

HOMELESS TO HOUSED

Terwilliger Center for Housing



Residents, guests, and staff enter the inviting lobby with a reception desk, seating area, table, and elevators. (Courtesy of Christopher Carvell AIA)

CASE STUDY: JOHN PARVENSKY STOUT STREET RECUPERATIVE CARE CENTER AND RENAISSANCE LEGACY LOFTS



Facade of the John Parvensky Stout Street Recuperative Care Center and Renaissance Legacy Lofts. (Courtesy of Frank Ooms)

DENVER, COLORADO

LOCATION:

2175 California Street
Denver, Colorado

PROJECT TYPE:

John Parvensky Stout Street Recuperative Care Center and Renaissance Legacy Lofts in Denver, Colorado, is a nine-story facility offering comprehensive services to people experiencing homelessness. It features 98 affordable apartments for those transitioning to permanent housing and 75 medical respite beds for individuals with acute medical conditions. This unique facility addresses the immediate health care needs of 500 people annually.

SIZE:

Lot Size: 0.43 acres
Facility Size: 118,978 square feet
Total Capacity: 75 medical respite beds, 98 permanent supportive housing (81 one-bedroom apartments and 17 studio apartments)

OWNER:

Colorado Coalition for the Homeless

OPERATOR:

Colorado Coalition for the Homeless

PARTNERS:

Colorado Coalition for the Homeless (owner, operator, and developer); Milender White (general contractor); Christopher Carvell Architects (architect); Denver Health (program and care facility design); Key Funding Partners: Colorado Housing and Finance Authority; Enterprise Community Partners; Northern Trust; Corporation for Supportive Housing; Denver Housing Authority; City and County of Denver Department of Housing Stability; Colorado Division of Housing; FirstBank; Wells Fargo; FHLB Topeka; The Colorado Health Foundation; The Anschutz Foundation

COST:

\$46.5 million

COMPLETION DATE:

October 2022

CONTACT:

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Each well-lit and roomy unit includes a refrigerator, oven with stove, double sink, dishwasher, and dining area with a table and two chairs. (Courtesy of Scott Dressel-Martin)

Project Overview

The John Parvensky Stout Street Recuperative Care Center and Renaissance Legacy Lofts in Denver, Colorado, is a nine-story mixed-use facility housing both the Recuperative Care Center and supportive housing in a single building. The Recuperative Care Center provides comprehensive services to people with acute medical or behavioral conditions experiencing homelessness who have been discharged from local hospitals. Since opening in 2022, the Recuperative Care Center and Legacy Lofts have been a unique and vital community resource because they offer individuals who have been hospitalized a safe place to recover. As part of the Social Impact Partnership Pay for Results Act (SIPPRA) program under the U.S. Department of Treasury, the project is designed to improve health outcomes and reduce Medicaid expenses by enhancing access to nonemergency health care services and increasing housing stability.

The project aims to provide a stable and safe place for healing. Centering a person-first, trauma-informed approach to care and housing, project partners sought to integrate various services within

the facility. The Stout Street Recuperative Care Center occupies the first three floors, offering 75 medical respite beds. The upper floors house the Renaissance Legacy Lofts, with 98 permanent supportive housing apartments targeting people experiencing homelessness and high utilizers (patients who frequently visit emergency departments) of emergency rooms, emergency services, and other expensive hospital care. Notably, project architects Christopher Carvell Architects incorporated communal spaces throughout the building to provide opportunities for residents to connect with each other and their environment. The interior design maximizes views of the city and mountains, with communal areas and other key facilities positioned around the building's edges to allow natural light to flood in at all levels.

The Colorado Coalition for the Homeless (CCH) is the project's owner and operator. The Coalition has over 40 years of experience collaboratively preventing homelessness and providing sustainable housing and health solutions to individuals across Colorado. Each year, CCH provides vital assistance to over 20,000 Coloradans. Its work spans housing, health care, support services, and advocacy. A crucial element of the Coalition's approach is its trauma-informed lens, which ensures individuals who use

its services feel understood and supported. CCH's holistic understanding of health care, safe and stable housing, and advocacy enhances its ability to comprehend and address the needs of those it serves and involve clients in planning their care. The project is named after John Parvensky, the Coalition's recently retired president and CEO, who provided leadership, vision, and passion for over 37 years to create solutions to homelessness across the state.

