



Six Points for the Next Five Years

ONE: Keep Merced as the center. Protect and build Merced's role as the region's center for retail trade, education, and professional and medical services.

1.1	Bring significant retailers, professionals, and medical service providers to Merced, especially those which support technology-led industries.	City	Continuous
1.2	Build and maintain relationships with commercial brokers, consultants, and intermediaries through participation in International Council of Shopping Centers (ICSC) and other means.	City, EDAC	Continuous
1.3	Achieve new lodging development of at least 300 new business class or upscale hotel rooms.	City, EDAC, RDA	June 2009
1.4	Develop a data base of commercial properties suitable for location of retailers, professional and medical uses.	City, EDAC	June 2007
1.5	Carry out a wayfinding signage program that reinforces Merced's "sense of place" consistent with other economic development efforts.	City, EDAC	June 2007 Continuing
1.6	Incorporate into all economic development efforts the vision of Merced as a "go-to" City, instead of a "go-through" community.	City, EDAC	Continuous

TWO: Move forward. Strengthen Merced's environment for technology-led industry, building upon relationships with the University of California Merced.

2.1	Engage UC Merced in discussion and development of policies that harmonize with University-based entrepreneurship.	City, UCM	July 2007
2.2	Create a program to identify and encourage University-related entrepreneurship in Merced.	City, UCM	June 2008
2.3	Develop relationships to encourage spousal employment for UC Merced and other significant employers.	City, UCM, new Industrial Roundtable	June 2008
2.4	Identify physical and knowledge-based infrastructure needs to support a technology-led economy.	City, UCM	June 2008
2.5	Encourage venture capital and other programs to support and encourage entrepreneurial development, drawing upon University-based knowledge areas and Merced's existing economic base.	City, UCM, MCEDCO	June 2009
2.6	Collaborate to develop a workforce development program and talent recruitment program that caters to technology-led industries.	City, UCM, DWI, Merced College	June 2008
2.7	Support enrollment growth at the University of California Merced.	City, EDAC	Continuous

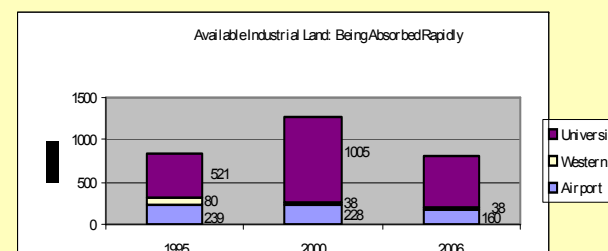


THREE: Build community quality. Maintain and encourage high community standards for Merced's services, infrastructure, and private development.

3.1	Raise standards for all new development projects in the City of Merced, with attention to City, Development "quality of place" and balancing development benefits with community impacts.	City, Development Services	Continuous
3.2	Achieve improvements in Merced's transportation network, particularly north-south circulation and overcoming the barriers of railroad tracks and creeks.	City	June 2011
3.3	Protect the viability of the Merced Municipal Airport and continue with high-quality Airport development of corporate, general aviation and passenger facilities.	Airport Authority, City, EDAC	June 2010
3.4	Strengthen interaction between education and the business community in a continuous effort to improve Merced's educational quality.	City, EDAC, MCOE	Continuous
3.5	Continue to support Downtown Merced's development as the City's center for dining, entertainment, arts, and culture.	City, RDAC	Continuous

FOUR: Seize each opportunity. Capitalize on opportunities to retain, expand and recruit new basic jobs in Merced.

4.1	Celebrate local business and economic success through the Merced Success Breakfast and other means.	City, EDAC	Continuous
4.2	Visit local employers and their headquarters locations to build constructive relationships with company officials.	City, EDAC	Continuous
4.3	Respond to inquiries from industries and basic employment creators for locations in Merced.	City, EDAC	Continuous
4.4	Aggressively pursue new employment in targeted industrial clusters.	City, EDAC	Continuous
4.5	Support and assist the Merced Industrial Roundtable developing and fostering relationships between local industries and the City.	City, EDAC	June 2007
4.6	Continue to participate in industrial recruitment programs such as Team California and site consultant roundtable forums.	City	Continuous
4.7	Restart the Opportunity Merced program offering annual programs for out-of-area investors and the local development community.	City, EDAC	October 2007
4.8	Incorporate more technology to assist with the City's economic development efforts.	City	July 2007
4.9	Re-evaluate the City's development and permit processes to improve, streamline, and fast-track commercial and industrial projects where appropriate.	City, Development Services	July 2008

