

**Asian Community Development Corporation (ACDC)  
2023 – 2025 Community Investment Plan (CIP)**

**Section 1. Communities & Constituencies**

ACDC has three primary service areas: Boston - Chinatown, Malden, and Quincy. All have high populations of low to moderate-income Asian immigrant households. While our main office is in Chinatown, we have a satellite office in Malden (with one development in progress) and two housing developments in Quincy. The following breakdown of areas served includes demographic information on targeted constituents across all ACDC programs and services.

The following demographics demonstrate the need for ACDC's culturally competent programs and services targeting working-class households. For example, Area Median Income (AMI) calculations that combine Boston's Downtown and Chinatown residents significantly misrepresent the vast economic disparities between the two neighborhoods.

**BOSTON - CHINATOWN**

**Demographics** Chinatown has approximately 7,000 residents and is one of the most densely populated neighborhoods in Boston, with 57% of Chinatown residents identifying as Asian (2020 US Census). Of those who identify as Asian, almost 80% identify as Chinese (2020 American Community Survey). Most Chinatown residents are born outside of the US, with 58% of residents speaking a language other than English, and 32% report that they speak English less than "very well" (202 American Community Survey). As of the 2021-22 academic year, 52.3% of students at the Quincy Upper School (in Chinatown) identify as Asian, 64.2% of students speak a first language other than English, 17% of students are English Language Learners, and 72.7% of students are from low-income households (Massachusetts Department of Elementary and Secondary Education).

**Income & Education** Over 27% of Chinatown residents live below the poverty level (2020 US Census – determined by household incomes and sizes). 42% of households earn under \$35,000 per year, and over 45% of the lowest income earners have emigrated from outside the US (2020 American Community Survey). 62.2% of families with children under five live below the federal poverty level. 20% of householders with full-time, year-round jobs live below the poverty level.

About 20% of adults over 25 have less than a high school level of education, and over 40% of residents do not have an undergraduate college degree. The average median income for those with less than a high school degree or equivalent is \$15,225. Those with high school degrees or equivalents earn \$21,905 – a stark contrast to Chinatown

residents with a bachelor's degree, earning a median household income of approximately \$75,000.

**Housing** While the average income for Asian families in Chinatown is approximately \$15,000 per year, Chinatown currently has the highest rent of all neighborhoods in Boston at over \$3,000 a month.

## **MALDEN**

**Demographics** Of Malden's approximately 35,700 residents, Asian residents account for 20% of the city's population (2020 American Community Survey). 78% of Malden residents speak a language other than English, and 42% of multilingual residents speak English less than "very well" (2020 American Community Survey). However, few organizations in Malden have the cultural and linguistic capacity to serve the Asian immigrant community, and none aside from ACDC provide bilingual financial or homebuyer counseling.

As of the 2021-22 academic year, 23.2% of the Malden Public School district students are of Asian descent. In addition, 57.1% of students speak a first language other than English, 12.5% are English Language Learners, and 65.6% of students are from low-income households (Massachusetts Department of Elementary and Secondary Education).

**Income & Education** According to the 2010 Census, 15.6% of Malden residents live in poverty. About 40% of foreign-born Malden residents do not have a college degree.

**Housing** 21% of Malden households are severely rent or mortgage-burdened, where they pay more than half of their income toward housing costs. The number of petitions to foreclose increased by 93% from 2015 to 2016, indicating a strong need for homebuyer and financial counseling services that are key in foreclosure prevention.

## **QUINCY**

**Demographics** Between 2000 and 2018, the Asian American community in Quincy more than doubled, jumping from 13,519 in 2000 to 27,428 in 2018 (<https://www.census.gov/quickfacts/quincycitymassachusetts>). Quincy now has the highest per capita Asian American population of any city or town in Massachusetts, with 29% of the overall population identifying as Asian. 83% of American-born Asians in Quincy reported speaking a language other than English at home. 32% of all foreign-born residents in Quincy are Asian. As of the 2021-22 academic year, within the Quincy Public School district, 39.8% of students identify as Asian, 44.5% speak a first language other than English, 15.2% are English Language Learners, and 50.2% of students are from low-income households.

