



CITY OF CAMBRIDGE, MASSACHUSETTS

PLANNING BOARD

CITY HALL ANNEX, 344 BROADWAY, CAMBRIDGE, MA 02139

SPECIAL PERMIT APPLICATION • COVER SHEET

In accordance with the requirements of the City of Cambridge Zoning Ordinance, the undersigned hereby petitions the Planning Board for one or more Special Permits for the premises indicated below.

Location of Premises: 95 First Street

Zoning District: Business A/PUD 4B

Applicant Name: Ivy League Technologies, LLC, Chauncy Spencer

Applicant Address: 53 Roslin Street, Boston MA 02124

Contact Information: (617)817-0469 chauncy@SankofaCannabis.com

Telephone # Email Address Fax #

List all requested special permit(s) (with reference to zoning section numbers) below. *Note that the Applicant is responsible for seeking all necessary special permits for the project. A special permit cannot be granted if it is not specifically requested in the Application.*

Sec. 10.40 Special Permit
Sec. 11.800 Special Permit to operate Cannabis Retail Store

List all submitted materials (include document titles and volume numbers where applicable) below.

Project Description; Site Plan; Economic Empowerment Certification Approval; Renderings; Floor Plan; Traffic and Parking Information; Opening Day Plan; Elevations, Context Map, **Project Narrative, Transportation Logistics Plan, Existing Conditions Photos and Diagrams, Dimensional Form, Fee Schedules**

Signature of Applicant: Chauncy Spencer

For the Planning Board, this application has been received by the Community Development Department (CDD) on the date specified below:

Date

Signature of CDD Staff

DIMENSIONAL FORM**Project Address:** 95 First Street**Application Date:** 5/17/2021

	Existing	Allowed or Required (max/min)	Proposed	Permitted
Lot Area (sq ft)	16,250	none	No Change	
Lot Width (ft)	125	none	No Change	
Total Gross Floor Area (sq ft)	9,800	9,800	No Change	
Residential Base	0	0	No Change	
Non-Residential Base	9,800	9,800	No Change	
Inclusionary Housing Bonus	0	0	No Change	
Total Floor Area Ratio	.60	.60	No Change	
Residential Base	0	0	No Change	
Non-Residential Base	.60	.60	No Change	
Inclusionary Housing Bonus	0	0	No Change	
Total Dwelling Units	N/A	N/A	No Change	
Base Units	N/A	N/A	No Change	
Inclusionary Bonus Units	N/A	N/A	No Change	
Base Lot Area / Unit (sq ft)	N/A	N/A	No Change	
Total Lot Area / Unit (sq ft)	N/A	N/A	No Change	
Building Height(s) (ft)	26'	"30	No Change	
Front Yard Setback (ft)	2'	2"	No Change	
Side Yard Setback (ft)	2'	2"	No Change	
Side Yard Setback (ft)	0'0"	0'0"	No Change	
Rear Yard Setback (ft)	50'	50'	No Change	
Open Space (% of Lot Area)	.02	.02	No Change	
Private Open Space	.02	.02	No Change	
Permeable Open Space	348	348	No Change	
Other Open Space (Specify)	0	0	No Change	
Off-Street Parking Spaces	11	11	No Change	
Long-Term Bicycle Parking	1	5 min	6	
Short-Term Bicycle Parking	6	6	No Change	
Loading Bays	0	0	No Change	

Use space below and/or attached pages for additional notes:

OWNERSHIP CERTIFICATE

Project Address: 85-95 First Street

Application Date: 3/21/2021

This form is to be completed by the property owner, signed, and submitted with the Special Permit Application:

I hereby authorize the following Applicant: Chauncy Spencer

at the following address: 53 Roslin street

to apply for a special permit for: Marijuana Dispensary and Home Delivery Operator

on premises located at: 85-95 First Street

for which the record title stands in the name of: 12 Jayne Road, LLC

whose address is: 30 Windsor Road, Needham, MA
02492

by a deed duly recorded in the:

Registry of Deeds of County: S. Middlesex Book: 73439 Page: 32

OR Registry District of the Land Court,
Certificate No.:

Book:

Page:

K Langner

Signature of Land Owner (If authorized Trustee, Officer or Agent, so identify)

To be completed by Notary Public:

Commonwealth of Massachusetts, County of

Norfolk

The above named Karen Beth Langner personally appeared before me,

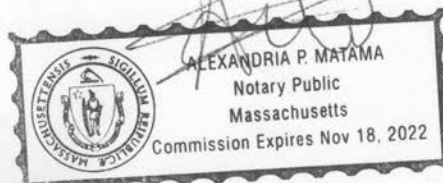
on the month, day and year 03/21/2021 and made oath that the above statement is true.

Notary:

Alexandria P. Matama

My Commission expires:

11/18/2022



FEE SCHEDULE

Project Address: 95 First Street

Application Date: 5/17/2021

The Applicant must provide the full fee (by check or money order) with the Special Permit Application. Depending on the nature of the proposed project and the types of Special Permit being sought, the required fee is the larger of the following amounts:

- If the proposed project includes the creation of new or substantially rehabilitated floor area, or a change of use subject to Section 19.20, the fee is ten cents (\$0.10) per square foot of total proposed Gross Floor Area.
- If a Flood Plain Special Permit is being sought as part of the Application, the fee is one thousand dollars (\$1,000.00), unless the amount determined above is greater.
- In any case, the minimum fee is one hundred fifty dollars (\$150.00).

Fee Calculation

New or Substantially Rehabilitated Gross Floor Area (SF): 4,575 $\times \$0.10 =$ **\$457.50**

Flood Plain Special Permit Enter \$1,000.00 if applicable: 0

Other Special Permit Enter \$150.00 if no other fee is applicable: 150.00

TOTAL SPECIAL PERMIT FEE Enter Larger of the Above Amounts: **\$457.50**

**SPECIAL PERMIT APPLICATION
SUMMARY OF VOLUME**

Address of Site: 95 First Street

Applicant: Ivy League Technologies, LLC
Volume 1

- Application Forms
 - Cover Sheet
 - Dimensional Form
 - Ownership Certificate
 - Fee Schedule
- Requested Relief
- Introduction and Company Information
- Project Narrative
 - Project Overview
 - Community Outreach Report
 - Compliance with Zoning
 - Compliance with Specific Special Permit Criteria
 - Compliance with General Special Permit Criteria
- CDD Comments and Applicant Responses

