CO-CHAIRS
Daniel J. Sullivan, Jr. & Kevin P. Tracy

STAFF
Aaron Hertzberg
Interim Executive Director

Rachel Brask Hutchinson
Communications & Design Associate

Christine M. Sullivan
Director of Development

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WHO WE ARE
Business Leaders Investing in the Community

OFFICERS

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Sr. Vice President, Bank of America Merrill Lynch

Daniel J. Sullivan, Jr.
CEO & President, Collette Vacations

VICE CHAIR:
Karl A. Kozak, Pawtucket Credit Union

TREASURER:
Michele L. Roberts, Bristol County Savings Bank

ASSISTANT TREASURER:
Greg G. Scown, Retired

SECRETARY:
Michael F. Horan, Esq.

STAFF

INTERIM EXECUTIVE DIRECTOR:
Aaron Hertzberg

COMMUNICATION & DESIGN ASSOCIATE:
Rachel Brask Hutchinson

DIRECTOR OF DEVELOPMENT:
Christine M. Sullivan

DIRECTOR EMERITUS

Richard Kazarian, Richard Kazarian Antiques

BOARD OF DIRECTORS

• Kathleen A. Bartels, LLB Architects
• Peter E. Baziots, MD, EB Properties & Anesthesia Care
• Robert D. Billington, Ed.D, Blackstone Valley Tourism Council
• Donna L. Brady, Citizens Bank
• Vincent S. Ceglie, Blackstone Valley Community Action Program
• Deborah A. Cylke, Pawtucket School Department
• Eric J. DaRosa, North East Knitting
• Linda T. Dewing, Places & Spaces Realty
• David A. Fontaine, Blackstone Valley Sports & Braver PC
• Gary E. Furtado, Navigant Credit Union
• Michael R. Gazdacko, Urban Smarth Growth
• Mayor Donald R. Grebien, City of Pawtucket
• John C. Gregory, Northern Rhode Island Chamber of Commerce
• Ann-Marie Harrington, Embolden
• Mark J. House, Resource Controls
• James R. Hoyt, Jr., Boys & Girls Club of Pawtucket
• William J. Hunt, Shove Insurance Company
• Dolph Johnson, Hasbro, Inc.
• Richard H. Leclerc, Gateway Healthcare, Inc.
• Michael A. Lozano, TwoFifty, LLC
• Esselton T. McNulty, YMCA of Pawtucket
• Morris Nathanson, Morris Nathanson Design
• Ross Nelson, Cox Communication
• John J. Partridge, Esq., Partridge Snow & Hahn, LLP
• Albert J. Pereira, Narragansett Bay Insurance Company
• Antonio J. Pires, City of Pawtucket
• Lawrence S. Platt, Platt Realty
• David S. Simmons, TD Bank
• Maia T. Small, Thurlow Small Architecture
• Lori J. Spangler, National Grid
• Michael A. Tamburro, Pawtucket Red Sox
• Nancy Whit, Pawtucket Citizens Development Corporation
• Susan A. Whitney, Slater Mill
MISSION
what we do and how we do it

The Pawtucket Foundation represents the business and not-for-profit sector as an advocate and catalyst for downtown, riverfront and transportation gateway enhancements within the City of Pawtucket. As civic entrepreneurs, we foster a vision of the community’s future by mobilizing and coordinating research, information, talent and resources to positively impact the City.

VISION STATEMENT
impact & desired future state

We envision an attractive, sustainable and livable place with the Blackstone River as the centerpiece of a vibrant, distinctive community. Modernized infrastructure and a 21st-century multi-modal transportation network serve a thriving business community, a diverse resident population and active visitor market.

CORE VALUES
our culture

• Collaboration
• Creativity
• Vision
• Sustainability
• Quality of Place
• Excellence

OUR GUIDING PRINCIPLES:

※ A unified vision for the downtown, river and transportation gateways will assist in the retention, expansion and enhancement of private enterprise in our City.

※ Public-private partnerships create positive change.

※ A vibrant business community fosters healthy neighborhoods, compounds economic investments and creates a positive self-image for the city.

