



## **Denver Housing Authority (DHA)**

purchased the 655 Broadway property from **Denver Health (DH)** in May 2020 for \$5 million with a 99-year land lease. The adaptive reuse of this former office building will be completed in Fall 2022. DHA will operate the development and DH will provide health services to all residents, including those recently discharged from DH who lack a safe living situation in which to return.

*Rendering of 655 Broadway courtesy of Denver Housing Authority*

### **Development Name:**

655 Broadway

### **Target Population:**

Recently homeless, adults ages 62+, and people with disabilities

### **Partners:**

- Health – Denver Health and Hospital Authority
- Housing – Denver Housing Authority
- Other – Corporation for Supportive Housing

### **Location:**

Denver, Colorado

### **Health Component:**

DH Care Manager to assist with medical and social needs

### **Other Services:**

- DHA Housing Navigator to help residents find long-term housing
- DHA Resident Services Coordinator to assist residents

### **Housing Type(s):**

110 units, 14 of which are set aside for discharged DH patients who were homeless prior to hospitalization and need support

### **Financing:**

- Enterprise Housing Credit Investments provided \$18 million in Housing Tax Credits
- DHA leveraged the Housing Tax Credit funds through its Delivering for Denver (D3) Bond Historic Tax Credits, and FirstBank provided \$10 million in debt

### **Desired Outcomes:**

- Age in place safely and with dignity
- Access health and community-based services
- Transition into permanent housing
- Reduce hospital readmission
- Free up beds for those with serious (acute) conditions

### **Project Contacts:**

- Dr. Sarah Stella, DH  
sarah.stella@dhha.org
- Haley Jordahl, DHA  
haley.jordahl@denvergov.org



**St. Anthony Summit County (Centura Health)** is completing the system's first workforce housing project on the site of the original medical center in Frisco, Colorado. **Traditional Neighborhood Developers** is building this 37-unit mixed-use project.

St. Anthony's must attract and retain talented caregivers, which is challenging with the housing crisis in resort communities. In the early 2000s, the hospital employed approximately 90 people and today, its staff has grown to over 500.





In fall 2019, **St. Joseph Hospital (SCL Health)** in Denver, Colorado, re-opened Tammen Hall. Developed by MGL Partners, this adaptive reuse of a historic building on the edge of the hospital campus provides 45 affordable apartments serving adults ages 62+.

The eight-story building first served as a nurse dormitory for Children's Hospital, later became medical offices, was designated a Denver historic landmark in 2005, and stood vacant over 15 years. Developed as a public-private partnership, the 52,000 square-foot building includes one- and two-bedroom units, common areas on the first and top levels, exercise room, courtyard, and a rooftop patio for residents.



**Lutheran Medical Center (Gundersen Health)** had a difficult time finding and retaining employees due to the lack of quality affordable housing in La Crosse, Wisconsin. Gundersen converted an 111-year-old building on its campus into rental lofts.

While originally the bottling plant for Gund Beer, the historic building was donated to Gundersen in the early 2000s along with five acres. The development was a priority for the city due to its visible location near downtown. Gorman & Company was awarded Housing Tax Credits and historic tax credits for the development. The Historic Gund Brewery Lofts includes 86 mixed-income rental lofts. Many of Gund Brewery Lofts' residents are employees of Gundersen Health.



Over a decade ago, **Nationwide Children's Hospital** in Columbus, Ohio, began investing in housing in the adjacent area. They funded renovations of existing and abandoned homes and multi-unit complexes.

They built relationships with nonprofits, resident leaders, and city agencies, partnering on investments and services. A recent article in a pediatrics journal referred to this approach as treating a "neighborhood as a patient," by reducing the stressors on high-poverty communities. Results include improved home values, decreased vacancy rates, and several positive health indicators.



**Johns Hopkins Medicine** catalyzed the formation of the Homewood Community Partners Initiative, which focused on the ten neighborhoods around their Homewood campus, in Baltimore, Maryland, including the health system and the university.

Joined by the Central Baltimore Partnership (15 community and neighborhood organizations, foundations, and anchor institutions), the collaborators developed an overlay plan for these neighborhoods; identified 29 priority projects including blight removal, housing, and commercial development; and raised funds for project implementation.



**New Jersey Housing and Mortgage Finance Agency (NJHMFA) and Saint Joseph's Health's** partnership is based on the premise that "Housing is Health." NJHMFA'S Hospital Partnership Subsidy Program matches dollar-for-dollar funds from participating hospitals, and this project was the first funded through the program.

The one-, two-, and three-bedroom apartments are affordable to individuals and families with low and moderate incomes, which may include hospital employees. The development is located one block from the hospital.