**SPECIAL PERMIT APPLICATION
SUMMARY OF VOLUME**

Address of Site: 95 First Street

Applicant: Ivy League Technologies, LLC

Volume 2

- Graphic Project Plans and Illustrations - 17" x 11"
- Existing Conditions Maps (A001.01 and A001.02)
Proposed Floor Plans (A002.01)
Customer Circulation (A002.02)
Proposed Elevations and Existing Condition Photographs (A003.01)
Renderings (A004.01 and A004.02)
Privacy Filter Illustration (A005.01)
Site Context Map (A006.01)

**SPECIAL PERMIT APPLICATION
SUMMARY OF VOLUME**

Address of Site: 95 First Street

Applicant: Ivy League Technologies, LLC

Volume 3

- Appendix

Major Routes Map (Appendix 1)

Bike Parking Plan (Appendix 2)

Context Area Map (Appendix 3)

On-Street Parking Map (Appendix 4)

- Exhibits

Exhibit A – Economic Empowerment Priority Certification Decisions Approvals

Exhibit B – Economic Empowerment Certification Email

Exhibit C – Technical Memorandum Regarding Transportation (Logistics Plan)

Exhibit D – ISD Letter

Requested Relief:

Applicant requests the following relief under the Cambridge Zoning Ordinance:

1. Generally applicable special permit criteria pursuant to section 10.43 of the Ordinance;
2. Special permit relief pursuant to Section 11.800 of the Ordinance.

Introduction and Company Information

Ivy League Technologies, LLC (“**the Applicant**”, “**the Company**”) seeks a Special Permit for 95 First Street (“**the Property**”) which is the proposed site for the Retail Cannabis Establishment, located in the Business A (“BA”) PUD-4B zoning district of East Cambridge. The existing recently constructed (June 2019) building is a single story brick building on the 16,250 sq. ft lot referred to as Map 18, Lot 65, 85-95 First Street. Ivy League Technologies, LLC is a certified Economic Empowerment Certified company with the Massachusetts Cannabis Control Commission. The Economic Empowerment applicant number is EEA201914 (see **Exhibit A and B**).

The proposed establishment will occupy approximately 4,575 square feet of leasable floor area, currently occupied by the “Loyal Companion” pet supply store.

The Applicant proposes to utilize the space as a sales floor, dispensary vault, supply and security closet, consultation space, break room, and office. The proposed minor alterations (a partial wall) to the interior of the Property are shown in the graphic materials. The Applicant only intends to use this Property for the dispensing, so no marijuana cultivation, manufacturing will occur on site.

Ownership Structure and Management

Ivy League Technologies, LLC is a 100% Black-owned Economic Empowerment Certified local start-up company that has submitted a special permit application for a “Marijuana Establishment” to the City of Cambridge for a Cannabis Retailer License. Ivy League Technologies, LLC is 100% owned and controlled by Chauncy Spencer. High Tech Farms, LLC, which will be the dispensary’s management company, is 96.5% owned and totally controlled by Chauncy Spencer and 3.5% is owned by Steve Nomes (has no veto power or control of any of the two entities mentioned).

Ivy League Technologies, LLC or High Tech Farms, LLC may be required to sell a minority share of equity to a financial partner in order to fund a potential real estate purchase. At no point will Ivy League Technologies, LLC or High Tech Farms, LLC have to relinquish either majority control or majority ownership. Upon receiving a Host Community Agreement with the City of Cambridge, Ivy League Technologies, LLC

intends to apply to the Cannabis Control Commission as Priority Economic Empowerment applicant under Economic Empowerment certification.

Chauncy who, along with Darrell Spencer as General Manager, will be on-site regularly and involved in the day-to-day operation of the business. Chauncy and Darrell live in Boston, so both will be immediately available in the event of any emergency or issue.

In addition to completing the Cannabis Control Commission's Social Equity Program, Chauncy is currently a participant in a cannabis business incubator/social equity pilot program administered by Curaleaf (the world's largest cannabis company). Curaleaf will be providing technical and operational support to Ivy League Technologies, LLC so that the Company's store, d/b/a **Sankofa**, is operationally efficient and compliant with the established protocols and 935 CMR 500.000 ("**regulations**"), and is successful.

Project Narrative

Project Overview

Ivy League Technologies, LLC, an Economic Empowerment Applicant, is applying to the City of Cambridge ("City") for a Special Permit to allow its proposed Adult-Use Recreational Marijuana Retail Establishment at the existing commercial building at 95 First Street, in the City's East Cambridge business district (the "Building"). Subject to Special Permit approval and the issuance of a Host Community Agreement with the City, the Applicant will then apply for the required State licensure. Ivy League Technologies, LLC has also applied for a Cannabis Business Permit with the City, and it is currently in the Local Approval 2 Phase: Planning Board Special Permit. Specifically, the Applicant proposes to renovate approximately 4,575 square feet of interior space at the ground floor of the existing Building, for the purpose of opening its Adult-use recreational marijuana retail establishment. As further described herein, the vault will be limited to storage, while the rest of the store has been carefully designed with a queuing space and an appropriate balance of sales and display areas.

The existing Building allows for the proposed Adult-Use Marijuana Retail establishment by Special Permit at this location in the City's Business A (BA) Zoning District. The Applicant has also integrated comments by the City's Community Development Department ("CDD") into its Special Permit application, and it will also seek review and input from the Cannabis Control Commission regarding the use of privacy filters. The Building is in very close proximity to train/rail public transportation, along many bus lines and is close to vast amount of under-utilized parking space. Thus, the project would not create any new off-street parking, and Ivy League Technologies, LLC will work with the city to fully implement a Transportation Demand Management ("TDM") plan to help further mitigate any potential negative traffic and parking impacts.

Public Facing Dispensary Operations

The proposed dispensary days and hours of operation are seven days a week from **10:00 AM to 11:00 PM Monday through Friday, 10:00 AM to 11:00 PM Saturday and, 11:00 AM to 8:00 PM Sunday**. In accordance with regulations, patrons upon entry into the premise through the entrance on First Street shall immediately have their identification verified that they are 21 years old or older. The retail floor will resemble the aesthetics found in many high-end technology stores. Large portions of the sale floor will be visible from the exterior of the building as the windows will remain transparent, so the establishment will use privacy screens to ensure images of cannabis, images of cannabis products, cannabis and cannabis related products are not in view public that are immediately outside the establishment, in accordance with Cannabis Control Commission regulations.

Out the plain view of the passersby, the patrons will be verified a second time at 1 of 12 point-of-sale terminals where educational materials shall be available in commonly spoken languages designated by the Cannabis Control Commission.

