to move forward the Recreation Center/Sports Complex feasibility study. Has that report been issued? If feasible, identify funding avenues for the center/complex. ▪ If Kingman Crossing project is developed, work to identify key tenants and retail anchors to serve the development. This will help diversify the existing options for restaurants, retail and entertainment ▪ Attention for downtown will be needed to diversify. Potential as a unique destination more aligned to Route 66 theme?

Competitive Position Factors	WEAKNES	NEUTRAL	STRENGTH	Observations	Recommended Actions
				<p>vibe (the Visitor program is new so this may take time)</p> <ul style="list-style-type: none"> ▪ The planned Kingman Crossing project, a commercial center with restaurants, retailers, an amphitheater, and movie theater will enhance the lifestyle desirability of Kingman. ▪ Kingman is looking at a sports venue feasibility study which would add an asset and destination draw. 	
Housing options for a mix of incomes, and residents				<ul style="list-style-type: none"> ▪ Kingman’s housing stock has steadily expanded over the last several years, with nearly 500 new permits issued annually from 2021–2023. This production level is solid for a city of Kingman’s size and has helped maintain an estimated surplus of housing units through 2029. ▪ Most new development is concentrated in single-family homes resulting in imbalance for other housing types. Rental housing, multifamily options, and “missing middle” typologies (e.g., townhomes, duplexes, small-lot infill) remain underproduced. Workforce segments — especially younger workers, service industry employees, and relocating professionals — face affordability and availability constraints. These dynamics could become a drag on workforce attraction and business expansion. Additionally, a growing retiree population may add further pressure for diverse and accessible housing near services. 	<p>Actions to be considered:</p> <ul style="list-style-type: none"> ▪ “Permit-ready housing plan” program with pre-approved designs for ADUs, duplexes, and small homes to encourage infill and reduce permitting time. ▪ Discuss housing strategies with employers in manufacturing, healthcare, and service sectors to identify needs ▪ “Missing middle” development near employment nodes or in underutilized corridors. ▪ Identify developer interest in rental and senior-friendly housing to align with shifting demographics and labor market needs.
Metrics that measure the local living experience are up to date. These include documenting affordability (cost of living index), safety (crime rate), health care (doctors per population and specialties), schools (test scores, graduation rates),		x		<ul style="list-style-type: none"> ▪ Kingman is seen as a very affordable and safe community, with two hospitals and extensive lodging options. ▪ The parks system is well maintained with a decent mix of recreational opportunities. 	<p>Many of these issues are understood by the City and Economic Development department.</p> <p>Economic Development can continue to work with businesses and</p>

Competitive Position Factors	WEAKNES	NEUTRAL	STRENGTH	Observations	Recommended Actions
<p>housing (supply mix, cost), parks (number and types of parks, recreation programing), lodging options, community wide arts and entertainment programing.</p>				<ul style="list-style-type: none"> ▪ The school system is seen as below average. Mohave Community College is growing and expanding into the Airport Industrial Park with the AMTC. ▪ Arts and entertainment options are quite limited. 	<p>employers to grow the employment base and ways to add rooftops, generate economic impact that will help schools, parks and general safety.</p>
<p>Community presents a sense of pride. Community representatives articulate a vision for meeting economic development goals.</p>		x		<ul style="list-style-type: none"> ▪ The Economic Development Team is quite active in the promotion and messaging of Kingman as a business-friendly and attractive place to do business. ▪ The city has done a good job supporting investment. ▪ The city understands that business and industry recruitment is restricted by utility capacity issues. For example, non-water intensive users are targeted in order to stay within capacity limits. 	<p>Continue to work with Council and County Commissioners to ensure that all are on the same page as it relates to economic development.</p>
<p>Public and private stakeholders are in agreement on community goals and coordinate their efforts to achieve common goals.</p>		x		<ul style="list-style-type: none"> ▪ Based on interviews and focus group meetings, there is consensus between public and private stakeholders. ▪ They have rallied behind the AMTC as a way to grow and retain workers in advanced manufacturing. ▪ Stakeholders have also been able to receive more than \$200 million in funding for the two interchange projects and the downtown infrastructure streetscaping, while also staking out a vision for the Kingman Crossing project. 	<p>Continue to work with both public and private stakeholders to ensure that all are on the same page as it relates to economic development and community goals.</p>

Other Evaluation & Considerations Relative to Competitive Positioning:

External Presence – Website & Marketing

Website ChooseKingman.com

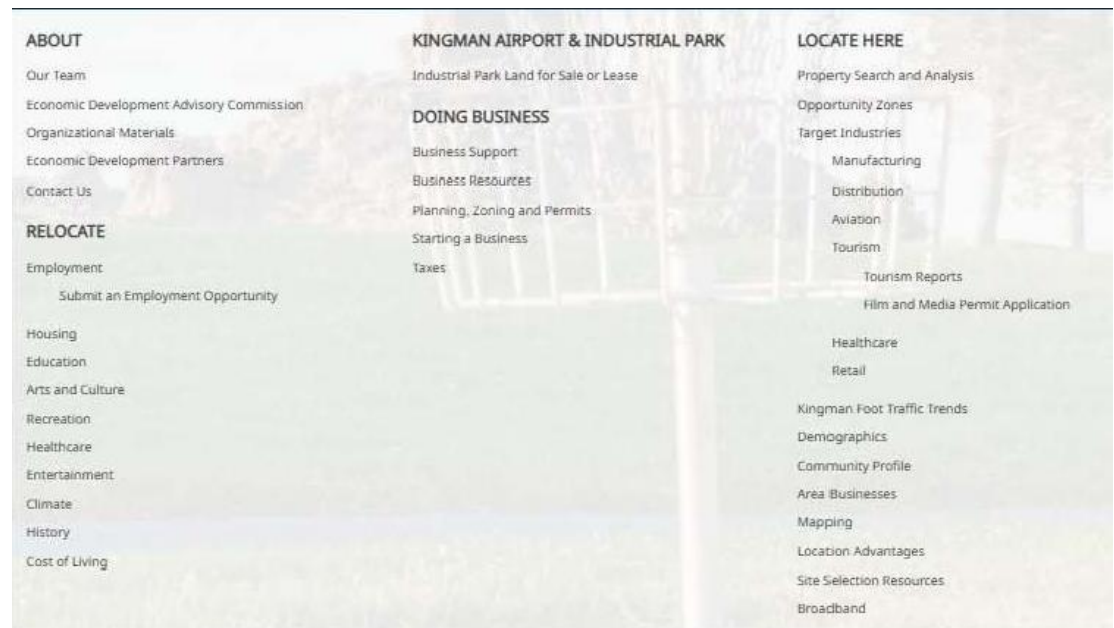
The ChooseKingman.com website provides a great foundation—well-branded, functionally deep, and visually modern. However, to align more closely with site selector and corporate investment expectations, several enhancements could deepen and accelerate the website’s effectiveness:

- 1) Reorder navigation to prioritize market access and cost advantages
- 2) Add interactive maps and dashboards
- 3) Elevate visual elements that showcase differentiation over competitor cities
- 4) Make sector-based pathways easier to follow—from landing page to collateral

Website Strengths: Credible, Supportive, Informative

- The site clearly articulates Kingman's proposition: 34 million consumers within a day’s drive, combined with being home to the largest industrial park in northern Arizona. It's positioned right up front on the homepage (choosekingman.com).
- Developed by Golden Shovel Agency in late 2022, the site reflects a modern design, dedicated resources for businesses (e.g., job posting, prospectus library), and integrated tools like GIS Planning—zoom Prospector (signalsaz.com).
- The site includes strong third-party testimonials from local tenants (e.g., Isco, Alpha-Zulu, Straube’s) that reinforce Kingman’s value proposition on infrastructure and service (choosekingman.com).

Chart 1 – ChooseKingman.com web navigation map



Opportunities: Elevate Navigation & Messaging for Site Selectors

1. Reorder for Emphasis on Market Access

- Market access comes after community amenities and tourism on the site. To better match site selector priorities, **relocate core logistics assets (I-40, rail, airfield)** and cost advantages to the top of the “Site Selection Resources” section.

2. Interactive Market Access Mapping

- The current map and "market access" graphics are static and generic. Consider adding an **interactive pull-or-draw marketing radius map** that dynamically shows one-day drive distances to Phoenix, Las Vegas, Inland Empire, Mexico, etc.
- Benchmark competitor cities often include these visuals—they’re effective for site selectors.

3. Distill Key Differentiators into UI Features

- Summary stats like "largest industrial park in Northern Arizona" are mentioned, but could be showcased via **callout widgets** (e.g., triple-modal access, utility cost savings, new workforce training center).
- A “Why Kingman?” tab early in the menu would reinforce differentiators before delving into tourism or community details.

4. Toolkits & Value-Net Collateral Visibility

- While downloadable PDFs are present (e.g., retail prospectus, utility cost comparison), the site could feature:
 - Visual dashboards
 - Interactive site photos/videos (e.g., Industrial Park drone fly-through)
 - Stronger value proposition (e.g. Opportunity Zone is available which is a tool, but it does show easily which industrial, commercial or professional lands are in the zone, incorporating would strength presentation and value proposition.)

5. Competitive Comparison Callout

- Few sites show how Kingman stacks up against peers like Casa Grande or Goodyear. A simple comparative sidebar or PPT-ready matrix would help reinforce site selector confidence

Chart 2 -Suggested Strategy Enhancements

Feature	Suggested Website Enhancements to Align with Strong Competitive Position
Homepage Focus	Move business advantages (e.g., logistics, low cost, industrial scale) into the lead hero section.
Market Access Tools	Add interactive maps showing 1-day drive times to major market hubs, plus modal access overlays (air, rail, road).
Differentiator Widgets	Highlight value proposition categories—cost, infrastructure, workforce, land availability—via quick-interface cards.
Streamlined Toolkit	Present a centralized hub of downloadable pitch materials and dashboards for manufacturing, logistics, and advanced sectors.
Benchmark Overlay	Include a site selector comparison panel or callout box showing Kingman's data against competitor markets.
Sector-Based Navigation	Provide separate pathway tabs for sectors (traded, local-serving, visitor-driven), aligning site content with working papers and strategic categories.

Marketing

The existing Location Advantage Prospectus is a strong foundation, but to compete more effectively (especially against well-branded peers like Casa Grande or Goodyear), Kingman could benefit from a “Prospectus 2.0” model — one that evolves from a general overview into a modular, sector-driven, and tool-rich marketing suite.

Why Update to “Prospectus 2.0”?

- Site selectors now expect **sector-specific data** tied to workforce, infrastructure, costs, and location.

- Competitor cities offer **interactive dashboards, targeted packets, and visual storytelling** aligned with industry trends.
- Kingman has developed deep insights across its three **economic drivers** — Traded Sector, Local-Serving, and Visitor-Driven — and should reflect that in how it markets.

Recommendations for Prospectus 2.0

1. Organize by Economic Driver

Each prospectus module should align with core audiences:

Chart 3 – Prospectus 2.0 Modules aligned with Economic Drivers

Prospectus 2.0 Modules aligned with Economic Drivers		
Economic Driver	Recommended Module	Features
Traded Sector	<i>Advanced Manufacturing Industry Opportunity Packet</i>	Lead with the AMTC differentiator, workforce pipeline, logistics map, industrial park specs (sites and or buildings existing or coming online) operating costs comparison, neighbors and why they located, company lists
	<i>Professional Services & Management of Companies</i>	Remote/hybrid professional talent relocating from metro areas (Phoenix, Southern California). MCC provides local degree pathways in business, tech, and organizational leadership. High-speed fiber availability (asset). Location fits for back-office and remote teams. Significantly lower operating costs compared to Las Vegas or Phoenix salaries, utilities, and leases. Opportunity to attract family-owned or decentralized firms from California or Phoenix seeking affordability and quality of place.
Local-Serving	<i>Retail & Services Recruitment Profile</i>	There is currently a lot of individual “market reports” on the website all good but the user has to assimilate – and will lose the aspect of the value proposition. Also, those don’t point to specific locations – whether a new location, reuse of a building (the GIS was not working but it doesn’t really tell the story) that would be opportunities.
	<i>Healthcare</i>	Large and growing retiree population drives consistent care demand. Proximity to Las Vegas and Phoenix enables recruitment of mid-career talent seeking lifestyle or lower cost of living. MCC healthcare training programs (CNA, LPN, allied health) provides foundational pipeline. Kingman Regional Medical Center is a high-performing regional hospital with clinical partnerships and growth capacity. Existing medical cluster creates base for specialty expansion (geriatrics, diagnostics, outpatient surgery). Aging local and regional populations (esp. 65+) create need for diagnostics, primary care, physical therapy, and home health. Available infill and greenfield commercial sites near major corridors and clustering with hospital.
Visitor-Driven	<i>Tourism & Destination Development Snapshot</i>	Explore Kingman brand assets, Route 66 market map, events calendar, lodging demand data, Centennial opportunities. The marketing tools for this sector are very good, building on those to have separate prospectus for destination type development could be helpful.

