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CROWNING A NEW PURPOSE

Office-to-Residential Conversions in Uptown Charlotte

Table of Contents

Forward

November 25, 2025

Uptown Charlotte quite literally sits at a crossroads. Along the intersecting Trade and Tryon thoroughfares, some of the Southeast's most venerable office properties form the commercial center of the nation's third fastest growing large city. However, this growth is not distributed evenly. In the post-pandemic era, Charlotte's older office properties face potential obsolescence under the dual pressures of hybrid work preferences and competition from newer assets. Simultaneously, residential living in Uptown has become increasingly inaccessible for the majority of residents in the Charlotte-Mecklenburg region, with rental prices and lifestyle amenities oriented toward the area's highest income earners.

As Uptown transforms into a more balanced and resilient urban core, office-to-residential conversions offer the opportunity to resolve persistent vacancies and reverse declining property values while creating new housing supply that is attainable for residents with a diverse array of incomes and economic backgrounds.

We are pleased to present a new framework for delivering these conversion projects in an Uptown-specific context. The following study assesses the market opportunity, likelihood of conversion, programming potential, and financing strategies to support office retrofits to mixed-income housing. Drawing on the insights and experience of the architecture and data science teams at Gensler, structural and mechanical engineers at EM and BWA, affordable housing owner/operators Ascent Housing, market and sector experts Ascent Real Estate Partners, development and adaptive reuse experts Lansing Melbourne Group and 1st and Main Development, and nonprofit resource agencies including Child Care Resources Inc., we see office-to-residential projects as promising opportunities to integrate community-centric innovations into Uptown's evolving built environment.

A special thank you to the City of Charlotte and the Charlotte-Mecklenburg Historic Landmarks Commission for your generous financial support and guidance, without which this study would not be possible.

03

04.

Defining the Problem

Office Challenges Become Housing Hope

The COVID-19 pandemic fundamentally reshaped how Americans engage with urban environments, particularly within central business districts that have long served as the economic foundations of major metropolitan regions. The widespread adoption of remote and hybrid work models has significantly altered office demand, while escalating housing costs have deepened a long-standing affordability crisis. These structural shifts have required cities to rethink the role and composition of their downtowns to maintain economic vitality and livability.

In Charlotte, Uptown reflects these national trends but continues to exhibit strong signs of resilience. Demand for high-quality, flexible office environments remains steady, particularly in new and repositioned buildings. Meanwhile, growing investment momentum in vintage office assets demonstrates market confidence in Uptown's long-term potential. As North Carolina's largest commercial hub, Charlotte now faces a generational opportunity to strategically reimagine these legacy assets—integrating modern, mixed-use, and residential development that prioritizes affordability, accessibility, and neighborhood-serving amenities. This approach can strengthen Uptown's role as both an economic engine and an inclusive urban neighborhood.

Purpose of the Study

The current moment presents **an optimal window for public sector investment and partnership.** This study explores delivery methodologies and strategies for office-to-residential conversions in Charlotte's Uptown core, promoting new housing supply and supportive service offerings across a diverse range of incomes.

The Problem We're Exploring

The challenges associated with vintage office space in Uptown have become well-defined in both scope and geography, enabling more strategic targeting of public resources. Intervening now allows action that can generate measurable impact.

Our study indicates office-to-residential conversions can be used to:

- Enhancing housing diversity and stability through mixed income neighborhood development;
- Fostering inclusive placemaking through a curated mix of retail and community-centered amenities;
- Promoting economic mobility by expanding access to resources, like affordable, high-quality childcare;
- Enhancing environmental sustainability through adaptive reuse and energy-efficient design;
- Safeguarding city and county tax base to ensure long-term fiscal resilience.

	Office	Multifamily
Asset Value	$9.1B	$3.2B
Vacancy	23.6%	8.0%
Inventory	26,767,357 SF	9,468 Units
Absorption	-195,083 SF	91 Units
Market Rent	$41.12 FS/Year	$2,011/Month
Market Growth	1.1%	-2.1%
Market Cap	7.4%	5.3%

1

05

06.

In Perspective

Living & Working In Uptown

A Well-Established Business Center

The focal point for a region of more than 3 million people, Uptown Charlotte is home to almost 1,600 business establishments with approximately 107,000 employees.[2] These establishments include the headquarters for Fortune 500 companies Bank of America, Truist, Duke Energy, and Honeywell, as well as the primary East Coast operations for Wells Fargo. Uptown's economic base is highly diversified with more than 150 locally owned shops and restaurants integrated among major institutional players in finance, law, healthcare, energy, engineering, and education. The area benefits from high transit connectivity via the LYNX Blue Line light rail system, the Gold Line streetcar, a dense network of CATS bus stops with a primary hub at the Charlotte Transportation Center, and a roughly twenty-minute commute to Charlotte Douglas International Airport, the sixth busiest airport in the world by aircraft operations.

Despite temporary economic dislocations during the Covid-19 pandemic, Uptown continues to achieve top ten results in nationwide surveys focusing on job growth, talent development, and private investment. Recent public-private partnerships, such as the North Tryon Tech Hub and the Pearl life sciences innovation district, continue to build upon a diverse economic base while signaling a commitment to generational-horizon investments from the City of Charlotte, Mecklenburg County, and major nonprofit and private partners.

Employment

150+
Local Shops & Restaurants

1,591
Employer Establishments

107,000
Employees

4
Fortune 500 Company Headquarters

81%
Employees Working Relative to Pre-Pandemic Levels

90%
Working Population in Professional/Admin Roles

Mobility

12
Express BUS Routes

2
Lynx Blue Line Light Rail Stations

08.

In Perspective

Living & Working In Uptown

A Growing Neighborhood

As of 2025, 16,447 people across 9,360 households call Uptown home.[3] Most of these residents live in more than 9,400 apartment units distributed among Uptown's four Wards, with significant concentrations with Third and Fourth Ward northwest of the Tryon Street business corridor. Nearly three-quarters of Uptown's residents are renters. Median household income is $87,000, compared to $78,000 for the Charlotte-Mecklenburg region.[4]

While Uptown's population has traditionally skewed younger than the overall metropolitan region, recent U.S. Census Bureau data indicates the area's median age has increased to 31 years, with the submarket's median household size (2.3 individuals) reflecting a sizeable presence of families in addition to single-person households.[5]

Uptown's large permanent population is a relatively recent phenomenon. In 2010, the area's population was roughly half its current size at around 8,600 residents.[6] Although this growth over the past fifteen years has encouraged significant investment in Charlotte's urban core, efforts have often focused on luxury amenities and entertainment over neighborhood services. Currently, there are only two large grocery stores in Uptown, an 18,000 square foot Harris Teeter in the Fourth Ward neighborhood and a full-service, 36,000 square foot Whole Foods at the intersection of South Brevard and East Brooklyn Village Avenue in Second Ward.[7] Pharmacy, primary care, early education, and child care services are similarly sparse or limited to more exclusive access. Child care supply is especially critical in the context of Uptown's shifting demographics and working patterns, which this study addresses in greater detail in the "Deep Dive: Mapping Family Cost of Care" section.

Demographics

16,447
Population (28202)

73.3%
Renter Occupied (28202)

$87,000
Median Income

2.31
Avg. Household Size (28202)

9,360
Households (28202)

Key Takeaway

While a significant population live & work in Uptown, there is opportunity for additional neccesity retail and resources.

Map Labels

Pharmacy

1. CVS
2. Walgreens

Grocery

3. Harris Teeter
4. Whole Foods Market

Primary Care

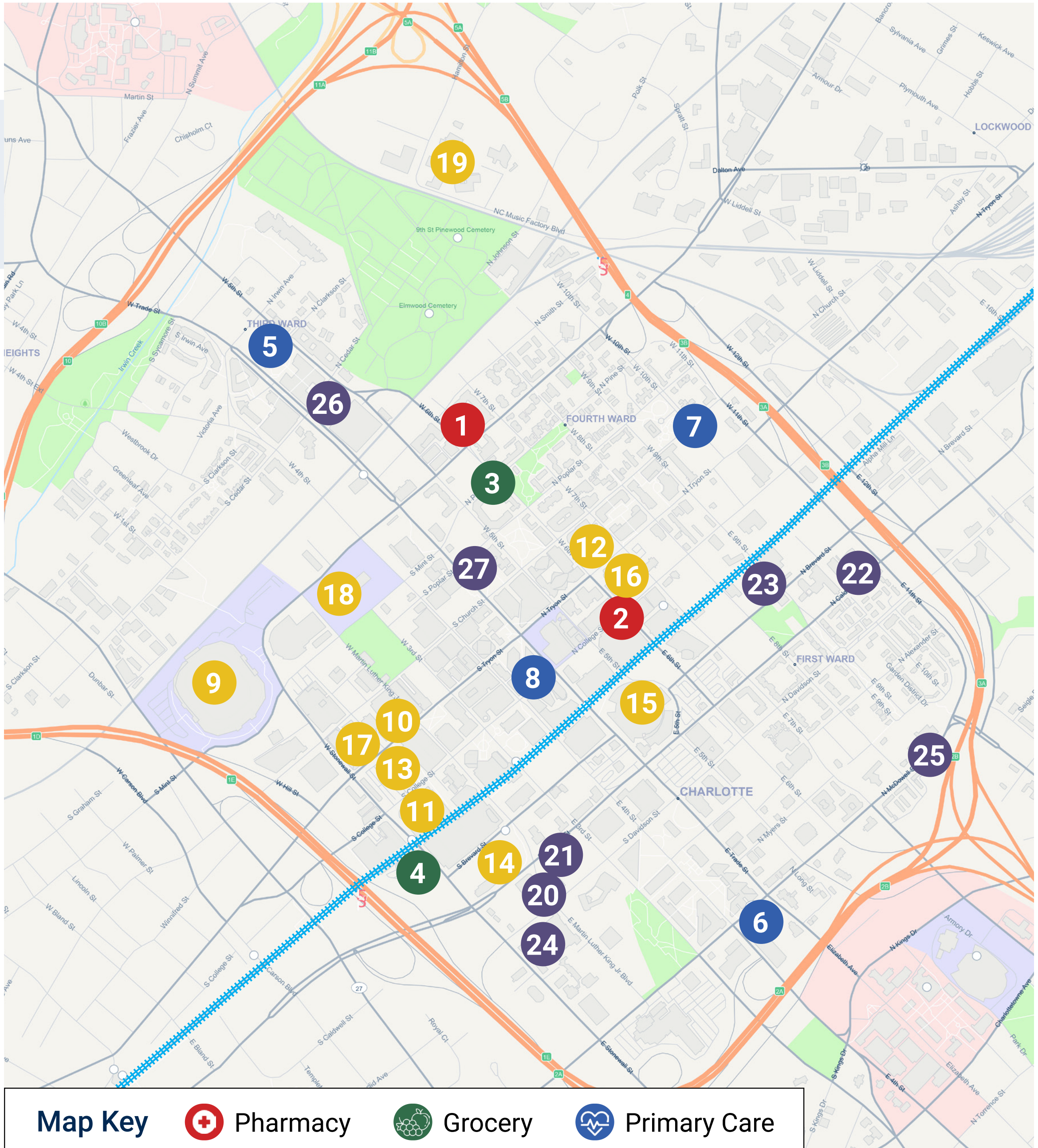
5. CMC Health Center
6. Marathon Health
7. Reserve Health PC
8. Tryon Medicals Partners

