

ROCKLAND, MA

REiMAGINE ROCKLAND Organizational Development

Consultant:

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Massachusetts Downtown Initiative

Department of Housing & Community Development, 100 Cambridge Street, Boston, MA 02114

September 30, 2019

Summary Report – Town of Rockland MA Downtown Initiative Grant

REiMAGINE ROCKLAND – District Management Plan

OVERVIEW OF PROJECT

Background

The 2018 MA Downtown Initiative grant for the Town of Rockland is a continuation of the organizational development of REiMAGINE ROCKLAND (RR) as a community led downtown development organization. REiMAGINE ROCKLAND's Steering committee is charged with continuing to refine the REiMAGINE ROCKLAND Work plan priorities, build an organizational structure and board, and identify resources and in-kind support for RR activities. The RR steering committee is comprised of Town officials, Chamber of Commerce, business owners, artists, interested residents and other stakeholders and is committed to improving the health and vitality of downtown Rockland. Through this project, REiMAGINE ROCKLAND plans to achieve broader community engagement, form strategic partnerships with town and other organizations, determine which district management model to adopt, form bylaws and articles of organization, nominate a board of directors and initiate steps to form a 501 c3. Additionally, RR will craft a set of priorities for implementation, and strategy for fundraising. The Town of Rockland received a Technical Assistance grant provided by the MA Downtown Initiative Grant program to work with RR and stakeholder groups to assist in the development of an organizational structure the RR.

Work Plan Progress Report and Year 2 Priorities

Overview. - RR Steering committee and subcommittees reviewed progress, challenges, and identified priorities for 2018/2019 year. Throughout this process, RR continues to transition to a more community lead organization with strong support from the town of Rockland and potentially the South Shore Chamber of Commerce. Board and Leadership for RR will be comprised of Rockland residents.

The RR Steering committee and 5 working committees undertook a variety of activities in its first year of operation. As a volunteer organization, it became clear that some committees were overlapping activities and presented the opportunity to consolidate. Additionally; it became apparent that there was the need to recruit additional volunteer participants and encourage town support to undertake the work plan. Discussion of committee structure, leadership, problems with silos and need for cross communication between committees resulted in recommendations for a new committee structure and possible formal relationship with the South Shore Chamber for administrative support.

WORK PLAN COMPONENTS:

BUSINESS DEVELOPMENT

Overview the Business Development Committee is focused on creating an environment for downtown Rockland that is supportive of business development. This includes promoting downtown business and real estate opportunities, working with town officials to encourage best practices to create a business friendly environment in downtown, and developing events to encourage more foot traffic in downtown Rockland for existing businesses.

Year 1 Highlights:

Restaurant Week. The Business Development committee undertook restaurant week in 2018. Overall, the promotion was considered a success and engaged a number of restaurant businesses.

Initiated Discussion on Expedited Permitting Best Practice Models - RR initiated discussions with Chamber and Rockland officials about potential models for expedited permitting and streamlined review and approval for interested businesses and developers. The committee hopes to continue to work with Town officials and boards to explore best practices. The committee met with Allan Blair, past president of the EDC of Western Massachusetts to discuss models in place in Westfield, Ludlow and Chicopee. Committee and town officials were provided sample procedures, and zoning language for consideration.

Recommended priorities:

1. Create Business Directory on Website.
2. Continue evaluation and recommend models for Business /Developer project review and facilitation such as Ludlow, Westfield, Chicopee as best practices.
3. Development FAM trip to feature opportunities for development and business recruitment.
4. Coordinate and Expand Restaurant Week and promote with marketing committee
5. Partner with Chamber on events

ART and CULTURE

Overview -The Art and Culture Committee took on a variety of initiatives to incorporate Art and culture in existing events in Rockland, create business opportunities for Artists and expand awareness of artists and artist spaces in the community.

Year 1 Highlights:

- Sandpaper factory tour
- Pop up Shop
- Holiday Stroll incorporated artists in stroll locations, added children's arts events and opportunities for artists to display and sell work during the event.
- Development of Sole of Rockland Patronicity Project

- Included Artists at Farmers Markets

Recommended Priorities:

1. Signature event for the year - SOLE OF ROCKLAND EVENT
2. Expand artist participation in Stroll / holiday pop up
3. Create Fall event
4. Promote artists and locations
5. Engage new leadership of 4th floor artists in effort.
6. Merge Art/Culture and Marketing Committee to eliminate overlap.

MARKETING

Overview. - Events have been a focus of RR. The Marketing Committee has expertise in social media and design and has put in place a social media program for RR to promote the events and community engagement for RR. All marketing activities are designed with the goal of bringing foot traffic to downtown, creating a vibrant art scene, expanding offerings for multigenerational audiences, and changing perceptions of downtown. Some of these events could be combined with existing offerings for greater impact. The marketing committee expanded on a number of successful events including the Holiday Stroll and Pop up Shop, Rockland Days and children's offerings, (books and lunch event for kids), launched a Sole of Rockland crowdfunding event, farmers market participation, and restaurant week.

Year 1 Highlights

Events - Events are a strong focus for RR. Featured events included:

- Fall Dog Walk - Bulldog Parade
- Octoberfest
- Art in Public places
- Fall Cleanup days
- Farmers Market
- ROCKLAND DAYS expanded to include Food Truck ; Artist Weaving /Sales ;vendors
- Sole of Rockland

Social Media - Social media communication undertaken by the Marketing committee is strong. Committee members have launched the RR Facebook Page, updated the RR logo and provided graphic design for RR materials.

Recommended Priorities

- Create RR Website
- Expand content and other social media offerings
- Create Fundraising Sponsorship package menu for events for year

- Determine Event Calendar of ongoing and new events
- Promote and Leverage Sole of Rockland

INFRASTRUCTURE /STREETSCAPE

Overview - Town officials and RR committee are working together to do design and planning work to develop long term projects to improve the infrastructure and streetscape in downtown Rockland. The goal is to align the RR streetscape and infrastructure goals with Town goals. One example is the desire to move utilities underground and improve the streetscape.

Year 1 Highlights

Design Grant - The town secured a water and engineering grant for design work. It is anticipated that this project will lead to the eventual MassWorks application for water and sewer improvements. Improvements include improvements to grading and topography of Union St, granite reuse for stone walls, trees etc.

Recommended Priorities.

- Combine and align Infrastructure and Streetscape committees
- Create Shared Parking
- Implement Complete Streets
- Continue Design Work
- Implement Sole of Rockland Wayfinding
- Incorporate Art in public places
- Development downtown plan (MassDevelopment grant)

ORGANIZATIONAL MODEL FOR REiMAGINE ROCKLAND

The mission statement for REiMAGINE ROCKLAND is to “Lead a Community Effort to Create a Vibrant Downtown”. This statement articulates the identity and work of the organization, why they exist, and for whom they do the work, and what role they envision for the volunteer effort. REiMAGINE ROCKLAND is a grass roots citizen led group that will develop active subcommittees and strategic partnerships to undertake activities to support their plan. RR envisions that downtown Rockland will be a destination that is a welcoming, thriving, and active gathering place for everyone in the community including – businesses, artists, seniors, families and kids.

