



11TH ANNUAL REPORT 2012



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STAFF

Thomas A. Mann, Jr. Executive Director

Aaron Hertzberg

Program Director

Rachel Brask Hutchinson

Communications & Design Associate

TABLE OF CONTENTS

Board of Directors	2
What We Believe: Mission, Vision, Core Values	3
Co-Chairs' Report	4
Main Street Enhancement	6
Annual Awards Celebration	
Pawtucket Proud Day: Transforming Park Place	8
Accomplishments	10
Experience Pawtucket	12
EnVision Pawtucket: Strategic Plan	14
Executive Report	15
Total Member Contributions & Sponsorships	16



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- Antonio Pires, Retired
- Michele L. Roberts, Bristol County Savings Bank
- Greg Scown, Freedom National Bank
- · Maia Small, Thurlow Small Architecture
- Paul Stasiuk, National Grid
- Stewart Steffey, Jr., Narragansett Bay Insurance Company
- Michael Tamburro, Pawtucket Red Sox
- · Susan Whitney, Slater Mill
- Ron L. Wierks, RLW Real Estate Services

DIRECTOR EMERITUS:

Richard Kazarian, Antiques Dealer & Civic Provocateur



As a collaborative group of civic-minded, private sector community leaders, we believe in fostering sustainable urban development principles, driving economic prosperity and creating a quality sense of place that is unique and positive. We believe successful revitalization efforts integrate public private collaboration, creativity, quality physical design, economic restructuring and promotion of the City locally, regionally and nationally.

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 selfimage 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.

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



Strategic Plan Key to Successful Initiatives Last Year



Kevin P. Tracy Co-Chair



Daniel J. Sullivan, Jr. Co-Chair

2011 marked an especially productive year for The Pawtucket Foundation with the completion of the organization's first strategic plan. The three-year workplan charted a course for progress. Within six months of implementation, we have achieved immediate success with marketing, real estate predevelopment planning and streetscape enhancement initiatives.

Our strategic planning efforts resulted in the award of several grants creating a multiplier effect for our program initiatives. Our largest grants this year included a \$50,000 Community Development Block Grant from the City of Pawtucket for our Main Street enhancement project, and a \$38,000 grant from the Rhode Island Foundation for riverfront planning.

Among our six core values, "collaboration" best embodies the spirit of our work. This year we partnered with other non-profits, university institutions and local/state elected officials to support Main Street initiatives, KeepSpace community planning, Healthy Places by Design and the Pawtucket Downtown Design Plan.

Earlier this summer, we hosted another successful Pawtucket Proud Day community clean-up day. We organized an Earth Day event and supported planning for the RI Cherry Blossom Festival, Pawtucket Arts Festival and Pawtucket Arts Collaborative's annual juried exhibit featuring the Pawtucket Foundation Prize.

The success of The Pawtucket Foundation is only possible with the support of the people who make up the Pawtucket business community. We wish to thank all of our contributors, our capable staff, a collaborative City administration and our engaged board of directors who are involved in wide variety of initiatives that benefit Pawtucket. Together, we are building a bridge to prosperity.

Sincerely,

Daniel J. Sullivan, Jr.

Co-Chair

Kevin P. Tracy Co-Chair

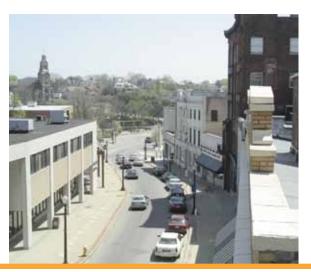




Foundation leading effort to improve Downtown Streetscape

In early 2011, a group of downtown residents and business owners brainstormed ways to revitalize the character of Main Street. The group came up with the idea to implement a streetscape enhancement project using Community Development Block Grant funds. The group approached The Pawtucket Foundation to apply as a fiscal agent and project coordinator, and months later, the City of Pawtucket awarded a \$50,000 grant, leveraged by donations from Shri Studio's community revitalization yoga fund and unrestricted funds from The Pawtucket Foundation, to improve the physical character of Main Street.

