

KINGMAN

ARIZONA

YOUR NEXT MOVE

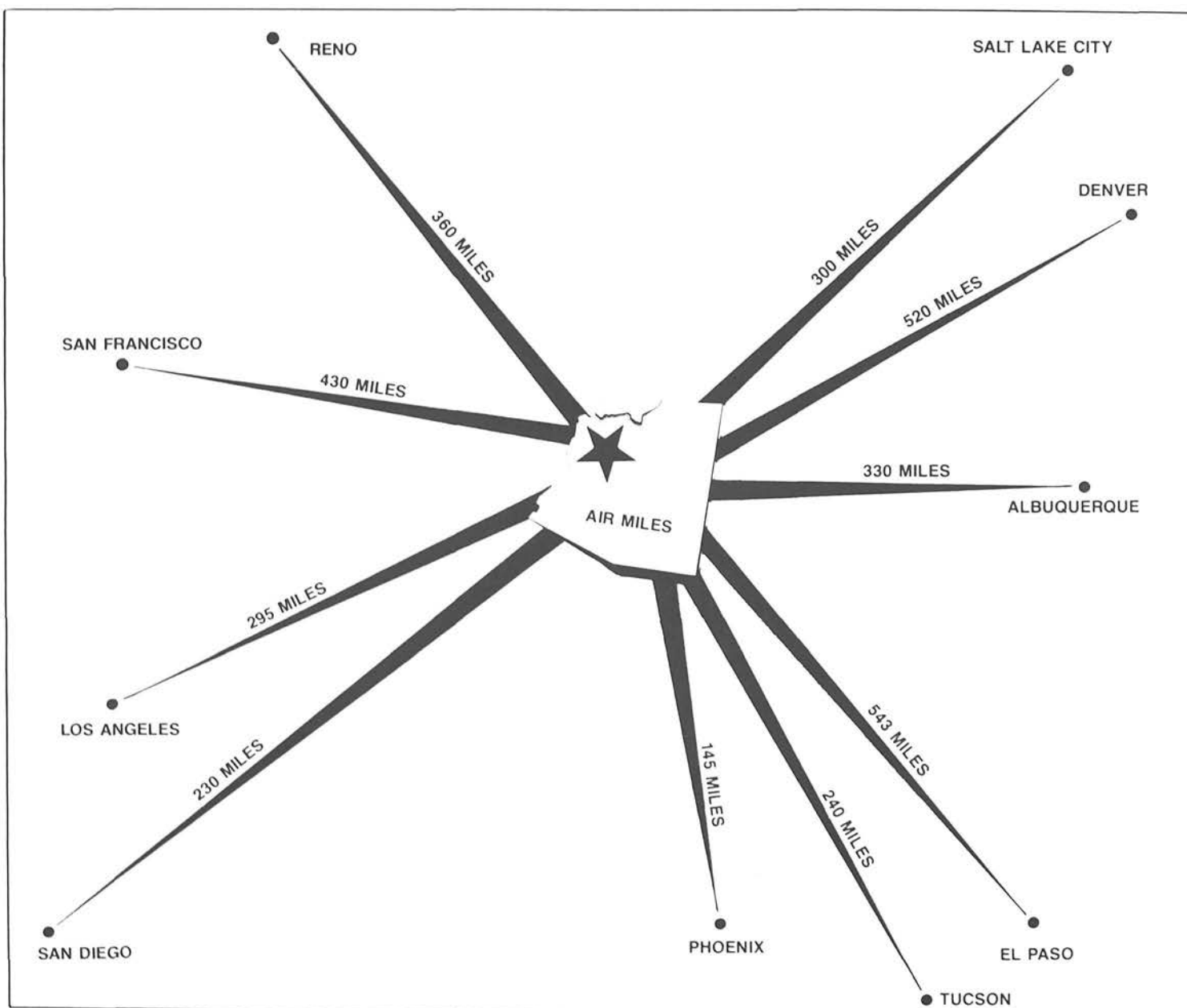


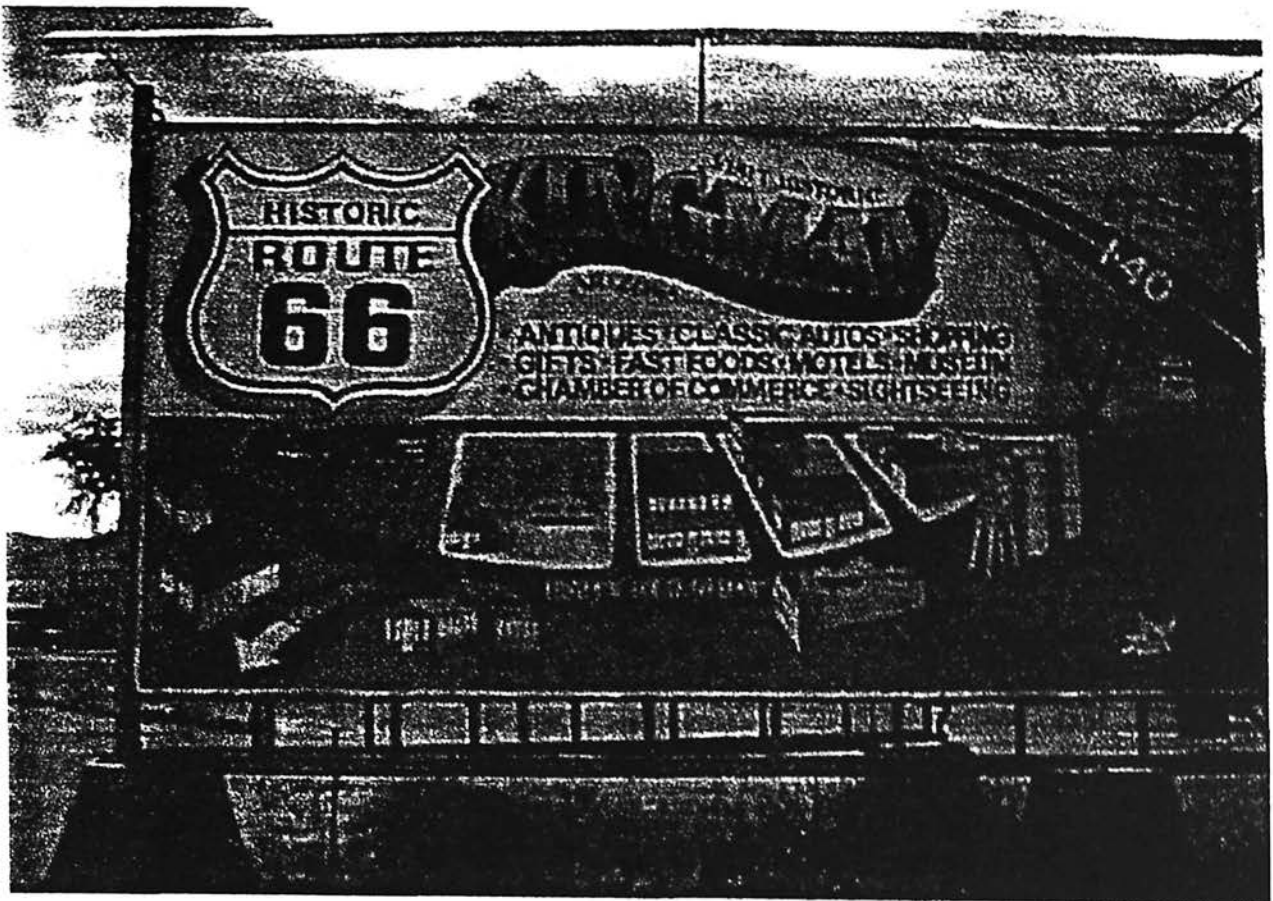
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KINGMAN, ARIZONA

Success is the goal of every business but it does not happen by accident. Success in the corporate world demands a winning strategy. **Making the right move at the right time can ensure success.** Kingman, Arizona is the right place and now is the right time. It has been said that the three most important factors affecting the success of a business are "location, location, location." **KINGMAN, ARIZONA is the right location and NOW is the right time.**

Kingman is located within a few hours travel of over **25 million consumers** in six states. Local businesses have a ready market of nearly **30 thousand year round residents** and a **half million visitors annually.** Blend in a transportation system which includes an **interstate highway, railroad and air carriers** to move people and goods, and you have a golden opportunity. Your decision to capitalize on this opportunity is the winning strategy. It's your turn. Make **KINGMAN, ARIZONA . . . YOUR NEXT MOVE.**





Kingman, Arizona

R/UDAT

Regional/Urban Design Assistance Team

A public service of the

American Institute of Architects

Sponsored by the Kingman Heritage Crossroads
Steering Committee

A Kingman Area Chamber of Commerce Project

June 1, 1998

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Acknowledgements

The Heritage Crossroads Steering Committee would like to thank all of the participants of the Town Hall Meeting and scheduled interviews. Your time is greatly appreciated and without your input this study would not reflect the ideas and aspirations of the citizens of the Kingman area.

INTRODUCTION

This report is the result of over 15 months of work by the Heritage Crossroads Steering Committee, a group of over 25 people representing a wide variety of local Kingman organizations and interests. The Committee worked to organize the effort, raise necessary funds, gather volunteers and prepare the community for the R/UDAT visit. The Heritage Crossroads Steering Committee will be instrumental in follow-up efforts to coordinate and implement activities resulting from the R/UDAT team visit and report.

What is a R/UDAT?

A R/UDAT (pronounced ROO-dat) is a grassroots approach to community development issues. The program combines local resources with the expertise of a multi-disciplinary team of nationally recognized professionals to identify ways to encourage desirable change in a community. The team conducts an intensive four-day workshop, produces a written and illustrated report, and presents that report to the community before the team leaves. All team members volunteer their time. A return visit, within a year of completing the report is often planned to advise on the progress of implementation strategies. The purpose of the R/UDAT process is to provide a community with a tool that can mobilize local support and foster new levels of cooperation among local groups and individuals.

The R/UDAT program is offered to communities as a public service of the American Institute of Architects (AIA) and has served over 130 communities in the last 30 years.

The charge to the team

The City of Kingman is located in the Hualapai and Cerbat Mountains at an elevation of 3,335 feet. While surveying for the railroad, Lewis Kingman established the town in 1880. Kingman became the county seat for Mohave County in 1887.

Construction of the Boulder Dam in the 1930s and the Davis Dam in the 1950s stimulated Kingman's growth. The City incorporated in 1952 with a population of 3,400 people. The City has had a steady 6 percent growth rate for the last ten years, and since 1990 Mohave County has been the fastest growing county in the State of Arizona. The Kingman area population is currently approximately 33,500 (18,000 in the City of Kingman and 15,500 in an adjacent unincorporated area of Butler).

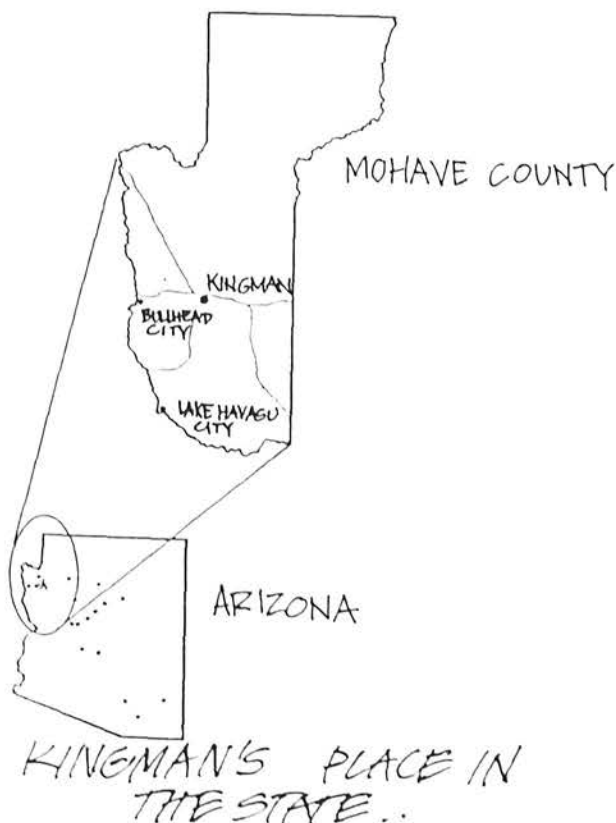
Crossing through the city are the I-40 Interstate Highway, the Burlington Northern and Santa Fe Railroad, Historic Route 66, and Highway 93 from Las Vegas, Nevada.



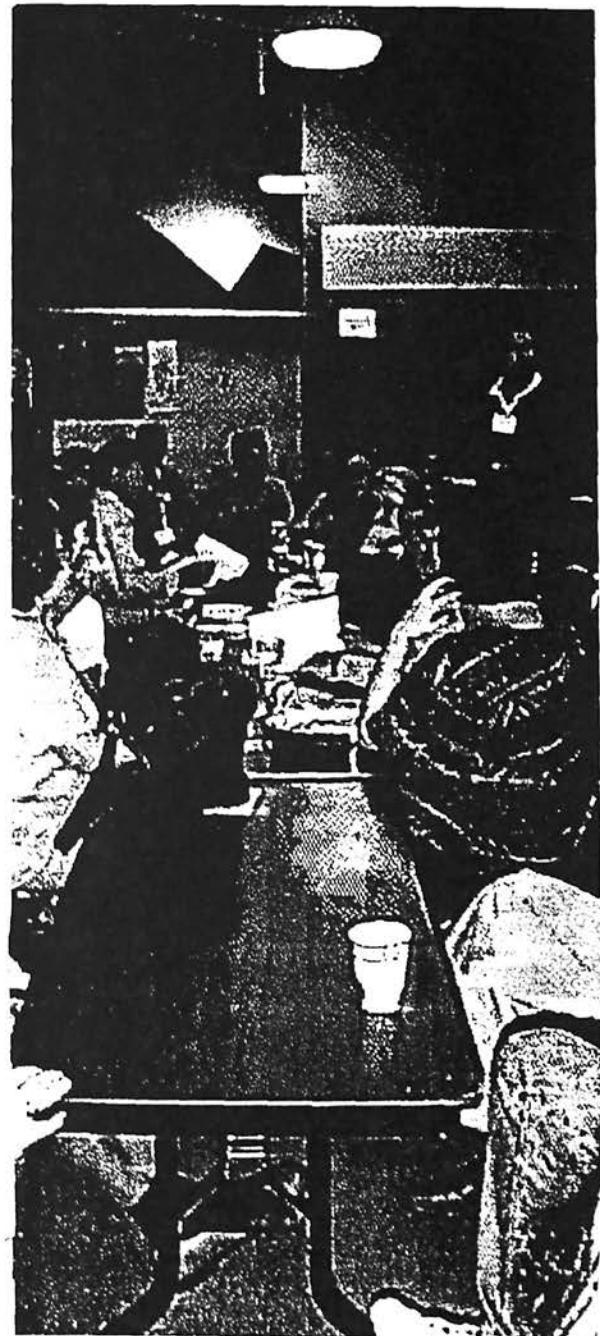
THE GREATER KINGMAN AREA

Since the middle 1950s the historic downtown has declined with many businesses, services and activities moving to the hilltop area of the community located to the north of downtown on the opposite side of a wide band of hills and canyons. In addition to physical barriers, socio/economic barriers also separate the town. With an average wage in the range of \$7.50 per hour community development opportunities are limited even in the face of continual growth.

As a result, Kingman is at a different kind of crossroads from the transportation hub many people associate with the city. Kingman has many assets upon which it can begin to build a successful future, including over 60 National Register buildings and abundant niche tourist market opportunities building on its historic Route 66, railroad and airline functions. Kingman finds itself in a highly competitive position vis-a-vis other Mohave County communities.



Bearing in mind the city's constant growth and possible future growth, the Heritage Crossroads Committee asked the R/UDAT program to give form to a vision for the Kingman area that can help guide its future plans for the next ten to twenty years.



EXECUTIVE SUMMARY

In a period of four days the R/UDAT team developed responses to the eight fundamental questions raised by the Heritage Crossroads Steering Committee, as well as recommendations for actions on relevant points. Briefing documents, field tours, interviews with approximately 150 individuals and the deep knowledge of the Heritage Crossroads advocates helped us construct these responses to the questions.

How do we tie the downtown, Hilltop and Butler areas together despite their physical separation by mountains, I-40, the railroad and Route 66?

Linkages between separated residential and commercial districts can come in a variety of forms. The impact of at-grade railroad crossings, the freeway, and mountain ranges is undeniable. Our proposed Smart Growth initiative calls for a dramatic adjustment of land use patterns that reorganize the historic growth of Kingman to the north and west:

1. Focus new commercial and community development for a town center located at the intersection of Stockton Hill Road and I-40, the geographic center of the Kingman region.
2. Initiate a county bus system linking the historic downtown Kingman, the new town center, major employment areas and neighborhoods.
3. Focus park and recreational amenities in neighborhoods for easy family access.
4. Develop a network of hiking and biking trails away from heavily trafficked corridors.

5. Create a community center and meeting rooms adjacent to the County Fairgrounds and the junior high school.



AERIAL PERSPECTIVE
SKETCH OF THE PROPOSED
KINGMAN TOWNCENTER



THE COMMUNITY CENTER
IN THE PARK.

How do we encourage tourists to make Kingman their destination, not a pit stop?

Kingman's attraction as a destination can build upon a few fundamental assets:

1. The revitalization of historic downtown Kingman as a center of historic buildings, one-of-a-kind shops, Route 66 memorabilia, transportation and other museums, and programed events and festivals.
2. The marketing of quality meeting space, enhanced by bed and breakfast and other quality accommodations, and excellent weather.
3. The designation of the Powerhouse as the tourism, convention and Chamber of Commerce hub from which visitors will be directed to day trips to historic sites, natural wonders, gambling casinos, golf courses and other nearby attractions.

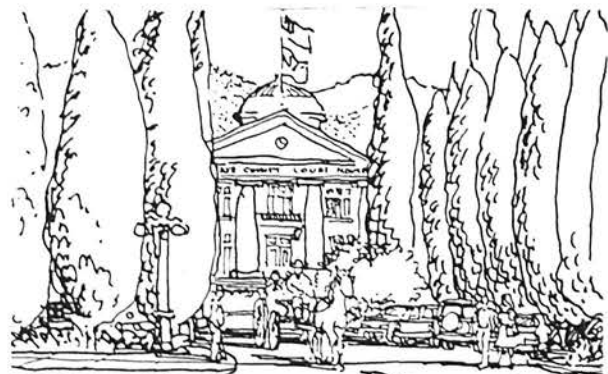


AERIAL PERSPECTIVE
SKETCH OF THE PROPOSED
HISTORIC DOWNTOWN PLAN

How do we encourage more diverse industries to relocate here and where is the best place for the relocation (I-40 corridor or Airport)?

Attraction of jobs to the region is the overriding issue, and those jobs may or may not come from industrial relocation. Kingman's attraction as an industrial location site is based upon low wages, inexpensive cost of living and services, and climate. To change the cycle of job development will require a new approach to economic development which may include:

1. Tourism as a new industry and job development device, particularly "Cultural Tourism", building on the history of Kingman and the surrounding geography.
2. Pursuit of "knowledge-based" industries where quality of life is the main attraction to professionals who market their services electronically.
3. Government as one of the largest employers in the Kingman Region. Assuring that county and city government remains in historic downtown Kingman and expanding or redeveloping on predetermined blocks as necessary, will produce jobs for residents of Kingman in the 21st Century.



VIEW OF THE COURTS

4. Increasing the availability of education to match the 21st Century economy. A skilled and well-trained workforce can attract industries looking for a local resident employment base.
5. Exploring opportunities for entrepreneurial activities related to the tourism industry in Kingman.
6. Expanding and upgrading the air terminal and the availability of commercial flights to Kingman.



Where and how should City and County offices be located? Is it economical to consolidate services in central areas (and how will this work with the rest of the City)?

1. City and county offices should remain in historic downtown Kingman, and a plan to accommodate government in the downtown should be developed immediately. We see the prospect of Kingman becoming a city of more than 50,000 residents in the 21st Century through growth and annexation, and that will require an expanding city government. Mohave County will, we believe, continue to be a high growth area, also requiring expanded county government services.
2. We recommend that geographic districts for downtown government offices be designated now which will allow for the eventual consolidation of county and city offices in downtown, and for the expansion of government offices within downtown over time.
3. Government can be an economic development tool as well. Employees use restaurants and services near their offices. They return for weekend and evening events. They shop. Developing a plan for city and county government in a park-like setting will encourage additional investment in downtown and showcase early Kingman's historic structures as a tool to expand tourism in the Kingman Region.

What additional services should be provided for citizens (Cultural Arts Center, central meeting place for people and groups, etc., including young people)?

Our meetings with people in the Kingman Region revealed two concerns: First, many people, particularly youth, feel that "there's nothing to do here". Second, most people felt that areas where things could be happening are too far away, particularly for young people.

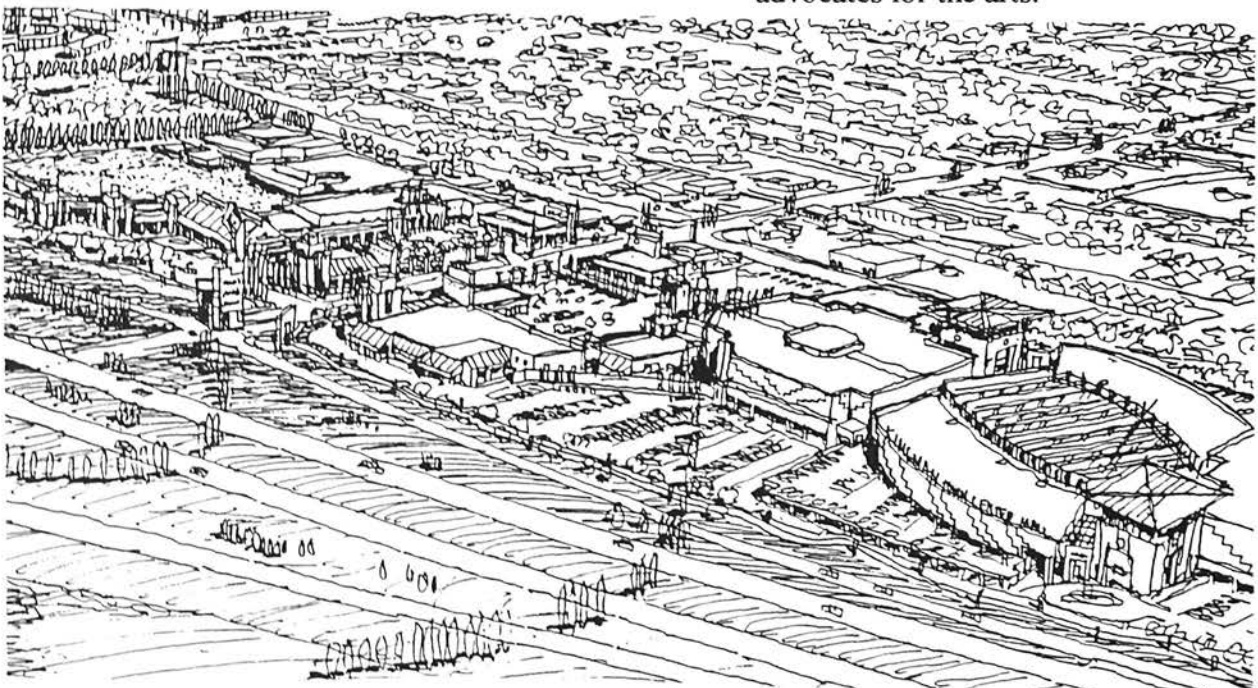
Solutions offered included bringing a regional mall to a central location, creating youth centers, using school facilities better and so forth. We believe that the culture and arts agenda will move in these directions in the future:

1. Historic downtown Kingman can be an exciting place for entrepreneurs , for visual artists, for the performing arts, for galleries and for unique businesses.

An events program to attract the community as well as tourists could be launched in the new historic downtown Kingman which would provide: an art walk on designated evenings; cultural and historic building tours; and performing arts in the public square and at the Powerhouse on Friday and Saturday evenings (A dance weekend, a mime weekend, a Bluegrass weekend, antique car and motorcycle weekend, etc.).

2. The public library can expand its services by providing: access to computers; cultural events programing; special events such as story telling for young children and summer programs.
3. The public schools can provide after school programs of enrichment and athletics.
4. All cultural and community organizations should make a special effort to attract young people as interns, as part time employees, and as advocates for the arts.

*AERIAL VIEW OF
PROPOSED KINGMAN
TOWN CENTER*



Can we encourage niche marketing and Heritage Tourism in downtown by emphasizing the 60+ National Register buildings? If so, how do we do this and what needs to be implemented to attract and retain more tourists in downtown and the whole of the study area? What else can be done to assist in the revitalization of downtown?

Historic downtown Kingman can package its turn of the century historic building stock, Route 66, the Powerhouse as the tourist hub, and a range of programs and events as both an attraction to tourist and economic development element. Later sections of this report deal with specific recommendations relating to this question.

