

I-27 and Ports-to-Plains Corridor Economic Impact

Transportation cost reductions and industry growth across nine states



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Colorado • Montana • Nebraska • New Mexico • North Dakota • Oklahoma • South Dakota
• Texas • Wyoming

The Ports-to-Plains corridor supports economic activity across the nine-state regional economy. This report connects REMI transportation cost mechanisms with total corridor results and state-specific industry outcomes, providing evidence for public investment and regional development decisions.

The assessment combines all nine states and presents construction and mobility impacts individually and together. Construction is spread evenly over 25 years for the combined annual illustration. All dollar values are expressed in constant 2025 dollars.

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Reading the exhibits

Combined annual results add one twenty-fifth of total construction impacts to a selected year of mobility impacts. Full-phase totals include construction once and all 26 mobility years from Years 1–26. All monetary values use constant 2025 dollars. The combined section explains the employment and timing assumptions.

Executive summary

Total corridor contribution and industry benefits across nine states

September 2026

Combined construction and mobility contribution

For the full nine-state corridor, spreading construction evenly over 25 years and adding the resulting annual contribution to Year 26 mobility impacts produces an illustrative \$43.704 billion in annual economic output, \$19.686 billion in annual GDP, 93,576 jobs, and \$1.569 billion in annual state tax revenue. The table shows how the two components combine, using constant 2025 dollars.

Annual impact for Year 26	Construction Annual	Mobility for Year 26	Combined
Economic Output (\$ billions)	\$7.033	\$36.671	\$43.704
GDP (\$ billions)	\$3.913	\$15.773	\$19.686
Employment (Job years)	34,519	59,057	93,576
State tax revenue (\$ billions)	\$0.326	\$1.243	\$1.569

Construction annualization divides the reported totals by 25. The employment illustration assumes the reported 862,982 construction jobs supported represent job-years over that period, giving 34,519 jobs per year. Adding 59,057 mobility jobs in Year 26 gives 93,576 jobs in the combined illustration. The annual construction contribution is a comparison benchmark, rather than a dated construction schedule.

Across both phases, construction plus cumulative mobility impacts total \$820.148 billion in economic output, \$396.668 billion in GDP, and \$31.874 billion in state tax revenue. These totals count construction once and include all 26 mobility years from Years 1–26. Economic Output and GDP are distinct measures of the same activity. In Year 26, 90.7% of the net detailed mobility employment impact occurs outside transportation and warehousing.

Findings

The combined results connect the demand created during construction with the continuing regional contribution of improved access and lower transportation costs. Contractors and suppliers participate in delivery, while manufacturing, freight, business services, and household-serving industries participate in the mobility response. Policy priorities are to deliver transportation savings and connect corridor improvements with local business access and workforce readiness.

Combined annual methods and phase totals appear in the following combined impact sections

Combined construction and mobility impacts

Spreading construction evenly over 25 years creates an annual benchmark that can be added to mobility impacts in a selected year. At the corridor level, that benchmark adds \$7.033 billion in economic output, \$3.913 billion in GDP, and \$326 million in state tax revenue to the annual mobility result. All monetary values are in constant 2025 dollars.

Annualizing construction over 25 years

Measure	Construction total	Years	Annual construction
Economic Output (\$ billions)	\$175.820	25	\$7.033
GDP (\$ billions)	\$97.820	25	\$3.913
Employment (Job Years)	862,982	25	34,519
State tax revenue (\$ billions)	\$8.150	25	\$0.326

Employment assumption: the reported construction total of 862,982 jobs supported is treated as 862,982 job-years distributed over 25 years. This produces an illustrative annual contribution of 34,519 jobs. It is an annualization assumption for this combined presentation.

Combined construction and mobility phases at selected years

Mobility year	Economic Output \$B	GDP \$B	Jobs ¹	State Tax \$B
Year 1	\$19.280	\$10.459	71,648	\$0.852
Year 15	\$34.653	\$16.611	89,636	\$1.332
Year 26	\$43.704	\$19.686	93,576	\$1.569

Combined annual impact = construction total ÷ 25 + mobility impact in the stated year. In year 25, \$7.033 billion in annualized construction economic output plus \$36.671 billion in mobility economic output gives \$43.704 billion. The corresponding GDP result is \$19.686 billion, and annual state tax revenue is \$1.569 billion.

¹ Combined jobs apply the construction employment assumption above. Each row adds the same annual construction benchmark to a different mobility year; it illustrates concurrent contributions rather than assigning construction to a calendar year. The benchmark is not applied across all 26 mobility years when calculating full-phase totals.

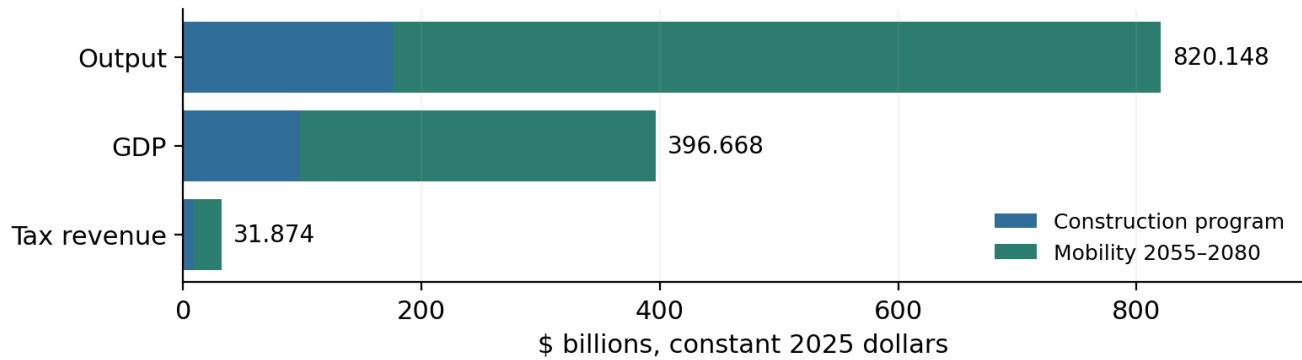
I-27 total combined across both phases

Full-phase totals add the construction program once to the sum of all mobility impacts from Years 1 through 25. They measure the total economic contribution of both phases without assuming that construction and mobility occur in the same calendar years.

Measure	Construction Total	Mobility Years 1-26	Both phases
Economic Output (\$ billions)	\$175.820	\$644.328	\$820.148
GDP (\$ billions)	\$97.820	\$298.848	\$396.668
Job-years ¹	862,982	1,341,488	2,204,470
State tax revenue (\$ billions)	\$8.150	\$23.724	\$31.874

¹ The combined employment total assumes the construction jobs-supported figure represents job-years over the 25-year allocation. The 1,341,488 mobility job-years are the sum of the 26 supplied annual employment impacts. Their combined total is 2,204,470 job-years.

Construction and mobility contributions to monetary totals



Each bar presents a separate measure. Output, GDP, and tax revenue are not added to one another.

How to use the combined results

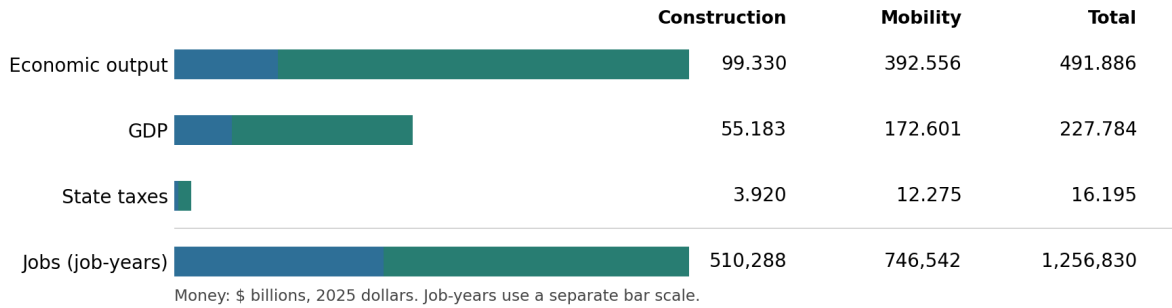
\$43.704 billion in economic output and \$19.686 billion in GDP was used to describe the annual construction benchmark combined with Year 26 mobility. Use \$820.148 billion in economic output, \$396.668 billion in GDP, and \$31.874 billion in state tax revenue to describe totals across the full construction program and all supplied mobility years. The 25-year construction allocation and the 26-year mobility series remain distinct.

The combined illustration summarizes Economic Output measures total production; GDP measures value added.

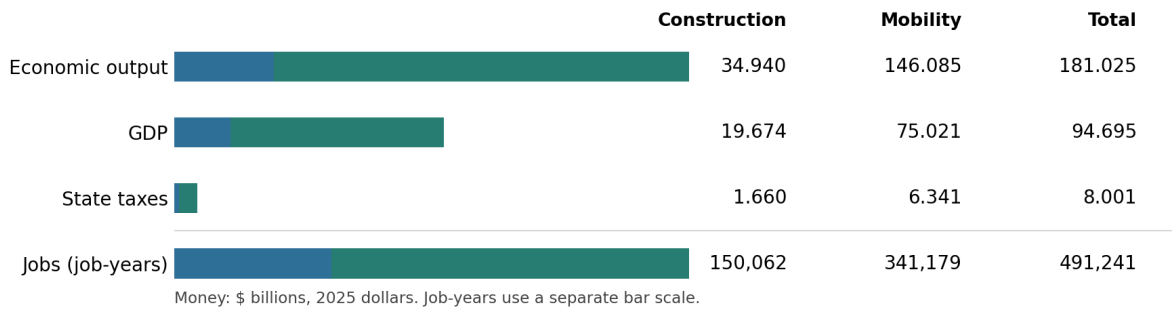
State construction and mobility totals

Construction impacts are counted in total and combined with the cumulative mobility impacts generated by improved transportation access and lower transportation costs over the full analysis period. Employment is reported in job-years: construction employment follows the report's annualization assumption, while mobility employment represents the sum of annual employment impacts over time.