Entertainment & Culture Hub

9. Bank of America Stadium
10. Bechtler Museum
11. Charlotte Convention Center
12. Discovery Place
13. Harvey B. Gant Center
14. Nascar Hall of Fame
15. Spectrum Center
16. Main Library
17. Mint Museum
18. Truist Field
19. The Filmore

Education

20. Brookstone Schools
21. First Baptist Church Weekly School
22. First Ward Creative Arts Elementary
23. Johnson & Wales University
24. Metro School
25. Trinity Episcopal School
26. UNC Charlotte Center City
27. MECK Pre-K



Map Key Pharmacy Grocery Primary Care Entertainment & Culture Hub Education

10.

In Perspective

Living & Working In Uptown

Housing & Afffordability

Of Uptown's 9,468 delivered multifamily units, 88.5% are exclusively market rate, 6.5% are designated mixed-income, and only 4.9% are fully affordable per Housing and Urban Development (HUD) guidance.[8] Rents are some of the highest in the region: as of Q2 2025, average asking rents were $2,011 and average effective rents were $1,970, representing around 2% average growth per annum since 2020.[9]

Relative to HUD's Fair Market Rent (FMR) criteria for the Charlotte-Mecklenburg area, studio apartments are somewhat affordable at a market rent average of $1,471 per month. However, the typical one-bedroom or two-bedroom apartment is significantly more costly than its corresponding FMR benchmark, as well as unaffordable to residents earning 80% of the area median income (AMI) or below.[10] A family of four residing in the median two-bedroom apartment in Uptown would need to earn close to $100,000 per year to live affordably according to federal criteria. In labor terms, the typical wage earner for the Charlotte-Concord-Gastonia HMFA would need to work at least 68 hours per week to afford Uptown's average asking rent.[11]

Due to capital markets pressures, localized construction costs, and administrative complexities associated with traditional incentive programs such as the Low Income Housing Tax Credit (LIHTC), Uptown's affordable housing supply pipeline remains slim. In 2024, Laurel Street Residential delivered Varick on 7th, a 105-unit community with 50 income-restricted apartments for households earning 30%, 60%, and 80% AMI.

Only one new multifamily project delivering in the next 12 months, Trella Uptown, includes a similar mixed-income model with 106 of 353 apartment units set aside for residents earning 30%, 50%, or 80% AMI.[12] Other proposed projects that include affordable housing in their programming, such as the Brooklyn Village redevelopment, face uncertain futures. The lack of affordable supply opens the door for creative multifamily housing solutions supporting a large, underserved population that would otherwise be priced out of the Uptown submarket.

Apartment Unit Type	Fair Market Value for Char-Meck County (Based on HUD)	Uptown Market Rent
Studio	$1,586	$1,500
1-Bedroom	$1,647	$1,850
2-Bedroom	$1,824	$2,400
3-Bedroom	$2,250	$2,700

Cost-Burdened Renters

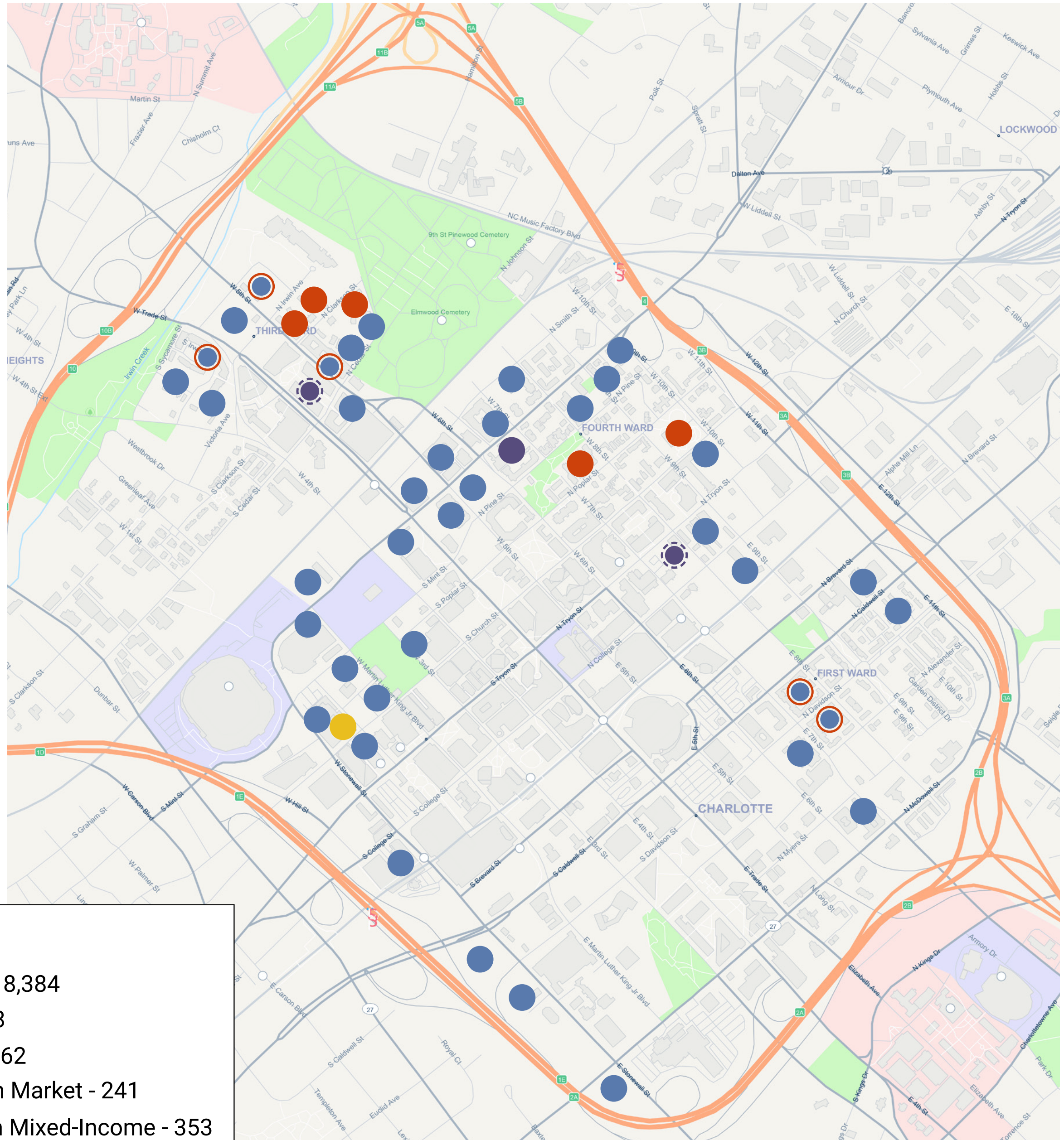
In 2023, 50% of all renter occupied households in Mecklenburg County were cost burdened, meaning they pay more than 30% of their income toward housing, compared to 32% of all households.[13]

By The Numbers

The median hourly wage of all occupations in Charlotte, Concord, Gastonia HMFA is $22.38.

Someone making that wage would have to work at least 68 hours a week to afford the average asking rent.

9,468	8.0%	594
Units	Vacancy	Units Next 8 Quarters
$2,011	**$1,970**	**0**
Asking Rent	Effective Rent	Units Delivered 12 months



Map Key

- Market Rate Multi - 8,384
- Mixed Income - 618
- Affordable Multi - 462
- Under Construction Market - 241
- Under Construction Mixed-Income - 353
- Final Planning Market - 448

12.

The Opportunity

Uptown Office Market Convertibility

Office assets are core to Uptown's DNA, perhaps best encapsulated in Hugh McColl's adage that "the business of Charlotte is business." However, Uptown's office real estate faces ingrained structural challenges in the post-pandemic era.

Of the more than 27 million rentable square feet within the Uptown beltway, 23.6% remains vacant as of the end of Q2 2025.[14] Following national trends, office performance is bifurcated between recently delivered, amenity-rich Class A offices and a population of aging Class B & C properties that lack the physical characteristics, locational appeal, or capitalization to compete for tenants. As a result, the submarket's vacancy is highly concentrated across 14 properties with at least 50,000 rentable square feet. These same assets are the greatest contributors to Uptown's net-negative absorption rates as office tenants continue their "flight to quality."

In collaboration with Gensler, we have identified 58 buildings that serve as a representative cross-section of office assets in the Uptown submarket. Previous Gensler analysis suggests a notable subset of existing nationwide office stock is potentially suitable for conversion into market-rate or affordable housing. This cross-section enables a comparable conversion suitability assessment for up to 89% of Uptown's current office stock by rentable square feet.

