City of
Lincoln

ECONOMIC DEVELOPMENT ACTION PLAN 2030

Building a strong local economy.
Preserving our character. Creating opportunity.

STRATEGIC GROWTH | STRONG PARTNERSHIPS | BUSINESS OPPORTUNITIES | DESTINATION LINCOLN | SUSTAINABLE FUTURE

A distinctive and business-friendly community where economic vitality thrives. and quality of life. comes first.

Acknowledgement

Special recognition is extended to the Economic Development Committee for the significant volunteer leadership, project support, business engagement, and strategic guidance it has provided since its formation. Prior to the addition of dedicated economic development staff resources, the Committee played an important role in advancing economic development discussions, identifying opportunities, supporting local initiatives, and helping elevate economic development as a long-term City priority. The Committee continues to serve as an active advisory partner supporting Lincoln's long-term economic vitality and competitiveness.

This Economic Development Action Plan update was informed through economic and market analysis, review of local and regional conditions, studies and reports, the existing Economic Development Plan, implementation discussions, and stakeholder interviews whose time, insight, and collaboration helped shape this framework and align it with Lincoln's long-term economic and community priorities.

Name	Organization	Role
David Riccitiello	Economic Development Committee	Chair
Faraz Mahmood	Economic Development Committee	Vice Chair
Jason Price	Economic Development Committee	Member
Andrea Faria	Economic Development Committee	Member
Joann Hilton	Economic Development Committee	Member
Melanie Borchardt	Economic Development Committee	Member
Whitney Eklund	City Council & Economic Development Committee	Mayor Pro Tem, City Council Member (District 5)
John Reedy	City Council & Economic Development Committee	City Council Member (District 3)
Sean Scully	City of Lincoln	City Manager
Erin Frye	City of Lincoln	Economic Development & Communications Specialist
Daniella Stepek	City of Lincoln	Economic Development Specialist
Tom Indrieri	Lincoln Area Chamber	CEO
Kim Summers	Placer Valley Tourism	CEO
William Wong	Downtown Lincoln Association	President

Table of Contents

Introduction

The purpose of this Economic Development Action Plan update is to align the City's existing Economic Development Plan with the Lincoln City Council's 2025–2027 Strategic Plan and current priorities related to long-term fiscal sustainability, more sustainable growth, economic vitality, infrastructure, and community capacity.

While Lincoln's previous economic development efforts established a broad and comprehensive foundation, this update is intended to create a more focused and implementation-oriented framework aligned with the City Council's priorities over the next several years.

The update recognizes that economic development plays an important role in helping the City:

- strengthen long-term fiscal sustainability,
- increase local investment and revenue generation,
- support business growth and expansion,
- improve economic competitiveness, and
- maintain Lincoln's quality of life and community character as the community continues to grow.

Based on economic and demographic conditions, a review of market conditions, and stakeholder input, the Action Plan organizes priorities into three Economic Development Pillars and associated focus areas intended to guide implementation, organizational alignment, and future economic development activities.

Pillar 1: Business Development. Purpose is to drive new investment and revenue generation.

Pillar 2: Business Retention Expansion & Creation. Purpose is to maintain and grow the existing base and support new business creation.

Pillar 3: Competitiveness & Business Climate. Purpose is to position the City for future investment.

This framework is designed to help focus City efforts on areas most critical to achieving the City Council's Strategic Plan priorities while remaining flexible as market conditions, opportunities, and community needs continue to evolve.

Planning Process & Strategic Alignment

The planning process followed a three-step approach intended to align economic conditions, stakeholder input, and City Council priorities into a practical and actionable strategy framework.

Step 1 — Where Are We Now?

The first phase focused on Lincoln's current economic-market realities, competitive position analysis, and review of local and regional trends. This work identified the key ***Headwinds***, or challenges to be navigated, and ***Tailwinds***, strengths and opportunities to leverage and build upon.

The economic analysis indicates Lincoln is evolving from a primarily residential community toward a more balanced economy capable of supporting additional jobs,

investment, services, and long-term revenue generation. Appendix A[1]

Step 2 — Where Do We Want To Be?

The second phase focused on stakeholder engagement. Several consistent themes emerged throughout the process, including:

1. Attract job-producing industries, expand local employment opportunities.
2. Activate the airport areas.
3. Capture retail leakage, attract higher-quality commercial development.
4. Improve business support, City responsiveness.
5. Invest in infrastructure.
6. Move from reactive to proactive economic development implementation.
7. Strengthen downtown as a destination.
8. Preserve Lincoln's small-town identity while supporting growth.

The second phase also focused on aligning City Council priorities, stakeholder input, market realities, and economic data creating an *alignment matrix* to help define Lincoln's economic development direction. Appendix B[2]

The process also reinforced the importance of aligning economic development efforts with the City Council's Strategic Plan priorities, particularly those related to sustainable growth, revenue generation, infrastructure, downtown improvements, airport activation, and long-term community sustainability.

Step 3 — How Do We Get There?

The final phase translated the economic analysis, stakeholder input, and City Council priorities into a focused Economic Development Action Plan organized around:

- a shared vision and mission,
- Economic Development Pillars,
- priority focus areas, and
- an implementation framework intended to guide future economic development efforts.

The result is a targeted framework focused on the areas expected to have the greatest impact on Lincoln's economic vitality, competitiveness, and long-term fiscal sustainability while remaining flexible as conditions and opportunities continue to evolve.

Support and referenced documents, briefings, matrices are included in the Appendix.

[1] Appendix A. Where are We Now? Economic Scan, Workforce Commute Patterns, Industry Composition, Talent Pipeline Trends, and Retail Demand.

[2] Appendix B. Where Do We Want to Be? *City Council Strategic Priorities, Stakeholder Input Summary, Alignment Matrix: Council Priorities + Stakeholder Input, Economic Conditions*.

The Economic Development Action Plan

The Economic Development Committee noted during the stakeholder engagement process a clear and concise Vision and Mission statement were needed to help ground the Economic Development Action Plan with a shared understanding of where Lincoln wants to be and how the community intends to get there.

The Vision defines the community's long-term direction and desired future position, while the Mission establishes the City's ongoing role in supporting thoughtful economic growth.

Together, they establish the framework for the Economic Development Pillars, focus areas, and implementation strategies outlined in this Action Plan.

Vision

Lincoln is a distinctive and business-friendly community within the Sacramento region where economic growth strengthens our safe, historic small-town character, quality of life and sense of community.

Thoughtful planning and a welcoming environment attract business and investment. Strong private and public partnerships are Lincoln's foundation for supporting entrepreneurship, developing local talent, creating opportunities for future generations, and building a resilient economy rooted in community character and long-term prosperity.

Mission

Advancing thoughtful development that enhances Lincon's quality of life and community character while fostering a business-friendly environment that encourages strategic investment, supports local entrepreneurship, creates diverse high-quality jobs, and drives sustainable economic growth.

Desired Outcomes

1. Increased job creation and local employment opportunities
2. Expanded revenue generation and reduced sales tax leakage
3. A defined portfolio of programs supporting business growth and investment
4. Preserved economic differentiation within the region

Economic Development Framework

After careful review and discussion, and suggested refinements, the Economic Development Committee accepted a three-pillar framework that is reflected below. The framework is organized by implementation priorities, aligned with City resources, with the intention of guiding future economic development efforts. The three pillars are structured to work together.

The top two focus areas within each pillar are considered the City's primary implementation priorities because they are expected to have the greatest impact on achieving City Council goals.

The shaded focus areas represent important ongoing activities that require continuous coordination with City departments, educational institutions, business organizations, workforce partners, and regional agencies.

Pillar 1 — Business Development (Jobs & Revenue)

Why This Matters

Lincoln must capture jobs and revenue currently leaving the city and grow its long-term tax base through business attraction, destination development, and investment-ready growth areas.

Primary Focus Areas

Commercial / Retail

Lincoln continues experiencing retail leakage and unmet commercial demand despite strong population and household growth. Strategic commercial and retail development can help:

- retain more local spending,
- strengthen sales tax generation,
- support neighborhood commercial services.

Focus areas may include:

- targeted retail recruitment,
- grocery and commercial attraction,
- support for investment-ready retail sites.

Airport / Industrial

The airport and surrounding industrial areas represent one of Lincoln's most significant long-term economic development opportunities.

The approximately 84-acre airport area provides opportunities to:

- attract job-producing businesses,
- diversify the economy,
- strengthen traded-sector activity.