How can traffic flows be facilitated throughout the study area, considering physical barriers such as the railroad, I-40 and mountains, etc.?

National trends indicate that the obvious solutions (widen roads and build elevated grade crossings) may not be the answer:

1. Traffic calming including reducing speed and limiting curb cuts is a better answer to heavy traffic than widening roads which will attract more traffic moving at higher speeds. Safety of citizens, providing bicycling paths on designated lanes, providing safe pedestrian crosswalks and medians should all be explored as part of a traffic mitigation effort.

2. Neighborhood quality of life is enhanced when through traffic is limited, and when access and egress to neighborhoods is safe and convenient. Obviously at-grade train track crossings are dangerous and inconvenient. A traffic master plan for the Kingman Region must identify future needs and anticipate the cost of improvements. A partnership with the BNSF railroad, and perhaps the state of Arizona, is essential to plan and implement railroad crossings.
3. Mohave County can assist in mobility throughout the area by instituting a general mobility strategy using state and federal financial support. A comprehensive mobility strategy would benefit industries, job development, tourism and neighborhood enhancement; provide inter-urban bus service on a scheduled basis linking the Laughlin, Las Vegas and other areas; provide "on demand" shuttle service to the elderly and for emergencies; provide a central ride sharing service to organize and implement car pools and van pools with employers to their sites; provide a Guaranteed Ride Home Service to ride sharing employees who need to leave work early or stay late; provide a cultural shuttle to expand tourism, especially in historic downtown Kingman.

Many of the above strategies will require partnering with others to plan, fund and implement community mobility.

What short term tasks can be implemented so that we have positive progression towards our ultimate goal?

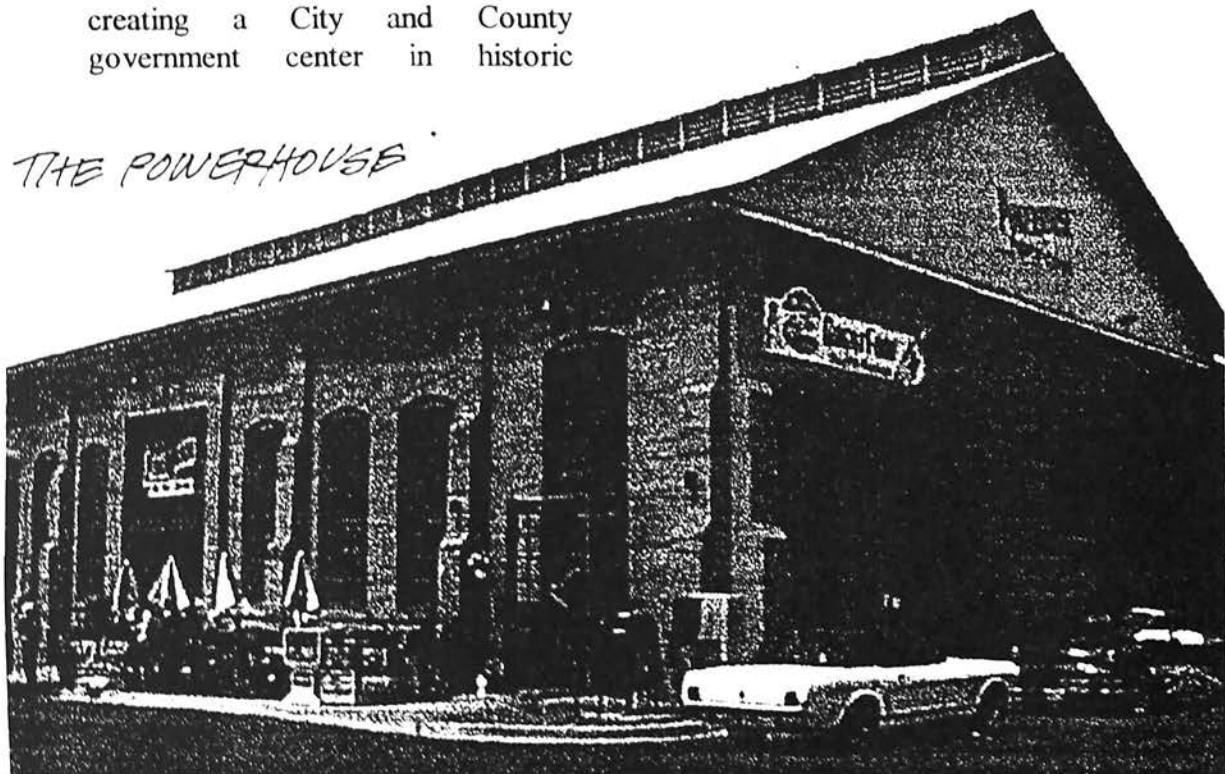
Our report is organized to recommend what "Near Term Actions" are needed to move forward. Specific recommendations can be found on the following pages. However, it is the consensus of the team of volunteer advisors that these actions are top priority to produce momentum in the difficult task ahead:

1. Expand and enhance the attraction of the Powerhouse by making this the tourism hub of Mohave County and by moving the Chamber of Commerce into the building, constructing a major meeting and conference facility in the building, providing a Route 66 museum in or adjacent to the building; doing a better job of landscaping and maintenance, and producing events for public enjoyment on site.
2. Make an all out commitment to creating a City and County government center in historic

downtown Kingman by: understanding the 21st Century space needs of City and County governments; identifying a large geographic district sufficient to house City and County government in the future and committing to acquiring land that future government buildings can use; developing a shared parking plan and shared public spaces; assisting in the restoration, renovation and rebuilding of downtown through cooperative public action including financial support.

3. Documenting and registering historic sites and buildings is of the utmost importance, as are actions to preserve buildings in jeopardy: conduct an historic building assessment; assure public awareness of historic buildings through brochures, tours and media reporting; generate grant and loan programs to acquire and or restore historic buildings.

THE POWERHOUSE



Part 1.

WHAT WE HEARD and SAW

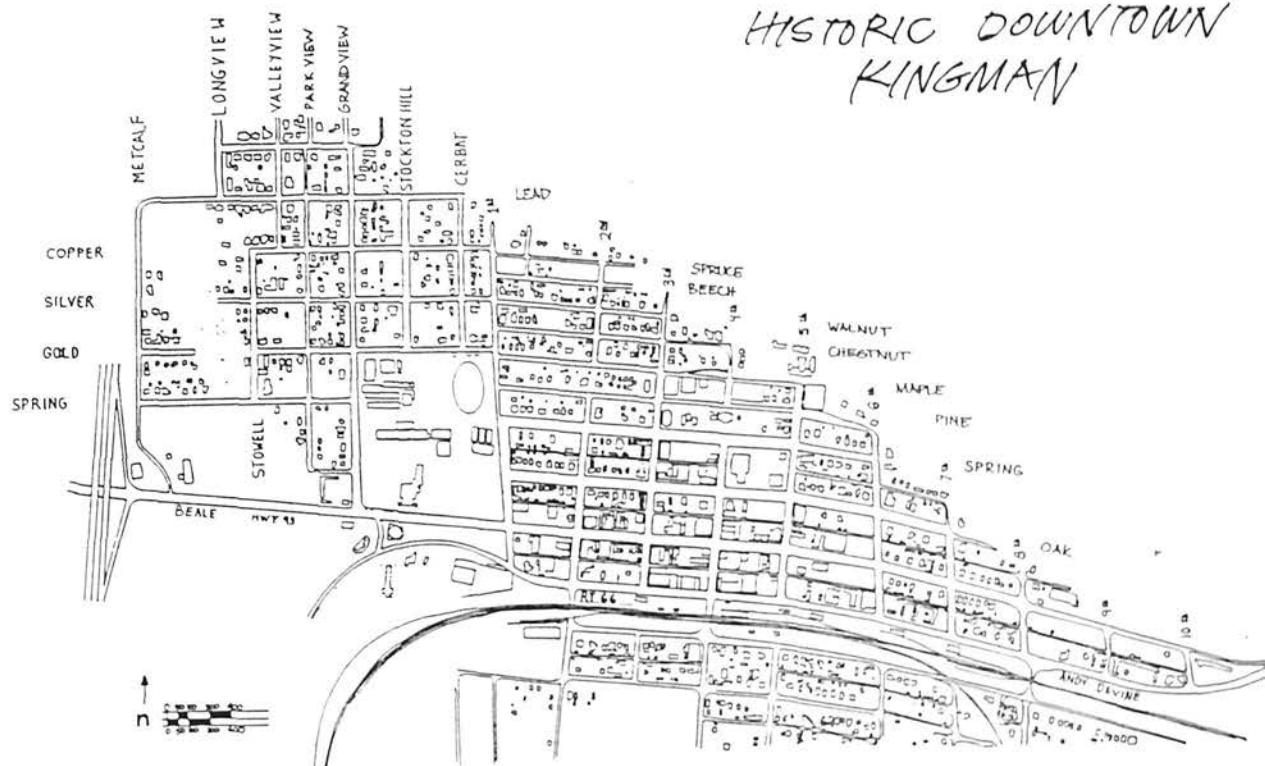
Major Themes and Issues

Over a period of several days, the R/UDAT study team met with approximately 150 political and business leaders, community activists and citizens, representing a diverse cross-section of the community, and listened as they talked about issues affecting their lives and the future of the Kingman community. In addition to these meetings, the team physically toured the city and surrounding areas to gather further impressions and on-site input. From this wealth of sometimes conflicting input and information, the team distilled the following themes and issues to aid in our analysis.

DOWNTOWN

Assets and building blocks

- strong community sentiment exists to preserve historic fabric
- a wealth of National Register historic buildings exist
- the beautifully renovated historic Powerhouse building is an anchor and entryway statement when entering the downtown from I-40; it includes an information center and shops and can easily serve as the beginning terminus of a historic walking tour
- city and county governmental center with many historic buildings occupied
- still a vibrant residential area, the historic beginnings of a city
- compact development with walking scale



Impediments and big ugly issues

- loss of economic vitality & commercial uses to Hilltop area and other communities; has created community split aggravated by geographical separation
- only 15% of city population lives here; distinct political minority
- downtown only fully utilized 25-30% of time
- 98 trains run through every day
- many empty & derelict buildings
- unattractive street conditions and lack of urban amenities
- land too expensive, ownership too fragmented, regulations too stringent; all making downtown economically uncompetitive and challenging to rehabilitate and infill
- poor visibility, entryway identification and directional signing from major highways
- if county consolidates operations/facilities and relocates elsewhere, the impact on downtown could potentially be economically devastating in the short term; questionable whether private investment could rescue it
- poor connectivity, circulation & pedestrian access; dangerous pedestrian crossings from Powerhouse to historic train park
- unsightly railroad property; dangerous and inconvenient grade separations and crossings causing congestion
- downtown merchants seen as unfocused and as "not helping themselves, but wanting others to help them"

Need for connection, coordination and community

- no longer the physical or economic center of Kingman, but still the unique heart distinguishing the community from other growing suburban areas

- strong citizen desire to keep County offices downtown; city government should play lead role in facilitating this effort
- merchants must take a more active role stressing their needs with the city and county and more importantly in partnering with government to achieve mutual goals
- tourism must play a major role in revitalizing area; utilize the historic walking tour starting at the Powerhouse as an immediate step in the right direction
- comprehensive urban aesthetic and streetscape improvements are needed to promote historic character and tourism
- need for strong entry statements and signs announcing arrival from major highways

HILLTOP

Assets and building blocks

- many shopping & public facilities located in area
- clearly seen as community commercial center & core
- majority of population now lives in this area

Impediments and big ugly issues

- dangerous intersections, confusing curbcuts, serious and worsening congestion
- lack of pedestrian facilities and bike lanes
- potential of widening Stockton Hill Road to 7 lanes could alleviate traffic but worsen isolation
- commercial sprawl further along Stockton Hill Road and out into county and onto other commercially zoned streets could lessen critical business mass

- a regional shopping center located elsewhere in the city or in county would bleed economic vitality

Need for connection, coordination and community

- need to focus efforts, connect and emphasize uses and create a lively community center
- need to create pedestrian and bicycle routes and accesses

BUTLER

Assets and building blocks

- provides necessary affordable housing stock
- many or most residents consider themselves citizens of Kingman and would prefer to be annexed
- many infrastructure facilities are in place

Impediments and big ugly issues

- not annexed to Kingman, but totally reliant on city for the majority of its services and identity
- inadequate and deteriorating infrastructure
- lack of vehicular and non-motorized connections to Kingman
- lack of recreational facilities, programs & parks
- proliferation of septic systems on small lots
- economics and politics of annexing are still unclear and might require substantial negotiation

Need for connection, coordination and community

- annex and connect to Kingman on a negotiated fair and equitable basis to create a more inclusive sense of community

- apply more stringent building codes and planning parameters to all future growth in this area

MOHAVE COUNTY

Assets and building blocks

- large and physically diverse land base
- diverse economic base
- three major population centers: Kingman, Bullhead City, Havasu City; highest growth going to Colorado River side of county, with Golden Valley expected to be the major population center
- high rates of growth and development is adding vitality
- county wishes to attract additional higher wage industries

Impediments and big ugly issues

- huge tracts of land are being indiscriminately subdivided with inadequate and/or no public planning and services; this is a ticking 'time bomb' certain to haunt all future political, economic and social decision-makers for generations to come
- population centers in Kingman, Lake Havasu City and Bullhead City are often at odds and disconnected
- sprawl taking place around existing city centers is bleeding off necessary critical urban mass and economic vitality
- Kingman fears loss of its economic sales tax base to county and therefore does not make future growth 'pay its own way'
- rezonings granted without adequate justification is undermining confidence in the planning and development process

Need for connection, coordination and community

- regional specific plans are desperately needed with adequate protections afforded for incorporated urban areas
- better coordination and appreciation between cities and county

OTHER ISSUES, CONCERNS AND COMMENTS

- glaring dichotomies exist between what residents say they want and the steps necessary to achieve them; the attitude of "not our problem" is keeping citizens from cooperating and creating needed synergy on local and regional issues
- Kingman is a very 'giving community' which is always ready to respond to an emergency, but rapid growth has had some corrosive psychological and social side effects, afflicting the community with a pervasive identity crisis; residents would like to 'pull together', but are looking for direction and leadership
- inadequate road connections, railroad grade separations, and other inadequate transportation and circulation infrastructure deficiencies are hindering community cohesion and orderly development
- city council sees its priorities as: streets, police enforcement, and providing youth and recreation programs; the county's priorities include attracting higher wage industries and consolidating county operations in Kingman in a cost effective manner; these efforts might clearly reflect citizens' immediate concerns but might prove inadequate in maximizing future opportunities
- youth programs, except for summer recreational offerings, are seen as

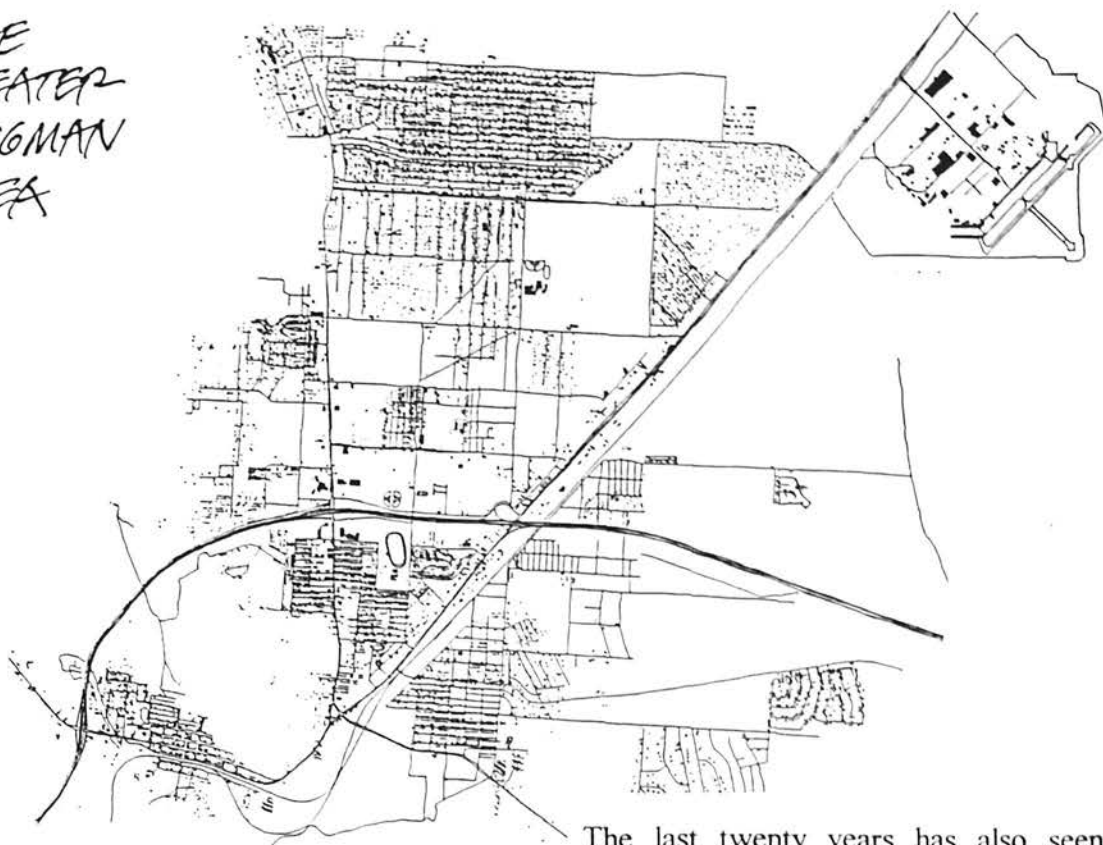
inadequate, with young people complaining there is 'nothing to do in Kingman'

- low and moderately priced housing exists, but providing more is becoming problematic due to anti-growth sentiment
- destination tourism is a goal that is not always compatible with present realities in Kingman which has always been a 'crossroads' town and serves as a short stopover on the way to other nearby attractions and communities
- competing and sometimes unfocused economic development efforts do not seem to be achieving desired results; whether the current economic strategy of attracting higher wage industries can succeed without simultaneously creating a more vibrant urban atmosphere with more culturally sophisticated offerings is questionable
- a lack of trust and inadequate lines of communication are hindering the community from achieving the coordination and synergy needed to sustain efforts and achieve stated goals; this problem affects both government and community groups.



PEOPLE WORKING TOGETHER!

THE GREATER KINGMAN AREA



Part 2. VISION FOR THE FUTURE

The physical form of Kingman has been, in part, determined by its geography, and development has generally moved north from the downtown area and the railroad station. Until recently the City of Kingman was large enough to contain the modest residential and commercial growth it enjoyed for the better part of a century. But Kingman's strategic location along Route 66, and more recently I-40, fostered a growth that has been among the fastest in the nation, averaging 6% a year for the past ten years.

Recently the route from Mexico through Phoenix was designated as the approved NAFTA North - South trade route, continuing Kingman's tradition as a transportation crossroad and supporting continued residential and business growth.

The last twenty years has also seen the Kingman region reap the byproducts of its strategic location, excellent weather and friendly citizens. Residential sprawl leapfrogged the northern and eastern city boundaries. Major industrial development has occurred outside the city limits and the construction of modern commercial shopping centers, motels, highway restaurants and other nonresidential uses have taken their toll on the traditional and historic downtown Kingman. Commercial growth has produced traffic along the Stockton Hill Road corridor which many believe to be excessive. Residential areas are cut off from each other, and the rest of the city, by heavily trafficked highway corridors. The railroad tracks discourage additional residential development to the east and to the south. Community facilities such as schools and parks are not always convenient to neighborhoods as residential sprawl continues and the Kingman region has become a community grappling with the impact of growth at the end of the 20th century.



The vision

The team's discussion with community leaders leads us to believe that there is a strong desire to return to the traditions of community and camaraderie in Kingman. Reality tells us that the clock will never be turned back and that we must deal with conditions as they are today, working to make things better through collaborative action faster or they will get worse all by themselves.

Given the reality of growth, the Kingman region can set its sights on becoming one community of more than 50,000 residents early in the 21st century. That goal calls for a set of actions that include expanding the city's current boundaries, expanding the job base to encourage and support population growth, preserving the past by using Kingman's history as an economic development tool, and maintaining Kingman as the county seat.

Some question the ability of an 18th century political structure to effectuate a 21st century economy. The recent past has demonstrated that the sprawl of the last decade has caused friction between governmental bodies, public agencies, community quality of life advocates, and developers. We believe that the realignment of community organizations and a redefinition of economic development is in order.

Our national perspective tells us that Kingman has tremendous potential, sufficient to rival past history, that the elements of prosperity are in place, and that the will of new and long time residents is such that the Kingman region can be a model of community building.

Kingman region residents like the life style here. New home owners enjoy the weather, the small town atmosphere, the friendly people and the proximity to many national and man-made attractions.

The team view the task of Kingman's community leaders to be one of stopping the loss of historic buildings, finding a new role for historic Downtown, solving problems of increased traffic on rapidly developing commercial corridors, fostering a sense of community among disparate residential subdivisions, creating essential amenities of education, culture and entertainment for all ages, and generating quality jobs to support the economic needs of families and individuals.

How do we propose that these goals be accomplished in the near term? We suggest that the key to the future is not simply in adjusting to growth, but by instituting Smart Growth policies as the foundation of the future quality of life in the Kingman region.

What is "Smart Growth"?

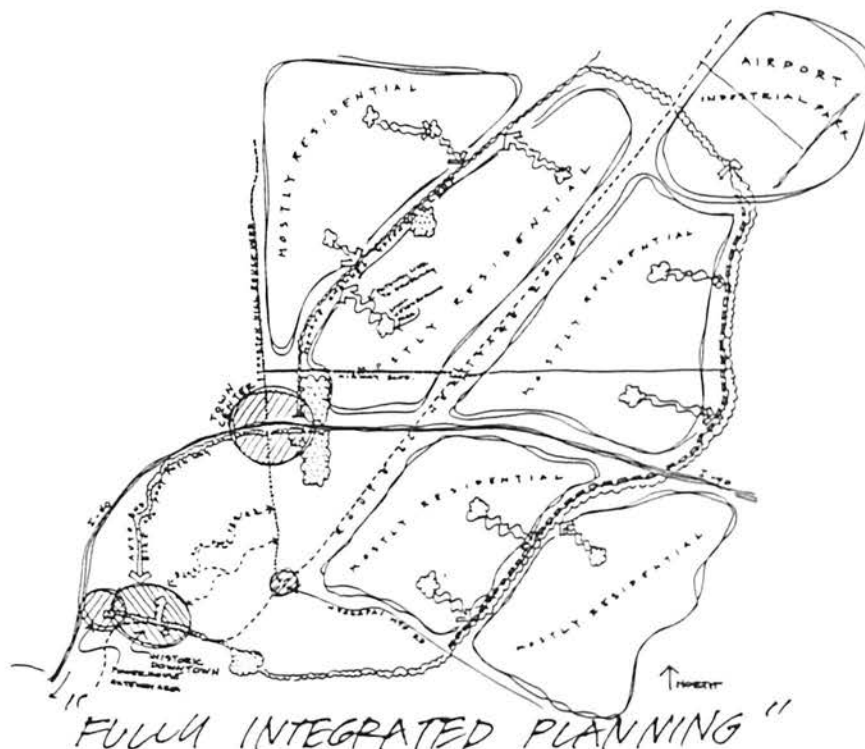
Developers, environmental activists, governmental officials and residents are finding that balancing job and economic development with preservation of our natural environment and heritage is good business and good community development. Using tax dollars effectively to attract private investment, and removing obstacles to appropriate development, allows a community to "grow smart," and in harmony with goals set by an enlightened community.

Smart Growth is an equal responsibility of government and the private sector, as well as between the community, the non profit sector and developers. Smart Growth produces appropriate and accessible development by focusing on existing commercial centers, by producing new town centers in strategic locations, and by integrating existing or new

transportation arteries and facilities to produce a connected set of community places and neighborhoods.

The railroad, Route 66, the wagon trails and an air field produced a location that generations of Kingman citizens have inherited. Moving forward, the community must invest in the connections, the collaborations and the infrastructure that will stitch together the community that developed as a patchwork quilt over the past century, and which must today meet the challenges and opportunities that the 21st century will offer.

The following pages provide the R/UDAT team's response to the questions raised by the community advocates and activists that came together for the sole purpose of meeting the challenge of a pattern of community development that they believe will not produce the kind of 21st century community and quality of life that Kingman residents had learned to enjoy in the first half of the 20th century.



Part 3

TAKING ACTION

Following are a number of specific recommendations developed by the R/UDAT:

3.1

Revitalize Historic Downtown Kingman

Downtown Kingman developed along the Santa Fe Trail and old Route 66 and is split by these two corridors – mostly commercial and government to the north side and residential to the south of the tracks. The downtown includes over 60 National Register buildings many of which are in an historic overlay district.

As the city has grown it expanded to the Hilltop area where access, parcel size and the location of the population base make it much more desirable for retail and office development.

