



## DOWNTOWN KINGMAN FOOT PRINT WORKBOOK

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## Phase One Schematic Layout

Kingman Downtown development Committee

April 26, 2003

City of Kingman, Arizona,

Here is an overview of projects that are a need to Kingman and of interest to myself for consideration:

As a concept designer, planner and illustrator, there are various areas of interest in the Kingman Route 66 project that are a good fit for my skills and I would consider being involved with as projects. These would be concept and illustration of ideas that deal with the guest experience in the revitalization of downtown and the concept and illustration of elements to create a Route 66 experience for guests coming to Kingman for that adventure.

I am interested in the creation of proprietary or intellectual property for Kingman, i.e., attraction elements, stories, and adventure scenarios. Because of the size and scope, and the current starting point of Kingman's project, most of these projects need an in-depth treatment to generate usable information that can be invested in or acted on.

For example, the Route 66 motif: A Phase-One concept and design package that would develop attraction elements and scenarios which could be implemented in Kingman and could be used as marketing tools to align other communities into participants in the Route 66 adventure. This would be stories, history, images, market strategies and intellectual property value. Such an effort would be considered as a three to four month effort and would be no less than \$25 K, but could be expanded as your needs identify.

Another example of a project: The designing of a micro hub template or layout, using a specific first choice. How to utilize and connect these opportunities, and move people from one micro hub to another. Marketing strategies, promotion tools, and concepts for enriching them into viable mini-commerce zones.

Create unique identities that work together to promote the Route 66 Kingman downtown and area-wide stories. Such an effort would be considered as a four to six month effort and would be no less than \$30 K but could be expanded as your needs identify.

The concept and illustration of your walking park: Andy Devine south of the roadway (on RR property), is a project of great interest as well, and it needs design connectivity to your overall project. It holds the opportunity of making repeated contact with many business ventures downtown, as well as attraction promotions area-wide. It can be much more than a simple park. To develop this into a comfortable and useful tool for enhancing guest experience in Kingman would be a fun and challenging project. A walking park concept, design, and illustrations would be a two to three month effort and no less than \$20K. These documents would not be architectural or engineering documents; that requirement would be met by the City of Kingman. They would be visual and conceptual to support and foster both involvement and investment opportunities in the related attraction value.

Your project could use an entire presentation package. This would include the work of your committee, the work of others, or also the work you may request from me. What this could be is greater than I have room or time to demonstrate here. But you may wish to consider it. In any case, if you do consider an entire presentation approach, to raise funding, increase interest, lock down direction, or have need of ongoing participation for control of your project into useful conclusions, I would consider a conversation of what that might entail. But understand, I do not wish to create proposals as they are a form of consulting without fee, and are time-consuming and costly. But a conversation to discuss a potential is open for discussion. Primarily all of this work falls into a consultant category.

Thank you for your consideration.  
Sincerely,



John Michael Cook

## Foot print

A foot print is comprised of three basic elements

One: The actual site area, a simple map, its features, relationships of elements and traffic flow to and through it. With suggestions and observations related to the development project.

Two: A written scenario of how to make a plan considering the known resources available, new resources needed to carry out the plan, and how the plan fits into the project.

Three: A market strategy to enable the needed resources to be recruited, customers to be encouraged to come, and focus given to the plan to accomplish the tasks.

Each of these three will ultimately have to be fulfilled by the actual work committee in Kingman.

I have included an overview commentary of each and worked on as much as time, resource, and information available would allow.

Also included are the observations and opinions I have had from both my recent visit to Kingman, and to my having lived there for over 32 years during the height of the Route 66 traffic, and the fifties and sixties lifestyle period.

### **Understanding that it is a Marketing question**

Okay . . . this section gets a little long, but suffer through it; it contains some real information for working out your plan. It is not for a marketing person to read, but for the layman and committee person to get a handle on what this stuff is about.

Just standing things up to see if they work uses up much resource without actually taking valid risks.