If necessary and the building is at capacity (including internal queuing area), incoming customers will be queued using customer management software to remotely notify them via their mobile device when their number is coming up; thus allowing them to hold a spot in line from anywhere – which means there will not be a need for a crowd to be congregating in the storefront waiting to get inside. Customers will have the option to join the line over the web, through QR code, or email.

When 21 years or older self-verified customers access the Company's website they will have a user-friendly ordering platform which will allow the company to start taking orders for cannabis and cannabis products directly from its website.

Should the store be overwhelmed by incoming customers, as further described herein, there exist 377 s/f off-street areas behind the store where customers can congregate should the computer system experience unexpected failure. This area's egress does not pass through the building.

Possible Future Modifications

The Applicant intends to apply for a Delivery Operator license and operate within the newly expanded activities for Marijuana Retailers (per Massachusetts Cannabis Control Commission) should changes to Section 11.800 make this activity possible.

Community Engagement Summary

Community Outreach Meeting Ivy League Technologies, LLC held a Community Outreach Meeting on February 26, 2020 at 5:30 PM. Pursuant to the Cannabis Control

Commission's outreach guidelines and the City of Cambridge's requirements, the meeting was:

- Advertised in the Boston Globe
- Submitted to the City Clerk as an official meeting notice;
- Mailed to 10 abutters based on a list provided by the Community Development Department.
- Email East Cambridge Business Association.

The Applicant utilized a neutral moderator to facilitate questions. In addition to advertising the meeting and permitting recipients to submit questions via email, the outreach notice also encouraged recipients to contact the project team via email to schedule a video chat or telephone call if they had questions about the project. To date, the project team has not received any queries. There only had been one attendee that attended the virtual outreach meeting, and that individual is affiliated with the company. No questions were asked. A video recording of the meeting was post to the Company's website on the home page.

The will continue to outreach to the community, business neighbors, and new residents.

11.803.1 Cannabis Retail Stores.

(a) Cannabis Retail Stores shall be allowed only by Planning Board Special Permit within the following districts: Business A (BA), Business A-1 (BA-1), Business A-2 (BA-2), Business A-3 (BA-3), Business B (BB), Business B-1 (BB-1), Business B-2 (BB-2), Business C (BC), Industry A-1 (IA-1), Industry B (IB), Industry B-1 (IB-1), and Industry B-2 (IB-2) districts, and special districts and overlay districts whose use regulations are based on those of any of the aforementioned districts, subject to any limitations set forth in the regulations of those districts. In the Business A-1 district, only applicants that have been designed as Economic Empowerment Applicants or certified as eligible to participate in the Social Equity Program by the Massachusetts Cannabis Control Commission may be permitted and it shall be made a condition of the special permit that such designation or eligibility shall be maintained.

Response: 95 First Street is the proposed site, located in the Business ("BA") zoning district. Ivy League Technologies, LLC is a certified Economic Empowerment company (Economic Empowerment applicant number is **EEA201914**). See graphic **A006.01** for Zoning Map and **Exhibit A and B** for documented certification.

(b) A Cannabis Retail Store shall not be permitted within one thousand and eight hundred (1,800) feet of another Cannabis Retail Store, except if the applicant has been designated as an Economic Empowerment Applicant or certified as eligible to participate in the Social Equity Program by the Massachusetts Cannabis Control Commission and it is made a condition of the special permit that such designation or eligibility shall be maintained.

Response: There is no operational cannabis dispensary within 1,800 feet of the proposed establishment. 1,600 feet away at 200 Monsignor Highway there is a permitted retail establishment, although Ivy League Technologies, LLC is Economic Empowerment Certified by the Massachusetts Cannabis Control Commission. See graphic **A006.01**

(c) All products offered to consumers shall be pre-packaged off-site, and no packaging or repackaging of cannabis or marijuana products shall take place on the premises of a Cannabis Retail Store unless it is also meets the requirements for a Cannabis Production Facility.

Response: Ivy League Technologies, LLC will not engage in packaging or repackaging of cannabis products at the Cannabis Retail Store. Ivy League Technologies, LLC will solely obtain pre-packaged products from licensed Marijuana Product Manufacturers in accordance with 935 CMR 500.00 unless allowed by a change in city ordinance.

11.803.3 Buffer Zones.

(a) A Cannabis Retail Store or Cannabis Production Facility shall not be permitted within 300 feet of a pre-existing public or private school providing education in kindergarten or any of grades one through 12, except where the Planning Board, in issuing a special permit, approves a reduced distance upon finding that the location will cause no substantial adverse impact due to site-specific factors or other mitigating efforts agreed to in writing by the permittee and made conditions of the special permit.

Response: The proposed establishment is not within 300 feet of a pre-existing public or private school providing education in kindergarten or any of grades one through 12. See graphic **A006.01**.

(b) A Cannabis Retail Store or Cannabis Production Facility shall not be permitted within 300 feet of a pre-existing public children's playground, public youth athletic field, or public youth recreation facility, except where the Planning Board, in issuing a special permit, approves a reduced distance upon finding that the location will cause no substantial adverse impact due to site-specific factors or other mitigating efforts agreed to in writing by the permittee and made conditions of the special permit.

Response: The proposed establishment is not within any of the zoning buffers for cannabis establishments that have prohibitions of cannabis establishments within 300 feet of pre-existing public children's playground, public youth athletic field, or public youth recreation facility. There are no historically significant buildings in the proposal. See graphic **A006.01**.

11.804 Application Requirements

(a) Description of Activities: a narrative providing information about the type and scale of all activities that will take place on the proposed site, including but not limited to

cultivating and processing of Cannabis Products, on-site sales, off-site deliveries, distribution of educational materials, and other programs or activities.

Response:

Plans Summary

The retail cannabis establishment will be opened seven days a week from **10:00 AM to 11:00 PM Monday through Friday, 10:00 AM to 11:00 PM Saturday and, 11:00 AM to 8:00 PM Sunday** and dispensing laboratory tested cannabis and cannabis products in accordance with state laws and regulations. Ivy League Technologies, LLC is proposing to, at the existing building at 95 First Street (**see A001.01 and A001.02**), make minor modifications to the interior (**see Site Plan A002.01**) to facilitate the operation of the business while maintaining a smooth flow of customer circulation and pedestrian traffic (**see A002.02**). The proposed facility will include: (1) a secure entrance on First Street; (2) sales floor; (3) a storage/supply room; (4) a secured vault; (5) a break room; (6) an on-site security closet; (7) two ADA bathrooms; (8) a secured employee-only ingress and egress for staff and delivery access to the building; (9) a quarantine room, and (10) 3 heavy duty bicycle racks for 6 bikes. The Company will also be modifying the exterior of the building with necessary signage (**see Elevations A003.01**). To the passerby, the store and sales floor will appear as regular retail space with transparent storefront windows (**see A004.01, A004.02**). The company will deploy the use of privacy screens to prevent views of regulated cannabis and cannabis products from being observable from the exterior of the establishment (**see A005.01**). A Transportation Demand Management (TDM) Plan for customers, employees, and delivery/loading activities, in order to minimize Project impacts has been developed within **The Context** (overlaid 500-foot radius around The Project site on the map depicted in **A006.01**) area, and has been submitted to the appropriate department for review and implementation.