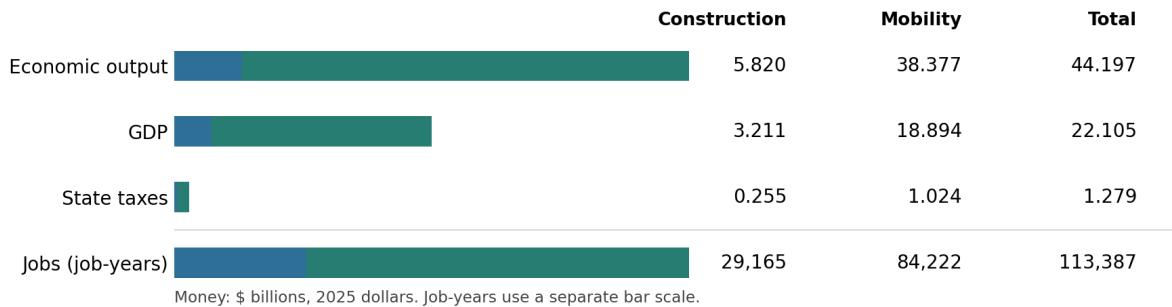
Texas



Colorado



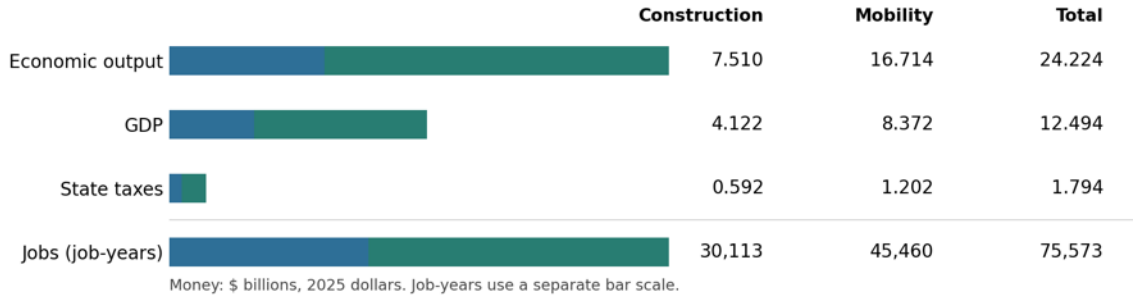
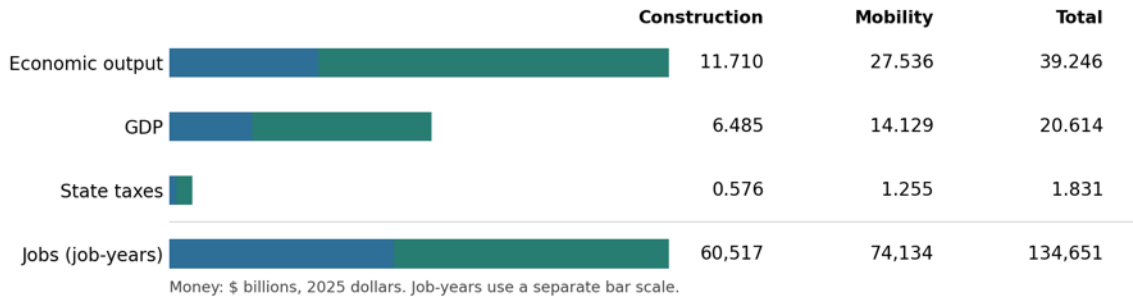
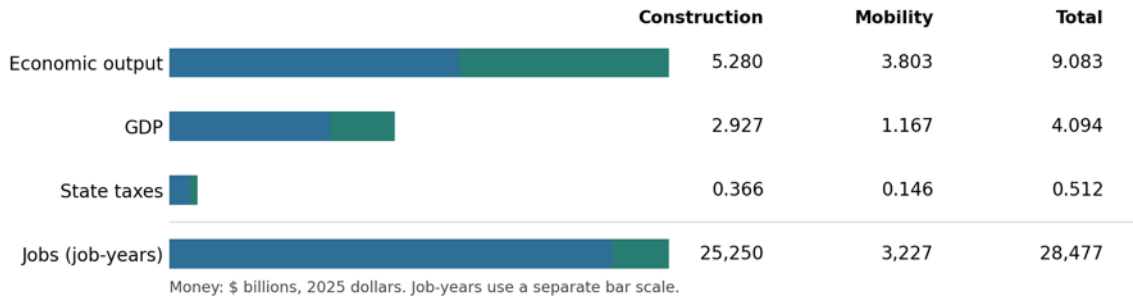
Nebraska



■ Construction ■ Mobility impact

State construction and mobility totals continued

Construction impacts are counted in total once and combined with the cumulative mobility impacts generated by improved transportation access and lower transportation costs over the full analysis period. Employment is reported in job-years: construction employment follows the report's annualization assumption, while mobility employment represents the sum of annual employment impacts over time.

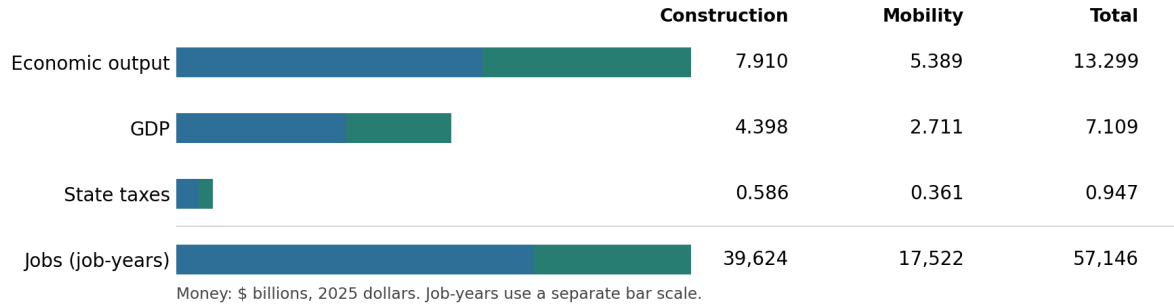
North Dakota**South Dakota****Montana**

Construction Mobility impact

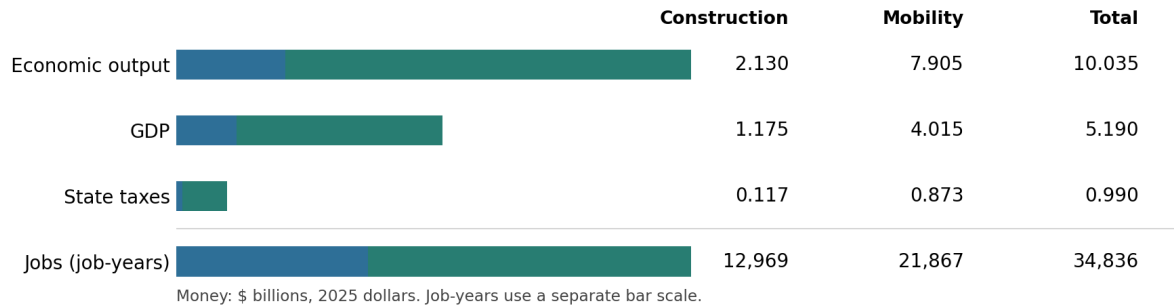
State construction and mobility totals continued

Construction impacts are counted in total once and combined with the cumulative mobility impacts generated by improved transportation access and lower transportation costs over the full analysis period. Employment is reported in job-years: construction employment follows the report's annualization assumption, while mobility employment represents the sum of annual employment impacts over time.

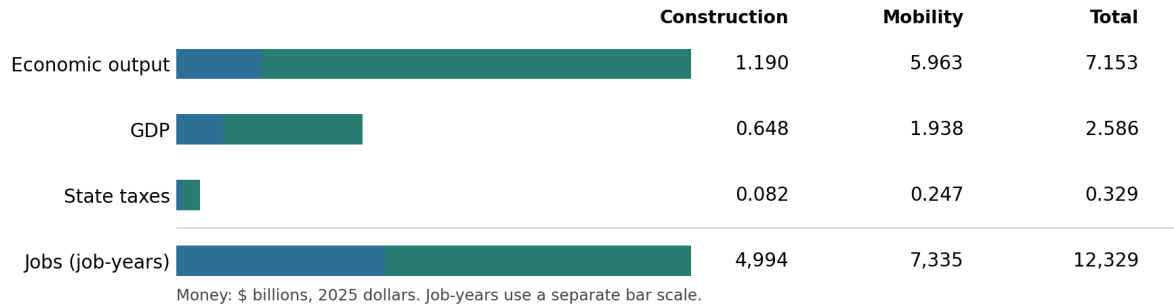
New Mexico



Oklahoma



Wyoming



■ Construction ■ Mobility impact

Analytical approach

The study covers the 2,049-mile, nine-state geography described in the prior report: Colorado, Montana, Nebraska, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, and Wyoming. “I-27 and Ports to Plains corridor” refers here to this combined study area, rather than implying that every segment has an I-F27 route designation. Results inform transportation investment and regional economic development across the full corridor.

Two distinct economic effects

Construction expenditure purchases labor, materials, equipment, and professional services, supporting suppliers and household spending. The combined illustration divides construction impacts evenly across 25 years. For employment, it treats the reported jobs-supported total as job-years over those 25 years to calculate an illustrative annual job contribution.

Mobility impacts capture the continuing economic contribution of lower transportation costs and improved access. Employment reaches 59,057 additional jobs in Year 26. The combined annual illustration adds the annualized construction benchmark to this mobility result; the timing and employment assumptions are stated in the combined impact sections.

REMI transportation cost framework

REMI links five parts of the regional economy: economic output and demand; labor and capital demand; population and labor supply; compensation and costs; and market shares. Transportation cost changes enter this connected system and influence production, hiring, investment, and demand over time.

REMI Model Linkages (Excluding Economic Geography Linkages)

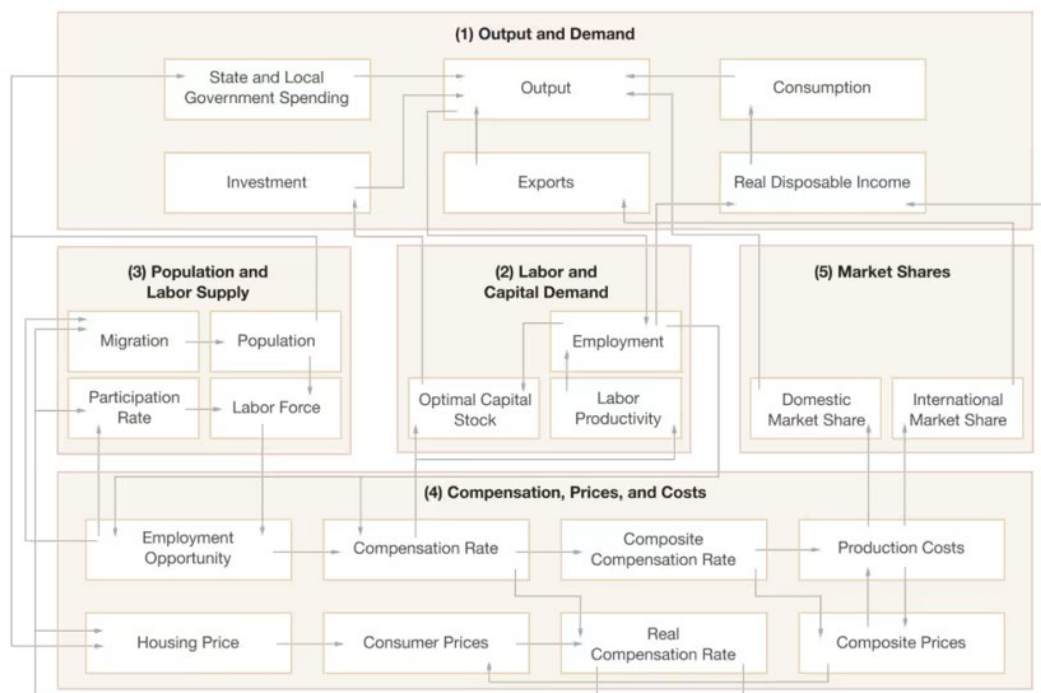


Figure 1 REMI model linkages. The published diagram excludes economic geography linkages, as stated in its title.

From transportation savings to economic activity

Lower freight and business travel costs reduce the expense of obtaining inputs and serving customers. Better commodity access improves access to intermediate goods and supports input productivity. Changes in relative production and delivered costs influence market shares and economic output; higher demand then affects labor and capital requirements. Income and business purchases transmit these effects to other industries. These are model mechanisms, not separately quantified corridor results.

Mobility inputs come from HER-ST model work by the Upper Great Plains Transportation Institute (UGPTI), a research, education, and outreach center at North Dakota State University. These inputs are incorporated into custom REMI TranSight models for the corridor states to estimate the economic impacts of improved access and lower transportation costs.