Key implementation areas include:

- airport activation planning,
- infrastructure and utility readiness,
- target industry identification.

Ongoing Focus Areas

Downtown

Downtown Lincoln plays an important role as:

- a community gathering place,
- destination area,
- small business environment.

Continued partnership with downtown organizations and businesses will remain important to:

- activation,
- placemaking,
- business recruitment.

Sports & Visitation

Sports, recreation, and visitor activity represent secondary but meaningful economic opportunities. Lincoln's parks, sports facilities, community events, and quality-of-life assets can help:

- increase visitor spending,
- support local businesses,
- strengthen destination activity,
- improve community visibility within the region.

Pillar 2 — Business Retention, Expansion & Creation

Why This Matters

The fastest path to economic growth is supporting businesses already operating in Lincoln and helping them expand, invest, and create jobs locally.

Primary Focus Areas

Business Accelerator

The City should continue exploring partnerships and programs that support entrepreneurship, innovation, and business creation. Potential areas of focus include:

- Jessup and innovation partnerships,
- entrepreneurial support,
- and small business growth resources.

The long-term objective is to strengthen Lincoln's entrepreneurial ecosystem while supporting scalable local business growth.

Major Employer Engagement

Business retention and expansion efforts are critical to maintaining and growing Lincoln's economic base. The City should continue proactively engaging major employers to:

- identify operational challenges,
- understand expansion opportunities,
- and support long-term investment decisions.

Business retention visits and ongoing employer engagement can also provide important real-time market intelligence for future planning and implementation.

Ongoing Focus Areas

Small Business Support

Small businesses remain foundational to Lincoln's economy and community identity. Ongoing coordination with partner organizations and resource providers will remain important to:

- technical assistance,
- permit navigation,
- financing resources,
- and entrepreneurship support.

Workforce Alignment

Workforce development is increasingly connected to long-term economic competitiveness particularly as the labor market tightens. Continue partnering with:

- educational institutions,
- workforce organizations,
- and employers,

To better align workforce training and career pathways with business and industry needs, particular attention should focus on:

- skilled trades,
- early and mid-career workforce gaps,
- high school pathways,
- and future workforce pipeline development.

Pillar 3 — Competitiveness & Business Climate

Why This Matters

Lincoln competes in a regional market and must differentiate itself to attract and retain business, investment, and talent. Long-term competitiveness increasingly depends on responsiveness, infrastructure readiness, workforce alignment, investment certainty, and community identity.

Primary Focus Areas

Permitting Concierge / Process Improvement

Business responsiveness and development predictability are increasingly important competitive advantages.

The City should continue to:

- improve permit tracking,
- increase project responsiveness,
- tell the business-friendly development experience story.

The goal is not simply speed, but greater clarity, predictability, and customer service.

Identity & Positioning

Lincoln's small-town character, quality of life, and community identity represent important economic differentiators within the Sacramento region. Economic development efforts should lead:

- coordinated messaging,
- business marketing,
- destination positioning,
- and Lincoln's regional identity.

The goal is to clearly communicate why businesses, residents, and investors should choose Lincoln.

Ongoing Focus Areas

Workforce Strategy

Long-term workforce competitiveness will require continued focus on:

- retention of working-age households,
- career pathway development,
- alignment between employers and educational systems.

Infrastructure

Infrastructure readiness remains critical to economic development implementation. The City should continue evaluating:

- infrastructure constraints,
- site readiness,
- utility capacity,
- transportation improvements,
- funding mechanisms,
- and long-term infrastructure planning tools.

Infrastructure planning will remain closely connected to business attraction, industrial development, housing growth, and long-term fiscal sustainability.

Implementation Framework

This Economic Development Action Plan is intended to function as a practical implementation framework rather than a static planning document. *Appendix C is a one-page Economic Development Pillar graphic for easy reference for the Council and Committee.*

Implementation will occur through:

1) City staff actions per focus areas,
2) City Council direction,
3) departmental coordination,
4) regional and community partnerships,
5) ongoing business engagement,
6) Economic Development Committee review and input.

Economic Development Implementation Workbook

To support implementation, tracking, communication, and accountability, a companion Economic Development Implementation Workbook is organized around the Economic Development Pillars and focus areas.

The workbook is intended for staff to :

- maintain priorities and actions organized by pillar and focus area,
- document implementation activities and projects,
- identify timelines and responsibilities,
- track status and progress,
- support regular reporting and updates,
- and provide flexibility as priorities and opportunities evolve over time.

Designed to function as a living management and implementation tool.

Economic Development Committee

Prior to the addition of dedicated economic development staff resources, the volunteer Economic Development Committee played a significant leadership role in advancing economic development discussions, project support, business engagement, and strategic initiatives within the community.

Through the dedication and continued involvement of Committee members, the City was able to advance important economic development efforts, strengthen partnerships, elevate economic development as a City priority, and help lay the foundation for many of the strategies, projects, and initiatives that continue today.

As the City transitions toward a more implementation-focused structure supported by staff and this updated Action Plan, the Committee's role continues as an important Council-appointed advisory body supporting:

- implementation discussions,
- eyes and ears on the street and in the business community,
- business and stakeholder insight,
- identification of opportunities and barriers,

- review of priorities and progress,
- and communication between the business community and the City.

The Committee remains an important partner in helping support long-term economic vitality, organizational alignment, and implementation continuity as the Action Plan evolves over time.

Moving Forward

This Economic Development Action Plan is intended to provide a focused and practical framework aligned with the City Council's Strategic Plan priorities and Lincoln's long-term vision for economic vitality, fiscal sustainability, and community character.

The plan recognizes that economic development is not accomplished through a single project or initiative, but through consistent implementation, organizational alignment, partnerships, and ongoing responsiveness to changing market conditions and community needs.

The Economic Development Pillars and Focus Areas identified in this Action Plan are intended to help guide City efforts toward the areas expected to have the greatest long-term impact on:

- investment,
- revenue generation,
- business growth,
- economic competitiveness,
- workforce development,
- destination activity,
- and overall quality of life.

Just as importantly, the Action Plan recognizes that no plan should simply sit on a shelf. Successful economic development requires continued implementation, communication, evaluation, and adjustment over time.

The Economic Development Implementation Workbook, ongoing City Council direction, staff coordination, Economic Development Committee involvement, and continued business and community partnerships are intended to help ensure the Action Plan remains active, measurable, and *implementation-focused*.

As Lincoln continues to grow and evolve, this framework will need to also evolve to those changes and shifts in the economy and in the City.

Appendices

Appendix A – Phase I – Where are We Now

Economic Scan Briefing, Workforce Commute Patterns, Industry Composition, Talent Pipeline Trends & Retail Demand

Appendix B – Phase II – Where Do We Want to Be

City Council Strategic Priorities, Stakeholder Input Summary, Alignment Matrix: Council Priorities + Stakeholder Input + Economic Conditions.

Appendix C – Economic Development Pillars (1 page)

Economic Development Pillars Graphic

Appendix D

Economic Development Committee Work Session Presentation (May 13, 2026)

Appendix E

Economic Development Implementation Workbook

Background Information

1. Where Are We Now?

This section summarizes the current economic conditions affecting Lincoln, including:

- Workforce commuting patterns
- Industry composition
- Talent pipeline trends
- Retail demand and consumer spending patterns

The data reinforces that Lincoln has strong population growth, income levels, and market potential, but remains heavily residential and local-serving in its economic structure. The analysis also begins identifies opportunities to better capture jobs, investment, and spending currently leaving the community.

Project: City of Lincoln, Economic Development Update
Subject: Economic Conditions Summary (Data-Driven)

Lincoln's economic data, attached, reflects a community with strong fundamentals, but a structure that is still evolving. The data consistently points to a residential-driven economy with clear opportunities to capture jobs, spending, and growth locally.

What the Data Tells Us

1. Lincoln is a Workforce Exporter with Untapped Potential
   - Nearly 20,000 residents commute out daily, compared to ~9,500 local jobs
   - A significant share of local jobs are filled by non-residents

   What this means: Lincoln has a large, active workforce base, but much of its economic activity (jobs, daytime spending, professional services) occurs outside the city.

2. The Economy is Stable but Primarily Local-Serving
   - ~70% of employment is local-serving (retail, healthcare, education, services)
   - Traded sectors remain a smaller share of the economy

   What this means: The economy is stable and population-supported, but growth is tied to housing rather than external job creation or industry expansion.

