



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: _____
Zoning District: _____
Applicant Name: _____
Applicant Address: _____
Contact Information: _____
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.*

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

Signature of Applicant: _____

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

110 Fawcett Street, Cambridge, MA 02138



Amendment to Application for Special Permit to Operate a Co-located Registered Marijuana Dispensary & Cannabis Retail Store

Septmeber 12th, 2019

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DIMENSIONAL FORM

Project Address: 110 Fawcett Street, Cambridge

Application Date:

	Existing	Allowed or Required (max/min)	Proposed
Lot Area (sq ft)	11136	5000	11136
Lot Width (ft)	31.38	50	31.38
Total Gross Floor Area (sq ft)	4740	8352	4740
Residential Base			
Non-Residential Base	4740	8352	4740
Inclusionary Housing Bonus			
Total Floor Area Ratio	0.42	0.75	0.42
Residential Base			
Non-Residential Base	0.42	0.75	0.42
Inclusionary Housing Bonus			
Total Dwelling Units			
Base Units			
Inclusionary Bonus Units			
Base Lot Area / Unit (sq ft)			
Total Lot Area / Unit (sq ft)			
Building Height(s) (ft)	26	70	26
Front Yard Setback (ft)	Existing	15	Existing
Side Yard Setback (specify) (ft)	Existing	0	Existing
Side Yard Setback (specify) (ft)	Existing	0	Existing
Rear Yard Setback (ft)	3'	0	3'
Open Space (% of Lot Area)	7.6	15	17
Private Open Space	7.6	0	7.6
Permeable Open Space	7.6%	25	17
Other Open Space (Specify)		0	
Off-Street Parking Spaces	N/A	7.9/5.3	8
Long-Term Bicycle Parking	N/A	0.1 per 1000= 1	4
Short-Term Bicycle Parking	N/A	0.6 per 1000= 3	6
Loading Bays	1	B2 less than 10000= 0	0

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

FEE SCHEDULE

Project Address:

Application Date:

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): × \$0.10 =

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

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

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

Revolutionary Clinics, II, Inc.

Proposed co-located Registered Marijuana Dispensary and Cannabis Retail Store

110 Fawcett Street

Project Narrative and Request for Special Permit Amendment and Relief

Summary of Proposal

On January 17, 2017, Revolutionary Clinics II, Inc., (RevC2), formerly known as the Cardiac Arrhythmia Syndromes Foundation, Inc., was granted a Special Permit by the Planning Board to operate a Registered Marijuana Dispensary at 110 Fawcett Street, pursuant to Sections 20.700 and 10.43 of the Zoning Ordinance, and 20.70 for building construction in the flood plain. See Notice of Decision, Planning Board case No. 322, filed February 16, 2017 attached hereto as Exhibit A.

RevC2 now requests, pursuant to 11.802.1 (c) of the Zoning Ordinance, and Chapter 55 of the Acts of 2017, *An Act to Ensure Safe Access to Marijuana*, 935 CMR 500.00, that the Planning Board grant an amendment to Special Permit No. 322 to authorize the co-location of a Cannabis Retail Store for the non-medical use of cannabis. This request for amendment does not propose adding any additional off-street parking.

The original project required extensive repurposing of approximately 4,740 square feet within an existing single-story warehouse, of which approximately 2,500 square feet, has been used and shall continue to be used, for the co-located cannabis dispensary.

RevC2 has previously submitted in connection with its application for Special Permit No. 322, and incorporates by reference herein, Special Permit Application Forms, Project Narratives, Description of Activities, copies of Provisional Certificate of Registration from the Massachusetts DPH, Service Area, Transportation Analysis, Community Outreach Summary, Dimensional Form, Stormwater Report, and detailed architectural drawings and plan sets prepared, and revised on multiple occasions, by Elton + Hampton Architects, including Context Map, Proximity Uses Map, Site Plan, Landscape Plan, Elevations, Renderings and Floor Plans.

The site is within the Industry B-2 Alewife Overlay District. Memorandums were previously submitted in connection with Special Permit No. 322 by Jeff Roberts, Senior Manager for Zoning and Development, CDD, dated November 30, 2016, Katherine Watkins, City Engineer, DPW, dated December 1, 2016, and Joseph Barr, Director of Traffic, Parking and Transportation, dated December 5, 2016. In addition, Draft Findings from CDD were submitted and a letter from the Fresh Pond Residents Alliance dated December 6, 2016, was also submitted.

Requested Special Permit Relief

The project is located in the Industry B-2 (IB) District and requires an amendment to its previously granted Special Permit to allow a Cannabis Retail Store use per Section 11.800, *et seq.* RevC2 seeks specific Special Permit relief per 11.802.1 (c), 11.803.1, 11.803.3, 11.805 and 10.43.

Project Narrative pursuant to 11.804 (a) thru (g)

- **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.**

RevC2 proposes to co-locate a Cannabis Retail Store for the non-medical use of cannabis at 110 Fawcett Street. This site has

been approved for a Registered Marijuana Dispensary. See attached hereto as Exhibit A, Notice of Decision, Planning Board case No. 322. RevC2 will maintain its commitment to provide cannabis products to patients for medical use and will specifically designate a portion of its inventory, as required by CCC directive, for those purposes. RevC2 seeks by this application to amend its Special Permit to provide cannabis products for non-medical use within the same 4,740 square foot space located within 110 Fawcett Street, pursuant to 11.802.1 (c) and Section 3(a) (1) (i) of MGL Chapter 94G, as amended by Section 23 of Chapter 55 of the Acts of 2017, *An Act to Ensure Safe Access to Marijuana*, 935 CMR 500.00.

There will be no cultivation or processing of cannabis products at this location, nor will there be any off-site deliveries made to customers. RevC2 operates a cultivation facility in Fitchburg and all products will be pre-packaged and no packaging or repackaging of cannabis products at 110 Fawcett Street. This location will be used only to purchase and transport cannabis or marijuana products from Cannabis or Marijuana Establishments and to sell or otherwise transfer these products to Cannabis or Marijuana Establishments and to consumers. This space has been completely refurbished and is now a fully operational Registered Marijuana Dispensary. Changes to the previously approved construction plans are minimal and are depicted on the attached Documents and Plans submitted in connection with the instant application for Special Permit for a Cannabis Retail Store. The Cannabis Retail Store will operate independently of the Registered Marijuana Dispensary, although both operations will be located within the same physical space. The proposed operations will designate separate POS terminals for medical and non-medical purchases. See attached as Exhibit B, Floor Plan, Building Elevations, Interior and Exterior Renderings, prepared by Elton + Hampton Architects, for co-located Cannabis Retail Store at 110 Fawcett Street.

The structure at 110 Fawcett Street was a dilapidated corrugated metal warehouse prior to being fully repurposed into a state-of-the-art RMD. The interior of the building has undergone extensive remodeling and has been outfitted with a sophisticated security system that includes surveillance cameras, silent and audible alarms, motion detectors and real-time remote monitors that can be readily accessed by the Cambridge Police Department. Steel entry doors have been installed that are equipped with an electronic control access system that is controlled by key card locks that create an audit trail. The exterior of the building is monitored by surveillance cameras enabled to pan, tilt, and zoom, and with the ability to see during both day and night (without additional lighting). The perimeter of the facility is amply lit, in compliance with the recommended standards of the Draft Outdoor Lighting Ordinance provided to the City Council by the City's Lighting Task Force, with warning and surveillance signs displayed. A secure storage vault room has been constructed and contains a GSA approved 13 cubic-foot, drill-resistant, steel-plated safe with keypad access that is anchored to the floor. All security measures meet or exceed compliance with 105 CMR 725.110.

The building at 110 Fawcett Street is serviced by 8 on-site parking spaces and 4 long-term and 6 short-term bicycle parking spaces. In addition, this site is approximately .08 mile from the Alewife MBTA Red Line station, and there are several MBTA bus lines that connect on Concord Avenue. In addition, RevC2 has implemented a TDM and transportation monitoring program and has submitted the required data to the Traffic, Parking and Transportation Department.

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 registered marijuana agent located in the security vestibule inside the main entrance, and after verification, customers will be admitted to a waiting/education area where they will receive a brief orientation to the facility. This area is immediately inside the main entrance past the security vestibule and adjacent to the restrooms. All RevC2 employees are trained to provide important information to all customers during this one-on-one interaction regarding the safe use of cannabis. A registered marijuana agent will then escort the customer to the display pedestals from which the customer will be able to make their selection. Products displayed will include cannabis flowers, concentrates and marijuana infused products. The customer's order will be placed by the registered marijuana agent, at a POS terminal that is designated for non-medical cannabis sales, and then he/she will move to the fulfillment/point-of-sale area where payments will be processed, and the product will be sealed in an opaque, tamper-resistant childproof exit bag. All exit bags will contain printed educational materials.

The customer will exit through a separate exit door adjacent to the security vestibule. Customers will be required to exit the facility as soon as their order has been filled, will not be allowed to loiter around the premises, and will be prohibited from ingesting any cannabis product on the premises. Any violations of state, local or CCC regulations will be reported immediately

and RevC2 will respond appropriately to any potential nuisance.

There will be no disruption to the services provided to medical patients.

All of the completed alterations to the property, as well as the minor changes needed to designate certain POS terminals as medical or non-medical, are shown on the previously approved Permit plans as revised by the attached Documents and Plans submitted in connection with the instant application for special permit for a Cannabis Retail Store.

- Security Systems Summary

As noted above, this building has been outfitted with state-of-the-art security systems. RevC2 retained Lan-Tel Security Systems, one of the leading security consultants in the cannabis industry and they have developed and implemented a sophisticated security system for the operational RevC2 RMD located at 110 Fawcett Street in Cambridge. Confidential security information will be submitted, upon request, to the Cambridge Police Department for review and feedback. During all hours when the Cannabis Retail Store is open for business, there are live on-site security agents who have been trained in crime prevention standards and who have experience in the surveillance of highly regulated retail operations. All security measures meet or exceed compliance with 105 CMR 725.110. The interior and exterior of the building has been outfitted with approximately 20 (twenty) high definition IR surveillance cameras that are connected to a secure video VLAN. All footage is stored for a minimum of ninety days. Silent and audible alarms were added as another security layer via Access Control and Intrusion. Real-time remote monitors for Access Control and CCTV are available 24 hours a day. Steel entry doors have been equipped with an electronic control access system and are controlled by electric and electrical mechanical locks that create an audit trail. Staff access within the facility is monitored by a keycard program that provides staggered levels of access to staff members. Only essential staff is granted access to secure points within the facility, such as the vault and fulfillment area. Limited Access areas are identified by clearly visible signs. Only designated staff, law enforcement and CCC regulatory agents are allowed access to those areas. The perimeter is amply lit, with wall pack lights and pole lights that are in compliance with the recommended standards of the Draft Outdoor Lighting Ordinance provided to the City Council by the City's Lighting Task Force. Surveillance signs have also been posted.

- Law Enforcement and Public Safety Official Communication

RevC2 has contacted the Cambridge Police Department to discuss the development and implementation of its security systems. RevC2 will maintain direct communication and an open-door policy with regards to all state and local law enforcement, public safety and public health agencies, including, but not limited to the CCC. This policy begins by notifying all such agencies of the presence of a Cannabis Retail Store, its security protocols and the intended operations. It continues by informing them of all on-going operations and educating them on various aspects of what the company does. This can include informing them about the products it handles, the purpose and locations of key functions in the facility, incident preparedness policies and procedures, emergency exits and assemblage locations, utility service shut off points, and emergency/post emergency contact information.

- On-Site Security Personnel

Dispensary security operations is overseen by dedicated security agents who are on-site during all business hours of operations. The duties of these agents are multifaceted and include monitoring and surveillance of the facility entrance and exit, perimeter inspections, and working with RevC2 staff to prevent adverse incidents from occurring. The agents are supported by a comprehensive electronic security system comprised of cameras, motion detectors, and duress alarms, as well as comprehensive emergency procedures and employee training. RevC2 ensures that its security agents inform all customers that loitering is prohibited. All identified violations of state, local or CCC regulations will be immediately reported.

- 24/7/365 Surveillance Cameras

A secured network of surveillance cameras has been strategically placed around the perimeter of the building and in every area inside the building where customers may be and where regulated products are handled. This includes all entrance and exit traps, the secure waiting/education area, the display floor, the sales and fulfillment areas, the inventory safe area, all back-office entrances, exits and corridors, and the entire delivery packaging/loading/unloading area. The building has been outfitted with 20 (twenty) plus high definition IR surveillance cameras that are connected to a secure video VLAN. All cameras will be stored for a minimum of ninety days. Surveillance cameras are enabled to pan, tilt, and zoom, and ability to see during both day and night (without additional lighting). Real-time remote monitors for Access Control and CCTV is available 24 hours a day.

- Access Control System

An automated access control panel controls all access points in the facility. The system is strategically designed to enhance personal safety and prevent diversion and theft by limiting work area access to authorized personnel only and tracking activity throughout the facility. Only personnel that are essential to the operation of a given area will be allowed access to that area. All visitors must be logged in and out, and that log is available for inspection by the CCC at all times. All visitor identification badges are returned to the security vestibule upon exit.

- Alarm Systems

The facility is equipped with two independent alarm systems on all perimeter entry points and perimeter windows. Two independent systems (access control/intrusion) will monitor the system 24 hours a day. The system provides redundant backup if the primary system fails to function properly.

- Inventory Tracking and Control System

A comprehensive inventory tracking and control system is essential to the security of the facility. It allows RevC2 to maintain awareness and control over where products are at any given stage in the distribution process. RevC2 LLC utilizes a fully integrated enterprise application software package that includes cultivation management, inventory management, cash management, and employee tracking, as well as a Point-of-Sale system. In addition to daily inventory tracking procedures, a monthly inventory count is conducted by the entire Inventory Department to ensure absolute accuracy and accountability.

- Employee Training

Staff is hired on a 3-month probationary status. They participate in rigorous training conducted by RevC2 and are evaluated for suitability in a restricted-access, highly regulated retail environment. Training includes the employee handbook, reading materials, lectures by professionals, hands-on training and quizzes. Legal training covers all State & Federal laws relating to cannabis and marijuana infused products. Legal obligations of licensed cannabis establishments are emphasized. Topics include the CCC rules and regulations, sexual harassment, interaction with law enforcement, and the rights and responsibilities of registered marijuana agents. Legal training includes at least one two-hour session with an attorney.

Medical training includes disabled rights and sensitivity, how to identify and interact with any individual having a medical emergency, the proper uses and benefits of cannabis use and appropriate warnings.

Sales staff is trained in safe cannabis use and is instructed to guard against pushing retail sales. The focus is on assisting customers in making appropriate decisions about how best to choose the type of cannabis that is right for them. Staff is provided with ongoing training in product information as well as general service philosophy.

In addition to its focus on safety, security training includes acceptable currency identification, warning signs of possible diversion to the illegal market, lock and alarm procedures, perimeter and entrance control, robbery response techniques,

conflict resolution techniques and diversion detection techniques.

- Hours of Operations

RevC2 anticipates operating a Cannabis Retail Store between the hours of 9:00 AM –11:00 PM, subject to the approval of the Planning Board.