2. Develop a Unified Toolkit Hub on Website

Create a “**Site Selector Toolkit**” or “**Business Recruitment Hub**” that includes:

- Sector-specific prospectuses (PDF & interactive)
- Market access maps and visuals
- Workforce cost calculators or comparison charts
- Video testimonials (e.g., Isco, Alpha Zulu, local retail)
- Downloadable property flyers (industrial, commercial, infill)

3. Repackage Location Advantages if individual Prospectus packages cannot be done

The current **Locational Advantages Prospectus** could be converted into a clean, visual **summary** (10–15 pages) with:

- Fast facts
- Access radius (1-day, 2-day hauls)
- Modal integration map (I-40 + rail + air)
- Operating cost chart (Kingman vs. Phoenix, Vegas, Victor Valley)
- Strategic positioning statements
- Incorporate Target Industry Sheets - Use your recent **value proposition work** (metal fabrication, MRO, composites, etc.) to build **1-page target industry sheets** showing:
 - Why Kingman
 - Local business presence
 - Infrastructure match
 - Workforce alignment
 - Testimonials or employer quotes



CITY OF KINGMAN
2025 ECONOMIC
DEVELOPMENT PLAN

WORKING PAPER
**ECONOMIC DRIVER –
TRADED SECTOR**

City of Kingman

Project: 2025 Economic Development Plan Update
Working Paper: Kingman Economic Driver – Traded Sector
Date: June-July 2025

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Traded-sector activity is the engine behind Kingman’s economic base — it brings in outside revenue, generates quality jobs, and fuels demand in local-serving sectors such as housing, retail, and services. These businesses often pay higher wages, invest more in capital infrastructure, and stimulate higher multiplier effects across the regional economy.

Chart 1 – Multiplier Effect Traded Sector Businesses to Local-Serving Businesses

Economic Impact Multiplier Effect Traded Sector Businesses to Local-Serving Businesses		
Metric	Traded-Sector Business	Local-Serving Business
Direct Job Output	\$200K–\$400K+ per job/year in output	\$80K–\$150K per job/year in output
Economic Multiplier (Output)	2.5x–4.0x	1.3x–1.8x
Wage Premium	15–30% higher average wage	Lower, more variable across subsectors
Capital Investment	Typically \$1M–\$5M+ per facility or expansion	Often under \$500K (unless franchise-based)



The Economic Development Team has made measurable progress supporting this economic driver through:

- Facilitating key business expansions within the Industrial Park
- Attracting new site location interest
- Helping local firms add high-value jobs
- Positioning Kingman as a Tier 2 industrial cost alternative in the Southwest
- Collaborating and moving forward the Advanced Manufacturing Training Center (AMTC) opening this fall.

This working paper acknowledges the importance of that momentum while identifying considerations to extend it further, especially in workforce alignment, site readiness, and industry targeting.

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1.0 Traded Sector Economic Context

Traded-sector industries produce goods and services that are exported beyond the local market—regionally, nationally, or globally. Unlike local-serving industries that depend on household spending, traded-sector businesses grow the economic base by bringing in new revenue.

1.1 Share of the Local Economy – Traded Sector

- **Jobs:** The traded-sector industries in Kingman supported **3,873 jobs** from construction, manufacturing information, professional services and management of companies (HQ or back office operations). This represents an estimated **41%** of total traded sector employment in Mohave County.
- **Establishments:** In 2024, Kingman had **405 traded-sector establishments**, accounting for **~27%** of all establishments in Mohave County’s traded sectors (based on 1,508 countywide). Growth has been steady, increasing by nearly **66%** since 2018 (from ~244 to 405 establishments).

1.2 Estimated Impact

- **Economic Output:** Estimated direct and indirect economic output from Kingman’s traded-sector employers in 2024 is projected at approximately **\$215 million**, based on employer data and average sector multipliers.

- **Average Wages:** The traded-sector workforce earns an estimated **average wage of \$62,032** in 2024. The average traded sector wage is approximately 70% greater than the citywide average wage of ~\$39,500, reflecting the high-value nature of industrial and manufacturing jobs.
- **Nonresidential Permit Valuation:** In 2024, Kingman recorded over **\$13 million in new nonresidential construction permits**, reflecting steady private-sector investment in industrial, commercial, and institutional facilities. Between 2018 and 2024, Kingman’s **nonresidential permit valuation** increased by approximately **\$7.3 million**, which represents a **127.6% increase**. This substantial growth likely reflects a combination of factors:
 - **Post-pandemic investment surge** as businesses returned to expansion mode after deferring projects during COVID-19
 - **Industrial and logistics sector growth**, particularly within the Kingman Industrial Park
 - **Strategic relocation** from higher-cost metros (Phoenix, Las Vegas) to Kingman for cost savings, rail access, and market proximity
 - **Confidence in infrastructure** — with utility planning, trade corridor improvements, and business support reinforcing readiness for private investment.

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1.3 Types of Traded-Sector Industries

Based on economic development reports, surveys, and BRE interviews, Kingman's priority manufacturing traded-sector industries include:

- **Advanced Manufacturing** (metals, plastics, composites, electronics)
- **Logistics & Distribution** (trucking depots, fulfillment, warehousing)
- **Aviation & Aerospace** (MRO, testing, parts suppliers)
- **Energy & Environmental Services** (solar, battery recycling, hazardous materials)
- **Industrial Services** (machine shops, heavy repair, utilities servicing)

Data from the Kingman Industrial Park and citywide establishment growth shows:

- An estimated 2,300 jobs in the Kingman Industrial Park alone
- Over 60% of employers in the park plan to expand
- Industrial growth is outpacing workforce availability, signaling strong demand

Emerging sectors include:

- **Automated and Smart Manufacturing**
- **Renewables and Cleantech Components**

Other segments in Traded-Sector included:

- Construction with strong location of 179 establishments and 1877 jobs
- Professional services also have strong presence with 107 establishments and 452 jobs, indicating smaller firms.

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2.0 Market Access: Strategic Distribution Position

Kingman is uniquely positioned at the intersection of key Southwest freight corridors, making it a cost-effective and high-access hub for goods movement between:

2.1 Major Regional Distribution Markets (One-Day Trucking Radius)

- **Las Vegas (100 miles):** One of the nation’s fastest-growing logistics centers, with warehousing and e-commerce demand spilling into surrounding communities.
- **Phoenix Metro (190 miles):** Arizona’s largest urban market and a key West Coast distribution hub, home to major logistics, manufacturing, and fulfillment centers.
- **Southern California / Inland Empire (280–330 miles):** One of the busiest goods entry points in the U.S., including ports of Los Angeles and Long Beach:
 - **I-40 East** for outbound freight bypassing California congestion
 - **US-95 and US-93/I-11** for north–south flow
- **Salt Lake City (450 miles) and Albuquerque (450 miles):** Reachable in under 8 hours, providing two-way access to Mountain West markets.

2.2 Key Highways & Freight Corridors

- **I-40:** East–west transcontinental freight corridor connecting California ports to Texas and beyond.
- **US-93 / Future I-11 Corridor:** Forms the core of Arizona’s north–south freight spine. Connects Kingman to:
 - Phoenix and Mexico (via Nogales and I-19)

- Las Vegas and ultimately Reno (via NV freight routes)
- **Patriot Rail Transload Facility:** Links Kingman to the BNSF network, enabling intermodal shipping and bulk goods movement by rail.

2.3 Market Access to Mexico

Kingman is strategically located on the long-haul freight corridor between Mexico and the Western U.S.:

- North–south goods movement from Mexican manufacturing clusters (e.g., Hermosillo, Monterrey, and Sonora border states)
- USMCA regional supply chains, especially automotive, electronics, and industrial machinery
- Key Mexico-linked trade routes:
- I-11 / US-93 corridor from Kingman through Phoenix to Nogales, AZ, a primary commercial entry point from Mexico
- US-93 also links Kingman to Mexican truck routes via I-10 and I-19, tying into inland ports like Tucson and distribution centers in Maricopa County

2.4 Takeaway: Kingman’s Freight Advantage

- Sits at the crossroads of east-west and north-south freight systems
- Ideal for cost-sensitive distribution operations needing 1-day access to key metro areas
- Provides a lower-congestion, lower-cost alternative to metro distribution nodes
- Offers rail and road flexibility, rare in mid-sized markets

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3.0 Sites, Buildings & Costs

- Kingman Industrial Park offers over 1,000 acres of planned expansion land (through 2027).
- Commercial and industrial land prices remain competitive vs. Phoenix and Las Vegas.
- Flex and warehouse space are in short supply; build-to-suit and speculative development needed.
- Patriot Rail and airport adjacency further boost real estate value for traded-sector firms.

Chart 2 – Average Lease/Land Price Comparison (2025)

Average Lease or Land Price Comparison (2025 est.)				
Sector	Kingman	Las Vegas	Phoenix	Victor Valley
Industrial Land (/acre)	\$75K	\$250K	\$300K	\$180K
Industrial Lease (/sf)	\$0.65	\$1.25	\$1.35	\$1.00
Warehouse Lease (/sf)	\$0.75	\$1.50	\$1.45	\$1.15

2.1 Kingman Airport and MRO Potential

The **Kingman Airport and Industrial Park (IGM)** is a significant strategic asset within the city’s traded-sector infrastructure. Originally developed as a World War II Army Airfield, it now spans over **4,000 acres** and offers:

- **Long, heavy-duty runways** capable of supporting large aircraft
- On-site aviation businesses including aircraft storage and recycling operations
- Proximity to industrial land and planned expansions in the TradePort area
- Immediate adjacency to Kingman Industrial Park, creating a multimodal hub

This infrastructure positions the airport for future growth in:

- **Maintenance, Repair, and Overhaul (MRO)** services — a growing industry as aging aircraft fleets require extended lifespans
- **Aircraft storage and parts reclamation**
- **Aerospace testing or support operations**, particularly for companies seeking cost-effective locations outside of congested urban airfields

Constraints and Challenges for Business Location at Kingman Airport include:

- 1) **Federal Aviation Administration (FAA) Regulations**
 - Because the airport is subject to FAA rules, **any land or facility lease** must comply with federal requirements, including:
 - **Fair market value** rent for aviation and non-aviation uses

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- **Approval of lease terms** and intended uses for compliance with the Airport Layout Plan (ALP)
 - Restrictions on non-aeronautical development in airfield zones
- 2) **Limited Utility Infrastructure in Some Areas**
- While many parcels have basic utilities, some areas **lack ready water, sewer, or broadband capacity**, requiring upfront investment or public/private coordination for service extensions.
- 3) **Environmental & Legacy Site Constraints**
- The airport has legacy infrastructure and older facilities that may require:
 - **Asbestos remediation**, roof or structural upgrades
 - **Site clean-up or modernization**, especially in hangars or WWII-era buildings
 - Environmental permitting and NEPA-related processes may be triggered for certain expansions.
- 4) **Airside Access Limitations**
- Not all parcels within the airport boundary have **direct taxiway or apron access**, which limits their appeal for aviation-specific businesses (e.g., MRO, storage).
 - Construction near runways or within approach zones can trigger **FAA height or obstruction review**, delaying development timelines.
- 5) **Land Entitlement & Parcel Control**
- Much of the land is **controlled by the City or Airport Authority**, but not all is subdivided or zoned for immediate industrial or commercial use.
 - Long lease negotiations or unclear parcel boundaries can slow down projects compared to pre-entitled business parks.
- 6) **Limited Speculative Buildings**
- There are few **turnkey hangars or large pre-built aviation facilities**, meaning most aviation companies must pursue build-to-suit projects.
 - This adds to upfront cost and lengthens time-to-market for new tenants.