Voluntary Non Profit Downtown Organization - Organizational Model for REiMAGINE ROCKLAND.

RR envisions a transition to a more community based lead organization from its current structure as a town sponsored committee. The Town will continue to be a strong partner, but with RR leadership provided by community stakeholders. With the Town leadership in transition, this appeared to be the

most viable way for REiMAGINE ROCKLAND to continue its mission. This positioning is consistent with the mission of RR and volunteer support.

A series of working meetings were held with the RR Steering committee and interested stakeholders to evaluate different management district structures that would be appropriate for Rockland at this time. The Steering community and community stakeholders were presented several different models. This included Business Improvement Districts, formal Main St Programs, Hybrid CDC/BID models and voluntary downtown organizations. Each model had advantages and disadvantages that were evaluated by the Steering committee. RR steering committee determined that a voluntary organization, similar to a Main St program model, best aligns with the capacity of the organization and consistent with the mission/ vision of the organization. This decision was made for several reasons. First, currently the primary stakeholders are Rockland residents, small businesses, civic and nonprofit organizations, academic and chamber representatives. There are very few property owners involved at this time. It was decided that without major property owner support and participation, a Business Improvement District most likely would be difficult to put in place and an interim step was needed. Additionally, the Steering committee felt that there could be business and institutional support for a voluntary organization, at least initially. Second, the Steering committee essentially saw this group as community led, and therefore felt the organizational model should reflect that structure. Finally, the Steering Committee believed that a voluntary organization would be quicker to form and have a lower barrier for entry. With that decision made, the following steps were taken to put this organization in place:

1. **Draft Bylaws and Articles of Organization** (attachments 1&2) RR drafted bylaws and articles of organization to form a 501c3 organization. These were later approved by a Board of directors nominated by the community.

2. Consolidate committee structure - Based on revised program priorities and work plan the recommendation was made to consolidate the five subcommittees that currently exist: Infrastructure; Streetscape; Arts and Culture; Marketing and Events; and Business Development to three committees and a Board of Directors. The new organization will combine several committees to eliminate silos, and increase coordination and communication. RR will evaluate committees and recruit participants. The new committees are:

Board of Directors - Governance of RR
Marketing/Arts and Culture/Events
Infrastructure and Streetscape
Business Development

3. **Nomination of Board members and committee participants. (attachments 3 and 4)**

The Steering Committee reached out through social media, RR community based meetings to invite stakeholders to express their interest in serving on a committee or being considered for a board position on the newly established REiMAGINE ROCKLAND organization. The nomination process resulted in a cross section of stakeholders representing artists, residents, government, chamber,

property owners, restaurateurs and retailers and marketing professionals. This initial group will provide governance for the new organization.

4. Memorandum of Agreement with the South Shore Chamber of Commerce (attachment 5).

REiMAGINE ROCKLAND has no permanent staff at this time. Realizing that limitation, it was important to establish a relationship with the Chamber to provide a limited amount of Administrative support for the organization. A MOA was negotiated with the Chamber that outlines the support that could be provided. Additionally, the chamber agreed to provide office/ telephone and conference room availability for the startup organization. It will also function as a vehicle to support grant applications and financial reporting.

6. Board Training.

The new REiMAGINE ROCKLAND Board of Directors was comprised of individuals with a variety of levels of experience as Board members. To better prepare this new board, two trainings were offered.

Additionally, each RR board member was given a resource book, ON BOARD -What current and aspiring Board members must know about non-profits and board service. By Nanette Fridman

Governance as Leadership - Roles and Responsibilities of a Board of Director - This training covered the responsibilities of a Board member and how to provide effective governance for an organization. The training included:

- Roles and responsibilities of board members
- Values
- Legal responsibilities – duty of care, duty of loyalty, duty of obedience
- Governance triangle – fiduciary, strategic and generative
- Details on how a board works – officers, board meetings , committees
- Roles at board meetings
- Meeting formats to get the most out of your meetings
- How to not be a high maintenance board member –
- Committees – standing committees/ ad hoc, tips for success, committee charters
- Overview on fundraising
- Homework – worksheets for committee charter, committee worksheets and budget, conflict of interest form.

Fundraising Fundamentals for nonprofit Boards. – Finding the resources to support a voluntary nonprofit organization is frequently a challenge for any organization. The Funding Fundamentals training included the following:

- Overview of philanthropic giving
- Why we lose donors
- Why people give to your organization

- Generational differences in giving
- Donor focused approach
- Three objectives of a fundraising plan
- Understanding the Giving Pyramid
- Potential resources for RR
- The different roles Board members plan in effective fundraising
- Stewardship – the importance of Thanking
- Donor Pet Peeves
- Homework – Plan budget for RR and timeline

7. Sponsorship package option (attachment 6)

The Steering Committee continued the process of forming a sponsorship package offering a menu of sponsorship opportunities for events offered by RR. The committee reviewed samples packages for regional Chambers and other Business Improvement Districts as possible models.

8. Filing of 501c3 with IRS

The South Shore Chamber of Commerce will work with RR to file for 501c3 status with the IRS.

NEXT STEPS

REiMAGINE ROCKLAND has the basic infrastructure in place to successfully support a volunteer based downtown management organization. However, as with any new organization, RR will continue to work on the following:

- Continue Board and volunteer recruitment to ensure continued leadership and manpower to undertake work plan priorities.
- Work closely with Town officials and Chamber to implement best practices to support business development.
- Encourage a close partnership with the Town to ensure continued support and involvement.
- Continue to develop sustainable funding and in kind support from stakeholders, sponsors and community.
- Continue to align REiMAGINE ROCKLAND goals to best support the Town's revitalization efforts of its downtown areas, including the Union Street corridor.



Corporate Bylaws
of
REiMAGINE ROCKLAND

ARTICLE I
Name

Section 1.1 Name, Location and Purposes. The name and purposes of the Corporation shall be as set forth in the Articles of Organization. REiMAGINE ROCKLAND is a community led effort to create a vibrant downtown Rockland, MA.

ARTICLE II
Members

Section 2.1 No Corporate Members. The Corporation shall not have any members, as defined in Section 2 of Chapter 180 of the Massachusetts General Laws. Any action or vote required or permitted by Chapter 180 of the Massachusetts General Laws to be taken by members shall be taken by the Directors of the Corporation in accordance with Section 3 of said Chapter.

ARTICLE III
Meetings of Electors

Section 3.1 Annual Meeting. The Corporation shall hold an annual meeting of the electors of REiMAGINE ROCKLAND for the purposes of electing directors and such other matters which shall be subject to the approval of the Electors as provided herein. The Annual Meeting of the Electors shall be held on the third Thursday in the month of September, if it is not a legal or religious holiday, and if it such a holiday, then on the next succeeding day, which is not a holiday, at such hour and place as the Chair or the Clerk may determine. If such Annual Meeting is omitted on the day herein provided therefor, a Special Meeting may be held in place thereof, and any business transacted or elections held at such meeting shall have the same effect as if transacted or held at the Annual Meeting, and in such case such reference in these bylaws to the Annual Meeting of the Electors shall be deemed to refer to such Special Meeting.