The Kingman General Plan makes a number of recommendations that complement our recommendations to revitalize the historic core of Kingman:

- Promote and assist the formation of improvement districts for existing commercial areas.
- Promote the restoration of historic downtown Kingman as a center of government, specialty shopping and cultural activities.
- Encourage development that enhances downtown as a unique pedestrian-oriented employment center.
- Assist developers in land assembly and acquisition.

- Locate governmental office uses on consolidated parcels so as to be convenient for public service.
- Establish a downtown retail core with a strong pedestrian orientation.
- Maintain downtown Kingman's position as the governmental office center of Mohave County.
- Develop a downtown civic core to meet the needs of projected population and to serve as a focal point for public activities and community identity and pride.

The Heritage Crossroads Steering Committee requested that we address the following issues regarding downtown Kingman:

- How do we encourage tourists to make Kingman their destination, not a pit stop?
- Where and how should City and County offices be located? Is it economical to consolidate services in central areas (and how will this work with the rest of the city?)
- Can we encourage niche marketing and Heritage Tourism in downtown by emphasizing the 60+ National Register buildings? If so, how do we do this and what needs to be implemented to attract and retain more tourists in downtown and the whole of the study area? What else can be done to assist in the revitalization of downtown?

Strategy

Develop a comprehensive plan and management program for the revitalization of downtown Kingman as a tourist and government center. The plan will stitch together the pieces already in place with healthy and revitalized commercial and residential uses to form a continuous flow of interesting places that will make historic downtown Kingman a "must-see" place for visitors already attracted to Northern Arizona and Las Vegas by the weather, gambling and golf. The plan should encompass all of the elements described below. However, three key issues must be addressed immediately:

- The consolidation of Mohave County office facilities
- The location of the Juvenile Detention Center
- Improvements to historic Route 66 (Andy Devine Ave.)

Actions

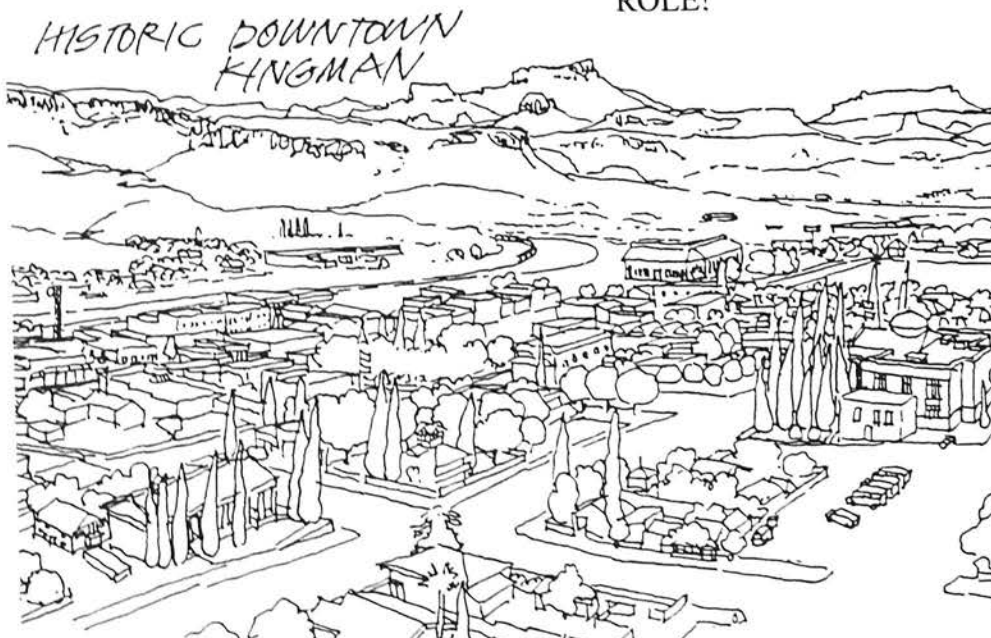
Focus on tourism and government

Kingman rightly advertises itself as the "Historic Heart of Route 66." Its pivotal role in the development of the railroad and the transcontinental highway, its history of mining and ranching, and its role in WWII, together with its many natural and archeological attractions provide Kingman with an important advantage for cultural and recreational tourism.

Kingman's role as the county seat provides a population base for downtown retail and, as importantly, brings people from all over the county to downtown.

The Chamber and the City and the County economic development agencies should commission a marketing strategy which brings together all these elements.

The plan should be prepared and implemented by a group that represents all of the agencies and interests in not only downtown, but also the greater Kingman area. However, the CITY COUNCIL MUST TAKE THE LEADERSHIP ROLE!



The Marketing Strategy should consider the following recommendations from the team:

- Include the Downtown Merchants Association as a division of the Chamber of Commerce, providing it with staff support and with assistance in fulfilling its objectives.
- Hire a professional downtown manager to guide the development of a physical and historic revitalization plan for historic Downtown Kingman, to forge the partnerships required to implement the plan, and to manage downtown maintenance, promotion, and events on behalf of the city, the county, property owners, historic preservation advocates and businesses.
- Develop an annual calendar of events to attract tourists and citizens to downtown (parades, fairs, classic car exhibits, a farmers market and antique shows).
- Develop maps, brochures, walking tours and other information that can be distributed throughout Arizona, California and Nevada to inform and attract tourists.

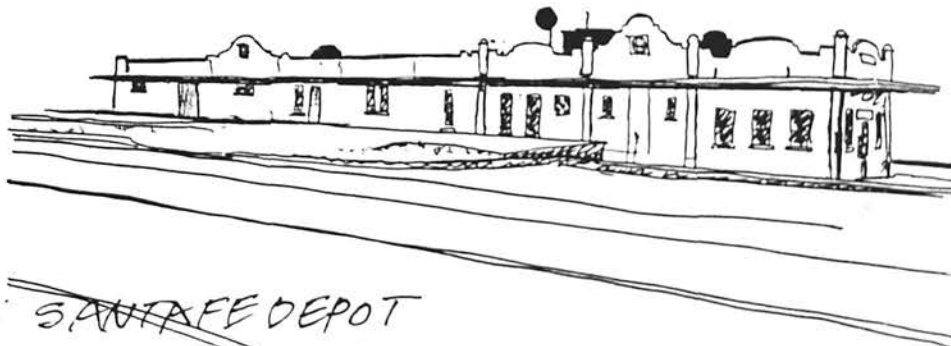
Build on downtown's assets

The downtown contains many important assets that contribute to its role as a cultural tourism destination.

- #### Historic Preservation

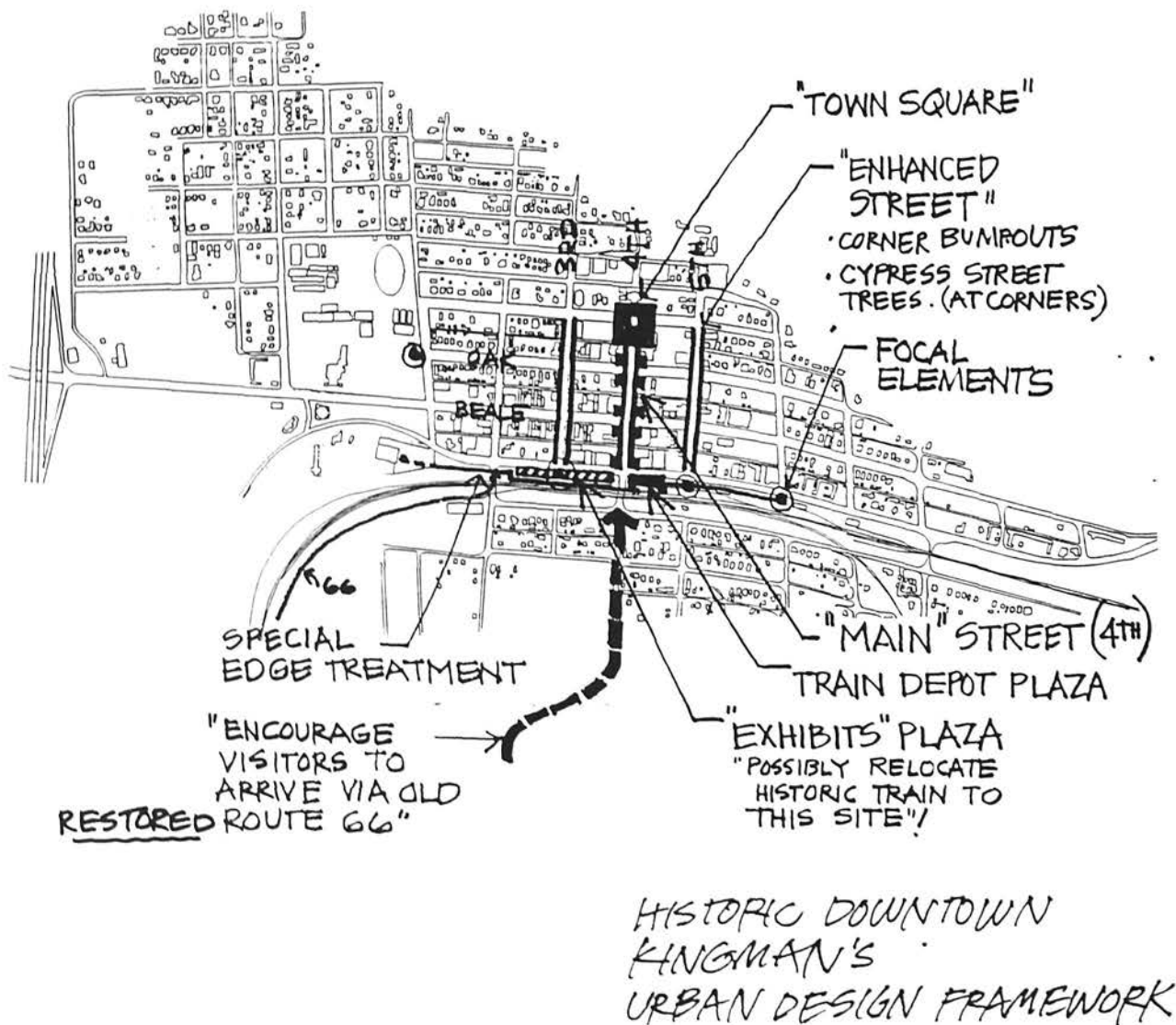
The over 60 historic structures in the downtown historic overlay district are a solid basis for tourism: Historic districts, especially those that combine historic interpretation with everyday use have proven very successful. Examples can be found not only in large cities but in smaller ones as well. Two examples of such successful areas can be found in southern and northern California, respectively, Julian is an historic gold mining and ranching community that has combined its historic resources with an agricultural base to generate tourism. Auburn is an old mining and railroad community which has successfully combined cultural tourism and light manufacturing.

More on historic preservation can be found in section 3.9 "Protecting and Capitalizing on Kingman's History."



- **Route 66 Marketing**
Historic Route 66 paralleled the route of the railroad and made Kingman a trade and transportation center. World War II made Kingman a military air center. All of this needs to be included in the overall marketing strategy to promote tourism in Kingman. This could be done under the banner "Planes, Trains and Automobiles."

As part of this strategy the City and Chamber of Commerce should work with the BNSF railroad to utilize the strip between Route 66 and the tracks as a park, which would become home to an exhibit of planes, trains and automobiles that were important to the history of Kingman.



- The Powerhouse
The reuse of the old powerhouse as a tourist facility is an important first step, but it must be reinforced as both a tourist information center and as an important public building. The addition of the Route 66 museum by the city and the relocation of the Chamber of Commerce into this facility must happen to make the Powerhouse a strong anchor for the revitalization of downtown Kingman.

The Powerhouse is perceived as being too far from the heart of downtown, but actually it is a very short walking distance, but the distance appears greater because the walk is unattractive and crossing old Route 66 appears difficult. The landscaping of the street, the addition of the transportation exhibits, the construction of the crosswalks, and the rehabilitation of building facades will remove this perception.

A critical factor in the success of the Powerhouse is the location and design of the Juvenile Detention Facility. The proposed site is highly visible from the Powerhouse and the design indicates a block-like building surrounded by a 12 ft. wall. This facility will create a negative impression of Kingman and will negate the efforts to improve downtown in general and as a tourist destination in particular.

Prepare a comprehensive plan for downtown Kingman

The comprehensive plan should address the land use, design, promotion and marketing and management and maintenance of downtown. The plan should be both a long-range planning framework and a day to day operating manual for the area. The plan should include the following:

- A parking and pedestrian plan
- High quality museums
- Renovate and reuse the Santa Fe station

Government buildings and public spaces for community events and gatherings

- Meeting spaces for the community and small conventions and conferences
- Chamber of Commerce/Tourism offices
- Bed and breakfast accommodations
- New shops and residences, some in mixed-use buildings
- Things for young people to do

The issues described below should also be included in the plan, but as indicated, some must be addressed immediately.

- **I-40 Interchange**
ADOT has indicated plans to make improvements to the interchange. The design of these improvements must be coordinated with the overall design plans for downtown Kingman. The improvements need to include entry and directional markers to downtown. The landscape improvements must be part of the overall design plan for old Route 66.

The city must begin working with ADOT on this project immediately to ensure input into the design process.
- **Historic Route 66/Andy Devine Ave. Streetscape Design**
ADOT has ISTEA funds available for improvements to historic Route 66/Andy Devine Ave. The timing

on the use of these funds is immediate. The city in conjunction with ADOT should retain a design consultant to prepare a streetscape plan.

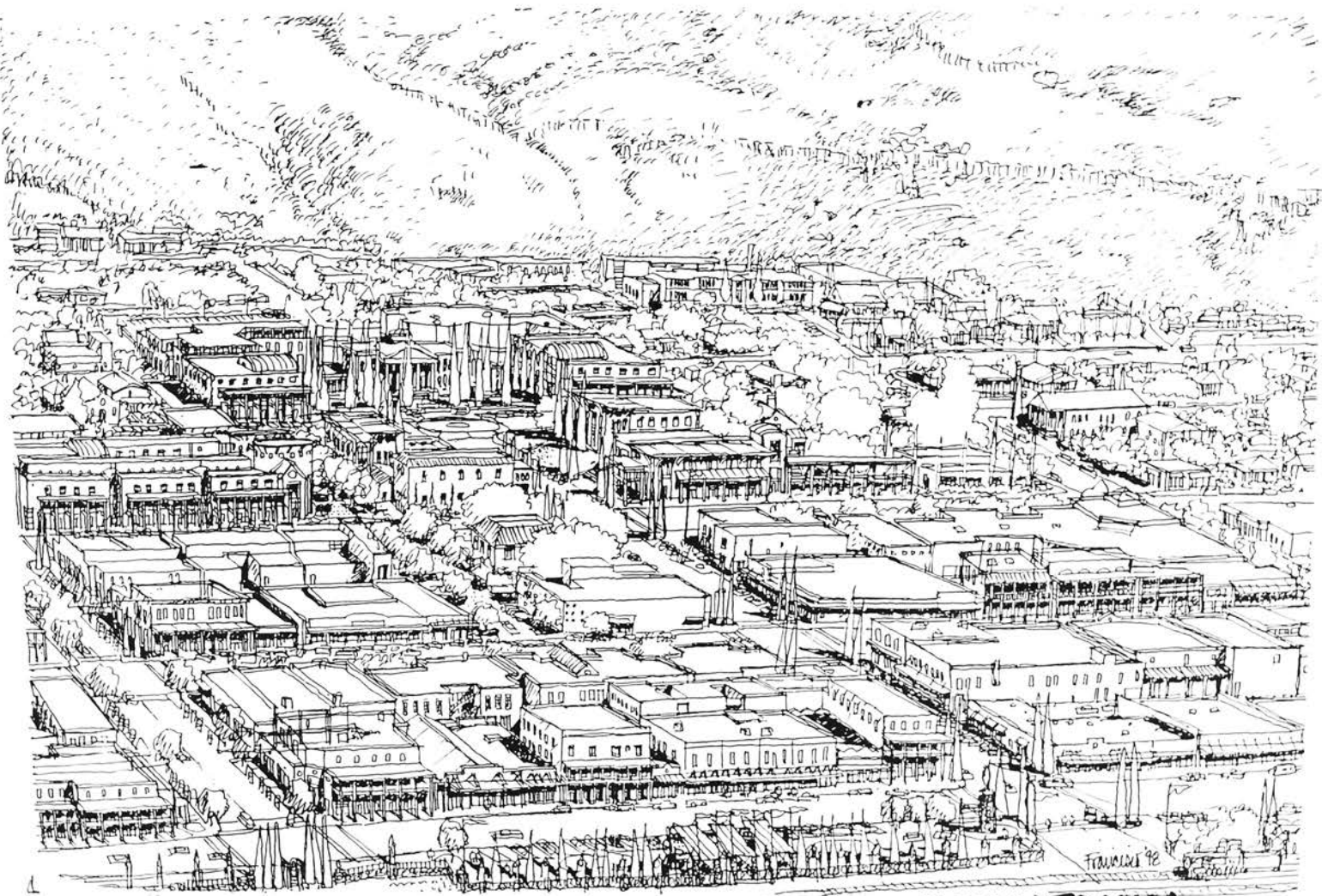
The plan must reflect the overall goal to make downtown Kingman a visitor destination and more pedestrian friendly. It should include landscaping appropriate to the high desert climate, street lighting that recalls the historic character of Route 66, signing and markings to guide visitors, street furniture and pedestrian crossings.

The plan should designate the strip between the sidewalk and the railroad tracks as a park and a location of permanent exhibits – the planes, trains and automobiles that chart this city's history. The plan should also address façade rehabilitation, sign controls, and other factors relating to the design and rehabilitation of buildings.

The City must begin working with ADOT on this project immediately.

*VIEW OF RELOCATED
LOCOMOTIVE NEXT
TO RAILROAD AND
DEPOT*





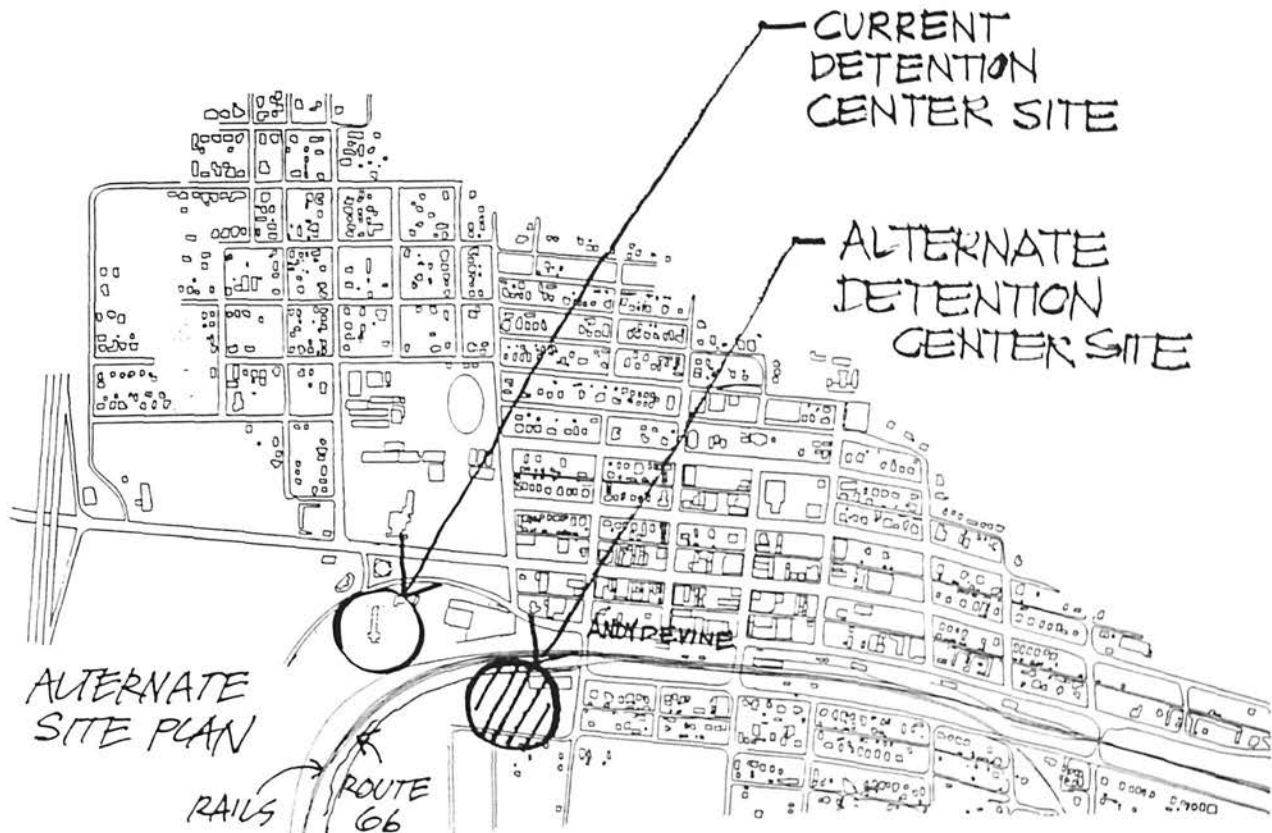
AERIAL VIEW OF PROPOSED HISTORIC DOWNTOWN

The Juvenile Detention Facility

The changing social conditions and increase in youth crime as increased the need for special detention facilities. Unfortunately, this is true for Kingman as well as the rest of the country.

Mohave County needs a new and expanded juvenile detention center and has a grant to fund construction in the very near future. The site selected for the detention facility is highly visible from the Powerhouse and from old Route 66. The design of the structure is fortress-like, especially because of the 12 foot perimeter wall. It creates a very poor impression for tourists visiting Kingman and will be counter-productive to making downtown Kingman a tourist destination.

The team recommends that the detention site be relocated to a site to the south of the railroad tracks as shown in the accompanying illustration. The design of the facility needs to mitigate its fortress like appearance. Heavy landscaping outside the 12 foot perimeter walls is a critical starting point. A design competition should be held to devise a mitigation plan for this important design problem.



The Powerhouse

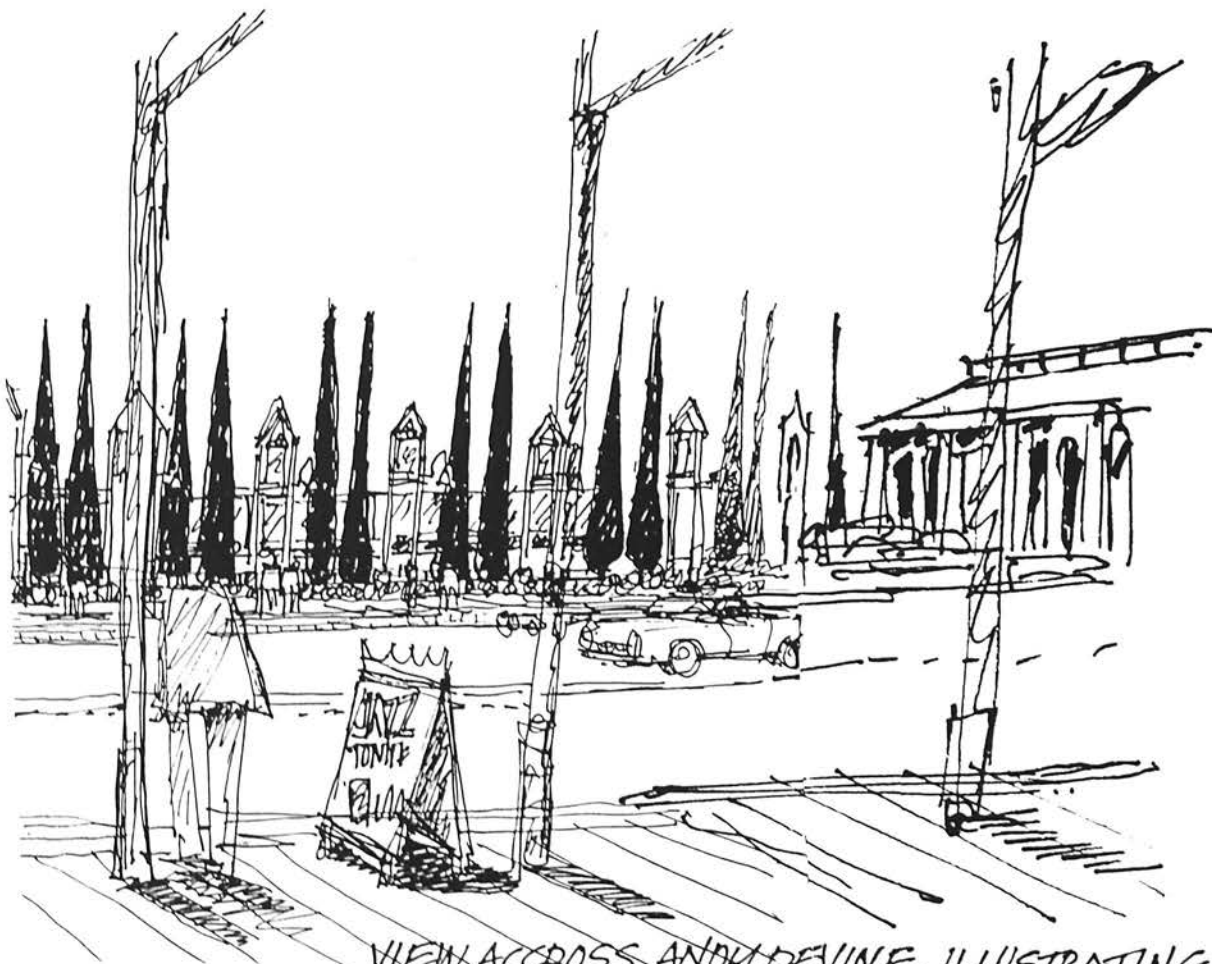
The Powerhouse is an excellent community effort and a good start to making downtown Kingman a visitor destination. To reinforce the Powerhouse as a strong anchor will require better connections to the rest of downtown. It also requires a stronger focus for its use and operation.