The Partnership

Collaboration across CCH's departments is central to its approach, making it possible to create comprehensive care communities. By integrating housing navigation, property management, building design, and more under one umbrella, CCH ensures effective program development.

This project was made possible through a staggering number of sources and project partners, including private corporations, governmental agencies, nonprofits, and foundations. The project's owner, operator, and developer is the Colorado Coalition for the Homeless. The Coalition's development subsidiary, Renaissance Housing Development Corp., oversaw the development and construction. Architectural services were provided by Christopher Carvell Architects and Milender White handled project construction.

From the initial concept, CCH also collaborated with community partners, including Denver Health, to design the program and care facility to meet the unique needs of vulnerable patients moving to this more appropriate and cost-effective setting. Denver Health provides referrals to the care center. At Legacy Lofts, two voucher agencies—the Colorado Division of Housing and Denver Housing Authority (DHA)—came together to combine resources to make the property 100 percent subsidized with 98 project-based vouchers.

Costs and Financing

The innovative funding model includes participation in the Denver Housing Authority's DHA Delivers for Denver (D3) program, a municipal bond-backed initiative that will generate or preserve 2,500 affordable units across Denver. In exchange for keeping the property affordable in perpetuity, the Coalition sold the land to DHA using the D3 program and now holds a 99-year ground lease. Sale proceeds were reinvested into the development.

A complex ownership structure, facilitated by a planned community ownership model, allows for distinct ownership and financing using the New Markets Tax Credit (NMTC), 9 percent Low-Income Housing Tax Credit (LIHTC), and 4 percent LIHTC. CCH used a leveraged loan structure under the NMTC program to maximize the project's financial reach to finance the Social Service and Resource Center portion of the development. The leveraged loan included funds made available by the city, state, CCH, and foundation grants, as well as fundraising from major donors such as Colorado Health Foundation, The Anschutz Foundation, and more.

The Recuperative Care Center is financed with NMTCs supplied by allocation to the Corporation for Supportive Housing and the Colorado Growth and Revitalization Fund. Northern Trust is the NMTC tax credit investor. In addition to local and state support, a number of foundations and private donors generously supported the Recuperative Care Center, including The Anschutz Foundation, Darrell Brown and Suzanne McNitt, The Colorado Health Foundation, Fidelity Foundation, Wag and Annalee Schorr, Wells Fargo Foundation, and Colorado ACCESS.

The Legacy Lofts portion of the property is a "twin" 9 percent LIHTC and 4 percent LIHTC project, allowing developers to take advantage of two funding streams to make the project more feasible. LIHTC investment was facilitated by Enterprise Community Partners. The Legacy Lofts were financed through dual private



One of five onsite spacious exam rooms includes an exam chair, medical equipment, and sanitization station. (Courtesy of Christopher Carvell AIA)

activity bond allocations from the Colorado Housing and Finance Authority, and FirstBank provided construction and permanent loans. Additional direct funding was provided by the City and County of Denver's Department of Housing Stability and an Affordable Housing Program award from FHLBank Topeka. The State of Colorado Division of Housing provided \$3.1 million.

What Worked: The Project

The Recuperative Care Center and Legacy Lofts is located at 2175 California Street in Arapahoe Square in Denver. The land was previously a parking lot for CCH, and is located directly across an alley from the Stout Street Health Center, the Coalition's Federally Qualified Health Center constructed in 2014. The synergy of colocated housing, health care, and a recuperative care center is key to the Coalition's integrated approach to providing lasting solutions to homelessness. The property is also conveniently located near the downtown amenities, including local transit, small businesses, a public library, other services, and the historic neighborhoods to the northeast.