※ Major public and private development projects and infrastructure investments should enhance and reinforce each other.

※ Sustainable, smart growth development and quality physical design leverages the City’s environmental resources, cultural assets, population density and geographic location.

※ Attractive new and renovated buildings and facilities will broaden a stable tax base.

WHAT WE BELIEVE
Principles that Guide the Pawtucket Foundation
In 2012 the Pawtucket Foundation began the shift from planning, to taking action. Following the completion of the enVision Pawtucket Strategic Plan in 2011, we worked to implement strategies to revitalize our downtown, restore our historic waterfront and improve our transportation gateways.

We continue to lead the community towards prosperity through collaborations and public-private partnerships. Accomplishments in 2012 include the installation of new street banners, planters, bike racks and trashcans in downtown; conversion of the East Avenue Extension from one-way to two-way traffic; improved downtown zoning processes; and the continued marketing of the City of Pawtucket through ExperiencePawtucket.org.

The Pawtucket Foundation also began the Riverfront Corridor Initiative in partnership with local property owners and the Cities of Pawtucket and Central Falls. We have already completed a market analysis and are now working to identify key actions that will help unlock market potential and catalyze economic development. In addition to these activities, we continue our commitment to hosting and sponsoring high quality events. A record 433 guests attended our 9th Annual Awards Celebration. More than 100 volunteers participated in our Pawtucket Proud Day community clean-up and we continued to co-host the Rhode Island Cherry Blossom Festival. We also sponsored and collaborated with numerous arts organizations at the Pawtucket Arts Festival, Pawtucket Foundation Prize Exhibit, and promoted Pawtucket at Grow Smart Rhode Island’s Power of Place Summit.

The Pawtucket Foundation relies on the support and generosity of the local business community. We thank our contributors, partners, staff, board and volunteers for their dedication to the Pawtucket Foundation and the community. Together we are working to build a bridge to prosperity.

Sincerely,

Daniel J. Sullivan, Jr.  
Co-Chair

Kevin P. Tracy  
Co-Chair
In 2011, the Pawtucket Foundation adopted EnVision Pawtucket, a strategic plan for fiscal years 2012-2014. The document laid out a three-year work plan with clear goals, objectives, strategies and tactics coordinated with a timeline and realistic budget. The Pawtucket Foundation has taken action in each of the four broad goal areas:

1. Adopt a multi-faceted “Main Street” approach for economic and business development in the downtown and along the riverfront.
2. Facilitate real estate pre-development planning activities for mixed-use infill and redevelopment.
3. Advocate for transportation, public infrastructure, public space and private property improvements in target areas that will enhance the economic viability of Pawtucket.
4. Strive to achieve efficient, streamlined governance of the organization with clear, mission-focused roles and defined resources for the board of directors, staff and volunteers.

The accomplishments listed on pages 8-9 of this 12th Annual Report are the result of the strategy and tactics employed by the Pawtucket Foundation. Those accomplishments help the organization measure progress towards its goals.

EnVision Pawtucket outlined $321,250 in programming expenses between FY12-FY14. With strong support from its partners, the Pawtucket Foundation has already allocated $330,000 towards local projects. Outlays include more than $235,000 in project specific grants raised through private donors, foundations and in partnership with the Cities of Pawtucket and Central Falls.
“The City of Pawtucket is always looking for ways to unlock the great development potential of our riverfront. We know there is a lot of untapped potential that could be unlocked with the right type of investment, and my planning staff is working closely with our partners so we can brand our riverfront as the Gateway to Rhode Island and the Blackstone River Valley.”
— Mayor Donald R. Grebien.

Throughout 2012, The Pawtucket Foundation built a partnership with the Cities of Pawtucket and Central Falls and property owners to catalyze future investment on the riverfront. The Riverfront Corridor Initiative, theorized during the Pawtucket Foundation’s 2011 Strategic Planning process, allocates substantial resources to coordinate and aide economic development.