To link the Powerhouse to the rest of the downtown, the streetscape improvements described above need to be designed and constructed. The uses currently in the Powerhouse need to be reviewed. Consideration should be given to

relocating the Chamber of Commerce offices to the Powerhouse. This would strengthen its role as a tourist and information center and as an anchor for tourism activities.

The operation and management oversight of the Powerhouse needs to be folded into the overall management of downtown. This would ensure coordination and continuity towards meeting the overall goals of downtown revitalization.

The Chamber of Commerce and the city must take a leadership role in downtown management and the operation of the Powerhouse.



VIEW ACROSS ANDY DEVINE ILLUSTRATING
"CONNECTING" ELEMENTS TO POWERHOUSE.

County Administrative Facilities

The Mohave County Courthouse is located in an impressive historic building at the head of 4th Street. Other county offices are spread around downtown in retail buildings.

The county wants to consolidate their offices and vacate the older buildings and has initiated a study to examine the possibilities of consolidation. One possible alternative would remove county operations from downtown. Many retailers in downtown depend on the city and county workforce for survival.

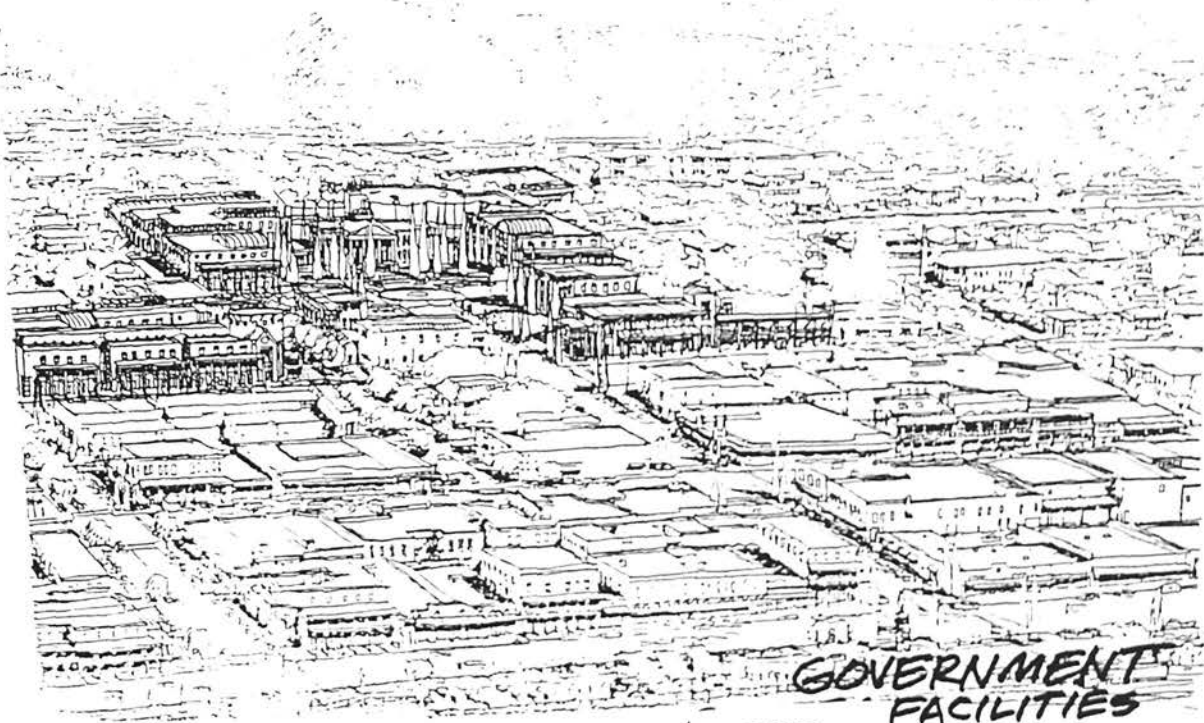
The City of Kingman needs to immediately put forward a proposal to the county to show how they could remain in a revitalized downtown.

The county currently utilizes - less the Courthouse - 150,000 square feet.

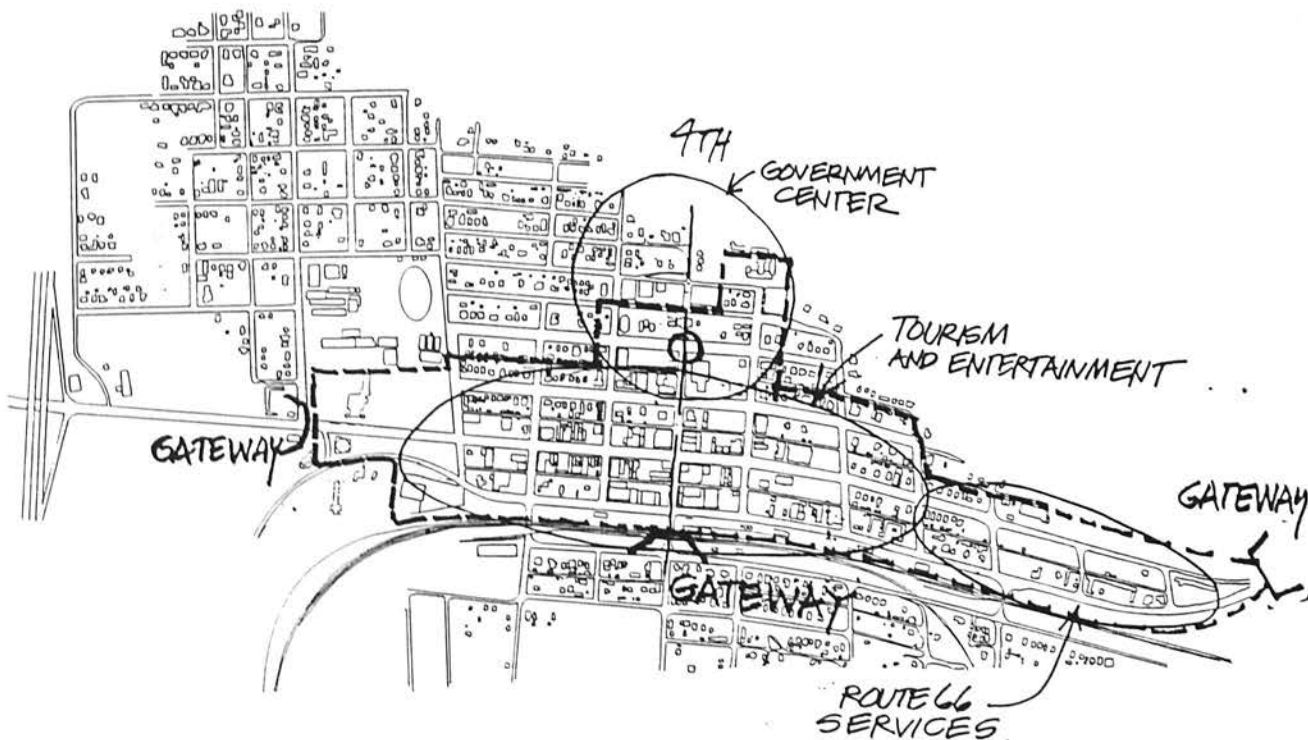
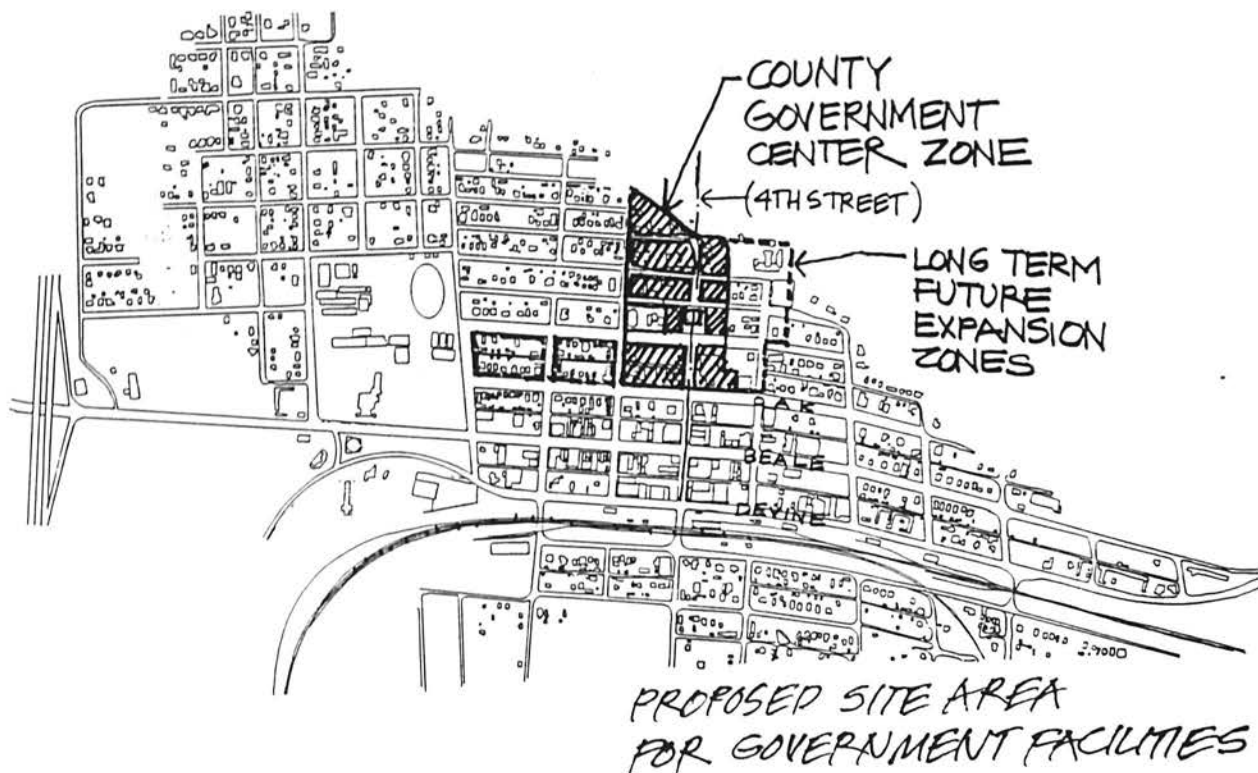
The team proposes that the county facilities be consolidated in the blocks immediately behind the courthouse in the vicinity of Pine and 3rd, including the site of the current Juvenile Detention Facility and the old playground. These sites should provide enough space for future expansion and also free up sites for development of tourist related facilities.

The current office of the sheriff is located in the old hospital building which is partially condemned. The façade and front of the building should be restored. A community center could be built on the remainder of the site. The center could front on Metcalfe Park and serve as both a community center and a conference center for small conventions.

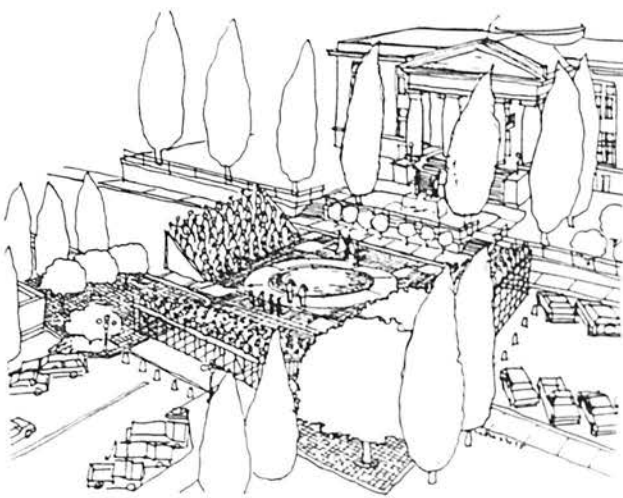
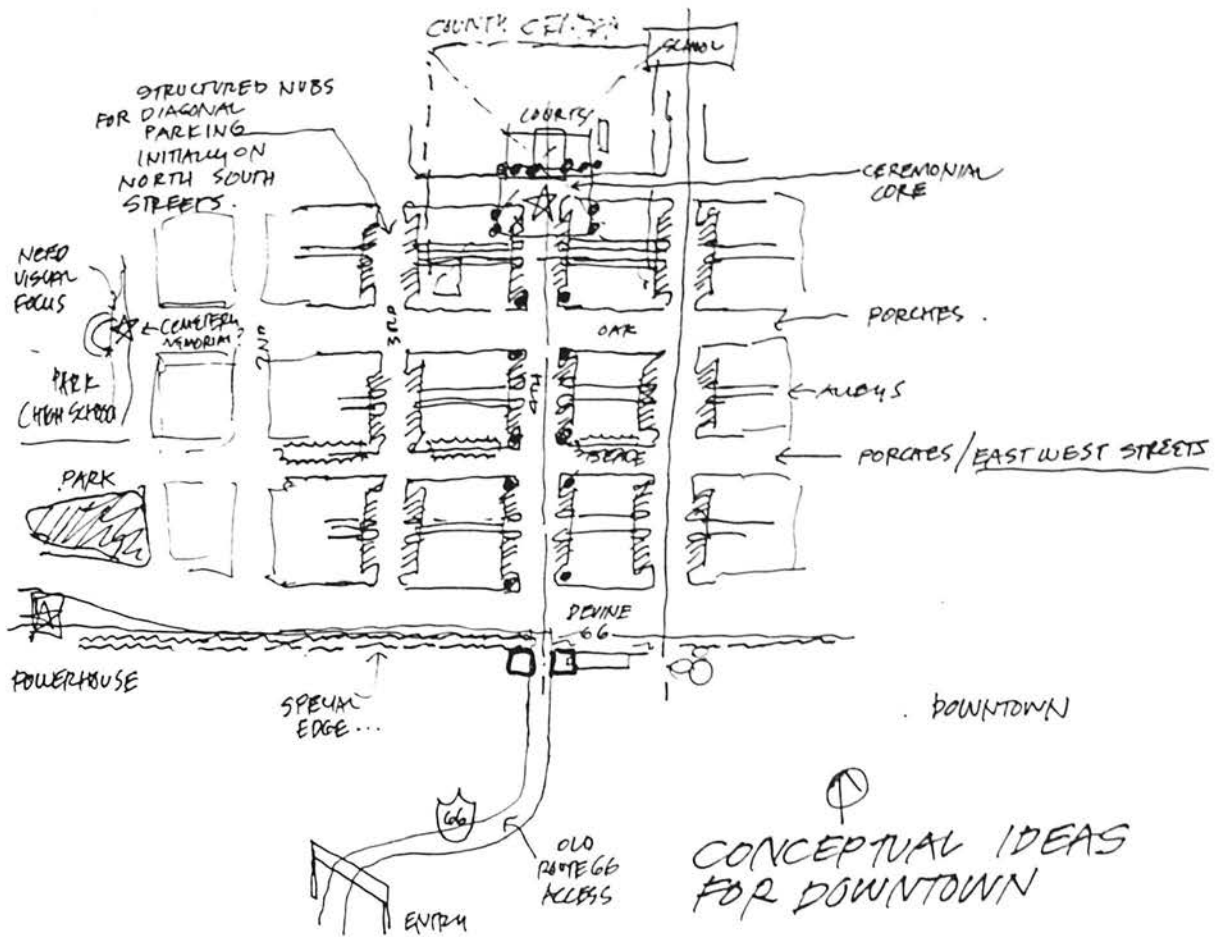
*VIEW OF HISTORIC
DOWNTOWN KINGMAN
ILLUSTRATING POTENTIAL
GOVERNMENT FACILITIES*



**GOVERNMENT
FACILITIES**



"DOWNTOWN DISTRICTS CONCEPT"

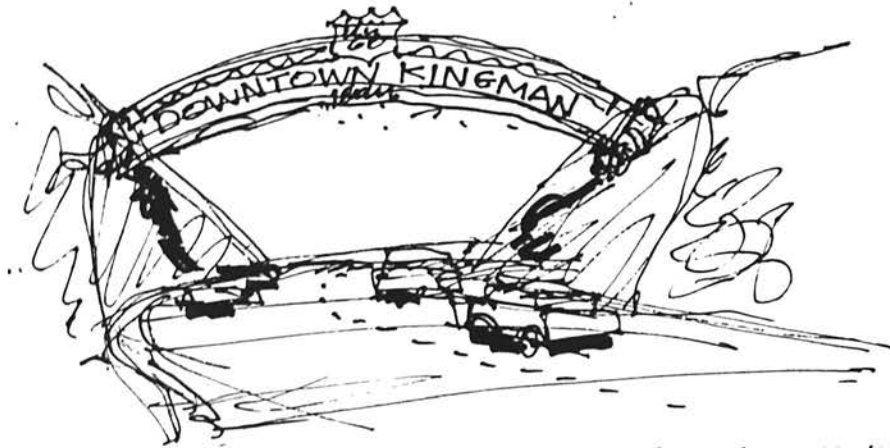


"THE TOWNSQUARE"
A PLACE FOR SPECIAL EVENTS

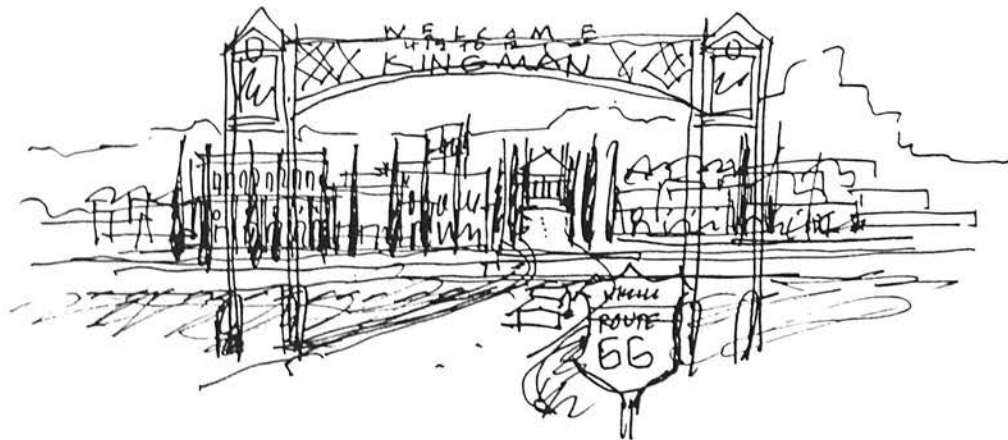


"SPECIAL LANDSCAPING
ALONG 4TH STREET"

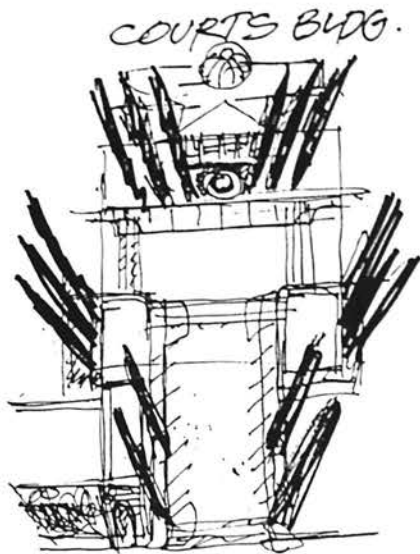
GATEWAYS AND PORTALS DEFINING THE
BOUNDARIES OF THE HISTORIC DOWNTOWN



ALONG ANDY DEVINE.



AT THE HISTORIC
ROUTE 66 ENTRANCE
AT 4TH STREET



AERIAL VIEW OF PROPOSED
TOWN SQUARE



DOWNTOWN URBAN MODEL
FOR EAST-WEST STREETS

← EXAMPLE OF
SUGGESTED
PORCH TREATMENT
ALONG EAST-WEST
STREETS

Facade Restoration

The Hotel Brunswick and a number of other buildings on Andy Devine Ave. and Beale Street have been beautifully restored. Unfortunately others are vacant and deteriorating leaving a negative first impression of the community.

The city, Chamber of Commerce, downtown merchants in partnership with the property owners should immediately initiate a campaign to clean up these buildings. If full rehabilitation is not a possibility, then simple improvements should be made to enhance and stabilize the building.

Storefronts should be cleaned up and be filled with historical displays, phantom galleries, students' art works, library displays and other items that lend interest and remove the abandoned reality of a vacant storefront.

To assist with this effort, the community leaders should initiate a façade loan program to provide low cost rehabilitation loans and design assistance to property owners and merchants. Design guidelines and a sign ordinance consistent with the image of historic downtown Kingman should also be put in place.

The city should also:

- Purchase and demolish vacant and hazardous non-historic structures and market clean development sites to investors, entrepreneurs and developers.
- Produce programs of public financial support for new development projects
- Modify the zoning ordinance and local codes and ordinances to encourage mixed-use residential developments.
- Provide expedited plan review, approval, permitting and inspections for priority projects in historic downtown Kingman

VIEW OF BEALE
HOTEL



3.2

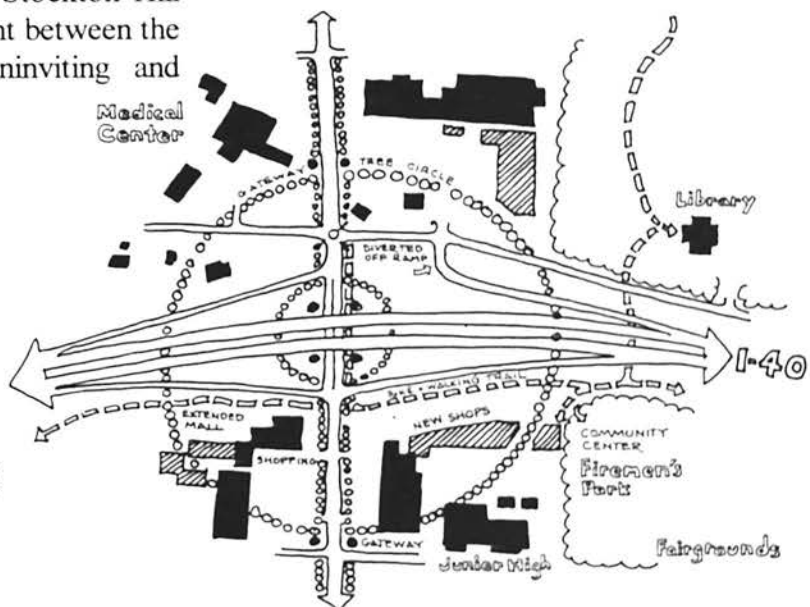
Create a Kingman town center at Stockton Hill Road and I-40

The rapid growth of Kingman in recent years has created urban sprawl and lack of community focus. Community members spoke repeatedly of the need for a place that would be a community focus, a "town center." When asked which location in the greater Kingman area now serves that function, everyone named the area around the I-40/ Stockton Hill Road interchange.

This area includes the Kingman Regional Medical Center, Centennial Park, Kingman Junior High School, Firemen's Park, Kingman Public Library, the fairgrounds and the community's major shopping.

The area is characterized by large expanses of asphalt because of the wide streets with barren parking lots fronting directly on them. Numerous curb cuts result in traffic congestion which in turn leads to even more street widening. The lack of landscaping exacerbates this condition. The narrow sidewalks up against the moving traffic on Stockton Hill Road make pedestrian movement between the unconnected developments uninviting and dangerous.

CONCEPTUAL
PLAN DIAGRAM
FOR THE
INTERSECTION
OF STOCKTON HILL
AND I-40



Strategy

Reinforce the Stockton Hill Road/I-40 interchange area as the community's retail and service center, its "town square" by expanding and connecting these facilities and services, improving the visual quality, reducing traffic congestion and making the area more pedestrian friendly.

Prepare a streetscape design/transportation improvement plan for Stockton Hill Road from Airway Avenue to Airfield Avenue

The plan should address the provision of landscaped parkways, medians, street lighting, and crosswalks. The plan should also address the landscaping of parking lots, closure of curb cuts and connection of parking lots to allow for internal circulation. The creation of a "build-to" line and incentives for additional commercial development to create a more cohesive center should also be part of the plan. To encourage an active urban center consideration should also be given to the creation of a commercial growth boundary.



