

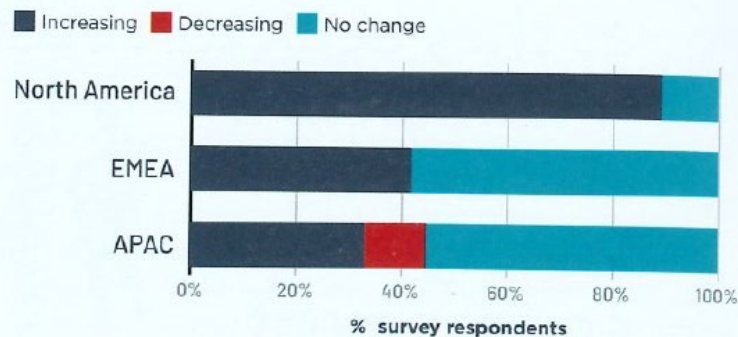
Mobility and Economic Development

Christopher D. Lloyd, SVP and Director, Infrastructure and Economic
Development

The Transit Alliance of Middle Tennessee - October 30, 2025

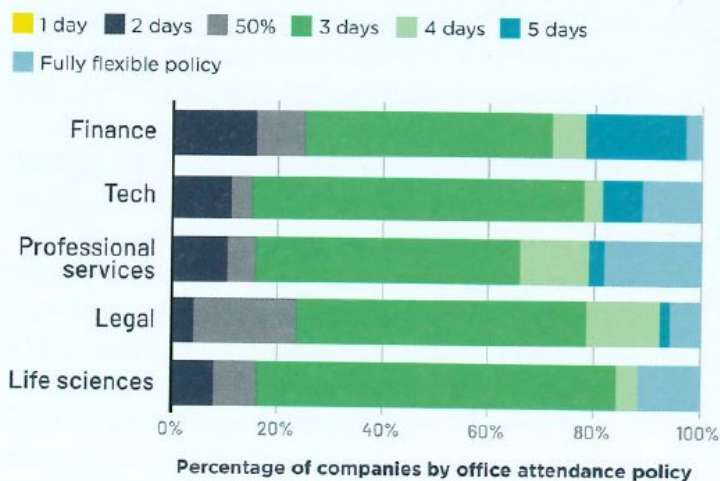
RETURN TO OFFICE IS
REAL

Do you expect to see employers increasing or decreasing office daily attendance mandates in the next 12 months?



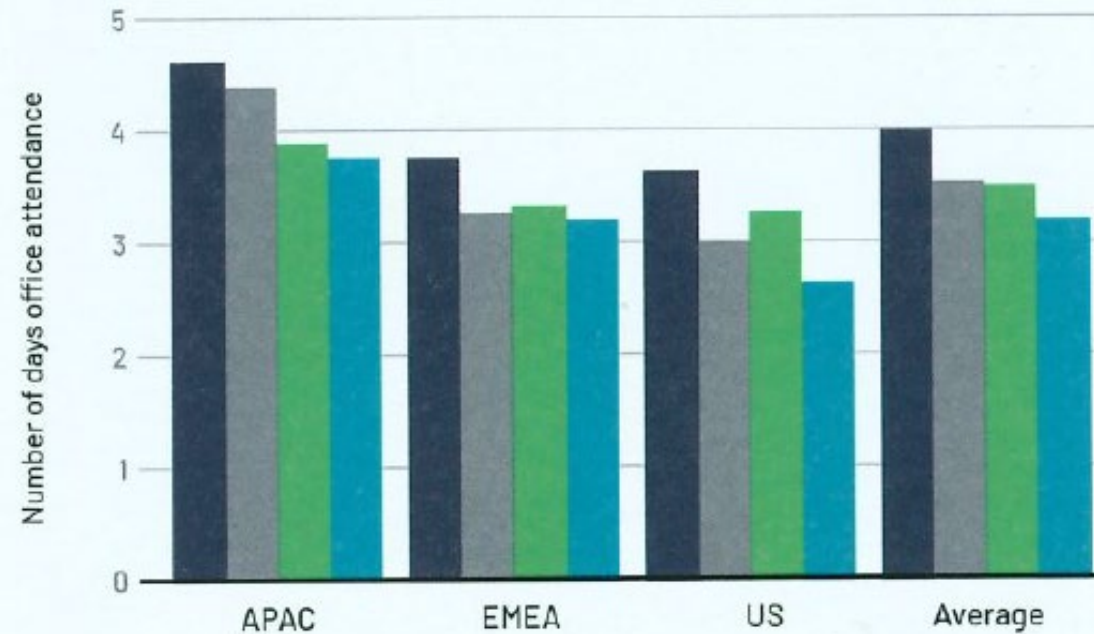
Source: Savills Research, survey of global network

Office attendance mandates by sector



Source: Savills Research using company announcements.

Office attendance by generation



Source: Savills Research

Office Projects: Agreement with Statements on Office Space

(1 = don't agree, 5 = completely agree)

Class B and C space is no longer relevant or marketable.