It is better to only stand up things that are from a master plan, a marketing plan. This plan can be altered and molded as needed, but is always "The Plan." It is this that gives the work committees the direction and authority needed to align the communities resource and "go to market."

Marketing strategy is the most important task that can be developed up-front and will be directly related to any outcome. It is clearly up to representatives of the community to do this task and not yield it to commercial or political interests.

There are four parts to a marketing program.

1. *The strategy ...* Why you need a message. Identifying the goals and creating a path to them (part of a footprint). Creating the plan.
2. *The promotion plan ...* What message will be used to accomplish the market plan and how the message will be created, shared, and made public to motivate others.
3. *The advertising package ...* Delivering different parts of the promotional message to the customer and telling how to act on specific parts of the promotion.
4. *The sales program ...* How you harvest the promotion (fulfillment, or satisfying the desired outcome, or what and where is the payoff).

Although market strategy, promotion, advertising, and sales are inextricably linked, they are not equal or one and the same. Understanding them is of utmost value to the client, or community. This is especially true when it comes time to buy the service of professional support services, such as advertising carriers, or market planners, or promotional service vendors.

If you don't know how to ask for what you need, you will be given what they have to sell.

**Sales:**

Sometimes sales are concluded when someone agrees to act.

Sometimes sales are fulfilled when money is exchanged.

Sometimes sales are made when people just show up to participate, free of charge.

The promotion will include a mix of needed sales results. Sometimes you have to build a crowd just to get endorsements to move to the real profits. That is a sale to.

The promotion would work if it brought people, and the advertising would work if people bought and sold in this environment.

It is important to get the market plan right, so that your outcome meets your needs. Otherwise, you get great results at no profit.

In the case of Kingman, the profit is somewhat offset from direct commerce as profit for a committee is a viable downtown Kingman, where the shops and stores do well and people come to relax and shop and be entertained.

The market plan would be successful if the city has a healthy tax base from this activity, and the downtown is a clean invigorating place to come. And small business profits.

## To Market

Kingman should see themselves as “the” product. Any effort given early on to form a strategy to take Kingman to market as a product, and not just a source of it, is a good way to see a new position for Kingman in the travel, adventure market.

Example:

- Kingman will become a destination attraction.
- It will reposition itself in the travel-vacation industry.
- It will become the center of the Route 66 historical experience.
- The motif of the southwest (western) will be used in all forms to enhance this.
- The 40's, 50's, and 60's lifestyles will be used as a nostalgic touchstone.
- The primary theme will also highlight how people traveled through Kingman in quest of a better life and how Kingman is now a source of their quest.
- Kingman will use these themes to revitalize the historical downtown.

The message might include:

Kingman will become known as the access portal and point of departure to the entire Route 66 experience, as well as the main community representing other (“66”) communities and businesses, a main-page style approach.



## Who is the Market, Where does it come from?

There is an extreme difference in getting 10% of an outcome from 100% of customers and getting 100% of an outcome from 10% of customers. Consider the cost of the campaign, cost of delivering the product, maintaining the environment; now consider the cost of reaching 100% of the customers and getting a 10% return . . . so, having a proper strategy can affect the cost of doing business, and the cost of running the program, and the cost of reaching out to touch someone. Then consider who is footing the bill and who is collecting the rewards; now reconsider the effort you may wish to put into a marketing program. It will be the best investment you can make.

There are three distinct types of visitors to downtown Kingman needed to create a self-sustaining environment for revitalization.

The first type will come because of the attraction value of the “show.”

They are “the come, see, and do” crowd, looking for Route 66 memorabilia, and day-trippers seeking an afternoon’s entertainment. Promoting access to the history, events, activities, and entertainment will draw them. These are actually part of the show themselves and help build a “crowd”. I-40 and Highway 93, as well as actual Route 66, travelers will bring this crowd to downtown Kingman. They turn in at the sign because the sign tells them something they want to know.

