

**Asian Community Development Corporation
Community Investment Plan
2020-2022**

Section 1. Community or Constituency (ies) to be served by the organization

ACDC has three major services areas- Chinatown, Malden, and Quincy. All have high populations of low to moderate income Asian immigrant households. While our main office is in Chinatown, we also have a satellite office in Malden and two housing developments in Quincy.

Chinatown – Boston

Chinatown, with 7,000 residents, is one of the most densely populated neighborhoods in Boston. While gentrification is having an effect on Chinatown, it remains largely Asian and low-income.

- **Demographics-** According to the 2010 census, 48% of Chinatown residents are Asian American, 42% are Caucasian, 4% are African American, 4% are Latino.
- **Income-** 32.6% of all families and 35.1% of all individuals live below the federal poverty level. 60% of households earn under \$20,000 per year and the median income for households is \$15,374. 62.2% of families with children under the ages of 5 years old live below the federal poverty level. 20% of householders with full-time year-round jobs live below the poverty level.
- **Housing-** While the average income for Asian families in Chinatown is less than \$15,000 per year, yet Chinatown currently has the highest rent of all neighborhoods in Boston at over \$3,000 a month.
- **Education-** 45% of adults over the age of 25 have achieved less than a 9th grade education.

Malden

- **Demographics-** Malden's Asian population accounts for 27% of the city's population (<http://www.city-data.com/races/races-Malden-Massachusetts.html>). However, there are few organizations in Malden dedicated to serving the Asian community and none, outside of Asian CDC, which provide bilingual financial or homebuyer counseling.
- **Income-** According to the 2010 Census, 15.6% of Malden residents are living in poverty.
- **Housing-** 21% of Malden households are severely rent or mortgage burdened, where households are paying 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.

- **Education-** As of the 2016-17 academic year, 23.1% of students enrolled in the Malden school district are of Asian descent, and almost 20% of the elementary and secondary student population in Malden is limited English proficient (Massachusetts Department of Elementary and Secondary Education - DESE).

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.
- **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 waiting lists for subsidized housing are years long. (<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>).
- **Education-** As of 2016, 35.6% of students enrolled in the Quincy school district are of Asian descent (DESE).

Section 2. Involvement of community residents and stakeholders

ACDC values deep community involvement in helping us chart our strategic direction. In developing our strategic plan covering 2018-2022, which forms the basis of our Community Investment Plan, we interviewed residents, community members, elected officials and other stakeholders in each of the cities we serve. This feedback informed our goals and action steps, including our decision to open our first satellite office in Malden.

Concurrent with our expansion to Malden and Quincy, our strategic planning process affirmed our intention to better reflect our Asian communities in our board and staff composition. Our board has evolved from a Chinatown/Chinese-American focused board to one that includes Korean, Vietnamese, and white, as well as geographic representation from Malden, Quincy, and Dorchester (which has a large Vietnamese population). 81% of ACDC's board members are 1st or 2nd generation Asian immigrants. Among our staff of 10, 9 identify as Asian American, and represent ethnicities including Chinese, Taiwanese, Korean, and Sri Lankan.

Beyond our board, our committees also involve local residents. We recently formed a committee comprised of residents and local artists to guide an upcoming public placemaking campaign. One of our committee members is a long-time Chinatown resident and now resides in one of our affordable units. Most recently, while working alongside our staff, she designed an outdoor mural depicting her early memories of Chinatown.

ACDC participates in various community committees within Chinatown, such as the Master Plan Implementation Committee and The Chinatown Coalition, and these provide space where we learn about other nonprofits' work and what they see as urgent needs among their constituents. These nonprofits provide services in workforce development, family and early education services, health care, and tenant advocacy, and enable us to keep our fingers on the pulse of the needs of Chinatown.

We have a full-time, multilingual Resident Engagement Coordinator who is responsible for facilitating gatherings with residents to discuss issues they see as important. ACDC holds a monthly coffee hour for each of our developments where residents have the opportunity to engage with ACDC staff, discuss and inform one another of community issues that ACDC documents for future program planning. Because of the strong personal relationships our Resident Engagement Coordinator and her staff have built with many of our residents and youth, our constituents feel comfortable in sharing their challenges and needs with us.