- Careers

RevC2 has hired more than 25 employees for full-time positions. Employees receive a salary, benefits, and substantial training. Because RevC2 recognizes its role as a leader in the legal cannabis marketplace, it will continue to prioritize hiring Cambridge residents, minorities, women, veterans and other individuals that reside in areas of disproportionate impact. RevC2 will also continue to offer employment to individuals with drug-related CORI but which are otherwise employable in a cannabis-related enterprise. As stated above, RevC2 will prioritize hiring local Cambridge residents with the aspirational goal of creating a 100% transit-oriented workforce.

- Trash Management

Any trash containing cannabis or marijuana infused products is required to be stored securely on site within the facility vault. The products are transported back to the cultivation facility from which they were purchased wholesale and where they may be safely destroyed. A minimal amount of business-related waste is generated from the facility and disposed of by commercial trash pickup.

- Deliveries

Product deliveries occur between two and three times each week in unmarked sprinter vans. There is no advertising, markings, or branding indicating that the vehicle is being used to transport cannabis. Routes and times used for the transportation of cannabis and marijuana infused products are randomized. Cannabis and marijuana infused products are transported in secure, locked storage compartments that are an after-market modification made to the transport vehicle so that the cannabis and marijuana infused products cannot be easily removed. At least two agents staff vehicles transporting cannabis. One agent always remains in the vehicle, and the other is accompanied by a designated RevC2 staff member into the facility and within the vault where the inventory takes place. An armored car service picks up cash as needed each week. A loading and service delivery plan has previously been submitted to Traffic, Parking and Transportation in connection with Special Permit 322. See the Transportation Logistics Plan prepared by Howard Stein Hudson and attached hereto as Exhibit C, in response to 11.804 (e), for additional detail.

- Payment Processing and Cash Handling

RevC2 maintains a business banking relationship with a well-known financial institution and accepts cash and debit cards. Like any such business, RevC2 employs a sophisticated cash-handling procedure that will include comprehensive employee training, strict policies and procedures for how cash is counted, handled, recorded and stored. Cash collection occurs on a timely basis to ensure that no more cash than is necessary for the ordinary course of business is kept on site.

- Traffic and Parking

RevC2 does not propose adding any additional off-street parking. Pursuant to Article 6.000, the minimum off-street parking for this use in the Industry B-2 (IB) district is 1 space per 1,800 square feet, or 3 spaces for this 4,740 square foot use at 541 Massachusetts Avenue.

RevC2 has taken great care to develop operational procedures to ensure that customer visits are short and will not result in queuing or other congestion to enter or exit the facility. Operational procedures will be adjusted as needed to ensure optimal function of the facility. When possible, consultations will be scheduled during off-peak hours. If necessary, during the initial 6 months of adult-use operations, RevC2 will use an on-line pre-purchase and appointment only scheduling system. As is

discussed in the Transportation and Logistics Plan, RevC2 will arrange for additional staff and police details to mitigate any negative impact during the initial opening for business.

RevC2 has also obtained QLess management software system. This is an effective, bi-directional communication system that allows customers to schedule appointments, while also providing REC2 the ability to send text or email alerts to those customers who arrive without an appointment, giving them a personal wait time forecast that allows them to visit other local businesses rather than remain in line. Additionally, the system allows RevC2 to send customers coupons for local businesses to customers, further encouraging them to engage with the community. This is an effective queue management system that has been used successfully by Garden Remedies in Newton, MA.

Please see the enclosed Transportation Logistics Plan prepared by Howard Stein Hudson, attached hereto as Exhibit C, in response to 11.804 (e), for additional detail.

Further, RevC2 has already agreed, in connection with Special Permit 322, to undertake the following proactive traffic mitigation efforts:

- Provide 100% MBTA T-Pass subsidies, up to the federal fringe benefit, to all employees, with a pro-rated incentive for any part-time employees;
- Provide lockers in the break room for employees that walk or bike to work;
- Compile and provide to all employees, including during employee orientation, up to date transportation information explaining all commuter options;
- Provide customers with information regarding transportation options to access the facility;
- Provide and maintain information on the Applicant's website and other distributed material on how to access the facility by all modes of transportation, with an emphasis on non-automobile modes;
- Participate in transportation-related training offered by the City of Cambridge or a local Transportation Management Association; or
- Designate a Transportation Coordinator to develop and manage the implementation of a Transportation Demand Management plan.
- Personnel Policies

Clearly defined and reinforced personnel policies contribute to a consistently safe, focused work environment, staffed by a competent team. Adherence to proper safety protocols and adequate oversight of information is the foundation of all personnel policies. RevC2 is dedicated to competitive pay structures, opportunities for advancement, and merit-based bonuses, and will provide employees with a highly competitive benefits package. RevC2 does not discriminate against current or potential employees based on race, color, religious creed, national origin, sex, gender identity, sexual orientation, genetic information, or ancestry of any individual, refuse to hire or employ or to bar or to discharge from employment such individual or to discriminate against such individual in compensation or in terms, conditions or privileges of employment, unless based upon a bona fide occupational qualification.

- Customer Education

Education is a top priority for RevC2 and will be a central theme evident throughout its Cannabis Retail Store. Educational support will be provided on a one-to-one basis beginning with the first customer visit with the goal of establishing a long-term relationship. RevC2 employees are trained to listen attentively and provide auditory and visual educational instructions. All customers will be given printed as well as online information including scientific research related to cannabis use, how to promote an overall healthy lifestyle, the safest and most effective means of ingesting cannabis, and booklets and materials on

several conditions, ailments, cannabis strains and products, and effects when ingested.

All customers will be instructed during the initial intake that RevC2 emphasizes respect for the surrounding neighborhood. RevC2 will provide online access and print booklets to a family of appropriate materials including; Research on Cannabis, History of Cannabis as Medicine, Comparison of Medications - Efficacy and Side-Effects, Chronic Pain and Medical Marijuana, Multiple Sclerosis and Medical Cannabis, Cancer and Medical Marijuana, HIV/AIDS and Medical Marijuana, ASA Newsletters, Talking to Your Doctor, Cannabis Safety, Guide to Using Medical Cannabis, Recipes for Non-Inhalation Delivery Methods, and a How to Access Local Support Groups. RevC2 will also provide information and resource materials about substance abuse and marijuana addiction from national health organizations. Website and booklets will be available in English and Spanish, with more languages to follow.

Distribution of Educational Materials will be as follows:

First Visit: Customers visiting the Retail Cannabis Store for the first time will go through an intake process where they receive a primer on regulations surrounding cannabis; how to safely consume, store, and transport their product; and information regarding strains, dosage, and desired effects. All customers will be instructed that respect for the surrounding neighborhood is paramount and that public consumption, diversion, queuing, loitering, and other nuisance behaviors are not tolerated and practicing them will result in an immediate ban from all RevC2 facilities.

Visual Materials: RevC2 will display a variety of educational materials. Flyers, pamphlets, and other materials will be available in the waiting/education area as well as throughout the sales floor. There will also be signage proximate to point-of-sale terminals reminding customers about the consequences of product diversion.

Auditory Reminders: RevC2 employees will receive ample training about effective educational tools that can be used during transactions. Employees will educate customers at the point of sale about how to safely store, consume, and transport their product in a friendly, approachable manner.

Takeaway Material: Product safety guides and general informational material will be placed in each bag to ensure customers have access to safety materials when they intend to utilize the product. RevC2 intends to work with the Cambridge DPH to develop these materials.

(b) Context Map: A map identifying, at a minimum, the location of the proposed establishment, the locations of all other Cannabis Uses in the vicinity, the locations of all public or private schools providing education in kindergarten or any grades one through 12, and the locations of all children's playgrounds, youth athletic fields, or other youth recreation facilities, with measured distances provided to demonstrate whether the location complies with the standards of Section 11.803 above.

Please see enclosed Context Map prepared by Elton + Hampton architects, and attached hereto as Exhibit D. The Context Map identifies both a 300 foot and 1,800-foot buffer zone around 110 Fawcett Street.

There are no public or private schools providing education in kindergarten or any grades one through 12, nor are there any children's playgrounds, youth athletic fields, or other youth recreation facilities, within 300 feet of the property.

RevC2 is the only Cannabis Use in the area, and upon information and belief, there are no other applicants contemplating entry to the Industry B-2 Alewife Overlay District.

(c) Site Plan: A plan or plans depicting all existing and proposed development on the property, including the dimensions of the building, the detailed layout of automobile and bicycle parking, the location of pedestrian, bicycle and vehicular points of access and egress, the location and design of all loading, refuse and service facilities, the location, type and direction of all outdoor lighting on the site, and any landscape design.

Please see the enclosed Site Plan prepared by Elton + Hampton architects, attached hereto as Exhibit D.

(d) Building Elevations and Signage: Architectural drawings of all exterior building facades and all proposed signage,

specifying materials and colors to be used. Perspective drawings and illustrations of the site from public ways and abutting properties are recommended but not required.

Please see the enclosed building renderings and signage prepared by Elton + Hampton Architects, attached hereto as Exhibit B.

(e) Logistics Plan: A plan identifying the on-site or off-site locations where deliveries and loading functions will take place and a narrative describing how deliveries to the site, loading and other service functions will be conducted, as well as a plan and narrative identifying the transportation options for customers and employees, including public transportation services, on-site and off-site parking facilities, and bicycle facilities.

Please see enclosed Transportation Logistics Plan prepared by Howard Stein Hudson, attached hereto as Exhibit C.

(f) License or Registration Materials: Copies of all materials submitted to applicable state and local agencies for the purpose of licensing and/or registration, and any certification or license issued by any such agency, excluding any information required by law to be kept confidential.

Please refer to the Provisional Certificate of Registration from the Massachusetts DPH, previously submitted in connection with Special Permit 322.

(g) Host Community Agreement: A narrative describing progress that has been made at the time of application toward establishing a host community agreement with the City of Cambridge.

RevC2 has initiated communications with the Office of the City Manager to determine the time frame for negotiation of the terms of a Community Host Agreement. There have been no directives issued by the Office of the City Manager, to date, indicating how the process will be managed.

Requested Special Permit Relief per 11.803.1

This site of the proposed Cannabis Retail Store at 110 Fawcett Street is located within the Industry B-2 (IB) zoning district, and pursuant to Section 11.803.1 (a), this use is permitted by the grant of special permit from the Planning Board. Moreover, the 1,800-foot buffer zone contained in 11.803.1 (b) does not apply to this proposal because RevC2 has already been granted a Special Permit to operate an RMD at this location. Please see Notice of Decision, Planning Board Case No. 322, filed February 16, 2017. All products offered to consumers will be pre-packaged off-site in childproof, tamper resistant packaging. There will be no packaging or re-packaging of cannabis or marijuana products within the proposed RevC2 facility, as all manufacturing, packaging and processing of products occurs in the Fitchburg cultivation facility.

No Requested Special Permit Relief per 11.803.3

As stated above, there are no public or private schools providing education in kindergarten or any grades one through 12, nor are there any children's playgrounds, youth athletic fields, or other youth recreation facilities, within 300 feet of the property. Accordingly, RevC2 is not required to request special permit relief per 11.803.3. However, in the interests of completeness, RevC2 states that it recognizes its corporate responsibility to the City of Cambridge and all neighboring uses and will use all reasonable efforts available to maintain proper decorum in and around its proposed Cannabis Retail Store.

Requested Special Permit Relief per 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.

RevC2 does not propose adding any additional off-street parking. The Planning Board has found, in connection with Special Permit 322, that this criterion has been met by the existing access to the site from Fawcett Street, the convenient access to sidewalks and the proximity to public transportation. RevC2 has created 8 on-site parking spaces, 2 of which are handicapped, and 4 long-term and 6 short-term bicycle parking spaces.

In addition, RevC2 has taken great care to develop operational procedures to ensure that customer visits within the proposed Cannabis Retail Store are short and will not result in lines or other congestion to enter or exit the facility. Operational procedures will be adjusted as needed to ensure optimal function of the facility. If necessary, during the initial 6 months of operations, RevC2 will use an on-line pre-purchase and appointment only scheduling system. As also previously noted, RevC2 has obtained the QLess software system that provides a bi-directional communications queue management solution to schedule appointments and prevent customers from loitering in line or around the premises. As is further discussed in the Transportation and Logistics Plan, RevC2 will arrange for additional staff and police details to mitigate any negative impact during the initial opening for business.

Please see the enclosed Transportation Logistics Plan prepared by Howard Stein Hudson, attached hereto as Exhibit C.

Further, RevC2 has previously agreed to, in connection with Special Permit 339 at this location, undertake the following proactive traffic mitigation efforts:

- Provide 100% MBTA T-Pass subsidies, up to the federal fringe benefit, to all employees, with a pro-rated incentive for any part-time employees;
- Provide lockers in the break room for employees that walk or bike to work;
- Compile and provide to all employees, including during employee orientation, up to date transportation information explaining all commuter options;
- Provide customers with information regarding transportation options to access the facility;
- Provide and maintain information on the Applicant's website and other distributed material on how to access the facility by all modes of transportation, with an emphasis on non-automobile modes;
- Participate in transportation-related training offered by the City of Cambridge or a local Transportation Management Association; or
- Designate a Transportation Coordinator to develop and manage the implementation of a Transportation Demand Management plan.

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

The on-site loading, refuse and service area are located adjacent to the side/rear of the property. Deliveries will occur at randomized times and consist of a single sprinter van arriving in the rear parking lot. The sprinter van parks in designated parking and remains there for approximately 15 minutes. The product is physically carried into the store in a non-descript plastic bin through the main entrance during non-business hours. While the product is carried from the sprinter van to the store, the driver remains in the van. The registered marijuana agent that hand-delivers the product to the on-site manager of the RevC2 facility is responsible for executing the manifold, participating in the inventory and communicating with the cultivation center that the delivery has been completed. Other than parking in the designated space and walking into the main

entrance during non-business hours, all loading activity occurs within the facility itself.

The refuse and service area are also located at the side/rear of the building. As stated above, all marijuana or marijuana infused products that are waste must be stored on-site and returned to the cultivation center for proper disposal. The refuse produced by this use is very minor.

(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.

RevC2 invested considerable time and resources to design a dispensary that incorporated architectural elements suggested by the Planning Board and CDD staff and the input from the neighbors. RevC2 believes that this facility has complemented and improved the aesthetics of the surrounding neighborhood. The design shields from the public view the entirety of the sales area and regulated material, and the improvements to the exterior façade of the building, while maintaining its architectural integrity, have resulted in a visually pleasing structure. The lighting and security measures have been sensitively placed, in compliance with the recommended standards of the Draft Outdoor Lighting Ordinance provided to the City Council by the City's Lighting Task Force and provide a safe yet unobtrusive means of surveillance for the appropriate and most sensitive portions of the building and building sites. Finally, the design and use of the RMD at 110 Fawcett is consistent with and has maintained the form and character desirable for the Alewife Overlay District.

(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.

RevC2 is pleased that the language contained in 11.805 (d) seems to have been developed, in part, due to the exhaustive design process and collaborative effort undertaken by RevC2 and the City of Cambridge in connection with its application for a Special Permit for an RMD at 541 Massachusetts Avenue.

Although this dispensary is not located within a retail area, RevC2 has created a façade that engages the eye of visitors to this site. This building has retained the charm of the existing warehouse while becoming a prominent structure in the Alewife Overlay district. The alterations to the property are shown on the Plans attached hereto and incorporated herein by reference as Exhibit A and B.

(e) If the proposed Cannabis Retail Store or Cannabis Production Facility is not proposed to include a Medical Marijuana 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 Marijuana Program in obtaining services under that program.