The riverfront district has been the focus of previous studies. The Riverfront Corridor Initiative will build on those studies by prioritizing existing projects, identifying and advancing development opportunities, enhancing riverfront access and amenities, improving corridor gateways and addressing barriers to development.

The corridor’s potential is backed by $125M in ongoing transportation-related projects along the Blackstone River and Roosevelt Avenue. The district includes several significant sites that are primed for redevelopment and incorporates numerous nationally recognized historic sites, including Slater Mill, a key anchor of the proposed Blackstone Valley National Park.

To finance the initiative, The Pawtucket Foundation aggressively sought funding and organized a partnership including local government, property owners, Blackstone Valley Tourism Council, John H. Chafee Blackstone River Valley National Heritage Corridor and Slater Mill Museum. Private sector contributions were used to leverage a successful $100,000 Statewide Planning Challenge Grant submitted jointly by the cities of Pawtucket and Central Falls with The Pawtucket Foundation.
PHASE I

Identifying Riverfront Potential
Consultant: FXM & Associates

In September, the first phase of the Riverfront Corridor Initiative was completed with the publication of a market analysis for the project area. The report showcased several key findings.

- Potential exists for the City to raise an additional $995,000 in annual tax revenue if “…aggressive initiatives to improve the Riverfront Corridor…” are undertaken.
- Annual housing absorption has ranged from 60-80 units. Averages could increase to 100-120 units per year if improvements are made.
- The project area has a retail sales gap equating to over 200,000 square feet of real estate.
- The 45 Division Street site meets the feasibility threshold for both retail and apartments.

PHASE II

Unlocking Market Potential
Consultant: Vanasse Hangen Brustlin, Inc.

The second phase of the Riverfront Corridor Initiative, currently underway, will outline specific actions that will help to achieve high-end projections identified in the market analysis. Priorities include: addressing urban design challenges, due diligence, environmental stewardship and identifying public-private implementation steps that could include creation of a development district, a package of incentives, expedited permitting and infrastructure improvements.

PHASE III

Implementation & Site Specific Needs

The final phase of the project will require continued public-private collaboration to implement recommendations. Along the way, the Pawtucket Foundation will work with stakeholders to identify priority projects and needs for additional resources.

“The study we are funding will help the Pawtucket Foundation and its partners decrease environmental hazards in the community while maximizing the economic development possibilities of these important riverfront land parcels.”

— Neil D. Steinberg, CEO & President, Rhode Island Foundation
MAJOR HIGHLIGHTS

- Guided a multi-jurisdictional public-private partnership for real estate predevelopment planning along the Pawtucket and Central Falls riverfront.

- Contracted a comprehensive Riverfront Corridor Market Analysis as a guide for public and private investment and identify market opportunities.

- Led Main Street businesses through a $50,000 streetscape improvement project; introduced street trees and locally designed banners, bike racks, trashcans and planters.

- Partnered with Embolden to unveil new Experience Pawtucket website and redesigned Pawtucket Foundation and Pawtucket Land Trust websites.

- Introduced weekly Pawtucket Happenings newsletter and updated social media connections, informing 1,500+ users of events, activities and opportunities throughout Pawtucket.

- Showcased Pawtucket as an exciting place to live, work and visit at conferences, festivals and on street banners.

- Worked with municipal and state officials to champion strategic transportation infrastructure investments in Pawtucket:
  - Advocated implementation of the Downtown Design Plan, including conversion of the East Avenue Extension to two-way traffic and discussions of other two-way opportunities.
  - 95 and Conant Street Bridges: working with stakeholders to identify nearby development opportunities and landscaping needs.
  - Blackstone Valley Bikeway: worked with stakeholders to advise best alignment and connections through Pawtucket & Central Falls.
  - Commuter Rail: RIDOT awarded contract for preliminary engineering for MBTA commuter rail stop in Pawtucket/Central Falls. Working with stakeholders to identify development opportunities.
  - RIPTA: Working with stakeholders to identify ideal local rapid bus options and stop locations.

UNIVERSITY COLLABORATION

Brown University
- Engaged Urban Studies intern to produce a Business Improvement District Feasibility Report
- Introduced incoming graduate students of Taubman Center for Public Policy to Pawtucket/Central Falls revitalization plans.