Section 3.2 Special Meetings. Special Meetings of the Electors may be called by the Chair or by the Directors, and shall be called by the Clerk, or in case of the death, absence, incapacity, or refusal of the Clerk, by any other Officer, upon written application of two (2) or more of the Electors entitled to vote thereat. Such call shall state the time, place and purpose of the meeting.

Section 3.3 Place. Meetings of Electors may be held anywhere in Rockland, Massachusetts, at such place as is stated in the call or notice.

Section 3.4 Notice of Meetings. A written notice of each meeting of the Electors, stating the place, day and hour thereof and the purposes for which the meeting is called, shall be given by the Clerk to each Elector at least seven (7) days before the meeting by leaving such notice with such Elector or at such Elector's residence or usual place of business, or by mail, email, facsimile or telephone, directed to such Elector at such Elector's address as it appears upon the records of the Corporation. In case of the death, absence, incapacity or refusal of the Clerk, such notice may be given by any other Officer or by a person designated either by the Clerk or by the person or persons calling the meeting or by the Board of Directors. No notice of the time, place, or purposes of any regular or special meeting of the Electors shall be required to be given to any Elector who executes a written waiver of notice thereof, or who attends such a meeting.

Section 3.5 Quorum of Electors, Voting. At any meeting of the Electors, a majority of the Electors whether present in person or by proxy, shall constitute a quorum, but a lesser number of Electors may adjourn any meeting from time to time, by vote of a majority thereof, and the meeting may be held as adjourned without further notice. When a quorum is present at any meeting, a majority of the Electors present and voting in person or by proxy shall, except where a larger vote is required by law or by these bylaws, decide any matter brought before such meeting.

ARTICLE IV Board of Directors

Section 4.1 Composition and Term. The number of Directors shall not exceed thirteen (13). The incorporator or incorporators shall fix the initial number and, within that number, elect the initial Board of Directors. Thereafter, the Electors at their Annual Meeting or at a Special Meeting called for that purpose, shall elect a Board of Directors to take office immediately upon election and to serve, in accordance with the law and these Bylaws, for terms of three (3) years each, and until their successors are elected and qualified; provided that, in implementing this section, the directors shall be divided into three (3) groups, as nearly equal in number as possible, and the Directors in each group shall be elected, respectively, for terms of one (1), two (2) and three (3) years, so that the terms of approximately one-third (1/3) of the Directors will expire in each year. No director shall serve more than three consecutive terms. Directors are eligible for reelection after one year absence from the board. A director may, but need not be an Elector.

The Board of Directors shall have the following minimum representation, when there are no vacancies-:

- a. Two (2) Directors who are owners or their representatives of a property located within the district
- b. One (1) Director who is the representative from the Town of Rockland
- c. Two (2) Directors who are the owners or their representative of a business within the district,
- d. One (1) Director who is the representative from the South Shore Chamber of commerce,
- e. One (1) Director who is a resident of the town of Rockland
- f. One (1) Director from the Fourth floor artists Association
- g. Five (5) At Large Directors

Section 4.2 Powers. The Board of Directors shall have and may exercise all the powers of the Corporation as provided by Chapter 180 of the Massachusetts General Laws. Except as limited by law, or where approval of the Electors is required hereunder, the Board of Directors may by vote, contract or otherwise, delegate or otherwise make provision for the proper management and operation of the Corporation.

Section 4.3 Regular Meetings. Regular meetings of the Board of Directors shall be held at such places, within or without the Commonwealth of Massachusetts, and at such times as the Board of Directors may from time to time determine. Written notice of a regular meeting of the Board of Directors shall be given at least seven (7) days before the meeting by leaving such notice with the Director or at the Director's residence or usual place of business, or by mail, email, facsimile or telephone, directed to such Director at the Director's address as it appears upon the books of the Corporation. No notice to the Directors shall be required for any regular meeting held at a time and place fixed in advance by the Board of Directors, if notice of the times and places so fixed for regular meetings shall have been given to such Director within the same calendar year, in writing, as specified above.

Section 4.4 Special Meetings. Special meetings of the Board of Directors may be held at any time and at any place, within or without the Commonwealth of Massachusetts, when called by the Chair or by two (2) or more Directors, reasonable notice thereof being given to each Director by the Clerk, or, in case of the death, absence, incapacity, or refusal of the Clerk, by the Chair or Directors calling the meeting, or at any time without call or formal notice, provided all the Directors are present or waive notice thereof by a writing which is filed with the records of the meeting. In any case, it shall be deemed sufficient notice to a Director to send notice by mail, at least forty-eight (48) hours before the meeting, or by facsimile, email, telephone or hand-delivery, at least twenty-four (24) hours before the meeting, addressed to the Director at the Director's usual or last known business or residence address.

Section 4.5 Annual Meetings. The Annual Meeting of the Directors shall be held on the third Thursday in the month of September, if it is not a legal or religious holiday, and if it is such a holiday, then on the next succeeding day, which is not a holiday, at such hour and place as the Chair or the Clerk may determine. Purposes for which an Annual Meeting is to be held, in addition to those prescribed by law, and by these Bylaws, may be specified in the Notice of Meeting. If such Annual Meeting is omitted on the day herein provided therefor, a Special Meeting may be held in place thereof, and any business transacted or elections held at such meeting shall have the same effect as if transacted or held at the Annual Meeting, and in such case such reference in these Bylaws to the Annual Meeting of the Directors shall be deemed to refer to such Special Meeting. A written notice of the Annual Meeting or meeting in lieu thereof, stating the place, day and hour thereof and the purposes for which the meeting is called, shall be given by the Clerk to each Director at least seven (7) days before the meeting. In case of the death, absence, incapacity or refusal of the Clerk, such notice may be given by any other Officer or by a person designated either by the Clerk or by the person or persons calling the meeting or by the Board of Directors.

Section 4.6 Quorum and Voting. At any meeting of the Directors, a majority of the Directors then in office shall constitute a quorum for the transaction of business, but a lesser number may adjourn any meeting from time to time, by vote of a majority thereof, and the meeting may be held as adjourned without further notice. When a quorum is present at any meeting, the affirmative vote of a majority of the Directors in attendance thereat and voting on the question shall, except where a larger vote is required by law or by these Bylaws, decide any question brought before such meeting.

Section 4.7 Meeting by Telecommunication. Members of the Board of Directors or any committee designated thereby may participate in a meeting of the Board or such committee by conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear such others at the same time, and participation by such means shall constitute presence in person at a meeting.

Section 4.8 Waiver of Notice. Notice of any meeting may be waived if each Director, by a writing filed with the records of the meeting, waives such notice or attends such meeting.

Section 4.9 Action By Written Consent. Any action by the Directors may be taken without a meeting if a written consent thereto is signed by all the directors and filed with the records of the Directors' meetings. Such consent shall be treated as a vote of the Directors for all purposes.