RevC2 will absolutely maintain its status as an RMD. Further, RevC2 will remain an operational medical marijuana treatment center while also providing whatever assistance that it lawfully is allowed to provide to qualifying patients in Cambridge to access services through the Medical Use of Marijuana Program.

Requested Special Permit Relief per 10.43

Pursuant to section 10.43 of the Cambridge Zoning Ordinance, special permits will normally be granted where provisions of this ordinance are met, except when particulars of the location or use, not generally true of the district or of the uses permitted in it, would cause granting of such permit to be to the detriment of the public good because:

- **It appears that requirement of this Ordinance cannot or will not be met.**

With the requested Special Permit, the Project will meet all requirements of the Ordinance.

- **Traffic generated and or patterns of access or egress would cause congestion, hazard, or substantial change in established neighborhood character.**

RevC2 respectfully submits that its proposed use of this property will not disturb the existing right of way, pedestrian access, and will not cause a serious hazard to vehicle or pedestrian traffic. Traffic generated, and patterns of access or egress will not cause congestion, hazard, or substantial change in the established neighborhood character. The Alewife Overlay District is a neighborhood that has undergone recent redevelopment and is the location of new residential housing interspersed with industrial uses. The RevC2 proposed Cannabis Retail Store has been designed, constructed and operated to be consistent with both the established and emerging character of the neighborhood. The entire retail space will occupy 4,740 square feet, with a portion of that dedicated to offices and back-of-house operations. The education/intake area will allow customers to enter the facility and will prevent any loitering outside the facility (which will be strongly discouraged). After valid government issued photographic identification is produced and verified, customers will pass through a secure door into the education/intake area that leads to the retail floor. Patrons will be fully inside the facility while being educated about the RevC2 product line before they enter the sales area where transactions take place. Educational and instructional materials will be available and disseminated along with information about restrictions on public consumption, dosage, abuse and resources for help.

Additionally, this site is approximately ½ mile from the Alewife MBTA Red Line Station, there are several MBTA bus lines that connect on Concord Avenue and the applicant has contributed \$35,000 to the City toward funding for a Hubway Station to be located in the Quadrangle area and/or the continued feasibility studies and designs for Alewife bicycle and pedestrian bridge and commuter rail station. For additional information regarding transportation impacts, see the Transportation Logistics Plan prepared by Howard Stein Hudson, and attached hereto as Exhibit C.

- **The continued operation of or the development of adjacent uses as permitted in the Zoning Ordinance would be adversely affected by the nature of the proposed use, or**

The proposed use is retail only, with an emphasis on customer education. RevC2 is a locally-owned cannabis company that has been fully vetted by the City of Cambridge, DPH and CCC. RevC2 has operated an RMD at 110 Fawcett Street in Cambridge for approximately 1 year and has experienced no negative or adverse impact on neighboring uses. RevC2 is committed to setting the standard for operational excellence within the entire cannabis industry. Accordingly, there are no applicable adjacent uses that will be developed or adversely affect the nature of the proposed use. There will be no packaging, repackaging, cultivation or processing activities of any type occurring at this site.

- **Nuisance or hazard would be created to the detriment of the health, safety and/or welfare of the occupant of the proposed use or the citizens of the city, or**

No nuisance or hazard will be created that will affect the health, safety, or welfare of the occupant of the proposed use or the citizens of the City of Cambridge. 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. That act allows existing priority RMDs, pursuant to Section 3(a) (1) (i) of MGL Chapter 94G, as amended by Section 23 of Chapter 55 of the Acts of 2017, to co-locate an adult use dispensary within the same physical facility.

The statute states in pertinent part, that local zoning ordinances or by-laws shall not;

“prevent the conversion of a medical marijuana treatment center licensed or registered not later than July 1, 2017, engaged in the cultivation, manufacture or sale of marijuana or marijuana products to a marijuana establishment engaged in the same type of activity.”

Moreover, since Cambridge first adopted its zoning in 2013, a clear majority of all city officials, department heads, community activists and elected officials have devoted an extraordinary amount of time, effort, and thought to developing standards to apply to this emerging industry in Cambridge.

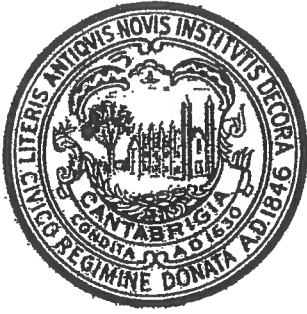
- **For other reasons, the proposed use would not impair the Integrity of the district or adjoining District, or otherwise derogate from the intent and purpose of this Ordinance, and;**

The proposed RevC2 Cannabis Retail Store will not impair the integrity of the District or the adjoining District because it is located within the designated zoning area, Industry B-2 (IB), and its use will not be apparent to the public way. Additionally, the design plan allows for patrons to quickly and safely enter the facility and remain in an intake/educational area until they are assisted by a registered marijuana agent. Because the building has undergone a substantial reconstruction, the facility has enhanced the streetscape. Finally, the overall security plan provides a proven approach to safe and efficient entry and egress and establishes significant deterrent measures to prevent any noticeable nuisances associated with this emerging industry from occurring.

- **The new use or building construction is inconsistent with the Urban Design Objectives set forth in Section 19.30**

The building construction and proposed use are consistent with the Urban Design Objectives outlined in the K2C2 Study and set forth in Section 19.30. RevC2 has invested considerable time and resources to design a Cannabis Retail Store with design elements that has fit seamlessly with the culture of Cambridge. RevC2 believes that this facility has complemented and improved the aesthetics of the surrounding neighborhood. The design shields from the public view the entirety of the sales area and regulated material, while retaining the charm of the existing warehouse and becoming a prominent structure in the Alewife Overlay District. The exterior façade has been renovated, with particular attention paid to restoring the historical integrity of the building. The proposed lighting and security measures have been sensitively placed, in compliance with the recommended standards of the Draft Outdoor Lighting Ordinance provided to the City Council by the City’s Lighting Task Force, to provide a safe yet unobtrusive means of surveillance for the appropriate and most sensitive portions of the building and building sites. In sum, the design and use of the proposed facility will be consistent with and maintain the form and character desirable for the Alewife Overlay District.

EXHIBIT A



CITY OF CAMBRIDGE, MASSACHUSETTS

PLANNING BOARD

CITY HALL ANNEX, 344 BROADWAY, CAMBRIDGE, MA 02139

2017 FEB 16 PM 4:22
CITY CLERK
CAMBRIDGE, MASSACHUSETTS

NOTICE OF DECISION

Case Number:	322
Address:	110 Fawcett Street
Zoning:	Industry B-2 / Alewife Overlay District / Medical Marijuana Overlay District 1 / Flood Plain Overlay District
Applicant:	Cardiac Arrhythmia Syndromes (CAS) Foundation, Inc. 9 Bartlet Street, #335, Andover, MA 01810
Owner:	Belam Realty, LLC 15 Ward Street, Somerville, MA 02143
Application Date:	November 7, 2016
Date of Planning Board Public Hearing:	December 6, 2016
Date of Planning Board Decision:	January 17, 2017
Date of Filing Planning Board Decision:	February 16, 2017
Application:	Request for special permits for CAS Foundation, Inc. to operate a registered retail medical marijuana dispensary pursuant to Section 20.700 occupying approximately 4,740 square feet at 110 Fawcett Street, and Section 20.70 for building construction in the flood plain.
Decision:	GRANTED, with Conditions.

Appeals, if any, shall be made pursuant to Section 17 of Massachusetts General Laws, Chapter 40A, and shall be filed within twenty (20) days after filing of the above referenced decision with the City Clerk. Copies of the complete decision and final plans, if applicable, are on file with the Community Development Department and the City Clerk.

Authorized Representative of the Planning Board: Swaathi Joseph

For further information concerning this decision, please contact Liza Paden at 617-349-4647, or lpaden@cambridgema.gov.

DOCUMENTS SUBMITTED

Application Documents and Supporting Material

1. Special Permit Application received November 7, 2016 from CAS Foundation, Inc., including Application Forms, Project Narrative, Description of Activities, Service Area, Transportation Analysis, copies of Provisional Certificate of Registration from the Massachusetts Department of Public Health, Outreach Narrative, Dimensional Form, Stormwater Report, and plan set dated October 24, 2016 including Context Map, Proximity Uses Maps, Site Plans, Landscape Plan, Building Elevations, and Floor Plan.

City of Cambridge Documents

2. Memorandum from Jeff Roberts, Senior Manager for Zoning and Development, Community Development Department, et al., dated November 30, 2016.
3. Memorandum from Katherine E. Watkins, City Engineer, Department of Public Works, dated December 1, 2015(sic).
4. Memorandum from Joseph E. Barr, Director of Traffic, Parking and Transportation, dated December 5, 2016.
5. Draft Findings from Community Development Department.

Other Documents

6. Letter to the Planning Board from Doug Brown & Peggy Barnes Lenart on behalf of Fresh Pond Residents Alliance, dated 12/6/2016.

APPLICATION SUMMARY

The Applicant, CAS Foundation, Inc., is a registered marijuana dispensary (RMD) with a state-registered cultivating facility located in Fitchburg, Massachusetts. The Applicant proposes to establish a RMD location at 110 Fawcett Street in Cambridge, located in the existing single story warehouse building, approximately 4,740 square feet in gross floor area, which is currently unoccupied. The 110 Fawcett Street facility will only dispense products that are cultivated and processed at the Applicant's Fitchburg facility. The proposed facility will be designed and operated in accordance with state and local regulations for RMDs and will be subject to oversight by the Massachusetts Department of Public Health. Eight on-site parking spaces and four long-term and six short-term bicycle parking spaces are proposed. Loading and deliveries, which will take place using passenger vehicles, are proposed to occur on-site during off-peak periods. The Conservation Commission granted an Order of Conditions to approve this project pursuant to the Wetlands Protection Act.

FINDINGS

After review of the Application Documents and other documents submitted to the Planning Board, testimony given at the public hearing, and review and consideration of the applicable requirements and criteria set forth in the Zoning Ordinance with regard to the relief being sought, the Planning Board makes the following Findings:

1. Approval of a Registered Marijuana Dispensary (RMD, Section 20.700)

The proposed site is located within Medical Marijuana Overlay District 1 (MMD-1). The Planning Board may grant a special permit approving an RMD within a Medical Marijuana Overlay District upon finding that the proposal meets the criteria set forth in Section 20.705. The Board finds that these criteria are met, for the reasons set forth below.

20.705 Special Permit Criteria. In granting a special permit for a Registered Marijuana Dispensary, in addition to the general criteria for issuance of a special permit as set forth in Section 10.43 of this Ordinance, the Planning Board shall find that the following criteria are met:

(a) The Registered Marijuana Dispensary is located to serve an area that currently does not have reasonable access to medical marijuana, or if it is proposed to serve an area that is already served by other Registered Marijuana Dispensaries, it has been established by the Massachusetts Department of Public Health that supplemental service is needed.

There are no RMDs operating in Cambridge, and none in surrounding communities that would serve the same area as the proposed 110 Fawcett Street location.

(b) The site is located at least five hundred feet distant from a school, daycare center, preschool or afterschool facility or any facility in which children commonly congregate, or if not located at such a distance, it is determined by the Planning Board to be sufficiently buffered from such facilities such that its users will not be adversely impacted by the operation of the Registered Marijuana Dispensary.

The supplemental materials in the Application Documents provide ample evidence, based on a visual survey of the area and search of available online databases, that there are no facilities within 500 feet of the proposed RMD location in which children commonly congregate, such as children's schools, playgrounds, recreation centers, child care facilities or other facilities that offer programming distinctively oriented toward children, with the exception of a day care facility shown within 500 feet but buffered by the Fitchburg rail line, and which is reportedly no longer presently in that location.

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

The facility is proposed to reuse the existing access to the site located off of Fawcett Street where they will have convenient access to sidewalks and public transportation within a mile. The customer entry and exit is through the existing garage door of the warehouse. A staff entry and exit is located in the front along Fawcett Street, which is partially screened with a fence and vegetation. Two handicap-accessible parking spaces are available in front of the main building entrance. All entrances and exits will be monitored for security purposes as required by state regulations. In addition, the RMD proposes to offer home delivery from an alternate dispensary location near Cambridge, thereby reducing the need for client trips to the site.

(d) Traffic generated by client trips, employee trips, and deliveries to and from the Registered Marijuana Dispensary shall not create a substantial adverse impact on nearby residential uses.

A transportation analysis prepared by Howard Stein Hudson Engineers + Planners has been provided with the Application, and has been reviewed by the Traffic, Parking and Transportation Department (TP&T). While little is known thus far about the expected traffic generated by an RMD, the expectation as presented in the traffic analysis is that the activity will not be significantly greater than a typical retail establishment of that size, given the expected client base and experience with RMDs elsewhere in Massachusetts. The Applicant has committed to implementing transportation demand management (TDM) measures and a monitoring program to mitigate any unexpected transportation impacts. The Parking and Transportation Demand Management Plan has been approved as is required to create the eight new parking spaces for this project.

(e) Loading, refuse and service areas are designed to be secure and shielded from abutting uses.

Loading and delivery operations specific to the RMD will occur using passenger vehicles. Loading is proposed to occur on-site through the main entrance to the facility during off-peak hours. Trash will be stored in wheeled bins indoors until picked up by a private hauler at scheduled times. All regulated material waste will be transported back to the Fitchburg facility for approved disposal.

(f) 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.

The existing structure, while maintaining its vernacular architectural character, will be renovated to create a facility that will complement the neighborhood aesthetics, including signage and security lighting, which will be in conformance with local requirements for signage and lighting as well as state regulations specific to RMDs. The sales area and regulated material handling area are not visible from the streetscape.

2. Approval of Parking, Bicycle Parking and Loading Requirements for an RMD

In approving an RMD, the Planning Board is responsible for determining the required amount of parking, bicycle parking, and loading in accordance with Section 20.703.6 of the Zoning Ordinance, as set forth below.

20.703.6 Parking and Loading. Notwithstanding anything to the contrary in Article 6.000 of this Ordinance, the required number of parking and bicycle parking (both long-term and short-term) spaces and the required number of loading bays for a Registered Marijuana Dispensary shall be determined by the Planning Board based on the transportation analysis and other information related to operational and security plans provided by the applicant. Except as set forth above, all parking, bicycle parking and loading facilities shall conform to the requirements set forth in Article 6.000.

The Application proposes car parking and bicycle parking on-site, and indicates that necessary loading activities will occur using a passenger vehicle that will be able to use the on-site parking area. Clients and staff can either walk, bike, use public transportation, or use on-site parking to access the facility.

The aforementioned transportation analysis provided by the Applicant and comments provided by TP&T indicate that the proposed use will likely have modest parking demand compared to a retail use of a similar scale, and that the loading needs of the facility can be reasonably accommodated. Therefore, the Board finds that the proposed off-street parking and loading arrangements for the RMD will be sufficient, subject to the additional transportation demand management (TDM) and monitoring measures recommended by TP&T and agreed to by the Applicant. Since little is known about the expected parking demand for RMDs, TP&T has recommended allowing conversion of four parking spaces to green space if monitoring shows that those spaces tend to be unused.

For bicycle parking, the Board accepts the recommendation of TP&T that four long-term spaces and six short-term spaces are appropriate, as would be required for a retail establishment of the proposed size.

