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WHEDco is a community development organization founded on the radically simple idea that all people deserve healthy, vibrant communities. Our mission is to give the South Bronx access to all the resources that create thriving neighborhoods: from high-quality early education and after-school programs, to fresh, healthy food, cultural programming, and economic opportunity.

**AFFORDABLE HOMES**
Beautiful homes are the foundation for healthy and stable families. We currently provide homes for 800+ people in two housing developments in the South Bronx – Urban Horizons (opened in 1997) and Intervale Green (opened in 2009). We broke ground on our third and most ambitious development, Bronx Commons, in January 2017, which will create an additional 305 affordable homes.

**EDUCATION & YOUTH DEVELOPMENT**
Every child deserves quality learning opportunities beginning at an early age. Each year, we foster high academic achievement for over 3,100 children from infancy through high school in our EarlyLearn, Head Start, Home-Based Childcare (HBCC), After School Enrichment and Teen College Access programs.

**COMMUNITY & ECONOMIC DEVELOPMENT**
In both difficult and robust economic climates, small business development remains an effective pathway to financial security. Each year, we help over 500 individuals launch and operate small businesses through our Home-Based Childcare Programs, Bronx CookSpace incubator kitchen and community-based Commercial Revitalization initiatives.

**FAMILY SUPPORT & COUNSELING SERVICES**
We provide a support system to over 3,000 individuals and their families each year, connecting them to physicians, mental health counselors, nutritionists, public benefits, housing and employment assistance, legal aid and immigration services, and emergency food.

**ARTS & CULTURE**
Arts and culture give communities a sense of pride. Last year, 5,000 people attended free arts programming offered by our Bronx Music Heritage Center. The Bronx Music Heritage Center will expand into The Bronx Music Hall, a performance venue and the cultural centerpiece of the Bronx Commons development, in 2019 upon the building’s completion.
Dear friends,

The Bronx has undergone a dramatic transformation. The fires and disinvestment that defined the borough in the '70s and '80s are history, thanks to the resilience, courage and determination of the people who work and live in the borough.

Since the day we were founded in 1992 we have been part of a collective, concerted effort to revitalize the borough and make it a place everyone can be proud to call home. Much has been accomplished, but more remains to be done.

For 25 years we have ensured that people who live, work, and attend school in the South Bronx have access to the things we all need to succeed. We do this through our affordable housing developments that combine beautiful, environmentally-friendly design with amenities and services our residents need; through our education programs that serve children from birth to college; through support services that help people start and run small businesses so they can provide for their families, and more.

Now, as we commemorate our 25th anniversary, we are shifting into a new phase, beginning with the transition of the organization’s presidency from Nancy Biberman to Davon Russell, who has worked alongside Nancy for 20 years to build WHEDco into an industry leader. Meanwhile, Nancy will serve as Senior Advisor for Housing Development to WHEDco’s Bronx Commons development through its completion in 2019.

We have also embarked on a new strategic plan that focuses on enhancing, deepening, and elevating our work.

You can read about our plans for the future and about our recent work in the pages ahead. As always, we are deeply thankful for your continued support.
In 2017, WHEDco delineated its Strategic Plan for 2017-2019 to guide our work through our 25th year and beyond. With this strategic plan, we affirm our commitment to supporting the human, economic, and legal rights of children, mothers, immigrants, families and people of all races, ethnicities, and origins, and to engaging community members, small businesses, nonprofits, and other community stakeholders in setting the course for the neighborhoods where we work.

GOAL 1: IMPLEMENT IN THE SOUTH BRONX A NATIONAL MODEL FOR AFFORDABLE HOUSING DEVELOPMENT THROUGH BRONX COMMONS

Bronx Commons is best-in-show in terms of mixed-use affordable housing development. Its 305 apartments will serve a diversity of households, from formerly homeless families and households earning 30% of area median income, to those earning up to 110% of area median income. It will feature a world-class music and dance performance venue, the Bronx Music Hall (BMH), which will provide economic opportunities to working artists and educational and training opportunities to students and emerging artists. The BMH will attract tens of thousands of audience members and visitors each year – bringing recognition to Bronx arts and critical dollars to the local economy. Synergistic commercial and retail space in Bronx Commons will ensure that locals and visitors alike have a place to eat, shop, and enjoy themselves before and after performances.