Table 1
Proposed Site Profile – 95 First Street

	Proposed Site
Total floor area of store (including sales, back of house, other).	+/- 4,575 sf
Retail sales area (including customer waiting areas).	+/- 3,971 sf
Maximum customer capacity – sales area (including waiting area).	56
Maximum customer capacity – waiting area.	3
Business Operations	
Number of registers	9
Proposed Hours	Mon – Sat: 10:00 AM – 11:00 PM, Sun: 11:00 AM – 8:00 PM
Deliveries	2 -4 per week
Employees	
Number of full-time employees (approx. total).	24
Number of part-time employees (approx. total).	0
Maximum number of employees on-site at one time.	15

Due to the fact that cannabis adult-use sales is relatively new industry in Massachusetts, the Applicant has partnered with the country's largest cannabis company to generously provide the Applicant with technical and operational support through that partner's own

social equity program. This support, along with training provided by the Massachusetts Cannabis Control Commission's Social Equity Program, will ensure the smooth functioning of the Applicant's establishment and also adherence to state and local regulations.

Overview of Standard Operating Procedures

ID Verification

Customers will only gain access to the Cannabis Retail Store after providing a valid, government-issued photographic ID that is verified both electronically and manually. All customers will be initially greeted by a security guard located at the queuing area inside of the main entrance, and only after verification will customers be admitted pass the turnstiles and onto the sales floor. See **A004.01 View 1**, and **A004.02 View 1** for graphic depictions of ingress and queuing area.

Sales Floor Management

Because a retail establishment has multiple potential issues that could arise, there is a need for the ownership to have ready visibility into the health and performance of each of these operations without the need to contact the Manager. All contact numbers are to be published in visible spots inside the building. The name at the bottom of the list is the first contact and each name up represents going higher into the company management levels. There must be someone with access to the facility at all times of the day, every day. The list of people with keys and security codes needs to be posted with the contact list. Owner and the Manager must also have keys and current codes. Personnel with access must be able to turn off/turn on electricity, the water supply system, HVAC, lighting, and heating. There are no regularly scheduled meetings scheduled at Sankofa but meetings can be called as required. When emergencies occur or changes are to be discussed and implemented, the operations manager is responsible for holding planning meetings to make sure the affected team leads come together to coordinate their activities.

All finished marijuana products will be in a secure, locked case or vault in such a manner as to prevent diversion/theft and loss. The display items shall always be kept locked in the case behind the counter, but only removed for the customer to view, and will be promptly returned back to the case where it is locked immediately after by the Marijuana Agent. Should the customer on the floor wish to purchase a particular cannabis flower or cannabis product, the customer may be directed to make their request (item, strain, and/or quantity) in the kiosk or have an available Marijuana Agent assist them.

The Company will have an agent staffed to retrieve the cannabis product for the customer, but the purchase will not be given to the customer until the sale entered into POS system, ID verified, and receipt generated. After the transaction, a customer will be offered an informational pamphlet on the believed risks associated with cannabis consumption.

Inventory

Merchandise is shipped to the store in many ways. Cured cannabis will come from storage in a cultivation facility or shipped from another manufacturer. There is a specific process in which the Company will receive an account for this cannabis product accurately and in accordance with 935 CMR 500.00 Cannabis products transferred in between establishments and purchased by Ownership will be identified in the METRC system and received, thus adding to the inventory and also scanned into our secondary database for the "on Hand Report".

Incoming shipments can only be done with the permission of the Manager or Ownership. All cannabis purchased and transferred must be appropriately labeled with the correct ID tags. Cannabis products will be handled in a way where the product will not be damaged in storage. Transfer paperwork will be kept on file for future auditing where necessary. Products must be immediately place in long term storage area by the Manager. Shipping receipts and other documents associated with the transfer should be stored along with deposit slips in a secure area. Cannabis products not in accord with documentations should be rejected and not accepted by the establishment and will be returned to the manufacture or cultivator. Cannabis product replenishments are based on a review of sales for each category, strain, oil, etc. Physical inventory will be conducted periodically.

Cash Management

The Manager shall ensure that a system of controls is maintained for cash handling and accounting functions. Tight controls will remove opportunities for unauthorized access to cash. Sankofa will have separate accounting practices at the point-of-sale for marijuana and marijuana product sales, and non-marijuana sales. Cash will be transported by an armored truck or security firm to a bank.

Loading and Deliveries

The loading and delivers will occur after store hours in the building's adjoining registered parking spaces which are accessed via Hurley Street. There is no need to utilize on-street loading. Drivers that handle cannabis and cannabis products are required to follow strict Cannabis Control Commission regulations (including 2 employees per a vehicle during deliveries, wear body cameras and GPS tracking). To ensure safety, compliance, and efficiency we will utilize 3rd party delivery management software with route optimization monitored from our on-site central dispatch. The Company has provided a ("Transportation Logistics Plan") for an expanded description of how deliveries will be handled.

Security

The Company's has assembled a comprehensive Security Plan which constitutes the "Standard Operating Procedures" relating to physical, cyber, and procedural security for all of the activities conducted by the company. The contracted security personnel, operators, and selected personnel shall be required to be familiar with the information and procedures associated with the Company's Security Plan. Examples of security systems utilized to complement policies and procedures include exterior lighting, CCTV, electronic access control, intrusion alarms, security guards (including contracted security), and law enforcement support.

Our Security Plan includes, but is not limited to:

- Delivery Security and Safety Protocols,
- Background Checks,
- Employee Safety Education Plans,
- Product Handling and Access Protocols,
- Burglary & Robbery Protocols,
- Employee Theft Reduction Measures,
- Audits and Internal Investigations,
- Cash Management Plan, and
- Contracted Security Training Material (Handbook)

Security cameras strategically placed throughout the building will have an integral role in security. Unauthorized interference with these cameras can jeopardize people and the facility. Therefore, no employee shall knowingly tamper with or obstruct the view of any security camera or security-related equipment.

