

# Alchemist Public Market Economic Impact Analysis

April 2026

# Executive Summary

This report presents the results of an economic impact analysis conducted for Alchemist Public Market (APM), a mixed-use, food-centered economic development campus under construction at 341 North 10th Street in Sacramento's River District. The analysis uses the IMPLAN input-output model to estimate the direct, indirect, and induced economic effects of the project across two distinct phases: a construction phase that includes one-time construction and pre-operations purchases and an operations phase with recurring annual operations of the campus businesses and support services.

Alchemist Public Market represents approximately \$15.5 million capital investment in permanent, revenue-generating infrastructure designed to launch and sustain small food businesses, deliver paid workforce development, expand neighborhood food access, and anchor inclusive economic growth in a historically disinvested census tract. The project is being developed by Alchemist Community Development Corporation (Alchemist CDC), a Sacramento-based 501(c)(3) organization founded in 2004.

The analysis encompasses the full scope of economic activity attributable to APM, including direct construction spending, CDC-operated food service and retail enterprises, independent food businesses incubated on site, a weekly certified farmers' market, and the Alchemist Workforce Academy's paid training program for individuals facing barriers to employment.

## Summary of Findings

### Construction Phase Impacts

Construction phase construction activity and one-time pre-operations phase purchases will generate one-time employment, income, and output impacts. Using the inputs provided by Alchemist CDC, it is estimated that 91 total jobs will be created (47 direct including the 28.6 full-time equivalents from construction, 16 indirect or supplier jobs, and 28 induced or consumer jobs). The jobs will generate over \$9.9 million in income and \$25.0 million in one-time income and output in the region (see table below).

| Impact               | Employment | Income      | Output       |
|----------------------|------------|-------------|--------------|
| Direct*              | 47         | \$6,828,976 | \$15,500,000 |
| Indirect (Suppliers) | 16         | \$1,252,298 | \$4,004,674  |
| Induced (Consumer)   | 28         | \$1,842,932 | \$5,527,939  |
| Total                | 91         | \$9,924,206 | \$25,014,921 |

Source: IMPLAN; GSEC, 2026; Figures rounded

\*Including 28.6 full-time equivalent jobs for construction

### Annual Operations Phase Impacts (Stabilized)

Alchemist Public Market will generate recurring annual economic activity across multiple revenue centers and programs. Using midpoints for ranges of anticipated revenues and job creation and assuming 50 food entrepreneurs by year five, the operations are anticipated to have an annual impact that generates 88 direct jobs, 8 indirect or supplier jobs, and 8 induced or supplier jobs and will result in nearly \$2.4 million in income and \$8.4 million in output generated annually. Over 10 years, the 104 direct, indirect, and induced jobs will generate \$12.2 million in income in region and \$42.1 million in output (see table below).

| Impact               | Employment | Income      | Output      |
|----------------------|------------|-------------|-------------|
| Direct               | 88         | \$1,260,381 | \$4,901,611 |
| Indirect (Suppliers) | 8          | \$642,896   | \$1,929,632 |
| Induced (Consumer)   | 8          | \$530,264   | \$1,590,469 |
| Total                | 104        | \$2,433,541 | \$8,421,712 |

Source: IMPLAN; GSEC, 2026.

Alchemist Public Market full utilization + commissary full subscribed

# Project Background

## **ALCHEMIST COMMUNITY DEVELOPMENT CORPORATION**

Alchemist Community Development Corporation (Alchemist CDC) is a Sacramento-based 501(c)(3) nonprofit organization founded in 2004. Its mission is to connect underserved communities to land, nutritious food, and economic opportunities to create neighborhoods that are vibrant, equitable, healthy, and diverse. The organization has more than two decades of experience delivering place-based economic development, food access, and workforce initiatives supported by federal, state, and local funding.

Alchemist CDC operates several established programs that will converge at Alchemist Public Market. The Alchemist Kitchen entrepreneurship program, launched in 2019 following a USDA-funded feasibility study conducted with UC Davis, consists of two components. The Alchemist Microenterprise Academy (AMA) is a twelve-week intensive course on the fundamentals of starting and running a food business, covering financial literacy, legal business structures, recipe development, food safety, and related topics. Since its creation in 2019, 278 food entrepreneurs have graduated from AMA. Graduates of AMA are eligible to apply for the Alchemist Kitchen Incubator Program (AKIP), which provides two to five years of individualized coaching, mentorship, technical assistance, subsidized commercial kitchen access, and facilitated market opportunities. At present, 32 businesses are active AKIP participants.