3. Talent Pipeline is Strong, with Near-Term Constraints
   - Growth in experienced workers (+15%) and youth pipeline (+14%)
   - Slower growth in prime working-age population (+6%)

   What this means: Lincoln has a strong and growing talent base, particularly experienced workers, but may face short-term labor tightness in early- and mid-career roles.

4. Retail & Consumer Demand Signals Strong, Targeted Growth Opportunities
   - Median household income rising to ~$125K by 2030, supporting discretionary spending
   - ESRI data shows above-average demand (MPI >100) in several key categories:
     1) Dining & Restaurants
     2) Entertainment & Experiences
     3) Home Improvement & Services
     4) Health & Wellness
     5) Technology & High-Value Spending
     6) Travel & Hospitality Behavior

Project: City of Lincoln, Economic Development Update
Subject: Demographics & Social Economics

Community Snapshot

- **Population:** ~55,000–59,000 (steady growth trend)
- **Median Household Income:** ~$108,000–$112,000 (above national avg)
- **Homeownership:** ~83–84% (strong community stability)
- **Median Home Value:** ~$630,000–$650,000
- **Unemployment:** ~4.0–4.3% (moderate, trending with regional economy)
- **Poverty Rate:** ~7–8%

Lincoln is a growing residential community within the Greater Sacramento region, known for high homeownership, stable households, and a rising consumer base.

Lincoln continues to expand, with population estimates indicating ongoing growth into 2026 (World Population Review).

- **Population growth:** ~3% year-over-year and strong overall trend since 2020 (Data USA).
- **Population by Age Cohorts**
  - Under 18 years: 24.1% of the population
  - 18–64 years (working-age): 48.7%
  - 65 years and over: 27.2%
  - Larger share of seniors compared to national averages (senior share ~16–17% nationally) and a relatively smaller working-age share than many communities
- Median household income: approximately $108,000–$112,000 — above national averages (Data USA).
- Homeownership is very high (around 83–84%) (Census.gov).

Lincoln functions as a suburban/community city anchored by a residential base, supportive of regional economic activity through its location near larger employment centers like Roseville and Sacramento. Its economic identity is tied to quality of life, housing, small business vitality, arts/culture/events, and local place-based assets such as open space and downtown character (City of Lincoln).

Population & Demographics

- Median age: early-to-mid 40s, with a significant proportion of residents 65+ (~27%) — indicating an aging population segment (Census.gov).
- Age Distribution
  - Youth (Under 18) About one-quarter of Lincoln's population is under 18 (~24%), reflecting a substantial family and youth presence.
  - Working-Age Adults (18–64) Less than half of the population (~49%) falls in the traditional working-age bracket, which is lower than many regional peers.
  - Seniors (65+) More than one in four residents is 65 or older (~27%), which is a significantly higher share than the national average and signals strong importance of senior services, retirement income effects, and age-related planning.
  - Take aways on age distribution
  - Workforce implications: Smaller working-age share may constrain local labor force participation and could influence priorities around jobs, transportation, and talent attraction.

- Economic profile: A larger senior cohort can influence spending patterns (healthcare, services) and income composition (retirement, Social Security).
- Service needs: Greater share of seniors heightens importance of housing suitable for aging residents, healthcare accessibility, and mobility services.

Income & Employment

- Median household income: $108,000–$112,000 with relatively low poverty (~7–7.7%) (Data USA).
  - Lincoln's income (~$108K+) is notably *above* the broader Sacramento metro median (~$97K), indicating stronger wage/supporting household earnings relative to many neighboring communities.
  - Compared with *Placer County* as a whole (~$112K–$115K), Lincoln is *very close* but modestly below the county median — meaning the city's households earn nearly as much as the county average.
- Income sources are diversified and reflective of population
  - Work earnings (wages/salaries) likely make up the majority of household income, especially among working age households.
  - Retirement and Social Security likely are a significant secondary component given Lincoln's older population segment.
  - Public assistance as a share of total income is probably small, reflecting relatively low poverty rates (~7–8%).
  - Investment and business income likely contribute meaningfully in higher income brackets (many households >$150K+).
- Unemployment is moderate (~4–4.3%) but varies with broader economic trends (HomeSnacks).

Housing & Cost of Living

- High rate of homeownership (83–84%) and stable households (Census.gov).
- Median home values around $628,000–$651,000 and rents around $2,080–$2,090/month (Data USA).
- Cost of living indices show housing remains a key driver of local expense pressures in the context of limited housing diversity (HomeSnacks).

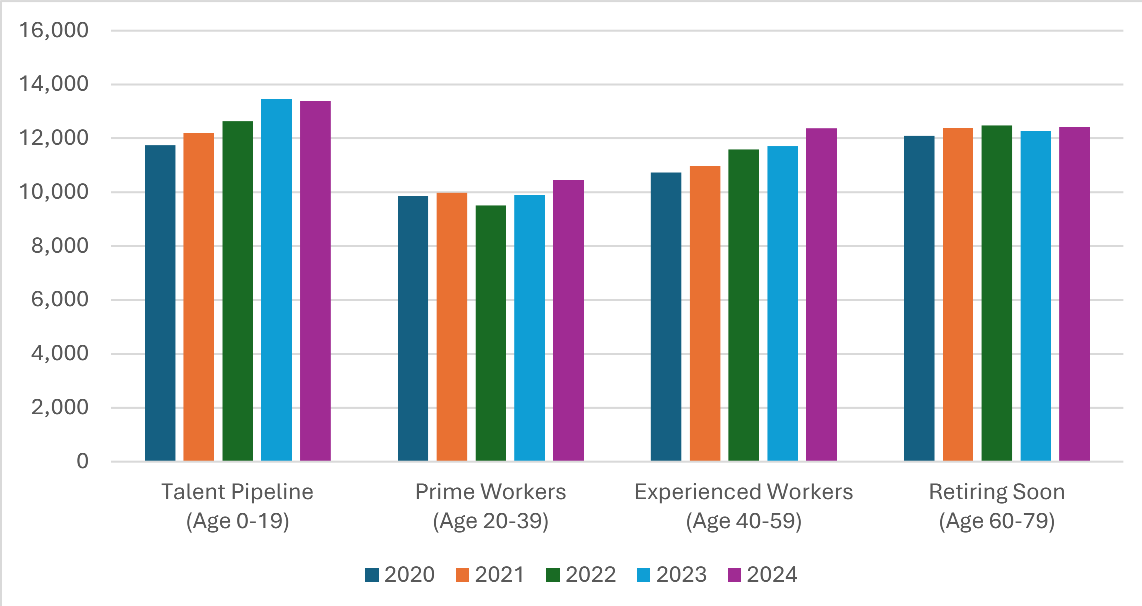
Visitor/Regional-Linked Economic Activities

- **Sports & Regional Tourism -** Lincoln is part of the Placer Valley tourism region along with Roseville and Rocklin, marketed collectively to attract sports events, hotel stays, and tourism. (Wikipedia)
- **Arts & Local Events -** The City actively promotes open space, arts, culture, local food/wine/ale events, and downtown activities to bolster visitor and local spending. (City of Lincoln)
- **Nearby regional attractions (outside city but impactful) -** Thunder Valley Casino Resort in nearby Placer County draws regional traffic and spending that can cross Lincoln's economy. (Wikipedia)

Challenges in Employment Dynamics

- Limited large employer anchors within Lincoln itself — many residents work outside the city, limiting local job gravity.
- Workforce access can be constrained if high-quality jobs are located elsewhere without local expansion or sector diversification.
- Visitor-linked employment (e.g., tourism, sports events) is seasonal and may not provide long-term job stability without broader ecosystem support.

Project: City of Lincoln, Economic Development Update
Subject: Talent Supply



Source: U.S. Census Data, ACS 5-year estimates; Table S0101

	2020	2021	2022	2023	2024	Growth Rate
Talent Pipeline (Age 0-19)	11,739	12,209	12,634	13,461	13,380	14%
Prime Workers (Age 20-39)	9,868	9,983	9,507	9,888	10,441	6%
Experienced Workers (Age 40-59)	10,730	10,974	11,587	11,701	12,374	15%
Retiring Soon (Age 60-79)	12,097	12,381	12,479	12,270	12,429	3%

These trends tell a story about both **near-term workforce dynamics** and the **longer-term economic outlook** of the community.