Requirements pertaining to the Board's determination of parking, bicycle parking and loading requirements are set forth in the Conditions of this Special Permit Decision.

3. Special Permit for building construction in Flood Plain Overlay District (Section 20.70)

20:75 Criteria. The Planning Board shall grant a Special Permit for development in the Flood Plain Overlay District if the Board finds that such development has met all of the following criteria in addition to other criteria specified in Section 10.43:

1. *No filling or other encroachment shall be allowed in Zone A areas or in the floodway which would impair the ability of these Special Flood Hazard Areas to carry and discharge flood waters, except where such activity is fully offset by stream improvements such as, but not limited to, flood water retention systems as allowed by applicable law.*
2. *Displacement of water retention capacity at one location shall be replaced in equal volume at another location on the same lot, on an abutting lot in the same ownership, on a noncontiguous lot in the same ownership, or in accordance with the following requirements.*
3. *All flood water retention systems shall be suitably designed and located so as not to cause any nuisance, hazard, or detriment to the occupants of the site or abutters. The Planning Board may require screening, or landscaping of flood water retention systems to create a safe, healthful, and pleasing environment.*
4. *The proposed use shall comply in all respects with the provision of the underlying zoning district, provisions of the State Building Code, Wetlands Protection Act, and any other applicable laws.*
5. *Applicants for development in the Alewife area shall be familiar with area-specific and general city-wide land use plans and policy objectives (e.g. Concord-Alewife Plan, A Report of the Concord Alewife Planning Study, November 2005; Toward a Sustainable Future, Cambridge Growth Policy, 1993, Update, 2007; Section 19.30 - Urban Design Objectives of this Zoning Ordinance) and shall demonstrate how their plan meets the spirit and intent of such documents in conjunction with the requirements of this Section 20.70 - Flood Plain Overlay District and Section 20.90 – Alewife Overlay Districts 1-6.*
6. *The requirement of Section 20.74(3) has been met.*

The flood zone certification provided by Joyce Consulting Group dated October 20, 2016 records that the project, located within the FEMA high hazard flood zone, will provide additional flood storage volume and will not increase the flood levels on-site or off-site during the 100-year flood events. A communication from the Department of Public Works (DPW) dated December 1, 2015(sic) indicates that the proposed development will have the ability to meet all requirements associated with being located in the Flood Plain and will provide necessary flood plain mitigation and building resiliency associated with increased flood elevations presented in the November 2015 Climate Change Vulnerability Assessment. The project will be subject to ongoing technical review by DPW. The proposal has also received approval from the Conservation Commission, which voted to approve an Order of Conditions on December 12, 2016. Based on these reports, the Board finds that the proposal meets the criteria set forth in Section 20.75.

4. General Criteria for Issuance of a Special Permit (10.43)

The Planning Board finds that the proposal meets the General Criteria for Issuance of a Special Permit, as set forth below.

10.43 Criteria. Special permits will normally be granted where specific provisions of this Ordinance are met, except when particulars of the location or use, not generally true of the district or of the uses permitted in it, would cause granting of such permit to be to the detriment of the public interest because:

(a) It appears that requirements of this Ordinance cannot or will not be met, or ...

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

(b) traffic generated or patterns of access or egress would cause congestion, hazard, or substantial change in established neighborhood character, or ...

As set forth above in these findings, the proposed use is not expected to adversely impact traffic patterns.

(c) the continued operation of or the development of adjacent uses as permitted in the Zoning Ordinance would be adversely affected by the nature of the proposed use, or ...

The proposed RMD will be operated in accordance with applicable state and local regulations, and in such a way that it will not adversely impact adjacent uses.

(d) nuisance or hazard would be created to the detriment of the health, safety and/or welfare of the occupant of the proposed use or the citizens of the City, or ...

The proposed RMD will be operated in accordance with applicable health and safety regulations, as well as state and local regulations particular to RMDs, which are specifically intended to prevent nuisance or hazard.

(e) for other reasons, the proposed use would impair the integrity of the district or adjoining district, or otherwise derogate from the intent and purpose of this Ordinance, and ...

The site is located within a Medical Marijuana Overlay District, which was created expressly to allow RMDs.

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

The proposed new use will minimally impact the design of the building, and all exterior alterations will be conducted in accordance with applicable zoning and other regulations for RMDs. In addition, exterior alterations will be subject to ongoing review by Community Development Department (CDD) staff to certify compliance with applicable urban design objectives.

DECISION

Based on a review of the Application Documents, testimony given at the public hearings, and the above Findings, the Planning Board hereby GRANTS the requested Special Permit, subject to the following conditions and limitations.

1. This special permit shall authorize Cardiac Arrhythmia Syndromes (CAS) Foundation, Inc. to establish and operate a Registered Marijuana Dispensary (RMD) at 110 Fawcett Street, Cambridge, in substantial conformance with the Application Documents received November 7, 2016 and those dated October 24, 2016, and supplemental documents and information submitted by the Applicant to the Planning Board as referenced above. This special permit does not authorize any activities related to marijuana cultivation or product manufacturing at 110 Fawcett Street.
2. This special permit is not transferrable to any other RMD seeking to operate at 110 Fawcett Street, and shall not apply to any RMD operated by Cardiac Arrhythmia Syndromes (CAS) Foundation, Inc. at any other location within the City of Cambridge
3. This special permit is conditioned upon ongoing registration of the approved RMD with the Massachusetts Department of Public Health, and shall terminate if such registration is terminated or fails to be renewed.
4. The approved RMD shall be operated in accordance with all applicable state and local regulations, including but not limited to regulations set forth by the Massachusetts Department of Public Health as well as any additional regulations promulgated by local agencies.
5. The project shall be subject to continuing design review by the Community Development Department (“CDD”). Before issuance of each Building Permit for the project, CDD shall certify to the Superintendent of Buildings that the final plans submitted to secure the Building Permit are consistent with and meet all conditions of this Decision. As part of CDD’s administrative review of the project, and prior to any certification to the Superintendent of Buildings, CDD may present any design changes made subsequent to this Decision to the Planning Board for its review and comment.
6. The project shall be subject to continuing review through the Building Permit application by the Department of Public Works (“DPW”) to evaluate street and roadway restoration and options for utility connections; to review stormwater management; and to appraise flood mitigation measures.
7. External lighting to be installed on the site shall conform to the guidelines recommended in the proposed Cambridge Outdoor Lighting Ordinance, currently under review by the City, including use of full-cutoff fixtures, directing lighting toward the site and minimizing light trespass onto adjacent lots. Specifications and locations of proposed lighting fixtures shall be reviewed by CDD as part of continuing design review.

8. Eight (8) off-street parking spaces, four (4) long-term bicycle parking spaces, and six (6) short-term bicycle parking spaces shall be required for the approved RMD. However, if the monitoring procedures set forth below in these Conditions indicate a consistently lower parking demand than expected, or if it is demonstrated that sufficient alternative parking options are provided nearby, up to four (4) of the required parking spaces may be removed and converted to landscaped area upon mutual agreement by the Permittee and the Traffic, Parking and Transportation (TP&T) Department.
9. The Permittee shall be required to implement a transportation demand management (TDM) and transportation monitoring program including the following measures, at a minimum, which shall be certified by the TP&T and CDD prior to issuance of a Certificate of Occupancy for the approved RMD:
 - a. The Permittee shall join the Alewife TMA and provide employees and patients access to the shuttle buses to and from the Alewife MBTA station, as provided by the TMA or a comparable shuttle services.
 - b. Provide 65% MBTA T-Pass subsidies, up to the federal fringe benefit, to all employees (May pro-rate incentive for part-time employees).
 - c. Offer all employees Gold Level Hubway membership.
 - d. Provide showers and lockers in the break room for employees that walk or bike to work.
 - e. Have available an air pump and bicycle repair tools for employees and customers to use when needed.
 - f. Designate an employee of the facility as a Transportation Coordinator (TC) to manage the implementation of the TDM measures and a transportation monitoring program. The TC shall:
 - i. Post in a central and visible location (i.e. lobby for customers, break room for employees) information on available non-automobile services in the area, including, but not limited to:
 1. Available pedestrian and bicycle facilities in the vicinity of the Project site.
 2. MBTA maps, schedules and fares.
 3. "Getting Around in Cambridge" map (available from CDD).
 4. Locations of bicycle parking.
 5. Carsharing/ridematching programs.
 6. Hubway regional bikesharing system.
 7. Carpooling/vanpooling programs.
 8. Other pertinent transportation information.

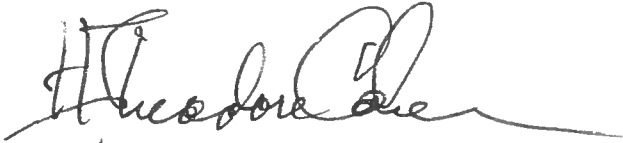
- Instead of or in addition to posting paper MBTA schedules, provide a real-time transit and Hubway display screen or tablet in a central location to help people decide which mode to choose for each trip.
- ii. Compile and provide to all employees up-to-date transportation information explaining all commuter options. This information should also be distributed to all new employees as part of their orientation.
 - iii. Provide or describe to customers information on transportation options to access the site.
 - iv. Provide and maintain information on the project's website, newsletters, social media, etc. on how to access the site by all modes, with emphasis on non-automobile modes.
 - v. Participate in any TC training offered by the City of Cambridge or a local Transportation Management Association.
 - vi. Implement an annual transportation monitoring program which will involve surveying employees and customers on their travel modes and where they customarily park (cars and bicycles). The annual monitoring program shall continue for 10 years following the issuance of a Certificate of Occupancy for the RMD, at which time TP&T will work with the applicant to determine if it would be beneficial to continue the monitoring program.
 1. All surveys shall be designed and conducted in a manner approved by TP&T and CDD.
 2. The form of any survey instrument or monitoring method shall be approved before issuance of the Certificate of Occupancy.
 3. Surveying shall begin one year from the date of the first Certificate of Occupancy. If the Certificate of Occupancy is issued between September 1 and February 29, the monitoring should take place during the months of September or October and be reported to the City no later than November 30. If the Certificate of Occupancy is issued between March 1 and August 31, monitoring should take place during the months of April or May and be reported to the City no later than June 30.
10. No loading bays shall be required; however, a loading and service delivery management plan that includes all delivery activity to the facility shall be submitted to and approved by TP&T prior to the issuance of a Building Permit for any improvements associated with the approved RMD.
11. The Permittee shall contribute \$35,000 to the City toward funding for a Hubway Station to be located in the Quadrangle area and/or the continued feasibility studies and designs for

Alewife bicycle and pedestrian bridge and commuter rail station. The final location of the Hubway Station shall be determined by the City. This contribution shall be made prior to the issuance of a Building Permit and the final allocation of the funds shall be determined by the City.

12. Prior to issuance of a Certificate of Occupancy for the approved RMD, CDD shall certify to the Superintendent of Buildings that all Conditions of this Special Permit Decision are met.
13. All authorized development shall abide by all applicable City of Cambridge Ordinances, including the Noise Ordinance (Chapter 8.16 of the City Municipal Code).

Voting in the affirmative to GRANT the Special Permits were Planning Board Members Louis Bacci, H Theodore Cohen, Steve Cohen, Mary Flynn, and Hugh Russell, constituting at least two thirds of the members of the Board, necessary to grant a special permit.

For the Planning Board,

A handwritten signature in black ink, appearing to read "H Theodore Cohen", with a long horizontal flourish extending to the right.

H Theodore Cohen, Chair.

A copy of this decision PB #322 shall be filed with the Office of the City Clerk. Appeals, if any, shall be made pursuant to Section 17, Chapter 40A, Massachusetts General Laws, and shall be filed within twenty (20) days after the date of such filing in the Office of the City Clerk.

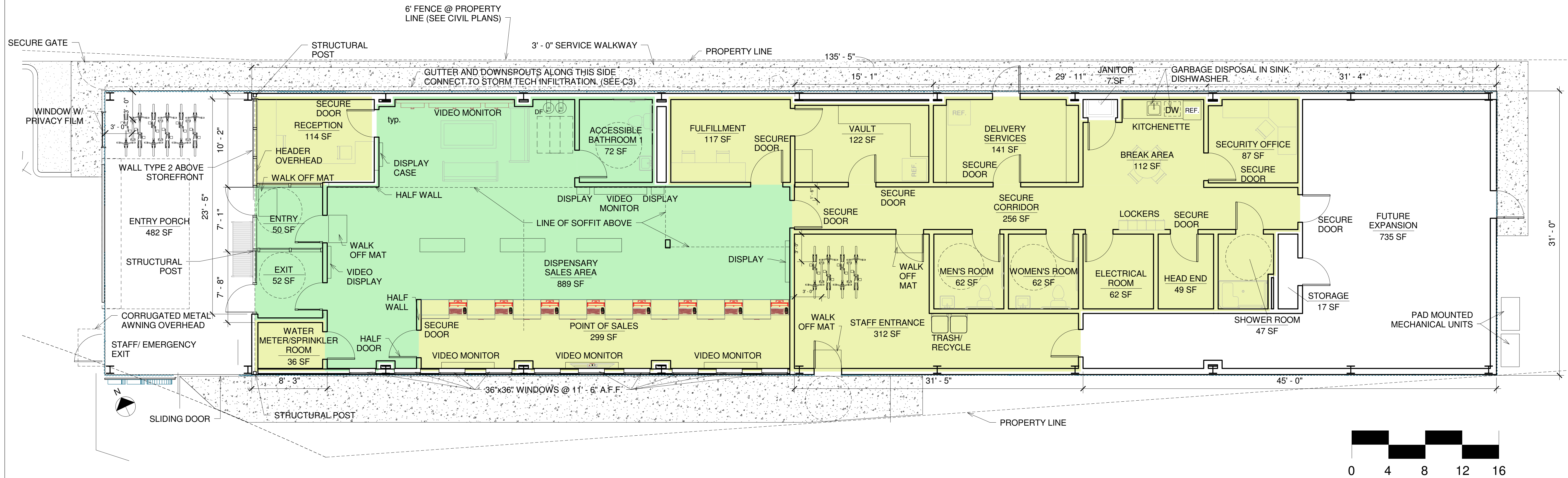
ATTEST: A true and correct copy of the above decision filed with the Office of the City Clerk on February 16, 2017, by Swaathi Joseph, authorized representative of the Cambridge Planning Board. All plans referred to in the decision have been filed with the City Clerk on said date.

Twenty (20) days have elapsed since the filing of the decision. No appeal has been filed.

