

# **CITY OF KINGMAN**

## **2025 ECONOMIC DEVELOPMENT STRATEGY**

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**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 papers<sup>1</sup> 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 Evaluation<sup>2</sup>** 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

## FIG. 2: SUMMARY KINGMAN COMPETITIVE POSITION EVALUATION – 2025

Prepared by Don Schjeldahl, Site Selector

COMPETITIVE STRENGTHS	STRATEGIC CONSTRAINTS TO ADDRESS
<ul style="list-style-type: none"> <li>❑ <b>Logistics Access &amp; Infrastructure:</b> Rare multimodal advantage with I-40, U.S. 93/I-11 corridor, BNSF rail, and airfield access. Freight movement through Kingman reaches &gt;40 million people within a one-day drive.</li> <li>❑ <b>Workforce Pipeline:</b> Launch of the AMTC in 2025 provides a talent generating platform for advanced manufacturing, construction, and electrical/mechanical trades.</li> <li>❑ <b>Land Affordability:</b> Cost and availability of industrial sites remain favorable compared to regional competitors.</li> <li>❑ <b>Broadband Investment:</b> Recent \$55M+ in fiber upgrades positions Kingman as a strong candidate for remote/hybrid operations and back-office services.</li> <li>❑ <b>Collaborative ED Team:</b> The City of Kingman's ED team is highly coordinated across planning, business support, Business Retention &amp; Expansion (BRE), and placemaking-focused (Arts &amp; Historic Preservation) — enabling integrated service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>❑ <b>Industrial Building Inventory:</b> Limited supply of mid- to large-footprint buildings (50,000+ SF) creates barriers to immediate investment.</li> <li>❑ <b>Industrial Land Inventory:</b> Nearly built out, but working on expanding land opportunities in all sizes.</li> <li>❑ <b>Commercial and Retail Inventory:</b> Limited space and land.</li> <li>❑ <b>Utility Capacity:</b> Constraints in natural gas, water, and wastewater infrastructure must be proactively managed to support growth.</li> <li>❑ <b>Housing Mix:</b> New residential growth is dominated by single-family homes; rental and workforce housing supply is lagging.</li> </ul>



## 1.1 Strategic Objective – Competitive Position

Continue to Position Kingman as a credible, cost-advantaged Tier 2 Regional Hub<sup>3</sup> 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/documentation<sup>4</sup> as lands are ready.
- *Long term:* Continue to participate in the advancement of the I-40 TradePort Corridor<sup>5</sup> 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.<sup>6</sup>

### Economic Centers Supporting each Sector

TRADED SECTOR	<ul style="list-style-type: none"><li>□ Airport Industrial Park is nearing buildout and requires infrastructure expansion and land use planning for adjacent properties.</li><li>□ 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.</li><li>□ Bank Street / Santa Rosa Clusters host smaller industrial users and support businesses but lack coordinated planning or shared infrastructure vision.</li></ul>
LOCAL-SERVING SECTOR	<ul style="list-style-type: none"><li>□ North Stockton Hill Road remains the city’s core retail corridor, with ongoing development but limited walkability and fragmented signage and site planning.</li><li>□ Kingman Crossing is a greenfield opportunity area with a conceptual site plan and direct access from the planned I-40 interchange.</li><li>□ KRMC Medical District continues to grow organically but lacks coordinated master planning and district branding.</li><li>□ 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.</li></ul>
VISITOR SECTOR	<ul style="list-style-type: none"><li>□ 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.</li><li>□ West Beale Gateway is a key arrival point in Kingman but remains underbuilt and under branded (long-term future project).</li></ul>

6. Technical Working Paper Economic Centers & Corridors, accomplishing ERS 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.

