

# Mobility+ Small Business and Workforce Impact Report

ECONOMIC DEVELOPMENT & WORKFORCE COMMITTEE

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## Mobility+ Small Business and Workforce Impact Report



### **Purpose:**

Guide a coordinated strategy across public, private, and nonprofit partners so the investment expands economic mobility and local participation, not just infrastructure.

### **What:**

Brings together several studies and internal analyses to highlight opportunities and challenges in our local community as we plan for mobility infrastructure investment.

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# Key Takeaways

- ◁ There are not enough local businesses and local talent to meet the future demand of mobility projects.
- ◁ There are key opportunities for local, small businesses and local talent to benefit from mobility investments.
- ◁ City has been working to prepare organization and community. We need to continue those efforts and scale up programs.
- ◁ Other public sector organizations and private sector organizations are needed to fully recognize opportunity for local, small businesses and local workforce talent.



## How we Got Here:

Transportation

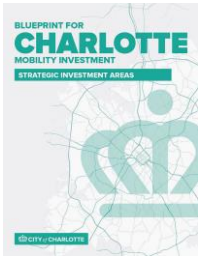
**Our Needs**

**Our Approach**

**Our Plan**



2023



2024



2025



BLUEPRINT FOR CHARLOTTE MOBILITY INVESTMENT

2026

# PROJECT DELIVERY OUTLOOK

## How we Got Here:

Workforce Development & Small Business Readiness



**Workforce Development Strategic Plan (2025)**



**Small Business Ecosystem Assessment (2025)**

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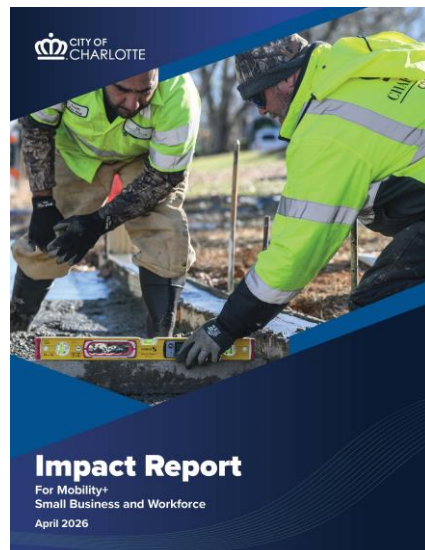
## Mobility+ Small Business and Workforce: Impact Report

### Analysis:

- Investment scale and timing
- Scale, type and timing of job creation
- Initial assessment of small business and workforce capacity
- Several sources: Gap Analysis, General Services, Procurement, CBI, Charlotte i-Team

### Results:

- Reveals trends and focus areas for business and workforce development.
- **It cannot tell us everything or answer every question**



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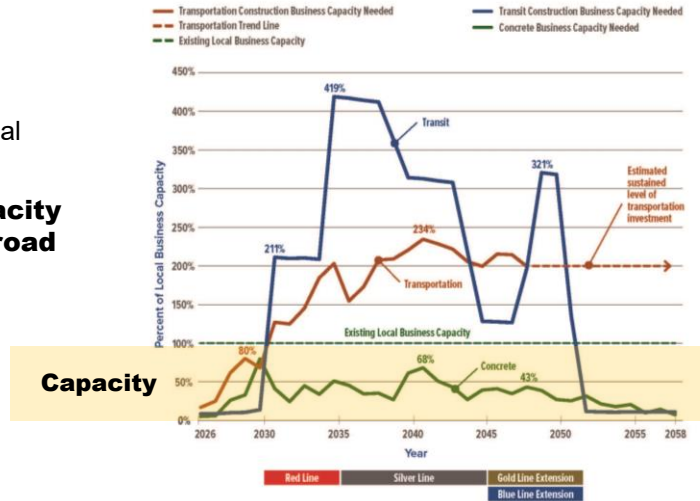
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# Mobility+ Small Business and Workforce: Impact Report

## Key Findings & Opportunities

- There is a time-sensitive opportunity to strengthen local business participation.
- Current local business **capacity supports 50% of peak road construction demand.**

Figure 4 - Local Construction Business Capacity<sup>1</sup>



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# Mobility+ Small Business and Workforce: Impact Report