The second type are destination-attraction travelers seeking a reward that adds to their own life memories. Seeking the larger adventure in both Route 66 and the area-wide southwestern offerings unique to Kingman. These will come for the 2-3 day or week-long offering of trips into the canyon, or the lakes, or the hiking, fishing, hunting.

They look for food, beverage, accommodations, goods, and services.

They look for access to adventure, packaged, and unpackaged, and generally have the money to buy into it. When they arrive, they like to see a crowd that is not going to interfere with why they came.

This group comes by car but not by accident, they turn at the sign because it tells them they have arrived at Kingman. In the future they might arrive by train on an adventure package (it could happen!)

The third type of visitor are the area local folks.

The downtown needs to offer a level of new food-beverage-entertainment and business real estate that will attract the area-wide population into town for events, recreation, and shopping that is unique.

This may be a daily draw or annual events with monthly highlight attractions. Whatever the mix, it is the group of people most likely to respond first and most often.

The key to this is to create a "Downtown" feel, as it is now missing in Kingman. And if you look carefully, it is missing in all the other communities around you, too. So it is important to actually strategize to accomplish a sense of community, i.e., The 1950's, the Route 66 era, hometown, mother, and apple pie.

Area local folks can be the backbone of the downtown development strategy.

There is ample population in Mohave county and surrounding counties to draw from. Lake Havasu and Bullhead have done this by offering lifestyle and real estate benefits as well as day trip entertainment.

So now those populations are there, and offer a pool of folks always looking for the next thing to do. Kingman can become the Downtown of the Southwest. Instead of planning economics as the goal, plan this as something worthy to do and economics will be the outcome.

- Knowing what business is being conducted is number one.
- The outcome desired should be clearly understood.
- The potential revenue streams need to be identified. A little research here, because often they are not where they seem.
- The resources that can be employed need to be available (rights to stories, access to real estate, funding that is fluid, traffic flow that enhances, information that can be acted on).
- The workforce, to mount and maintain a campaign, needs to be placed.
- A reasonable time frame for each phase of the project needs to be established. Example: One year to establish strategy, create business environment and licenser documents, and act on cleaning up, painting up and fixing up. Second year to undertake actual site improvements, park plantings, parking and trafficking reconfigurations, business placements, and events creation and launching. Creation of intra city market plans and building a tourist attraction package. Enticement of new business into existing real estate vacancies. Etc.

Again, if you can get 100% of your needed revenue from 10% of your customers, it stands to reason that some of the products, goods, and services must be higher-end, higher-cost and the actual traffic load might be smaller, and from several different traffic streams. This changes the need from attracting high numbers of autos from the I-40 freeway, and likely places more emphasis on qualified customers who have come to Kingman as a destination, rather than as an impulse. Those are the ones you really want; the rest are the ninety percent that will carry the low-end cash flow to support the crowd and the small businesses that create an environment downtown for keeping the show going - so to speak, while the ten percent will do the heavy lifting in paying the cost of revitalization.

It is a marketing issue.

**Suggestion:**

Make your own decisions about what an ad should say.

Make your own decisions about what you are promoting.

Then give the work to a professional to write it up, but keep the thrust of your choices intact.

Keep it real and you will get real results. Remember, many other small towns will be using small ad and promotion firms to compete for market share; most of their ad copy will look similar, if not the same.

Just tell the folks what is really neat, charming, and good about what you offer. Tell them the value you offer, tell them why they will want to come see what Kingman is, was, and is becoming. Tell them why it is a good value. Tell them how to get here.

Yep, you will need help, but get the message straight first. Don't let commercial strangers write your story.

Kingman has a unique story, a unique opportunity, and there are more than enough people who will come if you tell them your story. There is no shortage of folks who will do this.

Market Master planning: (working on the foot print).

Design your master plan: (defining your project is the start of a market plan).

- Here is the team.
- Here is what we are doing.
- Here is when, and where we are going to do it.
- Here is why this is a good thing!
- Here is where we will start.
- Here is how we are going to do it.
- Here are the base costs as we know them.
- Here are the opportunities that will be created.
- Here is a phase schedule to undertake these tasks.