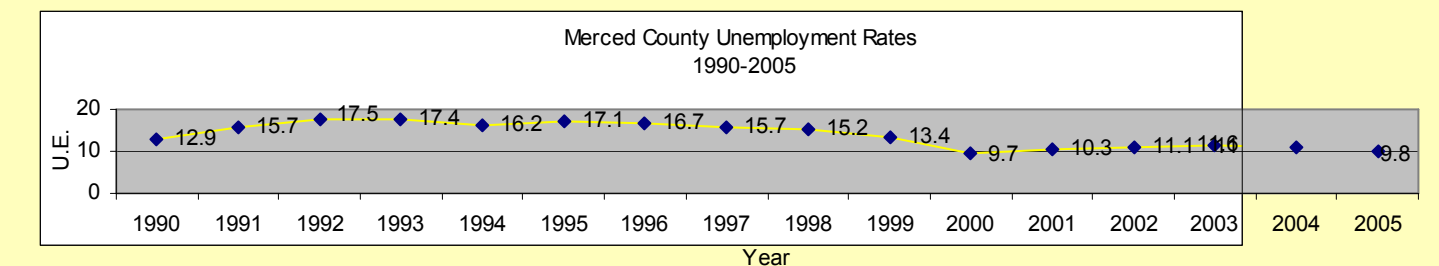
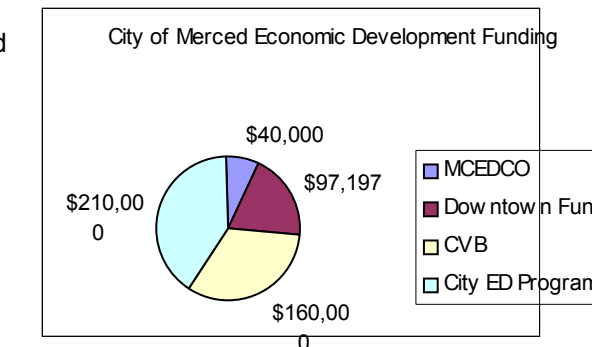


FIVE: Be prepared. Provide adequate job-generating land and infrastructure, to assure a competitive community position.

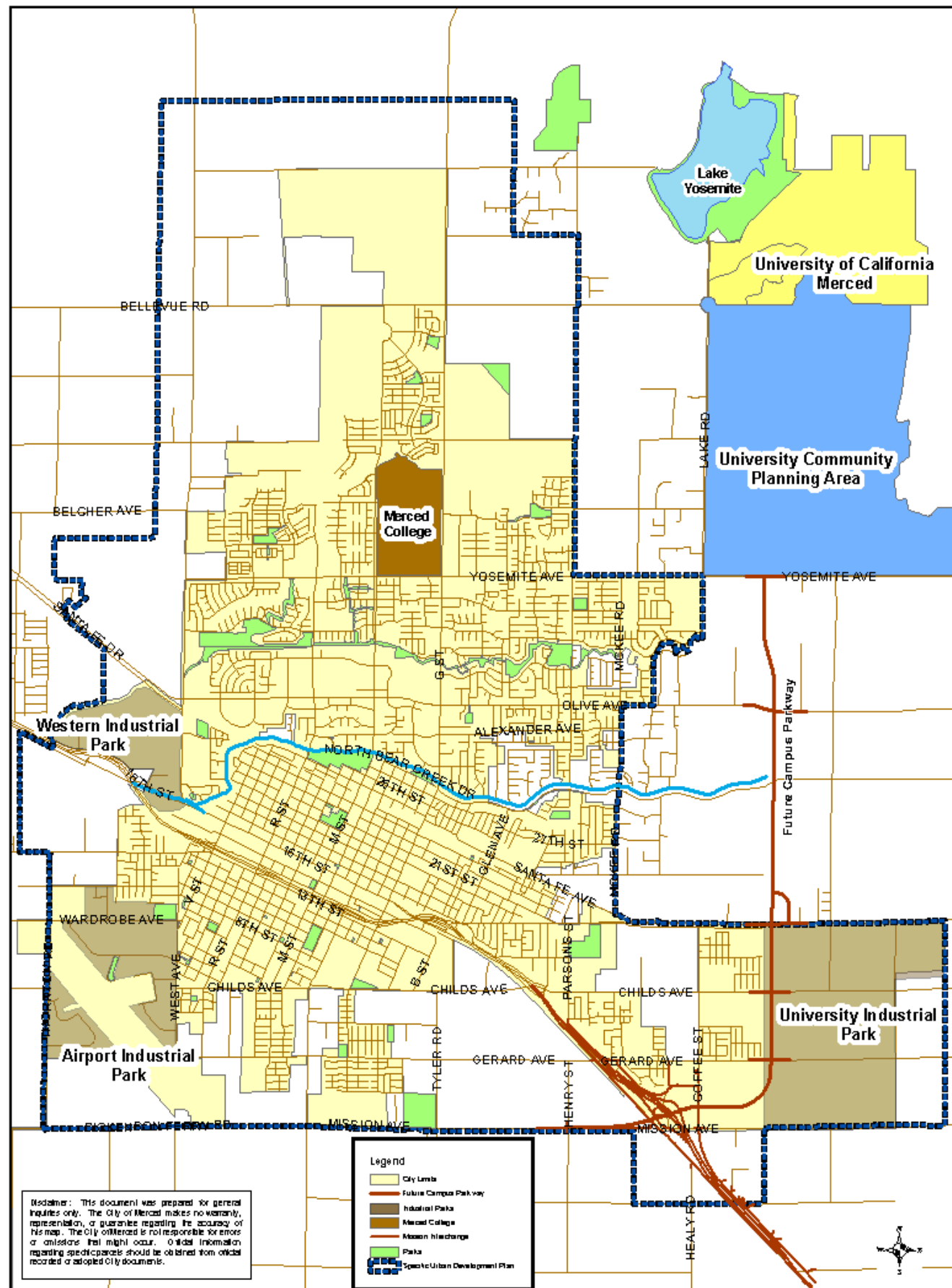
5.1	Review Merced's commercial land supply and forward recommendations for changes to the City Development Services Department and Planning Commission.	City, EDAC	June 2007
5.2	Identify sites, refine and develop City standards, and encourage development of research-technology parks and business parks.	City, EDAC, Development Services	June 2009
5.3	Annex additional industrial land to the City, including areas in the vicinity of the Airport Industrial Park.	City, Development Services	June 2009
5.4	Support expansion of the City's wastewater treatment plant to 12 MGD by 2008 and 16 MGD not later than 2015.	City, EDAC, Development Services	June 2011
5.5	Identify underused commercial and industrial land for redevelopment and re-use.	City	June 2008