## Key Findings & Opportunities

- Review of existing city vendors **identified 20+ potentially underrepresented business areas.**
- On-going business engagement will be needed as projects continue to become more defined.
- Targeted business training activities have begun with Strategic Investment Areas (SIA)

Table 7 - CBI Registered Business Types Underrepresented (2025)

Construction	NIGP Codes
Bridge Maintenance Subcontractors	91366
Concrete Subcontractors	91345, 91430
Construction Equipment Rental Providers	97140, 97524, 99854
Electrical Subcontractors	210, 65800, 65900, 91232, 94075, 96882, 99837
Environmental Consultants / firms	926, 90742
Erosion Control Subcontractors	926
General Contractors	65900, 65800, 89030, 89044, 89040, 91219, 91345, 91356, 91430, 926
Geotechnical Engineering Firms	90742, 92546
Grading and Site Subcontractors	89030, 90742, 91219, 91345, 91430, 926
Industrial Painters	63061
Land Surveying Firms	550, 925
Pavement Marking and Striping Subcontractors	96861
Specialty Drilling / Foundations Subcontractors	90742, 92546
Structural Concrete Subcontractors	210
Traffic Control Suppliers	550, 80100, 80112, 96279, 96880, 96884
Traffic Control Personnel Staffing Agencies	96877
Traffic Signal Installers and Communications Subcontractors	65900, 83828, 91232, 94075, 96882, 99837
Traffic Sign Subcontractors	80100, 80112, 96279, 96880
Tree Service Companies	98888
Utility Subcontractors	65800, 65900, 89030, 89040, 89044, 91345, 91356, 99837
Wildlife Management	926

**SIA Training**  
(ADA sidewalks)

**SIA Training**  
(solar lighting)

**SIA Training**  
(pedestrian signals)

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# Mobility+ Small Business and Workforce: Impact Report

## Key Findings & Opportunities

- Peak workforce need will increase demand by **20–90%**
- **25%+** of the infrastructure workforce will reach retirement age in the next 10 years.

Figure 6 - Peak Annual Demand by Priority Occupation<sup>1</sup>

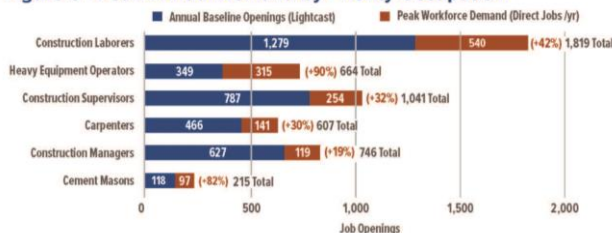
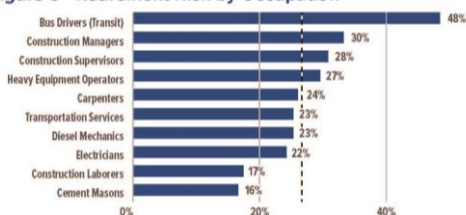


Figure 5 - Retirement Risk by Occupation<sup>1</sup>



Note: Share of workers currently age 55+, used as a 10-year retirement proxy. Dashed line = 25% weighted avg. across all 28 mobility related occupations.

# Mobility+ Small Business and Workforce: Impact Report

## Key Findings & Opportunities

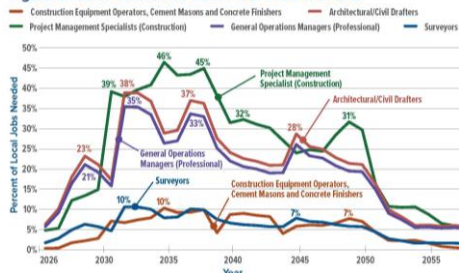
- Nationally, **90% of infrastructure firms report hiring challenges** related to credentials, technical skills and access to training pipelines.
- Locally, demand for specific trades and technical skills will absorb a growing share of the labor market, representing needed areas for concentrated workforce development.