All Inventory	
Total # of Properties	144
Total Rentable Building Area	27,357,000 SF
Average Building Size	190,000 SF

Properties Over 50,000 SF	
Total # of Properties	58
Total Rentable Building Area	25,970,000 SF
Average Building Size	448,000 SF

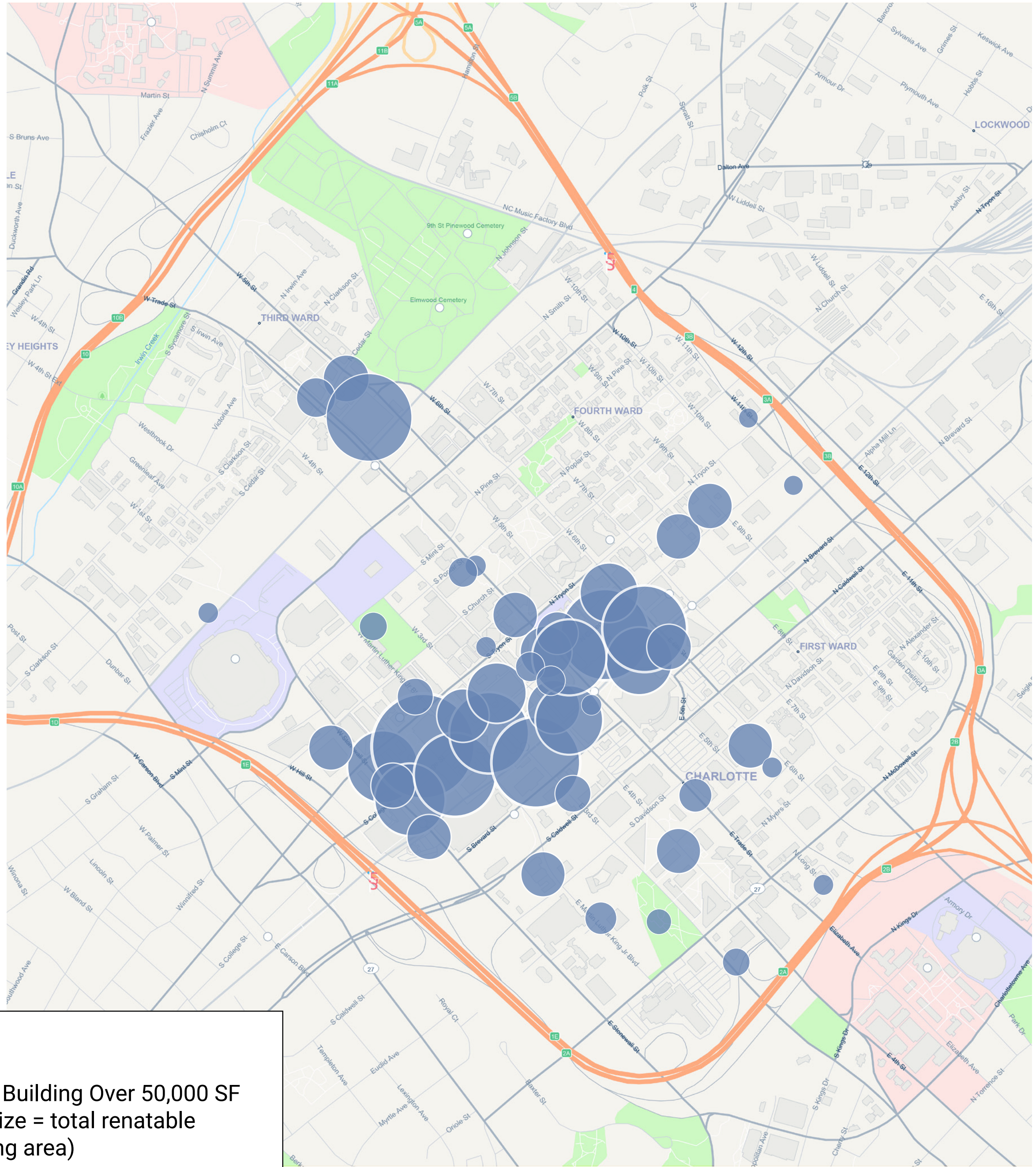
Large Office Candidates

While the Uptown office market continues to struggle, about 1/3 of the market has potential for conversion.

There are approximately 58 existing office properties in Uptown Charlotte that are at least 50,000 SF.[15]

The average building size is 448,000 SF.[16]

-195K	Absorbed Last 12 Months
23.6%	Vacancy
62K	Proposed Next 8 Quarters
67K	Delivered Last 12 Months
$41.12	Asking rent Per SF



Map Key

Office Building Over 50,000 SF (Dot size = total renatable building area)

The Opportunity

Convertability Assessment

Uptown office assets can be categorized into four typologies for potential conversion. Typologies vary based on attributes such as height, floor plate size, style, and delivery year, as well as individual building characteristics such as building depth, window configuration, and in-place mechanical systems.[17]

Type 1

Historic buildings built prior to the WWII era. Most of these buildings reflect Charlotte's 1920s boom as a textiles, logistics, and distributions hub, with early financial institutions contributing Charlotte's first skyscrapers to the Tryon Street corridor. These properties average 6 stories tall and 42,000 square feet per floor plate. We excluded the Johnston Building, a 17-story high-rise built in 1924, due to its current conversion status to a boutique hotel.

Type 2

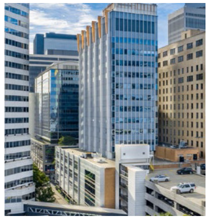
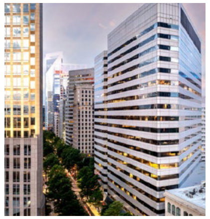
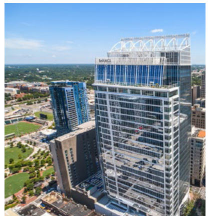
Modernist buildings finished in the 1950s and 1960s. These properties have the smallest average floor plate size of any typology at 20,000 square feet. A prototypical asset in this grouping is 200 South Tryon, formerly the NCNB Building, considered one of North Carolina's first Miesian glass and steel skyscrapers.

Type 3

Modern and postmodern buildings built between the early 1970s and the early 1990s, including many landmark structures such as the Bank of America Corporate Center, 301 South College (formerly One Wells Fargo Center), and Two Wells Fargo Center. These are the largest properties by average rentable area and make up around one-third of assessed Uptown office inventory. This typology also has the highest average reported vacancy of all analyzed assets. We excluded 526 South Church Street from this grouping as it is already undergoing a $250 million conversion into 460 loft-style apartments and 57,000 square feet of retail.

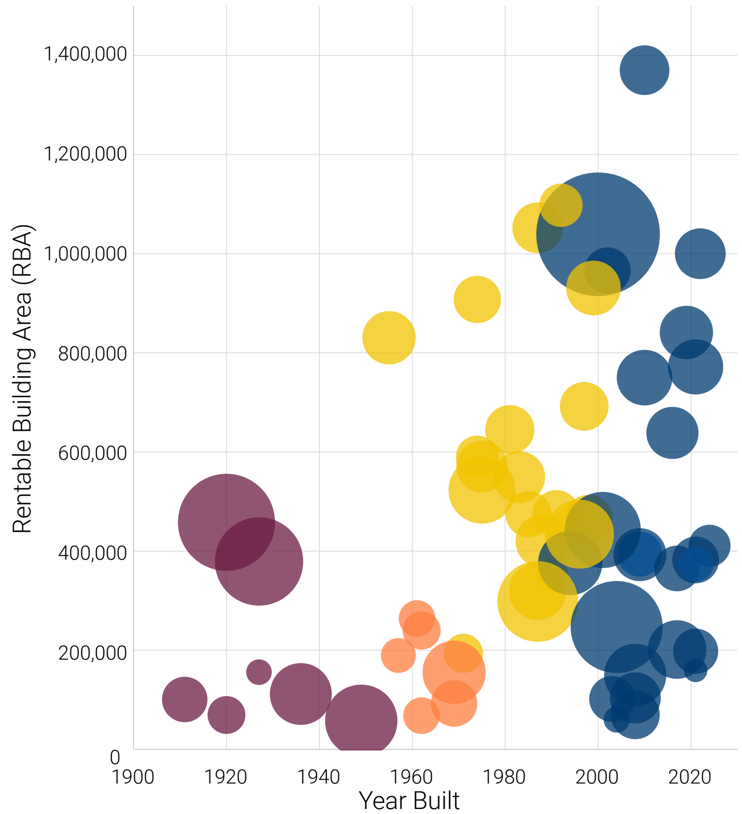
Type 4

Contemporary assets delivered in the last 15 to 20 years, benefitting from modern construction methods and recent tenant buildouts. The majority of Class A offices, such as the Legacy Union complex, are included in this grouping. Type 4 buildings make up a plurality of all assessed office properties, reflecting Charlotte's recent development patterns.

Office Typologies	Type 1	Type 2	Type 3	Type 4
# of Building	7	6	20	25
% of Total Inventory	12%	10%	34%	43%
Total RBA	1,332,000 SF	1,010,000 SF	11,822,000 SF	11,806,000 SF
% of Total RBA	5%	4%	46%	45%
Building Info				
Avg. RBA	190,000 SF	168,000 SF	591,000 SF	472,000 SF
Avg. Age	1927	1963	1984	2012
Avg. # Floors	6	10	25	19
Avg. Floor Area Ratio	3.8	5.6	7.0	5.7
Avg. Floor Plate Size	42,000 SF	19,000 SF	27,000 SF	32,000 SF
Data Reporting				
Reported	4	3	13	14
Not Reported	3	2	5	11
Reported %	*57%*	*60%*	*72%*	*56%*
Average Vacancy %	9%	21%	26%	16%

Uptown Office Properties Over 50,000 SF



Uptown Office Overview

More than 90% of Uptown's assessed office stock falls into the Type 3 and Type 4 categories. Uptown office buildings trend newer and larger than many regional peer cities due to the relative recency of Charlotte's building booms, which started in the mid-1970s.

However, Uptown also hosts a meaningful group of pre-war (Type 1) assets, while the typically smaller Type 2 office population contains several highly convertible properties.

The Opportunity

Contemplating a Conversion

Office-to-residential conversion costs vary depending on the market, property type, and asset condition. An internal analysis conducted in partnership with Gensler and JE Dunn estimates the typical conversion will cost $350 per square foot (hard costs only) under current market conditions. This compares to around $315 per square foot for new-construction multifamily in the Charlotte-Mecklenburg region.[18]

Although slightly more costly than new construction, conversions offer the opportunity to transform economically underproductive office assets into valuable residential or mixed-use properties. The potential to "rescue" economic value makes an office-to-residential conversion uniquely attractive when contending with large properties that may be difficult to demolish and replace.

Besides expense considerations, some office properties may not be economically viable candidates for conversion due to configurations that appeal to office tenants but are incompatible with residential layouts. These characteristics include large floor plates with little interior natural light, inoperable windows and/or glass curtain facades, and high costs for mechanical, electrical, and plumbing retrofits. Otherwise high-quality candidates for conversion may also be impacted by outdated construction methodologies and materials, such as the presence of asbestos, a lack of insulation, or safety infrastructure that does not meet contemporary standards.