ARTICLE V Committees

Section 5.1 Nominating Committee. The Board of Directors may from time to time create a Nominating Committee, which shall submit, at any meeting of the Electors or of the Board of Directors at which an election or elections are to be held, nominations for any offices, directorships or committee memberships to be filled at such meeting, whether due to expiration of term, vacancy or otherwise. The Nominating Committee may make rules not inconsistent herewith for the holding and conduct of its meetings.

Section 5.2 Other Committees. The Board of Directors or the Chair may, from time to time, create and abolish such other committees as may be necessary or desirable for the conduct of the business of the Corporation. Except as the Directors may otherwise determine, any committee may make rules for the conduct of its business, but unless otherwise provided by the Directors or in such rules, its business shall be conducted in a manner similar to that provided in these bylaws for the Directors.

Section 5.3 Quorum and Voting. A majority of the members of any Committee shall constitute quorum for the transaction of business, but a lesser number of members may adjourn any meeting from time to time, by vote of a majority thereof, and the meeting may be held as adjourned without further notice. When a quorum is present at any meeting, a majority of the members of such committee present thereat and voting shall decide any matter brought before such meeting.

ARTICLE VI Officers

Section 6.1 Election. The Officers of the Corporation shall consist of a Chair, a Vice Chair, a Treasurer and a Clerk. Other Officers, their powers and their terms of office, may be prescribed by a majority of Directors from time to time. All Officers shall be elected by the Directors at any meeting thereof.

Section 6.2 Qualification and Powers. Each Officer, except the Clerk, shall be a Director. So far as is permitted by law, any two (2) or more offices may be filled by the same person. Subject to law and to the other provisions of these Bylaws, each Officer shall hold office for a term of one (1) year and until a successor is elected and takes office, or until the Officer sooner dies, resigns, is removed, or becomes disqualified. Each Officer shall, subject to these Bylaws, have in addition to the duties and powers herein set forth, such duties and powers as are commonly incident to the office and such duties and powers as the Board of Directors shall from time to time designate.

Section 6.3 Chair, Vice Chair. The Chair shall be the chief volunteer officer of the Corporation and, shall have and discharge such duties as the Board of Directors shall, from time to time, direct. The Chair shall preside at all meetings of the Board of Directors and the Executive Committee, if there be one. The Vice Chair shall preside at all meetings of the Board of Directors at which the Chair is not present.

Section 6.4 Clerk. The Clerk or a designee shall keep the records of all meetings of the Board of Directors and committees of the Board.

Section 6.5 Treasurer. The Treasurer shall, subject to the direction and under the supervision of the Board of Directors, have general charge of the financial concerns of the Corporation and the care and custody of the funds, securities, and valuable papers of the Corporation, except the Treasurer's own bond, if any, and shall have power to endorse for deposit or collection all notes, checks, drafts, and other obligations and orders for the payment of money payable to the Corporation or its order, and to accept drafts on behalf of the Corporation. The Treasurer shall keep, or cause to be kept, accurate books of account, which shall be the

property of the Corporation, and, if required by the Board of Directors, shall give bond for the faithful performance of the duties of the office in such form, in such sum, and with such sureties as the Board of Directors shall require.

ARTICLE VII Resignations, Removals and Vacancies

Section 7.1 Resignations and Removals. A Director, Officer or agent may resign at any time by delivering his or her resignation in writing to the Chair or Clerk or to a meeting of the Board of Directors. The Electors may, by vote at any meeting called for the purpose, remove from office any Director or Directors, with or without cause. The Board of Directors may remove from office any Director, with or without cause, by vote of two-thirds (2/3) of the Directors then in office, exclusive of the Director who is the subject of the vote. The Board of Directors may remove from office, with or without cause, any Officer appointed or elected by the Board or terminate or modify the authority of any such Officer or any agent.

Section 7.2 Vacancies. If the position of any Director becomes vacant, by reason of death, resignation, removal, disqualification or otherwise, the Electors may elect a successor, which election may be held at the same meeting at which a former Director resigns or is removed. Any vacancy on any committee of the Board may be filled by the Directors. If any office becomes vacant, the Board of Directors may elect or appoint a successor. Each such successor shall hold office for the unexpired term and until a successor shall be elected or appointed and qualified, or, if sooner, until death, resignation, removal or disqualification. The Board of Directors shall have and may exercise all its power notwithstanding the existence of one (1) or more vacancies in its number.

ARTICLE VIII Indemnification

Section 8.1 Officers and Directors. The Corporation shall, to the extent legally permissible, indemnify its Officers and Directors, and their respective heirs, executors, administrators or other representatives from any costs, expenses, attorney's fees, amounts reasonably paid in settlement, fines, penalties, liabilities and judgments incurred while in office or thereafter by reason of any such Officer or Director's being or having been an Officer or Director of the Corporation or by reason of such Officer or Director's serving or having served at the request of the Corporation as Director, Officer, employee, or other agent of another organization, or in any capacity with respect to any employee benefit plan, unless with respect to the matter as to which indemnification is sought the Officer or Director shall have been or is adjudicated in any proceeding not to have acted in good faith in the reasonable belief that his or her action was in the best interests of the Corporation. Such indemnification may include payment by the Corporation of expenses incurred in defending a civil or criminal action or proceeding in advance of the final disposition of such action or proceeding, upon receipt of an undertaking by the person to be indemnified to repay such payment if he or she shall be not entitled to indemnification under this paragraph.

Section 8.2 Employees and Agents. The Corporation, to the extent legally permissible, may, in its discretion, indemnify its employees and other agents, including but not

limited to its volunteers, from any costs, expenses, attorney's fees, amounts reasonably paid in settlement, fines, penalties, liabilities and judgments incurred while in office or thereafter by reason of any such person's being or having been an employee or agent of the Corporation or by reason of such person's serving or having served at the request of the Corporation as Director, Officer, employee, or other agent of any other organization, or in any capacity with respect to any employee benefit plan, unless with respect to the matter as to which indemnification is sought the employee shall have been or is adjudicated in any proceeding not to have acted in good faith in the reasonable belief that the Director's action was in the best interests of the Corporation. Such indemnification may include a payment by the Corporation of expenses incurred in defending a civil or criminal action or proceeding in advance of the final disposition of such action or proceeding, upon receipt of an undertaking by the person to be indemnified to repay such payment if he or she shall be not entitled to indemnification under this section. In determining whether to provide indemnification under this paragraph, the Corporation may consider, among other factors, whether and to what extent insurance is or was available to the person seeking indemnification and whether and to what extent insurance is available to the Corporation for such indemnification.

Section 8.3 Determination. The determination whether an Officer or Director is entitled to indemnification and the determination whether the Corporation will indemnify an employee or other agent shall be made at a meeting of the Board of Directors by a disinterested majority of the Directors present thereat, provided that there is an opinion in writing of counsel retained by the Corporation to the effect that such Officer, Director, employee or other Agent appears to have acted in good faith in the reasonable belief that his/her action was in the best interests of the Corporation.