Bryant University
- Served as client for student- led work to create a marketing and business plan for hosting of a Pawtucket Culinary Arts event.

Johnson & Wales
- Served as client for directed work experience: provided key informant interviews and market analysis for Experience Pawtucket campaign.
- Served as co-client with the Blackstone Valley Tourism Council for student-led business plan to host the 5th Annual Rhode Island Cherry Blossom Festival.

Aaron Hertzberg discusses transportation policy with U.S. Secretary of Transportation, Raymond H. LaHood.
ACTIVE PARTNERSHIPS

Armory Arts District
- Worked to improve the economic viability and physical character of the neighborhood.

Blackstone Valley Partnership
- Supported efforts to create Blackstone Valley National Park, complete the Blackstone Valley bike path and advance other regional opportunities.
- Served on advisory committee and testified in support of implementing the Pawtucket Downtown Design Plan, passing zoning amendments and planning along the riverfront corridor.
- Served on Pawtucket Guide to Permitting taskforce with developers, realtors and city officials.

Blackstone Valley Tourism Council:
- Co-managed Landscape Improvement Program to plant new and maintain exiting cherry trees. Almost 200 trees have been planted in and around the Roosevelt Avenue project area.
- Co-planned and supported the 4th Annual Rhode Island Cherry Blossom Festival.
- Supported the creation of the ChocolateVille overlook park in Central Falls.

Cities of Pawtucket & Central Falls
- Provided input to the City of Pawtucket’s successful $100,000 Statewide Planning Challenge Grant for the riverfront corridor.

Main Street Merchants
- Working to organize Main Street businesses around Streetscape improvements and other shared interests.

Pawtucket Arts Collaborative
- Co-hosted annual Juried Art Exhibit and presented the Pawtucket Foundation Prize, a $1,000 cash award to artist, Ricky Gannon for his mixed media piece, Road Trip With Ricky & Ruth.

Grow Smart RI
- Attended the 4th Biennial Power of Place Summit: presented on Historic Preservation Tax Credits in Pawtucket, moderated Public Private Partnerships in Urban Revitalization session and showcased Experience Pawtucket booth.
- Advocated smart growth policies and provided shared networking opportunities for members.

International Council of Shopping Centers
- Attended International Council for Shopping Centers conference, networking with potential retailers and developers.

Pawtucket Arts Festival
- Sponsored the Pawtucket Arts Marketplace, a fine art and contemporary craft show and sale.
- Created Pawtucket Arts brochures showcasing opportunities for artists and art appreciators and distributed at Experience Pawtucket booth during Pawtucket Arts Marketplace.

Pawtucket Citizens Development Corporation
- Worked to implement three strategies outlined in the Pawtucket/Central Falls Keepspace Community Design Plan.

Rhode Island Foundation
- Participated in Make It Happen RI, planning sessions to reinvigorate the state’s economy.

State of Rhode Island
- Participated in discussions to help guide urban development strategy.

Urban Land Institute RI
- Facilitated study of Pawtucket Visitor Center by Urban Land Institute Rhode Island Steering Committee.

Accomplishments of the Pawtucket Foundation are possible by local public and private partners working together to build a bridge to prosperity.
The Pawtucket Foundation, in partnership with merchants, brought life to Main Street with the introduction of street trees and locally designed planter boxes, bike racks, trashcans and banners. Furnishings were manufactured with local input at the Steel Yard, while Eric Delin of Delin Design designed the banners.

The 22 planter boxes symbolize the roots laid by the project towards Pawtucket’s resurgence and the addition of plant life to Main Street. The four bike racks incorporate a wheel design harking back to the waterwheels that have powered Pawtucket mills since the 18th century. The eight trashcans feature two medallions each, one decorative and one an image iconic to Pawtucket.

The black finish and decorative spindles on the planters and trashcans reflect themes in Main Street’s existing historic-styled light poles. Red accent colors help bring attention to the trashcan medallions and bike racks. The 90 street banners installed as part of the project, showcase the Experience Pawtucket theme, promoting the City as a place to live work and visit.