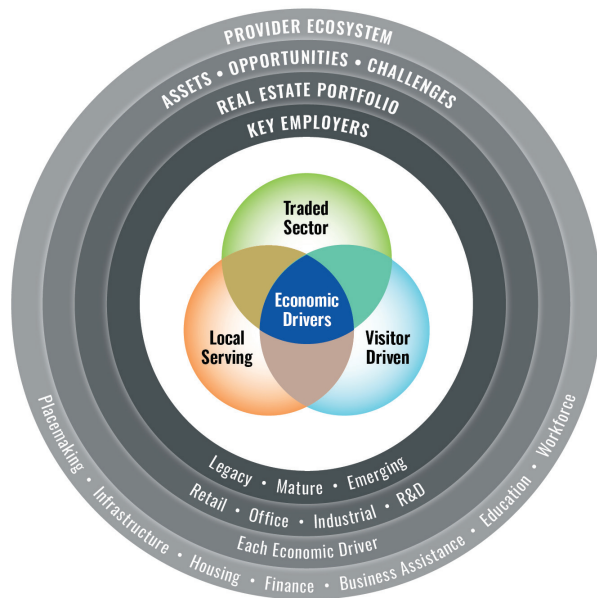
While these sectors are distinct in how they generate revenue, they often overlap in physical space, workforce, and infrastructure needs. *A growing traded-sector employer may rely on local-serving childcare or health providers; a visitor experience may spark downtown retail activity; and housing demand 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><b>Gap:</b> Mid-market apparel, general merchandise, and specialty grocery (e.g., Sprouts, Aldi)  <b>Asset Link:</b> Trade area population of over 100,000; I-40 and Route 66 visitor traffic; lower occu-pancy costs than regional competitors.</p> <p><b>Gap:</b> Family and casual dining (e.g., Panera, Blaze Pizza, Applebee’s)  <b>Asset Link:</b> Concentration of national hotel chains and tourism base creates ready evening/ weekend customer base.</p> <p><b>Gap:</b> Outdoor recreation retail and outfitting  <b>Asset Link:</b> Proximity to Hualapai Mountains, Lake Havasu, and off-road trail systems supports outfitter and gear retail.</p> <p><b>Gap:</b> Boutique hotels, unique lodging, and extended-stay formats  <b>Asset Link:</b> Route 66 heritage, growing sports tourism potential, and limited current supply of “experience-based” lodging.</p>
PROFESSIONAL SERVICES	<p><b>Gap:</b> Legal and financial services, insurance, and tax preparation  <b>Asset Link:</b> Aging population, strong in-migration of retirees, and regional hub function create sustained demand.</p> <p><b>Gap:</b> Marketing and digital consulting services for small and mid-sized businesses  <b>Asset Link:</b> 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><b>Gap:</b> Co-working and flexible office space  <b>Asset Link:</b> New co-working space opening, remote workers and small firms seeking lower costs and lifestyle advantages compared to metro areas.</p>
HEALTHCARE	<p><b>Asset Link:</b> KRMC’s role as a hub for outlying rural areas; patient demand exceeding current capacity.</p> <p><b>Gap:</b> Diagnostic centers (MRI, X-ray, lab testing)  <b>Asset Link:</b> Regional draw of patients to Kingman and under-capacity in current imaging ser-vices.</p> <p><b>Gap:</b> Specialty practices (geriatrics, orthopedics, dermatology)  <b>Asset Link:</b> 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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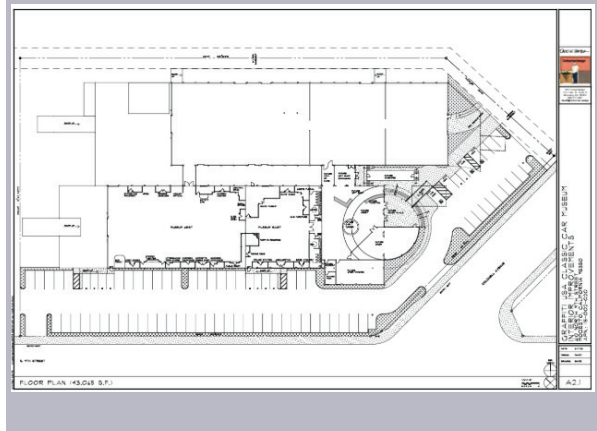
wayfinding that share the stories of significant sites, buildings, and events.

### 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.

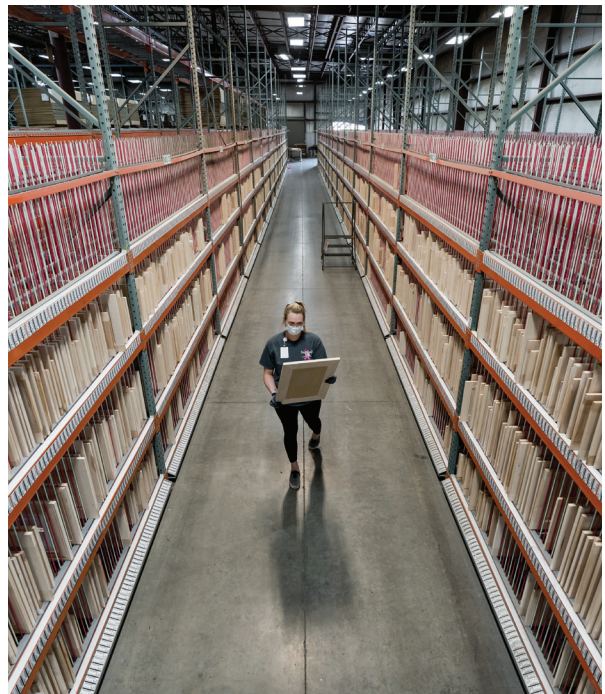
The focus going forward is not to rebuild this foundation, but to refine and strengthen it, aligning resources with the highest-impact opportunities.

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



# 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

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<b>ACA</b>	– Arizona Commerce Authority
<b>ADOT</b>	– Arizona Department of Transportation
<b>AMTC</b>	– Advanced Manufacturing Training Center
<b>APS</b>	– Arizona Public Service (utility company)
<b>BNSF</b>	– Burlington Northern Santa Fe Railway
<b>BRE</b>	– Business Retention & Expansion
<b>CRA</b>	– Community Reinvestment Act
<b>ED</b>	– Economic Development
<b>EDAC</b>	– Economic Development Advisory Commission
<b>GIS</b>	– Geographic Information Systems
<b>I-11</b>	– Interstate 11 (U.S. highway corridor)
<b>I-40</b>	– Interstate 40 (U.S. highway corridor)
<b>KRMC</b>	– Kingman Regional Medical Center
<b>MCC</b>	– Mohave Community College
<b>MRO</b>	– Maintenance, Repair, and Overhaul (aviation industry)
<b>R&amp;D</b>	– Research and Development
<b>RFP</b>	– Request for Proposals
<b>SF</b>	– Square Feet
<b>SWOT</b>	– Strengths, Weaknesses, Opportunities, Threats
<b>Tier 2</b>	– 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.
<b>TPT</b>	– Transaction Privilege Tax
<b>USDA</b>	– United States Department of Agriculture
<b>US DOT</b>	– United States Department of Transportation (context: federal highway/transportation funding)
<b>U.S. 93</b>	– U.S. Highway 93 (corridor connecting to I-11)
<b>WWTP</b>	– 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/](http://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](http://www.choosekingman.com/about/contact-us)

### **City of Kingman – City Complex**

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