1. Strong future pipeline, but delayed payoff
A 14% increase in ages 0–19 is significant—it signals a growing talent pipeline. In the short term, increase demand for:

- Education infrastructure
- Childcare services
- Family-oriented housing

2. Modest growth in prime workers = potential near-term labor tightness
The 6% growth in ages 20–39 (prime working and early career years) is relatively modest compared to other groups suggests:

- The core workforce isn't expanding as fast as demand might require

3. Expansion of experienced workers = major opportunity
The 15% increase in ages 40–59 is one of the most impactful insights. This group represents peak productivity, leadership, and earnings; and drives business ownership, management capacity, and tax base stability. This is a strong positive signal.

The community has a deep bench of skilled, experienced talent. There is opportunity to mentor younger workers and strengthen succession pipelines. There is a chance for higher household incomes and spending which boosts the local economy.

4. Slow growth in near-retirement population reduces immediate risk
The 3% growth in ages 60–79 is relatively low, which means the community is not facing an immediate wave of retirements (even though area is known for retirement) and there is less short-term pressure from workforce exits or dependency ratios.

Short-term (0–5 years) expectation:

- Potential labor shortages in early- and mid-career roles
- Strong economic stability driven by experienced workers
- Increased demand for family and youth services

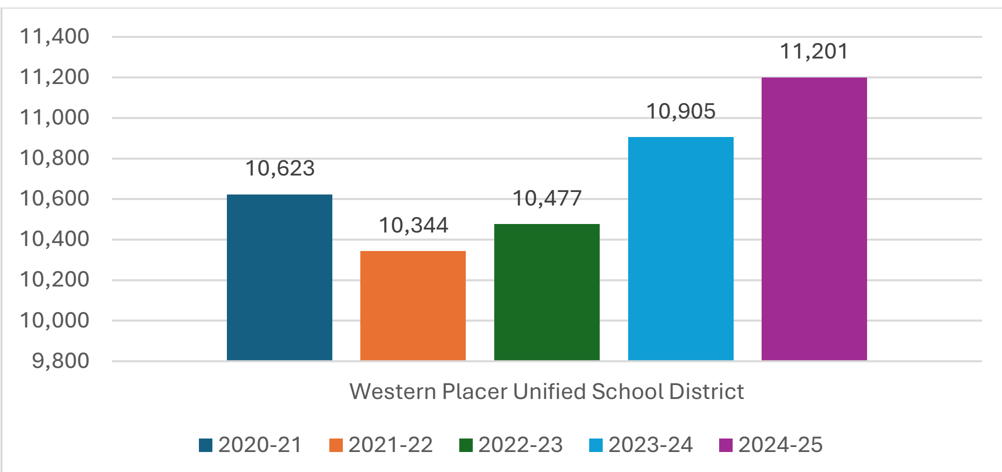
Medium-term (5–15 years):

- A well-positioned workforce transition as today's youth enter jobs
- Risk of a retirement cliff if the large 40–59 cohort exits without replacement

Economic implications:

- Positive: strong earning base, leadership capacity, future workforce growth
- Risk: mismatch between current job demand and available prime-age workers
- Strategic need: talent attraction + retention + workforce development

K-12 Enrollment Trends



Source: California Department of Education; DataQuest; All schools in district

The increase—from 10,600 to 11,201 students (+601 students, ~5.7% growth over 4 years)—is steady, not explosive, but very meaningful if it continues.

1. Indicator of community growth and family attraction is a positive economic signal

- More young families moving in or staying
- Strong housing demand, especially family-friendly units
- A community that is perceived as livable and stable

2. Long-term workforce implications
This connects directly to the Talent Supply data:

- Growing enrollment = expanding future labor force (if retained, it is a major economic asset)
- In ~10–15 years, this group will a) enter local jobs, b) support business expansion, c)replace retiring workers

Project: City of Lincoln, Economic Development Update
Subject: Commute Data

This information is 2023, 3 years old, but helps to understand underlying trends, movement of jobs and potential spending that affect Lincoln's economic growth.

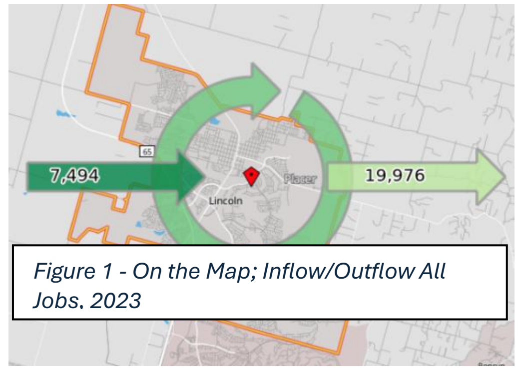


Figure 1 - On the Map; Inflow/Outflow All Jobs, 2023

9,530 – employed in City of Lincoln
- 2,036 (21.4%) city residents
- 7,494 (78.6%) commuting in from outside the city

19,976 people living in Lincoln are employed outside the city

Findings to be considered:

1. Lincoln is net exporter of workers
- ~20,000 residents leave daily for work
- ~9,500 jobs exist locally
- Primarily a bedroom community, not a primary job center
- The local economy depends heavily on external job markets
- Vulnerable to regional economic downturns, fuel costs, commute disruptions

2. Heavy in-commuting shows a job–housing mismatch
- 78% of local jobs are filled by non-residents
- Local jobs do not align with resident workforce skills, wages, or preferences, OR there is insufficient local labor supply for those roles

3. Potential "leakage" of income and spending
- When ~20,000 residents work elsewhere, much of their daytime spending (lunch, retail, services) and professional activity happens outside the city.

4. Question untapped opportunity: "capture own workforce"
- Large resident workforce (nearly 20,000 commuters), proven ability to support employment (9,500 jobs already)
- Is there ability to create jobs that fit local out commute skill sets.

5. Data supports there is a talent pipeline to fill jobs if investment of business is made in Lincoln.
- Match outbound commuters; if residents are leaving for professional / office jobs → recruit office employers, healthcare → expand medical sector, possible skilled trades → support industrial/flex space

6. Strategic positioning: transition phase
- There is a strong residential base, access to regional jobs, growing population
- But needs to convert from "housing center" to an "employment center"

Project: City of Lincoln, Economic Development Update
Subject: Industry Mix by Sector

	Industry Sector	Establishments	Employment
T	Ag, Forestry, Fishing, Mining	8	34
L	Utilities	2	7
T	Construction	99	509
T	Manufacturing	31	794
T	Wholesale Trade	17	99
V	Retail Trade	54	443
L	Retail Trade	54	444
T	Transportation & Warehousing	23	110
L	Information	18	147
L	Finance & Insurance	46	207
L	Real Estate, Rental, Leasing	48	407
L	Professional, Scientific Services	93	380
L	Management of Companies	2	5
L	Admin., Support & Waste Mgmt	39	93
L	Educational Services	39	1,501
L	Healthcare & Social Assistance	104	849
V	Arts, Entertainment & Recreation	11	115
L	Arts, Entertainment & Recreation	12	115
V	Accommodation & Food Services	44	523
L	Accommodation & Food Services	44	523
L	Public Administration	16	420
L	Other & Unclassified	226	933
	Traded Sector (goods producing)	178	1,546
	Local Serving	741	6,024
	Visitor Serving	109	1,081

Source: ESRI Business Summary Report (2025)

1. Economy is heavily local-serving driven

- 741 businesses / 6,024 jobs (~70% of total employment)
- The economy is largely supported by resident spending (retail, healthcare, education, personal services)
- Growth is tied to population growth, not external demand

2. Goods-producing sector is relatively small but important

- 178 businesses / 1,546 jobs (~18%)
- This is primary “export” sector
- It’s a key economic engine, even if it’s smaller in size
- Supports higher wages, supply chains, and economic diversification

3. Visitor-serving sector is underdeveloped

- 109 businesses / 1,080 jobs (~12%)
- Implies the city is not a major destination economy
- Lower levels of hotel activity, events/festivals, tourism-driven retail
- This sector can be a scalable growth lever with assets that exist (location, amenities, events)

7. Business ecosystem insight

High number of local-serving businesses (741) suggests:

Strong small business base

Entrepreneurial activity tied to population needs

Opportunities:

Scaling of these businesses (if demand is present)

Transition some into regional-serving or export-oriented firms

Project: City of Lincoln, Economic Development Update
Subject: Retail Demand Growth Matrix (to 2030)

Based on Market Potential (MPI + Household Growth), Source: ESRI
Growth demand signals using MPI (above 100 = above-average demand) + household growth to 2030.