**Income** 12.4% of Quincy, MA residents had an income below the poverty level in 2017, which was 15.4% greater than the statewide Massachusetts poverty level of 10.5% (<http://www.city-data.com/poverty/poverty-Quincy-Massachusetts.html>)

**Housing** Almost half of Quincy residents spend more than a third of their paychecks on rent, and waitlists for subsidized housing are extensive, with many waiting for years. (<https://www.patriotledger.com/news/20181019/quincy-building-boom-leaves-low--and-middle-income-families-behind>) 50% of all Quincy residents are renters, higher than the statewide average of 38%. (<http://www.city-data.com/housing/houses-Quincy-Massachusetts.html>).

## **Section 2. Involvement of community residents and stakeholders**

ACDC values community involvement in charting our strategic direction. In developing our most recent strategic plan, which informs our CIP, we interviewed residents, community members, elected officials, and other stakeholders in each city we serve. This feedback influenced our goals and action steps, including our decision to open our first satellite office in Malden in 2018. Another distinguishing factor is ACDC's engagement of youth constituents across various program areas. As a CDC, we know that many community planning spaces are still largely homogenous, and ACDC is working to break that mold by leveling the playing field. We mobilize residents of all ages to work in

Our board demographic has evolved from a Chinatown and Chinese-focused board to one that includes Korean and Vietnamese members, as well as geographic representation from Malden, Quincy, and Dorchester (which has a large Vietnamese population). 81% of ACDC's board members are 1<sup>st</sup> or 2<sup>nd</sup> generation Asian immigrants. Among our staff of 12, 11 identify as Asian American and represent ethnicities including Chinese, Taiwanese, Korean, Vietnamese, and Sri Lankan.

Beyond our Board, our advisory committees include resident membership. ACDC recently partnered with the Mel King Institute to pilot a Resident Leadership Training Series to strengthen a pipeline process for cultivating local leadership in Chinatown.

ACDC participates in various community committees within Chinatown, and these provide space where we learn about other nonprofits' work and what they see as urgent needs among their constituents. Frequent collaborators and partners include Boston Chinatown Neighborhood Center, Chinese Progressive Association, Greater Malden Asian American Community Coalition, Metro Housing Boston, Metropolitan Area Planning Council, Pao Arts Center, and the Rose Kennedy Greenway Conservancy. These nonprofits offer workforce development, family and early education services, health care, and tenant advocacy and enable us to keep our finger on the pulse of the needs of Chinatown, Malden, and Quincy.

We have a full-time, multilingual Community Building Associate who conducts frequent outreach and relationship building with ACDC’s tenants and Chinatown residents. Because of the strong relationships our staff has built with our residents and youth, our constituents feel comfortable with sharing their challenges and needs with us.

We use creative avenues to understand community needs. In 2022, our A-VOYCE youth hosted a visioning event to collect input on the inclusion of a Boston Public Library branch in Chinatown as part of ACDC’s Parcel R-1 development. Through arts and culture activities, our youth made community planning and visioning more accessible to residents.

### **Implementation**

All our work is driven by our constituents through thoughtful and accessible community feedback sessions and being responsive to their needs, building trust-based relationships with residents, and working alongside constituents to not only serve community needs but also envision and work towards expansive possibilities for the future.

For a recent example, in 2021, ACDC launched Hudson Street Stoop. In this creative “placekeeping” program, local artists and residents design an interactive art installation to connect neighbors across diverse ages, cultures, and socioeconomic backgrounds. To start, ACDC recruited Chinatown residents and local arts administrators to form an advisory committee. The inaugural installation, *Storytell & Sway*, was much loved by the community.

Hudson Street Stoop’s impact directly addressed a collective concern shared by low-income residents – that the park abutting their building, designed for all residents, was dominated by market-rate residents and their dogs. Since the artwork was installed, ACDC staff noted a significant increase in our families living in the affordable units using the park. Tufts University evaluators observed increased social connectivity among residents. Linked here is a video of inspiring resident testimonials:

[www.asiancdc.org/hss](http://www.asiancdc.org/hss).

These activities and community involvement in ACDC’s governance, staff, and volunteers demonstrate ACDC’s commitment to training and empowering residents to shape their community through our governance, resident and community engagement, community planning, and youth engagement.