"VIEW OF PROPOSED
COMMUNITY CENTER
NEXT TO FIREMAN'S
PARK"

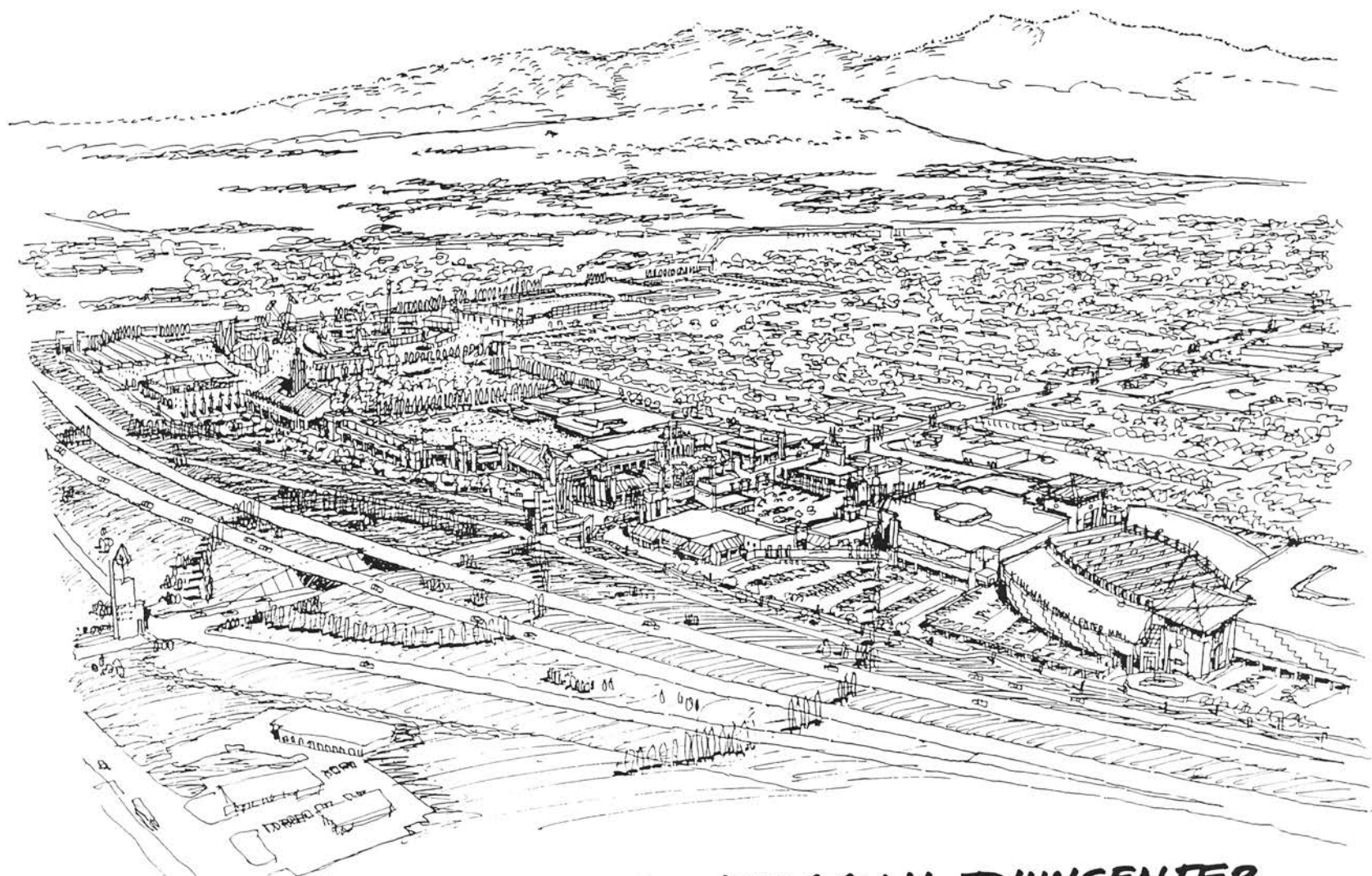
Construct a community center in Firemen's
Park

The community center will provide needed indoor and outdoor facilities for the community. The location of the center will allow for easy shared use with the Jr. High School and will expand the usage of the fairgrounds.



KINGMAN COMMUNITY CENTER
POSITIVE FREEWAY
IMAGE

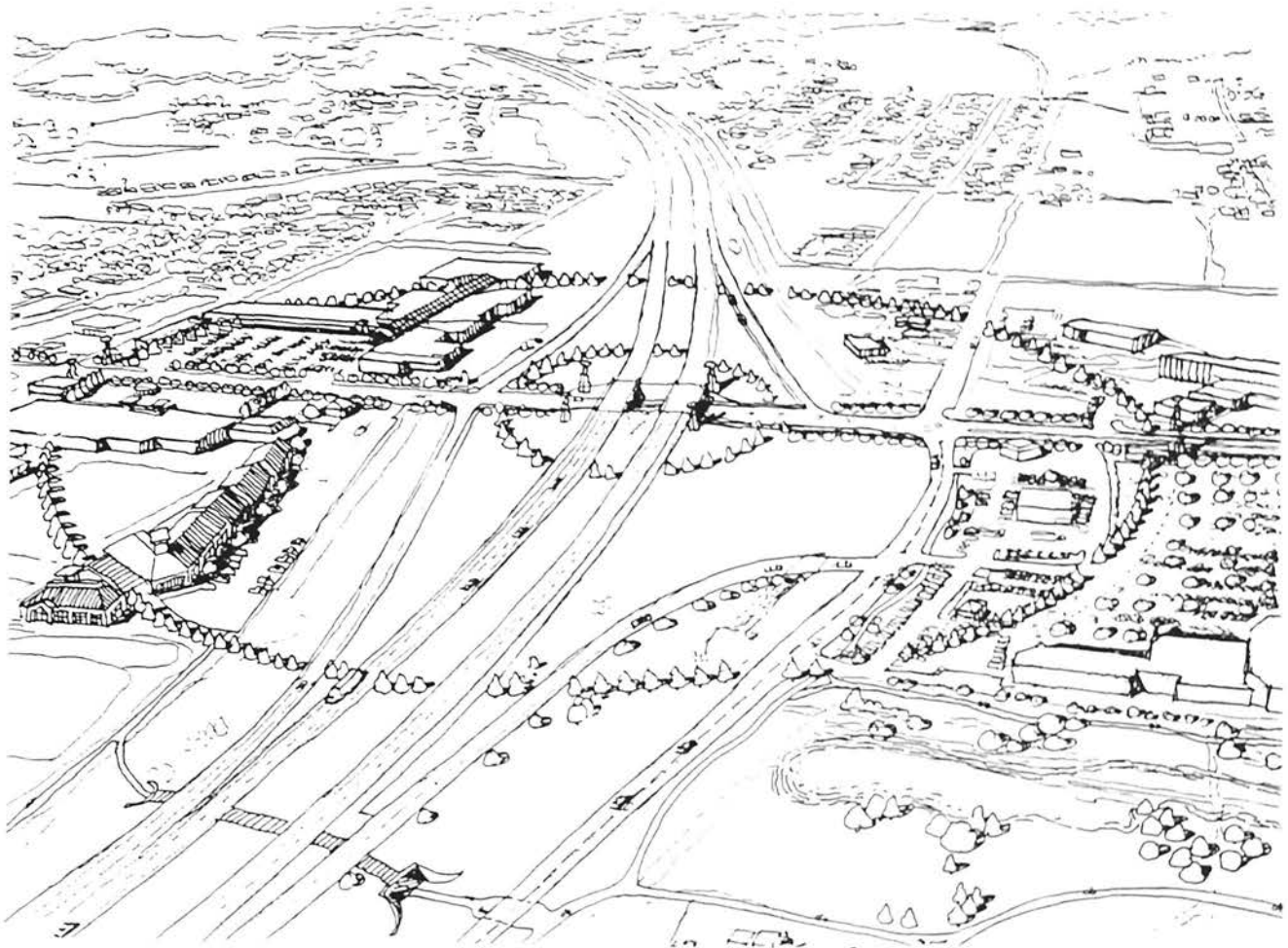
FREEWAY
ELEVATION OF A
PORTION OF THE
INFILL DEVELOPMENT
AT THE KINGMAN
TOWN CENTER.



AERIAL VIEW OF PROPOSED KINGMAN TOWNCENTER

Create gateway structures to identify this area as the town Center

The illustration shows a circle of trees that defines the core of the center. It will be visible from both Stockton Hill Road and I-40. Gateway structures will be located at the off ramps. These along with the streetscape plan will unify the area and identify it as the community town center.



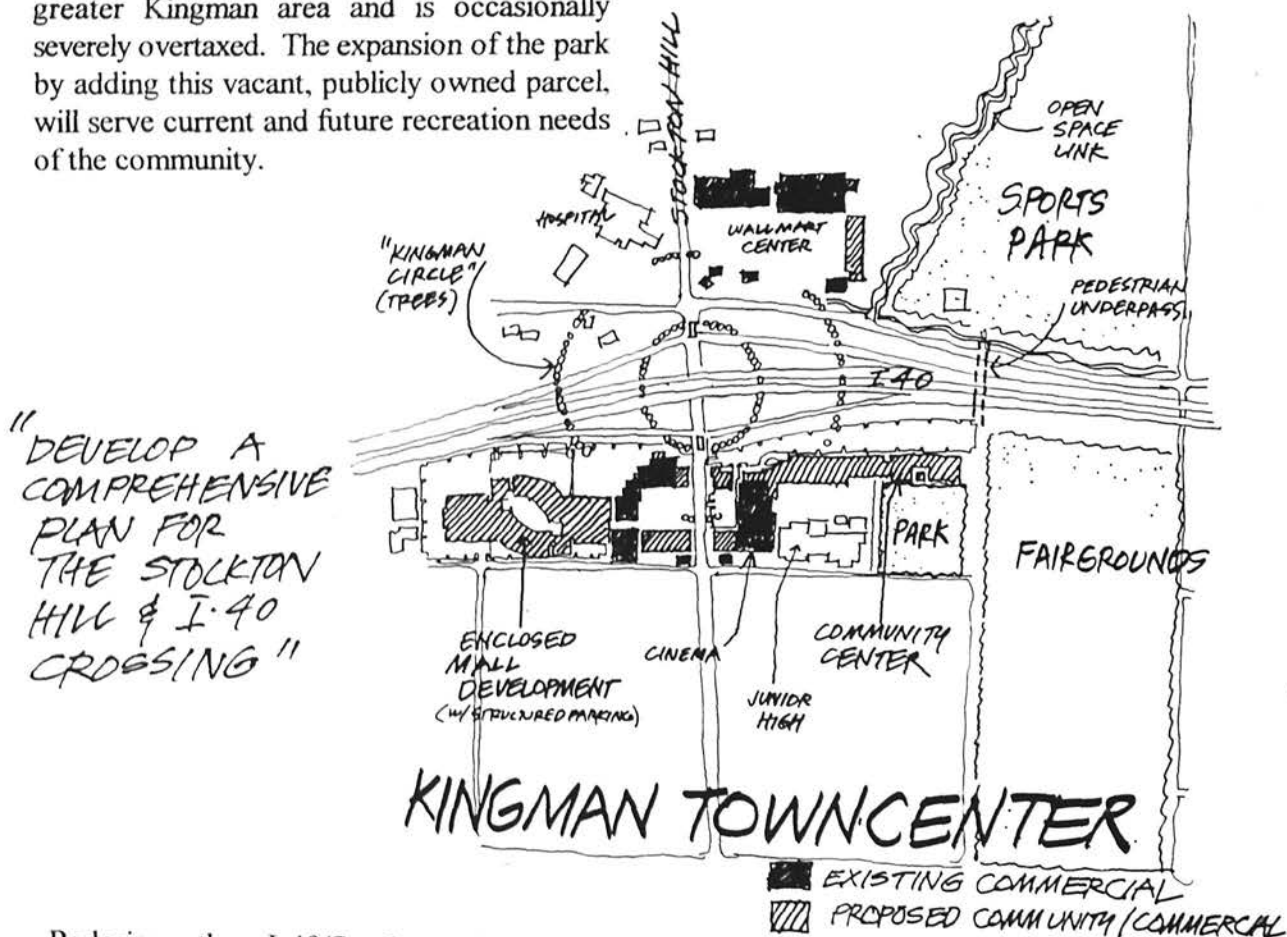
AERIAL VIEW OF PROPOSED IDEAS FOR CREATING
A DYNAMIC KINGMAN TOWNCENTER AREA

Expand Centennial Park by adding the adjacent 30-acre vacant county-owned parcel
Public policy in Kingman correctly recognizes that public parks and recreation are a critical community development tool. Not only do they provide open space and places for leisure activities, but this also provides recreational activities that can ameliorate situations that could turn into social and criminal problems.

Centennial Park serves all residents of the greater Kingman area and is occasionally severely overtaxed. The expansion of the park by adding this vacant, publicly owned parcel, will serve current and future recreation needs of the community.

Prepare plan for rehabilitation and expansion of the fairgrounds

The fairgrounds is an essential component in creating the "Town Center." It provides a meeting place for large community events and activities. The Plan should evaluate the use of the Fairgrounds for recreational activities, graduation ceremonies, athletic events, and so forth in addition to the usual fairground-type activities.



Redesign the I-40/Stockton Hill Road westbound off-ramp

The situation caused by the proximity of the westbound off ramp and the Beverly Avenue intersection with Stockton Hill Road causes unacceptable traffic congestion at peak hours. To remedy this, ADOT should study the possibility of merging the off-ramp onto Beverly Avenue west of Burbank Street.

Reserve a regional mall site adjacent to the Safeway shopping center

The development of a regional mall will reinforce Kingman's role as a trade and transportation center. It will also bring to the area needed retail services, increased tax revenues and additional jobs.



FREEWAY IDENTITY AT
STOCKTON OPPRAMPS

"LANDMARK
PYLONS ALONG
I40 TO
HELP MAKE
TRAVELERS
AWARE OF
KINGMAN'S
UNIQUE
RESOURCES"



ORIENTATION
TO KINGMAN'S ASSETS



"INFILL EXISTING COMMERCIAL
DEVELOPMENTS IN ORDER
TO CREATE A CRITICAL
MASS OF ACTIVITY AT
STOCKTON HILL BUD."

STOCKTON HILL
CITY GATEWAY

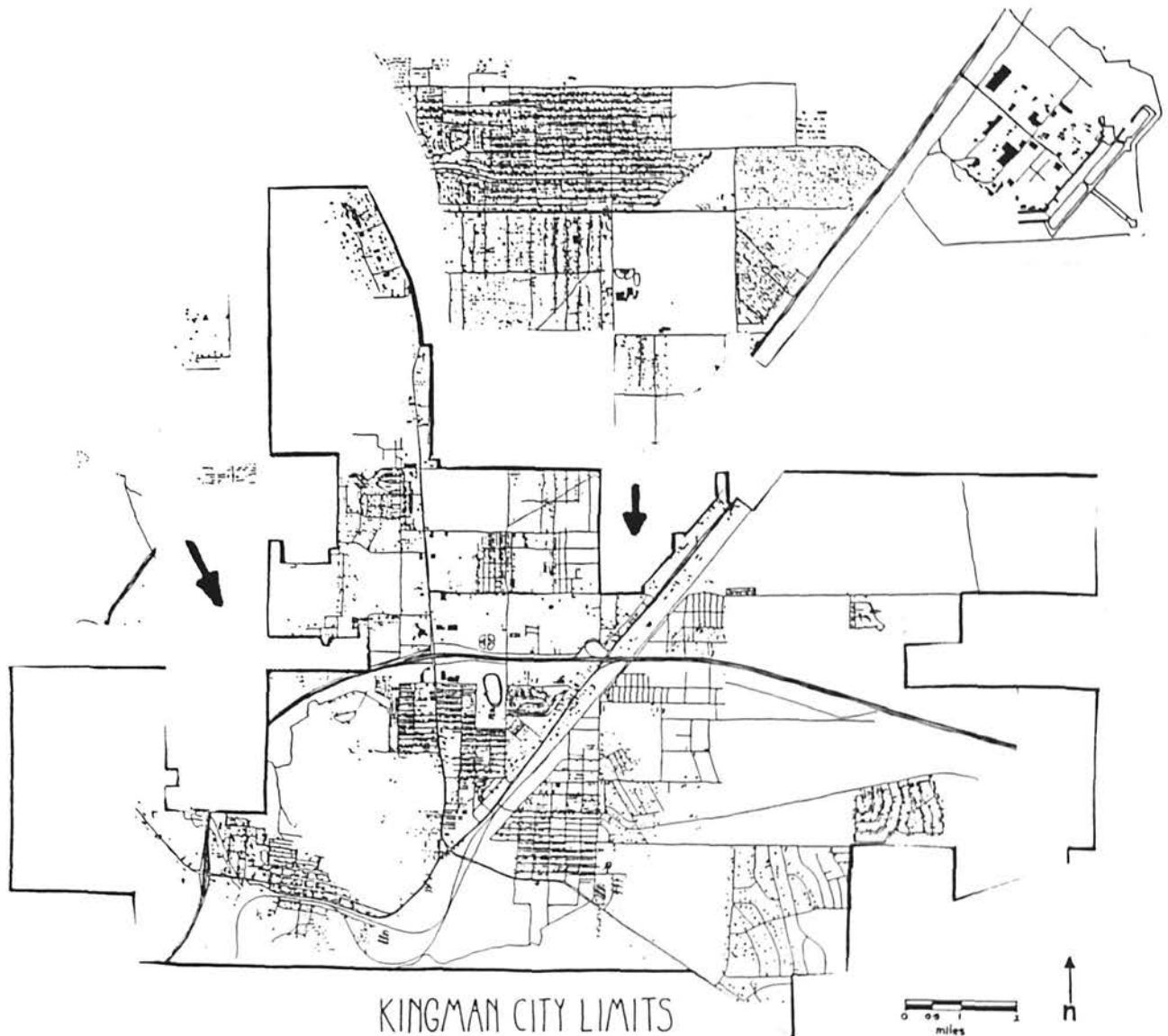
FIRST IMPRESSIONS LAST

3.3

Invite Butler to be a part of Kingman

The predominantly residential area just north of Kingman is collectively known as the Butler area. Encompassing several subdivisions, this area is home to approximately 15,527 residents and several businesses who consider themselves part of the

Kingman area, but are not residents of Kingman. With the less restrictive county development requirements and inexpensive land, lots of low-cost housing developed, including many mobile homes. Historically, the residents of this area have been adamant in their opposition to annexation.



Strategy

While there still may be some strong opposition from some residents, based on our interviews and subsequent observations and analysis, we have determined that the City needs to pursue incorporating this area into the City of Kingman.

Near term actions:

Schedule town meetings with Butler residents and businesses to determine level of interest and issues.

Many residents felt that the previous annexation attempt failed due to lack of information and mis-information. The City must be careful to accurately inform the residents of the rationale for the annexation and assure them that they will not be adversely affected. They also need to carefully identify the issues of the residents of this area and develop strategies to address these issues during the process.

Conduct a long term cost/benefit analysis of annexing the Butler area.

The city needs to look at the long term revenue impact of the Butler annexation by exploring the potential for increased area-wide and neighborhood business development.

Explore the federal benefits of the increased city population.

With the annexation of the Butler/North Kingman area, the City of Kingman population will approach the 50,000 mark, making the city eligible for more federal programs. Some of these funding sources could offset the projected \$1.9 million shortfall. However, be aware that with current growth projections, Kingman will probably achieve the 50,000 population in the near future without annexing the area. The city should make sure that it has anticipated all the necessary ingredients and infrastructure before they extend the invitation for annexation.



Longer term actions:

If viable and politically feasible the City of Kingman should take the necessary administrative and regulatory steps to proceed with the annexation.

Rationale:

Pros:

- More business might be attracted to the Butler area because of increased municipal services. This would result in increased sales tax revenue for the city.
- The increase in population would boost the city's population within reach of 50,000, a demarcation line that would make the city eligible for more federal programs and would assist in economic development efforts.
- Mohave County has no organized recreational programs for its residents; the City of Kingman has an exceptional recreation program.
- Taxes and some utilities (water) are higher in the unincorporated area, largely due to the fire district.
- Code enforcement in the unincorporated area is sporadic and ineffective
- Residents must provide for their own trash removal. Currently this involves using trash dumpsters in the City of Kingman.
- If the area were incorporated, residents would have a voice in the municipal issues that affect them, including elections.

Cons:

- A recent City Council study indicated a revenue shortfall of \$1.9 million if the Butler area were annexed. Federal financial benefits may not cover this shortfall.
- The political make-up of the city council might change not allowing for adequate representation from all areas of the city.
- Development regulations in the city are perceived to be more restrictive.
- Many property owners perceive that the city would not be as respectful of individual property owners' rights.
- Having the unincorporated area offers residents and would-be residents a choice.
- May be some capital costs to the city in upgrading some utilities (sewer).

3.4

Develop quality residential neighborhoods

Kingman's future success within the county and region is highly dependent upon its ability to set itself apart from the housing trends that are shaping the future land use patterns of places such as Golden Valley and other large lot sub-division areas in rural settings. It is the only community in this part of the county that can provide residents and visitors with the amenities usually associated with an urban area—this should include the type and quality of residential products and neighborhoods. Kingman provides people wanting to live in this region with a choice that can only be fulfilled by adding value to otherwise standard subdivision development patterns.

Kingman needs to:

- focus on infill development within its city limits, and
- maintain its low density urban presence within the county by supporting residential development with the maximum feasible amount of amenities such as neighborhood parks, conveniently located neighborhood stores, and traditional looking street, sidewalk and housing types that are not available in more rural areas of the county.

Four major issues affect the quality of residential development in Kingman:

The need for INFILL development.

The provision of infill residential development and the provision of in town neighborhood amenities should be tied together. The issue is addressed in both county and city studies and plans. For example, a major conclusion of the recently published Mohave County Land

Use and Natural Resource Inventory (May 1988) is to "Encourage infill development in urban area[s] to attempt controlling leapfrog development.

Mohave County needs to adopt equitable methods of encouraging infill development while controlling leapfrog development in its communities. By concentrating the density of the urban areas, the county will save economically on infrastructure costs. This is particularly true with leapfrog development. First, the cost of the county of providing infrastructure to an isolated subdivision is high when compared to providing amenities to a commercial or manufacturing site. Compare the cost of installing fifty sewer lines to the cost of one, for example, this stretches the county services to the maximum. Second, the sales tax produced by an industrial development far exceeds the revenues generated from transfer payments. While transfer payments such as social security are spent in the county of residence, and thus multiples through the economy, when compared to the revenues related to industry, the county is not maximizing its returns in provision of services."

The issue is also addressed in a number of policies of the City of Kingman General Plan. These include:

- "Provide for the location of convenience shopping areas within residential neighborhoods in a manner compatible with adjacent housing."
- "Encourage development patterns that will minimize urban sprawl and will enable the efficient provision of public services."
- "Neighborhood parks are necessary city services." (They are also a high

priority for the City's Parks and Recreation Department).

- "Encourage a mixture of housing opportunities city-wide with emphasis."
- "Discourage strip commercial developments by clustering commercial development at identified nodes within the city." (This should include neighborhood nodes.)

Connections within and between residential neighborhoods and surrounding land uses.

Kingman's General Plan states that a "network of convenient and safe pedestrian and bicycle paths should be provided to connect the development to commercial areas, residential subdivisions, schools and parks." This policy should be a cornerstone for creating residential neighborhoods in urban areas. Linking neighborhoods through secondary as well as primary streets is a key to regular implementation of this policy. Development should be required to connect to surrounding areas through every feasible means of transportation.

Replacement of deteriorating structures is a key to creating attractive urban area neighborhoods.

Kingman incorporates a number of residential products which provide the only available housing choices for a large percentage low-income residents. The availability of housing for low-income residents must be protected. Due to the nature of a number of structures observed by the R/UDAT team, it is apparent that some of these will require replacement in the future. The city should develop a replacement policy to address this need.

Several options are possible. First, the city presently has only a few apartment house

projects. Locating additional multi-family units on boulevards and areas adjacent to city centers and services should be a consideration. Second, the creation of a unit replacement program, substituting new or rehabilitated manufactured housing units for deteriorating units, would create opportunity to infill existing lots with an improved product.

Traditional neighborhood design policies and standards

Even in Kingman's low-density development pattern, aspects of urban area residential architecture and town planning standards can provide a unique quality that will attract those people who want to take advantage of the weather and other amenities of Mohave County and, at the same time, benefit from the advantages of an urban area. Current trends in residential development, and subdivision development, require houses to face the street, place garage doors to the side or back of a lot, incorporate social amenities such as sidewalks and front porches facing the street, and include central places such as neighborhood parks and convenience shopping as opportunities for connecting subdivision land plans to surrounding land use patterns and amenities.

Diversity of housing types

A diversity of housing types is necessary to reflect the diverse need of Kingman's population. Families with children may have different needs and desires than senior citizens while other people may desire a work space adjacent to their living space. Mobile homes, multi-family, single family homes on large and small lots and even the adaptive re-use of existing commercial structures for residential use all have an appropriate place in Kingman's housing stock.