DATE:

City Clerk of Cambridge

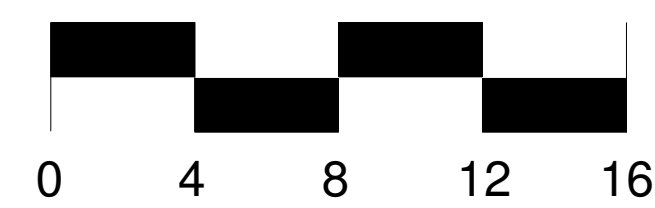
EXHIBIT B



No.	Description	Date
9	Various Plan Edits	01.11.18
10	Service Walkway Extension	01.17.18
11	Shower Room, Gutter, Fence, Door Swings	01.22.18
12	Lockers, Bikes, Shower Room	01.23.18
13	Revised Permit Set	02.08.18
14	Entry & Sales Area Windows	02.16.18
15	Privacy Film, Tile wainscoting in bathroom, Refrigerators, Displays, Revised Storefront, Lighting, Kitchenette, Half Wall @ Reception, Exterior Signage	03.02.18
16	ACT Ceiling	03.21.18
19	EX02 now new Door 29	04.20.18

① Level 1
 3/16" = 1'-0"

Floor Plan Legend	
	Limited Access
	Restricted Area



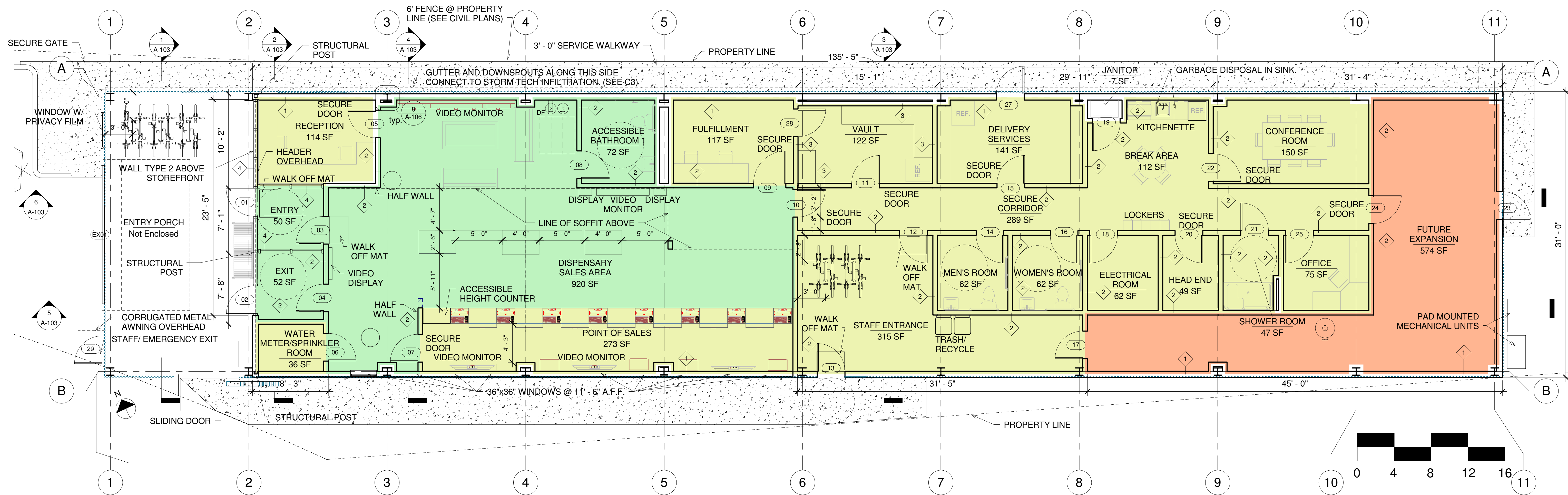
APPROVED PERMIT



PROJECT
CAS Cambridge
 110 Fawcett Street
 Proposed Floor Plan

Date	03.21.18
Project number	CAS
Drawn by	Melissa D Worth
Checked by	Bruce Hampton

A-101



No.	Description	Date
9	Various Plan Edits	01.11.18
10	Service Walkway Extension	01.17.18
11	Shower Room, Gutter, Fence, Door Swings	01.22.18
12	Lockers, Bikes, Shower Room	01.23.18
13	Revised Permit Set	02.08.18
14	Entry & Sales Area Windows	02.16.18
15	Privacy Film, Tile wainscoting in bathroom, Refrigerators, Displays, Revised Storefront, Lighting, Kitchenette, Half Wall @ Reception, Exterior Signage	03.02.18
16	ACT Ceiling	03.21.18
19	EX02 now new Door 29, revised exterior signage	04.20.18
20	Conference Room, Office, Deleted DW	04.26.18
22	Privacy film on Door 03	05.14.18

Floor Plan Legend

- Future Expansion
- Limited Access
- Restricted Area

Revisions from Permit Set

- Storage closet eliminated
- Conference Room added
- Office moved across corridor

REVISED FOR CANNABIS
RETAIL APPLICATION



PROJECT
CAS Cambridge
110 Fawcett Street
Proposed Floor Plan

Date 07.30.18
Project number CAS
Drawn by Melissa D Worth
Checked by Bruce Hampton

A-101

1 of



Proposed RMD Doors Open for Business

No.	Description	Date



PROJECT
CAS Cambridge
 110 Fawcett Street
 Exterior Rendering

Date	07.30.18
Project number	CAS
Drawn by	Melissa D. Worth
Checked by	Bruce Hampton

A-110

APPROVED PERMIT

EXHIBIT C



TO:	Keith Cooper Bruce Hampton	DATE:	August 13, 2019
FROM:	Ian McKinnon, P.E., PTOE Michael Littman, P.E.	HSR PROJECT NO.:	2019137.01
SUBJECT:	Transportation Analysis – 110 Fawcett Street, Cambridge, Massachusetts		

Howard Stein Hudson (HSH) has prepared this transportation analysis for the proposed recreational retail cannabis dispensary located at 110 Fawcett Street in Cambridge, Massachusetts (the “Site”) for use as a Cannabis Dispensary (the “Project”). The Site currently contains a medical cannabis dispensary operating under the name Revolutionary Clinics. This transportation assessment was prepared to address the requirements for Cannabis Retail Stores outlined in the Draft Transportation Logistics Plan Guideline and will cover:

- Site Context;
- Expected frequency of clients and employee trips to the site;
- Expected modes of transportation used by clients and employees; and
- Expected project impact on parking supply.

Recreational dispensaries are a relatively new land use in Massachusetts and are not well-documented in terms of trip generation patterns. As requested by the City of Cambridge, traditional Institute of Transportation Engineers (ITE) trip generation data was not utilized; instead, project trip generation estimates were evaluated based on information provided by Revolutionary Clinics and compared to existing dispensary survey data at the existing site. Demand at the store is expected to be initially higher than average before decreasing as the market reaches saturation and excitement for the new land use decreases.

Revolutionary Clinics currently operate two medical dispensaries, one at this location, and one in Somerville at 67 Broadway Street. Since this site currently contains a medical cannabis dispensary, the general operations of the site are not expected to change. The site will continue to utilize eight point of sales counters. The additional trips generated by the retail component are expected to be about two times as many as the trips generated by the medical component. The facility will continue to serve medical patients and give priority by allowing appointments and having a designated queuing line for medical patients.



Site Context

The Site is currently occupied by an approximately 5,000 square foot (sf) medical cannabis dispensary at 110 Fawcett Street in Cambridge. The proposed Project involves the fit out of the existing building to add dispensing operations for recreational retail cannabis. No major changes are proposed to the building or the site. The Project Site is located near several public transportation services. The Massachusetts Bay Transportation Authority (MBTA) Route 74 and Route 78 bus routes are located about a five-minute walk from the Site with stops located at the intersection of Concord Avenue at Fawcett Street. The Red Line Alewife Station is also located about a 20-minute walk from the site with seven additional bus routes. Revolutionary Clinics is a partner of the local Transportation Management Association (TMA) that offers an Alewife Shuttle route that serves the Site. The transit services near the Project are summarized in **Table 1**. Of note, the Applicant will continue to fully subsidize MBTA passes for employees and continue to operate a shuttle bus to Alewife Station for employees to encourage alternate modes of transportation.

Table 1. Transit Services near the Site

Transit Service	Route Description	Weekday Service		Weekend/Holiday Service	
		Service Duration	Peak Headway (min)	Service Duration	Peak Headway (min)
Red Line	Alewife – Ashmont/ Braintree	5:13 a.m. – 12:30 a.m.	4.5	5:15 a.m. – 12:30 a.m.	7
Route 62	Alewife – Bedford VA Hospital	5:47 a.m. – 9:04 p.m.	28-35	7:00 a.m. – 8:47 a.m.	60-70
Route 67	Alewife – Turkey Hill	5:53 a.m. – 8:32 p.m.	26-30	No Service	N/A
Route 74	Harvard – Belmont Center	5:20 a.m. – 1:27 a.m.	20-25	5:45 a.m. – 7:10 p.m.	30-35
Route 76	Alewife – Lincoln Lab/Hanscom Base	6:00 a.m. – 10:39 p.m.	30	7:00 a.m. – 8:47 p.m.	60-70
Route 78	Harvard – Arlmont Village	5:42 a.m. – 12:53 a.m.	24-29	6:10 a.m. – 1:04 a.m.	60-70
Route 79	Alewife – Arlington Heights	6:35 a.m. – 10:03 p.m.	26-30	No Service	N/A
Route 84	Alewife – Arlmont Village	6:42 a.m. – 6:59 p.m.	24-29	No Service	N/A
Route 350	Alewife – North Burlington	6:04 a.m. – 11:00 p.m.	20-30	6:25 a.m. – 11:07 p.m.	40-60
Route 351	Alewife – Oak Park/Bedford Woods	6:15 a.m. – 7:10 p.m.	2	No Service	N/A
Alewife Station Shuttle Loop	Alewife Station – 767 Concord Avenue	6:45 a.m. – 7:24 p.m.	30	No Service	N/A

Source: MBTA.com



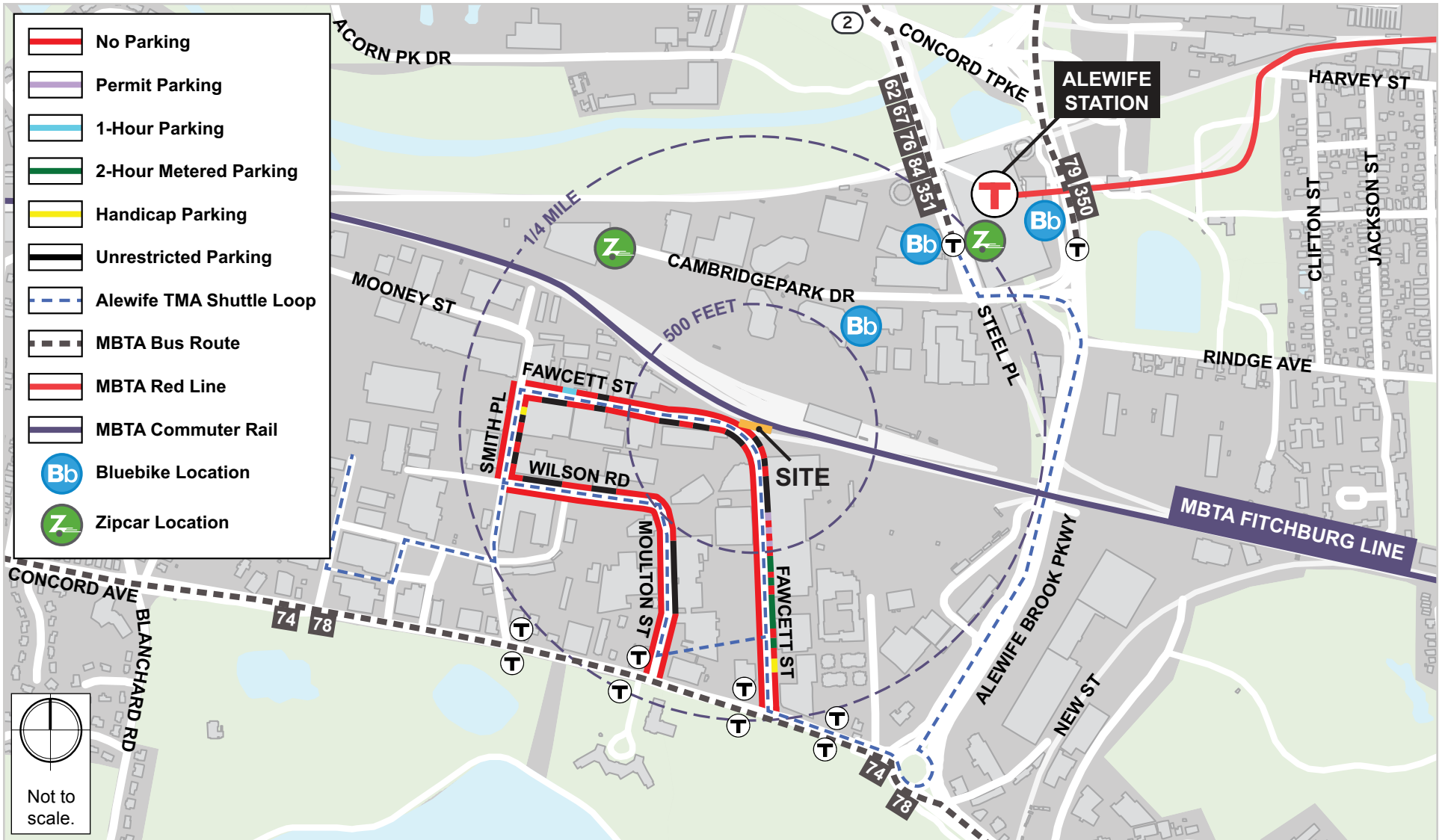
The Site context, shown in **Figure 1**, illustrates all nearby public transportation services such as MBTA buses and trains, BLUEbikes stations, Zipcar locations, public bicycle racks, and off-street and public on-street parking spaces. There are three BLUEbikes station, and two Zipcar locations with access to five vehicles located to the north of the Site near Alewife Station. The existing building contains three bicycle racks in the front entrance that can store six bicycles. The Site contains eight off-street parking spaces including two accessible parking spaces. On-street parking near the Site generally consists of metered parking, unrestricted parking, and residential permit parking with some loading zones, and accessible parking spaces as well. The radius that is shown in **Figure 1** highlights the parking area in which the parking availability data was collected.

Potential Future Connections

A potential future bridge over the railroad tracks connecting the Triangle neighborhood, containing Alewife Station, and the Quadrangle neighborhood, containing the site, could be built by 2025. The bridge was originally imagined in a 1979 revitalization study but has recently gained traction due to the increased development in the Quadrangle neighborhood. A pedestrian connection at the location will significantly improve walkability in the area, improve access to transit and reduce reliance on car travel for patrons and provide employees of the Site a new convenient way to get to work.



Figure 1. *Site Context*





Trip Generation and Operations

Facility Operations

Based on information provided by Revolutionary Clinics, the proposed weekly hours of operation will be 9:00 a.m. – 11:00 p.m. seven days a week. These hours will be officially set by the City in the Host Community Agreement and are subject to change. The dispensary is approximately 5,000 sf with 2,500 sf of retail area. The facility will be accessed by customers along Fawcett Street. All loading and service operations will occur along the street and be brought into a rear door.

Service Area

As of the writing of this memo, there are 25 recreational dispensaries currently open or awarded a final license. An additional 43 retailers have been granted a provisional approval or have a pending application in the permitting process. When this Site opens, there will likely be several recreational retail dispensaries open in the Cambridge and Boston Metro region. The congestion and traffic generated by individual locations that was seen during the initial wave of dispensary openings will continue to decrease as more retail establishments open for business. The service area for the Project will be largely dependent on competition in the area as other dispensaries open. When the market is more saturated, the operations at the dispensary will likely only serve local trips more akin to a convenience or package store.

Trip Generation

As requested by the City of Cambridge, traditional ITE trip generation data was not utilized; instead the trip generation estimates were developed based on patron projections and employee needs provided by Revolutionary Clinics. The daily and peak hour projections for patrons and employees are summarized below as well as weekly delivery and servicing projections.