## **Section 3. Plan goals**

### **Goal 1: Building Homes**

ACDC has built a successful real estate development program that increases and preserves affordable housing and related real estate (including community, commercial

and open space) for the Asian American communities of Greater Boston. This program expands economic opportunities by stabilizing families' rent-to-income ratio and providing safe, affordable, quality housing so that more of their income can go towards savings and other needs.

To execute and deliver our real estate developments, ACDC relies on in-house professional staff and expert development consultants. ACDC's Director of Real Estate assembles well-respected project teams that deliver complex projects that maximize community benefits. ACDC also undertakes community planning and visioning processes to ensure that our projects meet the priorities and expectations of the community.

- a. Increase affordable housing stock in Chinatown and surrounding communities with significant working-class Asian American populations.
- b. Preserve affordable housing stock in Chinatown and surrounding communities with significant working-class Asian American populations.

## **Goal 2: Strengthening Communities**

ACDC realizes that developing and preserving affordable housing is only the first step toward building strong communities. Therefore our staff actively builds strong relationships with residents and community leaders. Our leadership development involves three phases. First, ACDC trains residents and youth on the importance of civic engagement and teaches community planning skills. Second, we create opportunities for residents and youth to exercise these skills through projects and campaigns under the leadership of ACDC staff. Third, we help residents and youth identify issues that are important to them and empower them to lead their interventions.

- a. Increase resident engagement by growing a pipeline of resident leaders among ACDC's properties.
- b. Increase youth engagement by developing youth leaders through programs such as entrepreneurship, college access, and community planning campaigns.
- c. Strengthen the sense of community identity in Chinatown through placemaking initiatives in the public realm.
- d. Increase civic participation among youth and adult residents.

## **Goal 3: Empowering Families through Homebuyer and Financial Literacy Education**

ACDC equips working-class and immigrant constituents with asset-building tools and resources to advance self-sufficiency, financial stability, and economic mobility. Our HUD-certified housing and financial counselors are fluent in English, Cantonese, Mandarin, and Toisanese and deliver one-on-one counseling to help clients develop customized financial plans. Through our homebuyer education program, financial

literacy, and matched savings program, we help families build budgeting skills, increase credit scores, achieve savings goals, and attain homeownership. Our long-term vision is that more of our working-class households will become more financially secure.

- a. Target Asian LEP (Limited English Proficiency) populations for first-time homebuyer and housing counseling services.
- b. Extend housing counseling and financial literacy services to underserved Asian American communities.

## **Section 4. Activities to be undertaken**

### **Goal 1: Building Homes**

#### **A.1 Develop Parcel R-1 in Boston Chinatown**

In early 2022, the Boston Planning & Development Agency (BPDA) designated ACDC as the developer for Parcel R-1, one of the last remaining public parcels in Chinatown. This effort will produce 110 affordable units: 66 affordable rentals (to be owned and managed by ACDC) and 44 affordable homeownership units. Construction will begin in 2024 if we receive DHCD funding this winter round.

#### **A.2 Develop at least one medium-scale mixed-use development in Malden**

Since 2018, ACDC has developed a strong relationship with the City of Malden's Mayor, Gary Christensen, and the Office of Strategic Development & Community Development. In 2021, the City of Malden passed a historic Inclusionary Zoning Ordinance. In 2022, the city supported ACDC's acquisition of 213 Main Street to develop all-affordable housing. This effort will produce approximately 20 affordable rentals. There are also several other potential sites that the City of Malden is interested in collaborating with ACDC as the developer to create more affordable housing over the next few years.

#### **A.3 Assume control of The Metropolitan, ACDC's mixed-income development in Chinatown**

In 2020, ACDC acquired ownership of the 81 affordable rental units within the Metropolitan (Parcel C), developed 15 years ago in cooperation with EA Fish. ACDC aims to purchase 55 market-rate rental units at the Metropolitan in the next several years. Our real estate team and consultants are working towards assuming majority ownership of the building to improve building maintenance and property management services and standards.