The demographics of Alchemist Kitchen participants reflect the organization's commitment to serving populations historically excluded from business ownership: 73 percent have been Black, Indigenous, or people of color; 64 percent have been low-income; 64 percent have been women; 25 percent have been LGBTQIA+; and 22 percent have been people with disabilities.

In addition to its entrepreneurship programs, Alchemist CDC is one of California's pioneering organizations in processing CalFresh and EBT transactions at certified farmers' markets, distributing more than \$1.7 million in EBT and Market Match nutrition incentives across nine farmers' markets in 2025. The organization also operates community gardens, manages neighborhood place-making projects, and was awarded \$694,000 by the California Department of Parks and Recreation and \$300,000 from then, Assemblymember McCarty, in California Natural Resource Agency funding, for the acquisition and development of the Oak Park Art Garden, also starting construction in April 2026.

## **PROJECT DESCRIPTION**

Alchemist Public Market is an all-electric, place-based infill development on 0.82 acres of land owned by Alchemist CDC in Sacramento's River District. The campus will include approximately 7,910 square feet of enclosed buildings organized around a central activated courtyard. The project is designed to serve simultaneously as an engine of inclusive economic development, a community gathering place, and a model of climate-forward commercial infrastructure.

### **Building A – Production and Public-Facing Anchor**

Building A is the primary production and public-facing structure on the campus. It houses a 3,700-square-foot all-electric shared-use commercial commissary kitchen designed to support up to 50 small food businesses at full capacity. The building also contains a social enterprise café offering coffee, espresso, and ready-to-eat foods; a beer and wine bar sourcing from regional producers; and a neighborhood-scale corner market stocked with locally produced packaged goods, Alchemist Kitchen participant products, and staple food items eligible for WIC and CalFresh benefits.

### **Building B – Program Anchor**

Building B provides the administrative and programmatic infrastructure that supports business development, workforce preparation, and coordinated service delivery. It serves as a co-working and administrative hub for entrepreneurs participating in Alchemist programs, with shared office resources, a flexible community room functioning as classroom, meeting space, and board room, and private offices for Alchemist Kitchen and Alchemist Workforce Academy program management. Planned community uses of Building B include mobile public library services in partnership with the Sacramento Public Library, designation as an official voting location, and hosting of community health screenings and resource fairs.

### **Central Courtyard – Marketplace and Community Plaza**

The central courtyard is an activated public marketplace and community plaza. It includes four food pods, which are small individual commercial kitchens with vending windows intended for AKIP entrepreneurs pursuing a brick-and-mortar trajectory, and four all-electric food trailers for entrepreneurs pursuing mobile food businesses. One trailer is reserved for order amalgamation and multi-vendor pickup services. The courtyard also features an inclusive, multi-sensory play area designed for individuals of all ages and abilities; secure bicycle, scooter, and skateboard parking with a built-in repair and maintenance station; extensive public art installations selected through a transparent RFP and committee selection

process; and built-in shade structures, cooling systems, and native drought-tolerant landscaping.

## **PROJECT LOCATION AND COMMUNITY CONTEXT**

The project site at 341 North 10th Street sits in Sacramento's River District, an emerging area transitioning from an industrial past to a residential and commercial future. The site is situated next to a newer City park and two blocks from the Mirasol Village Redevelopment Project, which provides modern mixed-income housing together with community amenities. The new Dos Rios light rail station is also only three blocks away.

The location is within Census Tract 53.01, which has a population of 1,566 and a poverty rate of 52.7 percent, more than triple the rate in the City or County of Sacramento. The median household income is \$21,875 and per capita income is \$26,029. The tract is a majority-minority community: 33.7 percent Black or African American, 5.8 percent Asian American, 7.7 percent two or more races, 10.9 percent other, and 21.8 percent Hispanic or Latino. Nearly one in five residents lack a high school diploma.

The project area carries multiple disadvantaged community designations: Sacramento Promise Zone, Opportunity Zone, HUBZone, SB 535 Disadvantaged Community, Transformative Climate Community, and Health Equity Focus Area. It scores in the 99th percentile on CalEnviroScreen 4.0 and the 98th percentile for Pollution Burden, indicating extreme environmental and socioeconomic vulnerability. The neighborhood is classified as a food desert with no grocery stores within convenient walking distance.