The Pawtucket Foundation served as the fiscal agent and manager of the project. Merchants and City officials participated throughout project planning. The federally funded, but still locally administered, Community Development Block Grant, provided funds for the project. The Pawtucket Foundation and Shri Studios contributed additional resources. The City of Pawtucket Department of Public Works installed all items.
April 10, 2012: RI Governor Lincoln Chafee and Attorney General Peter Kilmartin helped welcome 433 guests at the Pawtucket Armory Arts Center to honor local community leaders for The Pawtucket Foundation 9th Annual Awards Celebration. Nancy Whit, of Pawtucket Citizens Development Corporation (PCDC), received the Special Distinction Award. Vincent Ceglie, of Blackstone Valley Community Action Program, received the Heritage Award. John J. Partridge, Esq., of Partridge Snow & Hahn, received the Person of the Year Award. The Awards Celebration is quickly becoming one of the largest business events of its kind in Pawtucket.

Students from JMW High School of Performing & Visual Arts Jazz Ensemble, with guest saxophonist, Chase Ceglie, provided live music for the networking reception while guests wore blinking pins advertising Experience Pawtucket.

New Urban Farmers grew lettuce and tilapia for mini-aquaponic systems as table centerpieces. The non-profit organization is raising fish and greens in their Pawtucket greenhouse.

Gail Ahlers of Ahlers Designs crafted each award from recycle materials from Pawtucket mills. Each honoree also received citations and resolutions from Senator Sheldon Whitehouse, Chafee, Kilmartin & Pawtucket Mayor Donald Grebien.

Thank You to Our 2012 Lead Sponsors

“The Awards Celebration is a unique opportunity to recognize individuals and organizations that have made significant contributions to the Pawtucket community,”

— Michael F. Horan, Esq.
PAWTUCKET PROUD DAY 2012
Business Community Volunteers Transformed Park Place

“The same people here who take care of downed wires in a storm, are the same people who are working hard beside you today.”
— John J. Partridge, Esq., presenting Golden Bucket Award to National Grid volunteers

June 12, 2012: Over 100 volunteers from the business community met at Wilkinson Park to participate in beautifying parks, planters and gateways.

Mayor Grebien joined volunteer participants from over 35 local businesses.

The Pawtucket Land Trust hosted the day for the first time in the event’s 9-year history.

The Pawtucket Land Trust is a subsidiary organization of the Pawtucket Foundation dedicated to land stewardship, preservation and conservation.

The day started with Operation Clean Sweep, a 30-minute push of all volunteers to pick up trash, weed, sweep and clean the downtown area.

Workers then divided into several project sites: Slater Mill, Old Colony Bank planter boxes and memorial, Wilkinson Park, Leon Mathieu Senior Center garden, and planters outside 393 Main Street.

The Arc of Blackstone Valley also cleaned-up and planted seedlings in flower boxes.

Plouffe’s food truck provided lunch for volunteers. Many expressed enjoying having lunch in the beautiful Wilkinson Park.

The Pawtucket Proud Day Golden Bucket Award was presented to the work team from National Grid for exhibiting outstanding work for Pawtucket Proud Day.

John J. Partridge, Esq., Chairman of the Pawtucket Land Trust, presented the award to Lori Spangler and John Isberg of the National Grid Team. “The same people here who take care of downed wires in a storm,” he said to participants, “are the same people who are working hard beside you today.”
EVENING ON THE RIVERFRONT

Blackstone River Celebrated at Summer FUNraiser

Guests celebrate and explore the cultural and scenic beauty of the Blackstone River.

August 23, 2012: The business community joined the Pawtucket Foundation to celebrate summer at the Evening on the Riverfront fundraiser. The event, in partnership with Delin Design and the Blackstone Valley Tourism Council (BVTC), featured cocktails, dinner, a raffle, live music and a riverboat tour aboard the Blackstone Valley Explorer.