PATRON TRIPS

According to projections, they will service approximately 300 total patients and clients per day. Customers are expected to visit the Site throughout the day within open retail hours projected to be 9:00 a.m. – 11:00 p.m. with the peak times likely occurring from 5:30 p.m. to 7:30 p.m. Peak patron activity during this time period is anticipated to be about 50 patrons per hour.

Revolutionary Clinics currently processes each medical patient in an average of four minutes. Expedited measures such as on-line pre-ordering and reservations will be used to process retail



patrons quickly. Medical users will be permitted to skip the line and make appointments ahead of time.

EMPLOYEE TRIPS

Revolutionary Clinics is projected to have twenty full-time employees and zero part-time employees. A maximum of fifteen employees will be working at the same time. While some of the staff is expected to arrive on-site prior to the projected opening of 9:00 a.m., not all staff will arrive at the same time. Staff will continue to gradually arrive throughout the day. Similarly, staff will depart gradually throughout the evening as business slows down. It is projected that a maximum of fifteen employees will arrive and depart the site throughout the day, eight employees will arrive during the morning peak hour, and two employees will depart during the evening peak hour. Some employees indicated that they need an automobile throughout the day for work related trips. Additional staff may be utilized for the grand opening to manage queues, along with police details, if necessary. Employees of Revolutionary Clinics will receive subsidized MBTA transit passes and BLUEbikes passes to encourage alternative modes of transportation.

DELIVERY TRIPS

Service and product delivery for the Project is expected to occur two times per week on Tuesday and Friday morning. Deliveries will be brought in through the rear loading dock. Cash pick-up will also occur two times per week and the delivery schedule is randomized by the Cannabis Control Commission as to not expose any routines of the drivers. All service and delivery trips are expected to occur outside of the peak-hours, which will minimize the impact to the surrounding transportation network.

Mode Share

The mode share summarizing how patrons and employees are traveling to the Site was gathered by the annual City of Cambridge Mode Share survey completed in 2019 at the existing medical facility. The survey data consisted of 16 employees and 268 patrons. This data was used to establish a mode share for the proposed Project. The mode share results of the survey are presented in **Table 2**.



Table 2. Mode Share Survey Results

User	Vehicle		Transit	Walk	Bike
	SOV	HOV			
Patron	72%	14%	10%	3%	1%
Employee	76%	-	24%	-	-

Source: 2019 City of Cambridge Travel Mode Survey
 SOV – Single Occupancy Vehicle, included drive alone and TNC alone
 HOV – High Occupancy Vehicle, included carpool and TNC with other passengers

As shown in **Table 2**, patrons to the site typically arrive in a single occupancy vehicle, however 14% of patrons use alternative modes including transit, walk, and bicycle. Employees also typically arrive in a single occupancy vehicle and 24% of employees arrive via transit. The proponent will prioritize new employees that live close to the site to encourage the use of alternate modes of transportation.

Project Trip Generation Summary

The trip generation estimates for patrons and employees were applied to the mode shares shown in **Table 2** to develop the vehicle, transit, walk, and bicycle trips. The vehicle trips are broken down into single occupancy vehicles (SOV) for patrons arriving alone, and high occupancy vehicles (HOV) for patrons arriving with at least one other patron. The trip generation estimates for the Project are shown in **Table 3** during a typical weekday as well as during the typical weekday a.m. and p.m. peak hours.



Table 3. Project Trip Generation Estimates

Type	Direction	Vehicle Person Trips		Transit Trips	Walk Trips	Bicycle Trips	Total Person Trips
		SOV	HOV				
Weekday							
Customers	Enter	216	42	30	9	3	300
	Exit	216	42	30	9	3	300
	Total	432	84	60	18	6	600
Employees	Enter	11	0	4	0	0	15
	Exit	11	0	4	0	0	15
	Total	22	0	8	0	0	30
Weekday a.m. Peak Hour							
Customers	Enter	0	0	0	0	0	0
	Exit	0	0	0	0	0	0
	Total	0	0	0	0	0	0
Employees	Enter	6	0	2	0	0	8
	Exit	0	0	0	0	0	0
	Total	6	0	2	0	0	8
Weekday p.m. Peak Hour							
Customers	Enter	35	7	5	2	1	50
	Exit	35	7	5	2	1	50
	Total	70	14	10	4	2	100
Employees	Enter	0	0	0	0	0	0
	Exit	2	0	0	0	0	2
	Total	2	0	0	0	0	2

Based on information provided by Revolutionary Clinics.

During a typical weekday, the project is expected to generate 454 trips by people driving alone, 84 trips by people arriving by car together, 68 trips by public transportation, 18 trips by walking, and six trips by bicycle for a total of 630 person trips (315 entering and 315 exiting). During the weekday a.m. peak hour, the project is expected to generate six entering trips by people driving alone and two entering trips by public transportation. Patrons are not expected to arrive during the weekday a.m. peak hour because the store is projected to open at 9:00 a.m., after the weekday a.m. street peak hour. During the weekday p.m. peak hour, the project is expected to generate 72 trips by people driving alone, 14 trips by people arriving together, ten trips by public transportation, four trips by walking, and two trips by bicycle for a total of 100 person trips by patrons (50 entering and 50 exiting) and 2 exiting employees.



Parking

Staff parking currently occurs off-site and the Proponent will continue to evaluate options for employee parking that could involve off-site locations near Alewife or locally. Long-term bicycle parking will be provided on-site for those utilizing their bicycle.

The Site has eight designated parking spaces for patrons. Two spaces are designated for accessible parking only and the remaining six are for all other patrons. The Site parking area will be able to accommodate the parking needs for most of the patrons needs, however during peak times overflow parking will be required. On-street parking will be able to accommodate the overflow during peak times.

On-street parking data was collected within a 500-foot vicinity of the Site to determine the existing parking conditions and how it relates to the Project parking needs. On-street parking occupancy data was collected during one weekday at 10:00 a.m., 12:00 noon, 3:00 p.m., 5:00 p.m., and 7:00 p.m. and during one Saturday at 3:00 p.m., 5:00 p.m., and 7:00 p.m. The data collection was performed in July 2019 and consisted of Fawcett Street, Smith Place, Wilson Road, and Moulton Street as shown in **Figure 1**. A summary of the number of parking spaces occupied and percentage of occupied spaces is shown in **Table 4**.



Table 4. Parking Occupancy

Street Name/Lot	Regulation	Total Spaces	Occupied Spaces (Percent Occupancy)				
			10 a.m.	12 noon	3 p.m.	5 p.m.	7 p.m.
Weekday – Tuesday, July 23, 2019							
Site Parking	Customer	6	0 (0%)	3 (50%)	3 (50%)	0 (0%)	1 (17%)
	Accessible	2	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Fawcett St	2-Hour Meter	18	14 (78%)	17 (94%)	7 (39%)	12 (67%)	18 (100%)
	1-Hour Meter	2	0 (0%)	0 (0%)	0 (0%)	0 (0%)	2 (100%)
	Res. Permit	10	8 (80%)	9 (90%)	8 (80%)	9 (90%)	10 (100%)
	Unrestricted	35	25 (71%)	26 (74%)	23 (66%)	22 (63%)	31 (89%)
	Accessible	2	2 (100%)	0 (0%)	2 (100%)	0 (0%)	0 (0%)
	Loading	1	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Smith Place/Wilson Road/Moulton Street	Unrestricted	41	38 (93%)	36 (88%)	30 (73%)	4 (10%)	3 (7%)
	Accessible	1	0 (0%)	1 (100%)	1 (100%)	1 (100%)	0 (0%)
On-Street Public¹		96	77 (80%)	79 (82%)	60 (63%)	38 (40%)	54 (56%)
Total		118	88 (75%)	95 (81%)	77 (65%)	49 (42%)	66 (56%)
Weekend – Saturday, July 20, 2019							
Site Parking	Customer	6	-	-	1 (17%)	1 (17%)	1 (17%)
	Accessible	2	-	-	0 (0%)	0 (0%)	1 (50%)
Fawcett St	2 Hour Meter	18	-	-	14 (78%)	15 (83%)	18 (100%)
	1 Hour Meter	2	-	-	1 (50%)	1 (50%)	2 (100%)
	Res. Permit	10	-	-	10 (100%)	10 (100%)	10 (100%)
	Unrestricted	35	-	-	30 (86%)	34 (97%)	33 (94%)
	Accessible	2	-	-	0 (0%)	0 (0%)	0 (0%)
	Loading	1	-	-	0 (0%)	0 (0%)	0 (0%)
Smith Place/Wilson Road/Moulton Street	Unrestricted	41	-	-	3 (7%)	1 (2%)	1 (2%)
	Accessible	1	-	-	1 (100%)	0 (0%)	0 (0%)
On-Street Public¹		96	-	-	48 (50%)	51 (53%)	54 (56%)
Total		118	-	-	67 (57%)	70 (59%)	74 (63%)

¹ *On-Street Public indicates all potential spaces that patrons can park including 1-Hour Metered, 2-Hour Metered, and Unrestricted spaces.*

As shown in **Table 4**, the highest parking demand at the Site is between noon and 3 p.m. where three spaces are occupied at 50% occupancy. This reflects the fast-turnover characteristic of the cannabis dispensary. As previously mentioned, the medical facility served one patient on average of four minutes. If the Site parking lot is full, there are 96 potential parking spaces that patrons can



park in nearby. During the time periods collected, the on-street public spaces range from 40% to 82% occupied.

Transportation Demand Management

The Applicant will work to encourage alternative modes of transportation to access the Site. 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:

- Fully subsidize MBTA passes for employees;
- Implement a pre-order system to reduce in-store time for customers;
- Provide BLUEbikes memberships to employees;
- Provide secure, long-term bicycle parking for employees;
- Provide an air pump and bicycle repair tools available for employees and customers;
- Provide lockers for employees that walk or bike to work;
- Install short- and long-term bicycle parking above the zoning requirement to encourage employees and patrons to bike to the Site;
- 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;
- Continue membership in the Alewife TMA;
- 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 to the City toward transportation improvements.

Area Improvements

Revolutionary Clinics will work with the City of Cambridge to develop a plan for area improvements that fit the scope and scale of this proposed use. Area improvements can be related to improving biking and walking to encourage alternative uses to and from the site. Revolutionary Clinics will provide funding to install three new bicycle racks in the neighborhood and will continue to partner with the Alewife TMA to offer TDM services for employees.



Opening Plan

Prior to the opening date, the Applicant will furnish a detailed opening plan for management of the grand opening. As other dispensaries open prior to this Site, market conditions will dictate the level of management that is needed to ensure a smooth opening. Some measures that will be considered by the Applicant for the grand opening include:

- Queue management software with appointment-only scheduling;
- Evaluation of private parking lot options;
- Marketing to caution customers against driving to the opening and making them aware of the non-vehicular options for coming to the Site;
- Police detail to manage the curb outside the Site;
- Additional staff on Site to manage queues and process customers; and
- Provide a shuttle service to Alewife Station for patrons and employees.

Summary

As previously mentioned, the existing site currently operates as a medical cannabis dispensary. Converting to a retail facility will generate more trips to the site, however the general operation of the site will remain unchanged. The additional impact due to the retail component is expected to have a minimal impact on the surrounding roadways, especially when the market is saturated. Until that point, Revolutionary Clinics will work with the City to implement TDM measures to reduce the number of customers that take private vehicles to the Site. Revolutionary Clinics will incentivize employees and patrons to seek alternative commuting options that will not degrade neighborhood parking and minimize the impact to the surrounding roadway network. The six parking spaces on-site will be able to accommodate patrons for most of the day, on-street parking will supplement the demand during peak times. On-street parking around the Site is well-utilized, however there is availability at most times of the day for quick turnover. Revolutionary Clinics will work with the City of Cambridge to develop a plan for area improvements that fit the scope and scale of this proposed use. Revolutionary Clinics will provide funding to install three new bicycle racks in the neighborhood and will continue to partner with the Alewife TMA to offer TDM services for employees. The attached Cannabis Retail Stores Summary Form (**Appendix A**) provides information and data detailed in the memo.



Cannabis Retail Stores Summary Form

Project Site:	
Store Address.	110 Fawcett Street
Total floor area of store (including sales, back of house, other).	5,000 sf
Retail sales area (including customer waiting areas).	2,500 sf
Maximum customer capacity – sales area.	50
Maximum customer capacity – waiting area.	A waiting area with couch and table is provided in the building. This area is designated as limited access, and therefore patrons must show valid ID to enter the waiting area.
Employees:	
Number of full-time employees (total).	20
Number of part-time employees (total).	0
Maximum number of employees on-site at one time.	15
Employee mode shares:	See Table 2
% single-occupancy vehicle (SOV) (including ride-hailing):	76%
% high-occupancy vehicle (HOV):	0%
% public transit:	24%
% walk:	0%
% bike:	0%
% other:	0%
Customers:	
Number of customers per day.	300
Maximum number of customers expected at any one time.	50 peak-hour (weekday 5:30 – 7:30 p.m.)
Customer mode shares:	See Table 2 – Mode Share Survey Results
% single-occupancy vehicle (SOV) (including ride-hailing):	72%
% high-occupancy vehicle (HOV):	14%
% public transit:	10%
% walk:	3%
% bike:	1%
% other:	0%