Construction phase impacts across the corridor

Construction supports economic activity through purchases from contractors, suppliers, and service businesses. The corridor headline reports approximately \$175.82 billion in economic output and \$97.82 billion in GDP. The detailed table below identifies direct, indirect, and induced activity and reports \$175.807 billion in economic output. Economic Output and GDP are alternative measures of the same economic response and are not added together.

Impact channel	Employment	Output in \$ billions
Direct	425,154	\$80.752
Indirect	56,704	\$17.512
Induced	381,122	\$77.543
Total	862,981	\$175.807

Economic Output in fixed 2025 dollars. Employment is static jobs-supported measure.

Distribution of the demand effect

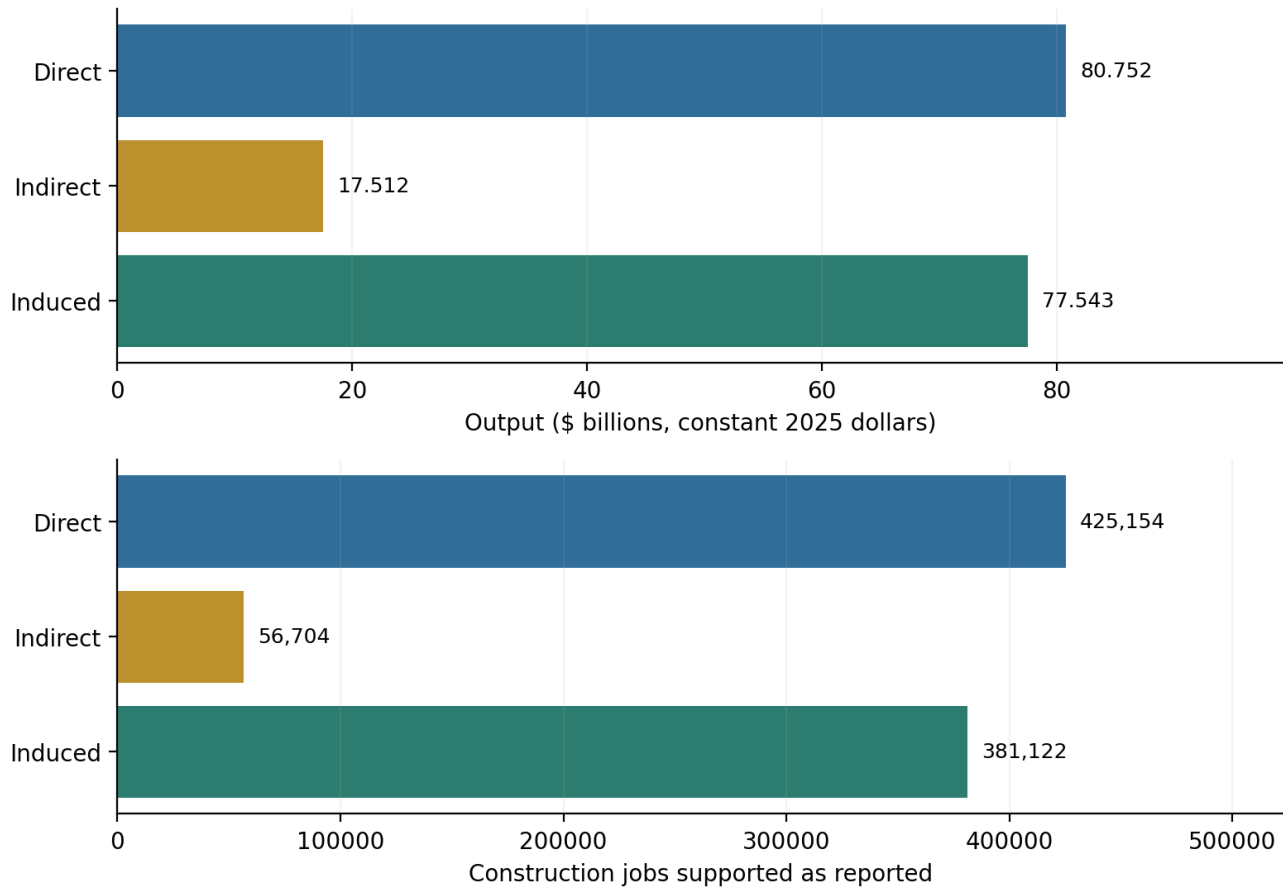
Direct activity accounts for approximately 46 percent of construction economic output. Supplier purchases contribute about 10 percent, and spending associated with household income contributes about 44 percent. The construction program therefore supports activity beyond the highway worksite, including businesses supplying materials and services and businesses serving workers and their households.

Construction delivery and public policy

Construction results help describe the scale and distribution of economic activity during delivery. They support discussions about workforce preparation, procurement schedules, and supplier participation. The direct economic output estimate of \$80.752 billion measures modeled production; project budgeting should use the engineering capital estimate for the agreed construction scope.

The client's policy case should connect construction funding to the transportation improvements it delivers. The lasting economic objective is to reduce the cost of doing business across the corridor. The mobility analysis evaluates that continuing response separately from the initial spending effect.

Exhibit 1 Construction impact channels



Direct supplier and household spending effects are shown separately.

Construction demand extends through both production linkages and household expenditure. Direct activity accounts for approximately 46 percent of reported economic output, while induced activity accounts for approximately 44 percent. Supplier purchases contribute the remaining 10 percent.

Direct activity supports about half the reported construction employment, while household spending supports approximately 44 percent. Workforce planning should use the actual construction schedule to translate this scale into staffing needs by location and year.

State comparison of construction phase effects

Texas and Colorado account for approximately 76 percent of corridor construction economic output and 77 percent of reported construction employment. Their scale makes construction scheduling and workforce coordination in these two states particularly relevant to corridor delivery. The comparison describes the distribution of activity during construction.

State	Miles	Output \$B	Jobs supported	Output multiplier
Texas	920	\$99.33	510,288	2.41
Colorado	235	\$34.94	150,062	2.30
South Dakota	195	\$11.71	60,517	1.72
New Mexico	92	\$7.91	39,624	1.68
North Dakota	197	\$7.51	30,113	1.61
Nebraska	221	\$5.82	29,165	1.80
Montana	85	\$5.28	25,250	1.85
Oklahoma	34	\$2.13	12,969	1.79
Wyoming	70	\$1.19	4,994	1.45

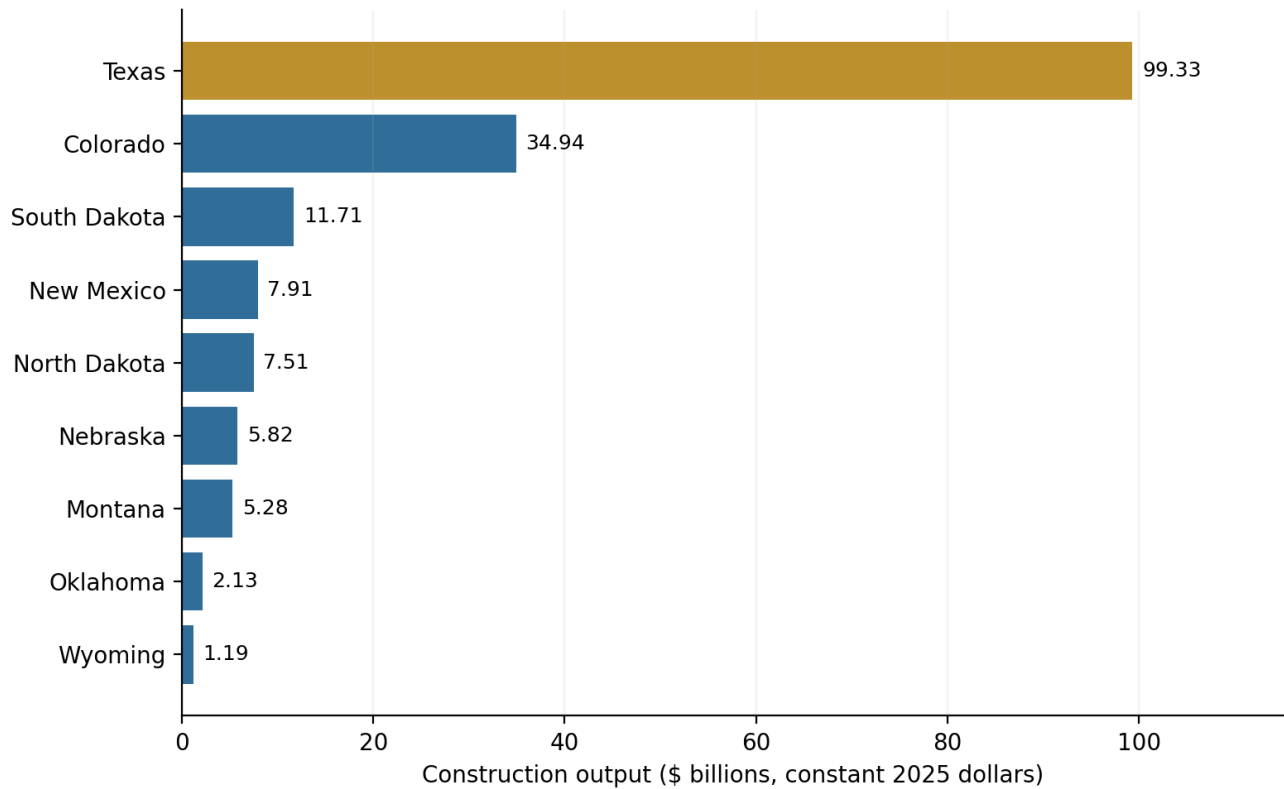
State construction results

Texas records \$99.33 billion in construction economic output and 510,288 jobs supported, followed by Colorado with \$34.94 billion and 150,062 jobs. South Dakota contributes \$11.71 billion and 60,517 jobs. Wyoming's construction contribution reaches \$1.19 billion and 4,994 jobs. Across the nine states, the reported economic output multipliers range from 1.45 to 2.41, reflecting the reach of contractor, supplier, and household spending.

The economic output multipliers express total modeled economic output relative to direct economic output. They summarize supplier and household spending effects within each state. They are useful for describing the reach of construction expenditure; project selection should use transportation savings and project costs alongside these results.

Policy implication

Construction purchases connect each state's highway program with materials suppliers, contractors, professional services, and businesses serving workers. Public agencies and private-sector partners should coordinate procurement, training, and schedules with the size of each program. The operations industry profiles show how the economic contribution continues across state economies after the initial construction activity.

Exhibit 2 Impact of construction phase to state economies

State construction effects ranked by reported economic output.

Texas generates \$99.33 billion in construction economic output and Colorado generates \$34.94 billion. Their combined \$134.27 billion represents approximately 76 percent of the state economic output total. The remaining seven states together contribute about \$41.54 billion.

For the client, these results establish where the largest construction programs will require coordination with agencies, contractors, and workforce partners. The longer-term policy argument rests on the transportation performance created by those programs, evaluated in the following sections.

The long run forecast of mobility benefits

The full annual series shows corridor economic output rising from \$12.247 billion in Year 1 to \$27.620 billion in Year 16 and \$36.671 billion in Year 26. Employment increases from 37,129 to 55,117 and then 59,057 jobs. The table compares common years; the following chart uses every annual observation from Years 1 through 26.