GOAL 2: ELEVATE OUR RESEARCH BODY OF WORK AND POLICY AGENDA

Over the past 10 years, WHEDco has invested heavily in building a customized database to track client outcomes across our programs, and developed a Department of Research, Policy, and Evaluation to develop measurements for our programs, collect data, organize focus groups, conduct surveys, evaluate our processes and services, and assess our outcomes and impacts. The result is a significant body of critical information that we use daily to inform our services and to grow, adapt, and innovate as an organization. We are putting this information to work at a higher level – producing research findings and engaging in policy and advocacy issues armed with the most up-to-date data from the field.

GOAL 3: ENHANCE OUR INTERNAL INFRASTRUCTURE AND STAFF CAPACITY

We are committed to supporting the continued excellence of our staff, and to developing the skills and abilities of the current and future leaders of the organization. Further, we are committed to ensuring WHEDco’s ability and sustainability in using and improving system-wide technology for the purpose of organizational operation, program implementation, and public outreach, information, and promotion, to continue providing the highest quality services and experiences to our community.

GOAL 4: DEEPEN AND STRENGTHEN OUR COMMUNITY IMPACT

We know, and research shows, that infants and toddlers develop more rapidly in the early years of their lives than any time after, and that there is a critical gap in early child development in lower-income communities. Our two-generation approach addresses the needs of whole families – including parents and children, and the educators and caregivers who serve them – and seeks to close that gap through high quality early childcare. We also focus on critical junctures in youth development, including middle school and supporting teens to continue their education, graduate high school and go on to college. Education, mental health and wellness, economic opportunities, safe and vibrant communities, and many other positive interventions make up the fabric of our work. Over the next three years, we will continue to deepen and strengthen the areas where we make the greatest impact.

Participatory Neighborhood Planning is the foundation of WHEDco’s work. The community must be authentically involved in identifying needs, envisioning solutions, and enacting change.
WHEDco provides homes for 800+ people in two housing developments in the South Bronx. Our flagship building, Urban Horizons, is located in the Concourse/Highbridge/Mount Eden area and features 132 apartments. Intervale Green, which opened in 2009 in the Crotona Park East and Morrisania area, consists of 128 apartments. We broke ground on our third and most ambitious development, Bronx Commons, in January 2017, which will create an additional 305 affordable homes.

CASE STUDY IN TRUE AFFORDABILITY

In 2017, WHEDco published the first in a series of three briefs that focus on the Urban Horizons affordable housing development. The first brief offers a glimpse into the tenants of Urban Horizons - 40% of whom have been living in our building since it opened in 1997 - and how they compare to other neighborhood residents across different quality-of-life measures. Our study concluded that residents of Urban Horizons are faring better than the average community resident across key indicators, including educational outcomes, household income, and rent burden.

Urban Horizons also underwent a refinancing that will facilitate needed building capital improvements. The refinancing was structured in a way that will allow the rents to remain as affordable as possible, while coming closer to covering the operational costs of the building. The new rents will continue to be lower than the neighborhood average, ensuring that our tenants will be able to remain here for years to come.

ENERGY RETROFIT

Our buildings incorporate environmental sustainability measures that allow us, in part, to reduce our energy costs and to ensure that our buildings remain as affordable as possible.

From 2008 - 2013, we conducted a cellar-to-roof energy retrofit of Urban Horizons to reduce carbon emissions, energy use and utility costs, featuring an onsite Combined Heat and Power (CHP) cogeneration system.

A 2017 analysis of the energy-saving benefits of the Cogeneration System at Urban Horizons demonstrated that WHEDco is currently saving more than $25,000 on utility costs every year.

The combined heat and power system, also known as CHP or Distributed Generation, offsets costs by producing energy on-site using natural gas, which results in higher efficiency than separate production. The CoGen System not only produces heat and power for the entire building, but it also serves as an emergency backup for the elevators, lighting in common areas, and our servers.
**BRONX COMMONS**

In January of 2017, WHEDco broke ground on Bronx Commons, our third and most ambitious affordable housing development. Spanning seven income bands, it will be affordable to formerly homeless individuals and families, as well as households with incomes ranging from **30% to 110% of Area Median Income (AMI)**.