Category	Demand Signal (Data)	What It Means	Target Retail Opportunities
Dining & Restaurants	Dining out MPI **110**; frequent dining MPI **112**	Strong and frequent dining behavior above U.S. avg	Sit-down restaurants, family dining, casual upscale, food clusters
Entertainment & Experiences	Movies MPI **107**; live theater **122**; casino/travel high	Residents spend on experiences, not just goods	Entertainment venues, live performance, family entertainment
Travel & Hospitality Spillover	Domestic travel MPI **110–137**; hotel stays **109**	Higher-income households with discretionary spend	Boutique retail, restaurants, hospitality-adjacent retail
Home Improvement & Services	Home improvement MPI **112**; cleaning services **137**	Strong homeowner base investing in homes	Home improvement retail, services, design, contractors
Health & Wellness	Gym exercise MPI **117**; vitamins **108**	Active, health-oriented population	Boutique fitness, wellness retail, supplement stores
Technology & Electronics	High spend tiers (>$1500 MPI **125–126**); Apple products high	Affluent, tech-adopting households	Electronics retail, Apple-focused services, smart home tech
Financial Capacity / Spending Power	High credit spend MPI up to **145**	Significant discretionary income growth	Supports higher-end retail + services
Automotive (High Dependence)	New vehicle MPI **129**; high vehicle ownership	Car-oriented community with strong spending	Auto sales, service, EV transition services
Apparel & Personal Goods	Clothing MPI **102–103**; shoes **103**	Steady, slightly above average demand	Mid-market apparel, family retail, lifestyle brands
Books / Learning / Media	Digital books MPI **118**	Educated, engaged population	Bookstores, hybrid retail/café concepts

2. Where Do We Want To Be?

This section includes:

1) Alignment Matrix: Council Priorities+Stakeholder Input+Economic Conditions=Alignment Direction
2) City Council Strategic Priorities
3) Stakeholder Input Summary

The stakeholder interviews identified recurring themes around:

- Business attraction and retention
- Downtown activation
- Airport and industrial development
- Retail leakage and commercial growth
- Business climate and permitting responsiveness
- Preserving Lincoln's identity while supporting growth

The accompanying alignment matrix demonstrates how stakeholder input, economic conditions, and Council priorities are strongly connected and can help guide strategic focus areas moving forward.

Project: City of Lincoln, Economic Development Update
Subject: City Council . 2025–2027 Strategic Plan

Council Direction & Economic Development Alignment Brief

1. Long-Term Fiscal Sustainability

- Review and assessment of Property Tax Sharing Agreements
- Explore revenue generation options to sustain and expand City services
- Develop an Airport Action Plan focused on growth and revenue

2. Smarter, More Sustainable Growth

- Use the General Plan review to pursue "better development strategies that support sustainable, smart growth"
- Evaluate the 40% open space requirement
- Discuss inclusionary and stand-alone affordable housing
- Revisit specific plan strategies through workshops

3. Economic Vitality & Implementation

- Continue development and implementation of an Economic Master Plan
- Improve permit tracking and transparency
- Strengthen downtown planning (truck traffic, master plan alignment)

4. Infrastructure & Community Capacity

- Library service and facility analysis
- Lighting & Landscape District research
- Infrastructure improvements and community engagement

Key Takeaways: Council's Purpose Behind These Projects

1. **Stabilize and Strengthen the Revenue Base**
   Council is signaling that fiscal resilience is foundational. Reviewing tax agreements, exploring new revenue tools, and activating the airport are about reducing structural vulnerability and ensuring sustainable funding for services.
2. **Shift from Growth Quantity to Growth Quality**
   The emphasis on smart growth, open space policy, affordable housing, and specific plan discussions shows Council wants development that aligns with Lincoln's character while improving long-term financial and infrastructure outcomes.
3. **Move from Planning to Implementation**
   The Economic Master Plan is no longer conceptual — it is an ongoing implementation priority . Council expects measurable execution.
4. **Modernize City Systems to Support Development**
   Permit tracking transparency and process improvements signal a desire to improve the development experience and operational efficiency .
5. **Protect and Enhance Community Identity**
   Downtown traffic, parks, library services, and engagement efforts reflect Council's interest in maintaining quality of life alongside growth.

Project: City of Lincoln, Economic Development Update
Subject: Stakeholder Interview Summary (What We Heard)

1. Priority Actions

1) Business Attraction & Job Creation
   - Recruit job-producing industries (industrial, professional services, aviation-related)
   - Align recruitment with resident workforce skills (capture out-commuters)
   - Focus on airport and industrial land as long-term economic drivers
2) Retail & Downtown Activation
   - Attract higher-quality and unique retail/dining not found in surrounding markets
   - Activate downtown with events, entertainment, and placemaking
   - Improve marketing and messaging to residents, brokers, and investors
3) Business Retention & Support
   - Strengthen existing business support and expansion efforts
   - Improve City responsiveness, permitting, and concierge services
   - Create clearer roles, structure, and mission for EDC and partners
4) Foundation Building
   - Invest in infrastructure and key sites (airport, major parcels)
   - Align actions with Council priorities and a focused implementation plan
   - Shift from reactive to proactive economic development approach

2. Key Challenges (What is Holding Lincoln Back)

1) Lack of Alignment & Consistent Vision
   - Changing priorities across leadership cycles
   - Need for unified direction across Council, staff, and stakeholders
2) Limited Capacity & Execution Bandwidth
   - Insufficient staffing/resources to pursue opportunities and follow-through
   - EDC structure and engagement challenges
3) Economic Structure Constraints
   - Heavy sales tax leakage to Roseville/Rocklin
   - Limited commercial space and development-ready sites
   - Over-reliance on local-serving economy
4) Infrastructure & Cost Barriers
   - High energy costs (PG&E vs SMUD)
   - Transportation constraints (Hwy 65, connectivity)
   - Limited funding for infrastructure improvements
5) Downtown Constraints
   - Parking, traffic, and underutilized assets
   - Lack of destination retail, dining, and nighttime activity

3. Opportunities (Where Growth Can Happen)

1) Airport & Industrial Development
   - 80+ acres and aviation advantage
   - Opportunity for:
     - Advanced manufacturing
     - Aviation/drone/robotics industries

        - Warehousing and logistics
2) Population Growth & Housing Expansion
    - Significant residential growth underway
    - Ability to capture retail demand and workforce locally
3) Retail & Commercial Expansion
    - Opportunity to:
        - Reduce leakage
        - Attract anchor and boutique retail
        - Develop larger commercial nodes (e.g., Village 5, Nelson area)
4) Sports, Tourism & Events
    - Strong base (70K+ visitors/year) but:
        - Need larger facilities
        - Better downtown connection
        - Additional amenities (hotels, venues, restaurants)
5) Downtown as a Destination
    - Strong "bones" with low vacancy
    - Opportunity to create:
        - Walkable, social, entertainment district
        - Arts, culture, and events hub
6) Regional Positioning
    - Growth pressure from Roseville/Rocklin buildout
    - Ability to attract businesses seeking:
        - Lower cost
        - Available land
        - Flexible, business-friendly environment

4. Lincoln's Differentiator (Economic Identity)

1) "A Small-Town Community with Big Growth Capacity"
   Core Strengths:
        - Available land + airport (rare in region)
        - Strong housing growth pipeline (15+ years capacity)
        - Affordable relative to nearby cities
        - High quality of life (safe, family-oriented, community-driven)
        - Authentic, historic downtown (unique in region)
2) Cultural Advantage:
    - Business-friendly, flexible, willing to structure deals
    - Community-oriented with strong local identity
    - Opportunity to shape growth intentionally (not built out yet)
3) Strategic Position:
    - Between established markets (Roseville/Rocklin) and future growth
    - Can offer:
        - Space to grow
        - Lower costs
        - More flexibility

Lincoln Economic Development – Key Takeaways

1. Priority Focus

- Attract job-producing industries (industrial, office, aviation-related)
- Strengthen retail and downtown as a destination
- Improve business support and City responsiveness

2. Core Challenges

- Lack of consistent vision and limited capacity to execute
- Sales tax leakage and limited commercial development
- Infrastructure costs and constraints (power, transportation)