ARTICLE IX Liability to Corporation

Section 9.1 No Officer or Director shall be personally liable to the Corporation for monetary damages for breach of fiduciary duty as an Officer or Director, notwithstanding any provision of law imposing such liability; provided, however, that this provision shall not eliminate or limit the liability of an Officer or Director (i) for any breach of the Officer's or Director's duty of loyalty to the Corporation, (ii) for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law, or (iii) for any transaction from which the Officer or Director derived an improper personal benefit.

ARTICLE X Fiscal Year

Section 10.1 Fiscal Year. Except as from time to time otherwise may be prescribed by the Board of Directors, the fiscal year of the Corporation shall end on the last day of June.

ARTICLE XI Amendments

Section 11.1 Amendments. These Bylaws may be altered, amended or repealed in whole or in part by vote of two-thirds of the Directors then in office, except with respect to

Examiner

The Commonwealth of Massachusetts

William Francis Galvin

Secretary of the Commonwealth

One Ashburton Place, Room 1717, Boston, Massachusetts 02108-1512

ARTICLES OF ORGANIZATION

(General Laws, Chapter 180)

Name
Approved

ARTICLE I

The exact name of the corporation is:

REIMAGINE ROCKLAND, INC.

ARTICLE II

The purpose of the corporation is to engage in the following activities:

The purpose of the Corporation is to promote and advance the revitalization of downtown Rockland, Massachusetts and the surrounding areas, with particular emphasis on maintaining and increasing opportunities for employment and stimulating, increasing and expanding the industries, trades, businesses and other commercial activities in downtown Rockland and the surrounding area.

In furtherance thereof, the Corporation shall operate exclusively for exempt purposes within the meaning of Section 501(c)(6) of the Internal Revenue Code of 1986, as amended from time to time, and shall carry out and conduct such other activities in furtherance of the foregoing purposes as may be carried out and conducted by a corporation organized under Chapter 180 of the Massachusetts General Laws.

C ☐
P ☐
M ☐
R.A. ☐

R.C.

Note: If the space provided under any article or item on this form is insufficient, additions shall be set forth on one side only of separate 8 1/2 x 11 sheets of paper with a left margin of at least 1 inch. Additions to more than one article may be made on a single sheet so long as each article requiring each addition is clearly indicated.

ARTICLE III

A corporation may have one or more classes of members. If it does, the designation of such classes, the manner of election or appointments, the duration of membership and the qualification and rights, including voting rights, of the members of each class, may be set forth in the by-laws of the corporation or may be set forth below:

The qualifications and rights of members shall be as set forth in the by-laws of the corporation.

ARTICLE IV

**Other lawful provisions, if any, for the conduct and regulation of the business and affairs of the corporation, for its voluntary dissolution, or for limiting, defining, or regulating the powers of the corporation, or of its directors or members, or of any class of members, are as follows:

Please see Attachment Sheet which is incorporated herein by reference.

ARTICLE V

The by-laws of the corporation have been duly adopted and the initial directors, president, treasurer and clerk or other presiding, financial or recording officers, whose names are set out on the following page, have been duly elected.

***If there are no provisions, state "None".*

Now: The preceding four (4) articles are considered to be permanent and may only be changed by filing appropriate Articles of Amendment.

ARTICLE VI

The effective date of organization of the corporation shall be the date approved and filed by the Secretary of the Commonwealth. If a *later* effective date is desired, specify such date which shall not be more than *thirty days* after the date of filing.

ARTICLE VII

The information contained in Article VII is not a permanent part of the Articles of Organization.

a. The street address (post office boxes are not acceptable) of the principal office of the corporation *in Massachusetts* is:

1050 Hingham Street, Rockland, MA 02370

b. The name, residential address and post office address of each director and officer of the corporation is as follows:

	NAME	RESIDENTIAL ADDRESS	POST OFFICE ADDRESS
President:	Michael Mullen, Jr.	127 Levin Road, Rockland, MA 02070	same
Treasurer:	Meghan Dunphy	45 Court Street, Whitman, MA 02382	same
Clerk:	Patricia Foley	23 Belmont Street, Rockland, MA 02070	same
Directors: (or officers having the powers of directors)	See attached list of Directors		

Vice-
President

c. The fiscal year of the corporation shall end on the last day of the month of: **December**

d. The name and business address of the resident agent, if any, of the corporation is:

Ralph J. Rivkind, Esq., c/o Rubin and Rudman LLP, 53 State Street, Boston, MA 02109

I/We, the below signed incorporator(s), do hereby certify under the pains and penalties of perjury that I/we have not been convicted of any crimes relating to alcohol or gaming within the past ten years. I/We do hereby further certify that to the best of my/our knowledge the above-named officers have not been similarly convicted. If so convicted, explain.

IN WITNESS WHEREOF AND UNDER THE PAINS AND PENALTIES OF PERJURY, I/we, whose signature(s) appear below as incorporator(s) and whose name(s) and business or residential address(es) are clearly typed or printed beneath each signature, do hereby associate with the intention of forming this corporation under the provisions of General Laws, Chapter 180 and do hereby sign these Articles of Organization as incorporator(s) this 20 day of MAY, 2019.

[Signature] MICHAEL MULLEN JR 127 LEVIN RD ROCKLAND, MA
[Signature] PATRICIA FOLEY 23 BELMONT ST ROCKLAND, MA
[Signature] MEGHAN DUNPHY 45 COURT ST WHITMAN, MA

Note: If an existing corporation is acting as incorporator, type in the exact name of the corporation, the state or other jurisdiction where it was incorporated, the name of the person signing on behalf of said corporation and the title he/she holds or other authority by which such action is taken.

REIMAGINE ROCKLAND, INC.

Attachment Sheet

ARTICLE IV

**Other lawful provisions, if any, for the conduct and regulation of the business and affairs of the corporation, for its voluntary dissolution, or for limiting, defining, or regulating the powers of the corporation, or of its directors or members, or of any class of members, are as follows:

Subject to the limitations set forth below, the corporation shall have the following powers: (1) the powers specified in Massachusetts General Laws Ch. 180; (2) the powers set forth in Massachusetts General Laws Ch. 156B, Section 9(A) through (K), Section 9(O) and Section 9(P); (3) the power to pay pensions and to establish and carry out pensions, savings, thrift, and other retirement and benefit plans, trusts, and provisions for any or all of its directors, officers, and employees; and (4) the powers set forth in Massachusetts General Laws Ch. 156B, Sections 9A and 9B.

(A) Notwithstanding any other provision of these Articles, the corporation shall not carry on any activities that are: (i) inconsistent with Massachusetts General Laws Ch. 180; or (ii) not permitted to be carried on by a corporation exempt from Federal income tax under Section 501(c)(6) of the Internal Revenue Code of 1986, as amended.

(B) No part of the net earnings of the corporation shall inure to the benefit of any private individual, and no member, director, officer, or employee of the corporation shall receive or be lawfully entitled to receive any pecuniary profit of any kind therefrom except reasonable compensation for services actually rendered for, and the corporation may make payments or distributions in furtherance of, one or more of the corporation's purposes.