Other conversion challenges stem from real estate transaction risk. Often, the impetus for conversion is an office owner dealing with financial pressure, such as an upcoming balloon payment on a senior note or an impending appraisal period that is likely to result in a downward revaluation. This context can result in lengthy and uncertain negotiation periods to secure site control, potentially increasing predevelopment costs.

Code Considerations

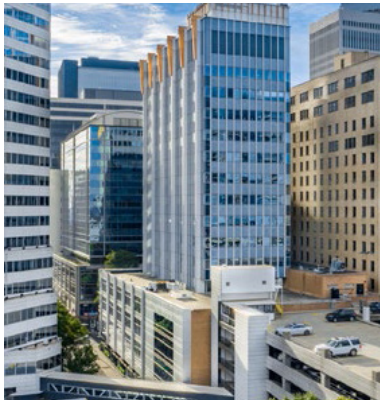
Office conversions will trigger ADA requirements as "alterations" under the 2010 ADA standards to the maximum extent feasible. Conversions are not required to adhere to the Fair Housing Act's seven design and construction requirements, but owners must comply with the "reasonable modifications" provision of the FHA.[19]

Most office properties in Uptown are zoned UMUD-O which can support large-scale mixed-use programming. Parking requirements are flexible to site-specific contexts and tied to the principal use of each project.[20]

Typology Construction Considerations[21]

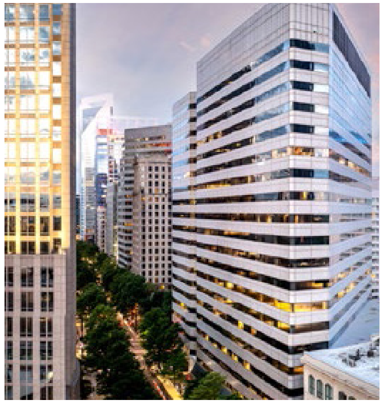
Type 1 - 1927

- Heritage buildings with unique, irregular layouts and floorplates
- Obsolete wiring, plumbing, and mechanical systems with little built-in redundancy
- May require substantial structural and cladding/ building envelope upgrades



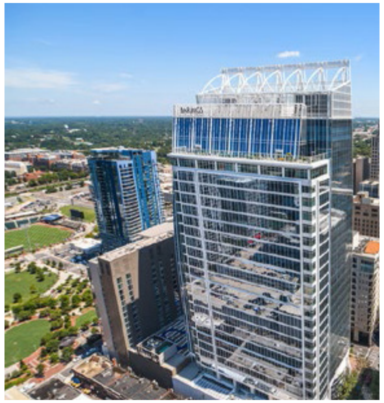
Type 2 - 1965

- Regular, but often smaller, floorplates
- Floor-to-floor heights can be shorter than contemporary market standards, especially for residential conversions
- May require fire, life safety, and exterior remedial work



Type 3 - 1986

- Large floor plates may require creative uses for the building core and common areas
- Electrical systems may not be up to modern code (e.g. no AFCIs / poorly installed GFCIs)
- May require fire and life safety upgrades, as well as asbestos remediation



Type 4 - 2012

- Large floor plates create same “dead space” challenges as Type 3 buildings
- Higher acquisition prices and continued “highest and best use” as office assets may make conversion projects less feasible

Market Costs

$284/SF

Office Market Sale Price office (CoStar Uptown CLT Office – 2025 Q3 QTD)

$350/SF

Cost of office to residential conversion (JE Dunn Estimate)

$315/SF

Cost of new residential construction (JE Dunn Estimate)

$375K

Multi Avg price. unit 12 mo sale (Costar)

The Opportunity

Programming a Conversion - Residential

Based on our Uptown office typology assessment, we have created a prototypical twenty-story building consisting of 250,000 rentable square feet. This asset straddles the Type 2 and Type 3 categories as a modernist structure with sufficient floor plate sizes to justify residential programming. We envision this building as having 225 apartment units and a mixed-use component with ground-floor retail, as well as meaningful access to bus or light rail mass transit. Parking is available at a limited ratio under Uptown's UMUD-O zoning.

Residential Modules

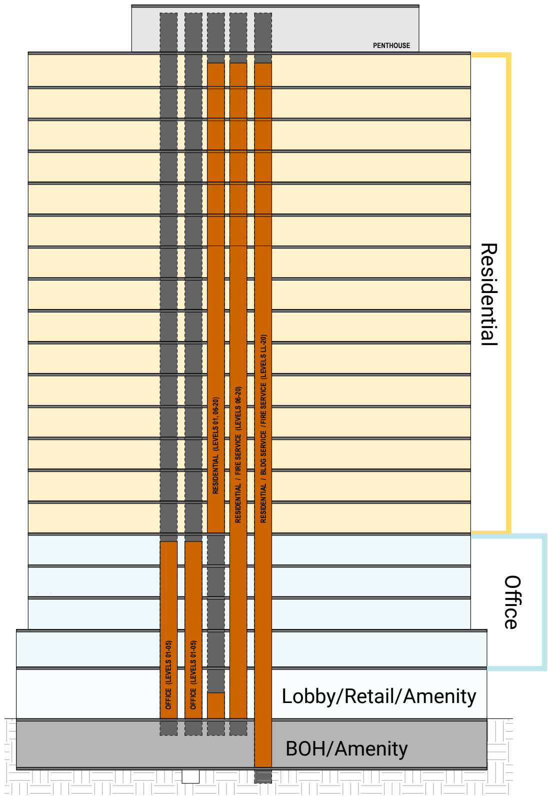
Studio, one-bedroom, and two-bedroom modules have been developed to align with this conversion's goals of providing a diverse mix of apartment types while offering at least 50% of units as affordable housing at 30%, 60%, and 80% AMI. An average studio consists of 405 square feet and has a market-rate rent of $1,509 per month. One-bedroom units average 617 square feet at $1,868 per month, while two-bedroom units average 937 square feet at $2,729 per month.[22] In line with comparable Uptown multifamily assets, one-bedroom units make up the majority (59%) of the residential mix.

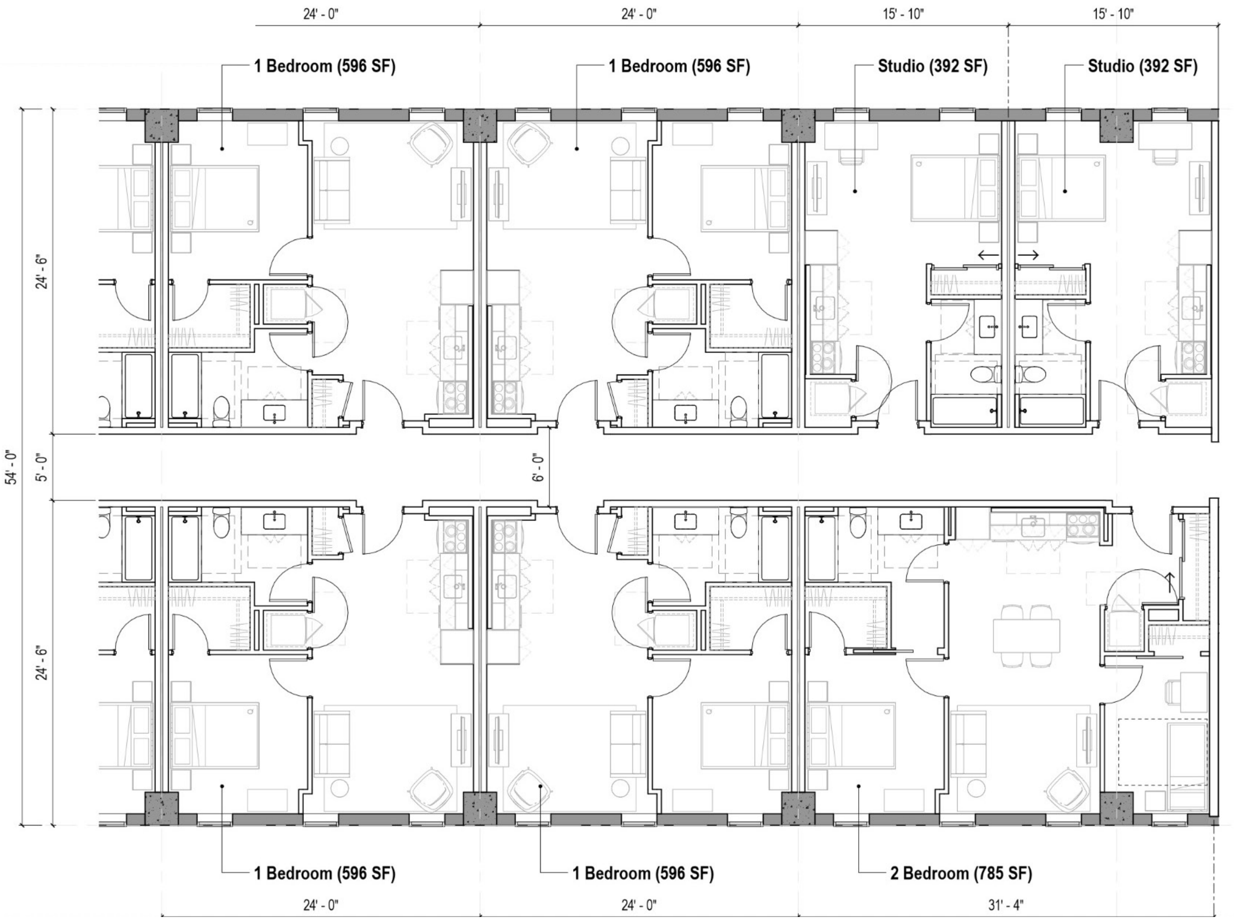
Multifamily: Unit Mix

Type	Bedrooms	Area (SF)	# of Units	Avg Rent/mo
Total Units (50% Affordable, 50% Market Rate)				
Studio	1	405	65	$1,417
One-Bed	1	617	128	$1,660
Two-Bed	2	937	32	$2,026
Net Total		**602**	**225**	**$1,582**
Market Rate Units				
Studio	1	405	32	$1,509
One-Bed	1	617	65	$1,868
Two-Bed	2	937	16	$2,729
Net Total		**602**	**113**	**$1,888**

Floor Plate Conversion

Guidance from Gensler and JE Dunn suggests an ideal floor plate for office-to-residential conversion has dimensions around 75-foot spans and at least a 114-foot total width to allow for apartment planning flexibility, efficient daylight penetration, and code compliance especially in common areas and for hallway access. A compact, centrally located core is also beneficial for conversions, reducing engineering complexities and expenses for redistributing mechanical, electrical, and plumbing (MEP) systems throughout a newly configured residential floorplate. Our example office asset assumes a roughly 12,500 square foot floor plate which fulfills most of these desired conditions, with some MEP distributed peripherally.[23]





The Opportunity

Programming a Conversion - Residential

Affordability Set-Asides

We envision setting aside 50% of the programmed apartment units for affordable housing. Compared to typical new-construction mixed-income projects, this is a higher affordability ratio with the potential to offer more diverse apartment options at a wider range of incomes. More than half of the set-asides are one-bedroom units, which can accommodate households ranging from a single individual to a two-adult family with a small child.