The Coalition's commitment to supporting healthy communities extends to its approach to building creation. The project was designed to exceed Enterprise Green Communities standards, ensuring enhanced energy and water efficiency, improved indoor air quality, and sustainable space utilization. This approach not only promotes long-term environmental sustainability but also leads to reduced utility costs for residents. Additional funding from the City of Denver's Department of Climate Action, Sustainability, and Resiliency brought solar panels to the facility's rooftop.

What Worked: The Program

The Recuperative Care Center and Legacy Lofts is an effective and compassionate response to data that shows discharges to recuperative care improve health outcomes and reduce health care costs by cutting hospital days, readmissions, and emergency room visits. People without safe and stable housing suffer from conditions including diabetes, heart disease, and infectious diseases, such as HIV/AIDS, at rates three to six times higher than housed people, leading to longer hospital stays. For individuals grappling with acute health conditions, the possibility

of being discharged to the streets or shelters may be daunting. In such cases, the Recuperative Care Center and Legacy Lofts provide a safe and comfortable haven to heal. To use the center's medical respite beds on the first three floors, clients must be referred by a medical facility. For 30 to 45 days, depending on their individual needs, they receive 24-hour supervised care, room and board, hygiene items, freshly prepared meals, laundry facilities, and access to community rooms.

The Lofts offer 81 one-bedroom units and 17 studio units, all equipped with full bathrooms and kitchens. With a 95 percent occupancy rate, the project demonstrates the demand for such housing and services in the area. Residents have access to a business center, case management and counseling services, bike storage, laundry facilities, a community room with a kitchen, and a terrace on the fourth floor. To support residents and continue to provide them with housing, CCH provides personalized case management. On-site staff support residents by helping them obtain medical or behavioral health care (including substance treatment services), providing peer support, job training, or employment.

In addition to providing housing and health care, the project also contributed to economic empowerment for the local community. Milender White created jobs and hired residents with Section 3 status, including individuals experiencing homelessness and those reentering the community after incarceration.

Challenges

The project team navigated several challenges through innovative strategies and effective collaboration. One of the main architectural hurdles was integrating a 75-bed recuperative care facility on the lower floors with a slender 98-unit apartment tower above. The team used 4-D building information modeling to assess and resolve uses. Trade partners also assisted the design team in evaluation and finding ways to reduce costs.

The design team adopted an advanced construction method. They incorporated an off-site premanufactured Infinity light-gauge steel panelized wall and floor framing system, which was then lifted into place over a three-story concrete podium. This approach not only improved construction quality but also reduced costs by enabling tighter site setback tolerances and accelerating the construction schedule. Furthermore, the use of reclaimed light-gauge steel aligned with the project's sustainability objectives by incorporating recycled materials and minimizing site waste.

Outcomes

The Recuperative Care Center and Legacy Lofts have made a positive impact. The development has been well received by the community, the city, and, most critically, its guests and residents. This project demonstrates that housing paired with supportive services is a proven solution to homelessness. These physically connected facilities share and leverage resources while contributing to meaningful and distinct benefits and outcomes.

In 2023, the Recuperative Care Center served 628 individuals—maxing out the program's capacity, as slightly over 1,600 referrals to the Recuperative Care Center were received. The program was modeled to serve 500 people per year. Since its start, the Recuperative Care Center has served 1,276 people. Of those served, 28 percent transitioned into long-term assisted living programs, including rehabilitation or sober living programs or long-term assisted living for medical needs. Additionally, 11 percent moved into supportive housing, and 24 percent moved to transitional housing or other family reunification. For Legacy Lofts, outcomes are tracked closely as part of the SIPPPRA program because 100 percent is filled with residents receiving support through SIPPPRA. Most residents (over 80 percent) who entered Legacy Lofts were able to retain their housing successfully.