Indicator	Year 1	Year 16	Year 26
Employment impact	37,129	55,117	59,057
Population impact	13,518	112,321	127,270
Annual economic output impact in \$ billions	\$12.247	\$27.620	\$36.671
Annual GDP impact in \$ billions	\$6.546	\$12.698	\$15.773

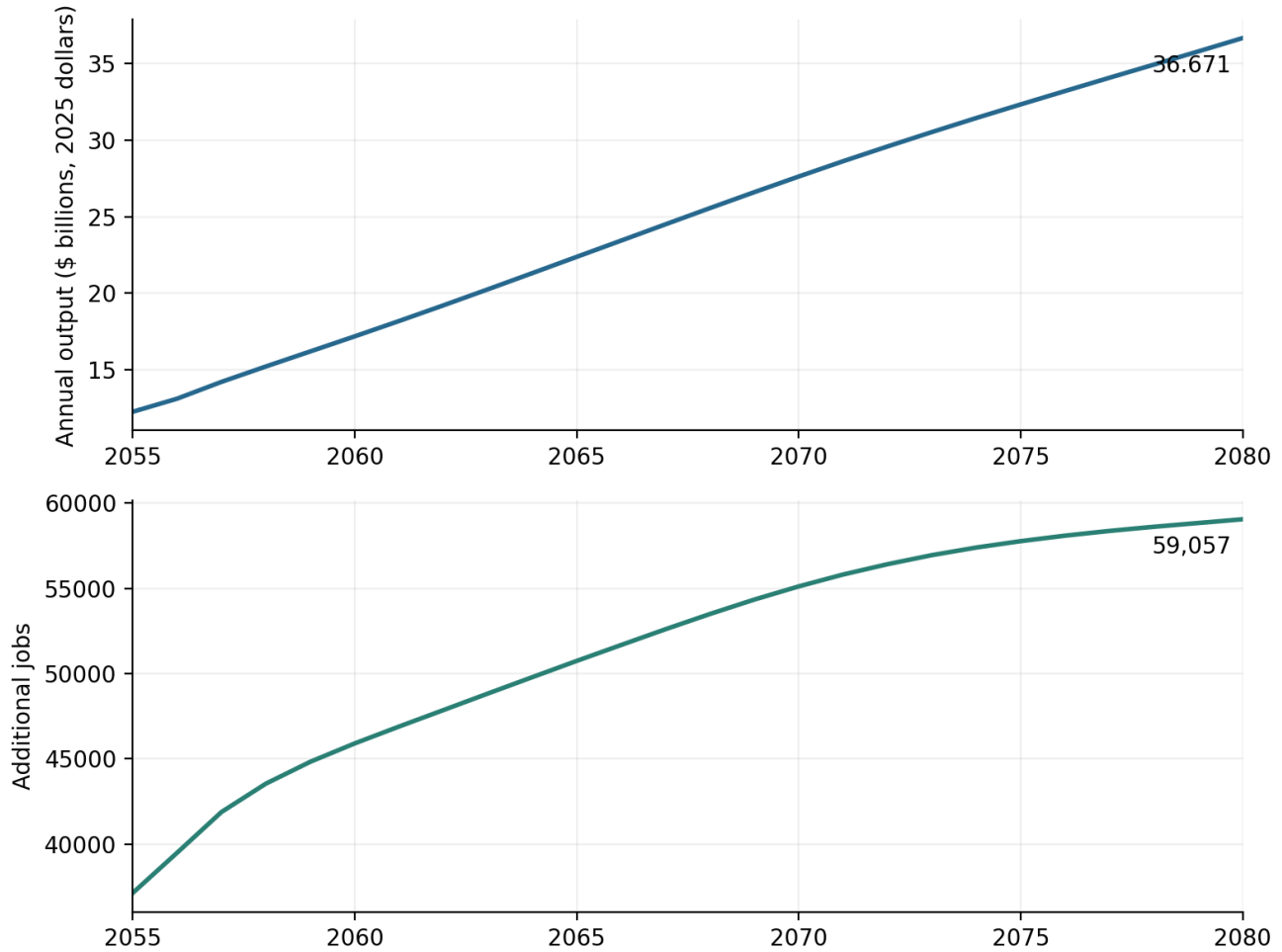
Continuing effects of lower transportation costs

In the REMI framework, transportation savings change operating conditions for firms over successive years. Reduced production and delivery costs affect competitiveness and demand. Firms adjust economic output, employment, and capital to those conditions, while household income and spending transmit the response to other parts of the economy. The milestone results report the combined effect of those adjustments.

The policy value of this time profile is the persistence of additional economic activity after construction. It supports considering ongoing transportation performance in funding and asset-management decisions. The results do not assign a separate share of the economic output gain to productivity, investment, or population change.

Use annual results consistently

Across the full nine-state I-27 and Ports to Plains study corridor, mobility impacts total \$644.328 billion in cumulative economic output and \$298.848 billion in cumulative GDP over Years 1–26. The same 26 annual observations support 1,341,488 job-years, equivalent to 51,596 additional jobs per year on average. Economic Output and GDP are in fixed 2025 dollars and measure different aspects of the same economic activity; they must not be added together. A job-year is one job supported for one year, not a count of unique workers or permanent positions. These undiscounted sums are economic impacts, not benefit-cost values.

Exhibit 3 Economic Output and employment over time

Lines show all 26 annual observations, aggregated consistently across nine states.

From Years 1 to 26, the annual economic output impact increases by \$24.424 billion, and the employment impact increases by 21,928 jobs. The employment impact grows more between Year 1 and Year 16 than between Year 16 and Year 26, even as the economic output impact continues to expand.

The public policy implication is that transportation performance matters throughout operations. Maintaining the network's ability to move goods and connect businesses with markets is central to the long-term investment case.

State comparison of economic mobility

All nine states record positive annual economic output and employment effects in Year 26. Texas and Colorado account for 82.3 percent of the corridor employment effect and 84.9 percent of the economic output effect in that year. Nebraska and South Dakota make the next-largest contributions to employment, followed by North Dakota.

State	Year 26 GDP \$B	Year 26 jobs	Year 26 annual output \$B
Texas	\$9.600	34,323	\$23.505
Colorado	\$3.684	14,281	\$7.634
South Dakota	\$0.649	2,895	\$1.352
New Mexico	\$0.146	806	\$0.311
North Dakota	\$0.382	1,765	\$0.822
Nebraska	\$0.905	3,433	\$1.964
Montana	\$0.107	342	\$0.315
Oklahoma	\$0.180	842	\$0.379
Wyoming	\$0.120	370	\$0.389
Combined corridor	\$15.773	59,057	\$36.671

All figures are annual impacts in Year 26. Economic Output and GDP are in fixed 2025 dollars; employment is additional jobs.

Contributions across the full corridor

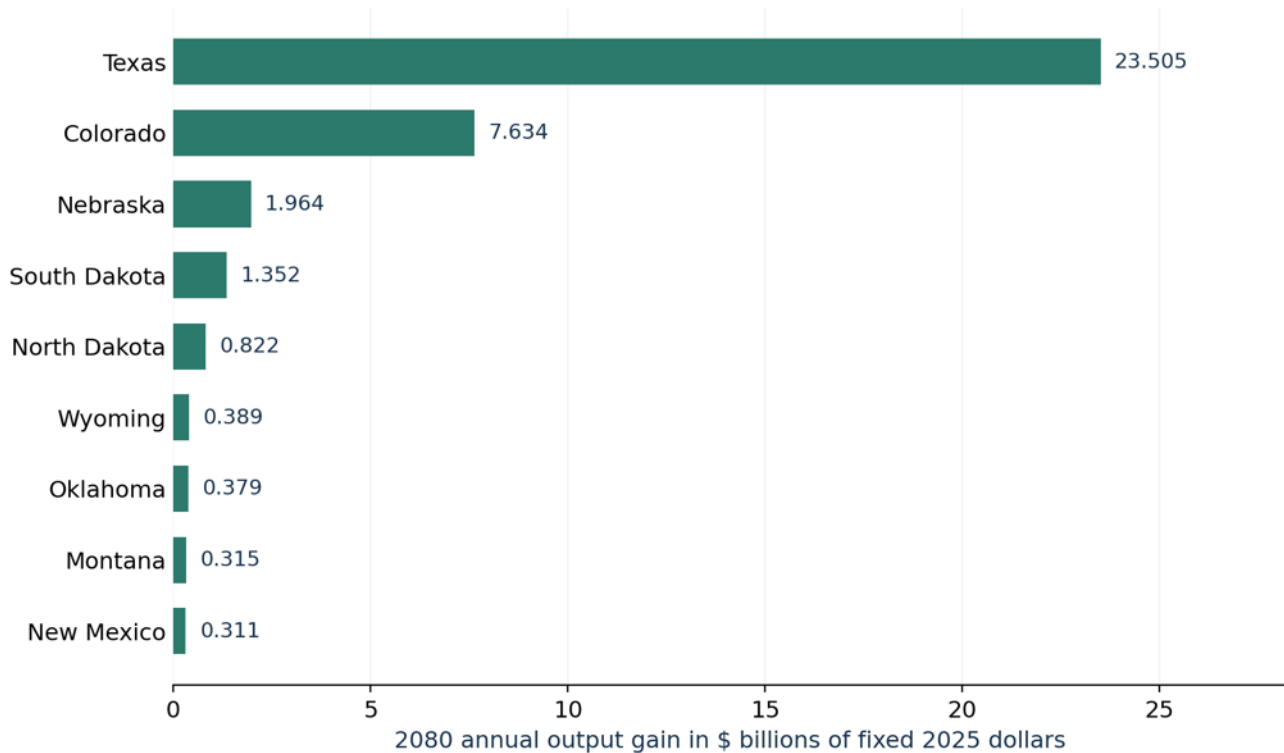
Texas and Colorado anchor the largest employment contributions, while Nebraska and the Dakotas extend the corridor's production and service activity. Montana, New Mexico, Oklahoma, and Wyoming together contribute 2,360 jobs and \$1.394 billion in annual economic output. Each state contributes to the combined 59,057 jobs and \$36.671 billion in economic output in Year 26.

A common Year 26 reporting year makes each state's contribution directly comparable and shows how the nine economies combine into the full corridor result. GDP adds a measure of value created within each state, complementing economic output and employment.

Policy interpretation

The Year 26 results show a positive economic contribution in every corridor state. The state industry profiles on pages 26–34 show how this contribution reaches each economy's producers and service businesses. Project-level decisions should connect these statewide outcomes with transportation savings, local access needs, and segment costs.

Exhibit 4 State economic output gains from mobility



Annual economic output gains in Year 26 ranked across the nine states.

Nebraska contributes \$1.964 billion in annual mobility economic output in Year 26, ranking third across the corridor. South Dakota contributes \$1.352 billion and North Dakota \$822 million. Wyoming adds \$389 million, Oklahoma \$379 million, Montana \$315 million, and New Mexico \$311 million. Together with Texas and Colorado, these contributions form the \$36.671 billion corridor total.

The state results show two complementary contributions to regional development. Construction supports activity during project delivery, and improved mobility supports continuing production across the nine-state economy. Connecting corridor investments with local businesses and markets helps translate improved transportation performance into regional opportunity.

Exhibit 5 Mobility and regional industry benefits

In Year 26, 90.7% of the combined detailed employment impact occurs outside transportation and warehousing. The ten largest industries account for 80.8% of the net industry total. The table uses a common year, linking the industry evidence directly to the corridor's Year 26 summary.