The Company relies on our comprehensive security systems and measures to ensure our employees, contractors and public remain safe and our critical assets are protected. Many of these security measures are required by the Cannabis Control Commission and 935 CMR 500.000.

The Applicant will immediately notify law enforcement authorities of any security breach including, but not limited to, discovery of discrepancies identified during inventory, diversion or loss of marijuana products, any loss or unauthorized alteration of records related to marijuana, suspicious actions within the marijuana establishment, failure of an alarm system, activation of an alarm system, or any criminal acts. The Applicant will provide written notice to the Cannabis Control Commission and the City of Cambridge within ten calendar days of any incident that occurs on the premises.

Signage

Facility signage will be utilized for the purpose of wayfinding only. The Applicant will not install neon signage or other printed matter advertising marijuana products; display marijuana products that are visible to a person from the exterior of the facility; or utilize

logos or symbols that have images of marijuana and/or colloquial references to marijuana. See the building elevations graphic **A003.01** for depiction.

Signage permit will be sought separately.

Consumer Education

Within the store at the “Consultation” counter (see **A002.01 - Legend item 1**) the Applicant shall make available educational materials about Marijuana Products to in-store consumers and in-home customers. In accordance with regulations, the Company shall have an adequate supply of current educational material available for distribution. Such materials shall be made available for inspection by the Commission on request.

The educational material shall include at least the following:

- (a) A warning that Marijuana has not been analyzed or approved by the FDA, that there is limited information on side effects, that there may be health risks associated with using Marijuana, and that it should be kept away from children;
- (b) A warning that when under the influence of Marijuana, driving is prohibited by M.G.L. c. 90, § 24, and machinery should not be operated;
- (c) Information to assist in the selection of Marijuana, describing the potential differing effects of various strains of Marijuana, as well as various forms and routes of administration;
- (d) Materials offered to consumers to enable them to track the strains used and their associated effects;
- (e) Information describing proper dosage and titration for different routes of administration. Emphasis shall be on using the smallest amount possible to achieve the desired effect. The impact of potency shall also be explained;
- (f) A discussion of tolerance, dependence, and withdrawal;
- (g) Facts regarding substance abuse signs and symptoms, as well as referral information for substance abuse treatment programs;
- (h) A statement that consumers may not sell Marijuana to any other individual;
- (i) Information on-site on how to register with the Medical Use of Marijuana Program;
- (j) Information regarding penalties for possession or distribution of Marijuana in violation of Massachusetts law; and
- (k) Any other information required by the Commission.

Careers

The Company anticipates hiring in excess of 24 employees for full-time positions. Employees will receive a salary, benefits, and substantial training. The Company recognizes its role as an Economic Empowerment Applicant and social equity leader in the legal cannabis industry; it will prioritize hiring minorities that reside in areas of disproportionate impact, women, Cambridge residents, and others. The Company will intentionally also offer employment to individuals with drug-related CORI but which are

otherwise employable in a cannabis-related enterprise. The Company will work to develop meaningful work for all individuals that are hired.

Tree Protection Ordinance

The City of Cambridge Tree Protection Ordinance (Chapter 8.66) requires the maintenance or replacement in kind of significant existing trees, however there is no landscape component to the Project.

(b) Context Map:

Response: There are no other children's playgrounds, youth athletic fields or other youth recreation facilities within 300 feet of the property. The Applicant has provided Context Maps identifying a 300-foot, 500-foot, and 1,800-foot buffer zone around 95 First Street. Ivy League Technologies, LLC is an Economic Empowerment Applicant and therefore is compliant with 11.803.1(b).

(c) Site Plan:

Response: Ivy League Technologies, LLC will be occupying 4,545 square feet and has depicted in **A002.01** all existing and proposed improvements that will occur within the space. Our drawings include dimensions of the building and detailed layouts of the interior space. The Company will not be adding any outdoor lighting or landscape design.

(d) Building Elevations:

Response: See graphic **A003.01**

(e) Logistics Plan:

Response: The Company identified available public transit options, evaluated parking supply/demand, evaluated loading/delivery areas and the impacts on nearby streets, sidewalks, estimate traffic volumes expected to be generated by the proposed facility, and articulated a Transportation Demand Management (TDM) Plan for customers, employees, and delivery/loading activities, in order to minimize the Project impacts. Please see the attached **Exhibit C**.

Loading and Deliveries

All loading and delivers will occur after hours at the rear of the building (see **graphic Volume 3 Appendix 2 Parking Layout**), using the building's adjoining registered parking spaces which are accessed via Hurley Street. There will be no need to utilize on-street loading. Drivers are required to follow the strict Cannabis Control Commission regulations (2 employees per a vehicle during deliveries, wear body cameras and GPS tracking). There will be no advertising, markings, or branding indicating that the vehicle is being used to transport marijuana. Routes and times used for the transportation of marijuana and marijuana products are randomized. Marijuana and marijuana products

shall be transported in secure, locked storage compartments that are a part of the vehicle transporting the marijuana products and cannot be easily removed.

Unregulated solid waste (i.e., trash) and recyclables will be stored inside the building in wheeled in bins for regularly scheduled collection by a private hauler. All regulated materials will be store in secure quarantine prior to transport by a Cannabis Control Commission licensed transporter for proper disposal or destruction at another Cannabis Control Commission licensed facility. No waste materials of a regulated nature will be stored or contained on the outside/exterior of the establishment.

An armored car service will pick up cash as needed each week.

Traffic and Parking

There are 11 registered spaces behind the building (4 exclusively for the Applicant's parking customers). The proposed loading and delivers will occur in the off-street service area in the rear of the building and is accessed via Hurley Street and delivery vehicles will use customer parking after hours.

The Applicant will work to encourage mass transit to the establishment – including employees. The Applicant is willing to commit to the following transportation demand management (TDM) measures to ensure that the potential impact to the surrounding roadways is minimized:

- 65% MBTA pass subsidy for full-time employees;
- Implement a pre-order system to reduce in-store time for customers;
- Provide BlueBikes memberships to employees;
- Provide 5 secure, long-term bicycle parking for employees;
- Have an air pump and bicycle repair tools available for employees and customers;
- Provide lockers for employees that walk or bike to work;
- Promote transit and bicycle options online and in marketing material to inform clients and employees of non-vehicular travel options;
- Designate a Transportation Coordinator (TC) to oversee and administer the implementation of TDM measures;
- Conduct employee and customer mode share surveys to provide updates to the City on request for the ways people are traveling to the dispensary; and
- Provide a contribution (\$35,000) to the City toward transportation improvements – the Applicant requests this contribution be paid within the first month of store opening.