Design your intended method of measuring your success:

(How do you know when you have achieved a successful outcome?)

- When Kingman has a unique identity in the southwest and downtown Kingman is “the” place to go.
- Building and site occupancy is high.
- Tax base is healthy.
- Traffic flow is comfortable.
- Parking enhances and enables participation with commerce.
- Financial infrastructure has been restructured to ensure sustainability of success.
- Business and activities seek to have a spot downtown.
- Physical infrastructure is upgrade and upscale, not a burden.
- The community is proud of, and uses the downtown.

**Promotion:** A promotion plan is not a marketing plan. It is the way a marketing plan is taken to market. It does not include strategic planning for creating anything except activities and images and visibility that highlight the project. Although promotional plans can include hardware and personnel, they are not inclusive of the underlying motive or incentive of the project; they are just schematic approaches to enabling the plan to come to fruition. Keeping promotion in its place is important.

Promoting downtown Kingman is not useful; advertising it is, but promoting it is not. It has no substance to act on and leaves no reward. Promoting your plan for developing downtown Kingman, is the ultimate goal. This promotion has an infrastructure that is stitched into the larger support of community and is inclusive of all interested parties. Your plan is something others can act on, and they will act on it in Kingman. You can advertise that, and when you do, you are promoting your plan for Kingman and that is what enables the community to develop the downtown. Promotion plans can be slices of singular events that enhance the overall. Promotion plans can be small tasks for solving one problem of many. Promotion plans can include long range strategies for fund raising or publicity. Promotion plans are about promoting whatever task is needed to promote. Promotion plans are not market plans, they are simply a marketing tool.

**First:**

In promoting, do not think of this as advertising. And do not promote all current information at once in some news article or column write up, but do it continually in news releases, magazine articles, handouts, flyers, web pages, public notices, events, fund raisers, events.

Promotion is a strategy to gain the attention of the mind; it is not so much a physical task, it is a placement of a positive mental request for support in one fashion or another. It is the finest tool you have at your disposal.

It should be used in conjunction with the overall marketing plan.

Promotion places in the mind of recipients, the thought of an action to be taken when seeing an advertisement, that they will then be aligned with.

So again, the first promotion to undertake is your own community.

- Promote your organization to Kingman, create a newsletter, issue news releases bi-weekly .... Then:
  - Promote the fact that you have a master plan for Kingman.
  - Create a press release kit for Kingman that continually represents your undertakings .
  - Promote the fact that your organization is the source of the solution, the willing people who take on the task, the people qualified to lead this project.
  - Promote yourselves in the committee to the community on a constant basis.
- Do not stay hidden! Take responsibility, take credit, and take charge of your plans.

**Second:**

Promote working the plan to the community constantly.

Promote the need for volunteers.

Promote the needs of the downtown. Promote the efforts in creating a new identity for downtown Kingman.

Promote the revitalization of attraction value that is being developed.

Promote the attributes of the entire area to the community.

Promote the relationship of Kingman to those attributes.

Promote the viability of downtown Kingman as the next new opportunity (get in while the getting is good).

Create a promotion strategy and team that is continually releasing information or requests or reports.



**Third:**

After developing a market strategy for becoming the “Hub” of the area and its access to Route 66:

- Promote Kingman to outlying communities as “the rising star in Route 66 adventures.”  
(Create a forum, format, or information tool to do this).
  - Tell them what you are doing.
  - Tell them how they can join you in this. Invite them in on it.
  - Tell them about your long-range plan.
  - Tell them why the concept needs an anchor community, how it will enable all the communities to have a greater collective draw.
  - Tell them how Kingman will work to build the center anchor and they will benefit greatly as spokes of a new market wheel.
  - Once you take this ground, never yield the promotions, promote continually.
    - Kingman is the center of the Route 66 experience.
    - Kingman is the real thing in southwestern towns and continually tell them why.
- (This will then become your advertising strategy).