**Bronx Commons is a 426,000 sq. ft., $170 million mixed-use campus in Melrose, developed by WHEDco together with BFC Partners.** It will transform the final undeveloped parcel of the Melrose Commons Urban Renewal Area into a vibrant center for living, working, learning, shopping, and entertainment, including:

- 305 Affordable Apartments
- A Green Public Plaza, a Rooftop Farm and Rooftop Terrace
- Retail and Dining
- The Bronx Music Hall

Completion of Bronx Commons is expected in 2019. Danois Architects is the design architect for Bronx Commons. WXY Architecture + Urban Design is the architect for the Bronx Music Hall.

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**In 2017, The Richman Group and RichMAC awarded WHEDco and BFC Partners the 2017 Creating a Dynamic City Award for their work on Bronx Commons.**
**INTERVELE GREEN ROOFTOP URBAN FARM**

Opened in 2009 in the Crotona East section of the Bronx, Intervale Green is a symbol of WHEDco’s commitment to responsible stewardship of our planet. With 128 affordable apartments, the building features a rooftop urban farm that fosters a relationship between residents and nature, leading to a greener, healthier community.

During the 2017 farm season, nutrition efforts took center stage thanks to an increase in the number of workshops and food demos hosted at the farm, in partnership with organizations such as Cornell Cooperative Extension, Food Heaven Made Easy, and eat2explore. *Throughout the year, we hosted 15 events and held weekly giveaways, distributing produce to more than 80 families throughout the year.*

**URBAN HORIZONS STUDENT GARDEN**

In 2017, volunteers from LISC NYC and Deutsche Bank joined Rebuilding Together NYC to revitalize WHEDco’s Urban Horizons Student Garden, which is cared for by students in grades K-8th from WHEDco’s After-School Enrichment Program at PS/MS 218, as well as 3- and 4-year olds from our Urban Horizons Early Childhood Discovery Center. The garden provides experiential learning opportunities for young students, while providing fresh produce to a population that currently has limited access to fresh foods.

Volunteers installed a foundation for the greenhouse so that it could be used year-round, landscaped the garden with native plants, and installed raised beds to allow students to grow vegetables and herbs.
Our comprehensive place-based approach to community development centers on revitalizing the neighborhoods surrounding our buildings. We work with local residents and merchants to improve the area’s quality of life and to spur commerce and creativity grounded in the community’s vision, assets and hopes.

In 2017, we partnered with merchants around the Jerome Avenue corridor to conduct a study of local businesses’ needs across multiple sectors. Supported by our Research Department, we examined the findings from our decades-long experience serving area families, and channeled this rich data into City and community-led planning processes around the Jerome Avenue Rezoning. We wrote and delivered testimony at multiple rezoning hearings, deepened local elected officials’ and City agencies’ understanding of area issues, and affirmed the need to protect tenants and businesses at risk of displacement. We also activated commercial corridors and promoted merchants during Bronx Fall Fest on Walton Avenue and a holiday lighting installation on E. 167th Street, and we created the “Your Neighborhood, Your Business” campaign to promote local shopping.

In Crotona Park East/Morrisania, the neighborhood surrounding Intervale Green, we carried out targeted improvements and special initiatives—such as a Vendor Pop-Up Market—to increase economic vitality, given a $168.5 million retail gap on Southern Boulevard, as part of the Commercial Corridor Challenge, a collaboration of Local Initiatives Support Corporation (LISC) NYC, Citi Community Development and the NYC SBS Neighborhood 360° Program. We also completed and presented the findings of the Southern Boulevard Commercial District Needs Assessment (CDNA), which incorporated surveys of the physical environment and feedback from over 400 community members and other key stakeholders.