Industry	Share of Year 26 net jobs
Health care and social assistance	12.5% (7,400 jobs)
State and Local Government	9.3% (5,522 jobs)
Transportation and warehousing	9.3% (5,502 jobs)
Accommodation and food services	8.7% (5,147 jobs)
Manufacturing	7.8% (4,602 jobs)
Finance and insurance	7.4% (4,365 jobs)
Professional, scientific, and technical services	7.0% (4,115 jobs)
Retail trade	6.8% (4,043 jobs)
Real estate and rental and leasing	6.0% (3,531 jobs)
Other services (except public administration)	5.9% (3,503 jobs)

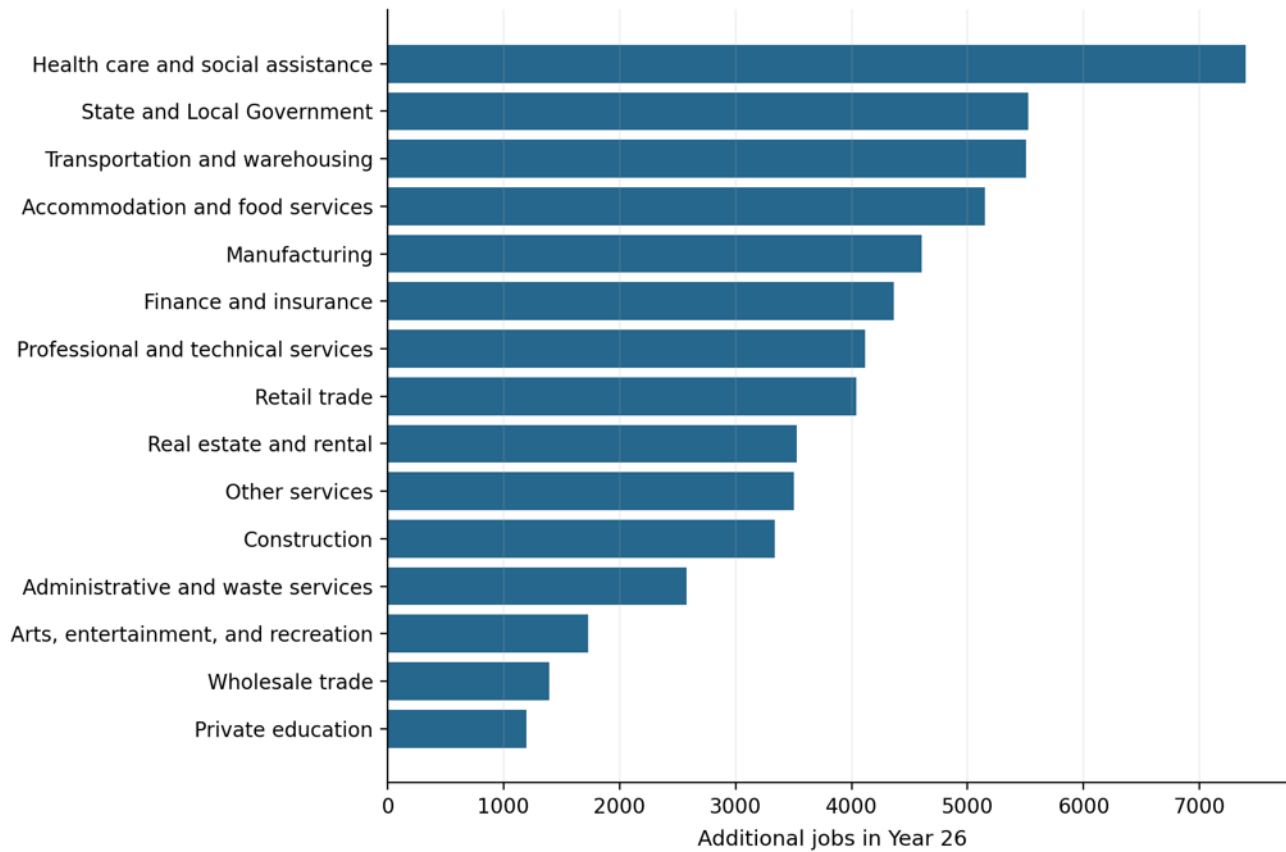
Economic base and local service responses

For producers serving customers outside the region, delivered cost is a component of competitiveness. Lower transportation costs reduce the expense of bringing inputs into production and shipping finished products to buyers. In REMI, cost and market-share responses connect these changes to economic output and demand for labor and capital. These mechanisms explain why transportation improvements are relevant to the regional production base.

The response extends to local services through business purchases and household spending. As firms demand more inputs and workers earn income, retail, accommodation, professional services, and other local activities participate in the economic response. Employment in construction during operations reflects the operations scenario and remains separate from highway construction employment.

Each state's results show a distinct industry mix, detailed on pages 26–34. The policy implication is to treat corridor access as a shared economic input used by many industries. Freight carriers, manufacturers, service employers, workforce organizations, and local governments all have a stake in maintaining those connections.

Exhibit 6 Employment benefits across industries



Transportation and warehousing accounts for 9.3% of the net detailed Year 26 employment impact; other industries account for 90.7%.

Health care is the largest employment contributor. Manufacturing, government, accommodation, retail, finance, construction, and professional services also participate in the combined response. This breadth supports evaluating corridor investment as an input to regional economic development.

Lower transportation costs affect firms that buy inputs and serve customers, while business purchases and household spending extend the response into services. The state profiles show each economy's leading employment contributions using the same Year 26 reporting year.

State highlights across both phases

Each state combines construction activity with continuing mobility benefits. The table adds one twenty-fifth of each state's construction economic output and jobs-supported total to its Year 26 mobility impact. Dollar values are in constant 2025 dollars.

State	Annual construction economic output \$B	Year 26 mobility economic output \$B	Combined economic output \$B	Combined jobs
Texas	\$3.973	\$23.505	\$27.478	54,735
Colorado	\$1.398	\$7.634	\$9.032	20,283

State	Annual construction economic output \$B	Year 26 mobility economic output \$B	Combined economic output \$B	Combined jobs
Nebraska	\$0.233	\$1.964	\$2.197	4,600
North Dakota	\$0.300	\$0.822	\$1.122	2,970
South Dakota	\$0.468	\$1.352	\$1.820	5,316
Montana	\$0.211	\$0.315	\$0.526	1,352
New Mexico	\$0.316	\$0.311	\$0.627	2,391
Oklahoma	\$0.085	\$0.379	\$0.464	1,361
Wyoming	\$0.048	\$0.389	\$0.437	570

Texas and Colorado have the largest combined annual economic output contributions. Nebraska and South Dakota each exceed \$1.8 billion, while the other five states together support more than \$3.1 billion in combined annual economic output. The state profiles that follow connect these contributions with each state's leading mobility industries.

Construction employment is treated as job-years and divided by 25, consistent with the report's illustrative assumption.

Year-over-year corridor impacts Years 1 to 13

Combined annual impacts add a constant construction benchmark to each year's mobility results: \$7.0328 billion in economic output, \$3.9128 billion in GDP, 34,519.28 illustrative jobs, and \$0.326 billion in state tax revenue. All monetary values are in constant 2025 dollars.

Year	Economic Output \$B	Economic Output YoY	GDP \$B	Jobs	Job change	State tax \$B
1	\$19.280	—	\$10.459	71,648	—	\$0.852
2	\$20.136	\$4.44%	\$10.817	74,009	+2,361	\$0.882
3	\$21.234	\$5.45%	\$11.295	76,401	+2,392	\$0.920
4	\$22.241	\$4.74%	\$11.712	78,065	+1,664	\$0.953
5	\$23.224	\$4.42%	\$12.109	79,347	+1,282	\$0.984
6	\$24.208	\$4.24%	\$12.498	80,425	+1,078	\$1.014
7	\$25.212	\$4.15%	\$12.896	81,416	+991	\$1.045
8	\$26.237	\$4.07%	\$13.303	82,382	+966	\$1.076
9	\$27.283	\$3.99%	\$13.719	83,351	+969	\$1.108
10	\$28.340	\$3.87%	\$14.139	84,311	+960	\$1.141

Year	Economic Output \$B	Economic Output YoY	GDP \$B	Jobs	Job change	State tax \$B
11	\$29.404	\$3.75%	\$14.560	85,265	+954	\$1.173
12	\$30.465	\$3.61%	\$14.984	86,198	+933	\$1.206
13	\$31.530	\$3.50%	\$15.404	87,124	+926	\$1.238

YoY economic output = (current combined economic output ÷ prior combined economic output – 1) × 100. Job change is the change in the annual employment impact, not the number of hires. Because construction is held constant, all annual changes come from mobility. The first year has no prior year within the reporting period.

These rows are annual illustrations, not a construction schedule or a cumulative total. Full-phase totals continue to count construction once and sum the 26 mobility years.

Year-over-year corridor impacts Years 14 to 26

Combined annual impacts add a constant construction benchmark to each year's mobility results: \$7.0328 billion in economic output, \$3.9128 billion in GDP, 34,519.28 illustrative jobs, and \$0.326 billion in state tax revenue. All monetary values are in constant 2025 dollars.

Year	Economic Output \$B	Economic Output YoY	GDP \$B	Jobs	Job change	State tax \$B
14	\$32.588	3.36%	\$15.817	88,017	+893	\$1.270
15	\$33.631	3.20%	\$16.223	88,863	+846	\$1.302
16	\$34.653	3.04%	\$16.611	89,636	+773	\$1.332
17	\$35.653	2.89%	\$16.988	90,334	+698	\$1.361
18	\$36.617	2.70%	\$17.342	90,939	+605	\$1.388
19	\$37.559	2.57%	\$17.681	91,471	+532	\$1.415
20	\$38.477	2.44%	\$18.001	91,917	+446	\$1.439
21	\$39.366	2.31%	\$18.303	92,291	+374	\$1.462
22	\$40.240	2.22%	\$18.594	92,614	+323	\$1.485
23	\$41.108	2.16%	\$18.877	92,892	+278	\$1.507
24	\$41.966	2.09%	\$19.151	93,135	+243	\$1.528
25	\$42.830	2.06%	\$19.417	93,355	+220	\$1.548
26	\$43.704	2.04%	\$19.686	93,576	+221	1.569

YoY economic output = (current combined economic output ÷ prior combined economic output – 1) × 100. Job change is the change in the annual employment impact, not the number of hires. Because construction is held constant, all annual changes come from mobility. The first year has no prior year within the reporting period.

These rows are annual illustrations, not a construction schedule or a cumulative total. Full-phase totals continue to count construction once and sum the 26 mobility years.

Year-over-year state mobility economic impact Years 1 to 13

Percentage change in each state's annual mobility economic output impact from the preceding year. These rates describe growth in the modeled impact, not growth in the state's entire economy. They exclude the constant construction benchmark.

Year	TX	CO	NE	ND	SD	MT	NM	OK	WY
1	—	—	—	—	—	—	—	—	—
2	5.3%	9.4%	8.4%	5.9%	7.8%	114.3%	-3.4%	5.3%	87.5%
3	8.7%	8.5%	6.7%	4.4%	5.6%	51.1%	6.0%	4.6%	63.3%
4	8.5%	5.5%	5.0%	3.0%	4.0%	30.9%	9.0%	2.4%	40.8%
5	8.3%	3.9%	4.0%	2.1%	3.0%	22.5%	10.3%	2.0%	31.9%
6	8.1%	3.1%	3.4%	1.9%	2.4%	17.4%	11.2%	1.5%	23.1%
7	7.9%	2.7%	3.2%	2.0%	2.4%	9.3%	10.9%	1.5%	18.8%
8	7.5%	2.6%	3.0%	2.0%	2.3%	8.5%	9.8%	1.5%	15.8%
9	7.2%	2.6%	3.0%	2.1%	2.4%	7.3%	9.7%	1.8%	12.3%
10	6.7%	2.7%	3.0%	2.3%	2.4%	6.3%	8.8%	1.8%	11.0%
11	6.2%	2.8%	3.1%	2.4%	2.6%	5.5%	7.5%	1.8%	9.4%
12	5.8%	2.9%	3.0%	2.5%	2.5%	5.2%	7.5%	2.1%	7.6%
13	5.4%	3.0%	3.0%	2.4%	2.6%	4.5%	6.5%	2.1%	7.1%

TX Texas; CO Colorado; NE Nebraska; ND North Dakota; SD South Dakota; MT Montana; NM New Mexico; OK Oklahoma; WY Wyoming.