**Proprietary Positions**

**Examples of intellectual property:**

Icons	Market strategies
Flags	Promotional materials
Banners	Product developments
Story materials	Building images
Titles	Prepared attraction images
Historical treatments	Names of events, activities
Celebrity images	Private property images
Written ideas	Written stories
Written plans	Written slogans
Written proposals	Written jingles

This is only a sample of the many items possible. In one sense, the list above is restrictive, in another sense it is raw material for creating a tremendous value that can be developed, and made exportable through license, endorsement, and product creation.

Intellectual property can and may be one of the most valuable products that will be developed for Kingman. It should be noted that the style and motif of this material should be kept at a higher level, and not slip into crass merchandising for low returns.

For this reason (that proprietary value can be high), it is advisable that the committee consider Kingman Project License and User Standards, or some form of review control that doesn't over-restrict, but guide the efforts into good taste.

Once the genie is out of the bottle, it will be difficult to affect a standard that might become established.

This holds true for business signs as well. Over-restriction of signs is as damaging as no restrictions, but an effort in good taste can be established to create new sign standards for the downtown project that will help create a more exciting sign program downtown than currently exist.

Keep in mind that developing a project such as this, is itself proprietary property.

Costs will be incurred, investments made. People will take risks and step out in uncharted territory, so when promotion is started, anything being developed becomes exposed and investment is placed into an up front competition to discovery and duplication. From the very start it is important, to keep it moving, that you pace your own development always forward, and don't yield your development concepts to other communities to harvest your investment before you do. All the southwestern towns on Route 66 will at first wish to take a higher profile, a larger market share. They will see the value of your program, ideas, and concepts. So market strategy should include assigning enough resource to maintain an ever-forward program

to gain and maintain the market dominance in the arena. This, in conjunction with a program to include those other communities through mutual benefit marketing, so that precious resource is not used up in a competitive firestorm that lessens the results of all concerned.

The publicity element of promotions is probably the strongest aspect that Kingman can bring to the forefront. An ongoing media promotions program will yield results and is hard for smaller communities to maintain, and larger communities that don't have this specific focus will not be interested in it until market share has already been achieved. There are only a few communities on the entire old Route 66 that can actually take a competitive market position, but many can and will take smaller portions. It is here that target marketing, reaching out into the tourist trade and the historical adventure seekers, will bring results in the long run.

No promotion will be overall profitable if the visitors are disappointed when they respond and arrive.

Timing is important, and getting things ready can be sequenced so that promotion of the plan for Kingman is truthfully timed to reflect what is really available, what is already in place, what is being invested in, and what the entire area has to offer that can be shared with Kingman as the prime source of access: food and beverage, lodging, and general support for a fulfilling adventure.

Projects you can do now and have ready when you need them.

**Create a promotional icon** for the revitalization of downtown Kingman.

This can be used for:

Fund raising events

News releases

Projects on building developments

Road warning signs at street-side developments

Attachments to supporters and vendors participation ads

**Create a project flag and banner** that can be flown at work sites and fund raising events, as well as a fund raising item itself.

**Establish an address** to receive stories, photos, research, and information sharing (promote it) . . . (remembering that stories may come from all over the U.S. as promotion gets out there).

**Create a web site** dedicated to Kingman historical information.

**Create a map** Kingman has a large diversity of elements and creating a map

that deals with existing and future attraction strategies for press release would be most useful.

Keep it sincere and noncommercial and the divergent groups will support it.

Areas of natural interest

Biology, Geology, scientific significance

Areas of historical significance

Areas of recreation interest

Areas of need

Areas of development

Areas existing and finished projects.

**Develop a radio show** (collecting intellectual property) that tells of the attributes of the area, tells stories from Route 66, invites old timers to share and capture memories, get it sponsored by local downtown business. Air it weekly (promote the gathering of a history to share as a product).

**Commission the writing of a Kingman story book** (creating intellectual property). Tell the story of the area through photos and stories, interviews and presentations.

**Create a downtown Kingman Official Route 66 sign** (promote and manufacture for distribution).

Create a downtown story specific to the downtown history.