The establishment can be expected to have minimal impact on the surrounding roadways given the host of parking options and supply, and transit options. The two parking garages, First Street Municipal Garage and Cambridgeside Galleria Garage, in the immediate vicinity of the proposed establishment are under-utilized and can support the proposed dispensary's customer parking. The busiest weekday hours of operation for the dispensary are after the closing hours of adjacent businesses.

See conclusion of the **Transportation Logistics Plan (Exhibit C) in Volume 3** for further details.

Security

The Applicant has assembled a comprehensive **Security Plan** which constitutes the "Standard Operating Procedures" relating to physical, cyber, and procedural security for all of the activities conducted by the company. Contracted security personnel, operators, and selected personnel shall be familiar with the information and procedures associated with this Security Plan. Examples of security systems utilized to complement policies and procedures include exterior lighting, CCTV, electronic access control, intrusion alarms, security guards (including contracted security), and law enforcement support.

The Applicant's Security Plan includes, but is not limited to:

Delivery Security and Safety Protocols,
Background Checks,
Employee Safety Education Plans,
Product Handling and Access Protocols,
Burglary & Robbery Protocols,
Employee Theft Reduction Measures,
Audits and Internal Investigations,
Cash Management Plan, and
Contracted Security Training Material (Handbook)

Security cameras strategically placed throughout the building will have an integral role in security. Unauthorized interference with these cameras can jeopardize people and the facility. Therefore, no employee shall knowingly tamper with or obstruct the view of any security camera or security-related equipment.

The Company relies on our comprehensive security systems and measures to ensure our employees, contractors and public remain safe and our critical assets are protected. Many of these security measures are required by the Cannabis Control Commission and 935 CMR 500.000.

(f) License or Registration Materials:

Response: Please see CCC license number EEA201914, granted to Ivy League Technologies, LLC on April 18, 2018, presented as **Exhibit A**. Also see the confirmation email from the Massachusetts Cannabis Control Commission presented as **Exhibit B**.

(g) Host Community Agreement:

Response: Ivy League Technologies, LLC is currently unable to enter into a host community agreement with the city of Cambridge through the City Manager.

11.805 Special Permit Criteria

In granting a special permit for a Cannabis Retail Store or Cannabis Production Facility, in addition to the general criteria for issuance of a special permit as set forth in Section 10.43 of this Zoning Ordinance, the Planning Board shall find that the following criteria are met:

(a) The site is designed such that it provides convenient, safe and secure access and egress for customers and employees arriving to and leaving from the site using all modes of transportation, including drivers, pedestrians, bicyclists and public transportation users.

Response: The building is a new construction built to the most recent building codes. The proposed site is easily accessible by a network of regional and local roads, two of the MBTA's most popular transit lines (Lechmere Station 0.2 miles and Kendall Station 0.5 miles away), and pedestrian. On-street parking, registered parking in the rear of the building, and close-by garage parking at 35 First Street 262 feet away affords parking convenience for visitors. At the First Street Garage there are also Zipcar vehicle in addition to the Zipcar station at 62 Spring Street which is 0.16 miles away. 0.214 miles and 0.2 miles away are Hubway Blue Bikes at 75 Binney Street and 135 Cambridge Street respectively. The First Street Garage also has bike racks for the public to station their bikes. See **A006.01**.

(b) On-site loading, refuse and service areas are designed to be secure and shielded from abutting uses.

Response: The loading will be carried out at the off-street loading area behind the building by at least 2 trained employees of Ivy League Technologies, LLC or by another two-person transporter, cultivator, or product manufacturer licensed by the Cannabis Control Commission. In conjunction with marijuana and marijuana product deliveries, all marijuana waste will be removed from the site by the dispensary agents and inventoried in accordance with 935 CMR 500.000. Marijuana waste will be returned to the cultivation facility or product manufacturer where it will be rendered unusable and composted.

The refuse area (see **A002.01, Legend item 17**) will be outside the building and non-regulated waste shall be handled via the rear employee entrance of the dispensary. All non-cannabis related trash and recycling will be handled by a private refuse removal service and loaded in the parking area.

(c) The building and site have been designed to be compatible with other buildings in the area and to mitigate any negative aesthetic impacts that might result from required security measures and restrictions on visibility into the building's interior.

Response: The proposed dispensary will be sited within a recently constructed and existing building (built 2018) and has an all glass window façade and will remain

transparent. The project is consistent with the general character of the environment within which the dispensary is located, and is compatible with the principal use for which the building is designed.

(d) In retail areas, the location and design of the Cannabis Use will not detract from the sense of activity with opaque, unwelcoming façades at the ground floor. Where interior activities must be screened from public view, such areas should be screened by transparent, publicly accessible active business uses where possible. Opaque façades should be minimized, and where they are necessary they should include changing public art displays or other measures to provide visual interest to the public.

Response: The company will comply with 935 CMR 500.110 (1) l. Security Requirements for Marijuana Establishments that reads “Ensuring that all Marijuana Products are kept out of plain sight and are not visible from a public place, outside of the Marijuana Establishment, without the use of binoculars, optical aids or aircraft” by having the Point-of-Sales area (“interior activity” stated in 11.805 (d)) shielded from view by any passerby. In addition, display items including cannabis, cannabis products, and cannabis related products will be hidden by privacy screens (see **A005.01**). Therefore, the building will maintain a welcoming façade while being in compliance with Cannabis Control Commission regulations requiring that cannabis and cannabis products not be “clearly visible” from the exterior of the building.

(e) If the proposed Cannabis Retail Store or Cannabis Production Facility is not proposed to include a Medical Cannabis Treatment Center, it will nevertheless provide programs to assist qualifying patients within the city or neighborhood who are registered through the Massachusetts Medical Use of Cannabis Program in obtaining services under that program.

Response: The proposed dispensary will not provide medical cannabis, however, we will ensure there is a staff member on-site is trained to walk eligible inquirers through the state’s online process detailed on the mass.gov website using the document titled “How to Register with the Medical Use of Marijuana Program: Instructions for Patients.”

11.805 Special Permit Criteria

In granting a special permit for a Cannabis Retail Store or Cannabis Production Facility, in addition to the general criteria for issuance of a special permit as set forth in Section 10.43 of this Zoning Ordinance, the Planning Board shall find that the following criteria are met:

(a) The site is designed such that it provides convenient, safe and secure access and egress for customers and employees arriving to and leaving from the site using all modes of transportation, including drivers, pedestrians, bicyclists and public transportation users.