The enhancement project involves the design, purchase and installation of unique planters, streetscaping, bike racks, trashcan enclosures and new banners for Main Street between Dexter Street and Roosevelt Avenue.



The streetscape project will aid area businesses and residents by making the area a more attractive and inviting place to live, transact business and visit.

The local effort was carefully aligned with the City's comprehensive master plan and The Pawtucket Foundation's strategy to adopt a multi-faceted "Main Street" approach for economic and business development in the downtown and along the riverfront. The four-point "Main Street" approach includes organization and physical design as cornerstones of revitalization. Further, the project builds on principles and recommendations outlined in the recently completed Pawtucket Downtown Design Plan.

The project team is now working with a landscape design consultant to prepare a landscaping schedule for the area. Local firm, Delin Design, is donating services to design street banners for the project. The banners will showcase the new Experience Pawtucket campaign intended to market the area as an attractive and inviting place to live, transact business and visit. The project is scheduled for completion by the summer of 2012.



Foundation guests pack Armory for Awards Celebration

An exciting, upbeat event in Pawtucket that over 350 community leaders annually attend to celebrate Pawtucket and outstanding community accomplishments.

Last year, The Pawtucket Foundation welcomed 350 guests at the Eighth Annual Awards Celebration at the Pawtucket Armory Center for the Arts to honor the Person of the Year, Heritage and Special Distinction Awards recipients.

Governor Lincoln Chafee, Attorney General Peter Kilmartin and Mayor Donald Grebien made welcoming remarks, highlighting Pawtucket's great potential for economic development and the important work of The Pawtucket Foundation.

Mr. Francis Dietz, president of Memorial Hospital of Rhode Island, made a touching Special Distinction Award presentation to the late **Mr. Edward "Ned" W. Barlow**, recognizing his significant contributions to the health and youths of the City of Pawtucket. Accepting the award on behalf of the Barlow Family was long-time friend and former Boys & Girls Club of Pawtucket Executive Director, Mr. Michael Pappas.

Mr. Antonio J. Pires received the Person of the Year Award. Foundation co-chair and Bank of America senior vice-president Kevin Tracy noted Mr. Pires' significant community contributions throughout his career as both an elected official and a partner at Troy, Pires & Allen Insurance. In accepting the award, Pires noted his joy in helping the community by serving on the boards at BVCAP, YMCA and the Pawtucket Foundation as well as supporting the transition of the City's new administration.

Former Mayor James E. Doyle accepted the Heritage Award which recognized his significant long-term contributions to the quality of economic and community life. Accepting the Award from Foundation co-chair and President/CEO of Collette Vacations, Dan Sullivan, Mr. Doyle extended his appreciation to all of the City employees that worked under his administration. Mr. Doyle, now a Vice President at Bristol County Savings Bank, spent 40 years in public service, 13 years as Mayor.

Thank You to Our 2011 Lead Sponsors:







PAWTUCKET PROUD DAY 2011

Business Community Volunteers Transformed Park Place

Volunteers planted more than 1,000 plants and filled more than 30 bags of litter and yard waste.

Volunteers from the local business community descended on Park Place this past June to clean up and landscape parks, memorials, parking lots and a parking garage. The efforts were part of The Pawtucket Foundation's annual day of giving back, Pawtucket Proud Day.

Seventy volunteers, representing 38 companies, participated in the 2011 event. Project work focused on revitalizing the Park Place neighborhood, including Wilkinson Park, Maciminio Memorial Park and Old Colony Bank Building, the parking lot at Main Street and Park Place West, and the Main Street Parking Garage. Volunteers weeded gardens and edging, removed dead shrubs, planted greenery and flowers, mulched, painted, swept and picked up litter throughout the day.

Mayor Donald R. Grebien recognized the volunteers and contributors during a wrap-up celebration held at Wilkinson Park. Mr. Grebien noted the importance of helping ensure the City's downtown Growth Center stays in top physical

shape for residents, visitors and potential investors.

Linda Dewing, the event chairperson and a downtown resident and business owner, thanked volunteers for showing their commitment to the community, noting that revitalization efforts require collaboration from both the public and private sectors.