Develop a new business recruitment program or capacity.

Develop a downtown streetscape motif for consistency and atmosphere.

Design a park plan for a historical Route 66 specific motif.

Begin designing attractions that would be great contributions to downtown Kingman.

**Story building (Example of concept approach to developing stories)**

The old State Theater	4 <sup>th</sup> and Beale
The Beale Hotel	Andy Devine Ave.
The Bonelli House	5 <sup>th</sup> and Oak
The News Paper	3 <sup>rd</sup> and Beal
The Powerhouse	Route 66

These are just some of the buildings constructed with cut quarry stone and built around the turn of the last century. These buildings represent an intent of long-lasting stability and town building that preceded the phenomenon of the Route 66 highway.

There are other buildings such as these in Kingman, but more interesting, there are more yet in other communities along Route 66. This creates an opportunity to tell the story of both the community building intent, and the actual story of the quarry-construction-style buildings. It offers an opportunity to be “the” story source for the entire Route 66 concerning quarry buildings.

It is unique approaches to telling stories that will enhance visitor experience in Kingman, and along the Route 66 adventure. It creates move - around adventures for the curious.

How many other such linked opportunities there are, is a matter of imagination and research, but it is just such concepts that build interesting and unique proprietary values for Kingman.

Examples of story themes that could be developed:

- |  |   |
|--|---|
| • Ranching history                     | • Mining history                                      |
| • Wildlife                             | • Electrification                                     |
| • The desert aquifers                  | • Agriculture and food production, desert delicacies  |
| • Wild flowers                         | • Birds - local, and migratory                        |
| • Ghost towns, old mines               | • Hobo camp (it was 1/8 mi. south of the power house) |
| • Frontier life (Indian lore)          |   |
| • Grapes of wrath migrants             |   |
| • Developing the mighty Colorado river |   |

There are too many, this is just a mind jogger to get you to thinking about what and how.

The task is to discover and develop the stories, and then convert them into a product that can be shared, exported, and marketed. It may be printed matter, or video, or a stage play, or a book, or a radio show (perhaps all of the above!)

The interest and value created in Kingman is really only limited to effort and imagination, because the history and resource is already there; it just needs to be harvested and packaged, and taken to market.

Again, the important element is to develop ways to share it, to show it, and to harvest from it.



**Johns observations, memory recalls and highlight thoughts**  
(No specific order or organization, just a list).

First and foremost, your project is a large one, and the scope of budget allowed at this time will not cover the scope of work you have. But I will give the best overview possible and try to help you gain the ground to task out your project in a logical and useful way. This section is comments and observations.

- The town is very much still in its 1950's condition, some buildings missing and some damaged, but for the most part it is the same.
- It still has old-time southwestern charm, and the surrounding hills are still a viable part of any adventure there. Don't overlook the hiker, hill climbing bikers, and naturalists.
- The traffic moving through town is going way too fast for commercial benefit; the parking is strictly rigid and formal. It doesn't hurt folks to walk a little if you move the parking around to help the atmosphere of certain spots.  
(Example: If someone puts an ice cream parlor in the middle of the block, remove all parking in front of it and make a patio bump out for tables and chairs. People will walk to it from both directions, right past other store fronts, a good traffic booster. (Plant a tree there, too). It is also a danger to the pedestrian commerce you wish to attract. Limits or obstacles should be used to slow the traffic and create a slow hometown feel.
- General clean up and paint is needed; many of the buildings show bad sides. These can be distracted from through portable planting programs. Trees and large shrubs, large flower beds, can be built to be moved with a Hyster or pallet lift and moved around as new needs arise and old problems are solved.