We often use creative ways to understand community needs. In 2015, our staff and youth conducted 8 workshops and pop-up charrettes over 3 months to collect input on Parcel 12, which was then one of the few remaining undeveloped city-owned parcels. Visioning workshops and focus groups were held on weekends with translators and childcare to boost participation and we succeeded in involving more than 200 participants. This ultimately informed the city of the community's desire for increased affordable housing and open space, and the need for a community library on Parcel 12.

More recently, our youth in Malden surveyed the community to solicit feedback on an underutilized park. Their research culminated in a presentation to the City of Malden and stakeholders that appealed for investing in improvements to the park, such as family-friendly activities and structural enhancements to make the park more welcoming.

Implementation

All of our work is designed to empower our community by helping them design and implement programs that are of, by, and for, the community.

Some examples:

- In 2019, Asian CDC youth identified an underutilized vacant lot in Chinatown that was covered in garbage and weeds. The youth transformed the lot into a

community garden and an outdoor experimental lab called “Chinatown Backyard”. Asian CDC partnered with local institutions to donate seeds and planters and collaborated with local nonprofits to organize over 100 kids and teens to plant seeds and flowers. In addition to creating garden beds on this lot, ACDC continues to experiment with programming and activities to invite various resident user groups (children, elderly, new residents) to make this community space theirs. Already, the project has attracted the attention of the Conservation Law Foundation, land use activists and local elected officials. The landlord originally permitted use of the space for six months but because of the project’s success, has recently extended Asian CDC’s use of the lot for one more year. Asian CDC is now looking at options to purchase the lot to ensure long-term existence of the garden.

- In the summer of 2018, Asian CDC launched our first Residence Lab series which resulted in a public art installation in collaboration with the Pao Arts Center. A local artist met with Chinatown youth and residents over six weeks to discuss their concerns about gentrification, displacement, climate change and the future of Chinatown. Residents shared stories of their own journeys to Chinatown and the importance of the social fabric of the community. The result of this collaboration was a mixed-media public art piece that was displayed for two nights on the lawn of our One Greenway development. The second Residence Lab series launched this summer with 4 local artists and 6 Chinatown residents, resulting in temporary art installations that were displayed in Chinatown Backyard.
- In 2017, Asian CDC successfully implemented a resident and youth-led creative placemaking mural called ThinkChinatown. The mural depicts the history, challenges and resilience of the community. The mural is strategically located along the northern border of Chinatown, which over the past decade has seen small businesses and a local grocery store close, leaving the area bleak and abandoned. The mural has become a local landmark, and most importantly, has spurred public interest and conversation about preserving Chinatown.
- In 2016 in response to several highly publicized pedestrian traffic accidents, our youth launched a pedestrian safety campaign in collaboration with Chinatown Main Street and WalkBoston. The youth-led campaign culminated in a presentation to the Boston Transportation Department, and resulted in improvements to prioritize pedestrian safety, including doubling the pedestrian signal time--previously a challenge for elders, children and people with disabilities to cross in time. The attention garnered by our campaign led to Chinatown’s selection as 1 of 5 designations for the City’s Slow Streets Program which will bring further changes such as reducing speed limits and raising crosswalks.

These activities, as well as community involvement in ACDC’s governance, staff, and volunteers, demonstrate ACDC’s commitment to train and empower residents to

engage in shaping 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 both in-house professional staff as well as 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 where there are significant working-class Asian American populations.
- b. Preserve affordable housing stock in Chinatown and surrounding communities where there are 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. This is why our staff actively builds strong relationships with resident and community leaders. Our leadership development involves three steps. First, ACDC trains residents and youth 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 in identifying issues that are important to them and empower them to lead their own 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 residents and youth.

Goal 3: Empowering Families through Homebuyer and Financial Literacy Education-

We see giving residents and youth asset-building tools as the way to empower them toward self-sufficiency and having more economic freedom. Our HUD-certified housing and financial counselors are fluent in English, Cantonese, Mandarin, and Toisanese and deliver one-on-one services in order to deliver a customized financial plan for each of our clients. Through our homebuyer education program, financial literacy, and matched savings program, we help families and youth build budgeting skills, increase credit scores, achieve savings goals, and attain homeownership. Our long-term vision is that more of our community will possess these asset-building tools and become more financially secure.