Response: The proposed site is easily accessible by a network of regional and local roads, two of the MBTA's most popular transit lines (Lechmere Station 0.2 miles and Kendall Station 0.5 miles away), and pedestrian. On-street parking, registered parking in the rear of the building, and close-by garage parking at 35 First Street 262 feet away affords parking convenience for visitors and employees. At the First Street Garage there are also Zipcar vehicle in addition to the Zipcar station at 62 Spring Street which is 0.16 miles away. 0.214 miles and 0.2 miles away are Hubway Blue Bikes at 75 Binney Street and 135 Cambridge Street respectively. The First Street Garage also has bike racks for the public to station their bikes.

The up-to-code newly constructed building has a properly illuminated parking area for loading in the rear that is paved. Also the plan proposes bicycle racks and lockers for employees that commute.

(b) On-site loading, refuse and service areas are designed to be secure and shielded from abutting uses.

Response: The loading will be carried out by at least 2 trained employees of Ivy League Technologies, LLC or by another two-person transporter, cultivator, or product manufacturer licensed by the Cannabis Control Commission. Refuse areas (**see graphic A002.01 Figure 1 and Appendix 2 Figure 2**) will temporarily be contained inside the building and eventually shall be handled via the rear entrance of the dispensary and any trash and recycling contained in the dumpster and will be handled by a private refuse removal service.

Service area within the establishment (point-of-sales or the area designated for product inspection) will be secure and shielded from abutting uses.

(c) The building and site have been designed to be compatible with other buildings in the area and to mitigate any negative aesthetic impacts that might result from required security measures and restrictions on visibility into the building's interior.

Response: The proposed dispensary will be sited within a recently constructed existing building and has an all glass window façade and will remain transparent. The Project is consistent with the general character of the environment and is compatible with the principal use for which the building is designed.

(d) In retail areas, the location and design of the Cannabis Use will not detract from the sense of activity with opaque, unwelcoming façades at the ground floor. Where interior activities must be screened from public view, such areas should be screened by transparent, publicly accessible active business uses where possible. Opaque façades should be minimized, and where they are necessary they should include changing public art displays or other measures to provide visual interest to the public.

Response: The company will comply with 953 CMR 500.110 (1) l. Security Requirements for Marijuana Establishments that reads "Ensuring that all Marijuana

Products are kept out of plain sight and are not visible from a public place, outside of the Marijuana Establishment, without the use of binoculars, optical aids or aircraft” by having the Point-of-Sales area (“interior activity” mentioned in 11.805 (d)) shielded from view by any passerby. In addition, display items including cannabis, cannabis products, and cannabis related products will be hidden by privacy screens (see **graphic A005.01**). Other techniques to shield sensitive areas from view will be considered such as shelves, mirrors, and planters.

Therefore, the building will maintain a welcoming façade while being in compliance with Cannabis Control Commission regulations requiring that cannabis and cannabis products not be “clearly visible” from the exterior of the building.

(e) If the proposed Cannabis Retail Store or Cannabis Production Facility is not proposed to include a Medical Cannabis Treatment Center, it will nevertheless provide programs to assist qualifying patients within the city or neighborhood who are registered through the Massachusetts Medical Use of Cannabis Program in obtaining services under that program.

Response: The proposed dispensary will not provide medical cannabis; however, we will ensure there is a staff member on-site is trained to walk eligible inquirers through the state’s online process detailed on the mass.gov website using the document titled “**How to Register with the Medical Use of Marijuana Program: Instructions for Patients.**” This assistance will take place at the consultation area (see **A002.01, Legend Item 1**) within the establishment.

Conformance with Section 10.43 Special Permit Criteria

Granting the Special Permit requested would not be a detriment to the public interest because:

A) Requirements of the Ordinance can or will be met for the following reason:

Response: With the requested special permit, the requirements of the Ordinance will be met.

B) Traffic generated or pattern of access or egress would not cause congestion hazard, or substantial change in established neighborhood character or the following reasons:

Response: As demonstrated by the traffic impact studied and prepared for the Project, the development will not result in substantial adverse impact on traffic within the area or in the immediate vicinity of the Project. The Applicant will place a sign indicating that there is “Parking In Rear Of Building” on the corner of Hurley and First Street. Also there will be directions to neighboring parking facilities on the company website.

Due to the various forms of transit in the area like the transportation and parking options include both the MBTA Bus and Red Line Train, the Project is highly accessible through public transit. Registered and metered street parking, First Street Garage, Cambridgeside Galleria Garage, BlueHub and Zipcar stations and loading/delivery option in the rear of the building provides immense opportunities for parking so there will be not be a perceived need for violation of parking rules for convenience. The public entrance is facing First Street which adequately supports a heavy traffic flow. However, the registered parking is located behind the building and accessed via Hurley Street.

Projections for maximum incoming customer (152 customers during peak hours) will not overwhelm the proposed establishment's ability to process incoming customer's transactions safely and efficiently, while observing building occupancy limits.

C) The continued operation of or the development of adjacent uses as permitted in the Zoning Ordinance would not be adversely affected by the nature of the proposed use for the following reasons:

Response: The introduction of an alternate retail uses in the district is compatible with surrounding uses. The proposed Cannabis Retail Store will be operated in accordance with applicable state and local regulations. The use will generate pedestrian and vehicular traffic that similar to that generated by a similarly sized allowed retail use.

D) Nuisance of hazard would not be created to the detriment of the health, safety and/or welfare of the occupants of the proposed use or the citizens of the City for the following reasons:

Response: The proposed establishment will comply with all state and local applicable health, safety, and building code requirements. Neither hazard materials nor any known potentially hazardous activities will be conducted on the premises. The Cannabis Control Commission licenses cannabis establishment and have created robust regulations to ensure the health and safety of the general public. Not only does the Cannabis Control Commission ensure adherence to the regulations before cannabis establishments commence operations, but the Commission maintains continuous oversight of the industry and operators.

In November of 2016, nearly 80% of Cambridge voters approved Question 4, the ballot initiative to legalize the adult use of marijuana. In July of 2017, Chapter 55 of the Acts of 2017, An Act to Ensure Safe Access to Marijuana, was adopted with requirements that people from communities that have been disproportionately harmed by marijuana law enforcement are prioritized in the new legal marijuana industry.

(E) For other reasons, the proposed use would not impair the integrity of the district or adjoining district, or otherwise derogate from the intent and purpose of this Ordinance.