Affordable rents for studio, one-bedroom, and two-bedroom apartments are benchmarked to 30%, 60%, and 80% AMI thresholds. Based on HUD's 2025 criteria for Mecklenburg County, this translates to residents' rent payments ranging from $588 per month for a studio apartment with a 30% AMI household to $2,020 per month for a two-bedroom apartment with an 80% AMI household. All HUD rent figures are inclusive of utilities payments.[24]

Affordability

Type	Area (SF)	Unit Counts	Avg Rent/mo
Studio	405	34	$1,198
30%	405	9	$558
60%	405	9	$1,177
80%	405	16	$1,570
1-Bed	617	63	$1,309
30%	617	16	$631
60%	617	16	$1,262
80%	617	31	$1,683
2-Bed	937	16	$1,689
30%	937	3	$757
60%	937	3	$1,515
80%	937	10	$2,020
Total	599	113	$1,329

Vouchers & Programs

For 30% AMI set-asides, we assume as many as 80% of these units can house individuals with federal Housing Choice Vouchers (via Charlotte's public housing agency, Inlivian) or specialized vouchers through programs such as Veterans Affairs Supporting Housing (VASH).

For tenant-based Housing Choice Vouchers, a public housing agency will determine maximum voucher payment standards based on local rent payments, the number of bedrooms needed by a particular household, and the Total Tenant Payment (TTP) for rent and utilities which is generally 30% of a household's adjusted monthly income. The resulting housing subsidy covered by the voucher will be the difference between the locally determined payment standard and the TTP.[25]

Potential Housing Voucher Partners:
Inlivian Housing Choice Voucher Program
Veterans Affairs Supportive Housing (VASH)
Alliance Health Transition to Community Living Voucher (TCLV)
Emergency Housing Voucher Program (EHV)

The Opportunity

Programming a Conversion - Retail

While office-to-residential conversions primarily focus on housing, traditional urban office assets are also likely to have large-scale ground floor retail or common space access. In Uptown Charlotte, the presence of these spaces can be used not only to activate the neighborhood streetscape, but also to provide critical services that enhance livability and improve cost-of-living.

Our prototypical conversion candidate assumes around 8,000 square feet of retail and common space on the ground floor, with the remainder of space dedicated to entryways and hallways, service rooms, and mechanical areas including an elevator bank.

While the available retail space is too small for commercial activities such as a full-service grocery store, it can be reconfigured to accommodate a wide range of other service uses. In 2024, Atrium Health partnered with the YMCA of Greater Charlotte to establish the Ed Brown Community Center, a 5,000 square foot facility with six exam rooms, a minor surgical procedure center, a lab, and an on-site prescription pick-up area.[26] A similar model, complete with a food pharmacy and virtual behavioral health care services, could be applied in an Uptown setting by adapting Atrium's healthcare service experiences and site-specific buildout requirements to a retail suite in the range of 4,000 to 6,000 square feet. A former retail area could also be an excellent host for Atrium's Community Health Worker (CHW) program, which embeds trained professionals who help individuals and families navigate social care programs and resources. A place-based CHW model has been successfully deployed at a subset of Ascent Housing's Naturally Occurring Affordable Housing (NOAH) communities and could be similarly adopted to serve residents living in set-aside affordable units as part of an Uptown conversion project.[27]

Other contemplated options include a low-cost market for fresh produce or a dedicated, rent-subsidized facility for Minority, Women, and Small Business Enterprises (MWSBEs) to have central access to Uptown's busiest commercial corridors.

Suggested Retail

- Child Care (0-5 years) - recommended per conversations with Child Care Resources Inc.
- Community clinic or healthcare-related outlet
- Low-cost grocery or market

Child Care	Levels
Irwin Academic After School Enrichment	5 years, School-Age
Bright Horizons Family Solutions Early Education	0-12 Months (Infant), 1-5 Years
First Presbyterian Church Schools	0-12 Months (Infant), 1-5 Years, School Age
First Ward Child Development Center	0-12 Months (Infant), 1-5 Years, School Age
First United Methodist Child Development	0-12 Months (Infant), 1-5 Years, School Age
First Ward ASEP	5 Years, School-Age
Metro School	3-5 Years, School-Age
Doris Campbell Day Care Home	0-12 Months (Infant), 1-5 Years, School Age

Cost Of Child Care

CCRI data estimates Uptown families spend an average of $12,619 on child care annually. A family would need to make at least $180k per year to afford this average rate.[28]

The Opportunity

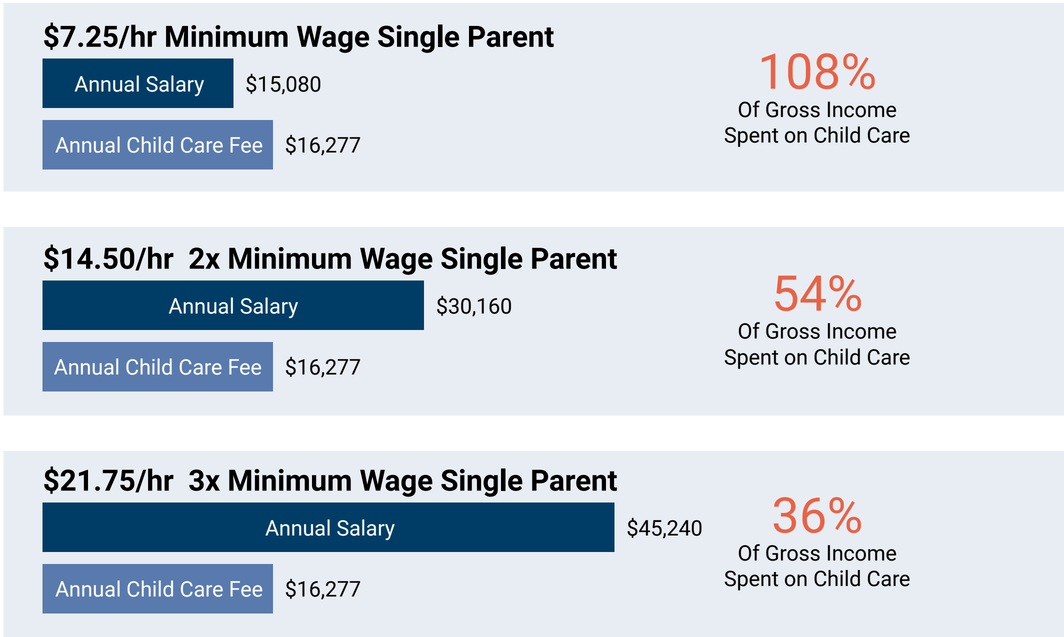
Deep Dive: Mapping Family Cost-of-Care

A major barrier to Uptown residential living is the continued lack of affordable child care options for working parents. Through a collaboration with Child Care Resources Inc. (CCRI), we determined that a child care facility in an office-to-residential conversion may significantly improve the ability for families from diverse economic backgrounds to affordably live in Charlotte's urban core, especially if this facility is paired with access to subsidies.

CCRI data indicates Uptown families would likely require six-figure incomes to support average child care costs, making Uptown living inaccessible for a large proportion of Charlotte-Mecklenburg area families. The chart on Page 25 illustrates how child care expenses, when combined with affordable rents at various area median income benchmarks, may create cost-of-living burdens for families who may otherwise represent target renters under an affordable housing model.

Uptown child care expenses are further exacerbated by supply skewing toward potentially more costly private and religiously affiliated programs. Providing space for a new child care program, as contemplated in our hypothetical building programming, creates a much-needed outlet for high-quality care that can be oriented toward alleviating parents' cost burdens.

Affordability[29]



The Department of Health and Human Services considers an affordable child care to be no more than 7% of a family's annual income.[28]

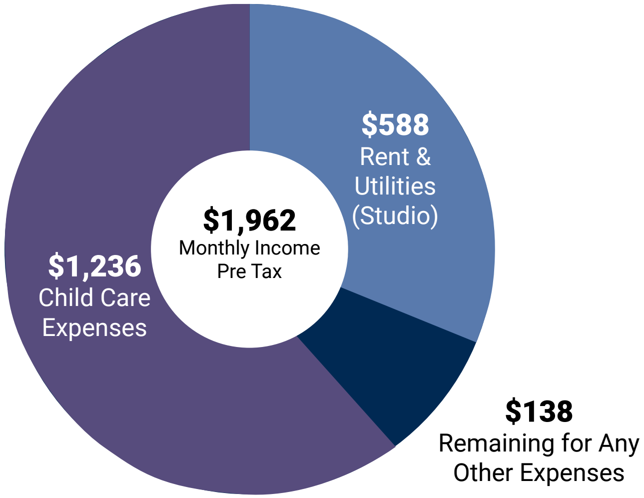
Household Expense Outcomes[30]

2-Person Household

1 adult, 1 child age: 2 years

Household Income: $23,550 per year
(30% area median income for Mecklenburg County)

Monthly Expenses:

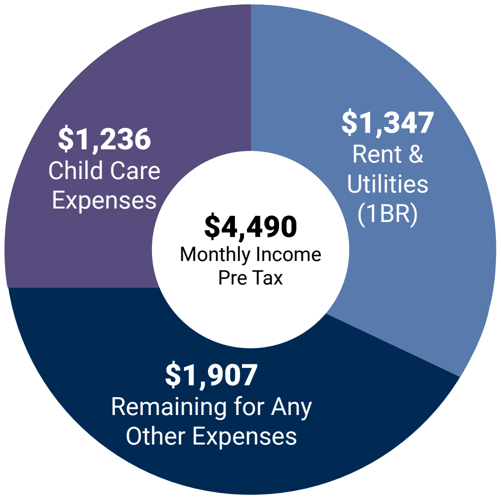


3-Person Household

2 adults, 1 child age: 4 years

Income: $53,880 per year
(60% area median income for Mecklenburg County)

Monthly Expenses:

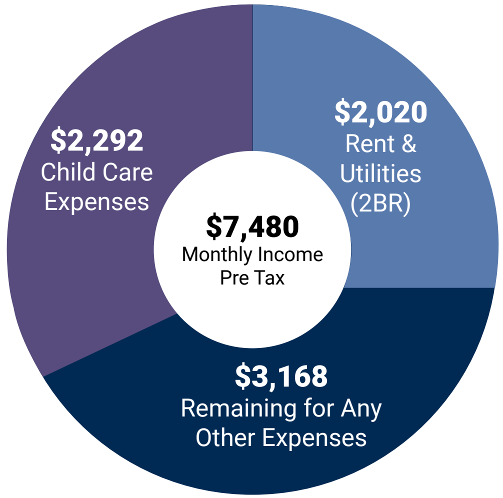


4-Person Household

2 adults, 2 children ages: 1 & 3 years

Income: $89,760 per year
(80% area median income for Mecklenburg County)

Monthly Expenses:



Tax Implications

Change

Converting office assets into viable housing stock is likely to pay additional economic and social dividends. Across many major U.S. urban areas, county and municipal services face a potential "cliff" of reduced property tax revenue from devalued office assets. Depending on appraisal cycles and the proportion of tax revenues earned from real estate, these areas may be at risk of major public revenue shortfalls.