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

Section 4. Activities to be undertaken

Goal 1: Building Homes

A.1 Construction Closing and Beginning Construction on Parcel P-12C. Within the next 2 years ACDC will close on construction financing on a new construction, high-rise, 100% income restricted mixed use development, with our development partners MP Boston, Corcoran Jennison, and Tufts Shared Services. This effort will produce 168 affordable units: 105 affordable rentals (to be owned and managed by ACDC) and 63 affordable homeownership units. Construction is scheduled to begin in June 2021 and take 25 months. Occupancy is expected in Summer 2023.

A.2 Complete pre-development phase on large-scale mixed-use development. Chinatown, being landlocked, has few remaining suitable development sites. We have long identified the few City-owned parcels as opportunities to add affordable housing, maximize density, and create dynamic mixed-use developments. We expect to complete pre-development on one of these large-scale projects between 2020-2023.

A.3. Complete pre-development phase on a small or mid-sized affordable housing development. After the successful development of our 6 Fort St project in Quincy in 2012 and the Martensen Village 40T Preservation in 2019, ACDC continues to search for small and mid-sized projects in nearby towns that have significant working class Asian population, such as Malden. These areas tend to have lower land and development costs than Boston's Chinatown, while at the same time having increasing affordable housing needs as these communities experience rising property values and housing costs.

Goal 2: Strengthening Communities

B.1 Community Organizing- Asian CDC has a strong network of resident leaders within each of 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 community needs of both Asian CDC'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 engaged in community organizing in Chinatown. Resident organizers will design and implement effective organizing campaigns which mobilize and empower residents, and create community power, resulting in positive changes for residents. We will expand these efforts into Malden, focused on affordable housing issues, that will provide resident leaders an opportunity to use new leadership skills and build community power to advocate for issues that are of greatest importance to them. Asian CDC will work to ensure that the 2020 census accurately reflects Asian immigrant communities.

B.2 Resident Leadership. We will continue the ongoing Resident Leadership Development Institute which develops new leaders in Chinatown to engage in organizing campaigns through on-going workshops and trainings, mentoring/coaching, and hands-on learning-by-doing. We will expand the Resident Leadership Development Institute to Malden and explore expansion to Quincy.

B.3 Voter Education- ACDC will conduct highly effective resident voter education programs that will result in an increased number of registered voters and higher voter turnout of Chinatown residents with focus on residents of Asian CDC's properties. Expanding to Malden, we will increase the number of Asians in Malden registered to vote, educated, and voting in elections. In collaboration with Quincy Asian Resources Inc. (QARI), we will conduct voter education workshops, candidate forums, get out the vote initiatives, and phone banking, all designed to increase voter participation among the Asian American community.

B.4 Youth Programs. We will conduct a robust, expanded youth program with a three-year curriculum of activities and leadership development that includes placemaking, college and career readiness, and community projects. Third year students in the program will serve as mentors to and trainers for the first-year youth. We will increase the number of alumni engaged in internships with Asian CDC through regular Asian CDC alumni social events and gatherings that continue the connection with the organization. Youth programs now include a separate Malden cohort.

B.5 Placemaking- Asian CDC is recognized for leading placemaking efforts in Chinatown. We will continue to expand these efforts to include adult residents in addition to youth. We will continue to expand our network of community artists engaged in Asian CDC's Placemaking program. We will continue our partnership with the Pao Art Center (a communal space for thought leaders, artists, and neighbors to preserve

traditional and contemporary artistic practice and carry on the legacy of the Asian American community project to the Boston Chinatown neighborhood Center.)

Goal 3: Empowering Families through Homebuyer and Financial Literacy Education

C.1 Homebuying. ACDC is a HUD-approved housing counseling agency. We will offer home buying services through group workshops and one-on-one counseling in English, Mandarin and Cantonese. We will provide a range of services designed to assist first time homebuyers. These will include a two-day, first time homebuying workshop, individual 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. We will also offer one-on-one financial counseling. For qualified households and graduating high school seniors, ACDC offers a matched savings program. This program helps families get in the habit of saving by matching each dollar the participant saves with \$1 matching funds which can go toward the closing costs for purchasing a first home. The program also serves youth, matching their savings of up to \$1,000, with the savings going toward their college expenses.