This was the eighth year The Pawtucket Foundation has hosted Pawtucket Proud Day in cooperation with the Department of Public Works. In that time, more than 1,000 volunteers from the business community have worked at 60 sites across Pawtucket and Central Falls. The event provides an opportunity for the business to give back to the community by helping to maintain and improve public spaces, neighborhoods, parks and gateways.





Every contribution to The Pawtucket Foundation is an investment in the COMMUNITY



ACCOMPLISHMENTS 2011

Major Accomplishments

University Collaboration



- Led streetscape initiative to enhance Main Street; received \$50,000 grant to purchase and install landscaping, streetscape furnishings and street banners.
- Created multi-jurisdictional public-private partnership for real estate predevelopment planning along Roosevelt Avenue riverfront corridor; leveraged nearly \$93,500 in private contributions in application for state funding.
- Worked with Municipal and State officials to champion strategic transportation infrastructure investments in the City:



I-95 Bridge now under construction and working with stakeholders on issues pertaining to public access, storm-water management and landscaping;



Conant Street Bridge under construction after significant hurdles to resolve environmental, indemnification and liability issues:



Blackstone Valley Bikeway: working with stakeholders to advise leaders on best alignment of the future bike path through Downtown Pawtucket:



Commuter Rail: Provided private-sector support paving way for FTA award; RIDOT will soon award contract for preliminary engineering for MBTA commuter rail stop in Pawtucket/Central Falls; and



Rapid Bus: Collaborated with marketing consultant on branding strategy for new rapid bus service that will connect Pawtucket to Providence metro region.

* Brown University

 Mentored students on multiple projects and research associated with proposed urban growth policy legislation.

★ Bryant University

 Served as client for student-led work to study marketing, public finance and business development solutions for Pawtucket

 Served as client for student directed work experience (DWE) involving demographic and market research for campaign.

★ Rhode Island School of Design

 Provided site selection assistance and provided funding support for designbuild of community garden & pavilion on Roosevelt Avenue. Purchased plant material landscape improvement program for prototype urban farming model.

≭ Roger Williams University

 Served as client for innovative Digital Manufacturing assignment to design fullscale mock-ups of green-wall applications for the Downtown parking garage.



The arch design of the new I-95 Bridge will provide room for a riverfront walking or bike path. The arches will be fitted with LED lights that can change colors.



Successes by Collaborative Partnerships

* Armory Arts District Study Group

 Participated in frequent meetings to address physical and long range initiatives to improve the economic viability and physical character of the Armory Arts District.

ຸ ★ Blackstone Valley Partnership

 Testified at public hearing to support legislation to create the John H. Chafee Blackstone River Valley National Historic Park.

※ Blackstone Valley Tourism Council

- Co-managed Landscape Improvement Program to plant new cherry trees and performed landscape maintenance throughout year.
- Co-hosted and planned RI Cherry Blossom Festival.
- Presented progress on riverfront commercial development at 3rd Annual River Users Conference

* Cities of Pawtucket & Central Falls

- Coordinated multi-jurisdictional effort to study real estate predevelopment opportunities along the riverfront of the Roosevelt Avenue Corridor; raised substantial private funding support to leverage public investment.
- Served on advisory committee and testified at public hearing in support of Pawtucket Downtown Design Plan; zoning amendments unanimously adopted by City Council and several projects now in implementation phase.

≭ Grow Smart RI

 Promoted Growth Center land use policy as focus for economic development; partnered with City of Pawtucket and Grow Smart RI to champion coordinated investments to assist metro urban town centers.

★ International Council of Shopping Centers (ICSC)

 Co-hosted International Council for Shopping Centers (ICSC) Alliance event titled Transforming Highway Strips into Vibrant Commercial Districts with over 50 real estate and design professionals.

* Main Street Merchants

 Organized meetings with merchants and served as project manager and fiscal agent for streetscape improvement project to enhance the business environment on Main Street.