Table 1 - Workforce Capacity Strains and Skill Gaps

	Business and Workforce Gap Analysis 2025	AGC/NCCER Workforce Survey 2025 (page 19)	Mobility Workforce Analysis 2025 (page 15)	Charlotte Vendor Participation Review 2025 (page 17)
<b>Construction Workforce</b>				
Construction laborers		•	•	•
Construction equipment operators	•	•	•	•
Construction first-line supervisors		•	•	•
Truck drivers			NS*	•
Carpenters			•	NS*
Construction managers		•	•	NS*
Cement masons and concrete finishers	•	•	•	•
Project management specialists	•	•	NS*	NS*
Mobile heavy equipment mechanics			•	NS*
<b>Professional Workforce</b>				
Civil engineers		•	•	•
Project management specialists	•	•	NS*	NS*
Architectural and civil drafters	•	•	•	NS*
General and operations managers	•	•	NS*	NS*
Surveyors	•	•	•	•

\* Not Studied • Identified Strain or Skill Gap

Figure 3 - Jobs Needed as Percent of Total Workers<sup>2</sup>



# Mobility+ Small Business and Workforce: Impact Report

Takeaways:

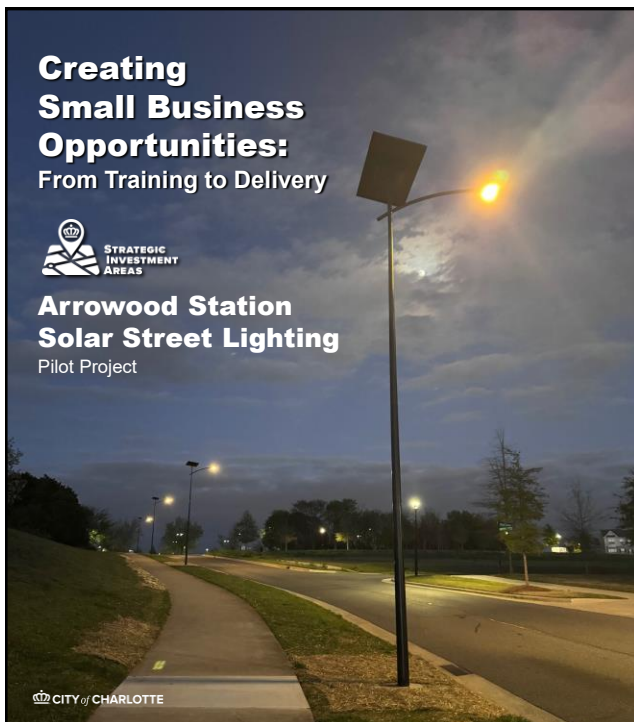
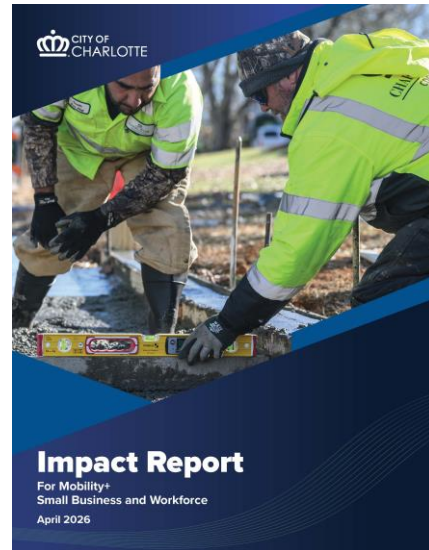
## Small Business

- Current local business **capacity supports 50% of peak road construction demand.**
- Creates **significant opportunity for local firms to scale** into prime and subcontract roles, initially in “under-represented” businesses identified for targeted business readiness support.

Takeaways:

## Workforce

- Retirement trends compounded by additional demand in the next 10 years will create **growth opportunities in key occupations.**
- Immediate **opportunity to expand workforce pipelines and access to middle-class careers.**





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## Small Business Readiness Initiative

A critical step in aligning **economic inclusion** with **infrastructure growth**, ensuring that Charlotte's small businesses are not just aware of opportunities, **but ready to seize them**.



### Goals

- 1 Equip small businesses**  
especially those historically under-resourced—with the skills and certifications needed to pursue City contracts.
- 2 Foster equitable economic development**  
by connecting businesses to workforce pipelines and contracting networks.
- 3 Strengthen Charlotte's local economy**  
by ensuring public investments reflect the city's diverse business community.

