

STRATEGIC PLAN 2025-2030



About ACDC

Since 1987, the Asian Community Development Corporation (ACDC) has cultivated vibrant and inclusive communities by building affordable housing and preserving spaces where everyone is welcome to live, work and play. With roots in Boston's Chinatown neighborhood and a special focus on meeting the needs of low-income Asian American immigrants, ACDC serves

individuals and families of all backgrounds throughout the Greater Boston area, including Malden and Quincy. ACDC empowers residents to play an important role in shaping their communities and advocating for their interests, and offers programs to guide them in building wealth and planning for their futures.

The Strategic Planning Process

From April 2024 to March 2025, Asian Community Development Corporation (ACDC) partnered with consultants Anjan Chaudhry and Micah Anderson to develop a new strategic plan. ACDC's previous 2018-2022 strategic plan was created before the COVID-19 pandemic. The global, local, and community context had greatly shifted since the previous strategic plan, so once that plan expired, ACDC sought to clarify its mission and priorities over the next five years.

The strategic planning process was designed to bring organizational stakeholders (staff, board members, and partners) together to create a shared vision of the future and to chart a path forward. The staff and the board of directors were deeply engaged throughout the process. Over the course of nearly a year, the board and staff provided input, made decisions, and guided the process.

We began our strategic planning with a discovery process (data collection) to learn

more about the environment shaping our organization and its work over the next five years. To better inform our future work, we asked questions to determine ACDC's internal strengths and areas of improvement and to better understand community needs and external challenges that may affect our organization in the coming period. We engaged nearly 60 people in the discovery process, including one-on-one interviews with stakeholders (partner organizations, funders, artists, academics, board, and staff) and focus groups with residents, A-VOYCE participants and alumni, our staff, and board of directors.

From October 18-19, 2024, the board and staff gathered for a strategic planning retreat. On day one, both the board and staff engaged in a day full of relationship building, learning more about our individual, community, and organizational histories, visioning for the future of ACDC, and determining our priorities for the next five years. On day two, the staff identified the programmatic steps we would

take to achieve that vision, including planning around operational and staff capacity needed to implement planned goals.

Following the retreat, the staff, board, and the strategic planning committee worked through an iterative process to finalize the strategic priorities and theory of change. The staff created departmental team plans. These team plans identify specific activities

and measurements to support the strategic plan from an individual team and cross-departmental perspective.

In February 2025, ACDC shared the six priorities with the community and welcomed feedback during our Annual Meeting. The final plan was adopted by ACDC's board of directors on March 6, 2025.

Acknowledgements & Appreciations

Thank you to the following for giving their time and support to the strategic planning process:

Strategic Consultants: Micah Anderson and Anjan Chaudhry

Staff Strategic Planning Leadership: Angie Liou (Executive Director), Jenny Huang (Director of Community Design and Planning)

Strategic Planning Committee: Angie Liou (Executive Director), Jenny Huang (Director of Community Design and Planning), Rebecca Leu (Community Design and Planning Manager), and Emma Ishida (Youth Programs Manager). Board Members Danielle Kim, Jarone Lee, and Board Chair Geoffrey Why.

ACDC Staff

Angie Liou, *Executive Director*
Emily Ding, *Director of Operations & HR*
Alice Huang, *Housing Counselor*
Jenny Huang, *Director of Community Design & Planning*
Emma Ishida, *Youth Programs Manager*
Billy Kan, *Real Estate Project Manager*
Josephine Kuo, *Events Associate*
Cindy Lai, *Office Manager*
Rebecca Leu, *Community Design & Planning Manager*
Reina Matsumoto, *Malden Youth Programs Associate*
Christine Nguyen, *Director of Development & Communications*
Enzo Nguyen, *Development & Communications Associate*
Meika Shuman, *Youth Programs Associate*
Angela Soo Hoo, *Community Building Associate*
Müge Ündemir, *Director of Real Estate*
Julia Zhu, *Building Blocks Manager*

ACDC Board

Geoffrey Why, *Chair*
Emily K. Yu, *Vice Chair*
Eugene Ho, *Treasurer*
Yongmei Chen, *Assistant Treasurer*
Vincent Lau, *Clerk*
Daniel Park, *Assistant Clerk*
Nick Chau
Mai Du
Michael S. Greco
Jeffrey Hsi
Danielle Kim
Paul W. Lee
Jarone Lee
Allison Lim
Daniel McGrath
Karen SooHoo

Discovery Findings

The discovery process illuminated strengths and opportunities for growth for ACDC, environmental challenges, community needs, and opportunities for us to consider during the strategic planning process. We engaged nearly 60 people in this process, including both one-on-one interviews with stakeholders (partner organizations, funders, artists, academics, board, and staff) and focus groups with residents, A-VOYCE participants and alumni, our staff, and Board of Directors. The primary takeaways were as follows:

- * ACDC is most known for developing affordable housing.
- * ACDC's additional strengths include leadership development and placemaking. There is an opportunity to increase the visibility of non-housing development work.
- * ACDC's staff are dedicated, hard working, and community centered, but the limited capacity can constrain staff and programs.
- * ACDC has an opportunity to grow the organization's internal systems and operations
- * ACDC's work in Chinatown is well known, respected, and multi-faceted.
- * ACDC partners, staff, and board members desire to see more work in Quincy, Malden, and other neighborhoods.
- * ACDC has an opportunity to expand its impact through intentional strategic partnerships
- * ACDC can deepen its existing work through staff skills development and capacity building.