APM will be within a ten-minute walk of an estimated 10,000+ residents once nearby housing developments are completed, as well as approximately 6,400 office workers at the California State Lottery, the California Highway Patrol, and the Richards Boulevard Office Complex housing the State Department of General Services. The site is also a six-minute walk from the future Sacramento Republic stadium, which will accommodate more than 20,000 visitors per event. Four light rail stations on two lines are within a ten-minute walking radius, as well as various Regional Transit bus routes.

## **PROJECT FINANCING**

APM is being delivered through a layered financing strategy that combines state, federal, local, philanthropic, in-kind, and earned-revenue sources. California Jobs First Pilot funding, administered through the Employment Development Department, serves as the foundational public investment supporting design, construction, and early program implementation. Complementing this investment, Alchemist CDC has secured a \$3.9 million federal Economic

Development Administration Public Works grant for construction of core campus infrastructure.

Additional leveraged resources include more than \$152,000 in confirmed energy-efficiency and electrification incentives from the Sacramento Municipal Utilities District; philanthropic investments supporting program launch and early operations valued at \$400,000; documented in-kind contributions of legal services from Stoel Rives LLP valued at \$100,000 and architecture and engineering services from Dreyfuss + Blackford valued at \$175,000; \$450,000 in California Natural Resources Agency Community Reinvestment Grant funds used for the original site acquisition, and over \$40,000 in inspection, survey, and pre-purchase expenses covered by the City of Sacramento.

Total project costs for full site activation, including furniture, fixtures, equipment, public art, and the launch of all programs and operations, are estimated at approximately \$17 million.

## **PROGRAMS AND OPERATIONS**

### **Alchemist Kitchen Incubator Program**

The Alchemist Kitchen Incubator Program (AKIP) provides a structured pathway from business concept to independent operation for small food entrepreneurs. AKIP participants receive subsidized commissary kitchen access, individualized coaching, mentorship, support accessing market opportunities, and technical assistance over a two-to-five-year incubation period. At APM, seven AKIP businesses will operate from the courtyard food pods and trailers under graduated lease agreements that begin at approximately 50 percent of fair market value and increase as businesses stabilize. An additional 40 to 50 entrepreneurs will utilize the shared-use commissary kitchen on an hourly rental basis for production of packaged goods, catering, and value-added food products. The commissary kitchen also supports café production and event-related catering. Additional AKIP products will be sold in the café and in the corner market.

### **Alchemist Workforce Academy**

The Alchemist Workforce Academy (AWA) is a paid workforce development and transitional employment program designed to serve approximately 50 participants annually, with an average of 25 individuals actively enrolled and earning wages at any given time. AWA plans to serve all individuals from underrepresented and disadvantaged backgrounds, but will be prioritizing two populations with distinct needs: refugees, asylees, and other newcomers who often arrive with professional experience but face barriers to credential recognition and

employment in U.S. workplaces; and trauma-impacted young adults who have completed foundational skills training and are seeking structured career-track employment.

Participants will be placed in training roles across food service, events, facilities, and market operations at APM with wages ranging from \$18.50 to \$20.00 per hour up to 30 hours per week. The program will provide industry-recognized training, case management, supportive services including transportation assistance, emergency stabilization stipends, mental health support, and culturally responsive facilitation. AWA will be delivered in partnership with Juma Ventures, a nationally recognized youth employment organization with more than 30 years of experience in restaurant and hospitality workforce development.

### **Certified Farmers' Market**

APM will host a year-round weekly certified farmers' market prioritizing small and mid-scale regional agricultural producers. The market will incorporate CalFresh and Market Match nutrition incentives to expand access for low-income households. At stabilization, the market is projected to host six to eight vendors generating average weekly sales of \$400-\$600 per vendor. The market also includes health and wellness resources, cooking demonstrations, and community programming. Alchemist also intends to subsidize farmers who participate in the market at APM by coordinating large purchase agreements for shared procurement amongst onsite AKIP entrepreneur businesses, APM catering and production, and other Alchemist CDC program needs.

### **Community Programming**

The campus will host a dynamic mix of community programming including game nights, sales and discount days, sports watch parties, cultural celebrations, and seasonal events. Building B's community room will support civic uses including mobile library services, voter access, health clinics, and financial counseling. A comprehensive public art plan includes four primary installations alongside a biannual student art initiative with Grant High School centered on the theme of food and community.