“‘The boat ride was great!’ commented Kelly Frantz, ‘Didn’t know that area was so beautiful!’ Robert Billington and Diane Mailloux provided guests aboard the Blackstone Valley Explorer with informative and fun narration of history and developments along the river. Each ride returned to dock at the Central Falls landing with singing and smiling guests.

Saxophonist, Chase Ceglie and band provided live jazz music for guests, enjoying dinner dockside. Four raffle prizes featuring bundles of gift certificates to dinner, performances and local shops were awarded.

Interns, Amy Dow and Samuel Cohen, organized the evening’s fundraiser as a joint project. Each received plaques and a student stipend, as the event marked the culmination of their internships.

Ms. Dow recently graduated from Hamilton College after majoring in Sociology with minors in Art and Art History. While at The Pawtucket Foundation, she has built content on ExperiencePawtucket.org.

Mr. Cohen is in his senior year at Brown University, concentrating in Urban Studies and Economics. Over the summer he researched and finalized a Business Improvement District Feasibility Report. He will graduate in 2013.
Experience Pawtucket won the Journalism & Media Award from the RI APA for 2012 to recognize print and other media that makes a significant contribution to the public understanding of planning issues in Rhode Island.

The Pawtucket Foundation launched a new marketing campaign – Experience Pawtucket – to showcase Pawtucket as a great place to live, work and visit. The centerpiece of the campaign is an interactive web experience featuring links, business resources and dynamic, multi-media content marketed to people interested in contributing to the city's ongoing revitalization and urban development.

As a clearinghouse of information, resources and videos, ExperiencePawtucket.org grew out of more than two years of planning by The Pawtucket Foundation and several partners. A Marketing and Communication Committee led by Ann-Marie Harrington, President of Pawtucket-based digital communication group, Embolden, developed plans for the site and oversaw its production. A broad cross-section of Pawtucket-based experts in branding, marketing, communications and information technology masterminded the campaign and marketing objectives.

Action items of the Prospectus for Marketing Pawtucket's Assets have been implemented, with more scheduled. The name, Experience Pawtucket, is inclusive and encourages users to explore Pawtucket's many offerings. Each sub-section of the site targets unique audiences with the goal of encouraging economic activity and the use of public transportation. The
focused arts-related demographic. The Pawtucket Foundation developed a brochure marketing ArtsPawtucket.org, a sub-site within the main site to provide artists & art-appreciators access to updated information on galleries, artists, available renovated artist live-work spaces, and major arts events, including the Pawtucket Arts Festival, the Foundry Artists Show & Open Studios event.

Experience Pawtucket is heavily linked to social media pages and is available in a mobile version. On the site, users may register for weekly Pawtucket Happenings.

The site is heavily linked to Facebook, LinkedIn, YouTube and Twitter. The site also uses e-commerce modules such as PayPal to process online transactions for fundraising and event management.

Users may also subscribe to receive “Pawtucket Happenings,” weekly emails that include news stories, local entertainment options, development opportunities, upcoming events and community announcements.

The site utilizes search engine optimization techniques and is designed for maximum usability and easy navigation.

While the site contains information about recreation, planning, housing, transportation and local business, it is also a useful vehicle for ongoing news articles, press announcements and information sharing.

The staff of the Pawtucket Foundation have promoted Experience Pawtucket at several large conventions to market the site’s usability, including:

- Grow Smart RI Power of Place Summit
- Pawtucket Arts Marketplace
- International Council for Shopping Centers

Marketing Experience Pawtucket continued on the more site highlights urban design projects, among other activities to promote the quality of life in Pawtucket and urban planning topics.

Users are offered relocation resources including links to information on neighborhood profiles, schools and available rental and ownership housing units. Users can find referrals to realtors, brokers and other housing and recreation resources, as well as get a glimpse of infrastructure projects.

Experience Pawtucket is promoted through social media pages and is available in a mobile version.
We extend a sincere thanks to all our members and sponsors. We appreciate your support in helping the Pawtucket Foundation have another successful year.
The Pawtucket Foundation supports collaborative efforts to clean up and promote safe, environmentally friendly uses along the Pawtucket riverfront.