### **Goal 2: Strengthening Communities**

#### **B.1 Community Organizing**

ACDC has a strong network of resident leaders within its developments who, in turn, can mobilize residents throughout Chinatown for its organizing and advocacy

campaigns. We will conduct well-organized and impactful organizing campaign strategies based on the community needs of both ACDC's tenants and other residents in Chinatown (e.g., campaigns related to displacement and gentrification of Chinatown). We will engage in strategic collaborations and partnerships with other nonprofits in community organizing in Chinatown, Malden, and Quincy. Resident organizers will design and implement effective organizing campaigns which mobilize and empower residents and create community power, resulting in positive changes for residents. Residents will build community power to advocate for issues of most significant importance to them.

## **B.2 Resident Leadership**

In 2022, ACDC piloted a formal Resident Leadership Training Series in partnership with the Mel King Institute. We will continue this program to build a pipeline of new leaders in Chinatown to engage in organizing campaigns through ongoing workshops and trainings, mentoring and coaching, and hands-on experiential learning. Depending on capacity, we may look to expand this program in Malden.

## **B.4 Youth Programs**

We will conduct a robust, expanded youth program with a multiyear curriculum leadership development pipeline that emphasizes placemaking and community improvement initiatives. Third and fourth-year youth participants will mentor and coach first-year participants. We will increase the number of alums engaged in internships with ACDC through regular internship opportunities and events that continue their connection with the organization. Youth programs will include a Malden schoolyear cohort and a summer cohort that will forge cross-community connections among our Chinatown and Malden-based participants.

## **B.5 Placemaking**

ACDC is now more widely recognized for leading creative placemaking or "placekeeping" efforts in Chinatown. We will continue expanding our network of community artists partners to engage in this work. Through partnerships with community organizations, including the Pao Arts Center and Rose Kennedy Greenway, and with prestigious design firms, including Utile and Sasaki, ACDC will look to expand its portfolio of successful temporary public art and activation projects. We will look for opportunities to create permanent installations to support community connectedness and vibrancy and activate open spaces.

## **Goal 3: Empowering Families through Homebuyer and Financial Literacy Education**

### **C.1 Homebuying**

ACDC is *the only* HUD-certified housing counseling agency in Massachusetts that offers homebuyer education and counseling in multiple Chinese dialects in addition to English. We will offer homebuying services through group workshops and

customized one-on-one counseling. We will provide a range of services to assist first-time homebuyers at every step. These will include a two-day, first-time homebuying workshop, one-on-one counseling, and workshops on a wide range of topics, such as home maintenance, energy efficiency, and refinancing.

## **C.2 Financial Literacy**

ACDC will offer a range of services designed to increase financial literacy and empowerment. These will include workshops on topics such as introduction to banking, savings, budgeting, building credit, and preparing for college and retirement. We will also offer one-on-one financial counseling. For qualified households, ACDC provides a matched savings program. This program helps families develop the habit of saving by matching each dollar the participant saves with \$1,000 - \$1,200 in matching funds towards the closing costs for purchasing a first home. In 2021, ACDC also piloted a Retirement Matched Savings program, targeting low-income immigrant individuals who do not have access to employer-sponsored retirement benefits. We will continue this program as we have identified a need for individuals working low-wage jobs to prepare for financial stability in retirement.

## **Section 5. How will success be measured and evaluated**

ACDC uses a variety of approaches and measures to evaluate program effectiveness and participation.

### **Goal 1: Building Homes**

Success will be measured by:

- The number of new affordable housing units completed.
- The number of affordable housing units preserved.
- The number of new affordable housing units in predevelopment.
- The number of affordable housing preservation units in predevelopment.

### **Goal 2: Strengthening Communities**

*Measures of resident engagement will include:*

- The number of resident workshops and events held.
- The number of residents engaged through workshops and events.
- The number of resident leaders engaged and the number of campaigns implemented.
- Number of resident-led campaigns completed



*Measures of youth programs include:*

- Number of youth enrolled in the program
- The number of youth serving in leadership positions.
- Hours of drop-in services provided to youth after school.
- The number of youth attending workshops and college tours.
- Number of youth-led community projects completed

In addition, ACDC's Youth Program Manager administers a pre and post-qualitative assessment of A-VOYCE's (Asian Voices of Organized Youth for Community Empowerment) year-long youth participants, which measures levels of social development, civic engagement, leadership, and college readiness.