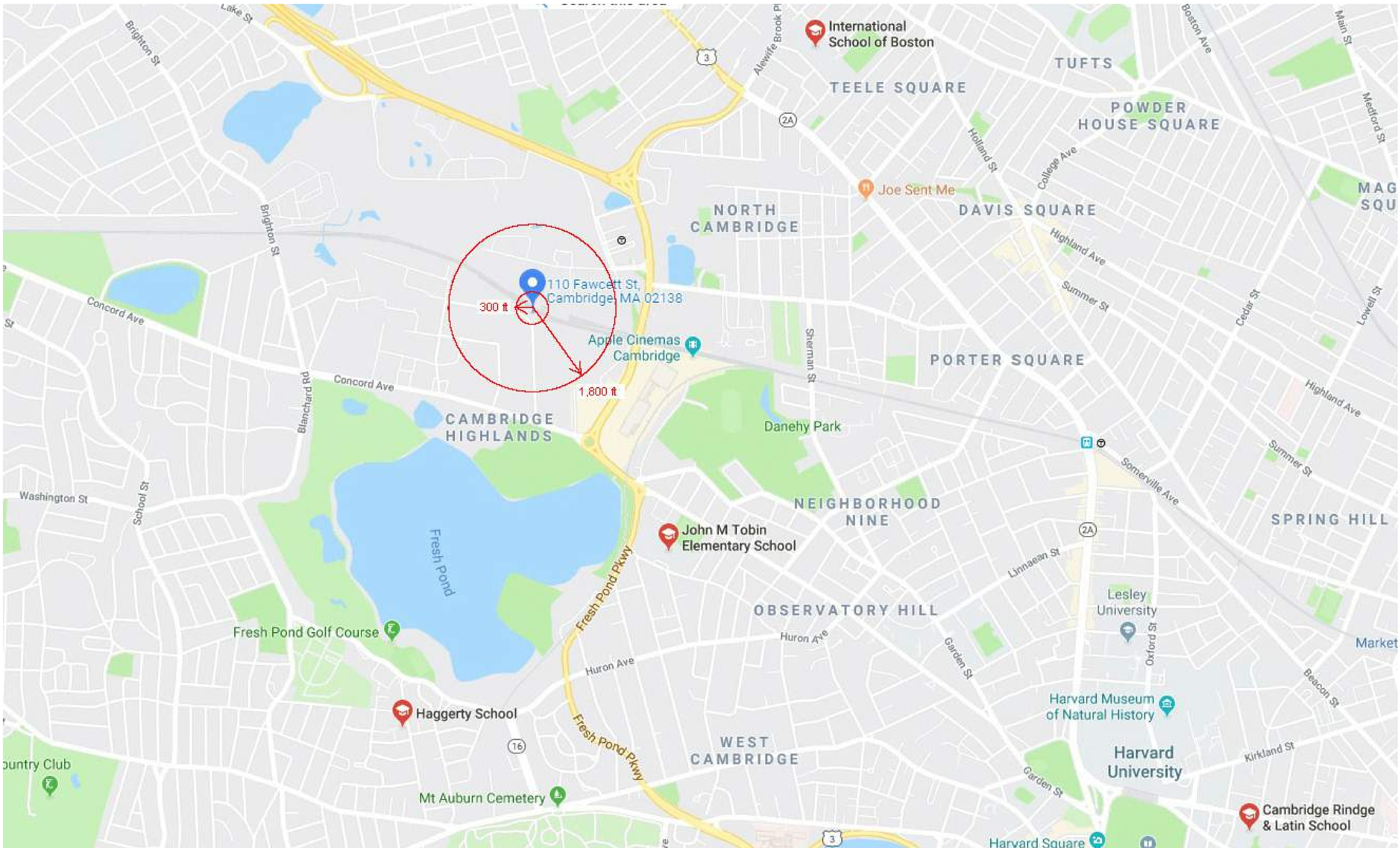


Transit Availability:	
List the public transportation services within ¼ mile of the site, including type (subway, bus, bike share), walking distance, and frequency.	See Figure 1 - Site Context and Table 1 – Transit Services Near the Site
List the duration and frequency of public transit services for weekdays and weekends.	See Table 1 – Transit Services Near the Site
Auto Parking Availability:	
List public parking facilities within 500 feet of site (with addresses/locations, distance, and number of spaces) and parking occupancy for minimum one weekday (e.g., minimum 10 am, 12 pm, 3 pm, 5 pm, 7 pm), and minimum one Saturday (e.g., minimum noon, 3 pm and 7 pm).	See Table 4 – Parking Occupancy
Estimated peak parking demand needed for employees.	There will be a maximum of 15 employees on the Site.
Estimated peak parking demand for customers.	20 spaces
Number of employee parking spaces on-site.	0 spaces
Number of customer parking spaces on-site.	8 spaces including two accessible spaces
Number of employee parking spaces off-site (describe location and distance from site).	Employee parking will occur off-site near Alewife or locally with space for 15 employees
Number of customer parking spaces off-site (describe location and distance from site).	96 publicly available on-street parking spaces within 500 feet of the Site.
Bicycle Parking Availability:	
Number of Employee long-term bicycle parking spaces on the Project site.	The Applicant is providing long-term bicycle parking space for 4 bicycles within the building.
Number of Customer short-term bicycle parking spaces on the Project site.	There are three bicycle racks with parking for six bicycles on-site.
Number of public bicycle parking spaces within 100 feet of the main entrance of the site.	0



Loading and Delivery:							
Address of proposed Loading and Delivery Service Location (note whether it is on-street or off-street).	110 Fawcett Street – Loading and deliveries will be brought into rear door of facility						
List the types of loading and delivery trips that will service the site (e.g., product delivery, cash pick-up, refuse collection) and expected number of trips per week for each type.	Expected up to 4 loading/delivery trips per week including product delivery, cash pick-up, and refuse collection. Two cash pick-ups per week and two product delivery and refuse collection pick-ups per week.						
Project Trip Generation:							
Daily, Morning and Evening Peak Hour Employees and Customer trip generation by mode.		Employees			Patrons		
		Daily	Morning	Evening	Daily	Morning	Evening
	SOV	22	6	2	432	0	70
	HOV	0	0	0	84	0	14
	Transit	8	2	0	60	0	10
	Walk	0	0	0	18	0	4
	Bike	0	0	0	6	0	2
	Total	30	8	2	600	0	100

EXHIBIT D



No.	Description	Date

PROJECT
 CAS Cambridge
 110 Fawcett Street
 Proximity to Schools Map

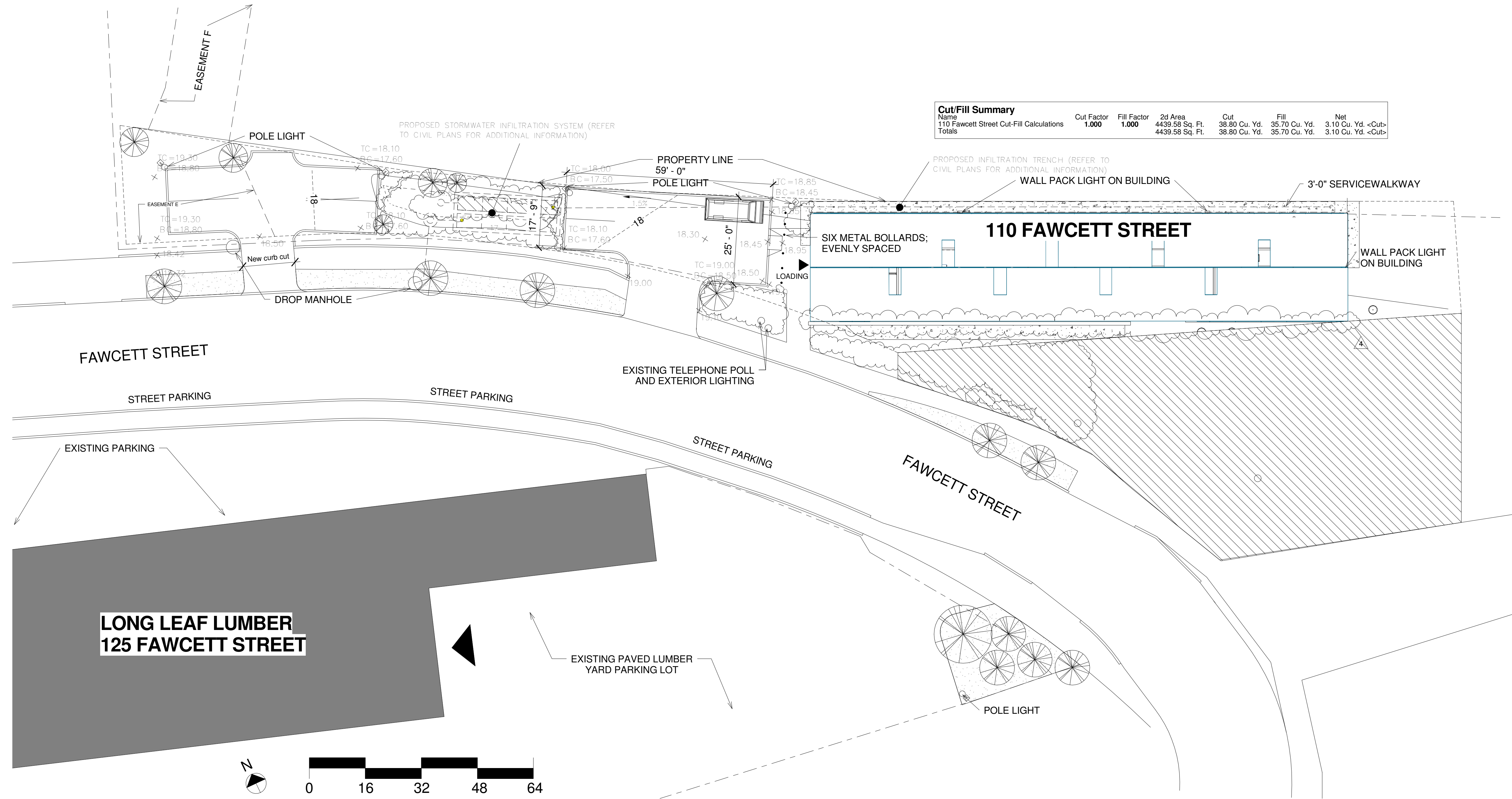
Date	07.30.18
Project number	CAS
Drawn by	L.P. Worth
Checked by	B. Hampton

A-124

EXHIBIT E

Cut/Fill Summary

Name	Cut Factor	Fill Factor	2d Area	Cut	Fill	Net
110 Fawcett Street Cut-Fill Calculations	1.000	1.000	4439.58 Sq. Ft.	38.80 Cu. Yd.	35.70 Cu. Yd.	3.10 Cu. Yd. <Cut>
Totals			4439.58 Sq. Ft.	38.80 Cu. Yd.	35.70 Cu. Yd.	3.10 Cu. Yd. <Cut>



No.	Description	Date
1	Revision 1	Date 1
4	No awnings	10.26.17



1 Revised Site Plan
1/16" = 1'-0"

PROJECT
CAS Cambridge
110 Fawcett Street
Site Plan

Date 07.30.18
Project number CAS
Drawn by M. Worth
Checked by B. Hampton

L-101

EXHIBIT F



The Commonwealth of Massachusetts
Executive Office of Health and Human Services
Department of Public Health
Bureau of Health Care Safety and Quality
Medical Use of Marijuana Program
99 Chauncy Street, 11th Floor, Boston, MA 02111

CHARLES D. BAKER
Governor

KARYN E. POLITO
Lieutenant Governor

MARYLOU SUDDERS
Secretary

MONICA BHAREL, MD, MPH
Commissioner

Tel: 617-660-5370
www.mass.gov/medicalmarijuana

July 27, 2016

BY U.S. MAIL AND E-MAIL

Ms. Jayne Vining
Cardiac Arrhythmia Syndromes Foundation, Inc.
9 Bartlet Street, Unit 335
Andover, MA 01810

Re: Provisional Certificate of Registration for a Registered Marijuana Dispensary for a Dispensary in Cambridge (110 Fawcett Street) and a Cultivation and Processing Facility in Fitchburg

Dear Ms. Vining:

Please be advised that you have been selected to receive a Registered Marijuana Dispensary ("RMD") Provisional Certificate of Registration at your proposed Cambridge retail dispensary and Fitchburg cultivation and processing facility and to move forward to the Inspectional Phase. The issuance of this RMD Provisional Certificate of Registration is subject to the following ongoing conditions:

1. All dispensary agents and capital investors shall be subject to a background check as set forth in the *Guidance for Registered Marijuana Dispensaries Regarding Background Checks* prior to commencing work as a dispensary agent or contributing funds to the RMD.
2. The RMD shall comply with the Humanitarian Medical Use of Marijuana Act, Ch. 369 of the Acts of 2012 (the "Act"), as implemented by Department of Public Health (the "Department") Regulations, 105 CMR 725.000, et seq. ("Regulations"), during the period of its provisional registration, except as expressly waived in writing by the Department pursuant to 105 CMR 725.700.
3. The RMD shall be subject to inspection and audit to ascertain compliance with any applicable law or regulation, including laws and regulations of the Commonwealth relating to taxes, child support, workers compensation, and professional and commercial insurance coverage.
4. The RMD shall be subject to inspection and audit to ascertain that the RMD is operating at all times in a manner not detrimental to public safety, health, or welfare.

5. The RMD shall be subject to inspection and audit to ascertain that its facilities are compliant with all applicable state and local codes, bylaws, ordinances and regulations.
6. The RMD shall be subject to inspection and audit to ascertain that it has sufficient financial resources to meet the requirements of the Act or 105 CMR 725.000, et seq.
7. The RMD shall cooperate with and provide information to Department inspectors, agents and employees upon request.
8. The RMD shall, as necessary, amend its bylaws to expressly require compliance with 725.100(A)(1) and the "*Guidance for Registered Marijuana Dispensaries Regarding Non-Profit Compliance*" by stating that the RMD shall "at all times operate on a non-profit basis for the benefit of registered qualifying patients" and shall "ensure that revenue of the RMD is used solely in furtherance of its nonprofit purpose." If the bylaws do not expressly include such requirement, they shall be amended within thirty days of the date of this letter and the amended bylaws shall be filed with the Department by mail at the above address and by email at RMDcompliance@state.ma.us.
9. The RMD shall keep current all information required by 105 CMR 725.000, et seq., or as otherwise required by the Department pursuant to 725.100(F)(4) and may not make certain changes without prior approval from the Department pursuant to 725.100(F)(1)-(3).
10. The RMD must submit payment of the registration fee required pursuant to 105 CMR 725.100(C)(1) and 801 CMR 4.02.

In the Inspections Phase, the Department will continue to verify, among other things, that the RMD will operate in compliance with the RMD operational requirements, see 105 CMR 725.105 (A)-(Q), and security requirements, see 105 CMR 725.110(A)-(F). Furthermore, the Department may impose other conditions that the Department determines necessary to ensure the RMD will operate in accordance with applicable Massachusetts laws and regulations.

Please be advised pursuant to 105 CMR 725.100(C)(1) the Department may issue a Final Certificate of Registration only after an applicant has successfully completed the Inspections Phase and the Department has issued final approval.

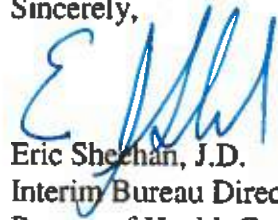
Please mail the enclosed remittance form with a bank/cashier's check in the amount of \$50,000 payable to the Commonwealth of Massachusetts within thirty (30) days of the date of this letter to:

Department of Public Health
Medical Use of Marijuana Program
RMD Registration
99 Chauncy Street, 11th Floor
Boston, MA 02111

After the registration fee is processed, this letter shall serve as your Provisional Certificate of Registration with the aforementioned conditions. The Department will continue to verify all information provided by you, and that you are compliant with applicable Massachusetts law and regulations. It is within the Department's discretion to revoke this Provisional Certificate of Registration at any time.

Should you have any questions, please contact the Department at RMDcompliance@state.ma.us.

Sincerely,

A handwritten signature in blue ink, appearing to read "Eric Sheehan".

Eric Sheehan, J.D.
Interim Bureau Director
Bureau of Health Care Safety and Quality
Massachusetts Department of Public Health



The Commonwealth of Massachusetts
Secretary of the Commonwealth
State House, Boston, Massachusetts 02133

William Francis Galvin
Secretary of the
Commonwealth

Date: August 15, 2019

To Whom It May Concern :

I hereby certify that according to the records of this office,

REVOLUTIONARY CLINICS II, INC.

is a domestic corporation organized on **May 31, 2018** , under the General Laws of the Commonwealth of Massachusetts. I further certify that there are no proceedings presently pending under the Massachusetts General Laws Chapter 156D section 14.21 for said corporation's dissolution; that articles of dissolution have not been filed by said corporation; that, said corporation has filed all annual reports, and paid all fees with respect to such reports, and so far as appears of record said corporation has legal existence and is in good standing with this office.



In testimony of which,

I have hereunto affixed the

Great Seal of the Commonwealth

on the date first above written.

William Francis Galvin

Secretary of the Commonwealth

Certificate Number: 19080290010

Verify this Certificate at: <http://corp.sec.state.ma.us/CorpWeb/Certificates/Verify.aspx>

Processed by:

Packet 1: Application of Intent

The Application of Intent packet is intended to provide the Commission with information about the Marijuana Establishment, including:

- Who is the marijuana-establishment applicant?