5.0

Due to a demand for quality space and place, Tier 1 metros are viewed more favorably for office projects compared to Tier II or III metros.

4.0

The quality of place is rising in importance when locating office projects.

5.0



WSJ. MAGAZINE

Jamie Dimon Wants Everyone in the Office. Is a \$3 Billion Building the Answer?

The CEO of JPMorgan Chase spent six years putting his stamp on a shiny new headquarters, a skyscraper that he hopes will revive the glory of the office.



U.S. Office Market Rebounding Faster Than Expected, CoStar Finds

October 29, 2025 | 3:04 p.m. ET | Chloe Gallivan, South Florida 

CAPITAL INVESTMENT IS BOOMING

Eli Lilly to make weight-loss pill in new \$6.5 billion Texas plant

By Patrick Wingrove

September 23, 2025 5:57 PM EDT · Updated September 23, 2025



24/7 Live

BUSINESS

JetZero to build manufacturing facility in NC, create more than 14K jobs; investment of \$4.7B

By [Michael Perchick](#)
Thursday, June 12, 2025



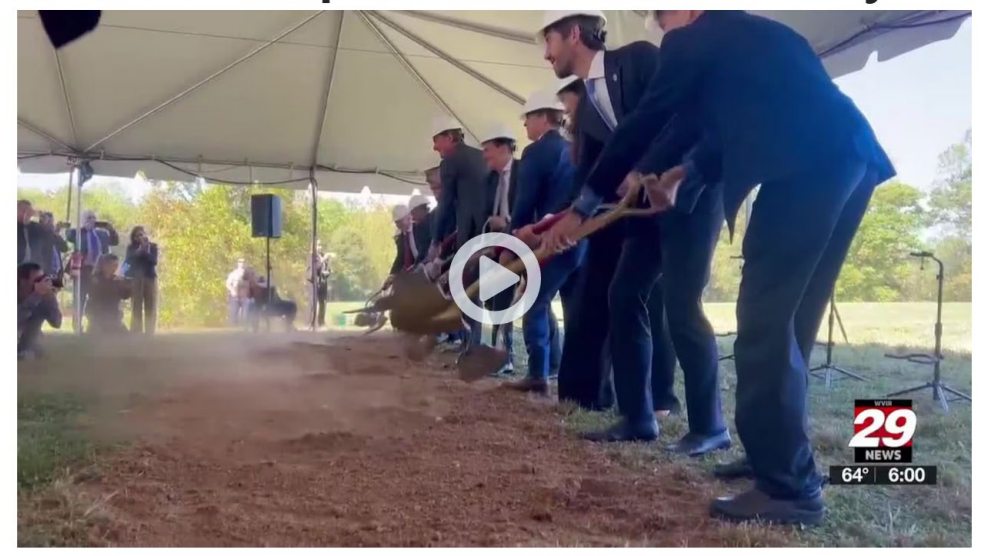
3 hours ago - News

TSMC eyes more Arizona land to grow semiconductor "gigafab"

Jessica Boehm



AstraZeneca announces \$4.5 billion pharmaceutical plant in Albemarle County



Company's largest facility worldwide will bring 600 permanent jobs to Route 29 corridor

OHIO CAPITAL JOURNAL

UNCATEGORIZED

Gov. DeWine lands biggest jobs deal in Ohio history with defense company Anduril's new plant

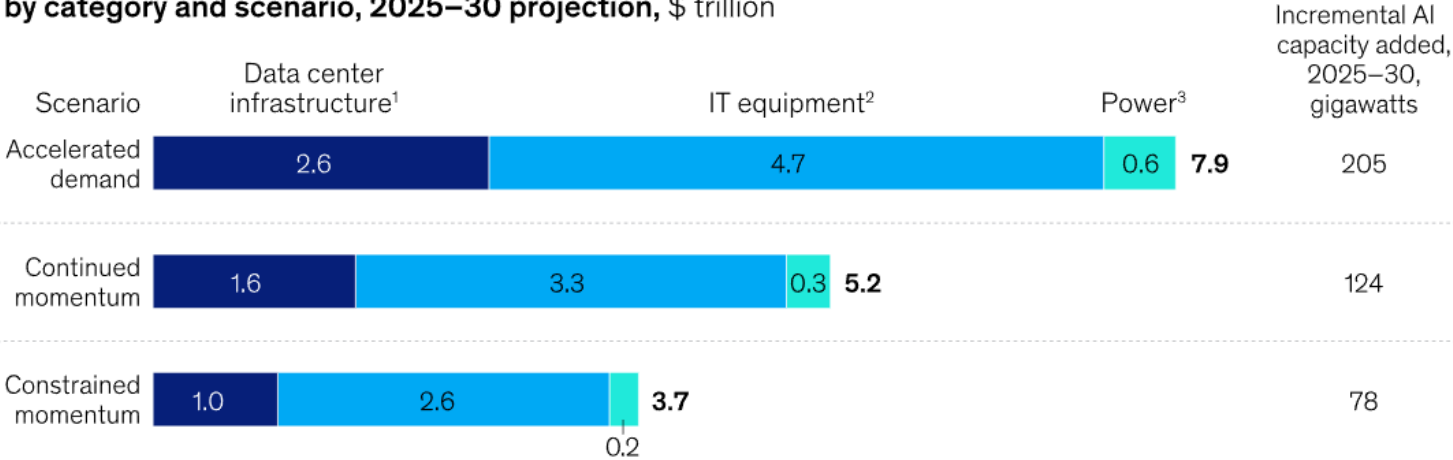
It's not clear yet how much officials promised the company in incentives