### **Goal 3: Empowering Families through Homebuyer and Financial Literacy Education**

ACDC's housing counselors are the only HUD-certified counselors in Massachusetts, delivering services in Chinese and English. Our staff uses CounselorMax, a tool developed by NeighborWorks America, to track and report all interactions between our staff and clients. CounselorMax tracks client demographics, household budget, mortgage readiness, and home purchase details. ACDC's intake process follows HUD's strict guidelines and records each client's household income, household size, and educational background, among other data. Through these metrics, ACDC ensures that its focus remains on serving low-income and immigrant families

We assess the program by evaluating client knowledge of homeownership and personal financial situations, their evaluation of the usefulness of program content, and the effectiveness of each presenter. We have also found that regular phone call follow-up with clients every three months is required to determine the longitudinal impact of our services.

Outputs for the homebuying counseling program include:

- Number of homebuyer workshop graduates
- Number of clients who purchase homes after attending workshops (within two years)
- Number of 1-on-1 housing counseling clients served

ACDC's financial literacy programs measure the following:

- Number of program participants and graduates
- Increase in participants' credit scores
- Increase in participants' savings
- Total of savings matches distributed

## **Assessing the Community Investment Plan**

ACDC has Board committees that work directly with staff to ensure activities align with our CIP goals. Each committee (finance, programs, fundraising, nominating, and real estate) meets throughout the year, in addition to monthly Board meetings. Committees can include members not on the Board, which provides additional knowledge and accountability to the community.

## **Section 6. Collaborative efforts to support implementation**

ACDC is a founding member of the National Coalition for Asian Pacific American Community Development's (CAPACD), a coalition of organizations serving low-income Asian Americans and Pacific Islanders. We have worked with CAPACD on sharing learnings, policy advocacy, and technical trainings. Our executive director Angie Liou is also a CAPACD Board Treasurer and Chair of its Finance Committee. ACDC is also a member of the Massachusetts Association of Community Development Corporations (MACDC), a statewide membership organization for CDCs. Angie is the current Board Chair of MACDC.

Our housing projects leverage partnerships to achieve large-scale affordable developments, including the City of Boston, the City of Malden, LISC, CEDAC, and BlueHub Capital.

ACDC regularly collaborates with other local nonprofits. We are an ArtPlace America partner with Boston Chinatown Neighborhood Center's Pao Arts Center, collaborating for the past three years on artist/resident placemaking workshops. We also partner with Quincy Asian Resources Inc. and Greater Malden Asian American Community Coalition to conduct bi-lingual civic engagement activities.

Our youth program involves partnerships with many local youth-serving organizations. Our staff co-leads a coalition of organizations that serve Asian immigrant youth (Allies Working with Asian Youth), which facilitates workshops exploring race and ethnic identity across Boston. The youth have also regularly worked with municipal departments to implement community improvement initiatives such as pedestrian safety, improvement to public parks, and advocating for open and green space.

ACDC's Building Blocks program partners with many financial institutions to recruit experienced professionals to deliver trusted and accurate content to participants. We also connect with the Asian Real Estate Association of America and Harvard Law Clinics to recruit skilled professionals to present at workshops. The staff stays current on regulations and best practices in the field through HUD and Citizen's Housing and Planning Association (CHAPA) certifications. Our relationship with CAPACD includes professional development opportunities and informative research and reports relating to

trends in Asian and immigrant populations regarding housing affordability and financial challenges.

### **Section 7. Integration of activities/consistency with community strategy and vision**

The mission of the Asian Community Development Corporation is to work in underserved and immigrant Asian American communities in the Greater Boston region to create and preserve affordable, sustainable, and healthy neighborhoods. We achieve this by building affordable homes and vibrant spaces, empowering families with asset-building tools, and strengthening communities through resident and youth leadership.

All of ACDC's programs and activities lead toward creating and preserving affordable, sustainable, vibrant, healthy neighborhoods for people to work, live and play. ACDC's logic model demonstrates how each program area cooperates and supports this overall mission. Our staff regularly collaborates on shared projects and consults with community members, comparable organizations, network groups, and elected officials in Boston, Malden, and Quincy.

ACDC's strategy continues to be informed by The Chinatown Master Plan, updated in 2020. The Chinatown Master Plan was created using input from community meetings, focus groups, and interviews. The Plan's goals include community development activities to increase affordable housing stock and ensure Chinatown remains a gateway and a regional hub for cultural and social services for working-class immigrants.