To support ongoing financial sustainability, the campus and its various spaces will also be available for private events and rentals. An on-site event coordinator will manage bookings and planning, while also creating intentional catering opportunities for onsite AKIP entrepreneurs and other program participants. Alchemist's Alchemist Events program further expands this model by providing on-site catering and event services led by our team of restaurant and hospitality professionals and staffed by participants in AWA and AKIP. This

approach delivers paid, real-world experience for participants while generating earned revenue to support ongoing operations.

## **ENVIRONMENTAL DESIGN**

APM is designed as a fully all-electric, resilience-focused campus that redefines how food infrastructure can operate in a changing climate. By eliminating on-site fossil fuel combustion, the project significantly reduces emissions associated with commercial food production while advancing a scalable model for clean, electrified kitchens.

The campus integrates real-time environmental monitoring systems to track performance, including indoor air quality and emissions reductions compared to traditional gas-based operations. On-site solar generation paired with battery storage provides critical energy resilience, enabling the campus to operate at full capacity for up to six hours during a grid outage, with infrastructure in place to support extended operation as a community-serving resilience hub.

Climate-responsive site design further supports public health and usability during extreme weather events. Shade structures, native and drought-tolerant landscaping, hydration access, and water-efficient systems reduce heat impacts and resource demand. Located within close proximity to light rail and major bus lines, and equipped with secure bicycle and mobility infrastructure, APM also expands access through low-carbon, transit-oriented design.

## **INTERIM ACTIVATION: ALCHEMIST EVENTS AT EMPRESS TAVERN**

While APM design and permitting were extended throughout 2024 and 2025, Alchemist CDC identified a strategic opportunity in 2025 to advance core Alchemist Public Market and CA Jobs First Pilot Project programming goals through the activation of Empress Tavern, a historic downtown Sacramento venue located below the Crest Theatre on K Street. Operating as the first formal venue for Alchemist Events at Empress Tavern, this interim platform has allowed the organization to begin delivering workforce development, expanded entrepreneurship training, and community engagement outcomes aligned with APM's impact plan. More than 20 AKIP and AMA participants or their products have been integrated into Empress Tavern programming, and 49 young adults have received paid on-the-job training through the Juma Ventures partnership since September 2025. This phased approach has allowed Alchemist CDC to test and refine staffing models, operational systems, partnerships, and program delivery in a live environment, reducing the time between APM's construction completion and full operational readiness.

# Methodology

## IMPLAN MODEL

This analysis uses the IMPLAN (Impact Analysis for Planning) input-output model, a widely accepted tool for estimating the economic effects of a change in economic activity within a defined geographic region. IMPLAN uses regional purchase coefficients, industry spending patterns, and household income-expenditure relationships derived from the U.S. Bureau of Economic Analysis national accounts and County Business Patterns data to trace how an initial economic change propagates through the regional economy.

## STUDY REGION

The study region for this analysis is the Sacramento-Roseville-Folsom Metropolitan Statistical Area. All impact estimates reflect economic activity retained within or generated within the Metropolitan Statistical Area. Economic leakages, such as purchases from suppliers located outside the county or wages earned by workers who reside and spend their income outside the county, are excluded from the reported impact totals.

## TYPES OF IMPACTS

The IMPLAN model estimates three categories of economic effects:

**Direct effects** represent the initial economic activity attributable to the project: construction spending, business revenue from on-site operations, and wages paid to workers and trainees.

**Indirect or supplier effects** represent the ripple of economic activity generated by businesses purchasing goods and services from other firms in the region. For example, the café's purchases of coffee beans from a local roaster, or a construction subcontractor's purchase of concrete from a regional supplier, generate indirect effects.

**Induced or consumer effects** represent the economic activity generated when workers and business owners spend their earnings on household goods and services within the region. When a construction worker spends wages at a local grocery store or a café employee pays rent to a local landlord, these transactions generate induced effects.

The sum of direct, indirect, and induced effects constitutes the total economic impact. The ratio of total impact to direct impact is referred to as the economic multiplier.

## IMPACT METRICS

The analysis reports three primary metrics for each phase of the project:

**Employment** measures the number of full-time and part-time jobs supported, expressed as annual averages. For the construction phase, employment is reported in job-years.

**Labor income** measures the total compensation received by workers, including wages, salaries, and benefits (employee compensation) as well as net income of sole proprietors (proprietor income).

**Output** measures the total value of goods and services produced, equivalent to gross revenue or gross sales across all affected industries.