SIX: Connect the dots. Deliberately integrate all of Merced's economic development efforts.

6.1	Assure that the City of Merced's economic development efforts are coordinated with and supported by the City's financial support for visitor services, downtown promotion, and regional economic development.	City, MCVB, MCEDCO	June 2007 and continuing
6.2	Annually evaluate and coordinate Merced County Economic Development Corporation (MCEDCO) with City economic development efforts.	City, MCEDCO	June 2007 and continuing
6.3	Maintain the diversity, expertise, and depth of the City's Economic Development Advisory Committee in its key role in Merced's economic development.	City Council	Continuous
6.4	Establish quarterly meetings with other area economic development professionals and partnering organizations.	City, MCEDCO	March 2007



Merced's Planned Growth



Economic Development Advisory Committee

Lane Puckett, Chairman
 John Bankson, Vice Chairman
 Kathy Andrade
 Duane Andrews
 Nancy Brawley
 Richard Eason
 Michael Hiller
 Richard Kirby
 Ron Lawrence
 David Love
 Robert Olzack
 Gene Pike
 Grey Roberts
 Susan Stetler
 Janet Young

Pacific Gas and Electric Company
 Label Technology
 Merced Mall
 Golden Valley Engineering
 California Land Investment Co.
 Eason Insurance Agency, Inc
 County Bank
 Kirby Manufacturing
 JC Penney
 Century 21/M&M & Associates
 Coldwell Banker/Gonella Realty
 Market Access
 Roberts & Allan, CPAs
 Merced College
 University of California Merced

Key Partnerships and Alliances

Organization	Programs/Roles
Merced County Economic Development Corporation	Business recruitment, retention issues, special projects
Greater Merced Area Chamber of Commerce including Merced Boosters Club	Initial contacts with some industrial prospects, support for prospect activities.
Merced Conference and Visitors Bureau	Visitor promotion for Merced
University of California Merced	Key community asset involved in many aspects of development
Merced County Office of Economic and Business Opportunities	Economic research, grant writing, small business loans, export and government contracting assistance
Department of Workforce Investment (DWI)	Job training, employee screening, personnel issues, Enterprise Zone vouchers

City of Merced, California

City of Merced City Council:

Ellie Wooten, Mayor Joe Cortez, Mayor Pro Tem Michele Gabriault-Acosta
 Rick Osorio Carl Pollard Jim Sanders Bill Spriggs



City of Merced
 Office of Economic Development
 678 W. 18th Street
 Merced, CA 95340
www.mercedcondev.com

PROSPER MERCED

2006 Economic Development Business Plan
 City of Merced, California

A Vision for Merced in 2016

Merced is a vibrant, growing, diverse community with balanced economic opportunities for all of its population.

The City is economically prosperous, characterized by safe and attractive neighborhoods and high-quality development. Merced is the center of trade, services and government for the region. Excellence in education and local services provide a foundation for expansion in technology-led industry, which has grown to complement traditional industries in the area, such as agriculture.

The community prizes innovation and welcomes diversity.



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MERCED'S ECONOMIC SITUATION

Merced is a rapidly-growing city that has traditionally relied on its agricultural base, combined with light industry and a role as the regional center for trade and services. Merced's population is very diverse and one of the youngest in the nation. Although the community's past has been characterized by low incomes, high unemployment and low educational levels, Merced is entering a period of rapid transition. Merced's unemployment rate in 2006 was the lowest in 20 years.

The opening of the University of California Merced campus in fall 2005 introduces significant economic opportunity for Merced, as well as the possibility of profound community change. Merced is well prepared for this change with community planning and infrastructure systems, although some systems are nearing capacity and require significant expansions. As transition occurs over the next decades, Merced has an opportunity to improve the quality of its development and community institutions.