≭ Pawtucket Arts Collaborative

 Co-hosted annual Juried Exhibit and presented The Pawtucket Foundation Prize, a \$1,000 cash award to selected artist Holly Gaboriault for her work titled Set in the West.

≭ Pawtucket Arts Festival

 Provided sponsorship for Rocktucket block party and provided volunteer labor on the day of the event.

* Pawtucket Citizens Development Corporation

- Participated on KeepSpace stakeholder team to produce Pawtucket/Central Falls KeepSpace Community Design Plan with Rhode Island Housing; point of contact for three strategies outlined in implementation matrix.
- Participated with Healthy Places by Design project to improve local policy to build a healthier community; participated with bikability assessment.

★ State of Rhode Island

 Participated in advisory committee meetings to help shape a Statewide Main Street
 Program; attended conference and multiple committee meetings.



Experience Pawtucket.org

New Campaign to Market the City of Pawtucket



The Marketing Committee has been meeting to collaborate on a roll-out plan for marketing the Experience Pawtucket website. Members of the Marketing Committee include: Ann-Marie Harrington, Thomas Mann, Vincent Ceglie, Linda Dewing, Michael Gazdacko, Robert Billington, Ross Nelson, Jack Partridge, Maia Small, Mike Tamburro, Susan Whitney, Andrew Gates, John Sawyer, Laura Burkett, Eric Delin, Aaron Hertzberg, Rachel Brask Hutchinson, Keith Fayan and Aaron Usher.

This year, 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 interviews marketed to
people interested in contributing to the
City's ongoing revitalization.

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 lead 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. Over 14 months, the group drafted the Prospectus for Marketing Pawtucket's Assets, outlined action steps and formed partnerships with the RI Small Business Development Center, Johnson and Wales University and Bryant University.

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 in the
City. The Live section, for example,
features a video interview of Eric

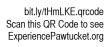


JWU Students Present Report to the November Board Meeting about marketing Pawtucket's assets.

Back Row L to R: Dr. Anthony Fruzzetti, College of Business, Johnson & Wales University; JWU Students Alec D'Antonio, Craig Roberts, Nora Martel, Sebastian Ocampo, Aaron Hertzberg, Program Director, Pawtucket Foundation, Thomas Mann, Executive Director, Pawtucket Foundation. Front Row L to R: Nicole Maione, Elizabeth Pereira, Kim Ngan Nguyen Phuoc and Tiffany Cabral.



ExperiencePawtucket.org highlights common modes of transportation to facilitate easier commuting, parking and exploration of Pawtucket and the surrounding area by way of walking, biking, bus, car, rail and airport access.





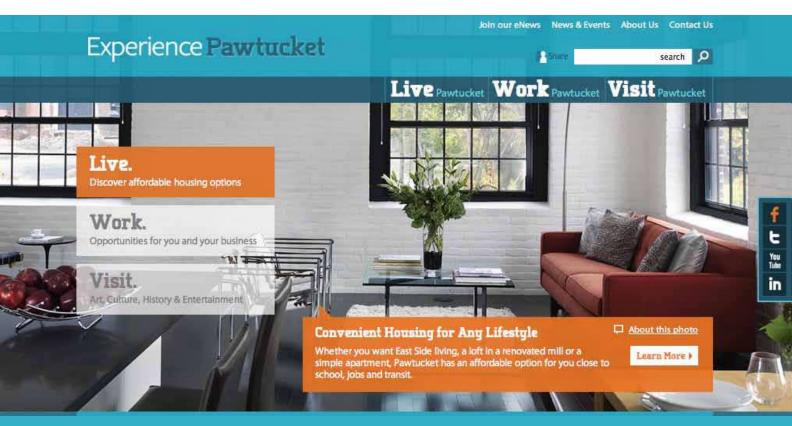












LivePawtucket.org

WorkPawtucket.org

VisitPawtucket.org

Delin, a branding and marketing expert that recently relocated to Pawtucket. In the interview, Mr. Delin, describes his Pawtucket experience living in a mill condo along the Blackstone River. The location appealed to him because of the affordability and accessibility to the Boston and Providence markets.