### Focus Areas

- **Transit (Railroad Construction)**– The estimated need for rail transit construction is up to 2 to 4 times the local capacity
- **Transportation (Highway and Road Construction)** – The estimated need for transportation construction is up to 2 times the local capacity
- **Local Business Market** – Key focus areas for capacity includes construction laborers, electrical, building construction, painting, concrete, masonry, highway and road construction, and railroad construction

### In the Works

- In process of hiring a new program manager to support the Skilled to Build Initiative
- Finalizing vendor selection for the Skilled to Build curriculum design
- Coordinated outreach and engagement

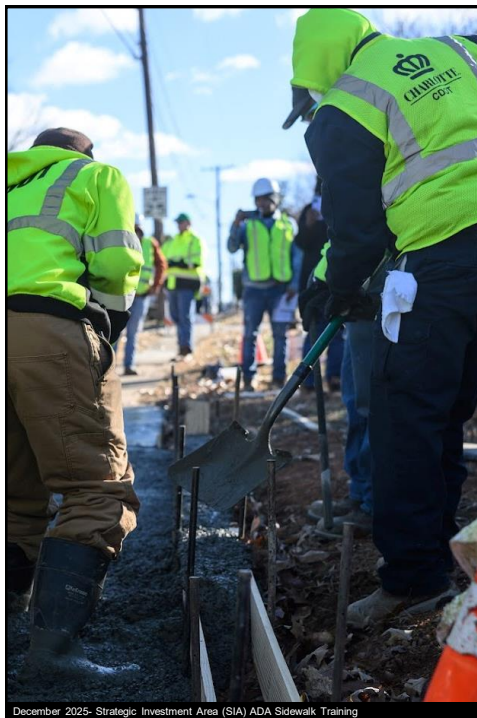
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# Mobility+ Workforce Readiness Report

## Workforce Insights:

- Identifies talent gaps in construction and professional services over 30 years
- Identifies priority positions spanning short to long term needs

## Report will advise Talent Development Process:



December 2025- Strategic Investment Area (SIA) ADA Sidewalk Training

# Enhancing Access & Engagement in City Contracting



Early coordination with departments to shape contracting strategies



Right-sized projects to expand contracting opportunities



Active business engagement and outreach



Continuous improvement based on MWSBE feedback



Streamlined procurement processes



Promoting upcoming opportunities via EarlyBird

# FROM POLICY TO PROSPERITY

## Lessons from Maynard Jackson's Legacy

LEADERSHIP CONVENING | FEBRUARY 19, 2026

### Event Snapshot

- Nearly 300 attendees across public, private, and community sectors
- Hosted at Bojangles Coliseum / BOPLex
- Featured high-impact dialogue on procurement, economic inclusion, and equitable growth

### Purpose

To explore how intentional public policy and procurement strategies can expand access, drive economic mobility, and create long-term wealth-building opportunities in Charlotte.

### Key Takeaways

- Public policy must translate into measurable economic outcomes
- Innovative procurement creates pathways for local businesses to scale
- Strategic partnerships across sectors accelerate opportunity and impact
- Charlotte is positioned to move from aspiration → implementation



Contracting & Procurement | City of Charlotte | [charlottenc.gov](http://charlottenc.gov)

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## From Findings to Follow-through

But there is more to be done across the entire ecosystem

### Key Findings

- **Local Business Capacity is not currently sufficient**
- **Workforce shortages will intensify without action**
- **Local business participation gaps already exist**
- **Targeted workforce pipelines will be essential**



### Path Ahead

- **Scaling up the Strategic Investment Area (SIA) approach to build capacity and expand small business opportunities.**
- **Strengthening external partnerships and coordinating efforts with public, private and education stakeholders.**
- **Launch of the Skilled to Build initiative for awareness and preparedness for small businesses, employers, and local talent.**
- **Talent Development training opportunities and business engagement through the Workforce Development.**
- **Business Engagement and Outreach events (CBI). Seminars, on-site trainings.**
- **Streamline Procurement process for internal efficiencies and broader contracting opportunities**

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## Key Takeaways

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- Other public sector organizations and private sector organizations are needed to fully recognize opportunity for local, small businesses and local workforce talent.



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**We're on the right path.**

**Learn More**



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