To analyze the potential impact of office devaluations on revenues for Mecklenburg County and the City of Charlotte, we selected 11 Uptown office properties with significant vacancies that also have high convertibility potential based on their physical characteristics. Two properties are Type 1 assets, one property is classified as Type 2, and the remainder are Type 3.

A comparables analysis of recent office purchases in the Uptown submarket indicates these properties risk a potential average devaluation of 65% from their current appraisals during the next assessment cycle in 2027, assuming vacancy trends and office demand fundamentals maintain the current status quo.[31] If this rate affects only the 11 selected properties on a roughly equivalent basis, the resulting combined devaluation could exceed $733 million and result in a drop in aggregate tax revenues from the Uptown submarket of more than $6 million per year. Before factoring in special district assessments, Mecklenburg County could realize a revenue loss of more than $3.6 million per annum, while the City of Charlotte could see around $2 million in losses per year.

If these office assets were instead converted to residential use, there is a high likelihood the new, economically productive multifamily assets would see positive revaluations during the next appraisal period. This has proven true in other markets with more mature conversion environments. For instance, office-to-residential conversions under New York City's 421-g incentive program have seen a four-fold increase in property values and resulting tax revenues.[32]

Our internal analysis assumes an office-to-residential conversion may result in as much as a 20% increase to current property values. This assumption is built on a combination of retiring long-term vacant office space, creating new income potential from dense residential programming, and developing accretive amenities and services. Using our sample of 11 buildings with high conversion potential, the expected 20% revaluation could generate a nearly $1 billion increase in assessed values from the devaluation "status quo" scenario, translating into $8 million in annual tax revenues that are either preserved or generated. Mecklenburg County could see an additional $1.1 million in annual tax revenues on top of preserving $3.6 million that would otherwise be lost, while the City of Charlotte could see another $620,000 in annual tax revenues on top of $2 million in preserved income per annum.

Reassessment trends show that maintaining older office assets' existing use may end up costing the public sector millions in revenue. Furthermore, private owners of these same assets are often incentivized to reduce their tax burdens via appeals which may accelerate the timetable for revenue reductions. Instead, office-toresidential conversions present a creative solution to better align public and private sector interests.

Tax Implications of A Conversion

With an approximate $6.72B in assessed value, the 58 buildings identified by Gensler are currently estimated to generate:

~ $55.1M in total tax revenue

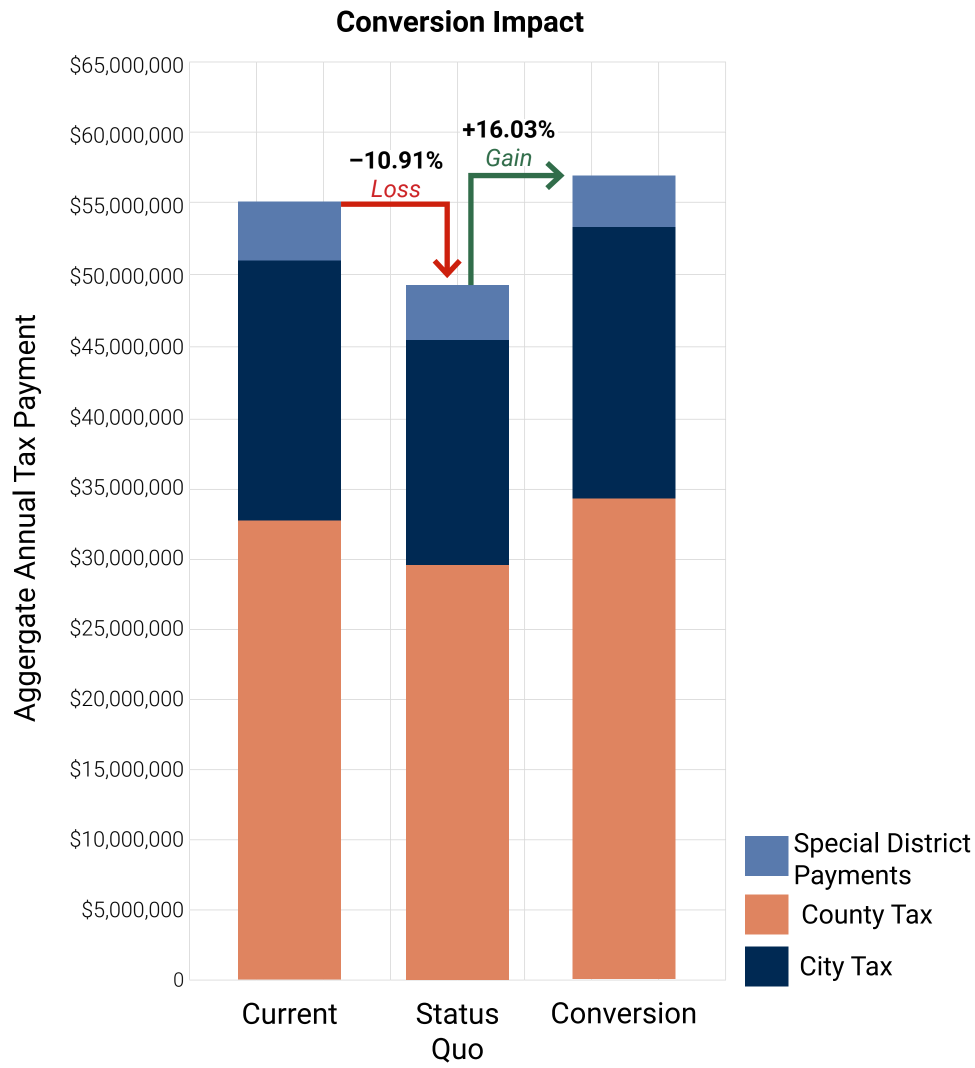
- **~$33.1M** in county taxes
- **~$18.4M** in city taxes
- **~$3.6M** in Special District taxes

The Cost of Obsolete Office Space

Just a 11 buildings in Uptown with concentrated vacancies of 30% or greater could lead to almost $6M in lost tax revenues if a reappraisal results in a loss of 65% of value (the recent average for older assets).

Converting Offices to Retain Value

If these same 11 buildings were converted to multifamily apartments, the conversion process could result in at least a 20% lift in property appraisals under the income approach methodology.



Stewardship

Sustainability

Office-to-residential conversions offer a unique opportunity for environmental stewardship through retrofitting and adaptive reuse. Mecklenburg County's Environmental Leadership Action Plan (ELAP) already identifies building retrofits as a core component of aligning the County's operations with net-zero carbon and sustainability goals.[33] This model and its experience-driven learnings can be applied to conversion efforts, especially for projects completed under a public-private partnership in which the County is a participant.

Furthermore, a Charlotte City Council resolution, "Sustainable and Resilient Charlotte by 2050," sets a community-wide goal for Charlotte to become a low-carbon city within the next 25 years by reducing greenhouse gas emissions to less than two tons of carbon dioxide equivalent per person annually.[34] Office-to-residential projects meet this mission by offering significant carbon reductions relative to new construction. The National Trust for Historic Preservation has found that it can take up to 80 years for a new building with modern infrastructure to overcome the climate change impacts created by its construction. In contrast, retrofits of existing assets reduce demand for new materials and minimize construction waste. These operational savings can result in anywhere from 50% to 75% less carbon emissions than constructing an identical building from the ground up.[35]

"The County may take results-oriented steps... [to] require environmentally friendly designs including net zero capable buildings in all new facilities and retrofits and when feasible reuse existing buildings and infrastructure."

- Mecklenburg County Environmental Leadership Action Plan (ELAP)

"Charlotte will strive to become a low carbon city by 2050, spanning all sectors, to bring city-wide greenhouse gas emissions to below 2 tons CO2e per person annually."

- Charlotte City Council Resolution, "Sustainable and Resilient Charlotte By 2050"

"The most sustainable building is the one already built"

- Carl Elefante

Community Support

Mission-oriented conversion projects can also open up new pathways for broader community success and resilience:

The Charlotte Business INClusion (CBI) program enhances competition and participation of Minority, Women, and Small Business Enterprises (MWSBEs) in city contracting. Office to residential conversions with public sector participation further enhance the procurement and contract availability process for MWSBE firms involved in project delivery.[36]

Retail spaces in a mixed-use setting can be leveraged for minority-led small businesses via accessible rental rates and services.

Place-based supportive services can include workforce training and entrepreneurial assistance in partnership with major corporate foundations, workforce development boards such as Charlotte Works, and incubators including the National Institute of Community Economic Development's new Uptown office and Mecklenburg County's Business LaunchPad program.