ACDC has a diverse range of partners across various sectors who we collaborate with to implement our CIP:

**Government:** Municipal leadership and offices across Boston, Quincy, and Malden frequently turn to ACDC as a resource for community development and services supporting immigrant constituents. This is due in part to the years of trustworthy relationship building in the community and ACDC's track record of successful development projects. For example, since passing an Inclusionary Zoning Ordinance in 2021, the Mayor of Malden has been eager to work with ACDC as the lead developer of several viable, affordable housing sites. Additionally, when vaccines first became available in the City of Quincy, one City Councillor reached out to ACDC to help translate the city's online vaccine appointment registration form into Chinese. ACDC's translation support was especially critical, with almost 30% of Quincy residents being Asian, most of whom are Chinese.

**Corporate and Financial:** From financial institutions, developers, and property managers to prestigious design firms, ACDC has established strong relationships with various local corporate partners who partner with ACDC on its projects and programs

and through volunteer engagement, including as board members. We continue to expand these networks by engaging with young professionals through Chinatown walking tours, most recently leading an event with the Boston Chamber of Commerce in the summer of 2022.

**Health:** Since the health field has more widely recognized housing as a significant social determinant of health, local hospitals, including Beth Israel Deaconess Medical Center and Tufts Medical Center, have all increased their investment in our programs and, in some instances, provided substantial technical support in areas such as program evaluation.

**Nonprofits/Community Associations:** The pandemic has significantly strengthened the collaborative spirit with our nonprofit partners, especially in Greater Boston and Malden. In 2020, ACDC spearheaded a collaborative mutual aid fund that raised over \$700,000 between 2020 – 2022 and supported over 1,000 families that experienced financial hardship during the pandemic. Priority was to serve one of the most vulnerable undocumented constituents and therefore did not qualify for stimulus checks or unemployment benefits. We continue to leverage these positive relationships to tackle significant issues such as pandemic relief, climate change, housing, and language access.

**Academic:** Faculty, staff, and students from Tufts University, Massachusetts Institute of Technology, Harvard University's Graduate School of Design and Law School, and Josiah Quincy School actively partner with ACDC in various program areas. Students often volunteer to support clean-up efforts, and before the pandemic, medical and dental students joyed hosting health and wellness workshops for ACDC's elder residents. Faculty from Tufts University's School of Public Health enjoy collaborating with ACDC to help us evaluate the impact of our programs as well as working alongside our program participants. One example is an upcoming project where Tufts will work with ACDC youth to assess climate impacts on Chinatown's parks and play spaces in a participatory research study.

## ***Section 8. Financing strategy***

ACDC's income comes primarily from real estate development fees and fundraising activities. Fundraising activities include grassroots and major donors (including CITC), grants, and special events. Our long-term goal is fundraising income to fully cover operating expenses so that programs are not reliant on real estate income, which is cyclical. Also, this allows more real estate income to fund advancing affordable housing in the communities we serve. Fundraising activities are projected to cover 75% of total operating expenses in 2022.

### **Grants**

Since 2019, ACDC's grant revenue has doubled from \$350,000 to over \$700,000 in 2022. This growth is due to program expansion, increased synergy among staff, and relationship-building with funders. Our program staff has evolved in tracking client demographics and impact on constituents using more sophisticated systems and consistent practices. Through partnerships with Boston After School & Beyond and Tufts University, ACDC has leveraged demonstrated need and compelling community impact through storytelling and quantitative and qualitative data. Collaboration among community organizations such as Asian American Resource Workshop, Boston Chinatown Neighborhood Center, Chinese Progressive Association, and VietAID strengthens joint grant applications. Rather than compete for funding and working in silos, working as coalitions strategically leverages increased overall investment in the communities we serve.

### **Individual Donors**

Like many other CDCs, the CITC program bolstered ACDC's major gifts program, which has been growing since 2014. Our highest donors contributed approximately \$75,000 in 2015 and now contribute over \$200,000 consistently since 2018. Our success in raising these flexible funds supported

### **Special Events**

Our special events have also evolved. Rather than relying on multiple large events, which are costly and time-intensive to plan, ACDC's leadership strategically decided to focus on two fundraising events annually to focus on growing its grant and major gifts revenue. This choice proved to be a step in the right direction for ACDC. Events generate income through sponsorships, program ads, donations, and grants from arts and cultural institutions. ACDC's Dim Sum Breakfast generates approximately \$85,000 - 90,000 in revenue, and Films at the Gate generates between \$5,000 - 10,000 in revenue annually. While special events are a smaller source of income, these annual events help us stay connected with our partners and supporters.