In the Melrose neighborhood, we coordinated with area organizations, artists and city agencies on the Bronx Commons groundbreaking. We extended our community advocacy efforts to improve transportation access and pedestrian & community safety. We continued to collaborate with NYC Parks, a local college and area residents on our 3rd Boogie Down Booth®—a creative place-affirming public art initiative—before its closing in June 2017. We also led several initiatives in the neighborhood to celebrate pride of place, including an interactive oral history project with Melrose residents, the 3rd annual Bronx Music @ Melrose street event, retail space tours for entrepreneurs, and our Holiday Tree Lighting community activity.

WHEDco believes that successful affordable housing must be anchored in strong communities that residents can be proud of.
Every year, WHEDco ensures that thousands of children from early infancy through preschool have access to high-quality, affordable childcare and early childhood education.

Our Early Childhood Discovery Center, an EarlyLearn NYC Head Start program in our Urban Horizons building, serves 111 preschool children. The full-day, full-year program offers a nurturing environment that allows children to develop confidence, think creatively, analyze information and communicate effectively. Every year, 100% of students graduate ready for kindergarten, setting them on a path toward success.

Meanwhile, our Home-Based Childcare Program served 14,000 childcare providers across the city in 2017 who, in turn, served 25,000 children. We also ensured that 30,000+ unlicensed childcare providers in NYC were meeting health and safety childcare standards.

Home-based childcare has a triple bottom-line economic impact: income-generation opportunities for childcare providers; ability for parents to pursue employment and educational opportunities; and high-quality early childcare settings for children to help them start on a strong path to development, health, and learning.

“What I loved the most about the Early Childhood Discovery Center was the personalized attention. It was a beautiful experience, especially for families in need, like ours.'

Julissa Vargas, whose son graduated from the Discovery Center in 2017
In 2017, 432 licensed providers in WHEDco’s network grossed $25,278,945 in revenues for their childcare businesses, equivalent to $58,500 on average per provider.

- 835 childcare providers participating in the WHEDco-administered Child and Adult Care Food Program served over 2.25 million meals and snacks to 11,088 children and were reimbursed $4 million for the healthy food they provided.
- More than 13,600 license-exempt providers screened by WHEDco cared for more than 20,000 children across the city, allowing parents to maintain or seek employment and pursue studies or job training.
We offer three school-based extended day programs, a Teen Program and a Summer Arts Day Camp, coupled with comprehensive in-school mental health services for children and their families during the school day.

Our programs provide academic and cultural enrichment, infusing arts, physical fitness, and social justice leadership into the education and development of over 1,200 young people annually.

**PROJECT STEP**

Project STEP (Students Toward Educational Promise) is a middle-to-high-school transition program led by WHEDco at PS/MS 218 for students in grades 6th-8th, which combines critical thinking, social activism and academic enrichment.

Students receive comprehensive support during the high school admissions process, including one-on-one sessions with WHEDco staff, exam preparation for the NYC Specialized High School Admissions Test, and access to high school fairs.

Every year, graduates of Project STEP leave PS/MS 218 to begin their academic journeys at some of the City’s top high schools, including Bard High School Early College Queens, The Bronx High School of Science, Young Women’s Leadership School, Talented Unlimited High School, and Manhattan Village Academy.

**TEEN PROGRAM**

Our Teen Program is a college access initiative primarily geared for high schoolers who live or attend school in the South Bronx. It provides high quality programming to combat the barriers encountered by many students attempting to complete high school and go to college.

Serving students in grades 9 through 12, the Teen Program engages its participants throughout the school year through educational, cultural, and recreational activities, while providing them the academic support they need to succeed and exposing them to career exploration opportunities through partner organizations.
MEET MARIO YNFANTE
TEEN PROGRAM GRADUATE, 2017

Mario Ynfante participated in WHEDco's Teen Program throughout his high school years, from 2013-2017. In 2017, he was accepted into Manhattan College, and was named one of the recipients of the Garden of Dreams Inspire Scholarship.

Mario says that the Teen Program was the most important influence in his life outside of school. He credits the countless experiences he had at the program for helping to shape him into the person he is becoming every day.

'Because of Teen Program and its exposure to the Garden of Dreams Foundation, my best friend Joe, who also attended Teen Program, and I will be going to college for free.'