Financing

Financing a Conversion

Financing a conversion project carries unique challenges often not found with typical, ground-up construction. These challenges include:

Higher Construction Cost

As previously discussed, the costs of conversion projects are frequently higher than ground-up construction projects, primarily due to:

- The need to replace outdated mechanical, electrical, and plumbing systems across an entire building
- Updates due to code compliance and change in use
- Longer construction schedules associated with the challenges of working within an existing space and potentially working around existing/remaining office tenants
- Higher contingencies to address potential unknown conditions

Reduced Efficiency:

- The efficiency (ratio of rentable square footage to a building's total square footage) of conversion projects is typically constrained by several factors, including the building's existing footprint and the location of existing core elements (elevators, mechanical chases, etc.)
- Conversion projects typically achieve efficiencies in the 68% to 73% range compared to ~80% for new, ground-up multifamily projects

Acquisition Costs:

- Distressed Uptown towers still trade around $90–100 per square foot, which is far higher than the effective land basis for ground-up projects, meaning conversions can start with a cost disadvantage for developers.[37]

Because of these challenges, conversions rarely work with conventional debt and equity alone. They almost always require creative tools and layered financing structures to create a feasible path. For potential conversions in Uptown Charlotte, there are several unique financing strategies that are relevant:

C-PACE Financing

C-PACE (Commercial Property Assessed Clean Energy) financing can provide upfront capital for real estate projects involving energy efficient or sustainable building methods. This type of financing can provide up to 30% of a project's capital stack, with long-term, fixed-rate, non-recourse financing for eligible improvements like mechanical upgrades. Structured as a property tax assessment, the property owner repays the loan through their tax bill over the useful life of the improvements. These funds are often cheaper than the cost of equity. The State of North Carolina has already enabled C-PACE, and the City of Charlotte is in the process of finalizing its adoption, which will make this tool available for local projects.[38]

Local Gap Financing

Mecklenburg County and the City of Charlotte have developed sophisticated gap financing resources to increase the supply of quality, affordable housing. One of the most prominent public mechanisms is the City of Charlotte's Housing Trust Fund (HTF). The HTF was established in 2001 to provide financing to developers of affordable housing via voter-approved housing bonds. Administered by the Housing Services division of Charlotte's Housing and Neighborhood Services, the fund is currently in the process of deploying its largest bond raise yet, with $100 million approved in a 2024 referendum.[39]

For-profit and non-profit developers wishing to receive support from the HTF must submit professional qualifications and a Request for Proposal outlining their project's support for residents with incomes at 80% AMI or less. Participating projects must maintain a minimum of 20 years of affordability via deed restrictions.

Most HTF financing consists of soft loan instruments for tax credit (e.g. LIHTC) developments, while supportive housing developments may receive grants or deferred loans. The fund's dollars are typically provided as gap financing with the City providing up to a maximum of 50% of eligible unit per square foot cost. While the HTF's current strategic guidance does not explicitly prioritize office-to-residential conversions, projects emphasizing the delivery of rental units targeting incomes at 80% AMI and below may be considered eligible for funding.

Seller/Existing Lender Financing

Because office buildings targeted for conversion are often in unfavorable economic conditions, the current stakeholders (including owner, lender(s) and equity investor(s)) may be willing to get creative with the existing capital stack. Instead of an outright purchase, some developers will work with the existing stakeholders on seller financing options or rolling in existing debt/equity into the new development plan. In certain circumstances, this can create more flexible terms compared to traditional financing sources, such as extended interest-only periods, deferred interest payments (during construction), or extended amortization periods.

Financing

Financing a Conversion

Historic Tax Credits (Federal + NC State)

Certain conversion projects may offer an opportunity to utilize the Federal and NC State Historic Tax Credit program. This financing tool is available for owners rehabilitating buildings that are listed on the National Register of Historic Places (or are deemed eligible for listing). Generally, properties should be at least 50 years old and meet the Register's criteria in either history, architecture or culture. The Charlotte Historic Landmark Commission is a fantastic resource for determining potential eligibility. Following eligibility confirmation, the redevelopment plans must be approved by NC State Historic Preservation Office and National Parks Service prior to beginning any work.[40]

Eligible and approved properties/projects will generate a 20% income tax credit at the federal level and up to a 15% income tax credit at the North Carolina state level (the state credit is capped at $2.5M) on Qualified Rehabilitation Expenses (QREs). QREs do not include acquisition, site or other furniture/fixture cost items. These tax credits are typically sold to a syndicator for upfront capital (often at $0.70–$0.80 per dollar of credit). Although time-consuming and complicated, historic tax credits can represent up to 15% of the capital stack for eligible conversion projects in NC.

Federal Home Loan Bank of Atlanta – Affordable Housing Program (AHP)

While not a significant source of funds, the Federal Home Loan Bank of Atlanta offers flexible funding for the development of rental housing for very low- to moderate-income families and individuals.[41]

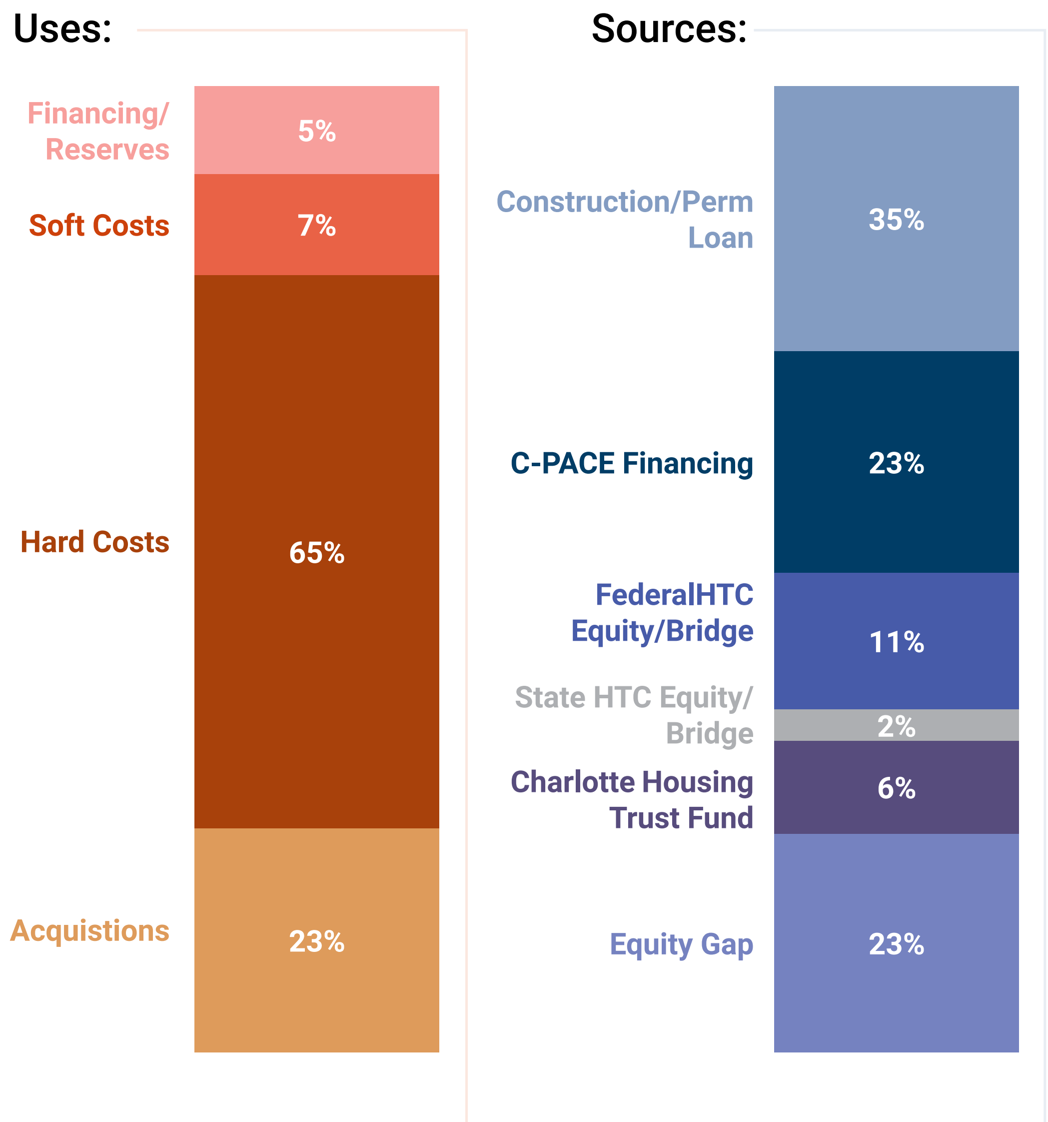
- **Overview:** competitive funding for projects that create or preserve affordable rental housing.
- **Funding size:** Grants of up to $500,000–$1 million per project (varies by round), typically allocated through member banks.
- **Requirements:** Must serve households earning ≤80% of AMI, with deeper affordability scoring higher. Often requires commitments of at least 15–20 years of affordability.
- **Relevance to Charlotte:** Can complement Housing Trust Fund dollars and HTCs by reducing the equity gap in mixed-income conversions.

Potential Capital Stack Example

At right is a hypothetical capital stack for the 250,000 SF, 20-story building discussed earlier in this report. In this scenario, the first five floors remain commercial/office given the need for current lease consolidation/relocation. The upper 15 floors of the building are planned for conversion into 225 residential apartment units.

Conversion costs are primarily factored into the top 15 floors with assumed hard costs of $350 per square foot. Costs associated with relocation and tenant upfit are also assumed.

In the hypothetical capital structure above, estimated construction/permanent loan proceeds are restricted by the affordability assumptions and the project's ability to meet assumed debt service coverage ratios. Even with HTC funding factored into the capital stack, the equity requirements are high, at 23% to 36% depending on availability of HTCs. Typical return metrics needed to attract institutional capital are insufficient at these levels of equity. In addition, the likely length affordability terms also restrict the potential pool of interested investors. As a result, any potential conversion will depend on a successful public-private partnership structure.



Strategies

Feasibility Strategies & Public-Private Partnerships

The development challenges associated with a conversion project of this nature necessitate the use of unique financing strategies and public-private partnership considerations for financial feasibility. Based on the current development assumptions used for this report, we estimate the need for ~$50,000 to $75,000 per residential unit in "gap financing" for a feasible project. This section discusses certain strategies that should be considered by both the private and public sector to bridge this gap.

Site Control

Any feasibility strategy for conversion projects in Uptown must start with site control, which can take the form of a Purchase and Sale Agreement, Memorandum of Understanding, or Right of First Refusal. Properties currently struggling with high vacancy rates should be considered (versus stabilized properties) as these owners may be faced with challenging economics and pressures from their lending or investment partners. These situations may help facilitate early conversion discussions and eventual site control.