Updated Mission Statement

ACDC invests in Asian American and low-income communities by creating and preserving affordable and vibrant neighborhoods in Chinatown and Greater Boston.

Strategic Priorities Summary

1. Develop sustainable affordable housing and open spaces.
2. Continue placekeeping efforts to support residents' sense of belonging.
3. Develop a strategy for expanded outreach and programming for residents of Quincy and Malden.
4. Deepen the impact and reach of existing resident and youth leadership development and financial capability programs.
5. Increase the visibility and financial sustainability of ACDC's work.
6. Increase internal infrastructure and capacity to support ACDC's community impact.



Residents learning about climate resilience; by Ponnappa Prakkamakul

2025 - 2030 Priorities

ACDC has identified the following priorities to guide our work over the next 5 years:

Priority 1: Develop sustainable affordable housing and open spaces

As a community developer, ACDC builds affordable housing for low and middle-income communities in the Greater Boston region.

- * Complete our current pipeline of projects in Chinatown, including Parcel R-1 and Parcel P-12C, and in Malden, consisting of 245 Bryant and 213 Main Street, bringing roughly 300 new units of affordable housing online.
- * Prepare our existing buildings to become carbon neutral and build new ones to be as energy efficient as possible.
- * Create new green and open spaces with our

developments at Parcel P-12C in Chinatown and 245 Bryant Street in Malden.

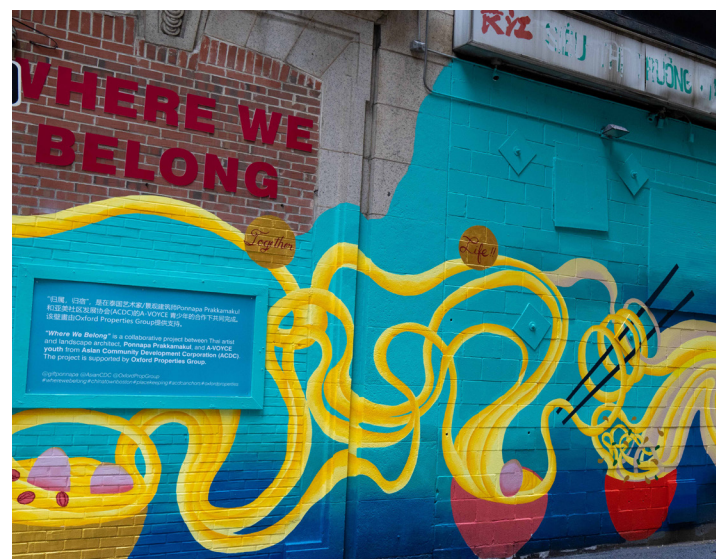
- * Increase cross-departmental collaboration as part of housing development and asset management.

Program Highlight: *When completed, Parcel R-1 will be the first development in Boston that co-locates housing with library use. This project on Hudson Street will provide a new permanent home for the Chinatown branch of the Boston Public Library, as well as 110 units of affordable apartments and condos.*

Priority 2: Continue placekeeping efforts to support residents' sense of belonging

Placekeeping projects are opportunities for residents and community artists to co-design and activate open and green spaces.

- * Execute 3+ placekeeping projects, through which residents and community artists co-design and activate open and green spaces.
- * Initiate long-term redesign of the Hudson Street Stoop open space. Redesign should welcome residents and be responsive to the history and future of the block.
- * Host social, educational, and play programming for residents that is inclusive for non-English speakers and low-income families.
- * Engage 100+ residents in community building programming annually, with 5+ attendees moving from community building programming (initial engagement) to youth or resident leadership cohorts (deeper engagement).



Where We Belong mural by artist Ponnappa Prakkamakul; by Katy Rogers

Program Highlight: *Hudson Street Stoop, Chinatown Backyard, and other placekeeping projects mobilize residents and artists to co-design and activate open and green spaces with community events and resident-driven public art.*

2025 - 2030 Priorities

Priority 3: Deepen the impact and reach of resident and youth leadership development and financial capability programs

ACDC's direct service programs will build pathways for residents of all ages to strengthen their advocacy skills and work towards community self-determination. Our Building Blocks program will help low-income individuals and families purchase their first homes, create actionable pathways to financial stability, and build generational wealth.