HOMELESS TO HOUSED: PROJECT PRO FORMA

NAME John Parvensky Stout Street Recuperative Care Center and Legacy Lofts	BRIEF DESCRIPTION John Parvensky Stout Street Recuperative Care Center and Renaissance Legacy Lofts is a nine-story facility offering comprehensive services to people experiencing homelessness. It features 98 affordable apartments for those transitioning to permanent housing and 75 medical respite beds for individuals with acute medical conditions. This unique facility addresses the immediate health care needs of 500 people annually.
LOCATION 2175 California Street, Denver, Colorado	
SPONSOR Colorado Coalition for the Homeless	
NUMBER OF UNITS/RESIDENTS SERVED 75 medical respite beds, 98 permanent supportive housing	
SIZE (SQUARE FOOTAGE) 118,978	

DEVELOPMENT PRO FORMA	TOTAL (\$)	PER RES./UNIT (\$)
USE OF FUNDS		
Acquisition of land and/or building	0	0
Architecture, engineering, and entitlement costs	2,463,979	14,243
Construction costs	35,576,660	205,645
Legal and professional costs (including insurance)	1,871,568	10,818
Additional equipment and related costs	0	0
Development fees	4,215,842	24,369
Interest during construction and other financing costs	951,902	5,502
Real estate taxes during construction	0	0
Other costs	1,233,731	7,131
Total uses, capital cost	46,313,682	267,709
SOURCE OF FUNDS		
Permanent debt	5,400,000	31,214
Equity (New Markets Tax Credit and Low Income Housing Tax Credit)	22,462,249	129,840
Philanthropic capital, government grants, or similar	18,451,433	106,656
Total sources	46,313,682	267,709

HOMELESS TO HOUSED: PROJECT PRO FORMA

OPERATING PRO FORMA	TOTAL (\$)	PER RES./UNIT (\$)
ANNUAL REVENUE		
Revenue from residents	137,413	794
Revenue from resident-related sources (vouchers, etc.)	1,236,719	7,149
Revenue from other sources (grants, philanthropy)	450,000	2,601
Support for wraparound services	875,068	5,058
Social Service and Resource Center revenue (Medicaid/care and hospital payments)	2,025,001	11,705
Total revenue	4,724,201	27,308
ANNUAL EXPENSES		
PROPERTY OPERATIONS (per 98 residential units)		
Salaries and administrative costs	309,448	3,158
Repairs and maintenance	104,276	1,064
Utilities	178,359	1,820
Taxes	0	0
Insurance	51,023	521
Other property-related expenses (security, misc. and mgmt. fees, vacancy and reserve deposits)	292,872	2,988
Total property operations	935,978	9,551
RESIDENT SERVICES (per 98 residential units)		
Salaries	552,450	5,637
Contract services	230,800	2,355
Other (indirect costs and misc.)	91,818	937
Total resident services	875,068	8,929
SOCIAL SERVICE AND RESOURCE CENTER (per 75 beds)		
Salaries	1,935,300	25,804
Facility and clinical operations	209,000	2,787
Contract services	176,640	2,355
Other (indirect costs, insurance, utilities, and misc.)	92,271	1,230
Total Social Service and Resource Center	2,413,211	32,176
Total expenses	4,224,257	24,418
Net revenue	499,944	2,890

About the Urban Land Institute

ULI is a nonprofit education and research institute supported by its members. Its mission is to shape the future of the built environment for transformative impact in communities worldwide. Established in 1936, the Institute has more than 48,000 members worldwide representing all aspects of land use and development disciplines.

About ULI Homeless to Housed

Homeless to Housed (H2H) recognizes that ULI members are well positioned to help address homelessness. With generous support from a growing number of ULI members, the initiative works to explore real estate solutions to the growing crisis affecting communities everywhere. Core elements of this work include conducting research, promoting cross-sector collaboration, providing local technical assistance through ULI's network of district councils, and sharing knowledge and expertise for addressing housing challenges for individuals and families.

This initiative began through the 2022 research report *Homeless to Housed: The ULI Perspective Based on Actual Case Studies*. Driven by the generosity and guidance of Preston Butcher, the report explores the role the real estate community can play in addressing the issue of homelessness. It includes a summary of lessons learned, a blueprint for how to replicate best practices in U.S. communities, and a series of case studies that demonstrate how the development community can be an active partner in addressing the critical shortage of housing in the United States. See the full report and companion case studies: uli.org/h2h.

uli.org/homelessness
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