Annual percentage change = (current year economic output impact ÷ prior year economic output impact – 1) × 100. n/m indicates a nonpositive prior-year impact, for which a growth percentage is not meaningful. Rates can be large when the preceding impact is small. The first year is the starting observation

Year over year state mobility economic impact Years 14 to 26

Percentage change in each state's annual mobility economic output impact from the preceding year. These rates describe growth in the modeled impact, not growth in the state's entire economy. They exclude the constant construction benchmark.

Year	TX	CO	NE	ND	SD	MT	NM	OK	WY
14	5.1%	3.0%	2.9%	2.5%	2.5%	4.3%	5.6%	2.3%	6.2%
15	4.7%	3.0%	2.8%	2.5%	2.5%	3.8%	5.3%	2.0%	5.4%
16	4.4%	2.9%	2.7%	2.4%	2.4%	4.0%	4.6%	2.3%	5.2%
17	4.1%	2.8%	2.6%	2.2%	2.3%	3.1%	4.0%	1.9%	4.6%
18	3.8%	2.7%	2.5%	2.3%	2.1%	3.4%	3.5%	1.9%	3.7%
19	3.6%	2.6%	2.4%	2.1%	2.0%	3.3%	3.0%	1.8%	3.9%
20	3.3%	2.5%	2.2%	1.9%	2.0%	3.1%	2.5%	2.1%	3.4%
21	3.1%	2.3%	2.1%	2.0%	1.8%	3.4%	2.5%	1.7%	3.0%
22	3.0%	2.3%	2.0%	1.7%	1.8%	3.5%	2.1%	1.4%	2.6%
23	2.9%	2.3%	2.0%	1.8%	1.7%	3.8%	1.7%	1.7%	2.8%
24	2.7%	2.3%	1.9%	1.8%	1.6%	3.4%	1.3%	1.7%	2.5%
25	2.7%	2.3%	1.9%	1.8%	1.6%	3.7%	1.0%	1.9%	2.7%
26	2.6%	2.3%	1.9%	1.7%	1.5%	3.3%	1.3%	1.6%	2.4%

TX Texas; CO Colorado; NE Nebraska; ND North Dakota; SD South Dakota; MT Montana; NM New Mexico; OK Oklahoma; WY Wyoming.

Annual percentage change = (current year economic output impact ÷ prior year economic output impact – 1) × 100. n/m indicates a nonpositive prior-year impact, for which a growth percentage is not meaningful. Rates can be large when the preceding impact is small. The first year is the starting observation.

State economic highlights

Each state's diagrams combine one twenty-fifth of construction impacts with annual mobility impacts across Years 1–26. Economic output is in constant 2025 dollars. Annual job-years follow the report's construction annualization assumption.

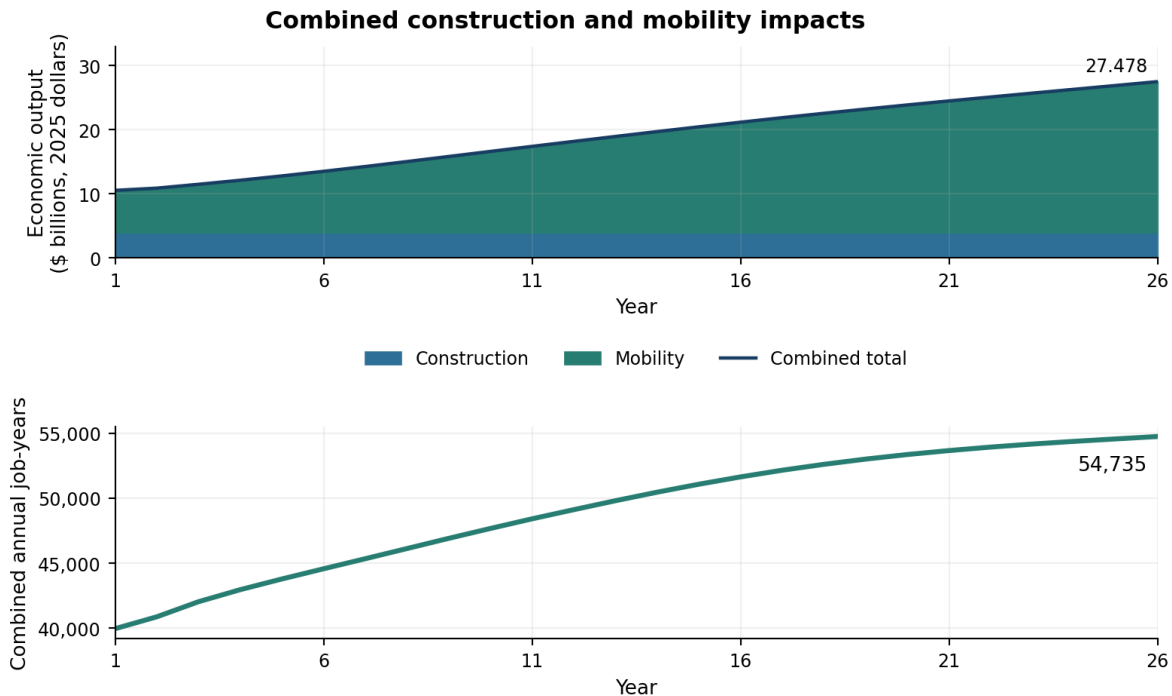
Texas

Year 26 mobility highlights: Texas contributes \$23.505 billion in annual economic output, \$9.600 billion in annual GDP, and 34,323 additional jobs in Year 26.

Leading industries: health care and social assistance (4,265 jobs); transportation and warehousing (3,612 jobs); manufacturing (3,143 jobs); state and local government (3,101 jobs).

The largest corridor contribution. Texas leads the nine-state results in Year 26 economic output and employment.

Combined annual highlight: \$27.478 billion in economic output and 54,735 annual job-years, including \$3.973 billion in construction economic output and 20,412 construction jobs per year. Mobility economic output grows by 2.62% from Years 25 to 26, adding \$600.0 million in annual economic output.



Annual illustration: construction total ÷ 25 + mobility in the corresponding year. Values are annual impacts, not cumulative totals.

Colorado

Year 26 mobility highlights: Colorado contributes \$7.634 billion in annual economic output, \$3.684 billion in annual GDP, and 14,281 additional jobs in Year 26. Leading industries: health care and social assistance (1,613 jobs); state and local government (1,346 jobs); accommodation and food services (1,178 jobs); transportation and warehousing (1,156 jobs).

A broad contribution across industries. Colorado contributes 14,281 jobs and \$3.684 billion in GDP in Year 26.

Combined annual highlight: \$9.032 billion in economic output and 20,283 annual job-years, including \$1.398 billion in construction economic output and 6,002 construction jobs per year. Mobility economic output grows by 2.33% from Years 25 to 26, adding \$174.0 million in annual economic output.



Annual illustration: construction total ÷ 25 + mobility in the corresponding year. Values are annual impacts, not cumulative totals.

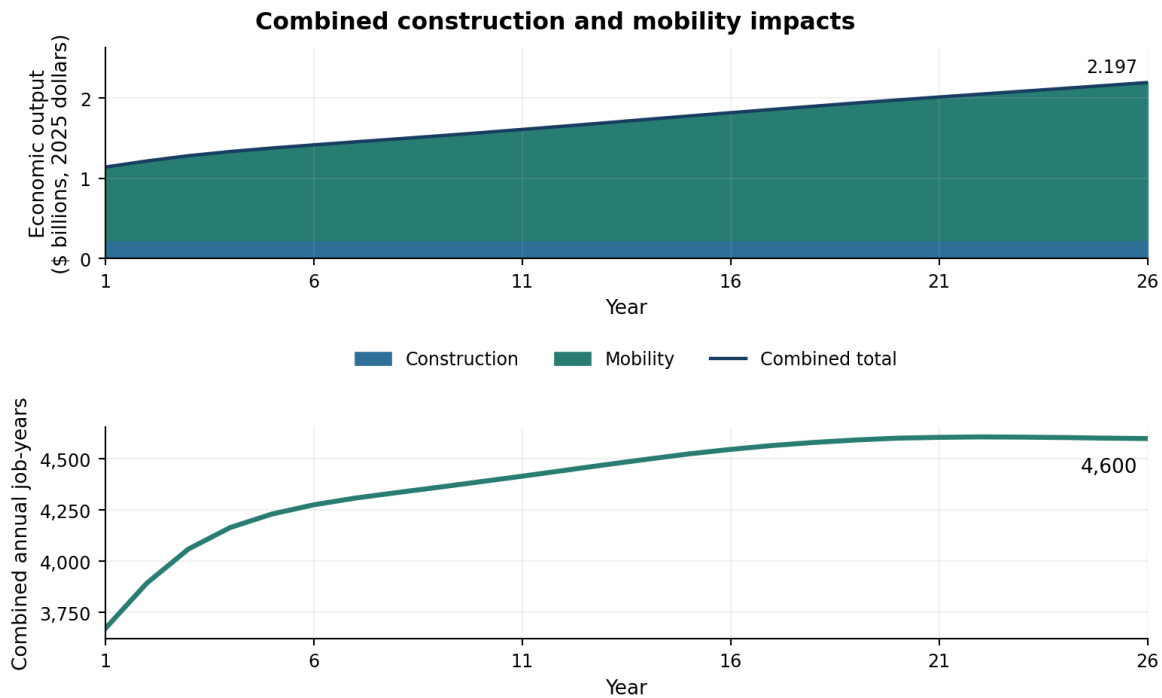
Nebraska

Year 26 mobility highlights: Nebraska contributes \$1.964 billion in annual economic output, \$0.905 billion in annual GDP, and 3,433 additional jobs in Year 26.

Leading industries: health care and social assistance (502 jobs); state and local government (327 jobs); professional, scientific, and technical services (278 jobs); accommodation and food services (264 jobs).

The third largest mobility economic output contribution. Nebraska contributes \$1.964 billion in annual economic output in Year 26.

Combined annual highlight: \$2.197 billion in economic output and 4,600 annual job-years, including \$0.233 billion in construction economic output and 1,167 construction jobs per year. Mobility economic output grows by 1.92% from Years 25 to 26, adding \$37.0 million in annual economic output.



Annual illustration: construction total ÷ 25 + mobility in the corresponding year. Values are annual impacts, not cumulative totals.

North Dakota

Year 26 mobility highlights: North Dakota contributes \$0.822 billion in annual economic output, \$0.382 billion in annual GDP, and 1,765 additional jobs in Year 26.

Leading industries: health care and social assistance (284 jobs); accommodation and food services (171 jobs); state and local government (163 jobs); professional, scientific, and technical services (156 jobs).

Growth in business and community services. North Dakota's 1,765 additional jobs span health care, accommodation, government, and professional services.

Combined annual highlight: \$1.122 billion in economic output and 2,970 annual job-years, including \$0.300 billion in construction economic output and 1,205 construction jobs per year. Mobility economic output grows by 1.73% from Years 25 to 26, adding \$14.0 million in annual economic output.



Annual illustration: construction total ÷ 25 + mobility in the corresponding year. Values are annual impacts, not cumulative totals.