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2.2 Kingman Industrial Park Overview

The **Kingman Airport & Industrial Park** is the region’s primary industrial employment center and a cornerstone of Kingman’s traded-sector economy. It is:

- One of the largest industrial parks in Arizona, encompassing over 1,000 acres of developed and developable land.
- Strategically located adjacent to I-40, Patriot Rail’s transloading facility, and Kingman Airport.
- Home to more than 70 businesses, representing sectors like advanced manufacturing, aerospace, logistics, recycling, and industrial services.

Strategic Takeaways

- The park hosts a well-balanced mix of aviation MRO, precision composites, industrial manufacturing, logistics support, environmental services, and heavy repair—spanning six high-value traded sectors.
- Many firms, such as Alpha-Zulu and Straube’s, specifically leverage the airport-adjacent runway and airfield infrastructure to service aviation supply chains.
- Economic Development partnerships have facilitated expansions (e.g., Isco in 2022) and site readiness for brands like AFCO, reinforcing Kingman’s value proposition for industry recruitment.
- Kingman’s business retention and expansion (BRE) efforts.
- Job creation in middle- and high-wage manufacturing and logistics roles.
- Long-term infrastructure planning via investments in water, sewer, broadband, and road capacity.

Current Status and Buildout

- As of 2024, approximately 80–90% of the currently platted and utility-served lots are built out or under active use.
- The City and Industrial Park team are planning for future expansion phases, which could bring several hundred more acres online over the next 3–5 years.
- Speculative development and build-to-suit options remain limited, which can constrain recruitment without proactive site preparation.

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Chart 3 Industries Located at the Kingman Industrial Park

Industries Located at the Kingman Industrial Park			
Company	Industry Type	Key Function or Contribution	Sector
Isco Industries	Pipe & Industrial Distribution	One of four U.S. hubs; expanded in 2022 with City support. Supports regional pipeline supply and infrastructure materials distribution.	Logistics & Industrial Supply
Straube’s Coast to Coast Aircraft Services	Aviation – MRO	Provides aircraft paint refinishing and detailing services. Serves commercial and private aviation clients across the Southwest.	Aviation MRO
Brackett Aero Filters, Inc.	Aerospace Manufacturing	Produces aerospace filtration components. Integrated into airport-adjacent operations and aviation supply chain.	Aerospace Manufacturing
Alpha-Zulu Composites	Composites – Aerospace	Fabricates precision composite parts for aerospace clients. Represents high-tech advanced materials manufacturing.	Advanced Composites
Engineering & Equipment Company	Industrial Equipment – Recycling	Designs and fabricates tire-recycling machinery. Part of the heavy industrial and equipment export segment.	Industrial Equipment
HazAwayToday	Environmental Services	Regional hazardous waste management company. Provides essential services for compliance and environmental safety.	Environmental Services
Zep, Inc. / AFCO	Food & Beverage Sanitation Equipment	Manufactures sanitation systems for food and beverage industries. Expanded in 2021, adding 25+ jobs. Supports cleantech and industrial clients.	Clean Manufacturing / Industrial
Kingman Airline Services, LLC	Aviation Services	Supports aircraft handling, maintenance logistics, and hangar services. Anchors Kingman's aviation capabilities within the park.	Aviation Services

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5.0 Workforce Alignment

A skilled, reliable workforce is central to Kingman's competitiveness in the traded sector. While labor availability is a known constraint across the region, Kingman has responded proactively—investing in local talent pipelines and aligning training with industry demand.

5.1 Advanced Manufacturing Training Center (AMTC) – A Competitive Anchor

Opening in 2025, Mohave Community College's Advanced Manufacturing Training Center is a transformational investment for the region. It positions Kingman as a training hub for precision industry and a serious destination for advanced employers seeking:

- Customizable workforce programs: Tailored training pathways for welding, CNC machining, robotics, automation, HVAC, and industrial maintenance.
- Certifications that matter: OSHA, NIMS, and other stackable credentials to quickly upskill new workers and retain existing ones.
- Hands-on, industry-modeled training: Designed in partnership with regional employers to replicate real manufacturing environments.
- Workforce accelerator recognition: AMTC has earned designation as part of Arizona's Future48 Workforce Accelerator initiative, making it eligible for state support and marketing visibility.

AMTC serves as a workforce readiness differentiator for Kingman—especially attractive to employers in metal fabrication, industrial systems, aviation repair, and electric components manufacturing.

5.2 Workforce Alignment in Practice

- 2024 employer survey findings show demand for training in:
 - 1) Electrical systems, automation controls, hydraulics, and industrial safety
 - 2) CDL and heavy equipment operation for logistics and construction
- Kingman ED team is actively connecting employers with education and training providers to tailor programs to industry needs.
- Local employers are raising wages and enhancing benefits to attract and retain workers, especially in skilled trades.

5.3 Strategic Considerations

- AMTC should be positioned as a central recruitment asset in marketing Kingman to traded-sector employers.
- Ongoing collaboration between MCC, employers, and the City will ensure curriculum stays industry-relevant and responsive to labor market shifts.
- As the Kingman Industrial Park builds out, the AMTC gives the city an edge in competing with larger metros that lack dedicated workforce training capacity at the same scale.

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6.0 Advance Manufacturing Industry Fits

When evaluating which types of advanced manufacturing could be a good fit for Kingman, considering Kingman's strengths, current industry trends, and infrastructure capacity. Based on the economic data, industrial park conditions, transportation access, and workforce characteristics, broad categories of advanced manufacturing business types are a fit for Kingman (deeper information on proposition provided at the end of this working paper). Note there are some potential industry sectors included from the national and regional trends which could emerge but are **not** a fit at this time.

6.1 Light Metal Fabrication and Machining

Fit	Example Operations
<ul style="list-style-type: none">Kingman has a history of metal-based industries and proximity to suppliers in California and the Southwest.Highway and rail access (BNSF + I-40) support supply chain logistics for heavy materials.Demand is growing in aerospace, defense, EV, and construction sectors for custom, precision components.	<ul style="list-style-type: none">CNC machining shopsSheet metal and alloy part manufacturingStructural framing kits for solar, automotive, or aerospace

6.2 Aviation Component Assembly & MRO

Fit	Example Operations
<ul style="list-style-type: none">Kingman has an active airfield and aircraft storage/maintenance activity, including companies like Kingman Airline Services.Could leverage existing Airport Industrial Park for support industries like composites, avionics, interiors, or testing.National growth in defense, drones, and commercial aviation is increasing demand for supplier networks beyond Phoenix or Tucson.	<ul style="list-style-type: none">Drone chassis or sensor assemblyCabin parts manufacturing (lighting, seating)Avionics enclosure production

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6.3 Clean Tech / Renewable Energy Equipment

Fit	Example Operations
<ul style="list-style-type: none"> Solar and battery infrastructure is booming nationally and regionally. Kingman's dry climate and open space are ideal for testing or light assembly of solar panels, mounting systems, or battery packs. Possible alignment with regional energy efforts and utility-scale solar or battery storage projects. 	<ul style="list-style-type: none"> Solar racking fabrication Battery system enclosures or wiring harnesses EV charging station components

6.4 Plastics & Composites Manufacturing

Fit	Example Operations
<ul style="list-style-type: none"> Plastics and composites are essential materials for multiple industries: aerospace, packaging, solar racking, medical, and construction. Kingman offers low-cost industrial space and transportation access (I-40, BNSF rail) for regional distribution of high-volume or bulky materials. The area has adjacent end users in construction, logistics, and metal fabrication who could benefit from co-located supply chains. Arizona's climate is favorable for curing and processing composite materials with fewer environmental control costs. 	<ul style="list-style-type: none"> Thermoformed panel or sheet goods manufacturing (e.g., wall panels, signage, automotive interior components) Extrusion and molding operations (e.g., pipe, fencing, trim, conduit) Fiberglass or carbon composite fabrication for aerospace, clean tech, or vehicle components Plastic packaging material manufacturing (films, wraps, pallets, liners) Plastic-to-fuel or recycling startups using post-consumer plastics for reprocessing

6.5 Packaging and Custom Logistics Equipment

Fit	Example Operations
<ul style="list-style-type: none"> Kingman is growing as a distribution/logistics corridor, creating demand for automation, conveyors, racking, and packaging machinery. Low-cost industrial space and I-40 access make it ideal for building or refurbishing light equipment. 	<ul style="list-style-type: none"> Custom crate or packaging machine manufacturers Palletizing or conveyor system assembly Warehouse automation parts (racks, robotics, shells)

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WATCH: Semiconductor Support & Electronics Manufacturing (CHIPS-Enabled Cluster)

Fit	Example Operations
<ul style="list-style-type: none"> Proximity to Phoenix’s semiconductor supercluster (TSMC, Intel, Amkor, etc.) potential support location for lower-footprint suppliers. CHIPS Act funding is intended to build out entire supply chains, including facilities that make chip tools, packaging, enclosures, and substrates—not just chip fabs. Advanced manufacturing training partnerships (e.g., MCC, regional EDA grants) could equip workers with skills. There’s growing demand for redundancy and resilience, which favors secondary cities outside the urban core. 	<ul style="list-style-type: none"> Precision metal enclosures for semiconductor equipment (machined, powder-coated, and tested) Cable and wire harness manufacturing for chip tools, fabs, or data centers Clean-room assembly and testing of subcomponents or fixtures Dry/wet process system skids (chemical delivery systems, piping assemblies) Substrate packaging, metrology equipment support, or testing jigs Logistics hubs for chip supply chain parts (valves, sensors, motors, filters, etc.)

6.6 Is there any strategic position around Nucor Steel’s Existing Presence?

Leveraging location near Nucor Steel (located south of Kingman) could offer significant advantages for several types of upstream and downstream manufacturing and logistics businesses, especially those involved in metal processing, fabrication, construction products, and recycling. Kingman’s access to transportation routes, rail, and proximity to Nucor could create a cluster opportunity, as a “metal manufacturing hub” for the region.

1) Metal Fabrication & Machining Shops (Downstream)

Fit	Example Operations
<ul style="list-style-type: none"> Can source steel coils, bars, beams, or sheets locally, saving on transport costs and reducing lead times. Just-in-time delivery is easier when you're within a short haul of a major steel producer. 	<ul style="list-style-type: none"> Custom structural steel fabricators Precision sheet metal shops (laser cutting, bending, forming) Equipment frame manufacturers Trailer or heavy machinery part producers

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2) Construction Component Manufacturers

Fit	Example Operations
<ul style="list-style-type: none"> • Many construction products start as steel: framing, rebar, fasteners, piping. • Being close to a steel mill streamlines sourcing and allows flexibility in production. 	<ul style="list-style-type: none"> • Pre-engineered steel building systems • Rebar and concrete reinforcement manufacturers • HVAC ducting, steel piping, and conduit fabrication • Metal roofing, siding, or truss producers

3) Metal Recycling & Scrap Aggregators (Upstream)

Fit	Example Operations
<ul style="list-style-type: none"> • Nucor uses Electric Arc Furnace (EAF) technology, which relies heavily on scrap steel. • Scrap collectors, processors, and brokers gain logistical advantage by being near a large scrap buyer. 	<ul style="list-style-type: none"> • Regional scrap metal yards or shredders • Auto dismantlers or appliance recyclers • Demolition firms aggregating steel for resale

4) Logistics & Transloading Operations

Fit	Example Operations
<ul style="list-style-type: none"> • Nucor moves large volumes of steel via rail and truck. • Warehouses or transloaders that can handle oversized, heavy metal goods are well-positioned to serve not just Nucor, but also their suppliers and customers. 	<ul style="list-style-type: none"> • Rail-to-truck transfer facilities • Steel service centers (distribution hubs for coil, plate, bar) • Flatbed trucking companies or trailer maintenance yards

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7.0 National Outlook for Advanced Manufacturing Overview

Production & Revenue Growth

- Domestic manufacturing output is expected to significantly rebound in 2025 as companies prioritize reshoring and responding to past supply chain disruptions.
- Advanced manufacturing sectors—such as semiconductors, EV batteries, clean energy, and biomanufacturing—account for two-thirds of nearly 1 million new U.S. manufacturing jobs announced between 2021–2024.