3. Major Opportunities

- Airport and available land for industry growth
- Population growth driving retail demand
- Downtown potential as a walkable, entertainment-focused destination

4. Lincoln's Differentiator

- Small-town character + room to grow
- Available land, affordability, and quality of life
- One of the few cities in the region that can still shape its future economy

Project: City of Lincoln, Economic Development Update
Subject: City Council 2025-2027 Strategic Plan Priorities - Economic Development Alignment

Alignment of Data + Stakeholder Input + Council Priorities

Council Priority	What the Data Shows	What Stakeholders Said	Alignment / Direction
1. Fiscal Sustainability	• Sales tax leakage • Economy driven by local-serving uses (~70%) • Limited traded sector	• Need job-producing industries • Airport as major economic driver • Higher-quality retail needed for revenue	**Grow revenue base** through job creation, airport activation, and targeted retail
2. Smarter Growth	• Strong housing & population growth • Functions as bedroom community	• Concern about growth impacting character • Need balance: housing + jobs + infrastructure	**Shift from housing-led growth to balanced growth** (jobs + services + infrastructure)
3. Economic Vitality & Implementation	• Workforce leaving daily • Untapped local job potential • Strong retail demand signals	• Need business attraction & retention • Downtown activation • Improve City responsiveness	**Move to execution**: recruit, retain, expand businesses, workforce alignment, improve permitting & support
4. Infrastructure & Capacity	• Growth increasing demand on systems • Infrastructure needed to support expansion	• Power costs (PG&E), Hwy 65 constraints • Limited funding for infrastructure	**Invest in enabling infrastructure** to support business growth and development
5. Community Identity & Quality of Life	• High-income, family-oriented market • Strong lifestyle and retail demand	• Downtown is unique but underutilized • Desire for entertainment, walkability, identity	**Leverage Lincoln's identity**: historic downtown, small-town feel, destination experience

ECONOMIC DEVELOPMENT PILLARS

Three pillars working together to build economic vitality and achieve long-term fiscal sustainability.

1. BUSINESS DEVELOPMENT (JOBS & REVENUE)

Why: Lincoln must capture jobs and revenue currently leaving the city and grow its tax base.

Focus Areas:

- **Commercial / Retail**
  Reduce leakage, grocery, centers
- **Airport / Industrial**
  84-acre site, opportunity if we can activate
- **Downtown**
  As a destination
- **Sports & Visitation**
  Secondary but valid

2. BUSINESS RETENTION, EXPANSION & CREATION

Why: The fastest path to growth is supporting businesses already in Lincoln and helping them expand.

Focus Areas:

- **Business Accelerator**
  Jessup / innovation hub
- **Major Employer Engagement**
  Site visits, expansion
- **Small Business Support**
  Permit assistance, spotlight, partnerships
- **Workforce Alignment**
  Trades, HS pipeline gap

3. COMPETITIVENESS & BUSINESS CLIMATE

Why: Lincoln competes in a regional market and must differentiate to attract and retain businesses.

Focus Areas:

- **Permitting Concierge / Process Improvement**
  Faster, easier, more predictable
- **Identity & Positioning**
  Tell the Lincoln story
- **Workforce Strategy**
  Gap in early/mid-career talent
- **Infrastructure**
  Power, Hwy 65, site readiness, EFID

OUR GOAL: Grow investment. Strengthen local economy. Enhance quality of life.

Economic Development Update

May 13, 2026

Purpose

Update City of Lincoln’s Economic Development Plan to align with the City Council’s 2025–2027 Strategic Plan and current priorities:

1. Long-Term Fiscal Sustainability
2. Smarter, More Sustainable Growth
3. Economic Vitality & Implementation
4. Infrastructure & Community Capacity

Work Session Objectives

1. Review Process
2. Review Alignment Matrix
3. Confirm Desired Outcomes
4. Confirm *recommended* Economic Development Plan Framework Pillars
5. Confirm Economic Development Plan aligns and achieves Council priorities
6. Identify Challenges and Opportunities to Implementation

Our Process: Three Steps to a Focused, Actionable Plan

We are updating Lincoln's Economic Development Strategy to align with City Council priorities, address current economic pressures, and position the community for long-term success.

1 WHERE ARE WE NOW?

PURPOSE

Understand Lincoln's current economic conditions, trends, and market realities.

This establishes a clear picture of our strengths, challenges, and opportunities.

2 WHERE DO WE WANT TO BE?

PURPOSE

Align City Council priorities, stakeholder input, and data to define our shared economic development direction.

This identifies the themes and priority areas that matter most for Lincoln's future.

3 HOW DO WE GET THERE?

PURPOSE

Translate our direction into a focused, implementable Economic Development Action Plan.

This step will identify key priorities, actions, roles, timelines, and measures of success.

1 WHERE ARE WE NOW?

PURPOSE

Understand Lincoln's current economic conditions, trends, and market realities.

This establishes a clear picture of our strengths, challenges, and opportunities.

Headwinds

- Lincoln remains heavily residential and local-serving
- Nearly 20,000 residents commute outside city for work
- Limited traded-sector and major employer presence
- Leakage of jobs, spending, and daytime activity
- Modest growth in prime working-age workforce
- Visitor economy and destination activity remain underdeveloped
- State – federal economy and uncertainty

Tailwinds

- Strong population and household income growth
- High homeownership and community stability
- Growing talent pipeline and experienced workforce
- Strong retail spending and consumer demand potential
- Regional location within the Sacramento market
- Existing quality-of-life and destination assets
- Small town character in an urban setting

2 WHERE DO WE WANT TO BE?

PURPOSE

Align City Council priorities, stakeholder input, and data to define our shared economic development direction.

This identifies the themes and priority areas that matter most for Lincoln's future.

Stakeholders consistently emphasized the need for a more balanced economy focused on job creation, business growth, implementation capacity, and protecting Lincoln's community character.

Consistent Themes from Stakeholder Interviews

1. Attract job-producing industries-expand local employment opportunities
2. Activate the airport areas
3. Capture retail leakage-attract higher-quality commercial development
4. Improve business support, City responsiveness
5. Invest in infrastructure
6. Move from reactive to proactive economic development implementation
7. Strengthen downtown as destination
8. Preserve Lincoln's small-town identity while supporting growth

2 WHERE DO WE WANT TO BE?

PURPOSE

Align City Council priorities, stakeholder input, and data to define our shared economic development direction.

This identifies the themes and priority areas that matter most for Lincoln's future.

Alignment Matrix

Council Priority	What the Data Shows	What Stakeholders Said	Alignment / Direction
1. Fiscal Sustainability	• Sales tax leakage • Economy driven by local-serving uses (~70%) • Limited traded sector	• Need job-producing industries • Airport as major economic driver • Higher-quality retail needed for revenue	**Grow revenue base** through job creation, airport activation, and targeted retail
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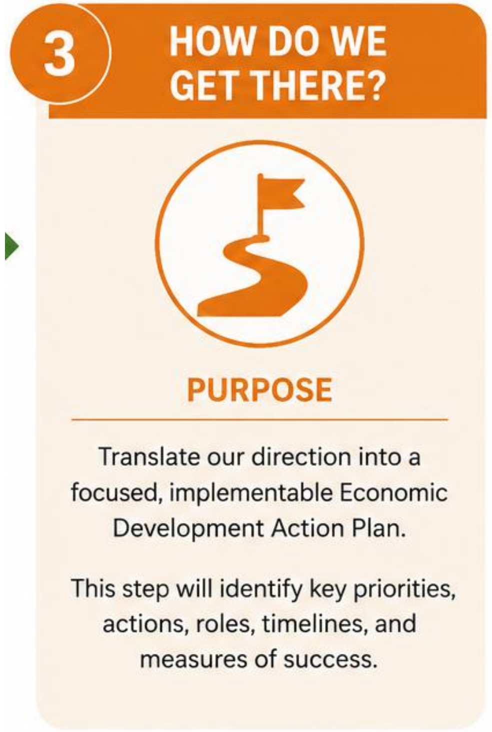
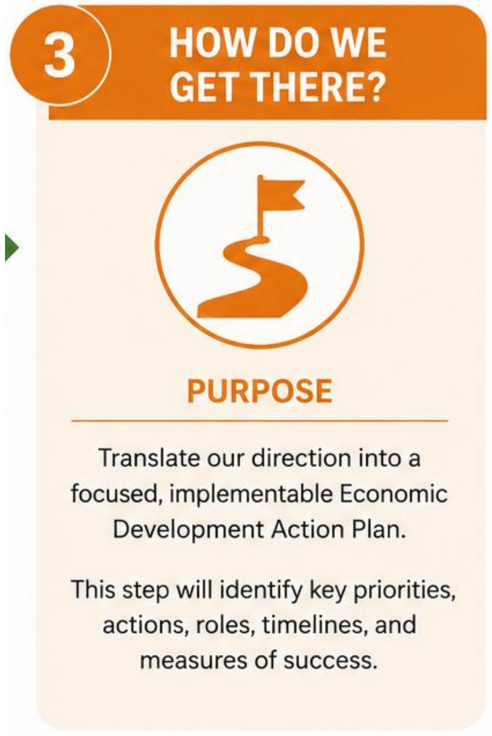
3. Economic Vitality & Implementation	• Workforce leaving daily • Untapped local job potential • Strong retail demand signals	• Need business attraction & retention • Downtown activation • Improve City responsiveness	**Move to execution**: recruit, retain, expand businesses, workforce alignment, improve permitting & support
4. Infrastructure & Capacity	• Growth increasing demand on systems • Infrastructure needed to support expansion	• Power costs (PG&E), Hwy 65 constraints • Limited funding for infrastructure	**Invest in enabling infrastructure** to support business growth and development
5. Community Identity & Quality of Life	• High-income, family-oriented market • Strong lifestyle and retail demand	• Downtown is unique but underutilized • Desire for entertainment, walkability, identity	**Leverage Lincoln's identity**: historic downtown, small-town feel, destination experience