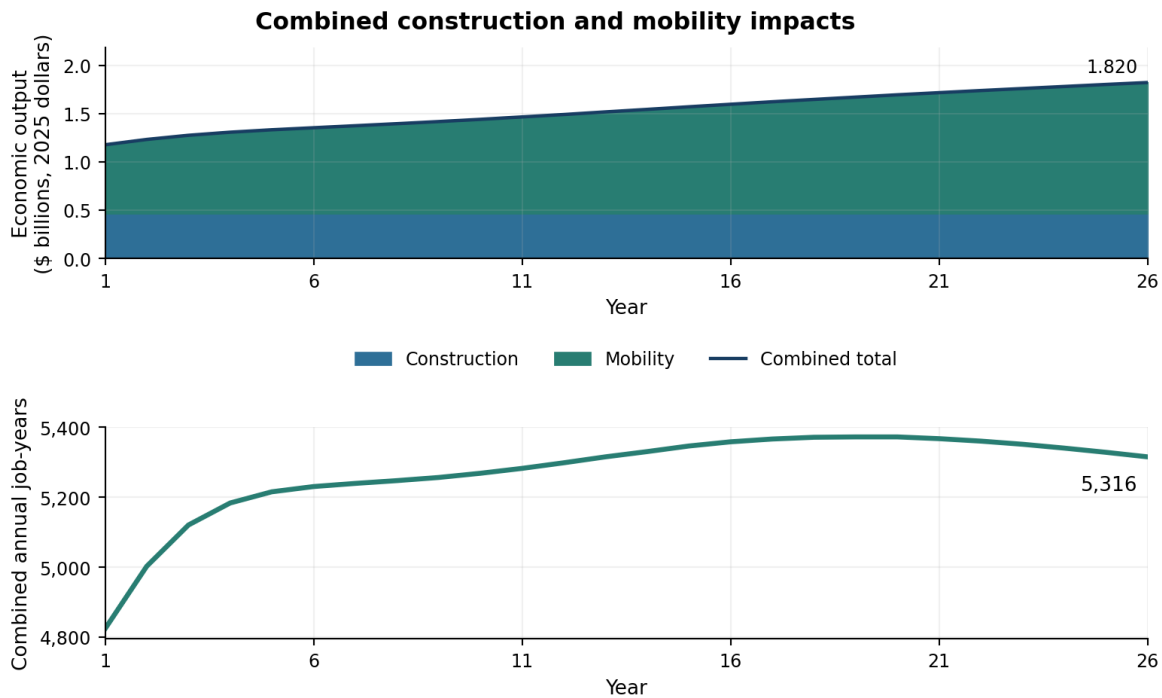
South Dakota

Year 26 mobility highlights: South Dakota contributes \$1.352 billion in annual economic output, \$0.649 billion in annual GDP, and 2,895 additional jobs in Year 26.

Leading industries: health care and social assistance (412 jobs); accommodation and food services (343 jobs); state and local government (276 jobs); professional, scientific, and technical services (233 jobs).

A substantial contribution to the northern corridor. South Dakota supports 2,895 additional jobs and \$1.352 billion in annual economic output in Year 26.

Combined annual highlight: \$1.820 billion in economic output and 5,316 annual job-years, including \$0.468 billion in construction economic output and 2,421 construction jobs per year. Mobility economic output grows by 1.50% from Years 25 to 26, adding \$20.0 million in annual economic output.



Annual illustration: construction total ÷ 25 + mobility in the corresponding year. Values are annual impacts, not cumulative totals.

Montana

Year 26 mobility highlights: Montana contributes \$0.315 billion in annual economic output, \$0.107 billion in annual GDP, and 342 additional jobs in Year 26.

Leading industries: state and local government (61 jobs); retail trade (54 jobs); health care and social assistance (42 jobs); manufacturing (40 jobs).

Manufacturing and local services share in the gains. Montana's Year 26 contribution includes 40 manufacturing jobs, 54 retail jobs, and 42 health care jobs.

Combined annual highlight: \$0.526 billion in economic output and 1,352 annual job-years, including \$0.211 billion in construction economic output and 1,010 construction jobs per year. Mobility economic output grows by 3.28% from Years 25 to 26, adding \$10.0 million in annual economic output.



Annual illustration: construction total ÷ 25 + mobility in the corresponding year. Values are annual impacts, not cumulative totals. In the economic output chart, negative mobility values appear below zero; the line shows the combined total.

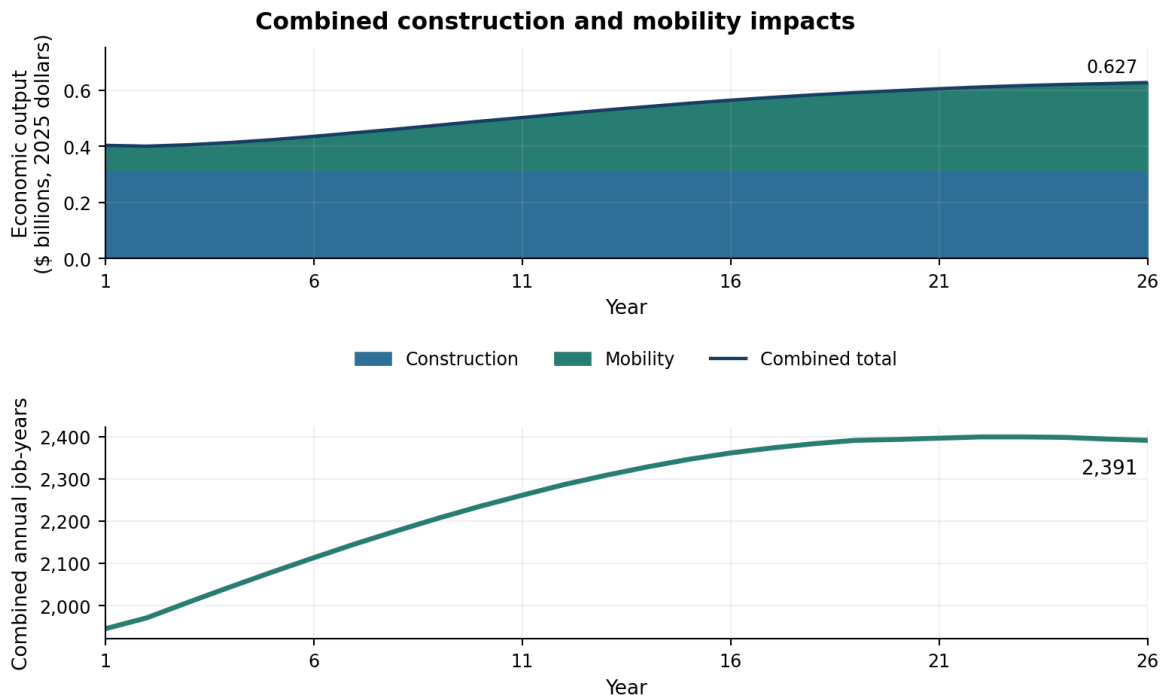
New Mexico

Year 26 mobility highlights: New Mexico contributes \$0.311 billion in annual economic output, \$0.146 billion in annual GDP, and 806 additional jobs in Year 26.

Leading industries: health care and social assistance (143 jobs); state and local government (111 jobs); retail trade (96 jobs); transportation and warehousing (84 jobs).

Freight connections support a diverse service response. New Mexico contributes 806 additional jobs in Year 26, including 143 in health care, 96 in retail, and 84 in transportation and warehousing.

Combined annual highlight: \$0.627 billion in economic output and 2,391 annual job-years, including \$0.316 billion in construction economic output and 1,585 construction jobs per year. Mobility economic output grows by 1.30% from Years 25 to 26, adding \$4.0 million in annual economic output.



Annual illustration: construction total ÷ 25 + mobility in the corresponding year. Values are annual impacts, not cumulative totals.

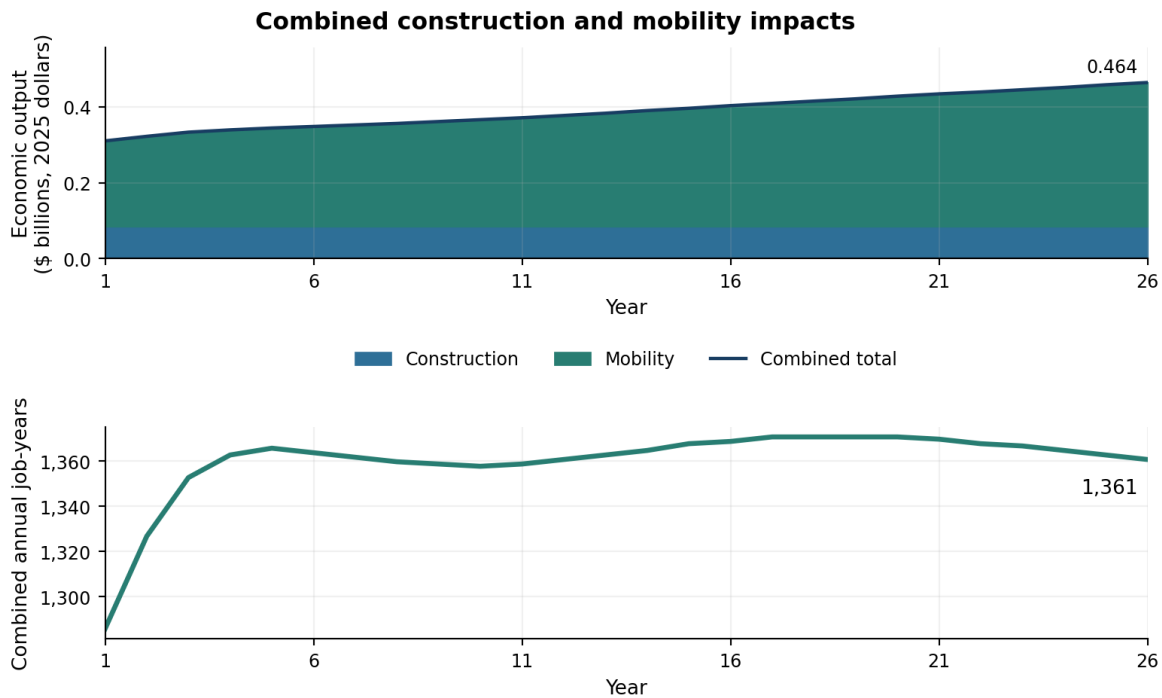
Oklahoma

Year 26 mobility highlights: Oklahoma contributes \$0.379 billion in annual economic output, \$0.180 billion in annual GDP, and 842 additional jobs in Year 26.

Leading industries: construction (110 jobs); professional, scientific, and technical services (106 jobs); health care and social assistance (103 jobs); state and local government (78 jobs).

Business services and investment support employment. Oklahoma's leading Year 26 contributions include 110 construction industry jobs, 106 professional and technical service jobs, and 103 health care jobs.

Combined annual highlight: \$0.464 billion in economic output and 1,361 annual job-years, including \$0.085 billion in construction economic output and 519 construction jobs per year. Mobility economic output grows by 1.61% from Years 25 to 26, adding \$6.0 million in annual economic output.