(C) Upon the dissolution of the corporation or the winding up of its affairs, the assets of the corporation remaining after providing for the payment of its debts and obligations shall, except as may be otherwise required or prohibited by law, be distributed pursuant to Massachusetts General Laws Ch. 180 for the common business interests of its members or to organizations that are exempt from Federal income tax under Section 501(c)(6) of the Internal Revenue Code.

(D) No director or officer of the corporation shall be personally liable to the corporation for monetary damages for breach of fiduciary duty as a director or officer, provided, however, that this paragraph shall not eliminate or limit the liability of a director or officer of the corporation: (i) for any breach of the director's or officer's duty of loyalty to the corporation; (ii) for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law; or (iii) for any transaction from which the director or officer derived an improper personal benefit. No amendment, modification, or repeal of this paragraph, directly or by adoption of an inconsistent provision of these Articles, shall apply to or have any effect on the liability or alleged liability of any director or officer of the corporation for or with respect to any acts or omissions of such director or officer occurring prior to such amendment, modification, or repeal.

(E) Meetings of the members may be held anywhere in the United States.

LIST OF DIRECTORS FOR REiMAGINE ROCKLAND, INC.

Michael Mullen, Jr.
127 Levin Road
Rockland, MA 02370

Patricia Foley
23 Belmont Street
Rockland, MA 02370

Laurie Campbell
206 Vernon Street
Rockland, MA 02370

Tiffanie Needham
20 Payson Avenue
Rockland, MA 02370

Jeff Phelps
27 Market Street, P.O Box 551
Rockland, MA 02370

Christine Flaherty
2 Meredith Way
Rockland, MA 02370

Meghan Dunphy
45 Court Street
Rockland, MA 02370

Donna Roine
412 Webster Street
Rockland, MA 02370

Emily Harrison
94 Smith Lane
Rockland, MA 02370

Mike O'Loughlin
471 West Water Street
Rockland, MA 02370

THE COMMONWEALTH OF MASSACHUSETTS

I hereby certify that, upon examination of this document, duly submitted to me, it appears that the provisions of the General Laws relative to corporations have been complied with, and I hereby approve said articles; and the filing fee having been paid, said articles are deemed to have been filed with me on:

June 11, 2019 09:19 AM

A handwritten signature in black ink, reading "William Francis Galvin". The signature is written in a cursive, flowing style with a large initial 'W' and 'G'.

WILLIAM FRANCIS GALVIN

Secretary of the Commonwealth

REiMAGINE ROCKLAND NOMINATION FORM

Your participation in REiMAGINE ROCKLAND is important! Let us know how you would like to be involved in REiMAGINE ROCKLAND, its Board of Directors, or its programs.

Please complete the form and email to reimaginerockland@gmail.com

Name: _____

Title/Company (if applicable):

Address: _____

City/Town: _____ State: _____ Zip: _____

Phone: _____ Fax: _____ Email: _____

Please check all that apply:

____ Own Property in Rockland Center

Address _____

____ Own Business in Rockland Center

Name/Address _____

____ Rockland Resident

Address _____

Please check the Category (ies) that best describe you (you may fall into more than one):

- a. ____ Downtown Property Owner
- b. ____ Involved in Rockland town government
- c. ____ Owner or employee of Union Street business
- d. ____ Representative of 4th Floor Artists or other Rockland-based artist
- f. ____ Owner/representative of commercial office building
- g. ____ Resident/ representative of a residential property in Rockland
- h. ____ Other, please specify: _____

All Directors shall at all times be voting Members of the Corporation or designated representatives of voting Members of the Corporation.

I could contribute expertise in the following areas or committees: (Circle all that apply)

Legal

Business/Administration

Marketing/Events Planning

Public Relations

Fundraising

Property Management

Strategic Planning

Maintenance/Beautification

Board of Directors

Financial Management

Comments :

THANK YOU!



FRIDMAN

STRATEGIES

COMMITTEE ACTION PLAN

Date: _____

Committee Name: _____ Committee Chairperson: _____

Staff: _____

Committee Members:

Name	Email	Phone

Meeting Dates and Location:

PLAN TO SUCCEED

617.504.4234 | 1874 Beacon Street, Newton, MA 02468
fridmanstrategies@gmail.com | www.fridmanstrategies.com



What is the Overall Purpose of the Committee?

What are the Objectives for this Year (e.g. tasks, money, participants)?

When the Committee has Completed its Work, What Will Success Look Like?

What are the Actions Necessary to Reach the Committee's Objectives? Who is Responsible and By When?

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What Information or Resources are Needed from Others (outside of the committee) to Complete the Tasks? Who has this Information or Resources?

What Do you Expect/Need from Each Member of the Committee?

What are the Deliverables and Milestone Dates?

Notes:

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fridmanstrategies@gmail.com | www.fridmanstrategies.com



Author of On Board: What Current and Aspiring Board Members Must Know About Nonprofits & Board Service, Nanette Fridman helps nonprofits and their leaders be more strategic, effective and efficient.

Founder and principal of Fridman Strategies, Nanette's expertise is in strategic planning, governance, financial resource development, and leadership coaching. Her clients range from small start-ups to large international organizations. Nanette is also a sought-after, dynamic public speaker, known for informing, energizing, and motivating audiences.



Before founding Fridman Strategies, Nanette was a corporate attorney. Prior to her legal career, Nanette was the national field director for an advocacy organization in Washington, D.C.



Originally from Rhode Island, Nanette earned her Juris Doctorate, cum laude, and Masters in Public Policy from Georgetown University. She received her BA, summa cum laude, in political science from Tufts University and was elected to Phi Beta Kappa. Nanette also studied at the Hebrew University in Jerusalem. Nanette is honored to be a Harry S. Truman Scholar and has received numerous other academic, professional, and philanthropic awards for her work.

A serial social entrepreneur and perpetual grassroots organizer, Nanette has served on many nonprofit boards and trained thousands of individuals.

For more information, visit:

www.fridmanstrategies.com

PLAN TO SUCCEED

617.504.4234 | 1874 Beacon Street, Newton, MA 02468
fridmanstrategies@gmail.com | www.fridmanstrategies.com

AFFILIATION AGREEMENT

Between

REiMAGINE ROCKLAND

and

SOUTH SHORE REGIONAL CHAMBER OF COMMERCE

**Through subsidiaries - South Shore Economic Development Corporation and
South Shore Education Foundation**

THIS AGREEMENT is between REiMAGINE ROCKLAND (RR), a volunteer based downtown organization, with a principal place of business in Rockland, MA and the South Shore Chamber of Commerce(SSCC) , a Massachusetts not-for-profit corporation with a principal place of business at **ADDRESS**, Rockland, Massachusetts.