BY: **NICK EVANS** - JANUARY 16, 2025 5:25 PM



Capital investments to support AI-related data center capacity demand could range from about \$3 trillion to \$8 trillion by 2030.

Global data center total capital expenditures driven by AI, by category and scenario, 2025–30 projection, \$ trillion



Note: Figures may not sum to totals, because of rounding.
¹Excludes IT services and software (eg, operating system, data center infrastructure management), since they require relatively low capex compared with other components.
²Includes server, storage, and network infrastructure. IT capex also accounts for replacing AI accelerators every 4 years.
³Assumes \$2.2 billion–\$3.2 billion/gigawatt (including power generation and transmission cost) to account for a range of power generation scenarios (eg, fully powered by gas, a combination of gas power and storage, and solar) and regional cost differences. Distribution cost is neglected, as most AI centers are expected to be >50 megawatt scale and connected to a transmission grid.
Source: McKinsey Data Center Capex TAM Model; McKinsey Data Center Demand Model

OBBBA – Pro-Growth Provisions

- Immediate expensing of capital investment, even for real property through 2029
- Increase R&D deductions
- Enhanced deductibility of corporate debt
- Opportunity Zone enhancements (with special emphasis on rural America)

IN CHAOS THERE IS
OPPORTUNITY

The Top Factors Impacting the Site Selection Industry During 2025







Executive Orders

- Executive Order 14264 –
Maintaining Acceptable Water
Pressure in Showerheads

“I like to take a nice shower to take care of my beautiful hair,” President Donald Trump said upon signing the order. “I stand under the shower for 15 minutes until it gets wet. It comes out drip, drip, drip. It’s ridiculous.”



Executive Orders with Economic Development Opportunities

- Executive Order 14179 – Removing Barriers to American Leadership in Artificial Intelligence
- Executive Order 14278 – Preparing Americans for High-Paying Skilled Trade Jobs of the Future – expand apprenticeships and streamline/align federal workforce training programs
- Executive Order 14269 – Restoring America’s Maritime Dominance – invest in maritime industrial base and block Chinese shipping
- Executive Order 14255 – Establishing the United States Investment Accelerator – orders federal agencies to speed permits for economic development projects valued at over \$1 billion
- Executive Order 14307 – Unleashing American Drone Dominance – promote domestic UAV and eVTOL production and reduce regulatory barriers
- Executive Order 14304 – Leading the World in Supersonic Flight – regulatory reform and increased R&D investment
- Executive Order 14302 – Reinvigorating the Nuclear Industrial Base – regulatory reform, workforce investment, and accelerate plant construction

SO HOW DOES THIS
IMPACT MOBILITY?









TRANSIT HAS AN IMAGE PROBLEM









CARS ARE NOT THE
ENEMY, THE LACK OF
MOBILITY IS!



Winning Strategies

- Clearly identify the threats caused by congestion and the opportunities created by solving it
- Embrace “all of the above” strategies for solving congestion challenges
- Ensure that solutions are hyper-local
- Successful regional strategies have both road and transit solutions
- Cobble together various funding streams instead of looking for a silver bullet

TAKE THE GUESSWORK
OUT OF SOLUTIONS

Winning Strategies

- Political polling and surveys to test voter attitudes and seek winning messages around solutions
- Continuously seek public input and feedback on proposed projects
- Convene an employer panel to look for creative solutions to congestion (more ride sharing, staggered hours, subsidies, alignment of hybrid work schedules)

West Palm Beach Coalition offers big incentives to employers to help fight traffic congestion

WPTV's Hollani Davis spoke with the executive director of WPBgo and organizations who are participating in the competition

BUILD TRUST





Winning Strategies

- Commitment by public bodies to full transparency on how project decisions are made
- Create an “accountability” commission with oversight of projects
- Any funding programs must be linked to specific projects, not a generic platform to “reduce congestion” or “expand roads”
- Create a scoring rubric to rank projects using objective criteria
- Be willing to admit mistakes and move on

EMBRACE ALTERNATIVE FUNDING AND PROCUREMENT IDEAS

NEW YORK

The proximity premium

How walking distance from a transport hub affects prime office rents



Winning Strategies

- Increase density around transit nodes
- Explore public-private partnerships that appropriately share project risk
- Enact tax increment financing/overlay structures to capture value created by new transportation nodes

BUSINESS COMMUNITY
LEADERSHIP IS ESSENTIAL

Questions or Comments?