3.5

Redefine the greater Kingman regional economic development strategy

Strategy

In light of changing times and changing community goals, the Kingman regional economic development agenda must be redesigned. The growth of Kingman's population base is assured and the pursuit of quality employers paying fair wages to skilled and unskilled employees is a given. The need for "redefinition" is highlighted by three factors: essential expansion of the economic development agenda to include a revitalized historic downtown Kingman; the reality of an expanded Kingman Hilltop town center on Stockton Hill Road; and the growth of Kingman to become a city of 50,000 population in the 21st century.

Near term actions

- Bring the city and county economic development agencies into a working partnership through frequent joint meetings of the principal staff and chairpersons of both organizations to share information, discuss community goals and share responsibilities.
- Expand this core group to include the Chamber of Commerce and other organizations essential to the dialogue.
- Organize an economic development memorandum of understanding between the county, the city, neighboring communities and other relevant institutions, agreeing to a high level of cooperation and coordination that will facilitate job development and retention, and the attraction of developers and business to the Kingman centers.
- Identify infrastructure needs essential to the implementation of economic development goals and work in collaboration to assure that public infrastructure is available as needed.
- Work with local and state educational institutions to develop training in areas suitable to a 21st century economy and job market.
- Upon development of specific plans for the two Kingman Centers develop a joint strategy to attract developers, businesses and tenants to the community.
- Develop collateral material to assist in marketing the Kingman region to national retail and business interests which showcase the residential growth and economic strengths of the Kingman region.



Rules of economic development

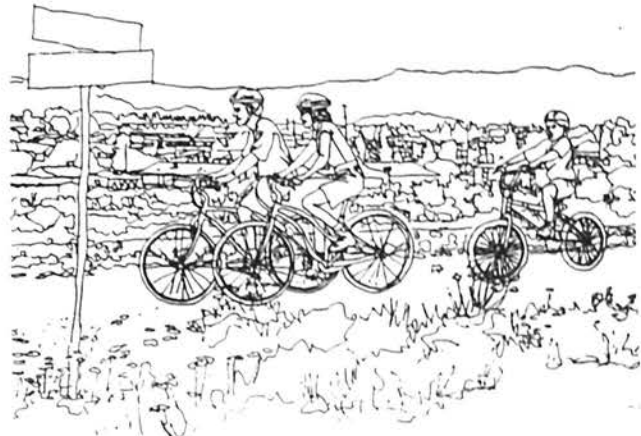
- Businesses locate where the CEO wants to live. "Quality of Life" is the best economic development tool a community can have.
- Technology and transportation in the 21st century will allow industries to locate far from their market places. But instant access and overnight delivery of goods and services are essential.
- The growth industries of the 21th Century will be "knowledge based" industries which do not manufacture anything and which ship information and services electronically.
- An educated workplace in the 21th Century is one with computer skills, writing skills, interpersonal skills, and teamwork skills.
- Listen carefully for entrepreneurial opportunities.

Longer term actions

- Organize a committee of representative parties to produce a Smart Growth Summit (SGS) to develop long term economic goals and to the achievement of those goals as a collaborative effort.
- Continue business retention activities through frequent visits with area employers to assure that their concerns are heard and acted upon in a timely fashion; assist in developing and funding marketing materials for the Kingman centers to attract Kingman area residents and tourists who also may be attracted to the Kingman area for day trips and overnight trips.
- The economic development function must deliver financial and other support to business districts in the Kingman region, including:
 - A facade improvement grant and loan program for commercial structures.
 - Low interest loans to property owners and tenants to improve their business places.
 - Develop a micro enterprise loan fund with local banks and state agencies.
 - Training for retail merchants and staff in customer service, window display, purchasing and bookkeeping.
 - “Brownfield” acquisition, remediation, land write down and resale, in collaboration with State, County and local government grant programs.
 - National marketing of commercial sites and opportunities to developers.
 - Tax, abatement, and other financial incentives and subsidies to relocating industries.

Rationale

Community and economic development is a team effort requiring the good will and collaboration of County, City and private sector interests and perspectives. Property owners and businesses in older districts and older buildings often struggle to maintain and improve their structures, especially in the face of newer commercial areas which often impact older districts. As Mohave County and the Kingman region grow in population, the components of future prosperity will include job development, coordinated and well planned commercial expansion and collaboration of economic development interests.



The quality of life for any region is enhanced by sustained and focused economic development actions which support the existing business interests, generate jobs and expand the tax base of a growing region. The Kingman region has the organization and the financial mechanisms to accomplish a newly defined economic development agenda. The leadership of the existing institutions, working with the city, state and county governments and the Chamber of Commerce, must coordinate their efforts, collaborate on economic development strategies and focus their engeries on realistic targets which will enhance the quality of life of Kingman region residents and employers.

3.6

Kingman Arizona: Identity, Image and Cultural Self-esteem

Kingman's historic identity as a transportation town has carved that impression into the very rocks surrounding its borders. As a crossroads to destinations beyond, an impression left on visitors is that Kingman is an important, albeit brief host to its guests.

Whether arriving by camel, wagon, train, plane, Harley or automobile, Kingman has generally been a place on a route to another place. Simultaneously in its role as a destination, it has offered the promise of water, food and shelter, even entertainment. Kingman is a place you want to come back through.

Kingman is also a town of ranch families, some of whom settled here at the turn of the century. It also offers days that are 15 degrees cooler than other northwest Arizona cities. It is a place to golf and a place for low-wage workers to find jobs and housing. It's a government center, a tourist attraction, a work place and a home base.

Today Kingman is viewed as different things to different people. It is home, harbor, protection, nourishment, and entertainment. As a result there appears to be confusion, mixed messages, a schizophrenia about what Kingman is. This may be the result of Kingman being so many things that it has trouble identifying a singular image. Herein may lie Kingman's strength: it has many little pieces which, if stitched and woven together well, will create a whole bigger than the sum of its parts.

While Kingman is clearly a place of **Planes, Trains and Automobiles**, it is also a place with a spectacular natural environment, a significant architectural legacy, and a resilient and generous people. Efforts need to be made now to coalesce an identity. By asking the question, "Who are we?" a rich tapestry begins to emerge. Kingman is a place to come back to. After all, it really is "**cooler in Kingman.**"

IT'S COOLER IN KINGMAN!



Near Term Actions

Expand Route 66 Tourism Opportunity: Kingman's enormous wealth of cultural assets make it the premier site to visit along Route 66. The name "Kingman" should become associated with Route 66 Heritage Tourism.

Assure that all names associated with Kingman are registered and licensed by some official entity to safeguard against exploitation by others. Kingman is a proverbial gold mine waiting to be discovered. Unless adequate safeguards are in place soon, returns on the community's investments could be diminished.

Encourage appropriate, fun and informative developments in Yampai, Nelson, Peach Springs, Truxton, Valentine, Hackberry, Oatman and other communities. Government, the Chamber of Commerce and others should work with its neighbors to make sure that getting to Kingman along Route 66 is half the fun. Healthy, sustainable development in the region is good for Kingman. (If the Route

66 commission doesn't exist or function well, re-establish or strengthen)

Expand and up-date Annual Calendar of Events. Materials created by the City of Kingman and the Arizona office of Tourism, are generally very good. However, as part of a campaign designed to inform the world that it really is **cooler in Kingman**, the materials should begin reflecting this now. There are too few events each month and Kingman needs to expand its programming capacity. Consider storytelling, history, photography exhibitions, Route 66 film festivals, model truck, aircraft, and train exhibitions, and actively recruit, and create incentives for, annual classic and antique car/truck, motorcycle shows.

Explore funding options to develop a comprehensive cultural plan for Kingman. With Kingman's bountiful reserve of cultural opportunities, it will be important to develop a plan for accessing, sustaining and preserving these assets. Recommendations from the Arizona Arts Council, the Tuscon/Pima Arts Commission and the NEA may be helpful.

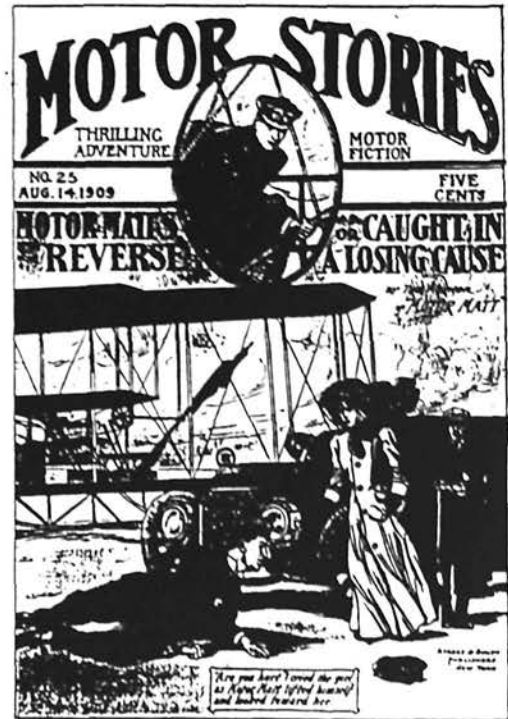
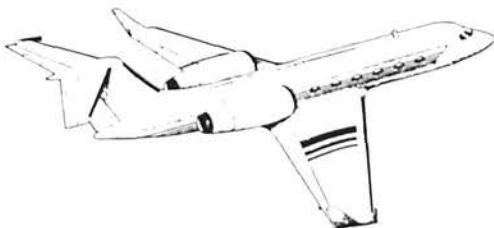


Longer term actions

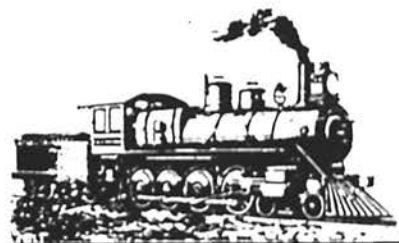
Develop strategic alliances with supportive industry such as petroleum, automotive parts, etc. Consider licencing agreements such as, "the official fuel/beer/yogurt/tire of Route 66." An official Route 66 organizing committee can establish spin-off industries with the potential of creating new jobs. It is vital that the community

seek an experienced consulting firm to assist with this task. Other strategic alliances with the automobile industry include national auto-parts chains, manufacturers (Ford, Goodyear, etc).

Commission a Cultural Plan for Kingman. Revisit and implement recommendations made in the "Community Cultural Assessment" prepared in 1995. This report reinforces the idea that Kingman has many pieces needing to be stitched and woven together. Referring to Kingman's cultural climate the report states, "The cultural heritage of the community is so rich that it is difficult to focus on any ONE element that makes Kingman unique." The creation of a Comprehensive Cultural Plan for Kingman would define culture broadly to include not only the fine arts, performing and literary arts, and craft, but festivals, film, history, Native American culture, ethnic festivals (Cinco de Mayo, Native American events, etc) folk arts and the fine trades. Popular culture as represented by Route 66 tourism and the automobile should be a primary feature of the plan.

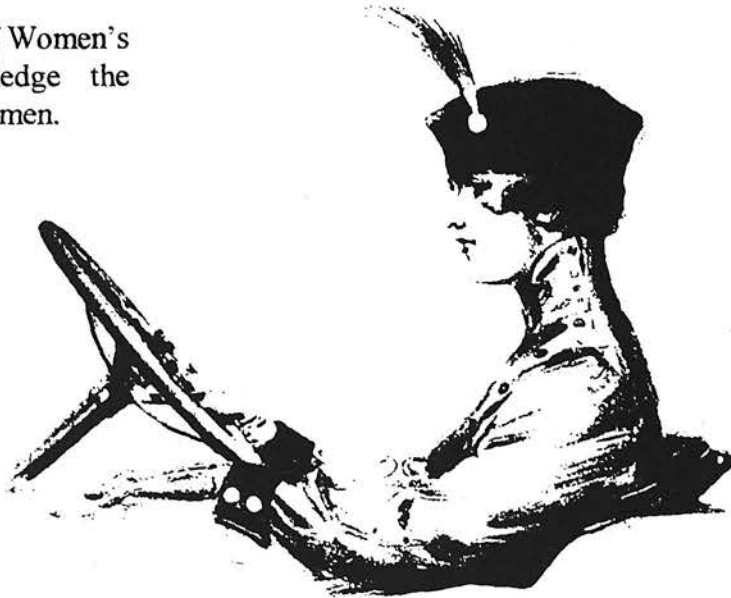


Develop a new marketing strategy for Kingman. As the community grapples with the question, "who are we?" it should simultaneously begin to develop a long-term marketing plan to encourage economic development through cultural tourism. Consideration should be given to attract international visitors to Kingman, including tourism packages connected to Las Vegas and Los Angeles. Additionally, a comprehensive marketing plan to develop materials encouraging business development and retention is recommended.

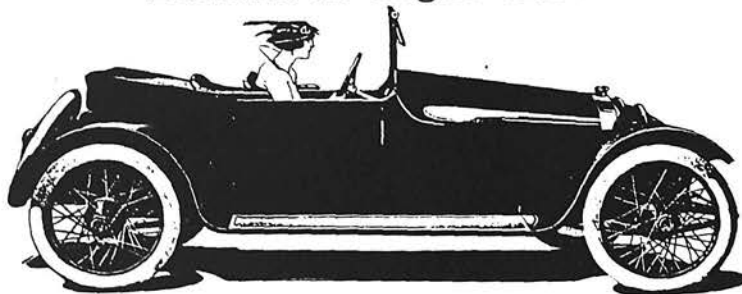




Develop a sub-niche market of Women's Heritage Tourism. Acknowledge the achievements of Kingman's women.



Luxurious Light Cars



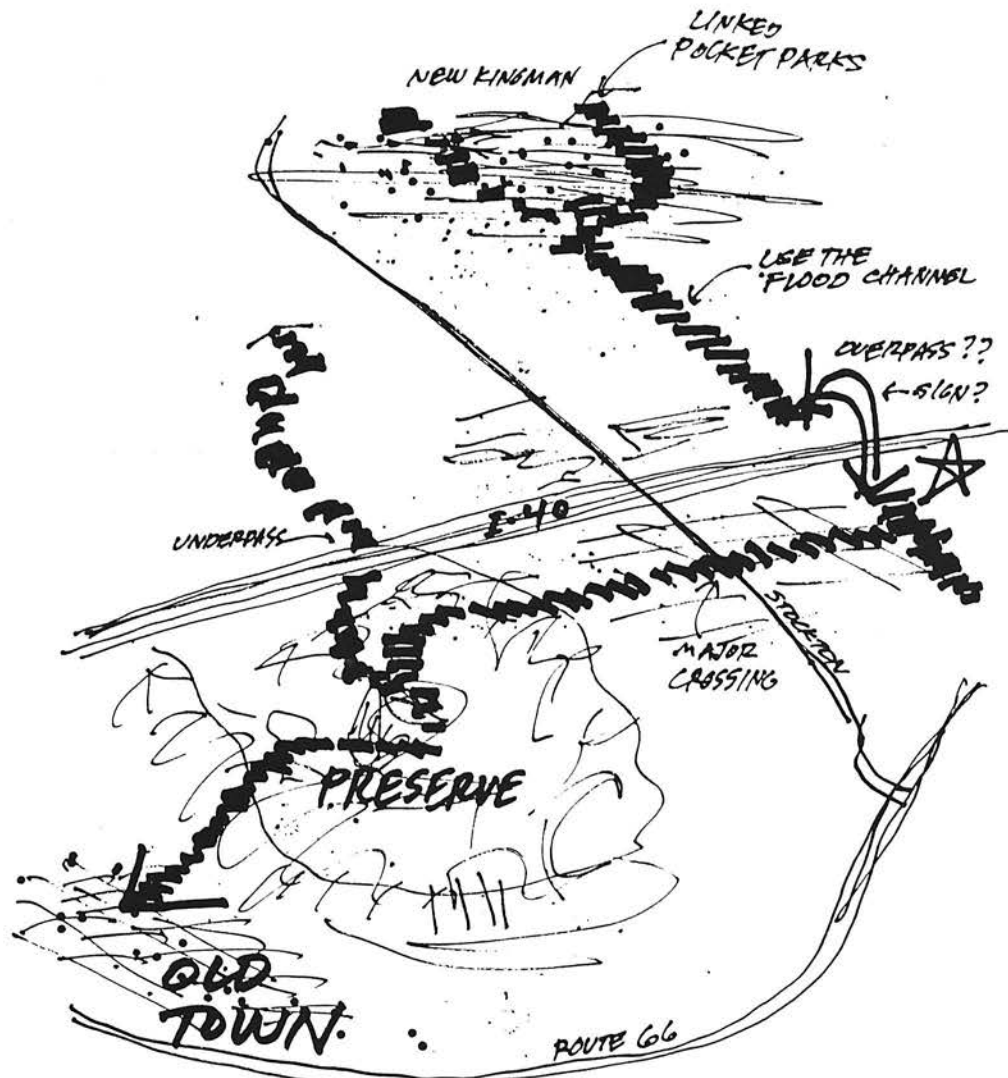
3.7

Connecting Kingman: The Fine Art of Getting People from Place to Place

There is a remarkable irony in Kingman. On the one hand Kingman is the site of an important national crossroads, built along an historic highway, which evolved from an historic pioneer trail. On the other hand people in Kingman have a tough time getting around Kingman itself. Congestion, a lack of trails, walkways, bike paths, and a limited transit system make moving in and around Kingman very difficult.

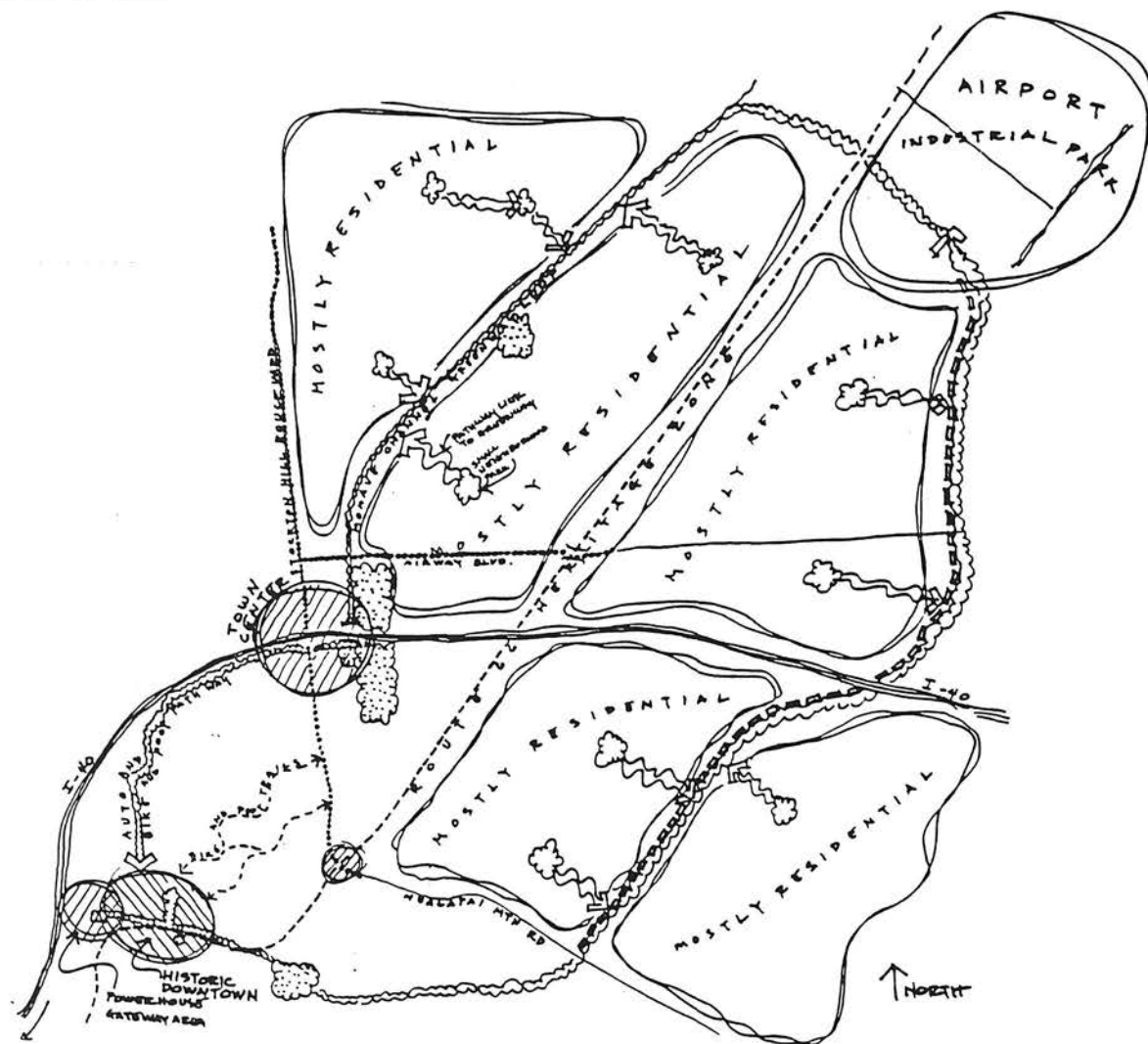


"WHITE CLIFFS"



One of the biggest complaints heard from kids in Kingman is, "unless there's someone home with a car willing to drive us around, we're stuck." Kids wanting a candy bar don't have the same opportunity their parents had to move comfortably and safely through their communities to connect with friends or get to a five-and-dime. Moreover, for many people in Kingman, it takes a quart of gas to get a quart of milk. Cut-off from walkable/bikeable neighborhood centers, Kingman's poor transportation network has disconnected its people from one another, particularly isolating its youth and senior citizens.

Kingman's General Plan states that a "network of convenient and safe pedestrian and bicycle paths should be provided to connect the development to commercial areas, residential subdivisions, schools and parks." As stated in section 3.4.B, this policy should be a cornerstone for creating the linkages necessary to bring people and place together.