- o The applicant may be an individual or several individuals. Individuals required to be named in the application include executives, managers, and close associates, as well as any person or entity who will contribute 10% of more of the initial capital to operate the Marijuana Establishment. The list must include any individual with direct or indirect authority over business policies, cultivation operations or security operations because these are individuals the Commission is likely to interact with over the term of the license. Individuals listed on the application also must disclose their individual interest in any Marijuana Establishment application for licensure or licensee, as well as their past or present business interests, including marijuana-related business interests, in other states.

- How is the business organized?

- o Applicants must provide proof that the business is registered to do business in Massachusetts. Certificates providing proof of business incorporation may be requested online from the Corporations Division of the Secretary of the Commonwealth of Massachusetts at <http://www.sec.state.ma.us>. Please note that as part of the third packet, or the Management and Operations Profile, applicants will need to provide a copy of the articles or organization and bylaws, as well as certificates of good standing from the Massachusetts Department of Revenue and the Corporations Division of the Secretary of the Commonwealth's office.

- How will the Marijuana Establishment be funded?

- o Applicants are required to document the amounts and sources of capital that will be used to fund the Marijuana Establishment, and certify that all funds used to invest in or finance the Marijuana Establishment were or will be lawfully obtained. They are not required to provide proof of a specific amount of available funding to operate the establishment.

- o Applicants must also show access to adequate funding to dismantle and wind down a Marijuana Establishment. This may be shown by providing proof of a financial guarantee bond or other escrowed amount of money. Massachusetts does not require a financial guarantee bond or escrow funds in a specific amount. However, the applicant will be required to explain why the amount is adequate to dismantle and wind down the particular Marijuana Establishment.

MANAGEMENT TEAM

Robert M. Bohlen – Founder, Chairman, and Class A Manager

Robert Bohlen is one of the founders of the Company and serves as the Company’s Chairman of the Board. Mr. Bohlen is a serial entrepreneur with broad business experience ranging from agricultural to manufacturing companies in a wide variety of industries throughout his prolific business career. Mr. Bohlen was recognized as being one of the most productive real estate agents of all time; selling over 10,000 residential and commercial properties worth over \$4 billion. Mr. Bohlen provides strategic guidance to the Company’s management as well as serves in a business development role. Mr. Bohlen received a bachelor’s degree from the University of Illinois when he played basketball on a scholarship. Mr. Bohlen is a prolific art collector with his collections being showcased in major museums across the United States.

Keith W. Cooper – Class A Manager and CEO

Keith Cooper serves as one of the Class A Managers on the Company’s Board of Managers as well as serves as the Company’s Chief Executive Officer. Mr. Cooper is a serial entrepreneur that has led six companies to successful exits. Prior to joining the Company, Mr. Cooper was CEO of Constant Therapy (“CT”), a company revolutionizing the treatment of neurological disorders using science-based digital therapy on mobile devices. CT was acquired by a private equity firm in 2017. Prior to CT, Mr. Cooper was CEO of Connotate (web Big Data aggregation company), President of Carbonite (#9 on the Inc. 500 list, Best Places To Work in Boston, Most Innovative Companies in New England, IPO on NASDAQ in 2011), CEO of webHancer (acquired by Microsoft), CEO of FaxNet (acquired by Critical Path) and GM of Trans National Communications (#12 on the Inc. 500 list). A graduate of Harvard Business School (1988) and Harvard College (1983, President of the Harvard Rugby Club), Keith lives in Wayland, Massachusetts, is married, and has two young adult sons.

Lillian Montalto – Founder and Class A Manager

Lillian Montalto is one of the founders and serves as one of the Class A Managers on the Company’s Board of Managers and provides strategic insight with regards to real estate matters and overall strategies of the Company. Ms. Montalto is the founder, broker, and principal of Lillian Montalto Signature Properties in Andover Massachusetts and has vast real estate experience. For the past nineteen years, Ms. Montalto has been recognized as the number one real estate agent in New England and has been a keynote speaker at the National Association of Realtors Annual Conference as well as numerous Real Estate and Business seminars around the world, including Bali, Canada, Australia, New Zealand, South Africa, and the United States.

Tyler Richards – Class B Manager

Tyler Richards is one of the founders of the Company and was instrumental in the selection of the Fitchburg Facility. After the facility was acquired, Mr. Richards played a key role in overseeing its extensive build out. Mr. Richards also played a pivotal role in developing a demographic model based on a wide variety of factors that were used to narrow the Company’s focus on the most desirable areas to locate its dispensaries. Mr. Richards is active in the commercial real estate market and has extensive construction management experience. His experience in the nuances of the Massachusetts licensed marijuana industry compliments his ability to plan and select the best sites for the Company. Mr. Richards received a B.A. degree in Construction Management from the University of Massachusetts at Amherst.

G. Ryan Ansin – Founder, Class C Manager, and Chief Strategy Officer

Ryan Ansin is a serial entrepreneur that has been involved in the cannabis industry for over four years and is one of the founders of the Company. Mr. Ansin has traveled all over the US and Europe searching for the latest technology in the cannabis industry. He has led the selection of the technology that has been deployed in the Company’s state-of-the-art cultivation facility in Fitchburg Massachusetts, as well as more broadly throughout the organization’s operations. Mr. Ansin is active in all aspects of the business and has taken the lead in procuring private capital for expansion of the Company as well as assessing the financial climate for cannabis stocks on an industry-wide basis. Mr. Ansin is President of Greenwich-based Family Office Association and has built a portfolio of early and growth-stage investments in technology, real estate, biotech, ethical fashion, and cannabis.

Bradley Miller – Chief Financial Officer

Brad Miller is a finance executive with thirty years of experience leading medium-sized to large organizations through periods of rapid growth and transformation. Mr. Miller's expertise spans finance, administration, M&A, corporate strategy, treasury, operations, systems, and information technology. He has led the finance organization in four public companies and four private-equity backed technology companies. He has led four successful exits with a total value exceeding \$2 billion. Most recently, Mr. Miller served as the CFO of PeopleFluent, which was acquired by Learning Technologies Group, Ltd., a publicly traded company in the UK. Mr. Miller began his career as a CPA at Coopers & Lybrand and has received degrees from the College of William & Mary and the University of New Hampshire.

Mindaugas Maciulis – Chief Operating Officer

Min comes to Revolutionary Clinics from Kohler Company where he recently managed logistics of Kitchen and Bath Products overseeing multiple Distribution Centers throughout the US totaling over 4 million SQ FT, \$10M daily revenue, and distributing over 200,000 different skus. Prior to Kohler, Min led numerous operations teams at a leading global logistics company DHL Supply Chain where he was responsible for day to day operations for companies such as Philips, Medtronic, and Proctor & Gamble. Min's expertise in operations, ISO standards, lean tools, and management of diverse teams led to his nomination for Supply Chain Executive Seminar at Michigan State University, which he completed in 2018. Min is excited to join the team where he plans to bring his expertise in Operations and Supply Chain Management by continuing to scale the company and bringing new products to market.

Thomas Schneider – Chief Marketing Officer

Tom Schneider is a marketing executive with twenty-five years of experience in building companies through branding and delivering integrated marketing ecosystems and business strategies for midsize to Fortune 500 companies. Mr. Schneider believes that great marketing should be steeped in customer and competitor insights, to create the brand, drive awareness, generate leads, develop new business and inevitably guide product evolution. Before joining Revolutionary Clinics, Mr. Schneider founded and sold three marketing agencies, and, most recently, was Chief Marketing Officer of Target Logistics, a multinational provider of workforce housing. In 2013, Target Logistics was named one of America's fastest-growing private companies by Inc. Magazine at #194 on the list of 5,000, with a three-year growth rate of 2,131%. Mr. Schneider and his partners drove the value of the company from \$25 million to a total acquisition value of \$625 million in three years.

Christine Champagne – Director of Cultivation

Christine Champagne is a Cultivation/Production Specialist and has been involved in the Green Industry for more than 30 years with a primary focus on improving plant propagation that improves plant growth rates, yields, and quality while reducing both labor and other production costs. Ms. Champagne has developed training courses and methodologies and has implemented them with industry leaders, with increased production output and quality while simultaneously lowering production unit costs. Ms. Champagne takes an integrated product management approach that incorporates standard production procedures at all touch points of the production cycle.

Shaka Ramsay – Vice President of Retail Operations

Shaka Ramsay has been a leader in Boston retail for twenty years, working with established brands to drive business to greater heights, and leading the way into new markets by using his unique ability to identify, predict and create trends. During his tenure as Creative Director for The Tannery and Concepts, Mr. Ramsay vaulted The Tannery into top-five rankings nationally for independent retailers and led Concepts to international expansion and an Independent Retailer of the Year award. Mr. Ramsay also has an extensive background in luxury fashion and retail, having held leadership positions in companies such as Louis Vuitton, Jimmy Choo, and Gucci. He launched his own concept store, which combined fashion, food, and art, to great critical acclaim, receiving five "Best of Boston" awards.

Dan Gillan – Vice President of Extraction Department

A native of Massachusetts, Dan Gillan has been working in the regulated cannabis industry in both California and Massachusetts since 2016 with a hyper-focus in leading cannabis extraction techniques and MIP manufacturing. Previous to starting and operating a California cannabis business, Gillan founded and operated a Boston based media production company, which developed his passion for entrepreneurial endeavors. In 2013, a motor vehicle accident left Gillan in critical condition with four broken vertebrae in his spine. Cannabis has been a huge part of his journey to healing and ignited a new passion. Gillan

dedication to helping people, combined with his expertise in cannabis science, personal story, and his entrepreneurial spirit, makes him a perfect fit in this rapidly emerging industry.

EXHIBIT G

Community Engagement Summary

On Monday, May 13, 2019, RevC2 hosted a community outreach meeting at Summer Shack restaurant located at 149 Alewife Brook Parkway, Cambridge, from 6:00 p.m. until 8:00 pm.

Approximately 15 neighbors attended the meeting during which a presentation was made to discuss the application for a Special Permit for an Adult-Use Marijuana Retailer license at 110 Fawcett Street Avenue (the "Premises") pursuant to 935 CMR 500.101 and other applicable laws and regulations promulgated thereunder, including those promulgated thereunder by the Cannabis Control Commission. The presentation included graphics, elevations, floor plans and security systems plans.

The information that was information that was presented at the Community Outreach Meeting included, but was not limited to:

- The type(s) of Adult-Use Marijuana Establishment to be located at the Premises;
- Information adequate to demonstrate that the Adult-Use Marijuana Establishment location will be maintained securely;
- Steps to be taken by the Adult-Use Marijuana Establishment to prevent Diversion to minors;
- A plan by Adult-Use Marijuana Establishment to positively impact the community; and
- Information adequate to demonstrate that the location will not constitute a nuisance to the community by noise, odor, dust, glare, fumes, vibration, heat or other conditions likely to cause nuisance.

The presentation included a discussion about the process of getting the adult use ordinance passed at the city level, and how that process is separate and distinct from the state approval process. Keith Cooper, the CEO of RevC2, explained that he had attended many meetings with the office of the City Manager, the City Solicitor, several City Councilors and CDD staff and that he had attended many public hearings and remains convinced that Cambridge will have an adult use ordinance in the very near future. Attendees were pleased with the security systems summary and not surprised by the data from other dispensaries in Massachusetts that showed a decrease in nuisance crimes in the areas where they have sited due to an increased security presence. RevC2 explained that they have had no reports of crime or any disturbances since they opened for medical sales approximately 1 year ago.

Two members of the community asked if there were opportunities for employment at RevC2. Their information was obtained and they have been contacted by HR. One attendee asked about the acquisition of other dispensaries by a Canadian cannabis company. This individual claimed that he knew that another EE applicant for a dispensary in Cambridge was a front for a Canadian cannabis securities acquisition firm. It was explained that RevC2 is funded by individuals who have invested personal funds to raise the necessary seed capital. Mr. Cooper also talked about the Somerville dispensary, the proposed Central Square dispensary and the Fitchburg own cultivation center.

It was also explained that according to state statute, the city must allow no less 20% of the total number of 40 retail package store licenses, or 8 dispensaries.

In addition, over the past 2 years, Mr. Cooper and other representatives of RevC2 have had countless interactions with community members, neighborhood associations, individual city councilors, city department heads, CDD staff members, ISD staff members and any other interested party that is willing to discuss this use the participation of RevC2 as partner to the City of Cambridge.

A copy of the Community Outreach Meeting Notice was sent to the Cambridge Planning Board, the Cambridge Public Health Department and was placed on file with the Cambridge City Clerk at City hall located at 795 Massachusetts Avenue, Cambridge, MA 02139. This Notice was also mailed seven (7) calendar days prior to the community outreach meeting to the abutters of 110 Fawcett Street, the proposed address of the Marijuana Establishment, to the owners of land directly opposite on any public or private street or way, and to abutters to the abutters within three hundred (300) feet of the property line of the project as they appeared on the most recent applicable tax list, notwithstanding that the land of any such owner is located in another city or town.

EXHIBIT H

QLess (www.qless.com) is a queue management system currently being utilized by Garden Remedies and is an elegant solution for keeping the sidewalks around our Cambridge dispensaries line free.



QLess queue management software will enable Revolutionary Clinics the ability to:

1) Manage **appointment setting** for our Adult Use customers.

Using their FlexAppointments feature:

- Customers book an appointment for a future day and time. Text and email reminders are sent to the customer reducing no-shows.
- At the same time, we will be able to accept walk-ins as schedule openings occur. QLess automatically puts an appointment holder first in line for a given time slot. FlexAppointments always take priority for the time slot that has been booked no matter how long the queue.
- This interactive appointment scheduling solution offers bi-directional communication connecting our staff with our customers. For example, on the day of an appointment, if a customer is running late, they can request more time. Likewise, our staff can notify the customer if our appointments are running behind schedule

2) Manage our **walk-in queue** for both Medical and Adult Use customers that are not looking to set a specific appointment time.

Using this queue management tool:

- As customers come in, they share their mobile phone number, and are sent a text with a personal wait time forecast.

- Timely updates and notifications alert customers as they get closer to the front of the queue.
- Accurate wait times keep them in the loop so they're free to visit other local businesses, instead of waiting in line or a crowded lobby.

QLess serves a diverse range of industries across [government](#), [higher education](#), [healthcare](#), [retail](#), and [logistics](#) – and offers an effective, convenient queue management solution to schedule appointments and manage lines for a superior customer experience, lower costs, reduced walk-aways, and access to key data.

OWNERSHIP CERTIFICATE

Project Address: 110 Fawcett St, Cambridge

Application Date: 9/11/19

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

I hereby authorize the following Applicant: Revolutionary Clinics II, Inc.
at the following address: 9 Bartlet St, #335, Andover, MA 01810
to apply for a special permit for: Adult Use Marijuana Sales
on premises located at: 110 Fawcett St, Cambridge, MA 02138
for which the record title stands in the name of: Belam Realty, LLC
whose address is: 15 Ward Street, Somerville, MA 02143

by a deed duly recorded in the:

Registry of Deeds of County: Middlesex Book: 42860 Page: 399

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

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

To be completed by Notary Public:

Commonwealth of Massachusetts, County of _____

The above named Jonah Jacob personally appeared before me,

on the month, day and year September 11, 2019 and made oath that the above statement is true.

Notary: _____

My Commission expires: August 5, 2022