## ANALYTICAL FRAMEWORK

The analysis is structured in two phases reflecting the project's distinct economic lifecycle:

**Phase 1 – Construction phase** models the one-time capital investment in site development, building construction, equipment procurement, and pre-opening professional services. Construction is estimated at approximately 300 days, with mobilization targeted for mid-2026 and completion in late 2026 or early 2027.

**Phase 2 – Operations phase** models the recurring annual economic activity generated once the campus is open and fully programmed. Financial assumptions reflect a three-year ramp to stabilization: Year 1 at 55 percent of capacity, Year 2 at 75 percent, and Year 3 at 100 percent. The comprehensive go-live date is April 2027; stabilized operations begin in Year 3 (April 2029). Results are reported at the stabilized level unless otherwise noted.

The operations phase encompasses multiple distinct economic actors: Alchemist CDC's directly operated food service and retail enterprises; independent food businesses operating in the court yard pods and trailers; entrepreneurs using the shared-use commissary kitchen; farmers' market vendors; and the Alchemist Workforce Academy's paid training program. Each activity is modeled using the IMPLAN event type that best reflects its economic character.

# Construction Phase Impacts

## CONSTRUCTION PHASE INPUTS

The construction phase represents a total capital investment of approximately \$15.5 million including \$13.0 million in construction and \$2.5 million in additional expenditures on equipment, materials, and labor. The principal components include general construction through a general contractor and subcontractors, and equipment and materials purchases to be constructed and integrated into facilities. Construction will require 28.6 full-time equivalent jobs directly.

## CONSTRUCTION PHASE IMPACTS

Construction phase construction activity and one-time pre-operations phase purchases will generate one-time employment, income, and output impacts (see table below). Using the inputs provided by Alchemist CDC, it is estimated that 91 total jobs will be created (47 direct including the 28.6 full-time equivalents from construction, 16 indirect or supplier jobs, and 28 induced or consumer jobs). The jobs will generate over \$9.9 million in income and \$25.0 million in one-time income and output in the region.

| Impact               | Employment | Income      | Output       |
|----------------------|------------|-------------|--------------|
| Direct*              | 47         | \$6,828,976 | \$15,500,000 |
| Indirect (Suppliers) | 16         | \$1,252,298 | \$4,004,674  |
| Induced (Consumer)   | 28         | \$1,842,932 | \$5,527,939  |
| Total                | 91         | \$9,924,206 | \$25,014,921 |

Source: IMPLAN; GSEC, 2026; Figures rounded

\*Including 28.6 full-time equivalent jobs for construction

# Operations Phase Impacts

## OPERATIONS INPUTS AT STABILIZATION

By year three, Alchemist Public Market build-out utilization will stabilize and will generate recurring annual economic activity across multiple revenue centers and programs. The directly operated café is projected to generate \$350,000 to \$475,000 in annual revenue. The beer and wine bar, sourcing from regional breweries and wineries, is projected at \$425,000 to \$550,000. The corner market, accepting CalFresh and WIC, is projected at \$500,000 to \$650,000. Private events, venue rentals, and ticketed programming are projected at \$240,000. Together, these CDC-operated enterprises support approximately 18 to 20 direct full-time-equivalent positions across management, kitchen operations, retail, beverage service, facilities, and market operations. Entry-level wages are expected to range from \$20 to \$25 per hour. Midpoints of ranges are used for model inputs.

Independent economic activity on site includes seven AKIP courtyard food businesses generating combined gross sales of \$800,000 to \$875,000 annually, and a weekly certified farmers' market with six to eight vendors generating \$125,000 to \$165,000 in annual sales. The Alchemist Workforce Academy's paid training program generates \$480,000 to \$520,000 in annual participant wages funded by external grants.

The shared-use commissary kitchen will serve 50 food entrepreneurs annually by year five.

## OPERATIONS PHASE IMPACTS AT STABILIZATION

Alchemist Public Market will generate recurring annual economic activity across multiple revenue centers and programs. Using midpoints for ranges of anticipated revenues and job creation and assuming 50 food entrepreneurs by year five, the operations are anticipated to have an annual impact that generates 88 direct jobs, 8 indirect or supplier jobs, and 8 induced or supplier jobs and will result in nearly \$2.4 million in income and \$8.4 million in output generated annually. Over 10 years, the 104 direct, indirect, and induced jobs will generate \$12.2 million in income in region and \$42.1 million in output (see tables below).