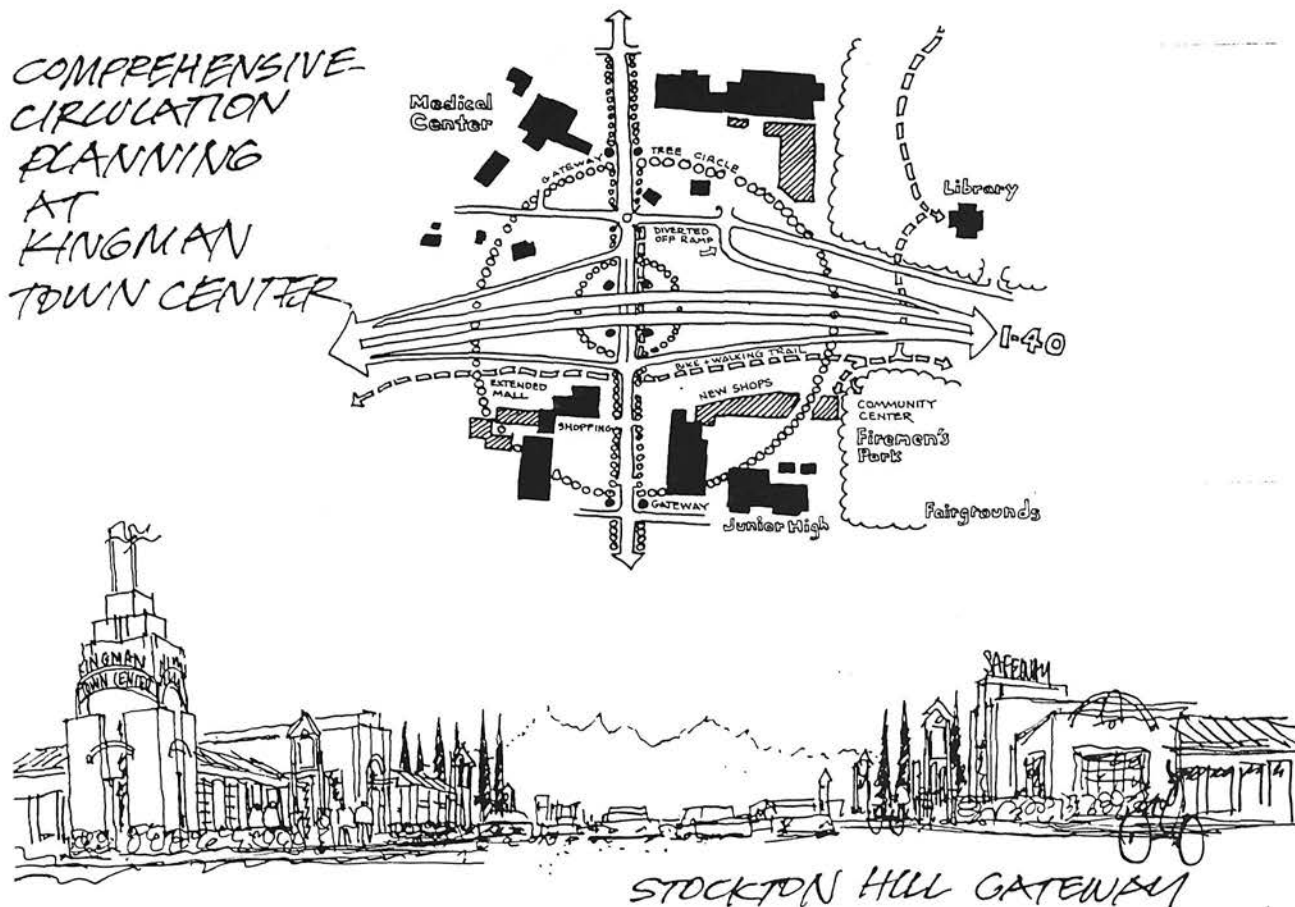


"MOHAVE CHANNEL GREENWAY LOOP"

Near term actions

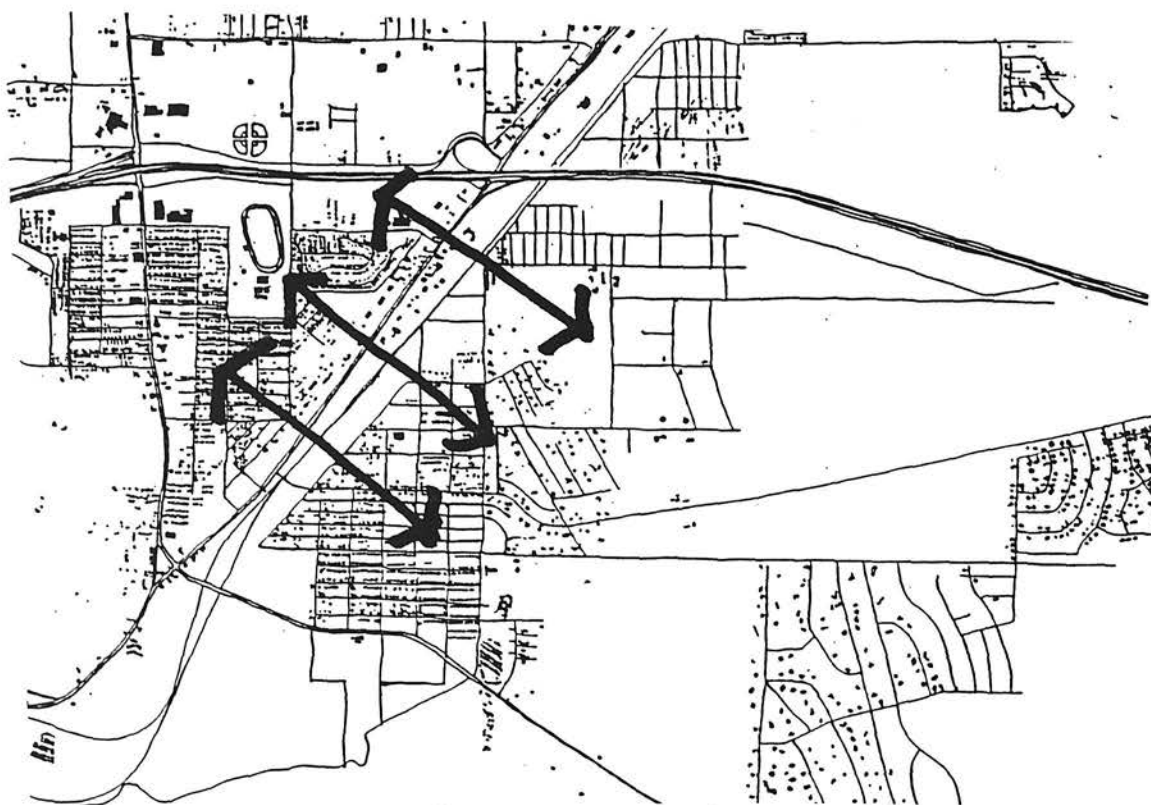
- Improve safety and accessibility of Stockton Hill Road at Kingman Town Center. Traversing Stockton Hill Road near I-40 is an uninviting, dangerous experience for pedestrians and motorists. Traffic calming techniques, landscaping and lighting improvements will improve the area's desirability, and enhance commercial development. Efforts should be made now to design the area in ways which assure that it is not expanded to seven lanes, as has been proposed.

- Establish a Kingman Pathways Committee. Kingman's climate is excellent for walking and bicycling except during the few extreme weather days of the year. A committee should be formed including residents, transportation and planning staff, parks and recreation officials and ADOT to propel and steer implementation of new and under-developed plans. Attention should be given to Section 7.0 of the Kingman Area Transportation Study prepared by BRW Inc., November 1997. While this chapter of their study contains important classifications, it does not adequately represent the unique opportunity for Kingman's "non-motorized circulation" systems.



- Develop policies requiring that all new commercial and residential development connect to the surrounding areas through a bicycle and pedestrian network as well as automobiles and transit systems. An alternative transportation amenity such as bikeways will create an amenity adding to the quality of life for Kingman's residents, and adds value to economic development strategies.

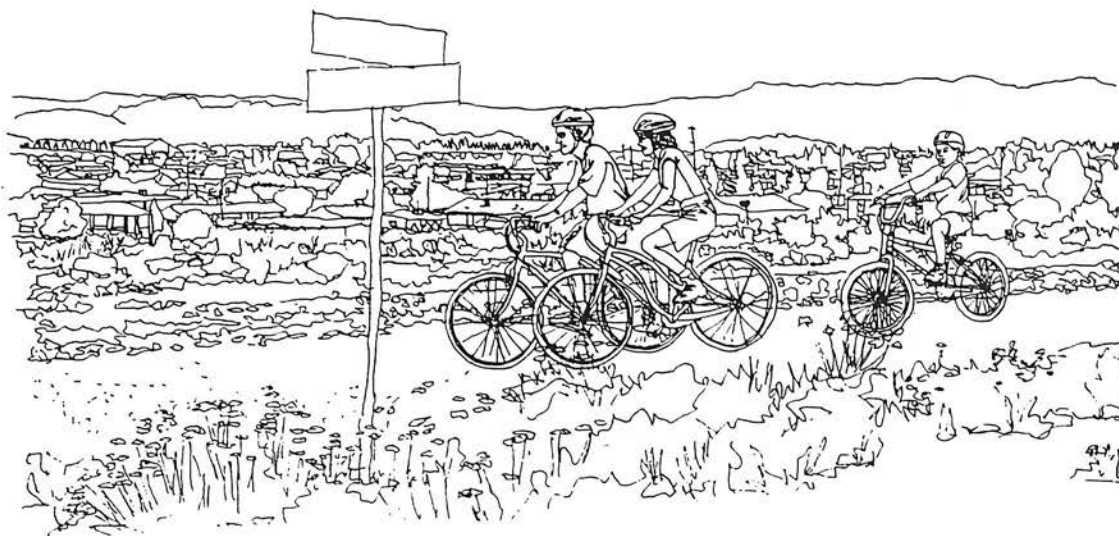
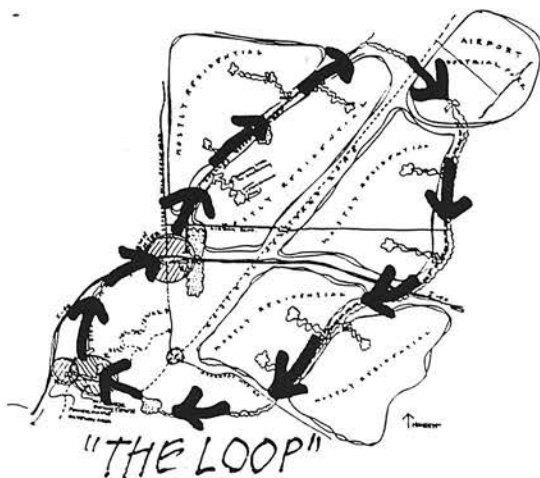
- Improve east-west connections along Andy Devine Avenue. This is a high priority among emergency service personnel and residents alike. Railroad crossings preventing good traffic flow will worsen as the development expands in Hualapai Foothills area, decreasing the desirability and safety in the area.



IMPROVE EAST WEST CONNECTIONS
ACROSS NATURAL AND MAN MADE
BARRIERS

Longer term actions

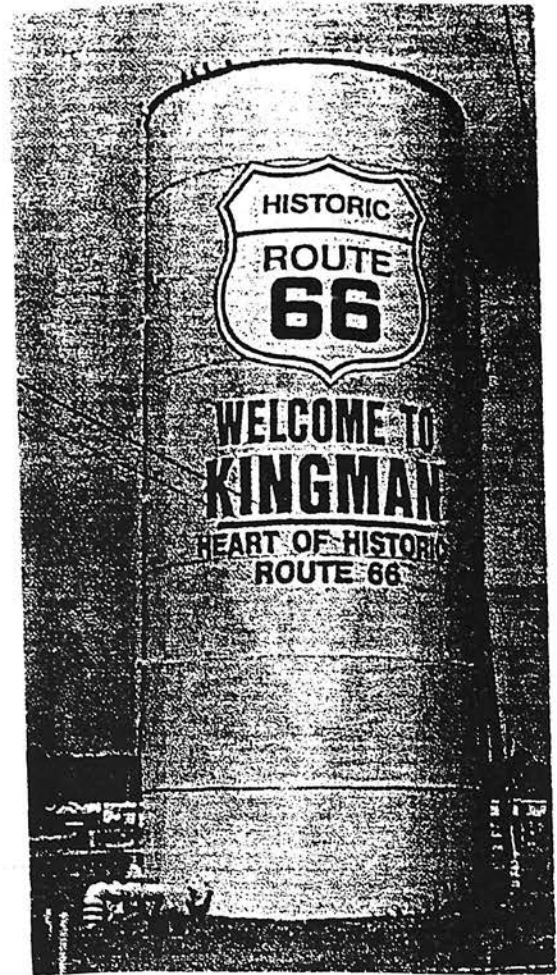
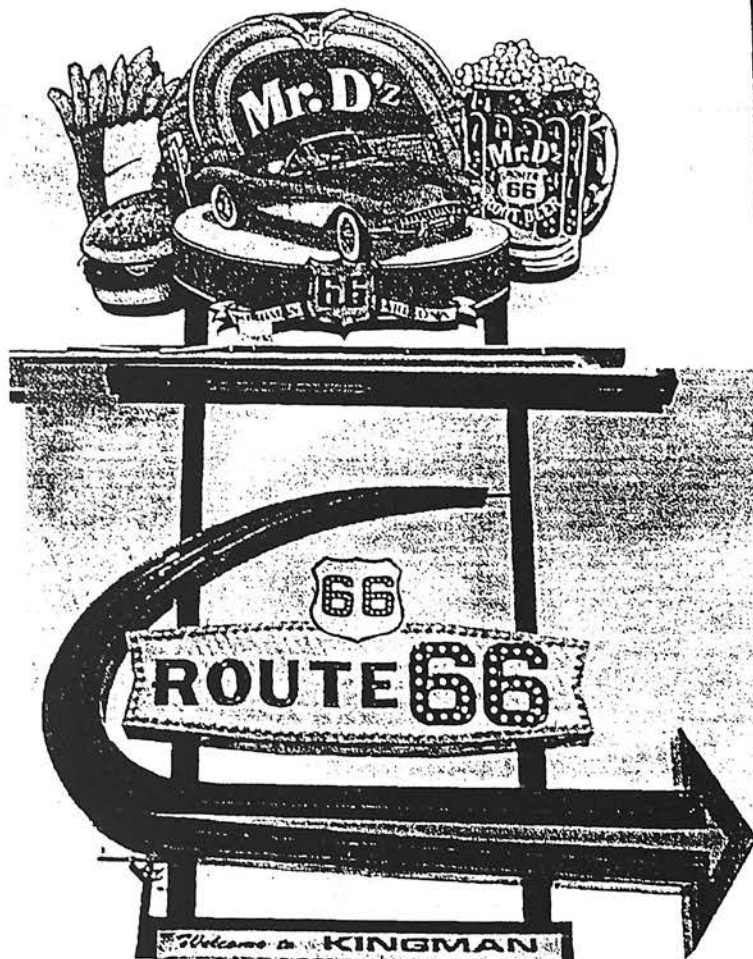
- Enhance Kingman's role as the premier stop along Route 66. Excellent progress has been made with the development of the Powerhouse project. Efforts should be made to expedite development of the next phase of the Route 66 Museum.
- Create a "Mojave Channel Greenway Loop" A greenbelt system throughout the greater Kingman area will provide year-round accessibility to area residents, and form a "necklace" for connecting new development to the existing communities.



- Explore a "starter transit system" with service beyond that described in BRW's Kingman Area Transportation Study. This is a high priority among the area's social service providers and children alike. BRW's description of a starter system will not serve the needs of children and teens, and this needs to be addressed in greater detail. Efforts should be made to encourage transit use and begin a long term process of reducing dependence on the automobile.
- Assess the capacity of the existing airport facility and determine needs

for existing and future demands. As Kingman expands its tourism and industrial base, as well as a more mobile residential population its airport will need improvements. People wishing to move to Kingman want to make sure that business, friends and family can come and go with easy, inviting connections.

• Create a coordinated wayfinding system to and within Kingman. While efforts have been made to guide visitors to and around Kingman and its historic sites, a unified graphic design system should be funded. One of the fine arts of connecting people to place is through excellent graphic design, and creating an expandable, unified system for Kingman should be a high priority. As a part of the wayfinding program, a review of existing sign ordinances should be conducted. Efforts should be made to balance the need for information vs. the need to prevent a proliferation of billboards in the area.



3.8

People in action-Future role for organizations

Every community in the nation that is experiencing growth tends to generate institutions and organizations to address specific issues and concerns and to set goals. Over time, even the most focused of enterprises tends to take on additional responsibilities, some of which may already be a part of another organization/mandate. Public agencies become involved in private sector initiatives and vice versa.

Our assessment of the government agency, non-profit and volunteer landscape is as follows:

- Economic development, in its traditional "more jobs, more tax income" format has been on the city and county Agenda for some time.
- The Chamber of Commerce has emerged as the principal private-sector, non-profit advocacy organization for Kingman, Arizona.
- The Heritage Crossroads Committee effort to raise money to bring in the R/UDAT team seems to be one of the largest and most successful assemblages of special interest groups, government and individual advocates in the modern history of Kingman.
- Government has authored its own set of special function organizations, most with strong funding support.
- Recognition that Kingman will be a community of 50,000 in the 21st Century provides the opportunity to rethink the roles of the array of special groups, to harness their efforts, and to coordinate activities toward agreed-upon goals.

As Kingman grows and as the task of revitalizing historic downtown Kingman begins in earnest, organizations will have a continuing need for leadership and financial support to do their jobs effectively.

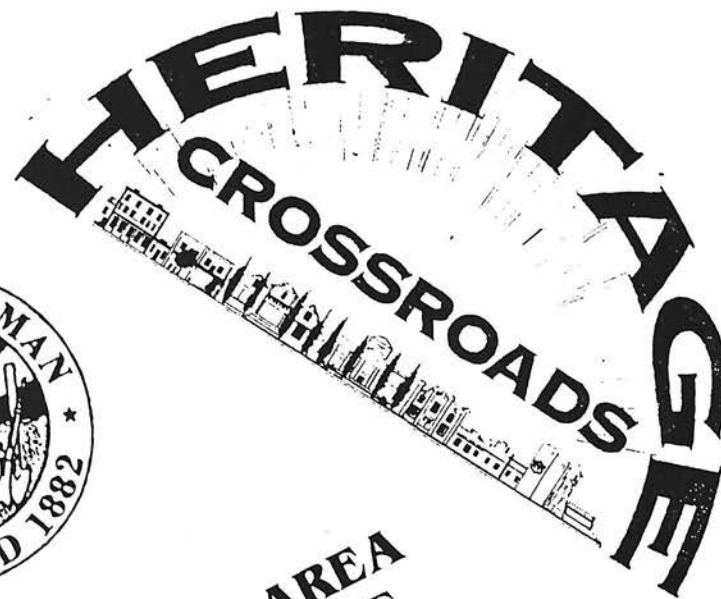
As the Kingman region grows, it is expected that the county, the city and the chamber will present a common front to prospective industries and developers interested in this region, and that they will cooperate in providing infrastructure and financial and staff support for priority community projects.

Following are some recommendations for consideration:

- The DOWNTOWN MERCHANTS ASSOCIATION should consider becoming a committee of the Chamber of Commerce, with separate membership dues, with staff support and with guidance provided by the Chamber Board of directors.
- The city should empower the HISTORIC PRESERVATION COMMISSION to move forward to update the historic building and site surveys, and to coordinate their efforts with the CULTURAL ARTS COMMISSION.

- THE CONVENTION AND TOURISM COMMITTEE of the Chamber and the city ECONOMIC TOURISM DEVELOPMENT COMMISSION should prepare a two-year marketing strategy for historic downtown Kingman and the Kingman region.
- The Chamber of Commerce should move their offices into the Powerhouse and expand daily tourism services to visitors and support the preparation of a specific development plan for historic downtown Kingman.
- The city, county and the chamber should organize a Smart Growth Summit involving the public and private sector leadership in the Kingman region and the volunteer and non-profit organizational leadership in order to identify issues and opportunities, agree upon priorities, and assign responsibility for action to appropriate government, non-profit or independent organizations.

The Heritage Crossroads Steering Committee is the catalyst for this mission. Their monthly meetings of the volunteer leaders should continue to coordinate cooperative, collaborative actions.



**KINGMAN AREA
CHAMBER OF
COMMERCE**

3.9

Protect and capitalize on historic Kingman

What is historic preservation? The term is often associated with negative images: trouble makers, rich white people, bulldozers, poor maintenance, higher taxes and slow progress. In reality, historic preservation is an economically viable, progressive, responsible and widely accepted alternative to new development. Ideally, it is an endeavor that involves the whole community and not just a choice few.

The most successful towns have built a quality of life by using their past to shape their future. This is a critical issue for Kingman. Quality of life is the critical ingredient in economic development and historic preservation is an important part of the quality of life equation for three reasons:

- More than any other man-made element, historic buildings differentiate one community from all others.
- Many quality of life activities - museums, theaters, lodging - are housed in historic buildings.
- The quality of historic buildings and the quality of their preservation says much about a community's self-image.

A community's *commitment to itself* is a prerequisite for all quality of life elements. A community with sound preservation values can experience tremendous economic benefits. By preserving historic homes and commercial business districts, the community promotes a high quality of life that stabilizes neighborhoods thus protecting the tax base. Individual property values are also protected, even enhanced, by sensitively maintaining properties in the same neighborhood.



Strategy

While Kingman has launched and implemented a successful heritage education program, the preservation commission needs to develop a comprehensive preservation plan to identify and protect historic resources, educate the community on preservation and aid property owners in understanding the value of their investment.

Near term actions

Define the mission of the Historic Preservation Commission

The mission of the Historic Preservation Commission is not clearly defined. The group needs to decide what its function is, particularly in relation to other groups with a similar mission, such as the Cultural Affairs Commission. In addition, since historic preservation is a planning and community development tool, the Historic Preservation Commission should be organized as part of the Planning department.

A priority for the Historic Preservation Commission should be the development of a preservation plan for the community, using the recommendations in this report as the starting point. It will be critical for the Commission to develop strategies to involve other community groups in the implementation of the preservation plan.

Review and re-write the section 33.000 of the City of Kingman zoning ordinance that addresses the historic overlay district.

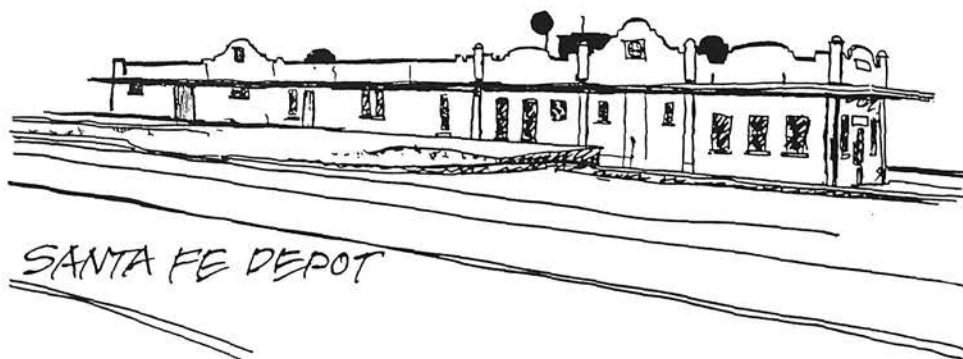
At a minimum, the new ordinance should:

- Provide for the creation of the Historic Preservation Commission and define its mission, purpose and function.
- Establish a mechanism for the overlay designation of individual landmarks as well as districts. Make the application process for such designation user-friendly.
- Simplify the design review process. Remember that your objective is stabilized, sound historic buildings. Making the process easier will encourage property owners to rehabilitate their buildings.
- Establish design review standards that are specific to the architecture and history of Kingman.
- Rename the historic overlay district so that the local district reflects a sense of pride in what the district represents. *Suggestion: Front Street District*

As part of this review, the city needs to review the land use zoning classifications of historic districts. Specifically, the light industrial zoning just south of the railroad tracks along Topeka St. does not encourage the preservation of the homes that front on that street and is a threat to the neighborhood just to the south. The Planning and Zoning Commission should re-zone the area to a use more compatible for the neighborhood rather than for the railroad.

Identify endangered buildings and outline strategies to stabilize, preserve and develop them.

One obvious opportunity that exists here is collaboration with the BNSF railroad regarding the depot. The proposal to take the facade easement and allow the BNSF to maintain ownership of the interior for office space is certainly a workable solution. However, this structure is clearly important to the development of downtown as a tourist destination and the commission should explore further other alternatives with the railroad that would result in a more compatible use for that purpose. Also, if the city decides to take the facade easement, it should probably investigate other facade easement programs before drafting a contract.



Another priority should be the preservation of the sites along Route 66. In conjunction with the Route 66 Association, inventory significant structures and sites, particularly motor courts and signs. Kingman was an overnight stop on Route 66 and that heritage should be recorded and built upon for future tourism efforts.

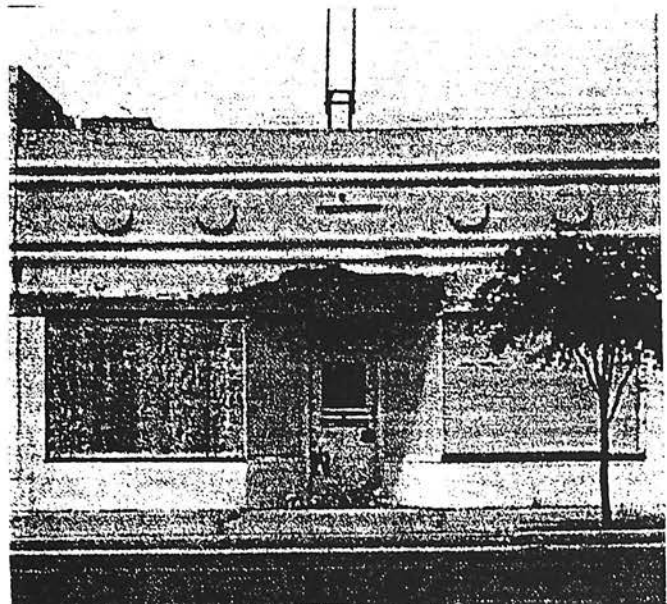


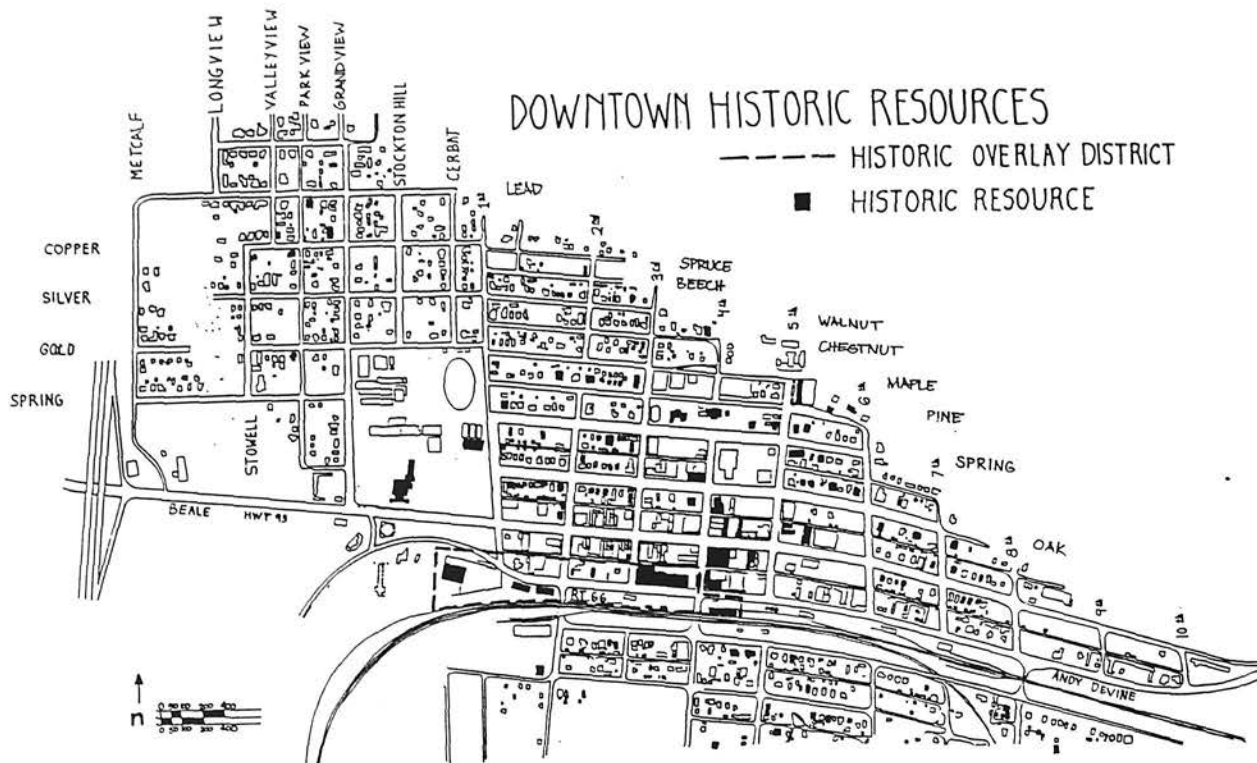
*HISTORIC SIGN
ALONG ROUTE
66*

Another priority should be the creation of the proposed White Cliffs Historical Park. The significance of this area in the establishment of Kingman's first transportation corridor makes this a jewel in Kingman's cultural legacy.