Occupations & Wages

- Average annual manufacturing earnings are \$102,629, well above the national average.
- A projected shortfall of 300,000+ skilled workers, especially in semiconductor fabrication roles, remains a bottleneck.
- Nearly 3.8 million new manufacturing positions are expected by 2033, with strong demand for technicians and engineers.

Supply Chain Dynamics

- Corporations are increasingly bringing production stateside in response to global supply fragility and tariffs
- New policies—up to 15% average import tariffs and up to 55% on some goods—are reshaping strategies, with 73% of manufacturers citing trade uncertainty as a top concern.
- Companies adopting AI, digital platforms, and proactive supplier management have achieved 10–30% cost savings and improved uptime.

Strengths

- Massive federal funding via CHIPS and Science Act is fueling semiconductor and microelectronics manufacturing.
- EVs, batteries, semiconductors, and clean tech dominate job announcements, positioning manufacturing for sustained growth.

- Manufacturing contributes roughly \$2.9 trillion to the U.S. GDP (~9.7%) and employs 13 million people.

Challenges

- Escalating tariffs (some at 55%) risk higher input costs and margins, especially for import-reliant sectors).
- The need for skilled manufacturing labor, particularly in semiconductor and high-tech sectors, is acute.
- Bureaucratic hurdles are slowing disbursement of CHIPS Act funds and semiconductor projects.

Opportunities Ahead

- Regional Tech Hub grants and federal incentives support growth in high-tech manufacturing (e.g., semiconductors, AI hardware, rare-earth magnets)
- Firms adopting AI, digital twins, IoT, and AR/VR tools find competitive edge and workforce efficiency.
- Investment in domestic rare-earth magnet-making (e.g., MP Materials–Apple partnership) is reducing dependence on China.
- Federal defense investments (missile defense, naval tech) and clean-energy manufacturing are spurring startup and SME growth in advanced manufacturing.

Sources:

- National Association of Manufacturers (NAM)
- Deloitte Insights: 2024 Manufacturing Industry Outlook
- Supply Chain 360 and Manufacturing USA
- U.S. Bureau of Labor Statistics (BLS)
- Manufacturing Today / Oliver Wight)
- Financial Times / MarketWatch / Barron's

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8.0 Current Economic Development Tactics

Kingman’s economic development team has built a proactive and integrated approach to supporting traded-sector growth. Their strategy combines business retention, infrastructure alignment, site readiness, and targeted marketing, supported by strong inter-agency collaboration. This work effort is mainly around

1) Business Retention & Expansion (BRE)

- Personalized outreach to companies in Kingman Industrial Park and the Airport to facilitate expansions, workforce solutions, and permitting navigation.
- Support for facility expansions, including utilities, road access, and incentive program navigation.
- Active BRE partnerships with Mohave County Economic Development Corporation (MCEDC) and Mohave Community College (MCC) including a 2024 survey on workforce needs as it relates to the new AMTC. Key takeaways from the survey:
 - **Strong Expansion Interest:** 15+ companies expressed plans to expand within the next two years, representing sectors like aerospace, precision machining, construction materials, and logistics.
 - **Wage Competitiveness:** The average wage across respondents was approximately \$51,000, with some skilled trades reaching \$76,000 to \$100,000.
 - **Top Workforce Needs:**
 - Electrical, mechanical, and automation systems
 - Welding, fabrication, machining

- PLC programming and robotics
- Industry certifications (OSHA, CDL, A&P, journeyman cards)
- **Training Delivery Preferences:**
 - Strong preference for hands-on training at the AMTC or job site
 - Favorable responses for face-to-face learning and company-specific onboarding
 - Moderate interest in digital and augmented formats, especially as supplemental training
- **Skills Forecast:** Employers cited a growing need for talent in automation, CNC programming, lean manufacturing, and fiber optics—emphasizing the importance of adaptive and future-focused training.

2) Prospect Development & Marketing

- Kingman Locational Advantages is an excellent handout, showcases key location advantages, industry clusters, and workforce pipeline efforts as well as the ChooseKingman.com website, which is excellent.
- The next level of industry targeting might want to focus on a prospectus for each of the economic drivers with the traded sector industries with their value proposition. Also utilize the detailed operating cost model Kingman had in 2021, the MetroComp model is due for a refresh to reflect 2024–25 operations and wage data – it is an excellent presentation of differentiating Kingman via operating costs.

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- Close collaboration with Arizona Commerce Authority (ACA) to respond to site selector inquiries and joint attraction of advanced manufacturing, logistics, and clean-tech firms.

3) Infrastructure & Site Development

- Forward-looking planning for industrial land absorption, including the near-buildout of the current Kingman Industrial Park and evaluation of future phases.
- Coordination with utilities on site-served parcels and extension of high-capacity water, sewer, gas, and broadband to underutilized areas.
- Planning aligned with the I-40 TradePort and Airport MRO opportunities to ensure build-ready sites for large employers.

4) Workforce & Training Partnerships

- Collaboration with Mohave Community College and the MCC Advanced Manufacturing Training Center (AMTC) to align workforce programs with industry needs.

Advanced Manufacturing Training Center (AMTC) – Kingman Airport

The AMTC, supported in partnership with the Arizona Commerce Authority, will be the first **Future48 Workforce Accelerator** in Northwest Arizona. This initiative is part of the Governor’s Future48 Workforce Accelerators program, which aims to ensure all Arizonans benefit from new opportunities being developed in the state’s workforce.

MCC’s AMTC will help meet workforce needs, prepare students for high demand high skills jobs, and encourage economic prosperity in the region. The AMTC will be a 36,000 square-foot facility featuring a design lab, Simulated (SIM) and Virtual Reality (VR) lab, and a Business Incubator/Maker Space.

The project is expected to be completed in time for training classes to **begin in Fall 2025**. The AMTC will offer credit, non-credit and apprenticeship programs in areas such as **Workforce Readiness, Welding, Heating Ventilation and Air Conditioning (HVAC), Robotics, Hydraulics/Pneumatics, Mechanical Systems, Electrical Systems and Manufacturing Fundamentals**.

Key industry partners include NUCOR Steel, Air Control HVAC, Phoenix Truck Driving, Progressive Pipe Fabricators, Arizona Sommers Heating and Cooling, and the Kingman and **Mohave Manufacturing Association (KAMMA)**.

Additional partners include the Governor Hobbs and the State of Arizona, Arizona Commerce Authority, City of Kingman, Mohave County, ARIZONA@WORK and WAVE-JTED.

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9.0 Key Constraints to Traded-Sector Recruitment & Expansion

1) Shovel-Ready Sites Are Limited

- Kingman Industrial Park is nearing buildout of currently served parcels, with few pre-entitled, pad-ready sites remaining.
- New development will require site preparation, utility extension, and zoning adjustments—particularly for specialized uses.
- Long lead times - water and wastewater extensions require advance planning and capital coordination.

2) Lack of Speculative Buildings or Move-In Ready Inventory

- Spec buildings in industrial, flex, or clean manufacturing formats, or ready-to-build plans and pads.
- Expanding or incoming companies must commit to build-to-suit, which slows recruitment and increases risk.
- Flex or small-bay space is limited, making startups, tier-2 suppliers, or satellite offices harder to accommodate (not huge demand).

3) Workforce Gaps in Specialized Skills

- Surveys and employer feedback reveal shortfalls in:
 - Electrical systems, automation, PLC, and robotics
 - Machining and advanced welding

- Engineering and technical management

- While the AMTC will address this, workforce development is a multi-year play for all traded sector fields.

4) Airport Constraints and FAA Limitations

- The airport has potential to anchor aviation and MRO but development is slowed by:
 - FAA lease approval processes
 - Parcel entitlements
 - Infrastructure gaps on some airside lots
- A lack of awareness nationally also limits inbound aviation interest despite competitive costs (market potential small).

5) Limited Brand Identity as a Manufacturing Hub

- Kingman is not yet widely known outside the region as a center for metal fabrication, aviation parts, or cleantech support, AMTC could anchor this as a differentiator.
- Competing cities (e.g., Casa Grande, Goodyear, Mesquite NV) appear to be branding and positioning with developers.

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10.0 Strategic Considerations – Traded Sector Advancement

1) Continue Site Readiness & Infrastructure

- Accelerate shovel-ready site creation at the next phase of the Industrial Park and/or TradePort corridor (engineering, utilities, and zoning entitlement).
- Support development of spec and flex buildings, particularly multi-tenant or shell buildings that accommodate startups, light assembly, and construction-related services.
- Continue to ready airport parcels where defined FAA-compliant development frameworks unlock aviation and MRO recruitment.

2) Consider expanding beyond manufacturing to actively target:

- Construction equipment and components firms (e.g., modular or structural producers)
- Information services (e.g., back-office IT, data management, remote support)
- Professional/technical services (e.g., engineering, energy, or environmental firms that serve a regional base)
- Management and support centers for multi-location companies seeking cost-effective admin hubs

3) Continue Workforce Alignment

- Position the AMTC as a central differentiator in all recruitment and expansion materials.
- Workforce efforts on electrical, automation, precision machining, and logistics-related trades, matching the talent needed by multiple traded-sector verticals.

- A dual-path strategy that links technical certifications with transferable professional skills for cross-sector appeal (e.g., robotics, CAD, IT troubleshooting).

4) Data & Cost Benchmarking Tools

- Update Kingman’s operating cost model (MetroComp, 2021) using 2024–25 wage, utility, land, and transportation data to reinforce value proposition in marketing.
- Create comparative cost dashboards or site selector-ready briefs by sector (e.g., metal fabrication vs. logistics vs. management back office).

5) Marketing & Messaging

- When land is ready, consider creating a “Traded Sector Recruitment Package” with business type, with profiles for:
 - Manufacturing (profiles of each target) using AMTC as anchor
 - Aviation/MRO
 - Construction-related and modular/structural industries
 - Professional support services
- Position Kingman as a Tier 2 cost-advantage alternative to Phoenix and Las Vegas — especially for companies seeking lower costs, industrial space, and training pipelines.
- Promote the city’s “metal and motion” economy: a cluster identity centered on fabrication, movement (logistics/transport), and machine service.

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11.0 Target Industry Positioning – Value Proposition Talking Points

Location Fit	Advanced manufacturing Training Center
Value Factor	Value Proposition Talking Points
Purpose-Built Workforce Pipeline	<ul style="list-style-type: none"> ▪ The AMTC is the region’s first dedicated training facility aligned with metal fabrication industry needs, including welding, machining, and industrial maintenance. ▪ It reduces new-hire onboarding time by up to 30–50%, enabling faster operational ramp-up for local employers.
Estimated Annual Output (Stating 2025)	<ul style="list-style-type: none"> ▪ 50–75 graduates/year expected from welding, machining, and industrial maintenance tracks (based on facility capacity and regional demand). ▪ Programs designed in consultation with local employers (including members of KAMMA) to ensure job-ready competencies.
Cost Avoidance for Employers	<ul style="list-style-type: none"> ▪ Reduces need to import skilled labor from out of region, saving \$8,000–\$15,000 per relocated hire (moving costs, signing bonuses, housing stipends). ▪ Cuts internal training and certification costs, typically \$4,000–\$6,000 per employee, by providing ready-to-work candidates with OSHA, AWS, or NCCER certifications.
Embedded Employer Collaboration	<ul style="list-style-type: none"> ▪ Co-designed curriculum enables real-time alignment with evolving production processes and specialty equipment. ▪ Internships and on-the-job training give employers low-risk, early access to talent.