- There are no identifying landmarks, signs or elements to tell visitors when they have arrived, you're halfway down the street before one starts looking. It is called (putting the there "there"). One of your committee persons did refer to it correctly.
- A landmark construction should be developed for each end of the Route-66 loop. This could be sculptural, sign, special rock work entry, special lighting, flag and banner, or any combination of the above.
- The mural program I saw in Kingman is coming along very nicely; it is very well done and tasteful. Future murals might be good if they lean into a more generic history that outsiders can identify with. Western settlers, Route-66 migrants looking for a new home, prospectors, native American celebrations, vehicles of the past 100 years, wildlife of the high desert, water (blue), the source of all life. The Arizona Highways images are popular for a reason - people like them, so don't overlook the sheer beauty of Mohave County. (The mural program can easily become a post card program, and fold out as well, so planning it that way may help, too).
- The general color tone of the downtown is eclectic and somewhat depressing. If light desert colors, pastels, and then colorful trim were used it would lift this feeling. A more unified approach to the building colors, even with a wide color range would help. In artist terms, it is called "staying on the pallet." It means that all the colors come from a set of primary colors, mixed and matched and don't mix with a different set (such as wild or off colors, bright pinks or hot oranges, etc. Those are no no's for a downtown). Use of a good color wheel to find proper colors helps. There is nothing wrong with bright colors or cheery colors, just keep them from being wild or counter culture.
- "It's in the trim." The town is missing trim and embellishments. It is missing in the buildings, it is missing in the flowers and plants, it is missing in the street (there should be some benches, planters, sign boards, sidewalk dressings, awnings, hanging signs). Trim that is neat, well-painted, even if it is simple, or if it is painted on, helps so much. It should be styled to the western or turn of the century, unless the business is time sensitive (50's malt shop), then it should fit neatly into the motif of the theme, but tuck nicely into the stores on either side.
- A lot of dress-up can be done with just a few trim colors, and a plan for a bunch of buildings, especially the empty ones.

- If individual building owners wish to re-trim their buildings, it is not out of character to greatly embellish them. It is not necessary to keep the buildings in original condition to represent the time period, because the time period of Kingman was a very ornate, turn of the century, it just wasn't done much in Kingman. The mind of the viewer wishes to "see" what they think it should look like, and people can return their buildings to a greater-than-original state, much to their gain.
- Speaking of empty buildings, these can be window dressed to lean into the Kingman downtown motif, Route-66, and southwestern downtown community.
- Empty windows can be used to portray old lifestyles. Signs painted in stylish fun and lean into the coming downtown "feel." Example:  
 "Carlson shoe repair *the well-heeled come here*"  
 "Ohmers leather works *buggy whips in a snap*"
- The window dressing and signs keep the viewer's eyes down at street level, and then the street furniture adds to the show, so dress it up with banners, event flags, and flowers. These are volunteer programs for the marketing strategy.
- The window dressing of the community could also include historical neon and mid-century poster ad work to enhance it as well.
- Traveling the old Route 66, there are many opportunities for Kingman to partner with other communities and start publicizing long before visitors arrive in Kingman. Information located in other communities telling of the R-66 adventure awaiting them in Kingman.
- The promotion plan should reach out no less than 500 miles in all directions.
- The advertising on the radio should be 24/7, 365 days a year - all stations, 30 sec spots - once you have something to offer, and a way to exchange it. (Get a budget for this early on).

- Remember to trim and embellish your written words as well. Adding delightful and lifting sentences to ads is more important to your image than just getting the business done; it is the business.
- There are several lots that are being considered for parking lot paving.  
My opinion is: **Don't**. Do not turn any more of downtown into asphalt and concrete, don't build a mechanical grid of the town. Green space is needed. "Where can people see water, get shade, sit and ponder what to buy?"  
These lots can be converted to attraction pods, spaces that do real work in pleasing a walking crowd. Just paving them to make the place look better is impatient and money wasting. Give the project time to mature, design real fixes for those spots. They are like gold to your community. Go pull weeds, paint stuff, and clean up instead. But If you want to throw it around send it to me and I'll tell you more useful ways to use it.
- There are plenty of parking spaces, some could be sacrificed for street amenities. Bump out seating and tree pads. If you attract more people to town than you can park, create an official Route 66 lot and build a trolley to ferry them through town on a schedule. Downtown real estate is too valuable to use it all up in streets and parking. It needs to be commercial and living space.
- There are many small communities that are making upstairs spaces available for rent or lease to tenants. This creates downtown populations that help support the business infrastructure. Kingman has some of that real estate, too. It should be looked at.
- The old adobe bldg. next to the Beale Hotel (east end) would make a great Adobe Mexican food bldg. with an outside plaza done all in adobe.
- A Neon Park with old Route 66 signs and highway paraphernalia would go well across from the Beale Hotel.
- The streets seem bare and act like wind tunnels (always did). A center island that allowed walkway and offset parking would break up the starkness of the street. Trees would help, too.