### **Board Giving**

ACDC's board members are some of its largest individual donors. While board members have varying giving capacities, 100% of the Board donates to the organization, and board members with the financial capacity donate a minimum of \$1,000 annually, making ACDC one of the top three organizations they support. In addition to making personal donations, board members leverage relationships with their employers and personal and professional networks to drive donor and sponsor cultivation.

We spend a portion of each board meeting reviewing fundraising goals, sharing potential contacts, and informing board members of new events or programs that may interest prospective donors. For special events, board members invite friends and colleagues to bring in new prospects. Board members also support grant submissions by leveraging relationships with foundation staff or trustees.

## ***Section 9. History, Track Record, and Sustainable Development***

ACDC has a proven history of successfully developing midsize and large affordable rental and condominium developments. Since 1987, ACDC has generated over \$100 million of new housing and commercial space, consisting of mixed-income residences and commercial use. Recent accomplishments include reaching the predevelopment phase on a major new development in Chinatown consisting of over 100 all-affordable rental and homeownership units and a permanent Chinatown Boston Public Library Branch. This is a major milestone due to Chinatown being the only Boston neighborhood without a public library since the original building was torn down in the 1960s to make way for the highway construction.

ACDC's success over the years is evident in our operational growth and strengthened community relationships, credibility, and staff serving as thought leaders over the years. Between 2014 and 2019, ACDC has grown from a budget of \$900,000 to over \$1,600,000. This has enabled the expansion of our services to Quincy and Malden and the growth of homebuyer education and financial literacy programs, youth programs, community organizing, and resident engagement programs.

Some ACDC staff serve on community, municipal, state, and federal committees pertaining to our areas of work. For example, Executive Director Angie Liou serves on the HUD Housing Counseling Federal Advisory Committee, is the Board Chair of Massachusetts Association of Community Development Corporations (MACDC), is the Board Treasurer of National CAPACD, serves on the City of Malden's Affordable Housing Trust Fund, and is on the board of the Citizens' Housing and Planning Association (CHAPA). Director of Community Programs & Design Jeena Chang frequently serves as a presenter and panel speaker for forums on creative placemaking and community planning, and is on the Metropolitan Area Planning Council (MAPC) Chinatown Cultural Planning

An updated Sustainable Development Principles Table ACDC's properties is attached.

**Asian Community Development Corporation - Sustainable Development Principles (updated 2022)**

<b>Principles</b>	<b>64-68 Beach Street Acquisition completed 2022</b>	<b>Oak Terrace Renovation completed 2019</b>	<b>One Greenway Phase I completed 2015; Phase II completed 2017</b>	<b>Tremont Village Rehabilitation Completed 2015</b>	<b>6 Fort Street Apartments Completed 2012</b>
<b>Concentrate Development &amp; Mix Uses</b>	First successful nonprofit purchase of private property in Chinatown to preserve 14 units of housing within a dense urban context, as well as a ground floor community retail space.	Created 88 units of housing within a dense urban context, as well as 3 retail spaces and a community room, completed in 1995. Rehabilitation of all units and common spaces currently underway.	Reclaimed undeveloped land from nearly 50 years ago that displaced many Chinese residents; High and low rise buildings creating 363 units on a 1.5-acre site; mixed-income and mixed uses include apartments and condos, retail, community space, underground garage, and green open space	Rehabilitation and preservation of 20 affordable rental units in Chinatown	Adaptive reuse of a former church and office building into 34 affordable units
<b>Advance Equity</b>	Preserved affordable housing stock in Chinatown to prioritize low-income tenants; staff providing small business support to immigrant-owned restaurant occupying the ground floor	Promoted inclusive community planning in Chinatown to determine the uses of the site; included linguistically isolated Chinese immigrant households	Included a two-year community planning process in Chinatown to determine the uses of the site; included linguistically isolated Chinese immigrant households, local businesses, stakeholders and community groups	N/A	Created affordable housing serving a significant proportion of the immigrant population in Quincy; provided high-quality affordable housing within easy accessibility of transit, shopping and services
<b>Make Efficient Decisions</b>	N/A	N/A	N/A	N/A	N/A
<b>Protect Land &amp; Ecosystems</b>	Preserves housing on urban site that had already been developed	Created housing on urban site that had already been developed; project includes a central open playground	Creates housing on urban brownfield; project includes a central public open space	Preserves housing on urban site that had already been developed	Created housing on urban site that had already been developed
<b>Use Natural Resources Wisely</b>	Improvements to units and common areas with energy efficiency upgrades such as lighting, and appliance and water saving fixtures.	High efficiency boiler replacement in 2012; Building-wide recycling program and recycling/reuse program for demolished materials; water saving fixtures; rainwater storage and recharge of groundwater.	Energy-efficient heating and cooling system, lighting fixtures and appliances installed in units at construction; LEED-certifiable; building-wide recycling program	Improvements to units and common areas with energy efficiency upgrades such as lighting, appliance and water saving fixtures, and HVAC	Energy-saving devices installed in units at construction; Building-wide recycling program