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Industry Fit	Metal Fabrication Industry Focus
Value Factor	Value Proposition Talking Points
<p>Workforce</p>	<ul style="list-style-type: none"> ▪ The Kingman area supports a growing metal fabrication industry cluster including key employers like Progressive Pipe and NUCOR Steel. ▪ The Kingman And Mohave Manufacturing Association (KAMMA) includes 40+ member companies, providing networking, best practices, and industry-driven workforce development. ▪ Mohave Community College and the new Advanced Manufacturing Training Center (AMTC) form a purpose-built pipeline for metals-related careers, offering stackable credentials in welding, machining, and industrial maintenance. ▪ The AMTC is expected to produce 50–75 job-ready graduates per year for fabrication-related careers, helping reduce new hire onboarding time by up to 50%. ▪ By offering industry-aligned certifications (e.g., AWS, NCCER), the AMTC helps employers avoid \$4,000–\$6,000 per hire in internal training and boosts retention by providing local talent.
<p>Infrastructure</p>	<ul style="list-style-type: none"> ▪ The Flying Fortress Parkway interchange, under construction, will provide redundant access to the Airport Industrial Park by 2026, improving truck flow and mitigating delays for material-heavy industries. ▪ The Airport Industrial Park is dual-served by BNSF and Patriot Rail, facilitating regional and national freight access for raw materials (steel, piping, components) and finished goods. ▪ Modernized utility infrastructure, including looped water lines, redundant electric and natural gas, and ALLO fiber broadband, supports the operational needs of advanced fabrication facilities.
<p>Industrial Real Estate</p>	<ul style="list-style-type: none"> ▪ Kingman offers over 1,400 acres of heavy-industrial zoned land in the Airport Industrial Park and Griffith Industrial District—ideal for fabrication, processing, and outdoor operations. ▪ Site options include 10 to 100+ acre parcels with flexible development potential, buffering, and expedited entitlement support. ▪ Outdoor storage allowances in selected zones reduce development costs by up to 15–20%, compared to peer communities with stricter codes. ▪ Available sites feature existing utility access, proximity to high-pressure fire water and emergency services, and adjacency to major transportation infrastructure.

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Industry Fit	Aerospace & Aviation Component Manufacturing and MRO Focus
Value Factor	Value Proposition Talking Points
Workforce	<ul style="list-style-type: none"> ▪ Access to airfield-adjacent skilled labor pool in aircraft services, avionics, and composites. ▪ AMTC pipeline aligned with aerospace skills (e.g., machining, electrical systems). ▪ Partner employers include Straube’s and Kingman Airline Services — anchoring the local MRO footprint.
Infrastructure	<ul style="list-style-type: none"> ▪ Long runway (6,800 ft) and FAA-rated facility support MRO, flight testing, and parts handling. ▪ Airport Industrial Park adjacent to I-40 and Patriot Rail – ideal for part shipment or final assembly. ▪ Multimodal potential (air/rail/truck) rare for cities of this scale.
Industrial Real Estate	<ul style="list-style-type: none"> ▪ 1,400+ acres of airport-linked land, with FAA-approved parcels and flex-zoning potential. ▪ Outdoor storage, airside lease potential, and access to refurbished hangars enable operations startup with less capital.

Industry Fit	Plastics & Composites Manufacturing
Value Factor	Value Proposition Talking Points
Workforce	<ul style="list-style-type: none"> ▪ AMTC and MCC training pipelines can support plastics equipment operators, extrusion techs, and quality control roles. ▪ Workforce transferable skills from metal fabrication and light assembly applicable to plastics production. ▪ Labor market supports mid-skill manufacturing needs with wage competitiveness for operators and assemblers.
Infrastructure	<ul style="list-style-type: none"> ▪ Kingman's location on I-40 and proximity to rail supports inbound resin delivery and outbound distribution. ▪ Dry climate and mild seasonal variation are ideal for composites curing and plastics fabrication. ▪ Utilities and zoning available for heavy processing including extrusion, injection molding, and lamination.
Industrial Real Estate	<ul style="list-style-type: none"> ▪ Ample space for outdoor storage of raw material (e.g., plastic pellets, composites) and finished goods. ▪ Sites accommodate operations from small-batch molding to high-volume panel or packaging production. ▪ Zoned industrial properties near the Kingman Industrial Park offer affordable options for manufacturers with regional delivery needs.

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Industry Fit	Clean Tech / Renewable Energy Equipment Focus
Value Factor	Value Proposition Talking Points
Workforce	<ul style="list-style-type: none"> AMTC offers transferable skills for solar/EV component assembly (e.g., welding, electrical, automation). Future-ready curriculum (fiber optics, solar racking, testing systems) can support new clean-tech entrants.
Infrastructure	<ul style="list-style-type: none"> Dry climate and available land support solar and battery testing. Kingman sits within a 1-day truck radius of large-scale solar and battery deployments in AZ, NV, and CA. Proximity to western grid interconnection and regional solar procurement hubs.
Industrial Real Estate	<ul style="list-style-type: none"> Low-cost, outdoor-capable land suitable for racking, test fields, or light cleanroom component fabrication. Renewable-aligned industrial users benefit from Arizona’s utility incentive frameworks.

Industry Fit	Packaging and Custom Logistics Equipment
Value Factor	Value Proposition Talking Points
Workforce	<ul style="list-style-type: none"> Hands-on programs in mechanical assembly, automation, and industrial safety support fabrication and equipment. Skill pipeline from MCC and AMTC for warehouse tech and support systems (PLC, conveyors, automation).
Infrastructure	<ul style="list-style-type: none"> Close to active construction corridors (residential, solar, commercial). Access to raw materials via Nucor Steel and proximity to Phoenix and Las Vegas build markets.
Industrial Real Estate	<ul style="list-style-type: none"> Outdoor processing-friendly zoning, ample buffering for noise and equipment. Rail-served parcels and highway access ideal for aggregation, shredding, and dispatch.

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Industry Fit	Construction Component Manufacturers
Value Factor	Value Proposition Talking Points
Workforce	<ul style="list-style-type: none"> ▪ Pipeline includes trades education (HVAC, welding, structural steel). ▪ Strong construction sector in Kingman (1,800+ jobs) offers local supplier base and market linkage.
Infrastructure	<ul style="list-style-type: none"> ▪ Close to active construction corridors (residential, solar, commercial). ▪ Access to raw materials via Nucor Steel and proximity to Phoenix and Las Vegas build markets.
Industrial Real Estate	<ul style="list-style-type: none"> ▪ Flexibly zoned land with outdoor storage allowances — great for framing, HVAC, rebar, and prefab production.

Industry Fit	Metal Recycling & Transloading Cluster
Value Factor	Value Proposition Talking Points
Workforce	<ul style="list-style-type: none"> ▪ Skilled labor base in equipment maintenance, industrial safety, and heavy equipment operations. ▪ AMTC can support training for machinery operation, torch cutting, OSHA compliance.
Infrastructure	<ul style="list-style-type: none"> ▪ Co-location potential with Patriot Rail for inbound scrap, outbound steel products. ▪ Short-haul logistics advantage to Nucor Steel for recycled inputs.
Industrial Real Estate	<ul style="list-style-type: none"> ▪ Outdoor processing-friendly zoning, ample buffering for noise and equipment. ▪ Rail-served parcels and highway access ideal for aggregation, shredding, and dispatch.



CITY OF KINGMAN
2025 ECONOMIC
DEVELOPMENT PLAN

WORKING PAPER
**ECONOMIC DRIVER –
LOCAL SERVING**

City of Kingman

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This Working Paper explores Kingman’s Economic Driver: **local serving** as a key driver of the economy. The local-serving economy includes businesses and services that directly meet the needs of Kingman’s residents and regional trade area, including **retail**, **professional services**, and **medical services**. This paper evaluates current market dynamics, regional trends, trade area influence, unmet demand, and entrepreneurial opportunities to identify potential gaps, limitations and 2025 potential considerations.

Kingman has a great focus on the retail segment of the local serving economic driver as it not only brings establishments, jobs and taxable sales but directly affects the quality of life for residents. In addition to having a dedicated staff person focused on retail, the Economic Development Team uses The Retail Coach company. The Retail Coach is a firm that specializes in retail growth in the community. They partner with communities across the United States bringing their extensive network of industry connections and deep understanding of retail site selection in local markets to help identify and attract the right retail businesses to each community.



1.0 Local-Serving Economy Context

The local-serving economy encompasses business activity that responds to consumer demand within the community and immediate trade area.

Unlike traded-sector firms that export products or services, local-serving businesses are driven by the purchasing power, demographic characteristics, and needs of residents and regional users. These include:

- **Retail:** General merchandise, groceries, restaurants, personal care, and convenience goods
- **Professional Services:** Legal, finance, insurance, real estate, design, consulting
- **Medical Services:** Outpatient care, primary care, diagnostics, dental, specialty care

The strength of these services directly impacts livability, community satisfaction, and retention of residents, particularly seniors, young families, and local workers.

Kingman's small business landscape is heavily concentrated in these services.

1.1 Share of the Local Economy

- **Jobs:** As of 2024, **12,467 jobs** are attributed to local-serving industries — which includes retail, professional services, healthcare, real estate, education, and more — representing 42% of all jobs in Mohave County.

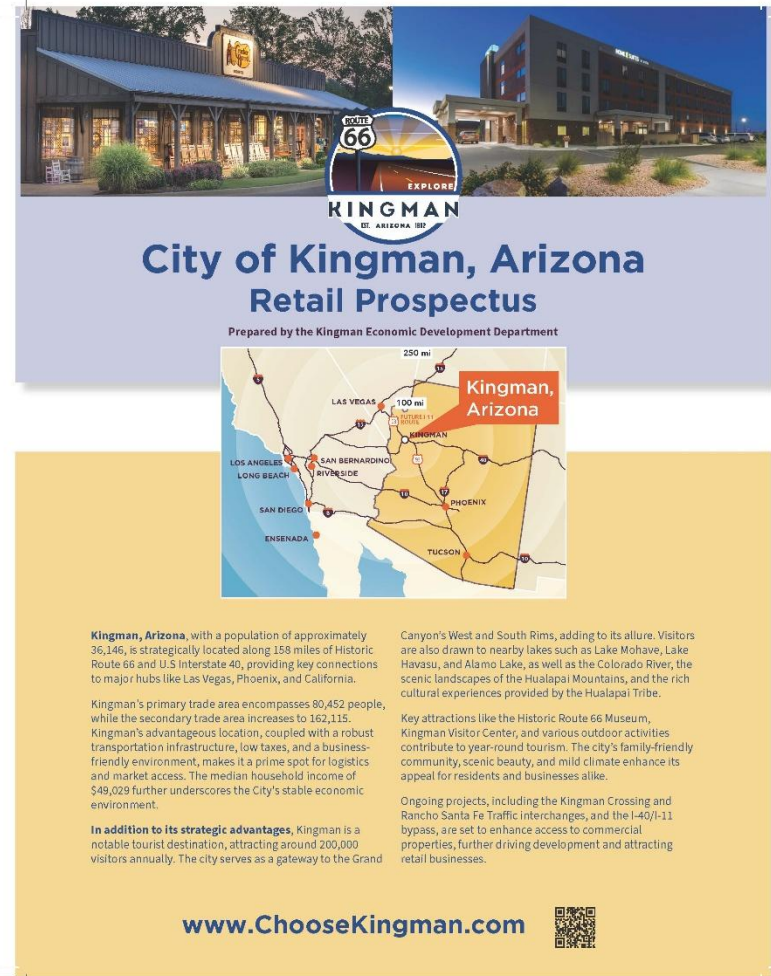
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- **Establishments:** There are **797 local-serving establishments**, which comprise approximately 29% of all establishments in the county.

1.2 Estimated Impact

- **Taxable Sales:** Total taxable sales within the City of Kingman surpassed **\$1.2 billion in 2024**, with retail alone accounting for over \$642 million, or more than 50% of all local taxable sales. This indicates the strong contribution of retail within the local-serving services.
- **Average Wage:** The average local-serving sector wage is **\$52,543 (2024)**, which is lower than the manufacturing or traded sector, but still represents a 30% increase from 2018.