**Bon Secours Community Works** in Baltimore, Maryland, addresses physical, social, structural, and economic conditions. They build state-of-the-art facilities and renovate existing rowhomes into affordable housing for individuals, families, older adults, and people with disabilities.

Bon Secours Community Works currently owns and operates over 800 units of affordable housing within eight developments that are conveniently located near transportation, shopping, recreation, and health services. Onsite Resident Service Coordinators identify resident needs such as employment, food, and medical/social services, and also make referrals to Bon Secours services.



**Kaiser Permanente (KP)** established a \$200 million Thriving Communities Fund in 2018 to address housing instability and homelessness and by 2021, helped preserve and create 5,000 affordable housing units. Qualifying developers and building owners must create Health Action Plans for residents.

The Thriving Communities program is supported by multiple funds. The Rx Home Fund, a revolving low-interest loan fund with matching funds from Enterprise Community Partners, is available in all states KP serves, including Colorado. The Housing for Health Fund is a multi-investor equity fund to acquire and preserve naturally occurring affordable housing (NOAH) in northern California. The Bay's Future Fund and Supportive Housing Fund also support northern California.



**UnitedHealth Group (UHG)** announced a \$100 million investment in the Health & Housing Fund in April 2022, bringing their total affordable housing investments to nearly \$800 million.

Construction from this recent investment is underway in East Point, Georgia; Monroe, North Carolina; and Beaverton, Oregon. These three affordable communities will provide nearly 250 homes for older adults and families. This brings the total homes UHG helped create to over 18,000, serving individuals and families struggling with housing insecurity. UnitedHealth Group is the parent company of Optum (care delivery), UnitedHealthcare (insurance plan), and other health-related companies.



**Henry Ford Health System and Detroit Medical Center** joined with **Wayne State University** as investors in **Midtown Detroit Inc. (MDI)**.

MDI is a nonprofit planning and development organization that supports neighborhood maintenance and revitalization through new mixed-income housing, commercial activity, and infrastructure investments. MDI has facilitated funding for over 40 residential developments, resulting in over 1,000 new units of housing.



**Bon Secours Health** started an inclusive community planning process in 2010 in Richmond, Virginia. That evolved into partnerships with the **Maggie Walker Community Land Trust, Virginia Credit Union, Project HOME, and Housing Opportunities Made Equal** to help bring the wealth-building benefits of affordable homeownership to scale.

This holistic health approach looks at stabilization and revitalization as a long-term effort to address health disparities and achieve equity for their neighboring communities. Healthy communities are linked with individual health outcomes. The health system invests \$3.4 million per year toward upstream social determinant areas, such as affordable housing strategies.



**Trinity Health's Community Investing Program** has provided low-cost, flexible capital for 20 years to support the work of **Community Development Financial Institutions (CDFIs)** in lending to vulnerable communities around the U.S.

In FY 2021, Trinity committed \$46 million in loans to 31 organizations improving community conditions around housing, facilities, education, and economic development. One example is a newly constructed, affordable housing development in Idaho. Tenants earn approximately 60 percent AMI, with 15 of the 80 units set aside for families with children in the local school district who were found to be housing insecure.



With a 99-year land lease from **Urban Land Conservancy, Columbia Ventures**, developed Viña Apartments, providing 150 new affordable apartments. **Tepeyac Community Health Center**, a Federally Qualified Health Center, is also being built on the site to serve individuals and families with low income or who are medically underserved.

**Development Name:**  
48th & Race Street

**Target Population:**  
Individuals and families with low income who use Medicaid or are medically underserved

**Partners:**

- Health – Tepeyac Community Health Center
- Housing – Columbia Ventures
- Others – Urban Land Conservancy (land lease), SB Clark

**Location:**  
Denver, Colorado

**Health Component(s):**  
Medical, behavioral, dental, pharmacy, health promotions

**Other Services:**  
Food retail

**Housing Type(s):**  
Rental – studio to three-bedroom, serving residents with incomes at or below 30 to 80 percent AMI

**Financing:**

- Housing Tax Credits, New Markets Tax Credits, land lease, bridge loan, guarantees, soft money
- \$3.5 million in program-related investments
- Funding from The Colorado Health Foundation, City of Denver, and other foundations

**Desired Outcomes:**

- Provide long-term housing stability
- Support local health care needs

**Project Contacts:**

- Urban Land Conservancy:  
Aaron Miripol  
aaron@urbanlandc.org
- Tepeyac Community Health Center  
Kristin Weber  
kweber@tepeyachealth.org
- Columbia Ventures  
Diana Stoian  
dstoian@columbiaven.com





The **Colorado Coalition for the Homeless** will open its Stout Street Recuperative Care Facility in late summer 2022 in Denver, Colorado. It will contain 75 units for medical respite on the first three floors of the Renaissance Legacy Lofts, which provides 98 Permanent Supportive Housing units.