- * Engage 300+ participants annually in homebuyer and financial education workshops (in English and Mandarin). Sustain our matched savings programs to increase participants' financial stability.
- * Execute annual place-based and creative resident leadership cohort that equips residents with knowledge, confidence, and placekeeping skills. Engage 10+ residents in each annual cohort.
- * Execute annual A-VOYCE youth programming that equips youth leaders with the skills and knowledge to design community spaces for collective dreams, joy, and power.

- * Strengthen the youth leadership pipeline with the goal of retaining youth over multiple years in our A-VOYCE programs.
- * Develop standardized curriculum and program evaluation to support youth and adult resident leadership development programs.
- * Build linguistic and cultural competency to inclusively serve diverse youth and adult residents.

Program Highlight: *ACDC runs the only Chinese-language first-time homebuyer and matched savings programs with bilingual HUD-certified housing counselors in Massachusetts. A-VOYCE youth gain real life experience in project management, placekeeping, and advocacy through a holistic program curriculum and work with staff who are passionate about supporting youth development. ACDC cultivates a resident leadership engagement pipeline by educating, connecting, and mobilizing residents to advocate for community needs.*

Priority 4: Develop a strategy for expanded outreach and programming for residents of Quincy and Malden



Malden youth & ACDC staff meeting with delegates; by Enzo Nguyen

ACDC will expand affordable housing and existing community programs in Malden and

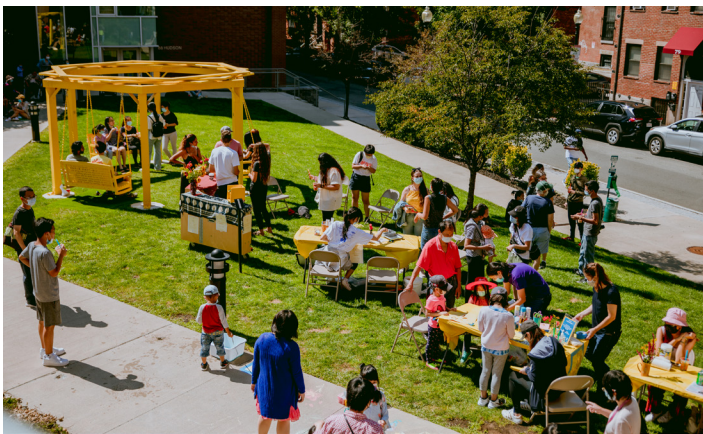
Quincy by deepening relationships with our resident base and community partners.

- * Determine a Malden and Quincy specific approach that is informed by capacity, resident needs, and community partners.
- * Develop a spatial justice and cultural organizing framework for placekeeping and resident engagement in Malden and Quincy.
- * Explore expansion of resident leadership cohorts in Malden and Quincy and youth leadership expansion in Quincy.

2025 - 2030 Priorities

Priority 5: Increase the visibility and financial sustainability of ACDC's work

- * Raise at least \$2 million to support ACDC's expansion.
- * Strengthen communication avenues and events as ways for community members to learn, stay connected, and get involved.
- * Deepen understanding of and increase outreach to ACDC's constituents and stakeholders.
- * Build ACDC's reputation as an organization comprehensively and strategically serving Asian American and low income communities in Chinatown, Malden, Quincy and the Greater Boston area.



Community members connecting at Hudson Street Stoop; by Mel Taing



Youth-led SaturPLAY event at Mary Soo Hoo Park; by Danny Wong

Priority 6: Increase internal infrastructure and capacity to support ACDC's community impact

- * Deepen staff relationships with each other and increase cross-departmental coordination and collaboration.
- * Increase physical infrastructure capacity, including expanded office space and equipment upgrades.
- * Increase internal systems capacity, including hiring a Director of Operations & HR to lead this work.
- * Increase staffing capacity to support expanded programs in Malden and Quincy.



Resident sharing ideas at a Chinatown Backyard event; by Ryan Lee



Malden youth leading a community event; by Reina Matsumoto

Theory of Change

ACDC updated its theory of change to guide its strategic priorities. Our holistic approach to community building intersects three primary themes: People, Place, and Power.

ACDC's Theory of Change			
	Short Term Outcomes	Interim Outcomes	Long Term Outcomes
People	ACDC conducts first time homebuyer education and financial capability workshops.	Residents have increased homeownership and financial opportunities.	Residents build holistic forms of community wealth.
Place	ACDC develops sustainable, affordable housing in Chinatown, Malden, and Quincy.	Chinatown, Malden, and Quincy are places where Asian American and low-income residents can live and thrive.	Greater Boston is affordable for Asian American and low-income communities and neighborhoods.
	ACDC activates open and green spaces through placekeeping programs.	Chinatown, Malden, and Quincy have activated open and green spaces where neighbors come together to build community and make change.	Asian American and low-income neighborhoods are healthy, vibrant, and socially connected, and residents feel a strong sense of belonging.
Power	ACDC builds resident and youth leadership in Chinatown, Malden, and Quincy.	Residents and youth design and advocate for the future of their community.	Communities have agency to shape their neighborhoods.

Fuel these community impacts at www.asiancdc.org/donate.