C.3 Expanding to Malden and Quincy. Asian CDC will expand its financial literacy training and homebuyer programs, to Malden and Quincy. We will explore opportunities to work collaboratively, and in partnership with, Quincy Community Action Programs and South Shore NeighborWorks, including providing classes in Mandarin and Cantonese.

Section 5. How success will be measured and/or evaluated

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

Goal 1: Building Homes

Success will be measured by:

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

Goal 2: Strengthening Communities

Measures of resident engagement will include:

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

Measures of youth program includes:

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

In addition, ACDC's Youth Program Manager administers a pre and post qualitative assessment to 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.

Measures of civic engagement

Community organizing and leadership programs track and measure impact through internal databases and the Voter Action Network (VAN). Measures of civic engagement include:

- Number of new voters registered and voter pledge cards collected
- Number of individuals reached and engaged through phone banking and doorknocking
- Number of volunteers recruited
- Number of voter education and civic engagement workshops held
- Number of phone calls and homes visited during outreach campaigns
- Number of Asian American voters who participated in local elections (in comparison to previous elections)

Goal 3: Empowering Families through Homebuyer and Financial Literacy Education

Our housing counselors are trained in and regularly use CounselorMax, a tool developed by NeighborWorks America, for reporting and record keeping on all interactions between counselors and clients. This internet-based program tracks information such as client demographics, household budget and mortgage readiness. ACDC's intake process follows HUD's strict guidelines and records each client's household income, household size, education background, amongst other data. Through these metrics, ACDC is able to ensure that we remain focused on our mission to serve low-income, immigrant families

We assess the program by evaluating client knowledge of homeownership and personal financial situations, by 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.

Other outputs for homebuying counseling program include:

- Number of attendees to homebuying and post-purchase workshops
- Number of families who purchase homes after attending workshops
- Number of hours of 1-on-1 housing and financial counseling provided

For financial literacy programs, ACDC uses several metrics to assess the success of the programs:

- Number of workshop participants
- Number of hours of counseling provided
- Increase in credit score
- Increase in savings
- Number of households achieving goal of \$1,800 in savings to be matched through matched savings program.
- Number of youth achieving goal of \$1,000 in savings to be matched through matched savings program.

Assessing the Community Investment Plan- ACDC has Board Committees that work with staff to make sure activities are aligned with our CIP goals. Each committee (finance, programs, fundraising, and real estate) meets regularly in addition to the full Board meeting. Most committees include members who are not on the Board, which provides additional knowledge and accountability to the community. The Board will meet at least once a year to evaluate our overall progress on our CIP.

Section 6. Collaborative efforts to support implementation

Asian CDC is a founding member of National Coalition for Asian Pacific American Community Development's (NCAPACD), a coalition of organizations serving low-income Asian Americans and Pacific Islanders. We have worked with NCAPACD on sharing learnings, policy advocacy, and technical trainings. Asian CDC is also a member of the Massachusetts Association of Community Development Corporations (MACDC), a state-wide membership organization for CDCs.

Most of our housing projects have leveraged partnership with private developers to achieve large-scale projects with significant affordable units. Our partners on the current Parcel 12 project include Millennium Partners and Corcoran Jennison, two of Boston's prominent developers, and Tufts Shared Services.

Asian CDC regularly partners with other local nonprofits on our programming. We are an ArtPlace America partner with Boston Chinatown Neighborhood Center's Pao Arts Center, collaborating for the past 3 years on artist/resident placemaking workshops. We also partner with Quincy Asian Resources Inc. to conduct bi-lingual civic engagement activities, where we have performed outreach to over 7,000 voters annually through candidate forums and voter outreach. In Malden, we have partnered with the Greater Malden Asian American Community Coalition and Mass Senior Action Council to host candidates forums and conduct voter outreach.

Our youth program involves partnerships with many local youth-serving organizations. Our staff co-lead 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 partnered with Boston's Transportation Department and Malden Mayor's Walkability Committee to conduct pedestrian safety campaigns in Chinatown and Malden.