The Recuperative Care Facility serves people experiencing homelessness with acute medical or behavioral health conditions who have been hospitalized and cannot safely be discharged to shelters or the streets. Amenities on the recuperative floors include a commercial kitchen and dining room, commercial laundry, medical exam suites, and “step-down” hospital beds in semi-private spaces for medical observation. Residents of the entire building also have access to a business center, case management and counseling services, bike storage, laundry facilities, a community room with kitchen, and a fourth-floor terrace. This facility meets the standards for Medical Respite/Recuperative Care Programs.



**Volunteers of America Michigan, Sparrow Health System, Ingham County Health Department, and Holy Cross Services** partnered in Lansing, Michigan, to serve homeless veterans. This collaborative opened its doors in 2014.

At the time, this was the second veteran’s project in the nation to combine housing with integrated health care delivery, and wraparound services by a community-based organization. In 2019, the effort received an award for helping end homelessness among veterans in Lansing.



**Mental Health Center of Denver's (MHCD)** Dahlia Campus in Denver, Colorado, was built adjoining to an established **Denver Health** clinic. MHCD conducted three years of community engagement before opening Dahlia.

The 46,000 square-foot Dahlia Campus includes classroom and counseling space, three acres of garden and farm amenities, and a preschool run by Sewall Child Development. The design creates social connection and healthy wellbeing opportunities for community members of all ages.



Mercy Park in Chamblee, Georgia, offers 79 affordable homes for older adults at the Senior Residences. The development is operated by **Mercy Housing**, and healthcare services are provided by **Mercy Care** (a Federally Qualified Health Center), part of **Saint Joseph's Health System**, and **Trinity Health**.

In addition to living within walking distance of adult and pediatric primary care, dental, and behavioral health services, residents of Mercy Park are only two blocks from a transit station and other neighborhood connections and resources.



Yale Station Apartments, developed by **Mile High Development** and **Koelbel & Company**, offers affordable housing to older adults, with onsite dental care provided by Corson Dental. The 75,000 square-foot, six-story building is at the Yale and I-25 light rail station in Denver.

Yale Station Apartments serves households with incomes at or below 40 percent to 60 percent AMI. This allows older adults to have affordable housing, access to dental care in their building, and be within walking distance from transit and other amenities in the area.



This initiative provides health care coordination onsite for older adults living in **Grand Junction Housing Authority (GJHA)** properties and those in the community receiving rental assistance. **Rocky Mountain Health Plans (RMHP)** trained two of GJHA's resident service coordination staff to deliver Health Care Coordination (e.g. trauma-informed care, disability competency, pain management, assessments, and HIPPA-compliant database input). This creates a single contact point, streamlining services.

*Photo courtesy of GJHA*

**Development Name:**  
Integrated Community Care

**Target Population:**

- Older adults and older adults with disabilities, ages 62+
- Estimated that 75 percent of GJHA older adults are RMHP (Medicaid) members

**Project Partners:**

- Health – Rocky Mountain Health Plans (owned by United Healthcare)
- Housing – Grand Junction Housing Authority

**Location:**

Mesa County, Colorado

**Health Component:**

Health Care Coordination

**Other Services:**

Resident Service Coordination

**Housing Type(s):**

Subsidized rental housing and households receiving rental assistance

**Funding Sources:**

- RMHP – care coordination cross-training and \$40,000 to underwrite staff
- Grant funding of \$115,000 from Net50 Initiative, Rocky Mountain Health Foundation, and the Dave & Mary Wood Foundation via Western Colorado Community Foundation

**Desired Outcomes:**

- Increase primary care access
- Reduce acute care (Emergency Department) visits and associated health care costs
- Improve housing stability and eviction prevention

**Project Contacts:**

- GJHA: Scott Aker, [saker@gjha.org](mailto:saker@gjha.org)  
Holly Webster, [hwebster@gjha.org](mailto:hwebster@gjha.org)
- RMHP: Patrick Gordon, [patrick.gordon@uhc.com](mailto:patrick.gordon@uhc.com)  
David Mok-Lamme,  
[david.mok-lamme@uhc.com](mailto:david.mok-lamme@uhc.com)



**United Health Care (UHC)** financed **Chicanos Por La Causa's** purchase of two apartment complexes in 2016. The Palms and The Residences, both in Phoenix, Arizona, provide 499 housing units (studio, one-, and two-bedroom). Both complexes are within five miles of the **Maryvale Community Service Center**, which provides primary care and behavioral health.