The graphic features a top section with two photographs: a daytime view of a modern building with a sign and a nighttime view of a multi-story building. Below the photos is a circular logo for 'ROUTE 66' with 'EXPLORE' written below it. The main title is 'City of Kingman, Arizona Retail Prospectus' in a large, bold, blue font. Below the title, it says 'Prepared by the Kingman Economic Development Department'. A map of Arizona is shown with a red box highlighting Kingman, Arizona, and a scale bar indicating 250 miles. The map also shows major cities like Los Angeles, San Diego, Phoenix, and Tucson. The bottom section contains three columns of text describing Kingman's location, trade area, and strategic advantages, along with a QR code and the website 'www.ChooseKingman.com'.

City of Kingman, Arizona
Retail Prospectus

Prepared by the Kingman Economic Development Department

Kingman, Arizona

Kingman, Arizona, with a population of approximately 36,146, is strategically located along 158 miles of Historic Route 66 and U.S. Interstate 40, providing key connections to major hubs like Las Vegas, Phoenix, and California.

Kingman's primary trade area encompasses 80,452 people, while the secondary trade area increases to 162,115. Kingman's advantageous location, coupled with a robust transportation infrastructure, low taxes, and a business-friendly environment, makes it a prime spot for logistics and market access. The median household income of \$49,029 further underscores the City's stable economic environment.

In addition to its strategic advantages, Kingman is a notable tourist destination, attracting around 200,000 visitors annually. The city serves as a gateway to the Grand Canyon's West and South Rims, adding to its allure. Visitors are also drawn to nearby lakes such as Lake Mohave, Lake Havasu, and Alamo Lake, as well as the Colorado River, the scenic landscapes of the Hualapai Mountains, and the rich cultural experiences provided by the Hualapai Tribe.

Key attractions like the Historic Route 66 Museum, Kingman Visitor Center, and various outdoor activities contribute to year-round tourism. The city's family-friendly community, scenic beauty, and mild climate enhance its appeal for residents and businesses alike.

Ongoing projects, including the Kingman Crossing and Rancho Santa Fe Traffic interchanges, and the I-40/I-11 bypass, are set to enhance access to commercial properties, further driving development and attracting retail businesses.

www.ChooseKingman.com

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2.0 Trade Area, Market Draw, and Visitor Influence

As local serving depends on mainly local demand for goods and services, the term **trade area** is used to define the geographic region that draws customers for goods and services. It includes both residents and visitors who regularly travel for shopping, healthcare, conducting business, or attending events.

Kingman’s Trade Area extends well beyond city limits due to its regional role and strategic highway access. It includes:

- **Primary Trade Area (PTA):** ~76,000 people living in and immediately around Kingman.
- **Secondary Trade Area (STA):** Extends east toward Seligman, north into southern Mohave County and southern Nevada, and south toward Yucca and Topock—capturing a total market of over **100,000** potential consumers.

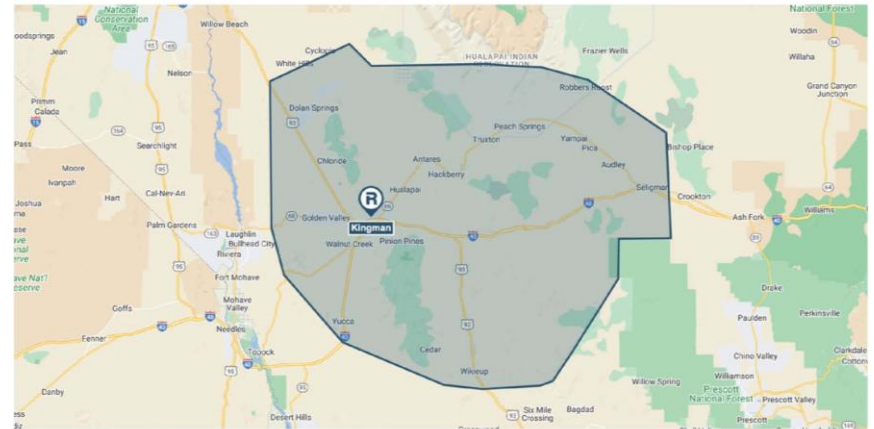
Kingman’s **location at the crossroads of I-40, US-93, and Route 66** also makes it a key pass-through destination for:

- Regional residents traveling for medical services, big-box shopping, or dining
- Tourists and travelers en route to Las Vegas, Phoenix, the Grand Canyon, and California
- Truck and logistics traffic that may generate spillover demand in food, fuel, and lodging

This **multidirectional traffic flow** supports Kingman’s **retail and service hub**, expanding its consumer base beyond what local population numbers alone might suggest.

Retail Trade Area • Retail Market Profile

Kingman, Arizona



Population		Age	
2020	76,071	0 - 9 Years	8.82%
2024	80,452	10 - 17 Years	7.87%
2029	84,623	18 - 24 Years	6.90%
Educational Attainment (%)		25 - 34 Years	9.64%
Graduate or Professional Degree	5.72%	35 - 44 Years	9.93%
Bachelors Degree	9.21%	45 - 54 Years	9.87%
Associate Degree	8.83%	55 - 64 Years	15.29%
Some College	29.50%	65 and Older	31.68%
High School Graduate (GED)	33.86%	Median Age	52.27
Some High School, No Degree	9.65%	Average Age	47.64
Less than 9th Grade	3.23%	Race Distribution (%)	
Income		White	77.81%
Average HH	\$65,815	Black/African American	1.42%
Median HH	\$49,005	American Indian/Alaskan	3.32%
Per Capita	\$28,413	Asian	1.67%
		Native Hawaiian/Islander	0.22%
		Other Race	5.59%
		Two or More Races	9.97%
		Hispanic	15.68%

The information contained herein was obtained from sources believed to be reliable, however, The Retail Coach, LLC makes no guarantees, warranties or representations as to the completeness or accuracy thereof. The presentation of this property is submitted subject to errors, omissions, changes of price or conditions, prior sale or lease or withdrawn without notice.



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3.0 ESRI Tapestry and Psychographic Profile

According to the 2023 ESRI Tapestry Segmentation of Kingman's trade area, the dominant consumer groups are:

- **Modest Income Homes:** Middle-aged and older households, cost-conscious, value chain retailers
- **Rustbelt Traditions:** Mix of retirees and working-class families with traditional preferences
- **Traditional Living:** Stable homeowners with steady income, brand-loyal but budget-aware

These psychographic profiles indicate that Kingman's consumers prioritize value, practicality, and familiar brands, with limited engagement in luxury or niche segments. However, the area also shows potential for experiential retail and “Main Street-style” offerings in the historic downtown core.

4.0. Regional and National Trends in Retail, Professional Services and Medical Services

Kingman's local-serving sectors reflect broader trends playing out across the nation and in comparable regional markets such as Victor Valley (CA), Las Vegas (NV), and Phoenix (AZ). Each of these cities offers a useful lens for understanding how smaller, highway-adjacent communities are evolving in the face of shifting demographics, consumer expectations, and post-pandemic behavior.

4.1 Retail Trends

Nationally, the retail landscape continues its recovery and reinvent. Brick-and-mortar remains resilient—especially in secondary markets—where affordability, visibility, and traffic access support value-oriented and service-based retailers.

- 1) Experiential and value retail formats are driving growth: consumers are returning to in-person dining, entertainment, and shopping experiences, especially in lifestyle centers and revitalized downtowns.
- 2) E-commerce-resistant segments like restaurants, health & wellness, groceries, and discount retail are expanding into smaller markets.
- 3) Retailers are following rooftops, targeting micropolitan areas with stable populations, lower operating costs, and unmet demand.

Comparable Markets:

- In Phoenix, retail rents have grown 3–8% annually, with suburban nodes outperforming core areas. Vacancy rates remain low (~5%), signaling strong tenant demand.
- Las Vegas benefits from a combined resident and tourism economy, pushing retail absorption and average rents to ~\$2.00/SF/month NNN.
- Victor Valley, CA has matured into a High Desert retail hub with power centers, national anchors, and local-serving districts drawing shoppers from a large trade area—

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demonstrating the growth potential for I-40/I-15-adjacent communities like Kingman.

4.2 Professional Services Trends

Across the U.S., professional services are expanding, driven by small firm formation, remote work, and a return to in-person consultations for certain industries.

- Demand is growing in legal, accounting, financial services, and independent consulting.
- Professional firms are seeking lower-cost offices with flexible configurations, often in smaller buildings, infill locations, or converted homes and storefronts.
- Many small metros are benefiting from the outmigration of firms and workers from high-cost urban cores.

Comparable Markets:

- In Phoenix, suburban professional clusters are flourishing, particularly where mixed-use and flex-office spaces offer live-work convenience.
- Victor Valley is seeing increasing demand for professional services supporting both residential growth and small business development—such as real estate, legal, and business coaching.
- Nationally, the professional services sector is projected to grow at ~10.8% CAGR¹ through 2030.

4.3 Medical Services Trends

Medical care is undergoing transformation, with growth in outpatient delivery, workforce mobility, and aging-related demand.

- Ambulatory and outpatient care is replacing centralized hospital delivery for many services.
- The U.S. faces a growing shortage of nurses, aides, and specialty care providers, increasing the value of communities that can offer workforce pipelines and affordable housing.
- Telehealth and hybrid care models are driving new types of medical office and technology infrastructure needs.

Comparable Markets:

- In Las Vegas and Phoenix, investment is flowing into outpatient campuses, urgent care chains, and freestanding specialty clinics.
- Victor Valley has benefited from increased senior population and has seen growth in home health, imaging, and dental specialties.
- Across Route 66 communities, medical hubs that tie into regional service areas (like Kingman’s KRMC) are positioned as both healthcare and employment anchors.

¹ CAGR – Compound Annual Growth Rate

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4.4 Business Types Capitalizing on Route 66 Audiences

Route 66–oriented businesses often span:

- **Lodging:** Boutique motels and restored roadside inns offering nostalgic but modernized stays.
Example: The **Wagon Wheel Motel** in Cuba, MO and **Blue Swallow Motel** in Tucumcari, NM are historic properties that now function as destination experiences.
- **Retail & Apparel:** Gift shops, antique boutiques, Route 66 memorabilia outlets, regional artisans, denim and vintage clothing vendors.
Example: **Midpoint Café** in Adrian, TX includes a diner and gift shop focused entirely on Route 66 travel culture.
- **Food & Beverage:** Retro diners, local breweries, cafes, and food halls serving both locals and road-trippers.
Example: **Pops 66 Soda Ranch** in Arcadia, OK sells hundreds of sodas in a Route 66–branded setting, creating a draw for families, groups, and collectors.
- **Experiential & Attractions:** Restored gas stations, neon sign displays, Route 66 museums, murals, and storytelling-based venues.
Example: **Route 66 Historical Village** in Tulsa and the **Historic Electric Vehicle Foundation Museum** in Kingman both serve as cultural and tourism anchors.