Response: The site is located within Business A ("BA") District, which allows Cannabis Retail Stores, as authorized in a zoning amendment adopted by the City Council in 2018.

Ivy League Technologies, LLC is also an Economic Empowerment Applicant, which the ordinance is intended to support. In terms of security, our plan provides a proven approach to safe and efficient entry and egress.

(F) The new use or building construction is inconsistent with the Urban Design Objectives set forth in Section 19.30.

Response: The proposal is designed to be consistent with the urban design objectives set forth in Section 19.30 of the Ordinance. The establishment's windows will remain transparent while preventing a passerby from observing cannabis, cannabis products, regulated paraphernalia, and transaction areas. All exterior alterations will be subject to ongoing review by Community Development Department staff and the Cannabis Control Commission.

CDD Comments:

- ***There are energy conservation requirements (i.e., IECC/Building Codes) for commercial uses over certain square footage to have vestibules for their primary entrances. This could potentially impact the Main and Rear Entrance and the interior spaces adjacent to them. Please confirm requirements w/those latest state energy/building codes and/or check w/ISD.***

Response: The 2009 and 2012 IECC; ASHRAE 90.1-2007 and 2010 require that primary entrance doors accessing spaces 3,000 ft² or greater have vestibules. The primary entrance door does not access a space greater than 3,000 ft². The immediate area is closed off from the vault and break room, therefore the space is 2,855 ft². **See Exhibit D** for communication with ISD.

- ***The queuing on First Street could impede pedestrian traffic and might be of concern. Although the property is set back 2.5', the sidewalk width overall is not adequate for people to be standing alongside the building and potentially waiting to get their turn or called in.***

Response: The Applicant will no longer utilize the 3.5' setback and rely on the rear of the building between the bollards and building wall for any potential queuing should the computer system experience failure. Several test runs of the well established queuing software will be done and validated prior to going live.

- ***There is the concern that some customers arriving to the RMD (which 41% in SOV) will be inclined to use the metered parking on First Street to park when they arrive to the premise instead of driving to the back to find parking unless directed in advance. This could prove to be problematic if customers use the spaces on First for waiting to be served instead of queuing in.***

Response: The Applicant will use a sidewalk sign (aka sandwich sign) at the corner of Hurley and First Street to direct potential SOV customers to registered parking (see

renderings). In addition, on the Applicant's website there will be a map of the available area public car parking, lot hours of operation, and costs of parking.

- ***Part of the building façade on Hurley Street has a metal framework for a potential 'vertical green wall'. This is a positive green feature that is currently exists on the building but not shown or recognized or neglected on the drawing (A005.01). It should remain as part of the building elevation.***

Response: The green wall will remain and has been added to the revised graphics.

- ***The existing store space currently does not have an air lock area to improve energy efficiency***

Response: The existing conditions that do not require a vestibule will now remain the same. The 2009 and 2012 IECC; ASHRAE 90.1-2007 and 2010 require that primary entrance doors accessing spaces 3,000 ft² or greater have vestibules. Currently, the primary entrance door does not access a space greater than 3,000 ft². The immediate area is closed off from the vault and break room, therefore the space is 2,742 ft². **See Exhibit D** for communication with ISD.

- ***It does not appear that a thorough community outreach to East Cambridge neighborhood has been accomplished. It is not clear as to why the meeting was advertised in the Boston Globe instead of a local Cambridge newspaper or directly with the E Cambridge neighborhood/business association?***

Response: The Applicant will continue to make attempts to engage the East Cambridge Business Association, although, attempts to connect to the organization have not been successful to date.

- ***Staff has raised the question about whether the "3 M Black Privacy Filter" has been accepted to block the products displayed. It would be helpful to provide an update on that.***

Response: The Massachusetts Cannabis Control Commission ("CCC") will review the Applicant's plans, policies, standard operating procedures, and adherence to 953 CMR 500.110 (1) 1. *Security Requirements for Marijuana Establishments* which includes the Applicant's use of the 3M privacy filter while reviewing Applicant's state-level application for a provisional license. Should the Applicant be granted a provisional license by the CCC the CCC will again conduct a final inspection of the establishment to ensure the Applicant's designs are in compliance with 935 CMR 500.

- ***Building is newly constructed though images provided in Graphics Volume 1 & 2 are a little hard to confirm if business is accessible. Google images shows a good shot of former tenant with an entrance that appears accessible but detailed specs would be helpful in order to confirm.***

Response: Specifications of the doorways and the doors are included in revised graphics.

- ***Applicant is proposing no window screening (which will be ideal for street activation) but proposed remedy for shielding cannabis products from view of the street unverified. Applicant proposing a kind of special screening on top of cannabis product display cases (see page 4 of Graphics Volume 2). This strategy should be approved by the MACCC prior to local approval.***

Response: It would be impossible for the Applicant to acquire the CCC's formal approval prior to receiving a Host Community Agreement (local approval). The CCC does not review applicants' plan prior to receiving a complete application, which includes local approval. Being the final decision marker, if the CCC does not approve of the Applicant's plan for the product display, then the provisional and final license will not be granted to the Applicant.

- ***Since applicant is proposing fully transparent windows it would be nice to see how the interior space will be illuminated and what it might look like at night when light spills out onto the street.***

Response: New graphics depicting nighttime views of the store from multiple angles.

- ***Like questions about accessibility, it would be nice to know specs about door. Applicant is proposing no updates to the façade so assuming door is compliant, but specs would be nice in order to confirm.***

Response: Door specifications have now been provided in the graphics package. The main ingress/egress maintains a 39" egress and 39" ingress (double doors). The rear emergency exit has the same dimensions.

- ***Signage plan appears adequate. Does not appear to deviate from previous tenant's sign package.***
- ***Like many others, applicant proposing an app-based appointment system to prevent queuing problems. Applicant has provided some attempt to show a customer queuing plan (pg. 5 of Graphics volume 1). The icons (gray X's) representing customers are a little hard to read and it would be ideal to see some arrows showing how customer flow will work. For example, there is a line of customers shown outside waiting on both sides of the door on First Street but only one employee on one side. It also appears that there is a rear entrance. Like other applicants, strongly encourage one entrance and one exit to assist with customer flow and any potential queuing problems should apps and appointment systems fail. Security at main door looks a bit lax.***

Response: In response to CDD comments, the Applicant has revised the plan and design to include ADA compliant turnstiles at the gated queuing area, which will have a security guard positioned to receive customers. There will no longer be a second entrance for

customers in the rear. The Hurley Street facing door will now be an emergency exit only and have signage on the door indicating the door's function.