Up to 100 units are set aside for UHC clients at reduced rents (all are less than or equal to 50 percent AMI and most are less than or equal to 30 percent AMI). UHC selects potential tenants from its Medicaid and other health plans, giving priority to those who have experienced homelessness or frequently visit emergency departments (ED). UHC's health navigators work with tenants to meet their health care needs. Other services available include SNAP and WIC nutrition classes and food vouchers, and donated food boxes, including ones specially prepared for persons with diabetes. **Maricopa Integrated Health System** invested \$100,000 to purchase units and housed patients, including their 10 highest ED users.



**Boulder County, Boulder Shelter for the Homeless, The Inn Between of Longmont, and Mental Health Partners** have received 20 vouchers from **Colorado's Department of Local Affairs** to help provide Permanent Supportive Housing for people facing homelessness.

All partner agencies are part of the Homeless Solutions for Boulder County. The housing vouchers have an equivalent value of up to \$1 million over four years. Mental Health Partners provides behavioral health services and assists with access to supportive social services. This integration helps vulnerable residents lead healthier lives and improves the health of the community.

*Photo courtesy of GJHA*



**Pueblo Rescue Mission, Health Solutions, and the Pueblo Housing Authority** partnered to develop The Right Place. This is a 35-unit, Permanent Supportive Housing development serving people experiencing homelessness, particularly veterans and those with a history of behavioral health diagnoses.

This will be the first project of its kind in Pueblo, Colorado. As an accountable care organization (ACO), Health Solutions serves 75,000 members in its region with medical and behavioral health care as well as care coordination. Health Solutions will coordinate a complete menu of supportive services for residents, in conjunction with the Veterans Affairs and Pueblo County Sheriff's Office.



To better serve individuals experiencing homelessness and other high-frequency users of health care systems, many housing authorities and nonprofit developers are contracting with Federally Qualified Health Centers (FQHCs) and Community Mental Health Centers (CMHCs) to deliver onsite services. Local examples include **Colorado Coalition for the Homeless, Denver Health, Clinica Family Health, Mental Health Center of Denver, Salud Family Health Centers, and Stride** (formerly Metro Community Provider Network).



**Crestone Peak Community Housing** is developing the **Living Wisdom Village**, which offers 20 rental homes serving older adults in Crestone, Colorado. These energy-efficient modular units will provide predictable expenses and allow residents to retain established local connections.

The development site is on almost five acres of land near Crestone Charter School and three blocks from town with a connecting walking/bike path. Crestone Peak has selected indieDwell, a modular home company based out of Pueblo, Colorado. A \$55,000 grant from the NextFifty Initiative enabled Crestone Peak to hire an architect and complete the design phase. The development will serve residents with incomes at or below 30 to 80 percent AMI. Currently, there are 50 names on the waitlist.



Sanderson Apartments, owned and operated by the **Mental Health Center of Denver (MHCD)**, is located in Denver's Mar Lee neighborhood. Opened in 2017, it offers Permanent Supportive Housing for residents experiencing chronic homelessness.

The building was designed using trauma-informed principles. For instance, **Davis Partnership Architects** added an open-sky courtyard into design plans after MHCD staff shared their vision, which included supporting residents who might not yet be ready to sleep inside. The space is open with as few walls as possible. Additionally, closets and bedrooms were built without doors to enhance visibility for residents.



**Laradon** provides individualized services to children and adults with intellectual and developmental disabilities (IDD) and other disabilities. Located in Denver's Globeville neighborhood, Laradon ground leased the land to **Gorman & Company**, which developed two new affordable housing properties onsite, **Elisabetta** and **The Stella**.

The development was created to help residents with IDD live independently and includes neuro-inclusive design elements. **Elisabetta** offers 91 units with one-, two-, and three-bedroom apartments for residents earning between 30 percent and 60 percent AMI. Twenty-five percent of the apartments will be set aside for residents living with a disability. **The Stella** is a 132-unit affordable development with 16 project-based vouchers for individuals with disabilities that are at-risk or currently experiencing homelessness (eight are Permanent Supportive Housing administered by DHA and eight can be sourced by Laradon for clients transitioning out of institutions.) The combined waitlist for these two properties is over 500 applicants.



**Valor on the Fax** is the result of a partnership between the **City and County of Denver**, who purchased the land with a 99-year affordability lease; **Brothers Redevelopment (BRI)**, who will develop a Permanent Supportive Housing community; and the **Brain Injury Alliance of Colorado**, who will provide trauma-informed design and onsite services.

**Valor on the Fax** provides 72 supportive housing units to serve residents formerly experiencing homelessness, with a focus on those who sustained an acquired brain injury or related disability. **Valor on the Fax** will offer one-, two-, and three-bedroom units to households earning up to 30 percent AMI. The property's trauma-informed design has created a therapeutic environment. The Brain Injury Alliance will provide comprehensive services to tenants, including resource navigation, job training, and recreational and wellness activities. BRI will use the first-floor commercial space to provide housing-related services to residents of the East Colfax neighborhood.