Mario Ynfante, Teen Program graduate

TEEN LEADERSHIP CENTER RENOVATION

In December of 2017, we celebrated a ribbon cutting ceremony at our Teen Leadership Center, which underwent a significant transformation thanks to our longstanding supporters at the Garden of Dreams Foundation, as well as the NHL, the New York Rangers, the Smilezone Foundation, and Brightcore Energy. Enhancements to the Teen Leadership Center included new equipment and technology, as well as much-needed capital improvements, such as upgrades to our HVAC system, flooring, and lighting.
JUST ASK ME (JAM) PROGRAM

JAM, or Just Ask Me, is a peer-led program for students from sixth through eighth grade, which seeks to provide awareness and knowledge to teens about sexual health and relationships, and to empower and further the knowledge of the high school students who serve as peer educators.

In 2017, JAM served 72 students in grades 6th-8th. Additionally, it was expanded to serve a small group of 5th graders in WHEDco's After School Enrichment Program. Overall, students participating in JAM have substantially improved their knowledge of sexual health issues, based on pre- and post-assessment studies of participants.

Our yearly assessment revealed that, upon completing the program, JAM students showed a strong grasp of the concept of "consent" and had learned about effective, respectful communication practices. The students also expressed knowledge about how to respond if someone makes homophobic or transphobic remarks. On the subject of STI's and protection, the students demonstrated increased knowledge about appropriate forms of contraception and protection. The eighth grade students, most of whom had participated in JAM for three years, expressed that the protection and consent topics had the most impact on them, and that between the first and last year of JAM, they became more comfortable and knowledgeable about sex education.

'I like this program because you learn about sexual education, how to protect yourself in the future and what’s happening in your body right now.'

Carissa Delgado, a 12-year-old student
FAMILY SUPPORT SERVICES

We foster stability for thousands of low-income families each year, connecting them to critical resources and providing pathways to healthy and successful lives. Services include emergency food assistance through our Community Food Pantry, public benefits counseling & enrollment, legal & immigration counseling, mental health counseling, and support groups. We also provide social workers to three partner schools and to our Head Start program to offer school-based student and family support.

MEET NANCY
VOLUNTEER FOR 20 YEARS

Nancy has lived in the Bronx since 1996, and has been a part of the WHEDco family for nearly 20 years. She first came to WHEDco seeking assistance to address personal and family challenges, and says that she was able to get through a very difficult time in her life as a result of the support she received. After experiencing firsthand the life-changing opportunities that WHEDco provides, she decided to stay on board as a volunteer, as a way to help others in need. As a volunteer in our Family Support Department, Nancy does a little bit of everything: from helping out weekly in our food pantry and handing out turkeys during our annual Thanksgiving giveaway, to sorting clothes for donations.

'Becoming part of WHEDco has been a wonderful experience, and it’s been a big help in every sense of the word.'
Nancy, WHEDco volunteer
In 2017, the BMHC’s ongoing Bronx Rising! series attracted over 650 attendees, while its Community Arts Lab initiative provided classes in salsa, hip hop, conga, piano, and guitar for 135 students, including children and adults. Overall, the BMHC serves more than 5,000 people every year.

**NEW HOME**

The Bronx Music Hall (BMH), to be located in WHEDco's Bronx Commons, will serve as the permanent home of the BMHC. It will attract local residents and visitors from far and wide, who will gather at this space to learn about the Bronx’s rich and vibrant musical legacy through live performances and rich educational programming.
In 2017, Bronx CookSpace, our commercial kitchen incubator, was part of the Morgan Stanley Strategy Challenge, an 8-week engagement that paired us with a team of financial services professionals that sought to recommend how we could price our rental fees and technical assistance to better serve entrepreneurs while improving the kitchen’s financial sustainability.

After a careful assessment and planning process that included interviews with our clients to learn more about their needs, Bronx CookSpace announced that it would expand its services to streamline the kitchen experience as part of a new program model. Bronx CookSpace also developed a plan to make capital improvements and phase in new equipment, prioritizing projects based on health / safety concerns and energy savings.