Organizational & Implementation Questions

Stakeholder Feedback Also Identified the Need For:

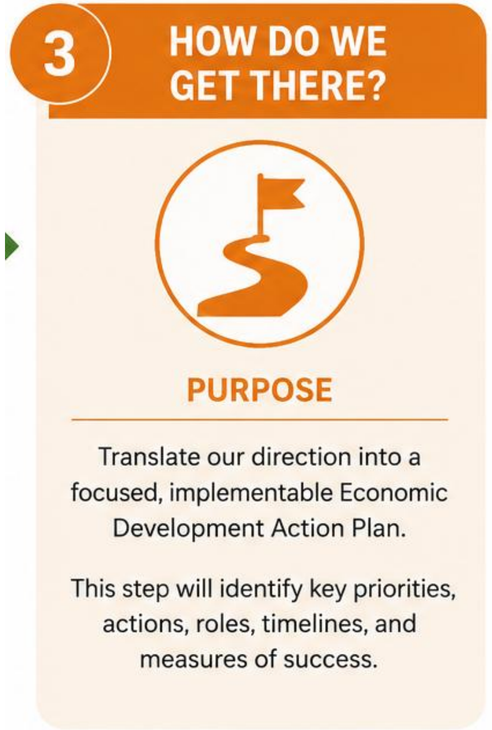
1. A clearer long-term economic vision
2. Better alignment around mission and priorities
3. Greater clarity on the role of the ED Committee
4. Stronger implementation structure and accountability



Draft Economic Vision

Lincoln is a distinctive and business-friendly community within the Sacramento region — where economic growth continues to strengthen our small-town character, quality of life, and sense of community.

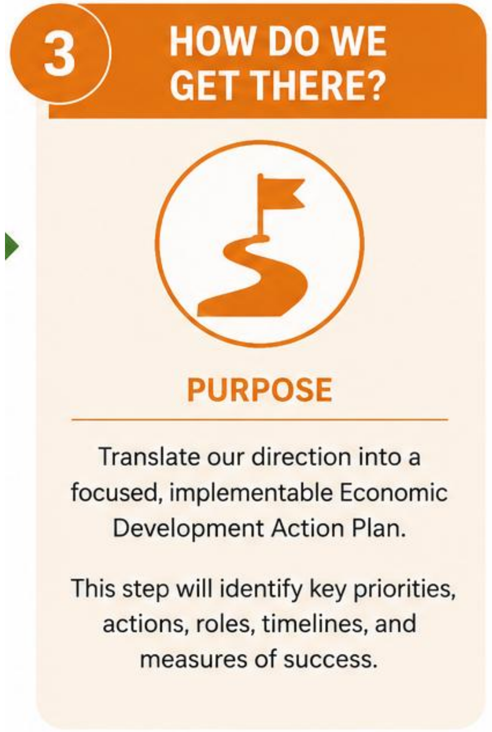
Through thoughtful planning, strong partnerships, and a welcoming environment for business and investment, Lincoln supports entrepreneurship, develops local talent, creates opportunities for future generations, and builds a resilient economy rooted in community character and long-term prosperity.



Draft Economic Development Mission

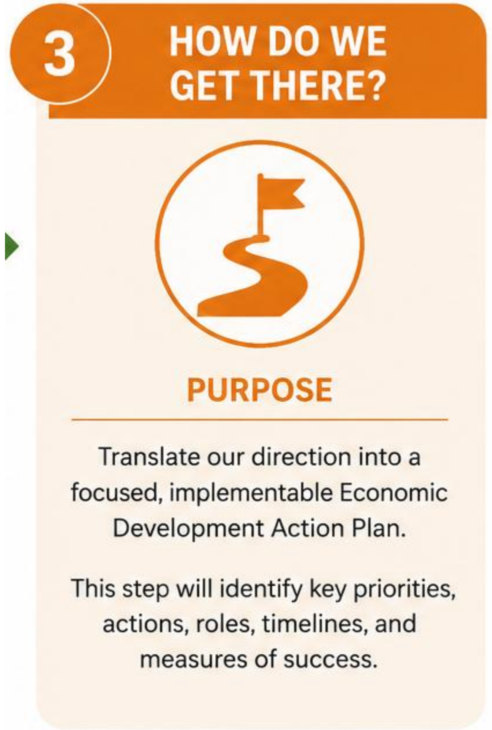
(started with City of Lincoln website)

Foster a business-friendly environment that supports strategic investment, local entrepreneurship, quality jobs, and sustainable economic growth — while advancing thoughtful development that continues to enhance Lincoln's quality of life and community character.



Draft Desired Outcomes

1. Increased job creation and local employment opportunities
2. Expanded revenue generation and reduced sales tax leakage
3. Create a defined portfolio of programs supporting business growth and investment
4. Preserve clear economic differentiation within the region



Economic Development Committee

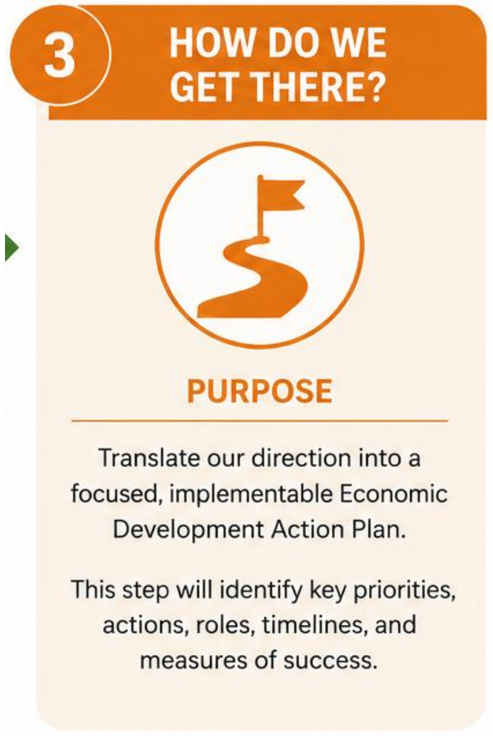
Based on research of California City ED Committees

Core Responsibilities

- Advise on economic development strategy, priorities, and policies
- Provide market insight on business needs, trends, and opportunities
- Serve as a liaison between the business community and the City
- Review and provide input on key initiatives before Council consideration
- Support business retention, attraction, and expansion efforts
- Promote a positive business climate and economic identity

Key Functions

- Help explore issues/opportunity in greater detail
- Bring forward recommendations and ideas
- Engage stakeholders and industry partners
- Support implementation discussions



Draft Economic Development Pillars

1. Business Development (Jobs & Revenue)
2. Business Retention, Expansion & Creation
3. Competitiveness & Business Climate

Three pillars working together to build economic vitality, strengthen our community, and achieve long-term fiscal sustainability.

1. BUSINESS DEVELOPMENT (JOBS & REVENUE)

Why: Lincoln must capture jobs and revenue currently leaving the city and grow its tax base.