Low-Income Vouchers

As discussed earlier in the report, developers should be encouraged to work with local public housing agencies on securing federal Housing Choice Vouchers for deeply affordable units. Our model assumes the use of vouchers for up to 80% of units restricted to residents earning 30% AMI; however, there may be an opportunity to extend vouchers to units set-aside at 60% AMI as well. Resulting housing subsidies covered by the vouchers will have a direct impact on Net Operating Income, and as a result, increase the project's private debt capacity.

Philanthropic Capital

Uptown conversion projects create an opportunity for mission-driven investors to target financial investment for social good, such as affordable housing, community development, and social equity, by blending financial returns with impact. Coupled with market-rate capital sources, these funding sources often accept lower returns over an extended period of time in exchange for community benefits, helping close financing gaps that traditional lenders won't fill. Examples of these types of funding partners include:

- **Charlotte Housing Opportunity Investment Fund (CHOIF):** With a mission of increasing Charlotte's supply of affordable housing, CHOIF often partners on projects supported by Charlotte's Housing Trust Fund. CHOIF can provide low-interest capital with private and philanthropic funding sources.[42]
- **Foundation for the Carolinas (FFTC):** The Foundation and its partners have significant interests in Uptown Charlotte and local housing initiatives. Since 2018, CHOIF has served as FFTC's keystone initiative to address the region's affordable housing shortage, helping promote further public and private investment activity in affordability-driven projects. [43]

Policy Strategies

Before accessing direct public financing mechanisms, office conversions can be assisted by potential changes to zoning, building codes, permitting, and similar "enabling" regulations that increase these projects' cost efficiencies using methods that incur little to no cost to local taxpayers. These modifications include:

- **By-Right Zoning in Commercial Areas:** Office conversion project timelines can be accelerated by eliminating zoning barriers and streamlining conditional use guidelines. In North Carolina, this concept may soon receive support through the state Senate's S.B. 499, which would allow local authorities to permit office-to-residential conversions as by-right uses in all commercial, office, or retail zoning.
- **Special Permitting for Office Conversions:** Conversion project permitting costs are often higher than new construction due to the age of viable office stock. Developing different permitting pathways based on the typology of the existing asset, in-place system characteristics, or intended post-conversion use can help reduce complexity.
- **Code Adjustments:** Office conversions may require design innovations such as light wells, stack ventilation via repurposed elevator shafts, or single-stair access to meet residential or mixed-use requirements. Special code alterations that support these modifications may make it easier for developers to contemplate conversions across a wider population of office assets. Additionally, clear and specific code guidance for adaptive reuse projects, such as the governance found in California's Existing Building Code (CEBC), can increase alignment between developers and public authorities to protect structural strength, fire safety, accessibility, and efficiency standards.
- **Remove Parking Minimum Mandates:** Although parking minimums are less prevalent in Uptown Charlotte under the current Unified Development Ordinance, removing minimums for office-to-residential conversions can enhance project viability for otherwise "under-parked" assets while reducing hard costs.
- **Establish A Policy Ombudsman:** Due to both project complexity and the potential need for the previously contemplated policy modifications, the City and County can help streamline decision-making through a formal "ombudsman" role that interfaces with developers and sponsors of office conversion projects. This role could act as a central communication point for planning, permitting, and financing activities performed by otherwise distinct municipal and county departments.

Public Participation Strategies

Below is a list of public-private partnership strategies that both the City of Charlotte and Mecklenburg County can consider for Uptown conversion projects:

- **Special Income Property Tax Reduction:** For projects delivering affordable units in NC, there are legal mechanisms in place to reduce property taxes. Typically, this is the case when there are federal funds earmarked for the project (due to affordability requirements) or the involvement of a non-profit development partner. This scenario typically results in a lower property assessment due to the rent restrictions, and therefore, is likely to produce a lower tax value.
- **Mezzanine Financing:** Local governments can offer direct loans for conversion projects structured as subordinate debt to fill the gap between senior financing and equity. These loans can offer flexible repayment terms such as extended (or deferred) interest-only periods and extended amortization schedules.
- **Landmark Status Designation:** Another form of tax deferment can be offered to owners of historically significant buildings. Through a process initiated by the Historic Landmark Commission and approved through a local ordinance, buildings can be granted Historic Landmark status for their historical, architectural, or cultural value. The designation provided protection for exterior alterations to the structure while also offering tax benefits of up to 50% property tax deferment.

Conclusion

Office conversions represent one of Charlotte's most immediate opportunities to build an inclusive and resilient Uptown. By reimagining office assets as thriving mixed-use communities, the region can deliver affordable housing, promote better cost-of-living outcomes, and preserve its tax base.

Achieving this vision will require leadership, creativity, and partnership.

Through collaboration with the City of Charlotte, Mecklenburg County, private developers, and nonprofit partners, and by leveraging tools like the Housing Trust Fund, Historic Tax Credits, and C-PACE financing, Charlotte can align civic priorities with market realities. In doing so, Uptown can preserve its status as the economic and cultural heartbeat of the region, not just as a center of business, but as a place where people live, work, and thrive together.

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Study Partners

Advisory Board

The mission of the City of Charlotte is to ensure the delivery of quality public services and to promote the safety, health and quality of life of its citizens. Charlotte has a council-manager form of government with a mayor and 11 council members elected every two years in November, and a professional city manager. Charlotte is America's Queen City, opening her arms to a diverse and inclusive community of residents, businesses, and visitors alike; a safe family-oriented city where people work together to help everyone thrive.

https://www.charlottenc.gov/

Mecklenburg County, established in 1762, began its official governance in 1763. After the 1868 North Carolina Constitution granted citizens the right to elect county leaders, the Board of County Commissioners evolved from a five-member at-large board to today's nine-member structure, with six district representatives and three at-large. The Board oversees the annual budget, sets the property tax rate, and establishes priorities in areas such as health, education, welfare, and mental health. Guided by its mission to serve residents and improve the community, Mecklenburg County strives to be a place of pride and choice.

https://home.mecknc.gov/

Created in July 1973 by joint action of the Charlotte City Council and the Mecklenburg Board of County Commissioners, the Historic Landmarks Commission derives all of its powers from State Enabling Legislation. The fundamental purpose of the Commission is to recommend the designation of properties (real and personal) for historic landmark designation and to secure the preservation of same through exercising design review and through buying and selling endangered historic landmarks. The Charlotte-Mecklenburg Historic Landmarks Commission (HLC) is an agency of Mecklenburg County, and for budgetary purposes is a component of the County's Asset and Facility Management Department.

https://www.lmgroup.us/

Founded in 1958, Foundation For The Carolinas (FFTC) is a nonprofit community foundation that serves a 13-county region across the Carolinas. FFTC helps people, nonprofits and companies amplify the impact of their charitable endeavors through service to fundholders and community convening to address critical issues. FFTC mission is to inspire philanthropy and empower individuals to create a better community.

https://www.fftc.org/

Charlotte Center City Partners facilitates and promotes the economic and cultural development of our urban core. There are approximately 13,000 residents of Uptown Charlotte and South End. With neighborhood support and development being a key initiative, CCCP serves Uptown Charlotte and South End to build strong urban neighborhoods with quality schools, parks, programming and residential amenities, through subject matter expertise in community building, marketing, events, recruiting and project management. CCCP also markets the attributes of urban living to build interest in Center City living.

https://www.charlottecentercity.org/

Research Team

Ascent Housing is a Charlotte-based leader in the preservation of naturally occurring affordable housing (NOAH). The company's investments focus on older apartment communities in opportunity-rich neighborhoods that are vulnerable to gentrification. Ascent Housing's strategy protects existing residents from displacement, enhances properties through meaningful renovations, and ensures that rents remain affordable for households earning 0–80% of the Area Median Income (AMI).

https://www.ascenthousing.com/

Ascent Real Estate Partners is a is a boutique commercial real estate firm specializing in retail, office and mixed-use properties in the Piedmont area of the Carolinas. Local market knowledge coupled with the resources of a national firm make Ascent an ideal partner for Landlords and Tenants alike. Our innovative, targeted marketing strategies create a competitive advantage for Landlord clients. Access to sophisticated real state analytics, comprehensive property data, and powerful demographics software level the playing field against the competition.

https://ascentrealestatepartners.com/

Lansing Melbourne Group (LMG) is a real estate development team specializing in public-private partnerships (P3s) that turn underutilized urban sites into lasting community assets. We deliver mixed-use, adaptive reuse, multifamily, hospitality, industrial, and public parking projects across the Southeast. Our approach pairs thoughtful design with disciplined execution and creative financing such as TIF, Opportunity Zones, and C-PACE to unlock feasibility. Our collaborative approach and public-sector expertise align civic goals and private capital, ensuring each project reflects local identity and creates durable value for communities and investors.

https://www.lmgroup.us/

1st & Main Development is a real estate development and consulting firm focused on redevelopment in urban areas with particular attention to adaptive reuse, environmentally challenged sites, and public-private partnership development ventures. Whether as owner, developer, manager or consultant, 1st & Main is able to play whatever role necessary to bring a project to fruition.

http:www.1standmaindevelopment.com/

At Gensler, the value of the firm's work stems from its positive impact on the human experience. Gensler is a dynamic and collaborative design firm that unites creativity, research, and innovation to deliver impactful, cutting-edge solutions that enhance the way people live, work, and play. Since 1998, Gensler Charlotte has made a profound impact on the city, designing many of the buildings and spaces that define its skyline and spirit. Through longstanding client relationships, the firm has become an integral part of Charlotte's civic and business community.

https://www.gensler.com/

Founded in 1924, JE Dunn Construction is a national general contractor with an office in Charlotte, NC, since 1989. Our primary focus has historically centered on private and public development throughout the Southeast, with expertise in large-scale mixed-use, office, residential, and renovation projects. Recently, with a focus on developing the urban core, historic building renovations and conversions have been a key emphasis for JE Dunn. As community builders, the renewal of our central business district aligns with our mission of enriching lives through inspired people and places.

https://jedunn.com/

Child Care Resources Inc. is a private, non-profit child care resource and referral agency that works with families and communities to help ensure that children have access to high-quality, affordable early learning and school-age opportunities and experiences that enable them to succeed in school and in life. Child Care Resources Inc. is a private, non-profit child care resource and referral agency that works with families and communities to help ensure that children have access to high-quality, affordable early learning and school-age opportunities and experiences that enable them to succeed in school and in life.

https://www.child careresourcesinc.org/


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CROWNING A NEW PURPOSE

Office-to-Residential Conversions in Uptown Charlotte