- Center islands down the street and offset would slow traffic to the advantage of developing new businesses.
- Food and beverage service is difficult to find, except for Mr. D's. There is little to notice outstanding in downtown for people to come to. Encourage mom and pop food and beverage. **Keep the chains out of downtown.**
- The vacant land across from the Beale Hotel is being converted to a parkway as I understand. This should represent the Route 66 journey, and western motif. It really should have lots of trees, water features and several plaza areas for interpretive opportunities to tell the Kingman story.
- If the traffic were slowed in that area, the crosswalks would be more useful and become corridors to commerce. Parking on that side of the street only, would keep the fronts of the buildings visible to be developed as show stoppers for fun and entertainment.
- If the new parkway works in conjunction with the existing buildings on Andy Devine Avenue, then the buildings at street level can house high traffic shops, stores, "curios" (now missing), food, beverage, tourist entertainment, and attractions.
- It is important to change the sign ordinance downtown to allow signs to stick out over walk ways. This is needed for atmosphere and commerce, and generally returning the buildings to a more original state. (Make an exception for downtown, it is needed).
- Andy Devine movies could be sought and shown in a small theater (Bijou). Maybe in a larger room at the Beale when it is fixed up.  
"Fox fire" movie was filmed in Kingman, it had the court house in it and Doc Arnold's new house near the golf course (circa 1950's Jeff Chandler). Other movies made in and around the area could be shown at the "Bijou."
- Convince the fella in the old bus station that bright blue offends pawn customers more than it attracts them. It only serves for a few moments when trying to find it (the blue building); after that it embarrasses people to be so visible. As for downtown, it is like having a porn shop next to a wedding parlor. I don't mean to offend, and free enterprise should be protected. It is just better marketing to tone it down so that it will fit into a community motif that will serve to attract more folks, even to the pawn shop (good deals there, too).

- Making a connection downtown with attraction elements is a good idea, too.  
Example: Put a bottle collection in the window of an empty store, advertise the adventure of bottle collecting, hunting, and swapping, or selling. Create an interest, then tell them how to fulfill it.  
Same goes for geological digging, bird watching, historical hardware. Get permission to use the downtown windows as show cards for the features of the entire area. Then promote the heck out of it.
- Raffle off a small building in the business section of area-wide newspapers.
- Give a year's tax-free occupancy to start up businesses you would like to see placed downtown.
- Don't forget the Airfield story and the buried treasure in aluminum (I saw them bury it). Why Kingman was chosen? Why it is no longer needed?
- Don't overlook the Farmer's Market (Shorty Hatley started that way, got rich doing it, too. He had an old pick up and cart, I remember it well).

The point of it is to give thought and observe all the elements in Kingman as positive opportunities to enhance the experience of being there, living there and visiting there.

It is more than enhancing commerce and business, it is a lifestyle and quality of living issue, for both the citizens of Kingman, and its visitors, guests, and passer by folks.

It is most important to foster a feeling of pride and success to the residents of Kingman to make a revitalization program work. It is critical for support and for maintenance of both the development project, and for the committee to stay energized.

So don't go short on self support, promotion, and confidence in the project. Make sure you have booths put up at all events available, fairs, other community events as well. Go statewide in supporting your community project as it benefits all within your area of influence. (At least 500 miles out in every direction) (Create a public relations team that just does those things).