Chart 1 – Business Investment in the Route 66 Corridor Overview

Business/Brand	Location	Type	Why It Works
Blue Swallow Motel	Tucumcari, NM	Lodging	Historic preservation, vintage neon, widely recognized in Route 66 marketing
Midpoint Café	Adrian, TX	Café & Gift Shop	Positioned at the exact midpoint of Route 66; featured in Pixar’s <i>Cars</i>
Pops 66	Arcadia, OK	Restaurant/Retail	Combines kitsch and modern design; draws large groups, consistent social media traffic
Bowlin Travel Centers	AZ/NM	Retail/Travel Plaza	Offers consistent traveler services while selling Route 66-themed merchandise
Wagon Wheel Motel	Cuba, MO	Lodging	Restored rooms and mid-century vibe make it a go-to for Route 66 travelers
Roy’s Motel & Café	Amboy, CA	Lodging/Attraction	Symbolic desert icon undergoing revival as a film location and stopover

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5.0 Gaps and Leakages

Based on the 2024 Retail Trade Area Demand Outlook and other research overview of gaps and leakages:

5.1 Retail (Primary Retail Trade Area)

From the *2024 Retail Trade Area Demand Outlook*:

- Total Retail Demand (2024): \$796.7 million
- Highest CAGR Categories (2024–2029):
 - *Automobile dealers*: 4.88%
 - *Motor vehicle and parts*: 4.34%
 - *Clothing & accessories stores*: 2.76%
 - *Specialty food stores*: 3.07%
 - *Liquor stores*: 3.25%
 - *Convenience stores*: 2.88%
 - *Cosmetics, beauty, optical*: ~2%+ across subcategories

Notable Gaps:

- Limited upscale/specialty apparel and department stores
- Underrepresentation of specialty grocers, lifestyle stores, home improvement, and electronics
- Growth demand outpacing current supply in several segments

5.2 Restaurant & Food Services

- The demand data includes food services under retail, with growing CAGR in:
 - *Full-service restaurants*
 - *Specialty dining (e.g., ethnic, experiential)*

Gaps Identified:

- Lack of unique, sit-down restaurants and chef-driven concepts
- Limited options in healthy, plant-based, or locally sourced cuisines

5.3 Hospitality (Lodging)

- Hotel taxable sales (2024): \$43.46 million, up from \$36 million in 2018 (20.7% increase)
- Lodging growth in brands includes Hilton’s Home2 Suites and Wingate/Hawthorn Suites

Gaps:

- Kingman is gaining overnight visitors but could use more diverse lodging types (boutique hotels, experiential stays)
- Opportunity may exist for Route 66–themed accommodations to increase visitor “yield” and differentiate in a regional market dominated by standard offerings

5.4 Professional Services

Limited direct quantitative data exists, but qualitative gaps include:

- Lack of Class A office space or professional clusters
- Growth in management, engineering, design, and back-office roles within the traded sector
- Support services for real estate, financial planning, insurance, and personal services are emerging but fragmented

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Opportunity:

- Growing population and businesses point to unmet demand in accounting, legal, real estate, insurance, IT, and remote professional services.

5.5 Medical Services

- Kingman Regional Medical Center is a regional hub, but continued population growth, aging demographics, and retiree attraction strain existing capacity.
- High demand forecasted for:
 - Outpatient care
 - Geriatric and chronic care
 - Mental/behavioral health
 - Specialists and diagnostics

Gap Indicators:

- Unmet demand for specialty clinics, urgent care, telehealth-ready offices
- Kingman is a draw for Mohave County, but capacity expansion may be essential.

6.0 Opportunity Locations

Kingman has several zones primed for retail, professional, or medical service expansion:

- Historic Downtown: Suited to destination retail, services for residents, visitors, and small firms
- Stockton Hill Corridor: Prime for infill retail and office conversion, especially mid-block parcels
- Kingman Regional Medical Center (KRMC) Area: Expandable medical office zone

- Kingman Crossing: Future mixed-use district with potential for large-format retailers, entertainment, and offices
- Potential Infill Development connecting nodes.

7.0 Entrepreneurship and Small Business Development

Kingman’s small business ecosystem is gaining traction with new efforts including:

- **A business incubator** and entrepreneurship support program
- Expanded **SBDC and Chamber partnerships**
- Interest in **adaptive reuse and infill entrepreneurship** downtown
- Opportunity to create a **hub for veteran-, minority-, and women-owned businesses**

As Kingman continues to strengthen this ecosystem, small firms will play a crucial role in filling service gaps and diversifying economic participation.

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8.0 Target Business Types and Brand Concepts

Using the 2024 Retail Trade Area Demand Outlook, the Retail Recruitment Matrix, and psychographic segmentation (ESRI Tapestry), Kingman can strategically pursue business types and brands that align with market gaps, growth projections, and the lifestyle of local and regional consumers.

These targets also consider factors such as:

- Proven success in similarly sized secondary markets
- Fit with Kingman's household income and buying behavior
- Potential to serve both residents and Route 66 visitors
- Site/building readiness

8.1 Retail Sector Targets

These retail concepts address significant market gaps in apparel, general merchandise, groceries, home goods, and destination retail:

- **Apparel & General Merchandise:**
Old Navy, Burlington, Big Lots, H&M, Marshalls, Buffalo Exchange (fashion resale), Desert Vintage
- **Warehouse Clubs & Department Stores:**
Costco, Sam's Club, Target
- **Home Improvement & Tools:**
Ace Hardware, Harbor Freight Tools, Sherwin-Williams, McCoy's Building Supply
- **Sporting Goods:**
Academy Sports

- **Grocery & Specialty Food:**
Sprouts Farmers Market, Aldi (as secondary trade market), WinCo Foods, Natural Grocers, Bashas (AZ chain)
- **Fast-Casual & Sit-Down Dining:**
Panera Bread, Applebee's, Blaze Pizza, Red Robin, Texas Roadhouse, Olive Garden
- **Entertainment & Experience-Oriented Retail:**
AMC Theatres, Topgolf (lite), BigShots Golf
- **Vintage & Destination Retail (Downtown-focused):**
Local boutiques, curated vintage clothing, artisan goods, regional gift shops, Route 66-themed merchants

8.2 Professional Services Targets

These service providers align with gaps in legal, financial, and remote-friendly sectors—serving both growing residential demand and business expansion:

- **Financial & Legal:**
Independent insurance agencies, CPA/tax offices, estate and property law firms
- **Small/Remote Firms:**
Web design, digital marketing, business services, consulting (especially adaptable to shared or co-working space formats)
- **Real Estate & Support Services:**
Property management, escrow/title offices, small brokerage startups

8.3 Medical & Health Services Targets

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Based on regional health demand and proximity to Kingman Regional Medical Center (KRMC), these are high-potential additions:

- **Urgent Care & Clinics:**
NextCare, FastMed, or independent providers
- **Outpatient Diagnostics:**
Imaging centers (MRI, CT, X-ray), outpatient labs, specialty testing
- **Dental & Dermatology:**
Pediatric dental, orthodontics, periodontics, skin care, allergy and asthma centers
- **Geriatric & Primary Care:**
Geriatric practices, internal medicine, chronic care coordination — especially as Kingman attracts more retirees from Southern California and Las Vegas

8.3 Destination Business Potential

Destination retail and experience-based businesses could create strong cross-pollination between residents, tourists, and small-scale entrepreneurs.

- Breweries, tasting rooms, or distilleries
- Regional food halls or farm-to-table restaurants
- Route 66-themed museums, galleries, or artisan markets
- Live music venues, vintage/retro apparel stores
- Motorcycle and EV visitor service hubs

9.0 Current Economic Development Tactics

Despite a lean team and limited resources, the City’s Economic Development Department is implementing **smart, scalable dual-track strategy**: attracting the right-fit retail and service brands while also nurturing Kingman’s own innovators and small business owners.

- 1) **Retail Recruitment Tools:** Kingman has developed a robust suite of data-driven marketing tools, including a professional-grade retail prospectus, psychographic profiles, trade area analyses, and property mapping and good website. These materials support active engagement with prospective businesses, developers, and brokers.
- 2) **Retail Coach Partnership:** The City contracts with *The Retail Coach*, a national retail recruitment consultancy, to assist with brand outreach, location matching, and retail attraction. This partnership provides access to national retail decision-makers, real-time analytics, and creates efficient time and resources for staff.
- 3) **Entrepreneurship & Small Business Development:** Recognizing that many local-serving gaps can be filled from within the community, Kingman is investing in homegrown business growth model with key initiatives:
 - Development of a **small business incubator** to provide space, mentoring, and shared services.
 - Support for **entrepreneurial training**, technical assistance, and early-stage resource navigation.

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10.0 Competitive Advantage: Local-Serving Economy

Chart 2 – Competitive Advantage – Economic Driver Local-Serving Economy

Advantage Category	Key Strengths & Attributes
Regional Trade Hub	Draws from a 73,000+ person primary trade area and over 100,000 in the extended region, serving as the commercial center in Northwest Arizona.
Strategic Location	Positioned at the convergence of I-40, US 93, and Route 66, offering consistent visitor and regional travel traffic that boosts retail and hospitality demand.
Tourism & Route 66 Identity	Route 66 heritage creates an authentic platform for destination retail, themed dining, vintage markets, and experiential business concepts.
Affordability & Business Entry	Lower commercial lease rates, available infill space, and city support programs make Kingman an attractive location for entrepreneurs and expanding regional brands.
Downtown Opportunity	Historic Beale Street district offers walkable storefronts, heritage ambiance, and growing tourism appeal—ideal for boutique retail, professional services, and pop-ups.
Growing Healthcare Anchor	Kingman Regional Medical Center (KRMC) supports a regional healthcare ecosystem, with opportunities to expand urgent care, outpatient, and specialty services.
Emerging Entrepreneur Ecosystem	New incubator efforts, co-working interest, and a base of locally owned service and professional businesses position Kingman to support microenterprise growth.
Population & Retirement Growth	Influx of retirees and transplants from California and Nevada creates rising demand for medical, financial, personal, and lifestyle services.
Cultural Match with Retail Demand	ESRI Tapestry profiles show a preference for value-conscious, brand-loyal consumers—aligned with many retail recruitment targets in apparel, dining, and general merchandise.
Untapped Market Gaps	Documented leakage in categories such as clothing, specialty grocery, family dining, and DIY/home improvement signals real opportunity for both national and regional operators.

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11.0 2025 Strategy Considerations

1) Reinforce and Build on What’s Working

- Continue leveraging the Retail Coach partnership and professional marketing tools to attract appropriate-scale retail and service brands.
- Maintain focus on data-informed recruitment, using leakage analysis, psychographic match, and trade area demand to drive outreach and site readiness.

2) Organize Local-Serving Strategy into Flexible Opportunity Buckets

Create adaptable focus areas aligned to market conditions and real estate readiness:

- **Retail Infill & Recruitment** – Pursue scalable national or regional brands in grocery, general merchandise, apparel, dining, and health retail.
- **Small Business & Entrepreneurship** – Support early-stage ventures through training, incubator space, access to capital, and storefront transition tools.
- **Professional Services** – Attract and retain local-serving providers such as insurance, accounting, legal, consulting, and real estate offices.
- **Medical Services** – Meet with the industry as a roundtable to discuss opportunities to expand capacity in outpatient care, diagnostics, senior-focused services, and ancillary wellness sectors.

3) Match Business Demand to Available Space

- Evaluate existing retail and office inventory for reconfiguration, adaptive reuse, or multi-tenant potential.
- Use this intelligence to guide recruitment, developer conversations, and small business site placement.
- See if property owners are willing to make concessions on free or lower rent for the first year.

4) Accelerate Entrepreneurial Development

- Continue to lean into business formation and scale-up strategies, recognizing the value of locally grown firms in building economic diversity and job opportunities.
- Continue partnerships across incubators, SBDCs, workforce programs, and sector-specific networks to broaden the pipeline of viable ventures.

5) Consider Destination-Oriented Development

- Capitalize on Kingman’s Route 66 location and national visibility by fostering retail, lodging, food, and experiential businesses with traveler appeal.
- Support new and existing businesses that create photo-worthy, memory-making, or culturally anchored experiences tied to Kingman’s identity.
- Promote policies, incentives, and infrastructure improvements that support “must-stop” retail, vintage/resale, themed dining, and heritage lodging concepts.

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Primary Source Documents

- 2023 Retail Trade Area Psychographic Profile
ESRI Tapestry Segmentation for Kingman trade area residents.
- 2024 Retail Trade Area Demand Outlook
Data on retail gaps, surpluses, square footage by category, and consumer spending potential.
- 2024 Retail Trade Area Market Profile
Demographics, income, household composition, and drive-time analysis for retail catchment.
- 2024 Secondary Retail Trade Area Demand Outlook
Additional insight into Kingman’s extended retail influence zone and commercial opportunity.
- 2024 Retail Prospectus
Summarizes Kingman’s economic development pitch to retail developers and site selectors.
- Retail Recruitment Matrix – Kingman 2024 (CSV)
List of prospective retail brands matched to local market demand.
- Kingman Working Paper: Economic Data & KPIs
Background on employment trends in professional, healthcare, and service sectors.
- Kingman Working Paper: Economic Centers & Corridors
Location-based economic development priorities for retail, medical, and office investment.
- 2023 Economic Development Strategy Update
High-level overview of Kingman’s economic development priorities including entrepreneurship and medical hub strategy.