Beside the video, users are offered relocation resources including links to available rental and ownership units and information about realtors, neighborhoods, recreational amenities and local schools. Corresponding stories and resources are available in both the Work and Visit sections of the site.

At each stage of development, the marketing committee relied on focus groups and stakeholders to review and edit content for the site. A number of local artists donated professional images and in-kind services to generate content and images.

Experience Pawtucket is heavily linked to social media pages and is available in a mobile version. Users can access the site's YouTube channel, Facebook page, LinkedIn group and Twitter feed by searching Experience Pawtucket. Users may also sign up for e-news to receive emails about news stories, local happenings, development opportunities and upcoming events.

This prototype Main Street banner, designed by Pawtucket-based Delin Design, is one of many ways ExperiencePawtucket.org will be marketed throughout Pawtucket and the surrounding area.

www.delindesign.com



strategic plan envision: pawtucket

FY 2012-2014

Because of the new strategic focus, the Foundation successfully received \$144,500 in program grants to support our major initiatives

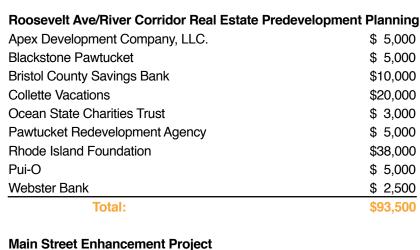
This past May, The Pawtucket Foundation conducted an extensive strategic planning process resulting with a strategic plan titled enVision: Pawtucket. The plan lays out a three-year workplan with clear goals, objectives, strategies and tactics coordinated with a timeline and realistic budget.

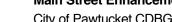
The new plan charts a focused role to advocate and catalyze economic improvements in the City of Pawtucket. As part of the plan, the Pawtucket Foundation refined its mission statement, adopted a vision, defined its core values and established strategies that will lead to mission success. Three major program goals will reshape how The Pawtucket Foundation achieves its mission.

Broad Goals:

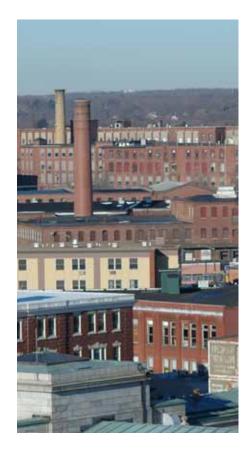
- 1. Adopt a multi-faceted "Main Street" approach for economic and business development in the downtown and along the riverfront.
- Facilitate real estate predevelopment planning activities for mixed-use infill and redevelopment in the downtown urban core, in the Conant Street Industrial Park, along designated riverfront parcels and around McCoy Stadium.
- Advocate for transportation, public infrastructure, public space and private property improvements in target areas that will enhance the economic viability of Pawtucket.

Grant Awards:





City of Pawtucket CDBG	\$50,000
Main Street Merchants	\$ 1,000
Total	\$51,000





bit.ly/t5inUZ Scan to see video of EnVision Pawtucket Our staff and board directors collaborated with nearly 150 graduate and undergraduate students from five local universities on urban design, research and business projects.

EXECUTIVE REPORT

2011 was an exciting year for The Pawtucket Foundation. Our focused workplan produced measured results with progress on three substantial projects:

- * Designed and launched Experience Pawtucket marketing campaign to showcase Pawtucket as a great place to live, work and visit;
- Organized multi-jurisdictional partnership to implement an aggressive riverfront land and infrastructure development plan along the Roosevelt Avenue corridor; and
- Implemented Community Development Block Grant Main Street enhancement project with new landscaping, street furnishings and attractive street banners.

The Pawtucket Foundation staff and board directors participated in numerous meetings and design charrettes with local and state officials to help identify solutions to align the Blackstone Valley Bike Path through Downtown Pawtucket and champion game-changing infrastructure projects such as commuter rail, rapid bus marketing, I-95 Bridge and Conant Street Bridge replacements and the award-winning Pawtucket Downtown Design Plan.

Our organization continued partnerships with local universities while mentoring students who used Pawtucket as a learning laboratory. Our staff and board directors collaborated with nearly 150 graduate and undergraduate students from five local universities on urban design, research and business projects.