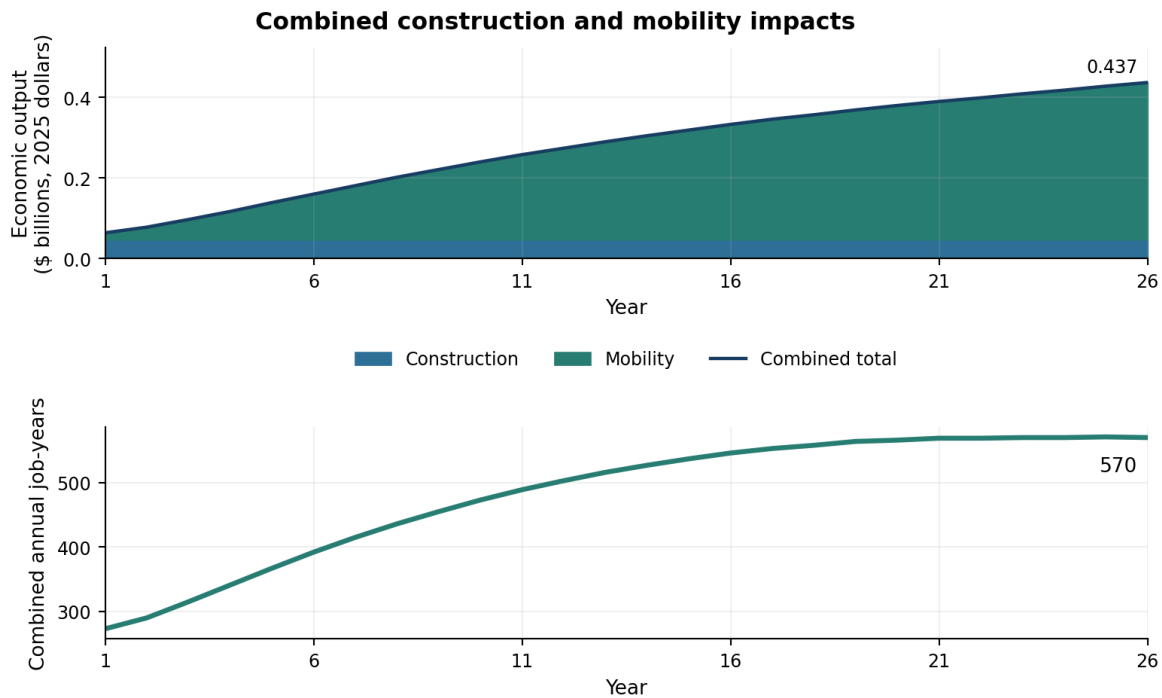
Annual illustration: construction total ÷ 25 + mobility in the corresponding year. Values are annual impacts, not cumulative totals.

Wyoming

Year 26 mobility highlights: Wyoming contributes \$0.389 billion in annual economic output, \$0.120 billion in annual GDP, and 370 additional jobs in Year 26. Leading industries: state and local government (59 jobs); finance and insurance (51 jobs); accommodation and food services (45 jobs); health care and social assistance (36 jobs).

Finance and visitor services extend the economic reach. Wyoming contributes \$389 million in annual economic output and 370 additional jobs in Year 26.

Combined annual highlight: \$0.437 billion in economic output and 570 annual job-years, including \$0.048 billion in construction economic output and 200 construction jobs per year. Mobility economic output grows by 2.37% from Years 25 to 26, adding \$9.0 million in annual economic output.



Annual illustration: construction total ÷ 25 + mobility in the corresponding year. Values are annual impacts, not cumulative totals.

Regional development and corridor connectivity

Transportation improvements affect the cost of economic connections between places. For corridor businesses, the relevant policy question is how investment changes the expense of reaching suppliers, customers, and workers. A corridor approach allows participating states to consider these connections when planning improvements and setting delivery priorities.

Regional economic base

The regional economic base includes businesses that produce goods and services for customers within and outside the corridor. Lower transportation costs improve the conditions under which those businesses buy inputs and serve markets. The REMI framework connects those cost changes with competitiveness and production, then traces related employment and spending effects through the economy.

Coordinate connections across states

Texas and Colorado together account for \$31.139 billion in additional annual economic output and 48,604 additional jobs in Year 26. The other seven states contribute \$5.532 billion and 10,453 jobs. These components sum to the corridor totals of \$36.671 billion and 59,057 jobs. The results establish a multistate contribution with distinct industry effects within each economy. [State Excel workbooks]

The recommended policy approach is to evaluate missing links and bottlenecks through their effect on complete trips. Project packages should identify the routes, business locations, and markets they connect. Comparing the transportation savings from alternative packages would give agencies a direct basis for sequencing investment.

Complementary regional policies

Local road access, industrial-site readiness, utilities, and workforce availability affect whether businesses can use improved corridor connections. The client should work with public partners to align these supporting investments with planned openings. These actions are implementation priorities; their separate economic effects have not been estimated in this report.

The nine-state findings describe the study area. They should be used as regional economic evidence in policy discussions, without relabeling the results as national net gains.

State tax revenues

The nine-state corridor generates \$23.724 billion in cumulative mobility state tax revenue over Years 1–26, in constant 2025 dollars. This combined total includes Nebraska’s \$1.024 billion contribution and Wyoming’s \$0.247 billion contribution. Construction generates a separate reported \$8.15 billion in state tax revenue, also in constant 2025 dollars.

State	Construction state tax \$B	Mobility state tax \$B
Texas	3.920	12.275
Colorado	1.660	6.341
South Dakota	0.576	1.255

State	Construction state tax \$B	Mobility state tax \$B
New Mexico	0.586	0.361
North Dakota	0.592	1.202
Nebraska	0.255	1.024
Montana	0.366	0.146
Oklahoma	0.117	0.873
Wyoming	0.082	0.247

All tax revenue figures represent state taxes and are expressed in constant 2025 dollars. Mobility state tax revenue is cumulative over Years 1–26 for every state. Construction state tax revenue covers the investment phase.

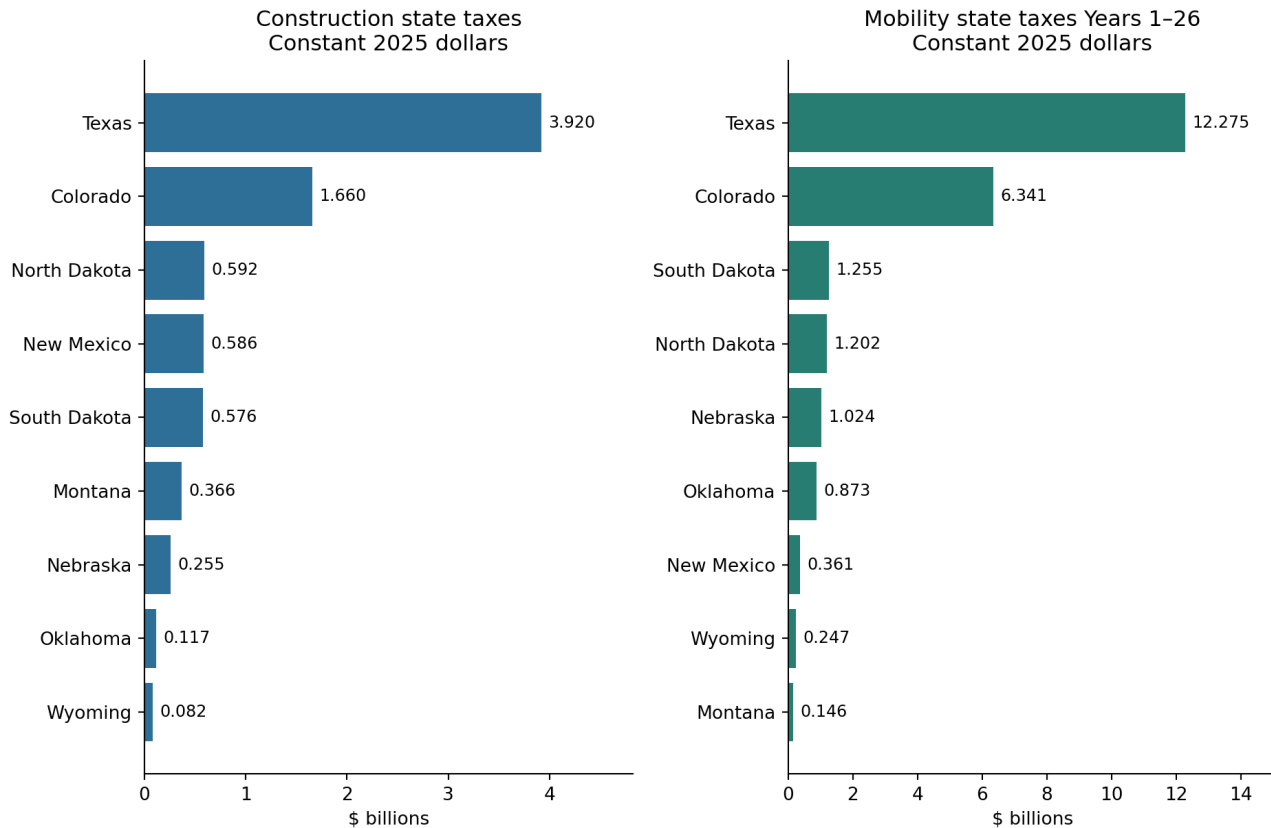
State tax revenue contribution

Texas and Colorado together contribute \$18.617 billion in cumulative mobility state tax revenue over Years 1–26. The other seven states contribute \$5.107 billion, bringing the combined corridor total to \$23.724 billion. All amounts use constant 2025 dollars.

A common 2025 dollar basis supports consistent comparison across all nine states. Nebraska and Wyoming are included in the combined mobility total and the state tax chart. These revenue effects show how additional production, employment, and income expand the state tax revenue base across the corridor.

The public policy use of these figures is to describe the revenue base associated with the economic scenario. They do not establish revenue available to a particular highway funding program. Budget decisions require the receiving governments, tax categories, financing obligations, and service costs to be identified separately.

Exhibit 7 State tax revenue estimates



Both panels include all nine states and use constant 2025 dollars. Construction state tax revenue covers the investment phase; mobility state tax revenue is cumulative over Years 1–26.

Texas and Colorado contribute \$5.58 billion in construction state tax revenue and \$18.617 billion in cumulative mobility state tax revenue over Years 1–26. Both measures use constant 2025 dollars, with the construction and mobility phases shown separately.

The mobility panel includes every state's contribution to the \$23.724 billion corridor total. Nebraska contributes \$1.024 billion and Wyoming contributes \$0.247 billion. The complete nine-state comparison shows the geographic reach of the corridor's continuing public revenue effects.

Corridor conclusions

Total corridor contribution

The nine-state corridor's combined annual illustration reaches \$43.704 billion in economic output, \$19.686 billion in GDP, 93,576 jobs, and \$1.569 billion in state tax revenue when one twenty-fifth of construction impacts is added to Year 26 mobility impacts. Construction contributes \$7.033 billion in economic output, \$3.913 billion in GDP, an illustrative 34,519 jobs, and \$0.326 billion in state tax revenue per year. All monetary values are in constant 2025 dollars.

Counting construction once and summing mobility impacts over Years 1–26 gives combined phase totals of \$820.148 billion in economic output, \$396.668 billion in GDP, and \$31.874 billion in state tax revenue. Under the employment annualization assumption, the two phases represent 2,204,470 job-years. The annual

illustration and full-phase totals describe different time measures and should be used with their stated periods.

Lasting Mobility Contribution across state economies and industries

All nine states record positive economic output and employment effects in Year 26 contribute \$36.671 billion in additional annual economic output and 59,057 jobs. The common-year industry results place 90.7% of the net Year 26 employment impact outside transportation and warehousing. They demonstrate that lower transportation costs support the production base and a wider response in business and household services. The full nine-state corridor also generates \$23.724 billion in cumulative mobility state tax revenue over Years 1–26, in constant 2025 dollars.