CITY OF KINGMAN
2025 ECONOMIC
DEVELOPMENT PLAN

WORKING PAPER
**ECONOMIC DRIVER –
VISITOR DRIVEN**

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This working paper provides supplemental insight and analysis in support of the 2024–2025 *Explore Kingman Strategic Plan*. The Explore Kingman Strategic Plan has been recently completed and is an excellent guide to strategic actions in growing Kingman’s position as a destination and attracting more and diverse visitors with three core objectives:

- **Tourism Promotion**
- **Destination Development**
- **Collaboration**

Kingman has invested in dedicated tourism staff, maintains an active Visitor Center, and has launched a high-quality website and brand platform (ExploreKingman.com) that positions the city as a launching point for regional exploration. This paper is based on that foundation.

Explore Kingman Strategic Plan

Strategic Direction 2024-2025

<p>Vision</p> <p>Explore Kingman to feel the rush of discovery and modern nostalgia in a city with small-town charm and big adventures, iconic moments and vibrant cultural experiences.</p>	<p>Mission</p> <p>We drive economic growth and community pride for our residents through tourism promotion, destination development and collaboration.</p>	<p>Position</p> <ul style="list-style-type: none"> • A convergence of landscapes and histories seen nowhere else • Small town amenities with access to major cities and landmarks • In the heart of some of America's most iconic natural and built sites • A place to experience freedom of movement through outdoor recreation, driving Route 66, or taking in the vast and unique landscape.
<p>Area of Focus</p> <p>Tourism Promotion</p>	<p>Success Measures : How will we measure success?</p> <ul style="list-style-type: none"> • Increase RevPAR by 3% annually • Increase in visitor traffic in downtown by 3% • Increase in organic social media followers by 10% per year 	<p>Initiatives: What collective actions will we take?</p> <ul style="list-style-type: none"> • Support the City's initiative to improve first impressions by eliminating neglected properties, creating more appealing city entrances and thoroughfares and advocating for clean-ups or beautification projects near City access points. • Collaborate with content creators on social media to build platform-specific marketing assets • Participate in AOT's Marketing Co-op
<p>Area of Focus</p> <p>Destination Development</p>	<p>Success Measures: How will we measure success?</p> <ul style="list-style-type: none"> • Increase in attraction activities for select product development opportunities • Increase in events supported 	<p>Initiatives: What collective actions will we take?</p> <ul style="list-style-type: none"> • Establish an internal program to attract select tourism products • Collaborate with Parks Department to bring a tourism perspective to amenity and event development • Expand visitor center hours • Establish a sustainable funding mechanism for the Art in Public Places program
<p>Area of Focus</p> <p>Collaboration</p>	<p>Success Measures: How will we measure success?</p> <ul style="list-style-type: none"> • Improve YOY stakeholder sentiment scores by 1 point • Year One: Establish monthly stakeholder meetings by the end of the year • Year Two: Increase attendance at tourism stakeholder meeting 	<p>Initiatives: What collective actions will we take?</p> <ul style="list-style-type: none"> • Establish the Office of Tourism as the tourism authority and resource for the Kingman community by providing resources to the industry • Convene monthly tourism stakeholder meetings • Create cooperative opportunities for tourism businesses

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1.0 Market Overview and Economic Role

Visitor market plays a vital evolving role in Kingman's economy. According to the *2023 Economic Impact of Travel Report*, direct travel spending in Kingman reached **\$146.7 million** (2022), with over **1,000 tourism-related jobs**, reflecting **nearly 10% of all employment**. These jobs span lodging, dining, attractions, retail, and events, and indirectly support sectors such as real estate, professional services, and healthcare.

Kingman serves as the gateway to Northwest Arizona and the Arizona segment of **historic Route 66**. It is also one of the last service and lodging hubs for travelers heading to Las Vegas, Lake Havasu, Grand Canyon West, and outdoor recreation in the Hualapai Mountains.

2.0 Strategic Positioning and Core Audiences

Kingman's brand as a **base camp for adventure and exploration** is central to its visitor strategy. Visitors often:

- Stay in Kingman overnight while traveling between California, Las Vegas, or Northern Arizona.
- Visit as part of Route 66 experience (including international tourists and car clubs).
- Use Kingman as a launch point for hiking, off-roading, and day trips.

Tourist profiles suggest:

- A high volume of foreign travelers, particularly from Europe and Asia, seeking historic and cultural destinations.

- Families and road-trippers looking for affordable, photo-worthy, authentic Americana.
- Increasing demand for outdoor recreation, vintage-themed lodging, and experiential attractions.
- Enthusiasts tied to car culture, motorcycling, and bike tourism, with seasonal patterns tied to events like Sturgis, rallies, and scenic rides.
- Travelers seeking outdoor recreation, particularly in the winter months, similar to patterns seen in southern Arizona destinations like Tucson.

4.0 Current Status and Strategic Actions Underway

Kingman has made significant strides in advancing its tourism agenda. Key efforts include:

- Launch of *ExploreKingman.com*, with rich visuals, interactive maps, and themed itineraries.
- Development of the *2024–2025 Strategic Plan*, with defined goals, KPIs, and action areas.
- Strong engagement with *Route 66 partners*, including Centennial planning and cross-marketing.
- Maintenance of a full-time staff and Visitor Center offering trip planning and event coordination.
- Ongoing events (e.g., *Route 66 Fun Run*, *Chillin' on Beale*) that attract consistent visitor flows.
- *Targeted marketing and storytelling* across social platforms building destination awareness.

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- Integrating art into public spaces to reflect Kingman’s identity, engage the community, and enhance tourism, placemaking, and economic vitality, reuse of Lewis Park to an Art Park.
- Recently awarded CLG grant, Kingman is undertaking a citywide historic properties survey to update its Historic Properties List by 2026—providing the foundation for informed zoning, landmark designations, and preservation planning.

5.0 Market Opportunities

From existing reports and research visitor expansion can occur through both visitor promotion and experience enhancement:

- **Route 66:** Route 66 provides a recognized identity which can further capitalize on heritage tourism with themed retail, interpretive signage, lodging, and car culture events.
- **Lodging Innovation:** Opportunity to develop boutique motels, glamping, vintage trailers, or eco-lodges that appeal to Route 66 nostalgia and Instagram-friendly travel.
- **Experiential Retail & Dining:** Businesses that offer something to see, do, and share socially (breweries, diners, souvenir shops, music venues).
- **Car Culture & Museum Development:** Potential to engage classic car associations or develop a Route 66 museum or garage-tourism concept (e.g., Graffiti USA Museum).

- **Outdoor Recreation Tie-Ins:** Strengthen Kingman’s positioning as a base for hiking, off-roading, camping, and trail access.
- **Sports Tourism:** A feasibility study is in the pipeline for a youth sports complex or regional tournament venue, an excellent destination venue.
- **Intrastate Visitor, In-State Market:** According to the Dean Runyan Associates data for Arizona, one-third of all visitors statewide are Arizona residents traveling to other communities. These intrastate visitors represent a strong opportunity to increase year-round visitation through:
 - Weekend getaways from Phoenix, Prescott, or Flagstaff — especially targeting outdoor enthusiasts, history buffs, and food travelers.
 - Themed campaigns (e.g., “Summer Escape to the Hualapais,” “Ride the Route 66 Weekend,” “Cooler Temps, Warmer Welcome”).
 - Event-driven travel (car rallies, heritage events, adventure races) promoted specifically in Arizona media and platforms.
 - Parks and recreation tie-ins with Arizona-based hiking, biking, and off-road communities.

By making Kingman top-of-mind for spontaneous or seasonal trips, especially for metro residents seeking relief from urban heat or congestion, opportunity to capture repeat visitation and positive word-of-mouth within the state.

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- **Cultural Heritage Tourism:** leverage Kingman’s public art program, historic districts and landmark building as key visitor draws. Package adaptive reuse projects of historic sites into marketable visitor attractions, dining, lodging or event spaces.

6.0 Visitor Trends (Regional and National)

- 1) U.S. leisure travel remains strong, with a shift toward experiential and slower-paced travel.
- 2) Foreign visitation is rebounding, with heritage corridors like Route 66 remaining in high demand.
- 3) Tourists increasingly seek authentic, local, and story-rich experiences over mass-market ones.
- 4) Glamping, RV, and niche lodging formats are growing nationally.
- 5) Walkability, photo opportunities, and personal storytelling are core to trip planning.
- 6) Growing visitor demand for authentic, story-rich destinations where art and history are integrated into the travel experience.
- 7) Cultural tourism, including historic landmarks and public art, is a strong motivator for foreign visitors—especially from Europe and Asia—interested in the “Wild West” and Route 66.
- 8) Public art installations, historic building tours, and heritage events increasingly influence trip planning and length of stay.

- 9) Travelers seek “Instagrammable” and interactive art and heritage touchpoints that can be shared socially.

7.0 Gaps and Limitations

- Lodging options in Kingman are still largely conventional, limited availability of:
 - Boutique motels or inns
 - Themed Airbnbs or vintage campers
 - Lodges that connect with trails, views, or heritage
- Visitor infrastructure challenges include:
 - Few turn-key spaces for experience-focused businesses (museums, small venues)
 - Limited brand consistency across corridors and signage
 - Underutilized assets (e.g., rooftops, murals, underused buildings)

8.0 Strategic Considerations

To support Explore Kingman's strategic plan and drive additional visitor engagement, the following may be considered for 2025 Economic Development Update:

8.1 Tourism Promotions

- Continue strong marketing and brand storytelling through social platforms, event circuits, and outdoor enthusiasts.
- Distribute "Explore Kingman" branded gear to local businesses and lodging to increase physical and digital visibility of the destination brand.

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- Kingman has a strong and bold logo being used across Economic Development programs.



- Evaluate bolder brand framing to leverage and elevate the existing “Explore Kingman” brand across the full economic development platform. Consider extensions:
 - Pair it with a strong destination tagline that reinforces its purpose — e.g.,
“Explore Kingman: The Basecamp for Adventure”
“Explore Kingman: Where the Journey Becomes the Destination”
“Explore Kingman: Route 66, Red Rocks, and the Road Ahead”
- Use the word “Explore” as an invitation across all platforms:
 - Explore Opportunity (for business/investment)
 - Explore Growth (for talent/workforce)
 - Explore Potential (for entrepreneurs)

Create a full suite approach with the investment already made in the logo and branding while utilizing extension

taglines for complementing the destination theme – *you should be here.*

8.2 Destination Development

- Continue hospitality diversity through outreach to developers, incentives for retro-lodging formats, or support for experiential lodging.
- Continue to create lodging and attractions that deliver unique, immersive experiences — particularly those that visitors cannot replicate at home. These include:
 - Glamping villages with retro Airstreams or Route 66–themed cabins.
 - Auto-themed boutique motels or garages converted into experiential lodging.
 - Vintage drive-in theaters or car cinema events tied to classic car tourism.
 - Outdoor adventure hubs offering trail-view lodging, mountain bike rentals, and guided excursions into the Hualapai Mountains or nearby open lands.
 - Stargazing lodges or desert observatories, leveraging Kingman’s low light pollution for astronomy tourism.
 - Public art and selfie spots, like giant sculptures or interactive murals, especially on historic buildings or corridor-facing lots.

These types of experiences build on trends in experiential travel, nostalgia, and visual storytelling.

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- Position Kingman as a year-round travel base with climate-friendly positioning for snowbirds and shoulder-season travelers (see collaboration).
- Position cultural heritage placemaking—combining public art, historic preservation, and adaptive reuse—as a signature element of Kingman’s destination identity.
- Integrate the National Register–listed Kingman Commercial Historic District and other historic assets into tourism marketing, maps, and itineraries.
- Expand interpretive signage, plaques, and wayfinding that share the stories behind Kingman’s architecture, Western film connections, and Route 66 legacy.
- Pursue grants, partnerships, and private sponsorships to fund restoration, public art installations, and adaptive reuse projects that enhance the visitor experience.

8.3 Collaboration

- Continue to coordinate with outdoor recreation and Parks Departments to package hikes, events, and guided trips into marketable tourism products.
- Lean into a potential seasonal winter market that is staying a month or longer to enjoy outdoor adventures coordinated with Parks Department events and planning.
- Continue to strengthen connections with foreign tour operators or influencers who cater to Route 66 and Southwest adventure travelers.