We continue to leverage modest resources to catalyze investments that will benefit Pawtucket. I wish to thank the City of Pawtucket, the local business community, our friends and board for unwavering financial, in-kind and collaborative support during a challenging economic climate. The enthusiasm of the local business community has a tremendously positive impact.

Respectfully,

Thomas A. Mann, Jr. Executive Director

Hout News.



Thomas A. Mann, Jr. Executive Director



PAWTUCKET DOWNTOWN DESIGN PLAN WINS 3 AWARDS

Congratulations to the Pawtucket Downtown Design Plan team and the City of Pawtucket for their outstanding work:

- * Thurlow Small Architecture won an American Institute of Architects RI Chapter Merit Award in the category of Urban Planning / Design
- L+A Landscape Architecture, as part of the Thurlow Small Architecture team, won an American Society of Landscape Architects RI Chapter Honor Award
- * The City of Pawtucket and the Thurlow Small Architecture team, including Thurlow Small Architecture, L+A Landscape Architecture, McMahon Associates and Horsley Witten Group, won an American Planning Association RI Chapter Award for Outstanding Comprehensive Planning, recognizing a plan, program or project of high merit.



TOTAL MEMBER CONTRIBUTIONS & SPONSORSHIPS

Calendar Year 2011

FOUNDERS \$10,000 & UP

Bank of America Bristol County Savings Bank Citizens Financial Group, Inc. Collette Vacations Cox Communications Hasbro, Inc. Pawtucket Credit Union

PARTNERS \$5,000 - \$9,999

Amica Mutual Insurance Company
Blackstone Pawtucket
Blackstone Valley Community Action
Program
BNY Mellon
Memorial Hospital
Narragansett Bay Insurance
Company
Navigant Credit Union
Pawtucket Redevelopment Agency
Pawtucket Red Sox

TRUSTEES \$3.000 - \$4.999

AAA Southern New England
Alliance Blackstone Valley Federal
Credit Union
Boys & Girls Club of Pawtucket
Delin Design, Inc.
Hope Global
National Grid

INCORPORATORS \$1,000 - \$2,999

Am-Source, LLC. Apex Development Company, LLC. Bank Rhode Island Beretta Realty Company Blackstone Valley Sports, LLC Dunkin Donuts, East Street EB Properties, Inc. **Excellent Coffee** Horan, Michael F. John J. McHale & Sons, Inc. LLB Architects New England Linen Supply North East Knitting, Inc. Partridge Snow & Hahn, LLP. Pascale Service Corporation Pires, Antonio Pui-O TD Bank **Teknor Apex Company** Tracey Gear & Precision Shaft

Troy Pires & Allen, LLC.

Twin River Casino

Vanasse Hangen Brustlin Washington Trust YMCA of Pawtucket

FRIENDS \$300 - \$999

Abraham and Company Arden Engineering Constructors Babbitt. Samuel Blackstone Studios LLC Blais Cunningham & Crowe Chester Braver PC Butler & Messier, Inc. Dupuis Oil Embolden Freedom National Bank Gateway Healthcare, Inc. George H. Fuller & Son Co. Gordon R. Archibald, Inc. Hayes & Sherry Ltd Hughes, Pamela Independence Bank Lozano, Michael A. Major Electric Supply, Inc. M. Barboza & Sons Mel-Co-Ed, Inc. **NEPTCO** Northern Rhode Island Chamber of Commerce O'Neill, Christopher Patriot Disposal **Pawtucket Asphalt Corporation** Places & Spaces Realty Platt Realty Group, LLC. Providence Metallizing Resource Controls Rhode Island Antiques Mall Russell Morin Fine Catering Sage Environmental Schofield Printing, Inc. Shove Insurance, Inc. Spumoni's Restaurant

IN-KIND CONTRIBUTIONS

Sullivan, Kathleen & Dan

Urban Smart Growth

Thurlow Small Architecture

Ahler's Design
ATR Treehouse
Bank of America
Betsy McLaughlin Event Photos
Beverage Hill Liquors
Blackstone Valley Tourism Council
Bose Corporation
Bristol County Savings Bank