RECITALS

WHEREAS, RR is voluntary community based entity for REiMAGINE ROCKLAND established **in DATE** ; and

WHEREAS, SSCC is a regional Chamber of Commerce providing economic development services to the South Shore Region; and

WHEREAS, SSCC desires to support the program of REiMAGINE ROCKLAND through provision of management services, and coordination of the SSCC program with the RR program; and

WHEREAS, RR desires to secure staffing and administrative services through SSCC; and

WHEREAS, SSCC is prepared to provide such services to RR on the terms and conditions set forth below.

NOW, THEREFORE, in consideration of the mutual covenants and agreements set forth below, and of other good and valuable consideration, the receipt and sufficiency of which is acknowledged by each, RR and SSCC, hereby agree that:

1. The RR Board of Directors shall at all times retain and exercise all the powers of RR. RR shall maintain its corporate identity, corporate independence and ownership of its assets acquired from time to time.
2. SSCC will contract Staffing and Administrative Services as set forth in Exhibit A and B hereto.
3. SSCC will cooperate with RR in the development and execution of the RR plan for downtown Rockland.
4. SSCC is funded by public and private funds and is required by its funding sources to file certain reports and to provide financial information. RR will assist and cooperate in providing such information required by SSCC funding sources in a timely manner.
5. The personnel providing services pursuant to this Agreement will be employees of the SSCC or independent contractors retained by SSCC on behalf of the RR. The SSCC will timely and properly pay all wages, salaries, payroll taxes, fringe benefit costs and liabilities which the employer owes to, on behalf of, or on account of, each such employee or independent contractor. SSCC agrees to indemnify and hold harmless RR of and from all claims, charges, costs or expenses, including reasonable attorneys' fees, against RR arising out of or related to the employee status of such personnel.
6. The daily activities of the RR Executive Director shall be subject to the direction of the RR Board of Directors. The daily activities of other personnel providing services pursuant to this Agreement shall be subject to the direction of the Executive Director. All changes of personnel providing services to RR through

SSCC pursuant to the terms of this Agreement shall be subject to the advice and consent of RR.

7. SSCC shall use its best efforts to assure that all employees providing services under this Agreement are fully covered by Workers' Compensation insurance, and shall at all times provide RR with a current certificate of such insurance.
8. SSCC agrees to maintain Comprehensive General Liability Insurance and Errors and Omissions Insurance, each with limits of no less than \$1,000,000 for each claim and \$2,000,000 in the aggregate, and to name RR as an additional insured. SSCC shall at all times provide RR with a current certificate of such insurance, and of the commitment that such insurance will not be terminated or reduced without thirty (30) days' prior written notice to RR.
9. RR agrees to maintain Comprehensive General Liability Insurance and Errors and Omissions Insurance, each with limits of no less than \$1,000,000 for each claim and \$2,000,000 in the aggregate, and to name SSCC as an additional insured. RR shall at all times provide SSCC with a current certificate of such insurance, and the commitment that such insurance will not be terminated or reduced without thirty (30) days' prior written notice to SSCC.
10.
 - a. SSCC shall indemnify and hold harmless RR and its directors, agents and employees from and against all claims, damages, losses and expenses, including but not limited to attorneys' fees, arising out of or resulting from the services performed hereunder, except those

resulting from the negligence or intentional misconduct of RR or its employees.

- b. RR shall indemnify and hold harmless SSCC and its directors, agents and employees from and against all claims, damages, losses and expenses, including but not limited to attorneys' fees, arising out of or resulting from the conduct of RR business other than the services provided hereunder, except those resulting from the negligence or intentional misconduct of the SSCC or its employees.

11. This Agreement may be terminated prior to the expiration of the original or any extended term thereof, as follows:

- a. SSCC may terminate this Agreement either (i) upon fifteen (15) days' prior written notice if RR takes action or fails to take action, the result of which, in SSCC's reasonable opinion, is to substantially impede SSCC's ability to perform hereunder; or (ii) without cause upon sixty (60) days' written notice to RR.

Upon receipt of a notice of termination pursuant to paragraph 10(a) (i), above, RR shall have twenty (20) days to cure by becoming current on any amounts owed to SSCC, or by removing the impediment to SCC's performance. If both parties agree that the impediment cannot reasonably be removed in twenty (20) days, the parties shall agree upon a longer period for such removal, and SSCC shall not terminate the Agreement before the expiration of such longer period, provided RR continues to use all possible diligence to remove the impediment.

- b. RR may terminate this Agreement either (i) upon fifteen (15) days' prior written notice if SSCC fails to timely pay any amounts due hereunder, or if SSCC takes action or fails to take action, the result of which, in RR's reasonable opinion, is to substantially impede RR's business; or (ii) without cause upon sixty (60) days' written notice to SSCC.

- 12. Unless sooner terminated pursuant to Paragraph 11, above, or extended pursuant to paragraph 13, below, this Agreement shall commence on the date of execution, and shall continue in effect until **DATE**
- 13. RR may extend this Agreement for up to two (2) additional periods of one (1) year each, upon terms and conditions acceptable to both parties, by providing SSCC with a Notice of Extension, in writing, not later than two (2) months before the otherwise effective termination date.
- 14. This agreement contains the entire understanding of the parties with respect to the subject matter hereof, and supersedes all prior agreements and commitments with respect thereto.

There are no other understandings, terms, or conditions and neither party has relied upon any representation, express or implied, not contained in this Agreement.
- 15. No change, amendment, or modification of this Agreement shall be valid or binding upon the parties unless such change, amendment or modifications shall be in writing and duly executed by the parties.

IN WITNESS WHEREOF, REiMAGINE ROCKLAND. and South Shore Chamber of
Commerce have caused this Agreement to be executed on their behalves on this 1st day
of DATE .

REiMAGINE ROCKLAND

By _____

Witness: _____

SOUTH SHORE CHAMBER OF
COMMERCE

By _____

Witness: _____

EXHIBIT A

STAFFING PLAN

Chief Professional Officer

- May be designated Executive Director of REiMAGINE ROCKLAN, Inc. as required.

Staffing in accordance with this Staffing Plan may not be complete at the commencement of this Agreement.

EXHIBIT B

Administrative Services

The Chamber will offer the following services through the South Shore Economic Development Corporation. These include:

- Accept funds raised for the REiMAGINE Rockland project
- Disperse funds at the direction of a local governing board.
- Be the applicant on behalf of the project for government or private grants through Chamber 501c3.
- Oversee some of the management of those grants to be reviewed on a project/ project basis.
- Maintain corporate records and perform annual corporate filings/tax returns
- Maintain a database (there may be some practical limits to how many names and address we can manage without charging.) Will be reviewed annually.
- Manage a reasonable communications program of emails and mailings. Reviewed annually review to determine if any additional charges are needed.
- Maintain a dedicated REiMAGINE Rockland website and create links to Chamber site
- IT and Computer Support
- Phone Support
- Access to meeting space/office.
- Host mutually agreed upon meetings subject to space and availability).
- Use of computers, mailing address (PO Box); could pick up mail; deliveries of materials etc. Access to computer/ desk.
- Promotion of RR activities and sponsorship opportunities to members
- Involvement of Chamber on REiMAGINE Rockland Board of Directors.
- Annual review and mutual agreement of Scope of Services and fees (if any).