As part of our new model, clients can expect to receive more individualized attention and services, more control over booking and billing, more opportunities to learn and network, a new membership structure, and new equipment.
## UNRESTRICTED REVENUES

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## ASSETS

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## LIABILITIES & NET ASSETS

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OUR FUNDERS

WHEDco’s mission is made possible with funding from Government sources including:

- Humanities New York
- National Endowment for the Arts
- New York City Administration for Children’s Services
- New York City Council
- New York City Department of Cultural Affairs
- New York City Department of Education
- New York City Department of Health and Mental Hygiene
- New York City Department of Small Business Services
- New York City Department of Transportation
- New York City Department of Youth and Community Development
- New York City Human Resources Administration--Emergency Food Assistance Program
- New York State Council on the Arts
- New York State Department of Health, Division of Nutrition
- New York State Department of Parks, Recreation and Historic Preservation
- New York State Education Department
- New York State Office of Children and Family Services
- New York State Office of Temporary and Disability Assistance
- United Way--Emergency Food and Shelter Program
- United Way--Hunger Prevention and Nutrition Assistance Program

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- Barretto Bay Strategies LLC
- Benchmark Title Agency, LLC
- BerlinRosen
- Bernard and Anne Spitzer Charitable Trust
- BFC Partners
- Bronx Jiu-Jitsu
- Bronx-Lebanon Hospital Center
- Brown and Brown of Garden City
- Capital One Foundation
- Chamber Music America
- Champion Courier Inc.
- Chase Community Development Banking
- Cinereach
- Citi Community Development
- Citi Foundation
- City Parks Foundation
- City Row
- Colgate-Palmolive Company
- Con Edison
- Contact Fund LLC
- Cosmo Street
- Deutsche Bank
- Dutch Productions
- Edith Glick Shoolman Children’s Foundation
- ExpandED Schools
- Fidelity Charitable Gift Fund
- Frances Valentine
- Fund for Public Health NYC
- Garden of Dreams Foundation
- Greco’s Deli
- Greenberg Traurig, LLP
- Grenadier Realty Corporation
- Hagedorn Fund
- Hirschen Singer & Epstein LLP
- HR&A Advisors, Inc.
- Irving Place Capital Management LP
- Jason D. Boroff and Associates PLLC
- Jewish Community Foundation of Greater MetroWest NJ
- JM Kaplan Fund
- Joyce and Irving Goldman Family Foundation
- Kaplan and Company
- Kenneth Cole Productions
- Laurie M. Tisch Illumination Fund
- LISC New York
- Local Projects
- Lumit Rx, Inc
- M&T Charitable Foundation
- Mainland Media & FromTheBronx.com
- Mariposa Foundation
- Marshall Wace Asset Management
- Mega Contracting Group, LLC
- Midtown Office Supplies, Inc.
- Morgan Stanley Foundation
- Morrisania Diagnostic and Treatment Center
- MUFG Foundation
- MW Eaglenwood Americas LLC
- Network for Good
- Neuberger Berman
- New Yankee Stadium Community Benefits Fund
- New York Community Trust
- New York Women’s Foundation
- New York Yankees Foundation
- Nicklaus of Florida, Inc.
- Nomiku
- Penguin Random House
- PINEBROOK RX INC
- R. Corbo Improvements
- Ray Brothers LLC
- Richman Group Affordable Housing Corp.
- Richman Housing Resources
- Rose M. Badgeley Residuary Charitable Trust
- Sam Ash Music Stores
- Santander
- Single Stop USA
- Sobel Affiliates, Inc.
- Stavros Niarchos Foundation
- Stella and Charles Guttman Foundation, Inc.
- Sweet Preserves, Inc.
- Talbots
- The American Academy of Matrimonial Lawyers
- The Bronx Beer Hall
- The Coombe Family Fund of the Greater Cincinnati Foundation
- The Hyde and Watson Foundation
- The Miami Foundation
- United Restoration Services, Inc.
- W.K. Kellogg Foundation
- Weschler
- Work Train Fight
- WXY Architecture & Urban Design
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Founder & President Emerita, WHEDco

ABOUT OUR STAFF

Total Number of Employees: 367

Full-Time Staff: 156

Part-Time Staff: 211

*Approximately 70% of our staff is from or currently lives in the Bronx.

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