Focus Areas:

- **Airport / Industrial**
  84-acre site, opportunity if we can activate
- **Commercial / Retail**
  Reduce leakage, grocery, centers
- **Downtown**
  As a destination
- **Sports & Visitation**
  Secondary but valid

2. BUSINESS RETENTION, EXPANSION & CREATION

Why: The fastest path to growth is supporting businesses already in Lincoln and helping them expand.

Focus Areas:

- **Major Employer Engagement**
  Site visits, expansion
- **Business Accelerator**
  Jessup / innovation hub
- **Small Business Support**
  Permit assistance, spotlight, partnerships
- **Workforce Alignment**
  Trades, HS pipeline gap

3. COMPETITIVENESS & BUSINESS CLIMATE

Why: Lincoln competes in a regional market and must differentiate to attract and retain businesses.

Focus Areas:

- **Permitting Concierge / Process Improvement**
  Faster, easier, more predictable
- **Workforce Strategy**
  Gap in early/mid-career talent
- **Infrastructure**
  Power, Hwy 65, site readiness, EFID
- **Identity & Positioning**
  Tell the Lincoln story

Key Work Session Questions

Framework Confirmation	Prioritization	Alignment	Implementation Reality
Do these three pillars appropriately capture major opportunities and challenges Lincoln must address to achieve the Council's priorities?	Of these focus areas, which should become Lincoln's -3 Primary Actions -3 Secondary Actions	Do these priorities align with the Council's Strategic Priorities?	What could prevent success? What gives Lincoln the best opportunity to succeed?

Post-Work Session Tasks

Refine any adjustments and/or add work session notes

Develop an Implementation Workbook for staff

Package draft Action Plan for Council consideration

- Vision
- Mission
- Desired Outcomes
- Committee Role & Responsibilities

Economic Development Implementation Workbook

Instructions and Tracking Guidance

Purpose of the Workbook

This workbook is intended to serve as a living implementation and tracking tool for the City of Lincoln Economic Development Strategy. The workbook will help staff, Economic Development Committee, Council, and partner organizations to

- organize and prioritize implementation activities,
- track ongoing economic development efforts and progress,
- align actions with City Council priorities,
- identify accountability, timelines, desired outcomes, and
- support regular ED Committee and City Council updates.

Economic Development Pillars

On May 13, 2026, the Economic Development Committee accepted an Economic Development Pillar Platform which is outlined below.

Pillar 1: Business Development – Outcome Expected: Drive investment and revenue in four focus areas.

1) Commercial / Retail – primary
2) Airport / Industrial – primary
3) Downtown – ongoing with partner Downtown
4) Sports / Visitation – ongoing with partner Visitor Bureau

Pillar 2: Business Retention, Expansion and Creation – Outcome Expected: Maintain existing and assist new growth and expansion in four focus areas.

1) Business Accelerator (Downtown) – primary
2) Major Employer Engagement – primary
3) Small Business Support – ongoing with partner agencies
4) Workforce Alignment – ongoing with education and workforce, address talent pipeline

Pillar 3: Competitiveness and Business Climate – Outcome Expected: Position for future investment in four focus areas.

1) Permitting Concierge and Process Improvement – primary
2) Identity and Positioning – primary
3) Workforce Strategy – ongoing with partner agencies
4) Infrastructure – ongoing with internal and external departments

How to Use the Workbook

Column 1. Focus Area – Each Focus Area represents a strategic implementation category within one of the three Economic Development Pillars. Examples:

- Commercial / Retail
- Airport / Industrial
- Downtown
- Small Business Support
- Infrastructure
- Workforce Strategy

Column 2. Tasks / Actions – This column is for including:

- Current projects that are already underway
- Planned future actions (specific tasks)
- Partner-led initiatives
- Grant opportunities
- Coordination meetings
- Infrastructure or planning efforts
- Business engagement activities

Tasks should be specific and action oriented. Where possible:

- add specific deadlines
- milestone dates
- or implementation phases

Column 3. Timeline – The timeline column is intended to identify the general implementation horizon for each activity. This could also be updated by staff to a more specific timeline to share with ED Committee and Council.

Standard Timeline Definitions

- Short-Term: 0–2 Years
- Mid-Term: 2–5 Years
- Long-Term: 5+ Years
- Ongoing: Continuous Activity

Where valuable for tracking purposes, staff are encouraged to add:

- target completion dates
- milestone deadlines
- or annual work plan dates

Examples:

- "Short-Term (Q1 2027)"
- "Mid-Term (2027 CIP Cycle)"
- "Ongoing – Quarterly Updates"

Column 4. Lead and Support – This column should list the responsible lead staff person on each task and any support person, department or other organization involved in implementing and completing the task.

Update outcomes over time as projects advance and additional metrics become available.

Column 5. Status – This column can be used to as a running status report and to track the progress of specific actions for the Focus Areas. This can provide Committee and Council with a report of progress at meeting and completing tasks, results, and adding new tasks to a Focus Area.

Each task should align back to one or more City Council Strategic

Partner Roles and Assignments – Economic development implementation is shared across multiple organizations and partners. These partners will normally be in support roles but could also be the lead and should be listed in Column 4.

Recommended Use

ED Committee

- Quarterly implementation review
- Identify barriers and opportunities
- Track progress on priority actions

City Council

- Annual economic development update
- Strategic alignment review
- Budget and priority discussions

Staff

- Work planning and coordination
- Grant and funding alignment
- Interdepartmental implementation tracking

Key Principle

This workbook is intended to function as a flexible implementation management tool — not a static planning document. It should evolve over time as priorities, opportunities, projects, planning and partnerships advance.

Pillar 1 — Business Development (Drive Investment & Revenue)

Why This Matters? Lincoln must strengthen its long-term tax base by advancing business attraction, destination development, and investment-ready growth areas that retain and capture jobs and revenue currently leaving the city.

Focus Area	Tasks / Actions	Timeline	Lead / Support	Status
Commercial/Retail	Develop targeted retail recruitment strategy	Short-Term		Choose an item.
Commercial/Retail	Identify opportunity sites and commercial nodes	Mid-Term		Choose an item.
Airport / Industrial	Complete Airport Action Plan	Short-Term		Choose an item.
Airport / Industrial	Identify target aviation / manufacturing sectors	Short-Term		Choose an item.
Airport / Industrial	Evaluate infrastructure and utility needs	Mid-Term		Choose an item.
Downtown				Choose an item.
Sports / Visitation				Choose an item.

Pillar 2 — Business Retention, Expansion & Creation

Why This Matters? The fastest path to economic growth is supporting businesses already operating in Lincoln and helping them expand, invest, and create jobs locally.

Focus Area	Tasks / Actions	Timeline	Lead/Support	Status
Business Accelerator	Strengthen Jessup / innovation partnerships	Mid-Term		Choose an item.
Business Accelerator	Explore incubators or small business support programs	Mid-Term		Choose an item.
Major Employer Engagement	Conduct business retention and expansion visits	Ongoing		Choose an item.
Major Employer Engagement	Identify expansion barriers and opportunities	Short-Term		Choose an item.
Small Business Support				Choose an item.
Small Business Support				Choose an item.
Workforce Alignment	Align to business needs	Mid-Term		Choose an item.
Workforce Alignment	Expand high school and career pathway coordination	Long-Term		Choose an item.

Pillar 3 — Competitiveness & Business Climate

Why This Matters? Lincoln competes within a highly competitive regional market and must differentiate itself through responsiveness, infrastructure readiness, workforce strategy, and a strong community identity.

Focus Area	Tasks / Actions	Timeline	Lead/Support	Status
Permitting Concierge & Process Improvement	Improve permit tracking and communication	Short-Term		Choose an item.
Permitting Concierge & Process Improvement	Evaluate process streamlining opportunities	Mid-Term		Choose an item.
Identity & Positioning	Develop coordinated economic messaging			Choose an item.
Identity & Positioning	Promote Lincoln's small-town and quality-of-life advantages			Choose an item.
Workforce Strategy	Expand high school and career pathway coordination	Long-Term		Choose an item.
Workforce Strategy	Develop targeted workforce attraction strategies	Mid-Term		Choose an item.
Infrastructure	Identify priority infrastructure constraints	Short-Term		Choose an item.
Infrastructure	Evaluate EFID and infrastructure funding tools	Mid-Term		Choose an item.