Seek public and private joint venture partners to develop high priority projects. If there are endangered properties that cannot be immediately developed, the Commission should outline and implement strategies to mothball these significant buildings so that the structures do not further deteriorate.

*BOARDED UP
UN-USED
HISTORIC
RESOURCES*





Longer term actions

Using the City of Kingman city limits as a boundary, commission a line item inventory of all historic resources (structures, buildings, sites, signs etc.) that date prior to 1960.

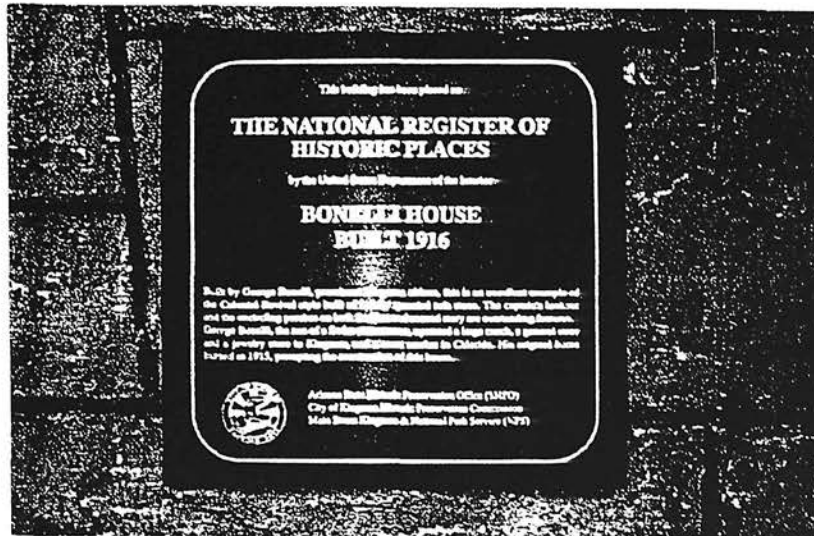
While not as detailed as a comprehensive survey, a line item inventory is inclusive of every property (that meets the established criteria listed above), regardless of its condition or significance. It is generally a windshield survey conducted by a historic preservation professional that identifies the resource, its location, the date built, the use (residential, commercial, industrial etc), the style (Victorian, L-plan, bungalow etc.) and assigns it either a low, medium or high preservation priority. The resources are photographed and keyed to a base map.

Develop a preservation plan using the inventory to identify potential local and National Register historic districts and individual landmarks.

An analysis of the inventory will tell you what you have. Maps can be used to identify cohesive historic districts; further survey work can determine National Register eligibility. It is important to note that while a resource or a district may not be National Register eligible, it may still be important to Kingman and should be considered for local designation. Use this analysis to determine whether the boundaries of the existing historic overlay district need to be expanded, or a separate district created.

Sample line item inventory :

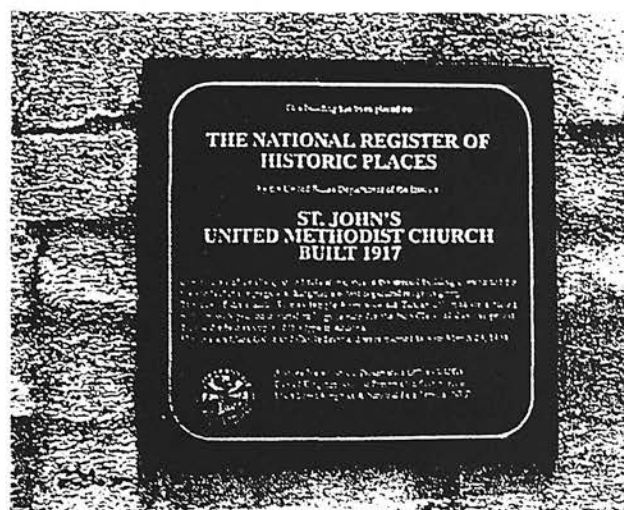
#	Historic Name	Address/Location	Date	Use	Style	H	M	L
21	AT & SF Depot	South Side Andy Devine between 4th and 5th St..	1907	Railroad Station	Mission Revival	X		

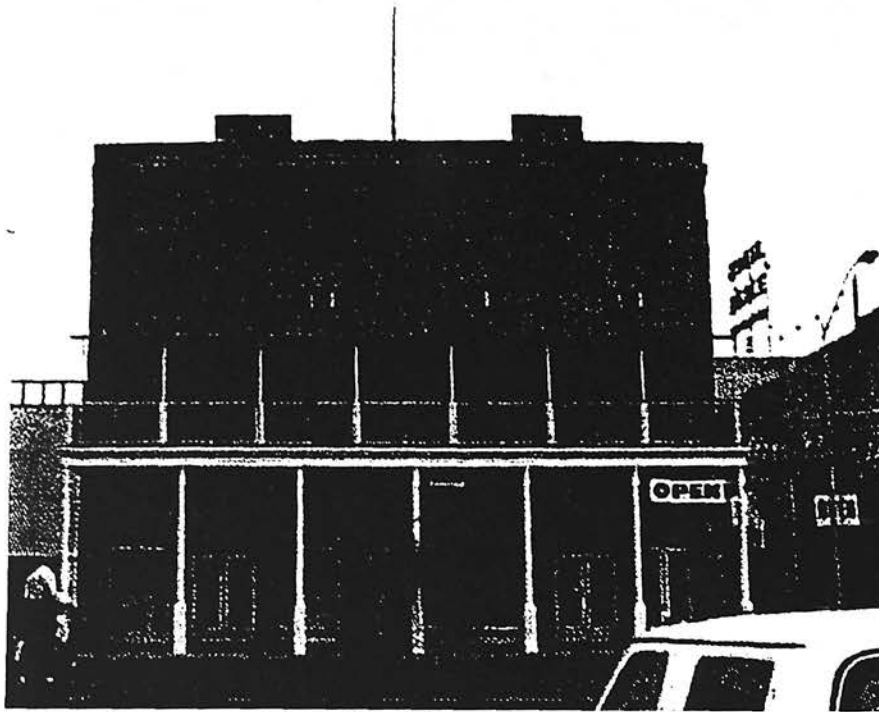


Develop an education program for owners of historic properties outlining the differences between National Register designation and local designation.

Unless Federal money is involved, a listing in the National Register of Historic Places does **not** protect historic properties from demolition, control interior or exterior improvements to the structures, or require that listed properties be open to the public. National Register listing is simply an honorary designation that acknowledges that the historic resource has some national significance.

Historic properties are *protected* at the local level. This is why the section of the zoning ordinance dealing with historic preservation is so critical. However, National Register listing or eligibility does make commercial properties eligible for federal income tax credits and legislation allowing for similar benefits to historic home owners is pending in Congress.





THE BRUNNICK HOTEL

Develop a comprehensive incentive program for historic preservation.

The whole process of economic development is one of encouraging the private sector to act in such a way as to generate a community benefit. Therefore, financial incentives are often a necessary catalyst for historic preservation, but consistently a cost-effective one. While National Register listed or eligible properties can qualify for federal tax incentives, the local community needs to develop local incentives for preservation. Since Kingman does not have either a primary property tax or a local income tax, seek foundation or grant funding to develop a local financial incentive program, such as a matching grant program for general maintenance, minor facade rehabilitation and signs. Work with local lending institutions to establish low interest loan programs for larger projects.

Develop a local marker program to identify structures that are significant to Kingman.

When historic landmarks in Kingman are designated, property owners should have the opportunity to identify their building with a local marker. A local artist could design one similar to the concept shown here and the City could either provide the marker as part of the designation process or they could offer the property owners of designated structures the opportunity to purchase the marker.



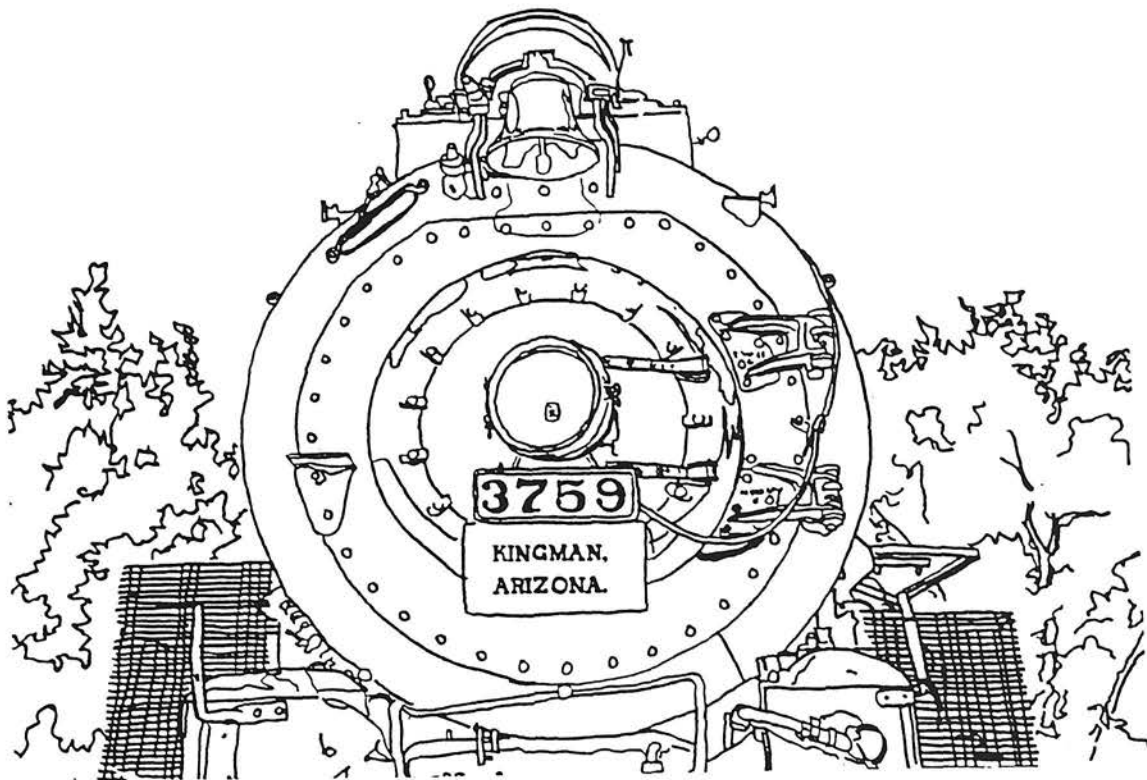
The Economics of Preservation

Historic Preservation is labor intensive. As a rough rule of thumb, half of new construction expenditures go for labor and half for materials. In a historic preservation project, between 60 and 70 percent of the total cost goes toward labor.

Suppose Kingman is choosing between spending \$1,000,000 in new construction and \$1,000,000 in rehabilitation. What would the differences be?

- \$120,000 more dollars will stay in the community with rehabilitation than with new construction
- Five to nine more construction jobs will be created with rehabilitation than with new construction.
- 4.7 new jobs will be created elsewhere in the community with rehabilitation than with new construction.
- Household incomes in the community will increase \$107,000 more with rehabilitation than with new construction.
- Retail sales in the community will increase \$142,000 as a result of that \$1,000,000 of rehabilitation expenditure - \$34,000 more than with \$1,000,000 of new construction.
- Real estate companies, lending institutions, personal service vendors, and eating and drinking establishments will all receive more monetary benefit from \$1,000,000 in rehabilitation than from \$1,000,000 of new construction.

*Source: The Economics of Preservation by
Donovan Rypkema*



Conclusion

The team members who participated in this project have been overwhelmed by the hospitality, sincerity, and good humor of the people of Kingman. For many these are difficult times, and the appreciation felt by the team has caused us to work harder and think longer than even we had estimated on our arrival here. Kingman is a city with many assets and this report tries to build upon the most important ones. But after all is said, it is the people of Kingman who will get it done.

When Team members return to Kingman for a follow-up visit in 1999, we expect that the community will have further expanded its energetic commitment to improve the city's quality of life. But the most difficult task of all can be simply getting started. As a conclusion to the R/UDAT the team members have tried to identify a list of ten things that should be started tomorrow-ideas that will advance the goals of the Heritage Crossroads Steering Committee and the citizens of the entire Kingman area:

- The City Council should immediately develop a plan to keep county government downtown, and take steps to ensure this occurs;
- Initiate a process for creating a new Town Center at Stockton Hill Road and I-40 that will include a community activity center as well as a centralized pattern of shops and community service facilities;
- Initiate discussions with the citizens of Butler to invite their interest in annexation within the City of Kingman.
- Initiate discussions with the Parks and Recreation Department to consider the feasibility of a greenway loop along Mohave

creek to create a continuous parkway system throughout the city;

- Initiate new discussions with the County on the location and design of the youth detention center. If moving the facility at this time is impossible, the negative impacts of the facility on the gateway entrance to the downtown must be mitigated;
- Work with the ADOT to ensure that the anticipated landscape design on Andy Devine Avenue promotes design excellence and a program that promotes walking between the Powerhouse and the downtown. Tie this effort to upgrading the image of downtown by repairing building facades on Andy Devine Avenue;
- Complete the Powerhouse, especially plans for the Route 66 Museum and the possibility of a small convention and conference facility on the site;
- Evaluate the opportunities and feasibility of creating a comprehensive Cultural Plan for the city;
- Establish a well-defined mission for the Historic Preservation Commission.
- Establish roles and responsibilities for the many stakeholders active in Kingman's development.

With the continued commitment of the Heritage Crossroad Steering Committee, the promise of a healthy, prosperous future for all of Kingman's citizens is more than possible, it is inevitable. On behalf of the entire R/UDAT Team, our thanks to the people of Kingman for the opportunity to work with you.

Team Biographies

Charles B. Zucker, Team Chairman

Senior Urban Designer
Boulder City, CO

As Senior Urban Designer, Charlie coordinates collaborative citizen based planning efforts and addresses design issues ranging from downtown development to neighborhood quality and the urban form of the city. He was senior director for community design and development for the American Institute of Architects, Washington, DC.

Traveling nationally, he provided strategic planning services to local non-profit organizations, AIA chapters, and local governmental planning agencies. Charlie has a particular interest in housing and directed the AIA's Design for Affordable Housing Workshops and worked with the American Planning Assn. on new approaches to comprehensive planning sponsored by HUD. He produced a book entitled Vision/Reality: Strategies for Community Change. It describes HUD's new consolidated planning process for communities receiving affordable housing and CDBG funds.

Charlie has also served as the deputy director of the Design Arts Program of the National Endowment for the Arts.

Francisco A. Behr

Director of Design for Behr Browsers Architects, Inc.
Los Angeles, CA

Francisco has developed an extensive background in the planning and design of commercial, retail and mixed-use projects both in his firm and as consultant for public

agencies. He has much experience dealing with community groups, special committees, and regulatory organizations. As an urban design consultant, he has participated in many design action planning teams in Los Angeles and has taught landscape architecture at UCLA with emphasis on providing architectural students the input necessary for employment and future training.

Francisco has the gift of being able to translate the ideas and design decisions of speakers into illustrative sketches while the words are being spoken.

Stephen F. Dragos

President of the Somerset Alliance
for the Future
Somerville, New Jersey

Stephen's privately funded non-profit organization is dedicated to charting the future of Somerset County and its 21 municipalities in partnership with local and county governments. SAF provides research, planning, marketing and development recommendations on a wide variety of issues relevant to enhancing the areas quality of life.

From 1984 to 1990 Steve was the first president of the Phoenix Community Alliance, also a privately funded organization created to plan and implement projects for faster revitalization of downtown Phoenix. PCA's efforts are generally acknowledged as the catalyst for the reversal of the deterioration of downtown Phoenix. For ten years previous to this, Steve performed the same function in the redevelopment of downtown Milwaukee. Steve is a member of the Urban Land Institute and the International Downtown Association and an active member of several other boards and commissions.

Stephen A. Goldsmith

President and CEO, Artspace
Salt Lake City, Utah

Stephen is founder and president of Artspace, a not-for-profit corporation providing affordable living and work space for artists and others who work from their residences.

Stephen is also a sculptor who has collaborated on designs for many fountains in the Salt Lake area; sites that feature his work include Liberty Park, Salt Lake Community College, Primary Children's Medical Center and Jack Gallivan Plaza.

He is well known for his visions of renewing neighborhoods and creating services and facilities that will assist them to flourish and is invited to share his experience in cities throughout the country.

Jane Jenkins

Director of the National Trust for Historic Preservation, Southwest Office
Fort Worth, Texas

Jane is a professional public manager with many years experience in economic development, program management, marketing, small business development, historic preservation and project implementation. She has served as development administrator, Main Street manager, and executive director of small-town redevelopment programs in Oklahoma and Texas.

Her experience varies from the hands-on work of volunteer recruitment and the marketing of a "downtown" area of a town with a population of 7,000 to managing a local Main Street program to becoming the Development Administrator for a city of 70,000.

Jane's skills include marketing and public relations, business advocacy, and historical preservation plan management. She has written design guidelines for commercial historic districts and grant proposals that have resulted in over \$100,000 in funding. She has experience managing operating capital and grant funded municipal budgets.

Jeremy A. Jones, A.I.A.

DWL Architects and Planners
Phoenix, Arizona

Jeremy designed Kingman's Chamber of Commerce poster, that has been widely circulated throughout this region, as well as the cover of this R/UDAT study report. Currently he is primarily involved with designing college campuses for Maricopa County and Mid-Western University.

Previous projects include winning the 1994 Seattle's Downtown Urban Housing Competition, which involved adding major housing projects into downtown city blocks. Jeremy was also the designer for Arizona's submission for Super Conducting-Super Collider competition. He also was the design team for the freeway corridor of highway I-90 on Mercer Island in Seattle, Washington.

A wonderful asset to this R/UDAT project, Jeremy has formally led a similar R/UDAT project that redesigned Cheney, Washington, a small rural community of approximately 3,000 population that had been overgrown by the Eastern Washington University campus. His talent and sense of humor are appreciated by all;

"I was born in a log cabin that I designed for my father"

Myles C. Rademan

Director of Public Affairs and Olympic Services

President of Rademan and Associates
Park City, Utah

Myles has been involved since 1970 in all aspects of community and resort planning and development. He has worked with numerous communities on citizen involvement, strategic planning, environmental protection, and historic preservation techniques. His planning philosophy is pro-active and reality based, and he is an avid student of the sociology and psychology of small towns.

Myles has lectured world-wide on leadership, planning, and future trends. He serves as director of Public Affairs for Park City and has chaired the speaker's bureau for the Salt Lake City 2002 Winter Olympics. Myles holds graduate degrees in law and urban planning, and is a Fulbright Scholar and Kellogg National Fellow.

Michael J. Stepner, FAIA, AICP

Dean of the Newschool of Architecture
San Diego, California

Michael has 30 years of experience in leading, managing and participating in comprehensive planning programs and development of public policy, and in architectural and city planning education.

His work for the city of San Diego as the City Architect has had major progressive impact. His work has ranged from leading long-range and public policy efforts for the city to preparing plans for and managing the implementation of the revitalization of Centre City San Diego.

He has participated in R/UDATS and similar efforts in Washington, D.C., Seattle, Washington, Orlando, Florida and Liverpool, England.

Michael developed the Livable Neighborhoods Initiative as a national model for community/city partnerships.

Michael is a member of the Urban Land Institute and a Fellow of the Institute of Urban Design. He is an adjunct faculty member of the Lincoln Institute of Land Policy in Cambridge, Massachusetts.

Student Biographies**Leila Anders**

Graduate Student, Planning
Arizona State University
Tempe, AZ

Leila has an undergraduate degree in political science from ASU and has been an intern for Senator John McCain. Her interests are in rural planning and transportation. After her graduation, Leila plans a career in the public sector.

John Heckel

Graduate Student
Newschool of Architecture
San Diego, CA

With an undergraduate degree in geography from Boston University, John is new to the field of architecture. John is interested in historic preservation, sustainable architecture and low-income housing. John owns his own business designing and manufacturing garden ornaments.

Regina Lopilato

Fifth year bachelors student
Newschool of Architecture
San Diego, CA

In addition to her school work, Regina works part time at the City of San Diego as a planning intern and part time as the assistant to the principal architect of Architectural Concepts, a firm in the gaslight district of San Diego. She is president of the AIAS Newschool chapter.

Regina plans to get experience in all areas of architecture before settling on a specialty.

Ken McGuire

Undergraduate Student
Newschool of Architecture
San Diego, CA

After attending classes, Ken works as a project coordinator for Taylor Ball construction company. He would eventually like to own his own corporation. His architectural interests are varied ranging from historic preservation to sustainable architecture.

**Heritage Crossroads Steering
Committee:**

Pat Davis, Chair;
Brunswick Hotel

Joan Dilly, AIA, Co-Chair;
Heron Architecture

Vice Mayor Mac McReynolds, Co-Chair;
Citizens Utilities

Karen Lynne, Secretary;
AdHoc Services

CynDee Dewey, Treasurer;
Taco Bell

Mayor Les Byram, City of Kingman

Erma Allen; Chamber Ambassadors

Barbara Ayala; City of Kingman

Richard Backeberg; Cactus Cowboy

Pat Bourque; Chamber of Commerce;
USA Waste

Debra Brisk, PE; ADOT

Krystal Burge, ETDC & Kingman 2005;
Taco Bell

Stephen Daniel;
K99 Super Country Radio

Mike Daniels, Chamber Ambassadors;
KAAA - KZZZ Radio

Kevin Davidson;
Mohave County Planning and Zoning

Foster Dunwiddie, FAIA

Tom Duranceau;
Kingman Planning and Zoning, Director

Paul Ferris;
Mohave County Planning and Zoning

Richard Glancy, CSP

Bill Goodale; Mohave County Economic
Development Authority

Robin Gordon; Citizens Utilites

Betty Grounds; Daughters of Pioneers

Buffalo Hayden; H & H Printers

Connie Kettelhut, Downtown Merchants
Association; Kettelhut's Antiques

Joanne R. Marquez;
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Robin Poor; Mohave Community
College and Mohave County Trails
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Kerry Raymond; Realtor

Vincent Salmon; Route 66 Association

Sam Standerfer; County Fairgrounds

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Elaine Morrisette

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Carlos Rodriquez

Tom Stehly

Dr. Robin Walsh

Wiatt Wong

Cash and In-Kind Contributors

AdHoc Services	Downey Savings & Loan
Albertson's	Downtown TV & Appliance
Allied Signal Co.	Elks Bingo
Arizona Sign Co.	Elks Lodge
Arizona State University	G M Photography
Best Western King's Inn	Glancy Management Systems
John & Carol Billingsley	H & H Printers
Bizmax	Heron Architecture & Design
Brunswick Hotel	Holiday Inn
Jay & Deborah Burnham-Kidwell	Joann's Frame Shop
Cactus Cowboy	KAAA-KZZZ Radio
Central Arizona Chapter AIA	K99 Radio
Cerbat Hills Ford Lincoln Mercury	Kettelhut's Antiques
Citizens Utilities Electric	Kingman Board of Realtors
Citizens Communications	Kingman CableVision
Citizens Mohave Cellular	Kingman <i>Daily Miner</i>
Crystal Bottled Water	Kingman Deli
DWL Architects	Kingman Downtown Merchants Assn.
Dambar & Steakhouse Restaurant	Kingman Elementary School District
Davis Insurance Co	Kingman Republican Women
Digital Equipment Corporation.	Kingman Rotary Club
Joan Dilley	Ingrid & Charles Lee
Dinner Tonight	Patricia Maddox
Don's Office Products	Mi, Myself-n-Eye Creative Services

Virtual Space, LLC

City of Kingman
Kingman Area Chamber of Commerce
Mohave Community College
Mohave County Board of Supervisors

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