## Asian Community Development Corporation - Sustainable Development Principles (updated 2022)

<b>Expand Housing Opportunities</b>	Preserves affordable units for people with disabilities, singles, elderly, 3-bedroom units for families & multi-generational households, walking distance to transit, services, retail, health care, higher education, public parks, and cultural arts institutions	Rehabilitation will preserve affordable units for people with disabilities, singles, elderly and families; walking distance to transit, services, retail, health care, higher education, public parks, and cultural arts institutions	Provides affordable units for people with disabilities, singles, elderly and families; walking distance to transit, services, retail, health care, higher education, public parks, and cultural arts institutions	Preserves affordable 2- and 3-BR units for families in Chinatown; walking distance to transit, services, retail, health care, higher education, public parks, and cultural arts institutions	Provides affordable units for people with disabilities, singles, elderly and families; proximity to transit, services, retail, education, and open space
<b>Provide Transportation Choice</b>	Easy walking distance to Orange Line, Red Line, Green Line and Silver Line; Near South Station train and bus depot; Near major highway arteries	Easy walking distance to Orange Line, Red Line, Green Line and Silver Line; Near South Station train and bus depot; Near major highway arteries	Easy walking distance to Orange Line, Red Line, Green Line and Silver Line; Near South Station train and bus depot; Near major highway arteries	Easy walking distance to Orange Line, Red Line, Green Line and Silver Line; Near South Station train and bus depot; Near major highway arteries	Free resident parking on-site; within walking distance of the Red Line Quincy Center T-Stop; Near major highway arteries
<b>Increase Jobs &amp; Business Opportunities</b>	Construction jobs during renovation; Easy access to major employers including higher educational and arts institutions, medical centers, financial district, and retail	Permanent jobs in building management and maintenance; Easy access to major employers including higher educational and arts institutions, medical centers, financial district, and retail	Construction jobs during construction; Easy access to major employers including higher educational and arts institutions, medical centers, financial district, and retail	Construction jobs during rehabilitation; Easy access to major employers including higher educational and arts institutions, medical centers, financial district, and retail	Permanent jobs in building management and maintenance; Easy access to major employers including higher educational institutions, medical centers, financial district, and retail
<b>Promote Clean Energy</b>	Improvements to units and common areas with energy efficiency upgrades such as lighting, appliance and water saving fixtures	High efficiency boiler replacement in 2012; Building-wide recycling program; installed water-saving fixtures; new EnergyStar compliant appliances	Energy-efficient heating and cooling system, lighting fixtures and appliances installed in units at construction; LEED-certifiable	Improvements to units and common areas with energy efficiency upgrades such as lighting, appliance and water saving fixtures, and HVAC	Energy-saving devices installed in units at construction
<b>Plan Regionally</b>	Project development consistent with the Chinatown Master Plan	Project development consistent with the Chinatown Master Plan	Project development consistent with the Chinatown Master Plan	Project development consistent with the Chinatown Master Plan	Connects Asian residents to Chinatown for Chinese-language services and services specific to the Asian community