## ANNUAL OPERATIONS IMPACTS (STABILIZED)\*

| Impact               | Employment | Income             | Output             |
|----------------------|------------|--------------------|--------------------|
| Direct               | 88         | \$1,260,381        | \$4,901,611        |
| Indirect (Suppliers) | 8          | \$642,896          | \$1,929,632        |
| Induced (Consumer)   | 8          | \$530,264          | \$1,590,469        |
| <b>Total</b>         | <b>104</b> | <b>\$2,433,541</b> | <b>\$8,421,712</b> |

Source: IMPLAN; GSEC, 2026.

\*Alchemist Public Market full utilization + commissary full subscribed

## 10-YEAR CUMULATIVE IMPACT - INCOME

| Impact               | Year 1             | Year 2             | Year 4             | Year 5             | Years 6-10         | Total               |
|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Direct               | \$883,434          | \$1,063,876        | \$1,272,958        | \$1,266,994        | \$1,260,381        | \$6,301,907         |
| Indirect (Suppliers) | \$440,929          | \$524,198          | \$616,912          | \$630,531          | \$642,896          | \$3,214,479         |
| Induced (Consumer)   | \$411,216          | \$467,757          | \$533,005          | \$531,809          | \$530,264          | \$2,651,320         |
| <b>Total</b>         | <b>\$1,735,579</b> | <b>\$2,055,831</b> | <b>\$2,422,874</b> | <b>\$2,429,333</b> | <b>\$2,433,541</b> | <b>\$12,167,706</b> |

Source: IMPLAN; GSEC, 2026.

Year 1 = 55% utilization, Year 2 = 75% utilization, Years 3-10 = 100% utilization

Years 5+ commissary fully subscribed

## 10-YEAR CUMULATIVE IMPACT - OUTPUTS

| Impact               | Year 1             | Year 2             | Year 4             | Year 5             | Years 9-10         | Total               |
|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Direct               | \$3,380,853        | \$4,020,465        | \$4,735,760        | \$4,823,002        | \$4,901,611        | \$24,508,057        |
| Indirect (Suppliers) | \$1,326,860        | \$1,572,438        | \$1,844,833        | \$1,889,211        | \$1,929,632        | \$9,648,159         |
| Induced (Consumer)   | \$1,233,388        | \$1,402,981        | \$1,598,690        | \$1,595,103        | \$1,590,469        | \$7,952,343         |
| <b>Total</b>         | <b>\$5,941,101</b> | <b>\$6,995,885</b> | <b>\$8,179,283</b> | <b>\$8,307,316</b> | <b>\$8,421,712</b> | <b>\$42,108,560</b> |

Source: IMPLAN; GSEC, 2026.

Year 1 = 55% utilization, Year 2 = 75% utilization, Years 3-10 = 100% utilization

Years 5+ commissary fully subscribed

## UNQUANTIFIED IMPACTS

Several categories of economic benefits attributable to APM are not captured in the IMPLAN model and are therefore excluded from the quantitative estimates presented in this report. These include:

**Commissary kitchen entrepreneur output.** The 50 food entrepreneurs who will use the shared-use commissary kitchen generate independent business revenue through packaged goods, catering, and value-added food products. Their aggregate annual output is expected to be several multiples of the \$150,000 to \$170,000 in kitchen rental revenue but is not yet quantified with sufficient precision for modeling.

**Anti-displacement and wealth-building effects.** APM's subsidized lease structures and graduated pricing preserve commercial opportunity for low-income entrepreneurs in a rapidly developing neighborhood. The long-term wealth-building effects of business ownership and credit-building are significant but fall outside the scope of input-output analysis.

**Food access and nutrition benefits.** The corner market's acceptance of CalFresh and WIC, and the farmers' market's use of Market Match nutrition incentives, expand access to affordable and culturally relevant food in a designated food desert. The public health and household budget benefits are real but not modeled here.

**Climate and resilience benefits.** APM's all-electric design, solar generation, and battery storage reduce greenhouse gas emissions, improve indoor air quality, and provide community energy resilience. These benefits have economic value but are not captured in IMPLAN.

**Civic infrastructure.** Building B's community room will host voting access, health clinics, library services, and financial counseling. These activities reduce service gaps and strengthen community capacity in ways that generate long-term economic returns not reflected in this analysis.

## About Greater Sacramento Economic Council

The Greater Sacramento Economic Council (GSEC) is a public-private partnership that unites business and community leaders to create one cohesive regional economic development strategy with a focus on growth, sustainability, equity and competitiveness.

### REPORT CONTACTS

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