Citizens Ice Company Collette Vacations **Dunkin Donuts Excellent Coffee** Gamm Theatre Home Depot Hope Artiste Village J R Sav-On Liquor New Urban Farmers Nice Slice Pizza Ocean State Printers Pawtucket Credit Union Plouffee's Cup-N-Saucer Quality Rental Ronzios Pizza Russell Morin Fine Catering Schofield Printing Star Wine Company Stateline Wine and Spirits The Apex Companies The Met The Times Town Wine & Spirits Twobolt Division of Mercury

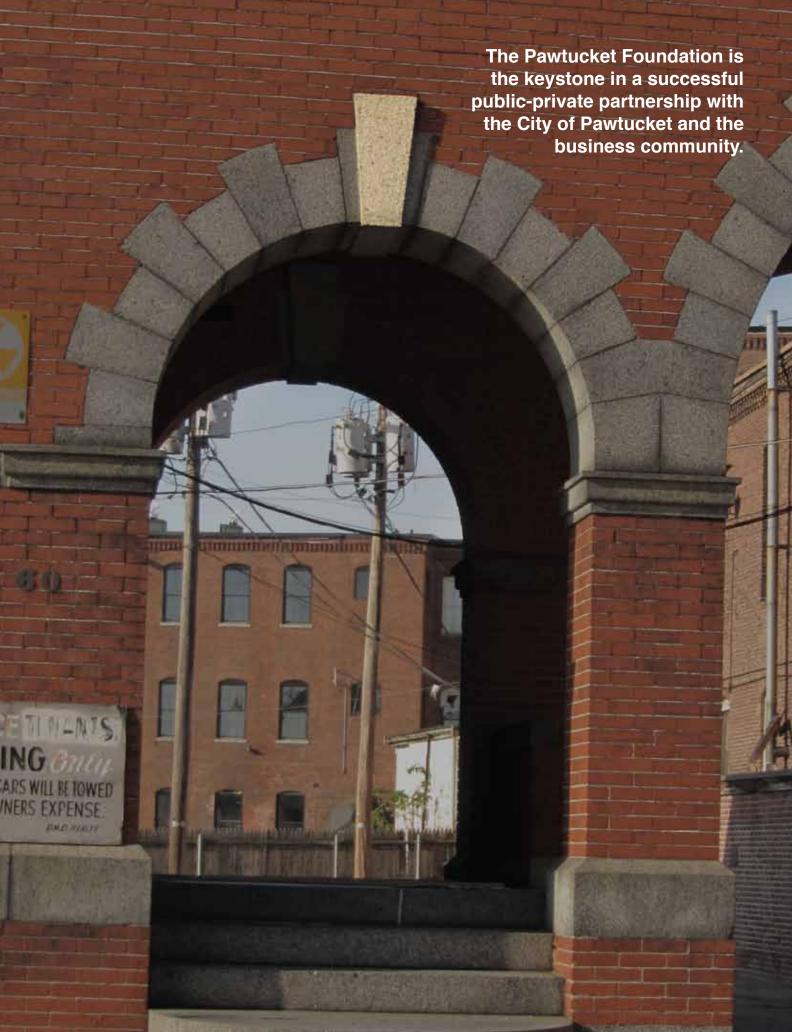
PROGRAM GRANTS

Apex Development Company, LLC.: \$5,000
Blackstone Pawtucket: \$5,000
Bristol County Savings Bank: \$10,000
Collette Vacations: \$20,000
Luke Charitable Foundation: \$10,000
Ocean State Charities Trust: \$3,000
Pawtucket Redevelopment Agency: \$5,000
Pui-O: \$5,000
Rhode Island Foundation: \$38,000
Webster Bank: \$2,500

COLLABORATION FOR LANDSCAPE IMPROVEMENTS & CHERRY BLOSSOM FESTIVAL

Blackstone Valley Tourism \$7,000 Luke Charitable Foundation: \$5,000

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 www.pawtucketfoundation.org