Additional support may include:

- Initiatives that support a developer/business friendly community.
- Legal assistance for filing of Articles of Organization and 501c3.

. The SSED/Chamber will not provide other services, including:

- Direct decision making on projects/programs
- Running events
- Providing direct funding to the project
- Promoting local events to Chamber members outside of Rockland.



ABOUT US

REiMAGINE ROCKLAND is a community group of volunteers whose goal is to create a vibrant downtown both on and around Rockland's Union Street corridor. We respect Rockland's historical past and have an eye to the future as we REiMAGINE a community that combines our strengths and identifies new opportunities.

The following events are being organized for the next calendar year, and could use your support to make them the best they could be. In hosting these events, it is our goal to create an excitement about the Town of Rockland and all it has to offer, with the hope that it also inspires both residents and non-residents to be frequent visitors of our community hubs, shoppers of our establishments, and advocates of our strong community pride.

2019 PLANNED EVENTS

RESTAURANT WEEK - March 3-9, 2019: For this annual event, participating food establishments will be offering discounts and specials to customers who shop and dine all week long. Last year over 20 Rockland businesses participated and saw a noticeable increase in customer traffic.

Why this event is important: Good food and great savings are a draw for foodies *all across the South Shore*, which means MORE folks visiting Rockland to see ALL the great things this Town has to offer (including your business too!)

Your contributions support: marketing materials for the event, photography of the event, xxx, xxx

-

SPRING CLEAN UP - April 27, 2019: Help support the semi-annual clean up of Rockland's Union Street and Rail Trail. With an average of over xxx volunteers who come together for this event including several community groups such as the Boy and Girl Scouts, xxx group, and xxx group, this clean up typically yields over xxx bags of trash removed from our sidewalks/streets/walking trails. This event is hosted in partnership with the Open Space Committee, Rockland Highway Department, and the Rockland Park Department.

Why this event is important: Coming together for this great cause instills a great sense of Rockland pride, but also promotes the importance of maintaining a clean and welcoming downtown where locals and visitors alike are inclined to shop, eat, enjoy themselves, and most importantly, *come back again*. More, happy visitors to our Town benefit local businesses, our real estate, and reflect Rockland's overall character and standing with the community.

Your contributions support: marketing materials for the event, trash bags, gloves, light breakfast, photography of the event, post-event lunch, xxx, xxx

-

ROCKLAND DAY - June 15, 2019: This annual event is our largest and most-attended of the year. Averaging at about xxx visitors from all across the South Shore, Rockland Day offers free children's activities, arts & crafts, live bands, and food.

Why this event is important: Not only will your company will be exposed to its many attendees, but you will also be a part of helping to grow and improve Rockland's signature event! Because of its location in the Memorial Field, Rockland Day showcases our fields, our surrounding schools, and our downtown. It also puts Rockland on the radar as a great place to have fun, raise a family, eat good food, enjoy the arts, and many other positive things

Your contributions support: marketing materials for the event, t-shirt design and printing, photography of the event, xxx, xxx

-

BULLDOG PRIDE WEEKEND - September 21-22, 2019: This weekend includes a Fall Clean Up on Saturday and a Dog Walk on Sunday. The semi-annual clean up of Rockland's Union Street and Rail Trail sees an average of over xxx volunteers who come together for this event including several community groups such as the Boy and Girl Scouts, xxx group, and xxx group. This clean up typically yields over xxx bags of trash removed from our sidewalks/streets/walking trails and is hosted in partnership with the Open Space Committee, Rockland Highway Department, and the Rockland Park Department.

The Dog Walk is a way of celebrating newly-cleaned sidewalks and streets with our families, friends, and dogs (optional). The walking route was chosen specifically to highlight Rockland's community resources and downtown, including the Senior Center, Bicentennial Park, the Memorial Library, the Fire Station, most establishments along Union Street, and the Rail Trail.

Why these events are important: Coming together for this great cause instills a great sense of Rockland pride, but also promotes the importance of maintaining a clean and welcoming downtown where locals and visitors alike are inclined to shop, eat, enjoy themselves, and most importantly, *come back again*. More, happy visitors to our Town benefit local businesses, our real estate, and reflect Rockland's overall

character and standing with the community. The Dog Walk, while fun, more importantly provides an opportunity for exposure to our Town's many resources.

Your contributions support (Clean Up): marketing materials for the event, trash bags, gloves, light breakfast, photography of the event, post-event lunch, xxx, xxx

Your contributions support (Dog Walk): marketing materials for the event, light breakfast, photography of the event, xxx, xxx

-

Fall Fest - DATE HERE - description here

Why this event is important: description here

Your contributions support: description here

PROPOSED SPONSORSHIP PACKAGES

Champion Sponsorship - \$2000

- Your Company/Organization logo on all REIMAGINE ROCKLAND event flyers and signage
- 4 Facebook Ads with \$20 sponsorships annually
- Rockland Day Patron-level sponsorship
- **Company promotional material, videos at event**
- **Company representative to welcome attendees/ opening comments**
- **Company representative announce prizes or giveaways**
- **Recognition on all press releases, social media**
- **Recognition on website**
- **Vendor table**
- **Advertising Links to RR website for two months prior to event**
- **8 complimentary tickets to appropriate events**
- **Sponsor special seating for events.**

Visionary Sponsorship - \$1000

- Your Company/Organization logo on all REIMAGINE ROCKLAND event flyers and signage

- 3 Facebook Ads with \$10 sponsorships annually
- Rockland Day Patron-level sponsorship
- Recognition on all press releases and social media
- Signage at events
- Advertising links to RR website for 1 month prior to event
- Recognition on website
- 4 complimentary tickets and preferred seating

Bulldog Sponsorship - \$500

- 2 Facebook Ad with \$10 sponsorship
- (Rockland Day Patron-level sponsorship???)
- Recognition on website
- Signage at event and on print materials
- 2 complimentary tickets

Supporter Sponsorship - \$250

- 1 Facebook Ad with \$10 sponsorship
- Website recognition
- Signage at event and on print materials

SPECIAL SPONSORSHIP CATEGORIES -Trade value or Actual Cash sponsor for photography at event
Company provides services or sponsorship for services. All recognition in above categories offered to
Special sponsorships.

Photography

DJ Services

Musical performers

Design services

Print Sponsor

Media Sponsor

Floral

Signage

Transportation - vans, buses, limo

Materials sponsor -trash bags, supplies, paper, equipment etc.

THANK YOU

REiMAGINE ROCKLAND would not be possible without the support of a Massachusetts Downtown Initiative (MDI) Grant, which offers services and assistance to help us build a bustling downtown that is inclusive, prosperous, and attractive. In 2018, the Town of Rockland was awarded a second MDI Grant to continue moving REiMAGINE ROCKLAND forward. The grant seeks to build on the working group's foundation, build strategic partnerships, and to ensure its organizational structure remains sustainable and successful for years to come. *We hope you will join us in this effort!*