Asian CDC's Building Blocks Homebuying and Financial Education program partners with many banks to deliver expert content to participants. We belong to the Midas Collaborative, a network of organizations advancing the financial security of low-income residents, which has informed the development of our Matched Savings program. We also are a member of the Credit Builders Alliance and CHAPA's Massachusetts Homeownership Collaborative.

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.”* ACDC's logic model demonstrates how each of our program areas cooperate and support this overall mission. All of ACDC's programs and activities lead toward the creation and preservation of affordable, sustainable, vibrant healthy neighborhoods for people to work, live and play. Our staff collaborates regularly on shared projects, and consult 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 completed in 2010. Goals of the Plan include community development activities to increase affordable housing stock and ensure Chinatown remains a gateway for immigrants and a regional hub for cultural and social services for Asian Americans. The Chinatown Master Plan was created using input gathered from community meetings, focus groups and interviews. Building on the Chinatown Master Plan, the Parcel 12 campaign,

facilitated by ACDC, further illustrates the community's need and desire for more affordable housing and open green space.

ACDC has a wide range of partners across various sectors to support the implementation of our CIP:

- **Government:** City of Boston; City of Malden; City of Quincy; local state and federal delegates; Commonwealth of Massachusetts executive departments
- **Financial Institutions:** Eastern Bank, Century Bank, Santander Bank, Webster Bank, Boston Private
- **Health:** Tufts Medical Center, South Cove Community Health Center, Addressing Disparities in Asian Populations Through Translational Research (ADAPT)
- **Nonprofits/Community Associations:** Chinatown Main Street, Chinatown Resident Association, Chinese Progressive Association, Boston Chinatown Neighborhood Center, Quincy Asian Resources (QARI), Chinese Culture Connection, Greater Malden Asian American Community Coalition, Mass Senior Action Council, MAPC, CHAPA, WalkBoston, Rose Kennedy Greenway, United Way of Massachusetts Bay and Merrimack Valley, Chinese Historical Society of New England.
- **Corporations:** MP Boston, Maloney Properties
- **Education:** Tufts School of Medicine, Tufts School of Dental Health, Emerson College, Tufts University

Section 8. Financing strategy

Asian CDC's income comes primarily from real estate development fees and fundraising activities. Fundraising activities is divided into donor stewardship, grants and special events. Fundraising income has doubled in 5 years and expanded to more diversified streams of income. Our long-term goal is for fundraising income to completely cover operating expenses in order to allocate real estate income for future real estate development. Fundraising activities are projected to cover 85% of operating expenses in 2019.

Grants- Over the past 5 years, our grant income has more than doubled from \$144,000 to a projected \$350,000 in 2019. Some of this is due to the expansion of our programmatic work into new areas, including civic engagement and placemaking.

Special Events- Our special events consist of two fundraising events in the year. Events generate income through sponsorships, program ads, donations and grants from arts and cultural institutions.

Individual Donors- Our donor strategy centers around the CITC program. The program has helped to increased major donor funds from \$75,000 in 2015 to a projected \$200,000 in 2019. We hold donor cultivation events and meet with donors one-on-one throughout the year to continue stewarding relationships. This spring, Asian CDC was

selected to partner with United Way to host a Chinatown walking tour with 60 current and prospective UW donors.

Board Giving- Asian CDC's board members are some of its largest individual donors. While board members have varying giving capacities, 100% of the board donate to the organization and we ask board members to donate a minimum of \$1000 annually and make Asian CDC one of the top 3 organizations they give to. In addition to making personal donations, board members leverage relationships with their employers and networks to support corporate and individual donor 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 be of interest to 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

The Asian Community Development Corporation has a proven history of successfully developing mid-sized and large affordable rental and condominium developments. Since 1987, ACDC has developed over \$100 million of new housing and commercial space, consisting of mixed-income residences and commercial use. Recent accomplishments include reaching the pre-development phase on a major new development in Chinatown that will include over 170 all-affordable rental and homeownership units and community space;

ACDC is a highly successful organization. Between 2014 and 2019, ACDC has grown in size from a budget of \$900,000 to over \$1,500,000. This has enabled the expansion of our services to Quincy and Malden and growth of programs such as homebuyer education and financial literacy, youth programs, resident engagement, and placemaking programs.

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